

WGRFO

**ORDER FOR JOINT OR IDENTICAL POLE LOCATIONS**

To the City Council - Salem, Massachusetts

Notice having been given and public hearing held, as provided by law,  
IT IS HEREBY ORDERED:

that Massachusetts Electric Company d/b/a National Grid and VERIZON NEW ENGLAND INC. (formerly known as NEW ENGLAND TELEPHONE AND TELEGRAPH COMPANY) be and they are hereby granted joint or identical locations for and permission to erect and maintain poles and wires to be placed thereon, together with such sustaining and protecting fixtures as said Companies may deem necessary, in the public way or ways hereinafter referred to, as requested in petition of said Companies dated the 2nd day of January, 2020.

All construction under this order shall be in accordance with the following conditions:

Poles shall be of sound timber, and reasonable straight, and shall be set substantially at the points indicated upon the plan marked - Orange St - Salem - Massachusetts.

January 2, 2020. Filed with this order

There may be attached to said poles by Massachusetts Electric Company d/b/a National Grid and Verizon New England Inc. such wires, cables, and fixtures as needed in their business and all of said wires and cables shall be placed at a height of not less than twenty (20) feet from the ground.

The following are the public ways or part of ways along which the poles above referred to may be erected, and the number of poles which may be erected thereon under this order:

Orange Street - National Grid to install 1 JO Pole on Orange St beginning at a point approximately 160 feet south of the centerline of the intersection of Essex St & Orange St and continuing approximately 10 feet in a west direction. Customer at 7 Curtis St is requesting a pole relocation. In order to accommodate this request National Grid will need to add an additional pole in the city right of way.

Also for permission to lay and maintain underground laterals, cables, and wires in the above or intersecting public ways for the purpose of making connections with such poles and buildings as each of said petitioners may desire for distributing purposes.

I hereby certify that the foregoing order was adopted at a meeting of the  
of the City/Town of \_\_\_\_\_, Massachusetts held on the \_\_\_\_\_ day of \_\_\_\_\_ 20 .

Massachusetts  
City/Town Clerk.  
20 .

Received and entered in the records of location orders of the City/Town of  
Book \_\_\_\_\_ Page \_\_\_\_\_

Attest:  
City/Town Clerk

I hereby certify that on \_\_\_\_\_ 20\_\_\_\_, at \_\_\_\_\_ o'clock, M  
at \_\_\_\_\_ a public hearing was held on the petition of  
Massachusetts Electric Company d/b/a National Grid and VERIZON NEW ENGLAND, INC.

for permission to erect the poles, wires, and fixtures described in the order herewith recorded, and  
that we mailed at least seven days before said hearing a written notice of the time and place of said  
hearing to each of the owners of real estate (as determined by the last preceding assessment for  
taxation) along the ways or parts of ways upon which the Company is permitted to erect  
poles, wires, and fixtures under said order. And that thereupon said order was duly adopted.

\_\_\_\_\_  
City/Town Clerk.

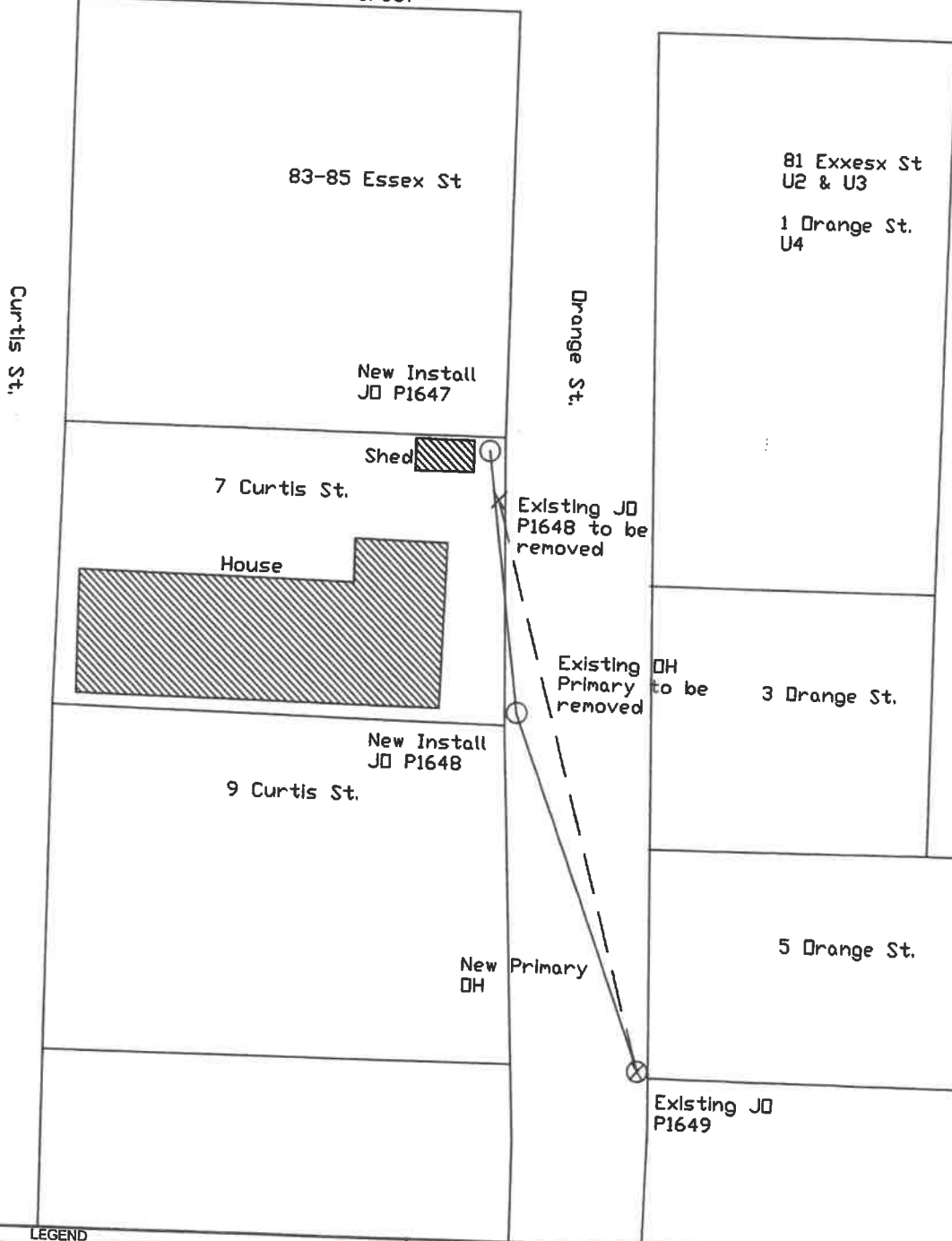
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Board or Council of Town or City, Massachusetts

**CERTIFICATE**

I hereby certify that the foregoing is a true copy of the location order and certificate of  
hearing with notice adopted by the \_\_\_\_\_ of the City of \_\_\_\_\_  
Massachusetts, on the \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_, and recorded with the  
records of location orders of the said City, Book \_\_\_\_\_, Page \_\_\_\_\_. This certified copy  
is made under the provisions of Chapter 166 of General Laws and any additions thereto or  
amendments thereof.

Exhibit - A  
 The exact location of said facilities to be established by and upon the installation and erection of the facilities thereof



LEGEND

- New JO Pole ——— over head Conductor to be installd
- ⊗ Existing JO Pole
- ⊗ JD Pole to be removed ——— over head Conductor to be removed

Orange St.  
 Petition Request

Orange St.  
 Petition Salem, MA

Date: 12-12-19  
 Designer: BATCHS1  
 WR: 29062509





**CITY OF SALEM, MASSACHUSETTS**

Kimberley Driscoll  
Mayor

Office of the Mayor

February 13, 2020

Honorable Salem City Council  
Salem City Hall  
Salem, Massachusetts 01970

Ladies and Gentlemen of the City Council:

I appoint, subject to City Council confirmation, the following department staff, for the terms specified below:

NAME	TITLE	TERM	EXPIRES
Cheryl Ann Dick	Deputy Auditor	2 years	31-Jan-22
James Michael Cowdell	Assistant Treasurer	3 years	31-Jan-23

I recommend confirmation of these appointments and ask you to join me in welcoming Cheryl and James to our Finance Department team.

Very truly yours,

Kimberley Driscoll  
Mayor  
City of Salem



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Kimberley Driscoll  
Mayor

Office of the Mayor

February 13, 2020

Honorable Salem City Council  
Salem City Hall  
Salem, Massachusetts 01970

Ladies and Gentlemen of the City Council:

I am pleased to appoint Colleen Downie of 12 School Street #2 to the Bicycling Advisory Committee for a three-year term to expire February 13, 2023. Ms. Downie will take the seat previously filled by Raymond Swartz, who has decided to step down from the Committee. Please join me in thanking Mr. Swartz for his service to both the Committee and to our community.


Ms. Downie is a frequent commuting cyclist who is eager to support efforts to make non-car travel more of a safe and accessible option here in Salem. Before living in Salem, she biked to 5-1/2 miles to work regularly in the City of Boston, where she then lived, and, since moving to Salem two years ago, she has brought that same passion for cycling and car-free transit here. Ms. Downie holds a B.S. in Art History from the University of Wisconsin and has worked for over a decade in marketing and branding in succession of roles of increasing responsibility.

I recommend confirmation of Ms. Downie's appointment to the Bicycling Advisory Committee. We are fortunate that she is willing to serve our community in this important role and lend her insights and expertise to the Committee and its work.

Very truly yours,

Kimberley Driscoll  
Mayor  
City of Salem

# COLLEEN K. DOWNIE

colleen.k.downie@gmail.com // 414.507.0081 //  linkedin.com/in/colleenkdownie/

## SKILLS

### ART / DESIGN

Adobe Illustrator  
Adobe InDesign  
Adobe Photoshop  
iMovie  
Photography

### DIGITAL MARKETING

Google AdWords  
Google Analytics  
Facebook  
Instagram  
LinkedIn  
Twitter  
Vimeo

### SYSTEMS

Constant Contact  
Drupal  
MailChimp  
Pardot  
Salesforce  
Wordpress

### INTANGIBLES

Collaborative designer  
Creative problem-solver  
Enthusiastic leader  
Inclusive manager  
Strategic thinker

## EDUCATION

University of Wisconsin,  
Madison

B.S., Art History  
Certificate in Material  
Culture

Peking University  
Summer Session, Chinese  
Feng Shui and Western  
Environmental Design

## EXPERIENCE

### EDUCATION PIONEERS

January 2015 - present

#### Senior Manager, Brand & Marketing

- Serve as in-house creative director and lead designer for \$4M national organization
- Consult with internal clients to identify strategic solutions to business needs including campaigns to attract thousands of fellows and hundreds of partner organizations
- Collaborate closely with senior leaders to ensure brand, public relations, and event strategy align with organizational goals
- Manage contractors and vendors, including web design agency
- Oversee budget for printing, photography, and advertising

#### Manager, Marketing

- Headed visual brand stewardship across national organization
- Led team that implemented new messaging and design for B2B and B2C campaigns that built awareness among thousands of leads
- Elevated importance of customer experience by facilitating a customer journey session for staff
- Supervised Associate, Marketing and Communications

#### Associate, Marketing

- Centralized collateral production by serving as in-house graphic designer, saving the nonprofit organization thousands of dollars
- Implemented agency model to drive efficiency and efficacy of five person marketing and communications team
- Designed national conference event marketing that yielded 400 attendees
- Managed email marketing platform (Pardot), including staff training, stewarding best practices, and system maintenance
- Integrated data and analytics into decision-making to test and demonstrate effectiveness of campaigns

### PAPER SOURCE

March 2013 - January 2015

#### Creative Sales Associate, Management Team

- Maintained visual merchandising aesthetic and brand standards
- Cultivated an enthusiastic sales team to reach and exceed sales goals

### BOX CLEVER

April 2013 - September 2014

#### Studio Coordinator

- Managed social media accounts and coordinated press opportunities
- Managed studio vendors, contractors, and freelancers
- Assisted Account Executive with client and project management

### HEALTH LEADS

October 2010 - September 2012

#### National Development Coordinator

- Implemented brand redesign plan across national organization
- Built internal brand guidelines and templates for staff use
- Launched and managed social media accounts, website, and blog
- Served on Development Team to secure an annual budget of \$10 million

### GENERATIONS INCORPORATED

September 2008 - August 2010

#### Marketing & Development Associate, AmeriCorps VISTA

- Designed marketing collateral and donor communications materials
- Served on Development Team to secure an annual budget of \$2.4 million
- Planned and executed annual fundraising event and small-scale donor events

#### Community Engagement Coordinator, AmeriCorps State

- Managed an after-school literacy program, including 15 volunteers and 60 children



**CITY OF SALEM, MASSACHUSETTS**

Kimberley Driscoll  
Mayor

Office of the Mayor

February 13, 2020

Honorable Salem City Council  
Salem City Hall  
Salem, Massachusetts 01970

Ladies and Gentlemen of the City Council:

I am pleased to appoint Steven J. Smalley to the Zoning Board of Appeals as an alternate member for a two-year term to expire April 11, 2021. Mr. Smalley will take the seat previously filled by Ms. Rosa Ordaz, who was appointed to a regular seat on the Board last year.

Mr. Smalley holds a Master's degree in public administration from Northeastern University and is currently the Director of Government Affairs for the Massachusetts Organization of State Engineers and Scientists. His previous experience includes work in the Rhode Island Office of Management and Budget and in a number of roles in the office of former State Senator Tom McGee. He has experience in evaluating and analyzing public policy from an objective standpoint and will, I believe, bring that same practice to his service on the ZBA.

I recommend confirmation of Mr. Smalley to the Zoning Board of Appeals. We are fortunate that he is willing to serve our community in this important role and lend his insights and expertise to the Board and its work.

Very truly yours,

Kimberley Driscoll  
Mayor  
City of Salem

# Steven J. Smalley

141 Washington Street Unit #2  
Salem, MA 01970  
617-257-1371  
[stevenJsmalley@gmail.com](mailto:stevenJsmalley@gmail.com)

## EDUCATION

**Northeastern University, Boston, MA**  
**Master's Degree in Public Administration**  
**(May 2014)**

**Providence College, Providence, RI**  
**Bachelor of Arts in Political Science (May 2011)**  
**Certificate in Business Studies**

## EMPLOYMENT

**Director of Government Affairs, Massachusetts Organization of State Engineers & Scientists (MOSES) (January 2019- Present)**

- Monitor and track all filed bills with a potential impact on MOSES members with a focus on public employee benefits, environment, public safety, public health and transportation
- Design and implement strategic budget campaigns to support MOSES members and agencies during the annual state budget process
- Regularly engage the Massachusetts federal delegation and work with national partners to influence federal legislation relating to transportation and water infrastructure
- Advance legislation through strategic advocacy, including preparing and presenting testimony before legislative committees and organizing member outreach

**External Affairs Specialist, The MENTOR Network (April 2017- November 2018)**

- Track, research and analyze state and federal legislation pertaining to the Company's various business lines
- Coordinate legislative strategies with state operators and trade associations on pending legislation
- Develop talking points and quarterly Government Relations newsletters for both internal and external parties
- Maintain database of state tax revenue collection, minimum wage increases and various state consultant lobbying contracts

**Budget Analyst, Rhode Island Office of Management and Budget (August 2015-April 2017)**

- Performed analysis of the State Budget pertaining to the Department of Children, Youth and Families, Office of the Child Advocate and Governor's Commission on Disabilities
- Advised the Governor and staff in formulating budget recommendations to be presented to the Legislature
- Developed fiscal notes on pending legislation
- Assisted agencies in the preparation of their annual budget requests



**Legislative Director, Senator Thomas McGee (MA) (December 2014- August 2015)**

- Oversees legislation sponsored by the Senator
- Writes and reviews legislative memos
- Meets with constituents, lobbyists, and various interest groups to discuss legislative goals
- Maintain up-to-date status reports on all legislation affecting the district
- Continue responsibilities of Director of Constituents Services & Local Issues

**Director of Constituent Services & Local Issues, Senator Thomas McGee (MA)  
(October 2011-December 2014)**

- Resolved constituent inquiries working with state, local, and federal agencies
- Advised local officials of federal stimulus opportunities and monitored status
- Drafted press releases, talking points, and support letters
- Lead Staff member for Committee on Economic Development & Emerging Technology, Global Warming, and Metropolitan Beaches Commission
- Represented the Senator at meetings and public events



**CITY OF SALEM, MASSACHUSETTS**

Kimberley Driscoll  
Mayor

Office of the Mayor

February 27, 2020

Honorable Salem City Council  
Salem City Hall  
Salem, Massachusetts 01970

Ladies and Gentlemen of the City Council:

I am pleased to appoint Kristin Macek of 48 Webb Street #1 to the Salem Council on Aging Board to a three-year term to expire February 27, 2023. Ms. Macek will take the seat previously held by Ms. Alison Thibodeau, who has stepped down from the board.

Ms. Macek has worked in elder care for fifteen years and is a licensed social worker. She currently is employed as a high risk social worker at Addison Gilbert Hospital. Previously she has worked as Director of Client Services for Senior Whole Health in Cambridge, site director for Element Care/PACE in Lynn, and a social worker for Care Dimensions of Danvers. Ms. Macek earned her Bachelor's degree from Syracuse University and her Masters of Social Work from Salem State University. She volunteers locally as a member of the Salem Farmers Market committee and as a volunteer with Salem Main Streets.

I recommend confirmation of Ms. Macek to the Council on Aging Board. We are fortunate that Ms. Macek is willing to serve our community in this important role and lend her insights and commitment to the Commission and its work.

Very truly yours,

Kimberley Driscoll  
Mayor  
City of Salem

**SUMMARY:**

Multi-faceted, professional with breadth of experience in hospital care, elder care, federal and state funded managed healthcare programs, community services and supports and marketing communications. Leader in operations management skilled in strategic, analytical thinking, consensus building and interpersonal communication.

- **Leadership & Mentoring** – Director of Client Service at Senior Whole Health; Manage 40+ FTE from multiple disciplines; Site Director of Element Care/PACE, Medical Practice Management and Adult Day Health Center Management; Training and mentoring new managers and students; Supervising LCSWs
- **Operations management**– Program development, execution and evaluation; Lead departmental reorganization; Facilitate office move; Oversee facility maintenance and repair, safety and infection control
- **Community outreach & alliance building** – Build coalition with local and state agencies and service providers to support individuals' needs; Collaborate with inter-generational, culturally disparate, community, non-profit organizations; develop network of community services and supports to address needs of high-risk population
- **Clinical** – Provide assessment, crisis intervention, case management and therapeutic care for underserved, low income, elderly, disabled, medically complex, behavioral health and high-risk populations; founder of a private practice focused on in-home therapy
- **Fiscal & budget responsibilities** – Forecast and manage \$4 million department budget; Well-versed in Medicare and MassHealth services, State waiver programs and MassHealth eligibility review process; Manage medical practice inventory and ordering
- **Regulatory** – Maintain compliance with CMS – Medicare/Medicaid and State of Massachusetts regulations; Prepare for CMS on-site audits for PACE and SCO; Develop annual audits for State waived programs; Develop quality improvement programs, execute, monitor and report results
- **Marketing communication** – Strategic planning, needs assessment, market analysis and brand development; Development of member communication materials including member newsletter, annual calendar and member handbook

**HUMAN SERVICES EXPERIENCE:**

**Beth Israel Lahey Health**

***High Risk Social Worker, Addison Gilbert Hospital, Gloucester, MA***

January 2018–present

- Work to reduce unnecessary acute care utilization for high-risk patients, increase cost efficiency, enhance patient access to social services, improve clinical interventions, and optimize coordination to provide patient care in the most appropriate setting in order to effectively engage patients and their families
- Lead hospital embedded, social work centered team, partnering with pharmacists, nurses, and inpatient medical teams to develop safe discharge plans and follow up care
- Provide intensive, outreach case management, coordinating with primary care, specialists, VNA, skilled nursing facilities, inpatient psychiatric and detox facilities, housing authorities, community providers, elder services agencies, mental health providers, city police departments and court clinicians to promote the health and welfare of patients and provide better continuity of care

- Address gaps in the care of patients with complex social, behavioral and medical needs in the community, working to reduce impact and reduce barriers to care
- Core participant of High Risk Task Force in Gloucester, MA

**Grant funded Social Work Navigator, Beverly Hospital, Beverly, MA**

January 2017-January 2018

- Assess high utilizing patients of the Emergency Department to identify needs and connect patients to appropriate clinical and community resources and assist patients in connecting with any and all available resources with the goal of improving the patient's quality of life and reducing emergency room presentations
- Participate in weekly roundtable discussions and case reviews with psychiatric team
- Manage team of Community Health Workers

**Senior Whole Health (Senior Care Options), Cambridge, MA**

**Director of Client Services**

February 2013-November 2016

- Provided departmental oversight including planning, coordination and implementation of day-to-day operations and new initiatives, initiate interdepartmental collaboration efforts to work toward corporate goals
- Restructured Client Service department through aligning skills to better focus efforts on member care coordination and partner relationships including revisions to job descriptions and internal interviews
- Initiated revision to corporate policies and procedures template, developed gap analysis and structured roll-out training to all areas of the company
- Developed tracking tools for Member Services Call Center to manage call volumes, language capabilities and gaps in coverage as indicators for staffing needs
- Participated in Risk Adjustment efforts, HEDIS initiatives, STARS ratings
- Forecasted and managed \$4 Million budget, planning department needs through projected membership growth and corporate goals
- Oversaw partnerships with 24 Aging Service Access Points (ASAP), hosting quarterly ASAP Advisory Board meetings
- Planned biennial conferences for partner agencies with 150+ participants, developed curriculum, contracted speakers and vendors for vendor expo
- Developed formal on-boarding schedule for new staff, conducted customer service training program for all company staff through curriculum development and facilitator coordination; prepared ongoing trainings and in-services for department staff
- Made presentations to EOHHS SCO Advisory Committee and Executive Office of Elder Affairs (EOEA)

**Element Care/PACE, Lynn, MA**

**Site Director**

March 2010-January 2013

- Oversaw daily operations of a multi-disciplinary medical practice and a 20,000 square foot adult day health center serving 175 low-income, culturally diverse, elderly patients
- Managed 30 FTE, volunteers and interns from multiple disciplines. Interviewed, hired and oriented/trained and evaluated staff. Ensured highest level of quality while supporting all members to prioritize workloads.
- Facilitated complete renovation of nurses' station, including temporary relocation, without interruption in daily service
- Member of the project leadership task force for the planning, selection and implementation of an agency wide EHR solution. Oversaw end user groups' integration to EHR, first site go-live with NextGen
- Managed an annual site budget of \$4 million, oversaw all purchasing of supplies and utilization of contracted services. Analyzed spending trends and generate monthly reports for CFO.
- Initiated community outreach plan to partner with local non-profits, developing mutually beneficial, intergenerational programs. Engaged RawArts to work with participants

- Ensured all activities are in compliance with State and Federal laws and regulations. Managed site operations through biennial CMS audits. Oversaw compliance with medical chart documentation. Maintained high safety and infection control standards. Developed and implemented QI programs.
- Developed Wellness program for patients, involving multiple agency disciplines

***Social Worker***

December 2007-March 2010

- Provided case management, individual and family therapy for a caseload of 80+ participants
- Performed psychosocial and clinical assessments, worked with interdisciplinary team to outline medical and therapeutic needs and develop individualized care plans addressing those needs
- Collaborated with other community resources and government agencies such as DTA, Social Security Administration, Department of Mental Health, Department of Developmental Services, housing authorities, first responders, linking elder/families with resources

**Care Dimensions, Danvers, MA**

***Social Worker***

September 2008-September 2011

- Assessed terminally ill patients and families for psychosocial, educational and bereavement needs; addressed those needs through direct services and/or consultation with interdisciplinary team in accordance with the hospice plan of care

**SeniorCare Inc. (Aging Service Access Point), Gloucester, MA**

***Elder Protective Service Investigator/Social Worker***

July 2006-December 2007

- Responded to elder abuse referrals, continually assessing immediate risks to elder's safety and their needs, determined elder's capacity and employ appropriate crisis interventions
- Conducted investigations; interviewed elders, their families and collateral contacts, guardian; consulted with medical and mental health professionals, facilities, housing authorities, Board of Health, Police, Fire Department, EMS, Probate Court, District Attorney, etc.
- Developed individualized service plan to alleviate substantiated abuse, counselled elders on their options and arranged for services, worked with families
- Ensured risk mitigation through ongoing counsel, case management and consultation with elder, family and outside resources

***Case Manager***

April 2005-July 2006

- Conducted biopsychosocial and needs assessment, developed individualized service plans and supportive networks with the client and family, coordinated and monitored the services with direct service agencies and other community health and social service agencies

**Addison Gilbert Hospital, Geriatric Psychiatry Unit, Gloucester, MA**

***Social Work Intern***

May 2005-August 2005

**PRIOR PROFESSIONAL EXPERIENCE:**

- Marketing Communications & Advertising Executive- Developed integrated marketing communication plans outlining the situation analysis, market analysis, program goals and objectives, communications strategies, and a range of tactical programs for execution, employing measurement tracking devices to test effectiveness. Wrote and produced product branding collateral materials for sales force and trade shows
- Program management for production – managed budget, schedule, and outsourced vendors

**EDUCATION:**

**Masters of Social Work, SALEM STATE UNIVERSITY, Salem, MA , Graduated with Honors**  
**Bachelor of Science, Journalism/English, SYRACUSE UNIVERSITY, Syracuse, NY**

**PROFESSIONAL HIGHLIGHTS:**

- ❖ National PACE Association, Annual Conference, October 11-13, 2011 - Speaker
  - "When Traditional Interventions Aren't Enough for Chronic Conditions: A Holistic Approach to Fill The Hole."
- ❖ Fatherhood absence advertising campaign presentation to Lieutenant Governor Paul Cellucci

**BOARDS:**

Vice President of Outreach, Friends of the School of Social Work, Salem State University; Alumni Association Board of Directors, Salem State University

**VOLUNTEERING:**

Salem Farmers Market Committee Member and Volunteer, Salem Main Streets Volunteer



**CITY OF SALEM, MASSACHUSETTS**

Kimberley Driscoll  
Mayor

Office of the Mayor

February 27, 2020

Honorable Salem City Council  
Salem City Hall  
Salem, Massachusetts 01970

Ladies and Gentlemen of the City Council:

I reappoint, subject to City Council confirmation, William Griset of 153 Fort Avenue to the Planning Board for a term of 5 years to expire March 1, 2025.

I recommend confirmation of his reappointment to the Planning Board and ask that you join me in thanking Mr. Griset for his continued dedicated service and commitment to our community.

Very truly yours,

Kimberley Driscoll  
Mayor  
City of Salem



**CITY OF SALEM, MASSACHUSETTS**

Kimberley Driscoll  
Mayor

Office of the Mayor

February 27, 2020

Honorable Salem City Council  
Salem City Hall  
Salem, Massachusetts 01970

Ladies and Gentlemen of the City Council:

I reappoint, subject to City Council confirmation, Vijay Joyce of 10 1/2 Herbert Street to the Historical Commission for a term of 3 years to expire March 1, 2023.

I recommend confirmation of his reappointment to the Historical Commission and ask that you join me in thanking Mr. Joyce for his continued dedicated service and commitment to our community.

Very truly yours,

Kimberley Driscoll  
Mayor  
City of Salem





**CITY OF SALEM, MASSACHUSETTS**

Kimberley Driscoll  
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Office of the Mayor

February 27, 2020

Honorable Salem City Council  
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Salem, Massachusetts 01970

Ladies and Gentlemen of the City Council:

I reappoint, subject to City Council confirmation, Helen Sides of 35 Broad Street to the Design Review Board for a term of 3 years to expire March 1, 2023.

I recommend confirmation of her reappointment to the Design Review Board and ask that you join me in thanking Ms. Sides for her continued dedicated service and commitment to our community.

Very truly yours,

Kimberley Driscoll  
Mayor  
City of Salem



**CITY OF SALEM, MASSACHUSETTS**

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Office of the Mayor

February 27, 2020

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Salem, Massachusetts 01970

Ladies and Gentlemen of the City Council:

I reappoint, subject to City Council confirmation, Marc Perras of 6 Union Street #1 to the Design Review Board for a term of 3 years to expire March 1, 2023.

I recommend confirmation of his reappointment to the Design Review Board and ask that you join me in thanking Mr. Perras for his continued dedicated service and commitment to our community.

Very truly yours,

Kimberley Driscoll  
Mayor  
City of Salem



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February 27, 2020

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Salem, Massachusetts 01970

Ladies and Gentlemen of the City Council:

I reappoint, subject to City Council confirmation, Rebecca Curran of 14 Clifton Avenue to the Affordable Housing Trust Fund Board for a term of 2 years to expire January 25, 2022.

I recommend confirmation of her reappointment to the Affordable Housing Trust Fund Board and ask that you join me in thanking Ms. Curran for her continued dedicated service and commitment to our community.

Very truly yours,

Kimberley Driscoll  
Mayor  
City of Salem



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Office of the Mayor

February 27, 2020

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Ladies and Gentlemen of the City Council:

I reappoint, subject to City Council confirmation, Charles Barton of 26 Marlborough Road to the Registrars of Voters for a term of 3 years to expire March 1, 2023.

I recommend confirmation of his reappointment to the Registrars of Voters and ask that you join me in thanking Mr. Barton for his continued dedicated service and commitment to our community.

Very truly yours,

Kimberley Driscoll  
Mayor  
City of Salem



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Office of the Mayor

February 27, 2020

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Ladies and Gentlemen of the City Council:

I reappoint, subject to City Council confirmation, Abigail Butt of 11 South Street to the Council on Aging for a term of 3 years to expire March 1, 2023.

I recommend confirmation of her reappointment to the Council on Aging and ask that you join me in thanking Ms. Butt for her continued dedicated service and commitment to our community.

Very truly yours,

Kimberley Driscoll  
Mayor  
City of Salem



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Office of the Mayor

February 27, 2020

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Salem, Massachusetts 01970

Ladies and Gentlemen of the City Council:

I reappoint, subject to City Council confirmation, Julie Carver of 190 Bridge Street #1303 to the Council on Aging for a term of 3 years to expire March 1, 2023.

I recommend confirmation of her reappointment to the Council on Aging and ask that you join me in thanking Ms. Carver for her continued dedicated service and commitment to our community.

Very truly yours,

Kimberley Driscoll  
Mayor  
City of Salem



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Mayor

Office of the Mayor

February 27, 2020

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Salem, Massachusetts 01970

Ladies and Gentlemen of the City Council:

I reappoint, subject to City Council confirmation, Debra Lobsitz of 11 Forest Avenue to the Commission on Disabilities for a term of 3 years to expire March 1, 2023.

I recommend confirmation of her reappointment to the Commission on Disabilities and ask that you join me in thanking Ms. Lobsitz for her continued dedicated service and commitment to our community.

Very truly yours,

Kimberley Driscoll  
Mayor  
City of Salem



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Office of the Mayor

February 27, 2020

Honorable Salem City Council  
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Salem, Massachusetts 01970

Ladies and Gentlemen of the City Council:

I reappoint, subject to City Council confirmation, Robert Millerick of 4 Gallows Circle to the Board of Assessors for a term of 3 years to expire March 1, 2023.

I recommend confirmation of his reappointment to the Board of Assessors and ask that you join me in thanking Mr. Millerick for his continued dedicated service and commitment to our community.

Very truly yours,

Kimberley Driscoll  
Mayor  
City of Salem





**CITY OF SALEM, MASSACHUSETTS**

Kimberley Driscoll  
Mayor

Office of the Mayor

February 27, 2020

Honorable Salem City Council  
Salem City Hall  
Salem, Massachusetts 01970

Ladies and Gentlemen of the City Council:

I reappoint, subject to City Council confirmation, Paul Kirby of 8 1/2 Daniels Street #3 to the Board of Health for a term of 3 years to expire March 1, 2023.

I recommend confirmation of his reappointment to the Board of Health and ask that you join me in thanking Mr. Kirby for his continued dedicated service and commitment to our community.

Very truly yours,

Kimberley Driscoll  
Mayor  
City of Salem



**CITY OF SALEM, MASSACHUSETTS**

Kimberley Driscoll  
Mayor

Office of the Mayor

February 27, 2020

Honorable Salem City Council  
Salem City Hall  
Salem, Massachusetts 01970

Ladies and Gentlemen of the City Council:

I reappoint, subject to City Council confirmation, Mary Ellen Halliwell of 81 Orchard Street to the Beautification Committee for a term of 3 years to expire March 1, 2023.

I recommend confirmation of her reappointment to the Beautification Committee and ask that you join me in thanking Ms. Halliwell for her continued dedicated service and commitment to our community.

Very truly yours,

Kimberley Driscoll  
Mayor  
City of Salem



**CITY OF SALEM, MASSACHUSETTS**

Kimberley Driscoll  
Mayor

Office of the Mayor

February 27, 2020

Honorable Salem City Council  
Salem City Hall  
Salem, Massachusetts 01970

Ladies and Gentlemen of the City Council:

I reappoint, subject to City Council confirmation, Sandra Power of 18 Loring Avenue to the Beautification Committee for a term of 3 years to expire March 1, 2023.

I recommend confirmation of her reappointment to the Beautification Committee and ask that you join me in thanking Mrs. Power for her continued dedicated service and commitment to our community.

Very truly yours,

Kimberley Driscoll  
Mayor  
City of Salem



**CITY OF SALEM, MASSACHUSETTS**

**Kimberley Driscoll  
Mayor**

February 23, 2020

To the City Council  
City Hall  
Salem, Massachusetts

Ladies and Gentlemen of the Council:

I re-appoint Ronald E. Bertheim of 16 Lenox Avenue Methuen, MA 01844 to serve as a Constable in the City of Salem for a term to expire February 25, 2023.

Very truly yours,

A handwritten signature in black ink, appearing to read "Kimberley Driscoll".

Kimberley Driscoll  
Mayor



# CITY OF SALEM

In City Council,

February 27, 2020

Ordered:

That the sum of One Hundred Forty-Two Thousand Four Hundred Twelve Dollars and Forty-Eight Cents (\$142,412.48) is hereby appropriated from the "Retained Earnings – Water/Sewer Fund" account (6000-3120) to the Water Enterprise Fund Contracted Services account (610032-5320) to be expended for the repair of a 20-inch water main break located at Bridge Street in accordance with the recommendation of Her Honor the Mayor.



**CITY OF SALEM, MASSACHUSETTS**

**Kimberley Driscoll**

**Mayor**

February 27, 2020

To the City Council  
City Hall  
Salem, Massachusetts

Ladies and Gentleman of the Council:

Enclosed herewith is a request to transfer One Hundred Forty-Two Thousand Four Hundred Twelve Dollars and Forty-Eight Cents (\$142,412.48) from the "Retained Earnings – Water/Sewer Fund" account (6000-3120) to the Water Enterprise Fund Contracted Services account (610032-5320).

This transfer is requested to cover costs for the repair of a 20-inch water main break located at Bridge Street.

I recommend passage of this accompanying order.

Sincerely,

A handwritten signature in black ink, appearing to read "Kim Driscoll".

Kimberley Driscoll  
Mayor




**Kimberley Driscoll**  
Mayor

**CITY OF SALEM**  
SALEM, MASSACHUSETTS  
ENGINEERING DEPARTMENT  
98 WASHINGTON STREET, 2<sup>ND</sup> FLOOR  
SALEM, MA 01970  
Phone: (978) 619-5673  
Fax: (978) 745-0349

DAVID H. KNOWLTON, P.E.  
CITY ENGINEER / DPS DIRECTOR

## **MEMORANDUM**

February 10, 2020

To: Dominick Pangallo, Chief Administrative Aide to the Mayor  
From: David H. Knowlton, P.E., City Engineer / DPS Director   
RE: Request to Transfer \$142,412.48 from Water/Sewer Enterprise Retained Earnings

---

This memo has been prepared to request a transfer of funds from the Water/Sewer Enterprise Retained Earnings to fund the costs for the repair of a 20-inch water main break on June 13, 2019 on Bridge Street.

The cost of the transfer is as follows, and are detailed as an attachment to this memo:

Description	Amount
N. Granese & Sons, Inc. - break repair	\$107,115.22
Materials	\$24,497.20
Labor	\$2,724.86
Police Details	\$8,075.20
	<u>\$142,412.48</u>

The funds should be transferred to the DPS Water, Contracted Services budget line, 610032-5320, for payment of the attached invoices.

If you have any questions, or require additional information, please call. The DPS Department is available to meet with the City Council to discuss this request.

Cc: Laurie Giardella, Finance Director



# CITY OF SALEM

In City Council,

February 27, 2020

**Ordered:**

That the sum of Forty-Three Thousand Three Hundred Fifty-Seven Dollars and Five Cents (\$43,357.05) is hereby appropriated from the "Retained Earnings – Water/Sewer Fund" account (6000-3120) to the Water Enterprise Fund Contracted Services account (610032-5320) to be expended for the repair of a water main break on Loring Avenue in accordance with the recommendation of Her Honor the Mayor.





**CITY OF SALEM, MASSACHUSETTS**

Kimberley Driscoll  
Mayor

February 27, 2020

To the City Council  
City Hall  
Salem, Massachusetts

Ladies and Gentleman of the Council:

Enclosed herewith is a request to transfer Forty-Three Thousand Three Hundred Fifty-Seven Dollars and Five Cents (\$43,357.05) from the "Retained Earnings – Water/Sewer Fund" account (6000-3120) to the Water Enterprise Fund Police Detail account (610032-5320).

This transfer is requested to cover costs for repair work of a water main break on Loring Avenue.

I recommend passage of this accompanying order.

Sincerely,

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

Kimberley Driscoll  
Mayor




**Kimberley Driscoll**  
Mayor

**CITY OF SALEM**  
SALEM, MASSACHUSETTS  
ENGINEERING DEPARTMENT  
98 WASHINGTON STREET, 2<sup>ND</sup> FLOOR  
SALEM, MA 01970  
Phone: (978) 619-5673  
Fax: (978) 745-0349

DAVID H. KNOWLTON, P.E.  
CITY ENGINEER / DPS DIRECTOR

## MEMORANDUM

February 10, 2020

To: Dominick Pangallo, Chief Administrative Aide to the Mayor  
From: David H. Knowlton, P.E., City Engineer / DPS Director   
RE: Request to Transfer \$43,357.05 from Water/Sewer Enterprise Retained Earnings

This memo has been prepared to request a transfer of funds from the Water/Sewer Enterprise Retained Earnings to fund the costs for the repair of a water main break on July 27, 2019 on Loring Avenue.

The cost of the transfer is as follows, and are detailed as an attachment to this memo:

Description	Amount
N. Granese & Sons, Inc. - break repair	\$29,138.71
Materials	\$7,525.90
Labor	\$3,952.64
Police Details	\$2,739.80
	<u>\$43,357.05</u>

The funds should be transferred to the DPS Water, Contracted Services budget line, 610032-5320, for payment of the attached invoices.

If you have any questions, or require additional information, please call. The DPS Department is available to meet with the City Council to discuss this request.

Cc: Laurie Giardella, Finance Director



# CITY OF SALEM

In City Council,

February 27, 2020

Ordered:

That the sum of Twenty Thousand Dollars (\$20,000.00) is hereby appropriated from the "Retained Earnings – Water/Sewer Fund" account (6000-3120) to Water Enterprise Fund Police Detail account (610032-5301) to be expended for Police Details incurred as a result of unforeseen water breaks in accordance with the recommendation of Her Honor the Mayor.



**CITY OF SALEM, MASSACHUSETTS**

**Kimberley Driscoll**

**Mayor**

February 27, 2020

To the City Council  
City Hall  
Salem, Massachusetts

Ladies and Gentleman of the Council:

Enclosed herewith is a request to transfer Twenty Thousand Dollars (\$20,000.00) from the "Retained Earnings – Water/Sewer Fund" account (6000-3120) to the Water Enterprise Fund Police Detail account (610032-5301).

This transfer is requested to cover costs for Police Details incurred as a result of unforeseen water breaks.

I recommend passage of this accompanying order.

Sincerely,

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

Kimberley Driscoll  
Mayor



**Kimberley Driscoll**  
Mayor

**CITY OF SALEM**  
SALEM, MASSACHUSETTS  
ENGINEERING DEPARTMENT  
98 WASHINGTON STREET, 2<sup>ND</sup> FLOOR  
SALEM, MA 01970  
Phone: (978) 619-5673  
Fax: (978) 745-0349

DAVID H. KNOWLTON, P.E.  
CITY ENGINEER / DPS DIRECTOR

## MEMORANDUM

February 19, 2020

To: Dominick Pangallo, Chief Administrative Aide to the Mayor  
From: David H. Knowlton, P.E., City Engineer / DPS Director *David*  
RE: Request to Transfer \$20,000.00 from Water/Sewer Enterprise Retained Earnings

This memo has been prepared to request a transfer of funds from the Water/Sewer Enterprise Retained Earnings to fund the costs for Salem police details due to union contract obligations and unforeseen water breaks this year.

The cost of the transfer is as follows, and are detailed as an attachment to this memo:

Description	Amount
Salem police detail cost	\$20,000.00
	<hr/>
	\$20,000.00

The funds should be transferred to the DPS Water, Contracted Services budget line, 610032-5301, for payment of upcoming invoices.

If you have any questions, or require additional information, please call. The DPS Department is available to meet with the City Council to discuss this request.

Cc: Laurie Giardella, Finance Director



# CITY OF SALEM

In City Council,

Ordered:

February 27, 2020

That the sum of Fifteen Thousand, Six-hundred Eighty Dollars and Fifty Nine Cents (\$15,680.59) is hereby appropriated and transferred from the Capital Outlay Fund 2000" to a ST Electric Department Leslie Retreat Park repair and maintenance account to be expended by the Electric Department to repair underground wiring and malfunctioning luminaries in the Leslie Retreat Park in accordance with the recommendation of Her Honor the Mayor.



**CITY OF SALEM, MASSACHUSETTS**

Kimberley Driscoll  
Mayor

Office of the Mayor

February 27, 2020

Honorable Salem City Council  
Salem City Hall  
Salem, Massachusetts 01970

Ladies and Gentlemen of the City Council:

Enclosed herewith is a request to transfer \$15,680.59 from the Capital Outlay Fund 2000 to the Electrical Department's repair and maintenance account to fund work undertaken to repair lights in Leslie's Retreat Park.

As you know, this park is heavily utilized by the public, including by commuters walking to and from the commuter rail station. As such, having functioning lights in the park is important for public safety. As a result of water infiltration, underground wiring in the park needed urgent repair in order for the fixtures to continue functioning properly.

I am grateful for the quick response from our Electrical Department and recommend approval of this transfer so that the department's maintenance account will not be overdrawn later this fiscal year as a result of this project. If you have any questions, please feel free to contact John Giardi.

Very truly yours,

Kimberley Driscoll  
Mayor  
City of Salem



KIMBERLEY DRISCOLL  
MAYOR

JOHN J. GIARDI  
CITY ELECTRICIAN

## CITY OF SALEM, MASSACHUSETTS

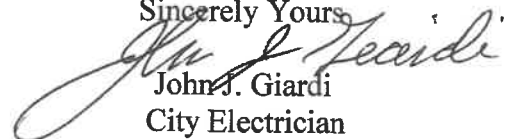
ELECTRICAL DEPARTMENT  
44 LAFAYETTE STREET  
TEL (978) 745-6300  
FAX (978) 745-4638  
JGIARDI@SALEM.COM

February 03, 2020

Mayor Kimberly Driscoll  
93 Washington Street  
Salem, Mass. 01970

Dear Mayor Driscoll, I am requesting at this time that you use Capital Improvement Funds in the amount of \$15,680.59 to repair underground wiring and malfunctioning luminaires in Leslie retreat Park. I have had several complaints from the residents in the area as well as the Salem Police department. The wiring is always underwater due to being pretty much at Sea level and always subject to storm damage. This Park is used by a lot of people as a Park, Walkway and a Passageway as well. With the new development off Mason Street and Flint street, this area will be heavily used. I strongly urge you to consider this request. This is not budgeted for this fiscal year.

Sincerely Yours,

  
John J. Giardi  
City Electrician



**CITY OF SALEM**  
**Capital Outlay Expenditure Request Form - FY 2020**

From Department: Electrical      Date: 2/3/20

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Amount: 15,680.59

Description: Repairing underground cables and  
repairing luminaires in Leslie  
Retreat Park

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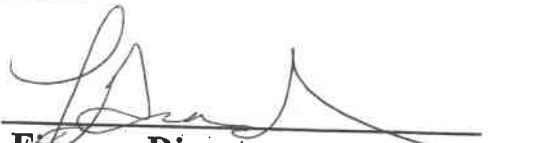
**For Finance Department Use Only:**

City Council Approval

CIP Balance: \_\_\_\_\_

**Recommendation:**

Approved       Denied

  
\_\_\_\_\_  
Finance Director

Processed:      Date: \_\_\_\_\_      By: \_\_\_\_\_

CO # \_\_\_\_\_      JE# \_\_\_\_\_      Trans # \_\_\_\_\_

Org: \_\_\_\_\_      Obj: \_\_\_\_\_



# CITY OF SALEM

In City Council, February 27, 2020

## Ordered:

That the sum of Seven Thousand Seven Hundred Thirty-Seven Dollars (\$7,737.00) is hereby transferred and appropriated from the "Fund Balance Reserved for Appropriation – Free Cash" account 1-3245 to Public Property Building Inspection Clean/Lien account 12412-5713C to cover costs associated with the stabilization of a ventilator shaft on the Officers Building located at Winter Island in accordance with the recommendation of Her Honor the Mayor.



**CITY OF SALEM, MASSACHUSETTS**

Kimberley Driscoll  
Mayor

Office of the Mayor

February 27, 2020

Honorable Salem City Council  
Salem City Hall  
Salem, Massachusetts 01970

Ladies and Gentlemen of the City Council:

The enclosed Order appropriates \$7,737 from free cash to the Public Property Department's clean it/lien it account in order to fund maintenance work carried out to stabilize a ventilator on the old officers' barracks building at Winter Island.

I recommend adoption of the enclosed Order.

Very truly yours,

Kimberley Driscoll  
Mayor  
City of Salem

**CITY OF SALEM - Finance Department**  
**Free Cash, W & S R/E, R/Res & Budget Transfer Request Form**

From: Building Department Department      Thomas J. Pini Department Head Authorizing Signature      2/20/20 Date

**Budget or R/Res Transfers**      To: \_\_\_\_\_ Desc: \_\_\_\_\_      Budget Amt: \_\_\_\_\_ Balance: \_\_\_\_\_  
(Org/Object)

From: \_\_\_\_\_ Desc: \_\_\_\_\_      Budget Amt: \_\_\_\_\_ Balance: \_\_\_\_\_  
(\*Note - Please include letter to Mayor for Transfers from different Personnel & Non-personnel lines)

Current Balance in Receipts Reserved Fund Above (if applicable) - \$ \_\_\_\_\_ Date: \_\_\_\_\_

**Free Cash or Retained Earnings (W/S) Raise & Appropriate**      To: 12412      Desc: 57BC      Budget Amt: 2000.00  
Please circle one      (Org/Object)      CleanIt/LienIt      Balance: 914.24

**Amount Requested:**      \$ 7,737.00

**Reason (Be Specific)**      Emergency work done by Spenser Contracting to the Officers Building at Winter Island.

**For Finance Department and Mayor's Use Only:**

\_\_\_\_\_ Budget Transfer      \_\_\_\_\_ Mayor Approval      \_\_\_\_\_ City Council Approval

\_\_\_\_\_ Free Cash Appropriation - City Council Approval - Gen Fund \$ \_\_\_\_\_  
Free Cash Balance

\_\_\_\_\_ R/E Appropriation - Water \$ \_\_\_\_\_      \_\_\_\_\_ R/E Appropriation Sewer \$ \_\_\_\_\_  
R/E Balance      R/E Balance

\_\_\_\_\_ Receipts Reserve - City Council Approval      \$ \_\_\_\_\_  
R/Res Fund Balance

\_\_\_\_\_ Raise & Appropriate      \_\_\_\_\_ Other \_\_\_\_\_

**Recommendation:**       Approved       Denied      \_\_\_\_\_  
Finance Director

**Completed:**      Date: \_\_\_\_\_      By: \_\_\_\_\_      CO # \_\_\_\_\_      JE#: \_\_\_\_\_      Transfer #: \_\_\_\_\_



# CITY OF SALEM

In City Council,

**Ordered:**

February 27, 2020

To accept the donation of Two Thousand, One Hundred Ninety Dollars (\$2,190.00) from the Friends of the Salem Council on Aging to be deposited into the Council on Aging Donation Fund 2401 (24011-4830) for the purposes of supporting aerobic exercise and other wellness programs from March through December of this year in accordance with the recommendation of Her Honor the Mayor.



**CITY OF SALEM, MASSACHUSETTS**  
Kimberley Driscoll  
Mayor

February 27, 2020

Honorable Salem City Council  
Salem City Hall  
Salem, Massachusetts 01970

Ladies and Gentlemen of the City Council:

Enclosed herewith is a request to accept the following donation of Two Thousand, One Hundred Ninety Dollars (\$2,190.00) from Friends of the Salem Council on Aging to be deposited into the Council on Aging Donation Fund 2401 (24011-4830) for the purposes of supporting aerobic exercise and other wellness programs from March through December of this year.

In order to accept the donation approval must be given by both the Mayor and City Council. I ask that the members of the City Council join with me in accepting these funds to be used towards the Friends of the Salem Council on Aging fund.

Very truly yours,

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

Kimberley Driscoll  
Mayor



**CITY OF SALEM, MASSACHUSETTS**  
PARKS, RECREATION & COMMUNITY SERVICES  
401 BRIDGE ST., SALEM, MA 01970  
TEL: (978) 744-0180 OR (978) 744-0924  
FAX (978) 744-7225  
POBRIEN@SALEM.COM

**KIMBERLEY DRISCOLL**  
MAYOR

**PATRICIA O'BRIEN**  
DIRECTOR

February 20, 2020

Honorable Kimberley Driscoll  
City of Salem  
93 Washington Street  
Salem, MA 01970

Dear Mayor Driscoll,

I am writing to request the acceptance of a \$2,190 check from the Friends of the Salem Council on Aging to support certain exercise and wellness programs from March to December of this year. This is to be deposited to Account # 2401.

Sincerely,

A handwritten signature in cursive script that reads "Teresa Gove Arnold".

Teresa Gove Arnold  
Director, Salem Council on Aging

Cc: P. O'Brien  
L. Giardella

# FRIENDS OF THE SALEM COUNCIL ON AGING

February 18, 2020

Ms. Laurie Giardella

Director of Finance

City of Salem

93 Washington Street

Salem, MA 01970

Dear Ms. Giardella,

The Friends of the Salem Council on Aging wish to donate \$2190 for the purposes of supporting aerobic exercise and other wellness programs from March through December of this year for older adults who frequent the Community Life Center. Our donations allow many classes to be offered at no charge or very low cost.

Please do not hesitate to contact me with any questions that you may have about the Friends. Thank you very much.

Sincerely,



Andrew J. LaPointe

President, Friends of the Salem Council on Aging

CC: D. Ayers, Treasurer Friends of the Salem Council on Aging

T. Arnold, Director Salem Council on Aging



© DELINE WALLET OR DUPLICATE

FRIENDS OF THE SALEM COUNCIL ON AGING

63-7129/2113  
8030028310

1186

PAY TO  
THE ORDER OF

*Salem Council on Aging*  
*two thousand one hundred and ninety*

*00/100* DOLLARS



Check Number  
8030028310

\$ 2190 <sup>00</sup>/<sub>100</sub>

**NORTHERN SHORE BANK**  
Peabody, MA 01960

9

MEMO *expenses of those programs*

*Sylvia M. Curtis*  
1186



RECALL TO BANK



## **CITY OF SALEM, MASSACHUSETTS**

**In City Council, February 27, 2020**

**Resolved,**

### **A RESOLUTION SUPPORTING THE CREATION OF THE SOUTH SALEM COMMUTER RAIL STATION**

WHEREAS, the City of Salem and the MBTA began studying the feasibility of a commuter rail station for South Salem over two decades ago; and

WHEREAS, that work was revived with an updated feasibility study in 2016 and an economic impact study in 2017; and

WHEREAS, the City of Salem, Salem State University, North Shore Medical Center, and the Salem Partnership are supportive of the construction of this station to reduce congestion on surrounding roadways, improve worker, student, and patient access to Salem's largest employers, address climate change goals by reducing motor vehicle use, improve neighborhood values, and increase smart, transit-oriented housing;

THEREFORE, we, the Mayor and City Council of the City of Salem, do hereby endorse the final design, permitting, and construction of the South Salem commuter rail station, as outlined in the 2016 feasibility study and presented to the public and we further request that the Massachusetts Department of Transportation, United State Department of Transportation, and the City's state and federal legislative delegations make this project a priority and support funding requests to enable its completion.

*Submitted to the City Council by: Mayor Kimberley Driscoll, City Councillor Josh Turiel, City Councillor Stephen Dibble*



**CITY OF SALEM, MASSACHUSETTS**

Kimberley Driscoll  
Mayor

Office of the Mayor

February 27, 2020

Honorable Salem City Council  
Salem City Hall  
Salem, Massachusetts 01970

Ladies and Gentlemen of the City Council:

More than twenty years ago the City and the MBTA embarked on a feasibility study to review a potential commuter rail stop in South Salem. At the time, the City's main station needed upgrades and the study was put on the back burner. However, with the growth of SSU and NSMC, we have spent the last few years starting to move this project forward again, in collaboration with both institutions and the Salem Partnership. In November 2016 our consulting engineers on the project, AECOM, presented conceptual plans at a public meeting and in March they released a feasibility study. A subsequent economic impact analysis was conducted by MAPC in the summer of 2017.

This is a project that will benefit the surrounding neighborhood, improve public transit access, and lessen traffic congestion on our major corridors. It is now fully prepared to advance to the next stage of more detailed design and permitting and construction. The City, with the Salem Partnership, is now pursuing grant opportunities for these next phases of the project and we have advocated with our legislative representatives for an allocation in the state's transportation bond bill recently advanced out of the legislature's Transportation Committee.

This project has been much studied and is long-awaited. It has the potential to catalyze transit-oriented housing, increase property values, remove cars from our busiest roadways, and help connect our two largest employers to the commuter rail. The enclosed resolution formally signals to the state and our federal partners that the City of Salem is united in our support for this important endeavor and that we are ready for it to move from planning to reality.

Very truly yours,

Kimberley Driscoll  
Mayor  
City of Salem

# *City of Salem*

---

*In the year two thousand and twenty*

*An Ordinance* providing for auxiliary aids and services for effective communication or reasonable modifications for accessibility in public meetings.

*Be it ordained by the City Council of the City of Salem, as follows:*

**Section 1.** Chapter 2 is hereby amended by adding the following at the end of section 2-2028(e):

“Persons requiring auxiliary aids and services for effective communication such as sign language interpreter, an assistive listening device, or print material in digital format or a reasonable modification in programs, services, policies, or activities, may contact the City of Salem ADA Coordinator as soon as possible and no less than 2 business days before the meeting, program, or event.”

**Section 11.** This Ordinance shall take effect as provided by City Charter.



**CITY OF SALEM, MASSACHUSETTS**

Kimberley Driscoll  
Mayor

Office of the Mayor

February 27, 2020

Honorable Salem City Council  
Salem City Hall  
Salem, Massachusetts 01970

Ladies and Gentlemen of the City Council:

One of the policy recommendations from our recently completed ADA Transition Plan was to post language indicating the availability of auxiliary aids and services by the City. The enclosed Ordinance reflects the language recommended by the Institute for Human Centered Design and would, through this Ordinance, be added to the required language on all City meeting agendas that are posted both online and at City Hall. While the Transition Plan recommends posting a single notice with this information, I believe that having it appear on all meeting agendas and notices will more consistently communicate the availability of these services for accessibility at public meetings.

City employees who staff our boards and commissions will also be provided with this language, as well as instructions on how, when requested by an individual, to reserve and use our assistive listening devices, create print material in digital format or request it in braille, and schedule a sign language interpreter through the Massachusetts Commission for the Deaf and Hard of Hearing.

To ensure that we are continuing in our efforts to be a community that is inclusive and welcoming to all, I recommend adoption of the enclosed Ordinance and invite you to contact our ADA Coordinator, Lisa Cammarata, with any questions.

Very truly yours,

Kimberley Driscoll  
Mayor  
City of Salem

# City of Salem

---

*In the year Two Thousand and Twenty*

**An Ordinance** to amend the zoning ordinance by adding, “Inclusionary Housing”.

**Section 1.** Section 5- Regulations of the Zoning Ordinance is hereby amended by adding the following new section:

## **5.4 - INCLUSIONARY HOUSING**

**5.4.1 Purpose and Intent.** The purpose of this section is to expand the City of Salem’s housing stock, especially its Affordable Housing Units; to leverage market-rate housing production towards the production of Affordable Housing Units; to provide for housing choices for households of all incomes, ages, and sizes; to increase the production of Affordable Housing Units to meet employment needs; and to establish standards and guidelines in order to implement the foregoing.

It is intended that the Affordable Housing Units that result from this section be considered as Local Action Units, in compliance with the requirements specified by the Massachusetts Department of Housing and Community Development (DHCD) Local Initiative Program.

### **5.4.2 Applicability.**

1. This Section §5.4 applies to any subdivision or development, whether new construction, conversion, adaptive reuse or expansion of an existing structure, involving the creation of six (6) or more dwelling units. It applies to all residential dwelling types as defined by the Salem zoning ordinance with the exception of assisted living residences, nursing or convalescent homes, and other similar uses.
  - a. A subdivision or division of land shall mean any subdivision as defined in the Subdivision Control Law, G.L. c.41, §81K-81GG, or any division of land under G.L. c.41, §81P, into lots for residential use.
  - b. Developments shall not be segmented or phased to avoid compliance with this Section. “Segmentation” shall mean any development or any division of land that would cumulatively result in an increase of six or more residential lots or dwelling units above the number existing on a parcel of land or contiguous parcels in common ownership up to twenty-four months prior to the application. Where such segmentation occurs, it shall be subject to this Section.
2. This Section §5.4 does not apply to the rehabilitation, repair or reconstruction of any

building or structure, all of or substantially all of which is destroyed or damaged by fire or other casualty or a natural disaster; provided, however, no rehabilitation, repair or reconstruction shall result in a net increase of six (6) units beyond what previously existed prior to the damage or destruction thereof except in conformance with this section.

3. No special permit or site plan review for a development requiring a special permit or site plan review, and no building permit for a use permitted as of right, shall be issued for a development subject to this Section §5.4 unless the applicant provides the percentage of the total dwelling units in the development as Affordable Housing as described herein.

#### **5.4.3 Mandatory Provision of Affordable Units.**

1. Affordable Housing requirement. As a condition of development, the applicant shall contribute to the local stock of Affordable Housing Units in accordance with the following requirements:
  - a. In any development subject to this Section §5.4, ten (10) percent of the dwelling units shall be Affordable to households with incomes at or below sixty (60) percent of AMI.
  - b. Affordable units shall be made available to eligible households with incomes at or below 60% AMI at purchase prices or rents that adhere to the income limits determined by the U.S. Department of Housing and Urban Development (HUD) applicable to the City of Salem, and shall comply with the DHCD Local Initiative Program regulations.
  - c. Nothing in this Section shall preclude the applicant from providing additional Affordable units, or greater affordability, or both, than the minimum requirements.
2. Special Permit for Tiered Affordability
  - a. Purpose. Adaptive reuse of abandoned, underutilized or functionally obsolete properties as housing enables growth in established locations while preserving or restoring the architectural fabric of Salem. In the event that an adaptive reuse project in the B5 zoning district would not be feasible with the Affordable unit requirements of Section 5.4.3, the Affordability unit requirements of Section 5.4.3 may be met by a special permit from the Planning Board that would allow tiered affordability levels of the required Affordable units up to 80 percent of the area median income if all the criteria of Section 5.4.3(2) are met.
  - b. Eligibility.
    - i. The project must be located in the B5 zoning district.
    - ii. The incentives of Section 5.4.4 are not permitted if the Affordable unit requirements of Section 5.4.3 are met by a special permit.

- iii. The applicant shall obtain a letter from the Salem Historical Commission that determines:
    1. The building is located on the State Register of Historic Places or that the building is significant in the history, archaeology, architecture or culture of Salem.
    2. The building is a minimum of 50 years old.
    3. The exterior work comply with the Secretary of the Interior Standards.
  - iv. The applicant shall obtain a positive recommendation letter from the Affordable Housing Trust Fund Board concerning the proposed affordability tiers.
- c. Criteria for a Tiered Affordability Special Permit.
- i. Increasing the affordability level of any of the required Affordable units above 60 percent of the area median income is discouraged. The applicant shall demonstrate to the Affordable Housing Trust Fund Board that all other resources have been exhausted.
  - ii. The applicant shall provide financial pro-forma to the Affordable Housing Trust Fund Board that demonstrates the affordable unit provisions in Section 5.4.3(1) would prevent the adaptive reuse project from being financially feasible. The pro-forma shall use DHCD's Chapter 40B Guidelines for determining whether the project is "uneconomic" and related terms such as "return on total cost" and "net operating income" or other guidelines that are recognized by real estate and affordable housing industry standards that are determined to be acceptable by the Affordable Housing Trust Fund Board.
  - iii. The pro-forma will be peer reviewed by a third-party accountant chosen by the Affordable Housing Trust Fund Board and paid for by the applicant. The Affordable Housing Trust Fund Board shall include consideration of the criteria in Section 5.4.3(2)(c) i and ii in their recommendation letter to the Planning Board.
  - iv. A permanent preservation restriction mutually agreed upon between the applicant and the City of Salem Historical Commission shall be provided to the City of Salem to protect the historically significant features of the exterior of the building.
3. Fractions. When the requirement for Affordable Housing Units results in a fraction of a unit, the applicant shall have the choice to round up to the next whole number or convert the fraction of a unit to a cash payment to the Salem Affordable Housing Trust Fund. For example, a twelve-unit project would require 1.2 Affordable units (10% of 12); the last 0.2 unit may be satisfied by providing an additional unit (for a total of 2 Affordable units) or through a cash payment equivalent to 0.2 unit.



The payment shall be based on the construction cost of an average-sized unit in the development, or the construction cost of a unit of 1000 square feet, whichever is smaller. The residential construction cost per square foot shall be determined by the construction cost reported on the project's building permit application.

$$\text{Fractional payment} = \\ (\text{Required fraction of a unit}) \times (\text{Construction cost per residential square foot}) \times \\ (1000 \text{ square feet or average unit size, whichever is less})$$

For mixed-use projects or projects that include structured parking, only the residential construction cost and the residential square footage will be considered to determine the construction cost per residential square foot. For projects using historic tax credits or other historic preservation incentive, the cost of the historic credit or incentive may be subtracted from the total construction cost reported on the project's building permit application.

**5.4.4 Density and Parking.** Developments subject to this Section 5.4, with the exception of those obtaining a special permit pursuant to Section 5.4.3.2, may incorporate either or both of the following:

1. **Density Bonus.** Developments in compliance with the Affordable Housing requirements of this Section §5.4 are permitted an increase of 25% of the total number of units that would normally be permitted in the applicable zoning district. The Affordable Housing requirements are calculated on the total number of new units, including units created through the density bonus.
  - a. The minimum lot area per dwelling unit normally required in the applicable zoning district shall be reduced by the amount necessary to permit the additional units. This reduction of the minimum lot area per dwelling unit shall be by right for developments in compliance with the requirements of this Section §5.4.
  - b. The number of stories normally permitted in the applicable zoning district may be increased by one story provided it does not exceed the maximum height, and all yard and setback requirements normally required in the applicable zoning district may be reduced by up to 50%, with a Special Permit granted by the Planning Board. In granting a Special Permit, the Planning Board will consider the Special Permit criteria established in Section 9.4.2 and whether the permit is necessary to provide for the additional units permitted by the density bonus.
2. **Parking Reduction Special Permit.** Developments in compliance with this Section §5.4 are permitted to reduce the number of required parking spaces with a Special Permit granted by the Planning Board as follows:
  - a. In granting the Special Permit, the Planning Board will consider the criteria established in Section 9.4.2
  - b. For developments located within a half mile of the commuter rail station, the development is permitted to reduce the number of parking spaces to one parking space per dwelling unit.
  - c. For developments located further than a half mile from the commuter rail station, the development is permitted to reduce the number of parking spaces

to one parking space per dwelling unit if Transportation Demand Management (TDM) practices are incorporated, as evidenced by a Transportation Demand Management Plan to reduce demand for parking, and approved by the Planning Board as a condition of project approval. The Planning Board will assess the need for TDM measures based on site location. TDM methods to reduce parking demand on site may include but are not limited to:

- i) **Shared Parking:** To implement shared on-site parking, the applicant shall demonstrate that proposed uses are non-competing. In mixed-use developments, applicants may propose a reduction in parking requirements based on an analysis of peak demand for non-competing uses;
- ii) Use off-site parking to satisfy parking requirements;
- iii) Pay a stipend to residents without cars;
- iv) Provide a guaranteed emergency ride home;
- v) Provide transit pass subsidies;
- vi) Provide covered bicycle parking and storage;
- vii) Provide bicycle or car sharing on site;
- viii) Other means acceptable to the Planning Board.

#### **5.4.5 Provisions Applicable to Affordable Housing Units.**

1. **Location.** All Affordable Housing Units must be dispersed evenly throughout the development.
2. **Exterior design.** The exterior of Affordable Housing Units must be indistinguishable from the market-rate units in terms of design, appearance, materials, and quality of construction.
3. **Interior size and finishes.** The size and interior finishes of the Affordable Housing Units may differ from the market-rate units within the parameters described below:
  - a. Affordable Housing Units may be smaller than the market-rate dwellings, but in no event shall the gross floor area of any affordable unit be less than the minimum floor area required under the regulations or guidelines of the Local Initiative Program set forth by DHCD.
  - b. The Affordable Housing units must be supplied with the same base appliances and fixtures as the market rate units; for example, if market-rate units include a dishwasher, Affordable units must include one as well. However, the product specifications for the fixtures, appliances, and interior finishes in Affordable units may differ from those in the market-rate units, provided that such finishes and features are durable, of good quality, consistent with contemporary standards for new housing, and in compliance with the standards set forth by Local Initiative Program design and construction standards.

- c. Affordable Housing Units must be supplied with the same mechanical systems and energy efficiency features as market-rate units, including windows, insulation, plumbing, and heating and cooling systems.
  - d. The bedroom mix in the Affordable Housing Units shall be proportionate to the bedroom mix of the market-rate units.
  - e. Residents of Affordable Housing Units shall have similar access to all building and site common areas and amenities as residents of market-rate units, including but not limited to outdoor spaces, amenity spaces, storage, parking, bicycle parking facilities, and resident services.
  - f. Compliance with Section 5.4.5 shall be determined by Salem Department of Planning and Community Development staff.
4. Timing of construction of Affordable units and payment made. Affordable Housing Units must be constructed at a proportion of one (1) affordable unit for every five (5) Market Rate Units. The payment for fractional units, if applicable, shall be made before issuance of the Certificate of Occupancy.

**5.4.6 Resident Selection and Marketing Plan for Affordable Units.**

1. Applicants creating new Affordable Housing Units under this Section §5.4 are required to select qualified homebuyers or renters via lottery under an Affirmative Fair Housing Marketing Plan (AFHMP) prepared and submitted by the applicant and approved by the Salem Department of Planning and Community Development and DHCD as part of the Local Initiative Program. The AFHMP must include a plan to address AFHMP requirements upon resale of ownership units. The marketing plan shall comply with federal and state fair housing laws and guidelines in effect on the date of filing of the special permit or other permit application with the City of Salem. No Certificate of Occupancy for a development subject to §5.4 shall be issued unless the Salem Department of Planning and Community Development has determined that the applicant's AFHMP complies with this requirement. The affirmative marketing costs for the Affordable Housing units shall be the responsibility of the applicant.
2. If the applicant agent is unable to find an eligible homebuyer within 180 days of marketing the unit, in accordance with the AFHMP, the applicant may sell the property to a household earning up to 80% of the area median income upon approval of the Affordable Housing Trust Fund Board.

**5.4.7 Preservation of Affordability.** Each Affordable Housing Unit created in accordance with this Section shall have limitations governing its resale through the use of an Affordable Housing

**Restriction.** The purpose of these limitations is to preserve the long-term affordability of the unit and to ensure its continued availability for low- and moderate-income households.

1. As a condition of development, all Affordable Housing Units provided under this Section §5.4 shall be subject to an Affordable Housing Restriction in a form consistent with the LIP guidelines or any other applicable guidelines issued by DHCD, acceptable to the Planning Board, that ensures Affordable units can be counted toward Salem's Subsidized Housing Inventory. The Affordable Housing restriction shall run with the land and be in force in perpetuity or for the maximum period allowed by law, and be enforceable under the provisions of MGL c. 184, § 26 or §§ 31 and 32. Affordability restrictions shall be contained in applicable Affordable Housing Restrictions, regulatory agreements, deed covenants, contractual agreements, land trust arrangements and/or other mechanisms to ensure compliance with the affordability requirements of this Section.

The applicant shall be responsible for preparing and complying with any documentation that may be required by DHCD to qualify Affordable Housing Units for listing on the Chapter 40B Subsidized Housing Inventory as Local Action Units.

2. The Affordable Housing Restriction shall contain limitations on use, occupancy, resale and rents, and provide for periodic monitoring, by the City or its designee named in the deed rider as the monitoring agent, to verify compliance with and enforce said restriction. This monitoring is intended to verify that Affordable homeownership units remain owner-occupied and are resold at a price affordable to low- or moderate-income homebuyers, and that Affordable rental units are occupied by low- or moderate-income tenants at rents they can afford. The applicant is responsible for providing ongoing monitoring through an organization qualified to serve as a monitoring agent on behalf of the City.
3. The restriction shall establish that Affordable units created under the provisions of §5.4 shall remain affordable to the designated income group in perpetuity, or for as long as legally permissible, per Affordable Housing restrictions that comply with Local Initiative Program requirements as they may be amended for inclusion in the Chapter 40B Subsidized Housing Inventory and is enforceable under G.L. c. 184, § 26 or §§ 31-32.
4. The restriction shall grant the City of Salem or its designee the right of first refusal to purchase the property in the event that a subsequent qualified homebuyer cannot be located. In any and all instances Section 5.4.7(3) shall remain in effect.
5. The Affordable Housing Restriction shall provide that initial sales and rentals of Affordable Housing units and subsequent re-sales and rentals shall comply with federal, state and local fair housing laws, regulations and policies, and DHCD Local Initiative Program guidelines. For Affordable homeownership units, the procedure for resale and the responsibilities of the homeowner, the City and/or its monitoring agent, and DHCD are described in detail in DHCD's Local Initiative Program regulations.
6. The Affordable Housing Restriction shall provide that, in the event that any Affordable rental unit is converted to a condominium unit, the condominium unit shall be restricted in perpetuity as Affordable to the income level required for Affordable ownership units in Section 5.4.3.1.

7. No Certificate of Occupancy shall be issued until the applicant executes an enforceable agreement with the City and provides evidence acceptable to the Salem Department of Planning and Community Development that the agreement has been recorded at the Essex County Registry of Deeds. It is the applicant's responsibility to prepare a complete regulatory agreement, to obtain the necessary signatures and to record a fully executed agreement at the Registry of Deeds prior to the issuance of any Certificate of Occupancy (or in the case of a subdivision, lot releases).
8. For an Affordable homeownership unit, no Certificate of Occupancy shall be issued until the applicant submits documentation acceptable to the Salem Department of Planning and Community Development that an Affordable Housing deed rider has been signed by the homebuyer and recorded at the Essex County Registry of Deeds.

**5.4.8 Conflict with Other Sections.** The provisions of this Section §5.4 shall be considered supplemental of existing sections of this zoning ordinance. To the extent that a conflict exists between this Section §5.4 and others, the provisions of this Section §5.4 shall apply.

**5.4.9 Severability.** If any portion of this Section is declared to be invalid, the remainder shall continue to be in full force and effect.

**Section 2.** The Salem Zoning Ordinance Section 10 Definitions is hereby amended by following definitions:

*Affordable Housing Restriction:* A deed restriction, contract, mortgage agreement, or other legal instrument, acceptable in form and substance to the City of Salem, that effectively restricts occupancy of an affordable housing unit to qualified purchaser or qualified renter, and which provides for administration, monitoring and enforcement of the restriction during the term of affordability. An affordable housing restriction shall run with the land in perpetuity or for the maximum period of time allowed by law, and be enforceable under the provisions of Chapter 184, Sections 26 or 31-32 of the Massachusetts General Laws.

*Affordable Housing Unit:* A dwelling unit that is affordable to and occupied by a low- or moderate-income household and meets the requirements of the Massachusetts Department of Housing and Community Development, Local Initiative Program, for inclusion on the Chapter 40B Subsidized Housing Inventory.

*Area Median Income:* The median income for households within the metropolitan area that includes the City of Salem, as defined in the annual schedule of low- income limits published by the U.S. Department of Housing and Urban Development, adjusted for household size.

*Eligible Household:* A household of one or more persons whose maximum income does not exceed 60% of Area Median Income, or other income limit established in Section 5.4.

*Eligible Buyer:* An individual or household certified by the Monitoring Agent to have met all of the eligibility requirements set forth in the Affordable Housing Restriction and applicable

Program Guidelines to buy an Affordable unit, including limits on income and assets, suitability of financing, etc.

*Local Action Unit:* An Affordable Housing unit developed through a city's zoning or permit issuance process as part of the Local Initiative Program and eligible for inclusion on the Subsidized Housing Inventory.

*Local Initiative Program:* A program administered by the Massachusetts Department of Housing and Community Development (DHCD) pursuant to 760 CMR 56.00 to develop and implement local housing initiatives that produce low- and moderate-income housing, with or without a comprehensive permit as defined in Chapter 40B.

*Low-Income Household:* A household with income at or below 60% of area median income, adjusted for household size, for the metropolitan area that includes the City of Salem, as determined annually by the United States Department of Housing and Urban Development (HUD).

*Market Rate Unit:* All dwelling units in a development subject to Section 5.4 that are not Affordable Housing Units as defined therein.

*Maximum Affordable Purchase Price or Rent:* A selling price or monthly rent that does not exceed the maximum purchase price or rent guidelines of the program used to qualify Affordable Housing Units for inclusion on the DHCD Chapter 40B Subsidized Housing Inventory. For homeownership units, the maximum affordable purchase price shall account for the monthly cost of a mortgage payment, property taxes, insurance, and condominium fees where applicable. For rental units, the maximum affordable rent shall account for the monthly cost of rent and utilities. The household income used to compute the maximum affordable purchase price or rent shall be adjusted for household size, considering the household size for which a proposed affordable unit would be suitable under guidelines of the Local Initiative Program or any successor affordable housing program established by the state.

*Monitoring Agent:* The Monitoring Agent is a qualified individual or agency for the purposes of administration, monitoring and enforcement of the Affordability Requirement for a Project pursuant to the Affordability Monitoring Services Agreement.

*Salem Affordable Housing Trust Fund:* A fund established by the City of Salem pursuant to Massachusetts General Laws, Chapter 44, Section 55C, for the purpose of creating or preserving Affordable Housing in the City of Salem for the benefit of low- and moderate-income households.

*Subsidized Housing Inventory (SHI):* The Department of Housing and Community Development Chapter 40B Subsidized Housing Inventory as provided in 760 CMR 31.04.



## **CITY OF SALEM, MASSACHUSETTS**

Kimberley Driscoll  
Mayor

Office of the Mayor

February 27, 2020

Honorable Salem City Council  
Salem City Hall  
Salem, Massachusetts 01970

Ladies and Gentlemen of the City Council:

I am pleased to present the enclosed Inclusionary Housing Ordinance. This ordinance is the result of a yearlong collaborative and data-driven process involving dozens of community members, participants at our public housing forums, members of this Council, and the members of the Affordable Housing Trust Fund Board. There are over 100 municipalities in Massachusetts with some form of inclusionary zoning. It is widely used because it is an effective tool that leverages the private marketplace to create affordable housing without public subsidies.

As you may be aware, most inclusionary zoning ordinances target income levels at 80% of the area median income (AMI) and include opt-out options. Although the Planning Board is already requiring 10% of new units to be affordable at 80% AMI without an ordinance, the proposed ordinance is more permanent, takes our current practice to the next level, and is much more robust. It is tailored to Salem's specific housing market and is one of the most progressive inclusionary zoning ordinances in the Commonwealth in several respects.

First, it mandates affordability at the deeper level of 60% AMI. The 60% AMI level is more consistent with the income levels of a typical Salem household. Second, the ordinance requires that the affordable units be equitable to the market rate units. Thus, the affordable units are not allowed to be provided offsite in a different building from the market rate project. Third, the ordinance does not allow a payment in lieu of the affordable units. For Salem, the construction of actual affordable homes is far more important than a financial contribution.

Like most inclusionary zoning ordinances, this ordinance includes incentives. Affordable units cost just about as much to build as market rate units; therefore, it was critical for the ordinance to strike a reasonable balance between meeting Salem's affordability goals and being financially feasible and realistic. To that end, the Metropolitan Area Planning Commission developed a

financial feasibility model to test the market implications of various inclusionary zoning scenarios. The model is based on a pro-forma analysis that considered housing market data from the Warren Group and the US Census Bureau, as well as qualitative data from interviews with Salem residents and local housing experts including lenders, developers, and land use board members. Through this feasibility model, it was determined that, in order to get 10% of the units at the deeper affordability level of 60% of AMI, the ordinance would need to include a 25% density bonus, as well as a degree of parking and setback flexibility. Requiring a greater percentage of units to be affordable or not having a density bonus resulted in the project not being financially feasible and, thus, no units would be built.

We need a diverse housing stock to meet the current and future needs of Salem residents. To support diverse housing, we also need a broad range of housing tools. Inclusionary zoning is an important tool; however, it alone will not meet all the affordable housing needs that our community faces. Another tool is to leverage publicly owned land for housing that has higher percentages of affordable units and deeper affordability levels than the levels established in the Inclusionary Housing ordinance. We are also working with the Salem Housing Authority to explore new housing opportunities with them. An additional tool is to create affordable homes through an Accessory Dwelling Unit ordinance, which has been submitted to you under separate cover for this week's City Council agenda.

On its own, the Inclusionary Housing Ordinance will not solve all of Salem's housing issues, but it will help. Requiring private home builders to create 10% of new units at 60% AMI with no public funds will create affordable housing that is more consistent with the typical income of a Salem family. The units will be of the same character, quality, and location as the market rate units. Lastly, this ordinance will ensure that the affordable units are constructed, rather than allowing an in-lieu payment in their stead.

I look forward to continuing this discussion regarding the Inclusionary Housing Ordinance at the joint public hearing with the Planning Board, which is the next step for this ordinance. Thank you for your shared commitment to pro-actively address the growing housing affordability challenge in our community.

Very truly yours,



Kimberley Driscoll  
Mayor  
City of Salem



# Affordable Housing Information



Housing is considered "affordable" when it costs 30% or less of a household's income.

Affordable housing comes in several forms such as subsidized housing, income restricted housing, and naturally occurring affordable housing.

### Subsidized Housing

Rent is based on a percentage of the household's income.

*Examples: Publicly built housing managed by a Housing Authority and Housing Vouchers.*

### Housing Vouchers

are a government subsidy that covers a set portion of a household's rental cost. *Example: Section 8 Housing Choice Vouchers, managed by the Salem Housing Authority.*

### Income Restricted Housing

To be qualified, a household cannot earn over a set income limit. Maximum sales price or rental cost is linked to the unit, based on a percentage of the area median income. *Example: A privately built housing unit created to comply with inclusionary zoning.*

### Naturally Occurring Affordable Housing

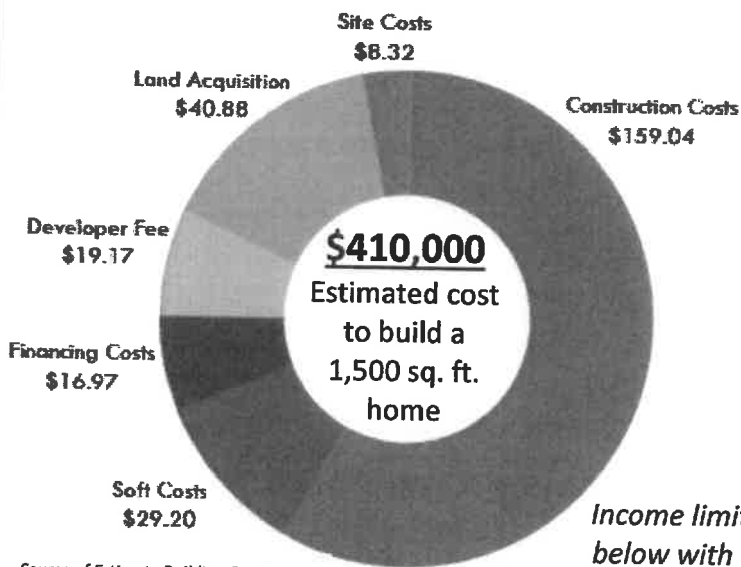
Housing units that maintain low rents without a subsidy or income restriction. *Example: A privately owned carriage house rented below typical market rent.*

**Area Median Income (AMI):** To determine housing eligibility for income-restricted Affordable Housing, government programs use AMI. The 2019 AMI for Salem and surrounding communities is \$113,300.

**Local Median Household Income:** Unlike AMI, the City of Salem's local median household income doesn't reflect the incomes of surrounding communities. Salem's 2019 Median Household Income is \$65,528, approximately 60% of the AMI.

**Income Limits:** Each year HUD publishes "income limits" that define income levels used in several housing and community development programs. The income limits are determined by household size and the area median income (AMI). See below.

Housing is very expensive to produce.



Source of Estimate Building Cost: Dukakis Center Housing, 2011-2015.

Income limits for households at 80% AMI and 60% AMI are shown below with estimated maximum rental and sales prices at various household sizes for illustrative purposes.

The cost to build an affordable home exceeds the cost the developer is allowed to rent or sell it for.

	Studio	1 bedroom	2 bedroom	3 bedroom
<b>Income Limit at 80% AMI</b>	\$64,250	\$71,400	\$80,300	\$89,200
<b>Maximum Rent</b>	\$1,561	\$1,673	\$2,007	\$2,319
<b>Maximum Sale Price</b>	\$167,200	\$196,700	\$226,200	\$255,400
<b>Income Limit at 60% AMI</b>	\$49,800	\$56,880	\$64,020	\$71,100
<b>Maximum Rent</b>	\$1,245	\$1,333	\$1,600	\$1,848
<b>Maximum Sale Price</b>	\$108,000	\$129,100	\$150,200	\$171,100

\*Maximum sales price estimate is for a condominium unit with an HOA fee assuming 3% down payment and 30 yr. amortization at a 5% interest rate. The number of household members are assumed to be the number of bedrooms in a unit plus one.

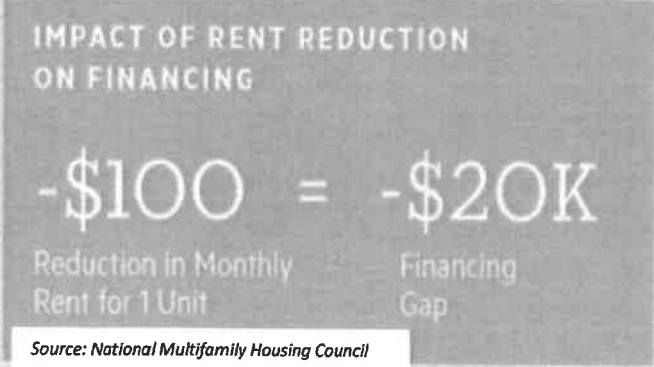
# Inclusionary Zoning Information



Salem is proposing an Inclusionary Zoning Ordinance that will require 10% of new units to be affordable at 60% AMI. The ordinance does not include “opt-out” options for the developer. That means the developer **must build affordable units on the same site as the market rate project**, rather than paying a fee in lieu of building or building the units in another location.

**Why are we not requiring a greater percentage?** Because the affordable units come at a cost. If we require too much affordability, we risk the developer raising the rents for the market rate units to make the project financially feasible or cancelling the project altogether. Both scenarios undermine affordability. It’s a balancing act.

**Why do we need to provide incentives given that the difference between 60% AMI and 80% AMI is only a few hundred dollars per unit?** Even modest rent reductions significantly reduce the financing a property can secure. A \$100 per month rent reduction for a single unit translates into approximately \$20,000 less per unit in financing\*.



The “cost” of an inclusionary policy to developers depend on the number of affordable units and the level of affordability. MAPC developed a financial model specific to Salem to understand how different inclusionary requirements might impact development feasibility. Through that model we found with the proposed incentives we could require:

- 15% of the units to be affordable at 80% AMI OR
- 10% of the units to be affordable at 60% AMI.

The comparison below illustrates the burden of a policy that requires 15% of the units to be at 80% AMI to a policy that requires 10% of the units to be at 60% AMI.

**Why not offer more incentives to obtain deeper affordability and or more units?** That is an option. Keep in mind, inclusionary zoning – or any other tool for that matter – can’t solve the housing crisis on its own. The city will need to use a range of tools to address housing such as developing public land to increase the supply of affordable homes. Inclusionary zoning is just one of those tools. Check out [www.ima.givesalem.com](http://www.ima.givesalem.com) to learn more.

Level of Affordability	# of units	Rent Reduction	Financing Gap
A -\$200 (80% AMI)	X 30	= -\$6K	= -\$1.2M
B -\$400 (60% AMI)	X 20	= -\$8K	= -\$1.6M

Source: National Multifamily Housing Council

\*\$100 reduction in monthly rent supports \$20,000 in debt, assuming a 30-year amortizing mortgage with an interest rate of 5%.



## **Salem Inclusionary Zoning Update | September 30, 2019**

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### **FINANCIAL FEASIBILITY MODEL**

To test the market implications of various inclusionary zoning scenarios, MAPC developed a financial feasibility model. This model is based on a pro forma analysis that is typically used by a developer to understand whether a real estate project is feasible. A development pro forma takes into account dozens of project-specific real estate development variables (many of which are listed below) to arrive at a projected level of profitability. As each of these variables changes – for example, as construction costs decrease or interest rates increase - profitability goes up or down. If profitability falls below a certain level, the project is considered infeasible.

Over the course of spring 2019, MAPC used this pro forma analysis to understand how different inclusionary requirements might impact development feasibility. The analysis began with a baseline scenario: a typical mid-sized Salem rental development project with no inclusionary zoning. From there, we explored the ways that different iterations of an inclusionary policy (for example, number of affordable units required or bonus incentives offered) might impact the project's bottom line. The model enabled the project working group to understand the tradeoffs involved in the different aspects of an inclusionary policy and to arrive at a consensus of how these different aspects should be prioritized.

### **BASELINE ASSUMPTIONS**

An important part of the financial modeling involved market research to ensure that the model's inputs reflected Salem's local development conditions. MAPC conducted a series of interviews with local real estate professionals, including nonprofit developers, for-profit developers, lenders, and realtors, about Salem's local development conditions. Model inputs were also informed by information from CoStar, an industry real estate database, and from MAPC's Metro Boston Rental Listings Database. Below is a list of assumptions based on the interviews conducted and data collected.



### Project basics

- Unit mix: 40% 1-bdrm units, 55% 2-bdrm units, 5% 3-bdrm units
- Unit size
  - 800 sq.ft. 1-bedroom
  - 1,000 sq.ft. 2-bedroom
  - 1,300 sq.ft. 3-bedroom
- Common area: 12% of total building area
- Parking: per zoning (generally 1.5 spaces/unit; 1 space/unit for existing buildings in B5)

### Construction costs

- Construction costs (new construction)
  - Stick construction: \$220/sq.ft.
  - Podium construction: \$230/sq.ft.
- Parking costs
  - Surface parking: \$10,000/parking space
  - Podium parking: \$25,000/parking space
- Land cost: varies by project size; minimum of \$30,000 per unit
- Soft costs: 20% of construction costs

### Operating costs

- Rents:
  - \$1,900/month 1-bedroom
  - \$2,300/month 2-bedroom
  - \$2,600/month 3-bedroom
  - Inclusionary rents per HUD requirements
- Operating costs: \$7,250 per unit annually/30% operating income
- Vacancy rate: 4%
- No separate parking charge

### Financing costs

- Debt/equity: 70% permanent debt, 30% equity
- Permanent debt interest rate: 5.5%
- Mortgage term: 10-year term on 30 year amortization schedule (balloon payment at 10 years)
- DSCR 1.2; LTV 70%
- Inflation: 3%
- IRR: minimum 12%
- Cap rate: 5.5%
- Reversion: 10 years

# Inclusionary Zoning Policy Comparison Massachusetts and National Jurisdictions

Characteristics	Requirement	Income Targets	Alternatives	Incentives
<p><b>National Trends From the 2017 Lincoln Institute Survey</b></p> <p>There are close to 900 jurisdictions across the country and more than 100 in Massachusetts that have some form of an inclusionary zoning policy. Policies are used in cities of all sizes where housing costs are high and there is a strong demand for housing development.</p>	<p>The minimum development size used to trigger the Affordable Housing requirement ranges from 0 to 50 total housing units. The majority of policies have either no minimum, a 2-5, or a 6-10 unit minimum.</p> <p>The most commonly used Affordable Housing requirement percentage is 6-10%</p>	<p>Policies usually require the Affordable units to be affordable to a variety of different income levels. 61-80% AMI is the most frequently targeted income level. Owner-occupied units typically have a higher income level target.</p>	<p>A combination of different alternatives for meeting the Affordable Housing requirement is offered to accommodate different scenarios. Off-site construction and fees-in-lieu are the most common alternatives to on-site construction of Affordable Housing units.</p>	<p>Incentives are offered in exchange for Affordable Housing development or to encourage developers to exceed what is required. The most common incentive is a density bonus. Other incentives include zoning variances, waivers, parking requirement reductions, fee reductions, expedited permitting, and subsidies.</p>
<p><b>Cambridge, MA</b></p> <p><u>Population</u><sup>1</sup> 113,630</p> <p><u>Median Gross Rent</u><sup>2</sup> \$1,754</p>	<p>Development of 10 or more housing units or over 10,000 sq. ft. of residential space</p> <p>20% Affordable Units</p>	<p><u>Rental</u> 50-80% AMI/ specific requirements</p> <p><u>Ownership</u> ≤ 100% AMI</p>	<p><u>Fee-in-lieu</u> Only if design requirements result in less than 20% Affordable units</p>	<p><u>Density</u> GFA can be increased by 30%</p> <p>30% cap on total units</p>
<p><b>Newton, MA</b></p> <p><u>Population</u><sup>1</sup> 88,994</p> <p><u>Median Gross Rent</u><sup>2</sup> \$1,733</p>	<p>Development of 6 or more housing units requiring a special permit excluding accessory units and subdivisions.</p> <p>15% Affordable units</p>	<p><u>Rental and Ownership</u> The total Affordable Housing units at various income levels must average to 65% AMI</p>	<p><u>Off-site</u> When partnering with a non-profit developer</p> <p><u>Fee-in-lieu</u> When less than 6 total housing units and meeting specific criteria</p>	<p><u>Density</u> A density bonus equal to one market unit for each inclusionary unit with a 25% density cap on total units</p> <p><u>Expedited Permitting</u> Scheduling priority and concurrent reviews</p>
<p><b>Somerville, MA</b></p> <p><u>Population</u><sup>1</sup> 81,360</p> <p><u>Median Gross Rent</u><sup>2</sup> \$1,600</p>	<p>6 units</p> <p>1 Affordable unit or fractional payment for .4 of a unit</p> <p>7 units</p> <p>1 Affordable unit or fractional payment for .6 of a unit</p> <p>8 to 17 units</p> <p>17.5% Affordable units</p> <p>18 or more units</p> <p>20% Affordable units</p>	<p><u>Rental</u> T1: ≤ 50% AMI T2: 51%-80% AMI T3: 81%-110% AMI</p> <p><u>Ownership</u> P1: ≤ 80% AMI P2: 81%-110% P3: 110%-140%</p>	<p><u>Off-site and fee-in-lieu</u> When meeting specific criteria</p>	<p><u>Density</u> A 17.5% reduction in lot area per dwelling unit for a development of 18 or more units that is not within the RA and RB zones</p> <p>Two market rate units for every Affordable unit when building more Affordable units than what is required; 20% cap on total units</p>

Characteristics		Requirement	Income Targets	Alternatives	Incentives
<b>Watertown, MA</b>	<u>Population</u> <sup>1</sup> 35,756	Development of 6 or more housing units or residential lots	<u>6 to 19 units</u> • ≤ 80% AMI for both rental and ownership <u>20 units or more</u> • Rental- Mixed AMI • Ownership- ≤ 80% AMI	<u>5 to 10 units</u> Developer has a choice between onsite or fee-in-lieu <u>More than 10 units</u> Affordable units must be onsite – (can be appealed)	<u>Density Bonus</u> Must be within the Revitalization Overlay District and comply with on-site Affordable Housing requirements. 2.0 FAR
	<u>Median Gross Rent</u> <sup>2</sup> \$1,650	<u>0 to 5 total units</u> 0% <u>6 to 19 total units</u> 12.5% <u>20 or more total units</u> 15%			
<b>Beverly, MA</b>	<u>Population</u> <sup>1</sup> 41,816	6 or more housing units	<u>Scenario 1</u> At least 12% of units affordable to 80% AMI <u>Scenario 2</u> At least 8% of units affordable to 60% AMI <u>Scenario 3</u> 10% of units, half 80% AMI and half 60% AMI	Off-site, Fee-in-lieu (Special permit, only applies to homeownership), donation of developable land, and credit units	<u>Density bonus</u> 1 for 1 and 2 for 1, varies by zoning district Minimum lot size cannot be less than 85% of what is normally required Granted by the planning board if at least 50% units are affordable
	<u>Median Gross Rent</u> <sup>2</sup> \$1,113	Percent varies by AMI levels			
<b>Chelsea, MA</b>	<u>Population</u> <sup>1</sup> 40,227	Development of 10 or more dwelling units	<u>Scenario 1</u> 15% required for 80% AMI <u>Scenario 2</u> 10% required if a mix of 80% AMI, 50% AMI, and 30% AMI	Fee-in-lieu Granted by majority vote of the city council, a minimum of \$200,000 per required Affordable unit	<u>Density bonus</u> Limited- in the R3 district the FAR can be increased to 1.5
	<u>Median Gross Rent</u> <sup>2</sup> \$1,193	Percent varies by AMI levels			
<b>Arlington, MA</b>	<u>Population</u> <sup>1</sup> 45,510	6 or more housing units	≤ 80% AMI Parking reduction incentives are offered in exchange for units affordable to 60% AMI	<u>Fee-in-lieu</u> When meeting specific criteria	<u>Density</u> : GFA can be increased 20-25% in select districts Parking: Reduction of 10% of parking requirements; greater reduction allowed under certain criteria
	<u>Median Gross Rent</u> <sup>2</sup> \$1,463	15% Affordable units			
<b>Provincetown, MA</b>	<u>Population</u> <sup>1</sup> 2,959	2 or more housing units	≤ 80% AMI when the Town's Subsidized Housing Inventory is below 10%	Fee-in-lieu, off-site construction, rehabilitation of existing Affordable Housing, and land donation	Density bonus, building height bonus, expedited permitting process, and reduction of permitting fees. When more than half of the development includes Affordable units, permit fees are waived entirely.
	<u>Median Gross Rent</u> <sup>2</sup> \$1,064	16.67% Affordable units			

## Definitions

AMI: Area Median Income

Affordable Housing units: Deed-restricted Affordable Housing units

DHCD: Massachusetts Department of Housing Community Development

GFA: Gross Floor Area

Density Cap:

The maximum percent of density that is permitted beyond what is normally permitted

Fee-in-lieu: Payments made as an alternative to building required Affordable units.

Off-site: Affordable units built at another site to fulfill Affordable Housing requirement.

Rehabilitation: Rehabilitating existing Affordable units on another site to fulfill Affordable Housing requirement.

TIF: Tax Increment Financing is a fiscal subsidy that incentivizes development and can channel revenue from development for specific purposes.

<sup>1</sup> Source: 2012-2016 American Community Survey.

<sup>2</sup> Source: 2012-2016 American Community Survey.



**CITY OF SALEM, MASSACHUSETTS**

Kimberley Driscoll  
Mayor

Office of the Mayor

February 27, 2020

Honorable Salem City Council  
Salem City Hall  
Salem, Massachusetts 01970

Ladies and Gentlemen of the City Council:

I am writing to request the opportunity to present to the City Council with an update on the status of Salem 400, our planning effort around the quadricentennial celebrations coming in 2026.

Since early last year a working group comprised of stakeholder organizations and partners have been meeting to begin laying the groundwork for this momentous occasion. I am especially grateful to the efforts of Whitney Leese, who has been the project coordinator for this work.

Much has been accomplished to date, but even more remains to be done. I'm excited to share the progress we have achieved with you and to hear from you about the work to come.

Very truly yours,

Kimberley Driscoll  
Mayor  
City of Salem



# City of Salem

*In the year two thousand and twenty*

**An Ordinance** to amend an Ordinance relative to Greenlawn Cemetery

*Be it ordained by the City Council of the City of Salem, as follows:*

**Section 1.** Sec. 16-68. – *Form of deed for sale of new lots* is hereby amended by adding the following immediately after the last sentence in the “FIFTH” paragraph:

“The City also reserves the right to remove any extraneous items found at or around a grave site including, but not limited to, flags, sports paraphernalia, drawings, photographs and memorial lights. The removal of such items shall occur immediately upon discovery by Cemetery Personnel and maintained for no less than 21 days. The only exception to this provision shall be permanent veteran’s markers officially sanctioned by the federal or state government.”

**Section 2.** This Ordinance shall take effect as provided by City Charter.

In City Council February 13, 2020  
Adopted for first passage

ATTEST:

ILENE SIMONS  
CITY CLERK

# City of Salem

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*In the year Two Thousand and Twenty*

*An Ordinance* to amend an ordinance relative to solid waste management.

*Be it ordained by the City Council of the City of Salem, as follows:*

**Section 1.** Chapter 36 is hereby amended as follows:

- 1) Section 36-4 Pickup of Large Items is hereby amended by deleting the first paragraph in its entirety and replacing it with the following:
  - “a) Up to two bulk items such as mattresses and furniture shall be collected by appointment by the City’s solid waste collection contractor during the resident’s recycling pick-up week.
  - b) E-Waste, including computers and televisions, and appliances may be recycled at quarterly collection events scheduled by the City Engineer. A fee may be charged for the disposal of certain e-waste items.
- 2) Section 36-4 is further amended by deleting the first phrase of the second paragraph, “Items from demolishing or refurbishing properties such as ductwork, furnaces, radiators” and replacing it with “Construction and demolition debris including asphalt, bricks, concrete and other masonry materials, soil, rock, wall coverings, drywall, plumbing fixtures, insulation, roofing shingles, plate glass, metal, wood waste, electrical wires”
- 3) Section 36-5 Residential Curbside Solid Waste and Recycling Collection is hereby amended by deleting the first paragraph in its entirety and replacing it with the following:

“The City shall provide weekly municipal curbside solid waste and bi-weekly recycling collection to all owner-occupied residential units and non-owner occupied rental units, limited to six or less unit buildings, serviced by the municipal collection contract at the time this section is adopted.”
- 4) Section 36-5 Residential Curbside Solid Waste and Recycling Collection is hereby further amended by deleting, with the third paragraph of this section, the phrase “including paper, cardboard, aluminum containers, recyclable paper, metal, glass and single polymer plastics.”
- 5) Section 36-6 Collection Fee for Certain Residents is hereby amended by adding the following to end of the first sentence in Section 36-6 (f):

“ if evidence of ownership and an affidavit is filed with the City Engineer within 90 days of purchase of property or change in deed.”

- 6) Section 36-8 Collection Fee for Certain Commercial Establishments is hereby amended by adding the phrase “per commercial unit” at the end of the first sentence of this section.
- 7) Section 36-7 Commercial curbside solid waste and recycling collection is hereby amended by deleting the second paragraph in its entirety and inserting it as a new Section 36-9 entitled “Penalties.” This paragraph is further amended by deleting the word “section” as it appears in the first sentence and replacing it with the word “chapter.”

Section 2. This Ordinance shall take effect as provided by City Charter.

In City Council February 13, 2020  
Adopted for first passage

ATTEST:

ILENE SIMONS  
CITY CLERK