CITY OF SALEM

MASSACHUSETTS

FY 2023 Adopted Operating Budget & Capital Plan 2023 - 2027

Mayor Kimberley L. Driscoll

Anna Freedman, Finance Director

City of Salem, Massachusetts

Fiscal Year 2023
Annual Operating Budget & Capital Plan 2023 - 2027

General Fund & Enterprise Funds
July 1, 2022 to June 30, 2023

Presented By:
Mayor Kimberley L. Driscoll

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General Overview

CITY OF SALEM, MASSACHUSETTS

Kimberley Driscoll
Mayor

Office of the Mayor

May 26, 2022

Honorable Salem City Council
Salem City Hall
Salem, MA 01970

Ladies and Gentlemen of the Council:

Enclosed please find the proposed FY2023 operating and capital budgets for the City of Salem and the Salem Public Schools. I am pleased to submit this proposed expenditure plan and recognize that the coming fiscal year presents unique challenges and opportunities for our community.

As we continue the recovery from the COVID-19 pandemic, the uncertainty of the future course of the virus, as well as the scope of state and federal resources to address it, is complicated by a larger economic picture impacted by global conflicts, historic supply chain and labor issues, and rapidly rising interest rates and prices. Against this backdrop we must also consider the impacts of inflation on energy costs, materials and supplies, and wages, not to mention the unavoidable increase in fixed cost centers with which the City must contend. These contextual challenges are exacerbated by level funding of our school aid from the state, increased state assessments, aging infrastructure, and a housing market where costs and values are rapidly escalating.

There are reasons for optimism, however.

I am proud to say that the pro-active measures we used locally to safeguard, strengthen, and rebuild our local economy during the pandemic have worked. Our revenues are rebounding, and our local economy is coming back stronger than ever. During the pandemic Salem had a net zero loss in businesses and our storefront vacancy rate decreased to 4%. Our local unemployment rate has returned to its pre-pandemic level. We weathered the fiscal challenges without having to draw down substantially from our reserve funds or tap heavily into our levy capacity.

Indeed, Salem should be proud of our record stabilization levels, bond rating, and considerable levy capacity. We have also enjoyed a low average tax bill increase relative to our region and to

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the considerable increases Salem endured prior to this administration. Lastly, while net state aid has been reduced and Salem is being disproportionately and negatively treated under the new Chapter 70 formula, we do have the benefit of one-time relief funds from the American Rescue Plan Act (ARPA), the Bipartisan Infrastructure Investment and Jobs Act, the Elementary and Secondary School Emergency Relief Fund, and other federal and state sources that we are working to creatively leverage and apply to one-time needs related to recovery or to investing in our capital needs.

All of this is thanks in large part to a collective partnership between local elected officials to see our way through the early stages of this pandemic as a team united in our efforts to address the impacts of this virus on our community. The professionalism and commitment of City staff, including the early actions taken to support businesses and embrace investment in our city, as well as our thoughtful approach to managing municipal finances all played a hand in our efforts to date to weather pandemic related challenges. Our collaborative partnership with the City Council, small business owners, private and public partners and our neighboring municipalities in the region has helped us to meet our needs and grow back stronger than ever.

The proposed FY2023 Salem budget is $188,157,262, a change of 3.4% over the FY2022 budget. Fixed costs, such as health insurance, pension and retirement payments, insurance, debt payments, and state and other government assessments, account for about $1 of every $3 in the budget and will increase by roughly $2.5 million in FY2023, accounting for around 40% of the budget increase.

Our schools' budget is $68,747,963, an increase of $2,150,044 or 3.2%, over the FY2022 school budget. This does not include school-related costs that appear elsewhere in the budget, such as school employee health insurance increases, unemployment costs, debt for school building projects, and so forth. When those factors are included, a substantial amount of Salem's budget is tied to our schools and our students, easily the largest single area of spending.

The enterprise fund budgets will increase by $335,929, or 1.7%, over the FY2022 enterprise funds budget, due to increases in assessments for these services and the need for ongoing infrastructure maintenance and upgrades. Ordinances have been submitted to you establishing the water and sewer rates necessary to fund these budgets.

The FY2023 Capital Improvement Plan (CIP) is also included as part of this budget, as are the associated bond orders to fund these capital investments. 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.

One point you will notice for FY2023 is a larger reliance on "pay-as-you-go" or short-term capital outlays, as well as retained earnings for water and sewer capital and ARPA allocations, all over traditional bonding. This is because rising interest rates make borrowing less cost effective at the current moment, even with our historically high bond rating. This has the additional benefit of lessening our long-term debt service payments. Highlights in the capital plan include $2.5 million in sidewalks, crosswalks, and roads, over $1 million in school building

upgrades, signature park projects including the Willows Pier and the next phase of the Pioneer Village/Camp Naumkeag project, a major enhancement of the Mayor Jean Levesque Community Life Center kitchen facility, over $250,000 for new public safety vehicles, and the first phase of a much-needed overhaul of our critical police and fire radio communication system.

From having around $35,000 in our stabilization fund when I took office in 2006, we today have over $14.2 million in that fund thanks to permanent, prudent finance policies that we have worked collectively with the Council to put in place.

Despite the past financial difficulties we faced, Salem remains dedicated to policies that foster economic growth, to stable financial management practices, and to sustainable and transparent budgeting. Since 2006 we have implemented professional financial management standards and our debt payment as a share of the budget has been reduced by 33%. 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. Over the last 16 years, the average single-family tax bill in Salem increased by half as much as it did in the 16 years before 2006.

In our budgeting practices, the taxpayers of Salem have always been foremost in mind, and FY2023 is no different. This budget recognizes and respects the impact of property taxes on our residents, especially as many are suffering from the financial hardship afflicting many Americans today. Salem's average tax bill change over the last decade has been well below the average for our region and bolstered by 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, as well as through increasing the share of the cost burden being exported to visitors and non-residents through fees and excises. Salem has never sought a Proposition 2-1/2 override and we continue to tax below our allowable levy limit. For FY2023, we will continue to maintain excess levy capacity – in the amount of $6.2 million – a further demonstration of our prudence and care with taxpayer dollars.

Despite the overwhelming impact of the pandemic on our budgetary situation, it does not diminish the other external influences with which we still must also contend. 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. Indeed, in some respects the pandemic and ensuing economic downturn only exacerbated some of these challenges, such as the need for affordable and available housing.

On the financial side, we continue to see challenges with the state not fully funding their obligations for charter school reimbursements and the existing PILOT with the South Essex Sewerage District failing to adequately compensate our community for hosting this regional facility. Most egregiously this year, an embedded flaw in the state's school aid formula means that Salem will effectively be level funded in Chapter 70 funds for our schools: where other Gateway Cities are seeing an average increase in Chapter 70 funds of around 13%, Salem's increase is just 1%. Aid is increasing to all other Gateway Cities by between $1.6 million and $35.8 million; in Salem, our aid is only increasing by $248,340. 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 effect on our budget. Despite those pressures and despite the economic setbacks of the past year, the FY2023 budget maintains our dedication to fiscal responsibility while making important investments to strengthen 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 joint 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 for the last nine years in a row, but also our regular receipt – for fourteen years in a row – of recognitions and awards from the Government Finance Officers' Association, a national agency that provides professional guidelines for government budgets and fiscal practices.

In its most recent affirmation of the AA bond rating, issued just this month, S&P Global Ratings specifically cited Salem's "robust and strong economy…consistent positive financial operations…[and] strong financial management conditions, including conservative budgeting and long-term financial planning."

Lastly, another key factor in enhancing our local economy and contributing to new revenues to help meet the projected budget deficit are the public and private investments we continue to see in our community. These projects enhance our short- and long-term economic growth, create much needed housing, add to our tax base, and generate jobs. We are projecting the value increase of new growth for FY2023 at around $1 million; that is $1 million less burden on existing Salem taxpayers. Without responsible new growth we cannot provide the services and improvements that our constituents rightly demand and deserve. Given the reliable increase in fixed costs to the City and the financial challenges of the past year, a reflexively anti-growth position is equivalent to endorsing substantial tax increases on Salem homeowners and reduction in critical City services like public safety and public works. With appropriate new growth comes much needed housing, commercial enterprises with jobs, and new revenues to support the needs of Salem taxpayers and local government.

In FY2023 we will continue to strive to exceed the service level expectations of our constituents, while simultaneously ensuring fiscal prudency 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. 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.

Balancing the City's budget in a normal year itself 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 especially. The department's work 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. New this year, in furtherance of the GFOA's prioritization of improving transparency in public budgets, we are proud to offer a "Budget in Brief" summary that quickly highlights the most important parts of the FY2023 City budget.

The proposed FY2023 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. It invests in the critical services that make Salem a vibrant city and one with schools in which we can all take pride – in short, a stronger, more livable city for all. I recommend adoption of the proposed FY2023 budget, CIP, and other associated budgetary measures and I look forward to working with you in the coming days to enact this proposed spending plan to continue ensuring that Salem is a financially strong and professionally administered community.

Sincerely,

Kimberley Driscoll
Mayor
City of Salem

cc: City of Salem Department Heads

Long and Short Term Strategic Plan Summary FY 2023

Division	Goal &Objective	Source	Priority*	Schedule**	Division or Department	Status
EDUCATION						
Education	To raise the level of success for all Salem Public School Students to among the top 10% of the Commonwealth's Gateway Cities.	Mayor	1	Short & Medium Term	Executive and School	Ongoing
Education	Successfully implement the school's new Strategic Plan adopted by the Salem School Committee.	Mayor & State	1	Short Term	Executive & School	Underway
Education	To strengthen school-community partnerships in building a culture of high expectations for student success.	Mayor	1	Short & Long Term	Executive & School	Ongoing
Education	To promote academic, social, emotional, and physical development of each student and to empower all students to chart a personalized path to success.	Resident Survey	1	Short & Long Term	Executive & School	Ongoing
GENERAL GOVERNMENT						
General Government	Improve communication and transparency with citizens, including social media and online tools, software, and more.	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 and performance management, including development of Salem 311.	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 through the Green Communities program, energy efficiency goals, the climate change action plan, and more.	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	Strengthening City's reputation as a welcoming, accessible, and inclusive community for all.	Mayor	1	Short & Long Term	Executive	Ongoing
General Government	Continue Preparing for Salem 400 in 2026.	Mayor	2	Short & Medium Term	Executive	Ongoing
FINANCE - HUMAN RESOURCES						
Finance	Continue to attain GFOA designation by maintaining the highest level of budgetary practices and finance 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

Division	Goal &Objective	Source	Priority*	Schedule**	Division or Department	Status
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
PUBLIC SAFETY						
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	Police & IT	Ongoing
Public Health	Further enhance the City's public health infrastructure to be responsive to evolving pandemic needs.	Mayor	1	Short & Long Term	Public Health, Public Safety, Executive	Ongoing
ECONOMIC DEVELOPMENT						
Economic Development	Leverage ARPA COVID-19 recovery funds and other state and federal funding to strengthen Salem's recovery from COVID-19, with a particular focus on investments targeted to those disproportionately impacted by COVID-19.	Mayor	1	Short & Long Term	Executive, Finance, Health, Planning & CD	Underway
Economic Development	Pursue policies and opportunities to add housing to meet demand, stablize rents and prices, grow the tax base, and address housing insecurity issues.	Mayor	1	Short & Long Term	Executive, Planning & CD	Ongoing
Economic Development	Advance policies and other measures to help Salem realize its community housing goals, including right-sizing supply and improving affordability and access.	Mayor	1	Short & Long Term	Executive, Planning & CD	Ongoing
Economic Development	Support the thoughtful advancement of public, private, and public/private projects that will help Salem achieve its housing goals	Mayor	1	Short & Long Term	Executive, Planning & CD	Ongoing
Economic Development	Collaborate with project partners on implementation of offshore wind infrastructure development at the former Salem Harbor Station Power Plan site that helps create green jobs, supports alternative/renewable energy, and grows the local economy and tax base, while managing impacts on the surrounding neighborhoods.	Mayor	1	Short & Long Term	Executive, Planning & CD	Underway
Economic Development	Work with Footprint to ensure the successful redevelopment of the Salem Habor Station Power Plant site.	Mayor	1	Short & Long Term	Executive	Underway

Division	Goal &Objective	Source	Priority*	Schedule**	Division or Department	Status
Economic Development	Continue revitilization of Salem Habor and the waterfront.	Mayor	1	Planning - Short term, Implementation -	Planning & CD	Underway
Economic Development	Encourage responsible private development and new growth opportunities.	Mayor	1	Short & Long Term	Planning & CD	Ongoing
Economic Development	Oversee the preservation and redevelopment of the Superior Court buildings.	Mayor	1	Short & Medium Term	Planning and SRA	Underway
Economic Development	Support the growth of new and existing private businesses, including enhanced recruitment efforts.	Resident Survey	2	Short & Long Term	Mayor and Planning	Ongoing
PARKS AND RECREATION						
Recreation	Launch and carry out Signature Parks program for Willows, Winter Island, Pioneer Village/Camp Naumkeag, Forest River Park, and Salem Common.	Mayor	1	Planning - Short & medium term, Implementation - medium to long	Planning & Parks, Finance, Capital	Underway
Recreation	Finalize and implement plans for improvements at Palmer Cove, Bertram Field, and Gallows Hill Park.	Mayor	2	Short & Medium Term	Parks	Underway
Recreation	Increase participation in recreation and COA programs.	Mayor	2	Short Term	Mayor & Recreation	Underway
Recreation	Carry out CPA projects, historic preservation efforts as outlined in the historic preservation plan, and other community improvement projects.	Mayor	2	Short Term	Mayor, Planning & Recreation	Underway
TRAVEL AND TOURISM						
Cultural	Continue to improve upon management of Haunted Happenings & other communty events.	Mayor	1	Planning - Short & Long term, Implementation -	Executive & Tourism	Ongoing
Cultural	Continue development and implementation of cruise port activities and marketing.	Mayor	2	Short & Medium Term	Executive & Tourism	Ongoing

Division	Goal &Objective	Source	Priority*	Schedule**	Division or Department	Status
PUBLIC SERVICE- ENGINEERING - TRAFFIC AND PARKING						
Public Services	Reorganize staff to more efficiently and effectively deliver services and respond to requests.	Mayor	1	Short & Medium Term	Executive	Ongoing
Public Services	Improve implementation of SeeClickFix sevice request and work order system, and integrate it with Salem 311.	Mayor	1	Short Term	Mayor, DPW, Health, Electrical	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 as reflected by the City's complete streets policy, open space plan, and road and sidewalk master plan.	Mayor/Resident Survey	1	Short and Long Term	Engineering	Ongoing
Infrastructure & Facilities	Continue to advance Essex Street, Derby 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	Continue residential traffic calming program.	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 complete streets policy and encouragement of alternatives to car use, including micromobility, on-demand shuttle service, and community car share pilot.	Mayor	2	Short & Medium Term	Planning, DPW, Engineering, Traffic	Underway

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

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 north-east 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.

Cultural and Historical Facilities

The City has numerous facilities of continuing cultural and/or historical significance. These facilities contribute to making Salem a unique place that appeals to residents and attracts visitors. The visitor-based economy is important in Salem and contributes jobs and tax revenue for the City of Salem.

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

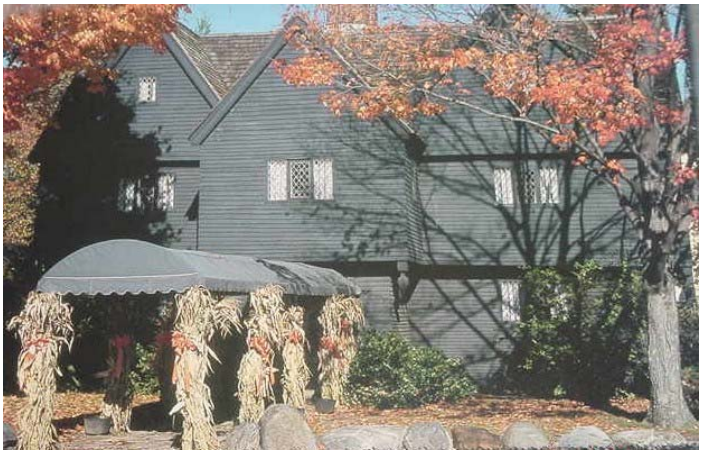
The Salem Maritime National Historic Site and Derby Wharf Lighthouse : This 9.2-acre site, operated by the National Park Service, ("NPS") is comprised of several buildings, including the original Customs House, as well as several wharves and homes. The NPS has restored the wharves and buildings. The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

El Punto Urban Art Museum : Twenty years ago, North Shore CDC produced two murals which have long been points of pride in the Point neighborhood. In 2015, North Shore CDC worked with the Point Neighborhood Association, the City of Salem and Salem-raised and South Florida-based artist Ruben Ubiera

on a crosswalk mural project. In 2017, North Shore CDC worked with 12 artists to create 15 large-scale outdoor murals and 12 large-scale wall murals within North Shore CDC's office. In September 2017, the CDC secured permission from National Grid to paint a long wall on Peabody Street 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. Bringing a fraction of those visitors to the Point neighborhood stands to be a transformative economic development boom to immigrant-owned businesses. It will also begin to break down the invisible barriers between the Point Neighborhood and the rest of Salem by creating a beautiful, walkable destination within the Point Neighborhood for people to visit.

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



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

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

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

The First Church : The First Church, located on Essex Street, was founded in 1629 and is one of the oldest, continuing Protestant congregations in North America and the first to be governed by congregational polity, a central feature of Unitarian Universalism.

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.

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 the home of "Sail Salem", a community sailing program that provides free sailing lessons to Salem children.

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. The 20-year old Memorial has now been restored with a rededication ceremony on September 9, 2012.

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 were originally a 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". In 2016, the City completed Phase III of the historic fence's restoration and next phases to continue through 2026.

Baker's Island Lighthouse : The tower is located on the north end of the island. The lighthouse was automated in 1972. The island is closed to the public and is best seen by boat.

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 Companie : 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.

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

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 $125 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, Latitude (former Tompkins Furniture Building), Old Salem Jail, Commonwealth Diagnostics, Hotel Salem, Hampton Inn mixed use project, and Brix (the District Court redevelopment). New projects continue to be proposed, permitted, and get under construction as described below.

Superior Court and County Commissioners Buildings : The Governor signed legislation in January 2017 to transfer ownership of these two iconic properties to the Salem Redevelopment Authority (SRA). DCAMM completed a warm mothballing project in early 2019 to maintain the properties while the SRA works to identify a redevelopment project. The SRA issued a Request for Qualifications in early 2020 and selected WinnDevelopment as the preferred developer. Winn has begun the permitting process for a mixed-use mixed-income development that will adaptively reuse the court building and have new construction on a parking lot across the street.

Washington and Dodge Street Redevelopment : This 237,000 square foot, $50 million project includes a mixed-use development with 52 residential units, a 113 room Hampton Inn branded hotel, ground floor retail, 215 parking spaces, associated landscaping, and pedestrian and transportation improvements. Construction will begin in spring of 2018 after a redesign of the project has been approved by local boards. When completed, this project will dramatically increase the footprint of Salem's downtown. The City was awarded a state grant in the amount of $3.36 million for infrastructure improvements to support this proposed project. This project was completed in 2020.

District Court Redevelopment : The District Court building was transferred to the Salem Redevelopment Authority (SRA) in accordance with legislation passed by the Legislature for the purpose of redevelopment. The SRA solicited development proposals through an RFP process in 2015 and selected Diamond Sinacori as the designated developer. The project is projected to cost approximately $26 million and began construction in 2019. It will be completed in the fall of 2021.

Peabody Essex Museum (PEM) : The PEM completed a 40,000 gross square feet expansion in 2019. It includes three floors of state-of-the-art galleries, a secondary entrance to the museum and a full basement for mechanical and electrical equipment. The project cost approximately $49 million.

90 Washington Street : In 2018, the three-story building was redeveloped as office space with ground floor retail. The City entered into a 20-year lease for the office space to accommodate personnel located in other leased premises. The City took occupancy in April 2018.

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

Old Salem Jail Complex Redevelopment : The first phase was completed in 2010, which includes 23 housing units, a restaurant, and a jail exhibit. Phase 2 includes an additional 13 housing units in a new building for a total project cost of approximately $11 million. Phase 2 was completed in summer 2018.

Hotel Salem : In 2015, Lark Hotels purchased the "Newmark Building" on Essex Street for the purpose of converting it to a 44-room boutique hotel with a rooftop restaurant and basement lounge. The $7.4 million project was completed in 2017. The City supported this project with a five-year TIF valued at approximately $353,000. It is anticipated to be a catalyst for further economic development activity on the pedestrian mall.

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. The project was permitted in 2016 and was completed in 2020.

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. Construction began in 2019 and is expected to be completed in 2021.

River Rock : In September 2016, the Planning Board approved a mixed-use development containing 50 housing units and retail space. Located on the former Flynn Tan property, the 1.98-acre site contained 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. The project will was completed in 2020.

Grove Street Apartments (formerly known as Legacy Apartments) : This project consists of 129 residential apartments. 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 completed. Construction is anticipated to begin in 2021.

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 to house the City's Community Life Center (CLC). Construction of the CLC was completed in September 2018.

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.

Charlotte Forten Park (289 Derby Street) : In 2016, the City Council approved a $1.4 million bond order to acquire property located at 289 Derby St. for the purpose of constructing a downtown waterfront park. Construction was completed in 2019.

Salem Harbor Power Station/Footprint Power : Construction of the new natural gas facility is completed. The new state-of-the-art, 630-megawatt gas-fired plant began operating in June 2018. Site work was completed in 2020. The new plant was developed on one-third of the site, opening the remaining two-thirds of the 63-acre waterfront property to re-development opportunities. In June 2021, the City began collaborating with the Commonwealth of Massachusetts on the role the site could play in offshore wind. In September 2021, the City announced a public-private partnership with Vineyard Wind and Crowley Maritime Corporation to establish the site as a major offshore wind port.

Port of Salem Expansion (Salem Wharf) : This $20 million project resulted in the construction of a multi- 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 made improvements to the adjoining deep-water dock owned by Footprint Power and constructed a connecting walkway between Footprint's dock and the City's Blaney Street pier. Since construction of the cruise port, Salem has received visits from a number of cruise ships. Now that construction of the powerplant is complete, the Port of Salem can host a full schedule of ship visits. In 2017, the City completed dredging and construction of an 11-slip Commercial Marina at Blaney St. The Marina is home to seven marine businesses. 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 its 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 45 minutes. 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. Due to the success of the program, the City of Salem has obtained $3.4 million in grant funding to add a second ferry which is expected to be operational by 2021. The City of Salem is one of only a few municipalities to own a ferry vessel, which it purchased with a grant from the Massachusetts Executive Office of Transportation.

Residential Development in Other Areas of Salem

First and Traders Way : In 2018, a 212-unit apartment complex with 7,000 square feet of commercial space was permitted. Construction began in 2019.

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.

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.

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.

St. Joseph's Church Redevelopment : Located on the site of the former St. Joseph's Church that was closed in 2004, this affordable housing development is a key revitalization project for the Point Neighborhood and will provide much-needed housing for the City. Phase 1 of the project is complete and includes a new building with 51 affordable housing units, commercial space, and a community room. Phase 2, which will bring an additional 37 units, began construction in 2020.

Eaton Place/Former Elks Lodge (17 North Street) : With Planning Board Site Plan Approval in December 2009 to add a third and fourth floor, the former assembly hall's conversion into six residential condominiums was completed with special care to restore the structure's historic appearance.

50 Palmer Street : This project by the Salem Harbor Community Development Corporation (CDC) included the demolition of the existing structure and the construction of a new three-story residential structure with a footprint of 7,300 square feet. The new structure is complete and consists of 15 units of affordable rental housing for low- and moderate-income households. This project was funded using a partnership of private and public sources, including funds from the City.

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 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.

Tropical Products : In 2020, Tropical Products announced it was going to build a new facility along Highland Avenue in order to grow. The project was approved for a TIF and in September 2020 received $340,000 in state tax credits to support the expansion which will bring 120 new jobs. The project began its permitting process in September 2021. The existing facility will be sold.

North Shore Medical Center (NSMC) : The North Shore Medical Center completed redevelopment of 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 consisted of 119,735 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. The project was completed in 2019.

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.

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.

Endicott School (110 Boston Street) : The former Endicott School sits on a .53-acre lot along Boston Street, a major entrance-corridor into Salem with direct access to Route 128. After a competitive RFP process, the property was sold for $350,000 to a nonprofit organization, Children's Friend, who relocated their office from another location in Salem. The City also negotiated a PILOT Agreement with the agency.

Public Infrastructure Projects

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

Transportation Projects

Salem Skipper : In December 2020, the City launched the Salem Skipper, an on-demand shuttle service. The first eight months of operations had more than 20,000 trips.

Blue Bikes : In 2021, the City launched BlueBikes bikeshare system. The program building on the success of the Zagster bike share that logged nearly 25,000 rides in its three years of operation.

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 began in 2020.

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 improvement were made, the road crown was adjusted to provide a consistent cross slope, and settled locations were repaired. The project was completed in 2018.

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.

1A Bridge Street Improvement Project : The major reconstruction of 1A Bridge street is complete, including roadway reconstruction, new sidewalks and crosswalks, landscaping and period lights.

Lafayette Street Improvements : Funded through a Public Works Economic Development (PWED) grant, construction was completed in the fall of 2012. Improvements include the installation of traffic signals at the Harbor/Lafayette Street intersection and the Lafayette/Washington Street intersection, new sidewalks, new crosswalks and curbing, period lights, new bus shelters and new benches along Lafayette Street. The #1 million grant was matched with approximately $200,000.

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

Derby/Congress Traffic Lights : This intersection was redesigned to increase pedestrian safety. Installation of traffic lights for pedestrian and vehicle safety and traffic circulation was completed.

Parks and Recreation Projects

Salem Willows : The City has been working on various improvements throughout Salem Willows Park. In December 2020, plans were approved for the design of a new parking lot, tennis courts, and hill area. This project will be substantially complete by the fall of 2021.

Palmer Cove : In 2021, construction was completed for the first phase of renovation to Palmer Cove Park. These improvements, funded in part by a $400,000 PARC grant, include an upgraded waterfront path, relocated and enhanced community garden space, and improvements to the basketball court.

Lower Gallows Hill Park : The renovation of Lower Gallows Hill Park, funded in part by a $400,000 PARC grant, includes reconstruction of the Ryan Brennan Memorial Skate Park, expansion of the baseball field to regulation size, improved trail connections, and upgraded drainage. The project will be completed in 2022.

Lafayette Park Renovation : In fall 2017 and spring 2018, Lafayette Park was renovated to include upgraded walkways, lights, and benches, a new irrigation system, and a tree plan with an appropriate mix of sun and shade. The project 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 is currently under construction and is anticipated to be finished in the spring of 2018.

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.

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 utilized $100,000 of CIP funds to restore thirteen fence sections and three bollards. The Common fence is a significant historical feature of this municipal property and $150,000 of CIP funding has been secured for another round of restoration.

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

Furlong Park : The City received a $500,000 Parkland Acquisition and Renovation for Communities (PARC) grant from the State Division of Conservation Services for the restoration of Furlong Park. The 5.5 acre park is located along the North River and contains a baseball field, tennis court, playground, and

basketball court. As part of the project these features were renovated and additions to the park included construction of a care top boat launch and stabilization of the eroded embankment that borders the North River. Environmental remediation work was funded with a separate state grant. Park renovations are now complete.

Bicycling Accommodations : The City undertook a demonstration project for protected bike lanes on Lafayette Street in accordance with Vision2020. The City and the Salem Bike Path Committee continue to be committed to extending the Salem Bike Path to downtown Salem via an extension of the former Boston & Marine Railroad ROW at Canal Street, behind Gardner Mattress and all the businesses on Broadway Street, and a portion of the MBTA's active and abandoned railroad ROW. This extension has been engineered as part of the Canal Street Roadway reconstruction project and the city is seeking to secure full funding.

Other City Projects and Initiatives

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

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

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

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.

Public Art : Over the past four years, the City has been working to increase the amount and quality of public art. Partly in response to public demand, this initiative is being pursued to support the City's identity as an arts and cultural destination and supports the City's efforts to leverage the arts for economic development purposes. In late spring of 2017, a call for works was distributed for "Celebrating the Urban Environment" resulting in three locations for public art in the downtown. Efforts in the spring of 2017 resulted in a painted stair project at the middle school to bring awareness to the impact pollution has on the oceans.

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

Old Town Hall : The Old Town Hall is a beautiful federal style building located in the heart of downtown Salem. Old Town Hall is the crowning jewel of Derby Square and the earliest surviving municipal structure in Salem (dating from 1816-17). Our venue is a two-story, brick structure featuring Palladian windows, carved wood details, antique chandeliers, decorative columns, and wooden floors. The building is owned and managed by the City of Salem which programs both non-profit and private events. Old Town Hall is the summer/fall home to the Salem Museum, presenting hundreds of stories of Salem's rich past and History Alive, a performance of the re-enactment of the trial of Bridget Bishop accused of witchcraft. 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 Mass Development, 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 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. In 2018, the business withdrew its plans.

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. An RFP was issued in the summer of 2018, and the SRA made a developer recommendation to the City Council in April 2019. Closing will occur after permitting is completed.

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

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

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

Planning

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

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

Housing Goals and Production Plan : In early 2021, the City was awarded a $40,000 grant from the Executive Office for Administration and Finance (EOAF) to help create a Housing Goals and Production Plan. The plan will create a proactive strategy for planning and developing affordable housing to meet the anticipated needs of the City. Work began late summer 2021 and will be completed in early 2022.

Municipal Harbor Plan : The Harbor Plan update began in July 2020. The update will guide future development along Salem Harbor, most notably the reuse of the 44 acres of undeveloped land adjacent to the Footprint Power Plant. Public meetings began in August 2020 and continued through summer 2021. The plan will be submitted for approval in late 2021.

Resilient Together : The City partnered with the City of Beverly for a joint climate action and resilience plan known as Resilient Together. Funded through a $250,000 grant from the Municipal Vulnerability Program (MVP), the work included community engagement via social media campaigns, Zoom community meetings, and various other online engagement tools. The plan was completed in June 2021 and the Cities have begun to implement the priority actions.

Highland Avenue Corridor Study : In September of 2020, a corridor study for Highland Avenue commenced. The goal of the study was to develop a vision for the future of the corridor from which other action can be taken to realize the vision within a context of market dynamics. The plan was completed in April 2021.

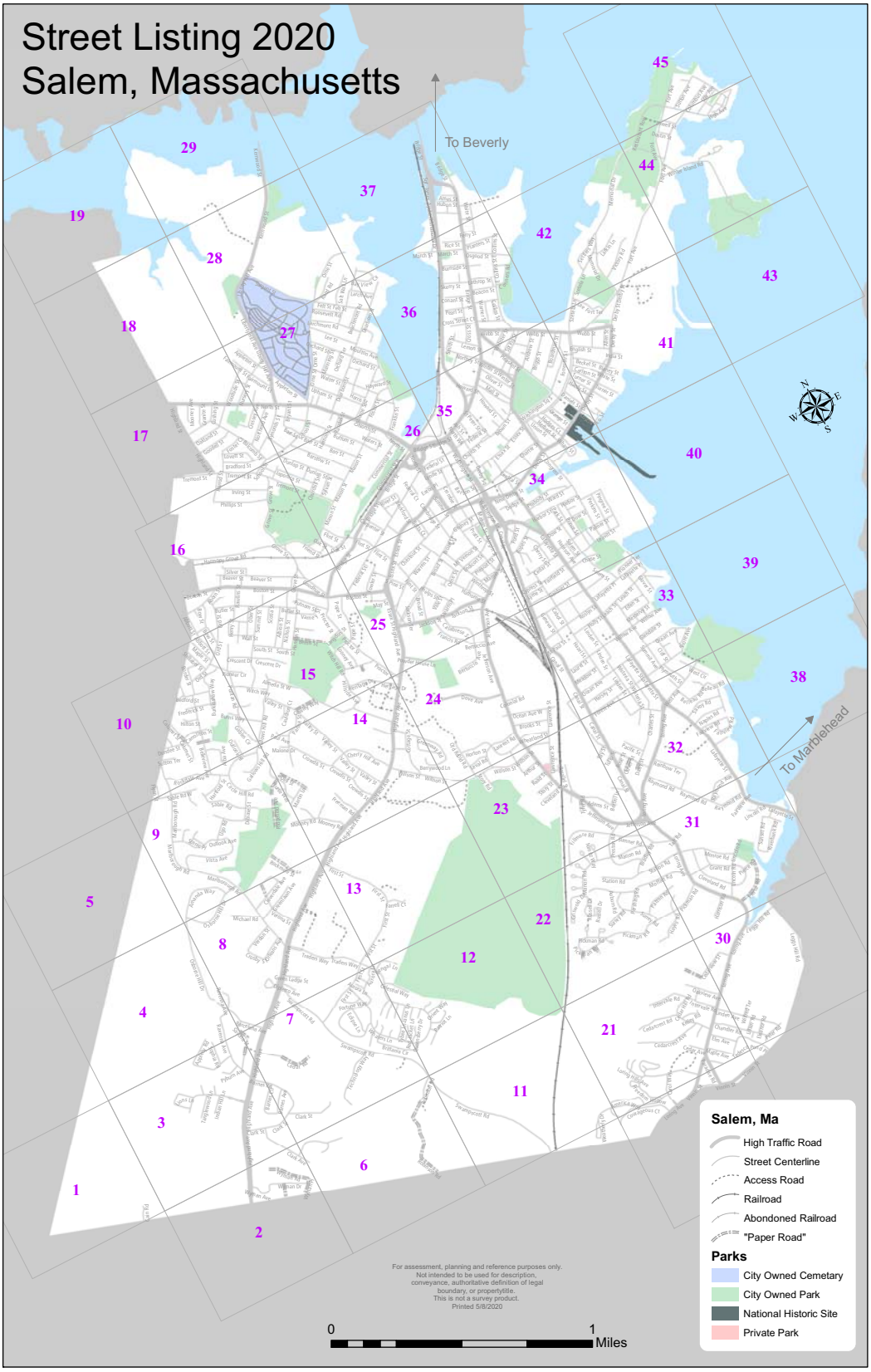
Bridge Street Neck : A Bridge Street Neck updated vision report with recommendations was finalized in March 2020. The first implementation step is development of a mixed-use overlay zone with design guidelines. It is anticipated the mixed-use overlay zone with design guidelines will be filed for approval in December 2021.

South Campus : This City partnered with Salem State University to support DCAMM's development of a request for proposals for the redevelopment of the South Campus as the University consolidates its footprint to its North and Central Campuses. The redevelopment of the 21.5 acres site will be informed by the community vision completed by Sasaki Associates in April 2020.

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.

Historic Preservation Plan Update : In 2015, the City completed the Historic Preservation Plan Update. The preservation plan is used to prioritize local preservation efforts. Historic preservation is a key community value and tied to the economic success of the City.

Map of Salem


Street Listing 2020
Salem, Massachusetts
To Beverly
To Marblehead
Salem, Ma
High Traffic Road
Street Centerline
Access Road
Railroad
Abondoned Railroad
"Paper Road"
Parks
City Owned Cemetary
City Owned Park
National Historic Site
Private Park
For assessment, planning and reference purposes only.
Not intended to be used for description,
conveyance, authoritative definition of legal
boundary, or propertytitle.
This is not a survey product.
Printed 5/8/2020
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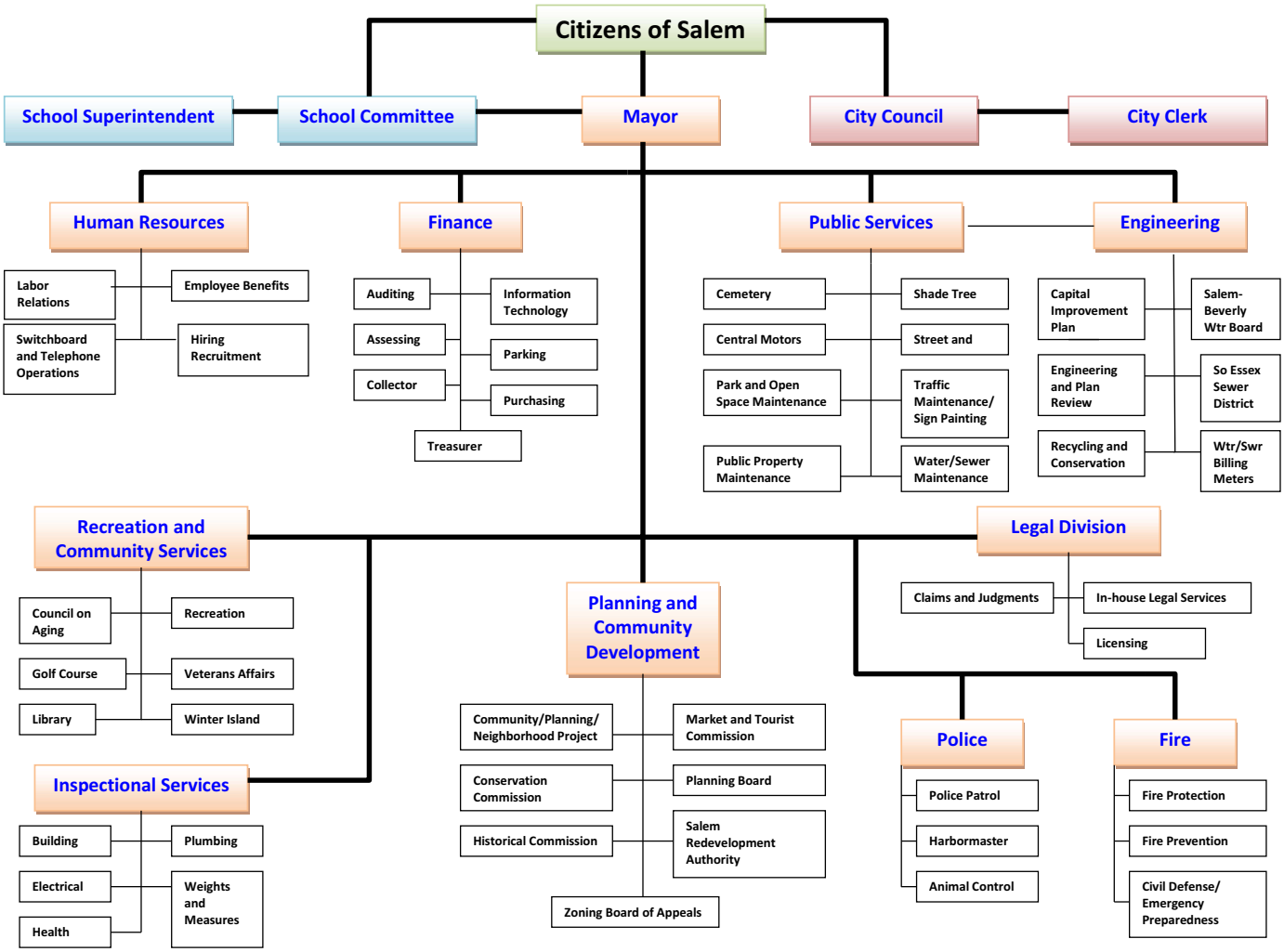
Organizational Chart



Organizational Summary - Department Heads

EXECUTIVE DIVISION			
Mayor	Mayor Kimberley Driscoll	978-619-5600	mayor@salem.com
LEGISLATIVE DIVISION			
City Clerk	Ilene Simons	978-619-5610	isimons@salem.com
FINANCE DIVISION			
Assessors	Stephen Cortes	978-619-5607	scortes@salem.com
Collector	Bonnie Celi	978-619-5620	bceli@salem.com
IT/GIS	Matthew Killen	978-619-5645	mkillen@salem.com
Finance	Anna Freedman	978-619-5625	afreedman@salem.com
Parking Department	David Kucharsky	978-745-8120	dkucharsky@salem.com
Purchasing	Anthony Delaney	978-619-5695	adelaney@salem.com
Treasurer	Kathleen McMahon	978-619-5635	kmcmahon@salem.com
LEGAL DIVISION			
Solicitor	Elizabeth Rennard	978-619-5633	brennard@salem.com
HUMAN RESOURCE DIVISION			
Human Resources	Lisa Cammarata	978-619-5678	lcammarata@salem.com
FIRE DIVISION			
Fire	Chief Alan Dionne	978-744-6990	ADionne@Salem.com
POLICE DIVISION			
Police	Chief Lucas Miller	978-744-0171	lmiller@salempd.net
Harbormaster	Capt. William McHugh	978-741-0098	wmchugh@salem.com
INSPECTIONAL SERVICES DIVISION			
Public Property	Thomas St. Pierre	978-619-5640	tstpierre@salem.com
Electrical	John Giardi	978-745-6300	jgiardi@salem.com
Health	David Greenbaum	978-619-5656	dgreenbaum@salem.com
PLANNING & COMMUNITY DEVELOPMENT DIVISION			
Planning	Tom Daniel	978-619-5686	tdaniel@salem.com
PUBLIC SERVICES DIVISION			
Public Services - Snow & Ice	David Knowlton	978-744-3302	dknowlton@salem.com
Water & Sewer Enterprise			
ENGINEERING DIVISION			
Engineering	David Knowlton	978-619-5670	dknowlton@salem.com
Water, Sewer & Trash Enterprise			
RECREATION & COMMUNITY SERVICES DIVISION			
Recreation	Patricia O'Brien	978-744-0180	pobrien@salem.com
Council On Aging	Teresa Arnold	978-744-0924	tarnold@salem.com
Library	Tara Mansfield	978-744-0860	tmansfield@salem.com
Veterans	Kim Emerling	978-745-0883	kemerling@salem.com
EDUCATION DIVISION			
School	Stephen Zrike, Superintendent	978-740-1212	szrike@salemk12.org

At-A-Glance Report for Salem

City of Salem

Essex County

Socioeconomic

Billing Cycle	Quarterly
Form of Government	Council And Alderman
School Structure	K-12

Population	44,480	2020
Population Density	5,372	2020
Land Area	8.28	2009
Total Road Miles	100.77	2018

DOR Income Per Capita	33,601	2019
State Average Income Per Capita	48,030	2019
EQV Per Capita	149,306	2020
State Average EQV Per Capita	202,012	2020

FY2022
Tax Rate Data

Assessed Value by Class

Residential	Open Space	Commercial	Industrial	Personal Property	Total Assessed Value	R/O as a % of Total	CIP as a % of Total
5,904,892,027	0	611,299,183	343,903,330	258,562,250	7,118,656,790	82.95%	17.05%

Tax Rates by Class

Residential	Open Space	Commercial	Industrial	Personal Property
13.25	0.00	26.31	26.31	26.31

Tax Levies by Class

Residential	Open Space	Commercial	Industrial	Personal Property	Total Tax Levy	R/O Levy as a % of Total	CIP Levy as a % of Total
78,239,819	0	16,083,282	9,048,097	6,802,773	110,173,971	71.01%	28.99%

Average Single Family Tax Bill

Total Single Family Value	Single Family Parcel Count	Average Single Family Value	Residential Tax Rate	Average Single Family Tax Bill	Average State SFTB
2,330,958,200	5,007	465,540	13.25	6,168	6,719

Commercial, Industrial & Personal Property (CIP) Shift

CIP Value	Total Value	Lowest Residential Factor Allowed	Max CIP Shift	Residential Factor Selected	CIP Shift
1,213,764,763	7,118,656,790	0.84584	1.75	0.856	1.70

Proposition 2½ Levy Capacity

New Growth Applied to Levy Limit	Override	Debt Excluded on the DE-1	Maximum Levy Limit	Excess Levy Capacity	Excess Levy Capacity as % of Max Levy	Levy Ceiling	Override Capacity	Override Capacity as % of Levy Ceiling
2,053,113	0	0	116,782,246	6,608,276	5.66%	177,966,420	61,184,174	34.38%

Outstanding Receivables

Outstanding Receivables

Outstanding Receivables R/E 2021	Outstanding Receivables R/E 2020	Outstanding Receivables R/E 2019	Outstanding Receivables R/E 2018	All Other Outstanding Receivables R/E	Deferred Property Taxes	Taxes in Litigation	Tax Liens/ Tax Title	Tax Foreclosures/ Possessions
915,564	2,189	1,201	0	0	392,446	0	1,425,737	0

FY2022
Revenues

Revenues by Source

Tax Levy	State Aid	Local Receipts	Enterprise Funds	CPA	All Other	Total Budget
110,173,970	35,244,772	16,300,168	17,868,162	1,210,945	10,421,296	191,219,313

Revenues as a Percent of Total Budget

Tax Levy	State Aid	Local Receipts	Enterprise Funds	CPA	All Other
57.62%	18.43%	8.52%	9.34%	0.63%	5.45%

Revenues Per Capita

Tax Levy	State Aid	Local Receipts	Enterprise Funds	CPA	All Other
2,477	792	366	402	27	234

General Fund Spending By Function

General Government	Police	Fire	Other Public Safety	Education	Public Works	Human Services	Culture and Recreation	Fixed Costs	Inter-Government	Other Expenses	Debt Service	Total Expenditure
7,139,502	10,450,727	9,437,835	1,719,025	63,872,928	5,530,164	1,415,900	2,733,428	29,107,068	9,265,631	0	15,547,780	156,219,988

General Fund Spending as % of Total

General Government	Police	Fire	Other Public Safety	Education	Public Works	Human Services	Culture and Recreation	Fixed Costs	Inter-Government	Other Expenses	Debt Service
4.57%	6.69%	6.04%	1.10%	40.89%	3.54%	0.91%	1.75%	18.63%	5.93%	0.00%	9.95%

General Fund Spending Per Capita

General Government	Police	Fire	Other Public Safety	Education	Public Works	Human Services	Culture and Recreation	Fixed Costs	Inter-Government	Other Expenses	Debt Service
161	235	212	39	1,436	124	32	61	654	208	0	350

Other Financial Indicators

Reserve Funds

Free Cash Amount as of 7/1/2021	FY2021 Stabilization Fund	FY2021 Special Purpose Stabilization Fund
17,444,553	10,043,960	711,176

Debt

FY2021 Total Debt Service	FY2021 Outsanding Debt	FY2021 Debt as % of Budget
10,642,541	90,240,778	5.90%

Bond Ratings

Moodys Bond Rating	Standard & Poors Bond Rating
	AA

Demographics

Profile of General Demographic Charcteristics
Geographic Area: Salem, Massachusetts

	2010		2020		Change	
Subject	**Number**	**Percent**			**Number**	**Percent**
Total Population	41,340	100.0%	43,033	100.0%	1,693	
Sex and Age						
Male	19,233	46.5%	19,561	45.5%	328	-1.07%
Female	22,107	53.5%	23,472	54.5%	1,365	1.07%
Median Age (years)	37.6		37.0		1	
18 years and over	33,612	81.3%	36,023	83.7%	2,411	2.40%
Male	15,299	37.0%	16,183	37.6%	884	0.60%
Female	18,313	44.3%	19,840	46.1%	1,527	1.81%
21 years and over	31,131	75.3%	33,763	78.5%	2,632	3.15%
62 years and over	6,754	16.3%	8,327	19.4%	1,573	3.01%
65 years and over	5,342	12.9%	6,917	16.1%	1,575	3.15%
Male	2,135	5.2%	2,630	6.1%	495	0.95%
Female	3,207	7.8%	4,287	10.0%	1,080	2.20%
Race alone or in combination with one or more other races.						
White	34,826	84.2%	35,538	82.6%	712	-1.66%
Black or African American	2,694	6.5%	3,684	8.6%	990	2.04%
American Indian and Alaska native	434	1.0%	437	1.0%	3	-0.03%
Asian	1,344	3.3%	1,474	3.4%	130	0.17%
Native Hawaiia and other Pacific Islander	97	0.2%	236	0.5%	139	0.31%
Some other race	3,455	8.4%	3,565	8.3%	110	-0.07%
Hispanic or Latino (of any race)	6,465	15.6%	7,710	17.9%	1,245	2.28%
Not Hispanic or Latino	34,875	84.4%	35,323	82.1%	448	-2.28%
White alone	33,694	81.5%	30,955	71.9%	-2,739	-9.57%

Source: US Census Bureau, Census 2010, Census 2020

Salem's Top Employers

Rank 2021	*Rank 2022*	*Company Name*	*Nature of Business*	*Total Employees*	*Comment*
1	1	**North Shore Medical Center**	Health Care	4,291	Salem Hospital, Mass General for Childrens, Salem Birthplace, Charter Professional Services, Outpatient Mental Health
2	2	**City of Salem**	Municipal Government	1,665	City Offices, School, Fire, Police - Full, Part and permanent
3	3	**Salem State University**	Higher Education	1,332	Full-time and part-time
4	4	**Commonwealth of Massachusetts Offices**	State Government	567	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 Assistance, 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	5	**Market Basket**	Food Market	400	
6	6	**Salem Five Savings Bank**	Banking	354	
11	7	**Home Depot**	Retail	208	
8	8	**Peabody Essex Museum**	Cultural/tourism	202	
13	9	**Jacqueline's Gourmet**	Manufacturer	165	Full-time and part-time
9	10	**Excelitas Technologies**	Technology	150	Full-time and part-time
14	11	**Walmart**	Retail	150	Full-time and part-time
15	12	**Target**	Retail	144	
	13	**Salem Glass**	Manufacturer	110	
	14	**Shaw's Supermarket**	Food Market	100	

Source: Planning Department - March 2022
https://www.salemma.gov/business-and-economic-development/pages/salems-top-employers-march-2022

Salem's Top Taxpayers

Rank 2021	*Rank 2022*	*Company Name*	*Nature of Business*	*Total Assessed Valuation Fiscal Year 2022*	*Total Taxes Paid*	*%Total Levy*
1	1	**Footprint Power Salem**	Power Plant-Industrial	198,769,400	$5,229,622.91	4.747
2	2	**New England Power Co.**	Personal Property	73,711,630	$1,939,352.99	1.760
3	3	**Mass Electric**	Personal Property	59,359,050	$1,561,736.61	1.418
4	4	**Prime Storage Shetland, LLC**	Industrial & Commercial	55,954,400	$1,472,160.26	1.336
5	5	**National Grid**	Personal Property -Industrial	53,986,400	$1,420,382.18	1.289
6	6	**PMI Salem LLC (was Bell Fund V)**	Apartments	70,790,800	$937,978.10	0.851
7	7	**Algonquin Gas Transmission Co**	Industrial & Commercial	31,921,500	$839,854.67	0.762
8	8	**Highlander Plaza Realty Trust**	Commercial Property	31,668,100	$833,187.71	0.756
0	9	**DSF Salem Flint LLC**	Apartments	29,325,100	$771,543.38	0.700
10	10	**Princeton Crossing Apartments**	Apartments	52,220,900	$696,006.87	0.632
11	11	**MIREF Hawthorne, LLC**	Apartments	51,595,200	$683,636.40	0.621
9	12	**RCG, total properties**	Apartments and Comm	34,463,100	$680,285.79	0.617
14	13	**Dodge Area LLC/Maine Course Hospitality**	Hotel	22,652,500	$595,987.28	0.541
13	14	**Bell Fund VI**	Apartments	40,897,900	$541,897.18	0.492
12	15	**Second Pickwick Trust**	Commercial Property	18,935,200	$498,185.11	0.452
15	16	**HD Salem-GP LLC/Home Depot**	Commercial Property	14,590,700	$383,881.32	0.348
0	17	**Traders Way Residential Holdings**	Apartments and Comm	26,814,600	$357,659.92	0.325
17	18	**Iron Bar LLC**	Apartments and Comm	13,268,100	$349,083.71	0.317
19	19	**New Creek II LLC/Ballard Group**	Commercial Property	11,380,000	$299,407.80	0.272
18	20	**North River Canal LLC**	Apartments and Comm	10,974,600	$288,741.73	0.262
20	21	**Rt 107 Salem Assoc-Walmart bld**	Commercial Property & PP	9,905,400	$260,611.07	0.237
0	22	**65 Washington Street, LLC**	Apartments and Comm	16,977,800	$232,998.66	0.211
				930,162,380	**20,874,201.64**	**18.95**

Budget Overview All Funds

Budget Calendar

Mayor & City Finance	Start Date		End Date
Finance Director send out CIP requests to Departments.	1/21/2022		
Departments submit completed CIP requests to Finance Department	2/18/2022		
Mayor & Finance Director review CIP requests.	January		March
Finance Director prepares initial Revenue/Expenditure (FY23 RECAP) figures	January		
Mayor issues BUDGET requests to departments with budget instructions, and City's long/short term goals	2/7/2022		
Budget salary workshops with Finance & Depts.	1/23/2022	to	2/7/2022
Departments compile BUDGETS & submit to Finance	2/7/2022	to	2/28/2022
Budgets Entered in MUNIS	2/7/2022	to	2/28/2022
Budget Review-Mayor, Finance, Department Heads	2/28/2022	to	May
Budge & CIP Review By Mayor & Finance Director	2/28/2022	to	May
School Committee Approves School Budget	May		
School Budget to City Finance Department for processing for City Council	May		
Finance Director Finalizes FY23 Revenue/Expenditures - Balanced Budget to Mayor	May		
Finance Department Prepares Final Budget for City Council	5/1/2022	to	5/24/2022

Mayor & School Committee	Start Date		End Date
Finance Director send out CIP requests to Departments.	1/21/2022		
CIP Review - Superintendent, SBM, Principals, Directors	1/21/2022		
Finance Director, SBM & Super review CIP requests.	January		March
Superintendent & SBM give Budgets to Principals	January		
Budget workshops with SBM, Principals & Directors.	January		
Principals compile budget & submit to School Business Office	February	to	March
Budget & CIP Review - Super, SBM, Principals, Directors	February	to	March
Budge/CIP Review - Super, SBM, City Finance	February		March
School Budget Submitted to School Committee & CIP Budget Submitted to Finance Director	March		
School Committee Budget Review Meetings	March	to	April
School Committee Approves School Budget	May		
School Budget To City Finance Dept	May		

City Council			
Capital Improvement Plan sumbitted to City Council	5/26/2022		
Budget Submitted to City Council	5/26/2022		
City Council Administration & Finance budget review process	5/27/2022	to	6/9/2022
City Council Vote on FY 2022 Capital Improvement Plan	6/9/2022	and	6/23/2022
City Council Vote on FY 2022 City Budget	6/9/2022		

Fiscal Year 2023 Budget Overview & Timeline

In January the Finance Department sent out budget packages to each non-school department requesting that they prepared a FY 2023 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, Police Patrol Union, Police Superiors, and Firefights contracts have not been settled.

The Mayor requested that the School Department submit a level service budget.

The departments were required to complete their FY 2023 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 2023 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, and Finance Director.

The Finance Director prepared the five-year forecast, capital improvement plan for FY 2023, as well as a preliminary FY 2023 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, and 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 2023 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 2023.

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 2023 budget was submitted to the City Council for their review and approval along with the FY 2023 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, and Finance Director to review each departmental budget.

Property Tax "101" - A Taxpayers Guide FY 2023

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

How is Property Value Determined?

The average residential dwelling in Salem gets its new assessment each year from the Assessing Department's analysis of the property market. You could correctly say that the amount your "new neighbors" paid your "old neighbors" for the houses in your area provided the Assessors with the basis for your new assessment. The Assessors program the mass appraisal system with relevant sales information and it generates new values for similar property that did not sell.

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

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

What Makes a Tax Bill Go Up or Down?

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

These factors could also contribute to an increase:

- Improvement to a property in the form of an addition, finished basement of 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 ¾?

Simply stated, Proposition 2 ¾ says that a community cannot collect any more than 2 ¾ % 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. I n September 2012 Footprint Power Salem became the new owner of the Salem Power Plant, continuing the use of the old plant until it's closure on July 1, 2014. Footprint Power Salem 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. I n 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 P I LOT 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.comfor more information.

What is Voted By City Council - Budget vs RECAP-FY 2023

WHAT IS VOTED BY CITY COUNCIL - BUDGET vs RECAP- FY 2023
Breakdown of Tax Recapitulation Report

		DATE VOTED
FY 2023 BUDGET - MAJOR FUNDS		**Budget Meetings**
General Fund Budget Appropriations Submitted by Mayor		
City - Includes Charter School Transfers Out	98,064,862	
School - Does not include Bentley Charter	68,747,963	
Total General Fund Appropriations:	**166,812,825**	
Enterprise Fund Appropriations Submitted by Mayor:		
Sewer	8,348,323	
Water	6,736,263	
Trash	4,021,598	
Peg Access	691,250	
Total Enterprise Fund Appropriations:	**19,797,434**	
Total Budget to be voted - June (Submitted by Mayor)	**186,610,259**	**June**

Other RECAP Items Voted at Tax Rate Setting - December		**Tax Rate Meeting**
Cherry Sheet Offsets	570,315	
Snow & Ice Deficit - Estimated	-	
Overlay - Allowance for Abatements - Estimated	950,000	
Other		
Total Other Items on RECAP voted - December	**1,520,314**	
Total RECAP Expenditures	**188,130,574**	**November/December**

Other Votes By Council - Major & Non-Major Funds		**Regular Council Meetings**
Revolving Funds	1,518,000	**June**
Capital Improvement Projects - General Fund -Capital Outlay/Grants & OFS/Bonding	9,629,599	**June**
Capital Improvement Projects - Enterprise Funds - Retained Earnings/Grants & OFS/Bonding	4,005,000	**June**

Total Operating Budget, Capital and Debt Service --->	200,244,858

Tax Rate Recapitulation (RECAP) Sheet

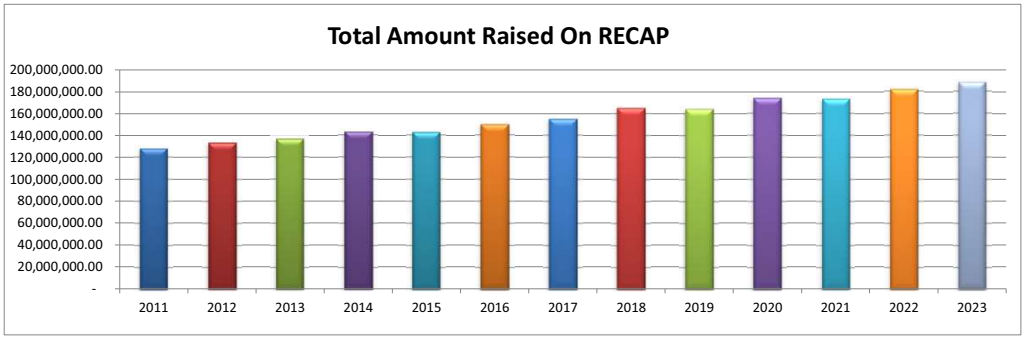
	RECAP FY2022	Budgeted FY2023	Change FY22-23	% change FY22-23
REVENUES				
PROPERTY TAXES				
PRIOR FISCAL YEAR LEVY LIMIT	111,930,861	116,782,246	4,851,385	4.33%
2 1/2% Increase	2,798,272	2,919,556	121,285	4.33%
Current New Growth (Footprint shift from Local Receipts)				
Current New Growth (Value increases from new building)	2,053,113	1,000,000	(1,053,113)	-51.29%
LEVY LIMIT Subtotal (from DOR levy limit sheet)	**116,782,246**	**120,701,802**	**3,919,556**	**3.36%**
TAX LEVY Real & Personal Actual RECAP - Estimates on Current FY	***110,173,970***	***114,458,526***	***4,284,556***	**3.89%**
Excess Levy Capacity	***6,608,275***	***6,243,275***	***(365,000)***	***-5.52%***
LOCAL RECEIPTS				
Motor Vehicle	4,500,000	4,545,000	45,000	1.00%
Hotel Motel Tax	550,000	1,000,000	450,000	81.82%
Meals Tax (Local Options)	850,000	900,000	50,000	5.88%
Boat Excise Tax	30,000	30,000	-	0.00%
Cannabis Excise	950,000	978,500	28,500	3.00%
Interest On Taxes	550,000	550,000	-	0.00%
Urb Rev CH121A	500,000	500,000	-	0.00%
In Lieu Of Taxes	700,000	785,000	85,000	12.14%
Marijuana Dispensary	1,000,000	870,000	(130,000)	-13.00%
Charges For Services	2,370,168	2,370,168	-	0.00%
Parking Fees	2,500,000	2,562,500	62,500	2.50%
Licenses And Permits	300,000	300,000	-	0.00%
Fines And Forfeits	800,000	800,000	-	0.00%
Investment Income	150,000	90,000	(60,000)	-40.00%
Medicaid	450,000	475,000	25,000	5.56%
Miscellaneous Recurring Income	100,000	100,000	-	0.00%
Miscellaneous Non-Recurring Income	0	0	-	-
Local Receipt Revenue Subtotal (pg. 2 recap IIIb. 1)	**16,300,168**	**16,856,168**	**556,000**	**3.41%**
ENTERPRISE FUNDS REVENUE				
Sewer	10,547,323	10,723,742	176,419	1.67%
Water	5,729,664	5,854,891	125,227	2.19%
Trash	899,925	959,079	59,154	6.57%
Peg Access Cable	691,250	691,250	-	0.00%
Enterprise Funds Revenue Subtotal (pg. 2 recap IIIb. 3)	**17,868,162**	**18,228,962**	**360,800**	**2.02%**
OTHER REVENUES AND FINANCING SOURCES				
Cherry Sheet Revenue (Pg. 2 Recap IIIa. 1)	35,244,772	35,870,164	625,392	1.77%
Massachusetts Sba Payments (Pg. 2 Recap IIIa. 2)	0		-	0.00%
Free Cash Used For:				
Level The Tax Rate (Pg. 2 Recap IIId. 1B.)	1,000,000	1,000,000	-	0.00%
Overlay Surplus				
Ofs-To Reduce Tax Rate (Pg. 2 Recap IIId. 4)				
R/Res - Witch House	406,195	426,754	20,559	5.06%
R/Res - Golf Course	725,000	760,000	35,000	4.83%
R/Res - Harbormaster	230,000	230,000	-	0.00%
R/Res - Charter Street Cemetery	0	75,000	75,000	
R/Res - Forest River Pool	0	225,000	225,000	
Estimated State + Other Revenue Subtotal	**37,605,967**	**38,586,918**	**980,951**	**2.61%**
TOTAL REVENUES	**181,948,267**	**188,130,574**	**6,182,307**	**3.40%**

	RECAP FY2022	Budgeted FY2023	Change FY22-23	% change FY22-23
EXPENDITURES				
General Government	9,173,725	9,760,620	586,895	6.40%
Public Safety	23,072,889	23,733,518	660,629	2.86%
Public Works And Facilities	4,097,953	4,321,670	223,717	5.46%
Human Services	1,800,728	1,854,468	53,740	2.98%
Cultural And Recreational	3,382,603	3,703,792	321,189	9.50%
Debt Service - General Fund Including Schools	7,408,350	8,301,659	893,309	12.06%
Assessment-Essex Ns Agricultural & Vocational Tech	2,602,989	2,599,910	(3,079)	-0.12%
Assessment-Cherry Sheet	9,430,263	9,749,456	319,193	3.38%
Employee Benefits:				
Salem Retirement Board Assessment	13,676,803	14,429,326	752,523	5.50%
Non-Contributory Pensions	10,315	10,625	310	3.01%
Worker's Compensation	528,270	539,730	11,460	2.17%
Unemployment Compensation	300,000	250,000	(50,000)	-16.67%
Group Insurance - City, School & Retired Teachers	16,022,048	16,482,273	460,225	2.87%
Medicare	1,278,187	1,304,315	26,128	2.04%
P&C Insurance - City Only (School In Edu. Bdgt.)	373,500	373,500	-	0.00%
Budget Transfers Out:				
Retirement Anticipation Fund 8311 (City And School)	600,000	600,000	-	0.00%
Bentley Elementary School*	0	0	-	0.00%
Salem 2026 Fund	50,000	50,000	-	0.00%
City Expenditure Subtotal	**93,808,623**	**98,064,862**	**4,256,239**	**4.54%**
Education - Public Schools	66,597,919	68,747,963	2,150,044	3.23%
Education Subtotal	**66,597,919**	**68,747,963**	**2,150,044**	**3.23%**
GENERAL FUND SUBTOTAL	**160,406,542**	**166,812,825**	**6,406,283**	**3.99%**
Sewer Enterprise Fund Budget (Net- Indirect Costs)	8,329,470	8,348,323	18,853	0.23%
Water Enterprise Fund Budget (Net-Indirect Costs)	6,478,342	6,736,263	257,921	3.98%
Trash - Enterprise Fund Budget	3,962,443	4,021,598	59,155	1.49%
Peg Access Cable	691,250	691,250	-	0.00%
ENTERPRISE SUBTOTAL	**19,461,505**	**19,797,434**	**335,929**	**1.73%**
SUBTOTAL - GENERAL FUND + ENTERPRISE FUND	**179,868,047**	**186,610,259**	**6,742,212**	**3.75%**
ADD - OTHER EXPENDITURES:				
OTHER - Cherry Sheet Offset (pg. 2 llb5 of recap)	376,580	570,315	193,735	51.45%
Snow and Ice Deficit (pg. 2 llb9 of recap)	771,892	0	(771,892)	-100.00%
Overlay (Allowance For Abatements)	911,581	950,000	38,419	4.21%
SUBTOTAL - OTHER EXPENDITURES	**2,060,052**	**1,520,315**	**(539,737)**	**-26.20%**
TOTAL EXPENDITURES	**181,928,099**	**188,130,574**	**6,202,475**	**3.41%**
Revenue vs Expenditures (Negative represents revenue deficit)	***20,168***	***(0)***		

Tax Rate Recapitulation (RECAP) Summary by Fiscal Year

TAX RATE RECAPITULATION (RECAP) SUMMARY BY FISCAL YEAR

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 Est.
Total Estimated Receipts and other revenue from RECAP	66,267,289	63,823,509	68,788,229	69,263,807	75,296,544	74,431,631	70,424,621	66,031,160	71,774,297	73,822,439
Tax Levy	76,981,209	79,058,306	81,200,463	85,600,551	89,868,125	95,083,826	103,616,867	107,301,006	110,173,970	114,488,526
Total Amt Raised on RECAP	**143,248,498**	**142,881,816**	**149,988,692**	**154,864,358**	**165,164,669**	**169,515,457**	**174,041,488**	**173,332,166**	**181,948,267**	**188,310,965**
Prior FY Levy Limit	77,955,293	80,587,732	83,270,410	86,548,205	90,563,116	95,321,556	99,208,798	107,591,472	111,930,861	116,782,246
Amended Growth						3,204				
2.5% allowable Increase	1,948,882	2,014,693	2,081,760	2,163,705	2,264,078	2,383,119	2,480,220	2,689,787	2,798,272	2,919,556
New Growth	683,557	667,984	1,196,035	1,851,206	2,494,362	1,500,919	5,902,454	1,649,602	2,053,113	1,000,000
FY Levy Limit	**80,587,732**	**83,270,410**	**86,548,205**	**90,563,116**	**95,321,556**	**99,208,798**	**107,591,472**	**111,930,861**	**116,782,246**	**120,701,802**
RE & PP Total Value	3,962,936,296	4,208,675,856	4,534,079,631	4,710,256,289	5,067,583,077	5,470,468,285	6,125,184,869	6,608,838,388	7,118,656,790	7,118,656,790
Levy Ceiling (2.5% Total Value)	**99,073,407**	**105,216,896**	**113,351,991**	**117,756,407**	**126,689,577**	**136,761,707**	**153,129,622**	**165,220,960**	**177,966,420**	**177,966,420**
Equalized Value (EQV) as of 1/1	**4,256,808,900**	**4,256,808,900**	**4,232,985,800**	**4,232,985,800**	**5,405,036,100**	**5,405,036,100**	**5,405,036,100**	**5,405,036,100**	**5,405,036,100**	**5,405,036,100**



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 ¾ 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 ¾ that equals 2 ¾ % 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 ¾% 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 ¾ - 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 ¾ % 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 ¾ % (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 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 summon f 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.

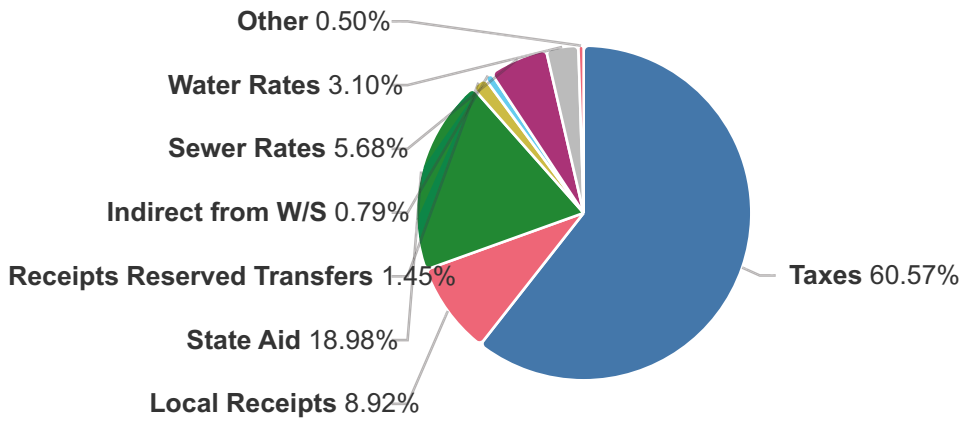
The following chart is a summary of the EQV, Tax Levy, Levy Ceiling, Levy Limit, 2 ¾% increase, and New Growth by fiscal year.

Revenue Summary

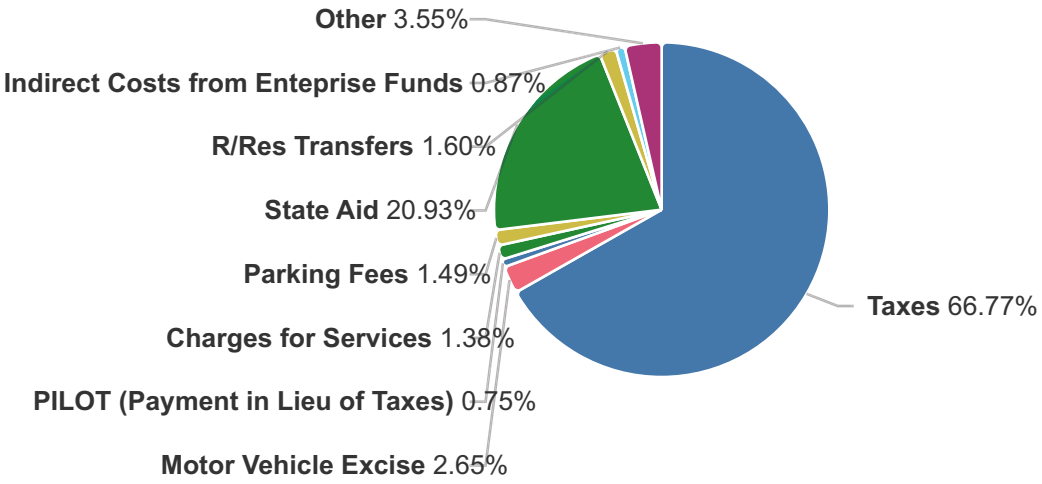
CITY OF SALEM
REVENUE SUMMARY - GENERAL & ENTERPRISE FUNDS

	Actual FY 2018	Actual FY 2019	Actual FY2020	Actual FY2021	RECAP FY2022	Budgeted FY2023	Increase % FY23 vs. FY22`	Increase $ FY23 vs. FY22
GENERAL FUND								
REAL AND PERSONAL Tax Levy	**89,441,832**	**95,083,826**	**103,616,867**	**107,207,389**	**110,173,970**	**114,458,526**	**3.9%**	**4,284,556**
MOTOR VEHICLE	4,423,714	4,100,000	4,379,374	4,638,752	4,500,000	4,545,000	**1.0%**	**45,000**
HOTEL EXCISE	755,910	640,000	978,595	553,706	550,000	1,000,000	**81.8%**	**450,000**
MEALS TAXES	1,089,955	1,000,000	1,074,851	889,035	850,000	900,000	**5.9%**	**50,000**
VESSEL EXCISE	32,323	30,000	573,595	31,049	30,000	30,000	**0.0%**	**0**
CANNIBIS EXCISE			742,899	1,084,324	950,000	978,500	**3.0%**	**28,500**
INTEREST ON TAXES	491,762	440,000	527,615	712,224	550,000	550,000	**0.0%**	**0**
IN LIEU OF TAXES & CH 121A	1,457,409	1,200,000	1,294,385	1,412,210	1,200,000	1,285,000	**7.1%**	**85,000**
MEDICAL MARIJUANA	288,826	190,000	1,288,454	1,437,950	1,000,000	870,000	**-13.0%**	**(130,000)**
CHARGES FOR SERVICES	2,203,611	2,350,000	2,405,034	3,026,130	2,370,168	2,370,168	**0.0%**	**0**
PARKING FEES	2,637,742	3,100,000	2,913,363	2,664,368	2,500,000	2,562,500	**2.5%**	**62,500**
LICENSES AND PERMITS	533,820	500,000	500,935	364,074	300,000	300,000	**0.0%**	**0**
FINES AND FORFEITS	1,004,571	800,000	1,092,649	1,043,048	800,000	800,000	**0.0%**	**0**
INVESTMENT INCOME	246,422	200,000	491,574	161,258	150,000	90,000	**-40.0%**	**(60,000)**
MISCELLANEOUS INCOME	343,221	100,000	568,944	819,712	100,000	100,000	**0.0%**	**0**
MEDICAID INCOME	1,075,129	800,000	0	-	450,000	475,000	**5.6%**	**25,000**
MEDICAID PART D REIMBURSEMENT	0	0	0	594,700	-	-		**0**
NON RECURRING (Hold Harmless Money)	4,004,856	3,750,000	730,139	95	0	0		**0**
TOTAL LOCAL RECEIPTS	**20,589,271**	**19,200,000**	**19,562,406**	**19,432,634**	**16,300,168**	**16,856,168**	**3.4%**	**556,000**
NET MA CHERRY SHEET ASST.	29,798,847	30,468,308	34,506,150	34,372,256	35,244,772	35,870,164	**1.8%**	**625,392**
MSBA REIMBURSEMENTS	732,824	732,824	732,824	0	0	0	**#DIV/0!**	**0**
R/RES REDUCE TAX RATE	1,295,034	1,337,058	1,238,516	975,000	2,361,195	2,743,442	**16.2%**	**382,247**
OFS/TRANSFERS IN	941,452	1,900,000	-	1,528,701	-	-	**#DIV/0!**	**0**
Indirect Costs	1,304,900	1,345,221	1,431,996	1,494,176	1,469,176	1,494,047	**1.7%**	**24,871**
TOTAL OTHER RECEIPTS	**34,073,057**	**35,783,411**	**37,909,486**	**38,370,133**	**39,075,143**	**40,107,653**	**2.6%**	**1,032,510**
GENERAL FUND TOTAL	**144,104,160**	**150,067,237**	**161,088,759**	**165,010,156**	**165,549,281**	**171,422,347**	**3.5%**	**5,873,066**
ENTERPRISE FUND								
SEWER RATES	8,599,462	9,698,976	9,902,960	10,182,959	10,547,323	10,723,742	**1.7%**	**176,419**
Other	63,355	-						
OFS/Retained Earnings	-							
TOTAL SEWER	**8,662,817**	**9,698,976**	**9,902,960**	**10,182,959**	**10,547,323**	**10,723,742**	**1.7%**	**176,419**
WATER RATES	4,741,210	5,251,131	5,481,367	5,695,306	5,729,664	5,854,891	**2.2%**	**125,227**
Other	-	-	-	-	-		**#DIV/0!**	**0**
WATER TRANS/OFS	2,133,713	-	-	100,000	1,523,153	1,669,401	**9.6%**	**146,248**
TOTAL WATER	**6,874,923**	**5,251,131**	**5,481,367**	**5,795,306**	**7,252,817**	**7,524,292**	**3.7%**	**271,475**
TRASH FEES	856,879	869,713	903,408	899,925	899,925	953,144	**5.9%**	**53,219**
OFS/Retained Earnings	2,071,694	2,359,895	2,730,164	2,836,362	3,062,518	3,062,519	**0.0%**	**1**
TOTAL TRASH	**2,928,573**	**3,229,608**	**3,633,572**	**3,736,287**	**3,962,443**	**4,015,663**	**1.3%**	**53,220**
ENTERPRISE FUND TOTAL	**18,466,313**	**18,179,715**	**19,017,899**	**19,714,552**	**21,762,583**	**22,263,697**	**2.3%**	**501,114**
GRAND TOTAL	**162,570,473**	**168,246,952**	**180,106,658**	**184,724,708**	**187,311,864**	**193,686,044**	**3.4%**	**6,374,180**

FY2023 Estimated Revenues - All Funds



FY2023 Estimated Revenues - General Fund



General Fund Revenue Detail & Graphs

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 ¾) – 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.

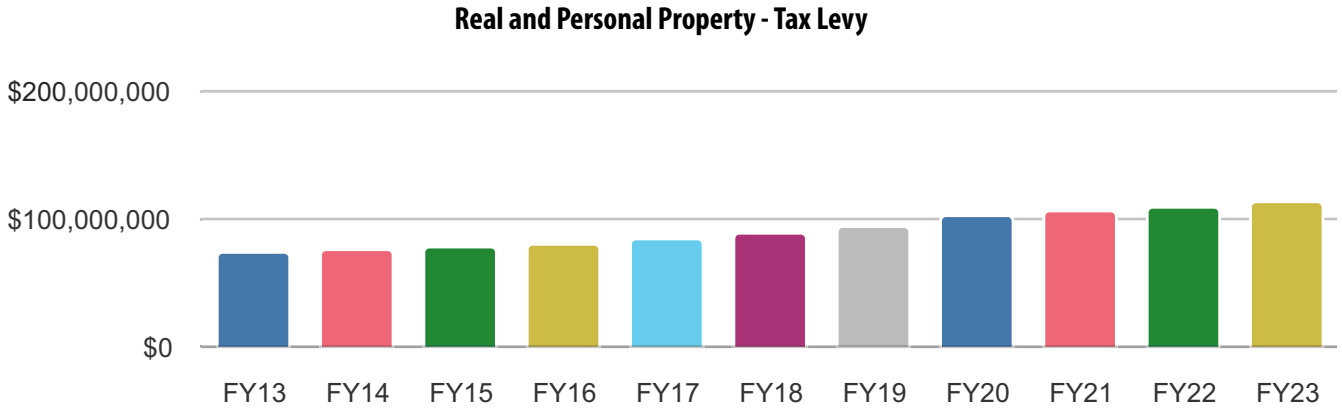
2. New Growth – A community is able to increase its tax levy limit each year to reflect new growth in the tax base. Assessors are required to submit information on growth in the tax base for approval by the Massachusetts Department of Revenue as part of the tax rate setting process.

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 FY2023 is estimated to be $120,701,802. 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 FY2023 is estimated to be $114,458,526 which is an increase of 3.89% over FY2022.

Real and Personal Property - Tax Levy

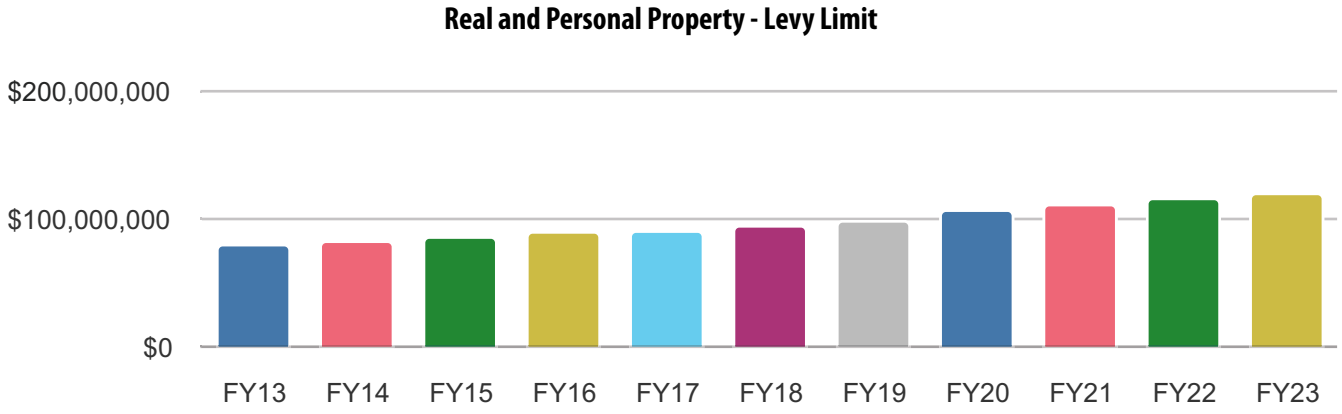
The property tax levy is the revenue the community can raise through real and personal property taxes. In Massachusetts, municipal revenues to support local spending for schools, public safety and other public services are raised through the property tax levy, state aid, local receipts and other sources. The property tax levy is the largest source of revenue for most cities and towns, including the city of Salem.



Real and 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 2.5 percent increase on that amount plus the amount certified by the State that results from "new growth".

A levy limit is a restriction on the amount of property taxes a community can levy. Proposition 2 1/2 established two types of levy limits: First, a community cannot levy more than 2.5 percent of the total full and fair cash value of all taxable real and personal property in the community. Second, a community's levy is also constrained in that it can only increase by a certain amount from year to year. The levy limit will always be below, or at most, equal to the levy ceiling. The levy limit may not exceed the levy ceiling.

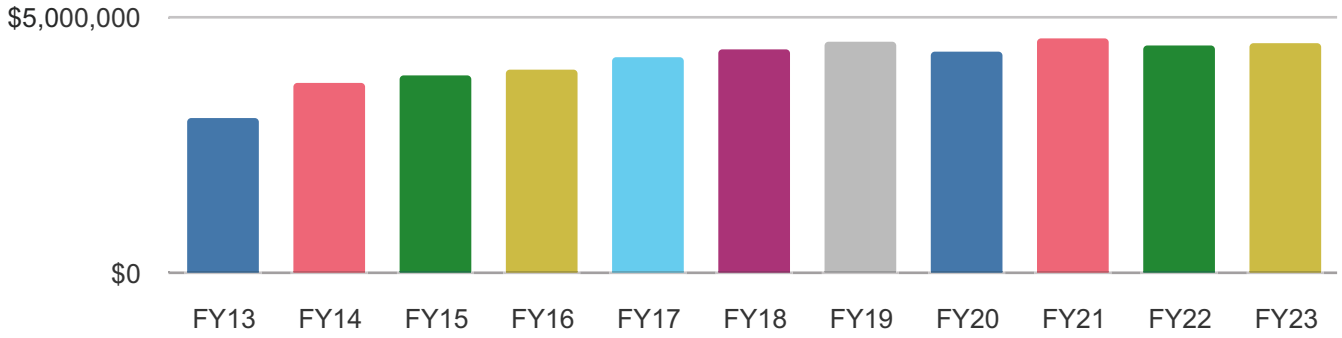


Motor Vehicle Excise

Local Receipts

Massachusetts General Law (MGL) Chapter 60A, Section 1 sets the motor vehicle excise rate at $25 per $1,000 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.

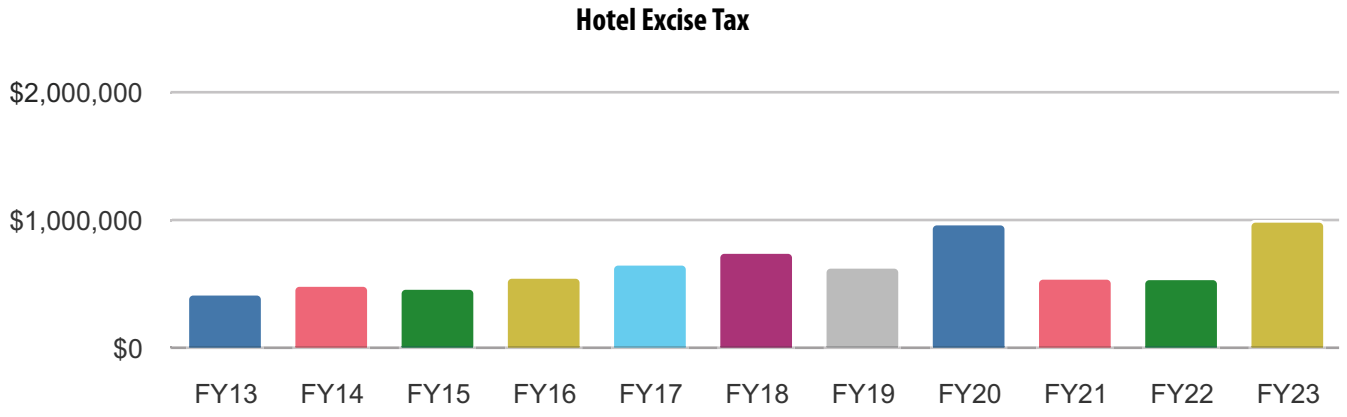
Those residents who do not pay their excise taxes in a timely manner are not allowed to renew registrations and licenses through a 'marking' process at the RMV. The City of Salem notifies the Registry of delinquent taxpayers, through its deputy collector, who prepares excise delinquent files for the Registry of Motor Vehicles. We are anticipating an increase in collections of 1% for FY 2023 based on prior and current fiscal year trends. Due to inflationary pressures, revenue collections for Motor Vehicle Excise have not been as strong in the final quarters of FY2022.



Hotel Excise Tax

Local Receipts

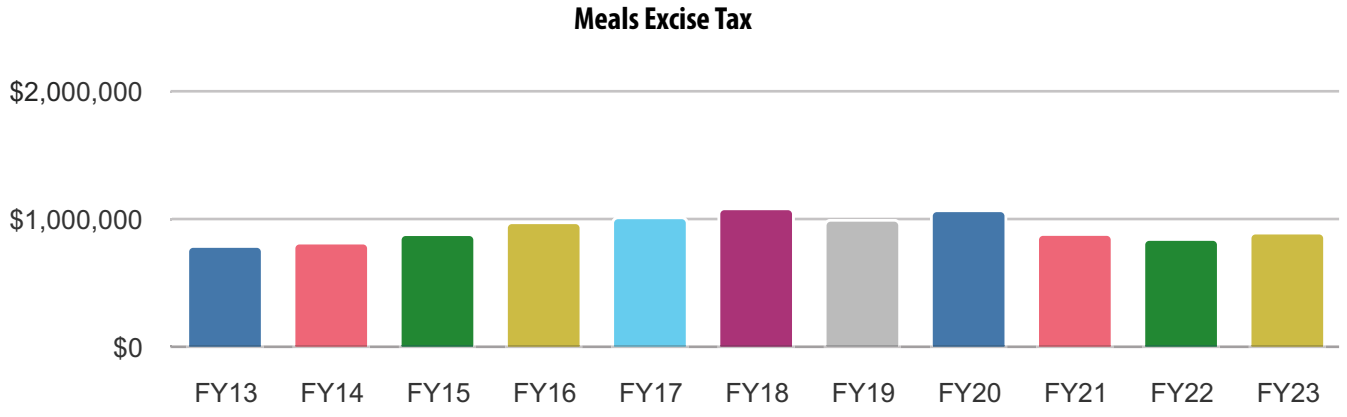
Room Occupancy Excise - MGL Chapter 64G. This category includes taxes received through the state that are collected from all hotels, motels, and other lodging houses within the City at a rate up to, but not exceeding, 6% of the total amount of rent for each such occupancy. On April 22, 2010 the City 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 2023 we estimate an increase of 81.82% ($450,000) due to robust economic recovery from COVID-19, new hotel rooms, and short-term rentals.



Meals Excise Tax

Local Receipts

MGL CH27 ß60 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 5.88% increase ($50,000) in meals tax for FY2023 as restrictions from COVID-19 have been lifted.

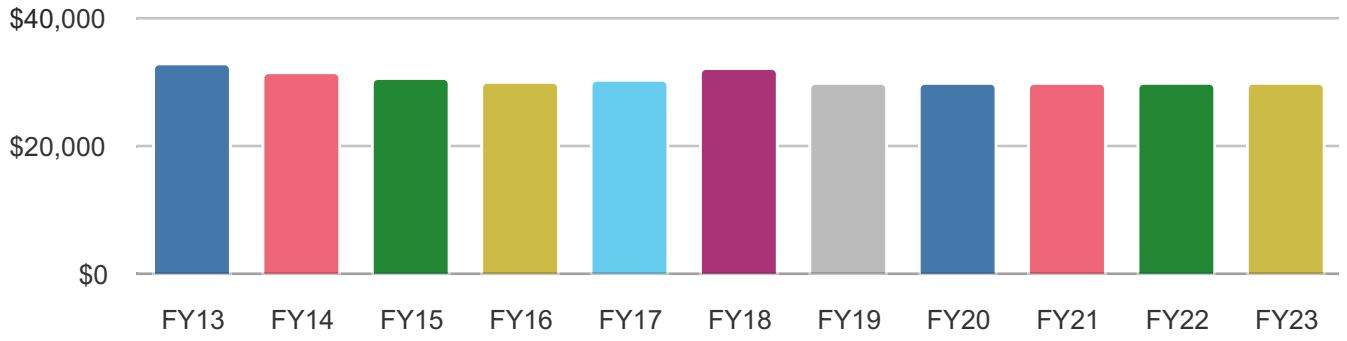


Boat Excise Tax

Local Receipts

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 FY2023.

Boat Excise Tax

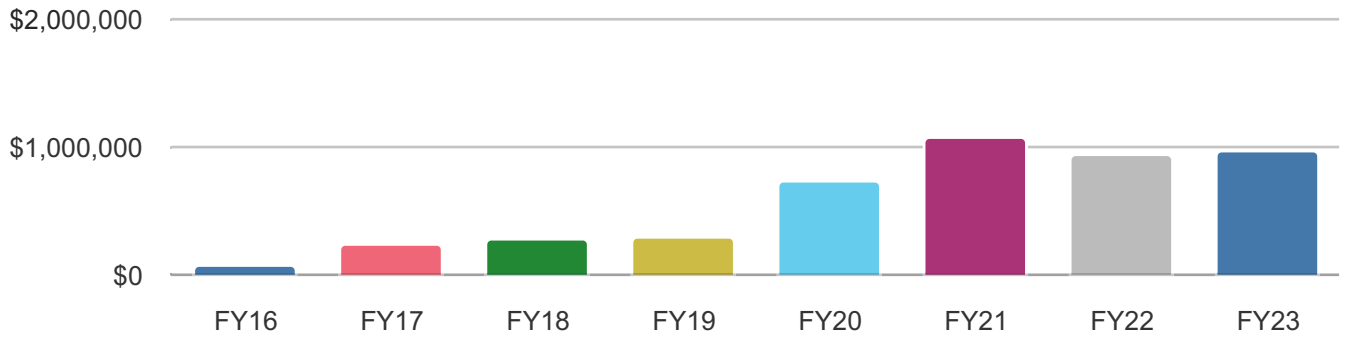


Marijuana Excise Tax

Local Receipts

A city or town may impose a local excise on the retail sale of marijuana for adult use by accepting G.L. c. 64N, ß 3. The maximum excise rate communities may impose is 3%. If a city or town in which a marijuana retailer is located accepts G.L. c. 64N, ß 3, all sales by the marijuana retailer that are subject to the state excise on marijuana retail sales will also be subject to the host community's local excise. This excise is applicable to retail sales of marijuana for adult use on or after July 1, 2018. Salem is anticipating $978,500 in collections for FY23 based on recent trends.

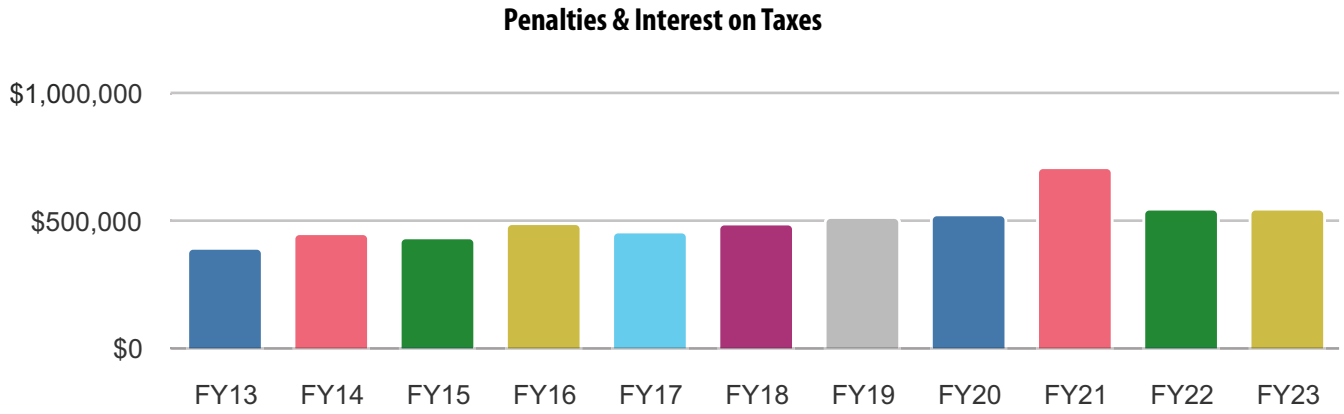
Marijuana Excise Tax



Penalties & Interest on Taxes

Local Receipts

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. Demand fees were increased from $15.00 to $30.00 in FY2018. We anticipate no increase in penalties and interest in FY2023.



Payment in Lieu of Taxes (PILOT)

Local Receipts

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).

Revenues are adjusted for FY2023 to reflect current PILOT agreements.

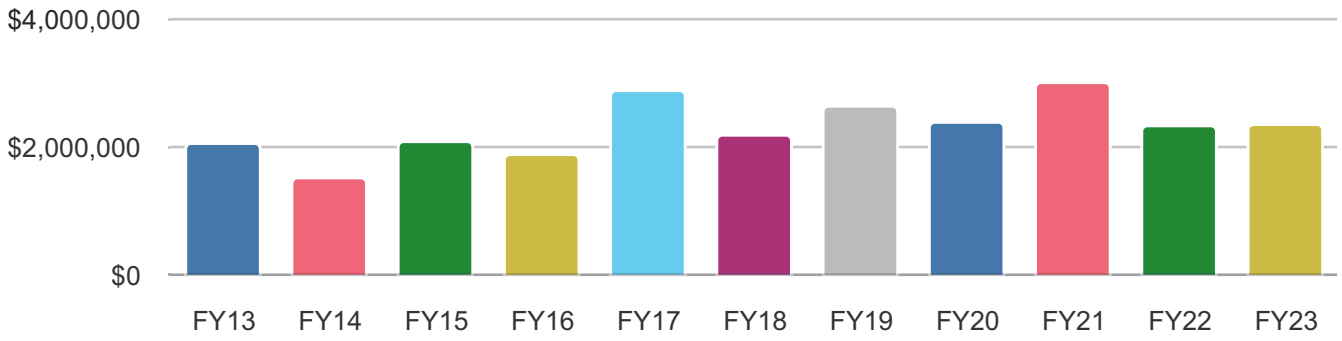
Charges for Services

Local Receipts

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 FY2023 we project 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



Parking Fees

Local Receipts

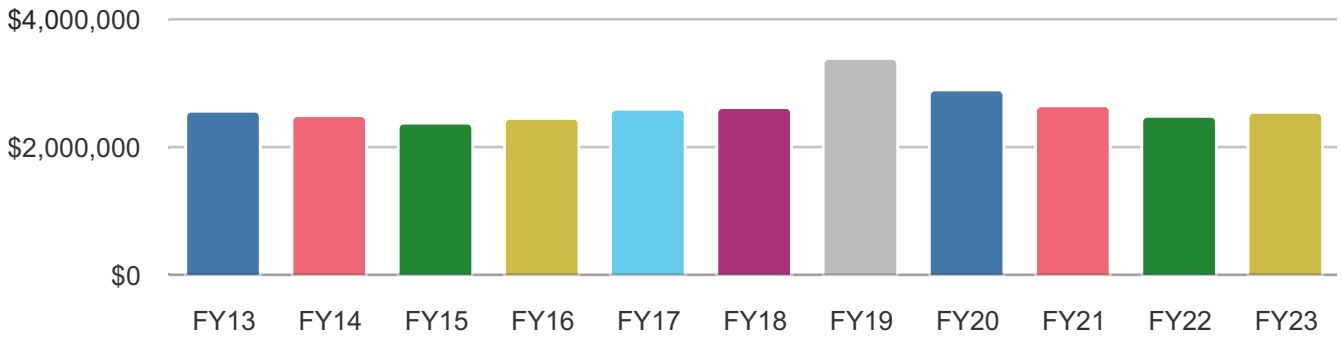
Parking revenues are from fees charged for parking at the Museum Place Mall Parking Garage, South Harbor Parking Garage, Church Street Lot, and all metered parking. Parking revenues are set by City Ordinance.

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.

Based on trends during the economic recovery from COVID-19, we are projecting an increase of 2.5% in parking fee collections for FY23.

Parking Fees



Licenses & Permits

Local Receipts

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

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

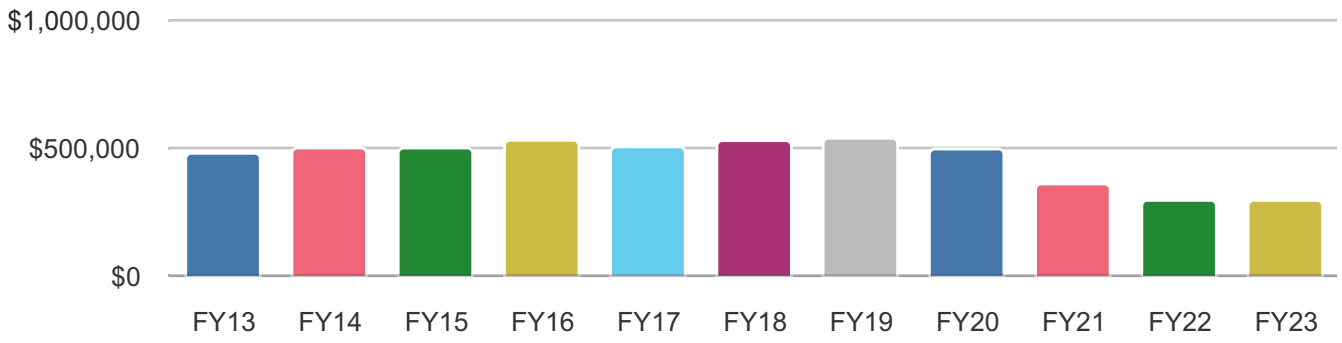
Entertainment - Entertainment licenses are issued for live performances, movie theaters, automatic amusement machines, billiard tables, bowling alleys, and several other forms of entertainment.

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

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

We anticipate level collection for license fees for FY 2023 based on revenue trends.

Licenses & Permits



Fines & Forfeits

Local Receipts

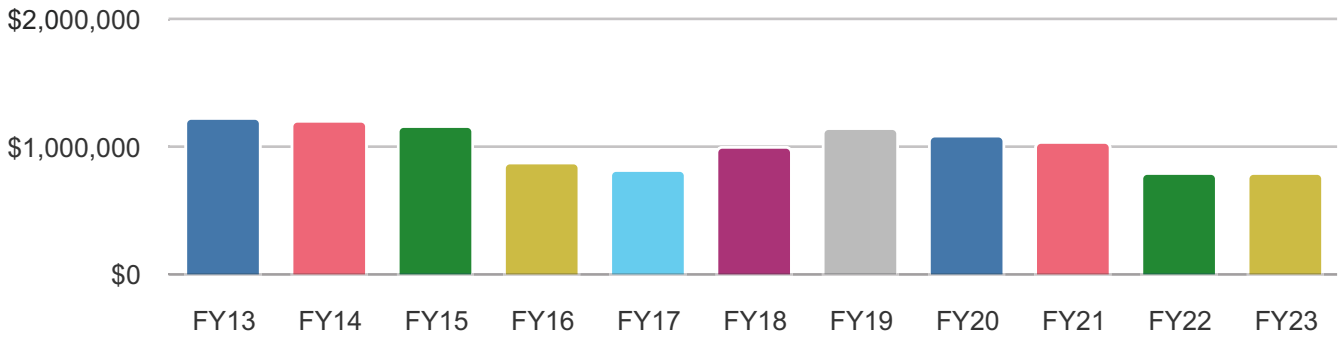
Court Fines – Non-parking offenses result in fines for moving violations. Responding to the community's desires and public safety concerns, the police department has been focused on enforcing speed limits in local neighborhoods. Other moving violations that are included in this category are driving while 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 2023 we anticipate level collections based on revenue trends.

Fines & Forfeits

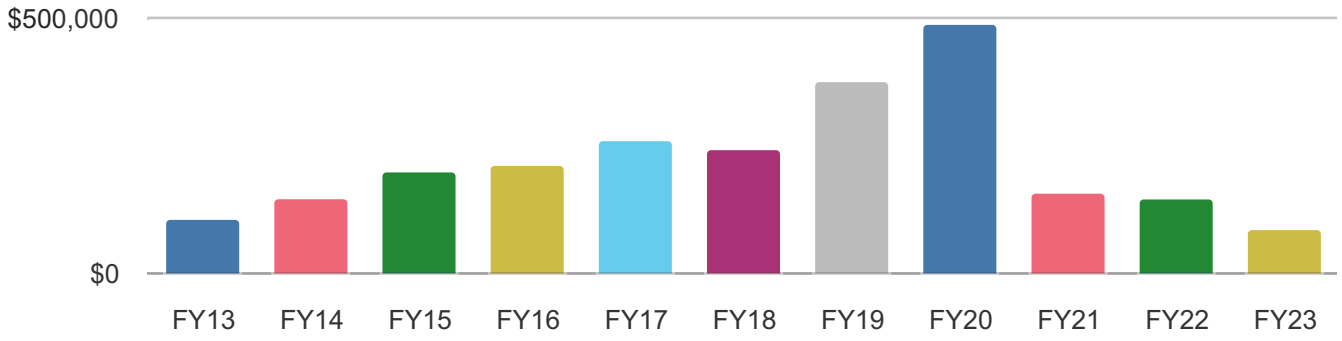


Investment Interest Income

Local Receipts

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 FY2023 we conservatively anticipate a -40.0% decrease based on prior fiscal year revenue trends. While historically low interest rates may now be increasing, we still anticipate a decrease in interest income in FY2023.

Investment Interest Income

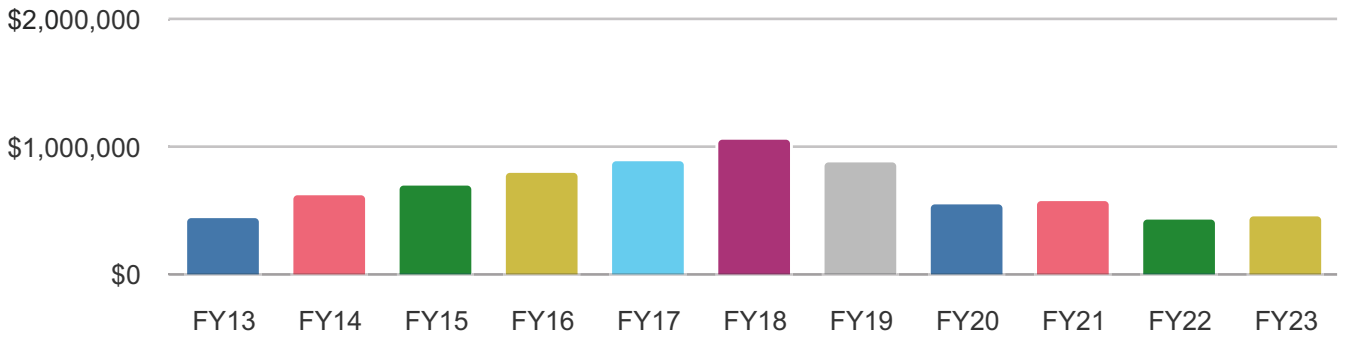


Medicaid Reimbursement

Local Receipts

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 2023 we anticipate a 5.56% increase in SPED Medicaid based on revenue trends.

Medicaid Reimbursement

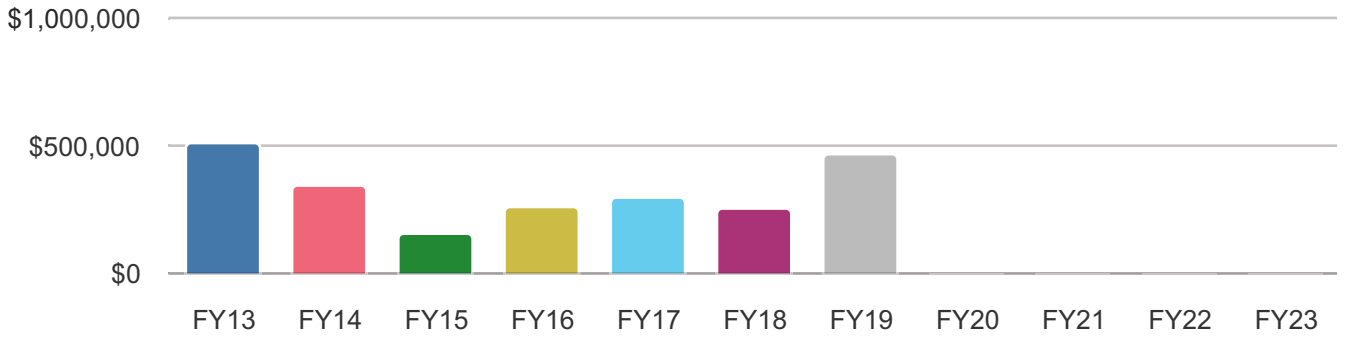


Miscellaneous Recurring

Local Receipts

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 2023 based on current revenue trends.

Miscellaneous Recurring



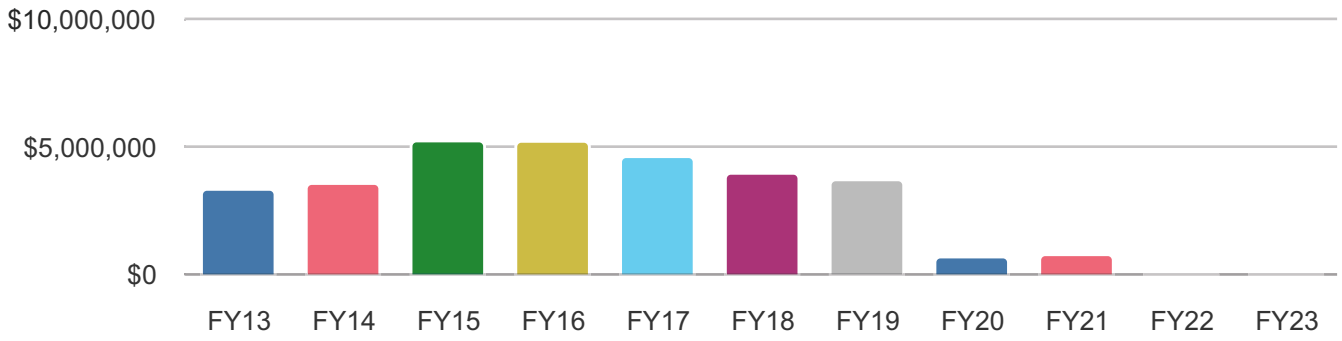
Miscellaneous Non-Recurring

Local Receipts

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 amounted to 3.75 Million in hold harmless money based on the tax agreement with Footprint and the state. The City no longer collects the hold harmless monies in this category as the Power Plant is now on the tax base.

Miscellaneous Non-Recurring



Chapter 70 (Education Aid)

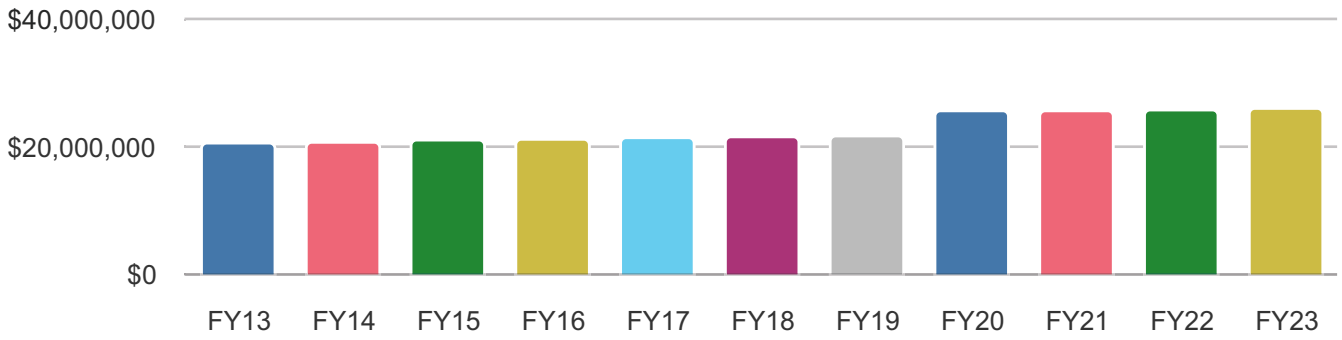
INTERGOVERNMENTAL REVENUE – STATE AID ("CHERRY SHEET")

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.

For FY2023, the preliminary Chapter 70 amount for the City of Salem is $26,184,942 an increase of $248,340.

Chapter 70 (Education Aid)



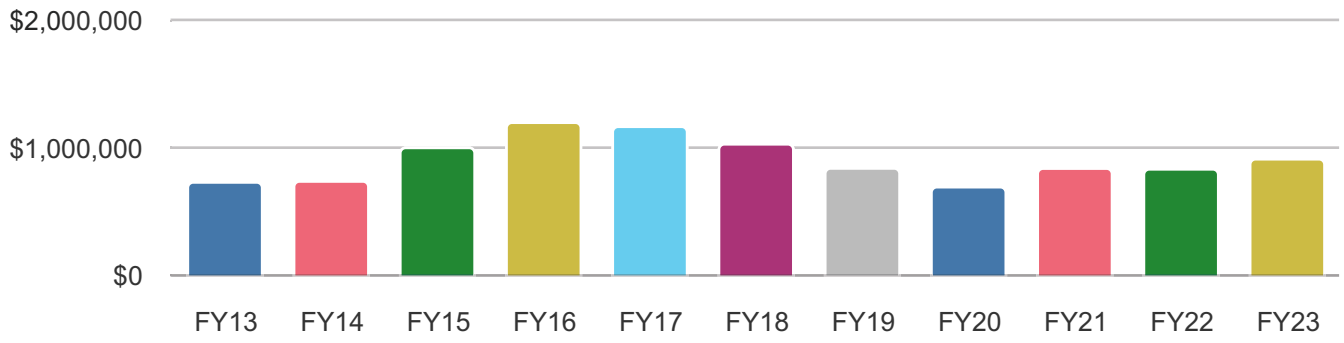
Charter School Reimbursement

INTERGOVERNMENTAL REVENUE – STATE AID ("CHERRY SHEET")

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

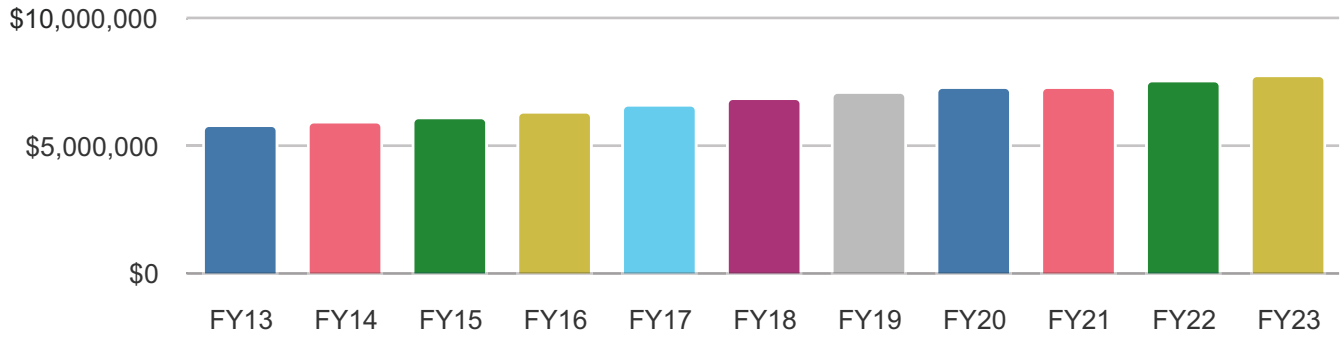


Unrestricted General Government Aid (UGGA)

INTERGOVERNMENTAL REVENUE – STATE AID ("CHERRY SHEET")

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 2023 amount, based on the Governor and House FY2023 budgets, is anticipated to be $7,786,285, an increase of $204,703. The Senate is still finalizing its budget and appropriated $7,990,987. The final amount allocated to Salem will not be determined until after the state finalizes its FY2023 budget.

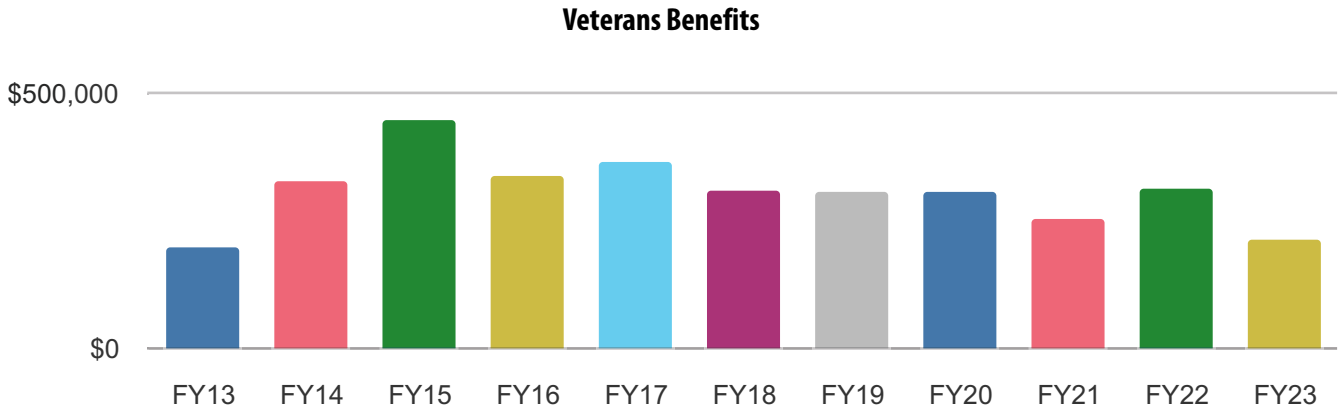
Unrestricted General Government Aid (UGGA)



Veterans Benefits

INTERGOVERNMENTAL REVENUE – STATE AID ("CHERRY SHEET")

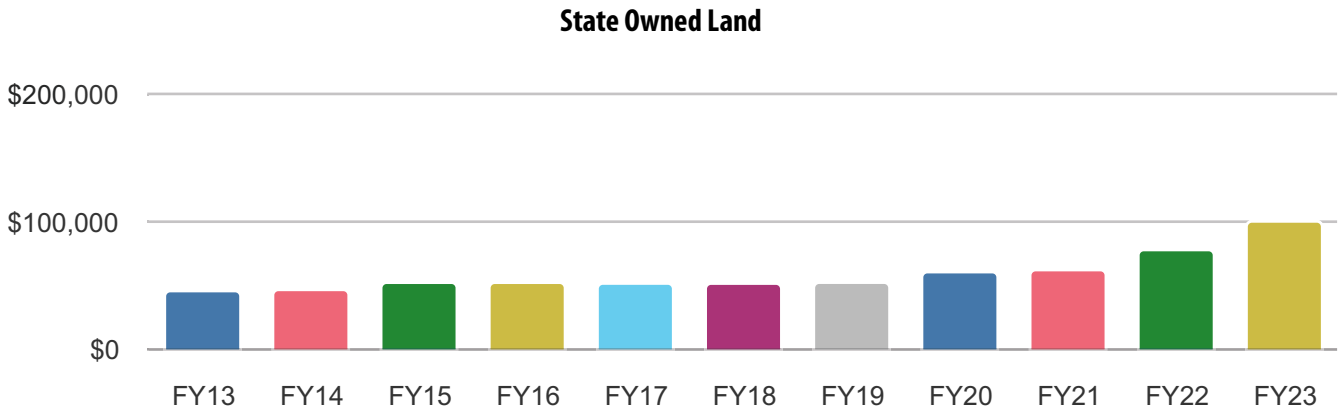
Under Chapter 115, Section 6 municipalities receive a seventy-five percent (75%) State reimbursement on the total expenditures made on veterans' financial, medical and burial benefits. The state anticipates a -31.4% ($99,796) decrease in reimbursement for FY 2023 based on prior fiscal year actual reimbursement submissions.



State Owned Land

INTERGOVERNMENTAL REVENUE – STATE AID ("CHERRY SHEET")

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.



Exemptions - Vets, Blind, Spouses & Elderly

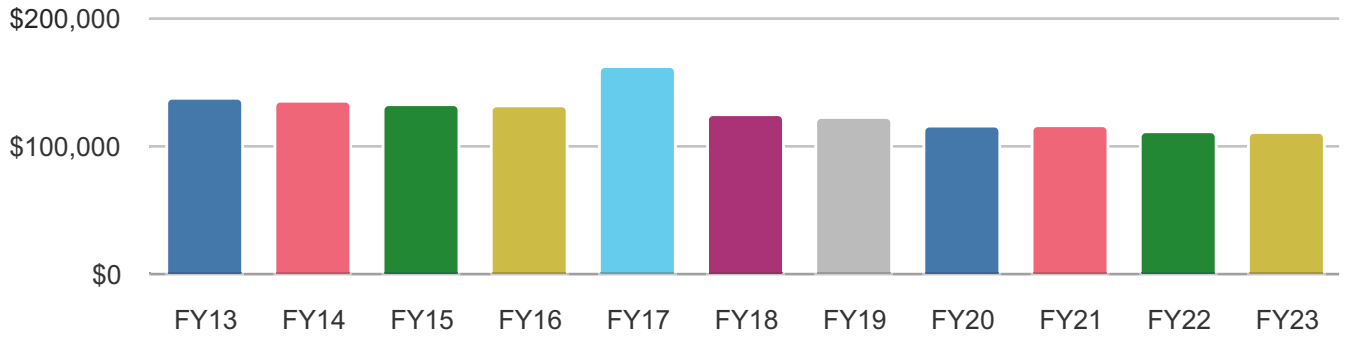
INTERGOVERNMENTAL REVENUE – STATE AID ("CHERRY SHEET")

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 2023 shows a decrease of $559.

Exemptions - Vets, Blind, Spouses & Elderly

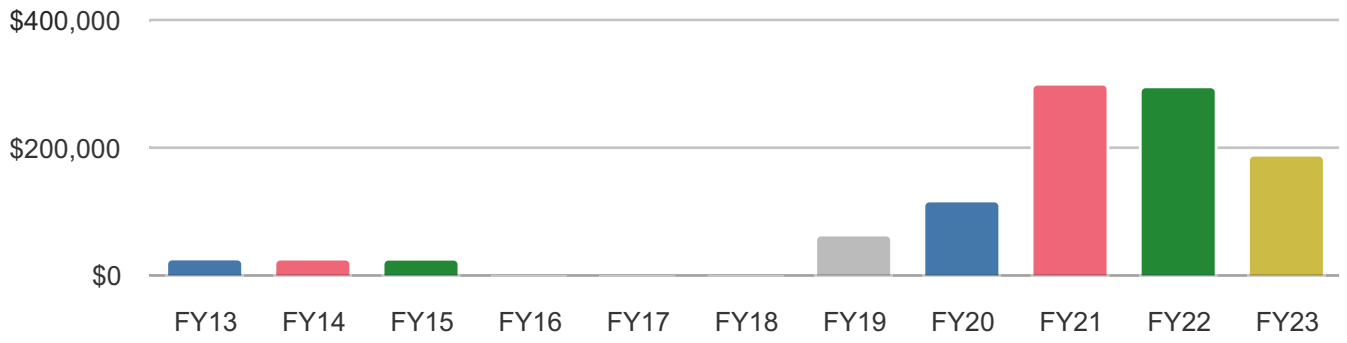


Offsets Receipts - School Choice Receiving Tuition

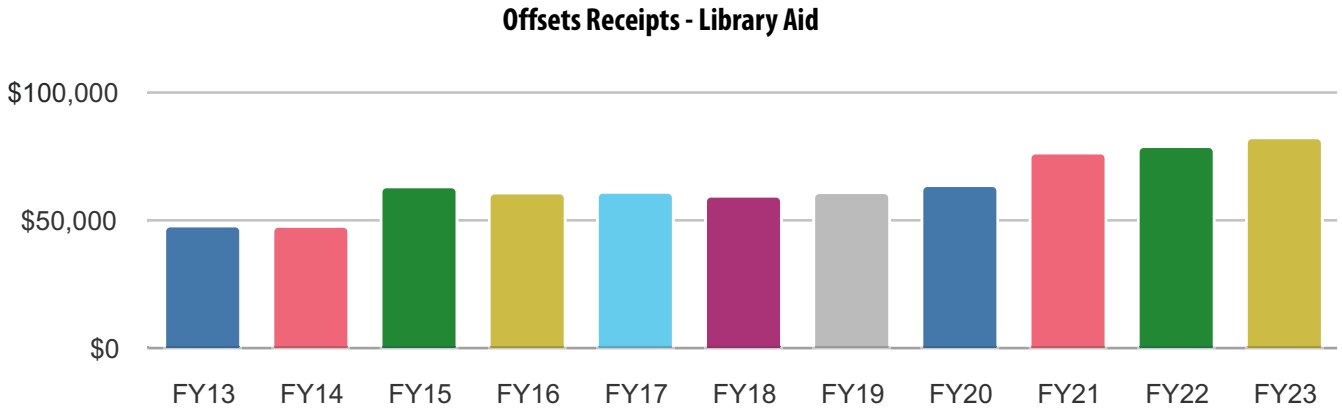
INTERGOVERNMENTAL REVENUE – STATE AID ("CHERRY SHEET")

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. The school lunch offset from the Cherry Sheet by DOR is an education offset that has no impact on the tax rate setting process. The Library Offset receipt, based on the amount allocated in the House FY2023 budget, was increased by $3,437 for FY 2023.

Offsets Receipts - School Choice Receiving Tuition

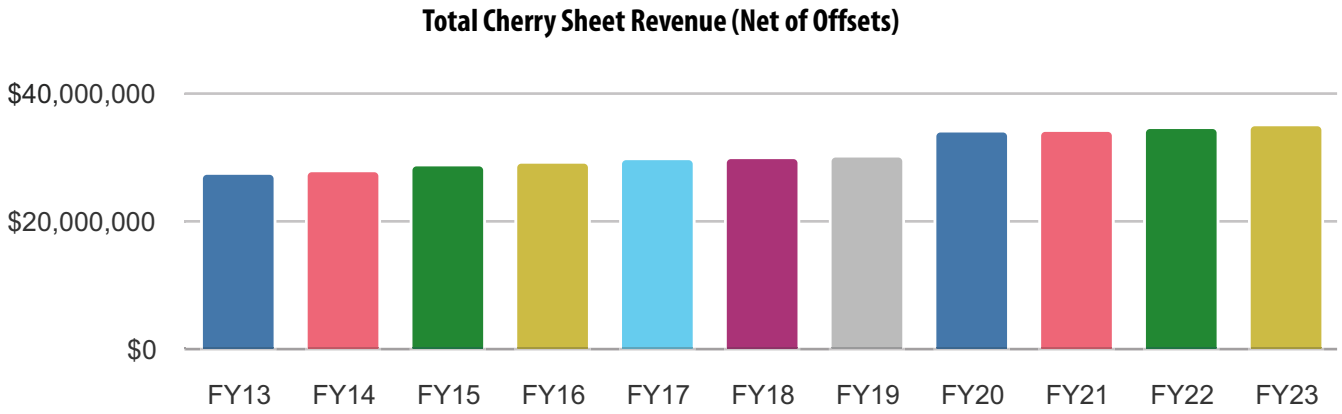


Offsets Receipts - Library Aid



Total Cherry Sheet Revenue (Net of Offsets)

The total of all cherry sheet revenue is listed below.



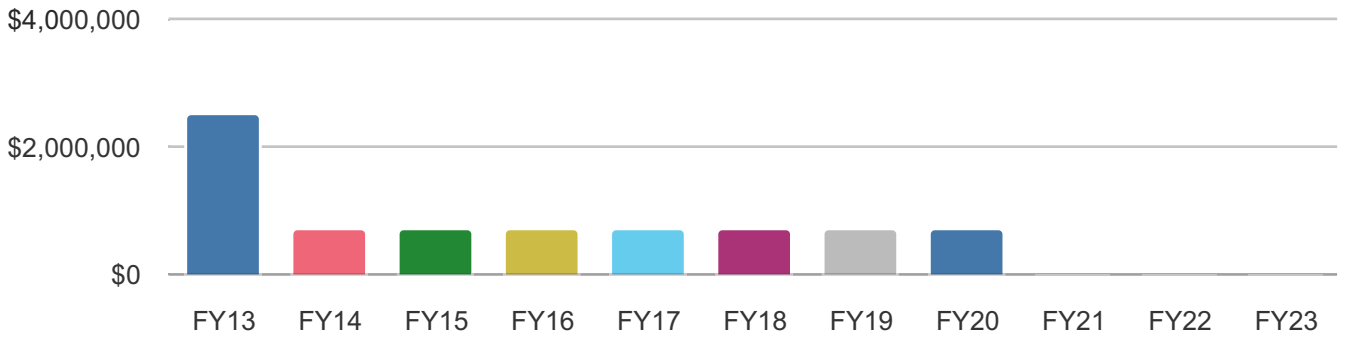
School Construction - School Building Authority (SBA)

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

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

The City of Salem still receives some payments under the old SBA program and also receives monthly reimbursements for ALL eligible costs for the ongoing Collins and Saltonstall Schools under the new MSBA program. FY 2014 saw a significant reduction in SBA reimbursement of $1.8M (71.1%) due to the payoff of the Bowditch, Saltonstall and part of Bates bonds. The only project the SBA is still reimbursing is the reduced amount on the Bates school. The SBA reimbursement chart is later in this section. Reimbursements stop in FY2020.

School Construction - School Building Authority (SBA)

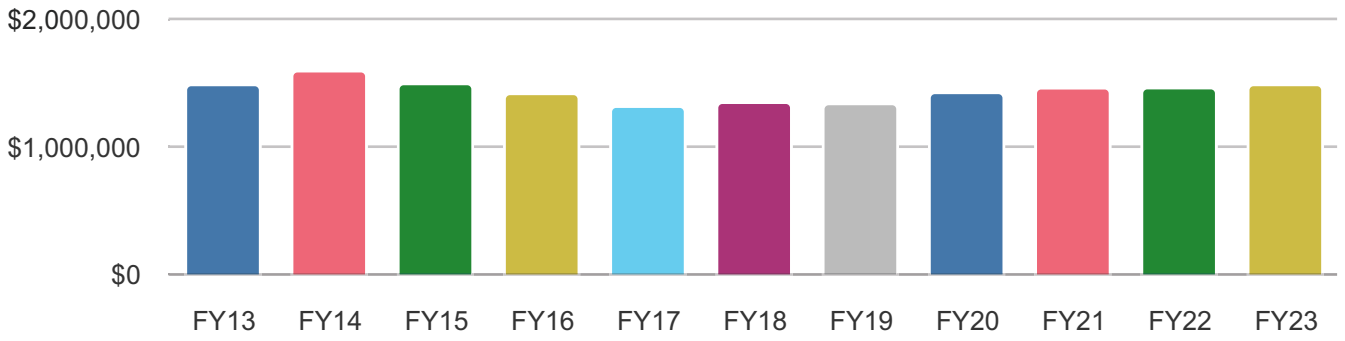


Indirect Costs from Enterprise Funds

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 FY2018 we began to increase the indirect costs based on a new methodology of calculating indirect costs that has been approved by the auditors.

Indirect Costs from Enterprise Funds



Other Financial Sources

Receipts Reserved for Appropriation – They City of Salem has three Receipts' Reserved for Appropriation Funds for Harbormaster, Golf Course, and Witch House. The revenue earned from these activities is credited to each of these special revenue funds. At the request of the Mayor, that money is appropriated by the City Council to the General Fund to cover both direct and indirect costs of each department in December for purposes of the certification of the City's tax rate by the Massachusetts Department of Revenue, as well as periodically throughout the year at the request of the department head of the Golf Course, Witch House, or Harbormasters Office to cover unforeseen or extraordinary expenses. We anticipate an increase of $382,247 over FY2022 due to increases in associated departmental budgets as well as new Receipts Reserved accounts for the Forest River Pool and Charter Street Cemetery. These increases will partially offset increases in associated expenditures.

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 FY2023, we anticipate using $1,000,000 to mitigate increases in taxes.

Department of Revenue - State Local Aid Revenue & Assessments Estimates (Cherry Sheet)

FY2023 Preliminary Cherry Sheet Estimates

RECEIPTS

PROGRAM	FY2022 Cherry Sheet Estimate	FY2023 Governor's Budget Proposal	FY2023 House Budget Proposal	FY2023 SWM Budget Proposal	Variance compared to FY22	Variance Compared to Gov FY23
Education Receipts:						
Chapter 70	25,936,602	26,060,772	26,184,942	26,184,942	248,340	124,170
School Transportation	0	0	0	0	0	0
Charter Tuition Reimbursement	840,943	722,058	919,958	919,958	79,015	197,900
Smart Growth School Reimbursement	0	0	0	0	0	0
Offset Receipts:						
School Choice Receiving Tuition	297,247	487,545	487,545	487,545	190,298	0
Sub-Total, All Education Items:	**27,074,792**	**27,270,375**	**27,592,445**	**27,592,445**	**517,653**	**322,070**
Sub-Total, Net of Offsets	26,777,545	26,782,830	27,104,900	27,104,900	327,355	322,070
General Government:						
Unrestricted Gen Gov't Aid	7,581,582	7,786,285	7,786,285	7,990,987	409,405	204,702
Local Share of Racing Taxes	0	0	0		0	0
Regional Public Libraries	0	0	0		0	0
Veterans Benefits	317,771	217,975	217,975	217,975	-99,796	0
Exemp: VBS and Elderly	112,397	111,838	111,838	111,838	-559	0
State Owned Land	78,897	78,851	78,851	101,272	22,375	22,421
Offset Receipts:						
Public Libraries	79,333	76,578	82,770	95,156	15,823	18,578
Sub-Total, All General Government:	**8,169,980**	**8,271,527**	**8,277,719**	**8,517,228**	**347,248**	**245,701**
Total Estimated Receipts:	**35,244,772**	**35,541,902**	**35,870,164**	**36,109,673**	**864,901**	**328,262**
Total Estimated Receipts Net Of Offsets:*	**34,868,192**	**34,977,779**	**35,299,849**	**35,526,972**	**658,780**	**309,684**

*amount available for General Fund budget

ASSESSMENTS

PROGRAM	FY2022 Cherry Sheet Estimate	FY2023 Governor's Budget Proposal	FY2023 HWM Budget Proposal	FY2023 SWM Budget Proposal	Variance compared to FY22	Variance Compared to Gov FY23
State Assessments and Charges:						
Retired Employees Health Insurance	0	0	0	0	0	0
Retired Teachers Health Insurance	0	0	0	0	0	0
Mosquito Control Projects	52,670	54,252	54,265	54,265	1,595	13
Air Pollution Districts	13,547	13,956	13,956	13,956	409	0
Metropolitan Area Planning Council	23,814	24,843	24,843	24,843	1,029	0
Old Colony Planning Council	0	0	0	0	0	0
RMV Non-Renewal Surcharge	132,400	118,480	118,480	118,480	-13,920	0
Sub-Total, State Assessments:	**222,431**	**211,531**	**211,544**	**211,544**	**-10,887**	**13**
Transportation Authorities:						
MBTA	978,993	1,027,143	1,027,143	1,027,143	48,150	0
Boston Metro. Transit District	0	0	0	0	0	0
Regional Transit	0	0	0	0	0	0
Sub-Total, Transp Authorities:	**978,993**	**1,027,143**	**1,027,143**	**1,027,143**	**48,150**	**0**
Annual Charges Against Receipts:						
Multi-Year Repayment Program	0	0	0	0	0	0
Special Education	33,032	7,716	7,865	7,865	-25,167	149
STRAP Repayments	0					
Sub-Total, Annual Charges:	**33,032**	**7,716**	**7,865**	**7,865**	**-25,167**	**149**
Tution Assessments:						
School Choice Sending Tuition	572,922	596,626	596,626	596,626	23,704	0
Charter School Sending Tuition	7,622,885	7,871,338	7,906,278	7,906,278	283,393	34,940
Sub-Total, Tution Assessments:	**8,195,807**	**8,467,964**	**8,502,904**	**8,502,904**	**307,097**	**34,940**
Total All Estimated Charges:	**9,430,263**	**9,714,354**	**9,749,456**	**9,749,456**	**319,193**	**35,102**
Net Receipts v. Charges:	**25,437,929**	**25,263,425**	**25,550,393**	**25,550,393**	**339,587**	**274,582**

FY 2023 Operating Budget Summary & Graphs

	ACTUAL EXPENDED FY 2021	FINAL BUDGET FY 2022	DEPARTMENT BUDGET FY2023	MAYOR BUDGET FY 2023	CITY COUNCIL BUDGET FY 2023	FY22 vs. FY23 Budget Inc/Decr Amount	Percentage
GENERAL FUND							
GENERAL GOVERNMENT	7,752,464	9,173,725	10,143,234	9,760,620	9,760,620	586,895	6.40%
PUBLIC SAFETY	22,042,166	23,072,889	23,796,206	23,760,206	23,733,518	687,317	2.98%
PUBLIC WORKS & FACILITIES	3,747,358	4,097,953	4,825,772	4,321,670	4,321,670	223,717	5.46%
HUMAN SERVICES	1,640,930	1,800,728	1,895,161	1,854,468	1,854,468	53,740	2.98%
CULTURAL & RECREATIONAL	3,024,885	3,382,603	3,753,075	3,703,792	3,703,792	321,189	9.50%
DEBT SERVICE	7,627,024	7,408,350	8,301,659	8,301,659	8,301,659	893,309	12.06%
ASSESSMENTS	11,686,755	12,033,252	12,349,366	12,349,366	12,349,366	316,114	2.63%
EMPLOYEE BENEFITS	30,268,867	31,815,623	33,116,269	33,016,269	33,016,269	1,200,646	3.77%
MUNICIPAL INSURANCE	338,556	373,500	388,500	373,500	373,500	-	0.00%
TRANSFERS OUT OF GENERAL FUNI	3,848,570	650,000	650,000	650,000	650,000	-	0.00%
CITY TOTAL	**91,977,575**	**93,808,623**	**99,219,241**	**98,091,550**	**98,064,862**	**4,282,927**	**4.57%**
EDUCATION-PUBLIC SCHOOLS	63,449,649	66,597,919	68,747,963	68,747,963	68,747,963	2,150,044	3.23%
EDUCATION TOTAL	**63,449,649**	**66,597,919**	**68,747,963**	**68,747,963**	**68,747,963**	**2,150,044**	**3.23%**
GENERAL FUND TOTAL	**155,427,224**	**160,406,542**	**167,967,204**	**166,839,513**	**166,812,825**	**6,432,971**	**4.01%**
ENTERPRISE FUNDS							
SEWER (net indirect costs)	8,064,900	8,329,470	8,348,323	8,348,323	8,348,323	18,853	0.23%
WATER (net indirect costs)	6,449,188	6,478,342	6,736,263	6,736,263	6,736,263	257,921	3.98%
TRASH	3,229,608	3,962,443	4,015,663	4,015,663	4,015,663	53,220	1.34%
PEG ACCESS CABLE	691,250	691,250	691,250	691,250	691,250	-	0.00%
ENTERPRISE FUND TOTAL	**18,434,946**	**19,461,505**	**19,791,499**	**19,791,499**	**19,791,499**	**329,994**	**1.70%**
GRAND TOTAL ALL FUNDS	**173,862,170**	**179,868,047**	**187,758,703**	**186,631,012**	**186,604,324**	**6,762,965**	**3.76%**

	ACTUAL EXPENDED FY 2021	FINAL BUDGET FY 2022	DEPARTMENT BUDGET FY2023	MAYOR BUDGET FY 2023	CITY COUNCIL BUDGET FY 2023	FY22 vs. FY23 Budget Inc/Decr Amount	Percentage
GENERAL GOVERNMENT:							
CITY COUNCIL							
Legislative	203,907	246,970	236,050	232,050	232,050	(14,920)	-6.04%
MAYOR							
Executive	567,051	610,837	658,877	643,677	643,677	32,840	5.38%
FINANCE/AUDITING							
Accounting	393,889	408,390	429,472	427,978	427,978	19,588	4.80%
PURCHASING							
Purchasing	177,736	201,399	201,610	201,610	201,610	211	0.10%
Fixed Costs	73,076	82,588	39,181	39,181	39,181	(43,407)	-52.56%
ASSESSORS							
Board of Assessors	371,434	368,692	411,785	408,467	408,467	39,774	10.79%
TREASURER							
Treasury Services	451,771	446,892	451,745	450,944	450,944	4,051	0.91%
COLLECTOR							
Tax Collections	245,935	257,623	262,091	262,091	262,091	4,468	1.73%
SOLICITOR							
Legal Services/Licensing	382,522	513,274	557,154	546,640	546,640	33,366	6.50%
HUMAN RESOURCES							
Personnel	262,373	543,245	574,793	570,694	570,694	27,449	5.05%
	-			-	-		
Information Technology							
IT	749,710	801,741	940,007	876,507	876,507	74,766	9.33%
Fixed Costs	768,558	834,565	978,900	869,400	869,400	34,835	4.17%
CITY CLERK							
Record Maintenance	312,544	323,961	362,598	344,504	344,504	20,543	6.34%
ELECTION/REGISTRATION							
Voting	220,307	228,050	331,062	252,679	252,679	24,629	10.80%

	ACTUAL EXPENDED FY 2021	FINAL BUDGET FY 2022	DEPARTMENT BUDGET FY2023	MAYOR BUDGET FY 2023	CITY COUNCIL BUDGET FY 2023	FY22 vs. FY23 Budget Inc/Decr Amount	Percentage
CONSERVATION							
Active/Passive Conservation	28,735	29,679	33,508	30,988	30,988	1,309	4.41%
PLANNING BOARD							
Subdivision, Planning & Zoning	35,945	36,990	36,726	36,726	36,726	(264)	-0.71%
APPEALS, BOARD OF							
Zoning Appeals	900	1,200	1,200	1,200	1,200	-	0.00%
PLANNING							
Planning & Community Development	608,944	682,116	753,005	722,856	722,856	40,740	5.97%
PUBLIC PROPERTY							
Public Prop-Fixed Costs	685,900	695,900	706,362	706,362	706,362	10,462	1.50%
PARKING DEPARTMENT							
General Operations	1,299,822	1,346,667	1,597,941	1,562,615	1,562,615	215,948	16.04%
MARKET AND TOURIST COMM.							
Tourist Promotion	278,208	311,950	312,050	312,050	312,050	100	0.03%
RESILIENCY AND SUSTAINABILITY							
Climate Change Initiatives Coordinat	-	199,184	227,657	227,657	227,657	28,473	14.29%
TOTAL GENERAL GOVERNMEN	**8,119,266**	**9,171,914**	**10,103,774**	**9,726,875**	**9,726,875**	**554,961**	**6.05%**
PUBLIC SAFETY:							
POLICE							
Citizen Protection	10,705,403	11,602,528	11,831,346	11,812,346	11,812,346	209,818	1.81%
FIRE							
Fire Suppression	9,489,864	9,555,806	9,876,774	9,873,274	9,846,586	317,468	3.32%
PUBLIC PROPERTY/BLDG INSP							
Building/Plumbing/Gas Inspection	682,378	694,094	811,912	804,412	804,412	110,318	15.89%
ELECTRICAL							
Electrical Inspection & Maintenance	793,127	837,680	855,067	855,067	855,067	17,387	2.08%
HARBORMASTER							
Harbormaster	371,029	387,781	421,107	415,107	415,107	27,326	7.05%
TOTAL PUBLIC SAFETY	**21,913,868**	**23,077,889**	**23,796,206**	**23,760,206**	**23,733,518**	**682,317**	**2.96%**

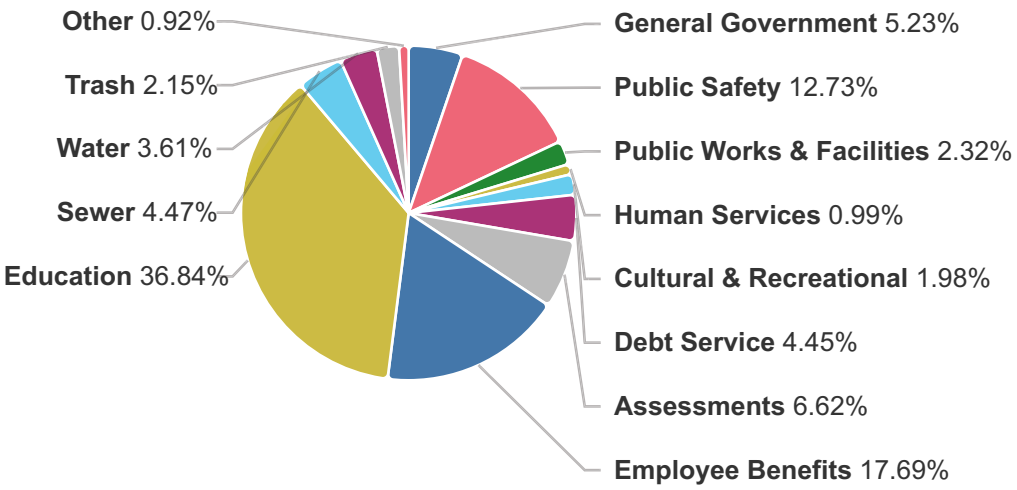
	ACTUAL EXPENDED FY 2021	FINAL BUDGET FY 2022	DEPARTMENT BUDGET FY2023	MAYOR BUDGET FY 2023	CITY COUNCIL BUDGET FY 2023	FY22 vs. FY23 Budget Inc/Decr Amount	Percentage
EDUCATION :							
City Public Schools	63,449,649	66,597,919	68,747,963	68,747,963	68,747,963	2,150,044	3.23%
TOTAL EDUCATION	**57,628,889**	**66,597,919**	**68,747,963**	**68,747,963**	**68,747,963**	**2,150,044**	**3.23%**
PUBLIC WORKS & FACILITIES:							
PUBLIC SERVICES							
Public Services-General/Park/Open S	3,099,471	3,464,641	4,132,377	3,678,274	3,678,274	213,633	6.17%
Snow and Ice	458,935	458,935	458,935	458,935	458,935	-	0.00%
ENGINEERING							
Engineering-General Admin	188,952	174,377	234,461	184,461	184,461	10,084	5.78%
TOTAL PUBLIC WORKS & FACI	**4,497,293**	**4,097,953**	**4,825,772**	**4,321,670**	**4,321,670**	**223,717**	**5.46%**
HUMAN SERVICES:							
HEALTH, BOARD OF							
Administration & Support	553,592	679,039	711,930	686,764	686,764	7,725	1.14%
COUNCIL ON AGING							
Administration & Support	558,500	588,620	624,495	621,062	621,062	32,442	5.51%
VETERANS AGENT							
Administration & Support	528,838	533,069	558,735	546,642	546,642	13,573	2.55%
TOTAL HUMAN SERVICES	**1,602,027**	**1,800,728**	**1,895,161**	**1,854,468**	**1,854,468**	**53,740**	**2.98%**
CULTURAL & RECREATIONAL							
LIBRARY							
Administration & Support	1,348,068	1,459,092	1,487,634	1,482,913	1,482,913	23,821	1.63%

	ACTUAL EXPENDED FY 2021	FINAL BUDGET FY 2022	DEPARTMENT BUDGET FY2023	MAYOR BUDGET FY 2023	CITY COUNCIL BUDGET FY 2023	FY22 vs. FY23 Budget Inc/Decr Amount	Percentage
RECREATION							
Administration & Support	569,282	650,742	840,209	820,207	820,207	169,465	26.04%
Golf Course	554,190	526,235	641,644	618,084	618,084	91,849	17.45%
Witch House	238,748	281,755	277,002	277,002	277,002	(4,753)	-1.69%
Pioneer Village	18,699	26,900	26,900	26,900	26,900	-	0.00%
Winter Island	265,895	282,717	297,283	296,283	296,283	13,566	4.80%
Charter Street Cemetery	-	130,540	182,404	182,404	182,404	51,864	39.73%
HISTORICAL COMMISSION							
Historic Preservation	32,581	32,924	39,459	33,744	33,744	820	2.49%
TOTAL CULTURAL & RECREAT	**2,893,638**	**3,390,905**	**3,792,534**	**3,737,537**	**3,737,537**	**346,632**	**10.22%**
DEBT SERVICE:							
Long Term Debt	6,442,406	6,470,521	7,744,557	7,744,557	7,744,557	1,274,036	19.69%
Short Term Debt	1,184,618	937,829	684,920	557,103	557,103	(380,726)	-40.60%
TOTAL DEBT SERVICE	**7,727,786**	**7,408,350**	**8,429,476**	**8,301,659**	**8,301,659**	**893,309**	**12.06%**
ASSESSMENTS:							
Essex NS Agricultural & Vocational S	2,367,453	2,599,910	2,599,910	2,599,910	2,599,910	-	0.00%
State Assessments (Budgeted from R	9,049,302	9,427,073	9,749,456	9,749,456	9,749,456	322,383	3.42%
TOTAL ASSESSMENTS	**11,342,438**	**12,026,983**	**12,349,366**	**12,349,366**	**12,349,366**	**322,383**	**2.68%**
EMPLOYEE BENEFITS:							
Contributory Retirement	12,778,085	13,676,803	14,429,326	14,429,326	14,429,326	752,523	5.50%
Non-contributory Pensions	10,034	10,315	10,625	10,625	10,625	310	3.01%
Workmen's Compensation	491,305	528,270	539,730	539,730	539,730	11,460	2.17%
Unemployment Compensation	300,000	300,000	300,000	250,000	250,000	(50,000)	-16.67%
Group Insurance	15,427,036	16,022,048	16,532,273	16,482,273	16,482,273	460,225	2.87%
Medicare	1,262,407	1,278,187	1,304,315	1,304,315	1,304,315	26,128	2.04%
TOTAL EMPLOYEE BENEFITS	**30,268,867**	**31,815,623**	**33,116,269**	**33,016,269**	**33,016,269**	**1,200,646**	**3.77%**
MUNICIPAL INSURANCE :							
Municipal Insurance	292,384	373,500	388,500	373,500	373,500	-	0.00%
TOTAL Municipal Insurance	**338,556**	**373,500**	**388,500**	**373,500**	**373,500**	**-**	**0.00%**
BUDGET TRANSFERS OUT OF GF							
Retirement Stabilization & CIP Transfe	625,000	650,000	650,000	650,000	650,000	-	0.00%
TOTAL Budget Transfers Out of	**3,848,570**	**650,000**	**650,000**	**650,000**	**650,000**	**-**	**0.00%**
GENERAL FUND TOTAL	**145,325,803**	**160,406,542**	**168,095,021**	**166,839,513**	**166,812,825**	**6,432,971**	**4.01%**

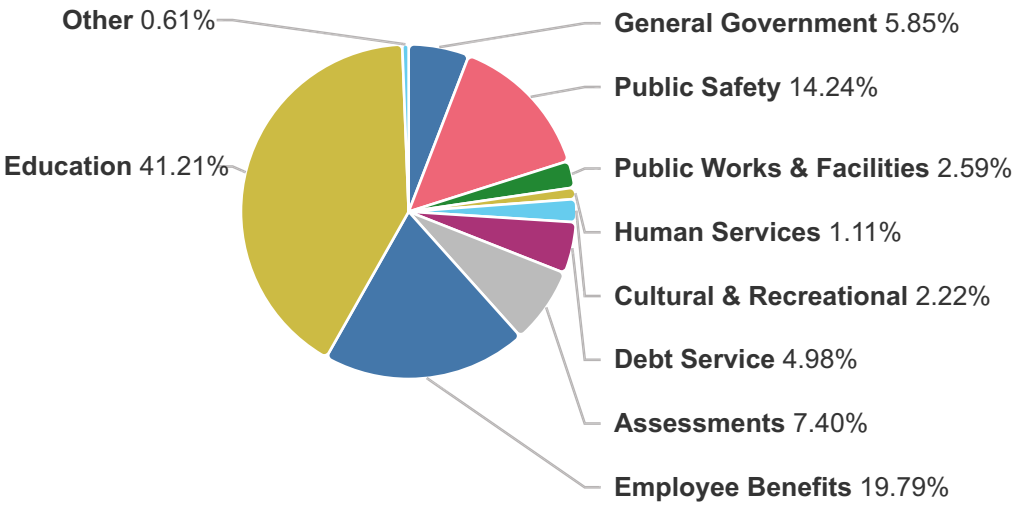
	ACTUAL EXPENDED FY 2021	FINAL BUDGET FY 2022	DEPARTMENT BUDGET FY2023	MAYOR BUDGET FY 2023	CITY COUNCIL BUDGET FY 2023	FY22 vs. FY23 Budget Inc/Decr Amount	Percentage
ENTERPRISE FUNDS							
SEWER :							
Sewer - Public Services	646,798	665,861	695,348	695,348	695,348	29,487	4.43%
Sewer - Engineering	670,518	945,307	957,526	957,526	957,526	12,219	1.29%
Long Term Debt	1,931,587	1,853,793	1,853,793	1,853,793	1,853,793	-	0.00%
Short Term Debt	47,000	43,150	43,150	43,150	43,150	-	0.00%
SESD Assessment	4,763,997	4,793,507	4,793,507	4,793,507	4,793,507	-	0.00%
Sewer - Insurance Deduction	5,000	5,000	5,000	5,000	5,000	-	0.00%
TOTAL SEWER	**8,064,900**	**8,306,617**	**8,348,323**	**8,348,324**	**8,348,323**	**41,707**	**0.50%**
WATER :							
Water-Public Services	693,448	722,511	751,578	751,578	751,578	29,067	4.02%
Water-Engineering	709,768	799,636	799,636	799,636	799,636	-	0.00%
Long Term Debt	2,315,546	2,249,593	2,249,593	2,249,593	2,249,593	-	0.00%
Short Term Debt	53,000	26,651	26,651	26,651	26,651	-	0.00%
SBWS Assessment	2,674,926	2,906,306	2,906,306	2,906,306	2,906,306	-	0.00%
Water - Insurance Deduction	2,500	2,500	2,500	2,500	2,500	-	0.00%
TOTAL WATER	**6,449,188**	**6,707,196**	**6,736,263**	**6,736,263**	**6,736,263**	**29,067**	**0.43%**
Solid Waste :							
Solid Waste - Engineering	3,876,199	3,962,443	4,015,663	4,015,663	4,015,663	53,220	1.34%
TOTAL TRASH	**3,229,608**	**3,962,443**	**4,015,663**	**4,015,663**	**4,015,663**	**53,220**	**1.34%**
PEG Access :							
Access Cable	691,250	691,250	691,250	691,250	691,250	-	0.00%
TOTAL TRASH	**3,229,608**	**691,250**	**691,250**	**691,250**	**691,250**	**-**	**0.00%**
ENTERPRISE FUND TOTAL	**20,973,304**	**19,667,506**	**19,791,500**	**19,791,499**	**19,791,500**	**123,993**	**0.63%**
GRAND TOTAL ALL FUNDS	**162,160,297**	**179,868,047**	**187,886,521**	**186,631,012**	**186,604,325**	**6,762,965**	**3.76%**

		ACTUAL EXPENDED FY 2021	FINAL BUDGET FY 2022	DEPARTMENT BUDGET FY2023	MAYOR BUDGET FY 2023	CITY COUNCIL BUDGET FY 2023	FY22 vs. FY23 Budget Inc/Decr Amount	Percentage
PERSONNEL & NON-PERSONNEL SUMMARIES								
City	Personnel	56,648,099	64,620,706	67,368,374	66,745,970	66,745,970	2,125,264	3.29%
	Non-Personnel	31,048,815	29,187,918	31,744,354	31,345,580	31,318,892	2,157,662	7.39%
	Total City	**87,696,914**	**93,808,624**	**99,112,728**	**98,091,550**	**98,064,862**	**9,994,902**	**11.35%**
Schools	Personnel	46,848,200	52,764,411	54,589,984	54,589,984	54,589,984	1,825,573	3.46%
	Non-Personnel	11,630,848	13,833,507	14,157,979	14,157,979	14,157,979	2,120,994	15.33%
	Total School	**58,479,048**	**66,597,918**	**68,747,963**	**68,747,963**	**68,747,963**	**2,150,045**	**3.23%**
TOTAL General Fund		**146,175,962**	**160,406,542**	**167,860,691**	**166,839,513**	**166,812,825**	**6,432,972**	**4.01%**
Sewer	Personnel	592,642	657,528	1,652,874	1,652,874	1,652,874	1,060,232	178.90%
	Non-Personnel	6,864,594	7,437,511	6,695,449	6,695,449	6,695,449	(328,948)	-2.46%
		7,457,236	**8,095,039**	**8,348,323**	**8,348,323**	**8,348,323**	**731,284**	**9.60%**
Water	Personnel	647,642	712,528	1,551,214	1,551,214	1,551,214	903,572	139.52%
	Non-Personnel	5,500,008	5,643,471	5,185,049	5,185,049	5,185,049	(314,959)	-5.73%
		6,147,650	**6,355,999**	**6,736,263**	**6,736,263**	**6,736,263**	**588,613**	**9.57%**
Solid Waste	Personnel	96,013	98,884	80,583	80,563	80,563	(15,450)	-16.09%
	Non-Personnel	3,133,595	3,605,660	4,184,600	3,941,035	3,941,035	807,440	25.77%
		3,229,608	**3,704,544**	**4,265,183**	**4,021,598**	**4,021,598**	**791,990**	**24.52%**
TOTAL Enterprise Fund		**16,834,494**	**18,155,582**	**19,349,769**	**19,106,184**	**19,106,184**	**2,111,887**	**12.43%**
GRAND TOTAL All Funds		**163,010,456**	**178,562,124**	**187,210,460**	**185,945,697**	**185,919,009**	**23,225,863**	**14.05%**

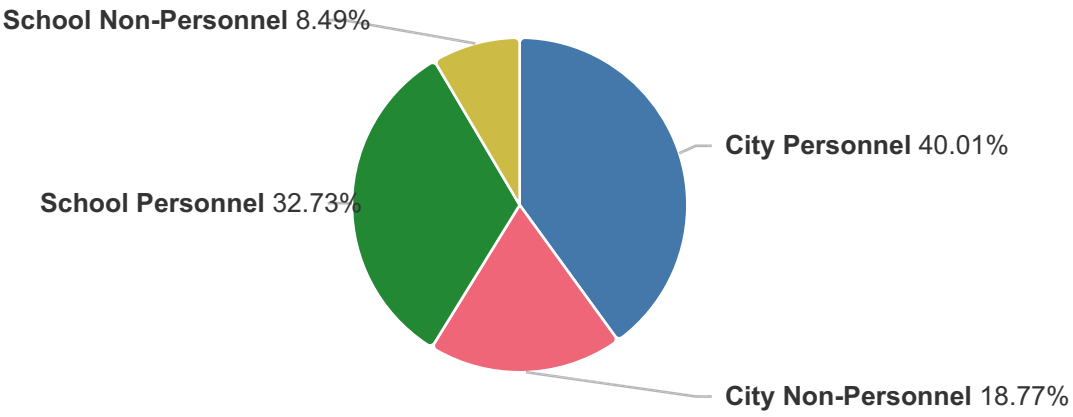
FY2023 Adopted Operating Budget - All Funds



FY2023 Adopted Operating Budget - General Fund



FY2023 Adopted Operating Budget - General Fund Personnel and Expenses



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 FY2023 the budget in the general fund to be transferred to the Retirement Stabilization Trust Fund is $600,000. We may also transfer free cash at the end of FY2022 into this fund to cover retirements.

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 400th 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 ¾. 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 - Overview & Detail

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. 53E¾ (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 ¾

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.

Revolving Funds FY2023

FY 2023
Revolving Funds

Dept.	Fund Name	Fund #	Programs & Purposes	Type of Receipts Credited	Authorization for Spending	FY 2023 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	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 resopnd to hazardous materials incidents per CH 21E	Fees charged to persons spilling or releasing hazardous materials	Fire Chief and Mayor	**40,000.00**
Harbormaster	R/A WI STORAGE	2368	To Fund Capital items for Harbormaster,maintenance costs of equipment and maritime access projects.	Fees charged for Boat and Float Storage at Winter Island and Kernwood Marina	Harbormaster and Mayor	**55,000.00**
Health Dept	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 Fireworks, bands, portable potties and other unanticipated expenditures	Revenue from RFP's for services from vendors, and from misc sponsorships.	Mayor	**125,000.00**
Recreation	Winter Island Store	2362	To increase and replenish store inventory as needed and to enhance and maintain Winter Island Store & Facilities.	Revenue from sale of inventory/services at Winter Island.	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	Field rental fees and 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). $25. 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	25 cent surchrge 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 Square/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	**50,000.00**
Planning & Community Development	Utility Energy Credit Fund	2377	To be used for City projects or programs that reduce utility costs, use, and/or emissions. This may include personnel costs associated with participation in the programs that generate the credits.	Credits or payments received for City projects or programs that specifically result in reduction in utility costs, use, or emissions.	Director of Planning and Mayor	**250,000.00**
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/Salem Wharf Operational	2453	Fund operational costs of the Salem Ferry and operating, maintenance, capital repairs, security, utilities related to Salem Wharf	Fees received during the season for leasinng of the Salem Wharf, MBTA Salem Passes, and fuel reimbursements	Director of Planning and Mayor	**500,000.00**
Insp Services	Abandoned Prop Maint	2371	To maintain abandoned and foreclosing residential and commercial properties	Registration fees ($300.00) for vacant and/or foreclosing residential properties.	Inspectional Services Director and Mayor	**85,000.00**
Public Services	Tree Replacement	New 2330	To replace trees removed during construction as directed by the Tree Warden or Planning Board	Revenue from contributions per the Tree Ordinance or Planning Board decision	Director of Public Services And Mayor	**30,000.00**
Engineering	Traffic Island	2439	Projects related to City beautification events including Traffic Island, Beautification, and special events	Primarily from: Traffic Island Sponsorships, Special Events Revenues, Event and Beautification effort sponsors	City Engineer and Mayor	**20,000.00**
					Totals	**1,518,000.00**

Budget Overview-School

SALEM PUBLIC SCHOOLS
Where belonging leads to opportunity.

Salem Public Schools

FISCAL YEAR 2023 RECOMMENDED BUDGET

SCHOOL COMMITTEE
MAYOR KIMBERLEY DRISCOLL, CHAIRPERSON
MANNY CRUZ, VICE CHAIRPERSON
JAMES M. FLEMING
MARY MANNING
AMANDA CAMPBELL
DR. KRISTIN PANGALLO
BETH ANNE CORNELL

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

Superintendent
Stephen K. Zrike, Ed.D.

District Executive Team
M. Kate Carbone, Deputy Superintendent
Mary C. DeLai, Assistant Superintendent, Finance & Operations
Linda Farinelli, Executive Director of Special Education
Adam Colantuoni, Executive Director of Student Services & Family Supports
Marc Leblanc, Executive Director of Instructional Technology
Liz Polay-Wettengel, Chief of Public Relations
Chelsea Banks, Chief of Opportunity and Response

District Administrators
Ellen Wingard, Director of Student and Family Supports
Amy Richardson, Director of Curriculum, Instruction, and Assessment
Dr. Kimberly Talbot, Director of Teacher and Leader Development
Andre Fonseca, Director of Multilingual Learner Education
Charlene Moske-Weber, Director of Nursing and Health Services
Maureen Branconnier, Director of Out of District Placements
David Turcotte, Interim Human Resources Manager
Zissis Alepakis, Interim Director of Buildings and Grounds
Irvelt Perrin, Director of Food and Nutrition Services

School Administrators

Leanne Smith, Early Childhood Center
Gavin Softic, Bates Elementary School
Elizabeth Rogers, Bentley Academy Innovation School
Bethann Jellison, Carlton Innovation School
Scarlett Grandt, Horace Mann Laboratory School (Interim)
Susan Carmona, Witchcraft Heights Elementary School
Michael Lister, Saltonstall K-8 School
Matthew Condon, Collins Middle School
Glenn Burns, Salem High School
Brian Edmunds, Salem Prep High School
Jennifer Winsor, New Liberty Innovation School

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Superintendent's Budget Message

A Message from Superintendent Dr. Stephen Zrike:

I am pleased to share the Salem Public Schools (SPS) recommended budget for the 2023 fiscal year. The recommended budget of $68,747,963 represents an increase of 3.2%% from FY2022. This budget was designed with our district vision, values, and priorities at the forefront so that we can deliver on our promise **to create a culture of belonging for all students that allows them to be locally engaged, globally connected, and fully prepared to thrive in a diverse and changing world.**

We are anchored and guided by our district's newly adopted core values:

- **Belonging:** We believe all members of our **community** are valued and that our **relationships** are built on **empathy** and respect.
- **Equity:** We believe in promoting **social justice** to ensure an **inclusive** school community where all members are **empowered** and **engaged**.
- **Opportunity:** We believe all students should receive a **personalized** experience to achieve academic success, find **joy** in their learning, and have multiple choices for their post-secondary plans.

Coupled with these values are the priorities, initiatives and measurable outcomes that have emerged from our strategic plan. As part of our current 2-year strategic plan, we have established four priority areas- *support and grow the best adults for our students, strengthen the pre-K to post-secondary experience, effectively meet the social/emotional needs of all students and create a vision for engaging their families* and *design and implement efficient and equitable systems.* Each of these priorities are accompanied by a series of initiatives that will drive our work on behalf of students and families in Salem. This will allow us to be more focused and targeted in our efforts to realize game changing results for Salem's children during this critical moment in public education. Our priorities and initiatives are as follows:

1. The best educators & leaders	1A. Build a diverse workforce	1B. Cultivate culturally & linguistically responsive teaching	1C. Empower leaders as the unit of change
2. Academic excellence for all	2A. Expand high-quality Pre-K	2B. Develop independent learners	2C. Shared, equity-driven vision for high school
3. Support Systems for SEL & Families	3A. Empower all students	3B. Engage families as partners	3C. Align structures for SEL supports
4. Strategic & Accountable Plans	4A. Strategic resource allocation	4B. Strong systems of accountability	4C. Effective data systems

We have made critical decisions and allocated our finite resources in accordance with these values, priorities and initiatives. More specifically, during our three budget forums, we have solicited input on the best way to continue to direct resources in alignment with our strategic plan. This feedback proved invaluable as we developed our operating budget proposal and in planning how to best utilize our local and federal grant funding. We worked aggressively to invest in programs, materials and positions that are responsive to the voices of our constituents and serve to positively impact the SPS student learning experience.

To fund these essential priorities and maintain other critical services, the Salem Public Schools are relying on a slight increase in the Commonwealth's funding, the continued and generous support from the city of Salem and one-time revenue in the form of federal and state grants. While this one-time COVID relief resources allows us to make strategic investments in Fiscal Year 2023, we must continue to be thoughtful and judicious as it will be challenging to sustain these funding levels in future years. Given this context, we are already working to shift mission critical staff and programs to the operating budget and discussing how to avoid a fiscal cliff.

In submitting this strategic budget, I want to extend my gratitude to our Assistant Superintendent for Finance and Employment Engagement, Ms. Mary DeLai, the SPS Finance Sub-committee, the SPS executive team, department heads, school-based administrators, SPS staff and stakeholders who offered feedback throughout our extensive budget engagement process. We appreciate the continued support of our students, families, educators, School Committee members, Mayor Driscoll, elected officials, and Salem taxpayers to provide the young people of Salem with the educational experience they deserve.

Sincerely,

Stephen Zrike

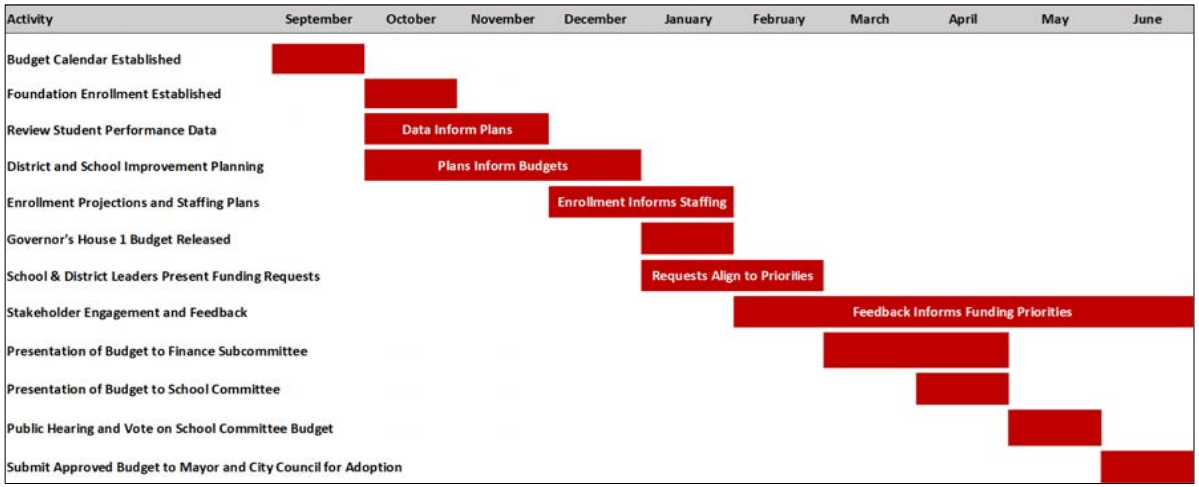
Stephen Zrike

FY2023 Recommended Budget Overview

Budget Process and Highlights

The development of the FY2023 school department budget begins in the fall with the creation of a budget calendar and timeline. In October, we submit our October 1 enrollment to the MA Department of Elementary and Secondary Education (DESE) which is a critical driver of our state funding targets as well as state and federal aid. A comprehensive staffing analysis is performed in December, a process complicated this year by staff turnover and leaves of absences that continued long into the winter and spring. In January, budget development instructions and templates were distributed to school and district budget managers. School and district leaders collaborate with stakeholder groups such as school councils and advisory committees in developing budget priorities and requests, which were submitted to district leaders in February.

Figure 1. SPS Budget Process and Timeline



The foundation of the FY2023 Recommended Budget is the level service budget - the amount of funding and staffing necessary for the district to provide the same services to students and families, and the same level of support for educators and staff as in the current year. The Level Service Budget includes any known contractual obligations and increases including step and column adjustments, and cost of living adjustments. Increases in non-personnel expenses include special education out of district tuition, homeless and out of district transportation, and contractual rate increases for existing contracts. For FY2023, the SPS Level Service Budget increases by 3.9% - this is the minimum amount necessary to maintain current staffing levels, fund essential services, and purchase necessary supplies and materials.

During mid-year "step-back" reviews, school and district leaders evaluate the progress made toward achieving school and district improvement goals. This mid-year reflection allows leader to make mid-course corrections, and to formulate budget priorities for the following year based on assessment of student need. These budget priorities, grounded in the school and district improvement plan goals, then inform budget requests for the 2022-23 school year.

An additional $2.94 million in requests, beyond the level service budget, were submitted by school and department leaders to arrive at a FY2023 Requested Budget of $72.1 million, an increase of 8.2%. Funding requests for FY2023 included 36.4 additional staff, over $219,000 in supplementary funding for stipends and additional compensation, and $1.6 million in non-personnel expense requests. **The detailed list of FY2023 school and department budget requests can be found in Appendix A.**

Recognizing that an 8.2% increase is beyond the financial means of the City, the Superintendent and leadership team reviewed each of the new requests and made recommendations to the Finance Subcommittee as to which should be funded. Priority was given to requests that are: necessary to address required services, essential to school and/or district improvement efforts, investments in the aforementioned strategic priorities (e.g., pre-school expansion, dual language expansion, and career vocational technical programs), or budget neutral or expected to result in operational savings. Reducing all but these priority requests results in a reduction from 8.2% to 4.6%. Further relief to the FY2023 Recommended Budget request is provided by using FY2022 operating surplus to prepay FY2023 special education tuition obligations as permitted by law. Those operational surpluses stemmed from an unprecedented level of vacancies during the 2021-22 school year, a decrease of 21 students placed out of district, and savings in material and supply lines as a result of the infusion of ESSER dollars. The result is an FY2023 Recommended Budget of $68,747,963, an increase of 3.2%%, or $2.15 million, over the FY2022 Adopted Budget.

Budget Guidelines

The FY2023 Budget development process was informed by a set of budget guidelines. These serve as our key guiding principles, our true north. Our theory of action is that by adhering to these guidelines, we will produce a spending plan that is best aligned to our mission, vision, and values. For FY2023, these guidelines include:

- **Keep students' needs at the center** and prioritize students with the highest need as we return from a pandemic year of learning.
- **Use data and evidence** to support budget decisions.
- Ensure **transparency** and **alignment to strategic priorities** and initiatives.
- Allocate resources **equitably**.
- Invest in initiatives that have proven to be **effective**.
- Invest in **building the capacity** of our staff to meet the needs of diverse student populations in SPS.
- Ensure that our budget reflects **constituent input and feedback**.

Budget Drivers

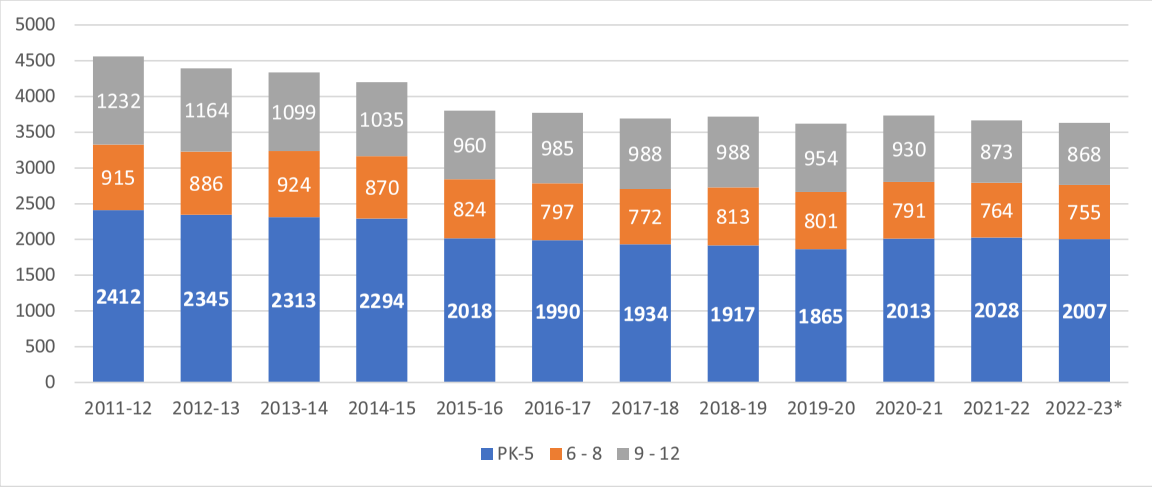
District Enrollment

A critical part of the budget process is the reporting of our October 1 enrollment to the MA Department of Elementary and Secondary Education (DESE). That enrollment is used to determine our state mandated funding target, known as the Foundation Budget. It also impacts federal and state entitlement grant funding amounts awarded to Salem Public Schools.

Over the past decade, enrollment in Salem Public Schools has declined by nearly 900 students from a high of nearly 4,500 students ten years ago, to this year's enrollment of 3,665. Next year's projection calls for a decline of another 35 students to 3,630. The factors that are influencing Salem's declining enrollment include a decline in birth rates (20% decline over the last decade), families moving out of Salem, or families choosing other schooling options including charter, choice, and homeschool alternatives.

Based on 2019 census estimates, since the 2010 Census, the number of children under the age of 5 has decreased by 3% and the number of children ages 5 - 19 has decreased by 13% in the District. The number of adults ages 65 and over has increased by 32%. Of the 18,000 households in Salem, approximately 22% have school aged children. Looking into the future, the census predicts that the population of children in Essex County between ages 5 and 18 will drop by another 4% in the next five years.

Figure 2. Salem Public Schools Historical October 1 Enrollment, by Grade Span



Class Size

Salem Public Schools seeks to maintain an average elementary class size of no more than 25 with no elementary class exceeding 28 students. Grade span targets are 21 students for Grades K and 1, 23 students in Grades 2 and 3, and 25 students in Grades 4 and 5. At the secondary level, the district aims for class sizes of between 20 and 30 students. Class sizes in SY2022-23 are anticipated to remain well within those guidelines.

Figure 3. FY2023 Projected Elementary Enrollment and Class Size

School	PK	K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total
Bates	**PK**	**K**	**Grade 1**	**Grade 2**	**Grade 3**	**Grade 4**	**Grade 5**	**Total**
Projected Enrollment	36	50	48	62	61	64	70	391
Total # of Homerooms	2	3	3	3	3	3	3	20
Average Class Size	*18*	*17*	*16*	*21*	*20*	*21*	*23*	*19*
Available Seats	0	13	15	7	8	11	5	59
Bentley	**PK**	**K**	**Grade 1**	**Grade 2**	**Grade 3**	**Grade 4**	**Grade 5**	**Total**
Projected Enrollment	0	54	53	60	52	45	47	311
Total # of Homerooms	0	3	2	3	3	3	3	17
Average Class Size	*0*	*18*	*27*	*20*	*17*	*15*	*16*	*19*
Available Seats	0	9	-11	9	17	30	28	82
Carlton	**PK**	**K**	**Grade 1**	**Grade 2**	**Grade 3**	**Grade 4**	**Grade 5**	**Total**
Projected Enrollment	0	42	45	39	46	37	43	252
Total # of Homerooms	0	2	2	2	2	2	2	12
Average Class Size	*0*	*21*	*23*	*20*	*23*	*19*	*22*	*21*
Available Seats	0	0	-3	7	0	13	7	24
Horace Mann	**PK**	**K**	**Grade 1**	**Grade 2**	**Grade 3**	**Grade 4**	**Grade 5**	**Total**
Projected Enrollment	36	35	35	47	47	51	46	297
Total # of Homerooms	2	2	2	2	2	3	2	15
Average Class Size	*18*	*18*	*18*	*24*	*24*	*17*	*23*	*20*
Available Seats	0	7	7	-1	-1	24	4	40
Saltonstall	**PK**	**K**	**Grade 1**	**Grade 2**	**Grade 3**	**Grade 4**	**Grade 5**	**Total**
Projected Enrollment	0	36	34	40	40	44	45	239
Total # of Homerooms	0	2	2	2	2	2	2	12
Average Class Size	*0*	*18*	*17*	*20*	*20*	*22*	*23*	*20*
Available Seats	0	7	7	-1	-1	-1	5	16
Witchraft Heights	**PK**	**K**	**Grade 1**	**Grade 2**	**Grade 3**	**Grade 4**	**Grade 5**	**Total**
Projected Enrollment	0	74	73	62	84	73	91	457
Total # of Homerooms	0	4	4	4	4	4	4	24
Average Class Size	*0*	*19*	*18*	*16*	*21*	*18*	*23*	*19*
Available Seats	0	10	11	30	8	27	9	95

Enrollment declines at the secondary level have been particularly persistent over the last decade. On average, 16% of students leave Salem Public Schools after Grade 5, and 17% of students leave after Grade 8. Many students leave Salem Public Schools to attend Salem Academy Charter School or Essex North Shore Agricultural Technical School. Students also attend schools in other districts through the School Choice program, and a small number of families elect to home school their children. In total, over twenty percent of Salem families choose private, charter, or vocational placements or homeschool over Salem Public Schools.

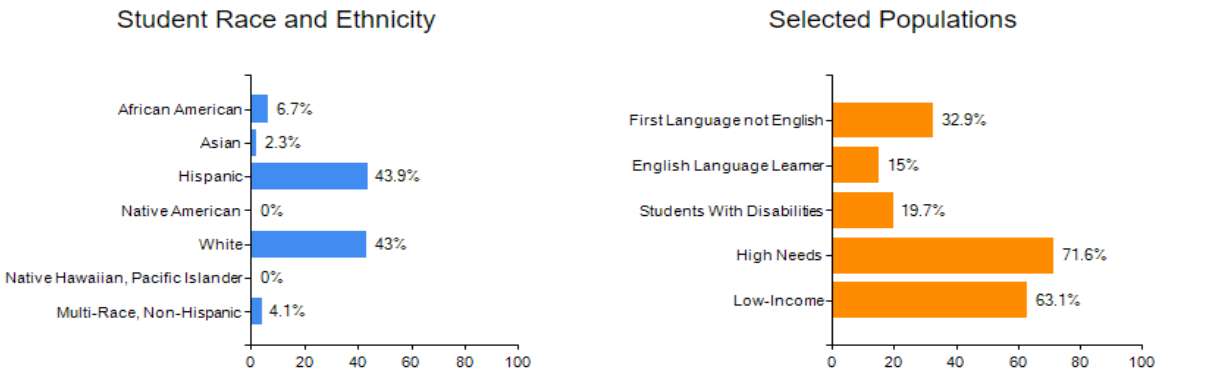
Figure 4. FY2023 Projected Secondary Enrollment

School	Grade 6	Grade 7	Grade 8	Grade 9	Grade 10	Grade 11	Grade 12	Total
Saltonstall	47	42	47					**136**
Collins	204	210	210					**624**
Salem High				214	249	208	199	**870**
New Liberty		5	5	7	12	12	20	**61**
Salem Prep				1	4	1	5	**11**
Total	**251**	**257**	**262**	**222**	**265**	**221**	**224**	**1702**

Student Demographics

Salem Public Schools is racially and ethnically diverse, with 57% our student body being classified as non-white. Hispanic students comprise 43.9% of the student population, while African American students account for 6.7%, multi-racial, non-Hispanic 4.1%, and Asian students comprising 2.3%. Students classified as white make up 43% of the student body. Salem is also a high needs district with over 71.6% of our students classified in at least one of four categories of need: students who are low income (63.1%), students whose first language is not English (32.9%), students with disabilities (19.7%), and students who are English Learners (15%). With respect to student outcomes, 34% of Grade 3-8 students are meeting or exceeding expectations in ELA while 16% are meeting or exceeding expectations in math (note that this data is from the 2021 MCAS administered during the pandemic).

Figure 5. 2021-22 Demographic Profile of SPS Students

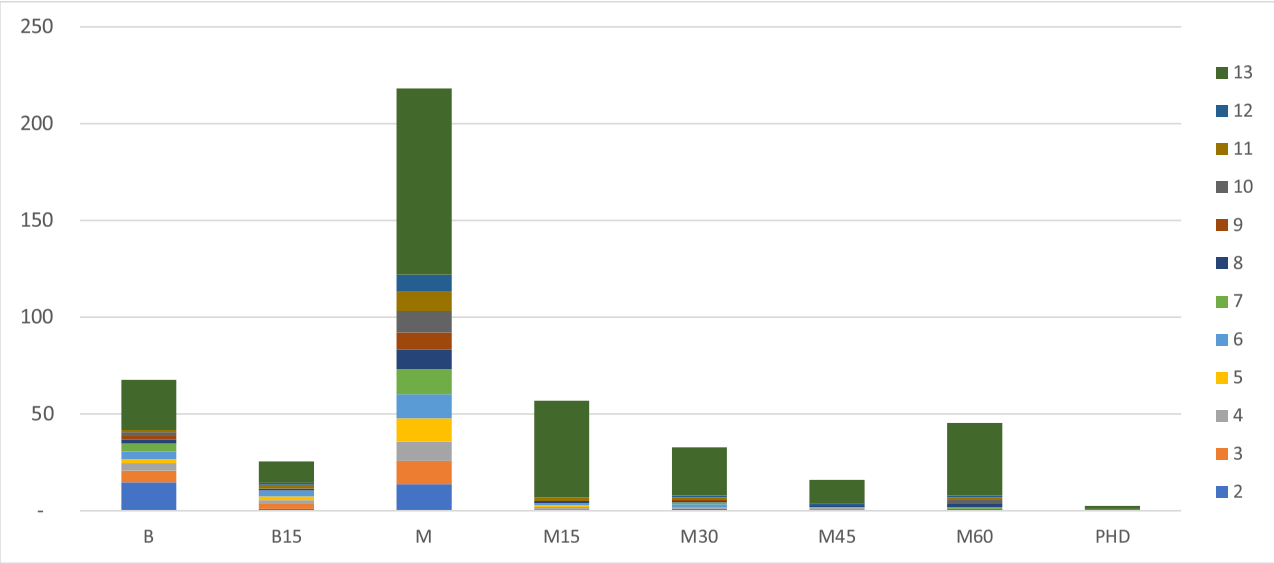


Educator Demographics

Salem Public Schools has a substantial teacher workforce made up of over 500 employees, the largest single employee group in the City of Salem, and 55% of school department permanent employees. Sixty-five percent of teachers have ten or more years of experience, with fourteen percent having twenty or more years of service with Salem Public Schools. Thirty-five percent of teachers have less than ten years of experience, with 32% having fewer than three years, the threshold in Massachusetts for Professional Teacher Status.

As the largest employee group in our district, educator salaries are a significant driver of the personnel budget, which comprises 79% of the district budget. The Figure below shows the distribution of educators on the current salary schedule. Over 80% of Salem teachers hold at least a master's degree. Fifty-four percent of educators are on Step 13 (also known as "top step"), while 46% remain eligible for step increases, which averages 3.5% for Salem teachers.

Figure 6. Step and Column Distribution of Salem Teachers



In addition to educator experience and degree attainment, another important demographic to consider is the race and ethnicity of our staff. Given our diverse student population, it is essential that our workforce, particularly educator workforce, reflect the racial, cultural, and linguistic diversity of our students. A large and growing body of evidence demonstrates that representation in the classroom matters and that there are strong positive impacts when students learn from teachers of the same race or ethnicity. Our current workforce demographics do not correlate strongly to our student demographics. While 53% of our students are non-white, only 16% of our total workforce and 8% of our educators are non-white.

Local, State and Federal Revenue

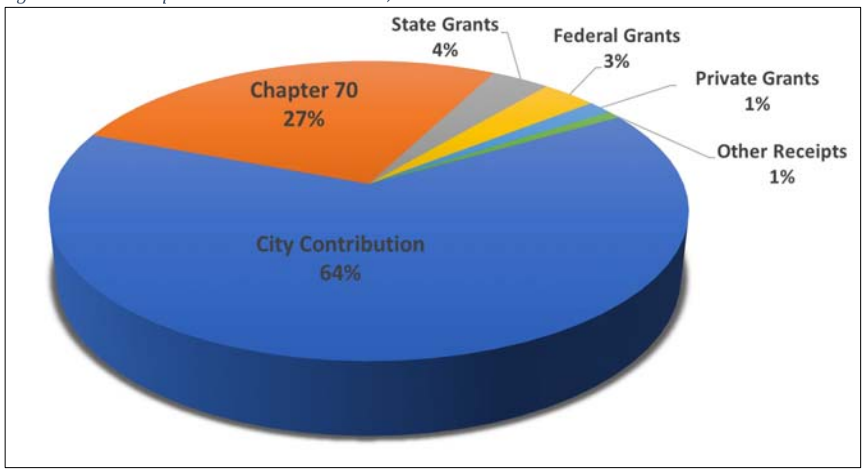
The availability of revenue from local, state, federal, or private sources is a significant driver of our budget. Local revenue is the single largest contribution to the school department budget, comprising 64% of our funding. The state contributes 27% of what is expended by the school department through the Chapter 70 funding formula. Seven percent of our funding comes from state and federal grants, while the remaining 2% comes from private grants and other local school department receipts.

One of the City's major sources of educational funding is Chapter 70 aid. The state funding formula evaluates the City's perceived wealth (as measured by income and property value) to determine what portion of the state mandated foundation budget should be funded by the municipality and what share should be funded by the state. The foundation budget is driven by enrollment while state aid targets are based on

wealth. The decline in Salem's enrollment over the past several years, along with increasing wealth, as measured by the state, has significantly dampened state aid increases that were predicted as part of the 2019 Student Opportunity Act. The FY2023 Preliminary Chapter 70 Funding Formula, based on the Governor's budget, is $26.1 million, an increase of just over $124,170, or 0.48%. The proposed House budget does increase that amount by estimated $150,000.

This is the lowest increase among any of the Gateway communities this year, despite Salem having the highest per pupil spending of any of these districts. The average increase for the Gateway cities in the FY2023 Preliminary Chapter 70 proposal was 12.95%, excluding Salem. Salem's target aid share has dropped from 40.9% in FY2016 to 29.3% in FY2023, with the City's share increasing to 70.7%, up from 59.1% in FY2016. In essence, there is a recognition that Salem's schools have significant needs (hence the 4.61% increase in the foundation budget), but the state is shifting more of the burden for funding these need onto the City.

Figure 7. School Department Revenue Sources, FY2020



Federal COVID-19 Grant Funding to Schools

Over the past two years, Salem Public Schools has been awarded over $15 million in pandemic-related federal stimulus funds. These federal dollars are intended to help school districts across the nation address the unique challenges associated with educating children in a pandemic and post-pandemic world. While the impact on student learning and growth are yet to be fully understood, we all agree that the interruption to student learning and in-person schooling has led to learning and opportunity gaps that, if unaddressed, could have significant adverse impacts on students' academic achievement and social and emotional wellbeing.

To date, the district has received and expended close to $6 million of this $15 million in federal funding or 38%. In the current school year, we are funding 52.7 additional positions using ESSER Funds. These monies have been used to fund some of the following expenses:

- Teachers, paraprofessionals, behavior specialists, tutors and building substitutes necessary to address the needs of in-person learners while meeting social distancing requirements and to support the delivery of hybrid and remote instruction
- High dosage tutoring support from third party vendors
- Comprehensive anti-racism training modules for SPS staff
- New elementary curriculum materials
- Staffing to expand Pre-K classes in the district with four additional classes currently being offered at two elementary schools
- Chromebooks, wireless access points, and wireless service to ensure all students have access to remote learning
- Additional instructional technology for teachers and support staff to allow for delivery of effective instruction
- Instructional supplies and materials to ensure that each student has the resources necessary to access and engage with lessons
- Software licenses and purchases necessary to support the delivery of remote and hybrid instruction
- Additional custodial support to allow for enhanced cleaning, sanitizing, and disinfecting of buildings
- HVAC Technician to ensure optimal ventilation and maintain a safe and comfortable teaching and learning environments for all students and staff
- Repairs, upgrades, and enhancements to ventilation and control systems to ensure optimal ventilation
- Personal protective equipment for staff and students including masks, gloves, hand sanitizer, gowns, face shields, desk shields, way pointing signage, and sanitizing equipment and supplies
- Additional transportation expense necessitated by bus capacity restrictions due to social distancing requirements

Figure 8. Salem Public Schools Federal COVID-19 Grant Supports

Grant Name	Amount Awarded	Start Date	End Date	Expended	Balance Remaining	% Expended
ESSER I (CARES)	$1,096,282	12-Mar-20	30-Sep-22	$1,077,612	$18,670	98%
ESSER II (CRRSA)	$4,124,098	1-Apr-21	30-Sep-23	$3,469,566	$654,532	84%
ESSER III (ARP)	$9,239,679	1-Oct-22	30-Sep-24	$1,417,404	$7,822,275	15%
Total LEA Allocation	**$15,800,411**			$5,964,582	$8,495,477	38%

To date, all ESSER I funds have been expended or obligated as have 85% of ESSER II funds. While the deadline for spending ESSER II funds is September 30, 2023, we anticipate that grant being fully expended by September 30, 2022. The ESSER III allocation is available to the district to use in SY2021-22, SY2022-23 and SY2023-24. During the current school year, the district has expended 15% of its ESSER III funds, leaving potentially, $3.9 million available in each of the two upcoming school years. A significant portion of that is projected to be used to continue expanded preschool programs within SPS and community partners. The annual cost for expanded preschool classrooms is estimated to be $1.2 million per year, representing 31% of the projected annual ESSER III allocation noted above.

The ability of the district to fund these programs and initiatives beyond the 2023-24 school year will be dependent upon the willingness and ability of federal and state agencies to provide financial support or our ability to absorb mission critical work in our operating budget (this has started with this budget). We continue to be mindful of the need to begin to decrease our reliance on this one-time infusion of grant support so that we avert the so-called "funding cliff" that might otherwise occur in FY2025.

Figure 9. Summary of Grant Funded Positions, by Grant

	22 FTE	22 SALARY	23 FTE	23 SALARY	DIFFERENCE
21 IDEA	2	47,262	1	27,228	(20,034)
21 Title I	1.6	33,642	1.6	36,765	3,123
22 Comprehensive School Health Grant	1.1	66,680	1.1	69,017	2,337
22 Extended Learning Time	3	212,236	3	224,586	12,350
22 IDEA	18.6	1,122,521	18.2	1,143,116	20,596
22 Parent Child Partnership Grant	2.7	84,353	2.7	86,304	1,951
22 Read Trust	4.6	291,925	3	180,718	(111,208)
22 Title I	9.5	828,752	9.5	855,122	26,371
22 Title IIA	0.8	64,218	0.8	65,896	1,678
ESSERII	52.7	2,109,257	52.7	2,200,542	91,291
SSU LAB SCH	1	118,000	1	123,000	5,000
US Army ROTC	1	98,177	1	100,631	2,454
Grand Total	**98.6**	**5,077,022**	**95.6**	**5,112,925**	**35,909**

FY2023 Recommended Budget Detail

FY2023 Budget Summary

The FY2023 Recommended Budget of $68,747,963 represents a 3.2% increase over the FY2022 Adopted Budget, an increase of $2,150,044.

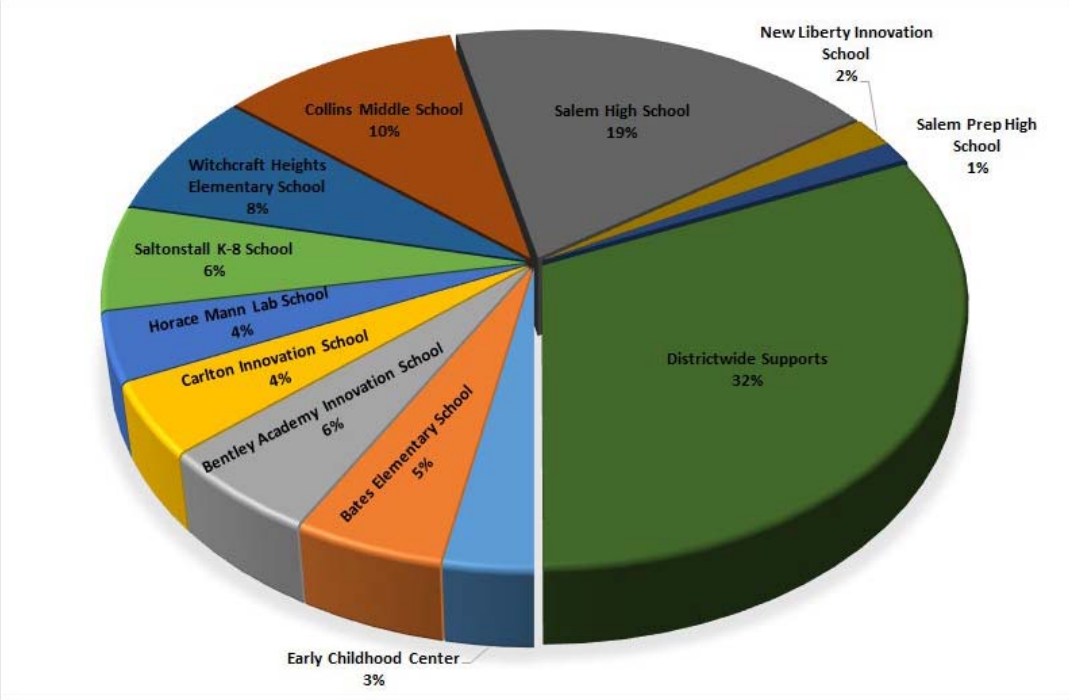
Figure 10. FY2023 Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Personnel	46,848,200	50,020,561	52,764,411	54,589,984	1,825,572	3.5%
Expense	11,630,848	11,484,918	13,833,507	14,157,979	324,472	2.3%
Grand Total	**58,479,049**	**61,505,479**	**66,597,918**	**68,747,963**	**2,150,044**	**3.2%**

School and Districtwide Allocation

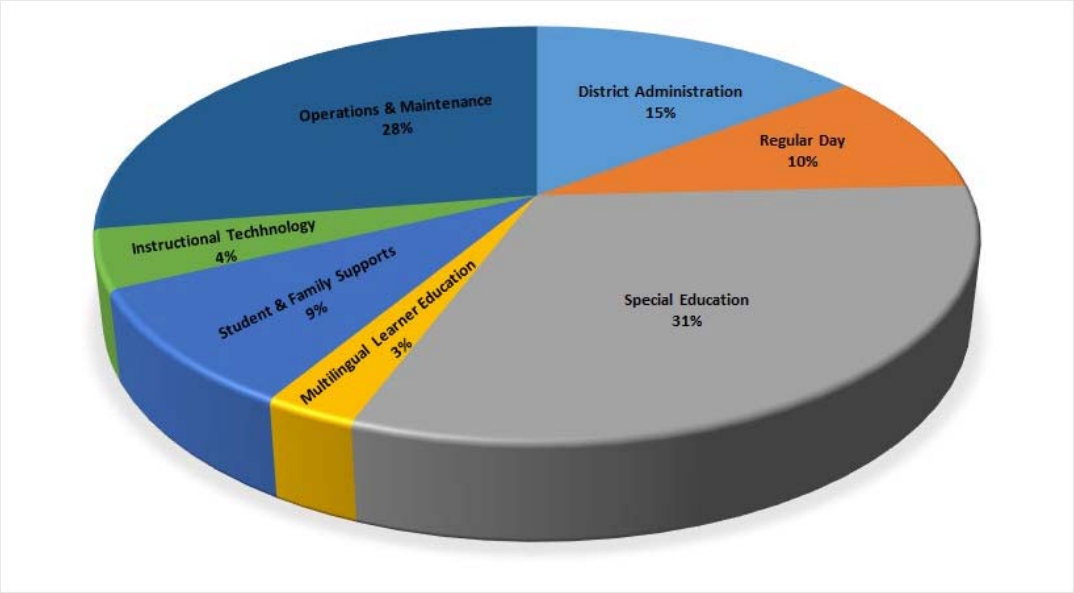
Sixty-eight percent of school department funds are allocated to our 11 schools. Figure 11 shows the distribution of the FY2023 Recommended Budget by district and school.

Figure 11. Allocation of District Resources, FY2023 Recommended Budget



Districtwide supports comprise 32% of the FY2023 Recommended Budget and includes district administration; district level regular education; district level special education; district level student and family support; district level multilingual learner education; instructional technology; and operations and maintenance, which includes transportation. The largest cost center in the Districtwide allocation is Special Education, at 31%, followed by Operations and Maintenance which comprises 28%.

Figure 12. Allocation of Districtwide Supports Budget



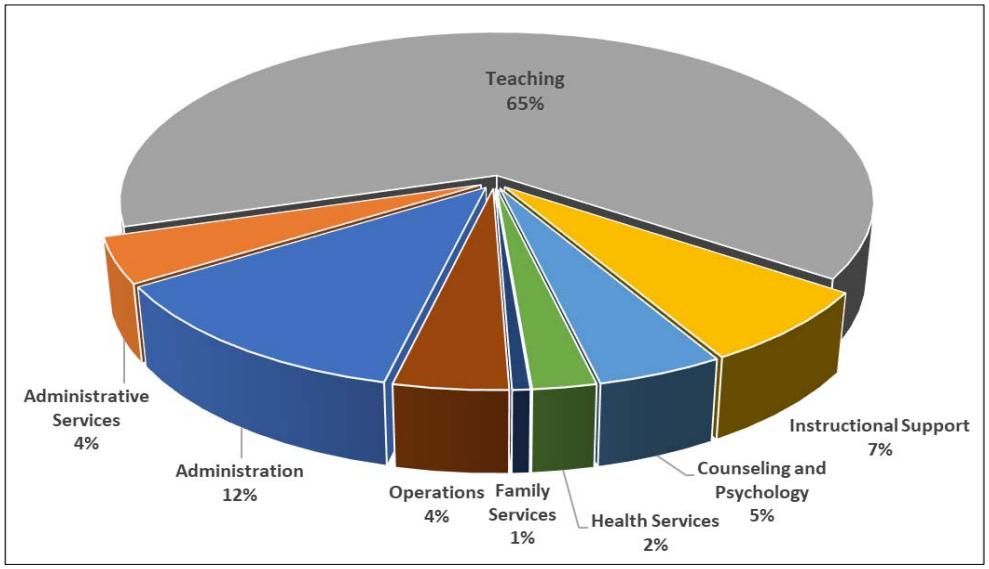
Personnel and Non-Personnel Allocation

Personnel resources account for 80% of the school district budget, with non-personnel expenses comprising 20%. Wage increases, therefore, are a major driver of the district budget. Over 46% of our staff are eligible for an average increase of 3.5% each year due to collectively bargained step increases. Those wage adjustments alone result in a 2.3% increase in the district's operating budget each year.

Personnel

Personnel expenses, as noted above, represent 80% of the district's budget. Of that 80%, nearly three quarters is allocated to instructional staff. Teaching staff make up 65% of the personnel budget, with instructional support staff (paraprofessionals, tutors, and behavior specialists) comprising another 7%. Included in the teaching category are all early childhood, elementary, middle school and high school teachers and specialists. Also included are district assigned teaching and related services providers including instructional coaches, full-time academic coordinators, board certified behavior analysts, occupational therapists, reading specialists, speech and language pathologists and teachers of the visually impaired.

Figure 13. Allocation of Personnel Resources by Category



The major driver of the personnel budget this year was negotiated salary increases. The cost of living increase (COLA) for Salem Teachers Union members was 2.75% for individuals on top step (Step 13 of the salary schedule), and 1.75% for teachers on steps 1-12. The negotiated COLA increase for FY2022 exceeded the amount budgeted so the cost of living adjustment reflected in the FY2023 budget is 3.5% for teachers on top step and 2.5% for teachers on steps 1-12. Teachers on steps 1-12 also receive a step increase which averages 3.5% on the STU salary schedule. Therefore, 54% of the 500 STU members receive a 3.5% salary increase in FY2023, while the remaining 46% receive, on average, a 6.0% salary increase.

The paraprofessionals also settled a three-year contract last year with significant restructuring and re-classification of staff. The paraprofessional unit, now renamed the Paraprofessional and School Related Personnel (PSRP) unit, was expanded to include permanent building substitutes, full time tutors, behavior specialists, family engagement facilitators, speech and language pathology assistants, and certified occupational therapy assistants. The salaries of family engagement facilitators increased by over 30% partly due to an extension of their contractual year. They had also not received any salary adjustments for a number of years. Instructional paraprofessionals also received a significant salary adjustment of 8.7% which impacts about one-quarter of the PSRP unit, which now includes 190 members.

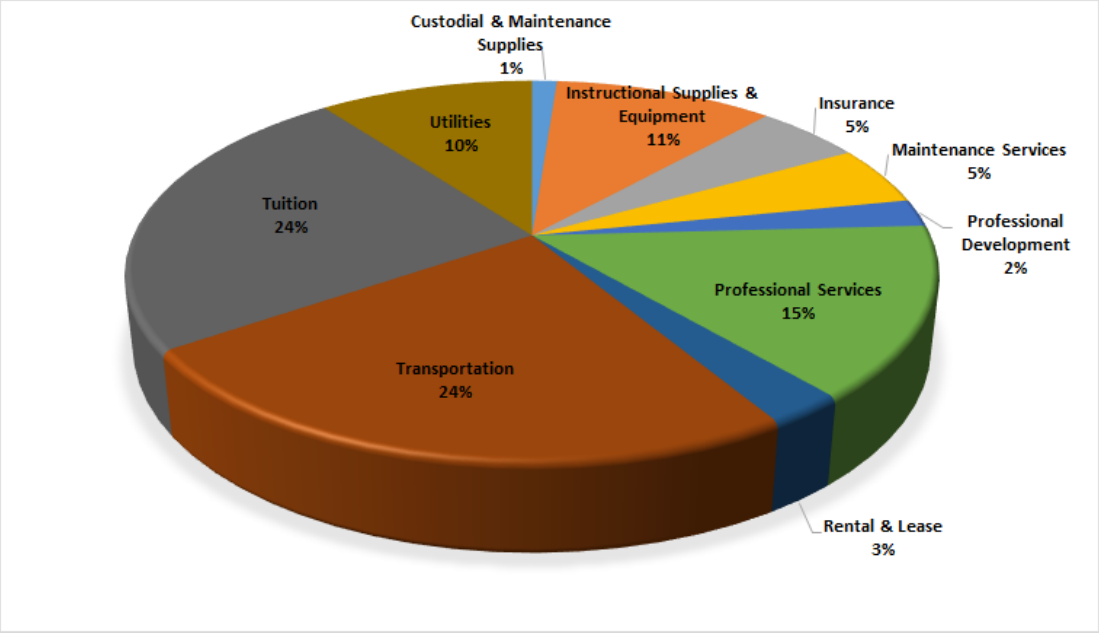
Negotiations are currently underway with AFSCME and the School Administrators Association. Salary adjustments for these units would come from the salary reserve line of the budget, as will increases for non-union administrators and staff.

In addition to negotiated and anticipated contractual increases, the FY2023 recommended budget accommodates requests for 18.6 new positions. Eleven of those are offset with reductions in positions for a net increase to the budget of 7.6 positions.

Non-Personnel

Twenty percent of the FY2023 Recommended Budget is allocated to non-personnel expenses. Tuition, transportation, and utilities are the three largest categories of non-personnel expenses in the budget. Tuition and transportation (regular day, special education in district, special education out of district, and homeless transportation) each comprise 24% of the district's expense budget, or over 48% in total. Instructional supplies, materials and equipment make up 11% of the non-personnel budget with utilities comprising another 10%. Figure 15 below shows the allocation of non-personnel resources for the expenditure categories that account for 97% of the expense budget.

Figure 14. Allocation of FY2023 Non-Personnel Resources by Major Expense Category



FY2023 Proposed Budget Summary by Cost Center

School Committee Policy establishes 18 cost centers that comprise the district budget. These cost centers, as well as the historical expenditures, budget detail, and full-time equivalent positions for each cost center, are listed in the figure below. The first 11 cost centers listed represent our schools, while the remaining 7 represent districtwide supports.

Figure 15. FY2023 Recommended Budget by Cost Center

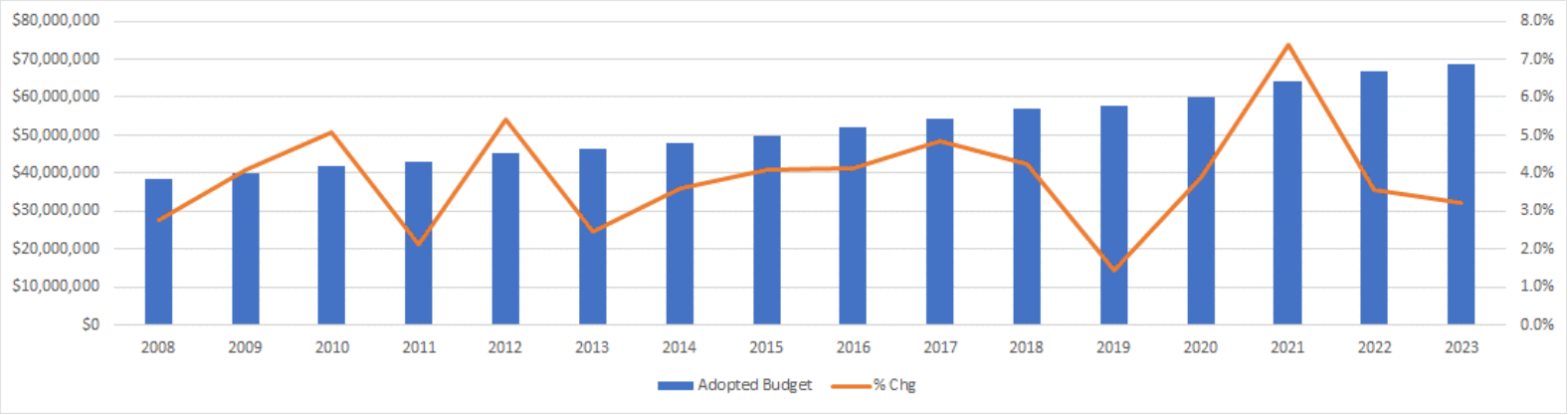
	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Early Childhood Center	1,649,479	1,723,839	1,548,006	2,083,976	535,970	34.6%
Bates Elementary School	3,166,684	3,057,861	3,184,866	3,472,387	287,521	9.0%
Bentley Academy Innovation School	-	3,336,346	3,628,259	3,788,976	160,717	4.4%
Carlton Innovation School	2,760,733	2,739,388	2,740,532	3,038,297	297,765	10.9%
Horace Mann Lab School	2,543,444	2,524,008	2,588,621	2,840,813	252,192	9.7%
Saltonstall K-8 School	4,069,215	4,077,497	4,133,884	4,366,301	232,417	5.6%
Witchcraft Heights Elementary School	5,018,692	4,867,055	5,070,477	5,254,274	183,797	3.6%
Collins Middle School	6,511,352	6,744,878	6,973,654	7,116,902	143,247	2.1%
Salem High School	11,286,407	11,009,080	11,644,413	12,859,863	1,215,450	10.4%
New Liberty Innovation School	1,188,910	1,188,701	1,234,502	1,253,970	19,469	1.6%
Salem Prep High School	745,518	819,722	905,124	861,042	(44,082)	-4.9%
District Administration	2,701,855	2,631,606	3,339,155	3,181,536	(157,619)	-4.7%
Regular Day	2,193,486	1,519,330	1,932,268	2,095,383	163,115	8.4%
Special Education	7,896,026	7,697,895	8,579,862	6,880,818	(1,699,044)	-19.8%
Multilingual Learner Education	569,752	546,808	519,280	634,046	114,766	22.1%
Student & Family Supports	1,056,008	939,148	2,123,475	2,007,295	(116,180)	-5.5%
Instructional Techhnology	342	811,710	844,007	996,264	152,257	18.0%
Operations & Maintenance	5,121,146	5,270,608	5,607,534	6,015,820	408,286	7.3%
Grand Total	**58,479,049**	**61,505,479**	**66,597,918**	**68,747,963**	**2,150,044**	**3.2%**

The largest cost center, with respect to both personnel and budget is Salem High School, with a total of 165.1 employees (not including grant funded positions). The Salem High School Recommended budget (not including Athletics) represents 19% of the school department budget. When our other high school budgets (New Liberty and Salem Prep) are added, the total district High School budget is 22% of the school department budget. The next largest is districtwide Special Education representing 10% of the total budget. The districtwide Special Education Budget does not include

building-based special education positions, such as special education teachers and paraprofessionals, as these are captured within each school's cost center budget. The total special education budget – district and school allocations – equals 31% of the total district budget.

The chart below shows the historical adopted budgets and percent change from year to year. In 8 of the last sixteen fiscal years, school department budgets increased by over 4% and three of those times by over 5%. The average over that time period has been 4.1%. It is also important to note that the FY2022 personnel budget began the year in a structural deficit as contracts settled for higher increases than what was budgeted. That gap is just over $500,000. The district has not requested a supplemental appropriation to cover that gap as we believe we have one time surplus in other accounts that can cover this deficit for the current year. Had we asked for and received a supplemental appropriation, the overall increase to the FY2023 Recommended Budget would have been 2.5%, well below the historical average of 4.1%.

Figure 16. Historical, Current, and Projected School Budgets and Budget Increases



Note: In 2020, the budget amount does not include funding for the Bentley Academy Charter School. The FY2021 budget includes the appropriation for the Bentley Academy Innovation School with the transition back to the school district. Also, the FY2021 budget amount includes a supplemental appropriation of $852,000 that allowed the school to restore many of the salary concessions that employees made when there were expectations of significant revenue contraction.

We also want to emphasize that this budget includes a significant number of position reductions and increased use of revenue offsets to help limit the overall impact of the increases necessary to achieve our goals and objectives. This includes the reduction of 7.0 positions and salary differentials totaling $533,625 in savings, $1,021,229 in use of special revenue fund balances, $450,000 in expense reductions, and the prepayment of $550,000 in special education tuition using FY2022 operating surplus. This is total of over $2.6 million in reductions and savings to support the FY2023 Recommended Budget. It's also important to note that another $2.2 million in personnel expense is projected to be paid for using the school department's ESSER funds in FY2023.

Summary and detail information for the FY2023 Recommended Budget by cost center is provided in the sections below.

FY2023 Recommended Budget Detail by Cost Center

Districtwide Support Budgets - Summary

Districtwide support is comprised of the following cost centers:

- District Administration
- Regular Education
- Special Education
- Student and Family Supports
- Multilingual Learner Education
- Instructional Technology
- Operations and Maintenance

Personnel and non-personnel resources allocated at the district level provide critical supports to schools. Each of these cost centers seeks to ensure that school leaders receive the necessary support in the areas of regular education; special education; physical, emotional, social, and behavioral health and wellness; student and family engagement; instructional technology; and multilingual learner education. Operational supports in the form of transportation, buildings & grounds management, human resources and benefits, school business services (budget development, financial reporting, payroll administration, accounts payable and receivable, procurement, and grants management), regulatory compliance, and public relations and communications further strengthen school success.

The total FY2023 Recommended Budget for Districtwide Supports is $22,738,413 which represents a decrease of 0.9% from the FY2022 Adopted Budget, or $207,168. As the figure below shows, most of the additional resources requested in the FY2023 Recommended Budget are for the direct benefit of schools.

Figure 17. FY2023 Recommended Budget, Districtwide Supports compared to School-based Budgets

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Districtwide Supports	**19,538,614**	**19,417,104**	**22,945,581**	**21,811,162**	**(1,134,419)**	**-4.9%**
Personnel	9,074,769	9,092,353	10,497,812	9,427,614	(1,070,198)	-10.2%
Expense	10,463,846	10,324,752	12,447,769	12,383,548	(64,221)	-0.5%
Schools	**38,940,434**	**42,088,375**	**43,652,337**	**46,936,801**	**3,284,464**	**7.5%**
Personnel	37,773,432	40,928,209	42,266,599	45,162,370	2,895,771	6.9%
Expense	1,167,003	1,160,167	1,385,738	1,774,431	388,693	28.0%
Grand Total	**58,479,049**	**61,505,479**	**66,597,918**	**68,747,963**	**2,150,044**	**3.2%**

Figure 18. FY2023 Recommended Budget: Districtwide Supports by Cost Center – Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
District Administration	2,701,855	2,631,606	3,339,155	3,181,536	(157,619)	-4.7%
Regular Day	2,193,486	1,519,330	1,932,268	2,095,383	163,115	8.4%
Special Education	7,896,026	7,697,895	8,579,862	6,880,818	(1,699,044)	-19.8%
Multilingual Learner Education	569,752	546,808	519,280	634,046	114,766	22.1%
Student & Family Supports	1,056,008	939,148	2,123,475	2,007,295	(116,180)	-5.5%
Instructional Techhnology	342	811,710	844,007	996,264	152,257	18.0%
Operations & Maintenance	5,121,146	5,270,608	5,607,534	6,015,820	408,286	7.3%
Grand Total	**19,538,614**	**19,417,104**	**22,945,581**	**21,811,162**	**(1,134,419)**	**-4.9%**

Figure 19: FY2023 Recommended Budget: Districtwide Supports by Cost Center, Personnel and Expense

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Personnel	**9,074,769**	**9,092,353**	**10,497,812**	**9,427,614**	**(1,070,198)**	**-10.2%**
District Administration	1,539,930	1,588,633	2,211,463	1,881,815	(329,648)	-14.9%
Regular Day	1,431,060	1,102,848	1,244,734	1,427,695	182,961	14.7%
Special Education	2,787,886	2,460,059	2,311,327	1,278,388	(1,032,939)	-44.7%
Multilingual Learner Education	522,050	506,599	479,280	594,046	114,766	23.9%
Student & Family Supports	599,344	530,258	1,264,580	1,006,706	(257,874)	-20.4%
Instructional Techhnology	342	657,284	698,807	771,264	72,457	10.4%
Operations & Maintenance	2,194,157	2,246,671	2,287,621	2,467,700	180,079	7.9%
Expense	**10,463,846**	**10,324,752**	**12,447,769**	**12,383,548**	**(64,221)**	**-0.5%**
District Administration	1,161,925	1,042,973	1,127,692	1,299,721	172,029	15.3%
Regular Day	762,426	416,481	687,534	667,688	(19,846)	-2.9%
Special Education	5,108,140	5,237,835	6,268,535	5,602,430	(666,105)	-10.6%
Multilingual Learner Education	47,701	40,209	40,000	40,000	-	0.0%
Student & Family Supports	456,664	408,891	858,895	1,000,589	141,694	16.5%
Instructional Techhnology	-	154,425	145,200	225,000	79,800	55.0%
Operations & Maintenance	2,926,989	3,023,937	3,319,913	3,548,120	228,207	6.9%
Grand Total	**19,538,614**	**19,417,104**	**22,945,581**	**21,811,162**	**(1,134,419)**	**-4.9%**

Districtwide Supports Staffing

Figure 20. Districtwide Supports Staffing by Cost Center, FY2023 compared to FY2022

	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
District Administration	16.0	16.0	-	1,544,815
Special Education	18.3	18.3	-	925,348
Regular Day	10.4	11.0	0.6	943,785
Multilingual Learner Education	7.0	7.0	-	572,046
Student & Family Supports	13.2	12.6	(0.6)	1,115,807
Instructional Technology	11.0	12.0	1.0	910,515
Operations & Maintenance	57.0	60.0	3.0	2,413,703
Grand Total	**132.9**	**136.9**	**4.0**	**8,426,019**

Districtwide Supports – Grant Funded Positions

Figure 21. Districtwide Supports, Grant Funded Positions

	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
District Administration	1.0	1.0	-	120,233
Curriculum, Instruction & Assessment	2.5	1.5	(1.0)	136,137
Special Education	3.0	3.0	-	237,086
Student & Family Supports	3.7	3.7	-	163,179
Health Services	4.0	4.0	-	214,074
Operations & Maintenance	4.0	3.0	(1.0)	150,528
Grand Total	**18.2**	**16.2**	**(2.0)**	**1,021,237**

District Administration Cost Center

This cost center consists of the following functional areas: School Committee, Superintendent, Deputy Superintendent, Business and Finance, and Employee Engagement.

- School Committee – expenses and school committee member reimbursements
- Superintendent
  - Personnel include Superintendent, Chief of Public Relations, and Executive Assistant to the Superintendent. An additional position of Chief of Operations and Response is assigned here but paid for from the ESSER Grant.
  - Expenses include consulting, coaching, professional development, and legal services
- Deputy Superintendent
  - Personnel include Deputy Superintendent and Executive Assistant to the Deputy Superintendent
  - Expenses include supplies and materials to support the office
- Business and Finance
  - Personnel include the Assistant Superintendent for Finance & Operations, Grants Manager, Payroll Manager, Finance Coordinator, Grants Bookkeeper, Payroll Assistant, Benefits Coordinator, Business Office Assistant
  - Expenses include insurance; auditing, legal, and accounting services; postage; printing; Medicaid billing; software licenses; and equipment leases
- Employee Engagement
  - Personnel include the Executive Director of Employee Engagement and Executive Assistant to the Director. An additional position of Recruiting Manager is assigned here but paid for from the ESSER Grant.
  - Expenses include recruiting, advertising, pre-employee physicals, software licenses, legal and consulting services

Priorities and Opportunities

- Continue to develop the leadership capacity of school and district leaders to support, develop, and elevate staff in these challenging times
- Assertively pursue workforce diversification strategies and build the supports to retain and develop diverse staff
- Ensure that data systems support rather than hinder the work of school and district leaders
- Enhance accountability by better leveraging software tools and implementing best practice processes

Figure 22. District Administration FY2023 Budget Priorities

Description	SIP/DIP Goal(s)	Resources Requested	Funding Request
Budget Priority 1: Ensure sufficient staffing to address the current day needs of a comprehensive office of employee engagement, properly support and strengthen workforce diversification and pipeline development work	1A - Diversity the workforce 1B - Cultivate culturally and linguistically responsive, social justice-driven staff 1C - Position schools as the unit of change	1.0 Recruiting Manager position	$75,000 (ESSER Funded)
		Consulting services and expanded support to improve recruiting and hiring practices	$10,000
Budget Priority 2: Enhance our communication with families and build a strong positive identity for Salem Public Schools	3B - Engage families 4B - Create strong systems of accountability	Promotional supplies and materials, graphic design and consulting services	$10,000

Budget Priority 3: Grow leader capacity to drive improvement and change at the school and classroom level	1C - Position schools as the unit of change	Coaching, leadership and professional development expense	$15,000
Budget Priority 4: Improve accessibility of financial, human resource and operational data for all staff	4A - Allocate resources strategically 4C - Develop effective data systems	Consulting and implementation expense for critical accounting system functions (e.g. position control)	$15,000

Figure 23. FY2023 Recommended Budget, District Administration Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
District Leadership	1,052,734	923,602	831,759	866,777	35,018	4.2%
Business & Finance	856,310	864,232	869,619	913,306	43,687	5.0%
Personnel	154,812	162,863	273,750	304,500	30,750	11.2%
Public Relations	-	-	30,900	48,800	17,900	57.9%
Insurance	638,000	638,000	638,000	707,153	69,153	10.8%
Other Fixed Charges	-	-	-	46,000	46,000	0.0%
Reserve Fund	-	42,909	695,127	295,000	(400,127)	-57.6%
Grand Total	**2,701,855**	**2,631,606**	**3,339,155**	**3,181,536**	**(157,619)**	**-4.7%**

Figure 24. FY2023 Recommended Budget, District Administration, Personnel & Expense

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
District Leadership	**1,052,734**	**923,602**	**831,759**	**866,777**	**35,018**	**4.2%**
Personnel	862,458	811,598	701,286	720,432	19,146	2.7%
Expense	190,276	112,004	130,473	146,345	15,872	12.2%
Business & Finance	**856,310**	**864,232**	**869,619**	**913,306**	**43,687**	**5.0%**
Personnel	558,995	584,101	560,050	590,883	30,833	5.5%
Expense	297,315	280,131	309,569	322,423	12,854	4.2%
Personnel	**154,812**	**162,863**	**273,750**	**304,500**	**30,750**	**11.2%**
Personnel	118,477	150,025	238,500	258,500	20,000	8.4%
Expense	36,335	12,838	35,250	46,000	10,750	30.5%
Public Relations	**-**	**-**	**30,900**	**48,800**	**17,900**	**57.9%**
Personnel	-	-	16,500	17,000	500	3.0%
Expense	-	-	14,400	31,800	17,400	120.8%
Insurance	**638,000**	**638,000**	**638,000**	**707,153**	**69,153**	**10.8%**
Expense	638,000	638,000	638,000	707,153	69,153	10.8%
Other Fixed Charges	**-**	**-**	**-**	**46,000**	**46,000**	**0.0%**
Expense	-	-	-	46,000	46,000	0.0%
Reserve Fund	**-**	**42,909**	**695,127**	**295,000**	**(400,127)**	**-57.6%**
Personnel	-	42,909	695,127	295,000	(400,127)	-57.6%
Grand Total	**2,701,855**	**2,631,606**	**3,339,155**	**3,181,536**	**(157,619)**	**-4.7%**

Personnel increases are driven primarily by cost of living increases for all non-union district administration employees, assumed to be 2.5%. Increases beyond the 2.5% are the result of FY2022 salaries that are higher than originally budgeted, or due to market adjustments when benchmarking position salaries to comparable districts.

Increases to non-personnel expense lines correlate to the budget priorities listed above, including coaching, leadership and professional development under district leadership, consulting supports for employee engagement and finance, and promotional materials for public relations. The most significant increases, however, are to the Insurance line and a new Other Fixed Charges account. We experienced a 5.6% increase in our insurance premiums last year, resulting in a $35,000 shortfall in this line in FY2022. After correcting for that deficit, and adding another 5.6% increase for next year results in a 10.8% increase in Insurance premiums. The increase has been in large part due to payroll growth (having added over 50 positions to our staffing through ESSER). The Other Fixed Charges line is a new budget item that covers the cost of the Medicaid claiming contractor that assists in ensuring we receive all the reimbursement we are entitled to. This expense had previously been offset by the Medicaid Revenue received by the City but this practice was discontinued last year and SPS must now include this expense within its own budget.

Figure 25. District Administration Staffing

	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Superintendent	1.0	1.0	-	223,450
Deputy Superintendent	1.0	1.0	-	188,051
Executive Assistant	2.0	2.0	-	147,429
General Education Para	1.0	1.0	-	29,028
Chief Of Public Relations	1.0	1.0	-	116,850
Assistant Superintendent, Finance & Operations	1.0	1.0	-	175,980
Grants Manager	1.0	1.0	-	81,865
Grants Bookkeeper	1.0	1.0	-	54,006
Payroll Manager	1.0	1.0	-	82,000
Payroll Clerk	1.0	1.0	-	60,526
Benefits Coordinator	1.0	1.0	-	65,000
District Finance Coordinator	1.0	1.0	-	72,500
Administrative Assistant	2.0	2.0	-	128,132
Executive Director, Employee Engagement	1.0	1.0	-	120,000
Grand Total	**16.0**	**16.0**	**-**	**1,544,815**

There are no proposed changes to district administration staffing levels in FY2023.

Figure 26. Grant Funded Positions, District Administration

		FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
District Administration	Chief of Opportunity & Response	1.0	1.0	-	120,233
Grand Total		**1.0**	**1.0**	**-**	**120,233**

There is presently one grant funded position assigned to District Administration. That position is anticipated to be funded through ESSER in the year ahead as well.

Regular Day Cost Center

This districtwide cost center includes the following functional areas: curriculum, instruction, and assessment; teacher and leader development; and out of school time. This year and next, the regular day cost center is also where our general education pre-kindergarten program is classified. Our integrated preschool program is a separate cost center and location. But with the nascent expansion into general education pre-kindergarten, and with the program being located at two different schools (2 classrooms at Bates, and 2 at Horace Mann), this is currently classified as a districtwide regular education program.

Curriculum, Instruction, and Assessment

Priorities and Opportunities

Access to High Quality Curriculum Materials – What we choose for instructional materials matters - it makes a difference for kids. The quality of the instructional materials has a direct impact on student learning outcomes.

- We seek to maintain and expand student access to high quality digital and print curriculum materials.

Vacation Academies, Expanded OST and Summer Programming – Out-of-school time programming offers students opportunities for deeper learning, SEL growth and valuable peer interactions beyond the school day.

- We aim to provide greater access to out-of-school activities.

Tutors & Tutoring – Recent research studies of intensive tutoring interventions found that tutoring increased achievement by roughly an additional 3- 15 months of learning across grade levels.

- In the coming year, we recommend maintaining a cadre of classroom tutors who can assist with small group instruction; we also recommend continuing high-dosage tutoring aimed at mitigating unfinished learning.

Budget Priorities

Personnel	FY23	
District Early Literacy Coordinator	$ 105,000	ESSER
District Tutors (non-Catapult)	$ 324,000	ESSER
Miscellaneous CIA work stipends	$ 12,000	FY2023 Regular Day - Stipends
Consultants	**FY23**	
HILL for Literacy	$ 214,000	GLEAM, Title I, ESSER, FY2023 Regular Day - Contracted Services
Catapult--high dosage tutoring	$ 400,000	ESSER
Print & Digital Materials	**FY23**	
English Language Arts		

PreK-12 print materials and licenses	$ 178,000	GLEAM, Title IV, FY2023 Regular Day – Instructional Supplies
Mathematics		
PreK-12 print materials and licenses	$ 276,000	Title IV, Pending DESE grant*, Pending Read Trust grant* **If these grants are not awarded then ESSER $226,000*
Science		
PreK-12 print materials and licenses	$ 116,000	Pending Read Trust Grant* **If this grant is not awarded then ESSER $116,000*
Social Studies		
PreK-12 print materials and licenses	$ 12,551	FY2023 Regular Day – Instructional Supplies
Other		
Atlas, STAR, myIGDI, BrainPop, etc.	$ 149,000	FY2023 Regular Day – Instructional Supplies
K-8 Library Diversity Project - Middle School and Specialist Teachers	$ 20,000	ESSER
Professional Development		
Gr. 6-8 new science curriculum PD	$ 15,000	Pending Read Trust Grant* **If this grant is not awarded then ESSER $15,000*
UDL training for SHS teachers	$ 15,000	ESSER
Gr. 9-10 Agile Mind PD	$ 10,000	Pending DESE grant* **if this grant is not awarded the ESSER $10,000*
TOTAL	***$ 1,846,551***	

Teacher & Leader Development

Priorities and Opportunities

Retention – We have emerging systems to support retention of teachers. We want to expand these supports.

- New Teacher University
- Teacher induction & mentoring programs
- High quality professional growth opportunities

Pipeline Development – We cannot wait for diverse candidates to come to us. We have to actively and strategically create advancement pipelines and cultivate opportunities from within.

- Increase the number and types of university fellows
- Defray costs associated with obtaining licensure
- Support educators on emergency licenses or waivers as this tends to be a culturally and linguistically diverse group of professionals

Support the Growth of Existing Educators and School Leaders – We seek to maintain structured, high-quality growth opportunities for our leaders through partnerships with the Equity Imperative, Lynch Leadership Academy, School Empowerment Network, etc.

- Provide coaching and leadership development

- Provide high quality professional learning opportunities

Budget Priorities

Teacher Pipeline	FY23	
Fellow Teacher of Record Support	$2,250	ESSER pilot
CAP supervisors	$15,000	ESSER pilot
Endicott Fellows	$57,900	ESSER pilot -- 3 additional fellows
SSU Fellows / Interventionists	$193,000	ESSER pilot -- 10 additional fellows
SSU Fellows / bilingual Interventionists (InSPIRED)	$75,000	ESSER pilot -- 3 bilingual fellows of color
Total: Teacher Pipeline	**$343,150**	
Tuition Reimbursement	**FY23**	
Pathway to Licensure Program Reimbursement for Paraprofessionals	$39,500	FY2023 Regular Day Budget – Professional Development
MTEL preparation for paraprofessionals	$18,000	ESSER pilot
Total: Tuition Reimbursement	**$63,000**	
Leader Development	**FY23**	
UDL training for district leaders	$900	ESSER DIP project
Access to data--Open Architects	$25,000	ESSER DIP project
Summer Leadership Institute	$10,000	FY2023 District Administration Budget - Supt Contract Svcs
ILT Retreats	$60,000	ESSER
Leadership Coaching & Development (Mentors & Lynch Leadership)	$70,000	ESSER, FY2023 District Administration – Supt Contract Svcs
Equity Imperative	$221,000	ESSER
School Empowerment Network	$147,904	ESSER
Total: Job Alike Support	**$534,804**	
Instructional Coach Development	**FY 23**	
UDL training for coaches	$8,350	ESSER DIP project
K-12 New Coaches Book Bundle	$1,000	FY2023 Regular Day Budget – Instructional Supplies
Total: Coach Support	**$9,350**	
Supports for New Teachers	**FY23**	
New Teacher Institute, annual Induction programming, mentoring	**$55,400**	Title IIA & ESSER pilot
Cross Departmental PD	**FY23**	
Summer PD--Professional Learning Academy 1 & 2	$50,000	Title IIA, OB Stipends
Professional Learning Academy 3 & 4	$5,000	Title IIA
Total: Professional Learning Academy	**$55,000**	
Other DIP Project Costs	**FY23**	
UDL Innovators	$31,200	ESSER DIP project
Total: DIP UDL Project	**$31,200**	

Memberships	FY23	
CPPD Membership	$2,000	FY2023 Regular Day Budget - Dues & Subscriptions
TAS membership	$3,000	ESSER Pilot
CSDN Membership	$400	FY2023 Regular Day Budget - Dues & Subscriptions
SSU Leader Fellows	$12,000	FY2023 Regular Day Budget - Stipends
Total: Membership Teacher Development	**$17,400**	
Total	**$1,109,304**	

Out of School Time

The goal of the OST Program is to continue to build on and extend the academic and social emotional goals of our school day. The program targets traditionally marginalized students in order to increase access to high quality out of school opportunities through programming and connections to community resources. Out of school offerings include summer programs, after school programs, and vacation academies. Much of the cost associated with our OST programs are funded through grants, most notably the 21st Century After School Programs Grant.

Budget Priorities

Staffing	FY23	
OST coordinator	$51,000.00	FY2023 Regular Day, OST – Transfer from Contract Services to Salaries
OST program stipends	$120,000	ESSER
Total: Staffing	**$171,000**	
Contracted Services	**FY23**	
Summer in district programs	$100,000.00	FY2023 Regular Day, OST Contract Services (decrease of $50K)
Summer camp scholarships	$50,000.00	ESSER
ML summer camp programming	$50,000.00	ESSER
ML fellows	$40,000.00	FY2023 Regular Day, Stipends
Summer program curriculum development	$30,000.00	ESSER
Total: Contracted Services	**$270,000**	
Curriculum and Materials	**FY23**	
General Supplies	$4,500.00	FY2023 Regular Day, OST Supplies
Total: Curriculum and Materials	**$4,500**	
Transportation	**FY23**	
21C After School Programs	$40,000	FY2023 Regular Day, OST Transportation (grant in-kind match)
Total: Transportation	**$40,000**	
Total OST Budget	**$314,500**	

Preschool Program Expansion

With the award of significant federal grant monies, Salem Public Schools was presented with a unique opportunity to invest in one of our most important strategic initiatives, the expansion of our pre-kindergarten program. The vision of the Pre-K program is to ensure that every three and four-year old in Salem has equitable access to high quality early education across the community that is developmentally appropriate, inclusive, and culturally responsive. We look to provide child-centered experiences grounded in play and guided by state and national learning standards that lay the foundation for their future learning and help them achieve their highest potential.

Currently, the estimated number of 3 and 4-year old children living in Salem is 1,268. We are expecting approximately 580 of these children to enroll in Kindergarten in Salem Public Schools based on prior trends. The current preschool capacity across the community is 629 seats. The table below shows the current Preschool capacity, enrollment, and programs for the various categories of providers.

Figure 27. Preschool Program Capacity and Enrollment in Salem

Program Category	Preschool Capacity	Enrollment	Number of classrooms	Number of Programs
Center-Based	421	267	—	9
Family Child Care	—	17	30	30
Public School	208	167	13	5
TOTAL	629	434	—	44

Priorities and Opportunities

Support a mixed delivery system of program offerings that address the diverse needs of families in Salem (public school, center-based and family child care)

Sustain the level of pre-k currently offered through Salem Public Schools

- Currently offer approximately 200 seats

Sustain the pre-k alignment with community programs (approx. 60 seats) through

- Multi-year classroom grants to community based providers
- Classroom subsidy to support quality improvements and program costs
- Tuition assistance for families
- Equitable salary scale for lead teachers with flexibility to ensure living wage for all staff

Budget Priorities

Staffing	FY23	
Teachers	$440,000.00	ESSER
Paraprofessionals	$180,000.00	ESSER
Specialist for Bentley/ECC specials	$160,000.00	ESSER
Total: Staffing	**$780,000**	
Community Partners	**FY23**	
Subsidy	$180,000.00	ESSER
Scholarships	$50,000.00	ESSER
Total: Community Partners	**$230,000**	
Materials and Assessment	**FY23**	
Curriculum/materials/furniture	$60,000.00	ESSER
Assessment CLASS/myIGDI	$30,000.00	ESSER
Purchase easy screener	$4,000.00	ESSER
Total: Materials and Assessment	**$94,000**	
After School Program	**FY23**	
Staffing for after school program	$25,000	ESSER
Total: After School Program	**$25,000**	
Total Preschool Budget	**$1,129,000**	

Figure 28. FY2023 Recommended Budget, FY2023 Regular Day (Districtwide)

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Regular Day	**1,740,097**	**1,284,717**	**1,537,358**	**1,537,819**	**461**	**0.0%**
Personnel	1,311,633	1,058,050	1,170,824	1,185,131	14,307	1.2%
Expense	428,463	226,667	366,534	352,688	(13,846)	-3.8%
Professional Development	**251,909**	**94,613**	**164,910**	**204,410**	**39,500**	**24.0%**
Personnel	119,427	44,799	73,910	73,910	-	0.0%
Expense	132,483	49,814	91,000	130,500	39,500	43.4%
OST/Partnership	**201,480**	**140,000**	**230,000**	**353,154**	**123,154**	**53.5%**
Personnel	-	-	-	168,654	168,654	0.0%
Expense	201,480	140,000	230,000	184,500	(45,500)	-19.8%
Grand Total	**2,193,486**	**1,519,330**	**1,932,268**	**2,095,383**	**163,115**	**8.4%**

While the total increase for the FY2023 Regular Day cost center budget shows an increase of 8.4%, this is in large part due to the misclassification of the OST personnel and non-personnel expense budgets to Student & Family Supports in the FY22 budget. Essentially, the only true increase is to the PD expense line, and that is to fund the recently negotiated tuition reimbursement benefit for PSRP unit members in the new collective bargaining agreement.

Figure 29. FY2023 Regular Day (Districtwide) Staffing

	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Director Teacher & Leader Development	1.0	1.0	-	120,037
Director OST and Community Partnerships	1.0	1.0	-	117,654
Early Learning Coordinator	1.0	1.0	-	91,752
OST Coordinator	0.0	1.0	1.0	51,000
Social Studies Coach	2.0	2.0	-	173,061
Music Teacher	5.4	5.0	(0.4)	390,282
Grand Total	**10.4**	**11.0**	**0.6**	**943,785**

The OST position is new to the OST budget but is offset by a corresponding decrease in contract services. The music teacher decrease is the shift of the 0.4 music position from the district to Bates Elementary School to ensure sufficient staffing given the additional PK classrooms at that school.

Figure 30. Grant Funded Positions, Regular Day (Districtwide)

		FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Regular Day	Director of Curriculum, Instruction, and Assessment	1.0	1.0	-	121,287
	Science Coach	1.0	-	(1.0)	-
	Tutor	0.5	0.5	-	14,850
Grand Total		**2.5**	**1.5**	**(1.0)**	**136,137**

One Science coach position is shifted from the Read Trust to the operating budget in FY2023.

Special Education (Districtwide) Cost Center

It is the mission of Salem's Special Education Department to ensure that all students with differing abilities thrive within their learning environment by providing equal access to high-quality services that support student achievement and engagement. The **goal** of special education is to ensure students with disabilities have access to a standards-based curriculum that aligns with their learning abilities and develops their capacity for **independence. Specifically, the purpose of special education services is to:**

- **Support students** who meet the federal and state criteria for a disability and require specialized instruction and/or accommodations through an IEP and 504s
    - SPS provides educational services in the **least restrictive environment**
- **Promote an inclusive setting**
    - By partnering with parents, guardians, support agencies, and community partners
    - By providing specialized instruction that includes academic, social-emotional, and related services
- **Promote equity, respect, and student engagement**

We strive to address the following goals in all IEPs:

- Learning strategies
- Celebration of strengths
- Promotion of self-advocacy
- Improvement of current levels of performance
- Development of a post-secondary transition plan
- Budget recommendations are proposed based on student needs and IEP requirements

Our strategy for providing the highest quality services for our students in the year ahead includes:

- Making investments in district-based programming and resources in order to provide high-quality, cost-effective opportunities to educate students with all forms of specialized needs in the Least Restrictive Environment within the Salem Public Schools as appropriate.
- Providing equitable access to resources to improve outcomes for students with disabilities
- Providing high quality professional development that builds the capacity of educators. Each child with special needs will receive a high-quality education in an environment that fosters their ability to develop skills and build on their strengths.

Figure 31. Special Education Students, by Disability Category

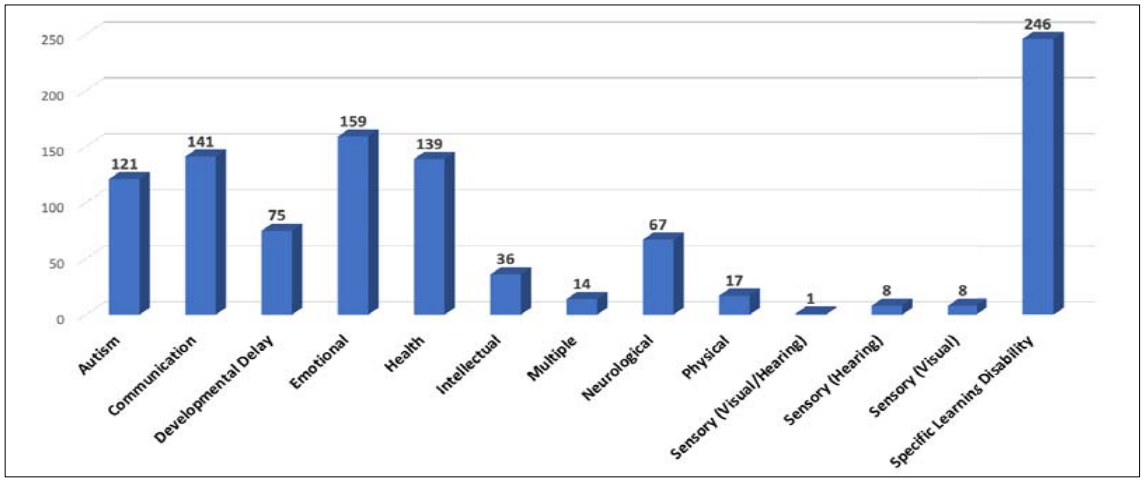


Figure 32. Special Education Students by School and Placement

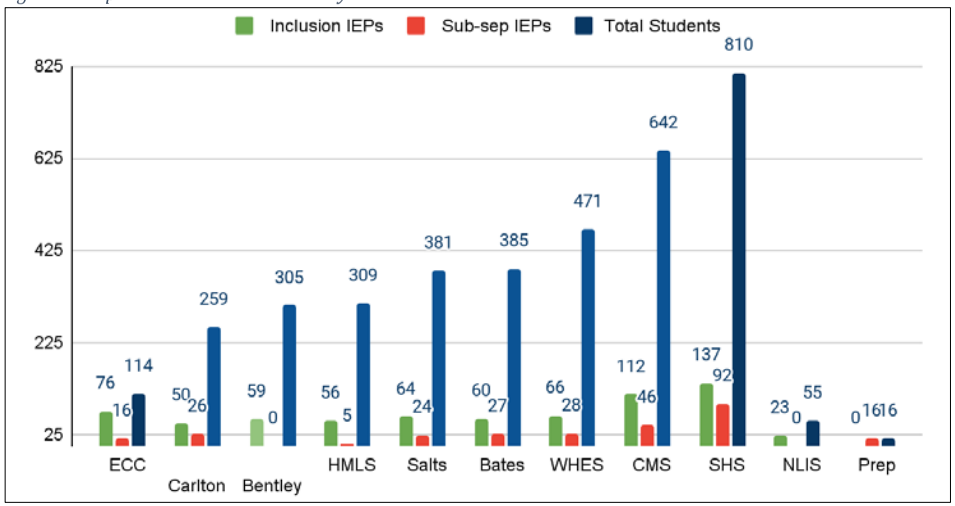
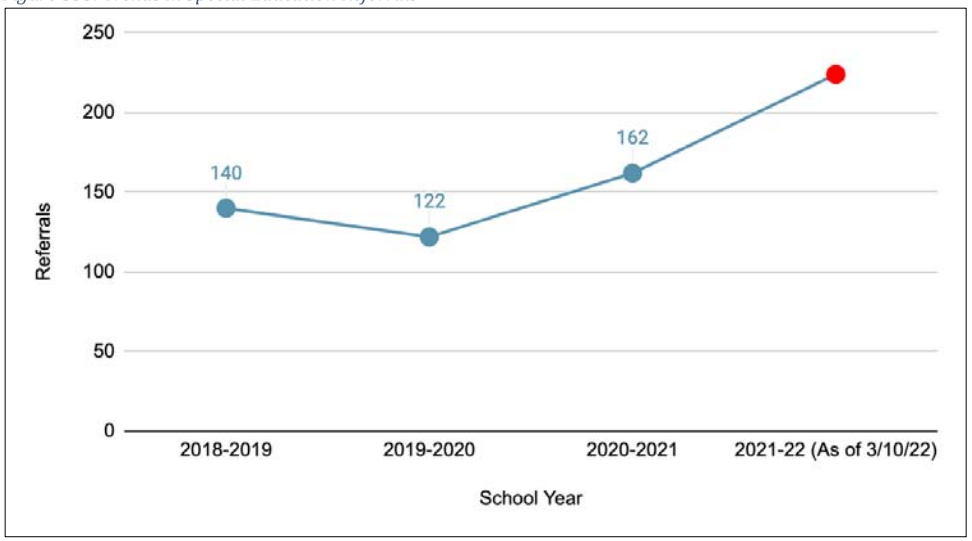


Figure 333. Trends in Special Education Referrals



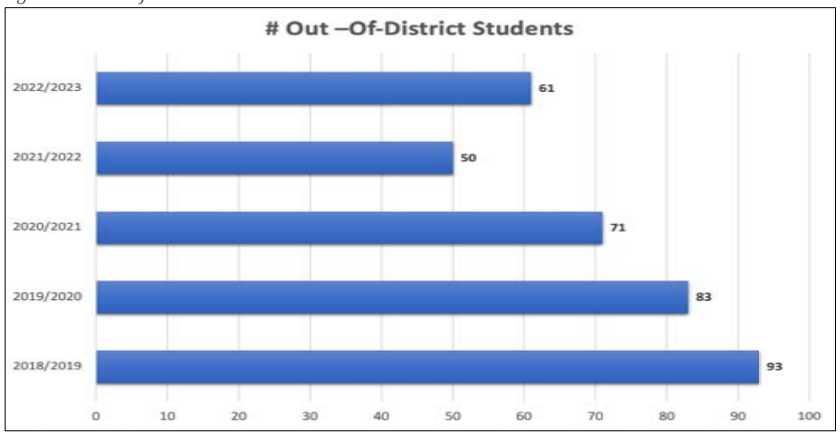
As the chart above shows, there has been a dramatic increase in the number of referrals for students to potentially receive special education services. In order to meet the growing needs of students in the year ahead, we require additional staff at Collins Middle School and the Early Childhood Center. In addition, the district will need to increase staffing for our students with visual impairments.

Budget Priorities

Budget Priority	District Priority	Resources Needed	Funding
CMS – Substantially Separate ASD Classroom	Priority 2:B. Focus on developing independent learners.	• Teacher • Paraprofessional	$69,210 $30,466
Increase Staffing for Teacher of the Visually Impaired	Priority 4:Allocate resources strategically to improve outcomes for students.	• 0.2 FTE TVI	$18,602
Additional Nurse - Preschool Program	Priority 2:B. Focus on developing independent learners.	• 1.0 FTE Nurse	$81,805

Among the challenges we face is the increasingly complex educational, behavioral, and/or medical needs of students which sometimes require placement in a specialized program outside of Salem Public Schools. Predicting which students will need to be outplaced and the associated budgetary resources necessary to support those program costs is often difficult.

Figure 34. Out of District Placement Trends



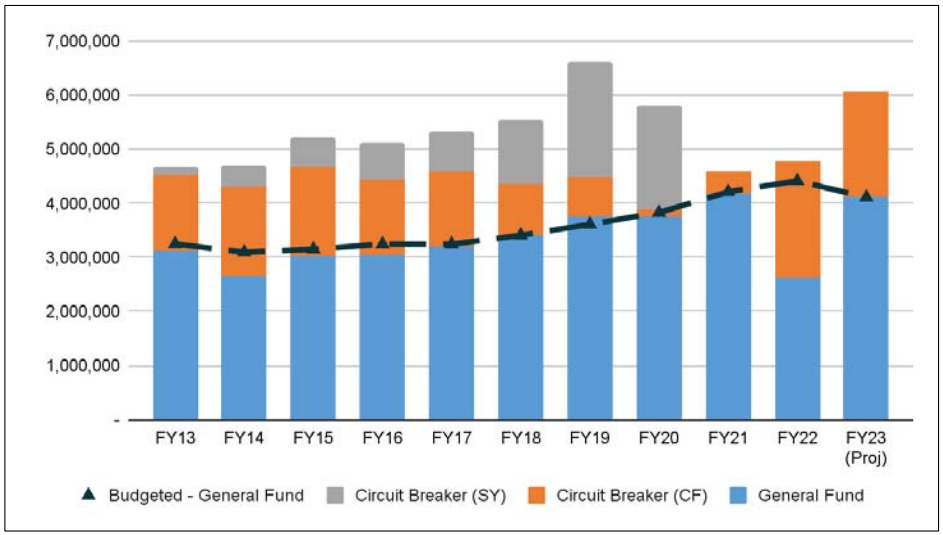
While we have seen significant declines in the number of outplaced special education students over the past several years, we are expecting an increase next year due to the complexity of student need and the significant increase in the number of special education referrals this year (an increase of almost 100 referrals). As a result of the known, anticipated, and projected increase in out of district special education placements this year, the out of district tuition budget for FY2023 increases by $1.0 million.

Fortunately, due to the significant decline in students over the past two years, the district has seen budget savings which has allowed us to carry forward the full balance of our circuit breaker funding for the past two years. The state special education reimbursement program, also known as the "circuit breaker" program provides additional funding to districts for high cost special education students. The threshold for eligibility is set at four times the state average foundation budget per pupil as calculated under the Chapter 70 program, with the state paying 75% of the costs above that threshold. Circuit breaker reimbursements are for the district's prior year expenses. Each summer, districts submit their circuit breaker eligible claims to DESE listing the types and amounts of services provided to special education students during the previous fiscal year. Payments are then made to districts in the subsequent fiscal year, on a quarterly basis, as a reimbursement for those prior year costs.

By law, circuit breaker reimbursements must be deposited into a special education reimbursement account. These funds may be expended in the year received, or in the following year. Unexpended balances in the account can be carried forward into the subsequent fiscal year, but must be expended prior to the close of that year and before expending any funds received in the current year. The Division of Local Services advises communities to work toward building a balance in their special education circuit breaker accounts in year-end actual costs compare favorably with the budget so that in years when costs increase unexpectedly or the circuit breaker reimbursement drops, there is known revenue to support

unforeseen expenses. Building a circuit breaker balance is a good management practice and exists in many school districts. Salem has only recently implemented this best practice and, as result, we enter FY2023 in a very favorable position.

Figure 34. Historical Special Education Tuition Expense - All Funding Sources



The figure above shows historical special education expenses from the different sources. The thick dotted line represents the special education tuition amount included in the school department's operating budget for each of the prior ten years. The bars represent the total amount of tuition paid. As the chart shows, Salem's out of district tuition spiked in FY2019, approaching nearly $7 million, while the budgeted amount was about $3.75 million. This unexpected increase resulted in the need to use a significant amount of current year (the gray portions of the bars) circuit breaker receipts, leaving little available to carryforward to stabilize the subsequent year's budget, a trend that increased in each of the year's prior to FY2019.

Out of district placements began to decline from the FY19 peak of 93 students, down to 83 in FY20, 71 in FY21, and currently stands at 50 students in FY22. You can see a corresponding drop in the total tuition amounts from FY19 to FY20 and FY21, with a slight increase in the current fiscal year. However, you can see that in FY21, no current year circuit breaker funds were spent (gray bar) and the entire balance was carried forward into FY22 (orange bar). In the current fiscal year, we see substantial savings in our special education tuition budget given the availability of the entire balance of the FY21 circuit breaker receipts. This leaves us in a favorable position for next year and even though tuition is expected to increase by $1.3 million, we have a known balance in our FY22 circuit breaker account of $1.9 million. Those dollars more than offset the anticipated increase, allowing us to reduce our FY2023 special education tuition budget request by $300,000. In addition, operating surplus in the FY2022 budget will

allow us to prepay $550,000 in special education tuitions, as permitted by law, allowing for further reduction to the FY2023 special education budget.

A noticeable decline in the districtwide teaching and administrative personnel lines is due to a more accurate accounting of staffing at the building level. In prior years, staff who worked at more than one building were often charged and reported as districtwide staff, rather than allocating the staff expense in the budget for the buildings to which they are assigned or expected to be assigned. Therefore, unlike the special education tuition, the savings in the personnel lines are not real savings but rather reallocated expense.

Similarly, the decrease in contract services was actually a reallocation of expenses from special education (previously pupil services) to student and family supports, as those services are now managed by that department.

Figure 35. FY2023 Recommended Budget, Special Education Cost Center

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Personnel	**2,787,886**	**2,460,059**	**2,311,327**	**1,278,388**	**(1,032,939)**	**-44.7%**
ADMINISTRATIVE	494,877	542,961	365,401	258,912	(106,489)	-29.1%
CLERICAL	149,879	143,561	142,435	207,479	65,044	45.7%
DIST WIDE TEACHING	1,200,492	1,156,116	1,002,499	277,747	(724,752)	-72.3%
EXTENDED YEAR	-	-	-	250,000	250,000	0.0%
FRINGE/STIPENDS	275,266	133,690	275,000	25,000	(250,000)	-90.9%
NON-INST SUPERVISOR	-	485	-	-	-	0.0%
PSYCHOLOGIST	25,971	-	-	-	-	0.0%
SUBSTITUTE TEACHERS	65,577	57,403	100,000	75,000	(25,000)	-25.0%
TRANSPORTATION	532,576	371,133	408,892	167,150	(241,742)	-59.1%
TUTORS	43,248	54,711	17,100	17,100	-	0.0%
Expense	**5,108,140**	**5,237,835**	**6,268,535**	**5,602,430**	**(666,105)**	**-10.6%**
COMPUTER SOFTWARE	1,942	199	5,000	3,000	(2,000)	-40.0%
CONTRACTED SERVICES	397,688	339,581	469,210	368,710	(100,500)	-21.4%
EDUCATION EVALUATION	16,650	26,203	30,000	35,000	5,000	16.7%
EDUCATIONAL TRAINING	16,293	10,792	28,000	28,000	-	0.0%
EQUIPMENT	8,803	9,293	16,575	18,575	2,000	12.1%
IN-DIST SP ED TRANSPORTATION	-	-	-	482,274	482,274	0.0%
INSTRUCTIONAL SUPPLI	21,688	23,765	30,250	30,250	-	0.0%
MEDICAL CONTRACTUAL	160,076	140,111	256,000	256,000	-	0.0%
OFFICE SUPPLIES (GEN	4,385	2,009	5,150	5,200	50	1.0%
OOD SP ED TRANSPORTATION	716,171	519,469	1,010,943	1,110,943	100,000	9.9%
OTHER EXPENSES	-	-	900	1,200	300	33.3%
TUITION-COLLABORATIV	-	-	-	244,847	244,847	0.0%
TUITION-PRIVATE	3,764,444	4,166,413	4,416,507	3,018,431	(1,398,076)	-31.7%
Grand Total	**7,896,026**	**7,697,895**	**8,579,862**	**6,880,818**	**(1,699,044)**	**-19.8%**

Figure 36. Special Education (Districtwide) Cost Center Staffing

	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Executive Director, Special Education	1.0	1.0	-	138,375
Special Ed Department Head	1.0	1.0	-	120,537
Special Ed Supervisor	0.5	0.5	-	60,518
Teacher of Visually Impaired	0.8	0.8	-	68,879
Occupational Therapist	1.0	1.0	-	84,411
Orientation & Mobility Specilialist	1.0	1.0	-	27,500
COTA	1.0	1.0	-	46,311
Finance Coordinator	1.0	1.0	-	64,575
Senior Clerk	3.0	3.0	-	132,091
Translator	1.0	1.0	-	15,000
Bus Driver	2.0	2.0	-	65,500
Bus Monitor	5.0	5.0	-	101,650
Grand Total	**18.3**	**18.3**	**-**	**925,348**

There are no anticipated changes to districtwide special education staffing in FY2023.

Figure 37. Grant Funded Positions, Special Education (Districtwide) Cost Center

		FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Special Education	Assistive Technology Specialist	1.0	1.0	-	69,010
	Director, OOD Placements	1.0	1.0	-	120,595
	Senior Clerk Typist	1.0	1.0	-	47,481
Grand Total		**3.0**	**3.0**	**-**	**237,086**

Currently, there are three districtwide special education staff positions charged to grants. This is anticipated to continue in FY2023.

Multilingual Learner Education Cost Center

An increase in new ML students immigrating to Salem is an exciting opportunity for us to develop all of our educators to become better at differentiating instruction for all students. Currently, the biggest request from teachers across schools in Salem is to receive greater support and guidance with teaching MLs, especially for the 63 (and counting) newcomer students we welcomed into the Salem Public Schools this year. In order to equitably meet the needs of our students and teachers, we require a focus on adding ML staffing where needed and providing coaching and Professional Development to our current teachers to be able to better serve our MLs.

While the district as a whole is seeing a decrease in enrollment, the ML Department is actually seeing an increase in Multilingual Learners enrolling at every school. On March 1st, 2021, we had 526 MLs enrolled. On March 1st, 2022, we saw that number rise to 621 MLs enrolled, an increase of 95 students, which is a difference of more than four class sizes. This reflects the current trend in Salem, that more ML families are choosing to immigrate to Salem and enroll in our schools. Enrollment has continued to increase throughout the year, and we currently have 623 MLs in our district.

Budget Priorities

Budget Priority	SIP/DIP Goal(s)	Resources Needed	Funding
Third Multilingual Learner Teacher at Bates Elementary School	Priority 1: Build a robust talent development system for all staff.	1.0 ML Teacher	$66,158
Shift the NLIS position from 0.6 to 1.0 and have this staff member serve at NLIS and Saltonstall	Priority 1: Build a robust talent development system for all staff.	Additional 0.4 FTE ML Teacher	$34,895
RETELL Training for all non-SEI endorsed staff	Priority 1: Build a robust talent development system for all staff.	Stipends for 2 RETELL instructors	$10,000

Third ML Teacher at Bates: Bates had 40 Multilingual Learners at the start of the 2021-22 SY. Enrollment has since increased by 22 students, about one whole class size. Currently the two Bates ML teachers are unable to adequately service all 62 students in the 6-hour Bates school day. Twelve students are newcomers, 34 are beginners, and 46 require 90 minutes of ELD time. As a result of this increase, the district hired a third temporary ML teacher from February to June to meet the increased need. Bates currently has the largest ML student to ML teacher ratio (31:1). The funding for the Bates teacher can be found in the Bates Elementary Cost Center Budget, under the school-based MLE budget.

Increase NLIS position to 1.0 and assign to Saltonstall (0.6) and NLIS (0.4): The current model of a part-time NLIS teacher is inefficient, as that staff member is only servicing 4 students and is unable to service other students around the district due to being 0.6 and needing to provide 90 minute ELD blocks to two students, and 45 minute ELD blocks to the other two students. Since Saltonstall could benefit from an additional part-time teacher given that it is challenging for their two ML teachers to provide services across nine grade levels, we are proposing to increase the NLIS staff member to a 1.0 FTE and having that position service both schools.

RETELL Stipends: We are currently running RETELL with 40 staff members who do not have their SEI endorsement. We expect that we will hire more staff members next year who will also require RETELL to obtain their SEI endorsement. RETELL will make all of our educator's better teachers of our Multilingual Learners.

There are no increases to districtwide ML staffing, however, the salary for one districtwide coach who had been erroneously classified to a building-based position has been transferred back to the districtwide ML budget. All other increases to the districtwide ML budget are contractual increases, with the exception of the $10,000 increase in RETELL stipends discussed above.

Figure 38. FY2023 Recommended Budget, MLE Cost Center

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Multilingual Learner Education (MLE)	**569,752**	**546,808**	**519,280**	**634,046**	**114,766**	**22.1%**
Personnel	**522,050**	**506,599**	**479,280**	**594,046**	**114,766**	**23.9%**
ADMINISTRATIVE	110,391	128,361	116,414	118,231	1,817	1.6%
DIST WIDE TEACHING	222,908	173,344	167,913	259,421	91,508	54.5%
ELEMENTARY	77,953	77,953	78,653	83,595	4,942	6.3%
PARAPROFESSIONALS	-	-	-	-	-	0.0%
TUTORS/TRANSLATORS	102,798	122,941	104,300	110,800	6,500	6.2%
FRINGE/STIPENDS	8,000	4,000	12,000	22,000	10,000	83.3%
Expense	**47,701**	**40,209**	**40,000**	**40,000**	**-**	**0.0%**
CONTRACTED SERVICES	42,936	9,786	30,000	30,000	-	0.0%
INSTRUCTIONAL SUPPLIES	4,765	30,422	10,000	10,000	-	0.0%
Grand Total	**569,752**	**546,808**	**519,280**	**634,046**	**114,766**	**22.1%**

Figure 39. Multilingual Learner Education (Districtwide) Staffing

	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Director of MLL Education	1.0	1.0	-	118,231
English Language Evaluator	2.0	2.0	-	110,800
MLL Coach	2.0	2.0	-	170,709
MLL Coordinator	1.0	1.0	-	88,711
MLL Teacher	1.0	1.0	-	83,595
Grand Total	**7.0**	**7.0**	**-**	**572,046**

Student Services and Family Supports Cost Center

The Student Services and Family Supports cost center oversees the following functional areas: districtwide health and wellness services, school adjustment and city connects counselors, social emotional learning support, behavior specialists, attendance services, family engagement, and the parent information center. This is the first year that this department has operated as a separate unit, having previously been part of a larger department of pupil services. Commencing this school year, special education and student and family supports are now two separate departments and cost centers.

With the return of full time in person learning this year, we have seen firsthand the tremendous impact COVID has had on the social and emotional development of our students. At every level, students have struggled with the transition back to the routines, demands, and expectations of a typical school day. Having spent a great deal of time across all schools this year, we have observed regression in age appropriate social skills, peer interactions, and with difficulties in self-management and relationship skills. This budget proposal has been developed to address these challenges and to strengthen our tiered levels of social/emotional supports in classrooms and schools. Additionally, we have experienced a significant increase in families from Brazil including many newcomer students. Our PIC staff and Family Engagement staff are working hard to sufficiently meet the needs of families upon first point of entry when enrolling new students.

Challenges and Opportunities

The Student Support Department has gathered data from a wide range of sources including the Panorama Survey, SEL Task Force Survey, school and classroom observations, and discussions with staff and students at all levels. The analysis of this data has informed our budget priorities to focus on strengthening universal Tier 1 SEL and Mental Health strategies across all settings. Consistent feedback from staff has indicated a desire for increased PD, relevant instructional materials, and ongoing coaching and support to meet the SEL and mental health needs of our students. This includes helping our staff differentiate between and respond to lagging social/emotional learning skills and emerging mental health challenges.

The opportunity in 22-23 is to reimagine the school day in terms of integrating academic and social emotional learning while attending to the overall health and wellness of our students and staff. Foundational work is underway this current year to align our strategy and practices across each level to ensure a strong start in September. This includes leveraging our school schedules, staffing, and resources to create structures and systems that provide a preventative and relational model to supporting academic, social, and emotional learning.

Budget Priorities

Budget Priority	SIP/DIP Goal(s)	Resources Needed	Funding
Curriculum Resources	Cultivate culturally and linguistically responsive, social justice drive staff	SEL instructional resources to support current program	$25,000
Stipends	Align structures for students S/E supports	SEL Lead Teachers	$12,000

SEL and Mental Health PD	Align structures of students S/E supports	Funding for Professional Development providers	$35,000

Figure 40. FY2023 Recommended Budget, Student & Family Supports Cost Center

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Personnel	**599,344**	**530,258**	**1,264,580**	**1,006,706**	**(257,874)**	**-20.4%**
ADMINISTRATIVE	127,218	113,975	752,029	486,557	(265,472)	-35.3%
CLERICAL	46,580	55,954	46,710	48,331	1,621	3.5%
DIST WIDE TEACHING	-	-	-	82,595	82,595	0.0%
FAMILY ENGAGEMENT FACILITATOR	49,969	50,969	49,969	57,155	7,186	14.4%
FRINGE/STIPENDS	-	-	-	12,000	12,000	0.0%
NON-INST SUPERVISOR	68,624	69,049	75,000	71,199	(3,801)	-5.1%
NURSES	146,647	80,108	157,636	113,621	(44,015)	-27.9%
SALARIES-FULL TIME	154,172	155,437	153,236	59,450	(93,786)	-61.2%
SUBSTITUTES NURSE	6,135	4,766	10,000	10,200	200	2.0%
TRANSLATION SERVICES	-	-	20,000	65,600	45,600	228.0%
Expense	**456,664**	**408,891**	**858,895**	**1,000,589**	**141,694**	**16.5%**
CONTRACTED SERVICES	64,317	67,375	123,500	155,400	31,900	25.8%
EDUCATIONAL TRAINING	-	-	-	35,000	35,000	0.0%
EQUIPMENT	-	-	-	3,000	3,000	0.0%
GENERAL SUPPLIES	4,144	4,379	4,500	2,000	(2,500)	-55.6%
HOMELESS TRANSPORTATION	380,725	327,666	719,187	719,187	-	0.0%
INSTRUCTIONAL SUPPLI	(470)	1,643	1,935	1,974	39	2.0%
INSTRUCTIONAL SUPPLIES	-	-	-	-	-	0.0%
MED & SURGICAL SUPPL	7,198	7,563	9,000	12,828	3,828	42.5%
OFFICE SUPPLIES (GEN	750	264	773	1,700	927	119.9%
OTHER EXPENSES	-	-	-	2,000	2,000	0.0%
TEXTBOOKS	-	-	-	27,500	27,500	0.0%
TRANSLATION SERVICES	-	-	-	40,000	40,000	0.0%
Grand Total	**1,056,008**	**939,148**	**2,123,475**	**2,007,295**	**(116,180)**	**-5.5%**

The decrease in the Administrative Personnel and the Salaries-Full Time accounts are due to the misclassification of staffing to the Student & Family Supports cost center last year. Some adjustment counselors who are assigned to special education programs were erroneously budgeted here rather than to special education. Also, the OST and Community Partnerships Director was charged here rather than to districtwide Regular Education.

Figure 41. Student and Family Supports Staffing

	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Executive Director, Student and Family Supports	1.0	1.0	-	137,863
Director of Student & Fam Support	1.0	1.0	-	117,654
Supervisor of SEL & Wellness	1.0	1.0	-	111,003
Attendance & Outreach Specialist	1.0	1.0	-	59,450
Translation Coordinator	1.0	1.0	-	65,600
PIC Manager	1.0	1.0	-	71,199
Family Engagement Facilitator	1.0	1.0	-	57,155
Senior Clerk	1.0	1.0	-	48,331
Homeless Liason	1.0	1.0	-	82,595
Grand Total	**9.0**	**9.0**	**-**	**750,847**

There are no proposed staffing adjustments to the Student and Family Supports cost center in FY2023.

Figure 42. Student and Family Supports, Grant funded positions

	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Family Engagement Manager	1.0	1.0	-	76,875
Home Visitor	1.7	1.7	-	34,113
Parent+ Program Manager	1.0	1.0	-	52,191
Grand Total	**3.7**	**3.7**	**-**	**163,179**

The Family Engagement Manager position is currently funded through ESSER and will remain on the ESSER grant in FY2023. The remaining grant funded staff support the Parent Child Home Visitor program that Salem participates in with Peabody Public Schools as the lead agency.

Health Services Department

The student services and family supports cost center also includes the districtwide health services department. Our nursing and health services staff were the bedrock upon which our successful COVID response and mitigation efforts were built and the district is eternally grateful for their unwavering commitment and hard work. Three budget priorities exist for this department including additional nursing support at the Collins Middle School, increasing the medical and surgical supply lines to reflect the current realities and expanded programs being offered, and to create and fund an equipment line.

Additional Nursing Support at Collins Middle School: Collins Middle (CMS) is an exceptionally large building just under 200,000 square feet. To provide nursing assessment and/or first-aid to students, the school nurse can be called to the gym, the cafeteria, outside, to the Jackson St. playground, to Bertram Field, and to areas on all four floors. With over 600 students currently enrolled, including several medically fragile students, a single nurse responsible for all students and staff in a setting of this size requires thoughtful consideration of safety. Further, CMS houses 17.3 % of all SPS students, 46% of who are Hispanic. With nearly half of all students Spanish speaking, a bi-lingual nurse is unquestionably necessary. To ensure safe and equitable health outcomes for CMS students, health information must be able to be communicated to all families in the most efficient way possible.

Between the start of school through early February, there were a total of 3,300 office visits at CMS, an average of 32 per day. During that time 270 medical procedures were performed as well as administration of 500 medications. To date, there have been an average of 45 nursing encounters per day at CMS. This need will be filled by permanently assigning the current 0.6 district float nurse to CMS, leaving one float nurse remaining for the district, in addition to a nurse case worker. This can be shown in the budget by a decrease in districtwide nurses and a corresponding increase in the CMS building-based Health Services personnel line.

Budget Priorities

Budget Priority	DIP Goal(s)	Resources Needed	Funding
Full-time bilingual nurse at CMS	**DIP Goal #1A:** Diversify the workforce by building a strategic approach to talent. **DIP Goal #1B**-Cultivate culturally and linguistically responsive, social justice-driven staff.	0.6 Nurse	$45,000
Increase Medical Surgical Supplies (additional preschool, vacation and summer programming)	**DIP Goal #4A**-Allocate resources strategically and operate efficiently: Leverage our resources, assets, and operational practices to improve outcomes for students	$1.00 per student increase from $2.46 to $3.46 per student	$3,665
Create and fund Health Services Equipment line	**DIP Goal #4A**-Allocate resources strategically and operate efficiently: Leverage our resources, assets, and operational practices to improve outcomes for students	Technology equipment	3,000

Figure 43. FY2023 Recommended Budget, Health Services

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Personnel	**434,172**	**354,286**	**280,306**	**243,859**	**(36,448)**	**-13.0%**
ADMINISTRATIVE	127,218	113,975	112,670	120,038	7,368	6.5%
NURSES	146,647	80,108	157,636	113,621	(44,015)	-27.9%
SALARIES-FULL TIME	154,172	155,437	-	-	-	0.0%
SUBSTITUTES NURSE	6,135	4,766	10,000	10,200	200	2.0%
Expense	**29,113**	**32,970**	**35,208**	**45,942**	**10,734**	**30.5%**
CONTRACTED SERVICES	21,635	23,500	23,500	24,440	940	4.0%
EQUIPMENT	-	-	-	3,000	3,000	0.0%
INSTRUCTIONAL SUPPLI	(470)	1,643	1,935	1,974	39	2.0%
MED & SURGICAL SUPPL	7,198	7,563	9,000	12,828	3,828	42.5%
OFFICE SUPPLIES (GEN	750	264	773	1,700	927	119.9%
OTHER EXPENSES	-	-	-	2,000	2,000	0.0%
Grand Total	**463,285**	**387,256**	**315,514**	**289,801**	**(25,714)**	**-8.1%**

The decrease in the Nurses line represents the shift of a 0.6 FTE float nurse position from the districtwide budget to Collins Middle School as discussed in the Budget Priorities above and as shown below.

Figure 44. Health Services (Districtwide) Staffing

	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Director of Nursing	1.0	1.0	-	120,038
Nurses	2.2	1.6	(0.6)	113,621
Grand Total	**3.2**	**2.6**	**(0.6)**	**233,658**

Figure 45. Health Services (Districtwide) Grant Funded Positions

		FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Health Services	RN Case Manager	0.5	0.5	-	41,247
	NURSES	1.4	1.4	-	104,962
	FT Medical Assistant	1.0	1.0	-	24,300
	PT Medical Assistant	0.5	0.5	-	15,795
	Senior Clerk Typist	0.6	0.6	-	27,770
Grand Total		**4.0**	**4.0**	**-**	**214,074**

All of the grant funded positions above are funded through the Comprehensive School Health Services Grant or ESSER.

Instructional Technology Cost Center

The Salem Public Schools Instructional Technology Department is entering its third year of operation in FY2023. The department continues to evolve to execute ideal ways to support teaching and learning. Part of this involves a managing a budget that will streamline the deployment of, access to and support of technology for students, teachers, support staff and families. Technology should be a tool that makes stakeholders functions simpler, not a source of stress. In support of this mission, a few challenges exist that the FY2023 budget can help solve:

- Continued access for students to a well-functioning device for their daily school tasks
- Predictable replacement cycles for staff technology to maintain continuous technology usage
- Timely support for staff technology to minimize downtime
- More efficient data integrity and professional report creation and analysis
- Flexible online registration option for families

Challenges and Opportunities

Challenges

- Performing data mining tasks with too much existing work
- Lack of expertise in data analysis and presentation
- Taking on the hardware support of 1,000 staff members and 450 classrooms
- Running a student help desk program
- Unbudgeted recurring costs of our student 1:1 program

Opportunities

- Reorganizing our data and applications personnel into a unified team structure to better distribute work
- Adding a data strategist to absorb data requests via staff trade
- Transfer of personnel from City IT to SPS IT to support staff and classroom hardware support or staff trade

Budget Priorities

Budget Priority	SIP/DIP Goal(s)	Resources Needed	Funding
Support our 1:1 Chromebook program by providing devices to incoming 6th and 9th graders.	2B: Developing Independent Learners 3A: Empower students	Chromebooks for rising 6th graders and rising 9th graders	$288,000 (requested from capital funds)
Provide technology to every staff member that is less than five years old.		219 staff laptop devices	$171,820 (requested from capital)

Continue transition from City IT to SPS IT and maintain speedy fulfillment of work orders for staff		1.0 FTE Senior Technology Support Specialist position	$60,000 (from City operating budget)
Staff to create, analyze, present regular and requested data reports to district & school leaders	4C: Develop effective data systems	1.0 Data Strategist position	$0 (reallocation of existing DLC position)
Improve registration process and allow for operational cross-functionality and ease of access	3B: Engage families as partners 4C: Develop effective data systems	Funding for Aspen's Online Registration Module	$15,000

The budget priorities listed above are reflected in the IT cost center table below. The decrease in the districtwide teaching line represents the elimination of one digital coach position (shifted to Collins Middle School). Under technology support, the increases represent the requested 1.0 Senior Technology Support position, as well as the 1.0 Data Strategist position. An offset of $60,000 from the Footprint funding that the district receives each year is used to help offset the additional expenses for the IT department.

Figure 46. FY2023 Recommended Budget, Instructional Technology Cost Center

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Personnel	**342**	**657,284**	**698,807**	**771,264**	**72,457**	**10.4%**
ADMINISTRATIVE	-	100,672	100,000	117,875	17,875	17.9%
CLERICAL	342	322,895	358,500	533,722	175,222	48.9%
DIST WIDE TEACHING	-	233,718	240,307	179,667	(60,640)	-25.2%
REVOLVING FUND OFFSET	-	-	-	(60,000)	(60,000)	0.0%
Expense	-	**154,425**	**145,200**	**225,000**	**79,800**	**55.0%**
COMPUTER HARDWARE	-	-	-	-	-	0.0%
COMPUTER SOFTWARE	-	154,425	120,200	170,000	49,800	41.4%
CONTRACTED SERVICES	-	-	-	10,000	10,000	0.0%
EQUIPMENT	-	-	-	-	-	0.0%
PROF DEF EXPENSE	-	-	-	5,000	5,000	0.0%
TECHNOLOGY SUPPLIES	-	-	25,000	40,000	15,000	60.0%
Grand Total	**342**	**811,710**	**844,007**	**996,264**	**152,257**	**18.0%**

Figure 47. Instructional Technology Cost Center Staffing

	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Exec Director of IT	1.0	1.0	-	117,875
Student Information Manager	1.0	1.0	-	77,367
Applications Specialist	1.0	1.0	-	65,344
Digital Learning Coach	3.0	2.0	(1.0)	179,667
Data Strategist	0.0	1.0	1.0	72,000
Senior Technical Support Analyst	0.0	1.0	1.0	60,000
Technical Support Analyst	5.0	5.0	-	259,011
Grand Total	**11.0**	**12.0**	**1.0**	**831,264**

Operations and Maintenance Cost Center

Operations and Maintenance includes the following functional areas: Buildings and grounds maintenance, and transportation and traffic control (crossing guards). Each of these departments provides critical operational services to ensure that students arrive to and from school and home in a safe and efficient manner, and to provide a safe, healthy, and clean teaching and learning environment for staff.

Buildings and Grounds Maintenance Department

The primary objectives of the buildings and grounds maintenance department are to provide a safe and clean environment for students and staff, to optimize facility conditions to best support teaching and learning, and to operate our facility assets efficiently, effectively, and sustainably. A lean staff of 30 custodians, 2 grounds maintenance employees, one general maintenance and one licensed maintenance employee, are responsible for cleaning and maintaining 1.3 million square feet of building space, and over 60 acres of grounds, as well as all of the assets contained within those properties. This department has born the impact of prior year budget reductions which sought to preserve instructional resources, but at the cost of operational support. In this budget, we look forward to a continuation of the progress made to date and the investments that allowed us to begin the shift from a reactive to a proactive approach to facility maintenance.

Challenges and Opportunities

Challenges

- School custodians can reasonably clean 40,000 square feet per shift while SPS custodians are asked to clean 78,000 sq. ft. per shift - almost 2x the industry average.
- Industry standard maintenance staffing ratios are 1 FTE per 100,000 sq. ft. Our 2 maintenance staff maintain over 1 million sq. ft. or 1 FTE per 500,000 sq. ft.
- Using outside maintenance contractors is 2 - 3x what insourcing costs.
- Several facility accounts, including overtime, preventative maintenance, and grounds maintenance, have been historically and consistently underfunded.
- The renovation and expansion of the Bertram Field facility has created the need for more daily support to maintain the additional 30 restroom stalls, and to ensure proper maintenance of the field and surrounding areas, including the parking lot and electric charging stations.

Opportunities

- Building on the progress made with the significant investments in our HVAC systems that resulted from the need to meet more rigorous ventilation standards as a result of the pandemic.
- New motorized cleaning equipment purchased through ESSER will allow staff to work smarter not harder.
- Significant capital investments in our buildings will allow us to continue to improve building conditions for students and staff.
- A soon to be completed facility master plan and an investment grade energy audit will guide our investments in the future.

Budget Priorities

Budget Priority	DIP Goal	Resources Needed	Funding
Budget Priority 1: Ensure adequate staffing to provide a safe and healthy learning environment for all students	4A. Allocate resources strategically and operate efficiently (and effectively) 4B. Create strong systems of accountability	1.0 HVAC Technician *(currently funded thru ESSER)*	$75,764
		1.0 Grounds Maintenance Staff (0.5 Bertram field and 0.5 general grounds or custodial support)	$51,400
Budget Priority 2: Provide adequate funding for preventative maintenance and building security expenses		$50,000 for comprehensive preventative maintenance program $15,000 for security software licenses and infrastructure	$65,000
Budget Priority 3: Appropriate sufficient funding to cover non-facility related custodial detail expense		Funding for custodial detail (overtime) for school events, athletic practices and games, and extracurricular activities.	$30,000

HVAC Technician: In the FY2023 Recommended Budget we propose to shift the HVAC technician position from the ESSER grant to the operating budget. This has been a critical position that has made a significant impact on the ability of our department to address building needs internally, in a more cost effective and efficient manner. We believe a gradual shift of positions into the operating budget well help to ensure the positions remain and that there is no disruption to operations as a result of the eventual expiration of the grant funding.

Grounds Maintenance Staff: As mentioned above in the challenges, the recent renovation and expansion of Bertram Field has created a new demand for custodial, maintenance, and field maintenance services. The 2.0 FTE grounds maintenance staff have been unable to regularly and consistently attend to the needs of that complex as they are responsible for maintaining over 30 acres of school property each day.

Preventative Maintenance and Security: The district has made significant headway in shifting from a reactive to a preventative maintenance operation. This progress came in large part due to the investments needed to meet the ventilation recommendations issued by the CDC and DESE during the pandemic. We are hopeful that the additional dollars requested will allow us to continue to contract with reliable vendors to perform regular preventative maintenance tasks, beyond what our staff are able to complete. In addition, we have significantly expanded our security and access control infrastructure this year. We've added card readers to numerous doors at every building and issued access cards (smart badges) to all employees that will allow them access in accordance with the building schedules they are assigned to. We have also added numerous cameras as well as vape detection devices throughout our middle school and high school building. These systems, the software that operates them, and the hardware will all require regular maintenance and updating, as well as annual licensing fees.

Custodial Detail: Our school custodians are called upon every week to provide additional building coverage beyond the school day or work week for such things as athletic practices and games, school events, performances, or other events. The overtime incurred for these events has historically been charged to the buildings and grounds overtime line. That line, however, is intended to address the overtime needs of the department (maintenance tasks that need to be performed outside the regular school day, snow removal, contractor coverage, etc.), not of schools or other departments such as athletics or performing arts. Those departments certainly need that custodial coverage but we are recommending that a

separate detail line be created and funded so that we can be sure to track, monitor, and properly budget for those expenses. In FY2023, this $30,000 request will be funded by using receipts from the rental of school facilities.

Figure 48. FY2023 Recommended Budget, Buildings and Grounds Maintenance Department

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Personnel	**1,859,956**	**1,844,745**	**1,942,741**	**2,131,442**	**188,701**	**9.7%**
NON-INST SUPERVISOR	118,160	118,160	115,360	125,000	9,640	8.4%
CUSTODIAL	1,381,908	1,358,028	1,456,266	1,509,279	53,013	3.6%
MAINTENANCE	175,412	179,846	181,374	314,762	133,388	73.5%
CLERICAL	54,616	56,212	55,741	57,401	1,660	3.0%
ADMINISTRATIVE	-	5,591	-	-	-	0.0%
CUSTODIAL DETAIL	-	-	-	30,000	30,000	0.0%
FRINGE/STIPENDS	26,808	12,088	34,000	25,000	(9,000)	-26.5%
OVERTIME (GENERAL)	103,051	114,820	100,000	100,000	-	0.0%
REVOLVING FUND OFFSET	-	-	-	(30,000)	(30,000)	0.0%
Expense	**2,328,625**	**2,293,478**	**2,382,276**	**2,452,974**	**70,698**	**3.0%**
BLDG REP/MAINT SUPPL	21,455	52,406	56,250	56,250	-	0.0%
BUILDING MAINTENANCE	160,118	200,836	208,874	223,874	15,000	7.2%
BUILDING/EQUIP MAINT	2,841	3,944	5,000	5,000	-	0.0%
CONTRACTED SERVICES	134,116	110,281	120,000	110,000	(10,000)	-8.3%
CUSTODIAL SUPPLIES	82,727	78,297	83,061	87,214	4,153	5.0%
ELECTRICITY	1,026,178	859,648	887,949	870,557	(17,392)	-2.0%
EQUIPMENT	3,833	895	9,187	10,000	813	8.8%
GROUND MAINTENANCE	46,074	73,339	88,315	88,315	-	0.0%
GROUNDSKEEPING SUPPL	14,856	15,655	20,000	20,000	-	0.0%
INSPECTIONS & TESTING	-	-	115,000	100,000	(15,000)	-13.0%
NATURAL GAS	421,357	533,345	449,189	467,313	18,124	4.0%
OFFICE SUPPLIES (GEN	-	-	750	750	-	0.0%
OTHER EXPENSES	27,315	28,816	30,000	30,000	-	0.0%
PREVENTATIVE MAINTENANCE SVCS	240,992	222,077	175,000	225,000	50,000	28.6%
RENTAL & LEASE	5,135	6,124	8,201	8,201	-	0.0%
SECURITY	7,068	10,304	10,500	25,500	15,000	142.9%
SNOW REMOVAL	-	-	-	10,000	10,000	0.0%
TELEPHONE	134,559	97,510	115,000	115,000	-	0.0%
Grand Total	**4,188,581**	**4,138,223**	**4,325,017**	**4,584,416**	**259,399**	**6.0%**

Figure 49. Buildings and Grounds Maintenance Staffing

	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Director of Facilities	1.0	1.0	-	125,000
Senior Custodian	9.0	9.0	-	529,156
Building Custodian	20.0	20.0	-	1,038,687
Grounds Maintenance	1.0	2.0	1.0	102,800
Maintenance Worker	1.0	2.0	1.0	153,401
Senior Account Clerk	1.0	1.0	-	57,401
Grand Total	**33.0**	**35.0**	**2.0**	**2,006,445**

The Maintenance Worker (HVAC Technician) is being shifted to the operating budget in the FY2023 Recommended Budget for this department. The Grounds Maintenance position would be a new position to the bargaining unit. These changes are reflected in the figure below as well.

Figure 50. Buildings and Grounds Maintenance, Grant Funded Positions

	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
CUSTODIAN	2.0	3.0	1.0	150,528
HVAC TECHNICIAN	1.0	-	(1.0)	-
OPERATIONS MANAGER	1.0	1.0	-	77,250
Grand Total	**4.0**	**4.0**	**-**	**227,778**

Transportation and Traffic Control

Salem Public Schools provides regular day transportation services to 1,400 – 1,700 students per day. Regular day, fixed route transportation services are provided through a competitively bid contract with North Reading Transportation (NRT). This year, we contracted with NRT for 14 buses despite having only budgeted for 11 vehicles. A change in school start times reduced the amount of tiers that each bus could cover, thereby requiring the additional bus. Each additional bus costs the district $85,000 for the school year so the total additional cost this year was over $250,000. Also, in most years we have bus monitors on some but not all of our buses. This year, almost every regular education bus has a monitor assigned.

In FY2023, with the transportation policies codified and informing our procedures, we are better equipped to manage capacity in the year ahead. We are also being cognizant of transportation impacts as we schedule school start and end times so that we can provide the necessary services within budgeted means. In FY2023 we are projecting the need for 12 regular education buses, an increase of 1 from historical numbers, but less than the current 14 buses operating in FY2022.

The transportation department is managed by a full-time Transportation Supervisor, and a full-time Transportation Clerk. Supplemental clerical support is provided in the weeks leading up to and after the start of the school year. Salem Public Schools currently employs 3.0 bus drivers, two who are assigned to in-district special education fixed routes, and one permanent substitute driver (who is currently assigned to a full time route for

Salem High School and Salem Academy Charter School). In addition, we employ 5.0 bus monitors all of whom are assigned to in-district special education routes. As these positions become vacant, the intent is to transfer those remaining fixed routes to NRT. Those positions, however, may be retained and filled with 7D or other commercially licensed van drivers (subject to negotiations with AFSCME members) that will help the district to address many of the non-traditional, non-fixed route transportation needs such as internships and cooperative education opportunities, early college or dual enrollment classes, student activities or athletic travel for smaller groups or teams, or late attendance runs. In fact, the district has recently purchased two new vehicles to enhance supports to students including a 6-passenger, wheelchair accessible 7D van, and a multifunction school activity bus (MFSAB) that can be driven by any employee (but cannot be used for fixed route transportation). The MFSAB was purchased through the generous support of the Read Trust.

Salem Public Schools also employs crossing guards to ensure safe passage of all our students at intersections and places where they are deemed necessary. Salem Public Schools works with the Salem Police Department to identify priority areas for assigning crossing guards. Salem has twenty-one crossing guard positions, although several went unfilled for the majority of the current school year due to COVID staffing shortages. We hope to be fully staffed for the next school year to address all of the priority locations.

Figure 51. FY2023 Recommended Budget, Transportation and Traffic Control Department

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Crossing Guards	**118,397**	**108,225**	**119,224**	**153,530**	**34,306**	**28.8%**
Personnel	**118,397**	**107,727**	**118,724**	**152,530**	**33,806**	**28.5%**
SALARIES-PART TIME	118,397	107,727	118,724	152,530	33,806	28.5%
Expense	**-**	**498**	**500**	**1,000**	**500**	**100.0%**
OFFICE SUPPLIES	-	498	500	1,000	500	100.0%
Transportation	**814,168**	**1,024,160**	**1,163,293**	**1,277,875**	**114,582**	**9.8%**
Personnel	**215,804**	**294,199**	**226,156**	**183,729**	**(42,427)**	**-18.8%**
NON-INST SUPERVISOR	65,900	63,239	75,000	75,000	-	0.0%
TRANSPORTATION	98,108	178,945	98,325	52,500	(45,825)	-46.6%
CLERICAL	50,117	51,792	50,831	52,229	1,398	2.7%
OVERTIME	1,679	223	2,000	4,000	2,000	100.0%
Expense	**598,364**	**729,962**	**937,137**	**1,094,146**	**157,009**	**16.8%**
PUPIL TRANSPORTATION	526,034	700,030	862,137	1,048,786	186,649	21.6%
VEHICLE REPAIR AND M	72,330	29,931	75,000	30,000	(45,000)	-60.0%
CONTRACTED SERVICES	-	-	-	15,360	15,360	0.0%
Grand Total	**932,565**	**1,132,385**	**1,282,517**	**1,431,405**	**148,888**	**11.6%**

While the Pupil Transportation expense line increases by $186,649, that increase is offset by a decrease in transportation salaries (based on the position changes that went into effect this year, but were not budgeted in FY22) and vehicle repair and maintenance expense (as our fleet has decreased by 60%). The remainder of the increase is due to the assumed increase from 11 regular education buses to 12 in FY2023, as well as the cost of additional monitors reflecting the current staffing pattern.

Figure 52. Transportation and Traffic Control Department Staffing

	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Transportation Superviser	1.0	1.0	-	73,000
Senior Clerk	1.0	1.0	-	52,229
Bus Driver	1.0	1.0	-	32,250
Crossing Guard	21.0	21.0	-	172,530
Grand Total	**24.0**	**24.0**	**-**	**330,009**

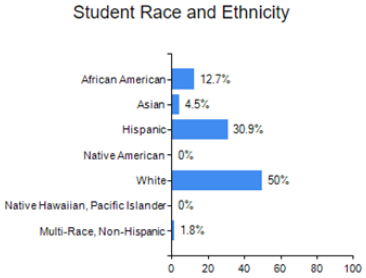
No changes in staffing in the Transportation and Traffic Control department are anticipated for next year. Please note that the two special education bus drivers and five monitors are included in the Special Education districtwide budget as they provide services to support IEP-required transportation services.

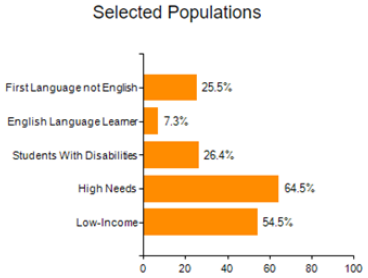
Salem Early Childhood Education Center

25 Memorial Drive, Salem, MA 01970

Principal: Leanne Smith

FY2022 October 1 Enrollment: 110
FY2023 Projected Enrollment: 143





The Salem Early Childhood Center (ECC) provides an integrated comprehensive preschool experience to Salem's youngest students, beginning at age 2.9. Programming is designed to meet the needs of 3-, 4-, and 5-year-old students with and without disabilities. Peer partners and children with special needs learn side-by-side and the implementation of specialized interventions are embedded into the typical school day, without disrupting the curriculum, social, or educational routines of the classroom.

Children progress at their own pace and achieve success on an individual basis. Creativity, natural curiosity, and cultural awareness are emphasized throughout the curriculum. Integrating 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.

One of Salem Public School's strategic initiatives is to expand access to high-quality early childhood education. The primary goals of the ECC in SY2022-23 are to expand enrollment of typically progressing peers, provide more opportunities to service students with high needs, including our low income and ML students. In addition, the ECC seeks to ensure that students have the skills necessary to be successful in Kindergarten.

Currently, ECC programming includes 1 full day integrated developmental kindergarten classroom (5-year old students) and 2 full-day integrated PK classrooms (4-year old students), five days per week. In addition, there are 3 integrated full-day preschool classrooms (3-year and 4-year old students) and 3 intensive integrated half-day preschool classrooms each operating 4 days per week for general education students. Students with disabilities attend an additional half day on Friday. There is also one full day substantially separate program that operates five days per week.

Next year, in an effort to ensure equity and opportunity, the district will be expanding the early childhood program to offer four full-day integrated PK classrooms, doubling the FD integrated PK programming. There will still be three integrated intensive preschool programs with half day options for peer models, and full day opportunities for students with disabilities. These preschool programs will now be available five days per week (instead of four). In addition, there will still be one substantially separate PK/Preschool program at the ECC offered five days per week.

These program changes will necessitate additional funds as a significant number of paraprofessional staff will be necessary to staff the Friday afternoon programming. This will require the investment of nearly $42,000 in FY2023. We believe this investment is mandatory as it addresses prior inequities and loss of opportunities for Salem children. These investments are also necessary to effectively address our students' learning challenges. Data shows that students are performing low on initial district literacy assessments. This necessitates more small group targeted instruction. These language acquisition skills are key to determining students' future reading success.

Budget Priorities

Budget Priority	SIP/DIP Goal(s)	Resources Needed	Funding Requested
Enrollment	Stable enrollment and attendance	Extend paraprofessional hours on Fridays to increase PK and Preschool M-F classroom capacity	$41,895
Instruction	Ensure that all students have access to high quality curriculum and are assessed on a regular basis.	Instructional Supplies for centers and small group learning to address low scores on literacy.	$10,000 *(offset by reduction in DW SPED budget)*
		Instructional Leadership Team Stipends	$6,000 *(increase of $4,500*)
		Contracted Services for PD to enhance educators' knowledge of language acquisition especially students whose first language is not English. PD to support staff to better manage challenging behaviors.	$10,000 *(offset by reduction in DW SPED budget)*

The funding associated with these priorities can be seen in the budget summary below. In addition, we would note that some of the increases in the personnel lines reflect more adequate accounting of building based staff. For example, the administrative line now includes the Principal and the team chair. The team chair had previously been classified in the districtwide cost center. Similarly, related service providers who had been budgeted in the districtwide special education budget last year are now captured here in the ECC school budget (districtwide

teaching) as this more accurately reflects their assignment and where they are providing services. This is also where the additional 1:1 nurse appears in the ECC budget, a position necessitated by the move in of a medically fragile child. This is in addition to a position that had to be added in the current year but which had not been included in the FY2022 adopted budget. A similar situation exists with paraprofessional staffing where there is an increase of 1.0 FTE not included in the budget priorities above. This new position was created and filled in the spring of FY22 due to the move in of a student whose IEP entitled them to these services. This position, however, was not included in the FY2022 budget.

Figure 53. FY2022 Early Childhood Education Center Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Personnel	**1,641,507**	**1,714,202**	**1,537,359**	**2,059,205**	**521,846**	**33.9%**
ADMINISTRATIVE	197,140	139,675	168,639	234,555	65,916	39.1%
DIST WIDE TEACHING	252,517	416,891	143,494	479,069	335,575	233.9%
EARLY CHILDHOOD TEACHING	717,806	703,385	671,739	654,955	(16,784)	-2.5%
BEHAVIOR SPECIALISTS	17,194	-	-	-	-	0.0%
PARAPROFESSIONALS	301,765	276,426	365,356	454,737	89,381	24.5%
PSYCHOLOGIST	66,784	82,767	82,267	127,664	45,397	55.2%
NURSES	54,523	60,311	61,455	66,275	4,820	7.8%
CLERICAL	33,778	34,747	42,909	35,950	(6,959)	-16.2%
FRINGE/STIPENDS	-	-	1,500	6,000	4,500	300.0%
Expense	**7,972**	**9,637**	**10,647**	**24,771**	**14,124**	**132.7%**
CONTRACTED SERVICES	-	-	563	10,000	9,437	1676.2%
EQUIPMENT	1,500	1,417	1,500	1,500	-	0.0%
INSTRUCTIONAL SUPPLIES	4,882	7,731	6,438	10,000	3,562	55.3%
OFFICE SUPPLIES (GEN	1,500	489	1,771	1,771	-	0.0%
OTHER EXPENSES	-	-	-	1,500	1,500	0.0%
PRINTING AND BINDING	90	-	375	-	(375)	-100.0%
Grand Total	**1,649,479**	**1,723,839**	**1,548,006**	**2,083,976**	**535,970**	**34.6%**

Figure 54. Early Childhood Center Staffing

	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Principal	1.0	1.0	-	130,175
Team Chair	1.0	1.0	-	104,380
Special Education Teacher	8.5	8.5	-	654,955
Speech Therapist	2.0	2.0	-	138,121
Occupational Therapist	1.0	1.0	-	90,714
BCBA Therapist	0.6	0.6	-	39,711
Nurses	3.0	4.0	1.0	226,884
City Connect Adj Counselor	1.0	1.0	-	87,411
Psychologist	0.5	0.5	-	40,253
COTA	1.0	1.0	-	49,914
Special Education Para	15.0	16.0	1.0	454,737
Senior Clerk	1.0	1.0	-	35,950
Grand Total	**35.6**	**37.6**	**2.0**	**2,053,205**

Figure 55. Early Childhood Center Grant Funded Positions

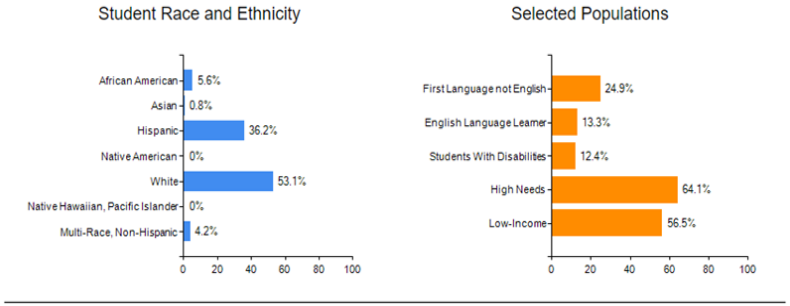
	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Intensive Special Ed Para	2.0	2.0	-	52,156
Regular Ed Para	1.0	1.0	-	8,066
PK Teacher	1.0	1.0	-	55,424
Special Ed PK Teacher	0.5	0.5	-	42,106
Grand Total	**4.5**	**4.5**	-	**157,752**

Bates Elementary School

53 Liberty Hill Avenue, Salem, MA 01970

Principal: Gavin Softic
Assistant Principal: Susan Faria Smith

FY2022 October 1 Enrollment: 354



Bates has seen significant enrollment growth in the current school year with 31 new students arriving after October 1; twenty-one of those students are multilingual learners. As the table below indicates, we are projecting that we will retain those students and receive more at the start of the school year. Class sizes are all projected to remain within guidelines without the need for additional general education staff. However, this year's increase in ML enrollment (from 13.3% of enrolled students to 17%) did require adding a temporary ML teacher midyear. That position is added as a permanent position in the FY2023 Recommended Budget as it is necessary to fulfill the required services to which our ML students are entitled.

FY2023 Projected Enrollment: 391

Bates	PK	K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total
Projected Enrollment	36	50	48	62	61	64	70	391
Total # of Homerooms	2	3	3	3	3	3	3	20
Average Class Size	*18*	*17*	*16*	*21*	*20*	*21*	*23*	*19*
Available Seats	0	13	15	7	8	11	5	59

Challenges and Opportunities

- As we started the 21/22 SY we had 40 Multilingual Learners enrolled at Bates. We currently have 62 Multilingual Learners, an increase of 22 students (39 of these students require 90 minutes of instruction per day).

- Most recently the two Bates teachers are unable to adequately service all 62 students in the 6-hour Bates school day; we've hired a third ML teacher from February to June to meet the needs of these emergent multilingual students.
    - *In grades 3-5, emergent multilinguals SGP in ELA MCAS were 49.9 in 2019.*
    - *In grades 3-5, emergent multilinguals SGP in Math MCAS were 49.6 in 2019.*
- The addition of the third ML teacher has provided students with the necessary services to make progress and allow Bates to create an equitable and sustainable schedule that provides for additional ML students to enroll and succeed at Bates.
- Bates added two pre-K classrooms in 21/22; this has and will continue to necessitate an increase in specialist coverage which we propose to address by shifting 0.4 of a current districtwide music teacher to the Bates, making this a budget neutral adjustment.
    - *Great opportunity to provide Pre-K SPS students with foundational skills in literacy, math and SEL using play based learning models.*

Budget Priorities

Budget Priority	SIP Goals	Resources Needed	Funding
Equity	Increase how often students learn about, celebrate, and discuss race, culture and diversity and confront issues of racism and discrimination in our communities. Increase favorability	Continue work with Equity Imperative	District funded initiative
Student Attendance	Ensure all staff have the skills and mindsets to dismantle systems of oppression, address biases, and implement culturally and linguistically responsive practices.	Continue work with Equity Imperative	District funded initiative
Student Achievement	Engage students and their families in the Bates community through a multi-tiered support system of equitable and culturally responsive practices	Maintain 1.0 FTE ML Teacher Shift .4 of Music teacher from DW to Bates to covers PK Specials	$57,578 $24,588 (budget neutral – transfer from DW regular day)

Figure 56. FY2022 Bates Elementary School Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Personnel	**3,128,275**	**3,027,409**	**3,135,366**	**3,422,887**	**287,521**	**9.2%**
ADMINISTRATIVE	228,729	210,213	215,647	222,180	6,533	3.0%
DIST WIDE TEACHING	276,523	327,674	328,931	309,341	(19,590)	-6.0%
ELEMENTARY	1,914,300	1,881,058	1,962,206	2,158,781	196,575	10.0%
ADJUSTMENT COUNSELOR	-	-	144,993	154,880	9,887	6.8%
PSYCHOLOGIST	203,359	224,222	80,553	130,502	49,949	62.0%
NURSES	71,225	74,296	76,366	81,905	5,539	7.3%
PARAPROFESSIONALS	270,850	182,200	188,463	244,372	55,909	29.7%
BEHAVIOR SPECIALISTS	77,225	41,475	44,664	44,276	(388)	-0.9%
FAMILY ENGAGEMENT FACILITATOR	37,484	37,484	37,484	48,801	11,317	30.2%
CLERICAL	36,404	37,372	44,009	39,993	(4,016)	-9.1%
FRINGE/STIPENDS	12,175	11,415	12,050	12,050	-	0.0%
SCHOOL CHOICE OFFSET	-	-	-	(24,194)	(24,194)	0.0%
Expense	**38,409**	**30,452**	**49,500**	**49,500**	**-**	**0.0%**
CONTRACTED SERVICES	22,071	15,922	20,000	20,000	-	0.0%
EDUCATIONAL TRAINING	-	-	4,000	4,000	-	0.0%
INSTRUCTIONAL SUPPLI	12,133	12,225	15,000	15,000	-	0.0%
OFFICE SUPPLIES (GEN	2,161	2,305	2,500	2,500	-	0.0%
SCHOOL LEADERSHIP EXPENSE	-	-	4,000	4,000	-	0.0%
TECHNOLOGY EQUIPMENT	-	-	4,000	4,000	-	0.0%
TEXTBOOKS	2,043	-	-	-	-	0.0%
Grand Total	**3,166,684**	**3,057,861**	**3,184,866**	**3,472,387**	**287,521**	**9.0%**

Figure 57. FY2022 Bates Elementary Staffing Detail

		FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Regular Day	Principal	1.0	1.0	-	123,369
	Assistant Principal	1.0	1.0	-	98,811
	Science Coach	0.5	0.5	-	43,606
	Math Coach	1.0	1.0	-	85,495
	Kindergarten Teacher	3.0	3.0	-	233,634
	Grade 1 Teacher	3.0	3.0	-	202,294
	Grade 2 Teacher	3.0	3.0	-	236,893
	Grade 3 Teacher	3.0	3.0	-	209,186
	Grade 4 Teacher	3.0	3.0	-	256,303
	Grade 5 Teacher	3.0	3.0	-	224,767
	Art Teacher	1.0	1.0	-	81,627
	Music Teacher	1.1	1.5	0.4	97,735
	Physical Education Teacher	1.0	1.0	-	75,841
	Reading Specialist	1.0	1.0	-	84,311
	General Education Para	3.0	3.0	-	72,243
	Senior Clerk	1.0	1.0	-	39,993
Regular Day Total		**29.6**	**30.0**	**0.4**	**2,166,108**
Special Education	Special Education Teacher	3.0	3.0	-	238,133
	TSP Teacher	1.0	1.0	-	84,611
	Speech Therapist	1.0	1.0	-	82,695
	Adjustment Counselor	1.0	1.0	-	85,595
	BCBA Therapist	0.2	0.2	-	13,235
	Psychologist	0.5	0.5	-	44,907
	Special Education Para	6.0	6.0	-	148,879
Special Education Total		**12.7**	**12.7**	-	**698,056**
MLE	MLL Teacher	2.0	3.0	1.0	217,756
MLE Total		**2.0**	**3.0**	**1.0**	**217,756**
Student & Family Supports	Adjustment Counselor	1.0	1.0	-	69,185
	City Connect Adj Counselor	1.0	1.0	-	85,695
	Behavior Specialist	1.0	1.0	-	44,276
	Family Engagement Facilitator	1.0	1.0	-	48,801
Student & Family Supports Total		**4.0**	**4.0**	-	**247,957**
Health Services	Nurse	1.0	1.0	-	81,905
Health Services Total		**1.0**	**1.0**	-	**81,905**
Media	Library Para	1.0	1.0	-	23,250
Media Total		**1.0**	**1.0**	-	**23,250**
Grand Total		**50.3**	**51.7**	**1.4**	**3,435,031**

Figure 58. Bates Elementary School Grant Funded Positions

	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Building Substitute	1.0	1.0	-	22,660
Full-time Tutors	1.0	1.0	-	30,392
Intensive Special Ed Para	3.0	3.0	-	78,649
Literacy Coach	1.0	1.0	-	85,695
Regular Ed Para	1.0	1.0	-	8,066
Paraprofessional (PK)	2.0	2.0	-	46,500
Teacher (PK)	2.0	2.0	-	126,588
Reading Specialist	1.0	1.0	-	83,595
Team Cahir	0.6	0.6	-	124,093
TSP Teacher	2.0	2.0	-	115,147
Tutor	0.8	0.8	-	24,750
Grand Total	**15.4**	**15.4**	**-**	**746,134**

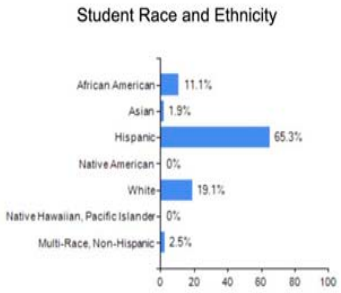
Bentley Academy Innovation School

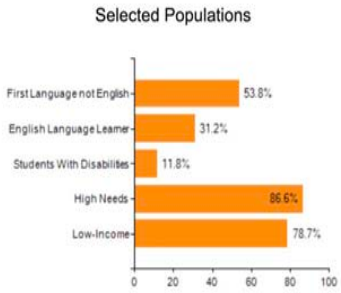
25 Memorial Drive, Salem, MA 01970

Principal: Elizabeth Rogers

Assistant Principal: Jill Tully

FY2022 October 1 Enrollment: 314
FY2023 Projected Enrollment: 311





The Bentley is home to the district's only Dual Language program. The Dual Language program has allowed students starting in kindergarten to become biliterate and bilingual in both English and Spanish. In FY2023, Bentley Academy Innovation will continue its journey toward being a full dual language school, with Grades K and 1 consisting of all dual language sections, and adding two dual language sections to Grade 2, while reducing the number of general education sections from 3 to 2. This program expansion requires the addition of three new teaching positions and one new paraprofessional positions including two new Grade 2 dual language teachers, one additional Grade K dual language teacher, and one Grade K dual language paraprofessional. These changes are, however, all budget neutral as they are funded through reductions and reallocation of other positions.

Bentley	PK	K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total
Projected Enrollment	0	54	53	60	52	45	47	311
Total # of Homerooms	0	3	2	3	3	3	3	17
Average Class Size	*0*	*18*	*27*	*20*	*17*	*15*	*16*	*19*
Available Seats	0	9	-11	9	17	30	28	82

One of the significant reductions that will occur is due to the change in the length of the school day. Bentley staff voted recently to reduce the length of the student school day to 7 hours, which we believe assists with the social, emotional, and behavioral challenges that students are experiencing as a result of the longer day. That reduction results in over $100,000 in savings with the reduction in the extended learning time

stipend from 12% down to 8%. Some of this savings is used to offset the program expansion, as well as staffing for an opt-in early morning program to assist families who need an earlier school drop-off time.

Challenges and Opportunities

Behavior & Staff Retention

- The significant transitions that have occurred at Bentley over the past three years have been disruptive, including the transition from charter to innovation, and then the challenges of educating students during the pandemic
- Reducing the length of the school and work day is an opportunity to improve student behavior and staff retention

Academic Performance

- The transition from charter to innovation has required a significant amount of curriculum alignment, as well as professional development and coaching for staff
- As as a school, we are activtely working to improve Tier 2 instruction and interventions

Dual Language

- Demand for dual language programming is high
- There have been significant staffing and expertise challenges across the state to meet the growing demand

Enrollment

- While there has been a general decline in general education enrollment, dual language enrollment has been strong

Budget Priorities

Budget Priority	SIP/DIP Goal(s)	Resources Needed	Funding
Reduce Day Length by 35 minutes	2: Behavior/SEL	N/A	($109,104)
Add 3 DL Teachers (1.0 Gr. K, 2.0 Gr. 2)	3: Anti-Racism 4: Continuous Improvement	$214,353	Reallocation of Existing Positions
Add 1 DL Paras (Gr. K)	3: Anti-Racism 4: Continuous Improvement	$26,936	Reallocation of Existing Positions

Improve Enrichment Program	2: Behavior/SEL 3: Anti-Racism	$20,000	Reallocation of Existing Positions
Opt-in Morning Program (Para Support)	2: Behavior/SEL 3: Anti-Racism	$14,587	Reallocation of Existing Positions

Figure 59. FY2022 Bentley Academy Innovation School Budget Summary

	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Personnel	**3,216,458**	**3,528,259**	**3,653,975**	**125,716**	**3.6%**
ADMINISTRATIVE	292,601	298,034	386,233	88,199	29.6%
DIST WIDE TEACHING	176,575	211,448	247,724	36,276	17.2%
ELEMENTARY	2,146,872	2,329,423	2,236,131	(93,292)	-4.0%
ADJUSTMENT COUNSELOR	-	161,320	147,318	(14,002)	-8.7%
PSYCHOLOGIST	175,309	-	40,253	40,253	0.0%
NURSES	77,033	79,412	82,951	3,539	4.5%
PARAPROFESSIONALS	228,657	300,965	396,609	95,644	31.8%
FAMILY ENGAGEMENT FACILITATOR	25,601	42,257	54,054	11,797	27.9%
CLERICAL	52,885	55,000	52,896	(2,104)	-3.8%
FRINGE/STIPENDS	40,926	50,400	34,000	(16,400)	-32.5%
SCHOOL CHOICE OFFSET	-	-	(24,194)	(24,194)	0.0%
Expense	**119,888**	**100,000**	**135,000**	**35,000**	**35.0%**
CONTRACTED SERVICES	22,080	60,000	80,000	20,000	33.3%
INSTRUCTIONAL SUPPLIES	91,842	38,000	53,000	15,000	39.5%
OFFICE SUPPLIES (GEN	5,966	2,000	2,000	-	0.0%
Grand Total	**3,336,346**	**3,628,259**	**3,788,975**	**160,716**	**4.4%**

Figure 60. FY2022 Bentley Academy Innovation School Staffing Detail

		FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Regular Day	Principal	1.0	1.0	-	123,369
	Assistant Principal	1.0	1.0	-	103,247
	Kindergarten Teacher	2.0	-	(2.0)	-
	Grade 1 Teacher	2.0	-	(2.0)	-
	Grade 2 Teacher	2.0	2.0	-	155,235
	Grade 3 Teacher	3.0	3.0	-	215,454
	Grade 4 Teacher	3.0	3.0	-	216,504
	Grade 5 Teacher	3.0	3.0	-	232,843
	World Language Teacher	1.0	1.0	-	85,209
	Art Teacher	1.0	1.0	-	85,209
	Music Teacher	1.0	1.0	-	56,723
	Physical Education Teacher	1.0	1.0	-	89,194
	School Engagement Specialist	1.0	1.0	-	66,625
	Literacy Specialist	1.0	1.0	-	90,948
	STEM Coach	1.0	1.0	-	92,195
	General Education Para	5.0	5.0	-	147,351
	Senior Clerk	1.0	1.0	-	52,896
Regular Day Total		**30.0**	**26.0**	**(4.0)**	**1,813,004**
Dual Language Program	Dual Language Teacher	4.0	7.0	3.0	488,366
	Dual Language Para	4.0	5.0	1.0	137,458
Dual Language Program Total		**8.0**	**12.0**	**4.0**	**625,824**
Special Education	Team Chair	1.3	1.3	-	92,992
	Special Education Teacher	4.0	4.0	-	305,724
	BCBA Therapist	0.2	0.2	-	13,237
	Psychologist	0.5	0.5	-	40,253
	SLPA	1.0	1.0	-	51,344
	Special Education Para	3.0	3.0	-	84,814
Special Education Total		**10.0**	**10.0**	-	**588,365**
MLE	MLL Teacher	4.0	4.0	-	305,668
MLE Total		**4.0**	**4.0**	-	**305,668**
Student & Family Supports	Adjustment Counselor	1.0	1.0	-	65,184
	City Connect Adj Counselor	1.0	1.0	-	82,133
	Family Engagement Facilitator	1.0	1.0	-	54,054
Student & Family Supports Total		**3.0**	**3.0**	-	**201,372**
Health Services	Nurse	1.0	1.0	-	82,951
Health Services Total		**1.0**	**1.0**	-	**82,951**
Media	Bilingual Para	1.0	1.0	-	26,986
Media Total		**1.0**	**1.0**	-	**26,986**
Grand Total		**57.0**	**57.0**	-	**3,644,169**

Figure 61. Bentley Academy Innovation School Grant Funded Positions

	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Art Teacher	-	1.0	1.0	66,158
Behavior Specialist	1.0	1.0	-	53,934
Dual Language Coach	1.0	1.0	-	71,848
Full-time Tutors	1.0	1.0	-	18,945
Paraprofessional	1.0	1.0	-	23,250
Literacy Coach	1.0	1.0	-	106,368
Music Teacher	-	1.0	1.0	66,158
Tutor	1.0	1.0	-	25,515
Grand Total	**6.0**	**8.0**	**2.0**	**432,176**

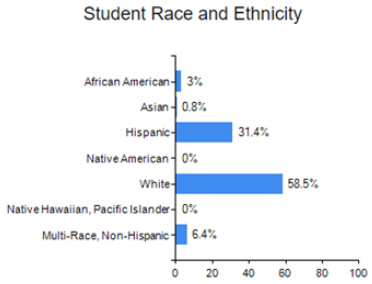
Two specialist positions were added in FY2022 to accommodate the PK classrooms that were added at Bates and Horace Mann after staffing and scheduling had been completed. Both schools were able to make adjustments for next year with budget neutral increases, so the two specialist positions will be shifted to Bentley and ECC where there has been significant need over the past year. These are the 2.0 FTE increases that are shown in the Figure above showing grant funded positions.

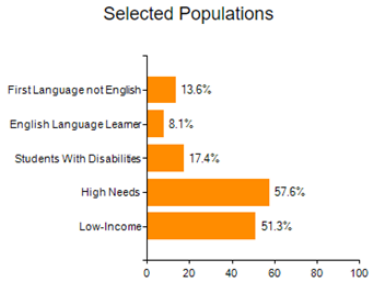
Carlton Innovation School

10 Skerry Street, Salem, MA 01970

Principal: Bethann Jellison
Assistant Principal: Lauren Weaver

FY2022 October 1 Enrollment: 236
FY2023 Projected Enrollment: 252





While Carlton's October 1 enrollment was low this year, their innovation model allows them to accept students during the course of the year. Subsequently, their enrollment has increased to over 250 students. Next year, we are projecting enrollment of 252 students as shown below.

Carlton	PK	K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total
Projected Enrollment	0	42	45	39	46	37	43	252
Total # of Homerooms	0	2	2	2	2	2	2	12
Average Class Size	*0*	*21*	*23*	*20*	*23*	*19*	*22*	*21*
Available Seats	0	0	-3	7	0	13	7	24

Challenges and Opportunities

Math has been a challenge for the Carlton for a while. We have worked hard to create curriculum that allows them to meet students where they are in their learning. Our challenge is a lack of adequate support for small group instruction and independent work. Our mini lessons are solid; it is the small group instruction that needs work. While the district was unable to fund a requested math coach to support this work, an innovative solution will be implemented using existing staff as well as additional professional development funding that is being provided in the FY2023 Recommended Budget.

Figure 62. FY2022 Carlton Elementary School Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Personnel	**2,734,494**	**2,707,385**	**2,703,674**	**2,991,597**	**287,923**	**10.6%**
ADMINISTRATIVE	303,230	315,216	271,672	296,750	25,078	9.2%
DIST WIDE TEACHING	192,825	240,817	237,984	280,783	42,799	18.0%
ELEMENTARY	1,654,087	1,580,137	1,614,395	1,715,308	100,913	6.3%
ADJUSTMENT COUNSELOR	-	-	174,592	185,328	10,736	6.1%
PSYCHOLOGIST	170,725	174,677	-	44,907	44,907	0.0%
NURSES	77,084	77,584	77,184	81,905	4,721	6.1%
PARAPROFESSIONALS	193,688	213,154	214,852	276,434	61,582	28.7%
BEHAVIOR SPECIALISTS	39,835	-	-	-	-	0.0%
FAMILY ENGAGEMENT FACILITATOR	37,484	37,484	37,484	48,801	11,317	30.2%
CLERICAL	42,460	42,406	50,011	52,011	2,000	4.0%
FRINGE/STIPENDS	23,075	25,910	25,500	25,500	-	0.0%
SCHOOL CHOICE OFFSET	-	-	-	(16,129)	(16,129)	0.0%
Expense	**26,239**	**32,003**	**36,858**	**46,700**	**9,842**	**26.7%**
BOOKS-LIBRARY	-	2,490	1,375	2,500	1,125	81.8%
CONTRACTED SERVICES	11,775	2,741	6,000	6,000	-	0.0%
DUES AND MEMBERSHIPS	-	-	1,000	1,000	-	0.0%
EDUCATIONAL TRAINING	-	-	8,000	10,000	2,000	25.0%
EQUIPMENT	-	-	-	-	-	0.0%
INSTRUCTIONAL SOFTWARE	-	-	-	-	-	0.0%
INSTRUCTIONAL SUPPLI	11,058	15,684	11,283	15,000	3,717	32.9%
OFFICE SUPPLIES (GEN	2,831	11,088	3,000	6,000	3,000	100.0%
SCHOOL LEADERSHIP EXPENSE	-	-	1,200	1,200	-	0.0%
STAFF/STUDENT DEVICES	-	-	3,000	3,000	-	0.0%
TECHNOLOGY EQUIPMENT	-	-	2,000	2,000	-	0.0%
TEXTBOOKS	575	-	-	-	-	0.0%
Grand Total	**2,760,733**	**2,739,388**	**2,740,532**	**3,038,297**	**297,765**	**10.9%**

Figure 63. FY2022 Carlton Innovation School Staffing Detail

		FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Regular Day	Principal	1.0	1.0	-	130,177
	Assistant Principal	1.0	1.0	-	104,245
	Flex Teacher	2.0	2.0	-	145,190
	Kindergarten Teacher	2.0	2.0	-	132,470
	Grade 1/2 Teacher	2.0	2.0	-	117,295
	Grade 3 Teacher	1.0	1.0	-	87,428
	Grade 4/5 Teacher	5.0	5.0	-	374,576
	Grade 5 Teacher	1.0	1.0	-	55,424
	Literacy Coach	0.4	0.4	-	36,871
	Art Teacher	1.0	1.0	-	84,411
	Music Teacher	1.0	1.0	-	55,424
	Math Teacher	2.0	2.0	-	133,704
	Physical Education Teacher	1.0	1.0	-	79,005
	Reading Specialist	1.7	1.7	-	141,308
	General Education Para	2.0	2.0	-	46,599
	Senior Clerk	1.0	1.0	-	44,187
Regular Day Total		**25.1**	**25.1**	-	**1,768,313**
Special Education	Team Chair	1.2	1.2	-	62,328
	Special Education Teacher	5.0	5.0	-	386,245
	Speech Therapist	1.0	1.0	-	77,583
	BCBA Therapist	0.3	0.3	-	16,546
	Psychologist	0.5	0.5	-	44,907
	Special Education Para	7.0	8.0	1.0	214,335
Special Education Total		**15.0**	**16.0**	**1.0**	**801,945**
MLE	MLL Teacher	1.0	1.0	-	64,137
MLE Total		**1.0**	**1.0**	-	**64,137**
Student & Family Supports	Adjustment Counselor	1.0	1.0	-	92,614
	City Connect Adj Counselor	1.0	1.0	-	92,714
	Family Engagement Facilitator	1.0	1.0	-	48,801
Student & Family Supports Total		**3.0**	**3.0**	-	**234,129**
Health Services	Nurse	1.0	1.0	-	81,905
Health Services Total		**1.0**	**1.0**	-	**81,905**
Media	Library Para	0.6	0.6	-	15,500
Media Total		**0.6**	**0.6**	-	**15,500**
Grand Total		**45.7**	**46.7**	**1.0**	**2,965,928**

Figure 64. Carlton Innovation School Grant Funded Positions

	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Behavior Specialists	1.0	1.0	-	44,276
Building Subs	1.0	1.0	-	21,815
Full-time Tutors	1.0	1.0	-	31,352
Intensive Special Ed Para	1.0	-	(1.0)	-
Literacy Coach	0.6	0.6	-	54,657
Regular Ed Para	1.0	1.0	-	8,066
Reading Specialist	0.3	0.3	-	21,554
Special Education Teacher	1.0	1.0	-	69,110
Tutor	1.4	1.4	-	36,405
Grand Total	**8.3**	**7.3**	**(1.0)**	**287,235**

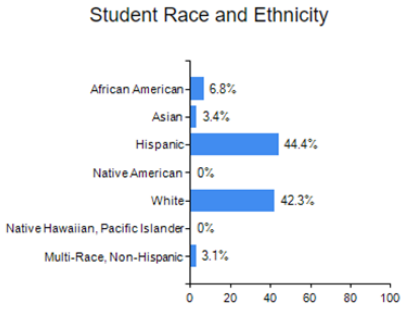
One current intensive special education paraprofessional is being funded through the FY2021 IDEA grant which will expire at the end of this school year. This position will need to be moved to the FY2023 operating budget, as shown in the staffing tables above.

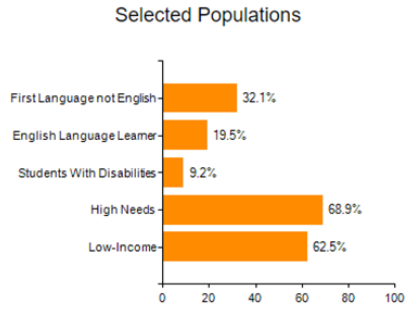
Horace Mann Lab School

79 Willson Street, Salem, MA 01970

Interim Principal: Scarlett Grandt
Interim Assistant Principal: Meghan Correll

FY2022 October 1 Enrollment: 293
FY2023 Projected Enrollment: 297





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. Horace Mann is also a laboratory school for SSU students pursuing a degree in education. The school hosts an average of 5-6 student fellows each year which provide additional instructional support to students while offering future educators hands-on instructional experience.

Enrollment at Horace Mann is expected to remain relatively unchanged in FY2023, with an overall increase of 4 students. In addition, Horace Mann will continue to offer to PK classrooms each staffed with a teacher and a paraprofessional. Those four positions will continue to be funded through ESSER in FY2023.

Horace Mann	PK	K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total
Projected Enrollment	36	35	35	47	47	51	46	297
Total # of Homerooms	2	2	2	2	2	3	2	15
Average Class Size	*18*	*18*	*18*	*24*	*24*	*17*	*23*	*20*
Available Seats	0	7	7	-1	-1	24	4	40

Challenges and Opportunities

Students at HMLS have demonstrated significant growth this year in literacy (as evidenced by the STAR assessment). These gains have been the result of intensive focus on small group structures and interventions, with built in intervention time being supported by reading specialists, tutors, SSU fellows, and paraprofessionals. Horace Mann looks forward to building on this model by expanding teachers' instructional capacity by focusing on differentiation and using data to inform instructional practice. While a request to add a 0.5 math interventionist and a 0.5 reading interventionist could not be fulfilled in the FY2023 budget, an increase has been included to enhance our ability to attract highly qualified fellows who can help provide this additional support. The proposed rate of pay for SSU fellows for FY2023 is increased from $12,000 to $19,300, and increase of $7,300 per fellow, or $36,500 total for the five anticipated fellows.

A request for additional content professional development in the area of math will be addressed through districtwide math coaching supports being provided at all schools next year.

Budget Priorities

Budget Priority	SIP/DIP Goal(s)	Resources Needed	Funding
Small group instruction	Literacy & Math - 100% of students will make at least one year's growth	Fellows	$36,500

Figure 65. FY2022 Horace Mann Lab School Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Personnel	**2,472,355**	**2,497,797**	**2,542,993**	**2,795,185**	**252,192**	**9.9%**
ADMINISTRATIVE	156,611	145,229	142,700	144,181	1,481	1.0%
DIST WIDE TEACHING	157,697	107,274	95,278	235,522	140,244	147.2%
ELEMENTARY	1,724,589	1,732,915	1,737,381	1,736,958	(423)	0.0%
ADJUSTMENT COUNSELOR	-	-	137,791	149,039	11,248	8.2%
PSYCHOLOGIST	121,986	133,448	-	35,214	35,214	0.0%
NURSES	66,203	58,627	60,115	64,871	4,756	7.9%
PARAPROFESSIONALS	114,967	145,436	165,347	219,704	54,357	32.9%
BEHAVIOR SPECIALISTS	45,145	46,392	49,959	44,276	(5,683)	-11.4%
FAMILY ENGAGEMENT FACILITATOR	37,112	36,712	36,563	46,154	9,591	26.2%
CLERICAL	36,304	37,222	43,859	38,895	(4,964)	-11.3%
FRINGE/STIPENDS	11,740	54,541	74,000	96,500	22,500	30.4%
SCHOOL CHOICE OFFSET	-	-	-	(16,129)	(16,129)	0.0%
Expense	**71,089**	**26,212**	**45,628**	**45,628**	**-**	**0.0%**
BOOKS-LIBRARY	-	-	-	1,000	1,000	0.0%
CONTRACTED SERVICES	61,040	17,862	30,000	31,500	1,500	5.0%
DUES AND MEMBERSHIPS	-	-	1,000	500	(500)	-50.0%
EDUCATIONAL TRAINING	-	-	3,000	3,000	-	0.0%
INSTRUCTIONAL SUPPLI	5,677	6,530	6,000	6,000	-	0.0%
OFFICE SUPPLIES (GEN	4,372	1,819	1,628	2,628	1,000	61.4%
SCHOOL LEADERSHIP EXPENSE	-	-	2,000	1,000	(1,000)	-50.0%
TEXTBOOKS	-	-	2,000	-	(2,000)	-100.0%
Grand Total	**2,543,444**	**2,524,008**	**2,588,621**	**2,840,813**	**252,192**	**9.7%**

Figure 66. FY2022 Horace Mann Lab School Staffing Detail

		FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Regular Day	Assistant Principal	1.0	1.0	-	102,882
	Fellow	5.0	5.0	-	96,500
	Math Coach	1.0	1.0	-	86,595
	Kindergarten Teacher	2.0	2.0	-	172,909
	Grade 1 Teacher	2.0	2.0	-	123,860
	Grade 2 Teacher	2.0	2.0	-	138,505
	Grade 3 Teacher	2.0	2.0	-	169,878
	Grade 4 Teacher	3.0	3.0	-	197,606
	Grade 5 Teacher	2.0	2.0	-	160,478
	Literacy Coach	0.4	0.4	-	33,140
	Art Teacher	1.0	1.0	-	85,511
	Music Teacher	1.0	1.0	-	85,511
	Physical Education Teacher	1.0	1.0	-	79,005
	General Education Para	2.0	2.0	-	46,500
	Senior Clerk	1.0	1.0	-	38,895
Regular Day Total		**26.4**	**26.4**	-	**1,617,775**
Special Education	Team Chair	0.4	0.4	-	41,299
	Special Education Teacher	4.0	4.0	-	272,349
	Speech Therapist	1.0	1.0	-	82,695
	Occupational Therapist	0.5	0.5	-	33,093
	Psychologist	0.5	0.5	-	35,214
	Special Education Para	6.0	6.0	-	146,992
Special Education Total		**12.4**	**12.4**	-	**611,640**
MLE	MLL Teacher	3.0	3.0	-	251,346
MLE Total		**3.0**	**3.0**	-	**251,346**
Student & Family Supports	Adjustment Counselor	1.0	1.0	-	64,871
	City Connect Adj Counselor	1.0	1.0	-	84,168
	Behavior Specialist	1.0	1.0	-	44,276
	Family Engagement Facilitator	1.0	1.0	-	46,154
Student & Family Supports Total		**4.0**	**4.0**	-	**239,469**
Health Services	Nurse	1.0	1.0	-	64,871
Health Services Total		**1.0**	**1.0**	-	**64,871**
Media	Library Para	1.0	1.0	-	26,213
Media Total		**1.0**	**1.0**	-	**26,213**
Grand Total		**47.8**	**47.8**	-	**2,811,314**

Figure 67. Horace Mann Lab School Grant Funded Positions

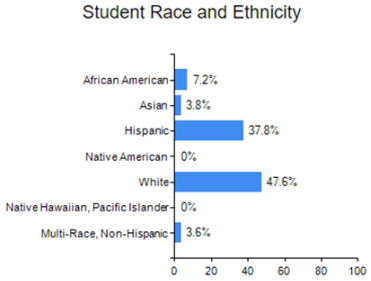
	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Building Subs	0.4	0.4	-	8,993
Grade 2 Teacher	1.0	-	(1.0)	-
Special Education Para	1.0	1.0	-	23,250
Interim Principal	1.0	1.0	-	123,000
Literacy Coach	0.6	0.6	-	54,071
Regular Ed Para	1.0	1.0	-	15,658
Paraprofessional (PK)	2.0	2.0	-	50,578
Teacher (PK)	2.0	2.0	-	130,004
Reading Specialist	1.0	1.0	-	76,203
Tutor	0.9	0.9	-	22,320
Grand Total	**10.9**	**9.9**	**(1.0)**	**504,077**

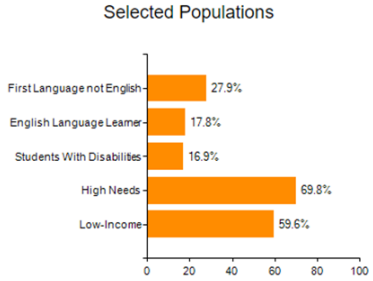
Witchcraft Heights Elementary School

1 Frederick Street, Salem, MA 01970

Principal: Susan Carmona
Assistant Principal: Nicole Brunelle

FY2022 October 1 Enrollment: 473
FY2023 Projected Enrollment: 457





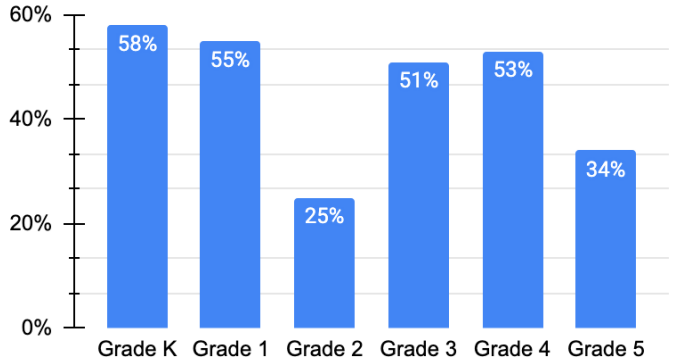
With birthrates and declining enrollment in Salem, Witchcraft Heights has also seen a decline in student enrollment over the past several years from over 500 students to 473 as of the start of this school year. Enrollment is projected to decline slightly next year, by 16 students.

Witchcraft Heights	PK	K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total
Projected Enrollment	0	74	73	62	84	73	91	457
Total # of Homerooms	0	4	4	4	4	4	4	24
Average Class Size	*0*	*19*	*18*	*16*	*21*	*18*	*23*	*19*
Available Seats	0	10	11	30	8	27	9	95

Challenges and Opportunities

Literacy trend data show students at Witchcraft Heights are making gains. However, there are still may students below the 50% benchmark, particularly in Grades 2 and 5 which can be seen in the Figure below. Building a strong Tier II intervention model that incorporates all staff is key to moving students' literacy growth. Requests for additional literacy supports in the form of a specialized reading teacher will help us make greater progress in this area. This request is budget neutral as we look to prioritize reading supports by reducing non-instructional supports.

Figure 68. Winter 2022 STAR Assessment Data: Students AT or ABOVE Benchmark Levels



Budget Priorities

Budget Priority	SIP/DIP Goal(s)	Resources Needed	Funding
Specialized Reading Instruction	SIP Goal #1:100% of all students will make a year's growth in reading. DIP Goal #1.C: Develop staff to position schools as the unit of change.	1.0 Reading Teacher	Budget Neutral
Additional Endicott or SSU Fellow	SIP Goal #3: 100% of all students will make a year's growth in math. DIP Goal #1.C: Develop staff to position schools as the unit of change.	1.0 FTE Fellow	$19,300 (ESSER)
Inspired SSU Math Tutors	SIP Goal #1: 100% of all students will make a year's growth in reading. SIP Goal #3: 100% of all students will reflect a year's growth in math based on the STAR assessment, grade-level, and school-wide assessments. DIP Goal #1.C: Develop staff to position schools as the unit of change.	2.0 Math Tutors	$27,400 (ESSER)
Teacher Home Visit Program	SIP Goal #4: 100% of WHES community members will improve connections and communication so that all students can flourish. DIP Goal #3.B: Engage families as partners.	Teacher Stipends	$5,000 (ESSER)

Figure 69. FY2022 Witchcraft Heights Elementary School Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Personnel	**4,954,123**	**4,823,935**	**4,993,817**	**5,186,974**	**193,157**	**3.9%**
ADMINISTRATIVE	358,387	375,105	396,023	336,728	(59,295)	-15.0%
DIST WIDE TEACHING	503,049	504,863	509,627	556,798	47,171	9.3%
ELEMENTARY	3,026,958	2,988,711	2,985,511	3,163,475	177,964	6.0%
ADJUSTMENT COUNSELOR	-	-	292,344	312,075	19,731	6.7%
PSYCHOLOGIST	265,102	300,343	110,044	66,747	(43,297)	-39.3%
NURSES	133,086	111,369	81,653	86,595	4,942	6.1%
PARAPROFESSIONALS	507,573	391,666	461,961	573,578	111,617	24.2%
BEHAVIOR SPECIALISTS	-	-	-	-	-	0.0%
FAMILY ENGAGEMENT FACILITATOR	57,974	37,484	37,484	48,801	11,317	30.2%
CLERICAL	84,494	90,245	98,420	51,372	(47,048)	-47.8%
FRINGE/STIPENDS	17,500	24,150	20,750	15,000	(5,750)	-27.7%
TUTORS	-	-	-	-	-	0.0%
SCHOOL CHOICE OFFSET	-	-	-	(24,194)	(24,194)	0.0%
Expense	**64,569**	**43,120**	**76,660**	**67,300**	**(9,360)**	**-12.2%**
CONTRACTED SERVICES	37,639	18,804	38,912	38,600	(312)	-0.8%
DUES AND MEMBERSHIPS	-	-	1,500	1,500	-	0.0%
EDUCATIONAL TRAINING	-	-	3,000	-	(3,000)	-100.0%
EQUIPMENT	-	-	1,000	1,000	-	0.0%
INSTRUCTIONAL SUPPLI	25,613	24,292	30,300	25,000	(5,300)	-17.5%
OFFICE SUPPLIES (GEN	1,317	24	1,323	1,200	(123)	-9.3%
OTHER EXPENSES	-	-	625	-	(625)	-100.0%
Grand Total	**5,018,692**	**4,867,055**	**5,070,477**	**5,254,274**	**183,797**	**3.6%**

Figure 70. FY2022 Witchcraft Heights Elementary School Staffing Detail

		FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Regular Day	Principal	1.0	1.0	-	120,950
	Assistant Principal	1.0	1.0	-	113,916
	Civics Teacher	1.0	1.0	-	80,507
	Content Integration Specialist	1.0	1.0	-	81,627
	Math Coach	1.0	1.0	-	91,052
	Kindergarten Teacher	4.0	4.0	-	335,454
	Grade 1 Teacher	4.0	4.0	-	281,376
	Grade 2 Teacher	4.0	4.0	-	309,993
	Grade 3 Teacher	4.0	4.0	-	314,812
	Grade 4 Teacher	4.0	4.0	-	286,484
	Grade 5 Teacher	4.0	4.0	-	298,798
	Art Teacher	1.0	1.0	-	85,311
	Music Teacher	1.0	1.0	-	82,895
	Physical Education Teacher	1.0	1.0	-	85,529
	Reading Specialist	1.8	1.8	-	158,803
	STEM Teacher	1.0	1.0	-	79,293
	General Education Para	4.0	4.0	-	93,537
	Senior Clerk	2.0	1.0	(1.0)	51,372
Regular Day Total		**40.8**	**39.8**	**(1.0)**	**2,951,709**
Special Education	Team Chair	1.0	1.0	-	101,862
	Special Education Teacher	5.9	5.9	-	388,385
	Speech Therapist	1.0	1.0	-	82,695
	Occupational Therapist	1.0	1.0	-	82,695
	BCBA Therapist	1.0	1.0	-	61,871
	Psychologist	1.0	1.0	-	66,747
	COTA	1.0	1.0	-	44,312
	Reading Specialist	0.0	1.0	1.0	82,895
	SLPA	0.6	0.6	-	35,372
	Special Education Para	17.0	17.0	-	429,036
Special Education Total		**29.5**	**30.5**	**1.0**	**1,375,868**
MLE	Bilingual Para	1.0	1.0	-	23,250
	MLL Teacher	5.0	5.0	-	370,116
MLE Total		**6.0**	**6.0**	-	**393,365**
Student & Family Supports	Adjustment Counselor	2.0	2.0	-	159,522
	City Connect Adj Counselor	2.0	2.0	-	152,553
	Family Engagement Facilitator	1.0	1.0	-	48,801
Student & Family Supports Total		**5.0**	**5.0**	-	**360,876**
Health Services	Nurse	1.0	1.0	-	86,595
Health Services Total		**1.0**	**1.0**	-	**86,595**
Media	Library Para	1.0	1.0	-	27,755
Media Total		**1.0**	**1.0**	-	**27,755**
Grand Total		**83.3**	**83.3**	-	**5,196,168**

Figure 71. Witchcraft Heights Elementary School Grant Funded Positions

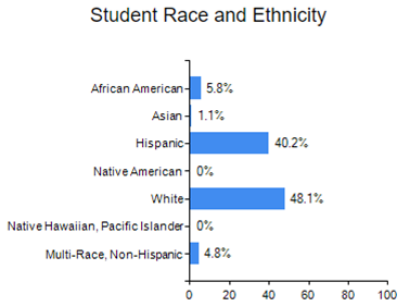
	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Behavior Specialists	1.0	1.0	-	44,276
Building Subs	1.0	1.0	-	21,815
Grade 3-5 Lifeskills Teacher	1.0	1.0	-	69,110
Grade K-2 Lifeskills Teacher	1.0	1.0	-	69,110
Literacy Coach	1.0	1.0	-	81,805
SPED TEACH	1.1	1.1	-	67,509
Tutor	1.5	1.5	-	37,665
Grand Total	**7.6**	**7.6**	**-**	**391,290**

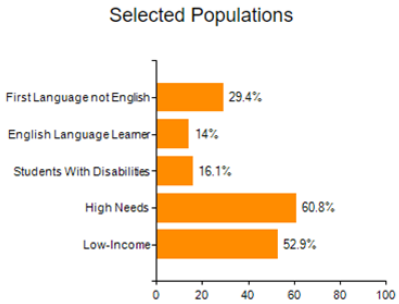
Saltonstall K-8 School

211 Lafayette Street, Salem, MA 01970

Principal: Michael Lister
Assistant Principal: Sonia Lowe

FY2022 October 1 Enrollment: 378
FY2023 Projected Enrollment: 380





Saltonstall is a tight-knit community and the only school in Salem serving students in kindergarten through eighth grade. The school is home to the district's program for students with language-based learning disabilities. Saltonstall is one of our three extended learning time schools with a school day that is 45 minutes longer than a typical 6-hour school day. Saltonstall enrollment is projected to remain virtually unchanged in the year ahead with an increase of two students. Class sizes are all well within class size guidelines at every grade level.

Saltonstall	PK	K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8	Total
Projected Enrollment	0	36	34	40	40	44	45	50	44	47	380
Total # of Homerooms	0	2	2	2	2	2	2	2	2	2	18
Average Class Size	*0*	*18*	*17*	*20*	*20*	*22*	*23*	*25*	*22*	*24*	*21*
Available Seats	0	6	8	6	6	6	5	4	10	7	58

Celebrations, Challenges, and Opportunities

Saltonstall has much to celebrate this year. By midyear, we saw higher growth for our Hispanic student subgroup on the STAR Reading assessment – 1.1 years of growth compared to 8 months for all students. Midyear math results on STAR showed commensurate growth between the Hispanic student subgroup and all students with 6 months' worth of growth.

Challenges this year included our inconsistent academic performance with only some students performing well on state assessments. Seventy-five percent of Hispanic students did not meet standards in ELA and 83% fell below that target in math. We believe that this challenge can best be addressed with additional ML support so that our students are not missing core content instruction due to the scheduling challenges from two few ML educators.

We attribute much of our growth this year to having an explicit school wide focus on these challenges and our small group instruction model that leverages all staff in the building to deliver just right instruction at the opportune times. Our hope is to ensure that no ML students miss content instruction during the next school year.

One of the other challenges this year has been meeting the growing mental health and behavioral needs of our students, which are increasing in both number and complexity. We have worked hard to strengthen our school culture by providing students with expanded supports. Examples include:

- Our work with the equity imperative to become an anti-racist organization has the opportunity to impact our students of color in terms of attendance, growth, performance and belonging.
- Maintaining our Behavior/Engagement specialist position. (ESSER)
- Health teacher position to allow counselors to spend more time doing proactive counseling. (ESSER)
- Artful Life – The introduction of Art therapy through layered painting.

Budget Priorities

Budget Priority	SIP/DIP Goal(s)	Resources Needed	Funding
Academics	Goal 1	• 0.6 ML Teacher • Retain Tutors	$49,497 ($68,296 - ESSER Funded)
Anti-Racism	Goal 2	Equity Imperative	(District Funded Initiative)
Attendance	Goal 3	Behavior/Engagement Specialist	($37,838 - ESSER Funded)

Figure 72. FY2022 Saltonstall K-8 School Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Personnel	**4,047,540**	**4,050,815**	**4,103,137**	**4,327,397**	**224,260**	**5.5%**
ADMINISTRATIVE	308,985	292,152	301,015	294,985	(6,030)	-2.0%
DIST WIDE TEACHING	296,143	355,373	366,175	442,946	76,771	21.0%
ELEMENTARY	2,698,162	2,691,983	2,718,488	2,817,064	98,576	3.6%
ADJUSTMENT COUNSELOR	-	-	243,611	259,778	16,167	6.6%
PSYCHOLOGIST	238,962	242,887	-	35,214	35,214	0.0%
NURSES	83,211	83,911	83,211	88,109	4,898	5.9%
PARAPROFESSIONALS	317,389	278,247	289,866	313,810	23,944	8.3%
FAMILY ENGAGEMENT FACILITATOR	41,860	38,359	41,860	46,985	5,125	12.2%
CLERICAL	53,355	54,118	53,911	55,764	1,853	3.4%
FRINGE/STIPENDS	9,474	13,784	5,000	5,000	-	0.0%
SCHOOL CHOICE OFFSET	-	-	-	(32,258)	(32,258)	0.0%
Expense	**21,676**	**26,682**	**30,747**	**38,904**	**8,157**	**26.5%**
BOOKS-LIBRARY	649	675	-	-	-	0.0%
CONTRACTED SERVICES	6,579	553	5,830	13,830	8,000	137.2%
DUES AND SUB	-	-	500	500	-	0.0%
EQUIPMENT	701	2,203	3,000	3,000	-	0.0%
INSTRUCTIONAL SUPPLI	10,389	21,002	12,337	12,494	157	1.3%
OFFICE SUPPLIES (GEN	496	2,250	2,250	2,250	-	0.0%
PROF DEV PROVIDERS	-	-	5,830	5,830	-	0.0%
SCHOOL LEADERSHIP EXPENSE	-	-	1,000	1,000	-	0.0%
TEXTBOOKS	2,862	-	-	-	-	0.0%
Grand Total	**4,069,215**	**4,077,497**	**4,133,884**	**4,366,301**	**232,417**	**5.6%**

Figure 73. FY2022 Saltonstall K-8 School Budget Staffing Detail

		FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Regular Day	Principal	1.0	1.0	-	130,173
	Assistant Principal	1.0	1.0	-	102,864
	Science Coach	0.5	0.5	-	43,606
	Math Coach	1.0	1.0	-	92,094
	Kindergarten Teacher	2.0	2.0	-	190,583
	Grade 1 Teacher	2.0	2.0	-	181,749
	Grade 2 Teacher	2.0	2.0	-	177,515
	Grade 3/4 Teacher	4.0	4.0	-	358,206
	Grade 5/6 Teacher	4.0	4.0	-	341,439
	Grade 7/8 Teacher	4.0	4.0	-	272,668
	Literacy Coach	0.7	0.7	-	65,815
	Art Teacher	1.0	1.0	-	89,494
	Music Teacher	1.0	1.0	-	74,144
	Math Teacher	1.5	1.5	-	92,757
	Physical Education Teacher	1.0	1.0	-	59,037
	Reading Specialist	1.0	1.0	-	96,983
	STEM Teacher	1.0	1.0	-	63,648
	General Education Para	3.0	3.0	-	70,709
	Senior Clerk	1.0	1.0	-	55,764
Regular Day Total		**32.7**	**32.7**	-	**2,559,248**
Special Education	Team Chair	0.6	0.6	-	61,948
	Special Education Teacher	8.0	8.0	-	678,049
	Speech Therapist	1.0	1.0	-	92,903
	BCBA Therapist	0.3	0.3	-	16,546
	Psychologist	0.5	0.5	-	35,214
	Special Education Para	8.0	8.0	-	215,345
Special Education Total		**18.4**	**18.4**	-	**1,100,005**
MLE	MLL Teacher	2.5	3.1	0.6	272,774
MLE Total		**2.5**	**3.1**	**0.6**	**272,774**
Student & Family Supports	Adjustment Counselor	2.0	2.0	-	167,684
	City Connect Adj Counselor	1.0	1.0	-	92,094
	Family Engagement Facilitator	1.0	1.0	-	46,985
Student & Family Supports Total		**4.0**	**4.0**	-	**306,763**
Health Services	Nurse	1.0	1.0	-	88,109
Health Services Total		**1.0**	**1.0**	-	**88,109**
Media	Library Para	1.0	1.0	-	27,755
Media Total		**1.0**	**1.0**	-	**27,755**
Grand Total		**59.6**	**60.2**	**0.6**	**4,354,655**

Figure 74. Saltonstall K-8 School Grant Funded Positions

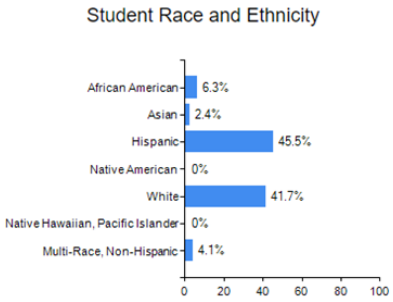
	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Behavior Specialists	1.0	1.0	-	37,838
Building Subs	1.0	1.0	-	25,321
Full-time Tutors	1.0	1.0	-	36,391
Health Teacher	1.0	1.0	-	66,158
Literacy Coach	0.3	0.3	-	22,664
Regular Ed Para	1.0	1.0	-	11,862
Reading Specialist	1.0	1.0	-	96,883
Tutor	1.1	1.1	-	31,905
Grand Total	**7.4**	**7.4**	**-**	**329,022**

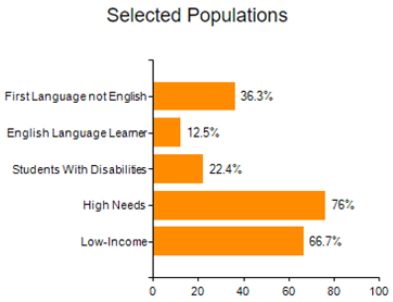
Collins Middle School

29 Highland Avenue, Salem, MA 01970

Principal: Matthew Condon
Assistant Principals: Elizabeth Golden
Michael Titus

FY2022 October 1 Enrollment: 633





FY2023 Projected Enrollment: 624

School	Grade 6	Grade 7	Grade 8	Total
Collins	204	210	210	**624**

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 leverages its extended learning time model to provide students the ability to delve deeply into core subject matter and crucial opportunities for experiential learning in science, technology, engineering, and mathematics.

Challenges and Opportunities

Big Rock #1: Scholar Growth
Empower scholar growth through multi-tiered quality instruction and scholar empowerment

While Math assessment scores indicate students are on track to meet performance targets, Collins students are not performing as strongly as hoped in ELA. To address these challenges, next year CMS teams will:

- Continue building the CMS Teaching & Learning playbook
- Continue refining Mastery Block
- Build a shared CMS belief of how students learn

Big Rock #2: Race & Equity
Elevate student voices to celebrate race & culture and create a sense of belonging

Progress in this area is on track and we look forward to continuing and diving deeper into important practices including:

- Continue commitment to Equity Imperative PD
- Continue equity conversations in homerooms
- Continue team & cluster structures
- Go deeper with skill-building and student advocacy

Big Rock #3: Attendance
Ensure every scholar wants to be at Collins every day: empowerment, belonging, relationships

This has been an area of struggle for Collins Middle School based on attendance and student survey data. To address these challenges next year CMS teams will:

- Continue: Attendance team action planning
- Continue & Assess: SEL block
- Continue & Build: Tier 1 SEL strategies
- Continue: Building upon cluster system to implement Shark Huddles

Budget Priorities

Budget Priority	SIP/DIP Goal	Resources Needed	Funding
Substantially Separate ASD Classroom	SIP Goal 1. Scholar Growth Priority 2:B. Focus on developing independent learners.	1.0 ASD Teacher 1.0 ASD Paraprofessional	$69,210 $30,466
Team Leader Stipends	SIP Goal 1. Scholar Growth SIP Goal 2. Race & Equity SIP Goal 3. Attendance	Stipends, formerly paid from ELT Grant	$13,000

An additional budget priority presented in the Health Services Cost Center priorities was the increase of nursing services at CMS from 1.0 to 1.6. This request is shown in the budget summary below. Please note that the FY2023 Recommended Budget for Collins does not include any funding for extended learning time as we are hopeful that this will continue to be funded through the state ELT grant next year. If that were not to happen, either extended time would have to be reduced or eliminated, or the district would have to fund some or all of the costs associated with ELT which in

FY2022, totaled over $600,000. This includes funding for extended day differentials for teachers (projected to be $423,000 in FY2023) as well as 3.0 teaching positions currently being paid for from the ELT grant.

Figure 75. FY2022 Collins Middle School Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Personnel	**6,447,582**	**6,694,974**	**6,881,024**	**7,036,702**	**155,677**	**2.3%**
ADMINISTRATIVE	517,050	551,547	512,752	559,709	46,957	9.2%
DIST WIDE TEACHING	176,692	169,366	178,173	262,827	84,654	47.5%
MIDDLE SCHOOL	4,431,298	4,710,917	4,858,885	4,712,685	(146,200)	-3.0%
ADJUSTMENT COUNSELOR	-	-	458,712	405,216	(53,496)	-11.7%
PSYCHOLOGIST	454,095	425,375	82,061	175,903	93,841	114.4%
NURSES	106,176	137,667	85,306	134,803	49,497	58.0%
PARAPROFESSIONALS	564,948	502,209	510,667	593,926	83,259	16.3%
BEHAVIOR SPECIALISTS	42,335	48,479	52,207	55,063	2,856	5.5%
FAMILY ENGAGEMENT FACILITATOR	40,281	44,063	48,750	54,054	5,304	10.9%
TUTORS	34,511	19,325	10,000	32,531	22,531	225.3%
CLERICAL	47,463	49,699	49,511	51,372	1,861	3.8%
CO-CURRIC/ATHLETIC	8,550	5,700	13,000	13,000	-	0.0%
FRINGE/STIPENDS	24,184	30,625	21,000	34,000	13,000	61.9%
SCHOOL CHOICE OFFSET	-	-	-	(48,387)	(48,387)	0.0%
Expense	**63,770**	**49,904**	**92,630**	**80,200**	**(12,430)**	**-13.4%**
BOOKS-LIBRARY	6,434	6,789	8,300	8,300	-	0.0%
CONTRACTED SERVICES	1,889	6,359	8,400	6,500	(1,900)	-22.6%
DUES AND SUB	-	264	1,900	1,900	-	0.0%
EDUCATIONAL TRAINING	-	-	6,000	-	(6,000)	-100.0%
EQUIPMENT	7,170	4,632	10,030	10,000	(30)	-0.3%
INSTRUCTIONAL HARDWARE	-	-	5,000	-	(5,000)	-100.0%
INSTRUCTIONAL SOFTWARE	-	-	10,000	5,000	(5,000)	-50.0%
INSTRUCTIONAL SUPPLI	28,809	23,955	31,000	31,000	-	0.0%
OFFICE SUPPLIES (GEN	18,625	5,718	12,000	17,500	5,500	45.8%
PRINTING AND BINDING	844	2,188	-	-	-	0.0%
Grand Total	**6,511,352**	**6,744,878**	**6,973,654**	**7,116,902**	**143,247**	**2.1%**

As the budget detail above shows, there is a decrease in the Middle School Teacher line due to the reduction of two positions at Collins Middle School due to declining and shifting enrollment. One position is transferred to New Liberty Innovation School who will welcome 7th and 8th grade students to their program next year. The decrease in the Adjustment Counselor line is not a decrease in service but a more accurate classification of a school psychologist whose salary had been budgeted to the adjustment counselor line last year.

Figure 76. FY2022 Collins Middle School Budget Staffing Detail

		FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Regular Day	Principal	1.0	1.0	-	130,690
	Assistant Principal	1.0	1.0	-	109,745
	Dean of Ops and Sch Culture	1.0	1.0	-	112,013
	Science Coach	1.0	1.0	-	92,614
	Grade 6 ELA	3.0	3.0	-	184,984
	Grade 6 Math	3.0	3.0	-	225,736
	Grade 6 Social Studies	2.0	2.0	-	165,289
	Grade 7 ELA	5.0	5.0	-	299,031
	Grade 7 Math	2.0	2.0	-	142,922
	Grade 7 Science	1.0	1.0	-	55,424
	Grade 7/8 Social Studies	1.0	1.0	-	84,211
	Grade 8 ELA	3.0	3.0	-	254,135
	Grad 8 Science	2.0	2.0	-	122,211
	Grade 8 Math	3.0	3.0	-	233,421
	Grade 8 Humanities	1.0	1.0	-	83,595
	Math Teacher	1.0	1.0	-	85,928
	Science Teachers	6.0	6.0	-	399,343
	Social Studies Teacher	2.0	2.0	-	133,632
	World Language Teacher	2.0	2.0	-	174,263
	STEM Teacher	1.0	1.0	-	82,695
	Art Teacher	2.0	2.0	-	162,949
	Music Teacher	3.3	3.3	-	250,587
	Physical Education Teacher	2.0	2.0	-	163,816
	Tutor	1.0	1.0	-	32,531
	General Education Para	1.9	1.0	(0.9)	27,010
	Senior Clerk	1.0	1.0	-	51,372
	Teacher Reductions		(2.0)	(2.0)	(118,081)
Regular Day Total		**53.2**	**50.3**	**(2.9)**	**3,742,069**
Special Education	Team Chair	1.2	1.6	0.4	207,261
	Special Education Teacher	10.0	11.0	1.0	813,285
	TSP Teacher	3.0	3.0	-	192,719
	Speech Therapist	1.0	1.0	-	82,595
	Adjustment Counselor	1.0	1.0	-	90,145
	BCBA Therapist	1.0	1.0	-	64,037
	Psychologist	1.0	1.0	-	85,758
	Reading Specialist	1.0	1.0	-	85,928
	SLPA	0.4	0.4	-	23,581
	Special Education Para	17.0	18.0	1.0	542,991
Special Education Total		**36.6**	**39.0**	**2.4**	**2,188,300**

		FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
⊟MLE	MLL Coach	0.5	0.5	-	34,685
	MLL Teacher	3.0	3.0	-	223,914
MLE Total		**3.5**	**3.5**	-	**258,599**
⊟Student & Family Supports	Adjustment Counselor	3.0	3.0	-	244,777
	City Connect Adj Counselor	2.0	2.0	-	160,439
	Behavior Specialist	1.0	1.0	-	55,063
Student & Family Supports Total		**6.0**	**6.0**	-	**460,279**
⊟Health Services	Nurse	1.0	1.6	0.6	135,074
Health Services Total		**1.0**	**1.6**	**0.6**	**135,074**
⊟Media	Library Media Specialist	1.0	1.0	-	57,978
	Library Para	1.0	1.0	-	23,926
Media Total		**2.0**	**2.0**	-	**81,904**
Grand Total		**102.3**	**102.4**	**0.1**	**6,866,224**

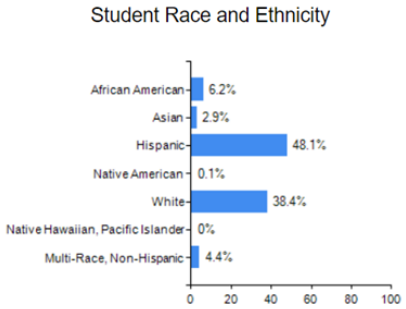
Figure 77. Collins Middle School Grant Funded Positions

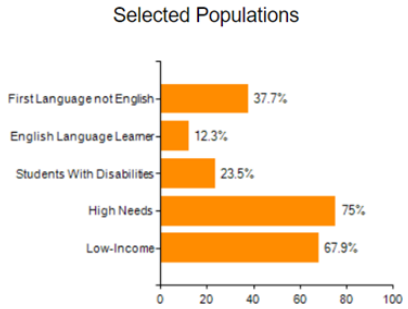
	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Behavior Specialists	1.0	1.0	-	43,572
Building Subs	1.0	1.0	-	26,875
Full-time Tutors	1.0	1.0	-	30,392
Health Teachers	2.0	2.0	-	148,525
Literacy Coach	1.0	1.0	-	92,094
MATH COACH	1.0	1.0	-	85,495
Science Coach	0.6	-	(0.6)	-
Special Ed Teacher	1.0	1.0	-	76,061
Team Chair	0.4	-	(0.4)	-
Tutor	0.3	0.3	-	6,480
Grand Total	**9.3**	**8.3**	**(1.0)**	**509,494**

Salem High School

77 Willson Street, Salem, MA 01970
Principal: Glenn Burns
Assistant Principals: Shamus Mruk, Lynne Mullen, Andrew Bubb (Interim)

FY2022 October Enrollment: 803





FY2023 Projected Enrollment: 870

School	Grade 9	Grade 10	Grade 11	Grade 12	Total
Salem High	214	249	208	199	**870**

One of the district's strategic priorities is to strengthen the pre-K to post-secondary experience of students in Salem Public Schools, with a strategic initiative focused on creating a shared vision for the high school experience with equity at the center. Aligned to these is one of budget priorities that emerged as one of the top ten for both staff and community members, specifically, to increase student access to workforce development and career/technical programming. To that end, Salem High School has requested significant funding in FY2023 to support expansion of the early college and dual enrollment programs, and to increase student access to robust workforce development and career vocational technical programs.

Salem High also seeks to continue development of tiered systems of support for academic and social emotional needs of students. Funding has been requested to support a third year of implementation of the BARR model, a strengths-based approach that proactively addresses the non-academic reasons why students fall behind and identifies resources necessary for them to thrive. This work, along with continued professional development focused on connection and relationship building, cultural competency, anti-racism, and dropout prevention will increase student engagement, improve attendance, and ultimately improve outcomes for students.

Challenges and Opportunities

Big Rock #1: High quality programming for all students that provide credentials beyond high school prior to graduation

This year, moderate progress has been made with 100 new students enrolled in a CTE course. Early college participation grew by 54 students, and students taking advanced coursework increased by 7%. Given the increasing demand for CTE courses and programs, key investments must be made in our CTE staffing and our CTE infrastructure. The FY2023 Recommended Budget includes 4 new CTE positions to meet the increasing popularity of our automotive, carpentry, medical assisting, and culinary arts programs.

Big Rock #2: Four-year graduation plans for all students

A four-year plan has been developed and monthly benchmarks are set through weekly Crew lessons. Key investments must be made to provide access and opportunities to students to goal set and design their pathway to post high school success.

Big Rock #3. High quality social-emotional and academic learning

Salem High has made moderate progress, with 74% of freshmen on track as of this spring. We must continue to provide high quality student engagement activities for students that bring meaning and definition to Salem Witches, and through more effective use of Crew.

Budget Priorities

Budget Priority	**SIP/DIP Goals**	**Resources Needed**	**Funding**
Expand CTE Offerings	Goal 1	1.0 Automotive Teacher 1.0 Carpentry Teacher 1.0 Medical Assisting Teacher 1.0 Culinary Arts Teacher Offset with reduction in 1/8th differentials	$78,804 $78,804 $78,804 $78,804 (109,494)
Enhance CT infrastructure and equipment	Goal 1	Additional program supplies and instructional software necessary to meet CTE frameworks Blueprint course at NSCC for CTE students	$92,050 $10,000
Continue to provide expanded supports to students through community office, summer school, vacation academies; support staff wanting to do summer curriculum development work.	Goal 2 & 3	Stipends for staff	$57,072
High quality social emotional learning and support	Goal 3	Continued Funding for BARR Model, LEAP, Recovery High	$67,065

Figure 78. FY2022 Salem High School Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Personnel	**10,427,739**	**10,185,935**	**10,675,374**	**11,564,071**	**888,697**	**8.3%**
ADMINISTRATIVE	1,020,309	1,059,131	1,076,044	1,138,346	62,302	5.8%
DIST WIDE TEACHING	305,370	331,911	491,885	710,279	218,394	44.4%
HIGH SCHOOL	7,601,241	7,264,523	7,451,306	7,925,569	474,263	6.4%
ADJUSTMENT COUNSELOR	-	-	334,346	322,813	(11,533)	-3.4%
PSYCHOLOGIST	421,086	424,228	174,892	275,243	100,351	57.4%
NURSES	128,899	134,587	153,191	150,493	(2,698)	-1.8%
PARAPROFESSIONALS	546,154	563,913	562,524	780,295	217,771	38.7%
BEHAVIOR SPECIALISTS	38,499	39,557	42,599	-	(42,599)	-100.0%
FAMILY ENGAGEMENT FACILITATOR	-	-	-	48,801	48,801	0.0%
TUTORS	97,457	61,040	63,737	114,048	50,311	78.9%
CLERICAL	210,737	229,465	245,994	196,127	(49,867)	-20.3%
FRINGE/STIPENDS	54,040	77,579	73,856	135,928	62,072	84.0%
OVERTIME (GENERAL)	3,948	-	5,000	-	(5,000)	-100.0%
SCHOOL CHOICE OFFSET	-	-	-	(233,871)	(233,871)	0.0%
Expense	**358,727**	**256,699**	**337,260**	**623,463**	**286,203**	**84.9%**
BOOKS-LIBRARY	12,073	15,824	16,578	17,000	422	2.5%
CONTRACTED SERVICES	111,675	103,892	37,935	105,000	67,065	176.8%
DUES AND SUB	14,300	10,469	14,300	14,300	-	0.0%
EDUCATIONAL TRAINING	-	-	20,000	20,000	-	0.0%
EQUIPMENT	84,902	61,957	25,000	25,000	-	0.0%
INSTRUCT/EDUC TEST	40,000	32,485	40,000	45,000	5,000	12.5%
INSTRUCTIONAL HARDWARE	-	-	10,000	10,000	-	0.0%
INSTRUCTIONAL SOFTWARE	-	-	32,613	76,862	44,249	135.7%
INSTRUCTIONAL SUPPLI	72,863	27,486	80,334	163,301	82,967	103.3%
OFFICE SUPPLIES (GEN	19,687	4,586	17,500	20,000	2,500	14.3%
PRINTING AND BINDING	-	-	2,000	4,000	2,000	100.0%
SCHOOL LEADERSHIP	-	-	15,000	15,000	-	0.0%
TEXTBOOKS	3,227	-	-	-	-	0.0%
TUITION	-	-	26,000	108,000	82,000	315.4%
Grand Total	**10,786,466**	**10,442,633**	**11,012,634**	**12,187,534**	**1,174,900**	**10.7%**

Figure 79. FY2022 Salem High School Budget Staffing Detail

		FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Regular Day	Principal	1.0	1.0	-	164,000
	Assistant Principal	3.0	3.0	-	354,178
	Academic Dean	1.0	1.0	-	120,537
	Science Coach	1.0	1.0	-	87,211
	Math Coach	1.0	1.0	-	72,010
	Literacy Coach	1.0	1.0	-	85,595
	Social Studies Coach	1.0	1.0	-	85,495
	Language Arts Teacher	8.0	8.0	-	673,003
	Math Teacher	10.0	10.0	-	757,302
	Science Teachers	9.8	9.8	-	738,500
	STEM Teacher	1.0	1.0	-	80,627
	Social Studies Teacher	8.0	8.0	-	589,537
	World Language Teacher	4.0	4.0	-	299,256
	Health Teacher	2.0	2.0	-	168,206
	Art Teacher	4.0	4.0	-	326,235
	Music Teacher	1.7	1.7	-	99,245
	Physical Education Teacher	4.0	4.0	-	356,174
	ROTC Instructor	1.0	1.0	-	100,634
	Connect for Success Teacher	1.0	1.0	-	83,595
	I/S Suspension Coordinator	1.0	1.0	-	85,311
	Attendance & Outreach Specialist	1.0	1.0	-	36,075
	Bilingual Para	1.0	1.0	-	25,058
	General Education Para	4.0	4.0	-	106,838
	Senior Clerk	3.0	3.0	-	147,898
	Tutor	3.0	3.0	-	98,208
	Teacher Reductions		(2.0)	(2.0)	(114,388)
Regular Day Total		**76.5**	**74.5**	**(2.0)**	**5,626,341**
Occup Education	CVTE Director	1.0	1.0	-	115,348
	CVTE Teacher	10.0	14.0	4.0	1,106,924
Occup Education Total		**11.0**	**15.0**	**4.0**	**1,222,271**

		FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
MLE	MLL Supervisor	1.0	1.0	-	104,572
	MLL Teacher	7.0	7.0	-	481,421
MLE Total		**8.0**	**8.0**	-	**585,993**
Special Education	Team Chair	2.0	2.0	-	204,228
	Special Ed Supervisor	0.5	0.5	-	60,018
	Transition Coordinator	1.0	1.0	-	82,193
	Special Education Teacher	18.0	18.0	-	1,386,171
	Speech Therapist	0.6	0.6	-	49,497
	SLPA	1.0	1.0	-	53,210
	Occupational Therapist	0.5	0.5	-	33,093
	BCBA Therapist	1.5	1.5	-	120,744
	1:1 Nurse	1.0	1.0	-	41,232
	Adjustment Counselor	2.0	2.0	-	185,629
	Psychologist	1.0	1.0	-	89,614
	Special Education Para	24.0	24.0	-	625,149
	Tutor	0.5	0.5	-	15,840
Special Education Total		**53.6**	**53.6**	-	**2,946,618**
Guidance	College & Career Ctr Director	1.0	1.0	-	120,037
	Early College Coordinator	1.0	1.0	-	85,928
	Guidance Counselor	5.0	5.0	-	426,577
	Senior Clerk	1.0	1.0	-	48,229
Guidance Total		**8.0**	**8.0**	-	**680,770**
Student & Family Supports	Adjustment Counselor	4.0	4.0	-	322,813
	Family Engagement Facilitator	1.0	1.0	-	48,801
Student & Family Supports Total		**5.0**	**5.0**	-	**371,614**
Health Services	Nurse	2.0	2.0	-	150,493
Health Services Total		**2.0**	**2.0**	-	**150,493**
Media	Library Media Specialist	1.0	1.0	-	54,664
	Library Para	1.0	1.0	-	23,250
Media Total		**2.0**	**2.0**	-	**77,913**
Grand Total		**166.1**	**168.1**	**2.0**	**11,662,013**

Figure 80. Salem High School Grant Funded Positions

	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Building Subs	1.0	1.0	-	21,147
Career Coach	1.0	1.0	-	23,063
Internship Coordinator	1.0	1.0	-	81,805
ELA Teacher	1.0	1.0	-	54,664
ROTC Instructor	1.0	1.0	-	100,631
Special Ed Teacher	3.0	3.0	-	223,018
Grand Total	**8.0**	**8.0**	**-**	**504,328**

Athletics and Student Activities

Athletics Director: Scott Connolly

Salem High School has a strong athletics program, that offers 24 different team sports across three seasons. Salem is part of the Northeast Conference of the Massachusetts Interscholastic Athletic Association and competes against teams from Beverly, Danvers, Gloucester, Lynn, Marblehead, Masconomet, Peabody, Saugus, Swampscott, and Winthrop.

Thirty percent of Salem High School students participated in at least one sport this year.

Unlike many surrounding districts, there are no fees for Salem athletes to participate in our sports programs. Salaries and expenses for the athletics program are funded entirely through the district's budget. Additional support is generously provided by many of Salem's athletic booster groups.

Figure 81. FY2023 Athletics Department Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Personnel	**362,511**	**373,493**	**418,961**	**411,604**	**(7,357)**	**-1.8%**
ADMINISTRATIVE	75,691	76,448	90,000	79,135	(10,865)	-12.1%
CLERICAL	46,132	51,556	51,461	52,969	1,508	2.9%
CO-CURRIC/ATHLETIC	221,961	229,985	245,000	257,000	12,000	4.9%
OVERTIME (GENERAL)	1,331	2,787	2,500	2,500	-	0.0%
TRANSPORTATION	17,396	12,718	30,000	20,000	(10,000)	-33.3%
Expense	**137,429**	**192,953**	**212,818**	**260,725**	**47,907**	**22.5%**
ATHLETIC EQUIPMENT R	24,595	47,924	43,500	44,000	500	1.1%
CONTRACTED SERVICES	68,479	80,381	102,518	130,000	27,482	26.8%
DUES AND SUB	15,993	17,258	17,000	18,000	1,000	5.9%
INSTRUCTIONAL SUPPLI	24	-	1,575	2,500	925	58.7%
INSURANCE-ATHLETIC	11,039	11,039	12,000	12,000	-	0.0%
OFFICE SUPPLIES (GEN	198	54	225	225	-	0.0%
OTHER EXPENSES	-	17,372	12,000	30,000	18,000	150.0%
RENTAL & LEASE	8,412	18,724	15,000	15,000	-	0.0%
SECURITY	8,689	200	9,000	9,000	-	0.0%
Grand Total	**499,941**	**566,446**	**631,779**	**672,329**	**40,550**	**6.4%**

Figure 82. Athletics and Student Activities Staffing

	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Director of Athletics	1.0	1.0	-	79,135
Senior Account Clerk	1.0	1.0	-	52,969
Student Activities Coordinator			-	5,300
Grand Total	**2.0**	**2.0**	**-**	**137,404**

New Liberty Innovation School

2 East India Square, Suite 200, Salem, MA 01970

Principal: Jennifer Winsor

FY2022 October 1 Enrollment: 50
FY2023 Projected Enrollment: 61

Grade	7	8	9	10	11	12	Total
Anticipated Enrollment	5	5	7	12	12	20	61
SPS Students	5	5	7	11	8	14	50
School Choice Students	0	0	0	1	3	6	11

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, and through that option, enrollment at NLIS continues to increase.

Our demographics have remained stable over the last few years. Our population mirrors the district in terms of the racial makeup of our students. However, we do have more females than males, we have a higher percentage of special education students than the rest of the district at 32% (vs 22.9% for the district), a higher percentage of economically disadvantaged youth (70% vs 55%), and fewer MLs (10% vs 13.7%). We continue to serve more 11th-12th graders than 9th-10th graders. As we welcome middle school students next year, our demographics will shift younger.

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

Successes and Areas of Growth

Panorama survey results from the Fall of 2021 showed that 85% of our students feel that the school is a safe place for them, and 81% report having supportive relationships with a member of the NLIS staff. Seventy-eight percent of students feel that there is cultural awareness and action to develop this awareness. Seventy percent feel that the school has rigorous expectations.

Staff panorama survey data indicated 97% of staff feel that there is cultural awareness and action, 93% reported feeling a sense of belonging, and professional growth, with 74% feeling a sense of well-being. Seventy-two percent responded favorably to the professional learning offered about equity.

New Liberty students continue to struggle with attendance. While the school's attendance rate is 72%, there is a 75.3% rate of chronic absenteeism. Approximately 25% of students dropped out during the school year. The rate of competency completion for students is 42% per marking period, on average. Student engagement will continue to be a big focus in the upcoming school year.

Budget Priorities

Budget Priority	SIP/DIP Goal	Resources Needed	Funding
Provide art or music instruction to students	Increase Student Engagement	Contract services for outside provider of art or music instruction	$4,000
Work with at risk students at a younger age	Increase Student Engagement	1.0 Teacher for self-contained 7-8 classroom	$66,000 (reallocation of CMS position)
	Increase Student Independence	Instructional Supplies for new classroom	$1,000

Figure 83. FY2022 New Liberty Innovation School Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Personnel	**942,492**	**947,539**	**975,719**	**989,687**	**13,969**	**1.4%**
ADMINISTRATIVE	129,261	135,554	134,165	141,330	7,165	5.3%
DIST WIDE TEACHING	-	-	11,680	16,499	4,819	41.3%
ADJUSTMENT COUNSELOR	80,653	81,153	80,653	85,695	5,042	6.3%
NURSES	32,741	38,542	38,542	40,902	2,360	6.1%
PARAPROFESSIONALS	9,410	12,495	21,069	25,058	3,989	18.9%
CLERICAL	121,610	133,753	147,254	148,791	1,537	1.0%
FRINGE/STIPENDS	10,735	18,250	10,000	27,000	17,000	170.0%
TEACHING	558,082	527,792	532,356	585,057	52,701	9.9%
SCHOOL CHOICE OFFSET	-	-	-	(80,645)	(80,645)	0.0%
Expense	**246,418**	**241,162**	**258,783**	**264,283**	**5,500**	**2.1%**
CONTRACTED SERVICES	11,749	6,294	20,000	24,000	4,000	20.0%
INSTRUCTIONAL SUPPLIES	7,048	7,671	7,048	8,048	1,000	14.2%
OFFICE SUPPLIES (GEN	2,621	1,988	3,000	3,000	-	0.0%
PHOTOCOPY MACHINE LE	-	209	3,735	4,235	500	13.4%
RENTAL & LEASE	225,000	225,000	225,000	225,000	-	0.0%
Grand Total	**1,188,910**	**1,188,701**	**1,234,502**	**1,253,970**	**19,469**	**1.6%**

Figure 84. FY2022 New Liberty Innovation School Staffing Detail

		FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Regular Day	Principal	1.0	1.0	-	110,821
	Academic Facilitator	1.0	1.0	-	77,750
	Administrative Assistant	1.0	1.0	-	56,328
	Language Arts Teacher	1.0	1.0	-	80,307
	Math Teacher	1.0	1.0	-	66,158
	STEM Teacher	1.0	1.0	-	97,068
	Grade 7/8 Teacher	0.0	1.0	1.0	66,158
	Wellness Teacher	1.0	1.0	-	80,407
	Recruitment & Intake Specialist	1.0	1.0	-	56,514
	Senior Clerk	1.0	1.0	-	35,950
Regular Day Total		**9.0**	**10.0**	**1.0**	**727,460**
MLE	MLL Teacher	0.6	0.4	(0.2)	32,998
MLE Total		**0.6**	**0.4**	**(0.2)**	**32,998**
Special Education	Special Education Teacher	1.0	1.0	-	84,211
	Speech Therapist	0.2	0.2	-	16,499
	Special Education Para	1.0	1.0	-	25,058
Special Education Total		**2.2**	**2.2**	**-**	**125,769**
Student & Family Supports	Adjustment Counselor	1.0	1.0	-	85,695
Student & Family Supports Total		**1.0**	**1.0**	**-**	**85,695**
Grand Total		12.8	13.6	0.8	971,921

Figure 85. New Liberty Innovation School Grant Funded Positions

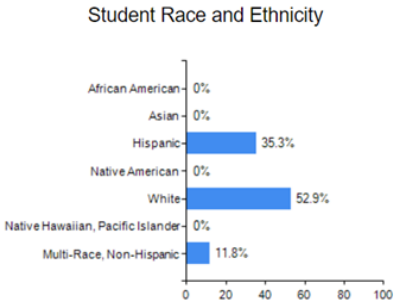
	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Post-High Employment Coach	1.0	1.0	-	75,850
Grand Total	**1.0**	**1.0**	**-**	**75,850**

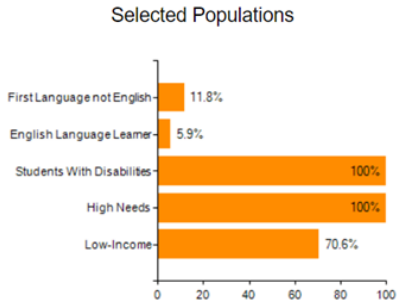
Salem Prep Therapeutic Public Day High School

1 Church Street, Suite 202, Salem, MA 01970

Director: Brian Edmunds

FY2022 October 1 Enrollment: 17





FY2023 Projected Enrollment: 14 (Maximum 28)

	Gr 8	Gr 9	Gr 10	Gr 11	Gr 12	Total
SPS Current Enrollment	0	1	3	0	4	8
Tuitioned-In	0	0	1	1	0	2
Anticipated	0	1	1	2	0	4
Total Enrollment	0	2	5	3	4	14

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.

Challenges and Opportunities

Salem Prep had a goal this year of keeping the dropout rates at or lower than 5%. The school has struggled to achieve that benchmark with a rate of 9% in November, increasing to 14% as of January. Early successes to address these challenges have included updating our care team model, connecting students with CTE programs at Salem High School, and our partnership with the Disability Resource Center (DRC) at the Massachusetts Rehabilitation Commission (MRC). There have also been successes with the percent of students participating in advanced and other coursework. The benchmark that was set was 20% and by January, the percent had increased to 23%.

One of the challenges we have faced is addressing the mental health needs of students with reduced clinical support staff. At the start of the current school year, Salem Prep had been assigned a full time school adjustment counselor and a full time school psychologist. With the resignation of the school psychologist, the position was reduced to a 0.4 FTE part time school adjustment counselor. In the FY2023 Budget, we request that this position be increased to a 1.0 school adjustment counselor. In addition, it has been challenging for staff to connect with and build relationships with our internship, externship, and community based work experience providers. In the FY2023 budget, we seek to address this by providing a stipend to a staff member to be able to do this work outside the regular school day.

Budget Priorities

Description	SIP/DIP Goal(s)	Resources Needed	Funding
Trauma Informed Care	Increase attendance, 4 year graduation rate, reduce dropout rate	0.6 Adjustment Counselor to restore to previous 2.0 clinician support	$43,155
Anti-Racist Practice	Increase attendance, 4 year graduation rate, reduce dropout rate	Employment Relations Specialist Stipend	$4,000
Trauma Informed Care & Anti-Racist Practice	Increase 4 year graduation rate, reduce dropout rate	Modern Classroom PD and implementation support	$3,000

Figure 86. FY2022 Salem Prep High School Budget Summary

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Personnel	**614,814**	**688,267**	**770,917**	**723,085**	**(47,832)**	**-6.2%**
ADMINISTRATIVE	136,469	140,206	144,011	147,663	3,652	2.5%
DIST WIDE TEACHING	-	-	80,317	16,499	(63,818)	-79.5%
TEACHING	346,598	367,052	354,928	405,083	50,155	14.1%
PSYCHOLOGIST	36,823	54,471	56,004	130,324	74,320	132.7%
NURSES	14,032	38,542	38,542	40,902	2,360	6.1%
BEHAVIOR SPECIALISTS	32,573	62,950	68,790	73,865	5,075	7.4%
PARAPROFESSIONALS	48,319	25,047	24,825	29,249	4,424	17.8%
FRINGE/STIPENDS	-	-	3,500	7,500	4,000	114.3%
TUITION OFFSET	-	-	-	(128,000)	(128,000)	0.0%
Expense	**130,705**	**131,455**	**134,207**	**137,957**	**3,750**	**2.8%**
CONTRACTED SERVICES	644	1,760	2,100	2,100	-	0.0%
EDUCATIONAL TRAINING	-	-	250	250	-	0.0%
INSTRUCTIONAL HARDWARE	-	-	200	200	-	0.0%
INSTRUCTIONAL SOFTWARE	-	-	300	300	-	0.0%
INSTRUCTIONAL SUPPLIES	2,694	3,194	4,000	7,000	3,000	75.0%
OFFICE SUPPLIES (GEN	921	345	1,200	1,200	-	0.0%
OTHER EXPENSES	289	-	-	750	750	0.0%
RENTAL & LEASE	126,157	126,157	126,157	126,157	-	0.0%
Grand Total	**745,518**	**819,722**	**905,124**	**861,042**	**(44,082)**	**-4.9%**

Figure 87. FY2022 Salem Prep High School Staffing Detail

		FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
⊟**Special Education**	Principal	1.0	1.0	-	118,654
	Special Education Teacher	4.0	4.0	-	318,955
	TSP Teacher	1.0	1.0	-	86,128
	Speech Therapist	0.2	0.2	-	16,499
	Adjustment Counselor	2.0	2.0	-	130,324
	Behavior Specialist	2.0	2.0	-	73,865
	Special Education Para	1.0	1.0	-	29,249
Special Education Total		**11.2**	**11.2**	-	**773,673**
Grand Total		11.2	11.2	-	773,673

Figure 88. Salem Prep High School Grant Funded Positions

	FY2022 FTE	FY2023 FTE	CHANGE IN FTE	FY2023 COMPENSATION
Student Support Specialist	1.0	1.0	-	51,250
Grand Total	**1.0**	**1.0**	-	**51,250**

Concluding Section

Salem Public School's FY2023 Recommended Budget is a statement of the values that guide our work of educating our future citizens. The unique challenge we faced this year was to determine the funding necessary to meet the needs of our diverse learners and provide strong supports to our faculty and staff while being respectful of sustainability and our fiscal responsibilities to the citizens of Salem.

While we are grateful for the gains made in the current year, including the full return of our students and staff to our schools and classrooms, there is still much work to be done. Meeting the needs of the whole child in the current national and global climate is a challenge.

In times like this, we rely on our values, mission, and vision to guide our work, including our allocation of resources. Ensuring that student needs are at the center of all our decisions has been our true north throughout this process. We have used our strategic objectives and initiatives as the road map for developing our spending plan, not just for our local dollars but the significant federal funds to be invested over the next two to three years. We have demonstrated how our investments align to those strategic objectives and initiatives. Finally, we have addressed the critical desire to ensure a transparent and participatory budget process, a reflection of our desire to be a truly inclusive school district that proactively engages constituents and addresses the aspirations of those we serve – students, staff, and all members of the Salem community.

We do not take lightly the impact of a $2.15 million increase to the citizens of Salem. It is important to understand that the most significant driver of this increase is the salary and wage increases that we negotiated with our educators, paraprofessionals and school related personnel. As a district, we believe that our educators need to be compensated fairly. Their talents are our most valuable assets. Nearly 70% of the requested increase is driven by this increased investment in our staff. However, it did result in a structural budget deficit which is what is driving the current fiscal reality.

In FY2022, the COLA increase used to arrive at the budget projection was 2.0%. The settled contract awarded teachers a 1.75% increase for those on step 1-12 (46%), and 2.75% for teachers on top step (54%). It also granted a 1% increase effective June 30, 2021 – effectively an additional 1% for FY22. The increase for 54% of our teachers in FY2022 was actually 3.75%, with the remaining 46% receiving a 2.75% increase. The end result is a structural deficit in the FY2022 budget of nearly $500,000. The School Department has not requested a supplemental appropriation to offset this deficit preferring to try to absorb the impact within its own budgeted means. However, had such a supplemental been requested and granted, the budget increase for FY2023 would have been 2.5%, rather than the 3.2%, far below the historical averages of 3.0% to 4.0%.

The 3.8% increase for FY2023 mirrors the average teacher salary increase of 3.785% for FY2023 based on the negotiated contract. As mentioned in previous sections, with 80% of the school department budget consisting of compensation to our school personnel, and with our STU and PSRP members making up the majority of our personnel, their salary increases drive our budget. As we know and as has been elevated over these past two years, our committed staff give life to our schools.

We hope that this document has provided readers with the context, background information, and budgetary detail necessary to understand how taxpayer dollars will be invested in our schools. We encourage constituents to reach out to us if there are questions we can answer or additional information we can provide. Questions or requests for additional information can be emailed to budget@salemk12.org.

Appendix A: FY2023 Requested Budget Items

Cost Center	Description	FTE	Requested Amount	Additional Information	Status	Recommended Amount
Bates	MLL Teacher	1.0	57,578	Increase in MLL enrollment	Funded	57,578
Bates	Music Teacher	0.4	24,588	Specialist coverage	Funded	24,588
Bates	Contract Services		10,000	Increase dance teacher contract hours	Not Funded	0
Early Childhood	Additional Paraprofessional Time		41,895	Expand Full Day Programming	Funded	41,895
Early Childhood	Registered Behavior Technician	1.0	30,000	Equity with other elementary schools	Not Funded	0
Early Childhood	Stipends - ILT		4,500	ILT with 3 members at $1,500 per member	Funded	4,500
Early Childhood	1:1 Nurse	1.0	78,805	Student with significant needs	Funded	78,805
Bentley	Gr. 2 Dual Language Teacher	2.0	142,901	Program expansion	Funded	142,901
Bentley	Grade K Dual Language Teacher	1.0	71,451	Program expansion	Funded	71,451
Bentley	Dual Language Reading Specialist	1.0	71,451	Program expansion	Not Funded	0
Bentley	Gr. K Dual Language Para	1.0	26,986	Program expansion	Funded	26,986
Bentley	Gr. 2 Dual Language Para	1.0	26,986	Program expansion	Not Funded	0
Bentley	Contract Services		20,000	Additional enrichment	Funded	20,000
Carlton	Math Coach	1.0	66,185	Math Coach to help teachers with the workshop model	Not Funded	0
Carlton	Instructional Equipment		10,000	Flexible student seating options for SEL support	Not Funded	0
Carlton	Professional Development - SEL		35,000	Responsive classroom	Not Funded	0
Carlton	Professional Development - Math		2,000	Outside PD - math and small group instruction	Funded	2,000
Horace Mann	Stipends - SSU Fellows		22,500	Increase stipend from $12K to $19.3K	Funded	22,500
Horace Mann	Math Interventionist	0.5	33,079	Additional math support beyond 0.5 tutor support	Not Funded	0
Horace Mann	Reading Specialist	0.5	33,079	Reading support for upper grades	Not Funded	0
Horace Mann	PD - Instructional Strategies		16,000	MyView Coach - 10 Days at $1,600 per day	Not Funded	0
Witchcraft Heights	Specialized Reading Teacher	1.0	50,368	Provide Tier 2 & 3 supports for students not showing growth	Funded	50,368
Saltonstall	MLL Teacher	0.6	49,497	Increased in enrollment and level of need	Funded	49,497
Collins	Team Chair	0.4	34,389	Remove 0.4 FTE from IDEA	Funded	34,389
Collins	Science Coach	0.6	0	0.6 Science coach transferred from Read Trust to Budget	Funded	51,923
Collins	Special Education Teacher (ASD)	1.0	69,207	Increase # of teachers in ASD program from 1.0 to 2.0	Funded	69,207
Collins	Special Education Para (ASD)	1.0	30,466	Increase # of paras in ASD program from 2.0 to 3.0	Funded	30,466
Collins	Special Education Paras (TSP)	3.0	91,398	Additional supports for struggling students	Not Funded	0
Collins	Stipends - Team Leaders		13,000	Team Leader stipends currently charged to ELT	Funded	13,000
Salem High - CVTE	Instructional Supplies		184,850	Program supplies	Partially Funded	70,301
Salem High - CVTE	Instructional Software		57,187	Program supplies	Partially Funded	21,749
Salem High - CVTE	Automotive Teacher	1.0	78,804	Program expansion	Funded	78,804
Salem High - CVTE	Carpentry Teacher	1.0	78,804	Program expansion	Funded	78,804
Salem High - CVTE	Medical Assisting Teacher	1.0	78,804	Program expansion	Funded	78,804
Salem High - CVTE	Culinary Arts	1.0	78,804	Program expansion	Funded	78,804
Salem High - CVTE	Paraprofessional	1.0	23,250	Job coaching and departmental support	Not Funded	0
Salem High - Guidance	Printing and Binding		2,000	Educational materials	Funded	2,000
Salem High - Guidance	Eductional Testing and Assessment		5,000	PSAT, SAT, AP	Funded	5,000
Salem High - CVTE	Tuition and Text		10,000	NSCC Blueprint Course	Funded	55,000

Cost Center	Description	FTE	Requested Amount	Additional Information	Status	Recommended Amount
Salem High - Athletics	Coaching Stipends		12,000	Negotiated Increases	Funded	12,000
Salem High - Athletics	Contract Services - Transportation		10,000	NRT rate increasing	Not Funded	0
Salem High - Activities	Contract Services		5,762	Transportation	Funded	5,762
Salem High - Activities	Instructional Supplies		925		Funded	925
Salem High - Activities	Other Expenses		18,000	graduation expenses (rentals, supplies, detail, regalia)	Funded	18,000
Salem High - Regular Day	Stipends		114,144	Community office, SSch , Curr/Sum Work, Vacation Aca, A/S Dete	Partially Funded	57,072
Salem High - Regular Day	Tuition		27,000	Dual Enrollment, Recovery High	Funded	27,000
Salem High - Regular Day	Office Supplies		2,500		Funded	2,500
Salem High - Regular Day	Instructional Supplies		12,666	Whiteboards, seating for libary	Funded	12,666
Salem High - Regular Day	Instructional Software		22,500	Edgenuity, Edulastic, SmartPass	Funded	22,500
Salem High - Regular Day	Contract Services		162,065	After dark; BARR Model, LEAP	Partially Funded	67,065
New Liberty	Contract Services		4,000	Art and music instruction	Funded	4,000
New Liberty	Grade 7/8 Content Teacher	1.0	66,158	Teacher for self-contained 7-8 classroom	Funded	66,158
New Liberty	Instructional Supplies		1,000	Increase supplies for additional teacher	Funded	1,000
Salem Prep	Adjustment Counselor / Clinician	0.6	74,320	Increase from 0.4 to 1.0 FTE	Funded	74,320
Salem Prep	Stipend		6,000	Coordinate employment opportunities for students	Partially Funded	4,000
Salem Prep	Instructional Materials		3,750	Modern Classroom	Funded	3,750
Instructional Technology	Senior Technician	1.0	60,000	Possibly offset by $50,000 transfer from City IT Budget	Funded	60,000
Instructional Technology	Data Strategist	1.0	72,000	Funded through elimination of DLC position	Funded	72,000
Instructional Technology	Contract Services		10,000	Printer repair and maintenance	Funded	10,000
Instructional Technology	Computer Software		49,800	Shifting ESSER funded recurring expenses back to budget	Funded	49,800
Instructional Technology	Professional Development		5,000	Trainings and certifications for staff	Funded	5,000
Instructional Technology	Technology Supplies		15,000	Shift back from ESSER	Funded	15,000
Health Services	School Nurse (Bilingual)	1.0	74,659	Bring total CMS nurses up from 1.0 to 2.0	Partially Funded	49,497
Student & Family Supports	Bilingual Clerk	0.5	24,166	Additional bilingual (portuguese) support for the PIC	Not Funded	0
Student & Family Supports	Stipends		24,000	SEL Lead Teachers	Partially Funded	12,000
Student & Family Supports	Curriculum Materials		25,000	SEL Materials	Funded	25,000
Student & Family Supports	Professional Development		160,000	SEL and Mental Health PD	Partially funded	35,000
Student & Family Supports	Contract Services		130,960	City Connects, BRYT	Funded	130,960
Districtwide MLL	Stipends		10,000	Retell instructor stipends	Funded	10,000
District Reg Ed (CIA, TLD, OST)	Tuition Reimbursement		39,000	Paraprofessional tuition reimbursement based on new CBA langu	Partially funded	19,500
District Reg Ed (CIA, TLD, OST)	OST Coordinator	1.0	51,000	Daily supervision of after school and out of school partners	Funded	51,000
District Reg Ed (CIA, TLD, OST)	Supplies & Materials		4,500	New line for OST Supplies & Materials	Funded	4,500
District Reg Ed (Music)	0.7 FTE Theater Teacher	0.7	46,311	Introduce theater education in Gr 6-8 and expand in 9-12	Not funded	0
District Reg Ed (Music)	Stipends		10,000	Sound technican	Not funded	0
District Reg Ed (Music)	Contract Services		1,700	Dry Cleaning	Funded	1,700
District Reg Ed (Music)	Transportation		2,200	Transportation	Funded	2,200
District Reg Ed (Music)	Instructional Supplies		2,254	Recorders, Instrument purchase and repair	Funded	2,254
Districtwide Special Education	Increase FTE TOVI	0.2	18,602	Increase in number of students with visual impairments	Funded	18,602
Districtwide Special Education	PD Expense		47,000		Not funded	0

Cost Center	Org	Object	Description	FTE	Requested Amount	Additional Information	Status	Recommended Amount
District Administration	13032041	5320 CS	Superintendent Contract Services		15,000	Coaching and Leadership Development	Funded	15,000
District Administration	13262011	5306 CS	Advertising and Promotional		20,300	Rebranding efforts	Partially Funded	10,000
District Administration	13252030	5303 CS	Finance Professional Services		15,000	Consulting Fees for Implementation of MUNIS modules	Funded	15,000
District Administration	13482020	5117	Human Resources Manager	1.0	97,375	Retain HR Manager position within EE Department	Not Funded	0
District Administration	13482021	5306 CS	Personnel Advertising & Recruiting		5,000	Expanded, targeted recruitment initiatives	Funded	5,000
District Administration	13482021	5320 CS	Personnel Contract Services		5,000	Consulting services (handbook, procedures, info systems)	Funded	5,000
District Administration	13392020	5740	Insurance Premiums		69,153	Increase of 5% from FY22 Actuals (higher than FY22 Budg	Funded	50,000
District Administration	13502011	5320 CS	Medicaid Claiming Services		46,000	Previously paid from City's Medicaid Revenue Receipts	Funded	46,000
Buildings & Grounds	13530120	5165	Daily Operations Manager	1.0	77,250	Shift off of ESSER grant	Not Funded	0
Buildings & Grounds	13530120	5162	Custodial Positions	3.0	156,264	Shift 2.0 off of ESSER grant; add a third position	Not Funded	0
Buildings & Grounds	13530120	5166	Grounds Maintenance Position	1.0	51,400	Additional demand due to Bertram field expansion	Funded	51,400
Buildings & Grounds	13530120	5166	HVAC Technician	1.0	75,764	Shift off of ESSER grant	Funded	75,764
Buildings & Grounds	13530120	5166	Electrician	1.0	75,000	Offset vendor maintenance expense	Not Funded	0
Buildings & Grounds	13530121	5251	Preventative Maintenance		50,000	Enhance PM program	Funded	50,000
Buildings & Grounds	13530121	5394	Security Hardware, Software, Maintenance		15,000	Maintain new access control system, cameras, and door m	Funded	15,000
Buildings & Grounds	13530140	5162	Custodial Detail		30,000	Additional hours for school events, outside groups, athleti	Funded	30,000
						Total Requested		**$2,582,215**
						Total Funded (Partial or In Full)		$1,669,672
						Total Not Funded		*-$989,793*
						Position & Expense Reductions		*-$983,625*
						Net Impact to FY2023 Recommended Budget		**$686,047**

Appendix B: Summary of Federal, State, and Local Grants

GRANT TITLE	SOURCE	COMPETITIVE / ENTITLEMENT	SCHOOL	FY20 AMOUNT	FY21 AMOUNT	FY22 AMOUNT	FY23 PROJECTED	STATUS
CvRF School Reopening	**Federal**	**Allocation**	**All Schools**	**$ -**	**$ 908,325**	**$ -**	**$ -**	**Expired**
Developing plans to reopen schools and providing educational services due to the public health emergency with respect to COVID-19, primarily used for administrative and instructional salaries, technology and teaching supplies for remote learning, PPE, cleaning supplies, legal support expenses and partnerships, supporting hub extensions.								
ESSER I	**Federal**	**Entitlement**	**All Schools**	**$ -**	**$ 1,096,282**	**$ -**	**$ -**	**Multi-year**
Providing emergency relief funds to help K-12 school districts prepare for and respond to impacts of COVID-19, primarily used for instructional and custodial salaries, technology, licenses and materials to support remote learning, PPE and cleaning supplies, transportation services.								
Summer & Vacation Learning Program	**Federal**	**Competitive**	**All Schools**	**$ -**	**$ 26,745**	**$ -**	**$ -**	**Expired**
Developing and implementing school vacation learning programs during the 2020-2021 school year, primarily used for teacher stipends and instructional supplies.								
ESSER II	**Federal**	**Entitlement**	**All Schools**	**$ -**	**$ 4,124,098**	**$ -**	**$ -**	**Multi-year**
Providing resources to school districts to address impacts of COVID-19 to help safely reopen and measure and effectively address significant learning loss, primarily used for instructional and custodial salaries, summer partnerships, professional development, K-5 curriculum, technology, PPE and cleaning supplies.								
Remote Learning Technology Essentials	**Federal**	**Competitive**	**All Schools**	**$ -**	**$ 60,707**	**$ -**	**$ -**	**Expired**
Addressing remote learning technology needs to ensure that every student has adequate access to technology for use in remote learning environments during the 2020-21 school year, primarily used for Chromebooks, iPads, internet services and mifis/hotspots/jetpacks.								
ESSER III	**Federal**	**Entitlement**	**All Schools**	**$ -**	**$ -**	**$ 9,246,186**	**$ -**	**Multi-year**
Addressing remote learning technology needs to ensure that every student has adequate access to technology for use in remote learning environments during the 2020-21 school year, primarily used for instructional and custodial salaries, technology, licenses and instructional materials, PPE and cleaning supplies, transportation services.								
Summer School Exp & Engagement	**Federal**	**Allocation**	**Elementary Schools**	**$ -**	**$ -**	**$ 48,600**	**$ -**	**Expired**
Support the development and expansion of high quality, comprehensive and engaging summer school/learning programs for students.								
Summer Acceleration Academy	**Federal**	**Targeted**	**CMS**	**$ -**	**$ -**	**$ 31,208**	**$ -**	**Expired**
Accelerate the learning of students most affected by the COVID-19 pandemic.								
Math Acceleration Academy	**Federal**	**Competitive**	**All Schools**	**$ -**	**$ -**	**$ 86,675**	**$ -**	**Expired**
Implementation of math focused Acceleration Academies for students in grades 3 through 10 during April school vacation week.								
Title IIA	**Federal**	**Entitlement**	**All Schools**	**$ 167,931**	**$ 183,527**	**$ 168,872**	**$ 168,872**	**Continued**
Building systems of support for excellent teaching and leading, primarily used for high quality professional development.								
Title III	**Federal**	**Entitlement**	**All Schools**	**$ 70,677**	**$ 90,270**	**$ 89,840**	**$ 89,840**	**Continued**
English language acquisition and academic program for English learners, primarily used for high quality professional development and summer/vacation academies.								

GRANT TITLE	SOURCE	COMPETITIVE / ENTITLEMENT	SCHOOL	FY20 AMOUNT	FY21 AMOUNT	FY22 AMOUNT	FY23 PROJECTED	STATUS
Title IIIA Immigrant Children and Youth	**Federal**	**Entitlement**	**All Schools**	**$ -**	**$ 25,656**	**$ -**	**$ -**	**Expired**
English language acquisition and academic program for English learners, primarily used for summer academy.								
Teacher Diversification	**Federal**	**Competitive**	**All Schools**	**$ -**	**$ -**	**$ 127,464**	**$ -**	**Expired**
Strengthen and diversify existing teacher recruitment and retention programs.								
IDEA	**Federal**	**Entitlement**	**All Schools**	**$ 1,273,692**	**$ 1,300,691**	**$ 1,297,016**	**$ 1,297,016**	**Continued**
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.								
SPED 94-142 YALD	**Federal**	**Comp/Cont**	**CMS, HMLS**	**$ 19,000**	**$ 24,413**	**$ 20,000**	**$ -**	**Expired**
21st CCLC enhanced programs for students on an IEP, primarily used for instructional salaries.								
Systems for Student Success	**Federal**	**Non-Competitive**	**All Schools**	**$ -**	**$ -**	**$ -**	**$ -**	**Expired**
Identify and develop a plan to address students' most significant barriers to learning, primarily used for professional development and curriculum.								
ARP IDEA	**Federal**	**Entitlement**	**All Schools**	**$ -**	**$ -**	**$ 242,300**	**$ -**	**Multi-year**
To help districts recover from the impact of the coronavirus pandemic. Ensures that eligible students with disabilities receive a free and appropriate public education that includes services designed to meet their individual needs.								
Early Childhood SPED	**Federal**	**Entitlement**	**ECC**	**$ 52,391**	**$ 52,664**	**$ 52,819**	**$ 52,819**	**Continued**
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 Principal salary.								
ARP Early Childhood SPED	**Federal**	**Entitlement**	**ECC**	**$ -**	**$ -**	**$ 22,564**	**$ -**	**Multi-year**
To help districts recover from the impact of the coronavirus pandemic. 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.								
SPED Program Improvement	**Federal**	**Entitlement**	**All Schools**	**$ -**	**$ 32,003**	**$ -**	**$ -**	**Expired**
Program improvement designed to create meaningful and sustainable systemic change, and accelerate progress for students with IEPs, primarily used for professional development.								
SPED EC Program Improvement	**Federal**	**Entitlement**	**n/a**	**$ -**	**$ 2,500**	**$ -**	**$ -**	**Expired**
Program improvement designed to create meaningful and sustainable systemic change, and accelerate progress for students with IEPs, primarily used for professional development.								
ARP Homeless Youth	**Federal**	**Targeted**	**All Schools**			**$ 28,677**	**$ -**	**Multi-year**
Programs that ensure students who are homeless enroll in and attend school, and have racially equitable and culturally responsive opportunities to succeed in school.								

GRANT TITLE	SOURCE	COMPETITIVE / ENTITLEMENT	SCHOOL	FY20 AMOUNT	FY21 AMOUNT	FY22 AMOUNT	FY23 PROJECTED	STATUS
Title I	**Federal**	**Entitlement**	**All K-8 Schools**	**$ 1,180,064**	**$ 1,298,900**	**$ 1,284,989**	**$ 1,284,989**	**Continued**
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.								
Title IVA	**Federal**	**Entitlement**	**All Schools**	**79,477**	**85,947**	**88,434**	**88,434**	**Continued**
Supporting well-rounded educational opportunities, safe/healthy students and effective use of technology, primarily used for professional development.								
McKinney-Vento	**Federal**	**Competitive**	**All Schools**	**$ 15,000**	**$ 15,000**	**$ 15,000**	**$ -**	**Expired**
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.								
MassGrad Promising Practices	**Federal**	**Targeted**	**SHS, NLIS**	**$ -**	**$ -**	**$ 40,000**	**$ -**	**Expired**
Supplementary support to school districts with high concentrations of students at-risk for not graduating from high school.								
Title I School Support	**Federal**	**Allocation**	**Title I Schools**	**$ -**	**$ -**	**$ -**	**$ -**	**Expired**
Level 3 Turnaround Plan implementation in Title I eligible schools in the lowest 10 percentiles, primarily used for coaching and thematic readers.								
SEL & Mental Health	**Federal**	**Competitive**	**All Schools**	**$ -**	**$ -**	**$ 150,000**	**$ -**	**Expired**
To adapt, expand, or strengthen multi-tiered systems of support to respond to the social-emotional and behavioral health needs of students, families and educators and to build strong partnerships with community-based mental health agencies and/or providers.								
Perkins	**Federal**	**Entitlement**	**SHS**	**$ 63,428**	**$ 61,869**	**$ 55,986**	**$ 55,986**	**Continued**
Increasing student performance by continuously improving career/vocational technical education, primarily used for curriculum, instruction and professional development.								
FAFSA Completion Opportunity	**Federal**	**Targeted**	**SHS**	**$ -**	**$ 5,000**	**$ -**	**$ -**	**Expired**
Provides direct support to students and families in the completion of the Free Applications for Federal Student Aid (FAFSA) in high schools with high numbers of economically disadvantaged students, primarily used for staff stipends and community space.								
GLEAM Collaboration & Preparation	**Federal**	**Competitive**	**SHS**	**$ -**	**$ 5,000**	**$ 199,580**	**$ -**	**Expired**
Developing strong proposals for the forthcoming Growing Literacy Equity Across Massachusetts (GLEAM) program grants, primarily used for consulting.								
21st Century Community Learning	**Federal**	**Comp/Cont**	**CMS, HMLS**	**$ 227,630**	**$ 227,630**	**$ 267,630**	**$ 267,630**	**Continued**
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.								
21st Century Community Learning	**Federal**	**Comp/Cont**	**NBS**	**$ -**	**$ -**	**$ -**	**$ -**	**Expired**
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.								
21st Century Community Learning	**Federal**	**Competitive**	**Bates**	**$ 119,000**	**$ 119,000**	**$ 121,150**	**$ 121,150**	**Continued**
Academic enrichment programming implemented to close proficiency and opportunity gaps, increase student engagement, and support college and career readiness and success, primarily used for partnerships.								

GRANT TITLE	SOURCE	COMPETITIVE / ENTITLEMENT	SCHOOL	FY20 AMOUNT	FY21 AMOUNT	FY22 AMOUNT	FY23 PROJECTED	STATUS
21st Century Community Learning C/o	**Federal**	**Comp/Cont**	**CMS, HMLS, Bates**	**$ -**	**$ 106,458**	**$ -**	**$ -**	**Expired**
Academic enrichment programming implemented to close proficiency and opportunity gaps, increase student engagement, and support college and career readiness and success, primarily used for partnerships.								
21st Century Community Learning	**Federal**	**Competitive**	**Bentley**	**$ -**	**$ -**	**$ 199,000**	**$ 199,000**	**Continued**
Academic enrichment programming implemented to close proficiency and opportunity gaps, increase student engagement, and support college and career readiness and success, primarily used for partnerships.								
Adolescent Health & Success	**Federal**	**Non-Competitive**	**CMS, SHS**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ -**	**Expired**
Plan, coordinate and implement approaches to locally improving adolescent health, primarily used for committee work, consulting and reference materials.								
Teen Pregnancy Prevention	**Federal**	**Non-Competitive**	**CMS, Salts**	**$ 31,590**	**$ 28,589**	**$ 5,000**	**$ -**	**Expired**
Teen pregnancy prevention program and adulthood preparation subjects in middle schools, primarily used for professional development and curriculum work.								
Accelerating Literacy with HQ Materials	**Federal**	**Competitive**	**Elementary Schools**	**$ -**	**$ -**	**$ 198,367**	**$ -**	**Expired**
To equip schools with the high-quality core instructional materials needed to accelerate literacy learning, particularly as schools recover from extended closures and students require rich instructional support to accelerate their learning								
Fresh Fruit and Vegetables	**Federal**	**Entitlement**	**All K-8 Schools**	**$ 118,850**	**$ 149,119**	**$ 71,120**	**$ 71,120**	**Continued**
Provides a variety of free fresh fruits and vegetables throughout the school day.								
Community Development Block Grant	**Federal**	**Other**	**NLIS, Bentley**	**$ 10,500**	**$ -**	**$ -**	**$ -**	**Expired**
Supports teacher home visits and family engagement, primarily used for teacher stipends.								
TOTAL FEDERAL GRANTS				**$ 3,439,230**	**$ 10,040,393**	**$ 14,168,477**	**$ 3,696,856**	
Financial Literacy Program	**State**	**Competitive**	**NLIS**	**$ -**	**$ 11,500**	**$ -**	**$ -**	**Expired**
Selecting and developing materials, curriculum, professional development and in-person or virtual experiential learning related to financial literacy, primarily used for teacher stipends, curriculum material and subscriptions.								
SOA Programs	**State**	**Competitive**	**SHS**	**$ -**	**$ -**	**$ 37,000**	**$ -**	**Expired**
Improve educational opportunities for all students, with an emphasis on improving racial equity, by supporting district Student Opportunity Act (SOA) Plans for development or enhancement of early college.								
Gateway City HQ Intensive ELL Programs	**State**	**Competitive**	**All Schools**	**$ -**	**$ 155,000**	**$ 465,000**	**$ 345,000**	**Continued**
Implementing and supporting new and innovative English Learner Education (ELE) programs while also providing districts with an opportunity to create a bilingual education hub and multicultural libraries, primarily used for teacher stipends, coursework, community forums and leveled readers.								
Expanded Learning Time (Carryover)	**State**	**Comp/Cont**	**CMS**	**$ -**	**$ 18,500**	**$ 291,050**	**$ -**	**Expired**
Provides assistance to schools with an ELT implementation plan, primarily used for summer program teacher stipends and instructional supplies.								

GRANT TITLE	SOURCE	COMPETITIVE / ENTITLEMENT	SCHOOL	FY20 AMOUNT	FY21 AMOUNT	FY22 AMOUNT	FY23 PROJECTED	STATUS
Expanded Learning Time (School Year)	**State**	**Comp/Cont**	**CMS**	**$ 616,086**	**$ 281,710**	**$ 847,600**	**$ 291,050**	**Continued**
Provides assistance to schools with an ELT implementation plan, primarily used for instructional salaries, stipends and partnerships.								
Covid-19 Summer Prog Reimburement	**State**	**Allocation**	**District**	**$ -**	**$ -**	**$ 200,000**	**$ -**	**Expired**
Reimburse public school districts for the costs of summer school and other summer programming (for expenses or obligations incurred April – September 2021) intended to remedy and reverse COVID-19 pandemic-related learning loss.								
Early College Support	**State**	**Targeted**	**SHS**	**$ 60,000**	**$ 29,000**	**$ 27,565**	**$ -**	**Expired**
Building scale in order to strategically address equity gaps in college access through recruitment and enrollment in Early College programs for students at SHS, primarily used for teacher stipends, student services and technology.								
Summer Meals Expansion	**State**	**Targeted**	**District**	**$ -**	**$ 12,274**	**$ 12,300**	**$ -**	**Expired**
Increase participation in the SFSP, primarily used for outreach support and services/materials to create raised garden beds.								
Supporting Student Health & Wellness	**State**	**Competitive**	**District**	**$ -**	**$ 13,000**	**$ 71,973**	**$ 71,973**	**Continued**
Improve student behavioral and mental health outcomes and address related barriers to student success, primarily used for teacher stipends for training, to support Community Office at SHS and teacher training materials.								
Circuit Breaker	**State**	**Reimbursement**	**District**	**$ 2,354,821**	**$ 2,158,388**	**$ 1,965,460**	**$ 1,965,460**	**Continued**
Reimburses cities and towns for special education costs that exceed 4x the state per pupil at the rate of 75%. Reimbursement is for prior school year expenses. Funds can be carried over up to one fiscal year.								
Skills Capital	**State**	**Competitive**	**SHS**	**$ 218,199**	**$ 100,000**	**$ 116,000**	**$ -**	**Expired**
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.								
School Choice	**State**	**Local Aid**	**District**	**$ 157,112**	**$ 301,411**	**$ 435,586**	**$ 435,586**	**Continued**
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.								
Comprehensive School Health Services	**State**	**Competitive**	**District**	**$ 95,000**	**$ 95,000**	**$ 195,000**	**$ 95,000**	**Continued**
Provides case management for students with chronic health conditions; sustained bridge program for students returning to school after hospitalizations; and health education using trauma and resilience informed approaches. Primarily used for salaries, professional development and resource materials.								
Safer Schools & Communities Initiative	**State**	**Competitive**	**SHS**	**$ 80,000**	**$ -**	**$ -**	**$ -**	**Expired**
Purchase and install a wireless security system for exterior doors and priority areas as well as a video surveillance system, primarily used for wireless security system, digital cameras and related equipment.								
Food Security Infrastructure	**State**	**Competitive**	**District**	**$ -**	**$ 104,955**	**$ 149,509**	**$ -**	**Expired**
Purchase and install walk-in refrigeration for 6 schools to increase use of fresh local produce and implement more scratch cooking, primarily used for equipment.								
School Water Improvement	**State**	**Competitive**	**District**	**$ -**	**$ 84,000**	**$ -**	**$ -**	**Expired**
Purchase and installation of 28 filtered water bottle filling stations, primarily used for equipment.								

GRANT TITLE	SOURCE	COMPETITIVE / ENTITLEMENT	SCHOOL	FY20 AMOUNT	FY21 AMOUNT	FY22 AMOUNT	FY23 PROJECTED	STATUS
State Coronavirus Prevention Fund	**State**	**Targeted**	**District**	**$ -**	**$ 267,950**	**$ -**	**$ -**	**Expired**
One-time funding to support coronavirus prevention efforts and maintain and increase educational quality during the pandemic, primarily used for nurse stipends, testing services and testing supplies.								
TOTAL STATE GRANTS				**$ 3,581,218**	**$ 3,632,688**	**$ 4,814,043**	**$ 3,204,069**	
Norman Read Charitable Trust	**Local**	**Other**	**All Schools**	**$ 904,051**	**$ 929,900**	**$ 1,144,200**	**$ 1,144,200**	**Continued**
Supports achieving excellence in science education through curriculum and instruction, primarily used for instructional coach salaries, science materials and curriculum, and partnership initiatives								
Project Lead the Way	**Local**	**Other**	**NLIS**	**$ -**	**$ -**	**$ 8,249**	**$ -**	**Expired**
Implementation of the PLTW Biomedical Science program, primarily used for professional development, supplies and equipment.								
Project Lead the Way - Gateway	**Local**	**Other**	**CMS**	**$ 4,000**	**$ -**	**$ -**	**$ -**	**Expired**
To offset the costs associated with the PLTW Gateway Program, primarily used for core training and related expenses.								
Cell Signaling Technologies	**Local**	**Other**	**ES & HS**	**$ 13,353**	**$ -**	**$ -**	**$ -**	**Expired**
To support Life Science education and programs, primarily used for subscriptions, lab supplies and equipment.								
Nellie Mae Foundation	**Local**	**Other**	**All Schools**	**$ 129,981**	**$ -**	**$ -**	**$ -**	**Expired**
To support and develop student-centered teachers and administrators at scale, primarily used for professional development and consulting.								
Mass Life Sciences Center Equipment	**Local**	**Other**	**MS & HS**	**$ 88,932**	**$ -**	**$ -**	**$ -**	**Expired**
Science Equipment for MS and HS classrooms								
Mass Afterschool Partnerships	**Local**	**Other**	**All Schools**	**$ 17,000**	**$ -**	**$ -**	**$ -**	**Expired**
To support activities that promote student achievement, primarily used for consultants, partnerships and programmatic expenses.								
Salem Ed Foundation	**Local**	**Other**	**All Schools**	**$ 16,084**	**$ 8,766**	**$ 5,166**	**$ 5,166**	**Continued**
Provides funding for projects that further students' educational experience in science, math, the arts and humanities, primarily used for classroom supplies								
Education First	**Local**	**Other**	**CMS**	**$ -**	**$ 7,000**	**$ -**	**$ -**	**Expired**
Social Emotional Learning Projects, primarily used for teacher stipends, SEL consultant and materials.								
SSU 100 Males to College	**Local**	**Other**	**SHS**	**$ 3,000**	**$ -**	**$ -**	**$ -**	**Expired**
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.								
Linden Foundation	**Local**	**Other**	**n/a**	**$ 20,000**	**$ 22,500**	**$ 22,500**	**$ 22,500**	**Continued**
To support Salem's Parent Child Home Program, primarily used for programmatic supplies, materials and travel expenses.								

GRANT TITLE	SOURCE	COMPETITIVE / ENTITLEMENT	SCHOOL	FY20 AMOUNT	FY21 AMOUNT	FY22 AMOUNT	FY23 PROJECTED	STATUS
Mass Hire (formerly First Jobs)	**Local**	**Other**	**SHS**	**$ 7,680**	**$ 34,879**	**$ 43,092**	**$ -**	**Expired**
To support student employees to work in the school gardens and hydroponic farms over the summer, primarily used for student stipends.								
Parent-Child Plus Program	**Local**	**Other**	**District**	**$ 70,980**	**$ 53,376**	**$ 52,579**	**$ 52,579**	**Continued**
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 PCHP salaries and travel.								
Project Bread School Breakfast	**Local**	**Other**	**SHS**	**$ 2,135**	**$ 12,000**	**$ -**	**$ -**	**Expired**
To support increased participation and quality of School Breakfast Programs, primarily used for POS terminal to expand breakfast after the bell.								
Barr Foundation	**Local**	**Other**	**SHS**	**$ -**	**$ 100,000**	**$ 300,000**	**$ -**	**Expired**
To support student, family and staff engagement to redesign the high school experience, primarily used for teacher stipends, student stipends, lab activities, community-based outreach, professional learning, youth training and project management.								
Barr Foundation	**Local**	**Other**	**All Schools**	**$ -**	**$ -**	**$ 25,000**	**$ -**	**Expired**
To support a talent landscape analysis focused on teacher diversity in partnership with TNTP.								
Barr Foundation - Covid-19	**Local**	**Other**	**District**	**$ -**	**$ 86,000**	**$ -**	**$ -**	**Expired**
To convert a short-term COVID-response consultant into a year-long executive team position to build capacity, meet student needs and reopen an improved and more equitable system of schools, primarily used for administrator salary.								
Smith Family Foundation	**Local**	**Other**	**SHS**	**$ -**	**$ 40,000**	**$ 200,000**	**$ -**	**Expired**
To assess the feasibility of implementing an Early College Promise program and develop an implementation plan and financial sustainability plan, primarily used for teacher stipends, consulting and supplies for meeting and outreach.								
Mass Civic Learning Coalition	**Local**	**Other**	**CMS**	**$ -**	**$ 3,860**	**$ -**	**$ -**	**Expired**
Engaging all grade 8 students in a student-led action civics project that provides examples of real-world learning, primarily used for teacher stipends and programmatic material.								
Mass Cultural Council - Stars Residency	**Local**	**Other**	**SHS**	**$ -**	**$ 4,450**	**$ -**	**$ -**	**Expired**
To provide a fully remote school residency with slam poet to analyze, write and share poetry, primarily used for cultural partner collaboration.								
TOTAL LOCAL GRANTS				**$ 1,277,196**	**$ 1,302,731**	**$ 1,800,786**	**$ 1,224,445**	
GRAND TOTALS				**$ 8,297,644**	**$ 14,975,812**	**$ 20,783,306**	**$ 8,125,370**	

Appendix C: Revolving Funds

FUND	FUND NAME	Source of Funds	Use of Funds	Beginning Balance 07/01/2020	Beginning Balance 07/01/2021	FY2022 Debits (Receipts)	FY2022 Credits (Expenses)	FY2022 Net Change	FY2022 Projected Ending Balance	FY2023 Budget Offsets
2601	R/A SCHL BLDG RENTAL	Payments for rental of school buildings	Custodial details, supplies, utilities, minor repairs	129,511	111,506	30,419	9,006	21,413	132,919	30,000
2606	R/A H/S BLACK CAT CAFE	Fees charged for meals and catering	Supplies and equipment for culinary arts program	3,225	895	690	-	690	1,585	-
2608	R/A SALEM EARLY CHLDHD CTR	Pre-school tuition for general education PK peers	Partial salary offset, as available	993	34,515	-	140	(140)	34,375	-
2609	R/A ATHLETICS	Gate fees charged to spectators at athletic events	Athletic officials and other athletic expenses	4,344	4,344	-	-	-	4,344	-
2611	R/A-HS STUDENT ACTIVITIES	Dues and fund raising receipts from HS activities	Statutory - for the direct benefit of students	37,473	31,153	148,542	127,388	21,154	52,307	-
2614	04-R/A SCHOOL BUSING	Fees charged to non-mandatory riders	Bus repairs and maintenance	28,998	68,147	17,451	8,887	8,564	76,711	68,500
2618	DON-SPS General	Donations to Salem Public Schools	Expenses as stipulated by donors	29,866	64,925	2,285	31,452	(29,167)	35,758	-
2619	DON/LOCAL-SALTONSTALL	Donations to Saltonstall K-8 School	School expenses as stipulated by donors	3,765	2,765	500	-	500	3,265	-
2620	R/A NIGHT SCHOOL	Tuition for students attending night school	Night school expenses	2,780	2,780	-	-	-	2,780	-
2627	R/A SPED TUITION	Tuition paid by sending districts	Partial salary offset, as available	36,767	48,356	124,697	87,006	37,691	133,747	128,000
2630	DON/LOCAL-BATES	Donations to Bates Elementary School	School expenses as stipulated by donors	3,782	3,394	-	2,118	(2,118)	1,276	-
2631	DON/LOCAL-BENTLEY	Donations to Bentley Academy Innovation School	School expenses as stipulated by donors	9,266	12,986	-	2,452	(2,452)	10,534	-
2632	DON/LOCAL-CARLTON	Donations to Carlton Innovation School	School expenses as stipulated by donors	4,588	4,239	-	2,300	(2,300)	1,939	-
2633	DON/LOCAL-COLLINS MIDDLE SCHL	Donations to Collins Middle School	School expenses as stipulated by donors	4,025	3,695	12,073	9,803	2,270	5,965	-
2634	DON/LOCAL-HIGH SCHOOL	Donations to Salem High School	School expenses as stipulated by donors	2,622	1,433	2,564	1,374	1,190	2,623	
2635	DON/LOCAL.-HORACE MANN	Donations to Horace Mann Lab School	School expenses as stipulated by donors	5,929	3,123	1,160	2,302	(1,142)	1,980	-
2637	DON/LOCAL-WITCHCRAFT	Donations to Witchcraft Heights Elementary School	School expenses as stipulated by donors	151	275	1,133	-	1,133	1,408	-
2639	LOST BOOKS & EQUIP-SCHOOL	Fees collected for lost books and equipment	Replacement text and equipment	1,907	2,107	80	1,000	(920)	1,187	-
2645	R/A SHS AUTOMOTIVE	Fees charged to public for automotive repairs	Expenses associated with automotive program	1,551	1,551	-	-	-	1,551	-
2651	R/A SCHOOL CHOICE	School choice tuition from sending districts	Technology, instructional equipment, and supplies	189,074	534,981	227,762	22,299	205,463	790,444	500,000
263A	DON/LOCAL-SALEM PREP	Donations to Salem Prep High School	School expenses as stipulated by donors	1,782	1,749	-	80	(80)	1,669	-
263B	DON/LOCAL-NLIS	Donations to New Liberty Innovation School	School expenses as stipulated by donors	90	90	-	1	(1)	89	-
Grand Total				**624,792**	**939,010**	**569,355**	**307,609**	**261,746**	**1,298,456**	**726,500**

Appendix D: School Nutrition and Food Services Budget

	2016-17 Actual	2018-19 Actual	2019-20 Actual	2020 -21 Actual	2021-22 Budget	2022-23 Budget
REVENUE:						
Federal Revenue	2,239,355	2,184,187.00	2,015,838	2,327,136	2,327,136	2,389,556
State Revenue	(122,423)	30,881.00	261,712	36,808	36,808	38,232
Other Local Revenue	77,845	69,470.00	22,048	39,514	39,514	42,336
Total Revenue	**$ 2,194,777**	**$ 2,284,538**	**$ 2,299,598**	**$ 2,403,458**	**$ 2,403,458**	**$ 2,470,124**
EXPENSES:						
Salaries - Full Time						
Administration	196,800	214,456.00	214,916	219,817	225,312	236,577
School Staff	824,024	857,822.00	1,125,824	996,153	923,231	969,393
Employee Benefits	104,448	106,511.00	139,146	124,902	119,675	126,856
Total Personnel Expenses:	***$ 1,125,272***	***$ 1,178,789***	***$ 1,479,886***	***$ 1,340,872***	***$ 1,268,218***	***$ 1,332,826***
Food	575,976	638,765.00	570,939	810,535	810,535	732,847
Food Service Paper & Supplies	49,463	54,198.00	47,829	50,935	50,935	66,215
Milk	140,624	115,760.00	101,338	167,271	167,271	136,011
State Taxes Meals	455	472.00	244	656	656	742
Other Expenses	48,321	67,269.00	52,333	32,000	32,000	76,848
Equipment	3,508	97,239.00	46,333	1,000	63,000	76,000
Removal/Relocation HMLS				-	-	-
Total Non-Personnel Expenses:	***$ 818,347***	***$ 973,703***	***$ 819,016***	***$ 1,062,397***	***$ 1,124,397***	***$ 1,088,663***
Total Expenses	**$ 1,943,619**	**$ 2,152,492**	**$ 2,298,902**	**$ 2,403,269**	**$ 2,392,615**	**$ 2,421,489**
Net Income/(Loss)	**$ 251,158**	**$ 132,046**	**$ 696**	**$ 189**	**$ 10,843**	**$ 48,635**

Budget Overview-Enterprise Funds

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 ß 53F ¾ (formerly Chapter 41 ß 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 bullet1in 2012-02B (page 3/7) which allows for the combining of water and sewer enterprise funds voted under MGL Ch 44 ß53F ¾ 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

Water & Sewer Five Year Financial Forecast

	Desc	FY2022 Recap	FY2023 Projected	FY2024 Projected	FY2025 Projected	FY2026 Projected
	projected percent increase	*3.88%*	*2.35%*	*4.50%*	*3.75%*	*3.50%*
Sewer Rates	Residential	7.41	7.58	7.92	8.22	8.51
	Non-Residential < 25,000 cu ft	11.22	11.48	12.00	12.45	12.89
	Non-Residential > 25,000 cu ft	14.37	14.70	15.37	15.94	16.50
SEWER REVENUE						
	User Charges	10,210,323	10,450,266	10,920,528	11,330,047	11,726,599
	Penalties and Interest	37,000	37,000	37,000	37,000	37,000
	Sewer Liens	300,000	300,000	300,000	300,000	300,000
	Other Departmental Revenue					
	Investment Income					
	Intergovernmental-SESD					
	SEWER RATES	**10,547,323**	**10,787,266**	**11,257,528**	**11,667,047**	**12,063,599**
	Retained Earnings Appropriated					
	Other Enterprise Available Funds W/S Combine	(1,523,153)	(1,669,401)	(1,763,934)	(1,767,602)	(1,784,617)
	Premiums on Bonds					
	SESD PILOT SUBSIDY					
	SEWER OFS/Trans In	**(1,523,153)**	**(1,669,401)**	**(1,763,934)**	**(1,767,602)**	**(1,784,617)**
	TOTAL SEWER REVENUE	**9,024,170**	**9,117,865**	**9,493,593**	**9,899,445**	**10,278,982**
SEWER EXPENSES						
3%	Administration					
3%	Public Services	665,861	695,348	716,209	737,695	759,826
9%	Engineering	945,307	957,526	986,251	1,015,839	1,046,314
	Insurance Expenses (Deductibles)	5,000	5,000	5,150	5,305	5,464
15%	Long Term Debt (Principal and Interest)	1,930,488	1,853,793	2,131,862	2,195,817	2,261,692
	Short Term Debt BANS/Professional Fees	47,000	43,150	49,604	51,092	52,625
2%	SESD Assessment	4,735,813	4,793,507	4,900,286	5,009,443	5,159,726
	Subtotal	**8,329,469**	**8,348,323**	**8,789,361**	**9,015,191**	**9,285,647**
10%	Indirect Costs	694,701	706,018	717,534	729,250	741,172
	Subtotal	**9,024,170**	**9,054,342**	**9,506,895**	**9,744,442**	**10,026,819**
	TOTAL SEWER EXPENSES	**9,024,170**	**9,054,342**	**9,506,895**	**9,744,442**	**10,026,819**
	NET CHANGE IN SEWER FUND BALANCE (Projected)	**0**	**63,523**	**(13,302)**	**155,003**	**252,162**

	Desc	FY2022 Proposed	FY2023 Projected	FY2024 Projected	FY2025 Projected	FY2025 Projected
	projected percent increase	***0.50%***	***2.35%***	***4.50%***	***3.75%***	***3.50%***
Water Rates	Residential	3.64	3.72	3.89	4.04	4.18
	Non-Residential	4.92	5.04	5.27	5.46	5.66
WATER REVENUE						
	User Charges	5,397,158	5,523,991	5,772,570	5,989,042	6,198,658
	Interest and Penalties	30,000	30,000	30,000	30,000	30,000
2.0%	Other Department Revenue-Water Liens	200,000	204,000	208,080	212,242	216,486
2.0%	Water Meters and Misc. Revenue	30,000	30,600	31,212	31,836	32,473
2.0%	Backflow	65,000	66,300	67,626	68,979	70,358
	WATER RATES	**5,722,158**	**5,854,891**	**6,109,488**	**6,332,098**	**6,547,976**
	FB Reserved for Expenditures					
	Retained Earnings	7,506				
	Subsidy from Sewer Fund Balance	1,523,153	1,669,401	1,763,934	1,767,602	1,784,617
	Other Enterprise Available Funds W/S Combined					
	WATER OFS/Trans in	**1,530,659**	**1,669,401**	**1,763,934**	**1,767,602**	**1,784,617**
	TOTAL WATER REVENUE	**7,252,817**	**7,524,292**	**7,873,423**	**8,099,701**	**8,332,593**
WATER EXPENSES						
5.0%	Administration					
3.0%	Public Services	722,511	751,578	774,126	797,350	821,270
3.0%	Engineering	787,907	799,636	823,625	848,333	873,783
	Insurance Expense (Deductibles)	2,500	2,500	2,500	2,575	2,652
8.0%	Long Term Debt (Principal and Interest)	2,169,309	2,249,593	2,429,560	2,502,447	2,577,520
5.0%	Short Term Debt (Interest Only)	11,106	26,651	27,067	27,879	28,715
4.0%	SBWSB Assessment	2,785,009	2,906,306	3,022,558	3,113,235	3,206,632
	Retained Earnings Expended					
	Reserve Fund					
	Other Financing Uses (OFU)					
	Subtotal	**6,478,342**	**6,736,263**	**7,079,436**	**7,291,819**	**7,510,574**
10%	Indirect Costs	774,475	788,028	793,987	807,882	822,020
	Subtotal	**7,252,817**	**7,524,292**	**7,873,423**	**8,099,701**	**8,332,593**
	TOTAL WATER EXPENSES	**7,252,817**	**7,524,292**	**7,873,423**	**8,099,701**	**8,332,593**
	NET CHANGE IN WATER FUND BALANCE (Projected)	**(0)**	**-**	**-**	**-**	**-**
	NET CHANGE IN WATER/SEWER BALANCE (Projected)	**(0)**	**63,523**	**(13,302)**	**155,003**	**252,162**

Enterprise Fund A2 Summary& Graphs

CITY OF SALEM
ENTERPRISE FUNDS A2 SUMMARY

	Actual FY2021	Estimated FY2022	Budgeted FY2023	Increase % FY22 v. FY23	INCREASE FY22 V. FY23
REVENUE					
SEWER RATES	10,045,777	10,210,323	10,450,266	**2.35%**	**239,943**
OTHER	310,946	337,000	337,000	**0.00%**	**26,054**
SEWER TRANS/OFS/WATER SUBSIDIES		-			
TOTAL SEWER REVENUE	**10,356,723**	**10,547,323**	**10,787,266**	**2.3%**	**239,943**
WATER RATES	5,564,402	5,397,158	5,523,991	**2.35%**	**126,833**
OTHER	340,817	325,000	330,900	**1.82%**	**(15,817)**
WATER TRANS/OFS/GF SUBSIDIES/SEWER SUBSIDY	1,053,646	1,523,153	1,669,401	**9.60%**	**146,248**
TOTAL WATER REVENUE	**6,958,865**	**7,245,311**	**7,524,292**	**4.1%**	**278,981**
TRASH FEES	954,864	899,925	952,578	**5.9%**	**52,653**
OTHER					
TOTAL TRASH REVENUE	**954,864**	**899,925**	**952,578**	**-5.8%**	**(54,939)**
TRASH TRANS/OFS/GF SUBSIDIES	2,976,274	3,062,519	3,062,521	**0.0%**	**2**
TOTAL TRASH REVENUE WITH GF SUBSIDY	**2,976,274**	**3,062,519**	**3,062,521**	**0.0%**	**2**
ENTERPRISE FUND TOTAL REVENUE	**21,246,726**	**21,755,078**	**22,326,657**	**2.6%**	**571,579**
EXPENDITURES					
SEWER ADMIN	940,783	1,611,168	1,657,874	**2.9%**	**46,706**
SEWER FIXED COSTS	6,646,900	6,718,301	6,690,449	**-0.4%**	**(27,852)**
TOTAL SEWER EXPENDITURES	**7,587,683**	**8,329,469**	**8,348,323**	**0.2%**	**18,854**
Sewer -Indirect Costs/OTHER FINANCIAL USES	1,824,373	694,701	706,018	**-61.9%**	**(1,129,672)**
TOTAL SEWER EXPENDITURES WITH INDIRECT COSTS	**9,412,056**	**9,024,170**	**9,054,341**	**-4.1%**	**(387,886)**
WATER ADMIN	1,168,669	1,510,418	1,553,714	**2.9%**	**341,749**
WATER FIXED COSTS	4,990,472	4,967,924	5,182,549	**4.3%**	**(22,548)**
TOTAL WATER EXPENDITURES	**6,159,141**	**6,478,342**	**6,736,263**	**4.0%**	**319,201**
WATER -Indirect Costs/OTHER FINANCIAL USES	799,475	774,475	788,028	**1.8%**	**(25,000)**
TOTAL WATER EXPENDITURES WITH INDIRECT COSTS	**6,958,616**	**7,252,817**	**7,524,291**	**3.7%**	**294,201**
TRASH PERSONNEL	70,487	79,844	80,583	**0.9%**	**9,357**
TRASH NON-PERSONNEL	2,987,072	3,882,600	3,941,015	**1.5%**	**895,528**
TOTAL TRASH EXPENDITURES	**3,057,559**	**3,962,444**	**4,021,598**	**1.5%**	**904,885**
ENTERPRISE FUND TOTAL EXPENDITURES	**19,428,231**	**20,239,431**	**20,600,231**	**1.8%**	**811,200**
Net Incr/Decr	**1,818,495**	**1,515,647.00**	**1,726,425.70**		

Enterprise Fund Schedule A-2's - Sewer, Water, Trash

SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
SEWER ENTERPRISE FUND - FY23

	FY21 RECAP	FY21 Actuals	FY22 Estimated	FY23 Budgeted	% Change
1. Enterprise Revenues & Available Funds					
User Charges	9,828,959	10,045,777	10,210,323	10,450,266	2.4%
Interest & Penalties	37,000	47,053	37,000	37,000	0.0%
Sewer Liens	300,000	258,996	300,000	300,000	0.0%
Other Departmental					
Bond Premium					
Total Revenues	10,165,959	10,351,826	10,547,323	10,787,266	2.3%
Retained Earnings Appropriated					
Other Enterprise Available Funds - WS Combined	$ (1,453,358)		$ (1,523,153)	$ (1,669,401)	
OFS/TRANS IN/SESD Trans	1,680	4,897			
Total Revenue & Available Funds	8,714,281	10,356,723	9,024,170	9,117,865	1.0%
2. Total Costs Appropriated					
a. Costs appropriated in enterprise fund					
Public Services	646,798	489,733	665,861	695,347	4.4%
Engineering	670,518	449,370	945,307	957,526	1.3%
Long Term Debt (principal and interest)	1,931,587	1,884,587	1,930,488	1,853,793	-4.0%
Short Term Debt (interest only)	1,680	1,680	47,000	43,150	-8.2%
Other (SESD assessment)	4,763,997	4,762,313	4,735,813	4,793,507	1.2%
Insurance Expense (Deductibles)	5,000	0	5,000	5,000	0.0%
OFU/Trans Out		1,129,672			
Total costs appropriated in enterprise fund	8,019,580	8,717,355	8,329,469	8,348,323	0.2%
b. Costs appropriated in the general fund (Indirect Costs)	694,701	694,701	694,701	706,018	1.6%
Total costs appropriated in the general fund	694,701	694,701	694,701	706,018	1.6%
Total Costs	8,714,281	9,412,056	9,024,170	9,054,341	-3.8%

SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
SEWER ENTERPRISE FUND - FY23

	FY21 RECAP	FY21 Actuals	FY22 Estimated	FY23 Budgeted	% Change
3. Calculation of General Fund Subsidy					
Revenue & available funds	8,714,281	10,356,723	9,024,170	9,117,865	1.0%
less: Total costs	8,714,281	9,412,056	9,024,170	9,054,341	0.3%
less: Prior year deficit					
(Negative represents general fund subsidy)	0	944,667	0	63,524	#DIV/0!
4. Sources of Funding for Costs Appropriated in the Enterprise Fund					
a. Revenue & available funds	8,714,281	9,412,056	9,024,170	9,054,341	0.3%
b. Taxation					
c. Free Cash					
d. Non-Enterprise available funds					
Total Sources of Funding for Costs Appropriated in Enterprise Fund	8,714,281	9,412,056	9,024,170	9,054,341	-3.8%
Total Revenue & Other Available Funds	8,714,281	10,356,723	9,024,170	9,117,865	1.0%
Total Costs	8,714,281	9,412,056	9,024,170	9,054,341	0.3%
Variance	0	944,667	0	63,524	0.0%

SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
WATER ENTERPRISE FUND - FY23

	FY21 RECAP	FY21 Actual	FY22 Estimated	FY23 Budgeted	% Change
1. Enterprise Revenues & Available Funds					
User Charges	5,370,306	5,564,402	5,397,158	5,523,991	2.3%
Interest & Penalties	30,000	27,227	30,000	30,000	0.0%
Water Liens	200,000	141,359	200,000	204,000	2.0%
Other Departmental - Connection Fees					
Bond Premiums					
Water Meters & Misc. Revenue	30,000	16,112	30,000	30,600	2.0%
Backflow	65,000	75,195	65,000	66,300	2.0%
Total Revenues	5,695,306	5,824,295	5,722,158	5,854,891	2.3%
Retained Earnings Appropriated	100,000	80,924	7,506	0	
Other Enterprise Available Funds W/S Combined	1,453,357	1,053,646	1,523,153	1,669,401	
OFS/Trans In					
Total Revenue & Available Funds	7,248,663	6,958,865	7,252,817	7,524,292	3.7%
2. Total Costs Appropriated					
a. Costs appropriated in enterprise fund					
Public Services	693,448	558,763	722,511	751,578	4.0%
Engineernig	709,768	605,306	787,907	799,636	1.5%
Long Term Debt (principal and interest)	2,315,546	2,315,546	2,169,309	2,249,593	3.7%
Short Term Debt (interest only)	53,000	4,601	11,106	26,651	140.0%
Other (SBWSB assessment)	2,674,926	2,674,926	2,785,009	2,906,306	4.4%
Insurance Expense (Deductibles)	2,500	0	2,500	2,500	0.0%
Insurance Expense (Deductibles)					
OFU/Trans Out					
Total costs appropriated in enterprise fund	6,449,188	6,159,142	6,478,342	6,736,264	4.0%
b. Costs appropriated in the general fund - Indirect Costs	799,475	799,475	774,475	788,028	1.7%
Total costs appropriated in the general fund	799,475	799,475	774,475	788,028	1.7%
Total Costs	7,248,663	6,958,617	7,252,817	7,524,292	3.7%

SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
WATER ENTERPRISE FUND - FY23

	FY21 RECAP	FY21 Actual	FY22 Estimated	FY23 Budgeted	% Change
3. Calculation of General Fund Subsidy					
Revenue & available funds	7,248,663	6,958,865	7,252,817	7,524,292	3.7%
less: Total costs	7,248,663	6,958,617	7,252,817	7,524,292	3.7%
less: Prior year deficit					
(Negative represents general fund subsidy)	0	248	0	0	0.0%
4. Sources of Funding for Costs Appropriated in the Enterprise Fund					
a. Revenue & available funds	7,248,663	6,958,617	7,252,817	7,524,292	3.7%
b. Taxation					
c. Free Cash					
d. Non-Enterprise available funds					
Total Sources of Funding for Costs Appropriated in Enterprise Fund	7,248,663	6,958,617	7,252,817	7,524,292	3.7%
Total Revenue & Other Available Funds	7,248,663	6,958,865	7,252,817	7,524,292	3.7%
Total Costs	7,248,663	6,958,617	7,252,817	7,524,292	3.7%
Variance	-	248	-	-	0.0%

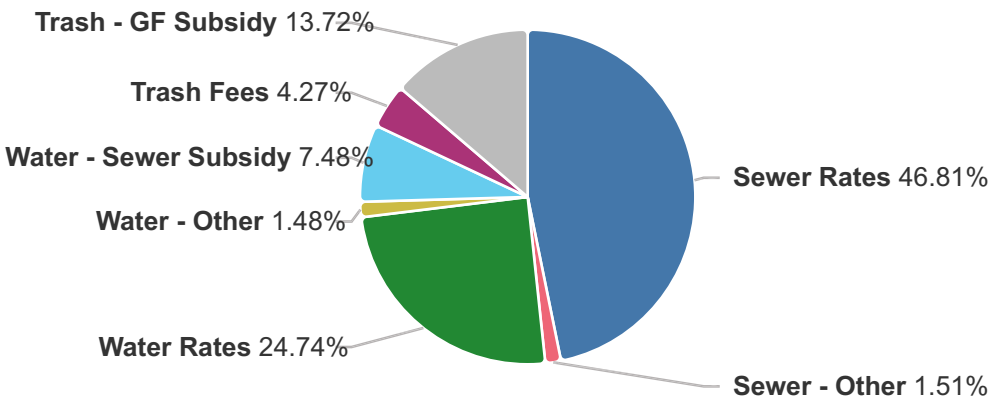
SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
TRASH ENTERPRISE FUND - FY23

	FY21 RECAP	FY21 Actual	FY22 Estimated	FY23 Budgeted	% Change
1. Enterprise Revenues & Available Funds					
User Charges	884,925	942,639	899,925	952,580	5.9%
Other Departmental Revenue	0	12,226	0	0	#DIV/0!
Penalties and Interest	4,300	0	0	0	#DIV/0!
Recycling Revenue	10,700	0	0	0	#DIV/0!
Total Revenues	899,925	954,865	899,925	952,580	5.9%
Retained Earnings Appropriated**					
Other Enterprise Available Funds					
OFS/Transfers In					
Total Revenue & Available Funds	899,925	954,865	899,925	952,580	5.9%
2. Total Costs Appropriated					
a. Costs appropriated in enterprise fund					
Salaries	96,364	80,583	79,844	80,583	0.9%
Contracted Services - Collection and Disposal (flat fee)	3,779,836	3,940,535	3,882,600	3,941,015	1.5%
Recycling and Other Expenses					
Exp Trans/OFU					
Total costs appropriated in enterprise fund	3,876,199	4,021,118	3,962,444	4,021,598	1.5%
b. Costs appropriated in the general fund - Indirect Costs					
Total costs appropriated in the general fund	0	0	0	0	
Total Costs	3,876,199	4,021,118	3,962,444	4,021,598	1.5%
3. Calculation of General Fund Subsidy					
Revenue & available funds	899,925	954,865	899,925	952,580	5.9%
less: Total costs	3,876,199	4,021,118	3,962,444	4,021,598	1.5%
less: Prior year deficit					
(Negative represents general fund subsidy)	(2,976,274)	(3,066,253)	(3,062,519)	(3,069,018)	0.2%
4. Sources of Funding for Costs Appropriated in the Enterprise Fund					
a. Revenue & available funds	899,925	954,865	899,925	952,580	5.9%
b. Taxation	2,976,274	3,066,253	3,062,519	3,069,018	0.2%
c. Free Cash					
d. Non-Enterprise available funds					
Total Sources of Funding for Costs Appropriated in Enterprise Fund	3,876,199	4,021,118	3,962,444	4,021,598	1.5%
Total Revenue & Other Available Funds	3,876,199	4,021,118	3,962,444	4,021,598	1.5%

SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
WATER & SEWER ENTERPRISE FUNDS COMBINED - FY23

	FY21 RECAP	FY21 Actual	FY22 Estimated	FY23 Budgeted	% Change
1. Enterprise Revenues & Available Funds					
User Charges	15,199,265	15,610,179	15,607,481	15,974,257	2.4%
Penalties & Interest	67,000	74,280	67,000	67,000	0.0%
Water/Sewer Liens	500,000	400,355	500,000	504,000	
Other Departmental Revenue	0	0	0	0	
Bond Premium	0	0	0	0	
Intergovernmental-SESD	30,000	16,112	30,000	30,600	2.0%
Water Backflow	65,000	75,195	65,000	66,300	2.0%
Total Revenues	15,861,265	16,176,121	16,269,481	16,642,157	2.3%
Retained Earnings	100,000	80,924	7,506	0	
Other Enterprise Available Funds - WS Combined	-1	1,053,646	0	0	
OFS/Transfers in	1,680	4,897	0	0	
Total Revenue & Available Funds	15,962,944	17,315,588	16,276,987	16,642,157	2.2%
2. Total Costs Appropriated					
a. Costs appropriated in enterprise fund					
Public Services	1,340,246	1,048,496	1,388,372	1,446,925	4.2%
Engineernig	1,380,286	1,054,676	1,733,214	1,757,162	1.4%
Long Term Debt (principal and interest)	4,247,133	4,200,133	4,099,797	4,103,386	0.1%
Short Term Debt (interest only)	54,680	6,281	58,106	69,801	20.1%
Other (SESD/SBWB assessment)	7,438,923	7,437,239	7,520,822	7,699,813	2.4%
Insurance Expense (Deductibles)	7,500	0	7,500	7,500	0.0%
OFU/Trans Out					
Total costs appropriated in enterprise fund	14,468,768	13,746,825	14,807,811	15,084,587	1.9%
b. Costs appropriated in the general fund - Indirect Costs	1,494,176	1,494,176	1,469,176	1,494,046	
Total costs appropriated in the general fund	1,494,176	1,494,176	1,469,176	1,494,046	
Total Costs	15,962,944	15,241,001	16,276,987	16,578,633	1.9%
3. Calculation of General Fund Subsidy					
Revenue & available funds	15,962,944	17,315,588	16,276,987	15,664,327	-3.8%
less: Total costs	15,962,944	15,241,001	16,276,987	15,664,327	-3.8%
less: Prior year deficit					
(Negative represents general fund subsidy)	0	2,074,587	0	0	
4. Sources of Funding for Costs Appropriated in the Enterprise Fund					
a. Revenue & available funds	15,962,944	15,241,001	16,276,987	16,578,633	2.0%
b. Taxation					
c. Free Cash					
d. Non-Enterprise available funds					
Total Sources of Funding for Costs Appropriated in Enterprise Fund	15,962,944	15,241,001	16,276,987	16,578,633	2.0%
Total Revenue & Other Available Funds	15,962,944	17,315,588	16,276,987	16,642,157	2.0%
Total Costs	15,962,944	15,241,001	16,276,987	16,578,633	2.0%
Variance	0	2,074,587	0	63,524	

FY2023 Estimated Revenues - Enterprise Funds



Enterprise Fund Revenue Detail & Graphs

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 bullet1in 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:

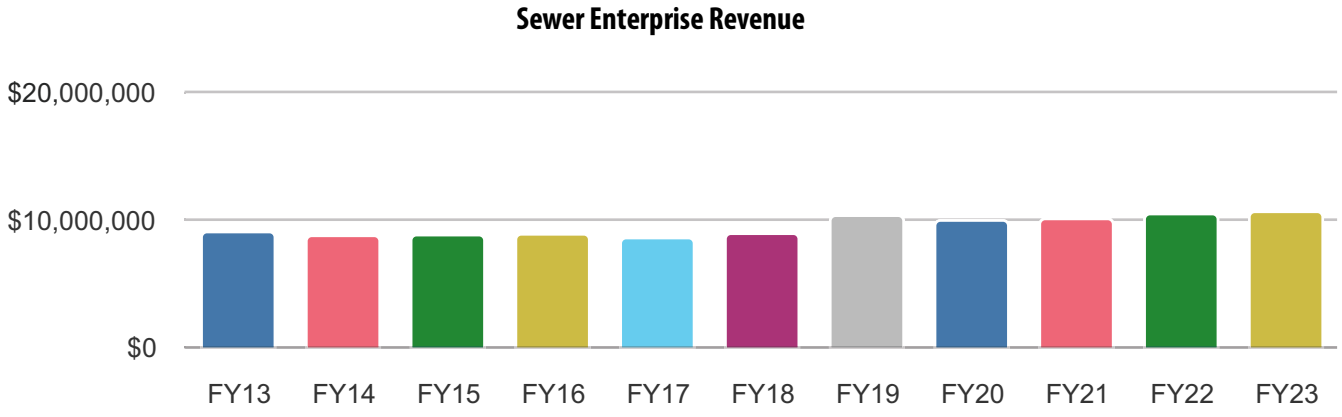
- **Sewer** – User fees, penalties and interest, sewer liens, other miscellaneous revenue and any fund balance surplus at the South Essex Sewerage District (SESD). SESD surpluses are the result of our assessment payment being more than the actual costs of running SESD.
- **Water** – User fees, penalties 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 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 2023 the City is requesting an increase in sewer rates of 2.35%.

Sewer	Current Rate	% Increase	New Rate
Residential	7.41	2.35%	7.58
Commercial	11.22	2.35%	11.48
>25K Usage	14.37	2.35%	14.70

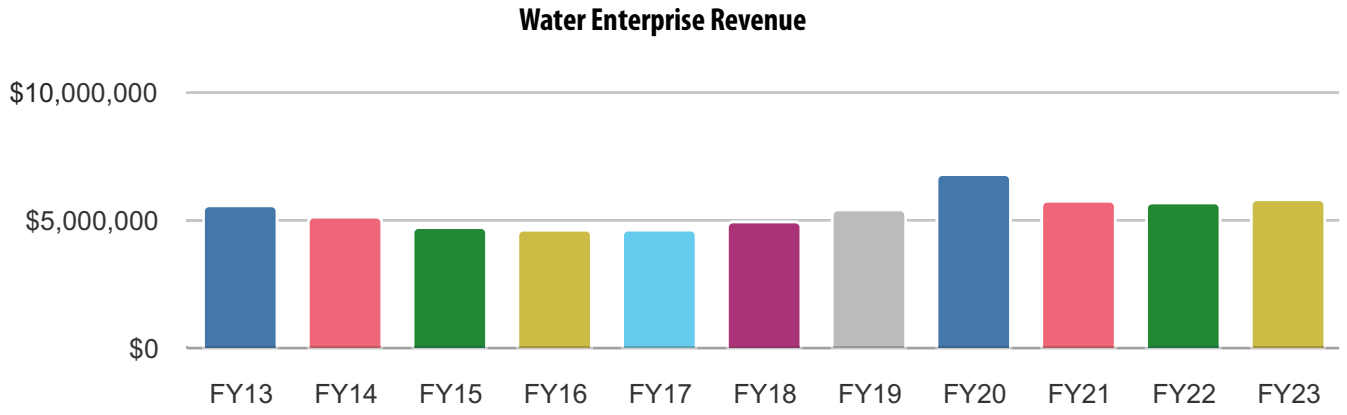


Water Enterprise Revenue

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

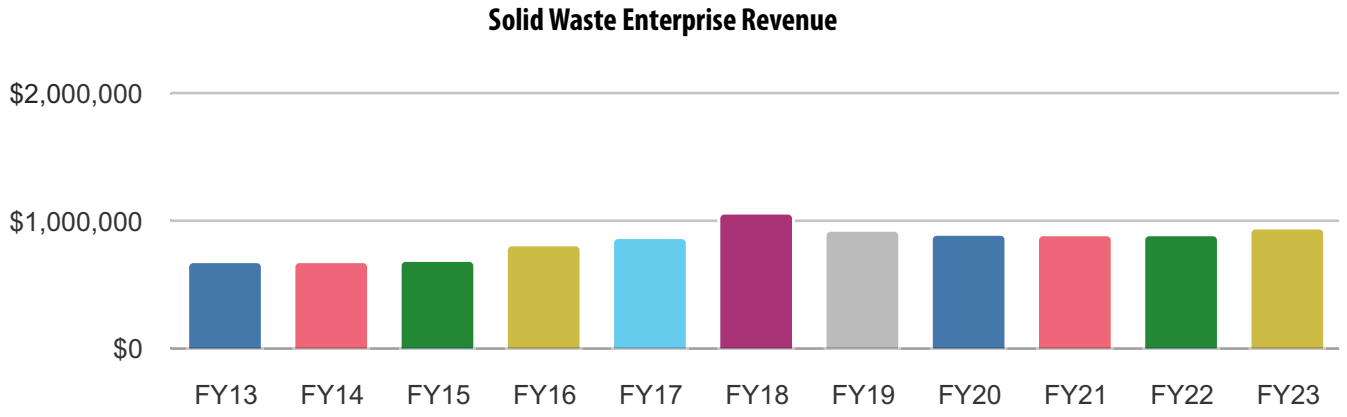
In FY 2023 the City is requesting an increase in water rates of 2.35%.

Water	Current Rate	% Increase	New Rate
Residential	3.64	2.35%	3.72
Commercial	4.92	2.35%	5.04

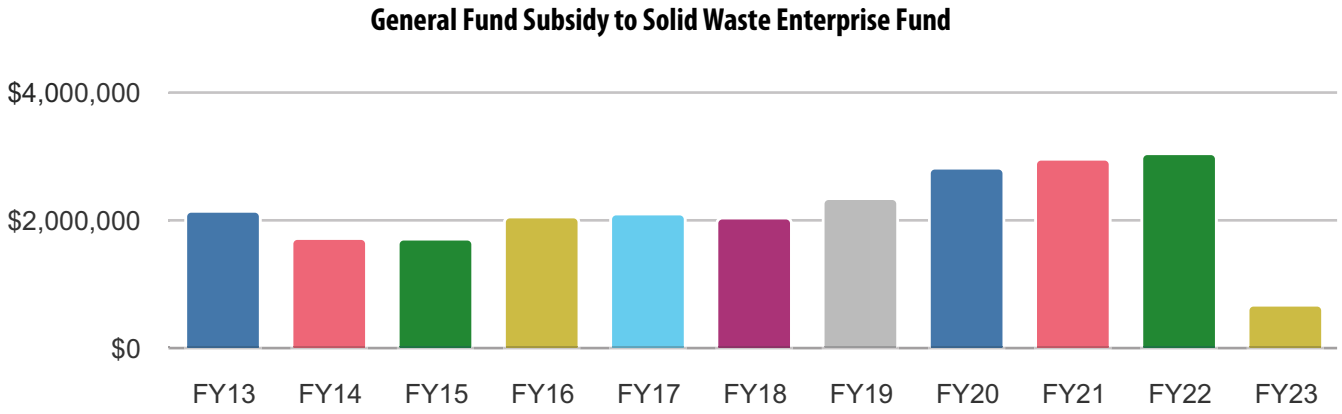


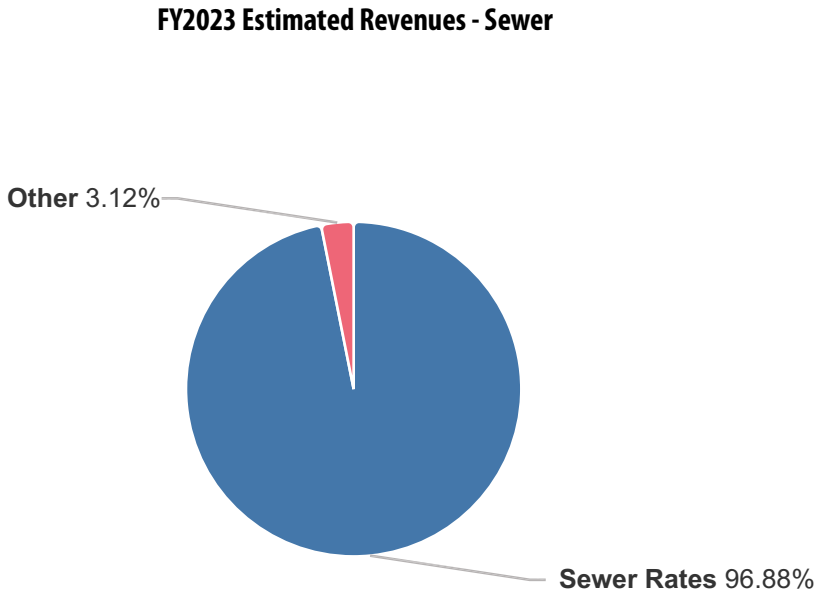
Solid Waste Enterprise Revenue

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. In FY2023, the City is requesting an increase of 2.5%, commensurate with the increase in the solid waste management contract. In FY 2023 we anticipate approximately level funding in the General Fund Subsidy to the Trash Enterprise Fund.

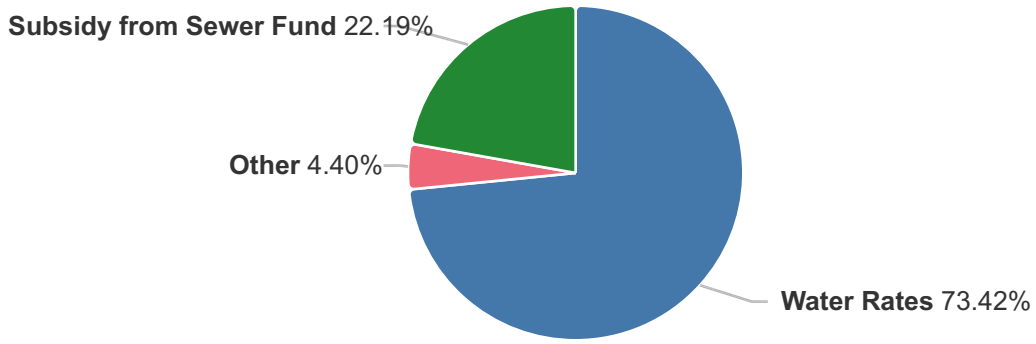


General Fund Subsidy to Solid Waste Enterprise Fund

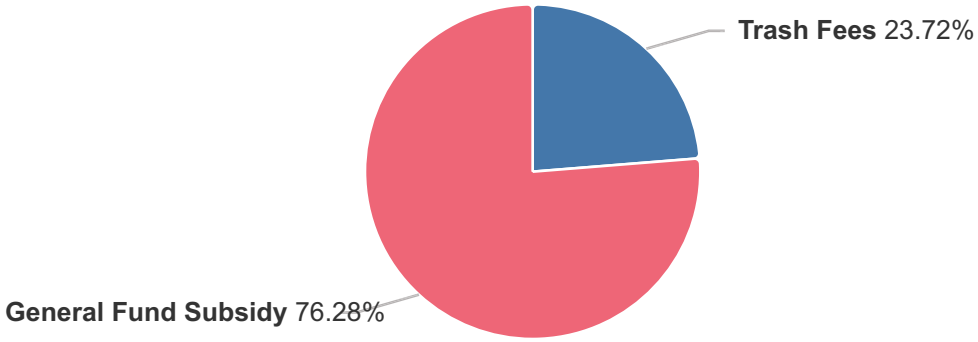




FY2023 Estimated Revenues - Water



FY2023 Estimated Revenues - Trash



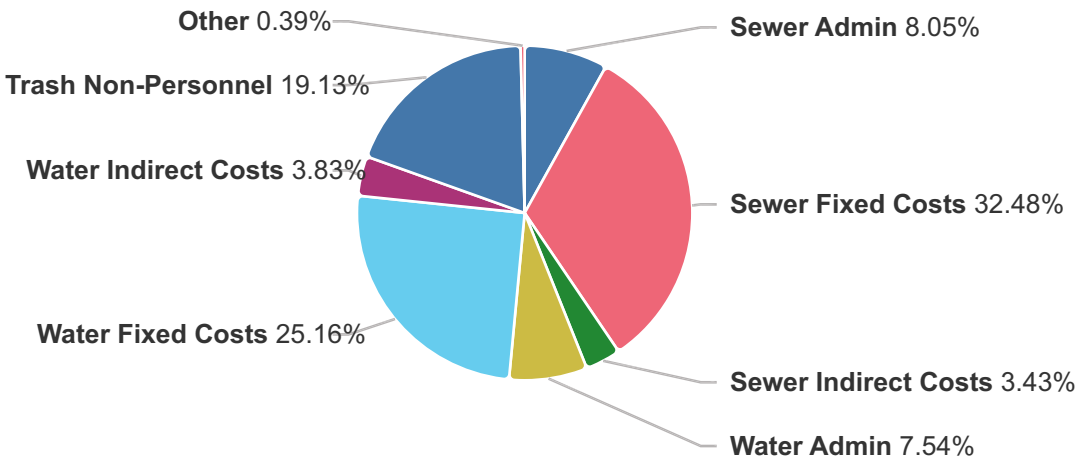
Enterprise Fund FY2023 Operating Budget Summary

	ACTUAL EXPENDED FY2021	ADOPTED BUDGET FY 2022	MAYOR BUDGET FY 2023	CITY COUNCIL BUDGET FY 2023	FY23 vs. FY22 Budget Inc/Decr Amount	Percentage
ENTERPRISE FUNDS						
SEWER :						
Sewer - Public Services	489,733	665,862	695,348	695,348	29,486	4.43%
Sewer - Engineering	449,370	945,307	957,526	957,526	12,219	1.29%
Long Term Debt	1,884,587	1,930,488	1,853,793	1,853,793	(76,695)	-3.97%
Short Term Debt	1,680	47,000	43,150	43,150	(3,850)	-8.19%
SESD Assessment	4,762,313	4,735,813	4,793,507	4,793,507	57,694	1.22%
Sewer - Insurance Deduction	-	5,000	5,000	5,000	-	0.00%
TOTAL SEWER	**7,587,683**	**8,329,470**	**8,348,324**	**8,348,324**	**18,854**	**0.23%**
WATER :						
Water-Public Services	558,763	722,551	751,578	751,578	29,027	4.02%
Water-Engineering	605,306	787,907	799,636	799,636	11,729	1.49%
Long Term Debt	2,315,546	2,169,309	2,249,593	2,249,593	80,284	3.70%
Short Term Debt	4,601	11,106	10,914	10,914	(192)	-1.73%
SBWS Assessment	2,674,926	2,785,009	2,906,306	2,906,306	121,297	4.36%
Water - Insurance Deduction	-	2,500	2,500	2,500	-	0.00%
TOTAL WATER	**6,159,142**	**6,478,382**	**6,720,527**	**6,720,527**	**242,145**	**3.74%**
Solid Waste :						
Solid Waste - Engineering	3,057,559	3,962,444	4,021,598	4,021,598	59,154	1.49%
TOTAL TRASH	**3,057,559**	**3,962,444**	**4,021,598**	**4,021,598**	**59,154**	**1.49%**
ENTERPRISE FUND TOTAL	**16,804,384**	**18,770,296**	**19,090,449**	**19,090,449**	**320,153**	**1.71%**

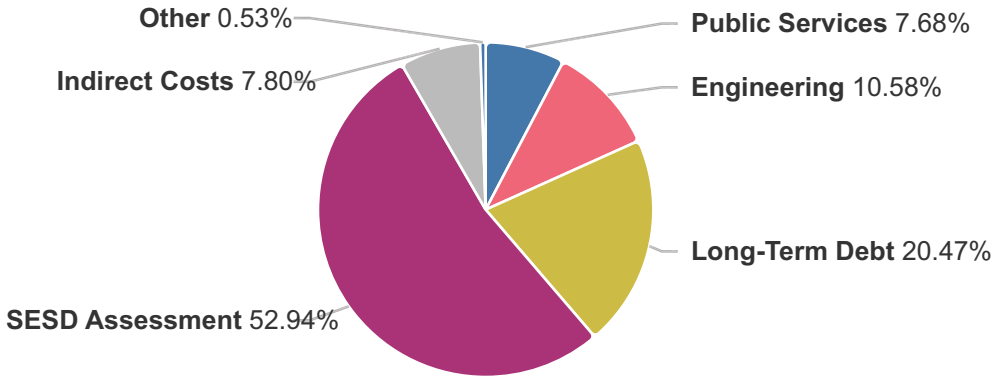
PERSONNEL & NON-PERSONNEL SUMMARIES

Sewer	Personnel	568,155	680,719	715,129	715,129	34,410	5.05%
	Non-Personnel	7,019,528	7,648,751	7,633,195	7,633,195	(15,556)	-0.20%
		7,587,683	**8,329,470**	**8,348,324**	**8,348,324**	**18,854**	**0.23%**
Water	Personnel	636,666	735,718	770,639	770,639	34,921	4.75%
	Non-Personnel	5,522,476	5,742,664	5,949,888	5,949,888	207,224	3.61%
		6,159,142	**6,478,382**	**6,720,527**	**6,720,527**	**242,145**	**3.74%**
Solid Waste	Personnel	70,487	79,844	80,583	80,583	739	0.93%
	Non-Personnel	2,987,072	3,882,600	3,941,015	3,941,015	58,415	1.50%
		3,057,559	**3,962,444**	**4,021,598**	**4,021,598**	**59,154**	**1.49%**
TOTAL Enterprise Fund		**16,804,384**	**18,770,296**	**19,090,449**	**19,090,449**	**320,153**	**1.71%**

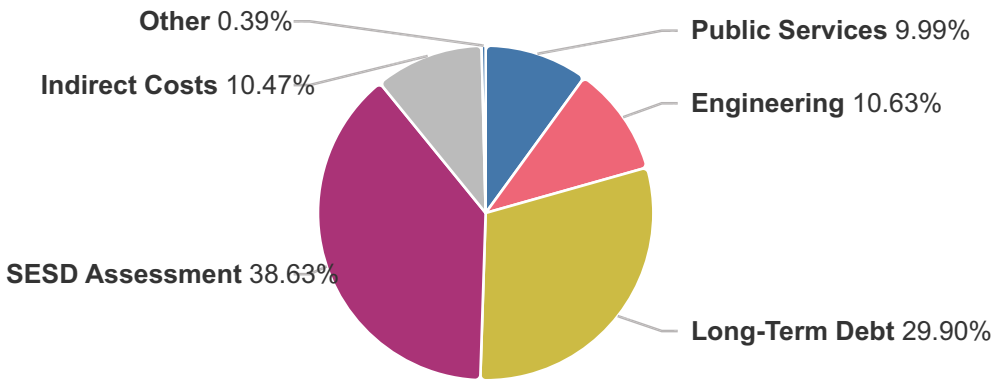
FY2023 Adopted Budget - Enterprise Funds



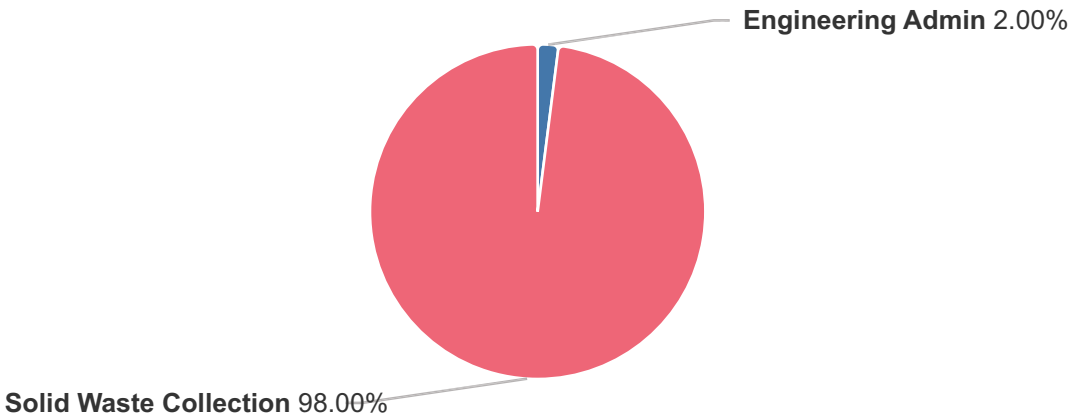
FY2023 Adopted Budget - Sewer



FY2023 Adopted Budget - Water



FY2023 Adopted Budget - Trash



Water & Sewer Rate Comparisons

FY2023 COMBINED RETAIL WATER AND SEWER RATE COMMUNITY CHARGE COMPARISION

	Water			Sewer					Last Rate	% change	Annual Cost per 120 HCF
	Residential	Commercial		Residential	Commercial		Discounts	Fund	Adjustment		(approx 90,000 gallons)
Salem - 7/1/2021	$ 3.64	$ 4.92	HCF	$ 7.41	$ 11.22	0-250 HCF	yes	Enterprise Fund	8/1/2019	3.70%	Water: $ 436.80
FY2022					$ 14.37	251+ HCF	10% water if pd.	Water & Sewer			Sewer: $ 889.20
							within 15 days				Combined: $ 1,326.00
Salem - 7/1/2022	$ 3.72	$ 5.04	HCF	$ 7.58	$ 11.48	0-250 HCF	yes	Enterprise Fund	8/1/2020	3.00%	Water: $ 446.40
Proposed					$ 14.70	251+ HCF	10% water if pd.	Water & Sewer			Sewer: $ 909.60
							within 15 days				Combined: $ 1,356.00
Beverly*	$ 3.65	same	HCF	$ 5.61	same	HCF	no	Enterprise	7/1/2018	-0.06%	Water: $ 370.80
								Water & Sewer			Sewer: $ 673.20
											Combined: $ 1,044.00
Chelsea	$ 5.74	same	0-10 HCF	$ 9.56	same	0-10 HCF	no	Enterprise Fund	7/1/2020	0.00%	Water: $ 689.28
	$ 7.00	same	> 10-15 HCF	$ 10.43	same	> 10-15 HCF		Water & Sewer			Sewer: $ 1,147.80
	$ 9.05	same	> 15HCF	$ 12.82	same	> 15HCF					Combined: $ 1,837.08
Danvers	$ 7.47	$ 7.47	0-40 HCF	$ 7.38	$ 7.38	0-40 HCF	yes	General Fund	7/1/2018	2.10%	Water: $ 994.33
	$ 8.40	$ 8.40	balance	$ 7.68	$ 7.68	balance	15% water	Water & Sewer			Sewer: $ 982.35
	$ 10.77			$ 9.23			elderly/low				Combined: $ 1,976.68
							income				
Gloucester	$ 9.36	same	kgal	$ 16.16	same	kgal	no	Enterprise Fund	7/1/2018	3.30%	Water: $ 842.40
								Water & Sewer			Sewer: $ 1,454.40
											Combined: $ 2,296.80
Lynn*	$ 4.04	same	0-27 HCF	$ 7.40	same	0-27 HCF	yes	Enterprise Fund	7/1/2020	3.66%	Water: $ 484.80
	$ 4.16	same	27-73 HCF	$ 7.65	same	27-73 HCF	owner occ.	Water & Sewer			Sewer: $ 888.00
	$ 4.23	same	73-2,812 HCF	$ 7.79	same	73-2,812 HCF	elderly/disabled				Combined: $ 1,372.80
	$ 4.29	same	balance	$ 7.84	same	balance	single @ 15%, 2-fam @ 7.5%, 3-Fam @ 5%				
Marblehead	$ 6.30	same	0-30 HCF	$ 10.00	same	0-30 HCF	no	Enterprise Fund	11/1/2020	10.49%	Water: $ 837.59
	$ 8.10	same	balance	$ 10.20	same	balance		Water & Sewer			Sewer: $ 1,329.50
											Combined: $ 2,167.09
Peabody	$ 3.31	$ 3.99	0-15 HCF	$ 4.41	$ 5.14	0-15 HCF	no	General Fund	7/1/2019	0.16%	Water: $ 422.59
	$ 3.65	same	16-25 HCF	$ 4.92	$ 5.71	16-25 HCF		Water & Sewer			Sewer: $ 563.02
	$ 3.90	$ 4.37	26-30	$ 5.23	$ 6.06	26-30					Combined: $ 985.61
	$ 4.04	$ 4.80	balance	$ 5.52	same	balance					
Revere	$ 4.06	$ 6.73	HCF	$ 12.25	$ 20.20	HCF	yes	Enterprise Fund	7/1/2019	0.00%	Water: $ 487.20
							senior	Water & Sewer			Sewer: $ 1,470.00
											Combined: $ 1,957.20
Swampscott	$ 7.33	same	HCF	$ 5.75	same	HCF	no	Enterprise Fund	7/1/2020	4.43%	Water: $ 934.21
								Water & Sewer			Sewer: $ 732.84
											Combined: $ 1,667.05

*Updated information not currently available

NOTE: All data taken from MWRA Annual Water and Sewer Retail Rate Survey - 2020

Financial Forecasts, Plans, Policies and Debt

Five Year Financial Forecast

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.

Revenues

Tax Levy: $114,458,526

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 FY2023. Residential property values currently pay 73.16% of the total property taxes, while commercial, industrial, and personal property values pay 26.84%.

The City realizes an automatic 2.5% increase to the tax levy under Proposition 2 ¾, 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, the final new growth number for FY22 was $2,053,113. For FY2023, new growth is expected to be closer to historical amounts at $1,000,000. For forecasting purposes, the average of $1,000,000 is used.

Local Receipts: $16,856,168

Local receipts are locally generated revenues other than real and personal property taxes. Examples include motorvehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. The City is seeing a healthy recovery from COVID-19, particularly in its meals and hotel/motel excise taxes. Salem is projecting an increase of $556,000 (3.41%) in Local Receipts over FY2022. Categories can be variable and the financial forecast notes the percentages that are used to project into future years based on trends.

Cherry Sheet Revenue (State Aid): $35,870,164

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 (based on the House budget) has increased the estimated state aid to the City of Salem by approximately $431,657 from the FY2022 amount. This included a decrease in Veterans Benefits reimbursement of $99,796. The Chapter 70 appropriation would be increased from $25,936,602 in FY22 to $26,184,942 in FY23, a 0.957% increase Also, FY2023 will see an increase in Unrestricted General Government Aid (UGGA) by $204,703 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 FY2023 appropriation by 1% each year through FY2027. We hope that this is a conservative estimate; however, it could be the opposite.

School Building Assistance: $0

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. The City is not anticipating any School Building Assistance funds in FY2023.

Enterprise Fund Revenue: $18,223,027

An enterprise fund, authorized by MGL Chapter 44, Section 53F ¾ 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 $5,854,891 and $10,723,742 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 bullet1in 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 FY23, the administration is recommending a water and sewer rate increase of 2.35%.

The Solid Waste Enterprise fund, established in FY08, does not recoup all operating costs. However, the $953,144 estimated revenues will cover approximately 24% of the total cost of $4,015,663 in FY2023.

Other Financial Resources – Recurring: $1,743,442

The City currently has three "receipts reserve" accounts; Harbormaster, Witch House, and Golf Course. The budget proposes adding two new accounts – Charter Street Cemetery and Forest River Pool. 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.

Expenses

General Government: $9,760,620

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 FY23 is 6.4%. This amount includes the impact of collective bargaining agreement settlements, increases for exempt staff, and initiatives supported by the Mayor's office. The estimated increases for FY2023-2025 is projected at approx. 3%

Public Safety: $23,760,206

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 FY2023 through FY2025. 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 FY2023, Public Safety is a 2.98% increase. This amount includes addressing academy training needs resulting from multiple projected retirements.

Public Works and Facilities: $4,321,670

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 FY2025.

The FY2023budget reflects an 5.46% 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 FY2025, and the Snow and Ice budget will be level funded through FY2025.

Human Services: $1,800,728

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: $3,382,603

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: $33,016,269

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 FY2025 for each fixed cost are as follows:

- Health Insurance: 8%

- As a member of state GIC, Salem will see an FY23 increase of 2.87%. To be conservative, the average increase for FY23-25 will be 8%.

- 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.
  - FY23 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: $8,391,659 (Long Term - $7,744,556 & Short Term - $557,102.51)

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: $2,599,910

The assessment to the City of Salem reflects the number of students attending the school and the associated costs. The assessment decreased in FY2023 resulting from lower enrollment numbers. To be conservative these assessments are projected to decrease -2.58% through FY2025.

Education - Salem School District: $68,747,963

The School Committee oversees the budget process for the schools, and it has a bottom-line budget of $66,597,919 for FY22, an increase of 4.96% from FY21.

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: $19,791,499

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 FY2024 to FY2027 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: $9,749,456

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.

It is projected that the Cherry Sheet assessment from the Commonwealth will increase 6% from FY2024 to FY2027.

Other Expenditures: $2,060,052

- Overlay: $950,000
  - 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 2024) due to the adjustments typically made to conform to all Massachusetts General Laws for assessing property taxes.
- Snow and Ice Deficit $0 – for FY2023 the city of Salem does not plan to raise a deficit on the tax recap.
- All amortized costs have been paid.
- Cherry Sheet Offset: $570,315
  - 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 FY2024 to FY2027.

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 ¾, 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 FY2023 budget will continue to be the basis for all future financial planning for the City of Salem.

Projection

	% INC/DEC FY24-FY27	FY22 RECAP	FY23 BUDGETED	FY24 PROJECTED	FY25 PROJECTED	FY26 PROJECTED	FY27 PROJECTED
PROPERTY TAXES							
PRIOR YEAR LEVY LIMIT		111,930,861	116,782,246	120,711,802	124,729,597	128,847,837	133,069,033
PROPOSITION 2.5 INCREASE TO LEVY	2.50%	2,798,272	2,929,556	3,017,795	3,118,240	3,221,196	3,326,726
NEW GROWTH		2,053,113	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
TOTAL: LEVY LIMIT (not included in total)		116,782,246	120,711,802	124,729,597	128,847,837	133,069,033	137,395,759
REVENUES							
ACTUAL REAL ESTATE AND PERSONAL PRO	2.75%	110,173,970	114,458,526	118,476,321	122,594,561	126,815,757	131,142,483
LOCAL RECEIPTS							
MOTOR VEHICLE	3.00%	4,500,000	4,545,000	4,681,350	4,821,791	4,966,444	5,115,438
HOTEL MOTEL TAX	5.00%	550,000	1,000,000	1,050,000	1,102,500	1,157,625	1,157,625
MEALS TAX	3.00%	850,000	900,000	927,000	954,810	983,454	983,454
BOAT EXCISE TAX	1.00%	30,000	30,000	30,300	30,603	30,909	30,909
CANNABIS EXCISE TAX	Varies	950,000	978,500	950,000	1,000,000	950,000	950,000
INTEREST ON TAXES	1.00%	550,000	550,000	555,500	561,055	566,666	566,666
" Urban Renewal (Chap 121A)	0.00%	500,000	500,000	500,000	500,000	500,000	500,000
IN LIEU OF TAXES	1.00%	700,000	785,000	792,850	700,000	707,000	700,000
CANNABIS CBA	Varies	1,000,000	870,000	800,000	800,000	800,000	1,000,000
CHARGES FOR SERVICES	2.50%	2,370,168	2,370,168	2,429,422	2,490,158	2,552,412	2,552,412
PARKING FEES	3.00%	2,500,000	2,562,500	2,639,375	2,718,556	2,800,113	2,800,113
LICENSES AND PERMITS	2.00%	300,000	300,000	306,000	312,120	318,362	318,362
FINES & FORFEITS	2.00%	800,000	800,000	816,000	832,320	848,966	848,966
INVESTMENT INCOME	0.00%	150,000	90,000	90,000	90,000	90,000	90,000
MEDICAID	1.00%	450,000	475,000	479,750	484,548	489,393	489,393
MISC. RECURRING (INCLUDES MEDICAI	2.00%	100,000	100,000	102,000	104,040	106,121	106,121
MISC. NON-RECURRING	0.00%	0	0	0	0	0	0
TOTAL: LOCAL RECEIPTS	Varies	16,300,168	16,856,168	17,149,547	17,502,500	17,867,465	18,209,459
CHERRY SHEET REVENUE	1.00%	35,244,772	35,870,164	36,228,866	36,591,154	36,957,066	37,326,636
OFS - RECURRING	Varies	1,361,195	1,743,442	1,500,000	1,500,000	1,500,000	1,500,000
OTHER FINANCIAL SOURCES (OFS) - NON-RECURRING							
OVERLAY SURPLUS							
STABILIZATION FUND							
FREE CASH - for a particular purpose							
FREE CASH - level the tax rate		1,000,000	1,000,000	500,000	500,000	500,000	500,000
ARPA							
OFS - NON RECURRING	0.00%	1,000,000	1,000,000	500,000	1,500,000	1,500,000	1,500,000
ENTERPRISE FUNDS							
SEWER ENTERPRISE FUND REVENUE	3.50%	10,547,323	10,723,742	11,099,073	11,487,540	11,889,604	12,305,740
WATER ENTERPRISE FUND REVENUE	3.50%	5,729,664	5,854,891	6,059,812	6,271,905	6,491,422	6,718,622
TRASH ENTERPRISE FUND	3.00%	899,925	953,144	981,739	1,011,191	1,041,526	1,072,772
PEG ACCESS ENTERPRISE FUND		691,250	691,250	691,250	691,250	691,250	691,250
TOTAL ENTERPRISE FUND REVENUE	varies	17,868,162	18,223,027	18,831,873	19,461,886	20,113,803	20,788,384
TOTAL REVENUES		**181,948,266**	**188,151,327**	**192,686,607**	**199,150,102**	**204,754,091**	**210,466,962**
EXPENDITURES							
TOTAL: GENERAL GOVERNMENT	3.00%	9,163,410	9,760,620	10,053,439	10,355,042	10,665,693	10,985,664
TOTAL: PUBLIC SAFETY	3.50%	23,072,889	23,760,206	24,591,813	25,452,527	26,343,365	27,265,383
TOTAL: PUBLIC WORKS & FACILITIES	Varies	4,097,953	4,321,670	4,451,320	4,584,860	4,722,405	4,864,078
TOTAL: HUMAN SERVICES	3.00%	1,800,728	1,854,468	1,910,102	1,967,405	2,026,427	2,087,220

	% INC/DEC FY24-FY27	FY22 RECAP	FY23 BUDGETED	FY24 PROJECTED	FY25 PROJECTED	FY26 PROJECTED	FY27 PROJECTED
GROUP INSURANCE	6.00%	16,022,048	16,482,273	17,471,209	18,519,481	19,630,650	20,808,489
MEDICARE	3.00%	1,278,187	1,304,315	1,343,444	1,383,748	1,425,260	1,468,018
MUNICIPAL INSURANCE- CITY ONLY	3.00%	373,500	373,500	384,705	396,246	408,134	420,378
HEALTH REIMBURSEMENT ACCOUNT		0	0		0	0	0
RETIREMENT ANTICIPATION STABILIZATI	3.00%	600,000	600,000	618,000	636,540	655,636	675,305
TRANSFER TO CPA FUND		0		0	0	0	0
SALEM 2026 FUND		50,000	50,000	75,000	75,000	100,000	0
TOTAL: FIXED COSTS		32,849,438	34,039,769	35,939,025	37,919,038	40,035,848	42,145,849
TOTAL: DEBT SERVICE	3.52%	7,408,350	8,301,659	8,593,877	8,896,382	9,209,535	9,533,710
TOTAL: ESSEX TECH ASSESSMENT	2.50%	2,602,989	2,599,910	2,664,908	2,731,530	2,799,819	2,869,814
CITY EXPENDITURE TOTAL	**Varies**	**84,378,360**	**88,342,094**	**91,113,487**	**94,907,861**	**98,608,898**	**102,645,234**
TOTAL: EDUCATION	2.75%	66,597,919	68,747,963	70,638,532	72,581,092	74,577,072	76,627,941
SCHOOL EXPENDITURE TOTAL	**2.50%**	**66,597,919**	**68,747,963**	**70,638,532**	**72,581,092**	**74,577,072**	**76,627,941**
TOTAL: SEWER ENTERPRISE	varies	8,329,470	8,348,323	8,350,642	8,807,986	8,626,161	9,298,287
TOTAL: WATER ENTERPRISE	varies	6,478,342	6,736,263	6,726,526	7,179,340	7,179,340	7,670,616
TOTAL: TRASH ENTERPRISE	3.00%	3,962,443	4,015,663	4,081,316	4,203,756	4,203,756	4,329,868
TOTAL: PEG ENTERPRISE	0.00%	691,250	691,250	691,250	691,250	691,250	691,250
ENTERPRISE FUND EXPENDITURE TOTAL		**19,461,505**	**19,791,499**	**19,849,734**	**20,882,332**	**20,700,507**	**21,990,021**
TOTAL - CITY, SCHOOL, AND ENTERPRISE		**170,437,784**	**176,881,556**	**181,601,753**	**188,371,284**	**193,886,476**	**201,263,196**
TOTAL: CHERRY SHEET ASSESSMENT	2.00%	9,430,263	9,749,456	9,618,868	9,811,246	9,811,246	10,007,471
OTHER EXPENDITURES							
CHERRY SHEET OFFSET	2.00%	376,580	570,315	384,112	391,794	391,794	399,630
OVERLAY	2.00%	911,581	950,000	929,812	948,408	948,408	967,377
SNOW AND ICE DEFICIT	various	771,892	0	500,000	500,000	500,000	500,000
Less S/I Ammortization							
Less S/I Stabilization							
Less S/I School Portion							
OTHER DEFICITS RAISED ON RECAP							
Prior Year Overlay Deficit							
TOTAL: OTHER EXPENDITURES		2,060,052	1,520,315	1,813,924	1,840,202	1,840,202	1,867,006
TOTAL EXPENDITURES		**181,928,099**	**188,151,327**	**193,034,545**	**200,022,732**	**205,537,924**	**213,137,673**
BUDGET GAP		**20,167**	**0**	**-347,938**	**-872,630**	**-783,833**	**-2,670,711**

City of Salem, Massachusetts
Fiscal 2023
Long Term Debt Service By Month
20-May-22

Purpose	17102	Original Principal		July	August	September	October	November	December	January	February	March	April	May	June	Total
1 MWPAT DW-05-12	**610034 5916**	$2,330,656	Principal	129,443.00						0.00						129,443.00
	610034 5936		Interest	6,738.98						5,444.55						12,183.53
MWPAT DW-05-12			Principal	129,443.00						0.00						129,443.00
Payable July 15 and January 15			Interest	6,738.98						5,444.55						12,183.53
36 Water System Improvements		$1,412,402	Principal			70,000.00						0.00				70,000.00
			Interest			13,350.00						11,950.00				25,300.00
37 Sewer Pump Station Upgrade		$210,000	Principal			10,000.00						0.00				10,000.00
			Interest			1,818.75						1,618.75				3,437.50
38 South River Basin Upgrade		$500,000	Principal			25,000.00						0.00				25,000.00
			Interest			4,506.25						4,006.25				8,512.50
39 South River Basin Upgrade 2		$350,000	Principal			15,000.00						0.00				15,000.00
			Interest			3,312.50						3,012.50				6,325.00
40 Forrester Street Drain Relief		$375,000	Principal			20,000.00						0.00				20,000.00
			Interest			3,562.50						3,162.50				6,725.00
41 City Hall Roof		$660,000	Principal			20,000.00						0.00				20,000.00
			Interest			8,612.50						8,212.50				16,825.00
42 City Hall Skylights		$150,000	Principal			5,000.00						0.00				5,000.00
			Interest			1,700.00						1,600.00				3,300.00
43 City Hall Windows		$340,000	Principal			10,000.00						0.00				10,000.00
			Interest			4,431.25						4,231.25				8,662.50
44 City Hall Masonry Repairs		$850,000	Principal			25,000.00						0.00				25,000.00
			Interest			11,071.88						10,571.88				21,643.76
45 Roads, Sidewalks & Crosswalks		$800,000	Principal			55,000.00						0.00				55,000.00
			Interest			5,609.38						4,509.38				10,118.76
46 Collins Cove Seawall		$125,000	Principal			5,000.00						0.00				5,000.00
			Interest			1,209.38						1,109.38				2,318.76
47 Remediation		$1,400,000	Principal			40,000.00						0.00				40,000.00
			Interest			17,793.75						16,993.75				34,787.50
48 Collins School		$1,312,938	Principal			40,000.00						0.00				40,000.00
			Interest			16,756.25						15,956.25				32,712.50
49 Collins School 2		$5,326,916	Principal			145,000.00						0.00				145,000.00
			Interest			69,190.63						66,290.63				135,481.26
50 Saltonstall School		$1,188,000	Principal			35,000.00						0.00				35,000.00
			Interest			15,121.88						14,421.88				29,543.76
51 Saltonstall School 2		$2,468,244	Principal			65,000.00						0.00				65,000.00
			Interest			32,100.00						30,800.00				62,900.00
General Obligation State Qualified Bonds of 2012			Principal			585,000.00						0.00				585,000.00
Payable September 1 and March 1			Interest			210,146.90						198,446.90				408,593.80
60 Saltonstall Elementary School		$1,595,000	Principal						75,000.00						0.00	75,000.00
			Interest						20,868.75						19,368.75	40,237.50
61 Collins Middle School		$3,295,000	Principal						155,000.00						0.00	155,000.00
			Interest						43,156.25						40,056.25	83,212.50
62 School Building Repairs		$150,000	Principal						10,000.00						0.00	10,000.00
			Interest						1,253.13						1,053.13	2,306.26
63 School Department Equipment & Infrastructure		$100,000	Principal						15,000.00						0.00	15,000.00
			Interest						300.00						0.00	300.00
64 Police Equipment - Radio Replacement		$200,000	Principal						25,000.00						0.00	25,000.00
			Interest						500.00						0.00	500.00
65 Fire Equipment - Ladder Truck		$1,100,000	Principal						80,000.00						0.00	80,000.00
			Interest						9,643.75						8,043.75	17,687.50
66 Electric Department Equipment - Bucket Truck		$100,000	Principal						15,000.00						0.00	15,000.00
			Interest						300.00						0.00	300.00
67 Parks & Recreation Equipment		$140,000	Principal						5,000.00						0.00	5,000.00
			Interest						1,875.00						1,775.00	3,650.00
68 Canal Street Utility Program		$3,900,000	Principal						180,000.00						0.00	180,000.00
			Interest						50,968.75						47,368.75	98,337.50
69 Bowditch School		$764,500	Principal						80,000.00						0.00	80,000.00
Refunding			Interest						1,600.00						0.00	1,600.00
70 Carlton School		$545,800	Principal						60,000.00						0.00	60,000.00
Refunding			Interest						1,200.00						0.00	1,200.00
71 Witchcraft School		$927,000	Principal						90,000.00						0.00	90,000.00
Refunding			Interest						4,928.13						3,128.13	8,056.26
72 Carlton School		$272,200	Principal						25,000.00						0.00	25,000.00
Refunding			Interest						1,312.50						812.50	2,125.00
General Obligation State Qualified Bonds of 2013			Principal						815,000.00						0.00	815,000.00
Payable December 1 and June 1			Interest						137,906.26						121,606.26	259,512.52
74 South River Basin Upgrade		$2,000,000	Principal						100,000.00						0.00	100,000.00
			Interest						21,312.50						19,312.50	40,625.00
75 Drain Improvements		$300,000	Principal						15,000.00						0.00	15,000.00
			Interest						3,196.88						2,896.88	6,093.76
76 Road Improvements		$2,000,000	Principal						200,000.00						0.00	200,000.00
			Interest						12,000.00						8,000.00	20,000.00
77 Bertram Field		$1,500,000	Principal						105,000.00						0.00	105,000.00
			Interest						12,206.25						10,106.25	22,312.50

FirstSouthwest

City of Salem, Massachusetts
Fiscal 2023
Long Term Debt Service By Month
20-May-22

Purpose	17102	Original Principal		July	August	September	October	November	December	January	February	March	April	May	June	Total
78 Electric - Generator		$65,000	Principal						5,000.00						0.00	5,000.00
			Interest						506.25						406.25	912.50
81 Parking - Waterproofing		$1,120,000	Principal						55,000.00						0.00	55,000.00
			Interest						11,721.88						10,621.88	22,343.76
82 Planning - MBTA Station		$500,000	Principal						25,000.00						0.00	25,000.00
			Interest						5,328.13						4,828.13	10,156.26
General Obligation Bonds of 2014			Principal						505,000.00						0.00	505,000.00
Payable December 1 and June 1			Interest						66,271.89						56,171.89	122,443.78
89 Folly Hill Tank Storage I		$2,000,000	Principal					220,000.00						0.00		220,000.00
			Interest					16,500.00						11,000.00		27,500.00
90 Folly Hill Tank Storage II		$1,000,000	Principal					110,000.00						0.00		110,000.00
			Interest					8,250.00						5,500.00		13,750.00
91 System Flushing/Valve Maintenance		$400,000	Principal					45,000.00						0.00		45,000.00
			Interest					3,250.00						2,125.00		5,375.00
92 Meter Replacement Program		$100,000	Principal					10,000.00						0.00		10,000.00
			Interest					750.00						500.00		1,250.00
93 Valve Pipe Replacement		$100,000	Principal					10,000.00						0.00		10,000.00
			Interest					750.00						500.00		1,250.00
94 I/I Study, Design & Construction		$750,000	Principal					40,000.00						0.00		40,000.00
			Interest					9,534.38						8,534.38		18,068.76
95 Canal St. Phase II		$1,750,000	Principal					90,000.00						0.00		90,000.00
			Interest					22,440.63						20,190.63		42,631.26
96 Illicit Connection Removal		$100,000	Principal					5,000.00						0.00		5,000.00
			Interest					1,290.63						1,165.63		2,456.26
97 Line Extension, Rehab & Upgrades		$50,000	Principal					5,000.00						0.00		5,000.00
			Interest					500.00						375.00		875.00
98 Garage Updates		$150,000	Principal					10,000.00						0.00		10,000.00
			Interest					1,790.63						1,540.63		3,331.26
99 Kiosk Umbrellas		$50,000	Principal					5,000.00						0.00		5,000.00
			Interest					375.00						250.00		625.00
100 Computer Replacement Program		$210,000	Principal					20,000.00						0.00		20,000.00
			Interest					1,500.00						1,000.00		2,500.00
101 District-Wide Security Updates		$75,000	Principal					10,000.00						0.00		10,000.00
			Interest					375.00						125.00		500.00
102 Replace Lunchroom/Cafeteria Equipment		$35,000	Principal					5,000.00						0.00		5,000.00
			Interest					125.00						0.00		125.00
103 HS Transformer Replacement		$60,000	Principal					5,000.00						0.00		5,000.00
			Interest					250.00						125.00		375.00
104 Saltonstall Elementary School I		$583,000	Principal					30,000.00						0.00		30,000.00
			Interest					7,421.88						6,671.88		14,093.76
105 Saltonstall Elementary School II		$253,686	Principal					15,000.00						0.00		15,000.00
			Interest					3,081.25						2,706.25		5,787.50
106 Collins Middle School I		$380,000	Principal					20,000.00						0.00		20,000.00
			Interest					4,840.63						4,340.63		9,181.26
107 Collins Middle School II		$820,000	Principal					40,000.00						0.00		40,000.00
			Interest					10,325.00						9,325.00		19,650.00
108 Collins Middle School III		$1,151,161	Principal					60,000.00						0.00		60,000.00
			Interest					14,696.88						13,196.88		27,893.76
109 Golf Course Equipment		$113,639	Principal					10,000.00						0.00		10,000.00
			Interest					500.00						250.00		750.00
110 Wrought Iron Fence		$50,000	Principal					5,000.00						0.00		5,000.00
			Interest					500.00						375.00		875.00
112 Blaney Street Terminal - City Match		$250,000	Principal					15,000.00						0.00		15,000.00
			Interest					3,081.25						2,706.25		5,787.50
113 Winter Island Pathway & Fort Restoration		$50,000	Principal					5,000.00						0.00		5,000.00
			Interest					500.00						375.00		875.00
115 Police Vehicle GPS Units		$40,000	Principal					5,000.00						0.00		5,000.00
			Interest					250.00						125.00		375.00
116 DPS 1988 Ladder Replacement		$198,200	Principal					15,000.00						0.00		15,000.00
			Interest					2,212.50						1,837.50		4,050.00
117 DPS 2000 Dump Truck Replacement		$152,136	Principal					10,000.00						0.00		10,000.00
			Interest					1,475.00						1,225.00		2,700.00
118 Paving		$650,000	Principal					45,000.00						0.00		45,000.00
			Interest					7,312.50						6,187.50		13,500.00
119 Seawalls		$200,000	Principal					10,000.00						0.00		10,000.00
			Interest					2,425.00						2,175.00		4,600.00
General Obligation Bonds of 2015			Principal					875,000.00						0.00		875,000.00
Payable November 1 and May 1			Interest					126,303.16						104,428.16		230,731.32
121 Advance Refunding October 15 2007 High School		$3,142,000	Principal				315,000.00						0.00			315,000.00
			Interest				37,240.00						30,940.00			68,180.00
123 Adv Ref Oct 15 2007 Water System Improvements		$1,463,000	Principal				145,000.00						0.00			145,000.00
			Interest				17,360.00						14,460.00			31,820.00
124 Collins Middle School		$809,685	Principal				35,000.00						0.00			35,000.00
			Interest				11,750.00						11,050.00			22,800.00
127 Districtwide Computer Replacement (School)		$50,000	Principal				5,000.00						0.00			5,000.00

FirstSouthwest

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Purpose	17102	Original Principal		July	August	September	October	November	December	January	February	March	April	May	June	Total
			Interest				500.00						400.00			900.00
128	Saltonstall School Parking/DropOff Area Improvements	$125,000	Principal				10,000.00						0.00			10,000.00
			Interest				1,800.00						1,600.00			3,400.00
129	Salerno Automotive Roof Replace (School)	$50,000	Principal				5,000.00						0.00			5,000.00
			Interest				500.00						400.00			900.00
130	Folly Hill Tank Storage (Water)	$500,000	Principal				50,000.00						0.00			50,000.00
			Interest				5,500.00						4,500.00			10,000.00
131	Water Meter Replacement Program	$100,000	Principal				10,000.00						0.00			10,000.00
			Interest				1,000.00						800.00			1,800.00
132	Rehab Gallows Hill Water Tanks 1	$1,300,000	Principal				150,000.00						0.00			150,000.00
			Interest				12,700.00						9,700.00			22,400.00
133	Rehab Gallows Hill Water Tanks 2	$150,000	Principal				5,000.00						0.00			5,000.00
			Interest				2,200.00						2,100.00			4,300.00
134	Water System Upgrade (Valves & Hydrants)	$500,000	Principal				20,000.00						0.00			20,000.00
			Interest				7,150.00						6,750.00			13,900.00
135	Water System Improvements	$1,145,000	Principal				45,000.00						0.00			45,000.00
			Interest				16,525.00						15,625.00			32,150.00
136	Water Leak Protection, Flushing & GIS Admin 1	$207,000	Principal				25,000.00						0.00			25,000.00
			Interest				2,000.00						1,500.00			3,500.00
137	Water Leak Protection, Flushing & GIS Admin 2	$193,000	Principal				20,000.00						0.00			20,000.00
			Interest				2,100.00						1,700.00			3,800.00
138	Canal Street Sewer Phase 2	$1,500,000	Principal				60,000.00						0.00			60,000.00
			Interest				21,650.00						20,450.00			42,100.00
139	Sewer Leak Detection, Flushing & GIS Admin	$400,000	Principal				15,000.00						0.00			15,000.00
			Interest				5,750.00						5,450.00			11,200.00
140	Sewer Illicit Connection Removal	$750,000	Principal				30,000.00						0.00			30,000.00
			Interest				10,875.00						10,275.00			21,150.00
141	Bikeway & Roadway Improvements	$300,000	Principal				20,000.00						0.00			20,000.00
			Interest				4,200.00						3,800.00			8,000.00
144	McGrath Park Paving/Concession Stand	$140,000	Principal				10,000.00						0.00			10,000.00
			Interest				1,900.00						1,700.00			3,600.00
145	Roads Sidewalk & Crosswalks (Non-Chapter 90)	$150,000	Principal				10,000.00						0.00			10,000.00
			Interest				2,000.00						1,800.00			3,800.00
147	Replace Fire Engine 2 or 5	$550,000	Principal				65,000.00						0.00			65,000.00
			Interest				5,400.00						4,100.00			9,500.00
148	Citywide Computer Replacement	$130,075	Principal				15,000.00						0.00			15,000.00
			Interest				1,200.00						900.00			2,100.00
151	Blaney Street Pier & Terminal (City Match)	$250,000	Principal				15,000.00						0.00			15,000.00
			Interest				3,500.00						3,200.00			6,700.00
152	Mary Jane Lee Park (Phase II)	$60,000	Principal				5,000.00						0.00			5,000.00
			Interest				700.00						600.00			1,300.00
153	Old City Hall Window Replacement	$105,000	Principal				5,000.00						0.00			5,000.00
			Interest				1,425.00						1,325.00			2,750.00
157	Ford F550 6-wheel dump Truck (unit 71)(PubServ)	$69,440	Principal				10,000.00						0.00			10,000.00
			Interest				800.00						600.00			1,400.00
158	Ford F550 6-wheel Dump Truck (unit 71)(PubServ)	$58,800	Principal				5,000.00						0.00			5,000.00
			Interest				700.00						600.00			1,300.00
159	2000 Int'l Dump Truck (unit 14)(PubServ)	$155,000	Principal				20,000.00						0.00			20,000.00
			Interest				1,600.00						1,200.00			2,800.00
160	Trash Packer (Public Services)	$90,000	Principal				10,000.00						0.00			10,000.00
			Interest				800.00						600.00			1,400.00
161	2-Ton Propane Hot Box (Public Services)	$45,000	Principal				5,000.00						0.00			5,000.00
			Interest				400.00						300.00			700.00
162	Automation of South Harbor Garages (Parking)	$550,000	Principal				55,000.00						0.00			55,000.00
			Interest				6,100.00						5,000.00			11,100.00
163	Parking Garage Upgrades	$150,000	Principal				5,000.00						0.00			5,000.00
			Interest				2,200.00						2,100.00			4,300.00
164	Transfer Station Property Remediation	$644,000	Principal				25,000.00						0.00			25,000.00
			Interest				9,275.00						8,775.00			18,050.00
General Obligation Bonds of 2016			Principal				1,225,000.00						0.00			1,225,000.00
Payable October 15 and April 15			Interest				198,800.00						174,300.00			373,100.00
165	Planning - Blaney Street Pier & Terminal (City match)	$100,000	Principal						0.00						5,000.00	5,000.00
			Interest						1,756.25						1,756.25	3,512.50
166	Police GPS units for vehicles	$30,000	Principal						0.00						10,000.00	10,000.00
			Interest						250.00						250.00	500.00
167	Old Town Hall Roof Restoration	$50,000	Principal						0.00						5,000.00	5,000.00
			Interest						750.00						750.00	1,500.00
168	Bike Path Master Plan Upgrades	$100,000	Principal						0.00						5,000.00	5,000.00
			Interest						1,756.25						1,756.25	3,512.50
169	Canal Street Roadway & Bike Path Improvements 1	$25,000	Principal						0.00						5,000.00	5,000.00
			Interest						125.00						125.00	250.00
170	Canal Street Roadway & Bike Path Improvements 2	$1,175,000	Principal						0.00						65,000.00	65,000.00
			Interest						20,984.38						20,984.38	41,968.76
171	Citywide Traffic Calming Improvements 2	$56,400	Principal						0.00						5,000.00	5,000.00
			Interest						975.00						975.00	1,950.00

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Purpose	17102	Original Principal		July	August	September	October	November	December	January	February	March	April	May	June	Total
172	Essex Street Roadway Improvements 1	$30,000	Principal						0.00						5,000.00	5,000.00
			Interest						250.00						250.00	500.00
173	Essex Street Roadway Improvements 2	$45,000	Principal						0.00						5,000.00	5,000.00
			Interest						625.00						625.00	1,250.00
175	First/Swampscott Road Intersection Improvement/Desi gn 2	$93,000	Principal						0.00						5,000.00	5,000.00
			Interest						1,631.25						1,631.25	3,262.50
176	Seawall at Collins Cove	$100,000	Principal						0.00						5,000.00	5,000.00
			Interest						1,665.63						1,665.63	3,331.26
177	South Salem Walk & Downtown Walk Boston	$30,000	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						15,000.00	15,000.00
			Interest						375.00						375.00	750.00
182	Fiber Optic Network Phase II	$500,000	Principal						0.00						110,000.00	110,000.00
			Interest						2,750.00						2,750.00	5,500.00
184	Telephone System Replacement 2	$110,000	Principal						0.00						25,000.00	25,000.00
			Interest						625.00						625.00	1,250.00
185	Basketball Court Renovations	$30,000	Principal						0.00						5,000.00	5,000.00
			Interest						250.00						250.00	500.00
186	Memorial Park Pillars & Fencing Phase II	$25,000	Principal						0.00						5,000.00	5,000.00
			Interest						125.00						125.00	250.00
187	Playground Upgrades	$35,000	Principal						0.00						5,000.00	5,000.00
			Interest						375.00						375.00	750.00
189	Historic Wrought Iron Fence - Salem Commons 2	$35,000	Principal						0.00						5,000.00	5,000.00
			Interest						375.00						375.00	750.00
190	Dickson Memorial Chapel Restoration	$50,000	Principal						0.00						5,000.00	5,000.00
			Interest						750.00						750.00	1,500.00
191	Forest River Conservation Area Improvements	$24,675	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						125.00						125.00	250.00
195	Roof Replacement (Police) 2	$587,000	Principal						0.00						35,000.00	35,000.00
			Interest						10,556.25						10,556.25	21,112.50
206	Traffic Signal Upgrades	$25,000	Principal						0.00						5,000.00	5,000.00
			Interest						125.00						125.00	250.00
207	Utility Pole Replacement	$25,000	Principal						0.00						5,000.00	5,000.00
			Interest						125.00						125.00	250.00
208	First Swampscott Road Intersection Improvements	$50,000	Principal						0.00						5,000.00	5,000.00
			Interest						750.00						750.00	1,500.00
209	Forest River Park & Pool Design/Improveme nts	$50,000	Principal						0.00						5,000.00	5,000.00
			Interest						750.00						750.00	1,500.00
210	Loring & Lafayette Improvements	$150,000	Principal						0.00						10,000.00	10,000.00
			Interest						2,706.25						2,706.25	5,412.50
211	McGrath Park Additional Assessment	$200,000	Principal						0.00						45,000.00	45,000.00
			Interest						1,125.00						1,125.00	2,250.00
212	Roads & Sidewalks	$800,000	Principal						0.00						45,000.00	45,000.00
			Interest						14,240.63						14,240.63	28,481.26
213	IT Annual Inventory (City)	$75,000	Principal						0.00						5,000.00	5,000.00
			Interest						1,375.00						1,375.00	2,750.00
215	IT Document Management System	$191,000	Principal						0.00						20,000.00	20,000.00
			Interest						3,125.00						3,125.00	6,250.00
216	IT Facilities Assessment Software	$146,000	Principal						0.00						15,000.00	15,000.00
			Interest						2,375.00						2,375.00	4,750.00
217	Library HVAC Upgrades	$80,000	Principal						0.00						5,000.00	5,000.00
			Interest						1,334.38						1,334.38	2,668.76
218	Library Structural Upgrades	$50,000	Principal						0.00						5,000.00	5,000.00
			Interest						750.00						750.00	1,500.00
219	Basketball Court Renovations	$100,000	Principal						0.00						5,000.00	5,000.00
			Interest						1,756.25						1,756.25	3,512.50
220	Betram Field Schematic Design Phase II	$99,500	Principal						0.00						20,000.00	20,000.00
			Interest						500.00						500.00	1,000.00
223	Salem Common Fence	$75,000	Principal						0.00						15,000.00	15,000.00
			Interest						375.00						375.00	750.00
224	Winter Island Function Hall/Accessibili ty Upgrades	$25,000	Principal						0.00						5,000.00	5,000.00
			Interest						125.00						125.00	250.00
225	Parking Equipment/Kiosks	$75,250	Principal						0.00						15,000.00	15,000.00
			Interest						375.00						375.00	750.00
226	Traffic Signal Communication Upgrades	$47,000	Principal						0.00						5,000.00	5,000.00
			Interest						750.00						750.00	1,500.00
227	Historic Cemetery Restoration	$150,000	Principal						0.00						35,000.00	35,000.00
			Interest						875.00						875.00	1,750.00
228	Lafayette Park Restoration	$25,000	Principal						0.00						5,000.00	5,000.00
			Interest						125.00						125.00	250.00
229	Police Dive Equipment	$65,328	Principal						0.00						15,000.00	15,000.00
			Interest						375.00						375.00	750.00
230	Police Fire Alarm Replacement	$25,000	Principal						0.00						5,000.00	5,000.00

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Purpose	17102	Original Principal		July	August	September	October	November	December	January	February	March	April	May	June	Total
			Interest						125.00						125.00	250.00
231	School Districtwie Computer Replacement	$25,000	Principal						0.00						5,000.00	5,000.00
			Interest						125.00						125.00	250.00
233	Annual Life Cycle Management (Schools) 2	$150,000	Principal						0.00						35,000.00	35,000.00
			Interest						875.00						875.00	1,750.00
234	Bentley School HVAC Equipment	$25,000	Principal						0.00						5,000.00	5,000.00
			Interest						125.00						125.00	250.00
235	High School HVAC Upgrades	$50,000	Principal						0.00						5,000.00	5,000.00
			Interest						750.00						750.00	1,500.00
236	IT Annual Inventory (School)	$150,000	Principal						0.00						15,000.00	15,000.00
			Interest						2,500.00						2,500.00	5,000.00
237	Bentley School Roof Replacement	$51,882	Principal						0.00						5,000.00	5,000.00
			Interest						875.00						875.00	1,750.00
238	Water System Upgrade - Valves & Hydrants	$1,000,000	Principal						0.00						20,000.00	20,000.00
			Interest						18,162.50						18,162.50	36,325.00
239	Water Distribution System Improvements	$1,145,000	Principal						0.00						25,000.00	25,000.00
			Interest						21,062.50						21,062.50	42,125.00
241	Water System Flushing, Valve Maintenance, Leak Detection & GIS Admin	$150,000	Principal						0.00						15,000.00	15,000.00
			Interest						2,500.00						2,500.00	5,000.00
242	Water Transmission System - Salem PS & Booster Station	$150,000	Principal						0.00						15,000.00	15,000.00
			Interest						2,500.00						2,500.00	5,000.00
243	Water - Salem PS & Booster Station	$25,000	Principal						0.00						5,000.00	5,000.00
			Interest						125.00						125.00	250.00
244	Water - Essex Street Improvements	$175,000	Principal						0.00						5,000.00	5,000.00
			Interest						3,115.63						3,115.63	6,231.26
245	Sewer Pump Station 1	$50,000	Principal						0.00						5,000.00	5,000.00
			Interest						750.00						750.00	1,500.00
246	Sewer Pump Station 2	$3,289,731	Principal						0.00						65,000.00	65,000.00
			Interest						60,246.88						60,246.88	120,493.76
247	Sewer System Flushing, Valve Maintenance, Leak Detection & GIS Admin 1	$130,000	Principal						0.00						5,000.00	5,000.00
			Interest						2,243.75						2,243.75	4,487.50
248	Sewer System Flushing, Valve Maintenance, Leak Detection & GIS Admin 2	$270,000	Principal						0.00						5,000.00	5,000.00
			Interest						4,875.00						4,875.00	9,750.00
250	Swampscott Road Sewer Pump Station UST 2	$59,000	Principal						0.00						15,000.00	15,000.00
			Interest						375.00						375.00	750.00
252	MS4 Compliance/Illic it Connecticin Removal (Sewer) 2	$561,040	Principal						0.00						10,000.00	10,000.00
			Interest						10,281.25						10,281.25	20,562.50
253	Canal Street Sewer Upgrades Phase II	$300,000	Principal						0.00						5,000.00	5,000.00
			Interest						5,550.00						5,550.00	11,100.00
254	Sewer - Essex Street Improvements	$175,000	Principal						0.00						5,000.00	5,000.00
			Interest						3,115.63						3,115.63	6,231.26
General Obligation Bonds of 2018			Principal						0.00						910,000.00	910,000.00
Payable June 15 and December 15			Interest						221,765.66						221,765.66	443,531.32
255	Senior Center Construction	$4,994,136	Principal			100,000.00						0.00				100,000.00
			Interest			84,125.00						81,625.00				165,750.00
256	Planning- Blaney Street Pier & Terminal 1	$50,000	Principal			15,000.00						0.00				15,000.00
			Interest			750.00						375.00				1,125.00
257	Planning- Blaney Street Pier & Terminal 2	$250,000	Principal			50,000.00						0.00				50,000.00
			Interest			3,875.00						2,625.00				6,500.00
258	Telephone System Replacement 1	$104,435	Principal			25,000.00						0.00				25,000.00
			Interest			1,250.00						625.00				1,875.00
259	Telephone System Replacement 2	$39,862	Principal			5,000.00						0.00				5,000.00
			Interest			625.00						500.00				1,125.00
260	Bike Path Design/ Construction 1	$22,500	Principal			5,000.00						0.00				5,000.00
			Interest			375.00						250.00				625.00
261	Boston Street Roadway Improvements	$75,000	Principal			5,000.00						0.00				5,000.00
			Interest			1,475.00						1,350.00				2,825.00
262	First Swampscott Rd Intersection Improvements2	$260,000	Principal			15,000.00						0.00				15,000.00
			Interest			5,125.00						4,750.00				9,875.00
263	370 Essex St. HVAC Design, & Construction	$370,000	Principal			5,000.00						0.00				5,000.00
			Interest			6,300.00						6,175.00				12,475.00
264	Boston Street Corridor Roadway Improvements 1	$75,000	Principal			5,000.00						0.00				5,000.00
			Interest			1,475.00						1,350.00				2,825.00
265	Boston Street Corridor Roadway Improvements 2	$125,000	Principal			5,000.00						0.00				5,000.00
			Interest			2,525.00						2,400.00				4,925.00
266	Bridge Street Massworks Roadway Improvements 2	$100,000	Principal			5,000.00						0.00				5,000.00
			Interest			1,925.00						1,800.00				3,725.00
267	Canal Street Bike Path 1	$160,000	Principal			10,000.00						0.00				10,000.00
			Interest			3,150.00						2,900.00				6,050.00
268	Canal Street Bike Path 2	$335,000	Principal			15,000.00						0.00				15,000.00
			Interest			6,650.00						6,275.00				12,925.00
269	Canal Street Corridor Roadway Improvements 1	$110,000	Principal			5,000.00						0.00				5,000.00
			Interest			2,250.00						2,125.00				4,375.00
270	Canal Street Corridor Roadway Improvements 2	$140,000	Principal			5,000.00						0.00				5,000.00
			Interest			2,850.00						2,725.00				5,575.00

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271	Essex St. Ped. & Vehicle Access Improvements 2	$1,455,000	Principal			75,000.00						0.00				75,000.00
			Interest			28,700.00						26,825.00				55,525.00
272	First/Swampscott Rd Intersection Improvements 1	$650,000	Principal			35,000.00						0.00				35,000.00
			Interest			13,100.00						12,225.00				25,325.00
273	First/Swampscott Rd Intersection Improvements 2	$100,000	Principal			5,000.00						0.00				5,000.00
			Interest			1,925.00						1,800.00				3,725.00
274	Forest River Park and Pool Design	$100,000	Principal			5,000.00						0.00				5,000.00
			Interest			1,825.00						1,700.00				3,525.00
275	Forest River Park Seawall Replacement 1	$1,650,000	Principal			60,000.00						0.00				60,000.00
			Interest			30,425.00						28,925.00				59,350.00
276	Forest River Park Seawall Replacement 2	$600,000	Principal			20,000.00						0.00				20,000.00
			Interest			10,900.00						10,400.00				21,300.00
277	Roads, Sidewalks, & Crosswalks	$500,000	Principal			30,000.00						0.00				30,000.00
			Interest			10,175.00						9,425.00				19,600.00
278	Replacement School Bldg Grounds Equipment 1	$60,425	Principal			15,000.00						0.00				15,000.00
			Interest			750.00						375.00				1,125.00
279	Annual Equipment Life Cycle Mngment(Schools)	$220,000	Principal			55,000.00						0.00				55,000.00
			Interest			2,875.00						1,500.00				4,375.00
280	Telephone System Replacements (Schools) 1	$350,000	Principal			90,000.00						0.00				90,000.00
			Interest			4,625.00						2,375.00				7,000.00
281	Telephone System Replacements (Schools) 2	$160,000	Principal			30,000.00						0.00				30,000.00
			Interest			2,500.00						1,750.00				4,250.00
282	Bertram Field Schematic Design Phase II 2	$50,000	Principal			10,000.00						0.00				10,000.00
			Interest			750.00						500.00				1,250.00
283	High School College & Career Center Floor	$70,000	Principal			5,000.00						0.00				5,000.00
			Interest			1,375.00						1,250.00				2,625.00
284	Salerno Roof & Mechanical HVAC Replacement	$110,000	Principal			5,000.00						0.00				5,000.00
			Interest			1,975.00						1,850.00				3,825.00
285	Canal Street - Phase II (Sewer) 1	$50,000	Principal			5,000.00						0.00				5,000.00
			Interest			975.00						850.00				1,825.00
286	Sewer Pump Station	$2,960,269	Principal			60,000.00						0.00				60,000.00
			Interest			49,950.00						48,450.00				98,400.00
287	Canal Street (Sewer) Phase II 1	$91,091	Principal			5,000.00						0.00				5,000.00
			Interest			1,775.00						1,650.00				3,425.00
288	Canal Street (Sewer) Phase II 2	$808,909	Principal			40,000.00						0.00				40,000.00
			Interest			15,950.00						14,950.00				30,900.00
289	MS4 Compliance/Illicit Connection Removal 2	$166,460	Principal			5,000.00						0.00				5,000.00
			Interest			2,800.00						2,675.00				5,475.00
290	Pre-Paving Sewer/Drain Inspections	$34,838	Principal			5,000.00						0.00				5,000.00
			Interest			625.00						500.00				1,125.00
291	SSES Report Implementation 1	$150,000	Principal			5,000.00						0.00				5,000.00
			Interest			2,575.00						2,450.00				5,025.00
292	289 Derby Drain	$310,000	Principal			5,000.00						0.00				5,000.00
			Interest			5,200.00						5,075.00				10,275.00
293	Fowler & No Pine Street Sewer Rehabilitation 1	$100,000	Principal			5,000.00						0.00				5,000.00
			Interest			1,825.00						1,700.00				3,525.00
294	Fowler & No Pine Street Sewer Rehabilitation 2	$300,000	Principal			5,000.00						0.00				5,000.00
			Interest			5,000.00						4,875.00				9,875.00
295	Willow Ave Sewer Replacement	$100,000	Principal			5,000.00						0.00				5,000.00
			Interest			1,825.00						1,700.00				3,525.00
296	Rosie's Pond Flood Improvements	$700,000	Principal			15,000.00						0.00				15,000.00
			Interest			11,725.00						11,350.00				23,075.00
297	Water System Upgrades- Valves & Hydrants	$1,000,000	Principal			20,000.00						0.00				20,000.00
			Interest			16,750.00						16,250.00				33,000.00
298	Szetela Lane Water	$250,000	Principal			5,000.00						0.00				5,000.00
			Interest			4,125.00						4,000.00				8,125.00
299	Citywide Flushing, Valve Leak Detection, GIS	$220,000	Principal			5,000.00						0.00				5,000.00
			Interest			3,675.00						3,550.00				7,225.00
300	Citywide Water System Flushing, Maintenance	$400,000	Principal			10,000.00						0.00				10,000.00
			Interest			6,825.00						6,575.00				13,400.00
General Obligation Bonds of 2019			Principal			915,000.00						0.00				915,000.00
Payable September 15 and March 15			Interest			368,225.00						345,350.00				713,575.00
301	Recreation-Bertram Field Phase II	$1,000,000	Principal					20,000.00						0.00		20,000.00
			Interest					15,340.63						14,840.63		30,181.26
302	Recreation-Court Renovations	$50,000	Principal					5,000.00						0.00		5,000.00
			Interest					1,125.00						1,000.00		2,125.00
303	IT-Equipment Life-Cycle Mgmt Program (City)	$75,000	Principal					5,000.00						0.00		5,000.00
			Interest					1,750.00						1,625.00		3,375.00
304	IT-Equipment Life-Cycle Mgmt Program (School)	$171,506	Principal					15,000.00						0.00		15,000.00
			Interest					4,000.00						3,625.00		7,625.00
305	IT-View Permit Upgrade	$74,680	Principal					5,000.00						0.00		5,000.00
			Interest					1,750.00						1,625.00		3,375.00
306	Bridge Light LED Conversion	$75,000	Principal					5,000.00						0.00		5,000.00
			Interest					1,750.00						1,625.00		3,375.00
307	Smart Signalization Expansion	$50,000	Principal					5,000.00						0.00		5,000.00

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Purpose	17102	Original Principal		July	August	September	October	November	December	January	February	March	April	May	June	Total
			Interest					1,125.00						1,000.00		2,125.00
308	Electrical - Smart Signalization Expansion	$50,000	Principal					5,000.00						0.00		5,000.00
			Interest					1,125.00						1,000.00		2,125.00
309	Fire Station One Parapet	$100,000	Principal					5,000.00						0.00		5,000.00
			Interest					1,781.25						1,656.25		3,437.50
310	Winter Island Function Hall Deck/Accessibility	$100,000	Principal					5,000.00						0.00		5,000.00
			Interest					1,781.25						1,656.25		3,437.50
311	Court Renovations	$125,000	Principal					5,000.00						0.00		5,000.00
			Interest					2,650.00						2,525.00		5,175.00
312	Golf Course Cart Paths	$375,000	Principal					20,000.00						0.00		20,000.00
			Interest					7,925.00						7,425.00		15,350.00
313	Parking-Traffic Calming Improvements	$64,718	Principal					5,000.00						0.00		5,000.00
			Interest					1,375.00						1,250.00		2,625.00
314	Parking and Traffic-MP & SH Garage Maintenance	$50,000	Principal					5,000.00						0.00		5,000.00
			Interest					1,125.00						1,000.00		2,125.00
315	Museum Place Parking Garage	$754,000	Principal					15,000.00						0.00		15,000.00
			Interest					11,525.00						11,150.00		22,675.00
316	Common Fence	$85,000	Principal					5,000.00						0.00		5,000.00
			Interest					1,675.00						1,550.00		3,225.00
317	Planning-Gallows Hill Park Renovation	$125,000	Principal					5,000.00						0.00		5,000.00
			Interest					2,078.13						1,953.13		4,031.26
318	Furnace and Hot Water Replacement (Police)	$110,174	Principal					5,000.00						0.00		5,000.00
			Interest					1,900.00						1,775.00		3,675.00
319	Police Cameras	$45,000	Principal					5,000.00						0.00		5,000.00
			Interest					1,000.00						875.00		1,875.00
320	Police-Boiler and Heaters	$109,300	Principal					5,000.00						0.00		5,000.00
			Interest					1,893.75						1,768.75		3,662.50
321	City Wide Traffic Calming Improvements	$15,000	Principal					5,000.00						0.00		5,000.00
			Interest					250.00						125.00		375.00
322	Boston Street Corridor Roadway Improvements	$186,500	Principal					10,000.00						0.00		10,000.00
			Interest					3,925.00						3,675.00		7,600.00
323	Bridge Street (Massworks) Roadway Improvements	$100,000	Principal					5,000.00						0.00		5,000.00
			Interest					2,025.00						1,900.00		3,925.00
324	Forest River Park and Pool Design/Improvements	$200,000	Principal					5,000.00						0.00		5,000.00
			Interest					3,412.50						3,287.50		6,700.00
325	Willows Park Restoration	$120,000	Principal					5,000.00						0.00		5,000.00
			Interest					2,018.75						1,893.75		3,912.50
326	Derby St Complete Streets	$350,000	Principal					20,000.00						0.00		20,000.00
			Interest					7,400.00						6,900.00		14,300.00
327	Szetela Lance Shared Use Path	$303,000	Principal					15,000.00						0.00		15,000.00
			Interest					6,400.00						6,025.00		12,425.00
328	Roads, Sidewalks & Crosswalks (Non Ch 90)	$1,240,000	Principal					70,000.00						0.00		70,000.00
			Interest					26,075.00						24,325.00		50,400.00
329	School-Saltonstall Water Heaters	$83,122	Principal					5,000.00						0.00		5,000.00
			Interest					1,675.00						1,550.00		3,225.00
330	School-Witchcraft Chiller & Assoc. HVAC System	$350,000	Principal					5,000.00						0.00		5,000.00
			Interest					5,284.38						5,159.38		10,443.76
331	Bentley Academy Boiler Replacement	$400,000	Principal					10,000.00						0.00		10,000.00
			Interest					6,068.75						5,818.75		11,887.50
332	Canal Street SSU Flood Mitigation Phase II	$60,000	Principal					5,000.00						0.00		5,000.00
			Interest					1,300.00						1,175.00		2,475.00
333	Derby St Drainage System Repairs	$58,000	Principal					5,000.00						0.00		5,000.00
			Interest					1,300.00						1,175.00		2,475.00
334	SSES Report Implementation (Eliminate I/I)	$400,000	Principal					10,000.00						0.00		10,000.00
			Interest					6,068.75						5,818.75		11,887.50
335	City Wide Sewer System Flushing & Maintenance	$200,000	Principal					5,000.00						0.00		5,000.00
			Interest					2,987.50						2,862.50		5,850.00
336	Pre-Paving Sewer/Drain Inspections	$50,000	Principal					5,000.00						0.00		5,000.00
			Interest					1,125.00						1,000.00		2,125.00
337	City Wide Water System Flushing & Maintenance	$250,000	Principal					5,000.00						0.00		5,000.00
			Interest					3,718.75						3,593.75		7,312.50
338	Water-Distribution Main System Initiatives	$45,000	Principal					5,000.00						0.00		5,000.00
			Interest					1,000.00						875.00		1,875.00
339	Water- Transmission Main System Initiatives	$95,000	Principal					5,000.00						0.00		5,000.00
			Interest					1,725.00						1,600.00		3,325.00
General Obligation Bonds of 2020			Principal					350,000.00						0.00		350,000.00
Payable November 15 and May 15			Interest					148,434.39						139,684.39		288,118.78
340	Cur Ref of Oct 15 2010 Water Sys Improvement	$741,130	Principal			77,790.00						0.00				77,790.00
			Interest			29,130.53						16,583.50				45,714.03
341	Cur Ref of Oct 15 2010 Water Meters	$743,320	Principal			175,950.00						0.00				175,950.00
			Interest			29,216.61						14,184.25				43,400.86
342	Cur Ref of Oct 15 2010 Water Main	$848,740	Principal			112,020.00						0.00				112,020.00
			Interest			33,360.20						18,418.00				51,778.20
343	Cur Ref of Oct 15 2010 Sewer Pump Station	$61,820	Principal			7,960.00						0.00				7,960.00
			Interest			2,429.87						1,346.50				3,776.37

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	Purpose	17102	Original Principal		July	August	September	October	November	December	January	February	March	April	May	June	Total
344	Cur Ref of Oct 15 2010 South River Basin		$502,900	Principal			58,720.00						0.00				58,720.00
				Interest			19,766.76						11,104.50				30,871.26
345	Cur Ref of Oct 15 2010 Fire Pumper Truck		$92,920	Principal			22,000.00						0.00				22,000.00
				Interest			3,652.27						1,773.00				5,425.27
346	Cur Ref of Oct 15 2010 School Infrastructure		$18,590	Principal			4,400.00						0.00				4,400.00
				Interest			730.69						354.75				1,085.44
347	Cur Ref of Oct 15 2010 Roads & Sidewalks		$298,600	Principal			95,920.00						0.00				95,920.00
				Interest			11,736.64						5,067.00				16,803.64
348	Cur Ref of Oct 15 2010 Furlong Park Remodeling		$56,880	Principal			18,270.00						0.00				18,270.00
				Interest			2,235.70						965.25				3,200.95
349	Cur Ref of Oct 15 2010 Roads & Sidewalks 2		$37,170	Principal			8,800.00						0.00				8,800.00
				Interest			1,460.99						709.25				2,170.24
350	Cur Ref of Oct 15 Canal St Improvements Design		$111,500	Principal			26,390.00						0.00				26,390.00
				Interest			4,382.57						2,127.75				6,510.32
351	Cur Ref of Oct 15 School Ballfield Remodeling		$14,220	Principal			4,570.00						0.00				4,570.00
				Interest			558.93						241.25				800.18
352	Ash Landfill Closure Remediation		$49,827	Principal			4,827.00						0.00				4,827.00
				Interest			1,958.48						1,125.00				3,083.48
353	Fiber Optic Network (Phase II)		$75,000	Principal			5,000.00						0.00				5,000.00
				Interest			2,947.92						1,750.00				4,697.92
354	Ryan Brennan Memorial Skate Park		$100,000	Principal			5,000.00						0.00				5,000.00
				Interest			2,830.00						1,675.00				4,505.00
355	Salem Common Fence		$75,000	Principal			5,000.00						0.00				5,000.00
				Interest			2,947.92						1,750.00				4,697.92
356	Library Structural Upgrades		$50,000	Principal			5,000.00						0.00				5,000.00
				Interest			1,965.28						1,125.00				3,090.28
357	Bridge Light LED Conversion		$29,470	Principal			4,470.00						0.00				4,470.00
				Interest			1,158.33						625.00				1,783.33
358	Church Street Parking Reconfiguration		$40,000	Principal			5,000.00						0.00				5,000.00
				Interest			1,572.22						875.00				2,447.22
359	Common Fence		$40,000	Principal			5,000.00						0.00				5,000.00
				Interest			1,572.22						875.00				2,447.22
360	IT Equipment Life Cycle Managment - City		$45,995	Principal			5,995.00						0.00				5,995.00
				Interest			1,807.86						1,000.00				2,807.86
361	IT Ongoing Digitization of Records		$65,000	Principal			5,000.00						0.00				5,000.00
				Interest			2,554.86						1,500.00				4,054.86
362	Recreation-Bertram Field Phase II		$3,882,593	Principal			47,593.00						0.00				47,593.00
				Interest			90,666.83						56,478.13				147,144.96
363	Recreation-Playground, Irrigation & Fence		$41,424	Principal			6,424.00						0.00				6,424.00
				Interest			1,628.19						875.00				2,503.19
364	Parking and Traffic-MP & SH Garage Maintenance		$50,000	Principal			5,000.00						0.00				5,000.00
				Interest			1,965.28						1,125.00				3,090.28
365	Planning-Gallows Hill Park Renovation		$102,259	Principal			7,259.00						0.00				7,259.00
				Interest			4,019.35						2,375.00				6,394.35
366	Planning-Palmer Cove Park Renovation		$50,000	Principal			5,000.00						0.00				5,000.00
				Interest			1,965.28						1,125.00				3,090.28
367	Police & Fire Radio Communication System		$50,000	Principal			5,000.00						0.00				5,000.00
				Interest			1,965.28						1,125.00				3,090.28
368	IT-Theft Detection System Replacement		$29,846	Principal			4,846.00						0.00				4,846.00
				Interest			1,173.11						625.00				1,798.11
369	Engineering - Willows Park Restoration		$90,000	Principal			5,000.00						0.00				5,000.00
				Interest			2,672.78						1,575.00				4,247.78
370	Engineering - Derby St Complete Streets		$476,901	Principal			21,901.00						0.00				21,901.00
				Interest			15,364.58						9,225.00				24,589.58
371	Engineering - Roads, Sidewalks & Crosswalks		$300,000	Principal			15,000.00						0.00				15,000.00
				Interest			9,708.47						5,800.00				15,508.47
372	Digitization		$67,029	Principal			7,029.00						0.00				7,029.00
				Interest			2,634.61						1,500.00				4,134.61
373	IT Lifecycle Management (School)		$62,624	Principal			7,624.00						0.00				7,624.00
				Interest			2,461.47						1,375.00				3,836.47
374	IT Lifecycle Management (City)		$52,125	Principal			7,125.00						0.00				7,125.00
				Interest			2,048.80						1,125.00				3,173.80
375	Fire Station - ADA Upgrades		$96,122	Principal			6,122.00						0.00				6,122.00
				Interest			2,992.02						1,750.00				4,742.02
376	Station 1 Antenna Project		$2,030	Principal			2,030.00						0.00				2,030.00
				Interest			79.79						0.00				79.79
377	City Wide Playground Equipment/Park Upgrades		$72,894	Principal			7,894.00						0.00				7,894.00
				Interest			2,865.14						1,625.00				4,490.14
378	Tractor/Loader/Backhoe		$69,029	Principal			14,029.00						0.00				14,029.00
				Interest			2,713.22						1,375.00				4,088.22
379	Apron Tee Greens Mower		$46,000	Principal			6,000.00						0.00				6,000.00
				Interest			1,808.06						1,000.00				2,808.06
380	Park+Rec Facilities Truck		$29,634	Principal			4,634.00						0.00				4,634.00
				Interest			1,164.78						625.00				1,789.78
381	Norman Summer Chestnut Roundabout Phase 4		$241,000	Principal			11,000.00						0.00				11,000.00

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Purpose	17102	Original Principal		July	August	September	October	November	December	January	February	March	April	May	June	Total
			Interest			7,900.42						4,750.00				12,650.42
382	Traffic Calming Improvements	$50,000	Principal			5,000.00						0.00				5,000.00
			Interest			1,965.28						1,125.00				3,090.28
383	Garage Improvements - Annual Maintenance & ADA	$49,470	Principal			4,470.00						0.00				4,470.00
			Interest			1,944.45						1,125.00				3,069.45
384	Bicycle Infrastructure	$200,000	Principal			10,000.00						0.00				10,000.00
			Interest			6,446.11						3,850.00				10,296.11
385	Mansell Field Restoration	$109,850	Principal			4,850.00						0.00				4,850.00
			Interest			3,010.81						1,793.75				4,804.56
386	Palmer Cove Park Renovation Phase I	$270,000	Principal			5,000.00						0.00				5,000.00
			Interest			6,298.72						3,881.25				10,179.97
387	Willows Restoration & Park Improvements	$100,000	Principal			5,000.00						0.00				5,000.00
			Interest			2,830.00						1,675.00				4,505.00
388	Ford F350 Pickup	$42,804	Principal			7,804.00						0.00				7,804.00
			Interest			1,682.44						875.00				2,557.44
389	McGrath Park Soils Remediation	$80,000	Principal			5,000.00						0.00				5,000.00
			Interest			2,515.56						1,475.00				3,990.56
390	DPS Building Project	$184,548	Principal			4,548.00						0.00				4,548.00
			Interest			4,438.50						2,709.38				7,147.88
391	Boston Street Complete Upgrade	$285,000	Principal			10,000.00						0.00				10,000.00
			Interest			9,236.81						5,625.00				14,861.81
392	Derby Street Complete Street	$282,550	Principal			12,550.00						0.00				12,550.00
			Interest			9,140.51						5,500.00				14,640.51
393	Bridge Street Complete Street Flint-Boston	$500,000	Principal			20,000.00						0.00				20,000.00
			Interest			16,115.28						9,750.00				25,865.28
394	Forest River Pool & Associated Facilities	$1,000,000	Principal			10,000.00						0.00				10,000.00
			Interest			23,259.06						14,543.75				37,802.81
395	Citywide Seawall Improvements	$27,790	Principal			2,790.00						0.00				2,790.00
			Interest			1,092.30						625.00				1,717.30
396	Citywide Roads, Sidewalks, and Crosswalks	$800,000	Principal			30,000.00						0.00				30,000.00
			Interest			25,823.75						15,675.00				41,498.75
397	District Camera and Access Control	$83,329	Principal			13,329.00						0.00				13,329.00
			Interest			3,275.29						1,750.00				5,025.29
398	Signature Parks Improvement I	$9,479,944	Principal			114,944.00						0.00				114,944.00
			Interest			221,052.24						137,725.00				358,777.24
399	Signature Parks Improvement II	$553,566	Principal			23,566.00						0.00				23,566.00
			Interest			17,906.27						10,800.00				28,706.27
400	Schools-SHS Library Remodel	$18,960	Principal			3,960.00						0.00				3,960.00
			Interest			745.23						375.00				1,120.23
401	Schools - Access/ADA/Architectural Studies	$77,514	Principal			17,514.00						0.00				17,514.00
			Interest			3,046.73						1,500.00				4,546.73
402	Bentley Academy Boiler Replacement	$476,140	Principal			6,140.00						0.00				6,140.00
			Interest			11,109.32						6,912.50				18,021.82
403	Schools - ADA Upgrades / Studies / Repairs	$120,060	Principal			25,060.00						0.00				25,060.00
			Interest			4,719.03						2,375.00				7,094.03
404	School Capital Repairs	$150,500	Principal			35,500.00						0.00				35,500.00
			Interest			5,915.49						2,875.00				8,790.49
405	School Building and Strategic Master Plan	$50,000	Principal			10,000.00						0.00				10,000.00
			Interest			1,965.28						1,000.00				2,965.28
406	Sewer-Derby St at Congress ô Drainage Repairs	$192,000	Principal			7,000.00						0.00				7,000.00
			Interest			4,628.23						2,768.75				7,396.98
407	Sewer- Bertram Field Phase 2	$240,000	Principal			5,000.00						0.00				5,000.00
			Interest			5,414.34						3,318.75				8,733.09
408	Sewer-SSES report implementation	$200,000	Principal			5,000.00						0.00				5,000.00
			Interest			4,706.84						2,868.75				7,575.59
409	Canal Street SSU Flood Mitigation Phase 2	$362,851	Principal			7,851.00						0.00				7,851.00
			Interest			8,508.71						5,215.63				13,724.34
394	Forest River Pool Sewer Line & Stormwater Sys	$243,930	Principal			8,930.00						0.00				8,930.00
			Interest			5,568.81						3,318.75				8,887.56
395	Derby/Congress St. Drainage System Repairs	$407,373	Principal			7,373.00						0.00				7,373.00
			Interest			9,487.30						5,850.00				15,337.30
396	Sewer - SSES Report Implementation 2	$402,860	Principal			7,860.00						0.00				7,860.00
			Interest			9,413.09						5,790.63				15,203.72
397	Citywide Sewer Flushing & Pipe Replacements	$300,000	Principal			5,000.00						0.00				5,000.00
			Interest			7,070.09						4,371.88				11,441.97
398	Water Leak Detection, Flushing & GIS Admin	$193,000	Principal			18,000.00						0.00				18,000.00
			Interest			7,585.97						4,375.00				11,960.97
399	Water- Salem PS and Booster Station	$114,281	Principal			14,281.00						0.00				14,281.00
			Interest			4,491.88						2,500.00				6,991.88
400	Water-Bertram Field Phase 2	$100,000	Principal			5,000.00						0.00				5,000.00
			Interest			2,830.00						1,675.00				4,505.00
401	Water - Citywide Flushing, Valves, Leaks	$89,920	Principal			4,920.00						0.00				4,920.00
			Interest			2,669.63						1,575.00				4,244.63
402	Forest River New Water Line	$100,000	Principal			5,000.00						0.00				5,000.00
			Interest			2,830.00						1,675.00				4,505.00

FirstSouthwest

City of Salem, Massachusetts
Fiscal 2023
Long Term Debt Service By Month
20-May-22

Purpose	17102	Original Principal		July	August	September	October	November	December	January	February	March	April	May	June	Total
403 Water - Citywide Flushing, Valves, Leaks 2		$300,000	Principal			5,000.00						0.00				5,000.00
			Interest			7,070.09						4,371.88				11,441.97
404 Water Distribution Main System		$300,000	Principal			5,000.00						0.00				5,000.00
			Interest			7,070.09						4,371.88				11,441.97
405 Water Transmission Main System		$208,168	Principal			8,168.00						0.00				8,168.00
			Interest			4,909.97						2,918.75				7,828.72
406 Highland Ave 16-inch Water Main		$80,000	Principal			5,000.00						0.00				5,000.00
			Interest			2,515.56						1,475.00				3,990.56
407 Vector Truck #18 Replacement		$274,000	Principal			24,000.00						0.00				24,000.00
			Interest			10,769.72						6,250.00				17,019.72
General Obligation Bonds of 2021			Principal			1,395,000.00						0.00				1,395,000.00
Payable September 1 and March 1			Interest			810,849.09						480,859.41				1,291,708.50
Total			Principal	129,443.00	0.00	2,895,000.00	1,225,000.00	1,225,000.00	1,320,000.00	0.00	0.00	0.00	0.00	0.00	910,000.00	7,704,443.00
			Interest	6,738.98	0.00	1,389,220.99	198,800.00	274,737.55	425,943.81	5,444.55	0.00	1,024,656.31	174,300.00	244,112.55	399,543.81	4,143,498.55
Grand Total				136,181.98	0.00	4,284,220.99	1,423,800.00	1,499,737.55	1,745,943.81	5,444.55	0.00	1,024,656.31	174,300.00	244,112.55	1,309,543.81	11,847,941.55

Debt Policies & Aggregate Debt Service

City of Salem, Massachusetts

FY2023 Long-Term Principal & Interest Payments

(as of March 4, 2022)

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
07/15/2022	December 14 2006 DW-05-12 (O) : SINGLE PURPOSE	129,443.00	6,738.98	136,181.98
Subtotal		$129,443.00	$6,738.98	$136,181.98
09/01/2022	September 27 2012 : Water System Improvements (OSQ)	70,000.00	13,350.00	83,350.00
	September 27 2012 : Sewer Pump Station Upgrade (ISQ)	10,000.00	1,818.75	11,818.75
	September 27 2012 : South River Basin Upgrade (ISQ)	25,000.00	4,506.25	29,506.25
	September 27 2012 : South River Basin Upgrade 2 (ISQ)	15,000.00	3,312.50	18,312.50
	September 27 2012 : Forrester Street Drain Relief (ISQ)	20,000.00	3,562.50	23,562.50
	September 27 2012 : City Hall Roof (ISQ)	20,000.00	8,612.50	28,612.50
	September 27 2012 : City Hall Skylights (ISQ)	5,000.00	1,700.00	6,700.00
	September 27 2012 : City Hall Windows (ISQ)	10,000.00	4,431.25	14,431.25
	September 27 2012 : City Hall Masonry Repairs (ISQ)	25,000.00	11,071.88	36,071.88
	September 27 2012 : Roads, Sidewalks & Crosswalks (ISQ)	55,000.00	5,609.38	60,609.38
	September 27 2012 : Collins Cove Seawall (ISQ)	5,000.00	1,209.38	6,209.38
	September 27 2012 : Remediation (ISQ)	40,000.00	17,793.75	57,793.75
	September 27 2012 : Collins School (OSQ)	40,000.00	16,756.25	56,756.25
	September 27 2012 : Collins School 2 (OSQ)	145,000.00	69,190.63	214,190.63
	September 27 2012 : Saltonstall School (OSQ)	35,000.00	15,121.88	50,121.88
	September 27 2012 : Saltonstall School 2 (OSQ)	65,000.00	32,100.00	97,100.00
	November 18 2021 : Cur Ref of Oct 15 2010 Water Sys Improvement (O)	77,790.00	29,130.53	106,920.53
	November 18 2021 : Cur Ref of Oct 15 2010 Water Meters (O)	175,950.00	29,216.61	205,166.61
	November 18 2021 : Cur Ref of Oct 15 2010 Water Main (O)	112,020.00	33,360.20	145,380.20
	November 18 2021 : Cur Ref of Oct 15 2010 Sewer Pump Station (I)	7,960.00	2,429.87	10,389.87
	November 18 2021 : Cur Ref of Oct 15 2010 South River Basin (I)	58,720.00	19,766.76	78,486.76
	November 18 2021 : Cur Ref of Oct 15 2010 Fire Pumper Truck (I)	22,000.00	3,652.27	25,652.27
	November 18 2021 : Cur Ref of Oct 15 2010 School Infrastructure (I)	4,400.00	730.69	5,130.69
	November 18 2021 : Cur Ref of Oct 15 2010 Roads & Sidewalks (I)	95,920.00	11,736.64	107,656.64
	November 18 2021 : Cur Ref of Oct 15 2010 Furlong Park Remodeling (I)	18,270.00	2,235.70	20,505.70
	November 18 2021 : Cur Ref of Oct 15 2010 Roads & Sidewalks 2 (I)	8,800.00	1,460.99	10,260.99
	November 18 2021 : Cur Ref of Oct 15 Canal St Improvements Design (I)	26,390.00	4,382.57	30,772.57
	November 18 2021 : Cur Ref of Oct 15 School Ballfield Remodeling (I)	4,570.00	558.93	5,128.93
	November 18 2021 : Ash Landfill Closure Remediation (O)	4,827.00	1,958.48	6,785.48
	November 18 2021 : Fiber Optic Network (Phase II) (I)	5,000.00	2,947.92	7,947.92
	November 18 2021 : Ryan Brennan Memorial Skate Park (I)	5,000.00	2,830.00	7,830.00
	November 18 2021 : Salem Common Fence (I)	5,000.00	2,947.92	7,947.92
	November 18 2021 : Library Structural Upgrades (I)	5,000.00	1,965.28	6,965.28
	November 18 2021 : Bridge Light LED Conversion (I)	4,470.00	1,158.33	5,628.33
	November 18 2021 : Church Street Parking Reconfiguration (I)	5,000.00	1,572.22	6,572.22
	November 18 2021 : Common Fence (I)	5,000.00	1,572.22	6,572.22
	November 18 2021 : IT Equipment Life Cycle Managment - City (I)	5,995.00	1,807.86	7,802.86
	November 18 2021 : IT Ongoing Digitization of Records (I)	5,000.00	2,554.86	7,554.86
	November 18 2021 : Recreation-Bertram Field Phase II (I)	47,593.00	90,666.83	138,259.83
	November 18 2021 : Recreation-Playground, Irrigation & Fence (I)	6,424.00	1,628.19	8,052.19
	November 18 2021 : Parking and Traffic-MP & SH Garage Maintenance (I)	5,000.00	1,965.28	6,965.28
	November 18 2021 : Planning-Gallows Hill Park Renovation (I)	7,259.00	4,019.35	11,278.35
	November 18 2021 : Planning-Palmer Cove Park Renovation (I)	5,000.00	1,965.28	6,965.28
	November 18 2021 : Police & Fire Radio Communication System (I)	5,000.00	1,965.28	6,965.28
	November 18 2021 : IT-Theft Detection System Replacement (I)	4,846.00	1,173.11	6,019.11
	November 18 2021 : Engineering - Willows Park Restoration (I)	5,000.00	2,672.78	7,672.78
	November 18 2021 : Engineering - Derby St Complete Streets (I)	21,901.00	15,364.58	37,265.58
	November 18 2021 : Engineering - Roads, Sidewalks & Crosswalks (I)	15,000.00	9,708.47	24,708.47
	November 18 2021 : Digitization (I)	7,029.00	2,634.61	9,663.61
	November 18 2021 : IT Lifecycle Management (School) (I)	7,624.00	2,461.47	10,085.47
	November 18 2021 : IT Lifecycle Management (City) (I)	7,125.00	2,048.80	9,173.80
	November 18 2021 : Fire Station - ADA Upgrades (I)	6,122.00	2,992.02	9,114.02
	November 18 2021 : Station 1 Antenna Project (I)	2,030.00	79.79	2,109.79

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
	November 18 2021 : City Wide Playground Equipment/Park Upgrades (I)	7,894.00	2,865.14	10,759.14
	November 18 2021 : Tractor/Loader/Backhoe (I)	14,029.00	2,713.22	16,742.22
	November 18 2021 : Apron Tee Greens Mower (I)	6,000.00	1,808.06	7,808.06
	November 18 2021 : Park+Rec Facilities Truck (I)	4,634.00	1,164.78	5,798.78
	November 18 2021 : Norman Summer Chestnut Roundabout Phase 4 (I)	11,000.00	7,900.42	18,900.42
	November 18 2021 : Traffic Calming Improvements (I)	5,000.00	1,965.28	6,965.28
	November 18 2021 : Garage Improvements - Annual Maintenance & ADA (I)	4,470.00	1,944.45	6,414.45
	November 18 2021 : Bicycle Infrastructure (I)	10,000.00	6,446.11	16,446.11
	November 18 2021 : Mansell Field Restoration (I)	4,850.00	3,010.81	7,860.81
	November 18 2021 : Palmer Cove Park Renovation Phase I (I)	5,000.00	6,298.72	11,298.72
	November 18 2021 : Willows Restoration & Park Improvements (I)	5,000.00	2,830.00	7,830.00
	November 18 2021 : Ford F350 Pickup (I)	7,804.00	1,682.44	9,486.44
	November 18 2021 : McGrath Park Soils Remediation (I)	5,000.00	2,515.56	7,515.56
	November 18 2021 : DPS Building Project (I)	4,548.00	4,438.50	8,986.50
	November 18 2021 : Boston Street Complete Upgrade (I)	10,000.00	9,236.81	19,236.81
	November 18 2021 : Derby Street Complete Street (I)	12,550.00	9,140.51	21,690.51
	November 18 2021 : Bridge Street Complete Street Flint-Boston (I)	20,000.00	16,115.28	36,115.28
	November 18 2021 : Forest River Pool & Associated Facilities (I)	10,000.00	23,259.06	33,259.06
	November 18 2021 : Citywide Seawall Improvements (I)	2,790.00	1,092.30	3,882.30
	November 18 2021 : Citywide Roads, Sidewalks, and Crosswalks (I)	30,000.00	25,823.75	55,823.75
	November 18 2021 : District Camera and Access Control (I)	13,329.00	3,275.29	16,604.29
	November 18 2021 : Signature Parks Improvement I (I)	114,944.00	221,052.24	335,996.24
	November 18 2021 : Signature Parks Improvement II (I)	23,566.00	17,906.27	41,472.27
	November 18 2021 : Schools-SHS Library Remodel (I)	3,960.00	745.23	4,705.23
	November 18 2021 : Schools - Access/ADA/Architectural Studies (I)	17,514.00	3,046.73	20,560.73
	November 18 2021 : Bentley Academy Boiler Replacement (I)	6,140.00	11,109.32	17,249.32
	November 18 2021 : Schools - ADA Upgrades / Studies / Repairs (I)	25,060.00	4,719.03	29,779.03
	November 18 2021 : School Capital Repairs (I)	35,500.00	5,915.49	41,415.49
	November 18 2021 : School Building and Strategic Master Plan (I)	10,000.00	1,965.28	11,965.28
	November 18 2021 : Sewer-Derby St at Congress õ Drainage Repairs (O)	7,000.00	4,628.23	11,628.23
	November 18 2021 : Sewer- Bertram Field Phase 2 (O)	5,000.00	5,414.34	10,414.34
	November 18 2021 : Sewer-SSES report implementation (O)	5,000.00	4,706.84	9,706.84
	November 18 2021 : Canal Street SSU Flood Mitigation Phase 2 (O)	7,851.00	8,508.71	16,359.71
	November 18 2021 : Forest River Pool Sewer Line & Stormwater Sys (O)	8,930.00	5,568.81	14,498.81
	November 18 2021 : Derby/Congress St. Drainage System Repairs (O)	7,373.00	9,487.30	16,860.30
	November 18 2021 : Sewer - SSES Report Implementation 2 (O)	7,860.00	9,413.09	17,273.09
	November 18 2021 : Citywide Sewer Flushing & Pipe Replacements (O)	5,000.00	7,070.09	12,070.09
	November 18 2021 : Water Leak Detection, Flushing & GIS Admin (O)	18,000.00	7,585.97	25,585.97
	November 18 2021 : Water- Salem PS and Booster Station (O)	14,281.00	4,491.88	18,772.88
	November 18 2021 : Water-Bertram Field Phase 2 (O)	5,000.00	2,830.00	7,830.00
	November 18 2021 : Water - Citywide Flushing, Valves, Leaks (O)	4,920.00	2,669.63	7,589.63
	November 18 2021 : Forest River New Water Line (O)	5,000.00	2,830.00	7,830.00
	November 18 2021 : Water - Citywide Flushing, Valves, Leaks 2 (O)	5,000.00	7,070.09	12,070.09
	November 18 2021 : Water Distribution Main System (O)	5,000.00	7,070.09	12,070.09
	November 18 2021 : Water Transmission Main System (O)	8,168.00	4,909.97	13,077.97
	November 18 2021 : Highland Ave 16-inch Water Main (O)	5,000.00	2,515.56	7,515.56
	November 18 2021 : Vector Truck #18 Replacement (O)	24,000.00	10,769.72	34,769.72
Subtotal		$1,980,000.00	$1,020,995.99	$3,000,995.99
09/15/2022	September 25 2019 : Senior Center Construction (I)	100,000.00	84,125.00	184,125.00
	September 25 2019 : Planning- Blaney Street Pier & Terminal 1 (I)	15,000.00	750.00	15,750.00
	September 25 2019 : Planning- Blaney Street Pier & Terminal 2 (I)	50,000.00	3,875.00	53,875.00
	September 25 2019 : Telephone System Replacement 1 (I)	25,000.00	1,250.00	26,250.00
	September 25 2019 : Telephone System Replacement 2 (I)	5,000.00	625.00	5,625.00
	September 25 2019 : Bike Path Design/ Construction 1 (I)	5,000.00	375.00	5,375.00
	September 25 2019 : Boston Street Roadway Improvements (I)	5,000.00	1,475.00	6,475.00
	September 25 2019 : First Swampscott Rd Intersection Improvements2 (I)	15,000.00	5,125.00	20,125.00
	September 25 2019 : 370 Essex St. HVAC Design, & Construction (I)	5,000.00	6,300.00	11,300.00
	September 25 2019 : Boston Street Corridor Roadway Improvements 1 (I)	5,000.00	1,475.00	6,475.00
	September 25 2019 : Boston Street Corridor Roadway Improvements 2 (I)	5,000.00	2,525.00	7,525.00
	September 25 2019 : Bridge Street Massworks Roadway Improvements 2 (I)	5,000.00	1,925.00	6,925.00
	September 25 2019 : Canal Street Bike Path 1 (I)	10,000.00	3,150.00	13,150.00
	September 25 2019 : Canal Street Bike Path 2 (I)	15,000.00	6,650.00	21,650.00
	September 25 2019 : Canal Street Corridor Roadway Improvements 1 (I)	5,000.00	2,250.00	7,250.00

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
	September 25 2019 : Canal Street Corridor Roadway Improvements 2 (I)	5,000.00	2,850.00	7,850.00
	September 25 2019 : Essex St. Ped. & Vehicle Access Improvements 2 (I)	75,000.00	28,700.00	103,700.00
	September 25 2019 : First/Swampscott Rd Intersection Improvements 1(I)	35,000.00	13,100.00	48,100.00
	September 25 2019 : First/Swampscott Rd Intersection Improvements 2(I)	5,000.00	1,925.00	6,925.00
	September 25 2019 : Forest River Park and Pool Design (I)	5,000.00	1,825.00	6,825.00
	September 25 2019 : Forest River Park Seawall Replacement 1 (I)	60,000.00	30,425.00	90,425.00
	September 25 2019 : Forest River Park Seawall Replacement 2 (I)	20,000.00	10,900.00	30,900.00
	September 25 2019 : Roads, Sidewalks, & Crosswalks (I)	30,000.00	10,175.00	40,175.00
	September 25 2019 : Replacement School Bldg Grounds Equipment 1 (I)	15,000.00	750.00	15,750.00
	September 25 2019 : Annual Equipment Life Cycle Mngment(Schools) (O)	55,000.00	2,875.00	57,875.00
	September 25 2019 : Telephone System Replacements (Schools) 1 (I)	90,000.00	4,625.00	94,625.00
	September 25 2019 : Telephone System Replacements (Schools) 2 (I)	30,000.00	2,500.00	32,500.00
	September 25 2019 : Bertram Field Schematic Design Phase II 2 (I)	10,000.00	750.00	10,750.00
	September 25 2019 : High School College & Career Center Floor (I)	5,000.00	1,375.00	6,375.00
	September 25 2019 : Salerno Roof & Mechanical HVAC Replacement (I)	5,000.00	1,975.00	6,975.00
	September 25 2019 : Canal Street - Phase II (Sewer) 1 (I)	5,000.00	975.00	5,975.00
	September 25 2019 : Sewer Pump Station (O)	60,000.00	49,950.00	109,950.00
	September 25 2019 : Canal Street (Sewer) Phase II 1 (I)	5,000.00	1,775.00	6,775.00
	September 25 2019 : Canal Street (Sewer) Phase II 2 (I)	40,000.00	15,950.00	55,950.00
	September 25 2019 : MS4 Compliance/Illicit Connection Removal 2 (I)	5,000.00	2,800.00	7,800.00
	September 25 2019 : Pre-Paving Sewer/Drain Inspections (I)	5,000.00	625.00	5,625.00
	September 25 2019 : SSES Report Implementation 1 (O)	5,000.00	2,575.00	7,575.00
	September 25 2019 : 289 Derby Drain (O)	5,000.00	5,200.00	10,200.00
	September 25 2019 : Fowler & No Pine Street Sewer Rehabilitation 1 (O)	5,000.00	1,825.00	6,825.00
	September 25 2019 : Fowler & No Pine Street Sewer Rehabilitation 2 (O)	5,000.00	5,000.00	10,000.00
	September 25 2019 : Willow Ave Sewer Replacement (O)	5,000.00	1,825.00	6,825.00
	September 25 2019 : Rosie's Pond Flood Improvements (O)	15,000.00	11,725.00	26,725.00
	September 25 2019 : Water System Upgrades- Valves & Hydrants (O)	20,000.00	16,750.00	36,750.00
	September 25 2019 : Szetela Lane Water (O)	5,000.00	4,125.00	9,125.00
	September 25 2019 : Citywide Flushing, Valve Leak Detection, GIS (O)	5,000.00	3,675.00	8,675.00
	September 25 2019 : Citywide Water System Flushing, Maintenance (O)	10,000.00	6,825.00	16,825.00
Subtotal		$915,000.00	$368,225.00	$1,283,225.00
10/15/2022	November 17 2016 : Advance Refunding October 15 2007 High School (I)	315,000.00	37,240.00	352,240.00
	November 17 2016 : Adv Ref Oct 15 2007 Water System Improvements (O)	145,000.00	17,360.00	162,360.00
	November 17 2016 : Collins Middle School (O)	35,000.00	11,750.00	46,750.00
	November 17 2016 : Districtwide Computer Replacement (School) (I)	5,000.00	500.00	5,500.00
	November 17 2016 : Saltonstall School Parking/DropOff Area Improve(I)	10,000.00	1,800.00	11,800.00
	November 17 2016 : Salerno Automotive Roof Replace (School) (I)	5,000.00	500.00	5,500.00
	November 17 2016 : Folly Hill Tank Storage (Water) (O)	50,000.00	5,500.00	55,500.00
	November 17 2016 : Water Meter Replacement Program (O)	10,000.00	1,000.00	11,000.00
	November 17 2016 : Rehab Gallows Hill Water Tanks 1 (O)	150,000.00	12,700.00	162,700.00
	November 17 2016 : Rehab Gallows Hill Water Tanks 2 (O)	5,000.00	2,200.00	7,200.00
	November 17 2016 : Water System Upgrade (Valves & Hydrants) (O)	20,000.00	7,150.00	27,150.00
	November 17 2016 : Water System Improvements (O)	45,000.00	16,525.00	61,525.00
	November 17 2016 : Water Leak Protection, Flushing & GIS Admin 1 (O)	25,000.00	2,000.00	27,000.00
	November 17 2016 : Water Leak Protection, Flushing & GIS Admin 2 (O)	20,000.00	2,100.00	22,100.00
	November 17 2016 : Canal Street Sewer Phase 2 (I)	60,000.00	21,650.00	81,650.00
	November 17 2016 : Sewer Leak Detection, Flushing & GIS Admin (I)	15,000.00	5,750.00	20,750.00
	November 17 2016 : Sewer Illicit Connection Removal (O)	30,000.00	10,875.00	40,875.00
	November 17 2016 : Bikeway & Roadway Improvements (I)	20,000.00	4,200.00	24,200.00
	November 17 2016 : McGrath Park Paving/Concession Stand (I)	10,000.00	1,900.00	11,900.00
	November 17 2016 : Roads Sidewalk & Crosswalks (Non-Chapter 90) (I)	10,000.00	2,000.00	12,000.00
	November 17 2016 : Replace Fire Engine 2 or 5 (I)	65,000.00	5,400.00	70,400.00
	November 17 2016 : Citywide Computer Replacement (I)	15,000.00	1,200.00	16,200.00
	November 17 2016 : Blaney Street Pier & Terminal (City Match) (I)	15,000.00	3,500.00	18,500.00
	November 17 2016 : Mary Jane Lee Park (Phase II) (I)	5,000.00	700.00	5,700.00
	November 17 2016 : Old City Hall Window Replacement (I)	5,000.00	1,425.00	6,425.00
	November 17 2016 : Ford F550 6-wheel dump Truck (unit 71)(PubServ)(I)	10,000.00	800.00	10,800.00
	November 17 2016 : Ford F550 6-wheel Dump Truck (unit 71)(PubServ)(I)	5,000.00	700.00	5,700.00
	November 17 2016 : 2000 Int'l Dump Truck (unit 14)(PubServ)(I)	20,000.00	1,600.00	21,600.00
	November 17 2016 : Trash Packer (Public Services) (I)	10,000.00	800.00	10,800.00
	November 17 2016 : 2-Ton Propane Hot Box (Public Services) (I)	5,000.00	400.00	5,400.00
	November 17 2016 : Automation of South Harbor Garages (Parking) (I)	55,000.00	6,100.00	61,100.00

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
	November 17 2016 : Parking Garage Upgrades (I)	5,000.00	2,200.00	7,200.00
	November 17 2016 : Transfer Station Property Remediation (O)	25,000.00	9,275.00	34,275.00
Subtotal		$1,225,000.00	$198,800.00	$1,423,800.00
11/01/2022	December 2 2015 : Folly Hill Tank Storage I (O)	220,000.00	16,500.00	236,500.00
	December 2 2015 : Folly Hill Tank Storage II (O)	110,000.00	8,250.00	118,250.00
	December 2 2015 : System Flushing/Valve Maintenance (O)	45,000.00	3,250.00	48,250.00
	December 2 2015 : Meter Replacement Program (O)	10,000.00	750.00	10,750.00
	December 2 2015 : Valve Pipe Replacement (O)	10,000.00	750.00	10,750.00
	December 2 2015 : I/I Study, Design & Construction (I)	40,000.00	9,534.38	49,534.38
	December 2 2015 : Canal St. Phase II (I)	90,000.00	22,440.63	112,440.63
	December 2 2015 : Illicit Connection Removal (I)	5,000.00	1,290.63	6,290.63
	December 2 2015 : Line Extension, Rehab & Upgrades (I)	5,000.00	500.00	5,500.00
	December 2 2015 : Garage Updates (I)	10,000.00	1,790.63	11,790.63
	December 2 2015 : Kiosk Umbrellas (I)	5,000.00	375.00	5,375.00
	December 2 2015 : Computer Replacement Program (I)	20,000.00	1,500.00	21,500.00
	December 2 2015 : District-Wide Security Updates (I)	10,000.00	375.00	10,375.00
	December 2 2015 : Replace Lunchroom/Cafeteria Equipment (I)	5,000.00	125.00	5,125.00
	December 2 2015 : HS Transformer Replacement (I)	5,000.00	250.00	5,250.00
	December 2 2015 : Saltonstall Elementary School I (O)	30,000.00	7,421.88	37,421.88
	December 2 2015 : Saltonstall Elementary School II (O)	15,000.00	3,081.25	18,081.25
	December 2 2015 : Collins Middle School I (O)	20,000.00	4,840.63	24,840.63
	December 2 2015 : Collins Middle School II (O)	40,000.00	10,325.00	50,325.00
	December 2 2015 : Collins Middle School III (O)	60,000.00	14,696.88	74,696.88
	December 2 2015 : Golf Course Equipment (I)	10,000.00	500.00	10,500.00
	December 2 2015 : Wrought Iron Fence (I)	5,000.00	500.00	5,500.00
	December 2 2015 : Blaney Street Terminal - City Match (I)	15,000.00	3,081.25	18,081.25
	December 2 2015 : Winter Island Pathway & Fort Restoration (I)	5,000.00	500.00	5,500.00
	December 2 2015 : Police Vehicle GPS Units (I)	5,000.00	250.00	5,250.00
	December 2 2015 : DPS 1988 Ladder Replacement (I)	15,000.00	2,212.50	17,212.50
	December 2 2015 : DPS 2000 Dump Truck Replacement (I)	10,000.00	1,475.00	11,475.00
	December 2 2015 : Paving (I)	45,000.00	7,312.50	52,312.50
	December 2 2015 : Seawalls (I)	10,000.00	2,425.00	12,425.00
Subtotal		$875,000.00	$126,303.16	$1,001,303.16
11/15/2022	November 18 2020 : Recreation-Bertram Field Phase II (I)	20,000.00	15,340.63	35,340.63
	November 18 2020 : Recreation-Court Renovations (I)	5,000.00	1,125.00	6,125.00
	November 18 2020 : IT-Equipment Life-Cycle Mgmt Program (City) (I)	5,000.00	1,750.00	6,750.00
	November 18 2020 : IT-Equipment Life-Cycle Mgmt Program (School) (I)	15,000.00	4,000.00	19,000.00
	November 18 2020 : IT-View Permit Upgrade (I)	5,000.00	1,750.00	6,750.00
	November 18 2020 : Bridge Light LED Conversion (I)	5,000.00	1,750.00	6,750.00
	November 18 2020 : Smart Signalization Expansion (I)	5,000.00	1,125.00	6,125.00
	November 18 2020 : Electrical - Smart Signalization Expansion (I)	5,000.00	1,125.00	6,125.00
	November 18 2020 : Fire Station One Parapet (I)	5,000.00	1,781.25	6,781.25
	November 18 2020 : Winter Island Function Hall Deck/Accessibility (I)	5,000.00	1,781.25	6,781.25
	November 18 2020 : Court Renovations (I)	5,000.00	2,650.00	7,650.00
	November 18 2020 : Golf Course Cart Paths (I)	20,000.00	7,925.00	27,925.00
	November 18 2020 : Parking-Traffic Calming Improvements (I)	5,000.00	1,375.00	6,375.00
	November 18 2020 : Parking and Traffic-MP & SH Garage Maintenance (I)	5,000.00	1,125.00	6,125.00
	November 18 2020 : Museum Place Parking Garage (I)	15,000.00	11,525.00	26,525.00
	November 18 2020 : Common Fence (I)	5,000.00	1,675.00	6,675.00
	November 18 2020 : Planning-Gallows Hill Park Renovation (I)	5,000.00	2,078.13	7,078.13
	November 18 2020 : Furnace and Hot Water Replacement (Police) (I)	5,000.00	1,900.00	6,900.00
	November 18 2020 : Police Cameras (I)	5,000.00	1,000.00	6,000.00
	November 18 2020 : Police-Boiler and Heaters (I)	5,000.00	1,893.75	6,893.75
	November 18 2020 : City Wide Traffic Calming Improvements (I)	5,000.00	250.00	5,250.00
	November 18 2020 : Boston Street Corridor Roadway Improvements (I)	10,000.00	3,925.00	13,925.00
	November 18 2020 : Bridge Street (Massworks) Roadway Improvements (I)	5,000.00	2,025.00	7,025.00
	November 18 2020 : Forest River Park and Pool Design/Improvements (I)	5,000.00	3,412.50	8,412.50
	November 18 2020 : Willows Park Restoration (I)	5,000.00	2,018.75	7,018.75
	November 18 2020 : Derby St Complete Streets (I)	20,000.00	7,400.00	27,400.00
	November 18 2020 : Szetela Lance Shared Use Path (I)	15,000.00	6,400.00	21,400.00
	November 18 2020 : Roads, Sidewalks & Crosswalks (Non Ch 90) (I)	70,000.00	26,075.00	96,075.00
	November 18 2020 : School-Saltonstall Water Heaters (I)	5,000.00	1,675.00	6,675.00

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
	November 18 2020 : School-Witchcraft Chiller & Assoc. HVAC System (I)	5,000.00	5,284.38	10,284.38
	November 18 2020 : Bentley Academy Boiler Replacement (I)	10,000.00	6,068.75	16,068.75
	November 18 2020 : Canal Street SSU Flood Mitigation Phase II (I)	5,000.00	1,300.00	6,300.00
	November 18 2020 : Derby St Drainage System Repairs (I)	5,000.00	1,300.00	6,300.00
	November 18 2020 : SSES Report Implementation (Eliminate I/I) (I)	10,000.00	6,068.75	16,068.75
	November 18 2020 : City Wide Sewer System Flushing & Maintenance (I)	5,000.00	2,987.50	7,987.50
	November 18 2020 : Pre-Paving Sewer/Drain Inspections (I)	5,000.00	1,125.00	6,125.00
	November 18 2020 : City Wide Water System Flushing & Maintenance (O)	5,000.00	3,718.75	8,718.75
	November 18 2020 : Water-Distribution Main System Initiatives (O)	5,000.00	1,000.00	6,000.00
	November 18 2020 : Water- Transmission Main System Initiatives (O)	5,000.00	1,725.00	6,725.00
Subtotal		$350,000.00	$148,434.39	$498,434.39
12/01/2022	December 19 2013 : Saltonstall School (OSQ)	75,000.00	20,868.75	95,868.75
	December 19 2013 : Collins Middle School (OSQ)	155,000.00	43,156.25	198,156.25
	December 19 2013 : School Building Repairs (ISQ)	10,000.00	1,253.13	11,253.13
	December 19 2013 : School Equipment (ISQ)	15,000.00	300.00	15,300.00
	December 19 2013 : Police Equipment (ISQ)	25,000.00	500.00	25,500.00
	December 19 2013 : Fire Equipment (ISQ)	80,000.00	9,643.75	89,643.75
	December 19 2013 : Electric Dept Equipment (ISQ)	15,000.00	300.00	15,300.00
	December 19 2013 : Parks & Rec (ISQ)	5,000.00	1,875.00	6,875.00
	December 19 2013 : Canal Street Utility Program (ISQ)	180,000.00	50,968.75	230,968.75
	December 19 2013 : Cur Ref of Jan 15 2003 Bowditch School (OSQ)	80,000.00	1,600.00	81,600.00
	December 19 2013 : Cur Ref of Jan 15 2003 Carlton School (OSQ)	60,000.00	1,200.00	61,200.00
	December 19 2013 : Adv Ref of Jan 1 2005 Witchcraft School (ISQ)	90,000.00	4,928.13	94,928.13
	December 19 2013 : Adv Ref of Jan 1 2005 Carlton School (OSQ)	25,000.00	1,312.50	26,312.50
	December 3 2014 : South River Basin Upgrade (I)	100,000.00	21,312.50	121,312.50
	December 3 2014 : Drain Improvements (I)	15,000.00	3,196.88	18,196.88
	December 3 2014 : Road Improvements (I)	200,000.00	12,000.00	212,000.00
	December 3 2014 : Bertram Field (I)	105,000.00	12,206.25	117,206.25
	December 3 2014 : Electric- Generator (I)	5,000.00	506.25	5,506.25
	December 3 2014 : Parking- Water Proofing (I)	55,000.00	11,721.88	66,721.88
	December 3 2014 : Planning- MBTA Station (I)	25,000.00	5,328.13	30,328.13
Subtotal		$1,320,000.00	$204,178.15	$1,524,178.15
12/15/2022	June 27 2018 : Planning Blaney St Pier & Terminal (I)	-	1,756.25	1,756.25
	June 27 2018 : Police GPS for Vehicles (I)	-	250.00	250.00
	June 27 2018 : Old Town Hall Roof (I)	-	750.00	750.00
	June 27 2018 : Bike Path Master Plan Upgrades (I)	-	1,756.25	1,756.25
	June 27 2018 : Canal St Roadway & Bike Path Improvements I (I)	-	125.00	125.00
	June 27 2018 : Canal St Roadway & Bike Path Improvements II (I)	-	20,984.38	20,984.38
	June 27 2018 : Citywide Traffic Calming Improvements II (I)	-	975.00	975.00
	June 27 2018 : Essex St Roadway Improvements I (I)	-	250.00	250.00
	June 27 2018 : Essex St Roadway Improvements II (I)	-	625.00	625.00
	June 27 2018 : First/Swampscott Rd Intersection Improvement II (I	-	1,631.25	1,631.25
	June 27 2018 : Seawall at Collins Cove (I)	-	1,665.63	1,665.63
	June 27 2018 : South Salem Walk & Downtown Walk (I)	-	250.00	250.00
	June 27 2018 : Annual Life Cycle Management II (I)	-	375.00	375.00
	June 27 2018 : Fiber Optic Network Phase II (I)	-	2,750.00	2,750.00
	June 27 2018 : Telephone System Replacement II (I)	-	625.00	625.00
	June 27 2018 : Basketball Court Renovations (I)	-	250.00	250.00
	June 27 2018 : Memorial Park Pillars & Fencing Phase II (I)	-	125.00	125.00
	June 27 2018 : Playground Upgrades (I)	-	375.00	375.00
	June 27 2018 : Historic Wrought Iron Fence- Salem Commons II (I)	-	375.00	375.00
	June 27 2018 : Dickson Memorial Chapel Restoration (I)	-	750.00	750.00
	June 27 2018 : Forest River Conservation Area Improvements (I)	-	125.00	125.00
	June 27 2018 : License Plate Readers (I)	-	125.00	125.00
	June 27 2018 : Roof Replacement Police II (I)	-	10,556.25	10,556.25
	June 27 2018 : Traffic Signal Upgrades (I)	-	125.00	125.00
	June 27 2018 : Utility Pole Replacement (I)	-	125.00	125.00
	June 27 2018 : First Swampscott Rd Intersection Improvements (I)	-	750.00	750.00
	June 27 2018 : Forest River Park & Pool Improvements (I)	-	750.00	750.00
	June 27 2018 : Loring & Lafayette Improvements (I)	-	2,706.25	2,706.25
	June 27 2018 : McGrath Park Additional Assessments (I)	-	1,125.00	1,125.00
	June 27 2018 : Roads & Sidewalks (I)	-	14,240.63	14,240.63

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
	June 27 2018 : IT Annual Inventory (City) (I)	-	1,375.00	1,375.00
	June 27 2018 : IT Document Management System (I)	-	3,125.00	3,125.00
	June 27 2018 : IT Facilities Assessment Software (I)	-	2,375.00	2,375.00
	June 27 2018 : Library HVAC Upgraeds (I)	-	1,334.38	1,334.38
	June 27 2018 : Library Structural Upgrades (I)	-	750.00	750.00
	June 27 2018 : Basketball Court Renovations 2 (I)	-	1,756.25	1,756.25
	June 27 2018 : Betram Field Schematic Design Phase II (I)	-	500.00	500.00
	June 27 2018 : Salem Common Fence (I)	-	375.00	375.00
	June 27 2018 : Winter Island Function Hall Accessibility (I)	-	125.00	125.00
	June 27 2018 : Parking Equipment/Kiosks (I)	-	375.00	375.00
	June 27 2018 : Traffic Signal Communication Upgrades (I)	-	750.00	750.00
	June 27 2018 : Historic Cemetery Restoration (I)	-	875.00	875.00
	June 27 2018 : Lafayette Park Restoration (I)	-	125.00	125.00
	June 27 2018 : Police Dive Equipment (I)	-	375.00	375.00
	June 27 2018 : Police Fire Alarm Replacement (I)	-	125.00	125.00
	June 27 2018 : School District Computer Replacement (I)	-	125.00	125.00
	June 27 2018 : Annual Life Cycle Management II (Schools) (I)	-	875.00	875.00
	June 27 2018 : Bentley School HVAC Equipment (I)	-	125.00	125.00
	June 27 2018 : High School HVAC Upgrades (I)	-	750.00	750.00
	June 27 2018 : IT Annual Inventory Schools (I)	-	2,500.00	2,500.00
	June 27 2018 : Bentley School Roof Replacement (I)	-	875.00	875.00
	June 27 2018 : Water System Upgrades- Valves & Hydrants (O)	-	18,162.50	18,162.50
	June 27 2018 : Water Distribution System Improvements (O)	-	21,062.50	21,062.50
	June 27 2018 : Water System Flushing, Valves, Leak & GIS (O)	-	2,500.00	2,500.00
	June 27 2018 : Water System Transmission System (O)	-	2,500.00	2,500.00
	June 27 2018 : Water- Salem Pump Station & Booster Station (O)	-	125.00	125.00
	June 27 2018 : Water- Essex St Improvements (O)	-	3,115.63	3,115.63
	June 27 2018 : Sewer Pump Station I (O)	-	750.00	750.00
	June 27 2018 : Sewer Pump Station II (O)	-	60,246.88	60,246.88
	June 27 2018 : Sewer System Flushing, Valve, Leak & GIS I (I)	-	2,243.75	2,243.75
	June 27 2018 : Sewer System Flushing, Valve, Leak & GIS II (I)	-	4,875.00	4,875.00
	June 27 2018 : Swampscott Rd Sewer Pump Station II (I)	-	375.00	375.00
	June 27 2018 : Sewer MS4 Compliance/Connection Removal II (I)	-	10,281.25	10,281.25
	June 27 2018 : Canal St Sewer Upgrades Phase I (I)	-	5,550.00	5,550.00
	June 27 2018 : Sewer- Essex St Improvements (I)	-	3,115.63	3,115.63
Subtotal		-	$221,765.66	$221,765.66
01/15/2023	December 14 2006 DW-05-12 (O) : SINGLE PURPOSE	-	5,444.55	5,444.55
Subtotal		-	$5,444.55	$5,444.55
03/01/2023	September 27 2012 : Water System Improvements (OSQ)	-	11,950.00	11,950.00
	September 27 2012 : Sewer Pump Station Upgrade (ISQ)	-	1,618.75	1,618.75
	September 27 2012 : South River Basin Upgrade (ISQ)	-	4,006.25	4,006.25
	September 27 2012 : South River Basin Upgrade 2 (ISQ)	-	3,012.50	3,012.50
	September 27 2012 : Forrester Street Drain Relief (ISQ)	-	3,162.50	3,162.50
	September 27 2012 : City Hall Roof (ISQ)	-	8,212.50	8,212.50
	September 27 2012 : City Hall Skylights (ISQ)	-	1,600.00	1,600.00
	September 27 2012 : City Hall Windows (ISQ)	-	4,231.25	4,231.25
	September 27 2012 : City Hall Masonry Repairs (ISQ)	-	10,571.88	10,571.88
	September 27 2012 : Roads, Sidewalks & Crosswalks (ISQ)	-	4,509.38	4,509.38
	September 27 2012 : Collins Cove Seawall (ISQ)	-	1,109.38	1,109.38
	September 27 2012 : Remediation (ISQ)	-	16,993.75	16,993.75
	September 27 2012 : Collins School (OSQ)	-	15,956.25	15,956.25
	September 27 2012 : Collins School 2 (OSQ)	-	66,290.63	66,290.63
	September 27 2012 : Saltonstall School (OSQ)	-	14,421.88	14,421.88
	September 27 2012 : Saltonstall School 2 (OSQ)	-	30,800.00	30,800.00
	November 18 2021 : Cur Ref of Oct 15 2010 Water Sys Improvement (O)	-	16,583.50	16,583.50
	November 18 2021 : Cur Ref of Oct 15 2010 Water Meters (O)	-	14,184.25	14,184.25
	November 18 2021 : Cur Ref of Oct 15 2010 Water Main (O)	-	18,418.00	18,418.00
	November 18 2021 : Cur Ref of Oct 15 2010 Sewer Pump Station (I)	-	1,346.50	1,346.50
	November 18 2021 : Cur Ref of Oct 15 2010 South River Basin (I)	-	11,104.50	11,104.50
	November 18 2021 : Cur Ref of Oct 15 2010 Fire Pumper Truck (I)	-	1,773.00	1,773.00
	November 18 2021 : Cur Ref of Oct 15 2010 School Infrastructure (I)	-	354.75	354.75
	November 18 2021 : Cur Ref of Oct 15 2010 Roads & Sidewalks (I)	-	5,067.00	5,067.00

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
	November 18 2021 : Cur Ref of Oct 15 2010 Furlong Park Remodeling (I)	-	965.25	965.25
	November 18 2021 : Cur Ref of Oct 15 2010 Roads & Sidewalks 2 (I)	-	709.25	709.25
	November 18 2021 : Cur Ref of Oct 15 Canal St Improvements Design (I)	-	2,127.75	2,127.75
	November 18 2021 : Cur Ref of Oct 15 School Ballfield Remodeling (I)	-	241.25	241.25
	November 18 2021 : Ash Landfill Closure Remediation (O)	-	1,125.00	1,125.00
	November 18 2021 : Fiber Optic Network (Phase II) (I)	-	1,750.00	1,750.00
	November 18 2021 : Ryan Brennan Memorial Skate Park (I)	-	1,675.00	1,675.00
	November 18 2021 : Salem Common Fence (I)	-	1,750.00	1,750.00
	November 18 2021 : Library Structural Upgrades (I)	-	1,125.00	1,125.00
	November 18 2021 : Bridge Light LED Conversion (I)	-	625.00	625.00
	November 18 2021 : Church Street Parking Reconfiguration (I)	-	875.00	875.00
	November 18 2021 : Common Fence (I)	-	875.00	875.00
	November 18 2021 : IT Equipment Life Cycle Managment - City (I)	-	1,000.00	1,000.00
	November 18 2021 : IT Ongoing Digitization of Records (I)	-	1,500.00	1,500.00
	November 18 2021 : Recreation-Bertram Field Phase II (I)	-	56,478.13	56,478.13
	November 18 2021 : Recreation-Playground, Irrigation & Fence (I)	-	875.00	875.00
	November 18 2021 : Parking and Traffic-MP & SH Garage Maintenance (I)	-	1,125.00	1,125.00
	November 18 2021 : Planning-Gallows Hill Park Renovation (I)	-	2,375.00	2,375.00
	November 18 2021 : Planning-Palmer Cove Park Renovation (I)	-	1,125.00	1,125.00
	November 18 2021 : Police & Fire Radio Communication System (I)	-	1,125.00	1,125.00
	November 18 2021 : IT-Theft Detection System Replacement (I)	-	625.00	625.00
	November 18 2021 : Engineering - Willows Park Restoration (I)	-	1,575.00	1,575.00
	November 18 2021 : Engineering - Derby St Complete Streets (I)	-	9,225.00	9,225.00
	November 18 2021 : Engineering - Roads, Sidewalks & Crosswalks (I)	-	5,800.00	5,800.00
	November 18 2021 : Digitization (I)	-	1,500.00	1,500.00
	November 18 2021 : IT Lifecycle Management (School) (I)	-	1,375.00	1,375.00
	November 18 2021 : IT Lifecycle Management (City) (I)	-	1,125.00	1,125.00
	November 18 2021 : Fire Station - ADA Upgrades (I)	-	1,750.00	1,750.00
	November 18 2021 : City Wide Playground Equipment/Park Upgrades (I)	-	1,625.00	1,625.00
	November 18 2021 : Tractor/Loader/Backhoe (I)	-	1,375.00	1,375.00
	November 18 2021 : Apron Tee Greens Mower (I)	-	1,000.00	1,000.00
	November 18 2021 : Park+Rec Facilities Truck (I)	-	625.00	625.00
	November 18 2021 : Norman Summer Chestnut Roundabout Phase 4 (I)	-	4,750.00	4,750.00
	November 18 2021 : Traffic Calming Improvements (I)	-	1,125.00	1,125.00
	November 18 2021 : Garage Improvements - Annual Maintenance & ADA (I)	-	1,125.00	1,125.00
	November 18 2021 : Bicycle Infrastructure (I)	-	3,850.00	3,850.00
	November 18 2021 : Mansell Field Restoration (I)	-	1,793.75	1,793.75
	November 18 2021 : Palmer Cove Park Renovation Phase I (I)	-	3,881.25	3,881.25
	November 18 2021 : Willows Restoration & Park Improvements (I)	-	1,675.00	1,675.00
	November 18 2021 : Ford F350 Pickup (I)	-	875.00	875.00
	November 18 2021 : McGrath Park Soils Remediation (I)	-	1,475.00	1,475.00
	November 18 2021 : DPS Building Project (I)	-	2,709.38	2,709.38
	November 18 2021 : Boston Street Complete Upgrade (I)	-	5,625.00	5,625.00
	November 18 2021 : Derby Street Complete Street (I)	-	5,500.00	5,500.00
	November 18 2021 : Bridge Street Complete Street Flint-Boston (I)	-	9,750.00	9,750.00
	November 18 2021 : Forest River Pool & Associated Facilities (I)	-	14,543.75	14,543.75
	November 18 2021 : Citywide Seawall Improvements (I)	-	625.00	625.00
	November 18 2021 : Citywide Roads, Sidewalks, and Crosswalks (I)	-	15,675.00	15,675.00
	November 18 2021 : District Camera and Access Control (I)	-	1,750.00	1,750.00
	November 18 2021 : Signature Parks Improvement I (I)	-	137,725.00	137,725.00
	November 18 2021 : Signature Parks Improvement II (I)	-	10,800.00	10,800.00
	November 18 2021 : Schools-SHS Library Remodel (I)	-	375.00	375.00
	November 18 2021 : Schools - Access/ADA/Architectural Studies (I)	-	1,500.00	1,500.00
	November 18 2021 : Bentley Academy Boiler Replacement (I)	-	6,912.50	6,912.50
	November 18 2021 : Schools - ADA Upgrades / Studies / Repairs (I)	-	2,375.00	2,375.00
	November 18 2021 : School Capital Repairs (I)	-	2,875.00	2,875.00
	November 18 2021 : School Building and Strategic Master Plan (I)	-	1,000.00	1,000.00
	November 18 2021 : Sewer-Derby St at Congress õ Drainage Repairs (O)	-	2,768.75	2,768.75
	November 18 2021 : Sewer- Bertram Field Phase 2 (O)	-	3,318.75	3,318.75
	November 18 2021 : Sewer-SSES report implementation (O)	-	2,868.75	2,868.75
	November 18 2021 : Canal Street SSU Flood Mitigation Phase 2 (O)	-	5,215.63	5,215.63
	November 18 2021 : Forest River Pool Sewer Line & Stormwater Sys (O)	-	3,318.75	3,318.75
	November 18 2021 : Derby/Congress St. Drainage System Repairs (O)	-	5,850.00	5,850.00
	November 18 2021 : Sewer - SSES Report Implementation 2 (O)	-	5,790.63	5,790.63

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
	November 18 2021 : Citywide Sewer Flushing & Pipe Replacements (O)	-	4,371.88	4,371.88
	November 18 2021 : Water Leak Detection, Flushing & GIS Admin (O)	-	4,375.00	4,375.00
	November 18 2021 : Water- Salem PS and Booster Station (O)	-	2,500.00	2,500.00
	November 18 2021 : Water-Bertram Field Phase 2 (O)	-	1,675.00	1,675.00
	November 18 2021 : Water - Citywide Flushing, Valves, Leaks (O)	-	1,575.00	1,575.00
	November 18 2021 : Forest River New Water Line (O)	-	1,675.00	1,675.00
	November 18 2021 : Water - Citywide Flushing, Valves, Leaks 2 (O)	-	4,371.88	4,371.88
	November 18 2021 : Water Distribution Main System (O)	-	4,371.88	4,371.88
	November 18 2021 : Water Transmission Main System (O)	-	2,918.75	2,918.75
	November 18 2021 : Highland Ave 16-inch Water Main (O)	-	1,475.00	1,475.00
	November 18 2021 : Vector Truck #18 Replacement (O)	-	6,250.00	6,250.00
Subtotal		-	$679,306.31	$679,306.31
03/15/2023	September 25 2019 : Senior Center Construction (I)	-	81,625.00	81,625.00
	September 25 2019 : Planning- Blaney Street Pier & Terminal 1 (I)	-	375.00	375.00
	September 25 2019 : Planning- Blaney Street Pier & Terminal 2 (I)	-	2,625.00	2,625.00
	September 25 2019 : Telephone System Replacement 1 (I)	-	625.00	625.00
	September 25 2019 : Telephone System Replacement 2 (I)	-	500.00	500.00
	September 25 2019 : Bike Path Design/ Construction 1 (I)	-	250.00	250.00
	September 25 2019 : Boston Street Roadway Improvements (I)	-	1,350.00	1,350.00
	September 25 2019 : First Swampscott Rd Intersection Improvements2 (I)	-	4,750.00	4,750.00
	September 25 2019 : 370 Essex St. HVAC Design, & Construction (I)	-	6,175.00	6,175.00
	September 25 2019 : Boston Street Corridor Roadway Improvements 1 (I)	-	1,350.00	1,350.00
	September 25 2019 : Boston Street Corridor Roadway Improvements 2 (I)	-	2,400.00	2,400.00
	September 25 2019 : Bridge Street Massworks Roadway Improvements 2 (I)	-	1,800.00	1,800.00
	September 25 2019 : Canal Street Bike Path 1 (I)	-	2,900.00	2,900.00
	September 25 2019 : Canal Street Bike Path 2 (I)	-	6,275.00	6,275.00
	September 25 2019 : Canal Street Corridor Roadway Improvements 1 (I)	-	2,125.00	2,125.00
	September 25 2019 : Canal Street Corridor Roadway Improvements 2 (I)	-	2,725.00	2,725.00
	September 25 2019 : Essex St. Ped. & Vehicle Access Improvements 2 (I)	-	26,825.00	26,825.00
	September 25 2019 : First/Swampscott Rd Intersection Improvements 1(I)	-	12,225.00	12,225.00
	September 25 2019 : First/Swampscott Rd Intersection Improvements 2(I)	-	1,800.00	1,800.00
	September 25 2019 : Forest River Park and Pool Design (I)	-	1,700.00	1,700.00
	September 25 2019 : Forest River Park Seawall Replacement 1 (I)	-	28,925.00	28,925.00
	September 25 2019 : Forest River Park Seawall Replacement 2 (I)	-	10,400.00	10,400.00
	September 25 2019 : Roads, Sidewalks, & Crosswalks (I)	-	9,425.00	9,425.00
	September 25 2019 : Replacement School Bldg Grounds Equipment 1 (I)	-	375.00	375.00
	September 25 2019 : Annual Equipment Life Cycle Mngment(Schools) (O)	-	1,500.00	1,500.00
	September 25 2019 : Telephone System Replacements (Schools) 1 (I)	-	2,375.00	2,375.00
	September 25 2019 : Telephone System Replacements (Schools) 2 (I)	-	1,750.00	1,750.00
	September 25 2019 : Bertram Field Schematic Design Phase II 2 (I)	-	500.00	500.00
	September 25 2019 : High School College & Career Center Floor (I)	-	1,250.00	1,250.00
	September 25 2019 : Salerno Roof & Mechanical HVAC Replacement (I)	-	1,850.00	1,850.00
	September 25 2019 : Canal Street - Phase II (Sewer) 1 (I)	-	850.00	850.00
	September 25 2019 : Sewer Pump Station (O)	-	48,450.00	48,450.00
	September 25 2019 : Canal Street (Sewer) Phase II 1 (I)	-	1,650.00	1,650.00
	September 25 2019 : Canal Street (Sewer) Phase II 2 (I)	-	14,950.00	14,950.00
	September 25 2019 : MS4 Compliance/Illicit Connection Removal 2 (I)	-	2,675.00	2,675.00
	September 25 2019 : Pre-Paving Sewer/Drain Inspections (I)	-	500.00	500.00
	September 25 2019 : SSES Report Implementation 1 (O)	-	2,450.00	2,450.00
	September 25 2019 : 289 Derby Drain (O)	-	5,075.00	5,075.00
	September 25 2019 : Fowler & No Pine Street Sewer Rehabilitation 1 (O)	-	1,700.00	1,700.00
	September 25 2019 : Fowler & No Pine Street Sewer Rehabilitation 2 (O)	-	4,875.00	4,875.00
	September 25 2019 : Willow Ave Sewer Replacement (O)	-	1,700.00	1,700.00
	September 25 2019 : Rosie's Pond Flood Improvements (O)	-	11,350.00	11,350.00
	September 25 2019 : Water System Upgrades- Valves & Hydrants (O)	-	16,250.00	16,250.00
	September 25 2019 : Szetela Lane Water (O)	-	4,000.00	4,000.00
	September 25 2019 : Citywide Flushing, Valve Leak Detection, GIS (O)	-	3,550.00	3,550.00
	September 25 2019 : Citywide Water System Flushing, Maintenance (O)	-	6,575.00	6,575.00
Subtotal		-	$345,350.00	$345,350.00
04/15/2023	November 17 2016 : Advance Refunding October 15 2007 High School (I)	-	30,940.00	30,940.00
	November 17 2016 : Adv Ref Oct 15 2007 Water System Improvements (O)	-	14,460.00	14,460.00
	November 17 2016 : Collins Middle School (O)	-	11,050.00	11,050.00

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
	November 17 2016 : Districtwide Computer Replacement (School) (I)	-	400.00	400.00
	November 17 2016 : Saltonstall School Parking/DropOff Area Improve(I)	-	1,600.00	1,600.00
	November 17 2016 : Salerno Automotive Roof Replace (School) (I)	-	400.00	400.00
	November 17 2016 : Folly Hill Tank Storage (Water) (O)	-	4,500.00	4,500.00
	November 17 2016 : Water Meter Replacement Program (O)	-	800.00	800.00
	November 17 2016 : Rehab Gallows Hill Water Tanks 1 (O)	-	9,700.00	9,700.00
	November 17 2016 : Rehab Gallows Hill Water Tanks 2 (O)	-	2,100.00	2,100.00
	November 17 2016 : Water System Upgrade (Valves & Hydrants) (O)	-	6,750.00	6,750.00
	November 17 2016 : Water System Improvements (O)	-	15,625.00	15,625.00
	November 17 2016 : Water Leak Protection, Flushing & GIS Admin 1 (O)	-	1,500.00	1,500.00
	November 17 2016 : Water Leak Protection, Flushing & GIS Admin 2 (O)	-	1,700.00	1,700.00
	November 17 2016 : Canal Street Sewer Phase 2 (I)	-	20,450.00	20,450.00
	November 17 2016 : Sewer Leak Detection, Flushing & GIS Admin (I)	-	5,450.00	5,450.00
	November 17 2016 : Sewer Illicit Connection Removal (O)	-	10,275.00	10,275.00
	November 17 2016 : Bikeway & Roadway Improvements (I)	-	3,800.00	3,800.00
	November 17 2016 : McGrath Park Paving/Concession Stand (I)	-	1,700.00	1,700.00
	November 17 2016 : Roads Sidewalk & Crosswalks (Non-Chapter 90) (I)	-	1,800.00	1,800.00
	November 17 2016 : Replace Fire Engine 2 or 5 (I)	-	4,100.00	4,100.00
	November 17 2016 : Citywide Computer Replacement (I)	-	900.00	900.00
	November 17 2016 : Blaney Street Pier & Terminal (City Match) (I)	-	3,200.00	3,200.00
	November 17 2016 : Mary Jane Lee Park (Phase II) (I)	-	600.00	600.00
	November 17 2016 : Old City Hall Window Replacement (I)	-	1,325.00	1,325.00
	November 17 2016 : Ford F550 6-wheel dump Truck (unit 71)(PubServ)(I)	-	600.00	600.00
	November 17 2016 : Ford F550 6-wheel Dump Truck (unit 71)(PubServ)(I)	-	600.00	600.00
	November 17 2016 : 2000 Int'l Dump Truck (unit 14)(PubServ)(I)	-	1,200.00	1,200.00
	November 17 2016 : Trash Packer (Public Services) (I)	-	600.00	600.00
	November 17 2016 : 2-Ton Propane Hot Box (Public Services) (I)	-	300.00	300.00
	November 17 2016 : Automation of South Harbor Garages (Parking) (I)	-	5,000.00	5,000.00
	November 17 2016 : Parking Garage Upgrades (I)	-	2,100.00	2,100.00
	November 17 2016 : Transfer Station Property Remediation (O)	-	8,775.00	8,775.00
Subtotal		-	$174,300.00	$174,300.00
05/01/2023	December 2 2015 : Folly Hill Tank Storage I (O)	-	11,000.00	11,000.00
	December 2 2015 : Folly Hill Tank Storage II (O)	-	5,500.00	5,500.00
	December 2 2015 : System Flushing/Valve Maintenance (O)	-	2,125.00	2,125.00
	December 2 2015 : Meter Replacement Program (O)	-	500.00	500.00
	December 2 2015 : Valve Pipe Replacement (O)	-	500.00	500.00
	December 2 2015 : I/I Study, Design & Construction (I)	-	8,534.38	8,534.38
	December 2 2015 : Canal St. Phase II (I)	-	20,190.63	20,190.63
	December 2 2015 : Illicit Connection Removal (I)	-	1,165.63	1,165.63
	December 2 2015 : Line Extension, Rehab & Upgrades (I)	-	375.00	375.00
	December 2 2015 : Garage Updates (I)	-	1,540.63	1,540.63
	December 2 2015 : Kiosk Umbrellas (I)	-	250.00	250.00
	December 2 2015 : Computer Replacement Program (I)	-	1,000.00	1,000.00
	December 2 2015 : District-Wide Security Updates (I)	-	125.00	125.00
	December 2 2015 : HS Transformer Replacement (I)	-	125.00	125.00
	December 2 2015 : Saltonstall Elementary School I (O)	-	6,671.88	6,671.88
	December 2 2015 : Saltonstall Elementary School II (O)	-	2,706.25	2,706.25
	December 2 2015 : Collins Middle School I (O)	-	4,340.63	4,340.63
	December 2 2015 : Collins Middle School II (O)	-	9,325.00	9,325.00
	December 2 2015 : Collins Middle School III (O)	-	13,196.88	13,196.88
	December 2 2015 : Golf Course Equipment (I)	-	250.00	250.00
	December 2 2015 : Wrought Iron Fence (I)	-	375.00	375.00
	December 2 2015 : Blaney Street Terminal - City Match (I)	-	2,706.25	2,706.25
	December 2 2015 : Winter Island Pathway & Fort Restoration (I)	-	375.00	375.00
	December 2 2015 : Police Vehicle GPS Units (I)	-	125.00	125.00
	December 2 2015 : DPS 1988 Ladder Replacement (I)	-	1,837.50	1,837.50
	December 2 2015 : DPS 2000 Dump Truck Replacement (I)	-	1,225.00	1,225.00
	December 2 2015 : Paving (I)	-	6,187.50	6,187.50
	December 2 2015 : Seawalls (I)	-	2,175.00	2,175.00
Subtotal		-	$104,428.16	$104,428.16
05/15/2023	November 18 2020 : Recreation-Bertram Field Phase II (I)	-	14,840.63	14,840.63
	November 18 2020 : Recreation-Court Renovations (I)	-	1,000.00	1,000.00

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
	November 18 2020 : IT-Equipment Life-Cycle Mgmt Program (City) (I)	-	1,625.00	1,625.00
	November 18 2020 : IT-Equipment Life-Cycle Mgmt Program (School) (I)	-	3,625.00	3,625.00
	November 18 2020 : IT-View Permit Upgrade (I)	-	1,625.00	1,625.00
	November 18 2020 : Bridge Light LED Conversion (I)	-	1,625.00	1,625.00
	November 18 2020 : Smart Signalization Expansion (I)	-	1,000.00	1,000.00
	November 18 2020 : Electrical - Smart Signalization Expansion (I)	-	1,000.00	1,000.00
	November 18 2020 : Fire Station One Parapet (I)	-	1,656.25	1,656.25
	November 18 2020 : Winter Island Function Hall Deck/Accessibility (I)	-	1,656.25	1,656.25
	November 18 2020 : Court Renovations (I)	-	2,525.00	2,525.00
	November 18 2020 : Golf Course Cart Paths (I)	-	7,425.00	7,425.00
	November 18 2020 : Parking-Traffic Calming Improvements (I)	-	1,250.00	1,250.00
	November 18 2020 : Parking and Traffic-MP & SH Garage Maintenance (I)	-	1,000.00	1,000.00
	November 18 2020 : Museum Place Parking Garage (I)	-	11,150.00	11,150.00
	November 18 2020 : Common Fence (I)	-	1,550.00	1,550.00
	November 18 2020 : Planning-Gallows Hill Park Renovation (I)	-	1,953.13	1,953.13
	November 18 2020 : Furnace and Hot Water Replacement (Police) (I)	-	1,775.00	1,775.00
	November 18 2020 : Police Cameras (I)	-	875.00	875.00
	November 18 2020 : Police-Boiler and Heaters (I)	-	1,768.75	1,768.75
	November 18 2020 : City Wide Traffic Calming Improvements (I)	-	125.00	125.00
	November 18 2020 : Boston Street Corridor Roadway Improvements (I)	-	3,675.00	3,675.00
	November 18 2020 : Bridge Street (Massworks) Roadway Improvements (I)	-	1,900.00	1,900.00
	November 18 2020 : Forest River Park and Pool Design/Improvements (I)	-	3,287.50	3,287.50
	November 18 2020 : Willows Park Restoration (I)	-	1,893.75	1,893.75
	November 18 2020 : Derby St Complete Streets (I)	-	6,900.00	6,900.00
	November 18 2020 : Szetela Lance Shared Use Path (I)	-	6,025.00	6,025.00
	November 18 2020 : Roads, Sidewalks & Crosswalks (Non Ch 90) (I)	-	24,325.00	24,325.00
	November 18 2020 : School-Saltonstall Water Heaters (I)	-	1,550.00	1,550.00
	November 18 2020 : School-Witchcraft Chiller & Assoc. HVAC System (I)	-	5,159.38	5,159.38
	November 18 2020 : Bentley Academy Boiler Replacement (I)	-	5,818.75	5,818.75
	November 18 2020 : Canal Street SSU Flood Mitigation Phase II (I)	-	1,175.00	1,175.00
	November 18 2020 : Derby St Drainage System Repairs (I)	-	1,175.00	1,175.00
	November 18 2020 : SSES Report Implementation (Eliminate I/I) (I)	-	5,818.75	5,818.75
	November 18 2020 : City Wide Sewer System Flushing & Maintenance (I)	-	2,862.50	2,862.50
	November 18 2020 : Pre-Paving Sewer/Drain Inspections (I)	-	1,000.00	1,000.00
	November 18 2020 : City Wide Water System Flushing & Maintenance (O)	-	3,593.75	3,593.75
	November 18 2020 : Water-Distribution Main System Initiatives (O)	-	875.00	875.00
	November 18 2020 : Water- Transmission Main System Initiatives (O)	-	1,600.00	1,600.00
Subtotal		-	$139,684.39	$139,684.39
06/01/2023	December 19 2013 : Saltonstall School (OSQ)	-	19,368.75	19,368.75
	December 19 2013 : Collins Middle School (OSQ)	-	40,056.25	40,056.25
	December 19 2013 : School Building Repairs (ISQ)	-	1,053.13	1,053.13
	December 19 2013 : Fire Equipment (ISQ)	-	8,043.75	8,043.75
	December 19 2013 : Parks & Rec (ISQ)	-	1,775.00	1,775.00
	December 19 2013 : Canal Street Utility Program (ISQ)	-	47,368.75	47,368.75
	December 19 2013 : Adv Ref of Jan 1 2005 Witchcraft School (ISQ)	-	3,128.13	3,128.13
	December 19 2013 : Adv Ref of Jan 1 2005 Carlton School (OSQ)	-	812.50	812.50
	December 3 2014 : South River Basin Upgrade (I)	-	19,312.50	19,312.50
	December 3 2014 : Drain Improvements (I)	-	2,896.88	2,896.88
	December 3 2014 : Road Improvements (I)	-	8,000.00	8,000.00
	December 3 2014 : Bertram Field (I)	-	10,106.25	10,106.25
	December 3 2014 : Electric- Generator (I)	-	406.25	406.25
	December 3 2014 : Parking- Water Proofing (I)	-	10,621.88	10,621.88
	December 3 2014 : Planning- MBTA Station (I)	-	4,828.13	4,828.13
Subtotal		-	$177,778.15	$177,778.15
06/15/2023	June 27 2018 : Planning Blaney St Pier & Terminal (I)	5,000.00	1,756.25	6,756.25
	June 27 2018 : Police GPS for Vehicles (I)	10,000.00	250.00	10,250.00
	June 27 2018 : Old Town Hall Roof (I)	5,000.00	750.00	5,750.00
	June 27 2018 : Bike Path Master Plan Upgrades (I)	5,000.00	1,756.25	6,756.25
	June 27 2018 : Canal St Roadway & Bike Path Improvements I (I)	5,000.00	125.00	5,125.00
	June 27 2018 : Canal St Roadway & Bike Path Improvements II (I)	65,000.00	20,984.38	85,984.38
	June 27 2018 : Citywide Traffic Calming Improvements II (I)	5,000.00	975.00	5,975.00
	June 27 2018 : Essex St Roadway Improvements I (I)	5,000.00	250.00	5,250.00

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
	June 27 2018 : Essex St Roadway Improvements II (I)	5,000.00	625.00	5,625.00
	June 27 2018 : First/Swampscott Rd Intersection Improvement II (I	5,000.00	1,631.25	6,631.25
	June 27 2018 : Seawall at Collins Cove (I)	5,000.00	1,665.63	6,665.63
	June 27 2018 : South Salem Walk & Downtown Walk (I)	5,000.00	250.00	5,250.00
	June 27 2018 : Annual Life Cycle Management II (I)	15,000.00	375.00	15,375.00
	June 27 2018 : Fiber Optic Network Phase II (I)	110,000.00	2,750.00	112,750.00
	June 27 2018 : Telephone System Replacement II (I)	25,000.00	625.00	25,625.00
	June 27 2018 : Basketball Court Renovations (I)	5,000.00	250.00	5,250.00
	June 27 2018 : Memorial Park Pillars & Fencing Phase II (I)	5,000.00	125.00	5,125.00
	June 27 2018 : Playground Upgrades (I)	5,000.00	375.00	5,375.00
	June 27 2018 : Historic Wrought Iron Fence- Salem Commons II (I)	5,000.00	375.00	5,375.00
	June 27 2018 : Dickson Memorial Chapel Restoration (I)	5,000.00	750.00	5,750.00
	June 27 2018 : Forest River Conservation Area Improvements (I)	5,000.00	125.00	5,125.00
	June 27 2018 : License Plate Readers (I)	5,000.00	125.00	5,125.00
	June 27 2018 : Roof Replacement Police II (I)	35,000.00	10,556.25	45,556.25
	June 27 2018 : Traffic Signal Upgrades (I)	5,000.00	125.00	5,125.00
	June 27 2018 : Utility Pole Replacement (I)	5,000.00	125.00	5,125.00
	June 27 2018 : First Swampscott Rd Intersection Improvements (I)	5,000.00	750.00	5,750.00
	June 27 2018 : Forest River Park & Pool Improvements (I)	5,000.00	750.00	5,750.00
	June 27 2018 : Loring & Lafayette Improvements (I)	10,000.00	2,706.25	12,706.25
	June 27 2018 : McGrath Park Additional Assessments (I)	45,000.00	1,125.00	46,125.00
	June 27 2018 : Roads & Sidewalks (I)	45,000.00	14,240.63	59,240.63
	June 27 2018 : IT Annual Inventory (City) (I)	5,000.00	1,375.00	6,375.00
	June 27 2018 : IT Document Management System (I)	20,000.00	3,125.00	23,125.00
	June 27 2018 : IT Facilities Assessment Software (I)	15,000.00	2,375.00	17,375.00
	June 27 2018 : Library HVAC Upgraeds (I)	5,000.00	1,334.38	6,334.38
	June 27 2018 : Library Structural Upgrades (I)	5,000.00	750.00	5,750.00
	June 27 2018 : Basketball Court Renovations 2 (I)	5,000.00	1,756.25	6,756.25
	June 27 2018 : Betram Field Schematic Design Phase II (I)	20,000.00	500.00	20,500.00
	June 27 2018 : Salem Common Fence (I)	15,000.00	375.00	15,375.00
	June 27 2018 : Winter Island Function Hall Accessibility (I)	5,000.00	125.00	5,125.00
	June 27 2018 : Parking Equipment/Kiosks (I)	15,000.00	375.00	15,375.00
	June 27 2018 : Traffic Signal Communication Upgrades (I)	5,000.00	750.00	5,750.00
	June 27 2018 : Historic Cemetery Restoration (I)	35,000.00	875.00	35,875.00
	June 27 2018 : Lafayette Park Restoration (I)	5,000.00	125.00	5,125.00
	June 27 2018 : Police Dive Equipment (I)	15,000.00	375.00	15,375.00
	June 27 2018 : Police Fire Alarm Replacement (I)	5,000.00	125.00	5,125.00
	June 27 2018 : School District Computer Replacement (I)	5,000.00	125.00	5,125.00
	June 27 2018 : Annual Life Cycle Management II (Schools) (I)	35,000.00	875.00	35,875.00
	June 27 2018 : Bentley School HVAC Equipment (I)	5,000.00	125.00	5,125.00
	June 27 2018 : High School HVAC Upgrades (I)	5,000.00	750.00	5,750.00
	June 27 2018 : IT Annual Inventory Schools (I)	15,000.00	2,500.00	17,500.00
	June 27 2018 : Bentley School Roof Replacement (I)	5,000.00	875.00	5,875.00
	June 27 2018 : Water System Upgrades- Valves & Hydrants (O)	20,000.00	18,162.50	38,162.50
	June 27 2018 : Water Distribution System Improvements (O)	25,000.00	21,062.50	46,062.50
	June 27 2018 : Water System Flushing, Valves, Leak & GIS (O)	15,000.00	2,500.00	17,500.00
	June 27 2018 : Water System Transmission System (O)	15,000.00	2,500.00	17,500.00
	June 27 2018 : Water- Salem Pump Station & Booster Station (O)	5,000.00	125.00	5,125.00
	June 27 2018 : Water- Essex St Improvements (O)	5,000.00	3,115.63	8,115.63
	June 27 2018 : Sewer Pump Station I (O)	5,000.00	750.00	5,750.00
	June 27 2018 : Sewer Pump Station II (O)	65,000.00	60,246.88	125,246.88
	June 27 2018 : Sewer System Flushing, Valve, Leak & GIS I (I)	5,000.00	2,243.75	7,243.75
	June 27 2018 : Sewer System Flushing, Valve, Leak & GIS II (I)	5,000.00	4,875.00	9,875.00
	June 27 2018 : Swampscott Rd Sewer Pump Station II (I)	15,000.00	375.00	15,375.00
	June 27 2018 : Sewer MS4 Compliance/Connection Removal II (I)	10,000.00	10,281.25	20,281.25
	June 27 2018 : Canal St Sewer Upgrades Phase I (I)	5,000.00	5,550.00	10,550.00
	June 27 2018 : Sewer- Essex St Improvements (I)	5,000.00	3,115.63	8,115.63
Subtotal		$910,000.00	$221,765.66	$1,131,765.66
Total		$7,704,443.00	$4,143,498.55	$11,847,941.55

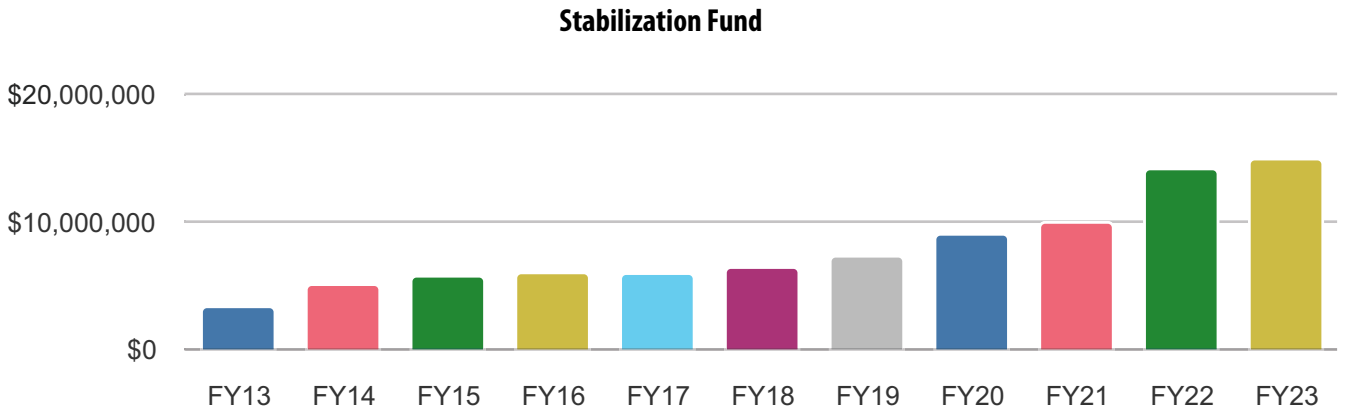
Financial Reserve Policies & Graphs

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 ß5B). 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. 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.

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



Retirement Stabilization Fund (Budgeted)

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.

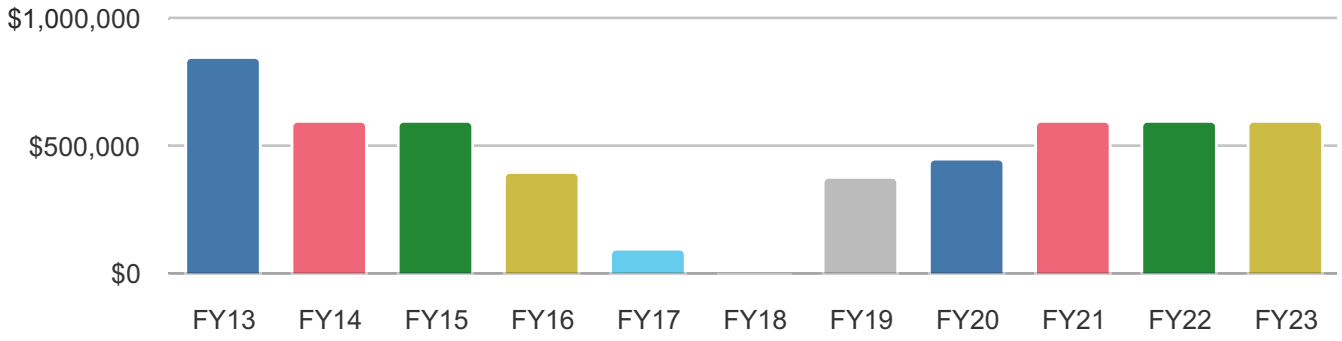
Once Council approves the budget, the funds are then booked into the Retirement Stabilization Fund as voted. Appropriations both into and from the Retirement Stabilization Fund require a 2/3 vote of the City Council.

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 2022 we may transfer some free cash into this fund to cover FY 2023 retirements. In FY 2023 we are budgeting 600,000 to be transferred to this fund.

Retirement Stabilization Fund (Budgeted)

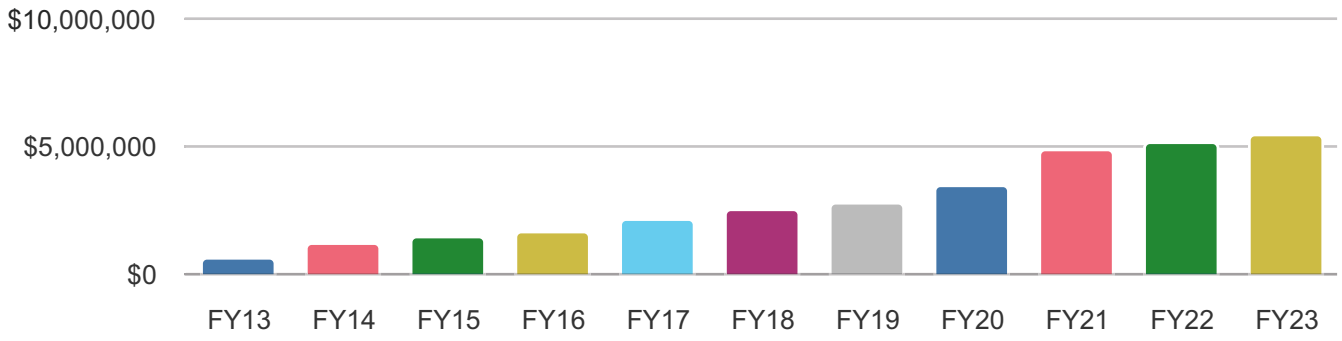


Other Post-Employment Benefits (OPEB) Fund

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).

Other Post-Employment Benefits (OPEB) Fund

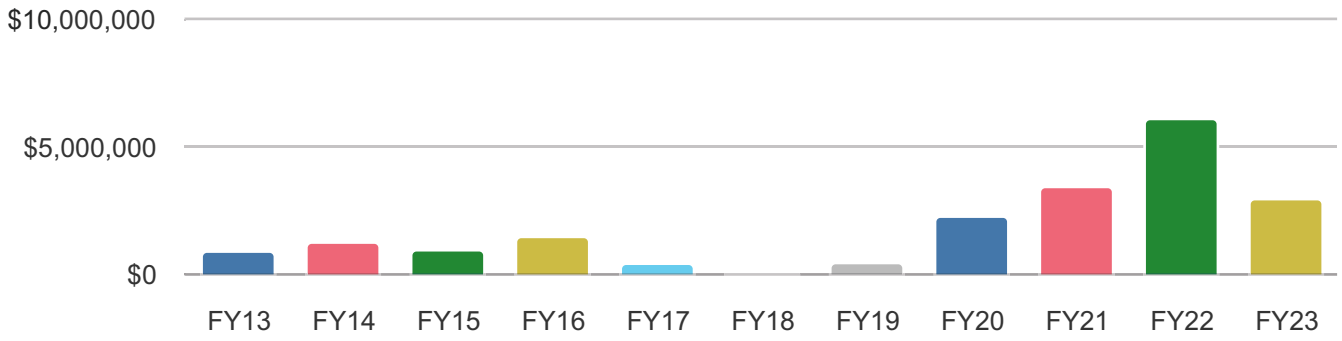


Capital Project Fund - Short Term

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

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).

Capital Project Fund - Short Term



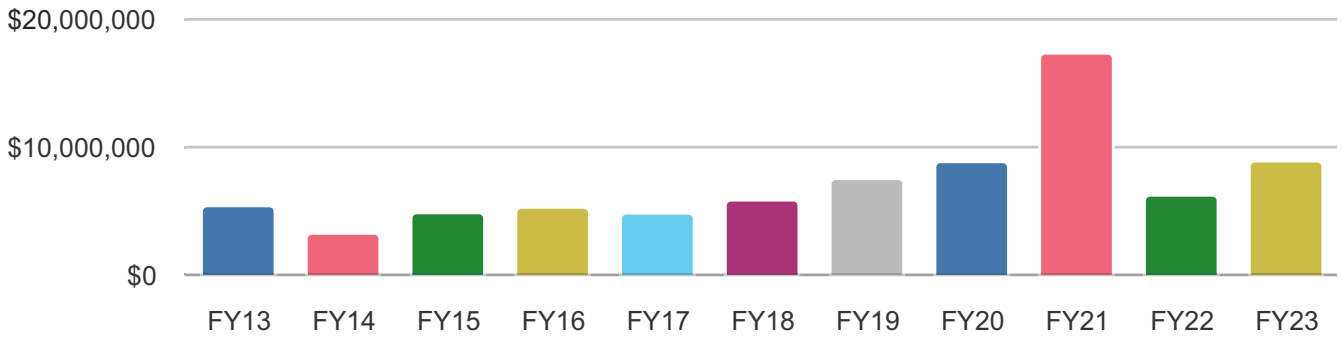
Free Cash

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.

Free Cash



Water-Sewer Retained Earnings

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:

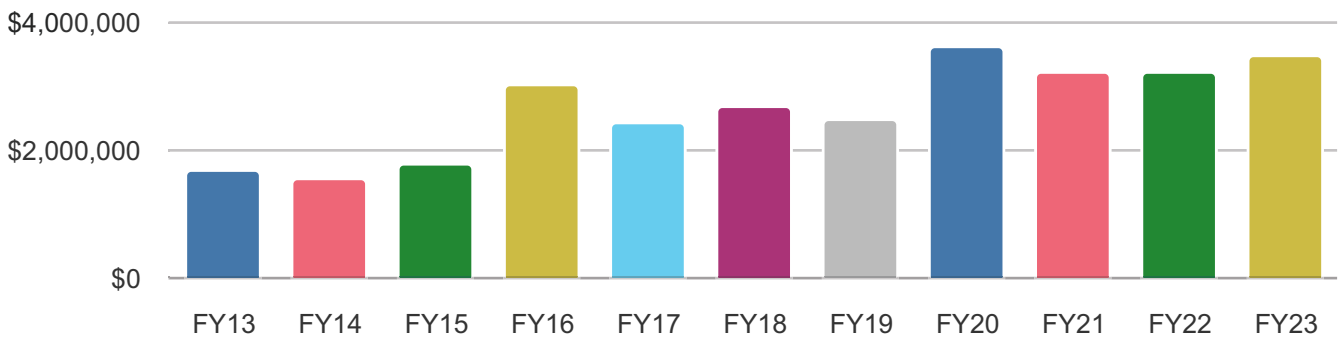
The City of Salem generally uses Water & Sewer retained earnings to fund capital improvements that may come up during the fiscal year as well as emergency repairs needed due to water or sewer main breaks or other related repairs. Some capital equipment may be funded during the year from these as well.

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 bullet1in 2012-B (page 3/7). The Water Enterprise fund revenues had 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 are 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).

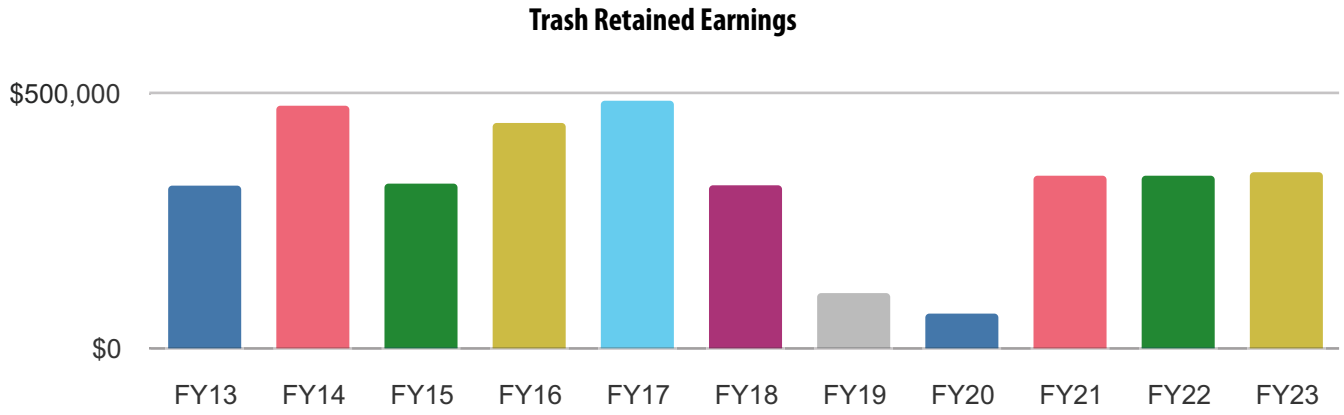
The following are the Sewer and Water COMBINED retained earnings.

Water-Sewer Retained Earnings



Trash Retained Earnings

The Trash Enterprise fund is not a fully self-supporting fund but has generated retained earnings.



Investment Policies

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 uninvested 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%

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.

Debt Policies

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 FY22 Tax Rate Recapitulation Sheet - $191,199,145 this limit would be $9,559,957. 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 statues.

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 $6,641,110,700 effective January 1, 2021, its normal debt limit is $332,055,535 and its double debt limit is $664,111,070.

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. General ly 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.

Anti-Fraud Policies

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 & Health 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

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.

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.

- The Finance Director has the primary responsibility for the investigation of all activity defined in this policy.
- 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.
- 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.

- Upon conclusion of the investigation, the results will be reported to the Mayor and others as determined necessary.
- 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

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.

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.

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.

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.

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.

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.

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 an including dismissal in accordance with the applicable federal, state, and local administrative laws.

Media Issues

Any City employee or elected official contacted by the media with respected 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 the 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.

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.

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.

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

- Their duty to communicate certain matters;
- A list of the types of matters, including actual or suspected fraud, to be communicated along with specific examples; and
- Information on how to communicate those matters.

Capital Improvement Program

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 – FY2023 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.

FY2023 Capital Improvement Program (CIP) – highlights of proposed CIP and FY2023 Capital Budget

For FY2023, 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.

The FY2023 capital improvement plan reflects a continued commitment to addressing aging infrastructure and improving the appearance of our City overall. Investments in playground upgrades, traffic calming, parking infrastructure, roadway improvement, technology initiatives, also including computer hardware, various departmental vehicles and equipment, as well as building repairs and maintenance.

Capital Improvement Program Overview

A capital improvement program (CIP) is a blueprint for planning a community's capital expenditures. A CIP is typically a multi-year plan identifying capital projects and equipment to be funded during the planning period. A CIP is composed of two parts, a capital program and a capital budget. The capital program is a plan for capital expenditures that extends out past the capital budget. The capital budget is the upcoming year's spending plan for capital items.

Developing a CIP that will ensure sound financial and capital planning requires effective leadership and the involvement and cooperation of all municipal departments. A properly developed CIP will help the City in many ways such as enhancing a community's credit rating, stabilizing debt service payments, and identifying the most economical means of financing capital projects. It will also help increase opportunities to obtain federal and state aid and help avoid duplication by overlapping governmental units.

The City has several ways to finance its CIP, including state and federal grants, appropriations from the City's Capital Outlay account, capital leases, and long-term borrowing. Depending on the cost and the useful life, the Finance Director will make recommendations to the Mayor for funding the City's capital needs.

Capital leases are often three years or less and are built into the operating budget. Capital leases are often used for items such as school buses, office equipment, and other items that may not last five years in useful life. The City's Capital Outlay account typically funds items under $25,000 but can be used to fund items over $25,000 if it is deemed prudent. Funding capital improvements through the Capital Outlay account is beneficial because there is no borrowing or interest costs; you simply pay for the item in the year that it is purchased. Many of the City's capital items over $25,000 require long-term borrowing as authorized by a 2/3rd vote of the City Council upon recommendation of the Mayor . Long term bonding helps spread the costs of expensive capital improvements over their full useful life (per MGL Chapter 44/7 and Chapter 44/8).

The CIP dovetails into the City's five-year financial forecast for planning purposes. The CIP has to be worked into the operational part of the budget so that both the operational and capital needs of the municipal departments are met on a year-to-year basis. Oftentimes the CIP suffers as fixed costs such as health insurance and retirement assessments continue to rise which places further pressure on the operational budget. However, it is incumbent upon the Mayor and Finance Director to ensure that both the operating budget and CIP are reasonable and attainable to ensure fiscal stability within the limitations of Proposition 2 ¾.

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 2023 CIP General Fund Executive Summary

FY 2023 CIP OVERVIEW

Project/Description		Amount

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 finacing.

Proposed list of CIP for the General Fund budget is as follows:		
ARPA	$	5,852,105.00
Grants	$	2,382,000.00
Receipts Reserved	$	200,000.00
Community Preservation Act Funds	$	606,579.00
Capital Leases	$	-
Capital Improvement Fund (Fund 2000)	$	3,078,020.00
Loan Order	$	5,745,000.00
Bond Premium	$	-
Revolving	$	145,000.00
Other	$	911,000.00
**The total proposed list of CIP for the general fund budget is----------> **	**$**	**18,919,704.00**

FY 2023 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 FY2023 that is routine in nature would be as follows:

Electrical		
FORD F 650 AREAL/Bucket TRUCK	**$**	**175,000.00**
Total Electrical	**$**	**175,000.00**
Engineering		
Boston Street Complete Upgrade - Design	**$**	**210,000.00**
McGrath Park Soils Remediation -	**$**	**300,000.00**
Citywide Roads, Sidewalks, and Crosswalk Improvements (Non-Chapter 90)	**$**	**1,200,000.00**
Transfer Station Clean Up Phase 2 Capping	**$**	**2,200,000.00**
Total Engineering	**$**	**3,910,000.00**
Police		
Police Headquarters - Flooring replacement	**$**	**150,000.00**
Total Police	**$**	**150,000.00**
Public Services		
Traffic Division Utility Truck	**$**	**170,000.00**
DPS Building Project -Combined below	**$**	**250,000.00**
JD Front Loader (replacement of loader #41)	**$**	**290,000.00**
Total Public Services	**$**	**710,000.00**
Schools		
Bates Envelope Repair Project	**$**	**75,000.00**
Collins Roof/Masonry Repair	**$**	**110,000.00**

FY 2023 CIP OVERVIEW

Project/Description		Amount
School Life Safety, MEP, Utility, Roof Repairs, Upgrades, Studies	$	200,000.00
Districtwide Sprinkler Repairs	$	265,000.00
Total Schools	$	650,000.00
Sustainability		
Comprehensive Energy and Water Upgrades at City and School Facilities	$	150,000.00
Total Sustainability	$	150,000.00
GRAND TOTAL	$	5,745,000.00

Five-Year Capital Plan - All Funds

Capital Requests	Previously Approved	FY23 Funding Source	Department Request FY23	Future Need	FY 2024	FY 2025	FY 2026	FY 2027
Assessor								
City wide aerial imagery and software that documents changes in parcels	$0	CIP Fund	$12,000	$0	$0	$0	$0	$0
EV Hybrid Vehicle for the Assessors daily inspections	$0		$0	$0	$57,000	$0	$0	$0
Justappraised software for entering deeds.	$0	CIP Fund	$14,800	$0	$0	$0	$0	$0
Assessor Total	**$0**		**$26,800**	**$0**	**$57,000**	**$0**	**$0**	**$0**
Building								
ADA Compliance and Associated Improvements	$70,000	CIP Fund	$30,000	$0	$30,000	$0	$0	$0
Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements	$0	CIP Fund	$75,000	$0	$25,000	$50,000	$50,000	$50,000
City Hall Long Term Restoration Study	$0	CIP Fund	$40,000	$0	$100,000	$260,000	$0	$0
City Hall Phased Short Term Priority Improvements	$0	CIP Fund	$85,000	$0	$50,000	$0	$0	$0
Finance/Sustainability Office Reconfigurations	$54,755		$0	$0	$0	$0	$0	$0
Building Total	**$124,755**		**$230,000**	**$0**	**$205,000**	**$310,000**	**$50,000**	**$50,000**
Clerk								
High Speed Scanner for Voting and Multilanguage Software	$0	CIP Fund	$32,000	$0	$0	$0	$0	$0
Repair Council Furniture	$18,795		$0	$11,205	$20,000	$20,000	$20,000	$20,000
Vital Records Books - Prservation	$0	CPA	$15,430	$0	$14,570	$0	$0	$0
Clerk Total	**$18,795**		**$47,430**	**$11,205**	**$34,570**	**$20,000**	**$20,000**	**$20,000**
Collector								
Tyler Cashiering System	$0		$0	$150,000	$0	$0	$0	$0
Collector Total	**$0**		**$0**	**$150,000**	**$0**	**$0**	**$0**	**$0**
Electrical								
ADA walk signal buttons	$10,000	CIP Fund	$20,000	$0	$25,000	$25,000	$25,000	$20,000
F250 Pick Up Truck	$0		$0	$0	$45,000	$0	$0	$0
FORD F 650 AREAL/Bucket TRUCK	$0	GF Bond	$175,000	$0	$0	$0	$0	$0
SMART SIGNALIZATION EXPANSION Phase 3	$0		$0	$0	$0	$350,000	$0	$0
Electrical Total	**$10,000**		**$195,000**	**$0**	**$70,000**	**$375,000**	**$25,000**	**$20,000**
Engineering Municipal								
Boston Street Complete Upgrade - Construction State Funded	$0		$0	$14,000,000	$0	$0	$0	$0
Boston Street Complete Upgrade - Design	$485,000	GF Bond	$210,000	$0	$948,000	$0	$0	$0
Citywide Roads, Sidewalks, and Crosswalk Improvements (Non-Chapter 90)	$3,840,000	GF Bond, Other	$1,200,000	$0	$1,500,000	$1,500,000	$1,500,000	$1,500,000

Capital Requests	Previously Approved	FY23 Funding Source	Department Request FY23	Future Need	FY 2024	FY 2025	FY 2026	FY 2027
Citywide Roads, Sidewalks, and Crosswalks (Chapter 90)	$870,000	Grants	$870,000	$0	$870,000	$870,000	$870,000	$870,000
Citywide Seawall Improvements and Studies	$300,000	CIP Fund	$50,000	$1,050,000	$100,000	$100,000	$100,000	$100,000
Derby Street Complete Street Phase 3 -	$1,742,400		$0	$1,257,600	$0	$0	$0	$0
Endicott and Pratt Streets Reconstruction	$0	, Grants	$0	$0	$0	$0	$0	$0
Engineering Department Shared Vehicle	$0		$0	$0	$30,000	$0	$0	$0
Essex Street Roadway & Townhouse Sq.	$200,000	CIP Fund	$200,000	$100,000	$0	$0	$0	$0
Furlong Park Soil Remediation	$0	CIP Fund	$170,000	$0	$0	$0	$0	$0
Intersection Improvements- Jefferson Ave	$0		$0	$0	$1,560,000	$0	$0	$0
Leggs Hill Road Culvert Replacement Study	$0		$0	$4,000,000	$0	$0	$0	$0
McGrath Park Soils Remediation -	$280,000	GF Bond	$300,000	$1,000,000	$1,300,000	$0	$0	$0
Peabody, Harbor, and Congress Street Improvements	$0	, Grants	$0	$0	$0	$0	$0	$0
Riley Plaza Median Strip	$0	, Grants	$0	$0	$0	$0	$0	$0
Seven Gables to CZM Coastal Resiliency	$0		$0	$0	$0	$0	$0	$0
Transfer Station Clean Up Phase 2 Capping	$0	GF Bond	$2,200,000	$1,300,000	$0	$0	$0	$0
Washington & Bridge St. Intersection Mass Works - Design	$100,000		$0	$2,400,000	$0	$0	$0	$0
Washington Street Outdoor Seating	$0	ARPA	$270,000	$0	$0	$0	$0	$0
Engineering Municipal Total	**$7,817,400**		**$5,470,000**	**$25,107,600**	**$6,308,000**	**$2,470,000**	**$2,470,000**	**$2,470,000**
Engineering Sewer								
Brown/Church Street Drainage Improvements	$0		$0	$200,000	$0	$0	$0	$0
Citywide Drain & Sewer cleaning, inspection, replacement, engineering, GIS, construction	$1,950,000	Sewer Bond	$400,000	$5,500,000	$400,000	$400,000	$400,000	$400,000
Derby St. Interceptor Sewer Cleaning and Evaluation	$0	Retained Earning, Other	$125,000	$0	$0	$0	$0	$0
Loring/Cedar Drain Improvements	$0		$0	$0	$250,000	$0	$0	$0
Ocean Ave Stormwater Pump Station	$150,000	ARPA	$370,000	$0	$0	$8,500,000	$0	$0
Palmer Cove Park Drain Outfall Installation of Stormwater Treatment	$0	Sewer Bond	$100,000	$0	$0	$0	$0	$0
Point Area Neighborhood Catch Basin Screening & Improvements	$0	Retained Earning	$100,000	$0	$0	$0	$0	$0
Rosie's Pond Flood Protection & Drainage System Improvements -	$1,000,000		$0	$4,400,000	$0	$0	$0	$0
SSES Report Implementation (eliminate I/I sources citywide)	$1,500,000	Sewer Bond	$600,000	$2,800,000	$600,000	$600,000	$0	$0
Willow Ave. Sewer Line Replacement-	$200,000		$0	$0	$500,000	$8,600,000	$0	$0
Engineering Sewer Total	**$4,800,000**		**$1,695,000**	**$12,900,000**	**$1,750,000**	**$18,100,000**	**$400,000**	**$400,000**

Capital Requests	Previously Approved	FY23 Funding Source	Department Request FY23	Future Need	FY 2024	FY 2025	FY 2026	FY 2027
Engineering Water								
Citywide Flushing, Valve Repair/ Maintenance, Leak detection, GIS	$800,000	Water Bond	$400,000	$0	$400,000	$400,000	$400,000	$400,000
Highland Ave 16 inch Water Main Replacement Design	$1,350,000		$0	$7,650,000	$0	$0	$0	$0
Loring Ave 16 inch Water Main Replacement Design	$200,000		$0	$0	$1,900,000	$1,900,000	$0	$0
Pioneer Village Relocation and Expanded Facility Phase 1: Sewer/Water/Stormwater	$0	Water Bond, Sewer Bond	$100,000	$0	$0	$0	$0	$0
Replacement of Water/Sewer Utility Truck	$0	Retained Earning	$180,000	$0	$0	$0	$0	$0
Water Distribution Main System Improvements	$1,200,000	Water Bond	$800,000	$0	$800,000	$800,000	$800,000	$800,000
Water Transmission Main System Improvements	$1,000,000	Water Bond	$1,000,000	$0	$1,000,000	$1,000,000	$1,000,000	$1,000,000
Engineering Water Total	**$4,550,000**		**$2,480,000**	**$7,650,000**	**$4,100,000**	**$4,100,000**	**$2,200,000**	**$2,200,000**
Fire								
ADA Compliance and Associated Repairs	$0	CIP Fund	$20,000	$0	$40,000	$0	$0	$0
Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements	$115,000	CIP Fund	$30,000	$0	$50,000	$50,000	$50,000	$50,000
Bathroom, Women's Locker and ADA Code Upgrades Headquarters Study	$0	CIP Fund	$30,000	$0	$0	$250,000	$0	$0
Fire Station 2 & 4 Facade Repair -	$32,000		$0	$318,000	$0	$0	$0	$0
Fire Station 5 - site improvements	$0	CIP Fund	$100,000	$0	$0	$0	$0	$0
Ladder 1	$0		$0	$0	$1,400,000	$0	$0	$0
Lexipol - Standard Operating Guidelines	$0	CIP Fund	$27,000	$0	$0	$0	$0	$0
Replace Front line response vehicle #2 Deputy Chiefs Car	$0	CIP Fund	$50,000	$0	$0	$0	$0	$0
Vehicles for Fire Prevention inspectional services, safety officer and fire investigation	$0	CIP Fund	$66,000	$0	$0	$0	$0	$0
Fire Total	**$147,000**		**$323,000**	**$318,000**	**$1,490,000**	**$300,000**	**$50,000**	**$50,000**
Harbor Master								
Harbormaster Department Truck	$0	CIP Fund	$58,000	$0	$0	$0	$0	$0
Harbormaster Dockhouse Relocation	$50,000	Grants	$37,000	$0	$0	$0	$0	$0
Harbormaster Office	$0		$0	$0	$10,000	$90,000	$0	$0
Jet Dock system	$0	Revolving	$30,000	$0	$0	$0	$0	$0
Jet Propulsion unit replacement	$0	Revolving	$25,000	$0	$0	$0	$0	$0
Landing Cat Capital Maintenance	$0	Revolving	$25,000	$0	$0	$0	$0	$0

Capital Requests	Previously Approved	FY23 Funding Source	Department Request FY23	Future Need	FY 2024	FY 2025	FY 2026	FY 2027
Mooring/Harbor Management Software Program	$0		$0	$0	$12,000	$12,000	$12,000	$12,000
Harbor Master Total	**$50,000**		**$175,000**	**$0**	**$22,000**	**$102,000**	**$12,000**	**$12,000**
Health								
Health Department vehicle	$0		$0	$0	$57,000	$0	$0	$0
Mack Park Community Farm Phase 2	$0		$0	$0	$0	$0	$0	$0
Mack Park Community Farm Phase 3	$0	ARPA	$94,105	$0	$0	$0	$0	$0
Health Total	**$0**		**$94,105**	**$0**	**$57,000**	**$0**	**$0**	**$0**
IT								
Digitization	$225,000		$0	$425,000	$105,000	$105,000	$105,000	$105,000
IT Lifecycle Management (City)	$366,400	CIP Fund	$190,000	$0	$190,000	$190,000	$190,000	$190,000
Replacement of essential network systems, city-wide, including: data center, core network, telephony and SPS wireless.	$0		$0	$0	$225,000	$225,000	$225,000	$225,000
IT Total	**$591,400**		**$190,000**	**$425,000**	**$520,000**	**$520,000**	**$520,000**	**$520,000**
Library								
ADA Improvements and Associated Repairs at Library	$10,000	CIP Fund	$10,000	$0	$20,000	$20,000	$0	$0
Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements	$85,000	CIP Fund	$20,000	$0	$25,000	$25,000	$25,000	$25,000
Glass Door Replacement	$0		$0	$0	$30,000	$0	$0	$0
Repairs to Brownstone Stairs	$0	CIP Fund	$50,000	$0	$0	$0	$0	$0
Roof Envelope Leak Improvements	$0		$0	$0	$0	$36,000	$0	$0
Window Replacement	$0		$0	$0	$0	$240,000	$0	$0
Library Total	**$95,000**		**$80,000**	**$0**	**$75,000**	**$321,000**	**$25,000**	**$25,000**
Park & Recreation								
City Wide Playground, Park Equipment replacement, Small Repairs, Site Furnishings, and Other Improvements	$250,000	ARPA	$100,000	$0	$100,000	$100,000	$100,000	$100,000
Court/Field and Associated Renovations	$200,000	CIP Fund	$100,000	$0	$100,000	$100,000	$100,000	$100,000
Enhancing the Community Life Center Kitchen to Serve Salem Seniors and Residents of All Ages	$0	ARPA	$140,000	$0	$0	$0	$0	$0
Golf Cart Energy Delivery System	$0		$0	$0	$100,000	$0	$0	$0
Golf Cart Paths - Phase II	$426,000	CIP Fund	$100,000	$0	$0	$0	$0	$0
Memorial Park Rock Climbing Boulder	$0		$0	$60,000	$0	$0	$0	$0
Park and Recreation ADA Compliance and Related Repairs	$140,000		$0	$60,000	$50,000	$50,000	$50,000	$50,000

Capital Requests	Previously Approved	FY23 Funding Source	Department Request FY23	Future Need	FY 2024	FY 2025	FY 2026	FY 2027
Pioneer Village Relocation and Expanded Facility Phase 1: Relocation, Accessible Pathways, Program Expansion.	$2,000,000	ARPA, Receipts Reserved	$620,000	$0	$100,000	$0	$0	$0
Pioneer Village Relocation Phase 2 - New Visitor Center/Fort Lee Integration	$0		$0	$0	$4,000,000	$0	$0	$0
Replacement of Floating Docks at Winter Island/Sail Salem	$0	CPA	$100,000	$0	$0	$0	$0	$0
Stain the exterior of the golf clubhouse	$0		$0	$0	$30,000	$0	$0	$0
Willows Pier	$900,000	ARPA, CPA	$350,000	$0	$0	$0	$0	$0
Winter Island Replace Playground	$0		$0	$175,000	$0	$0	$0	$0
Park & Recreation Total	**$3,916,000**		**$1,510,000**	**$295,000**	**$4,480,000**	**$250,000**	**$250,000**	**$250,000**
Parking								
Bicycle Infrastructure Design, Implementation & Repairs/Improvements	$325,500	ARPA	$50,000	$0	$210,000	$215,000	$220,000	$225,000
Fort Ave/Columbus Ave Intersection Re-Design Project	$0	CIP Fund	$183,000	$0	$1,400,000	$0	$0	$0
Garage Improvements - Annual Repairs & ADA Compliance	$300,000	CIP Fund	$80,000	$0	$100,000	$100,000	$100,000	$100,000
Museum Place Garage Restoration Phase 2 - Major Structural, Roof, Security Cameras and ADA	$2,180,000		$0	$0	$0	$0	$0	$0
Museum Place Garage Restoration Phase 3	$0		$0	$0	$1,900,000	$0	$0	$0
Parking Infrastructure Improvements, EV, and Equipment Install/Maintenance	$125,000	CIP Fund	$50,000	$370,000	$50,000	$52,000	$55,000	$58,000
Salem Willows Roadway Safety & Accessibility	$0		$0	$0	$0	$50,000	$1,150,000	$0
Traffic Calming Capital Improvements	$196,500	CIP Fund	$200,000	$0	$105,000	$110,000	$115,000	$120,000
Parking Total	**$3,127,000**		**$563,000**	**$370,000**	**$3,765,000**	**$527,000**	**$1,640,000**	**$503,000**
Planning								
Artists' Row Roof Repair	$0	CIP Fund	$60,000	$0	$0	$0	$0	$0
Charlotte Forten Memorial Project	$0	ARPA, Grants	$50,000	$0	$0	$0	$0	$0
Dickson Chapel Exterior Restoration Phases 2-4	$0		$0	$0	$0	$350,000	$0	$0
Dickson Chapel Restoration Phase 1	$30,000	CPA	$60,000	$0	$0	$0	$0	$0
Ferry Terminal Building	$0		$0	$6,000,000	$0	$0	$0	$0
Harmony Grove Multiuse Path Study/Design	$25,000	CIP Fund	$12,000	$0	$0	$0	$0	$0
Historic Cemetery Headstone and Tomb Conservation	$0	CIP Fund	$30,000	$0	$30,000	$30,000	$30,000	$30,000
Mansell Field Restoration	$150,000		$0	$1,850,000	$0	$0	$0	$0

Capital Requests	Previously Approved	FY23 Funding Source	Department Request FY23	Future Need	FY 2024	FY 2025	FY 2026	FY 2027
Neighborhood Interpretive Signs	$0	CIP Fund	$14,000	$0	$0	$0	$0	$0
Old Town Hall & Artists' Row ADA Compliance and Associated Repairs	$0	CIP Fund	$20,000	$0	$30,000	$0	$0	$0
Old Town Hall & Artists' Row Annual Repairs, Minor Renovations, Studies Etc. (non-ADA)	$60,000	CIP Fund	$20,000	$0	$30,000	$30,000	$30,000	$30,000
Old Town Hall Restorations Phases 2&3 (Phase 2: Design, Feasibility, & Cost Estimating; Phase 3: Construction)	$100,000	ARPA	$1,000,000	$7,365,000	$0	$0	$0	$0
On Point Center Renovations	$0		$0	$595,800	$0	$0	$0	$0
Palmer Cove Park Renovation Phase 2	$500,000	ARPA, CPA	$140,000	$745,000	$0	$0	$0	$0
Peabody St Park	$0		$0	$0	$0	$350,000	$0	$0
Planning, Policy, and Zoning Studies	$0	Other	$50,000	$0	$50,000	$50,000	$50,000	$50,000
Salem Common Fence Restoration Phase 6	$0		$0	$0	$400,000	$365,000	$0	$0
Salem Common Future Upgrades (ADA, & Other Capital Priorities)	$700,000		$0	$1,450,000	$0	$0	$0	$0
Salem Harbor Dredge	$0		$0	$5,000,000	$0	$0	$0	$0
South Salem Commuter Rail Study	$0	ARPA	$93,000	$0	$0	$0	$0	$0
Volunteer Bridge Rehabilitation by Salem Sound CoastwatchOASTWATCH	$0	CPA	$66,149	$33,851	$0	$0	$0	$0
Willows Restoration & Park Improvements (All Future Phases)	$2,000,000		$0	$1,300,000	$0	$0	$0	$0
Planning Total	**$3,565,000**		**$1,615,149**	**$24,339,651**	**$540,000**	**$1,175,000**	**$110,000**	**$110,000**
Police								
Body Worn Cameras	$90,000	CIP Fund	$67,220	$0	$67,220	$88,000	$88,000	$0
Cameras - Community/Police	$165,000	CIP Fund	$45,000	$0	$45,000	$45,000	$50,000	$50,000
Evidence Room	$0		$0	$0	$150,000	$0	$0	$0
Muster Room Renovation	$0		$0	$31,802	$0	$0	$0	$0
Police Headquarters - Flooring replacement	$0	GF Bond	$150,000	$0	$0	$0	$0	$0
Police/Fire Radio Communications	$300,000	ARPA	$2,500,000	$0	$2,000,000	$0	$0	$0
PSGP 2020 Harbor Security Camera Project Expansion	$0	CIP Fund	$32,500	$0	$0	$0	$0	$0
Resiliency Investments in Police Station - Study	$0		$0	$20,000	$0	$0	$0	$0
Salem Police Headquarters General Repairs, Upgrades, FF&E, Studies, and Associated Replacements	$75,000	CIP Fund	$35,000	$0	$30,000	$30,000	$30,000	$30,000
Small ADA Compliance and Associated Repairs	$30,000	CIP Fund	$15,000	$0	$15,000	$0	$0	$0
Vehicle Replacement Plan - Patrol and Non Patrol -	$596,000	CIP Fund	$187,000	$0	$200,000	$300,000	$200,000	$300,000

Capital Requests	Previously Approved	FY23 Funding Source	Department Request FY23	Future Need	FY 2024	FY 2025	FY 2026	FY 2027
Window Replacement Study	$0		$0	$30,000	$0	$0	$0	$0
Police Total	**$1,256,000**		**$3,031,720**	**$81,802**	**$2,507,220**	**$463,000**	**$368,000**	**$380,000**
Public Services								
ADA Improvements and Associated Repairs-DPS & Cemeteries	$0	CIP Fund	$20,000	$0	$20,000	$0	$0	$0
Administration Engineering/DPS Vehicle	$0		$0	$0	$0	$0	$0	$60,000
Annual Small Repairs, DPS Building Studies - DPS & Cemeteries	$100,000	CIP Fund	$15,000	$0	$25,000	$25,000	$30,000	$30,000
DPS Building Project -Combined below	$185,000	GF Bond	$250,000	$49,565,000	$0	$0	$0	$0
Expansion of Greenlawn Cemetery Interment	$0	CIP Fund, Revolving	$20,000	$1,140,000	$0	$0	$0	$0
Greenlawn Ongoing Roadway and Drainage Improvments	$0	ARPA, Revolving	$75,000	$0	$75,000	$75,000	$75,000	$75,000
J.D. SKID STEER 250	$0		$0	$0	$0	$0	$0	$80,000
JD Front Loader (replacement of loader #41)	$0	GF Bond	$290,000	$0	$0	$0	$0	$0
New Vacuum Truck for Porous Pavement Cleaning	$0		$0	$1	$0	$0	$300,000	$0
Park and rec lawn mower equipment purchase	$0		$0	$0	$50,000	$0	$0	$0
Park Department Foreman Truck	$0		$0	$0	$0	$0	$48,000	$0
Replacement of Tree Bucket Truck and Chipper	$0		$0	$0	$450,000	$0	$0	$0
Street Division Foreman Truck	$0		$0	$0	$0	$52,000	$0	$0
Traffic Division Utility Truck	$0	GF Bond	$170,000	$0	$0	$0	$0	$0
Trailer Mounted Leaf Vacuum/Loader	$0		$0	$170,000	$0	$0	$0	$0
Update Safety and SOP for trench safety and general best practices plans and manuals for DPS operations	$0	CIP Fund	$50,000	$0	$0	$0	$0	$0
Watts Gate Turning Trailer	$0		$0	$0	$0	$100,000	$0	$0
Public Services Total	**$285,000**		**$890,000**	**$50,875,001**	**$620,000**	**$252,000**	**$453,000**	**$245,000**
School								
ADA and Associated Repairs Schools	$75,000	CIP Fund	$100,000	$925,000	$100,000	$100,000	$100,000	$100,000
Architectural/Interior, Site Repairs, Upgrades, Studies Schools	$265,000	CIP Fund	$75,000	$0	$200,000	$200,000	$300,000	$400,000
Bates Envelope Repair Project	$0	GF Bond	$75,000	$25,000	$900,000	$0	$0	$0
Bates New Roof - Accelerated Repair Project	$0		$0	$0	$0	$1,864,000	$0	$0
Bates School Generator Replacement	$0		$0	$0	$0	$0	$0	$165,000
Carlton Roof Replacement	$0		$0	$1,363,000	$0	$0	$0	$0
Collins Roof/Masonry Repair	$125,000	GF Bond	$110,000	$0	$0	$0	$0	$0

Capital Requests	Previously Approved	FY23 Funding Source	Department Request FY23	Future Need	FY 2024	FY 2025	FY 2026	FY 2027
District Camera and Access Control	$500,000	Other	$200,000	$0	$0	$0	$0	$0
Districtwide Sprinkler Repairs	$0	GF Bond	$265,000	$0	$0	$0	$0	$0
High School Major Renovation/New Consolidated Facility	$0		$0	$200,000,000	$0	$0	$0	$0
Horace Mann Gym floor replacement	$0		$0	$0	$50,000	$0	$0	$0
Horace Mann Roof Replacement	$0		$0	$0	$0	$0	$1,680,000	$0
IT Life cycle Management Staff/Infrastructure	$0	Grants	$200,000	$0	$200,000	$200,000	$200,000	$200,000
IT Life cycle Management Student Devices	$0	Grants, Other	$200,000	$0	$200,000	$200,000	$200,000	$200,000
New High School Gym Floor	$0		$0	$219,917	$0	$0	$0	$0
New Liberty and Salem Prep Schools Facility	$0	CIP Fund	$60,000	$1,640,000	$0	$0	$0	$0
Replace Failed SHS Ventilation Rooftop Units	$0	Grants	$500,000	$0	$0	$0	$0	$0
Salem High Sky light Repairs	$0		$0	$65,000	$0	$0	$0	$0
Salerno Roof Refurbish	$0		$0	$0	$0	$78,000	$0	$0
Saltonstall Masonry repair	$0		$0	$25,000	$0	$0	$0	$0
School Life Safety, MEP, Utility, Roof Repairs, Upgrades, Studies	$480,000	GF Bond	$200,000	$0	$250,000	$250,000	$250,000	$250,000
Witchcraft Heights B, D and Connector Roof Replacements	$0		$0	$2,100,000	$0	$0	$0	$900,000
School Total	**$1,445,000**		**$1,985,000**	**$206,362,917**	**$1,900,000**	**$2,892,000**	**$2,730,000**	**$2,215,000**
Sustainability								
Climate Change Resiliency Project - Point - Design	$0	CIP Fund, Grants	$100,000	$0	$0	$0	$0	$0
Community Wide Climate Change/Watershed Model Studies Future Neighbhorhoods	$0	Grants	$200,000	$175,000	$50,000	$0	$75,000	$0
Comprehensive Energy and Water Upgrades at City and School Facilities	$0	GF Bond	$150,000	$4,850,000	$0	$0	$0	$0
Environmental Education Signage	$0	CIP Fund	$7,500	$0	$7,500	$7,500	$7,500	$7,500
Sustainability Total	$0		**$457,500**	**$5,025,000**	**$57,500**	**$7,500**	**$82,500**	**$7,500**
Department Total	**$31,798,350**		**$21,058,704**	**$333,911,176**	**$28,558,290**	**$32,184,500**	**$11,405,500**	**$9,477,500**

Capital Plan by Department

Department	Project ID	Project Description	Amount
Lease To Own		No Projects/Requests	$0
	Total		**$0**
Assessor			
CIP Fund	23069	City wide aerial imagery and software that documents changes in parcels	$12,000
CIP Fund	23070	Justappraised software for entering deeds.	$14,800
	Assessor Total		**$26,800**
Building			
CIP Fund	21241A	ADA Compliance and Associated Improvements	$30,000
CIP Fund	22900A	Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements	$75,000
CIP Fund	23566P	City Hall Phased Short Term Priority Improvements	$85,000
CIP Fund	23567P	City Hall Long Term Restoration Study	$40,000
	Building Total		**$230,000**
Clerk			
CIP Fund	23053	High Speed Scanner for Voting and Multilanguage Software	$32,000
CPA	23569P	Vital Records Books - Prservation	$15,430
	Clerk Total		**$47,430**
Electrical			
CIP Fund	21236A	ADA walk signal buttons	$20,000
GF Bond	22026E	FORD F 650 AREAL/Bucket TRUCK	$175,000
	Electrical Total		**$195,000**
Engineering Municipal			
ARPA	23006	Washington Street Outdoor Seating	$270,000
CIP Fund	10235	Citywide Seawall Improvements and Studies	$50,000
CIP Fund	17086	Essex Street Roadway & Townhouse Sq.	$200,000
CIP Fund	23007	Furlong Park Soil Remediation	$170,000
GF Bond	17078	Boston Street Complete Upgrade - Design	$210,000
GF Bond	17091	Transfer Station Clean Up Phase 2 Capping	$2,200,000
GF Bond	18101	McGrath Park Soils Remediation -	$300,000
GF Bond	20105	Citywide Roads, Sidewalks, and Crosswalk Improvements (Non-Chapter 90)	$1,200,000
Grants	20105S	Citywide Roads, Sidewalks, and Crosswalks (Chapter 90)	$870,000
Grants	23004	Peabody, Harbor, and Congress Street Improvements	$3,250,000
Grants	23571P	Endicott and Pratt Streets Reconstruction	$197,000
Grants	23572P	Riley Plaza Median Strip	$25,000
Other	20105	Citywide Roads, Sidewalks, and Crosswalk Improvements (Non-Chapter 90)	$486,000
	Engineering Municipal Total		**$9,428,000**
Engineering Sewer			
ARPA	21034P	Ocean Ave Stormwater Pump Station	$370,000

Department	Project ID	Project Description	Amount
Other	22043A	Derby St. Interceptor Sewer Cleaning and Evaluation	$125,000
Retained Earning	22043A	Derby St. Interceptor Sewer Cleaning and Evaluation	$125,000
Retained Earning	22048P	Point Area Neighborhood Catch Basin Screening & Improvements	$100,000
Sewer Bond	10237	SSES Report Implementation (eliminate I/I sources citywide)	$600,000
Sewer Bond	16025	Citywide Drain & Sewer cleaning, inspection, replacement, engineering, GIS, construction	$400,000
Sewer Bond	23077	Palmer Cove Park Drain Outfall Installation of Stormwater Treatment	$100,000
	Engineering Sewer Total		**$1,820,000**
Engineering Water			
Retained Earning	23062	Replacement of Water/Sewer Utility Truck	$180,000
Sewer Bond	10217	Pioneer Village Relocation and Expanded Facility Phase 1: Sewer/Water/Stormwater	$200,000
Water Bond	10026	Water Distribution Main System Improvements	$800,000
Water Bond	10217	Pioneer Village Relocation and Expanded Facility Phase 1: Sewer/Water/Stormwater	$100,000
Water Bond	20083	Citywide Flushing, Valve Repair/Maintenance, Leak detection, GIS	$400,000
Water Bond	20085	Water Transmission Main System Improvements	$1,000,000
	Engineering Water Total		**$2,680,000**
Fire			
CIP Fund	21012A	Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements	$30,000
CIP Fund	22015P	Bathroom, Women's Locker and ADA Code Upgrades Headquarters Study	$30,000
CIP Fund	22500P	Fire Station 5 - site improvements	$100,000
CIP Fund	23012A	ADA Compliance and Associated Repairs	$20,000
CIP Fund	23056	Vehicles for Fire Prevention inspectional services, safety officer and fire investigation	$66,000
CIP Fund	23057	Replace Front line response vehicle #2 Deputy Chiefs Car	$50,000
CIP Fund	23573E	Lexipol - Standard Operating Guidelines	$27,000
	Fire Total		**$323,000**
Harbor Master			
CIP Fund	23058	Harbormaster Department Truck	$58,000
Grants	22020P	Harbormaster Dockhouse Relocation	$37,000
Revolving	23009	Jet Propulsion unit replacement	$25,000
Revolving	23059	Jet Dock system	$30,000
Revolving	23073	Landing Cat Capital Maintenance	$25,000
	Harbor Master Total		**$175,000**
Health			
ARPA	23203	Mack Park Community Farm Phase 3	$94,105
	Health Total		**$94,105**
IT			
CIP Fund	10251	IT Lifecycle Management (City)	$190,000
	IT Total		**$190,000**

Department	Project ID	Project Description	Amount
Library			
CIP Fund	23012A	ADA Improvements and Associated Repairs at Library	$10,000
CIP Fund	23013A	Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements	$20,000
CIP Fund	23015	Repairs to Brownstone Stairs	$50,000
	Library Total		**$80,000**
Park & Recreation			
ARPA	10020	City Wide Playground, Park Equipment replacement, Small Repairs, Site Furnishings, and Other Improvements	$100,000
ARPA	10217	Pioneer Village Relocation and Expanded Facility Phase 1: Relocation, Accessible Pathways, Program Expansion.	$620,000
ARPA	22028P	Willows Pier	$350,000
ARPA	23016	Enhancing the Community Life Center Kitchen to Serve Salem Seniors and Residents of All Ages	$140,000
CIP Fund	21242A	Court/Field and Associated Renovations	$100,000
CIP Fund	22025P	Golf Cart Paths - Phase II	$100,000
CPA	22028P	Willows Pier	$250,000
CPA	23575P	Replacement of Floating Docks at Winter Island/Sail Salem	$100,000
Receipts Reserved	10217	Pioneer Village Relocation and Expanded Facility Phase 1: Relocation, Accessible Pathways, Program Expansion.	$200,000
	Park & Recreation Total		**$1,960,000**
Parking			
ARPA	20067	Bicycle Infrastructure Design, Implementation & Repairs/Improvements	$50,000
CIP Fund	10018	Garage Improvements - Annual Repairs & ADA Compliance	$80,000
CIP Fund	10228	Traffic Calming Capital Improvements	$200,000
CIP Fund	22063A	Parking Infrastructure Improvements, EV, and Equipment Install/Maintenance	$50,000
CIP Fund	23018	Fort Ave/Columbus Ave Intersection Re-Design Project	$183,000
	Parking Total		**$563,000**
Planning			
ARPA	10125P	Palmer Cove Park Renovation Phase 2	$140,000
ARPA	22041P	Old Town Hall Restorations Phases 2&3 (Phase 2: Design, Feasibility, & Cost Estimating; Phase 3: Construction)	$1,000,000
ARPA	23022	Charlotte Forten Memorial Project	$50,000
ARPA	23578P	South Salem Commuter Rail Study	$93,000
CIP Fund	20200	Harmony Grove Multiuse Path Study/Design	$12,000
CIP Fund	21233A	Old Town Hall & Artists' Row Annual Repairs, Minor Renovations, Studies Etc. (non-ADA)	$20,000
CIP Fund	22040P	Neighborhood Interpretive Signs	$14,000
CIP Fund	23021	Artists' Row Roof Repair	$60,000
CIP Fund	23075	Historic Cemetery Headstone and Tomb Conservation	$30,000
CIP Fund	23233A	Old Town Hall & Artists' Row ADA Compliance and Associated Repairs	$20,000

Department	Project ID	Project Description	Amount
CPA	10125P	Palmer Cove Park Renovation Phase 2	$115,000
CPA	22036P	Dickson Chapel Restoration Phase 1	$60,000
CPA	23028	Volunteer Bridge Rehabilitation by Salem Sound CoastwatchOASTWATCH	$66,149
Grants	23022	Charlotte Forten Memorial Project	$75,000
Grants	23029	Community Life Center Mural	$30,000
Other	23074	Planning, Policy, and Zoning Studies	$50,000
	Planning Total		**$1,835,149**
Police			
ARPA	20011	Police/Fire Radio Communications	$2,500,000
CIP Fund	20038	Vehicle Replacement Plan - Patrol and Non Patrol -	$187,000
CIP Fund	20039	Cameras - Community/Police	$45,000
CIP Fund	21239A	Salem Police Headquarters General Repairs, Upgrades, FF&E, Studies, and Associated Replacements	$35,000
CIP Fund	22300E	Body Worn Cameras	$67,220
CIP Fund	23033	PSGP 2020 Harbor Security Camera Project Expansion	$32,500
CIP Fund	23239A	Small ADA Compliance and Associated Repairs	$15,000
GF Bond	23030	Police Headquarters - Flooring replacement	$150,000
	Police Total		**$3,031,720**
Public Services			
ARPA	23076	Greenlawn Ongoing Roadway and Drainage Improvments	$75,000
CIP Fund	21234A	Annual Small Repairs, DPS Building Studies - DPS & Cemeteries	$15,000
CIP Fund	23035	Expansion of Greenlawn Cemetery Interment	$20,000
CIP Fund	23036	Update Safety and SOP for trench safety and general best practices plans and manuals for DPS operations	$50,000
CIP Fund	23234A	ADA Improvements and Associated Repairs- DPS & Cemeteries	$20,000
GF Bond	10133	DPS Building Project	$250,000
GF Bond	23060	JD Front Loader (replacement of loader #41)	$290,000
GF Bond	23065	Traffic Division Utility Truck	$170,000
Revolving	23035	Expansion of Greenlawn Cemetery Interment	$40,000
Revolving	23076	Greenlawn Ongoing Roadway and Drainage Improvments	$25,000
	Public Services Total		**$955,000**
School			
CIP Fund	20049	Architectural/Interior, Site Repairs, Upgrades, Studies Schools	$75,000
CIP Fund	20049A	ADA and Associated Repairs Schools	$100,000
CIP Fund	23579P	New Liberty and Salem Prep Schools Facility	$60,000
GF Bond	20051	School Life Safety, MEP, Utility, Roof Repairs, Upgrades, Studies	$200,000
GF Bond	20113	Bates Envelope Repair Project	$75,000
GF Bond	22060P	Collins Roof/Masonry Repair	$110,000

Department	Project ID	Project Description	Amount
GF Bond	23049	Districtwide Sprinkler Repairs	$265,000
Grants	20111A	IT Life cycle Management Staff/Infrastructure	$200,000
Grants	20112A	IT Life cycle Management Student Devices	$200,000
Grants	23050	Replace Failed SHS Ventilation Rooftop Units	$500,000
Other	20112A	IT Life cycle Management Student Devices	$50,000
Other	21024P	District Camera and Access Control	$200,000
	School Total		**$2,035,000**
Sustainability			
CIP Fund	23048	Climate Change Resiliency Project - Point - Design	$100,000
CIP Fund	23077	Environmental Education Signage	$7,500
GF Bond	22061P	Comprehensive Energy and Water Upgrades at City and School Facilities	$150,000
Grants	23047	Community Wide Climate Change/Watershed Model Studies Future Neighbhorhoods	$200,000
Grants	23048	Climate Change Resiliency Project - Point - Design	$300,000
	Sustainability Total		**$757,500**
	Department Total		**$26,426,704**

Capital Plan by Funding Source

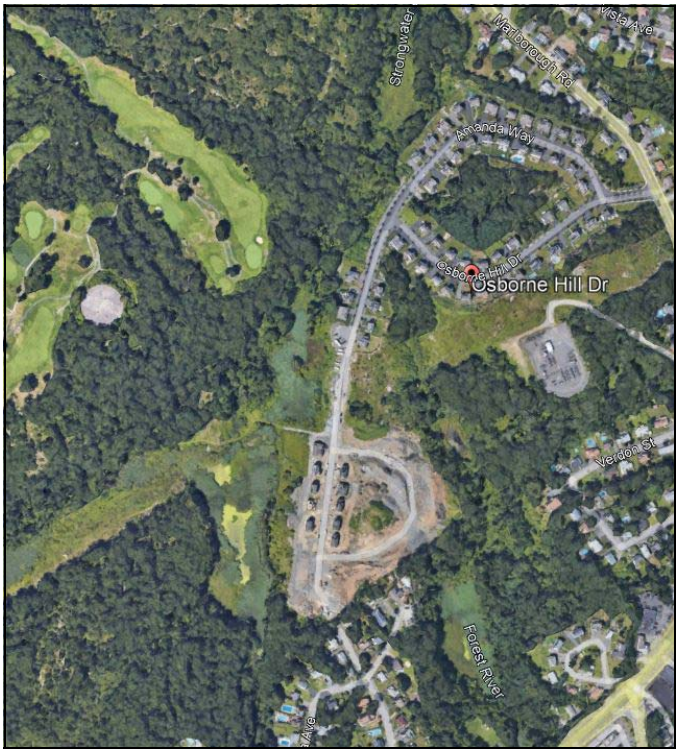
Funding Source	Project ID	Project Description	Amount
ARPA			
Engineering Municipal	23006	Washington Street Outdoor Seating	270,000
Engineering Sewer	21034P	Ocean Ave Stormwater Pump Station	370,000
Health	23203	Mack Park Community Farm Phase 3	94,105
Park & Recreation	10020	City Wide Playground, Park Equipment replacement, Small Repairs, Site Furnishings, and Other Improvements	100,000
Park & Recreation	10217	Pioneer Village Relocation and Expanded Facility Phase 1: Relocation, Accessible Pathways, Program Expansion.	620,000
Park & Recreation	22028P	Willows Pier	350,000
Park & Recreation	23016	Enhancing the Community Life Center Kitchen to Serve Salem Seniors and Residents of All Ages	140,000
Parking	20067	Bicycle Infrastructure Design, Implementation & Repairs/Improvements	50,000
Planning	10125P	Palmer Cove Park Renovation Phase 2	140,000
Planning	22041P	Old Town Hall Restorations Phases 2&3 (Phase 2: Design, Feasibility, & Cost Estimating; Phase 3: Construction)	1,000,000
Planning	23022	Charlotte Forten Memorial Project	50,000
Planning	23578P	South Salem Commuter Rail Study	93,000
Police	20011	Police/Fire Radio Communications	2,500,000
Public Services	23076	Greenlawn Ongoing Roadway and Drainage Improvments	75,000
	ARPA Total		**5,852,105**
CIP Fund			
Assessor	23069	City wide aerial imagery and software that documents changes in parcels	12,000
Assessor	23070	Justappraised software for entering deeds.	14,800
Building	21241A	ADA Compliance and Associated Improvements	30,000
Building	22900A	Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements	75,000
Building	23566P	City Hall Phased Short Term Priority Improvements	85,000
Building	23567P	City Hall Long Term Restoration Study	40,000
Clerk	23053	High Speed Scanner for Voting and Multilanguage Software	32,000
Electrical	21236A	ADA walk signal buttons	20,000
Engineering Municipal	10235	Citywide Seawall Improvements and Studies	50,000
Engineering Municipal	17086	Essex Street Roadway & Townhouse Sq.	200,000
Engineering Municipal	23007	Furlong Park Soil Remediation	170,000
Fire	21012A	Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements	30,000
Fire	22015P	Bathroom, Women's Locker and ADA Code Upgrades Headquarters Study	30,000
Fire	22500P	Fire Station 5 - site improvements	100,000
Fire	23012A	ADA Compliance and Associated Repairs	20,000
Fire	23056	Vehicles for Fire Prevention inspectional services, safety officer and fire investigation	66,000
Fire	23057	Replace Front line response vehicle #2 Deputy Chiefs Car	50,000
Fire	23573E	Lexipol - Standard Operating Guidelines	27,000

Funding Source	Project ID	Project Description	Amount
Harbor Master	23058	Harbormaster Department Truck	58,000
IT	10251	IT Lifecycle Management (City)	190,000
Library	23012A	ADA Improvements and Associated Repairs at Library	10,000
Library	23013A	Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements	20,000
Library	23015	Repairs to Brownstone Stairs	50,000
Park & Recreation	21242A	Court/Field and Associated Renovations	100,000
Park & Recreation	22025P	Golf Cart Paths - Phase II	100,000
Parking	10018	Garage Improvements - Annual Repairs & ADA Compliance	80,000
Parking	10228	Traffic Calming Capital Improvements	200,000
Parking	22063A	Parking Infrastructure Improvements, EV, and Equipment Install/Maintenance	50,000
Parking	23018	Fort Ave/Columbus Ave Intersection Re-Design Project	183,000
Planning	20200	Harmony Grove Multiuse Path Study/Design	12,000
Planning	21233A	Old Town Hall & Artists' Row Annual Repairs, Minor Renovations, Studies Etc. (non-ADA)	20,000
Planning	22040P	Neighborhood Interpretive Signs	14,000
Planning	23021	Artists' Row Roof Repair	60,000
Planning	23075	Historic Cemetery Headstone and Tomb Conservation	30,000
Planning	23233A	Old Town Hall & Artists' Row ADA Compliance and Associated Repairs	20,000
Police	20038	Vehicle Replacement Plan - Patrol and Non Patrol -	187,000
Police	20039	Cameras - Community/Police	45,000
Police	21239A	Salem Police Headquarters General Repairs, Upgrades, FF&E, Studies, and Associated Replacements	35,000
Police	22300E	Body Worn Cameras	67,220
Police	23033	PSGP 2020 Harbor Security Camera Project Expansion	32,500
Police	23239A	Small ADA Compliance and Associated Repairs	15,000
Public Services	21234A	Annual Small Repairs, DPS Building Studies - DPS & Cemeteries	15,000
Public Services	23035	Expansion of Greenlawn Cemetery Interment	20,000
Public Services	23036	Update Safety and SOP for trench safety and general best practices plans and manuals for DPS operations	50,000
Public Services	23234A	ADA Improvements and Associated Repairs- DPS & Cemeteries	20,000
School	20049	Architectural/Interior, Site Repairs, Upgrades, Studies Schools	75,000
School	20049A	ADA and Associated Repairs Schools	100,000
School	23579P	New Liberty and Salem Prep Schools Facility	60,000
Sustainability	23048	Climate Change Resiliency Project - Point - Design	100,000
Sustainability	23077	Environmental Education Signage	7,500
	CIP Fund Total		**3,078,020**
CPA			
Clerk	23569P	Vital Records Books - Prservation	15,430
Park & Recreation	22028P	Willows Pier	250,000

Funding Source	Project ID	Project Description	Amount
Park & Recreation	23575P	Replacement of Floating Docks at Winter Island/Sail Salem	100,000
Planning	10125P	Palmer Cove Park Renovation Phase 2	115,000
Planning	22036P	Dickson Chapel Restoration Phase 1	60,000
Planning	23028	Volunteer Bridge Rehabilitation by Salem Sound CoastwatchOASTWATCH	66,149
	CPA Total		**606,579**
GF Bond			
Electrical	22026E	FORD F 650 AREAL/Bucket TRUCK	175,000
Engineering Municipal	17078	Boston Street Complete Upgrade - Design	210,000
Engineering Municipal	17091	Transfer Station Clean Up Phase 2 Capping	2,200,000
Engineering Municipal	18101	McGrath Park Soils Remediation -	300,000
Engineering Municipal	20105	Citywide Roads, Sidewalks, and Crosswalk Improvements (Non-Chapter 90)	1,200,000
Police	23030	Police Headquarters - Flooring replacement	150,000
Public Services	10133	DPS Building Project	250,000
Public Services	23060	JD Front Loader (replacement of loader #41)	290,000
Public Services	23065	Traffic Division Utility Truck	170,000
School	20051	School Life Safety, MEP, Utility, Roof Repairs, Upgrades, Studies	200,000
School	20113	Bates Envelope Repair Project	75,000
School	22060P	Collins Roof/Masonry Repair	110,000
School	23049	Districtwide Sprinkler Repairs	265,000
Sustainability	22061P	Comprehensive Energy and Water Upgrades at City and School Facilities	150,000
	GF Bond Total		**5,745,000**
Grants			
Engineering Municipal	20105S	Citywide Roads, Sidewalks, and Crosswalks (Chapter 90)	870,000
Engineering Municipal	23004	Peabody, Harbor, and Congress Street Improvements	3,250,000
Engineering Municipal	23571P	Endicott and Pratt Streets Reconstruction	197,000
Engineering Municipal	23572P	Riley Plaza Median Strip	25,000
Harbor Master	22020P	Harbormaster Dockhouse Relocation	37,000
Planning	23022	Charlotte Forten Memorial Project	75,000
Planning	23029	Community Life Center Mural	30,000
School	20111A	IT Life cycle Management Staff/Infrastructure	200,000
School	20112A	IT Life cycle Management Student Devices	200,000
School	23050	Replace Failed SHS Ventilation Rooftop Units	500,000
Sustainability	23047	Community Wide Climate Change/Watershed Model Studies Future Neighbhorhoods	200,000
Sustainability	23048	Climate Change Resiliency Project - Point - Design	300,000
	Grants Total		**5,884,000**
Lease To Own			
		No Projects/Requests	0
	Lease To Own Total		**0**

Funding Source	Project ID	Project Description	Amount
Other			
Engineering Municipal	20105	Citywide Roads, Sidewalks, and Crosswalk Improvements (Non-Chapter 90)	486,000
Engineering Sewer	22043A	Derby St. Interceptor Sewer Cleaning and Evaluation	125,000
Planning	23074	Planning, Policy, and Zoning Studies	50,000
School	20112A	IT Life cycle Management Student Devices	50,000
School	21024P	District Camera and Access Control	200,000
	Other Total		**911,000**
Receipts Reserved			
Park & Recreation	10217	Pioneer Village Relocation and Expanded Facility Phase 1: Relocation, Accessible Pathways, Program Expansion.	200,000
	Receipts Reserved Total		**200,000**
Retained Earning			
Engineering Sewer	22043A	Derby St. Interceptor Sewer Cleaning and Evaluation	125,000
Engineering Sewer	22048P	Point Area Neighborhood Catch Basin Screening & Improvements	100,000
Engineering Water	23062	Replacement of Water/Sewer Utility Truck	180,000
	Retained Earning Total		**405,000**
Revolving			
Harbor Master	23009	Jet Propulsion unit replacement	25,000
Harbor Master	23059	Jet Dock system	30,000
Harbor Master	23073	Landing Cat Capital Maintenance	25,000
Public Services	23035	Expansion of Greenlawn Cemetery Interment	40,000
Public Services	23076	Greenlawn Ongoing Roadway and Drainage Improvments	25,000
	Revolving Total		**145,000**
Sewer Bond			
Engineering Sewer	10237	SSES Report Implementation (eliminate I/I sources citywide)	600,000
Engineering Sewer	16025	Citywide Drain & Sewer cleaning, inspection, replacement, engineering, GIS, construction	400,000
Engineering Sewer	23077	Palmer Cove Park Drain Outfall Installation of Stormwater Treatment	100,000
Engineering Water	10217	Pioneer Village Relocation and Expanded Facility Phase 1: Sewer/Water/Stormwater	200,000
	Sewer Bond Total		**1,300,000**
Water Bond			
Engineering Water	10026	Water Distribution Main System Improvements	800,000
Engineering Water	10217	Pioneer Village Relocation and Expanded Facility Phase 1: Sewer/Water/Stormwater	100,000
Engineering Water	20083	Citywide Flushing, Valve Repair/Maintenance, Leak detection, GIS	400,000
Engineering Water	20085	Water Transmission Main System Improvements	1,000,000
	Water Bond Total		**2,300,000**
	Department Total		**26,426,704**

City wide aerial imagery and software that documents changes in parcels



Department
Assessor

Project Number
23069

Division
Gov't/Finance/IT

Location
Citywide

Street or Building
93 Washington St.

Strategic Goals
Economic Development
Affordable Housing

Description
Aerial images captured with 3 plane flyovers per year to track and identify changes to parcels and historical dataset. This will assist with capturing growth and non permitted changes along with help conducting virtual inspections that are more common due to pandemics and property owners refusing inspections that are mandated by the state. A great benefit of this program is it could also be used by other departments such as Police, Fire, Health, DPS, Engineering, Planning and Building Dept (the Planning department along with IT and the GIS administrator are supportive of NearMap and are in talks for future city wide use with possibly Engineering Dept providing for that portion of the cost with their budget). There are over 60 municipalities in MA that are using the software programs (Nearmap and Pushpin). Neighboring municipalities all swear by it and have told me they have captured hundreds of thousands in value growth. Even the Local Assessment Bureau Chief at the Department of Revenue swears by this software when he was the Assessor for the town of Melrose.

Request Type
New

Category
Other

Useful Life
10+

Phase
1 - Concept

Total Cost
$12,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$12,000	$0	$0	$0	$0

Justappraised software for entering deeds.

Department
Assessor

Project Number
23070

Division
Gov't/Finance/IT

Location
Downtown

Street or Building
93 Washington St.

Strategic Goals
Improved Maintenance
Sustainability

Description
Just appraised software is used to enter and code out sales transactions in our CAMA system. This will save our staff time and correct any manual inaccuracies while coding out the non-arms length transactions that are used when doing the sales analysis every year.

Request Type
New

Category
Annual Maintenance

Useful Life
10+

Phase
1 - Concept

Total Cost
$14,800

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$14,800	$0	$0	$0	$0

ADA Compliance and Associated Improvements

Department
Building

Project Number
21241A

Division
Gov't/Finance/IT

Location
Downtown

Street or Building
Various Building Dept.

Strategic Goals
Accessibility
Improved Maintenance
Historic Preservation
Sustainability

Description
This is based upon the Facility Dude condition analysis & ADA assessment that were conducted in the last 5 years. This would provide annual funding for small repairs, upgrades, furnishings and replacements for City Hall and City Hall Annex. This is for both ADA and non-ADA related items that are associated with an ADA compliance project. Should be completed by FY24, estimated $50-60k to finish small compliance issues.

Request Type
Repair/Maintenance

Asset Condition
Fair

Category
Annual Maintenance

Useful Life
10+

Phase
Annual

Total Cost
$110,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$70,000	$30,000	$30,000	$0	$0	$0

Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements

Department
Building

Project Number
22900A

Division
Gov't/Finance/IT

Location
Downtown

Street or Building
City Hall

Strategic Goals
Improved Maintenance
Historic Preservation
Sustainability

Description
This would provide money for small repairs and improvements identified in previous studies, as well as funds for emergencies and studies for larger emergent projects. This also includes funds for office reconfigurations, improvements, and upgrades at City Hall and City Hall Annex, including Sustainability, Engineering, Treasurer and others as needed. FY23 is higher to address office reconfigurations.

Request Type
Repair/Maintenance

Category
Annual Maintenance

Useful Life
10+

Phase
Annual

Total Cost
$250,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$75,000	$25,000	$50,000	$50,000	$50,000

City Hall Phased Short Term Priority Improvements

Department
Building

Project Number
23566P

Division
Gov't/Finance/IT

Location
Ward 2

Street or Building
City Hall

Strategic Goals
Improved Maintenance
Historic Preservation
For All Ages

Description
Existing carpets, paint, plaster, shades and office furniture (cubes, counters, etc.) are in poor condition in some areas of City Hall. This request would include plaster, paint, shades, and some other improvements. It is expected that this may be phased over several years, depending on other projects at City Hall such as MEP work.

Request Type
Replacement

Asset Condition
Poor

Category
Building Project

Useful Life
10+

Phase
1 - Concept

Total Cost
$135,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$85,000	$55,000	$0	$0	$0

City Hall Long Term Restoration Study

Department
Building

Project Number
23567P

Division
Gov't/Finance/IT

Location
Ward 2

Street or Building
City Hall

Strategic Goals
Accessibility
Improved Maintenance
Historic Preservation
Sustainability
For All Ages
Increased Safety

Description
This would be a study to determine the scope and cost of larger renovations. Electrical and mechanical renovations would be studied within the comprehensive energy project, however, this study will complement it concerning architectural renovations. Spatial review, architectural, and coordination with other consultants.

Request Type
Replacement

Asset Condition
Fair

Category
Building Project

Useful Life
20+

Phase
1 - Concept

Total Cost
$400,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$40,000	$100,000	$250,000	$0	$0

High Speed Scanner for Voting and Multilanguage Software

Department
Clerk

Project Number
23053

Division
Gov't/Finance/IT

Location
Citywide

Street or Building
City Hall

Strategic Goals
Accessibility

Description
Will be used to process all absentee/early voting ballots for early opening and depositing for when vote-by-mail becomes permanent, includes funding for updated program software. Municipalities are now required to have multi-language resources including but not limited to bilingual poll workers.

Request Type
New

Asset Condition
Does Not Exist

Category
Equipment

Useful Life
5+

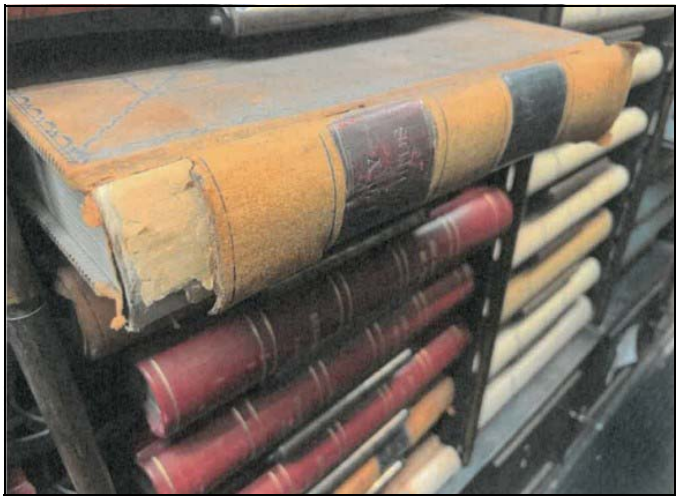
Phase
1 - Concept

Total Cost
$32,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$32,000	$0	$0	$0	$0

Vital Records Books - Prservation



Department
Clerk

Project Number
23569P

Division
Gov't/Finance/IT

Location
Ward 2

Street or Building
City Hall

Strategic Goals
Historic Preservation
For All Ages

Description
Funding to repair or rebind old vital record books for preservation and future use. This will be funded through CPA and other grants.

Request Type
Repair/Maintenance

Asset Condition
Poor

Category
Other

Useful Life
5+

Phase
1 - Concept

Total Cost
$30,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$15,430	$0	$0	$0	$0

ADA walk signal buttons

Department
Electrical

Project Number
21236A

Division
Public Safety

Location
Citywide

Street or Building
various

Strategic Goals
Accessibility
Improved Transportation

Description
This is an annual appropriation to support the installation of ADA Walk signals at various locations around the City. The current priorities are: (1) MBTA station at Washington St./Bridge St.; (2) Mill Hill at Canal St./Washignton St.; (3) New Derby St. at Washington St./Normal St.; (4) Margin St. at the Post Office cross-walk; and other idenstifed annually.

Request Type
Replacement

Category
Life Safety

Phase
Annual

Total Cost
$125,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$10,000	$20,000	$25,000	$25,000	$25,000	$25,000

FORD F 650 AREAL/Bucket TRUCK

Department
Electrical

Project Number
22026E

Division
Public Services /Infrastructure

Location
Citywide

Street or Building
Electrical Dept.

Strategic Goals
Accessibility
Improved Transportation
Increased Safety

Description
Replacement of current, aging bucket truck; current vehicle is a 1992 model, and parts are not available. Replacement takes at least a year to deliver once ordered.

Request Type
Major Renovation

Asset Condition
Poor

Category
Transportation

Useful Life
20+

Phase
1 - Concept

Total Cost
$175,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$175,000	$0	$0	$0	$0

Citywide Seawall Improvements and Studies

Department
Engineering Municipal

Project Number
10235

Division
Public Services /Infrastructure

Location
Citywide

Street or Building
N/A

Strategic Goals
Improved Maintenance
Historic Preservation
Resiliency
Economic Development
Affordable Housing
Recreation
Wildlife

Description
These funds are for repairs and small improvements to seawalls. It can also be used for preliminary studies for larger projects to help develop cost estimates and apply for grants. This includes assessment for Lead Mills structures.

Request Type
Preventative Maintenance

Asset Condition
Fair

Category
Annual Maintenance

Useful Life
20+

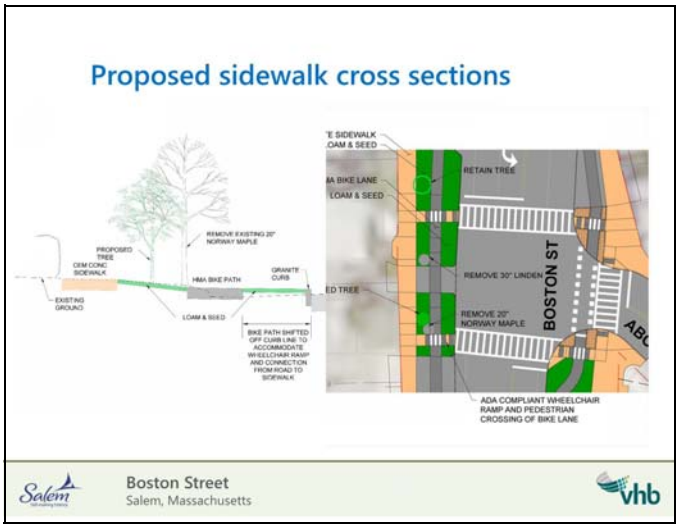
Phase
Annual

Total Cost
$1,800,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$300,000	$50,000	$100,000	$100,000	$100,000	$100,000

Boston Street Complete Upgrade - Design



Department
Engineering Municipal

Project Number
17078

Division
Public Services /Infrastructure

Location
Ward 4

Street or Building
Boston Street

Strategic Goals
Accessibility
Complete Streets
Sustainability
Improved Transportation
Economic Development
Affordable Housing
Recreation
Increased Safety

Description
This street is in very poor condition, near failure. Currently, the project is in design, which is funded by the City to keep the project on the State Transportation Improvement Program ("TIP") list. Construction is expected to be funded by the state once approved. Construction is in a separate row.

Request Type
Major Renovation

Asset Condition
Poor

Category
Transportation

Useful Life
20+

Phase
4 - Design

Total Cost
$2,000,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$842,000	$210,000	$948,000	$0	$0	$0

Essex Street Roadway & Townhouse Sq.

Department
Engineering Municipal

Project Number
17086

Division
Public Services /Infrastructure

Location
Downtown

Street or Building
Essex Street

Strategic Goals
Accessibility
Complete Streets
Improved Maintenance
Improved Transportation

Description
The project has started, however, due to the escalation in construction costs, the contingency funds are low and additional funding is required. This will allow the City to address unforeseen conditions.

Request Type
Major Renovation

Asset Condition
Poor

Category
Transportation

Useful Life
20+

Phase
6 - Implementation

Total Cost
$2,150,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$2,125,000	$200,000	$0	$0	$0	$0

Transfer Station Clean Up Phase 2 Capping

Department
Engineering Municipal

Project Number
17091

Division
Public Services /Infrastructure

Location
Ward 3

Street or Building
Transfer Station

Strategic Goals
Resiliency
Economic Development
Wildlife

Description
The transfer station is under a DEP Administrative Consent Order for clean up. Contamination is the result of former operations by the City. This project is finalizing design at this time. The City is currenlty evaluating options for furture use of the site.

Request Type
Major Renovation

Asset Condition
Failed

Category
Other

Useful Life
30+

Phase
4 - Design

Total Cost
$5,750,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$2,250,000	$2,200,000	$0	$0	$0	$0

McGrath Park Soils Remediation -

Department
Engineering Municipal

Project Number
18101

Division
Park/Recreation /Community Service

Location
Ward 4

Street or Building
McGrath Park

Strategic Goals
Improved Maintenance
Economic Development
Affordable Housing
Wildlife
Increased Safety

Description
Phase 1 of this project was to remediate the main parcel. However, additional contamination was found along the boundaries with other properties; additional funding is required in order to comeplte the the project.

Request Type
Replacement

Asset Condition
Failed

Category
Other

Useful Life
30+

Phase
4 - Design

Total Cost
$4,500,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$1,900,000	$300,000	$1,300,000	$0	$0	$0

Citywide Roads, Sidewalks, and Crosswalk Improvements (Non-Chapter 90)

Department
Engineering Municipal

Project Number
20105

Division
Public Services /Infrastructure

Location
Citywide

Street or Building
N/A

Strategic Goals
Improved Maintenance
Resiliency
Improved Transportation
Economic Development
Recreation
Increased Safety

Description
Pavement, sidewalk, and road improvements throughout the City included in pavement management plan. This fund is also used for other road/sidewalk related needs that occur during the year. Other funds come from National Grid mitigation related to trench restoration.

Request Type
Replacement

Asset Condition
Fair

Category
Transportation

Useful Life
10+

Phase
Annual

Total Cost
$7,500,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$2,300,000	$1,686,000	$1,500,000	$1,500,000	$1,500,000	$1,500,000

Citywide Roads, Sidewalks, and Crosswalks (Chapter 90)

Department
Engineering Municipal

Project Number
20105S

Division
Public Services /Infrastructure

Location
Citywide

Street or Building
N/A

Strategic Goals
Accessibility
Complete Streets
Improved Maintenance
Art/Culture
Sustainability
Resiliency
Improved Transportation
Economic Development
Recreation
Increased Safety

Description
This is the annual appropriation from the State for roads, sidewalks and crosswalks. A paving and sidewalk schedule is used each year.

Request Type
Replacement

Asset Condition
Fair

Category
Transportation

Useful Life
10+

Phase
#NO MATCH

Total Cost
$3,480,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$870,000	$870,000	$870,000	$870,000	$870,000

Washington Street Outdoor Seating

Department
Engineering Municipal

Project Number
23006

Division
Public Services /Infrastructure

Location
Downtown

Street or Building
Washington Street

Strategic Goals
Complete Streets
Economic Development

Description
Washington Street outside seating project to maintain social distancing in downtown and minimize transmission of COVID 19 by managing outdoor dining area and maintaining adequate ADA compliant pedestrian traffic flow around the seating area.

Asset Condition
Does Not Exist

Category
Other

Useful Life
5+

Phase
6 - Implementation

Total Cost
$270,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$270,000	$0	$0	$0	$0

Furlong Park Soil Remediation

Department
Engineering Municipal

Project Number
23007

Division
Park/Recreation /Community Service

Location
Ward 6

Street or Building
N/A

Strategic Goals
Accessibility
Recreation
Increased Safety

Description
Borings and sampling and soil remediation for Furlong Park and adjacent Parcel A. Paving for small parking lot for the park.

Request Type
Repair/Maintenance

Asset Condition
Failed

Category
Park & Recreation

Useful Life
30+

Phase
3 - Study

Total Cost
$264,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$170,000	$0	$0	$0	$0

Endicott and Pratt Streets Reconstruction

Department
Engineering Municipal

Project Number
23571P

Division
Public Services /Infrastructure

Strategic Goals
Accessibility
Improved Transportation

Description
This is a CDBG funded project to improve this intersection.

Request Type
Major Renovation

Asset Condition
Poor

Useful Life
20+

Phase
3 - Study

Total Cost
$197,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$197,000	$0	$0	$0	$0

Riley Plaza Median Strip

Department
Engineering Municipal

Project Number
23572P

Division
Public Services /Infrastructure

Strategic Goals
Resiliency
Improved Transportation

Description
This is a CDBG funded project to improve this area of the parking lot.

Request Type
Major Renovation

Asset Condition
Poor

Useful Life
20+

Phase
3 - Study

Total Cost
$25,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$25,000	$0	$0	$0	$0

SSES Report Implementation (eliminate I/I sources citywide)

Infiltration into a sanitary sewer

Department
Engineering Sewer

Project Number
10237

Division
Public Services /Infrastructure

Location
Citywide

Street or Building
N/A

Strategic Goals
Improved Maintenance
Sustainability
Resiliency
Wildlife

Description
Funds are for the removal of sources of infiltration and inflow (I/I) from the sewer collection system is required as part of the City's actions in the Sanitary Sewer Evaluation Survey (SSES). Unnecessary conveyance of I/I reduces the capacity of the sewer collection system and increases the cost to treat wastewater.

Request Type
Preventative Maintenance

Asset Condition
Fair

Category
Water/Sewer

Useful Life
10+

Phase
Annual

Total Cost
$5,500,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$900,000	$600,000	$600,000	$600,000	$0	$0

Citywide Drain & Sewer cleaning, inspection, replacement, engineering, GIS, construction

Department
Engineering Sewer

Project Number
16025

Division
Public Services /Infrastructure

Location
Citywide

Street or Building
N/A

Strategic Goals
Improved Maintenance
Resiliency
Economic Development
Affordable Housing

Description
This is for upgrades, repairs, assessments, studies, and other work related to the City's sewer and stormwater system.

Request Type
Preventative Maintenance

Asset Condition
Fair

Category
Water/Sewer

Useful Life
5+

Phase
Annual

Total Cost
$9,250,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$1,750,000	$400,000	$400,000	$400,000	$400,000	$400,000

Ocean Ave Stormwater Pump Station

Department
Engineering Sewer

Project Number
21034P

Location
Ward 5

Street or Building
Ocean Avenue

Strategic Goals
Improved Maintenance
Resiliency
Economic Development

Description
The Ocean Ave Stormwater Pump Station is in poor condition and needs replacement. The project has been submitted to the state for SRF loan approval. This funding is for early design costs.

Asset Condition
Poor

Category
Water/Sewer

Useful Life
30+

Phase
2 - Initiated

Total Cost
$9,000,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$150,000	$370,000	$0	$8,500,000	$0	$0

Derby St. Interceptor Sewer Cleaning and Evaluation

Department
Engineering Sewer

Project Number
22043A

Strategic Goals
Improved Maintenance
Resiliency

Description
This project would evaluate the Derby Street Sewer interceptor. This matches funds provided by private developers to offset costs.

Phase
3 - Study

Total Cost
$250,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$250,000	$0	$0	$0	$0

Point Area Neighborhood Catch Basin Screening & Improvements

Department
Engineering Sewer

Project Number
22048P

Strategic Goals
Improved Maintenance
Resiliency

Description
City has purchased catch basin "inserts" to reduce trash/debris from entering the drainage system and ultimately the receiving water body. These inserts would be installed in the catch basins in the Point neighborhood under this project.

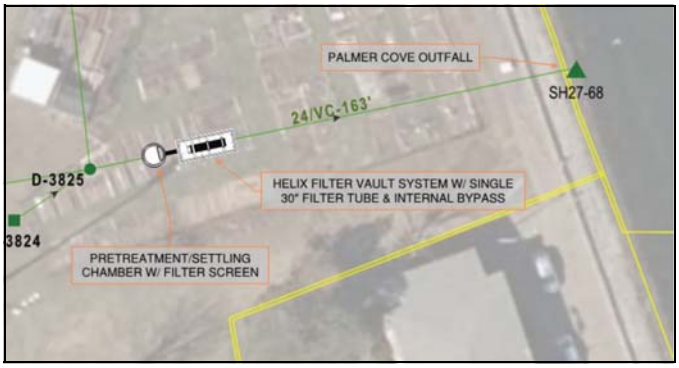
Phase
1 - Concept

Total Cost
$100,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$100,000	$0	$0	$0	$0

Palmer Cove Park Drain Outfall Installation of Stormwater Treatment



Department
Engineering Sewer

Department
Sustainability

Project Number
23077

Project Number
23077

Division
Park/Recreation /Community Service

Location
Citywide

Street or Building
Various

Strategic Goals
Improved Maintenance
Recreation
Wildlife

Strategic Goals
Sustainability
Recreation
Wildlife
Education

Description
Outfall does not meet water quality criteria of MS4 general permit. This project would provide an inline treatment device. City has completed prior inspections and repairs but has been unable to track and eliminate the source of the contamination.

Description
This is annual funding, to be matched with grants and volunteer labor, to support replacing existing environmental signage or add signage. Existing signs that need replacement are at the North River. Sites for additional signage include other parks, bike paths, or other areas of Salem that have an opportunity for environmental education.

Request Type
Replacement

Category
Art, Culture, Historic Preservation

Useful Life
10+

Phase
1 - Concept

Phase
Annual

Total Cost
$100,000

Total Cost
$50,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$100,000	$0	$0	$0	$0
$0	$7,500	$7,500	$7,500	$7,500	$7,500

Water Distribution Main System Improvements

Department
Engineering Water

Project Number
10026

Division
Public Services /Infrastructure

Location
Citywide

Street or Building
N/A

Strategic Goals
Sustainability
Improved Transportation
Economic Development

Description
This is for major infrastructure improvements to the City water system, focused on the distribution system within the City. This includes studies, project management, and construction.

Request Type
Preventative Maintenance

Asset Condition
Fair

Category
Water/Sewer

Useful Life
20+

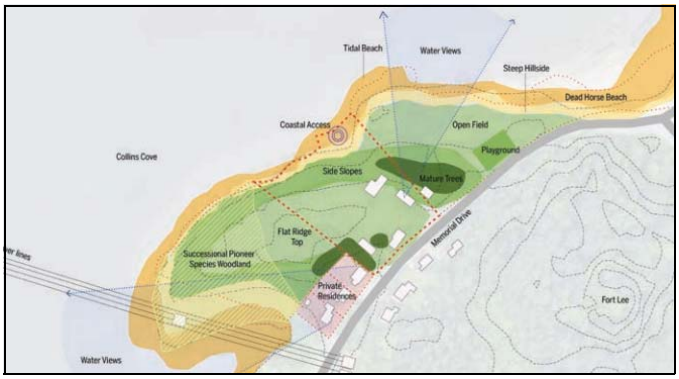
Phase
Annual

Total Cost
$4,635,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$1,100,000	$800,000	$800,000	$800,000	$800,000	$800,000

Pioneer Village Relocation and Expanded Facility Phase 1: Sewer/Water/Stormwater



Department
Engineering Water

Project Number
10217a

Division
Park/Recreation /Community Service

Location
Ward 1

Street or Building
Camp Naumkeag

Strategic Goals
Accessibility
Improved Maintenance
Art/Culture
Historic Preservation
Sustainability
Resiliency
For All Ages
Economic Development
Recreation
Education

Description
The water and sewer infrastructure at the existing site is significantly deteriorated. In addition, there is no drainage systems. The site infrastructure needs investment in order to be used. This request funds assessments and capital costs associated with replacing and installing these systems.

Request Type
Major Renovation

Asset Condition
Poor

Category
Park & Recreation

Useful Life
30+

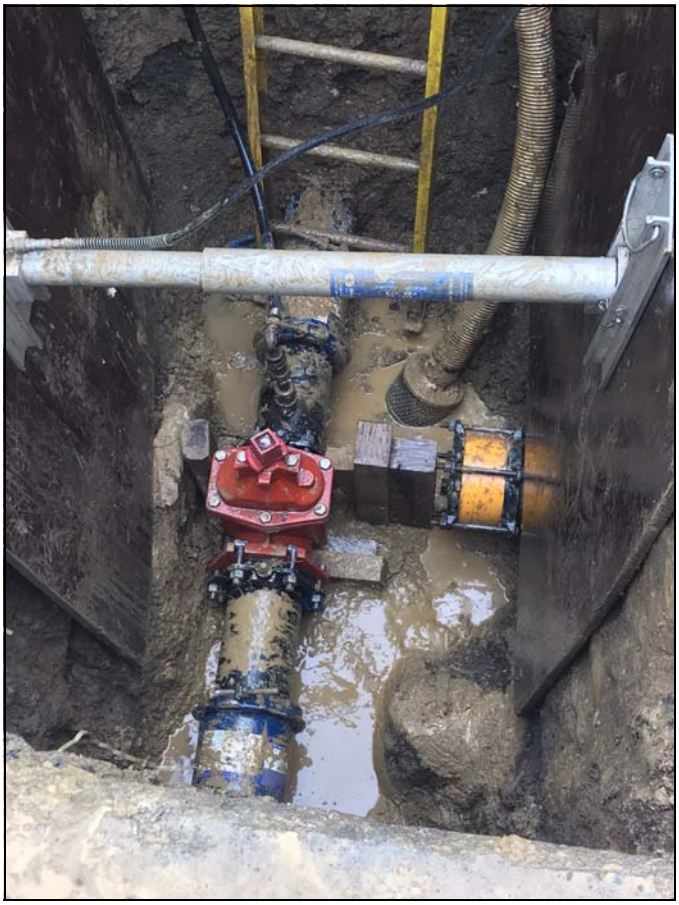
Phase
4 - Design

Total Cost
$300,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$300,000	$0	$0	$0	$0

Citywide Flushing, Valve Repair/Maintenance, Leak detection, GIS



Department
Engineering Water

Project Number
20083

Division
Public Services /Infrastructure

Location
Citywide

Street or Building
N/A

Strategic Goals
Improved Maintenance
Sustainability
Resiliency

Description
This is for upgrades, repairs, assessments, studies, and other work related to the City's water system.

Request Type
Preventative Maintenance

Asset Condition
Fair

Category
Annual Maintenance

Useful Life
5+

Phase
Annual

Total Cost
$2,000,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$700,000	$400,000	$400,000	$400,000	$400,000	$400,000

Water Transmission Main System Improvements

Department
Engineering Water

Project Number
20085

Division
Public Services /Infrastructure

Location
Citywide

Street or Building
N/A

Strategic Goals
Sustainability
Resiliency
Improved Transportation
Economic Development

Description
This is for large infrastructure improvements to the City transmission system from the central reservoirs and tanks.

Request Type
Preventative Maintenance

Asset Condition
Fair

Category
Water/Sewer

Useful Life
20+

Phase
Annual

Total Cost
$5,400,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$900,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000

Replacement of Water/Sewer Utility Truck

Department
Engineering Water

Project Number
23062

Division
Public Services /Infrastructure

Location
Citywide

Street or Building
Dps Bulding

Strategic Goals
Improved Maintenance

Request Type
Replacement

Asset Condition
Poor

Category
Equipment

Useful Life
15+

Phase
1 - Concept

Total Cost
$180,000

Description
Replacement of water utility truck for emergency water distribution repairs.

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$180,000	$0	$0	$0	$0

Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements

Department
Fire

Project Number
21012A

Division
Public Safety

Location
Citywide

Street or Building
N/A

Strategic Goals
Accessibility
Improved Maintenance
Historic Preservation
Sustainability
For All Ages
Increased Safety

Description
This is annual funding for repairs, small emergencies, small improvements, FF&E, etc.

Request Type
Preventative Maintenance

Asset Condition
Fair

Category
Annual Maintenance

Useful Life
20+

Phase
Annual

Total Cost
$250,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$85,000	$30,000	$50,000	$50,000	$50,000	$50,000

Bathroom, Women's Locker and ADA Code Upgrades Headquarters Study

Department
Fire

Project Number
22015P

Division
Public Safety

Location
Downtown

Street or Building
Fire Station Headquarters

Strategic Goals
Accessibility
Improved Maintenance
Sustainability

Description
The current bathroom lockers are single sex and all bathrooms require ADA upgrades. This would fund study to develop cost estimate and initial designs so that the Fire Station can not only comply with codes but attract a larger talent pool.

Request Type
Major Renovation

Asset Condition
Poor

Category
Building Project

Useful Life
20+

Phase
1 - Concept

Total Cost
$275,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$30,000	$0	$0	$0	$0

Fire Station 5 - site improvements

Department
Fire

Project Number
22500P

Division
Public Safety

Location
Ward 7

Street or Building
Fire Station 5

Strategic Goals
Accessibility
Improved Maintenance
Resiliency
Improved Transportation
Increased Safety

Description
Project makes vital exterior improvements to fire station 5 - the proposed work is essential to return the exterior of Salem Fire Station 5 to a safe and functional condition. Replace uneven ramp surface, repair sidewalks, handicap access, rear entrance stairs, replace the collapsed sewer line, railings, doors, lighting, paint lines, etc. There is funding available in short term that can be transferred.

Request Type
Major Renovation

Asset Condition
Failed

Category
Other

Useful Life
30+

Phase
5 - Procurement

Total Cost
$125,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$100,000	$0	$0	$0	$0

ADA Compliance and Associated Repairs

Department
Library

Department
Fire

Project Number
23012A

Project Number
23012A

Division
Public Safety

Division
Park/Recreation /Community Service

Location
Ward 2

Location
Citywide

Street or Building
Salem Public Library

Street or Building
N/A

Strategic Goals
Accessibility
Improved Maintenance
Historic Preservation
Sustainability
For All Ages
Increased Safety

Strategic Goals
Accessibility
For All Ages

Description
Funding to address all remaining smaller items. It includes a new book drop.

Description
This is funding to implement the smaller ADA compliance issues identified in the plan.

Request Type
Preventative Maintenance

Request Type
Repair

Asset Condition
Fair

Asset Condition
Poor

Category
Annual Maintenance

Category
Other

Useful Life
20+

Useful Life
20+

Phase
Annual

Phase
Annual

Total Cost
$60,000

Total Cost
$60,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$20,000	$35,000	$0	$0	$0
$10,000	$10,000	$20,000	$20,000	$0	$0

Vehicles for Fire Prevention inspectional services, safety officer and fire investigation

Department
Fire

Project Number
23056

Division
Public Safety

Location
Citywide

Street or Building
Fire Station Headquarters

Strategic Goals
Improved Transportation
Increased Safety

Description
Funding will support the purchase of two replacement vehicles for Fire Prevention inspectional activities; new vehicles will replace aging, failing vehicles that have begun to require cost-inefficient maintenance.

Request Type
Replacement

Asset Condition
Failed

Category
Transportation

Useful Life
15+

Phase
1 - Concept

Total Cost
$66,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$66,000	$0	$0	$0	$0

Replace Front line response vehicle #2 Deputy Chiefs Car

Department
Fire

Project Number
23057

Division
Public Safety

Location
Citywide

Street or Building
Fire Station Headquarters

Strategic Goals
Improved Maintenance
Improved Transportation
Increased Safety

Description
Replace Front line response vehicle #2 Deputy chiefs car - vehicle to be replaced is a 2000 chevy Tahoe

Request Type
Replacement

Asset Condition
Poor

Category
Transportation

Useful Life
15+

Phase
1 - Concept

Total Cost
$55,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$50,000	$0	$0	$0	$0

Lexipol - Standard Operating Guidelines

Department
Fire

Project Number
23573E

Division
Public Safety

Location
Citywide

Street or Building
Fire Station Headquarters

Strategic Goals
Increased Safety

Request Type
New

Asset Condition
Does Not Exist

Category
Other

Useful Life
5+

Phase
1 - Concept

Total Cost
$27,000

Description
Software for Fire Dept.

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$27,000	$0	$0	$0	$0

Harbormaster Dockhouse Relocation

Department
Harbor Master

Project Number
22020P

Division
Public Safety

Location
Ward 1

Street or Building
Winter Island Park, 50 Winter Island Road at the Pier

Strategic Goals
Resiliency

Request Type
Repair

Asset Condition
Fair

Category
Building Project

Useful Life
10+

Phase
3 - Study

Total Cost
$75,000

Description
Structure is showing signs of decay due to exposure. Most importantly, this structure needs to be relocated due to sea level change including storm surges during coastal weather events.

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$50,000	$37,000	$0	$0	$0	$0

Jet Propulsion unit replacement

Department
Harbor Master

Project Number
23009

Division
Public Safety

Location
Citywide

Street or Building
Harbormaster Office

Strategic Goals
Resiliency
Increased Safety

Description
Replace jet propulsion unit in an existing response vessel. This project would be evaluated in FY 2026 for possible implementation to keep a front line boat in state of readiness.

Request Type
Major Renovation

Asset Condition
Good

Category
Equipment

Useful Life
10+

Phase
1 - Concept

Total Cost
$25,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$25,000	$0	$0	$0	$0

Harbormaster Department Truck

Department
Harbor Master

Project Number
23058

Division
Public Safety

Location
Citywide

Street or Building
Harbormaster Office

Strategic Goals
Increased Safety

Request Type
Replacement

Asset Condition
Fair

Category
Equipment

Useful Life
10+

Phase
1 - Concept

Total Cost
$58,000

Description
Replace existing truck which is used for agency boat hauling/support as well as transporting parts/ material and response.

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$58,000	$0	$0	$0	$0

Jet Dock system

Department
Harbor Master

Project Number
23059

Division
Public Safety

Location
Ward 1

Street or Building
Salem Wharf

Strategic Goals
Improved Maintenance
Increased Safety

Description
Floating Dock System to extend period of use during the year and life of shallow water response vessel. This proposed equipment would elevate vessel propulsion unit (jet) out of the water to mitigate marine growth and corrosion.

Request Type
New

Asset Condition
Does Not Exist

Category
Equipment

Useful Life
10+

Phase
1 - Concept

Total Cost
$30,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$30,000	$0	$0	$0	$0

Landing Cat Capital Maintenance

Department
Harbor Master

Project Number
23073

Division
Public Safety

Location
Citywide

Street or Building
Harbormaster Office

Strategic Goals
Resiliency
Increased Safety

Description
Perform Capital Maintenance on primary patrol vessel to include: Welding, Damage Control Pump replacement, Bottom and deck re-surfacing.

Request Type
Repair/Maintenance

Category
Equipment

Useful Life
10+

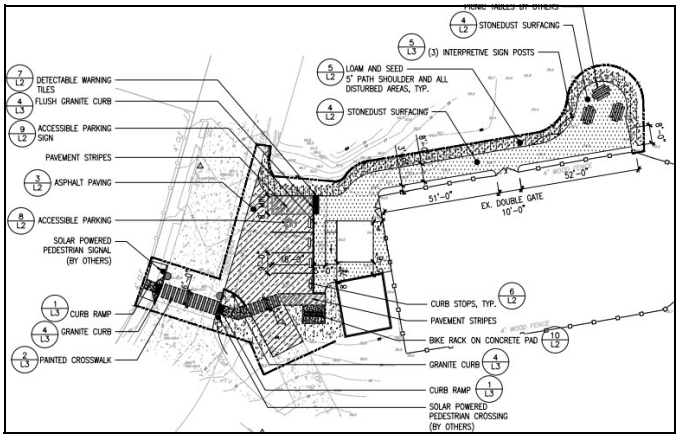
Phase
1 - Concept

Total Cost
$25,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$25,000	$0	$0	$0	$0

Mack Park Community Farm Phase 3



Department
Health

Project Number
23203

Division
Park/Recreation /Community Service

Location
Ward 6

Street or Building
Mack Park

Strategic Goals
Accessibility
Sustainability
Education
Access to Food

Description
This phase would include replacement of the parking lot, improvement of drainage, adding ADA, and a pathway to the edible forest. This improves access to food for the community by providing improved access to the community farm, stand, and edible forest.

Asset Condition
Does Not Exist

Category
Park & Recreation

Useful Life
10+

Phase
1 - Concept

Total Cost
$95,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$94,105	$0	$0	$0	$0

IT Lifecycle Management (City)

Department
IT

Project Number
10251

Division
Gov't/Finance/IT

Location
Citywide

Street or Building
N/A

Strategic Goals
Accessibility
Improved Maintenance

Description
Regular replacement of equipment ensures up-time, maximizes staff efficiency and minimizes security exposure. This request increases with FY23 as we will not be submitting a separate school request, inclusive of network resources, going forward. The request is compromised of the average city request + SPS network component FY19-22 as discussed.

Request Type
Replacement

Asset Condition
Poor

Category
IT

Useful Life
5+

Phase
Annual

Total Cost
$1,000,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$783,418	$190,000	$190,000	$190,000	$190,000	$190,000

ADA Improvements and Associated Repairs at Library

Department
Library

Department
Fire

Project Number
23012A

Project Number
23012A

Division
Public Safety

Division
Park/Recreation /Community Service

Location
Ward 2

Location
Citywide

Street or Building
Salem Public Library

Street or Building
N/A

Strategic Goals
Accessibility
Improved Maintenance
Historic Preservation
Sustainability
For All Ages
Increased Safety

Strategic Goals
Accessibility
For All Ages

Description
Funding to address all remaining smaller items. It includes a new book drop.

Description
This is funding to implement the smaller ADA compliance issues identified in the plan.

Request Type
Preventative Maintenance

Request Type
Repair

Asset Condition
Fair

Asset Condition
Poor

Category
Annual Maintenance

Category
Other

Useful Life
20+

Useful Life
20+

Phase
Annual

Phase
Annual

Total Cost
$60,000

Total Cost
$60,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$20,000	$35,000	$0	$0	$0
$10,000	$10,000	$20,000	$20,000	$0	$0

Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements

Department
Library

Project Number
23013A

Division
Park/Recreation /Community Service

Location
Ward 2

Street or Building
Salem Public Library

Strategic Goals
Accessibility
Improved Maintenance
Historic Preservation
Education

Description
This includes small repairs and improvements, including lighting, roofing, leaks, mechanical, etc.

Request Type
Repair

Asset Condition
Poor

Category
Other

Useful Life
20+

Phase
Annual

Total Cost
$200,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$85,000	$20,000	$25,000	$25,000	$25,000	$25,000

Repairs to Brownstone Stairs

Department
Library

Project Number
23015

Division
Park/Recreation /Community Service

Location
Ward 2

Street or Building
Library

Strategic Goals
Historic Preservation
For All Ages
Increased Safety

Description
Repairs to railing, cracking bottom stair, and portico to increase safety.

Request Type
Repair/Maintenance

Asset Condition
Poor

Category
Building Project

Useful Life
20+

Phase
#NO MATCH

Total Cost
$50,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$50,000	$50,000	$0	$0	$0

City Wide Playground, Park Equipment replacement, Small Repairs, Site Furnishings, and Other Improvements

Department
Park & Recreation

Project Number
10020

Division
Park/Recreation /Community Service

Location
Citywide

Street or Building
N/A

Strategic Goals
Improved Maintenance
Recreation
Increased Safety

Description
This is an annual appropriation to repairs to address deferred maintenance, upgrade or replace playground or park equipment and site furnishings, and address other issues identified through the Open Space Park Plan (2015) and/or the Facility Report (2018)

Asset Condition
Fair

Category
Annual Maintenance

Useful Life
10+

Phase
Annual

Total Cost
$575,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$175,000	$100,000	$100,000	$100,000	$100,000	$100,000

Pioneer Village Relocation and Expanded Facility Phase 1: Relocation, Accessible Pathways, Program Expansion.

Department
Park & Recreation

Project Number
10217b

Division
Park/Recreation /Community Service

Location
Ward 1

Street or Building
Camp Naumkeag

Strategic Goals
Accessibility
Improved Maintenance
Art/Culture
Historic Preservation
Sustainability
Resiliency
Economic Development
Recreation
Education

Description
The project will renovate the site to move the Pioneer Village to new location, including trails, interpretive signage, and other amenities. The Pioneer Village is in fair conditions, but is vulnerable to climate threats. This project would also create opportunities to expand programming to include indigenous peoples and more updated interpretations. Includes design of Phase 2 as the design of the new site needs to consider opportunities for expansion and integration with other assets in the Willows. A portion has been allocated in FY24 for FF&E/Cameras ($100k). A portion of this ($300k) is funded in separate CIP Water and Sewer lines for water/sewer/drainage improvements associated with the project.

Asset Condition
Poor

Category
Park & Recreation

Useful Life
30+

Phase
4 - Design

Total Cost
$3,200,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$2,230,000	$820,000	$100,000	$0	$0	$0

Court/Field and Associated Renovations

Department
Park & Recreation

Project Number
21242A

Division
Park/Recreation /Community Service

Location
Various

Street or Building
N/A

Strategic Goals
Improved Maintenance
Recreation

Description
Funding to upgrade courts/fields in city parks, including turf, repaving, painting, irrigation, etc.

Request Type
Preventative Maintenance

Asset Condition
Fair

Category
Park & Recreation

Useful Life
10+

Phase
Annual

Total Cost
$500,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$125,000	$100,000	$100,000	$100,000	$100,000	$100,000

Golf Cart Paths - Phase II

Project Number
22025P

Division
Park/Recreation /Community Service

Location
Citywide

Street or Building
75 Wilson St

Strategic Goals
Accessibility
Sustainability
For All Ages
Recreation
Wildlife
Increased Safety

Description
This would improve the paths at the Golf Course. Phase 1 was completed, and this phase 2 includes more wetland resource areas. The additional funds are needed for cost increases due to cost escalation.

Request Type
Major Renovation

Asset Condition
Poor

Category
Park & Recreation

Useful Life
20+

Phase
8 - Hold

Total Cost
$530,000

Department
Park & Recreation

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$426,000	$100,000	$0	$0	$0	$0

Willows Pier

Department
Park & Recreation

Project Number
22028P

Division
Park/Recreation /Community Service

Location
Ward 1

Street or Building
Willows

Strategic Goals
Accessibility
Resiliency
Recreation

Description
In cooperation with the Massachusetts Office of Fishing and Boating Access and Division of Marine Fisheries, the City is replacing the existing Salem Willows Pier. The existing pier, originally constructed in 1894, was heavily deteriorated and removed in January 2022. The new pier will be constructed within a similar footprint, but will be elevated to provide greater resiliency to storm damage and rising sea level. ARPA funds are estimated at this time based upon current cost estimates.

Asset Condition
Failed

Category
Park & Recreation

Useful Life
30+

Phase
4 - Design

Total Cost
$4,500,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$900,000	$600,000	$0	$0	$0	$0

Enhancing the Community Life Center Kitchen to Serve Salem Seniors and Residents of All Ages

Department
Park & Recreation

Project Number
23016

Division
Park/Recreation /Community Service

Location
Ward 2

Street or Building
Community Life Center

Strategic Goals
For All Ages
Access to Food

Description
The Community Life Center is a hub of activity for seniors, families and youth. More Salem residents could benefit from programs and meals at the CLC if the existing kitchen is enhanced to be a commercial kitchen. Currently, prepared congregate meals are delivered and served to seniors provided by a contracted vendor. Our goal is to cook our own food for a modest charge, provide healthier options not only for seniors, but all ages to foster a greater sense of community and activity at the CLC.

Asset Condition
Fair

Category
Building Project

Useful Life
10+

Phase
3 - Study

Total Cost
$175,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$140,000	$0	$0	$0	$0

Replacement of Floating Docks at Winter Island/Sail Salem

Department
Park & Recreation

Project Number
23575P

Division
Park/Recreation /Community Service

Location
Ward 1

Street or Building
Winter Island

Strategic Goals
Improved Maintenance
Resiliency
Recreation
Education

Description
This was submitted to CPA to replace the floating docks utlized by Sail Salem.

Request Type
Replacement

Asset Condition
Poor

Category
Park & Recreation

Useful Life
20+

Phase
1 - Concept

Total Cost
$100,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$100,000	$0	$0	$0	$0

Garage Improvements - Annual Repairs & ADA Compliance

Department
Parking

Project Number
10018

Division
Public Services /Infrastructure

Location
Downtown

Street or Building
N/A

Strategic Goals
Accessibility
Improved Maintenance
Improved Transportation
Economic Development
Increased Safety

Description
Funds would be allocated to repair any minor damages which may occur in the garages while the more long term restoration program and development projects are still underway.

Request Type
Repair

Asset Condition
Fair

Category
Annual Maintenance

Useful Life
10+

Phase
Annual

Total Cost
$350,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$200,000	$80,000	$100,000	$100,000	$100,000	$100,000

Traffic Calming Capital Improvements

Department
Parking

Project Number
10228

Division
Public Safety

Location
Citywide

Street or Building
Various

Strategic Goals
Accessibility
Complete Streets
Sustainability
Improved Transportation
For All Ages
Economic Development
Increased Safety

Description
These funds would be used to conduct traffic studies, design plans and implement traffic improvements to improve safety and accessibility as part of the City's Traffic Calming Program. Request account for $200K beginning in FY23, divided amongst study/ design/ construction, with 2% increase each fiscal year.

Request Type
New

Asset Condition
Does Not Exist

Category
Transportation

Useful Life
20+

Phase
Annual

Total Cost
$1,300,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$120,000	$200,000	$105,000	$110,000	$115,000	$120,000

Bicycle Infrastructure Design, Implementation & Repairs/Improvements

Department
Parking

Project Number
20067

Division
Public Services /Infrastructure

Location
Citywide

Street or Building
Various

Strategic Goals
Complete Streets
Sustainability
Improved Transportation
Recreation
Increased Safety

Description
Develop designs based on Bike Master Plan and implement bike accommodations as well as maintain existing on street elements.

Asset Condition
Does Not Exist

Category
Transportation

Useful Life
10+

Phase
Annual

Total Cost
$525,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$300,000	$50,000	$210,000	$215,000	$220,000	$225,000

Parking Infrastructure Improvements, EV, and Equipment Install/Maintenance

Department
Parking

Project Number
22063A

Division
Public Services /Infrastructure

Location
Downtown

Street or Building
Various

Strategic Goals
Complete Streets
Improved Maintenance
Sustainability
Improved Transportation
For All Ages
Economic Development

Description
Funds to repave and stripe Crombie and Salem Green Lots which may involve installation of charging stations as well as sustainability/drainage improvements. Funds to restripe Crescent Lot. Also seeking funds to begin design efforts for Sewall St lot to reconstruct lot and improve vehicle and pedestrian circulation as well as install kiosks (funds for kiosks already in place). Funds would also cover ongoing maintenance of lots moving forward.

Request Type
Replacement

Asset Condition
Does Not Exist

Category
Equipment

Useful Life
15+

Phase
Annual

Total Cost
$710,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$75,000	$50,000	$50,000	$52,000	$55,000	$58,000

Fort Ave/Columbus Ave Intersection Re-Design Project

Department
Parking

Project Number
23018

Division
Public Services /Infrastructure

Location
Ward 1

Street or Building
Willows

Strategic Goals
Accessibility
Complete Streets
Sustainability
Improved Transportation
For All Ages
Recreation
Increased Safety

Description
Develop design plans with the goal of introducing geometric improvements that result in reduced travel speeds, safer conditions and enhanced accessibility for motorists, cyclists and pedestrians. The study area includes Fort Avenue where it intersects with Winter Island Road, Columbus Avenue, Columbus Square and Memorial Drive.

Request Type
Major Renovation

Asset Condition
Fair

Category
Transportation

Useful Life
20+

Phase
1 - Concept

Total Cost
$1,582,800

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$183,000	$0	$0	$0	$0

Palmer Cove Park Renovation Phase 2

Department
Planning

Project Number
10125P

Division
Park/Recreation /Community Service

Location
Ward 5

Street or Building
Palmer Cove Park

Strategic Goals
Accessibility
Art/Culture
Resiliency
Affordable Housing
Recreation
Access to Food

Description
First phase of implementation of park master plan was completed in October 2021, and the remaining areas of the park are in poor condition and do not meet the recreation, accessibility, and resiliency needs of the neighborhood and community. The City is also seeking state and federal grants.

Asset Condition
Poor

Category
Park & Recreation

Useful Life
30+

Phase
4 - Design

Total Cost
$1,500,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$500,000	$255,000	$0	$0	$0	$0

Harmony Grove Multiuse Path Study/Design

Department
Planning

Project Number
20200

Division
Public Services /Infrastructure

Location
Ward 6

Street or Building
Harmony Grove Road

Strategic Goals
Accessibility
Complete Streets
Sustainability
Resiliency
Improved Transportation
For All Ages
Economic Development
Recreation
Increased Safety

Description
Joint study and design with the City of Peabody to address critical gap in region's expanding multiuse path network and build climate resiliency for path, freight rail line, SESD sewer interceptor, and surrounding properties.

Request Type
New

Asset Condition
Poor

Category
Study Only

Useful Life
20+

Phase
3 - Study

Total Cost
$322,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$25,000	$12,000	$0	$0	$0	$0

Old Town Hall & Artists' Row Annual Repairs, Minor Renovations, Studies Etc. (non-ADA)

Department
Planning

Project Number
21233A

Division
Park/Recreation /Community Service

Location
Downtown

Street or Building
Old Town Hall and Artists' Row

Strategic Goals
Improved Maintenance
Art/Culture
Historic Preservation
Economic Development
Increased Safety

Description
Old Town Hall and Artists' Row are in fair condition overall, but there are some code issues, elevator needs, etc. This is for small repairs, improvements, and studies for larger improvements.

Request Type
Repair

Asset Condition
Fair

Category
Annual Maintenance

Useful Life
20+

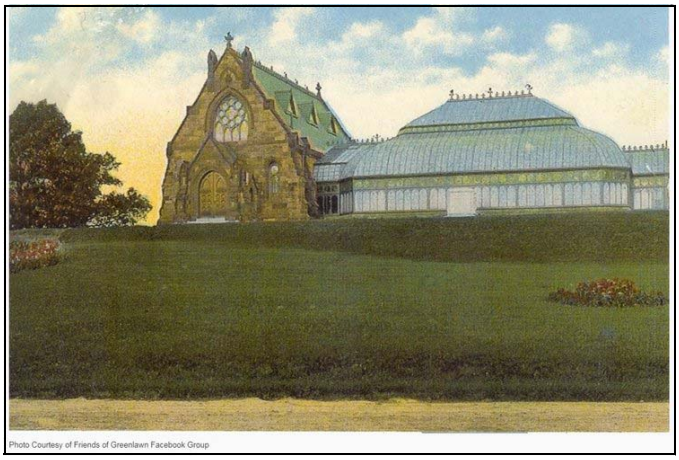
Phase
Annual

Total Cost
$150,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$60,000	$20,000	$30,000	$30,000	$30,000	$30,000

Dickson Chapel Restoration Phase 1



Department
Planning

Project Number
22036P

Location
Ward 6

Street or Building
Greenlawn Cemetery

Strategic Goals
Improved Maintenance
Historic Preservation

Description
Restoration of the exterior of Dickson Chapel, Phase 1. This includes design for full restoration.

Request Type
Major Renovation

Asset Condition
Fair

Category
Building Project

Useful Life
30+

Phase
2 - Initiated

Total Cost
$90,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$30,000	$60,000	$0	$0	$0	$0

Neighborhood Interpretive Signs

Department
Planning

Project Number
22040P

Location
Citywide

Street or Building
Salem Willows, Greenlawn Cemetery, Bridge Street, Forest River Park,

Description
This project would continue an effort first started in 2012, when the City received a grant from the Massachusetts Historical Commission (MHC) for the design of 13 interpretive sign panels with historic images and meaningful narratives to highlight the historic significance of specific neighborhoods in Salem. Since that time, the City has installed 6 of the 13 signs through a combination of grant, CDBG and construction project funding. We are now seeking CIP funding to fabricate the remaining 7 signs. The cost of fabrication is approximately $2,000 per sign panel for a total of $14,000 for seven signs. This is the only cost associated with the project as the designs and bid specifications for the panels were funded through the 2012 MHC grant. The project consists of bidding the work, awarding the contract, and proofing the sign mock-up. The signs will be installed by DPS. The project will be completed within four months of the funding.

New signs to be installed: Salem Willows, Bridge Street Neck, Greenlawn Cemetery, North Salem, Blubber Hollow, Forest River Park Neighborhood and Castle Hill

Request Type
New

Asset Condition
Does Not Exist

Category
Art, Culture, Historic Preservation

Useful Life
15+

Phase
3 - Study

Total Cost
$14,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$14,000	$0	$0	$0	$0

Old Town Hall Restorations Phases 2&3 (Phase 2: Design, Feasibility, & Cost Estimating; Phase 3: Construction)

Department
Planning

Project Number
22041P

Division
Park/Recreation /Community Service

Location
Downtown

Street or Building
32 Derby Square

Strategic Goals
Accessibility
Art/Culture
Historic Preservation
Sustainability
Resiliency
For All Ages
Economic Development
Increased Safety

Description
The project is to restore and renovate Old Town Hall to allow for increased utilization with a focus as an Arts & Culture Community Center for Salem. The project would be conducted over a two-year period (current estimate is January 2023 through December 2025 but may change). The proposed work includes life safety, structural, and accessibility upgrades as well as bathroom and acoustical improvements. ARPA funding is match for a pending federal grant.

Asset Condition
Poor

Category
Art, Culture, Historic Preservation

Useful Life
20+

Phase
4 - Design

Total Cost
$8,465,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$100,000	$1,000,000	$100,000	$50,000	$0	$0

Artists' Row Roof Repair

Department
Planning

Project Number
23021

Division
Public Services /Infrastructure

Location
Downtown

Street or Building
Old Town Hall and Artists' Row

Strategic Goals
Improved Maintenance
Art/Culture

Description
The roofs on 3 of the 6 buildings that make up artists' row are currently known to have multiple leaks. Sheet metal is rusting and pulling away from building; gutters, downspouts, and soffits are all part of the roof construction as one piece and many are rotting and falling off. Maintenance/replacement is needed to all 6 buildings' roofs in an immediate manner to prevent further dilapidation and damage to interiors. Based on on-site verbal quote from contractor we are estimating repair costs of approximately $10,000 per roof. Written quote still pending.

Request Type
Repair/Maintenance

Asset Condition
Failed

Category
Art, Culture, Historic Preservation

Useful Life
15+

Phase
1 - Concept

Total Cost
$60,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$60,000	$0	$0	$0	$0

Charlotte Forten Memorial Project

Department
Planning

Project Number
23022

Division
Public Services /Infrastructure

Location
Downtown

Street or Building
Charlotte Forten Park

Strategic Goals
Art/Culture
Resiliency

Description
The project will commission, fabricate, and install a traditional bronze figurative sculpture memorializing the life and legacy of Charlotte Forten, poet, educator, abolitionist & more; as well as an artist-designed shade structure featuring poems and writings by Charlotte, to be located in, around, & above the city park recently dedicated in her honor. The shape of this project has been forged through multiple robust community engagement endeavors which ultimately pointed us to the bronze media chosen for the monument itself. We view this process as an opportunity to both celebrate a famous Black leader in Salem's history with the same weight and magnitude as that afforded to white men of history; as well as celebrate the larger narrative of Salem's strong abolitionist history that often goes untold. We believe this project serves as a crucial intervention towards building collective knowledge and empowerment for Salem's diverse community in the past, present, and the future.

Asset Condition
Good

Category
Art, Culture, Historic Preservation

Useful Life
30+

Phase
1 - Concept

Total Cost
$125,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$125,000	$0	$0	$0	$0

Volunteer Bridge Rehabilitation by Salem Sound CoastwatchOASTWATCH

Department
Planning

Project Number
23028

Division
Park/Recreation /Community Service

Location
Ward 7

Street or Building
Forest River Conservation Area

Strategic Goals
Accessibility
Improved Maintenance
Sustainability
Recreation
Education
Increased Safety

Description
Rehabilitation of boardwalk, improvements, public access, and enhanced outdoor education opportunities within the Forest River Conservation Area.

Request Type
New

Asset Condition
Poor

Category
Other

Useful Life
20+

Phase
1 - Concept

Total Cost
$100,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$66,149	$0	$0	$0	$0

Community Life Center Mural

Department
Planning

Project Number
23029

Division
Park/Recreation /Community Service

Location
Ward 2

Street or Building
Community Life Center

Strategic Goals
Art/Culture
For All Ages

Description
There has been a goal to have public art at the Community Life Center. The project is focused on a mural to be commissioned for the interior of the CLC.

Request Type
New

Asset Condition
Does Not Exist

Category
Art, Culture, Historic Preservation

Useful Life
20+

Phase
2 - Initiated

Total Cost
$30,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$30,000	$0	$0	$0	$0

Planning, Policy, and Zoning Studies

Department
Planning

Project Number
23074

Division
Public Services /Infrastructure

Location
Citywide

Street or Building
various

Strategic Goals
Accessibility
Complete Streets
Art/Culture
Historic Preservation
Sustainability
Resiliency
Improved Transportation
For All Ages
Economic Development
Affordable Housing
Recreation
Wildlife

Description
Each year, the Planning Department works on plans, policies, and zoning. Typically, these initiatives are partially grant supported and require an allocation from the City as a match. Rather than making requests throughout the year, we are proposing to establish an annual source that can be used as the work advances.

Request Type
New

Asset Condition
Does Not Exist

Category
Study Only

Useful Life
15+

Phase
Annual

Total Cost
$250,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$50,000	$50,000	$50,000	$50,000	$50,000

Historic Cemetery Headstone and Tomb Conservation

Department
Planning

Project Number
23075

Division
Park/Recreation /Community Service

Location
Various

Street or Building
various

Strategic Goals
Historic Preservation

Description
Salem has five historic cemeteries with a collection of slate, marble and granite headstones in varying degrees of condition (tilted, broken, fallen, delaminated). Without conservation, the city's historic headstones may be irreparably damaged resulting in the loss of historic and cultural resources, blighted conditions in cemeteries that serve as public open spaces, and diminished respect for the memorialization of past Salem residents. Headstone conservation was identified as priority needs in the recent Broad Street Cemetery Preservation Plan and the Greenlawn Cemetery Master Plan. In addition, previous plans for Charter Street Cemetery, Howard Street Cemetery and Friends Cemetery all cited significant needs for headstone conservation.
Work to be undertaken in a phased approach with 100 headstones ($550/headstone) targeted for conservation each year. Request for $55,000 annually. This includes tomb restoration at Broad.

Request Type
Repair/Maintenance

Asset Condition
Poor

Category
Art, Culture, Historic Preservation

Useful Life
15+

Phase
Annual

Total Cost
$165,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$30,000	$30,000	$30,000	$30,000	$30,000

Old Town Hall & Artists' Row ADA Compliance and Associated Repairs

Department
Planning

Project Number
23233A

Division
Park/Recreation /Community Service

Location
Downtown

Street or Building
Old Town Hall and Artists' Row

Strategic Goals
Improved Maintenance
Art/Culture
Historic Preservation
Economic Development
Increased Safety

Description
Funding to address ADA complinace issues at Old Town Hall and Artists' Row.

Request Type
Repair

Asset Condition
Fair

Category
Annual Maintenance

Useful Life
20+

Phase
Annual

Total Cost
$50,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$20,000	$30,000	$0	$0	$0

South Salem Commuter Rail Study

Department
Planning

Project Number
23578P

Division
Public Services /Infrastructure

Location
Ward 3

Street or Building
New

Strategic Goals
Sustainability
Improved Transportation
For All Ages
Economic Development
Affordable Housing
Increased Safety

Description
Federal Consolidated Appropriations Act included $372,000 in Community Project Funding for the Conceptual Design of the South Salem Commuter Rail Stop Project. The City of Salem has a required match of $93,000.

Asset Condition
Does Not Exist

Category
Transportation

Useful Life
10+

Phase
1 - Concept

Total Cost
$465,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$93,000	$0	$0	$0	$0

Police/Fire Radio Communications

Department
Police

Project Number
20011

Division
Public Safety

Location
Citywide

Street or Building
N/A

Strategic Goals
Improved Maintenance
Resiliency
Improved Transportation
Economic Development
Increased Safety

Description
This is an integrated system of towers, receivers, mobile equipment and other devices that coordinates communication for Police and Fire. Existing system is not supported anymore, cannot easily get parts. System is intermittent and sporadic which disables communications during public safety, public health, and other emegency response.

Asset Condition
Poor

Category
Equipment

Useful Life
20+

Phase
5 - Procurement

Total Cost
$2,800,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$300,000	$2,500,000	$0	$0	$0	$0

Vehicle Replacement Plan - Patrol and Non Patrol -

Department
Police

Project Number
20038

Division
Public Safety

Location
Citywide

Street or Building
Police Headquarters

Strategic Goals
Sustainability
Improved Transportation
Increased Safety

Description
Annual investment, including various Dept. vehicles. This is for 5 total vehicles, a number of which are hybrid.

Request Type
Replacement

Asset Condition
Poor

Category
Transportation

Useful Life
5+

Phase
6 - Implementation

Total Cost
$1,000,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$400,000	$187,000	$200,000	$300,000	$200,000	$300,000

Cameras - Community/Police

Department
Police

Project Number
20039

Division
Public Safety

Location
Citywide

Street or Building
Various

Strategic Goals
Historic Preservation
For All Ages
Economic Development
Recreation
Increased Safety

Description
Acts of vandalism in locations where the City has invested funds has occurred with no information for successful prosecution. Additionally, equiopment will provide visual oversight for evidence for the integrity of drugs, guns, money & other valuables brought into our possession.

Request Type
New

Asset Condition
Does Not Exist

Category
IT

Useful Life
10+

Phase
Annual

Total Cost
$200,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$90,000	$45,000	$45,000	$45,000	$50,000	$50,000

Salem Police Headquarters General Repairs, Upgrades, FF&E, Studies, and Associated Replacements

Department
Police

Project Number
21239A

Division
Public Safety

Location
Ward 3

Street or Building
Salem Police Headquarters 95 Margin Street

Strategic Goals
Accessibility
Improved Maintenance
Sustainability
For All Ages
Increased Safety

Description
Many improvements will make current building fixtures ADA compliant, and some will replace current building fixtures completely. This includes funding for parking lot study.

Request Type
New

Asset Condition
Does Not Exist

Category
Building Project

Useful Life
20+

Phase
Annual

Total Cost
$200,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$75,000	$35,000	$30,000	$30,000	$30,000	$30,000

Body Worn Cameras

Department
Police

Project Number
22300E

Division
Public Safety

Location
Citywide

Street or Building
Salem Police Department Headquarters

Strategic Goals
Accessibility
Sustainability

Description
This funding is a match for grant and other funding. It includes cameras, a website/hosting, and other associated equipment.

Request Type
New

Asset Condition
Does Not Exist

Category
Equipment

Useful Life
5+

Phase
5 - Procurement

Total Cost
$375,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$90,000	$67,220	$67,220	$88,000	$88,000	$0

Police Headquarters - Flooring replacement

Department
Police

Project Number
23030

Division
Public Safety

Location
Ward 3

Street or Building
Salem Police Department Headquarters

Strategic Goals
Improved Maintenance
Increased Safety

Description
Salem Police Headquarters was built 30 years ago and consists of rooms and spaces for administrative, auxiliary, technical, patrol and criminal investigative divisions spanning over 31,000 square feet. Due to the building being utilized 24/7, extensive wear and tear to the flooring (linoleum tile and carpeting) has occurred and it is in need of replacing. Particular areas of concern are the stairwells and other high traffic areas such as the locker rooms and hallways.

Request Type
Replacement

Asset Condition
Poor

Category
Building Project

Useful Life
30+

Phase
1 - Concept

Total Cost
$190,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$150,000	$0	$0	$0	$0

PSGP 2020 Harbor Security Camera Project Expansion

Department
Police

Project Number
23033

Division
Public Safety

Location
Ward 1

Street or Building
Blaney Street Wharf

Strategic Goals
Accessibility
Increased Safety

Description
Funding would support the the purchase of twelve harbor securityto increase domain awareness, detection, response, and recovery capabilities. Eight of the cameras will be replacing existing antiquated equipment that was previously owned by a natural gas converted coal-fired powerplant and fourcameras will be new installations along the recently acquired shipping berth adjacent to the Harbor. These cameras will be integrated into the existing 2005 PSGP funded Harbor camera network. Funds will cover the 25% required match ($32,500).

Request Type
Replacement

Asset Condition
Poor

Category
Equipment

Useful Life
10+

Phase
3 - Study

Total Cost
$130,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$32,500	$0	$0	$0	$0

Small ADA Compliance and Associated Repairs

Department
Police

Project Number
23239A

Division
Public Safety

Location
Ward 3

Street or Building
Salem Police Headquarters 95 Margin Street

Strategic Goals
Accessibility
Improved Maintenance
Sustainability
For All Ages
Increased Safety

Description
This funding is for small improvements and repairs as well as building FF&E at the Police station, and includes funding for studies for capital improvements.

Request Type
New

Asset Condition
Does Not Exist

Category
Building Project

Useful Life
20+

Phase
Annual

Total Cost
$30,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$30,000	$15,000	$15,000	$0	$0	$0

DPS Building Project

Department
Public Services

Project Number
10133

Division
Public Services /Infrastructure

Location
Ward 3

Street or Building
Dps Bulding

Strategic Goals
Accessibility
Improved Maintenance
Sustainability
Resiliency
Improved Transportation
For All Ages
Economic Development
Affordable Housing
Increased Safety

Description
Please see City of Salem Facilities Assessment for further information regarding this project.

Request Type
New

Asset Condition
Poor

Category
Building Project

Useful Life
30+

Phase
9 - Complete

Total Cost
$50,000,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$185,000	$250,000	$1,000,000	$0	$0	$0

Annual Small Repairs, DPS Building Studies - DPS & Cemeteries

Department
Public Services

Project Number
21234A

Division
Public Services /Infrastructure

Location
Various

Street or Building
DPS and Greenlawn

Strategic Goals
Accessibility
Improved Maintenance
Sustainability
Resiliency
Increased Safety

Description
This is for small repairs, improvements, and other upgrades to DPS buildings and facilities, including 5 Jefferson and at Greenlawn.

Request Type
Repair

Asset Condition
Poor

Category
Annual Maintenance

Useful Life
10+

Phase
Annual

Total Cost
$250,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$100,000	$15,000	$25,000	$25,000	$30,000	$30,000

Expansion of Greenlawn Cemetery Interment

Department
Public Services

Project Number
23035

Division
Public Services /Infrastructure

Location
Ward 6

Street or Building
Greenlawn Cemetery

Strategic Goals
Historic Preservation
Sustainability
For All Ages
Increased Safety

Description
Greenlawn is running out of interment space 1-2 years left this funding to stabilize burial services funding for perpetual care.

Request Type
Major Renovation

Asset Condition
Does Not Exist

Category
Other

Useful Life
30+

Phase
3 - Study

Total Cost
$1,200,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$60,000	$0	$0	$0	$0

Update Safety and SOP for trench safety and general best practices plans and manuals for DPS operations

Department
Public Services

Project Number
23036

Division
Public Services /Infrastructure

Location
Citywide

Street or Building
Dps Bulding

Strategic Goals
Improved Maintenance
Education

Description
Funding to update Safety and SOP for trench safety and general best practices for operations for the DPS

Request Type
New

Asset Condition
Does Not Exist

Category
Other

Useful Life
30+

Phase
1 - Concept

Total Cost
$50,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$50,000	$0	$0	$0	$0

JD Front Loader (replacement of loader #41)

Department
Public Services

Project Number
23060

Division
Public Services /Infrastructure

Location
Citywide

Street or Building
Dps Bulding

Strategic Goals
Accessibility
Improved Maintenance
Resiliency
Improved Transportation
Recreation

Description
Existing is from 2001. Cost of repairs annually is very expensive, $80k last year. Used for all divisions.

Request Type
Replacement

Asset Condition
Poor

Category
Equipment

Useful Life
20+

Phase
1 - Concept

Total Cost
$290,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$290,000	$0	$0	$0	$0

Traffic Division Utility Truck

Department
Public Services

Project Number
23065

Division
Public Services /Infrastructure

Location
Citywide

Street or Building
Dps Bulding

Strategic Goals
Complete Streets
Improved Maintenance

Description
Replacement of 2009 traffic utility truck for city wide sign upkeep

Request Type
Replacement

Asset Condition
Poor

Category
Equipment

Useful Life
15+

Phase
1 - Concept

Total Cost
$170,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$170,000	$0	$0	$0	$0

Greenlawn Ongoing Roadway and Drainage Improvments

Department
Public Services

Project Number
23076

Division
Public Services /Infrastructure

Location
Ward 6

Street or Building
Greenlawn Cemetery

Description
Ongoing improvements to roadway and drainage through out Greenlawn cemetery. This would reduce flooding during large storm events which are eroding the natural areas and the roads. This space is used for recreation also.

Category
Annual Maintenance

Useful Life
30+

Phase
Annual

Total Cost
$150,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$100,000	$75,000	$75,000	$75,000	$75,000

ADA Improvements and Associated Repairs- DPS & Cemeteries

Department
Public Services

Project Number
23234A

Division
Public Services /Infrastructure

Location
Various

Street or Building
DPS and Greenlawn

Strategic Goals
Accessibility
Improved Maintenance
Sustainability
Resiliency
Increased Safety

Description
This funding is for ADA and associated repairs at DPS facilities.

Request Type
Repair

Asset Condition
Poor

Category
Annual Maintenance

Useful Life
10+

Phase
Annual

Total Cost
$40,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$20,000	$20,000	$0	$0	$0

Architectural/Interior, Site Repairs, Upgrades, Studies Schools

Department
School

Project Number
20049

Division
Education

Location
Citywide

Street or Building
Schools

Strategic Goals
Accessibility
Improved Maintenance
Sustainability
For All Ages
Education
Increased Safety

Description
Includes general repairs and improvements to include carpet repairs, flooring, playgrounds, Saltonstall masonry, signage, and other improvements. This includes FF&E and studies related to school capital facility needs. Estimated based upon industry wide cost estimates of maintenance for schools and sq. ft. over 5 year period.

Request Type
Repair

Asset Condition
Fair

Category
Annual Maintenance

Useful Life
20+

Phase
Annual

Total Cost
$1,250,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$265,000	$75,000	$200,000	$200,000	$300,000	$400,000

ADA and Associated Repairs Schools

Department
School

Project Number
20049A

Division
Education

Location
Citywide

Street or Building
Schools

Strategic Goals
Accessibility
Improved Maintenance
Sustainability
For All Ages
Education
Increased Safety

Description
This is the cost associated with the smaller ADA improvements in the schools as identified in the IHCD report (escalated for labor, construction escalation, and design costs)

Request Type
Repair

Asset Condition
Fair

Category
Annual Maintenance

Useful Life
20+

Phase
Annual

Total Cost
$1,500,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$75,000	$100,000	$0	$0	$0	$0

School Life Safety, MEP, Utility, Roof Repairs, Upgrades, Studies

Department
School

Project Number
20051

Division
Education

Location
Citywide

Street or Building
All Schools

Strategic Goals
Improved Maintenance
Sustainability
Improved Transportation
Education
Increased Safety

Description
This funding is for smaller repairs, replacements, and other upgrades to MEP, utility, and life safety systems at the school facilities. Includes roof repairs, studies, water heaters, and other related needs. Request also includes funding for studies for larger capital needs.

Request Type
Repair

Asset Condition
Fair

Category
Annual Maintenance

Useful Life
20+

Phase
Annual

Total Cost
$1,250,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$480,000	$200,000	$250,000	$250,000	$250,000	$250,000

IT Life cycle Management Staff/Infrastructure

Department
School

Project Number
20111A

Division
Education

Location
Citywide

Street or Building
N/A

Strategic Goals
Education

Request Type
Replacement

Asset Condition
Poor

Category
IT

Useful Life
5+

Phase
Annual

Total Cost
$1,000,000

Description
Regular replacement ensures up-time, maximizes staff efficiency and minimizes security exposure.

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$200,000	$200,000	$200,000	$200,000	$200,000

IT Life cycle Management Student Devices

Department
School

Project Number
20112A

Division
Education

Location
Citywide

Street or Building
N/A

Strategic Goals
Education

Request Type
Replacement

Asset Condition
Poor

Category
IT

Useful Life
5+

Phase
Annual

Total Cost
$1,250,000

Description
Regular replacement ensures up-time, maximizes staff efficiency and minimizes security exposure. CBA Footprint funds.

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$250,000	$200,000	$200,000	$200,000	$200,000

Bates Envelope Repair Project

Department
School

Project Number
20113

Division
Education

Location
Ward 6

Street or Building
Bates School

Strategic Goals
Improved Maintenance
Resiliency
Education
Increased Safety

Description
Envelope has serious issues with failing pointing, flashing, masonry, sealants.

Request Type
Repair

Asset Condition
Failed

Category
Building Project

Useful Life
30+

Phase
8 - Hold

Total Cost
$1,000,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$75,000	$900,000	$0	$0	$0

District Camera and Access Control

Department
School

Project Number
21024P

Division
Education

Location
Citywide

Street or Building
District Wide

Strategic Goals
Education
Increased Safety

Description
This project would allow us to outfit our schools with integrated web based security cameras and access control. The remaining funds needed for this project will come from the school.

Request Type
New

Asset Condition
Poor

Category
Building Project

Useful Life
10+

Phase
5 - Procurement

Total Cost
$500,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$500,000	$200,000	$0	$0	$0	$0

Collins Roof/Masonry Repair

Department
School

Project Number
22060P

Division
Education

Location
Ward 6

Street or Building
Collins

Strategic Goals
Improved Maintenance
Sustainability
Resiliency
Education
Increased Safety

Description
Repairs as identified following a roof assessment. Repairs necessary as the result of storms, and some work is covered under warranty.

Request Type
Repair

Asset Condition
Poor

Category
Building Project

Useful Life
15+

Phase
3 - Study

Total Cost
$233,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$125,000	$110,000	$0	$0	$0	$0

Districtwide Sprinkler Repairs

Department
School

Project Number
23049

Division
Education

Location
Citywide

Street or Building
Various

Strategic Goals
Education
Increased Safety

Description
This is to replace the sprinklers to meet code. All schools have some deficiencies. This includes cost to retest as needed. This is Phase 2 of the project.

Request Type
Replacement

Asset Condition
Poor

Category
Building Project

Useful Life
10+

Phase
3 - Study

Total Cost
$250,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$265,000	$0	$0	$0	$0

Replace Failed SHS Ventilation Rooftop Units

Department
School

Project Number
23050

Division
Education

Location
Ward 3

Street or Building
Salem High School

Asset Condition
Failed

Category
Building Project

Useful Life
20+

Phase
1 - Concept

Total Cost
$500,000

Description
These units have failed, and provide ventilation to the auditorium. Without fixing these unit, the auditorium does not get fresh air. Numerous events are held in this space. Only 1 unit works out of 4. The team is investigating which units can be repaired versus replaced, which would bring the cost down. However, these units are no longer made, so repair is difficult. Funding would come from ESSER or ARPA grant funds.

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$500,000	$0	$0	$0	$0

New Liberty and Salem Prep Schools Facility

Department
School

Project Number
23579P

Division
Education

Location
Citywide

Street or Building
TBD

Strategic Goals
Accessibility
Improved Maintenance
Sustainability
Education

Description
The existing facility is in the Museum Place Mall and costs $330k per year in lease costs. These successful programs do not have the right space for their needs. The plan is to relocate these facilities and provide the right space for the needs, which will save the City lease costs also.

Request Type
Replacement

Asset Condition
Poor

Category
Building Project

Useful Life
20+

Phase
1 - Concept

Total Cost
$1,700,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$60,000	$0	$0	$0	$0

Comprehensive Energy and Water Upgrades at City and School Facilities

Department
Sustainability

Project Number
22061P

Division
Gov't/Finance/IT

Location
Citywide

Street or Building
Various

Strategic Goals
Improved Maintenance
Sustainability
Resiliency
Education

Description
This project will upgrade all applicable buildings and sites in City portfolio that use energy and/or water to be more efficient, sustainable, and modern. Systems include lighting, HVAC, heating, water, and other applicable. This project aims to significantly move Salem towards carbon neutrality. This includes improving mechanical, air quality, and reducing energy use in City Hall, This is can be phased.

Request Type
Replacement

Asset Condition
Fair

Category
Building Project

Useful Life
20+

Phase
3 - Study

Total Cost
$5,000,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$150,000	$0	$0	$0	$0

Community Wide Climate Change/Watershed Model Studies Future Neighbhorhoods

Department
Sustainability

Project Number
23047

Division
Public Services /Infrastructure

Location
Citywide

Street or Building
Citywide

Strategic Goals
Improved Maintenance
Historic Preservation
Sustainability
Resiliency
Improved Transportation
Economic Development
Affordable Housing
Recreation
Wildlife
Access to Food

Description
This request if for future climate change deep dive models, similar to that done for the Point, for other neighborhoods. The goal of each is to conduct intensive neighborhood outreach and combine coastal and rain related flooding, to come up with various alternative to mitigate impacts. Instead of looking at each Seawall, this takes a neighborhood approach. The plan is to conduct one study every two years, with the alternate year used to finalize design for the solutions. Their are at least 8 coastal areas that should get a deeper dive: Danvers River/Kernwood Area, North River (including Franklin Street and Bridge Street/MBTA), Collins Cove, Willows/Winter Island, Derby Street/South River, Point/South River (underway), South Salem/Forest River Park (to Marblehead line), Forest River Tidal (area upstream of tide gate off of Lafayette). Engineering has applied for a grant for the Collins Cove area, which if received this project would proceed.

Request Type
Major Renovation

Asset Condition
Poor

Category
Study Only

Useful Life
30+

Phase
1 - Concept

Total Cost
$500,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$200,000	$50,000	$0	$75,000	$0

Climate Change Resiliency Project - Point - Design

Department
Sustainability

Project Number
23048

Division
Public Services /Infrastructure

Location
Ward 1

Street or Building
Palmer Cove Park

Strategic Goals
Improved Maintenance
Sustainability
Resiliency
Economic Development
Increased Safety

Description
This project will continue the work of the Climate Change Deep Dive in the Point, selecting a priority project to continue into design. It is expected that CZM state grant funds will be used to supplement the project.

Request Type
Major Renovation

Asset Condition
Poor

Category
Other

Useful Life
30+

Phase
3 - Study

Total Cost
$400,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$400,000	$0	$0	$0	$150,000

Environmental Education Signage

Department
Engineering Sewer

Department
Sustainability

Project Number
23077

Project Number
23077

Division
Park/Recreation /Community Service

Location
Citywide

Street or Building
Various

Strategic Goals
Improved Maintenance
Recreation
Wildlife

Strategic Goals
Sustainability
Recreation
Wildlife
Education

Description
Outfall does not meet water quality criteria of MS4 general permit. This project would provide an inline treatment device. City has completed prior inspections and repairs but has been unable to track and eliminate the source of the contamination.

Description
This is annual funding, to be matched with grants and volunteer labor, to support replacing existing environmental signage or add signage. Existing signs that need replacement are at the North River. Sites for additional signage include other parks, bike paths, or other areas of Salem that have an opportunity for environmental education.

Request Type
Replacement

Category
Art, Culture, Historic Preservation

Useful Life
10+

Phase
1 - Concept

Phase
Annual

Total Cost
$100,000

Total Cost
$50,000

Five Year Capital Plan

Previously Approved	FY23 Requested	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected
$0	$100,000	$0	$0	$0	$0
$0	$7,500	$7,500	$7,500	$7,500	$7,500

Impact of Capital Improvement Plan on Operating Budget

Department	Description	Funding	Cost	Impact
Assessor	City wide aerial imagery and software that documents changes in parcels	CIP Fund	$ 12,000.00	New Investment for Economic Growth Increases Revenue
Assessor	Justappraised software for entering deeds.	CIP Fund	$ 14,800.00	Increased Efficiency New Investment for Economic Growth
Building	ADA Compliance and Associated Improvements	CIP Fund	$ 30,000.00	Code Compliance Preventative Maintenance
Building	Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements	CIP Fund	$ 75,000.00	Decreased Maintenance
Building	City Hall Long Term Restoration Study	CIP Fund	$ 40,000.00	Asset Preservation
Building	City Hall Phased Short Term Priority Improvements	CIP Fund	$ 85,000.00	Asset Preservation Preventative Maintenance
Clerk	High Speed Scanner for Voting and Multilanguage Software	CIP Fund	$ 32,000.00	Increased Efficiency Increases Operational Costs
Clerk	Vital Records Books - Prservation	CPA	$ 15,430.00	Asset Preservation/Maintenance Increases Operational Costs
Electrical	ADA walk signal buttons	CIP Fund	$ 20,000.00	No Impact Code Compliance
Electrical	FORD F 650 AREAL/Bucket TRUCK	GF Bond	$ 175,000.00	No Impact
Engineering Municipal	Boston Street Complete Upgrade - Design	GF Bond	$ 210,000.00	Increased Efficiency Improves Safety of Asset Asset Preservation
Engineering Municipal	Citywide Roads, Sidewalks, and Crosswalk Improvements (Non-Chapter 90)	GF Bond	$ 1,200,000.00	Decreased Maintenance
Engineering Municipal	Citywide Roads, Sidewalks, and Crosswalks (Chapter 90)	Grants	$ 870,000.00	Decreased Maintenance Asset Preservation
Engineering Municipal	Citywide Seawall Improvements and Studies	CIP Fund	$ 50,000.00	Asset Preservation
Engineering Municipal	Endicott and Pratt Streets Reconstruction	Grants	$ 197,000.00	No Impact Decreased Maintenance
Engineering Municipal	Essex Street Roadway & Townhouse Sq.	CIP Fund	$ 200,000.00	Decreased Maintenance Asset Preservation
Engineering Municipal	Furlong Park Soil Remediation	CIP Fund	$ 170,000.00	No Impact
Engineering Municipal	McGrath Park Soils Remediation -	GF Bond	$ 300,000.00	Improves Safety of Asset Asset Preservation
Engineering Municipal	Riley Plaza Median Strip	Grants	$ 25,000.00	No Impact Decreased Maintenance
Engineering Municipal	Transfer Station Clean Up Phase 2 Capping	GF Bond	$ 2,200,000.00	Improves Safety of Asset Asset Preservation
Engineering Municipal	Washington Street Outdoor Seating	ARPA	$ 270,000.00	New Investment for Economic Growth Increases Revenue
Engineering Sewer	Citywide Drain & Sewer cleaning, inspection, replacement, engineering, GIS, construction	Sewer Bond	$ 400,000.00	Increased Efficiency Decreased Maintenance Preventative Maintenance
Engineering Sewer	Derby St. Interceptor Sewer Cleaning and Evaluation	Retained Earning	$ 125,000.00	No Impact
Engineering Sewer	Ocean Ave Stormwater Pump Station	ARPA	$ 370,000.00	Increases Operational or Maintenance Costs
Engineering Sewer	Palmer Cove Park Drain Outfall Installation of Stormwater Treatment	Sewer Bond	$ 100,000.00	Code Compliance
Engineering Sewer	Point Area Neighborhood Catch Basin Screening & Improvements	Retained Earning	$ 100,000.00	Decreased Maintenance Asset Preservation/Maintenance
Engineering Sewer	SSES Report Implementation (eliminate I/I sources citywide)	Sewer Bond	$ 600,000.00	Increased Efficiency Decreased Maintenance
Engineering Water	Citywide Flushing, Valve Repair/Maintenance, Leak detection, GIS	Water Bond	$ 400,000.00	Increased Efficiency Decreased Maintenance Preventative Maintenance
Engineering Water	Pioneer Village Relocation and Expanded Facility Phase 1: Sewer/Water/Stormwater	Water Bond	$ 100,000.00	New Investment for Economic Growth Asset Preservation Capital Planning
Engineering Water	Replacement of Water/Sewer Utility Truck	Retained Earning	$ 180,000.00	No Impact
Engineering Water	Water Distribution Main System Improvements	Water Bond	$ 800,000.00	Increased Efficiency Decreased Maintenance Preventative Maintenance
Engineering Water	Water Transmission Main System Improvements	Water Bond	$ 1,000,000.00	Increased Efficiency Decreased Maintenance Preventative Maintenance
Fire	ADA Compliance and Associated Repairs	CIP Fund	$ 20,000.00	Decreased Maintenance Code Compliance Asset Preservation
Fire	Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements	CIP Fund	$ 30,000.00	Decreased Maintenance Code Compliance Asset Preservation
Fire	Bathroom, Women's Locker and ADA Code Upgrades Headquarters Study	CIP Fund	$ 30,000.00	
Fire	Fire Station 5 - site improvements	CIP Fund	$ 100,000.00	Decreased Maintenance Improves Safety of Asset Code Compliance
Fire	Lexipol - Standard Operating Guidelines	CIP Fund	$ 27,000.00	Improves Safety of Asset
Fire	Replace Front line response vehicle #2 Deputy Chiefs Car	CIP Fund	$ 50,000.00	Increased Efficiency Decreased Maintenance Asset Preservation/Maintenance Improves Safety of Asset
Fire	Vehicles for Fire Prevention inspectional services, safety officer and fire investigation	CIP Fund	$ 66,000.00	Improves Safety of Asset Code Compliance Increases Operational Costs
Harbor Master	Harbormaster Department Truck	CIP Fund	$ 58,000.00	Decreased Maintenance Improves Safety of Asset

Department	Description	Funding	Cost	Impact
Harbor Master	Harbormaster Dockhouse Relocation	Grants	$ 37,000.00	
Harbor Master	Jet Dock system	Revolving	$ 30,000.00	Decreased Maintenance Asset Preservation/Maintenance
Harbor Master	Jet Propulsion unit replacement	Revolving	$ 25,000.00	Improves Safety of Asset
Harbor Master	Landing Cat Capital Maintenance	Revolving	$ 25,000.00	Improves Safety of Asset
Health	Mack Park Community Farm Phase 3	ARPA	$ 94,105.00	Increases Operational or Maintenance Costs Asset Preservation/Maintenance Code Compliance
IT	IT Lifecycle Management (City)	CIP Fund	$ 190,000.00	No Impact

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 whos' 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 statues.
- 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.

Departmental Budgets

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 appointments 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.

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 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, parks and open spaces, residential neighborhoods, and downtown.
- Continue oversight of concurrent and planned public and private capital projects.
- Continue to offer the highest quality customer/constituent services and responsiveness.

How FY 2023 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 remains deeply engaged in the City's COVID-19 response efforts. The Office is also 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 for All Ages initiative, the Mayor's Homelessness Task Force, the Scholarship and Education Committee, the Board of Trust Fund Commissioners, and the Problem Properties Task Force. 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's Office prepares and files the Mayor's policy proposals to the City Council, including Orders, Ordinances, Resolutions, and Appointments/Reappointments. The Mayor's Office help communicate critical public information about City services, programs, projects, and other time sensitive notifications to the public.

The Mayor and her staff work to advance the City's housing and economic growth goals, implementation of all City plans, 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 4th celebration, Heritage Days, Haunted Happenings, and other community events that positively impact the local economy and build civic pride and engagement. As the chief executive officer for the City the Mayor oversees all administrative functions of the City, as carried out by departments and department heads, with the support of her office staff, including, among other work areas, human resource and hiring, contract negotiations, finance and accounting, procurement, legal and licensing, permitting and inspections, project prioritization, planning, organizational management, diversity and equity initiatives, and more. 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.

Significant Budget & Staffing Changes For FY 2023

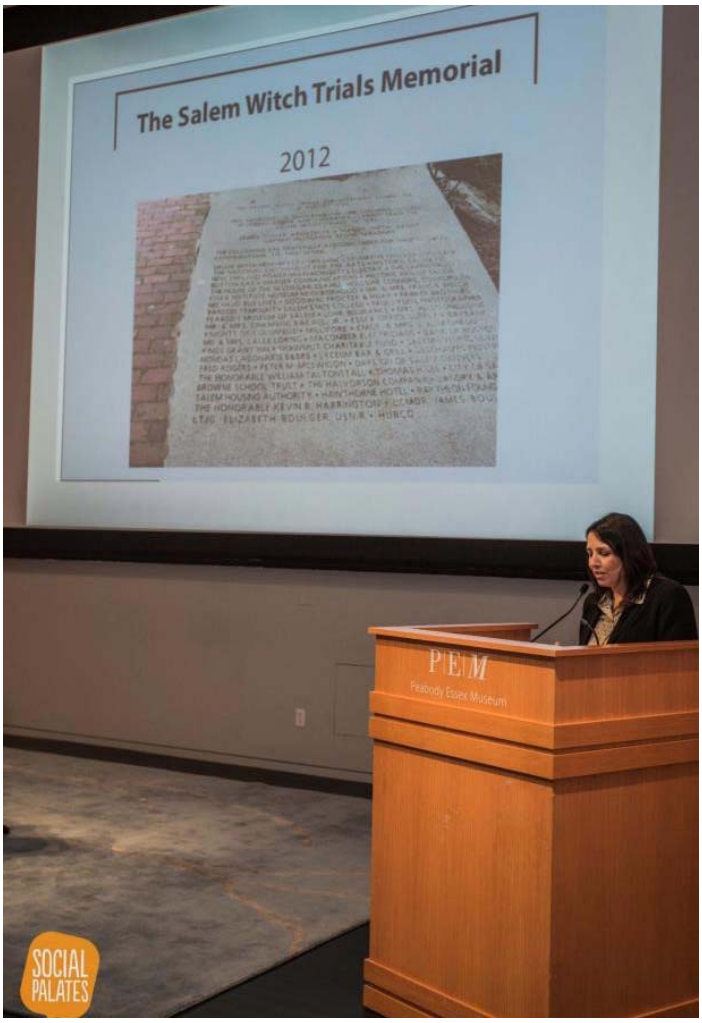
None.

Recent Accomplishments

COVID-19 Response

- Continued the Salem Together initiative to connect residents to community resources and coordinate volunteers.
- Launched the City's ARPA initiative, to gather public feedback and prioritize use of federal recovery funds in as effective a manner as possible.
- Continued to provide free COVID testing with both PCR and rapid test distribution for residents.
- Coordinated multiple vaccine clinics opportunities, both City-sponsored and privately organized, for residents.
- Continued innovative wastewater surveillance testing to provide advance surveillance of increased case numbers.

- Continued and strengthened one of the first pooled testing programs for schools in the nation.
- Continued daily and weekly data dashboard with between 40 and 60 metrics on cases, transmissions, deaths, vaccinations, testing, economic recovery, and community wellness, and daily update on case numbers.
- Published dedicated City websites for COVID data, health information, testing information, links to resources, and vaccination appointments.
- Created and updated continuity of municipal operations plans and safe office re-opening policy.
- Distributed thousands of pieces of free PPE to Salem businesses and seniors, as well as free rapid tests.
- Continued Economic Recovery Task Force to support and bolster small businesses through grants, technical assistance, information sharing, collaborative marketing, and more, distributing over $1 million in direct and indirect financial assistance and in-kind aid to help the local economy.
- Helped to successfully implement the Board of Health's proof of vaccination requirement during the Omicron surge, reducing impact to local hospitals from COVID, increasing in new vaccinations, and ending in a faster reduction in new cases than the statewide rate, all of which allowed the requirement to be lifted.



Public Improvement Initiatives

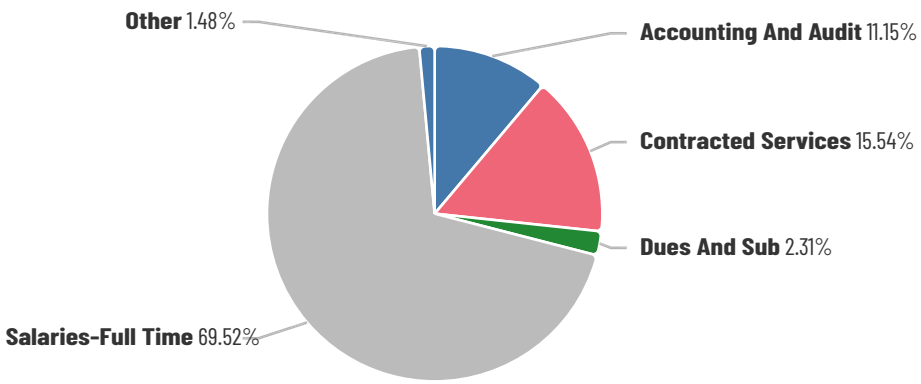
- Continued advocacy for South Salem MBTA commuter rail station.
- Working with community stakeholders developed next round of City CPA applications.
- Continued process of reuse of vacant state court buildings and SSU South Campus to ensure productive reuse for the community.
- Continued the on-demand "Salem Skipper" City shuttle service.
- Oversaw repaving of multiple City streets.
- Continued study on future options related to the DPW building and the Transfer Station site.
- Completed improvements to Bertram Field and Forest River Park.
- Continued implementation or planning for improvements to Salem Willows, Palmer Cove, and Mansell Field.
- Completed complete streets project to improve Bridge Street/Boston Street area and finalized plans for Essex Street project and North Street project.
- Secured MassWorks grant for major road and sidewalk improvements in the Point neighborhood.
- Continued design phase for Boston Street Roadway Improvement Project.
- Worked with MassDOT on design phase of upgrades to Route 107/Highland Avenue.
- Continued neighborhood traffic calming program.
- Completed major capital upgrades to City parking facilities, including waterproofing, stairwells, elevator repair, and security/safety systems.
- Cleaning of storm water/sewer siphons, completion of planned leak detection and valve exercising to address water infrastructure challenges.
- Continued installation of bicycle infrastructure and launched Salem Bluebikes bike share program.
- Continued Salem PowerChoice electrical aggregation program, saving Salem residents on their electric bills and reducing the community's carbon footprint.

Other Accomplishments

- Supported job creation and retention through private business expansion and job readiness programs.
- Continued implementation of the Point Vision and Action Plan, Salem for All Ages Plan, Historic Preservation Plan, Public Art Master Plan, and Open Space and Recreation Plan.
- 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 efforts to support and grow Mack Park Food Farm and other food security, urban agriculture, and healthy eating initiatives.
- Completed Salem Safe Routes to Schools project supporting the Bates Elementary School community.
- 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.
- Continued harbor planning process and convened Harbor Plan Committee.
- Began planning efforts for the Vineyard Wind offshore wind marshalling site project.
- Launched new Charter Street Cemetery Welcome Center in partnership with PEM as part of completion of the Charter Street historic preservation and landscape improvement project.
- Worked with the Salem Housing Authority to plan for capital improvements to Lee Fort Terrace and Pioneer Terrace.
- Convened a stakeholder group to help provide feedback to Shetland Park owners regarding the redevelopment of that private property.
- Continued public investments in the Salem Common, Salem Willows, Forest River Park, Palmer Cove Park, and Camp Naumkeag/Pioneer Village in fulfillment of the Signature Parks initiative goals.
- Received numerous grants for programs, public safety, recreation, parks and playgrounds, transportation and infrastructure needs, historic preservation, planning, energy initiatives, and more.
- Established the City's new Department of Sustainability, Energy, and Resilience and advanced ordinances to green municipal buildings, foster more urban agriculture, and increase alternative transportation and renewable energy options for residents.
- Advanced housing agenda measures to help Salem meet its community housing goals, including launching the Housing Road Map, successfully passing an accessory dwelling unit ordinance, and advancing the first steps for a new tenant protection/condominium conversion ordinance.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022	Estimated FY2023
Submit balanced City budget on schedule	Yes	Yes	Yes	Yes	Yes
Total constituent contacts to office	1,630	1,839	2,420	1,963	1,963
Average business days to respond to constituent contact	0.33	0.25	0.16	0.25	0.25
Percentage of constituent contacts acknowledged on same business day	90%	90%	92.40%	90.80%	90.80%
Average business days to close constituent contact	1.02	0.32	1.19	0.84	0.84
SeeClickFix: ìOtherî issues closed out	549	663	928	713	713
Knowledgebase questions answered	11	6	26	14	14
Chatbot questions answered	n/a	n/a	1,023	10,000	10,000
Resident Survey respondents	1,166	1,208	957	1,110	1,110
Weekly board vacancy postings	52	52	52	52	52
Board vacancies at end of FY	3	5	6	5	4
Board appointments and re-appointments	78	75	65	73	73
Press releases issued	94	133	128	118	118
News and announcements issued	70	115	146	110	110
News and announcements subscribers	3,975	9,229	9,378	10,150	10,250
All salem.com subscribers	29,925	41,731	42,037	45,600	46,000
CodeRED registered phone numbers	23,623	39,270	39,423	39,576	39,729
CodeRED registered email addresses/texts	9,129	10,609	10,925	11,241	11,557
Mayorís social media followers	22,254	24,335	29,788	33,555	37,322
City of Salem Twitter followers	1,691	2,596	3,365	4,202	5,039
City of Salem Facebook page followers	2,183	5,363	8,372	11,467	14,562

Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022	Estimated FY2023
City of Salem Instagram followers	n/a	3,072	4,078	5,084	6,090
City of Salem LinkedIn	n/a	n/a	341	400	450
FYI Salem issues	22	22	19	20	22
FYI Salem podcasts	21	22	25	23	23
New Resident Guides sent out	572	614	681	622	622
Salem for All Ages Resource Guides sent out	572	527	564	529	548
Salem for All Ages Task Force meetings	226	12	11	29	36
NIAC meetings	12	12	12	12	12
Scholarship & Education Committee meetings	6	11	11	11	11
Trust Fund Commissioners Board meetings	12	12	11	12	12
Constable appointments processed	9	6	6	7	7
Banner applications processed	40	32	21	31	31
Notarizations completed	119	83	108	103	103
Celebrating a new Salem business	28	21	12	20	20
SalemStat meetings	0	2	2	6	12
Latino Affairs Coordinator one-on-one meetings	285	550	348	174	339
Latino Affairs Coordinator pages translated	325	600	358	179	366
Latino Affairs Coordinator City Hall walk-in translations/ interpretations	70	90	73	36	67
BuildingSalem social media followers	3,881	4,237	4,661	5,051	5,441

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Mayor - Personnel											
11211	5111	Salaries-Full Time	409,268	382,688	435,887	435,887	447,477	447,477	447,477	11,590	2.66
11211	5113	Salaries-Part Time	12,955	39,297	0	0	0	0	0	0	0.00
			422,223	**421,985**	**435,887**	**435,887**	**447,477**	**447,477**	**447,477**	**11,590**	**2.66**
Mayor - Expenditures											
11212	5305	Accounting And Audit	56,935	55,800	55,800	59,110	87,000	71,800	71,800	16,000	28.67
11212	5320	Consult/Contracted Services	91,598	61,079	100,000	84,465	100,000	100,000	100,000	0	0.00
11212	5381	Printing And Binding	1,106	26	1,500	1,500	1,500	1,500	1,500	0	0.00
11212	5421	Office Supplies (Gen	2,159	1,516	3,000	5,827	5,000	5,000	5,000	2,000	66.67
11212	5710	In State Travel/Meetings	2,989	1,246	3,000	3,352	3,000	3,000	3,000	0	0.00
11212	5730	Dues And Sub	10,620	14,040	11,650	14,717	14,900	14,900	14,900	3,250	27.90
11212	5780AA	Other Expenses Covid 19	203,095	24,279	0	13,860	0	0	0	0	0.00
			368,502	**157,986**	**174,950**	**182,829**	**211,400**	**196,200**	**196,200**	**21,250**	**12.15**
		Department Total	**790,725**	**579,971**	**610,837**	**618,716**	**658,877**	**643,677**	**643,677**	**32,840**	**5.38**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
MOTA	JULIO	Constituent Serv/ Latino Coord	12/13/2022	67,197.02	1,320.67		1.00	1	100%	68,938.97	68,938.97	68,938.97
DRISCOLL	KIMBERLEY	Mayor	1/1/2006	150,288.70	2,884.62		1.00	1	100%	150,577.16	150,577.16	150,577.16
PANGALLO	DOMINICK	Chief of Staff	3/18/2013	100,407.64	1,975.39		1.00	1	100%	105,630.51	105,630.51	105,630.51
WESSELL	JENNIFER	Executive Secretary	1/1/2006	73,032.74	1,436.82		1.00	1	100%	75,002.00	75,002.00	75,002.00
CAHILL	SARAH	Constituent Serv/Sp Proj Asst	10/19/2016	44,960.50	884.56		1.00	35	100%	47,328.38	47,328.38	47,328.38
		11211-5111		**435,886.60**			**5.00**		**Total Full Time**	**447,477.02**	**447,477.02**	**447,477.02**
				435,886.60			**5.00**		**Department Total**	**447,477.02**	**447,477.02**	**447,477.02**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2022**	**5.00**
	FY 2023	**5.00**
	Variance 22 vs. 23	**5.00**
		0.00

Grants Detail

Employee Name		Department	Org/Obj	Job Description	FTE	Dept/Grant
Pangallo	Dominick	Building Salem	CIP	Chief of Staff	0.34	10,059.46

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
11212 Mayor-Expenses				
5305 Accounting And Audit				
Annual City audit (AFCR, Retirement System, and federal Single Audit)	0	77,000	61,800	61,800
Annual City audit (includes Retirement)	45,800	0	0	0
Comprehensive Annual Financial Report filing fees	5,000	5,000	5,000	5,000
Retirement Board Audit	5,000	5,000	5,000	5,000
5305 Accounting And Audit Total	**55,800**	**87,000**	**71,800**	**71,800**
5320 Consult/Contracted Services				
Consulting, translation and constituent services, performance improvement and public engagement initiatives	80,000	80,000	80,000	80,000
Ota Japan - $20,000	20,000	20,000	20,000	20,000
5320 Consult/Contracted Services Total	**100,000**	**100,000**	**100,000**	**100,000**
5381 Printing And Binding				
City Seals, Business Cards, Envelopes, Notices, etc.	1,500	1,500	1,500	1,500
5381 Printing And Binding Total	**1,500**	**1,500**	**1,500**	**1,500**
5421 Office Supplies (Gen				
General office supplies as needed	3,000	5,000	5,000	5,000
5421 Office Supplies (Gen Total	**3,000**	**5,000**	**5,000**	**5,000**
5710 In State Travel/Meetings				
Registrations and travel expenses for meetings and seminars	3,000	3,000	3,000	3,000
5710 In State Travel/Meetings Total	**3,000**	**3,000**	**3,000**	**3,000**
5730 Dues And Sub				
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	1,750	3,500	3,500	3,500
Welcoming America membership dues	0	1,500	1,500	1,500
5730 Dues And Sub Total	**11,650**	**14,900**	**14,900**	**14,900**
11212 Mayor-Expenses Total	**174,950**	**211,400**	**196,200**	**196,200**

City Council

Mission Statement

Why We Exist

As Clerk of the City Council attends all regular, special and public hearing meetings, serves as parliamentarian, records the action taken by the City Council, roll call votes, prepares and distributes agendas using experienced and discretion regarding proper form, Completes Minutes as well as posting 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. Prepares and posts all meeting notices and agendas.

Goals and Objectives

- Researching Agenda and Minutes Management Software. Have had virtual meetings with two companies, Civic Plus and Escribe who offer this service and received quotes from both. The last demonstration from Prime Gov will take place on Monday, March 14, 2022.
- Working with IT to obtain city owned laptops for Councillors when begin hybrid meetings.
- Setting up shared drives with the Committee Chairs and Councillors to access the documents when needed.
- Researching transcription services for meeting minutes i.e., Temi, Trint, Revcom
- Continue to place similar council orders together to reduce time and number of roll call votes to be taken.
- To continue to restore and repair Council Furniture. Second Life has submitted a proposal to restore additional chairs and tables in the Council Chambers used by the public.
- Review ordinances pertaining to licenses/permits/applications to see if any need updating to reflect current times, changes and to speed up the licensing time frame.
- Reduce paper copy supplements for ordinances book since they can be found on-line with newly adopted ordinances as they are passed.
- Continue to archive Council records for safe keeping.
- To preserve older Council Books by having them rebound and re-stitched if necessary.
- Continue to digitize current Council minutes to make accessible to the public to research.
- To re-organize Council Records in the upstairs and downstairs vault for easier accessibility.
- Place additional applications and forms online.
- Researching the ability to add the City Council sub-committee meetings audio recordings to the website.
- Sending all Ordinances to Municipal Code as they are passed so the website reflects the most up to date information.
- Keeping up to date on all Council Meeting Minutes.
- Continue to add information and documentation on agendas and in the minutes in order to improve transparency with citizens.

How FY 2023 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- Purchasing new agenda software will reduce the amount of time it takes to put the agenda together and should allow for the flow of items after the meeting to be processed quicker.
- Councillors having access to laptops will allow for less paperwork to be generated and to be able to view the agenda documentation and backup simultaneously and also at the time the agenda matter is in front of them.
- Setting up shared drives will allow the Committee Chairs to keep organized and also allow all Councillors access to documentation.
- Using either minutes software or a transcription service will allow for minutes to be produced quicker and placed on the website sooner.
- Consent agendas will help reduce the amount of time and roll call votes for City Council Meetings.
- To restore the antique furniture in the Council Chambers will bring back the splendor of this room. And will keep the public safe from injuries.
- Reviewing ordinances to update will help streamline some processes and make it quicker for licenses to be acquired.
- Reducing number of hard copy supplements will reduce costs, carbon footprint, and save space.
- Maintaining and Archiving Council Records will preserve them for the future.
- Digitizing current and future Council meetings will allow for the public to search and access what they need without having to come into City Hall.
- More licenses on-line will make it more accessible and convenient for customers to download applications. Help to deliver city services more efficiently and effectively through the use of technology.
- Adding audio recording of Council & Subcommittee Meetings to the website and/or SATV will allow the public to acquire audio own their own. By improving this technology will improve citizen access to information more efficiently and effectively.

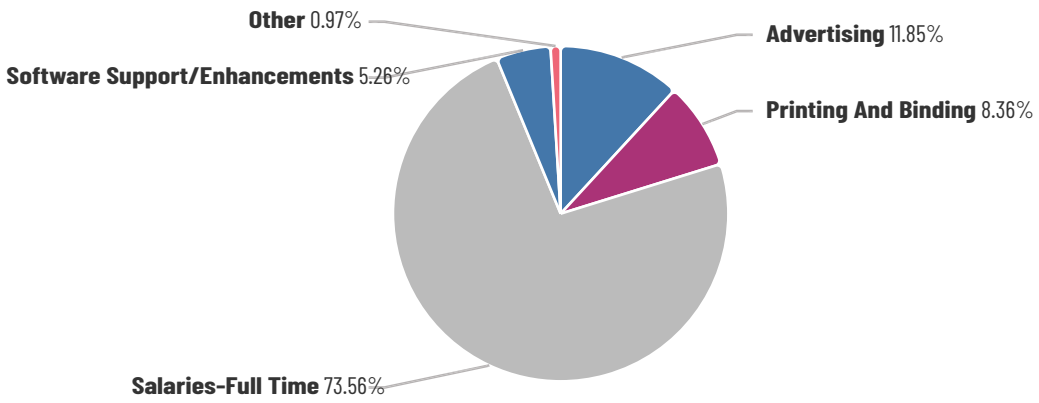
Significant Budget & Staffing Changes For FY 2023

Five new Councillors were elected in November 2021. The Inauguration was held remotely on January 3, 2022. Councillor Patricia Morsillo was elected Council President for the calendar year 2022. The chairpersons of the standing subcommittees are as follows: Councillor McCarthy, Chair of Administration & Finance, Councillor Dominguez, Chair of Community and Economic Development, Councillor Hapworth, Chair of Government Services, Councillor Riccardi, Chair of Ordinances, Licenses and Legal Affairs, and Councillor Prosniewski, Chair of Public Health, Safety & Environment.

Recent Accomplishments

- Due to the spike in the Coronavirus Pandemic, had to pivot three times while planning the Inauguration of the Elected Officials. Worked with the Mayor, members of her staff and incoming President Councillor Morsillo to discuss the logistics of the Inauguration before deciding to go fully remote. Despite not being in-person, it went very well.
- Informed newly elected Councillors of upcoming trainings I found that may be of interest to them including, In-Person MMA Newly Elected Councillor Training, Zoom training on Open Meeting Laws held by the Attorney General's Office (since I contacted them to do one in person which they did not do at the time), Zoom training on Campaign Finance Reports.
- Attended the in-person Newly Elected Councillor Training in Marlborough, MA on Dec. 4, 2021. Five of our Councillors also attended.
- Organized a Parliamentarian Workshop by fist researching persons who may qualify. This workshop was held on December 5, 2021 for all Councillors. Ten of our Councillors came to the class. Hired Joanna Gonsalves who works at SSU as a Professor of Psychology & Interim President. She was previously Alderman-at-Large on the Woburn City Council for eight years and was an active member if the Massachusetts Municipal Association's Committee on Regional and Municipal Administration.
- Worked with IT to set up new email addresses for the newly elected and to remove old email addresses.
- Worked with IT and SATV in order to move to hybrid meetings going forward in order to keep accessibility and transparency to the public. Worked on various audio and visual issues until resolved.
- Sending SATV the zoom subcommittee videos to put on their YouTube page.
- Added a link to the City Council Webpage to bring you to SATV's YouTube page.
- Demonstration of Agenda Management Software to implement for future use. As of today, two of three companies have given a demonstration of their product in order to make a decision.
- The 10 City Council Desks in the Chambers along with their Council Chairs were repaired, restored and preserved to their natural beauty
- The City Council Website is in ADA compliance.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022	Estimated FY2023
LICENSES PASSED BY COUNCIL					
Public Guide	137	153	165	185	170
Second Hand Valuable	10	11	13	10	6
Secondhand Clothing	5	3	4	3	2
Taxi Operators	81	86	119	100	90
Taxi-Cab Licenses (# of cars)	30	39	50	4**	4**
Limousine License (#of Companies)	5	3	6	48	50
Vehicle for Hire	9	8	15	6	6
Vehicle for Hire Operators	13	14	17	14	39
Drain layer/Contract Operator	42	45	43	40	43
Junk Dealer	1	1	1	2	1
Pawnbroker	1	1	1	1	1
Sea worm License	6	4	8	7	2
COUNCIL RECORDS PROCESSED	763	551	770	525	550
# of Meetings	26	29	28	25	23
Ordinances adopted	16	10	14	6	10
Zoning Ordinances	11	0	5	3	3
Traffic Ordinances	44	38	40	34	30

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
City Council - Personnel											
11111	5111	Salaries-Full Time	160,857	160,278	159,989	167,489	174,700	170,700	170,700	10,711	6.69
			160,857	**160,278**	**159,989**	**167,489**	**174,700**	**170,700**	**170,700**	**10,711**	**6.69**
City Council - Expenditures											
11112	5306	Advertising	28,649	31,144	27,500	68,856	27,500	27,500	27,500	0	0.00
11112	5381	Printing And Binding	17,368	12,067	16,615	20,196	19,400	19,400	19,400	2,785	16.76
11112	5421	Office Supplies (Gen	232	3,515	250	279	250	250	250	0	0.00
11112	5520	Software Support/ Enhancements	0	0	23,136	23,136	12,200	12,200	12,200	(10,936)	(47.27)
11112	5710	In State Travel/Meetings/ Train	1,248	0	0	0	1,000	1,000	1,000	1,000	0.00
11112	5730	Dues And Sub	360	420	500	1,000	500	500	500	0	0.00
11112	5783	Midterm/Inaugural	392	70	500	0	500	500	500	0	0.00
11112	5846	Renovation & Repairs	0	0	18,480	18,480	0	0	0	(18,480)	(100.00)
			48,249	**47,215**	**86,981**	**131,947**	**61,350**	**61,350**	**61,350**	**(25,631)**	**(29.47)**
		Department Total	**209,106**	**207,494**	**246,970**	**299,436**	**236,050**	**232,050**	**232,050**	**(14,920)**	**(6.04)**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
DOMINGUEZ	DOMINGO J	COUNCILLOR	1/1/2018	15,028.85	288.46			1	AT LARGE	15,000.00	15,000.00	15,000.00
HAPWORTH	TY	COUNCILLOR	1/1/2020	15,028.85	288.46			1	AT LARGE	15,000.00	15,000.00	15,000.00
PROSNIEWSKI	CONRAD J	COUNCILLOR	1/1/2020	15,028.85	288.46			1	AT LARGE	15,000.00	15,000.00	15,000.00
MERKL	ALICE	COUNCILLOR	1/1/2022	15,028.85	288.46			1	AT LARGE	15,000.00	15,000.00	15,000.00
MCCARTHY	ROBERT K	COUNCILLOR	1/1/2018	15,028.85	288.46			1	WARD 1	15,000.00	15,000.00	15,000.00
WATSON-FELT	CAROLINE	COUNCILLOR	1/1/2022	15,529.81	288.46			1	WARD 2	15,000.00	15,000.00	15,000.00
MORSILLO	PATRICIA	COUNCILLOR	1/1/2020	15,028.85	298.08	Presiden t		1	WARD 3	15,500.00	15,500.00	15,500.00
MCCLAIN	LEVEILLE	COUNCILLOR	1/1/2022		288.46			1	WARD 4	15,000.00	15,000.00	15,000.00
COHEN	JEFREY	COUNCILLOR	1/1/2022	15,028.85	288.46			1	WARD 5	15,000.00	15,000.00	15,000.00
RICCARDI	MEGAN	COUNCILLOR	1/1/2020	15,028.85	288.46			1	WARD 6	15,000.00	15,000.00	15,000.00
VARELA	ANDREW	COUNCILLOR	1/1/2022	15,028.85	288.46			1	WARD 7	15,000.00	15,000.00	15,000.00
SIMONS	ILENE	CLERK OF COUNCIL		4,000.00	4,000.00	B			12	4,000.00	4,000.00	4,000.00
SIMONS	ILENE	CLERK OF COMMITTEE		500.00	500.00	B			12	500.00	500.00	500.00
FISHER	MAUREEN	ASST CLERK		4,000.00	4,000.00	B			12	4,000.00		-
SACCO	EILEEN	BUDGET CLERK		700.00	700.00	B			1	700.00	700.00	700.00
		11111-5111		**159,989.46**			**0.00**		**Total Full Time**	**174,700.00**	**170,700.00**	**170,700.00**
				159,989.46			**0.00**		**Department Total**	**174,700.00**	**170,700.00**	**170,700.00**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**0.00**
	FY 2022	**0.00**
	FY 2023	**0.00**
	Variance 22 vs. 23	**0.00**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
11112 City Council-Expenses				
5306 Advertising				
Salem Evening News - Charter and M.G.L. mandated ordinance advertising unpredictable due to adoption of all traffic, zoning and general code of ordinances and Bond Orders *to reflect more accurate spending	27,500	27,500	27,500	27,500
5306 Advertising Total	**27,500**	**27,500**	**27,500**	**27,500**
5381 Printing And Binding				
Colonial Engravers - City Council name plates, gavels, clocks ($400)	400	400	400	400
Forms, ordinances, orders, committee reports, archive paper for minutes, binders, binding ($1,000)	1,000	1,000	1,000	1,000
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
last year's fees for supplements, online download and online maintenance $14,000)	12,215	15,000	15,000	15,000
Stationery and envelopes ($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.	1,000	1,000	1,000	1,000
5381 Printing And Binding Total	**16,615**	**19,400**	**19,400**	**19,400**
5421 Office Supplies (Gen				
General office supplies as needed	250	250	250	250
5421 Office Supplies (Gen Total	**250**	**250**	**250**	**250**
5520 Software Support/Enhancements				
Quotes from Granicus ($23,136) and Civic Plus ($18,886)	23,136	12,200	12,200	12,200
5520 Software Support/Enhancements Total	**23,136**	**12,200**	**12,200**	**12,200**
5710 In State Travel/Meetings/Train				
	0	1,000	1,000	1,000
5710 In State Travel/Meetings/Train Total	**0**	**1,000**	**1,000**	**1,000**
5730 Dues And Sub				
International Institute of Municipal Clerks	135	135	135	135
Massachusetts City and Town Clerk's Association	150	150	150	150
Massachusetts City Clerk's Association	150	150	150	150
New England Association of City and Town Clerks	40	40	40	40
North Shore City and Town Clerk's Association	25	25	25	25
5730 Dues And Sub Total	**500**	**500**	**500**	**500**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5783 Midterm/Inaugural				
Programs, flowers, etc.	500	500	500	500
5783 Midterm/Inaugural Total	**500**	**500**	**500**	**500**
5846 Renovation & Repairs				
Second Life (restoration of Council furniture) - Councilor's Chairs Desks (18,480)	18,480	0	0	0
5846 Renovation & Repairs Total	**18,480**	**0**	**0**	**0**
11112 City Council-Expenses Total	**86,981**	**61,350**	**61,350**	**61,350**

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, Secondhand Clothing, Taxi Operator, Taxicab, 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 farthermost parts of the rich East"

Goals and Objectives

- Continue using on-line marriage software to allow couples to complete their marriage intentions without coming into City Hall. This software will also allow for my staff to create a marriage license and marriage certificate from their computer as well eliminating the need to type these forms.
- Will work with IT to add additional licenses and applications involving fees to View Permit.
- Continue to update and maintain information on the city's website in reference to the City Clerk's office.
- Continue to archive all vital records to preserve them permanently.
- Updating the City Manual for publication.
- Upload more forms, applications, and information on-line and to make sure these postings are accessible.
- Promote the City Clerk's Office by attending city functions.
- Attend more MA City Clerk's Conferences and Meetings either by zoom or in person.
- Repairs to City Clerk's offices i.e., painting, rugs, pipes, ceilings, walls, etc.
- Purging of additional records per MA retention laws.
- Creating a Face Book Page or other social media for the City Clerk's office within our policies and laws.
- Continue to provide courteous and accurate information to customers.

How FY 2023 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- By adding licenses to view permit will allow the public to fill out the required forms and pay online without having to come into city hall.
- The online marriage software will reduce the time the couple has to spend in city hall, they will be able to do it on their own time and reduce the time the staff must spend with them. A marriage license and certificate will all be down from this information provided without us having to create it saving time and less errors will be made by not having to re-type information.
- Increasing accessible information on the website will allow the public to search and obtain information quicker.
- Repairing of Office walls, ceilings, rugs, painting will make the rooms healthier and safer for the employees.
- Promotion of City Clerk's Office will help all residents learn what we do and feel more comfortable to interact with our offices.
- Using Social Media will help get information pushed out to the public instead of them searching for information.

Significant Budget & Staffing Changes For FY 2023

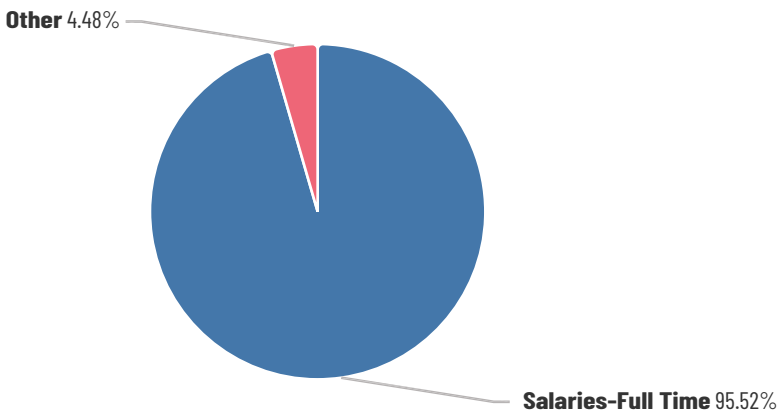
Increase in pay for City Clerk & Assistant City Clerk. – Council

Seeking one Part-Time employee to help with maintaining and updating website for City Council, City Clerk and Elections and other social media outlets to also help with elections and City Council agenda and processing.

Recent Accomplishments

- Distributed the Annual Conflict of Interest Summary Law and on-line ethics training to all Department Heads this year by email as well as to all Staff Liaisons to distribute to their board and commission members.
- Able to hire 2 full time Asst. Registrars due to vacancies acquired by a retirement and a lateral move.
- By obtaining remote access for the staff, they were able to keep up on processing vital records and other licenses and matters.
- Website is in ADA compliance.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022	Estimated FY2023
VITAL RECORDS					
Copies of vital records	7582	8000	9000	9500	9800
Birth records recorded	1474	1418	1550	1420	1225
Death records recorded	510	663	550	821	625
Marriage Licenses	323	427	340	500	430
Affidavits of vital records	87	90	95	100	60
LICENSES					
Dog Licenses	2709	2500	3000	3000	2200
Business Certificates	307	283	320	300	350
Yard Sale permits	104	50	100	100	70
ELECTIONS (based on month of Nov.)					
# Registered Voters	32,044	30,691	32,498	32,257	32,500
# of Voters who voted	18,961	8,116	24,500	11,152	19,000
% of Voters who voted	59%	26%	74%	34.50%	58%
CENSUS					
Census forms mailed out and processed	20,932	21,200	21,500	19,625	20,000

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
City Clerk - Personnel											
11611	5111	Salaries-Full Time	304,854	295,053	309,811	311,776	329,287	329,054	329,054	19,243	6.21
11611	5131	Overtime (General)	1,936	3,640	3,000	3,917	5,000	4,000	4,000	1,000	33.33
			306,790	**298,693**	**312,811**	**315,693**	**334,287**	**333,054**	**333,054**	**20,243**	**6.47**
City Clerk - Expenditures											
11612	5242	Office Equipment Rep	0	750	750	750	750	750	750	0	0.00
11612	5381	Printing And Binding	3,994	2,397	3,400	8,211	3,400	3,400	3,400	0	0.00
11612	5421	Office Supplies (Gen	1,434	2,773	1,500	1,304	1,500	1,500	1,500	0	0.00
11612	5450	Archival Supp & Equi	4,499	1,581	4,500	2,883	4,500	4,500	4,500	0	0.00
11612	5509	Dog Licenses	1,224	615	700	700	1,000	1,000	1,000	300	42.86
11612	5730	Dues And Sub	211	0	300	300	300	300	300	0	0.00
			11,363	**8,117**	**11,150**	**14,149**	**11,450**	**11,450**	**11,450**	**300**	**2.69**
		Department Total	**318,153**	**306,810**	**323,961**	**329,842**	**345,737**	**344,504**	**344,504**	**20,543**	**6.34**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
FISHER	MAUREEN	ASST CITY CLERK	9/21/2012	58,663.32	1,154.15		1.00	1	100%	64,796.63	64,563.25	64,563.25
SIMONS	ILENE	CITY CLERK	9/5/2000	100,147.14	1,922.21		1.00	1	100%	110,200.10	110,200.10	110,200.10
		AFSCME		151,000.92			3.00		Total AFSCME 1818	154,290.31	154,290.31	154,290.31
		11611-5111		**309,811.38**			**5.00**		**Total Full Time**	**329,287.04**	**329,053.66**	**329,053.66**
		OVERTIME		3,000.00	3,000.00					5,000.00	4,000.00	4,000.00
		11611-5131		**3,000.00**					**Total Overtime**	**5,000.00**	**4,000.00**	**4,000.00**
NEW		PART-TIME			$17.00/HR		0.50	19		16,860.60		
				312,811.38			**5.00**		**Department Total**	**351,147.64**	**333,053.66**	**333,053.66**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**5.00**
	FY 2022	**5.00**
	FY 2023	**5.00**
	Variance 22 vs. 23	**0.00**

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases: Step	Step Increases: Date	Step Increases: Rate	Step Increases: # Weeks Old	Step Increases: # Weeks New	Dept Req FY2023	Mayor FY2023	Council Voted FY2023
SACCO	KRISTEN	ASST REGISTRAR	6/1/2021	2	51,884.83	1.00	958.60	50,038.92	2	6/1/2023	1,015.79	48.0	5.2	51,294.93	51,294.93	51,294.93
TEJEDA	LILLIBETH	ASST REGISTRAR I/II	5/14/18	2	51,884.83	1.00	1,015.79	53,024.24	3					53,024.24	53,024.24	53,024.24
LAPOINTE	AIMEE	ASST REGISTRAR I	7/12/2021	2	47,231.26	1.00	924.70	48,269.34	1	7/12/2022	958.60	2.00	50.20	49,971.14	49,971.14	49,971.14
					151,000.92	**3.00**		**151,332.50**						**154,290.31**	**154,290.31**	**154,290.31**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
11612 City Clerk-Expenses				
5242 Office Equipment Rep				
simplex time recorder maintenance and typewriter maintenance (5 typewriters)	750	750	750	750
5242 Office Equipment Rep Total	**750**	**750**	**750**	**750**
5381 Printing And Binding				
Book Binding (Index/Birth/Death/Marriage), Marriage Return Envelopes, City Clerk Envelopes, City Clerk Stationary, dog license inserts for census mailing	3,400	3,400	3,400	3,400
5381 Printing And Binding Total	**3,400**	**3,400**	**3,400**	**3,400**
5421 Office Supplies (Gen				
General office supplies	1,500	1,500	1,500	1,500
5421 Office Supplies (Gen Total	**1,500**	**1,500**	**1,500**	**1,500**
5450 Archival Supp & Equi				
Birth, Death & Marriage certificate bond paper required by State for vital records, Vital Records Binders & Sleeves(Birth-Death-Marriage), Mylar sheets (Birth-Death-Marriage)	4,500	4,500	4,500	4,500
5450 Archival Supp & Equi Total	**4,500**	**4,500**	**4,500**	**4,500**
5509 Dog Licenses				
National Band and Tag for dog tags (3000 tags), Maintenance for Dog Software	700	1,000	1,000	1,000
5509 Dog Licenses Total	**700**	**1,000**	**1,000**	**1,000**
5730 Dues And Sub				
City Clerk Educational and Training Workshops	300	300	300	300
5730 Dues And Sub Total	**300**	**300**	**300**	**300**
11612 City Clerk-Expenses Total	**11,150**	**11,450**	**11,450**	**11,450**

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 the database and notifying mailing non-respondents voter confirmation cards.

Goals and Objectives

- To purchase new voting equipment and reporting software. Our current Accuvote machines were purchased in 1998 and replacement parts are no longer being produced. Demonstration from LHS and ES & S on their newest equipment were held.
- To purchase or lease a high-speed scanner to use for Early Deposit and on Election Day to tabulate mail in ballots, especially since VBM is on the verge of becoming permanent
- To make our voter database as accurate as possible by finding ways to increase the return of City's Annual census forms by getting the word out and possible doing a second mailing if fiscally able.
- To research and find a new polling location for Ward 2. Alternate location looking at is the Community Life Center or Carlton School.
- Continue recruiting new poll workers including bilingual and student age groups by working with the Supt. of Schools, YHouth Build, NSCDC and other organizations.
- Continue Training for poll workers by using the mock election scenario or separate training for Wardens/Clerks/Asst. and then for remaining Inspectors/Translators and/or Producing a poll worker training videotape.
- Continue to meet with the following organizations: LLC, WLV, SSU Civic Engagement and Commission on Disabilities and to continue meeting and improving on ADA compliance, diversity, and non-english speaking residents and voters.
- To conduct additional voter training & education, as well as, holding voter registration drives at the high school and other locations
- To attend more Naturalization Ceremonies in person when they occur in Salem.
- Placing past election results on line
- Continue to purge certain documentation per retention schedule.
- Promote the importance of the Census, place Census Drop Boxes throughout the city for convenience to our residents

How FY 2023 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- Purchasing new voting equipment will allow for the replacement of the current machines that are over 20 years old and which are no longer being produced.
- By purchasing new reporting software will upgrade the way results are produced and presented to the public.
- By increasing Staff will allow more work to be done in house and will be more cost effective than hiring seasonal employees
- By having a central tabulator facility and equipment for Early Voting will be beneficial in reducing the amount of time to process the ballots at the polling location and less problems with the equipment at the polls
- A new Ward 2 location that is a larger and newer location will give voters and workers a much safer and healthier environment.
- Positive Working Relationships with outside organizations will lead to better communication, feeling of inclusivity, less tensions, etc. in order to better accommodate and realize needs of people with disabilities.
- The purchase of 14 poll pads will allow our Election Office to transition quickly from paper voting lists to electronic means once the State certifies them to be used on Election Day itself. This will make the check-in process on Election Day more efficient, less errors and better reporting at the end of the night.
- Producing online poll worker training documents and/or video will free up time for me and my staff to not have to organize a date and to run a training course and it will allow poll workers to access the training when convenient to them.
- Placing past election results on-line will be an efficient and effective way for the public to obtain this information.
- Working collaboratively with outside organizations to recruit student aged poll workers will help foster relations and hope this age group stays for future elections.

Significant Budget & Staffing Changes For FY 2023

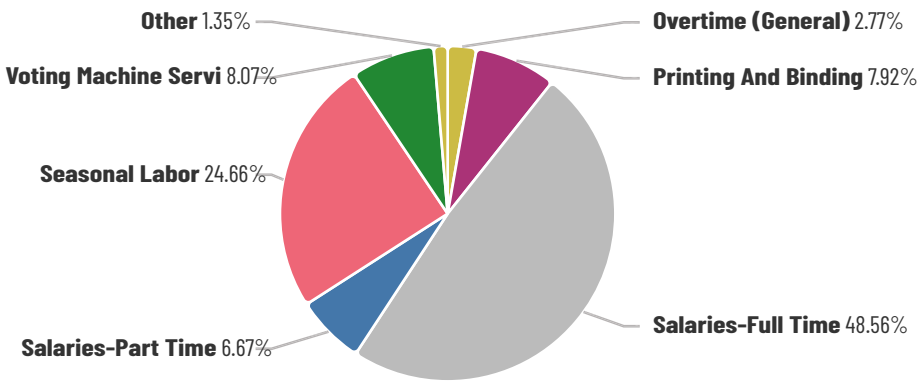
Seeking one full-time Assistant Registrar - Step 1

Increasing pay of Part-Time from $15/hr. to $17/hr. which is currently vacant

Recent Accomplishments

- The Municipal Local Primary and General Elections were held on September 14, 2021 and November 2, 2021. Due to the Coronavirus Pandemic, many of the new elections law provisions passed in July of 2020 continued for local elections including Vote By Mail and In Person Early Voting.
- Held one day of In-Person Early Voting for the September primary on Thursday, September 9, 2021 and 5 days of In-Person Early Voting for the November 2, 2021 Election including 1 Saturday.
- Developed a great rapport with the Salem Post Office Supervisors, Walter, Chris and Mark. Delivered ballots daily to them. They had them stay in house and given to the mail carriers without having to go to the central processing facility in Woburn and then back to us.
- Continued to use drop boxes for vote by mail ballots
- Completed an Adverse Impact Report in order to move Ward 2 Polling Location to the Community Life Center. All the other precincts returned to their original polling locations.
- Conducted a successful recount for the office of Ward 2 City Councillor. The recount results remained the same as election day results.
- Reprecincting of Ward and Precinct Boundary Lines due to the 2020 Federal Census. Was able to move W/P lines with the least amount of impact the voters. Worked with the State and our own IT/GIS Department to develop map to reflect these changes. New W/P Boundary Line Ordinance was passed without debate. Map and Boundary Lines were accepted by the Commonwealth of MA Local Election District Review Commission without any issues.
- Salem became required to provide Election Related Material in Spanish including Ballots. Issued Press Release in English and Spanish
- Worked with outside Vendor to quickly add Spanish to our Census Forms before mailing.
- Updated and Revised Poll Worker Training Power Point Presentation
- Held in-person poll worker training in 2021 since COVID.
- Held demonstrations on New Voting Equipment before purchasing
- Issued 44 Nomination Packets for 2021 Municipal Election
- Completed successful 2021 annual census program even though no drop off locations due to COVID

Expenditure by Department



Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022	Estimated FY2023
ELECTIONS (based on month of Nov.)					
# Registered Voters	32,044	30,691	32,498	32,257	32,500
# of Voters who voted	18,961	8,116	24,500	11,152	19,000
% of Voters who voted	59%	26%	74%	34.50%	58%
CENSUS					
Census forms mailed out and processed	20,932	21,200	21,500	19,625	20,000

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Elections & Registrations - Personnel											
11621	5111	Salaries-Full Time	110,479	113,680	118,382	118,382	170,651	122,698	122,698	4,316	3.65
11621	5113	Salaries-Part Time	16,740	6,893	14,848	7,866	16,861	16,861	16,861	2,013	13.56
11621	5118	Seasonal Labor	0	0	52,320	43,166	86,750	62,320	62,320	10,000	19.11
11621	5131	Overtime (General)	12,736	5,000	5,000	9,100	13,000	7,000	7,000	2,000	40.00
			139,954	**125,573**	**190,550**	**178,514**	**287,262**	**208,879**	**208,879**	**18,329**	**9.62**
Elections & Registrations - Expenditures											
11622	5242	Office Equipment Rep	0	405	500	280	500	500	500	0	0.00
11622	5280	Polling Place Rent	250	0	300	0	300	300	300	0	0.00
11622	5306	Advertising	789	0	1,300	1,300	1,600	1,600	1,600	300	23.08
11622	5309	Pollworkers	58,090	44,353	0	0	0	0	0	0	0.00
11622	5381	Printing And Binding	14,912	7,050	17,000	22,433	20,000	20,000	20,000	3,000	17.65
11622	5386	Voting Machine Servi	16,566	21,581	17,400	25,262	20,400	20,400	20,400	3,000	17.24
11622	5421	Office Supplies (Gen	882	947	1,000	745	1,000	1,000	1,000	0	0.00
			91,488	**74,336**	**37,500**	**50,019**	**43,800**	**43,800**	**43,800**	**6,300**	**16.80**
		Department Total	**231,443**	**199,909**	**228,050**	**228,533**	**331,062**	**252,679**	**252,679**	**24,629**	**10.80**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
BARTON	CHARLES	BD REGISTRAR CHAIRMAN	9/17/2008	750.00	750.00	B			4	700.00	700.00	700.00
BATES	DONALD	BD REGISTRAR MEMBER	3/22/00	700.00	700.00	B			4	750.00	750.00	750.00
SIMONS	ILENE	CLERK OF BOARD	9/5/2000	1,600.00	1,600.00	B			12	1,600.00	1,600.00	1,600.00
SIMONS	ILENE	BD REGISTRAR MEMBER	9/5/2000	700.00	700.00	B			12	700.00	700.00	700.00
PINEROS SHIELDS	ALEXANDRA	BD REGISTRAR MEMBER	11/19/2020	700.00	700.00	B			4	700.00	700.00	700.00
SPORT	ROCHELLE	ASSISTANT CITY CLERK	9/26/2000	63,202.51	1,243.43		1.00	1	100%	64,907.05	65,223.70	65,223.70
		AFSCME		50,729.28			1.00		Total AFSCME 1818	101,294.10	53,024.24	53,024.24
		11621-5111		**118,381.79**			**2.00**		**Total Full Time**	**170,651.15**	**122,697.94**	**122,697.94**
VACANT		PT Election Clerk	8/6/18	14,848.50	285.00	P	0.50	19	100%	16,860.60	16,860.60	16,860.60
		11621-5113		**14,848.50**			**0.50**		**Total Part Time**	**16,860.60**	**16,860.60**	**16,860.60**
		OVERTIME		5,000.00						13,000.00	7,000.00	7,000.00
		11621-5131		**5,000.00**					**Total Overtime**	**13,000.00**	**7,000.00**	**7,000.00**
		Seasonal Poll Workers		52,320.00						86,750.00	62,320.00	62,320.00
		Training 140 p/w @$50										
		In-Person EV for 3 Weeks										
		2 Scheduled Elections Sept & Nov '22										
		3 extra people in office										
		Total										
		11621-5118		**52,320.00**					**Total Overtime**	**86,750.00**	**62,320.00**	**62,320.00**
				190,550.29			**2.50**		**Department Total**	**287,261.75**	**208,878.54**	**208,878.54**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**2.50**
	FY 2022	**2.50**
	FY 2023	**2.50**
	Variance 22 vs. 23	**0.00**

Union Detail

Employee Name	Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases					Dept Req FY2023	Mayor FY2023	Council Voted FY2023
								Step	Date	Rate	# Weeks Old	# Weeks New			
AYUBE ALEXANDER	ASST REGISTRAR	2/19/2019	2	50,729.28	1.00	1,015.79	53,024.24	2					53,024.24	53,024.24	53,024.24
NEW	ASST REGISTRAR					924.71	48,269.86						48,269.86	-	-
				50,729.28	**1.00**		**101,294.10**						**101,294.10**	**53,024.24**	**53,024.24**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
11622 Elect & Reg-Expenses				
5242 Office Equipment Rep				
Time stamp ribbon & installation, printer cartridges	500	500	500	500
5242 Office Equipment Rep Total	**500**	**500**	**500**	**500**
5280 Polling Place Rent				
use of polling location for elections	300	300	300	300
5280 Polling Place Rent Total	**300**	**300**	**300**	**300**
5306 Advertising				
Salem Evening News advertising for last day to register to vote sessions. Ads have increased due to English & Spanish; this year also EV Ad	1,300	1,600	1,600	1,600
5306 Advertising Total	**1,300**	**1,600**	**1,600**	**1,600**
5381 Printing And Binding				
Printing of Annual Poll Books & Census Forms, Printing of postcards for confirmation mailings, Envelopes for voter registration acknowledgment notices, New Election Day Signage - SSU and Ward 2 relocation signs, Printing of Ward 2 Voter change of location cards	17,000	20,000	20,000	20,000
5381 Printing And Binding Total	**17,000**	**20,000**	**20,000**	**20,000**
5386 Voting Machine Servi				
Voting Machine and Tabulator Maintenance Agreement, Election coding/ programs for 16 tabulators and 14 Automarks, Election day coverage L.H.S. Associates (software & program vendor), four-hole legal paper for voting list, Tabulator supplies-special ribbons, ink, electrical cords, adapters, paper rolls, Election Supplies, Purchase of Toner for State Printer	17,400	20,400	20,400	20,400
5386 Voting Machine Servi Total	**17,400**	**20,400**	**20,400**	**20,400**
5421 Office Supplies (Gen				
General office supplies as needed	1,000	1,000	1,000	1,000
5421 Office Supplies (Gen Total	**1,000**	**1,000**	**1,000**	**1,000**
11622 Elect & Reg-Expenses Total	**37,500**	**43,800**	**43,800**	**43,800**

Assessors

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.

Goals and Objectives

- To establish assessed values for Fiscal year 2023 on taxable and personal property that meet or exceed the standards of uniformity and equity established by the Commissioner of Revenue.
- Ensure that every effort is made to make every taxpayer's dealings with the Assessing Department friendly and efficient.
- To 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 changes.
- 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.
- To have our FY2023 valuations certified by the end of September and be prepared to have our classification hearing in November.

How FY 2023 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 remain our principal tasks. Since these elements are essential in maintaining the level of professionalism expected by Department of Revenue, the City and the public at large, it is the primary objective and continuous goal of the Department to achieve both.
- The Assessing Department plans to digitalize maps, documents, applications and forms as to keep up with modern means of accessing and retaining nonpublic and public requests and entries in accordance with the Public Record Laws. Foreseeable use of cutting-edge software and online databases will help utilize the staff more efficiently and will provide the City with a return on investment in the form of growth and transparency.

Significant Budget & Staffing Changes For FY 2023

With a newly appointed Director of Assessing and a vacant Assistant Assessor position, we have contracted assistance with the sales analysis and tax bill process. Also, in preparation for the change in staffing, we have requested a budget for software programs that will assist with identifying and entering growth.

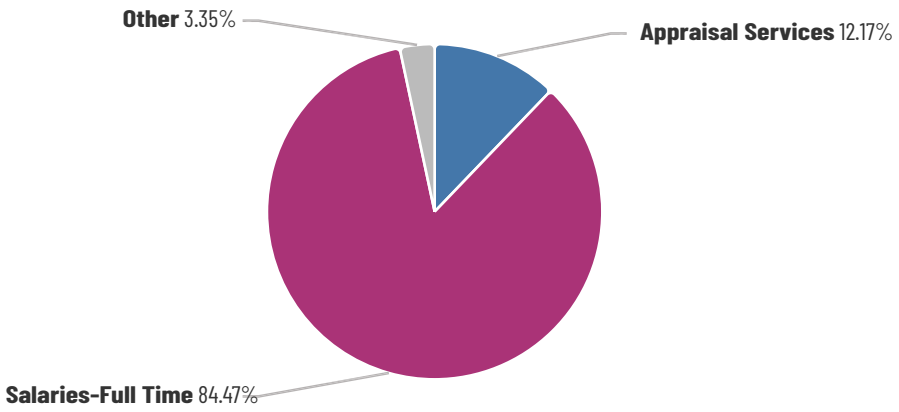
Recent Accomplishments

- A smooth certification process and classification hearing was completed in the fall of 2021 for Fiscal Year 2022.
- We have implemented an annual re inspection plan to inspect approximately 750 to 1,000 properties per year beyond the annual sales verifica-

tion and building permit inspection already in place in preparation for Department of Revenue 10-year inspection cycle. We are well on our way to accomplishing this goal with the staff coordination and the inspection process managed by the whole office.

- We had each department member step up and carry more tasks due to the Assistant Assessor position vacancy. During this challenging time, we have remained productive and efficient.
- Our return of Personal Property Form of Lists and Commercial Income and Expense Forms continue to climb with continued outreach by our staff.
- Work in progress with 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.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022	Estimated FY2023
Real Estate Billing - Bills done quarterly	-	13597	13595	13729	13750
Personal Property Bills- Billing done quarterly	-	850	806	802	802
Auto Excise	-	35154	36458	*37125	37125
Boat Excise	-	1142	1105	*1097	1100
Exemptions	-	270	344	*300	300
Abatements	-	90	67	50	50
Personal Property inventory forms (required by law for abatements)	-	1000	1000	1000	1000
ABC Forms - Tax exempts (required by law to qualify for status)	-	80	75	76	78
Income & Expense Statements	-	1225	1225	1225	1225

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Assessors - Personnel											
11411	5111	Salaries-Full Time	316,858	296,242	322,792	301,192	348,370	345,052	345,052	22,260	6.90
11411	5150	Fringe/Stipends	6,000	5,833	6,000	6,000	6,000	6,000	6,000	0	0.00
			322,858	**302,075**	**328,792**	**307,192**	**354,370**	**351,052**	**351,052**	**22,260**	**6.77**
Assessors - Expenditures											
11412	5308	Contracted Services	39,963	54,313	35,000	57,850	49,715	49,715	49,715	14,715	42.04
11412	5381	Printing And Binding	369	559	600	953	2,700	2,700	2,700	2,100	350.00
11412	5421	Office Supplies (Gen	1,342	2,113	2,000	2,100	2,500	2,500	2,500	500	25.00
11412	5710	In State Travel/Meetings	950	1,355	2,300	1,948	2,500	2,500	2,500	200	8.70
			42,624	**58,340**	**39,900**	**62,850**	**57,415**	**57,415**	**57,415**	**17,515**	**43.90**
		Department Total	**365,482**	**360,415**	**368,692**	**370,042**	**411,785**	**408,467**	**408,467**	**39,775**	**10.79**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
BOND	JAMES	ASST ASSESSOR	9/19/2011	63,058.19	1,240.59		1.00	1	100%	71,579.57	68,261.54	68,261.54
HALL	JAMES	ASST ASSESSOR		56,255.87	1,081.84		1.00	1	100%	65,000.00	65,000.00	65,000.00
DELLORFANO	DELINDA	BOARD CLERK	4/1/2012	1,500.00	375.00	B			4	1,500.00	1,500.00	1,500.00
JAGOLTA	RICHARD	BOARD MEMBER	11/5/1998	3,000.00	750.00	B			4	3,000.00	3,000.00	3,000.00
ZELANO	CATHERINA	BOARD MEMBER	10/24/2019	3,000.00	750.00	B			4	3,000.00	3,000.00	3,000.00
MILLERICK	ROBERT	BOARD MEMBER	4/1/2014	3,000.00	750.00	B			4	3,000.00	3,000.00	3,000.00
CORTES	STEPHEN	DIR ASSESSING	10/10/12	92,073.20	1,872.60		1.00			98,226.35	98,226.35	98,226.35
JACKSON	DEBORAH	DIR ASSESSING	RETIRED	2,762.35								
		AFSCME		98,142.86			2.00		Total AFSCME 1818	103,063.68	103,063.68	103,063.68
		11411-5111		**322,792.47**			**5.00**		**Total Full Time**	**348,369.60**	**345,051.56**	**345,051.56**
		Certified Assessor Stipends		3,000.00	3,000.00				1	3,000.00	3,000.00	3,000.00
		Mileage Reimbursement - Assessors		3,000.00	3,000.00				1	3,000.00	3,000.00	3,000.00
		11411-5150		**6,000.00**			**-**		**Total Fringe**	**6,000.00**	**6,000.00**	**6,000.00**
				328,792.47			**5.00**		**Department Total**	**354,369.60**	**351,051.56**	**351,051.56**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**5.00**
	FY 2022	**5.00**
	FY 2023	**5.00**
	Variance 22 vs. 23	**0.00**

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases					Dept Req FY2023	Mayor FY2023	Council Voted FY2023
									Step	Date	Rate	# Weeks Old	# Weeks New			
DELLORFANO	DELINDA	SR CLERK TYPIST	12/17/2012	2	46,258.03	1.00	905.63	47,273.89	3					50,039.44	50,039.44	50,039.44
FELIX	GLORIA	PRINCIPAL CLERK	03/22/1993	2	51,884.83	1.00	1,015.79	53,024.24	3					53,024.24	53,024.24	53,024.24
					98,142.86	**2.00**		**100,298.13**						**103,063.68**	**103,063.68**	**103,063.68**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
11412 Assessors-Expenses				
5308 Contracted Services				
Annual GIS Enhancement contract addition	1,500	1,500	1,500	1,500
Contract assistance with tax bill processing and review of condo sales analysis and evaluation for the FY23	0	9,000	9,000	9,000
Legal services with ATB cases, representation and appraisal fees.	0	4,000	4,000	4,000
Maintenance fee for Patriot Property AssessPro, our CAMA software provider	19,500	20,165	20,165	20,165
Posting of Form of List and 3ABC charitable information to the public for local business'	0	50	50	50
Software review by our provider (Patriot), additional appraisal analysis and valuation with commercial and industrial properties in FY 2023. Start sales analysis and valuation in spring of FY2023 for Dept of Revenue five year certification in affect Required for certification, 3 appraisals for Salem Utility companies, Mass Electric Nationalgrid and New England Power Company for fiscal year 2023.	14,000	15,000	15,000	15,000
5308 Contracted Services Total	**35,000**	**49,715**	**49,715**	**49,715**
5381 Printing And Binding				
Used to pay for binding and printing of tax commitment books, envelopes, assessing forms, letter head and business cards. We now have to budget to pay for the printing of our tax maps = $20 x 52 maps x 2 (two sets), along with Street maps, Neighborhood maps, zoning maps.	600	2,700	2,700	2,700
5381 Printing And Binding Total	**600**	**2,700**	**2,700**	**2,700**
5421 Office Supplies (Gen				
General office supplies as needed. Water, toner and paper. Additional cost for new employee equipment and office reconfiguration	2,000	2,500	2,500	2,500
5421 Office Supplies (Gen Total	**2,000**	**2,500**	**2,500**	**2,500**
5710 In State Travel/Meetings				
Used to pay for professional meetings, courses, workshops and seminars throughout the year. Eg., Mass. Assessors Association and Essex County Assessors Association, and Assessing Clerk's meetings. Also additional cost for the MAAO and ECAA dues	2,300	0	0	0
Used to pay for professional meetings, courses, workshops and seminars throughout the year. Eg., Mass. Assessors Association and Essex County Assessors Association, and Assessing Clerk's meetings. Also additional cost for the MAAO and ECAA dues.	0	2,500	2,500	2,500
5710 In State Travel/Meetings Total	**2,300**	**2,500**	**2,500**	**2,500**
11412 Assessors-Expenses Total	**39,900**	**57,415**	**57,415**	**57,415**

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.

Goals and 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.

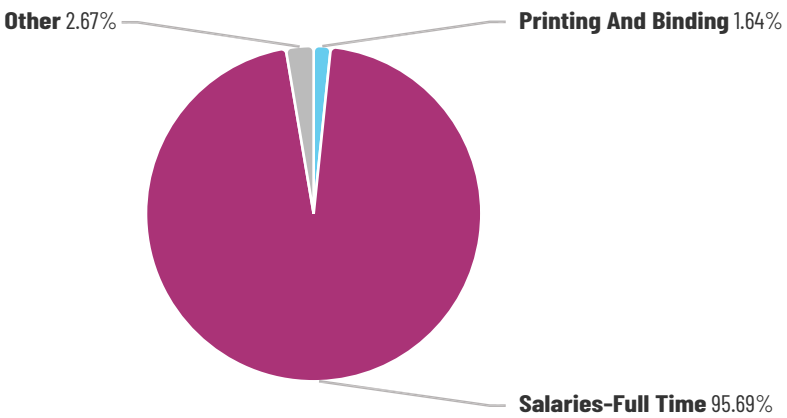
Significant Budget & Staffing Changes For FY 2023

The Collector's office anticipates no significant changes for FY 2023.

Recent Accomplishments

- Collector continues to attend annual school to maintain certification.
- Assistant Collector earned certification continues schooling.
- Received passport re-certification for four members in the office.
- Assisted with the implementation of GIC-Cloud based harbor management system.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021
Passports processed	420	278	169
Municipal Lien Certificates processed	1,149	1,907	1,780
Parking Tickets Collected	31,915	21,000	23,648
Online Payments			
Real Estate	6,057	6,969	7,595
Personal Property	534	636	709
Water Sewer	13,159	15,450	16,267
Trash	5,210	5,873	6,007
Boat Excise Tax	267	423	312
Motor Vehicle Excise Tax	11,776	13,134	15,165
Mooring Slip	220	277	281

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Collector - Personnel											
11461	5111	Salaries-Full Time	230,887	237,803	244,573	248,105	250,791	250,791	250,791	6,218	2.54
11461	5131	Overtime (General)	1,897	0	1,000	1,000	1,000	1,000	1,000	0	0.00
11461	5150	Fringe/Stipends	6,625	5,250	3,750	3,750	2,000	2,000	2,000	(1,750)	(46.67)
			239,409	**243,052**	**249,323**	**252,855**	**253,791**	**253,791**	**253,791**	**4,468**	**1.79**

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Collector - Expenditures											
11462	5317	Educational Training	394	400	1,000	1,000	1,000	1,000	1,000	0	0.00
11462	5381	Printing And Binding	2,384	3,609	4,300	4,617	4,300	4,300	4,300	0	0.00
11462	5421	Office Supplies (Gen	2,245	2,630	3,000	3,083	3,000	3,000	3,000	0	0.00
			5,024	**6,639**	**8,300**	**8,700**	**8,300**	**8,300**	**8,300**	**0**	**0.00**
		Department Total	**244,432**	**249,692**	**257,623**	**261,555**	**262,091**	**262,091**	**262,091**	**4,468**	**1.73**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
CELI	BONNIE	CITY COLLECTOR	2/01/2004	83,081.51	1,634.62		1.00	1	100%	85,753.80	85,753.80	85,753.80
		AFSCME		161,491.25			3.00		Total AFSCME 1818	165,037.61	165,037.61	165,037.61
		11461-5111		**244,572.76**			**4.00**		**Total Full Time**	**250,791.41**	**250,791.41**	**250,791.41**
		Certified Collector Stipends		2,000.00	2,000.00					2,000.00	2,000.00	2,000.00
		RES Parking Sticker Stipend		-	-					-	-	-
		Hearing Officer Admin		1,750.00	1,750.00					-	-	-
		11461-5150		**3,750.00**					**Total Fringe**	**2,000.00**	**2,000.00**	**2,000.00**
		OVERTIME		1,000.00	1,000.00					1,000.00	1,000.00	1,000.00
		11461-5131		**1,000.00**					**Total Overtime**	**1,000.00**	**1,000.00**	**1,000.00**
				249,322.76			**4.00**		**Department Total**	**253,791.41**	**253,791.41**	**253,791.41**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**4.00**
	FY 2022	**4.00**
	FY 2023	**4.00**
	Variance 22 vs. 23	**0.00**

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases					Dept Req FY2023	Mayor FY2023	Council Voted FY2023
									Step	Date	Rate	# Weeks Old	# Weeks New			
MEJIA	ARACELIS	PRINCIPAL CLERK	4/3/17	2	51,884.83	1.00	1,015.79	53,024.24	3					53,024.24	53,024.24	53,024.24
WIZDA	JONAS	PRINCIPAL CLERK	10/30/18	2	51,884.83	1.00	1,015.79	53,024.24	3					53,024.24	53,024.24	53,024.24
SOSNOWSKI	SARAH	ASSISTANT COLLECTOR	11/08/2004	2	57,721.59	1.00	1,130.06	58,989.13	3					58,989.13	58,989.13	58,989.13
					161,491.25	**3.00**		**165,037.61**						**165,037.61**	**165,037.61**	**165,037.61**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
11462 Collector-Expenses				
5317 Educational Training				
certification courses for collectors staff, continue classes for both Collector & Asst Collector to retain certification	1,000	1,000	1,000	1,000
5317 Educational Training Total	**1,000**	**1,000**	**1,000**	**1,000**
5381 Printing And Binding				
Inserts for real estate tax bills, Print resident parking stickers - reorder zone stickers and visitor passes, Print passes for monthly pass zone (100 per month) $1.00 per pass	4,300	4,300	4,300	4,300
5381 Printing And Binding Total	**4,300**	**4,300**	**4,300**	**4,300**
5421 Office Supplies (Gen				
General office supplies as needed.	3,000	3,000	3,000	3,000
5421 Office Supplies (Gen Total	**3,000**	**3,000**	**3,000**	**3,000**
11462 Collector-Expenses Total	**8,300**	**8,300**	**8,300**	**8,300**

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 ensure 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.

Goals and Objectives

- Implement personnel budgeting in MUNIS and provide training to departments in preparation for next year budget preparation.
- Ensure timely and accurate reporting relevant to the city's ARPA allocation.
- Assess options for improved Fixed Asset tracking and management.
- Continue training programs for department staff in best practice use of MUNIS.
- Continue to improve the GFOA budget as per recommendations by GFOA review committee.
- Work collaboratively with the School Department, Business Manager, to address and implement new procedures to improve internal controls.
- 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.
- Continue to enhance new procedures and formats in tracking the status of capital projects and management of debt borrowing and reporting.
- Continue to address Management letter recommendations offered by the audit firm.
- Ongoing collaboration with Human Resources and City Departments to enhance training and continuing education program for all Financial departments staff.

How FY 2023 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The Finance Department will continue to 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 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.

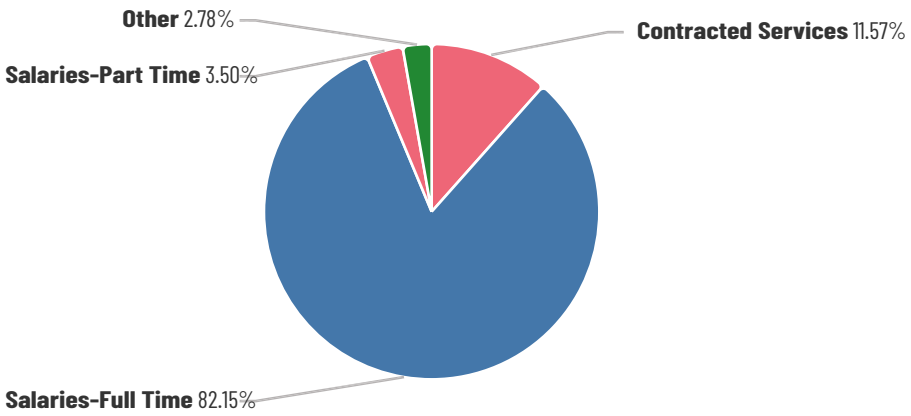
Significant Budget & Staffing Changes For FY 2023

The Finance Department continues to experience understaffing due to significant staffing turnover in late FY2021 and early FY2022 but anticipates welcoming a Deputy Finance Director at the end of FY2022. Additional funds are requested for contract services to continue providing temporary coverage where needed during year-end close and to transition to the new Deputy Finance Director.

Recent Accomplishments

- Closed out the CARES Act COVID-19 grant, maximized federal reimbursement opportunities through FEMA, and implemented an accounting and reporting structure for the city's American Rescue Plan Act (ARPA) allocation.
- Implemented the use of MUNIS software for budget development and provided training to city departments and school to improve process efficiency and reduce potential error.
- Updated the annual budget book document to reflect recent GFOA requirement updates and enhance the understandability of the budget document.
- Collaborated with the Information Technology Department, as well as other core financial departments to implement a major upgrade (from version 11.3 to 2019) to the city's accounting system (MUNIS).
- Reviewed and identified MUNIS processes, began training and implementation to improve on quarterly grant and account reconciliations.
- Began process of drafting step by step training manuals for financial support processes.
- Received the GFOA Distinguished Budget Presentation Award for the FY2022 budget (14th year awarded to the city).
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting (ACFR) FY2021 budget (14th year awarded to the city).
- Increased the City's stabilization fund to $14.19 million dollars through sound fiscal policy.
- Collaborated to improve the Capital Improvement Project reporting, scheduling, and budgeting process.
- Worked with the School Business Manager to improve financial procedures as they related to internal controls and adherence to M.G.L.
- Reviewed and made suggestions in identifying areas to increase Revenues Sources.
- Continuing to develop, implement and execute new procedures and policies related to Accounts Payable and Purchasing, to ensure adherence to M.G.L. As part of this effort, additional training has been developed and offered to all City Departments.
- Worked toward addressing management letter recommendations.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022	Estimated FY2023
Free Cash certified	-	6,000,000	8,951,313	17,444,553	9,000,000
Capital Improvement Project Fund End of Year Balance)	-	2,494,371	3,476,793	6,265,899	4,000,000
Stabilization Fund Balance (End of Year Balance)	-	9,111,337	10,043,960	14,196,557	15,000,000
OPEB Liability Fund (End of Year Balance)	-	3,511,488	4,914,890	5,184,191	5,500,000

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Finance - Personnel											
11351	5111	Salaries-Full Time	313,012	286,358	338,975	240,705	353,057	351,562	351,562	12,587	3.71
11351	5113	Salaries-Part Time	1,916	24,346	15,000	8,199	15,000	15,000	15,000	0	0.00
11351	5131	Overtime (General)	85	117	200	200	200	200	200	0	0.00
11351	5150	Fringe/Stipends	0	0	2,000	0	2,000	2,000	2,000	0	0.00
			315,013	**310,821**	**356,175**	**249,104**	**370,257**	**368,762**	**368,762**	**12,587**	**3.53**
Finance - Expenditures											
11352	5320	Contracted Services	45,292	499	42,500	201,936	49,500	49,500	49,500	7,000	16.47
11352	5421	Office Supplies (Gen	2,142	3,442	2,500	1,948	2,500	2,500	2,500	0	0.00
11352	5423	Budget Preparation	750	0	2,400	2,060	2,400	2,400	2,400	0	0.00
11352	5710	In State Travel/Meetings	80	0	3,000	120	3,000	3,000	3,000	0	0.00
11352	5730	Dues And Sub	605	340	1,815	835	1,815	1,815	1,815	0	0.00
			48,869	**4,281**	**52,215**	**206,900**	**59,215**	**59,215**	**59,215**	**7,000**	**13.41**
		Department Total	**363,882**	**315,102**	**408,390**	**456,004**	**429,472**	**427,977**	**427,977**	**19,587**	**4.80**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
MACCUTCHEON	JUSTIN	Deputy Finance Director		87,167.47	1,676.30		1.00			98,041.66	98,041.66	98,041.66
FREEDMAN	ANNA	Finance Director/ Auditor	5/4/2021	126,875.00	2,537.86		1.00			135,707.45	135,707.45	135,707.45
SMITH	ELIZABETH	Assistant Accountant/Budget Analyst	12/02/19	-	1,281.25		1.00	1	100%	70,381.25	68,887.69	68,887.69
PHANOR	FREDERIQUE	Assistant Accountant/Budget Analyst		76,366.62								
		AFSCME		48,565.62			1.00		Total AFSCME 1818	48,926.28	48,926.28	48,926.28
		11351-5111		**338,974.71**			**4.00**		**Total Full Time**	**353,056.64**	**351,563.08**	**351,563.08**
		TEMP PT STAFF/ INTERNS		15,000.00	15,000.00	P				15,000.00	15,000.00	15,000.00
		11351-5113		**15,000.00**			**0.00**		**Total Part Time**	**15,000.00**	**15,000.00**	**15,000.00**
		Stipend/Senior Part time suppport staff		2,000.00	2,000.00					2,000.00	2,000.00	2,000.00
		11351-5150		**2,000.00**					**Total Fringe**	**2,000.00**	**2,000.00**	**2,000.00**
		Overtime		200.00	200.00					200.00	200.00	200.00
		11351-5131		**200.00**					**Total Overtime**	**200.00**	**200.00**	**200.00**
				356,174.71			**4.00**		**Department Total**	**370,256.64**	**368,763.08**	**368,763.08**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2020**	**4.00**
	FY 2021	**4.00**
	FY 2022	**4.00**
	FY 2023	**0.00**

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases					Dept Req FY2023	Mayor FY2023	Council Voted FY2023
									Step	Date	Rate	# Weeks Old	# Weeks New			
JONIKAS	ELIZABETH	PRINC ACCT CLERK	9/28/2020	2	48,565.62	-	-	-	1					-	-	-
WALSH	MICHAEL	PRINC ACCT CLERK	1/26/2022	2	-	1.00	924.70	48,926.28	1	1/26/2023	958.61	30	22.1	48,926.28	48,926.28	48,926.28
								-						**48,926.28**	**48,926.28**	**48,926.28**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
11352 Finance-Expenses				
5320 Contracted Services				
Contract Services Special Projects	0	12,000	12,000	12,000
Fraud Risk Audits per Management Letter	0	12,500	12,500	12,500
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	0	25,000	25,000	25,000
5320 Contracted Services Total	**0**	**49,500**	**49,500**	**49,500**
5421 Office Supplies (Gen				
General office supplies as needed.	0	2,500	2,500	2,500
5421 Office Supplies (Gen Total	**0**	**2,500**	**2,500**	**2,500**
5423 Budget Preparation				
Binders For Budget, Dividers/Cover Papers/File	0	2,400	2,400	2,400
5423 Budget Preparation Total	**0**	**2,400**	**2,400**	**2,400**
5710 In State Travel/Meetings				
Seminars and Training as needed - MUNIS, GFOA online classes, NEGFOA, MMA, MAPPO. Mileage, tolls, etc.	0	3,000	3,000	3,000
5710 In State Travel/Meetings Total	**0**	**3,000**	**3,000**	**3,000**
5730 Dues And Sub				
Eastern Massachusetts Municipal Auditors/Accountants Assoc	0	105	105	105
GFOA Membership	0	610	610	610
MAPPO Membership	0	175	175	175
MMAAA membership	0	700	700	700
Publications - Financial, GASB, GAO, MMA, MGFOA, etc.	0	225	225	225
5730 Dues And Sub Total	**0**	**1,815**	**1,815**	**1,815**
11352 Finance-Expenses Total	**0**	**59,215**	**59,215**	**59,215**

General Admin

Mission Statement

Why We Exist

The Purchasing Department is responsible for ensuring compliance with federal, state, and local law in the procurement and disposition of all goods, services, and real property. The Department helps other departments achieve their goals by procuring goods and services for the best value to the City. The Department also drafts and administers City contracts, oversees vendors, reports to state and federal authorities, and approves requisitions for goods, services, and construction-related activities.

Goals and Objectives

- Transition management of mobile devices to IT Department by July 31, 2022.
- Update City bid forms and contracts for goods, services, and construction to modern document formats by September 30, 2022.
- Develop supplier diversity standards and program for all capital projects by September 30, 2022.
- Assist the Finance Office in reviewing City's property, casualty, and automotive insurance policies and schedules by October 31, 2022.
- Achieve MCPPO certification for Purchasing Assistant by December 31, 2022.
- Create a master list of bids, contracts, and leases by December 31, 2022.
- Conduct training for local businesses on taking advantage of supplier diversity opportunities with the City and State by March 30, 2023.
- Update Department website to provide more information, including bid results and current contracts, by June 30, 2023.
- With Treasury and IT, implement electronic funds transfers for vendor payments and employee reimbursements by June 30, 2023.

How FY2023 Departmental Goals Related to City's Overall Long- & Short-term Goals

- Maintain a high level of accessibility to and responsiveness for City Departments.
- Continue to make improvements to the layout and contents of the website making information more accessible.
- Notify vendors and constituents electronically of bidding opportunities and will maintain a page of bid results and current contract available for viewing via the Department website.
- Maintain an online registration form for procurement solicitations which populates an automated plan holder list. Addenda to solicitations are now automatically e-mailed out to all plan holders when added to the department webpage.
- Deliver City services more efficiently and effectively through the use of technology.
- Through maintaining electronic procurement files, efficiently share information among departments and with the public.
- Expand the use of electronic purchase orders.
- Implement regionalized services where applicable to better utilize tax dollars.
- The Department has engaged in, and will continue to seek, collective purchasing options with other communities and/or purchasing groups, including state and federal contracts.

Significant Budget & Staffing Changes For FY 2023

New Chief Procurement Officer: Anthony P. Delaney

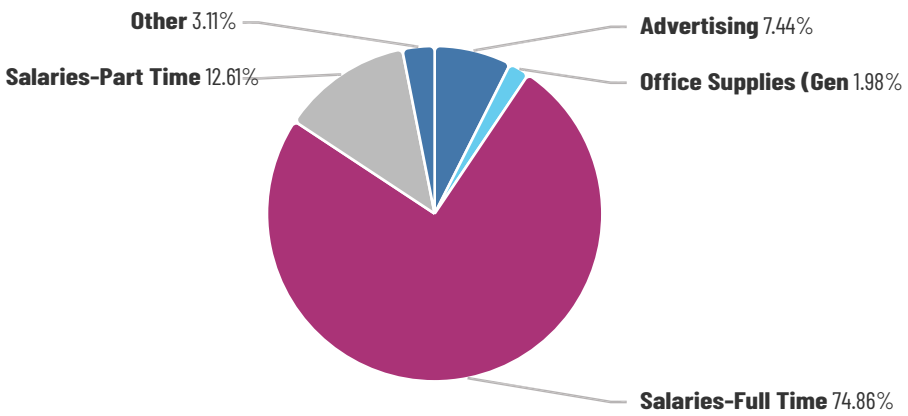
New Purchasing Assistant: Cindy Theriault

Recent Accomplishments

- Streamlined purchase order and vendor update process, reducing paperwork and staff time for routine maintenance operations.
- With IT department, updated requisition and purchase order workflows for greater efficiency.
- Transitioned to Munis 2019 and conducted Citywide training on both new software features and procurement best practices.
- Moved offices to a more central and accessible location on the second floor of City Hall.
- Participated in cooperative bidding opportunities and other collective purchasing arrangements, including state and federal contracts.

- Signed up more departments to make online purchases with Amazon Business for greater savings through their products purchased under the national purchasing cooperative of U.S. Communities.
- Updated City's master list of bids/contracts/leases.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022	Estimated FY2023
Invitations for Bid and Requests for Proposals	-	69	45	50	55
Purchase Orders	-	8,097	8,103	8,000	8,000
Savings realized through bid process (Aggregate High Bid-Awarded Bid)	-	$8,299,392	$5,504,753	$7,500,000	$7,500,000
Disadvantaged business vendors identified	-	-	-	-	100

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
General Admin - Personnel											
11381	5111	Salaries-Full Time	147,881	143,091	151,445	142,448	150,931	150,931	150,931	(514)	(0.34)
11381	5113	Salaries-Part Time	0	0	27,329	27,329	25,415	25,415	25,415	(1,914)	(7.00)
			147,881	**143,091**	**178,774**	**169,777**	**176,346**	**176,346**	**176,346**	**(2,428)**	**(1.36)**
General Admin - Expenditures											
11382	5306	Advertising	15,823	12,058	15,000	13,000	15,000	15,000	15,000	0	0.00
11382	5320	Contracted Services	0	0	0	0	2,639	2,639	2,639	2,639	0.00
11382	5421	Office Supplies (Gen	2,682	617	4,000	6,109	4,000	4,000	4,000	0	0.00
11382	5710	In State Travel/Meetings	789	825	2,700	0	2,700	2,700	2,700	0	0.00
11382	5730	Dues And Sub	600	525	925	1,516	925	925	925	0	0.00
			19,894	**14,026**	**22,625**	**20,625**	**25,264**	**25,264**	**25,264**	**2,639**	**11.66**
		Department Total	**167,775**	**157,117**	**201,399**	**190,402**	**201,610**	**201,610**	**201,610**	**211**	**0.10**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
OBRIEN	MARGARET	ASST PURCHASING AGENT	10/17/2016	54,341.30	1,069.10		1.00		100%	55,806.79	55,806.79	55,806.79
DELANEY	ANTHONY	PURCHASING AGENT	8/23/2022	97,104.27	1,813.46		1.00		100%	95,124.46	95,124.46	95,124.46
		11381-5111		**151,445.57**			**2.00**		**Total Full Time**	**150,931.25**	**150,931.25**	**150,931.25**
THERIAULT	**CYNTHIA**	**PT ADMIN ASSISTANT**	**12/20/2021**	**27,328.60**	**25,317.50**		**0.50**	**19**	**hours per wk**	**25,414.88**	**25,414.88**	**25,414.88**
		11381-5113		**27,328.60**			**0.50**		**Total PartTime**	**25,414.88**	**25,414.88**	**25,414.88**
				178,774.17			**2.50**		**Department Total**	**176,346.13**	**176,346.13**	**176,346.13**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**2.00**
	FY 2022	**2.50**
	FY 2023	**2.50**
	Variance 22 vs. 23	**0.00**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
11382 Purchasing-Expenses				
5306 Advertising				
Required legal notices for solicitation of bids and proposals	15,000	15,000	15,000	15,000
5306 Advertising Total	**15,000**	**15,000**	**15,000**	**15,000**
5320 Contracted Services				
Electronic signature software	0	2,639	2,639	2,639
5320 Contracted Services Total	**0**	**2,639**	**2,639**	**2,639**
5421 Office Supplies (Gen				
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	2,000
5421 Office Supplies (Gen Total	**4,000**	**4,000**	**4,000**	**4,000**
5710 In State Travel/Meetings				
MCPPO Certification Courses	2,000	2,000	2,000	2,000
Travel Reimbursement for MAPPO Meetings	700	700	700	700
5710 In State Travel/Meetings Total	**2,700**	**2,700**	**2,700**	**2,700**
5730 Dues And Sub				
ICMA Membership	250	250	250	250
Massachusetts Association of Public Purchasing Officials Yearly Membership Dues	675	675	675	675
5730 Dues And Sub Total	**925**	**925**	**925**	**925**
11382 Purchasing-Expenses Total	**22,625**	**25,264**	**25,264**	**25,264**

Fixed Costs

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Fixed Costs - Expenditures											
11392	5341	Telephone-Wireless	37,181	40,128	47,500	59,906	0	0	0	(47,500)	(100.00)
11392	5422	Copiers & Supplies	33,976	32,638	35,088	39,032	39,181	39,181	39,181	4,093	11.66
			71,157	**72,766**	**82,588**	**98,938**	**39,181**	**39,181**	**39,181**	**(43,407)**	**(52.56)**
		Department Total	**71,157**	**72,766**	**82,588**	**98,938**	**39,181**	**39,181**	**39,181**	**(43,407)**	**(52.56)**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
11392 Purchasing-Fixed Costs				
5341 Telephone-Wireless				
Cellphones - (Cemetery, City Clerk, Electrical, Engineer, Finance, Health, Legal, Mayor, Park, Parking, Planning, Public Property, Public Services, Veterans)	40,000	0	0	0
Tablets (ITS, Public Property, Electrical, DPW, Park)	7,500	0	0	0
5341 Telephone-Wireless Total	**47,500**	**0**	**0**	**0**
5422 Copiers & Supplies				
Assessor/Collector	1,596	1,596	1,596	1,596
Clerk 1	3,228	3,096	3,096	3,096
Clerk 2	0	2,548	2,548	2,548
Finance	0	3,071	3,071	3,071
Health	1,980	1,980	1,980	1,980
Inspectional Services	0	2,351	2,351	2,351
Mayor	2,076	2,088	2,088	2,088
Planning	3,360	2,419	2,419	2,419
Purchasing/Legal	0	1,915	1,915	1,915
Supplies (Toner, Staples, Copy Paper)	5,000	3,000	3,000	3,000
Treasurer	2,016	1,915	1,915	1,915
Usage and Overage Charges	7,000	13,200	13,200	13,200
Clerk 3	2,424	0	0	0
Finance 2/Legal	1,824	0	0	0
Finance 3	2,724	0	0	0
Public Property	1,860	0	0	0
5422 Copiers & Supplies Total	**35,088**	**39,181**	**39,181**	**39,181**
11392 Purchasing-Fixed Costs Total	**82,588**	**39,181**	**39,181**	**39,181**

General Admin

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.

Goals and 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 2023 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.

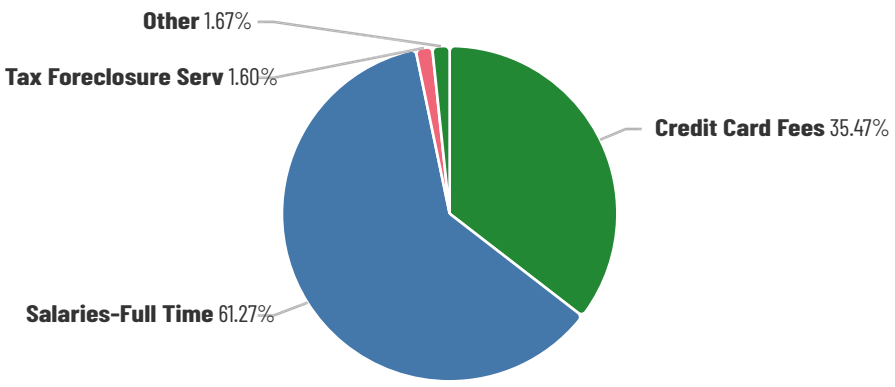
Significant Budget & Staffing Changes For FY 2023

Anticipated Retirement of City Treasurer

Recent Accomplishments

- Continued to supervise and enhance the Payroll Coordinator position.
- Supervised payroll functions for weekly and bi-weekly payroll.
- Continued to streamline 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 $21,041.15.
- Worked in conjunction with IT to successfully implement View Permit Cloud.
- Initiated participation in the Massachusetts COVID-19 Emergency Paid Sick Leave (MEPSL), received $140,641 as of March 2022 and anticipates an additional $30,000 to $40,000.
- Assisted with the implementation of GIC - Cloud based harbor management system.
- Participated in the refinancing of October 2010 bonds resulting in an overall savings of $310,340. Savings in FY 2022 is $27,415 and for FY 23 the savings is $54,900.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
General Admin - Personnel											
11451	5111	Salaries-Full Time	256,781	255,452	262,033	265,232	277,072	276,271	276,271	14,238	5.43
11451	5150	Fringe/Stipends	1,000	1,000	1,000	1,000	1,000	1,000	1,000	0	0.00
			257,781	**256,452**	**263,033**	**266,232**	**278,072**	**277,271**	**277,271**	**14,238**	**5.41**
General Admin - Expenditures											
11452	5317	Educational Training	0	160	1,170	1,170	1,170	1,170	1,170	0	0.00
11452	5320	Contracted Services	832	0	850	850	850	850	850	0	0.00
11452	5388	Tax Foreclosure Serv	6,196	7,347	7,200	7,200	7,200	7,200	7,200	0	0.00
11452	5421	Office Supplies (Gen	1,446	1,884	1,500	1,525	1,500	1,500	1,500	0	0.00
11452	5425	Checks/Forms	2,735	2,646	2,660	2,674	2,660	2,660	2,660	0	0.00
11452	5709	Credit Card/Eft Fees	126,025	90,066	170,134	171,881	159,948	159,948	159,948	(10,186)	(5.99)
11452	5730	Dues And Sub	350	305	345	345	345	345	345	0	0.00
			137,584	**102,408**	**183,859**	**185,645**	**173,673**	**173,673**	**173,673**	**(10,186)**	**(5.54)**
		Department Total	**395,365**	**358,861**	**446,892**	**451,877**	**451,745**	**450,944**	**450,944**	**4,052**	**0.91**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
MONICA	DOMINGUES	Payroll Coordinator										
CAROLINE	NYE	Payroll Coordinator		53,245.68	-		1.00	1	100%	59,000.00	59,000.00	59,000.00
MCMAHON	KATHLEEN	Treasurer	12/27/2010	92,450.41	1,818.84		1.00	1	100%	95,406.69	95,406.69	95,406.69
BLAISDELL	RACHEL	Assistant Treasurer	4/5/21	64,452.50	1,289.23		1.00	1	100%	69,641.17	68,839.96	68,839.96
		AFSCME		51,884.83			1.00		Total AFSCME 1818	53,024.24	53,024.24	53,024.24
		11451-5111		**262,033.42**			**4.00**		**Total Full Time**	**277,072.10**	**276,270.89**	**276,270.89**
		Certified Treasurer's Stipend		1,000.00	1,000.00				1	1,000.00	1,000.00	1,000.00
		11451-5150		**1,000.00**					**Total Fringe**	**1,000.00**	**1,000.00**	**1,000.00**
				263,033.42			**4.00**		**Department Total**	**278,072.10**	**277,270.89**	**277,270.89**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**4.00**
	FY 2022	**4.00**
	FY 2023	**4.00**
	Variance 22 vs. 23	**0.00**

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases: Step	Date	Rate	# Weeks: Old	# Weeks: New	Dept Req FY2023	Mayor FY2023	Council Voted FY2023
COOK	ELAINE	PRINCIPAL CLERK	3/11/96	2	51,884.83	1.00	1,015.79	53,024.24						53,024.24	53,024.24	53,024.24
					51,884.83	**1.00**		**53,024.24**						**53,024.24**	**53,024.24**	**53,024.24**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
11452 Treasurer-Expenses				
5317 Educational Training				
Professional Training/Education	1,170	1,170	1,170	1,170
5317 Educational Training Total	**1,170**	**1,170**	**1,170**	**1,170**
5320 Contracted Services				
Financial Consulting Services 7.7 Hrs. @ 130.00	850	850	850	850
5320 Contracted Services Total	**850**	**850**	**850**	**850**
5388 Tax Foreclosure Serv				
Cost of Required Advertising	7,200	7,200	7,200	7,200
5388 Tax Foreclosure Serv Total	**7,200**	**7,200**	**7,200**	**7,200**
5421 Office Supplies (Gen				
General Office supplies as needed	1,500	1,500	1,500	1,500
5421 Office Supplies (Gen Total	**1,500**	**1,500**	**1,500**	**1,500**
5425 Checks/Forms				
18000 Blue C fold pressure seal checks @ $85.00 per 1000 $1,530	2,210	2,210	2,210	2,210
500 1099M $50, 500 1095 $50, and 1000 W's $125 plus shipping, $100	450	450	450	450
5425 Checks/Forms Total	**2,660**	**2,660**	**2,660**	**2,660**
5709 Credit Card/Eft Fees				
Bank fees associated with credit card machines and meters located throughout the City	136,592	122,828	122,828	122,828
Pay By Cell Feature 5142 x 12 x.10	410	0	0	0
Smart Meter Credit Card Fees for single space parking meters 2985 x 12 x.13	1,165	0	0	0
System management and wireless data fees (124 smart meters x 5.75 x 12)	1,967	0	0	0
Transaction Fees 464000 x .08	30,000	37,120	37,120	37,120
5709 Credit Card/Eft Fees Total	**170,134**	**159,948**	**159,948**	**159,948**
5730 Dues And Sub				
MCTA 2 members @ $140 each	280	280	280	280
Treasurer's Association dues Eastern Mass Treasurer's Collector's Association	65	65	65	65
5730 Dues And Sub Total	**345**	**345**	**345**	**345**
11452 Treasurer-Expenses Total	**183,859**	**173,673**	**173,673**	**173,673**

Long Term Debt Service

Mission Statement

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 23 the City's total long-term debt service is $11,847,942. This includes principal payments of $7,704,443 and interest payments of $4,143,499. The debt service is broken down as follows:

- Water Enterprise Fund principal $1,599,572 - Water Enterprise interest $650,021
- Sewer Enterprise Fund principal $1,025,694- Sewer Enterprise Fund interest $828,098
- General Fund capital improvements and equipment principal $4,949,177- General Fund capital improvements interest $2,795,379

In FY 22 the City's total long-term debt service was $10,570,317. This includes principal payments of $7,106,880 and interest payments of $3,463,437.

The debt service is broken down as follows:

- Water Enterprise Fund principal $1,621,880 - Water Enterprise interest $547,428
- Sewer Enterprise Fund principal $1,108,000- Sewer Enterprise Fund interest $822,488
- General Fund capital improvements and equipment principal $4,395,000 - General Fund capital improvements interest $2,075,521

In FY 21 the City's total long-term debt service was $10,642,540. This includes principal payments of $7,324,368 and interest payments of $3,318,172. The debt service is broken down as follows:

- Water Enterprise Fund principal $1,773,165 - Water Enterprise interest $644,424
- Sewer Enterprise Fund principal $975,269- Sewer Enterprise Fund interest $807,276
- General Fund capital improvements and equipment principal $4,580,934 - General Fund capital improvements interest $1,861,472

In FY 20 the City's total long-term debt service was $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

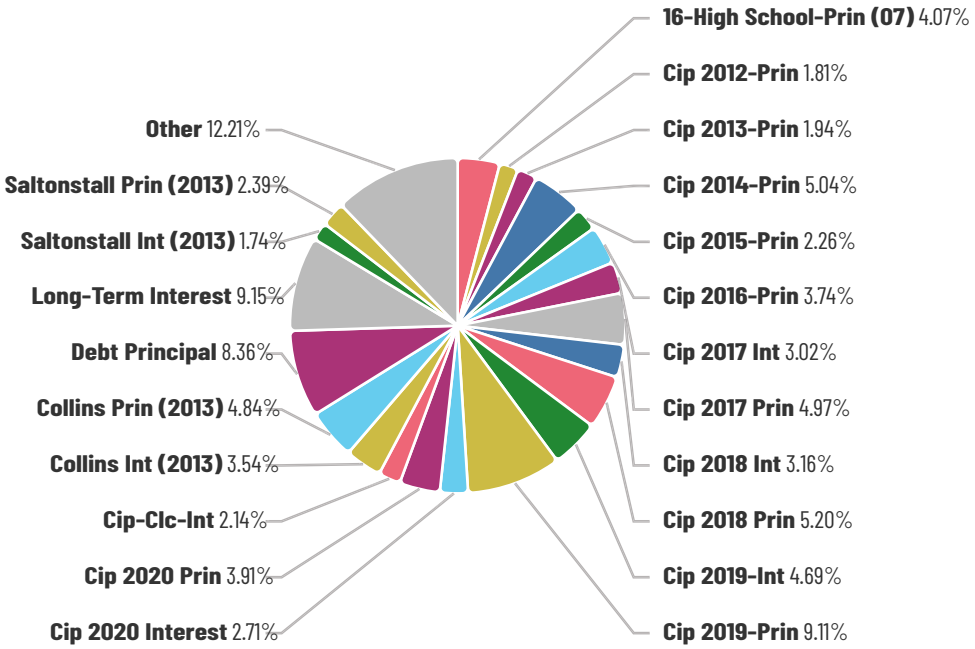
In FY 19 the City's total long-term debt service was $8,887,320. This includes principal payments of $6,434,490 and interest payments of $2,452,830. The debt service is broken down as follows:

- 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 22 the City refinanced the October 15, 2010, bonds (the remaining, non-called portions). Based on market rates the refunding produced approximately $373,548 in budgetary savings over the remaining life of the bonds being refunded, which is 8.98% 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 totaling $3,527,790 were included in the 11/19/21 $29,010,000 bond issue. A premium of $2,859,160 was received and used to paydown debt service. The long-term debt bond proceeds were used to pay a $27,482,818 BAN.

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).

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Long Term Debt Service - Expenditures											
17102	5908H	16-High School-Prin (07)	320,000	320,000	320,000	320,000	315,000	315,000	315,000	(5,000)	(1.56)
17102	5908I	Witchcraft-Prin (14 Ref)	95,000	95,000	95,000	95,000	90,000	90,000	90,000	(5,000)	(5.26)
17102	5908J	Garage-Prin (14 Ref)	45,000	0	0	0	0	0	0	0	0.00
17102	5908K	Bowditch-Prin (14 Ref)	90,000	80,000	85,000	85,000	80,000	80,000	80,000	(5,000)	(5.88)
17102	5908L	Carlton-Prin (14 Ref)	60,000	60,000	60,000	60,000	60,000	60,000	60,000	0	0.00
17102	5908M	Carlton-Prin (14 Ref)	30,000	25,000	25,000	25,000	25,000	25,000	25,000	0	0.00
17102	5910	Debt Principal	0	0	0	0	647,828	647,828	647,828	647,828	0.00
17102	5915	Long-Term Interest	0	0	0	0	708,280	708,280	708,280	708,280	0.00
17102	5918	18-Ferry-Prin (07)	60,000	50,000	0	0	0	0	0	0	0.00
17102	5919C	21-Bates Schl-Prin (10)	860,000	0	0	0	0	0	0	0	0.00
17102	5919F	Saltonstall Prin (2013)	155,000	160,000	170,000	170,000	185,000	185,000	185,000	15,000	8.82
17102	5919G	Collins Prin (2013)	300,000	340,000	350,000	350,000	375,000	375,000	375,000	25,000	7.14
17102	5919H	Mcgrath Prin (2013)	35,000	35,000	40,000	40,000	40,000	40,000	40,000	0	0.00
17102	5938	18-Ferry-Int (07)	3,200	1,000	0	0	0	0	0	0	0.00
17102	5948H	16-High School-Int (07)	106,480	93,680	80,880	80,880	68,180	68,180	68,180	(12,700)	(15.70)
17102	5948K	21-Bates Schl-Int (10)	17,200	0	0	0	0	0	0	0	0.00
17102	5948N	Saltonstall Int (2013)	152,032	146,181	139,581	139,581	134,881	134,881	134,881	(4,700)	(3.37)
17102	5948O	Collins Int (2013)	288,581	302,506	288,706	288,706	274,206	274,206	274,206	(14,500)	(5.02)
17102	5948P	Mcgrath Int (2013)	39,113	37,888	36,388	36,388	34,788	34,788	34,788	(1,600)	(4.40)
17102	5948Q	Witchcraft-Int (14 Ref)	19,356	15,556	11,756	11,756	8,056	8,056	8,056	(3,700)	(31.47)
17102	5948R	Garage-Int (14 Ref)	900	0	0	0	0	0	0	0	0.00

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
17102	5948S	Bowditch-Int (14 Ref)	11,600	8,200	4,900	4,900	1,600	1,600	1,600	(3,300)	(67.35)
17102	5948T	Carlton-Int (14 Ref)	8,400	6,000	3,600	3,600	3,325	3,325	3,325	(275)	(7.64)
17102	5948U	Carlton-Int (14 Ref)	5,225	4,125	3,125	3,125	0	0	0	(3,125)	(100.00)
17102	5949A	Cip 2009-Int (11)	13,800	8,600	5,400	5,400	16,925	16,925	16,925	11,525	213.43
17102	5949B	Cip 2010-Int (11)	30,800	23,200	17,500	17,500	0	0	0	(17,500)	(100.00)
17102	5949C	Cip 2009-Prin (12)	130,000	130,000	30,000	30,000	45,000	45,000	45,000	15,000	50.00
17102	5949D	Cip 2010-Prin (12)	170,000	165,000	130,000	130,000	0	0	0	(130,000)	(100.00)
17102	5949E	Cip 2011 Int	10,400	9,700	7,900	7,900	0	0	0	(7,900)	(100.00)
17102	5949F	Cip 2011-Prin	40,000	40,000	40,000	40,000	0	0	0	(40,000)	(100.00)
17102	5949G	Cip 2012-Prin	105,000	105,000	110,000	110,000	140,000	140,000	140,000	30,000	27.27
17102	5949H	Cip 2012-Int	75,444	71,769	74,994	74,994	69,594	69,593	69,594	(5,400)	(7.20)
17102	5949I	Cip 2013-Prin	135,000	135,000	150,000	150,000	150,000	150,000	150,000	0	0.00
17102	5949J	Cip 2013-Int	41,844	36,444	30,744	30,744	38,616	38,616	38,616	7,872	25.60
17102	5949K	Cip 2014-Prin	230,000	85,000	85,000	85,000	390,000	390,000	390,000	305,000	358.82
17102	5949L	Cip 2014-Int	46,447	40,213	34,078	34,078	75,725	75,725	75,725	41,647	122.21
17102	5949M	Cip 2015-Prin	290,000	195,000	185,000	185,000	175,000	175,000	175,000	(10,000)	(5.41)
17102	5949N	Cip 2015-Int	71,594	59,469	49,969	49,969	41,094	41,094	41,094	(8,875)	(17.76)
17102	5949O	Cip 2016-Prin	555,000	635,000	345,000	345,000	289,827	289,827	289,827	(55,173)	(15.99)
17102	5949P	Cip 2016-Int	114,767	127,275	106,925	106,925	83,108	83,108	83,108	(23,817)	(22.27)
17102	5949Q	Cip-Bertram-Prin	110,000	110,000	105,000	105,000	0	0	0	(105,000)	(100.00)
17102	5949R	Cip-Bertram-Int	35,213	30,813	26,512	26,512	0	0	0	(26,512)	(100.00)
17102	5949S	Cip-Roadways 2014-Prin	200,000	200,000	200,000	200,000	0	0	0	(200,000)	(100.00)
17102	5949T	Cip-Roadways 2014-Int	44,000	36,000	28,000	28,000	0	0	0	(28,000)	(100.00)
17102	5949U	Cip 2017 Prin	640,000	590,000	615,174	615,174	385,000	385,000	385,000	(230,174)	(37.42)
17102	5949V	Cip 2017 Int	211,708	149,125	127,812	127,812	233,673	233,673	233,673	105,861	82.82
17102	5949W	Cip 2018 Prin	285,000	305,000	325,000	325,000	402,593	402,593	402,593	77,593	23.87
17102	5949X	Cip 2018 Int	129,412	104,450	104,324	104,324	244,579	244,579	244,579	140,255	134.44
17102	5949Y	Cip-289 Derby St-Prin	65,000	45,000	45,000	45,000	45,000	45,000	45,000	0	0.00
17102	5949Z	Cip-289 Derby St-Int	38,813	24,381	22,131	22,131	19,881	19,881	19,881	(2,250)	(10.17)
17102	5949ZA	Cip 2019-Prin	0	581,798	645,000	645,000	705,894	705,894	705,894	60,894	9.44
17102	5949ZB	Cip 2019-Int	173,610	349,545	425,618	425,618	363,537	363,537	363,537	(62,081)	(14.59)
17102	5949ZC	Cip-Clc-Prin	0	94,136	95,000	95,000	100,000	100,000	100,000	5,000	5.26
17102	5949ZD	Cip-Clc-Int	105,501	175,353	170,625	170,625	165,750	165,750	165,750	(4,875)	(2.86)
17102	5949ZG	Museum Pl Garage Prin	0	0	4,000	4,000	0	0	0	(4,000)	(100.00)
17102	5949ZH	Museum Pl Garage Int	0	0	34,581	34,581	0	0	0	(34,581)	(100.00)
17102	5949ZI	Cip 2020 Prin	0	0	140,826	140,826	303,035	303,035	303,035	162,209	115.18
17102	5949ZJ	Cip 2020 Interest	0	0	239,472	239,472	209,582	209,582	209,582	(29,890)	(12.48)
			6,800,438	**6,442,405**	**6,470,521**	**6,470,521**	**7,744,557**	**7,744,556**	**7,744,556**	**1,274,036**	**19.69**
		Department Total	**6,800,438**	**6,442,405**	**6,470,521**	**6,470,521**	**7,744,557**	**7,744,556**	**7,744,556**	**1,274,036**	**19.69**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
17102 Debt Service-Expenses				
5908H 16-High School-Prin (07)				
5908I Witchcraft-Prin (14 Ref)				
16-HIGH SCHOOL-PRIN (07)	320,000	315,000	315,000	315,000
5908H 16-High School-Prin (07) Total	**320,000**	**315,000**	**315,000**	**315,000**
5908K Bowditch-Prin (14 Ref)				
WITCHCRAFT-PRIN (14 REF)	95,000	90,000	90,000	90,000
5908I Witchcraft-Prin (14 Ref) Total	**95,000**	**90,000**	**90,000**	**90,000**
5908L Carlton-Prin (14 Ref)				
BOWDITCH-PRIN (14 REF)	85,000	80,000	80,000	80,000
5908K Bowditch-Prin (14 Ref) Total	**85,000**	**80,000**	**80,000**	**80,000**
5908M Carlton-Prin (14 Ref)				
CARLTON-PRIN (14 REF)	60,000	60,000	60,000	60,000
5908L Carlton-Prin (14 Ref) Total	**60,000**	**60,000**	**60,000**	**60,000**
CARLTON-PRIN (14 REF)	25,000	25,000	25,000	25,000
5908M Carlton-Prin (14 Ref) Total	**25,000**	**25,000**	**25,000**	**25,000**
5910 Debt Principal				
FY23 long-term debt service principal	0	647,828	647,828	647,828
5910 Debt Principal Total	**0**	**647,828**	**647,828**	**647,828**
5915 Long-Term Interest				
FY23 long-term debt service interest	0	708,280	708,280	708,280
5915 Long-Term Interest Total	**0**	**708,280**	**708,280**	**708,280**
5919F Saltonstall Prin (2013)				
5919G Collins Prin (2013)				
SALTONSTALL PRIN (2013)	170,000	185,000	185,000	185,000
5919H Mcgrath Prin (2013)				
COLLINS PRIN (2013)	350,000	375,000	375,000	375,000
MCGRATH PRIN (2013)	40,000	40,000	40,000	40,000
5919F Saltonstall Prin (2013) Total	**170,000**	**185,000**	**185,000**	**185,000**
5919G Collins Prin (2013) Total	**350,000**	**375,000**	**375,000**	**375,000**
5919H Mcgrath Prin (2013) Total	**40,000**	**40,000**	**40,000**	**40,000**
5948H 16-High School-Int (07)				
5948N Saltonstall Int (2013)				
16-HIGH SCHOOL-INT (07)	80,880	68,180	68,180	68,180
5948O Collins Int (2013)				
SALTONSTALL INT (2013)	139,581	134,881	134,881	134,881

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5948P Mcgrath Int (2013)				
COLLINS INT (2013)	288,706	274,206	274,206	274,206
5948H 16-High School-Int (07) Total	**80,880**	**68,180**	**68,180**	**68,180**
5948Q Witchcraft-Int (14 Ref)				
MCGRATH INT (2013)	36,388	34,788	34,788	34,788
5948N Saltonstall Int (2013) Total	**139,581**	**134,881**	**134,881**	**134,881**
5948S Bowditch-Int (14 Ref)				
WITCHCRAFT-INT (14 REF)	11,756	8,056	8,056	8,056
5948O Collins Int (2013) Total	**288,706**	**274,206**	**274,206**	**274,206**
5948T Carlton-Int (14 Ref)				
BOWDITCH-INT (14 REF)	4,900	1,600	1,600	1,600
5948P Mcgrath Int (2013) Total	**36,388**	**34,788**	**34,788**	**34,788**
5948U Carlton-Int (14 Ref)				
CARLTON-INT (14 REF)	3,600	3,325	3,325	3,325
5948Q Witchcraft-Int (14 Ref) Total	**11,756**	**8,056**	**8,056**	**8,056**
CARLTON-INT (14 REF)	3,125	0	0	0
5948S Bowditch-Int (14 Ref) Total	**4,900**	**1,600**	**1,600**	**1,600**
5948T Carlton-Int (14 Ref) Total	**3,600**	**3,325**	**3,325**	**3,325**
5948U Carlton-Int (14 Ref) Total	**3,125**	**0**	**0**	**0**
5949A Cip 2009-Int (11)				
5949B Cip 2010-Int (11)				
CIP 2009-INT (11)	5,400	16,925	16,925	16,925
5949C Cip 2009-Prin (12)				
CIP 2010-INT (11)	17,500	0	0	0
5949D Cip 2010-Prin (12)				
CIP 2009-PRIN (12)	30,000	45,000	45,000	45,000
5949A Cip 2009-Int (11) Total	**5,400**	**16,925**	**16,925**	**16,925**
5949E Cip 2011 Int				
CIP 2010-PRIN (12)	130,000	0	0	0
5949B Cip 2010-Int (11) Total	**17,500**	**0**	**0**	**0**
5949F Cip 2011-Prin				
CIP 2011 INT	7,900	0	0	0
5949C Cip 2009-Prin (12) Total	**30,000**	**45,000**	**45,000**	**45,000**
5949G Cip 2012-Prin				
CIP 2011-PRIN	40,000	0	0	0
5949D Cip 2010-Prin (12) Total	**130,000**	**0**	**0**	**0**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5949H Cip 2012-Int				
CIP 2012-PRIN	110,000	140,000	140,000	140,000
5949E Cip 2011 Int Total	**7,900**	**0**	**0**	**0**
5949I Cip 2013-Prin				
CIP 2012-INT	74,994	69,594	69,593	69,594
5949F Cip 2011-Prin Total	**40,000**	**0**	**0**	**0**
5949J Cip 2013-Int				
CIP 2013-PRIN	150,000	150,000	150,000	150,000
5949G Cip 2012-Prin Total	**110,000**	**140,000**	**140,000**	**140,000**
5949K Cip 2014-Prin				
CIP 2013-INT	30,744	38,616	38,616	38,616
5949H Cip 2012-Int Total	**74,994**	**69,594**	**69,593**	**69,594**
5949L Cip 2014-Int				
CIP 2014-PRIN	85,000	390,000	390,000	390,000
5949I Cip 2013-Prin Total	**150,000**	**150,000**	**150,000**	**150,000**
5949M Cip 2015-Prin				
CIP 2014-INT	34,078	75,725	75,725	75,725
5949J Cip 2013-Int Total	**30,744**	**38,616**	**38,616**	**38,616**
5949N Cip 2015-Int				
CIP 2015-PRIN	185,000	175,000	175,000	175,000
5949K Cip 2014-Prin Total	**85,000**	**390,000**	**390,000**	**390,000**
5949O Cip 2016-Prin				
CIP 2015-INT	49,969	41,094	41,094	41,094
5949L Cip 2014-Int Total	**34,078**	**75,725**	**75,725**	**75,725**
5949P Cip 2016-Int				
CIP 2016-PRIN	345,000	289,827	289,827	289,827
5949M Cip 2015-Prin Total	**185,000**	**175,000**	**175,000**	**175,000**
5949Q Cip-Bertram-Prin				
CIP 2016-INT	106,925	83,108	83,108	83,108
5949N Cip 2015-Int Total	**49,969**	**41,094**	**41,094**	**41,094**
5949R Cip-Bertram-Int				
CIP-BERTRAM-PRIN	105,000	0	0	0
5949O Cip 2016-Prin Total	**345,000**	**289,827**	**289,827**	**289,827**
5949S Cip-Roadways 2014-Prin				
CIP-BERTRAM-INT	26,512	0	0	0
5949P Cip 2016-Int Total	**106,925**	**83,108**	**83,108**	**83,108**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5949T Cip-Roadways 2014-Int				
CIP-ROADWAYS 2014-PRIN	200,000	0	0	0
5949Q Cip-Bertram-Prin Total	**105,000**	**0**	**0**	**0**
5949U Cip 2017 Prin				
CIP-ROADWAYS 2014-INT	28,000	0	0	0
5949R Cip-Bertram-Int Total	**26,512**	**0**	**0**	**0**
5949V Cip 2017 Int				
CIP 2017 PRIN	615,174	385,000	385,000	385,000
5949S Cip-Roadways 2014-Prin Total	**200,000**	**0**	**0**	**0**
5949W Cip 2018 Prin				
CIP 2017 INT	127,812	233,673	233,673	233,673
5949T Cip-Roadways 2014-Int Total	**28,000**	**0**	**0**	**0**
5949X Cip 2018 Int				
CIP 2018 PRIN	325,000	402,593	402,593	402,593
5949U Cip 2017 Prin Total	**615,174**	**385,000**	**385,000**	**385,000**
5949Y Cip-289 Derby St-Prin				
CIP 2018 INT	104,324	244,579	244,579	244,579
5949V Cip 2017 Int Total	**127,812**	**233,673**	**233,673**	**233,673**
5949Z Cip-289 Derby St-Int				
CIP-289 DERBY ST-PRIN	45,000	45,000	45,000	45,000
5949W Cip 2018 Prin Total	**325,000**	**402,593**	**402,593**	**402,593**
5949ZA Cip 2019-Prin				
CIP-289 DERBY ST-INT	22,131	19,881	19,881	19,881
5949X Cip 2018 Int Total	**104,324**	**244,579**	**244,579**	**244,579**
5949ZB Cip 2019-Int				
CIP 2019 PRIN	645,000	705,894	705,894	705,894
5949Y Cip-289 Derby St-Prin Total	**45,000**	**45,000**	**45,000**	**45,000**
5949ZC Cip-Clc-Prin				
CIP 2019-INT	425,618	363,537	363,537	363,537
5949Z Cip-289 Derby St-Int Total	**22,131**	**19,881**	**19,881**	**19,881**
5949ZD Cip-Clc-Int				
CIP-CLC-PRIN	95,000	100,000	100,000	100,000
5949ZA Cip 2019-Prin Total	**645,000**	**705,894**	**705,894**	**705,894**
5949ZG Museum Pl Garage Prin				
CIP-CLC-INT	170,625	165,750	165,750	165,750
5949ZB Cip 2019-Int Total	**425,618**	**363,537**	**363,537**	**363,537**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5949ZH Museum Pl Garage Int				
MUSEUM PLACE GARAGE - PRIN	4,000	0	0	0
5949ZC Cip-Clc-Prin Total	**95,000**	**100,000**	**100,000**	**100,000**
5949ZI Cip 2020 Prin				
MUSEUM PLACE GARAGE - INT	34,581	0	0	0
5949ZD Cip-Clc-Int Total	**170,625**	**165,750**	**165,750**	**165,750**
5949ZJ Cip 2020 Interest				
CIP 2020 PRIN	140,826	303,035	303,035	303,035
5949ZG Museum Pl Garage Prin Total	**4,000**	**0**	**0**	**0**
CIP 2020-INT	239,472	209,582	209,582	209,582
5949ZH Museum Pl Garage Int Total	**34,581**	**0**	**0**	**0**
5949ZI Cip 2020 Prin Total	**140,826**	**303,035**	**303,035**	**303,035**
5949ZJ Cip 2020 Interest Total	**239,472**	**209,582**	**209,582**	**209,582**
17102 Debt Service-Expenses Total	**6,470,521**	**7,744,557**	**7,744,556**	**7,744,556**

Short Term Debt Service

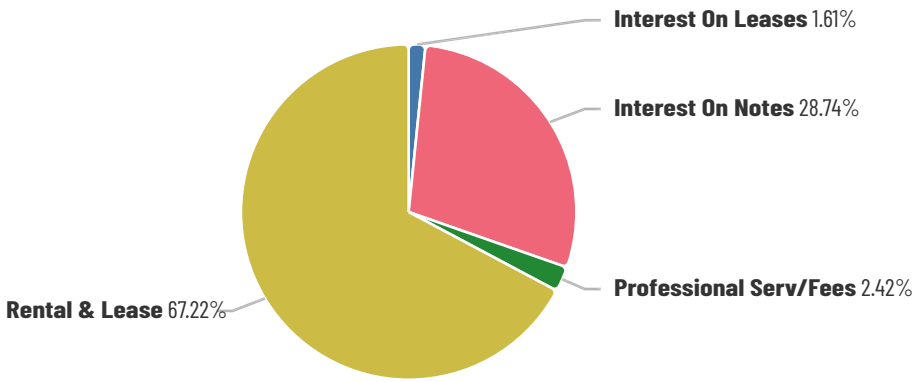
Mission Statement

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.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Short Term Debt Service - Expenditures											
17522	5270	Lease Payments	485,038	784,122	606,854	606,854	374,501	374,501	374,501	(232,353)	(38.29)
17522	5304	Prof Services/Fees	14,275	(82,190)	13,500	13,500	13,500	13,500	13,500	0	0.00
17522	5925	Interest On Bans	86,040	115,985	287,930	287,770	287,930	160,113	160,113	(127,817)	(44.39)
17522	5927	Interest On Leases	21,466	28,748	29,545	29,705	8,988	8,988	8,988	(20,557)	(69.58)
			606,819	**846,666**	**937,829**	**937,829**	**684,920**	**557,103**	**557,103**	**(380,726)**	**(40.60)**
		Department Total	**606,819**	**846,666**	**937,829**	**937,829**	**684,920**	**557,103**	**557,103**	**(380,726)**	**(40.60)**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
17522 Short Term Debt Int-Expense				
5270 Lease Payments				
All American Investment Group, LLC Lease Ten Ford Escorts 3 of 3	90,316	0	0	0
CIP FY 2019 $434,500 Lease - Principal Payment Year 2 of 3	144,834	0	0	0
CIP FY 2020 $595,346 Lease - Principal Payment 1 of 3	200,115	200,116	200,116	200,116
LED Street Light Conversion $1,180,101 Lease - Principal Payment Year 5 of 7	171,589	174,385	174,385	174,385
5270 Lease Payments Total	**606,854**	**374,501**	**374,501**	**374,501**
5304 Prof Services/Fees				
Fees for Hilltop Securities and Legal Services	13,500	13,500	13,500	13,500
5304 Prof Services/Fees Total	**13,500**	**13,500**	**13,500**	**13,500**
5925 Interest On Bans				
Interest on BAN $14,000,000*.0.04	287,930	287,930	160,113	160,113
5925 Interest On Bans Total	**287,930**	**287,930**	**160,113**	**160,113**
5927 Interest On Leases				
All American Investment Group, LLC Lease 10 Ford Escorts 3 of 3	5,374	0	0	0
CIP FY 2019 $434,500 Lease - Interest Payment Year 2 of 3	5,140	0	0	0
CIP FY 2020 $595,346 Lease - Interest Payment Year 1 of 3	13,391	6,145	6,145	6,145
LED Street Light Conversion $1,180,101 Lease - Principal Payment Year 4 of 7	5,640	2,843	2,843	2,843
5927 Interest On Leases Total	**29,545**	**8,988**	**8,988**	**8,988**
17522 Short Term Debt Int-Expense Total	**937,829**	**684,920**	**557,103**	**557,103**

Essex Tech & Voc Assessment

Mission Statement

Treasurer - Essex North Shore Agricultural & Technical School District

A portion (23%) of the funding for the ENSTAD comes from the State through Chapter 70 School Aid and Regional Transportation Reimbursement. The majority (77%) 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 October 2021, Salem had 190 students in the regional system. There will be debt service principal and interest payment in FY23 included in the assessment.

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Essex Tech & Voc Assessment - Expenditures											
18202	5641	Essex Tech & Voc Assessment	2,262,449	2,367,453	2,602,989	2,602,989	2,599,910	2,599,910	2,599,910	(3,079)	(0.12)
			2,262,449	**2,367,453**	**2,602,989**	**2,602,989**	**2,599,910**	**2,599,910**	**2,599,910**	**(3,079)**	**(0.12)**
		Department Total	**2,262,449**	**2,367,453**	**2,602,989**	**2,602,989**	**2,599,910**	**2,599,910**	**2,599,910**	**(3,079)**	**(0.12)**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
18202 School Assessments				
5641 Essex Tech & Voc Assessment				
Essex Aggie & Technical School	2,602,989	2,599,910	2,599,910	2,599,910
5641 Essex Tech & Voc Assessment Total	**2,602,989**	**2,599,910**	**2,599,910**	**2,599,910**
18202 School Assessments Total	**2,602,989**	**2,599,910**	**2,599,910**	**2,599,910**

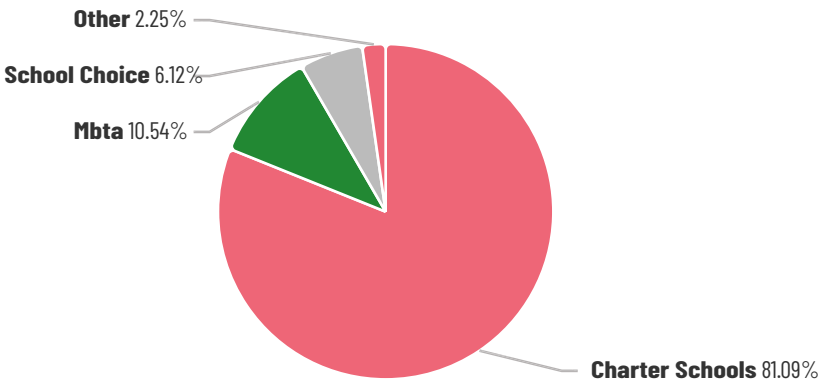
State Assessments (Cherry Sheet)

Mission Statement

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.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
State Assessments (Cherry Sheet) - Expenditures											
18302	5630	Mbta	970,999	975,651	978,993	978,993	1,027,143	1,027,143	1,027,143	48,150	4.92
18302	5631	Special Education	11,370	31,762	31,693	31,693	7,865	7,865	7,865	(23,828)	(75.18)
18302	5637	Air Pollution Contr	12,525	12,840	13,547	13,547	13,956	13,956	13,956	409	3.02
18302	5638	Met Area Planning Co	22,956	23,382	23,814	23,814	24,843	24,843	24,843	1,029	4.32
18302	5640	Rmv Nonrenewal Sur	128,500	132,400	132,400	132,400	118,480	118,480	118,480	(13,920)	(10.51)
18302	5643	School Choice	578,643	563,363	567,232	567,232	596,626	596,626	596,626	29,394	5.18
18302	5644	Charter Schools	7,107,113	7,476,793	7,626,721	7,626,721	7,906,278	7,906,278	7,906,278	279,557	3.67
18302	5646	Ne Mass Mosquito Con	46,601	49,440	52,673	52,673	54,265	54,265	54,265	1,592	3.02
			8,878,707	**9,265,631**	**9,427,073**	**9,427,073**	**9,749,456**	**9,749,456**	**9,749,456**	**322,383**	**3.42**
		Department Total	**8,878,707**	**9,265,631**	**9,427,073**	**9,427,073**	**9,749,456**	**9,749,456**	**9,749,456**	**322,383**	**3.42**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
18302 State Assessments-Expenses				
5630 Mbta				
State Assessment amounts are derived from Massachusetts Department of Revenue	978,993	1,027,143	1,027,143	1,027,143
5630 Mbta Total	**978,993**	**1,027,143**	**1,027,143**	**1,027,143**
5631 Special Education				
State Assessment amounts are derived from Massachusetts Department of Revenue	31,693	7,865	7,865	7,865
5631 Special Education Total	**31,693**	**7,865**	**7,865**	**7,865**
5637 Air Pollution Contr				
State Assessment amounts are derived from Massachusetts Department of Revenue	13,547	13,956	13,956	13,956
5637 Air Pollution Contr Total	**13,547**	**13,956**	**13,956**	**13,956**
5638 Met Area Planning Co				
State Assessment amounts are derived from Massachusetts Department of Revenue	23,814	24,843	24,843	24,843
5638 Met Area Planning Co Total	**23,814**	**24,843**	**24,843**	**24,843**
5640 Rmv Nonrenewal Sur				
State Assessment amounts are derived from Massachusetts Department of Revenue	132,400	118,480	118,480	118,480
5640 Rmv Nonrenewal Sur Total	**132,400**	**118,480**	**118,480**	**118,480**
5643 School Choice				
State Assessment amounts are derived from Massachusetts Department of Revenue	567,232	596,626	596,626	596,626
5643 School Choice Total	**567,232**	**596,626**	**596,626**	**596,626**
5644 Charter Schools				
State Assessment amounts are derived from Massachusetts Department of Revenue	7,626,721	7,906,278	7,906,278	7,906,278
5644 Charter Schools Total	**7,626,721**	**7,906,278**	**7,906,278**	**7,906,278**
5646 Ne Mass Mosquito Con				
State Assessment amounts are derived from Massachusetts Department of Revenue	52,673	54,265	54,265	54,265
5646 Ne Mass Mosquito Con Total	**52,673**	**54,265**	**54,265**	**54,265**
18302 State Assessments-Expenses Total	**9,427,073**	**9,749,456**	**9,749,456**	**9,749,456**

Contributory Retirement

Mission Statement

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 North Shore Agricultural and Technical High School and the Salem Housing Authority. It provides pension and annuity payments to 633 retirees, 99 survivors, and 16 quadros. The retirement system collects pension contributions from 1088 active employees, a decrease of 73 from FY 21, and there are 199, incomplete or on leave members as of March 17, 2022. There were 22 transfers, 27 refunds, 1 death refund and 8 rollovers.

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Contributory Retirement - Expenditures											
19101	5178	Pension Asses (Contr	12,100,050	12,798,253	13,676,803	13,676,803	14,429,326	14,429,326	14,429,326	752,523	5.50
			12,100,050	**12,798,253**	**13,676,803**	**13,676,803**	**14,429,326**	**14,429,326**	**14,429,326**	**752,523**	**5.50**
		Department Total	**12,100,050**	**12,798,253**	**13,676,803**	**13,676,803**	**14,429,326**	**14,429,326**	**14,429,326**	**752,523**	**5.50**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
19101 Contrib Retirement - Personnel				
5178 Pension Asses (Contr				
City Contributory Retirement. Less Fringe from grants.	13,676,803	14,429,326	14,429,326	14,429,326
5178 Pension Asses (Contr Total	**13,676,803**	**14,429,326**	**14,429,326**	**14,429,326**
19101 Contrib Retirement - Personnel Total	**13,676,803**	**14,429,326**	**14,429,326**	**14,429,326**

Non-Contributory Pensions

Mission Statement

Treasurer – Non-Contributory Pensions

As of March 17, 2022, the City provides a pension benefit for a one non-contributory retiree. This includes a pension payment that is paid weekly.

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Non-Contributory Pensions - Expenditures											
19111	5176	Pensions-Non Contrib	9,567	9,530	10,315	10,315	10,625	10,625	10,625	310	3.01
			9,567	**9,530**	**10,315**	**10,315**	**10,625**	**10,625**	**10,625**	**310**	**3.01**
		Department Total	**9,567**	**9,530**	**10,315**	**10,315**	**10,625**	**10,625**	**10,625**	**310**	**3.01**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
19111 Non-Contrib Retire-Personnel				
5176 Pensions-Non Contrib				
City Non-Contributory Retirement based on current payments annualized. Weekly $192.59 X 52.1 weeks 1 pensioners.	10,315	10,625	10,625	10,625
5176 Pensions-Non Contrib Total	**10,315**	**10,625**	**10,625**	**10,625**
19111 Non-Contrib Retire-Personnel Total	**10,315**	**10,625**	**10,625**	**10,625**

Medicare

Mission Statement

Treasurer – Medicare

The Medicare budget calculation is based on prior year number of employees and is adjusted for inflation and contract settlements. There is no indication that there will be enough of a change in the employment level for FY23, thus FY23 is based upon actual FY 21 plus 4%.

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Medicare - Expenditures											
19191	5177	Medicare	1,249,173	1,229,912	1,278,187	1,284,881	1,329,315	1,304,315	1,304,315	26,128	2.04
			1,249,173	**1,229,912**	**1,278,187**	**1,284,881**	**1,329,315**	**1,304,315**	**1,304,315**	**26,128**	**2.04**
		Department Total	**1,249,173**	**1,229,912**	**1,278,187**	**1,284,881**	**1,329,315**	**1,304,315**	**1,304,315**	**26,128**	**2.04**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
19191 Medicare-Personnel				
5177 Medicare				
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 FY23. There will be retro wages for settled contracts, thus FY 23 is funded based on the prior year amount budgeted plus 4%.	1,278,187	1,329,315	1,304,315	1,304,315
5177 Medicare Total	**1,278,187**	**1,329,315**	**1,304,315**	**1,304,315**
19191 Medicare-Personnel Total	**1,278,187**	**1,329,315**	**1,304,315**	**1,304,315**

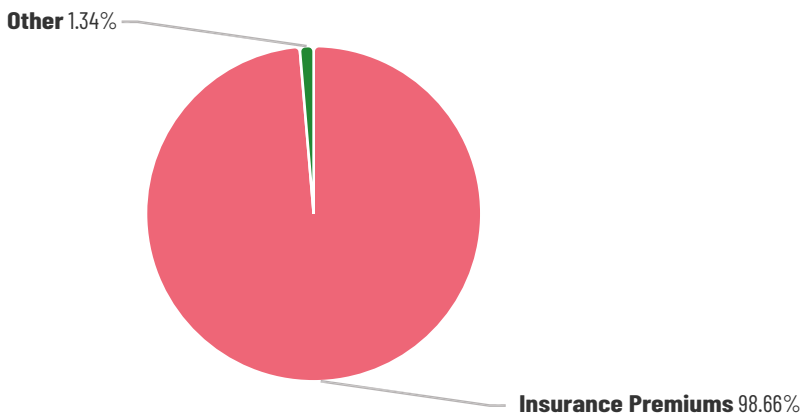
Municipal Insurance

Mission Statement

Treasurer – Municipal Insurance

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

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Municipal Insurance - Expenditures											
19452	5740	Insurance Premiums	343,967	290,357	368,500	382,960	368,500	368,500	368,500	0	0.00
19452	5740A	Insurance Deductibles	5,000	54	5,000	5,000	5,000	5,000	5,000	0	0.00
			348,967	**290,412**	**373,500**	**387,960**	**373,500**	**373,500**	**373,500**	**0**	**0.00**
		Department Total	**348,967**	**290,412**	**373,500**	**387,960**	**373,500**	**373,500**	**373,500**	**0**	**0.00**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
19452 Municipal Insurance-Expense				
5740 Insurance Premiums				
Additional Participation Credits	(14,000)	(14,000)	(14,000)	(14,000)
Annual municipal insurance costs Property & Casualty	500,000	500,000	500,000	500,000
Annual professional liability insurance costs	150,000	150,000	150,000	150,000
Coverage for 6 Ford Escapes	0	50,000	50,000	50,000
Coverage for 6 Ford Escorts	50,000	0	0	0
Less 3% Early Pay	(17,500)	(17,500)	(17,500)	(17,500)
Less School Portion	(300,000)	(300,000)	(300,000)	(300,000)
5740 Insurance Premiums Total	**368,500**	**368,500**	**368,500**	**368,500**
5740A Insurance Deductibles				
Deductibles - estimated	5,000	5,000	5,000	5,000
5740A Insurance Deductibles Total	**5,000**	**5,000**	**5,000**	**5,000**
19452 Municipal Insurance-Expense Total	**373,500**	**373,500**	**373,500**	**373,500**

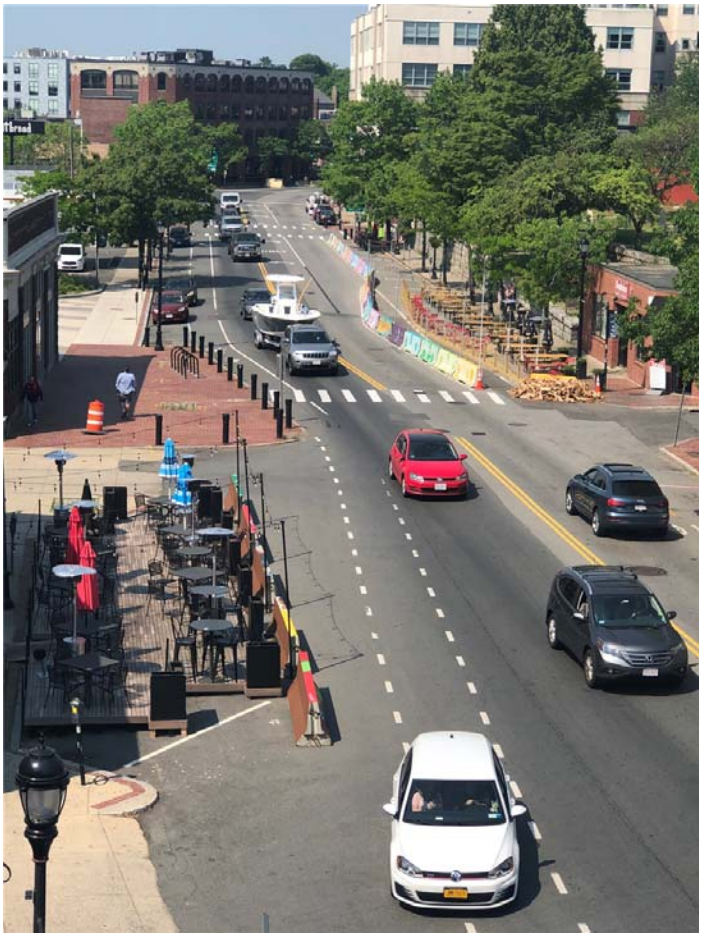
Traffic & Parking Department

Mission Statement

Why We Exist

The mission of the Traffic and Parking Department is to provide an efficient, reliable, multimodal transportation system throughout the City of Salem, designing and building 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 well-maintained transportation and parking system of choice is critical to the 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 to prioritize and implement projects that improve safety, connectivity, mobility, and accessibility at the local and regional level for persons of all ages and abilities. The Department has overseen the introduction of the Salem Skipper, a city-wide on-demand rideshare service, re-introduced a bike share program by joining the BlueBikes regional program and will be launching a community car share program where individuals can rent a vehicle on an hourly basis. Investments in technology and infrastructure are also being made that improve traffic safety and parking capacity, and which provide extensive data collection opportunities to track the effectiveness of various initiatives and better plan projects to meet current and future needs throughout the city.



Goals and Objectives

Transportation/Traffic Goals & Objectives

- Continue to evaluate and implement measures to enhance safety as part of the Neighborhood Traffic Calming Program.
- Continue to build ridership and partnerships with the Salem Skipper service.
- Finalize implementation of a community car share program by Spring 2022 which offers residents an opportunity to rent vehicles, owned by the city, at an affordable hourly rate.
- Continue implementation of items identified in Bicycle Master Plan.
- Continue to implement items identified in the city's updated ADA Transition Plan.
- Support efforts to expand BlueBikes bike share program.
- Continue to implement complete streets measures when roads are reconstructed or repaved through coordination with the Engineering Department.

Parking Goals & Objectives

- Begin developing design plans in FY23 for the Sewall St lot to improve circulation and drainage as well as replace older parking meters with multi-space payment kiosks.
- Begin activities to repave Crombie St and Salem Green parking lots which may involve the addition of electric charging stations and improved drainage systems.
- Develop scope of work and put out bid in FY23 seeking vendors to provide license plate recognition software to assist with administration and enforcement of resident permit parking.
- Continue to assess current resident and visitor parking policies and procedures to identify recommendations for improvement that will create a more equitable program that more accurately reflects neighborhood boundaries/zones.
- Continue evaluating the introduction of a Parking Benefit District for the Downtown.
- Continue efforts to implement structural repairs to other levels of the Museum Place Garage as well as put into action some preventative maintenance measures.
- Develop plans to address additional maintenance issues in the South Harbor Garage.

How FY 2023 Departmental Goals Relate to City's Overall Long & Short Term Goals

General Government

- Improve communication and transparency with citizens, including social media and online tools, software, and more.
- 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 and performance management, including development of Salem 311.
- Implement regional services where applicable in order to better utilize tax dollars.
- Continue efforts to address climate change and plan to mitigate carbon footprint through the Green Communities program, energy efficiency goals, the climate change action plan, and more.
- Strengthening City's reputation as a welcoming, accessible, and inclusive community for all.

Public Safety

- Improve traffic and parking enforcement.
- Enhance use of technology in public safety.

Economic Development

- Collaborate with project partners on implementation of offshore wind infrastructure development at the former Salem Harbor Station Power Plant site that helps create green jobs, supports alternative/renewable energy, and grows the local economy and tax base, while managing impacts on the surrounding neighborhoods.
- Support the growth of new and existing private businesses, including enhanced recruitment efforts.

Parks and Recreation

- Launch and carry out Signature Parks program for Willows, Winter Island, Pioneer Village/Camp Naumkeag, Forest River Park, and Salem Common.
- Finalize and implement plans for improvements at Palmer Cove, Bertram Field, and Gallows Hill Park.

Travel and Tourism

- Continue to improve upon management of Haunted Happenings & other community events.

Public Service – Engineering – Traffic and Parking

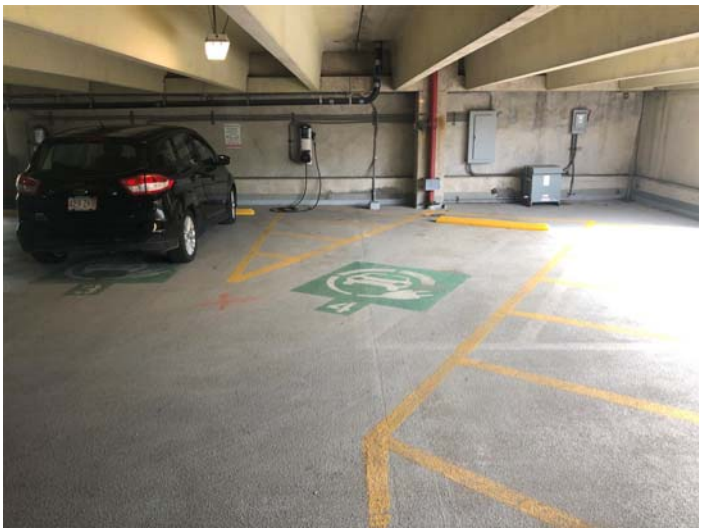
- Reorganize staff to more efficiently and effectively deliver services and respond to requests.
- Maintain and upgrade City roads, sidewalks, open spaces as reflected by the City's complete streets policy, open space plan, and road and sidewalk master plan.
- Continue to advance Essex Street, Derby Street, Highland Avenue, North Street, and Boston Street improvement projects and the Boston/Bridge intersection project.
- Continue residential traffic calming program.
- Continue advocating for South Salem MBTA commuter rail stop.
- Continue implementation of complete streets policy and encouragement of alternatives to car use, including micro-mobility, the new on-demand shuttle service, and community car share pilot.

Significant Budget & Staffing Changes For FY 2023

Staffing for the Department grew in FY22 with the hiring of two full-time parking enforcement personnel to provide ongoing Sunday staffing hours as well as improve enforcement of resident parking areas, downtown meter locations and the Salem Willows. A new Assistant Transportation Director was hired after a resignation and a new position, Transportation Planner, was filled both to assist with implementation of the city's neighborhood traffic calming program and complete streets projects. The FY23 budget reflects these staffing level changes as well as requests additional funding for a full and part time supervisor to cover shifts at the South Harbor Garage and the Commission clerk to attend more meetings throughout the year. Changes to the Department's operating budget are related to additional maintenance measures for the city garages in part to maintain the significant repairs completed in the Summer of 2020 and Spring 2022 as well as funds to support the operations of the car share and bike share programs as well as investing in new technology to migrate the City's Resident Permit Parking Program to a license plate-based system that improves admin and enforcement capabilities.

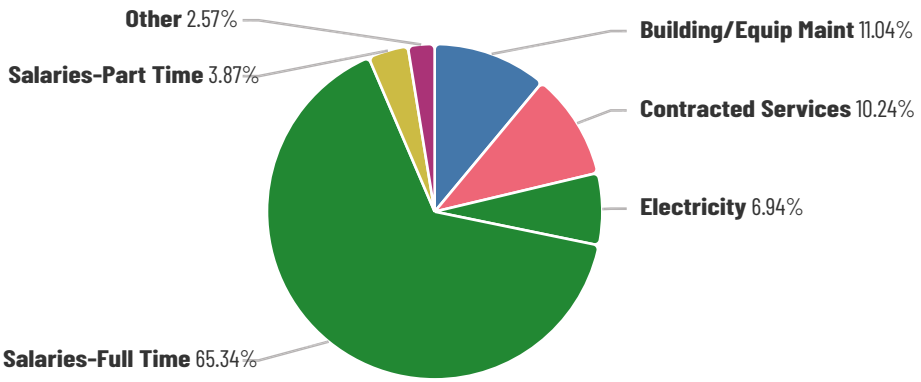
Recent Accomplishments

- Worked collaboratively with Health Department, City Solicitor, and Public Services on pandemic-related activities, including expanded outdoor dining program, 15-minute curbside pick-up/drop-off parking, extended sidewalks for social distancing.
- Awarded a $250,000 MassDOT Shared Streets grant to establish a BlueBikes bike share program.



- Worked with Engineering Department to complete final installation of roundabout at intersection of Summer/Norman/Chestnut.
- Awarded $50,000 grant from MassDEP to upgrade and install electric charging stations at both City garages.
- Expanded Salem Skipper service hours in October 2021. Since launching in December 2020 users have taken over 43,200 rides (as of 2/15/2022).
- Coordinated efforts with Engineering & Planning Departments to successfully win two MassWorks grants for infrastructure improvements in the Point neighborhood and a North St connector study adjacent to the commuter rail station.
- Began improvements to South Harbor Garage which include replacement of both stairwells, installation of security cameras, and constructing public bathrooms.
- Implemented Safe Routes to School improvements at intersection of Broad and Jackson adjacent to Collins Middle School.
- Began ADA, drainage, and structural improvements to the roof of the Museum Place Garage as well as installing security cameras throughout the facility.
- Ongoing planning efforts to evaluate the North Street corridor with the goal of improving safety and enhancing multi-modal options.
- Implemented traffic calming elements along eight streets throughout the city.
- Installed new parking meters along Washington Street, Gedney Street and Holyoke Square.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022	Estimated FY2023
Parking Fines collected		$887,302.51	$846,053.50	$1,000,000.00	$1,100,000.00
Parking Garage revenue		$1,271,339.79	$1,087,162.49	$1,525,000.00	$1,600,000.00
Parking Lot / Meter revenue		$1,641,033.03	$1,549,781.99	$1,834,000.00	$1,900,000.00
Parking citations issued		25,493	27,072	30,000	32,000
Parking citation dollar value		$651,085.00	$705,395.00	$755,000.00	$770,000.00

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Traffic & Parking Department - Personnel											
14811	5111	Salaries-Full Time	727,558	781,505	848,312	903,545	1,027,962	1,020,960	1,020,960	172,648	20.35
14811	5113	Salaries-Part Time	47,492	49,605	57,720	45,720	73,844	60,520	60,520	2,800	4.85
14811	5131	Overtime (General)	13,618	13,345	10,000	22,000	10,000	10,000	10,000	0	0.00
14811	5150	Fringe/Stipends	0	1,417	0	4,000	8,000	8,000	8,000	8,000	0.00
			788,668	**845,872**	**916,032**	**975,265**	**1,119,806**	**1,099,480**	**1,099,480**	**183,448**	**20.03**
Traffic & Parking Department - Expenditures											
14812	5211	Electricity	80,000	87,750	88,000	88,250	108,500	108,500	108,500	20,500	23.30
14812	5255	Building/Equip Maint	146,198	131,675	158,535	168,883	172,535	172,535	172,535	14,000	8.83
14812	5320	Contracted Services	15,000	162,307	160,000	191,546	175,000	160,000	160,000	0	0.00
14812	5341	Telephone	11,036	9,816	9,600	12,933	7,600	7,600	7,600	(2,000)	(20.83)
14812	5381	Printing And Binding	5,127	5,500	7,000	7,000	7,000	7,000	7,000	0	0.00
14812	5421	Office Supplies (Gen	2,106	2,500	3,000	3,000	3,000	3,000	3,000	0	0.00
14812	5710	In State Travel/Meetings	100	0	1,500	0	1,500	1,500	1,500	0	0.00
14812	5860	Equipment	2,916	1,877	3,000	3,123	3,000	3,000	3,000	0	0.00
			262,483	**401,425**	**430,635**	**474,734**	**478,135**	**463,135**	**463,135**	**32,500**	**7.55**
		Department Total	**1,051,151**	**1,247,297**	**1,346,667**	**1,449,999**	**1,597,941**	**1,562,615**	**1,562,615**	**215,948**	**16.04**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
DOWNING	NICHOLAS	Asst Dir of Traffic & Parking	10/30/2017	75,525.72							-	-
FINDLEY	RUSSELL	MOBILITY CO-ORDINATOR	07/16/2019	49,919.09	982.09		1.00		100%	53,756.26	51,265.10	51,265.10
GAGNE	GEORGE	SHIFT SUPERVISOR	11/21/2018	37,551.08	738.77		1.00		100%	38,751.84	38,751.84	38,751.84
KUCHARSKY	DAVID	DIR OF PARKING & TRAFFIC	12/6/2018	100,488.92	1,976.99		1.00	1	100%	108,213.68	103,702.12	103,702.12
NELSON	MARJORIE	SHIFT SUPERVISOR	2/17/2014	45,551.55	896.17		1.00		100%	47,008.15	47,008.15	47,008.15
RICKLEFS	MARK	SHIFT SUPERVISOR	09/22/2019	37,551.08	738.77		1.00		100%	38,751.84	38,751.84	38,751.84
ROMEO	MARISSA	SHIFT SUPERVISOR	3/1/2021	42,000.00	885.31		1.00		100%	46,438.77	46,438.77	46,438.77
SULLAWAY	ALAN	ASST PARKING DIRECTOR	7/22/2003	60,989.30	1,199.89		1.00	1	100%	62,939.55	62,939.55	62,939.55
SUMMIT	TIMOTHY	SHIFT SUPERVISOR	1/3/2019	37,551.08	738.77		1.00		100%	38,751.84	38,751.84	38,751.84
HODGE	CHRISTINA	ASST. TRANSP DIRECTOR	11/08/2021	-	1,478.37		1.00		100%	77,170.91	77,170.91	77,170.91
LINARD	BRENDAN	TRANSP PLANNER	01/03/2022	-	1,153.85		1.00		100%	60,230.97	60,230.97	60,230.97
		SHIFT SUPERVISOR								37,623.15	37,623.15	37,623.15
9% Night Shift Differential & .50 Weekend - 3 Shift Supervisors				14,044.39				4	100%	13,990.58	13,990.58	13,990.58
		AFSCME		346,299.95			8.00		Total AFSCME 1818	404,334.55	404,334.55	404,334.55
				847,472.17			**18.00**		**Total Full Time - 5111**	**1,027,962.11**	**1,020,959.40**	**1,020,959.40**
							Wks	# Pos	Hours			
WONG	MICHAEL	SEASONAL WORKER		12,480.00	12,854.40	P	52	1	16	12,903.84	12,903.84	12,903.84
MERRILL	GLORIA	PT METER CONTROL		15,600.00	16,068.00	P	52	1	20	16,129.80	16,129.80	16,129.80
DARCY	GERALD	SECURITY & SUPPORT		14,820.00	15,264.60	P	52	1	19	15,323.31	15,323.31	15,323.31
WYDE	DARRELL	SECURITY		14,820.00	15,264.60	P	52	1	19	15,323.31	15,323.31	15,323.31
PINTO	JONATHAN	BOARD CLERK	10/16/2019	840.00		B			12	1,260.00	840.00	840.00
		PT SHIFT SUPERVISOR								12,903.84		-
		14811-5113		**58,560.00**					**Total Part Time**	**73,844.10**	**60,520.26**	**60,520.26**
		OVERTIME		10,000.00	10,000.00					10,000.00	10,000.00	10,000.00
		14811-5131		**10,000.00**					**Total Overtime**	**10,000.00**	**10,000.00**	**10,000.00**

Personnel Summary

Employee Name	Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
	RES PARKING STICKER Stipend			3,000.00				12	3,000.00	3,000.00	3,000.00
	AICP CERTIFICATION Stipend			2,000.00					2,000.00	2,000.00	2,000.00
	Parking Ticket Hearing Officer Stipend								3,000.00	3,000.00	3,000.00
	14811-5150		**-**					**Total Fringe**	**8,000.00**	**8,000.00**	**8,000.00**
			916,032.17			**18.00**		**Department Total**	**1,119,806.21**	**1,099,479.66**	**1,099,479.66**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**14.50**
	FY 2022	**15.00**
	FY 2023	**18.00**
	Variance 22 vs. 23	**3.00**

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases: Step	Date	Rate	# Weeks: Old	# Weeks: New	Dept Req FY2023	Mayor FY2023	Council Voted FY2023
CONERLY	MARILYN	METER CONTROL I/II	11/6/2018	1	49,122.49	1.00	961.71	50,201.26	3					50,201.26	50,201.26	50,201.26
HENDERSON	MARK	METER REPAIR	9/22/2014	1	51,830.64	1.00	1,014.73	52,968.91	3					52,968.91	52,968.91	52,968.91
MANDEVILLE	RICHARD	METER REPAIR I/II	01/02/2019	1	51,830.64	1.00	1,014.73	52,968.91	3					52,968.91	52,968.91	52,968.91
MERCED	PEDRO	PK GARAGE MAINT	01/03/2019	1	46,862.91	1.00	917.47	47,891.93	3					47,891.93	47,891.93	47,891.93
RAMSDELL	DAWNE	METER CONTROL	08/27/2001	1	49,122.49	1.00	961.71	50,201.26	3					50,201.26	50,201.26	50,201.26
RUSTIN	DARREN	METER CONTROL I/II	12/30/2019	1	48,253.04	1.00	961.71	50,201.26	3					50,201.26	50,201.26	50,201.26
EMELIAN	OLIVIA	METER CONTROL I/II	08/07/2021		45,710.46	1.00	894.91	48,166.87	1	08/07/2021	927.65	5.0	47.1	48,166.87	48,166.87	48,166.87

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases			# Weeks		Dept Req FY2023	Mayor FY2023	Council Voted FY2023
									Step	Date	Rate	Old	New			
COLLINS	TIMOTHY	METER CONTROL I/II	08/07/2021		-	1.00	894.91	48,166.87	1	08/07/2021	927.65	5.0	47.1	48,166.87	48,166.87	48,166.87
Meter Reader	Shift Differential-WEEKENDS 50 CENTS PER HOUR		1/2/2019		200.00			200.00						200.00	200.00	200.00
Meter Repair	Shift Differential-WEEKENDS 50 CENTS PER HOUR				420.00			420.00						420.00	420.00	420.00
	Shift Differential-9%				2,947.28			2,947.28						2,947.28	2,947.28	2,947.28
					346,299.95	**8.00**		**404,334.55**						**404,334.55**	**404,334.55**	**404,334.55**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
14812 Parking Department-Expenses				
5211 Electricity				
Church St, Sewall St, Charter & Crombie	15,675	18,000	18,000	18,000
Museum Place	44,550	55,500	55,500	55,500
South Harbor Garage	27,775	35,000	35,000	35,000
5211 Electricity Total	**88,000**	**108,500**	**108,500**	**108,500**
5255 Building/Equip Maint				
Amano McGann Garage Systems Maintenance Service	25,524	25,524	25,524	25,524
Annual smart meter monitoring	6,000	0	0	0
Elevator Contract	10,011	10,011	10,011	10,011
Garage repairs	25,000	25,000	25,000	25,000
General building maintenance & custodial supplies. Increase related to improving striping of each facility on an annual basis.	50,000	60,000	60,000	60,000
High pressure water jet to clean and flush floor drains. Begin power washing each garage once a year to remove sand and dirt built up in joints and stairwells	30,000	0	0	0
High pressure water jet to clean and flush floor drains. Begin power washing each garage once a year to remove sand and dirt built up in joints and stairwells.	0	40,000	40,000	40,000
Parking lot kiosk communication/data fees	12,000	12,000	12,000	12,000
5255 Building/Equip Maint Total	**158,535**	**172,535**	**172,535**	**172,535**
5320 Contracted Services				
Transportation & Parking Operations	160,000	175,000	160,000	160,000
5320 Contracted Services Total	**160,000**	**175,000**	**160,000**	**160,000**
5341 Telephone				
2 Modems	1,200	1,200	1,200	1,200
At&T$200.00 Monthly	2,400	2,400	2,400	2,400
credit cards	1,900	1,900	1,900	1,900
Monthly Verizon Meter Fees for Single Space Meters	2,000	0	0	0
Telephone repairs (Responsible for dept. phone repairs)	500	500	500	500
Verizon	1,600	1,600	1,600	1,600
5341 Telephone Total	**9,600**	**7,600**	**7,600**	**7,600**
5381 Printing And Binding				
Garage & Lot Tickets, & parking stamps	7,000	7,000	7,000	7,000
5381 Printing And Binding Total	**7,000**	**7,000**	**7,000**	**7,000**
5421 Office Supplies (Gen				
General Office Supplies	3,000	3,000	3,000	3,000
5421 Office Supplies (Gen Total	**3,000**	**3,000**	**3,000**	**3,000**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5710 In State Travel/Meetings				
Training and meetings; certifications & membership dues	1,500	1,500	1,500	1,500
5710 In State Travel/Meetings Total	**1,500**	**1,500**	**1,500**	**1,500**
5860 Equipment				
Misc. office equipment replacement as needed	3,000	3,000	3,000	3,000
5860 Equipment Total	**3,000**	**3,000**	**3,000**	**3,000**
14812 Parking Department-Expenses Total	**430,635**	**478,135**	**463,135**	**463,135**

General Admin

Mission Statement

Why We Exist

The Office of Information Technology provides and supports the resources which facilitate the flow of information within and between departments and expands the reach and usefulness of technology to staff, residents, and the public schools. This includes the enterprise network, telephone system and wireless access across 28 city & school sites, as well as all essential business systems and hardware.

Goals and Objectives

- Expand self-service time off requests to include senior staff and at least 5 departments by October 2022.
- Implement Laserfiche Forms in at least 2 departments by October 2022.
- Establish city-wide internal operations dashboard by December 2022.
- Develop plan for upgrade of SPS wireless and switch infrastructure by December 2022.
- Deploy internal network monitoring solution by February of 2023.
- Expand use of Laserfiche system to include Assessing & Police by March 2023.
- Add supplemental (.gov) email and website address by May 2023.
- Complete upgrade to MS Windows 11 by June 2023.
- Upgrade Munis financial system by June 2023.
- Implement Vendor Self Service by June 2023.

How FY 2023 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 & e-delivery of documents providing excellent examples.
- 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 as competitive, high speed Internet for all businesses and residents.
- The department continues to pursue all means to provide a secure environment, protecting critical systems, data, and infrastructure from bad actors.

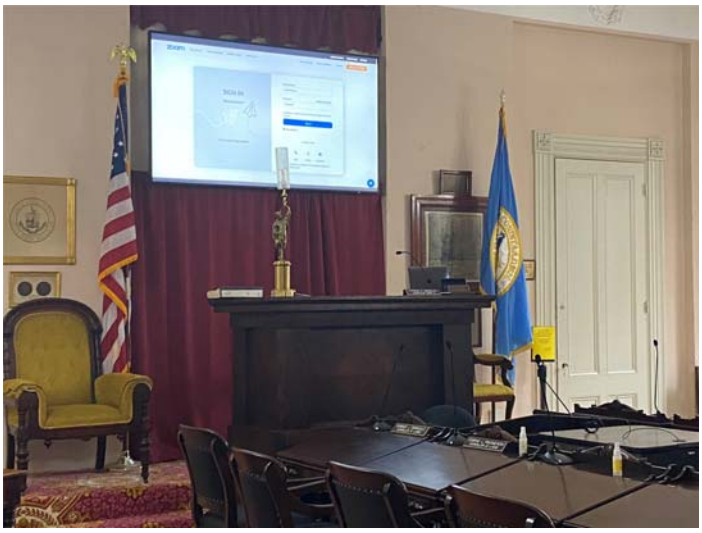
Significant Budget & Staffing Changes For FY 2023

Support Specialist John Ankiewicz was promoted into the role of Network Administrator following the retirement of E. Bergengren. Taking over for John is our newest staff member, Stuart Talbot. A Business Systems Analyst role remains open which we hope to fill before this summer. A new position, Cloud Services Administrator, is proposed to support the tremendous shift to cloud-based storage and related systems by boards, committees, and staff city-wide. Budget changes reflect increases associated with the expansion of Munis in SPS, streamlining of the city's budget process, and necessary GIS investments.

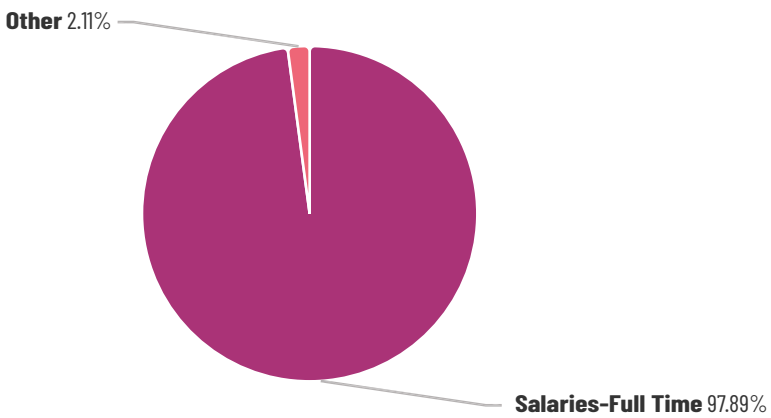
Recent Accomplishments

- Designed and implemented a COVID-19 vaccination & test recording system to support a safe and healthy workplace.
- Partnered with the PEM to launch welcome center operations at the Pickman House.
- Launched a city-wide Innovation Team and reinvigorated Salem Stat operations analysis.

- Implemented new records management and reporting platform in the Fire Department.
- Engaged with Finance to streamline the budget process and optimize transparency.
- Transitioned management of federal E-Rate services supporting the School Department to internal staff, eliminating consulting services.
- Joined with the Mayor's office and DPS to launch a website chatbot.
- Led the upgrade of the City's financial system, incorporating a thorough restructuring of access levels.
- Deployed operating system upgrades to more than 200 laptops in the school department.
- Completed transition of public safety and critical decision makers to the secure FirstNet mobile network.
- Expanded use of the online licensing and permitting system to include street performers, animal licenses, and others.
- Implemented new data center technologies, replacing aging infrastructure and substantially improving survivability.
- Partnered with the Police department to deploy body camera technology.
- Strengthened cybersecurity posture including internal controls, active monitoring, and staff training.
- Piloted the use of employee self-service time off requests in several departments.
- Developed and implemented paperless personnel actions (PAF's).
- Restructured telephone services to improve up-time and scalability.
- Partnered with the Fire Department to enable Computer Aided Dispatch (CAD) using the same platform as Police.
- Implemented 311 service allowing residents and businesses to call in to one easy number for all questions/issues related to the City of Salem.
- Implemented video-conferencing solutions in six (6) meeting rooms across the city, supporting business operations and essential public meetings.
- Extended access to the financial system for all school principals and secretaries, improving budget access and oversight.
- Implemented an upgrade to the document management portal (Laserfiche) improving access for departments and members of the public.
- Expanded the online document portal to include more than 1.3 million items.
- Secured .gov domain and began planning for migration of services.
- Upgraded point-of-sale system at Olde Salem Greens aligning with systems at Winter Island, the Witch House and Pickman House.



Expenditure by Department



Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022	Estimated FY2023
Help Desk Tickets Received and Resolved	-	4,271	3,152	2,600	2,200
Website Hits	-	1,982,157	3,620,284	3,500,000	2,400,000
Website Sessions	-	687,113	1,309,141	1,100,000	800,000
Website Subscribers02	-	37,764	42,037	46,000	48,000

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
General Admin - Personnel											
11551	5111	Salaries-Full Time	845,312	694,303	786,241	786,241	897,007	858,007	858,007	71,766	9.13
11551	5113	Salaries-Part Time	5,101	0	2,500	2,500	26,000	2,500	2,500	0	0.00
			850,413	**694,303**	**788,741**	**788,741**	**923,007**	**860,507**	**860,507**	**71,766**	**9.10**
General Admin - Expenditures											
11552	5317	Educational Training	2,481	4,315	6,000	6,000	7,500	6,500	6,500	500	8.33
11552	5421	Office Supplies (Gen	899	235	1,000	1,800	1,000	1,000	1,000	0	0.00
11552	5520	Software Support/ Enhancements	5,475	3,500	3,500	3,500	3,500	3,500	3,500	0	0.00
11552	5582	Data Processing Supp	0	0	0	0	3,000	3,000	3,000	3,000	0.00
11552	5710	In State Travel/Meetings	1,196	73	2,000	1,829	1,500	1,500	1,500	(500)	(25.00)
11552	5730	Dues And Sub	0	0	500	500	500	500	500	0	0.00
			10,050	**8,123**	**13,000**	**13,629**	**17,000**	**16,000**	**16,000**	**3,000**	**23.08**
		Department Total	**860,464**	**702,426**	**801,741**	**802,370**	**940,007**	**876,507**	**876,507**	**74,766**	**9.33**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
ANKIEWICZ	JOHN	NETWORK ADMINISTRATOR	10/29/2018	55,272.89	1,162.99		1.00	1	100%	62,225.78	62,225.78	62,225.78
BANKS	ROBERT	BUSINESS SYSTEMS ANALYST	9/24/2018	69,091.37	1,359.28		1.00	1	100%	72,728.28	72,728.28	72,728.28
BEDELL	JUDY	TECHNOLOGY MANAGER	8/22/2016	77,791.03	1,530.44		1.00	1	100%	81,886.19	81,886.19	81,886.19
BERGENGREN	ERIC	NETWORK ADMINISTRATOR	7/11/2005	72,375.24	-		0.00	1	100%	-	-	-
DUIJVESTEIJN	OLLE	TECHNOLOGY MANAGER	10/12/2010	78,396.95	1,542.36		1.00	1	100%	82,523.97	82,523.97	82,523.97
GANSENBERG	ROBERTA	TECHNOLOGY MANAGER	8/15/1998	86,686.06	1,705.45		1.00	1	100%	93,250.10	91,250.10	91,250.10
GARCIA	CARLOS	Technical Support Analyst	12/12/16	50,008.19	983.85		1.00	1	100%	52,640.89	52,640.89	52,640.89
HO	HUNG	NETWORK ADMINISTRATOR	8/2/16	59,524.77	1,171.07		1.00	1	100%	62,658.10	62,658.10	62,658.10
KILLEN	MATTHEW	CHIEF INFO OFFICER	1/20/2015	122,594.43	2,411.89		1.00	1	100%	129,048.18	129,048.18	129,048.18
MULLINS	LISA	SUPPORT DESK ANALYST	9/19/2011	58,069.62	1,142.44		1.00	1	100%	63,126.25	61,126.25	61,126.25
TALBOT	STUART	Technical Support Analyst	12/13/2021		1,064.42		1.00	1	100%	56,951.79	56,951.79	56,951.79
KELSO	BRANDON	BUSINESS SYSTEMS ANALYST	5/2/2022	56,430.55	1,340.38		1.00	1	100%	69,967.84	69,967.84	69,967.84
NEW REQUEST		CLOUD SERVICES ADMINISTRATOR					1.00	1	100%	70,000.00	35,000.00	35,000.00
		11551-5111		**786,241.10**			**12.00**		**Total Full Time**	**897,007.38**	**858,007.38**	**858,007.38**
		Interns		2,500.00	2,500.00	P				2,500.00	2,500.00	2,500.00
		Innovation Team (stipends)								23,500.00	-	
		11551-5113		**2,500.00**					**Total Part Time**	**26,000.00**	**2,500.00**	**2,500.00**
				788,741.10			**12.00**		**Department Total**	**923,007.38**	**860,507.38**	**860,507.38**

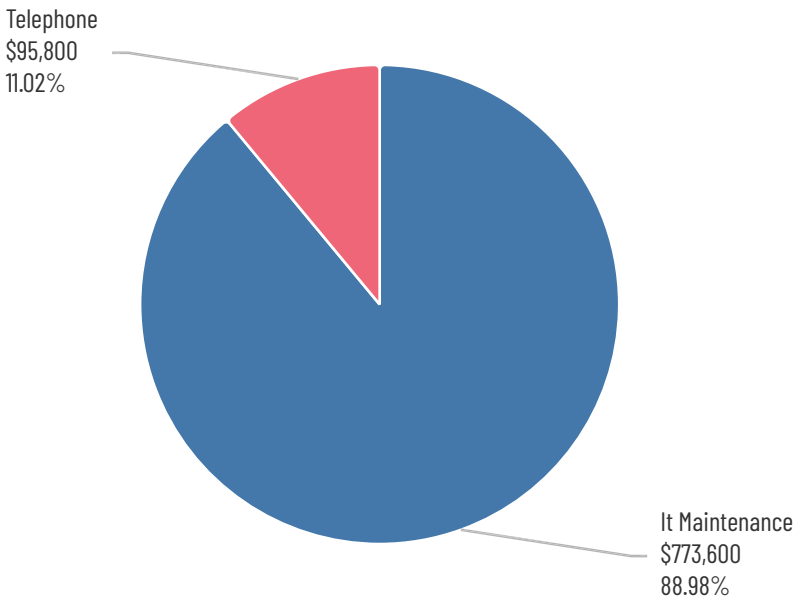
General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**13.00**
	FY 2022	**11.00**
	FY 2023	**12.00**
	Variance 22 vs. 23	**1.00**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
11552 IT/GIS-Expenses				
5317 Educational Training				
Technology Training & Certification	6,000	7,500	6,500	6,500
5317 Educational Training Total	**6,000**	**7,500**	**6,500**	**6,500**
5421 Office Supplies (Gen				
General office supplies as needed	1,000	1,000	1,000	1,000
5421 Office Supplies (Gen Total	**1,000**	**1,000**	**1,000**	**1,000**
5520 Software Support/Enhancements				
ArcGIS Desktop Extension	2,500	2,500	2,500	2,500
DELL/ASAP State Contract Misc. network software and licensing fees	1,000	1,000	1,000	1,000
5520 Software Support/Enhancements Total	**3,500**	**3,500**	**3,500**	**3,500**
5582 Data Processing Supp				
Plotter supplies	0	3,000	3,000	3,000
5582 Data Processing Supp Total	**0**	**3,000**	**3,000**	**3,000**
5710 In State Travel/Meetings				
IT/GIS Meetings & Conferences; Registration, Travel & Gas	2,000	1,500	1,500	1,500
5710 In State Travel/Meetings Total	**2,000**	**1,500**	**1,500**	**1,500**
5730 Dues And Sub				
Professional memberships, subscriptions	500	500	500	500
5730 Dues And Sub Total	**500**	**500**	**500**	**500**
11552 IT/GIS-Expenses Total	**13,000**	**17,000**	**16,000**	**16,000**

Fixed Costs

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Fixed Costs - Expenditures											
11562	5243	It/Gis Maintenance	842,831	426,840	790,415	963,701	883,100	773,600	773,600	(16,815)	(2.13)
11562	5341	Phone/Dsl/ Communications	67,029	32,715	44,150	52,181	95,800	95,800	95,800	51,650	116.99
			909,860	**459,555**	**834,565**	**1,015,882**	**978,900**	**869,400**	**869,400**	**34,835**	**4.17**
		Department Total	**909,860**	**459,555**	**834,565**	**1,015,882**	**978,900**	**869,400**	**869,400**	**34,835**	**4.17**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
11562 IT/GIS-Fixed Costs				
5243 It/Gis Maintenance				
Alloy Software Help Desk and Inventory	6,300	7,000	7,000	7,000
Annual Microsoft software licensing	100,000	100,000	100,000	100,000
Annual Microsoft software licensing - Workstation/Server/Database	5,000	5,000	5,000	5,000
Antivirus for City & Public Schools	18,000	18,000	18,000	18,000
Cybersecurity	0	86,000	0	0
Dashboard software	0	2,000	2,000	2,000
Domain registration for various domains, such as salem.com, buildingsalem.com, salemferry.com, salemfilmoffice, ci.salem.ma.us	250	250	250	250
EMC Licensing for Maintenance & Remote replication, Backup & Recovery for SAN / servers	15,000	0	0	0
ESRI ArcEnterprise portal	0	25,000	25,000	25,000
ESRI ArcGIS Desktop Extensions license Annual Maintenance (3)	3,000	3,000	3,000	3,000
ESRI ArcGIS Engine without Extension Maintenance (1)	200	200	200	200
ESRI ArcGIS for Desktop Advanced (ArcInfo) Concurrent Use Annual Maintenance (2)	6,000	6,000	6,000	6,000
ESRI ArcGIS for Desktop Basic (ArcView) Single Use Primary Annual Maintenance (1)	400	400	400	400
ESRI ArcGIS for Server Workgroup Advanced (ArcInfo) Annual Maintenance (1)	2,500	2,500	2,500	2,500
ESRI ArcGIS Network Analyst for Desktop Concurrent Use Primary Annual Maintenance (1)	500	500	500	500
ESRI ArcGIS Spatial Analyst for Desktop Concurrent Use Primary Annual Maintenance (1)	500	500	500	500
ESRI ArcPad Annual Maintenance (1)	250	250	250	250
Essex Craftsman - data center A/V maintenance	1,000	1,000	1,000	1,000
Munis licenses	0	10,000	10,000	10,000
MyCivic Citizen Engagement	7,500	8,000	8,000	8,000
Network systems maintenance, licensing and support	90,000	95,000	95,000	95,000
PatternStream	0	23,500	0	0
Remote Computer Assistance & Administration Software Maintenance	6,200	3,000	3,000	3,000
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	8,000	8,000	8,000
Schools - Software (reduced to reflect transfer of some systems to school dept.)	70,000	0	0	0
Smartsheet and data uploader module	23,500	25,500	25,500	25,500
SPD - hosting On Duty/Extra Duty	2,400	2,500	2,500	2,500
SPD - surveillance camera maint. & support	40,715	49,500	49,500	49,500
Technology Equipment Repair	3,000	3,000	3,000	3,000

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
Tyler Technologies - Munis ASP Annual Fee includes OSDBA , Disaster Recovery Support, PACE program	271,000	278,000	278,000	278,000
View Permit Annual Software License, Maintenance & Hosting	50,500	53,000	53,000	53,000
Virtual Town Hall Annual - City website	10,500	10,500	10,500	10,500
WebGIS - Annual application and hosting	9,500	9,500	9,500	9,500
Work order and Mobile 311 systems	34,000	38,500	38,500	38,500
Zoom online meetings and hybrid meeting rooms	7,700	8,000	8,000	8,000
5243 It/Gis Maintenance Total	**790,415**	**883,100**	**773,600**	**773,600**
5341 Phone/Dsl/Communications				
Internet/Network: Internet services, City & Schools	14,000	14,000	14,000	14,000
Internet/Phone/PBX: City-wide telephone services	30,000	34,000	34,000	34,000
TV: Digital Transport Adaptors for 93 Washington Street 8.00 X 12	150	0	0	0
Tablets (Moving from Purchasing) (ITS, Public Property, Electrical, DPW, Park)	0	7,500	7,500	7,500
T-Mobile (moving from Purchasing) - Cellphones - (Cemetery, City Clerk, Electrical, Engineer, Finance, Health, Legal, Mayor, Park, Parking, Planning, Public Property, Public Services, Veterans)	0	40,000	40,000	40,000
TV: Digital Transport Adaptors for city buildings	0	300	300	300
5341 Phone/Dsl/Communications Total	**44,150**	**95,800**	**95,800**	**95,800**
11562 IT/GIS-Fixed Costs Total	**834,565**	**978,900**	**869,400**	**869,400**

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 victualer, lodging houses and entertainment.

Goals and Objectives

FY 2023

- 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 quarterly 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 monthly programs
- Goal: Assist Licensing Board in regulating licenses
  Objective: Create specific regulations for the board within six months
- 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, businesses and Chamber of Commerce annually
- Goal: Redevelop Transfer Station Site
  Objective: Develop DEP approved plan to see site is remediated by 2023
- Goal: Redevelop municipally controlled properties
  Objective: Assist in redevelopment of properties
- 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 success of new Diversity, Equity and Inclusion office
  Objective: Work with new DEI director to ensure annual training and change in policy to increase equity and diversity

How FY 2023 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. 1) encouraging responsible private development and new growth opportunities, including the courts buildings;
2. 2) continuing to improve upon management of Haunted Happenings and other community events;
3. 3) maintaining a high level of accessibility to and responsiveness to the public;
4. 4) overseeing successful disposition and remediation of the transfer station site, 5 Broad St., and other sites; and
5. 5) strengthen city's reputation as a welcoming, accessible, and inclusive community through work of new DEI role and Licensing Board policy and regulation.

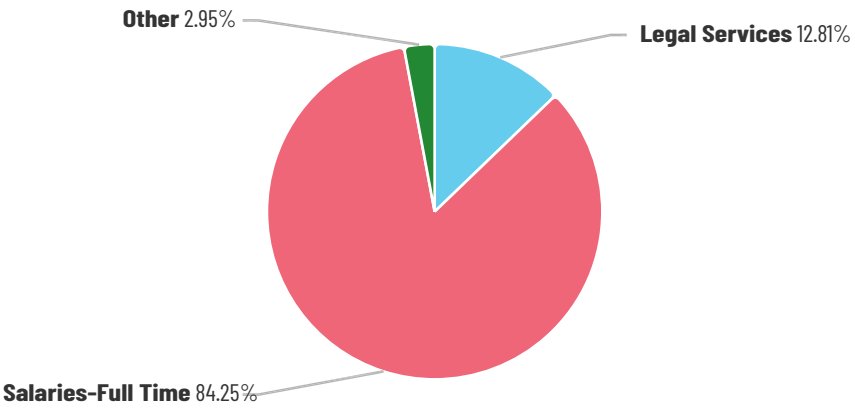
Significant Budget & Staffing Changes For FY 2023

A new position of Director of Diversity, Equity and Inclusion was added to the department in 2022. Salary adjustments made to reflect survey results and added responsibilities.

Recent Accomplishments

- Prepared multiple amendments to the City's Ordinances
- Prepared multiple Zoning Ordinance amendments
- 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
- Managed claims against city
- Defended lawsuits against the city and its Boards
- 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
- Prepared legal documents for disposition of city property
- Prepared deed restrictions for CPA-funded projects
- Prepared various home rule petitions
- Assisted the Licensing Board in conducting hearings and establishing policy

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Solicitor & Licensing Board - Personnel											
11511	5111	Salaries-Full Time	237,121	300,361	429,574	429,574	471,054	460,540	460,540	30,966	7.21
11511	5131	Overtime (General)	2,646	2,648	3,000	3,000	3,000	3,000	3,000	0	0.00
11511	5150	Fringe/Stipends	2,000	1,500	2,000	2,000	3,500	3,500	3,500	1,500	75.00
			241,767	**304,509**	**434,574**	**434,574**	**477,554**	**467,040**	**467,040**	**32,466**	**7.47**
Solicitor & Licensing Board - Expenditures											
11512	5303	Legal Services	186,597	42,363	70,000	81,365	70,000	70,000	70,000	0	0.00
11512	5306	Advertising	0	0	200	0	200	200	200	0	0.00
11512	5381	Printing And Binding	89	0	100	0	100	100	100	0	0.00
11512	5421	Office Supplies (Gen	767	474	500	500	750	750	750	250	50.00
11512	5730	Dues And Sub	3,105	3,255	3,900	3,900	4,550	4,550	4,550	650	16.67
11512	5760	Judgments	5,929	3,047	4,000	4,300	4,000	4,000	4,000	0	0.00
			196,487	**49,139**	**78,700**	**90,065**	**79,600**	**79,600**	**79,600**	**900**	**1.14**
		Department Total	**438,255**	**353,648**	**513,274**	**524,639**	**557,154**	**546,640**	**546,640**	**33,366**	**6.50**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
RENNARD	ELIZABETH	SOLICITOR	4/1/2004	120,137.91	2,363.56		1.00	1	100%	126,975.05	123,979.69	123,979.69
ROOMEY	JOANNE	PARALEGAL	6/28/06	54,387.71	1,070.01		1.00	1	100%	57,483.02	56,126.87	56,126.87
CALDWELL	VICTORIA	ASSISTANT SOLICITOR	3/24/14	78,463.64	1,616.34		0.80	28 hrs	100%	88,472.94	84,784.68	84,784.68
ZARAGOZA	REGINA	DIRECTOR OF DIVERSITY, EQUITY, AND INCLUSION		75,000.00	1,634.62		1.00	35	100%	86,389.66	86,389.66	86,389.66
LUBAS	SHARYN	ASSISTANT SOLICITOR	9/6/2021	40,000.00	1,774.28		0.50		50%	49,009.07	46,534.47	46,534.47
SANTO	GARY	BOARD MEMBER		2,100.00		B			4	2,100.00	2,100.00	2,100.00
PAGLIARO	MELISSA	CLERK OF BOARD		3,000.00		B			4	3,000.00	3,000.00	3,000.00
BARRETT	GARY	BOARD CHAIRMAN		2,500.00		B			4	2,500.00	2,500.00	2,500.00
GREEL	DEBORA	BOARD MEMBER		2,100.00		B			4	2,100.00	2,100.00	2,100.00
				51,884.83			1.00		Total AFSCME 1818	53,024.24	53,024.24	53,024.24
		11511-5111		**429,574.09**			**5.30**		**Total Full Time**	**471,053.99**	**460,539.61**	**460,539.61**
		Overtime		3,000.00	3,000.00					3,000.00	3,000.00	3,000.00
		11511-5131		**3,000.00**					**Total Overtime**	**3,000.00**	**3,000.00**	**3,000.00**
		Public Records Officer Stipend		2,000.00	2,000.00				1	3,500.00	3,500.00	3,500.00
		11511-5150		**2,000.00**					**Total Fringe**	**3,500.00**	**3,500.00**	**3,500.00**
				434,574.09			**5.30**		**Department Total**	**477,553.99**	**467,039.61**	**467,039.61**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**3.80**
	FY 2022	**5.80**
	FY 2023	**5.30**
	Variance 22 vs. 23	**(0.50)**

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases					Dept Req FY2023	Mayor FY2023	Council Voted FY2023
									Step	Date	Rate	# Weeks Old	# Weeks New			
PAGLIARO	MELISSA	PRINCIPAL CLERK	6/19/06	2	51,884.83	1.00	1,015.79	53,024.24	3					53,024.24	53,024.24	53,024.24
					51,884.83	**1.00**		**53,024.24**						**53,024.24**	**53,024.24**	**53,024.24**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
11512 Solicitor-Licensing-Expenses				
5303 Legal Services				
Outside legal services - labor, litigation, environmental Surveying, title Examinations, Etc. arbitration fees - filing and arbitrator fees. Memberships and Publications. Expenses incurred for travel and meetings.	70,000	70,000	70,000	70,000
5303 Legal Services Total	**70,000**	**70,000**	**70,000**	**70,000**
5306 Advertising				
Advertisement for Alcohol Licensing	200	200	200	200
5306 Advertising Total	**200**	**200**	**200**	**200**
5381 Printing And Binding				
Licenses and Forms as needed (alcohol, auto dealers, etc.) Envelopes, Business Cards, Letterhead Stationary.	100	100	100	100
5381 Printing And Binding Total	**100**	**100**	**100**	**100**
5421 Office Supplies (Gen				
General office supplies as needed	500	750	750	750
5421 Office Supplies (Gen Total	**500**	**750**	**750**	**750**
5730 Dues And Sub				
Bar membership/ dues	900	1,050	1,050	1,050
Lexis service	2,000	2,500	2,500	2,500
Subscriptions & publications; Cont. legal ed.	1,000	1,000	1,000	1,000
5730 Dues And Sub Total	**3,900**	**4,550**	**4,550**	**4,550**
5760 Judgments				
Judgments	4,000	4,000	4,000	4,000
5760 Judgments Total	**4,000**	**4,000**	**4,000**	**4,000**
11512 Solicitor-Licensing-Expenses Total	**78,700**	**79,600**	**79,600**	**79,600**

General Admin

Mission Statement

Why We Exist

The City of Salem Human Resources Department (HR) is a department of four full-time employees. Along with myself, we have an Office Manager, Alicia Brady, a Personnel Aide, Amy O'Keefe, and a Benefits Manager, Jim Taliadoros. The part-time switchboard operator, Joe Freitas also falls under our Department. HR is responsible for posting vacant positions, scheduling and conducting interviews, hiring full/part-time/temporary/seasonal employees, participating in negotiations and administering various collective bargaining agreements (CBAs). We are also called upon to interpret agreement language and review/hear various grievances, and draft and enforce personnel policies and procedures. The Department works well together, and we interact with every City Department. We work closely with our Finance Department and our Treasury to ensure new and existing employees are processed and paid correctly, and we 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. HR monitors and administers all City and School unemployment claims, develops programs and procedures to ensure the City's compliance with the ADA, and the Director is the liaison to the Commission on Disabilities. HR is also responsible for administering health, dental, and life insurance benefits to all benefit eligible City employees (including those at MassHire formerly known as the North Shore Workforce Investment Board) retirees (all City and School) along with a host of many other voluntary plans. We also seek out specific trainings for individual departments and City-wide staff 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.

Goals and Objectives

FY 2023

- Streamline our recruitment process. Since the 'Great Resignation' brought on by COVID, we have seen hiring difficulties unlike anything we have ever seen. We have had to think outside the box to recruit, and attract talent to our team, only to have many candidates refuse employment or start with us and shortly return to their prior employment for a higher salary.
- Stay current on salaries to ensure that we can retain our current talent.
- Work with DEI Director to ensure our practices are in compliance.
- Offer Conversational Spanish Classes to employees.
- Continue the partnership with MassHire and my North Shore Colleagues to offer educational incentives for our DPS employees to obtain license while they are employed with us. CDL B licenses and trainings can be costly and time consuming; offering this in house will be a welcome benefit.
- Offer a Benefit Educational Session for our employees in the Fall.
- Educate and communicate! 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 overstress the importance of this.
- Work even more closed 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.
- 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 MIIA Risk Manager and seek out trainings through MIIA to assist us in earning rewards towards our Workers' Compensation Insurance Premium on a regular basis by solidifying 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 and follow up with training for management staff in conducting performance appraisals.
- 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. We were very disappointed our request for accessibility work at the Mack Park Food Farm. We have since learned the amount of available funding from MOD was much less this year, while the requests were higher than ever; however, as our plans for the work were tied to our ADA Transition Plan recommendations, the denial was still disappointing. We will apply again this year.
- Work with the IT and Payroll department to automate our onboarding and internal personnel actions and offer MUNIS training to all end users.

How FY 2023 Departmental Goals Relate to City's Overall Long & Short Term Goals

- July 1, 2022 will be the start of our final contractual year with the GIC. This past year we requested our data from the GIC to help us determine our plan for health care for FY'23 and beyond. Due to internal issues at the GIC, all municipalities with expiring contracts were allowed to stay with the GIC for one more year. We accepted that offer and along with our PEC we are aggressive pursuing all options for our health insurance coverage post-FY'23. We'll solicit bids, and together with the PEC, and our consultant, we'll determine our health care future. If we exit the GIC, we must be out for three years. Our PEC is dedicated to the memberships they represent. This process clearly ties into the Mayor's long-term goal of continuing to provide affordable and quality healthcare to our employees and retirees.
- I would like to put out an RFP for our voluntary benefits as well. Many options are available to employees, and things can just get too confusing, resulting in people not enrolling in voluntary plans that may be of value to them. One provider would streamline that process and offer 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.

Significant Budget & Staffing Changes For FY 2023

Budget increases this year for HR are seen in a few of our expense lines, insurance lines and in salary lines. From office supplies to job postings, from various coverages to preplacement physicals, and in our efforts to keep our current employees on staff, we want to stay competitive. Our current staff size is sufficient. Another area I see important for a budget increase from last year to remain intact is within the education line. In FY'20 we offered a workplace-

based-conversational Spanish class to employees, and the program was a huge success. COVID prevented us from offering this class in FY '21 and FY'22 however, we'd like to offer this FY'23. 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 was and will still be a win-win for everyone.

Recent Accomplishments:

- They say time flies when you are having fun, and that clearly holds true for us in HR.
- Conducted weekly and biweekly staff meetings in HR to keep up to date on retirements, new hires and daily operations. After the last couple of year, we have all learned that communication is important.
- Developed and implemented an employee referral program and sign on bonus program. We have to stay competitive!
- 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.
- Implemented weekly check-in meetings with SPS to discuss unemployment claims,
- 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.
- Successfully produced our 1095Cs and submitted verification of the same without errors to the IRS for calendar year 2021.

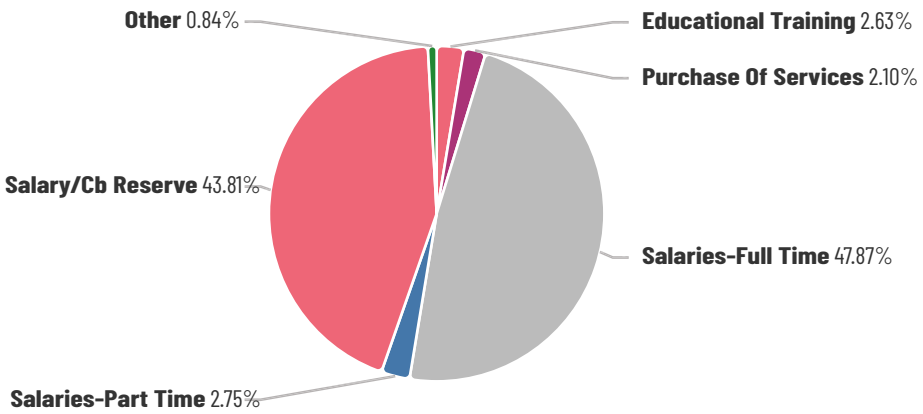
Since July 1, 2021, we have hired or been involved in the hiring of many new full-time and part-time employees, for an approximate total of 250. This number is higher this year, as we processed over 100 part time employees for the elections work this past year.

Nearly all Departments have seen new full-time employees join their teams:

Legal, Police, Fire, Planning, Electrical, DPS, Engineering, Finance, Parking/ Transportation, and MassHire.

- 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.
- Participated in a Best Practices Hiring Webinar Presentation with my North Shore Colleagues for MIIA.
- Attended two job fairs (MassHire and Salem High School) to promote municipal government and what we can offer for a career path.
- Implemented the FFCRA and the State COVID leave policies to affected employees.
- Implemented the City's vaccination policy for the City, and along with the Assistant City Solicitor, facilitated the accommodation requests for exemptions.
- Worked with Department heads as they faced COVID related situations with their staff.
- Held two Saturday AM Job Fairs at the Department of Public Services. Using our Labor Service List, we called in nearly thirty applicants for first level-assessments and second interviews. While we are continually updating Updated our Labor Service Listing, the local version of Civil Service, this process allowed us to meet many qualified individuals and extend conditional job offers as of this date. Our Labor Service List is now healthy and up to date, and the job fairs have resulted in many new hires.
- 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. Depending upon the position, we can determine the candidate's ability to either drive our vehicles and trucks or examine an AP batch for accuracy.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022
Workers' Comp. cases open 1+ years (tail claims pre-MIIA)	-	-	5	5
Salaries on pre-FY'09 claims (COLA takes effect 10/2021)	-	-	170600	200000
Medicals on tail claims	-	-	4000	5000
MIIA premium (estimated with 2.5% cap)	-	-	673293	706958
Training sessions (actuals and estimates)				
Miscellaneous for MIIA Rewards Credit, meetings and several departments participate. Strategy with MIIA; expect to hold several with staff to prepare for Rewards Program, and select trainings	-	-	5	10
Expect to offer professional development trainings this FY (perf. evals., team building, & ad hoc., on the job injuries, Spanish classes (FYí23);	-	-	6	10
Open enrollments				
PEC meetings;	-	-	6	8
Dental (including retiree dental) email and mailing	-	-	4	2
Deferred compensation	-	-	2	2
Unemployment Assistance, current plus estimate	-	-	300000	300000
School (as of 3/22)	-	-	0.84	0.85
City (as of 3/22)	-	-	0.17	0.15
Job applications processed (inc.resumes) (estimates) (**many jobs vacant FYí22/23)	-	-	350	400
Seasonal hires/part time/full time	-	-	300	300

Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022
CORI checks	-	-	300	350
Volunteers and labor service and seasonal applications processed; (estimated)	-	-	45	50
New Employees (Full time, since 7/1/2021)	-	-	65	50
Part time employees hired since 7/1/2021, includes seasonals	-	-	167	200
Audit Preparation				
IRS 403(B) audit for SPS deferred compensation plan (four months; concluded in FYi22.	-	-	1	1
IRS 1095C Audit, SPS returns (new)	-	-	1	1
Accrual compilation for audit and MUNIS programming purposes	-	-	All city employees	All city employees

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
General Admin - Personnel											
11521	5111	Salaries-Full Time	228,156	237,882	255,897	259,667	277,283	273,184	273,184	17,287	6.76
11521	5113	Salaries-Part Time	13,673	13,485	14,848	14,848	15,710	15,710	15,710	862	5.81
11521	5161	Retroactive Wages	761,431	210,488	0	792,639	0	0	0	0	0.00
11521	5171A	Salary/Cb Reserve	0	0	0	2,351	250,000	250,000	250,000	250,000	0.00
11521	5172	Workmens' Comp-Medic	0	0	250,000	0	0	0	0	(250,000)	(100.00)
			1,003,260	**461,856**	**520,745**	**1,069,505**	**542,993**	**538,894**	**538,894**	**18,149**	**3.49**
General Admin - Expenditures											
11522	5300	Purchase Of Services	6,931	8,586	9,000	12,589	12,000	12,000	12,000	3,000	33.33
11522	5303	Legal Services/Abritration	80	75	1,000	50	1,000	1,000	1,000	0	0.00
11522	5306	Advertising	600	1,300	1,000	2,000	2,000	2,000	2,000	1,000	100.00
11522	5317	Educational Training	7,309	1,321	10,000	6,500	15,000	15,000	15,000	5,000	50.00
11522	5320	Contracted Services	17,382	10,275	0	0	0	0	0	0	0.00
11522	5421	Office Supplies (Gen	1,264	1,490	1,400	1,959	1,700	1,700	1,700	300	21.43
11522	5710	In State Travel/Meetings	0	57	100	100	100	100	100	0	0.00
			33,565	**23,104**	**22,500**	**23,197**	**31,800**	**31,800**	**31,800**	**9,300**	**41.33**
		Department Total	**1,036,825**	**484,960**	**543,245**	**1,092,702**	**574,793**	**570,694**	**570,694**	**27,449**	**5.05**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
BRADY	ALICIA	OFFICE MANAGER	8/7/2007	55,615.19	1,094.16		1.00	1	100%	59,970.91	58,543.03	58,543.03
CAMMARATA	LISA	PERSONNEL DIRECTOR	3/5/07	97,631.23	1,920.77		1.00	1	100%	107,793.04	107,793.04	107,793.04
TALIADOROS	JAMES	BENEFITS MANAGER	12/02/19	56,758.78	1,116.66		1.00	1	100%	59,746.89	58,289.65	58,289.65
OKEEFE	AMY	PERSONNEL AIDE/ ASST	8/29/16	45,891.06	930.24		1.00	28	100%	49,772.49	48,558.53	48,558.53
		11521-5111		**255,896.26**			**4.00**		**Total Full Time**	**277,283.33**	**273,184.25**	**273,184.25**
FREITAS	JOSEPH	PT SWITCHBOARD	7/16/13	14,848.50	300.96	P	0.54	19	Hrs/wk	15,710.11	15,710.11	15,710.11
		11521-5113		**14,848.50**			**0.54**		**Total Part Time**	**15,710.11**	**15,710.11**	**15,710.11**
		Salary/Collective Bargaining Reserve		250,000.00						250,000.00	250,000.00	250,000.00
		11521-5171A		**250,000.00**					**Other Total**	**250,000.00**	**250,000.00**	**250,000.00**
				520,744.76			**4.54**		**Department Total**	**542,993.44**	**538,894.36**	**538,894.36**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**3.70**
	FY 2022	**4.54**
	FY 2023	**4.54**
	Variance 22 vs. 23	**0.00**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
11522 Human Resources-Expenses				
5300 Purchase Of Services				
Custom Drug Testing, random CDL license holder testing, 4x per year $350.00-$550.00 per event. Pre-employment physicals for all new employees. Shredding services with Heritage Industries.	0	12,000	12,000	12,000
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	9,000	0	0	0
5300 Purchase Of Services Total	**9,000**	**12,000**	**12,000**	**12,000**
5303 Legal Services/Abritration				
Fees to AAA; filing fee $275.00, case fee between $500 and $1000 per case.	1,000	1,000	1,000	1,000
5303 Legal Services/Abritration Total	**1,000**	**1,000**	**1,000**	**1,000**
5306 Advertising				
Advertising of vacant positions within the City via various media: Mass Municipal Association, position related publications, Boston Globe	1,000	2,000	2,000	2,000
5306 Advertising Total	**1,000**	**2,000**	**2,000**	**2,000**
5317 Educational Training				
Union and non-union tuition reimbursement, licenses for City employees. Miscellaneous training courses for employees. Conversational/work-based Spanish classes for employees	10,000	15,000	15,000	15,000
5317 Educational Training Total	**10,000**	**15,000**	**15,000**	**15,000**
5421 Office Supplies (Gen				
Paper, toner cartridges, envelopes	1,400	1,700	1,700	1,700
5421 Office Supplies (Gen Total	**1,400**	**1,700**	**1,700**	**1,700**
5710 In State Travel/Meetings				
Periodic MMA, MIIA and MMPA seminars and training	100	100	100	100
5710 In State Travel/Meetings Total	**100**	**100**	**100**	**100**
11522 Human Resources-Expenses Total	**22,500**	**31,800**	**31,800**	**31,800**

Workers Comp

Mission Statement

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. Our relationship with MIIA has allowed us to minimize our premium increases. WC is not inexpensive; however, in-house administration and oversight of this process is a less desirable alternative.

Additionally, our involvement with the MIIA Rewards Program has enabled us to keep our other premiums somewhat affordable as our internal practices (best practices, policies, procedures and trainings) earn us credits towards our premiums.

We meet with our WC rep. from MIIA on a regular basis 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.

Conducted two-inhouse trainings with twenty two (22) supervisory staff on the Workers' Compensation process. Tracking a claim from the onset of the injury is key. Accurate claim filing starts the process, and it's important for supervisors to be aware of the injury, investigate it, gather information about it, determine witnesses, take remedial steps to prevent it from recurring, and properly inform MIIA about it through HR.

Goals and Objectives

- Continue to train supervisory staff trainings to staff regarding claim reporting and tracking. Timely claim reporting is key in staying on top of our claims to ensure our injured employees are provided the most effective and efficient care and treatment.
- Meet with MIIA and the new leadership at the School Department to promote training to prevent on the job injuries that ultimately affect our premium rates.
- Preschedule employees for 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 influence our annual premium with MIIA.
- Work with our Risk Manager to establish a strong safety/risk committee to assist in minimizing our physical risk factors within the city and the schools.
- Work with the Police Chief and the Fire Chief to retain a carrier for 111F coverage for our Public Safety employees.
- Work with Department Heads to offer and implement 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.

Significant Budget & Staffing Changes For FY 2023

Overview and Recent Accomplishments

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. Our relationship with MIIA has allowed us to minimize our premium increases. WC is not inexpensive; however, in-house administration and oversight of this process is a less desirable alternative.

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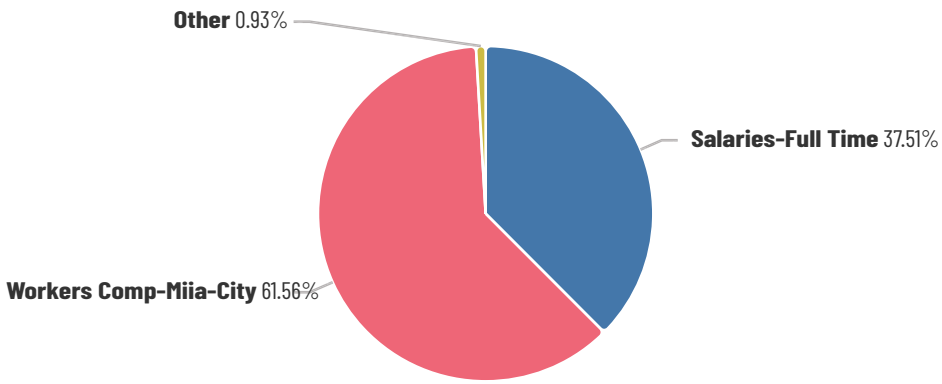
Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Workers Comp - Expenditures											
19121	5111	Salaries-Full Time	158,658	167,263	191,000	191,000	202,460	202,460	202,460	11,460	6.00
19121	5172	Workmens' Comp-Medic	3,035	4,041	5,000	5,585	5,000	5,000	5,000	0	0.00
19121	5179	Workers Comp-Miia Premium	298,133	314,705	332,270	332,270	332,270	332,270	332,270	0	0.00
			459,826	**486,008**	**528,270**	**528,855**	**539,730**	**539,730**	**539,730**	**11,460**	**2.17**
		Department Total	**459,826**	**486,008**	**528,270**	**528,855**	**539,730**	**539,730**	**539,730**	**11,460**	**2.17**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
19121 Workmens' Comp-Personnel				
5111 Salaries-Full Time				
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 10/1/2021 anticipated, weekly payroll increase.	191,000	202,460	202,460	202,460
5111 Salaries-Full Time Total	**191,000**	**202,460**	**202,460**	**202,460**
5172 Workmens' Comp-Medic				
Medical invoices for injuries incurred prior to 7/1/2008	5,000	5,000	5,000	5,000
5172 Workmens' Comp-Medic Total	**5,000**	**5,000**	**5,000**	**5,000**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5179 Workers Comp-Miia Premium				
FY '22 Premium; actual	706,958	0	0	0
FY23 Premium actual	0	706,958	706,958	706,958
Less 3% Early Pay	(21,209)	(21,209)	(21,209)	(21,209)
School Workers Comp in School Budget 53% . Claims - School 80% City 20%	(353,479)	(353,479)	(353,479)	(353,479)
5179 Workers Comp-Miia Premium Total	**332,270**	**332,270**	**332,270**	**332,270**
19121 Workmens' Comp-Personnel Total	**528,270**	**539,730**	**539,730**	**539,730**

Unemployment Compensation

Goals and Objectives

- Work closely with UTMC to stay current on the landscape of unemployment to help us minimize our exposure on all fronts.
- Maintain communication with the school department staff to obtain the most accurate information when it comes to employee terminations. Many employees are terminated at the end of the school year. On our end, we must ensure we are minimizing our unemployment liability with the most effective tool: Reasonable Assurance Correspondence.
- Work with department heads city-wide in personnel procedures regarding any terminations and the like that can lead to a claim for unemployment. Proper documentation is imperative.
- 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.

Significant Budget & Staffing Changes For FY 2023

Overview and Recent Accomplishments

We are pleased that COVID and its fallout that resulted in the highest unemployment rate the state has seen in years finally seems to have leveled off, resulting in no new fraudulent unemployment claims. We monitored (we still do!) our bill every month to be sure as the DUA resolved the fraud and to be sure that the erroneous charges dropped off completely. We still review every claim for legitimacy, and we gather any and all information from either City Departments or the School Department to answer the claim. An unanswered claim results in an approved claim.

We still protest claims we believe are meritless. Our diligence out of the gate with accurate information lends to our success in that area. Furthermore, with a potential maximum weekly benefit of $974.00 (plus dependent allowances of $25.00 each) it is in our best interest to review every claim.

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Unemployment Compensation - Expenditures											
19131	5173	Unemployment Compens	148,292	319,948	300,000	211,073	300,000	250,000	250,000	(50,000)	(16.67)
			148,292	**319,948**	**300,000**	**211,073**	**300,000**	**250,000**	**250,000**	**(50,000)**	**(16.67)**
		Department Total	**148,292**	**319,948**	**300,000**	**211,073**	**300,000**	**250,000**	**250,000**	**(50,000)**	**(16.67)**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
19131 Unemployment Comp-Personnel				
5173 Unemployment Compens				
Payments to Department of Unemployment Assistance for unemployment wages paid to former City and School Department employees. School 94%, City 6% baseline	300,000	300,000	250,000	250,000
5173 Unemployment Compens Total	**300,000**	**300,000**	**250,000**	**250,000**
19131 Unemployment Comp-Personnel Total	**300,000**	**300,000**	**250,000**	**250,000**

Employee Insurance Benefits

Mission Statement

Goals and Objectives

- We have already begun the process to secure affordable health care for FY'24 and beyond. The goal is to conduct a transparent process with the assistance of our PEC. Our Public Employee Committee has played an integral role in this process, as they've 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' while keeping the City's best interests in mind.
- While we are in the last year of our GIC coverage, we 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, bills, deductibles, or how to get reimbursed for a co-pay, there are always ways to assist our employees with rising health care costs. We'll continue to do emails to all employees about a health care topic. Whether it is 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.

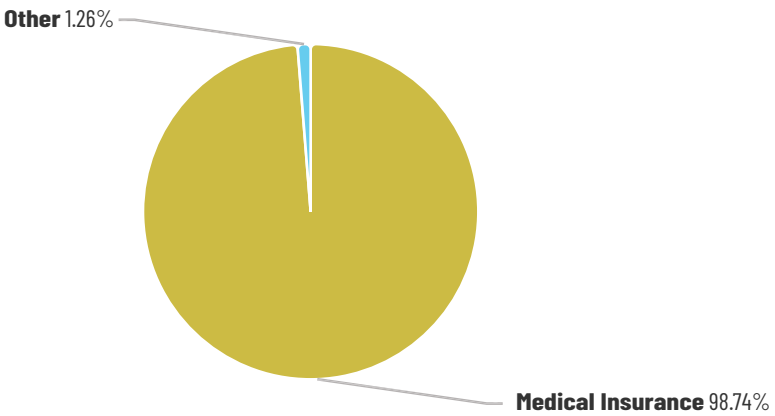
Significant Budget & Staffing Changes For FY 2023

As of April 30, 2022, the City of Salem had 1835 enrollees in our health insurance plans. All but 577 of those enrollees are administered in the HR department. We are in an extended final year with the GIC. We started our first contract in July 2012 in which all employees and retirees, including retired municipal teachers, were enrolled in health insurance plans under the Group Insurance Commission. At the time it was a difficult process for many employees and retirees, given that it was so different than our prior health insurance offering. However, given our utilization and trends with rate increases, I am still confident that our 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 helping with all phases of health care issues. We are used to the process, and the 'insurance language' lingo and processes that are confusing to others, so we help whenever we can.

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'23*** . 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. Plus, rate increases are tied to utilization. Encouraging wellness and carrier sponsored programs will assist our employees and retirees in staying healthy. We educate employees about these changes. As always, we will stay on top of this year-round.

We have secured a better dental plan for active employees, Altus Dental. The network is much larger, the annual maximum is twice what Guardian was, and the premium is lower. We are looking forward to promoting this new plan for FY'23.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Employee Insurance Benefits - Expenditures											
19141	5174	Medical Insurance	13,416,816	13,728,369	15,817,048	14,538,778	16,324,273	16,274,273	16,274,273	457,225	2.89
19141	5181	Dental Insurance	44,315	45,797	45,000	45,000	48,000	48,000	48,000	3,000	6.67
19141	5182	Life Insurance	119,260	107,376	120,000	120,000	120,000	120,000	120,000	0	0.00
19141	5186	Opt Out Program	11,250	11,750	40,000	40,000	40,000	40,000	40,000	0	0.00
			13,591,641	**13,893,291**	**16,022,048**	**14,743,778**	**16,532,273**	**16,482,273**	**16,482,273**	**460,225**	**2.87**
		Department Total	**13,591,641**	**13,893,291**	**16,022,048**	**14,743,778**	**16,532,273**	**16,482,273**	**16,482,273**	**460,225**	**2.87**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
19141 Group Insurance-Personnel				
5174 Medical Insurance				
City share of health insurance costs for City and School employees and Retirees. Estimate for FY 2023	15,982,048	16,489,273	16,439,273	16,439,273
HRA Copay	35,000	35,000	35,000	35,000
Less Fringe from WIB, School Grants, CDBG, less fringe	(200,000)	(200,000)	(200,000)	(200,000)
5174 Medical Insurance Total	**15,817,048**	**16,324,273**	**16,274,273**	**16,274,273**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5181 Dental Insurance				
City share of dental insurance costs for City and School employees	45,000	48,000	48,000	48,000
5181 Dental Insurance Total	**45,000**	**48,000**	**48,000**	**48,000**
5182 Life Insurance				
City share of employee basic term life insurance premiums - City and School	80,000	80,000	80,000	80,000
City share of retiree basic term life insurance premiums - City and School	40,000	40,000	40,000	40,000
5182 Life Insurance Total	**120,000**	**120,000**	**120,000**	**120,000**
5186 Opt Out Program				
Program to pay for employees who opt-out of City-offered health insurance. Individual = 2,400; Family = 6,000 paid out in four installments.	40,000	40,000	40,000	40,000
5186 Opt Out Program Total	**40,000**	**40,000**	**40,000**	**40,000**
19141 Group Insurance-Personnel Total	**16,022,048**	**16,532,273**	**16,482,273**	**16,482,273**

Fire

Mission Statement

Why We Exist

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.

Goals and Objectives

- **Fire Prevention:** Fire Prevention is an integral part of the fire department, and it is a primary objective.
  - Code enforcement: code enforcement and inspections are a critical part of any modern fire department. The Covid 19 pandemic presented challenges over the last two years, but we still completed inspections and code enforcement as required and will continue to do so. Good code enforcement is the key link to public safety and the fire service.
  - Education: the continued education of vulnerable groups has suffered as a result of the pandemic – education has always been a priority for our fire prevention division and this year we will double our effort to make up lost ground - fire education within the elderly community will be expanded to include multiple residential locations and different housing developments - we will continue to focus on educating the youth of our community in the schools, at afterschool programs, camps and other organizations and events for children.
  - New Construction: growth in our community is still increasing and it is the responsibility of the fire department to ensure builders comply with today's engineering standards ensuring the best fire protection available. As always, existing buildings will be routinely checked by our firefighters to ensure regulations are followed and all buildings are safe.
- **Emergency Medical Services:**
  - Modern-day emergency medical services are one of the most important parts of a modern fire department's mission. Firefighters in Salem respond to more than 2600 medical calls annually - 90% of all firefighters in Salem are EMTs - many with more than 20 years of experience in the emergency medical field. Fire apparatus are primarily equipped the same as an ambulance minus the transport capability. Covid 19 has put a strain on the medical service in the entire country - fewer people are willing to enter the profession - never has there been a greater need for firefighter EMTs.
- **Special Operations:**
  - Firefighters deal with so much more than fires and medical calls – every department member is trained to fill many roles including vehicle extrication, electrical emergencies, alarm system troubleshooting, forcible entry, elevator rescues, just to name a few. On occasion, department members are called to perform very specialized tasks to affect a rescue or mitigate a challenging scene - The Salem Fire Department Special Operation Team expands on the departments' ability by training for high-risk, low frequent emergency incidents. These might include but are not limited to confined space rescues and high and low angle rescues. Team members take part in up to three annual full-day training events at regional industrial sites funded by private partners with equipment provided by these same private community partners. This specialized skill set is then brought back to the department and shared with the remaining department members through daily training and drills. Special Operation Team members are evenly spread throughout the department's four divisions to make this specialized skill set always available to the department.

- **Building Maintenance:**
  - The city of Salem has 5 active fire stations: these buildings require a substantial amount of maintenance and repairs annually. Since many of the buildings are more than a hundred years old, some upkeep is very challenging. The department is committed to not only making repairs as needed but continually working to modernize the buildings whenever possible. Last year saw a substantial amount of completed projects.
  - Crews completed replacing the entire roof on the main three-story section of the Fire Headquarters building along with the two-story administrative wing and Electrical Department. This project coincided with repairs to the guy wires/support cables attached to the 60' antenna which is located on the Headquarters portion of the roof. The cables were original to the structure and dated back to 1972. The antenna is now safely secured for years to come.
  - A major exterior property renovation was completed at fire headquarters; The paving project at the rear included new drainage - the installation of a handicap ramp for access to the administration wing - the expansion of the parking area on the side of the building and Klop Alley - sidewalks along Lafayette Street were repaired, and trees and landscaping installed. The project greatly improved the appearance of the entrance side of the building and made the entire area safer and more accessible for everyone.
  - The exterior of the living quarters at Station 2 on North Street was reflashed, bricks were repointed & sealed, and the entire attic was insulated, reducing heating costs significantly.
  - The entire VOC alarm notification system for 5 buildings was completely modernized and digitized - it now operates entirely on the city fiber-optic network increasing clarity and reliability. The VOC alarm system is a series of speakers in all the stations connected directly to fire dispatch – this network is how firefighters are dispatched to calls and is a crucial part of the department. The Same Fiber optic link will connect all stations to the new CAD display system.
  - Firefighters take great pride in the department and have worked tirelessly to complete many projects in the stations including new laundry facilities, new bathrooms, shower rooms, kitchens, painting, and holiday decorating. Without the generous efforts of the firefighters, many of these projects would not be possible.

- **Upcoming Building projects**
  - A major exterior renovation is planned for Station 5 on Loring Ave; this will include a new front ramp and driveway in the rear - new sidewalks, new entry stairs and railings - a new building sewer line to replace a failed line - exterior lighting, and better handicap access and parking.
  - Roof repairs are scheduled to begin on Station 5 and Station 2 – work will be done to replace sections of the copper ridgeline - replace damaged slate and reflash as needed.
  - Sections of the apparatus floor at Fire Headquarters on Derby Street will be resurfaced. Over the years some sections of the floor have deteriorated and must be resurfaced – this will significantly reduce a hazardous condition in the building.
  - A sustainability project is underway to design new heating and lighting systems for all 5 fire stations. Four of the stations still rely on oil-fired steam boilers to heat the stations. Potential cost saving by upgrading these systems is huge - there is some public and private funding available for these types of projects and we will endeavor to secure any available funds.

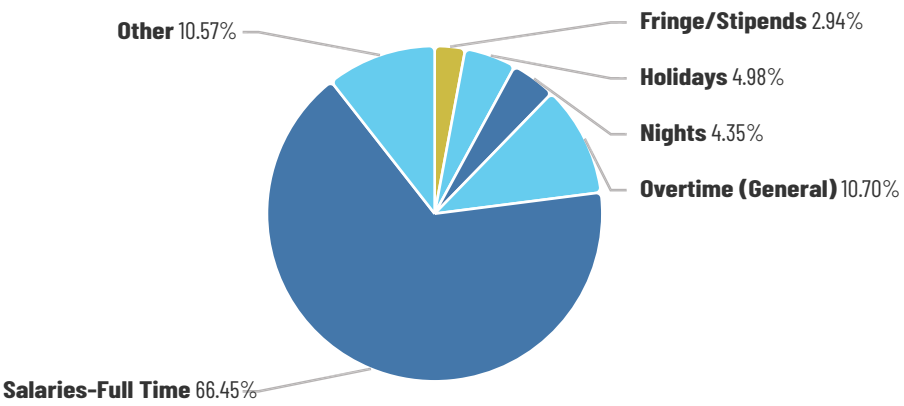
- **Funding and Grant Writing:**
  - Grants are a major source of funding for the Salem Fire Department. This year the department was very successful and awarded significant grant funding:
  - FY2021/2022 FEMA Assistance to Firefighters Grant $163,000 for new Department SCBAs
  - FY2022 FEMA Assistance to Firefighters Grant $160,000 for new department portable radios
  - Mass Emergency Management Grant $21,150 for thermal imaging cameras, scene lighting, a Connex emergency management equipment storage box, body armor for firefighters.
  - Mass SAFE Education and Prevention Grant $6000.
  - Cares Act $35,000 to fund an entirely new NEXGEN CAD system for fire alarm dispatch. CAD is a computerized dispatch platform that allows for the rapid sharing of dispatch information between agencies I. E. Police, Fire & Ambulance – it will significantly streamline communications and shorten dispatch time for all fire department calls.
- In FY 2022/2023 many other grant applications have already been filed – we are well qualified and hoping for some additional funding for the department. In addition to those shown below, we will be applying for the FY 2023 Mass emergency equipment grant - the Mass SAFE Education and Prevention Grant any other grant opportunities we can find.
  - 2023 FEMA Assistance to Firefighters Grant application for $50,000 to build a firefighter equipment decontamination station for firefighting gear and medical equipment
  - 2023 FEMA Assistance to Firefighters Grant application for $1, 360,000 to purchase a new aerial ladder truck to replace ladder 1 which is 22 years old
  - 2023 FEMA Assistance to Firefighters Grant application for $927,000 to fully fund for three years the hiring of 4 additional firefighters for the department.
  - FY 2023 CDBC $150,000 for exterior upgrades and Station 5
- **Apparatus and Equipment:**
  - In May Salem Fire will take delivery of a new 2022 Ferrara Fire Pumper. This truck will be the third truck purchased from Ferrara to replace an aging truck in our fleet - it will be stationed at Fire Headquarters and run as Engine 1 - it will be identical to our existing Engine 2 and Engine 5. There are many advantages to keeping the trucks all the same - we will significantly reduce the time for repairs - every effort will be made to keep an inventory of parts for these specific trucks – firefighters will be accustomed to one type of apparatus increasing safety and performance.
  - Presently, Salem needs a new ladder truck to replace Ladder 1. This truck is 22 years old and must be updated as soon as funding allows.
  - Alternative private funding was obtained to purchase three John Deere Gator UTVs - one for the Fire Department and two for the Police Department. These vehicles were delivered in March 2022. This fire UTV will be the second such unit in the fleet - it will be primarily used as a medical cart for the downtown during the busy tourist season and other needs such as woods fire operations, and other special events. The Police UTVs will be outfitted for their needs and will serve similarly in conjunction with the Fire Department during the busy tourist season.
- **Communications:**
  - Major changes are underway in the Fire Department dispatch center to modernize call taking and synergize the dispatch effort with Police and private ambulance. The efforts underway will reduce the time from call inception to asset dispatch by 3-4 minutes on many calls. We already have good response times once they're on the road, now we will be able to get the trucks out the door quicker.
  - Through a grant funding initiative, new software and computer equipment has been procured and is presently being installed to modernize dispatch – this includes a Computer Aided Dispatch (CAD) platform. A CAD system will enable call takers to share information and data in real-time regardless of location. This information will be instantaneously shared with responding assets including Fire, Police, and Ambulance.
  - Salem Fire has replaced its National Fire Incident Reporting System (NIFIRS) with a modern efficient program. FirstDue is a robust program that replaces Fire House Software - FH has been discontinued. FirstDue will allow for efficient report wring, data storage, asset management, pre-fire planning, inspections, PTN files, and scheduling. FirstDue is designed to work seamlessly with the new NEXGEN CAD software. Information on FirstDue will also be available to the Police.
  - Salem Fire and Police have started phase 1 of a project to replace the radio dispatch infrastructure for the city. 6 aging radio repeaters will be replaced with two state of the art units which will serve the entire city - station receivers will be upgraded, and all infrastructure modernized to ensure a reliable radio network for the city for the foreseeable future. The new system will operate using microwave transmitters and fiber optics. While maintaining separate frequencies, police and fire will no longer have independent radio repeaters and networks – instead, both will share one system allowing for better reliability and significant savings.
- **Staffing:**
  - Over the past three years, Salem Fire has seen a sizable shift in its workforce. There have been many retirements some resignations. We did experience hiring delays due to Covid 19 - fortunately, we have largely overcome the hiring challenges and are almost up to our full complement of firefighters. With a new younger workforce comes some challenges but many more advantages. These new department members are eager to learn and very eager to serve. The present group of firefighters and officers working for the department are well trained and very well suited to provide emergency services to the community - the future continues to look bright.

FY 2023 Departmental Goals Relating to City's Overall Long- & Short-Term Goals:

- The Fire Department will continue to work towards modernizing everywhere we can: better technology will streamline operations, save money and further the capabilities of the department which will have a direct benefit for the community. In emergency services time is everything - technology saves time.
- A red and blue initiative between police and fire over the past year has shown how much more can be accomplished when agencies combine their efforts. Better communication between dispatch is inevitable with the new equipment and technology installed – better-combined training between both agencies will increase performance and safety - a spirit of teamwork between police and fire will help to create a better public safety work experience for all.
- Efforts have been successful to replace an aging fire pump and as soon as funding allows a new ladder truck will be purchased.
- Sustainability is an important goal for the city: The fire department has begun a design study to replace antiquated heating, lighting, windows, overhead doors, etc. - this will have a major impact on buildings efficiency and significantly reduce cost.
- The vehicles used by our inspectional services fleet are all scheduled to be replaced with hybrid or electric vehicles.
- Renovation of five vital fire stations will happen in phases - the ultimate end goal is low maintenance costs and preserving these structures for the future. Capital improvement will continue to be a focus of the department.
- Community involvement and partnerships have been an integral part of the departments' overall plan. So often people and organizations are willing to get involved - our department will work to identify and use these available resources. We have always relied on funding for special operations teams, special vehicles, and equipment and we will continue to foster the relations necessary for their continued support. Community partnership is a two-way street; our department will continue to take part in special community events and activities all of which improve the overall city life experience.
- Training and special hazard preparation will continue to be one of the daily activities of this department. We are only as strong as our weakest link - a synergistic approach to training will be made to include all members of the department at all levels - consistency in training is essential.
- Quality equipment is essential to a modern-day firefighting/EMS force. With the recent purchase of new SCBAs, new radios, new dispatch equipment, and software our department is well-positioned to complete our mission successfully and provide the highest level of service to the community.

SALEM FIRE DEPARTMENT

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Fire - Personnel											
12201	5111	Salaries-Full Time	6,309,505	6,103,740	6,316,736	6,316,736	6,561,192	6,561,192	6,561,192	244,456	3.87
12201	5113	Salaries-Part Time	31,733	55,022	59,106	59,106	70,684	70,684	70,684	11,578	19.59
12201	5131	Overtime (General)	976,884	1,289,059	1,076,834	1,376,834	1,056,611	1,056,611	1,056,611	(20,223)	(1.88)
12201	5133	Emt	43,769	41,178	48,000	48,000	48,600	48,600	48,600	600	1.25
12201	5136	Holidays	487,068	472,044	488,269	488,269	491,844	491,844	491,844	3,575	0.73
12201	5138	Out Of Grade	75,059	89,342	80,000	80,000	80,000	80,000	80,000	0	0.00
12201	5139	Nights	417,568	397,298	418,574	418,574	429,701	429,701	429,701	11,127	2.66
12201	5141	Longevity	157,549	140,913	146,829	146,829	146,260	146,260	146,260	(569)	(0.39)
12201	5143	Firefighter Rank Stipend	28,000	27,000	29,500	29,500	29,000	29,000	29,000	(500)	(1.69)
12201	5145	Education Incentive	85,173	96,257	83,852	83,852	113,852	113,852	113,852	30,000	35.78
12201	5150	Fringe/Stipends	320,036	306,373	295,300	295,300	290,000	290,000	290,000	(5,300)	(1.79)
12201	5154	Specialty Stipend	5,500	6,000	9,600	9,600	13,100	9,600	9,600	0	0.00
			8,937,845	**9,024,226**	**9,052,600**	**9,352,600**	**9,330,843**	**9,327,343**	**9,327,343**	**274,743**	**3.03**
Fire - Expenditures											
12202	5211	Electricity	36,649	40,253	39,879	42,879	42,869	42,869	42,869	2,990	7.50
12202	5215	Natural Gas	18,939	18,157	28,000	23,500	28,000	28,000	28,000	0	0.00
12202	5216	Oil Heat	12,381	10,589	15,000	21,000	15,000	15,000	15,000	0	0.00
12202	5241	Building Maintenance	37,710	29,945	35,000	37,963	35,000	35,000	35,000	0	0.00
12202	5258	Fire Equipment Repai	51,365	26,308	52,000	56,097	52,000	52,000	52,000	0	0.00
12202	5277	Photocopy Machine Le	4,086	3,405	4,320	4,642	5,520	5,520	5,520	1,200	27.78
12202	5284	Equipment Lease	87,972	87,972	87,973	87,973	87,973	87,973	87,973	0	0.00
12202	5294	Fire Prot Clothing	32,245	47,700	47,700	47,700	47,700	47,700	47,700	0	0.00
12202	5300	Purchase Of Services	18,846	38,418	29,789	33,344	62,888	62,888	36,200	6,411	21.52
12202	5317	Educational Training	40,704	40,843	42,187	28,065	42,187	42,187	42,187	0	0.00
12202	5318	Dental/Medical Servi	17,225	20,257	17,600	49,177	17,600	17,600	17,600	0	0.00
12202	5318R	Dental/Medical Servi	23,568	3,405	25,000	6,996	25,000	25,000	25,000	0	0.00
12202	5320	Contracted Services	0	0	0	0	4,436	4,436	4,436	4,436	0.00
12202	5341	Telephone	22,615	19,309	23,028	23,280	23,028	23,028	23,028	0	0.00
12202	5421	Office Supplies (Gen	3,180	2,342	5,500	6,590	6,500	6,500	6,500	1,000	18.18
12202	5451	Custodial Supplies	8,817	8,662	9,000	9,334	9,000	9,000	9,000	0	0.00
12202	5510	Fire Prevention	9,427	4,263	14,500	8,770	14,500	14,500	14,500	0	0.00
12202	5513	Emergency Management	250	600	1,000	1,000	1,000	1,000	1,000	0	0.00
12202	5586	Fire Suppression Sup	18,281	9,281	23,730	32,298	23,730	23,730	23,730	0	0.00
12202	5730	Dues And Sub	1,900	1,900	2,000	2,000	2,000	2,000	2,000	0	0.00
			446,160	**413,608**	**503,206**	**522,608**	**545,931**	**545,931**	**519,243**	**16,037**	**3.19**
		Department Total	**9,384,005**	**9,437,834**	**9,555,806**	**9,875,208**	**9,876,774**	**9,873,274**	**9,846,586**	**290,780**	**3.04**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
DIONNE	ALAN	CHIEF		123,809.92	3,074.41		1.00	40	100%	164,480.93	164,480.93	164,480.93
		DEPUTY CHIEFS		386,423.62	7,565.32		4.00	4	100%	394,909.70	394,909.70	394,909.70
		CAPTAINS		756,044.98	14,798.97		9.00	9	100%	772,506.23	772,506.23	772,506.23
		LIEUTENANTS		1,168,765.55	22,881.76		16.00	16	100%	1,194,427.87	1,194,427.87	1,194,427.87
		FIRE FIGHTERS-4		2,723,829.68	53,326.24		44.00	44	100%	2,662,120.66	2,662,120.66	2,662,120.66
		FIRE FIGHTERS-3		118,218.03	3,471.66		3.00	2	100%	664,475.72	664,475.72	664,475.72
		FIRE FIGHTERS-2		380,097.63	-		0.00	7	100%	277,461.27	277,461.27	277,461.27
		FIRE FIGHTERS-1		244,656.39	10,537.67		11.00	5	100%	0.00	0.00	0.00
				-	-					-	-	
ADDISON	JOHN	MECHANIC	1/1/2014	69,248.72	1,393.70		1.00	40	100%	72,751.14	72,751.14	72,751.14
SULLIVAN	ASHLEY	OFFICE MANAGER	9/2021	51,842.63	1,005.22		1.00	35	100%	62,472.35	62,472.35	62,472.35
		STEP INCREASES (ADDED TO BASE ABOVE)		0.00	-					-	-	-
		FIRE PREVENTION		7,500.00			3.00			7,500.00	7,500.00	7,500.00
		Adjust for & Rounding		-						-	-	-
FAO Salary		AFSCME		286,298.88			5.00		Total AFSCME 1818	288,086.04	288,086.04	288,086.04
		12201-5111		**6,316,736.03**			**98.00**		**Total Full Time**	**6,561,191.93**	**6,561,191.93**	**6,561,191.93**
C. Dichirico		EVENING AP CLERK		21,164.06	454.88	P	1.00	16	100%	23,744.74	23,744.74	23,744.74
Part-Time FAO's		FAO's - PART TIME		19,798.00	383.14			19	100%	19,999.91	19,999.91	19,999.91
Capt. Darisse		EMERGENCY MGMT CLERK		18,144.00	64.51		1.00	8		26,939.38	26,939.38	26,939.38
		12201-5113		**59,106.06**					**Total Part Time**	**70,684.02**	**70,684.02**	**70,684.02**
		OT FF CONTRACTUAL-88 & MECHANIC		891,424.42	891,424.42			88		914,964.43	914,964.43	914,964.43
		OT - FAO'S		54,000.00	54,000.00			5		37,772.97	37,772.97	37,772.97
		OT - FF NON-CONTRACTUAL		60,000.00	60,000.00					60,000.00	60,000.00	60,000.00
		OT - HAUNTED HAPENINGS		10,000.00	7,100.00					17,100.00	17,100.00	17,100.00
		OT - COMMUNITY EVENTS		6,300.00	6,300.00					6,300.00	6,300.00	6,300.00

Personnel Summary

Employee Name	Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
5 Recruits, 14hrs/wk x 10 wks	OT - RECRUITS TO ACADEMY		55,110.00	7,000.00					20,473.60	20,473.60	20,473.60
	12201-5131		**1,076,834.42**					**Total Overtime**	**1,056,611.00**	**1,056,611.00**	**1,056,611.00**
	EMT		48,000.00	600.00		73.00			48,600.00	48,600.00	48,600.00
	HOLIDAYS FF		488,268.59	Varies					491,843.70	491,843.70	491,843.70
	OUT OF GRADE		80,000.00	Varies					80,000.00	80,000.00	80,000.00
	NIGHTS FIREFIGHTERS		418,573.48	Varies					429,700.58	429,700.58	429,700.58
	LONGEVITY - FF & Mechanic		146,829.26	Varies					146,259.92	146,259.92	146,259.92
"FF NEW"	FF RANK DUTY RECOGNITION		29,500.00	500.00			60		29,000.00	29,000.00	29,000.00
21 Bachelor's, 14 Associates	EDUCATION INCENTIVE STIPEND		83,852.20	Varies					113,852.20	113,852.20	113,852.20
SMV	SENIOR/MASTER/ VETERAN		295,300.00	Varies					290,000.00	290,000.00	290,000.00
Colorguard, EMT, Training, Car seat	SPECIALTY PAY		9,600.00	Varies					13,100.00	9,600.00	9,600.00
			1,599,923.53					**Total All Other**	**1,642,356.40**	**1,638,856.40**	**1,638,856.40**
			9,052,600.04			**98.00**		**Department Total**	**9,330,843.35**	**9,327,343.35**	**9,327,343.35**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**95.00**
	FY 2022	**95.00**
	FY 2023	**98.00**
	Variance 22 vs. 23	**3.00**

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases Step	Date	Rate	# Weeks Old	# Weeks New	Dept Req FY2023	Mayor FY2023	Council Voted FY2023
BROWN	JEFFREY	FIRE ALARM OP SUPERV	07/05/1990	2	58,790.68											
LERNER	SHAWN	FIRE ALARM OP SUPERV	11/11/1994	2	54,603.41	1.00	1,150.98	60,081.16	3					60,081.16	60,081.16	60,081.16
LERNER - Shift Differential					1,950.62									$1,498.66	1,498.66	$1,498.66
LARRABEE		FIRE ALARM OPERATOR	8/19/2015	2	54,603.41									-	-	-
LARRABEE - Shift Differential					1,950.62									-	-	-
TREFREY	MARGARET	FIRE ALARM OPERATOR	5/22/2021	2		1.00	1,022.90	53,395.38	1/2	5/22/2022				53,395.38	53,395.38	53,395.38
							100.06	**5,223.13**						**5,223.13**	**5,223.13**	**5,223.13**
WHITMORE	JONATHON	FIRE ALARM OPERATOR	3/20/2010	2	54,186.61	1.00	1,060.84	55,375.85	3					55,375.85	55,375.85	55,375.85
WHITMORE - Shift Differential					4,876.56		95.48	4,984.05	3					4,984.05	4,984.05	4,984.05
VACANT		FIRE ALARM OPERATOR		2	50,802.19	1.00	986.45	51,492.69	1/2					51,492.69	51,492.69	51,492.69
VACANT SHIFT DIFFERENTIAL					4,534.78		43.51	2,271.22						2,271.22	2,271.22	2,271.22
														-	-	
VACANT		FIRE ALARM OPERATOR			-	1.00	986.45	51,492.69	1/2					51,492.69	51,492.69	51,492.69
VACANT SHIFT DIFFERENTIAL							43.51	2,271.22						2,271.22	2,271.22	2,271.22
														-	-	
					286,298.88	**5.00**		**286,587.38**						**288,086.04**	**288,086.04**	**288,086.04**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
12202 Fire-Expenses				
5211 Electricity				
Electric service for five stations.	39,879	42,869	42,869	42,869
5211 Electricity Total	**39,879**	**42,869**	**42,869**	**42,869**
5215 Natural Gas				
Gas service for heating, cooking, hot water in five stations.	28,000	28,000	28,000	28,000
5215 Natural Gas Total	**28,000**	**28,000**	**28,000**	**28,000**
5216 Oil Heat				
Fuel oil for heat at Stations 4 & 6.	15,000	15,000	15,000	15,000
5216 Oil Heat Total	**15,000**	**15,000**	**15,000**	**15,000**
5241 Building Maintenance				
Repair of overhead doors, springs, and motors. General station maintenance/ repairs, exhaust recovery system/ Plymovent in all 4 stations Repairs to plumbing, toilets & sinks.	35,000	35,000	35,000	35,000
5241 Building Maintenance Total	**35,000**	**35,000**	**35,000**	**35,000**
5258 Fire Equipment Repai				
Air compressors service & repairs air and breathing air	3,850	3,850	3,850	3,850
Equipment - valves, hose repairs, plumbing	4,000	4,000	4,000	4,000
Ladder testing Aerial Trucks	3,500	3,500	3,500	3,500
Ladder testing ground ladders	2,000	2,000	2,000	2,000
Pump testing and repairs	2,500	2,500	2,500	2,500
Spark plugs, filters, small parts for trucks & other vehicles, brakes, & other misc. parts & supplies	10,500	10,500	10,500	10,500
Tires - cars & trucks, Batteries, motor oil, vehicle glass repairs, inspection stickers	7,650	7,650	7,650	7,650
Transmission, body work (apparatus) & engine work	17,000	17,000	17,000	17,000
Truck lighting equipment	1,000	1,000	1,000	1,000
5258 Fire Equipment Repai Total	**52,000**	**52,000**	**52,000**	**52,000**
5277 Photocopy Machine Le				
Machine lease and service calls - two copiers (Administration & Fire Prevention)	4,320	5,520	5,520	5,520
5277 Photocopy Machine Le Total	**4,320**	**5,520**	**5,520**	**5,520**
5284 Equipment Lease				
Lease payment 4 of 7 for Station 5 Pump Truck	87,973	87,973	87,973	87,973
5284 Equipment Lease Total	**87,973**	**87,973**	**87,973**	**87,973**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5294 Fire Prot Clothing				
Badges, PBI hoods, rubber & leather boots, suspenders, gloves	7,000	7,000	7,000	7,000
helmets..	0	27,000	27,000	27,000
helmets….	27,000	0	0	0
Purchase of replacement Personal Protective Equipment (PPE) boots, gloves, turnout gear,	11,700	11,700	11,700	11,700
Repairs to PPE (jackets & trousers)	2,000	2,000	2,000	2,000
5294 Fire Prot Clothing Total	**47,700**	**47,700**	**47,700**	**47,700**
5300 Purchase Of Services				
Call back/detail program: CrewSense	4,200	5,200	5,200	5,200
Computer upgrades, hardware, servers	5,500	5,500	5,500	5,500
Firehouse software (licenses, support)	10,589	0	0	0
First Due NIFIRs reporting Software	0	16,000	16,000	16,000
LEXIPRO Policy Management and Development 1st year with development $26,687.70 Year two annual cost $11,288.70	0	26,688	26,688	(0)
Radio service- consoles, mobiles, portables, repeaters, batteries	9,500	9,500	9,500	9,500
5300 Purchase Of Services Total	**29,789**	**62,888**	**62,888**	**36,200**
5317 Educational Training				
New Officer training, EMT Recertifications, Classes, Training Seminars	10,500	10,500	10,500	10,500
Reimbursement for academic expenses for continuing education	31,687	31,687	31,687	31,687
5317 Educational Training Total	**42,187**	**42,187**	**42,187**	**42,187**
5318 Dental/Medical Servi				
5318R Dental/Medical Servi				
Provides for medical expenses for active personnel - job-related medical expenses.	17,600	17,600	17,600	17,600
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
5318 Dental/Medical Servi Total	**17,600**	**17,600**	**17,600**	**17,600**
5318R Dental/Medical Servi Total	**25,000**	**25,000**	**25,000**	**25,000**
5320 Contracted Services				
Cleaning Service For the Fire Department Administrative wing.	0	4,436	4,436	4,436
5320 Contracted Services Total	**0**	**4,436**	**4,436**	**4,436**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5341 Telephone				
Long distance provider	1,500	1,500	1,500	1,500
Telephone lines from repeaters/channel 2 added	4,000	4,000	4,000	4,000
Verizon (Local & Regional)	15,200	15,200	15,200	15,200
Verizon Inspection I pads	2,328	2,328	2,328	2,328
5341 Telephone Total	**23,028**	**23,028**	**23,028**	**23,028**
5421 Office Supplies (Gen				
General Office Supplies as needed	5,500	6,500	6,500	6,500
5421 Office Supplies (Gen Total	**5,500**	**6,500**	**6,500**	**6,500**
5451 Custodial Supplies				
General Custodial Supplies as needed	9,000	9,000	9,000	9,000
5451 Custodial Supplies Total	**9,000**	**9,000**	**9,000**	**9,000**
5510 Fire Prevention				
Citizen Academy	10,000	10,000	10,000	10,000
Fire Prevention seminars / meetings/expenses	500	500	500	500
Fire Prevention supplies	1,000	1,000	1,000	1,000
Grounds care/ lawn service	1,000	1,000	1,000	1,000
NFPA code updates	2,000	2,000	2,000	2,000
5510 Fire Prevention Total	**14,500**	**14,500**	**14,500**	**14,500**
5513 Emergency Management				
Emergency management expenses: Multi gas meter replacement	1,000	1,000	1,000	1,000
5513 Emergency Management Total	**1,000**	**1,000**	**1,000**	**1,000**
5586 Fire Suppression Sup				
Hand and gas tool repair and replace	2,000	2,000	2,000	2,000
Hose & nozzles	5,000	5,000	5,000	5,000
Mask fit testing	3,100	3,100	3,100	3,100
Mobil radio parts, microphones, cases	4,500	4,500	4,500	4,500
Self-contained breathing apparatus (SCBA) repair, face piece, flo testing	3,000	3,000	3,000	3,000
Sensors for 4-gas meters	2,000	2,000	2,000	2,000
Supplies laundering PPE	1,630	1,630	1,630	1,630
Tools and Equipment	2,500	2,500	2,500	2,500
5586 Fire Suppression Sup Total	**23,730**	**23,730**	**23,730**	**23,730**
5730 Dues And Sub				
Membership dues - professional organizations: ECFC/ FPdivision FCAM, NFPA	2,000	2,000	2,000	2,000
5730 Dues And Sub Total	**2,000**	**2,000**	**2,000**	**2,000**
12202 Fire-Expenses Total	**503,206**	**545,931**	**545,931**	**519,243**

Police

Mission Statement

Why We Exist

To protect the people of Salem and its visitors and to fairly uphold the law.

Goals and Objectives

Maintain a high level of public safety: Police and Fire

Objectives

1. (1) The Massachusetts Peace Officer Standards and Training (POST) Commission was established in 2020 and charged with creating a mandatory certification process for police officers, as well as processes for decertification, suspension of certification, or reprimand in the event of certain misconduct. In order to meet POST reporting requirements, the Salem Police Department has updated its record management system to better capture and report instances of officer misconduct and streamline the flow of required information to POST. The Department has met all POST reporting requirements for FY22 and will continue to adhere to POST mandates in FY23.

2. (2) The Massachusetts Police Accreditation Commission (MPAC) offers an accreditation process for police agencies across the Commonwealth. The accreditation process consists of two major components: (1) the establishment of a body of professional standards for police agencies to meet, and (2) a voluntary assessment process by which agencies can be publicly recognized for meeting those standards considered best practices for the profession. The Salem Police Department has been fully accredited by MPAC since 2013 and successfully underwent re-accreditation in 2016. We are preparing for reaccreditation, currently scheduled for April, 2022.

3. (3) In order to maintain a professional and responsive police agency, the Department must invest in training for its officers. In FY23, our requested training budget is $55,700.00. In addition to mandated training requirements for currently serving officers, this line item includes training and associated fees for six (6) recruits to attend basic police academy training during FY23.

4. (4) In FY21, the Department secured a grant from the Metropolitan Area Planning Commission (MAPC) and Northeast Homeland Security Regional Advisory Council (NERAC) to design and conduct a tabletop exercise (TTX) to test our operational planning and response capabilities to a critical incident. The September, 2021 TTX brought together regional law enforcement and public safety agencies, state and federal partners and City departments for a day-long exercise. Lessons learned from the TTX were immediately incorporated into our operational plans for *Haunted Happenings 2021* and will be expanded upon in our planning for *Haunted Happenings 2022* and other large scale City-sponsored events.

5. (5) In FY22, the Department assigned a detective sergeant to the FBI-led North Shore Gang Task Force Safe Streets Task Force (SSTF). The mission of the SSTF is to identify and target for prosecution criminal enterprise groups responsible for drug trafficking, money laundering, crimes of violence such as murder and aggravated assault, robbery, and violent street gangs. Information sharing and the deployment of SSTF personnel has greatly assisted the SPD in the investigation of several high-profile criminal incidents and we plan on continuing our participation with the SSTF in FY23.

6. (6) The Department had received funding ($32,000.00) for two Community Development Block Grants (CBDG) focused on community-policing activities for FY22. These grants place an emphasis on engagement (through directed patrols and community-building activities) in the Point Neighborhood and other low and moderate income (LMI) areas throughout the city. Activities covered under these grants include directed patrol coverage, bike and walking patrols, hosting community engagement events, the establishment of a Duty Captain program to oversee weekend activities and targeted engagement activities by our School Resource Officers and Special Police Officers, etc. The Department has applied for CBDG grant funding for FY23 to continue these initiatives.

7. (7) In an ongoing effort to enhance police-community relations, the Department, in collaboration with the Salem Fire Department and the Salem Department of Public Works, hosted a well-attended "Public Safety Day" on the Salem Common on August 3rd, 2021. This community-building event is part of our community engagement strategy and also included a series of "Coffee with a Cop", "Ice cream with a Cop" and "Pizza with the

Police" events held throughout the City. In FY23 we will continue to host community-building events and plan to procure a "community resource dog" to aid in those efforts.

8. (8) The Salem Police Department will work to achieve full staffing levels for sworn personnel in Fiscal Year 2023. At the end of FY22, with anticipated retirements and attrition, it is anticipated we will have 56 patrol officers. This is well below the authorized complement of 68 patrol officers (City Ordinance Section 32-1). We will need to hire twelve officers during the remainder of FY22 and into FY23 to meet our authorized strength. In support of this objective, we will continue to work with community-based organizations, such as religious organizations, advocacy groups, neighborhood associations and academic institutions in an effort to outreach to a more demographically diverse population of candidates.

Improve traffic and parking enforcement

Objectives

1. (1) Throughout FY22, the Department conducted selective enforcement operations in areas of the City where accidents are known to occur and where residents have reported ongoing traffic violations. In calendar year 2020, the Department conducted 175 selective enforcement operations to address these issues. 283 selective enforcement operations were conducted in calendar year 2021, a 61% increase. Motor vehicle traffic stops remained fairly consistent over the past two calendar years (5,866 in CY20 and 5,907 in CY21). Selective enforcement operations to address residents' concerns and identified traffic safety issues will be expanded upon in FY23.

2. (2) The Department currently maintains six (6) traffic data collection units that are deployed on City streets in response to resident complaints and in support of road improvement projects. These units collect data such as speed and time-of-day traffic counts, etc., and analysis of data, enables the Department, working in coordination with the Traffic and Parking Commission, to address issues and design solutions to address traffic problems. Deployment of the traffic data collection units will continue in FY23 in response to resident complaints and roadwork projects.

3. (3) To assist in traffic management and improve public awareness, particularly during major City events such as *Haunted Happenings* and during critical incidents, the Department received funding for one message board / speed detection unit in FY22 and we are completing the procurement process. We anticipate receipt and deployment of this unit during FY23.

4. (4) In the FY23 budget we are requesting funding to procure replacement of one automated license plate reader (ALPR) for a Traffic Division cruiser in the amount of $14,500.00. The ALPR alerts on all CJIS "hotlist notifications" (such as stolen vehicles, wanted criminals, missing persons, uninsured/unregistered vehicles etc.). If approved, the ALPR will be procured and deployed during FY23.

5. (5) With the assistance of state funding, the Department began the procurement and installation of E-Ticket modules in all front line cruisers during FY22. The E-Ticket system enables patrol officers to issue motor vehicle citations electronically, negating the need to handwrite the citation, and immediately file the citation with the Registry of Motor Vehicles (RMV) and the Massachusetts Department of Transportation (DOT). In FY23, we plan on integrating the E-Ticket system with the Department's record management system (NEXGEN) which will further streamline the reporting process, capture more accurate citation data and preclude the necessity of paper record storage.

6. (6) The full complement of the SPD Traffic Division has historically been five personnel; one superior officer and four patrol officers. Due to retirements and the June, 2020 death of Officer Dana Mazola, the Division has been staffed with one superior officer and two patrol officers. With the anticipated hiring of new patrol officers, we plan to add one additional patrol officer to the Traffic Division in FY23.

7.

Enhanced use of technology in public safety

Objectives

1. (1) Recent high-profile cases involving police use of force have fueled ongoing local and national conversations about ways to improve police accountability, transparency, and legitimacy. Department leadership and City stakeholders believe that the use of body-worn cameras (BWC) advance these goals. Because BWCs provide an audio-visual record of police-public encounters that can be reviewed after an incident, the presence of BWCs may encourage both officers and community members to maintain a higher standard of behavior during an encounter. In addition to officer-safety considerations, the use of BWCs demonstrates that the Department is willing to be transparent and accountable for its actions. The Department has researched BWC packages and began a pilot project in FY22 and enacted a formal BWC policy in January, 2022. Developing a BWC program requires a significant investment; the FY23 budget includes a City budget request ($90,000.00) and approximately $240,000.00 in state and federal grant funding (which has been approved) to purchase eighty (80) BWCs and peripherals. Full implementation of the BWC program will be phased in during calendar year 2022.

2. (2) Crucial to the successful implementation of a BWC program is a digital evidence management system which includes the ability to store, review, redact and transmit to authorized users, the digital data recorded from body cameras. Digital evidence management will be under the direction of a superior officer, assisted by two part-time civilian staff, funding for which is included in the FY23 budget.
3. (3) The Salem Police Department serves as the City's Public Service Answering Point (PSAP) for incoming 9-1-1 calls. The current configuration of the Dispatch Center allows for three personnel to handle incoming calls for service, monitor the City camera system and perform the myriad of dispatching functions. Based on current and anticipated public safety needs, the Department has requested approval from the Massachusetts State 911 program for a fourth 9-1-1 answering position for FY23. If approved, funding will be provided through the existing 9-1-1 grant.
4. (4) The Department began procuring hybrid cruisers in FY21 and they have proven satisfactory for both patrol and administrative use. We currently operate five hybrid vehicles and the FY23 budget contains a request ($317,739.26) to procure five additional hybrid or electric vehicles. We aim to reduce fuel costs by selectively phasing out gasoline fueled vehicles and replacing them with hybrids and/or electric vehicles.
5. (5) Expansion of the city-wide community camera program continued in FY22 with the installation of cameras at Bertram Field. Temporary cameras were installed at ballot drop boxes throughout the City in support of the 2021 elections. These cameras are monitored by the Dispatch Center and aid in crime prevention, investigation of vandalism and other criminal acts, traffic monitoring and assists in public safety planning and response during large scale public events and critical incidents. The FY23 budget contains a request ($45,000.00) to upgrade and expand the existing camera system. If approved, new cameras will be installed at various locations throughout the City.
6. (6) Over the past decade the Department has been experiencing a continuing degradation of its radio system. The system, which supports Dispatch, cruiser and handheld radios, is almost thirty years old. The radio system also supports the Salem Fire Department and its communications requirements. Repairs have become increasingly difficult as replacement parts are no longer manufactured and many must be procured on the second-hand market. In FY22 the City funded an engineering study ($45,760.00) to refine requirements and identify locations throughout the city for placement of antenna arrays and microwave repeaters to ensure optimum coverage. We are currently awaiting the results of the engineering study, which will determine funding requirements for the FY23 CIP.

Significant Budget & Staffing Changes For FY 2023

Personnel

Lucas J. Miller was appointed Chief of Police on May 1, 2021.

Captain Marc Berube was appointed Executive Officer on July 12, 2021.

By City Ordinance (Section 32-1), the authorized staffing level of the Salem Police Department is 26 superior officers and 68 patrol officers for a total of 95 sworn personnel (including the chief of police). At the end of FY22, the patrol officer complement will be 56 patrol officers which is significantly below the authorized complement.

FY22 Retirements

Lieutenants: Stephen Bona and Brian Gilligan

Sergeants: Kate Stephens and Phillias Verrette

Patrol Officers: Jonathan Bedard, Frederick Dubiel, James Johnson, Michael Levesque, Edward Vaillancourt

FY22 Resignations
Captain: Dennis King (appointed chief of police, Marblehead Police Department)

Patrol Officers: Randy Canela, Jherderson Rosario, Jeffrey Soto and Iancy Gonzalez

FY22 Promotions
Captain: John Burke

Lieutenant: John Doyle and Kevin St. Pierre

FY22 Provisional Promotions
Patrol Officers Eric Connolly and Victor Ruiz promoted to provisional sergeants

FY22 Academy Graduates
Patrol Officers Cara Buckley, Juan Martinez-Rodriguez, Katherine Ortega, Jhonathan Rodriguez-Nunez and Dino LoConte

FY22 Police Academy Cadet
Cadet Justin Engdahl

FY22 Special Police Officers
Pursuant to Chapter 309 of the Acts of 2018, the Department maintains a cadre of special police officers, all of whom are retired SPD officers, who are available for police detail duty and special assignments; Thomas Brennan, Thomas Cunningham, James Johnson, Gary LeBrun, Michael Levesque, Kevin O'Donnell, Robert Phelan, Timothy Salvo, Edward Vaillancourt and Phillias Verrette

With the departure of officers through normal attrition, the Department will need to hire twelve (12) patrol officers during the remainder of FY22 and into FY23 to bring the Department in line with the authorized strength of 68 patrol officers in accordance with the City ordinance.

Assessment centers for the rank of captain (November, 2021), sergeant (February, 2022) and lieutenant (scheduled for May, 2022) were held during FY22.

Funding under the COPS Hiring Grant, which offset costs associated with four officers, ceased on June 30th, 2021 and will not be renewed.

FY21 saw an almost 5% decrease in calls for service from FY20. This decrease is primarily attributable to the pandemic health restrictions that were enacted in early 2020.

Motor vehicle accidents saw a 6.6% decline and motor vehicle citations a 6.37% decrease over FY20, due primarily to less traffic on the roads as of pandemic health restrictions (such as work-from-home, cancellation of activities etc.) remained in effect.

Crimes against persons include, for examples, offenses such as murder/non-negligent manslaughter, negligent manslaughter, kidnapping/abduction, forcible rape, aggravated and simple assaults, etc.

Crimes against property include burglary/breaking and entering, destruction/damage/vandalism of property, fraud, shoplifting, thefts from buildings and motor vehicles and other larcenies.

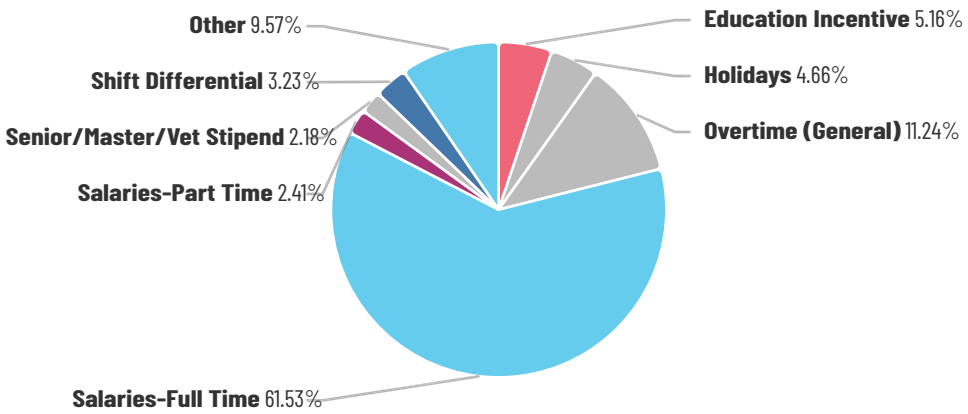
Crimes against society include drug and narcotic offenses, prostitution, weapon law violations, etc.

The number of overdoses responded to by the police in FY21 saw a 14% decrease from FY20, continuing the downward trend seen since the highpoint in FY17.

However, the number of overdose fatalities rose by 31% in FY21. This increase is believed to be the result of riskier use conditions such as isolation amid social distancing restrictions, and a drug supply that has become far more lethal because of synthetic opioids

SALEM

Expenditure by Department



Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022	Estimated FY2023
Calls for Service	38027	33910	32221	32865	-
Arrests (Court Action Taken)/PC	2,100	1,988	1,579	1,610	-
Robberies	22	20	15	16	-
Breaking and Entering	102	76	50	51	-
Sexual Assualts	20	26	26	26	-
MV Thefts	41	44	31	31	
Larceny	696	696	519	530	-
Assaults	643	590	545	556	-
MV Accidents	1,976	1,545	1443	1,472	-
MV Citation Volations	7733	5784	5415	5523	-
Neighborhood Meetings	14	36	18	21	-

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Police - Personnel											
12101	5111	Salaries-Full Time	6,685,253	6,753,987	7,358,974	7,085,772	7,268,563	7,268,563	7,268,563	(90,411)	(1.23)
12101	5113	Salaries-Part Time	124,230	155,647	177,865	177,865	285,094	285,094	285,094	107,229	60.29
12101	5131	Overtime (General)	1,077,552	763,876	1,070,000	1,070,000	1,343,242	1,328,242	1,328,242	258,242	24.13
12101	5136	Holidays	574,779	532,875	574,155	574,155	550,946	550,946	550,946	(23,209)	(4.04)
12101	5138	Out Of Grade	17,260	37,922	15,000	15,000	15,000	15,000	15,000	0	0.00
12101	5141	Longevity	84,400	76,300	79,400	79,400	74,900	74,900	74,900	(4,500)	(5.67)
12101	5142	Elections	18,293	25,936	23,000	23,000	27,000	23,000	23,000	0	0.00
12101	5145	Education Incentive	710,291	687,264	671,621	671,621	609,543	609,543	609,543	(62,078)	(9.24)
12101	5151	Wellness	4,500	5,250	6,500	6,500	6,500	6,500	6,500	0	0.00
12101	5153	Senior/Master/Vet Stipend	285,700	255,000	264,900	264,900	257,700	257,700	257,700	(7,200)	(2.72)
12101	5154	Specialty Stipend	63,911	67,590	64,250	64,250	77,650	77,650	77,650	13,400	20.86
12101	5156	Shift Differential	400,779	393,948	418,656	418,656	381,487	381,487	381,487	(37,169)	(8.88)
			10,046,950	**9,755,596**	**10,724,321**	**10,451,119**	**10,897,626**	**10,878,626**	**10,878,626**	**154,305**	**1.44**
Police - Expenditures											
12102	5211	Electricity	68,822	74,814	78,000	85,500	83,000	83,000	83,000	5,000	6.41
12102	5215	Natural Gas	20,833	18,692	28,500	20,866	30,200	30,200	30,200	1,700	5.96
12102	5253	Radio & Vehicle Maint	78,815	95,129	94,671	389,363	103,632	103,632	103,632	8,961	9.47
12102	5272	Technology	83,935	85,159	96,341	97,151	108,575	108,575	108,575	12,234	12.70
12102	5284	Equipment Lease	7,021	6,451	6,500	6,500	6,500	6,500	6,500	0	0.00
12102	5300	Building Maint & Services	69,299	54,648	68,300	102,149	81,250	81,250	81,250	12,950	18.96
12102	5317	Training And Education	39,222	46,124	65,100	63,298	55,700	55,700	55,700	(9,400)	(14.44)
12102	5318	Medical - Active	43,232	52,618	50,000	56,469	57,000	57,000	57,000	7,000	14.00
12102	5320	Contracted Services	12,553	42,244	58,675	29,175	30,000	30,000	30,000	(28,675)	(48.87)
12102	5326	Dive Team Expenses	5,654	505	6,000	8,495	6,000	6,000	6,000	0	0.00
12102	5341	Telephone & Communications	70,153	70,954	77,620	85,620	97,064	97,064	97,064	19,444	25.05
12102	5381	Printing And Binding	9,291	4,178	8,500	9,100	8,750	8,750	8,750	250	2.94
12102	5384	Animal Care & Control	10,097	1,403	6,000	9,008	7,000	7,000	7,000	1,000	16.67
12102	5421	Office Supplies (Gen	21,047	20,923	28,000	31,918	32,000	32,000	32,000	4,000	14.29
12102	5585	Arms And Ammunition	29,478	18,815	29,000	30,385	35,000	35,000	35,000	6,000	20.69
12102	5710	In State Travel/Meetings	366	139	1,000	1,481	1,000	1,000	1,000	0	0.00
12102	5720	Out Of State Travel	430	64	1,000	1,015	5,000	5,000	5,000	4,000	400.00
12102	5730	Dues And Sub	17,266	16,023	18,700	15,213	18,700	18,700	18,700	0	0.00
12102	5775	Community Events	67,406	46,529	80,788	67,352	82,400	82,400	82,400	1,612	2.00
12102	5862	Police Equipment	43,106	39,720	75,512	84,895	84,949	84,949	84,949	9,437	12.50
			698,026	**695,132**	**878,207**	**1,194,951**	**933,720**	**933,720**	**933,720**	**55,513**	**6.32**
		Department Total	**10,744,976**	**10,450,728**	**11,602,528**	**11,646,070**	**11,831,346**	**11,812,346**	**11,812,346**	**209,818**	**1.81**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
MILLER	LUCAS	CHIEF		160,307.69	3,191.32		1.00	1		169,569.69	169,569.69	169,569.69
		CAPTAINS		410,309.38	7,721.00		4.00	4		415,112.31	415,112.31	415,112.31
		LIEUTENANTS		707,430.15	13,312.07		8.00	8		716,818.75	716,818.75	716,818.75
		SERGEANTS		1,067,243.63	20,082.87		14.00	14		1,083,345.93	1,083,345.93	1,083,345.93
		PATROLMEN STEP 5		2,853,004.47	51,109.49		46.00	46		3,026,619.32	3,026,619.32	3,026,619.32
		PATROLMEN STEP 4		631,791.85	9,672.19		7.00	7		458,703.19	458,703.19	458,703.19
		PATROLMEN STEP 3		559,435.03	9,524.83		1.00	1		64,848.98	64,848.98	64,848.98
		PATROLMEN STEP 2		60,782.90	6,886.00		6.00	6		374,639.45	374,639.45	374,639.45
		PATROLMEN STEP 1		58,325.42	1,097.14		1.00	1		61,230.65	61,230.65	61,230.65
Recruits to Academy		Academy - full year (4)		228,643.62	-		4.00	4	Full Year	237,679.49	237,679.49	237,679.49
		Academy - 9 months (2)		114,321.83	-		2.00	1.5	9 months	89,129.81	89,129.81	89,129.81
		Academy - 6 months (2)		42,870.68			2.00	1	6 months	59,419.87	59,419.87	59,419.87
		Academy - 3 months (1)					1.00	0.5	3 months	14,854.97	14,854.97	14,854.97
		Anticipated Retirees		(116,010.42)						(65,417.36)	(65,417.36)	(65,417.36)
CONNORS	JAYNE	ADMIN ASSISTANT	12/06/2010	47,987.60	991.30	51,547.60	1.00	1	100%	54,270.05	54,270.05	54,270.05
GREENER	FREDERICK	ADMIN ASSISTANT		43,897.94	924.09	48,052.68	1.00	1	100%	51,531.76	51,531.76	51,531.76
MULLIGAN	ROBERT	OFFICE MANAGER	6/12/17	61,119.55	1,238.52	64,403.04	1.00	1	100%	64,650.74	64,650.74	64,650.74
GERMAN	INDHIRA	JR CLERK	10/23/2017	38,315.92	791.51		1.00	1	100%	43,332.26	43,332.26	43,332.26
				-						-	-	-
		AFSCME		389,196.48			8.00		Total AFSCME 1818	348,223.41	348,223.41	348,223.41
				-						-	-	-
		12101-5111		**7,358,973.71**			**109.00**		**Total Full Time**	**7,268,563.27**	**7,268,563.27**	**7,268,563.27**
VACANT		JR CLERK	12/24/92	14,820.00	-		0.46	16		15,033.60	15,033.60	15,033.60
FAMICO	DONALD	ANIMAL CONTROL	3/1/76	20,272.66	389.11		0.54	19		20,917.06	20,917.06	20,917.06
GAUTHIER	JAMES	FINGERPRINT EXPERT	10/17/06	31,272.50	600.24		0.46	16		31,328.35	31,328.35	31,328.35
		PER DIEM DISPATCHERS	Avg/P/wk.	55,000.00	55,000.00		Varies	0.23	40x1.5 hrs. per wk.	40,000.00	40,000.00	40,000.00
		Civilians - O'Donnell/ Makros/Ruiz		50,000.00			Varies			91,271.85	91,271.85	91,271.85
		Sharyn Lubas					0.50	17.5		45,173.08	45,173.08	45,173.08
		CIU - Vaillancourt					0.25	8		17,017.20	17,017.20	17,017.20
		PT Custodian					0.50	19		17,852.40	17,852.40	17,852.40
		Custodian - seasonal		6,500.00						6,500.00	6,500.00	6,500.00

Personnel Summary

Employee Name	Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
	12101-5113		**177,865.16**			**2.71**		**Total Part Time**	**285,093.54**	**285,093.54**	**285,093.54**
	OVERTIME		575,000.00	575,000.00					690,000.00	690,000.00	690,000.00
	TRAINING		110,000.00	110,000.00					132,000.00	132,000.00	132,000.00
	OT COURT		132,000.00	132,000.00					132,000.00	132,000.00	132,000.00
	OT-EVENTS		52,000.00	52,000.00					52,000.00	52,000.00	52,000.00
	OT HH		176,000.00	176,000.00					312,242.47	297,242.47	297,242.47
	OT - DISPATCHERS		25,000.00	25,000.00					25,000.00	25,000.00	25,000.00
	12101-5131		**1,070,000.00**					**Total Overtime**	**1,343,242.47**	**1,328,242.47**	**1,328,242.47**
	HOLIDAYS Oficers & Dispatch		574,155.03	574,155.03					550,946.41	550,946.41	550,946.41
	OUT OF GRADE		15,000.00	15,000.00					15,000.00	15,000.00	15,000.00
	LONGEVITY		79,400.00	79,400.00					74,900.00	74,900.00	74,900.00
	ELECTIONS		23,000.00	23,000.00					27,000.00	23,000.00	23,000.00
	WELLNESS		6,500.00	6,500.00			26	250	6,500.00	6,500.00	6,500.00
	SENIOR/MASTER/ VETERAN		264,900.00	264,900.00					257,700.00	257,700.00	257,700.00
	SPECIALTY STIPEND		59,750.00	59,750.00					73,150.00	73,150.00	73,150.00
	OIC - SPECIALTY STIPEND		4,500.00	4,500.00		OIC - 900 per year X 5 = 4,500			4,500.00	4,500.00	4,500.00
			1,027,205.04					**Total Other**	**1,009,696.42**	**1,005,696.41**	**1,005,696.41**
	EDUCATION INCENTIVE-Old QUINN		446,621.00	446,621.00					374,543.39	374,543.39	374,543.39
	EDUCATION INCENTIVE-New Hires		225,000.00	225,000.00					235,000.00	235,000.00	235,000.00
	12101-5145		**671,621.00**					**Total Edu Incentive**	**609,543.39**	**609,543.39**	**609,543.39**

Personnel Summary

Employee Name	Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
	SHIFT DIFFERENTIAL		418,656.04	418,656.04					381,486.56	381,486.56	381,486.56
	Night/Weekend Differential-Dispatchers		-				Included in AFSCME FT Amount		-	-	-
	12101-5156		**418,656.04**					**Total Shift/ Night Diff**	**381,486.56**	**381,486.56**	**381,486.56**
			10,724,320.95			**111.71**		**Department Total**	**10,897,625.65**	**10,878,625.65**	**10,878,625.65**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**107.50**
	FY 2022	**113.46**
	FY 2023	**111.71**
	Variance 22 vs. 23	**(1.75)**

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases					Dept Req FY2023	Mayor FY2023	Council Voted FY2023
									Step	Date	Rate	# Weeks Old	# Weeks New			
CHRISTY	GEORGE	Sr. Building Manager	02/18/20		51,401.78	1.00	997.54	52,071.59	3					53,887.10	53,887.10	53,887.10
CRAWLEY	JACK	Police Dispatcher	11/29/2021	2	54,186.08	1.00	1,060.84	55,375.85	1			21		20,715.66	20,715.66	20,715.66
CRAWLEY	Shift Differential													1,871.55	1,871.55	1,871.55
CRAWLEY	JACK			2						####	25.57		31.2	31,832.17	31,832.17	31,832.17
CRAWLEY	Shift Differential													4,805.53	4,805.53	4,805.53
GREENE	ANN MARIE	PRIN CLERK	3/10/2016		51,884.83	1.00	-	53,023.72	3					53,023.72	53,023.72	53,023.72
PROSNIEWSKI	MICHAEL	Police Dispatcher	10/3/2015	2	54,186.08	1.00	1,060.84	55,375.85	3					55,375.85	55,375.85	55,375.85
PROSNIEWSKI	Shift Differential	Base Rate X 9%			-		-	-						-	-	-
ROMEOS	SARAH	Police Dispatcher	2/2/2019	2	54,082.08	1.00	1,060.84	55,375.85	3					55,375.85	55,375.85	55,375.85
ROMEOS	Shift Differential	Base Rate X 9%			4,867.39		-	-						4,984.06	4,984.06	4,984.06
SARAIVA	MELISSA	Police Dispatch Supervisor	9/26/2010	2	54,186.08	1.00	1,109.55	57,918.51	3					57,918.51	57,918.51	57,918.51

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases Step	Date	Rate	# Weeks Old	# Weeks New	Dept Req FY2023	Mayor FY2023	Council Voted FY2023
ZIRIN	KATELYN	Police Dispatcher	11/11/2019	2	53,338.28	1.00	1,060.84	55,375.85	3					55,375.85	55,375.85	55,375.85
ZIRIN	Shift Differential	Base Rate X 9%			4,800.45		-	-						4,984.06	4,984.06	4,984.06
VACANT		Police Dispatcher		2		1.00								51,493.21	51,493.21	51,493.21
Weekend Differential - Friday C Shift through Monday A Shift .50 X 52 X					1,386.67			-						-	-	-
					384,319.72	**8.00**		**384,517.21**						**451,643.10**	**451,643.10**	**451,643.10**

Grants Detail

Employee Name	Department	Org/Obj	Job Description	FTE	Dept/Grant
	Police 911 Support Grant	25343-5111	Six Dispatchers	0.30	
	Police Budget	12101-5111	Six Dispatchers	0.70	

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
12102 Police-Expenses				
5211 Electricity				
National Grid (95 Margin Street/50 Leavitt Street) Electric	78,000	83,000	83,000	83,000
5211 Electricity Total	**78,000**	**83,000**	**83,000**	**83,000**
5215 Natural Gas				
All COMM Contract maintenance & repair of portable, mobile and base radios	28,236	0	0	0
All COMM Repair of portable, mobile and base radios	2,000	0	0	0
National Grid Gas for 95 Margin Street and 50 Leavitt Street - Direct Energy for 95 Margin Street and 50 Leavitt Street	0	30,200	30,200	30,200
Normal maintenance of fleet, including parts not supplied by DPW, and deductibles	60,000	0	0	0
Stoneham Ford - Car #30 - two running boards installed	4,435	0	0	0
5215 Natural Gas Total	**94,671**	**30,200**	**30,200**	**30,200**
5253 Radio & Vehicle Maint				
All Comm contract maintenance & repair radios	0	29,697	29,697	29,697
All Comm repair of portable, mobile and base radios	0	4,000	4,000	4,000
Car washes for a fleet of over 50 vehicles	0	500	500	500
ELSAG SELEX License Plate Reader software	0	4,435	4,435	4,435
Normal maintenance of fleet & deductibles	0	65,000	65,000	65,000
5253 Radio & Vehicle Maint Total	**0**	**103,632**	**103,632**	**103,632**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5272 Technology				
411 Citizen's Observer	4,200	0	0	0
AFFIX Technologies (Fingerprint)	6,383	6,383	6,383	6,383
Cellebrite (Cell phone extraction)	4,300	4,300	4,300	4,300
Community cameras maintenance contract (Bridgewave)	32,751	39,500	39,500	39,500
Flock	5,000	0	0	0
Idemia Morpho Trust (Live Scan)	3,600	4,771	4,771	4,771
Integration Partners (Approved Vendor for CJIS)	730	730	730	730
JivaSoft On-Dty/X-Tra Duty enhanced scheduling	3,850	3,850	3,850	3,850
NexGen (CAD/RMS)	22,400	23,184	23,184	23,184
NexGen (Licenses) PLUS - Net motion Maintenance and Appeon Maintenance	4,052	4,182	4,182	4,182
PMAM	1,500	1,500	1,500	1,500
Transcor GPS (Trackstar Software)	3,975	3,975	3,975	3,975
TransUnion	3,600	0	0	0
Flock (License Plate Reader)	0	10,000	10,000	10,000
GiM Security Monthly maintenance/support fee	0	2,500	2,500	2,500
TransUnion - Identity verification capabilities	0	3,700	3,700	3,700
5272 Technology Total	**96,341**	**108,575**	**108,575**	**108,575**
5284 Equipment Lease				
Lease 2 Copiers (1color/ 1Blk & White plus copies)	6,500	6,500	6,500	6,500
5284 Equipment Lease Total	**6,500**	**6,500**	**6,500**	**6,500**
5300 Building Maint & Services				
Bldg. Services & maintenance not covered by contract (estimated)	20,000	22,000	22,000	22,000
Custodial Supplies *Coast, Winer, Hayden, Aramark	15,000	0	0	0
General Inspections and services (Boiler, Elevator and Cells- Sprinklers etc.)	12,100	12,100	12,100	12,100
HVAC maintenance - Falite (YTD - $18,772)	17,000	0	0	0
Outdoor Equip./Grounds Maint./Landscaping-Lawn mower, snowblower, sprinklers	3,000	3,000	3,000	3,000
Terminix	1,200	1,200	1,200	1,200
Action Target - Range clean up	0	8,950	8,950	8,950
Custodial Supplies *Coast, Winer, Hayden,	0	17,000	17,000	17,000
Falite (maintenance)	0	17,000	17,000	17,000
5300 Building Maint & Services Total	**68,300**	**81,250**	**81,250**	**81,250**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5317 Training And Education				
Academy Training for 8 new recruits Tuition	32,000	0	0	0
Apple computers/Books for 8 New Recruits	3,200	0	0	0
Inservice training	7,500	7,500	7,500	7,500
Leadership and Supervisory Training & Dive Training (6 members)	13,500	0	0	0
MA Police Accreditation	2,400	2,400	2,400	2,400
Mandated Training & Supplemental (Legal Updates/,K9 In-service)	1,000	0	0	0
MGL updates, mandated posters, Printed, Legal Updates, I.D. Manuals	5,500	5,500	5,500	5,500
Academy Training for 6 new recruits Tuition	0	24,000	24,000	24,000
Apple computers/Books for 6 New Recruits	0	1,800	1,800	1,800
Leadership and Supervisory Training	0	13,500	13,500	13,500
Mandated Training & Supplemental (Legal Updates/K-9 In-service)	0	1,000	1,000	1,000
5317 Training And Education Total	**65,100**	**55,700**	**55,700**	**55,700**
5318 Medical - Active				
Psychological consults, medical costs and drug screens-Active / Retirees	50,000	57,000	57,000	57,000
5318 Medical - Active Total	**50,000**	**57,000**	**57,000**	**57,000**
5320 Contracted Services				
Evidence Room audit - Contracted service	8,675	0	0	0
Lt. Assessment Center	10,000	0	0	0
Outreach Specialist	30,000	30,000	30,000	30,000
Sgt. Assessment Center	10,000	0	0	0
5320 Contracted Services Total	**58,675**	**30,000**	**30,000**	**30,000**
5326 Dive Team Expenses				
Replacement and repair of Robotics & tanks & truck repair/equip	6,000	6,000	6,000	6,000
5326 Dive Team Expenses Total	**6,000**	**6,000**	**6,000**	**6,000**
5341 Telephone & Communications				
Code Red Weather	520	588	588	588
Code Red Yearly maintenance	16,000	18,076	18,076	18,076
Comcast Internet Services / Cable / DCJIS Access - 95 Margin Street and 50 Leavitt Street	5,500	6,000	6,000	6,000
On Point Building Alarm Services (Instant Alarm)	400	400	400	400
Verizon Wireless & AT&T Mobility	38,000	58,000	58,000	58,000
Verizon/ AT&T - avg monthly	17,200	14,000	14,000	14,000
5341 Telephone & Communications Total	**77,620**	**97,064**	**97,064**	**97,064**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5381 Printing And Binding				
Bus. cards, Detail Slips, Warnings, Prop. Tags, Taxi Medallions, Public Safety Campaigns Taxi/Constable card maker system	8,500	8,500	8,500	8,500
Oversize document printing - uptown charge	0	250	250	250
5381 Printing And Binding Total	**8,500**	**8,750**	**8,750**	**8,750**
5384 Animal Care & Control				
Temporary housing for stray/dangerous animals & transportation- City of Salem	6,000	7,000	7,000	7,000
5384 Animal Care & Control Total	**6,000**	**7,000**	**7,000**	**7,000**
5421 Office Supplies (Gen				
General Office supplies as needed	28,000	32,000	32,000	32,000
5421 Office Supplies (Gen Total	**28,000**	**32,000**	**32,000**	**32,000**
5585 Arms And Ammunition				
Ammo for mandatory state qualification and training of all officers/ new recruits	25,000	35,000	35,000	35,000
Instructor Firearm Recertification - (3)	4,000	0	0	0
5585 Arms And Ammunition Total	**29,000**	**35,000**	**35,000**	**35,000**
5710 In State Travel/Meetings				
In-State conferences, training, investigations, etc. - travel, EZ Pass ,parking, fees, etc.	1,000	1,000	1,000	1,000
5710 In State Travel/Meetings Total	**1,000**	**1,000**	**1,000**	**1,000**
5720 Out Of State Travel				
Any travel out of state for conferences, training, investigations, etc.	1,000	1,000	1,000	1,000
Chief to Attend IACP Training/Dallas - FBI National Conference/Cleveland, OH	0	4,000	4,000	4,000
5720 Out Of State Travel Total	**1,000**	**5,000**	**5,000**	**5,000**
5730 Dues And Sub				
All police affiliations, dues, investigative databases subscriptions	18,500	18,500	18,500	18,500
Plymouth County Commissioner- Vehicle Bid	200	200	200	200
5730 Dues And Sub Total	**18,700**	**18,700**	**18,700**	**18,700**
5775 Community Events				
4th of July, Halloween (Boston PD, NEMLEC, local PD's &Sheriff's Dept.)	70,000	70,000	70,000	70,000
Annual Opiate Awareness Day, Heroin Outreach, Citizens /Youth Police Academies	3,000	3,000	3,000	3,000
National Night Out / Essex County Summer Program (buses/tuition)	3,000	0	0	0
Outreach materials	4,788	0	0	0
Archival Social (Social Media Archiving)	0	5,900	5,900	5,900
Salem Public Safety Day/Essex County Summer Program (buses, tuition)	0	3,500	3,500	3,500
5775 Community Events Total	**80,788**	**82,400**	**82,400**	**82,400**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5862 Police Equipment				
Gen. equip, radar & Sign Board maint, AED Batteries, Repl, Tint Meters	27,000	0	0	0
Lidar (2 @ $1,989)	3,978	3,978	3,978	3,978
Motorola Solutions (batteries/microphones/chargers)	10,000	10,000	10,000	10,000
Motorola Solutions (new radios for new hires)	11,634	11,634	11,634	11,634
Simons (academy uniforms for new recruits - $400 ea.)	3,200	2,400	2,400	2,400
Simons (Dispatcher clothing allowance)	2,200	0	0	0
Taser Supplies	3,500	3,500	3,500	3,500
TrafficLogix Speed Trailer	14,000	0	0	0
ELSAG Plate Reader	0	14,500	14,500	14,500
Gen. equip, radar & Sign Board maint, AED Batteries, Repl, Tint Meters, badges, uniforms, etc.	0	27,000	27,000	27,000
Portable Vehicle Barriers	0	4,500	4,500	4,500
Salem Cycle - $1,679/each - 3 bikes	0	5,037	5,037	5,037
Simons/Salem Police Merchandise (Dispatcher clothing allowance)	0	2,400	2,400	2,400
5862 Police Equipment Total	**75,512**	**84,949**	**84,949**	**84,949**
12102 Police-Expenses Total	**849,707**	**933,720**	**933,720**	**933,720**

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 boating piers, gangways and floats as well as supervises the proper mooring of vessels and collection of associated fees within the jurisdiction.

Goals and Objectives

- Improve efficiency of harbor management and enhance public access and safety utilizing newly implemented, cloud based administrative tool.
- Continue to work with the Salem Port Authority to ensure productive, thoughtful use of the Designated Port Area.
- Advise and assist with development of Off-Shore Wind opportunities for the Port of Salem.
- Work with maritime stakeholders as well as federal and state partners to advance necessary dredge projects to benefit both commercial and recreational waterway users.
- Coordinate personnel training requirements recently adopted by the Commonwealth of Massachusetts.
- Work collaboratively with the Commonwealths Department of Fishing and Game, Salem's Park Commission and Salem's Planning Department to commence construction of a new Willows Fishing Pier.

How FY 2023 Departmental Goals Relate to City's Overall Long & Short Term Goals

Significant Budget & Staffing Changes For FY 2023

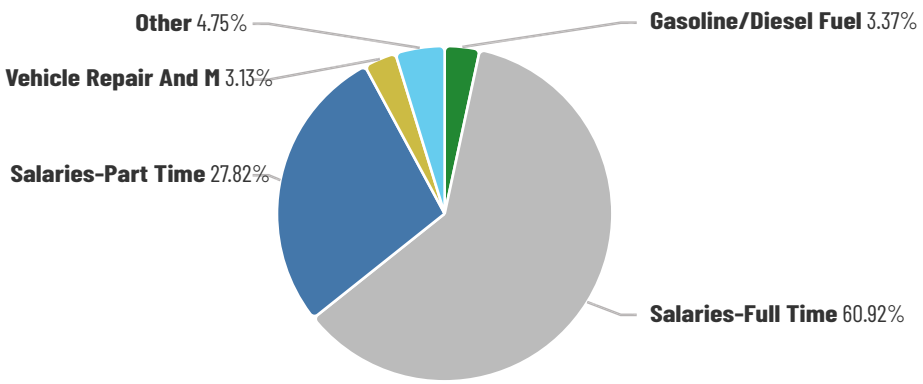
The incremental increase to the state minimum wage and adopted mandated training will impact personnel scheduling and labor costs.

Recent Accomplishments

- Implemented GIS-Cloud based harbor management program.
- Oversaw repair/stabilization of Deep-Water Berth.
- Coordinated removal, repair & re-installation of Salem Wharf North Berth.
- Completed construction & commissioning of Multi-Mission patrol/response craft utilizing PSG-FEMA funding.
- Provided continuous input with Salem Municipal Harbor Plan Committee, Salem Planning Department, Consultants, and community stakeholders to assist with the submission of Salem Harbor Master Plan.
- Led Port through regulatory Annual Compliance Exam.
- Provided leadership during a busy marine emergency season resulting in favorable outcomes.
- Coordinated marine operations for a safe demolition and disposal of the Willows Pier structure.

SALEM

Expenditure by Department



Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022	Estimated FY2023
MOORING INFORMATION					
MOORINGS RECORDS		1361	1355	1370	1370
MOORINGS CATALOGED		1036	1035	1035	1035
SLIPS CATALOGED		325	320	335	335
MOORING / SLIP FEE'S COLLECTED		1299	1344	1370	1370
WARNING TAGS ISSUED		141	98	100	100
MOORING CALLS (UNAUTHORIZED USE OR BOATS HITTING)		32	22	30	30
POWER PLANT SERVICE					
FACILITY SECURITY RESPONSE		22	18	40	60
PASSENGER VESSEL ACTIVITY					
VESSEL ESCORT & ASSIST		1	0	2	0
LAW ENFORCEMENT					
FOUND/LOST/STOLEN BOATS		15	28	35	35
BREAKING AND ENTERING		2	3	2	2
ABANDONED BOATS		2	2	2	2
FUEL SPILLS		8	12	10	10
DOMESTICS/ PUBLIC COMPLAINT		22	17	10	10
LARCENY		2	6	5	2
MOVING & CITY VIOLATIONS		0/2	1/2	5/5	5/5
CASES THAT REACH COURT		0	1	2	2
WARNING/SAFETY STOP		50	71	90	90

Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022	Estimated FY2023
LEAVING SCENE OF/ ACCIDENT		2	1	2	2
ARREST/PROTECTIVE CUSTODY		0	0	0	0
SAR RESPONSES (SEARCH & RESCUE)					
FATALITIES		0	0	0	0
MAYDAYS		41	38	35	35
GROUNDINGS SOFT		15	11	15	15
TOWS		59	53	45	45
DEWATERINGS (PREVENT SINKING)		79	55	60	60
FLARE SIGHTINGS		0	1	3	3
COLLISIONS		2	15	3	3
FIRES		7	7	5	5
MANOVERBOARD		3	2	5	5
MED AID		19	32	25	25
OVERDUE		4	9	5	5
MUTUAL AID REQUESTS					
MARBLEHEAD		13	14	15	15
BEVERLY		21	18	15	15
MANCHESTER		5	2	3	3
COAST GUARD		28	33	10	10
MEP		3	7	5	5
OTHER CALLS		621	788	600	600

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Harbormaster - Personnel											
12951	5111	Salaries-Full Time	224,392	231,713	238,662	241,406	257,888	252,888	252,888	14,226	5.96
12951	5113	Salaries-Part Time	99,476	95,248	105,019	105,019	115,494	115,494	115,494	10,475	9.97
			323,868	**326,961**	**343,681**	**346,425**	**373,382**	**368,382**	**368,382**	**24,701**	**7.19**
Harbormaster - Expenditures											
12952	5211	Electricity	2,018	1,768	2,500	3,113	2,500	2,500	2,500	0	0.00
12952	5244	Vehicle Repair And M	8,492	11,783	10,725	10,772	13,000	13,000	13,000	2,275	21.21
12952	5317	Educational Training	2,071	1,003	3,000	3,000	3,000	3,000	3,000	0	0.00
12952	5320	Contracted Services	908	872	1,550	1,550	0	0	0	(1,550)	(100.00)
12952	5341	Telephone	4,646	5,147	5,200	5,729	6,200	5,200	5,200	0	0.00
12952	5353	Hauling Floats/Boats	5,483	4,282	4,500	4,500	4,500	4,500	4,500	0	0.00
12952	5381	Printing And Binding	735	750	775	775	825	825	825	50	6.45
12952	5421	Office Supplies (Gen	1,487	1,228	1,500	1,732	1,500	1,500	1,500	0	0.00
12952	5481	Gasoline/Diesel Fuel	11,096	9,165	12,150	13,824	14,000	14,000	14,000	1,850	15.23
12952	5791	Uniforms	548	990	2,200	3,255	2,200	2,200	2,200	0	0.00
			37,484	**36,989**	**44,100**	**48,251**	**47,725**	**46,725**	**46,725**	**2,625**	**5.95**
		Department Total	**361,352**	**363,949**	**387,781**	**394,676**	**421,107**	**415,107**	**415,107**	**27,326**	**7.05**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
MCHUGH	WILLIAM	Harbormaster	7/12/2011	91,837.19	1,806.78		1.00	1	100%	94,785.49	94,785.49	94,785.49
MCHUGH	WILLIAM	Port Authority Director		-		**			100%	-	-	-
MULLIGAN	PATRICK	Office Manager/Asst Hrbrmstr	7/1/13	53,946.95	1,061.34		1.00	1	100%	65,401.95	60,401.95	60,401.95
LATTRELL	SETH	Port Authority Deputy Planner	08/12/19	92,878.15	1,827.26	**	1.00	1	100%	97,700.47	97,700.47	97,700.47
		12951-5111		**238,662.29**			**3.00**		**Total Full Time**	**257,887.91**	**252,887.91**	**252,887.91**
Seasonal PT Positions:												
Pump Out		Pump Out Operators						490	man hrs	7,350.00	7,350.00	7,350.00
Deckhand/ Utility		Deckhand/Utility						1270	man hrs	20,955.00	20,955.00	20,955.00
Patrol - Regular & Peak Weekdays/ Weekends		Assistant Harbormaster						3400	man hrs	69,700.00	69,700.00	69,700.00
Clerk		Clerk						150	man hrs	2,550.00	2,550.00	2,550.00
McCabe-Winter Isl Personnel		Ramp-Public Access Attendant						925	man hrs (PA)	14,939.00	14,939.00	14,939.00
		12951-5113		**105,019.00**			**0.00**		**Total Part Time**	**115,494.00**	**115,494.00**	**115,494.00**
				343,681.29			**3.00**		**Department Total**	**373,381.91**	**368,381.91**	**368,381.91**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**2.00**
	FY 2022	**3.00**
	FY 2023	**3.00**
	Variance 22 vs. 23	**0.00**

Grants Detail

Employee Name		Department	Org/Obj	Job Description	FTE	Dept/Grant
MCHUGH	WILLIAM	HARBORMASTER	12951-5111	HARBORMASTER	0.95	89,315.28
		Footprint - CBA Money	12951-5111		0.05	4,998.64

NOTE - Footprint CBA money will be deposited into the Harbormasters Receipts Reserved Fund. This money is then appropriated to cover Harbormaster Expenses

** Footnote: Footprint has provided $180k, mitigation funding, to be used to establish a Salem Port Authority

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
12952 Harbormaster-Expenses				
5211 Electricity				
General electrical costs	2,500	2,500	2,500	2,500
5211 Electricity Total	**2,500**	**2,500**	**2,500**	**2,500**
5244 Vehicle Repair And M				
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.	10,725	13,000	13,000	13,000
5244 Vehicle Repair And M Total	**10,725**	**13,000**	**13,000**	**13,000**
5317 Educational Training				
Dues to the Harbormaster Association and CHAMP ($450) for Harbormaster and Assistants. Organization(s) 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.	3,000	3,000	3,000	3,000
5317 Educational Training Total	**3,000**	**3,000**	**3,000**	**3,000**
5320 Contracted Services				
Annual printing, postage and costs associated with processing slip and mooring permit applications by the deputy collector, Kelly & Ryan.	1,550	0	0	0
5320 Contracted Services Total	**1,550**	**0**	**0**	**0**
5341 Telephone				
ATT First Net Mobile tablet for daily harbor management compliance audit and enforcement.	0	400	400	400
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 ATT "First Net" cellular device is assigned to the Harbormaster and Watch Officer (s), (3) units This arrangement allows for call forwarding and department staff dispatch/response on a 24/7/365 basis. With the increased popularity of paddle craft, many calls for service are received by telephone in place of VHF marine radio which provides unimpeded communications. for a total Also, office internet costs are funded with this item.	5,200	5,800	4,800	4,800
5341 Telephone Total	**5,200**	**6,200**	**5,200**	**5,200**
5353 Hauling Floats/Boats				
Hauling Floats money moved from Park & Rec budget - FY 2015	3,500	3,500	3,500	3,500
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.	1,000	1,000	1,000	1,000
5353 Hauling Floats/Boats Total	**4,500**	**4,500**	**4,500**	**4,500**

Budget Detail

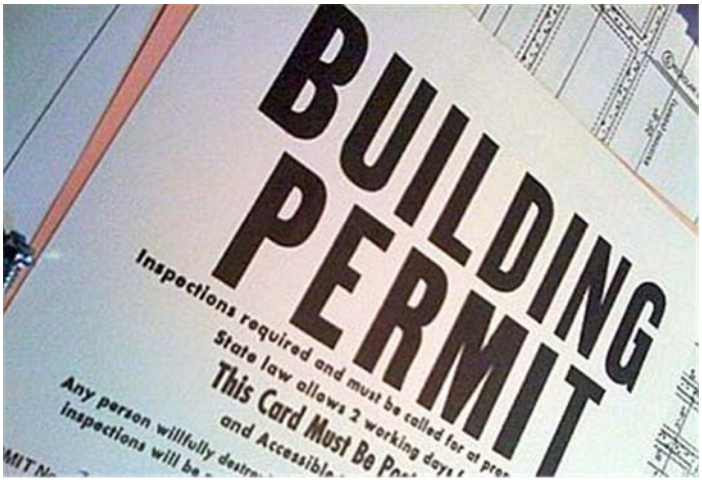
Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5381 Printing And Binding				
Mooring and slip permit decals are funded through this item.	775	825	825	825
5381 Printing And Binding Total	**775**	**825**	**825**	**825**
5421 Office Supplies (Gen				
General Office & Medical Supplies as needed	1,500	1,500	1,500	1,500
5421 Office Supplies (Gen Total	**1,500**	**1,500**	**1,500**	**1,500**
5481 Gasoline/Diesel Fuel				
Fuel and oil to operate the department's boats.	12,150	14,000	14,000	14,000
5481 Gasoline/Diesel Fuel Total	**12,150**	**14,000**	**14,000**	**14,000**
5791 Uniforms				
Defrays costs to employees for uniforms, duty equipment and survival gear.	2,200	2,200	2,200	2,200
5791 Uniforms Total	**2,200**	**2,200**	**2,200**	**2,200**
12952 Harbormaster-Expenses Total	**44,100**	**47,725**	**46,725**	**46,725**

Building/Plumb/Gas Inspectors

Mission Statement

Why We Exist

The Department is responsible for receiving, reviewing, and issuing all Building, Plumbing and Gas Permits. Most 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.



Goals and 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.

How FY 2023 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

This Department's goal is to continually update the new View Permit Cloud software. We also are updating hardware for plan review electronically as we strive to eliminate as much paper as possible.

We continue to support many Departments with projects and Handicap compliance issues.

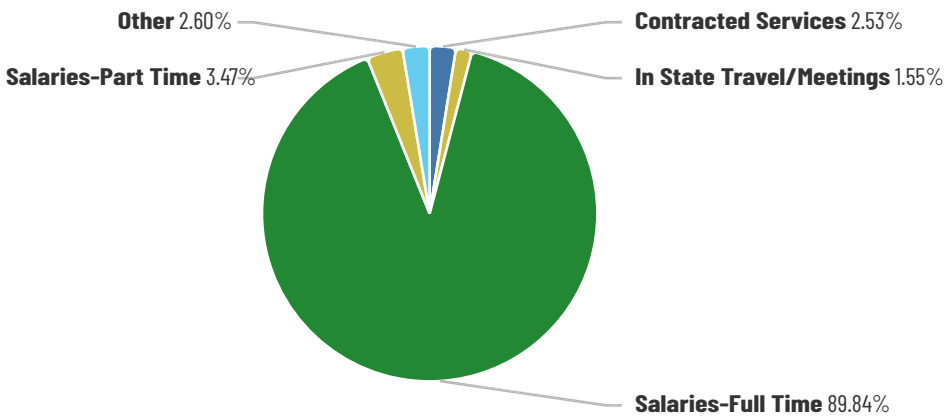
Significant Budget & Staffing Changes For FY 2023

No significant staffing changes for FY 2023.

Recent Accomplishments

- Received and processed 1472 building permits with values of $859,648 and collection of fees of $256,435.
- Received and processed 1009 gas and plumbing permits, collecting $ 100,906 in fees.
- Assisted Fire, Health, Police, Electrical and many other Departments with numerous inspections and miscellaneous problems.
- Performed inspections for 304 certificates, of which 67 were issued with $6,790 in fees and 110 Inspections totaling 91 with fees of $5,340.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022	Estimated FY2023
Number of permits--- Building, plumbing and Gas and certificates of inspection		2581	3210	1672	1650
Revenue		$ 8,533,449	$ 1,534,139	$ 950,000	$ 925,000

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Building/Plumb/Gas Inspectors - Personnel											
12411	5111	Salaries-Full Time	561,386	548,891	613,049	578,299	722,683	722,683	722,683	109,634	17.88
12411	5113	Salaries-Part Time	28,102	27,263	27,945	27,945	27,945	27,945	27,945	0	0.00
12411	5131	Overtime (General)	2,530	3,901	5,000	5,000	5,000	5,000	5,000	0	0.00
			592,018	**580,054**	**645,994**	**611,244**	**755,628**	**755,628**	**755,628**	**109,634**	**16.97**
Building/Plumb/Gas Inspectors - Expenditures											
12412	5295	Safety Gear	797	1,348	1,500	615	1,500	1,500	1,500	0	0.00
12412	5320	Contracted Services	11,191	18,488	20,150	39,881	25,334	20,334	20,334	184	0.91
12412	5381	Printing And Binding	434	439	450	450	450	450	450	0	0.00
12412	5421	Office Supplies (Gen	1,099	849	2,000	2,041	2,000	2,000	2,000	0	0.00
12412	5451	Custodial Supplies	6,848	5,408	9,000	10,904	9,000	9,000	9,000	0	0.00
12412	5710	In State Travel/Meetings	10,484	12,594	12,000	13,034	15,000	12,500	12,500	500	4.17
12412	5713C	Expenses-Clean It/Lien It	15,708	1,650	1,000	2,000	2,000	2,000	2,000	1,000	100.00
12412	5778	Sealer Weights & Measurers Exp	1,000	800	2,000	1,000	1,000	1,000	1,000	(1,000)	(50.00)
			47,561	**41,575**	**48,100**	**69,926**	**56,284**	**48,784**	**48,784**	**684**	**1.42**
		Department Total	**639,580**	**621,629**	**694,094**	**681,170**	**811,912**	**804,412**	**804,412**	**110,318**	**15.89**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
CUMMINGS	STEPHEN	Asst. Bldg Insp-Sanitrian	8/22/17	61,893.83	1,217.68		1.00	1	100%	63,562.87	63,562.87	63,562.87
VACANT		PLUMBING & GAS INSP		69,299.32	-		1.00	1	100%	78,000.00	78,000.00	78,000.00
LUTRZYKOWSKI	MICHAEL	FACILITIES DIRECTOR	9/29/11	69,923.43	1,872.59		1.00	1	100%	97,749.35	97,749.35	97,749.35
ORFANOS	STAVROULA	ASST BUILDING INSPEC		60,788.91	1,195.94		1.00	1	100%	62,732.56	62,732.56	62,732.56
ST PIERRE	THOMAS	INSPECTIONAL SERV DIR	4/2/1998	103,164.43	2,029.62		1.00	1	100%	106,463.13	106,463.13	106,463.13
				90,000.00			1.00	1	100%	-	-	-
		AFSCME		157,979.17			4.00		Total AFSCME 1818	314,175.42	314,175.42	314,175.42
		12411-5111		**613,049.09**			**10.00**		**Total Full Time**	**722,683.33**	**722,683.33**	**722,683.33**
DOYLE	JOHN	SEALER WEIGHTS/ MEAS	1/2/2008	27,944.88	536.37			19	hours per wk	27,998.51	27,998.51	27,998.51
		12411-5113		**27,944.88**					**Total PartTime**	**27,998.51**	**27,998.51**	**27,998.51**
		OVERTIME-CUSTODIANS		5,000.00						5,000.00	5,000.00	5,000.00
		12411-5131		**5,000.00**					**Overtime**	**5,000.00**	**5,000.00**	**5,000.00**
				645,993.97			**10.00**		**Department Total**	**755,681.84**	**755,681.84**	**755,681.84**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**10.00**
	FY 2022	**10.00**
	FY 2023	**10.00**
	Variance 22 vs. 23	**0.00**

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases					Dept Req FY2023	Mayor FY2023	Council Voted FY2023
									Step	Date	Rate	# Weeks Old	# Weeks New			
CONNOLLY	JONATHAN	SR BLDG CUST	7/25/16	1	52,728.33	1.00	1,032.30	53,886.06	3					53,886.06	53,886.06	53,886.06
Connolly - Shift Differential		Base Rate X 9%			4,745.79		-	-	3					4,745.79	4,745.79	4,745.79
NEGRON	GLARIVEL	PRINCIPAL CLERK	8/23/2021	2	51,884.83	1.00	924.70	48,754.25	1	8/23/2022	958.61	38	14.3	48,754.25	48,754.25	48,754.25
EMMONS	JANET	PRINCIPAL CLERK	03/14/1989	2	51,884.83	1.00	1,015.79	53,024.24	3					53,024.24	53,024.24	53,024.24
RODRIGUEZ	ANTONIO	JR BLDG CUST	7/1/2018	1	48,620.22	1.00	961.71	50,201.26	3					50,201.26	50,201.26	50,201.26
NEW		BLDG CUSTODIAN												46,534.28	46,534.28	46,534.28
STANWOOD	DANIEL	WORKING FOREMAN	12/4/1999	1		1.00	1,092.52	57,029.54	3					57,029.54	57,029.54	57,029.54
(moved from DPS to Building Department, reports to Facilities Director)					**209,864.00**	**4.00**		**205,865.81**						**314,175.42**	**314,175.42**	**314,175.42**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
12412 Bldg/Gas/Plumb Insp - Expenses				
5295 Safety Gear				
Hard hats, protective eyewear, etc. for inspectors	1,500	1,500	1,500	1,500
5295 Safety Gear Total	**1,500**	**1,500**	**1,500**	**1,500**
5320 Contracted Services				
Contract Services-Enforcement support for short term rental properties Hamari-short term rental enforcement	6,650	0	0	0
Contract Services-Enforcement support for short term rental properties Hamari-short term rental enforcement	0	6,650	6,650	6,650
Contracted Services - Temp Plumbing Inspector to cover vacations/sick/etc.	4,000	4,000	4,000	4,000
Professional Building Cleaning Services	9,500	9,684	9,684	9,684
window cleaning 93 washinton	0	5,000	0	0
5320 Contracted Services Total	**20,150**	**25,334**	**20,334**	**20,334**
5381 Printing And Binding				
For printing and binding of zoning book and maps. Letter Head & Envelopes	450	450	450	450
5381 Printing And Binding Total	**450**	**450**	**450**	**450**
5421 Office Supplies (Gen				
General office supplies as needed	2,000	2,000	2,000	2,000
5421 Office Supplies (Gen Total	**2,000**	**2,000**	**2,000**	**2,000**
5451 Custodial Supplies				
Coast Maintenance - Custodial Supplies	0	6,700	6,700	6,700
Delandes Supply - Electrical Supplies	0	300	300	300
State Chemical - Custodial Chemicals	0	1,000	1,000	1,000
Winer Bros - Misc Supplies	0	1,000	1,000	1,000
5451 Custodial Supplies Total	**0**	**9,000**	**9,000**	**9,000**
5710 In State Travel/Meetings				
Mileage and seminar reimbursements for 4 full time and one part time inspector plus mileage for Director of facilities	12,000	15,000	12,500	12,500
5710 In State Travel/Meetings Total	**12,000**	**15,000**	**12,500**	**12,500**
5713C Expenses-Clean It/Lien It				
Clean it or lien it- Monies to secure vacant buildings etc. Monies expended are recovered through leaning	2,000	2,000	2,000	2,000
5713C Expenses-Clean It/Lien It Total	**2,000**	**2,000**	**2,000**	**2,000**
5778 Sealer Weights & Measurers Exp				
Misc. supplies	1,000	1,000	1,000	1,000
5778 Sealer Weights & Measurers Exp Total	**1,000**	**1,000**	**1,000**	**1,000**
12412 Bldg/Gas/Plumb Insp - Expenses Total	**39,100**	**56,284**	**48,784**	**48,784**

Fixed Costs

Mission Statement

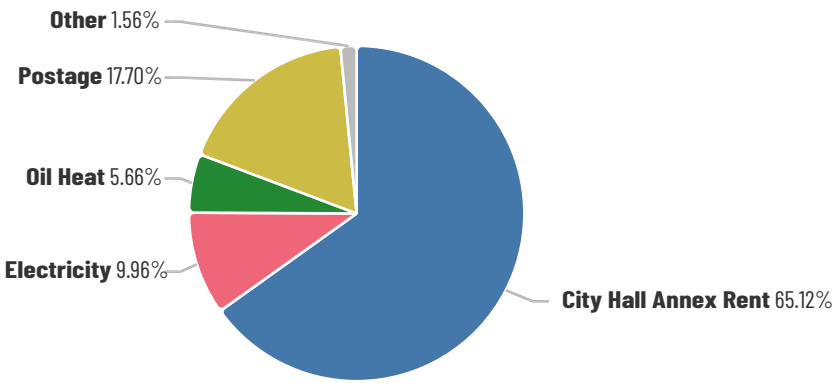
Why We Exist

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 2023

No significant changes.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Fixed Costs - Expenditures											
11962	5211	Electricity	73,401	71,838	61,600	84,048	70,362	70,362	70,362	8,762	14.22
11962	5212	Hvac/Water-120 Washington St	1,369	535	1,500	2,465	2,000	2,000	2,000	500	33.33
11962	5216	Oil Heat	29,854	23,965	40,000	40,665	40,000	40,000	40,000	0	0.00
11962	5271	City Hall Annex	428,009	445,826	460,000	474,174	460,000	460,000	460,000	0	0.00
11962	5341	Telephone	7,208	5,426	7,800	10,050	9,000	9,000	9,000	1,200	15.38
11962	5342	Postage	103,353	96,576	125,000	128,860	125,000	125,000	125,000	0	0.00
			643,194	**644,166**	**695,900**	**740,262**	**706,362**	**706,362**	**706,362**	**10,462**	**1.50**
		Department Total	**643,194**	**644,166**	**695,900**	**740,262**	**706,362**	**706,362**	**706,362**	**10,462**	**1.50**

Budget Detail

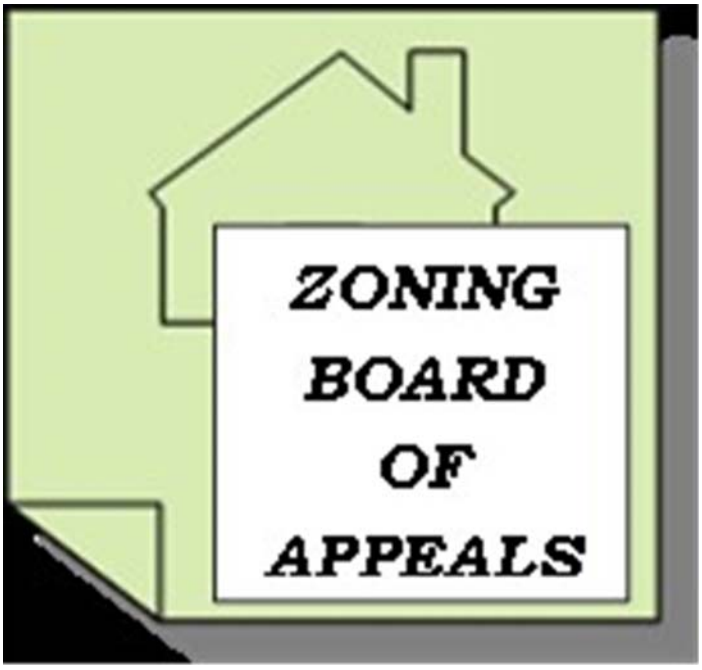
Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
11962 Public Prop-Fixed Costs				
5211 Electricity				
90 Washington Street	17,250	18,975	18,975	18,975
City Hall	23,650	28,617	28,617	28,617
Council on Aging	20,700	22,770	22,770	22,770
5211 Electricity Total	**61,600**	**70,362**	**70,362**	**70,362**
5212 Hvac/Water-120 Washington St				
Water 90 Washington street	1,500	2,000	2,000	2,000
5212 Hvac/Water-120 Washington St Total	**1,500**	**2,000**	**2,000**	**2,000**
5216 Oil Heat				
Gas for 90 Washington	40,000	40,000	40,000	40,000
5216 Oil Heat Total	**40,000**	**40,000**	**40,000**	**40,000**
5271 City Hall Annex				
90 Washington Street 69% of building	35,000	35,000	35,000	35,000
Rent 90 Washington street	425,000	425,000	425,000	425,000
5271 City Hall Annex Total	**460,000**	**460,000**	**460,000**	**460,000**
5341 Telephone				
TELEPHONE	7,800	9,000	9,000	9,000
5341 Telephone Total	**7,800**	**9,000**	**9,000**	**9,000**
5342 Postage				
Mailing for City Hall . Note this fee has increased due to the increase in postage	125,000	125,000	125,000	125,000
5342 Postage Total	**125,000**	**125,000**	**125,000**	**125,000**
11962 Public Prop-Fixed Costs Total	**695,900**	**706,362**	**706,362**	**706,362**

Zoning 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 several life safety and quality of life issues. This Department also consults on construction projects throughout the City.



Goals and Objectives

To continue the on-line applications and streamlining the process.

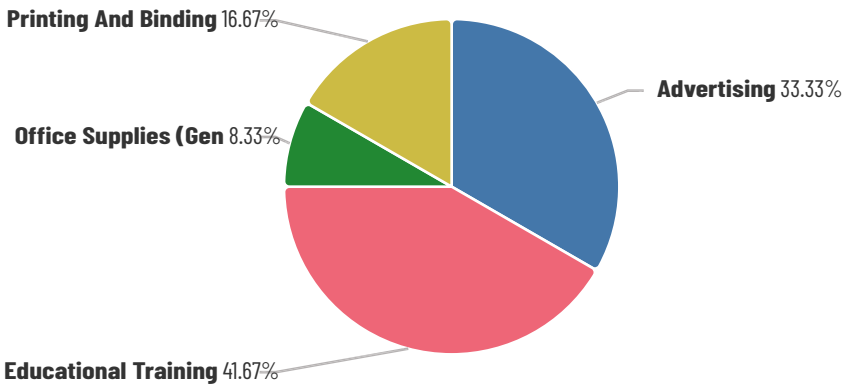
Significant Budget & Staffing Changes For FY 2023

No significant changes.

Recent Accomplishments

Online applications have recently become available.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Zoning Board of Appeals - Expenditures											
11762	5306	Advertising	0	590	400	400	400	400	400	0	0.00
11762	5317	Educational Training	0	0	500	500	500	500	500	0	0.00
11762	5381	Printing And Binding	0	0	200	200	200	200	200	0	0.00
11762	5421	Office Supplies (Gen	0	0	100	100	100	100	100	0	0.00
			0	**590**	**1,200**	**1,200**	**1,200**	**1,200**	**1,200**	**0**	**0.00**
		Department Total	**0**	**590**	**1,200**	**1,200**	**1,200**	**1,200**	**1,200**	**0**	**0.00**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
11762 Board of Appeals-Expenses				
5306 Advertising				
Advertising for meetings.	400	400	400	400
5306 Advertising Total	**400**	**400**	**400**	**400**
5317 Educational Training				
Professional development, board trainings , etc.	500	500	500	500
5317 Educational Training Total	**500**	**500**	**500**	**500**
5381 Printing And Binding				
Letter head, envelopes.	200	200	200	200
5381 Printing And Binding Total	**200**	**200**	**200**	**200**
5421 Office Supplies (Gen				
Miscellaneous office supplies as needed	100	100	100	100
5421 Office Supplies (Gen Total	**100**	**100**	**100**	**100**
11762 Board of Appeals-Expenses Total	**1,200**	**1,200**	**1,200**	**1,200**

Health

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.

Goals and Objectives

- GOAL: Continue Community Health Improvement Plan geared towards reducing chronic disease risks within Salem.
- OBJECTIVE: The Health and Wellness Coordinator will evaluate programs to include in the Community Health Improvement plan throughout the year.
- GOAL: The Health and Wellness Coordinator will continue working on the Mack Park Food Farm improvement plan.
- OBJECTIVE: Through a variety of funding sources including donations and grants improvements to the Mack Park Food Farm throughout the year.
- GOAL: Continue ongoing Staff development to improve the service delivery to the community.
- OBJECTIVE: By attending educational seminars and trainings to increase staff development within the allotted budget. This will be ongoing.
- GOAL: Improve communication with residents to resolve citizen concerns.
- OBJECTIVE: Using technology to keep residents informed of public health activities throughout the year.
- GOAL: Improve deficiencies in complaint tracking, inspection, and enforcement.
- OBJECTIVE: Through the use of technology close gaps in complaint tracking and inspections. This will be ongoing throughout the year.
- GOAL: Limit the exposure and incidence of infectious diseases.
- OBJECTIVE: By using the MAVEN system and through ongoing detection, investigation, and prevention of communicable diseases in the community.
- GOAL: Continue working to reduce opioid related overdoses in the community.
- OBJECTIVE: Participate in opiate risk reduction programs with our regional partners.
- GOAL: Reduce the risk of communicable diseases in the community.
- OBJECTIVE: Maintain an inventory of vaccines and biologics for City sponsored clinics.
- GOAL: Continue preparing for public health emergencies.
- OBJECTIVE: Work with our regional partners to drill and prepare for public health emergencies throughout the year.
- GOAL: Disseminate information regarding public health activities and events.
- OBJECTIVE: Through the use of the media, including social media platforms, inform the community of public health activities throughout the year.
- GOAL: Provide shared public health services to Salem and our regional partners.
- OBJECTIVE: Manage a regional Shared Public Health services grant of over $300,000.
- GOAL: Hire a Substance Abuse Coordinator.
- OBJECTIVE: Use funds from the Distributor and Janssen/J&J settlement for staff and efforts to reduce opioid use disorder in the community.

How FY 2023 Departmental Goals Relate to City's Overall Long-Term & Short-Term Goals

- Reduce the number of trash complaints through education and increased staffing and active enforcement to reduce the number of trash complaints citywide.
- Reduce the number of housing complaints through landlord outreach, scheduled inspections, and education.as required under the Certificate of Fitness Ordinance.
- 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 opiate use and overdoses in Salem.
- Actively participate in the Healing Communities Study with a goal of reducing opiate related overdose deaths by 40%.

- 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 Life-Bridge to examine the feasibility of offering other vaccinations i.e., Hepatitis A and TB Screenings, to the homeless population in Salem.

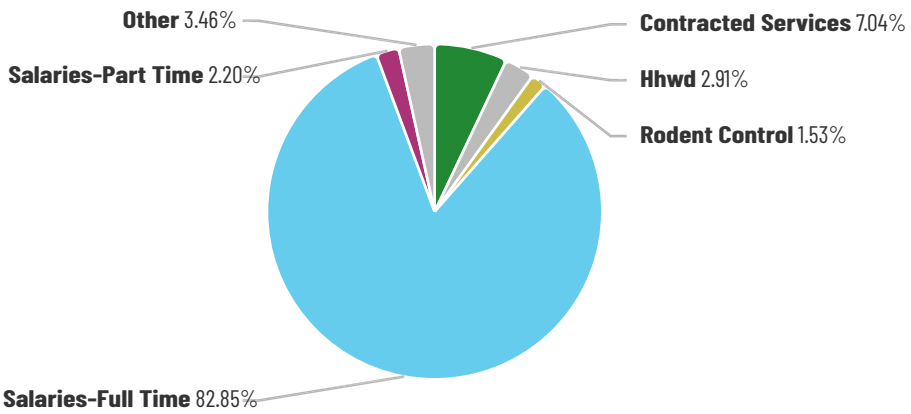
Significant Budget & Staffing Changes For FY 2023

The Healing Communities Study through Boston Medical Center and NIH will end as of June 30, 2022, as such, the Community Coordinator position for the study will end. The Board of Health is requesting funding to create a new position of Substance Abuse Coordinator for the city to continue this work going forward. In response to deficiencies identified do to the COVID-19 pandemic the Board is requesting funding to hire an additional Public Health Nurse. This will enable the department to offer enhanced public health nursing services to the community. The Board of Health in conjunction with our regional partners have been awarded a regional Public Health Excellence grant from MA DPH, this will allow for the hiring of additional staff to assist the region with public health services.

Recent Accomplishments

- The Board of Health spent much of FY22 working on COVID-19 pandemic response.
- Board of Health staff investigated approximately 6000, cases of COVID-19 in the community.
- The Board of Health investigated 4,500 cases of reportable contagious diseases.
- Distributed over 15,000 rapid at home COVID-19 tests.
- The Health and Wellness Coordinator continues to work on the Food Farm at Mack Park project with the installation of solar panels expected in late FY2022 or early FY 2023.
- The Health and Wellness Coordinator conducts Taste and Talk events at senior living facilities in the city.
- Responded to numerous emergency calls from Police and Fire Departments.
- Coordinates the Salem Overdose Awareness and Use Reduction Coalition, webpage www. Salem.com/opiate.
- Provided a community Health information program including, Blog, Facebook, and Twitter presence.
- Provided vaccination clinics for influenza to seniors, city retirees, employees, and residents.
- Ensured compliance with conditions set for various developments and construction projects in the city.
- 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 throughout the city.
- Addressed increased complaints through" See Click Fix Tool".
- In conjunction with other North Shore communities and North Shore Elder Services participant in task force to handle hoarding issues in Salem.
- 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.
- Conducts active surveillance and follow up of communicable disease reports through the state MAVEN online system.
- 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.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022	Estimated FY2023
Number of inspections (not all inspections listed below)	-	4969	1350	4000	7500
Number of permits issued from the Board of Health	-	1830	1524	2000	2500
Number of Death Certificates processed/issued	-	597	577	681	720
Number of trash and general nuisance inspections	-	1125	320	400	600
Number of Certificate of Fitness inspections/re-inspections	-	469	423	650	750
Number of food establishment inspections/re-inspections	-	175	145	550	650
Temporary Food Establishments /permits	-	100	100	200	300
Body art establishments	-	6	6	15	20
Recreational camp inspections	-	15	10	25	35
Pool inspections	-	20	20	25	35
Swimming beach sampling	-	132	144	120	150
Total number of communicable disease investigations	-	135	4224	400	1000
Flu Shots Administered	-	365	251	350	400

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Health - Personnel											
15101	5111	Salaries-Full Time	435,972	446,440	568,540	550,040	594,151	568,985	568,985	445	0.08
15101	5113	Salaries-Part Time	31,079	29,008	15,140	26,515	15,141	15,141	15,141	1	0.00
15101	5131	Overtime (General)	14,827	5,000	5,000	11,000	5,000	5,000	5,000	0	0.00
15101	5150	Fringe/Stipends	4,500	4,500	4,500	5,625	6,000	6,000	6,000	1,500	33.33
			486,379	**484,948**	**593,180**	**593,180**	**620,291**	**595,125**	**595,125**	**1,945**	**0.33**
Health - Expenditures											
15102	5218	Hhwd	11,233	19,689	15,000	16,616	20,000	20,000	20,000	5,000	33.33
15102	5306	Advertising	0	186	720	720	1,000	1,000	1,000	280	38.89
15102	5318	Dental/Medical Servi	1,646	1,841	3,600	3,600	3,600	3,600	3,600	0	0.00
15102	5320	Contracted Services	12,206	12,952	48,379	47,785	48,379	48,379	48,379	0	0.00
15102	5396	Environmental Health	2,275	2,433	4,050	4,050	4,050	4,050	4,050	0	0.00
15102	5421	Office Supplies (Gen	1,513	1,016	2,500	2,618	2,500	2,500	2,500	0	0.00
15102	5710	In State Travel/Meetings	0	0	810	810	810	810	810	0	0.00
15102	5785	Rodent Control	9,800	8,125	10,000	11,075	10,500	10,500	10,500	500	5.00
15102	5786	Beach Water Analysis	510	541	800	979	800	800	800	0	0.00
			39,184	**46,783**	**85,859**	**88,253**	**91,639**	**91,639**	**91,639**	**5,780**	**6.73**
		Department Total	**525,562**	**531,731**	**679,039**	**681,433**	**711,930**	**686,764**	**686,764**	**7,725**	**1.14**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
DAVIS	MAUREEN	BOARD CLERK		2,000.00	500.00	B			4	4,000.00	2,000.00	2,000.00
GREENBAUM	DAVID	HEALTH AGENT	1/30/2019	99,229.73	1,952.45		1.00	1	100%	104,900.85	102,599.72	102,599.72
MURPHY	KERRY	HEALTH & WELLNESS CO-ORD	7/1/2019	52,342.29	1,029.86	**	1.00	1	100%	55,333.01	53,758.69	53,758.69
DLUSNIEWSKI	MEAGHAN	COMMUNITY COORDINATOR	9/22/20	51,599.32	-					-	-	-
		AFSCME		363,368.49			7.00		Total AFSCME 1818	429,916.74	410,626.50	410,626.50
		15101-5111		**568,539.83**			**9.00**		**Total Full Time**	**594,150.60**	**568,984.91**	**568,984.91**
		PT CODE ENFORCEMENT OFFICER	9/21/2007	15,140.52	-	P	0.50	19.0	Hrs/wk	15,140.52	15,140.52	15,140.52
		15101-5113		**15,140.52**			**0.50**		**Total Part Time**	**15,140.52**	**15,140.52**	**15,140.52**
		Overtime		5,000.00	5,000.00					5,000.00	5,000.00	5,000.00
		15101-5131		**5,000.00**					**Total Overtime**	**5,000.00**	**5,000.00**	**5,000.00**
		Mileage stipend		4,500.00	4,500.00				3.0	6,000.00	6,000.00	6,000.00
		15101-5150		**4,500.00**					**Total Stipends**	**6,000.00**	**6,000.00**	**6,000.00**
				593,180.35			**9.50**		**Department Total**	**620,291.12**	**595,125.43**	**595,125.43**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**8.00**
	FY 2022	**9.00**
	FY 2023	**9.50**
	Variance 22 vs. 23	**0.50**

FTE		
Full-Time Equivalent Employees:	**FY 2021**	**8.00**
	FY 2022	**9.00**
	FY 2023	**12.50**
	Variance 22 vs. 23	**3.50**

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases Step	Date	Rate	# Weeks Old	# Weeks New	Dept Req FY2023	Mayor FY2023	Council Voted FY2023
BAROSY	JEFFREY	SANITARIAN	4/27/15	3	62,124.56	1.00	1,216.26	63,488.77	3					63,488.77	63,488.77	63,488.77
DARMODY	SUZANNE	PUB HLTH NURSE	8/19/2016	3	63,028.50	1.00	1,233.96	64,412.71	3					64,412.71	64,412.71	64,412.71
DAVIS	MAUREEN	PRINCIPAL CLERK	4/24/2007	2	51,884.83	1.00	1,015.79	53,024.24	3					53,024.24	53,024.24	53,024.24
GAGAKIS	ELIZABETH	SR. SANITARIAN	1/7/2008	3	66,585.88	1.00	1,303.60	68,047.92	3					68,047.92	68,047.92	68,047.92
DUHAIME	JANICE	SANITARIAN - Step II/III	10/19/16	3	62,124.56	1.00	1,216.26	63,488.77	3					63,488.77	63,488.77	63,488.77
MANCINI	JANET	SANITARIAN - Step 1	10/19/16	3	57,620.16	1.00	1,130.25	58,999.05	3	10/4/2022	1,149.41	39.0	13.0	58,999.05	58,999.05	58,999.05
NEW - PUBLIC HEALTH NURSE*						1.00								58,455.28	39,165.04	39,165.04
***Fund 33% via other non-general fund public health funds**					**363,368.49**	**7.00**		**371,461.46**						**429,916.74**	**410,626.50**	**410,626.50**

Grants Detail

Employee Name		Department	Org/Obj	Job Description	FTE	Dept/Grant
					FTE	
DLUSNIEWSKI	MEAGHAN	Healing Communities/ Public Health Excellence	25V23-5113	Regional Coordinator	1.00	65,000.00
NEW		Public Health Excellence	25V23-5113	Regional Sanitarian	1.00	59,624.24
NEW		Public Health Excellence	25V23-5113	Regional Public Health Nurse	1.00	58,772.48

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
15102 Health-Expenses				
5218 Hhwd				
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	20,000	20,000	20,000
5218 Hhwd Total	**15,000**	**20,000**	**20,000**	**20,000**
5306 Advertising				
Public Health alerts, such as for Seasonal Flu, Avian Flu, other contagious diseases and legal notices required for regulations.	720	1,000	1,000	1,000
5306 Advertising Total	**720**	**1,000**	**1,000**	**1,000**
5318 Dental/Medical Servi				
General medical supplies as needed. Increase to accommodate the $2000.00 to participate in the NSVMP coalition as agreed upon in the contract with MAPC.	3,600	3,600	3,600	3,600
5318 Dental/Medical Servi Total	**3,600**	**3,600**	**3,600**	**3,600**
5320 Contracted Services				
Mack Park Food Farm	25,000	25,000	25,000	25,000
Rental property inspections per City Ordinance	23,379	23,379	23,379	23,379
5320 Contracted Services Total	**48,379**	**48,379**	**48,379**	**48,379**
5396 Environmental Health				
Beach signs, pool test kits, instructional videos, & Training	450	450	450	450
Codes from Mass DEP and MDPH	270	270	270	270
Educational Conferences: Contagious diseases, inspections, emergency preparedness,	630	630	630	630
Educational Materials	360	360	360	360
Fees for expert consultant to review plans and specs as needed.	360	360	360	360
Inspectional Equipment such as stem type thermometers, flashlights, batteries,	450	450	450	450
litmus paper, file, cameral supplies, hardware supplies	450	450	450	450
Professional Membership for 7 employees: MHOA, APHA, MPHA, NEHA, NALBOH, MAHB, MEHA	1,080	1,080	1,080	1,080
5396 Environmental Health Total	**4,050**	**4,050**	**4,050**	**4,050**
5421 Office Supplies (Gen				
General Office Supplies as needed	2,500	2,500	2,500	2,500
5421 Office Supplies (Gen Total	**2,500**	**2,500**	**2,500**	**2,500**
5710 In State Travel/Meetings				
Mileage reimbursement for travel outside of Salem	360	360	360	360
Nurse Travelling	450	450	450	450
5710 In State Travel/Meetings Total	**810**	**810**	**810**	**810**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5785 Rodent Control				
60 professional exterminations @ $175 each	10,000	10,500	10,500	10,500
5785 Rodent Control Total	**10,000**	**10,500**	**10,500**	**10,500**
5786 Beach Water Analysis				
Bacterial analysis of swimming water	800	800	800	800
5786 Beach Water Analysis Total	**800**	**800**	**800**	**800**
15102 Health-Expenses Total	**85,859**	**91,639**	**91,639**	**91,639**

Electrical

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, Traffic signals and Fire Alarm System.

Goals and Objectives

- Working with the Planning Department on Gallows Hill Park Improvements.
- Working on Phase two of a comprehensive traffic improvement plan to move traffic quicker and safely from Downtown heading1 west bound along New Derby Street to North and Essex Street then to North and Federal Street, North and Mason Streets, and through School and North Streets.
- Working with Engineering to Make Derby Street improvements. Lighting and Fire Alarm.
- To have all our traffic signals and hardware painted at all of our major intersections.
- To Keep building our Smart Traffic system and to become more ADA compliant. Citywide.
- To paint fireboxes in different locations through out the City.
- To install new Fire Alarm cable from Gardner Street to Holly Street.
- To complete all the pole transfers for the City's Street luminaires and Fire Alarm cable.
- To step up maintenance in potential problem areas with our Fire Alarm System and our traffic control system.
- Working with the Planning Department to light up our Statues.
- 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 adjusts the flow of traffic between intersections. It continuously monitors the traffic count. Everything we are doing on the smart signal program will gets us ready for the next step which is adaptive traffic control. Currently Mass Dot is building a system on RTE 107 Highland Avenue.
- The Electrical Department has two LED rebuilding projects that need updating and they are North Street and Leslie Retreat Park. The First generation of LED luminaires are losing their output.

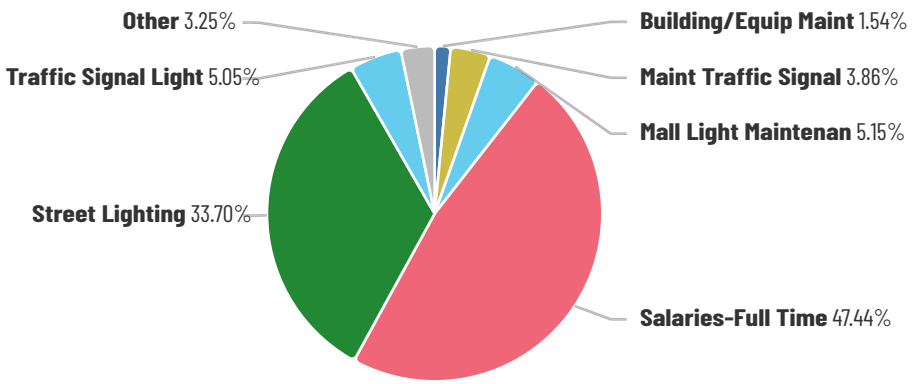
Significant Budget & Staffing Changes For FY 2023

The Electrical department is asking that we replace 1 full-time employee and utilize Mr. Parent as a part time employee. The departments workload has increased significantly along with the City of Salem's growth. The number of streetlights, Roadway lights and traffic signals that have been added. The department also maintains The Fire Alarm System wiring throughout the City.

Recent Accomplishments

- The Woodlands Road project has been completed and City of Salem, MA has its first Solar Powered Radio-Controlled Fire Alarm Street Box.
- Worked with Mass. Highway for Adaptive signals On RTE 107 Highland Avenue and the project is almost completed. It should be operational hopefully before fiscal 2023 begins.
- Installation of wireless technology to control our Emergency Snow light Beacons.
- The Traffic control smart system Phase one is completed.
- The Smart signal Phase 2 is still underway. We have installed concurrent signals at the intersection of School and North Streets and at Essex and North Streets. We are still working out details on this phase.
- Continue to assist Salem P.D. installing surveillance cameras throughout the City and moving them when required.
- The Installation of Fire Alarm and Street lighting at the Osborne Hills Development is complete.
- Installed new splice kits in the hand holes in Leslie Retreat Park for the Park lighting system.
- Maintaining lighting at Blaney Street .
- Maintaining lighting at the Salem Willows Park.
- The next phase of the smart signals will include North and Federal Streets, North and Mason streets.
- Maintaining lighting on the Bridge Street Bypass Roadway.
- Bridge Street, Boston Street and Flint Street Traffic Signal upgrades.
- Maintaining lighting on Route 107 Bridge Street.
- Rebuilt luminaires and maintaining them at the Common.
- Repairing Rapid Flashing signals at various locations for the Parking Department.
- Installed all new LED Luminaires from Riley Plaza to Congress Street as promised completed.
- Working with the Planning Department for Gallows Hill Park Lighting.
- Maintaining all our Roadway lighting.
- Working with Verizon to transfer the City's Fire Alarm Cables to the new poles being installed throughout the City.
- Holiday lighting throughout the City's business district and downtown has been maintained minimally.
- Continually maintaining our Traffic signals and controllers throughout the City.
- The Electrical Department is maintaining all streetlights throughout the City.
- Continue to offer the highest quality customer/constituent services and responsiveness.
- Helped complete improvements to Forest River Park and Bertram Field.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022	Estimated FY2023
ELECTRICAL PERMITS ISSUED	929	894	2110	1018	900
ELECTRICAL INSPECTIONS PERFORMED	1500	1508	1600	1700	1500
FIRE ALARM MASTERBOX PLUG OUT AND SYSTEM RESETS	700	775	750	800	800
TRAFFIC SIGNAL REPAIRS	450	430	500	525	600
DECORATIVE STREET LIGHT REPAIRS	220	205	220	300	500
COBRAHEAD STREEET LIGHT REPAIRS	100	350	350	350	500
BOARD OF HEALTH ELEC. COMPLAINTS	8	5	5	5	6
FIRE PREVENTION ELEC. COMPLAINTS	25	10	10	10	10
ELECTRICAL REPAIRS TO PUBLIC BLDGS	45	27	25	25	40
FIRE ALARM OPEN CIRCUITS / REPAIR	290	245	200	250	300
MAINTAIN FOUNTAIN PUMPS	2	2	2	2	2
FIRE ALARM POLE TRANSFERS	75	25	50	75	50
ROADWAY BANNERS HUNG	250	200	150	200	150
DECORATED CHRISTMAS TREES	80	50	100	100	100

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Electrical - Personnel											
12451	5111	Salaries-Full Time	395,836	365,770	399,740	399,740	405,670	405,670	405,670	5,930	1.48
12451	5131	Overtime (General)	6,412	15,833	10,000	10,000	10,000	10,000	10,000	0	0.00
			402,248	**381,603**	**409,740**	**409,740**	**415,670**	**415,670**	**415,670**	**5,930**	**1.45**
Electrical - Expenditures											
12452	5213	Street Lighting	236,034	270,889	288,200	291,460	288,200	288,200	288,200	0	0.00
12452	5214	Traffic Signal Light	36,851	41,037	41,140	41,241	43,197	43,197	43,197	2,057	5.00
12452	5254	Street Lighting Maint	37,111	18,476	40,000	56,957	44,000	44,000	44,000	4,000	10.00
12452	5255	Building/Equip Maint	9,793	10,259	12,000	14,053	13,200	13,200	13,200	1,200	10.00
12452	5256	Fire/Mun Signal Main	7,573	5,235	10,000	10,606	11,000	11,000	11,000	1,000	10.00
12452	5257	Maint Traffic Signal	15,000	2,911	30,000	36,300	33,000	33,000	33,000	3,000	10.00
12452	5301	Police Detail	1,134	600	2,000	2,475	2,000	2,000	2,000	0	0.00
12452	5324	Training & Certification	350	536	1,000	1,000	1,000	1,000	1,000	0	0.00
12452	5341	Telephone	552	530	1,000	1,000	1,000	1,000	1,000	0	0.00
12452	5421	Office Supplies (Gen	1,790	1,369	2,000	2,629	2,200	2,200	2,200	200	10.00
12452	5710	In State Travel/Meetings	270	0	600	600	600	600	600	0	0.00
			346,457	**351,841**	**427,940**	**458,321**	**439,397**	**439,397**	**439,397**	**11,457**	**2.68**
		Department Total	**748,704**	**733,444**	**837,680**	**868,061**	**855,067**	**855,067**	**855,067**	**17,387**	**2.08**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
GIARDI	JOHN	CITY ELECTRICIAN	6/4/1984	88,626.27	1,743.61		1.00	1	100%	91,460.05	91,460.05	91,460.05
		AFSCME		311,113.86			5.50		Total AFSCME 1818	314,210.24	314,210.24	314,210.24
		12451-5111		**399,740.13**			**6.50**		**Total Full Time**	**405,670.28**	**405,670.28**	**405,670.28**
		Overtime		10,000.00	10,000.00					10,000.00	10,000.00	10,000.00
		12451-5131		**409,740.13**			**6.50**		**Department Total**	**415,670.28**	**415,670.28**	**415,670.28**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**6.50**
	FY 2022	**6.50**
	FY 2023	**6.50**
	Variance 22 vs. 23	**0.00**

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases: Step	Date	Rate	# Weeks: Old	# Weeks: New	Dept Req FY2023	Mayor FY2023	Council Voted FY2023
KOUFMAN	ELY	SIGNAL MAINTAINER	03/02/20	1	51,889.52	1.00	1,015.89	53,029.46	2					53,029.46	53,029.46	53,029.46
LYONSPAUL	HEATHER	PRINCIPAL CLERK	2/6/17	2	51,884.83	1.00	1,015.79	53,024.24	3					53,024.24	53,024.24	53,024.24
PARENT	RICHARD	WORKING FOREMAN	5/12/2011	1	60,544.89	-	1,185.33	61,874.23	3					-	-	-
ROCHON	MARK	WIRE INSPECTOR	4/30/2001	1	62,124.56	1.00	1,216.26	63,488.77	3					63,488.77	63,488.77	63,488.77
VALLANTE	KEN	SIGNAL MAINTAINER	10/28/2002	1	55,804.31	1.00	1,092.52	57,029.54	3					57,029.54	57,029.54	57,029.54
VACANT		WIRE INSPECTOR			28,865.75	0.50	-	-	1					28,865.75	28,865.75	28,865.75
NEW		WIRE INSPECTOR				1.00			1					58,772.48	58,772.48	58,772.48
					311,113.86	**5.50**		**288,446.24**						**314,210.24**	**314,210.24**	**314,210.24**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
12452 Electrical-Expenses				
5213 Street Lighting				
ELECTRICITY FOR ROADWAY AND DECORATIVE LIGHTING THROUGHOUT THE CITY	288,200	288,200	288,200	288,200
5213 Street Lighting Total	**288,200**	**288,200**	**288,200**	**288,200**
5214 Traffic Signal Light				
TRAFFIC SIGNAL ENERGY COSTS	41,140	43,197	43,197	43,197
5214 Traffic Signal Light Total	**41,140**	**43,197**	**43,197**	**43,197**
5254 Street Lighting Maint				
REPLACEMENT OF POLES,LUMINAIRES,WIRING,TRANSFORMERS,LAMPS, LENSES, MAINTENANCE FOR ADDITIONAL LUMINAIRES PURCHASED FROM NATIONAL GRID.	40,000	44,000	44,000	44,000
5254 Street Lighting Maint Total	**40,000**	**44,000**	**44,000**	**44,000**
5255 Building/Equip Maint				
FACILITY REPAIRS, EQIPMENT, AND MAINTENANCE	12,000	13,200	13,200	13,200
5255 Building/Equip Maint Total	**12,000**	**13,200**	**13,200**	**13,200**
5256 Fire/Mun Signal Main				
MAINTAIN FIRE ALARM CABLE & FIREBOXES OVERHEAD AND UNDERGROUND.	10,000	11,000	11,000	11,000
5256 Fire/Mun Signal Main Total	**10,000**	**11,000**	**11,000**	**11,000**
5257 Maint Traffic Signal				
TRAFFIC CONTROLLERS, SIGNALS, CONDUITS AND LIGHTING MAINTENANCE. WE HAVE ADDED A LOT MORE HARDWARE TO THE SYSTEM	30,000	33,000	33,000	33,000
5257 Maint Traffic Signal Total	**30,000**	**33,000**	**33,000**	**33,000**
5301 Police Detail				
POLICE DETAIL FOR ROADWAY WORK AS NEEDED	2,000	2,000	2,000	2,000
5301 Police Detail Total	**2,000**	**2,000**	**2,000**	**2,000**
5324 Training & Certification				
ESSEX CTY SIGNAL ASSOC., IMSA NFPA LED CERTIFICATION, MUN ELEC INSP ASSOC., TRAFFIC SIGNAL SCHOOL, COMP COURSES, SIGNAL MAINTENANCE SCHOOL CERTIFICATION FOR NEW EMPLOYEE	1,000	1,000	1,000	1,000
5324 Training & Certification Total	**1,000**	**1,000**	**1,000**	**1,000**
5341 Telephone				
2 BUSINESS PHONE LINES @ 120.MO & LONG DISTANCE @ 82.50 X 12 MOS	1,000	1,000	1,000	1,000
5341 Telephone Total	**1,000**	**1,000**	**1,000**	**1,000**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5421 Office Supplies (Gen				
GENERAL OFFICE SUPPLIES AS NEEDED	2,000	2,200	2,200	2,200
5421 Office Supplies (Gen Total	**2,000**	**2,200**	**2,200**	**2,200**
5710 In State Travel/Meetings				
PROGRAMS AND SEMINARS, INTERNATIONAL ASSOCIATION OF ELECTRICAL INSPECTORS PAUL REVERE CHAPTER, MUNICIPAL ELECTRICAL INSPECTORS MEETINGS, MEMBERSHIP DUES AND EXPENSES HAVE INCREASED	600	600	600	600
5710 In State Travel/Meetings Total	**600**	**600**	**600**	**600**
12452 Electrical-Expenses Total	**427,940**	**439,397**	**439,397**	**439,397**

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.

Goals and 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.
- Identify the best path to strengthening the Salem Wetlands Protection and Conservation Ordinance and its associated regulations.

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.

How FY 2023 Departmental Goals Relate to City's Overall Long & Short Term Goals

- See Planning – General Administration

Significant Budget & Staffing Changes For FY 2023

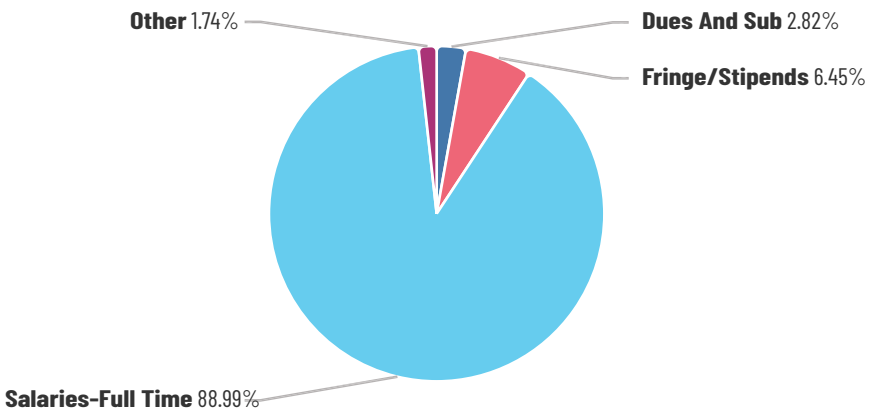
In March 2021, Kate Kennedy replaced Brittany Dolan as Planner/Conservation Commission Agent.

Recent Accomplishments

- In accordance with the Commission's mission, the Commission:
  - Issued 7 Determinations of Applicability;
  - Issued 18 Orders of Conditions; and
  - Issued 6 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.
- Former Salem Conservation Commission Agent, Tom Devine, helped to lead the City in a successful approach to updating the Salem Wetlands Protection Ordinance. In June of 2021, the City partnered with environmental consultants Beals & Thomas to lead a working group and public engagement process while creating an updated local Ordinance under the Massachusetts Wetlands Protection Act. The ordinance and its implementing regulations provide substantial protections beyond what is currently in place through the state's Wetlands Protection Act and Salem's existing ordinance. They establish a new 25' no-disturb area as well as a 50' mitigation zone. Vernal pools and isolated vegetated wetlands are now protected resource areas. And by adding climate change adaptation and mitigation as a resource are value, the Conservation Commission for the first time will have the explicit authority to incorporate climate considerations into its review. The Ordinance will be considered by the City Council early in 2022.
- The Commission is working with Salem Sound CoastWatch in the Forest River Conservation Area to update the Volunteer Bridge that students annually engage with for fish count and ecosystem education.
- 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 benefit
- The Conservation Agent and Commission members attended various workshops throughout the fiscal year on topics related to wetlands protection and conservation of open space.
- Former Salem Conservation Commission Agent, Tom Devine, helped to lead the City in a successful approach to updating the Salem Wetlands Protection Ordinance. In June of 2021, the City partnered with environmental consultants Beals & Thomas to lead a working group and public engagement process while creating an updated local Ordinance under the Massachusetts Wetlands Protection Act. The ordinance and its implementing regulations provide substantial protections beyond what is currently in place through the state's Wetlands Protection Act and Salem's existing ordinance. They establish a new 25' no-disturb area as well as a 50' mitigation zone. Vernal pools and isolated vegetated wetlands are now protected resource areas. And by adding climate change adaptation and mitigation as a resource area value, the Conservation Commission for the first time will have the explicit authority to incorporate climate considerations into its review. The Ordinance will be considered by the City Council early in 2022.
- The Commission is working with Salem Sound CoastWatch in the Forest River Conservation Area to update the Volunteer Bridge that students annually engage with for fish count and ecosystem education.
- 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 Open Space and Recreation Plan will be updated in FY23.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Conservation Commission - Personnel											
11711	5111	Salaries-Full Time	22,457	25,583	26,879	26,879	30,095	27,575	27,575	696	2.59
11711	5150	Fringe/Stipends	0	0	2,000	2,000	2,000	2,000	2,000	0	0.00
			22,457	**25,583**	**28,879**	**28,879**	**32,095**	**29,575**	**29,575**	**696**	**2.41**
Conservation Commission - Expenditures											
11712	5421	Office Supplies (Gen	29	60	90	90	90	90	90	0	0.00
11712	5710	In State Travel/Meetings	31	0	450	919	450	450	450	0	0.00
11712	5730	Dues And Sub	653	0	260	500	873	873	873	613	235.77
			713	**60**	**800**	**1,509**	**1,413**	**1,413**	**1,413**	**613**	**76.63**
		Department Total	**23,170**	**25,643**	**29,679**	**30,388**	**33,508**	**30,988**	**30,988**	**1,309**	**4.41**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
MARTIN	HANNAH	CLERK	10/27/21	1,080.00		B		2.0	12	3,600.00	1,080.00	1,080.00
KENNEDY	KATHERINE	Planner/Con Com Agent	3/22/21	25,799.40	1,015.14		0.50		50.0%	26,495.16	26,495.16	26,495.16
		11711-5111		**26,879.40**			**0.50**		**Total Full Time**	**30,095.16**	**27,575.16**	**27,575.16**
		AICP Certification		2,000.00	2,000.00				1	2,000.00	2,000.00	2,000.00
		11711-5150		**2,000.00**					**Total Fringe**	**2,000.00**	**2,000.00**	**2,000.00**
				28,879.40			**0.50**		**Department Total**	**32,095.16**	**29,575.16**	**29,575.16**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**0.50**
	FY 2022	**0.50**
	FY 2023	**0.50**
	Variance 22 vs. 23	**0.00**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
11712 Conservation Comm-Expenses				
5421 Office Supplies (Gen				
GENERAL OFFICE SUPPLIES AS NEEDED	90	90	90	90
5421 Office Supplies (Gen Total	**90**	**90**	**90**	**90**
5710 In State Travel/Meetings				
MILEAGE, PARKING FEES AND REGISTRATION FEES AS NEEDED	450	450	450	450
5710 In State Travel/Meetings Total	**450**	**450**	**450**	**450**
5730 Dues And Sub				
AMERICAN PLANNING ASSOCIATION MEMBERSHIP	260	260	260	260
Membership for Conservation Commission Board Members to the Massachusetts Association of Conservation Commissions and Handbooks	0	613	613	613
5730 Dues And Sub Total	**260**	**873**	**873**	**873**
11712 Conservation Comm-Expenses Total	**800**	**1,413**	**1,413**	**1,413**

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.

Goals and 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.

How FY 2023 Departmental Goals Relate to City's Overall Long & Short Term Goals

- See Planning – General Administration

Significant Budget & Staffing Changes For FY 2023

In October 2021, Elena Eimert replaced Mason Wells as Planner working with the Planning Board.

Recent Accomplishments

Between July 1, 2020 and January 31, 2022, the Planning Board approved six (6) Site Plan Review (SPR) applications and amendments.

In May 2021, the Planning Board reviewed and approved an application for a Modification of a Definitive Subdivision Plan Form C and Cluster Residential Development Special Permit for the Osborne Hills Subdivision, located at 57 Marlborough Road. This approval applies to Phases 6-10 of the Subdivision, with Phases 1-5 approved by the same body in July 2006. The changes approved by the Planning Board increase the publicly available Open Space within the subdivision while diminishing the project's potential environmental impacts.

In August 2021, Massachusetts General Brigham Salem Hospital filed an application for a second Amendment to their previously approved Site Plan Review decision and Stormwater Management Permit for the North Shore Medical Center located at 81 Highland Avenue. This amendment increased pedestrian access and comfort at the site by enclosing an existing open-air space at the Davenport 4 entrance beneath the Surgi-Center, creation of a new indoor lobby, construction of a new canopy over the existing drop-off area, the relocation of a pedestrian walkway, and an increase of shade trees at the site. Work will be completed in 2022.

Also in August 2021, the Planning Board reviewed and approved an application for Site Plan Review and Special Permits under the under the North River Canal Corridor Neighborhood Mixed Use District and Flood Hazard Overlay District for a development at 4 Franklin Street. The site, currently an underutilized lot, will be developed into a business office and ambulance service facility. There will also be a harbor walk pathway along the North River, supporting pedestrian access to the water and into downtown. The development shows climate-conscious design, with elements of the

structure and pedestrian improvements elevated to promote safety in tidal flood conditions.

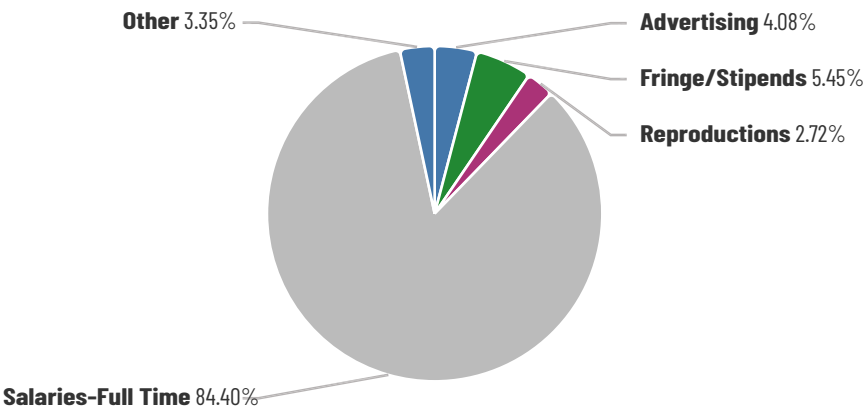
In January 2022, the Planning Board reviewed and signed off on an "Approval Not Required" plan concerning 373 Highland Avenue and 10 Cedar Road. This consolidation of land was the first step toward the expansion of Tropical Products' manufacturing business here in Salem.

Zoning Ordinance Changes: Between July 1, 2020 and January 31, 2022, the board discussed and voted on recommendations to the City Council for the following zoning applications:

Zoning Text Amendments:

- 04/05/21 – recommended that the City council approve with modifications an amendment relative to accessory dwelling units in the following says:
  - Amending Section 3.2.8 by deleting reference to additional parking requirements in its entirety.
  - Amending Section 3.2.8 by adding language stipulating that a net loss in measured caliper inches of private trees must be remediated through a payment to the Tree Replacement Fund at the prevailing rate set by the Tree Warden.
  - Amending Section 3.2.8 by adding language to limit the gross floor area of an accessory dwelling unit to 50% of the gross floor area of the principal dwelling unit.
  - Amending Section 3.2.8 by deleting the language restricting the number of Accessory Dwelling Units that can be located on a single lot to one (1).
  - Amending Section 3.2.8 by adding language that stipulates utility cost be included in the rent of the Accessory Dwelling Unit.
  - Amending Section 3.2.8 by deleting language that restricts the location of ingress and egress points of Accessory Dwelling Units.
  - Amending Section 3.2.8 to lengthen the notice of termination from two weeks to thirty (30) days.
- 08/03/2021 – Recommended that the City Council approve an amendment to replace gender-specific nouns and pronouns in the City's Zoning Code of Ordinances.
- 08/03/2021 – Recommended that the City Council not approve an amendment to establish a two (2) year moratorium on any construction within buffer zones of a wetland or on a floodplain.
- 12/03/2021 – Recommended that the City Council not approve an amendment to Section 8.6.3 (Table of Principle Uses) to list Planned Unit Development as a Non-Permitted Use in the Waterfront Industrial Overlay District.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022	Estimated FY2023
Permitted Applications (and Amendments)					
Form A - Not Requiring Approval under the Subdivision Control Law		2	2	6	3
Form C - Subdivision		0	2	0	1
Site Plan Review		12	3	7	6
Flood Hazard Overly District Special Permit		2	3	3	2
North River Canal Corridor Special Permit		1	0	1	1
Zoning Amendment Recommendations		4	1	8	2
Municipal or Religious Reuse Special Permit		2	0	2	1

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Planning Board - Personnel											
11751	5111	Salaries-Full Time	29,163	29,983	31,260	31,260	30,996	30,996	30,996	(264)	(0.84)
11751	5150	Fringe/Stipends	2,000	2,000	2,000	2,000	2,000	2,000	2,000	0	0.00
			31,163	**31,983**	**33,260**	**33,260**	**32,996**	**32,996**	**32,996**	**(264)**	**(0.79)**
Planning Board - Expenditures											
11752	5306	Advertising	0	0	1,500	1,500	1,500	1,500	1,500	0	0.00
11752	5421	Office Supplies (Gen	77	0	270	270	270	270	270	0	0.00
11752	5426	Reproductions	869	72	1,000	1,000	1,000	1,000	1,000	0	0.00
11752	5710	In State Travel/Meetings	382	0	450	450	450	450	450	0	0.00
11752	5730	Dues And Sub	205	205	510	510	510	510	510	0	0.00
			1,533	**278**	**3,730**	**3,730**	**3,730**	**3,730**	**3,730**	**0**	**0.00**
		Department Total	**32,696**	**32,261**	**36,990**	**36,990**	**36,726**	**36,726**	**36,726**	**(264)**	**(0.71)**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
MARTIN	HANNAH	CLERK	10/27/21	2,700.00		B		2.5	24	2,700.00	2,700.00	2,700.00
EIMERT	ELENA	Planner-Planning Board	10/15/21	27,515.11	1,084.13		0.50		50%	28,295.80	28,295.80	28,295.80
		11751-5111		**30,215.11**			**0.50**		**Total Full Time - 5111**	**30,995.80**	**30,995.80**	**30,995.80**
		AICP Certification		2,000.00	2,000.00					2,000.00	2,000.00	2,000.00
		11751-5150		**2,000.00**					**Total Fringe - 5150**	**2,000.00**	**2,000.00**	**2,000.00**
				32,215.11			**0.50**		**Department Total**	**32,995.80**	**32,995.80**	**32,995.80**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**0.50**
	FY 2022	**0.50**
	FY 2023	**0.50**
	Variance 22 vs. 23	**0.00**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
11752 Planning Board-Expenses				
5306 Advertising				
JOINT PUBLIC HEARINGS - CITY COUNCIL AND PLANNING BD (5 PER YEAR)	1,500	1,500	1,500	1,500
5306 Advertising Total	**1,500**	**1,500**	**1,500**	**1,500**
5421 Office Supplies (Gen				
General office supplies as needed	270	270	270	270
5421 Office Supplies (Gen Total	**270**	**270**	**270**	**270**
5426 Reproductions				
COURIER SERVICES	200	200	200	200
MANILA ENVELOPES	200	200	200	200
PAPER AND TONER FOR LARGE SCALE PRINTS	200	200	200	200
PLANNING BOARD ENVELOPES	400	400	400	400
5426 Reproductions Total	**1,000**	**1,000**	**1,000**	**1,000**
5710 In State Travel/Meetings				
Mileage, parking fees and registration fees as needed	450	450	450	450
5710 In State Travel/Meetings Total	**450**	**450**	**450**	**450**
5730 Dues And Sub				
AMERICAN PLANNING ASSOCIATION MEMBERSHIP (w/AICP)	260	260	260	260
CITIZEN PLANNER TRAINING COLLABORATIVE; SALEM NEWS	250	250	250	250
5730 Dues And Sub Total	**510**	**510**	**510**	**510**
11752 Planning Board-Expenses Total	**3,730**	**3,730**	**3,730**	**3,730**

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.

Goals and Objectives

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 and performance management.
- Work with other City departments to continue efforts to address climate change and plan to mitigate carbon footprint through the Green Communities program, energy efficiency goals, and the Resilient Together Plan.
- Successfully implement the tenth year of the voter-approved Community Preservation Act.
- Keep the community informed and share information through full utilization of the City's website and other online tools.
- Continue to provide high quality technical assistance to the various land use boards and commissions.

1. Goal – To encourage appropriate economic

Objectives:

- Leverage ARPA COVID-19 recovery funds and other state and federal funding to strengthen Salem's recovery from COVID-19, with a particular focus on investments targeted to those disproportionately impacted by COIVD-19.
- Collaborate with project partners on implementation of offshore wind infrastructure development at the former Salem Harbor Station Power Plant site that helps create green jobs, supports alternative/renewable energy, and grows the local economy and tax base, while managing impacts on the surrounding neighborhoods.
- Work with Footprint Energy to ensure the successful redevelopment of the Salem Harbor Station Power Plant site and encourage appropriate economic development on the waterfront.
- Continue revitalization of Salem Harbor and the waterfront, downtown, and other economic centers and corridors.
- Encourage responsible private development and new growth opportunities.
- Oversee the preservation and redevelopment of the Superior Court buildings.
- Support the growth of new and existing private businesses, including enhanced recruiting efforts.
- Pursue policies and opportunities to add housing to meet demand, stabilize rents and prices, grow the tax base, and address housing insecurity issues.
- Advance polices and other measures to help Salem realize its community housing goas, including right-sizing supply and improving affordability and access.
- Support the thoughtful advancement of public, ,private, and public/private projects that will help Salem achieve its housing goals.

Goal – To improve recreation and quality of life

Objectives:

- Continue implementation of Salem for All Ages, the ADA Transition Plan, Historic Preservation Plan, and Open Space and Recreation Plan.
- Work with Park and Recreation to carry out the Signature Parks program for the Willows, Winter Island, Pioneer Village/Camp Naumkeag, Forest River Park, and Salem Common
- Work with Park and Recreation to complete the planning and implementation of improvements at Palmer Cove, Bertram Field, and Gallows Hill Park.
- Carry out CPA projects, historic preservation efforts as outlined in the historic preservation plan, and other community improvement projects

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.

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, Derby Street, Highland Avenue, and Boston Street improvement projects and the Boston/Bridge intersection project.
- 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 complete streets policy and encouragement of alternatives to car use, including micromobility, the new on-demand shuttle service, and community car share pilot.
- Continue supporting the significant reuse and preservation of Old Town Hall.

How FY 2023 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 and performance management is a medium priority for the City.
- The Department's goal to work with other City departments to continue efforts to address climate change and plan to mitigate carbon footprint through the Green Communities program, energy efficiency goals, and the Resilient Together Plan is a medium priority for the City.
- The Department's goal to leverage ARPA COVID-19 recovery funds and other state and federal funding to strengthen Salem's recovery from COVID-19, with a particular focus on investments targeted to those disproportionately impacted by COIVD-19 is a high priority for the City.
- The Department's goal to collaborate with project partners on implementation of offshore wind infrastructure development at the former Salem Harbor Station Power Plant site that helps create green jobs, supports alternative/renewable energy, and grows the local economy and tax base, while managing impacts on the surrounding neighborhoods is a high priority for the City.
- The Department's goal to pursue policies and opportunities to add housing to meet demand, stabilize rents and prices, grow the tax base, and address housing insecurity issues.is a high priority for the City.
- The Department's goal to advance polices and other measures to help Salem realize its community housing goas, including right-sizing supply and improving affordability and access is a high priority for the City.
- The Department's goal to support the thoughtful advancement of public, private, and public/private projects that will help Salem achieve its housing goals 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 continue revitalization of Salem Harbor and the waterfront, downtown, and other economic centers and corridors is a high priority of the City.
- The Department's goal to encourage responsible private development and new growth opportunities is a high priority of the City.
- The Department's goal to oversee the preservation and redevelopment of the Superior Court buildings is a high priority of the City.
- The Department's goal to support the growth of new and existing private businesses, including enhanced recruiting efforts, is a medium priority of the City.
- The Department's goal to work with Park and Recreation to carry out the Signature Parks program for the Willows, Winter Island, Pioneer Village/ Camp Naumkeag, Forest River Park, and Salem Common is a high priority of the City.
- The Department's goal to work with Park and Recreation to complete the planning and implementation of improvements at Palmer Cove, Bertram Field, and Gallows Hill Park is a medium priority of the City.
- The Department's goal to carry out CPA projects, historic preservation efforts as outlined in the historic preservation plan, and other community improvement projects 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 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, Derby Street, Highland Avenue, and Boston Street improvement projects and the Boston/Bridge intersection project 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 complete streets policy and encouragement of alternatives to car use, including micromobility, the new on-demand shuttle service, and community car share pilot is a medium priority of the City.

Significant Budget & Staffing Changes For FY 2023

In March 2021, Amanda Chiancola was promoted from Senior Planner to Deputy Director filling the vacancy created by Kathy Winn's retirement. Cassie Moskos was subsequently hired to fill the Senior Planner position. In March 2021, Kate Kennedy was promoted from Planning Assistant to Planner/ Conservation Agent, replacing Brittany Dolan. Beth Forrestal was hired to fill the vacant Planning Assistant position. In FY22, Elena Eimert and Daniel Laroe were hired as Planners, replacing Mason Wells and Lev McCarthy. Chelsea

Titchenell joined the Department in FY22 as new part-time Planning Assistant. The volume and complexity of work in the Department continues to be high. For FY 2021, we requested the addition of one full-time planner position to support our economic development work, redevelopment projects, and planning studies. Due to the pandemic and budget uncertainties, the request was withdrawn. The work demands remain, however, and we are submitting the request for FY 2023. 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.

Recent Accomplishments

COVID-19 Response

In addition to the department's regular work, DPCD took on additional responsibilities in response to the COVID-19 pandemic. The DPCD worked on three main areas: economic response and recovery, housing assistance, and other assistance.

Economic Response and Recovery

In response to the COVID-19 pandemic, in March 2020 Mayor Driscoll convened several task forces to address specific community needs. One such task force, the Economic Development Recovery and Revitalization (EDRR) Task Force, has continued to meet since March 2020. The EDRR is managed by the DPCD Director and has worked on short- and long-term needs for the business community, strategized revitalization efforts, and served as a communication vehicle for the business community in terms of available opportunities and assistance. As of January 2022, members of the EDRR are Tom Daniel and Kate Newhall-Smith from the City of Salem, Beth Debski from the Salem Partnership, Laura Swanson from The Enterprise Center, Kate Fox from Destination Salem, John Andrews from Creative Collective, Kylie Sullivan from Salem Main Streets, Rinus Oosthoek from the Chamber of Commerce, and Lucy Corchado from the Point Neighborhood Association. The group has remained dedicated to their charge, meeting weekly to ensure that they stayed focused on their task. Since March 2020, the EDRR has accomplished the following:

- Weekly meetings to touch base and continue to work toward goals.
- Business community outreach in the following ways:
  - Distribute 64 newsletters to over 300 subscribers with content focused on financial opportunities and programs, technical assistance opportunities, marketing strategies, current health regulations, and community and municipal announcements. Each newsletter is available in English and Spanish. The EDRR partner organizations also share the newsletter with their own subscriber networks, leading to sharing this information to nearly 5,000 readers;
  - Reviewed, digested, and created accessible infographics on funding opportunities, tools and tricks of the trade, and ways to keep employers and employees healthy. To see the range of infographics that were created in collaboration with staff from Creative Collective, please go to the following link: https://www.creativecollectivema.com/salem-covid19-graphics;
  - Organized several small industry-specific focus groups where EDRR members could speak with local business owners in various sectors including restaurants, hotels/bed and breakfasts/inns, personal services, attractions, retailers, landlords, and the gig economy;
  - Conducted three surveys to the business community with the goal of understanding business owners' current needs; and
  - Conducted two consumer sentiment surveys to better understand how consumer habits have changed throughout the various phases of the Commonwealth's reopening plans.
- Using City COVID funds, organized and distributed over 200 Personal Protective Equipment (PPE) kits free to Salem businesses in June 2020.
- Created and managed a small business grant program funded through a combination of City COVID funds, reprogrammed Community Development Block Grant (CDBG) funds, and CDBG-CARES funds (from the Federal stimulus bill). DPCD staff granted approximately $250,000 in grants ranging

from $2,000 to $5,500 to 50 Salem businesses. Grant funds were used to help pay commercial rent, utilities, and payroll.

- Created, marketed, and managed public safety campaigns including the Stay Local Campaign to promote local commerce, the Mask Up campaign with graphics that were featured on national websites as being 'uniquely Salem', and the Salem Together Pledge.
- Members of the EDRR coordinated with municipal staff from the Traffic and Parking Department, the Licensing Board, the City Solicitor, and the Department of Public Services, and a private consultant, Creative Collective, to facilitate extended outdoor dining in 2020 and 2021. DPCD created an application process which was shared with adjacent municipalities who adopted the same form to kick start their own outdoor dining programs. The group expanded its focus in summer 2021 to include retailers in addition to restaurants.
- Supported Salem Main Streets in the management of the Downtown Ambassador program. The ambassadors continue to be the boots on the streets, educating visitors to the downtown on mask wearing and COVID safety precautions.
- Collaborated with The Enterprise Center to create a small business Technical Assistance program using $60,000 in CDBG-CARES funding. This program matched small businesses to consultants to provide one-on-one technical assistance. Thus far, 24 businesses have been assisted.
- Convened a separate working group of volunteer consultants, Harvard graduate students, and staff from Congressman Moulton to strategize tools for economic response and recovery. The group conducted in-depth interviews with 56 businesses to assess needs and develop solutions. The work led to a grant application to the Economic Development Administration to support marketing, technical assistance, events, and an economic diversification strategy. The $662,922 grant was awarded in March 2021 and will support COVID recovery efforts through March 2023.
- EDRR members collaborated to create a new $1 million Salem Small Business Loan Fund (see entry below).
- Organized and sponsored several business community webinars as follows:
  - August 13, 2020 – featured guests include Dr. David Roberts, North Shore Medical Center, Mayor Kim Driscoll, Captain Dennis King, Salem Police Department, and Kate Fox, Destination Salem.
  - November 12, 2020 – featured guests included Dr. David Roberts, North Shore Medical Center, Mayor Kim Driscoll, David Greenbaum, Salem Health Agent, and Kylie Sullivan, Salem Main Streets.
  - February 10, 2020 – Business Community Wellness Webinar led by Nikhil Paul from We R Human. This program was sponsored by the City of Salem, Creative Collective, and the Peabody Essex Museum.
  - May 6, 2021 – De-Escalation Tactics for Businesses, featured guests included Mayor Kim Driscoll, Dennis King, Acting Chief of Police, David Greenbaum, Salem Health Agent, and Jennifer Finkle, RN in Behavioral Health.
  - September 13, 2021 – Hosted by Mayor Kim Driscoll with featured guests Dr. David Roberts, North Shore Medical Center, Omar Santiago, RN, North Shore Health Center, David Greenbaum, and Salem Health Agent.
  - September 21, 2022 – Public Safety in the Tourism Industry, hosted by Mayor Kim Driscoll and featuring Chief Lucas Miller, Salem Police Department.
- Created and administered an employee retention and hiring bonus program to incentivize employees, via $500 bonuses, to remain working in Salem businesses during the 2022 winter season.

Members of the EDRR remain committed to continue working together to support the business community through recovery and in the new normal. Task force group members have begun to explore how to support Salem's creative economy and gig workers. A subcommittee was formed in January 2022 to focus on this task.

Housing Assistance

- Emergency Rental Programs: DPCD staff collaborated with the North Shore Community Action Program (NSCAP) as well as the Board of the Council on Aging and the Salem Housing Authority to develop emergency rental assistance programs for Salem residential renters who have been impacted my COVID-19.
- NSCAP was engaged through four contracts to provide Emergency Rental Assistance to households unable to pay rent due to loss of work as a result of the pandemic. These contracts are funded with HOME ($37,773), CDBG-CV ($250,000), City COVID ($50,000) and CPA ($120,000) funds. Thus far, 108 households have been assisted.
- Through a collaboration with the Salem Council on Aging, the Salem Housing Authority was engaged ($120,000) to provide transitional rental assistance to help low-income residents at risk of homelessness to fill a gap in funding needed to make rent. Thus far, 18 households have been assisted.

Other Assistance

In addition to City COVID funds, the City received an allocation of $1,184,098 in Cares Act funds from HUD (CDBG-CV). Along with the Economic Development and Housing activities noted above, CDBG-CV funds have been used for the following accomplishments:

- Collaborated with MassHire to provide an Employee Incentive Program that awarded gift cards as an incentive bonus to employees hired by restaurants, hotels, tourist attractions, and small retail establishments between June 1 and July 23, 2021 and remained for a minimum of six weeks. Additional gift cards were provided to those who remained at their job through October 31, 2021. $30,000 in gift cards were provided to 52 new employees.
- Engaged North Shore Community Development Coalition to provide COVID-19 response in the Point Neighborhood using $42,500 in CDBG-CV funds. Thus far, 1,192 Point Neighborhood residents have been assisted with activities including wellness checks made to low income families to provide connection to resources such as diaper banks, discounted WIFI ser-

vices through Comcast, referrals to food pantries/free food, support on accessing P-EBT cards, rental assistance, and unemployment benefits. Over 417 care packages were delivered to families with essential items such as toothpaste, toothbrushes, toilet paper, deodorant, shampoo, face masks, activity books and crayons, and healthy smoothie kits. Resident ambassadors walked and knocked on doors to inform them of available rental assistance (along with helping with RAFT applications), free COVID testing and vaccines (along with help booking appointments), food resources, free haircuts and City resources such as SeeClickFix, CodeRed and the public meeting calendar. They also participated in a toy drive for Christmas and reached out to small businesses. Ambassadors supported the City Board of Health to distribute Market Basket gift cards to families most in need.

- Supported homeless day support and outreach during the pandemic with a $11,960 grant award to Lifebridge to expand the day center from 3 days with one staff member to 5 days with 2 staff members in order to provide direct care and case management to homeless persons during the COVID-19 pandemic. They ended up operating 7 days a week and 24 hours a day several times through April. This was due to the number of people who had been couch surfing or living in their cars. Persons who had previously been staying with someone were no longer able to during the pandemic, so the day center was seeing 50-60 people per day and some days up to 75 people. They provided food, PPE, access to a warm location during inclement weather and access to virtual health appointments.
- Assisted with emergency food assistance through a grant to Haven From Hunger ($40,000) assisting 1274 Salem residents, as well as two grants to Salem Pantry ($9,400), assisting 363 Salem residents, and one underway ($50,000), assisting 340 residents to date.
- Supported Healing Abuse, Working for Change (HAWC) with providing temporary relocation in order to effect social distancing and/or quarantine for families at their shelter. With 40,000, 31 persons were assisted.
- Funded emergency childcare for essential works through the Salem Y with $40,000 in CDBG-CV funds, assisting 55 persons.
- Distributed self-care items to 500 isolated seniors through the Salem Council on Aging with $8,000 in CDBG-CV funds. The bags were assembled by Council on Aging and Salem Police Department staff and were delivered to residents in Salem Housing Authority's low-income senior housing units and other senior residences. The effort was also a way to provide outreach and "check-in" on some of the most vulnerable senior residents.
- Engaged Creative Collection to plan, administrate and execute Salem's 2021 outdoor activations program, including but not limited to outdoor dining and outdoor retail opportunities for businesses impacted by the pandemic. The consultant assisted each business with instituting the appropriate COVID-19 protocols in the provision of socially distant outdoor retail and/or dining options.
- Undertake pre-development costs with $50,000 in CDBG-CV to undertake ADA upgrades, fire suppression, ventilation, mold/asbestos abatement, and other improvements to Old Town Hall. The process is currently underway.

Regular Work

Plans, Studies, and Policies

- Imagine Salem: In 2016, the City was awarded a $30,000 Executive Office for Administration and Finance (EOAF) grant to support a citywide visioning project. In 2017, the Imagine Salem project was launched and had more than 1,900 interactions with people. The Imagine Salem Progress Report summarizes the findings and lays the path for future work. DPCD continues to use the guiding vision and principles. The Imagine Salem wheel shows interconnections among multiple domains that are part of DPCD and the City's work.
- Shetland Park: In early 2022, DPCD staff began working with the community and Prime Group, owners of Shetland Park, on a framework plan for the site. The owners had developed their own plan in 2021; however, additional community involvement was needed. The current effort will have expanded community engagement and dialog. The goal is to have a shared framework that can advance the owner's and community's needs. It is anticipated working group, focus group, and community meetings will be held in the second half of FY2022.
- Housing Roadmap: In 2021, the City was awarded a $40,000 grant from the State to support the creation and development of a housing production plan. This plan is an outgrowth from Imagine Salem and will help guide housing policy for the next several years. Between August 2021 and January 2022, City staff has been working with consultants at JM Goldson on outreach and information gathering. The planning effort will conclude in June 2022 with a presentation to the City Council.
- Resilient Together: El Punto: The City of Salem received funding from the Massachusetts Office of Coastal Zone Management (CZM) FY22 Coastal Resilience Grant Program to conduct a Climate Change Deep Dive Model, Alternative Analysis, and Targeted Outreach & Engagement project in the Point/Palmer Cove neighborhood. Through the priority actions identified in the Resilient Together climate action and resilient plan, this plan furthers the many assessments that Salem has done over the past decade to advance climate resilience for our most vulnerable communities. With the final Resilient Together plan's release in July 2021, this project is one of the first implemented from the 70+ actions to prepare for and reduce our impacts on future climate change projections.
- The Harbor Plan officially kicked off in July 2020 with the submission of a Request for Notice to Proceed with MCZM. The Harbor Plan update will guide future development along Salem Harbor, most notably the reuse of the 42 acres of undeveloped land adjacent to the Footprint Power Plant as an offshore wind construction staging port. The plan is in development and is anticipated to be submitted for state review in spring 2022.
- Highland Avenue Corridor Study: In September 2020, DPCD commenced a corridor study for Highland Avenue. The goal of the study was to develop a vision for the future of the corridor from which other action can be taken to realize this vision within a context of market dynamics. DPCD staff managed the study, led the consultants on a site visit, held three working group meetings and two community meetings between October of 2020 and January of 2021. The final report was completed in April 2021.

- South Campus: The City partnered with Salem State University and DCAMM to develop a community vision for the redevelopment of the 21.5-acre site resulting from the University's consolidation to North and Central Campuses. Sasaki Associates facilitated the community process which was completed in April 2020. The parties have further collaborated in the development of DCAMM's request for proposals which will be released in February 2022.
- Hazard Mitigation Plan: 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 used 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. This was completed in March 2020 and approved and adopted by the City Council in December 2020.
- Bridge Street Neck Overlay District. DPCD and its consultant, Metropolitan Area Planning Council (MAPC), worked with community members to develop an overlay zoning ordinance with design standards. The zoning regulations build off the Vision Update Study that was completed in April of 2020. A project website, https://publicinput.com/bridgestreetneckwas created in July 2021 to share information about the project and receive comments through a survey. Two community forums were held and staff held office hours to receive community input. It is anticipated that the proposed zoning ordinance will be filed in March 2022.
- Green Infrastructure Ordinance: In 2021, DPCD staff drafted language to add solar energy systems to the zoning ordinance. This is a state exempt use, so adding this language allows the City to give some parameters to where and how these systems should be installed. Simultaneously, staff in Sustainability and Resiliency were drafting language to codify practices around EV charging stations, bike parking, and a new net zero energy plan. The departments came together to propose one ordinance that incorporated all the changes at one time. These items are scheduled for a joint public hearing in early 2022.
- Wetlands Ordinance: In 2021 and 2022, DPCD led the process to update the City's Wetlands Protection and Conservation Ordinance. Staff procured the services of an outside expert, convened a working group, and led a series of public forums. The resulting draft ordinance enhances protection of Salem's wetlands and gives the Conservation Commission explicit authority to consider climate change in its permit review. Furthermore, the amendment modernizes administrative procedures and provides clarity and consistency to applicants.
- 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. The draft regulations are set for a public hearing and adoption by the Planning Board in 2022.
- Demolition Delay Ordinance: In 2020-2021, DPCD led the revision of the Demolition Delay Ordinance to increase the delay period in order to provide greater opportunity to seek preservation alternatives for threatened historically significant buildings and to more clearly define the review process for both the Commission and property owners. The Council approved the revised ordinance in 2021.

Projects, Programs, and Initiatives

- In September 2021, the City partnered with Crowley and Avangrid Renewables on the redevelopment of the 42 acres of waterfront land surrounding the power plant. The property will be used as a construction staging facility for offshore wind turbine installations south of Cape Cod, including the 1200MW Commonwealth Wind project, which was awarded to Avangrid in December 2021. The City continues to work closely with Crowley and Avangrid as they advance redevelopment plans toward a target completion date of January 2025.
- Historic Courthouses and Crescent Lot: In November 2020, the Salem Redevelopment Authority (SRA) selected Winn Development as the preferred developer. This selection was made after months of thorough and thoughtful consideration, critique, and discussion among members of the SRA, its staff and consultants, and with the development teams and the public over the course of ten public meetings. Since Winn's designation, the SRA has facilitated the following tasks:
- In September 2021, the City partnered with Crowley and Avangrid Renewables on the redevelopment of the 42 acres of waterfront land surrounding the power plant. The property will be used as a construction staging facility for offshore wind turbine installations south of Cape Cod, including the 1200MW Commonwealth Wind project, which was awarded to Avangrid in December 2021. The City continues to work closely with Crowley and Avangrid as they advance redevelopment plans toward a target completion date of January 2025.
- Historic Courthouses and Crescent Lot: In November 2020, the Salem Redevelopment Authority (SRA) selected Winn Development as the preferred developer. This selection was made after months of thorough and thoughtful consideration, critique, and discussion among members of the SRA, its staff and consultants, and with the development teams and the public over the course of ten public meetings. Since Winn's designation, the SRA has facilitated the following tasks:
  - Executed a Purchase and Salem Agreement (P&S) with Winn.
  - Executed a Memorandum of Agreement with the Division of Capital Asset Management and Maintenance (DCAMM) outlining the conveyance process for the courthouses.
  - Executed a P&S with the Massachusetts Bay Transit Authority (MBTA) for the sale of the remnant parcel adjacent to the crescent lot.
  - Completed the final draft of the Preservation Restriction for the courthouses.

- Subdivided the property the historic courthouses shared with the probate court so that they now sit on their own parcel.
- Coordinated with other City Departments on the study of the connections from North Salem to the crescent lot, funded through a MassWorks grant.
- Managed the subdivision process for a portion of the public right of way, comprised of the stairway from Bridge Street to the crescent lot, for future conveyance to the SRA then to Winn for inclusion in the crescent lot project.
- Assisted SRA members in their review of Winn's schematic plans through the SRA's Schematic Design Review process, which culminated in a Schematic Design Approval for the crescent lot development.
- Met weekly with the Winn project team and biweekly with DCAMM to track progress.

- As requested by the City Council, DPCD worked with the SRA on the disposition of 5 Broad Street. After review of the three proposals, in April 2019 the SRA recommended the City Council select Charing Cross Realty Trust as the designated developer for the property. Charing Cross proposed the purchase of the building at $1.35 million, which is the full appraised value. The final proposal includes preservation of the exterior of the building, sixteen residential units with one unit designated as affordable, on-site parking in accordance with City regulations, an electric car charging station, a Zip Car parking space, bicycle storage for owners and visitors, and a $5,000 contribution to the Salem Public Art Commission. The project is expected to begin permitting in 2022.
- Salem welcomed a new addition to its roster of hotels, inns, and bed and breakfasts in October 2020 with the opening of the 113-room Hampton Inn. The mixed-use project includes 56 residential units, approximately 12,000 square feet of ground floor commercial space, and a 212-stall parking garage. DPCD remains in contact with the project manager and continues to refer potential commercial tenants to him.
- Brix, the mixed-use project at 65 Washington Street, opened its doors to residents in 2021 with a ribbon cutting held on December 14, 2021.
- DPCD worked with the SRA on the review of several significant downtown projects including the redevelopment of 38 Norman Street, a currently underutilized property that will see the construction of a new mixed-use building with 20 residential units and commercial space on the first floor, faÁade modifications to 285 Derby Street to facilitate Real Pirates, a new museum/experience coming to Salem in Spring 2022, and faÁade improvements for Bit Bar's new location on Derby Street. DPCD staff worked with the SRA and its Design Review Board on the review of signs for new and existing businesses, including Lulu's Bakery and Pantry on Derby Street, Curly Girl Candy Shop on Washington Street, and Jenni Stuart Fine Jewelry/Helios Floral Design on Church Street.
- The department continues to assist businesses in a range of ways: connecting those seeking space to locate in Salem or to expand their existing Salem-based business to property owners and realtors, maintaining the 'Salem Commercial Properties' inventory to share with prospective businesses, providing referral services to the Enterprise Center, Salem Main Streets, the Chamber of Commerce, the Small Business Association, MassDevelopment, the MA Office of Business Development, Mill Cities Community Investments, and administering the City's Small Business Loan Program. Businesses assisted range from established retail shops seeking to expand, new businesses moving to Salem either as a first 'brick and mortar' location or as an additional storefront, to manufacturing companies looking for industrial space. All of these businesses seek to bring a product, service, or industry to Salem that not only meets the needs of the community but provides new job opportunities. In Spring 2021, DPCD staff initiated monthly meetings with the Salem Chamber of Commerce and Salem Main Streets focused on business recruitment. These meetings serve as a touchpoint for the three entities who work together to expand the diversity of local businesses throughout Salem; the three entities share a spreadsheet that they update throughout the month as developments occur.
- DPCD worked with partners throughout the region -- including private financial institutions, non-profit organizations, and business support organizations -- on the development of the Salem Small Business Loan Fund. An initiative stemming from Essex County Community Foundation (ECCF), the loan fund launched in December 2020. With several financial institutions pooling $1 million for the fund, ECCF offering $100,000 in loan loss reserve, the fund is available to new and existing Salem businesses. The program is managed by Mill Cities Community Investments (MCCI) where interested entrepreneurs can talk through the program parameters and receive referrals for technical assistance being offered free of charge from several local organizations. Made all the more important by the economic hardship created by the COVID-19 pandemic, the Salem Loan Fund launched at a critical time, providing additional financial resources and technical assistance to the small business community. The Salem Loan Fund has also provided the blueprint for loan funds in other Essex County communities.
- DPCD continues to administer the City's separate Small Business Loan Program. This program, funded through CDBG, provides low-interest loans at favorable rates to businesses that seek to establish themselves in Salem, seek to expand their already established business, or need working capital to restructure existing debt.
- DPCD staff created, managed, and launched the North Shore Diversity Catalog. Partnering with our neighbors in Beverly, Peabody, Lynn, Swampscott, Marblehead, and Nahant, the Catalog is a regional vendor registry for minority- and women-owned businesses. The Catalog was created with the goal that equity and diversity in municipal contracts can be increased as well as it be a resource to provide residents and other businesses with a single, comprehensive catalog of such businesses they can support. The inaugural catalog was published in May 2021 with 138 businesses participating in it. Planning for the 2022 Catalog began in fall 2021 with an estimated publishing date of February 2022.
- 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 continues to work with its economic development partners on ways to support, diversify, and engage with the Salem business community. With regular meetings among Salem Main Streets, Salem Chamber of Commerce, the Creative Collective, The Enterprise Center, the Salem Partnership, and Destination Salem, all of the city's economic development stakeholders are up to date and aware of changes in Salem's business environment and are able to collectively respond to these changes in a positive manner to ensure the health of Salem's business community.
- DPCD continued to work with Destination Salem to increase tourism. See Marketing and Tourism.
- DPCD continued to implement the Downtown Retail Market Study in collaboration with Salem Main Streets.
- DPCD continued to work with the Salem Partnership to study the feasibility and economic impact of a South Salem Commuter Rail.
- Public Land: Throughout 2019 and 2020, DPCD staff has been collaborating with the Massachusetts Housing Partnership (MHP) and MassHousing on the preliminary review of public land in Salem to identify sites that are feasible for affordable housing. In September 2020, MHP sponsored an Urban Land Institute (ULI) technical assistance panel (TAP) that provided guidance to the City on the redevelopment potential of the high school campus to include affordable housing, with a focus on assessing the feasibility of providing housing specifically for educators.
- Affordable Housing Trust Fund: Recent projects undertaken by this board have been establishing a Condo Conversion Act and updating the Public Land Disposition Ordinance. In the next portion of FY2022, staff will be requesting home rule petitions for elements of the Condo Conversion Act, soliciting feedback on the draft language from landlords and tenants. The draft regulations should be set for a public hearing in 2022.
- DPCD staff are coordinating with the City Solicitor and outside counsel to negotiate a cost sharing agreement with the US EPA to remediate the arsenic-contaminated soil at Mansell Field. DPCD engaged an LSP and landscape architect to develop a park restotration plan to be implemented in conjunction with the remediation.
- The City has been working on various improvements throughout Salem Willows Park. In August 2020, 23 dead or dying trees that posed a hazard were removed from the park and 22 trees were planted as replacement trees after that. Improvements to the parking lot, tennis courts, and hill area kicked off in Summer of 2021 and are anticipated to be complete by late spring 2022. Design and permitting are proceeding for the reconstruction of the Salem Willows Pier. Demolition of the existing pier has been completed and the new construction is slated to begin late 2022.
- DPCD oversaw the first phase of renovation of Palmer Cove Park. Completed in October 2021, these improvements were funded in part by a $400,000 PARC grant and include a new waterfront promenade, relocated community gardens, refurbished basketball court, and additional trees, site furnishings, and pathways. DPCD applied for $514,000 through the MA Land & Water Conservation Fund program to support the next phase of improvements to commence late 2022 or early 2023.
- DPCD unveiled a second rotation of sculptures along the Harbor Connector Path that was inaugurated in December 2020.
- DPCD partnered with the City of Peabody to identify solutions to flooding and riverine erosion within the Harmony Grove area of the North River. The project, funded by a $200,000 MA EEA Municipal Vulnerability Preparedness grant, seeks to increase resiliency for the corridor's roadway, freight rail line, and SESD sewer interceptor. In addition, the work advances the design of a multiuse path segment to connect Salem and Peabody's expanding off-street path networks.
- In collaboration with Salem Sound Coastwatch and Salem State University, DPCD oversaw additional outreach, maintenance, and monitoring for the Collins Cove living shoreline project. DPCD secured a $62,825 MA CZM Coastal Resilience Grant for this undertaking, which was completed in June 2021. The new salt marsh plantings absorb wave action to protect the Peter Tracy walkway and Webb Street properties from flooding and erosion. July 2021 marked further progress to other shoreline restoration projects as Forest River Outdoor Recreation and Nature Center is reestablishing the former pool location with native marsh plantings and working to remove invasive species.
- DPCD collaborated with Traffic and Parking staff and Toole Design Group to finalize plans for "complete streets" improvements to the North Street corridor. Proposed improvements include upgraded pedestrian crossings, traffic calming features, and protected bike lanes.
- DPCD staff secured $137,500 in grant funding from the state's new Shared Street's and Spaces program in August 2020 for two quick-build projects: The installation of a temporary sidewalk expansion platform along Essex Street between Hawthorne Blvd. and New Liberty Street, and the installation of bike lanes and traffic calming features on Willson Street.
- DPCD applied for a $487,500 MassDOT Community Connections grant in December 2020 to support the continued operation of the Salem Skipper on-demand shuttle service beyond its one-year pilot service. The program was initiated in December 2020 with support from a $175,000 MassDOT Workforce Transportation Program grant.
- DPCD collaborated with Traffic & Parking staff to launch Salem's Bluebikes bikeshare system in July 2021. The program, supported by a $200,000 MassDOT Shared Streets & Spaces grant, builds on the success of the Zagster bikeshare that logged nearly 25,000 rides in its three years of operation. In December 2021, DPCD applied for $96,000 through the Boston MPO's Community Connection grant program to fund further system expansion.
- In 2019, the City was awarded funding by the Governor's Seaport Economic Council for the design and implementation of repairs to the North Berth and Deep Water Berth at Salem Wharf. The Deep Water Berth repair work was completed in summer 2021. The work to the North Berth will be complete by spring 2022. The repairs will restore the functionality of these facilities to support continued commercial use of Salem's port facilities.
- The City is completing an update of the Historical Commission's Design Guidelines Notebook with support from a 2021 Survey and Planning Grant. This notebook serves as guidance for the Historical Commission as well as for the City's design review boards and historic property owners.
- DPCD completed the Broad Street Cemetery Preservation Plan with Community Preservation Act funds. The final plan assesses the condition of the

cemetery's burial markers, tombs, fencing, landscape features and circulation, identifies and prioritizes restoration needs and provides cost estimates and recommended design plans. DPCD continues to advocate for the preservation of Salem's five municipally owned historic cemeteries, including conservation of headstones and tombs, restoration of historic features such as fencing, and improvements to landscape features and to public access.

- DPCD collaborated with the Department of Public Services and the Cemetery Commission on a Master Plan for Greenlawn Cemetery, one of the region's most important examples of a 19th century rural cemetery design.
- 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 Partners continue to discuss strategies to address climate change impacts on historic resources, including public engagement and educational workshops on the topic. The group hosted a virtual daylong conference on this topic - Keeping History Above Water Salem - in September 2021. The Partners are now planning a regional multi-day conference in September 2022 and will install a small temporary exhibit on climate change impacts in Salem in the City Hall Annex.
- DPCD continues to update and enhance the "Preserving Salem" website, a companion site to the City's existing "Building Salem" website. This site provides information on the City's historic resources and provide information on ongoing City-sponsored preservation projects and events.
- The Preservation Planner continues to collaborate with Historic Salem, Inc. on educational and outreach efforts about historic preservation tools for historic neighborhoods.
- DPCD completed Phase V of the restoration of the Salem Common Fence. This phase included restoring 16 fence sections on the north side of the Common.
- The City completed the final phase of a multi-phase landscape restoration project at Charter Street Cemetery. Work included 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 grant for this project. The City is now preparing a reopening plan to protect the historic cemetery. DPCD collaborated with the Parks and Recreation Department, the Department of Public Services, the City Solicitor and the Peabody Essex Museum on the creation of a new Charter Street Cemetery Welcome Center, which opened in in 2021. The Welcome Center offers interpretation of the historic cemetery and surrounding Charter Street neighborhood and provides oversight of the recently renovated Charter Street Cemetery to ensure that visitors are respectful of the burial ground's fragile features. New signage was also installed at the cemetery.
- The City is nearing completion on the restoration of the historic Almy's Clock on Essex Street. This project includes restoration of the cast iron case, cleaning and repairs to clock mechanisms, repainting the clock face and reinstalling the clock on a new granite base. Restoration is complete and the clock is expected to be reinstalled in spring 2022.
- DPCD continues efforts to restore the historic Dickson Chapel at Greenlawn Cemetery. The recent project phase replaced the conservatory doors, which were deteriorated and failing, with new historically appropriate doors. DPCD continues to work with Cemetery Superintendent and Friends of Greenlawn on future efforts including exterior masonry restoration and stained glass conservation.
- DPCD continues to advocate for the restoration and revitalization of the historic Grimshawe House on Charter Street. This building's association with Nathaniel Hawthorne as well as its prominent location in the downtown adjacent to the Charter Street Cemetery make it one of Salem's most well-known historic buildings.
- DPCD is advocating for the preservation of Fort Lee, an 18th century earthwork fort in the Willows and will be submitting a grant application in March 2022 to develop a preservation management plan to protect and preserve the historic fort while maintaining public access to the site.
- The City is seeking to conserve the Salem Deed, a 1686 parchment document that is used as evidence of the conveyance of the land known as Salem from the Massachusetts Tribe to English Settlers. DPCD staff is working with the City Clerk and the Massachusetts Tribe on this effort.
- CDBG-CV Job creation: In FY21, the Microenterprise and Small Business Grant Program for COVID-19 relief resulted in the documentation of 18 jobs retained. The Enterprise Center Small Business Technical Assistance Program documented 16 jobs.
- In FY20, 13 businesses were provided with emergency grants to provide relief of COVID-19 negative business impacts.
- In FY21, through the Main Streets program provided technical assistance to 4 new, 32 existing, and 3 potential businesses, creating 4 new full-time equivalent jobs. Technical assistance includes consultations on facility design, appearance and marketing (including social media), market research, business plan development, business models, advocacy, strategy, expansion assistance, peer support, recognizing/addressing operating and financial risks, location assistance for new or relocating businesses and general business planning.
- Main Streets conducted one on one consultations with 4 businesses, and group technical assistance to 4 businesses on business illumination.
- Main Streets held 3 quarterly retail meetings (September, November, March) with 9-15 participants each, which provided business tips, sharing resource information, interior layout assistance, along with discussion on business adjustments due to COVID-19 such as outdoor dining and retail, centralized sales pickup locations, web sales, reopening, vaccine related FAQs, and other technical support. They also held a preconstruction meeting with 8 businesses concerning street construction impacts. They also participated in 2020 Artists Row tenant selection and a Technical Assistance Survey for the state Local Rapid Response Plan.
- Working through the Main Streets program, a successful Farmers' Market continued at Derby Square in 2021, bolstering the vitality of downtown and providing an economic boost, as well as fresh produce.
- Numerous other downtown events were organized through or in collaboration with the Salem Main Streets program, including the Salem Winter Market, Holiday Happenings (holiday tree lighting, Santa's arrival), New

Year's Eve LAUNCH!, Salem So Sweet Festival, Small Business Saturday, and management of the information booth for Haunted Happenings.

- Lighting was completed on Artists' Row.
- Working with other departments and the Community Preservation Committee, the eighth round of CPA funding awards was made in spring 2021. Eight projects were recommended for funding and approved by Council. For more detailed information, see the CPA FY22 Community Preservation Plan & FY21 Annual Report.
- Housing
  - a. 1 housing unit was improved through the Housing Rehabilitation Loan Program.
  - b. 25 households received assistance with first/last month's rent and/or security deposits.
  - c. 3 first time homebuyer households were provided with a down payment assistance 0% deferred payment loan to purchase a home in Salem.
- CDBG assistance provided to 34 social service programs which assisted 7,928 persons, including at least 201 youth and at least 201 seniors.
- CDBG-CV assistance provided to 6 social service programs which assisted 3,943 persons, including at least 55 youth and at least 500 seniors.
- Through the North Shore CDC's Small Business Engagement Program provided technical assistance to 10 new, 62 existing, and 7 prospective businesses, creating 7 new full-time equivalent jobs. The program serves minority entrepreneurs with business workshops, mentoring sessions, networking groups and referrals to partner agencies, in order to assist the development and growth of immigrant-owned businesses that provide products and services to the Point Neighborhood.
- 19 trees planted on Cedarview St., Raymond Rd., Derby Street, Essex Street, Leavitt St., Prince St., Cedar St., Lafayette St., Loring Avenue, and Charter Streets.
- An update of a Housing Needs Assessment was completed.
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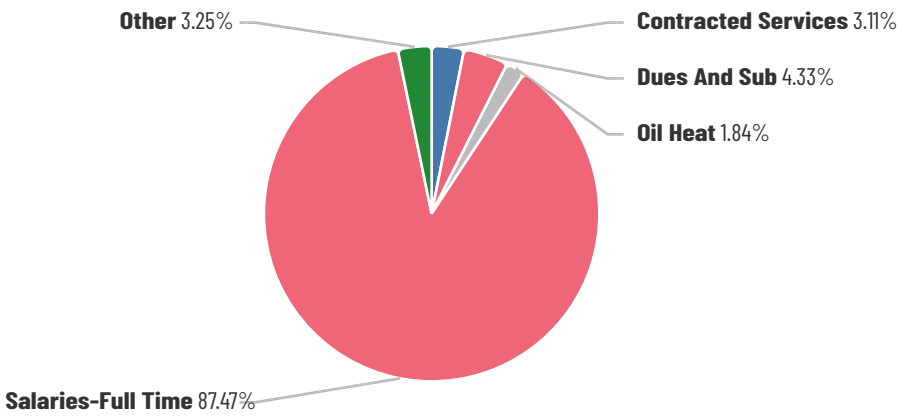
Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
General Administration - Personnel											
11821	5111	Salaries-Full Time	551,521	521,998	591,846	591,846	632,435	632,286	632,286	40,440	6.83
11821	5150	Fringe/Stipends	4,000	4,000	8,000	8,000	8,000	8,000	8,000	0	0.00
			555,521	**525,998**	**599,846**	**599,846**	**640,435**	**640,286**	**640,286**	**40,440**	**6.74**
General Administration - Expenditures											
11822	5216	Heat & Electricity-Old Town Ha	7,491	319	13,000	13,000	13,300	13,300	13,300	300	2.31
11822	5320	Contracted Services	38,782	62,163	22,500	59,347	52,500	22,500	22,500	0	0.00
11822	5387	Fees - Dep Admin	0	0	8,320	8,320	8,320	8,320	8,320	0	0.00
11822	5421	Office Supplies (Gen	3,176	3,537	4,000	4,000	4,000	4,000	4,000	0	0.00
11822	5426	Reproductions	150	0	180	180	180	180	180	0	0.00
11822	5710	In State Travel/Meetings	1,695	1,469	3,000	3,016	3,000	3,000	3,000	0	0.00
11822	5730	Dues And Sub	26,819	30,330	31,270	31,270	31,270	31,270	31,270	0	0.00
			78,114	**97,818**	**82,270**	**119,133**	**112,570**	**82,570**	**82,570**	**300**	**0.36**
		Department Total	**633,635**	**623,816**	**682,116**	**718,979**	**753,005**	**722,856**	**722,856**	**40,740**	**5.97**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
PINTO	JONATHAN	ZONING BOARD CLERK	10/16/19	1,485.00		B		2.75	12	1,485.00	1,485.00	1,485.00
BORDEN	CHELSEA	PUB ART COMM CLERK	5/3/2021	2,430.00		B		2.25	12	2,430.00	2,430.00	2,430.00
BARRY	JULIE	Planner - Public Art	10/1/19	69,142.43	1,360.30		1.00	1	100%	71,007.66	71,007.66	71,007.66
MOSKOS	CASSANDRA	Sr. Planner	7/6/21	49,968.75	1,281.25		1.00	1	100%	66,881.25	66,881.25	66,881.25
DANIEL	THOMAS	DIRECTOR OF PLANNING	8/8/16	78,802.81	2,214.77		0.75	1	75%	88,814.98	88,814.98	88,814.98
DEVINE	THOMAS	Sr. Planner	3/4/2010	67,357.49	1,325.17		1.00	1	100%	70,854.57	70,854.57	70,854.57
FORRESTAL	BETH	PLANNING ASSISTANT	01/20/20	40,678.03	812.12		1.00	1	100%	42,392.66	42,392.66	42,392.66
KENNEDY	KATHERINE	Planner- Con Com	3/22/21	25,799.40	1,015.14		0.50	1	50%	26,495.16	26,495.16	26,495.16
KELLEHER	PATRICIA	Planner - Historic	1/4/16	30,419.11	1,196.91		0.50	1	50%	32,150.17	32,001.40	32,001.40
MEDINA	JULIA	Budget Coordinator	12/14/1979	57,715.34	1,419.34		0.80	1	80%	59,271.64	59,271.64	59,271.64
NEWHALLSMITH	KATHRYN	Principal Planner	1/2/19	4,442.57	1,456.72		0.06	1	6%	4,562.45	4,562.45	4,562.45
CHIANCOLA	AMANDA	Deputy Dir of Planning	9/10/15	61,220.38	1,746.06		0.75	1	95%	70,019.13	70,019.13	70,019.13
EIMERT	ELENA	Planner-Planning Board	10/15/21	28,560.18	1,084.13		0.50	1	50%	28,295.80	28,295.80	28,295.80
LAROE	DANIEL	Planner - ZBA	11/17/20	55,000.00	1,084.13		1.00	1	100%	56,591.59	56,591.59	56,591.59
TITCHENELL	CHELSEA	Planning Asst	10/12/21	20,039.00	428.45		0.50	1	70%	11,182.55	11,182.55	11,182.55
NEW		Planner		-			0.75		75%	-	-	-
		11821-5111		**593,060.50**			**10.11**		**Total Full Time**	**632,434.59**	**632,285.82**	**632,285.82**
		AICP Certificattion		8,000.00	8,000.00				4	8,000.00	8,000.00	8,000.00
				601,060.50			**10.11**		**Department Total**	**640,434.59**	**640,285.82**	**640,285.82**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**8.21**
	FY 2022	**9.56**
	FY 2023	**10.11**
General Fund Budget ONLY	**Variance 22 vs. 23**	**0.55**

FTE		
Full-Time Equivalent Employees:	**FY 2021**	**13.06**
	FY 2022	**13.40**
	FY 2023	**13.75**
All Planning - GF Budget & Grants	**Variance 22 vs. 23**	**0.35**

Grants Detail

Employee Name		Department	Org/Obj	Job Description	FTE	Dept/Grant
NEWHALL-SMITH	KATHRYN	CDBG - Grant	25513-5111	Principal Planner	0.94	71,204.47
		Planning Budget	11821-5111		0.06	4,544.97
DANIEL	THOMAS	CDBG - Grant	25513-5111	PLANNER/CD DIRECTOR	0.25	29,494.25
		Planning Budget	11821-5111		0.75	88,482.77
FRANCISCO	THELMA	CDBG - Grant	25513-5111	HOUSING COORD	1.00	53,623.49
GUY	JANE	CDBG - Grant	25513-5111	Assistant CD Director	1.00	77,648.02
KENNEDY	KATE	Planning Con Com	11711-5111	Planner- Con Com	0.50	507.57
		Planning Budget	11821-5111		0.50	507.57
KELLEHER	PATRICIA	Planning Budget	11821-5111	Staff Planner/Hist Aide	0.50	32,001.40
		Historic Comm Budget	16911-5111		0.50	32,001.40
MEDINA	JULIA	CDBG - Grant	25513-5111	Budget Coordinator	0.20	14,761.14
		Planning Budget	11821-5111		0.80	59,044.54
EIMERT	ELENA	Planning Budget	11821-5111	Planner/Pl Bd	0.50	28,187.38
		Planning BOARD	11751-5111		0.50	28,187.38
CHIANCOLA	AMANDA	CDBG	25513-5111	Deputy Dir of Planning	0.25	23,252.41
		Planning Budget	11821-5111		0.75	69,757.22
MARTIN	HANNAH	Planning Con Com	11711-5111	Con Com Board		1,080.00
		Planning Board	11751-5111	Planning Board		2,700.00
BREWSTER	COLLEEN	CDBG	25513-5111	SRA/DRB		1,080.00
		Historic Comm Budget	16911-5111	HisCom Board		900.00
			Grants		**3.64**	**271,063.78**
			GF Budget			**347,902.21**
			Total		**13.75**	**618,965.99**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
11822 Planning-Expenses				
5216 Heat & Electricity-Old Town Ha				
For heat and electricity costs at Old Town Hall	13,000	13,300	13,300	13,300
5216 Heat & Electricity-Old Town Ha Total	**13,000**	**13,300**	**13,300**	**13,300**
5320 Contracted Services				
$20,000 General Consulting Services $30,000 Flood Plain Policy Development	0	50,000	20,000	20,000
Consulting Services	20,000	0	0	0
Spanish language interpretation and translation	2,500	2,500	2,500	2,500
5320 Contracted Services Total	**22,500**	**52,500**	**22,500**	**22,500**
5387 Fees - Dep Admin				
Furlong Park	2,000	2,000	2,000	2,000
Gonyea Park	4,320	4,320	4,320	4,320
Szetela Lane	2,000	2,000	2,000	2,000
5387 Fees - Dep Admin Total	**8,320**	**8,320**	**8,320**	**8,320**
5421 Office Supplies (Gen				
General Office supplies as needed	4,000	4,000	4,000	4,000
5421 Office Supplies (Gen Total	**4,000**	**4,000**	**4,000**	**4,000**
5426 Reproductions				
Copying and Binding of Studies	180	180	180	180
5426 Reproductions Total	**180**	**180**	**180**	**180**
5710 In State Travel/Meetings				
Mileage, parking fees and registration fees as needed (3x$600 SNEAPA, 2x$250 MAPD, 12@$100 other)	3,000	3,000	3,000	3,000
5710 In State Travel/Meetings Total	**3,000**	**3,000**	**3,000**	**3,000**
5730 Dues And Sub				
American Planning Association w/AICP (4 staff)	1,620	1,620	1,620	1,620
Americans for the Arts Membership	75	75	75	75
Citizen Housing and Planning Association	85	85	85	85
Economic Development Platform (e.g., Local intel)	2,900	2,900	2,900	2,900
International Downtown Association	940	940	940	940
North Shore Alliance Membership	5,000	5,000	5,000	5,000
Salem Partnership Membership	20,000	20,000	20,000	20,000
Urban Land Institute	650	650	650	650
5730 Dues And Sub Total	**31,270**	**31,270**	**31,270**	**31,270**
11822 Planning-Expenses Total	**82,270**	**112,570**	**82,570**	**82,570**

Market & Tourism

Mission Statement

Why We Exist

Our goals are to establish Salem as dynamic year-round arts and culture destination; identify new markets and a fresh message; and explore and expand partnerships with the Boston tourism industry.

We are committed to enriching and enlivening the urban environment through showcasing innovative and transformative works of art in all media and modalities. With a focus on working with local artists, especially those historically underrepresented, we seek to foster greater community awareness of and interaction with the arts and celebrate diversity in all its forms. Our local goals are to nurture diversity and creativity; foster a sense of community pride and belonging; and enhance the quality of life for all.

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. Additionally, we strive to form partnerships with local non-profits, cultural organizations and individual artists to carry out festivals and community events, celebrate the power of the arts to activate spaces, start conversations, and bring people together in an urban environment and generally support the work of artist and arts/culture organization based in Salem.

Goals and Objectives

Execute a more typical marketing and communications strategy during FY23 that incorporates lessons learned from the two years of the pandemic into ongoing work to increase visitation and engage visitors in downtown Salem.

Objectives:

- Re-envision the use of and increase artistic programming in Old Town Hall to provide new opportunities to local artists and organization while generating additional vitality for the downtown area.
- Continue implementation of the Public Art Master Plan through the Public Art Commission, including development of new public art installations.
- Support Destination Salem as it builds a visitor information center in the South Harbor Garage, which will be open 7 days/week, 12 months/year and support the City of Salem's new public restrooms.
- Continue to collaborate with Destination Salem to clearly communicate with residents regarding the importance of tourism to the Salem economy.
- Continue to incorporate public health guidelines and visitor expectations in the marketing of the City of Salem.
- Engage public relations consultants to generate earned media and manage crisis marketing and communications as necessary to ensure tourism in safe for residents, employees, and visitors.
- Support the mission and efforts of Destination Salem through continued financial support from the hotel/motel tax and acquisition of grant funding.
- Support Destination Salem and organizational partners to redesign the Salem Heritage Trail, including creation of a new website for the trail that interprets and presents an inclusive interpretation of Salem history.
- Promote the 40th anniversary Salem Haunted Happenings festival in a manner that communicates best practices for visiting Salem during October.
- Work with Destination Salem in carrying out a recovery marketing strategy that encourages year-round visitation to Salem.
- Be prepared to promote Salem as an ideal port for small cruise ships when the cruise industry returns after the pandemic.

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" under the new model, to bring engaging high-craft and unique products that appeal to residents and tourists.
- Activate Artists' Row with performances, workshops, artist talks, and public art installation facilitated by the tenants and PAiR.
- Increase artistic programming and use of Old Town Hall to generate additional vitality downtown.
- Continue to work with cultural groups and businesses to carry out and promote local festivals such as the Salem Film Fest, Literary Salem, and the Salem Jazz Festival.
- Support local artist and arts organization by acting as a facilitator and connector to people and opportunities where possible.

How FY 2023 Departmental Goals Relate to City's Overall Long & Short Term Goals

- See Planning - General Administration

Significant Budget & Staffing Changes For FY 2023

In FY2022, Chelsea Titchenell joined the Department as a new part-time Planning Assistant.

Recent Accomplishments

The Senior Planner for Arts and Culture, working with the Salem Public Art Commission (SPAC), and within the context of the Public Art Master Plan, formulated and approved a Public Art Work Plan for 2021 resulting in the creation of 30 paid artist opportunities and 24 original works of art, among other outcomes. Highlights from that work are included below.

From July 2020 through January 2022 the Arts and Culture Programs:

- Completed our new public facing Public Art Inventory for the City's art collection in July 2020.
- Commissioned local female artist of color, Anna Dugan, to design and paint a new Educators Appreciation Mural on Highland Ave. in November 2020.
- Commissioned local female artist of color, Keshia De Leon to design "Everybody is Somebody's Baby" a Black Live Matter mural banner and install it at Horace Mann Laboratory School.
- Commissioned indigenous artist Chris Pappan in April 2021 to work with the Massachusetts Tribal Council to create a portrait of a prominent Naumkeag Leader to be hung in City Hall.
- Hired Malorie Landgreen as the City's second Public Artist in Residence on Artists' Row, who activated the Row with 4 unique immersive art installations from May through December 2021.
- Collaborated on the Salem Arts Festival in June 2021 by hosting a slightly 'COVID modified' annual Mural Slam where twelve (12) artists were paid an honorarium to create original works of art on 4'x8' plywood panels that were then installed on the back of Artists' Row stalls and showcased to the community for one year.
- Conducted an artist call and selection process for the commissioning of the City's first ever permeant public art commission as part of the Forest River Outdoor Recreation and Nature Center (formally Forest River Pool) capital renovation project in 2020, with work being completed in 2022.
- Designed, curated, and installed the Harbor Path Sculpture Garden, a collection of seven large sculptural works, by six different artists, on long term loan to the City from Nov. 2020 – Nov. 2021, and then installed a new round of 7 new works for display Nov. 2021 – Nov. 2022.`
- Completed work on the Higginson Square lighting project to illuminate the alleyways of Salem's downtown in Jan. 2021.Partnered with Mills Whitaker Architects to conduct the design and cost estimations for the restoration and renovation of Old Town Hall.

Derby Square & Charlotte Forten Park

- Hosted a series of 4 SPAC sponsored free public performances for all ages in Derby Square in August 2021.
- Was home to three (3) flea markets and hosted activities for the Haunted Happenings in Oct. 2019 and Salem So Sweet's Ice Sculptures in Feb. 2020.
- Hosted a series of 4 SPAC sponsored free public performances for all ages in Derby Square in September 2021.
- Conducted a New England Foundation of the Arts grant funded Collective Imaginings for Spatial Justice community impact and engagement study around a modern memorial for Charlotte Forten to potentially be created in her name-sake park.

Old Town Hall

The Senior Planner for Arts & 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. Old Town Hall rents out to non-profit entities, corporations, and private individuals. This array of programming provides income for the operations of Old Town Hall while offering the community access to this unique and beautiful historical asset.

Prior to becoming a community COVID-19 PCR testing location, Old Town Hall temporarily opened for smaller community events that abided by COVID-19 gathering restrictions from July 1, 2020 until December 20, 2020. During this time, Old Town Hall hosted 28 individual event bookings. These included private receptions, craft markets, craft lessons, rehearsals, theatrical performances, and a camp for children in the community.

In response to the need for COVID-19 testing sites, Old Town Hall temporarily halted use as an event space and converted into a free public COVID-19 PCR testing location for Massachusetts residents. The use as a testing location began December 20, 2020 and continued through the end of June 2021. This location was open for 123 days and provided thousands of free PCR tests to our community.

History Alive Inc., a non-profit theater group, has operated out of the second floor of Old Town Hall since 1992 to create cultural programming to teach Salem's history in an interactive way. This began with an audience participatory witch trial, Cry Innocent: The People vs. Bridget Bishop, and has grown to include a dozen different pieces representing many time periods, presented throughout the year. History Alive continues to be an anchor tenant and partner at Old Town Hall.

Between July 1, 2021 and January 31, 2022, Old Town Hall hosted:

- 69 individual event bookings including private receptions, craft/vendor markets, weddings, fundraisers, community meetings, concerts, theatrical performances, rehearsals, and art exhibitions.
- History Alive held live performances of Cry Innocent, an interactive performance about the witch trial of Bridget Bishop, among other original performance works. In total History Alive conducted 40 rehearsals and 200 public performances welcoming approximately 20,000 audience members into the space.
- First ever free 4-day youth theater camp with LAB culminating in a live performance in Derby Square provided free for all Salem residents.

Destination Salem

Destination Salem is the official destination marketing organization (DMO) for the City of Salem. Founded in 1998 and reestablished in 2008, the organization cooperatively markets, promotes and manages tourism in Salem. Destination Salem advocates the kind of tourism which improves the quality of life for Salem residents and provides the greatest economic benefits to Salem's taxpayers. Destination Salem strives to take a leadership position in the development and promotion of high-end, year-round tourism.

Destination Salem worked with 164 businesses to execute the mission of the organization to increase year-round tourism. The organization collaborated with the City of Salem on executing the recovery marketing components of

the U.S. EDA grant and continued to contribute to the Economic Development Recovery and Revitalization Task Force. Destination Salem also received a tourism recovery grant from the Massachusetts Office of Travel & Tourism.

The organization has a full-time staff of three people: Executive Director Kate Fox, Assistant Director Stacia Cooper, and Communications Manager Brittany DiCologero. It works with consultants and agencies to achieve its goals, including Sperling Interactive for digital marketing, Open the Door for marketing and consumer research, and Kristen Villalongo Design for creative services.

Fiscal year 2021 accomplishments include:

- Local hotel/motel tax collections were negatively impacted by the COVID-19 pandemic. FY21 receipts were $533,705, which was 43.4% below FY20. Local option meals tax receipts in FY21 were $889,035, which represents a 17.3% decrease from FY20. All indicators are that FY22 will see a full recovery for accommodations and restaurants.
- The Destination Salem budget was $441,300 for FY21 and the organization ended the year with $552,205 in gross revenue, and a balanced budget.
- The organization generated $257,146 in private investment during FY21 in addition to the City of Salem's investment of $236,258.
- Destination Salem applied for and received a Travel and Tourism Recovery Grant in the amount of $47,500 from the Massachusetts Office of Travel & Tourism and used the funds to update Salem.org, launch a radio show/podcast on North Shore 104.9, and create a new advertising campaign to promote Salem as a walkable destination.
- In response to consumer trends, Destination Salem created the new Destination Salem app, which was downloaded 18,000 times in its first year and was an important tool in communication with consumers.
- A modified version of the Guide to Salem Haunted Happenings was produced to ensure a map and basic information was available, but businesses were not asked to purchase advertising during the pandemic.
- Published the 2021 Salem Guide, with a print and distribution run of 275,000.
- Fulfilled more than 20,200 direct mail requests for the 2021 Salem Guide, which represented a 5% increase over guide requests in FY20.
- Managed Salem.org, which saw a 54% increase in traffic over 2020, with more than 1 million users visiting the site and generating 3.9 million page views.
- Maintained HauntedHappenings.org, which saw nearly 543,000 users who generated 2.4 million pageviews in FY21, an increase of 54% over FY20.
- Continued to successfully utilize social media for marketing and communications, with a total engagement of more than 177,000 followers across Facebook, Instagram, Twitter, and Pinterest, representing a 30% increase over the prior year.
- Communicates with an opt-in email database of more than 36K subscribers that includes consumers, tourism industry representatives, concierge, and media.
- Distribution of the weekly "Salem Industry Weekly" with updates on openings, closings, tour times, and niche business needs.
- In 2021 Destination Salem's public relations efforts generated 492 media mentions that reached an audience of more than 106 million consumers and had a publicity value of nearly $1.8 million. The organization's public relations efforts can be reviewed at salem.org/media-kit.

Additional Initiatives

Destination Salem continues to collaborate with City of Salem offices on execution and marketing of the following initiatives:

- Salem Skipper and Via transportation
- Getaround transportation
- Blue Bikes
- Preservation in a Changing Climate conference, as organized by the Preservation Partners
- Salem Film Office
- ARPA funds task force
- Harbor Planning Committee
- Salem Haunted Happenings logistics and public safety

New initiatives undertaken during FY21

- Creation of a virtual Salem Ancestry Days event in May to connect with people who have a genealogy connection to Salem. The event was the result of collaboration with Essex Heritage, New England Genealogical Society, Phillips Library, Registry of Deeds, Salem State University, Salem Witch Museum, Voices Against Injustice.
- Development of the Salem Heritage Trail committee to evaluate the current conditions, challenges, and opportunities around the Salem Heritage Trail.
- Supporting the City of Salem on establishing the Charter Street Cemetery Welcome Center.
- Collaboration with the Salem Preservation Partners on the first annual Climate Change conference in September.
- Consumer research, which was supported by recovery grant funding from the US Economic Development Administration, to learn more about tourists and Salem residents.
- Execution of a quarterly resident mailing to better engage residents with events and businesses in their downtown.
- Creation of the #TourismStarTuesdays campaign that recognized members of Salem's tourism industry.

Destination Salem continued to work with the EDRR Task Force on the following initiatives:

- Weekly newsletters sharing information about grants, business support, and evolving health guidelines.
- Collaborated on producing community town hall meetings.

Representation and Collaboration

Destination Salem supports membership and participation with the following organizations and collaboratives:

- American Bus Association
- Cape Cod Chamber of Commerce
- Discover New England (international marketing)
- Friends of Friendship
- Greater Boston Concierge Association
- Greater Boston Convention & Visitors Bureau
- Massachusetts DMO Group
- Merrimack Valley Convention & Visitors Bureau
- North of Boston Convention & Visitors Bureau Board of Directors
- North of Boston Wedding Group
- Salem Chamber of Commerce Board of Directors
- Salem Main Streets Steering Committee
- Salem Partnership
- Salem Preservation Partners
- See Plymouth

Activities affected by or eliminated due to the pandemic during FY21 include:

Some of these events and activities will not return, but several will.

- Consumer and trade shows, including The Big E and the New York Times Travel Show.
- Travel shows including the American Bus Association Marketplace and Discover New England international summit.
- Cruise travel including visiting cruise ships and shore excursions from vessels visiting Boston.
- MA400 collaborations and the Salem 400 project management has been on hold; we look forward to revitalizing this program in FY22.

The following Tourism Economic Impact Data for Salem, which has been provided by the Massachusetts Office of Travel & Tourism and US Travel Association. In 2019 Salem saw a slight increase in revenue and tax receipts in 2020 as compared to 2019.

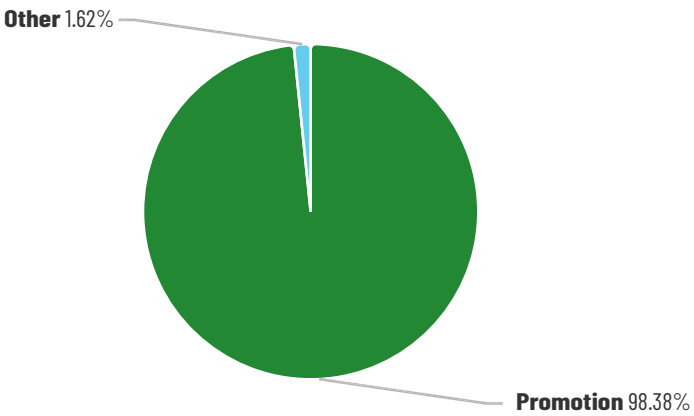
Salem.org / Destination Salem year-round

- Website traffic on Salem.org saw 775,398 users starting 1,010,976 sessions and generating more than 2.8 million page views.
- We fulfilled 16,444 Guide requests through Salem.org.
- 25% of our domestic requests came from NY, PA, and NJ.
- Social following: 31.5K Facebook / 24.9K Instagram / 7.6K Twitter.
- Due to the pandemic, we received only 261 international requests for the Salem Guide.

Salem Haunted Happenings

- HauntedHappenings.org had 403,837 users starting almost 527,828 sessions and generating more than 1.5 million pageviews.
- Social following: 78.9K Facebook / 21.6K Instagram / 10.2K Twitter.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Market & Tourism - Expenditures											
11992	5211	Electricity	1,287	375	1,300	2,148	1,400	1,400	1,400	100	7.69
11992	5306	Advertising	75	76	150	150	150	150	150	0	0.00
11992	5389	Promotion & Marketing	273,149	264,451	307,000	310,643	307,000	307,000	307,000	0	0.00
11992	5846	Renovation & Repairs	10,497	8,719	3,500	3,500	3,500	3,500	3,500	0	0.00
			285,008	**273,621**	**311,950**	**316,441**	**312,050**	**312,050**	**312,050**	**100**	**0.03**
		Department Total	**285,008**	**273,621**	**311,950**	**316,441**	**312,050**	**312,050**	**312,050**	**100**	**0.03**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
11992 Market & Tour-Expenses				
5211 Electricity				
ELECTRICAL SERVICES FOR MARKET PLACE	1,300	1,400	1,400	1,400
5211 Electricity Total	**1,300**	**1,400**	**1,400**	**1,400**
5306 Advertising				
ADVERTISEMENT FOR RFP'S FOR MARKET PLACE STALLS	150	150	150	150
5306 Advertising Total	**150**	**150**	**150**	**150**
5389 Promotion & Marketing				
Destination Salem Funding	250,000	250,000	250,000	250,000
Downtown Programming	15,000	15,000	15,000	15,000
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 and maintenance (e.g., bike path marker, park sculpture, CLC art)	35,000	35,000	35,000	35,000
5389 Promotion & Marketing Total	**307,000**	**307,000**	**307,000**	**307,000**
5846 Renovation & Repairs				
Renovations, repairs and upkeep to public restrooms and buildings s needed and security cameras	3,500	3,500	3,500	3,500
5846 Renovation & Repairs Total	**3,500**	**3,500**	**3,500**	**3,500**
11992 Market & Tour-Expenses Total	**311,950**	**312,050**	**312,050**	**312,050**

Historic 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.

Goals and Objectives

Goals - To provide regulatory design review within Salem's four local historic districts and to undertake community-wide historic preservation planning.

Objectives:

- Publish the Salem Historical Commission Design Guidelines Notebook with assistance from a Massachusetts Historical Commission grant.
- Continue implementing recommendations of the 2015 Historic Preservation Plan Update.
- Ensure that the Salem Historical Commission Ordinance is legally enforced.
- Ensure that the recently revised Demolition Delay Ordinance is legally enforced.
- Explore options for strengthening the City's historic preservation regulations.
- 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, the Salem Redevelopment Authority 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 www.preservingsalem.com website.

How FY 2023 Departmental Goals Relate to City's Overall Long & Short Term Goals

- See Planning – General Administration

Significant Budget & Staffing Changes For FY 2023

There are no significant budget or staffing changes.

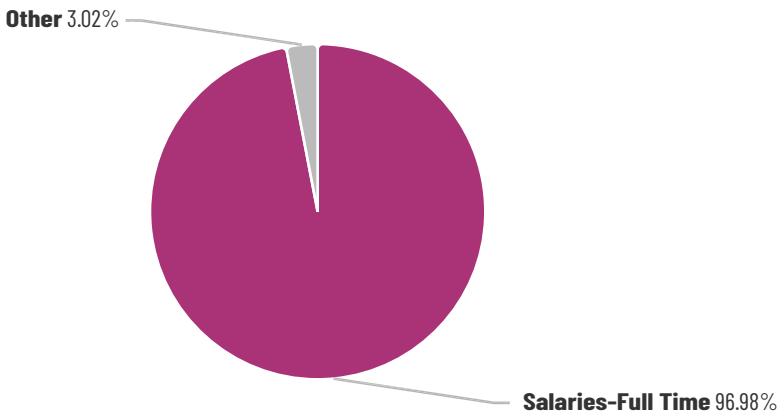
Recent Accomplishments

- The Preserving Salem website (www.preservingsalem.com) continues to serve as a valuable resource for information on Salem's historic buildings and districts, local historic district administration, as well as current City-sponsored restoration projects and upcoming preservation events.
- The Historical Commission continues to collaborate with the Salem Preservation Partners group on preservation activities including Preservation Month celebrations. Group is currently planning the second annual conference related to protecting historic resources from climate change impacts.
- The Historical Commission issued 187 decisions on projects in local historic districts.
- The Commission reviewed and acted on 4 requests under the Demolition Delay Ordinance.
- The Commission provided letters of support for:
  - City of Salem's Application for Economic Adjustment Assistance Program Funding
  - Mary Richard's request for Massachusetts Historical Rehabilitation Tax credits
  - Hamilton Hall Round 27 MPPF Application
  - Salem Athenaeum Round 27 MPPF Application
  - Community Preservation Act grant application for Women's Friend Society request for window restoration
  - Community Preservation Act grant application for Essex National Heritage request for slate roof restoration at Bakers Island Light
  - Proposed changes to the City's Demolition Delay Ordinance

- Crescent Trust's request for Massachusetts Historic Rehabilitation Tax Credits
- Harbor Point Properties LLC's request for Massachusetts Historic Rehabilitation Tax Credits
- Essex Street Lofts LLC's request for Massachusetts Historic Rehabilitation Tax Credits
- James Sullivan's request for Massachusetts Historic Rehabilitation Tax Credits
- North Shore Community Development Coalition requests for Massachusetts Historic Rehabilitation Tax Credits

- The Commission provided comment letters for:
  - The FY21 update of the Community Preservation Plan
  - Comment letter to Salem Redevelopment Authority regarding renovation of 32 Church Street
  - Comment letter to City Tree Warden regarding proposed tree plantings at City-owned historic properties
  - Comment letter to the Planning Board regarding proposal under the Municipal & Religious Reuse Ordinance for 13 Hawthorne Boulevard
  - Comment letter to the Planning Board regarding proposal under the Municipal & Religious Reuse Ordinance for 160 Federal Street

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Historic Commission - Personnel											
16911	5111	Salaries-Full Time	30,678	31,510	31,904	31,904	38,439	32,724	32,724	820	2.57
			30,678	**31,510**	**31,904**	**31,904**	**38,439**	**32,724**	**32,724**	**820**	**2.57**
Historic Commission - Expenditures											
16912	5342	Postage	0	0	200	200	200	200	200	0	0.00
16912	5421	Office Supplies (Gen	58	17	90	175	90	90	90	0	0.00
16912	5583	Photography Supplies	0	0	180	250	180	180	180	0	0.00
16912	5710	In State Travel/Meetings	366	409	450	584	450	450	450	0	0.00
16912	5730	Dues And Sub	0	100	100	100	100	100	100	0	0.00
			424	**526**	**1,020**	**1,309**	**1,020**	**1,020**	**1,020**	**0**	**0.00**
		Department Total	**31,103**	**32,037**	**32,924**	**33,213**	**39,459**	**33,744**	**33,744**	**820**	**2.49**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
BREWSTER	COLLEEN	BOARD CLERK	9/1/17	1,485.00		B		2.75	12	3,600.00	1,485.00	1,485.00
GRAHAM	DANIEL	BOARD CLERK	5/3/21			B			12	3,600.00	-	-
KELLEHER	PATRICIA	STAFF PLAN/HIST AIDE	1/4/16	30,419.14	1,196.91		0.50		50.0%	31,239.43	31,239.43	31,239.43
				31,904.14			**0.50**		**Total Full Time**	**38,439.43**	**32,724.43**	**32,724.43**
				31,904.14			**0.50**		**Department Total**	**38,439.43**	**32,724.43**	**32,724.43**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**0.14**
	FY 2022	**0.50**
	FY 2023	**0.50**
	Variance 22 vs. 23	**0.00**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
16912 Historical Comm-Expenses				
5342 Postage				
Postage & labels as needed	200	200	200	200
5342 Postage Total	**200**	**200**	**200**	**200**
5421 Office Supplies (Gen				
General office supplies as needed	90	90	90	90
5421 Office Supplies (Gen Total	**90**	**90**	**90**	**90**
5583 Photography Supplies				
General photography supplies as needed	180	180	180	180
5583 Photography Supplies Total	**180**	**180**	**180**	**180**
5710 In State Travel/Meetings				
Mileage, parking fees and registration fees as needed	450	450	450	450
5710 In State Travel/Meetings Total	**450**	**450**	**450**	**450**
5730 Dues And Sub				
National Alliance of Preservation Commissions	100	100	100	100
5730 Dues And Sub Total	**100**	**100**	**100**	**100**
16912 Historical Comm-Expenses Total	**1,020**	**1,020**	**1,020**	**1,020**

Sustainability

Mission Statement

Why We Exist

The Sustainability & Resiliency Department ("SRD") oversees sustainability, energy, and resiliency efforts within the municipal government, either directly managing programs and projects or coordinating with other departments. In addition, the SRD engages and supports Salem residents, businesses, property owners, and non-profits to participate in activities that further the goals of Resilient Together as well as many of the other energy efficiency and sustainability goals. The mission of the Sustainability and Resiliency Department is to align, and in many cases exceed, the State of Massachusetts goal of carbon neutrality by 2050. Salem is a leader in Sustainability and Resiliency and we want to continue to be a leader in the face of climate change and achieving our 70+ climate action plan goals.

Goals and Objectives

These are just a few of the goals for FY23. The Department's first goal would be to create their own action plan for next year. Here are some proposed goals for the coming year.

Goal – Reduce Municipal Greenhouse Gas Emissions, Energy Use, and increase the use of Renewable Energy.

- Start Implementation of Energy Performance Contract for all City and School facilities, which will upgrade all energy using systems in facilities. Goal would be 40-50% reduction.
- Continue participating in demand response and utility incentive programs.
- Ensure all City projects receive incentives and maximize energy use reduction.

Goal – Equitable Outreach and Engagement with Salem Residents to Assist them in improving their sustainability and taking advantage of grants and other programs.

- MAPC – Community Training on Building Retrofits.
- MOU with National Grid to Increase use of Mass Save.
- Resilient Together – Distribute climate action tool kits to community groups, businesses, orgs.
- Increase participation of environmental justice and low-income communities.

Goal – To Reduce Overall Greenhouse Gas Emissions in the City of Salem

- Set up, manage and promote an online dashboard that is accessible to the Community.
- Track metrics for City projects, revenue, savings, and greenhouse gases.
- Work with residents and businesses to implement energy saving projects.

Goal – Reduce Water Use, Increase Sustainable Food, and Increase sustainability in other important areas that affect the economic and well-being of residents and organizations

- This will be incorporated into toolkits.
- Community outreach concerning water use.
- Work to increase awareness of climate change and hazard mitigation planning.

Goal: Improve Salem's Resiliency to current and future climate change

- Implement next phase for Deep dive watershed model, alternatives analysis and community engagement – design or implement solutions in the Point.
- Determine Plan for next "neighborhood watersheds".
- Integrate resiliency into all City projects.
- Support Department's transition to more sustainability transportation.

Significant Budget & Staffing Changes For FY 2023

This year we have adjusted the staffing costs to show full year salaries, as new staff did not start until Sept. The staffing now reflects the grant funded positions that we secured in FY22 and FY23.

The activities of the Sustainability staff over the years have saved, on average, over $500,000 annually for the City, and brought in over $250,000 in revenue annually. Our goal is to increase those savings. In addition, the City as a whole spends over $19M on electricity alone annually. By working with residents and businesses, we can save just 10% of electricity, that would be $1.9M annually, or per capita around $40 a year.

FY22 Accomplishments

A Framework For Action - Resilient Together: Salem and Beverly's Climate Action Plan

- The SRD team has been in contact with almost all city departments about Resilient Together and the climate actions, which include a broad range of action and team members.
- The SRD will be reaching out to additional staff members in the coming weeks to get an update on all actions and to begin quarterly update meetings with the "Salem Green Team" (in process of being formed – at least 1 staff member from each department).

Greenhouse Gas Emissions Reductions & Increase of Renewable Energy

- New Municipal Aggregation (Salem PowerChoice) contract was implemented City-Wide
- Developed a dashboard with the energy programs and revenue for the city, which includes the utility incentives revenue, demand response revenue, savings, and expenses related to energy efficiency.
- Created Electric and gas use report, which shows the trends over five years. More than 202 accounts were assessed, including gas and electric, from 2017 to 2021. The information is gathered in SharePoint, organized by tabs. All the departments have access to this data to prepare the budgets for the following year.
- For the Comprehensive Energy Project, developed a preliminary historical report which contains information about the facility profile of building characteristics, current conditions, equipment performance analysis, involving old town hall, fire, garage, library, and police department. **An RFQ for a Comprehensive Energy Project will be released in April.**
- Conducted a project for energy savings improvements in Horace Mann and Bates Schools. The project included improvements in transformers for both schools and lighting in **Horace Mann. The plan estimated annual electrical savings for $7,786 and the city got a total incentive for $ 23,526.**
- Completed solar PV training at Bertram Field and Forest River Park. The training included: system components safety, system description, operation, maintenance, troubleshooting, and warranties.
- Finished two net zero energy buildings: **Bertram Field and Forest River Outdoor Education and Nature Center**
- **Completed installation of public 5 new public electric charging stations (through grants, incentives, and small City contribution)**
  - Salerno Auto Center
  - Bentley Elementary School
  - Forest River Park
  - Bertram Field
  - Museum Place Garage
- Completed Fleet Electrification Assessment, February 2022. This provides a plan to transition our applicable fleet to electric vehicle s.

Community Outreach, Engagement, and Education Efforts

- The sustainability staff members attended various webinars, workshops, and local group presentations throughout the fiscal year on topics related to climate change, energy reduction, environmental justice, equitable engagement, and project management skills.
- The Sustainability and Resiliency Coordinator was invited as a guest speaker on several local and regional panel discussions, including the 2020 SNEAPA conference, 2021 Essex County Greenbelt Film & Lecture Series, and the Salem Alliance for the Environment group, discussing how to engage in equitable climate solutions and sustainability projects that Salem is working on.

The team has been actively ramping up outreach efforts, including:

- posting flyers in 20 businesses and parks around the point
- creating social media accounts for YouTube and TikTok
- approx. 40 social media posts (more if you count each individual platform)
  - 4 tabling events, 60 climate corps signups, mostly Salem residents Presentations
  - Bridge Street Neck Neighborhood Association
  - Salem Alliance for the Environment (26 attended, 39 registered)
  - Joint/other Presentations
  - CWEEL
  - The Point Neighborhood Associations
  - Resilient Together: The Point Community Forum #1

- E.love.ate
- Salem Farmers Market
- SCNA KidsFest
- Forest River "Sneak Peek" of Outdoor Recreation & Nature Center (100+ attended)

- 3 Bertram Field sustainability & history signs
- 7 Forest River Outdoor Recreation and Nature Center path signs

Regional Partnerships & Ongoing Communication Efforts

Ongoing Partnership with the City of Beverly

- The City of Salem was awarded a $50,000 MAPC grant in partnership with the City of Beverly to conduct a community engagement and training program on building energy retrofits beginning in July 2021.
- The City of Salem completed Rocky Mountain Institute's 2020-2021 Building Electrification Accelerator (BEA) program, which included monthly meetings and weekly email messages between the RMI team and representatives from over 15 municipalities in MA. The mission of the BEA program is to lay the groundwork for implementing building electrification policy with content including legal pathways provided by your state and municipal law; addressing concerns from labor, equity, and other stakeholder groups; outreach, education, and community organizing best practices; and lessons learned from existing policies. This work helped the sustainability staff and SERC members draft a strong Green Building Ordinance which is still currently being worked on.

Savings and Revenue

Our Department manages many projects and programs that save money or generate revenue for the City of Salem or its residents and businesses.

Through our Utility Savings Revolving Loan fund , our Department works to monitor and process payments from utilities, renewable energy credit market, demand response, and other programs to help fund. These projects provide direct savings (efficiency, solar, etc.), as well as other revenue.

A portion of those funds are used for the salaries for staff that are required in order to ensure payments under these programs. These funds are also used to support specific projects that benefit the City or its Departments. Staff support capital projects and work with National Grid to ensure that we maximize utility incentives. Our work has resulted in a 3- year "Community Solutions" program with National Grid that if we meet our targets of saving 525,000 kWh and 20,000 therms, the City will get higher incentives on City projects. The following graphs show the program since 2018 unless otherwise stated.

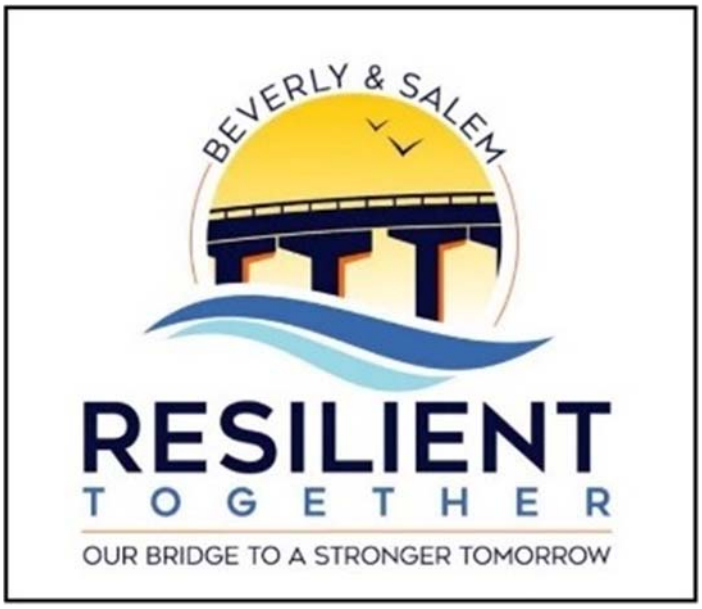
The Department also manages the **Salem Power Choice Program**

This program allows the City to purchase aggregated energy supply on behalf o residents and small businesses. Our program has resulted in significant savings for residents, along with reduced emissions as we purchase cleaner energy supply. Rates should below are through December 2024 meter reads. Prices for National Grid change every six months, but current prices are shown for comparison. National grid meets the basic renewable electricity required by law. Salem PowerChoice, the City's municipal electrical aggregation program, already provides 100% renewable electricity supply for participating homes and business. Since the program launched in January 2016, Salem PowerChoice participants have saved more than $2 million on electricity costs and, because of the program's commitment to renewable electricity, reduced the city's carbon footprint by more than 175,000 tons of CO2, which is the equivalent of removing 34,527 passenger vehicles from the road for one year. Because National Grid prices change and future prices are not known, future cost savings for PowerChoice participants compared with National Grid cannot be guaranteed.

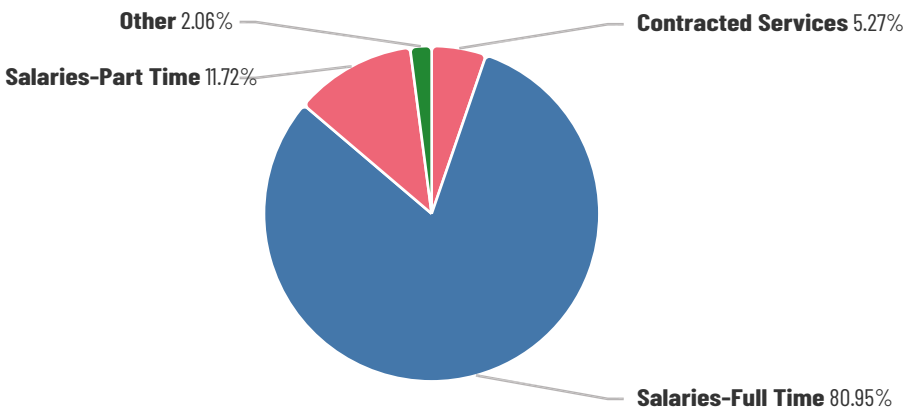
City of Salem Energy Supply:

The City of Salem is able to purchase energy supply for all of its electric or gas accounts. The Department manages the procurement process for electricity and gas. This bulk purchase results in significantly higher savings then if we went with National Grid. The fixed rate for general accounts is $0.10247/kWh. The fixed rate for the 7 school accounts is $0.0909/kWh PLUS Capacity, which equates to on average and estimated $0.1037/kWh. This saves over $400,000 annually. This includes a combination of Class I MA Renewable Energy Certificates (RECs) and National Wind RECs to cover its nearly 9.5 million kWh annual usage. Altogether, the RECs equate to a greenhouse gas emissions reduction comparable to removing 1,459 passenger cars from the road for a year or the CO2 emissions typically required to provide enough electricity annually to power 808 homes.

In addition, staff organize and monitor energy use, finding issues and credits related to incorrect accounts or charges. These savings pass along to the Departments directly.



Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Sustainability - Personnel											
11791	5111	Salaries-Full Time	0	0	184,894	184,894	184,281	184,281	184,281	(613)	(0.33)
11791	5113	Salaries-Part Time	0	0	0	0	26,676	26,676	26,676	26,676	0.00
			0	**0**	**184,894**	**184,894**	**210,957**	**210,957**	**210,957**	**26,063**	**14.10**
Sustainability - Expenditures											
11792	5306	Advertising	0	0	150	720	150	150	150	0	0.00
11792	5308	Appraisal Services	0	0	7,500	0	0	0	0	(7,500)	(100.00)
11792	5317	Educational Training	0	0	5,000	3,755	2,250	2,250	2,250	(2,750)	(55.00)
11792	5320	Contracted Services	0	0	0	7,500	12,000	12,000	12,000	12,000	0.00
11792	5381	Printing And Binding	0	0	100	400	100	100	100	0	0.00
11792	5421	Office Supplies (Gen	0	0	250	625	250	250	250	0	0.00
11792	5710	In State Travel/Meetings	0	0	200	200	200	200	200	0	0.00
11792	5730	Dues And Sub	0	0	1,090	1,090	1,750	1,750	1,750	660	60.55
			0	**0**	**14,290**	**14,290**	**16,700**	**16,700**	**16,700**	**2,410**	**16.86**
		Department Total	**0**	**0**	**199,184**	**199,184**	**227,657**	**227,657**	**227,657**	**28,473**	**14.29**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
BISONO	ESMERALDA	Susainability & Resiliency Manager	02/12/20	52,000.00	1,000.00		1.00	1	100%	52,200.00	52,200.00	52,200.00
IDE	JENNIFER	Director	12/16/16	52,500.00	1,009.62	B	0.50	1	50%	54,282.96	54,282.96	54,282.96
ATCHISONKILB	STACY	Sustainability Engagement Coordinator	8/2/2021	42,100.00	961.54		1.00	1	100%	50,192.39	50,192.39	50,192.39
PINEDA	GINETH	Energy Manager	11/2/2021	15,630.00	528.85		0.50	1	100%	27,605.71	27,605.71	27,605.71
		11791-5111		**162,230.00**			**3.00**		**Total Full Time - 5111**	**184,281.06**	**184,281.06**	**184,281.06**
VACANT		Administrative Accountant	10/5/2021	22,663.50	435.84		0.50	1	100%	26,676.00	26,676.00	26,676.00
		11791-5113		**22,663.50**			**0.50**		**Total Part Time - 5113**	**26,676.00**	**26,676.00**	**26,676.00**
				184,893.50			**3.50**		**Department Total**	**210,957.06**	**210,957.06**	**210,957.06**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**0.00**
	FY 2022	**3.50**
	FY 2023	**3.50**
	Variance 22 vs. 23	**0.00**

Grants Detail

Employee Name		Department	Org/Obj	Job Description	FTE	Dept/Grant
IDE	JENNIFER	SUSTAINABILITY	11791-5111	Director	0.50	54,282.96
		Capital Projects	Various CIP		0.50	54,282.96
PINDEA	G. VANESSA	SUSTAINABILITY	11791-5111	Energy Manager	0.50	27,605.71
		Revolving Funds	23773-5111		0.50	27,605.71
MALSTROM	CHRISTOPHER	SUSTAINABILITY	Grant	Lead Outreach Coordinator	0.50	11,050.00
NEW HIRE		SUSTAINABILITY	Grant	Energy Advocate	0.50	22,950.00

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
11792 SUSTAIN/RESILIENCY EXPENSES				
5306 Advertising				
Related to promotion of Mass Save, Resilient Together, Municipal Agg, Sustainability Programs, etc.	150	150	150	150
5306 Advertising Total	**150**	**150**	**150**	**150**
5317 Educational Training				
Other Depts training related to Sustainability, Energy Efficiency, etc.	2,500	500	500	500
supports BOC, ACEEE, NESEA, usgbc, etc. for internal staff and other Dept's. Internal	2,500	1,750	1,750	1,750
5317 Educational Training Total	**5,000**	**2,250**	**2,250**	**2,250**
5320 Contracted Services				
Contracted services related to Resilient Together dashboard, reporting, and calculations. Sustainability related contracted services.	0	8,000	8,000	8,000
Intern/Ambassador Program (1 interns for 12 weeks each Fall, Spring, Summer 10 hr. per week - Paid contract.	7,500	4,000	4,000	4,000
5320 Contracted Services Total	**7,500**	**12,000**	**12,000**	**12,000**
5381 Printing And Binding				
Business Cards, Envelopes, Notices, Mailers etc	100	0	0	0
Business Cards, Envelopes, Notices, Mailers etc.	0	100	100	100
5381 Printing And Binding Total	**100**	**100**	**100**	**100**
5421 Office Supplies (Gen				
General Office Supplies as needed	250	250	250	250
5421 Office Supplies (Gen Total	**250**	**250**	**250**	**250**
5710 In State Travel/Meetings				
Registrations and travel expenses for meetings and seminars	200	200	200	200
5710 In State Travel/Meetings Total	**200**	**200**	**200**	**200**
5730 Dues And Sub				
MAFMA	500	500	500	500
Project Management Institute	140	0	0	0
USGBC	450	0	0	0
Dues for Power Options	0	1,000	1,000	1,000
Other dues	0	250	250	250
5730 Dues And Sub Total	**1,090**	**1,750**	**1,750**	**1,750**
11792 SUSTAIN/RESILIENCY EXPENSES Total	**14,290**	**16,700**	**16,700**	**16,700**

General Admin

Mission Statement

Why We Exist

The Department of Public Services (DPS) provides professional quality maintenance, repair and construction services while maintaining ninety (90) miles of streets, thirty-two (32) parks, twenty-eight (28) playgrounds, forty-two (42) common areas and five (5) cemeteries. DPS is also responsible for the ongoing maintenance of the water, sewer and drainage systems, and the city vehicle fleet and equipment.

Additionally, the DPS is responsible for prompt response to all snow, ice and other inclement weather emergencies and situations. The department also enforces water, sewer and snow by-laws. Lastly, we play a significant role in the daily operation of other city departments in responding to requests for service. The department budget is divided into four divisions: Public Works (General Administration), Snow and Ice, and Water and Sewer Enterprise.

Goals and Objectives

- Continue to modify the CitiStat program to establish performance standards for most DPS work and expand to include other City Departments.
- Work with SCF and the existing website system to integrate all work submitted and performed by the department to share with the public.
- Continue to support Salem Recycles program and events.
- Provide courteous and timely responses to the requests from the constituents and other city departments. Continue to strive to respond to all constituent calls within 24 hours.
- Continue to utilize the information from the Open Space Inventory Master Plan to establish short- and long-term maintenance plans which will include work that can be performed during the winter. Emphasize the management of our annual mowing contract for open spaces including parks and provide the necessary oversight to meet public expectations.
- Continue to offer and support Arbor Day programs throughout the school system.
- Continue with tree plantings with emphasis at locations with viable open tree pits.
- Work with other departments and the community to establish a public relations plan for downtown maintenance to reduce litter and improve cleanliness of the downtown area using a combination of contractors and DPS personnel.
- Continue to improve public relations via media outlets, our web site and public notices keeping staff and residents informed about city policies and practices.
- Maintain roadways and sidewalks to increase public safety of residents, businesses and visitors to the City of Salem.
- Work with engineering to identify city-wide sidewalks not meeting ADA requirements or that need repair.
- Establish a Landscaping Contractor who shall maintain parks and open space during peak season.
- A city wide 311 System is anticipated to launch April 2021. The 311 System will allow for residents within city limits to dial 311 and have their call answered in one central department. Constituent Service Advisor will be educated in multiple departments and be able to answer most questions a constituent will have.
- Continue to work with planning office to assist the restaurant community to set up safe eateries to help stabilize local business.
- Work with traffic, planning, and engineering on setting up safe bike lanes, multi-use pathways throughout the city and maintaining them.
- Working with PTO groups and the school administration on setting up outdoor classrooms throughout district.
- Working with Park and Recreation on making ADA improvements according to the ADA transition plan throughout city parks.

How FY 2023 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- During the past year the Department continued to track work, while holding personnel and contractors accountable for the work performed using the CitiStat, SCF systems and other established methods.
- The department continues to evaluate ongoing means and methods of work being done 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.

Significant Budget & Staffing Changes For FY 2023

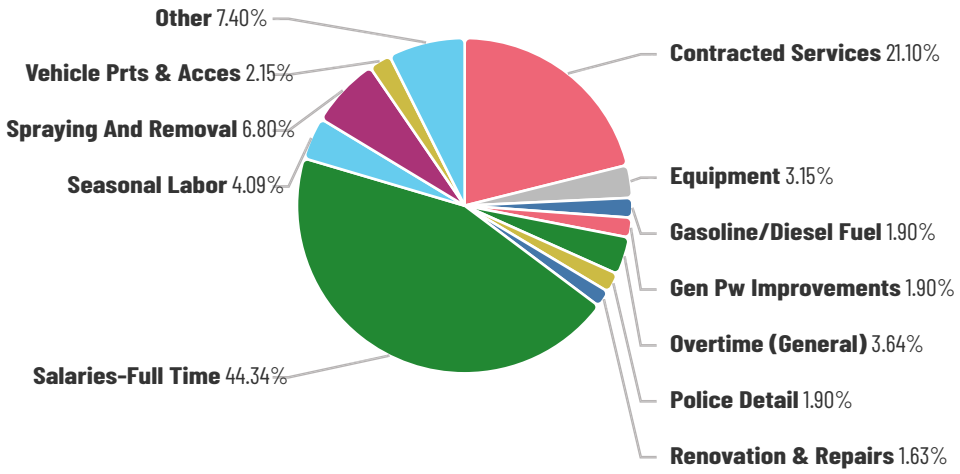
DPS is requesting one (1) Full Time Employees (FTE) for the Motor poll division. This position will help us continue to improve customer relations, city-wide motor fleet operations and efficiencies related to inventory control for Engineering and DPS.

Recent Accomplishments

- Continued restructuring of the department to improve efficiency.
- Personnel continue to be cross trained on many levels resulting in an efficient operation where we can assign employees within the division where needed.
- The Street Division repaired sidewalks at one hundred eighty-two (182) locations.
- The Sign Division repaired or added over two hundred-two (202) signs.
- The department continues to inspect and conduct sidewalk work on sidewalks identified as high priority and promptly fixing them.
- DPS continues to utilize the CitiStat program to document and measure work and performance metrics throughout the department. Meetings are held to review the data and discuss ways to improve operations based on information being provided.
- DPS added Street-Sweeping-Central Street to our webpage that explains our improved 2022 sweeping program. The new program continued the annual city-wide spring and fall sweeping effort and added more frequent (every third Wednesday) sweeping in the downtown area from April to September.
- DPS continued to use See-Click-Fix (SCF) as the primary tool. With this additional tool our staff has resolved over 2,000 requests from residents. In addition, our work order management system allowed us to repair an additional six hundred forty-five (645) items in the City.
- Department employees and contractors continued to paint crosswalks, stop bars and centerlines.
- The department continues to work with engineering to deliver replacement and newly issued trash and recycling totters.
- DPS staff also continued to manage our residential leaf and brush drop-off at the old incinerator site on Swampscott Road. We expect to manage 7,200 cubic yards of leaves and brush in FY 2022.
- 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 elections.
- City-wide, the amount of trash collected and disposed of by City personnel from public parks and open spaces has seen a marked increase. In FY 2022 we expect the tonnage to be close to 200 tons, compared with last year's tonnage of 150 tons.
- The DPS Cemetery Division continues some in-house grave digging while utilizing expanded usage of contractors.
- The Open Space and Tree Divisions planted new trees in 2021. The city recently was re-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.
- The Open Space Division continues to help in removing illegally dumped items throughout the city.
- Between DPS Open Space Division employees and contractors, we have made improvements to the overall cleanliness of the downtown area.
- Worked with John Andrew to set up parklets and safe eateries to benefit our restaurant community.

Public Works

Expenditure by Department



Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022	Estimated FY2023
Street					
Sidewalk Repairs	106	109	123	115	
Pothole Fills (Repairs)	390	584	628	650	
Catch Basin Repairs	14	15	37	30	
Sink Holes	25	41	45	35	
Trenches	11	41	85	55	
Sign Repair	100	120	202	185	
Trees/Open Space/Cemetery					
Trees Planted	55	120	130	120	
Full Burials and Fy 21 had 65 cremations	61	51	69	72	
Foundations	67	70	70	70	
Lots Sold	49	55	41	50	

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
General Admin - Personnel											
14111	5111	Salaries-Full Time	1,421,784	1,326,235	1,607,827	1,509,327	1,829,065	1,630,764	1,630,764	22,937	1.43
14111	5113	Salaries-Part Time	38,418	22,371	42,718	27,718	43,310	43,310	43,310	592	1.39
14111	5118	Seasonal Labor	69,934	82,170	150,400	150,400	150,400	150,400	150,400	0	0.00
14111	5131	Overtime (General)	149,805	156,275	134,000	228,000	152,000	134,000	134,000	0	0.00
			1,679,941	**1,587,051**	**1,934,945**	**1,915,445**	**2,174,775**	**1,958,474**	**1,958,474**	**23,529**	**1.22**
General Admin - Expenditures											
14112	5211	Electricity	11,990	7,653	10,000	11,347	10,000	10,000	10,000	0	0.00
14112	5215	Natural Gas	5,375	4,112	7,000	9,888	7,000	7,000	7,000	0	0.00
14112	5216	Oil Heat	4,565	0	7,000	4,500	2,800	2,800	2,800	(4,200)	(60.00)
14112	5241	Building Maint-Dpw	19,527	12,714	19,800	25,930	22,000	22,000	22,000	2,200	11.11
14112	5249	Ground Maintenance-Cemetery	3,243	2,846	3,800	3,971	5,000	3,800	3,800	0	0.00
14112	5249R	Ground Maint-Parks & Rec	25,284	25,075	40,000	44,696	46,800	46,800	46,800	6,800	17.00
14112	5253	Radio Maint & Parts	1,200	1,300	1,300	1,300	2,100	2,100	2,100	800	61.54
14112	5270	Rental & Lease	2,400	24,086	30,400	36,008	30,400	30,400	30,400	0	0.00
14112	5301	Police Detail	49,608	57,659	70,000	61,835	97,000	70,000	70,000	0	0.00
14112	5304	Professional Serv/Fees	6,276	7,533	9,600	9,600	9,600	9,600	9,600	0	0.00
14112	5317	Educational Training	1,030	3,321	4,000	4,344	4,000	4,000	4,000	0	0.00
14112	5320	Contracted Services	522,652	408,951	591,000	762,177	851,000	776,000	776,000	185,000	31.30
14112	5341	Telephone	7,040	5,526	9,000	12,474	9,000	9,000	9,000	0	0.00
14112	5383	Burial Services	54,667	53,558	0	50,617	0	0	0	0	0.00
14112	5391	Tree Planting, Removal & Maint	239,476	118,175	250,000	378,455	250,000	250,000	250,000	0	0.00
14112	5421	Office Supplies (Gen	1,991	2,000	2,000	2,000	2,000	2,000	2,000	0	0.00
14112	5451	Custodial Supplies	2,628	3,000	3,000	3,000	3,000	3,000	3,000	0	0.00
14112	5461	Grounds Maint & Supplies	9,675	7,326	9,700	12,074	29,700	9,700	9,700	0	0.00
14112	5481	Gasoline/Diesel Fuel	62,415	35,365	70,000	69,868	70,000	70,000	70,000	0	0.00
14112	5483	Vehicle Parts-Dpw	69,111	31,383	79,000	89,471	81,370	79,000	79,000	0	0.00
14112	5483A	Vehicle Parts-Police	20,056	19,986	20,000	20,000	20,600	20,000	20,000	0	0.00
14112	5483B	Vehicle Parts-Other	15,804	15,250	17,700	20,150	18,231	17,700	17,700	0	0.00
14112	5485	Street Sweeping & Brooms	52,843	16,415	18,500	21,044	18,500	18,500	18,500	0	0.00
14112	5710	In State Travel/Meetings	940	926	1,000	1,074	1,000	1,000	1,000	0	0.00
14112	5717	Prof License Reimb	3,529	1,111	7,400	7,400	7,400	7,400	7,400	0	0.00
14112	5730	Dues And Sub	375	494	2,000	2,475	2,000	2,000	2,000	0	0.00
14112	5843	Improvements Pw & Park	67,671	61,466	70,000	88,055	72,100	70,000	70,000	0	0.00

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
14112	5846	Repairs/Renov/Sidewalks	39,729	36,113	60,000	63,886	62,000	60,000	60,000	0	0.00
14112	5860	Equipment Purchase & Repair	116,096	7,605	116,496	222,929	116,000	116,000	116,000	(496)	(0.43)
			1,417,197	**970,950**	**1,529,696**	**2,040,569**	**1,850,601**	**1,719,800**	**1,719,800**	**190,104**	**12.43**
		Department Total	**3,097,138**	**2,558,001**	**3,464,641**	**3,956,014**	**4,025,376**	**3,678,274**	**3,678,274**	**213,633**	**6.17**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
NIEMAN	KATHERINE	GENERAL FOREMAN	03/12/17	73,902.40	1,423.08		1.00		34%	74,284.78	74,284.78	74,284.78
JODOIN	RAYMOND	OPERATIONS MANAGER	01/29/07	31,870.09	611.71		0.34		34%	31,931.26	31,931.26	31,931.26
KNOWLTON	DAVID	City Engineer-DPS Director	05/22/07	20,785.82	423.90		0.17		34%	22,767.97	22,767.97	22,767.97
LEBLANC	ROBERT	GENERAL FOREMAN	06/03/19	776.69	511.83		0.34		34%	26,717.53	26,717.53	26,717.53
SANTOS	SHAUN	MANAGEMENT ANALYST	8/20/2018	26,315.19	505.09		0.34		34%	26,365.70	26,365.70	26,365.70
NEW		SENIOR FLEET FOREMAN		-	-		0.34		34%	25,598.08	25,598.08	25,598.08
		AFSCME		1,454,176.49			27.04		Total AFSCME 1818	1,423,098.92	1,423,098.92	1,423,098.92
		14111-5111		**1,607,826.68**			**29.57**		**Total Full Time - 5111**	**1,630,764.23**	**1,630,764.23**	**1,630,764.23**
RYAN	KELLY	PT ADMIN ASSISTANT	1/4/11	18,550.73	19,141.74	P	0.54	19	hours per wk	19,141.74	19,141.74	19,141.74
TRANSFER STATION/ON CALL		ON CALL		24,168.00	-	P	0.06	2	hours per wk	24,168.00	24,168.00	24,168.00
		TRANSFER STATION ATTENDENT		-	-					-	-	-
		14111-5113		**42,718.73**			**0.60**		**Total Part Time - 5113**	**43,309.74**	**43,309.74**	**43,309.74**
		SEASONAL LABOR-OS		15,000.00	15,000.00					25,000.00	25,000.00	25,000.00
		SEASONAL-Park		15,000.00	15,000.00					25,000.00	25,000.00	25,000.00
		SEASONAL -Park Trash Weekends		-	-					-	-	-
		WKEND/SEASONAL TRASH		96,000.00	96,000.00					100,400.00	100,400.00	100,400.00
		TRANSFER STATION		9,400.00	9,400.00					-	-	-
		Seasonal Operation Clean Sweep		15,000.00	15,000.00					-	-	-
		OTHER SEASONAL		-	-					-	-	-
		14111-5118		**150,400.00**					**Total Seasonal - 5118**	**150,400.00**	**150,400.00**	**150,400.00**
		Overtime-Park & Buildings		24,000.00	24,000.00					24,000.00	24,000.00	24,000.00

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
		Overtime-Public Services		30,000.00	30,000.00					30,000.00	30,000.00	30,000.00
		Overtime-Haunted Happenings		32,000.00	32,000.00					50,000.00	32,000.00	32,000.00
		Overtime-Cemetery & Trees		40,000.00	40,000.00					40,000.00	40,000.00	40,000.00
		Overtime-Motor Pool		8,000.00	8,000.00					8,000.00	8,000.00	8,000.00
		14111-5131		**134,000.00**					**Total Overtime - 5131**	**152,000.00**	**134,000.00**	**134,000.00**
				1,934,945.41			**30.17**		**Department Total**	**1,976,473.97**	**1,958,473.97**	**1,958,473.97**
LEBLANC	ROBERT	General Foreman					0.34			34%	26,714.29	26,714.29
							0.33			33%	25,928.58	25,928.58
							0.33			33%	25,928.58	25,928.58
JODOIN	RAYMOND	Operations Manager					0.34			34%	31,932.20	31,932.20
							0.33			33%	30,993.02	30,993.02
							0.33			33%	30,993.02	30,993.02
Neiman	Katie	General Foreman					0.34			100%	75,773.52	75,773.52
							0.33			0%	-	-
							0.33			0%	-	-
Vacant		Senior Fleet Foreman					0.34			34%	25,597.59	25,597.59
							0.33			33%	24,844.72	24,844.72
							0.33			33%	24,844.72	24,844.72
SANTOS	SHAUN	MANAGEMENT ANALYST					0.34			34%	26,362.88	26,362.88
							0.33			33%	25,587.50	25,587.50
							0.33			33%	25,587.50	25,587.50
											401,088.10	**401,088.10**
Snow & Ice												
		OVERTIME (GENERAL)		50,000.00	50,000.00							50,000.00
				50,000.00			**-**		**Department Total**			**50,000.00**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**26.86**
	FY 2022	**24.82**
	FY 2023	**30.17**
	Variance 22 vs. 23	**5.35**

FTE		
Full-Time Equivalent Employees:	**FY 2021**	**0.00**
	FY 2022	**0.00**
	FY 2023	**0.00**
	Variance 22 vs. 23	**0.00**

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases					Dept Req FY2023	Mayor FY2023	Council Voted FY2023
									Step	Date	Rate	# Weeks Old	# Weeks New			
ALBERT	MICHAEL	WORKING FOREMAN	03/06/2000	1	60,545.41	1.00	1,185.33	61,874.23	3					61,874.23	61,874.23	61,874.23
BEZZATI	JOHN	HEO	RETIRED											-		-
BRODEUR	TALON	LABORER	6-28-21	1	-	1.00	872.05	45,521.01	1	6/28/2022	$ 31.82	51	1.0	45,552.83	45,552.83	45,552.83
CASTONGUAY	WILLIAM	WORKING FOREMAN	4/7/15	1	60,544.89	1.00	1,185.33	61,874.23	3					61,874.23	61,874.23	61,874.23
CLEARY	JAMES	WORKING FOREMAN	RETIRED											-		-
CAPRIOTTI	DANIEL	HEAD WORKING FOREMAN	4/12/2021	1	-	0.34	411.74	21,492.83	2	4/12/2023	$ 15.43	7.0	45.2	22,190.38	22,190.38	22,190.38
CONDON	DEREK	MASON	9/8/2000	1	55,804.31	1.00	1,092.52	57,029.54	3					57,029.54	57,029.54	57,029.54
COSTA	CARLOS	LABORER	8/17/2015	1	47,854.89	1.00	936.89	48,905.66	3					48,905.66	48,905.66	48,905.66
CRONIN	DAVID	WORKING FOREMAN	RETIRED											-		-
DONADIO	DOMINIC	TRAFF MAINT/ SIGN PAINTER	RETIRED											-		-
DALLY	MICHAEL	ME REPAIR	7-12-21	1	-	0.34	371.27	19,380.29	1	7/12/2022	$ 13.80	1.0	51.2	20,086.88	20,086.88	20,086.88
DONAHUE	TYLER	HMEO II/III	5/21/2018	1	54,386.47	1.00	1,092.52	57,029.54	3					57,029.54	57,029.54	57,029.54
GAROZZO	JOSEPH	ME REPAIR	RETIRED											-		-
FRITZ	ADAM	LABORER	11/2/2020	1	45,574.62	1.00	903.85	47,180.97	2	11/2/2022	$ 33.07	19	33.1	48,275.59	48,275.59	48,275.59
GUERRERO	HENRY	LABORER	3/2/2020	1	45,075.90	1.00	943.94	49,273.67	1	11/1/2022	$ 34.74	18	34.4	50,468.73	50,468.73	50,468.73
GREEN	ANN MARIE	PRINCIPAL ACCT CLERK	TRANSFERRED											-		-
HENDERSON	SCOTT	HEO	RETIRED											-		-
HUGHES	BRIAN	HEAD FOREMAN	04081996	1	66,585.88	1.00	1,303.60	68,047.92	3					68,047.92	68,047.92	68,047.92
LEVENTIS	ANDREW	HMEO I/II	11/5/2018	1	51,830.64	-	1,092.52	-	3					-		-

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases					Dept Req FY2023	Mayor FY2023	Council Voted FY2023
									Step	Date	Rate	# Weeks Old	# Weeks New			
LEVESQUE	JAMES	St/Sidewalk Foreman	06211999	1	20,585.23	0.34	403.01	21,037.12	3					21,037.12	21,037.12	21,037.12
LEVESQUE	LOUIS	ME REPAIR	RETIRED											-		-
LINTON	GARCIA	HEO	8/12/2013	1	51,830.64	1.00	1,014.73	52,968.91	3					52,968.91	52,968.91	52,968.91
MACDONALD	WILLIAM	HMEO	6/12/2012	1	51,830.64	1.00	1,014.73	52,968.91	3					52,968.91	52,968.91	52,968.91
MARINO	PAUL	HEAD FOREMAN II/III	7/23/1998	1	22,639.01	0.34	443.22	23,136.08	3					23,136.08	23,136.08	23,136.08
MARTINEAU	RICHARD	MAINT CRAFTS	8/21/2000	1	51,830.64	1.00	1,014.73	52,968.91	3					52,968.91	52,968.91	52,968.91
NADEAU	ADAM	ME REPAIR	RETIRED													-
MORENCY	RYAN	LABORER	6/7/2021	1	-	1.00	872.05	45,521.01	2	6/7/2022	$ 33.07	49	3.0	45,521.01	45,521.01	45,521.01
NIEMAN	KATHERINE	HMEO	3/13/2017	1	55,804.31									-		-
OBRIEN	JAMES	TREE CLIMBER	3/13/2006	1	55,804.31	1.00	1,092.52	57,029.54	3					57,029.54	57,029.54	57,029.54
OSGOOD	JASON	LABORER	06/24/19	1	49,784.15	1.00	978.64	51,085.01	2	9/14/2022	36.07	6	46.1	52,747.84	52,747.84	52,747.84
OSGOOD	STEPHEN	PESTICIDE GROUNDSKEEPER	6/2/14	1	55,804.31	1.00	1,092.52	57,029.54	3					57,029.54	57,029.54	57,029.54
PAGLIARO	BRETT	LABORER	RETIRED	1	16,880.36									-		-
PSZENNY	BRIAN	PRIN ACCT	02/18/2020	2	16,402.39	0.34	325.92	17,013.02	3					17,013.02	17,013.02	17,013.02
REALE	THEODORE	LABORER	7/1/2016	1	47,854.89	1.00	936.89	48,905.66	3					48,905.66	48,905.66	48,905.66
REYES	DANNY	LABORER	12/17/2021	1	-	1.00	872.05	45,521.01	1	12/17/2022	$31.82	26	26.0	46,348.33	46,348.33	46,348.33
RICHTER	TIMOTHY	TREE CLIMBER	7/24/2017	1	55,804.31	1.00	1,092.52	57,029.54	3					57,029.54	57,029.54	57,029.54
RIVERA	CHRISTIAN	ME REPAIR	TERMINATED	1	19,222.30									-		-
ROBINSON	JOHN	HMEO	03/02/2020	1	48,796.99	1.00	1,053.44	54,989.57	2	11/1/2022	39.08	18	34.4	56,333.92	56,333.92	56,333.92
ROONEY	MARK	HEMO CEM	RETIRED											-		-
SMITH	MICHAEL	MAINT CRAFTS	RETIRED											-		-
SOSAGARCIA	ELIAZAR	ME REPAIR	03/12/2019	1	30,582.47	0.34	399.35	20,846.07	3					20,846.07	20,846.07	20,846.07
STANWOOD	DANIEL	WORKING FOREMAN	12/4/1999	1	60,544.89	1.00	1,185.33	61,874.23	3					61,874.23		-
Torres	Kevin	HEMO	4-4-2022	1		1.00	943.92	49,272.62	1	4/4/2023	34.74	39.0	13.0	49,724.24	49,724.24	49,724.24

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases Step	Date	Rate	# Weeks Old	# Weeks New	Dept Req FY2023	Mayor FY2023	Council Voted FY2023
Todd	Curtis	HEO	4-25-2022	1		1.00	1,015.88	53,028.94	1	4/25/2023	37.56	43.0	9.0	53,366.98	53,366.98	53,366.98
WALSH	CONNER	LABORER	12-28-21	1	-	1.00	872.05	45,521.01	1	12/28/2022	$31.82	27	25.0	46,316.51	46,316.51	46,316.51
WILTSHIRE	DAMION	HEO STREET	11-1-21	1	-	1.00	1,015.89	53,029.46	1	11/1/2022	$37.56	24	28.0	53,029.46	53,029.46	53,029.46
VACANT		TREE CLIMBER			51,889.52	-	-	-						-	-	-
VACANT		HEMO STREET			48,213.86	-	-	-						-	-	-
VACANT		HEMO STREET			51,889.52	-	-	-						51,889.52	-	-
VACANT		HEMO STREET			21,031.21	-	-	-						21,031.21	-	-
VACANT		Laborer Park			44,541.85	-	-	-						44,541.85	-	-
VACANT		ME REPAIR			18,963.88	-	-	-						18,963.88	-	-
VACANT		ME REPAIR			-	-	-	-						-		-
LICENCES					13,441.80			13,441.80						13,441.80	13,441.80	13,441.80
OUT OF GRADE PAYS					4,000.00			4,000.00						4,000.00	4,000.00	4,000.00
					1,454,176.49	**27.04**		**1,475,827.85**						**1,621,399.60**	**1,423,098.92**	**1,423,098.92**

Grants Detail

Employee Name		Department	Org/Obj	Job Description	FTE	Dept/Grant
LEBLANC	ROBERT	Public Services	14111-5111	General Foreman	0.34	26,714.29
		Sewer Fund	600031-5111		0.33	25,928.58
		Water Fund	610031-5111		0.33	25,928.58
JODOIN	RAYMOND	Public Services	14111-5111	Operations Manager	0.34	31,932.20
		Sewer Fund	600031-5111		0.33	30,993.02
		Water Fund	610031-5111		0.33	30,993.02
Neiman	Katie	Public Services	14111-5111	General Foreman	0.34	75,773.52
		Sewer Fund	600031-5111		0.33	-
		Water Fund	610031-5111		0.33	-
Vacant		Public Services	14111-5111	Senior Fleet Foreman	0.34	25,597.59
		Sewer Fund	600031-5111		0.33	24,844.72
		Water Fund	610031-5111		0.33	24,844.72
SANTOS	SHAUN	Public Services	14111-5111	MANAGEMENT ANALYST	0.34	26,362.88
		Sewer Fund	600031-5111		0.33	25,587.50
		Water Fund	610031-5111		0.33	25,587.50
						401,088.10
Snow & Ice						
		PUBLIC SERVICES	14231-5131	OVERTIME (GENERAL)		50,000.00
					-	**50,000.00**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
14112 Public Services/General-Exp				
5211 Electricity				
National Grid - poles	10,000	10,000	10,000	10,000
5211 Electricity Total	**10,000**	**10,000**	**10,000**	**10,000**
5215 Natural Gas				
Direct Energy Market, National Grid and UGI	7,000	7,000	7,000	7,000
5215 Natural Gas Total	**7,000**	**7,000**	**7,000**	**7,000**
5216 Oil Heat				
Booma - Yearly Maintenance for 4 oil burners	400	400	400	400
PC/VAULTS OR LOTS TO SUPPLEMENT	(8,300)	(8,300)	(8,300)	(8,300)
Stadium Oil - Burner service for City Hall and Old Town Hall	700	700	700	700
Stadium Oil - Oil heat for 93 Washington street	5,000	5,000	5,000	5,000
Stadium Oil - Oil Heat for chapel	800	0	0	0
Stadium Oil - Oil heat for maintenance garages ($1,100.00 x 6 months)	6,600	5,000	5,000	5,000
Stadium Oil - Oil Heat for office ($300.00 x 6 months)	1,800	0	0	0
5216 Oil Heat Total	**7,000**	**2,800**	**2,800**	**2,800**
5241 Building Maint-Dpw				
a-1 exterminators, asap drains , Boston fire extinguisher, Delandes lighting supply , Halley elevator , Haden safe and lock, home depot , O'Connell plumbing, winner brothers, F.W Webb, stadium oil, common wealth of Massachusetts, citron hygiene	0	22,000	22,000	22,000
a-1 exterminators, asap drains , Boston fire extinguisher, Delandes lighting supply , Halley elevator , Haden safe and lock, home depot , O'Connell plumbing, winner brothers, F.W Webb, stadium oil, common wealth of Massachusetts, citron hygiene	19,800	0	0	0
5241 Building Maint-Dpw Total	**19,800**	**22,000**	**22,000**	**22,000**
5249 Ground Maintenance-Cemetery				

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5249R Ground Maint-Parks & Rec				
Danvers Farm & Home, Home Depot, Winer, Maestranzi, Northeast, Rent All	3,800	5,000	3,800	3,800
5249 Ground Maintenance-Cemetery Total	**3,800**	**5,000**	**3,800**	**3,800**
Fastenal, FWW, Hayden, John Deer, Lesco, Motor Parks, , Northeast, J.C Fence, Rent All, Shrewsbury, Stateline, Site One, home depot, sandmark hard wear	10,000	8,000	8,000	8,000
beach cleaning Mc Ginnis Paving memorial day to labor day every two weeks	10,000	10,300	10,300	10,300
Coast Maintenance& Future Supply ,- Park and rec facility supplies (lime, paint surface)	4,000	0	0	0
forest river / Mack park bathrooms cleaning services S& J Services/ Citron cleaning	16,000	14,000	14,000	14,000
Forest river seed and fertilize program for base ball field 50/50 split with park and rec	0	2,500	2,500	2,500
Home depot , coast maintance ,- Park and rec facility supplies (trash bags rubber bans, trash pickers)	0	3,500	3,500	3,500
McGrath Field seed and Fertilizer program 50/50 split with park and rec	0	8,500	8,500	8,500
5249R Ground Maint-Parks & Rec Total	**40,000**	**46,800**	**46,800**	**46,800**
5253 Radio Maint & Parts				
Northeast Two-Way - Radio repair and service	1,300	0	0	0
Northeast Two-Way -rental of two way radio repeater	0	2,100	2,100	2,100
5253 Radio Maint & Parts Total	**1,300**	**2,100**	**2,100**	**2,100**
5270 Rental & Lease				
Rags, Gloves, Goggles & Safety Equipment	900	900	900	900
Rain gear - 15 @ $100 per union contract Article 20 section A the city agrees to provide all material, equipment and tools to preform the duties assigned to them .	1,500	1,500	1,500	1,500
UNIFORMS Article 20 section B the city agrees to provide uniforms to union employees (Moved from HR)	28,000	28,000	28,000	28,000
5270 Rental & Lease Total	**30,400**	**30,400**	**30,400**	**30,400**
5301 Police Detail				
Details for line painting, street open, paving	22,000	22,000	22,000	22,000
Details for street sweeping	42,000	42,000	42,000	42,000
Details for tree work	6,000	6,000	6,000	6,000
Police details needed for fall leave clean up	0	27,000	0	0
5301 Police Detail Total	**70,000**	**97,000**	**70,000**	**70,000**
5304 Professional Serv/Fees				
Bobs Tire Company, David Porter, HAWK, Leahy Landscape, Mitchell, Rockport, Safety Clean, Tank ology	9,600	9,600	9,600	9,600
5304 Professional Serv/Fees Total	**9,600**	**9,600**	**9,600**	**9,600**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5317 Educational Training				
License reimbursements, Misc. licenses per union agreements, seminars & training to maintain licenses. Article 22 misc. provisions section J the city agrees to reimburse members for the cost of licenses and the cost of any required training or medical Examinations.	4,000	4,000	4,000	4,000
5317 Educational Training Total	**4,000**	**4,000**	**4,000**	**4,000**
5320 Contracted Services				
Overhead door main, etc. at DPS 5 Jefferson Ave	18,000	18,000	18,000	18,000
artist row bathroom cleaning and stock	14,000	14,000	14,000	14,000
Downtown Maintenance / cleaning services	49,000	150,000	150,000	150,000
Line Painting	65,000	67,000	67,000	67,000
Lot Maintenance spoil piles stored at dpw facility and transfer station logs and wood chips	125,000	125,000	125,000	125,000
Mowing and maintenance of Open Spaces	195,000	237,000	237,000	237,000
ROCA services	125,000	125,000	125,000	125,000
Lapin Park restoration	0	75,000	0	0
Weekend coverage and staffing to operate transfer station	0	40,000	40,000	40,000
5320 Contracted Services Total	**591,000**	**851,000**	**776,000**	**776,000**
5341 Telephone				
Rockport Technology - Telephone system maintenance	3,000	3,000	3,000	3,000
T-Mobile GPS tracking for DPW Trucks 50 Vehicles at $675/ month 12 month (1/3)	6,000	6,000	6,000	6,000
5341 Telephone Total	**9,000**	**9,000**	**9,000**	**9,000**
5391 Tree Planting, Removal & Maint				
Emergency Services 15%	20,000	20,000	20,000	20,000
Equipment Maint. And purchase	5,000	5,000	5,000	5,000
Removal of hazard tree 35%	75,000	75,000	75,000	75,000
tree planting and after care 40%	150,000	150,000	150,000	150,000
5391 Tree Planting, Removal & Maint Total	**250,000**	**250,000**	**250,000**	**250,000**
5421 Office Supplies (Gen				
General office supplies as needed, including Belmont Springs	2,000	2,000	2,000	2,000
5421 Office Supplies (Gen Total	**2,000**	**2,000**	**2,000**	**2,000**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5451 Custodial Supplies				
Coast Maintenance - Custodial supplies	6,700	0	0	0
Coast Maintenance, DPS building supplies	3,000	3,000	3,000	3,000
Delandes Supply - Electrical supplies	300	0	0	0
State Chemical - Custodial chemicals	1,000	0	0	0
Winer Brothers - Misc. supplies	1,000	0	0	0
5451 Custodial Supplies Total	**12,000**	**3,000**	**3,000**	**3,000**
5461 Grounds Maint & Supplies				
One Way Lumber, Winer, home depot, northeast nursery,	9,700	9,700	9,700	9,700
Planting material for downtown b5 district	0	20,000	0	0
5461 Grounds Maint & Supplies Total	**9,700**	**29,700**	**9,700**	**9,700**
5481 Gasoline/Diesel Fuel				
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
5481 Gasoline/Diesel Fuel Total	**70,000**	**70,000**	**70,000**	**70,000**
5483 Vehicle Parts-Dpw				
5483A Vehicle Parts-Police				
All Welding, CC Auto, Goodyear, J's Warehouse, Schmidt, Motor Part Sales, etc.	79,000	81,370	79,000	79,000
5483B Vehicle Parts-Other				
C&C Auto, Goodyear, Kelly Jeep, Liberty Chevrolet, Lyons Enterprises, Stoneham, etc.	20,000	20,600	20,000	20,000
Bouchard & Sons, C&C, Goodyear, Hub Starters	17,700	18,231	17,700	17,700
5483 Vehicle Parts-Dpw Total	**79,000**	**81,370**	**79,000**	**79,000**
5483A Vehicle Parts-Police Total	**20,000**	**20,600**	**20,000**	**20,000**
5483B Vehicle Parts-Other Total	**17,700**	**18,231**	**17,700**	**17,700**
5485 Street Sweeping & Brooms				
Brooms, gutter brooms, misc. parts , Contractors include Atlantic Broom, CN Wood, J's Automotive	18,500	18,500	18,500	18,500
5485 Street Sweeping & Brooms Total	**18,500**	**18,500**	**18,500**	**18,500**
5710 In State Travel/Meetings				
Tolls, Parking, Seminars	1,000	1,000	1,000	1,000
5710 In State Travel/Meetings Total	**1,000**	**1,000**	**1,000**	**1,000**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5717 Prof License Reimb				
Article 8 Pay classification Sec B, licenses. Article 22 misc. provisions section J the city agrees to reimburse members for the cost of licenses and the cost of any required training or medical Examinations.	2,400	2,400	2,400	2,400
Reimbursement for operator licenses as per AFSCME agreement: to maintain license	5,000	5,000	5,000	5,000
5717 Prof License Reimb Total	**7,400**	**7,400**	**7,400**	**7,400**
5730 Dues And Sub				
Essex County, Mass Highway, Society of Arborist, National Arbor Day, MAPO NWWA , Mass Arborist association, ECHA, Mass Highway Association	2,000	2,000	2,000	2,000
5730 Dues And Sub Total	**2,000**	**2,000**	**2,000**	**2,000**
5843 Improvements Pw & Park				
Asphalt, aggregate, manhole, trash bags, catch basin, concrete, line painting, traffic sign supplies, tree beds. Contractors include Aggregate, Benevento, Brox, Dilision, Eastern Bag, EJ Prescott, Franklin, Home Depot, Permaline, Rent a TOOK, Rowley, Voss, Winer	70,000	72,100	70,000	70,000
5843 Improvements Pw & Park Total	**70,000**	**72,100**	**70,000**	**70,000**
5846 Repairs/Renov/Sidewalks				
Aggregate Industries, Benevento, Dilision, Home Depot, McLellan, Rent a Tool, Rowley Cement. Asphalt, aggregate, concrete, misc. street items. Additional Funding for sidewalks in Capital Improvement Projects (CIP) Budget	60,000	60,000	60,000	60,000
Signage needed for leaf pick up fall	0	2,000	0	0
5846 Repairs/Renov/Sidewalks Total	**60,000**	**62,000**	**60,000**	**60,000**
5860 Equipment Purchase & Repair				
emergency purchase of equipment	9,800	36,000	36,000	36,000
Final year of three year lease on two new pieces snow equipment (approved 2/20/18)	106,696	0	0	0
dps camra install at DPS facility for safety and security	0	30,000	30,000	30,000
motor pool upgrades	0	10,000	10,000	10,000
time clock improvements	0	40,000	40,000	40,000
5860 Equipment Purchase & Repair Total	**116,496**	**116,000**	**116,000**	**116,000**
14112 Public Services/General-Exp Total	**1,538,696**	**1,850,601**	**1,719,800**	**1,719,800**

Snow & Ice

Mission Statement

Why We Exist

The Department's goal during snow and ice events is to quickly open the streets and make them passable so that essential traffic can safely negotiate roadways. This is done with the coordination of private and publicly owned equipment, 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. We strive 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.

Goals and Objectives

- Continue to provide prompt service to open streets making them passable so that they can be safe to navigate.
- Obtain new equipment (sanders/plows) to replace those which are at or nearing their useful life.
- Establish levels of service that can be provided based on the available resources and share with the pubic. Procure additional contractors with equipment to meet the expectations of the public.
- Work with other departments and the public to establish a public outreach plan to inform property owners of their responsibility to clear the sidewalks, bus stops and handicap ramps that abut their property.
- Continue to work with other city departments in support of restoring safe road conditions and clearing private sidewalks as efficiently as possible.
- Upgrade plow equipment to help cut down on fuel and on mechanical deficiencies.
- Purchase and install a new salt shed.
- Improved GPS management of contractor's fleet.

How FY 2023 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, crosswalks and shared use paths are cleared as soon as possible.

Significant Budget & Staffing Changes For FY 2023

No significant budget or staffing changes for FY 2023.

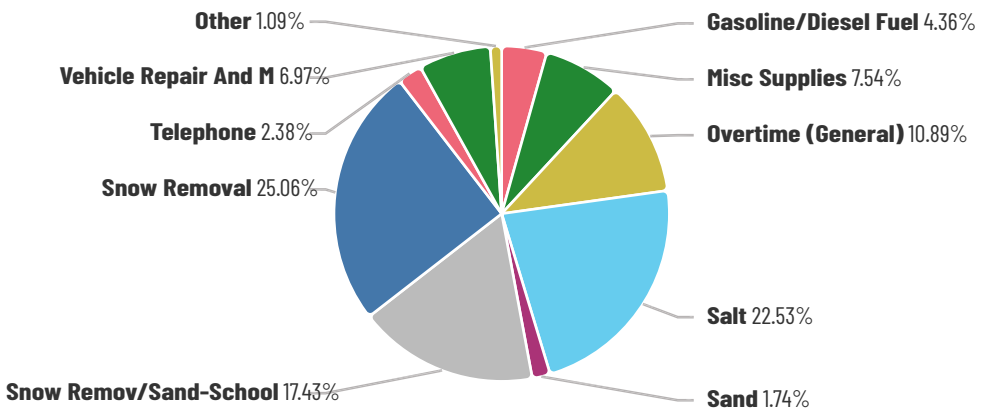
Recent Accomplishments

- Improved oversight of contractor services; increased supervision and spot checking of the condition of city roads during snow events.
- Continued utilization of reverse 911 and web site for up-to-date snow emergency related announcements.
- Continued use of SnowOps software to schedule employees and contractors for storm events and track associated costs.
- The city has contracts with twenty-four (24) contractors who provide 113 vehicles to assist during snow plowing events. Streamlined plowing operation by organizing driver locations and assigning DPS personnel to provide oversight of contractors in their locations. The 113 vehicles include nine (9) sidewalk clearing machines that are always utilized throughout storm events. This equipment is used to keep the downtown sidewalks and school and transit sidewalks passable for commuters and school children.
- Problem plow routes for city and contractor personnel have been identified with complaints being tracked by storm with the goal being to reduce persistent issues at certain locations.
- DPS added a Snow-Central page to our webpage that explains our improved 2020 snow & ice program. The webpage includes an updated

Snow Brochure, information on where to park during snow events, requirements for private sidewalk snow and ice removal, driveway clearing, and the shoveling assistance program. Maps have been created and added that identify road, sidewalk and shared use path plowing priorities, as well as parking locations during snow events.

- 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 number of persistent complaints.
- Identified downtown locations where youth groups could assist the City of Salem in clearing snow at crosswalks.
- Improved GPS tracking of Department of Public Services' fleet to allow for improved response during snow events.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Snow & Ice - Personnel											
14231	5131	Overtime (General)	49,058	98,557	50,000	50,000	50,000	50,000	50,000	0	0.00
			49,058	**98,557**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**0**	**0.00**
Snow & Ice - Expenditures											
14232	5244	Vehicle Repair And M	83,591	129,189	32,000	32,000	32,000	32,000	32,000	0	0.00
14232	5292	Snow Removal	363,803	819,486	115,000	1,605,612	115,000	115,000	115,000	0	0.00
14232	5292S	Snow Remov/Sand-School	47,278	71,858	80,000	80,000	80,000	80,000	80,000	0	0.00
14232	5341	Telephone	8,941	1,921	10,930	10,930	10,930	10,930	10,930	0	0.00
14232	5429	Misc Supplies	49,136	88,199	34,600	34,600	34,600	34,600	34,600	0	0.00
14232	5481	Gasoline/Diesel Fuel	77,031	82,227	20,000	20,000	20,000	20,000	20,000	0	0.00
14232	5534	Salt	166,766	231,547	103,405	103,405	103,405	103,405	103,405	0	0.00
14232	5535	Caclium Chloride	9,819	6,383	5,000	5,000	5,000	5,000	5,000	0	0.00
14232	5536	Sand	2,090	1,462	8,000	8,000	8,000	8,000	8,000	0	0.00
			808,455	**1,432,270**	**408,935**	**1,899,547**	**408,935**	**408,935**	**408,935**	**0**	**0.00**
		Department Total	**857,512**	**1,530,827**	**458,935**	**1,949,547**	**458,935**	**458,935**	**458,935**	**0**	**0.00**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
14232 Snow & Ice-Expenses				
5244 Vehicle Repair And M				
General line for repairs and parts for DPS vehicles in preparation and during winter snow events	32,000	32,000	32,000	32,000
5244 Vehicle Repair And M Total	**32,000**	**32,000**	**32,000**	**32,000**
5292 Snow Removal				
5292S Snow Remov/Sand-School				
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
5292 Snow Removal Total	**115,000**	**115,000**	**115,000**	**115,000**
Snow removal and sanding for school department	80,000	80,000	80,000	80,000
5292S Snow Remov/Sand-School Total	**80,000**	**80,000**	**80,000**	**80,000**
5341 Telephone				
T-Mobile GPS tracking for DPW Trucks 50 Vehicles at $675/ month 12 month (1/3)	10,930	10,930	10,930	10,930
5341 Telephone Total	**10,930**	**10,930**	**10,930**	**10,930**
5429 Misc Supplies				
Aggregate Industries, Benevento and Bronx - Cold patch for potholes	30,600	30,600	30,600	30,600
Home Depot, Permaline, Precision Weather Forecasting, Winer. Parking and warning signs, weather forecasting, etc.	4,000	4,000	4,000	4,000
5429 Misc Supplies Total	**34,600**	**34,600**	**34,600**	**34,600**
5481 Gasoline/Diesel Fuel				
Estimate at $2250.00 per storm x 8 storms	20,000	20,000	20,000	20,000
5481 Gasoline/Diesel Fuel Total	**20,000**	**20,000**	**20,000**	**20,000**
5534 Salt				
Salt product purchased under state bid - $51.00 per ton	103,405	103,405	103,405	103,405
5534 Salt Total	**103,405**	**103,405**	**103,405**	**103,405**
5535 Caclium Chloride				
Fill up of Calcium Chloride Product in tanks 5 Jefferson Ave under state bid	5,000	5,000	5,000	5,000
5535 Caclium Chloride Total	**5,000**	**5,000**	**5,000**	**5,000**
5536 Sand				
Sand product purchased from Aggregate for sanding of streets.	8,000	8,000	8,000	8,000
5536 Sand Total	**8,000**	**8,000**	**8,000**	**8,000**
14232 Snow & Ice-Expenses Total	**408,935**	**408,935**	**408,935**	**408,935**

General Admin

Mission Statement

Why We Exist

The Engineering Department provides technical expertise, guidance and plan review to various city boards and departments for public infrastructure improvements and private development projects. Engineering, through its GIS technician, manages the data associated with its various infrastructure assets including water, sewer, drain, roadways and sidewalks. Engineering is responsible for implementing the city-wide pavement management system, including management of the Chapter 90 paving program, and other state and federally funded roadway re-construction (TIP) projects. In addition, Engineering is also responsible for the city's capital improvement program (CIP) relative to infrastructure and provides guidance from the city's perspective to larger projects/developments. The Engineering Department works cooperatively with the Department of Public Services (DPS) to provide trouble shooting and solutions for infrastructure related concerns. The department also reviews, and issues, street opening, and trench permits for various contractors, including coordination and management of the city's licensed drainlayers. Curb cut permits are initiated in the Engineering Department. Funding for the efforts described herein is derived from the city's general fund. The Engineering Department also includes Water, Sewer and Solid Waste enterprise funds and departments.

Goals and Objectives

- The City will continue advancing design for Boston Street corridor and advocating for state funding through the TIP process.
- Derby Street - Continue design of the phased approach with sidewalk improvements from Orange Street to Hardy Street.
- In addition to Chapter 90 roadway repairs city-wide, the city is anticipating the following major projects to start this year and reach completion in FY2023:

  Derby Street – Anticipate construction starting on next phase of sidewalk improvements from Kosciusko Street to Hardy Street and from Webb Street to Fort Avenue. Final paving between Kosciusko Street and Fort Avenue would be anticipated for 2022 construction season.

  Essex Street – from North/Summer Street to Washington Street.

  Prince Street – with CDBG funding, we anticipate sidewalk construction starting on Prince Street from Leavitt Street to Harbor Street this construction season.

- 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.
- Implementing Complete Streets into all roadway projects to provide safe and accessible options for all travel modes – walking, biking, driving and transit.
- Continue to improve the City-wide roadway improvement program by implementing long term planning of road and sidewalk repairs.
- Continue workflow development and implementation of ViewPoint Cloud forms for other Engineering, Water & Sewer and Trash applications forms used by the Department.
- Review permit applications from SiFi to construct approximately half of the fiberoptic network in the City. Provide observation of the construction work for the fiberoptic installation. Communicate information about the ongoing project to City staff and residents.
- Standardize and update department processes, details, regulations and policies to facility internal efficiency and controls as well as improve communication with developers/contractors.
- Continue to review Laserfiche documents and organize/clean files previously scanned; work toward paperless records keeping and archiving. Scan property water tie cards to make them available to the public thought the Laserfiche public portal.
- Increasing staff support for GIS related to network-level work and working together with IT. This would allow the GID Administrator to focus on work with contractors/consultants/internal and public projects.

How FY 2023 Departmental Goals Relate to City's Overall Long & Short-Term Goals

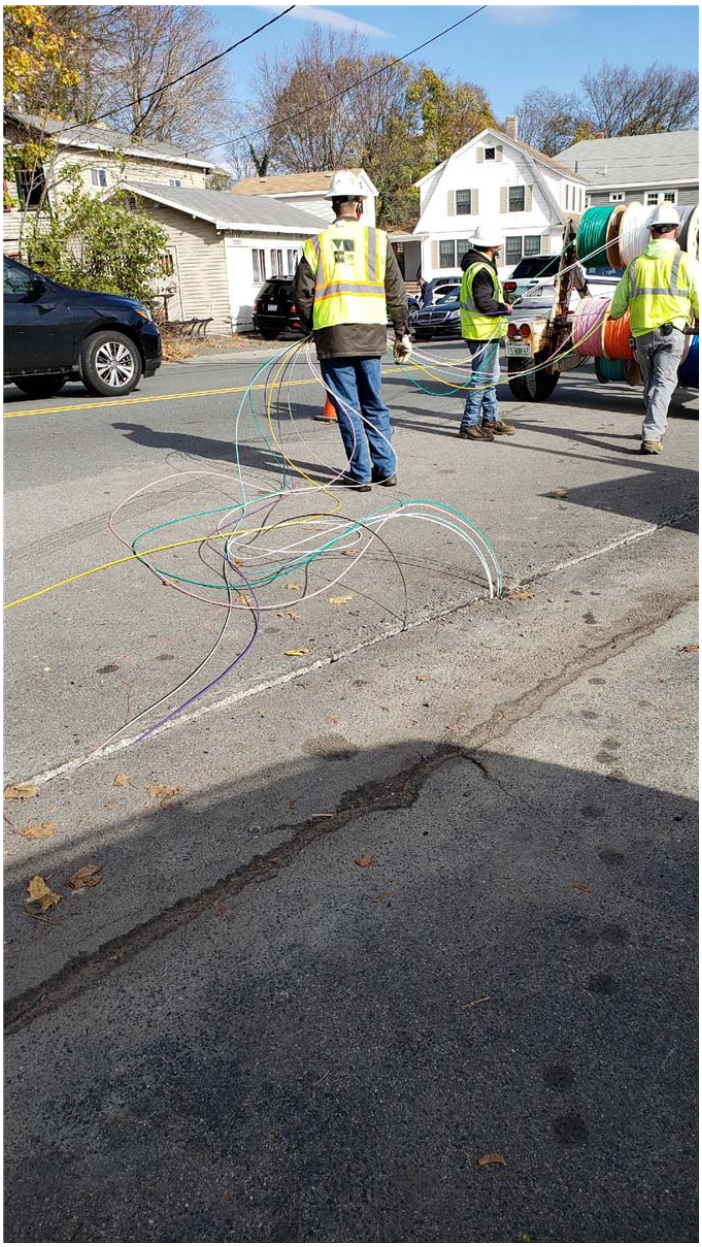
- Both the City's long and short-term goals for sustainable infrastructure will be met with the departments' goals, by reinvesting and rehabilitating the city's roadway, sidewalk, and public way infrastructure.
- The Engineering Department will also continue to provide infrastructure guidance for both city-initiated projects (like park upgrades) as well as private development projects.

Significant Budget & Staffing Changes For FY 2023

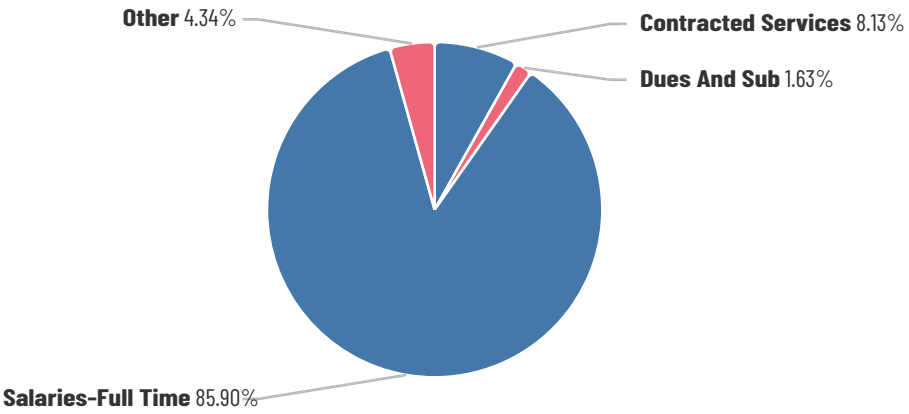
No significant budget changes for FY 2023, but the department did have some staffing changes. A new GIS technician was hired in FY 2022 following the departure of the previous position holder. The department will continue to improve customer relations, city-wide communications and efficiencies related to combining Engineering and DPS.

Recent Accomplishments

- Managed the City-wide paving program – utilizing the pavement management program and Chapter 90 funds. Continuing through the pandemic, we managed bidding Salem's improvements for the City paved roads at a cost of $840,000. Also bidding Salem's improvements for local city sidewalks and road repairs at a cost of $1,500,000.
- With the phased approach to Derby Street Improvements from Orange Street to Fort Avenue, road paving was completed along the Derby Street corridor from Hardy Street to Webb Street. Road construction was completed for around $85,000.
- With Boston Street reconstruction project at 25% design level, we have continued to work with the state on coordinating with all local utility companies, ensuring Salem's continued successful involvement in the TIP program.
- Bridge Street Massworks funded project was brought to substantial completion late Fall of 2021. Project included new sidewalks, share-use path, pedestrian and traffic signals, bio-swale, and road paving between Boston Street and Flint Street.
- Essex Street reconstruction (Washington St to North/Summer St) started in the Winter of 2021/2022 with repairs to underground sidewalk vaults in preparation for road and sidewalk construction starting in the Spring of 2022.
- The Engineering Department in coordination with the Traffic Department, completed construction of the Summer Street, Norman Street, and North Street Roundabout project in the Fall of 2021.
- The TIP funded Canal Street phase 2 bike path construction reached substantial completion in the Fall of 2021.
- Issued over 300 street opening permits and actively involved in review and coordination for over thirty-five (35) development projects, including review and comment on projects before the Planning Board.
- Coordinated with SiFi (city-wide privately funded fiber optic cable network project) relative to City requirements. Worked with SiFi to permit construction of a second pilot which was on Jackson Street, continuing the installation of first pilot. Observed pilot work. Coordinated with SiFi team post-pilot on pilot issues. Discussed extensively with SiFi relative to City requirements for protection of City sidewalks/roadways as well as need for future utility maintenance in areas where fiber optic infrastructure has been installed. Documentation developed as part of the pilot projects will assist the SiFi Team in permit application submission for the city-wide build-out.
- Salem's construction inspector, created in FY 21, has been active providing clerk of works services to the Lighthouses and Life Storage developments as well as being the single of point of contact (SPOC) and inspector for the ongoing SiFi project. For this project, the City's inspector was witness to SiFi's 2nd pilot and is actively involved with providing feedback to ensure compatibility of this infrastructure within the City's Right of Way.
- Evaluating the impacts of a number of large developments on the City's infrastructure and developing an alternative methodology for water, sewer and drainage impacts fees. The new position of construction inspector (funded partially by fees from developers) will supplement clerk of the works efforts currently funded by developers.
- Create, update and maintain GIS data, maps, and interactive web apps/ maps for engineering, DPS, other departments and public viewing.
- Create and support GIS field applications for DPS Staff for viewing municipal utility data and creating new GIS layers for use by DPS.
- Implemented the online permitting system for the Engineering Department and have successfully opened 4 applications to the public including the Street opening permit application, curb cut opening/ sidewalk modification application, application for temporary water use during constructions and backflow design data sheet.



Expenditure by Department



Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022	Estimated FY2023
Number of street permits issued	343	399	550	700	-
Drain layer licenses issued	37	41	42	45	-
Commercial Backflow tests completed	1385	1504	1450	1600	-
Backflow surveys completed	220	276	300	300	-
Number of linear miles streets paved	1.86	2.89	3.5	2	-
Number of linear miles sidewalk reconstructed	2.66	2.34	3.5	2	-
Number of new 5/8 inch meters installed	28	58	20	20	-
Number of over 5/8 inch meters installed	13	7	5	5	-
Number of MIUís installed	565	335	400	500	-
Number of on-site appointments	705	542	600	800	-
Number of meters installed from ARM program	1	2	5	2	-
Troubleshooting on-site visits/drive by	1175	975	1500	1400	-
Tons of trash	10,973	12,004	12,300	12,100	-
Tons of recycling	3,556	3891	4,000	4000	-
Diverting recycling items from waste steam, in tons-CY: Textiles	139	184	200	200	-
E-Waste (includes white goods)	51	45	52	55	-

Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022	Estimated FY2023
Books	67	40	68	70	-
Educational materials distributed by Recycling Coordinator	2,400	2,400	2,600	2,500	-
Cost of Trash disposal	0.85	0.86	0.87	0.95	-
Cost of Recycling disposal	0.3	0.31	0.32	0.32	-
Cost of Trash collection contract, in $ Millions	2.3	2.3	2.45	2.475	-

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
General Admin - Personnel											
14121	5111	Salaries-Full Time	165,616	183,288	155,077	178,685	158,461	158,461	158,461	3,384	2.18
			165,616	**183,288**	**155,077**	**178,685**	**158,461**	**158,461**	**158,461**	**3,384**	**2.18**
General Admin - Expenditures											
14122	5317	Educational Training	721	89	2,500	2,611	2,500	2,500	2,500	0	0.00
14122	5320	Contracted Services	15,225	7,743	10,000	109,000	65,000	15,000	15,000	5,000	50.00
14122	5421	Office Supplies (Gen	914	679	1,500	1,687	1,500	1,500	1,500	0	0.00
14122	5710	In State Travel/Meetings	306	185	800	841	1,000	1,000	1,000	200	25.00
14122	5730	Dues And Sub	2,233	2,054	3,000	3,000	3,000	3,000	3,000	0	0.00
14122	5780	Other Expenses	0	0	0	0	1,500	1,500	1,500	1,500	0.00
14122	5851	Office Equipment	1,417	0	1,500	1,500	1,500	1,500	1,500	0	0.00
			20,816	**10,750**	**19,300**	**118,639**	**76,000**	**26,000**	**26,000**	**6,700**	**34.72**
		Department Total	**186,432**	**194,038**	**174,377**	**297,324**	**234,461**	**184,461**	**184,461**	**10,084**	**5.78**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
DUBINSKY	ELLEN	ADMIN ASSISTANT	9/26/85	57,360.54	1,410.62		0.80		80%	58,907.49	58,907.49	58,907.49
DUHAMEL	DEBORAH	Assistant Engineer	5/28/18	37,223.37	2,153.87		0.34		34%	38,226.88	38,226.88	38,226.88
KNOWLTON	DAVID	City Engineer-DPS Director	5/21/2007	15,589.36	2,555.85		0.12		12%	16,490.14	16,490.14	16,490.14
JOSEFSON	MARIA	GIS	11/01/2021	21,684.02	1,182.70		0.34		34%	20,990.56	20,990.56	20,990.56
SULPRIZIO	MICHAEL	BUSINESS MGR/WTR REG	10/14/2019	23,219.41	1,827.26		0.25		25%	23,845.74	23,845.74	23,845.74
		14121-5111		**155,076.70**			**1.85**		**Total Full Time**	**158,460.81**	**158,460.81**	**158,460.81**
				155,076.70			**1.85**		**Department Total**	**158,460.81**	**158,460.81**	**158,460.81**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**2.26**
	FY 2022	**2.60**
	FY 2023	**1.85**
	Variance 22 vs. 23	**(0.75)**

FTE		
Full-Time Equivalent Employees:	**FY 2021**	**4.96**
	FY 2022	**6.85**
	FY 2023	**6.51**
	Variance 22 vs. 23	**(0.34)**

Grants Detail

Employee Name		Department	Org/Obj	Job Description	FTE	Dept/Grant
KNOWLTON	DAVID	ENGINEERING	14121-5111	City Engineer-DPS Director	0.12	16,428.80
		Engineering-SEWER	600131-5111		0.13	17,277.55
		Engineering-Water	610131-5111		0.13	17,277.55
		Engineering-Trash	620031-5111		0.12	15,948.50
		DPS	14111-5111		0.16	21,264.67
		DPS-Sewer	600031-5111		0.17	22,593.71
		DPS-Water	610031-5111		0.17	22,593.71
VACANT		ENGINEERING	14121-5111	Business Manager/Water Reg	0.25	23,754.38
		SEWER	600131-5111		0.25	23,754.38
		WATER	610131-5111		0.25	23,754.38
		TRASH	620031-5111		0.25	23,754.38

Grants Detail

Employee Name		Department	Org/Obj	Job Description	FTE	Dept/Grant
DUHAMEL	DEBORAH	ENGINEERING	14121-5111	Assistant Engineer	0.34	38,080.53
		SEWER	600131-5111		0.33	36,960.41
		WATER	610131-5111		0.33	36,960.41
DUBINSKY	ELLEN	ENGINEERING	14121-5111	ADMIN ASSISTANT	0.80	58,681.79
		SEWER	600131-5111		0.10	7,335.22
		WATER	610131-5111		0.10	7,335.22
JOSEFSON	MARIA	ENGINEERING	14121-5111	GIS	0.34	20,910.14
		SEWER	600131-5111		0.33	20,295.13
		WATER	610131-5111		0.33	20,295.13
RECINOS	GIOVANNA	Capital Projects	Varies	CLERK OF WORKS	1.00	61,141.01
IDE	JENNIFER	Capital Projects	Varies	Director of Capital Projects and Sustainability	0.50	107,624.96
CARROLL	JAY	Capital Projects	Varies	PROJECT ENGINEER	1.00	98,184.75
CRIPPS	CHERYL	SEWER	600131-5111	SECRETARY	0.33	16,885.78
		WATER	610131-5111		0.33	16,885.78
		TRASH	620031-5111		0.34	17,397.47
GUGLIELMI	MICIELA	RECYCLING GRANT	25433-5111	Waste Reduction Coordinator	1.00	61,500.00
Co-Op		Co-Op/Intern	600131-5111	Co-op/Imtern	0.34	1,858.67
			610131-5111		0.33	1,804.00
			620031-5111		0.33	2,256.58

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
14122 Engineering-Expenses				
5317 Educational Training				
APWA National Congress	1,000	1,000	1,000	1,000
Management training seminars, exhibits, and training opportunities	1,500	1,500	1,500	1,500
5317 Educational Training Total	**2,500**	**2,500**	**2,500**	**2,500**
5320 Contracted Services				
Interpretation services for code red, meeting notices etc.	0	5,000	5,000	5,000
Ordinance review	0	50,000	0	0
Program Support	10,000	10,000	10,000	10,000
5320 Contracted Services Total	**10,000**	**65,000**	**15,000**	**15,000**
5421 Office Supplies (Gen				
General office supplies as needed	1,500	1,500	1,500	1,500
5421 Office Supplies (Gen Total	**1,500**	**1,500**	**1,500**	**1,500**
5710 In State Travel/Meetings				
Tolls, Parking, Seminars, Seminars on Stormwater, etc.	800	1,000	1,000	1,000
5710 In State Travel/Meetings Total	**800**	**1,000**	**1,000**	**1,000**
5730 Dues And Sub				
ENR, American Society of Civil Engineers, Essex County Highway Assoc., Mass Highway, MMAAA	3,000	3,000	3,000	3,000
5730 Dues And Sub Total	**3,000**	**3,000**	**3,000**	**3,000**
5780 Other Expenses				
Staff apparel for office staff and field staff.	0	1,500	1,500	1,500
5780 Other Expenses Total	**0**	**1,500**	**1,500**	**1,500**
5851 Office Equipment				
Equipment, toner, computer supplies, etc.	1,500	1,500	1,500	1,500
5851 Office Equipment Total	**1,500**	**1,500**	**1,500**	**1,500**
14122 Engineering-Expenses Total	**19,300**	**76,000**	**26,000**	**26,000**

General Admin

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.

Goals and Objectives

- Update the 7 year Open Space Master Plan for the City
- Continued design work on Palmer Cove phase II
- Continued design work on Pioneer Village relocation site
- Continue collaboration with Salem States Office of Civic Engagement and Sherriff's department for park improvement projects
- Revitalize Dog Park Board Members with added members who are frequent users of the Park
- Continue to enhance the Park Ranger program for our most utilized Parks
- Continue to produce a monthly newsletter highlighting upcoming programs (emailed to all registered participants, posted on our web + FB page)
- Work in collaboration with local organizations, agencies, and schools to provide a comprehensive list of available recreational programs for Salem teens.
- Secure funding for enrichment programs at both Palmer Cove and Mack Park.
- To grow our teen and youth offerings through Coast to Coast Paddle.
- To expand our Summer Playground Program in include programs at various playgrounds.
- To continue to create and implement outdoors programs, keeping both staff and participants safe.
- Continue to collaborate with the Salem Public Schools to utilize their gym space for evening programs.
- Improved our website to make it more user friendly and encourage residents to register for activities/programs via 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.
- 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 of interest to adults.
- To continue to work with Park Foreman to Establish a priority list and maintenance plan – short and long term for parks and playgrounds.
- Continue to expand and improve our offsite program venues and provide more family orientated programs.
- Friends of Park and Recreation Golf Tournament (3nd annual event) fundraiser.

How FY 2023 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".* 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.
- **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.".*
- **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.

- **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.

Significant Budget & Staffing Changes For FY 2023

No Changes

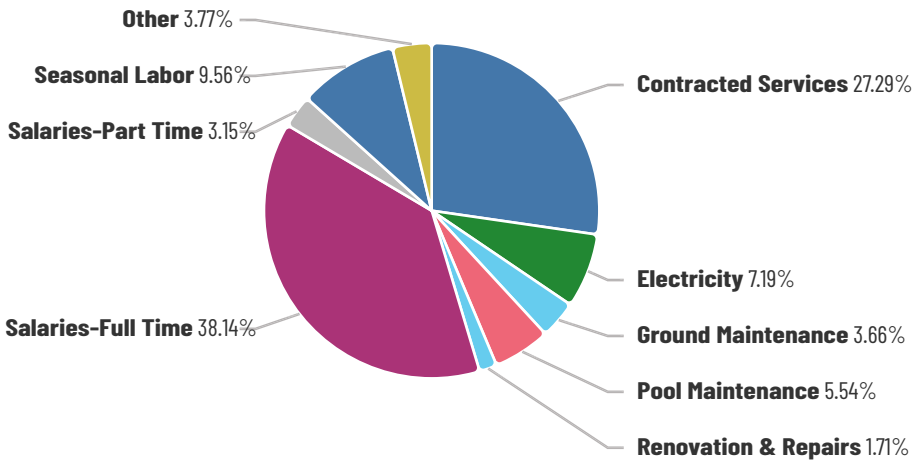
Recent Accomplishments

- Completion of Bertram Field Facility project with state-of-the-art locker room, training room, coaches room and concessions stand
- Substantial completion of Forest River Pool project -anticipated Ribbon cutting in June 2022
- Substantial completion of Gallows baseball field and surrounding rain gardens.
- Updates to Mack Park House Electrical systems
- Significant work aerating, super-seeding and restoring grass at McGrath Park in partnership with Salem Youth Soccer
- Irrigation system overhaul at Memorial Field completed
- Upgrades to Accessible Entrances to the Salem Common with Installation of 8 new benches (4 ADA)
- Accessible beach mat installed at Dead Horse beach
- With the ongoing COVID-19 pandemic, we continued to work to create and implement outdoor programs that are safe for both participants and staff following all public health guidelines set forth by the state our and local health department.
- Partnered with B & S Fitness to provide 3 sessions of Cross Fit for Teens free to Salem teens.
- Collaborative with Spaulding Adaptive Rehabilitation to offer adaptive recreation programs at the CLC and Parks
- Continue to grow our Pickleball Program to include teen and adult lessons from Spring to Fall at both the Collins Cove and Salem High School courts.
- The Friends of Salem Woods offers their free Saturday morning hikes through Salem Woods on the first Saturday of each month April – November.
- 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 Mack Park. This year our programs included both Girls and Boys Lacrosse, After School Drama, Hip Hop, Volleyball Clinic Saturday Morning Art Classes, a week- long Art Workshop and Yoga and Meditation.
- Offered a free 3- hour Summer Playground Program during the summer of 2021. Staff traveled to 12 different Salem playgrounds to offer traditional playground crafts and games.
- Collaborated with the Ipswich River Watershed Floating Classroom to provide nature and conservation activities to the children in our playground programs.
- Continued to work with Coast to Coast Paddle to offer and expand paddle board lessons at the Salem Willows. We offered 8 weeks of Kids Paddle and 2 weeks of Teen Paddle at full capacity (10) each week. This was a total of 100 individual lessons.
- Utilized Salem Willows and Winter Island as outdoor locations to provide an early morning and sunset yoga programs.
- Our Junior Scientist and Artist Club held their programs at Pioneer Village and the Forest River Conservation Area this summer. Children participated in a two-day session that included investigating nature at Pioneer Village, learning about common herbs planted in the garden and creating contain-

ers for an egg drop and expanded to include a future artist option for teen specific offerings.

- Our youth and adult tennis programs at Salem High School were filled to capacity this summer.
- Continued to partner with the Salem High Golf Team and coaches to provide a Junior Golf League at Olde Salem Greens.
- The deck at Olde Salem Greens Golf Course, WI function hall, and Salem Willows Shell served as locations for outdoor painting classes for all ages.
- Worked with local dance instructor, Greg Coles, to provide Pop Up Salsa lessons at the Salem Ferry Landing and Charlotte Forten Park.
- Worked with Salem State University students in the Recreation Management Department to coordinate free youth programs and clinics this year. Offerings included a Skateboard Clinic, Basketball Clinic, Kickball, Ping Pong, and a program for younger children titled "Learning Creativity Through Expression"
- Held our 1st Family Bingo Game at Charlotte Forten Park.
- Collaborated with the Salem Public Schools Summer Meals Program to offer crafts and face painting during some meal distributions at Mary Jane Lee Park.
- Took full advantage of the beautiful trails in Salem Woods to offer Youth and Teen Hikes during the fall and winter.
- Continued a collaboration with Code Wiz to provide coding classes to youth ages 7-17.
- Organized online contests through our Facebook page.
- Partnered with the House of the Seven Gables to offer activities during the Salem So Sweet Festival.
- Partnered with our Veterans' Services Department to organize a Valentine's for Veteran's program.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
General Admin - Personnel											
16501	5111	Salaries-Full Time	250,132	243,685	256,159	243,159	313,812	312,812	312,812	56,653	22.12
16501	5113	Salaries-Part Time	0	0	17,344	17,344	25,826	25,826	25,826	8,482	48.90
16501	5118	Seasonal Labor	57,064	27,401	74,914	74,914	83,421	78,419	78,419	3,505	4.68
16501	5131	Overtime (General)	1,254	0	2,000	2,000	2,000	2,000	2,000	0	0.00
			308,451	**271,086**	**350,417**	**337,417**	**425,059**	**419,057**	**419,057**	**68,640**	**19.59**
General Admin - Expenditures											
16502	5211	Electricity	28,139	26,061	39,000	49,246	59,000	59,000	59,000	20,000	51.28
16502	5217	Gas/Oil Heat	3,384	3,454	3,500	14,086	3,500	3,500	3,500	0	0.00
16502	5249	Park & Ground Maint	21,008	20,584	22,000	25,395	30,000	30,000	30,000	8,000	36.36
16502	5251	Utility Serv Rep & M	0	265	600	600	600	600	600	0	0.00
16502	5320	Contracted Services	82,167	104,837	201,175	197,809	223,800	223,800	223,800	22,625	11.25
16502	5341	Telephone	808	799	3,500	3,776	3,500	3,500	3,500	0	0.00
16502	5352	Pool Maintenance	0	0	0	0	48,400	45,400	45,400	45,400	0.00
16502	5381	Printing And Binding	0	839	1,000	1,493	1,800	1,800	1,800	800	80.00
16502	5421	Office Supplies (Gen	4,595	4,033	5,000	4,757	5,000	5,000	5,000	0	0.00
16502	5588	Recreational Supplie	2,804	8,985	12,000	13,389	12,000	12,000	12,000	0	0.00
16502	5710	In State Travel/Meetings	0	0	700	700	700	700	700	0	0.00
16502	5730	Dues And Sub	989	1,321	1,850	1,850	1,850	1,850	1,850	0	0.00
16502	5846	Renovation & Repairs	7,910	8,011	10,000	10,011	15,000	14,000	14,000	4,000	40.00
16502	5860	Equipment	0	0	0	3,549	0	0	0	0	0.00
			151,804	**179,190**	**300,325**	**326,660**	**405,150**	**401,150**	**401,150**	**100,825**	**33.57**
		Department Total	**460,256**	**450,276**	**650,742**	**664,077**	**830,209**	**820,207**	**820,207**	**169,465**	**26.04**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
BUONFIGLIO	CYNTHIA	RECEPTIONIST	9/8/2017	3,611.05	69.31		0.11	1	11%	3,617.98	3,617.98	3,617.98
CANDELARIA	JOSEPH	FACILITIES MANAGER	3/21/2017	47,209.00	922.67		0.70	1	70%	48,163.37	48,163.37	48,163.37
ROBITAILLE	CAROLINE	REC ACTIVITIES ASST	6/25/2018	36,818.55	778.61		1.00	1	100%	41,643.44	40,643.44	40,643.44
SACCO	EILEEN	P/R COMMISSION CLERK		1,200.00	1,200.00	B		12	12	1,200.00	1,200.00	1,200.00
MCCARTHY	KATHLEEN	PROGRAM MANAGER	6/11/2015	21,575.55	420.20		0.33	1	33%	22,044.11	22,044.11	22,044.11
OBRIEN	PATRICIA	SUPERINTENDENT	4/4/2016	93,860.23	1,846.58		1.00	1	100%	96,873.44	96,873.44	96,873.44
NEW		FOREST RIVER MANAGER					1.00			52,000.00	52,000.00	52,000.00
											-	-
		AFSCME		51,884.83			1.00		Total AFSCME 1818	48,269.34	48,269.34	48,269.34
		16501-5111		**256,159.21**			**5.14**		**Total Full Time**	**313,811.68**	**312,811.68**	**312,811.68**
		PT Custodian		6,493.15	14.25			19	hours per wk	14,133.15	14,133.15	14,133.15
		PT Support Staff		10,850.35	16.00			14	hours per wk	11,692.80	11,692.80	11,692.80
		16501-5113		**17,343.50**					**Total Part Time**	**25,825.95**	**25,825.95**	**25,825.95**
								Hours	Weeks			
		LEAGUE DIRECTOR		5,500.00	14.25	P				5,500.00	5,500.00	5,500.00
		FOREST RIVER MAINTENANCE		5,600.00	14.25	P		48	15.5	10,602.00	5,600.00	5,600.00
		PARK INSTRUCTORS		17,012.00	14.50			4	10	17,012.00	17,012.00	17,012.00
		SUMMER SITE COORD		6,500.00	14.25					6,500.00	6,500.00	6,500.00
		BASKETBALL REFS (Formally from Revolving Fund)		6,400.00	16.00			8	64	8,192.00	8,192.00	8,192.00
		WILLOWS LABOR		14,250.00	15.50	P		38	25	14,725.00	14,725.00	14,725.00
		PARK RANGERS - WKE		7,812.00	20.00	P		28	15.5	8,680.00	8,680.00	8,680.00
		REC LABOR		11,840.00	16.50	P		20	37	12,210.00	12,210.00	12,210.00
		16501-5118		**74,914.00**					**Total Seasonal**	**83,421.00**	**78,419.00**	**78,419.00**
		OVERTIME		2,000.00	2,000.00					2,000.00	2,000.00	2,000.00
		16501-5131		**2,000.00**					**Total Other**	**2,000.00**	**2,000.00**	**2,000.00**
				350,416.71			**5.14**		**Department Total**	**425,058.63**	**419,056.63**	**419,056.63**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**4.14**
	FY 2022	**4.14**
	FY 2023	**5.14**
	Variance 22 vs. 23	**1.00**

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases					Dept Req FY2023	Mayor FY2023	Council Voted FY2023
									Step	Date	Rate	# Weeks Old	# Weeks New			
FORGIONE	CLAUDIA	PRINCIPAL CLERK	6/1/17	2	51,884.83	-	-	-	3					-	-	-
ESPINOSA	WENDOLYN	PRINCIPAL CLERK	10/18/21	2		1.00	924.70	48,269.34	1					48,269.34	48,269.34	48,269.34
					51,884.83	**1.00**		**-**						**48,269.34**	**48,269.34**	**48,269.34**

Grants Detail

Employee Name		Department	Org/Obj	Job Description	FTE	Dept/Grant
CANDELARIA	JOSEPH	Rec Budget	16501-5111	FACILITIES MANAGER	0.70	46,808.58
		Golf Budget	16511-5111		0.15	10,030.41
		Witch House Budget	16521-5111		0.15	10,030.41
BUONFIGLIO	CYNTHIA	Rec Budget	16501-5111	RECEPTIONIST	0.11	3,712.47
		COA Budget	15411-5111		0.89	30,037.29
MCCARTHY	KATHLEEN	COA Budget	15411-5111	PROGRAM MANAGER	0.67	43,281.09
		Rec Budget	16501-5111		0.33	21,317.55

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
16502 Recreation-Expenses				
5211 Electricity				
Utility costs for all meters associated with Park and Rec land	39,000	59,000	59,000	59,000
5211 Electricity Total	**39,000**	**59,000**	**59,000**	**59,000**
5217 Gas/Oil Heat				
Gas, Mack Park Garage, Forest River, Leavitt Street, Oil Heat, Mack Park Office, Forest River Caretakers, Gallows Hill Caretakers, Leavitt St, All Energy, Boston Gas	3,500	0	0	0
Mack Park Garage / Park Houses for oil delivery if vacant, yearly maintenance	0	3,500	3,500	3,500
5217 Gas/Oil Heat Total	**3,500**	**3,500**	**3,500**	**3,500**
5249 Park & Ground Maint				
Paper & janitorial supplies for park restrooms, misc. hardware, basketball & soccer netting, backboards, field paint, turfus, chemicals for weeding playground safe chemicals for weeding, wood for repair of benches, playground certified mulch etc.	22,000	30,000	30,000	30,000
5249 Park & Ground Maint Total	**22,000**	**30,000**	**30,000**	**30,000**
5251 Utility Serv Rep & M				
Service Repairs, Alarms Repairs	0	600	600	600
Service Repairs, Alarms Repairs, water, yearly furnace cleaning for Park properties	600	0	0	0
5251 Utility Serv Rep & M Total	**600**	**600**	**600**	**600**
5320 Contracted Services				
Cleaning Services for Mack Park, McGrath, Forest River, Willows	12,000	0	0	0
Porto potty rentals	0	800	800	800
Weston and Sampson Pool Service Company	28,000	0	0	0
YMCA - Beach staffing	116,175	42,000	42,000	42,000
YMCA - Pool Program Servcies	45,000	181,000	181,000	181,000
5320 Contracted Services Total	**201,175**	**223,800**	**223,800**	**223,800**
5341 Telephone				
All Park & Rec Telephone Lines, Parks, Pool, Garage, Kernwood Credit Card lines & Faxes	3,500	3,500	3,500	3,500
5341 Telephone Total	**3,500**	**3,500**	**3,500**	**3,500**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5352 Pool Maintenance				
Building Repair/Maintenance	0	3,000	3,000	3,000
Comcast	0	1,000	1,000	1,000
CPO	0	400	400	400
Estimated Chemical Cost / Misc supplies	0	25,000	22,000	22,000
Professional Cleaning Bathroom and showers once a month, cleaning, stock, supplies	0	14,000	14,000	14,000
Weston and Samson	0	5,000	5,000	5,000
5352 Pool Maintenance Total	**0**	**48,400**	**45,400**	**45,400**
5381 Printing And Binding				
Letterhead, Envelopes, Brochures, Park Stickers, etc...	1,000	1,800	1,800	1,800
5381 Printing And Binding Total	**1,000**	**1,800**	**1,800**	**1,800**
5421 Office Supplies (Gen				
General Office supplies as needed	5,000	5,000	5,000	5,000
5421 Office Supplies (Gen Total	**5,000**	**5,000**	**5,000**	**5,000**
5588 Recreational Supplie				
Athletic Supplies (Balls, nets, Etc..),	6,000	6,000	6,000	6,000
Miscellaneous supplies needed (replacement swings, etc.)	6,000	6,000	6,000	6,000
5588 Recreational Supplie Total	**12,000**	**12,000**	**12,000**	**12,000**
5710 In State Travel/Meetings				
(Mileage, registration, food)	700	700	700	700
5710 In State Travel/Meetings Total	**700**	**700**	**700**	**700**
5730 Dues And Sub				
National Park and Recreation Association	650	650	650	650
Salem Chamber of Commerce, Annual Dues, Subscriptions, etc.. . . .	1,200	0	0	0
Salem Chamber of Commerce, Annual Dues, Subscriptions, etc...	0	1,200	1,200	1,200
5730 Dues And Sub Total	**1,850**	**1,850**	**1,850**	**1,850**
5846 Renovation & Repairs				
Hardware Supplies & Equipment, Plumbing, Electrical, etc.. Needed for upkeep of all Parks Buildings, houses, Garages, Kernwood Marina, Willows Cottages, etc. Renovations of all parks	10,000	10,000	9,000	9,000
Updates, Upgrades, Emergency repairs to the Park rental houses	0	5,000	5,000	5,000
5846 Renovation & Repairs Total	**10,000**	**15,000**	**14,000**	**14,000**
16502 Recreation-Expenses Total	**300,325**	**405,150**	**401,150**	**401,150**

Golf Course

Mission Statement

Why We Exist

The mission of Olde Salem Greens Golf Course is to provide an excellent golfing experience at a reasonable price, while promoting friendly relationships within our community. Also promoting the learning of golf to all from Salem and surrounding communities.

Goals and Objectives

- Improve and increase pro shop merchandise for resale. $10,000 has been transferred into the golf course budget from golf course receipt reserves.
- Change golf fleet over to electric and install charging stations.
- Complete 2nd phase of cart path installation. Including in house prep/restorations: Tree brush clearing at 4th green and 6th fairway. By the spring of 2023.
- Finish installation of new back tee on the 9th hole. By the summer of 2022.
- Seed and grow in construction areas from the 1st phase cart path project. Spring of 2022.
- Replace granite tee marker at 9. By fall of 2022.
- Install new brook crossing bridges at the 6th fairway. Spring of 2022.
- Have a gas and diesel fueling station installed at the maintenance building. Estimated cost $135.000, by the spring of 2023.
- Pressure wash and stain the clubhouse. Estimated cost $30,000, by the fall of 2022

How FY 2023 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.

Significant Budget & Staffing Changes For FY 2023

- No significant staffing changes.

Recent Accomplishments

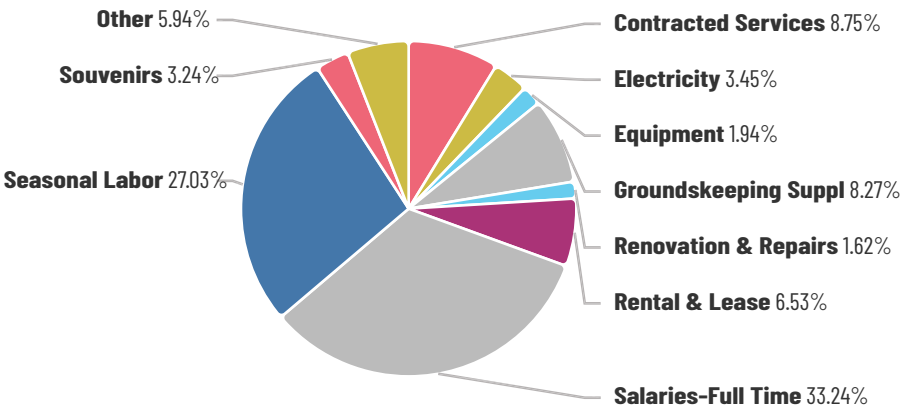
- Opened successfully under Covid 19 restrictions. Catered to new patrons due to Covid 19 and increased rounds and revenue.
- Continued improvements to our turf maintenance program for improved conditions.
- Continued to improve our existing irrigation system by replacing outdated parts.
- Expanded greens complexes closer to their original size and shape.
- Purchased a new Fairway mower to replace old worn-out unit.
- Purchased a new tractor with loader/backhoe attachments.

- Completed 1st phase of cart path installations. Including in house projects tied to the cart path installations:

  Irrigation updates at clubhouse, 1st tee, 2nd tee, 5th green, 7th fairway, 8th ladies' tee. Tree/brush clearing at the 1st tee, 2nd/9th tees, 5th fairway/green, 6th fairway/green and 9th fairway. Expanded the back of the 5th green. Expanded and renovated 2nd tee area. Continued building a new forward 2nd tee. Constructed a new back tee on hole 9. Shaped road and berm at 6th green/7th tee for creating a future path up to a back 7th tee. Prepped green surrounds for sod around the 5th & 6th. Extended drainage at 7th fairway and 8th tee.

- Renovated bunker at the left of 4 green back to its original size.
- Installed drainage to the right of 5 green.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Golf Course - Personnel											
16511	5111	Salaries-Full Time	191,601	181,097	143,351	143,351	207,402	205,481	205,481	62,130	43.34
16511	5118	Seasonal Labor	121,496	133,314	155,906	155,412	167,040	167,040	167,040	11,134	7.14
16511	5131	Overtime (General)	5,485	9,174	6,000	6,494	6,000	6,000	6,000	0	0.00
			318,582	**323,585**	**305,257**	**305,257**	**380,442**	**378,521**	**378,521**	**73,264**	**24.00**
Golf Course - Expenditures											
16512	5211	Electricity	14,172	18,530	21,300	20,100	21,300	21,300	21,300	0	0.00
16512	5217	Gas/Oil Heat	6,072	5,131	7,700	9,968	8,700	8,700	8,700	1,000	12.99
16512	5270	Rental & Lease	52,474	27,723	37,500	43,698	40,350	40,350	40,350	2,850	7.60
16512	5320	Contracted Services	40,616	50,609	54,078	58,570	54,078	54,078	54,078	0	0.00
16512	5341	Telephone	3,484	3,497	3,500	6,000	5,100	5,100	5,100	1,600	45.71
16512	5354	Irrigation System Ma	5,997	5,819	6,000	6,183	7,200	7,200	7,200	1,200	20.00
16512	5421	Office Supplies (Gen	2,756	2,797	3,000	3,218	3,820	3,000	3,000	0	0.00
16512	5431	Bldg Rep/Maint Suppl	4,327	4,500	4,500	7,000	5,200	4,700	4,700	200	4.44
16512	5461	Groundskeeping Suppl	39,516	41,032	44,500	51,135	53,100	51,135	51,135	6,635	14.91
16512	5581	Souvenirs/Merchandise	14,823	16,607	16,000	26,181	20,000	20,000	20,000	4,000	25.00
16512	5710	In State Travel/Meetings	137	255	900	900	900	900	900	0	0.00
16512	5730	Dues And Sub	952	744	1,000	1,000	1,100	1,100	1,100	100	10.00
16512	5846	Renovation & Repairs	10,476	9,281	9,000	12,812	10,000	10,000	10,000	1,000	11.11
16512	5860	Equipment	11,170	20,337	12,000	21,276	12,000	12,000	12,000	0	0.00
			206,973	**206,861**	**220,978**	**268,041**	**242,848**	**239,563**	**239,563**	**18,585**	**8.41**
		Department Total	**525,555**	**530,446**	**526,235**	**573,298**	**623,290**	**618,084**	**618,084**	**91,849**	**17.45**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
CANDELARIA	JOSEPH	FACILITIES MANAGER		10,266.07	197.71		0.15	1	15%	10,320.46	10,320.46	10,320.46
LEVER	PAUL	GOLF COURSE SUPT	04301983	77,280.45	1,520.39		1.00	1	100%	83,220.97	81,300.40	81,300.40
		AFSCME		55,804.31			2.00		Total AFSCME 1818	113,860.18	113,860.18	113,860.18
		16511-5111		**143,350.83**			**3.15**		**Total Full Time**	**207,401.61**	**205,481.04**	**205,481.04**
		PT Mechanic						19	46	18,354.00	-	
		16511-5113		**-**	**-**				**Total Part-Time**	**18,354.00**	**-**	
		LABORERS		44,590.50	45,386.25	P		91	35	47,775.00	47,775.00	47,775.00
		LABORERS		17,920.60	18,240.00	P		32	40	19,200.00	19,200.00	19,200.00
		CARTS		16,464.72	16,758.00	P		42	28	17,640.00	17,640.00	17,640.00
		STARTER		33,417.76	34,014.75	P		77	31	35,805.00	35,805.00	35,805.00
		CASHIER		28,224.24	28,728.00	P		63	32	30,240.00	30,240.00	30,240.00
		RANGER		15,288.17	15,561.00	P		42	26	16,380.00	16,380.00	16,380.00
		16511-5118		**155,906.00**	**158,688.00**				**Total Seasonal**	**167,040.00**	**167,040.00**	**167,040.00**
		OVERTIME		6,000.00	6,000.00					6,000.00	6,000.00	6,000.00
		16511-5131		**6,000.00**					**Total Overtime**	**6,000.00**	**6,000.00**	**6,000.00**
				305,256.83			**3.15**		**Department Total**	**398,795.61**	**378,521.04**	**378,521.04**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**3.15**
	FY 2022	**3.15**
	FY 2023	**3.15**
	Variance 22 vs. 23	**0.00**

Union Detail

Employee Name	Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases					Dept Req FY2023	Mayor FY2023	Council Voted FY2023
								Step	Date	Rate	# Weeks Old	# Weeks New			
GALLAGHER MICHAEL	Sr Pesticide/ Groundskeeper	4/17/07	1	55,804.31	1.00	1,092.52	57,029.54	3					57,029.54	57,029.54	57,029.54
VACANT	Mechanic				1.00								56,830.64	56,830.64	56,830.64
				55,804.31	**2.00**		**57,029.54**						**113,860.18**	**113,860.18**	**113,860.18**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
16512 Golf Course-Expenses				
5211 Electricity				
Golf Course, Willson Street Lights around Rotary and up the Hill, Clubhouse, workshop & Garage	21,300	21,300	21,300	21,300
5211 Electricity Total	**21,300**	**21,300**	**21,300**	**21,300**
5217 Gas/Oil Heat				
Heating Oil for Maintenance Building 1000 gal/year	0	3,000	3,000	3,000
Natural Gas for Club House Heat	7,700	5,700	5,700	5,700
5217 Gas/Oil Heat Total	**7,700**	**8,700**	**8,700**	**8,700**
5270 Rental & Lease				
Golf Cars Lease Contract	37,500	38,500	38,500	38,500
Compressor Rental for blowing out irrigation System	0	350	350	350
Maintenance/Repairs for Leased Golf Carts	0	1,500	1,500	1,500
5270 Rental & Lease Total	**37,500**	**40,350**	**40,350**	**40,350**
5320 Contracted Services				
Alarm	3,300	0	0	0
Comcast - IT support - POS system	1,200	0	0	0
Golf Manager	38,720	0	0	0
Porta-potty services	1,200	0	0	0
Seasonal Cleaning Service	9,658	0	0	0
Contracted Services	0	54,078	54,078	54,078
5320 Contracted Services Total	**54,078**	**54,078**	**54,078**	**54,078**
5341 Telephone				
Phone/Internet,/TV- Clubhouse, Register, Computers, Maintenance Bldg	3,500	5,100	5,100	5,100
5341 Telephone Total	**3,500**	**5,100**	**5,100**	**5,100**
5354 Irrigation System Ma				
Irrigation Parts, PVC, Sprinker heads, wiring, valves, electronics.	6,000	7,200	7,200	7,200
5354 Irrigation System Ma Total	**6,000**	**7,200**	**7,200**	**7,200**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5421 Office Supplies (Gen				
Copier Paper, Printing of Tickets, Paper, Pens, Toner Cartridges, Register Tape, membership Cert. WB Mason	3,000	0	0	0
Copier Paper, Printing of Tickets, Paper, Pens, Toner Cartridges, Register Tape, membership Cert. WB Mason	0	3,000	2,180	2,180
My Rec.com Software $67.83/month	0	820	820	820
5421 Office Supplies (Gen Total	**3,000**	**3,820**	**3,000**	**3,000**
5431 Bldg Rep/Maint Suppl				
General upkeep for Clubhouse, Workshop, and Garages repaired and maintained	4,500	5,000	4,500	4,500
Fire Extinguisher Service	0	200	200	200
5431 Bldg Rep/Maint Suppl Total	**4,500**	**5,200**	**4,700**	**4,700**
5461 Groundskeeping Suppl				
Groundskeeping Supplies, fertilizer, loam, mulch, chemicals, grass seeds, flowers, trees, etc.	38,000	0	0	0
Yearly Pesticide and fertilizer program	6,500	0	0	0
Bunker Sand 2 Tractor trailer loads	0	2,600	2,600	2,600
Greens topdressing sand, Tee Divot mix, Black Sand, Loam	0	6,500	6,500	6,500
Groundskeeping Supplies- Pesticides, fertilizer, grass seed. Pesticides- $25,000 Fertilizer- $15,000 Seed- $4000	0	44,000	42,035	42,035
5461 Groundskeeping Suppl Total	**44,500**	**53,100**	**51,135**	**51,135**
5581 Souvenirs/Merchandise				
ProShop Merchandise for resale. Budget $16,000 This line is funded through R/Res transfers during the year. FY2022- R/Res requested another $10,000	16,000	0	0	0
ProShop Merchandise for resale. Budget $16,000 This line is funded through R/Res transfers during the year. FY2022- R/Res requested another $10,000	0	20,000	20,000	20,000
5581 Souvenirs/Merchandise Total	**16,000**	**20,000**	**20,000**	**20,000**
5710 In State Travel/Meetings				
Reimbursement of superintendents private vehicle use. Seminar reimbursement.	900	900	900	900
5710 In State Travel/Meetings Total	**900**	**900**	**900**	**900**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5730 Dues And Sub				
Licenses & Dues Pesticide License $153.52 GCSAA Dues $430 GCSANE Dues $205 Hoisting License $250	1,000	0	0	0
Licenses & Dues Pesticide License $153.52 GCSAA Dues $430 GCSANE Dues $205 Hoisting License $250	0	1,100	1,100	1,100
5730 Dues And Sub Total	**1,000**	**1,100**	**1,100**	**1,100**
5846 Renovation & Repairs				
Maintenance of all Golf Course Equipment - Equipment Repair/service Parts, vehicle repairs, hardware, tools.	9,000	10,000	10,000	10,000
5846 Renovation & Repairs Total	**9,000**	**10,000**	**10,000**	**10,000**
5860 Equipment				
New Equipment needed to maintain the Golf Course. Blowers, string trimmers, chainsaws, tools. Specialty golf course equipment.	12,000	12,000	12,000	12,000
5860 Equipment Total	**12,000**	**12,000**	**12,000**	**12,000**
16512 Golf Course-Expenses Total	**220,978**	**242,848**	**239,563**	**239,563**

Witch House

Mission Statement

Why We Exist

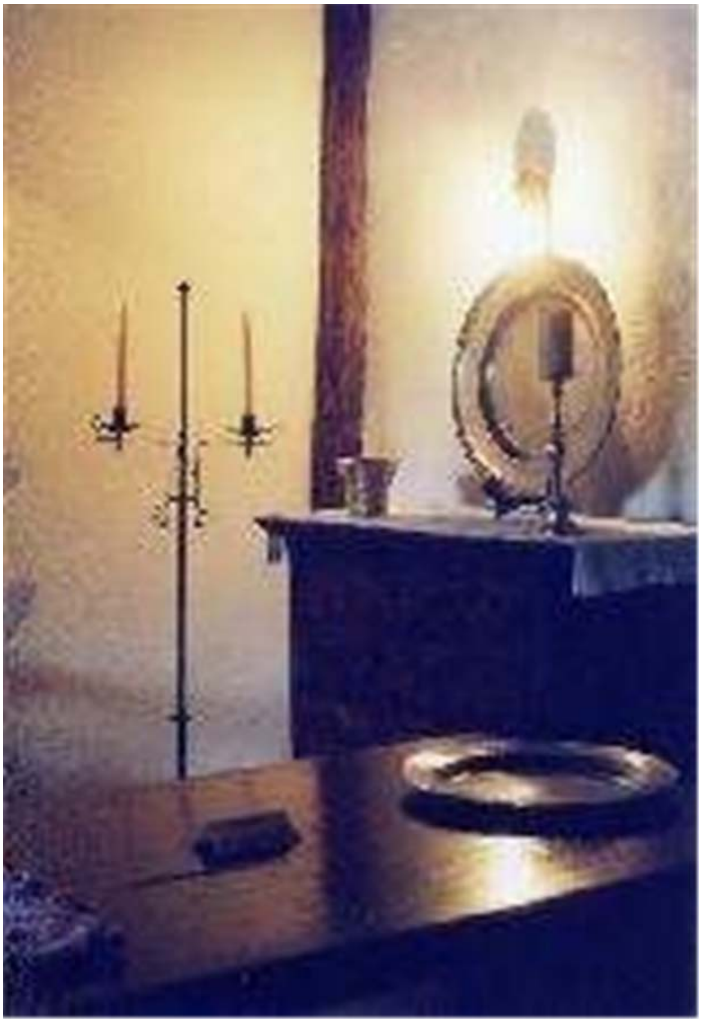
The Witch House, a property of the City of Salem Park and Recreation Department, is a historic site offering public tours, educational programs, and historical interpretation. It is dedicated to preserving and interpreting the social history and material culture of the seventeenth century, as well as 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.

Goals and Objectives

- To return to normal operations.
- To repopulate the calendar with in-person events and programming opportunities.
- To design and implement an Augmented Reality (AR) tour of the museum that would enhance our visitor experience.

How FY 2023 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:** To design and implement an Augmented Reality (AR) tour of the museum that would enhance our visitor experience. Such a multi-media installation would allow visitors to access auditory and visual elements through their phones or devices. The platform could be altered and expanded each year to offer new opportunities to understand our site and history in a more meaningful way.



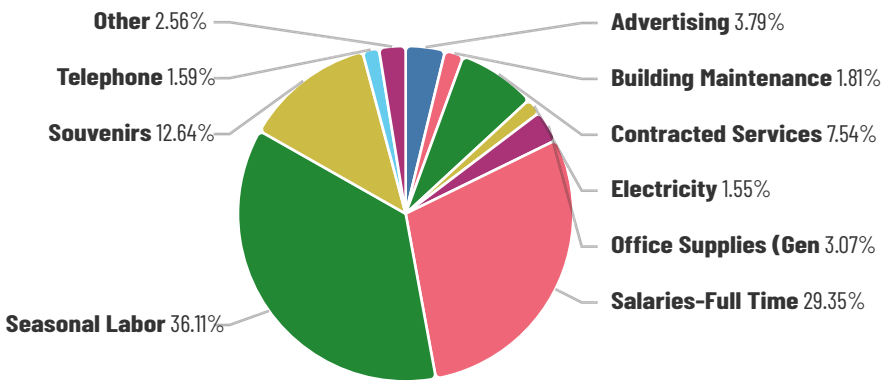
Significant Budget & Staffing Changes For FY 2023

Increased budget requests for increased hourly salaries hiring and support

Recent Accomplishments

- We have continued to operate the house successfully while maintaining COVID related occupancy restrictions.
- We have continued to make repairs and improvements to structure and landscaping.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Witch House - Personnel											
16521	5111	Salaries-Full Time	63,232	62,894	69,029	69,743	81,304	81,304	81,304	12,275	17.78
16521	5118	Seasonal Labor	84,227	103,713	128,046	128,046	100,018	100,018	100,018	(28,028)	(21.89)
			147,458	**166,606**	**197,075**	**197,789**	**181,322**	**181,322**	**181,322**	**(15,753)**	**(7.99)**
Witch House - Expenditures											
16522	5211	Electricity	3,282	3,156	4,000	4,844	4,300	4,300	4,300	300	7.50
16522	5215	Natural Gas	1,110	1,189	1,600	2,011	2,100	2,100	2,100	500	31.25
16522	5241	Building Maintenance	4,908	4,588	5,000	5,000	5,000	5,000	5,000	0	0.00
16522	5306	Advertising	10,498	4,375	10,500	10,500	10,500	10,500	10,500	0	0.00
16522	5320	Contracted Services	17,155	16,633	20,880	45,570	20,880	20,880	20,880	0	0.00
16522	5341	Telephone	3,566	4,140	4,200	5,010	4,400	4,400	4,400	200	4.76
16522	5381	Printing And Binding	1,500	0	2,000	2,000	2,000	2,000	2,000	0	0.00
16522	5421	Office Supplies (Gen	8,294	8,208	8,500	8,398	8,500	8,500	8,500	0	0.00
16522	5581	Souvenirs	27,863	27,046	28,000	28,360	35,000	35,000	35,000	7,000	25.00
16522	5846	Renovation & Repairs	0	0	0	0	3,000	3,000	3,000	3,000	0.00
			78,174	**69,335**	**84,680**	**111,693**	**95,680**	**95,680**	**95,680**	**11,000**	**12.99**
		Department Total	**225,633**	**235,942**	**281,755**	**309,482**	**277,002**	**277,002**	**277,002**	**(4,753)**	**(1.69)**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
PETERSON	ELIZABETH	WITCH HOUSE MANAGER	7/6/12	58,762.47	1,156.21		0.50	1	100%	34,443.88	34,443.88	34,443.88
CANDELARIA	JOSEPH	FACILITIES MANAGER	3/21/2017	10,266.07	197.71		0.15	1	15%	10,320.46	10,320.46	10,320.46
O'DONALD	FARIBA	ADMINISTRATIVE SUPPORT					1.00	1	100%	36,540.00	36,540.00	36,540.00
		16521-5111		**69,028.54**			**1.65**		**Total Full Time**	**81,304.34**	**81,304.34**	**81,304.34**
		Admin Support (1)		-							-	-
		Guest Services In-Season (Mar-Nov)(7)		106,782.00	16.00	P		120.00	36 weeks	69,504.00	69,504.00	69,504.00
		Guest Services Off-Season (3)			16.00	P		20.00	16 weeks	5,120.00	5,120.00	5,120.00
		Shift Supervisor (1)		19,968.00	17.00	P		24.00	52 weeks	21,297.60	21,297.60	21,297.60
		Weekend Visitor services (Sept/Oct)		1,296.00	16.00	P		32.00	8 weeks	4,096.00	4,096.00	4,096.00
		16521-5118		**128,046.00**					**Total Seasonal**	**100,017.60**	**100,017.60**	**100,017.60**
				197,074.54			**1.65**		**Department Total**	**181,321.94**	**181,321.94**	**181,321.94**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**1.15**
	FY 2022	**1.15**
	FY 2023	**1.65**
	Variance 22 vs. 23	**0.50**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
16522 Witch House-Expenses				
5211 Electricity				
National Grid Electric	4,000	4,300	4,300	4,300
5211 Electricity Total	**4,000**	**4,300**	**4,300**	**4,300**
5215 Natural Gas				
All Energy - Gas supplier	1,600	2,100	2,100	2,100
5215 Natural Gas Total	**1,600**	**2,100**	**2,100**	**2,100**
5241 Building Maintenance				
General building maintenance, supplies	3,000	3,000	3,000	3,000
Maintenance/Replacement	2,000	2,000	2,000	2,000
5241 Building Maintenance Total	**5,000**	**5,000**	**5,000**	**5,000**
5306 Advertising				
Visitors Guide, Trolley, Essex National Heritage Maps, Destination Salem, Haunted Happenings, Best Maps	10,500	10,500	10,500	10,500
5306 Advertising Total	**10,500**	**10,500**	**10,500**	**10,500**
5320 Contracted Services				
Comcash	1,500	1,500	1,500	1,500
Historic programming, Events, Lecturers, Honorarium, All Participants, etc.	19,380	19,380	19,380	19,380
5320 Contracted Services Total	**20,880**	**20,880**	**20,880**	**20,880**
5341 Telephone				
Verizon phone, wireless Comcast, Charge card Line, Fax & Internet	4,200	4,400	4,400	4,400
5341 Telephone Total	**4,200**	**4,400**	**4,400**	**4,400**
5381 Printing And Binding				
Promotional materials	2,000	2,000	2,000	2,000
5381 Printing And Binding Total	**2,000**	**2,000**	**2,000**	**2,000**
5421 Office Supplies (Gen				
General office supplies as needed	8,500	8,500	8,500	8,500
5421 Office Supplies (Gen Total	**8,500**	**8,500**	**8,500**	**8,500**
5581 Souvenirs				
Gift shop inventory for resale	28,000	35,000	35,000	35,000
5581 Souvenirs Total	**28,000**	**35,000**	**35,000**	**35,000**
5846 Renovation & Repairs				
Witch House sign replacement	0	3,000	3,000	3,000
5846 Renovation & Repairs Total	**0**	**3,000**	**3,000**	**3,000**
16522 Witch House-Expenses Total	**84,680**	**95,680**	**95,680**	**95,680**

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.

Goals and Objectives

- To safely return to normal operations.
- To populate the calendar with more in-person events and programming.

How FY 2023 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: To design and implement an Augmented Reality (AR) offering a very robust and unexpected new way to experience the village through sights and sounds of colonial and Indigenous Salem. This installation could connect to the Witch House, Charter Street, Fort Lee, Fort Pickering Indigenous/Naumkeag Trail, Heritage Trail to offer our community/visitors an encapsulated pre-colonial and colonial inventory of Salem's 17th century municipally owned remaining sites within the context of modern day Salem.

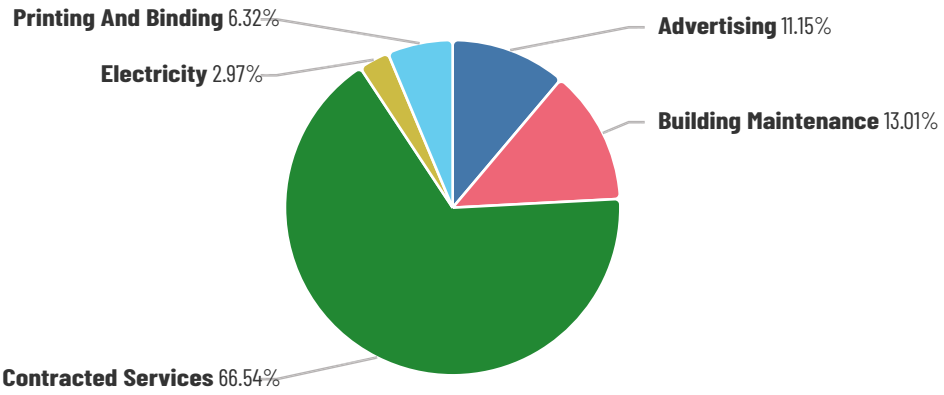
Significant Budget & Staffing Changes For FY 2023

First time request for adding souvenir line to budget

Recent Accomplishments

- Managed to operate village successfully despite continued COVID pandemic.
- Continued to move forward with the Pioneer Village/Camp Naumkeag relocation project.
- Made small repairs to structures.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Pioneer Village - Expenditures											
16532	5211	Electricity	269	276	500	540	800	800	800	300	60.00
16532	5241	Building Maintenance	3,198	2,422	3,500	3,744	3,500	3,500	3,500	0	0.00
16532	5306	Advertising	3,000	3,045	3,000	3,000	3,000	3,000	3,000	0	0.00
16532	5320	Contracted Services	9,873	11,044	9,900	9,970	17,900	17,900	17,900	8,000	80.81
16532	5381	Printing And Binding	1,688	700	1,700	1,700	1,700	1,700	1,700	0	0.00
			18,029	**17,487**	**18,600**	**18,954**	**26,900**	**26,900**	**26,900**	**8,300**	**44.62**
		Department Total	**18,029**	**17,487**	**18,600**	**18,954**	**26,900**	**26,900**	**26,900**	**8,300**	**44.62**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
16532 Pioneer Village-Expenses				
5211 Electricity				
National Grid Electric. Increased usage and rates.	500	800	800	800
5211 Electricity Total	**500**	**800**	**800**	**800**
5241 Building Maintenance				
General repairs and supplies.	3,500	3,500	3,500	3,500
5241 Building Maintenance Total	**3,500**	**3,500**	**3,500**	**3,500**
5306 Advertising				
Advertising.	3,000	3,000	3,000	3,000
5306 Advertising Total	**3,000**	**3,000**	**3,000**	**3,000**
5320 Contracted Services				
Advertising/Marketing/Printing	2,500	0	0	0
Programming and Events	9,900	9,900	9,900	9,900
Souvenirs	0	5,000	5,000	5,000
Tribal Council Consultation. The collaboration and consultation of the Indigenous community is necessary to accurately share the museum's history and also integrate Indigenous representation throughout various city signage projects.	0	3,000	3,000	3,000
5320 Contracted Services Total	**12,400**	**17,900**	**17,900**	**17,900**
5381 Printing And Binding				
Promotional Materials	1,700	1,700	1,700	1,700
5381 Printing And Binding Total	**1,700**	**1,700**	**1,700**	**1,700**
16532 Pioneer Village-Expenses Total	**21,100**	**26,900**	**26,900**	**26,900**

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.

Goals and Objectives

- Continue to foster relationship with Sail Salem.
- Continue to foster relationships with Salem Cub Scout Packs and Salem Boy Scout Troops as they prepare for future community service projects at Winter Island Park.
- Apply stain/wood preservative to the interior roof of the outdoor 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.
- Upgrade to the new enhanced citywide telephone system.
- Remove the remaining pre-existing concrete deck foundation located alongside the old seaplane hangar and resurface the area with asphalt.
- Replace steel door on the gatehouse at the entrance to Winter Island Park.
- Purchase and install a new ADA compliant, inclusive playground.
- Remove existing and purchase and install a new energy efficient Hot Dawg replacement heater inside the Office/Store.
- Upgrade the water and sewerage system located behind the bathhouse.
- Continue addressing Salem ADA Transition Plan with the end goal being full compliance.

Significant Budget & Staffing Changes For FY 2023

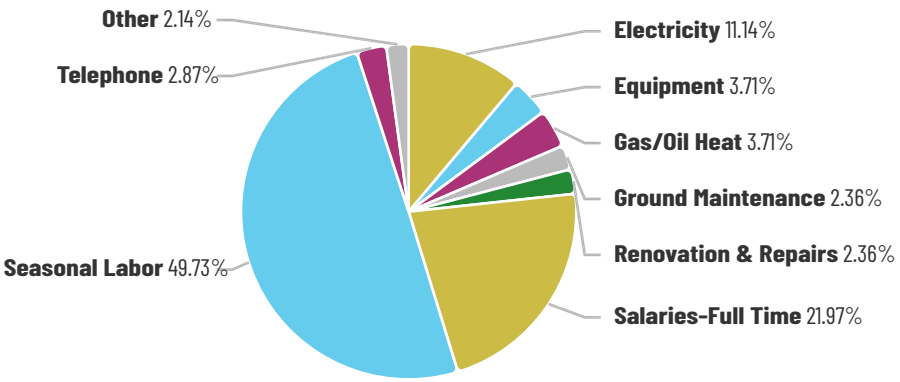
No Significant Budget or Staffing Changes anticipated for FY 2023.

Recent Accomplishments

- Work in collaboration with Sail Salem program for children and adults.
- Sold a total of 2,449 Salem Resident vehicle stickers and 43 Non-Resident vehicle stickers for entrance to Winter Island Park, Forest River Park and McCabe Marina & Recreation Area, and designated Salem Willows parking spaces between May 1 - Nov 1, 2021.
- 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 in collaboration with Volunteers mitigating invasive species at Winter Island Park.
- Increased frequency of commercial beach raking on Waikiki Beach.
- Made significant progress addressing items listed in the City of Salem ADA Transition Plan which pertain to the bathhouse, including modifications to and/or replacement of sinks, shower stalls, toilet stalls, grab bars, and signage in the Men's and Women's bathrooms as well as modifications to the entrance doorway and creating customer counter access inside the Store/Office.
- Purchased and installed four new durable recycled plastic frame walk-thru picnic tables including one with a walk-thru table for wheelchair access.
- Secured the services of an electrical contractor and completed necessary electrical work including replacing existing electrical boxes, wiring, and conduit on six waterfront RV camping sites (Sites 12, 13, 14, 15, 16 and 16A) located adjacent to the Public Boat Ramp.

- Publicly promoted our beach wheelchair, available for loan at no charge, making it possible for any person with a mobility impairment to visit – and enjoy – Waikiki Beach.
- Conducted repairs and added iron reinforcement to the three gates to the bunkers in Fort Pickering.
- Purchased a new 1,300 lb capacity Tommy Gate lift gate for Winter Island's Ford F-350 pick-up truck.
- Purchased a 2022 John Deere Gator HPX615E utility vehicle. Delivery date: June 2022.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Winter Island - Personnel											
16991	5111	Salaries-Full Time	61,895	61,543	63,388	63,388	65,097	65,097	65,097	1,709	2.70
16991	5118	Seasonal Labor	132,579	124,705	139,979	139,979	147,336	147,336	147,336	7,357	5.26
			194,475	**186,248**	**203,367**	**203,367**	**212,433**	**212,433**	**212,433**	**9,066**	**4.46**
Winter Island - Expenditures											
16992	5211	Electricity	24,772	21,764	30,000	36,223	33,000	33,000	33,000	3,000	10.00
16992	5217	Gas/Oil Heat	5,733	5,926	11,000	16,074	11,000	11,000	11,000	0	0.00
16992	5249	Ground Maintenance	6,094	5,991	7,000	7,000	7,000	7,000	7,000	0	0.00
16992	5306	Advertising	208	495	500	416	500	500	500	0	0.00
16992	5320	Contracted Services	1,908	1,839	2,500	2,500	2,500	2,500	2,500	0	0.00
16992	5341	Telephone	4,810	4,991	8,000	8,773	8,500	8,500	8,500	500	6.25
16992	5381	Printing And Binding	1,094	1,399	1,525	1,525	1,525	1,525	1,525	0	0.00
16992	5421	Office Supplies (Gen	1,576	1,364	1,600	1,833	1,600	1,600	1,600	0	0.00
16992	5730	Dues And Sub	0	0	225	225	225	225	225	0	0.00
16992	5846	Renovation & Repairs	9,035	4,306	6,000	6,521	8,000	7,000	7,000	1,000	16.67
16992	5860	Equipment	2,486	6,935	11,000	11,000	11,000	11,000	11,000	0	0.00
			57,717	**55,011**	**79,350**	**92,091**	**84,850**	**83,850**	**83,850**	**4,500**	**5.67**
		Department Total	**252,191**	**241,259**	**282,717**	**295,458**	**297,283**	**296,283**	**296,283**	**13,566**	**4.80**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
GILBERT	DAVID	MANAGER	3/14/11	63,387.47	1,247.07	P	1.00		100%	65,097.05	65,097.05	65,097.05
		16991-5111		**63,387.47**			**1.00**		**Total Full Time**	**65,097.05**	**65,097.05**	**65,097.05**
								Hours	Weeks			
		GATEKEEPERS		38,476.50	14.94	P		113	24	40,510.50	40,510.50	40,510.50
		OFFICE/STORE		26,391.75		P		77	25	27,835.50	27,835.50	27,835.50
		HEAD MAINTENANCE		17,280.00	16.75	P		40	28	18,090.00	18,090.00	18,090.00
		MAINTENANCE		39,759.00	15.00	P		116	26	41,934.00	41,934.00	41,934.00
		W/E MAINTENANCE		3,072.00	16.75	P		16	12	3,216.00	3,216.00	3,216.00
		OFFICE MANAGER & Weekends		15,000.00	15.75	P		40	26	15,750.00	15,750.00	15,750.00
		16991-5118		**139,979.25**					**Total Seasonal**	**147,336.00**	**147,336.00**	**147,336.00**
				203,366.72			**1.00**		**Department Total**	**212,433.05**	**212,433.05**	**212,433.05**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**1.00**
	FY 2022	**1.00**
	FY 2023	**1.00**
	Variance 22 vs. 23	**0.00**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
16992 Winter Island-Expenses				
5211 Electricity				
Winter Island Road street lights, Office/Store, Function Hall, Pavilion, RV camp sites (29), bath house, hangar, garage, park lights, 10 accounts	30,000	33,000	33,000	33,000
5211 Electricity Total	**30,000**	**33,000**	**33,000**	**33,000**
5217 Gas/Oil Heat				
Propane Gas for Office/Store and Function Hall	11,000	11,000	11,000	11,000
5217 Gas/Oil Heat Total	**11,000**	**11,000**	**11,000**	**11,000**
5249 Ground Maintenance				
Exterminators Services	1,000	1,000	1,000	1,000
Grounds maintenance supplies, custodial supplies, paper goods	6,000	6,000	6,000	6,000
5249 Ground Maintenance Total	**7,000**	**7,000**	**7,000**	**7,000**
5306 Advertising				
Salem Maps, Salem Tourism & Cultural Advertising	500	500	500	500
5306 Advertising Total	**500**	**500**	**500**	**500**
5320 Contracted Services				
COMCASH - POS	2,500	2,500	2,500	2,500
5320 Contracted Services Total	**2,500**	**2,500**	**2,500**	**2,500**
5341 Telephone				
Verizon, Comcast, Credit Card Lines, security cameras	8,000	8,500	8,500	8,500
5341 Telephone Total	**8,000**	**8,500**	**8,500**	**8,500**
5381 Printing And Binding				
Day passes, check in cards/stickers	1,525	1,525	1,525	1,525
5381 Printing And Binding Total	**1,525**	**1,525**	**1,525**	**1,525**
5421 Office Supplies (Gen				
General Office Supplies, Ink Cartridges	1,600	1,600	1,600	1,600
5421 Office Supplies (Gen Total	**1,600**	**1,600**	**1,600**	**1,600**
5730 Dues And Sub				
SALEM CHAMBER OF COMMERCE - SPLIT WITH REC	225	225	225	225
5730 Dues And Sub Total	**225**	**225**	**225**	**225**
5846 Renovation & Repairs				
Repairs to equipment, camp sites, Function Hall, Office/Store, Hangar, Bathhouse, etc...	6,000	8,000	7,000	7,000
5846 Renovation & Repairs Total	**6,000**	**8,000**	**7,000**	**7,000**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5860 Equipment				
Equipment needed for Groundskeeping & upkeep of all Camp Sites and Park	6,000	0	0	0
Equipment needed for groundskeeping & upkeep of Winter Island Park property including all camp sites, maintenance and upkeep of 2011 Ford F350 pickup truck	0	11,000	11,000	11,000
Replacement of rusted bed and tommy gate	5,000	0	0	0
5860 Equipment Total	**11,000**	**11,000**	**11,000**	**11,000**
16992 Winter Island-Expenses Total	**79,350**	**84,850**	**83,850**	**83,850**

Charter Street

Mission Statement

Why We Exist

The primary purpose of the Charter Street Cemetery Welcome Center, located in the historic Pickman House at 43 Charter Street, is to protect and support the preservational efforts of Charter Street Cemetery, the oldest graveyard in Salem and one of the oldest cemeteries in the United States, circa 1637. The City of Salem and the Peabody Essex Museum have partnered to bring this unique opportunity to provide interpretation and historic programming to enrich the community of Salem and our visitor's experience of this nationally significant site.

Goals and Objectives

- To generate a revenue stream robust enough to maintain the center, staff and provide substantial funding for headstone repair.
- To provide programming and events that help our local community and visiting public engage with this burial point in new and creative ways.

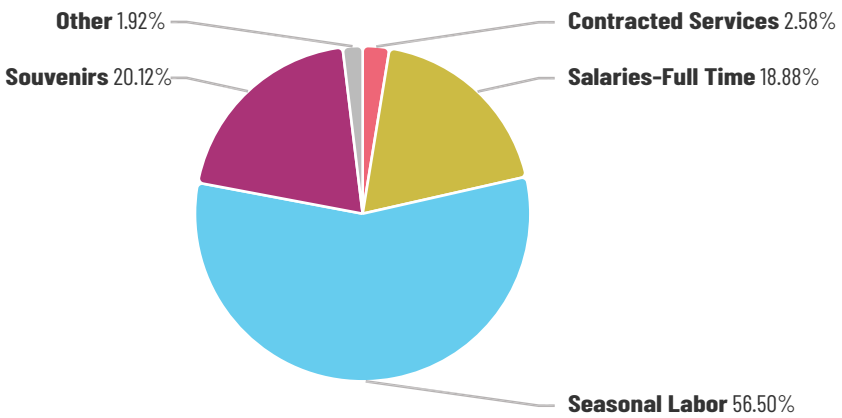
Significant Budget & Staffing Changes For FY 2023

Recent Accomplishments

- Established and staffed the Charter Street Cemetery Welcome Center including furnishing and stocking an entire gift shop, developing an exhibit room and training guides to oversee the cemetery.

- Hosted virtual lectures sharing the history of Charter Street Cemetery and scholarship on the evolution of funerary practices in America.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Charter Street - Personnel											
16981	5111	Salaries-Full Time	0	0	0	0	34,444	34,444	34,444	34,444	0.00
16981	5118	Seasonal Labor	0	0	89,040	102,040	103,060	103,060	103,060	14,020	15.75
			0	**0**	**89,040**	**102,040**	**137,504**	**137,504**	**137,504**	**48,464**	**54.43**
Charter Street - Expenditures											
16982	5306	Advertising	0	0	2,500	2,500	2,500	2,500	2,500	0	0.00
16982	5320	Contracted Services	0	0	3,000	3,800	4,700	4,700	4,700	1,700	56.67
16982	5421	Office Supplies (Gen	0	0	1,000	1,000	1,000	1,000	1,000	0	0.00
16982	5581	Souvenirs	0	0	35,000	34,200	36,700	36,700	36,700	1,700	4.86
			0	**0**	**41,500**	**41,500**	**44,900**	**44,900**	**44,900**	**3,400**	**8.19**
		Department Total	**0**	**0**	**130,540**	**143,540**	**182,404**	**182,404**	**182,404**	**51,864**	**39.73**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
PETERSON	ELIZABETH	Manager	7/6/12		1,156.21		0.50	1.0	1.0	34,443.88	34,443.88	34,443.88
		16981-5111		**-**			**0.50**		**Total Full Time**	**34,443.88**	**34,443.88**	**34,443.88**
								Hours	Weeks			
		Guest Services (In Season)		89,040.00	16.00	P		112	27	48,384.00	48,384.00	48,384.00
		Guest Services (Off Season)			16.00			40	25	16,000.00	16,000.00	16,000.00
		Shift Supervisor (1)			17.00			19	52	16,796.00	16,796.00	16,796.00
		Admin Support (1)			18.00			19	52	17,784.00	17,784.00	17,784.00
		Weekend Guest Services (Sept/Oct)			16.00			32	8	4,096.00	4,096.00	4,096.00
		16981-5118		**89,040.00**					**Total Seasonal**	**103,060.00**	**103,060.00**	**103,060.00**
				89,040.00			**0.50**		**Department Total**	**137,503.88**	**137,503.88**	**137,503.88**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**0.00**
	FY 2022	**0.00**
	FY 2023	**0.50**
	Variance 22 vs. 23	**0.50**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
16982 Charter St. Cemetery-Expense				
5306 Advertising				
	0	2,500	2,500	2,500
5306 Advertising Total	**0**	**2,500**	**2,500**	**2,500**
5320 Contracted Services				
Programming POS subscription Advertising	3,000	0	0	0
Programming POS subscription Advertising	0	4,700	4,700	4,700
5320 Contracted Services Total	**3,000**	**4,700**	**4,700**	**4,700**
5421 Office Supplies (Gen				
General office supplies as needed	1,000	1,000	1,000	1,000
5421 Office Supplies (Gen Total	**1,000**	**1,000**	**1,000**	**1,000**
5581 Souvenirs				
Gift shop inventory for resale	35,000	35,000	35,000	35,000
Telephone and Internet	0	1,700	1,700	1,700
5581 Souvenirs Total	**35,000**	**36,700**	**36,700**	**36,700**
16982 Charter St. Cemetery-Expense Total	**39,000**	**44,900**	**44,900**	**44,900**

Council On Aging

Mission Statement

Why We Exist

The mission of the Salem Council on Aging is to develop and offer inclusive programs for all seniors (60 and older) and younger disabled residents of Salem, regardless of their race, faith, culture, gender identity or sexuality, that affirm life and independence, challenge creativity, enhance socialization and promote spiritual, psychological, and physical wellness. Although most programs and services are offered at the Community Life Center, the Salem Council on Aging is also committed to serving the needs of the homebound, socially isolated and culturally diverse older adults and younger disabled individuals of Salem.

Goals and Objectives

- Goal: Continue to identify new ways to attract more people to the Council on Aging/Community Life Center programming with the assistance of the Community Life Center Engagement Committee (a committee of Salem for all Ages).
- Objective: To identify methods of communication to reach seniors and other older adults within three months.
- Goal: Continue to, and expand, the offering of new community partnerships and services.
- Objective: Schedule one new offering per quarter (Behavioral Health, Exercise, Lectures, etc.).
- Goal: Continue Nutrition Education through the raised vegetable bed program.
- Objective: Starting in May, seniors will plant vegetable seeds to be used in monthly cooking demonstrations and healthy snack and recipe giveaways July - September.
- Goal: Build a Healthy Snack Shack to offer nutritious snacks onsite at the CLC and outside the CLC as part of Nutrition Education.
- Objective: Collaborate with builders to realize completion of Snack Shack by end June. Nutrition Coordinator will plan and create healthy snack choices to begin offerings by September.
- Goal: Identify funding to create access to technology for seniors.
- Objective: Purchase through donations or grants IPADS and training for those in need of technology education by August.
- Goal: To continue the work around Memory CafÈs in support of those living with memory loss and their caregivers.
- Objective: Conduct monthly Memory CafÈ's at the Community Life Center with identified workshop topics and speakers.
- Goal: Sponsor and promote a caregiver support group.
- Objective: Identify space, facilitator, and promotion methods to begin by July.
- Goal: Conduct Travel Training for Salem seniors.
- Objective: Work with MBTA, MDOT and other agencies who offer this training and book by September.
- Goal: Continue monthly Wellness Walks on the Common.
- Objective: Identify a month before each walk, a local leader/celebrity/subject matter expert to host the monthly walk and talk about points of interest or expertise.

How FY 2023 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- **Mayor's Goal** : To maintain a high level of accessibility to and responsiveness by City departments and employees.
- **COA Goal** : COA staff will continue to promote Transportation for ease of access to the Community Life Center for programs and events measuring increase in utilization monthly. Conduct satisfaction surveys and program to meet needs of the growing senior population.
- **Mayor's Goal** : Look for ways to deliver City services more efficiently and effectively through the use of technology and performance management.
- **COA Goal** : The COA team, along with other staff from Community Services, will continue to promote the CLC using social media to target baby boomers and to recruit older seniors to visit and utilize the Mayor Jean A. Levesque Community Life Center. Continued use of Facebook, other social media and SATV to showcase the offerings at the CLC to the greater Salem community. Work with Salem for All Ages to create access to and training for technology; smartphones, IPADS and other platforms.

Significant Budget & Staffing Changes For FY 2023

- Realized in mid-FY'22, the most significant staffing change is the addition of a full-time Nutrition and Culinary Coordinator to manage the kitchen and lunches offered at the Community Life Center. In addition to overseeing Title III-C Congregate meals for seniors and those living with a disability, the coordinator supervises a corps of volunteers to greet and serve dining guests Monday through Friday in the Great Room. A FY'23 goal with the addition of

this position is the development of alternate meals where we create our own offerings from the kitchen and hold events that are food-themed such as the new "Brunch and a Movie", culturally diverse offerings, guest chefs, brain-healthy treats at our Memory CafÈ events and homemade muffins in the morning.

- In the area of Transportation, dispatching rides has been added to one of the van driver's duties. The increase in ridership calls for additional assistance in the area of Transportation. This is reflected in the FY'23 budget.

- Social Service needs rose dramatically during the last two years given challenges imposed by the pandemic. Through our partnership with North Shore Community Health, a licensed clinical social worker sees patients at the Community Life Center on Fridays. From surveying Salem seniors, over the course of the remainder of FY'22 and into FY'23, North Shore Community Health will offer "Lunch and Learns" in such areas as *Benefits of Physical Activity on Emotional Health, Sleep: Why it is so Important and How to Get a Good Night's Sleep, The Health Benefits of Hobbies and How to Find One that's Right for You and The Helping High-How Helping Others Improves Happiness.*

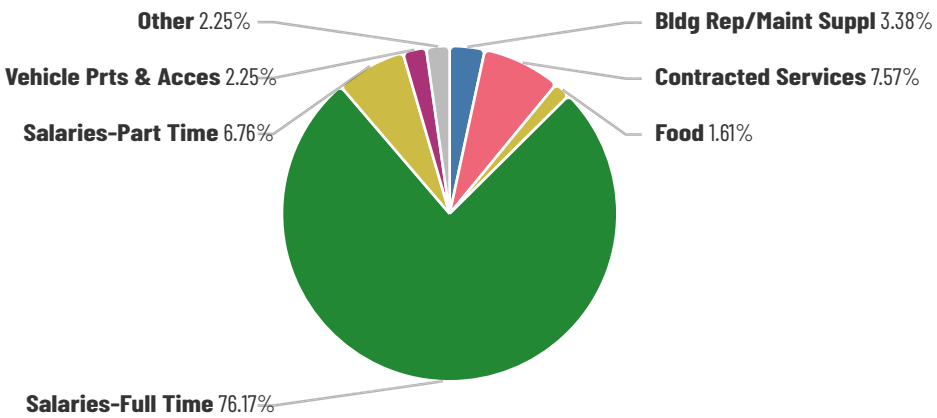
- The Council on Aging engaged a special projects contractor to spearhead our Memory CafÈs; gathering places for those living with memory loss and their caregivers. This began in mid-FY'22 but will be funded into at least the first half of FY'23 from a special grant from the Executive Office of Elder Affairs.

Recent Accomplishments for FY2022

- The Council on Aging Board continued to be vital in supporting the COA leadership and staff and serve as strong advocates for more subsidized senior housing.
- The Friends of the COA continued to support programs through the Annual Appeal as well as planning a fall fundraiser. The Friends continue to sponsor many classes at the COA to keep prices low- or no cost for seniors. The Friends also sponsored 250 Thanksgiving meals for homebound and isolated seniors and have committed to do the same for Easter.
- Due to the pandemic, some classes initially resumed outside due to protocols around gathering large groups of people. As programs resumed inside, we continued to socially distance and limit the number of class participants. During the course of the fiscal year, most activities resumed inside at the CLC.
- Collaborated with the Salem Police Department for the winter season "Sand for Seniors" project.
- Three raised vegetable bed gardens were built through a Mass Council on Aging grant to provide Nutrition & Gardening Education and Outreach to seniors and youth who planted and cared for produce used in cooking demonstrations and healthy snacks.
- Collaborated with the Health Department to create " *Cooking with Kerry* ", a monthly segment offering a cooking show aired on Facebook and SATV; a way to promote healthy and simple meals.
- When we had new COVID peaks and had to pull back on gatherings and lunch in person, staff delivered treats, books and games to socially isolated seniors and meals to those deemed food insecure.
- Holiday events took the form of a Drive-Thru luncheon with goodie bags, music and staff greeting the seniors.
- Weekly Farmers Markets took place via Drive-Thru ensuring a hearty supply of nutritious offerings from the Boston Gleaners.
- The monthly Greater Boston Food Bank deliveries to food insecure seniors continued through Fall of 2022.
- The Social Service team helped to coordinate AARP's Tax-Aide program, a free service to area seniors.
- On average, 25-30 seniors joined us each day at the center for congregate meals.
- In collaboration with the Health Department, conducted monthly "Wellness Walks on the Common" featuring a local elected official or celebrated citizen as the walk leader/guide.
- Nearly 2000 seniors received counseling and support services for such topics as health and insurance benefits including Medicare, housing, surplus food distributions to prevent food insecurity and more.
- Council on Aging staff members sat on several Salem for All Ages subcommittees (Transportation, Health) as well as the Task Force.
- The R U OK? wellness check program continued in collaboration with the Salem Police Department.
- As we resumed full services, the COA transportation service was back to providing an average of 1,100 one-way rides per month to Salem seniors and citizens living with a disability to medical appointments, grocery shopping and other destinations including the North Shore Mall and Trader Joe's.

Element Care
Element Care

Expenditure by Department



Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022	Estimated FY2023
Total number of senior citizens served through COA (unduplicated)	-	2200	2223	2300	2400
Congregate Meals (duplicated)	-	5600	5800	7000	7200
Social Services (unduplicated/duplicated)	-	1332/7650	1525/7434	1700/7500	1750/7500
Tax work-off participants (60 maximum allowed)	-	49	60	60	60
Transportation Van rides, point-to-point	-	1440	1536	13,073	14,500
Volunteers	-	110	130	135	140

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Council On Aging - Personnel											
15411	5111	Salaries-Full Time	391,344	385,125	456,371	456,371	476,489	473,056	473,056	16,685	3.66
15411	5113	Salaries-Part Time	53,926	23,681	41,849	41,849	42,006	42,006	42,006	157	0.38
15411	5131	Overtime (General)	0	0	500	500	500	500	500	0	0.00
			445,270	**408,807**	**498,720**	**498,720**	**518,995**	**515,562**	**515,562**	**16,842**	**3.38**
Council On Aging - Expenditures											
15412	5320	Contracted Services	9,438	12,352	41,800	37,951	47,000	47,000	47,000	5,200	12.44
15412	5341	Telephone	0	0	1,100	1,100	1,100	1,100	1,100	0	0.00
15412	5351	Recreational Activit	3,495	2,650	4,000	4,200	4,000	4,000	4,000	0	0.00
15412	5381	Printing And Binding	381	239	1,100	1,450	1,100	1,100	1,100	0	0.00
15412	5421	Office Supplies (Gen	2,995	2,419	3,600	4,399	4,000	4,000	4,000	400	11.11
15412	5431	Bldg Rep/Maint Suppl	11,150	11,003	18,000	18,630	21,000	21,000	21,000	3,000	16.67
15412	5483	Vehicle Prts & Acces	6,686	5,946	14,000	14,000	14,000	14,000	14,000	0	0.00
15412	5491	Food	65	176	3,000	5,500	10,000	10,000	10,000	7,000	233.33
15412	5710	In State Travel/Meetings	703	198	1,500	1,500	1,500	1,500	1,500	0	0.00
15412	5730	Dues And Sub	0	1,325	1,800	1,800	1,800	1,800	1,800	0	0.00
			34,912	**36,309**	**89,900**	**90,530**	**105,500**	**105,500**	**105,500**	**15,600**	**17.35**
		Department Total	**480,182**	**445,115**	**588,620**	**589,250**	**624,495**	**621,062**	**621,062**	**32,442**	**5.51**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
ARNOLD	TERESA	COA Director	10/2/2017	82,293.51	1,619.02		1.00	1	100%	84,933.79	84,933.79	84,933.79
BARRETT	LYNNE	OUTREACH SOCIAL WORKER	3/5/1993	24,323.93	478.54		0.42	1	42%	24,979.79	24,979.79	24,979.79
BUONFIGLIO	CYNTHIA	RECEPTIONIST	9/8/2017	30,095.04	592.08		0.89	1	89%	31,676.28	31,676.28	31,676.28
DONAHUE	ROSANNA	ACTIVITIES COORDINATOR	8/19/14	37,421.23	734.59		0.92	1	92%	40,216.60	39,280.73	39,280.73
FELTON	SHARON	SOCIAL SERVICE COORDINATOR	12181995	61,147.47	1,203.10		1.00	1	100%	63,114.63	63,114.63	63,114.63
OSHEA	ANNE	TRANSPORTATION COORD	6/15/2017	56,242.99	1,106.51		1.00	1	100%	58,047.51	58,047.51	58,047.51
FITZGERALD	KATHLEEN	BOARD CLERK	11/1/2017	1,200.00	-	B				1,200.00	1,200.00	1,200.00
MCCARTHY	KATHLEEN	PROGRAM MANAGER	6/11/2015	43,804.63	853.14		0.67	1	67%	44,533.91	44,533.91	44,533.91
ERICKSBERG	JOSEPH	SOCIAL WORKER		44,375.13						-	-	-
FLYNN	ALYSSA	SOCIAL WORKER	8/30/21		827.88		1.00	1	100%	42,161.42	42,161.42	42,161.42
FILLED ANNUAL		KAY WALSH - INTERN COA/SOCIAL WORK INTERN		2,500.00						2,500.00	2,500.00	2,500.00
BLUMBERG	ERICA	NUTRITION/ CULINARY PROGRAM COORDINATOR		25,000.00	789.25		0.67	1	67%	30,100.70	27,603.23	27,603.23
FORGIONE	CLAUDIA	AFSCME		47,966.52			0.00		Total AFSCME 1818	53,024.24	53,024.24	53,024.24
		15411-5111		**456,370.45**			**7.57**		**Total Full Time**	**476,488.87**	**473,055.52**	**473,055.52**
GUERRERO	JORGE	P/T VAN DRIVER		10,572.13								
WHITE	DIANE	P/T VAN DRIVER		8,205.75								
WILSON	KRISTINE	P/T VAN DRIVER	1/22/20	8,205.75	2,835.00	P	0.29	10		8,874.00	8,874.00	8,874.00
CARON	ANNE	P/T VAN DRIVER		12,699.38	4,631.25	P	0.43	15		14,094.00	14,094.00	14,094.00
TACHUK	JOHN	P/T VAN DRIVER	10/20/14	2,166.32	5,643.00	P	0.51	18	0.14	3,573.80	3,573.80	3,573.80
D'EON	BRENDA	P/T VAN DRIVER/ DISPATCHER	02/22/22		296.25		0.43	15		15,464.25	15,464.25	15,464.25
		15411-5113		**41,849.33**			**1.66**		**Total Part Time**	**42,006.05**	**42,006.05**	**42,006.05**
		OVERTIME		500.00						500.00	500.00	500.00
		15411-5131		**500.00**					**Total Overtime**	**500.00**	**500.00**	**500.00**
				498,719.78			**9.23**		**Department Total**	**518,994.92**	**515,561.57**	**515,561.57**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**7.64**
	FY 2022	**8.93**
	FY 2023	**9.23**
	Variance 22 vs. 23	**0.30**

FTE		
	Variance 21 vs. 22	**8.00**
(All COA GF Budgest & Grants)	**FY 2022**	**10.93**
	FY 2023	**11.51**
	Variance 22 vs. 23	**0.58**

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases					Dept Req FY2023	Mayor FY2023	Council Voted FY2023
									Step	Date	Rate	# Weeks Old	# Weeks New			
ROSS	HEATHER	PRINCIPAL CLERK	1/14/2021		47,966.52	-	-	-						-	-	-
FORGIONE	CLAUDIA	PRINCIPAL CLERK	4/2/2012			1.00	1,015.79	53,024.24	3					53,024.24	53,024.24	53,024.24
					47,966.52	**-**		**-**						**53,024.24**	**53,024.24**	**53,024.24**

Grants Detail

Employee Name		Department	Org/Obj	Job Description	FTE	Dept/Grant
BLUMBERG	ERICA	TITLE III C	25763-5111	NUTRITION/CULINARY COORDINATOR		13,701.38
		COA Budget	15411-5111			27,497.47
JALBERT	ARTHUR	TITLE III B	25753-5111	P/T VAN DRIVER	0.34	10,492.20
CARON	MARY	EOEA Formula Grant	24603-5111	P/T VAN DRIVER	0.40	12,423.60
LUGO	JORGE	EOEA Formula Grant	24603-5111	P/T VAN DRIVER	0.51	16,208.10
TACHUK	JOHN	CDBG	24613-5111	P/T VAN DRIVER	0.51	13,339.00
		COA Budget	15411-5113		0.51	3,573.80
BARRETT	LYNNE	State Formula	24603-5111	PT SOCIAL WORKER	PT	33,654.80
		COA Budget	15411-5111		PT	24,370.72
BUONFIGLIO	CYNTHIA	Rec Budget	16501-5111	RECEPTIONIST		3,726.75

Grants Detail

Employee Name		Department	Org/Obj	Job Description	FTE	Dept/Grant
		COA Budget	15411-5111			30,152.81
DONAHUE	ROSANNA	COA Budget	15411-5111	ACTIVITIES COORD	PT	39,130.22
		State Formula	2460-5111		PT	3,402.63
MCCARTHY	KATHLEEN	COA Budget	15411-5111	PROGRAM MANAGER	PT	43,447.55
		Rec Budget	16501-5111		PT	21,399.54

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
15412 Council On Aging-Expenses				
5320 Contracted Services				
Lahey Landscaping contract-CLC	29,000	30,000	30,000	30,000
Preventative Maintenance for HVAC Equipment at CLC	11,000	11,000	11,000	11,000
Service contract with Conway Technology Group Base Rate and Copies	0	3,000	3,000	3,000
Service contract with New England Copier Service	1,800	0	0	0
Wells Fargo Copier Leases	0	3,000	3,000	3,000
5320 Contracted Services Total	**41,800**	**47,000**	**47,000**	**47,000**
5341 Telephone				
744-0924, 744-0925, 744-0929, 745-0409 - regular lines 744-0929 & 744-0924 Long Distance - per month x 12 months	1,100	1,100	1,100	1,100
5341 Telephone Total	**1,100**	**1,100**	**1,100**	**1,100**
5351 Recreational Activit				
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
5351 Recreational Activit Total	**4,000**	**4,000**	**4,000**	**4,000**
5381 Printing And Binding				
Printing of flyers for major events and brochures as needed	800	800	800	800
Stationary and envelopes	300	300	300	300
5381 Printing And Binding Total	**1,100**	**1,100**	**1,100**	**1,100**
5421 Office Supplies (Gen				
Misc. office supplies as needed	3,600	4,000	4,000	4,000
5421 Office Supplies (Gen Total	**3,600**	**4,000**	**4,000**	**4,000**
5431 Bldg Rep/Maint Suppl				
Misc. building maintenance supplies as needed	3,000	6,000	6,000	6,000
monthly service charge for elevator, repairs to elevator, yearly certification	15,000	15,000	15,000	15,000
5431 Bldg Rep/Maint Suppl Total	**18,000**	**21,000**	**21,000**	**21,000**
5483 Vehicle Prts & Acces				
parts for repairing aging vans	14,000	14,000	14,000	14,000
5483 Vehicle Prts & Acces Total	**14,000**	**14,000**	**14,000**	**14,000**
5491 Food				
All COA sponsored workshops	2,000	0	0	0
Volunteer Appreciation Celebration	1,000	1,000	1,000	1,000
Food and meals for COA special events as well as grocery items needed.	0	9,000	9,000	9,000
5491 Food Total	**3,000**	**10,000**	**10,000**	**10,000**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5710 In State Travel/Meetings				
MCOA fall conference (2) social workers and COA Director	1,000	1,000	1,000	1,000
NSDCOA (2) social workers and COA Director	500	500	500	500
5710 In State Travel/Meetings Total	**1,500**	**1,500**	**1,500**	**1,500**
5730 Dues And Sub				
Annual membership for MCOA	1,800	1,800	1,800	1,800
5730 Dues And Sub Total	**1,800**	**1,800**	**1,800**	**1,800**
15412 Council On Aging-Expenses Total	**89,900**	**105,500**	**105,500**	**105,500**

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; 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.

Goals and Objectives

- Maintain emphasis on excellent customer service in person, over the phone, and online.
- Continue to evaluate and improve the accessibility of the building and collections.
- Continue to develop partnerships to support community organizations and to expand access to library services.
- Create programming in partnership with the Community Life Center.
- Reestablish regular Pop-Up events.
- Investigate mobile printing services that include integrated online payment options by September 2022.
- Purchase tablets for adults to use in the library by January 2023.
- Continue to evaluate and diversify local history collections.
- Expand resources for the visually impaired by November 2022.

How FY 2023 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- The Salem Public Library strives to be a welcoming place for all residents and visitors. We celebrate inclusiveness with ongoing efforts to improve accessibility, by cultivating diverse collections, and by developing partnerships to better reach members of the community.
- Improving resident access to services and information is a high priority for the Salem Public Library. Information services are available via telephone, email, chat, social media, and in person. Electronic collections have been significantly expanded and residents may apply for temporary library cards online to access these collections.
- The Salem Public Library continues to emphasize excellent customer service in person, over the phone, and online 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 25 area libraries, the Salem Public 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, internet access, e-book and audio collections, online resources, staff training resources, and more. NOBLE negotiates group purchases of databases, services, and computer equipment at affordable prices. With a library card, Salem citizens can check out material in any library in Massachusetts, or request an item be delivered to their home library for pick up.
- The library offers many online options to deliver services more efficiently. 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 during the library's operating hours.
- The Salem Public Library has always been a strong supporter of the Salem Schools and actively works toward strengthening partnerships to build a culture of high expectations for student success. Books, audiobooks, eBooks, and digital audio materials are purchased by the Salem Public Library to enhance the curriculum of the schools and support summer reading lists. In 2020, the Salem Public Library and the Salem Public Schools launched a partnership through Overdrive Connect that allows students to borrow ebooks through Sora using their student credentials. The Salem Public Library also offers programs and activities for students of all ages to promote learning, creativity, and socialization.

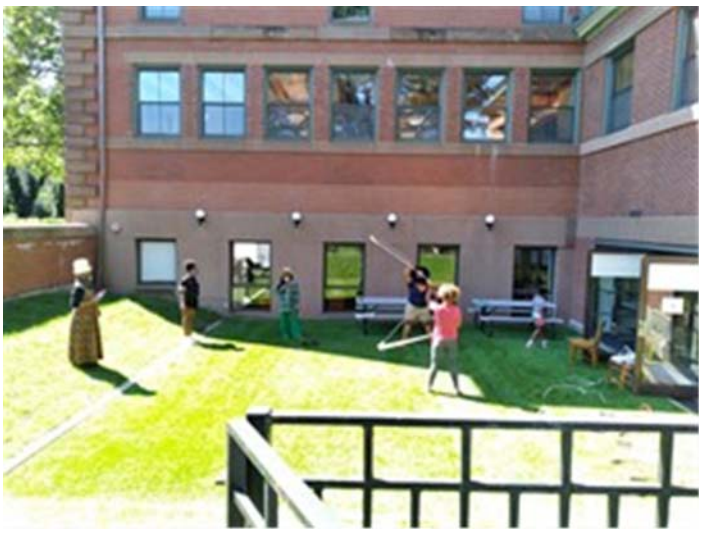
Significant Budget & Staffing Changes For FY 2023

This budget request meets the State's mandated Municipal Appropriation Requirement (MAR), the amount needed to be certified by the Massachusetts Board of Library Commissioners. Certification allows the library to be eligible to receive State Aid grant money ($76,025 in FY22), gives Salem residents

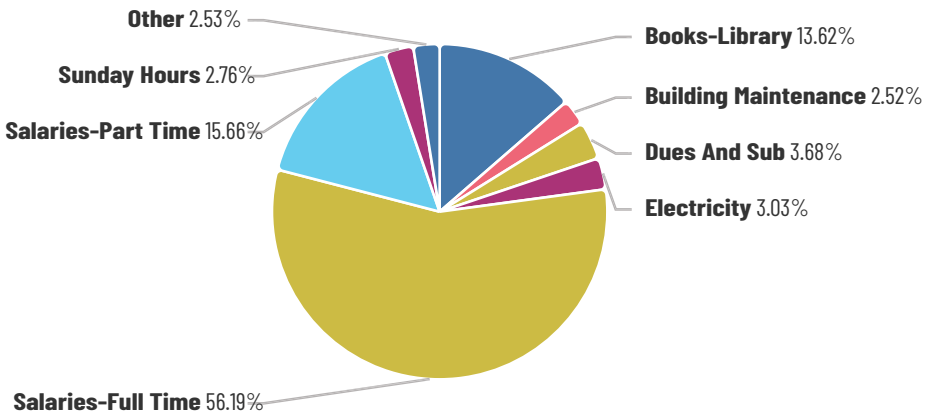
borrowing privileges at area libraries, and allows materials to be borrowed from other libraries and delivered to Salem. There are no significant budget or staffing changes for FY23.

Recent Accomplishments

- Offered additional sessions of preschool programs to meet the needs of families with young children.
- Introduced innovative programs including Sensory Bins, virtual Dungeons & Dragons, knitting club, anime club, and monthly teen/tween nights.
- Acquired new Kindle Fire tablets for children to use while visiting the library.
- Added new Wonderbook collection for young readers which combines a print book with a digital read-along speaker.
- Painted and reorganized the YA section.
- Added two new free passes for the U.S.S. Constitution Museum and the Harvard Museums of Science and Culture.
- Created an interactive digital floor map to assist patrons in locating materials.
- Expanded e-book and digital audio collections.
- Hosted a book group for adults and a book group for older adults in partnership with the Council on Aging.
- Hosted Salem Lit Fest Children's Day event in partnership with the Salem Athenaeum featuring Tricia Elam Walker and Ekua Holmes.
- Created a story walk for families to enjoy at the Ropes Garden.
- Expanded the Library of Things collection to include a theremin, Ghost Meter, jump ropes, Hexbugs, and assorted board games.
- Developed Spice Bank Collective in partnership with the Salem Pantry and become a year-round collection place for spices.
- Continued partnership with Salem For All Ages to create age friendly programs and to support community members in need.
- Upgraded internet capability to offer bandwidth speeds of 1 gig (1,000 Mbps).
- Relabeled DVD collection to make titles easier to find.
- Created Book Match service to help readers find books to enjoy.



Expenditure by Department



Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022	Estimated FY2023
Volumes in Circulation	-	172,673	161,690	171,000	175,000
Total Volumes Borrowed	-	239,099	154,458	200,000	220,000
Total Electronic Usage	-	23,749	26,478	28,000	30,000
Attendance in Library	-	120,840	7,776	85,000	110,000
Number of Salem Library Cardholders	-	21,086	17,006	20,000	22,000
Number of Reference Questions Asked	-	35,102	26,760	32,000	35,000
Number of Programs Held	-	315	351	300	320
Number of Internet Computer Sessions	-	16,975	N/A	8,000	9,000
Number of Wireless Sessions	-	32,938	19,066	23,000	28,000
Offsite Outreach Programs	-	37	0	20	50

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Library - Personnel											
16101	5111	Salaries-Full Time	783,381	781,374	824,540	832,040	837,902	833,181	833,181	8,641	1.05
16101	5113	Salaries-Part Time	208,896	159,678	225,716	225,716	232,226	232,226	232,226	6,510	2.88
16101	5115	Sunday Hours	40,693	1,013	40,934	32,434	40,934	40,934	40,934	0	0.00
16101	5131	Overtime (General)	2,037	3,697	4,000	5,000	4,000	4,000	4,000	0	0.00
			1,035,008	**945,762**	**1,095,190**	**1,095,190**	**1,115,063**	**1,110,342**	**1,110,342**	**15,152**	**1.38**
Library - Expenditures											
16102	5211	Electricity	30,260	28,641	39,000	43,104	45,000	45,000	45,000	6,000	15.38
16102	5216	Oil & Gas Heating Fuel	11,833	12,401	12,500	14,219	14,500	14,500	14,500	2,000	16.00
16102	5241	Building Maintenance	14,028	22,522	37,140	43,181	37,429	37,429	37,429	289	0.78
16102	5317	Educational Training	0	0	1,000	0	1,000	1,000	1,000	0	0.00
16102	5341	Telephone	2,800	2,827	3,000	3,134	3,380	3,380	3,380	380	12.67
16102	5451	Custodial Supplies	4,647	6,254	7,200	7,200	7,200	7,200	7,200	0	0.00
16102	5512	Books & Materials	191,364	150,471	201,934	202,487	201,934	201,934	201,934	0	0.00
16102	5516	Microfilm Subscripti	616	467	500	487	500	500	500	0	0.00
16102	5517	Periodicals	5,249	2,700	7,000	5,180	7,000	7,000	7,000	0	0.00
16102	5730	Dues And Sub	54,628	53,938	54,628	54,436	54,628	54,628	54,628	0	0.00
			315,424	**280,220**	**363,902**	**373,428**	**372,571**	**372,571**	**372,571**	**8,669**	**2.38**
		Department Total	**1,350,432**	**1,225,982**	**1,459,092**	**1,468,618**	**1,487,634**	**1,482,913**	**1,482,913**	**23,821**	**1.63**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
MANSFIELD	TARA	Director	9/10/2012	92,577.01	1,821.33		1.00	1	100%	97,207.79	95,537.60	95,537.60
HODGDON	BRIAN	Assistant Director	07/17/17	72,169.84	1,419.92		1.00	1	100%	75,927.62	74,119.82	74,119.82
RUSH	KRISTIN	Spec Library Assistant		49,614.02	976.21		1.00	1	100%	52,201.04	50,958.16	50,958.16
BROSNAN	LAURA	Dept Head MLS/ Children's Librarian	9/08/15	55,799.10	1,070.83	U	1.00	1	100%	55,897.33	55,897.33	55,897.33
DRISCOLL	TIMOTHY	Tech Serv Computer	10/16/17	64,460.73	1,237.37	U	1.00	1	100%	64,590.71	64,590.71	64,590.71
GAUDRAULT	SUSAN	Dept Head MLS/Tech Serv Catalog	05301989	55,799.10	1,070.83	U	1.00	1	100%	55,897.33	55,897.33	55,897.33
HAMILTON	KATHLEEN	Staff Librarian I	5/25/2018	40,518.17	777.87	U	1.00	1	100%	40,604.81	40,604.81	40,604.81
HVIDING	MARIE	Dept Head MLS/ Reference Librarian	8/19/13	55,799.10	1,070.83	U	1.00	1	100%	55,897.33	55,897.33	55,897.33
JONES	JESSICA	Staff Librarian II MLS	10/23/17	44,730.46	858.68	U	1.00	1	100%	44,823.10	44,823.10	44,823.10
KELLEY	MARY	Staff Librarian I	11/28/18	40,518.17	777.87	U	1.00	1	100%	40,604.81	40,604.81	40,604.81
LORRAIN	SIMONE	Staff Librarian III MLS	12/13/10	47,903.35	919.48	U	1.00	1	100%	47,996.86	47,996.86	47,996.86
LUCEY-RUANO	TERESA	DepT Head/ Circulation Librarian	1/22/18	53,683.84	1,030.40	U	1.00	1	100%	53,786.88	53,786.88	53,786.88
MOORE	DAVID	Staff Librarian II	02/05/2018	42,633.43	818.28	U	1.00	1	100%	42,714.22	42,714.22	42,714.22
NIEVES	SUZANNE	Staff Librarian II	09111995	45,788.09	878.89	U	1.00	1	100%	45,878.06	45,878.06	45,878.06
SHIFT DIFFERENTIAL		SHIFT DIFFERENTIAL		-	-					-	-	-
EDUCATION DIFFERENTIAL		MLIS Certification		2,000.00	2,000.00					2,000.00	2,000.00	2,000.00
		AFSCME		60,545.41			1.00		Total AFSCME 1818	61,874.23	61,874.23	61,874.23
U=LOCAL LIBRARY STAFF ASSOCIATION, MSLA UNION WAS FORMED AND RATIFIED IN 2019												
		16101-5111		**824,539.82**			**15.00**		**Total Full Time - 5111**	**837,902.12**	**833,181.25**	**833,181.25**
CARR	JENNIFER	Library Assistant II	11/16/15	14,888.10	285.76	U/P	0.46	16.0		14,916.67	14,916.67	14,916.67
COLE	PAIGE	Library Assistant I		13,137.54	299.44	U/P	0.54	19.0		15,630.77	15,630.77	15,630.77
EPSTEIN	MARIE	Library Assistant I	8/22/15	6,977.23	133.92	U/P	0.23	8.0		6,990.62	6,990.62	6,990.62
HEDIO	JOSEPH	Library Assistant I	1/26/05	15,473.70	315.00	U/P	0.50	17.5		16,443.00	16,443.00	16,443.00
HOOKS	MARY	Library Assistant II	05/16/2005	14,341.05	-		0.00	-		-	-	-
MICHELINI	CHRISTINE	Library Assistant I	8/10/11	2,317.15	44.48	U/P	0.07	2.5		2,321.86	2,321.86	2,321.86
PRESSMAN	SHARI	Library Assistant I	9/4/07	9,846.90	189.00	U/P	0.30	10.5		9,865.80	9,865.80	9,865.80
RYDER	RUKMAL	Library Assistant II MLS	11/07/2000	-	-					-	-	-
STROM	JENNIFER	Library Assistant II MLS	10/04/2006	18,364.21	352.48	U/P	0.46	16.0		18,399.46	18,399.46	18,399.46

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
SZPAK	SUSAN	Staff Librarian III	08/01/1985	27,472.85	527.31	U/P	0.60	21.0		27,525.58	27,525.58	27,525.58
TRACY	NANCY	Library Assistant II MLS	3/11/16	12,983.84	249.21	U/P	0.26	9.0		13,008.76	13,008.76	13,008.76
VON JAEGER	MADELINE	Library Assistant I	11/21/19	9,853.15	252.16	U/P	0.34	16.0		13,162.75	13,162.75	13,162.75
PALMER-CRAFT	CHEYENNE	Library Assistant I	09/20/19		118.20	U/P	0.21	7.5		6,170.04	6,170.04	6,170.04
				-						-	-	-
		16101-5113		**145,655.72**			**Total Union Part Time**			**144,435.31**	**144,435.31**	**144,435.31**
ALIGMANO	ALTHEA	LIBRARY PAGE	08/06/19	-	-					-	-	-
FERREIRA	EVA	LIBRARY PAGE	10/04/17	11,570.37	199.50	P	0.40	14.0		10,691.61	10,691.61	10,691.61
JIMINEZ	AMY	LIBRARY PAGE	02/18/20	-	-					-	-	-
JONES	DASANI	LIBRARY PAGE	12/10/18	5,785.18	-			-		-	-	-
KONTOULAS	LAURA	LIBRARY PAGE	07/23/18	-	-					-	-	-
PALMER	CHEYENNE	LIBRARY PAGE	09/20/19	5,785.18	-			-		-	-	-
RIEDER	TILDA	LIBRARY PAGE	10/01/19		114.00	P	0.22	8.0		6,109.49	6,109.49	6,109.49
RUNYAN	JENNIFER	LIBRARY PAGE	08/11/16	8,677.78	142.50	P	0.28	10.0		7,636.86	7,636.86	7,636.86
SHAUGNESSY	MAX	LIBRARY PAGE	07/23/19	5,785.18	-	P				-	-	-
TITONG	ELIJAH	LIBRARY PAGE	07/15/19	-	-	P				-	-	-
FELIZ	DEBORAH	LIBRARY PAGE			57.00	P	0.11	4.0		3,054.74	3,054.74	3,054.74
SULEYMAN	HANNAH	LIBRARY PAGE			85.50	P	0.17	6.0		4,582.12	4,582.12	4,582.12
WILSON	KYLE	LIBRARY PAGE			85.50	P	0.17	6.0		4,582.12	4,582.12	4,582.12
VACANCY		LIBRARY PAGE			85.50	P	0.17	6.0		4,582.12	4,582.12	4,582.12
CUMMINGS	DIANA	Substitute Library Asst. I	02/24/16	Sunday Only	-					-	-	-
LIMARDO	CATHERINE	Substitute Library Asst. I	7/01/14	Sunday Only	-	P				-	-	-
VO	DIANE	Substitute Library Asst. I	8/31/2009	Sunday Only	-	P				-	-	-
					-							
AHEARN	JAMES	JR. LIBRARY CUSTODIAN	03/15/2018	12,504.00	247.20	P	0.46	16.0		13,739.04	13,739.04	13,739.04
CROTEAU	JOSHUA	JR. LIBRARY CUSTODIAN	11/04/2020	9,378.00	-			-		-	-	-
FELTON	DAVID	JR. BLDG CUSTODIAN	10/18/1994	1,010.74	-			-		-	-	-
FONTAN	RODRIGO	JR. BLDG CUSTODIAN	11/21/19	-	-			-		-	-	-
GATES	ROBERT	JR. BLDG CUSTODIAN	6/27/15	807.55	95.82	P	0.17	6.0		5,315.00	5,315.00	5,315.00
KOLODZIEJ	JOHN	JR. BLDG CUSTODIAN	12/16/13	-	-	P		-		-	-	-
O'BRIEN	JAMES	JR. BLDG CUSTODIAN	1/21/17	-	185.40	P	0.34	12.0		10,314.28	10,314.28	10,314.28
O'BRIEN	BRANDON	JR. BLDG CUSTODIAN	11/21/17	-	-	P		-		-	-	-

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
BRENNAN	ANDREW	JR. BLDG CUSTODIAN		9,378.00	185.40		0.34	12.0		10,314.28	10,314.28	10,314.28
VACANCY		JR. BLDG CUSTODIAN		9,378.00	123.60		0.22	8.0		6,869.52	6,869.52	6,869.52
				-							-	-
		16101-5113		**80,059.98**			**Total Non Union Part Time**			**87,791.18**	**87,791.18**	**87,791.18**
		Sunday Hours		40,934.02	40,934.02					40,934.02	40,934.02	40,934.02
		Overtime		4,000.00	4,000.00					4,000.00	4,000.00	4,000.00
U/P=LOCAL LIBRARY STAFF ASSOCIATION, MSLA UNION WAS FORMED AND RATIFIED IN 2019												
CERTAIN PART TIME POSITIONS ARE INCLUDED												
				1,095,189.54			**22.01**		**Department Total**	**1,115,062.63**	**1,110,341.76**	**1,110,341.76**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**15.60**
	FY 2022	**20.76**
	FY 2023	**22.01**
	Variance 22 vs. 23	**1.25**

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases					Dept Req FY2023	Mayor FY2023	Council Voted FY2023
									Step	Date	Rate	# Weeks Old	# Weeks New			
BRENNAN	ARTHUR	LIBRARY CUSTODIAN	9/15/14	1	60,545.41	1.00	1,185.33	61,874.23	2	7/3/2021	1,162.10	0.0	52.1	61,874.23	61,874.23	61,874.23
					60,545.41	**1.00**		**61,874.23**						**61,874.23**	**61,874.23**	**61,874.23**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
16102 Library-Expenses				
5211 Electricity				
National Grid, Constellation	39,000	45,000	45,000	45,000
5211 Electricity Total	**39,000**	**45,000**	**45,000**	**45,000**
5216 Oil & Gas Heating Fuel				
National Grid, UGI	12,500	14,500	14,500	14,500
5216 Oil & Gas Heating Fuel Total	**12,500**	**14,500**	**14,500**	**14,500**
5241 Building Maintenance				
A-1 Exterminators ($132 per month, maintenance etc.)	1,520	1,584	1,584	1,584
ATCO (HVAC maintenance) *required for warranty	9,500	9,500	9,500	9,500
Bibliotheca (library theft detection systems)	500	0	0	0
Bibliotheca software (library theft detection system and occupancy counters)	0	625	625	625
Carpet Cleaning (MLSA Union Contract and required for warranty)	4,300	4,300	4,300	4,300
Cunningham Security (yearly monitoring, maintenance)	1,600	1,600	1,600	1,600
Embree Elevator (monthly maintenance fees, inspection fees, repairs, etc.)	5,980	5,980	5,980	5,980
General Repairs	6,000	6,000	6,000	6,000
Hiller Companies (fire sprinkler system) & Talbot electric	3,835	3,935	3,935	3,935
Keane Fire & Safety Equipment, Lyons Plumbing, Patriot Alarm (Elevator Monitoring)	2,650	2,650	2,650	2,650
Workplace Essentials (OSHA disposal services)	1,255	1,255	1,255	1,255
5241 Building Maintenance Total	**37,140**	**37,429**	**37,429**	**37,429**
5317 Educational Training				
MLSA UNION CONTRACT	1,000	1,000	1,000	1,000
5317 Educational Training Total	**1,000**	**1,000**	**1,000**	**1,000**
5341 Telephone				
740-4533 $32.00 x 12 mos, 744-0860 $18.00 x 12 mos, 744-0863 $28.00 X 12 mos	836	836	836	836
744-4143 $89.00 x 12 mos, 744-3931/744-9667 100 per mo x 12 mos	1,768	0	0	0
744-4143 $99.00 x 12 mos, 744-3931/744-9667 80 per mo x 12 mos	0	2,148	2,148	2,148
744-5442 $18.00 x 12 mos, 744-3931 long distance $32.00 x 12 mos	396	396	396	396
5341 Telephone Total	**3,000**	**3,380**	**3,380**	**3,380**
5451 Custodial Supplies				
General Custodial supplies (Staples, Home Depot, Winer Bros., etc.)	7,200	7,200	7,200	7,200
5451 Custodial Supplies Total	**7,200**	**7,200**	**7,200**	**7,200**
5512 Books & Materials				
Amazon, Baker & Taylor, Ingram, e-books, databases	201,934	201,934	201,934	201,934
5512 Books & Materials Total	**201,934**	**201,934**	**201,934**	**201,934**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5516 Microfilm Subscripti				
New England Micrographics	500	500	500	500
5516 Microfilm Subscripti Total	**500**	**500**	**500**	**500**
5517 Periodicals				
North Shore News, Amazon, etc.	7,000	7,000	7,000	7,000
5517 Periodicals Total	**7,000**	**7,000**	**7,000**	**7,000**
5730 Dues And Sub				
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
5730 Dues And Sub Total	**54,628**	**54,628**	**54,628**	**54,628**
16102 Library-Expenses Total	**363,902**	**372,571**	**372,571**	**372,571**

Veterans

Mission Statement

Why We Exist

The Veterans' Services Department's primary responsibility is to provide Mass. state benefits for eligible veterans and their dependents provided under M.G.L. 115. 75% of these benefits 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 dependents 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.

Goals and Objectives

- A new location that better suits the Veterans Department with increased privacy and space remains a priority.
- Establish a committee to redo the Salem Common War Memorial and the Washington Arch in anticipation of the 400th Anniversary of the city in 2026.
- To help finalize the new Massachusetts National Guard Museum.

How FY 2023 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.
- With the resumption of normal business practices, we will increase outreach to all the area neighborhood associations and public housing units.
- We will continue our outreach through the Community Life Center to help identify those veterans and families that are still not known to us.

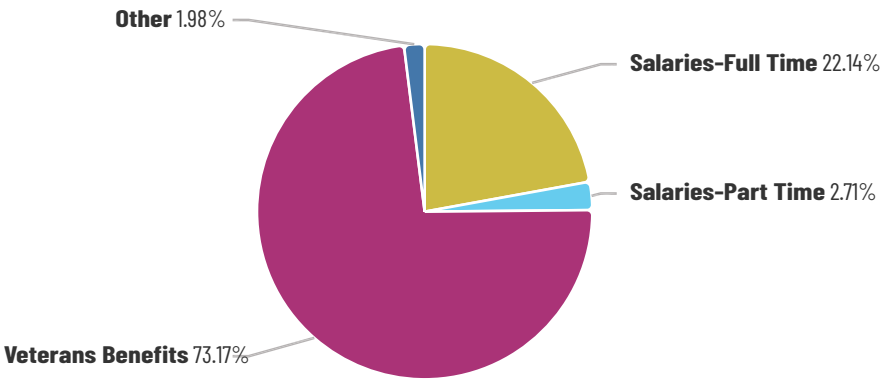
Significant Budget & Staffing Changes For FY 2023

There will be no significant veteran department staffing changes for 2023 and we expect to work within the level funding guidelines. We will continue to adjust to the veteran community needs through volunteers and Veteran Administrative Work Study students from North Shore Community College and Salem State University.

Recent Accomplishments

- Unlike the surrounding community veteran offices, we remained open during the COVID-19 pandemic. We have kept up with the increased demand for unemployment, VA compensation and veteran healthcare applications.
- Mentor to several new VSO's across the state.
- Coordinated a VSO working group with Congressman Moulton's district office.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2019	Actual FY2020	Actual FY2021	Estimated FY2022	Estimated FY2023
Number of Cases	-	622	502	516	530
Dollars in Benefits expended	-	$387,162	$313,062	$340,000	$365,000
Amount reimbursed to the city from the State	-	$290,371	$234,796	$255,000	$273,750
% Authorized by the State (75% max. allowed)	-	$290,371	$234,796	$255,000	$273,750

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Veterans - Personnel											
15431	5111	Salaries-Full Time	106,343	105,937	108,906	111,111	133,096	121,002	121,002	12,096	11.11
15431	5113	Salaries-Part Time	12,168	12,381	13,363	13,363	14,840	14,840	14,840	1,477	11.05
			118,511	**118,317**	**122,269**	**124,474**	**147,935**	**135,842**	**135,842**	**13,573**	**11.10**
Veterans - Expenditures											
15432	5249	Ground Maintenance	4,200	3,537	3,780	3,780	3,780	3,780	3,780	0	0.00
15432	5421	Office Supplies (Gen	894	856	900	900	900	900	900	0	0.00
15432	5710	In State Travel/Meetings	572	505	2,970	2,970	2,970	2,970	2,970	0	0.00
15432	5770	Veterans Benefits	387,163	313,062	400,000	400,000	400,000	400,000	400,000	0	0.00
15432	5788	Veterans Events	5,190	2,777	3,150	3,150	3,150	3,150	3,150	0	0.00
			398,019	**320,737**	**410,800**	**410,800**	**410,800**	**410,800**	**410,800**	**0**	**0.00**
		Department Total	**516,530**	**439,055**	**533,069**	**535,274**	**558,735**	**546,642**	**546,642**	**13,573**	**2.55**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
EMERLING	KIM	VETERANS AGENT	11/12/10	69,355.00	1,364.47		1.00	1	100%	88,530.84	77,017.10	77,017.10
COVINO	ELIZABETH	ADMIN ASSISTANT	10/1/15	39,550.67	778.11		1.00	1	100%	44,564.82	43,985.54	43,985.54
		15431-5111		**108,905.67**			**2.00**		**Total Full Time**	**133,095.65**	**121,002.65**	**121,002.65**
MARTINEAU	JEANGUY	PART TIME DRIVER		13,363.65	14,079.00	P	0.54	19		14,839.81	14,839.81	14,839.81
		15431-5113		**12,366.90**					**Total Partl Time**	**14,839.81**	**14,839.81**	**14,839.81**
				117,287.61			**2.54**		**Department Total**	**147,935.46**	**135,842.46**	**135,842.46**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**2.00**
	FY 2022	**2.54**
	FY 2023	**2.54**
	Variance 22 vs. 23	**0.00**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
15432 Veterans Services-Expenses				
5249 Ground Maintenance				
Ground maintenance/decorations	3,780	3,780	3,780	3,780
5249 Ground Maintenance Total	**3,780**	**3,780**	**3,780**	**3,780**
5421 Office Supplies (Gen				
General Office Supplies as needed	900	900	900	900
5421 Office Supplies (Gen Total	**900**	**900**	**900**	**900**
5710 In State Travel/Meetings				
MVSOA/State mandated conferences; transportation & tolls	2,970	2,970	2,970	2,970
5710 In State Travel/Meetings Total	**2,970**	**2,970**	**2,970**	**2,970**
5770 Veterans Benefits				
Chapter 115 State mandated benefits	400,000	400,000	400,000	400,000
5770 Veterans Benefits Total	**400,000**	**400,000**	**400,000**	**400,000**
5788 Veterans Events				
Memorial Day and other events	3,150	3,150	3,150	3,150
5788 Veterans Events Total	**3,150**	**3,150**	**3,150**	**3,150**
15432 Veterans Services-Expenses Total	**410,800**	**410,800**	**410,800**	**410,800**

Education - Salem Public Schools

Our Vision

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

Our Mission

Salem Public Schools is 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.

Our Core Values

- ***Belonging:*** We believe all members of our community are valued and that our relationships are built on empathy and respect.
- ***Equity:*** We believe in promoting social justice to ensure an inclusive school community where all members are empowered and engaged.
- ***Opportunity:*** We believe all students should receive a personalized experience to achieve academic success, find joy in their learning, and have multiple choices for their post-secondary plans.

Equity Statement

Equity is a core value within the Salem Public Schools. We support each student's unique path to achieving high standards regardless of ethnicity, race, color, economic status, national origin, age, abilities, religion, parental or immigration status, political beliefs, sex, sexual orientation, language, gender identity, or gender expression. Valuing equity means that we:

- Reflect and embrace the greater diversity of our students and families
- Recognize that systems of oppression marginalize some populations and suppress some voices
- Bear a collective responsibility to recognize, interrupt, and transform educational inequities
- Champion access and inclusion for all students/families/staff
- Allocate resources so that the students/families/staff who need the most get the most
- Work to be an anti-racist and culturally responsive community
- Create a more just and equitable world for all our students.

Strategic Initiatives and Priorities

- **Developing our workforce:** Build a diverse workforce, cultivate culturally and linguistically responsive teaching, and empower leaders as the unit of change.
- **Academic excellence for all:** Expand high-quality pre-kindergarten, develop independent learners, and a shared, equity-driven vision for high school.
- **Systems of support:** Empower all students, engage families as partners, and align structures for SEL supports
- **Strategy and accountability:** Strategic resource allocation, strong systems of accountability, and effective data systems.

Recent Accomplishments

Our schools have demonstrated incredible resilience during the 2021-22 school year. Salem Public Schools is proud of all that we have accomplished in the last year, despite the many challenges created by the pandemic. We continue to explore and implement innovative solutions to these challenges and use this moment as an opportunity to build the capacity of our district to offer the best support to our students and families. Our notable accomplishments this past year include:

- Expanding preschool programs to offer access to more than 100 additional students through Salem Public Schools and partnerships with community child care providers
- Providing extensive professional learning opportunities for staff about race, equity, and inclusion
- Expanding early college and dual enrollment programming
- Increasing student access to workforce development and career technical education opportunities
- Continuing to grow the dual language program and pathways
- Investing in high-quality curriculum and high-interest, culturally relevant texts
- Expanding summer and out of school programming
- Enhancing and expanding language access support for students and families
- Offering additional social and emotional interventions for students post-COVID
- Upgrading school building safety and security
- Providing an enhanced baseline of technology to each educator
- Expanding the SPS 1:1 student device initiative

FY2023 Goals and Objectives

In 2021, district and school leaders worked to refine and extend the existing 2017-2022 strategic plan, with an ambitious set of goals to be achieved during the 2022 and 2023 academic years. Our success in achieving those goals is measured by a comprehensive set of metrics that will be our North Star, continuing to guide our efforts in 2023.

1. Increase the percent of educators and staff who represent the racial, ethnic and linguistic diversity of students from 6% to 9% for teachers and from 11% to 15% for all staff

2. Increase the number of 3-4 year-olds in high quality PreK seats across the Salem Public Schools from 87 students (2019-20) to 185 students

3. Decrease student chronic absenteeism from 25.1% of students (2018-19) to 20%

4. Reduce the disproportionality of suspensions and days of suspension by subgroup as compared to the district average by 50%

5. Increase the percent of students who report that they learn about, discuss and confront issues of race, ethnicity and culture in school (as measured by the annual Panorama survey) from 43% favorability to 55% favorability (grades 3-5) and from 38% favorability to 50% favorability (grades 6-12)

6. Increase the percent of Salem residents who attend the Salem Public Schools from 76% to 80%

7. Accelerate high school outcomes:

- Increase the percent of students who graduate in 4 years from 80.5% (2018-19) to 85%
- Decrease the percent of students who dropout on an annual basis from 4.5% (2018-19) to 3.7%
- Increase the percent of students accessing advanced coursework from 44.4% (2018-19) to 60%

8. Improve overall performance as measured by MCAS:

- Increase grade 3-8 ELA growth from 49.3 (2018-19) to 52
- Increase grade 10 ELA growth from 41.5 (2018-19) to 48
- Increase grade 3-8 math growth from 49.1 (2018-19) to 52
- Increase grade 10 math growth from 33.4 (2018-19) to 40
- Increase the percent of schools who meet 75% of their accountability targets or more from 14% (2018-19) to 42% of SPS schools

FY2023 School Department Budget Summary

The FY2023 recommended budget of $68,747,963 represents a 3.2% increase over the FY2022 adopted budget, an increase of $2,150,044.

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2023 Recommended	$ Change	% Change
Personnel	46,848,200	50,020,561	52,764,411	54,589,984	1,825,572	3.5%
Expense	11,630,848	11,484,918	13,833,507	14,157,979	324,472	2.3%
Grand Total	58,479,049	61,505,479	66,597,918	68,747,963	2,150,044	3.2%

Personnel resources account for 80% of the school district budget, with non-personnel expenses comprising 20%. Wage increases, therefore, are a major driver of the district budget. Over 46% of our staff are eligible for an average increase of 3.5% each year due to collectively bargained step increases. Those wage adjustments alone result in a 2.3% increase in the district's operating budget each year. Nearly three quarters of the personnel budget is allocated to instructional staff compensation. Teaching staff make up 65% of the personnel budget, with instructional support staff (paraprofessionals, tutors, and behavior specialists) comprising another 7%.

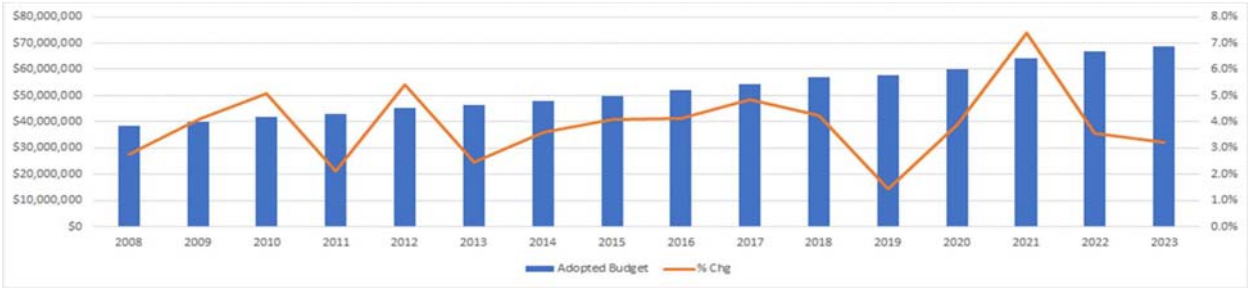
The major driver of the personnel budget this year was negotiated salary increases. The cost of living increase (COLA) for Salem Teachers Union members was 2.75% for individuals on top step (Step 13 of the salary schedule), and 1.75% for teachers on steps 1-12. The negotiated COLA increase for FY2022 exceeded the amount budgeted so the cost of living adjustment reflected in the FY2023 budget is 3.5% for teachers on top step and 2.5% for teachers on steps 1-12. Teachers on steps 1-12 also receive a step increase which averages 3.5% on the STU salary schedule.

The paraprofessionals also settled a three-year contract last year. The paraprofessional unit, now renamed the Paraprofessional and School Related Personnel (PSRP) unit, was expanded to include permanent building substitutes, full time tutors, behavior specialists, family engagement facilitators, speech and language pathology assistants, and certified occupational therapy assistants. The salaries of family engagement facilitators increased by over 30% partly due to an extension of their contractual year. Instructional paraprofessionals also received a significant salary adjustment of 8.7% which impacts about one-quarter of the PSRP unit, which now includes 190 members.

In addition to negotiated and anticipated contractual increases, the FY2023 recommended budget accommodates requests for 18.6 new positions. Eleven of those are offset with reductions in positions for a net increase to the budget of 7.6 positions.

Twenty percent of the FY2023 recommended budget is allocated to non-personnel expenses. Tuition, transportation, and utilities are the three largest categories of non-personnel expenses in the budget. Tuition and transportation (regular day, special education in-district, special education out-of-district, and homeless transportation) each comprise 24% of the district's expense budget, or over 48% in total. Instructional supplies, materials and equipment make up 11% of the non-personnel budget with utilities comprising another 10%. Major drivers of non-personnel expenses include increases in homeless transportation due to an increase in the number of students requiring services, increases in out-of-district tuition and transportation due to an increase of 11 out-of-district placements, additional tuition for students placed at Recovery High School, and inflationary increases in supplies, materials, shipping costs, utilities, and contractual services.

The chart below shows the historical budgets and budget increases. The FY2023 School Department Budget increase of 3.2% is below the historical average of 4.0%.



We have made critical decisions and allocated our finite resources in accordance with these values, priorities and initiatives. More specifically, during our three budget forums, we have solicited input on the best way to continue to direct resources in alignment with our strategic plan. This feedback proved invaluable as we developed our operating budget proposal and in planning how to best utilize our local and federal grant funding. We worked aggressively to invest in programs, materials and positions that are responsive to the voices of our constituents and serve to positively impact the SPS student learning experience.

To fund these essential priorities and maintain other critical services, the Salem Public Schools are relying on a slight increase in the Commonwealth's funding, the continued and generous support from the City of Salem and one-time revenue in the form of federal and state grants. While this one-time COVID relief resource allows us to make strategic investments in Fiscal Year 2023, we must continue to be thoughtful and judicious as it will be challenging to sustain these funding levels in future years. Given this context,

we are already working to shift mission critical staff and programs to the operating budget and discussing how to avoid a fiscal cliff.

We appreciate the continued support of our students, families, educators, School Committee members, Mayor Driscoll, elected officials, and Salem taxpayers to provide the young people of Salem with the educational experience they deserve.

A full version of the FY2023 School Committee Budget can be found at: https://salemk12.org/wp-content/uploads/2022/05/SPS-FY23-Recommended-Budget-Final-12May2022.pdf

Budget Transfer Out of General Fund

Transfers Out

Significant Budget & Staffing Changes For FY 2023

Budget Transfer Out

No changes for FY2023 – the transfers are level funded with FY2022.

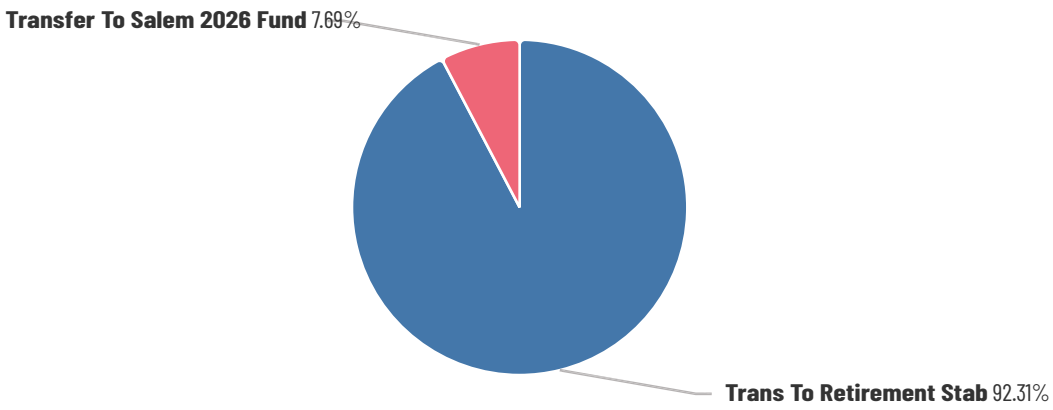
Retirement Stabilization Trust Fund

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.

Salem 2026 – 400 Anniversary Fund

In FY 2014 the Mayor established a new special revenue fund to help fund the City's 400th anniversary celebration. The Mayor has appropriated funds each year to plan for anticipated cost of events related to the 2026 400th anniversary of the City of Salem.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Transfers Out - Expenditures											
120	5962	Transfer To Bentley Charter	3,277,144	0	0	0	0	0	0	0	0.00
120	5965	Trans To Retirement Stab-8311	600,000	600,000	600,000	600,000	600,000	600,000	600,000	0	0.00
120	5969	Trans To Salem 2026 Fund	50,000	25,000	50,000	50,000	50,000	50,000	50,000	0	0.00
			3,927,144	**625,000**	**650,000**	**650,000**	**650,000**	**650,000**	**650,000**	**0**	**0.00**
		Department Total	**3,927,144**	**625,000**	**650,000**	**650,000**	**650,000**	**650,000**	**650,000**	**0**	**0.00**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
120 BUDGET TRANSFERS OUT OF GF				
5965 Trans To Retirement Stab-8311				
	0	600,000	600,000	600,000
5965 Trans To Retirement Stab-8311 Total	**0**	**600,000**	**600,000**	**600,000**
5969 Trans To Salem 2026 Fund				
	0	50,000	50,000	50,000
5969 Trans To Salem 2026 Fund Total	**0**	**50,000**	**50,000**	**50,000**
120 BUDGET TRANSFERS OUT OF GF Total	**0**	**650,000**	**650,000**	**650,000**

Sewer Enterprise

Public Services

Mission Statement

Why We Exist

Our mission is to provide the highest quality drinking water and wastewater collection services to our ratepayers and stakeholders. Protecting public health and safety; all the while maintaining some of the lowest rates in the Commonwealth. The Water & Sewer Divisions of the Department of Public Services and the Engineering Department are committed to ensuring environmental stewardship through a combination of preventative maintenance, planned improvements, emergency response, and sustainable and efficient upgrades. We encourage stakeholder involvement and seek to maintain transparency and open channels of communication between the department and the community we serve. We work closely with the South Essex Sewerage District, which provides wastewater treatment services for the city.

Goals and Objectives

Utilize GIS mapping system to indicate areas of focus and track repeated similar issues for consideration of CIP improvement/replacement project.

- Continue to utilize closed circuit television inspection of sewers and drains to diagnose trouble areas.
- Maintain sewer system to help reduce sewer backups.
- Replace and secure manhole rims and covers to eliminate nuisances to residents.
- Continue routine cleaning of catch basins to reduce flooding and increase water quality.
- 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 and remove sources of infiltration and inflow (I/I) throughout the city sewer system.

How FY 2023 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 any public health risk. DPS personnel continue to work with the residents and businesses to identify and determine responsibility for any sewer issue while promptly working to fix any issue that is the city's responsibility.

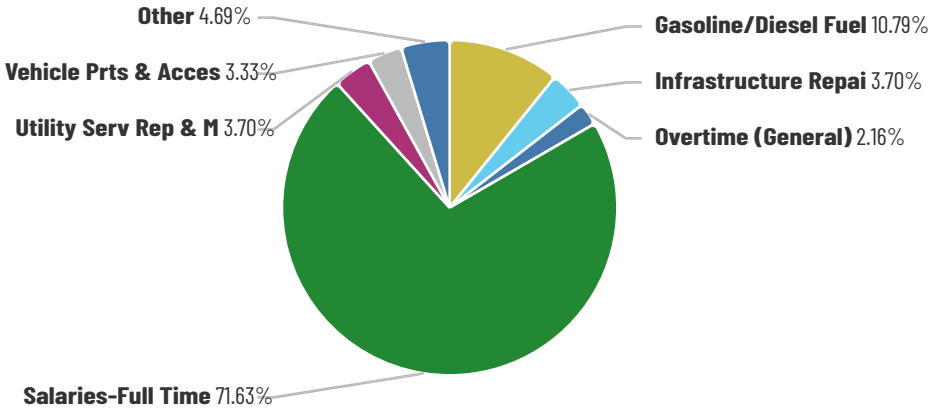
Significant Budget & Staffing Changes For FY 2023

No significant budget or staffing changes for FY 2023

Recent Accomplishments

- Responded to over sixty-two (62) sewer backups.
- Rebuilt over seventy-seven (77) sewer manholes and catch basins.
- Repaired more than eighty (80) trenches.
- Cleaned over thirty-six (36) catch basins.
- Used web site to share sewer related notifications.
- Continued to retain sewer inspection records for future reference.
- Work order system implementation to allow for improved response time.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Public Services - Personnel											
600031	5111	Salaries-Full Time	405,886	377,417	470,862	470,862	498,053	498,053	498,053	27,191	5.77
600031	5131	Overtime (General)	3,294	6,728	15,000	15,000	15,000	15,000	15,000	0	0.00
			409,179	**384,145**	**485,862**	**485,862**	**513,053**	**513,053**	**513,053**	**27,191**	**5.60**
Public Services - Expenditures											
600032	5211	Electricity	7,500	3,029	8,250	10,367	8,250	8,250	8,250	0	0.00
600032	5215	Natural Gas	2,913	3,980	7,000	10,020	7,000	7,000	7,000	0	0.00
600032	5251	Utility Serv Rep & Maint	24,944	24,490	25,000	25,000	25,750	25,750	25,750	750	3.00
600032	5301	Police Detail	3,113	4,778	5,000	5,000	5,000	5,000	5,000	0	0.00
600032	5317	Educational Training	695	1,000	1,000	1,000	1,000	1,000	1,000	0	0.00
600032	5320	Contracted Services	2,500	2,500	2,500	2,500	2,500	2,500	2,500	0	0.00
600032	5341	Telephone	0	0	4,000	8,000	4,000	4,000	4,000	0	0.00
600032	5421	Office Supplies (Gen	742	749	750	750	750	750	750	0	0.00
600032	5481	Gasoline/Diesel Fuel	35,305	47,394	75,000	96,106	75,000	75,000	75,000	0	0.00
600032	5483	Vehicle Prts & Acces	21,306	3,126	22,500	24,398	23,175	23,175	23,175	675	3.00
600032	5485	Street Sweeper Broom	2,603	4,000	4,000	4,000	4,120	4,120	4,120	120	3.00
600032	5839	Infrastructure Repai	24,884	10,541	25,000	28,000	25,750	25,750	25,750	750	3.00
			126,504	**105,588**	**180,000**	**215,140**	**182,295**	**182,295**	**182,295**	**2,295**	**1.28**
		Department Total	**535,683**	**489,733**	**665,862**	**701,002**	**695,348**	**695,348**	**695,348**	**29,486**	**4.43**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
JODOIN	RAYMOND	GENERAL FOREMAN	9-12-2005	30,932.81	608.56		0.33		0.33	31,766.83	31,766.83	31,766.83
KNOWLTON	DAVID	City Engineer-DPS Director	may 2007	22,085.19	434.49		0.17		0.17	23,360.90	23,360.90	23,360.90
LEBLANC	ROBERT	GENERAL FOREMAN	06/03/19	25,882.24	509.19		0.33		0.33	26,579.72	26,579.72	26,579.72
SANTOS	SHAUN	MANAGEMENT ANALYST	8-20-18	25,541.50	502.49		0.33		0.33	26,229.98	26,229.98	26,229.98
VACANT		SENIOR FLEET FOREMAN		-	-		0.33		0.33	24,750.00	24,750.00	24,750.00
		AFSCME		366,419.57			5.64		Total AFSCME 1818	365,366.06	365,366.06	365,366.06
		600031-5111		**470,861.31**	**2,054.73**		**7.13**		**Total Full Time**	**498,053.49**	**498,053.49**	**498,053.49**
		OVERTIME		15,000.00	15,000.00					15,000.00	15,000.00	15,000.00
				485,861.31			**7.13**		**Department Total**	**513,053.49**	**513,053.49**	**513,053.49**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**7.33**
	FY 2022	**6.64**
	FY 2023	**7.13**
	Variance 22 vs. 23	**0.49**

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases					Dept Req FY2023	Mayor FY2023	Council Voted FY2023
									Step	Date	Rate	# Weeks Old	# Weeks New			
BARNES	DAVID	HEO	6/27/2012	1	27,902.16	-	-	-							-	-
BEAUREGARD	RICHARD	HEAD FOREMAN I/II	3/2/2001	1	33,292.94	0.50	651.80	34,284.68	3						34,284.68	34,284.68
CAPRIOTTI	DANIEL	HEAD WORKING FOREMAN	4/12/2021	1		0.33	399.63	21,020.54	2	4/12/2023	14.98	7.0	45.2		21,697.55	21,697.55
CRIPPS	JEFFREY	HMEO STEP I/II	6/20/2018	1	25,915.58	0.50	507.37	26,687.66	3						26,687.66	26,687.66
DALLY	MICHAEL	ME REPAIR	7-12-21	1		0.33	360.35	18,954.41	1	7/12/2022	13.39	1.0	51.2		19,640.18	19,640.18
DONADIO	DOMINIC	HMEO	8/22/2016	1	25,915.58											-
DONADIO	DOMINIC	Shift Differential Base Rate X 9%			2,332.52											-

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases					Dept Req FY2023	Mayor FY2023	Council Voted FY2023
									Step	Date	Rate	# Weeks Old	# Weeks New			
LEVESQUE	JAMES	St/Sidewalk Foreman	06/21/99	1	19,979.83	0.33	391.16	20,575.02	3						20,575.02	20,575.02
MARINO	PAUL	HEAD FOREMAN II/III	07/23/98	1	21,973.18	0.33	430.19	22,627.99	3						22,627.99	22,627.99
MERRITHEW	BENJAMIN	HEO	12/27/2021			0.50	507.95	26,718.17		12/27/2022	18.78	26.0	26.0		27,206.45	27,206.45
MORRIS	RALPH	HEO	11/30/2009	1	27,902.16	0.50	546.26	28,733.28	3						28,733.28	28,733.28
NIEMAN	ANDREW	WATER CRAFT SPEC'ST	8/7/17	1	25,915.58	0.50	546.26	28,733.28	3						28,733.28	28,733.28
PAGLIARO	BRETT	LABORER	03/02/2020	1	16,384.02											-
PSZENNY	BRIAN	PRIN ACCT	02/18/2020	2	16,321.82	0.33	316.34	16,639.48	2	2/20/2022	18.87	0	52.2		17,624.29	17,624.29
RIVERA	CRISTIAN	ME REPAIR	02/17/2021	1	18,656.86											-
SOSAGARCIA	ELIAZAR	ME REPAIR	03/12/2019	1	30,160.67	0.33	387.61	20,388.29	3						20,388.29	20,388.29
TASSINARI	STEPHEN	HEAD WORKING FOREMAN	05241999	1	18,406.10											-
VACANT		ME REPAIR		1	26,904.18	0.33	360.36	18,954.94	-						18,954.94	18,954.94
VACANT		ME REPAIR		1		0.33	360.36	18,954.94	-						18,954.94	18,954.94
VACANT		HMEO I/II		1	20,412.39			20,412.39							24,636.31	24,636.31
VACANT		Shift Differential Base Rate X 9%				-	42.56	2,238.66	-						2,238.66	2,238.66
VACANT		HMEO 2nd shift			-	0.50	462.71	24,338.55	-						24,338.55	24,338.55
LICENCES					7,294.00			7,294.00							7,294.00	7,294.00
OUT OF GRADE					750.00			750.00							750.00	750.00
					366,419.57	**5.64**		**358,306.28**							**365,366.06**	**365,366.06**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
600032 Sewer-Pub Serv-Expenses				
5211 Electricity				
National Grid	4,400	4,400	4,400	4,400
TransCanada. Split with DPW/Water/Sewer	3,850	3,850	3,850	3,850
5211 Electricity Total	**8,250**	**8,250**	**8,250**	**8,250**
5215 Natural Gas				
Direct Energy Marketing	3,000	3,000	3,000	3,000
National Grid	4,000	4,000	4,000	4,000
5215 Natural Gas Total	**7,000**	**7,000**	**7,000**	**7,000**
5251 Utility Serv Rep & Maint				
additional funds need for aging infrastructure and rising cost	13,000	13,750	13,750	13,750
Sewer supplies: manhole, asphalt, pipe, valves, covers, frames, gaskets, rentals. Contractors: Dilisio Brothers, Aggregate, EJ, FW, RentAll, Home Depot, Winer, Green Pro.	12,000	12,000	12,000	12,000
5251 Utility Serv Rep & Maint Total	**25,000**	**25,750**	**25,750**	**25,750**
5301 Police Detail				
Details needed for road work during sewer line repairs in roads	5,000	5,000	5,000	5,000
5301 Police Detail Total	**5,000**	**5,000**	**5,000**	**5,000**
5317 Educational Training				
Misc. training courses as needed	1,000	1,000	1,000	1,000
5317 Educational Training Total	**1,000**	**1,000**	**1,000**	**1,000**
5320 Contracted Services				
Cleaning, inspection and repairs of sewer linesBmc , Spencer contracting, Tom Mackey	2,500	2,500	2,500	2,500
5320 Contracted Services Total	**2,500**	**2,500**	**2,500**	**2,500**
5341 Telephone				
T-Mobile GPS tracking for DPW Trucks 50 Vehicles at $675/ month 12 month (1/3)	4,000	4,000	4,000	4,000
5341 Telephone Total	**4,000**	**4,000**	**4,000**	**4,000**
5421 Office Supplies (Gen				
General Office supplies as needed	750	750	750	750
5421 Office Supplies (Gen Total	**750**	**750**	**750**	**750**
5481 Gasoline/Diesel Fuel				
Fuel for Sewer/Water Vehicles	75,000	75,000	75,000	75,000
5481 Gasoline/Diesel Fuel Total	**75,000**	**75,000**	**75,000**	**75,000**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5483 Vehicle Prts & Acces				
Oil products, tires, starters, alternators, sewer hoses, truck services, inspections. Vendors include Dennis Burke, Maplewood, NE Muni, R&S, Unlimited Auto, C&C Auto.	22,500	23,175	23,175	23,175
5483 Vehicle Prts & Acces Total	**22,500**	**23,175**	**23,175**	**23,175**
5485 Street Sweeper Broom				
Associated costs for sweeper repairs	2,000	2,120	2,120	2,120
Associated costs for third sweep in annual year	2,000	2,000	2,000	2,000
5485 Street Sweeper Broom Total	**4,000**	**4,120**	**4,120**	**4,120**
5839 Infrastructure Repai				
Manhole asphalt, pipe, valves, covers, frames, gaskets, contract work. Contractors include Aggregate, EJ Prescott, Grandees, Waterworks.	25,000	25,750	25,750	25,750
5839 Infrastructure Repai Total	**25,000**	**25,750**	**25,750**	**25,750**
600032 Sewer-Pub Serv-Expenses Total	**180,000**	**182,295**	**182,295**	**182,295**

Engineering

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 eight (8) wastewater pumping stations and one (1) stormwater pumping station. Additionally, the department manages the contracted operations of the 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 maximize flood mitigation and storm water quality.

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, which is 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 the meter technician, identifying accounts requiring service, selling meters and deduct meters and processing of over 3,500 water and sewer bills monthly, approximately 10% requiring analysis and estimating. Funding for the efforts described herein is derived from the Sewer Enterprise System.

Goals and Objectives

- Continue illicit connection detection and removal program.
- Continue to coordinate on the MS4 permit including performing activities required for compliance and development of the Annual Report.
- Continue resolving flooding and collection system deficiencies City-wide.
- Continue Infiltration & Inflow study.
- Manage the contractor operator of the City's wastewater and stormwater pump stations.
- Evaluate the need for sewer extensions in areas currently unsewered.
- Advance the Canal Street/SSU flood mitigation project to construction.
- Continue to partner with Salem Sound Coastwatch and seek grant opportunities toward clean water initiatives.
- Develop hydrologic/hydraulic models for watersheds in Salem to assist with decision making relative to infrastructure and resiliency.

How FY 2023 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

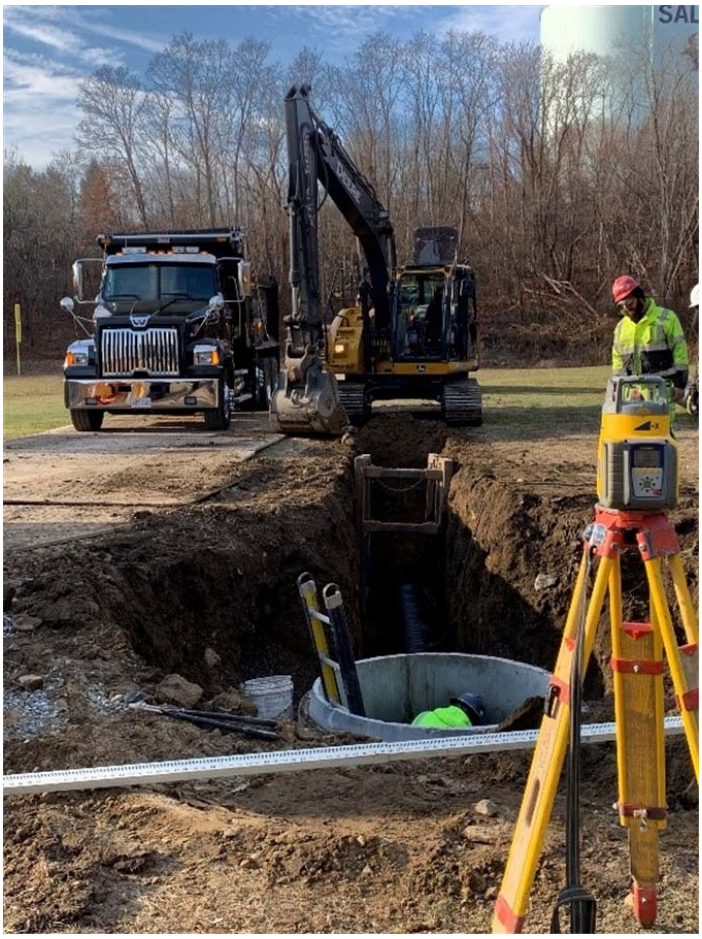
- Both the City's long and short-term goals for sustainable infrastructure will be met with the department's goals by reinvesting and rehabilitating the City's wastewater and stormwater collection and conveyance infrastructure.
- Partnerships are being developed with the many neighborhood associations, institutions (NIAC, PEM, SSU, Salem Hospital, etc.) and commercial establishments that will enable the Dept. goals to be obtained.

Significant Budget & Staffing Changes For FY 2023

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 collection system, including wiring issues, and faulty meter heads, activating the new MIU boxes for new meters, and replacing water meters and meter heads.

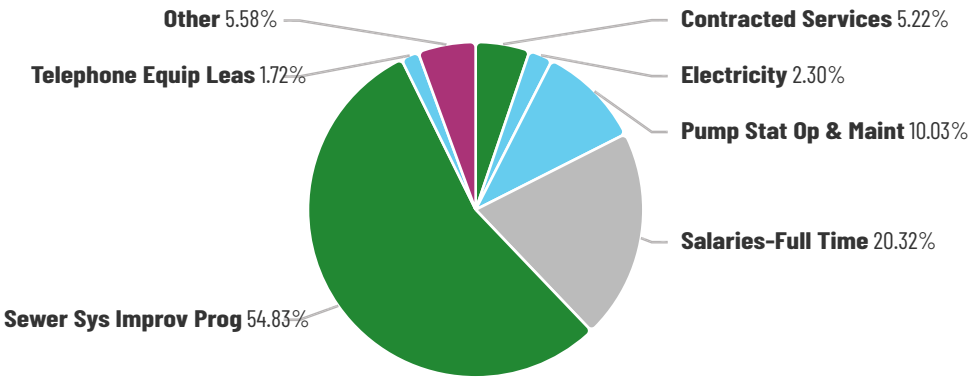
Recent Accomplishments

- The department collaborated with a contractor to test wastewater to determine virus levels in certain neighborhoods. The results are be monitored weekly and residents are notified of any increases in neighborhood levels so those residents can be individually tested. The testing, which began in November, is being done in conjunction with the Massachusetts Department of Public Health.



- Continued to incorporate the 1,600 annual backflow surveys, testing and design approval costs into our Munis Water and Sewer billing system. These bills are annual and semiannual.
- Continued to analyze accounts with water and no sewer and take appropriate action if required.
- Continued efforts to identify and remove illicit (direct sanitary) connections to the city's drainage systems in compliance with the City's EPA NPDES General Permits for Stormwater Dischargers from Small Municipal Storm Sewer Systems in Massachusetts (MS4).
- Review and coordinate the development of the city's annual MS4 permit.
- Continue to manage liens on overdue water & sewer bills to 3rd quarter real estate tax bills (442 accounts); resulting in major revenue influx, estimated at $276,844 (sewer only). Continued to lien condo developments owing over $600- 7 condos for December 2021.
- Continued to coordinate the Canal Street/SSU flood mitigation 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 relocation of the Willow Avenue (pipe beach) truck sewer in Salem Harbor.
- Advanced CIP funded projects to address flooding issues and storm water collection system deficiencies City-wide, including the South River.
- Managed contract operator for the City's wastewater and stormwater pumping stations.
- Managed catch basin cleaning contract to mitigate flooding and promote improved water quality.
- Continued streamlining the water and sewer billing system to expeditiously resolve billing disputes in a customer friendly manner. Continued to utilize meter software to improve customer service.
- Continue troubleshooting non-billable and non-read meter locations, by making appointments with residents to get access to the meters in their buildings.
- Worked with consultant to conduct a pilot study on the effectiveness of a protein matrix in the reduction of fats, oils, and grease (FOG) buildup in the collection system. MIIA provided a grant for this pilot study.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Engineering - Personnel											
600131	5111	Salaries-Full Time	186,038	183,874	192,857	192,857	194,609	194,609	194,609	1,752	0.91
600131	5113	Salaries-Part Time	0	0	2,000	2,000	5,467	5,467	5,467	3,467	173.33
600131	5131	Overtime (General)	70	136	0	0	2,000	2,000	2,000	2,000	0.00
			186,108	**184,010**	**194,857**	**194,857**	**202,076**	**202,076**	**202,076**	**7,219**	**3.70**
Engineering - Expenditures											
600132	5211	Electricity-Pump Station	16,983	17,228	22,000	23,786	22,000	22,000	22,000	0	0.00
600132	5277	Photocopy Machine Le	0	0	0	0	5,000	5,000	5,000	5,000	0.00
600132	5278	Telephone Equip-Pump Station	6,006	4,637	16,500	29,122	16,500	16,500	16,500	0	0.00
600132	5283	Sewer Line Lease	945	945	1,200	1,200	1,200	1,200	1,200	0	0.00
600132	5305	Accounting And Audit	2,000	2,000	2,000	2,000	2,000	2,000	2,000	0	0.00
600132	5317	Educational Training	1,299	949	4,000	4,064	4,000	4,000	4,000	0	0.00
600132	5320	Contracted Services-Maint	47,904	43,650	50,000	56,091	50,000	50,000	50,000	0	0.00
600132	5342	Postage	9,952	9,524	13,000	13,000	13,000	13,000	13,000	0	0.00
600132	5375	Pump Stat Op & Maint	87,872	84,959	96,000	109,169	96,000	96,000	96,000	0	0.00
600132	5381	Printing And Binding	78	1,425	2,000	2,320	2,000	2,000	2,000	0	0.00
600132	5421	Office Supplies (Gen	2,099	3,075	3,750	4,014	3,750	3,750	3,750	0	0.00
600132	5445	Pump Station Suppl	3,690	3,934	5,000	5,000	5,000	5,000	5,000	0	0.00
600132	5520	Software Support/ Enhancements	1,000	15,910	4,500	7,600	4,500	4,500	4,500	0	0.00
600132	5710	In State Travel/Meetings	500	0	2,500	2,500	2,500	2,500	2,500	0	0.00
600132	5837	Sewer Sys Improv Prog	575,687	158,472	525,000	593,212	525,000	525,000	525,000	0	0.00
600132	5869	Computer Equip/Tech	0	0	3,000	3,000	3,000	3,000	3,000	0	0.00
			756,016	**346,710**	**750,450**	**856,078**	**755,450**	**755,450**	**755,450**	**5,000**	**0.67**
		Department Total	**942,124**	**530,719**	**945,307**	**1,050,935**	**957,526**	**957,526**	**957,526**	**12,219**	**1.29**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
CRIPPS	CHERYL	SECRETARY	8/13/08	16,505.80	984.02		0.33		33%	16,978.59	16,978.59	16,978.59
DUBINSKY	ELLEN	ADMIN ASSISTANT	9/26/85	7,170.00	1,410.62		0.10		10%	7,363.44	7,363.44	7,363.44
DUHAMEL	DEBORAH	Assistant Engineer	5/28/18	36,128.22	2,153.87		0.33		33%	37,102.56	37,102.56	37,102.56
KNOWLTON	DAVID	City Engineer-DPS Director	5/21/2007	16,888.74	2,555.85		0.13		13%	17,411.64	17,411.64	17,411.64
JOSEFSON	MARIA	GIS		21,046.32	1,182.70		0.33		33%	20,373.19	20,373.19	20,373.19
SULPRIZIO	MICHAEL	BUSINESS MGR/WTR REG	10/14/2019	23,219.41	1,827.26		0.25		25%	23,845.74	23,845.74	23,845.74
				71,898.52			1.33		Total AFSCME 1818	71,534.45	71,534.45	71,534.45
		600131-5111		**192,857.01**			**2.80**		**Total Full Time**	**194,609.61**	**194,609.61**	**194,609.61**
INTERN		PT INTERN								5,466.67	5,466.67	5,466.67
		600131-5113		**-**					**Total Part Time**	**5,466.67**	**5,466.67**	**5,466.67**
		OVERTIME		2,000.00	2,000.00					2,000.00	2,000.00	2,000.00
		600131-5131							**Total Overtime**	**2,000.00**	**2,000.00**	**2,000.00**
				194,857.01			**2.80**		**Department Total**	**202,076.28**	**202,076.28**	**202,076.28**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**2.48**
	FY 2022	**2.80**
	FY 2023	**2.80**
	Variance 22 vs. 23	**0.00**

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases					Dept Req FY2023	Mayor FY2023	Council Voted FY2023
									Step	Date	Rate	# Weeks Old	# Weeks New			
MERRITHEW	MATTHEW	WATER METER READER	11/5/2018	1	25,915.58		-	-						(1,373.66)	(1,373.66)	(1,373.66)
VACANT		WATER METER READER				0.50								25,915.58	25,915.58	25,915.58
MCGRATH	RAYLEEN	PRINCIPAL CLERK	12/18/17	2	17,122.14	0.33	335.21	17,497.96	3					17,497.96	17,497.96	17,497.96
MORAN	KAREN	ASST WATER REG	9/10/2013	2	28,860.80	0.50	565.03	29,494.57	3					29,494.57	29,494.57	29,494.57
					71,898.52	**1.33**		**46,992.53**						**71,534.45**	**71,534.45**	**71,534.45**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
600132 Sewer-Engineer-Expenses				
5211 Electricity-Pump Station				
Ravenna Ave, Highland Ave, Wilson Street, Forrest River Park, March St/Rice St, Ocean Ave West/Jefferson Ave, Home Street, Swampscott Road Pump.	22,000	22,000	22,000	22,000
5211 Electricity-Pump Station Total	**22,000**	**22,000**	**22,000**	**22,000**
5277 Photocopy Machine Le				
New copier lease	0	5,000	5,000	5,000
5277 Photocopy Machine Le Total	**0**	**5,000**	**5,000**	**5,000**
5278 Telephone Equip-Pump Station				
ATT lease for ARM system-data collectors	16,000	16,000	16,000	16,000
Various alarms to support sewer pumping stations	500	500	500	500
5278 Telephone Equip-Pump Station Total	**16,500**	**16,500**	**16,500**	**16,500**
5283 Sewer Line Lease				
Fees charge by MBTA for use of lines under commuter rail tracks	1,200	1,200	1,200	1,200
5283 Sewer Line Lease Total	**1,200**	**1,200**	**1,200**	**1,200**
5305 Accounting And Audit				
Annual service for audits, contracted through Finance Dept.	2,000	2,000	2,000	2,000
5305 Accounting And Audit Total	**2,000**	**2,000**	**2,000**	**2,000**
5317 Educational Training				
APWA National Congress	500	500	500	500
Attending Professional organization seminars and meetings-WEF and NEWEA	1,600	1,600	1,600	1,600
Munis training and support, SSCW, MMAAA	1,900	1,900	1,900	1,900
5317 Educational Training Total	**4,000**	**4,000**	**4,000**	**4,000**
5320 Contracted Services-Maint				
Annual Catch Basin cleaning	50,000	50,000	50,000	50,000
5320 Contracted Services-Maint Total	**50,000**	**50,000**	**50,000**	**50,000**
5342 Postage				
Total cost of postage for mailing w/s bills @ 50% W&S Depts.	13,000	13,000	13,000	13,000
5342 Postage Total	**13,000**	**13,000**	**13,000**	**13,000**
5375 Pump Stat Op & Maint				
Pump Station Maintenance	90,000	90,000	90,000	90,000
Stand by generator annual maintenance	6,000	6,000	6,000	6,000
5375 Pump Stat Op & Maint Total	**96,000**	**96,000**	**96,000**	**96,000**
5381 Printing And Binding				
Collector's office includes printing costs; this represents annual inserts	2,000	2,000	2,000	2,000
5381 Printing And Binding Total	**2,000**	**2,000**	**2,000**	**2,000**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5421 Office Supplies (Gen				
Plotter Ink and Paper-previously under IT	1,250	1,250	1,250	1,250
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
5421 Office Supplies (Gen Total	**3,750**	**3,750**	**3,750**	**3,750**
5445 Pump Station Suppl				
50% of costs for pump station op and Main. Will be shared with water	5,000	5,000	5,000	5,000
5445 Pump Station Suppl Total	**5,000**	**5,000**	**5,000**	**5,000**
5520 Software Support/Enhancements				
GIS and Autocad licensing-part previously under IT	4,500	4,500	4,500	4,500
5520 Software Support/Enhancements Total	**4,500**	**4,500**	**4,500**	**4,500**
5710 In State Travel/Meetings				
Meter Repair annual mileage	2,000	2,000	2,000	2,000
tolls, parking, seminars, etc.	500	500	500	500
5710 In State Travel/Meetings Total	**2,500**	**2,500**	**2,500**	**2,500**
5837 Sewer Sys Improv Prog				
Annual cleaning of sewer and drain siphons	300,000	300,000	300,000	300,000
Year 11 Annual Report	225,000	225,000	225,000	225,000
5837 Sewer Sys Improv Prog Total	**525,000**	**525,000**	**525,000**	**525,000**
5869 Computer Equip/Tech				
Laptop	1,500	1,500	1,500	1,500
Scanner maintenance-discuss with IT	1,500	1,500	1,500	1,500
5869 Computer Equip/Tech Total	**3,000**	**3,000**	**3,000**	**3,000**
600132 Sewer-Engineer-Expenses Total	**750,450**	**755,450**	**755,450**	**755,450**

Treasurer
Sewer Enterprise SESD Assessment

Mission Statement

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.

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Treasurer - Expenditures											
600033	5649	Sesd Assessment	4,879,519	4,762,313	0	4,735,813	4,793,507	4,793,507	4,793,507	4,793,507	0.00
			4,879,519	**4,762,313**	**0**	**4,735,813**	**4,793,507**	**4,793,507**	**4,793,507**	**4,793,507**	**0.00**
		Department Total	**4,879,519**	**4,762,313**	**0**	**4,735,813**	**4,793,507**	**4,793,507**	**4,793,507**	**4,793,507**	**0.00**

Sewer Enterprise SESD Assessment Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
600033 Sewer Assessments				
5649 Sesd Assessment				
City's portion of South Essex Sewerage District operating budget	4,735,813	4,793,507	4,793,507	4,793,507
5649 Sesd Assessment Total	**4,735,813**	**4,793,507**	**4,793,507**	**4,793,507**
600033 Sewer Assessments Total	**4,735,813**	**4,793,507**	**4,793,507**	**4,793,507**

Sewer Enterprise Long Term Debt

Mission Statement

Treasurer–Sewer Enterprise–Long Term Debt

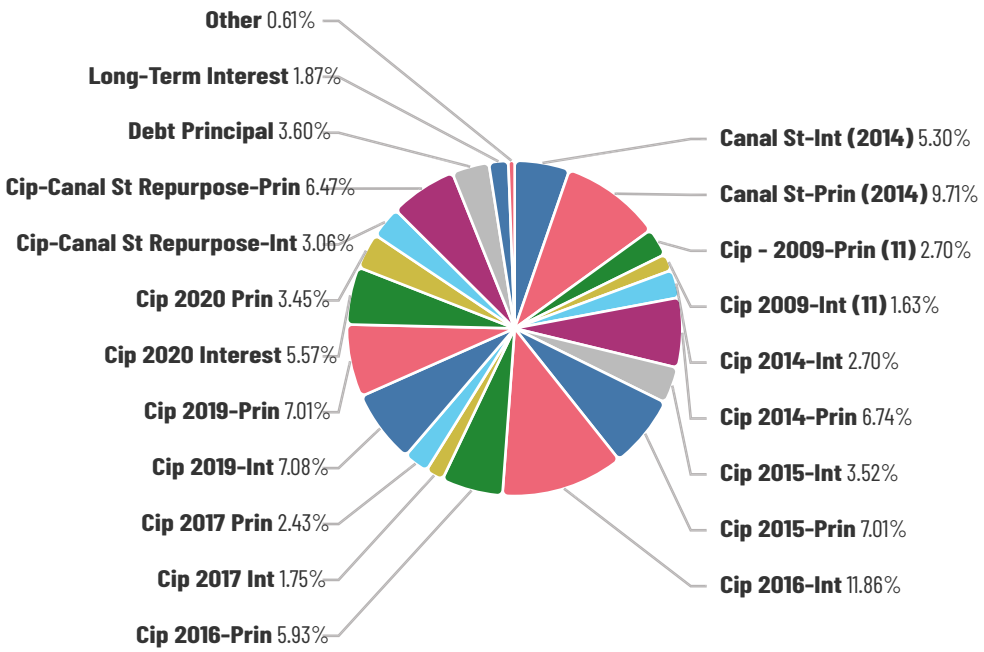
On November 18, 2021, the City issued a bond for Canal Street Phase II, sewer leaks and flushing, sewer illicit connection removal, Derby Street/Congress Street drainage system repairs, Forest River pool sewer line and stormwater systems and, sewer Bertram Field for a total of $2,349,014

On November 19, 2020, 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 $826,500.

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.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Treasurer - Expenditures											
600034	5649	Sesd	0	0	4,735,813	0	0	0	0	(4,735,813)	(100.00)
600034	5740A	Insurance Deductibles	0	0	5,000	5,000	0	0	0	(5,000)	(100.00)
600034	5908N	Canal St-Prin (2014)	160,000	165,000	175,000	175,000	180,000	180,000	180,000	5,000	2.86
600034	5910	Debt Principal	0	0	0	0	66,680	66,680	66,680	66,680	0.00
600034	5915	Long-Term Interest	0	0	0	0	34,648	34,648	34,648	34,648	0.00
600034	5920A	Cip - 2009-Prin (11)	145,000	195,269	190,000	190,000	50,000	50,000	50,000	(140,000)	(73.68)
600034	5948V	Canal St-Int (2014)	118,738	112,238	105,438	105,438	98,338	98,338	98,338	(7,101)	(6.73)
600034	5949A	Cip 2009-Int (11)	48,556	157,307	121,755	121,755	30,225	30,225	30,225	(91,530)	(75.18)

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
600034	5949G	Cip 2012-Prin	15,000	15,000	20,000	20,000	0	0	0	(20,000)	(100.00)
600034	5949H	Cip 2012-Int	8,750	8,225	7,525	7,525	0	0	0	(7,525)	(100.00)
600034	5949K	Cip 2014-Prin	105,000	110,000	125,000	125,000	125,000	125,000	125,000	0	0.00
600034	5949L	Cip 2014-Int	54,250	52,956	55,150	55,150	50,050	50,050	50,050	(5,100)	(9.25)
600034	5949M	Cip 2015-Prin	130,000	130,000	130,000	130,000	130,000	130,000	130,000	0	0.00
600034	5949N	Cip 2015-Int	80,199	73,700	67,200	67,200	65,200	65,200	65,200	(2,000)	(2.98)
600034	5949O	Cip 2016-Prin	175,000	105,000	110,000	110,000	110,000	110,000	110,000	0	0.00
600034	5949P	Cip 2016-Int	222,740	179,394	174,144	174,144	219,769	219,769	219,769	45,625	26.20
600034	5949U	Cip 2017 Prin	65,000	100,000	105,000	105,000	45,000	45,000	45,000	(60,000)	(57.14)
600034	5949V	Cip 2017 Int	44,563	82,750	78,650	78,650	32,350	32,350	32,350	(46,300)	(58.87)
600034	5949W	Cip 2018 Prin	5,000	5,000	5,000	5,000	5,000	5,000	5,000	0	0.00
600034	5949X	Cip 2018 Int	6,981	6,731	6,481	6,481	6,231	6,231	6,231	(250)	(3.85)
600034	5949ZA	Cip 2019-Prin	0	93,798	110,000	110,000	130,000	130,000	130,000	20,000	18.18
600034	5949ZB	Cip 2019-Int	51,206	103,494	108,276	108,276	131,294	131,294	131,294	23,018	21.26
600034	5949ZE	Cip-Canal St Repurpose-Prin	155,000	120,000	120,000	120,000	120,000	120,000	120,000	0	0.00
600034	5949ZF	Cip-Canal St Repurpose-Int	101,350	68,725	62,725	62,725	56,725	56,725	56,725	(6,000)	(9.57)
600034	5949ZI	Cip 2020 Prin	0	0	18,000	18,000	64,014	64,014	64,014	46,014	255.63
600034	5949ZJ	Cip 2020 Interest	0	0	35,144	35,144	103,269	103,269	103,269	68,125	193.85
			1,692,333	**1,884,587**	**6,671,301**	**1,935,488**	**1,853,793**	**1,853,793**	**1,853,793**	**(4,817,509)**	**(72.21)**
		Department Total	**1,692,333**	**1,884,587**	**6,671,301**	**1,935,488**	**1,853,793**	**1,853,793**	**1,853,793**	**(4,817,509)**	**(72.21)**

Sewer Enterprise Long Term Debt Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
600034 Sewer Debt Service				
5908N Canal St-Prin (2014)				
CIP-Canal St Prin	175,000	180,000	180,000	180,000
5908N Canal St-Prin (2014) Total	**175,000**	**180,000**	**180,000**	**180,000**
5910 Debt Principal				
FY23 sewer long-term debt service principal	0	66,680	66,680	66,680
5910 Debt Principal Total	**0**	**66,680**	**66,680**	**66,680**
5915 Long-Term Interest				
FY23 water long-term debt service interest	0	34,648	34,648	34,648
5915 Long-Term Interest Total	**0**	**34,648**	**34,648**	**34,648**

Sewer Enterprise Long Term Debt Budget Detail

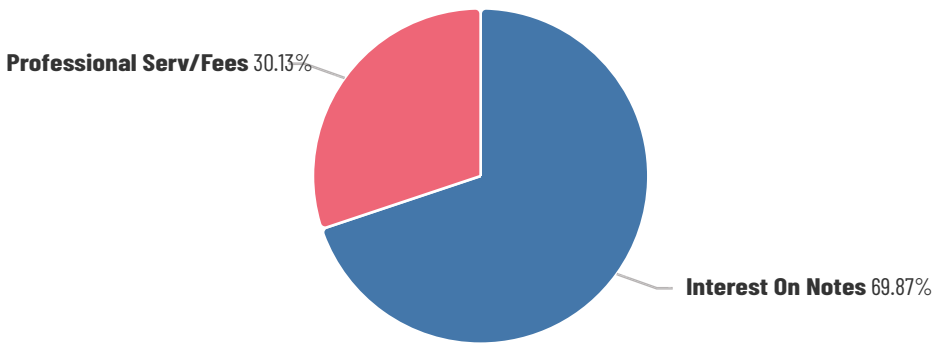
Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5920A Cip - 2009-Prin (11)				
CIP 2009 PRIN (11)	190,000	50,000	50,000	50,000
5920A Cip - 2009-Prin (11) Total	**190,000**	**50,000**	**50,000**	**50,000**
5948V Canal St-Int (2014)				
CIP-Canal St Interest	105,438	98,338	98,338	98,338
5948V Canal St-Int (2014) Total	**105,438**	**98,338**	**98,338**	**98,338**
5949A Cip 2009-Int (11)				
5949G Cip 2012-Prin				
CIP 2009 INT (11)	121,755	30,225	30,225	30,225
5949H Cip 2012-Int				
CIP 2012-PRIN	20,000	0	0	0
5949K Cip 2014-Prin				
CIP 2012 INT	7,525	0	0	0
5949A Cip 2009-Int (11) Total	**121,755**	**30,225**	**30,225**	**30,225**
5949L Cip 2014-Int				
CIP 2014 - PRIN	125,000	125,000	125,000	125,000
5949G Cip 2012-Prin Total	**20,000**	**0**	**0**	**0**
5949M Cip 2015-Prin				
CIP 2014 - INT	55,150	50,050	50,050	50,050
5949H Cip 2012-Int Total	**7,525**	**0**	**0**	**0**
5949N Cip 2015-Int				
CIP 2015 - PRIN	130,000	130,000	130,000	130,000
5949K Cip 2014-Prin Total	**125,000**	**125,000**	**125,000**	**125,000**
5949O Cip 2016-Prin				
CIP 2015 - INT	67,200	65,200	65,200	65,200
5949L Cip 2014-Int Total	**55,150**	**50,050**	**50,050**	**50,050**
5949P Cip 2016-Int				
CIP 2016 - PRIN	110,000	110,000	110,000	110,000
5949M Cip 2015-Prin Total	**130,000**	**130,000**	**130,000**	**130,000**
5949U Cip 2017 Prin				
CIP 2016 - INT	174,144	219,769	219,769	219,769
5949N Cip 2015-Int Total	**67,200**	**65,200**	**65,200**	**65,200**
5949V Cip 2017 Int				
CIP 2017 - PRIN	105,000	45,000	45,000	45,000
5949O Cip 2016-Prin Total	**110,000**	**110,000**	**110,000**	**110,000**

Sewer Enterprise Long Term Debt Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5949W Cip 2018 Prin				
CIP 2017 - INT	78,650	32,350	32,350	32,350
5949P Cip 2016-Int Total	**174,144**	**219,769**	**219,769**	**219,769**
5949X Cip 2018 Int				
CIP 2018 - PRIN	5,000	5,000	5,000	5,000
5949U Cip 2017 Prin Total	**105,000**	**45,000**	**45,000**	**45,000**
5949ZA Cip 2019-Prin				
CIP 2018 - INT	6,481	6,231	6,231	6,231
5949V Cip 2017 Int Total	**78,650**	**32,350**	**32,350**	**32,350**
5949ZB Cip 2019-Int				
CIP 2019 - PRIN	110,000	130,000	130,000	130,000
5949W Cip 2018 Prin Total	**5,000**	**5,000**	**5,000**	**5,000**
5949ZE Cip-Canal St Repurpose-Prin				
CIP 2019 - INT	108,276	131,294	131,294	131,294
5949X Cip 2018 Int Total	**6,481**	**6,231**	**6,231**	**6,231**
5949ZF Cip-Canal St Repurpose-Int				
Canal Street Repurpose Collins Middle School - Principal	120,000	120,000	120,000	120,000
5949ZA Cip 2019-Prin Total	**110,000**	**130,000**	**130,000**	**130,000**
5949ZI Cip 2020 Prin				
Canal Street Repurpose Collins Middle School - Interest	62,725	56,725	56,725	56,725
5949ZB Cip 2019-Int Total	**108,276**	**131,294**	**131,294**	**131,294**
5949ZJ Cip 2020 Interest				
CIP 2020- PRIN	18,000	64,014	64,014	64,014
5949ZE Cip-Canal St Repurpose-Prin Total	**120,000**	**120,000**	**120,000**	**120,000**
CIP 2020 - INT	35,144	103,269	103,269	103,269
5949ZF Cip-Canal St Repurpose-Int Total	**62,725**	**56,725**	**56,725**	**56,725**
5949ZI Cip 2020 Prin Total	**18,000**	**64,014**	**64,014**	**64,014**
5949ZJ Cip 2020 Interest Total	**35,144**	**103,269**	**103,269**	**103,269**
600034 Sewer Debt Service Total	**1,930,488**	**1,853,793**	**1,853,793**	**1,853,793**

Sewer Enterprise Short Term Debt

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Treasurer - Expenditures											
600035	5304	Professional Serv/Fees	716	0	13,000	13,000	13,000	13,000	13,000	0	0.00
600035	5925	Interest On Notes	0	1,680	34,000	34,000	99,209	30,150	30,150	(3,850)	(11.32)
			716	**1,680**	**47,000**	**47,000**	**112,209**	**43,150**	**43,150**	**(3,850)**	**(8.19)**
		Department Total	**716**	**1,680**	**47,000**	**47,000**	**112,209**	**43,150**	**43,150**	**(3,850)**	**(8.19)**

Sewer Enterprise Short Term Debt Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
600035 Sewer-Short Term Debt Int-Exp				
5304 Professional Serv/Fees				
Bond and BAN Admin costs	13,000	13,000	13,000	13,000
5304 Professional Serv/Fees Total	**13,000**	**13,000**	**13,000**	**13,000**
5925 Interest On Notes				
Interest Figures from Debt Schedule	34,000	99,209	30,150	30,150
5925 Interest On Notes Total	**34,000**	**99,209**	**30,150**	**30,150**
600035 Sewer-Short Term Debt Int-Exp Total	**47,000**	**112,209**	**43,150**	**43,150**

Sewer Enterprise Insurance Deduction

Mission Statement

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.

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Treasurer - Expenditures											
600037	5740A	Insurance Deductibles	4,597	0	0	0	5,000	5,000	5,000	5,000	0.00
			4,597	**0**	**0**	**0**	**5,000**	**5,000**	**5,000**	**5,000**	**0.00**
		Department Total	**4,597**	**0**	**0**	**0**	**5,000**	**5,000**	**5,000**	**5,000**	**0.00**

Sewer Enterprise Insurance Deduction Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
600037 Sewer Enterprise Fund-Ins Dedu				
5740A Insurance Deductibles				
Estimated amount for insurance deductibles related to Sewer claims	5,000	5,000	5,000	5,000
5740A Insurance Deductibles Total	**5,000**	**5,000**	**5,000**	**5,000**
600037 Sewer Enterprise Fund-Ins Dedu Total	**5,000**	**5,000**	**5,000**	**5,000**

Water Enterprise

Public Services

Mission Statement

Why We Exist

Our mission is to provide the highest quality drinking water and wastewater collection services to stakeholders alike, protecting public health and safety; all the while maintaining some of the lowest rates in the Commonwealth. The Water & Sewer Divisions of the Department of Public Services and the Engineering Department are committed to ensuring environmental stewardship through a combination of preventative maintenance, planned improvements, emergency response, and sustainable and efficient upgrades. We encourage stakeholder involvement and seek to maintain transparency and open channels of communication between the department and the community we serve. We work closely with the Salem Beverly Water Supply Board, which treats and provides drinking water to the City of Salem.

Goals and 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, 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.

Recent Accomplishments

- The Water Department continues to support contractors working on large CIP improvement projects in the city. The same support is given to developers improving the city. We also respond to every water break emergency and restore service to the residents and businesses as soon as possible.
- The Department repairs water curb stops.
- Assisted private contractors with fire hydrant flow tests and perform tests as required.
- Continue to utilize web site to disseminate water emergency notifications.
- Utilize leak detection services to find leaks and weaknesses, and eliminate them, in the water distribution system.
- Replaced or repaired over twenty-four (24) hydrants damaged during the year.

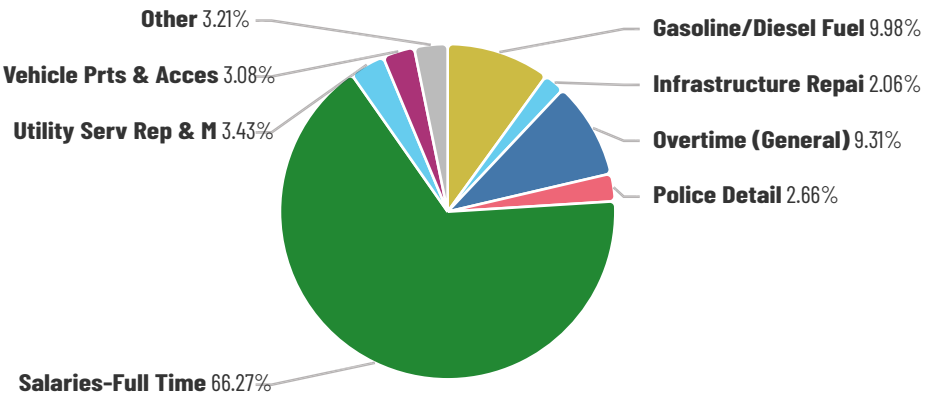
How FY 2023 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

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 residents and businesses to identify and determine responsibility for any water issue while promptly working to fix any issue that is the city's responsibility.

Significant Budget & Staffing Changes For FY 2023

No significant budget or staffing changes for FY 2023.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Public Services - Personnel											
610031	5111	Salaries-Full Time	405,926	378,442	470,861	470,861	498,053	498,053	498,053	27,192	5.77
610031	5131	Overtime (General)	62,574	74,213	70,000	70,000	70,000	70,000	70,000	0	0.00
			468,500	**452,655**	**540,861**	**540,861**	**568,053**	**568,053**	**568,053**	**27,192**	**5.03**
Public Services - Expenditures											
610032	5211	Electricity	9,000	5,798	9,900	12,102	9,900	9,900	9,900	0	0.00
610032	5215	Natural Gas	4,000	4,076	7,000	9,924	7,000	7,000	7,000	0	0.00
610032	5251	Utility Serv Rep & Maint	24,481	15,044	25,000	25,158	25,750	25,750	25,750	750	3.00
610032	5301	Police Detail	39,812	19,782	20,000	20,000	20,000	20,000	20,000	0	0.00
610032	5317	Educational Training	739	1,500	1,500	1,500	1,500	1,500	1,500	0	0.00
610032	5320	Contracted Services	6,082	1,000	1,000	77,026	1,000	1,000	1,000	0	0.00
610032	5341	Telephone	0	0	4,000	8,000	4,000	4,000	4,000	0	0.00
610032	5421	Office Supplies (Gen	651	749	750	750	750	750	750	0	0.00
610032	5481	Gasoline/Diesel Fuel	71,604	29,179	75,000	97,660	75,000	75,000	75,000	0	0.00
610032	5483	Vehicle Prts & Acces	21,395	16,390	22,500	24,844	23,175	23,175	23,175	675	3.00
610032	5839	Infrastructure Repai	14,931	12,793	15,000	16,000	15,450	15,450	15,450	450	3.00
			192,695	**106,311**	**181,650**	**292,965**	**183,525**	**183,525**	**183,525**	**1,875**	**1.03**
		Department Total	**661,195**	**558,966**	**722,511**	**833,826**	**751,578**	**751,578**	**751,578**	**29,067**	**4.02**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
JODOIN	RAYMOND	GENERAL FOREMAN	9-12-2005	30,932.81	608.56		0.33		0.33	31,766.83	31,766.83	31,766.83
KNOWLTON	DAVID	City Engineer-DPS Director	may 2007	22,085.19	434.49		0.17		0.17	23,360.80	23,360.80	23,360.80
LEBLANC	ROBERT	GENERAL FOREMAN	06/03/19	25,882.24	509.19		0.33		0.33	26,579.72	26,579.72	26,579.72
SANTOS	SHAUN	MANAGEMENT ANALYST	8-20-18	25,541.50	502.49		0.33		0.33	26,229.98	26,229.98	26,229.98
NEW		SENIOR FLEET FOREMAN		-	-		0.33		0.33	24,750.00	24,750.00	24,750.00
		AFSCME		366,419.57			5.64		Total AFSCME 1818	365,366.06	365,366.06	365,366.06
		610031-5111		**470,861.31**	**2,054.73**		**7.13**		**Total Full Time**	**498,053.39**	**498,053.39**	**498,053.39**
		OVERTIME		70,000.00	70,000.00					70,000.00	70,000.00	70,000.00
				540,861.31			**7.13**		**Department Total**	**568,053.39**	**568,053.39**	**568,053.39**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**7.33**
	FY 2022	**6.64**
	FY 2023	**7.13**
	Variance 22 vs. 23	**0.49**

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases					Dept Req FY2023	Mayor FY2023	Council Voted FY2023
									Step	Date	Rate	# Weeks Old	# Weeks New			
BARNES	DAVID	HEO	6/27/2012	1	27,902.16	-	-	-							-	-
BEAUREGARD	RICHARD	HEAD FOREMAN I/II	3/2/2001	1	33,292.94	0.50	651.80	34,284.68	3						34,284.68	34,284.68
CAPRIOTTI	DANIEL	HEAD WORKING FOREMAN	4/12/2021	1		0.33	399.63	21,020.54	2	4/12/2023	14.98	7.0	45.2		21,697.55	21,697.55
CRIPPS	JEFFREY	HMEO STEP I/II	6/20/2018	1	25,915.58	0.50	507.37	26,687.66	3						26,687.66	26,687.66
DALLY	MICHAEL	ME REPAIR	7-12-21	1		0.33	360.35	18,954.41	1	7/12/2022	13.39	1.0	51.2		19,640.18	19,640.18
DONADIO	DOMINIC	HMEO	8/22/2016	1	25,915.58											-
DONADIO	DOMINIC	Shift Differential Base Rate X 9%			2,332.52											-

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases					Dept Req FY2023	Mayor FY2023	Council Voted FY2023
									Step	Date	Rate	# Weeks Old	# Weeks New			
LEVESQUE	JAMES	St/Sidewalk Foreman	06/21/99	1	19,979.83	0.33	391.16	20,575.02	3						20,575.02	20,575.02
MARINO	PAUL	HEAD FOREMAN II/III	07/23/98	1	21,973.18	0.33	430.19	22,627.99	3						22,627.99	22,627.99
MERRITHEW	BENJAMIN	HEO	12/27/2021			0.50	507.95	26,718.17		12/27/2022	18.78	26.0	26.0		27,206.45	27,206.45
MORRIS	RALPH	HEO	11/30/2009	1	27,902.16	0.50	546.26	28,733.28	3						28,733.28	28,733.28
NIEMAN	ANDREW	WATER CRAFT SPEC'ST	8/7/17	1	25,915.58	0.50	546.26	28,733.28	3						28,733.28	28,733.28
PAGLIARO	BRETT	LABORER	03/02/2020	1	16,384.02											-
PSZENNY	BRIAN	PRIN ACCT	02/18/2020	2	16,321.82	0.33	316.34	16,639.48	2	2/20/2022	18.87	0	52.2		17,624.29	17,624.29
RIVERA	CRISTIAN	ME REPAIR	02/17/2021	1	18,656.86											-
SOSAGARCIA	ELIAZAR	ME REPAIR	03/12/2019	1	30,160.67	0.33	387.61	20,388.29	3						20,388.29	20,388.29
TASSINARI	STEPHEN	HEAD WORKING FOREMAN	05241999	1	18,406.10											-
VACANT		ME REPAIR		1	26,904.18	0.33	360.36	18,954.94	-						18,954.94	18,954.94
VACANT		ME REPAIR		1		0.33	360.36	18,954.94	-						18,954.94	18,954.94
VACANT		HMEO I/II		1	20,412.39			20,412.39							24,636.31	24,636.31
VACANT		Shift Differential Base Rate X 9%				-	42.56	2,238.66	-						2,238.66	2,238.66
VACANT		HMEO 2nd shift			-	0.50	462.71	24,338.55	-						24,338.55	24,338.55
LICENCES					7,294.00			7,294.00							7,294.00	7,294.00
OUT OF GRADE					750.00			750.00							750.00	750.00
					366,419.57	**5.64**		**358,306.28**							**365,366.06**	**365,366.06**

Sewer Enterprise Insurance Deduction Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
610032 Water-Pub Serv-Expenses				
5211 Electricity				
National Grid	3,300	3,300	3,300	3,300
TransCanada. Split with DPW/Water/Sewer	6,600	6,600	6,600	6,600
5211 Electricity Total	**9,900**	**9,900**	**9,900**	**9,900**
5215 Natural Gas				
National grid , Direct energy , UGI	0	7,000	7,000	7,000
5215 Natural Gas Total	**0**	**7,000**	**7,000**	**7,000**
5251 Utility Serv Rep & Maint				
additional funds need for aging infrastructure and rising cost. Contractors: Dilisio Brothers, Aggregate, EJ, FW, RentAll, Home Depot, Winer.	5,000	5,750	5,750	5,750
Supplies: manhole, asphalt, pipe, valves, covers, frames, gaskets, rentals	20,000	20,000	20,000	20,000
5251 Utility Serv Rep & Maint Total	**25,000**	**25,750**	**25,750**	**25,750**
5301 Police Detail				
Details needed for road work during water line repairs in roads	20,000	20,000	20,000	20,000
5301 Police Detail Total	**20,000**	**20,000**	**20,000**	**20,000**
5317 Educational Training				
License Reimbursements & membership dues NWWA , Mass Arborist association, ECHA, Mass Highway Association, New England Sewer Association	500	500	500	500
New England Water Works - $150 per course average x 10 = $1,000	1,000	1,000	1,000	1,000
5317 Educational Training Total	**1,500**	**1,500**	**1,500**	**1,500**
5320 Contracted Services				
Leak detection	1,000	1,000	1,000	1,000
5320 Contracted Services Total	**1,000**	**1,000**	**1,000**	**1,000**
5341 Telephone				
T mobile , Amazon, any GPS upgrades	0	4,000	4,000	4,000
5341 Telephone Total	**0**	**4,000**	**4,000**	**4,000**
5421 Office Supplies (Gen				
General office supplies as needed	750	750	750	750
5421 Office Supplies (Gen Total	**750**	**750**	**750**	**750**
5481 Gasoline/Diesel Fuel				
Fuel for Sewer/Water Vehicles	75,000	75,000	75,000	75,000
5481 Gasoline/Diesel Fuel Total	**75,000**	**75,000**	**75,000**	**75,000**

Sewer Enterprise Insurance Deduction Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5483 Vehicle Prts & Acces				
Oil products, tires, starters, alternators, sewer hoses, truck services, inspections. Vendors include Dennis Burke, Maplewood, NE Muni, R&S, Unlimited Auto, C&C Auto	22,500	23,175	23,175	23,175
5483 Vehicle Prts & Acces Total	**22,500**	**23,175**	**23,175**	**23,175**
5839 Infrastructure Repai				
Manhole asphalt, pipe, valves, covers, frames, gaskets, contract work. Contractors include Aggregate, EJ Prescott, Granese, Waterworks. EJ Prescott - Sewer supplies: pipe, valves, covers, frames, gaskets, etc.	15,000	15,450	15,450	15,450
5839 Infrastructure Repai Total	**15,000**	**15,450**	**15,450**	**15,450**
610032 Water-Pub Serv-Expenses Total	**170,650**	**183,525**	**183,525**	**183,525**

Engineering

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 Salem's public drinking water. The Engineering Department manages the contracted operations and maintenance effort, including utility and supply costs, for the City's two water pumping stations and two covered storage reservoirs.

Engineering is responsible for the billing of water expenses based on usage to institutional, commercial, and residential properties in the City that are connected to the municipal collection system, totaling 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 the meter reader, identifying accounts requiring service, and processing of 3,500 water and sewer billings monthly, approximately 10% currently requiring analysis and estimating. This Department also bills backflow testing charges as well as the fees associated with the water turn on/off performed by the DPS crews. 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.

Goals and Objectives

- Start to once again to send continuous water use letters to property owners to alert them of possible leaks in their building. Due to multiple system upgrades we had to pause the sending of these letters in FY 21.
- Work to begin the process of installing new meter interface units (MIU) as the current units fail or encounter issues. These newer units will reduce estimated readings and allows for walk by readings should they be necessary.
- 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.

How FY 2023 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 goal, by reinvesting and rehabilitating the City's water transmission and distribution infrastructure.

Recent Accomplishments

- Continued to incorporate the 1,600 annual backflow survey, testing and design approval costs into the monthly and quarterly Munis Water and Sewer billing system. These bills are annual and semiannual.
- Upgraded our meter reading software to Neptune® 360™, which allows the department to collect more accurate water metering data faster and quickly identify potential leaks, excessive consumption, and reverse flow. The software is also web-based so it does not require server installations or upgrades. The department can use an internet browser to log on anywhere.
- The department also upgraded our billing software to Munis 2019 version. This software allows for better reporting functions and provides the ability

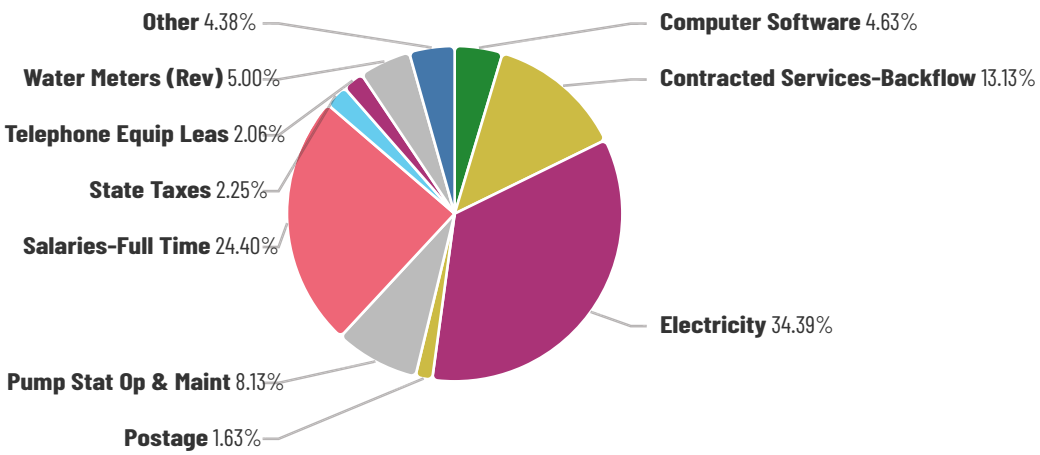
to automatically send notices and apply fees. The software also allows for easier processing of condo liens.

- Continue to issue monthly letters to customers whose meters showed continuous water usage (suspected leak in the building). Customers will receive up to three consecutive letters.
- Development of water meter GIS appointment tracking system.
- Continued to address the list of properties where meter readings are not being collected (non-billable, non-reads). Due to the Meter Technician position being vacant for several months not as much progress was made in FY 22, but we expect FY 23 to be a very productive time.
- Analyzed parcels without utility bills; rectified dozens of accounts with incorrect parcel ids; also identified new W&S accounts.
- Continue to manage liens on overdue water & sewer bills to 3rd quarter real estate tax bills (442 accounts); resulting in over $157,705 of revenues (water only). This effort involved analysis of dozens of challenging accounts and resulted in many improvements to the current database. Continued to lien condo developments owing over $600- 7 condos for December 2021.
- Continued providing effective billing and meter repair for water consumed with a minimum of billing issues.
- 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.
- Managed the City's back-flow inspection, testing and survey program.

Significant Budget & Staffing Changes For FY 2023

A new Meter Technician was hired as the position was vacant for several months with the departure of the previous position holder. The Water Meter Technician duties have changed significantly over the last couple of years. This position now troubleshoots meters that are not sending readings through the collection system, including wiring issues, and faulty meter head, activating the new MIU boxes for new meters, and replacing water meters and meter heads. The technician also ensures MIU boxes are installed or relocated to the outside of all properties to ensure access and connectivity.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Engineering - Personnel											
610131	5111	Salaries-Full Time	186,039	183,875	192,857	192,857	195,119	195,119	195,119	2,262	1.17
610131	5113	Salaries-Part Time	0	0	2,000	2,000	5,467	5,467	5,467	3,467	173.33
610131	5131	Overtime (General)	70	136	0	0	2,000	2,000	2,000	2,000	0.00
			186,109	**184,011**	**194,857**	**194,857**	**202,586**	**202,586**	**202,586**	**7,729**	**3.97**
Engineering - Expenditures											
610132	5211	Electricity-Pump Station	216,752	230,810	275,000	279,950	275,000	275,000	275,000	0	0.00
610132	5233	Computer Maintenance	0	0	750	750	750	750	750	0	0.00
610132	5277	Photocopy Machine Le	0	0	0	0	5,000	5,000	5,000	5,000	0.00
610132	5278	Telephone Equip-Pump Station	7,676	4,637	16,500	29,122	16,500	16,500	16,500	0	0.00
610132	5305	Accounting And Audit	2,500	2,500	2,500	2,500	2,500	2,500	2,500	0	0.00
610132	5317	Educational Training	3,722	2,464	4,200	5,653	4,200	4,200	4,200	0	0.00
610132	5321	Contracted Serv-Backflow	48,527	68,689	100,000	102,976	105,000	105,000	105,000	5,000	5.00
610132	5342	Postage	9,952	11,341	13,000	13,000	13,000	13,000	13,000	0	0.00
610132	5375	Pump Stat Op & Maint	57,884	57,395	65,000	75,721	65,000	65,000	65,000	0	0.00
610132	5381	Printing And Binding	335	190	1,500	1,500	1,500	1,500	1,500	0	0.00
610132	5421	Office Supplies (Gen	1,031	2,176	3,750	4,380	3,750	3,750	3,750	0	0.00
610132	5445	Pump Station Suppl	3,082	3,450	5,000	5,460	5,000	5,000	5,000	0	0.00
610132	5519	Computer Software	4,000	19,015	63,000	63,000	37,000	37,000	37,000	(26,000)	(41.27)
610132	5538	Water Meters (Rev)	17,000	9,171	20,000	27,829	40,000	40,000	40,000	20,000	100.00
610132	5692	State Taxes	13,172	18,310	18,000	18,000	18,000	18,000	18,000	0	0.00
610132	5710	In State Travel/Meetings	698	0	2,100	2,100	2,100	2,100	2,100	0	0.00
610132	5717	Prof License Reimb	500	0	500	500	500	500	500	0	0.00
610132	5869	Computer Equip/Tech	884	686	2,250	3,486	2,250	2,250	2,250	0	0.00
			387,717	**430,834**	**593,050**	**635,926**	**597,050**	**597,050**	**597,050**	**4,000**	**0.67**
		Department Total	**573,826**	**614,845**	**787,907**	**830,783**	**799,636**	**799,636**	**799,636**	**11,729**	**1.49**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
CRIPPS	CHERYL	SECRETARY	8/13/08	16,505.80	984.02		0.33		33%	17,035.16	17,035.16	17,035.16
DUBINSKY	ELLEN	ADMIN ASSISTANT	9/26/85	7,170.00	1,410.62		0.10		10%	7,363.44	7,363.44	7,363.44
DUHAMEL	DEBORAH	Assistant Engineer	5/28/18	36,128.22	2,153.87		0.33		33%	37,102.56	37,102.56	37,102.56
KNOWLTON	DAVID	City Engineer-DPS Director	5/21/2007	16,888.74	2,555.85		0.13		13%	17,864.32	17,864.32	17,864.32
JOSEFSON	MARIA	GIS		21,046.32	1,182.70		0.33		33%	20,373.19	20,373.19	20,373.19
SULPRIZIO	MICHAEL	BUSINESS MGR/WTR REG	10/14/2019	23,219.41	1,827.26		0.25		25%	23,845.74	23,845.74	23,845.74
		AFSCME		71,898.52			1.33		Total AFSCME 1818	71,534.45	71,534.45	71,534.45
		610131-5111		**192,857.01**			**2.80**		**Total Full Time**	**195,118.86**	**195,118.86**	**195,118.86**
INTERN		PT INTERN								5,466.67	5,466.67	5,466.67
		610131-5113		**-**					**Total Partl Time**	**5,466.67**	**5,466.67**	**5,466.67**
												-
		OVERTIME		2,000.00	2,000.00					2,000.00	2,000.00	2,000.00
		600131-5131							**Total Overtime**	**2,000.00**	**2,000.00**	**2,000.00**
				192,857.01			**2.80**		**Department Total**	**202,585.53**	**202,585.53**	**202,585.53**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**2.48**
	FY 2022	**2.80**
	FY 2023	**2.80**
	Variance 22 vs. 23	**0.00**

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases					Dept Req FY2023	Mayor FY2023	Council Voted FY2023
									Step	Date	Rate	# Weeks Old	# Weeks New			
MERRITHEW	BENJAMIN	WATER METER READER	11/5/2018	1	25,915.58		-	-						(1,373.66)	(1,373.66)	(1,373.66)
VACANT		WATER METER READER				0.50								25,915.58	25,915.58	25,915.58
MCGRATH	RAYLEEN	PRINCIPAL CLERK	12/18/17	2	17,122.14	0.33	335.21	17,497.96	3					17,497.96	17,497.96	17,497.96
MORAN	KAREN	ASST WATER REG	9/10/2013	2	28,860.80	0.50	565.03	29,494.57	3					29,494.57	29,494.57	29,494.57
					71,898.52	**1.33**		**46,992.53**						**71,534.45**	**71,534.45**	**71,534.45**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
610132 Water-Engineer-Expenses				
5211 Electricity-Pump Station				
Salem's share of electricity for Salem/Beverly Water Board based on water usage; also based on generation charges which fluctuate with fuel costs	275,000	275,000	275,000	275,000
5211 Electricity-Pump Station Total	**275,000**	**275,000**	**275,000**	**275,000**
5233 Computer Maintenance				
Ongoing support for Ti Sales/Neptune computer program	750	750	750	750
5233 Computer Maintenance Total	**750**	**750**	**750**	**750**
5277 Photocopy Machine Le				
New Copier Lease	0	5,000	5,000	5,000
5277 Photocopy Machine Le Total	**0**	**5,000**	**5,000**	**5,000**
5278 Telephone Equip-Pump Station				
ATT lease for ARM system-data collectors	16,000	16,000	16,000	16,000
Various alarms to support sewer pumping stations	500	500	500	500
5278 Telephone Equip-Pump Station Total	**16,500**	**16,500**	**16,500**	**16,500**
5305 Accounting And Audit				
Annual service for audits, contracted through Finance Dept.	2,500	2,500	2,500	2,500
5305 Accounting And Audit Total	**2,500**	**2,500**	**2,500**	**2,500**
5317 Educational Training				
APWA National Congress	500	500	500	500
Attending Professional organization seminars and meetings-AWWA, NEWWA	1,800	1,800	1,800	1,800
Munis training and support, SSCW	1,900	1,900	1,900	1,900
5317 Educational Training Total	**4,200**	**4,200**	**4,200**	**4,200**
5321 Contracted Serv-Backflow				
Contract for Weston & Sampson to conduct backflow testing.	100,000	105,000	105,000	105,000
5321 Contracted Serv-Backflow Total	**100,000**	**105,000**	**105,000**	**105,000**
5342 Postage				
Total cost of postage for mailing w/s bills @ 50% W&S Depts.	13,000	13,000	13,000	13,000
5342 Postage Total	**13,000**	**13,000**	**13,000**	**13,000**
5375 Pump Stat Op & Maint				
Stand by generator annual maintenance	5,000	5,000	5,000	5,000
Water Department (60% sewer, 40% water)	60,000	60,000	60,000	60,000
5375 Pump Stat Op & Maint Total	**65,000**	**65,000**	**65,000**	**65,000**
5381 Printing And Binding				
Collector's office includes printing costs; this represents annual inserts	1,500	1,500	1,500	1,500
5381 Printing And Binding Total	**1,500**	**1,500**	**1,500**	**1,500**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5421 Office Supplies (Gen				
General Office supplies as needed	2,500	2,500	2,500	2,500
Plotter Ink and Paper-previously under IT	1,250	1,250	1,250	1,250
5421 Office Supplies (Gen Total	**3,750**	**3,750**	**3,750**	**3,750**
5445 Pump Station Suppl				
50% of costs for pump station op and Maint. Will be shared with Sewer	5,000	5,000	5,000	5,000
5445 Pump Station Suppl Total	**5,000**	**5,000**	**5,000**	**5,000**
5519 Computer Software				
Annual Maintenance Fee Neptune 360	20,000	20,000	20,000	20,000
GIS and AutoCAD licensing-part previously under IT	4,500	4,500	4,500	4,500
New Gateways to support I900's	25,000	0	0	0
Other software-upgrade to I900	1,000	0	0	0
Ti Sales maintenance agreement for meter software; and repairs of field tool-from CIP	12,500	12,500	12,500	12,500
5519 Computer Software Total	**63,000**	**37,000**	**37,000**	**37,000**
5538 Water Meters (Rev)				
Misc. water meters for replacements (ECODER), meter supplies: MIU's, Transponders, meter heads, freeze plates, flanges, seals.	20,000	40,000	40,000	40,000
5538 Water Meters (Rev) Total	**20,000**	**40,000**	**40,000**	**40,000**
5692 State Taxes				
State fee charged per capita annually for water usage & taxes for Danvers Folly Hill	18,000	18,000	18,000	18,000
5692 State Taxes Total	**18,000**	**18,000**	**18,000**	**18,000**
5710 In State Travel/Meetings				
Meter Repair annual mileage	2,000	2,000	2,000	2,000
Tolls, parking, seminars, etc.	100	100	100	100
5710 In State Travel/Meetings Total	**2,100**	**2,100**	**2,100**	**2,100**
5717 Prof License Reimb				
City Engineer and Assistant Engineer PE Renewal	500	500	500	500
5717 Prof License Reimb Total	**500**	**500**	**500**	**500**
5869 Computer Equip/Tech				
Laptop/tablet for Junior Engineer	1,500	1,500	1,500	1,500
Scanner maintenance	750	750	750	750
5869 Computer Equip/Tech Total	**2,250**	**2,250**	**2,250**	**2,250**
610132 Water-Engineer-Expenses Total	**593,050**	**597,050**	**597,050**	**597,050**

Treasurer
Water Enterprise Long Term Debt

Mission Statement

Treasurer–Water Enterprise–Long Term Debt

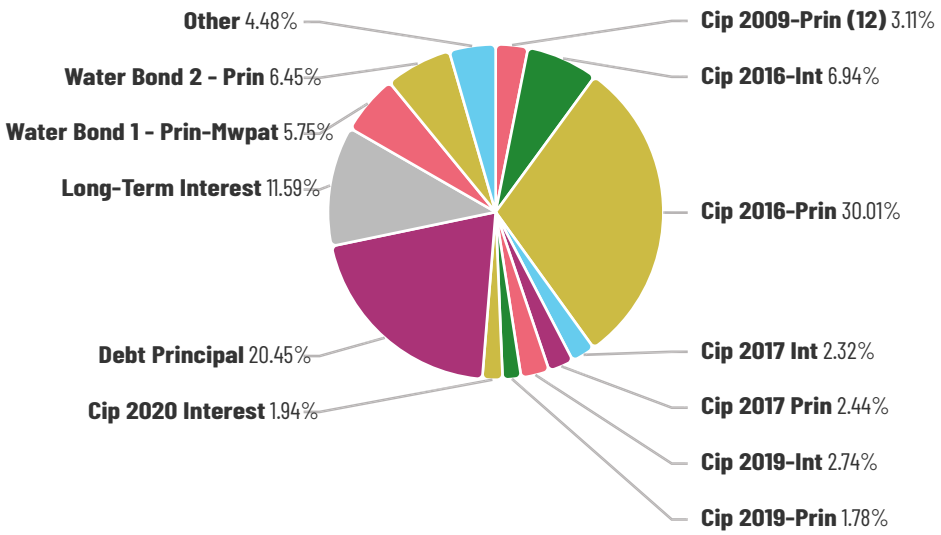
The Massachusetts Water Pollution Abatement Trust (MWPAT) was established in 1989 pursuant to Title VI of the Federal Clean Water Act. It was later amended in 1998 to encompass the provisions of Title XIV of the Federal Safe Drinking Water Act. The Trust's mission is to fund the implementation of water 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 FY23 there is a principal and interest payment of $136,181.98 due on July 15, 2022, and an interest-only payment of $5,444.55 due in January 2023.

On November 18, 2021, the City issued a bond for water leak detection, flushing and GIS administration, Salem PS and booster station, Bertram Field phase II, Forest River new water, water distribution main system improvements, water transmission main improvements, vector truck and Highland Ave. 16 inch water main for a total of $1,759,369.

On November 19, 2020, 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 $420,000.

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.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Treasurer - Expenditures											
610034	5910	Debt Principal	0	0	0	0	460,129	460,129	460,129	460,129	0.00
610034	5915	Long-Term Interest	0	0	0	0	260,636	260,636	260,636	260,636	0.00
610034	5916	Water Bond 1 - Prin-Mwpat	121,904	124,367	126,880	126,880	129,443	129,443	129,443	2,563	2.02
610034	5920	Water Bond 2 - Prin	150,000	150,000	145,000	145,000	145,000	145,000	145,000	0	0.00
610034	5936	Water Bond 1 - Int-Mwpat	19,722	17,259	14,747	14,747	12,184	12,184	12,184	(2,563)	(17.38)
610034	5939	Water Bond 2 - Int	49,520	43,520	37,620	37,620	31,820	31,820	31,820	(5,800)	(15.42)
610034	5949A	Cip 2009-Int (11)	181,600	161,800	138,913	138,913	25,300	25,300	25,300	(113,613)	(81.79)
610034	5949C	Cip 2009-Prin (12)	500,000	505,000	505,000	505,000	70,000	70,000	70,000	(435,000)	(86.14)
610034	5949E	Cip 2011 Int	6,000	2,000	32,800	32,800	0	0	0	(32,800)	(100.00)
610034	5949F	Cip 2011-Prin	100,000	100,000	150,000	150,000	0	0	0	(150,000)	(100.00)
610034	5949K	Cip 2014-Prin	345,000	345,000	330,000	330,000	0	0	0	(330,000)	(100.00)
610034	5949L	Cip 2014-Int	57,519	81,544	33,000	33,000	0	0	0	(33,000)	(100.00)
610034	5949M	Cip 2015-Prin	55,000	65,000	65,000	65,000	0	0	0	(65,000)	(100.00)
610034	5949N	Cip 2015-Int	14,875	14,375	11,125	11,125	0	0	0	(11,125)	(100.00)
610034	5949O	Cip 2016-Prin	285,000	305,000	170,000	170,000	675,000	675,000	675,000	505,000	297.06
610034	5949P	Cip 2016-Int	251,446	117,250	96,700	96,700	156,025	156,025	156,025	59,325	61.35
610034	5949U	Cip 2017 Prin	70,000	75,000	70,000	70,000	55,000	55,000	55,000	(15,000)	(21.43)
610034	5949V	Cip 2017 Int	28,678	95,700	91,950	91,950	52,125	52,125	52,125	(39,825)	(43.31)
610034	5949W	Cip 2018 Prin	5,000	10,000	10,000	10,000	10,000	10,000	10,000	0	0.00
610034	5949X	Cip 2018 Int	7,192	7,481	6,981	6,981	6,481	6,481	6,481	(500)	(7.16)
610034	5949ZA	Cip 2019-Prin	0	30,000	35,000	35,000	40,000	40,000	40,000	5,000	14.29
610034	5949ZB	Cip 2019-Int	21,125	65,250	63,625	63,625	61,750	61,750	61,750	(1,875)	(2.95)
610034	5949ZI	Cip 2020 Prin	0	0	15,000	15,000	15,000	15,000	15,000	0	0.00
610034	5949ZJ	Cip 2020 Interest	0	0	19,968	19,968	43,700	43,700	43,700	23,732	118.85
			2,269,580	**2,315,546**	**2,169,309**	**2,169,309**	**2,249,593**	**2,249,593**	**2,249,593**	**80,284**	**3.70**
		Department Total	**2,269,580**	**2,315,546**	**2,169,309**	**2,169,309**	**2,249,593**	**2,249,593**	**2,249,593**	**80,284**	**3.70**

Water Enterprise Long Term Debt Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
610034 Water Debt Service				
5910 Debt Principal				
FY23 water long-term debt service principal	0	460,129	460,129	460,129
5910 Debt Principal Total	**0**	**460,129**	**460,129**	**460,129**

Water Enterprise Long Term Debt Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5915 Long-Term Interest				
FY23 water long-term debt service interest	0	260,636	260,636	260,636
5915 Long-Term Interest Total	**0**	**260,636**	**260,636**	**260,636**
5916 Water Bond 1 - Prin-Mwpat				
Water Bond 1-Prin-MWPAT	126,880	129,443	129,443	129,443
5916 Water Bond 1 - Prin-Mwpat Total	**126,880**	**129,443**	**129,443**	**129,443**
5920 Water Bond 2 - Prin				
Water Bond 2 - Prin	145,000	145,000	145,000	145,000
5920 Water Bond 2 - Prin Total	**145,000**	**145,000**	**145,000**	**145,000**
5936 Water Bond 1 - Int-Mwpat				
Water Bond 1-Int-MWPAT	14,747	12,184	12,184	12,184
5936 Water Bond 1 - Int-Mwpat Total	**14,747**	**12,184**	**12,184**	**12,184**
5939 Water Bond 2 - Int				
Water Bond 2 - Int	37,620	31,820	31,820	31,820
5939 Water Bond 2 - Int Total	**37,620**	**31,820**	**31,820**	**31,820**
5949A Cip 2009-Int (11)				
5949C Cip 2009-Prin (12)				
CIP 2009 INT (11)	138,913	25,300	25,300	25,300
5949E Cip 2011 Int				
CIP 2009 PRIN (11)	505,000	70,000	70,000	70,000
5949F Cip 2011-Prin				
CIP 2011 INT	32,800	0	0	0
5949A Cip 2009-Int (11) Total	**138,913**	**25,300**	**25,300**	**25,300**
5949K Cip 2014-Prin				
CIP 2011 PRIN(STORAGE TANK)	150,000	0	0	0
5949C Cip 2009-Prin (12) Total	**505,000**	**70,000**	**70,000**	**70,000**
5949L Cip 2014-Int				
CIP 2014 PRIN	330,000	0	0	0
5949E Cip 2011 Int Total	**32,800**	**0**	**0**	**0**
CIP 2014 INT	33,000	0	0	0
CIP 2015 INT	11,125	0	0	0
5949F Cip 2011-Prin Total	**150,000**	**0**	**0**	**0**
5949M Cip 2015-Prin				
5949K Cip 2014-Prin Total	**330,000**	**0**	**0**	**0**

Water Enterprise Long Term Debt Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
59490 Cip 2016-Prin				
CIP 2015 PRIN	65,000	0	0	0
5949L Cip 2014-Int Total	**44,125**	**0**	**0**	**0**
5949P Cip 2016-Int				
CIP 2016 PRIN	170,000	675,000	675,000	675,000
5949U Cip 2017 Prin				
CIP 2016 INT	96,700	156,025	156,025	156,025
5949M Cip 2015-Prin Total	**65,000**	**0**	**0**	**0**
5949V Cip 2017 Int				
CIP 2017 - PRIN	70,000	55,000	55,000	55,000
59490 Cip 2016-Prin Total	**170,000**	**675,000**	**675,000**	**675,000**
5949W Cip 2018 Prin				
CIP 2017 - INT	91,950	52,125	52,125	52,125
5949P Cip 2016-Int Total	**96,700**	**156,025**	**156,025**	**156,025**
5949X Cip 2018 Int				
CIP 2018 - PRIN	10,000	10,000	10,000	10,000
5949U Cip 2017 Prin Total	**70,000**	**55,000**	**55,000**	**55,000**
5949ZA Cip 2019-Prin				
CIP 2018 - INT	6,981	6,481	6,481	6,481
5949V Cip 2017 Int Total	**91,950**	**52,125**	**52,125**	**52,125**
5949ZB Cip 2019-Int				
CIP 2019 - PRIN	35,000	40,000	40,000	40,000
5949W Cip 2018 Prin Total	**10,000**	**10,000**	**10,000**	**10,000**
5949ZI Cip 2020 Prin				
CIP 2019 - INT	63,625	61,750	61,750	61,750
5949X Cip 2018 Int Total	**6,981**	**6,481**	**6,481**	**6,481**
5949ZJ Cip 2020 Interest				
CIP 2020 - PRIN	15,000	15,000	15,000	15,000
5949ZA Cip 2019-Prin Total	**35,000**	**40,000**	**40,000**	**40,000**
CIP 2020 - INT	19,968	43,700	43,700	43,700
5949ZB Cip 2019-Int Total	**63,625**	**61,750**	**61,750**	**61,750**
5949ZI Cip 2020 Prin Total	**15,000**	**15,000**	**15,000**	**15,000**
5949ZJ Cip 2020 Interest Total	**19,968**	**43,700**	**43,700**	**43,700**
610034 Water Debt Service Total	**2,169,309**	**2,249,593**	**2,249,593**	**2,249,593**

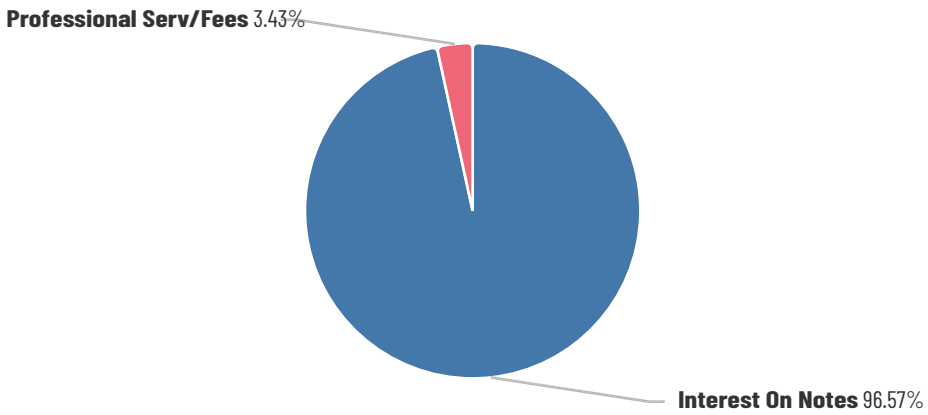
Water Enterprise Short Term Debt

Mission Statement

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.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Treasurer - Expenditures											
610035	5304	Professional Serv/Fees	1,843	1,295	1,106	1,106	914	914	914	(192)	(17.36)
610035	5925	Interest On Notes	0	3,306	10,000	10,000	20,000	25,737	25,737	15,737	157.37
			1,843	**4,601**	**11,106**	**11,106**	**20,914**	**26,651**	**26,651**	**15,545**	**139.97**
		Department Total	**1,843**	**4,601**	**11,106**	**11,106**	**20,914**	**26,651**	**26,651**	**15,545**	**139.97**

Water Enterprise Short Term Debt Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
610035 Water-Short Term Debt Int-Exp				
5304 Professional Serv/Fees				
WMPAT Annual Service Fees	1,106	914	914	914
5304 Professional Serv/Fees Total	**1,106**	**914**	**914**	**914**
5925 Interest On Notes				
Interest on Notes	10,000	20,000	25,737	25,737
5925 Interest On Notes Total	**10,000**	**20,000**	**25,737**	**25,737**
610035 Water-Short Term Debt Int-Exp Total	**11,106**	**20,914**	**26,651**	**26,651**

Water Enterprise SBWSB Assessment

Mission Statement

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 2023 is $2,906,306.

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Treasurer - Expenditures											
610033	5650	Sbwsb Assessment	2,570,514	2,674,926	2,785,009	2,785,009	2,906,306	2,906,306	2,906,306	121,297	4.36
			2,570,514	**2,674,926**	**2,785,009**	**2,785,009**	**2,906,306**	**2,906,306**	**2,906,306**	**121,297**	**4.36**
		Department Total	**2,570,514**	**2,674,926**	**2,785,009**	**2,785,009**	**2,906,306**	**2,906,306**	**2,906,306**	**121,297**	**4.36**

Water Enterprise SBWSB Assessment Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
610033 Water Assessments				
5650 Sbwsb Assessment				
Salem Beverly Water Supply Board Annual Operating Assessment	2,785,009	2,906,306	2,906,306	2,906,306
5650 Sbwsb Assessment Total	**2,785,009**	**2,906,306**	**2,906,306**	**2,906,306**
610033 Water Assessments Total	**2,785,009**	**2,906,306**	**2,906,306**	**2,906,306**

Water Enterprise Insurance Deductibles

Mission Statement

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.

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Treasurer - Expenditures											
610037	5740A	Insurance Deductibles	0	0	2,500	2,500	2,500	2,500	2,500	0	0.00
			0	**0**	**2,500**	**2,500**	**2,500**	**2,500**	**2,500**	**0**	**0.00**
		Department Total	**0**	**0**	**2,500**	**2,500**	**2,500**	**2,500**	**2,500**	**0**	**0.00**

Water Enterprise Insurance Deductibles Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
610037 Water Enterprise Fund-Ins Dedu				
5740A Insurance Deductibles				
Estimated amount for insurance deductibles related to water claims	2,500	2,500	2,500	2,500
5740A Insurance Deductibles Total	**2,500**	**2,500**	**2,500**	**2,500**
610037 Water Enterprise Fund-Ins Dedu Total	**2,500**	**2,500**	**2,500**	**2,500**

Trash/Solid Waste Enterprise

Engineering - Trash/Solid Waste Disposal

Mission Statement

Why We Exist

The Engineering Department provides management oversight of the City's curbside, 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 solid waste related complaint calls received are also resolved. The Department's Waste Reduction Coordinator also coordinates and staffs the City's volunteer recycling committee, SalemRecycles, and manages their numerous events to promote diversion, reduction, reuse, repair and recycling throughout the year. The Department continues to process billing to approximately 2,000 accounts monthly: generating over $946,000 in income annually including the liens process during the third property tax billing period. Funding for the efforts described herein is derived from the Solid Waste Enterprise System.

Goals and 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.
- Reinvent popular events to make them safer for the pandemic, such as Free Book Day instead of the Book Swap.
- Continue to manage contracts for solid waste and recycling collection, transportation and disposal, e-waste.
- Continue to make it easy for residents to recycle unique TerraCycle items and textiles.
- 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 the subscription based curbside compost collection program and expand the compost drop off site
- 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.
- Collaborated with SalemSound Coastwatch on implementation of Reusable Bag Initiative and the Straw Reduction Campaign for restaurants.

How FY 2023 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, and Mandatory recycling.
- Continue to explore new initiatives such as increased Public Recycling, Curbside Compost, TerraCycle Recycling, textile recycling and recycling in schools to support the Green Communities designation.
- Continue to improve customer service through use of the Waste Management 800 number, See Click Fix, contract monitoring, and educational outreach.

Recent Accomplishments

- Continued to manage the solid waste and recycling contracts.
- Mandatory Recycling Enforcement has continued through monitoring recycling output, enforcement, and education. Recycling contamination continues to decrease through the efforts of the Waste Reduction Coordinator which saves the City money in disposal costs.
- Continued the Curbside Composting Program which is currently a subscription program involving 800 paid subscribers. Maintained the compost drop-off station at Mack Park for residents who do not want to pay for a monthly subscription.

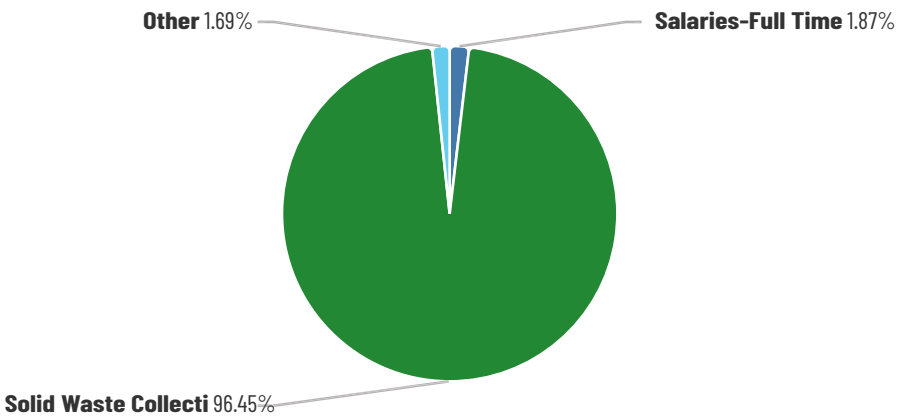
- Continue to promote the 'Adopt a Cigarette Butt Bin' Program and placed receptacles in more appropriate locations.
- Continued to staff Recycling Committee which continues to be instrumental in developing and implementing educational programs for trash reduction including: butt bin recycling, community outreach, website updates, TO DO recycling guides, TerraCycle recycling, textile recycling and drives, compost initiatives, Repair CafÈs, implementation of reusable bag initiative, recycling market education, elimination of single use plastic bags, etc.
- Diverted over 5,000 tons of materials from waste stream through curbside recycling, textiles initiative, composting, yard waste, white goods, and e-waste collections.
- Executed a May 2020 and November 2021 Textiles Recycling event, collected over 5 and 3 tons of textiles during a 5-hour event. Worked with two different companies to ensure year-round textiles recycling options are available at public and private schools and churches. Promoting textile reuse, repair, donation, recycling and exploring new partnerships to increase diversion.
- Partnered with HELPSY to provide curbside textile pick up to residents who make an appointment online.
- Began TerraCycle Recycling, an opportunity for residents to recycle materials that would otherwise be trash including razors, Swiffer pads, toothpaste tubes and brushes, deodorant tubes, pens and pencils. Installed a permanent collection bin at City Hall Annex and collected material at various events.
- Continued quarterly e-waste turnkey events at SHS, serviced over 1,000 residents and collected over 45 tons of e-waste.
- Reach a 24% recycling rate through collateral material, newspaper articles, mailings and flyers distribution, participation in many events.
- SalemRecycles continues to be regarded as a premier 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, Instagram, Twitter PATCH, SATV, electronic newsletters and through GreenSalem.com on a regular basis.
- Promote the redesigned GreenSalem.com as a resource for residents, in particular the A-Z Guide.
- 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 $946,000 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 – including collecting compost at community 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 one hundred (100) accounts were liened yielding over $30,000.
- 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 $49,000 in DEP grant funds to continue funding the Waste Reduction Coordinator position, an increase of $4,000 from 2021.

Significant Budget & Staffing Changes For FY 2023

No significant budget or staffing changes. Waste Reduction Coordinator position will continue to be funded through DEP grant funds.

REUSE
RECYCLE
REDUCE

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Engineering - Trash/Solid Waste Disposal - Personnel											
620031	5111	Salaries-Full Time	72,505	70,148	72,506	72,506	75,097	75,097	75,097	2,591	3.57
620031	5113	Salaries-Part Time	8,347	0	6,838	6,838	5,467	5,466	5,466	(1,372)	(20.06)
620031	5131	Overtime (General)	0	340	500	500	500	500	500	0	0.00
			80,852	**70,487**	**79,844**	**79,844**	**81,063**	**81,063**	**81,063**	**1,219**	**1.53**
Engineering - Trash/Solid Waste Disposal - Expenditures											
620032	5291	Solid Waste Collecti	3,513,015	3,280,350	3,828,700	4,171,478	3,878,700	3,878,700	3,878,700	50,000	1.31
620032	5298	Trash Removal-Bakers Island	18,000	22,500	18,000	19,000	25,935	25,935	25,935	7,935	44.08
620032	5305	Accounting And Audit	2,500	2,500	2,500	2,500	2,500	2,500	2,500	0	0.00
620032	5317	Educational Training	798	595	1,500	1,500	1,500	1,500	1,500	0	0.00
620032	5342	Postage	8,107	8,500	10,500	10,500	10,500	10,500	10,500	0	0.00
620032	5381	Printing And Binding	1,000	861	1,000	1,000	1,000	1,000	1,000	0	0.00
620032	5421	Office Supplies (Gen	546	339	600	694	600	600	600	0	0.00
620032	5780	Recycling Expenses	8,753	5,262	19,800	21,721	19,800	19,800	19,800	0	0.00
			3,552,720	**3,320,908**	**3,882,600**	**4,228,392**	**3,940,535**	**3,940,535**	**3,940,535**	**57,935**	**1.49**
		Department Total	**3,633,572**	**3,391,395**	**3,962,444**	**4,308,236**	**4,021,598**	**4,021,598**	**4,021,598**	**59,154**	**1.49**

Personnel Summary

Employee Name		Job Description	Hire Date	Council Voted FY2022	Calc Pay Period FY23	Code	FTE	# Hours	# of Board Meetings	Dept Request FY2023	Mayor Proposed FY2023	Council Voted FY2023
CRIPPS	CHERYL	EXECUTIVE SECRETARY	8/13/2008	16,510.51	984.02		0.34		34%	17,122.86	17,122.86	17,122.86
KNOWLTON	DAVID	City Engineer-DPS Director	5/21/2007	15,135.34	2,555.85		0.12		12%	16,099.64	16,099.64	16,099.64
VACANT		BUSINESS MGR/WTR REG	10/14/2019	23,219.41	-		0.25		25%	23,845.74	23,845.74	23,845.74
		AFSCME		17,641.06			0.34		Total AFSCME 1818	18,028.31	18,028.31	18,028.31
		620031-5111		**72,506.32**			**1.05**		**Total Full Time**	**75,096.55**	**75,096.55**	**75,096.55**
INTERN		PT INTERN		6,838.13	6,838.13					5,466.67	5,466.67	5,466.67
		620031-5113		**6,838.13**					**Total Part Time**	**5,466.67**	**5,466.67**	**5,466.67**
		OVERTIME		500.00	500.00					500.00	500.00	500.00
		620031-5131		**79,844.45**			**1.05**		**Department Total**	**81,063.22**	**81,063.22**	**81,063.22**

General Fund FTE		
Full-Time Equivalent Employees:	**FY 2021**	**1.30**
	FY 2022	**1.05**
	FY 2023	**1.05**
	Variance 22 vs. 23	**0.00**

Union Detail

Employee Name		Job Desc	Start Date	Job Grp	Voted by Council FY2022	FTE	Calc Period	Munis Budget FY2023	Step Increases: Step	Step Increases: Date	Step Increases: Rate	Step Increases: # Weeks Old	Step Increases: # Weeks New	Dept Req FY2023	Mayor FY2023	Council Voted FY2023
MCGRATH	RAYLEEN	PRINCIPAL CLERK	12/18/17	2	17,641.06	0.34	345.37	18,028.31	3					18,028.31	18,028.31	18,028.31
					17,641.06	**0.34**		**18,028.31**						**18,028.31**	**18,028.31**	**18,028.31**

Water Enterprise Insurance Deductibles Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
620032 SOLID WASTE Ent-Expenses				
5291 Solid Waste Collecti				
Additional Christmas Tree Pickup	8,700	8,700	8,700	8,700
Bulk Item Collection estimate 13k annual @16.97 per item (increase by 2.5%)	226,000	226,000	226,000	226,000
DPS events/event dumpsters	18,000	18,000	18,000	18,000
One extra week yard waste pick-up	15,500	15,500	15,500	15,500
Recycling processing, assume 4,020 tons at $90/ton (changes/month pay up to 93/month)	325,000	325,000	325,000	325,000
Replacement Carts-1,000 Annual-$46 each Trash(500)/Recycle $58 (500)	52,000	52,000	52,000	52,000
Sharps Disposal-twice per month	8,500	8,500	8,500	8,500
Transfer Station Yard Waste Removal-3 times annually	75,000	75,000	75,000	75,000
Waste Management-weekly solid waste and bi weekly recycling pick-up (2.5% incr.)	2,150,000	2,200,000	2,200,000	2,200,000
WM Disposal-$79.00/ton at 12,000 tons (2.5% increase)	950,000	950,000	950,000	950,000
5291 Solid Waste Collecti Total	**3,828,700**	**3,878,700**	**3,878,700**	**3,878,700**
5298 Trash Removal-Bakers Island				
Baker's Island Trash	18,000	25,935	25,935	25,935
5298 Trash Removal-Bakers Island Total	**18,000**	**25,935**	**25,935**	**25,935**
5305 Accounting And Audit				
Annual service for audits, contracted through Finance Dept.	2,500	2,500	2,500	2,500
5305 Accounting And Audit Total	**2,500**	**2,500**	**2,500**	**2,500**
5317 Educational Training				
Attending Professional organization seminars and meetings, along with training opportunities	1,500	1,500	1,500	1,500
5317 Educational Training Total	**1,500**	**1,500**	**1,500**	**1,500**
5342 Postage				
Costs of mailing monthly trash bills to consumers	10,500	10,500	10,500	10,500
5342 Postage Total	**10,500**	**10,500**	**10,500**	**10,500**
5381 Printing And Binding				
printing for brochures, etc. and annual recycling calendars	1,000	1,000	1,000	1,000
5381 Printing And Binding Total	**1,000**	**1,000**	**1,000**	**1,000**
5421 Office Supplies (Gen				
General office supplies as needed	600	600	600	600
5421 Office Supplies (Gen Total	**600**	**600**	**600**	**600**

Water Enterprise Insurance Deductibles Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
5780 Recycling Expenses				
Constant Contact-electronic newsletter license	1,000	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
Funds for Waste Reduction Coordinator Mileage	2,500	2,500	2,500	2,500
General Expenses for events such as Clean Salem-Green Salem, Science Fairs, rentals, etc. banners, supplies, handouts, displays, etc.	5,000	5,000	5,000	5,000
Mass Recycle Membership	1,000	1,000	1,000	1,000
Public Stewardship, organization memberships	2,000	2,000	2,000	2,000
Six police details-2 book swaps, 4 E-Waste	1,800	1,800	1,800	1,800
Website hosting and support-GreenSalem.com-per IT's request-not part of IT	1,000	1,000	1,000	1,000
5780 Recycling Expenses Total	**19,800**	**19,800**	**19,800**	**19,800**
620032 SOLID WASTE Ent-Expenses Total	**3,882,600**	**3,940,535**	**3,940,535**	**3,940,535**

Peg Access Enterprise

Solicitor & Licensing Board - PEG Access

Budget Summary

Org	Obj	Account Description	FY2020 Actuals	FY2021 Actuals	FY2022 Adopted Budget	FY2022 Adjusted Budget	FY2023 Dept.	FY2023 Mayor	Council Voted FY2023	Variance	% Change
Solicitor & Licensing Board - PEG Access - Expenditures											
6300302	5713	Expenses	471,155	599,120	691,250	691,250	691,250	691,250	691,250	0	0.00
			471,155	**599,120**	**691,250**	**691,250**	**691,250**	**691,250**	**691,250**	**0**	**0.00**
		Department Total	**471,155**	**599,120**	**691,250**	**691,250**	**691,250**	**691,250**	**691,250**	**0**	**0.00**

Budget Detail

Description	Voted by Council FY2022	Department Request FY2023	Mayor FY2023	Council Voted FY2023
6300302 COMCAST PEG ACCESS ENT-EXPENSE				
5713 Expenses				
Fiber Equipment (part of quarterly payment paid to city for fiber)	31,250	31,250	31,250	31,250
SATV - Salem Television Access Fees (quarterly payments)	660,000	660,000	660,000	660,000
5713 Expenses Total	**691,250**	**691,250**	**691,250**	**691,250**
6300302 COMCAST PEG ACCESS ENT-EXPENSE Total	**691,250**	**691,250**	**691,250**	**691,250**

Full-Time Equivalent Employees (FTE's)

Full-Time Equivalent Employee Comparisons

	FY2021	FY2022	FY2023	Change From Prior FY
EXECUTIVE DIVISION				
Mayor	**5.00**	**5.00**	**5.00**	**0.00**
LEGISLATIVE DIVISION				
City Clerk				
City Council	**0.00**	**0.00**	**0.00**	**0.00**
City Clerk-Record Maint	**5.00**	**5.00**	**5.00**	**0.00**
Elections & Registrations	**2.00**	**3.50**	**3.50**	**0.00**
FINANCE DIVISION				
Assessors	**5.00**	**5.00**	**5.00**	**0.00**
Collector	**4.00**	**4.00**	**4.00**	**0.00**
Data Processing - IT/GIS General Admin	**12.00**	**11.00**	**12.00**	**1.00**
Finance	**4.00**	**4.00**	**4.00**	**0.00**
Parking Department	**14.50**	**15.00**	**18.00**	**3.00**
Purchasing	**2.22**	**2.50**	**2.50**	**0.00**
Treasurer	**4.00**	**4.00**	**4.00**	**0.00**
LEGAL DIVISION				
Solicitor	**4.58**	**5.80**	**5.30**	**-0.50**
HUMAN RESOURCE DIVISION				
Human Resources	**3.70**	**4.54**	**4.54**	**0.00**
FIRE DIVISION				
Fire	**96.00**	**95.00**	**98.00**	**3.00**
POLICE DIVISION				
Police	**107.50**	**113.46**	**111.71**	**-1.75**
Harbormaster	**3.50**	**3.00**	**3.00**	**0.00**
INSPECTIONAL SERVICES DIVISION				
Public Property - Inspections	**10.00**	**10.00**	**10.00**	**0.00**
Electrical	**7.50**	**6.50**	**6.50**	**0.00**
Health	**8.00**	**9.00**	**12.50**	**3.50**
PLANNING & COMMUNITY DEVELOPMENT DIVISION				
Planning - General Admin	**7.66**	**9.56**	**10.11**	**0.55**
Conservation Commission	**0.50**	**0.50**	**0.50**	**0.00**
Planning Board	**0.50**	**0.50**	**0.50**	**0.00**
Historic Preservation	**0.50**	**0.50**	**0.50**	**0.00**

Full-Time Equivalent Employee Comparisons

Sewer Enterprise Fund	**7.63**	**6.64**	**7.13**	**0.49**
Water Enterprise Fund	**7.13**	**6.64**	**7.13**	**0.49**
ENGINEERING DIVISION				
Engineering - General Fund	**6.76**	**6.85**	**7.01**	**0.16**
Sewer Enterprise Fund	**2.47**	**2.80**	**2.80**	**0.00**
Water Enterprise Fund	**2.80**	**2.80**	**2.80**	**0.00**
Trash Enterprise Fund	**1.80**	**1.05**	**1.05**	**0.00**
RECREATION & COMMUNITY SERVICES DIVISION				
Council On Aging	**9.00**	**8.93**	**9.23**	**0.30**
Library	**15.60**	**20.76**	**22.01**	**1.25**
Recreation - General Admin	**4.14**	**4.14**	**5.14**	**1.00**
Golf Course	**3.15**	**3.15**	**3.15**	**0.00**
Witch House	**1.15**	**1.15**	**1.65**	**0.50**
Charter Street	**0.00**	**0.00**	**0.50**	**0.50**
Winter Island	**1.00**	**1.00**	**1.00**	**0.00**
Veterans	**2.00**	**2.54**	**2.54**	**0.00**
SUSTAINABILITY & RESILIENCY DEPARTMENT				
Sustainability & Resiliency - General Admin	**2.00**	**3.50**	**3.50**	**0.00**
Grand Totals	**402.53**	**414.13**	**432.97**	**18.84**

Appendix

Budget Document Survey

Budget Document Survey

Your opinion is important to us! Please take a few minutes to tell us what you think about our budget document. Your comments will be used to help improve this document.

1. Readability: Is the subject matter presented in an easy to read format and in terms that are understandable?

Please Circle One: Difficult Somewhat Difficult Adequate Good Very Easy

2. Using the following scale, please rate the following sections (1-Very Helpful, 2-Helpful, 3-Not Helpful):

Sec 1 – General Overview	_____	Sec 2 – City Overview	_____
Sec 3 – Budget Overview All Funds	_____	Sec 4 – Budget Overview School	_____
Sec 5 – Budget Overview Enterprise Funds	_____	Sec 6 – Financial Forecasts, Plans & Policies	_____
Sec 7 – Capital Improvement Program	_____	Sec 8 – Departmental Budgets	_____
Sec 9 – Appendix	_____	Sec10- Glossary	_____

3. Content: What would you like to see added, expanded, reduced or removed?

_____

_____

4. Overall Impressions: How would you rate the entire document?

Please Circle One: Start Over Minimal Help Answered Most Questions Good Very Helpful

5. Comments

_____

_____

Please send this page to:

Finance Department
City of Salem, Massachusetts
93Washington Street, Salem, MA 01970
afreedman@salem.com

The Budget Process

The Budget and Appropriation Process

The budget document is the instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The legalistic view is that a budget is a plan of financial operation embodying an estimate of proposed expenditures for a given period of time and the proposed means of financing them. In a much more general sense, budgets may be regarded as devised to aid management to operate an organization more effectively. In the general sense, budgets are the financial expression of plans prepared by managers for operating an organization during a time period and for changing its physical facilities and its capital structure.

The budget preparation process for all Cities is governed by Massachusetts General Law (MGL) Ch. 44. The General Laws require that the budget be supported by revenues earned during the year plus any savings from prior years. The General Laws also requires public involvement in the process, including the requirement for a public hearing on the proposed budget.

The Mayor provides leadership in the budget process by developing budgetary policy and working closely with department heads and the City Council to assure that the process identifies community needs and priorities and develops a farsighted and well-crafted plan. The Mayor initiates the budget process that provides the policy context for identification of priorities and development of initiatives.

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

If the Mayor does not make a timely budget submission, provision is made for preparation of a budget by the City Council. Provision is also made for supplementary appropriations upon recommendation of the Mayor. Enterprise Fund expenditures are required to be included in the budget adopted by the City Council. The school budget is limited to the amount appropriated by the City Council, but the school committee retains full power to allocate the funds appropriated.

Under certain circumstances and subject to certain limits and requirements, the city council of a city, upon the recommendation of the Mayor, may transfer amounts appropriated for the use of the department (except for a municipal light department or a school department) to another appropriation for the same department or for the use of any other department.

Commencing September 1, 1992, the City established enterprise funds in accordance with Chapter 44, Section 531F 1/2, of the General Laws for the City ' s water and sewer services. In FY 2007 the City established an enterprise fund for Trash Disposal.

The Finance Department prepares budget packages for each department in January. The Mayor holds a City-wide budget meeting, attended by all department heads and finance personnel, concerning a general overview of the state of the economy, and to outline specific guidelines dictating the preparation of individual department budgets. In consultation with the Finance Department, each department then prepares an operating budget 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 bullet1in 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, and targets and hopes. It is a key statement of City priorities, and is meant to provide confidence in, and confirmation of, the Ordinance mandated Mayor form of government.

Budgeting & Accounting Practices

The ***basic financial statements*** of the City of Salem, Massachusetts are prepared in accordance with Generally Accepted Accounting Principles (GAAP) in the United States of America . The Governmental Accounting Standards Board (GASB) is the recognized standard-setting body for establishing governmental accounting and financial reporting principles. The significant accounting policies are described herein.

For budgetary financial reporting purposes, the Uniform Municipal Accounting System (UMAS) basis of accounting (established by the Commonwealth of Massachusetts) is followed, which differs from the GAAP basis of accounting are listed below. A reconciliation of budgetary-basis to GAAP-basis results for the general fund for the fiscal year ended June 30th, can be found in the City's Comprehensive Annual Financial Statement (CAFR) at the following website: https://www.salem.com/auditor-director-finance/pages/financial-statements.

Basis of Accounting & Budgeting

The ***basis of accounting*** and the ***basis of budgeting*** determine when revenues and expenditures are recognized for the purposes of financial reporting and budget control. Accounting on a ***cash basis*** means that revenues and expenditures are recorded when cash is actually received or paid out. Most large businesses employ ***full accrual accounting*** in which revenue are recorded when earned (rather than when received), and expenditures are recognized when an obligation to pay is incurred (rather than when the payment is made). Capital expenses (the cost of acquiring tangible assets) are recognized over the life of the asset, not when the asset is purchased.

Governments typically employ a hybrid basis of accounting termed ***modified accrual*** . Under this system, revenues are recognized when they become measurable and available; expenditures are recognized when the obligation to pay is incurred. Capital expenditures are recognized at the time of purchase. This means that governments may experience significant increases and decreases in total expenditures from year to year because capital expenses tend to be large and unevenly timed. To help explain year to year expenditure trends, capital expenditures are reported separately from operating costs in this budget document.

The City of Salem uses modified accrual accounting and budgeting for its governmental fund types which include the general fund, special revenue funds, and capital project funds. For proprietary fund types (enterprise funds) the city uses full accrual accounting and budgeting.

Fund Accounting

Fund accounting is an accounting system organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures, or expenses as appropriate. Resources are allocated to and accounted for in individual funds based upon purposed for which they are to be spent and the means by which spending activities are controlled. Fund accounting is used by states and local governments and by not-for-profit organizations that need to account for resources the use of which is restricted by donors or grantors.

Types of Funds

There are seven types of funds that can be used, as needed, by state and local governments, both general purpose and limited purpose. The types of funds are as follows:

Governmental Funds

The General Fund – The General Fund is the major operating fund of municipal governments, and it accounts for most 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.

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 purposed. These funds are used mostly for donations, state, federal, and other intergovernmental revenue, and expenditures.

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.

Debt Service Funds – to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Proprietary Funds

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.

Internal Service Funds – to account for the financing of good 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

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 e 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 funds0 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 a 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 p art icipants, 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

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 p art icularly 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 p art icular 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 p art icular function or segment.
- Grants and contributions are restricted to meeting the capital requirements of a p art icular function or segment.

Taxes and other items not identifiable as program revenues are reported as general revenues.

For the most p art , the effect of inter-fund activity has been removed from the government-wide financial statements. However, the effect of inter-fund services provided and used between functions is not eliminated as the elimination of these charges would distort the direct costs and program revenues reported for the functions affected.

Fund Financial Statements

Governmental fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred, except for un-matured interest on general long-term debt which is recognized when due, and certain compensated absences, claims and judgments which are recognized when the obligations are expected to be liquidated with current expendable available resources.

Real estate and personal property tax revenues are considered available if they are collected within 60 days after fiscal year-end. Investment income is susceptible to accrual. Other receipts and tax revenues become measurable and available when the cash is received and are recognized as revenue at that time.

Entitlements and shared revenues are recorded at the time of receipt or earlier if the susceptible to accrual criteria is met. Expenditure driven grants recognize revenue when the qualifying expenditures are incurred, and all other grant requirements are met.

The following major governmental funds are reported:

The *general fund* is the primary operating fund. It is used to account for all financial resources, except those that are required to be accounted for in another fund.

The *stabilization fund* is a special revenue fund used to account for the accumulation of resources to be used for general and/or capital purposes upon approval of City Council.

The *school capital projects fund* is used to account for the ongoing construction and renovations of the City's school buildings.

The *non-major governmental funds* consist of other special revenue, capital projects and permanent funds that are aggregated and presented in the non-major governmental funds' column on the governmental funds financial statements. The following describes the general use of these fund types:

The *special revenue fund* is used to account for the proceeds of specific revenue sources (other than permanent funds or capital projects funds) that are restricted by law or administrative action to expenditures for specified purposes.

The *capital projects fund* is used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Enterprise Funds).

The *permanent fund* is used to account for financial resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the governmental programs.

Proprietary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the proprietary funds principal ongoing operations. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

The following major proprietary funds are reported:

- The *sewer enterprise fund* is used to account for the sewer activities.
- The *water enterprise fund* is used to account for the water activities.
- The *golf course enterprise fund* is used to account for the golf course activities.
- The *parking activities enterprise fund* is used to account for parking activities.
- The *trash enterprise fund* is used to account for the solid waste disposal activities.

Additionally, the following proprietary fund type is reported:

The *internal service fund* is used to account for the financing of services provided by one dep art ment to other dep art ments 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

General Fund - 100

MAJOR

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB	
2012	5,941,952.00	6,927,279.00	985,327.00		
2013	6,927,279.00	9,113,053.00	2,185,774.00	32%	
2014	9,113,053.00	7,647,714.00	(1,465,339.00)	-16%	
2015	7,647,714.00	6,761,445.00	(886,269.00)	-12%	
2016	6,761,445.00	7,309,209.67	547,764.67	8%	
2017	7,309,209.67	7,780,093.84	470,884.17	6%	
2018	7,780,093.84	7,243,321.87	(536,771.97)	-7%	
2019	7,243,321.87	8,690,995.41	1,447,673.54	20%	
2020	8,690,995.41	12,223,007.00	3,532,011.59	41%	
2021	12,223,007.00	17,188,121.00	4,965,114.00	41%	
2022	17,188,121.00	16,092,893.00	(1,095,228.00)	-6%	Est.

The objective of the General Fund is to raise revenue to cover expenses for the fiscal year.
FY 2022 saw an increase due in local receipts, cannabis, excise tax, parking fees.

Sewer Enterprise Fund - 6000

MAJOR

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB	
2012	729,765.97	640,064.23	(89,701.74)		
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	3,811,623.00	127,762.37	3%	
2021	3,811,623.00	4,475,939.79	664,316.79	17%	
2022	4,475,939.79	4,215,221.77	(260,718.02)	-6%	Est.

Fee Increases in 2021 and 2022 to cover projected expenditures.

Water Enterprise Fund - 6100

MAJOR

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2012	450,153.47	(218,737.73)	(668,891.20)	
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	-	-	-	0%
2020	-	-	-	0%
2021	-	-	-	0%
2022	-	-	-	0%

Fee Increases in 2021 and 2022 to cover projected expenditures.

Trash Enterprise Fund - 6200

MAJOR

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB	
2012	66,613.27	110,107.76	43,494.49		
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	526,978.00	413,516.82	364%	
2021	526,978.00	760,533.71	233,555.71	44%	
2022	760,533.71	1,268,208.91	507,675.20	67%	Est.

Balance in retained earnings to be used for future capital needs and recycling initiatives. Fees increased in FY16 due to new trash contractor and increased prices.

Stabilization Fund - 8301 — Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB	
2012	2,736,776.70	3,453,722.00	716,945.30		
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	9,111,336.91	1,713,579.48	23%	
2021	9,111,336.91	10,043,960.01	932,623.10	10%	
2022	10,043,960.01	14,228,954.71	4,184,994.70	42%	Est

Increases due to Finance Policy of 20% of Free Cash to Stabilization
We anticipate at least 800K to 900K annually to be transferred in from free cash.
City policy is to have 5% of annual general fund budget in stabilization fund.

Stabilization Retirement Anticipation Fund - 8311 — Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB	
2012	256,088.78	130,520.06	130,520.06		
2013	130,520.06	195,088.47	64,568.41	49%	
2014	195,088.47	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	452,314.00	71,505.67	19%	
2021	452,314.00	734,710.61	282,396.61	62%	
2022	734,710.61	107,590.48	-	-85%	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 the number of retirements during each year year and free cash available for transfer at year end.

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	
2012	925,548.18	1,253,909.23	(117,248.63)		
2013	1,253,909.23	1,681,855.79	427,946.56	34%	
2014	1,681,855.79	2,441,168.85	759,313.06	45%	
2015	2,441,168.85	2,256,852.55	(184,316.30)	-8%	
2016	2,256,852.55	3,277,260.42	1,020,407.87	45%	
2017	3,277,260.42	2,406,827.45	(870,432.97)	-27%	
2018	2,406,827.45	1,543,760.49	(863,066.96)	-36%	
2019	1,543,760.49	1,859,667.87	315,907.38	20%	
2020	1,859,667.87	2,315,097.70	455,429.83	24%	
2021	2,315,097.70	3,476,793.64	1,161,695.94	50%	
2022	3,476,793.64	5,870,953.60	2,394,159.96	69%	Est

This fund is used for unanticipated and smaller capital needs that is not bonded during the fiscal year. Twenty percent of free cash is appropriated annually to this fund (per finance policies) to cover those capital needs.

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	
2012	50,000.00	381,012.37			
2013	381,012.37	675,003.22	293,990.85	77%	
2014	675,003.22	1,353,522.49	678,519.27	101%	
2015	1,353,522.49	1,534,442.50	180,920.01	13%	
2016	1,534,442.50	1,749,486.90	215,044.40	14%	
2017	1,749,486.90	2,189,298.64	439,811.74	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	3,511,488.16	468,637.67	15%	
2021	3,511,488.16	4,914,890.22	1,403,402.06	40%	
2022	4,914,890.22	5,197,511.10	282,620.88	6%	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.

Departmental Fund Relationships

Departmental Fund Relationships

			Governmental Funds				Enterprise Funds				Trust & Agency Funds			
			Major	Non-Major	Non-Major	Non-Major	Major	Major	Major	Major	Non-Major	Non-Major	Non-Major	Non-Major
Department	Sub Department	Index #	General Fund	Special Revenue Funds	Revolving Funds	Capital Projects	Water	Sewer	Trash	Peg Access - Cable TV Access	Permanent Trust Funds - Cemetary & Other	Private Scholarships & Trust Commissioners	Agency Funds - WH, Escrow, Details, etc.	Stabilization Funds
			Appropriated				Appropriated							Appropriated
Mayor	Executive	1	Yes	Yes	Yes	Yes					Yes	Yes		
City Clerk	Legislative- City Council	2	Yes											
	City Clerk	3	Yes											
	Elections & Registrations	3	Yes	Yes										
Assessors	Board of Assessors	4	Yes								Yes			
Collector	Tax Collections	5	Yes										Yes	
Data Processing	Information Technology/GIS	6	Yes			Yes								
	Fixed Costs	6	Yes											
Finance	Accounting	7	Yes											
Traffic & Parking	General Operation	8	Yes	Yes		Yes								
Purchasing	Purchasing	9	Yes										Yes	
	Fixed Costs	9	Yes											
Treasurer	Treasury Services	10	Yes										Yes	
	Debt Service	10	Yes											
	Short Term Debt	10	Yes											
	North Shore Regional Voc Schoo	10	Yes											
	State Assessments	10	Yes											
	Contributory Retirement	10	Yes											
	Non-contributory Pensions	10	Yes											
	Medicare	10	Yes											
	Municipal Insurance	10	Yes											
Solicitor-Licensing	Legal Services & Licensing	11	Yes							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	

Departmental Fund Relationships

			Governmental Funds				Enterprise Funds				Trust & Agency Funds			
			Major	Non-Major	Non-Major	Non-Major	Major	Major	Major	Major	Non-Major	Non-Major	Non-Major	Non-Major
			General Fund	Special Revenue Funds	Revolving Funds	Capital Projects	Water	Sewer	Trash	Peg Access - Cable TV Access	Permanent Trust Funds - Cemetary & Other	Private Scholarships & Trust Commissioners	Agency Funds - WH, Escrow, Details, etc.	Stabilization Funds
Department	Sub Department	Index #	Appropriated				Appropriated							Appropriated
Harbormaster	Harbormaster	15	Yes	Yes	Yes	Yes								
Public Property	Building/Plumbing/Gas Insp	16	Yes		Yes									
	Zoning 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	21	Yes	Yes	Yes	Yes	Yes	Yes	Yes				Yes	
Recreation	Administration & Support	22	Yes	Yes	Yes	Yes						Yes		
	Golf Course	22	Yes	Yes		Yes							Yes	
	Witch House	22	Yes	Yes									Yes	
	Pioneer Village	22	Yes											
	Winter Island	22	Yes		Yes	Yes								
Council On Aging	Administration & Support	23	Yes	Yes	Yes	Yes								
Library	Administration & Support	24	Yes	Yes		Yes					Yes			
Veterans Agent	Administration & Support	25	Yes	Yes										
GF Trans Out	Trans Out	27	Yes	Yes		Yes								Yes
School	School	26	Yes	Yes	Yes	Yes					Yes	Yes	Yes	
ENTERPRISE FUNDS														
Sewer Enterprise	Public Services	28				Yes	Yes	Yes	Yes					
	Engineering	28				Yes	Yes	Yes	Yes					

Departmental Fund Relationships

			Governmental Funds				Enterprise Funds				Trust & Agency Funds			
			Major	Non-Major	Non-Major	Non-Major	Major	Major	Major	Major	Non-Major	Non-Major	Non-Major	Non-Major
			General Fund	Special Revenue Funds	Revolving Funds	Capital Projects	Water	Sewer	Trash	Peg Access - Cable TV Access	Permanent Trust Funds - Cemetary & Other	Private Scholarships & Trust Commissioners	Agency Funds - WH, Escrow, Details, etc.	Stabilization Funds
Department	Sub Department	Index #	Appropriated				Appropriated							Appropriated
Treasurer	Debt Service	28					Yes	Yes	Yes					
	Sort Term Debt Service	28					Yes	Yes	Yes					
	SESD Assessment	28					Yes	Yes	Yes					
	Insurance Deductible	28					Yes	Yes	Yes					
Water Enterprise	Public Services	29				Yes	Yes	Yes	Yes					
	Engineering	29				Yes	Yes	Yes	Yes					
Treasurer	Water Long Term Debt	29					Yes	Yes	Yes					
	Water Short Term Debt	29					Yes	Yes	Yes					
	SBWSB Assessment	29					Yes	Yes	Yes					
	Insurance Deductible	29					Yes	Yes	Yes					
Trash Enterprise	Engineering	30					Yes	Yes	Yes					
Peg Access	Solicitor	31								Yes				

Performance Management & Measurers

The Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award program requires all submitting agencies to incorporate Performance Management and Performance Measurers into their budget. The City of Salem is continuing to incorporate those ideas and strategies as part of the overall operation and management of the City.

The City has recently started a SalemStat program which uses performance measurers to determine where efficiencies can be applied based on statistical data. In the next few pages, you will see the Police, Fire and Department of Public Services SalemStat data. The Mayor and her staff hope to use these statistics to better understand how to use city resources in more efficient ways.

City of Salem conducts an annual citizen survey on the City's website (www.salem.com) that allowed all citizens of Salem to voice their opinions on various issues. The results of the recent year's survey are listed in the next few pages.

Long- and Short-Term Strategic Goals

The City of Salem Long and Short-Term Strategic Plan Summary is a listing of the Mayor's top priorities for the City of Salem for the current fiscal year and beyond. A chart of these goals is listed on the following pages. Several of the goals are high priority items of the current Citizens Survey result as noted.

Each department is required to include a table of Outcomes and Performance measurers in their mission statements. They are also required to include a description of "How Fiscal Year Departmental Goals relate to the City's Overall Long- & Short-Term Goals". This information defines how each department's goals tie in to the overall goals of the City and is included for each department in their mission statements throughout Section 8 – Department Budgets.

What is Performance Management?

Performance management is a logical and integrated approach to all aspects of the cycle of planning, budgeting, operations and evaluations that is based on data and analysis, for the purpose of continuously improving results. Performance management is:

- Data driven – using reliable, verifiable and relevant data.
- Outcome oriented – focused primarily on results, less on inputs and outputs.
- Citizen focused – based on community needs.
- Logically aligned – mission, goals, objectives, measurers, responsibilities are integrated.
- Transparent – information is available and understandable by outsiders and insiders alike.
- Sustainable – survives leadership changes.
- Learning, improvement and accountability driven.

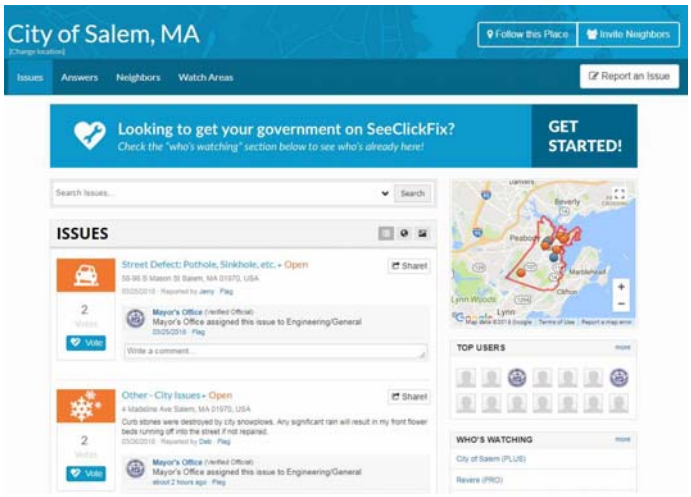
Performance measurement has become increasingly prevalent in local government, yet most government managers still struggle with the fundamental question of what to do with performance measurement data when they have it. Management teams want to know how they can incorporate performance measurement into their management and decision making processes. Rather than simply reporting performance results, performance based management focuses on linking performance measurement to strategic planning and using it as a lever for cultural change. By creating a learning environment in which performance measures are regularly reviewed and discussed, organization can improve the pace of learning and decision making, improve performance, and facilitate broader cultural change.

Where to get more information

The information above was obtained from the GFOA website (www.gfoa.org) and more information on performance management and measurers is available on that website.

See-Click-Fix Website & App Overview

SeeClickFix



Since July 2014, the City of Salem has utilized SeeClickFix for service requests.

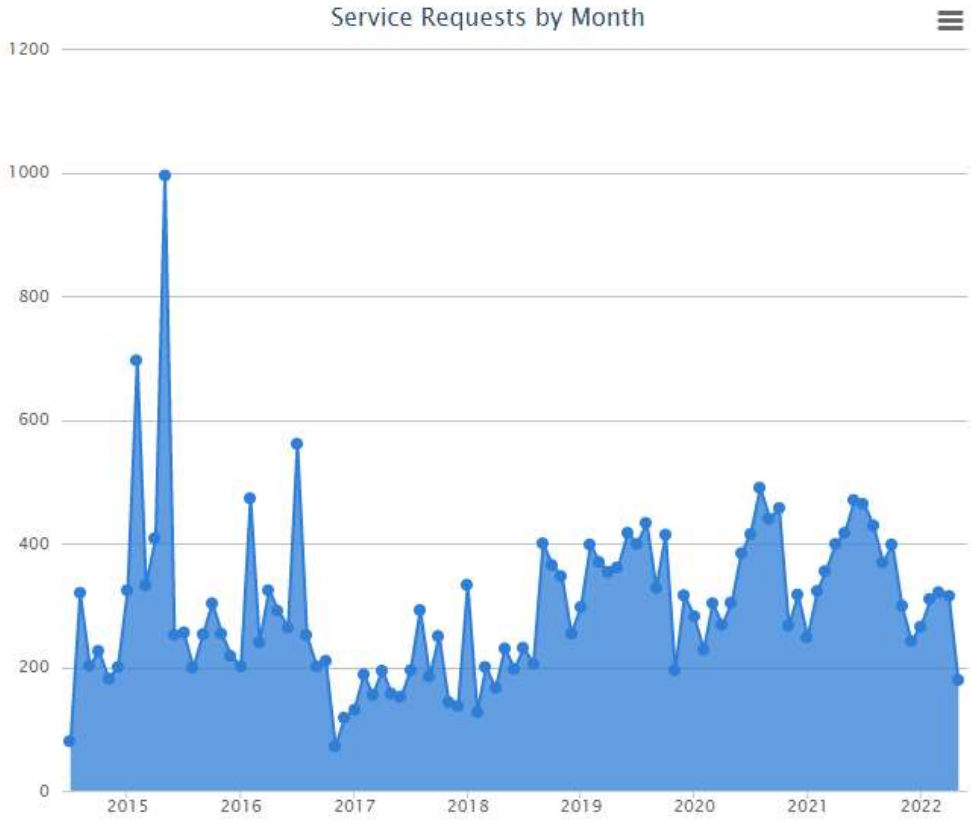
Using SeeClickFix, residents can directly request City services, report problems to relevant departments, ask questions about City policies and services, and interact with officials about issues of concern. While Salem was not the first to use the tool, the City has quickly risen to the top as one of the most active communities using the program in Massachusetts. As of May 18, 2022, a total of 28,381 service requests had been submitted to the City through SeeClickFix.

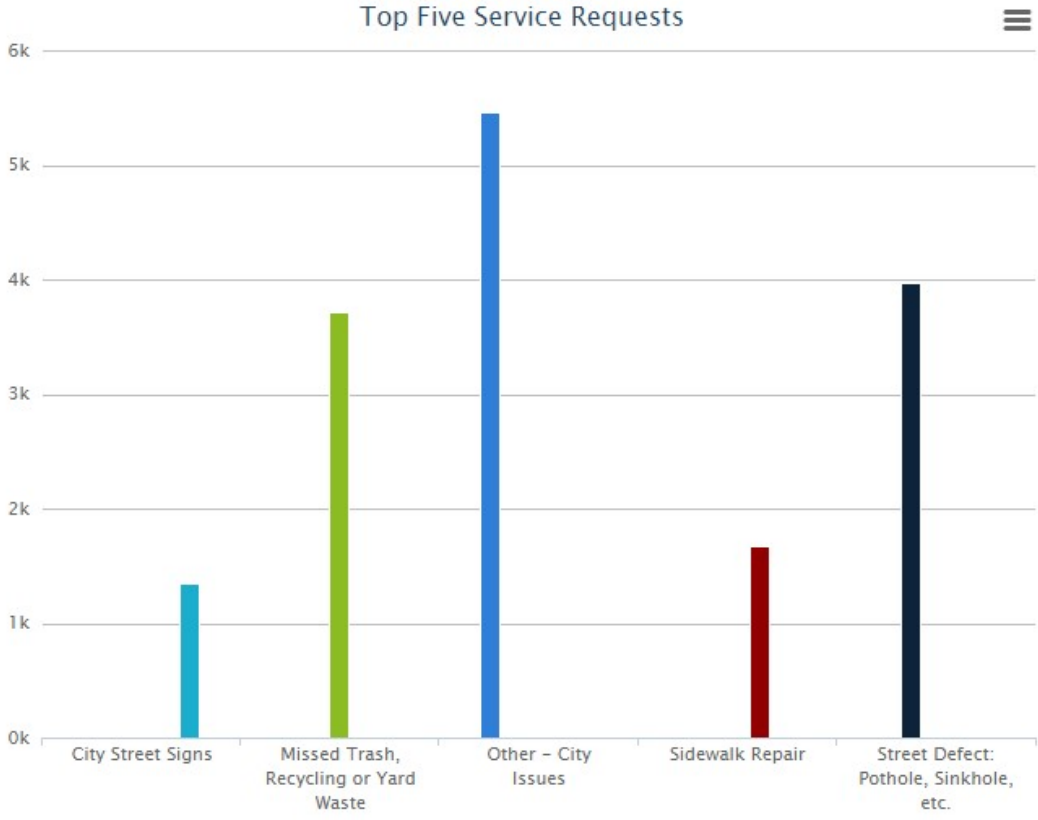
The tool, which is available both on the City's website and via a mobile app, also provides the City with robust data on the back end that allows the City to track response times, generate automatic work orders for service requests, manage customer service levels, map data, and more. When integrated 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 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 FAQ page with a more dynamic wiki of City information. Users can ask questions or answer questions that other users ask, and the City can tag "official" answers. As of May 18, 2022, 515 questions have been answered in Knowledge Base, with more being added and answered all the time. In FY22 the City began using the Knowledge Base questions and answers to better program the new Help chatbot and to form the basis of a script for the 311 program launching in FY23.

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 and starting in FY2020 City departments began using it more intentionally as a work order system for public works, engineering, trees, and parks. The City is continuing to expand the interaction between SeeClickFix data and the revival of the SalemStat performance evaluation initiative, which launched in FY2022.


Service Requests by Month
1200
1000
800
600
400
200
0
2015
2016
2017
2018
2019
2020
2021
2022


Top Five Service Requests
6k
5k
4k
3k
2k
1k
0k
City Street Signs
Missed Trash, Recycling or Yard Waste
Other – City Issues
Sidewalk Repair
Street Defect: Pothole, Sinkhole, etc.

City of Salem Resident Survey Results 2022

Forms(https://www.office.com/launch/forms?auth=2&from=FormsDomain) ? DP

2022 Salem Resident Survey

623	32:51	Closed
Responses	Average time to complete	Status

1. How do you rate Salem as a place to live?

Great place to live	386
Average place to live	199
Not a great place to live	35

2. How do you rate your neighborhood as a place to live?

Great place to live	400
Average place to live	194
Not a great place to live	27

3. Would you recommend Salem to someone else as a place to live?

Yes	467
No	144

4. How would you describe your overall opinion of Salem City government?

Very satisfied	110
Satisfied	240
Neutral	124
Dissatisfied	100
Very dissatisfied	47

5. How would you rate Salem's City government on: informing residents about major issues in the city.

Very good	257
Good	204
Fair	114
Poor	45

6. How would you rate Salem's City government on: representing and providing for the needs of all its residents.

Very good	94
Good	257
Fair	153
Poor	116

7. How would you rate Salem's City government on: effectively planning for the future.

Very good	123
Good	233
Fair	156
Poor	105

8. How would you rate Salem's City government on: providing value for your tax dollars.

Very good	90
Good	229
Fair	167
Poor	131

9. How would you rate Salem's City government on: providing meaningful opportunities for residents to give input on issue.

Very good	159
Good	231
Fair	133
Poor	98

10. How would you rate Salem's City government on: the overall direction that the city is taking.

Very good	136
Good	221
Fair	119
Poor	144

11. Please rate your satisfaction with the City's: parking enforcement.

Very satisfied	47
Satisfied	258
Somewhat dissatisfied	131
Very dissatisfied	77
Not applicable to me	105

12. Please rate your satisfaction with the City's: snow removal and plowing.

Very satisfied	109
Satisfied	304
Somewhat dissatisfied	136
Very dissatisfied	60
Not applicable to me	11

13. Please rate your satisfaction with the City's: road maintenance and repair.

Very satisfied	17
Satisfied	164
Somewhat dissatisfied	252
Very dissatisfied	183
Not applicable to me	3

14. Please rate your satisfaction with the City's: traffic enforcement.

Very satisfied	31
Satisfied	269
Somewhat dissatisfied	181
Very dissatisfied	121
Not applicable to me	19

15. Please rate your satisfaction with the City's: recreation and parks programs.

Very satisfied	104
Satisfied	318
Somewhat dissatisfied	76
Very dissatisfied	39
Not applicable to me	82

16. Please rate your satisfaction with the City's: Council on Aging programs.

Very satisfied	72
Satisfied	146
Somewhat dissatisfied	36
Very dissatisfied	16
Not applicable to me	349

17. Please rate your satisfaction with the City's: overall cleanliness.

Very satisfied	65
Satisfied	280
Somewhat dissatisfied	186
Very dissatisfied	88
Not applicable to me	0

18. Please rate your satisfaction with the City's: police services.

Very satisfied	154
Satisfied	324
Somewhat dissatisfied	63
Very dissatisfied	28
Not applicable to me	52

19. Please rate your satisfaction with the City's: fire services.

Very satisfied	232
Satisfied	283
Somewhat dissatisfied	7
Very dissatisfied	2
Not applicable to me	96

20. Please rate your satisfaction with the City's: trash and recycling collection.

Very satisfied	178
Satisfied	314
Somewhat dissatisfied	90
Very dissatisfied	24
Not applicable to me	14

21. Please rate your satisfaction with the City's: public library.

Very satisfied	271
Satisfied	203
Somewhat dissatisfied	23
Very dissatisfied	4
Not applicable to me	118

22. Please rate your satisfaction with the City's: appearance and maintenance of parks.

Very satisfied	90
Satisfied	322
Somewhat dissatisfied	128
Very dissatisfied	54
Not applicable to me	27

23. Please rate your satisfaction with the City's: public schools.

Very satisfied	17
Satisfied	76
Somewhat dissatisfied	95
Very dissatisfied	109
Not applicable to me	323

24. How important is the following City service to you personally: fire protection and emergency medical response.

Very important	471
Important	113
Somewhat important	35
Not at all important	2

25. How important is the following City service to you personally: police services.

Very important	374
Important	148
Somewhat important	71
Not at all important	28

26. How important is the following City service to you personally: repairing streets and sidewalks.

Very important	449
Important	154
Somewhat important	17
Not at all important	1

27. How important is the following City service to you personally: quality public schools

Very important	351
Important	146
Somewhat important	67
Not at all important	56

28. How important is the following City service to you personally: keeping streets and public spaces clean.

Very important	416
Important	188
Somewhat important	17
Not at all important	0

29. How important is the following City service to you personally: trash and recycling collection.

Very important	384
Important	213
Somewhat important	20
Not at all important	3

30. How important is the following City service to you personally: revitalizing downtown.

Very important	219
Important	210
Somewhat important	135
Not at all important	54

31. How important is the following City service to you personally: recreation and community programs (Library, Council on Aging, etc.).

Very important	251
Important	237
Somewhat important	107
Not at all important	26

32. How important is the following City service to you personally: parks and playgrounds.

Very important	252
Important	258
Somewhat important	94
Not at all important	18

33. How important is the following issue to you: offering quality public education.

Very important	384
Important	158
Somewhat important	45
Not at all important	34

34. How important is the following issue to you: stabilizing property taxes.

Very important	382
Important	142
Somewhat important	76
Not at all important	22

35. How important is the following issue to you: supporting the growth of new and existing businesses.

Very important	223
Important	277
Somewhat important	103
Not at all important	19

36. How important is the following issue to you: supporting tourism, arts, and cultural opportunities.

Very important	219
Important	236
Somewhat important	114
Not at all important	51

37. How important is the following issue to you: creating more affordable housing options.

Very important	272
Important	134
Somewhat important	118
Not at all important	96

38. How important is the following issue to you: renewable energy and energy efficiency initiatives.

Very important	303
Important	174
Somewhat important	98
Not at all important	46

39. How important is the following issue to you: improving communication between the City and residents.

Very important	292
Important	239
Somewhat important	81
Not at all important	9

40. How important is the following issue to you: providing improved recreational opportunities for youth and adults.

Very important	198
Important	246
Somewhat important	144
Not at all important	31

41. How important is the following issue to you: regionalizing and combining City functions.

Very important	60
Important	143
Somewhat important	218
Not at all important	196

42. Has anyone you know personally (including yourself) had COVID at any point?

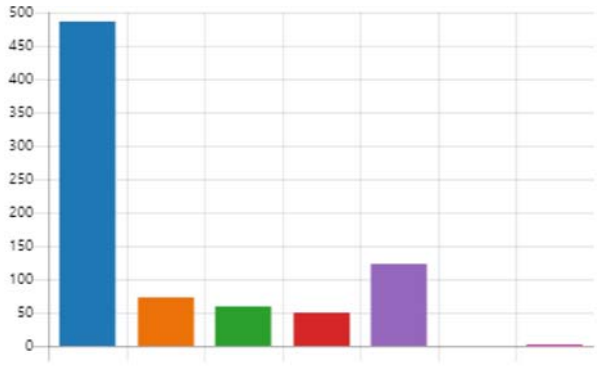
Yes	503
No	112

43. Who do you know that has had COVID? (select all that apply)

Myself	108
A friend or acquantaince	388
A co-worker	268
A family member	368
Other	13

44. What were outcomes of the cases of COVID among people you know? (select all that apply)

They isolated/recovered at ho...	486
They were hospitalized, but n...	73
They were hospitalized and in ...	60
They were hospitalized and pl...	49
They passed away.	122
Not applicable, I do not know ...	0
Other	2



45. Do you feel that you have been kept well-informed by the City about COVID updates and issues?

Yes	577
No	25
Other	13

46. Please rate your satisfaction of the response to COVID by: local healthcare workers (doctors, nurses, hospital).

Very satisifed	381
Satisfied	155
Neutral	69
Unsatisfied	5
Very unsatisfied	4

47. Please rate your satisfaction of the response to COVID by: local first responders (police, fire, ambulance, public health).

Very satisifed	296
Satisfied	169
Neutral	129
Unsatisfied	9
Very unsatisfied	6

48. Please rate your satisfaction of the response to COVID by: local elected officials.

Very satisifed	261
Satisfied	191
Neutral	103
Unsatisfied	36
Very unsatisfied	26

49. Please rate your satisfaction of the response to COVID by: local school district.

Very satisifed	149
Satisfied	140
Neutral	257
Unsatisfied	30
Very unsatisfied	26

50. Please rate your satisfaction of the response to COVID by: state government.

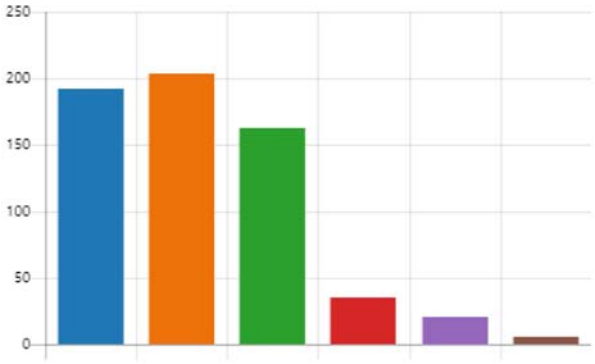
Very satisifed	172
Satisfied	275
Neutral	84
Unsatisfied	53
Very unsatisfied	37

51. Please rate your satisfaction of the response to COVID by: federal government.

Very satisifed	87
Satisfied	206
Neutral	140
Unsatisfied	111
Very unsatisfied	72

52. How would you rate your experience of accessing city services, supports, or programs specifically related to COVID?

Very satisfied	192
Satisfied	203
Neutral/I did not need to acce...	162
Neutral/I did need to access s...	35
Unsatisfied	20
Very unsatisfied	6

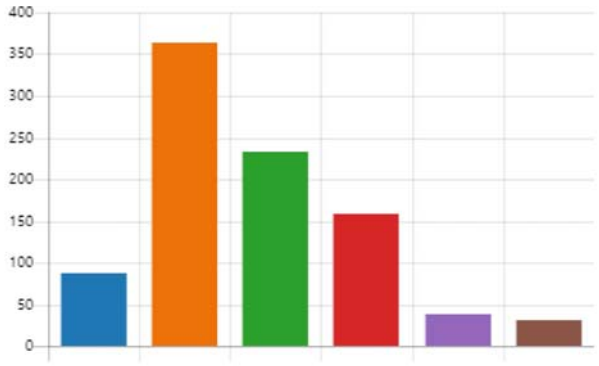


53. Where have you most frequently received news or information about COVID in Salem?

Newspapers	49
Social media	161
City emails or website	331
Television	43
Other	25

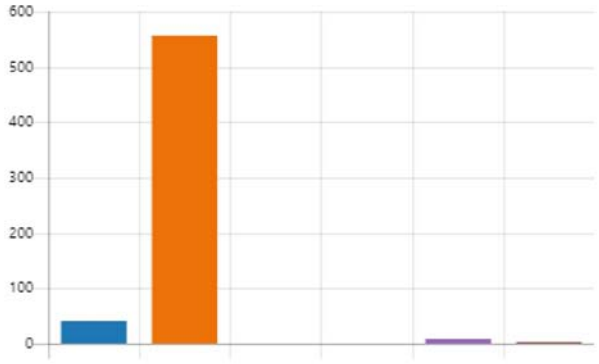
54. Select all that apply about your own personal actions due to COVID.

I am remaining at home unles...	87
I wear a mask or face covering...	363
I wear a mask or face covering...	233
I am telecommuting or workin...	158
I have been laid off, furloughe...	38
I have applied for a governme...	31



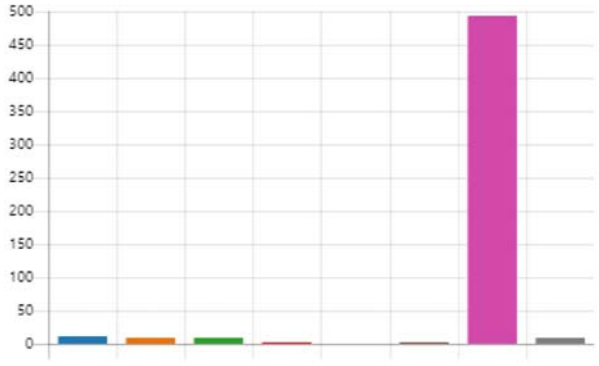
55. Which of the following statements best describes your current plans regarding the COVID vaccine?

I have already been vaccinate...	41
I have already been vaccinate...	557
My vaccination appointment ...	0
I plan on getting the vaccine a...	1
I do not plan on getting vacci...	9
I don't feel that I have enough...	3



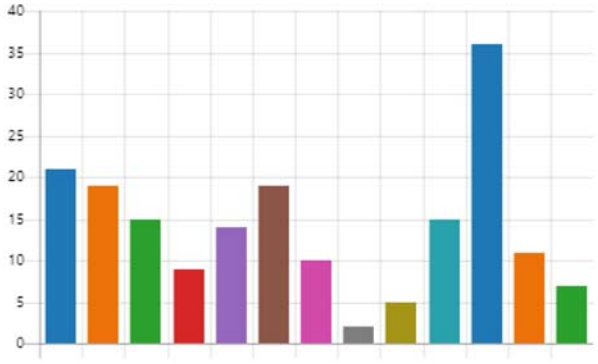
56. If you are not planning to get the vaccine yet or ever, why? (select as many as apply)

I am concerned about the side...	11
I feel like the vaccine develop...	10
I am not sure the vaccine is eff...	9
I want to wait to see what hap...	3
I have had COVID, so I don't t...	0
I generally don't trust vaccines.	2
Not applicable, I am vaccinated.	493
Other	8



57. If you're uncertain about getting the COVID vaccine, which (if any) of the following might increase your willingness to get immunized? (select all that apply)

The vaccine was free.	21
Information that the vaccine tr...	19
Information that the side effec...	15
The vaccine was developed in ...	9
The vaccine has been tested o...	14
The vaccine will be effective fo...	19
My friends and family getting ...	10
Political figures and celebrities...	2
My employer recommending it.	5
My employer requiring it.	15
Knowing that my actions will c...	36
Not being able to participate i...	11
Being provided a financial inc...	7

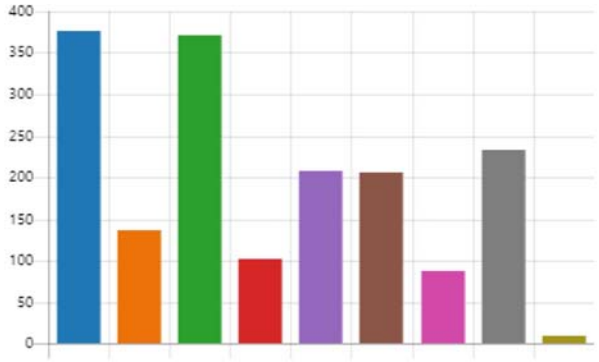


58. How has your use of online City services differed during the COVID pandemic?

I've used online City services ...	149
I've used online City services l...	15
There's hasn't really been a ch...	445

59. What types of online City services have you accessed in the past year? (select all that apply)

Paid a bill.	376
Applied for a license, permit, e...	137
Looked up information about ...	370
Registered for a City program ...	101
Looked up contact informatio...	208
Reported a problem or made ...	205
Submitted public comment or...	88
Watched a board, committee, ...	232
Other	9



60. Thinking generally about your use of online City services during the pandemic, how would you describe your experience overall?

Very satisfied	106
Satisfied	310
Neutral	158
Dissatisfied	19
Very dissatisfied	9

61. In the past year have you visited the City's website, www.salem.com?

Yes	605
No	11

62. How would you rate the usefulness of information you found on the City website?

Very good	125
Good	352
Fair	118
Poor	11

63. How would you rate the ease of use or navigation on the City website?

Very good	76
Good	283
Fair	191
Poor	54

64. How would you rate the design and graphics on the City website?

Very good	60
Good	259
Fair	221
Poor	64

65. Did you use a mobile device to access the City's website?

Yes	362
No	245

66. How would you rate the functionality and appearance of the City's website on a mobile device?

Very good	40
Good	167
No opinion	87
Poor	57
Very poor	8

67. How familiar are you with the Bluebikes bike share program?

Very familiar	99
Somewhat familiar	361
Not familiar	156

68. Have you ridden on a Bluebike?

Yes	45
No	574

69. How would you rate your experience riding on a Bluebike?

Excellent	15
Good	22
Average	8
Poor	0
Very poor	1

70. Will you ride on a Bluebike again?

Yes	31
No	2
Maybe	13

71. How familiar are you with the Salem Skipper?

Very familiar	129
Somewhat familiar	382
Not familiar	95

72. Have you ridden on the Salem Skipper?

Yes	57
No	550

73. How would you rate your experience riding on the Salem Skipper?

Excellent	30
Good	17
Average	7
Poor	3
Very poor	2

74. Will you ride on the Salem Skipper again?

Yes	47
No	1
Maybe	10

75. How familiar are you with CodeRED, the City's reverse notification system?

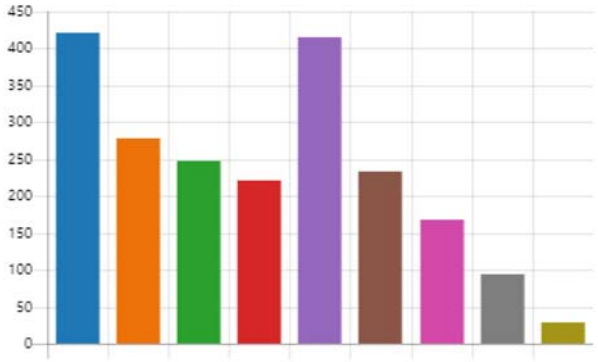
Very familiar	342
Somewhat familiar	176
Not familiar	96

76. Have you registered your telephone number and/or email address with CodeRED?

Yes	446
No	86
Don't know	87

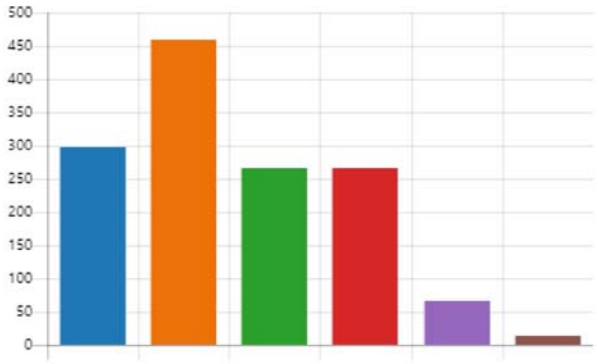
77. How do you receive notices and announcements from the City?

CodeRED	421
Emergency blue lights	278
Official City social media acco...	248
Social media accounts not offi...	220
Email notifications from the City	416
City of Salem website	233
Word of mouth	167
Newspapers	94
Other	28



78. From which of the following outlets do you typically learn about news concerning Salem City government?

Word of mouth, including non...	297
City websites or other official ...	460
Salem News	266
Salem Patch	265
Television or radio news outlets	65
Other	13

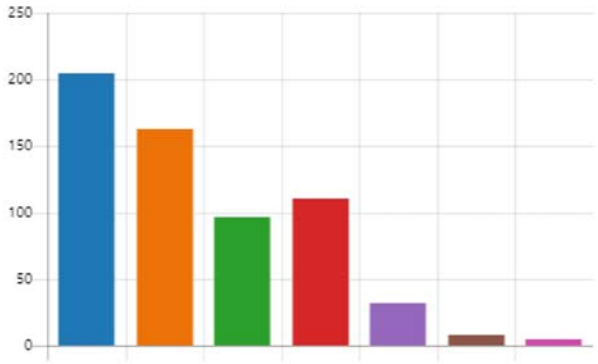


79. In the past year have you contacted the City to obtain information or request services?

Yes	314
No	303

80. How have you contacted the City?

Telephone call	205
Email	163
In person	97
SeeClickFix	110
Social media	32
Mail	8
Other	5



81. Please rate the City employee with whom you most recently had contact in the category of: knowledgeable.

Very good	158
Good	89
Fair	30
Poor	20
Not applicable	18

82. Please rate the City employee with whom you most recently had contact in the category of: courteous.

Very good	175
Good	84
Fair	29
Poor	10
Not applicable	16

83. Please rate the City employee with whom you most recently had contact in the category of: responsive to your needs.

Very good	158
Good	77
Fair	37
Poor	29
Not applicable	13

84. Please rate the City employee with whom you most recently had contact in the category of: easy to get in touch with.

Very good	137
Good	94
Fair	38
Poor	25
Not applicable	18

85. Please rate the City employee with whom you most recently had contact in the category of: respectful.

Very good	184
Good	80
Fair	19
Poor	10
Not applicable	20

86. Please rate the City employee with whom you most recently had contact in the category of: timeliness of response.

Very good	147
Good	81
Fair	35
Poor	30
Not applicable	19

87. Please rate the City employee with whom you most recently had contact in the category of: ability to accommodate the need for language interpretation or sign language.

Very good	36
Good	16
Fair	4
Poor	0
Not applicable	256

88. The City regularly looks for ways to operate more efficiently and more effectively. Please rate how you feel about the following reform option: privatizing or outsourcing some City services.

Strongly support	21
Support	84
Somewhat support	207
Do not support	295

89. Please rate how you feel about the following reform option: combining services with other communities (regionalization).

Strongly support	53
Support	136
Somewhat support	277
Do not support	146

90. Please rate how you feel about the following reform option: layoffs or reducing personnel.

Strongly support	15
Support	43
Somewhat support	164
Do not support	384

91. Please rate how you feel about the following reform option: pursuing non-tax revenue sources (i.e. grants, PILOTS, etc.)

Strongly support	328
Support	178
Somewhat support	80
Do not support	22

92. Please rate how you feel about the following reform option: offer fewer City services.

Strongly support	8
Support	19
Somewhat support	93
Do not support	493

93. Please rate how you feel about the following reform option: furlough personnel for a period of time.

Strongly support	10
Support	33
Somewhat support	144
Do not support	415

94. Please rate how you feel about the following reform option: reduce the hours of operation at City offices.

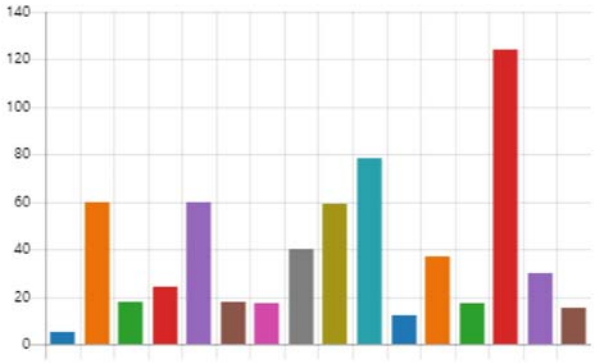
Strongly support	11
Support	69
Somewhat support	205
Do not support	321

95. How long have you lived in Salem?

Less than a year	20
1-5 years	124
5-15 years	159
More than 15 years	315

96. Which neighborhood of Salem do you live in?

Boston Street/Blubber Hollow	5
Bridge Street Neck	60
Castle Hill	18
Derby Street neighborhood	24
Downtown Salem	60
Gallows Hill	18
Greater Endicott Street area	17
Highland Avenue area	40
McIntire District	59
North Salem	78
The Point	12
Salem Common	37
Salem Willows/Juniper Point	17
South Salem	124
Witchcraft Heights	30
Other	15



97. Do you have children in the Salem Public Schools?

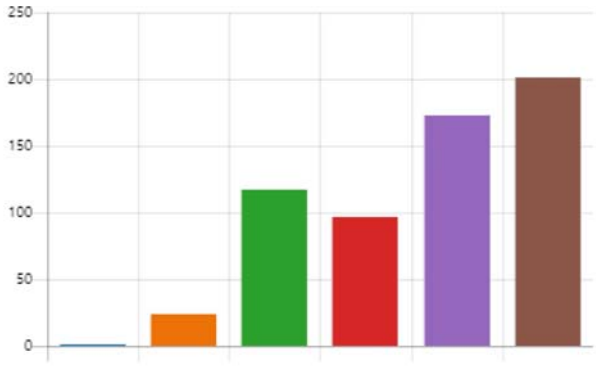
Yes	75
No, I don't have children.	272
No, my child/children attend(s...	32
No, my child/children is/are n...	34
No, my children are no longer...	202

98. What grade is your child or children in?

Kindergarten through 4th grade	41
5th grade through 8th grade	36
9th grade through 12th grade	37

99. What age group are you in?

Less than 18 years old	1
18 to 30 years old	24
31 to 40 years old	117
41 to 50 years old	97
51 to 64 years old	173
65 years old or older	201



100. Do you own your home or rent?

Own	513
Rent	99
Other	3

101. What is your gender identity?

Man	183
Woman	388
Non-binary	4
Prefer not to say	37
Other	3

102. Please feel free to share any other feedback, comments, or input you would like to provide.

296
Responses

Latest Responses

127 respondents (**45**%) answered **city** for this question.

FYI SALEM

VOLUME 7, ISSUE 12 JULY 13, 2021

CONTACT THE MAYOR'S OFFICE:

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City of Salem MA

Twitter:
@CityofSalemMA

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From the Mayor's Desk

Dear Salem resident,

Currently, 72% of our eligible Salem population have received at least one dose of COVID vaccine. We hope to see that number increase, especially with reports around the country of the rise of the highly contagious delta variant, which is now the most dominant strain of the coronavirus in the United States, representing over 50% of cases across the country. Virtually all new COVID deaths and hospitalizations are among unvaccinated people.

In Salem, we continue to monitor our wastewater for COVID variants on a weekly basis, offer free COVID testing on a daily basis and are strongly urging everyone eligible to be vaccinated to do so. Through our partnership with Salem Hospital, North Shore Community Health Center and other healthcare partners, we have several mobile vaccine clinics in Salem. If you are not vaccinated, the best thing you can do to protect yourself, as well as your family is to get a COVID vaccine - there are lots of options close to home to get vaccinated. Visit www.salem.com/vaccine to find out where you can get the vaccine without an appointment or needing to wait.

Separate from our ongoing response to COVID, I wanted to provide an update about a high profile series of graffiti incidents in our community. As you may be recall, earlier this year there had been a spate of "slap-tagging" of white supremacist stickers on local business and public property in Salem, and at least one local business had their store window defaced with a painted stencil supporting a white supremacist organization.

As a City that prides itself on being inclusive and welcoming, we strongly condemned these acts. They are more than just cowardly acts of vandalism: they are intended to frighten and discomfort residents in their own community. That's one of the reasons I'm so grateful for the work of the Salem Police in particular Patrol Officer Green, who arrested two males on Saturday night for vandalism after they spray-painted graffiti tied to a white nationalist hate group at the MBTA station in downtown Salem.

The two men were wearing masks and tagging public property. When officers stopped the men they reported finding fresh paint on their hands and fresh paint on the wall, as well as paint cans and stencils in their possession. The stencils supported Patriot Front, a group that the Southern Poverty Law Center has identified as a white nationalist hate group.

We will continue to take these activities seriously and encourage anyone who sees this type of vandalism in our community to report it to the Salem Police Department at 978-744-1212 so we can track and investigate this activity.

Thanks, as always, for reading FYI Salem and don't forget you can find the FYI Salem podcast at www.salem.com/fyisalempodcast!

Kim Driscoll
Mayor
City of Salem

FYI SALEM

WE ARE HIRING!

HOSPITALITY BUSINESSES IN SALEM ARE HIRING

and MassHire and the City of Salem are helping to promote these positions!

SALEM HIRING INCENTIVES!

If you qualify, and are hired in a hospitality position in Salem, you can earn VISA GIFT CARDS!

Get a job in a restaurant, hotel, tourist attraction or other small business in Salem **between June 1 and July 23**, retain that job for 6 weeks, and you can earn a **$400 GIFT CARD** from the City of Salem & MassHire! **ADDITIONAL $400 GIFT CARD** incentive for those who STAY at that job and verify employment again in November!*

Program enrollment ends August 20, 2021.

Need help FINDING A JOB?

Contact MassHire @ (978) 825-7200 or visit Monday–Thursday 1–3pm @ 70 Washington St., Salem.

Already STARTED WORKING after June 1?
See if you qualify and fill out our form here:
www.salem.com/incentives

**Verification Required. Some exclusions apply*

MASSHIRE NORTH SHORE WORKFORCE BOARD

PAGE 2

FYI SALEM

WETLANDS PROTECTION PUBLIC FORUMS

The City of Salem invites you to participate in a series of public forums regarding an update to the City's wetlands protection policy.

Please visit the project website for meeting login details and additional project information:

PublicInput.com/SalemWetlands

All are welcome to attend and participate.

QUESTIONS?

Contact Tom Devine at 978-619-5685 or tdevine@salem.com

FORUM DATES

All meetings are online at 6pm

JULY 13

Wetlands Primer
Working Group Summary
Survey Launch

AUGUST 19

Survey Results
Draft Policy

SEPT. 7

Synthesis of Input
Next steps

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Heritage Days

Mayor Kimberley Driscoll has announced that Salem's Heritage Days festival will run August 2nd through August 8th, with a line-up of non-stop fun and special events celebrating Salem.

"I'm so pleased to announce the return of our annual Heritage Days festivities," said Mayor Driscoll. "This year, especially, I'm grateful that we have the opportunity to celebrate all that makes Salem the vibrant and special community that we all love. My thanks to all the organizations, community partners, and City staff whose efforts make this annual event possible."

The Heritage Days week includes several events exclusively for seniors, including an ice cream social and a picnic at Winter Island.

Opportunities abound for musical entertainment at the oceanfront Salem Willows Shell featuring the Salem Community Concert Band and Community Jazz Band, under the direction of Cynthia Napierkowski, on Monday night, the North Shore Concert Band on Tuesday night, and a variety of DJs, VJs, and live electronic music on both Saturday and Sunday.

The highlight of this year's Heritage Days takes place August 6th on Derby Wharf, with a live concert by the Ward Eights starting at 7:00 p.m. and fireworks display starting around 9:00 p.m. produced by the award-winning Atlas Pyrovision Entertainment Group.

The night promises to be the most fun and most memorable event of the summer season. The Ward Eights are an incredible band, playing funk, soul, rock, hip-hop, pop, jazz, and much more and the fireworks display that is planned promises to be one to remember.

Other events during the week include the always-popular Ice Cream Tasting and movie on the Common on August 4th, a family bingo night on August 6th at Charlotte Forten Park, and the Phillips House Annual Antique Car Meet along Chestnut Street on August 8th.

Another special event during the week is an open house at the Peabody Essex Museum's Phillips Library in Rowley, where attendees will be able to see some of the PEM's recent acquisitions along with the scope of its global collections, including its archives of Salem and Essex County history.

This year the Salem Police Department, Salem Fire Department, and Salem Department of Public Services combine their Tour-A-Truck event with a K-9 demonstration and a Salem Police & Firefighters vs. Salem Youth basketball game. Snacks and drinks will be provided thanks to donations from our local business community.

Find the complete schedule for Heritage Days online at www.salem.com/heritagedays.

FYI SALEM

VOLUME 7, ISSUE 13 JULY 28, 2021

CONTACT THE MAYOR'S OFFICE:

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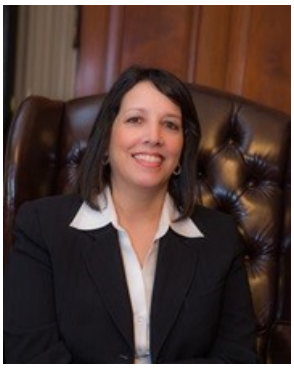
From the Mayor's Desk



Dear Salem resident,

I'm excited to share that Salem's Race Equity Task Force for the City of Salem has published their final report, available now at www.raceequitysalem.org.

I convened the task force in June 2020 and charged its members with studying key sectors of the community to identify systemic and institutional racial inequities and, to the best of their ability, recommend potential strategies to help overcome those disparities.

To guide their work, the Task Force set up five subcommittees, each focused on one of the community areas of concern: Community Culture, Economics, Education, Health, and Public Safety. The report outlines the findings and action items in each of these five areas, based on a combination of detailed research, data analysis, and expansive community input.

As a core action, the Task Force also recommended the City form a permanent committee to address race equity issues and create a senior staff level position within the City to lead this work on an ongoing basis.

Based on those recommendations, Task Force chairman Shawn Newton and I filed an Ordinance with the City Council in June to establish a permanent Race Equity Commission and we created a new Director of Diversity, Equity, and Inclusion position within the FY2022 City budget.

The commission Ordinance is pending before a City Council committee and the new Director's position was approved by the City Council by a vote of 10-1.

The Race Equity Task Force was established to identify disparities throughout our community and to develop the core elements of a strategy to help guide work at the City level to tackle these inequities.

Our hope is that this initial report will galvanize even broader support for confronting inequities, and create a forum for residents to listen, reflect, and act together to build a more inclusive community for all.

I am incredibly grateful to the volunteer members of the Task Force, to chairman Shawn Newton, and to Salem resident Jakari Griffith, who served as the group's administrator, for all of their time and commitment to this work.

This is an important moment for our city. The time for action is now and a strategic, thoughtful approach to addressing inequities is key to our community's growth and prosperity. This is the promise reflected in the Task Force's work and in this report, and it's a pledge for intentional action that we must continue to advance.

Thanks, as always, for reading FYI Salem and don't forget you can find the FYI Salem podcast at www.salem.com/fyisalempodcast!

Kim Driscoll
Mayor
City of Salem

FYI SALEM

Palmer Cove

Phase I restoration of Palmer Cove Park is nearing completion. All new trees and pathways have been installed and the new hardscape plaza at the basketball court is complete. The final basketball court sealcoating will be applied this week, weather permitting. Over the next two weeks, the new community garden area, sidewalk, and parking area along Salem Street will be constructed and grass seed will be planted throughout.

The project is supported by a Division of Conservation Services Parkland Acquisitions Renovations for Communities (PARC) grant and Community Preservation Act funding. Funding for a next phase of improvements is included in the City's Signature Parks program.

7/28, 10am-1pm, Salem Pantry/SSU (68 Loring Avenue)
Mass General Brigham van

7/30, 4pm-7pm, Peabody Essex Museum (161 Essex St)
Curative van

WETLANDS PROTECTION ONLINE SURVEY

The City of Salem invites you to participate in an online survey regarding an update to the City's wetlands protection policy.

Please visit the project website to take the survey and view additional project information including details for upcoming public forums:

PublicInput.com/SalemWetlands

The survey will close on August 1st and results will be presented at the August 19 public forum.

PUBLIC FORUM DATES

All meetings are online at 6pm

JULY 13
Wetlands Primer
Working Group Summary
Survey Launch

AUGUST 19
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FYI SALEM

Summer Performance Series

The City of Salem will hold a series of free live performances a parks across the Salem, with four different companies performing in nearly twenty humorous, surprising, inspiring, and modern productions that are fun for all ages. Performances will be held in August and September and are free and open to the public. All performances will be held outdoors so be sure to bring your own shade and seats. Picnics encouraged!

OLDE SALEM STAGE COMPANY – "*Much Ado About Nothing*"
August 7, 8, 14, 15, 6:30pm, Charlotte Forten Park, 289 Derby St
The Olde Salem Stage Company is a new collaboration of passionate theatrical practitioners whose mission is to challenge and inspire audiences with their performances. This summer they will be blending modern and traditional approaches to Shakespeare in their production of "Much Ado About Nothing". oldesalemstagecompany.com

DRUMATIX – "*Rhythm Delivered*"
August 21, 22, 28, 29, 2pm, Charlotte Forten Park, 289 Derby St
In case of rain, performances will be moved indoors at Old Town Hall, 32 Derby Square.
DrumatiX is dedicated to presenting humorous, interactive, family-oriented percussive content that is accessible to people of all ages and backgrounds. Using tap dance, body percussion, and creative drumming, DrumatiX has created a new 45-minute interactive, humorous, family-friendly show, "Rhythm Delivered".
www.subscribepage.com/drumatixsalem

THIRD CITIZEN THEATRE COMPANY– "*As You Like It*"**
August 28, 29 & September 4, 5, 6, 6pm, the Salem Willows Band Shell, 165 Fort Ave
Third Citizen Theatre Company is committed to delivering high-quality productions that reimagine and recontextualize classical works to engage and entertain all ages. With live, original music, Third Citizen Theatre Company stages a performance of "As You Like It" that reflects contemporary issues while bringing a feel-good comedy to the Salem community. www.thirdcitizentheatre.org

THE RIDICULOUS PROJECT – "Dream, Love, Escape"
September 4, 5, 11, 12, 7pm, Derby Square, 32 Derby Square
In case of rain, performances will be moved indoors at Old Town Hall, 32 Derby Square.
The Ridiculous Project seeks to spread joy to the community by giving audiences a fun and immersive theatrical experience where they are both reacting to and interacting with the story. This summer The Ridiculous Project invites you to join in an exploration of whimsy, magic, and language in a spirited retelling of one of Shakespeare's most-loved plays, "A Midsummer Night's Dream" transformed into a unique story of their own. "Dream, Love, Escape" brings us into a space together to acknowledge where we have been and to experience both the act and the celebration of a communal process of emerging. Learn more at www.ridiculousproject.com.

PAGE 3

Naumkeag Portrait

The City of Salem's Arts & Culture Program is pleased to announce the awarding of the Naumkeag Portrait Project commission to artist Chris Pappan.

Pappan was selected from a pool of over 60 applicants and four finalists as the awardee of this commission by a Jury Panel consisting of arts professionals, City staff, and community members, as well as members of both the Salem Public Art Commission and the Massachusett Tribal Council.

Chris Pappan is an artist of Kanza, Osage, and Lakota descent based in Chicago IL. He cites his influences as *Heavy Metal* and *Juxtapoz* magazines, and the Lowbrow art movement with its cultural roots in 1970s underground comics, punk, and hot rod cultures. His artistic style is based on the Plains Native art tradition known as Ledger Art and often literally reflects the dominant culture's distorted perceptions of Native peoples.

"This is an extraordinary opportunity to work with the Naumkeag community," said Chris. "I am incredibly honored and humbled by the fact that they have placed their trust in me, and I will give all I can to honor their living legacy and tenacity."

A graduate of the Institute of American Indian Arts in Santa Fe and a nationally recognized painter and ledger artist, Pappan's work is in the collections of the National Museum of the American Indian, Washington D.C.; The DePaul Art Museum in Chicago IL; The Newberry Library in Chicago IL, The North American Native Museum of Geneva Switzerland; and The Spencer Museum of Art, Lawrence, Kansas, among others. You can learn more about Pappan's work by visiting: www.chrispappan.com.

The Naumkeag Portrait Project was proposed by Mayor Kimberley Driscoll to the Public Art Commission in May 2019, and approved by City Council, with the purpose of recognizing and highlighting the contributions and sacrifices of the Indigenous Peoples of this land through the creation of an official portrait to hang in Salem City Hall, the second oldest City Hall in America.

"I am very pleased that the selection committee has chosen such an accomplished artist for this important and historic commission," said Mayor Driscoll. "Chris will help bring a diversity of representation and history to City Hall through this portrait project. His works have appeared in collections, museums, and galleries across the nation, celebrating, commemorating, and representing a cultural heritage too often unseen and unknown in America today. A portrait recognizing the presence and role of the Naumkeag in shaping our community is long overdue at Salem City Hall. Chris' vision, to approach this commission with 'a spirit of boldness, community, and resilience,' is consistent with our city's commitment to do better in honoring the contributions and history of the Indigenous peoples who have called this place home for countless generations."

Thomas Green, Vice President of the Massachusett Tribal Council, added to the Mayor's enthusiasm for this award: "We are excited to work with such a talented artist. We are greatly appreciative to the residents of Salem for all the support we have received with this project."

The research phase for this portrait will commence imminently, whereby Pappan will work closely with the Tribal Council to identify the appropriate subject matter for the work. Painting will commence this fall, with the portrait being finalized and presented to the City and Tribal Council in early 2022.

FYI SALEM

VOLUME 7, ISSUE 14 AUGUST 16, 2021

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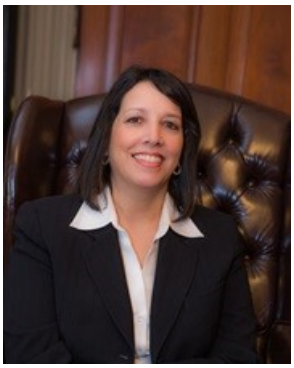
From the Mayor's Desk



Dear Salem resident,

While our local economy is recovering from the setback we experienced last year due to COVID, many residents are still struggling.

If you are a renter having difficulty making rent, or if you're a Salem landlord who has tenants facing challenges in making their rent, there are a number of options available to you right now.

First, you should know that that the Essex County Bar Association offers free lawyer referral service and 30-minute consultation. Click here: https://www.essexcountybar.org/lawyer-referral-service#lrsform for their online referral form or call them at: (978) 741-7888.

The City of Salem's own local rental relief program, START, offers two $500 rental assistance checks to income eligible households that have been impacted by COVID-19. The program is administered by North Shore Community Action Programs (NSCAP). Contact NSCAP at (978) 548-5776 or email NSCAP at funds2020@nscap.org to apply or ask questions. For more information, visit www.salem.com/start.

The Rental Assistance for Families in Transition (RAFT) Fund helps keep income eligible households in stable housing situations when facing eviction, foreclosure, loss of utilities, and other housing emergencies caused by loss of income, increase in expenses, or both. RAFT helps all kinds of households by providing up to $10,000 per household to help preserve current housing or move to new housing. This program is administered through the Lynn Housing Authority & Neighborhood Development, but it is available to Salem residents. Visit www.Lhand.org to apply or call (339) 883-2342 to learn more.

Lastly, Emergency Rental and Mortgage Assistance (ERMA) funds are available to low-income families who have been impacted by the COVID-19 crisis and may not be eligible for RAFT. Like RAFT, ERMA may provide up to $10,000 for eligible households to assist with rent or mortgage arrears accrued after April 1, 2020 and/or with upcoming rent or mortgage payments. This program is also administered through the Lynn Housing Authority. Visit www.Lhand.org to apply or call (339) 883-2342 to learn more.

If you need help, please reach out to these programs. They're here to assist you and your family as we all recover from this pandemic together.

Thanks, as always, for reading FYI Salem and don't forget you can find the FYI Salem podcast at www.salem.com/fyisalempodcast!

Kim Driscoll
Mayor
City of Salem

FYI SALEM

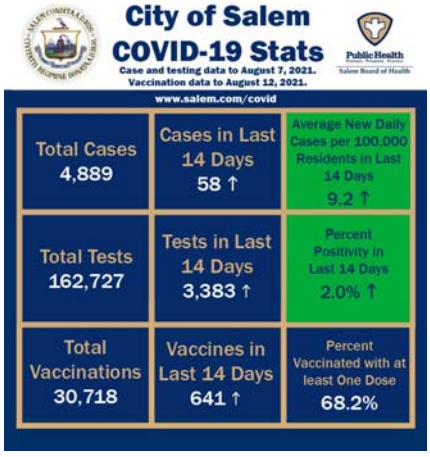
COVID Update

With rising case numbers and the expanding prevalence of the Delta variant of COVID-19, the City of Salem has announced several pro-active mitigation measures to help ensure the community stays safe, open, and strong this summer and fall.

- **Masks are required indoors** for all businesses and City buildings open to the public effective August 23rd through November 14th.
- The City has asked the Massachusetts Department of Public Health to resume **targeted wastewater surveillance** in high-risk parts of the City. For the last few months wastewater surveillance was being conducted on a city-wide basis, given the decline in Alpha variant cases.
- The City has resumed **daily updates** on local COVID-19 case data at www.salem.com/covid.
- The City is requesting that the Commonwealth extend the **free COVID-19 "Stop the Spread" testing through the end of 2021**, which had been scheduled to end October 31st.
- The City is working with municipal and school employees on a policy to **require COVID-19 vaccination or twice weekly negative testing** for all workers. All businesses in Salem, especially those that interact directly and in-person with the public and with visitors particularly, are encouraged to join in **adopting a similar vaccination or negative-testing requirement policy for their employees**. Businesses that do so will be included in the *Keep Salem Safe, Open, and Strong* campaign, as a safe place for customers to do business this fall. Employers interested in possibly having a mobile vaccination unit visit their place of business to vaccinate their workers can contact health@salem.com to arrange for a date.
- City boards and commissions are encouraged to **continue meeting remotely** until further notice and in no case resume in-person meetings until late November at the earliest.

The primary focus of the City over the next three months is on resuming high levels of mask usage and expanding vaccination uptake as extensively as possible, especially among front-line workers.

"Our top priority is ensuring the safety, health, well-being of our residents and in particular those who are not able to be vaccinated yet," said Mayor Kim Driscoll. "The science is clear that masks help reduce transmission and vaccines help reduce the severity of illness. Together, they are a powerful barrier to the spread of COVID-19, including the Delta variant. We strongly urge all of our businesses to join the City and Salem Public Schools in helping to keep Salem safe by requiring their own employees be vaccinated or, if they are not vaccinated, to provide twice weekly negative COVID tests during the next few months. We're prepared to provide masks, vaccines, and tests to help make this possible. This is going to have to be a team effort, so we can do our part to keep Salem safe, open, and strong."



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FYI SALEM

BRIDGE STREET NECK
Zoning Forums

The City of Salem invites you to participate in a public forum regarding a Bridge Street Neck Overlay zone.
All are welcome to attend and participate.

Bridge Street Neck's unique character is changing. The zoning (what can be built, and the design) is tool that can be used to help shape future changes in a way that will reflect the vision the neighborhood.

The City is working with the Metropolitan Area Planning Council (MAPC) to draft an overlay zone to allow the kind of uses that are desired. **We need your input to make sure the zoning standards are consistent with what is desired for the neighborhood.**

PLEASE VISIT THE PROJECT WEBSITE FOR MEETING LOGIN DETAILS AND ADDITIONAL PROJECT INFORMATION:

PublicInput.com/BridgeStreetNeck

ZONING FORUM DATES

Both meetings are online at 6pm
Both forums will present the same content, so you only need to attend one to provide your input.

WEDNESDAY AUGUST, 18 AT 6PM

AND

THURSDAY AUGUST, 26 AT 6PM

The last day to register to vote in the September 14, 2021 municipal preliminary election is Wednesday, August 25th. Find out more about voting in Salem by clicking on the "Election Central" tab at www.salem.com.

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Schools Update

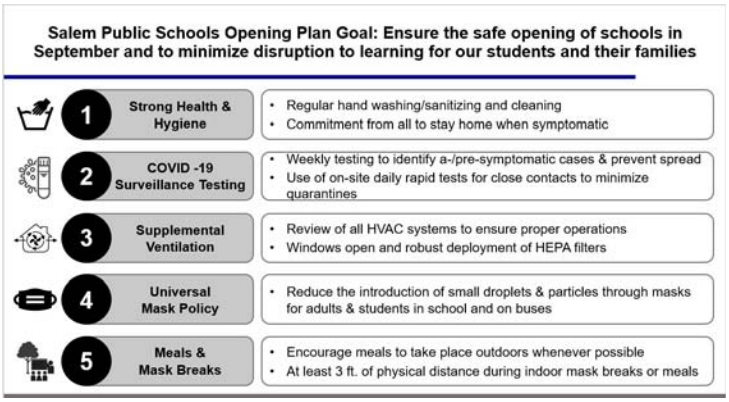
Salem Public Schools remains committed to a safe and healthy reopening for all students, staff, and families in our district. We expect a full in-person return to school for all students (remote learning will only be an option for students who qualify for home and hospital care per Massachusetts Regulation). Salem Public Schools' approach for the upcoming opening of school utilizes a multi-layered strategy to reduce the risk of spread and to minimize disruption to learning for our students and their families summarized below.

In addition to the implementation strategies below, the COVID-19 vaccines are the most effective intervention to reduce the risk of both spread of and severe illness due to the virus. SPS is offering another free vaccination clinic on Saturday, August 28th from 11am-1pm at Saltonstall (211 Lafayette St.). In order to maximize health and safety, Salem Public Schools also recommends the following additional steps to protect our students, staff, and community this fall.

Required staff vaccination or biweekly COVID-19 testing: In March 2021, 92% of the staff that responded to our survey had already received their vaccine or had scheduled their appointment. In alignment with the City of Salem's *Keep Salem Safe, Open, & Strong* campaign, SPS is working with the Salem Teachers Union to require either (1) proof of vaccination or (2) biweekly (twice per week) COVID checks (formerly called surveillance testing). SPS school nurses will collect proof of vaccination during all staff PD week (week of August 24th) and SPS is able to offer free, on-site testing for staff.

Weekly COVID checks for high respiration extracurricular Activities for ages 12 and older: Extracurricular activities are an important part of the educational experience SPS is able to provide for our students, but many also increase the risk of spread during the pandemic. Beginning in winter 2021, SPS implemented a required weekly COVID check (formerly called surveillance testing) in order to participate in athletics. This fall, in order to participate in any high respiration extracurricular activities, including athletics, band, chorus, and drama, SPS plans to resume this practice of requiring once per week COVID checks for all extracurricular activities. SPS is able to offer free, on-site testing.

Required student vaccination or masks required outdoors *and* proof of consultation with your healthcare provider for high respiration extracurricular activities for ages 12 and older: The COVID-19 vaccine has now been approved for ages 12 and over since May, 2021. Currently, 55% of 12-15 year olds and only 43% of 16-19 year olds in the City of Salem have been vaccinated. This fall, in order to participate in any high respiration extracurricular activities, including athletics, band, chorus, and drama, SPS will require that students ages 12 and older have either (1) proof of vaccination **OR** (2) participants must wear masks even when outdoors and must show evidence of having consulted with their healthcare provider about receiving the vaccine. SPS will provide the required form to be signed by the healthcare provider documenting the consultation and will offer access to healthcare providers for students who need it. SPS will collect proof of vaccination prior to the start of the season or at the start of the school year.



FYI SALEM

VOLUME 7, ISSUE 15 SEPTEMBER 10, 2021

From the Mayor's Desk

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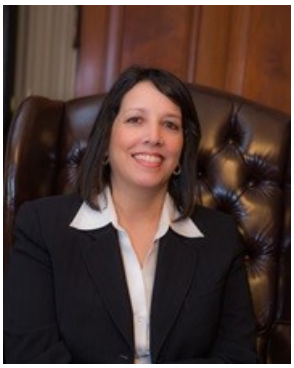

"Time flies over us, but leaves its shadow behind," Salem author Nathaniel Hawthorne wrote in 1860. Now, as we approach the 20th anniversary of the terrible attacks of September 11, 2001, time has passed by, but the shadow of that awful day remains, long and indelible.

It extends over those who lost loved ones and colleagues that day – in New York, Washington, and Pennsylvania. It covers those who lost family and friends in the war that followed and those veterans who returned to us from those conflicts, most especially those wounded, in body and in mind. It extends over our Muslim neighbors who, blameless and peaceful, even American themselves in most cases, felt the sting of prejudice and recriminations in the wake of the attacks, and over the millions of innocents across the world whose lives were disrupted – often with violence and displacement – by the last two decades of war.

Like so many others, I was at work on the morning of September 11, 2001. I vividly remember standing alongside my coworkers at City Hall in Chelsea, where I was serving as Chief Legal Counsel at the time, watching the attacks unfold live. Watching the heroic women and men of the New York City police and fire departments responding with speed and skill. Then, watching the buildings come down.

On September 11, 2001, Salem firefighters were among the members of FEMA's Massachusetts Task Force 1, which responded to Ground Zero. The scope of the devastation, and of the evil that caused it, was unimaginable up until then, but they responded to the mission at hand with supreme dedication. Sadly, what began as a rescue effort very quickly became one of recovery, instead. Nevertheless, they did what the situation required of them, and they carried those duties out with a level professionalism that should make every Salem resident proud.

The shadow of September 11th will likely never fully be gone from our lives or the lives of future generations of Americans. It's changed so much of our daily lives, our government's policies and practices, and our role and reputation in the world. But, as tragic as that day was, it helps to remember that a shadow can only exist where there is also light. We have the light from the memory of those we lost, as well as those who responded with courage and compassion. And the light from the unity our country experienced in the days after the attacks. That may be the most lasting hallmark of September 11th.

Now, especially, as we face the challenges of these past year and a half, we can recognize that, in the face of great national tragedy, Americans have unified before. It's in our history and in our nature. And there is no reason we cannot strive to do it again.

Kim Driscoll
Mayor
City of Salem

FYI SALEM

Tourism Survey

Destination Salem, the City's destination marketing organization, is seeking resident feedback about your sentiments regarding tourism in Salem. To provide your input, please fill out the survey online here: https://www.surveymonkey.com/r/SalemResidents. Those who complete the survey will be entered to win a random drawing for a $100 gift certificate at the Salem restaurant of your choice.

Arts Grants

Applications are open for the 2021-2022 Salem Cultural Council (SCC) grant program. The Salem Cultural Council has been allotted $25,400.00 in state funding to regrant to eligible applicants. Submit an application to help your creative endeavors come into fruition! For the 2021/2021 cycle, the SCC's is seeking applications that align with the theme: Uplifting a Healthy Resilient Community. Additionally the SCC will give priority to:

*Projects that help Salem thrive during a period when the cultural community is looking to a brighter future in a creative and optimistic way.
*Applicants who reside, work, have an organization in Salem or have an established partnership with an organization based in Salem.
*Programs that activate unexpected or underutilized canvases and performance spaces within the City of Salem.
*Programs that take place in Salem or benefit the residents of Salem.
*Programs that celebrate and promote the diversity of our community.
*Programs that are educational and accessible for the community, regardless of age or ability.

Applications will be evaluated using the following review criteria: How well the program meets local priorities; evidence of track record and dedication of the applicant; ability to address the diverse cultural needs of the community's underserved populations; demonstrated planning (i.e. the ability to complete the project within the cycle year); financial need; and state requirements and criterion. For the FY22 Grant Cycle, the Salem Cultural Council is once again participating in the Supplemental Grant Pilot Program, which means that approved grantees will receive their funding upfront, not as a reimbursement.

Applications are due October 15, 2021 by 11:59pm. Applications must be submitted digitally. No hard copy applications will be accepted. Visit https://massculturalcouncil.smartsimple.com/s_Login.jsp for the online application.

COVID Testing Change

The downtown Salem walk-up COVID-19 "Stop the Spread" testing site has been relocated to **St. Peter's Church, 24 St. Peter Street**. Testing hours there are Mondays-Thursdays 9am-3pm and Fridays 9am-2pm. Follow the posted signage at the new location to enter the site. Masks are required inside the testing site at all times. Drive-up COVID-19 testing continues to be available at Salem High School, 77 Wilson Street, Mondays-Fridays 4-8pm and Saturdays 10am-3pm.

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FYI SALEM

Preliminary Election

The 2021 municipal preliminary election takes place on Tuesday, September 14, 2021. Polling places will be open from 7am to 8pm. Check your voter registration status or find your polling place by clicking on the "Election Central" tab at www.salem.com.

The polling place for Ward 2 (both precincts) for the September 14, 2021 and November 2, 2021 City elections will be at the Mayor Jean Levesque Community Life Center, 401 Bridge Street. Note that this is a change from the previous polling place at St. Peter's Church hall.

For the 2021 elections the Ward 1 Precinct 2 polling place has been moved back to the Community Room at 135 Lafayette Street and the Ward 7 (both precincts) polling location has been moved back to the Enterprise Center, 121 Loring Avenue.

American Rescue Plan

The City of Salem has launched a survey, available online in English and Spanish at www.salem.com/rescue, to help gather public input about the City's use of the federal COVID-19 relief funds provided to it by the American Rescue Plan Act (ARPA). The survey will be online through Friday, September 17th.

In addition to the survey, residents, employers, and workers in the community are invited to participate in two public forums intended to take in additional public feedback about the City's ARPA allocation.

One forum will take place on September 28th at 7:00 p.m. and the second on October 21st at 7:00 p.m. Both will be held online via Zoom; links and dial-in details will be posted at www.salem.com/rescue the week prior to each forum.

"We are working in a thoughtful and transparent manner with respect to Salem's federal ARPA relief," said Mayor Kim Driscoll. "This aid will provide an opportunity to plan and leverage resources for the benefit of everyone in our community as we recover from the pandemic. I hope all residents will weigh in, whether through the survey, the forums, or both, to offer their input, thoughts, and ideas about what our greatest priorities are and what values should guide our investment of these important funds."

Masks in Salem

Per order of the Salem Board of Health, to help limit the spread of COVID-19 — especially during the busy October season in Salem — masks are required to be worn over the mouth and nose when inside any business or City building through at least November 13, 2021.

Read the complete order at www.salem.com/masks.

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Street Sweeping

The annual Fall street sweeping program began in residential neighborhoods on Monday, August 30 through Monday, September 27 and will continue on Salem's entrance corridors beginning on Tuesday, September 29 and running through Thursday, October 7.

Neighborhood sweeping will take place on both sides of the street on the same day. Sweeping will take place from 7:00 a.m. to 3:00 p.m. Each neighborhood route will be posted with temporary 'No Parking/Tow Zone' signs and parking will be prohibited between the hours of 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 2021 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/streetsweeping, at the DPS office at 5 Jefferson Ave, City Hall, and the Salem Public Library. There is also a searchable map online at www.salem.com/streetsweeping.

Residents may use entrance corridor streets as alternative parking areas on the day of their neighborhood sweep. Entrance corridor streets are Boston St., Bridge St., Essex St. (from Boston St. to North/Summer St.), Lafayette St. (from Derby St. to Marblehead line), Loring Ave., and North St. Once a neighborhood street is swept, residents can move their vehicles back onto their street. For a list of parking alternatives go to www.salem.com/streetsweeping. If you choose to move your vehicle to an entrance corridor street that you must adhere to all current parking restrictions and metered rates on these entrance corridors, including resident only parking restrictions.

The last entrance corridor sweeping for the season will take place Tuesday, September 28 through Thursday, October 7. Each entrance corridor will be swept over a period of two consecutive days which will alternate between the odd and even side of the streets. Each corridor will be posted with temporary 'No Parking/Tow Zone' signs and parking will be prohibited between the hours of 5:00 a.m. to 7:00 a.m. You can find the 2021 entrance corridor sweeping schedule at www.salem.com/streetsweeping.

The last downtown sweep will take place on Wednesday, September 15, and the last two Point neighborhood sweeps will take place on September 13 and September 27. Certain weather conditions prohibit the use of the street sweepers: during moderate to heavy rainfall and extreme cold temperatures sweepers will not be able to operate. Weather cancellations will be posted on www.salem.com.

FYI SALEM

VOLUME 7, ISSUE 16 SEPTEMBER 30, 2021

From the Mayor's Desk

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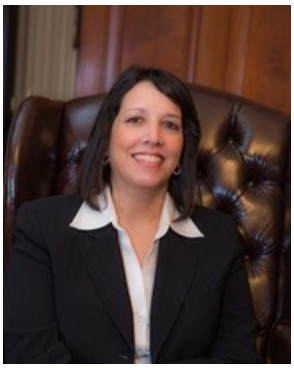


Dear Salem resident,

October is on our doorstep, and with it our community's busiest time of year. City officials, including public works, police, fire, licensing, and more, spend all year planning and preparing to help try to ensure a safe and manageable Halloween season for residents and visitors alike.

This year, because of COVID-19, there are definitely some new challenges. To help keep our community safe and healthy, our Board of Health has re-instituted the requirement that masks be worn indoors in public spaces. You can read more about that order at www.salem.com/masks.

In addition, they created a rule requiring anyone attending a large indoor event, when there will be more than 100 people present, to have a negative COVID-19 test administered within 72 hours of the event. To help support that requirement, we are setting up a free rapid testing site next to PEM downtown and we've worked with the state to expand the free "Stop the Spread" testing site at St. Peter's Church to include Saturday hours throughout the month. You can find out more about all the testing sites available to you at www.salem.com/testing.

Even with these measures in place, Salem will welcome tens of thousands of visitors throughout this coming month, some from places that do not have the same science-based policies and approaches to addressing the pandemic. To help keep you, your family, and our community as safe as possible, if you're not vaccinated yet and you're eligible to get the vaccine, please do it.

All of the COVID-19 vaccines are safe and effective. They have been tested on thousands and taken by millions. If you are eligible to get a Pfizer booster, please do so. And, as soon as the FDA authorizes vaccinations for those age 5 to 11, please have your child vaccinated against this deadly disease.

We know far more about COVID now than we did at this point last year. For that reason, we prioritizing our public health efforts on testing, masking, ventilation, and vaccines. Taken together, these four measures are a powerful combination of steps that can help keep our community safe.

Despite these challenges, October is still a time that we can celebrate the Halloween spirit. There is no shortage of events and activities happening throughout the month, including many family-friendly programs. If you live in Salem and you've never experienced the fun side of October, I hope you'll consider visiting www.hauntedhappenings.org and discovering what makes our special city so magical.

Lastly, please be patient. As a hip, historic city we are always happy to share this incredible place with guests. They help support the small businesses, shops, and restaurants we get to enjoy the rest of the year thanks to the business they get in October. They support the many hundreds of jobs and the additional city revenues that help keep Salem vibrant and mitigate the amount we need to raise in taxes from residents come budget time. We work hard, as a City, to try to minimize and manage the traffic, parking, and noise challenges that October brings to our community—while recognizing that the flip side of that coin are the jobs, economic activity, and vibrancy that make Salem the unique city that it has come to be.

Kim Driscoll
Mayor
City of Salem

FYI SALEM

Bike Survey

The City of Salem has applied to the League of American Bicyclists for designation as a Bicycle Friendly City. To help the League gain a better understanding of local riders' experiences and perceptions of biking in Salem, the City seeks your help in providing feedback via the survey available now through October 11th at tinyurl.com/SalemBike. Five survey respondents will be randomly selected to each receive a one-year BlueBikes membership including unlimited 45-minute rides. To be included in the drawing, respondents must provide their name and email address with their survey response.

Renewable Power

In support of the City of Salem's commitment to a sustainable future and meeting its climate change goals, the City has enter into a new three-year contract for its 200 accounts that includes expanded voluntary renewable energy sources. To cover its nearly 9.5 million kWh annual usage, the City purchased a combination of Class I MA Renewable Energy Certificates (RECs) and National Wind RECs. Altogether, the RECs equate to a greenhouse gas emissions reduction comparable to removing 1,459 passenger cars from the road for a year or the CO_2 emissions typically required to provide enough electricity annually to power 808 homes.

The City of Salem strives to exceed the Commonwealth's standards for carbon neutrality by 2050. The regional Salem and Beverly climate action plan, Resilient Together, highlights the City's commitment to 100% clean energy for all municipal operations by 2030 and 100% of community energy by 2040. Now, this transition to these RECs covers 100% of its municipal electricity usage in support of that emissions reduction goal.

Salem PowerChoice, the City's municipal electrical aggregation program, already provides 100% renewable electricity supply for participating homes and business. Since the program launched in January 2016, Salem PowerChoice participants have saved more than $2 million on electricity costs and, because of the program's commitment to renewable electricity, reduced the city's carbon footprint by more than 175,000 tons of CO_2, which is the equivalent of removing 34,527 passenger vehicles from the road for one year. Because National Grid prices change and future prices are not known, future cost savings for PowerChoice participants compared with National Grid cannot be guaranteed.

"Changing our nearly 200 municipal electrical accounts to renewable sources for our electricity supply is a major step toward our climate goals and reducing our local contributions to climate change," said Salem Mayor Kim Driscoll. "It builds on our community's past work through our municipal electrical aggregation program, the conversion of our streetlights to LED fixtures, the installation of rooftop solar on city buildings, and the ongoing transition of our municipal vehicle fleet to hybrid and electric vehicles. Additionally, as we are poised to potentially become a leader in our Commonwealth and our country on offshore wind, it leverages our own capacity to increase demand for renewable energy. This step demonstrates that we are proactive when it comes to the climate crisis, not only with our words, but with actions, as well."

PAGE 2

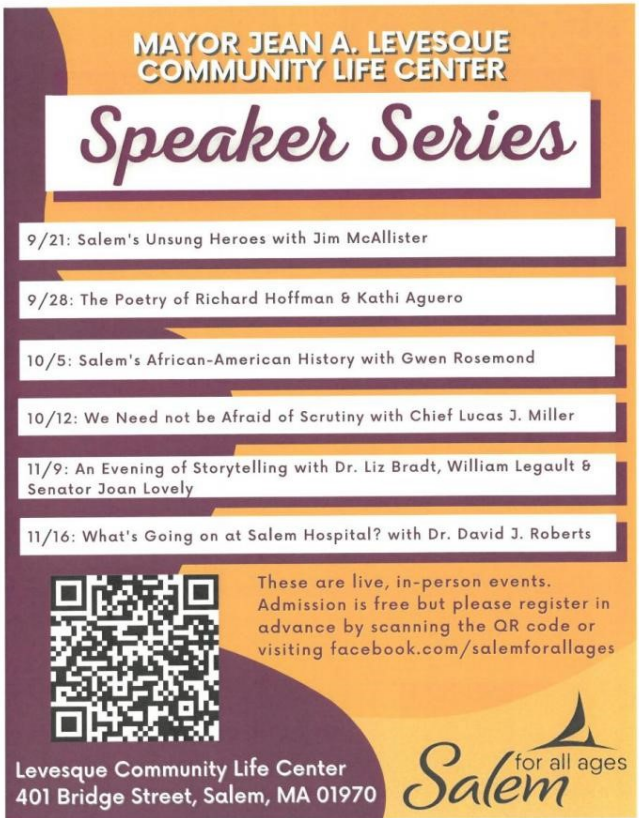
FYI SALEM

Police Body Cameras

The City of Salem, the Salem Police Department, and the Salem Police Patrolmen's Union have reached an agreement on the implementation of body-worn cameras by Salem officers to improve the transparency of police operations, promote police integrity, protect officers against spurious complaints, and add valuable evidence to investigations.

Prior to the start of the program, the policy governing the cameras use will be available on www.salem.com/salem-police-department. The department is in the process of procuring the cameras and the sorting/archiving hardware and software required for their proper and effective use. In addition, officers will be required to go through a training program on their proper use before the cameras are issued.

The use of body-worn cameras was recommended by the City's Race Equity Task Force and funding for the first phase of the program was included in the FY2022 City budget. A state grant application has been submitted to help fund future phases of the program's implementation. With the current timeline, the department anticipates the first grouping of cameras will be ready for use publicly in the first quarter of 2022.



"We are committed to serving the public transparently and professionally," said Mayor Kim Driscoll. "Body-worn cameras are a key tool to meet these important goals consistently and equitably. They protect officers from inaccurate accusations of misconduct, and they protect the public by ensuring accountability for police actions. I'm grateful for the hard work of the department, the union leadership, and our Race Equity Task Force community volunteers who have led us to this positive outcome, and to the members of the City Council who voted to fund this critical initiative."

"The implementation of body-worn cameras is very important to me as chief of the department, as a career police officer, as an advocate for fair, sensible policing, and as a resident of Salem," said Police Chief Lucas Miller. "Buying the cameras and training the officers in their use will be time and money well-spent. The cameras will aid police investigations, provide valuable evidence in criminal proceedings, promote transparency and police integrity, and provide a valuable resource in evaluating police policy and procedure. I hope to have the program operational as soon as possible."

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October Traffic & Parking

The list below outlines the planned and anticipated road closures for October in Salem, including lot closures and traffic impacts from planned special events. The Salem Police will close roadways at any point if they determine they should be closed for public safety reasons. Note that while there are currently road closures planned downtown for Sunday, October 31, starting no later than 4:00 p.m., there is a high likelihood that some closures will be made on Friday, October 29 & Saturday October 30 and potentially on Friday, October 22 through Sunday, October 24, as well. Any closures or changes will be announced and posted at www.salem.com and www.salempd.org. For real-time traffic and road closure notices, visit https://twitter.com/SalemMAPolice and https://twitter.com/CityofSalemMA. You do not need a Twitter account to follow these pages; if you do have a Twitter account, you can subscribe to both feeds at @SalemMAPolice and @CityofSalemMA. The City will also send push notifications about road closures as they happen through the official app, My Salem MA; find the app by searching for "My Salem MA" in your device's app store.

October 7: Grand Opening Parade
The Haunted Happenings Parade starts at 6:30pm The following streets will be closed to vehicular traffic at 6:00pm:

- Essex Street from Hawthorne Boulevard to New Liberty Street
- Front Street
- Central Street at intersection of Front Street and Charter Street to the Pedestrian mall
- Lafayette Street between Derby Street and Klop Alley
- Charter Street (Salem Housing Authority residents will still have access to their parking lot)
  No Parking – Tow Zone Areas
  A parking ban will be in effect on October 7th on the following streets between 4pm and 9 pm. Any vehicle parked in these areas will be towed:
- Essex Street from Washington Street to Hawthorne Boulevard.
- Front Street both sides from Washington Street to Lafayette Street. (*No parking may start earlier on this street.)
- Parking meter spaces at the intersection of Charter Street, Front Street, and Central Street.
  Garage Access
  The Museum Place Garage entrance will only be accessible from Church Street or St. Peter Street.

October 2 & 3, 9 & 10, 16 & 17, 23 & 24, and 30 & 31:
The following streets will be posted as No Parking zones:

- Washington Square North (Common Fence side only).
- A portion of the metered spaces along Hawthorne Boulevard.
- Metered spaces along Lafayette St. by Fire Headquarters (October 23, 24, 30 & 31).
  Essex Street from Hawthorne Boulevard to New Liberty Street will be closed to through traffic and no on-street parking will be allowed from 9am to 10pm every Saturday and Sunday. Essex Street from Barton Square to Washington Street closures will be assessed by the Police Department each weekend. If this portion of the street is closed to vehicular traffic, vehicles will be rerouted to Barton Square to reach Washington Street.

October 31: Halloween will include multiple road closures and heavy traffic impacts for the entire day and night. Visitors are strongly encouraged to take the commuter rail or ferry to get to Salem. Do not plan to drive into downtown Salem. Expect major traffic impacts on Route 114 and Route 1A. Downtown streets will close to all traffic no later than 4pm.

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.

Please note: *the MBTA Garage will be closed from 6:00 p.m. until 1:00 a.m. on Halloween night, and possibly on October 30. Cars will not be permitted to enter or exit between these hours.*

Vineyard Wind

Vineyard Wind has announced that the company has entered into an agreement with the City of Salem and Crowley Maritime Corporation to create a public-private partnership aimed at establishing Salem Harbor as the state's second major offshore wind port. The agreement, part of the "Commonwealth Wind" proposal, is contingent upon the company winning an award by the state of Massachusetts, which is currently evaluating offshore wind procurement bids.

Vineyard Wind estimates that the project would create up to an estimated 400 full time equivalent (FTE) job years during the revitalization of the port and up to another 500 FTEs over the first five years of operation for construction and staging for wind projects and also day-to-day port operations, for a total of 900 FTE job years.

Under the proposed agreement, Crowley Maritime Corporation will purchase the 42 acres surrounding Salem Harbor Station, currently owned by a subsidiary of Footprint Power LLC, and will serve as the long-term offshore wind port operator for the site. Vineyard Wind's partners will serve as the port's anchor tenants, utilizing the property for the Commonwealth Wind project as well as other projects in the company's portfolio. The Commonwealth Wind project intends to use the site for turbine assembly and staging activities, utilizing the site to store and assemble components – including blades, nacelles, and tower sections – as they are prepared for offshore installation. Given Salem Harbor's deep-water port and unrestricted height access to accommodate large-scale wind turbine installation vessels, Vineyard Wind sees Salem Harbor as a necessary addition to support the offshore wind industry within the Commonwealth and across the region.

Both Vineyard Wind and Crowley will work alongside the City of Salem to engage in a robust community outreach and listening process to seek input and build support for this innovative partnership. The parties are committed to jointly developing a local community benefit agreement to safeguard the City's long-term interests, while working with residents and businesses to identify local supply chain and workforce development opportunities.

"I am pleased to welcome Vineyard Wind and Crowley Maritime here to Salem," said Mayor Kim Driscoll. "For centuries, when Salem looked toward its future, it looked toward the sea. This site, in particular, has provided the electricity that has powered our community and our Commonwealth for generations. With this announcement, that legacy can continue with a new focus on a clean energy future, based on renewable power and with a shared commitment to positive action to mitigate climate change. In addition, this project would provide a significant expansion to our commercial tax base and create hundreds of clean energy jobs, right here in Salem. I'm looking forward to working with the Vineyard and Crowley teams, as well as our own local stakeholders here in the community, as this exciting new opportunity moves ahead."

About Commonwealth Wind

Commonwealth Wind is a newly proposed offshore wind project that submitted a response on September 16, 2021 to Massachusetts' third competitive offshore wind solicitation. If awarded, Commonwealth Wind will be developed in an area 22 miles south of Martha's Vineyard that was designated by the federal government in 2015 following a multi-year stakeholder process. Commonwealth Wind can deliver up to 1200 MW of clean and affordable energy to Massachusetts, power 750,000 homes in Massachusetts, create over 11,000 jobs (FTE), catalyze hundreds of millions of investments in offshore wind infrastructure, and deliver substantial commitments to environmental justice communities.

FYI SALEM

VOLUME 7, ISSUE 17 OCTOBER 13, 2021

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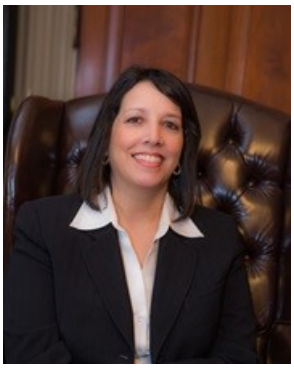
From the Mayor's Desk



Dear Salem resident,

We're just about half way through October and what a busy season it's already been! While the traffic and volume of visitors can be frustrating at times, it's helpful to remember that the economic activity of this month is what helps keep our favorite restaurants and shops open and thriving the rest of the year. It also creates and supports hundreds of jobs for our neighbors.

All that said, we take October planning seriously. This year our Board of Health re-instituted the indoor mask requirement and established a rule requiring negative COVID tests for anyone attending a large indoor event.

As of today, over 1,200 people have gone to the City's rapid testing site downtown and the site has successfully flagged 25 COVID-positive individuals, helping to prevent them potentially transmitting the virus further in our community.

Salem Police, Traffic and Parking staff, Public Works, and our regional partners have been diligent in their efforts, for months, preparing for October. We are relaunching the free satellite shuttle and parking lot program this coming weekend, adding an extra weekend to the program. In addition our special events and police teams have used some of the lesson learned during the October 2020 season to reprogram several public spaces to try to help de-densify crowds.

I like to say that October is a season that we love to see come, and love to see go. Despite the hassles the month can bring, the joy on the faces of Salem kids who were again able to enjoy the Grand Parade and Mayor's Night Out—after a year of no celebrations–was a heart-warming reminder that October in Salem is about families, neighbors, and fun.

A few other quick items to bring to your attention, while you're reading FYI Salem…

First, the next ARPA public forum will take place on November 10th. We received a lot of great feedback from the survey and the first forum, and City staff are hard at work synthesizing that input into a plan for leveraging these historic relief funds for further success and recovery.

Next, we received a lot of great questions about the off-shore wind marshalling project proposed for the land around the power plant. We've put together a helpful FAQ document that you can find at the bottom of the page at www.salem.com/VineyardWind.

Lastly, we have some information in this issue about the upcoming election here in Salem. November 2nd is Election Day, but thanks to changes in state law you can vote early, just like last year. Read more in this issue or check out the Election Central tab at www.salem.com to find out how you can vote early by mail or in person.

Thanks again for reading FYI Salem and be sure to check out the companion FYI Salem podcast by visiting www.salem.com/fyisalempodcast or searching for "FYI Salem" on your preferred podcast service.

Kim Driscoll
Mayor
City of Salem

FYI SALEM

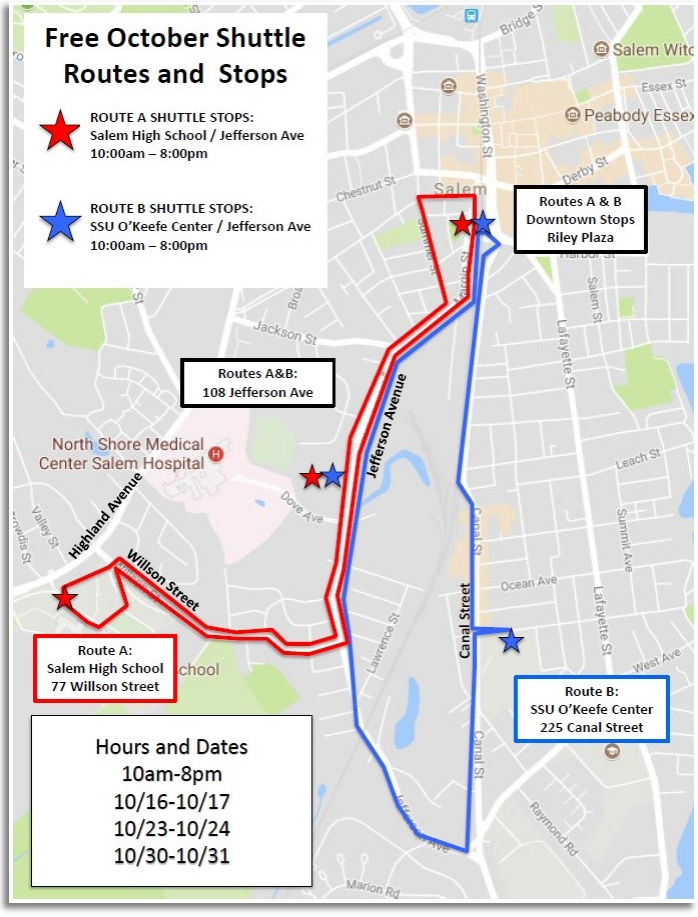
October Shuttles

The City of Salem's free October weekend shuttle returns this October for its fourth year. New this year for 2021, the service will run for three weekends in October, instead of just the final two.

Shuttles run October 16-17, 23-24, and 30-31 from 10:00 a.m. to 8:00 p.m. between three free satellite parking lots and downtown Salem.

Free satellite parking lots are located at Salem State University's O'Keefe Center parking lot (225 Canal Street), Salem High School (77 Willson Street), and at 108 Jefferson Avenue behind Salem Hospital. Together the three satellite lots offer nearly 800 free parking spaces.

The downtown pick-up/drop-off location is in Riley Plaza. An accessible shuttle is available for those who require one and stops at the High School and Jefferson Avenue lots, as well as Riley Plaza. Masks are required to be worn while riding on the shuttle.



"Since we began this free service in 2017 our October shuttles have provided more than 24,500 rides to over 12,000 people," said Mayor Kim Driscoll.

"Allowing people to park at these satellite lots has helped reduce demand for downtown parking and lessen the number of cars driving into and around downtown," continued Mayor Driscoll. "Since 2017 the service has kept around 4,100 cars out of downtown Salem. While a lot of visitors use the shuttle, we also see many Salem residents use it to easily get to and from downtown Salem on October weekends. I encourage everyone planning a visit to Salem this October to make use of the free satellite parking lots and this shuttle service."

Details about the shuttle are online at www.salem.com/OctoberShuttle.

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FYI SALEM

2021 Election

Election Day is Tuesday, November 2nd. Polling places will be open that day from 7:00 a.m. to 8:00 p.m.

You can vote early by mail or in person. To vote early by mail, return the ballot application form available in the Election Central tab at www.salem.com to City Hall Room #5, 93 Washington Street, Salem MA 01970 or to elections@salem.com before October 27th. You will be mailed your ballot. Return your ballot before 8:00 p.m. on November 2nd for it to be counted. You can return your ballot in person, by mail, or by dropping it into any of the secure ballot drop boxes. Ballot drop boxes are located at City Hall (93 Washington Street) and each Fire Station (48 Lafayette Street, 64 Loring Avenue, 415 Essex, and 142 North Street). You cannot bring an early vote ballot to a polling place on Election Day, however you can turn it in at City Hall Room #5 on Election Day. Any voter who requested but did not return an early ballot to the City Clerk's office can still vote in person on Election Day.

You can vote early in person at the following times and locations:

- Saturday, October 23rd, 9AM-1PM: Salem High School, 77 Willson Street
- Monday, October 25th, 8AM-3PM: City Hall Annex, 98 Washington Street
- Tuesday, October 26th, 8AM-3PM: City Hall Annex, 98 Washington Street
- Wednesday, October 27th, 8AM-3PM: City Hall Annex, 98 Washington Street
- Thursday, October 28th, 8AM-6PM: City Hall Annex, 98 Washington Street

Additional information about voting in Salem, including specimen ballots for each Ward, can be found by clicking on the Election Central tab at www.salem.com.

COVID Testing

The Commonwealth's two free "Stop the Spread" COVID-19 testing sites in Salem will remain open through December 31, 2021. One site is a walk-up site located downtown, currently at St. Peter's Church (24 St. Peter Street), and the other is a drive-through site located at Salem High School (77 Willson Street).

Currently, the hours of operation at both sites are expected to remain unchanged: Salem High School is open Mondays, Tuesdays, Wednesdays, Thursdays, and Fridays 4pm-8pm; Saturdays 10am-3pm. The downtown site is open Mondays, Tuesdays, Wednesdays, and Thursdays 9am-3pm, and Friday's 9am-2pm. These dates and hours are subject to change, based on holidays, weather, and the testing lab's hours of operation. Testing site locations may also change, if necessary. Any updates will be posted on www.salem.com.

Both sites provide free PCR tests with a turn-around time of approximately 1-2 days. Testing is free and no proof of insurance, residency, or citizenship is required. The City's free rapid testing site, currently located at 135 Essex Street for the month of October, will not be open after October 31st. Residents can also receive a free COVID-19 test at any of the state's "Stop the Spread" testing sites throughout Massachusetts; find more details at www.mass.gov/stopthespread. For more information about COVID-19 testing in Salem, visit www.salem.com/testing.

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School Updates

Teacher of the Year - Salem's Marta García

Earlier this month, Governor Charlie Baker announced that Witchcraft Heights Elementary School teacher Marta García had been named the 2022 Massachusetts Teacher of the Year!

The ceremony at WHES included remarks and presentations from Governor Baker, Mayor Kim Driscoll, Education Commissioner Jeff Riley, State Senator Joan Lovely, State Representative Paul Tucker, and SPS Superintendent Stephen Zrike. The Teacher of the Year program is the state's top award for educators, recognizing excellence in teaching and school leaders who exemplify the dedication and positive contributions of educators statewide. Marta is the 60th recipient of the award and is now Massachusetts' candidate for National Teacher of the Year.

"Ms. García's dedication to her students and their families is a tremendous asset for our community," said Mayor Kim Driscoll, who chairs the Salem School Committee. "Salem is so proud of her and her many accomplishments and positive contributions to our schools, as we are of all our teachers, school staff, and students."

Latinos for Education Award Winners

Five Salem Public School staff were honored this month by the statewide organization Latinos for Education as part of their 2021 State of Latino Education Summit. Anaima Piccirillo, Estephanie Lugo, Arabelis Luciano, Rosaura Saldivar, and Manny Brito were recognized for their contributions as Latinx leaders in our schools and in the community.

SPS Kindness Challenge

Salem Public Schools has launched a "Choose Kindness" video challenge for the month of October. SPS is challenging students, families, and staff throughout the district to submit kindness videos throughout the month of October, which is National Bully Prevention Month. At the end of each week, students from each school will be selected for outstanding entries and receive Amazon gift card prizes. At the end of the month, one video will be selected as a grand prize winner. Videos should be no more than one minute in length and can include a random act of kindness, paying forward a kind act, or showing an attitude of gratitude for someone else's recent act of kindness. Make sure your video has your name and school community, then submit it through Flipgrid using the link sent out to the school community by the district.

MCAS Reports

The 2021 MCAS Parent/Guardian reports will be mailed home this week. These guides provide brief explanations about how students performed on the Spring 2021 MCAS assessment. The report also includes questions that families can use to engage their student in a discussion about the results. Please keep in mind that this MCAS assessment was administered under extremely unusual circumstances given the COVID-19 pandemic. Results should not be compared to performance from previous years. Families with questions about their child's MCAS report should contact their school principal.

Meet Superintendent Zrike

Dr. Zrike continues to make himself available to meet with any SPS staff or family who would like to do so. If you would like to schedule a time to meet with Dr. Zrike, please email Mindy Marino at mmarino@salemk12.org to schedule a time and location convenient to you.

FYI SALEM

VOLUME 7, ISSUE 18 OCTOBER 28, 2021

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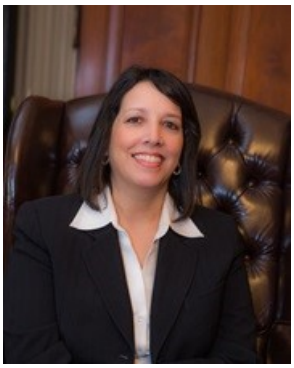
From the Mayor's Desk



Dear Salem resident,

As we enter Halloween weekend and the conclusion of the October season, I want to thank you for your patience and cooperation. Living in a special place like Salem is certainly unique and it means sharing our city with the thousands of visitors who also want to explore and discover our community.

As you may be aware, Salem has seen record levels of visitors and business activity this October so far. While that's great for the hundreds of small businesses that form the fabric of our local economy, it has meant a major challenge in regards to crowd control and traffic/parking strains. The first week of the free October shuttle (salem.com/OctoberShuttle) saw around 3,000 riders; last weekend, though that number increased to around 10,000 passengers. In addition to enhanced ticketing and towing, we continue to emphasize to visitors that they should take the commuter rail to come to Salem, use satellite parking lots, and make a plan for their visit.

We're also reminding visitors about the need to wear a mask when indoors in Salem, and to get a COVID test if they are planning to attend a large indoor event.

COVID is not gone. As of the time I'm writing this we still have just under 100 active cases and the rate of new cases, while not increasing, is not dropping significantly, either. Just over 75% of eligible residents have had at least one dose of the vaccine, but there are thousands of children who are not yet eligible to be vaccinated and therefore run the risk of severe illness, hospitalization, or even death from COVID.

We all have a responsibility to protect one another, and that means getting vaccinated if you're eligible. Booster shots for some individuals—depending on what vaccine you have received—have also been authorized and are now available. You can find out more at www.salem.com/vaccine.

We know more about COVID now than we did this time last year. We know that masks work to curb transmission, that vaccines prevent severe illness and hospitalization and reduce the probability of death. Now we have a responsibility to put that knowledge to use, taking action to ensure public health is safeguarded until we are all on the other side of this pandemic.

Also, a reminder that November 2nd is the final municipal election here in Salem. Polling places are open from 7:00 a.m. to 8:00 p.m. If you're not sure where you vote, visit wheredoIvoteMA.com to look up your polling place location by address. You can also find sample ballots and more information about voting in Salem by clicking on Election Central tab at www.salem.com.

Lastly, if you have little ones in your house, Chief Miller has set Salem's official neighborhood trick-or-treating hours from 5pm to 8pm on Sunday, October 31st . If you are driving through Salem on October 31st, please do so with caution as trick-or-treaters will be out after sunset in most neighborhoods.

Thanks again for reading FYI Salem and be sure to check out the companion FYI Salem podcast by visiting www.salem.com/fyisalempodcast.

Kim Driscoll
Mayor

FYI SALEM

Safe Halloween

Chief Lucas Miller of the Salem Police Department has announced that Salem's official neighborhood trick-or-treating will take place on Sunday, October 31st from 5:00PM to 8:00PM.

"Halloween is a cherished tradition in Salem and sometimes the excitement of Haunted Happenings can cause us to forget to be careful," said Chief Miller. "There is no real 'trick' to making Halloween a real treat for the entire family. The major dangers are not from ghosts or goblins, but from pedestrian vehicle accidents and trips and falls. Please use these tips to help make your celebration safe and fun."

If you are driving through Salem on October 31st, please do so with caution as trick-or-treaters will be out after sunset in most neighborhoods. Drive slowly, especially on neighborhood and residential side streets, and be aware that children may cross at many points of the street, including from behind parked vehicles, trees, or sign posts where they may not see your approaching vehicle.

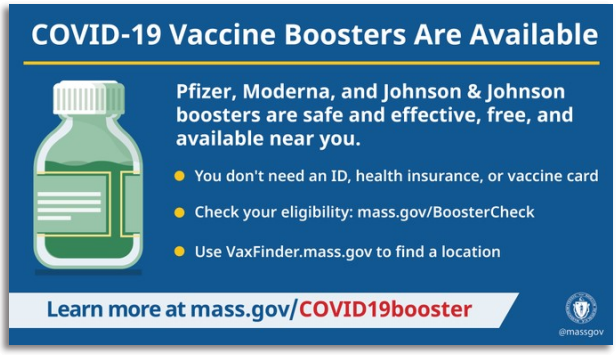
Find the full brochure about Halloween safety at www.salem.com/home/news/halloween-safety.

COVID Vaccine Boosters

The Centers for Disease Control and the Food & Drug Administration have authorized COVID-19 booster shots for eligible individuals.

The COVID-19 vaccines are safe and effective in reducing the risk of severe disease, hospitalization, and death, including against the widely circulating Delta variant. The CDC has found that protection from COVID-19 is improved with the addition of a booster shot, especially for those at higher risk. Getting vaccinated is the single most important thing you can do to protect yourself, your loved ones, and your community.

Visit www.salem.com/vaccine to find a list of multiple sites here in Salem offering the vaccine, including booster shots for Pfizer, Moderna, and Johnson & Johnson. Some require that you book an appointment, while others are taking walk-ins. If you can't get online or find it easier to call, you can dial 2-1-1 (Monday through Friday 8:30am-6pm and Saturday and Sunday from 9am-2pm) and follow the prompts.



As with your initial shots, the vaccine is safe, effective, and free. You do not need an ID, proof of citizenship, or health insurance to receive the booster. We all have a role to play in keeping one another safe from this deadly virus. If you are eligible to receive a booster, please do so as soon as possible. If you are not yet vaccinated, please – for your sake and the sake of your loved ones – get vaccinated as soon as possible.

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FYI SALEM

2021 Election

VOTING INFORMATION

Election Day is Tuesday, November 2nd. Polling places will be open that day from 7:00 a.m. to 8:00 p.m. Additional information about voting in Salem, including specimen ballots for each Ward, can be found by clicking on the Election Central tab at www.salem.com.

Storm Clean-Up

Due to the Nor'easter storm, the Salem Transfer Station (12 Swampscott Road) will open for extended hours on October 30-31, 7am-5pm and November 1, 8am-2pm. Salem residents with proof of ID may drop off yard waste 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. Because of the large number of branches and tree limbs that fell due to the wind storm, the transfer station will accept branches greater than 2" in diameter for 10/30-11/1 only.

Textile Recycling

SalemRecycles is partnering with HELPSY to host a clothing and household textiles and TerraCycle recycling drive on Saturday, November 20th from 8:00 am to 1:00 pm at Riley Plaza in Salem. Clean and dry textiles of all kinds and in various states of "usability" are welcome such as new or used clothes and shoes, old, stained t-shirts, sweaters needing buttons, belts in need of buckles, towels, curtains, bedspreads, purses, jackets, hats and gloves, backpacks, socks, jeans, etc. Household items, large rugs, sofa cushions and pet clothing will not be accepted.

In addition to clothing and textiles, other recyclable items can be brought to the event to be recycled with TerraCycle. These items include all used, dried Swiffer pads, all brands of reusable and disposable razors, blades, and cartridges, as well as any flexible or rigid plastic packaging they come in, all brands of toothbrushes, toothpaste tubes, mouthwash bottles, and floss containers plus toothbrush packaging, all brands of deodorant containers and caps, and all brands of empty writing instruments, glue sticks, watercolor dispensers, paint sets, and flexible packaging. Please keep items in separate bags from textiles, and make sure all TerraCycle items are clean and dry.

For a complete list of all acceptable pieces for donation, please visit www.facebook.com/events/2200663940087036. Salem also offers free curbside textile recycling collection, however you must schedule the pick-up in advance. Visit helpsy.co to schedule a curbside pick-up date.

While attending the November 20th event, please keep social distancing in mind. Stay in your vehicle the whole time and have your items ready to be unloaded in your trunk, truck bed or hatchback. Please call 978-619-5672 or e-mail mguglielmi@salem.com if you are interested in volunteering for this event or if you have any questions.

PAGE 3

Housing Road Map

The City of Salem has kicked off the Salem Housing Road Map: A Housing Plan for All. The purpose of the Road Map is to help Salem find the best ways to meet housing needs and shape the location, type, and design of future housing projects. The Road Map will consider best practices to help promote diverse housing options that are sensitive to the community context and capacity. When communities encourage homes of many types and sizes, it helps give all kinds of people affordable options and can help keep prices and rents from shooting out of reach.

When completed in the Spring, the Road Map will include specific, actionable recommendations for the City to take, such as zoning improvements, potential construction and reuse opportunities, and housing programs.

"I am so pleased to announce the start of the public phase of our Housing Road Map plan," said Mayor Kim Driscoll, who chairs the City's Affordable Housing Trust Fund Board. "Salem has worked intentionally and thoughtfully for years to advance policies and projects that grow our affordable and market-rate housing supply so that it can better meet the demand of a popular, vibrant community like ours. Building on past studies like Imagine Salem and the Housing Needs Assessment, this Road Map will chart a forward-looking path for the future progress of those efforts, shaping a Salem that can be home to us all."

As part of this process there will be multiple opportunities for Salem community members to be involved and help shape the recommendations in the plan. The project team held focus groups this fall and is now launching a survey and series of four public forums over the coming months.

The first opportunity to participate is coming up soon. Join the City's project team for a virtual Community Forum on Tuesday, November 30th at 6:30 p.m. This online event is free and open to all. Registration is required and can be done online at https://linktr.ee/SalemHousingRoadmap. During the webinar, the City's project consultants will provide an overview of the project and lead participants through interactive online activities so you can share your insights about housing needs, challenges, and opportunities in Salem.

Learn more about the Road Map at the project website, including how to register for the forum and respond to the survey, at https://linktr.ee/SalemHousingRoadmap.

FYI SALEM

VOLUME 7, ISSUE 19 NOVEMBER 10, 2021

From the Mayor's Desk

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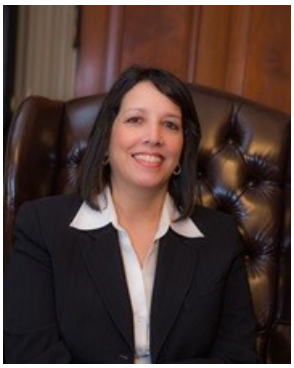

Dear Salem resident,

With Halloween behind us I wanted to again thank every Salem resident for your patience and your positive attitude as we once more welcomed tens of thousands of visitors to our amazing city.

While we don't have an official count, based on reports from our local businesses and attractions it does sound like October 2021 was a record year for visitors coming to Salem.

I want to especially express my gratitude to our public safety, public works, licensing, and special events teams, who work year-round to ensure they are prepared for everything that October can bring. Managing Haunted Happenings in a normal year is a challenge. To take it on in a pandemic year, along with the increased strain of an October nor'easter, required a level of professionalism and dedication that should make every Salem resident proud.

On that note, I hope you will take a moment to complete the annual post-Haunted Happenings resident survey, online through November 12th. More details are in this issue of the newsletter.

I mentioned a pandemic year because we are still working together to get through this COVID-19 crisis. While vaccination rates are continuing to increase, we are still seeing an increasing new case rate, coupled with lower than ideal hospital capacity numbers. Thankfully, due to the vaccines, hospitalization and death from COVID has been greatly reduced. However, there are still many Salem residents who are not yet vaccinated. If you are one of the nearly 13,000 Salem residents who have not yet received the vaccine, including now children age 5-11, now is the time to do it. The vaccines are safe, effective, and life-saving. Please, do your part and get vaccinated as soon as possible.

To help us monitor COVID-19 levels in Salem over the coming months we've worked with Curative, the same company that ran the October rapid testing site, to set up our third free community testing site. This site is a mobile testing trailer that will be in Riley Plaza and available six days a week for the foreseeable future. You can find more details at www.salem.com/testing.

Lastly, I want to thank the City staff in our Finance and Human Resource Departments for two accomplishments. First, our Finance team had a great week, securing our 16th Certificate of Excellence for our annual finance report, as well as affirmation of our historic AA/Stable bond ratings. And our HR staff have been instrumental in setting up a four day municipal job fair being co-sponsored by multiple North Shore communities. Read more about all of these announcements in this issue of the newsletter.

Thanks again for reading FYI Salem and be sure to check out the companion FYI Salem podcast by visiting www.salem.com/fyisalempodcast.

Kim Driscoll
Mayor

FYI SALEM

3rd Testing Site

Curative, the company that operated the City's free rapid COVID testing site in October, will continue to serve the Salem community with a free walk-up COVID testing site located in Riley Plaza starting on Monday, November 15th. The Curative testing trailer will be open six days a week, Mondays-Saturdays from 8:30 a.m. to 4:30 p.m. Testing at this site is self-collected PCR testing, with results returned within 24-48 hours.

Halloween Survey

The 2021 Salem residents' Haunted Happenings and Halloween survey is now online here. This annual survey seeks to gauge resident feedback on the events, public safety response, public information, and other aspects of Haunted Happenings and Halloween in Salem. 2021 marks the eleventh year that the City has collected this feedback. The survey will be online until 11:00 a.m. on Friday, November 12th.

"We incorporate public feedback from our residents into our Halloween and October planning every year," said Mayor Kim Driscoll. "In all, Halloween 2021 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."

Finance Awards

The City of Salem has again been awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association (GFOA) for its annual comprehensive financial report for the year ending June 30, 2020. The Certificate is the highest form of recognition in the area of government accounting and financial reporting. Its attainment represents a significant accomplishment by a government and its management. This is the 16th year in a row that Salem has earned the Certificate. In awarding this recognition, GFOA stated that Salem's financial reporting "has been judged by an impartial panel to meet the high standards of the program, which includes demonstrating a constructive 'spirit of full disclosure.'"

"This award is a reflection of the value we have placed on transparency, professionalism, and financial responsibility in government operations," said Mayor Kim Driscoll. "It is also a credit to the hard work of our Finance Department and the department's team."

In the same week, Standard & Poors issued their bond rating report for the City of Salem and have once again affirmed the City's historic AA/Stable rating. The agency specifically recognized the City's prudent fiscal practices and financial management, as well as its thoughtful planning around climate change mitigation, its healthy reserve funds, and the community's strong economic growth, even with the pandemic.

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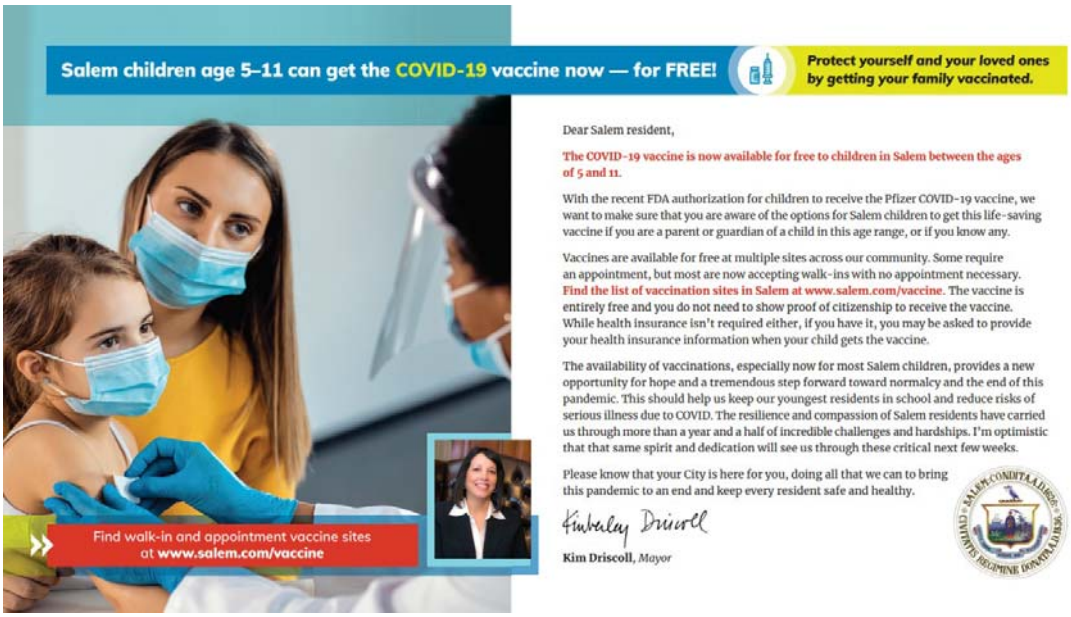
FYI SALEM



Dear Salem resident,

The COVID-19 vaccine is now available for free to children in Salem between the ages of 5 and 11.

With the recent FDA authorization for children to receive the Pfizer COVID-19 vaccine, we want to make sure that you are aware of the options for Salem children to get this life-saving vaccine if you are a parent or guardian of a child in this age range, or if you know any.

Vaccines are available for free at multiple sites across our community. Some require an appointment, but most are now accepting walk-ins with no appointment necessary. Find the list of vaccination sites in Salem at www.salem.com/vaccine. The vaccine is entirely free and you do not need to show proof of citizenship to receive the vaccine. While health insurance isn't required either, if you have it, you may be asked to provide your health insurance information when your child gets the vaccine.

The availability of vaccinations, especially now for most Salem children, provides a new opportunity for hope and a tremendous step forward toward normalcy and the end of this pandemic. This should help us keep our youngest residents in school and reduce risks of serious illness due to COVID. The resilience and compassion of Salem residents have carried us through more than a year and a half of incredible challenges and hardships. I'm optimistic that that same spirit and dedication will see us through these critical next few weeks.

Please know that your City is here for you, doing all that we can to bring this pandemic to an end and keep every resident safe and healthy.

Kimberley Driscoll

Kim Driscoll, *Mayor*

Repair Cafe

Don't throw away your broken item – bring it to the Repair Café! SalemRecycles will again host a Repair Café, this time on Saturday December 4th from 9:00 a.m. to noon at the Mayor Jean Levesque Community Life Center at 401 Bridge Street. **Appointments are required; walk-ins will not be accepted.** Schedule an appointment by contacting Micaela Guglielmi at mguglielmi@salem.com or 978-619-5672. Repair volunteers will be available to mend clothing, sew buttons, sharpen scissors and knives, tinker with or rewire electronics and lamps, assess computer diagnostics, glue wooden furniture and ceramics, and much more.

Veterans Day 2021

Mayor Kim Driscoll and the Salem Veterans Council invites the Salem community to join in commemorating Veterans Day 2021 on November 11th. This year the annual Veterans Day ceremony will take place at 11:00 a.m. at the intersection of Larkin Lane and Memorial Drive, as the City dedicates the new monument to U.S. Army Nurse Corps 1st Lieutenant Catherine Larkin. The guest speaker for the ceremony will be Dr. Barbara Poremba, public health nurse professor and U.S. Cadet Nurse Corps advocate. The ceremony is free and open to all, and will also be broadcast live on the City's Facebook page

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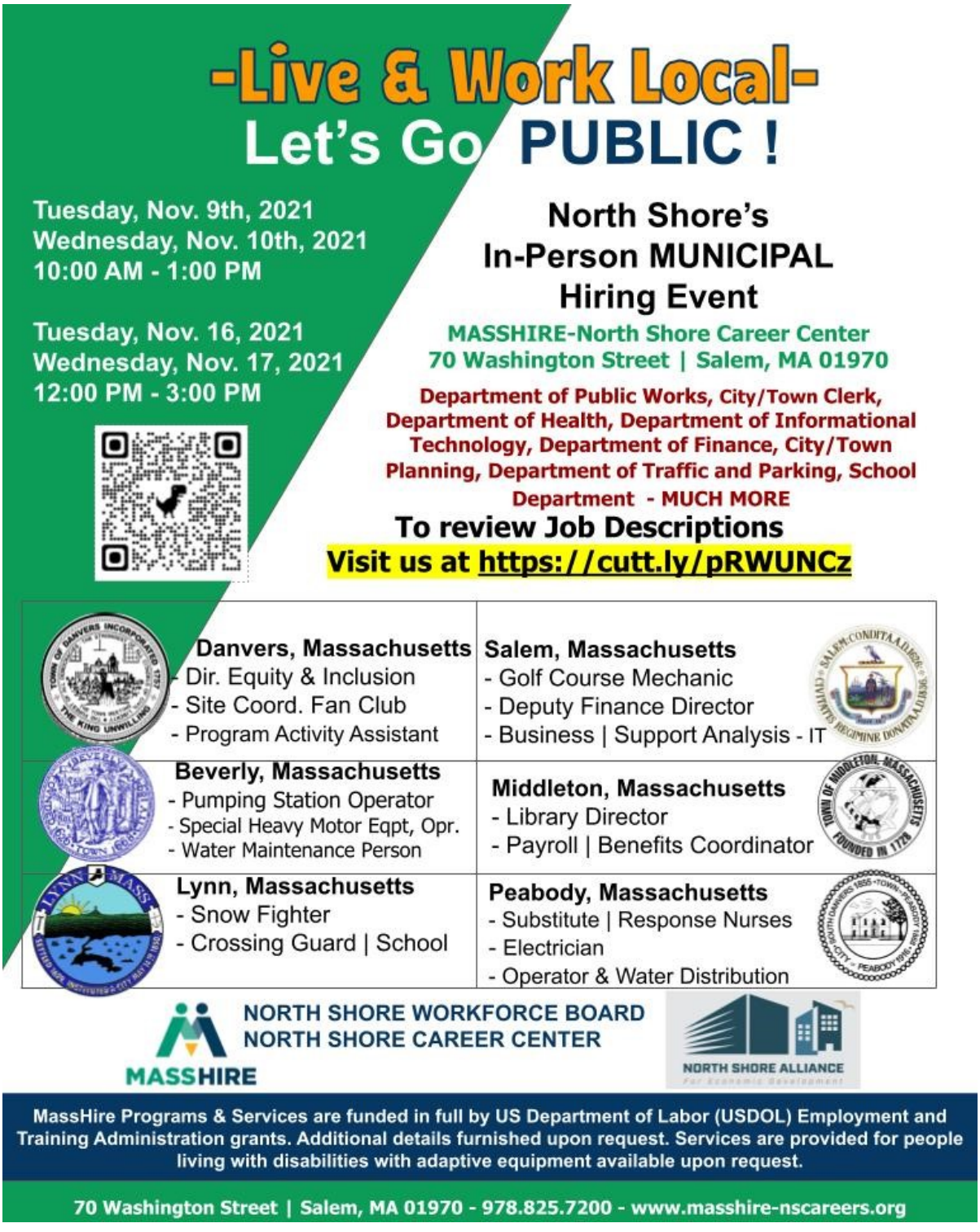
-Live & Work Local-
Let's Go PUBLIC !
Tuesday, Nov. 9th, 2021
Wednesday, Nov. 10th, 2021
10:00 AM - 1:00 PM
Tuesday, Nov. 16, 2021
Wednesday, Nov. 17, 2021
12:00 PM - 3:00 PM
North Shore's
In-Person MUNICIPAL
Hiring Event
MASSHIRE-North Shore Career Center
70 Washington Street | Salem, MA 01970
Department of Public Works, City/Town Clerk, Department of Health, Department of Informational Technology, Department of Finance, City/Town Planning, Department of Traffic and Parking, School Department - MUCH MORE
To review Job Descriptions
Visit us at https://cutt.ly/pRWUNCz
Danvers, Massachusetts
- Dir. Equity & Inclusion
- Site Coord. Fan Club
- Program Activity Assistant
Salem, Massachusetts
- Golf Course Mechanic
- Deputy Finance Director
- Business | Support Analysis - IT
Beverly, Massachusetts
- Pumping Station Operator
- Special Heavy Motor Eqpt, Opr.
- Water Maintenance Person
Middleton, Massachusetts
- Library Director
- Payroll | Benefits Coordinator
Lynn, Massachusetts
- Snow Fighter
- Crossing Guard | School
Peabody, Massachusetts
- Substitute | Response Nurses
- Electrician
- Operator & Water Distribution
NORTH SHORE WORKFORCE BOARD
NORTH SHORE CAREER CENTER
MASSHIRE
NORTH SHORE ALLIANCE
MassHire Programs & Services are funded in full by US Department of Labor (USDOL) Employment and Training Administration grants. Additional details furnished upon request. Services are provided for people living with disabilities with adaptive equipment available upon request.
70 Washington Street | Salem, MA 01970 - 978.825.7200 - www.masshire-nscareers.org

FYI SALEM

VOLUME 7, ISSUE 20 NOVEMBER 30, 2021

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From the Mayor's Desk

Dear Salem resident,

I hope you will join me in expressing our community's support and appreciation for the LGBTQ+ students and staff at Salem State University. In recent weeks, students and staff one campus have been subjected to vile and hateful comments by an individual unaffiliated with the university or with our community.

Salem is a welcoming place for all regardless of who they love or how they identify. We consistently achieve a perfect 100 score on the Human Rights Campaign's Municipal Equality Index, have designated LGBTQ+ liaisons both in the Mayor's Office and at the Salem Police Department, and were one of the first Massachusetts municipalities to adopt a fully-inclusive non-discrimination Ordinance – and then actually enforce it.

We are far from being a perfect community, but we strive daily to achieve a shared goal: making Salem a safe, welcoming, and loving place for all. The lone protestor at SSU is not reflective of Salem, of what we believe, or of who we are. We are working closely with SSU administrators, students, and staff to identify collective actions we can take to stand up to this hateful commentary.

Salem belongs to everyone. Our own history demonstrates the tragic outcomes that befall a community where people turn on each other. Salem today is no that place, and this protestor does not speak for us or reflect our values. To our LGBTQ+ SSU students and staff who have felt threatened by this individual, know that you are welcome and loved in Salem, always.

On a separate note, on December 1st the Council will vote on the FY22 tax rate. We strive to manage the overall tax burden on homeowners and I am proud that we have never needed or sought a Proposition 2 ½ override. This year residential and commercial rates will drop by about 4% and the average single-family tax bill will increase by just $97.

The most powerful tool at our disposal is responsible, sensible development that adds to our tax base. Therefore, we have advocated for the appropriate redevelopment of sites such as the former courthouses, the vacant power plant property, and other under-utilized and vacant former industrial parcels. Certified new growth this fiscal year is a very strong $2 million exceeding last year's growth of $1.6 million. This is why – in addition to the housing need and the desire to create good, local jobs – it is important we look to new growth opportunities. We cannot cut our way to stabilized taxes or better services; we can, however, broaden the base that funds our local government, thereby stabilizing taxes and improving services. FY22 once again demonstrates that strategy at work.

Combined, new growth and grant and non-tax revenues have reduced the average tax bill increase by roughly half when comparing the last 17 years of this administration to the 17 years prior to that. We want to keep Salem a vibrant, thriving community that delivers quality public services in as efficient and affordable a manner as possible. It has not always been easy. Just as we emerged from local fiscal trials in 2007 our national economy spiraled into a recession and, just as we were building back from that the pandemic brought a new decline in our economy.

Whatever the cause of our challenges, we weathered them and are today still resiliently positioned for success, with strong growth, a declining unemployment rate, record bond ratings, and award-winning balanced budgets. Our City's bond rating was upgraded eight years ago to AA, the highest in the City's history. In their most recent ratings report the agency cited our financial stability and reasonable budgeting practices in affirming that strong rating. This is validation that that the path we have set for ourselves is the correct one for our community.

Kim Driscoll, Mayor

FYI SALEM

COVID Updates

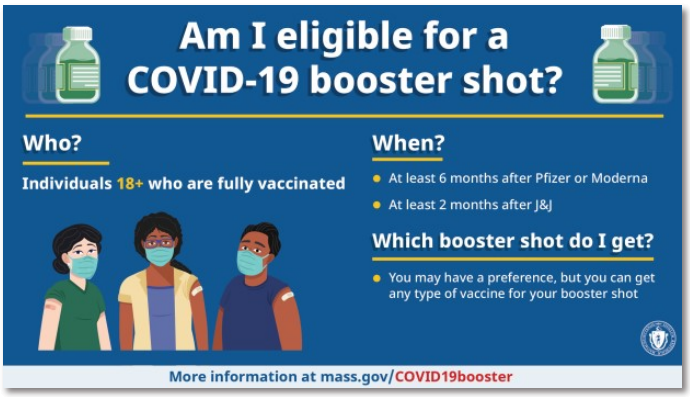
Curative, the company that operated the City's free rapid COVID testing site in October, will continue to serve the Salem community with a free walk-up COVID testing site located in Riley Plaza starting on Monday, November 15th. The Curative testing trailer will be open six days a week, Mondays-Saturdays from 8:30 a.m. to 4:30 p.m. Testing at this site is self-collected PCR testing, with results returned within 24-48 hours.

The state-run testing program, "Stop the Spread," operates two testing sites in Salem: a walk-up site at St. Peter's Church on St. Peter's Street and a drive-up site at Salem High School. The Commonwealth recently announced that the Stop the Spread program will continue through at least March 31, 2022. Testing at these sites are free and results are returned to you within one to three days of testing. More details can be found at www.salem.com/testing.

Massachusetts residents can access booster doses from more than 1,000 locations, with appointments available now across the Commonwealth, including many right here in Salem.

CDC recommendations allow for mixing and matching of different COVID-19 booster doses, and individuals may choose which vaccine they receive as a booster dose. It is recommended that residents with questions about which booster is right for them should consult their health care provider.

Visit the Vaxfinder tool at vaxfinder.mass.gov for a full list of locations to receive a booster. Residents can narrow results to search for locations that are offering boosters. Many locations will be booking appointments out weeks in advance. For individuals who are unable to use Vaxfinder, or have difficulty accessing the internet, the COVID-19 Vaccine Resource Line can help schedule appointments by **calling 2-1-1** and following the prompts for assistance (Monday through Friday 8:30am-6pm, Saturday and Sunday 9am-2pm). The COVID-19 Vaccine Resource Line is available in English and Spanish and has translators available in approximately 100 additional languages.



Vaccines are widely available across the Commonwealth and are the best way to keep everyone safe, especially during the holiday season. COVID-19 boosters are safe, effective, and free. Individuals do not need an ID or health insurance to access a booster, and do not need to show a vaccine card.

Additional information on the COVID-booster, including FAQs, can be found at mass.gov/COVID19booster.

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FYI SALEM

Forest River Park

Salem residents and other community members interested in getting a closer look at the new Forest River Park Outdoor Recreation and Nature Center are invited to a free community sneak peek event taking place on Saturday December 18th from 10:30 a.m. to 12:30 p.m.

The event will feature brief remarks from project team members, an opportunity to tour the facility and new grounds, and light refreshments. This major signature park project included the creation of two new public pools, a renovated bathhouse with community room, public art installations, a splash pad, new accessible trails, and a more resilient and restored ocean cove area. Salem's signature parks initiative (www.salem.com/signatureparks) is a major investment in the City's largest and most enjoyed public parks and open spaces, focused on creating an enduring legacy for the Salem 400 quadricentennial in 2026. More details about the Forest River Park project can be found in the FAQ available at www.salem.com/home/news/sneak-peak-forest-river-park-outdoor-recreation-nature-center.

Housing Forum

The Salem Housing Road Map: A Housing Plan for All will help Salem find the best ways to meet housing needs and shape the location, type, and design of future housing. The Road Map will consider best practices to help promote diverse housing options that are sensitive to the community context and capacity. When completed in the Spring, the Road Map will include specific, actionable recommendations for the City to take. Join the Road Map team on November 30th at 6:30pm at a free forum. Registration is required and can be done at https://linktr.ee/SalemHousingRoadmap. The team will provide an overview of the project and lead participants through interactive online activities so you can share your insights about housing needs, challenges, and opportunities in Salem.

Greenlawn Master Plan

The City is developing a master plan to guide future improvements, expansion, and long-term management of its largest place of interment, the historic Greenlawn Cemetery. Through the planning process, the City has identified ways to restore the character and quality of the landscape and has developed concepts for new interment sites. Join the upcoming meeting November 30, 6-7:30pm to learn about the plan's draft recommendations, and offer your comments, participate in polling, and engage in discussion. Information shared at the forum will be considered for inclusion in the final Master Plan document. Find the meeting link and more details at www.preservingsalem.com/greenlawn-cemetery-master-plan.

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School Updates

Masks Required in Schools
On Tuesday, October 26, DESE announced that after consulting with medical experts and state health officials, their mask requirement in all K-12 public schools throughout Massachusetts has been extended through at least January 15, 2022. We recognize the desire to "just be done", but we are still in a COVID-19 pandemic and thus, we want to keep all of our staff and students safe. Staff, students, and families are required to wear a mask in our schools. We appreciate your cooperation.

Vaccine Required by 12/1 for School Activities
Salem Public Schools remains committed to a safe and healthy environment for all students, staff, and families in our district. Currently, we are under a vaccine mandate for high respiratory extracurricular activities that was approved by the School Committee in October.

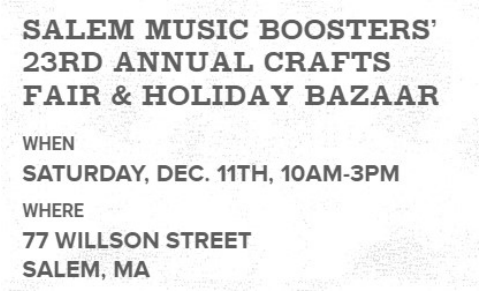
Vaccine eligible students must show proof of vaccination in order to participate in extracurricular activities unless there is a clearly stated medical exemption provided by a doctor or the family attests to a strongly held religious belief that prevents them from getting the vaccine. Students that have **received their first dose by December 1st** and are scheduled for their second dose will qualify to participate in the extracurricular activities.

John & Abigail Adams 2021 Scholarship Winners

The John and Abigail Adams Scholarship is a merit-based program that provides a credit toward tuition for up to eight semesters of undergraduate education at a Massachusetts state college or university. For this scholarship, merit is based on student scores on the 10th grade Massachusetts Comprehensive Assessment System (MCAS) test.

Congratulations to the following SHS students:

- Genevieve Boudo
- Harrison Devoe
- Hawa Hamidou Tabayi
- Corey Aras Kaulenas
- Maher Kokonezis-Hanino
- Madison Lane
- Liam McKillop
- Cassadi O'Leary
- Perla Pena
- Jimena Pueyo-Garcia
- Natalie Wessell
- Carla Zoquier-Urbae



FYI SALEM

VOLUME 7, ISSUE 21 DECEMBER 16, 2021

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From the Mayor's Desk

Dear Salem resident,

Happy holiday season to you and your loved ones!

As we approach the end of 2021, it's an opportune time to reflect on the past year and on all that we can be grateful for.

2021 was a year of enormous challenges for Salem, as well as for our Commonwealth and our country as a whole. Nevertheless, we persevered and supported one another through the challenges—and celebrated each other through the successes.

Over the past year we lost 34 more neighbors to COVID, and almost 4,000 Salem residents became sick from the virus. Many will struggle with ongoing, potentially lifelong, issues as a result of being infected with the virus. At the same time, in the past year nearly 31,000 Salem residents have become fully vaccinated against the virus.

2021 was also a year for great progress in Salem's continuing work to become a more welcoming and sustainable community. The Race Equity Task Force wrapped up its report and we are starting implementation of it, including the appointment of the City's first ever Director of Diversity, Equity, and Inclusion, and our new Race Equity Commission, a permanent body to continue the work initiated by the task force.

It was a major year for climate efforts, as well, with the establishment of the City's new Department of Sustainability, the completion and start of action on Resilient Together, our regional climate action plan with Beverly, and the development of the vacant land around the Footprint power plant as a potential marshalling site for offshore wind.

That last opportunity has truly transformative potential, laying groundwork for generations of green jobs right here in Salem, substantial growth in our tax base, and the reduction of our region's emissions as we transition to more renewable offshore wind for Massachusetts' power supply.

Lastly, we can be proud of the progress made on the signature parks projects, making major investments in preserving, upgrading, and making more resilient and accessible our community's most beloved public spaces. First phases were completed at Salem Willows and Palmer Cove, investments were made across Salem Common, the new outdoor recreation and nature center at Forest River was completed, and conceptual planning and design initiated for Pioneer Village.

As Salem approaches our 400th anniversary in 2026 we are committed to remaining an inclusive, forward-looking, and vibrant community. I am so proud to have the opportunity to make a positive difference the daily lives of the people I am fortunate to represent and serve.

I hope you and yours have a joyful holiday season and a New Year filled with happiness and good health.

Kim Driscoll, Mayor

FYI SALEM

Diversity Catalog

Salem Mayor Kim Driscoll has announced the opening of registrations for businesses to join the 2022 North Shore Diversity Catalog. Building on the success of the 2021 Catalog (www.salem.com/diversitycatalog), Salem and its partner municipalities seek to update the listings and solicit participation from even more new businesses of diverse ownerships. Registration will be open until February 1, 2022.

To register for the 2022 Diversity Catalog, fill out the form in its entirety here: https://tinyurl.com/2022DiversityCatalog. The form is also available in Spanish here: https://tinyurl.com/2022DiversityCatalogEspanol.

Registration is open until February 1, 2022. Registrations after February 1, 2022, will be allowed, however entry into the catalog for those late registrants may be delayed. Previously listed businesses from the 2021 Catalog must also visit the registration link to confirm their business' information or update it if necessary.

The North Shore Diversity Catalog is a tool to help business share information about the services they provide or the products they offer. It also helps cities and towns in the region to identify the diverse array of business owners so that they can better connect them with opportunities for municipal procurement (when cities and towns purchase items or services).

The catalog will be published on the City of Salem's website, promoted by the partner municipalities, and shared with local Chambers of Commerce, Main Streets organizations, and other community groups.

"The 2021 North Shore Diversity Catalog featured over one hundred local businesses that call this region home," said Mayor Driscoll. "It not only offered municipalities a directory of businesses with diverse ownership for procurement purposes, it also provided a resource to residents who wanted to shop local and support our diverse business community. I am excited to continue Salem's partnership with our neighboring communities as registration opens for the 2022 Diversity Catalog. Together we can continue to build upon this community resource and marketing tool, making it further reaching and even more helpful than it was last year."

To participate in the Catalog, a business must meet two criteria:

(1) Be located within the greater Salem region (i.e. Beverly, Danvers, Lynn, Marblehead, Nahant, Peabody, Salem, and Swampscott), and

(2) Have at least 51% of the ownership team in at least one of the following categories: Immigrant, Lesbian, Gay, Bisexual and Transgendered (LGBTQIA), Black/African American, Hispanic or Latino (Central/South American or Caribbean), American Indian/Alaskan Native, Asian, Native Hawaiian/Other Pacific Islander, Person/People with a (dis)ability, Service-Disabled Veteran, Veteran, and/or Woman/Women.

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FYI SALEM

Snow Info

The City of Salem's "Snow Central" website (www.salem.com/snow) with critical information about snow emergencies in Salem has been updated for this winter, as well as the Snow Brochure, which is also available on that page and below. Please follow all posted information and rules about parking during snow emergencies, to allow for plowing operations to take place as effectively as possible. As a reminder, property owners are responsible for clearing the snow and ice from their sidewalk.

The City is still looking to hire additional plow truck drivers for this winter. If you are interested in this opportunity, please call the Department of Public Services at 978-744-3302.

Discounted Overflow Bags

Salem residents may once again purchase official orange Overflow trash bags for $1 per bag for any holiday overflow. Each household may purchase up to five bags, from December 20, 2021 through January 7, 2022, during regular City office hours. These discounted bags may only be purchased at the Collector's Office, 93 Washington Street, and the Community Life Center, 401 Bridge Street.

CPA Grant Applications

Salem's Community Preservation Committee (CPC) uses a two-step application process for reviewing funding proposals, beginning with a brief Eligibility Application. This application enables applicants to know if their project is eligible under CPA regulations prior to submitting the more comprehensive Funding Application. Eligibility Applications may be submitted to the CPC at any time. However, in order to be considered for the FY22 funding round, applicants are encouraged to submit their Eligibility Applications no later than January 3, 2022. For projects that are determined eligible, applicants will then be invited to submit a Funding Application. The CPC's tentative deadline for the receipt of Funding Applications is March 25, 2022. Submitted applications will be reviewed in accordance with the evaluation criteria and the goal of the CPC is to submit funding recommendations to the City Council in May 2022.

"CPA has made it possible for the City of Salem to address needs of open space and recreation, historic preservation, and community housing," said Mayor Kim Driscoll. "Affordable housing continues to be very important, and I am pleased that the Community Preservation Committee has recommended CPA support for almost 200 units of new affordable housing."

The FY22 Community Preservation Plan and FY21 Annual Report, FY22 Determination of Eligibility Application and other information on the CPA can be found at http://www.salem.com/community-preservation-committee.

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City of Salem MA 2022 Recycling & Trash Collection Calendar for Municipal Pickup

2022 RECYCLING & TRASH COLLECTION SCHEDULE- FOR MUNICIPAL PICKUP

Trash is collected each week and recycling every other week; between 7 a.m. and 6 p.m. on your designated pickup day by Waste Management.
If your recycling cart has a green lid, your recycling will be collected on the GREEN weeks. If your recycling cart has a blue lid, your recycling will be collected on the BLUE weeks.
RECYCLING IS MANDATORY IN SALEM!

HOLIDAYS

When a holiday occurs during the week, collection services will be delayed one day following that holiday. Sign up for notifications on Code Red, which you will find on the main page of Salem.com.

BULK ITEMS, WHITE GOOD, MATTRESSES & MORE

Please call the City's contractor Waste Management, at **(800) 972-4545**. Follow the prompts for "existing residential customer". Customer Service can assist with the following;

- Schedule pickup of an item that doesn't fit in your cart. *(limit of 2 items per household per recycle week)*
- If your cart needs repairs
- If your cart (trash or recycling) was not picked up on your scheduled day

YARD WASTE - Curbside Pickup

Curbside pickup weeks of April 18, June 20, September 19, October 17, November 28, December 11.
Yard waste must be in paper bags or trash barrels. Do NOT place yard waste in carts.

Christmas Tree Pickup: Weeks of December 26, January 2, & January 9

YARD WASTE - Salem Transfer Station

Located at 12 Swampscott Rd. The transfer station is open seasonally on Saturdays 7 a.m. to 3 p.m. and Sundays 9 a.m. to 5 p.m. Residents or property owners (with license and /or tax bill) may drop off acceptable yard waste during these times.

EXCESS TRASH (For Household Trash ONLY)

Salem residents may purchase Orange overflow Bags at $12.50 per roll of 5 at Crosby's, Ace Hardware, DPS, and the Collectors Office. These bags may be placed on top of or beside your cart.

DROPOFF DATES

- **E-Waste:** Will be on four Saturdays at Salem HS from 8am-12pm. March 26, June 25, September 24, & December 17
- **2022 Household Hazardous Waste Day**: visit salem.com/health for more information.

FOR MORE INFORMATION

Website: Salem.com/RecyclingandTrash
GreenSalem.com

Call: **Waste Management at 800-972-4545**
To schedule a bulk item pick up, a cart repair, or to report a missed trash/recycling pick up
or Engineering Dept. at 978-619-5672

SALEM AND BEVERLY STYROFOAM RECYCLING EVENT

Community Life Center
401 Bridge Street, Salem

JANUARY 8, 2022
9 AM - 1 PM

FREE EVENT!
OPEN TO RESIDENTS OF SALEM AND BEVERLY

Hold on to your Styrofoam after the holidays! While Styrofoam cannot be recycled curbside, Save That Stuff will be collecting it at this drop-off event. Styrofoam will be densified at their recycling facility and delivered to secondary markets for recycling.

PLEASE ONLY BRING RIGID, WHITE EXPANDED POLYSTYRENE (STYROFOAM). SORRY, NO PACKAGING PEANUTS OR FOOD SERVICE CONTAINERS SUCH AS MEAT TRAYS, CLAMSHELLS OR STYROFOAM CUPS CAN BE ACCEPTED.

FYI SALEM

Bike Friendly Salem

The League of American Bicyclists honored the efforts of the City of Salem to build better places for people to bike with its bronze-level Bicycle Friendly Community (BFC) award. Salem joins 497 communities across the country, and 14 others in Massachusetts, in the movement for safer streets and better bicycling for everyone.

The League of American Bicyclists' Bicycle Friendly America program sets the standard for how communities build and benchmark progress toward making biking better. This round of awards includes 57 new and renewing awardees, joining a total of 497 current Bicycle Friendly Communities in all 50 states and the District of Columbia. The bronze BFC award recognizes Salem's commitment to improving conditions for people who bike through investments in bike education programs, regular bike events that promote and encourage people to choose biking, pro-bike policies, and bike infrastructure. The City established its Bicycling Advisory Committee in 2006 and completed Bike Master Plans in 2010 and 2018 to guide the development of infrastructure, programs, and policies to support bicycling within the community.

"I'm proud that Salem is making bicycling a safe, convenient, and enjoyable travel option to help reduce vehicle traffic and congestion, strengthen public health, and improve our environment by reducing emissions and lessening our local contribution to the climate crisis," said Mayor Kim Driscoll. "I want to thank the Bicycling Advisory Committee, the City's Traffic & Parking and Planning departments staff, and former transportation intern Noah Gordon, for all of their work to prepare the application for this award, and their ongoing efforts to make Salem more bike-friendly. This designation is a recognition of our City's work to become a 'car choice' community, where driving is just one option for residents, employees, students, and visitors to get to their destination."

Several recent projects expand the reach and connectivity of the off-street path network through Salem's neighborhoods. These include the Harbor Connector Path between Collins Cove and Derby Street, the Mayor Anthony Salvo Multiuse Path between downtown and South Salem (and, soon, all the way to Marblehead), and the new Bridge Street path connecting the Mayor Jean Levesque Community Life Center and surrounding neighborhood to downtown via the Leslie's Retreat Park path. These paths are open to not only cyclists, but also pedestrians, joggers, in-line skaters, and people using wheelchairs and mobility scooters.

Salem has had a bike share program for the past ten years, launching "Salem Spins" in 2011 and contracting in 2017 with bike share operator Zagster. This July, Salem joined Bluebikes, Metro Boston's regional bike share program, and plans to deploy several more Bluebikes stations throughout the city over the coming months. Salem's expansion of biking infrastructure supports the community's goals to reduce carbon emissions and increase climate resiliency.

Furthermore, the City is undertaking projects to make its path network resilient. In partnership with Salem Sound Coastwatch, the City recently built a living shoreline at Collins Cove to protect the Peter Tracy Path and surrounding homes from coastal storm surge and wave action. The Commonwealth's Executive Office of Energy & Environmental Affairs recently awarded a Municipal Vulnerability Preparedness grant for the Cities of Salem and Peabody to evaluate climate adaptation strategies to incorporate into a planned multiuse path within the Harmony Grove Road area of the North River corridor.

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FYI SALEM

Pioneer Village

The City of Salem has launched the website for the proposed Pioneer Village signature park project, being undertaken in the lead up to the City's quadricentennial in 2026. The proposed project would relocate Pioneer Village from its current location at Forest River Park to the current Camp Naumkeag site. The website can be found at www.salem.com/pioneervillage. The site has extensive information about the proposed project, including presentations, an FAQ, timeline, updates, and more. As additional information and plans are developed for the project they will be added to the site, which also includes a link for those who would like to ask questions about the project.

The new site for Pioneer Village will help protect the historic amenity from climate change and will incorporate resiliency elements itself. In addition, the new location provides the opportunity to expand the area and topics of historical interpretation, while also allowing for upgrades for accessibility. The new Pioneer Village will incorporate additional representation and educational opportunities specific to the area's indigenous history and the Massachusett tribe. The history of both Camp Naumkeag and Pioneer Village itself will also be represented and interpreted. The new Pioneer Village site will additionally provide an opportunity for linking to the historic Fort Lee site, allowing for additional interpretative and preservation opportunities.

"I would like to thank the many historians, preservationists, landscape architects, engineers, and community stakeholders who have been helping to advise and guide the City on the development of this momentous project," said Mayor Kim Driscoll. "Of all our signature park projects, the Pioneer Village effort most clearly reflects our Salem 400 goals by preserving and improving a treasured public space for future generations, while also elevating the indigenous history of Salem, investing in sustainability and resiliency, and improving accessibility. I invite all Salem residents to explore the new website, get involved in this landmark initiative, and, ultimately, join us in 2026 when we celebrate its completion."

Terracycle Bins

The City of Salem is excited to partner with TerraCycle to offer permanent collection bins to recycle items that would otherwise be thrown in the trash: used, dried Swiffer pads; all brands of reusable and disposable razors, blades, and cartridges, as well as any flexible or rigid plastic packaging they come in; all brands of toothbrushes, toothpaste tubes, mouthwash bottles, floss containers and soap and toothbrush packaging; all brands of deodorant containers and caps; all brands of empty writing instruments, glue sticks, watercolor dispensers, paint sets, and the flexible or rigid plastic packaging these items come in. Bins are located on the first floor of City Hall Annex, 98 Washington St. Make sure all items are empty (no toothpaste or deodorant residue inside) and dry. Visit https://www.greensalem.com/programs/terracycle-recycling/ for more information and to view the five streams; keep each stream separate.

"Salem has long been a leader in recycling efforts, helping reduce the amount of trash our community generates" said Mayor Kim Driscoll. "Not only is this better for our environment, it also reduces costs to our community since it is so much more expensive to dispose of trash instead of recycling. I encourage all Salem residents to bring any of these recyclable items to City Hall Annex and place them into the appropriate bins for recycling."

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FYI SALEM

Sculpture Path

On November 29th, eight new sculptures were installed along the Salem Harbor Connector Path for the *2nd Annual Salem Harbor Connector Path Sculpture Garden*.

Funded in part through a MassTrails grant, the Harbor Connector Path itself extends Salem's multiuse trail network from the Peter Tracy Walkway at Collins Cove to the Bentley School and Derby Street.

The first sculpture garden along the path opened December 1, 2020, as part of a celebration for the path's completion the previous summer. It was the first long-term public display of contemporary sculptures in the city in recent history. The eight new sculptures replace the seven currently on display.

There is no charge to enjoy the sculpture garden and path. The new sculptures will be on view now through November 30, 2022.

"This exciting project is a continuation of our work to advance the vision of Salem's Public Art Master Plan," said Mayor Driscoll. "I want to thank the Public Art Commission and City staff for their efforts to make this new sculpture garden a reality. The Harbor Connector Path Sculpture Garden continues to serve as an uplifting and engaging focal point in our community's growing trail network and our collection of thoughtful, enriching public art."

Artists with work on display in the new Sculpture Garden are Eve Lee Schauer, Nancy Schon, Melanie Zibit, Madeleine Lord, Will Smith Cabrera, Karin Stanley, Cassie Doyon (a Salem State University alum), and Robert Osborne. Information about these artists and their work is available at www.salem.com/public-art-commission or by using a smartphone to scan the QR codes on the signs that accompanying the works along the path.

In addition to these eight new sculptures on temporary loan, the City is currently looking to purchase the much beloved piece from the first Sculpture Garden entitled 'Seahorse', by artist Jose Criollo, to become part of the City's permanent public art collection. This piece, which was previously featured on the cover of Salem Magazine, is comprised of recycled metals from chairs, tools, auto parts, pots, pans, and more.

Those interested can support the purchase of this sculpture by visiting Patronicity.com/SeahorseForSalem and donating. The City has already secured $6,000 of the $12,500 needed to ensure this delightful work of art can stay right in here Salem.

Image: "Mama Tingo" by sculptor Will Smith Cabrera is one of the new sculptures now on view along Salem's Harbor Connector Path. Photo by John Andrews of Creative Collective.

PAGE 2

FYI SALEM

Free Rapid Tests

The City of Salem has an allocation of iHealth Labs COVID-19 rapid antigen test kits, with two tests in each kit. Those receiving a kit are encouraged to take one of the tests before they gather or see friends and family during the holidays, and then take the second test before returning to work or gathering with others after the holidays.

"Over 215,000 PCR tests have been administered to Salem residents since the start of this pandemic," said Mayor Kim Driscoll. "However, having the flexibility and quick feedback from a rapid test will make it easier for residents to gather safely over the holidays, especially with the omicron variant imminent. I want to strongly encourage all eligible residents to get tested, to avail themselves of these free rapid tests if applicable, and to consider purchasing some rapid tests to have at home if they are not able to use these free tests. Lastly, we intend to make our own acquisition of a large quantity of additional rapid tests in the next few weeks, so this is just the first round of what will, I hope, be a continuing effort to provide free, rapid tests to as many Salem households as possible. Salem has been a leader in responding to COVID-19, from innovative testing to public health measures and from vaccination programs to volunteer, housing, food, and small business support efforts. This rapid testing initiative will be a continuation of that pro-active, evidence-based, public health-focused record."

After being notified earlier in the week about the forthcoming delivery of kits, the City developed a plan to distribute them in a manner that prioritizes high risk and disproportionately impacted populations. After surveying demand from agencies that serve these populations and larger housing sites, the following distributions are taking place this week:

- To the Salem Public Schools and Salem Academy Charter School for distribution to students and/or staff.
- To the Salem Pantry to distribute to residents visiting the pantry sites over the next two weeks.
- To large multi-family housing sites, including Salem Heights, Loring Towers, Salem Housing Authority, and North Shore Community Development Coalition properties, for tenants. Tenants will be contacted by the property manager or landlord with additional details about how to receive their test kit. Please do not contact the City.
- To early childcare workers who interact regularly with children age 0-4, who cannot yet be vaccinated.
- To Lifebridge, for the day center and in their supportive housing sites, and the Salem YMCA for childcare staff.

The City will distribute the remaining test kits to any Salem resident who needs one. **Test kits will be distributed by Health Department staff on Monday Dec. 20, Tuesday Dec. 21, and Wednesday Dec. 22 at City Hall Annex, 98 Washington St., from 9am-noon and then from the Community Life Center, 401 Bridge St., from 1-3pm.**

Only **one kit** will be distributed to each household. **Proof of Salem residency** is required to receive a free test kit. No proof of citizenship or insurance is necessary. Distribution of kits to the general public is subject to availability. In the event additional test kits remain after this general distribution, the City may schedule a second distribution day and, potentially, allow households to pick up a second test kit. In that event, another announcement will be made.

Informational fliers in multiple languages with instructions about how to use these tests are at https://www.mass.gov/lists/covid-19-self-test-at-home-instructions-graphic. If an individual takes one of these tests and the result is positive, please see https://www.mass.gov/info-details/what-to-do-if-you-have-or-have-been-exposed-to-covid-19 for further information about what steps to take. This testing opportunity is in addition to the existing free PCR testing options located at sites across Salem. For more information about COVID-19 testing in Salem and the options available to residents, visit www.salem.com/testing.

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FYI SALEM

VOLUME 8, ISSUE I FEBRUARY 3, 2022

From the Mayor's Desk

Dear Salem resident,

Winter is most definitely here and with it comes the snow and ice. I want to thank the hard working members of the Department of Public Services and our DPS snow contractors, who have all put in extraordinary efforts over the past few weeks.

The most recent blizzard was especially challenging, bringing us close to a record amount of snow in a single storm.

We were able to re-use some of the strategies and approaches to snow removal that we, unfortunately, had already developed after the "snowmaggedon" winter of 2015, but, despite that, being down 80% of our usual complement of team and equipment, due to both COVID and the overall national labor shortage made it slow going.

Thanks for your patience and for your cooperation shoveling out your own sidewalks, crosswalk entries, and fire hydrants and catch basins near your home or business.

We have lots of information about snow storms in Salem—from rules regarding snow removal, to alternative parking locations when there is an on-street parking ban, and much more—all at www.salem.com/snow. In addition, you should be sure to subscribe to CodeRED, News & Announcements, and Urgent Alerts, all at www.salem.com/subscribe. Download the My Salem MA app for your mobile device and enable push notifications. And, lastly, look for and follow the City of Salem MA on social media. We use all of these outlets to help share critical information about snow storms in our community. Be sure you're in the loop with the latest information and alerts!

In this issue of FYI Salem you'll find two articles about exciting public art initiatives underway now—some at Old Town Hall and others along Artists Row.

We also have provided information about an upcoming presentation from FEMA about the impacts of sea level rise on our region's coast. The presentation dovetails with the recent Wetlands Protection Ordinance we filed with the City Council, which will strengthen the buffers around critical areas in our community and authorize our Conservation Commission to expressly weigh the impacts of climate change in evaluating proposed projects. If adopted, Salem would be the fourth municipality to have such a rule in place in the entire Commonwealth.

Also inside this issue of the newsletter you'll find details about how to apply for the annual Salem Scholarship Fund scholarship, if you're a student entering college next year, and how to apply for the Employee Incentive Program to support frontline workers.

Thank you, as always, for taking the time to read FYI Salem and be sure to visit www.salem.com for all the latest news from your City!

Kim Driscoll
Mayor

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FYI SALEM

Revitalizing Old Town Hall

The City of Salem has announced three new exciting partnership and opportunities for community members, artists, and visitors alike to engage with arts and cultural programing in Old Town Hall, a City-owned historic property in the heart of downtown, located at 32 Derby Square in Salem. There is even an opportunity to help shape the future of this remarkable public building.

In partnership with CultureHouse, a nonprofit organization dedicated to improving livability in local communities by transforming unused spaces into vibrant social infrastructure, the City announced today the development of **CultureHouse Salem**—a pop-up arts and culture space at Salem's Old Town Hall.

"Spectral Evidence" by Nancy Bowen
Nancy Bowen will be showcasing her installation "Spectral Evidence" on the first floor of Old Town Hall from February 10, 2022, to March 19, 2022. This exhibition is inspired by the true story of Colonial American judgement and repentance. Bowen creates a visual interpretation of guilt and remorse through her installation and seeks inspiration through her ancestor, Samuel Sewall, a judge in the Salem Witch Trials. Described as "humorously odd and gravely unsettling," experience "Spectral Evidence" FREE of charge between 2:00 p.m. and 6:00 p.m. on Thursdays and Fridays and between 12:00 p.m. and 4:00 pm on Saturdays and Sundays. Bowen will offer artist talks at 3:00 p.m. on February 12th, March 5th, and March 19th, where she will discuss her inspiration in more detail and answer questions.

Infuse Dance
From February to June, Infuse Dance will take place on the fourth Saturday every month from 10:00 a.m. to 3:00 p.m., offering anyone the opportunity to engage in a wide variety of FREE dance classes. With classes on the hour, every hour, there will be something for everyone, with offerings for dancers at every level of skill, including classes in contemporary, jazz, ballet, hip hop, afro-based styles, and more. A detailed schedule will be released once all instructors are confirmed, stay tuned for more www.salem.com/old-town-hall/pages/calendar-events
Infuse Dance is seeking dance instructors in all genres to teach, for pay, a one-hour class at Old Town Hall on the fourth Saturday of every month from February through June. See below for more details.

Community Feedback for CultureHouse Salem
Visit culturehouse.cc/salem to provide your thoughts through our the community survey and register for the upcoming virtual community meeting on Thursday, February 17th 6:30-8pm.

Gallery Sitters for "Spectral Evidence" by Nancy Bowen
Volunteers sought to open and close the gallery at Old Town Hall and help provide general information about the exhibition to the public. Interested volunteers should email ctitchenell@salem.com for more information.

Infuse Dance Teaching Opportunities
Infuse Dance, in partnership with the City of Salem, is seeking dance teachers of all genres, with at least two years' experience teaching adults, to serve as instructors for this exciting new series. Teachers will be compensated for their time. Instructor Applications and more details can be found at https://infusesalem.com. Applications are due by Tuesday, February 22, 2022 at 11:59 p.m.

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FYI SALEM

FEMA Presentation

In 2016, FEMA received a recommendation from its Technical Mapping Advisory Council to display flood risks in coastal areas that include future effects of long-term erosion and sea level rise. Because coastal erosion is a hazard that threatens lives, property, and resources in Essex County, MA, FEMA Region I has elected to initiate a coastal erosion hazard area study for Essex County. To help identify the risk to communities, FEMA has created coastal erosion hazard maps displaying projected hazards for 2030, 2050, and 2100, incorporating projected sea level rise.

These maps are nonregulatory products to be used by the community for planning and hazard mitigation purposes. FEMA Region I has shared the results of this study with the community officials within the county and would now like to share those same results with members of the community at large. We will host an evening virtual meeting that will provide an overview of the study's methodology and present the nonregulatory coastal erosion data viewer. There will be time at the end for community members to ask questions

Date: February 16, 2022. Time: 6:30 p.m.–8:00 p.m. Location: Virtual, Registration is required, find the link at www.salem.com/news.

Scholarship Applications

The City of Salem's Scholarship and Education Committee has released the scholarship application form for Salem residents who are 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 www.salem.com/scholarship. The application can be submitted either in hard copy or electronically through the website. Either way, complete application packets are due by May 31, 2022.

"In Salem education is a community mission," said Mayor Kim Driscoll, who appoints the members of the Scholarship and Education Committee. "Scholarship Fund awards are entirely funded by generous donations from Salem residents, businesses, and other members of our community. I encourage all who can to donate to support these scholarships and, for our eligible students, to apply for this year's round of scholarship awards before the May 31st deadline."

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 and 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. If you would like to donate to either the Scholarship Fund or the Education Fund, use the donate button at www.salem.com/scholarship.

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FYI SALEM

Worker Incentive Program

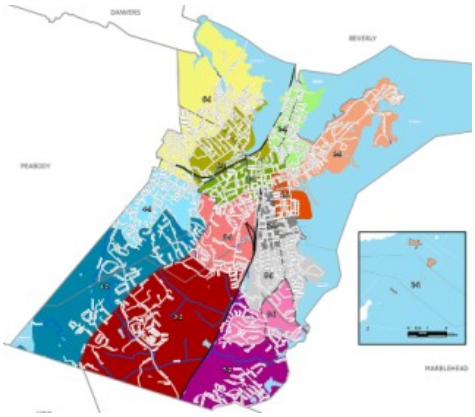
The City of Salem has launched a new round of its Employee Incentive Program, this time focusing on supporting hiring and retaining front-line workers in those businesses covered by the Board of Health's December 22, 2021, order requiring proof of vaccination for public entry.

The program will provide $500 per qualifying employee. Qualifying employees must be in an eligible type of work for a business subject to the proof of vaccination order. They must be on the payroll of the business any time between January 15, 2022, and February 4, 2022, and must remain employed at the business for at least six consecutive weeks working at least 30 total hours over the course of the six weeks.

For a list of eligible types of work and covered categories of business, additional program requirements, and the link to apply, please visit www.salem.com/incentive. **Applications must be submitted before noon on Monday, February 7, 2022.**

"I encourage every eligible business to apply for this financial support program for their qualifying employees," said Mayor Kim Driscoll. "We are all working hard to keep our community safe and our small businesses open and strong. As a City, we have stepped up for our small businesses throughout this pandemic, provisioning large quantities of free protective equipment, free rapid tests for frontline workers, direct financial help, technical assistance with everything from air handling equipment to navigating federal relief programs. While we have had a net gain in businesses over the course of the pandemic, that doesn't mean it has been easy for those who have held on. We all want Salem's vibrant small businesses to stay safe, open, and strong, and the employee incentive program is one more tool at our disposal to help make that happen."

New Precinct Lines



The Commonwealth has approved the City of Salem's recent re-precincting, which is the redrawing and adjustment of ward and precinct boundaries following the U.S. Census every ten years.

You can find a link to the approved new map at https://www.salem.com/city-clerk-elections/files/2022-approved-salems-ward-precinct-map.

If your address is one that changed from one ward or precinct to another you will receive a mailed notification in the coming weeks. If you do not receive any such notification then your ward and precinct remain unchanged. If you have any questions, please contact the City Clerk's office at (978) 619-5617.

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Call for Creatives

The City of Salem is pleased to announce a call for creatives for the Public Artist in Residence Program for 2022, 2023, and 2024 and openings for creatives to occupy the stalls on Artists' Row for the 2023-2024 tenancy.

Mayor Kim Driscoll and the Salem Public Art Commission seek creatives to take part in the City of Salem's revitalized Artists' Row Public Artist in Residence initiative and stalls. Artists' Row consists of four artists 'stalls', a restaurant, and a public restroom and is centrally located in historic downtown Salem at 24 New Derby St., 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.

The City of Salem respects, values, and celebrates the diverse life experiences and unique heritages, attributes, characteristics, and perspectives that make each person who they are. We believe that bringing diverse individuals together through the Arts allows us to collectively and more effectively address the issues that face our communities and aim to help fund and uplift the local arts community, especially with the direct impact that COVID-19 has placed upon the arts community.

"I strongly encourage and welcome applications to this new round of the Public Artist in Residence program and the upcoming season at Artists' Row," said Mayor Kim Driscoll. "Public art creates vibrant and thriving communities, enlivens our city, and brings people together. I'm grateful to the City staff and volunteers on the Public Art Commission who continue to support these initiatives and make them possible."

The Artists' Row initiative is a seasonal program that provides space for artists and artisans looking to build their audience and/or arts practice through daily engagement with residents and visitors to Salem. Participation in the Artists' Row program is envisioned as a springboard opportunity for creatives wherever they are in their career that can help take them to the next stage/level in their unique professional development journey. It is very much a shared space for artists and visitors alike, where creativity happens, and unique arts-related goods and activities can be experienced in an animated public place.

The City of Salem is currently looking to fill one (1) paid position per year for 2022, 2023, and 2024 for the Public Artists in Residence. There are three (3) positions available in total, one each year, and each residency lasts for a term of 8 months.

Additionally, the City is seeking applicants for each of the three (3) available market 'stalls', which can be used as makers space with a retail opportunity for artists and creatives. Stall will be contracted for a two-year tenancy, starting in January 2023.

The City is interested in uses that will contribute to the vibrancy of the Artists' Row community and this important gateway to Salem's bustling downtown. The variety of activities/uses considered for Artists' Row spaces include, but are not limited to, original uniquely produced or handcrafted artworks and products, performances, art 'happenings', art 'interventions', art making, and temporary public art installations.

To view the full Call for Artists text and to apply to the program please visit: https://bit.ly/Apply2ArtistsRow.

Photo: John Andrews/Creative Collective

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VOLUME 8, ISSUE 2 FEBRUARY 23, 2022

From the Mayor's Desk

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Dear Salem resident,

February 27th marks the 178th anniversary of Dominican Independence and I invite all Salem residents to join with their City in marking this special day. Please join us at Lafayette Park on Friday, February 25, 2022 at 4pm, for the annual raising of the flag of the Dominican Republic (weather permitting).

Close to one in ten Salem residents are of Dominican heritage and our Dominican community has contributed greatly to the economic and cultural foundation of our city.

Generations of Dominican immigrants and their families adding to the fabric of Salem in a myriad of ways – as teachers, small business owners and entrepreneurs, civic and faith leaders, volunteers, neighborhood advocates, laborers, front line workers, nurses and doctors, police officers and firefighters, artists and creatives, and so much more.

Dominican Independence Day is an occasion to celebrate the history, legacy, and enduring positive impacts of our Dominican residents. We encourage all Salem residents to join us in commemorating this day and declaring Feliz Día de la Independencia Dominicana!

As we approach the end of February, I'm also pleased to share that the number of COVID cases continues to decline, as the number of vaccinations is increasing. Despite this trend, however, we are not ending our vigilance when it comes to this deadly virus. 117 Salem residents have died from COVID since this pandemic started. One in four residents have become sick from it.

While rates are improving, we know—and just witnessed– how quickly a variant surge can develop and overwhelm our local healthcare system.

We will continue our wastewater surveillance testing program and our efforts to distribute free rapid at-home tests for residents and, through our schools, for students. Because our school vaccination rates are so low still, the School Committee has kept the mask requirement in place in our school buildings. And our Board of Health, who has worked diligently and professionally throughout the pandemic, will continue to monitor key daily and weekly metrics to judge what actions are necessary to protect the public health of Salem residents.

The single best way you can protect yourself, your loved ones, and your neighbors, is by getting vaccinated. And, if you are vaccinated, get booster. The COVID vaccines are safe, effective, and readily available for free. Visit www.salem.com/vaccine to find out more and find a site to get your protective vaccination today.

Thank you, as always, for taking the time to read the FYI Salem newsletter. You can subscribe to get the updates in this newsletter directly by email by signing up for City News & Announcements at www.salem.com/subscribe.

Kim Driscoll
Mayor
Salem

FYI SALEM

No Place for Hate

Over the past several weeks members of the Salem Board of Health and Health Department staff with names perceived to indicate that they are Jewish have been directly targeted by hateful, antisemitic messages and threats online, by email, and over voicemails.

These actions are unacceptable, repugnant, and worthy of condemnation by everyone, regardless of your perspective on the COVID mitigation measures enacted and modified by the Board of Health to help protect public health.

As community leaders in Salem, we stand united to express our unequivocal rejection of these antisemitic attacks, our condemnation of attempted intimidation – especially when it so clearly focuses on targeting an individual based on their race, ethnicity, or religion – and our solidarity with our neighbors who volunteer and serve our community thoughtfully, diligently, and objectively on our Board of Health and the staff in our Health Department who support them in that work. We reject and condemn vile, racist, antisemitic, and regressive attacks – whether online or in person. We support those who volunteer for public service, despite these atrocious and utterly unacceptable actions and messages. And we urge every member of our community to join us in asserting with absolute clarity that Salem is no place for hate.

Read the full list of signatories and, if you wish, add your name to the community statement, at www.salem.com/home/news/salem-no-place-hate.

Repair Café

Don't throw away your broken item – bring it to the Repair Café! SalemRecycles will be hosting a Repair Café on Saturday March 12th from 9am-12 noon at the Community Life Center at 401 Bridge Street. Appointments are required and walk ins will not be accepted. Schedule an appointment by contacting Micaela Guglielmi at mguglielmi@salem.com or 978-619-5672. Volunteers will be available to mend clothing, sew buttons, sharpen scissors and knives, tinker with or rewire electronics and lamps, computer diagnostics, glue wooden furniture and ceramics, and more. These services may change as we confirm volunteers.

School Facilities Survey

Should Salem shift from school choice to a neighborhood schools assignment policy? As we look to the future, should a combined Junior / Senior (Grade 7-12) High School campus be something we consider? With enrollment declining and excess capacity, should we consider consolidating our elementary schools? Should Saltonstall remain a K-8 school or become a more traditional elementary school? Should we shift to a K-8 model throughout the entire district? Should Salem have one consolidated Early Childhood Center for our Preschool and PK students or should we offer PK at each elementary school? These are just some of the scenarios and options currently under consideration. Now is the time to weigh in so that we can make the best decisions moving forward. This plan will impact our schools within the next several years and beyond. We need your input! Please take our school facility master planning community survey at https://forms.gle/3XKD6Cqfck1B27to9.

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FYI SALEM

Online Bill Pay Warning

The City of Salem has been made aware of a website that appears to represent itself as the portal for paying City bills online.

The only officially authorized online bill payment portal for the City of Salem can be accessed at www.salem.com/paybills.

Third party websites not authorized by the City may charge you additional fees and/or collect personal data about you. Use of these third-party systems is done at your own risk.

The City strong advises against using third-party or unofficial payment systems for paying City bills. If you have any questions about paying City bills online, please contact the Salem Collector's Office at 978-619-5621.

Diversity Catalog

The Cities of Salem, Beverly, Peabody, and Lynn, and the Towns of Swampscott and Marblehead have published the second annual North Shore Diversity Catalog, a regional vendor registry for minority- and women-owned businesses (MWBE).

Originally published in May 2021 with 138 participating businesses, participation nearly doubled this year, with 249 businesses participating in the 2022 Catalog.

The Diversity Catalog assist municipalities in improving equity and diversity in municipal contracts and bids and provides residents and other businesses with a single, comprehensive catalog of such businesses that they can support.

View the 2022 North Shore Diversity Catalog at www.salem.com/diversitycatalog.

"I am very excited to continue this effort and share the 2022 North Shore Diversity Catalog," said Salem Mayor Kim Driscoll. "This directory is not only a mechanism for regional municipalities as they strive to diversify their procurement efforts, it is also a marketing tool for our local businesses and a resource for those who wish to support our diverse small business community."

City of Salem
Weekly COVID-19 Stats
Case and testing data as of February 12, 2022, except Active Cases, which is as of February 17. Hospitalization as of February 16. Vaccine data as of February 15. SPS data as of February 10.

Public Health
Salem Board of Health

Total Cases 10,566	Current Active Cases 85 ↓	New Cases in Last 14 Days 170 ↓	14 Day Average New Case Rate 27.0 ↓
Salem Hospital COVID+ 2 ICU ↑ 8 Med/Surg ↓	7 Day Average Regional ICU Occupancy 85.6% ↑	Regional Hospital Capacity 5.9% ↑	Regional Hospital Beds Open 16 ICU ↑ 45 Med/Surg ↑
Total PCR Tests 254,211	PCR Tests in Last 14 Days 5,407 ↓	PCR Percent Positivity in Last 14 Days 3.85% ↓	New SPS Cases in Last Week 27 Students ↓ 5 Staff ↑
Total Fully Vaccinated 32,179	New Fully Vaxed in Last 14 Days 381 ↑	% All Residents Fully Vaccinated 71.5%	% Eligible Residents Fully Vaccinated 75.7%

www.salem.com/covid

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Salem Park, Recreation and Community Services

March 2022

Welcome to Opening Day! - Thursday, March 31st 1:00-5:30pm

Salem Council on Aging Red Sox Fans are welcome to join us as we root on the Boston Red Sox during their home opener with the Tampa Bay Rays.

The cost is $5.00 per person and will include grilled Fenway Franks, potato salad, popcorn, cracker jacks, and (2) drink tickets good for beer, wine or soda.

Opening pitch is at 2:10pm and we will be watching the game on the big screen in the Great Room.

During the game we will have table games, lawn games and cards set up for your enjoyment.

Registration is required for this event. Please contact Rosanna at 978-744-0924 to register.

Garden Craft Club

Get ready for spring with the Garden Crafts Club. Youth ages 10-15 can create their own herb planters, garden decorations and even an indoor terrarium!

Mondays, March 7th—21st
4:30-5:30pm
$15.00 per person, includes all supplies
Register at salemrec.com.

Wellness Lecture Series by Donna Clifford

Join Donna Clifford as we discover the joy of being fulling alive. Donna brings over 40 years of clinical nursing and holistic practices to each presentation. All presentations begin at 4:00pm.
Cost is $20.00 per class/$10.00 for seniors

Monday, March 7th—***Gut Health, the Key to a Healthy Body and Mind***
Monday, March 14th—***May Your Dreams Come True, Realizing Our Purpose Through Food***
Monday, March 21st—***Happy Sleep, How to Get a Good Night's Sleep and Wake***

To register for a lecture, please contact Rosanna at 978 -744-0924.

Muscle & Strength-HITT

Join local fitness instructor, Beth Schultz for this weekly class which will help increase your muscle strength, coordination and endurance. This class will offer equal parts cardio and strength training.

Ages: 18+
Date: Mondays,
March 7th—April 4th
5:00-6:00pm
Cost: $45.00 for the 5 week session or $10.00 per night. Register at salemrec.com.

We had a great time at our Valentine's Sweets and Fun at the House of the Seven Gables during Salem So Sweet. We collaborated on an outdoor scavenger hunt on the Gables grounds for families to participant in.

Art Class is Back!

The Salem Council on Aging is thrilled to have our Thursday art class return. This class is funded by the City of Salem Department of Planning and Community Development and the U.S. Department of Housing and Urban Development.

March class dates are:
Thursday, March 10th 4:00-6:00pm and
Thursday, March 31st 4:00-6:00pm
Contact Rosanna at 978-744-0924 to register.

A huge thank you to all who created these special valentines for Salem veterans.

Peaceful Pretzels

We are thrilled to offer another session of Peaceful Pretzels. Kids, ages 5-11, can join Kristen Homan for this class that will blend yoga, movement, activities to help little ones learn skills to manage their big emotions.

Thursdays,
March 3rd—March 24th
4:15-5:15pm
$55.00 for the 4 week program.
Register at salemrec.com.

Salem Wellness Walks

Lace up your walking shoes and join us at the Salem Common for Salem Wellness Walks! Our special guest this month is Sen. Joan Lovely.

Wednesday, March 9th
9:00-10:00am
This event is co-sponsored by the Salem Council on Aging and the Salem Board of Health.

St. Patrick's Day Luncheon

The Salem Council on Aging will be hosting our annual St. Patrick's Day Luncheon complete with live music and dancing.

Thursday, March 17th
10:30am
$10.00 per person
Contact Rosanna at 978 744-0924 to register.

Salem Park, Recreation and Community Services
401 Bridge St. Salem, MA 01970 978-744-0924

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FYI SALEM

VOLUME 8, ISSUE 3 MARCH 7, 2022

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From the Mayor's Desk

Dear Salem resident,

Just weeks ago, the world witnessed an unprovoked and repugnant act of aggression by the Russian government towards the free and sovereign nation of Ukraine.

Nations, communities, and individuals across the globe have rightly condemned this illegal war and Salem is proud to join with them in doing the same.

We are heartbroken by the violence being visited upon the people of Ukraine and we denounce it loudly and firmly. The people of Salem stand with our friends in Ukraine, and we hold them in our hearts as their nation suffers this atrocious invasion.

To our Ukrainian neighbors here in Salem and throughout Massachusetts, we extend a supporting hand of friendship and of solidarity in these troubled times.

This past weekend hundreds of Salem residents turned out for a vigil at St. John the Baptist Ukrainian Catholic church here in Salem. They joined with members of the congregation is expressing their shared hope for peace and for compassion for those who are suffering during this senseless war.

If you would like to make a financial donation to support Ukrainian relief efforts, you can do so online through the United Ukrainian American Relief Committee: www.uuarc.org.

We can also take this moment to recommit ourselves to being a community, a commonwealth, a country – and, yes, a planet – that places a true value on the rights of every person, and on the preservation of democracy and pluralism at home and abroad. Because when democracy is crushed beneath the boot of authoritarianism, human rights are crushed as well.

As a city, Salem has our own unignorable history with the dangers that follow when a society discards, diminishes, and devalues those perceived to be "other." But we've changed and grown from that past, using the lessons and legacy of 1692 to inform and inspire us to a better present – and to a more hopeful future, one where the rule of law and equal justice prevail, where every culture and race and belief system are respected – not persecuted, and where the life of every person is valued.

We can each be a leader in achieving that future, in every interaction with one another, in how we teach and raise the next generation, and in how we treat those among us who are suffering, excluded, or oppressed.

Thank you, as always, for taking the time to read the FYI Salem newsletter.

Kim Driscoll
Mayor
Salem

FYI SALEM

Change to COVID Testing

The Commonwealth of Massachusetts will close the two "Stop the Spread" PCR COVID-19 testing sites in Salem – at St. Peter's Church and at Salem High School – on March 31, 2022. March 31st will be the last day of testing at both sites.

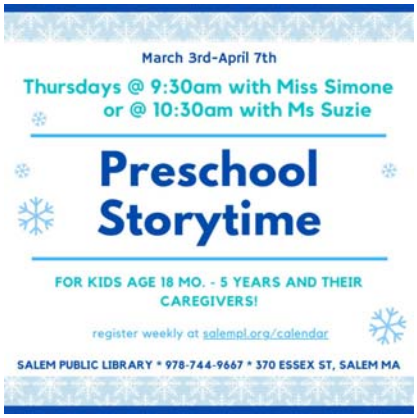
The Curative testing site, located in Riley Plaza, will remain through at least June 30, 2022. Free walk-up PCR testing is available to all residents at this location Mondays-Saturdays from 8:30 a.m. to 4:00 p.m. You must pre-register for an appointment time and may do so at https://curative.com/sites/33988.

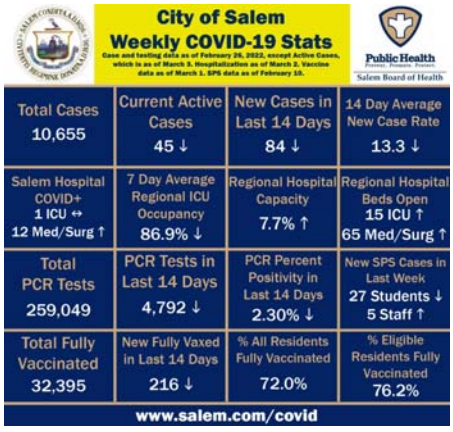
The City of Salem is providing an additional distribution of free rapid antigen COVID-19 tests for at-home use. Any Salem resident or individual who works in Salem is eligible to pick up three boxes of tests (two tests per box) from the Health Department offices, 98 Washington Street 3rd floor, Mondays-Wednesdays 8:00 a.m. to 4:00 p.m. and Thursdays 8:00 a.m. to 7:00 p.m. between March 7th and the end of March, or as long as supplies last.

Lastly, the City of Salem – in partnership with the Massachusetts Department of Public Health, Biobot, and the South Essex Sewerage District – continues to conduct surveillance testing for COVID-19 in the community's wastewater. Testing is conducted every other day and the resulting data are published at www.salem.com/covid.

Repair Café

Don't throw away your broken item – bring it to the Repair Café! SalemRecycles will be hosting a Repair Café on Saturday March 12th from 9am-12 noon at the Community Life Center at 401 Bridge Street. Appointments are required and walk ins will not be accepted. Schedule an appointment by contacting Micaela Guglielmi at mguglielmi@salem.com or 978-619-5672. Volunteers will be available to mend clothing, sew buttons, sharpen scissors and knives, tinker with or rewire electronics and lamps, computer diagnostics, glue wooden furniture and ceramics, and more. These services may change as we confirm volunteers.





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FYI SALEM

Call for Creatives

2021 People's Choice Award Winner, Zhonghe (Elena) Li, at work on her mural entitled "Being one with Earth"

The City of Salem is excited to announce two new calls for artists and performers!

CultureHouse Salem – CultureHouse Salem seeks North Shore based performers, artist, creatives, non-profit organizations, and businesses to participate in collaborative programming for the months of April, May and June 2022 at our pop-up community space hosted at Old Town Hall. Slight preference will be given to Salem-based entities. CultureHouse is partnering with the city to conduct an in depth community impact study around the activation of Old Town Hall as a year around Art & Culture destination to enliven and invigorate this historic community icon through direct support to local creatives by show casing their works. Submit your proposal/idea (https://www.salem.com/sites/g/files/vyhlif3756/f/uploads/culturehouse_salem_call_for_artists_and_collaborators.pdf) for how you could see your creative works as part of this exciting program and help inform the future of Old Town Hall. Applications will be accepted and reviewed throughout the 3 month program. Artists' stipends offered. Para la versión en español haga clic aquí: https://www.salem.com/sites/g/files/vyhlif3756/f/uploads/culturehouse_salem_convocatoria_para_artistas_y_colaboradores.pdf.

Salem Arts Festival Mural Slam - The Salem Public Art Commission and Salem Arts Festival are teaming up to present the 7th annual Salem Arts Festival Mural Slam. This dynamic live painting event engages the public with creative producers and contributes to downtown Salem's cultural vitality. This City seeks 12 artists to showcase their talents and contribute to keeping Artists' Row and downtown Salem a destination for world-class, inspiring, and engaging public art. Artist stipends offered. Submit your mural idea today! (https://www.salem.com/public-art-commission/pages/call-artists-salem-art-festival-mural-slam) Application deadline is March 31, 2022 at 11:59pm.

For more information about these opportunities, to learn how to apply, and find future calls please check out and bookmark our new Calls for Artists page: www.salem.com/arts-culture/pages/calls-art-artist-and-creatives

Free Dance Classes

Infuse Dance Studio, in partnership with the City of Salem, is thrilled to announce its new line up for FREE adult dance classes at Old Town Hall.

Dances of all levels welcome. All classes are 18 and over. Pop into open house and try them all for free. Each open house event will feature a different rotation of teachers and classes.

All open houses are taking place in Salem's Old Town Hall, 32 Derby Square, Salem MA, in the Great Hall. This series will run on the fourth Saturday of the month February through May.

Registration not required but encouraged, you can RSVP here: http://www.infusesalem.com/

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FYI SALEM

School Updates

Unified Sports

This winter, Salem High School launched our Unified Sports program. It has been an incredible way to help foster a more inclusive environment at SHS by bringing together students with and without disabilities as both competitors and teammates, with an eye on breaking down social walls, developing friendships, and furthering inclusion in the school community.

In this inaugural strength and conditioning season, we've had 46 students and 12 staff members compete together in various exercises. The energy and joy have been amazing!

Moving forward, we're excited to host three seasons during the school year: basketball in the fall, strength and conditioning in the winter, and track and field in the spring.

This was the final week for our Unified Sports program. We are proud of what these athletes have accomplished over the last 6 weeks and what they will accomplish in future seasons.

Act of Kindness

Acts of kindness can turn around someone's day and our WHES students showed them all how to do it. Mr. Collins' 4th and 5th grade civics class is learning about community building, caring for others and performing random acts of #kindness with the hope that others will pay it forward.

Last Day of School

With our two snow days and our one wellness day, the last day of school is currently Friday, June 17th (June 15th for our Pre-K and Kindergarten students). For Carlton Innovation School the last day will be June 23rd (June 17th for Kindergarten families) given that June 20th is a holiday for Juneteenth).

Please know that this is subject to change depending on the weather over the coming months.

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FYI SALEM

VOLUME 8, ISSUE 4 MARCH 23, 2022

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From the Mayor's Desk

Dear Salem resident,

Earlier this week we announced the new Salem Housing Stability Service, a program launched in partnership with the Essex County Bar Association (ECBA).

The new service will provide renters and landlords with information, guidance, and connections to resources to strengthen housing stability, avoid costly evictions, and help maintain the integrity of our neighborhoods.

COVID-19 has resulted in many housing challenges for renters and landlords alike, along with a need for housing information and resources related to housing rights, responsibilities, and opportunities.

The Housing Stability Service includes drop-in hours, a Housing Stability Hotline and a Housing Stability webpage. Drop-in hours with an ECBA attorney will be available:

Community Life Center (401 Bridge Street)
· 4th Wednesday, 9am-2pm (starting March 23, 2022)
· 2nd Thursday, 3pm-7pm (starting April 14, 2022

Espacio (105 Congress Street)
· 1st Wednesday, 9am-2pm (starting April 6, 2022)
· 3rd Thursday, 3pm-7pm (starting April 21, 2022)

The Housing Stability hot line is 978-500-0973 and is answered live Wednesdays from 9am to 2pm and Thursdays from 4pm to 7pm. Outside those times, leave a message and an ECBA attorney will get back to you.

The Housing Stability website is salemhousinginfo.com. It will be updated regularly with up-to-date resources and information on tenant/landlord responsibilities, eviction process and eviction intervention resources, court information, laws, and other housing-related information.

These services provided by the Housing Stability Service are not legal advice. These services are to help educate and inform Salem owners and renters about their housing options and opportunities, as they relate to renting in Salem. The goal of the program is to help resolve housing problems to foster greater neighborhood and housing stability. When needed, referrals to legal aid or lawyer referral services will be made available for those that specifically seek or need legal redress through litigation.

For some Salem residents, the pandemic has resulted in an exacerbation of housing security challenges. The Housing Stability Service can help owners and renters understand their obligations and the options available to them when they are facing difficulties.

Our hope is that the service can help mediate housing issues and prevent legal action in court, which can create even more financial hardships, housing problems, and mental health crises for renters and landlords alike.

Thank you, as always, for taking the time to read the FYI Salem newsletter.

Kim Driscoll
Mayor, City of Salem

FYI SALEM

Unclaimed Funds

Salem's City Treasurer's office has released the most recent list of unclaimed checks at www.salem.com/unclaimedfunds. According to Massachusetts General Laws, Chapter 200A Section 5, funds are presumed abandoned unless claimed by the person entitled to them within three years after the date prescribed for payment. If your name appears on the list at www.salem.com/unclaimedfunds, submit a claim form by March 31, 2023 to the Treasurer's office (98 Washington Street, 3rd floor, Salem MA 01970). Claim forms are also available at www.salem.com/unclaimedfunds. If you have any questions, please contact the Salem Treasurer's office at (978) 619-5635.

PowerChoice

Updated electricity generation disclosure labels are available for the City's electricity program, Salem PowerChoice. These documents include details about the electricity supplied through the program, including sources and associated emissions, as well as other information. https://bit.ly/3CYlk0O.

Transfer Station Opens

Salem residents with proof of residency or property ownership will be able to drop off their yard waste at the Salem Transfer Station on Swampscott Road starting on Saturday April 16th. Hours for the facility are the same as last year: Saturdays 7am to 3pm and Sundays 9am to 5pm, including Easter Sunday April 17th. 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 as scheduled, the week of April 18th. Subsequent curbside yard waste collection will take place the weeks of June 20th, September 19th, October 17th, November 28th, and December 12th. Curbside collection of yard waste takes place on the regularly scheduled trash day for the street. Curbside yard waste must be in paper bags or barrels. Do not place yard waste in Waste Management carts. Residential trash and construction and demolition debris is not accepted at the Transfer Station. Residents who need to dispose of residential trash more than that which fits within an approved curbside trash cart may purchase official overflow trash bags for curbside collection. Overflow bags are available for $2.50 each at the Department of Public Services (5 Jefferson Avenue), the City Collectors Office (93 Washington Street), Crosby's Marketplace (109 Canal Street), and Winer Brothers Hardware (86 Lafayette Street).

For more information about disposing of household junk and construction debris, please visit www.salem.com/recycling-and-trash/pages/alternatives-household-junk-construction-demolition-debris.

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FYI SALEM

Old Town Hall Forum

The City of Salem's Department of Planning and Community Development will hold a community forum to discuss the building history, current conditions, and plans for renovations and restoration for Salem's historic Old Town Hall.

The forum takes place on March 29, 2022 from 6:00 p.m. to 7:00 p.m. Join the online discussion at https://bit.ly/OldTownHallZoom or join on Zoom using meeting ID 876 0596 5167 and password TownHall. Find out more about Old Town Hall at www.salem.com/old-town-hall.

Opioids Settlement

The City of Salem will receive approximately $1.3 million between this year and 2038 as part of a historic lawsuit against pharmaceutical companies responsible for the ongoing opioids crisis. The funds are part of a $526 million award directed to Salem and the other roughly 150 Massachusetts municipalities that joined together to sue Johnson & Johnson, Cardinal, McKesson, and Amerisource Bergen for their roles in creating and exacerbating the opioids scourge impacting communities across the Commonwealth. Salem's allocations will vary between $60,000 and $150,000 per year over the sixteen-year agreement. All the funds will be directed toward opioid overdose prevention, education, and treatment.

"This is the first major award to the City in our ongoing legal efforts to hold accountable those companies responsible for profiting off of and furthering the opioids crisis in the community, but I am hopeful it will not be the last" said Salem Mayor Kim Driscoll. "Other litigation against additional companies is continuing through the legal process and may, if resolved in the City's favor, result in additional settlement amounts to fund this important work. Working in collaboration with our colleagues in other cities and towns, and our partners at the state level, we will hold these corporations accountable for the harm they have caused to our families and our community."

WM Scholarship

The City of Salem, in partnership with WM (the city's solid waste and recycling service provider), is excited to announce a new annual scholarship program! This scholarship will award $1,000 to Salem residents who are students pursuing college or graduate level studies in preparation for a career focused on environmental sustainability, including careers in environmental science or careers in other fields such as education, engineering or law so long as there is a specific environmental focus (e.g. science education, environmental engineering, or environmental law).

Applications are due by July 1, 2022 and should be sent via email to Micaela Guglielmi: mguglielmi@Salem.com. The application form is available online at www.salem.com/wmscholarship.

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FYI SALEM

Street Sweeping

Spring street sweeping will begin on Salem's entrance corridors on March 22 through March 31 and continue into residential neighborhoods April 4 and through May 6. Entrance corridors will be swept six times from March through September. Each entrance corridor will be swept over a period of two consecutive days alternating between the odd and even side of the streets. Each corridor will be posted with temporary 'No Parking/Tow Zone' signs and parking will be prohibited between the hours of 5am to 7am on sweeping days. Workers will utilize blowers to clear corridor sidewalks of debris prior to the first entrance corridor sweep. Find the 2022 sweeping schedule at www.salem.com/streetsweeping.

DPW will blow and sweep streets and sidewalks in the downtown beginning on Wednesday, March 23 and then on every third Wednesday of the month from April through September. Blowing will begin at 9:00 p.m. followed by street sweeping at 11:00 p.m. to approximately 3:00 a.m. The downtown area will be posted with 'No Parking Tow Zone' signs, so please remove vehicles from the affected downtown streets on sweep days during the post hours so they will not be towed. Residents on the affected streets may park free of charge at the Museum Place Garage from 8:00 p.m. Wednesday evening to 8:00 a.m. Thursday morning, with proof of residency, on sweep days.

Residential neighborhood street sweeping will take place April 4 to May 6. Neighborhood sweeping will continue to take place on both sides of the street on the same day. Sweeping will take place from 7:00 a.m. to 3:00 p.m. Each neighborhood route will be posted with temporary 'No Parking/Tow Zone' signs and parking will be prohibited between the hours of 7:00 a.m. and 3:00 p.m. 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 2022 Spring Street Sweeping Schedule and match it with the calendar. Monday sweep schedules are for the preceding Friday's trash day. Please note the sweep date changes on the calendar because of holidays. Street sweeping schedules can be found at www.salem.com/streetsweeping or at the DPS office at 5 Jefferson Avenue. There is also a searchable map online at www.salem.com/streetsweeping.

Residents can use entrance corridor streets as alternative parking areas on the day of their neighborhood sweep. Entrance corridor streets are Boston St., Bridge St., Essex St. (from Boston St. to North/Summer St.), Lafayette St. (from Derby St. to Marblehead line), Loring Ave., and North St. Once a neighborhood street is swept, residents will be able to move their vehicles back onto their street. For a list of parking alternatives go to www.salem.com/streetsweeping. Remember, if you choose to move your vehicle to an entrance corridor street you must adhere to all current parking restrictions and metered rates on the entrance corridor, including resident parking restrictions.

There will also be additional sweeping scheduled in the Point Neighborhood. Sweeping will take place on March 28 and continue with twice monthly sweeps from April through September. Cars must be removed from both sides of the street on these days. 'No Parking/Tow Zone' signs will be posted and parking will be prohibited from 7:00 a.m. to 3:00 p.m. Residents on the affected streets may park in the South Harbor Parking Garage, free of charge, between the hours of 8:00 p.m. Sunday to 8:00 p.m. Monday, on sweep days, with proof of residency.

Certain weather conditions prohibit the use of the street sweepers. During moderate to heavy rainfall and extreme cold temperatures sweepers will not be able to operate. Weather cancellations will be posted on www.salem.com.

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FYI SALEM

Short-Term Rentals

With spring approaching, some Salem homeowners and property owners may be thinking about listing their home or a portion of it as a short-term or vacation rental on such platforms as Airbnb, VRBO, and the like.

In 2018, the City of Salem adopted rules regulating short term rentals (STRs). This update is offered as a reminder of those rules, in the event you are considering renting out your property on one of these platforms. You can find more details about STRs in Salem, as well as a "dynamic" FAQ, at www.salem.com/str.

- **You must live in the property you are planning to offer as a STR.** With only a few small exceptions, STRs that are NOT owner-occupied are illegal in Salem. Allowable STRs are the dwelling you reside in (at least six months of the year) or one that is in the same building where you live. For example, if you live in your house and are going away for a week and want to rent it out, that is permitted. If you own a two-family house and live on one side and rent the other on a STR platform, that is permitted. If you own two 1-family houses in Salem and live in one but want to rent the other out on a short-term basis, that is not permitted.

- **You must register the STR with the City**. In order to list a STR within the City of Sale, you must register the unit, first. There is a $50 fee to do so and registration is required annually. The registration form is available online here: www.harmari.com/client/reg-portal/register/salem. Failure to register your STR could result in fines or even in having your listing removed by STR platforms. The City uses a vendor, Harmari, that scans STR platforms weekly for Salem listings, then identifies unregistered units so the City can issue warning notices and, if necessary, tickets. Properties with excessive fines/ordinance violations within the past six months or that have unpaid City bills are prohibited from registering as a STR.

- **You must get a Certificate of Fitness from the Salem Health Department.** Certificates of Fitness are required for all residential rental units in Salem, whether they are offered on a short-term or longer-term basis. The fee for a Certificate of Fitness is $50 and it is required annually for STRs. You can apply for a Certificate of Fitness here: https://salemma.viewpointcloud.com/categories/1085. After you apply, you must call the Health Department at 978-741-1800 to schedule the required in-person inspection. No Certificate can be issued without an inspection first. The Certificate of Fitness ensures that the unit being offered for rent complies with state and City codes and regulations and is safe for habitation.

- **Per Massachusetts state law, STR operators must collect room excise taxes from customers and pay it to the Commonwealth.** This is not a City rule or function, however it's important for STR operators to know about it, to avoid potential tax liabilities and violations with the Massachusetts Department of Revenue (DOR). You can find more details about this requirement and a link to register with DOR here: www.mass.gov/service-details/room-occupancy-excise-tax.

- **There are rules about parking, noise, information you are required to furnish to guests and to the City, and more.** Those planning to offer a STR in Salem are strongly encouraged to familiarize themselves with the City's specific rules for doing so: https://library.municode.com/ma/salem/codes/code_of_ordinances?nodeId=PTIIICOOR_CH15SHRMRERE (see, especially, since 15-6: "Requirements for short-term rentals").

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FYI SALEM

VOLUME 8, ISSUE 5 APRIL 12, 2022

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From the Mayor's Desk

Dear Salem resident,

Spring is here!

As you get into your spring cleaning routine, don't forget that the transfer station opens for yard waste drop off the weekend of April 16th and then the following week, of April 18th—23rd, is curbside yard waste pick-up. Then, the SalemRecycles Book Swap returns to the CLC on May 7th, so you can get rid of some of those old books and CDs (or pick up some new ones!).

The city-wide Spring street sweeping is still underway in neighborhoods, as well, so please be mindful of the notifications and signs. When they go up, please move your car on your sweep day so DPW can sweep your street effectively.

There's a lot of information in this issue of the FYI Salem newsletter, but I wanted to especially highlight a few items.

First, the Salem for All Ages speaker series returns to the Community Life Center later this month. The last season of this series proved to be very popular and I hope you'll consider registering to attend one or many of this season's free offerings!

If you're a landlord or a tenant in need of housing assistance, our new Housing Stability Services—being offered through a partnership with the Essex County Bar Association—has announced its April and May drop-in hours, or call the hotline and visit the program website.

The annual Resident Survey is now online at www.salemma.gov/mayor through April 15th. This survey is an important tool for the City as we plan services and approaches to government for the year ahead. Please take a few minutes to fill it out today!

April has brought some changes to COVID testing in Salem. While the state testing sites have closed, we're still offering free rapid test kits to all Salem residents and those who work in Salem. Also, if you're not vaccinated or boosted, now is the time to do so! Visit www.salem.com/vaccine for details.

Lastly, earlier this month we marked the second anniversary of the first death of a Salem resident from COVID-19. Vitalina Williams was just 59 years old when she was taken from her family and our community in 2020.

When she passed, one in 700 Salem residents had been infected by COVID. Today, it is one in four. This virus has touched all of us in some manner, and some - like the Williams' family - it has impacted most deeply of all.

As we reflect on the anniversary of the first COVID-19 death here in Salem, it's an opportunity for us to rededicate ourselves to our shared well-being and safety, and to compassion for one another. Please keep the memory of Vitalina and all 110 of our neighbors who have lost their lives to this awful virus in your heart.

Kim Driscoll
Mayor, City of Salem

FYI SALEM

RESIDENT SURVEY

Mayor Kimberley Driscoll today announced that the thirteenth annual Salem Residents Survey is now online. The survey is available by clicking the "Salem Residents Survey" button at www.salemma.gov/mayor.

The survey is available in English, Spanish, Portuguese, French, Arabic, and Chinese. The 2022 residents' survey will be online through 10:00 a.m. Friday, April 15, 2022. All Salem residents are encouraged to take the online survey and share their opinions on a range of issues facing the City of Salem and their view of City services.

"The 2022 survey marks the thirteenth 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 several 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, which will be published later this spring at www.salem.com/fy23. 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.

Book Swap

On Saturday, May 7, 2022, SalemRecycles will host a Book Swap from 10am to 1pm at the Salem Community Life Center at 401 Bridge Street. Come on by and look for books or drop off books that you don't need anymore.

Bring your: books, CDs & DVDs, video games, records, re-usable bags, and greeting cards. All items must be clean, dry, and mildew free.

If you have lots of books, you may drop them off before the event during the times below. Volunteers will be available to help carry and unload items. Please, no drop offs outside of these scheduled times:

- Friday, May 6th, 4:00 pm – 7:00 pm at the CLC at 401 Bridge Street.
- Saturday, May 7th, 9:00 am – noon at the CLC at 401 Bridge Street

Discover Books will take the remaining un-swapped books and media at the close of the event to be donated or recycled. Please note the event is not open to the public until 10am, but donations will be accepted starting at 9am. No book dealers or more than two bags per swapper before noon.

Contact Micaela Guglielmi at mguglielmi@salem.com or 978-619-5672 with specific questions or to volunteer.

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FYI SALEM

MAYOR JEAN A. LEVESQUE COMMUNITY LIFE CENTER

Speaker Series

4/26: An Evening of Storytelling with Mayor Kim Driscoll, Lucy Corchado, and Jim McAllister

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6/7: History of Enslaved People of Massachusetts with Vijay Joyce

This are live, in-person events. We are happy to announce that we can now welcome all attendees (age 21+) with a glass of wine! Admission is free but seating is limited. Please register in advance at salemforallages.org

Salem for *All* Ages
salemforallages.org

7:00pm-8:00pm
Levesque Community Life Center
401 Bridge Street, Salem, MA 01970

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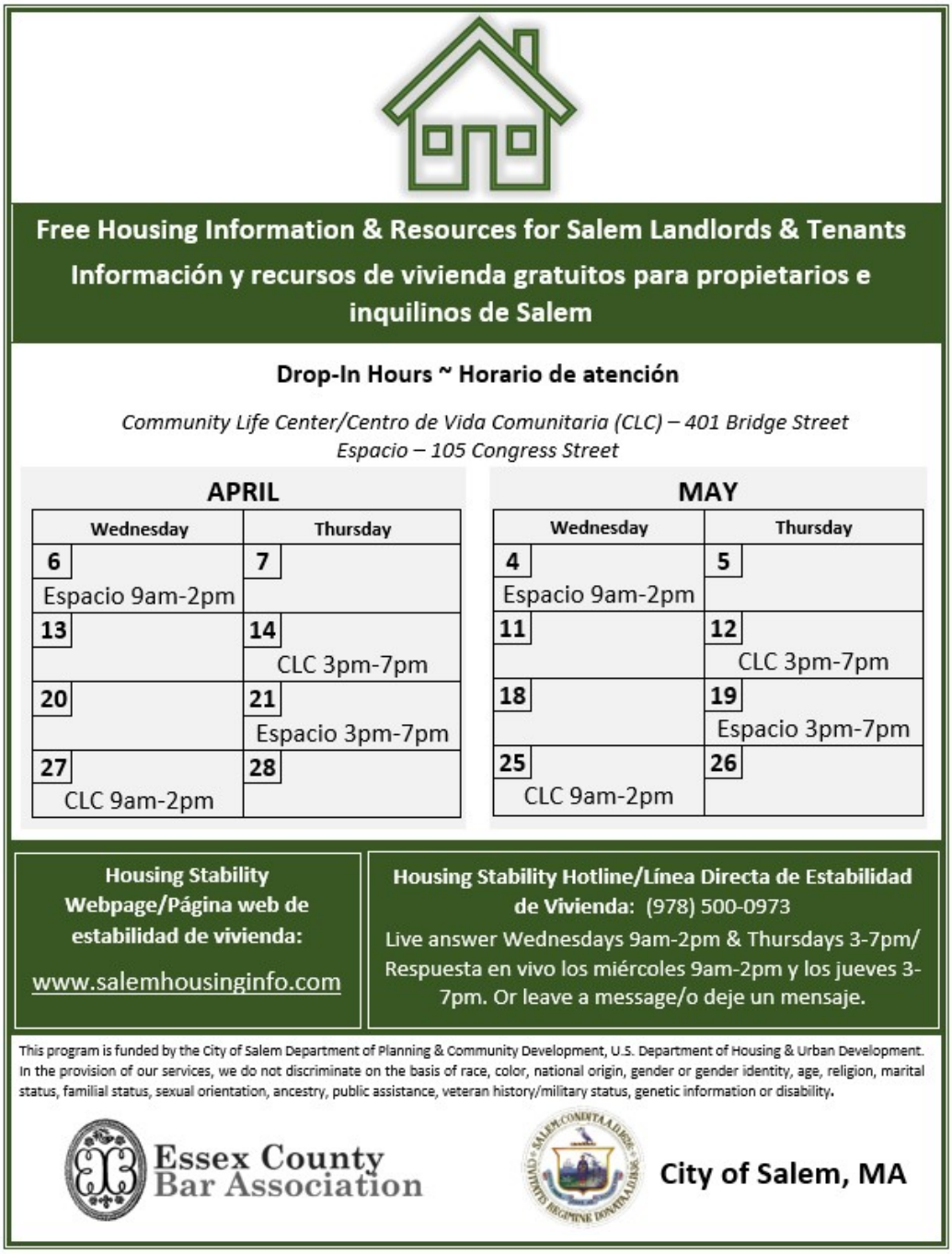

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Housing Stability Webpage/Página web de estabilidad de vivienda:

www.salemhousinginfo.com

Housing Stability Hotline/Línea Directa de Estabilidad de Vivienda: (978) 500-0973

Live answer Wednesdays 9am-2pm & Thursdays 3-7pm/ Respuesta en vivo los miércoles 9am-2pm y los jueves 3-7pm. Or leave a message/o deje un mensaje.

This program is funded by the City of Salem Department of Planning & Community Development, U.S. Department of Housing & Urban Development. In the provision of our services, we do not discriminate on the basis of race, color, national origin, gender or gender identity, age, religion, marital status, familial status, sexual orientation, ancestry, public assistance, veteran history/military status, genetic information or disability.

Essex County Bar Association

City of Salem, MA

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FYI SALEM

URL Change

You may have noticed that the City of Salem website has begun to resolve as salemma.gov. This is an important step in migrating to a more secure, and appropriate, name space for the city (ie, .edu for educational institutions; .gov for local, state and federal government). The migration will be a lengthy process and salem.com will live on, though over time the primary access point for email, online and other services will move to salemma.gov. Look for additional updates in the coming months as the migration moves ahead. For information about .gov please follow this link: https://home.dotgov.gov/about/.

COVID Testing Changes

The state has closed the two "Stop the Spread" free testing sites in Salem. The City of Salem, however, is continuing to provide free rapid antigen COVID-19 tests for at-home use. Any Salem resident or individual who works in Salem is eligible to pick up three boxes of tests (two tests per box) from the Health Department offices, 98 Washington Street 3rd floor, Mondays-Wednesdays 9:00 a.m. to 4:00 p.m. and Thursdays 9:00 a.m. to 7:00 p.m. through the end of April, or as long as supplies last.

Additionally, the free walk-up COVID-19 testing site in Riley Plaza operated by Curative has had a change in Saturday hours. On Saturdays the site will now be open 8:30 a.m. to 1:00 p.m. Additionally, pre-registration is no longer required at this site. Walk-up testing will be accepted at this location.

Shetland Park Meeting

A new planning effort for Shetland Park is launching with a public input website at www.publicinput.com/shetlandpark and a "come and go" Community Listening Session on Tuesday April 12, 2022 from 5:30-7:30 pm at the Salem Academy Gymnasium (16 Lynch Street). A virtual experience to participate in similar activities as the listening session will also be available.

This project is guided by the following objectives:

- Engage in a transparent, equitable, and flexible engagement process that builds trust and takes in perspectives from diverse stakeholders
- Build a shared vision for Shetland Park directly shaped by diverse input and shared priorities
- Develop a Framework Plan for the site the balances the goals of the community, site owners, and the City (A Framework Plan is a high-level strategy that is responsive to diverse needs. Framework plans include things like a development program, connections and views, open space network, distribution of height/density.)

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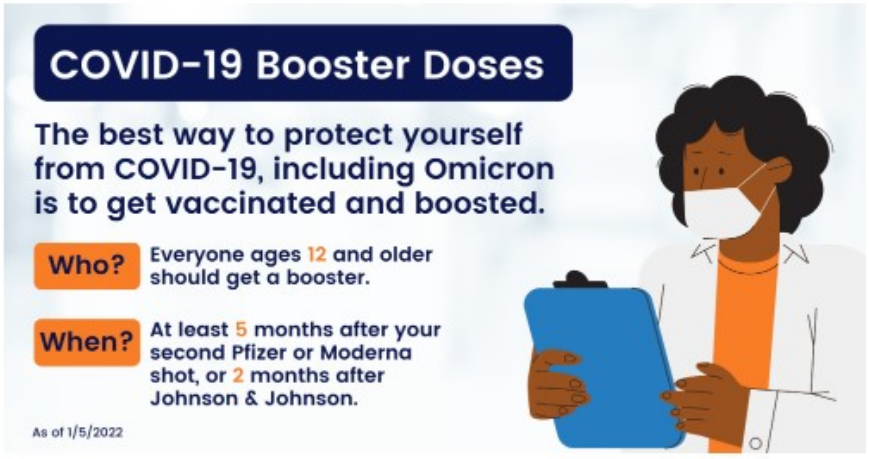

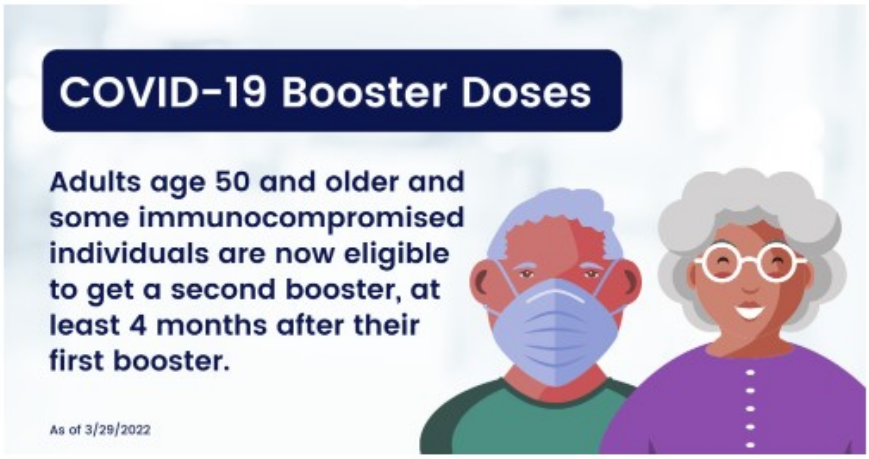

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FYI SALEM

VOLUME 8, ISSUE 6 APRIL 28, 2022

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From the Mayor's Desk

Dear Salem resident,

This week Regina Zaragoza Frey joined the City as its first ever Director of Diversity, Equity, and Inclusion (DEI). Regina comes to Salem from Colorado, where she was the Manager for Inclusiveness and Equity for Thorne Nature Experience, one of the state's first and largest environmental education organizations.

Prior to that she was the Volunteer Manager for the "I Have a Dream" Foundation of Boulder County and a Bilingual Emergency Response Specialist and Legal Advocate for the Safehouse Progressive Alliance for Nonviolence, where she provided victim advocacy and support to survivors of domestic violence in times of crisis.

In the Boulder community Regina served on the Board of the Boulder Chamber of Commerce and continues to be a part of their DEI Committee. She was also a founding member of Boulder County's LGBTQ Chamber of Commerce. Fluent in English and Spanish, as well as highly proficient in French, Regina holds a Master of Law in Ethics and Compliance from the University of Colorado.

In addition to advancing the recommendations and groundwork outlined by the Race Equity Task Force's recent report Regina will help us strengthen our hiring, retention, and training practices, examine policies and projects through an equity lens, and galvanize the forthcoming Race Equity Commission.

There is a lot to do, but I'm confident that, working collaboratively with one another, we can move this important effort forward and that Regina will be a singular, insightful, and important leader in that mission. You can find out more about race equity work here in Salem at https://raceequitysalem.org.

As a reminder, it's still important to get vaccinated and boosted with the COVID-19 vaccine. In addition, familiarize yourself with the treatment options available to you through your healthcare provider and your local pharmacy, should you become symptomatic and sick with this dangerous virus.

COVID-19 is still with us, and wastewater test data and positive case counts have moderately increased again in recent weeks. While we're certainly not facing a spike like we saw when Omicron emerged, the numbers are still going up—and we all have a role to play in order to help slow its spread and protect one another.

You can find COVID data for Salem at www.salemma.gov/covid and links to vaccination locations at www.salemma.gov/vaccine.

I'd like to close with an expression of sympathy to the family of Mollie Gill, who passed away on Sunday. Mollie volunteered in my office here at City Hall for a number of years before the pandemic. She was a kind, diligent, and generous person and she will be missed by us all.

Thank you, as always, for reading FYI Salem.

Kim Driscoll
Mayor, City of Salem

FYI SALEM

Budget Award

The City of Salem has received its fourteenth Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA), a nation-wide nonprofit organization. The award is the only national awards program for governmental budgets. The Distinguished Budget Presentation Award from the GFOA reflects the City's commitment to meeting the highest principles of governmental budgeting. In order to receive the award, the City had to meet or exceed nationally recognized guidelines for an effective budget presentation.

"I'm very pleased that we have once again earned this recognition and distinction from the GFOA, a nation-wide public finance watch-dog organization," 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. This award is reflective of the diligent work that goes into Salem's budget and our financial practices, and it is a credit to the professional staff in our Finance Department."

The GFOA guidelines are designed to assess how well a municipality's budget serve as a policy document, a financial plan, an operations guide, and a communications device. GFOA advances excellence in government finance by providing best practices, professional development, resources and practical research for more than 21,000 members and the communities they serve.

Race Equity Commission

The City of Salem is seeking applicants to volunteer to serve on the new Race Equity Commission, a board formed at the recommendation of the City's recent Race Equity Task Force. There are four seats open to Salem residents, each serving for a three-year term and subject to appointment by the Mayor and confirmation by the City Council.

The Commission has the following six charges: (1) Implementing the Race Equity Action Plan and updating the plan as needed. (2) Advising departments and officials to ensure programs, policies, budgets, and other ordinances are developed in a manner that avoid and reduce systemic racism and bias. (3) Developing and proposing new initiatives, programs, and policies to reduce systemic racism in Salem. (4) Designing and carrying out hiring and recruitment programs for the City and advising on employee training and retention programs all intended to increase the diversity of City workforce and the cultural competency of City employees. (5)Supporting and guiding community organizations, businesses, nonprofits, and other Salem entities as they work to improve racial equity in the community. (6) Seeking grants and other sources of support and funding to carry out the Commission's work.

"The work before the Commission is exceptionally important and urgent," said Mayor Kim Driscoll. "I encourage all Salem residents who believe they may be able to contribute constructively and positively to this effort to submit their application for consideration."

Those interested in applying for the Commission should submit a current resume and brief statement summarizing why they are interested in the appointment to Dominick Pangallo, Chief of Staff in the Mayor's Office, at dpangallo@salem.com.

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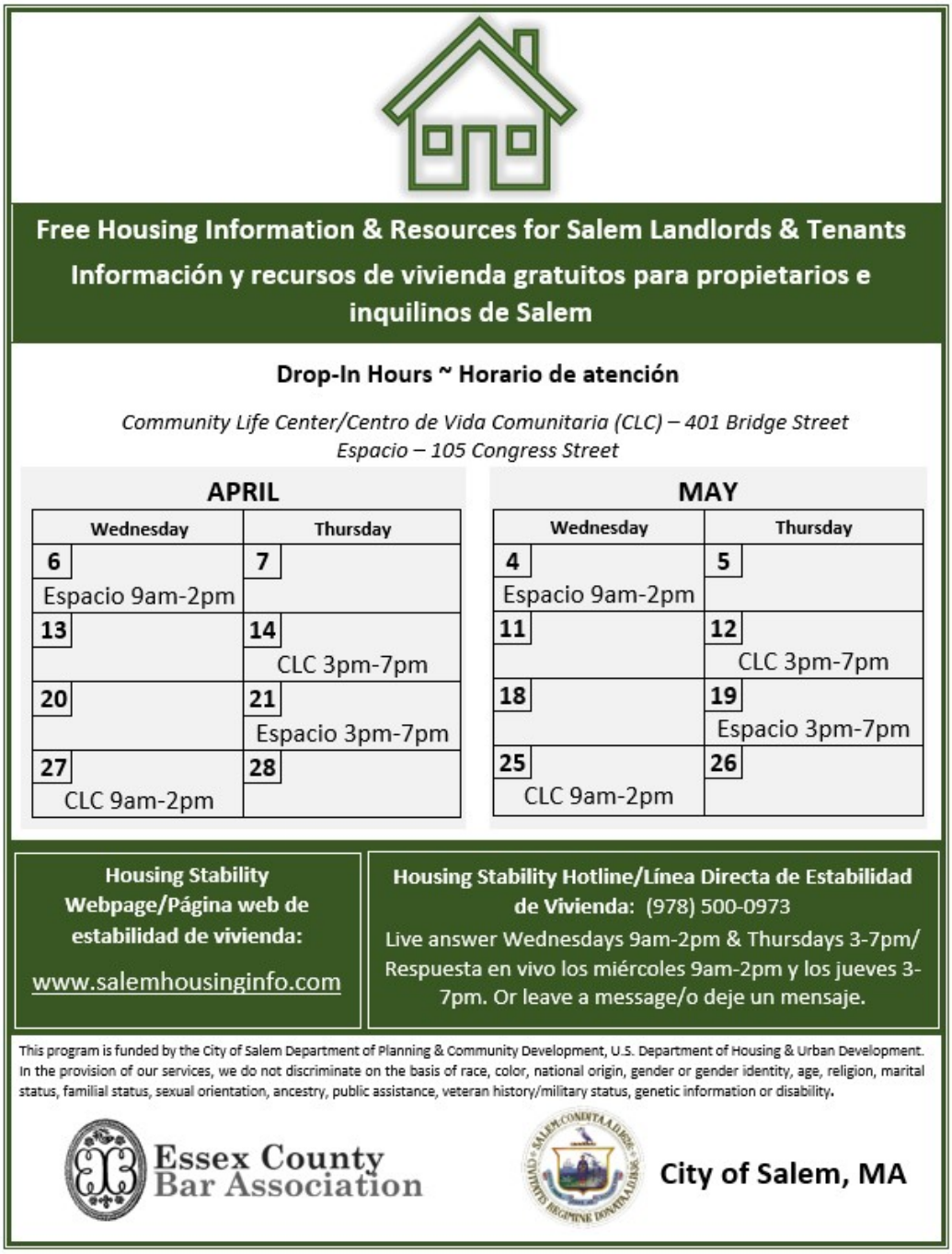

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Essex County Bar Association

City of Salem, MA

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FYI SALEM

Artists Row Launch

On April 30th and May 1st Artists' Row will come alive with FREE activities for all ages. Starting at 10am meet local artists, see them in their natural habitat, participate in free hands-on art making activities, sign up for workshops, listen to some live tunes, grab a bite to eat and even do a bit of shopping.

Throughout the weekend ShinDig will offer free make your own button workshops, a makers grab bag table, and an array of upcycled lovable oddities. Chagall PAC will host a variety of activities from artist Sadie Nadeau, of Sadie's Beads, will host a FREE make-your-own-earrings beading workshop from 2-4pm; to Dennis Shafer's sound painting workshop from 4-6pm; and an outdoor performance by Annie and the Fur Trappers filling the Row with music from 3-5pm. Later that evening Dennis will be joined by fellow ChagallPAC director Diana Norma, in their Interactive Poetry and Performance Workshop from 6-8 pm at CultureHouse Salem, located in Old Town Hall. Festivities on Artists' Row will continue Sunday, May 1st, with the ChagallPAC student recital at 12pm as well as a return of Sadie's Beads, ShinDig's, and Maia Mattson's wonderful hands-on workshops.

ChagallPAC offers up an eclectic array of handcrafted jewelry, fiber arts, poetry books, painting and so much more at their booth so passerby can get a taste of all this amazing collective of artists has to offer. ChagallPAC is a community of artists committed to collaborating across disciplines and exploring the ways we experience art. We believe art is never the same in any given moment, but rather evolving and continually being shaped by the imaginations of those who come into contact with it. We create performances that involve audience participation and expand to the newest reaches of contemporary performance art. Open Saturdays & Sundays 10am-6pm and starting April 30th, the shop will be open weekdays 12-6pm and weekends 10am-6pm. Visitors can also enjoy live music outside every Friday and Saturday night throughout the summer. chagallpac.com.

Beverly Bees will have experts available to answer your honeybee questions, an observation hive for visitors to view honeybees at work as well as a variety of hand made locally harvested beeswax candles and skincare. Watch them make beeswax candles and purchase some raw local honey from Beverly Bees' hives. Learn about bees, beekeeping, bee removal, how to help save bees and so much more. You can even view live bees in the shop's observation hive as a fun bonus! They are currently open Wednesdays-Fridays 11am-6pm, Saturdays 10am-6pm and Sundays 12pm-6pm. beverlybees.com.

Shindig!, along with visiting artists from TRIANGLE, will be setting up an expanded version of their shop including more upcycled, artist-embellished oddities, antiques, one of a kind fashion, patches, pins and more. Shindig! is all about fun! Inspired by pop culture and design, Shindig! creates and collects fun and unique jewelry, art, clothing, and other things you might not be able to live without. Family owned and operated, Shindig! is a small operation that's dedicated to creating cool things with as little waste as possible. Open 6 days a week 12:00-6:00pm, closed Tuesdays. shindigstudios.com

Maia Mattson, the new Salem Public Artist in Residence on Artists' Row, is a multidisciplinary artist specializing in botanical installations made from locally grown and foraged plants as her primary medium. As Salem's 2022 Public Artist in Residence, Maia will facilitate monthly nature-based art making workshops that will explore the many connections between nature, art, and human impact. The series will culminate in a community activated garden tour of the city. Learn more about the project and upcoming workshops on Instagram @stixsense.

In addition to the above, the longtime Salem favorite **The Lobster Shanty** is now open from Noon until Midnight seven days a week for both dine-in and take out service. Live entertainment resumes this year on Saturday evenings and outdoor seating is always available along with a new expanded menu! lobstershantysalem.com.

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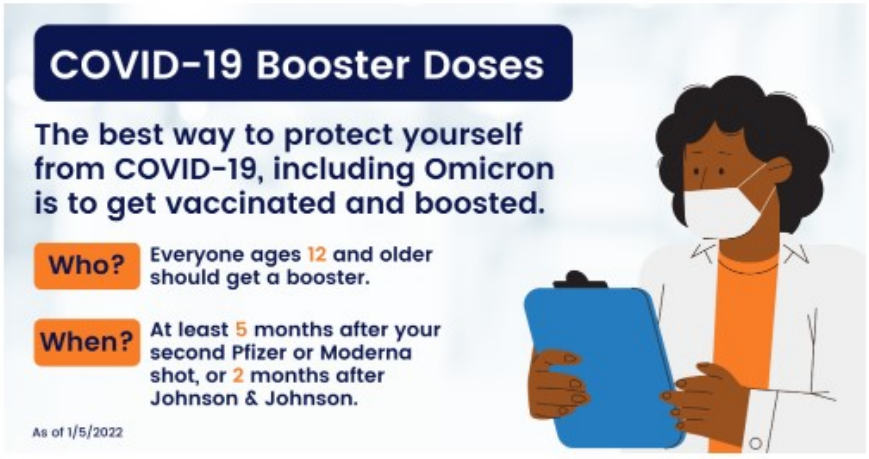

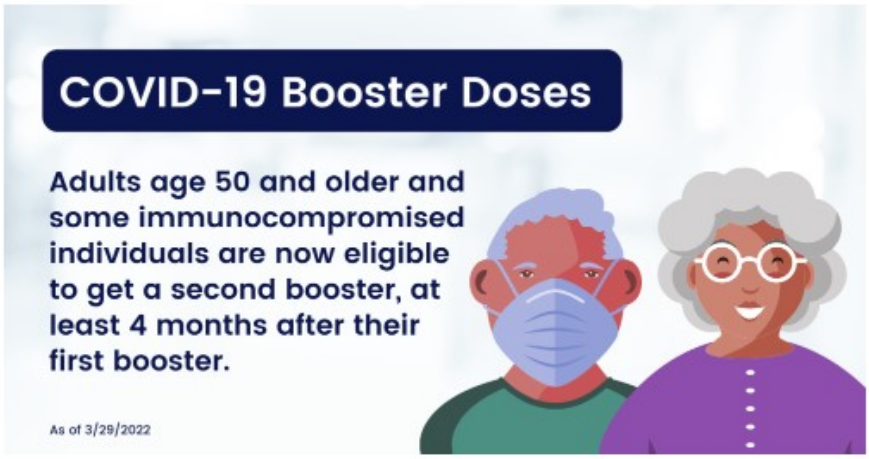

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FYI SALEM

VOLUME 8, ISSUE 7 MAY 9, 2022

CONTACT THE MAYOR'S OFFICE:

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Chief of Staff:
Dominick Pangallo
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From the Mayor's Desk

Dear Salem resident,

Salem is excited to once again celebrate Preservation Month!

Every year in May, communities throughout the nation celebrate Preservation Month to recognize the unique historic resources that make their communities special.

Salem is blessed with one of the most important and beautiful collections of historic buildings in the country.

This heritage defines Salem's unique character and sense of place and also serves as a vital tool that contributes to the city's economic health.

Some facts about Salem during this celebration:

- Salem's historic architecture spans almost 400 years and includes almost all of the architectural styles popular in the United States over the past four centuries.
- Salem has more than 4,500 resources documented in the City's historic inventory, the third largest inventory in Massachusetts.
- Salem has almost 1,700 historic buildings listed in the National Register of Historic Places.
- Salem's historic municipal assets date from the early 1600s to the mid-20th century and include historic buildings (15+), historic parks (7), historic monuments (5+), and historic cemeteries (5), as well as historic structures, artwork and documents.
- Salem has awarded more than $2.8 million in CPA funds to assist 37 historic preservation projects.
- Salem has more than 25 organizations that participate in the Salem Preservation Partners group.

This year's Preservation Month theme "*People Saving Places*" provides a perfect opportunity for Salem to thank our local preservation advocates.

It is through the tireless efforts of local individuals, friends' groups, and non-profits organizations that many of Salem's historic places have been saved and preserved for current and future generations.

The City and the Salem Preservation Partners are excited to host local events starting in May in order to focus attention on Salem's unique heritage and people.

Walking tours, in-person and virtual lectures and open house days are just some of the events planned.

The City also continues preservation efforts at some of Salem's most iconic historic landmarks, including restoration of the Salem Common Fence, improvements to Dickson Memorial Chapel at Greenlawn Cemetery and the refurbishment of the Almy's Clock.

Other recent preservation initiatives include an update to the Salem Historical Commission Design Guidelines, revisions to the Demolition Delay Ordinance, and efforts to address climate change impacts to historic resources through the *Preservation in a Changing Climate* initiative, an exhibit of which is currently on display on the first floor of Salem's City Hall Annex.

For more information on these projects and a list of partner events, visit www.preservingsalem.com.

Thanks for reading FYI Salem!

Kim Driscoll
Mayor, City of Salem

FYI SALEM

Salem Ferry

The City of Salem, in partnership with Boston Harbor City Cruises, will once again this year offer seasonal ferry service with several daily trips between Boston and Salem beginning May 26th through Halloween. Convenient departure and landing points for the approximately 50-minute ferry ride are 10 Blaney Street in Salem and One Long Wharf in Boston.

"The Salem Ferry is a terrific amenity and transportation alternative for Salem residents and visitors alike," said Mayor Kim Driscoll. "The return of the ferry each season is a celebratory moment and I hope those looking for a different way to get between Salem and Boston will take advantage of it, especially with discounted fares for Salem residents."

For Salem area residents, the Ferry is a great choice for commuters who work in Boston or for anyone visiting Boston for a day or overnight stay. Special commuter, Salem Resident and North Shore Resident rates are available when purchasing tickets in person with proof of residency. Discount multi-ride passes are also available. Free parking is available at the Blaney Street lot for ferry riders with passes available at the ticket booth.

For visitors to Boston, the Ferry provides a convenient and enjoyable way to take a day trip to Salem and experience all that the city has to offer. While onboard visitors can also enjoy beautiful views of Boston, Salem and the New England shoreline from the outdoor viewing decks or the temperature controlled inside decks.

The Landing at the Salem Ferry, Salem's completely-outdoor waterfront patio bar, located at the end of the Blaney St. Pier, will also return this season. Opening Day is May 25th and the season will run through Halloween – open Wednesday through Sunday, noon to 11 PM, weather dependent. This season, in addition to its regular offerings, an expanded live music calendar, events and additional food options are planned for The Landing.

RESIDENT, COMMUTER AND MULTI-RIDE RATES

Salem Resident Round Trip Rates: Adult - $19, Senior - $15, Child - $11

North Shore Resident Round Trip Rates: Adult - $31, Senior - $26, Child - $19

Commuter Round Trip Rates (Mon – Fri rush hour trips only): Adult - $16, Senior - $8, Child - $8

10 Ride Passes: Non-Commuter - $200, Commuter - $72

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FYI SALEM

Festival Grants

Mayor Kim Driscoll and the City of Salem are pleased to announce the creation of the **Festival and Special Event Support Program**, a grant program designed to support festivals and special events taking place in the spring and summer of 2022. The program is being announced as part of National Travel and Tourism Week, which runs from May 1st until May 7th.

"These events are a crucial part of what makes Salem a great place to live, work, play and are a critical part of our economy," said Mayor Kim Driscoll. "For residents, visitors, and businesses alike, options to gather safely will reawaken one of the key drivers of our local economy and are an important part of our recovery from the last two years of pandemic life. I can't wait to be part of the wonderful festivals and special events planned for Salem this spring and summer."

The program will provide financial support for organizations and entities that organize and hold festivals and special events in the City through September 15, 2022. Eligibility will be determined on a case-by-case basis and is open to non-profits, community groups, and other entities and will support cultural, creative, and historic focused programming as well as farmer's markets, awareness programs, and more.

For more information on the program or to apply, please visit www.salemma.gov/recovery. The Salem Festival and Special Event Support Program is made possible by the American Rescue Plan Act, which provides financial support to organizations that suffered an adverse economic impact as the result of the Covid-19 pandemic.

CLC Survey

Salem for All Ages, in partnership with the Salem Council on Aging and the Department of Parks, Recreation, and Community Services, are conducting a brief survey to gauge public feedback regarding the Mayor Jean Levesque Community Life Center (CLC).

While the survey is open to all, the hope especially is to gather input from Salem residents who do **not** normally visit the CLC. The survey will be online through 10:00 May 20 and can be found at www.salemma.gov/CLCsurvey.

"It's been about four years since the CLC opened and, especially with the impacts of the pandemic, we would like to get a sense of what types of programs and activities are working well and where we can grow," said Mayor Kim Driscoll. "I encourage all residents, whether they have been to the CLC or not, to take a few minutes to complete this brief, but important, survey."

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FYI SALEM

Free Bluebike Rides

May is Mental Health Awareness Month and National Bike Month, and Bluebikes title sponsor Blue Cross Blue Shield of Massachusetts is sponsoring FREE Adventure Passes each Sunday with "Miles for Mental Health" to shine a spotlight on the link between outdoor exercise and improved mental health. Go online to https://member.bluebikes.com/map/ to see the Bluebikes stations in Salem and grab a bike! Download the Bluebikes App and enter the appropriate code.

5/15: BlueMiles15
5/22: BlueMiles22
5/29: BlueMiles29

COVID Testing

The City of Salem is providing an additional distribution of free rapid antigen COVID-19 tests for at-home use. Any Salem resident or individual who works in Salem is eligible to pick up three boxes of tests (two tests per box) from the Health Department offices, 98 Washington St, Mondays-Wednesdays 9am-4pm and Thursdays 9am-7pm through the end of May, or as long as supplies last.

Open Space Advisory Group

The City of Salem seeks applicants to the advisory group for its forthcoming Open Space & Recreation (OSRP) planning process to begin in late-spring 2022 and conclude in early 2023. The OSRP process is a way for the City to identify community needs and desires on a variety of open space and recreation topics. The process will include informational presentations and community input exercises to discern goals and make recommendations to the community based both on input and professional community planning best practices and analyses.

The commitment is for: participating in group meetings every other month or so; public workshops (that may potentially be a combination of either physical or virtual meetings); providing feedback about the process and public forums, as well as helping draft potential survey questions for the community; getting the word out about the Salem OSRP 2029 process, public workshops and the online surveys; providing ideas and feedback for potential presentation content, preliminary goals, draft survey questions, and draft plan report in early/mid 2023.

The deadline to apply is May 24, 2022. Email tdevine@salem.com: (1) Name, address, phone number, and email address of nominee. (2) A brief explanation of how the nominee engages or wishes to engage in Salem's Park & Recreation facilities or programming. (3) A summary of the nominee's interest in serving on the advisory group. (4) Any further information that may support the City in its selection of advisory group members. The City expects to receive more nominations than it can accommodate and therefore cannot guarantee that any application will result in selection to serve on the Advisory Board.

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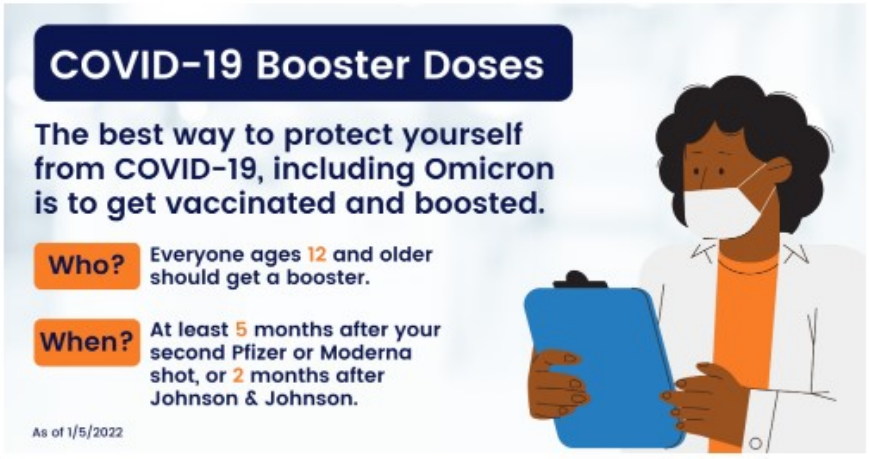
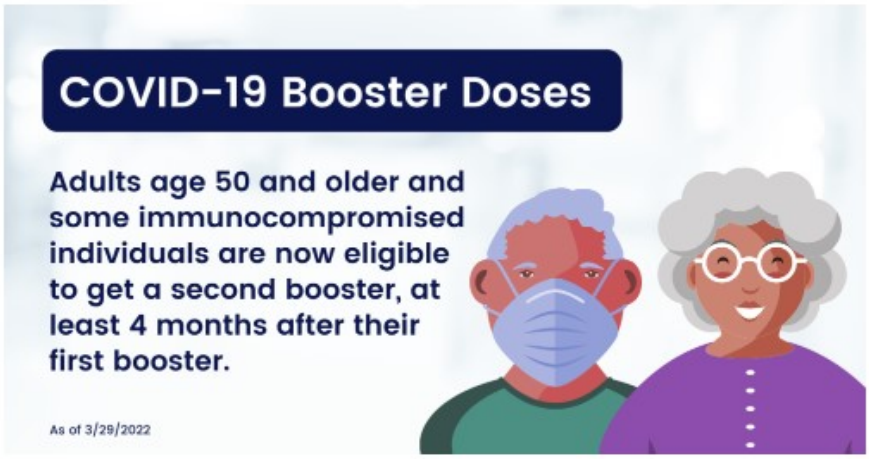
FYI SALEM





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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 know as a fiscal period.

Accounting System
A system of financial record keeping that record, classify and report 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-offi-

cials/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 ¾ 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, ad 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 summon f 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 it's 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 ¾" laws set the City's tax levy limit at 2 ¾ % 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 transaction s 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.

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.

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 ¾ that equals 2 ¾ % 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 ¾ % 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.

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 ¾
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 ¾ % 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 ¾ % (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.