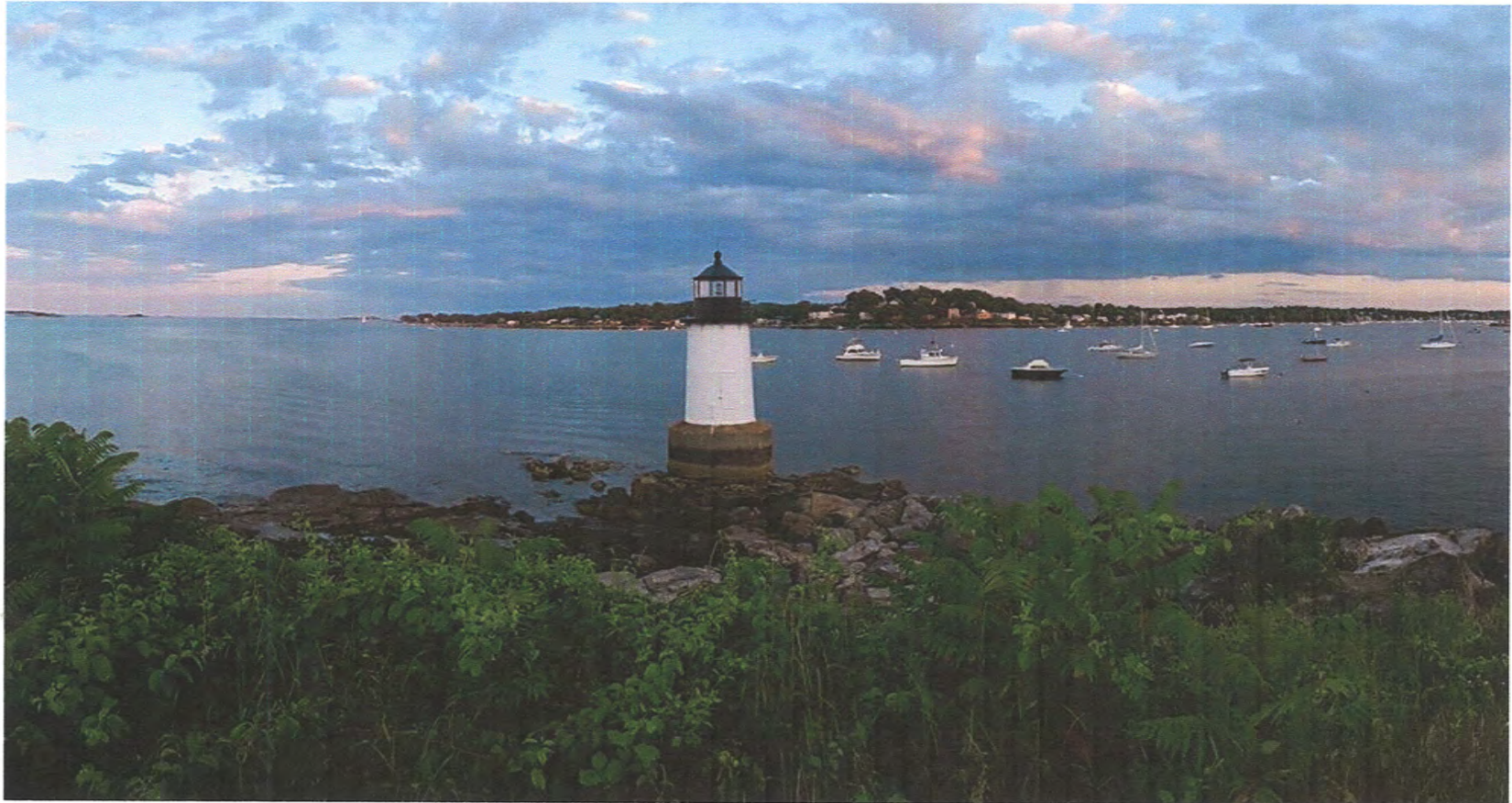


# *CITY OF SALEM*

*MASSACHUSETTS*

## FY 2017 Adopted Operating Budget & Capital Plan 2017 - 2021



**Mayor Kimberley L. Driscoll**

**Sarah A. Stanton, Finance Director**



## **City of Salem, Massachusetts**

**Fiscal Year 2017**

### **Adopted Annual Operating Budget & Capital Plan 2017 - 2021**

**General Fund & Enterprise Funds**

July 1, 2016 to June 30, 2017

**Presented By:**

Mayor Kimberley L. Driscoll



## **To City Council:**

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*A special thanks to Dianne Full  
for all her efforts assembling the  
proposed and final budget books.*

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Stephen Dibble  
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Beth Gerard  
Elaine F. Milo

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

### **On the Cover –Pickering Light at Winter Island**

Picture take by Stacia Cooper from Destination Salem – Thank you!





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Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **City of Salem, Massachusetts** for the Annual Budget beginning **July 1, 2015**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operational guide, as a financial plan, and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.





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## CITY OF SALEM, MASSACHUSETTS

Kimberley Driscoll  
Mayor

May 26, 2016

Honorable Salem City Council  
Salem City Hall  
Salem, MA 01970

Ladies and Gentlemen of the Council:

Enclosed please find the proposed FY2017 operating budget for the City of Salem and the Salem Public Schools. This year's budget focuses heavily on making Salem **a working City** – with investments in streets, sidewalks, and infrastructure – **a safe City** – with support for added police services, traffic calming, and a new initiative targeting the opiates epidemic – and **a level 1 City** – with expanded funding for continuing the forward progress and momentum in our public schools.

The proposed FY2017 budget totals \$150,952,820, a 4.3% increase over the FY2016 adjusted budget expenditures and includes a 3.6% increase in public school spending. Of the \$6.2 million increase overall, just about half (\$2.8 million) are due to fixed costs increases. The FY2017 Capital Improvement Plan (CIP) is also included as part of this budget submission. Ordinances establishing water and sewer rates, an Order authorizing our revolving funds, and two bond Orders for FY2017 CIP projects have been submitted separately.

The FY2017 budget maintains our dedication to fiscal responsibility while also leading Salem forward. I am proud that over the last decade, we have worked hard to curb tax increases for property owners. During this time, the average single family tax bill in Salem rose by 3.5% on average per year - the second lowest increase among the eight municipalities on the North Shore (Beverly,

Danvers, Gloucester, Lynn, Marblehead, Peabody, Salem, and Swampscott). This is possible due to our attentiveness to City finances, as well as our ongoing efforts at identifying efficiencies in the delivery of services. Our fiscal practices have resulted in affirmation of our historic high AA bond rating and our regular receipt of recognitions and awards from the Government Finance Officers Association (GFOA). Salem is also witnessing a large number of public and private investments in our community; these developments enhance our short and long term economic growth, add to our tax base (thereby lessening the impact on resident homeowners) and generate revenues and jobs that improve our overall community.



### **FY2017 Operating Budget**

In FY2017 we will continue to strive to exceed the service level expectations of our constituents, while simultaneously ensuring fiscal prudence in all expenditures. **The mission of City government in Salem is to provide open, honest, and pro-active services effectively and efficiently, focusing on the needs of today, with a vision for the future.**

In order to accomplish this, the budget aims to align operations with short-term and long-term strategic goals and objectives, while maintaining stringent fiscal controls and a careful attention to our financial forecasts in our budgeting. This is a challenging balance to strike, but I believe the proposed budget accomplishes just that.

This fiscal year presents a number of budgetary challenges, including increases in costs outside of our direct control. These include state charges, health insurance costs, Medicare, worker's compensation costs, general fund debt payments, and municipal insurance. In addition, we are still paying for the massive snow removal efforts of two winters ago, with a required amortization payment of \$661,000 adding to our fixed costs. When we add in the \$875,299 increase in sewer and water debt, the total fixed cost increase rises to \$2.8 million. To put that in context, our entire new growth in FY2015 was just over \$1.1 million by itself. New growth alone will not meet our growing fixed costs and while much has been said about local aid revenue being increased by 2% this year, state charges to the City have outpaced that, leaving us with our second fiscal year in a row of a net local aid reduction (down \$350,356). That \$2.8 million increase out of the gate does not include any increases to meet department requests, new capital expenditures, or other added discretionary costs.

Irrespective of fiscal pressures, there is no shortage of service demands on our municipal departments. Since SeeClickFix launched in 2014 we have received and responded to over 7,000 service requests submitted by the tool. These are in addition to the thousands of calls, emails, and walk-in requests our departments field every year. In order to improve service delivery in FY17, we have made operational adjustments in public services, parking and inspectional services to improve service delivery. In addition,



helping to cope with rising costs are a slight reduction in our Essex Technical High School district charge this year (down 6% or \$142,167) and substantial savings on our streetlight electrical bills from the conversion to LED fixtures in FY2016 (down 38% or \$150,000). We have, as we do every year, aggressively pursued grant opportunities whenever possible and have prioritized CIP projects on the basis of both need and availability of funding sources besides bonding. We also continue to maximize the use of Community Preservation Act funds to add to our ability to make improvements to parks and open spaces and meet historic preservation and workforce housing needs in our City.

Despite enhanced efficiencies and aggressively pursuing grants, new growth continues to be fundamentally critical to our ability to meet growing costs for our City government to provide essential municipal services to residents. Not only do new commercial developments and redevelopments add to local jobs, but by growing our commercial tax base they can help lessen the burden on residential property taxpayers. With \$2.8 million in fixed cost increases this year, new growth alone will not meet the budget pressures we are facing for FY2017, but it will go a long way toward mitigating their impact on residential taxes in the years ahead. Private development – from Highland Avenue to the North River Canal Corridor – is important. There is an essential role for the permitting and design review process, for neighborhood and community input, and for careful review of private sector projects. But for Salem to be able to provide the level of services that our residents rightly demand, to be able to meet the rising cost pressures on our government from sources beyond our discretion or ability to control, and to be able to lessen – as much as possible – the tax burden on residents, new mixed-use growth is critical.

We continue to identify opportunities for cost savings and efficiencies through SalemStat, our data-driven performance management program, and looking to technology to help improve the delivery of services, including in year's past ViewPermit, SeeClickFix, FieldApp, and NexGen. Upgrades to the City website to make it mobile enabled and to our new open source GIS platform, as well as the launch of Knowledgebase, were aimed at better supplying the public with information about accessing City services and supports. In the year ahead we will continue to look to technology to improve service delivery, with the implementation of CityNexus, a new tool that will serve as a data dashboard for inspectional services and problem properties, and to share information, through the Visual Budget. We believe this transparency is a way to share information and generate ideas to improve city government service delivery.

CityNexus also reflects an important facet of Salem City government: we leverage outside partnerships to better serve the community. The CityNexus tool is a free program developed by the Innovation Field Lab at Harvard's Kennedy School of Government and customized for Salem specifically. Another program at the Kennedy School worked with our Council on Aging in studying better models for delivering senior transportation services. Other outside partnerships, such with the Eos Foundation around breakfast in the classroom and summer meals, the Harvard Graduate School of Education and the By All Means education



innovation initiative, AARP Massachusetts with our Age-Friendly Salem initiative, and the Collins Center for Public Management's involvement with SalemStat, all help bring outside expertise and guidance to municipal operations and policies.

Finally, we continue to advocate for fair PILOT, SILOT, and Community Benefit or Community Host Agreements arrangements with nonprofit entities in our City. We continue to push for an amendment to our SESD PILOT, which has been unchanged since 1997, and resulted in a substantial loss of revenues to the City over the last 19 years when you take into account inflation and the acquisition by SESD of adjacent private property, which came off the tax rolls. In FY2017 we anticipate renegotiating our host agreement with Alternative Therapies Group. Funding from this agreement will be applied toward the design costs for the proposed Boston Street improvement project in the FY2017 CIP. This is another example of how the City attempts to utilizes non-tax dollars where possible. As an additional example of this, we anticipate uses funding from RCG's acquisition of City property on Riley Plaza to fund improvements downtown along Essex Street, from North Street to Washington Street. With a nearly 75% increase in hotel rooms in Salem over the next two years, we also expect some revenue increase from those sources.

### **A Working City**

Salem is almost 400 years old and keeping pace with our aging infrastructure represents both a necessity and a challenge. Much of our major infrastructure investments are reflected in the CIP, covering roads and sidewalks, water and sewer, flood mitigation, parks and playgrounds, and more. This year we are increasing our non-Chapter 90 investment in road repairs to \$1 million, a 567% increase over the prior year. Combined with Chapter 90, this will bring our paving investment for FY2017 to record level of over \$1.85 million. If you add in the additional paving associated with the National Grid Cable Replacement Project, there will be close to another million dollars (\$842,000) in road repaving projects happening in Salem this year. In addition, funding expressly directed to sidewalk repairs will be increased by 150% for FY2017.

We know that deferring capital work only increases the cost to address these fundamental needs in later years. From seawalls to water mains, our constituents rely on the infrastructure of our City and we have an obligation to ensure it is maintained, repaired when needed, and upgraded whenever feasible.

Beyond capital investments, we will make changes to the operational side of the Department of Public Services, realigning the organizational structure and adding personnel to improve service delivery. By adding a general foreman of Highway/Water and Sewer, adding two new full time staff to Parks and Open Space and to Highway/Water and Sewer, and by expanding our seasonal staff modestly to focus on litter control and cleaning up downtown and parks, the department will be much better positioned to meet the growing demand for services. The FY2017 budget also expands the existing mowing contract into the five cemeteries and 34

parks, fields, and other open spaces currently maintained in-house. This change will enable the department to reinvest staff time to respond to more resident requests. It would also ensure those 39 sites are regularly maintained to an acceptable level.

A working City means so much more than just good streets and reliable infrastructure, of course. It also means a City that functions effectively in serving the needs of those residents who often have the most difficulty accessing services upon which they rely. The budget strengthens our commitment to equal voting rights by adding a new, bilingual staffer in the elections office. Salem's Latino population is growing faster than our population as a whole and often English is not a first language for our Latino families. As City leaders, we have a basic responsibility to ensure that every resident's legal right to vote is upheld, not matter what their ethnic or racial background is or what their language of preference may be. If someone has a right to vote, we must encourage access. While Salem has made progress in establishing that we are a City of inclusivity, if we fail to ensure equal access to the ballot box for all of our citizens, then we fail to meet the most fundamental measure of inclusivity in our democracy.

Another way we will strengthen our ability to deliver services to those who need it most is by expanding the support staffer in the Veterans' Services office from part time to full time. While this may not seem like a major change, it will have a major impact on that office's ability to provide assistance and help to Salem's growing population of veterans. At a time when so much is being asked of and given by our men and women in uniform, we have an essential responsibility to see that they are treated appropriately on the home front. I am incredibly proud of how pro-active our Veterans Agent is in reaching out Salem veterans and helping them through the often complex bureaucracy that exists around accessing veterans' benefits. These are benefits to which these men and women are more than entitled. By making the Agent's assistant full time the office will be better able to provide that counsel and support for Salem's deserving veteran population.

A working City also means economic growth. Whether it is from small businesses populating our downtown storefronts to utility projects to mixed-use developments to large scale commercial growth, all of these types of growth have an important role in the forward progress of our City. Again, when planned well and designed with appropriate oversight and input, these projects add to Salem's benefit. They add the housing we need to meet our needs and keep escalating home prices and rents in check. They create local jobs, that employ our residents and add to our economic vibrancy. They leverage state funds through programs like the MassDOT Transportation Improvement Program and MassWorks, to be able to invest in significant upgrades and improvements to our major corridors. And they contribute to our tax base in a manner that lessens our need to look to residential taxpayers to carry the burden.

## **A Safe City**

A safe City includes both our neighborhoods and our families. We are approaching this goal in three ways: (1) improved police services, especially to address opiates, (2) new tools to respond to problem properties in our neighborhoods, and (3) traffic calming and investments in complete streets.

We will utilize data from our SalemStat program and the results from the Public Safety Strategies Group organizational review of the Salem Police Department to improve our approach to law enforcement. In addition to adding two new officers, we will also add two social workers to the department as part of a new opiates intervention team. This team, which is similar to programs already in use and having a positive effect in other cities, will work with law enforcement and addiction specialists to visit the homes of overdose victims after an overdose, in an effort to provide them directly and pro-actively with the care and services they require to get support and break free of their addiction.

Safe neighborhoods also mean doing more to address blight and problem properties. The City took a positive step forward with the launch of our internal Problem Properties Task Force two years ago, improving interdepartmental coordination in addressing these chronic issues. Another positive step came last year with the launch of the receivership program, working with the Attorney General's office to rehabilitate the most egregious abandoned residential properties. In FY2017 we will launch CityNexus, a software tool that folds predicative analytics and risk scores into a data-driven system that allows for enhanced cross-department communication and response. We will also add an additional inspector to improve our ability to ensure more rental properties meet with Code requirements.

Lastly, we are taking a heightened focus on traffic calming and encouraging alternative transportation options. From a personnel standpoint, this work will be led by the new Director of Traffic and Parking. From a capital standpoint, there are new CIP lines for traffic calming investments – from signage and striping to actual physical changes to slow traffic – and funding for additional bicycle infrastructure. Also included in the CIP is funding for the implementation of pedestrian enhancements recommended following two recently completed WalkBoston walking audits downtown and in South Salem.

We will continue to work with stakeholders in South Salem, including neighbors, Salem State University, North Shore Medical Center, and the Salem Partnership, to advocate for the planning around a potential South Salem commuter rail platform. Finally, in FY2017 we look forward to construction moving forward on the Salem Bike Path connection along Canal Street. Both of the corridor projects that are beginning design – Boston Street and a portion of Bridge Street – will meet with our nationally-recognized complete streets policy.

## A Level 1 City

The proposed budget increases operational funding to Salem's public schools by 3.6%, or \$1.9 million. Funding for schools is reflected in a number of different sections of the budget, including the regular operating budget for public education (\$55 million), funding for the Bentley Academy Charter School (\$2,904,380), an allocation of \$396,500 for new capital investments in the FY2017 CIP, and \$2,956,081 million in debt payments for current and prior school projects, which represents 55% of all our municipal debt payments in the fiscal year ahead. Other costs for our schools, such as for worker's compensation and retirement, are folded into the general fund side of the budget. Altogether, the total investment in our schools and our children is over \$62 million this coming fiscal year.

Salem is invested in our children's future. Public education remains the single largest part of the City's budget. Since FY2013 spending on Salem schools has increased by over 8.4%, one of the largest increases for any part of our municipal budget. There are certainly still challenges ahead, but if anything I feel more confident than ever that the Salem Public Schools are on the right track and that our growing financial commitment to our district is paying off in the educational success we are seeing among Salem's kids.

Salem, as a district and as a City, is dedicated to providing our children with the best possible education. We are focused on the successful implementation of our Accelerated Improvement Plan, including a strong emphasis on improving student achievement and support for teacher leadership, open systems providing individual school flexibility, and expanded learning time and tutoring.

For FY2017 the District is proposing to add teacher coaches at the high school for STEM and literacy, as well as provide new support for differentiated instruction, extended learning time, and other academic initiatives that will continue to support teachers and students. Our schools will make use of all the tools at their disposal to improve student achievement and success; this includes extended learning time where possible, expanded use of academic tutors, more rigorous curricula, higher expectations for students and staff, and a broader use of data and technology. It includes a continued close collaboration with community partners, most importantly our teachers and families. Monitoring of student progress is underway to ensure greater accountability and to help ensure that our actions are being driven by what is best for our kids.





## **FY2017 Capital Improvement Plan & Budget**

Also enclosed is the FY2017 Capital Improvement Program for 2016-2021 and the Capital Improvement Budget for FY2017. These have been developed to coordinate with our five-year financial forecast. Capital items in the CIP are tangible assets or projects with a value of \$25,000 or more and with a depreciable life of five or more years. Through the CIP the City hopes to address deferred maintenance issues and plans for future needs. A CIP enables the City to better plan for maintenance need aimed at reducing costs, lowering heating and electricity expenses, reduce fuel consumption, and implement efficiencies through technological advances and other improvements. Most importantly, though, a sound CIP ensures that we are re-investing in Salem's facilities, equipment, and vehicles so that the City may continue to deliver the highest level of services to our residents.

Infrastructure, parks and playgrounds, roadways and sidewalks, public safety equipment, and technological improvements continue to be at the core of the CIP. We are also continuing our program to replace older municipal vehicles, which are expensive to maintain, with newer and more fuel efficient options. Priority is given to projects that can utilize grant or non-tax funds to help offset a portion or even all of a project's identified costs. Projects are ranked based upon priority, as well as the ability to reduce long-term operational costs to the City. The CIP includes details on the anticipated continuing impact each item will have, positive or negative, on the general fund in the years to come.

The total general fund CIP for FY2017 is \$8,755,077. Of that total, 55% will be funded through the enclosed bond Order. The remainder is funded variously through short term capital (13%), grants and Chapter 90 (10%), CPA (8%), non-tax revenues (5%), capital leases (5%), and receipts reserved or revolving funds (2%). CIP funds will be expended on repairing and maintaining roads and sidewalks, public safety capital costs, capital needs in our schools, public buildings and other infrastructure, parks, playgrounds, and open spaces, information technology infrastructure, and traffic control and bicycle and pedestrian infrastructure.

In our water/sewer enterprise CIP for FY2017 there is \$1,870,000 for water projects and \$16,325,000 for sewer work. On the water side, we are again allocating just over \$1.1 million for routine upgrades to the distribution system, as well as funding for drainage improvements on Outlook Avenue. On the sewer side, 92% of the CIP expenses are related to the start of the second phase of the Canal Street flood control project. The remaining \$1,325,000 is for routine maintenance, upgrades, and leak detection, compliance with the EPA's MS4 requirements, and replacement of the sewer pump facility on Swampscott Road.

Implementing a thoughtful and forward-looking capital plan is critical to developing a responsible budget for our City. By approaching our long-term capital investments in strategic manner we are able to achieve our long-range goals in a fiscally sound fashion. The attached FY2017 CIP was developed after many months of meetings between myself, the Finance Director, and our Department Heads. I encourage its adoption so we may make these critical investments for our community's future.





## **Water, Sewer, and Trash Rates**

Reductions in charges from the South Essex Sewerage District by 8% and from the Salem Beverly Water Supply Board by 1% are off-set by increases in sewer debt service (up by 40%) and our water debt service (up 46%) due to the Canal Street project. Based on proposed needs for the next fiscal year and the cost of these capital improvement projects, we expect that water and sewer rates will need to increase by 2% effective July 1, 2016. There is no change to the trash rate. If these recommendations are approved, the average Salem household will see a combined annual water and sewer bill of \$1,086.91 in FY2017, approximately \$21.31 more than the FY2016 amount.

While we have made improvements in our infrastructure, a system as old as Salem's requires continual investment. These needs are further exacerbated by forces beyond our control, such as an EPA consent decree relative to our storm water outfalls and the presence of other municipalities' sewerage infrastructure under our streets. Finally, as noted, the largest single factor impacting rates for the coming fiscal year and the next few fiscal years ahead are debt costs relative to the Canal Street flood control project.

The proposed water and sewer budget includes payments for projects bonded and conducted over the last few years to upgrade the most antiquated parts of our water and sewer system. These projects include substantial investments in our infrastructure, including planned upgrades to the water main and distribution system, the Gallows Hill water storage tank, our sanitary sewer system, and more. In addition to expenditures related to previous capital projects, rates also need to account for the annual assessment from the Salem Beverly Water Supply Board and the South Essex Sewerage District.

Failing to make necessary repairs and conduct upkeep jeopardizes the operation of these systems and, ultimately, may cost taxpayers more in later years. We have planned for our capital needs while also being mindful of the impact on ratepayers.



Balancing the City's budget is no easy task and I appreciate the hard work and cooperation our Department heads have put into the preparation of this year's budget. I cannot say enough about the efforts made by our Finance Department, led by Finance Director Sarah Stanton. The department's efforts ensured that the budget was ready for submission and in compliance with the high standards we set for ourselves pursuant to GFOA Distinguished Budget guidelines.

We are one of only a handful of Massachusetts communities who annually qualify for both a Certificate of Excellence for our Comprehensive Annual Financial Reporting (CAFR) and a Distinguished Budget Award from the GFOA. In FY2016 we received our tenth GFOA award for the CAFR and our eighth for the budget. I fully expect we will receive our eleventh and ninth such awards in FY2017.

In 1912, the Salem City Plans Commission issued their first report, summarizing the findings from nineteen public meetings that covered everything from housing to transportation to public spaces. This year, over a century later, we will embark on a similar initiative, a City Visioning Project, funded through a grant made possible by Governor Baker's Community Compact program. As we do so, the closing thoughts from the 1912 report are worth keeping in mind:

"Vision we must have and a united vision so great that what Salem *ought* to be will come to pass. Only by solving the problems of transportation, street and housing congestion, recreation and public health rightly and reasonably soon, will the greatest industrial and commercial expansion be possible. Yet, ought not our ideal to be on ever higher grounds than these, in fact nothing less than building our city into a real 'dwelling' place, with happy homes and attractive home surroundings for all our citizens?"

I believe the answer to this last question is yes. To achieve that vision, our City requires public investment in our infrastructure, in safe neighborhoods, and in our schools. Growth is necessary to achieve this goal and collaboration is necessary for that growth to take place.

We are now ten years away from our quadracentennial. Salem turns 400 years old in 2026 and now is the time to think about what we want Salem to be and look like in the next decade. The Visioning Project will lay the groundwork for that, but I believe the opportunity also exists to begin laying some of that foundation now. This budget is a reflection of that goal. Salem is a working City, a safe City, and a level one City. It can be and is all of these today, and we need to ensure it will continue to be all of these on our 400<sup>th</sup> birthday.

I look forward to working with you in the coming weeks to enact this proposed FY2017 spending plan for the betterment of our great City.

Mayor Kimberley Driscoll

## City of Salem - Long and Short Term Strategic Plan Summary - Fiscal Year 2017

Division	Goal & Objective	Source	Priority*	Schedule**	Division or Department	Status
<b>EDUCATION</b>						
Education	To raise the level of success for all Salem Public School Students to among the top 10% of the Commonwealth's Gateway Cities.	Mayor	1	Short & Medium Term	Executive and School	Underway
Education	To successfully implement the school districts Accelerated Improvement Plan and Bentley Restart Plan with demonstrable results.	Mayor & State	1	Short Term	Executive & School	Underway
Education	To strengthen school-community partnerships in building a culture of high expectations for all student success.	Mayor	1	Short & Long Term	Executive & School	Ongoing
Education	To offer a quality education.	Citizen Survey	1	Short & Long Term	Executive & School	Ongoing
<b>GENERAL GOVERNMENT</b>						
General Government	Improve communication and transparency with citizens.	Mayor	1	Short & Long Term	Executive & CIO	Ongoing
General Government	To maintain a high level of accessibility to and responsiveness by Cty departments and employees.	Mayor	1	Short & Long Term	All	Ongoing
General Government	Look for ways to deliver City services more efficiently and effectively through the use of technology.	Mayor	2	Short & Long Term	Executive & All Departments	Ongoing
General Government	Implement regionalized services where applicable in order to better utilize tax dollars.	Citizen Survey & Mayor	2	Medium & Long Term	Executive	Ongoing
General Government	Expand implementation of performance improvement programs.	Mayor & Finance	2	Short & Medium Term	Executive	Ongoing
General Government	Begin evaluation of Compact of Mayors' benchmarks to address climate change and plan to mitigate carbon footprint.	Mayor	2	Medium & Long Term	Executive	Underway
General Government	Revitalize the Salem Youth Commission and continue establishment of Salem Harbor Port Development Authority	Mayor	3	Short	Executive	Ongoing
General Government	Continue implementation of consolidation of City, library, public safety, and schools information technology functions.	Mayor & CIO	3	Short & Medium Term	Executive & CIO	Ongoing



## City of Salem - Long and Short Term Strategic Plan Summary - Fiscal Year 2017

Division	Goal & Objective	Source	Priority*	Schedule**	Division or Department	Status
General Government	Improve citizen access to services and information through City Hall to Go, Participatory Budgeting, and Visual Budget	Mayor	3	Short & Medium Term	Executive	Ongoing
General Government	Continue City's commitment to Green Communities designation and energy efficiency goals.	Mayor	3	Short & Long Term	Executive	Ongoing
<b>FINANCE &amp; HUMAN RESOURCES</b>						
Finance	Continue to attain GFOA designation by maintaining the highest level of budgetary practices and policies.	Mayor	1	Short & Long Term	Executive & Finance	Ongoing
Finance	Continue five year forecasting of capital improvement projects and needs.	Mayor	1	Short & Long Term	Executive & Finance	Ongoing
Finance	Continue conservative budgeting policies to limit the impact on property tax levels.	Mayor	1	Short, Medium & Long term	Executive & Finance	Ongoing
Finance	Renegotiate SESD PILOT agreements with neighboring municipalities.	Mayor	1	Short & Long Term	Executive & Finance	Pending
Finance	Limit long-term liability through the City's continued commitment to build reserves in Stabilization and OPEB Trust Funds.	Mayor	1	Short, Medium & Long term	Executive & Finance	Ongoing
<b>PUBLIC SAFETY</b>						
Public Safety	Maintain high level of all public safety services: police and fire.	Citizen Survey	1	Short & Long Term	Executive, Police & Fire	Ongoing
Public Safety	Complete and implement recommendations from police department organizational review.	Mayor & Chief	2	Short & Medium Term	Executive, Police	Underway
Public Safety	Improve traffic and parking enforcement.	Citizen Survey	2	Short & Long Term	Police & Parking	Ongoing
Public Safety	Enhance use of technology in public safety.	Mayor	2	Short & Long Term	Police & IT	Ongoing

## City of Salem - Long and Short Term Strategic Plan Summary - Fiscal Year 2017

Division	Goal & Objective	Source	Priority*	Schedule**	Division or Department	Status
<b>ECONOMIC DEVELOPMENT</b>						
Economic Development	Work with Footprint Energy to ensure the successful redevelopment of the Salem Harbor Station Power Plant site.	Mayor	1	Short & Long Term	Executive	Ongoing
Economic Development	Complete Phase II of the Salem Wharf Development, and continue revitalization of Salem Harbor and the waterfront.	Mayor	1	Planning - Short term, Implementation - medium to long term	Planning & CD	Underway
Economic Development	Encourage responsible private development and new growth opportunities, including but not limited to the courts buildings, Riley Plaza, North River Canal Corridor, and the former Universal Steel site.	Mayor	1	Short & Long Term	Planning & CD	Ongoing
Economic Development	Continue implementation of the Point Vision and Action Plan.	Mayor	2	Short & Medium Term	Planning & CD	Ongoing
Economic Development	Solicit and oversee the future redevelopment of the Superior Court buildings and continued redevelopment of the former Salem District Court.	Mayor	2	Short & Medium Term	Planning and SRA	Ongoing
Economic Development	Support the growth of new and existing private businesses.	Citizen Survey	2	Short & Long Term	Mayor and Planning	Ongoing
<b>PARKS AND RECREATION</b>						
Recreation	Implement the Winter Island Master Plan as part of maintaining and upgrading the City's infrastructure, including parks.	Mayor	1	Planning - Short & Long term, Implementation - medium to long term	Planning & Parks	Pending
Recreation	Develop plan for new facilities at McGlew Park and Mary Jane Lee Park and implement.	Mayor	2	Short & Medium Term	Parks	Pending
Recreation	Undertake a field assessment of existing facilities city-wide, and develop the framework for the creation of a Park Ambassador program.	Mayor	2	Short & Medium Term	Mayor & Recreation	Ongoing
<b>TRAVEL AND TOURISM</b>						
Cultural	Continue to improve upon management of Haunted Happenings & other community events.	Mayor	1	Planning - Short & Long term, Implementation - medium to long term	Executive & Tourism	Ongoing
Cultural	Continue development and implementation of cruise port activities and marketing.	Mayor	2	Short & Medium Term	Executive & Tourism	Ongoing



## City of Salem - Long and Short Term Strategic Plan Summary - Fiscal Year 2017

Division	Goal & Objective	Source	Priority*	Schedule**	Division or Department	Status
Cultural	Continue implementation of the Public Art Master Plan.	Mayor	2	Planning- Short & Long Term Implementation- medium to long term	Planning	Ongoing
<b>PUBLIC SERVICES + ENGINEERING</b>						
Public Services	Reorganize staff to more efficiently and effectively deliver services and respond to requests.	Mayor	1	Short & Medium Term	Executive	Ongoing
Infrastructure & Facilities	Continue planning for and construction of Mayor Jean Levesque Community Life Center.	Mayor	1	Short & Medium Term	Mayor, Planning, COA	Ongoing
Infrastructure & Facilities	Maintain and upgrade City water and sewer systems.	Citizen Survey	1	Short & Long Term	Planning & Engineering	Ongoing
Infrastructure & Facilities	Maintain and upgrade City roads, sidewalks, open spaces.	Mayor	1	Short and Long Term	Engineering	Ongoing
Infrastructure & Facilities	Continue to advance Canal Street improvement project.	Mayor	1	Short & Long Term	Planning & Engineering	Underway
Infrastructure & Facilities	Manage impacts of the National Grid Cable Replacement project and prepare for post-project roadway improvements with Derby Neighborhood Envision 2020.	Mayor	1	Short & Medium Term	Legal, Engineering, Public Works, Mayor	Ongoing
Infrastructure & Facilities	Improve overall cleanliness of streets, parks and other public areas.	Citizen Survey & Mayor	1	Short & Medium Term	Public Works	Ongoing
Infrastructure & Facilities	Develop plan for residential traffic calming program	Mayor	1	Short & Long Term	DPW, Traffic, PD, Engineering	Ongoing
Infrastructure & Facilities	Oversee successful remediation and reuse of the transfer station site.	Mayor	1	Medium & Long Term	Mayor, Legal, Engineering	Underway
Infrastructure & Facilities	Continue study for South Salem MBTA commuter rail stop.	Mayor	2	Medium & Long Term	Mayor, SSU, NSMC	Underway
Infrastructure & Facilities	Complete design and begin implementation of Canal Street Bike Path, Lafayette bike lane demonstration, Salem Spins upgrades, and the Bicycle Master Plan.	Mayor	2	Medium & Long Term	Engineering, Traffic	Underway
Infrastructure & Facilities	Work with SSU to continue planning for relocation of Horace Mann Laboratory School.	Mayor	2	Short & Medium Term	Mayor, SSU, Schools	Underway

## City of Salem - Long and Short Term Strategic Plan Summary - Fiscal Year 2017

Division	Goal & Objective	Source	Priority*	Schedule**	Division or Department	Status
Infrastructure & Facilities	Begin development and design of the Route 107/Highland Avenue improvement plan.	Mayor	2	Short & Long Term	Planning & Engineering	Underway
Infrastructure & Facilities	Prepare for campus consolidation of NSMC.	Mayor	2	Medium & Long Term	Executive	Underway
Infrastructure & Facilities	Continue with planning and execution of City Hall Annex lease.	Mayor	2	Short & Medium Term	Planning, Building, Mayor	Underway
Infrastructure & Facilities	Complete automation of Museum Place Mall and South Harbor garages	Mayor	2	Medium & Long Term	Parking	Pending
Infrastructure & Facilities	Identify stakeholders and timeline for improvements to Boston St. Corridor	Mayor	2	Medium & Long Term	Engineering and Planning	Pending
Infrastructure & Facilities	Continue implementation of the new trash and recycling services contract.	Mayor	2	Medium & Long Term	Engineer	Ongoing

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

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



# CITY OVERVIEW

## Profile of the City

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

## Historic Information

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

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

## Governmental Structure

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





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



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

The City provides general governmental services for the territory within its boundaries, including police and fire protection, disposal of garbage and rubbish (for residential properties); public education, including vocational-

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

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



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

## Cultural and Historical Facilities

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

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



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

Peabody-Essex Museum - The Peabody Essex Museum (PEM) has undertaken the largest museum addition in America. The \$100 million expansion allows them to showcase their extensive collection of Oceanic and Asiatic art for the first time. The PEM houses a broad spectrum of artifacts representing centuries of Essex County life and industry, as well as treasures from across the world brought to the region by early navigators. The PEM consists of a downtown campus, four National Historic landmarks and several properties on the National Register of Historic Places. The PEM enjoys an attendance of approximately 135,000 to 150,000 visitors per year.

The Salem Maritime National Historic Site – This 9.2 acre site, operated by the National Park Service, (“NPS”) is comprised of several buildings, including the original Customs House, as well as several wharves and homes.



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

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

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

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



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

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

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

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

Pioneer Village - Pioneer Village, that depicts life in Salem in 1630. Puritans lived. The site contains a In 2014, the city's recreation Gordon College and has been



situated in Forest River Park, is a living-history Museum Guides in historical costumes show visitors how early thatched cottage, historic gardens, wigwams, and animals. department took control of Pioneer Village back from running programs and overseeing the day to day operations.



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

Winter Island Park - Operated by the City of Air and Sea Rescue Station located on Salem RV and tent spaces. The site also has a beach, and a snack bar. Historic Fort Pickering and Fort Island is now home of "sail Salem", a lessons to Salem Children. A committee has also and its facilities.



Salem, Winter Island is a former U. S. Coast Guard Harbor. The site is a seasonal recreation site with boat launch, wind surfing, scuba diving, picnic areas Pickering Light are located within the site. Winter community sailing program that provides free sailing been formed to review was to better use the island

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

The Wax Museum, opened in July of 1993, features

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



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

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



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



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

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

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

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

## **Public Projects and Economic Development Activities - Community Development**



MBTA Station and Garage Improvements – The \$37 million MBTA commuter rail station and parking garage is substantially complete, providing an enhanced station and approximately 700 parking spaces for commuters, residents, and visitors. The new facility is a significant asset to the City in terms of economic development.

MassWorks Infrastructure Grant/Washington at Dodge Street- The City was awarded \$2,535,000 through the State's MassWorks Infrastructure Program for public infrastructure improvements at Washington & Dodge Streets. This project will relocate a number of public utilities from the Riley Plaza East parking Lot, including sewer, water, natural gas, and telecommunications lines, as well as electric transmission and distribution infrastructure. The investment will allow the Riley Plaza East parking lot and

adjacent buildings to be developed into the mixed use development described above.

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

Brownfields Revolving Loan Fund - The City obtained a \$950,000 grant from the US EPA to establish a Brownfields Cleanup Revolving Loan Fund jointly with the City of Peabody. The program is focused on the remediation of industrial contamination to spur redevelopment of underutilized properties within the North River Corridor.



District Court Building - The City worked with the Salem Redevelopment Authority (SRA) to ensure that legislation conveying the District Court property to the SRA was passed and signed by the Governor. At present, the Superior Court complex will remain under state control. The SRA will be issuing a RFP for redevelopment of the District Court building/site in FY15.

Jacqueline's Wholesale Bakery – 96 Swampscott Road - City Council approved a tax increment financing agreement for Jacqueline's Wholesale Bakery, which provides over \$75,000 in tax relief to the company over five years. This agreement paved the way for Jacqueline's to receive over \$475,000 in state tax credits through the Commonwealth's Economic Development Incentive Program. The company will be adding 50 new jobs and investing about \$4.7 million in the expansion of their business over the next few years.

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

Washington at Dodge Street Redevelopment – In 2014 the Planning Board approved this 190,000 square foot mixed use redevelopment, which will include residential units, commercial space, and potentially a hotel, revitalizing this edge of the downtown..



Peabody Essex Museum – A \$125 million, 175,000 square foot expansion is scheduled for completion in 2019, which will add new gallery, public program and education spaces. When completed, the PEM expects 400,000 visitors annually.

Osborne Hills Subdivision: Currently under construction, the Osborne Hills Subdivision is a cluster development project that includes the construction of 131 single-family homes on approximately 162 acres of land. Single family home construction activity has recently increased. Approximately 93 acres of the project will be permanently protected open space. The project represents one of the largest subdivisions built in Salem in recent history.

Witch Hill: The construction of 23 single family homes along the extension of an existing roadway is underway.





Riverview Place (formerly Salem Suede): A new development planned for the Salem Suede site consists of the demolition of the old tannery and construction of 131 residential rental units in three new buildings, one of which will contain first-floor commercial space. Variances for the project were granted by the Zoning Board of Appeals in 2008, and the Planning Board completed site plan review in 2010. Plans have recently been revised in accordance with environmental regulations and have been approved by the Planning Board. MEPA review is pending.

Gateway Center: High Rock Bridge Street, LLC, received Site Plan Approval and Special Permits under the North River Canal Corridor Neighborhood Mixed Use District and Wetlands and Flood Hazard Overlay District in May 2010 for the development of a 3.48-acre parcel located at the corner of Bridge Street and Boston Street to include a mixed-use building with a 20,000 square foot Senior/Community Life Center on the first floor. The City of Salem has entered into an agreement with the developer to purchase the Senior Center as a condominium. In addition, the building will have office space on the second and third floors. The building and site are designed to create a landmark building. Site work is underway.

Grove Street Apartments (formerly Legacy Park Apartments/Salem Oil and Grease site) – This project was originally approved by the Planning Board in 2012, consisting of three multi-family residential buildings with 141 units and re-use of an existing 17,000 square foot commercial office building. A project amendment was approved by the Planning Board in 2014 to respond to environmental concerns raised by MEPA, resulting in a reduction of the number of residential units to 129. MEPA review is pending.

North River Apartments/28 Goodhue Street: Completed in 2014, this project includes the construction of a mixed-use residential/commercial building at the site of a former factory located within the North River Canal Corridor area. The development includes 44 residential apartments with four affordable units, 6,000 square feet of commercial retail space and on-site parking.

Public Art: Over the past three years, the City has been working to increase the amount and quality of public art to support the City's identity as an arts and cultural destination. The physical presence of public works of art further supports the City's efforts to leverage the arts for economic development purposes. The development of a master plan for public art, funded by the National Endowment for the Arts (NEA), was completed in 2013 in partnership with the Salem Partnership and the Peabody Essex Museum. As recommended in this Plan, Council approved an ordinance to create a Public Art Commission and hired its first Public Art Planner in 2014. Initiatives include a public art installation, a revised Artists' Row program, and the continuation of ArtBox, a program to transform utility boxes into works of art. In addition to these activities, the City supports the annual arts festival which draws thousands of participants into downtown in early June.







Essex Street Pedestrian Mall - The City has invested in the redesign and improvement of the pedestrian mall in the heart of downtown. All planned improvements are complete, including removal of landscape beds, repair and replacement of cobblestone areas, refurbishing of the Town Pump Fountain at Washington Street, and new tree planting to make the area more pedestrian friendly and to improve the aesthetics.

Universal Steel Site – This brownfields site was taken by the City for tax title in 2012. Through a coordinated effort with EPA, DEP, and MassDevelopment, the site has been remediated and paved and was used for temporary parking during the construction of the MBTA garage. The City is in the process of soliciting proposals for redevelopment to put the site back on the tax rolls now that the MBTA garage is completed.

Old Town Hall: In 2014 the City ended its lease with Gordon College and assumed responsibility again for managing and programming Old Town Hall. A Cultural Facilities grant was received and matched with local CPA funds to repair and replace windows as part of the City's continuing effort to maintain this historic structure.

Thorndike Street Subdivision - This 5-lot subdivision was approved by the Planning Board in December 2012 and is currently under construction.

Circle Hill Subdivision – This 3-lot subdivision was approved by the Planning Board in 2011 and is currently under construction.



AL Prime Gas Station - 175 and 183 Lafayette Street – This redevelopment included the demolition of two existing buildings and existing gasoline pumps, and construction of a new convenience store and three new double-sided gasoline pumps, which are now open for business, representing additional investment in The Point neighborhood.

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



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



Working Cities Challenge - In 2014 the City was awarded a total of \$105,000 through the Federal Reserve Bank of Boston's "Working Cities Challenge," which is being used to realize action items in the Point Vision and Action Plan. Examples of programs being funded include a healthcare career training program, leadership and civic engagement activities, and the development of a retail market analysis of the neighborhood. Salem was one of only six Gateway Cities to receive funding through this competitive program.

Point Neighborhood Commercial Corridor Plan - In 2014 the City was awarded \$25,000 in District Local Technical Assistant (DLTA) funding from the Metropolitan Area Planning Council (MAPC), which was used to develop a Commercial Corridor Plan for the Point neighborhood

Community Preservation Act (CPA) – Administered by the Planning Department working with other departments and the Community Preservation Committee, the second year of implementation of the CPA is well on its way. Ten projects were recommended for funding the first year and approved by Council. For more detailed information see the CPA FY14 Annual Report.

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

Greenlawn Cemetery – Utilizing a \$3,750 Massachusetts Historical Commission Survey and Planning Grant, the nomination of Greenlawn Cemetery to the National Register of Historic Places was completed.

Preservation Master Plan - The City was awarded a \$16,000 Massachusetts Historical Commission Survey and Planning Grant to update the City's Preservation Master Plan, which is now underway.

Salem Common Fence - The City was awarded a \$62,000 Massachusetts Historical Commission Preservation Project Funds grant to restore 20 sections of the Salem Common Fence. The project is now underway.

## Open Space

Winter Island - The City received a grant on \$192,404 to construct a multi-purpose trail along the ocean at Winter Island and expects to construct the trail in fall, 2015. The City is also utilizing Community Preservation funds to begin restoration of Fort Pickering at Winter





Island. These projects were recommendations of the Master Plan for the renovation and redevelopment of Winter Island Park.

Splash Pad - The City began construction of a splash pad at Mary Jane Lee Park, funded in part by an Our Common Backyards grant from Executive Office of Energy and Environmental Affairs. The grant additionally supported the development of a master plan for the park to identify future improvements beyond the splash pad.

Open Space and Recreation Plan - The City hired Gale Associates to update its Open Space & Recreation Plan and to conduct a Recreation Facilities Needs Assessment & Master Plan.

Salem Bike Path - The 1.5 mile long extension of the Salem Bike Path from its current end at Canal Street near Gardner Mattress to Downtown Salem via a City owned right-of-way and portions of MBTA active and unused railroad rights-of-way is being done in conjunction with the Canal Street Improvement Project.

Splaine Park - The City completed the renovation of Splaine Park. The project was supported by a \$420,946 Parkland Acquisitions and Renovations for Communities (PARC) grant from the Division of Conservation Services and a \$42,500 Brownfields Assessment grant from MassDevelopment. Improvements to the park include the construction of a stone dust bike/walking path along the park perimeter, the enhancement of the two main entrances, the construction of play structures, the installation of a new baseball field and irrigation system, community gardens, and the rebuilding of the bleachers and dugouts.

Causeway Park- Improvements to the old bridge abutment on Bridge Street Neck have been funded by the State and bids have been received by MassDOT. Work is expected to begin spring, 2015.

## **Waterfront Planning and Development**

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

Port of Salem Expansion (Salem Wharf): This \$18 million to \$20 million project calls for construction of a multi-purpose commercial wharf facility with supporting utilities and amenities for cruise ships, commercial fishing, transient, and charter vessels. A terminal building, harbor walk, dredging, and landside improvements are also proposed. The City has finished the design, engineering, and has obtained all the Federal, State, and local regulatory permits for construction. Construction of the project is segmented into phases, which are undertaken as funding becomes available. The City was able to begin the first phase of construction in 2011 with a combination of local and state funds. Work included seawall





construction, utility installation, base paving and installation of an interim, prefabricated ferry terminal. A combination of state and federal (Ferry Boat Discretionary (FBD) funds enabled the City, in 2012-13, to construct the second phase consisting of the first 260' of the pier,



wave fence, a portion of the seawall, gangway and ramp system, utilities and some dredging. In 2014, using a \$4M funding allocation from the Governor's Seaport Council, the City undertook renovations to the Footprint Deep-water Dock and constructed a connector to the Salem Wharf. These improvements enabled the City to successfully host its first major cruise ship, Holland America's *Seaborne Quest*. During this phase, the City also installed lighting, undertook landscaping improvements at Blaney St. and began construction of a commercial Marina and Harbor walk. This work is expected to be completed in spring 2015. During the upcoming year, the City will seek additional state and federal funding to complete dredging and pier construction. The Salem Wharf will implement the most important recommendation and goal of the City's Municipal Harbor Plan by creating a multi-use commercial wharf facility with deep water access for ocean-going vessels. This facility will fill a void in Salem Harbor and help move the Port of Salem one step closer to becoming a full service port.

#### Salem Harbor Power Station

Footprint is constructing a state-of-the-art 630 megawatt gas-fired plant on a portion of the site. The plans were approved by the Planning Board and Board of Appeals, as well as the Energy Facilities Siting Board. The remaining two-thirds of the 63-acre waterfront property will be available for future redevelopment. Phase one of the site demolition is complete. Phase two will be underway in early 2015, including the main building and the last two stacks. Construction will start in early 2015. The new plant will be on-line June 1, 2017.

Salem Harbor Power Station Reuse Study: The City acquired a \$200,000 grant from the Massachusetts Clean Energy Center to undertake a study to evaluate the feasibility of redevelopment of the site, which became very timely with the announcement by Dominion Energy that they would be shutting down their Salem Harbor plant in 2014. The consultants conducted a comprehensive public planning process and the final report, "A Site Assessment Study on Potential Land Use Options at the Salem Harbor Power Station Site" was released in January, 2012. This assessment is serving as guidance for the potential redevelopment of the site, which is now owned by Footprint Power (see above).

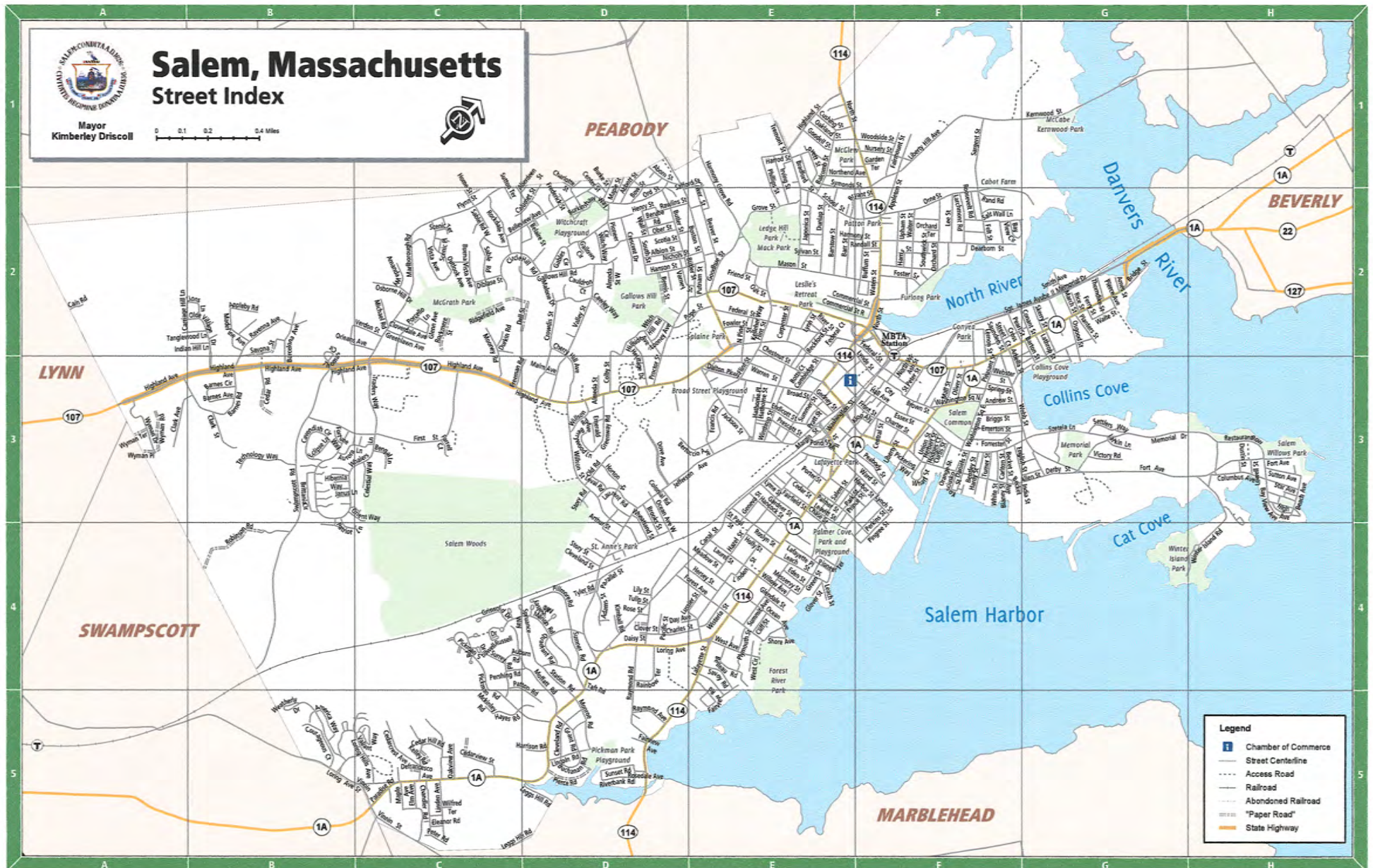
South River Dredge: The City obtained \$155,000 from the Governor's Seaport Advisory Council for sediment testing, bathometric survey work, cost analysis for dredge disposal options, and preliminary design and engineering of the dredge footprint for the South River Channel and the South River Basin (area west of the Congress Street Bridge). The City has received an additional \$275,000 from the Seaport Council to finish the design, engineering and permitting stage of the dredge project. Presently, the Environmental Impact Report (EIR) is being finalized and will be submitted to the Massachusetts Environmental Policy Act (MEPA) Office in late 2015. The remaining regulatory permit applications will be prepared and filed after the EIR Certificate is issued. Once completed, the dredging will provide direct access to downtown Salem for deeper drafting vessels, transient boats, and dingy boats.

Salem Ferry: The Salem to Boston Ferry is a transportation option connecting two great cities. Named the Nathaniel Bowditch after the founder of modern maritime navigation and Salem's native son, the ferry is a high-speed catamaran that carries 149 passengers, is entirely ADA accessible and makes the trip from Salem to Boston – where it docks next to the Aquarium – in less than 45 minutes. On the three commuter runs, a second stop is added, located at the World Trade Center dock in Boston Harbor. The City of Salem and the Massachusetts Bay Transportation Association (MBTA) have an agreement which allows commuters to purchase a pass that can be used both on the Ferry commuter runs and on the commuter train, strengthening the Ferry's viability as a transportation choice for daily commuters. The City of Salem is one of only a few municipalities to own a ferry vessel, which it purchased with a grant from the Massachusetts Executive Office of Transportation.

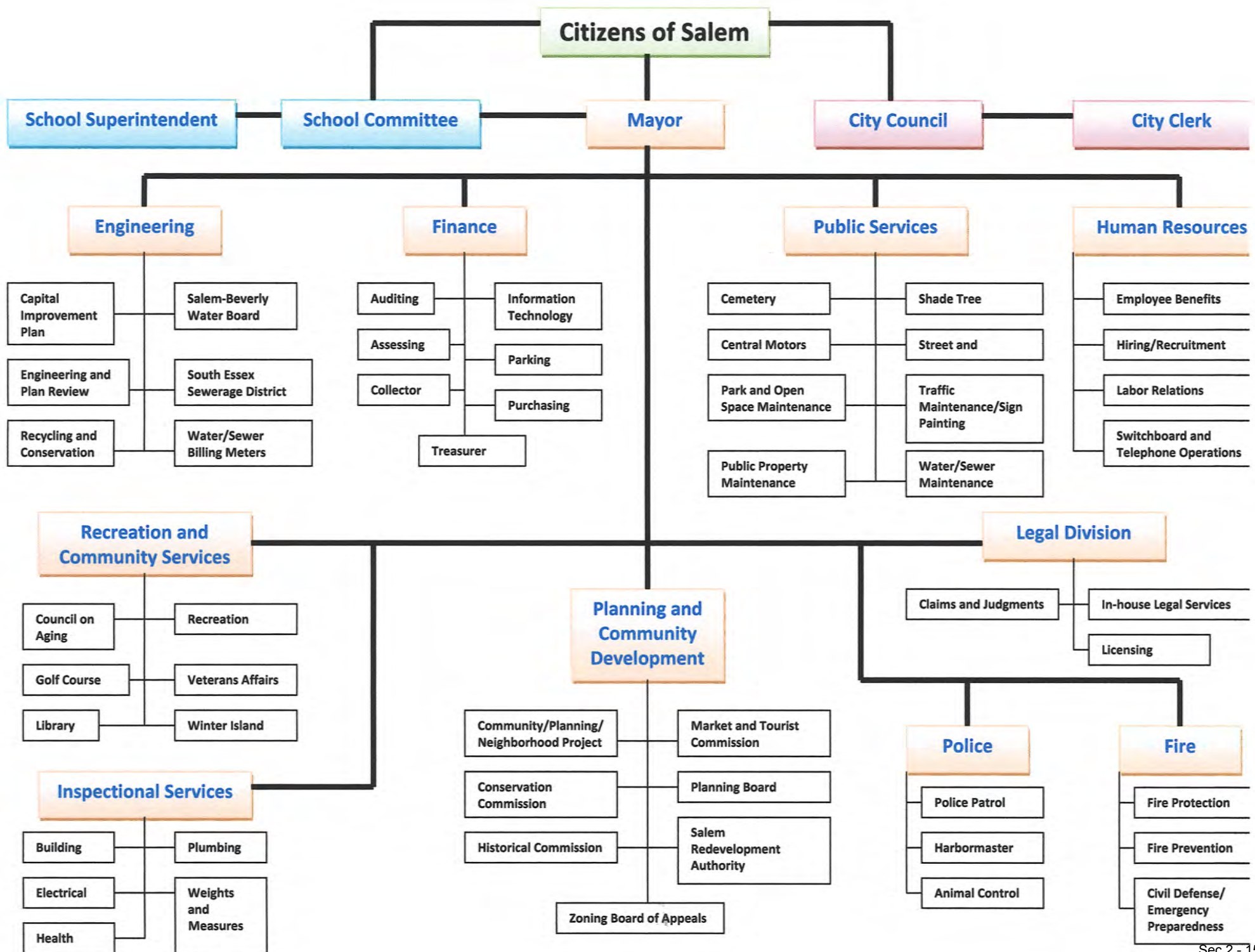


Salem Harbor Plan Update: The Update of the City's Municipal Harbor Plan, created in 2000 was approved by the EOEEA in 2008. The City worked with a consultant and the Salem Harbor Plan Implementation Committee to update the plan. The Plan outlines a 10 year strategy for port development which guides the future use and character of the Port of Salem. An amendment to the Plan will be undertaken in FY16 to look at options for redevelopment, including redevelopment of the Footprint site.









## Organizational Summary-Department Heads

### EXECUTIVE DIVISION

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

City Clerk	Cheryl LaPointe	978-619-5610	<a href="mailto:clapointe@saalem.com">clapointe@saalem.com</a>
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### FINANCE DIVISION

Assessors	Debora Jackson	978-619-5607	<a href="mailto:djackson@saalem.com">djackson@saalem.com</a>
Collector	Bonnie Celi	978-619-5620	<a href="mailto:bceli@saalem.com">bceli@saalem.com</a>
IT/GIS	Matthew Killen	978-619-5645	<a href="mailto:mkillen@saalem.com">mkillen@saalem.com</a>
Finance	Sarah Stanton	978-619-5625	<a href="mailto:sstanton@saalem.com">sstanton@saalem.com</a>
Parking Department	Alan Sullaway	978-745-8120	<a href="mailto:asullaway@saalem.com">asullaway@saalem.com</a>
Purchasing	Whitney Haskell	978-619-5695	<a href="mailto:whaskell@saalem.com">whaskell@saalem.com</a>
Treasurer	Kathleen McMahon	978-619-5635	<a href="mailto:kcmcmahon@saalem.com">kcmcmahon@saalem.com</a>

### LEGAL DIVISION

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

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

Fire	Chief David Cody	978-744-6990	<a href="mailto:dcody@saalem.com">dcody@saalem.com</a>
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### POLICE DIVISION

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

### INSPECTIONAL SERVICES DIVISION

Public Property	Thomas St. Pierre	978-619-5640	<a href="mailto:tstpierre@saalem.com">tstpierre@saalem.com</a>
Licensing	Robert St. Pierre, Board Chairman	978-619-5648	
Electrical	John Giardi	978-745-6300	<a href="mailto:jgiardi@saalem.com">jgiardi@saalem.com</a>
Health	Larry Ramdin	978-619-5656	<a href="mailto:ltsmfin@saalem.com">ltsmfin@saalem.com</a>

## Organizational Summary-Department Heads

### PLANNING & COMMUNITY DEVELOPMENT DIVISION

Planning	Lynn Duncan	978-619-5686	<a href="mailto:lduncan@salem.com">lduncan@salem.com</a>
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### PUBLIC SERVICES DIVISION

Public Services	John Tomasz	978-744-3302	<a href="mailto:jtomasz@salem.com">jtomasz@salem.com</a>
Water & Sewer Enterprise			

### ENGINEERING DIVISION

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

### RECREATION & COMMUNITY SERVICES DIVISION

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

### EDUCATION DIVISION

School	Margarita Ruiz, Superintendent	978-740-1212	<a href="mailto:margaritaruiz@salemk12.org">margaritaruiz@salemk12.org</a>
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## DLS At A Glance Report for Salem

Socioeconomic	
County	ESSEX
School Structure	K-12
Form of Government	COUNCIL AND ALDERMAN
2013 Population	42,544
2015 Labor Force	23,836
2015 Unemployment Rate	4.70
2012 DOR Income Per Capita	25,970
2009 Housing Units per Sq Mile	2243.83
2013 Road Miles	98.76
EQV Per Capita (2014 EQV/2013 Population)	99,497
Number of Registered Vehicles (2012)	31,833
2012 Number of Registered Voters	28,481

Bond Ratings	
Moody's Bond Ratings as of December 2015*	Aa3
Standard and Poor's Bond Ratings as of December 2015*	AA

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

Fiscal Year 2016 Esimated Cherry Sheet Aid	
Education Aid	22,554,204
General Government	6,949,125
Total Receipts	29,503,329
Total Assessments	7,113,027
Net State Aid	22,390,302

Fiscal Year 2016 Tax Classification			
Tax Classification	Assessed Values	Tax Levy	Tax Rate
Residential	3,802,708,194	59,588,437	15.67
Open Space	0	0	0
Commerical	479,297,217	14,163,233	29.55
Industrial	108,008,340	3,191,646	29.55
Personal Property	144,065,880	4,257,147	29.55
Total	4,534,079,631	81,200,463	

Fiscal Year 2016 Revenue by Source		
Revenue Source	Amount	% of Total
Tax Levy	81,200,463	54.14
State Aid	30,236,153	20.16
Local Receipts	32,121,813	21.42
Other Available	6,430,263	4.29
Total	149,988,692	

Fiscal Year 2016 Proposition 2 1/2 Levy Capacity	
New Growth	1,196,035
Override	
Debt Exclusion	
Levy Limit	86,548,205
Excess Capacity	5,347,742
Ceiling	113,351,991
Override Capacity	26,803,786

Other Available Funds		
2016 Free Cash	FY2015 Stabilization Fund	FY2016 Overlay Reserve
4,949,767	5,440,226	612,697

Fiscal Year 2016 Average Single Family Tax Bill**	
Number of Single Family Parcels	4,898
Assessed Value of Single Family	328,930
Average Single Family Tax Bill	5,154
State Average Family Tax Bill	
Fiscal Year 2013	4,846
Fiscal Year 2014	5,020
Fiscal Year 2015	5,214

*Salem issues tax bills on a Quarterly basis*

\*\*For the communities granting the residential exemptions, DLS does not collect enough information to calculate an average single family tax bill. In FY15, those communities are Barnstable, Boston, Brookline, Cambridge, Chelsea, Everett, Malden, Nantucket, Somerville, Somerset, Tisbury, Waltham and Watertown. Therefore, the average single family tax bill information in this report will be blank.

Fiscal Year 2015 Schedule A - Actual Revenues and Expenditures						
	General Fund	Revenue	Projects	Funds	Revenue	Total All Funds
Revenues	131,777,282	25,110,943	9,053,596	14,324,683	236,953	180,503,457
Expenditures	127,819,057	26,493,997	10,648,494	15,104,422	1,486,026	181,551,996
Police	9,262,713	0	0	0	0	9,262,713
Fire	7,997,555	0	0	0	0	7,997,555
Education	57,669,730	11,079,158	2,452,135	0	0	71,201,023
Public Works	6,094,351	1,696,636	3,007,162	12,665,447	0	23,463,596
Debt Service	4,414,541					4,414,541
Health Ins	11,493,270				0	11,493,270
Pension	10,170,466				0	10,170,466
All Other	20,716,431	13,718,203	5,189,197	2,438,975	1,486,026	43,548,832



**Total Revenues and Expenditures per Capita**

	<b>General Fund</b>	<b>Revenue</b>	<b>Projects</b>	<b>Funds</b>	<b>Revenue</b>	<b>Total All Funds</b>
<b>Revenues</b>	3,097.4	590.2	212.8	336.7	5.6	4,242.7
<b>Expenditures</b>	3,004.4	622.7	250.3	355.0	34.9	4,267.4

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

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

# Demographics

Profile of General Demographic Characteristics

Geographic Area: Salem, Massachusetts

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

Source: US Census Bureau, Census 2000, Census 2010



## Salem's Top Employers

<i>Company Name</i>	<i>Nature of Business</i>	<i>Total Employees</i>	<i>Comment</i>
<b>North Shore Medical Center</b>	Health Care	3,250	<ul style="list-style-type: none"> <li>• Salem Hospital</li> <li>• MassGeneral for Children's</li> <li>• Salem Birthplace</li> <li>• Charter Professional Services</li> <li>• Outpatient Mental Health</li> </ul>
<b>City of Salem</b>	Municipal Government	1,497	<ul style="list-style-type: none"> <li>• School</li> <li>• Fire</li> <li>• Police</li> <li>• City Offices</li> <li>• Full, part, &amp; permanent</li> </ul>
<b>Salem State University</b>	Higher Education	1,450	Full Time and part time
<b>Market Basket</b>	Food Market	465	
<b>Commonwealth of Massachusetts Offices</b>	State Government	2,684	<ul style="list-style-type: none"> <li>• Department of Social Services</li> <li>• Essex Country Registry of Deeds</li> <li>• Committee for Public Housing</li> <li>• Department of Mental Health</li> <li>• Department of Children and Families</li> <li>• Facilities and Security</li> <li>• Probate and Family Court</li> <li>• Essex Sheriff's Department</li> <li>• Essex South registry of Deeds</li> <li>• Sex offender Registry</li> <li>• Department of Transitional Assistance</li> <li>• Eastern Essex DA office</li> <li>• Office of Labor and Workforce Development</li> <li>• Executive office of Public Safety</li> <li>• Mass Rehab Commission</li> <li>• Department of Housing and Community Development</li> <li>• Salem District Court</li> <li>• Department of State Police</li> <li>• Superior Court</li> <li>• Children and Family Law</li> <li>• Youth Advocacy Department</li> <li>• Transitional Assistance Dept</li> </ul>
<b>Salem Five Savings Bank</b>	Banking	298	

## Salem's Top Employers

<b>Peabody Essex Museum</b>	Cultural/tourism	238	
<b>Excelitas Technologies</b>		201	Full Time and part time
<b>Home Depot</b>	Retail	180	
<b>Salem Glass</b>	Retail	170	
<b>Salem YMCA</b>	Social Service Agency	185	
<b>Hawthorne Hotel</b>	Lodging	159	<ul style="list-style-type: none"> <li>• 165 if you include summer staff</li> </ul>
<b>Leahy Behavioral Health</b>	Health Care	149	<ul style="list-style-type: none"> <li>• Youth Services (ACCESS, ALP)</li> <li>• Outpatient Clinic</li> <li>• Emergency Services</li> </ul>
<b>Walmart</b>	Retail	111	<ul style="list-style-type: none"> <li>• Full and Part time</li> </ul>
<b>Turners Seafood</b>	Restaurant	28	Full Time and part time
<b>Jacquelines Gourmet</b>	Manufacturer	128	
<b>Middle-Oak Insurance Co</b>	Insurance	110	
<b>Target</b>	Retail	101	
<b>Groom Construction</b>	Services	117	
<b>Harbor Sweets</b>	Retail	78	
<b>Shaw's Supermarket</b>	Food Market	110	
<b>Crosby's Marketplace</b>	Food Market	104	
<b>T J Maxx</b>	Retail	95	
<b>Thermal Circuits, Inc.</b>	Manufacturer	105	
<b>Waterfront Hotel</b>	Lodging	49	Perm Full Time and part time
<b>US Post Office</b>	Federal Office	65	
<b>Gillians Foods</b>	Food Market	25	
<b>US Biological</b>		22	

Last updated: March 2016

## Salem's Top Taxpayers

<i>Company Name</i>	<i>Nature of Business</i>	<i>Total Assessed Valuation Fiscal Year 2016</i>	<i>Rank</i>	<i>Total Taxes Paid</i>	<i>%Total Levy</i>
New England Power Co	Personal & Industrial	\$40,630,950	1	\$1,200,644.57	1.479
Mass Electric	Personal Property	\$34,913,030	2	\$1,031,680.04	1.271
National Grid	Personal & Industrial	\$33,663,860	3	\$994,767.06	1.225
Shetland Properties	Industrial & Commercial Prop	\$28,206,100	4	\$833,490.26	1.026
Highlander Plaza	Commercial Property	\$24,400,600	5	\$721,037.73	0.888
Algonquin Gas Transmission Co	Personal Property	\$20,926,800	6	\$618,386.94	0.762
Salem Station LLC	Apartments	\$39,381,600	7	\$617,109.67	.760
RCG, Total Properties	Apartments and Commercial	\$21,930,500	8	\$514,690.08	.634
Princeton Crossing Apts	Apartments	\$30,608,700	9	\$479,638.33	.591
Hawthorne Commons	Apartments	\$29,962,700	10	\$469,515.51	.578
Second Pickwick Trust	Commercial Property	\$15,370,200	11	\$454,189.41	.559
TGM Vinnin Square LLC	Apartments	\$22,624,500	12	\$354,525.92	.437
Home Depot	Commercial Property	\$11,336,000	13	\$334,978.80	.413
Verizon New England	Personal Property	\$9,329,800	14	\$275,695.59	.340
New Creek II LLC/Ballard Group	Commercial Property	\$9,030,200	15	\$266,842.41	.329
Commando North Shore LLC	Commercial Property	\$8,863,400	16	\$261,913.47	.323
Rt 107 Salem Assoc-Walmart bld only	Commercial Property & PP	\$8,317,070	17	\$245,769.42	.303
Grosvenor Park Nursing Home	Commercial Property	\$7,552,400	18	\$223,173.42	.275
Maritimes & Northeast Pipeline	Personal Property	\$6,492,800	19	\$191,862.24	.236
Kernwood Country Club	Commercial Property	\$6,219,377	20	\$183,782.59	.226
		<b>\$409,760.587</b>		<b>\$10,273,693.45</b>	<b>12.652</b>

Last Updated: January 2016



# Budget Calendar - FY 2017

Mayor & City Finance	Start Date	End Date	Mayor & School Committee	Start Date	End Date
Finance Director send out CIP requests to Departments.	1/1/2016		Finance Director send out CIP requests to Departments.	1/5/2016	
Departments submit completed CIP requests to Finance Department	1/15/2016		CIP Review - Superintendent, SBM, Principals, Directors	1/5/2016	1/29/2016
Mayor & Finance Director review CIP requests.	January	March	Finance Director, SBM & Super review CIP requests.	January	March
Finance Director prepares initial Revenue/Expenditure (FY15 RECAP) figures	January		Superintendent & SBM give Budgets to Principals	January	
Mayor issues BUDGET requests to departs with budget instructions, and City's long/short term goals	1/??/2016		Budget workshops with SBM, Principals & Directors.	January	
Budget salary workshops with Finance & Depts.	1/??/2016	to 2/11/2016	Principals compile budget & submit to School Business Office	2/2/2015	to 2/21/2015
Departments compile BUDGETS & submit to Finance	1/??/2016	to 2/11/2016	Budget & CIP Review - Super, SBM, Principals, Directors	2/23/2015	to 3/13/2015
Budgets Entered in MUNIS by Finance	2/11/2016	to 2/18/2016	Budge/CIP Review - Super, SBM, City Finance	February	March
Budget Review-Mayor, Finance, Department Heads	2/26/2016	to March	School Budget Submitted to School Committee & CIP Budget Submitted to Finance Director	March	
Budge & CIP Review By Mayor & Finance Director	2/26/2016	to March	School Committee Budget Review Meetings	March	to April
School Committee Approves School Budget	5/2/2016		School Committee Approves School Budget	5/2/2016	
School Budget to City Finance Department for processing for City Council	5/2/2016		School Budget To City Finance Dept	5/2/2016	
Finance Director Finalizes FY2016 Revenue/Expenditures - Balanced Budget to Mayor	5/20/2016				
Finance Department Prepares Final Budget for City Council	5/20/2016	to 5/26/2016			
City Council					
Capital Improvement Plan submittted to City Council				5/26/2016	
Budget Submitted to City Council				5/26/2016	
City Council Administration & Finance budget review process				6/1/2016	to 6/9/2016
City Council Vote on FY 2016 Capital Improvement Plan				6/9/2016	
City Council Vote on FY 2016 City Budget				6/9/2016	

# Fiscal Year 2017 Overview & Timeline Narrative

On January 28, 2016, the Finance Department sent out budget packages to each non-school department requesting that they prepared a FY 2016 budget based on the following:

- Level funded non-personnel budget - utilities should be funded to reflect any anticipated increase or decrease in charges or use a 3 year average.
- Level service personnel budget should be funded to include contractual increases. All union contracts except police patrolmen have been settled through FY 2017.
- The Mayor requested that the School Department submit a level service budget.

The departments were required to complete their FY 2017 Mission Statement and Goals, Budget Detail Reports, Revolving Fund budgets (if applicable) and Capital Requests. Pictures are submitted each year by departments which are put in the Mission Statements and throughout the budget.

The FY 2017 budget requests were entered into the cities computerized system by the finance department using the figures submitted by each department. Copies of the department budget requests were printed for each department. A complete copy of the proposed budgets was prepared for the Mayor, Chief Administrative Aide, Finance Director, and the Assistant Finance Director.

The Finance Director prepared the five year forecast, capital improvement plan for FY 2017, as well as a preliminary FY 2017 budget using the Governor proposed state aid figures, estimated local revenue, Real Estate & Personal Property tax revenue estimates, and the budget figures submitted by the departments. During February, March and April, the Mayor, Chief Administrative Aide, Finance Director, and the Assistant Finance Director met with each department head to discuss their budgets and their capital improvement needs.

- All union contracts are in effect through fiscal year 2017.

In April, the City received State House local aid figures that we used to update the budget and determine if any changes were necessary to provide a balance budget to the City Council. Local Aid Estimates increased by \$625,282 for FY 2017 and Local Aid Assessments increased by \$1,020,018. Therefore the City will recognize a net decrease in Local Aid of -\$394,736 for FY 2017. Please note that Local Aid Estimates are based on the House Budget figures that were available at the time the budget was submitted to the City Council.

Once the budget was balanced, the Finance Department then prepared the proposed FY 2017 budget for the City Council. All information is reviewed carefully for accuracy and consistency to ensure that the budget contained all of the information that was necessary for the City Council to make an informed decision regarding the finances and the budget of the City of Salem for the FY 2017.

In April the School Committee met with the School Superintendent, School Business Manager and School Department Heads to review and approve the School budget for submission to the City Council. The final vote of the school committee was held on May 2, 2016.

On May 26, 2016 the FY 2017 budget was submitted to the City Council for their review and approval along with the FY 2017 Capital Improvement Projects. The budget will be sent to the Committee of Administration and Finance for their review and approval. During the months of June the City Council subcommittee on Administration and Finance will meet with each department head, Mayor, Chief of Staff, Finance Director, and Assistant Finance Director to review each departmental budget. On June 9, 2016 the budget and Capital Plan was approved by the City Council Committee of the Whole.



# PROPERTY TAX “101” - A TAXPAYERS GUIDE – FY 2017

## Introduction

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

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

## Assessed Value & Tax Rate

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

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

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

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

## How is Property Value Determined?

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

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

In periods when residential property sales information indicates a decline in property value, it is important to understand that your fiscal year assessment is based on sales information that took place more than a year before the new assessment appears on your bill. For instance, the FY2017 assessments are meant to reflect the value of your property on January 1<sup>st</sup>, 2016 and were derived from sales information obtained in calendar year 2015. They *do not* reflect the property's current value. The influence of the market place is always a year behind your annual property assessment. Unlike many "appraisals" that are meant to reflect current value, "assessments" are retrospective and look back in time to "arms length sales" that have already taken place.

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

## What Makes a Tax Bill Go Up or Down?

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

These factors could also contribute to an increase:

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

These factors could contribute to a decrease:

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

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

## **What about Proposition 2 ½?**

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

## **What is “Growth” and Why is it Important**

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

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

## **What is the “Power Plant” Agreement**

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

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

The impact the reduction of revenue has on the tax bill is essentially the reverse effect of growth. It was a revenue contribution that was there in previous years that is not there in the ensuing tax years. Because State aid and local receipts are determinants in the amount to be raised from property taxation, the impact does not translate to a dollar for dollar increase, but like growth, can translate to a percent or two on a tax bill.

In the fall of 2011, the Mayor negotiated a “Hold Harmless Agreement” with the Department of Energy Resources (DOER), the group that oversees pollution control for the energy industry in Massachusetts, to keep the remittance for the Power Plant site at \$4.75 million until 2019. In September 2012 Footprint Power Salem became the new owner of the Salem Power Plant and are in the process of permitting a new gas fired plant with the closing of the



coal facility as of July 1, 2014. In December 2014, the Mayor, City Council and Footprint negotiated an 18 year agreement that in starts in 2015. In accordance with the "Hold Harmless Agreement", the Commonwealth will be making up any balance below the \$4.75 million paid through the Department of Energy Resources until 2020 when the new gas fired facility will be fully operational and on an increasing taxable plan established via the PILOT agreement.

## Summary

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

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

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

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

**WHAT IS VOTED BY CITY COUNCIL - BUDGET vs RECAP- FY 2017**  
**Breakdown of Tax Recapitulation Report**

		DATE VOTED
FY 2016 BUDGET - MAJOR FUNDS		Budget Meetings
General Fund Budget Appropriations Submitted by Mayor		
City - Includes Charter School Transfers Out	79,359,824.00	
School - Does not include Bentley Charter	55,041,847.00	
Total General Fund Appropriations:	134,401,671.00	
Enterprise Fund Appropriations Submitted by Mayor:		June
Sewer	6,367,573.00	
Water	5,631,937.00	
Trash	2,937,474.00	
Total Enterprise Fund Appropriations:	14,936,984.00	
Total Budget to be voted - June (Submitted by Mayor)		
Total Budget to be voted - June (Submitted by Mayor)		149,338,655.00

		Tax Rate Meeting	
Other RECAP Items Voted at Tax Rate Setting - December			
Cherry Sheet Offsets	61,165.00		
Snow & Ice Deficit - Estimated	292,000.00		
Snow & Ice Amortized from 2015	661,000.00		
Overlay - Allowance for Abatements - Estimated	600,000.00	November/December	
Total Other Items on RECAP voted - December	1,614,165.00		
Total RECAP Expenditures	150,952,820.00		

		Regular Council Meetings	
Other Votes By Council - Non-Major Funds			
Revolving Funds	1,675,000.00		June
Capital Improvement Projects - General Fund -Capital Outlay/Grants & OFS/Bonding	5,989,745.00		June
Capital Improvement Projects - Enterprise Funds - Retained Earnings/Grants & OFS/Bonding	18,195,000.00		June

**RECAP SHEET**  
**FY 2017 Budget**  
**MAYOR'S RECOMMENDED BUDGET**

	Actual	RECAP	Budgeted	FY16-17	% change
	2015 ACTUAL	2016	2017	Variance	FY16-17
<b>REVENUES</b>					
<b>PROPERTY TAXES</b>					
PRIOR FISCAL YEAR LEVY LIMIT	80,587,733	83,270,410	86,548,205	3,277,795	3.94%
2 1/2% Increase	2,014,693	2,081,760	2,163,705	81,945	3.94%
Current New Growth (Value increases from new building)	667,984	1,196,035	800,000	(396,035)	-33.11%
<b>LEVY LIMIT Subtotal (from DOR levy limit sheet)</b>	<b>83,270,410</b>	<b>86,548,205</b>	<b>89,511,910</b>	<b>2,963,705</b>	<b>3.42%</b>
<b>TAX LEVY Real &amp; Personal Actual RECAP - Estimates on Current FY</b>	<b>79,058,306</b>	<b>81,200,463</b>	<b>86,251,299</b>	<b>5,050,836</b>	<b>6.22%</b>
<b>LOCAL RECEIPTS</b>					
MOTOR VEHICLE	3,914,582	3,440,000	3,500,000	60,000	1.74%
Hotel Motel Tax	474,568	500,000	580,000	80,000	16.00%
Boat Excise Tax	30,761	28,000	28,000	0	0.00%
MEALS TAX (local options)	887,789	810,000	850,000	40,000	4.94%
ATG Revenue (Medical Marijuana Dispensary)	0	50,000	76,500	26,500	53.00%
INTEREST ON TAXES	437,539	400,000	410,000	10,000	2.50%
IN LIEU OF TAXES	1,043,782	1,200,000	1,200,000	0	0.00%
CHARGES FOR SERVICES	2,102,749	1,750,000	1,750,000	0	0.00%
PARKING FEES	2,393,621	2,300,000	2,300,000	0	0.00%
LICENSES AND PERMITS	504,856	480,000	500,000	20,000	4.17%
FINES AND FORFEITS	1,167,427	1,100,000	1,000,000	(100,000)	-9.09%
INVESTMENT INCOME	202,893	150,000	160,000	10,000	6.67%
MISCELLANEOUS RECURRING INCOME	1,119,772	800,000	800,000	0	0.00%
MISCELLANEOUS NON-RECURRING INCOME	5,271,156	4,650,000	4,650,000	0	0.00%
<b>Local Receipt Subtotal (pg. 2 recap IIIb. 1)</b>	<b>19,551,495</b>	<b>17,658,000</b>	<b>17,804,500</b>	<b>146,500</b>	<b>0.83%</b>
SEWER ENTERPRISE FUND REVENUE	8,898,048	8,421,400	8,570,000	148,600	1.76%
WATER ENTERPRISE FUND REVENUE	4,765,691	4,734,510	4,753,605	19,095	0.40%
TRASH ENTERPRISE FUND REVENUE	699,084	788,834	818,854	30,020	3.81%
<b>Enterprise Fund Subtotal (pg. 2 recap IIIb. 3)</b>	<b>14,362,823</b>	<b>13,944,744</b>	<b>14,142,459</b>	<b>197,715</b>	<b>1.42%</b>
<b>OTHER REVENUES AND FINANCING SOURCES</b>					
CHERRY SHEET REVENUE (pg. 2 recap IIIa. 1)	29,323,109	29,503,329	30,212,406	709,077	2.40%
MASSACHUSETTS SBA PAYMENTS (pg. 2 recap IIIa. 2)	732,824	732,824	732,824	0	0.00%
FREE CASH USED FOR:					
Level the Tax Rate (pg. 2 recap IIIb. 1b.)		1,700,000	661,000	(1,039,000)	-61.12%
FY15 Debt Proceeds to offset FY 16 Debt	700,000			0	
OFS-To Reduce Tax Rate (pg. 2 recap IIIb. 4)					
R/Res - Witch House	190,089	206,347	208,332	1,985	0.96%
R/Res - Golf Course	629,794	660,000	690,000	30,000	4.55%
R/Res - Harbormaster	230,569	250,000	250,000	0	0.00%
OFFSET RECEIPTS - Electric Dept	40,000	0	0	0	
<b>Estimated State + Other Revenue Subtotal</b>	<b>31,846,385</b>	<b>33,052,500</b>	<b>32,754,562</b>	<b>(297,938)</b>	<b>-0.90%</b>
<b>TOTAL REVENUES</b>	<b>144,819,009</b>	<b>145,855,707</b>	<b>150,952,820</b>	<b>5,097,113</b>	<b>3.49%</b>



**RECAP SHEET**  
**FY 2017 Budget**  
**MAYOR'S RECOMMENDED BUDGET**

	Actual 2015 ACTUAL	RECAP 2016	Budgeted 2017	FY16-17 Variance	% change FY16-17
<b><u>EXPENDITURES</u></b>					
GENERAL GOVERNMENT	5,387,576	5,487,393	6,317,771	830,378	15.13%
PUBLIC SAFETY	18,636,131	19,491,454	20,462,901	971,447	4.98%
PUBLIC WORKS AND FACILITIES	6,094,351	3,816,437	4,151,095	334,658	8.77%
HUMAN SERVICES	1,243,144	1,329,231	1,429,502	100,271	7.54%
CULTURAL AND RECREATIONAL	2,501,066	2,559,596	2,639,151	79,555	3.11%
DEBT SERVICE - GENERAL FUND INCLUDING SCHOOLS	4,602,620	5,566,455	6,121,143	554,688	9.96%
ASSESSMENT-Essex NS Agricultural & Vocational Tech	2,486,713	2,561,373	2,331,662	(229,711)	-8.97%
ASSESSMENT-Cherry Sheet	6,365,908	7,113,027	8,088,955	975,928	13.72%
EMPLOYEE BENEFITS:					
SALEM RETIREMENT BOARD ASSESSMENT	10,011,291	10,071,175	9,960,727	(110,448)	-1.10%
NON-CONTRIBUTORY PENSIONS	76,196	50,773	41,417	(9,356)	-18.43%
WORKMAN'S COMPENSATION	752,345	327,518	428,500	100,982	30.83%
UNEMPLOYMENT COMPENSATION	300,000	450,000	425,000	(25,000)	-5.56%
GROUP INSURANCE - CITY, School & Retired Teachers	11,982,350	12,355,286	12,554,604	199,318	1.61%
MEDICARE	950,000	987,000	1,036,734	49,734	5.04%
P&C INSURANCE - CITY ONLY (SCHOOL IN EDU. BDGT.)	284,018	298,001	356,282	58,281	19.56%
Budget Transfers Out:					
Retirement Anticipation Fund 8311 (City and School)	600,000	400,000	100,000	(300,000)	-75.00%
CIP to fund 2000	303,000	0	0	0	
New Liberty Charter School	990,257	890,257	0	(890,257)	-100.00%
Bentley Elementary School*		2,612,500	2,904,380	291,880	11.17%
Health Reimbursement Fund	0	0	0	0	
Salem 2026 Fund	10,000	10,000	10,000	0	0.00%
<b>City Subtotal</b>	<b>73,576,966</b>	<b>76,377,476</b>	<b>79,359,824</b>	<b>2,982,348</b>	<b>3.90%</b>
EDUCATION - PUBLIC SCHOOLS	54,461,543	53,145,269	55,041,847	1,896,578	3.57%
<b>Education Subtotal</b>	<b>54,461,543</b>	<b>53,145,269</b>	<b>55,041,847</b>	<b>1,896,578</b>	<b>3.57%</b>
<b>GENERAL FUND SUBTOTAL</b>	<b>128,038,509</b>	<b>129,522,745</b>	<b>134,401,671</b>	<b>4,878,926</b>	<b>3.77%</b>
SEWER ENTERPRISE FUND BUDGET (NET- INDIRECT COSTS)	7,171,355	6,561,402	6,367,573	(193,829)	-2.95%
WATER ENTERPRISE FUND BUDGET (NET-INDIRECT COSTS)	4,929,788	5,123,455	5,631,937	508,482	9.92%
TRASH - ENTERPRISE FUND BUDGET	2,461,917	2,895,784	2,937,474	41,690	1.44%
<b>ENTERPRISE SUBTOTAL</b>	<b>14,563,060</b>	<b>14,580,641</b>	<b>14,936,984</b>	<b>356,343</b>	
<b>SUBTOTAL - GENERAL FUND + ENTERPRISE FUND</b>	<b>142,601,569</b>	<b>144,103,386</b>	<b>149,338,655</b>	<b>5,235,269</b>	<b>3.63%</b>
<b><u>ADD - OTHER EXPENDITURES:</u></b>					
OTHER - Cherry Sheet Offset (pg. 2 llb5 of recap)	75,681	61,165	61,165	0	0.00%
Overlay Deficit (pg. 2 llb4 of recap)	0	0		0	
Snow and Ice Deficit (pg. 2 llb9 of recap)	732,824	2,990,983		(2,990,983)	-100.00%
Less 2017 S&I Deficit		(1,804,858)	292,000	2,096,858	-116.18%
Less S&I Stabilization		(1,000,000)	661,000	1,661,000	-166.10%
Less S&I School Portion		(186,125)		186,125	-100.00%
OVERLAY (Allowance for Abatements)	688,559	600,000	600,000	0	0.00%
OFFSET RECEIPTS - Electric Dept (A-1)	40,000	0		0	
<b>SUBTOTAL - OTHER EXPENDITURES</b>	<b>1,537,064</b>	<b>661,165</b>	<b>1,614,165</b>	<b>953,000</b>	<b>144.14%</b>
<b>TOTAL EXPENDITURES</b>	<b>144,138,633</b>	<b>144,764,551</b>	<b>150,952,820</b>	<b>6,188,269</b>	<b>4.27%</b>
Revenue vs Expenditures (Negative represents revenue deficit)	<b>680,376</b>	<b>1,091,156</b>	<b>0</b>	<b>(1,091,156)</b>	<b>-100.00%</b>

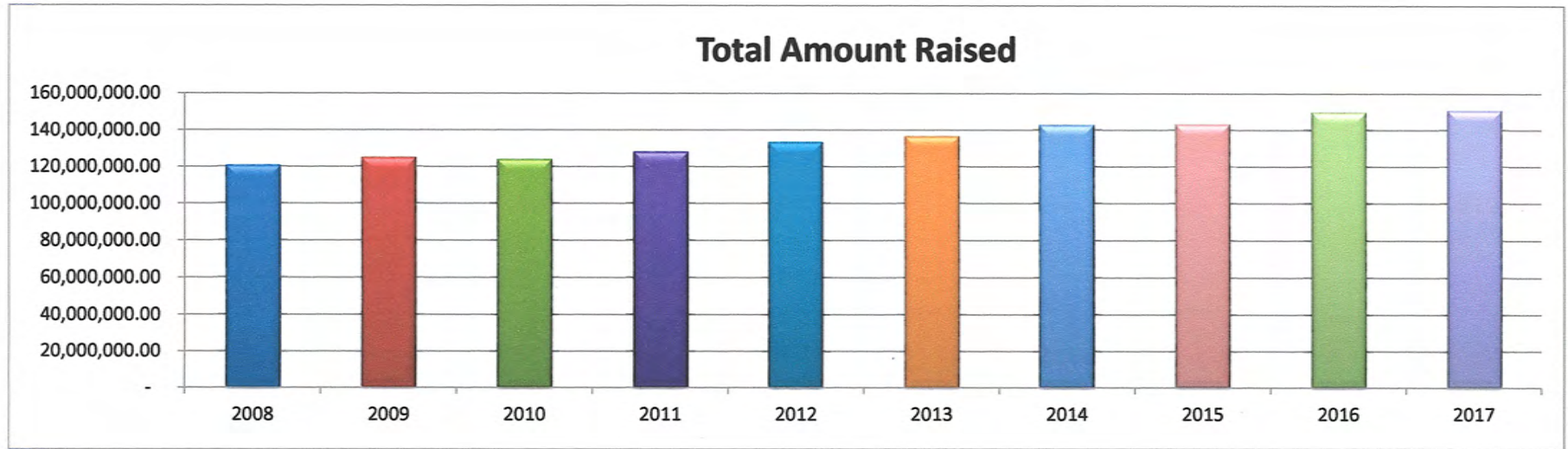
### TAX RATE RECAPITULATION (RECAP) SUMMARY BY FISCAL YEAR

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Total Estimated Receipts and other revenue from RECAP	56,356,589	58,037,735	54,079,177	55,634,447	61,675,449
Tax Levy	64,399,664	67,095,914	70,082,325	72,532,237	71,788,367
<b>Total Amt Raised on RECAP</b>	<b>120,756,253</b>	<b>125,133,649</b>	<b>124,161,502</b>	<b>128,166,684</b>	<b>133,463,816</b>
Prior FY Levy Limit	61,792,926	64,441,432	67,385,423	70,134,978	72,993,129
Amended Growth					
2.5% allowable Increase	1,544,823	1,611,036	1,684,636	1,753,374	1,824,828
New Growth	1,103,683	1,332,955	1,064,919	1,104,777	675,031
<b>FY Levy Limit</b>	<b>64,441,432</b>	<b>67,385,423</b>	<b>70,134,978</b>	<b>72,993,129</b>	<b>75,492,989</b>
RE & PP Total Value	4,805,481,341	4,511,212,336	4,294,563,427	4,115,970,775	3,973,785,748
<b>Levy Ceiling (2.5% Total Value)</b>	<b>120,137,034</b>	<b>112,780,308</b>	<b>107,364,086</b>	<b>102,899,269</b>	<b>99,344,644</b>
<b>Equalized Value (EQV) as of 1/1</b>	<b>4,923,330,400</b>	<b>5,168,060,200</b>	<b>5,168,060,200</b>	<b>4,568,374,700</b>	<b>4,568,374,700</b>

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Est.
Total Estimated Receipts and other revenue from RECAP	61,913,528	66,267,289	63,823,509	68,788,229	63,214,312
Tax Levy	74,879,216	76,981,209	79,058,306	81,200,463	87,696,818
<b>Total Amt Raised</b>	<b>136,792,744</b>	<b>143,248,498</b>	<b>142,881,816</b>	<b>149,988,692</b>	<b>150,911,130</b>
Prior FY Levy Limit	75,492,989	77,955,293	80,587,733	83,270,410	86,548,205
Amended Growth					
2.5% allowable Increase	1,887,325	1,948,882	2,014,693	2,081,760	2,163,705
New Growth	574,980	683,557	667,984	1,196,035	800,000
<b>FY Levy Limit</b>	<b>77,955,293</b>	<b>80,587,733</b>	<b>83,270,410</b>	<b>86,548,205</b>	<b>89,511,910</b>
RE & PP Total Value	3,927,232,741	3,962,936,296	4,208,675,856	4,534,079,631	4,850,000,000
<b>Levy Ceiling</b>	<b>98,180,819</b>	<b>99,073,407</b>	<b>105,216,896</b>	<b>113,351,991</b>	<b>121,250,000</b>
<b>Equalized Value (EQV) as of 1/1</b>	<b>4,256,808,900</b>	<b>4,256,808,900</b>	<b>4,232,985,800</b>	<b>4,232,985,800</b>	<b>4,757,173,700</b>

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





# Revenue Overview

## General Fund Budget Summary

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

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

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

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

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

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

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

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

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

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

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

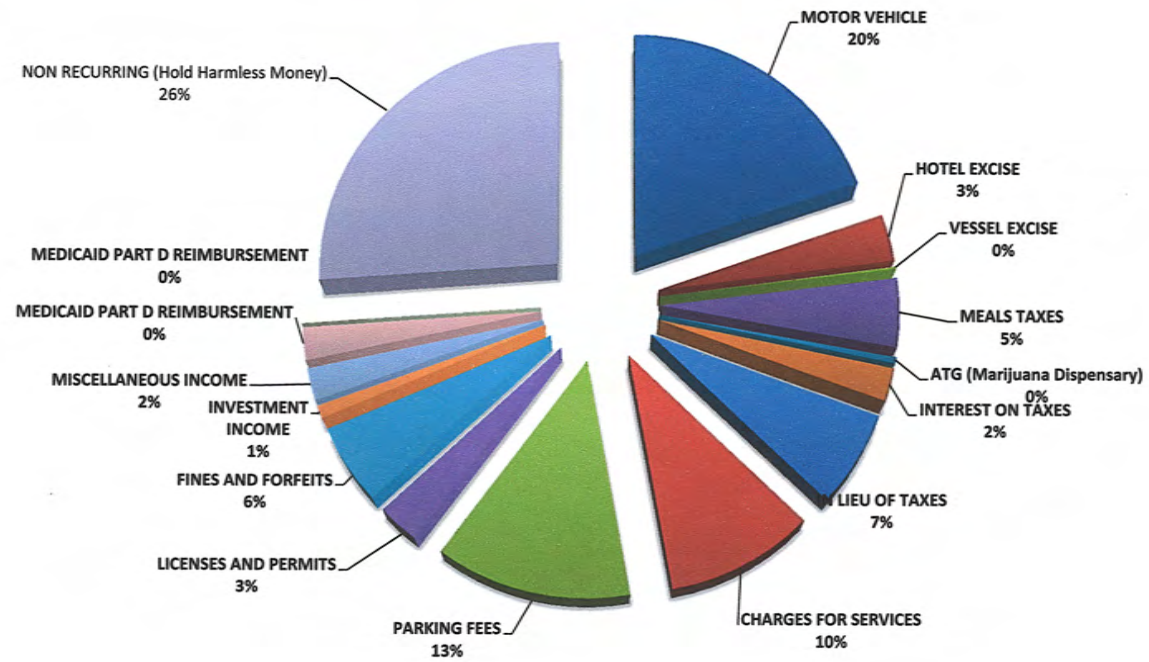
The following chart is a summary of the EQV, Tax Levy, Levy Ceiling, Levy Limit, 2 ½% increase, and New Growth by fiscal year.

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

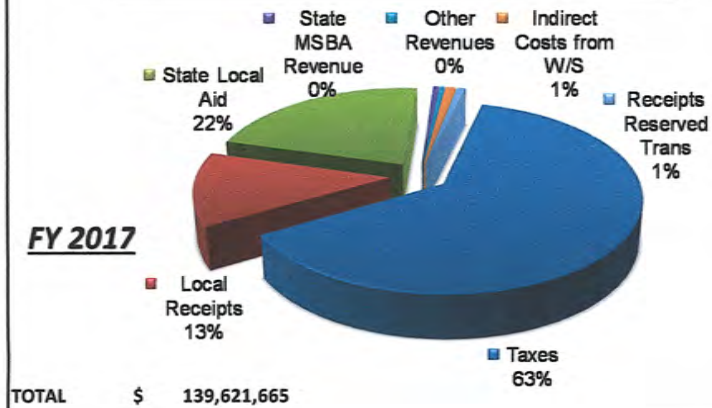
	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	RECAP FY 2016	Proposed FY 2017	Increase % FY16 vs. FY17	Increase \$ FY16 vs. FY17
<b>GENERAL FUND</b>								
REAL AND PERSONAL Tax Levy	71,788,367	74,879,216	77,227,105	79,058,306	81,200,463	86,251,299	6.22%	5,050,836
MOTOR VEHICLE	3,179,764	3,080,014	3,767,518	3,914,582	3,440,000	3,500,000	1.74%	60,000
HOTEL EXCISE	392,295	429,544	497,784	474,568	500,000	580,000	16.00%	80,000
VESSEL EXCISE	23,358	33,044	31,661	30,761	28,000	28,000	0.00%	0
MEALS TAXES	768,032	795,305	821,634	887,789	810,000	850,000	4.94%	40,000
ATG (Marijuana Dispensary)					50,000	76,500	53.00%	26,500
INTEREST ON TAXES	487,843	396,661	453,971	437,539	400,000	410,000	2.50%	10,000
IN LIEU OF TAXES	1,440,185	1,462,691	1,321,060	1,043,782	1,200,000	1,200,000	0.00%	0
CHARGES FOR SERVICES	1,464,056	2,073,901	1,535,118	2,102,749	1,750,000	1,750,000	0.00%	0
PARKING FEES	2,274,469	2,580,261	2,510,838	2,393,621	2,300,000	2,300,000	0.00%	0
LICENSES AND PERMITS	499,048	484,183	505,128	504,856	480,000	500,000	4.17%	20,000
FINES AND FORFEITS	1,255,894	1,230,761	1,208,544	1,167,427	1,100,000	1,000,000	-9.09%	(100,000)
INVESTMENT INCOME	74,956	110,033	150,400	202,893	150,000	160,000	6.67%	10,000
MISCELLANEOUS INCOME	437,188	515,489	349,085	160,902	400,000	400,000	0.00%	0
MEDICAID INCOME	483,907	461,366	640,291	716,092	400,000	400,000	0.00%	0
MEDICAID PART D REIMBURSEMENT	277,629	221,879	113,055	242,778	0	0		0
NON RECURRING (Hold Harmless Money)	3,681,252	3,377,535	3,606,906	5,271,156	4,650,000	4,650,000	0.00%	0
<b>TOTAL LOCAL RECEIPTS</b>	<b>16,739,877</b>	<b>17,252,667</b>	<b>17,512,993</b>	<b>19,551,495</b>	<b>17,658,000</b>	<b>17,804,500</b>	<b>0.83%</b>	<b>146,500</b>
NET MA CHERRY SHEET ASST.	25,017,427	27,701,712	28,497,293	29,323,109	29,503,329	30,212,406	2.40%	709,077
MSBA REIMBURSEMENTS	3,521,535	2,534,339	732,824	732,824	732,824	732,824	0.00%	0
R/RES REDUCE TAX RATE	997,042	1,008,106	1,014,995	1,050,452	1,116,347	1,148,332	2.87%	31,985
OFS/TRANSFERS IN	1,000,000	-	661,685	700,000	1,700,000	661,000	-61.12%	(1,039,000)
<b>TOTAL OTHER RECEIPTS</b>	<b>30,536,004</b>	<b>31,244,157</b>	<b>30,906,797</b>	<b>31,806,385</b>	<b>33,052,500</b>	<b>32,754,562</b>	<b>-0.90%</b>	<b>(297,938)</b>
<b>GENERAL FUND TOTAL</b>	<b>119,064,248</b>	<b>123,376,040</b>	<b>125,646,895</b>	<b>130,416,186</b>	<b>131,910,963</b>	<b>136,810,361</b>	<b>3.71%</b>	<b>4,899,398</b>
<b>ENTERPRISE FUND</b>								
SEWER RATES	7,941,520	9,140,124	8,033,078	8,898,048	8,421,400	8,570,000	1.76%	148,600
<b>TOTAL SEWER</b>	<b>7,941,520</b>	<b>9,140,124</b>	<b>8,033,078</b>	<b>8,898,048</b>	<b>8,421,400</b>	<b>8,570,000</b>	<b>1.76%</b>	<b>148,600</b>
WATER RATES	4,574,150	5,522,061	5,175,132	4,765,691	4,734,510	4,753,605	0.40%	19,095
WATER TRANS/OFS	360,000	218,738	-	-	-	-		0
<b>TOTAL WATER</b>	<b>4,934,150</b>	<b>5,740,799</b>	<b>5,175,132</b>	<b>4,765,691</b>	<b>4,734,510</b>	<b>4,753,605</b>	<b>0.40%</b>	<b>19,095</b>
TRASH FEES	686,834	689,358	689,358	699,082	788,834	818,854	3.81%	30,020
<b>TOTAL TRASH</b>	<b>686,834</b>	<b>689,358</b>	<b>689,358</b>	<b>699,082</b>	<b>788,834</b>	<b>818,854</b>	<b>3.81%</b>	<b>30,020</b>
<b>ENTERPRISE FUND TOTAL</b>	<b>13,562,504</b>	<b>15,570,281</b>	<b>13,897,568</b>	<b>14,362,821</b>	<b>13,944,744</b>	<b>14,142,459</b>	<b>1.42%</b>	<b>197,715</b>
<b>GRAND TOTAL</b>	<b>132,626,752</b>	<b>138,946,321</b>	<b>139,544,463</b>	<b>144,779,007</b>	<b>145,855,707</b>	<b>150,952,820</b>	<b>3.49%</b>	<b>5,097,113</b>



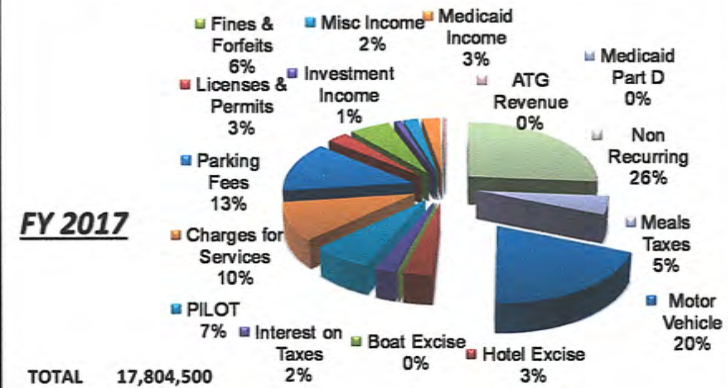
## General Fund Local Revenue Summary



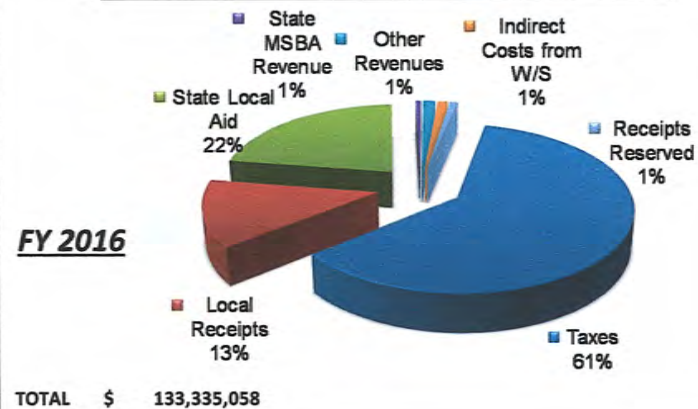
### ESTIMATED REVENUES GENERAL FUND



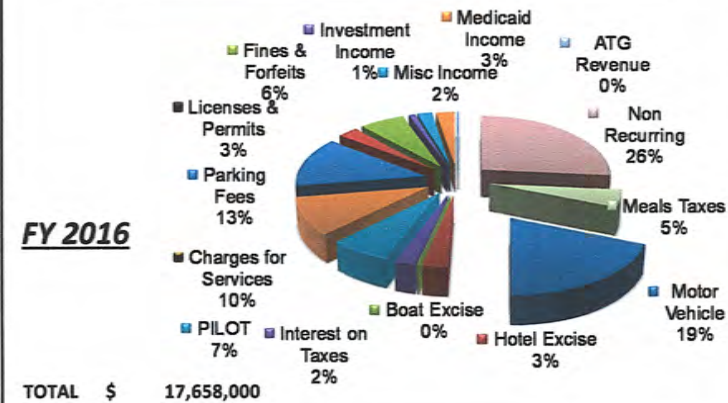
### ESTIMATED LOCAL RECEIPTS GENERAL FUND



### ESTIMATED REVENUES GENERAL FUND



### ESTIMATED LOCAL RECEIPTS GENERAL FUND



# GENERAL FUND REVENUE DETAIL

## I. TAXES

### Real and Personal Property Tax

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

#### Factors influencing property taxes:

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

**1. Automatic 2.5% Increase (Prop 2 ½)** – The levy limit is the maximum amount that can be collected through real and personal property taxes by the municipality. Each year, a community's levy limit automatically increases by 2.5% over the previous year's levy limit. This increase does not require any action on the part of local officials.

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

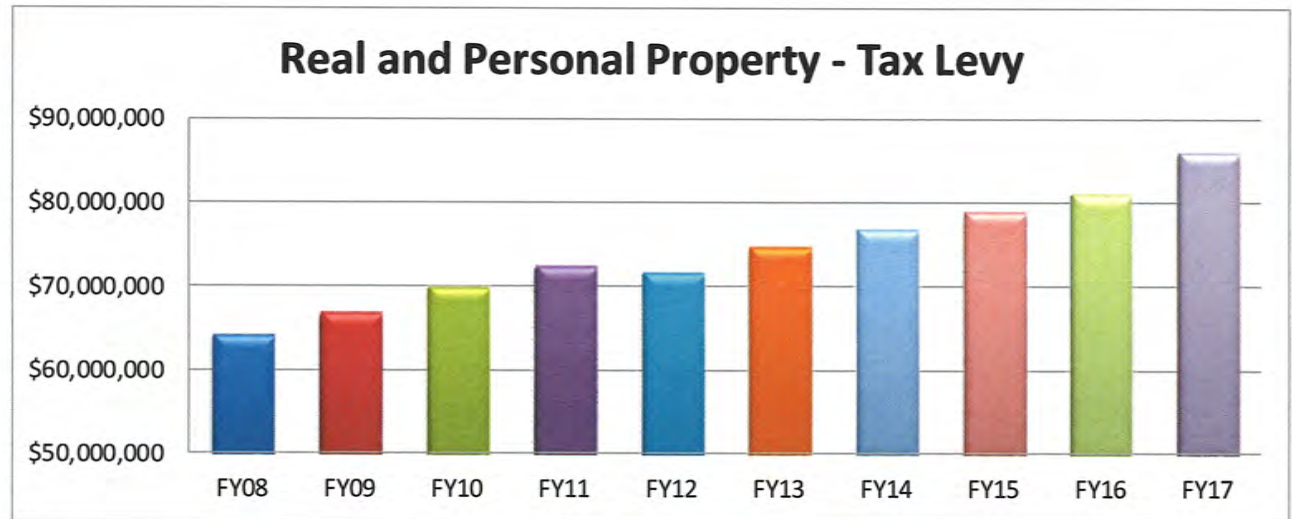
**3. Overrides/Exclusions** – A community can permanently increase its levy limit by successfully voting an override. Debt and Capital exclusions, on the other hand, are temporary increases in a community's levy limit for the life of the project or debt service. Only a Debt or Capital exclusion can cause the tax levy to exceed the levy limit. The levy limit for Salem for FY 16 was \$86,548,205; however, the City only raised \$81,200,463 in property taxes, which was approximately \$5 million under the levy limit. The levy ceiling is 2.5% of the valuation of the community (EQV-Equalized Value). The ceiling for Salem in FY 16 is \$113,351,911 and is estimated in FY 2017 to be 121,250,000.

The levy limit for FY 17 is estimated to be \$89,551,910. The actual amount of revenue raised through the tax levy will be determined by when the tax rate is set in the fall.



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

Real and Personal Property – Tax Levy		
Fiscal Year	Revenue	
2008	64,399,664	
2009	67,095,914	
2010	70,082,325	
2011	72,532,237	
2012	71,788,366	
2013	74,879,216	
2014	76,981,209	
2015	79,058,306	
2016	81,200,463	Per Recap
2017	86,251,299	Estimated
% Change FY16 vs. FY17		6.22%



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

Real and Personal Property – Levy Limit		
Fiscal Year	Revenue	
2008	64,441,432	
2009	67,385,423	
2010	70,134,978	
2011	72,993,129	
2012	75,492,988	
2013	77,880,313	
2014	80,587,733	
2015	83,270,307	
2016	86,548,205	Per Recap
2017	89,511,910	Estimated
% Change FY16 vs. FY17		3.42%

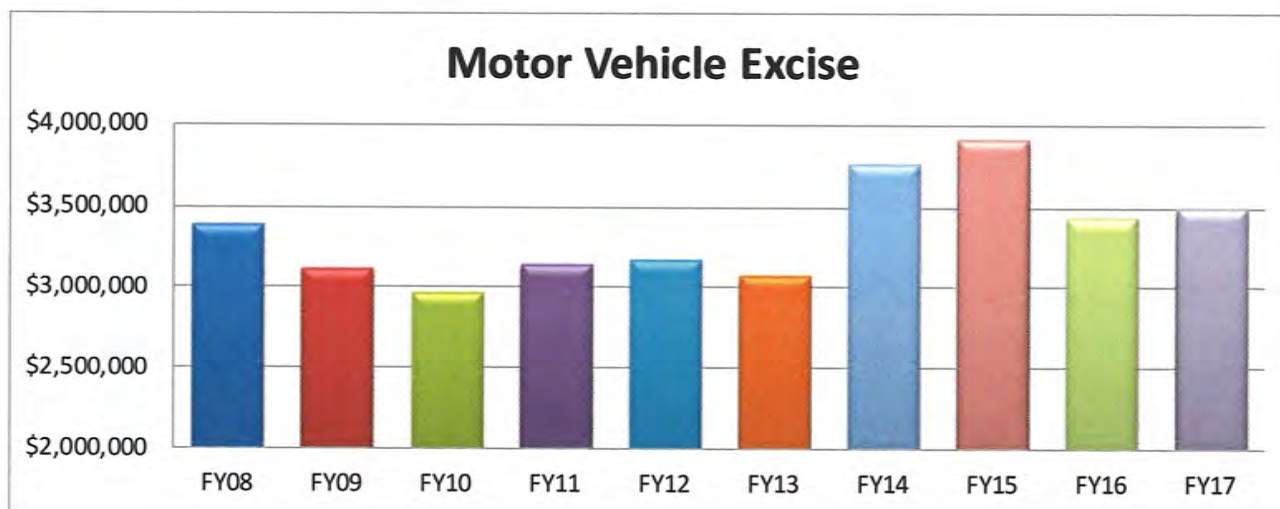


## II. LOCAL RECEIPTS

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

Those residents who do not pay their excise taxes in a timely manner are not allowed to renew registrations and licenses through a 'marking' process at the RMV. The City of Salem notifies the Registry of delinquent taxpayers, through its deputy collector, who prepares excise delinquent files for the Registry of Motor Vehicles. We are anticipating a slight increase of 1.7% for FY 2017 based on prior fiscal year trends.

Motor Vehicle Excise		
Fiscal Year	Revenue	
2008	3,390,013	
2009	3,120,411	
2010	2,973,309	
2011	3,147,826	
2012	3,179,764	
2013	3,080,014	
2014	3,767,518	
2015	3,914,582	
2016	3,440,000	Per Recap
2017	3,500,000	Estimated
% Change FY16 vs. FY17		1.7%





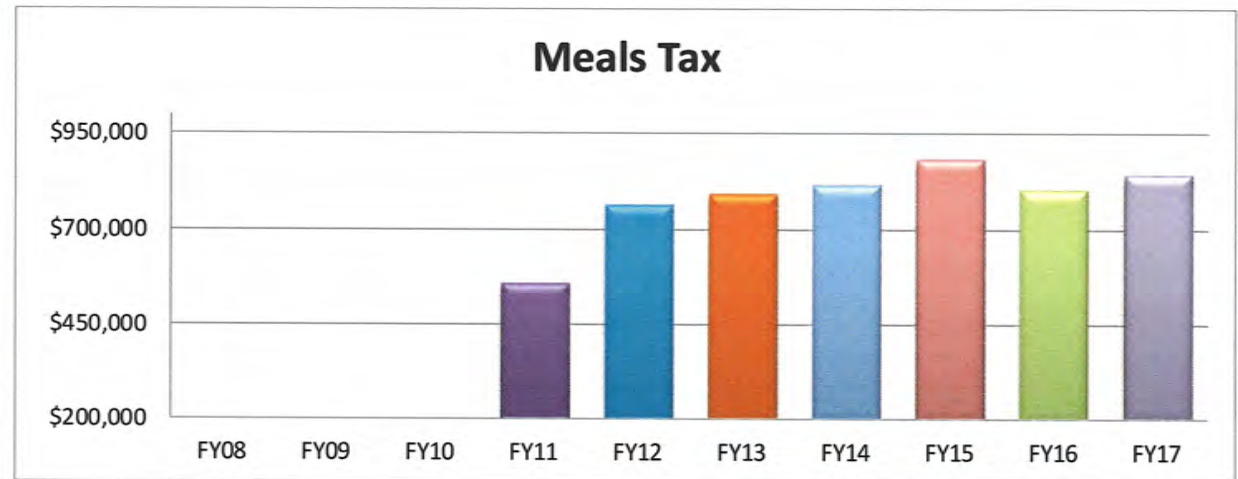
**Hotel Excise** – (Room Occupancy Excise - MGL Chapter 64G) This category includes taxes received through the state that are collected from all hotels, motels, and other lodging houses within the City at a rate up to, but not exceeding, 6% of the total amount of rent for each such occupancy. On April 22, 2010 the City Council approved by a 6-5 vote to pass the local options tax increases of .75% on meals and 1% on Hotel/Motels. In FY 2016 the hotel tax was increased from 5% to 6% which we anticipate will result in a 16% increase in FY 2017 revenue.

Hotel Excise		
Fiscal Year	Revenue	
2008	373,655	
2009	324,622	
2010	294,214	
2011	392,295	
2012	392,974	
2013	429,544	
2014	497,784	
2015	474,568	
2016	500,000	Per Recap
2017	580,000	Estimated
% Change FY16 vs. FY17		16.0%



**Meals Tax** – (MGL CH27 §60 and 156 of the Acts of 2009). This revenue was established in FY 2011 as allowed by the Commonwealth of Massachusetts in FY 2010. We are anticipating a 4.9% increase in the meals tax for FY 2017 based on three year trends.

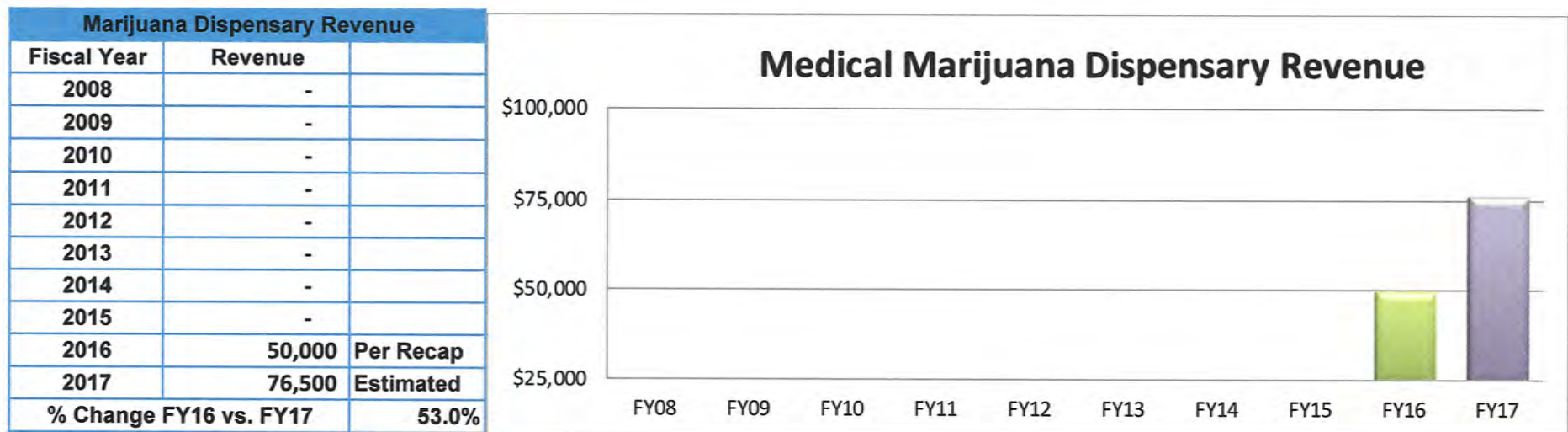
Meals Tax		
Fiscal Year	Revenue	
2008	-	
2009	-	
2010	-	
2011	562,797	
2012	768,032	
2013	795,305	
2014	821,634	
2015	887,789	
2016	810,000	Per Recap
2017	850,000	Estimated
% Change FY16 vs. FY17		4.9%





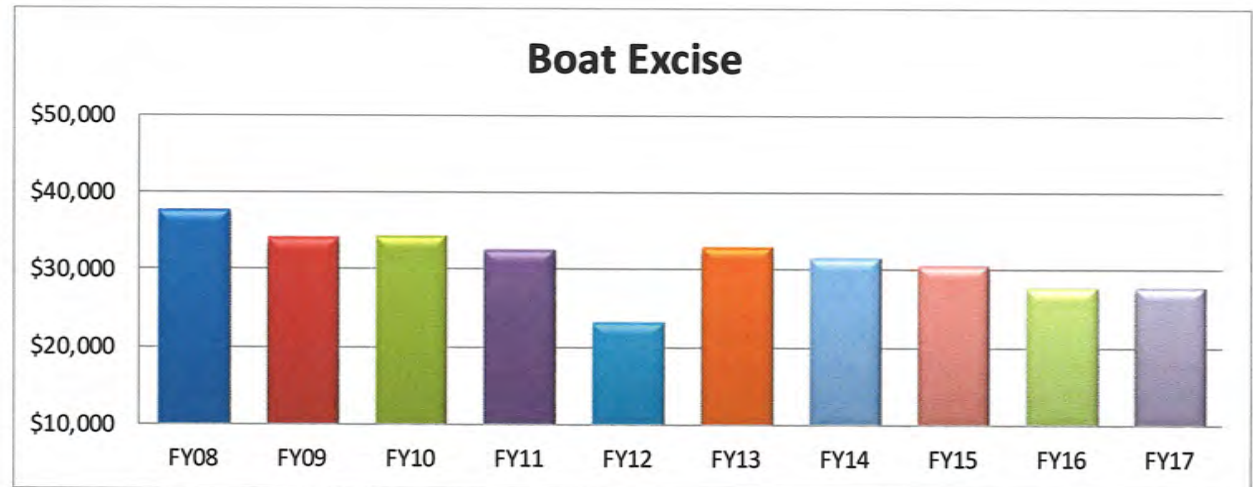
**ATG - Medical Marijuana Dispensary Revenue** – The City of Salem has entered into a Community Benefits Agreement with Alternative Therapies Group (ATG) of Massachusetts which is a Registered Marijuana Dispensary (RMD) to receive revenue from sale of medicinal marijuana. Funds received by communities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

The city will receive an annual payment equal to 1.25% of the total gross annual sales of the RMD for the first two years after it opens. On year three and after, the city will receive 2% of all gross annual sales. ATG opened in June 2015 and the city anticipated approximately \$50,000.00 in year one of the agreement. In FY 2017 we are anticipating the revenue to be 76,500 based on conversation with ATG.



**Boat Excise** – As per MGL Chapter 60B Section 2, boat excise tax is levied by each city and town in each fiscal year on every vessel, and its equipment, for the privilege of using the waterways of the Commonwealth. We anticipate no increase in FY 2016.

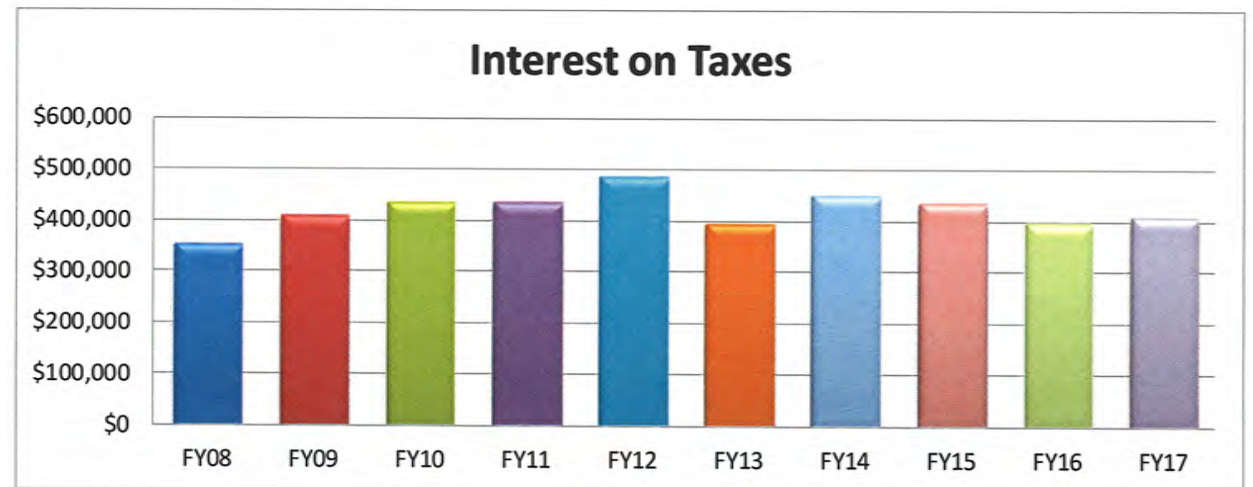
Boat Excise		
Fiscal Year	Revenue	
2008	37,876	
2009	34,231	
2010	34,450	
2011	32,726	
2012	23,358	
2013	33,044	
2014	31,661	
2015	30,761	
2016	28,000	Per Recap
2017	28,000	Estimated
% Change FY16 vs. FY17		0.0%



**Interest on Taxes** - This category includes delinquent interest and penalties on all taxes and tax title accounts. It also contains demand fees on real and personal property taxes as well as demands and warrants on late motor vehicle excise taxes and boat excise taxes.

We anticipate an increase in penalties and interest in FY 2017 of 2.5% based on current revenue trends in this category.

Interest on Taxes		
Fiscal Year	Revenue	
2008	353,952	
2009	412,572	
2010	437,361	
2011	437,282	
2012	487,843	
2013	396,661	
2014	453,971	
2015	437,539	
2016	400,000	Per Recap
2017	410,000	Estimated
% Change FY16 vs. FY17		2.5%

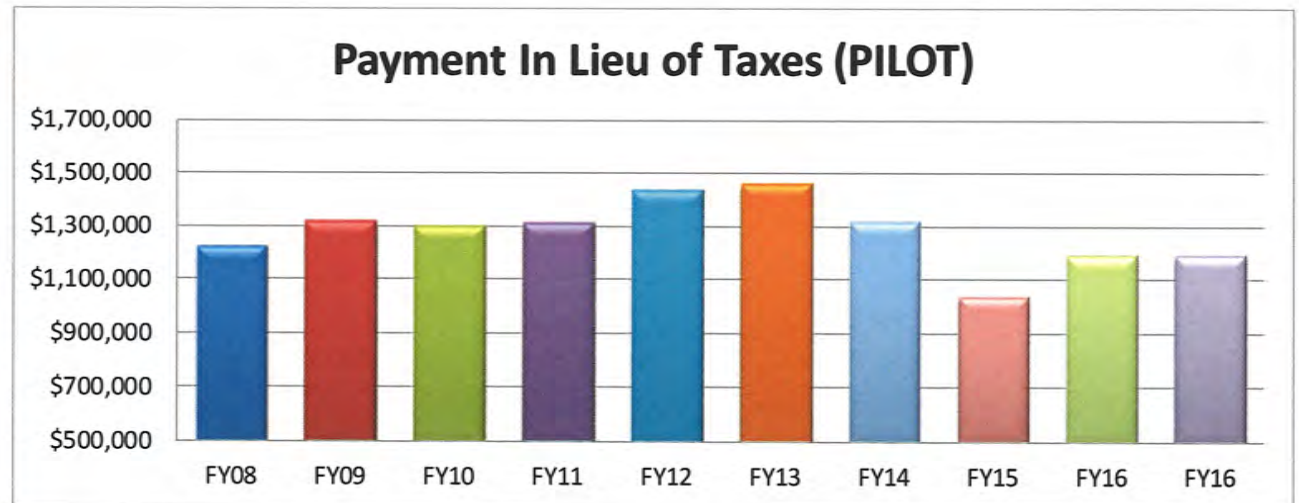




**Payment In Lieu Of Taxes (PILOT)** - Many communities, Salem included, are not able to put all the property within its borders to productive, tax generating uses. Federal, state and municipal facilities, hospitals, churches and colleges are examples of uses that are typically exempt from local property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

In FY 2014 the Piquot Highlands property will be came off of the 121A status and will return to ad valorem taxation. Therefore the PILOT revenue decreased in FY 2014 by \$189,000.00. We anticipate no increase in FY 2017 based on current year revenue.

Payment in Lieu of Taxes (PILOT)		
Fiscal Year	Revenue	
2008	1,229,435	
2009	1,320,945	
2010	1,307,078	
2011	1,319,079	
2012	1,440,185	
2013	1,462,691	
2014	1,321,060	
2015	1,043,782	
2016	1,200,000	Per Recap
2017	1,200,000	Estimated
% Change FY16 vs. FY17		0.0%



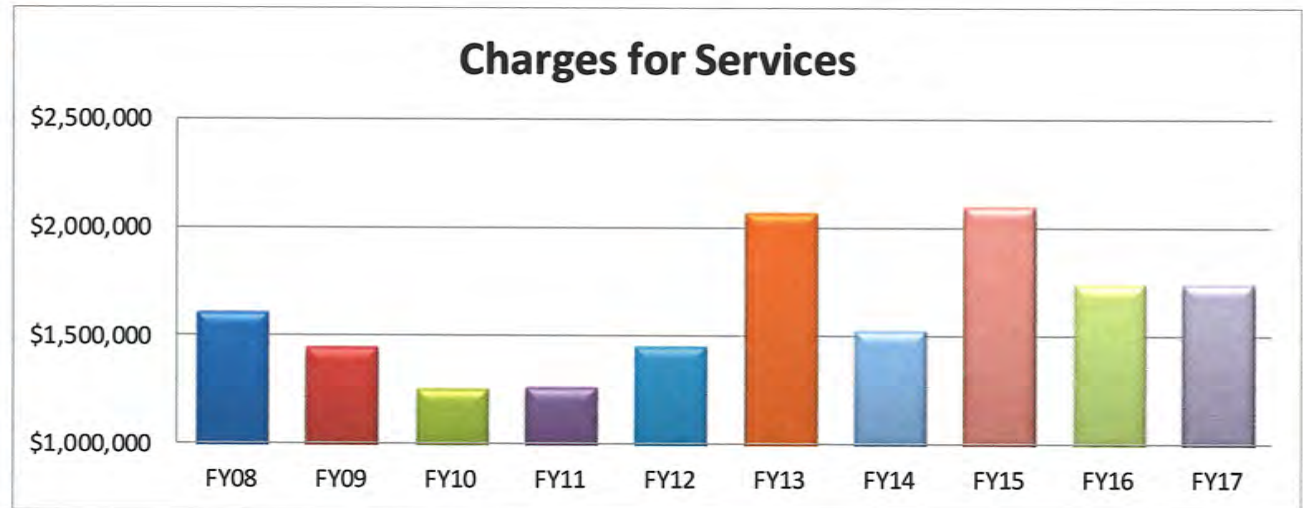


## CHARGES FOR SERVICES

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

In FY 2015 we anticipated a 4.1% reduction in user fees and services due to the completion of many projects. In the spring of FY 2015 we did receive \$250,000 in building permit fees for Footprint Power Plant. In FY 2016 we anticipate an increase due to new building projects including the Gateway Center, Blubber Hollow Project, Flynnan, Cinema World, Universal Steele development and District Court. In FY 2017 we are not anticipating any increases.

Charges for Services		
Fiscal Year	Revenue	
2008	1,619,899	
2009	1,452,177	
2010	1,265,194	
2011	1,274,446	
2012	1,464,056	
2013	2,073,901	
2014	1,535,118	
2015	2,102,749	
2016	1,750,000	Per Recap
2017	1,750,000	Estimated
% Change FY16 vs. FY17		0.0%



## PARKING FEES

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

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

In FY 16 we instituted the sale of 50 parking spaces to individuals at Museum Place and South Harbor garages at \$1,500 annually per space. In FY 2017 we anticipate no increase in parking fee revenue based on FY 2016 actual revenue through April 2016. We intend to install a “Pay by Plate” display at Riley Plaza that will bring in additional revenue once construction is done on nearby streets.

Parking Fees		
Fiscal Year	Revenue	
2008	1,651,032	
2009	1,694,707	
2010	2,039,379	
2011	2,334,422	
2012	2,274,469	
2013	2,580,261	
2014	2,510,838	
2015	2,393,621	
2016	2,300,000	Per Recap
2017	2,300,000	Estimated
% Change FY16 vs. FY17		0.0%





## LICENSES AND PERMITS

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

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

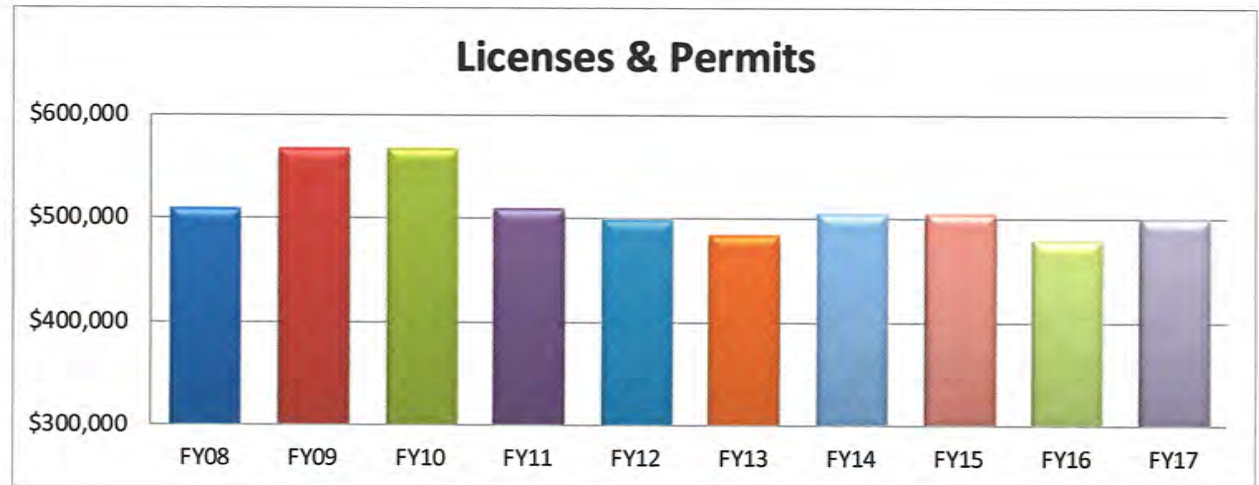
**Entertainment** - Entertainment licenses are issued for live performances, movie theaters, automatic amusement machines, billiard tables, bowling alleys, and several other forms of entertainment.

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

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

We anticipate a 4.2% increase in license fees for FY 2017 based on FY 2016 revenues received through April 2016.

Licenses & Permits		
Fiscal Year	Revenue	
2008	510,120	
2009	567,166	
2010	567,732	
2011	510,375	
2012	499,048	
2013	484,183	
2014	505,128	
2015	504,856	
2016	480,000	Per Recap
2017	500,000	Estimated
% Change FY16 vs. FY17		4.2%





## FINES AND FORFEITS

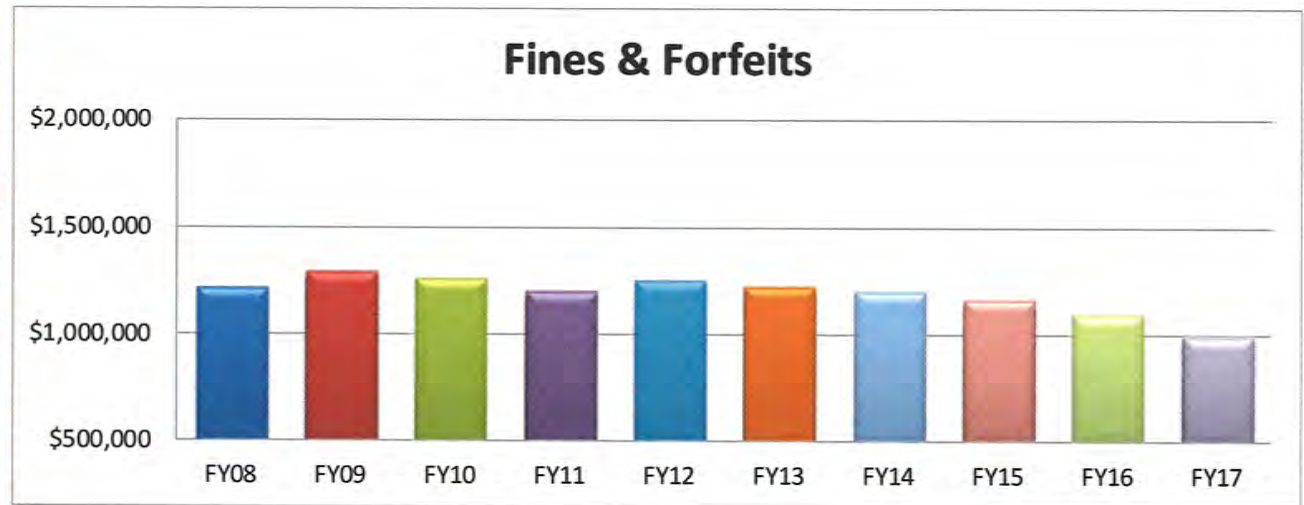
**Court Fines** – Non-parking offenses result in fines for moving violations. Responding to the community’s desires and public safety concerns, the police department has been focused on enforcing speed limits in local neighborhoods. Other moving violations that are included in this category are driving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

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

As part of the 2011 parking study, the City has changed both the time limits and the overtime fine for parking meters. The limits will increase from two (2) hours to four (4) hours, which will certainly decrease the amounts of overtime violations written by the meter enforcement division. However, the increase of the overtime fine will offset some of the decrease in the volume of tickets written. Furthermore, the sharply reduced rates in the City’s parking garages will certainly decrease the volume of cars parking curbside (where the tickets are written) and increase the volume of cars parking in the garage, where there will be virtually no tickets written (except for handicap violations, which go into a separate account).

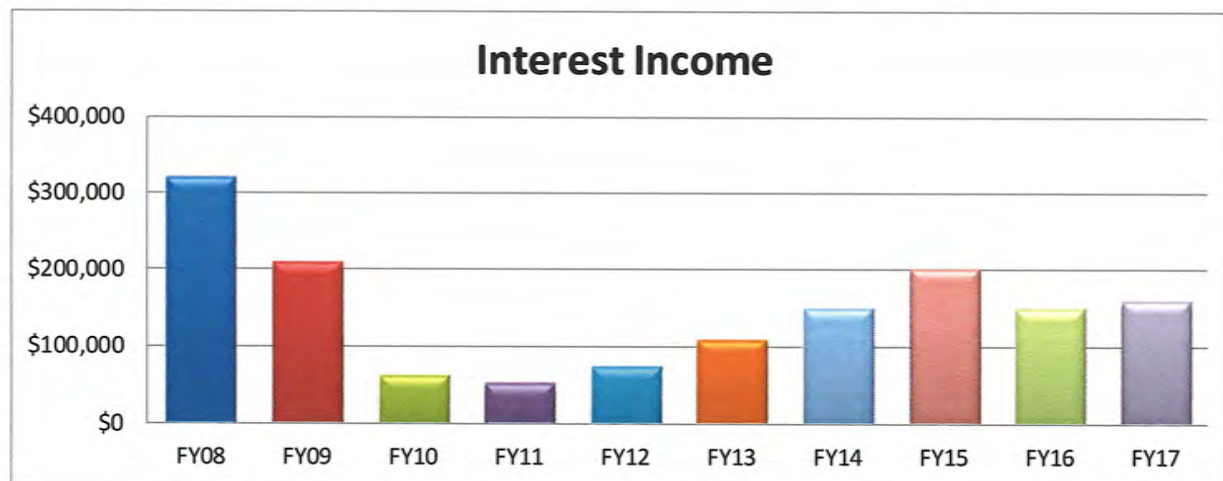
In FY 2017 we anticipate a 9.1% decrease based on FY 2016 actual revenue trends through April 2016.

Fines & Forfeits		
Fiscal Year	Revenue	
2008	1,222,170	
2009	1,296,698	
2010	1,266,266	
2011	1,208,272	
2012	1,255,894	
2013	1,230,761	
2014	1,208,544	
2015	1,167,427	
2016	1,100,000	Per Recap
2017	1,000,000	Estimated
% Change FY16 vs. FY17		-9.1%



**Interest Income** - Under Chapter 44 Section 55B of the Mass. General Laws, all monies held in the name of the City which are not required to be kept liquid for purposes of distribution shall be invested in such manner as to require the payment of interest on the money at the highest possible rate reasonably available. The investment decision must take into account safety, liquidity and yield. The City Treasurer looks to maximize our earning potential by evaluating investing options. In FY 2017 we anticipate a 6.7% increase based on FY 2016 actual revenue.

Interest Income		
Fiscal Year	Revenue	
2008	321,741	
2009	211,490	
2010	62,904	
2011	53,792	
2012	74,956	
2013	110,033	
2014	150,400	
2015	202,893	
2016	150,000	Per Recap
2017	160,000	Estimated
% Change FY16 vs. FY17		6.7%

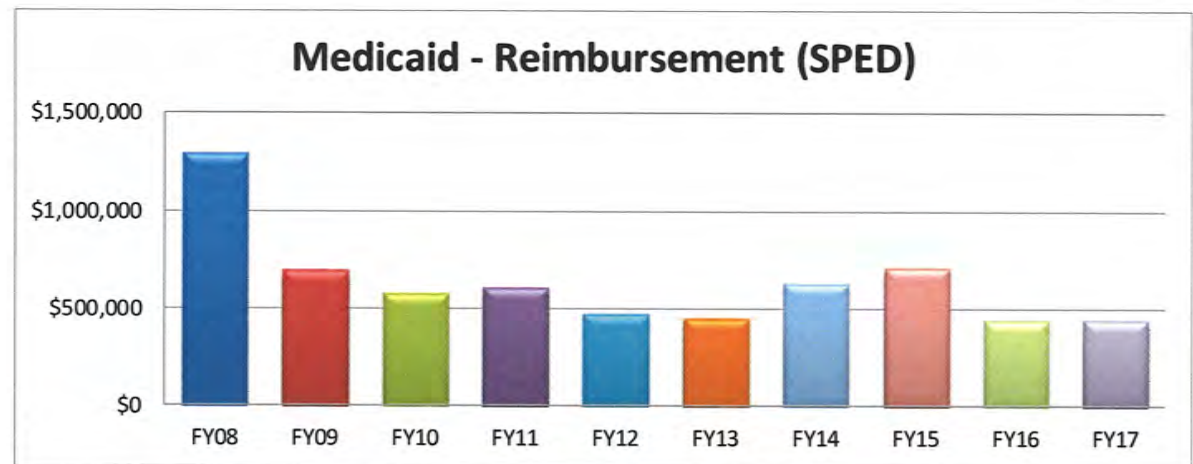




## MISCELLANEOUS REVENUE - RECURRING

**Medicaid Reimbursements (SPED)** – In accordance with laws and regulations governing the Medicaid program, school systems are mandated by the Individuals with Disabilities Education Act (IDEA) to provide health related services to their special education student population. They are permitted to file claims for partial federal reimbursement for both their student health services and the administrative support expenditures incurred in providing those services. We receive both the Direct Student Expenditures reimbursement (school based health services provided directly to the student) and the Administrative expenditures reimbursement (to assist in the delivery of Special Education (SPED) services to students.) In FY 2017 we anticipate no changes in SPED Medicaid based on revenue trends.

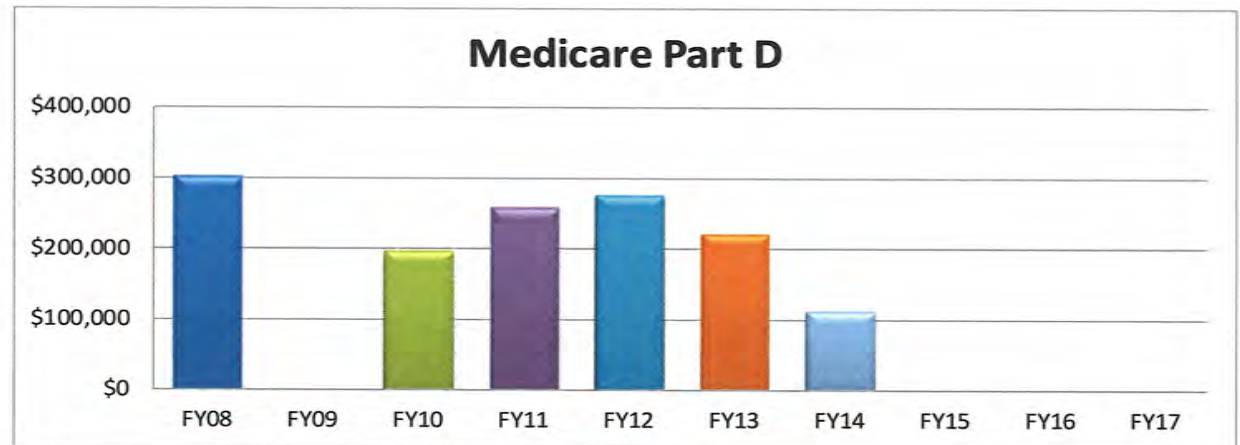
Medicaid - Reimbursement (SPED)		
Fiscal Year	Revenue	
2008	1,302,599	
2009	701,390	
2010	582,540	
2011	613,373	
2012	483,907	
2013	461,366	
2014	640,291	
2015	716,092	
2016	450,000	Per Recap
2017	450,000	Estimated
% Change FY16 vs. FY17		0.0%





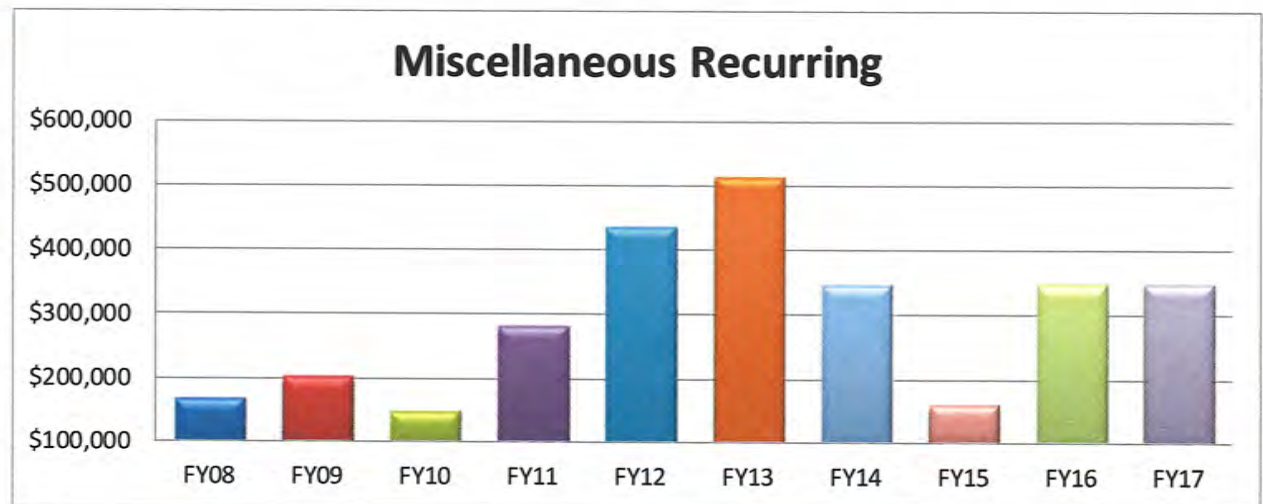
**Medicare Part D** – Medicare Part D is part of the Medicare Modernization Act (MMA) that was signed into law on 12/8/2003. One of the key provisions of MMA was the introduction of the Medicare Prescription Drug Benefit (Part D). This subsidizes part of the cost of drug costs for retirees. However,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

Medicare Part D		
Fiscal Year	Revenue	
2008	304,139	
2009	-	
2010	197,872	
2011	258,783	
2012	277,629	
2013	221,879	
2014	113,055	
2015	-	
2016	-	Per Recap
2017	-	Estimated
% Change FY16 vs. FY17		0.0%



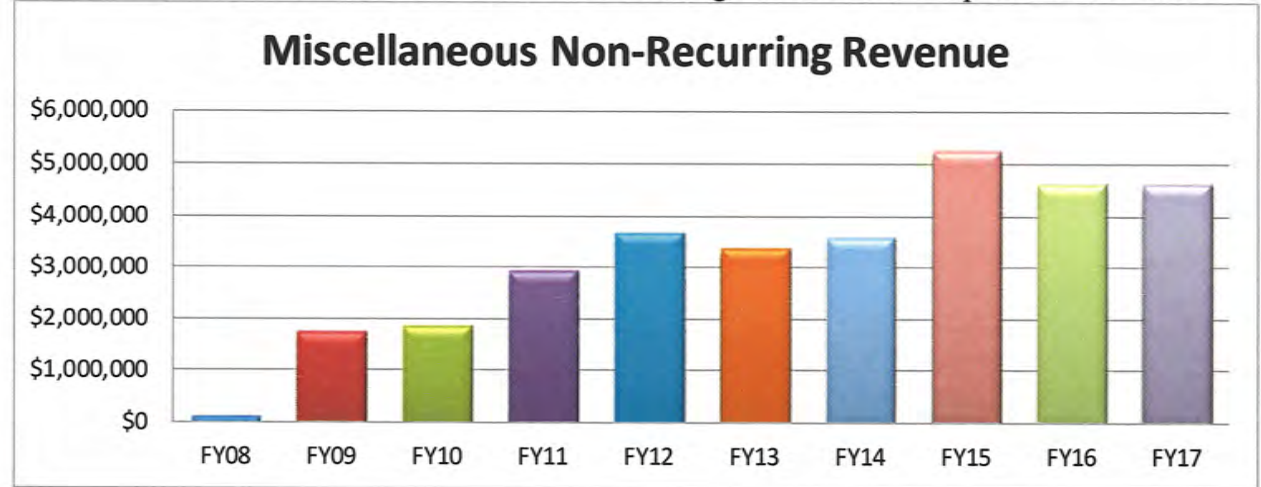
**Other Miscellaneous Recurring** – This category is used for all 'other' non-categorized income such as revenue from sale of copies of reports generated by a department, sale of data from tax files, collector's fees, refunds, bad checks, etc. We anticipate no changes for FY 2017 based on current revenue trends.

Miscellaneous Recurring		
Fiscal Year	Revenue	
2008	168,331	
2009	203,694	
2010	149,140	
2011	283,177	
2012	437,027	
2013	515,489	
2014	349,085	
2015	160,902	
2016	350,000	Per Recap
2017	350,000	Estimated
% Change FY16 vs. FY17		0.0%



**Miscellaneous Non-Recurring** – This category is used for all one time income sources and revenues not considered common in municipalities. In FY 2015 much of the Host Fee money comes in as tax revenue and is part of the Tax Levy. Only 185K actually comes in as revenue outside of the tax levy. Massachusetts General Law (MGL) Chapter 21A, Section 33 allows for a Reimbursement for Communities Affected by the Regional Greenhouse Gas Initiative (RGGI) also known as the ‘Hold Harmless Agreement’. This reimbursement for FY 2017 amounts to approximately 4.65 Million in hold harmless money and in a host fee which remains the same as in FY 2016 based on the tax agreement with Footprint and the state.

Miscellaneous Non-Recurring Revenue		
Fiscal Year	Revenue	
2008	143,840	
2009	1,750,000	
2010	1,855,821	
2011	2,927,676	
2012	3,681,377	
2013	3,377,535	
2014	3,606,906	
2015	5,271,156	
2016	4,650,000	Per Recap
2017	4,650,000	Estimated
% Change FY16 vs. FY17		0.0%





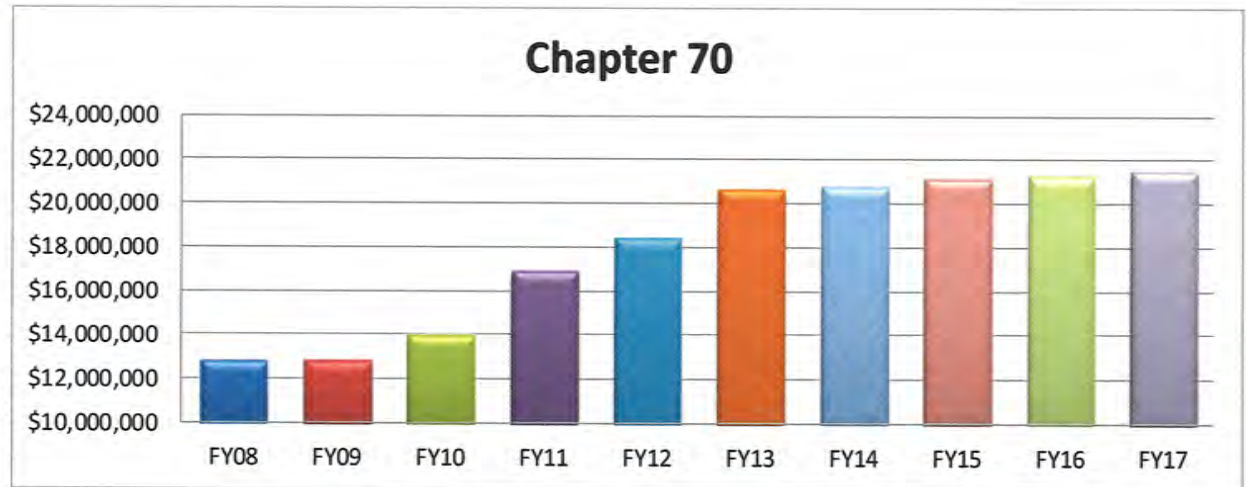
### III. INTERGOVERNMENTAL REVENUE – CHERRY SHEET

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

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

In FY 2017 the State increased CH 70 revenue by 1.2%.

Chapter 70- School Aid		
Fiscal Year	Revenue	
2008	12,876,914	
2009	12,859,851	
2010	14,083,762	
2011	16,969,097	
2012	18,522,267	
2013	20,759,584	
2014	20,879,459	
2015	21,231,627	
2016	21,348,402	Per Recap
2017	21,600,632	Estimated
% Change FY16 vs. FY17		1.2%



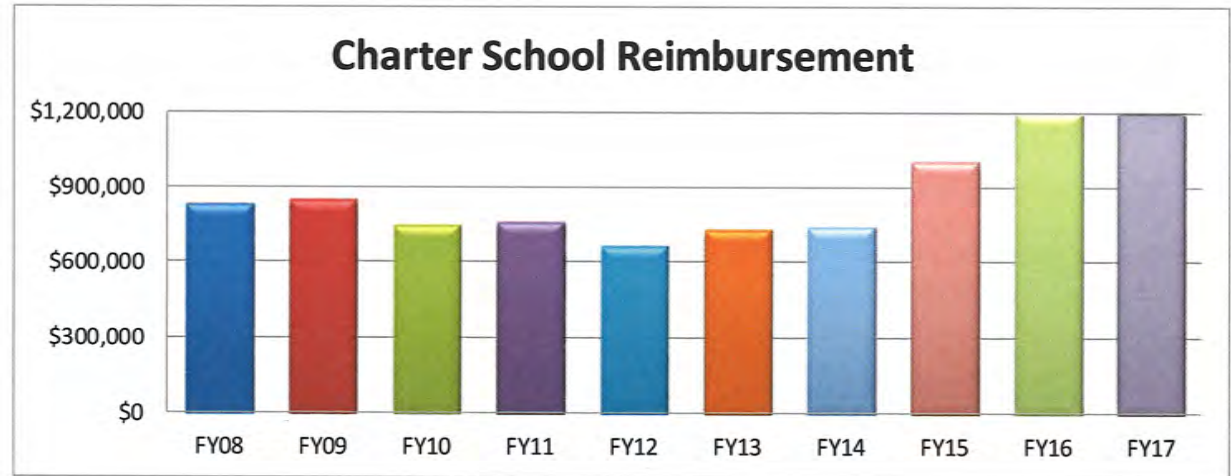
**Local Aid** - The major non-school state aid items are Charter School Tuition Reimbursement and Unrestricted General Government Aid (UGGA). These funds are unrestricted and can therefore be used by the municipality for any municipal purpose.

**Charter Tuition Reimbursement** - Under Chapter 71, Section 89, 2004 Chapter 46 of the Acts of 1997 provides for the reimbursement sending districts for the tuition they pay to Commonwealth charter schools. It is a reimbursement for those students that elect to attend a charter school. Sending districts are reimbursed a portion of the costs associated with pupils attending charter schools beginning with the second quarterly distribution. There are three levels to the reimbursement; 100% of the tuition increase in the first year, 60% of the tuition increase in the second year,



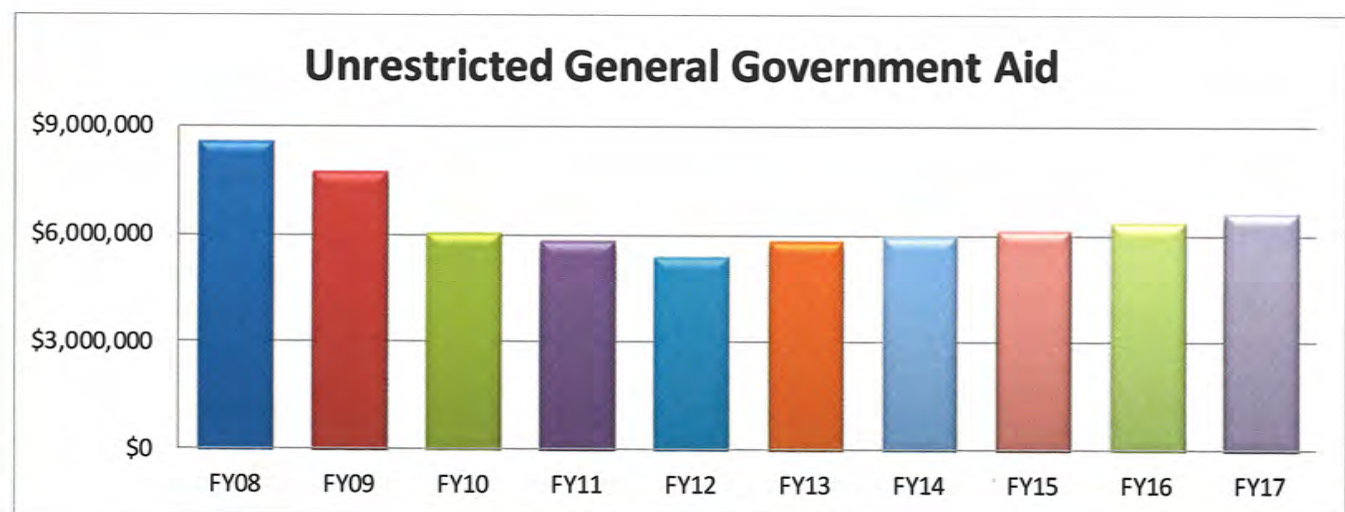
and 40% of the tuition increase in the third year. In addition, the reimbursement covers 100% of the first-year cost of pupils at charter schools who attend private or independent schools in the previous year. The reimbursement also covers 100% of the cost of any sibling students whose tuition brings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

Charter School Reimbursement		
Fiscal Year	Revenue	
2008	835,700	
2009	856,228	
2010	753,941	
2011	768,178	
2012	671,726	
2013	738,383	
2014	745,832	
2015	1,008,704	
2016	1,205,802	Per Recap
2017	1,318,481	Estimated
% Change FY16 vs. FY17		9.3%



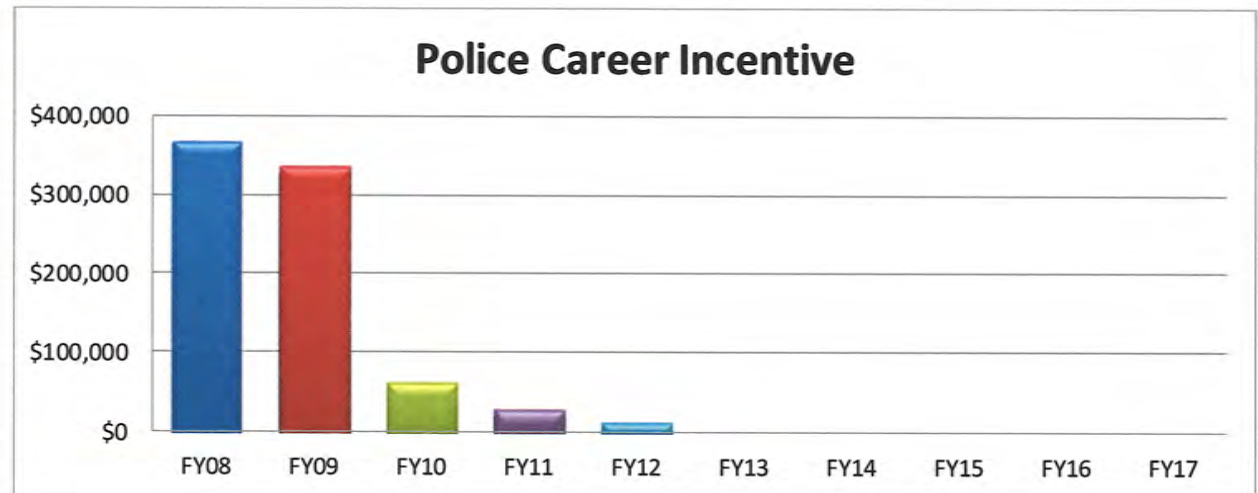
**Unrestricted General Government Aid (UGGA).** In FY 2010 the state eliminated the Lottery Aid, General Fund Subsidy to Lottery, and Additional Assistance revenue and replaced it with this revenue called 'Unrestricted General Government Aid'. The FY 2006 to FY 2009 combines the three revenue sources no longer used (lottery, subsidy to lottery, & additional assistance). The FY 2016 amount is a 3.6% increase.

Unrestricted Gen. Govt. Aid		
Fiscal Year	Revenue	
2008	8,585,568	
2009	7,748,937	
2010	6,077,873	
2011	5,834,758	
2012	5,412,881	
2013	5,834,758	
2014	5,972,679	
2015	6,138,313	
2016	6,359,292	Per Recap
2017	6,632,742	Estimated
% Change FY16 vs. FY17		4.3%



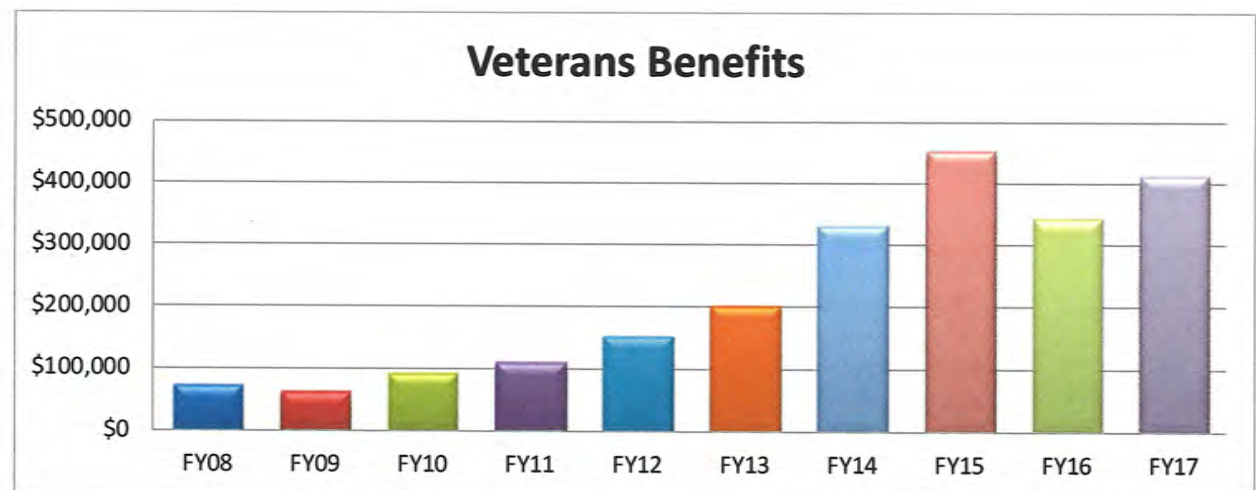
**Police Career Incentive** - Under Chapter 41 of the Mass General Laws, members of participating police departments receive a salary increase predicated on the amount of college credits earned toward a law enforcement degree. The Commonwealth reimburses municipalities for one-half of this salary increase.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

Police Career Incentive		
Fiscal Year	Revenue	
2008	369,742	
2009	337,343	
2010	64,475	
2011	31,492	
2012	16,248	
2013	-	
2014	-	
2015	-	
2016	-	Per Recap
2017	-	Estimated
% Change FY16 vs. FY17		



**Veterans' Benefits** - Under Chapter 115, Section 6 municipalities receive a seventy-five percent (75%) State reimbursement on the total expenditures made on veterans' financial, medical and burial benefits. Due to the increase in veterans filing for benefits, this revenue has increased significantly as has the veterans' benefits expense line. However the state anticipates a 24.2% decrease in reimbursement for FY 2016.

Veterans Benefits		
Fiscal Year	Revenue	
2008	74,249	
2009	62,123	
2010	93,176	
2011	109,431	
2012	153,533	
2013	202,949	
2014	332,364	
2015	451,957	
2016	342,687	Per Recap
2017	412,310	Estimated
% Change FY16 vs. FY17		20.3%





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

State Owned Land		
Fiscal Year	Revenue	
2008	53,007	
2009	56,834	
2010	51,200	
2011	45,145	
2012	46,760	
2013	46,774	
2014	47,700	
2015	53,305	
2016	53,305	Per Recap
2017	52,868	Estimated
% Change FY16 vs. FY17		-0.8%



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

Qualifying veterans or their surviving spouses receive an abatement of \$175 or \$2,000 in valuation times the tax rate, whichever is the greater. Chapter 59, Section 5, Clause 17d, of the General Laws, as amended by Section 2, Chapter 653 of the Acts of 1982, provides a flat \$175 in tax relief to certain persons over seventy, minors, and widows/widowers.

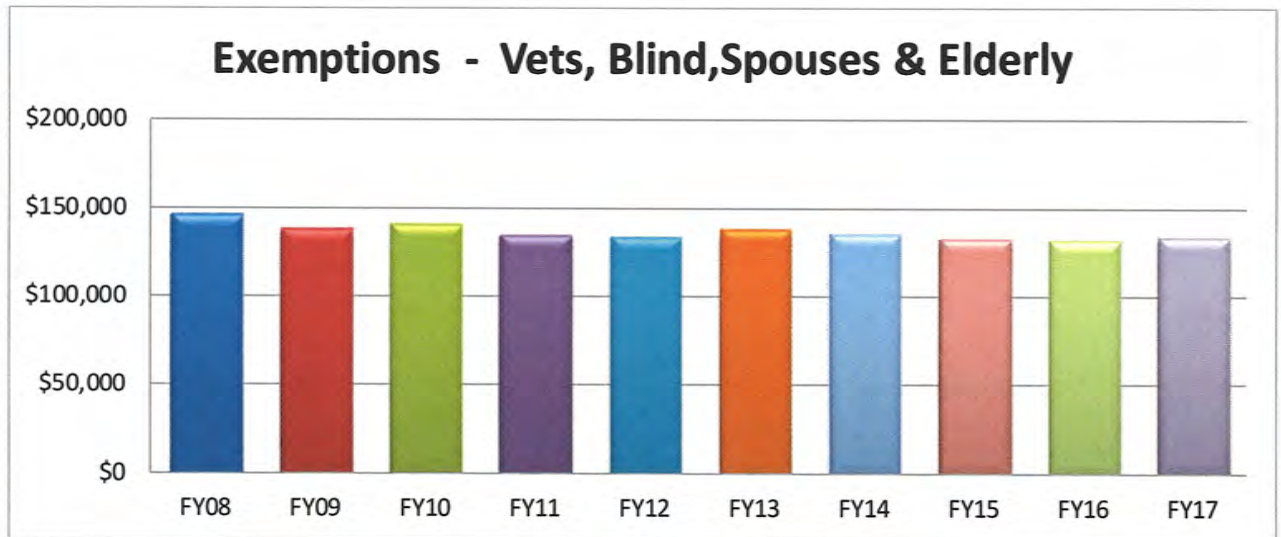
Chapter 59, Section 5, Clause 37a, of the General Laws as amended by Section 258 of the Acts of 1982 provides an abatement of \$500 for the legally blind.

Chapter 59, Section 5, Clause 41c, of the General Laws as amended by Section 5, of Chapter 653 of the Acts of 1982, qualifying persons over seventy years of age are eligible to receive a flat tax exemption of \$500.

In FY 2010 the state combined the elderly exemption with the veterans, blind and surviving spouse's exemptions. In previous years, the elderly exemption was budgeted separately. FY 2016 shows a decrease of .07%.



Exemptions- Vets, Blind, Spouse & Elderly		
Fiscal Year	Revenue	
2008	146,814	
2009	138,505	
2010	141,292	
2011	135,493	
2012	134,455	
2013	138,606	
2014	136,295	
2015	133,586	
2016	132,676	Per Recap
2017	133,925	Estimated
% Change FY16 vs. FY17		0.9%



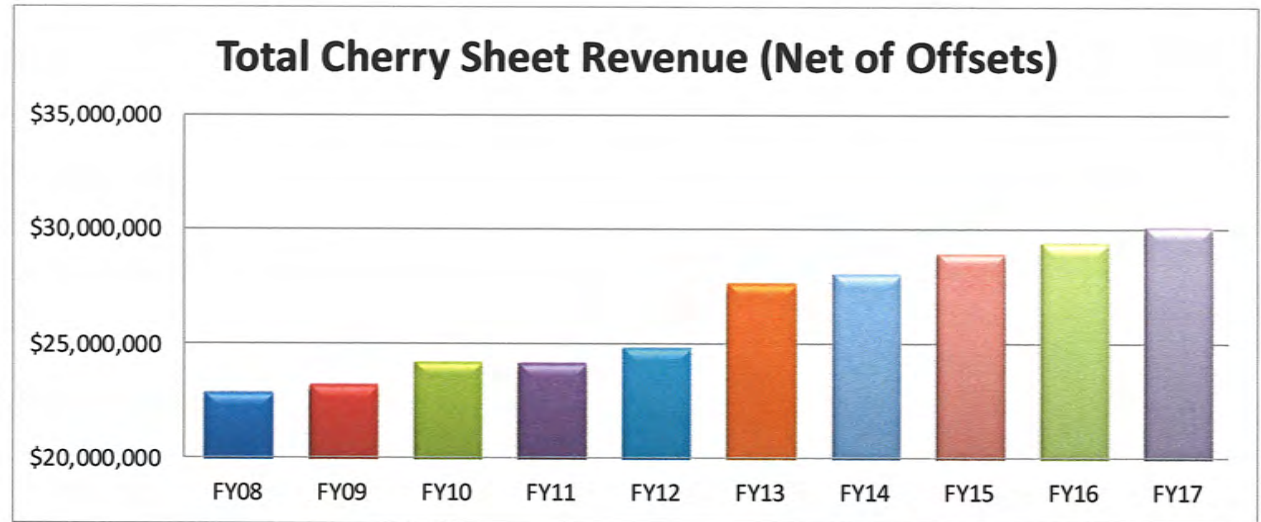
**Cherry Sheet Offsets For Direct Expenditure** – The state provides receipts that are paid directly to departments through state granting agencies, and are not part of the City’s General Fund Cherry Sheet Revenue. These revenues are for School Lunch and Public Library as shown in the charts below. For a description of Offset Receipts go to <http://www.mass.gov/dor/docs/dls/cherry/cherrysheetmanual.pdf>. In FY 2016 the school lunch offset was eliminated from the Cherry Sheet by DOR as it is an education offset that has no impact on the tax rate setting process. The Library Offset receipt was reduced by 5.4%.

School Lunch Offset Receipts for Direct Expenditure		
Fiscal Year	Revenue	
2008	28,460	
2009	28,460	
2010	25,228	
2011	23,310	
2012	28,080	
2013	27,762	
2014	27,578	
2015	27,439	
2016	0	Per Recap
2017	0	Estimated
% Change FY16 vs. FY17		

Library Offset Receipts for Direct Expenditure		
Fiscal Year	Revenue	
2008	68,080	
2009	68,080	
2010	49,196	
2011	49,934	
2012	47,725	
2013	48,262	
2014	48,103	
2015	63,576	
2016	61,165	Per Recap
2017	61,448	Estimated
% Change FY15 vs. FY16		0.5%

**Total Estimated Cherry Sheet Revenue (Net of Offsets)** – The total of all cherry sheet revenue is as follows:

Total Cherry Sheet Revenue (Net of Offsets)		
Fiscal Year	Revenue	
2008	22,941,994	
2009	23,312,138	
2010	24,290,523	
2011	24,225,556	
2012	24,941,622	
2013	27,701,712	
2014	28,104,329	
2015	29,017,492	
2016	29,442,164	Per Recap
2017	30,150,958	Estimated
% Change FY16 vs. FY17		2.4%





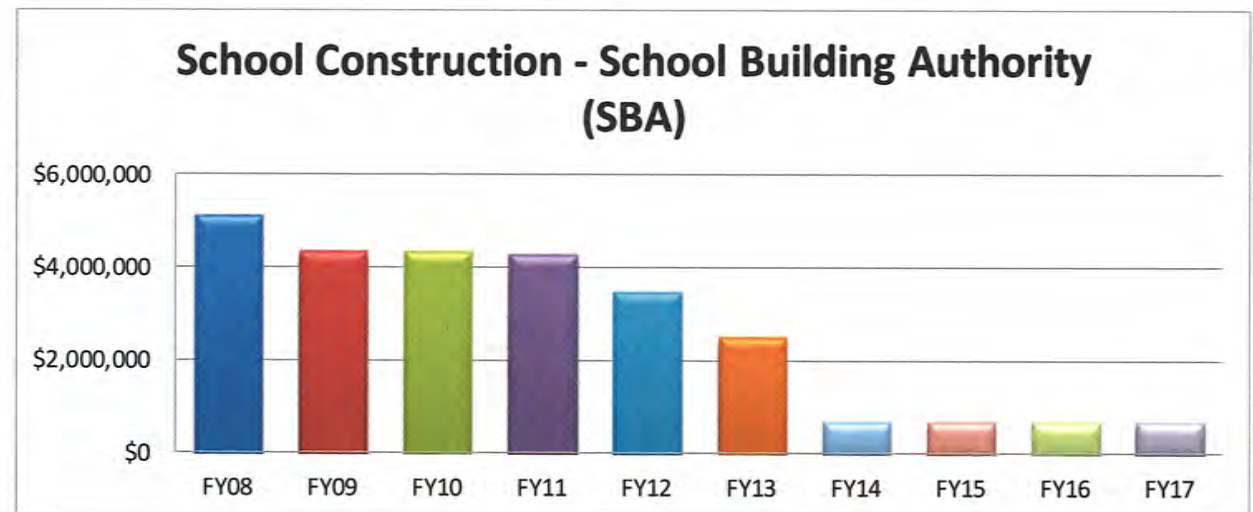
#### IV. SCHOOL BUILDING AUTHORITY (SBA) REIMBURSEMENTS

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

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

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

School Construction School Building Authority (SBA)		
Fiscal Year	Revenue	
2008	5,140,317	
2009	4,369,366	
2010	4,369,366	
2011	4,310,837	
2012	3,521,535	
2013	2,534,339	
2014	732,824	
2015	732,824	
2016	732,824	Per Recap
2017	732,824	Estimated
% Change FY16 vs. FY17		0.0%



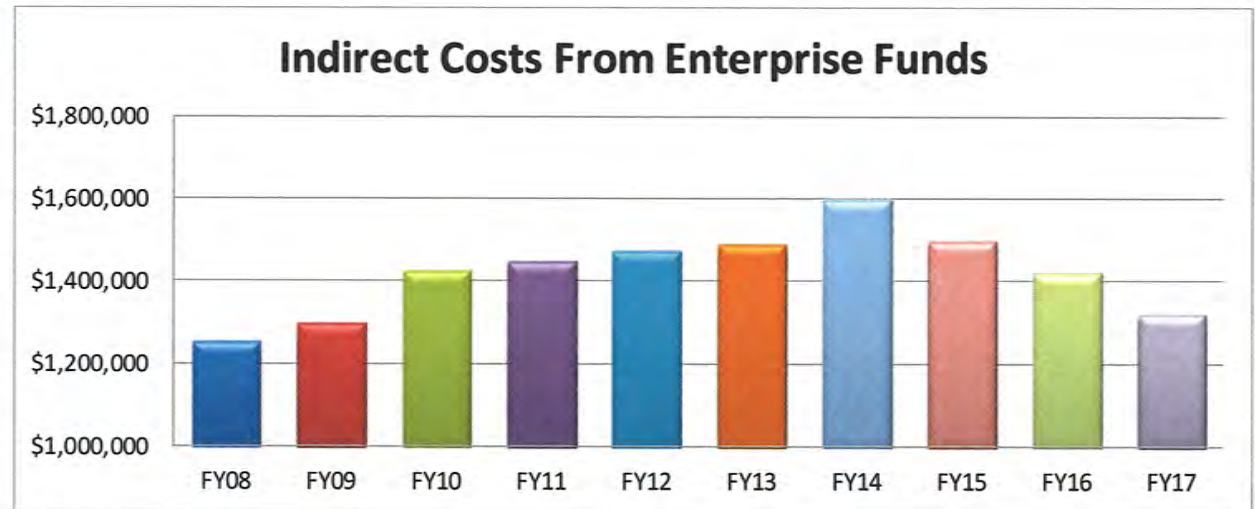


## V. INTERGOVERNMENTAL & INTERFUND TRANSFERS

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

Starting in FY 2015 the City began to steadily reduce the amount of indirect costs transferred to the General Fund in response to the recommendation of the City's outside auditors to more accurately calculate indirect costs. Those calculations show a substantial reduction in what indirect costs should be. With the approval of the City Auditors, these indirect costs will decrease each fiscal year until we meet actual indirect costs calculations to allow the general fund to absorb those decreases in a reasonable timeframe.

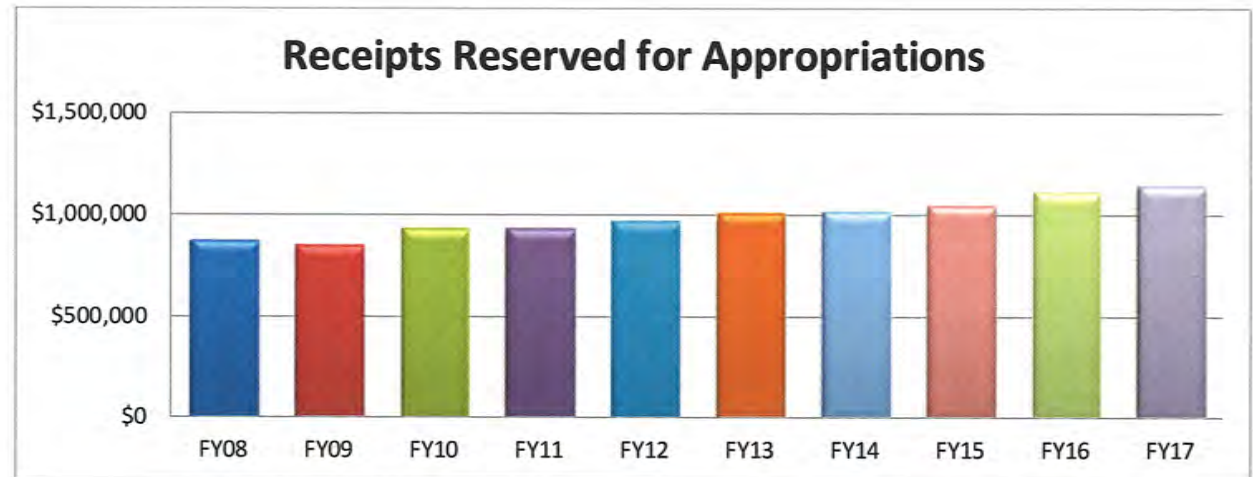
Inter-fund Operating Transfers In Indirect Costs from Enterprise Funds		
Fiscal Year	Revenue	
2008	1,258,161	
2009	1,301,747	
2010	1,430,065	
2011	1,452,222	
2012	1,477,074	
2013	1,493,881	
2014	1,601,654	
2015	1,501,654	
2016	1,424,095	Per Recap
2017	1,324,095	Estimated
% Change FY16 vs. FY17		-7.0%



## OTHER FINANCIAL SOURCES

**Receipts Reserved for Appropriation** – They City of Salem has three Receipts' Reserved for Appropriation Funds for Harbormaster, Golf Course, and Witch House. The revenue earned from these activities is credited to each of these special revenue funds. At the request of the Mayor, that money is appropriated by the City Council to the General Fund to cover both direct and indirect costs of each department in December for purposes of the certification of the City's tax rate by the Massachusetts Department of Revenue, as well as periodically throughout the year at the request of the department head of the Golf Course, Witch House, or Harbormasters Office to cover unforeseen or extraordinary expenses. We anticipate an increase of 5.5% for FY 2016 based on revised indirect cost calculations and increases to budgets.

Receipts Reserved for Appropriations		
Fiscal Year	Revenue	
2008	874,577	
2009	855,267	
2010	933,922	
2011	934,070	
2012	977,042	
2013	1,008,106	
2014	1,014,995	
2015	1,050,452	
2016	1,116,347	Per Recap
2017	1,148,332	Estimated
% Change FY16 vs. FY17		2.9%



### Other Receipts Reserved – Not Budgeted

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

**Other Sources of Revenue** – The City of Salem has in the past used Free Cash, Stabilization, and overlay (abatement and exemption reserve) to balance the budget. In fiscal year 2017 we may use some free cash to offset the amortized snow and ice deficit from FY 2015.

## FY2016 Local Aid Estimates

### Salem

	FY2015 Cherry Sheet Estimate	FY2016 Governor's Budget Proposal	FY2016 House Final Budget Proposal	FY2016 Senate Final Budget Proposal	FY2016 Conference Committee
<b>Education:</b>					
Chapter 70	21,231,627	21,325,047	21,348,402	21,348,402	
School Transportation	0	0	0	0	
Charter Tuition Reimbursement	1,008,704	981,202	872,043	960,221	
Smart Growth School Reimbursement	0	0	0	0	
<b>Offset Receipts:</b>					
School Choice Receiving Tuition	0	0	0	0	
<b>Sub-total, All Education Items:</b>	<b>22,240,331</b>	<b>22,306,249</b>	<b>22,220,445</b>	<b>22,308,623</b>	
<b>General Government:</b>					
Unrestricted Gen Gov't Aid	6,138,313	6,359,292	6,359,292	6,359,292	
Local Sh of Racing Taxes	0	0	0	0	
Regional Public Libraries	0	0	0	0	
Urban Revitalization	0	0	0	0	
Veterans Benefits	451,957	342,687	342,687	342,687	
State Owned Land	53,305	53,305	53,305	53,305	
Exemp: VBS and Elderly	133,586	132,676	132,676	132,676	
<b>Offset Receipts:</b>					
Public Libraries	63,576	60,028	60,171	61,165	
<b>Sub-Total, All General Government</b>	<b>6,840,737</b>	<b>6,947,988</b>	<b>6,948,131</b>	<b>6,949,125</b>	
<b>Total Estimated Receipts</b>	<b>29,081,068</b>	<b>29,254,237</b>	<b>29,168,576</b>	<b>29,257,748</b>	

Although the School Lunch program is funded in both the FY2015 final budget and the FY2016 Governor's, House Final and Senate Final budget proposals, we have removed the estimate from the cherry sheet as this program is an education offset that has no impact on the tax rate setting process.



# FY2016 Local Aid Assessments

## Salem

	FY2015 Cherry Sheet Estimate	FY2016 Governor's Budget Proposal	FY2016 House Final Budget Proposal	FY2016 Senate Final Budget Proposal	FY2016 Conference Committee
<b>County Assessments:</b>					
County Tax	0	0	0	0	
Suffolk County Retirement	0	0	0	0	
Essex County Reg Comm Center	0	0	0	0	
<b>Sub-Total, County Assessments:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>State Assessments and Charges:</b>					
Retired Employees Health Insurance	0	0	0	0	
Retired Teachers Health Insurance	0	0	0	0	
Mosquito Control Projects	40,670	40,962	40,962	40,962	
Air Pollution Districts	11,154	11,405	11,405	11,405	
Metropolitan Area Planning Council	21,110	21,049	21,049	21,049	
Old Colony Planning Council	0	0	0	0	
RMV Non-Renewal Surcharge	170,100	170,100	170,100	170,100	
<b>Sub-Total, State Assessments:</b>	<b>243,034</b>	<b>243,516</b>	<b>243,516</b>	<b>243,516</b>	
<b>Transportation Authorities:</b>					
MBTA	898,463	911,057	911,057	911,057	
Boston Metro. Transit District	0	0	0	0	
Regional Transit	0	0	0	0	
<b>Sub-Total, Transp Authorities:</b>	<b>898,463</b>	<b>911,057</b>	<b>911,057</b>	<b>911,057</b>	
<b>Annual Charges Against Receipts:</b>					
Multi-Year Repayment Program	0	0	0	0	
Special Education	1,362	6,789	6,789	6,789	
STRAP Repayments	0	0	0	0	
<b>Sub-Total, Annual Charges:</b>	<b>1,362</b>	<b>6,789</b>	<b>6,789</b>	<b>6,789</b>	
<b>Tuition Assessments:</b>					
School Choice Sending Tuition	350,377	463,770	463,770	463,770	
Charter School Sending Tuition	4,872,672	5,652,306	5,554,423	5,554,423	
<b>Sub-Total, Tuition Assessments:</b>	<b>5,223,049</b>	<b>6,116,076</b>	<b>6,018,193</b>	<b>6,018,193</b>	
<b>Total Estimated Charges:</b>	<b>6,365,908</b>	<b>7,277,438</b>	<b>7,179,555</b>	<b>7,179,555</b>	

**FY2017 Local Aid Estimates  
Salem**

	<b>FY2016 Cherry Sheet Estimate</b>	<b>FY2017 Governor's Budget Proposal</b>	<b>FY2017 House Budget Proposal</b>	<b>FY2017 SWM Budget Proposal</b>	<b>FY2017 Conference Committee</b>
<b>Education:</b>					
Chapter 70	21,348,402	21,440,122	21,600,632	21,600,632	
School Transportation	0	0	0	0	
Charter Tuition Reimbursement	1,205,802	1,253,095	1,276,134	1,318,481	
Smart Growth School Reimbursement	0	0	0	0	
<b>Offset Receipts:</b>					
School Choice Receiving Tuition	0	0	0	0	
<b>Sub-total, All Education Items:</b>	<b>22,554,204</b>	<b>22,693,217</b>	<b>22,876,766</b>	<b>22,919,113</b>	
<b>General Government:</b>					
Unrestricted Gen Gov't Aid	6,359,292	6,632,742	6,632,742	6,632,742	
Local Sh of Racing Taxes	0	0	0	0	
Regional Public Libraries	0	0	0	0	
Urban Revitalization	0	0	0	0	
Veterans Benefits	342,687	342,687	412,310	412,310	
State Owned Land	53,305	52,868	52,868	52,868	
Exemp: VBS and Elderly	132,676	133,925	133,925	133,925	
<b>Offset Receipts:</b>					
Public Libraries	61,165	61,448	61,448	61,448	
<b>Sub-Total, All General Government</b>	<b>6,949,125</b>	<b>7,223,670</b>	<b>7,293,293</b>	<b>7,293,293</b>	
<b>Total Estimated Receipts</b>	<b>29,503,329</b>	<b>29,916,887</b>	<b>30,170,059</b>	<b>30,212,406</b>	

# FY2017 Local Aid Assessments

## Salem

	FY2016 Cherry Sheet Estimate	FY2017 Governor's Budget Proposal	FY2017 House Budget Proposal	FY2017 SWM Budget Proposal	FY2017 Conference Committee
<b>County Assessments:</b>					
County Tax	0	0	0	0	
Suffolk County Retirement	0	0	0	0	
Essex County Reg Comm Center	0	0	0	0	
<b>Sub-Total, County Assessments:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>State Assessments and Charges:</b>					
Retired Employees Health Insurance	0	0	0	0	
Retired Teachers Health Insurance	0	0	0	0	
Mosquito Control Projects	40,962	45,191	45,191	45,191	
Air Pollution Districts	11,405	11,690	11,690	11,690	
Metropolitan Area Planning Council	21,049	21,576	21,576	21,576	
Old Colony Planning Council	0	0	0	0	
RMV Non-Renewal Surcharge	170,100	170,100	170,100	170,100	
<b>Sub-Total, State Assessments:</b>	<b>243,516</b>	<b>248,557</b>	<b>248,557</b>	<b>248,557</b>	
<b>Transportation Authorities:</b>					
MBTA	911,057	920,112	920,112	920,112	
Boston Metro. Transit District	0	0	0	0	
Regional Transit	0	0	0	0	
<b>Sub-Total, Transp Authorities:</b>	<b>911,057</b>	<b>920,112</b>	<b>920,112</b>	<b>920,112</b>	
<b>Annual Charges Against Receipts:</b>					
Multi-Year Repayment Program	0	0	0	0	
Special Education	6,782	6,782	6,782	6,782	
STRAP Repayments	0	0	0	0	
<b>Sub-Total, Annual Charges:</b>	<b>6,782</b>	<b>6,782</b>	<b>6,782</b>	<b>6,782</b>	
<b>Tuition Assessments:</b>					
School Choice Sending Tuition	400,142	445,533	445,533	445,533	
Charter School Sending Tuition	5,551,530	6,512,061	6,467,971	6,467,971	
<b>Sub-Total, Tuition Assessments:</b>	<b>5,951,672</b>	<b>6,957,594</b>	<b>6,913,504</b>	<b>6,913,504</b>	
<b>Total Estimated Charges:</b>	<b>7,113,027</b>	<b>8,133,045</b>	<b>8,088,955</b>	<b>8,088,955</b>	



**CITY OF SALEM, MASSACHUSETTS  
FY 2017 OPERATING BUDGET**

	<b>ACTUAL EXPENDED FY 2015</b>	<b>ADOPTED BUDGET FY 2016</b>	<b>ADJUSTED BUDGET FY 2016</b>	<b>DEPT BUDGET FY 2017</b>	<b>MAYOR BUDGET FY 2017</b>	<b>CITY COUNCIL BUDGET FY 2017</b>	<b>FY16 Adj vs. FY17 Budget Inc/Decr Amount</b>	<b>Percentage</b>
<b>GENERAL FUND</b>								
GENERAL GOVERNMENT	5,387,576	5,487,393	5,828,543	6,347,468	6,317,771	6,317,771	489,228	8.39%
PUBLIC SAFETY	18,636,131	19,491,454	19,807,779	20,579,457	20,462,901	20,462,901	655,122	3.31%
PUBLIC WORKS & FACILITIES	6,094,351	3,816,437	3,902,502	4,132,548	4,151,095	4,151,095	248,593	6.37%
HUMAN SERVICES	1,243,114	1,329,231	1,354,231	1,461,241	1,429,502	1,429,502	75,271	5.56%
CULTURAL & RECREATIONAL	2,501,066	2,559,596	2,677,654	2,627,503	2,639,151	2,639,151	(38,503)	-1.44%
DEBT SERVICE	4,602,620	5,566,455	5,566,455	6,121,143	6,121,143	6,121,143	554,688	9.96%
ASSESSMENTS	8,502,140	9,740,928	9,674,400	10,508,161	10,420,617	10,420,617	746,217	7.71%
EMPLOYEE BENEFITS	23,493,284	24,241,752	24,241,752	25,526,466	24,446,982	24,446,982	205,230	0.85%
MUNICIPAL INSURANCE	233,312	298,001	298,001	356,282	356,282	356,282	58,281	19.56%
TRANSFERS OUT OF GENERAL FUND	1,600,257	3,912,757	3,912,757	3,014,380	3,014,380	3,014,380	(898,377)	-22.96%
<b>CITY TOTAL</b>	<b>72,293,851</b>	<b>76,444,004</b>	<b>77,264,074</b>	<b>80,674,649</b>	<b>79,359,824</b>	<b>79,359,824</b>	<b>2,095,750</b>	<b>2.71%</b>
EDUCATION-PUBLIC SCHOOLS	54,651,228	53,145,269	53,145,269	55,041,847	55,041,847	55,041,847	1,896,578	3.57%
<b>EDUCATION TOTAL</b>	<b>54,651,228</b>	<b>53,145,269</b>	<b>53,145,269</b>	<b>55,000,000</b>	<b>55,041,847</b>	<b>55,041,847</b>	<b>1,896,578</b>	<b>3.57%</b>
<b>GENERAL FUND TOTAL</b>	<b>126,945,079</b>	<b>129,589,273</b>	<b>130,409,343</b>	<b>135,674,649</b>	<b>134,401,671</b>	<b>134,401,671</b>	<b>3,992,328</b>	<b>3.06%</b>
<b>ENTERPRISE FUNDS</b>								
SEWER	7,203,525	6,561,402	6,561,402	6,456,239	6,367,573	6,367,573	(193,829)	-2.95%
WATER	5,335,351	5,123,455	5,123,455	5,694,164	5,631,937	5,631,937	508,482	9.92%
TRASH	2,438,975	2,895,784	2,895,784	2,937,928	2,937,474	2,937,474	41,690	1.44%
<b>ENTERPRISE FUND TOTAL</b>	<b>14,977,851</b>	<b>14,580,641</b>	<b>14,580,641</b>	<b>15,088,331</b>	<b>14,936,984</b>	<b>14,936,984</b>	<b>356,343</b>	<b>2.44%</b>
<b>GRAND TOTAL ALL FUNDS</b>	<b>141,922,930</b>	<b>144,169,914</b>	<b>144,989,984</b>	<b>150,762,980</b>	<b>149,338,655</b>	<b>149,338,655</b>	<b>4,348,671</b>	<b>3.00%</b>

**CITY OF SALEM, MASSACHUSETTS  
FY 2017 OPERATING BUDGET**

	ACTUAL EXPENDED FY 2015	ADOPTED BUDGET FY 2016	ADJUSTED BUDGET FY 2016	DEPT BUDGET FY 2017	MAYOR BUDGET FY 2017	CITY COUNCIL BUDGET FY 2017	FY16 Adj vs. FY17 Budget Inc/Decr Amount Percentage	
<b>GENERAL GOVERNMENT:</b>								
<b>CITY COUNCIL</b>								
Legislative	154,087	162,827	162,827	174,650	173,650	173,650	10,823	6.65%
<b>MAYOR</b>								
Executive	500,050	517,548	517,548	525,219	550,338	550,338	32,790	6.34%
<b>FINANCE/AUDITING</b>								
Accounting	306,276	336,012	336,012	330,157	335,822	335,822	(190)	-0.06%
<b>PURCHASING</b>								
Purchasing	123,895	130,245	130,245	130,025	132,763	132,763	2,518	1.93%
Fixed Costs	57,423	54,872	54,872	61,012	61,012	61,012	6,140	11.19%
<b>ASSESSORS</b>								
Board of Assessors	310,924	335,002	335,002	320,289	322,240	322,240	(12,762)	-3.81%
<b>TREASURER</b>								
Treasury Services	323,353	335,080	335,080	334,944	339,614	339,614	4,534	1.35%
<b>COLLECTOR</b>								
Tax Collections	218,191	228,017	228,017	228,997	230,155	230,155	2,138	0.94%
<b>SOLICITOR</b>								
Legal Services/Licensing	306,682	330,458	330,458	332,900	336,080	336,080	5,622	1.70%
<b>HUMAN RESOURCES</b>								
Personnel	765,918	453,761	753,761	297,962	283,473	283,473	(470,288)	-62.39%
<b>Information Technology</b>								
IT	166,876	300,767	300,767	870,744	822,551	822,551	521,784	173.48%
Fixed Costs	360,762	393,005	393,005	753,473	753,473	753,473	360,468	91.72%
<b>CITY CLERK</b>								
Record Maintenance	273,721	284,906	284,906	287,638	288,280	288,280	3,374	1.18%
<b>ELECTION/REGISTRATION</b>								
Voting	145,095	178,318	178,318	236,019	215,304	215,304	36,986	20.74%

**CITY OF SALEM, MASSACHUSETTS  
FY 2017 OPERATING BUDGET**

	<b>ACTUAL EXPENDED FY 2015</b>	<b>ADOPTED BUDGET FY 2016</b>	<b>ADJUSTED BUDGET FY 2016</b>	<b>DEPT BUDGET FY 2017</b>	<b>MAYOR BUDGET FY 2017</b>	<b>CITY COUNCIL BUDGET FY 2017</b>	<b>FY16 Adj vs. FY17 Budget Inc/Decr Amount Percentage</b>	
<b>CONSERVATION</b>								
Active/Passive Conservation	28,015	29,957	29,957	30,008	30,651	30,651	694	2.32%
<b>PLANNING BOARD</b>								
Subdivision, Planning & Zoning	18,256	32,267	32,267	32,621	33,248	33,248	981	3.04%
<b>APPEALS, BOARD OF</b>								
Zoning Appeals	549	400	400	400	400	400	-	0.00%
<b>PLANNING</b>								
Planning & Community Development	408,826	447,216	488,366	454,408	462,715	462,715	(25,651)	-5.25%
<b>PUBLIC PROPERTY</b>								
Public Prop-Fixed Costs	679,647	691,960	691,960	701,227	701,227	701,227	9,267	1.34%
<b>MARKET AND TOURIST COMM.</b>								
Tourist Promotion	239,031	244,775	244,775	244,775	244,775	244,775	-	0.00%
<b>TOTAL GENERAL GOVERNMENT</b>	<b>5,387,576</b>	<b>5,487,393</b>	<b>5,828,543</b>	<b>6,347,468</b>	<b>6,317,771</b>	<b>6,317,771</b>	<b>489,228</b>	<b>8.39%</b>
<b>PUBLIC SAFETY:</b>								
<b>POLICE</b>								
Citizen Protection	9,249,732	9,389,459	9,705,784	10,308,511	10,323,581	10,323,581	617,797	6.37%
<b>FIRE</b>								
Fire Suppression	7,997,555	8,550,661	8,550,661	8,684,835	8,676,620	8,676,620	125,959	1.47%
<b>PUBLIC PROPERTY/BLDG INSP</b>								
Building/Plumbing/Gas Inspection	423,985	410,436	410,436	464,312	470,966	470,966	60,530	14.75%
<b>ELECTRICAL</b>								
Electrical Inspection & Maintenance	711,012	866,555	866,555	847,913	714,869	714,869	(151,686)	-17.50%
<b>HARBORMASTER</b>								
Harbormaster	253,848	274,343	274,343	273,886	276,865	276,865	2,522	0.92%
<b>TOTAL PUBLIC SAFETY</b>	<b>18,636,131</b>	<b>19,491,454</b>	<b>19,807,779</b>	<b>20,579,457</b>	<b>20,462,901</b>	<b>20,462,901</b>	<b>655,122</b>	<b>3.31%</b>



**CITY OF SALEM, MASSACHUSETTS  
FY 2017 OPERATING BUDGET**

	ACTUAL EXPENDED FY 2015	ADOPTED BUDGET FY 2016	ADJUSTED BUDGET FY 2016	DEPT BUDGET FY 2017	MAYOR BUDGET FY 2017	CITY COUNCIL BUDGET FY 2017	FY16 Adj vs. FY17 Budget Inc/Decr Amount Percentage	
<b>EDUCATION :</b>								
City Public Schools	54,651,228	53,145,269	53,145,269	55,041,847	55,041,847	55,041,847	1,896,578	3.57%
<b>TOTAL EDUCATION</b>	<b>54,651,228</b>	<b>53,145,269</b>	<b>53,145,269</b>	<b>55,041,847</b>	<b>55,041,847</b>	<b>55,041,847</b>	<b>1,896,578</b>	<b>3.57%</b>
<b>PUBLIC WORKS &amp; FACILITIES:</b>								
<b>PUBLIC SERVICES</b>								
Public Services-General/Park/Open Space/Cem	2,475,373	2,388,575	2,474,640	2,648,788	2,699,485	2,699,485	224,845	9.09%
Snow and Ice	2,754,863	432,335	432,335	458,935	458,935	458,935	26,600	6.15%
<b>ENGINEERING</b>								
Engineering-General Admin	85,441	89,201	89,201	88,886	90,903	90,903	1,702	1.91%
<b>PARKING DEPARTMENT</b>								
General Operations	778,675	906,326	906,326	935,939	901,772	901,772	(4,554)	-0.50%
<b>TOTAL PUBLIC WORKS &amp; FACILITIES</b>	<b>6,094,351</b>	<b>3,816,437</b>	<b>3,902,502</b>	<b>4,132,548</b>	<b>4,151,095</b>	<b>4,151,095</b>	<b>248,593</b>	<b>6.37%</b>
<b>HUMAN SERVICES:</b>								
<b>HEALTH, BOARD OF</b>								
Administration & Support	357,423	398,568	398,568	452,952	413,345	413,345	14,777	3.71%
<b>COUNCIL ON AGING</b>								
Administration & Support	349,894	364,191	364,191	382,019	388,347	388,347	24,156	6.63%
<b>VETERANS AGENT</b>								
Administration & Support	535,798	566,472	591,472	626,270	627,810	627,810	36,338	6.14%
<b>TOTAL HUMAN SERVICES</b>	<b>1,243,114</b>	<b>1,329,231</b>	<b>1,354,231</b>	<b>1,461,241</b>	<b>1,429,502</b>	<b>1,429,502</b>	<b>75,271</b>	<b>5.56%</b>
<b>CULTURAL &amp; RECREATIONAL</b>								
<b>LIBRARY</b>								
Administration & Support	1,208,989	1,241,691	1,241,691	1,258,510	1,281,184	1,281,184	39,493	3.18%

**CITY OF SALEM, MASSACHUSETTS  
FY 2017 OPERATING BUDGET**

	ACTUAL EXPENDED FY 2015	ADOPTED BUDGET FY 2016	ADJUSTED BUDGET FY 2016	DEPT BUDGET FY 2017	MAYOR BUDGET FY 2017	CITY COUNCIL BUDGET FY 2017	FY16 Adj vs. FY17 Budget Inc/Decr Amount Percentage	
<b>RECREATION</b>								
Administration & Support	464,391	494,311	498,690	500,145	495,067	495,067	(3,623)	-0.73%
Golf Course	493,927	444,583	543,562	472,516	470,321	470,321	(73,241)	-13.47%
Witch House	135,426	169,080	183,780	168,995	166,807	166,807	(16,973)	-9.24%
Pioneer Village	12,631	18,900	18,900	18,900	16,900	16,900	(2,000)	
Winter Island	177,342	181,361	181,361	198,756	199,119	199,119	17,758	9.79%
<b>HISTORICAL COMMISSION</b>								
Historic Preservation	8,360	9,670	9,670	9,681	9,753	9,753	83	0.86%
<b>TOTAL CULTURAL &amp; RECREATIONAL</b>	<b>2,501,066</b>	<b>2,559,596</b>	<b>2,677,654</b>	<b>2,627,503</b>	<b>2,639,151</b>	<b>2,639,151</b>	<b>(38,503)</b>	<b>-1.44%</b>
<b>DEBT SERVICE:</b>								
Long Term Debt	4,221,759	4,957,699	4,957,699	5,416,291	5,416,291	5,416,291	458,592	9.25%
Short Term Debt	380,860	608,756	608,756	704,852	704,852	704,852	96,096	15.79%
<b>TOTAL DEBT SERVICE</b>	<b>4,602,620</b>	<b>5,566,455</b>	<b>5,566,455</b>	<b>6,121,143</b>	<b>6,121,143</b>	<b>6,121,143</b>	<b>554,688</b>	<b>9.96%</b>
<b>ASSESSMENTS:</b>								
Essex NS Agricultural & Vocational School	2,486,713	2,561,373	2,561,373	2,419,206	2,331,662	2,331,662	(229,711)	-8.97%
State Assessments (Budgeted from RECAP)	6,015,427	7,179,555	7,113,027	8,088,955	8,088,955	8,088,955	975,928	13.72%
<b>TOTAL ASSESSMENTS</b>	<b>8,502,140</b>	<b>9,740,928</b>	<b>9,674,400</b>	<b>10,508,161</b>	<b>10,420,617</b>	<b>10,420,617</b>	<b>746,217</b>	<b>7.71%</b>
<b>EMPLOYEE BENEFITS:</b>								
Contributory Retirement	10,112,586	10,071,175	10,071,175	10,513,908	9,960,727	9,960,727	(110,448)	-1.10%
Non-contributory Pensions	57,883	50,773	50,773	41,417	41,417	41,417	(9,356)	-18.43%
Workmen's Compensation	401,076	327,518	327,518	389,500	428,500	428,500	100,982	30.83%
Unemployment Compensation	379,985	450,000	450,000	425,000	425,000	425,000	(25,000)	-5.56%
Group Insurance	11,493,270	12,355,286	12,355,286	13,119,907	12,554,604	12,554,604	199,318	1.61%
Medicare	1,048,484	987,000	987,000	1,036,734	1,036,734	1,036,734	49,734	5.04%
<b>TOTAL EMPLOYEE BENEFITS</b>	<b>23,493,284</b>	<b>24,241,752</b>	<b>24,241,752</b>	<b>25,526,466</b>	<b>24,446,982</b>	<b>24,446,982</b>	<b>205,230</b>	<b>0.85%</b>
<b>MUNICIPAL INSURANCE :</b>								
Municipal Insurance	233,312	298,001	298,001	356,282	356,282	356,282	58,281	19.56%
<b>TOTAL Municipal Insurance</b>	<b>233,312</b>	<b>298,001</b>	<b>298,001</b>	<b>356,282</b>	<b>356,282</b>	<b>356,282</b>	<b>58,281</b>	<b>19.56%</b>
<b>BUDGET TRANSFERS OUT OF GF</b>								
Retirement Stabilization & CIP Transfer	1,600,257	3,912,757	3,912,757	3,014,380	3,014,380	3,014,380	(898,377)	-22.96%
<b>TOTAL Budget Transfers Out of GF</b>	<b>1,600,257</b>	<b>3,912,757</b>	<b>3,912,757</b>	<b>3,014,380</b>	<b>3,014,380</b>	<b>3,014,380</b>	<b>(898,377)</b>	
<b>GENERAL FUND TOTAL</b>	<b>126,945,079</b>	<b>129,589,273</b>	<b>130,409,343</b>	<b>135,716,496</b>	<b>134,401,671</b>	<b>134,401,671</b>	<b>3,992,328</b>	<b>3.06%</b>

**CITY OF SALEM, MASSACHUSETTS  
FY 2017 OPERATING BUDGET**

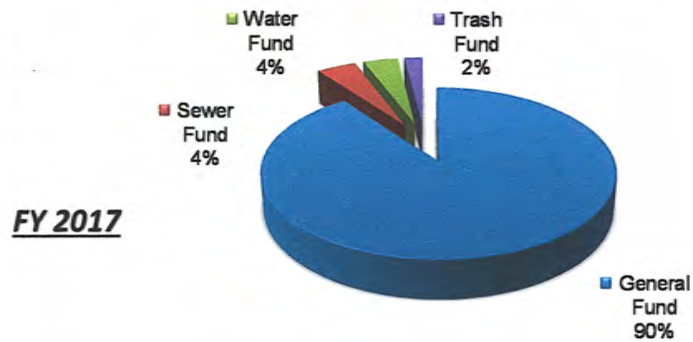
	ACTUAL EXPENDED FY 2015	ADOPTED BUDGET FY 2016	ADJUSTED BUDGET FY 2016	DEPT BUDGET FY 2017	MAYOR BUDGET FY 2017	CITY COUNCIL BUDGET FY 2017	FY16 Adj vs. FY17 Budget Inc/Decr Amount      Percentage	
ENTERPRISE FUNDS								
SEWER :								
Sewer - Public Services	560,992	579,161	579,161	587,627	536,560	536,560	(42,601)	-7.36%
Sewer - Engineering	364,074	386,116	386,116	385,086	380,761	380,761	(5,355)	-1.39%
Long Term Debt	529,563	688,063	688,063	965,526	965,526	965,526	277,463	
Short Term Debt	12,317	13,000	13,000	13,000	13,000	13,000	-	
SESD Assessment	5,736,579	4,890,062	4,890,062	4,500,000	4,466,726	4,466,726	(423,336)	-8.66%
Sewer - Insurance Deduction	0	5,000	5,000	5,000	5,000	5,000	-	0.00%
TOTAL SEWER	7,203,525	6,561,402	6,561,402	6,456,239	6,367,573	6,367,573	-193,829	-2.95%
WATER :								
Water-Public Services	582,321	617,936	617,936	626,402	576,600	576,600	(41,336)	-6.69%
Water-Engineering	908,721	641,716	641,716	642,361	629,936	629,936	(11,780)	-1.84%
Long Term Debt	1,285,039	1,291,065	1,291,065	1,888,901	1,888,901	1,888,901	597,836	46.31%
Short Term Debt	29,486	33,000	33,000	33,000	33,000	33,000	-	0.00%
SBWS Assessment	2,527,285	2,537,238	2,537,238	2,501,000	2,501,000	2,501,000	(36,238)	-1.43%
Water - Insurance Deduction	2,500	2,500	2,500	2,500	2,500	2,500	-	
TOTAL WATER	5,335,351	5,123,455	5,123,455	5,694,164	5,631,937	5,631,937	508,482	9.92%
TRASH :								
Trash - Engineering	2,438,975	2,895,784	2,895,784	2,937,928	2,937,474	2,937,474	41,690	1.44%
TOTAL TRASH	2,438,975	2,895,784	2,895,784	2,937,928	2,937,474	2,937,474	41,690	1.44%
ENTERPRISE FUND TOTAL	14,977,851	14,580,641	14,580,641	15,088,331	14,936,984	14,936,984	356,343	2.44%
GRAND TOTAL ALL FUNDS	141,922,930	144,169,914	144,989,984	150,804,827	149,338,655	149,338,655	4,348,671	3.00%



**CITY OF SALEM, MASSACHUSETTS  
FY 2017 OPERATING BUDGET**

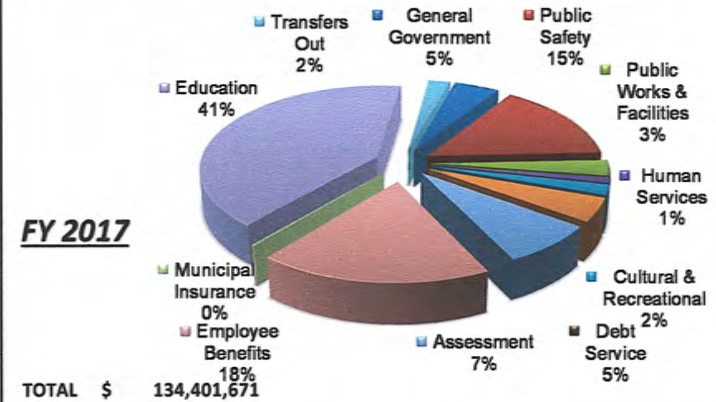
		ACTUAL EXPENDED FY 2015	ADOPTED BUDGET FY 2016	ADJUSTED BUDGET FY 2016	DEPT BUDGET FY 2017	MAYOR BUDGET FY 2017	CITY COUNCIL BUDGET FY 2017	FY16 Adj vs. FY17 Budget Inc/Decr Amount      Percentage	
PERSONNEL & NON-PERSONNEL SUMMARIES									
City	Personnel	49,011,703	50,736,980	51,299,405	53,783,930	52,749,486	52,749,486	1,450,081	2.83%
	Non-Personnel	23,282,148	25,707,024	25,964,669	26,890,719	26,610,338	26,610,338	645,669	2.49%
	Total City	72,293,851	76,444,004	77,264,074	80,674,649	79,359,824	79,359,824	2,095,750	2.71%
Schools	Personnel	44,685,354	43,042,711	42,574,826	44,634,937	44,634,937	44,634,937	2,060,111	4.84%
	Non-Personnel	9,965,874	10,102,558	10,570,443	10,406,910	10,406,910	10,406,910	(163,533)	-1.55%
	Total School	54,651,228	53,145,269	53,145,269	55,041,847	55,041,847	55,041,847	1,896,578	3.57%
TOTAL General Fund		126,945,079	129,589,273	130,409,343	135,716,496	134,401,671	134,401,671	3,992,328	3.06%
Sewer	Personnel	442,166	488,874	488,874	495,485	498,493	498,493	9,619	1.97%
	Non-Personnel	6,761,358	6,072,528	6,072,528	5,960,754	5,869,080	5,869,080	(203,448)	-3.35%
		7,203,525	6,561,402	6,561,402	6,456,239	6,367,573	6,367,573	-193,829	-2.95%
Water	Personnel	500,129	505,314	505,314	511,925	514,933	514,933	9,619	1.90%
	Non-Personnel	4,835,222	4,618,141	4,618,141	5,182,239	5,117,004	5,117,004	498,863	10.80%
		5,335,351	5,123,455	5,123,455	5,694,164	5,631,937	5,631,937	508,482	9.92%
Trash	Personnel	70,663	73,174	73,174	73,170	74,366	74,366	1,192	1.63%
	Non-Personnel	2,368,313	2,822,610	2,822,610	2,864,758	2,863,108	2,863,108	40,498	1.43%
		2,438,975	2,895,784	2,895,784	2,937,928	2,937,474	2,937,474	41,690	1.44%
TOTAL Enterprise Fund		14,977,851	14,580,641	14,580,641	15,088,331	14,936,984	14,936,984	356,343	2.44%
GRAND TOTAL All Funds		141,922,930	144,169,914	144,989,984	150,804,827	149,338,655	149,338,655	4,348,671	3.00%

### ADOPTED OPERATING BUDGET ALL FUNDS



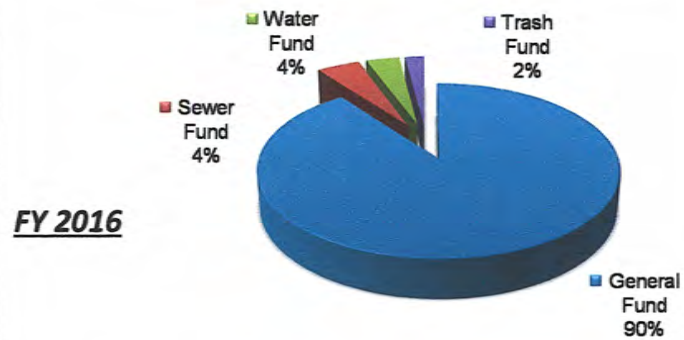
TOTAL \$ 149,338,655

### ADOPTED OPERATING BUDGET GENERAL FUND



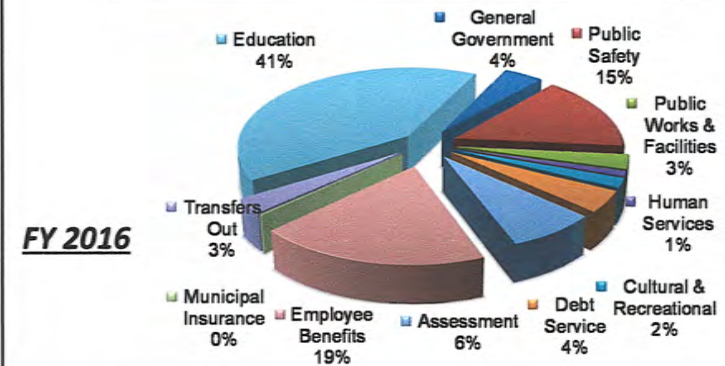
TOTAL \$ 134,401,671

### ADOPTED OPERATING BUDGET ALL FUNDS



TOTAL \$ 144,169,914

### ADOPTED OPERATING BUDGET GENERAL FUND



TOTAL \$ 129,589,273

### ADOPTED OPERATING BUDGET GENERAL FUND

#### FY 2017

##### City

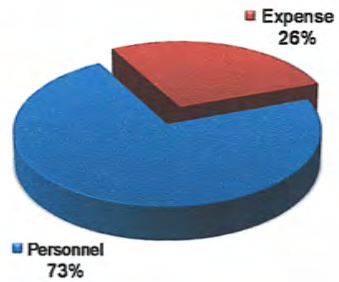
Personnel	52,749,486
Expenses	26,610,338
<b>TOTAL</b>	<b>79,359,824</b>

##### School

Personnel	44,634,937
Expenses	10,406,910
<b>TOTAL</b>	<b>55,041,847</b>

##### City & School

Personnel	97,384,423
Expenses	37,017,248
<b>TOTAL</b>	<b>134,401,671</b>



### ADOPTED OPERATING BUDGET GENERAL FUND

#### FY 2016

##### City

Personnel	50,736,980
Expenses	25,707,024
<b>TOTAL</b>	<b>76,444,004</b>

##### School

Personnel	44,041,846
Expenses	9,103,423
<b>TOTAL</b>	<b>53,145,269</b>

##### City & School

Personnel	94,778,826
Expenses	34,810,447
<b>TOTAL</b>	<b>129,589,273</b>





# Massachusetts School Building Authority (MSBA)

## City of Salem REIMBURSEMENTS BY FISCAL YEAR

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

# **Other Budgeted Items Voted By Council**

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

In FY 2017 \$100,000.00 is budgeted in the general fund to be transferred to the Retirement Stabilization Trust Fund. This trust fund was established in FY 2009 in accordance with Massachusetts General Law – Chapter 46 sections 14 and 50 and Chapter 140 sections 19 and 137 of the Acts of 2003. The purpose of this trust fund is to fund retiring employees' accrued sick and vacation buybacks as established by City Policy and contractual agreements. In FY 2017 we reduced the appropriation due to budget constraints. We anticipate transferring free cash at the end of FY 2016 to cover retirements in FY 2017.

## **New Liberty Charter School (NLCS) – City Portion – Included in General Fund Budget**

The New Liberty Charter School's charter ends in FY 2016.

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

In FY 2016 the Bentley School became a Horace Mann Charter School. The money originally budgeted in the School Department Budget is now transferred out to a Special Revenue Fund. The school is being run by the Blueprint School Network and they will be given a per pupil dollar amount totaling \$2,904,380.

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

In FY 2014 the Mayor established a special revenue fund to help fund the City's 400<sup>th</sup> anniversary celebration. The Mayor budgets \$10,000.00 per year to help pay for events in 2026.

## **Revolving Funds – Separate Vote - Not in Budget**

The Revolving Funds are submitted to the City Council as a separate order as a supplemental part of the FY 2016 budget process. Revolving funds are voted pursuant to the provisions of Massachusetts General Law Chapter 44, Section 53E ½. Expenditures from these funds shall not exceed the amount of the funds received in the respective funds or the budget amount voted by council. A complete explanation of revolving funds can be found at <http://www.mass.gov/legis/laws/mgl/44-53e.5.htm>. A complete listing of all revolving accounts voted by council can be found in the following pages.

## **REVOLVING FUNDS**

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

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

### **MGL - Section 53 E ½**

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

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



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

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

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

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

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

**FY 2017  
Revolving Funds**

Department	Fund Name	Fund #	Programs & Purposes	Type of Receipts Credited	Authorization for Spending	FY 2017 Budget Request Maximum Annual Expenditures
COA	COA Programs	2374	To defray program costs including instructors, presenters, entertainment, decorations, food, etc.	Revenues and fees charged for programs	COA Director and Mayor	\$ 25,000.00
Fire	R/A Local Emergency Planning Comm	2433	Training and special equipment needed to respond to hazardous materials incidents per CH 21E	Fees charged to persons spilling or releasing hazardous materials	Fire Chief and Mayor	\$ 5,000.00
Fire	R/A Confined Space Drills	2449	Confined space training for Firefighters.	Fee charged to Dominion Power Plant to cover OT costs for Firefighter Confined Space Drill training.	Fire Chief and Mayor	\$ 25,000.00
Harbormaster	Boat/Float Storage	2368	To fund Capital items for Harbormaster and to fund maintenance costs of equipment.	Fees charged for boat and float storage at Winter Island and Kernwood Marina	Harbormaster and Mayor	\$ 35,000.00
Health	Health Clinics	2364	To support vaccination program and other health promotion activities of the Health Department	Reimbursements from vaccination programs	Health Agent and Mayor	\$ 20,000.00
Mayor	Special Events	2361	To cover expenses for July 4th and Haunted Happenings events.	Funding from RFP's for services, vendors and miscellaneous sponsorships.	Mayor	\$ 125,000.00
Recreation	Winter Island	2362	To increase and replenish store inventory as needed and to enhance and maintain WI store.	Revenue from sale of inventory at the Winter Island Store	Recreation Director and Mayor	\$ 40,000.00
Recreation	Dog Park	2435	Renovations and Maintenance of Dog Park at Leslie's Retreat Park.	Fee charged for pass to use dog park (pooch pass). Twenty-Five dollars annually for pass.	Recreation Director and Mayor	\$ 5,000.00
Recreation	Park & Rec Public Access	2452	To be used for the operation and maintenance of Winter Island and McCabe Marina	Parking and launch fees charged at McCabe Marina & Winter Island	Recreation Director and Mayor	\$ 30,000.00
Recreation	Salem Willows Meters	2459	Renovations and Maintenance of Willows Park.	Money generated from Willows Meters	Recreation Director and Mayor	\$ 25,000.00
Recreation	Witch House	2499	To support Salem Award committee and the Salem Witch Trial Memorial	Twenty-Five cent surcharge to tickets beginning in May 2009	Recreation Director and Mayor	\$ 10,000.00
Planning & Community Development	Salem Ferry Operational	2453	Fund operational costs of the Salem Ferry and Blaney Street Dock	Fees received during the off season for use/rent of ferry	Director of Planning and Mayor	\$ 500,000.00
Planning & Community Development	Old Town Hall	2373	Maintenance costs of old town hall	Rental revenue of old town hall	Director of Planning and Mayor	\$ 35,000.00
Planning & Community Development	Derby Sq/Artists Row	New	Improvements for Derby Square and Artists' Row including outdoor furniture, signage, lighting, public art, marketing and stipends for performers	Vendor fees from Derby Square Flea/Salvage Art Market, Rent and Vendor Fees at Artists Row	Director of Planning and Mayor	\$ 20,000.00

**FY 2017  
Revolving Funds**

Department	Fund Name	Fund #	Programs & Purposes	Type of Receipts Credited	Authorization for Spending	FY 2017 Budget Request Maximum Annual Expenditures
Insp Services	Abandoned Prop Maint	2371	To maintain abandoned and foreclosed residential and commercial properties	Registration fees (\$300.00) for vacant and/or foreclosed residential properties	Public Service Director and Mayor	\$ 5,000.00
Engineering	Environmental Fund	2438	Provide for City purchase of environmental items such as recycling bins, recycling totes, rain barrels, composters, water conservation devices, recycling calendar and educational material.	Fees charged for recycling bins, recycling totes, rain barrels, composters, water conservation devices.	City Engineer and Mayor	\$ 30,000.00
Engineering	Traffic Island	2439	Projects related to City beautification events including Traffic Island, Beautification, and special events such as Treemendous	Primarily from: Traffic Island Sponsorships, Special Events Revenues, Event and Beautification effort sponsors	City Engineer and Mayor	\$ 15,000.00
Engineering	Sticker Program (Previously in DPW)	2455	To pay for costs of disposal of hazardous items picked up as part of sticker program, and for abandoned pieces picked up by this department.	\$20.00 fee charged for each sticker bought when scheduling a curbside pick up for item disposal.	City Engineer and Mayor	\$ 25,000.00
School	Building Rental	2601	Building Rental	Payments for rental of building by outside groups	School Committee and Mayor	\$ 200,000.00
School	Early Childhood	2608	Pre-School Tuition	Tuition payments for students attending the pre-school program at the Early Childhood Center	School Committee and Mayor	\$ 100,000.00
School	School Busing	2614	School Bus pass	Purchases of school bus passes	School Committee and Mayor	\$ 100,000.00
School	Night School	2620	Night School Tuition	Tuition payments for students attending the night school program	School Committee and Mayor	\$ 50,000.00
School	Special Ed Tuition	2627	Special Ed Tuition	Tuition payments for students from other districts attending Special Ed programs in Salem	School Committee and Mayor	\$ 200,000.00
School	SHS Automotive	2645	To pay for parts and materials for automotive repairs to vehicles brought in to the HS Automotive Vocational School by citizens	Fees charged for parts and materials for automotive repairs to vehicles brought in by citizens	School Committee and Mayor	\$ 50,000.00

**Total All Revolving Funds \$ 1,675,000.00**

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





## **Salem Public Schools**

### **Mission Statement and Core Principles**

#### **Vision**

The vision of the Salem Public Schools is to ensure that all students are prepared to achieve and inspired to learn.

#### **Mission**

The mission of the Salem Public Schools is to provide an inclusive, high quality learning experience and environment where all students achieve academic and personal excellence, ready to contribute to the community.

#### **Core Values**

##### **Success for All**

All students, regardless of their background and needs, will achieve personal and academic excellence through a system of high expectations and high standards for multi-disciplinary teaching and learning.

##### **Diversity**

We acknowledge, respect, and celebrate the diversity within our community and foster a safe, inclusive environment where different perspectives, needs, cultures, and life experiences contribute to the growth of all.

**Accountability**

We hold ourselves accountable for student outcomes and will be transparent in our evaluation of data regarding student success, instructional practices, and management of the community's resources.

**Commitment to Improvement**

We will continuously improve practice and student outcomes through thoughtful planning, progress monitoring and innovation.

**Collaboration**

Staff, students and their families, and the community share the responsibility for student success. We seek and encourage participation and partnerships among these stakeholders to support student achievement and to address the needs of all students.

**Transparency**

We aim to build trust by gathering and providing information through timely and transparent communication and dialogue with students, families, staff, and our community.

**Efficiency and Effectiveness**

Our systems and structures will efficiently and effectively support and ensure equitable, transparent allocation of our human and financial resources to support student success.

**Safety and Security**

Schools and worksites are safe and secure for students, parents, and staff.

## **Superintendent's Budget Narrative Fiscal Year 2017**

The 2015-16 school year began with the leadership of a new Superintendent, Margarita Ruiz who began in her role on July 1, 2015. The work began this year by revising and continuing the fourth year of the district's [Accelerated Improvement Plan](#) (AIP), which provides the blueprint for accelerating academic achievement for all students across the district. The plan aligns the instructional work of the district (e.g., performance expectations and professional learning opportunities) to meet three core objectives:

- Embed data-driven systems that access and support teaching and learning
- Increase instructional rigor in all classrooms
- Ensure high quality leadership that supports continuous improvement in teaching and learning

Salem's implementation of this plan for 2016-17 was largely focused on helping school leaders identify, develop, and support effective structures within the school day that allow for increased common planning time among teachers. A variety of supports were provided to help ensure that all schools had adequate time for teacher collaboration and planning as well as quality protocols to ensure that teachers remain focused on instructional improvement practices. In addition, numerous efforts were undertaken in 2016-17 to improve the district's ability to meet the needs of diverse learners—from increased supports for building cultural competency among staff members to targeted professional development to ensure that all teachers build capacity to serve our diverse student population. Finally, a number of strategies were employed to ensure that all teachers set high expectations for learning for all students, have access to rigorous curricula and instructional materials, and employ effective instructional strategies that both challenge students and help them gain access to important academic content and concepts. More information about [the AIP initiatives](#) can be found on the district's website. To help our teachers and students prepare for the increased rigor of the MCAS 2.0 assessments, the School Committee [voted to have Grades 3-8 students take the PARCC assessment](#) this year.

Other accomplishments for the 2015-16 school year include:

### **1. Two Salem schools achieve Level 1 status**

This fall, two Salem schools—[Carlton Innovation School](#) and [Salem High School](#)--were rewarded for their improved achievement by being designated Level 1 schools by the MA Department of Elementary and Secondary Education. Level 1 is



the highest level possible and is based on a ranking of all schools, statewide. Both schools are to be congratulated by the hard work and efforts of all staff to raise achievement for their students.

**2. Completion of the Superintendent's 100 Day Listening and Learning Campaign.**

As the Superintendent entered the district, she launched a Listen and Learn Campaign, the goals of which were to identify the strengths, challenges, hopes and aspirations, and inform the planning for a longer-term strategic planning process. Over the course of three months, Superintendent Ruiz held forums with key stakeholder groups, conducted interviews, and gathered feedback through an online survey to answer the following questions:

- What are the strengths in SPS?
- What are the challenges?
- What are the hopes and aspirations for SPS?
- What expectations stakeholders have of the new superintendent?

Responses provided insight on areas of strength as well as areas for growth and improvement in the following key areas:

- Teaching and Learning
- Communication
- Engagement
- Recruiting and Retaining Talent
- Infrastructure
- Other

A summary of the [Superintendent's Entry Plan Findings](#) as well as a [PowerPoint presentation](#) summarizing them to the School Committee can be found on the district website at: [http://www.salemk12.org/pages/SPS\\_DistAdmin/super](http://www.salemk12.org/pages/SPS_DistAdmin/super).

**3. Conversion of the New Liberty Charter School to an Innovation School**

In February 2016, the Salem School Committee voted to accept the final Innovation Plan that converts the New Liberty Charter School to an Innovation School. An innovation school operates with similar autonomies as a charter school, however, unlike a charter school, remains part of the district, governed by the Salem School Committee. The school will operate according to what is articulated in the final Innovation Plan which was passed unanimously by an Innovation Planning Committee as well as all of the faculty at the school. A final copy of the New Liberty Innovation Plan can be found here: <http://salemcharter.com/resources/community-partners/>. The conversion process is governed by state statute and will go into effect starting July 1, 2016.

#### **4. Addressing Key Infrastructure Priorities**

Several steps were taken this year to make strides in improving the district's infrastructure and key operational functions including a re-organization of the human resources office to become more operationally efficient and strategically focused. Since the recruitment and retention of highly effective teachers is critical to the district's ability to improve learning for all students, investment and focus on human capital management and strategy has been a key priority for this year and will continue to be so in the years ahead. Another area of focus this year was on improving the systems and technological infrastructure supporting both our academic and operational work. In collaboration with the Salem IT staff, we are implementing a new Student Information System that will significantly expand our capacity to track student learning and communicate with parents. We have also added new staff to improve outreach and communications, district-wide. Finally, we took steps this year to improve our budget planning process. This year's process involved school-by-school and department-by-department "budget collaboratives" that enabled us to look at the flow of all resources into each school and department and make strategic decisions to align them with key priorities as well as enrollment fluctuations.

#### **5. Launch of Long-Term Strategic Planning Process**

As we begin to wind down the 2015-16 school year we have begun what will become a city-wide process to engage multiple stakeholders and community members in a district-wide, long-term strategic planning process. The strategic plan will clarify the vision, mission, goals, priorities, and action plans for the district for the next five years and provide direction for our collective efforts to both improve learning for all students as we strive to become one of the top school districts in the region.

More [information about the strategic planning process](http://www.salemk12.org/pages/SPS_DistAdmin/Current%20District%20Initiatives) can be found on the district's website at:

[http://www.salemk12.org/pages/SPS\\_DistAdmin/Current%20District%20Initiatives](http://www.salemk12.org/pages/SPS_DistAdmin/Current%20District%20Initiatives).

## **FY 2017 Goals & Objectives**

The FY 17 budget planning process was guided by a set of guiding principles that included:

- One school district
- Academic achievement for all students
- Resource equity based on data
- Collaborative process
- Shared learning



- Transparency

All budget decision-making was made through the lense of the following four priorities:

- Investing in initiatives that are proven to be effective in raising student achievement
- Prioritizing supports for students with the highest needs
- Increasing alignment between resources with enrollment
- Investing in infrastructure functions that will support and enhance the academic work done in our schools

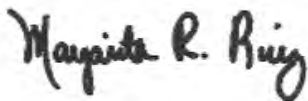
Although some difficult decisions were made as we worked to align resources with enrollment and/or to meet new priorities, the proposed FY17 budget accomplishes the following four things for the district:

- Focuses resources on sustaining and accelerating achievement
- Promotes and expands teacher leader model
- Addresses key priorities for the school district
- First step toward resource equity based on enrollment and data analysis.

A powerpoint presentation outlining the budget planning process and its accomplishments can be found [here](#) and a copy of the proposed FY17 budget can be found [here](#). Additional budget resources for the school district can be found on the Budget/Finance page of our website at: [http://www.salemk12.org/pages/SPS\\_DistAdmin/Finance/index](http://www.salemk12.org/pages/SPS_DistAdmin/Finance/index).

The following pages contain further detail regarding the operation of school services. Budgetary information may also be found on the district's website, [www.salemk12.org](http://www.salemk12.org).

Sincerely,

A handwritten signature in black ink that reads "Margarita R. Ruiz". The signature is written in a cursive, flowing style.

Margarita Ruiz  
Superintendent of Schools



## Salem Public Schools – Facilities & Enrollment

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

### Public School Enrollments

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

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

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 (Projected)
PreK & K	520	511	510	479	482	487	492	398	381
Elementary 1-5	1817	1749	1890	1933	1863	1826	1802	1626	1440
Middle 6-8	916	1044	934	915	886	924	870	824	713
High School 9-12	1255	1275	1227	1223	1163	1094	1028	949	914
SpEd-Out of District*	83	79	64	60	67	58	66	65	72
Salem Academy Charter School				50	50	50	46	50	50
School Choice	38	39	39	35	52	62	78	78	78
Essex Tech HS Enrollment								169	197
<b>Total</b>	<b>4629</b>	<b>4697</b>	<b>4664</b>	<b>4695</b>	<b>4563</b>	<b>4501</b>	<b>4382</b>	<b>4159</b>	<b>3845</b>

\*Source: Oct 1 SIMS Report



## Proposed FY2017 Budget

**Salem Public Schools  
School Committee Public Hearing  
April 26, 2016**

SALEM PUBLIC SCHOOLS

## FY2017 Budget Guiding Principles

- **One School District**
- **Academic Achievement for All Students**
- **Resource Equity Based on Data**

SALEM PUBLIC SCHOOLS

## FY2017 Budget Development Process

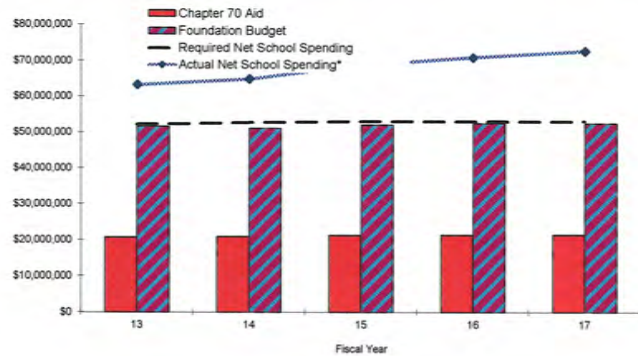
- **Collaborative – Active Participation by Principals**
- **Shared learning**
- **Transparency – Principals saw full picture**
  - ELL revenue and expense
  - Special Education revenue and expense

SALEM PUBLIC SCHOOLS

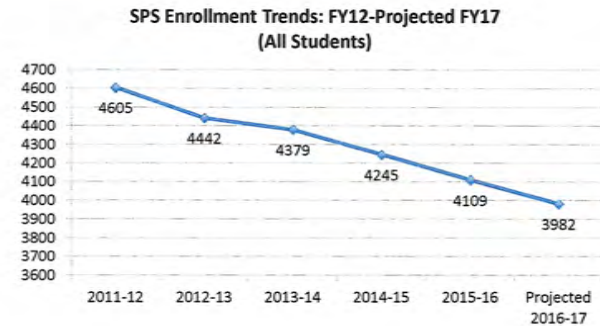
## FY2017 Proposed Budget Accomplishments

- Focuses resources on sustaining and accelerating academic achievement
- Promotes and expands the teacher leader model
- Addresses key priorities for the school district
- First step toward resource equity based on enrollment, data analysis

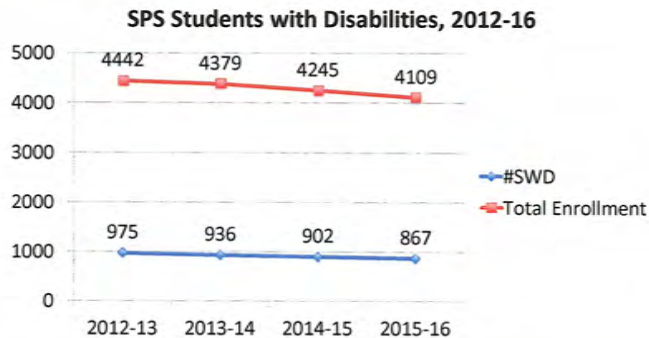
### Revenue (State & Local): Ch 70 & City of Salem Trends: FY12-FY17



### Enrollment Trends FY12-17

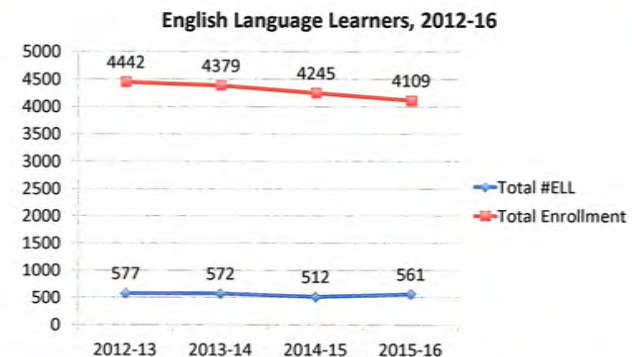


### Serving Students with Disabilities



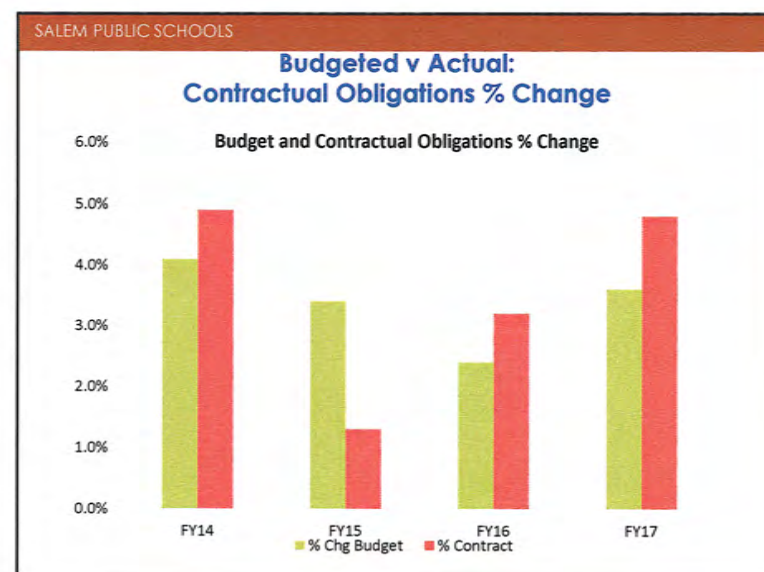
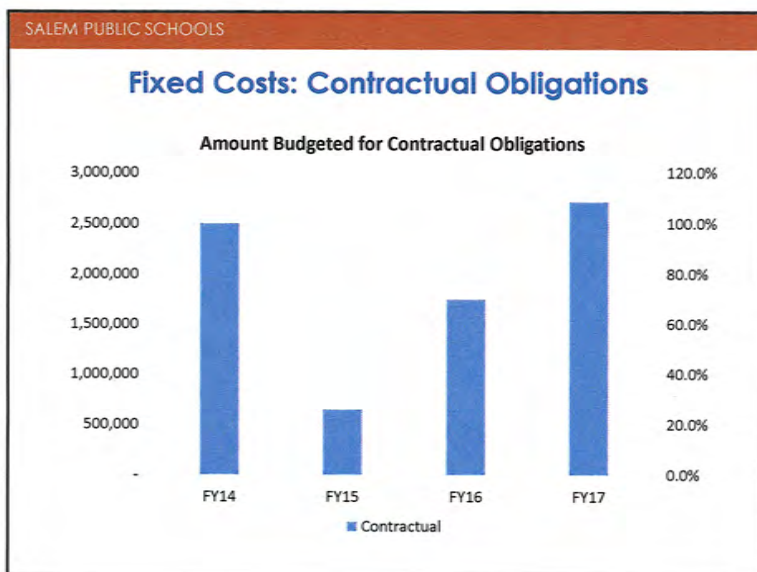
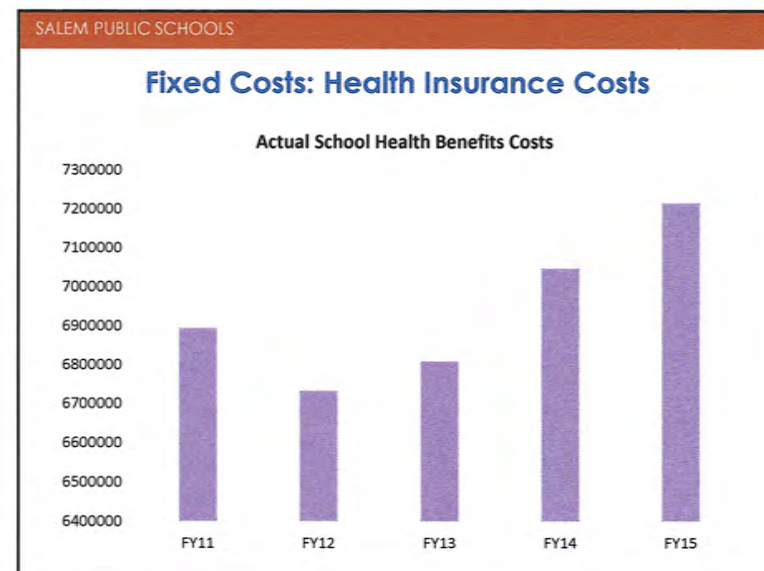
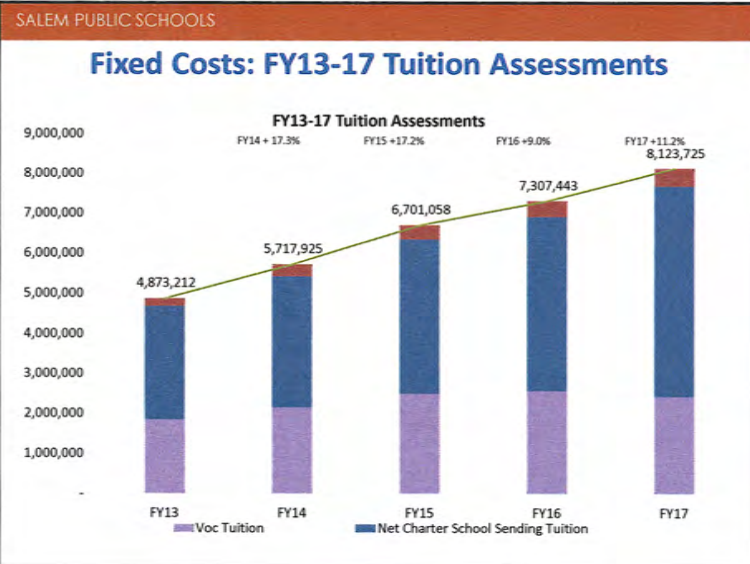
Overall enrollment in SPS is down by approximately 333 students since 2012  
SPS enrolls approximately 108 fewer SwD today than in 2012

### Serving English Language Learners



Overall enrollment in SPS is down by approximately 333 students since 2012  
SPS enrolls approximately 16 fewer ELLs today than in 2012





## Overview of Proposed FY17 Budget

Description	Total	
	Amount	% CHG
FY16 Initial Appropriation	56,648,026	
FY16 Supplemental Appropriation	600,000	1.1%
FY17 IT Removal	(718,000)	
FY17 Estimated Increase	1,416,201	2.5%
FY17 Projected Appropriation	57,946,227	3.6%
FY16/FY17 Contractual Agreements	2,714,136	4.8%
FY16 Approved Budget Changes Continue in FY17	(195,000)	-0.3%
FY17 Mandated Operational Costs	200,000	0.4%
FY16 Funded by Dominion Funds	200,000	0.4%
FY17 Proposed Initiatives	(1,620,935)	-2.9%
Personnel	(769,000)	-1.4%
Non Personnel	(133,935)	-0.2%
IT removal	(718,000)	-1.3%
Total	1,298,201	
FY17 Total Projected Budget	57,946,227	3.6%

## Projected Budget Gap for FY17

- Despite increasing investment by the City of Salem, federal and state revenue remains flat or declining
  - Declining enrollment exacerbates
- Increasing fixed costs
  - Tuition
  - Health insurance
  - Contractual obligations
- Projected Budget Gap of \$1.7m for FY17

## FY2017 Proposed Budget Priorities

### District Priorities

- Sustain/Accelerate Student Achievement – AIP Goals
- Prioritize Students with Highest Needs
- Align Enrollment and Resources

## FY2017 – Meeting the \$1.7 M Gap

\$900,000 in cost savings from across the District

\$600,000 additional appropriation from city of Salem

\$200,000 reduced appropriation to Bentley Academy Charter School (BACS)

## Framework & Priorities that Guided FY17 Budget Decisions

FY17 BUDGET GUIDELINES AND PRIORITIES	Invest in initiatives that are proven to be effective in raising student achievement	Prioritize support of students with the highest need in the district	Increase the alignment between allocation of resources to enrollment trends and school goals	Invest in infrastructure functions that will support and enhance academic work done in our schools
All Schools and Central Office	<ul style="list-style-type: none"> <li>Maintain structures and programs that are working</li> <li>Investments in school and district initiatives</li> <li>Added new positions to align to goals and priorities</li> <li>Sharing roles and resources across schools and departments where possible</li> </ul>	<ul style="list-style-type: none"> <li>Shift staff and resources to better serve highest need students within and across the district</li> <li>Add new positions to better serve highest need students</li> </ul>	<ul style="list-style-type: none"> <li>Reduce staff to align with shifts in enrollment as well as student need</li> </ul>	<ul style="list-style-type: none"> <li>Shifts in non-personnel spending to support school-specific priorities</li> <li>Investments in school-specific initiatives and/or new staff</li> <li>Modest investments in central office infrastructure and staff offset by internal cost-savings</li> </ul>

## Changes from the April 4<sup>th</sup> Presentation

### Added back Vocational Director at the High School

ELL Department includes placeholder for 8 AmeriCorps members to mentor K12 ELL students for 1 year at \$7,000 per person

## Changes from the April 4<sup>th</sup> Presentation

2016-17 Student choice for electives has resulted in reduction of .5 Latin teacher Latin will continue to be offered at the High School based on student demand

Additional savings will be combined with savings through contracted services to maintain the current level of adjustment counselor staffing

## Changes from the April 4<sup>th</sup> Presentation

Net result of changes is that reduction in FTEs has changed from:

-15.6 to -14.2



### Net Impact on FTE

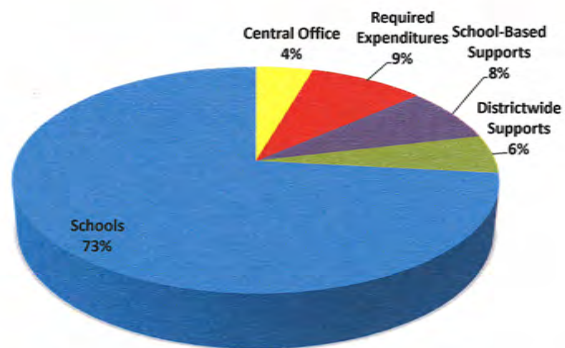
	NET FTE
Elem/K8	-3.1
MS	0
HS	-8.1
District	-3
<b>Total NET</b>	<b>-14.2</b>

*The proposed FY17 Budget will reduce the staff of Salem Public Schools by 14.2 Full-time Equivalent (FTE)*

### Net Impact on FTE-Types of Staff

	Staff in Schools (Instructional and Supporting Services)													Staff in Central Office	
	Para +	Para -	Teache +	Teache -	T&L Instructional Support +	T&L Instructional Support -	Sp. Ed. Teachers & Support +	Sp. Ed. Teachers & Support -	ELL +	ELL -	Other School Staff +	Other School Staff -	Central Office +	Central Office -	Total
Elem/K8	0.5	0.0	4.7	-7.4	0	-1.0	0.0	-2.0	1.6	-1.0	1.5	0.0	0.0	0.0	-3.1
MS							1.0	-1.0							0.0
HS			0.4	-5.5			1.5	-3.0	1.5	-2.0	4.0	-5.0			-8.1
District		-8.0			1.0		3.0			-0.5			2.0	-0.5	-3.0
<b>TOTAL</b>	<b>0.5</b>	<b>-8.0</b>	<b>5.1</b>	<b>-12.9</b>	<b>1.0</b>	<b>-1.0</b>	<b>5.5</b>	<b>-6.0</b>	<b>3.1</b>	<b>-3.5</b>	<b>5.5</b>	<b>-5.0</b>	<b>2.0</b>	<b>-0.5</b>	<b>-14.2</b>
<b>NET</b>	<b>-7.5</b>	<b>-7.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>-0.5</b>	<b>-0.4</b>	<b>0.5</b>	<b>1.5</b>	<b>1.5</b>	<b>0.5</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	

### Proposed FY17 Budget by Service Area Type



FY17 Budget by Service Area - \$57,946,227 (+3.6%)

### FY16-17 Budget by Service Area (Comparison)

Service Area	FY16	FY17
Central Office	5%	4%
Required Expenditures	9%	9%
School-Based Supports	7%	8%
Districtwide Supports	6%	6%
Schools	73%	73%

## FY2017 Salem High School

### Enrollment

**23% decline in student enrollment from 2012 to 2016**

**1,231 students > 947 students**

## Salem High Goals for FY17 Budget

- **Maintain momentum of improvement initiatives with a focus on instructional quality**
- **Enhance and accelerate achievement of diverse learners**
- **Reduce administration structure to reflect enrollment**

## Salem High FY17 Proposed Budget

- **Reduces number of Head Teachers**
  - Reduces administrative duties
  - Increases instructional time
  - Reduces overall number of teachers while maintaining Common Core aligned instruction
- **Adjusts Guidance structure to reflect current enrollment**
- **Recognizes improved school culture & positive student behavior – reduced 3 non-teaching positions**

## Salem High FY17 Proposed Budget, Continued

- **Transitions Head Teacher role to Teacher Leader**
- **Adds team of instructional coaches**
  - Literacy Coach to support Common Core alignment
  - STEM Coach to support Common Core alignment
  - Differentiation Coach to support effective lesson planning and instructional strategies to support diverse learners
- **Coaches are aligned to affirm and support the work of teachers to maintain and improve the High School as a Level 1 School**

## **Salem High FY17 Proposed Budget, Continued**

- Improves service to English Language Learners (ELL) to accelerate English proficiency
- New position of ELL supervisor will be added to the High School to support and build teaching capacity for ELL students
- Re-instate College Bound course for Juniors

## **Conclusion Proposed FY17 Budget**

- Whole District Approach
- Commitment to sustaining and accelerating what is working
- Priority for students with highest need
- Began process of using data for resource allocation



# FY 2017 School Budget Smmry By Cost Centers

Cost Center	Budget Description	Budget		FY 17 Budget	FY 16 Budget	Change	% Change	FY 17 Budget	FY 16 Budget	\$	\$
		Section	Function	FTE Request	FTE	FTE	FTE	\$ Request	Rev Budget	Change	% Change
BF&O	Business and Finance	3	1410	9.0	9.0	-	0.0%	1,492,426	1,636,977	(144,551)	-8.8%
BF&O	Human Resources	4	1420	2.0	2.0	-	0.0%	519,738	509,185	10,553	2.1%
BF&O	Operations and Maintenance	19	4210	28.4	28.4	-	0.0%	3,777,176	3,803,160	(25,984)	-0.7%
BF&O	Resource Officer/Crossing Guards	20	1230	36.0	36.0	-	0.0%	166,769	161,445	5,324	3.3%
BF&O	General Insurance	21	5200	-	-	-	-	580,000	580,000	-	0.0%
<b>BF&amp;O</b>				<b>75.4</b>	<b>75.4</b>	<b>-</b>	<b>0.0%</b>	<b>6,536,109</b>	<b>6,690,767</b>	<b>(154,658)</b>	<b>-2.3%</b>
Regular Day	School Leadership-Principals	7	2210	21.1	20.1	1.0	4.7%	2,126,993	1,935,581	191,412	9.9%
Regular Day	Elementary Education	8	2305	218.0	220.1	(2.1)	-1.0%	13,862,975	12,901,960	961,015	7.4%
Regular Day	Middle School Education	9	2305	46.7	46.7	-	0.0%	2,873,478	2,714,747	158,731	5.8%
Regular Day	High School Education	10	2305	93.0	97.3	(4.3)	-4.4%	6,286,480	6,188,026	98,454	1.6%
Regular Day	Library Services	13	2340	8.5	9.5	(1.0)	-	224,004	206,668	17,336	8.4%
Regular Day	Textbooks	15	2410	-	-	-	-	43,603	52,073	(8,470)	-16.3%
Regular Day	Athletics	18	3510	1.0	2.0	(1.0)	-50.0%	531,748	550,477	(18,729)	-3.4%
Regular Day	SCCS	22	2305	14.6	14.6	-	0.0%	912,513	890,257	22,256	2.5%
<b>Regular Day</b>				<b>402.9</b>	<b>410.3</b>	<b>(7.4)</b>	<b>-1.8%</b>	<b>26,861,794</b>	<b>25,439,789</b>	<b>1,422,005</b>	<b>5.6%</b>
SC& Dist	School Committee	1	1110	0.5	0.5	-	0.0%	40,259	39,438	821	2.1%
SC& Dist	Superintendent	2	1210	4.0	4.0	-	0.0%	701,251	661,526	39,725	6.0%
SC& Dist	Assistant Superintendent	2A	2220	10.6	9.6	1.0	10.4%	962,085	1,022,967	(60,882)	-6.0%
SC& Dist	Professional Development	14	2353	-	-	-	-	313,588	313,588	-	0.0%
SC& Dist	PIC	24	1210	2.0	2.0	-	0.0%	99,667	90,878	8,789	9.7%
<b>SC&amp; Dist</b>				<b>17.1</b>	<b>16.1</b>	<b>1.0</b>	<b>6.2%</b>	<b>2,116,850</b>	<b>2,128,397</b>	<b>(11,547)</b>	<b>-0.5%</b>
Student Support SVCS	Special Education	11	2305	291.3	299.8	(8.5)	-2.8%	17,642,560	17,159,944	482,616	2.8%
Student Support SVCS	Early Childhood	12	2305	1.0	1.0	-	0.0%	41,565	46,188	(4,623)	-10.0%
Student Support SVCS	Guidance Services	16	2710	7.0	8.0	(1.0)	-12.5%	567,201	589,997	(22,796)	-3.9%
Student Support SVCS	Health Services	17	3200	12.2	11.7	0.5	4.3%	908,071	804,004	104,067	12.9%
Student Support SVCS	ESL/ELL	23	2305	38.5	37.3	1.2	3.2%	2,575,290	2,395,657	179,633	7.5%
Student Support SVCS	Salem Prep	11A	2305	12.0	12.0	-	0.0%	696,787	686,949	9,838	1.4%
<b>Student Support SVCS</b>				<b>362.0</b>	<b>369.8</b>	<b>(7.8)</b>	<b>-2.1%</b>	<b>22,431,474</b>	<b>21,682,739</b>	<b>748,735</b>	<b>3.5%</b>
<b>Total for District</b>				<b>857.4</b>	<b>871.6</b>	<b>(14.2)</b>	<b>-1.6%</b>	<b>57,946,227</b>	<b>55,941,692</b>	<b>2,004,535</b>	<b>3.6%</b>

\*Note - Bentley Academy Charter School included in District Totals

### School Budget Summary By Function

	Type	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Variance	% +/-
1000 Admin	Personnel	832,549	896,401	1,431,000	2,027,628	2,456,809	2,522,046	2,327,419	2,255,148	(72,271)	-3.1%
	Exp	172,716	168,716	737,303	1,273,303	1,905,457	2,056,457	1,391,778	1,240,278	(151,500)	-10.9%
	<b>Total</b>	<b>1,005,265</b>	<b>1,065,117</b>	<b>2,168,303</b>	<b>3,300,931</b>	<b>4,362,266</b>	<b>4,578,503</b>	<b>3,719,197</b>	<b>3,495,426</b>	<b>(223,771)</b>	<b>-6.0%</b>
2000 Instructional Services	Personnel	29,807,670	31,400,947	34,543,681	36,782,644	37,832,213	39,272,098	40,213,596	42,034,071	1,820,475	4.5%
	Exp	1,792,400	1,847,869	3,713,936	2,618,143	2,740,870	2,433,737	2,867,916	3,211,069	343,153	12.0%
	<b>Total</b>	<b>31,600,070</b>	<b>33,248,816</b>	<b>38,257,617</b>	<b>39,400,787</b>	<b>40,573,083</b>	<b>41,705,835</b>	<b>43,081,512</b>	<b>45,245,140</b>	<b>2,163,628</b>	<b>5.0%</b>
3000 Other Student Services	Personnel	1,448,369	1,557,551	1,109,266	1,178,010	1,238,200	1,265,155	1,149,184	1,224,522	75,338	6.6%
	Exp	2,294,228	2,327,090	136,844	136,844	126,844	162,944	200,297	210,297	10,000	5.0%
	<b>Total</b>	<b>3,742,597</b>	<b>3,884,641</b>	<b>1,246,110</b>	<b>1,314,854</b>	<b>1,365,044</b>	<b>1,428,099</b>	<b>1,349,481</b>	<b>1,434,819</b>	<b>85,338</b>	<b>6.3%</b>
4000 Operations & Maint	Personnel	1,653,828	1,667,906	1,461,610	1,449,569	1,484,468	1,483,136	1,444,327	1,529,343	85,016	5.9%
	Exp	3,058,600	2,769,698	2,510,975	2,360,975	2,397,895	2,357,895	2,358,833	2,247,833	(111,000)	-4.7%
	<b>Total</b>	<b>4,712,428</b>	<b>4,437,604</b>	<b>3,972,585</b>	<b>3,810,544</b>	<b>3,882,363</b>	<b>3,841,031</b>	<b>3,803,160</b>	<b>3,777,176</b>	<b>(25,984)</b>	<b>-0.7%</b>
5000 Fixed Charges	Personnel	134,640	134,000	194,000	160,650	162,027	164,435	160,695	166,019	5,324	3.3%
	Exp	281,000	281,000	281,000	281,000	281,000	581,000	580,750	580,750	-	0.0%
	<b>Total</b>	<b>415,640</b>	<b>415,000</b>	<b>475,000</b>	<b>441,650</b>	<b>443,027</b>	<b>745,435</b>	<b>741,445</b>	<b>746,769</b>	<b>5,324</b>	<b>0.7%</b>
9000 Programs other Districts	Personnel										
	Exp	4,400,000	3,948,822	3,500,385	3,250,385	2,987,897	3,152,897	3,246,897	3,246,897	-	0.0%
	<b>Total</b>	<b>4,400,000</b>	<b>3,948,822</b>	<b>3,500,385</b>	<b>3,250,385</b>	<b>2,987,897</b>	<b>3,152,897</b>	<b>3,246,897</b>	<b>3,246,897</b>	<b>-</b>	<b>0.0%</b>
Total	Personnel	33,877,056	35,656,805	38,739,557	41,598,501	43,173,717	44,706,870	45,295,221	47,209,103	1,913,882	4.2%
	Exp	11,998,944	11,343,195	10,880,443	9,920,650	10,439,963	10,744,930	10,646,471	10,737,124	90,653	0.9%
	<b>Grand Total</b>	<b>45,876,000</b>	<b>47,000,000</b>	<b>49,620,000</b>	<b>51,519,151</b>	<b>53,613,680</b>	<b>55,451,800</b>	<b>55,941,692</b>	<b>57,946,227</b>	<b>2,004,535</b>	<b>3.6%</b>

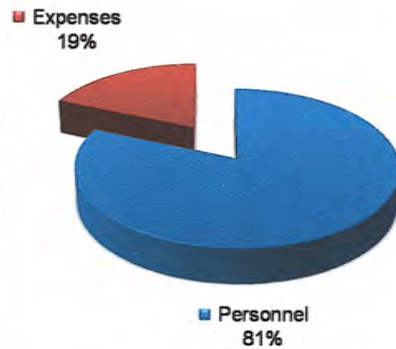
**ADOPTED BUDGET  
DISTRICT SCHOOLS & BENTLEY CHARTER SCHOOL**

**FY 2017**

GENERAL FUND

Personnel	47,209,103
Expenses	10,737,124
<b>TOTAL</b>	<b>\$ 57,946,227</b>

Includes Bentley Charter School



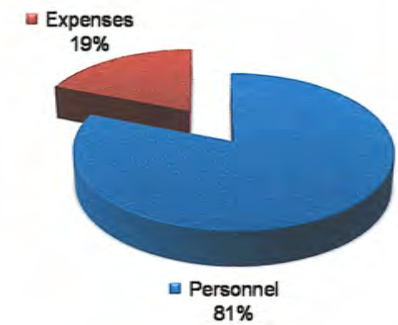
**ADOPTED BUDGET  
DISTRICT, BENTLEY CHARTER & NEW LIBERTY CHARTER SCHOOLS**

**FY 2016**

GENERAL FUND

Personnel	45,295,221
Expenses	10,646,471
<b>TOTAL</b>	<b>\$ 55,941,692</b>

Includes Bentley & New Liberty Charter School

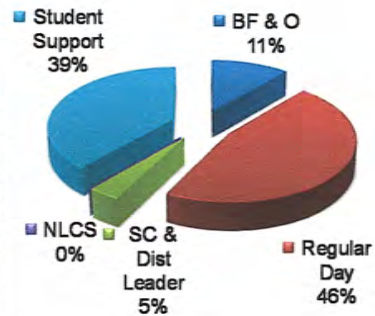


**ADOPTED BUDGET  
DISTRICT SCHOOLS & BENTLEY CHARTER SCHOOL**

**FY 2017**

GENERAL FUND

BF & O	6,536,109
Regular Day	26,861,794
SC & Dist Leader	2,116,850
NLCS	-
Student Support	22,431,474
<b>TOTAL</b>	<b>\$ 57,946,227</b>

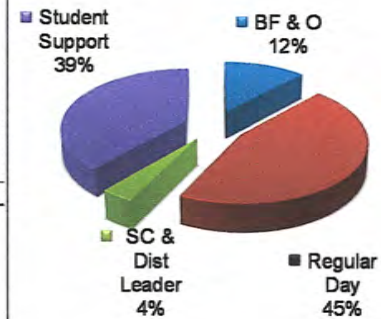


**ADOPTED BUDGET  
DISTRICT, BENTLEY CHARTER & NEW LIBERTY CHARTER SCHOOLS**

**FY 2016**

GENERAL FUND

BF & O	6,690,767
Regular Day	25,439,789
SC & Dist Leader	2,128,397
Student Support	21,682,739
<b>TOTAL</b>	<b>\$ 55,941,692</b>

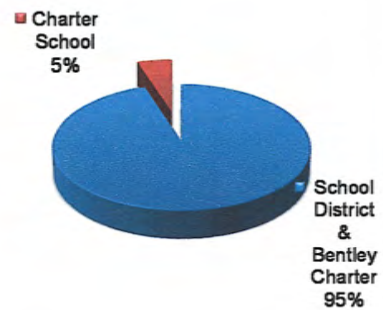




**ADOPTED BUDGET  
DISTRICT SCHOOLS & BENTLEY CHARTER SCHOOL**

**FY 2017**

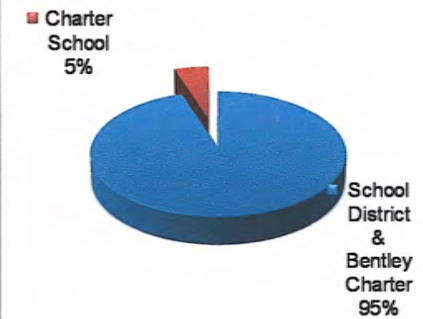
School District	55,041,847
Charter School	2,904,380
<b>TOTAL</b>	<b>\$ 57,946,227</b>



**ADOPTED BUDGET  
DISTRICT, BENTLEY CHARTER & NEW LIBERTY CHARTER SCHOOLS**

**FY 2016**

School District	53,145,269
Charter School	2,796,423
<b>TOTAL</b>	<b>\$ 55,941,692</b>



# School Finance: Chapter 70 Program

## FY17 Preliminary Chapter 70 Aid and Net School Spending Requirements

January 27, 2016

Pursuant to section 6 of chapter 70 of the General Laws, the Commissioner of Elementary and Secondary Education is issuing the preliminary estimates of Chapter 70 school aid and net school spending requirements for FY17. These estimates are based on House 2, Governor Baker's proposed state budget for the coming fiscal year. The proposal increases aid from \$4,511,882,199 to \$4,584,008,961, an increase of \$72 million or 1.6 percent.

These are preliminary estimates subject to change as the House and Senate deliberate on the budget. Our purpose in providing these estimates at this time is to assist cities, towns and regional school districts in their budget preparations for FY17. We advise you to construct your local budgets with sufficient flexibility to accommodate the changes that typically occur in the state budget process. The Commissioner will issue the final, official school spending requirements as soon as the Governor and Legislature approve either the FY17 state budget or an earlier local aid resolution.

Here are some of the key points about the proposal:

- The aggregate wealth model used in the formula since FY07 continues to be in effect. For municipalities with required contributions above their targets, the equity component of the formula is reduced by 70% of the gap.
- 78 operating districts receive foundation aid to ensure that they do not fall below their foundation budgets.
- Foundation budgets are lowered by an inflation factor of -0.22 percent.
- Enrollment declined by .21 percent; forty-one percent of districts saw increases of as much as 16 percent.
- Free and reduced price lunch data is no longer available for all districts as a result of districts' participation in the USDA's Community Eligibility Program. Please refer to: Redefining Low Income - A New Metric for K-12 Education Data for more information. As a result, the foundation budget will now be calculated using economically disadvantaged enrollment in place of formerly available low income enrollment. Most districts have fewer economically disadvantaged students than they had low income students. In FY16, statewide low income enrollment was 376,810 and in FY17, statewide economically disadvantaged enrollment is 312,203.
- To offset the fiscal impact of this lower student count, the foundation budget rates were adjusted. The foundation budget rate applied to a district's economically disadvantaged students is based on a district's concentration of those students. The base

economically disadvantaged rate is \$3,775 and increases up to \$4,135 for those districts with the highest concentration of economically disadvantaged students. As a result, this component of the foundation budget rose statewide from \$1.236 billion in FY16 to \$1.292 billion in FY17. Please refer to the PowerPoint presentation for more detail on the calculation.

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

<http://www.doe.mass.edu/finance/chapter70/chapter-17p.html>

Summary chart, showing foundation enrollment, foundation budget, Chapter 70 aid, and required local contributions for each school district.

Summary chart for regional school districts, showing foundation enrollment and required local contribution for each member of the district.

Powerpoint presentation, describing the major components of the formula.

White paper, describing the major components of the formula in greater detail.

Complete formula spreadsheet, showing the detailed calculations for each municipality and district.

Questions about the Chapter 70 program should be directed to:

Melissa King [mking@doe.mass.edu](mailto:mking@doe.mass.edu) 781-338-6532

Roger Hatch [rhatch@doe.mass.edu](mailto:rhatch@doe.mass.edu) 781-338-6527

Last Updated: January 27, 2016



**Massachusetts Department of Elementary and Secondary Education**

**Office of School Finance**

**FY17 Chapter 70 Foundation Budget**

**258 SALEM**

	Base Foundation Components										--- Incremental Costs Above The Base ---			TOTAL *
	(1) Pre-School	(2) ----- Kindergarten ----- Half-Day	(3) Full-Day	(4) Elementary	(5) Jr High/ Middle	(6) High School	(7) ELL PK	(8) ELL K Half	(9) ELL KF - 12	(10) Voca- tional	(11) Special Ed In District	(12) Special Ed Out of Dist	(13) Economically Disadvantaged	
Foundation Enrollment	66	1	278	1,614	953	768	0	0	518	421	175	41	2,276	4,586
1 Administration	12,013	182	101,192	587,496	346,892	279,552	0	0	188,552	153,244	439,646	103,003	0	2,211,771
2 Instructional Leadership	21,696	329	182,763	1,061,076	626,521	504,899	0	0	340,544	276,774	0	0	0	3,014,600
3 Classroom and Specialist Teachers	99,479	1,507	838,034	4,865,355	2,528,071	2,996,037	0	0	2,351,689	2,792,026	1,450,720	0	7,364,271	25,287,189
4 Other Teaching Services	25,514	387	214,938	1,247,880	530,392	355,845	0	0	320,238	195,066	1,354,518	1,574	0	4,246,351
5 Professional Development	3,934	60	33,160	192,550	123,242	96,300	0	0	83,641	87,278	69,983	0	162,074	852,221
6 Instructional Equipment & Tech	14,399	218	121,294	704,204	415,803	536,141	0	0	226,009	514,319	61,084	0	0	2,593,471
7 Guidance and Psychological	7,238	110	60,982	354,047	278,266	281,103	0	0	151,251	154,094	0	0	0	1,287,091
8 Pupil Services	2,879	44	24,261	211,273	203,761	378,647	0	0	67,806	207,566	0	0	0	1,096,236
9 Operations and Maintenance	27,624	419	232,711	1,351,063	864,867	675,786	0	0	587,013	693,311	491,106	0	1,137,363	6,061,263
10 Employee Benefits/Fixed Charges	24,900	377	209,757	1,217,876	683,720	529,359	0	0	491,691	471,280	556,364	0	747,552	4,932,876
11 Special Ed Tuition	0	0	0	0	0	0	0	0	0	0	0	977,957	0	977,957
<b>12 Total</b>	<b>239,675</b>	<b>3,631</b>	<b>2,019,092</b>	<b>11,792,820</b>	<b>6,601,536</b>	<b>6,633,669</b>	<b>0</b>	<b>0</b>	<b>4,808,433</b>	<b>5,544,957</b>	<b>4,423,419</b>	<b>1,082,534</b>	<b>9,411,260</b>	<b>52,561,027</b>
13 Wage Adjustment Factor	100.0%													
14 Economically Disadvantaged Decile	10													
<b>Foundation Budget per Pupil</b>													<b>11,461</b>	

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

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

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

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

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

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

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

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

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

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

**258 Salem**

**Effort Goal**

**FY17 Increments Toward Goal**

1) 2014 equalized valuation	4,232,985,800	13) Required local contribution FY16	33,261,236
2) Property percentage	0.3792%	14) Municipal revenue growth factor (DOR)	4.02%
3) Local effort from property wealth	16,050,407	15) FY17 preliminary contribution (13 x 14)	34,598,338
		16) Preliminary contribution pct of foundation (15/8)	62.60%
4) 2013 income	1,134,289,000	<b><i>If preliminary contribution is above the target share:</i></b>	
5) Income percentage	1.4701%	17) Excess local effort (15 - 10)	1,873,039
6) Local effort from income	16,674,891	18) 70% reduction toward target (17 x 70%)	1,311,127
7) Combined effort yield (row 3+ row 6)	32,725,299	19) FY17 required local contribution (15 - 18), capped at 90% of foundation	33,287,211
8) Foundation budget FY17	55,273,073	20) Contribution as percentage of foundation (19 / 8)	<b>60.22</b>
9) Maximum local contribution (82.5% * row 8)	45,600,285	<b><i>If preliminary contribution is below the target share:</i></b>	
10) Target local contribution (lesser of row 7 or row 9)	32,725,299	21) Shortfall from target local share (11 - 16)	
11) Target <b>local</b> share (row 10 as % of row 8)	59.21%	22) Added increment toward target (13 x 1% or 2%)*	
12) Target <b>aid</b> share (100% minus row 11)	40.79%	*1% if shortfall is between 2.5% and 7.5%; 2% if shortfall > 7.5%	
		23) Shortfall from target after adding increment (10 - 15 - 22)	
		24) FY17 required local contribution (15 + 22)	
		25) Contribution as percentage of foundation (24 / 8)	

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

**Apportionment of Local Contribution Across School Districts**

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



## Massachusetts Department of Elementary and Secondary Education FY17 Chapter 70 Summary

**258 Salem**

### Aid Calculation FY17

#### Prior Year Aid

1 Chapter 70 FY16 21,348,402

#### Foundation Aid

2 Foundation budget FY17 52,561,027

3 Required district contribution FY17 31,653,930

4 Foundation aid (2 -3) 20,907,097

5 Increase over FY16 (4 - 1) 0

#### Minimum Aid

6 Minimum \$20 per pupil increase 91,720

#### Non-Operating District Reduction to Foundation

7 Reduction to foundation 0

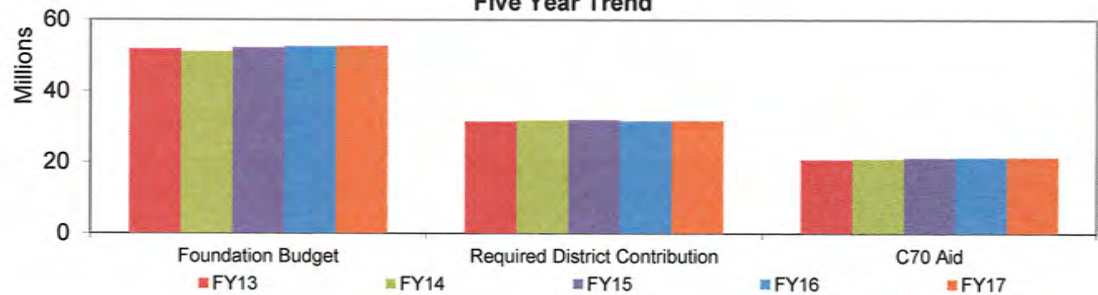
#### FY17 Chapter 70 Aid

8 sum of line 1, 5 minus 7 21,440,122

### Comparison to FY16

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

**Five Year Trend**



# Massachusetts Department of Elementary and Secondary Education

## Office of School Finance

### FY16 Chapter 70 Foundation Budget

258 SALEM

	Base Foundation Components										--- Incremental Costs Above The Base ---				TOTAL *
	(1) Pre-School	(2) ----- Kindergarten ----- Half-Day	(3) Full-Day	(4) Elementary	(5) Jr High/ Middle	(6) High School	(7) ELL PK	(8) ELL K Half	(9) ELL KF - 12	(10) Voca- tional	(11) Special Ed In District	(12) Special Ed Out of Dist	(13) ---- Low Income ---- Elem	(14) Other	
Foundation Enrollment	61	1	348	1,590	965	850	0	0	483	403	178	42	1,679	1,003	4,671
1 Administration	11,127	182	126,950	580,032	352,032	310,080	0	0	176,198	147,014	448,168	105,748	0	0	2,257,533
2 Instructional Leadership	20,096	329	229,287	1,047,603	635,810	560,040	0	0	318,234	265,525	0	0	0	0	3,076,923
3 Classroom and Specialist Teachers	92,145	1,511	1,051,364	4,803,581	2,565,549	3,323,237	0	0	2,197,626	2,678,544	1,478,844	0	4,563,656	2,059,600	24,815,656
4 Other Teaching Services	23,633	387	269,651	1,232,027	538,258	394,706	0	0	299,257	187,137	1,380,776	1,615	0	0	4,327,448
5 Professional Development	3,644	60	41,600	190,100	125,074	106,820	0	0	78,164	83,731	71,339	0	100,438	59,999	860,969
6 Instructional Equipment & Tech	13,337	219	152,170	695,259	421,966	594,694	0	0	211,201	493,413	62,268	0	0	0	2,644,527
7 Guidance and Psychological	6,704	110	76,504	349,546	282,388	311,806	0	0	141,340	147,832	0	0	0	0	1,316,230
8 Pupil Services	2,667	44	30,436	208,592	206,780	420,002	0	0	63,365	199,130	0	0	0	0	1,131,016
9 Operations and Maintenance	25,588	419	291,951	1,333,915	877,687	749,590	0	0	548,558	665,131	500,627	0	704,827	421,049	6,119,342
10 Employee Benefits/Fixed Charges	23,065	378	263,151	1,202,406	693,854	587,172	0	0	459,478	452,126	567,149	0	463,253	276,738	4,988,768
11 Special Ed Tuition	0	0	0	0	0	0	0	0	0	0	0	1,004,019	0	0	1,004,019
12 Total	222,005	3,639	2,533,064	11,643,061	6,699,397	7,358,144	0	0	4,493,421	5,319,584	4,509,171	1,111,382	5,832,174	2,817,387	52,542,430
13 Wage Adjustment Factor	100.0%														
Foundation Budget Per Pupil															11,249

\* Total foundation enrollment does not include columns 11 through 14, because those columns represent increments above the base. The pupils are already counted in columns 1 to 10.

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

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

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

Low income headcounts are the number of pupils in columns 1 through 10 who are eligible for free or reduced lunch.

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

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

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

**Massachusetts Department of Elementary and Secondary Education**  
**FY16 Determination of City and Town Total Required Contribution**

**258 SALEM**

**Effort Goal**

1) 2014 equalized valuation	4,232,985,800
2) Property percentage	0.3808%
3) Local effort from property wealth	16,118,450
4) 2012 income	1,104,855,000
5) Income percentage	1.4930%
6) Local effort from income	16,495,527
7) Combined effort yield (row 3+ row 6)	32,613,977
8) Foundation budget FY16	55,182,654
9) Maximum local contribution (82.5% * row 8)	45,525,689
10) Target local contribution (lesser of row 7 or row 9)	32,613,977
11) Target <b>local</b> share (row 10 as % of row 8)	59.10%
12) Target <b>aid</b> share (100% minus row 11)	40.90%

**FY16 Increments Toward Goal**

13) Required local contribution FY15	33,120,233
14) Municipal revenue growth factor (DOR)	2.38%
15) FY16 preliminary contribution (13 x 14)	33,908,495
16) Preliminary contribution pct of foundation (15/8)	61.45%

***If preliminary contribution is above the target share:***

17) Excess local effort (15 - 10)	1,294,518
18) 45% reduction toward target (17 x 45%)	582,533
19) FY16 required local contribution (15 - 18), capped at 90% of foundation	33,325,962
20) Contribution as percentage of foundation (19 / 8)	<b>60.39</b>

***If preliminary contribution is below the target share:***

21) Shortfall from target local share (11 - 16)	
22) Added increment toward target (13 x 1% or 2%)*	
*1% if shortfall is between 2.5% and 7.5%; 2% if shortfall > 7.5%	
23) Shortfall from target after adding increment (10 - 15 - 22)	
24) FY16 required local contribution (15 + 22)	
25) Contribution as percentage of foundation (24 / 8)	



**Massachusetts Department of Elementary and Secondary Education  
FY16 Chapter 70**

**Apportionment of Local Contribution Across School Districts**

**258 SALEM**

SALEM

ESSEX NORTH SHORE

ESSEX COUNTY

COMBINED TOTAL ALL  
DISTRICTS

**Prior Year Data (for comparison purposes)**

1 FY15 foundation enrollment	4,784	130	4,914
2 FY15 foundation budget	52,070,760	2,023,365	54,094,125
3 Each district's share of municipality's combined FY15 foundation	96.26%	3.74%	100.00%
4 FY15 required contribution	31,881,386	1,238,847	33,120,233

**Apportionment of FY16 contribution among community's districts**

5 FY16 total unapportioned required contribution ("municipal contribution" sheet row 19 or 24)			33,325,962
6 FY16 foundation enrollment	4,671	170	4,841
7 FY16 foundation budget	52,542,430	2,640,224	55,182,654
8 Each district's share of municipality's total FY16 foundation	95.22%	4.78%	100.00%
9 <b>FY16 Required Contribution</b>	31,731,475	1,594,487	33,325,962
10 Change FY15 to FY16 (9 - 4)	-149,911	355,640	205,729

## Massachusetts Department of Elementary and Secondary Education

### FY16 Chapter 70 Summary

#### 258 Salem

#### Aid Calculation FY16

##### Prior Year Aid

1 Chapter 70 FY15 21,231,627

##### Foundation Aid

2 Foundation budget FY16 52,542,430

3 Required district contribution FY16 31,731,475

4 Foundation aid (2 - 3) 20,810,955

5 Increase over FY14 (4 - 1) 0

##### Minimum Aid

6 Minimum \$20 per pupil increase 93,420

##### Non-Operating District Reduction to Foundation

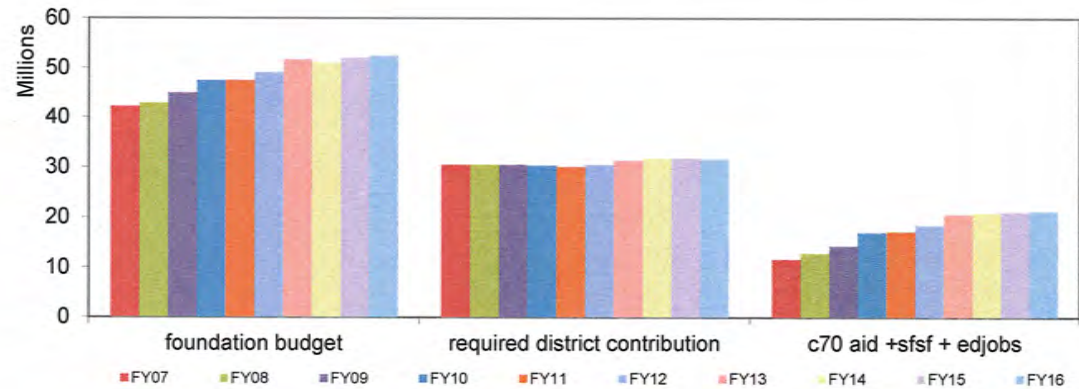
6 Reduction to foundation 0

##### **FY16 Preliminary Chapter 70 Aid**

7 sum of line 1, 5 minus 6 21,325,047

#### Comparison to FY15

	FY15	FY16	Change	Pct Chg
Enrollment	4,784	4,671	-113	-2.36%
Foundation budget	52,070,760	52,542,430	471,670	0.91%
Required district contribution	31,881,386	31,731,475	-149,911	-0.47%
Chapter 70 aid	21,231,627	21,325,047	93,420	0.44%
Required net school spending (NSS)	53,113,013	53,056,522	-56,491	-0.11%
Target aid share	41.55%	40.90%		
C70 % of foundation	40.77%	40.59%		
Required NSS % of foundation	102.00%	100.98%		







**Massachusetts Department of Elementary and Secondary Education**  
**Determination of City and Town Total Required Contribution FY15**

**258 SALEM**

**Effort Goal**

**FY15 Increments Toward Goal**

1) 2012 equalized valuation	4,256,808,900
2) Property percentage	0.3624%
3) Local effort from property wealth	15,428,583
4) 2011 income	1,071,052,000
5) Income percentage	1.5113%
6) Local effort from income	16,187,209
7) Combined effort yield (row 3+ row 6)	31,615,792
8) Foundation budget FY15	54,094,125
9) Maximum local contribution (82.5% * row 8)	44,627,653
10) Target local contribution (lesser of row 7 or row 9)	31,615,792
11) Target local share (row 10 as % of row 8)	58.45%
12) Target aid share (100% minus row 11)	41.55%

13) Required local contribution FY14	33,318,585
14) Municipal revenue growth factor (DOR)	3.92%
15) FY15 preliminary contribution (13 x 14)	34,624,674
16) Preliminary contribution pct of foundation (15/8)	64.01%

***If preliminary contribution is above the target share:***

17) Excess local effort (15 - 10)	3,008,882
18) 50% reduction toward target (17 x 50%)	1,504,441
19) FY15 required local contribution (15 - 18), capped at 90% of foundation	33,120,233
20) Contribution as percentage of foundation (19 / 8)	61.23

***If preliminary contribution is below the target share:***

21) Shortfall from target local share (11 - 16)	
22) Added increment toward target (13 x 1% or 2%)*	
*1% if shortfall is between 2.5% and 7.5%; 2% if shortfall > 7.5%	
23) Shortfall from target after adding increment (10 - 15 - 22)	
24) FY15 required local contribution (15 + 22)	
25) Contribution as percentage of foundation (24 / 8)	

**Massachusetts Department of Elementary and Secondary Education  
FY15 Chapter 70**

**Apportionment of Local Contribution Across School Districts**

<b>258 SALEM</b>	<b>SALEM</b>	<b>NORTH SHORE</b>	<b>ESSEX COUNTY</b>	<b>COMBINED TOTAL ALL DISTRICTS</b>
<b><u>Prior Year Data (for comparison purposes)</u></b>				
1 FY14 foundation enrollment	4,795	135	16	4,946
2 FY14 foundation budget	51,136,477	2,079,308	234,481	53,450,266
3 Each district's share of municipality's combined FY14 foundation	95.67%	3.89%	0.44%	100.00%
4 FY14 required contribution	31,823,721	1,294,014	200,850	33,318,585
<b><u>Apportionment of FY15 contribution among community's districts</u></b>				
5 FY15 total unapportioned required contribution ("municipal contribution" sheet row 19 or 24)				33,120,233
6 FY15 foundation enrollment	4,784	130		4,914
7 FY15 foundation budget	52,070,760	2,023,365		54,094,125
8 Each district's share of municipality's total FY15 foundation	96.26%	3.74%		100.00%
9 <b>FY15 Required Contribution</b>	31,881,386	1,238,847		33,120,233
10 Change FY14 to FY15 (9 - 4)	57,665	-55,167	-200,850	-198,352

## Massachusetts Department of Elementary and Secondary Education

### FY15 Chapter 70 Summary

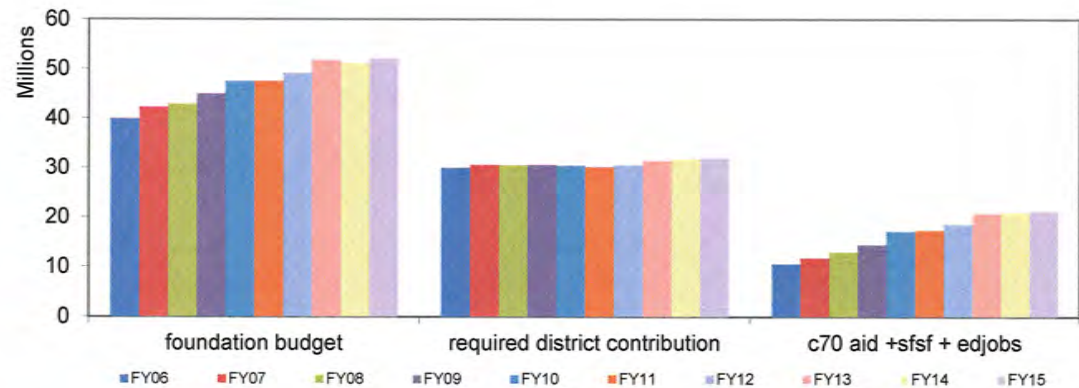
#### 258 SALEM

#### Aid Calculation FY15

<b>Prior Year Aid</b>	
1 Chapter 70 FY14	21,014,211
<b>Foundation Aid</b>	
2 Foundation budget FY15	52,070,760
3 Required district contribution FY15	31,881,386
4 Foundation aid (2 -3)	20,189,374
5 Increase over FY14 (4 - 1)	0
<b>Downpayment Aid</b>	
6 Target aid %	41.55%
7 Foundation aid with fully reduced effort	21,635,401
8 Increase over FY14 to reach 35% phase-i	217,416
9 Downpayment aid	217,416
<b>Minimum Aid</b>	
10 Minimum \$25 per pupil increase	0
<b>Non-Operating District Reduction to Foundation</b>	
11 Reduction to foundation	0
<b>FY15 Preliminary Chapter 70 Aid</b>	
12 sum of line 1, 5, 9 and 10 minus 11	21,231,627

#### Comparison to FY14

	FY14	FY15	Change	Pct Chg
Enrollment	4,795	4,784	-11	-0.23%
Foundation budget	51,136,477	52,070,760	934,283	1.83%
Required district contribution	31,823,721	31,881,386	57,665	0.18%
Chapter 70 aid	21,014,211	21,231,627	217,416	1.03%
Required net school spending (NSS)	52,837,932	53,113,013	275,081	0.52%
Target aid share	41.46%	41.55%		
C70 % of foundation	41.09%	40.77%		
Required NSS % of foundation	103.33%	102.00%		





**Profile of the Bates School:**

The Bates School is a K-5, elementary school with an enrollment of 313 students. The school is named after former Salem Mayor and US Representative George Joseph Bates and his eldest son, William Henry Bates, who succeeded his father in congress after the elder was killed in a plane crash. The school opened in 1970 and was rededicated in 2001 after renovation and an addition were completed.

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

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

Bates School believes in hands-on activities that create enthusiasm for learning through exploration and discovery. A full-time Science Integration Specialist is employed to assist staff in both teaching and designing lessons that are aligned with our philosophy. Our Read Science Discovery Center is fully equipped to meet the requirements of curriculum in all grades.

We also house the district's special education Therapeutic Support Program consisting of three classrooms, which service students throughout the district who have significant emotional disabilities. Approximately twenty-seven (24%) of the Bates School population is special education and/or on 504 plans, (78) students. We presently have 16 ELL (English Language Learners) in our school, 5% of our population.

**Our Expectations:**

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

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

**1 Tiered instruction and adequate learning time.**

**2. Professional development and structures for collaboration.**

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

**Profile of the Bentley Academy Charter School:**

The Bentley Academy Charter School will be an elementary level Horace Mann Charter School starting in the fall of 2015. Our school is committed to developing and delivering a well-rounded education to all of our students. We believe this includes creating a culture of achievement, developing and delivering comprehensive and rigorous curricula, differentiating instruction, attaining excellence in leadership and instruction, expanding learning time, and engaging family and community stakeholders. We support all students in demonstrating our core values: integrity, collaboration, grit, discipline, and zest. We put an emphasis on the importance of continued education and plant the seeds of college. We pride ourselves on having a diverse school community. We aim to serve 275 students in grades K-5 in SY 15-16. Our school day runs from 7:30am – 3:30pm with a 190 day calendar for students.

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

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

**Our Expectations:**

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

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



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

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

<b>Three High-Priority Turnaround Practices: From The Massachusetts Turnaround Practices Indicators</b>
<b>1. Intentional Practices for Improving Instruction</b>
<b>2. Student Specific Supports and Instruction to all Students</b>
<b>3. School Culture and Climate</b>

**Profile of the Carlton School:**

The Carlton School serves 235 children in grades K-5. As Salem's Green School, the Carlton makes use of a state of the art science lab and organic garden. The Carlton School houses three self-contained special education classrooms for students with Specific Learning Disabilities. Beginning in the fall of 2012 the Carlton School officially opened as an Innovation School based on the idea of continuous progress. A copy of the [Carlton Innovation Plan](#) is available on our website.

**Our Expectations:**

- During Carlton School Staff will successfully implement the continuous progress model described in the Innovation Plan approved in October of 2011.
- Teachers will make significant and meaningful changes to their practice resulting in higher student achievement.
- Students will take an active role in their education by demonstrating ownership over their learning.
- Family involvement will increase.

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

**Profile of Collins Middle School:**

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

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

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

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



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

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

### **Our Expectations:**

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

**Profile of the Horace Mann Laboratory School:**

Horace Mann Laboratory School is a K-5 site that serves approximately 300 students. We are on the campus of Salem State University, serving as a laboratory for that institution. Benefits of this laboratory relationship include: student teachers, who observe and support teachers at our site, access to the children's section of the SSU library, visiting the science labs, enjoying global literature, enjoying a visit of the SSU mascot on Spirit Day, and after school tutoring and enrichment programs. This year, we have three Kindergarten classes, three grade 1 classes, three grade 2 classes, two grade 3 classes, two grade 4 classes and three grade 5 classes. We provide English as a Second Language support to all students who need it. We also have Special Educators teachers on staff who provide push-in and pull-out services and several other Special Educators that offer services in Occupational Therapy, Speech and Language and Special Ed team coordination. We also have part-time paraprofessionals in all 3 kindergarten classrooms as well as Special Ed support paraprofessionals in many classrooms. We provide Art, Music, Physical Education and Science to all children on a weekly basis. We have a full-time adjustment counselor who works with individuals and groups. Our school utilizes a Responsive Classroom approach in order to promote a positive teaching-learning environment. Our Parent Teacher Committee (PTC) is active, providing funds for our site and organizing community-building events. We serve Breakfast in the Classroom to all students and we offer an After School program through a contracted provider. We have a full-time literacy coach, a full-time science coach, the support of a Reading Specialists and a part-time math coach.

**Our Expectations:**

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

**Mission statement:**

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

***Three High-Priority Essential Conditions: (from DESE "11 Essential Conditions for School Effectiveness")*****1. IV. Effective Instruction****2. II. Effective School Leadership****3. X. Family-School Engagement**

**Profile of the Nathaniel Bowditch K-8 School:**

The staff, parents, and students of the Nathaniel Bowditch School community are devoted to fostering an inclusive and challenging K-8 educational experience that emphasizes excellence in the arts of language. Our focus is on teaching students to solve problems creatively, to value and celebrate diversity, and to view themselves as empowered lifelong learners.

At the Bowditch School, we are committed to ensuring that each and every Bowditch scholar is on the path to college and career. We believe that the journey begins in kindergarten. We support our scholars by setting high academic and behavioral expectations, building strong relationships with scholars and their families, and by providing individualized support and enrichment for all scholars. Some highlights of our approach include:

- Positive Behavioral Intervention System to help our scholars stay on TRRAC with our core values (Trustworthiness, Respect, Responsibility, Active Engagement and Caring)
- Daily WIN (What I Need) block to provide each scholar with individualized instruction
- Daily Morning Motivation to build our school community and reinforce shared values
- Bowditch school uniform helps build school pride and develop sense of unity in our community
- Advisory program in grades 6-8
- Special family workshops to provide strategies for supporting student learning at home.

Some of the Programs we Feature at Bowditch include:

- Spanish instruction for all scholars 4 days/week
- Weekly Choice Block with offerings such as Latin dance, volleyball, 3D printing, murals, textiles, and swimming
- Foundations phonics instruction for students in grades K-2 • Daily WIN (what I need) block providing students with differentiated support and enrichment
- Partnerships with Playworks, YMCA, LEAP for Education
- After-School Drama Program for scholars in grades 5-8

A copy of the Bowditch School Improvement Plan can be found on our school website at:  
[http://spsbowditch.salemk12.org/Pages/SPS\\_BowWebDocs/SIP1516](http://spsbowditch.salemk12.org/Pages/SPS_BowWebDocs/SIP1516)



<b><i>Three High-Priority Essential Conditions: (from DESE “11 Essential Conditions for School Effectiveness”)</i></b>
<b>1. Effective Instruction – Reading, Writing and Mathematics</b>
<b>2. Tiered Instruction – Reading, Writing and Mathematics</b>
<b>3. Student Assessments – Reading, Writing and Mathematics</b>

### **Saltonstall K-8 School's Commitments and Rationale**

The mission of Saltonstall K-8 School is to educate each student to be an effective problem solver, to demonstrate competence, to assume leadership, and to be recognized for his/her contributions to the broader community, now and in the future.

- Because **Science** as a discipline integrates literacy and math in a purposeful way while providing a creative, problem-solving approach to learning, and because **Sustainability**--the intersection of economics, environment and community--provides a purpose for all the work we do in school, Saltonstall School is committed to using "Science and Sustainability" as our instructional lens.
- Because the use of **Multiple Intelligences** gives each child a genuine way to belong and succeed in school, and because it prepares students to be active, engaged members of our community, both while they are in school and after they graduate, Saltonstall School is committed to the continued use of an MI approach to instruction that support both teaching and students' expression of understanding.
- Because we are dedicated to the progress of each child in intellectual, academic, social and personal areas, Saltonstall School is committed to establishing documentation methods and systems that make progress evident.
- Because we understand the impact that strong family and community support has on a child's development, Saltonstall School is committed to strengthening its partnerships with families and the Salem community.

These commitments represent Saltonstall School's focus on four Conditions of School Effectiveness that we selected in the Fall of 2012: Effective Instruction, Family-School Engagement, Tiered Instruction, and Student Social, Emotional Health.

### **Our Expectations**

The mission of Saltonstall School is to education each student to be an effective problem solver, to demonstrate competence, to assume leadership, and to be recognized for his/her contributions to the broader community, now and in the future. Research indicates that student engagement impacts learning. Therefore, our priorities are to increase engagement in order to impact academic success.

- As we identify individual student needs through various measures, the Saltonstall community will respond to support student progress.
- We will engage parents and community agencies as our partners in providing effective academic and emotional stability for our children. We expect to develop means of increasing family and community engagement so that student learning is supported well in school, at home, and within the community.
- We expect to provide quality instruction to all students so that each child is challenged to meet high individual standards, and we expect to develop plans to specially address the lower-achieving subgroups and individuals who have been identified through MCAS testing. Teachers will provide quality instruction of core curriculum utilizing multiple methods, including project-based learning and the use of Multiple Intelligences approaches to reach all learners.
- We expect to continue to develop curricula that address the range of needs demonstrated by students in any classroom so that all students engage in challenging experiences and recognize their own intellectual development. Every child will experience success and will be encouraged

to continue to apply new understanding as they grow and learn. Teachers will use the lens of “Science and Sustainability” to frame their instruction.

- We expect all students to contribute to the Saltonstall community as they develop a sense of self-awareness and efficacy.
- We expect all Saltonstall students to be involved in service learning activities.
- We expect our LEP and FLEP students to advance in individual scores over the course of their educational experience at Saltonstall.
- We expect all students, including our special education students, to develop strategies for success in the classroom and to advance in their individual performance over time.
- We expect the Salem school district to support our mission, meets our operational needs, and support our efforts at multiple assessments that capture the full range of student learning. In the long term, we expect our educational approach to encourage all students to remain in school, and, therefore increase the graduation rate in Salem.
- We expect our strategy to complement district initiatives and support the mission of Salem Public Schools.

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

**1. Family / School Engagement: Rationale** While Saltonstall enjoys a high level of parental involvement, it is not as diverse as our student body, nor does it fully meet our educational and enrichment needs. Enhanced family and community engagement will help inform our understanding of students’ social, emotional and health needs, thereby allowing us to enhance systems that support learning.

**2. Tiered Instruction: Rationale** With 25% more learning time than other schools in the district, Saltonstall already employs “adequate” learning time. Through tiered instruction, we seek to bring all students to a higher level of proficiency by using a coherent curriculum focusing on **Science and Sustainability** and integrating **MI** practices. Assessment will be used to inform our instruction, and will be aligned with the Common Core. A focus on this essential condition will help better align curriculum and provide challenging instruction that meets the needs of individual students.

**3. Effective Instruction: Rationale** While Saltonstall has 66% of our students scoring in the advanced and proficient levels on MCAS testing, and 91% passing, our documentation of effective practices has been uneven. Results for our population of subgroups are less effective. A focus on effective instruction will include documentation and assessment systems that make our work and its results more evident.

**4. Students’ Social and Emotional Health Needs: Rationale** Often it is a student’s social and emotional health needs that interfere with full engagement in learning. As we as a community attend more effectively to these specific needs, we see positive impact on learning.



**Profile of Salem High School:**

Salem High School is a four-year (grades 9-12), comprehensive public high school with an enrollment of approximately 950 students. This year, we have the honor of having been named a Level I school by the MA Department of Elementary and Secondary Education! Our school is also accredited by the Massachusetts Department of Elementary and Secondary Education and by the New England Association of Schools and Colleges. Salem High School has strong core academic courses as well as a variety of elective offerings in music, art, child development, vocational and technical education, business, and other areas. There are several programs in place to support the learning of at-risk students and subgroups such as Special Education and English Language Learners.

**Our Mission:**

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

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

### **Profile of the Witchcraft Heights Elementary School (WHES):**

Witchcraft Heights Elementary School is located at 1 Frederick Street in the Witchcraft Heights neighborhood on the west side of Salem. The School Motto "Reaching for the Stars" is encouraged every day and reflects the high expectations of all members of our school community. There are 27 classrooms with 467 students in grades K through 5, dedicated classrooms for art, science, music, and computer lab, a Library/Media Center with an additional computer lab, a gymnasium and a combination cafeteria and auditorium. Technology is integrated during daily learning. There are 14 Interactive Whiteboards spread across each of the grade levels. There are 25 computers in the computer lab, with 18 more in the Library. Each classroom has 3 to 5 computers. Our enrollment by race/ethnicity is White (70.1%), Hispanic (16.2%), Asian (6.2%), Multi-Race (4.1%), and African American (3.2%). Our selected populations include Low Income (36.7%), First Language not English (19.4%), and Special Education (18.6%).

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

WHES is a leader in literacy instruction within the district. Literacy efforts include a ninety-minute block with specialist support at all levels. The *SuperKids* Literacy Program, which includes a systematic and sequential phonics component, is at the core of all K-2 instruction. The *Everyday Math* Program provides sixty minutes of daily instruction, emphasizing problem solving and hands-on activities. Specialized instruction, Response to Intervention (RTI) and English Language Learner (ELL) strategies are just a few of the focused areas of teaching. Science integration, computer enrichment, and library activities occur weekly. A weekly enrichment schedule provides additional instruction in specialist subject areas.

We maintain an active educational partnership with Salem High School, Salem State College, Peabody Essex Museum, Salem Boys & Girls Club and the Norman Read Trust. We encourage parents to become involved as School Council and PTO members. In addition to funding field trips for all of our classes, the PTO sponsors numerous enrichment activities for the children. A few examples include the ice cream social, Turkey Shoot Fundraiser, Walk-A-Thon, book fair, Fun Fridays, field day, and the end of the year cook-out. Parental involvement is a key aspect of the school culture at WHES. Our family programs are designed to keep parents informed of the many and varied areas of study offered at the school.

#### **Our Expectations:**

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

The pledge sets the tone for each day, reminds us of our commitment to ourselves and one another, and serves to foster an attitude of respect. We encourage all of our students to strive to do their very best. “Reach for the stars!” is a reminder that all things are possible if we work hard, set goals and aim high!

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

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



## **New Liberty Innovation School of Salem**

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

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

### **Competency Based Education and Personalized Academic Program**

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

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

### **Flexible Scheduling and Individualized Support**

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

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

# Enterprise Fund Overview

## What is an Enterprise Fund?

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

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

## History

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

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

## **Basis of Accounting**

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

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

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

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

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

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

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

**For the entire MGL on Enterprise Funds visit the Massachusetts Department of Revenue website:**

**<http://www.mass.gov/Ador/docs/dls/publ/misc/EnterpriseFundManual.pdf>**



**Five Year Financial Forecast  
Water and Sewer Enterprise Funds  
FY17 - FY21**

Desc		FY2016 Estimated	FY2017 Proposed	FY2018 Projected	FY2019 Projected	FY2020 Projected	FY2021 Projected
<i>projected percent increase</i>		1%	2%	3%	4%	5%	6%
<b>Sewer Rates</b>	Residential	5.96	6.08	6.26	6.51	6.84	7.25
	Non-Residential < 25,000 cu ft	9.03	9.21	9.49	9.87	10.36	10.98
	Non-Residential > 25,000 cu ft	11.56	11.79	12.14	12.63	13.26	14.06
<b>SEWER REVENUE</b>							
User Charges		8,000,000	8,160,000	8,404,800	8,740,992	9,178,042	9,728,724
Penalties and Interest		82,282	70,000	70,000	70,000	70,000	70,000
Sewer Liens		339,118	340,000	340,000	340,000	340,000	340,000
Other Departmental Revenue							
Investment Income							
Intergovernmental-SESD							
<b>SEWER RATES</b>		<b>8,421,400</b>	<b>8,570,000</b>	<b>8,814,800</b>	<b>9,150,992</b>	<b>9,588,042</b>	<b>10,138,724</b>
Retained Earnings Appropriated							
Other Enterprise Available Funds W/S Combine							
SESD PILOT SUBSIDY							
<b>SEWER OFS/Trans In</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL SEWER REVENUE</b>		<b>8,421,400</b>	<b>8,570,000</b>	<b>8,814,800</b>	<b>9,150,992</b>	<b>9,588,042</b>	<b>10,138,724</b>
<b>SEWER EXPENSES</b>							
3% Administration			-	-	-	-	-
Public Services		579,161	536,560	552,657	552,657	569,237	569,237
Engineering		386,116	380,761	392,184	392,184	403,949	403,949
Insurance Expenses (Deductibles)		5,000	5,000	5,000	5,000	5,001	5,002
Long Term Debt (Principal and Interest)		688,063	965,526	994,492	994,492	1,024,327	1,024,327
Short Term Debt BANS/Professional Fees		13,000	13,000	5,000	5,000	5,001	5,002
3% SESD Assessment		4,890,062	4,466,726	4,600,727.78	4,738,749.61	4,880,912.10	5,027,339.46
<b>Subtotal</b>		<b>6,561,402</b>	<b>6,367,573</b>	<b>6,550,060</b>	<b>6,688,082</b>	<b>6,888,426</b>	<b>7,034,856</b>
Indirect Costs - To Be Reduced annually		765,218	715,218	665,218	615,218	565,218	515,218
<b>Subtotal</b>		<b>7,326,620</b>	<b>7,082,791</b>	<b>7,215,278</b>	<b>7,303,300</b>	<b>7,453,644</b>	<b>7,550,074</b>
<b>TOTAL SEWER EXPENSES</b>		<b>7,326,620</b>	<b>7,082,791</b>	<b>7,215,278</b>	<b>7,303,300</b>	<b>7,453,644</b>	<b>7,550,074</b>
<b>NET CHANGE IN SEWER FUND BALANCE (Projected)</b>		<b>1,094,780</b>	<b>1,487,209</b>	<b>1,599,522</b>	<b>1,847,692</b>	<b>2,134,397</b>	<b>2,588,650</b>

**Five Year Financial Forecast  
Water and Sewer Enterprise Funds  
FY17 - FY21**

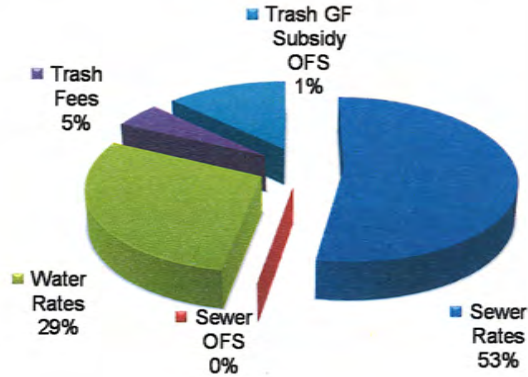
Desc		FY2016 Estimated	FY2017 Proposed	FY2018 Projected	FY2019 Projected	FY2020 Projected	FY2021 Projected
<i>projected percent increase</i>		1%	2%	3%	4%	5%	6%
<b>Water Rates</b>	Residential	2.92	2.98	3.07	3.19	3.35	3.55
	Non-Residential	3.96	4.04	4.16	4.33	4.54	4.82
<b>WATER REVENUE</b>							
	User Charges	4,350,000	4,437,000	4,570,110	4,752,914	4,990,560	5,289,994
	Interest and Penalties	46,310	30,000	40,000	40,000	40,001	40,002
	Other Department Revenue-Water Liens	188,000	169,605	120,000	120,000	120,001	120,002
	Water Meters and Misc. Revenue	68,000	37,000	15,000	15,000	15,001	15,002
	Backflow	82,200	80,000	65,000	65,000	65,001	65,002
	<b>WATER RATES</b>	<b>4,734,510</b>	<b>4,753,605</b>	<b>4,810,110</b>	<b>4,992,914</b>	<b>5,230,564</b>	<b>5,530,002</b>
	FB Reserved for Expenditures						
	Less Estimated Loss for the Power Plant						
	Subsidy from Sewer Fund Balance						
	Other Enterprise Available Funds W/S Combined						
	<b>WATER OFS/Trans in</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL WATER REVENUE</b>	<b>4,734,510</b>	<b>4,753,605</b>	<b>4,810,110</b>	<b>4,992,914</b>	<b>5,230,564</b>	<b>5,530,002</b>
<b>WATER EXPENSES</b>							
	3% Administration						
	Public Services	617,936	576,600	593,898	593,898	611,715	611,715
	Engineering	641,716	629,936	648,834	648,834	668,299	668,299
	Insurance Expense (Deductibles)	2,500	2,500	2,500	2,500	2,501	2,502
	Long Term Debt (Principal and Interest)	1,291,065	1,888,901	1,945,568	1,945,568	2,003,935	2,003,935
	Short Term Debt (Interest Only)	33,000	33,000	8,000	8,000	8,001	8,002
	3% SBWSB Assessment	2,537,238	2,501,000	2,576,030	2,576,030	2,653,311	2,653,311
	Retained Earnings Expended						
	Reserve Fund						
	Other Financing Uses (OFU)						
	<b>Subtotal</b>	<b>5,123,455</b>	<b>5,631,937</b>	<b>5,774,830</b>	<b>5,774,830</b>	<b>5,947,762</b>	<b>5,947,764</b>
	Indirect Costs - To Be Reduced annually	658,877	608,877	558,877	508,877	458,877	408,877
	<b>Subtotal</b>	<b>5,782,332</b>	<b>6,240,814</b>	<b>6,333,707</b>	<b>6,283,707</b>	<b>6,406,639</b>	<b>6,356,641</b>
	<b>TOTAL WATER EXPENSES</b>	<b>5,782,332</b>	<b>6,240,814</b>	<b>6,333,707</b>	<b>6,283,707</b>	<b>6,406,639</b>	<b>6,356,641</b>
<b>NET CHANGE IN WATER FUND BALANCE (Projected)</b>		<b>(1,047,822)</b>	<b>(1,487,209)</b>	<b>(1,523,597)</b>	<b>(1,290,793)</b>	<b>(1,176,075)</b>	<b>(826,639)</b>
<b>NET CHANGE IN WATER/SEWER BALANCE (Projected)</b>		<b>46,958</b>	<b>-</b>	<b>75,925</b>	<b>556,899</b>	<b>958,322</b>	<b>1,762,011</b>

**CITY OF SALEM  
ENTERPRISE FUNDS A2 SUMMARY**

	ACTUAL FY 2015	Estimated FY 2016	Budgeted FY 2017	Increase % FY16 v FY17	INCREASE FY16 v FY17
<b>REVENUE</b>					
SEWER RATES	8,292,695	8,000,000	8,160,000	2.0%	160,000
OTHER	605,353	421,400	410,000	-2.7%	(11,400)
SEWER TRANS/OFS/WATER SUBSIDIES	-	-	-	-	-
<b>TOTAL SEWER REVENUE</b>	<b>8,898,048</b>	<b>8,421,400</b>	<b>8,570,000</b>	<b>1.8%</b>	<b>148,600</b>
WATER RATES	4,295,026	4,350,000	4,437,000	2.0%	87,000
OTHER	470,664	384,510	316,605	-17.7%	(67,905)
WATER TRANS/OFS/GF SUBSIDIES/SEWER SUBSIDY	-	-	-	-	-
<b>TOTAL WATER REVENUE</b>	<b>4,765,690</b>	<b>4,734,510</b>	<b>4,753,605</b>	<b>0.4%</b>	<b>19,095</b>
TRASH FEES	655,290	775,062	775,062	0.0%	0
OTHER	43,792	13,772	43,792	218.0%	30,020
<b>TOTAL TRASH REVENUE</b>	<b>699,082</b>	<b>788,834</b>	<b>818,854</b>	<b>3.8%</b>	<b>30,020</b>
TRASH TRANS/OFS/GF SUBSIDIES	1,725,206	2,106,950	2,118,620	0.6%	11,670
<b>TOTAL TRASH REVENUE WITH GF SUBSIDY</b>	<b>1,725,206</b>	<b>2,106,950</b>	<b>2,118,620</b>	<b>0.6%</b>	<b>11,670</b>
<b>ENTERPRISE FUND TOTAL REVENUE</b>	<b>16,088,026</b>	<b>16,051,694</b>	<b>16,261,079</b>	<b>1.3%</b>	<b>209,385</b>
<b>EXPENDITURES</b>					
SEWER ADMIN	925,066	965,277	917,321	-5.0%	(47,956)
SEWER FIXED COSTS	6,278,459	5,596,125	5,450,252	-2.6%	(145,873)
<b>TOTAL SEWER EXPENDITURES</b>	<b>7,203,525</b>	<b>6,561,402</b>	<b>6,367,573</b>	<b>-3.0%</b>	<b>(193,829)</b>
Sewer -Indirect Costs/OTHER FINANCIAL USES	815,218	765,218	715,218	-6.5%	(50,000)
<b>TOTAL SEWER EXPENDITURES WITH INDIRECT COSTS</b>	<b>8,018,743</b>	<b>7,326,620</b>	<b>7,082,791</b>	<b>-3.3%</b>	<b>(243,829)</b>
WATER ADMIN	1,491,042	1,259,652	1,206,536	-4.2%	(53,116)
WATER FIXED COSTS	3,844,310	3,863,803	4,425,401	14.5%	561,598
<b>TOTAL WATER EXPENDITURES</b>	<b>5,335,352</b>	<b>5,123,455</b>	<b>5,631,937</b>	<b>9.9%</b>	<b>508,482</b>
WATER -Indirect Costs/OTHER FINANCIAL USES	686,436	658,877	608,877	-7.6%	(50,000)
<b>TOTAL WATER EXPENDITURES WITH INDIRECT COSTS</b>	<b>6,021,788</b>	<b>5,782,332</b>	<b>6,240,814</b>	<b>7.9%</b>	<b>458,482</b>
TRASH PERSONNEL	67,078	73,174	74,366	1.6%	1,192
TRASH NON-PERSONNEL	2,357,210	2,822,610	2,863,108	1.4%	40,498
<b>TOTAL TRASH EXPENDITURES</b>	<b>2,424,288</b>	<b>2,895,784</b>	<b>2,937,474</b>	<b>1.4%</b>	<b>41,690</b>
<b>ENTERPRISE FUND TOTAL EXPENDITURES</b>	<b>16,464,819</b>	<b>16,004,736</b>	<b>16,261,079</b>	<b>1.6%</b>	<b>256,343</b>
<b>Net Incr/Decr</b>	<b>(376,793)</b>	<b>46,958</b>	<b>-</b>		



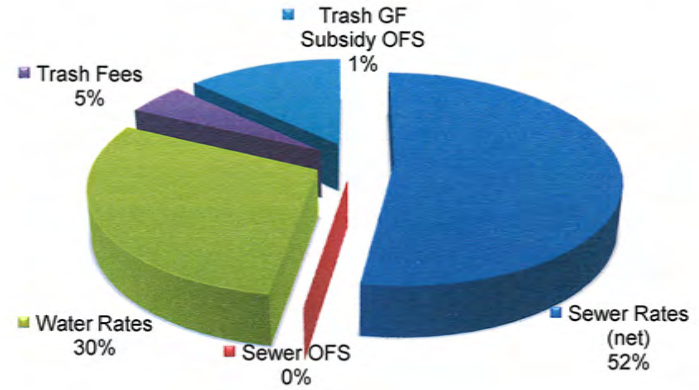
### ENTERPRISE FUND – A2 REVENUE



FY 2017

TOTAL \$ 16,261,079

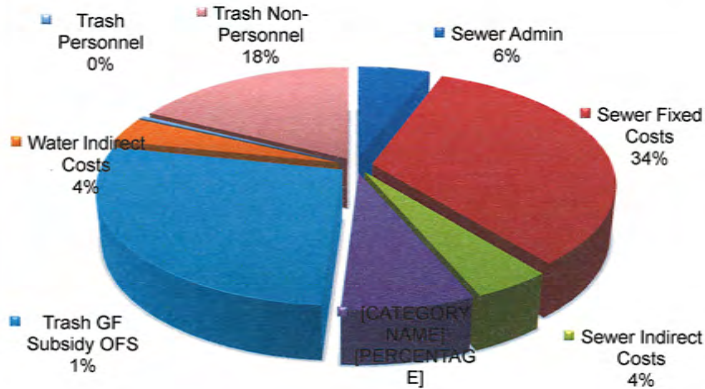
### ENTERPRISE FUND – A2 REVENUE



FY 2016

TOTAL \$ 16,051,694

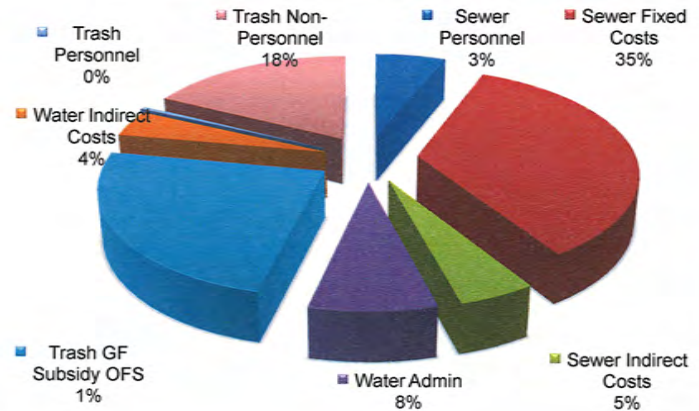
### ENTERPRISE FUND – A2 EXPENDITURES



FY 2017

TOTAL \$ 16,261,079

### ENTERPRISE FUND – A2 EXPENDITURES



FY 2016

TOTAL \$ 16,004,736

**SCHEDULE A-2  
ENTERPRISE FUNDS  
SALEM  
SEWER ENTERPRISE FUND - FY17**

	FY15 Actuals	FY16 Estimated	FY17 Mayor's Proposed	% Change
<b>1. Enterprise Revenues &amp; Available Funds</b>				
User Charges	8,292,695	8,000,000	8,160,000	2.0%
Penalties and Interest	67,047	82,282	70,000	
Sewer Liens	500,167	339,118	340,000	
Other Departmental	38,139			
Intergovernmental-SESD				
<b>Total Revenues</b>	<b>8,898,048</b>	<b>8,421,400</b>	<b>8,570,000</b>	<b>1.8%</b>
Retained Earnings Appropriated				
Other Enterprise Available Funds - WS Combined				
Other Enterprise Available Funds				
<b>Total Revenue &amp; Available Funds</b>	<b>8,898,048</b>	<b>8,421,400</b>	<b>8,570,000</b>	<b>1.8%</b>
<b>2. Total Costs Appropriated</b>				
<b>a. Costs appropriated in enterprise fund</b>				
Public Services	560,992	579,161	536,560	-7.4%
Engineernig	364,074	386,116	380,761	-1.4%
Long Term Debt (principal and interest)	529,563	688,063	965,526	40.3%
Short Term Debt (interest only)	12,317	13,000	13,000	0.0%
Other (SESD assessment)	5,736,579	4,890,062	4,466,726	-8.7%
Retained Earnings Expenditures				
Insurance Expense (Deductibles)	0	5,000	5,000	0.0%
Enc/Trans Out				
<b>Total costs appropriated in enterprise fund</b>	<b>7,203,525</b>	<b>6,561,402</b>	<b>6,367,573</b>	<b>-3.0%</b>
<b>b. Costs appropriated in the general fund (to be transferred to enterprise</b>				
<b>Total costs appropriated in the general fund</b>	<b>815,218</b>	<b>765,218</b>	<b>715,218</b>	<b>-6.5%</b>
<b>Total Costs</b>	<b>8,018,743</b>	<b>7,326,620</b>	<b>7,082,791</b>	<b>-3.3%</b>

**SCHEDULE A-2  
ENTERPRISE FUNDS  
SALEM  
SEWER ENTERPRISE FUND - FY17**

	FY15 Actuals	FY16 Estimated	FY17 Mayor's Proposed	% Change
<b>3. Calculation of General Fund Subsidy</b>				
Revenue & available funds	8,898,048	8,421,400	8,570,000	1.8%
less: Total costs	8,018,743	7,326,620	7,082,791	-3.3%
less: Prior year deficit				
<b>(Negative represents general fund subsidy)</b>	<b>879,305</b>	<b>1,094,780</b>	<b>1,487,209</b>	
<b>4. Sources of Funding for Costs Appropriated in the Enterprise Fund</b>				
a. Revenue & available funds	8,018,743	7,326,620	7,082,791	-3.3%
b. Taxation				
c. Free Cash				
d. Non-Enterprise available funds				
<b>Total Sources of Funding for Costs Appropriated in Enterprise Fund</b>	<b>8,018,743</b>	<b>7,326,620</b>	<b>7,082,791</b>	<b>-3.3%</b>
Total Revenue & Other Available Funds	8,898,048	8,421,400	8,570,000	
Total Costs	8,018,743	7,326,620	7,082,791	
Variance	879,305	1,094,780	1,487,209	



**SCHEDULE A-2  
ENTERPRISE FUNDS  
SALEM  
WATER ENTERPRISE FUND - FY17**

	<b>FY15 Actuals</b>	<b>FY16 Estimated</b>	<b>FY17 Mayor's Proposed</b>	<b>% Change</b>
<b>1. Enterprise Revenues &amp; Available Funds</b>				
User Charges	4,295,026	4,350,000	4,437,000	2.0%
Interest & Penalties	36,561	46,310	30,000	
Water Liens	247,762	188,000	169,605	
Other Departmental - Connection Fees	8,980			
Water Meters & Misc. Revenue	69,262	68,000	37,000	
Backflow	108,100	82,200	80,000	
<b>Total Revenues</b>	<b>4,765,691</b>	<b>4,734,510</b>	<b>4,753,605</b>	<b>0.4%</b>
Other Enterprise Available Funds W/S Combined				
<b>Total Revenue &amp; Available Funds</b>	<b>4,765,691</b>	<b>4,734,510</b>	<b>4,753,605</b>	<b>0.4%</b>
<b>2. Total Costs Appropriated</b>				
<b>a. Costs appropriated in enterprise fund</b>				
Public Services	582,321	617,936	576,600	-7.2%
Engineernig	908,721	641,716	629,936	-1.9%
Long Term Debt (principal and interest)	1,285,039	1,291,065	1,888,901	31.6%
Short Term Debt (interest only)	29,486	33,000	33,000	0.0%
Other (SBWSB assessment)	2,527,285	2,537,238	2,501,000	-1.4%
Insurance Expense (Deductibles)	2,500	2,500	2,500	0.0%
<b>Total costs appropriated in enterprise fund</b>	<b>5,335,352</b>	<b>5,123,455</b>	<b>5,631,937</b>	<b>9.9%</b>
<b>b. Costs appropriated in the general fund (to be transferred to enterprise)</b>				
<b>Total costs appropriated in the general fund</b>	<b>686,436</b>	<b>658,877</b>	<b>608,877</b>	<b>-7.6%</b>
<b>Total Costs</b>	<b>6,021,788</b>	<b>5,782,332</b>	<b>6,240,814</b>	<b>7.9%</b>

**SCHEDULE A-2  
ENTERPRISE FUNDS  
SALEM  
WATER ENTERPRISE FUND - FY17**

	<b>FY15 Actuals</b>	<b>FY16 Estimated</b>	<b>FY17 Mayor's Proposed</b>	<b>% Change</b>
<b>3. Calculation of General Fund Subsidy</b>				
Revenue & available funds	4,765,691	4,734,510	4,753,605	0.4%
less: Total costs	6,021,788	5,782,332	6,240,814	7.9%
less: Prior year deficit				
<b>(Negative represents general fund subsidy)</b>	<b>(1,256,097)</b>	<b>(1,047,822)</b>	<b>(1,487,209)</b>	
<b>4. Sources of Funding for Costs Appropriated in the Enterprise Fund</b>				
a. Revenue & available funds	6,021,788	5,782,332	6,240,814	7.9%
b. Taxation				
c. Free Cash				
d. Non-Enterprise available funds				
<b>Total Sources of Funding for Costs Appropriated in Enterprise Fund</b>	<b>6,021,788</b>	<b>5,782,332</b>	<b>6,240,814</b>	<b>7.9%</b>
Total Revenue & Other Available Funds	4,765,691	4,734,510	4,753,605	
Total Costs	6,021,788	5,782,332	6,240,814	
Variance	-1,256,097	-1,047,822	-1,487,209	

**SCHEDULE A-2  
ENTERPRISE FUNDS  
SALEM  
TRASH ENTERPRISE FUND - FY17**

	<b>FY15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>%</b>
	<b>Actuals</b>	<b>Estimated</b>	<b>Mayor's Proposed</b>	<b>Change</b>
<b>1. Enterprise Revenues &amp; Available Funds</b>				
User Charges	655,290	775,062	775,062	0.0%
Other Departmental Revenue	492	200	492	
Penalties and Interest	4,467	4,566	4,467	
Recycling Revenue	38,833	9,006	38,833	
<b>Total Revenues</b>	<b>699,082</b>	<b>788,834</b>	<b>818,854</b>	<b>3.8%</b>
Retained Earnings Appropriated**				
Other Enterprise Available Funds				
<b>Total Revenue &amp; Available Funds</b>	<b>699,082</b>	<b>788,834</b>	<b>818,854</b>	<b>3.8%</b>
<b>2. Total Costs Appropriated</b>				
<b>a. Costs appropriated in enterprise fund</b>				
Salaries	67,078	73,174	74,366	1.6%
Contracted Services - Collection and Disposal (flat fee)	2,326,760	2,822,610	2,863,108	1.4%
Recycling and Other Expenses	30,450	0	0	
Reserve Fund				
<b>Total costs appropriated in enterprise fund</b>	<b>2,424,288</b>	<b>2,895,784</b>	<b>2,937,474</b>	<b>1.4%</b>
<b>b. Costs appropriated in the general fund (to be transferred to enterprise)</b>				
<b>Total costs appropriated in the general fund</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Costs</b>	<b>2,424,288</b>	<b>2,895,784</b>	<b>2,937,474</b>	<b>1.4%</b>



**SCHEDULE A-2  
ENTERPRISE FUNDS  
SALEM  
TRASH ENTERPRISE FUND - FY17**

	<b>FY15 Actuals</b>	<b>FY 16 Estimated</b>	<b>FY 17 Mayor's Proposed</b>	<b>% Change</b>
<b>3. Calculation of General Fund Subsidy</b>				
Revenue & available funds	699,082	788,834	818,854	17.1%
less: Total costs	2,424,288	2,895,784	2,937,474	21.2%
less: Prior year deficit	0	0	0	
<b>(Negative represents general fund subsidy)</b>	<b>(1,725,206)</b>	<b>(2,106,950)</b>	<b>(2,118,620)</b>	<b>0.6%</b>
<b>4. Sources of Funding for Costs Appropriated in the Enterprise Fund</b>				
a. Revenue & available funds	699,082	788,834	818,854	17.1%
b. Taxation	1,839,288	2,106,950	2,118,620	15.2%
c. Free Cash				
d. Non-Enterprise available funds				
<b>Total Sources of Funding for Costs Appropriated in Enterprise Fund</b>	<b>2,538,370</b>	<b>2,895,784</b>	<b>2,937,474</b>	<b>1.4%</b>
<b>Total Revenue &amp; Other Available Funds</b>	<b>2,538,370</b>	<b>2,895,784</b>	<b>2,937,474</b>	
<b>Total Costs</b>	<b>2,424,288</b>	<b>2,895,784</b>	<b>2,937,474</b>	
<b>Variance</b>	<b>114,082</b>	<b>0</b>	<b>0</b>	

**SCHEDULE A-2  
ENTERPRISE FUNDS  
SALEM  
WATER & SEWER ENTERPRISE FUNDS COMBINED - FY16**

	<b>FY15 Actual</b>	<b>FY16 Estimated</b>	<b>FY17 Mayor's Proposed</b>	<b>% Change</b>
<b><u>1. Enterprise Revenues &amp; Available Funds</u></b>				
User Charges	12,587,721	12,350,000	12,597,000	2.0%
Penalties & Interest	103,608	128,592	100,000	-22.2%
Other Departmental Revenue	747,929	527,118	509,605	-3.3%
Water/Sewer Liens	47,119	0	0	
Intergovernmental-SESD	69,262	68,000	37,000	-45.6%
Water Backflow	108,100	82,200	80,000	-2.7%
<b>Total Revenues</b>	<b>13,663,739</b>	<b>13,155,910</b>	<b>13,323,605</b>	<b>1.3%</b>
Other Enterprise Available Funds	0	0	0	
Other Enterprise Available Funds - WS Combined				
<b>Total Revenue &amp; Available Funds</b>	<b>13,663,739</b>	<b>13,155,910</b>	<b>13,323,605</b>	<b>1.3%</b>
<b><u>2. Total Costs Appropriated</u></b>				
<b>a. Costs appropriated in enterprise fund</b>				
Public Services	1,143,313	1,197,097	1,113,160	-7.0%
Engineernig	1,272,795	1,027,832	1,010,697	-1.7%
Long Term Debt (principal and interest)	1,814,602	1,979,128	2,854,427	44.2%
Short Term Debt (interest only)	41,803	46,000	46,000	0.0%
Other (SESD assessment)	8,263,864	7,427,300	6,967,726	-6.2%
Insurance Expense (Deductibles)	2,500	7,500	7,500	0.0%
Enc/Trans Out	0	0	0	
<b>Total costs appropriated in enterprise fund</b>	<b>12,538,877</b>	<b>11,684,857</b>	<b>11,999,510</b>	<b>2.7%</b>
<b>b. Costs appropriated in the general fund (to be transferred to enterprise)</b>				
<b>Total costs appropriated in the general fund</b>	<b>1,501,654</b>	<b>1,424,095</b>	<b>1,324,095</b>	<b>-7.0%</b>
<b>Total Costs</b>	<b>14,040,531</b>	<b>13,108,952</b>	<b>13,323,605</b>	<b>1.6%</b>

**3. Calculation of General Fund Subsidy**

**SCHEDULE A-2  
ENTERPRISE FUNDS  
SALEM  
WATER & SEWER ENTERPRISE FUNDS COMBINED - FY16**

	<b>FY15 Actual</b>	<b>FY16 Estimated</b>	<b>FY17 Mayor's Proposed</b>	<b>% Change</b>
Revenue & available funds	13,663,739	13,155,910	13,323,605	1.3%
less: Total costs	14,040,531	13,108,952	13,323,605	1.6%
less: Prior year deficit				
<b>(Negative represents general fund subsidy)</b>	<b>-376,792</b>	<b>46,958</b>	<b>0</b>	

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

a. Revenue & available funds	14,040,531	13,108,952	13,323,605	1.6%
b. Taxation				
c. Free Cash				
d. Non-Enterprise available funds				
<b>Total Sources of Funding for Costs Appropriated in Enterprise Fund</b>	<b>14,040,531</b>	<b>13,108,952</b>	<b>13,323,605</b>	<b>1.6%</b>
Total Revenue & Other Available Funds	13,663,739	13,155,910	13,323,605	
Total Costs	14,040,531	13,108,952	13,323,605	
Variance	-376,792	46,958	0	



## ENTERPRISE FUND REVENUE DETAIL

In FY 2013 the City Council voted to combine the water and sewer enterprise funds as allowed by the Department of Revenue as outlined in Bulletin 2012-B (page 3/7). In FY 2012 and FY 2013 the Water Enterprise fund revenues have not been sufficient to cover expenses. In FY 2013 we had to raise \$218,738 on the General Fund Tax Recapitulation to cover the FY 2012 deficit. We also had to appropriate Free Cash to cover the June 30, 2013 deficit of approximately \$307,522.50. By combining the funds we can use sewer revenue to help offset the water deficit. For FY 2017 we are proposing to increase water and sewer rates by 2% each to cover an anticipated water revenue shortfall from the closing of the Footprint Power plant and to fund future capital projects.

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

Revenues for enterprise funds are derived from the following sources:

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

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

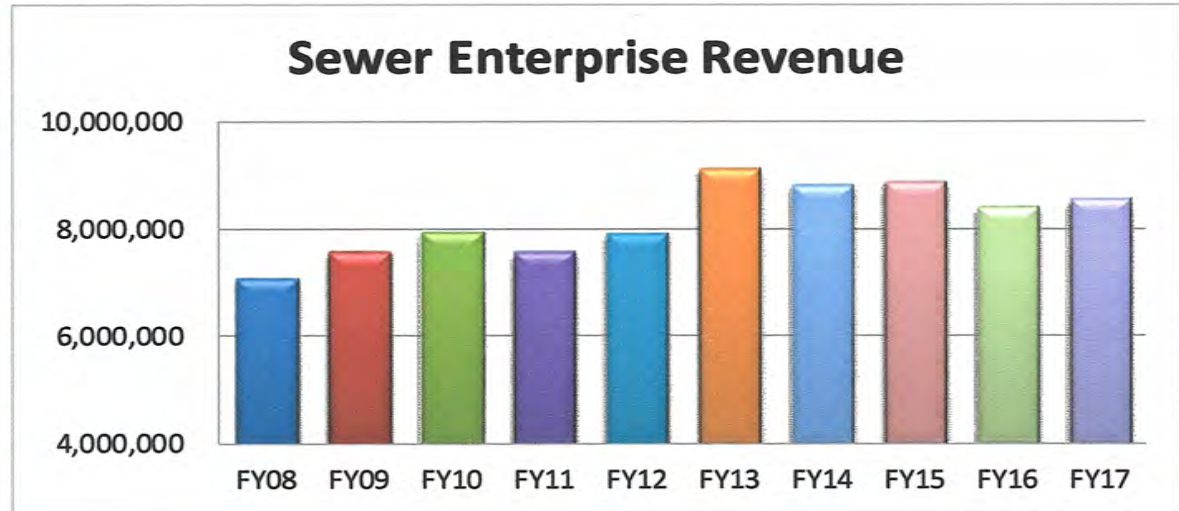
- **Sewer** – User fees, penalties and interest, sewer liens, backflow tests, other miscellaneous revenue and any fund balance surplus at the South Essex Sewerage District (SESD). SESD surpluses are the result of our assessment payment being more than the actual costs of running SESD.
- **Water** – User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

## SEWER ENTERPRISE FUND

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

In FY 2017 the City Council approved a 2% rate increase to help cover operational, debt service, and assessment charges for FY2017. We anticipate increasing retained earnings to help fund our ever increasing capital improvement program. The chart below shows an overall increase of 1.8% a portion of which will help subsidizing the Water fund which is not self-sufficient.

Sewer Enterprise Revenue		
Fiscal Year	Revenue	
2008	7,082,031	
2009	7,582,289	
2010	7,955,103	
2011	7,587,055	
2012	7,941,520	
2013	9,140,124	
2014	8,843,453	
2015	8,898,048	
2016	8,421,400	Estimated
2017	8,570,000	Estimated
% Change FY16 vs. FY17		1.8%



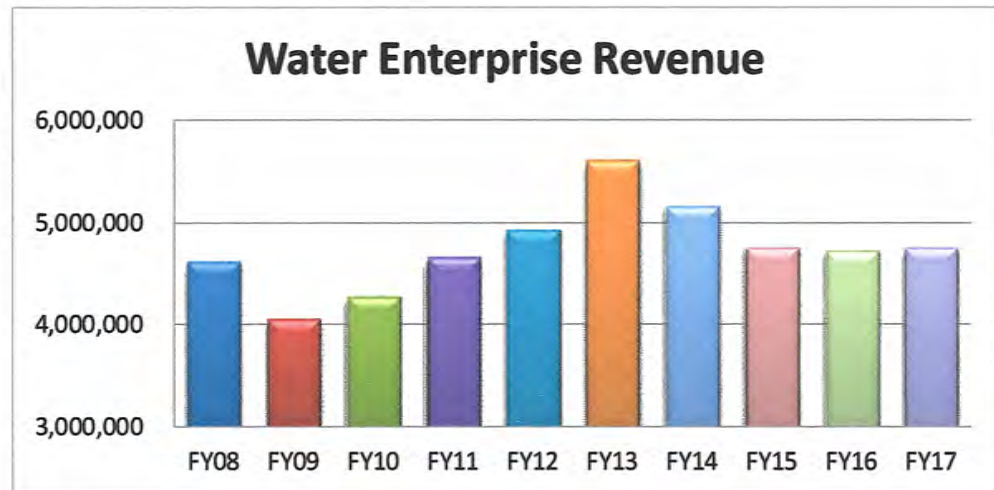
## WATER ENTERPRISE FUND

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

In FY 2017 the City Council approved a 2% rate increase to cover operational, debt service, and assessment charges for FY2017. As mentioned in the overview we combined water and sewer funds in FY 2014 as allowed by the DOR to help offset a revenue deficit in the water fund. We anticipate sewer revenues will help offset the water deficit and allow us to build up retained earning reserves to help fund future debt service for Capital Improvement Programs.

In FY 2017 we anticipate only a .4% increase due to the continued shutdown of the Footprint Power plant. Our water assessment is based on a three year average and the loss of the Footprint revenue along with the 2% water increase (and Sewer Revenue) will offset over the next couple of years as the usage/rates smooth out. We anticipate the 2% increase in water and sewer rates will help offset the Footprint revenue loss and to cover future debt.

Water Enterprise Revenue		
Fiscal Year	Revenue	
2008	4,613,919	
2009	4,056,195	
2010	4,271,357	
2011	4,662,837	
2012	4,934,150	
2013	5,616,609	
2014	5,175,132	
2015	4,765,690	
2016	4,734,510	Estimated
2017	4,753,605	Estimated
% Change FY16 vs. FY17		0.4%





## TRASH ENTERPRISE FUND

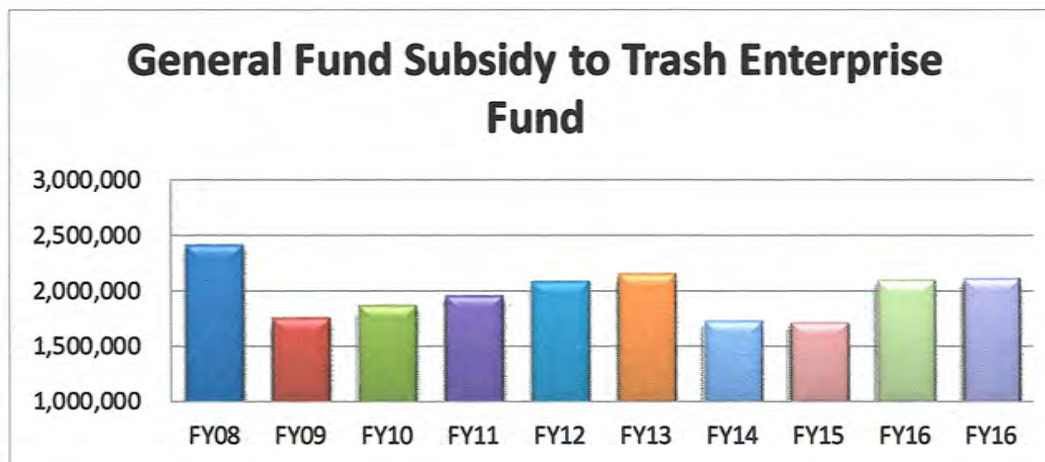
**Trash Revenue** – The trash revenues consist of penalties & interest and trash fee revenue. The general fund subsidizes 72% of the trash fund expenditures. In FY 2016 the City contracted with Waste Management to take over for North Side Carting due to North Side Carting's inability to fulfill their contractual obligations. The Solid Waste Collection line increased 22% in FY 2016 due to the change in vendor but leveled out to 3.8% for FY 2017. With mandatory recycling in the City we hope to eventually level out on solid waste disposal costs.

Trash Enterprise Revenue		
Fiscal Year	Revenue	
2008	780,268	
2009	715,844	
2010	713,827	
2011	697,050	
2012	686,835	
2013	689,358	
2014	689,358	
2015	699,082	
2016	788,834	Estimated
2017	818,854	Estimated
% Change FY16 vs. FY17		3.8%

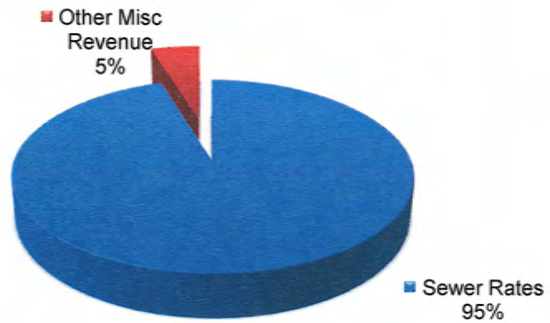


In FY 2017 we anticipate a .6% increase in the General Fund Subsidy to the Trash Enterprise Fund based on the new contract with Waste Management.

GF Subsidy to Trash Enterprise Fund		
Fiscal Year	Revenue	
2008	2,425,186	
2009	1,760,780	
2010	1,877,504	
2011	1,970,249	
2012	2,089,981	
2013	2,160,684	
2014	1,734,930	
2015	1,725,206	
2016	2,106,950	Estimated
2017	2,118,620	Estimated
% Change FY16 vs. FY17		0.6%



### ESTIMATED REVENUES SEWER ENTERPRISE FUND

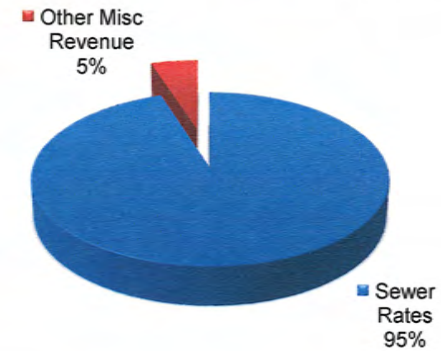


FY 2017

TOTAL

\$ 8,570,000

### ESTIMATED REVENUES SEWER ENTERPRISE FUND

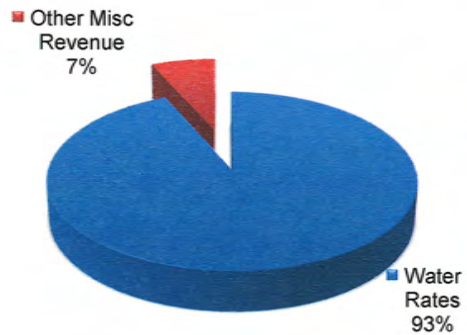


FY 2016

TOTAL

\$ 8,421,400

### ESTIMATED REVENUES WATER ENTERPRISE FUND

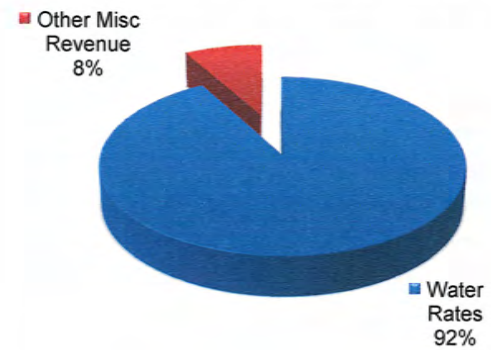


FY 2017

TOTAL

\$ 4,753,605

### ESTIMATED REVENUES WATER ENTERPRISE FUND

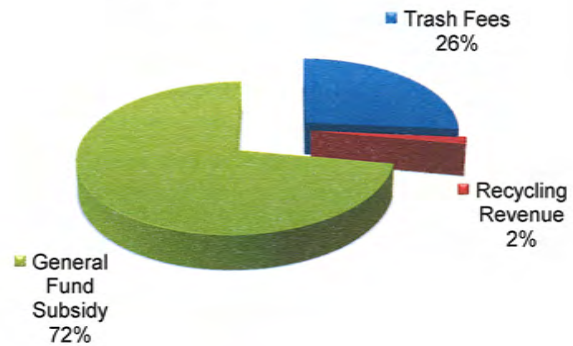


FY 2016

TOTAL

\$ 4,734,510

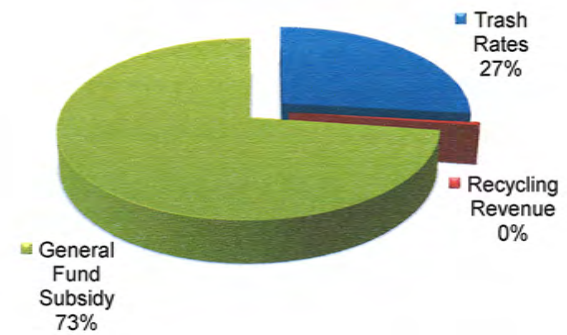
### ESTIMATED REVENUES TRASH ENTERPRISE FUND



FY 2017

TOTAL \$ 2,937,474

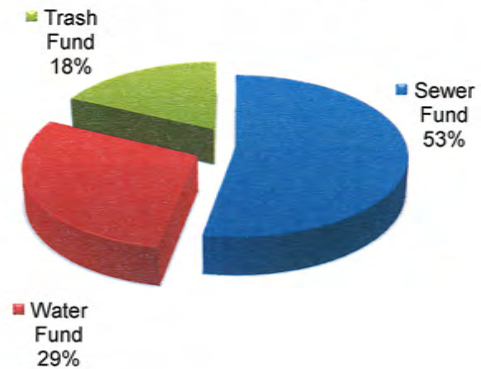
### ESTIMATED REVENUES TRASH ENTERPRISE FUND



FY 2016

TOTAL \$ 2,895,784

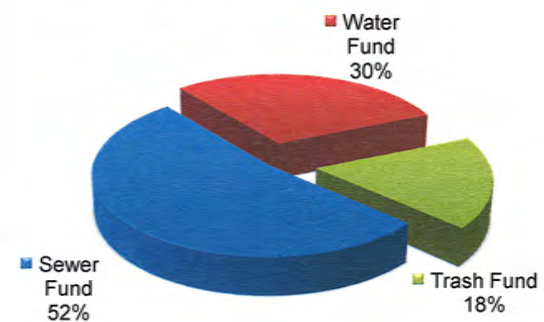
### TOTAL ESTIMATED REVENUES ENTERPRISE FUNDS



FY 2017

TOTAL \$ 16,261,079

### TOTAL ESTIMATED REVENUES ENTERPRISE FUNDS



FY 2016

TOTAL \$ 16,051,694



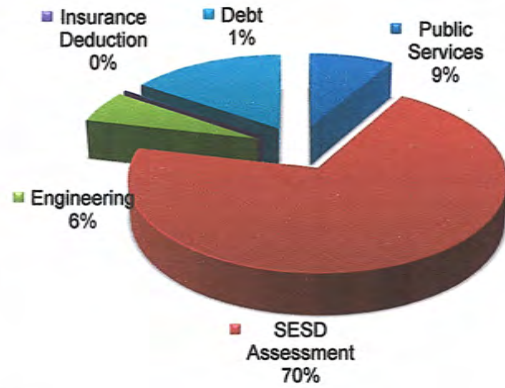
**CITY OF SALEM, MASSACHUSETTS  
FY 2017 OPERATING BUDGET**

	ACTUAL EXPENDED FY 2015	ADOPTED BUDGET FY 2016	ADJUSTED BUDGET FY 2016	DEPT BUDGET FY 2017	MAYOR BUDGET FY 2017	CITY COUNCIL BUDGET FY 2017	FY16 Adj vs. FY17 Budget Inc/Decr Amount      Percentage	
ENTERPRISE FUNDS								
SEWER :								
Sewer - Public Services	560,992	579,161	579,161	587,627	536,560	536,560	(42,601)	-7.36%
Sewer - Engineering	364,074	386,116	386,116	385,086	380,761	380,761	(5,355)	-1.39%
Long Term Debt	529,563	688,063	688,063	965,526	965,526	965,526	277,463	
Short Term Debt	12,317	13,000	13,000	13,000	13,000	13,000	-	
SESD Assessment	5,736,579	4,890,062	4,890,062	4,500,000	4,466,726	4,466,726	(423,336)	-8.66%
Sewer - Insurance Deduction	0	5,000	5,000	5,000	5,000	5,000	-	0.00%
TOTAL SEWER	7,203,525	6,561,402	6,561,402	6,456,239	6,367,573	6,367,573	-193,829	-2.95%
WATER :								
Water-Public Services	582,321	617,936	617,936	626,402	576,600	576,600	(41,336)	-6.69%
Water-Engineering	908,721	641,716	641,716	642,361	629,936	629,936	(11,780)	-1.84%
Long Term Debt	1,285,039	1,291,065	1,291,065	1,888,901	1,888,901	1,888,901	597,836	46.31%
Short Term Debt	29,486	33,000	33,000	33,000	33,000	33,000	-	0.00%
SBWS Assessment	2,527,285	2,537,238	2,537,238	2,501,000	2,501,000	2,501,000	(36,238)	-1.43%
Water - Insurance Deduction	2,500	2,500	2,500	2,500	2,500	2,500	-	
TOTAL WATER	5,335,351	5,123,455	5,123,455	5,694,164	5,631,937	5,631,937	508,482	9.92%
TRASH :								
Trash - Engineering	2,438,975	2,895,784	2,895,784	2,937,928	2,937,474	2,937,474	41,690	1.44%
TOTAL TRASH	2,438,975	2,895,784	2,895,784	2,937,928	2,937,474	2,937,474	41,690	1.44%
ENTERPRISE FUND TOTAL								
	14,977,851	14,580,641	14,580,641	15,088,331	14,936,984	14,936,984	356,343	2.44%

**PERSONNEL & NON-PERSONNEL SUMMARIES**

Sewer	Personnel	442,166	488,874	488,874	495,485	498,493	498,493	9,619	1.97%
	Non-Personnel	6,761,358	6,072,528	6,072,528	5,960,754	5,869,080	5,869,080	(203,448)	-3.35%
		<b>7,203,525</b>	<b>6,561,402</b>	<b>6,561,402</b>	<b>6,456,239</b>	<b>6,367,573</b>	<b>6,367,573</b>	<b>-193,829</b>	<b>-2.95%</b>
Water	Personnel	500,129	505,314	505,314	511,925	514,933	514,933	9,619	1.90%
	Non-Personnel	4,835,222	4,618,141	4,618,141	5,182,239	5,117,004	5,117,004	498,863	10.80%
		<b>5,335,351</b>	<b>5,123,455</b>	<b>5,123,455</b>	<b>5,694,164</b>	<b>5,631,937</b>	<b>5,631,937</b>	<b>508,482</b>	<b>9.92%</b>
Trash	Personnel	70,663	73,174	73,174	73,170	74,366	74,366	1,192	1.63%
	Non-Personnel	2,368,313	2,822,610	2,822,610	2,864,758	2,863,108	2,863,108	40,498	1.43%
		<b>2,438,975</b>	<b>2,895,784</b>	<b>2,895,784</b>	<b>2,937,928</b>	<b>2,937,474</b>	<b>2,937,474</b>	<b>41,690</b>	<b>1.44%</b>
<b>TOTAL Enterprise Fund</b>		<b>14,977,851</b>	<b>14,580,641</b>	<b>14,580,641</b>	<b>15,088,331</b>	<b>14,936,984</b>	<b>14,936,984</b>	<b>356,343</b>	<b>2.44%</b>

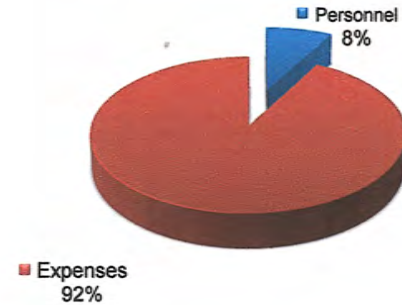
### ADOPTED BUDGET SEWER ENTERPRISE FUND



FY 2017

TOTAL \$ 6,367,573

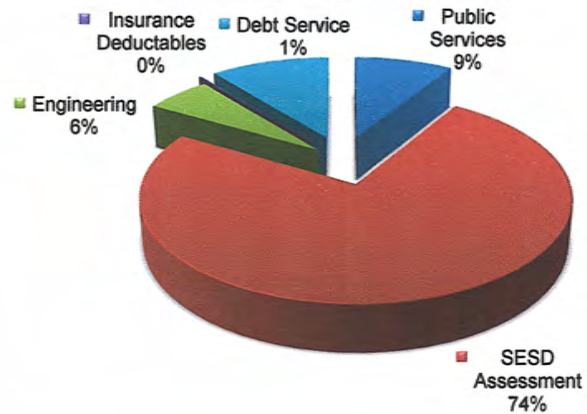
### PROPOSED BUDGET SEWER ENTERPRISE FUND



FY 2017

Personnel	498,493
Expenses	5,869,080
<b>TOTAL</b>	<b>\$6,367,573</b>

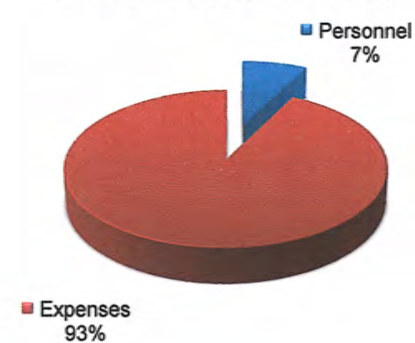
### ADOPTED BUDGET SEWER ENTERPRISE FUND



FY 2016

TOTAL \$ 6,561,402

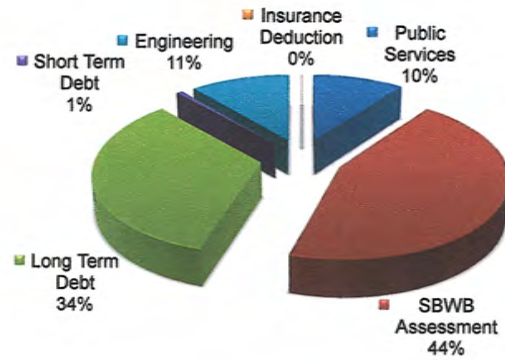
### ADOPTED BUDGET SEWER ENTERPRISE FUND



FY 2016

Personnel	488,874
Expenses	6,072,528
<b>TOTAL</b>	<b>\$6,561,402</b>

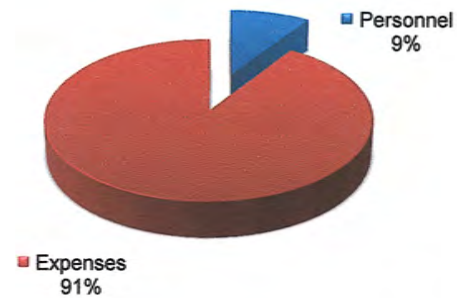
### ADOPTED BUDGET WATER ENTERPRISE FUND



FY 2017

TOTAL \$ 5,631,937

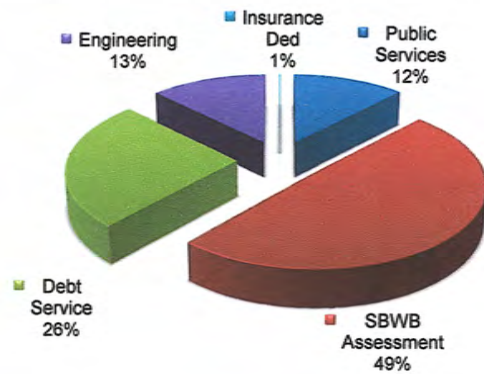
### ADOPTED BUDGET WATER ENTERPRISE FUND



FY 2017

Personnel	514,933
Expenses	5,117,004
<b>TOTAL</b>	<b>5,631,937</b>

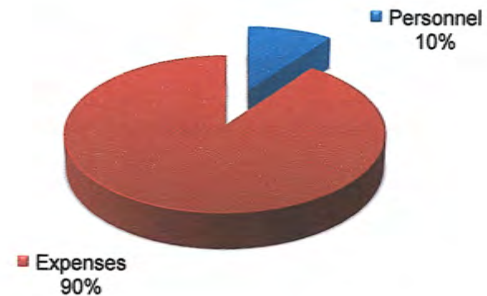
### ADOPTED BUDGET WATER ENTERPRISE FUND



FY 2016

TOTAL \$ 5,123,455

### ADOPTED BUDGET WATER ENTERPRISE FUND

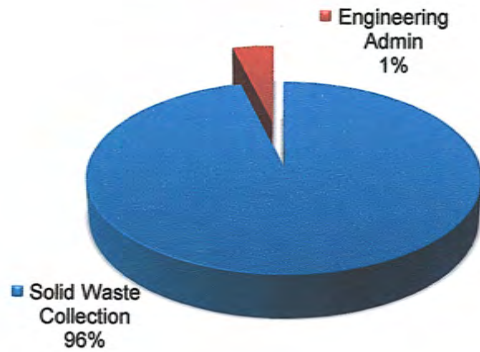


FY 2016

Personnel	505,314
Expenses	4,618,141
<b>TOTAL</b>	<b>5,123,455</b>



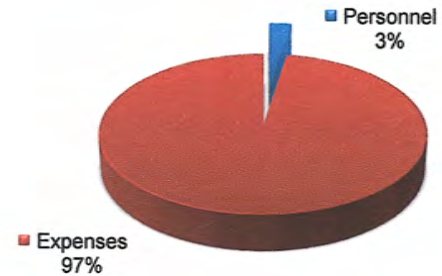
**ADOPTED BUDGET  
TRASH ENTERPRISE FUND**



**FY 2017**

**TOTAL \$ 2,937,474**

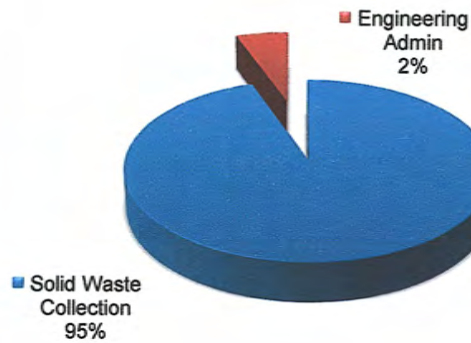
**ADOPTED BUDGET  
TRASH ENTERPRISE FUND**



**FY 2017**

Personnel	74,366
Expenses	2,863,108
<b>TOTAL</b>	<b>\$2,937,474</b>

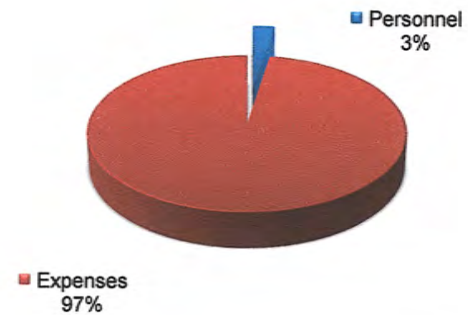
**ADOPTED BUDGET  
TRASH ENTERPRISE FUND**



**FY 2016**

**TOTAL \$ 2,895,784**

**ADOPTED BUDGET  
TRASH ENTERPRISE FUND**



**FY 2016**

Personnel	73,174
Expenses	2,822,610
<b>TOTAL</b>	<b>2,895,784</b>

## INTERFUND TRANSFERS/OTHER FINANCIAL USES (OFU)

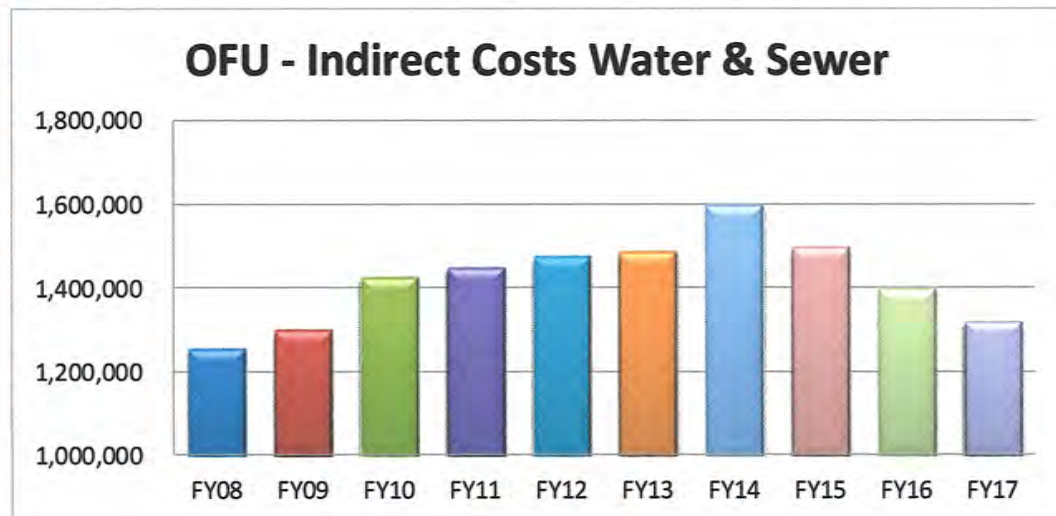
**Enterprise Fund Other Financial Uses (OFU)** - The Water and Sewer Enterprise Funds, financed by water and sewer usage charges, provide reimbursements for direct and indirect costs associated with a variety of City services, provided by Finance, Treasury, Human Resources, and other City Departments.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

Per our auditors, we have revised the way that indirect costs are calculated. The auditors have agreed that we can slowly reduce the indirect costs so that we do not significantly impacting the general fund budget. Therefore, we are going to reduce the enterprise fund indirect costs over the next several years to smooth out the process and have a less dramatic impact on the general fund budget.

For FY 2017 we continue reducing indirect costs by \$100,000 for a 5.5% decrease. Due to the more comprehensive calculation for indirect costs, the City may see the reduction of indirect costs eliminated in whole or part in FY 2018 and beyond.

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

Other Financial Uses Indirect Costs Water & Sewer		
Fiscal Year	Revenue	
2008	1,258,161	
2009	1,301,747	
2010	1,430,065	
2011	1,452,222	
2012	1,477,074	
2013	1,491,926	
2014	1,601,654	
2015	1,501,654	
2016	1,401,654	Per Recap
2017	1,324,095	Estimated
% Change FY16 vs. FY17		-5.5%





### FY17 COMBINED RETAIL WATER AND SEWER RATE COMMUNITY CHARGE COMPARISON

	Water			Sewer						Last Rate Adjustment	% change from FY2014	Annual Cost per 120 HCF (approx 90,000 gallons)	
	Residential	Commercial		Residential	Commercial								
<b>Salem - 7/1/2015 current</b>	\$ 2.92	\$ 3.96	HCF	\$ 5.96	\$ 9.03	0-250 HCF	yes	Enterprise Fund	7/1/2015	4.00%		Water:	\$ 350.40
					\$ 11.56	251+ HCF	10% water if pd. within 15 days	Water & Sewer				Sewer:	\$ 715.20
												Combined:	\$ 1,065.60
<b>Salem - 7/1/2016 Proposed</b>	\$ 2.98	\$ 4.04	HCF	\$ 6.08	\$ 9.21	0-250 HCF	yes	Enterprise Fund	7/1/2015	2.00%		Water:	\$ 357.41
					\$ 11.79	251+ HCF	10% water if pd. within 15 days	Water & Sewer				Sewer:	\$ 729.50
												Combined:	\$ 1,086.91
<b>Beverly</b>	\$ 3.56	same	HCF	\$ 5.61	same	HCF	no	Enterprise Water & Sewer	7/1/2015	2.50%		Water:	\$ 427.20
												Sewer:	\$ 673.20
												Combined:	\$ 1,100.40
<b>Chelsea</b>	\$ 4.26	same	0-10 HCF	\$ 8.11	same	0-10 HCF	no	Enterprise Fund	1/1.2015	2.00%		Water:	\$ 511.20
	\$ 5.19	same	> 10-15 HCF	\$ 8.84	same	> 10-15 HCF		Water & Sewer				Sewer:	\$ 973.20
	\$ 6.21	same	> 15HCF	\$ 10.16	same	> 15HCF						Combined:	\$ 1,484.40
<b>Danvers</b>	\$ 5.60		0-20 HCF	\$ 6.33		0-20 HCF	yes	General Fund	7/1/2014	0.00%		Water:	\$ 744.60
	\$ 6.29		20-24 HCF	\$ 6.60		20-24 HCF	15% water	Water & Sewer				Sewer:	\$ 770.40
	\$ 8.07		24 - Greater HCF	\$ 7.93		24-Greater HCF	elderly/low income					Combined:	\$ 1,515.00
		\$ 5.60	0-40 HCF		\$ 6.33	0-40 HCF							
		\$ 6.29	40- Greater HCF		\$ 6.60	40- Greater HCF							
<b>Gloucester</b>	\$ 7.00	same	HCF	\$ 13.80	same	HCF	no	Enterprise Fund	7/1/2015	5.20%		Water:	\$ 630.00
								Water & Sewer				Sewer:	\$ 1,242.00
												Combined:	\$ 1,872.00
<b>Lynn</b>	\$ 3.52	same	0-27 HCF	\$ 6.46	same	0-27 HCF	yes	Enterprise Fund	7/1/2015	0.00%		Water:	\$ 423.72
	\$ 3.63	same	27-73 HCF	\$ 6.68	same	27-73 HCF	owner occ.	Water & Sewer				Sewer:	\$ 777.84
	\$ 3.67	same	73-2,812 HCF	\$ 6.75	same	73-2,812 HCF	elderly/disabled					Combined:	\$ 1,201.56
	\$ 3.72	same	balance	\$ 6.80	same	balance	single @ 15%, 2-fam @ 7.5%, 3-Fam @ 5%						
<b>Marblehead</b>	\$ 4.70	same	0-30 HCF	\$ 8.50	same	0-30 HCF	no	Enterprise Fund	7/1/2015	-1.20%		Water:	\$ 624.00
	\$ 5.30	same	balance	\$ 9.10	same	balance		Water & Sewer				Sewer:	\$ 1,069.00
												Combined:	\$ 1,693.00
<b>Peabody</b>	\$ 2.44	\$ 2.90	0-15 HCF	\$ 3.25	\$ 3.75	0-15 HCF	no	General Fund	3/1/2003	0.00%		Water:	\$ 306.00
	\$ 2.66	\$ 3.16	15-30 HCF	\$ 3.58	\$ 4.13	balance		Water & Sewer				Sewer:	\$ 410.00
	\$ 2.90	\$ 3.44	balance									Combined:	\$ 716.00
<b>Revere</b>	\$ 3.82	\$ 12.10	HCF	\$ 11.71	\$ 17.34	HCF	yes senior	Enterprise Fund	7/1/2015	1.90%		Water:	\$ 458.40
								Water & Sewer				Sewer:	\$ 1,452.00
												Combined:	\$ 1,910.00
<b>Swampscott</b>	\$ 6.20	same	HCF	\$ 5.45	same	HCF	no	Enterprise Fund	11/1/2013	-2.80%		Water:	\$ 788.00
								Water & Sewer				Sewer:	\$ 689.00
												Combined:	\$ 1,477.00

**NOTE: All data taken from MWRA Annual Water and Sewer Retail Rate Survey - December 2015**

Average Costs of listed communities:	
Water:	\$ 545.90
Sewer:	\$ 895.18
Combined:	\$ 1,441.08

Salem vs. Comparable Communities	
Water:	\$ (188.49)
Sewer:	\$ (165.68)
Combined:	\$ (354.17)



**City of Salem**  
**Five Year Financial Forecast**  
**FY 2017 - 2021**

	% INC/DEC FY16-FY17	% INC/DEC FY17-FY21	FY16 BUDGETED	FY17 PROPOSED	FY18 PROJECTED	FY19 PROJECTED	FY20 PROJECTED	FY21 PROJECTED
<b>TOTAL: LEVY LIMIT (not included in total)</b>	3.42%		86,548,205	89,511,910	92,374,070	92,374,070	92,374,070	95,314,028
<b>REVENUES</b>								
ACTUAL REAL ESTATE AND PERSONAL PROPERTY TAX LEVY	8.05%		81,200,463	87,738,508	89,931,971	92,180,270	94,484,777	96,846,896
TOTAL: LOCAL RECEIPTS	0.83%	0.00%	17,658,000	17,804,500	17,804,500	17,804,500	17,804,500	17,804,500
CHERRY SHEET REVENUE	2.40%	1.00%	29,503,329	30,212,406	30,514,530	30,819,675	31,127,872	31,439,151
SCHOOL BLDG ASSISTANCE	0.00%	per SBA	732,824	732,824	732,824	732,824	0	0
OFS - RECURRING	2.87%	2.50%	1,116,347	1,148,332	1,177,040	1,206,466	1,236,628	1,267,544
OFS - NON RECURRING	-61.12%	0.00%	1,700,000	661,000	0	0	0	0
TOTAL ENTERPRISE FUND REVENUE	-3.20%	varies	13,073,870	12,655,250	13,026,719	13,409,168	13,802,924	14,208,322
<b>TOTAL REVENUES</b>	<b>4.12%</b>		<b>144,984,833</b>	<b>150,952,820</b>	<b>153,187,584</b>	<b>156,152,904</b>	<b>158,456,701</b>	<b>161,566,413</b>
<b>EXPENDITURES</b>								
TOTAL: GENERAL GOVERNMENT	15.13%	3.00%	5,487,393	6,317,771	6,507,304	6,702,523	6,903,599	7,110,707
TOTAL: PUBLIC SAFETY	4.98%	varies	19,491,454	20,462,901	21,456,792	22,499,500	23,593,439	24,741,145
TOTAL: PUBLIC WORKS & FACILITIES	8.77%	varies	3,816,437	4,151,095	4,315,850	4,488,246	4,668,649	4,857,440
TOTAL: HUMAN SERVICES	7.54%	3.00%	1,329,231	1,429,502	1,472,387	1,516,559	1,562,055	1,608,917
TOTAL: CULTURAL AND RECREATIONAL	3.11%		2,559,596	2,639,151	2,718,326	2,799,875	2,883,872	2,970,388
TOTAL: FIXED COSTS	-2.23%		28,452,510	27,817,644	29,102,661	30,305,925	31,576,526	32,918,592
TOTAL: DEBT SERVICE - LONG TERM	9.25%	varies	4,957,699	5,416,291	5,957,920	5,957,920	5,957,920	5,957,920
TOTAL: DEBT SERVICE - SHORT TERM	15.79%	varies	608,756	704,852	740,095	777,099	815,954	856,752
TOTAL: ESSEX TECH ASSESSMENT	-8.97%	5.00%	2,561,373	2,331,662	2,448,245	2,570,657	2,699,190	2,834,150
<b>CITY EXPENDITURE TOTAL</b>	<b>2.90%</b>	<b>3.00%</b>	<b>69,264,449</b>	<b>71,270,869</b>	<b>74,719,579</b>	<b>77,618,305</b>	<b>80,661,205</b>	<b>83,856,011</b>
TOTAL: EDUCATION	3.57%	3.00%	53,145,269	55,041,847	56,693,102	58,393,895	60,145,712	61,950,084
TOTAL: SEWER ENTERPRISE	-2.95%	varies	6,561,402	6,367,573	6,461,661	6,906,201	7,035,249	7,689,612
TOTAL: WATER ENTERPRISE	9.92%	varies	5,123,455	5,631,937	6,688,604	8,220,862	10,464,926	13,775,068
TOTAL: TRASH ENTERPRISE	1.44%	3.00%	2,895,784	2,937,474	3,025,598	3,116,366	3,209,857	3,306,153
<b>ENTERPRISE FUND EXPENDITURE TOTAL</b>	<b>2.44%</b>		<b>14,580,641</b>	<b>14,936,984</b>	<b>16,175,863</b>	<b>18,243,429</b>	<b>20,710,032</b>	<b>24,770,833</b>
<b>TOTAL - CITY, SCHOOL, AND ENTERPRISE</b>	<b>3.11%</b>		<b>136,990,359</b>	<b>141,249,700</b>	<b>147,588,545</b>	<b>154,255,630</b>	<b>161,516,950</b>	<b>170,576,928</b>
TOTAL: CHERRY SHEET ASSESSMENT	13.72%	4.00%	7,113,027	8,088,955	8,412,513	8,749,014	9,098,974	9,462,933
TOTAL: OTHER EXPENDITURES	144.56%		660,028	1,614,165	678,000	695,265	712,971	731,129
<b>TOTAL EXPENDITURES</b>	<b>4.28%</b>		<b>144,763,414</b>	<b>150,952,820</b>	<b>156,679,058</b>	<b>163,699,908</b>	<b>171,328,895</b>	<b>180,770,990</b>
<b>BUDGET GAP</b>	<b>-100.00%</b>		<b>221,419</b>	<b>0</b>	<b>-3,491,474</b>	<b>-7,547,004</b>	<b>-12,872,194</b>	<b>-19,204,578</b>

# **Five Year Financial Forecast - Narrative**

## **FY2017 through FY2021**

### **Executive Summary**

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

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

The five-year financial forecast is also used as a communication tool for both the City Council and the public. A separate power point document helps the administration communicate the long term strategies, fiscal challenges, and overall financial health of the City of Salem.

The forecast is always evolving and is constantly updated as information becomes available. The FY17 budget reflects a commitment to increasing our police force, increased efforts to battle the growing opioid crisis, and a serious investment in our public infrastructure. In addition, FY17 will continue the redevelopment of the Salem Power Plant, and several new major developments throughout the City, which will increase the tax base.

### **Revenues**

#### **Tax Levy: \$87,738,508**

The tax levy is the City's primary revenue source, comprising approximately 63% of the City's total general fund revenues. Residential property values pay 82% of the total property taxes, while commercial, industrial, and personal property values pay 18%. The City has a split tax rate of 1.65, which translates to a residential rate of \$16.67/m and a commercial rate of \$29.55/m for FY16.

The City realizes an automatic 2.5% increase to the tax levy under Proposition 2 ½, plus any increase due to "new growth" in the City. New growth includes new development, condominium conversions, and renovations/expansions to existing properties, to name a few.



The City has typically averaged approximately \$700,000 per year in new growth; however, it is recommended by the City's Assessor that the growth estimate to be used for FY2017 should be \$800,000 to reflect the FY2016 new growth number of \$1,196,035.

**Local Receipts: \$17,804,500**

Local receipts are locally generated revenues other than real and personal property taxes. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. The City has increased its estimate for local receipts by 0.83% for FY2017 due to some anticipated increases in parking revenue, increasing the hotel/motel tax, and revenue from the marijuana dispensary.

**Cherry Sheet Revenue (State Aid): \$30,212,406**

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

This year, the Legislature has increased the estimated state aid to the City of Salem by approximately \$709,077 from the FY2016 amount. Decreases included Charter Tuition Reimbursement by \$112,679 and Veteran's Benefits by \$69,623. A chapter 70 appropriation has been increased from \$21,440,122 in FY16 to \$21,600,632 in FY17, a 1.18% increase. Also, Unrestricted General Government Aid (UGGA) has been increased by \$273,450 or 4.3%.

It is difficult to gauge the amount that the Commonwealth will allocate to the 351 municipalities due to the volatile economy. Nevertheless, we need to assume a figure for purposes of completing the five-year financial forecast. Therefore, it is predicted that the State will increase the FY2017 appropriation by 1% each year through FY2021. We hope that this is a conservative estimate; however, it could be the opposite.

**School Building Assistance: \$732,824**

The Massachusetts School Building Authority (MSBA) administers the school building assistance program that reimburses cities, towns, and regional school districts varying percentages of their school construction costs depending on the wealth of the community or district and the category of reimbursement. The City of Salem was lucky enough to receive 90% reimbursement for all its building projects. It should be noted, reimbursement for said projects will end in FY2020.



### **Enterprise Fund Revenue: \$12,655,250**

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

The City of Salem has three Enterprise Funds; water, sewer, and solid waste. The water and sewer enterprise funds, with estimated revenues of \$4,753,605 and \$7,082,791 respectively, provide for full cost recovery, including indirect costs that are appropriated in the general fund. Water and sewer enterprise fund revenues are estimated to have various increases over the next four fiscal years depending on the costs of assessments from the Salem Beverly Water Supply Board and the South Essex Sewer District, as well as the debt service from some of the major projects underway in the City, including the completion of the water meter project, the reconstruction of several water mains, rehabilitation of the Folly Hill storage tanks, South River Basin upgrades, Canal Street Upgrades Phase II and water meter replacements.

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

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

For FY17, the administration is recommending a water rate increase of 2% and a sewer rate increase of 2% to cover the costs of debt service for the infrastructure repairs listed above. These rate increases are estimated to increase the average single family water/sewer bill by \$21.31 per year from FY16. The City's overall average bill is estimated to be \$1,086.91 per year, keeping Salem's annual combined water/sewer cost below the average of the comparable surrounding communities, such as Beverly, Danvers, Gloucester, and Marblehead.

The Solid Waste Enterprise fund, established in FY08, does not recoup all operating costs. However, the \$818,854 estimated revenues will cover approximately 30% of the total cost of \$2,937,474 in FY2017.

**Other Financial Resources – Recurring: \$1,148,332**

The City has three “receipts reserve” accounts; Harbormaster, Witch House, and Golf Course. Receipts reserve accounts are accounts in which proceeds are earmarked by law and placed in separate accounts for appropriation for particular purposes. The City treats these accounts similar to Enterprise Funds, by which the fees charged cover the expenses of the particular program. It is estimated that the revenues generated will increase each year by 2.5% to keep up with rising costs of running each of the three departments. This account is expected to be level funded for the foreseeable future. The City has not budgeted any non-recurring “other financial resources” for FY2017-FY2021.

**Expenses**

**General Government: \$6,317,771**

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

The expense increase for FY17 is 15.13%. This amount includes the impact of collective bargaining agreement settlements, increase in staffing in the City Clerk’s department, and several new initiatives supported by the Mayor’s office.

The estimated expense increase for general government services for the City will be 3% for FY2018-FY2021.

**Public Safety: \$20,462,901**

Departments under Public Safety include Police, Fire, Inspectional Services, Electrical and Harbormaster. The estimated expense increase for public safety for the City will be 3% for police and fire and 3% for inspectional services, electrical and harbormaster for FY2018 through FY2021. These increased are expected due to the historical costs of collective bargaining agreements for police and fire, including minimum staffing levels, as well as the rising costs of utilities for both electrical and harbormaster departments.

In FY2017, Public Safety is seeing a 4.98% increase. This amount includes the addition of two new full time police officers, the addition of social workers to help combat the impacts of the growing opioid epidemic, a full time Assistant Building Inspector/Sanitarian to work on reducing the number of Salem’s “problem properties,” and the impact of two-years of settled contracts for the Patrol and Superior Officers unions.

### **Public Works and Facilities: \$4,151,095**

Departments under Public Works and Facilities include Public Services, Engineering, Snow and Ice Removal and the Parking Department. Estimated expense increase for public services is expected to increase at 5% per year through FY2021.

The FY2017 budget reflects an 8.77% increase for public works, reflecting the addition of two new full time staff, increased use of outside contractors to address the City's ever-growing infrastructure needs, and the impact of contract settlements. Engineering and Parking expenses are expected to increase by 3% per year through FY2021, and the Snow and Ice budget will be level funded through FY2021.

### **Human Services: \$1,429,502**

Departments under Human Services include the Health Department, Council on Aging, and Veteran's Services. Expenses in human services are projected to increase by 3% per year due to normal increases in salaries and expenses, although the increase of veterans returning from war may put additional pressures on the veterans' budget which is primarily driven by costs of veterans' benefits.

### **Cultural and Recreation: \$2,639,151**

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

### **Fixed Costs: \$27,817,644**

Fixed costs are costs that are legally or contractually mandated such as health insurance, retirement assessment, Medicare, worker's compensation, unemployment, and several other items. Fixed costs continue to be the biggest challenge in municipal budgets. Each fixed cost has its own projected increase over the five year forecast that reflects the average costs municipalities are seeing in each category. The projected increases for FY2017 through FY2021 for each fixed cost are as follows:

- Health Insurance: 3%
  - By entering the GIC, Salem will see an FY16 increase of 3.1%. Statewide, the average increase in municipal health insurance is 6%. To be conservative, the average increase for FY17-19 will be 3%.
- Retirement Assessment: 3%
  - Estimated increases needed to fully fund liability by 2032.
- Retirement Anticipation Stabilization Fund: 3%
  - This fund is for those employees who retire and are due sick/vacation buyback.



- Medicare: 3%
  - Average increase in wages for City workers over the past several years.
- Municipal Insurance: 3%
  - Historical average of our increases since 2006.
- Worker's Compensation: 5%
  - We are fully insured and expect rates to increase at this level.
  - FY16 we will continue to share the cost with the school department.
- Unemployment: 5%
  - Reasonable estimate
- Non – Contributory Pension: -3%
  - Negative number due to the shrinking number of those retirees who are part of this group.

**Fixed Costs – Debt Service: \$6,121,143 (Long Term - \$5,416,291 & Short Term - \$704,852)**

Debt service is the repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue. The overall debt service for the City is scheduled to decrease for existing debt; however, as part of our capital planning, we try to maintain a 2% increase in the total cost of debt service so that we can actively manage the replacement of vehicles and machinery, maintenance on existing buildings and infrastructure, and construction of new facilities.

**Assessment – Essex Technical Vocational High School: \$2,331,662**

The assessment to the City of Salem reflects the number of students attending the school and the associated costs. It is estimated that these assessments will increase 5% through FY2019.

**Education - Salem School District: \$55,041,847**

**Bentley Academy Charter School: \$2,904,380**

The School Committee oversees the budget process for the schools, and it has a bottom line budget of \$55,041,847 for FY2017 regular school, an increase of 3.57% from FY16. Additional funds have been budgeted of (\$2,904,380) to fund the Bentley Academy Charter School.

For financial forecasting purposes, we expect that the cost of education will increase the general fund budget by 4% per year in both personnel and non-personnel expenses. The City's finance director and the School's business administrator continue to work on cost saving measures and shared services to ensure that the level of staff at the SPS will be adequate to provide quality education to its students.

### **Enterprise Fund Expenses: \$14,936,984**

Expenses in the enterprise fund represent personnel, expenses, contracted services, assessments, and debt service costs for the three enterprise funds of the City: water, sewer, and solid waste. Expenses in the funds are projected to rise from FY2017 to FY2019 as follows:

- Water Enterprise
  - Personnel: 3%
  - Expenses: 3%
  - Assessments: 3%
  - Debt Service: per debt schedule (actual and projected)
- Sewer Enterprise
  - Personnel: 3%
  - Expenses: 3%
  - Assessments: 3%
  - Debt Service: per debt schedule (actual and projected)
- Solid Waste Enterprise
  - Personnel: 3%
  - Expenses: 3%
  - Contracted Services: 3%

### **Cherry Sheet Assessment: \$8,088,955**

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

The categories of charges include mosquito control projects, RMV non-renewal surcharge, MBTA, and tuition assessment. This year's overall assessments have increased by 13.72% or \$975,927 from last year's assessment of \$7,113,027, the bulk of the increase includes a \$900,000(+) increase to the Charter School Assessment.

It is projected that the Cherry Sheet assessment from the Commonwealth will increase 4% from FY2017 to FY2019.

### **Other Expenditures: \$1,614,165**

- Overlay: \$600,000
  - Overlay is an account established annually to fund anticipated property tax abatements exemptions and uncollected taxes in that year. It is anticipated that overlay will vary in its increases due to the triennial certifications of values per the DOR and the increased values of properties throughout the City. Typically, a municipality will increase its overlay on certification years (our triennial will have occurred in FY2016) due to the adjustments typically made to conform to all Massachusetts General Laws for assessing property taxes.
- Snow and Ice Deficit \$953,000
  - We are still paying for the winter season of FY2016 and therefore our deficit in total is \$953,000; \$661,000 of FY16 amortized debt, and \$292,000 of FY2017 costs. It is anticipated that future years will have deficits. Additionally, the City will have one more payment in FY2018 of \$661,000 to conclude the amortized debt of FY2016.
- Cherry Sheet Offset: \$61,165
  - Offset receipts are receipts from the Cherry Sheet that are to be used for a specific purpose (school lunch and public library). These obligations are expected to increase 3% for FY2017 to FY2019.

### **Conclusion**

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

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

The five year forecast, combined with the capital improvement program and FY2017 budget will continue to be the basis for all future financial planning for the City of Salem.



City of Salem, Massachusetts  
Fiscal 2017  
Long Term Debt Service By Month  
6-Apr-16

Purpose	1710:	Original Principal		July	August	September	October	November	December	January	February	March	April	May	June	Total
1 MWPAT DW-05-12	610034 5916	\$2,330,656	Principal	114,805.00						0.00						114,805.00
	610034 5936		Interest	13,984.68						12,836.63						26,821.31
MWPAT DW-05-12			Principal	114,805.00						0.00						114,805.00
Payable July 15 and January 15			Interest	13,984.68						12,836.63						26,821.31
2 High School	5908H	\$6,885,633	Principal				345,000.00						0.00			345,000.00
	5948H		Interest				83,353.13						76,453.13			159,806.26
3 Ferry Boat Project	5918	\$775,000	Principal				60,000.00						0.00			60,000.00
	5938		Interest				5,900.00						4,700.00			10,600.00
4 Water System Improvements	610034 5920	\$3,250,503	Principal				165,000.00						0.00			165,000.00
	610034 5939		Interest				38,900.00						35,600.00			74,500.00
General Obligation Bonds of 2007			Principal				570,000.00						0.00			570,000.00
Payable October 15 and April 15			Interest				128,153.13						116,753.13			244,906.26
5 Bates School	5919C	\$6,656,100	Principal			766,000.00						0.00				766,000.00
Refunding			Interest			54,102.50						42,612.50				96,715.00
6 Golf Course Clubhouse	5919D	\$172,000	Principal			19,000.00						0.00				19,000.00
Refunding			Interest			285.00						0.00				285.00
General Obligation State Qualified Bonds of 2010			Principal			785,000.00						0.00				785,000.00
Payable September 1 and March 1			Interest			54,387.50						42,612.50				97,000.00
7 Water Systems Improvement		\$1,964,000	Principal			100,000.00						0.00				100,000.00
			Interest			29,200.00						27,200.00				56,400.00
8 Water Meters		\$3,000,000	Principal			200,000.00						0.00				200,000.00
			Interest			40,000.00						36,000.00				76,000.00
9 Water Main		\$2,500,000	Principal			140,000.00						0.00				140,000.00
			Interest			36,000.00						33,200.00				69,200.00
10 Sewer Pump Station		\$190,000	Principal			10,000.00						0.00				10,000.00
			Interest			2,600.00						2,400.00				5,000.00
11 South River Basin Upgrade		\$1,500,000	Principal			85,000.00						0.00				85,000.00
			Interest			21,400.00						19,700.00				41,100.00
12 Golf Course Dept. Equip		\$100,000	Principal			10,000.00						0.00				10,000.00
			Interest			1,000.00						800.00				1,800.00
13 Dump Truck		\$65,000	Principal			5,000.00						0.00				5,000.00
			Interest			400.00						300.00				700.00
14 DPW Equipment		\$65,000	Principal			5,000.00						0.00				5,000.00
			Interest			400.00						300.00				700.00
15 Engineering Infrastructure		\$150,000	Principal			15,000.00						0.00				15,000.00
			Interest			1,500.00						1,200.00				2,700.00
16 Engineering Seawalls		\$50,000	Principal			5,000.00						0.00				5,000.00
			Interest			500.00						400.00				900.00
21 Fire Pumper Truck		\$375,000	Principal			25,000.00						0.00				25,000.00
			Interest			5,000.00						4,500.00				9,500.00
23 Parking Equipment		\$50,000	Principal			5,000.00						0.00				5,000.00
			Interest			500.00						400.00				900.00
24 Witch House		\$50,000	Principal			5,000.00						0.00				5,000.00
			Interest			500.00						400.00				900.00
25 Departmental Equipment		\$50,000	Principal			5,000.00						0.00				5,000.00
			Interest			500.00						400.00				900.00
26 Forest River Pool		\$165,000	Principal			15,000.00						0.00				15,000.00
			Interest			1,500.00						1,200.00				2,700.00
27 Forest River Park		\$50,000	Principal			5,000.00						0.00				5,000.00
			Interest			500.00						400.00				900.00
28 Willow Public Bathroom		\$100,000	Principal			10,000.00						0.00				10,000.00
			Interest			1,000.00						800.00				1,800.00
29 Fire Alarm Receiver		\$30,000	Principal			5,000.00						0.00				5,000.00
			Interest			100.00						0.00				100.00
31 School Fire Alarm Systems		\$130,000	Principal			15,000.00						0.00				15,000.00
			Interest			1,100.00						800.00				1,900.00
32 School Buses		\$135,000	Principal			15,000.00						0.00				15,000.00
			Interest			1,200.00						900.00				2,100.00
33 School Infrastructure		\$75,000	Principal			5,000.00						0.00				5,000.00
			Interest			1,000.00						900.00				1,900.00
38 Fire SCBA Compressor		\$50,000	Principal			5,000.00						0.00				5,000.00
			Interest			500.00						400.00				900.00
39 Public Service Equip. & Vehicles		\$295,000	Principal			30,000.00						0.00				30,000.00

City of Salem, Massachusetts  
Fiscal 2017  
Long Term Debt Service By Month  
6-Apr-16

Purpose	1710:	Original Principal	July	August	September	October	November	December	January	February	March	April	May	June	Total
40 Public Service Garage Doors		Interest			2,900.00						2,300.00				5,200.00
		Principal			5,000.00						0.00				5,000.00
41 Roads, Sidewalks & Crosswalks		Interest			100.00						0.00				100.00
		Principal			110,000.00						0.00				110,000.00
42 Playground Equipment		Interest			19,000.00						16,800.00				35,800.00
		Principal			5,000.00						0.00				5,000.00
43 Furlong Park Remodeling		Interest			500.00						400.00				900.00
		Principal			20,000.00						0.00				20,000.00
45 Roads, Sidewalks & Crosswalks 2		Interest			3,600.00						3,200.00				6,800.00
		Principal			10,000.00						0.00				10,000.00
46 Canal St. Improvement Design		Interest			2,000.00						1,800.00				3,800.00
		Principal			35,000.00						0.00				35,000.00
47 Storage Tanks		Interest			6,100.00						5,400.00				11,500.00
		Principal			100,000.00						0.00				100,000.00
48 School Ballfield Remodeling		Interest			10,000.00						8,000.00				18,000.00
		Principal			5,000.00						0.00				5,000.00
49 School Field House Remodeling		Interest			900.00						800.00				1,700.00
		Principal			5,000.00						0.00				5,000.00
		Interest			300.00						200.00				500.00
General Obligation State Qualified Bonds of 2010		Principal			1,015,000.00						0.00				1,015,000.00
Payable September 1 and March 1		Interest			191,800.00						171,500.00				363,300.00
50 Water System Improvements	\$1,412,402	Principal			55,000.00						0.00				55,000.00
		Interest			19,475.00						18,650.00				38,125.00
51 Sewer Pump Station Upgrade	\$210,000	Principal			10,000.00						0.00				10,000.00
		Interest			2,818.75						2,668.75				5,487.50
52 South River Basin Upgrade	\$500,000	Principal			20,000.00						0.00				20,000.00
		Interest			6,856.25						6,556.25				13,412.50
53 South River Basin Upgrade 2	\$350,000	Principal			15,000.00						0.00				15,000.00
		Interest			4,812.50						4,587.50				9,400.00
54 Forrester Street Drain Relief	\$375,000	Principal			15,000.00						0.00				15,000.00
		Interest			5,162.50						4,937.50				10,100.00
55 Domain Controller & Exchange Services	\$50,000	Principal			10,000.00						0.00				10,000.00
		Interest			300.00						150.00				450.00
56 Domain Controller & Exchange Services 2	\$75,000	Principal			15,000.00						0.00				15,000.00
		Interest			450.00						225.00				675.00
57 City Hall Roof	\$660,000	Principal			15,000.00						0.00				15,000.00
		Interest			10,112.50						9,887.50				20,000.00
58 City Hall Skylights	\$150,000	Principal			5,000.00						0.00				5,000.00
		Interest			2,200.00						2,125.00				4,325.00
59 City Hall Windows	\$340,000	Principal			5,000.00						0.00				5,000.00
		Interest			5,356.25						5,281.25				10,637.50
60 City Hall Masonry Repairs	\$850,000	Principal			20,000.00						0.00				20,000.00
		Interest			13,071.88						12,771.88				25,843.76
61 Parking Study	\$200,000	Principal			40,000.00						0.00				40,000.00
		Interest			1,200.00						600.00				1,800.00
62 Police Vehicle Replacement	\$120,000	Principal			25,000.00						0.00				25,000.00
		Interest			750.00						375.00				1,125.00
63 Public Service Equipment	\$65,000	Principal			15,000.00						0.00				15,000.00
		Interest			450.00						225.00				675.00
64 Roads, Sidewalks & Crosswalks	\$800,000	Principal			45,000.00						0.00				45,000.00
		Interest			10,634.38						9,959.38				20,593.76
65 Collins Cove Seawall	\$125,000	Principal			5,000.00						0.00				5,000.00
		Interest			1,709.38						1,634.38				3,343.76
66 Parks & Rec Equipment	\$35,000	Principal			10,000.00						0.00				10,000.00
		Interest			300.00						150.00				450.00
67 School - Wheelchair Bus	\$87,500	Principal			20,000.00						0.00				20,000.00
		Interest			600.00						300.00				900.00
68 School - Conventional Bus	\$90,000	Principal			20,000.00						0.00				20,000.00
		Interest			600.00						300.00				900.00
69 Remediation	\$1,400,000	Principal			35,000.00						0.00				35,000.00
		Interest			21,393.75						20,868.75				42,262.50
70 Collins School	\$1,312,938	Principal			30,000.00						0.00				30,000.00
		Interest			20,031.25						19,581.25				39,612.50

City of Salem, Massachusetts  
Fiscal 2017  
Long Term Debt Service By Month  
6-Apr-16

Purpose	1710:	Original Principal	July	August	September	October	November	December	January	February	March	April	May	June	Total
71 Collins School 2		\$5,326,916	Principal		120,000.00						0.00				120,000.00
			Interest		82,115.63						80,315.63				162,431.26
72 Saltonstall School		\$1,188,000	Principal		30,000.00						0.00				30,000.00
			Interest		18,221.88						17,771.88				35,993.76
73 Saltonstall School 2		\$2,468,244	Principal		55,000.00						0.00				55,000.00
			Interest		38,050.00						37,225.00				75,275.00
General Obligation State Qualified Bonds of 2012			Principal		635,000.00						0.00				635,000.00
Payable September 1 and March 1			Interest		266,671.90						257,146.90				523,818.80
74 Saltonstall Elementary School		\$1,595,000	Principal					60,000.00						0.00	60,000.00
			Interest					28,068.75						27,168.75	55,237.50
75 Collins Middle School		\$3,295,000	Principal					120,000.00						0.00	120,000.00
			Interest					57,831.25						56,031.25	113,862.50
76 School Building Repairs		\$150,000	Principal					10,000.00						0.00	10,000.00
			Interest					2,353.13						2,203.13	4,556.26
77 School Department Equipment & Infrastructure		\$100,000	Principal					10,000.00						0.00	10,000.00
			Interest					1,500.00						1,350.00	2,850.00
78 Police Equipment - Radio Replacement		\$200,000	Principal					20,000.00						0.00	20,000.00
			Interest					3,000.00						2,700.00	5,700.00
79 Fire Equipment - Ladder Truck		\$1,100,000	Principal					65,000.00						0.00	65,000.00
			Interest					17,668.75						16,693.75	34,362.50
80 Electric Department Equipment - Bucket Truck		\$100,000	Principal					10,000.00						0.00	10,000.00
			Interest					1,500.00						1,350.00	2,850.00
81 Parks & Recreation Equipment		\$140,000	Principal					5,000.00						0.00	5,000.00
			Interest					2,425.00						2,350.00	4,775.00
82 Canal Street Utility Program		\$3,900,000	Principal					145,000.00						0.00	145,000.00
			Interest					68,493.75						66,318.75	134,812.50
83 Bowditch School		\$764,500	Principal					84,500.00						0.00	84,500.00
Refunding			Interest					11,217.50						9,950.00	21,167.50
84 Carlton School		\$545,800	Principal					60,000.00						0.00	60,000.00
Refunding			Interest					7,875.00						6,975.00	14,850.00
85 Witchcraft School		\$927,000	Principal					95,000.00						0.00	95,000.00
Refunding			Interest					15,378.13						13,953.13	29,331.26
86 Carlton School		\$272,200	Principal					30,500.00						0.00	30,500.00
Refunding			Interest					4,420.00						3,962.50	8,382.50
87 Parking Garage Repairs		\$345,500	Principal					75,000.00						0.00	75,000.00
Refunding			Interest					4,650.00						3,525.00	8,175.00
General Obligation State Qualified Bonds of 2013			Principal					790,000.00						0.00	790,000.00
Payable December 1 and June 1			Interest					226,381.26						214,531.26	440,912.52
88 South River Basin Upgrade		\$2,000,000	Principal					100,000.00						0.00	100,000.00
			Interest					33,312.50						31,312.50	64,625.00
89 Drain Improvements		\$300,000	Principal					15,000.00						0.00	15,000.00
			Interest					4,996.88						4,696.88	9,693.76
90 Road Improvements		\$2,000,000	Principal					200,000.00						0.00	200,000.00
			Interest					36,000.00						32,000.00	68,000.00
91 Bertram Field		\$1,500,000	Principal					110,000.00						0.00	110,000.00
			Interest					25,306.25						23,106.25	48,412.50
92 Electric - Generator		\$65,000	Principal					5,000.00						0.00	5,000.00
			Interest					1,106.25						1,006.25	2,112.50
93 Fire - SCBA		\$55,000	Principal					10,000.00						0.00	10,000.00
			Interest					800.00						600.00	1,400.00
94 Fire - Jaws of Life		\$42,000	Principal					10,000.00						0.00	10,000.00
			Interest					600.00						400.00	1,000.00
95 Fire - Station 4 Door Alteration		\$60,000	Principal					15,000.00						0.00	15,000.00
			Interest					900.00						600.00	1,500.00
96 Parking - Waterproofing		\$1,120,000	Principal					60,000.00						0.00	60,000.00
			Interest					18,621.88						17,421.88	36,043.76
97 Planning - MBTA Station		\$500,000	Principal					25,000.00						0.00	25,000.00
			Interest					8,328.13						7,828.13	16,156.26
98 DPW Backhoe		\$128,000	Principal					25,000.00						0.00	25,000.00
			Interest					2,000.00						1,500.00	3,500.00
99 Engineering - Roadway		\$150,000	Principal					30,000.00						0.00	30,000.00
			Interest					2,400.00						1,800.00	4,200.00
100 Engineering - Canal Street		\$210,000	Principal					45,000.00						0.00	45,000.00



**City of Salem, Massachusetts**  
**Fiscal 2017**  
**Long Term Debt Service By Month**  
**6-Apr-16**

Purpose	1710:	Original Principal	July	August	September	October	November	December	January	February	March	April	May	June	Total
101 Engineering - Bike Path		\$25,000	Interest					3,300.00						2,400.00	5,700.00
			Principal					5,000.00						0.00	5,000.00
			Interest					400.00						300.00	700.00
102 School - District Wide Security		\$125,000	Principal					25,000.00						0.00	25,000.00
			Interest					2,000.00						1,500.00	3,500.00
General Obligation Bonds of 2014			Principal					680,000.00						0.00	680,000.00
Payable December 1 and June 1			Interest					140,071.89						126,471.89	266,543.78
103 Folly Hill Tank Storage I		\$2,000,000	Principal				225,000.00						0.00		225,000.00
			Interest				79,051.39						41,000.00		120,051.39
104 Folly Hill Tank Storage II		\$1,000,000	Principal				115,000.00						0.00		115,000.00
			Interest				39,434.31						20,425.00		59,859.31
105 System Flushing/Valve Maintenance		\$400,000	Principal				45,000.00						0.00		45,000.00
			Interest				15,810.28						8,200.00		24,010.28
106 Meter Replacement Program		\$100,000	Principal				15,000.00						0.00		15,000.00
			Interest				3,792.64						1,925.00		5,717.64
107 Valve Pipe Replacement		\$100,000	Principal				15,000.00						0.00		15,000.00
			Interest				3,792.64						1,925.00		5,717.64
108 I/I Study, Design & Construction		\$750,000	Principal				40,000.00						0.00		40,000.00
			Interest				26,200.05						13,934.38		40,134.43
109 Canal St. Phase II		\$1,750,000	Principal				90,000.00						0.00		90,000.00
			Interest				60,756.48						32,340.63		93,097.11
110 Illicit Connection Removal		\$100,000	Principal				5,000.00						0.00		5,000.00
			Interest				3,455.64						1,840.63		5,296.27
111 Line Extension, Rehab & Upgrades		\$50,000	Principal				5,000.00						0.00		5,000.00
			Interest				2,010.56						1,050.00		3,060.56
112 Garage Updates		\$150,000	Principal				10,000.00						0.00		10,000.00
			Interest				5,466.20						2,890.63		8,356.83
113 Kiosk Umbrellas		\$50,000	Principal				10,000.00						0.00		10,000.00
			Interest				1,873.47						925.00		2,798.47
114 Computer Replacement Program		\$210,000	Principal				25,000.00						0.00		25,000.00
			Interest				8,225.00						4,250.00		12,475.00
115 District-Wide Security Updates		\$75,000	Principal				10,000.00						0.00		10,000.00
			Interest				2,878.75						1,475.00		4,353.75
116 Replace Lunchroom/Cafeteria Equipment		\$35,000	Principal				5,000.00						0.00		5,000.00
			Interest				1,325.14						675.00		2,000.14
117 HS Transformer Replacement		\$60,000	Principal				10,000.00						0.00		10,000.00
			Interest				2,193.33						1,100.00		3,293.33
118 Saltonstall Elementary School I		\$583,000	Principal				33,000.00						0.00		33,000.00
			Interest				20,200.37						10,721.88		30,922.25
119 Saltonstall Elementary School II		\$253,686	Principal				18,686.00						0.00		18,686.00
			Interest				8,989.21						4,731.25		13,720.46
120 Collins Middle School I		\$380,000	Principal				20,000.00						0.00		20,000.00
			Interest				13,234.25						7,040.63		20,274.88
121 Collins Middle School II		\$820,000	Principal				45,000.00						0.00		45,000.00
			Interest				28,284.86						15,025.00		43,309.86
122 Collins Middle School III		\$1,151,161	Principal				61,161.00						0.00		61,161.00
			Interest				40,043.84						21,296.88		61,340.72
123 Golf Course Equipment		\$113,639	Principal				18,639.00						0.00		18,639.00
			Interest				4,270.40						2,150.00		6,420.40
124 Wrought Iron Fence		\$50,000	Principal				5,000.00						0.00		5,000.00
			Interest				2,010.56						1,050.00		3,060.56
125 Memorial Park Pillars & Fencing		\$27,800	Principal				7,800.00						0.00		7,800.00
			Interest				919.37						425.00		1,344.37
126 Blaney Street Terminal - City Match		\$250,000	Principal				15,000.00						0.00		15,000.00
			Interest				8,921.84						4,731.25		13,653.09
127 Winter Island Pathway & Fort Restoration		\$50,000	Principal				5,000.00						0.00		5,000.00
			Interest				2,010.56						1,050.00		3,060.56
128 Police CAD/RMS Replacement		\$320,378	Principal				80,378.00						0.00		80,378.00
			Interest				10,242.46						4,800.00		15,042.46
129 Police Vehicle GPS Units		\$40,000	Principal				5,000.00						0.00		5,000.00
			Interest				1,553.61						800.00		2,353.61
130 DPS 1988 Ladder Replacement		\$198,200	Principal				18,200.00						0.00		18,200.00
			Interest				7,392.45						3,862.50		11,254.95

City of Salem, Massachusetts  
Fiscal 2017  
Long Term Debt Service By Month  
6-Apr-16

Purpose	1710:	Original Principal	July	August	September	October	November	December	January	February	March	April	May	June	Total
131 DPS 2000 Dump Truck Replacement		\$152,136	Principal				17,136.00						0.00		17,136.00
			Interest				5,568.07						2,875.00		8,443.07
132 Paving		\$650,000	Principal				50,000.00						0.00		50,000.00
			Interest				23,875.35						12,562.50		36,437.85
133 Seawalls		\$200,000	Principal				15,000.00						0.00		15,000.00
			Interest				6,854.17						3,600.00		10,454.17
134 Bike Path		\$25,000	Principal				5,000.00						0.00		5,000.00
			Interest				868.19						425.00		1,293.19
General Obligation Bonds of 2015			Principal				1,045,000.00						0.00		1,045,000.00
Payable November 1 and May 1			Interest				441,505.44						231,103.16		672,608.60
Total			Principal	114,805.00	0.00	2,435,000.00	570,000.00	1,045,000.00	1,470,000.00	0.00	0.00	0.00	0.00	0.00	5,634,805.00
			Interest	13,984.68	0.00	512,859.40	128,153.13	441,505.44	366,453.15	12,836.63	0.00	471,259.40	116,753.13	231,103.16	2,635,911.27
Grand Total				128,789.68	0.00	2,947,859.40	698,153.13	1,486,505.44	1,836,453.15	12,836.63	0.00	471,259.40	116,753.13	231,103.16	8,270,716.27

Total Debt Service

Total			Principal	114,805.00	0.00	2,435,000.00	570,000.00	1,045,000.00	1,470,000.00	0.00	0.00	0.00	0.00	0.00	5,634,805.00
			Interest	13,984.68	0.00	512,859.40	128,153.13	441,505.44	366,453.15	12,836.63	0.00	471,259.40	116,753.13	231,103.16	2,635,911.27
Grand Total				128,789.68	0.00	2,947,859.40	698,153.13	1,486,505.44	1,836,453.15	12,836.63	0.00	471,259.40	116,753.13	231,103.16	8,270,716.27

## Aggregate Net Debt Service - FY2017

Date	Issue : Purpose	Principal	Interest	Net New D/S
07/15/2016	December 14 2006 DW-05-12 (O) : SINGLE PURPOSE	114,805.00	13,984.68	128,789.68
<b>Subtotal</b>		<b>\$114,805.00</b>	<b>\$13,984.68</b>	<b>\$128,789.68</b>
09/01/2016	January 27 2010 NSR (SQ) : Adv Ref Sept 15 2000 Bates School (O)	766,000.00	54,102.50	820,102.50
	January 27 2010 NSR (SQ) : Adv Ref Sept 15 2000 Golf Course Clubhouse (I)	19,000.00	285.00	19,285.00
	October 15 2010 (SQ) : Water Systems Improvement (O)	100,000.00	29,200.00	129,200.00
	October 15 2010 (SQ) : Water Meters (O)	200,000.00	40,000.00	240,000.00
	October 15 2010 (SQ) : Water Main (O)	140,000.00	36,000.00	176,000.00
	October 15 2010 (SQ) : Sewer Pump Station (I)	10,000.00	2,600.00	12,600.00
	October 15 2010 (SQ) : South River Basin Upgrade (I)	85,000.00	21,400.00	106,400.00
	October 15 2010 (SQ) : Golf Course Dept. Equip (I)	10,000.00	1,000.00	11,000.00
	October 15 2010 (SQ) : Dump Truck (I)	5,000.00	400.00	5,400.00
	October 15 2010 (SQ) : DPW Equipment (I)	5,000.00	400.00	5,400.00
	October 15 2010 (SQ) : Engineering Infrastructure (I)	15,000.00	1,500.00	16,500.00
	October 15 2010 (SQ) : Engineering Seawalls (I)	5,000.00	500.00	5,500.00
	October 15 2010 (SQ) : Fire Pumper Truck (I)	25,000.00	5,000.00	30,000.00
	October 15 2010 (SQ) : Parking Equipment (I)	5,000.00	500.00	5,500.00
	October 15 2010 (SQ) : Witch House (I)	5,000.00	500.00	5,500.00
	October 15 2010 (SQ) : Departmental Equipment (I)	5,000.00	500.00	5,500.00
	October 15 2010 (SQ) : Forest River Pool (I)	15,000.00	1,500.00	16,500.00
	October 15 2010 (SQ) : Forest River Park (I)	5,000.00	500.00	5,500.00
	October 15 2010 (SQ) : Willow Public Bathroom (I)	10,000.00	1,000.00	11,000.00
	October 15 2010 (SQ) : Fire Alarm Receiver (I)	5,000.00	100.00	5,100.00
	October 15 2010 (SQ) : School Fire Alarm Systems (I)	15,000.00	1,100.00	16,100.00
	October 15 2010 (SQ) : School Buses (I)	15,000.00	1,200.00	16,200.00
	October 15 2010 (SQ) : School Infrastructure (I)	5,000.00	1,000.00	6,000.00
	October 15 2010 (SQ) : Fire SCBA Compressor (I)	5,000.00	500.00	5,500.00
	October 15 2010 (SQ) : Public Service Equip. & Vehicles (I)	30,000.00	2,900.00	32,900.00
	October 15 2010 (SQ) : Public Service Garage Doors (I)	5,000.00	100.00	5,100.00
	October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks (I)	110,000.00	19,000.00	129,000.00
	October 15 2010 (SQ) : Playground Equipment (I)	5,000.00	500.00	5,500.00
	October 15 2010 (SQ) : Furlong Park Remodeling (I)	20,000.00	3,600.00	23,600.00
	October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks 2 (I)	10,000.00	2,000.00	12,000.00
	October 15 2010 (SQ) : Canal St. Improvement Design (I)	35,000.00	6,100.00	41,100.00
	October 15 2010 (SQ) : Storage Tanks (O)	100,000.00	10,000.00	110,000.00
	October 15 2010 (SQ) : School Ballfield Remodeling (I)	5,000.00	900.00	5,900.00
	October 15 2010 (SQ) : School Field House Remodeling (I)	5,000.00	300.00	5,300.00
	September 27 2012 : Water System Improvements (OSQ)	55,000.00	19,475.00	74,475.00
	September 27 2012 : Sewer Pump Station Upgrade (ISQ)	10,000.00	2,818.75	12,818.75
	September 27 2012 : South River Basin Upgrade (ISQ)	20,000.00	6,856.25	26,856.25
	September 27 2012 : South River Basin Upgrade 2 (ISQ)	15,000.00	4,812.50	19,812.50
	September 27 2012 : Forrester Street Drain Relief (ISQ)	15,000.00	5,162.50	20,162.50
	September 27 2012 : Domain Controller & Exchange Services (ISQ)	10,000.00	300.00	10,300.00
	September 27 2012 : Domain Controller & Exchange Services 2 (ISQ)	15,000.00	450.00	15,450.00
	September 27 2012 : City Hall Roof (ISQ)	15,000.00	10,112.50	25,112.50
	September 27 2012 : City Hall Skylights (ISQ)	5,000.00	2,200.00	7,200.00



## Aggregate Net Debt Service - FY2017

Date	Issue : Purpose	Principal	Interest	Net New D/S
September 27 2012	: City Hall Windows (ISQ)	5,000.00	5,356.25	10,356.25
September 27 2012	: City Hall Masonry Repairs (ISQ)	20,000.00	13,071.88	33,071.88
September 27 2012	: Parking Study (ISQ)	40,000.00	1,200.00	41,200.00
September 27 2012	: Police Vehicle Replacement (ISQ)	25,000.00	750.00	25,750.00
September 27 2012	: Public Service Equipment (ISQ)	15,000.00	450.00	15,450.00
September 27 2012	: Roads, Sidewalks & Crosswalks (ISQ)	45,000.00	10,634.38	55,634.38
September 27 2012	: Collins Cove Seawall (ISQ)	5,000.00	1,709.38	6,709.38
September 27 2012	: Parks & Rec. Equipment (ISQ)	10,000.00	300.00	10,300.00
September 27 2012	: School- Wheelchair Bus (ISQ)	20,000.00	600.00	20,600.00
September 27 2012	: School- Conventional Bus (ISQ)	20,000.00	600.00	20,600.00
September 27 2012	: Remediation (ISQ)	35,000.00	21,393.75	56,393.75
September 27 2012	: Collins School (OSQ)	30,000.00	20,031.25	50,031.25
September 27 2012	: Collins School 2 (OSQ)	120,000.00	82,115.63	202,115.63
September 27 2012	: Saltonstall School (OSQ)	30,000.00	18,221.88	48,221.88
September 27 2012	: Saltonstall School 2 (OSQ)	55,000.00	38,050.00	93,050.00
<b>Subtotal</b>		<b>\$2,435,000.00</b>	<b>\$512,859.40</b>	<b>\$2,947,859.40</b>
10/15/2016	October 15 2007 : High School (I)	345,000.00	83,353.13	428,353.13
	October 15 2007 : Ferry Boat Project (I)	60,000.00	5,900.00	65,900.00
	October 15 2007 : Water System Improvements (O)	165,000.00	38,900.00	203,900.00
<b>Subtotal</b>		<b>\$570,000.00</b>	<b>\$128,153.13</b>	<b>\$698,153.13</b>
11/01/2016	December 2 2015 : Folly Hill Tank Storage I (O)	225,000.00	79,051.39	304,051.39
	December 2 2015 : Folly Hill Tank Storage II (O)	115,000.00	39,434.31	154,434.31
	December 2 2015 : System Flushing/Valve Maintenance (O)	45,000.00	15,810.28	60,810.28
	December 2 2015 : Meter Replacement Program (O)	15,000.00	3,792.64	18,792.64
	December 2 2015 : Valve Pipe Replacement (O)	15,000.00	3,792.64	18,792.64
	December 2 2015 : I/I Study, Design & Construction (I)	40,000.00	26,200.05	66,200.05
	December 2 2015 : Canal St. Phase II (I)	90,000.00	60,756.48	150,756.48
	December 2 2015 : Illicit Connection Removal (I)	5,000.00	3,455.64	8,455.64
	December 2 2015 : Line Extension, Rehab & Upgrades (I)	5,000.00	2,010.56	7,010.56
	December 2 2015 : Garage Updates (I)	10,000.00	5,466.20	15,466.20
	December 2 2015 : Kiosk Umbrellas (I)	10,000.00	1,873.47	11,873.47
	December 2 2015 : Computer Replacement Program (I)	25,000.00	8,225.00	33,225.00
	December 2 2015 : District-Wide Security Updates (I)	10,000.00	2,878.75	12,878.75
	December 2 2015 : Replace Lunchroom/Cafeteria Equipment (I)	5,000.00	1,325.14	6,325.14
	December 2 2015 : HS Transformer Replacement (I)	10,000.00	2,193.33	12,193.33
	December 2 2015 : Saltonstall Elementary School I (O)	33,000.00	20,200.37	53,200.37
	December 2 2015 : Saltonstall Elementary School II (O)	18,686.00	8,989.21	27,675.21
	December 2 2015 : Collins Middle School I (O)	20,000.00	13,234.25	33,234.25
	December 2 2015 : Collins Middle School II (O)	45,000.00	28,284.86	73,284.86
	December 2 2015 : Collins Middle School III (O)	61,161.00	40,043.84	101,204.84
	December 2 2015 : Golf Course Equipment (I)	18,639.00	4,270.40	22,909.40

## Aggregate Net Debt Service - FY2017

Date	Issue : Purpose	Principal	Interest	Net New D/S
December 2 2015	: Wrought Iron Fence (I)	5,000.00	2,010.56	7,010.56
December 2 2015	: Memorial Park Pillars & Fencing (I)	7,800.00	919.37	8,719.37
December 2 2015	: Blaney Street Terminal - City Match (I)	15,000.00	8,921.84	23,921.84
December 2 2015	: Winter Island Pathway & Fort Restoration (I)	5,000.00	2,010.56	7,010.56
December 2 2015	: Police CAD/RMS Replacement (I)	80,378.00	10,242.46	90,620.46
December 2 2015	: Police Vehicle GPS Units (I)	5,000.00	1,553.61	6,553.61
December 2 2015	: DPS 1988 Ladder Replacement (I)	18,200.00	7,392.45	25,592.45
December 2 2015	: DPS 2000 Dump Truck Replacement (I)	17,136.00	5,568.07	22,704.07
December 2 2015	: Paving (I)	50,000.00	23,875.35	73,875.35
December 2 2015	: Seawalls (I)	15,000.00	6,854.17	21,854.17
December 2 2015	: Bike Path (I)	5,000.00	868.19	5,868.19
<b>Subtotal</b>		<b>\$1,045,000.00</b>	<b>\$441,505.44</b>	<b>\$1,486,505.44</b>
12/01/2016	December 19 2013 : Saltonstall School (OSQ)	60,000.00	28,068.75	88,068.75
	December 19 2013 : Collins Middle School (OSQ)	120,000.00	57,831.25	177,831.25
	December 19 2013 : School Building Repairs (ISQ)	10,000.00	2,353.13	12,353.13
	December 19 2013 : School Equipment (ISQ)	10,000.00	1,500.00	11,500.00
	December 19 2013 : Police Equipment (ISQ)	20,000.00	3,000.00	23,000.00
	December 19 2013 : Fire Equipment (ISQ)	65,000.00	17,668.75	82,668.75
	December 19 2013 : Electric Dept Equipment (ISQ)	10,000.00	1,500.00	11,500.00
	December 19 2013 : Parks & Rec (ISQ)	5,000.00	2,425.00	7,425.00
	December 19 2013 : Canal Street Utility Program (ISQ)	145,000.00	68,493.75	213,493.75
	December 19 2013 : Cur Ref of Jan 15 2003 Bowditch School (OSQ)	84,500.00	11,217.50	95,717.50
	December 19 2013 : Cur Ref of Jan 15 2003 Carlton School (OSQ)	60,000.00	7,875.00	67,875.00
	December 19 2013 : Adv Ref of Jan 1 2005 Witchcraft School (ISQ)	95,000.00	15,378.13	110,378.13
	December 19 2013 : Adv Ref of Jan 1 2005 Carlton School (OSQ)	30,500.00	4,420.00	34,920.00
	December 19 2013 : Adv Ref of Jan 1 2005 Parking Garage Repairs (ISQ)	75,000.00	4,650.00	79,650.00
	December 3 2014 : South River Basin Upgrade (I)	100,000.00	33,312.50	133,312.50
	December 3 2014 : Drain Improvements (I)	15,000.00	4,996.88	19,996.88
	December 3 2014 : Road Improvements (I)	200,000.00	36,000.00	236,000.00
	December 3 2014 : Bertram Field (I)	110,000.00	25,306.25	135,306.25
	December 3 2014 : Electric- Generator (I)	5,000.00	1,106.25	6,106.25
	December 3 2014 : Fire- SCBA (I)	10,000.00	800.00	10,800.00
	December 3 2014 : Fire- Jaws of Life (I)	10,000.00	600.00	10,600.00
	December 3 2014 : Fire- Station 4 Door Alt (I)	15,000.00	900.00	15,900.00
	December 3 2014 : Parking- Water Proofing (I)	60,000.00	18,621.88	78,621.88
	December 3 2014 : Planning- MBTA Station (I)	25,000.00	8,328.13	33,328.13
	December 3 2014 : DPW Backhoe (I)	25,000.00	2,000.00	27,000.00
	December 3 2014 : Engineering- Roadway (I)	30,000.00	2,400.00	32,400.00
	December 3 2014 : Engineering- Canal Street (I)	45,000.00	3,300.00	48,300.00
	December 3 2014 : Engineering- Bike Path (I)	5,000.00	400.00	5,400.00
	December 3 2014 : School- District Wide Security (I)	25,000.00	2,000.00	27,000.00
<b>Subtotal</b>		<b>\$1,470,000.00</b>	<b>\$366,453.15</b>	<b>\$1,836,453.15</b>

## Aggregate Net Debt Service - FY2017

Date	Issue : Purpose	Principal	Interest	Net New D/S
01/15/2017	December 14 2006 DW-05-12 (O) : SINGLE PURPOSE	-	12,836.63	12,836.63
<b>Subtotal</b>		-	<b>\$12,836.63</b>	<b>\$12,836.63</b>
03/01/2017	January 27 2010 NSR (SQ) : Adv Ref Sept 15 2000 Bates School (O)	-	42,612.50	42,612.50
	October 15 2010 (SQ) : Water Systems Improvement (O)	-	27,200.00	27,200.00
	October 15 2010 (SQ) : Water Meters (O)	-	36,000.00	36,000.00
	October 15 2010 (SQ) : Water Main (O)	-	33,200.00	33,200.00
	October 15 2010 (SQ) : Sewer Pump Station (I)	-	2,400.00	2,400.00
	October 15 2010 (SQ) : South River Basin Upgrade (I)	-	19,700.00	19,700.00
	October 15 2010 (SQ) : Golf Course Dept. Equip (I)	-	800.00	800.00
	October 15 2010 (SQ) : Dump Truck (I)	-	300.00	300.00
	October 15 2010 (SQ) : DPW Equipment (I)	-	300.00	300.00
	October 15 2010 (SQ) : Engineering Infrastructure (I)	-	1,200.00	1,200.00
	October 15 2010 (SQ) : Engineering Seawalls (I)	-	400.00	400.00
	October 15 2010 (SQ) : Fire Pumper Truck (I)	-	4,500.00	4,500.00
	October 15 2010 (SQ) : Parking Equipment (I)	-	400.00	400.00
	October 15 2010 (SQ) : Witch House (I)	-	400.00	400.00
	October 15 2010 (SQ) : Departmental Equipment (I)	-	400.00	400.00
	October 15 2010 (SQ) : Forest River Pool (I)	-	1,200.00	1,200.00
	October 15 2010 (SQ) : Forest River Park (I)	-	400.00	400.00
	October 15 2010 (SQ) : Willow Public Bathroom (I)	-	800.00	800.00
	October 15 2010 (SQ) : School Fire Alarm Systems (I)	-	800.00	800.00
	October 15 2010 (SQ) : School Buses (I)	-	900.00	900.00
	October 15 2010 (SQ) : School Infrastructure (I)	-	900.00	900.00
	October 15 2010 (SQ) : Fire SCBA Compressor (I)	-	400.00	400.00
	October 15 2010 (SQ) : Public Service Equip. & Vehicles (I)	-	2,300.00	2,300.00
	October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks (I)	-	16,800.00	16,800.00
	October 15 2010 (SQ) : Playground Equipment (I)	-	400.00	400.00
	October 15 2010 (SQ) : Furlong Park Remodeling (I)	-	3,200.00	3,200.00
	October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks 2 (I)	-	1,800.00	1,800.00
	October 15 2010 (SQ) : Canal St. Improvement Design (I)	-	5,400.00	5,400.00
	October 15 2010 (SQ) : Storage Tanks (O)	-	8,000.00	8,000.00
	October 15 2010 (SQ) : School Ballfield Remodeling (I)	-	800.00	800.00
	October 15 2010 (SQ) : School Field House Remodeling (I)	-	200.00	200.00
	September 27 2012 : Water System Improvements (OSQ)	-	18,650.00	18,650.00
	September 27 2012 : Sewer Pump Station Upgrade (ISQ)	-	2,668.75	2,668.75
	September 27 2012 : South River Basin Upgrade (ISQ)	-	6,556.25	6,556.25
	September 27 2012 : South River Basin Upgrade 2 (ISQ)	-	4,587.50	4,587.50
	September 27 2012 : Forrester Street Drain Relief (ISQ)	-	4,937.50	4,937.50
	September 27 2012 : Domain Controller & Exchange Services (ISQ)	-	150.00	150.00
	September 27 2012 : Domain Controller & Exchange Services 2 (ISQ)	-	225.00	225.00
	September 27 2012 : City Hall Roof (ISQ)	-	9,887.50	9,887.50



## Aggregate Net Debt Service - FY2017

Date	Issue : Purpose	Principal	Interest	Net New D/S
September 27 2012	: City Hall Skylights (ISQ)	-	2,125.00	2,125.00
September 27 2012	: City Hall Windows (ISQ)	-	5,281.25	5,281.25
September 27 2012	: City Hall Masonry Repairs (ISQ)	-	12,771.88	12,771.88
September 27 2012	: Parking Study (ISQ)	-	600.00	600.00
September 27 2012	: Police Vehicle Replacement (ISQ)	-	375.00	375.00
September 27 2012	: Public Service Equipment (ISQ)	-	225.00	225.00
September 27 2012	: Roads, Sidewalks & Crosswalks (ISQ)	-	9,959.38	9,959.38
September 27 2012	: Collins Cove Seawall (ISQ)	-	1,634.38	1,634.38
September 27 2012	: Parks & Rec. Equipment (ISQ)	-	150.00	150.00
September 27 2012	: School- Wheelchair Bus (ISQ)	-	300.00	300.00
September 27 2012	: School- Conventional Bus (ISQ)	-	300.00	300.00
September 27 2012	: Remediation (ISQ)	-	20,868.75	20,868.75
September 27 2012	: Collins School (OSQ)	-	19,581.25	19,581.25
September 27 2012	: Collins School 2 (OSQ)	-	80,315.63	80,315.63
September 27 2012	: Saltonstall School (OSQ)	-	17,771.88	17,771.88
September 27 2012	: Saltonstall School 2 (OSQ)	-	37,225.00	37,225.00
<b>Subtotal</b>		-	<b>\$471,259.40</b>	<b>\$471,259.40</b>
04/15/2017	October 15 2007 : High School (I)	-	76,453.13	76,453.13
	October 15 2007 : Ferry Boat Project (I)	-	4,700.00	4,700.00
	October 15 2007 : Water System Improvements (O)	-	35,600.00	35,600.00
<b>Subtotal</b>		-	<b>\$116,753.13</b>	<b>\$116,753.13</b>
05/01/2017	December 2 2015 : Folly Hill Tank Storage I (O)	-	41,000.00	41,000.00
	December 2 2015 : Folly Hill Tank Storage II (O)	-	20,425.00	20,425.00
	December 2 2015 : System Flushing/Valve Maintenance (O)	-	8,200.00	8,200.00
	December 2 2015 : Meter Replacement Program (O)	-	1,925.00	1,925.00
	December 2 2015 : Valve Pipe Replacement (O)	-	1,925.00	1,925.00
	December 2 2015 : I/I Study, Design & Construction (I)	-	13,934.38	13,934.38
	December 2 2015 : Canal St. Phase II (I)	-	32,340.63	32,340.63
	December 2 2015 : Illicit Connection Removal (I)	-	1,840.63	1,840.63
	December 2 2015 : Line Extension, Rehab & Upgrades (I)	-	1,050.00	1,050.00
	December 2 2015 : Garage Updates (I)	-	2,890.63	2,890.63
	December 2 2015 : Kiosk Umbrellas (I)	-	925.00	925.00
	December 2 2015 : Computer Replacement Program (I)	-	4,250.00	4,250.00
	December 2 2015 : District-Wide Security Updates (I)	-	1,475.00	1,475.00
	December 2 2015 : Replace Lunchroom/Cafeteria Equipment (I)	-	675.00	675.00
	December 2 2015 : HS Transformer Replacement (I)	-	1,100.00	1,100.00
	December 2 2015 : Saltonstall Elementary School I (O)	-	10,721.88	10,721.88
	December 2 2015 : Saltonstall Elementary School II (O)	-	4,731.25	4,731.25
	December 2 2015 : Collins Middle School I (O)	-	7,040.63	7,040.63
	December 2 2015 : Collins Middle School II (O)	-	15,025.00	15,025.00

## Aggregate Net Debt Service - FY2017

Date	Issue : Purpose	Principal	Interest	Net New D/S
December 2 2015	: Collins Middle School III (O)	-	21,296.88	21,296.88
December 2 2015	: Golf Course Equipment (I)	-	2,150.00	2,150.00
December 2 2015	: Wrought Iron Fence (I)	-	1,050.00	1,050.00
December 2 2015	: Memorial Park Pillars & Fencing (I)	-	425.00	425.00
December 2 2015	: Blaney Street Terminal - City Match (I)	-	4,731.25	4,731.25
December 2 2015	: Winter Island Pathway & Fort Restoration (I)	-	1,050.00	1,050.00
December 2 2015	: Police CAD/RMS Replacement (I)	-	4,800.00	4,800.00
December 2 2015	: Police Vehicle GPS Units (I)	-	800.00	800.00
December 2 2015	: DPS 1988 Ladder Replacement (I)	-	3,862.50	3,862.50
December 2 2015	: DPS 2000 Dump Truck Replacement (I)	-	2,875.00	2,875.00
December 2 2015	: Paving (I)	-	12,562.50	12,562.50
December 2 2015	: Seawalls (I)	-	3,600.00	3,600.00
December 2 2015	: Bike Path (I)	-	425.00	425.00
<b>Subtotal</b>		-	<b>\$231,103.16</b>	<b>\$231,103.16</b>
06/01/2017	December 19 2013 : Saltonstall School (OSQ)	-	27,168.75	27,168.75
	December 19 2013 : Collins Middle School (OSQ)	-	56,031.25	56,031.25
	December 19 2013 : School Building Repairs (ISQ)	-	2,203.13	2,203.13
	December 19 2013 : School Equipment (ISQ)	-	1,350.00	1,350.00
	December 19 2013 : Police Equipment (ISQ)	-	2,700.00	2,700.00
	December 19 2013 : Fire Equipment (ISQ)	-	16,693.75	16,693.75
	December 19 2013 : Electric Dept Equipment (ISQ)	-	1,350.00	1,350.00
	December 19 2013 : Parks & Rec (ISQ)	-	2,350.00	2,350.00
	December 19 2013 : Canal Street Utility Program (ISQ)	-	66,318.75	66,318.75
	December 19 2013 : Cur Ref of Jan 15 2003 Bowditch School (OSQ)	-	9,950.00	9,950.00
	December 19 2013 : Cur Ref of Jan 15 2003 Carlton School (OSQ)	-	6,975.00	6,975.00
	December 19 2013 : Adv Ref of Jan 1 2005 Witchcraft School (ISQ)	-	13,953.13	13,953.13
	December 19 2013 : Adv Ref of Jan 1 2005 Carlton School (OSQ)	-	3,962.50	3,962.50
	December 19 2013 : Adv Ref of Jan 1 2005 Parking Garage Repairs (ISQ)	-	3,525.00	3,525.00
	December 3 2014 : South River Basin Upgrade (I)	-	31,312.50	31,312.50
	December 3 2014 : Drain Improvements (I)	-	4,696.88	4,696.88
	December 3 2014 : Road Improvements (I)	-	32,000.00	32,000.00
	December 3 2014 : Bertram Field (I)	-	23,106.25	23,106.25
	December 3 2014 : Electric- Generator (I)	-	1,006.25	1,006.25
	December 3 2014 : Fire- SCBA (I)	-	600.00	600.00
	December 3 2014 : Fire- Jaws of Life (I)	-	400.00	400.00
	December 3 2014 : Fire- Station 4 Door Alt (I)	-	600.00	600.00
	December 3 2014 : Parking- Water Proofing (I)	-	17,421.88	17,421.88
	December 3 2014 : Planning- MBTA Station (I)	-	7,828.13	7,828.13
	December 3 2014 : DPW Backhoe (I)	-	1,500.00	1,500.00
	December 3 2014 : Engineering- Roadway (I)	-	1,800.00	1,800.00
	December 3 2014 : Engineering- Canal Street (I)	-	2,400.00	2,400.00

## Aggregate Net Debt Service - FY2017

Date	Issue : Purpose	Principal	Interest	Net New D/S
December 3 2014 : Engineering- Bike Path (I)		-	300.00	300.00
December 3 2014 : School- District Wide Security (I)		-	1,500.00	1,500.00
<b>Subtotal</b>		-	<b>\$341,003.15</b>	<b>\$341,003.15</b>
<b>Total</b>		<b>\$5,634,805.00</b>	<b>\$2,635,911.27</b>	<b>\$8,270,716.27</b>



# City of Salem – Financial Reserve Policy

## Stabilization Fund

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

The City has set a target level for the Stabilization fund of 5% of the City's current general fund operating budget which is 6.479M based on 2016 budget of 129,589,273. The target funding date is projected to occur in fiscal year 2017. The stabilization fund shall be funded by appropriations from free cash, operating budget appropriations when available, and other one-time non-recurring revenues that become available for appropriation per M.G.L.

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

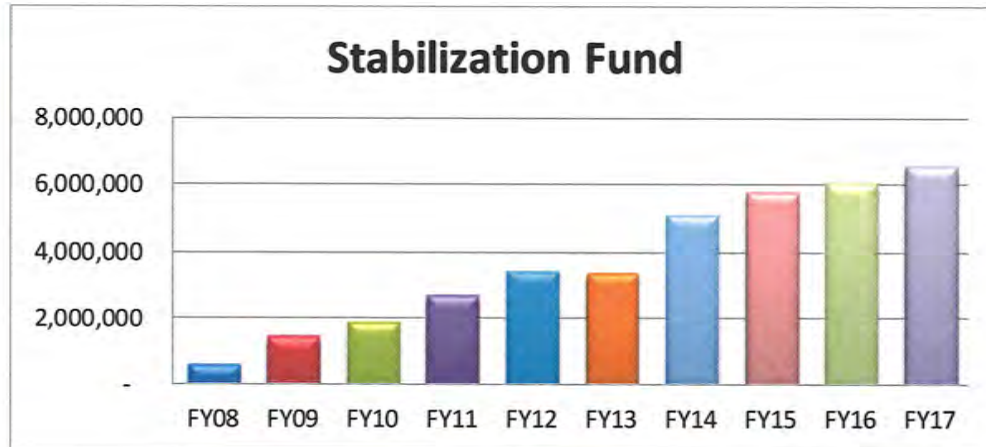
The stabilization fund should only be used for the following circumstances:

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

In FY 2016 there was a transfer made from the general fund to the stabilization fund. The transfer was \$649,953.40 which was 20% of the free cash certification. In FY 2016, any remaining balance may be transferred to the stabilization fund. Should factors changes between now and the time the actual tax rate is set, or once Free Cash has been certified, there could be transfers to the stabilization fund

at that time. We anticipate 20% of the FY 2016 Free cash certification to be transferred to stabilization as per policy in FY 2017. The City may use Stabilization to partially pay down large snow & ice deficit due to extreme winter snow storms.

Stabilization Fund		
Fiscal Year	Revenue	
2008	648,947	
2009	1,489,907	
2010	1,913,913	
2011	2,736,777	
2012	3,453,722	
2013	3,438,799	
2014	5,173,812	
2015	5,831,296	
2016	6,092,766	as of 2/29
2017	6,600,000	Estimated



## Retirement Stabilization Fund

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

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

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

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

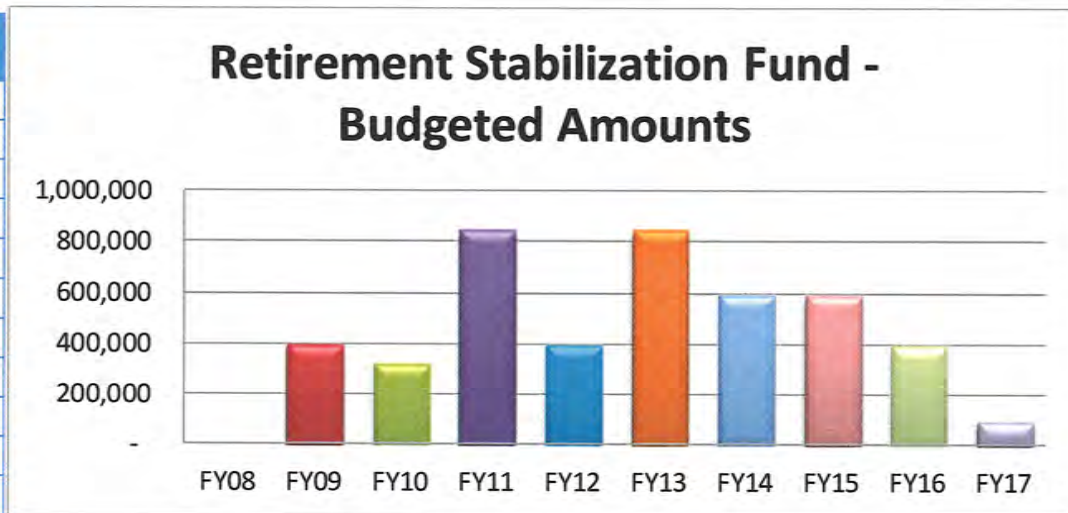
1. The fund is limited to 10% of the prior year's tax levy.
2. All interest earned in the Retirement Stabilization Fund will stay with the Fund.

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

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

At the end of FY 2016 we anticipate transferring 400K – 500K of free cash into this fund. In FY 2017 we are budgeting \$100,000 to be transferred to this fund.

Retirement Stabilization Fund Budgeted Amounts		
Fiscal Year	Revenue	
2008		
2009	400,000	
2010	325,000	
2011	850,000	
2012	400,000	
2013	850,000	
2014	600,000	
2015	600,000	
2016	400,000	Per Recap
2017	100,000	Estimated





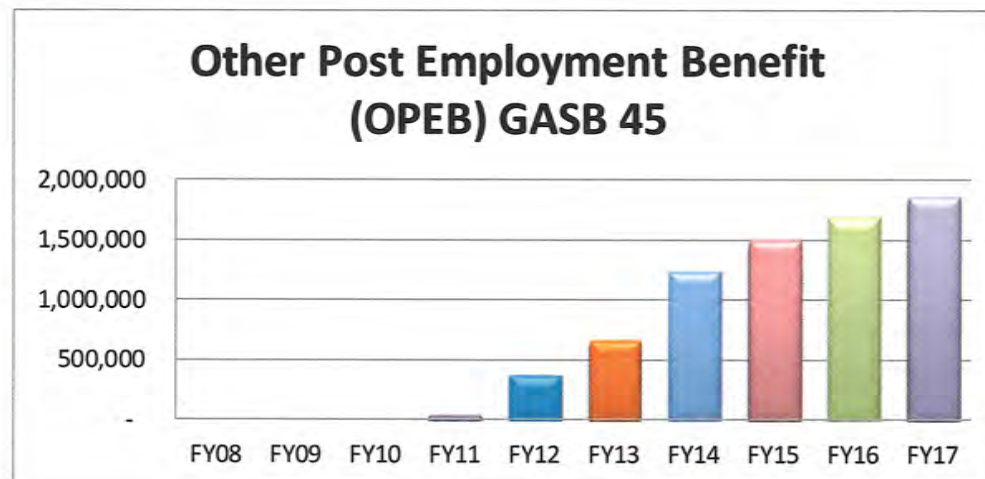
## Other Post Employment Benefit (OPEB) (GASB 45)

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

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

In FY 2016 the City transferred \$162,488.35 (5% of the FY 2015 certified free cash) to this fund. Any remaining balance in free cash at the end of the fiscal year *may* also be transferred to this fund at the discretion of the Finance Director and Mayor. In FY 2017 we're estimating 150,000 of free cash to OPEB.

Other Post Employment Benefit (OPEB) GASB 45		
Fiscal Year	Revenue	
2008		
2009		
2010		
2011	50,000	
2012	374,924	
2013	675,003	
2014	1,250,000	
2015	1,507,000	
2016	1,701,917	Estimated
2017	1,876,917	Estimated



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

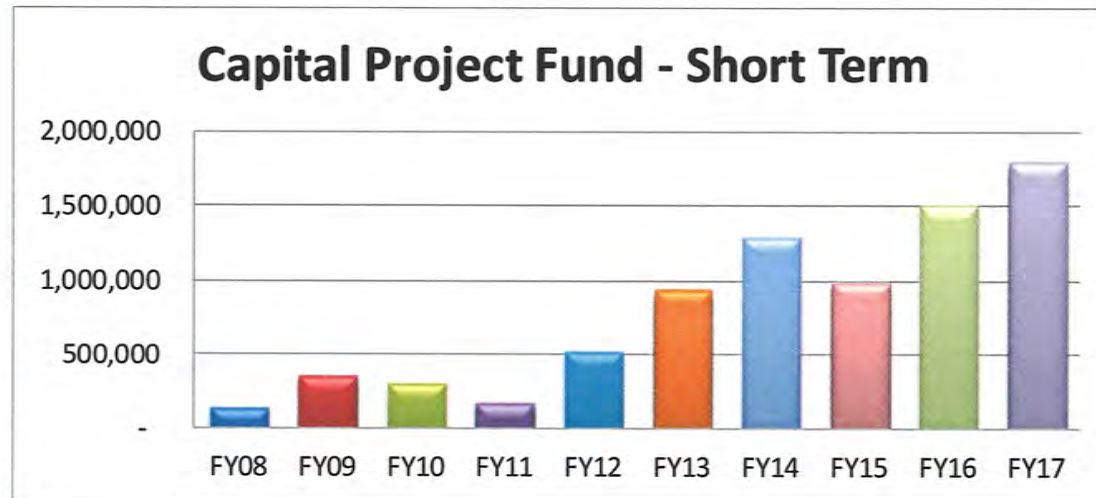
The City of Salem uses a capital project fund to supplement the short-term capital needs of the City.

1. Twenty percent of any free cash available after funding #1 above will be allocated from free cash to the Capital Improvement Program (CIP) Fund.

These funds are used during the fiscal year for to supplement the Capital Improvement Plan (Section 7) for unanticipated or emergency equipment or repairs as needed, or for those items that don't meet the CIP criteria (value > \$25,000 and a life expectancy of 5 or more years).

In FY 2016, \$649,954 (20%) of the free cash was allocated to the CIP fund. In FY 2017 no money was budgeted to be transferred from the General Fund to the Capital Projects Fund. Additional funds (20% of free cash) will be transferred once the Free Cash has been certified by the Department of Revenue (DOR). We estimate the FY 2017 beginning fund balance to be approximately \$2M.

Capital Project Fund - Short Term		
Fiscal Year	Revenue	
2008	146,131	
2009	367,567	
2010	309,240	
2011	177,173	
2012	525,874	
2013	947,324	
2014	1,300,000	
2015	1,000,000	
2016	1,521,621	As of 2/29
2017	1,800,000	Estimated





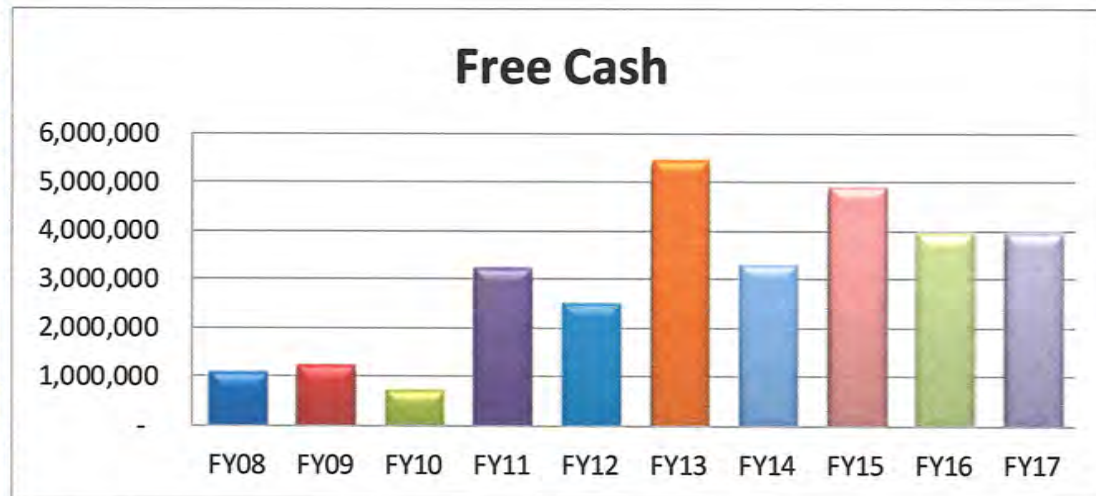
## Free Cash

Free cash is the remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax rate recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Free cash is not available for appropriation until certified by the Massachusetts Director of Accounts. Free cash is the term used for a community's funds that are available for appropriation. Once free cash is certified, it is available for appropriation by City Council.

Free cash may be used for any lawful municipal purpose and provides communities with flexibility to fund additional appropriations after the tax rate has been set. Free cash balances do not necessarily carry forward to the next fiscal year (July 1st); the Director's certification expires on June 30th at the end of the fiscal year.

The City's policy is to use free cash for reserves, capital, and special uses in accordance with the policies set forth by the Mayor and Finance Director as stated above. Any free cash available after funding the above may be used to augment trust funds related to fringe benefits and un-funded liabilities related to employee benefits, Workers' Compensation Fund, Unemployment Fund, and any health benefits payable through Police and Fire operating budgets (111f settlements). Free Cash available may also be used to augment general fund appropriations for expenses that increased due to extraordinary and/or unforeseen events as detailed by the department head of the affected budget. In FY 2017 we expect to see approximately \$4M available for free cash from FY 2016 balances.

Free Cash Certified by DOR		
Fiscal Year	Revenue	
2008	1,114,950	
2009	1,261,200	
2010	750,607	
2011	3,249,238	
2012	2,525,829	
2013	5,498,710	
2014	3,349,683	
2015	4,949,767	
2016	4,000,000	Estimated
2017	4,000,000	Estimated





## **Retained Earnings – Enterprise Funds**

Retained Earnings is the portion of Net Assets Unrestricted that is certified by the Department of Revenue as available for appropriation. Certification requires submission of a June 30 balance sheet accompanied by all information necessary to calculate free cash in the General Fund. Once certified, retained earnings may be appropriated through the following June 30 and no appropriation may be in excess of the certified amount.

Retained earnings may be appropriated to:

1. Fund direct costs of the enterprise for the current fiscal year;
2. Fund costs appropriated in the General Fund operating budget and allocated to the enterprise for the current fiscal year;
3. Reimburse the General or other fund for subsidized capital costs of the enterprise not already reimbursed for the two full, immediately prior, fiscal years.

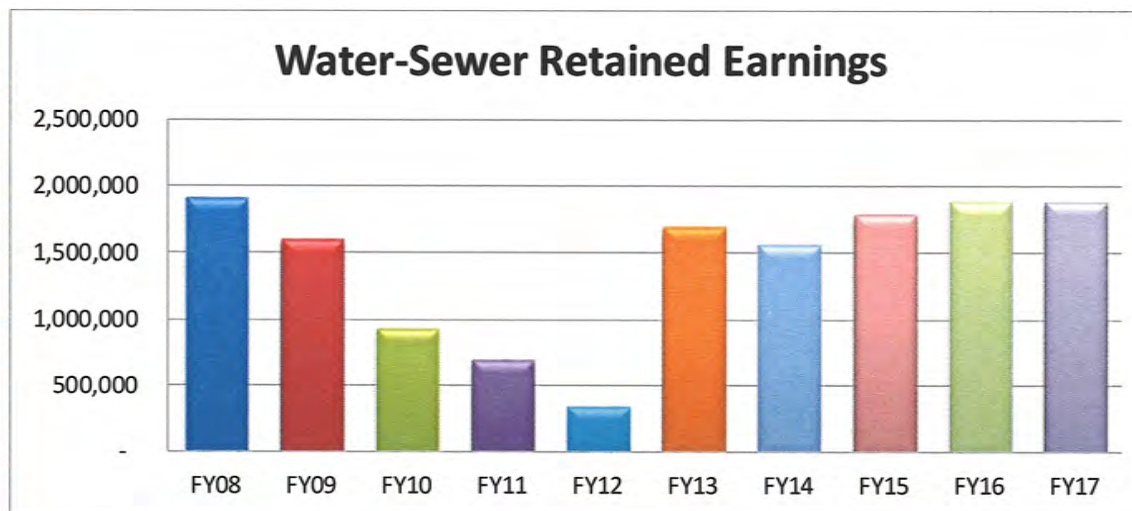
The City of Salem generally uses Water & Sewer retained earnings to fund capital improvements that may come up during the fiscal year as well as emergency repairs needed due to water or sewer main breaks or other related repairs. Some capital equipment may be funded during the year from these as well.

In FY 2013 the Mayor submitted a council order to request that the water and sewer enterprise funds be combined for FY 2014 as allowed by the Department of Revenue as outlined in Bulletin 2012-B (page 3/7). Over the past two years the Water Enterprise fund revenues have been insufficient to cover expenses and the City had to appropriate free cash to cover the deficits. Part of the problem was the one time use of retained earnings in FY 2012 to supplement the revenue. That funding was not used in FY 2013 and the rate increases were insufficient to cover expenses. In FY 2013 we had to raise \$218,738 on the General Fund RECAP to cover the FY 2012 deficit. We also had to appropriate Free Cash to cover the June 30, 2013 deficit of \$307,522.50. By combining the funds we can use sewer revenue to help offset the water deficit. We are also requesting a 5% increase on both water and sewer rates for FY 2017 to pay for anticipated water and sewer capital projects including the Canal Street project.

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

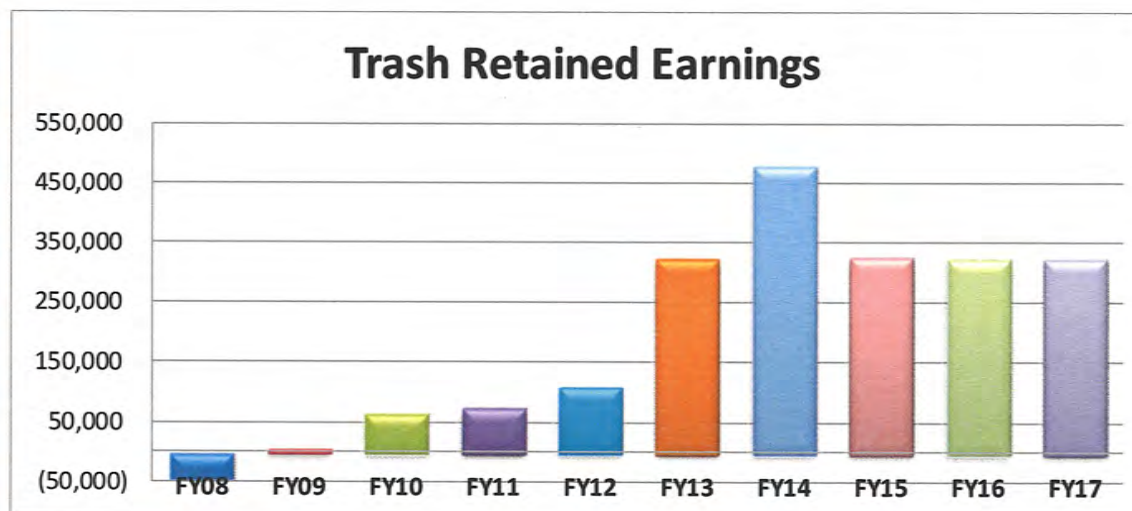
The following are the Sewer and Water COMBINED retained earnings as of June 30, 2013. We anticipate approximately \$2M in retained earnings at the end of FY 2016 for Sewer and Water (combined).

Water-Sewer Retained Earnings Certified by DOR		
Fiscal Year	Revenue	
2008	1,912,684	
2009	1,613,402	
2010	940,553	
2011	701,214	
2012	347,312	
2013	1,704,682	
2014	1,574,157	
2015	1,803,130	
2016	1,900,000	Estimated
2017	1,900,000	Estimated



The Trash Enterprise fund is not a fully self-supporting fund and we anticipate retained earnings for FY 2016 to be approximately \$350,000.

Trash Retained Earnings Certified by DOR		
Fiscal Year	Revenue	
2008	-43,454	
2009	7,905	
2010	66,613	
2011	75,000	
2012	110,108	
2013	323,738	
2014	480,116	
2015	327,688	
2016	325,000	Estimated
2017	325,000	Estimated



# City of Salem - Investment Policy

## Section I - The investment of General Funds, Special Revenue Funds, Enterprise Funds, and Capital Projects Funds.

### Scope

This section of the policy applies only to short term operating funds such as general funds, special revenue funds, enterprise funds, and capital project funds. Section 2 will deal with trust funds, bond proceeds, and any other funds with special circumstances such as stabilization funds. A separate Contributory Retirement Board, either local or county, is responsible for the investment of the pension funds.

### Objectives

Massachusetts General Laws, Chapter 44, section 55B requires the municipal/district treasurer to invest all public funds except those required to be kept un-invested for purposes of immediate distribution. Modern banking systems enable the public treasurer to maintain even these funds in interest bearing form until the date a disbursement order clears through the banking system.

The state law further requires that invested funds are to be placed at the highest possible rate of interest reasonably available, taking account of safety, liquidity and yield. Therefore, these guidelines are intended to further the objective of securing the highest return that is consistent with safety of principal while meeting the daily cash requirements for the operation of the entity's business.

- **Safety** of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital through the mitigation of credit risk and interest rate risk. The diversification and prudent selection of investment instruments and choice of depository shall mitigate these risks. Credit risk is the risk of loss due to the failure of the security issuer or backer. Interest rate risk is the risk that the market value of the security will fall due to changes in general interest rates.
- **Liquidity** is the next most important objective. The overall investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Since all possible cash demands cannot be anticipated, the treasurer shall carry out investment activities in a manner that provides for meeting unusual cash demands without the liquidation of investments that could result in forfeiture of accrued interest earnings, and loss of principal in some cases.



- *Yield* is the third, and last, objective. Investments shall be undertaken so as to achieve a fair market average rate of return, taking into account safety and liquidity constraints as well as all legal requirements.

## Investment Instruments

The Treasurer may invest in the following instruments:

1. Massachusetts State pooled fund: Unlimited amounts (Pool is liquid)

The Massachusetts Municipal Depository Trust (MMDT), an investment pool for state, local, county and other independent governmental authorities, is under the auspices of the Massachusetts State Treasurer and currently managed by Fidelity Investments. It invests in Bankers Acceptances, Commercial Paper of high quality, Bank Certificates of Deposit, Repurchase agreements (Repos), and U. S. Treasury Obligations. It has Federal Deposit Insurance Corporation (F.D.I.C.) pass-through insurance on the CD's and takes delivery on the Repos and Treasuries. Under Government Accounting Standards Board Regulation (GASB III), it is not considered an uncollateralized product.

2. U. S. Treasuries that will be held to maturity: Unlimited amounts (Up to one-year maturity from date of purchase)
3. U.S. Agency obligations that will be held to maturity. Unlimited amounts (Up to one-year maturity from date of purchase)
4. Bank accounts or Certificates of Deposit, hitherto termed CD's. (Up to one year) which are fully collateralized through a third party agreement: Unlimited amounts
5. Bank accounts and CD's (Up to one year) fully insured by F.D.I.C. and in some cases also Depository Insurance Fund of Massachusetts (D.I.F.M): \$250,000 limit all bank accounts and CD's in one institution are considered in the aggregate to receive the \$250,000 insurance coverage.
6. Unsecured bank deposits of any kind such as other checking, savings, money market, or Certificates of Deposit accounts at Banks that do not fit the above categories. These investments are subject to the following limitations: These investments will be limited to no more than 5% of an institution's assets and no more than 10% of a municipality's cash. Their credit worthiness will be tracked by Veribanc, Sheshunoff, or other bank credit worthiness reporting systems. They will be diversified as much as possible. CD's will be purchased for no more than three months and will be reviewed frequently.
7. Money Market Mutual Funds that are registered with the Securities and Exchange Commission that have received the highest possible rating from at least one nationally recognized statistical rating organization and as otherwise referenced in the MGL 44 Section 55.

## **Risk Tolerance**

Credit Risk is the risk that an issuer or other counterparty to an investment neither will fulfill its obligations. The City will manage credit risk several ways. There will be no limit to the amount of United States Treasury and United States Government Agency obligations, as they carry an AAA rating. In regards to other investments, the City will only purchase investment grade securities with a high concentration in securities rated A or better. The City may invest in the Massachusetts Municipal Depository Trust (MMDT) with no limit to the amount of funds placed in the fund.

Custodial Risk is the risk for deposits that in the event of the failure of a depository financial institution, a municipality will not be able to recover deposits or will not be able to recover collateral securities that are in the possession of an outside party. The custodial credit risk for investments is the risk that, in the event of the failure of the counterparty to a transaction, a municipality will not be able to recover the value of investment or collateral securities that are in the possession of an outside party. The City will review the financial institution's financial statements and the background of the advisor. The intent of qualification is to limit the city's exposure to only those institutions with a proven financial strength, capital adequacy of the firm, and the overall affirmative reputation in the municipal industry. Further all securities not held directly by the city will be held in the city's name and tax identification number by a third party custodian approved by the Treasurer and evidenced by safekeeping receipts showing individual CUSIP numbers for each security.

Concentration of Credit Risk is the risk of loss attributed to the magnitude of a government's investment in a single issuer. The City will minimize concentration of credit risk by diversifying the investment portfolio so that the impact of potential losses from any one type of security or issuer will be minimized or not exist.

Interest Rate Risk is the risk that changes in interest rates will adversely affect the fair market value of an investment. The City will manage interest rate risk by managing duration in the account.

Foreign Currency Risk is the risk that changes in foreign monetary exchange rates will adversely affect the fair value of an investment. The City will not invest in any instrument exposed to foreign currency risk.

## **Diversification**

Diversification should be interpreted in two ways: in terms of maturity as well as instrument type and issuer. The diversification concept should include prohibition against over concentration of maturities as well as concentration in a specific institution. With the exception of U.S. Treasury obligations or investments fully collateralized by U.S. Treasuries or agencies, and State pools (MMDT), no more than 10% of the Town's investments shall be invested in a single financial institution.

## **Authorization**

The Treasurer has authority to invest municipality/district funds, subject to the statutes of the Commonwealth cited above.

## **Ethics**

The Treasurer (and any Assistant Treasurers) shall refrain from any personal activity that may conflict with the proper execution of the investment program or which could impair or appear to impair ability to make impartial investment decisions. Said individuals shall disclose to the Chief Executive Officer any material financial interest in financial institutions that do business with the City. They shall also disclose any large personal financial investment positions or loans that could be related to the performance of the town's investments.

## **Relationship with Financial Institutions**

Financial institutions should be selected first and foremost with regard to safety. Municipalities/Districts should subscribe to and use one or more of the recognized bank rating services, such as Veribanc or Sheshunoff. Brokers should be recognized, reputable dealers.

The Treasurer shall require any brokerage houses and broker/dealers, wishing to do business with the municipality, to supply the following information to the Treasurer:

- Audited financial statements
- Proof of National Association of Security Dealers certification
- A statement that the dealer has read the municipality's investment policy and will comply with it
- Proof of credit worthiness (minimum standards: at least five years in operation and a minimum capital of 10 million dollars)

## **Section II - The Investment of Trust Funds and Bond Proceeds**

This section of the policy applies only to funds that could be invested long term, i.e. trust funds, stabilization funds and bond proceeds. For issues subject to arbitrage rebate, an arbitrage tracking system such as those available at banks and Mass Municipal Depository Trust (MMDT) will be used to track expenditures of and interest earned on borrowed funds. Alternative tracking systems should be approved by and used under the advice of Bond Counsel.



## Arbitrage Regulations

Tax free debt may be issued by cities, towns, and districts, which means that they are able to borrow at rates well below market rates. At the same time, the federal government has issued regulations to prevent them from issuing debt with the goal of investing the borrowed funds at a higher rate of interest than that at which the money was borrowed, or committing arbitrage. If the federal regulations are not followed, there are fines and penalties, but even worse, the tax free status of the debt could be jeopardized. The following arbitrage regulations will be followed:

Unless debt is issued as a "small issuer," that is, an entity issuing less than \$10 million of tax exempt debt in a calendar year, the proceeds shall be used within certain prescribed time frames, or be subject to fines and penalties as described above.

Following are the general rules and time frames for spending borrowed funds in order to avoid having to pay a rebate to the Federal government on investment income earned on the borrowed funds. All funds must be used according to the following schedules or sooner:

### **CONSTRUCTION DEBT**

First six months:	10%
First year:	45%
Eighteen months:	75%
Two years:	100%

### **CAPITAL EXPENDITURES DEBT OTHER THAN CONSTRUCTION PROJECTS**

First six months:	15%
First year:	60%
Eighteen months:	100%

### **ALL OTHER MUNICIPAL PURPOSE DEBT**

First six months:	100%
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## Trust Funds

Trust Funds may be co-mingled and invested in any instruments allowed by the Legal List issued by the Banking Commissioner each July. Each trust fund must be accounted for separately.

## **Stabilization Funds**

The Stabilization Fund shall not exceed ten per cent of the equalized valuation of the city or town, and any interest shall be added to and become a part of the fund. The treasurer may invest the proceeds in the following:

- National Banks
- Savings Banks
- Cooperative banks or trust companies organized under Massachusetts laws
- Securities legal for savings banks ( i.e. those on the Legal List described above)
- Federal Savings and Loan Associations situated in the Commonwealth
- Massachusetts Municipal Depository Trust

## **Reporting Requirements**

On a regular basis (quarterly, semi-annually, or annually), a report containing the following information will be prepared by the Treasurer and distributed to the Chief Executive Officer, Town Manager, and/or Finance Committee, as appropriate. The quarterly report will include the following information, as a minimum requirement:

- A listing of the individual accounts and individual securities held at the end of the reporting period.
- A listing of the short-term investment portfolio by security type and maturity to ensure compliance with the diversification and maturity guidelines established in the "Diversification" section of this Investment Policy.
- A summary of the income earned on a monthly basis and year to date basis shall be reported.
- The municipal treasurer shall include in the report a brief statement of general market and economic conditions and other factors that may affect the City's cash position.
- The report should demonstrate the degree of compliance with the tenets set forth in the Investment Policy.

## **City of Salem - Debt Policy**

### **Bond Ratings – Upgraded**

#### **Standard & Poor's Rating Services**

On December 10, 2013 the City of Salem received notification from Standard and Poor's that they City's bond rating was upgraded from A+ to AA based on their view of the City's improved financial management procedures and sound budgeting practices. The increased bond rating will help decrease the City's borrowing costs and send a positive message with regard to the City's approach to budgeting both operational and capital needs. S&P assigned the 'AA' long-term rating to the city's series 2013 general obligation municipal purpose loans. The outlook is stable.

The bond rating upgrade is a great acknowledgement of all of the City's work to improve the management of its finances. This is a confirmation that, despite the down economy, Salem is managing its resources as well as it can.

Reasons for the upgrade cited by Standard and Poor's include:

- Very strong economy, which participates in the strong Boston metropolitan statistical area (MSA);
- Strong budgetary flexibility, with 2013 available reserves in excess of 8% of general fund expenditures;
- Strong budgetary performance and stable and consistent revenue profile;
- Very strong liquidity, providing very strong cash levels to cover both debt service and expenditures;
- Strong management practices and policies that we believe are embedded and sustainable;
- Adequate debt and contingent liabilities; and
- Strong institutional framework.



## **Moody's Investors Service**

Rating Update: October 31, 2012

Moody's revises outlook on City of Salem's general obligation debt to stable from negative and affirms Aa3 underlying rating. Affirmation of the Aa3 rating reflects Salem's stable financial position with adequate reserve levels, sizeable coastal tax base, and manageable debt position. Assignment of the stable outlook incorporates Moody's expectation that the City will continue to maintain a healthy financial position, amidst ongoing expenditure pressures.

### *Strengths:*

- Sizeable, coastal tax base with health redevelopment potential
- Adequate reserve levels
- Conservative approach to budgeting revenues and managing expenditures
- City has begun to address long-term OPEB liability

### *Challenges:*

- Moderate reliance on state aid
- Significant long-term liabilities for pension and OPEB
- Declining taxable values in the City

## **Capital Improvement Projects**

When the city finances capital projects by issuing bonds, it will pay back the bonds within a period not to exceed the expected useful life of the project. Total net debt service payments from general obligation debt will not exceed five (5) percent of total annual operating budget as listed on part 1a of the annual tax rate recapitulation as submitted to the Department of Revenue. Per the total amount to be raised on the FY16 Tax Rate Recapitulation Sheet - \$149,988,692 this limit would be \$7,499,435.

Debt will only be issued for capital that is valued greater than \$25,000, and has a depreciable life of five (5) or more years. A cash flow statement will be required for each project funded with long term debt. Total general obligation debt will not exceed the limits provided in the state statutes.

Whenever possible, the city will use special revenue funds, special assessments, or other self-supporting bonds, instead of general obligation bonds. The city will not use long-term debt for current operations unless otherwise allowed via special legislation.

The city will maintain good communications with bond rating agencies about its financial condition. The city will follow a policy of full disclosure on every financial report and bond prospectus.

### **General Information on Debt Authorization and Legal Limit**

Notes and notes including refunding notes are generally authorized on behalf of the City by vote of two-thirds of all the members of the City Council with the approval of the Mayor. Provision is made for a referendum on the filing of a petition bearing the requisite number of signatures. Borrowings for certain purposes require state administrative approval. When serial bonds or notes have been authorized, bond anticipation notes may be issued by the officers authorized to issue the serial bonds or notes. Temporary loans in anticipation of certain state and county reimbursements are generally authorized by majority vote but provision is made for temporary loans in anticipation of current revenues and federal grants and for other purposes in certain circumstances without City Council authorization.

The general debt limit of the City consists of a normal debt limit and a double debt limit. The normal debt limit is 5 percent of the valuation of taxable property as last equalized by the State Department of Revenue. The City can authorize debt up to this amount without State approval. It can authorize debt up to twice this amount (the double debt limit) with the approval of the State's Municipal Finance Oversight Board. Based on the City's equalized valuation (EQV) of \$4,232,985,800 effective January 1, 2016, its normal debt limit is \$211,649,290 and its double debt limit is \$423,298,580.

There are many categories of general obligation debt which are exempt from and do not count against the general debt limit. Among others, these exempt categories include revenues anticipation notes and grant anticipation notes; emergency loans exempted by special laws, bonds for water (limited to 10 percent of equalized valuation), housing, urban renewal and economic development (subject to

various debt limits) and electric, gas, community antenna television systems, and telecommunication systems (subject to separate limits. Revenue bonds and water pollution abatement revenue bonds are not subject to these debt limits. The general debt limit and the special debt limit for water bonds apply at the time debt is authorized. The other special debt limits generally apply at the time the debt is incurred.

The amount borrowed in each fiscal year by the issue of revenue anticipation notes is limited to the tax levy of the prior fiscal year, together with the net receipts in the prior fiscal year from the motor vehicle excise and certain payments made by the Commonwealth in lieu of taxes. The fiscal year ends on June 30. Notes may mature in the following fiscal year, and notes may be refunded into the following fiscal year to the extent of the uncollected, unabated current tax levy and certain other items, including revenue deficits, overlay deficits, final judgments and lawful un-appropriated expenditures, which are to be added to the next tax levy, but excluding deficits arising from a failure to collect taxes of earlier years. In any event, the period from an original borrowing to its final maturity cannot exceed one year.

## **Types of Obligations**

**General Obligations** - Massachusetts cities and towns are authorized to issue general obligation indebtedness of the following types:

**Serial Bonds and Notes.**- These are generally required to be payable in equal or diminishing annual principal amounts beginning no later than the end of the next fiscal year commencing after the date of issue and ending within the terms permitted by law. Level debt service is permitted for bonds and notes issued for certain purposes including self supporting enterprise purposes, certain state aided school projects and for projects for which debt service has been exempted from property tax limitations. The maximum terms vary from one year to 40 years, depending on the purpose of the issue. Most of the purposes are capital projects. Bonds or notes may be made callable and redeemed prior to their maturity, and a redemption premium may be paid. Refunding bonds or notes may be issued subject to the maximum term measured from the date of the original bonds or notes. Serial bonds may be issued as "qualified bonds" with the approval the state Municipal Finance Oversight Board consisting of the Attorney General, the State Treasurer, the State Auditor, and the Director of Accounts, subject to such conditions and limitations (including restrictions on future indebtedness) as may be required by the Board. Qualified bonds may mature in not less than 10 or more than 30 years from their dates and are not subject to the amortization requirements described above. The State Treasurer is required to pay the debt service on qualified bonds and thereafter to withhold the amount of the debt service from state aid or other state payments. Administrative costs and any loss of interest income to the State are to be assessed upon the city or town.



**Bond Anticipation Notes (BAN).** These generally must mature within two years of their original dates of issuance but may be refunded from time to time for a period not to exceed five years from their original dates of issuances, provided that (except for notes issued for certain school projects that have been approved for state school construction aid) for each year that the notes are refunded beyond the second year they must be paid in part from revenue funds in an amount at least equal to the minimum annual payment that would have been required if the bonds had been issued at the end of the second year. The maximum term of bonds issued to refund bond anticipation notes is measured from the date of the original issue of the notes, (except for certain school projects).

**Revenue Anticipation Notes (RAN).** These are issued to meet current expenses in anticipation of taxes and other revenues. They must mature within one year but, if payable in less than one year, may be refunded from time to time up to one year from the original date of issue. (Such notes may be extended beyond fiscal year end in an amount not exceeding current receivables.)

**Grant Anticipation Notes (GAN).** These are issued for temporary financing in anticipation of federal grants and state and county reimbursements. Generally they must mature within two years, but may be refunded from time to time as long as the municipality remains entitled to the grant or reimbursement.

**Revenue Bonds -** Cities and towns may issue revenue bonds for solid waste disposal facilities and for projects financed under the Commonwealth's Water Pollution Abatement or Drinking Water Revolving Loan Programs and for certain economic development projects supported by tax increment financing. In addition to general obligation bonds and notes, cities and towns having electric departments may issue electric revenue bonds, and notes in anticipation of such bonds, subject to the approval of the State Department of Telecommunications and Energy.

## City of Salem - Fraud Policy

The City of Salem is committed to protecting its revenue, property, information, and other assets from any attempt, either by members of the public, contractors, vendors, agents or its own employees, to gain by deceit, financial or other benefits at the expense of the taxpayers.

City Officials and employees must, at all times, comply with all applicable laws and regulations. The City will not condone the activities of officials or employees who achieve results through violation of the law or unethical business dealings. The City does not permit any activity that fails to stand the closest possible public scrutiny.

This policy sets out specific guidelines and responsibilities regarding appropriate actions that must be followed for the investigation of fraud and other similar irregularities.

In FY 2015 the City hired the auditing firm of Melanson & Heath to conduct a fraud risk assessment covering accounts receivable, accounts payable and payroll. Melanson & Heath will provide the Finance Director with a comprehensive report outlining how each department is performing in these areas and make recommendations as to what we can do to further protect the City's assets. This will be an ongoing project with annual reviews and updates.

### Definitions

**Occupational fraud** is defined by the Association of Certified Fraud Examiners as the use of one's occupation for personal enrichment through the deliberate misuse or misapplication of the employing organization's resources or assets. There are three major categories of occupational fraud.

- **Asset Misappropriations** – Theft or misuse of an organization's assets.
  - Cash
    - **Fraudulent Disbursements** – Perpetrator causes organization to disburse funds through some trick or device (e.g. submitting false invoices/time card/sheets, expense reimbursement schemes, check tampering, etc.)
    - **Skimming** – Cash is stolen from an organization before it is recorded on the organization's books and records.

- Cash Larceny – Cash is stolen from an organization after it has been recorded on the organization’s books and records.
- Inventory and all other assets
  - Misuse – Misuse of an organization’s inventory or assets for personal use (e.g. City vehicles, computers, supplies, etc.)
  - Larceny – Inventory or other assets are stolen from an organization.
- **Corruption** – Wrongfully use influence in a business transaction in order to procure some benefit for themselves or another person, contrary to duty to employer or the rights of another.
  - Conflicts of Interest – An undisclosed economic or personal interest in a transaction that adversely affects the employer.
  - Bribery – The offering, giving, receiving, or soliciting of anything of value to influence an official act or business decision.
  - Illegal Gratuities – A party who benefits from an official act or a business decision gives a gift to a person who made the decision. An illegal gratuity does not require proof
  - Economic Extortion – An employee demands that a vendor/contractor/etc. pay to influence an official act or a business decision.
- **Fraudulent Statements** – Falsification of an organization’s financial statements.

**Other similar irregularities** is defined as any activity involving questionable behavior or business dealings by members of the public, contractors, vendors, agents or government employees, that put government revenue, property, information and other assets at risk of waste or abuse.

### **Applicability**

This policy applies to all Elected Officials and employees of the City of Salem as well as any business or individual doing business with the government.

### **General Policy and Responsibility**



1. It is the government's intent to fully investigate any suspected acts of fraud or other similar irregularity. An objective and impartial investigation will be conducted regardless of the position, title, and length of service, or relationship with the government of any party who might be or becomes involved in or becomes/is the subject of such investigation.
2. Each Elected Official, Department Head, Commissioner and Manager is responsible for instituting and maintaining a system of internal control to provide reasonable assurance for the prevention and detection of fraud, misappropriations and other irregularities. Management should be familiar with the types of improprieties that might occur within their area of responsibility and be alert for any indications of such conduct.
3. The Finance Director has the primary responsibility for the investigation of all activity defined in this policy.
4. The Finance Director will notify their Independent Auditing Firm and the Mayor of a reported allegation of fraudulent or irregular conduct upon the commencement of the investigation to the extent practical. Throughout the investigation the Mayor will be informed of pertinent investigative findings.
5. In all circumstance where there are reasonable grounds to indicate that a fraud may have occurred, the Finance Department and/or Independent Auditor, subject to the advice of Mayor and City Solicitor, will contact the office of the District Attorney and/or the Salem Police.
6. Upon conclusion of the investigation, the results will be reported to the Mayor and others as determined necessary.
7. The City Solicitor will pursue every reasonable effort, including court ordered restitution, to obtain recovery of the City's losses from the offender, or other appropriate source.

### **Procedures**

#### **1. All Employees**

Any employee who has knowledge of an occurrence of irregular conduct, or has reason to suspect that a fraud has occurred, shall immediately notify his/her supervisor. If the employee has reason to believe that their supervisor may be involved or does not feel comfortable reporting the occurrence to their supervisor, the employee shall immediately notify the OTA.

Employees have a duty to cooperate during an investigation. Employees who knowingly make false allegations will be subject to discipline and possible termination of employment.

2. City Management/Elected Officials/Board Members

Upon notification from an employee of suspected fraud, or if management has reason to suspect that a fraud has occurred, they shall immediately notify the Finance Director.

3. Office of the Mayor

Upon notification or discovery of a suspected fraud, the Finance Director and/or Independent Auditor will promptly investigate the suspected fraud. In all circumstances, where there are reasonable grounds to indicate that a fraud may have occurred, the Finance Director or Independent Auditor will inform the Mayor. Subject to the advice of the City Solicitor, the Finance Director or Independent Auditor will contact the Office of the District Attorney and/or the Salem Police.

4. Contacts/Protocols

After an initial review and a determination that the suspected fraud warrants additional investigation, the Finance Director or Independent Auditor will notify the Mayor. The Finance Director or Independent Auditor will coordinate the investigation with the Mayor and appropriate law enforcement officials.

5. Security of Evidence

Once a suspected fraud is reported, the Finance Director or Independent Auditor, in consultation with the City Solicitor, shall take immediate action to prevent the theft, alteration, or destruction of relevant records. Such actions include, but are not necessarily limited to, removing the records and placing them in a secure location, limiting access to the location where the records currently exist, and preventing the individual suspected of committing the fraud from having access to the records. The records must be adequately secured until the Finance Director or Independent Auditor obtains the records to begin the audit investigation.

6. Personnel Actions

If a suspicion of fraud is substantiated by the investigation, disciplinary action shall be taken by the Mayor, in consultation with the Personnel Director and the Finance Director or Independent Auditor.

## 7. Whistle-Blower Protection

Under Massachusetts General Law Chapter 149, paragraphs 148A, 185 and 187, no employer or person acting on behalf of an employer shall:

- Dismiss or threaten to dismiss an employee
- Discipline or suspend, or threaten to discipline or suspend, an employee
- Impose any penalty upon an employee; or
- Intimidate or coerce an employee

because the employee has acted in accordance with the requirements of this policy. The violation of this section will result in discipline up to and including dismissal in accordance with the applicable federal, state, and local administrative laws.

## 8. Media Issues

Any City employee or elected official contacted by the media with respect to an audit investigation shall refer the media to the Mayor's Office at 978-619-5600. The alleged fraud or audit investigation shall not be discussed with the media by any person other than through the Mayor's Office.

If the Finance Director or Independent Auditor is contacted by the media regarding an alleged fraud or audit investigation, they will consult the Mayor, before responding to a media request.

Neither the Finance Director nor Independent Auditor will discuss the details of any ongoing fraud investigation with the media that may compromise the integrity of the investigation.

## 9. Documentation

At the conclusion of the investigation, the results will be reported to the Mayor and others as determined necessary. If the report concludes that the allegations are founded, the report will be forwarded to the Office of the District Attorney and/or the Salem Police.



#### 10. Completion of the Investigation

Upon completion of the investigation, including all legal and personnel action, any records, documents and other evidentiary material will be returned by the Finance Director or Independent Auditor to the appropriate department.

#### 11. Training

New employees are trained at the time of hiring about the City's Code of Conduct and Fraud Policy. This training explicitly covers expectations of all employees regarding:

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

# **Capital Improvement Program Mayor's Message**

## **Goals of the Capital Improvement Program (CIP)**

The City of Salem relies on a capital improvement program and capital budget to ensure that capital needs are being addressed in a responsible manner based on priority and thoughtful planning. A capital improvement program is a critical component of the capital improvement budget and the overall budget strategy. By formalizing a capital plan and capital budget, the City of Salem now has the ability and knowledge to address deferred maintenance issues that have been postponed and ignored in prior years, as well as plan for the future needs of the City.

When considering funding items in the Capital Improvement Program, the City strategically pursues available options from grants at the state and federal levels, and also utilizes monies available from water and sewer retained earnings to avoid the issuance of long term debt for certain projects that can be covered in full by such retained earnings. From a financing perspective, priority is given to projects with grant revenues or other matching funds to offset the costs of borrowing.

Addressing capital needs when appropriate will assist the City in reaching many of its longer-term goals such as reducing fuel consumption, decreasing deferred maintenance costs, reducing heating and electricity expenses, and creating efficiencies by means of technological advances and automation. As important, a sound capital improvement program will continue to ensure that our facilities, equipment and vehicles are safe, energy efficient and operable at all times to deliver top-notch services to the City's residents.

## **Goals of the Mayor – FY2017 Capital Improvement Program (CIP)**

The Mayor's main goals are to improve the overall planning and budget process for addressing capital needs and to ensure accountability as it relates to implementation of capital work projects. Our early efforts focused on overhauling and renovating neglected parks, playgrounds and recreational spaces, as well as a full assessment of roadway, sidewalk and utility infrastructure conditions which enabled us to begin implementation of a comprehensive strategy to address long overdue maintenance needs in these areas. Priority is given to projects that can use grant funds to help offset overall costs of projects, or in some cases, fund an entire project. Otherwise, projects are ranked based upon priority as well as the ability to reduce long term operational costs.

### **FY2017 Capital Improvement Program (CIP) – highlights of proposed CIP and FY2017 Capital Budget**

For FY2017, the Mayor and Finance Director have created a capital plan that is fiscally responsible and transparent. The plan includes a particular focus on asset preservation, replacement of apparatus and equipment, and continued improvements to the City's historic infrastructure.

Also, with regards to the City's infrastructure, the City is scheduled to receive an estimated \$850,000 from the State for road repairs. In addition to the authorized Chapter 90 funding, the City will be funding an additional \$1,000,000, a \$850,000 increase from FY16, for roadway improvements and sidewalks beyond the state aid appropriation.

The FY2017 capital improvement plan reflects a serious commitment to addressing aging infrastructure, and improving the appearance of our City overall. Investments in playground upgrades, traffic calming, bike lanes and bike path design, trail upgrades, and the second phase of our fiber optic network, are just a few of the highlights of this year's capital plan.

The City proposes to fund the replacement of capital equipment, including computer hardware, various public service and parks department equipment, as well as building repairs and maintenance.

The City also proposes to enter into several capital leases totaling \$421,330 to procure new police cruisers, a truck for the parking department, and several vehicles for the Department of Public Services.



## Capital Improvement Program Overview

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

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

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

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

The CIP dovetails into the City's five-year financial forecast for planning purposes. The CIP has to be worked into the operational part of the budget so that both the operational and capital needs of the municipal departments are met on a year-to-year basis. Oftentimes the CIP suffers as fixed costs such as health insurance and retirement assessments continue to rise which places further pressure on the operational budget. However, it is incumbent upon the Mayor and Finance Director to ensure that both the operating budget and CIP are reasonable and attainable to ensure fiscal stability within the limitations of Proposition 2 ½.

### **What is a Capital Asset?**

Capital items are tangible assets or projects with a value of \$25,000 or more and must have a depreciable life of five (5) or more years. Examples of Capital Assets are DPW equipment, Buildings (purchase or major renovations), water and sewer infrastructure. Items that are NOT capital assets include services, painting rooms or buildings, books, field maintenance, routine building maintenance.

## FY 2017 CIP OVERVIEW

### Project/Description

Amount

Funding  
Source

During the budget process the City's Finance Director met with department heads to review the capital requests. The Finance Director subsequently met with the Mayor to discuss funding options and priority levels for the requested items. This resulted in the Capital Plan for the General Fund included in this section of the budget. This year's Capital Plan relies on a mix of one-time appropriations from the City's Capital Outlay account, grant dollars and long term debt financing.

#### Proposed list of CIP for the General Fund budget is as follows:

State and Federal Grants	25,000
Chapter 90	850,000
Receipts Reserved	96,009
Revolving Funds	69,183
Recommended Community Preservation Act Funds	702,640
Capital Leases	421,330
Other Financial Sources	595,500
Short-Term CIP (Fund 2000)	1,138,069
Loan Order	4,857,346
<b>The total proposed list of CIP for the general fund budget is-----&gt;</b>	<b>8,755,077</b>

## FY 2017 Routine Debt

Routine debt is issued for items used during normal operations by City Departments. Vehicle replacement, departmental equipment, general repairs and maintenance are all considered routine. The debt service proposed for FY2017 that is routine in nature would be as follows:

#### Building

Old Town Hall Roof Restoration	60,000	Loan Order
<b>Total Building</b>	<b>60,000</b>	

## FY 2017 CIP OVERVIEW

Project/Description	Amount	Funding Source
<b>Electrical</b>		
Painting Pedestrian and Historical Lights (Preventative Maintenance)	25,000	Loan Order
<b>Total Electrical</b>	<b>25,000</b>	
<b>Engineering</b>		
ADA Beach Accomodations	45,000	OFS
Bike Path Design/Construction	25,000	Loan Order
Bike Master Plan Updates	100,000	Loan Order
Boston Street Roadway Improvements-Design for TIP Survey	75,000	Loan Order
Boston Street Roadway Improvements-Design for TIP Survey	75,000	OFS
Bridge St. at Winter St. Enhanced Pedestrian Crossing Signal	35,000	Short Term
Bridge St. Roadway Improvements-TIP Process	50,000	Short Term
Canal Street Roadway and Bike Path Improvements	1,200,000	Loan Order
City Wide Traffic Calming Improvements	100,000	Loan Order
Enhanced Bike Crossing Signal on Lafayette St. at Marblehead Rail Trail	35,000	Short Term
Essex St. Roadway Improvements-North St. to Washington St.	75,000	Loan Order
Essex St. Roadway Improvements-North St. to Washington St.	275,000	OFS
First Swampscott Rd. Intersection Improvement-Design	100,000	Loan Order
Roads, Sidewalks and Crosswalks (Chapter 90)	850,000	Ch. 90
Roads, Sidewalks and Crosswalks (Non-Chapter 90)	1,000,000	Short Term
Seawalls (Collins Cove)	100,000	Loan Order
South Salem and Downtown Salem Walk Boston Recommendation and Implementation	50,000	Loan Order
<b>Total Engineering</b>	<b>4,190,000</b>	
<b>Fire</b>		
Inflatable Boat and Motor	25,000	Loan Order
Replace Chief's Response Vehicle-Car 1	45,000	Lease
<b>Total Fire</b>	<b>70,000</b>	



## FY 2017 CIP OVERVIEW

Project/Description	Amount	Funding Source
<b>Harbormaster</b>		
Marine Propulsion Replacement	35,183	Revolving
Multi Vessel Trailer(s)	34,000	Revolving
<b>Total Harbormaster</b>	<b>69,183</b>	
<b>Information Technology</b>		
Annual Inventory Life Cycle Management Program (City)	75,000	Loan Order
Annual Inventory Life Cycle Management Program (School)	200,000	Loan Order
City Wide Fiber Optic Network Part II	700,000	Loan Order
Telephone System Replacement-City/Schools	494,297	Loan Order
<b>Total Information Technology</b>	<b>1,469,297</b>	
<b>Library</b>		
Replacement of Window Frames and Sills	102,000	CPA
<b>Total Library</b>	<b>102,000</b>	
<b>Parks, Recreation and Community Services</b>		
Basketball Court Renovations	30,000	Loan Order
Collins Cove Playground Renovation	83,000	CPA
Equipment-Golf Course	40,000	R/Res
Forest River Pool Conditions Assessment	20,000	CPA
Forest River Restrooms	85,000	CPA
Golf Course Dump Truck	56,009	R/Res
Mack Park Restrooms	50,000	CPA
Memorial Park-Pillars and Fencing	25,000	Loan Order
Playground Upgrades	35,000	Loan Order
Ryan Brennan Memorial Skate Park Renovation	25,000	CPA
Salem Willows Pavillion Preservation	15,000	CPA
Upgrades to Historic Wrought Iron Fence-Salem Common	50,000	Loan Order
<b>Total Parks, Recreation and Community Services</b>	<b>514,009</b>	

## FY 2017 CIP OVERVIEW

Project/Description	Amount	Funding Source
<b>Parking</b>		
2016 Ford F150 Pickup Truck 2WD	20,125	Lease
<b>Total Parking</b>	<b>20,125</b>	
<b>Planning</b>		
Blaney St. Pier and Terminal-City Match	200,000	Loan Order
Dickson Memorial Chapel Restoration	50,000	Loan Order
Forest River Conservation Area Improvements	25,000	Loan Order
Fort Pickering Restoration Phase II	70,000	CPA
Proctor's Ledge Improvements	179,140	CPA
<b>Total Planning</b>	<b>524,140</b>	
<b>Police</b>		
Furnance and Hot Water Heater Replacement	121,465	Loan Order
License Plate Readers for Traffic Cruisers (2)	27,584	Loan Order
Radio and Accessory Purchase (Comparitor)	18,069	Short Term
Roof Replacement-Phase I	600,000	Loan Order
Vehicle Replacement Marked Cruiser (2)	90,398	Lease
Vehicle Replacement K9 Cruiser (1)	17,807	Lease
<b>Total Police</b>	<b>875,323</b>	
<b>Public Services</b>		
Replace 2000 Ford F350 (Unit 5)	51,000	Loan Order
Replace 2000 International Dump Truck Sander and Plow (Unit 15)	163,000	Loan Order
Tree Master Plan	25,000	Grants
<b>Total Public Services</b>	<b>239,000</b>	

## FY 2017 CIP OVERVIEW

Project/Description	Amount	Funding Source
<b>Schools</b>		
Bentley-HVAC Equipment	25,000	Loan Order
Bentley-Lighting Upgrades	90,000	OFS
Bentley-Playground	73,500	CPA
Bentley-Roof Replacement	110,500	OFS
Bus-29 Passenger	61,000	Lease
Bus-42 Passenger with Wheel Chair	92,000	Lease
Bus-77 Passenger	95,000	Lease
High School-HVAC Replacement	50,000	Loan Order
<b>Total Schools</b>	<b>597,000</b>	
<b>GRAND TOTAL</b>	<b>8,755,077</b>	
<b>NET AMOUNT TO BE BONDED (Capital Leases and Bonding)</b>	<b>5,278,676</b>	

## FY 2017 Routine Debt

Non-routine debt is debt that is issued for purchasing items for new initiatives and projects of the City. New buildings, additions and capital projects are all considered non-routine. The City does not have any debt services for FY2017 that is non-routine in nature.



## FY 2017 CIP General Fund Executive Summary

This Capital Plan has multiple funding sources, including grant funds, capital lease, one-time appropriations, Community Preservation Act funds, and bonding. The list proposed is a scaled down list from departmental requests, with priority given to those projects that are supplemented by grant dollars or any other revenue sources that will keep net general fund expenditures to a minimum.

TOTAL PROPOSED CAPITAL PLAN FOR THE CITY OF SALEM: \$	8,755,077.00
TOTAL PROPOSED FOR BORROWING AND CAPITAL LEASES: \$	5,278,675.60

### FY17 CIP – Funding Sources

#### FY17 CIP – Funded from GRANTS AND OTHER FINANCIAL SOURCES (Ch. 90 Included)

Engineering-ADA Beach Accommodations (Handicap Funds)	45,000
Engineering-Boston Street Roadway Improvements-Design for TIP Survey (ATG)	75,000
Engineering-Essex St. Roadway Improvements-North St. to Washington St. (RCG)	275,000
Engineering-Roads, Sidewalks & Crosswalks (Chapter 90)	850,000
Public Services-Tree Master Plan (Grants)	25,000
School-Bentley Lighting Upgrades (Dominion)	90,000
School-Bentley Roof Replacement (Grants)	110,500

<b>TOTAL GRANTS and OFS:</b>	<b>1,470,500</b>
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#### FY17 CIP-Funded from one time revenue sources-CAPITAL OUTLAY FUND-Fund 2000

Engineering-Bridge St. at Winter St. Enhanced Pedestrian Crossing Signal	35,000
Engineering-Bridge St. Roadway Improvements-TIP Process	50,000
Engineering-Enhanced Bike Crossing Signal on Lafayette St. at Marblehead Rail Trail	35,000
Engineering-Roads, Sidewalks & Crosswalks (Non-Chaper 90)	1,000,000
Police-Radio and Accessory Purchase (Comparitor)	18,069

<b>TOTAL CAPITAL OUTLAY FUND:</b>	<b>1,138,069</b>
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#### FY17 CIP-Funded from CAPITAL LEASES

Fire-Replace Chief's Response Vehicle	45,000
Parking-2016 Ford F150 Pickup Truck 2 WD	20,125
Police-Vehicle Replacement 2 Marked Cruisers	90,398
Police-Vehicle Replacement 1 K9 Cruiser	17,807

## FY 2017 CIP General Fund Executive Summary

School-29 Passenger Bus	61,000
School- 42 Passenger Bus with Wheelchair	92,000
School-77 Passenger Bus	95,000

	<b>TOTAL CAPITAL LEASES: 421,330</b>
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### FY17 CIP-Funded from anticipated BOND AUTHORIZATIONS

Building-Old Town Hall Roof Restoration	60,000
Electrical-Painting Pedestrian and Historical Lights (Preventative Maintenance)	25,000
Engineering-Bike Path-Design/Construction	25,000
Engineering-Bike Path Master Plan Updates	100,000
Engineering-Boston St. Roadway Improvements-Design for TIP Survey	75,000
Engineering-Canal Street Roadway and Bike Path Improvements	1,200,000
Engineering-City-Wide Traffic Calming Improvements	100,000
Engineering-Essex St. Roadway Improvements-North St. to Washington St.	75,000
Engineering-First/Swampscott Road Intersection Improvement Design	100,000
Engineering-Seawalls (Collins Cove)	100,000
Engineering-South Salem and Downtown Salem Walk Boston Recommendation and Implementation	50,000
Fire-Inflatable Boat and Motor	25,000
ITS-Annual Inventory Life-Cycle Management Program (City)	75,000
ITS-Annual Inventory Life-Cycle Management Program (School)	200,000
ITS-City-Wide Fiber Optic Network Pt. II	700,000
ITS-Telephone System Replacement-City/Schools	494,297
Parks-Basketball Court Renovations	30,000
Parks-Memorial Park-Pillars & Fencing	25,000
Parks-Playground Upgrades	35,000
Parks-Upgrades to Historic Wrought Iron Fence-Salem Common	50,000
Planning-Blaney Street Pier and Terminal (City Match)	200,000
Planning-Dickson Memorial Chapel Restoration	50,000
Planning-Forest River Conservation Area Improvements	25,000
Police-Furnace and Hot Water Heater Replacement	121,465
Police-License Plate Reader for Traffic Cruisers (2)	27,584

## FY 2017 CIP General Fund Executive Summary

Police-Roof Replacement Phase I	600,000
Public Services-Replace 2000 Ford F350 (Unit 5)	51,000
Public Services-Replace 2000 International Dump Truck Sander and Plow (Unit 15)	163,000
School-Bentley HVAC Equipment	25,000
School-High School HVAC Replacement	50,000

<b>TOTAL BOND AUTHORIZATION:</b>	<b>4,857,346</b>
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### FY17 CIP-Funded from COMMUNITY PRESERVATION ACT Funds

Recommended by Community Preservation Committee (CPC) and sent to City Council

Library-Replacement of Window Frames and Sills	102,000
Parks-Collins Cove Playground Renovation	83,000
Parks-Forest River Pool Conditions Assessment	20,000
Parks-Forest River Restrooms	85,000
Parks-Mack Park Restrooms	50,000
Parks-Upper Gallows Hill Park Playground and Basketball Court Improvements	25,000
Parks-Ryan Brennan Memorial Skate Park Renovation	15,000
Planning-Fort Pickering Restoration Phase II	70,000
Planning-Proctor's Ledge Improvements	179,140
Schools-Bentley Playground	73,500

<b>TOTAL COMMUNITY PRESERVATION ACT FUNDS (RECOMMENDED):</b>	<b>702,640</b>
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### FY17 CIP-Funded from Receipts Reserved for Appropriation and Revolving Funds

*\*\*Please note, these projects have no impact on the General Fund*

Harbormaster-Enginer Replacements(s) 27' Whaler	35,183
Harbormaster-Marine Propulsion Replacement	34,000
Parks-Golf Course Equipment	40,000
Parks-Golf Course Dump Truck	56,009

<b>TOTAL RECEIPTS RESERVED AND REVOLVING FUNDS:</b>	<b>165,192</b>
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<b>GRAND TOTAL GENERAL FUND CAPITAL REQUESTS:</b>	<b>8,755,077</b>
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## IMPACT OF CAPITAL IMPROVEMENT PROJECTS ON OPERATING BUDGET

Description	Funding	Cost	Impact
Building-Old Town Hall Roof Restoration	Bonding	60,000	Asset preservation and decrease in long-term maintenance costs.
Electrical-Painting Pedestrian and Historical Lights	Bonding	25,000	Asset preservation and decrease in long-term capital outlay for new poles.
Engineering-Bike Path Master Plan Updates	Bonding	100,000	No impact.
Engineering-Bike Path-Design/Construction	Bonding	25,000	No impact.
Engineering-Boston St. Roadway Improvements-Design for TIP Study	Bonding	75,000	Preventative maintenance.
Engineering-Bridge St. at Winter St. Enhanced Pedestrian Crossing Signal	Fund 2000	35,000	Preventative maintenance.
Engineering-Bridge St. Roadway Improvements-TIP Process	Fund 2000	50,000	No impact.
Engineering-Canal St. Roadway and Bike Path Improvements	Bonding	1,200,000	Preventative maintenance.
Engineering-City Wide Traffic Calming Improvements	Bonding	100,000	Preventative maintenance.
Engineering-Enhanced Bike Crossing Signal on Lafayette St. at Marblehead Rail Trail	Fund 2000	35,000	Improves safety.
Engineering-Essex St. Roadway Improvements North St. to Washington St.	Bonding	75,000	Preventative maintenance.
Engineering-First/Swampscott Rd. Intersection Improvement Design	Bonding	100,000	Preventative maintenance.
Engineering-Roads, Sidewalks & Crosswalks (Non-Chapter 90A)	Fund 2000	1,000,000	Reduces long-term capital costs
Engineering-Seawalls (Collins Cove)	Bonding	100,000	Preventative maintenance.
Engineering-South Salem and Downtown Salem Walk Boston Recommendation and Implementation	Bonding	50,000	No impact.
Fire-Inflatable Boat and Motor	Bonding	25,000	No impact.

## IMPACT OF CAPITAL IMPROVEMENT PROJECTS ON OPERATING BUDGET

Description	Funding	Cost	Impact
Fire-Replace Chief's Response Vehicle	Capital Lease	45,000	Improves fuel efficiency.
ITS-Annual Inventory Life-Cycle Management Program (City)	Bonding	75,000	No impact.
ITS-Annual Inventory Life-Cycle Management Program (School)	Bonding	200,000	No impact.
ITS-City Wide Fiber Network Pt. II	Bonding	700,000	Improves city wide network efficiency.
ITS-Telephone System Replacement-City/Schools	Bonding	494,297	No impact.
Parking-2016 Ford F150 Pickup Truck 2WD	Capital Lease	20,125	Improves fuel efficiency.
Parks-Basketball Court Renovations	Bonding	30,000	No impact.
Parks-Memorial Park-Pillars & Fencing	Bonding	25,000	Asset preservation and decrease in long-term maintenance costs.
Parks-Playground Upgrades	Bonding	35,000	Preventative maintenance.
Parks-Upgrades to Historic Wrought Iron Fence-Salem Common	Bonding	50,000	Asset preservation and decrease in long-term maintenance costs.
Planning-Blaney St. Pier and Terminal (City Match)	Bonding	200,000	Increases revenue opportunities for the wharf area.
Planning-Dickson Memorial Chapel Restoration	Bonding	50,000	Asset preservation and decrease in long-term maintenance costs.
Planning-Forest River Conservation Area Improvements	Bonding	25,000	Asset preservation and decrease in long-term maintenance costs.
Police-Furnace and Hot Water Heater Replacement	Bonding	121,465	Decreases annual maintenance costs and improves efficiency.
Police-License Plate Reader for Traffic Cruisers (2)	Bonding	27,584	Improves efficiency.
Police-Radio and Accessory Purchase (Comparator)	Fund 2000	18,069	No impact.
Police-Roof Replacement Phase I	Bonding	600,000	No impact.
Police-Vehicle Replacement 2 Marked Cruisers/1 K9 Cruiser	Capital Lease	108,205	Annual payments for the vehicle through the capital leasing program. Reducing maintenance cost of repairing aging vehicles.
Public Services-Replace 2000 Ford F350 (Unit 5)	Bonding	51,000	Decreases annual maintenance costs.

## IMPACT OF CAPITAL IMPROVEMENT PROJECTS ON OPERATING BUDGET

Description	Funding	Cost	Impact
Public Services-Replace 2000 International Dump Truck Sander and Plow (Unit 15)	Bonding	163,000	Decreases annual maintenance costs.
School-1 29 Passenger Bus/1 42 Passenger Bus/1 77 Passenger Bus	Capital Lease	248,000	Annual payments for the vehicle through the capital leasing program. Reducing maintenance cost of repairing aging vehicles.
School-Bentley HVAC Equipment	Bonding	25,000	Improves efficiency, lowers costs.
School-High School HVAC Replacement	Bonding	50,000	Improves efficiency, lowers costs.
<b>Grand Total All General Fund Capital Projects</b>		<b>6,416,745</b>	



**City of Salem  
Capital Plan - General Fund  
Fiscal Year 2017-2021**

CAPITAL REQUEST	Approved FY16	FY17 Priority	FY17 Funding Source	Dept. Request FY2017	Requested			
					FY2018	FY2019	FY2020	FY2021
<b>Building</b>								
Old Town Hall Roof Restoration			Bonding	60,000				
Subtotal: Building	-			60,000	-	-	-	-
<b>Council on Aging</b>								
COA Recreational Room-Chill Zone					25,000			
Council on Aging Vans								
Subtotal: Council on Aging				-	25,000	-	-	-
<b>Electrical</b>								
Fire Alarm Terminal Boxes					25,000	25,000	25,000	
Painting Pedestrian and Historical Lights (Preventative Maintenance)	25,000.00		Bonding	25,000	25,000	25,000	25,000	
Utility Truck - F350								
Subtotal: Electrical	25,000.00			25,000	50,000	50,000	50,000	-
<b>Engineering - Roads, Sidewalks, &amp; Crosswalks</b>								
Access improvements on Grove and Tremont St into Mack Park					150,000			
ADA Beach Accomodations (\$45,000 from Hanidcap Funds)			Other Financial Sources	45,000				
Bike Path - Design/Construction	25,000.00		Bonding	25,000	25,000	25,000	25,000	
Bike Master Plan Updates			Bonding	100,000				
Boston Street Roadway Improvements-Design for TIP-Survey (\$75,000 from ATG)			Bonding	75,000				
			Other Financial Sources	75,000				
Bridge Street at Winter Street enhanced pedestrian Crossing Signal			Fund 2000	35,000				
Bridge Street Roadway Improvements-TIP Process			Fund 2000	50,000				
Canal Street Roadway and Bike Path Improvements			Bonding	1,200,000				
City-Wide Traffic Calming Improvements			Bonding	100,000				
Enhanced Bike Crossing Signal on Lafayette St. at Marblehead Rail Trail			Fund 2000	35,000				
Essex Street Roadway Improvements-North St to Washington St (\$275,000 from RCG)			Bonding	75,000				
			Other Financial Sources	275,000				
First/Swampscott Rd Intersection Improvement-Design			Bonding	100,000				
McGrath Park Paving/Concession Stand	140,000.00							
New Liberty Intersection/Pedestrian Upgrades					700,000			
Roads, Sidewalks & Crosswalks (Chapter 90)	850,000.00		Ch. 90	850,000	850,000	850,000	850,000	
Roads, Sidewalks & Crosswalks (Non Chapter 90 eligible)	150,000.00		Fund 2000	1,000,000	150,000	150,000	150,000	
Saltonsall School Parking/Drop Off Area Improvements	125,000.00							
Seawalls (Collins Cove)			Bonding	100,000				
South Salem and Downtown Salem Walk Boston Recommendation and Implementation			Bonding	50,000	50,000			
Subtotal: Eng. - Roads, Sidewalks, Crosswalks	1,290,000.00			4,190,000	1,925,000	1,025,000	1,025,000	-
<b>Fire</b>								
Electrical Upgrades Station 1					50,000	50,000		
Electrical Upgrades Station 2					50,000			
Electrical Upgrades Station 4								
Fire Pump Engine 5					460,000			
General Building Maintenance/Upgrades	25,000.00				25,000	25,000	25,000	
Inflatable Boat and Motor			Bonding	25,000				
Personal Protective Clothing						40,000		
New Fire Station-5					7,500,000			
Replace Chief's Reponse Vehicle-Car 1			Capital Leases	45,000				
Replace Squad 1					42,000			
Upgrade Radio System						60,000		
Upgrade Telephone System					50,000			
Subtotal: Fire	25,000.00			70,000	8,177,000	175,000	25,000	-

**City of Salem  
Capital Plan - General Fund  
Fiscal Year 2017-2021**

CAPITAL REQUEST	Approved FY16	FY17 Priority	FY17 Funding Source	Dept. Request FY2017	Requested			
					FY2018	FY2019	FY2020	FY2021
<b>Harbormaster</b>								
6.5 Ribcraft Aluminum Vessel w/Trailer	95,000.00							
Electronics Upgrades- 27' Whaler								
Engine Replacement(s)-27' Whaler	24,000.00							
Marine Propulsion Replacement			Revolving	35,183				
Multi Vessell Trailer(s)			Revolving	34,000	26,100			
<b>Subtotal: Harbormaster</b>	<b>119,000.00</b>			<b>69,183</b>	<b>26,100</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Information Technology</b>								
Annual Inventory Life-Cycle Management Program (City)			Bonding	75,000	100,000	100,000	100,000	100,000
Annual Inventory Life-Cycle Management Program (Schools)			Bonding	200,000	300,000	300,000	300,000	300,000
City Wide Fiber Optic Network Pt. II	700,000.00		Bonding	700,000				
Downtown Wireless Network Project					100,000			
Emergency Preparedness - Redundant Servers-City								
Emergency Preparedness - UPS								
Telephone System Replacment-City/Schools			Bonding	494,297	400,000			
<b>Subtotal: Information Technology</b>	<b>700,000.00</b>			<b>1,469,297</b>	<b>900,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>
<b>Library</b>								
Replacement of Window Frames and Sills	106,500.00		CPA Recommended	102,000				
<b>Subtotal: Library</b>	<b>106,500.00</b>			<b>102,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Parks, Recreation &amp; Community Services</b>								
Basketball Court Renovations			Bonding	30,000				
Broad Street Cemetery				-				
Collins Cove Playground Renovation			CPA Recommended	83,000				
Equipment - Golf Course	40,000.00		R/Reserve	40,000	40,000	40,000	40,000	
Equipment Lease - Olde Salem Greens								
Forest River Conservation Area Improvements			CPA Recommended	-				
Forest River Pool Conditions Assessment			CPA Recommended	20,000				
Forest River Restrooms			CPA Recommended	85,000				
Forest River Trails	15,000.00							
Golf Course Dump Truck			R/Reserve	56,009				
Mack Park Restrooms			CPA Recommended	50,000				
Mack Park Wall Upgrades	35,500.00			-	200,000			
Mary Jane Lee Park	85,575.00							
McGlew Park Soft Costs	79,000.00							
Memorial Park - Pillars & Fencing (Phase I in FY15 and II in FY16)	26,618.00		Bonding	25,000				
Olde Salem Greens Cart Paths (2 Cart Paths Per Year)	45,000.00				45,000	45,000	45,000	
Outdoor Synthetic Skating Rink					90,000			
Playground Upgrades	50,000.00		Bonding	35,000	50,000	50,000	50,000	
Playground and Basketball Court Upgrades (Upper Gallows Hill Park)					55,000			
Ryan Brennan Memorial Skate Park Renovation			CPA Recommended	25,000				
Salem Willows Pavillion Preservation			CPA Recommended	15,000				
Trail and Picnic Area Restoration (McCabe Park)					35,000			
Upgrades to Historic Wrought Iron Fence - Salem Common	60,000.00		Bonding	50,000	50,000	50,000	50,000	
Upgrade Gazebos	25,000.00				25,000	25,000		
Winter Island Electrical Upgrades-RV Field (Phase I-Two Phases)	26,000.00				26,000			
Winter Island Function Hall Patio					75,000			
<b>Subtotal: Recreation</b>	<b>487,693.00</b>			<b>514,009</b>	<b>691,000</b>	<b>210,000</b>	<b>185,000</b>	<b>-</b>

**City of Salem**  
**Capital Plan - General Fund**  
**Fiscal Year 2017-2021**

	Approved FY16	FY17 Priority	FY17 Funding Source	Dept. Request FY2017	Requested			
					FY2018	FY2019	FY2020	FY2021
<b>CAPITAL REQUEST</b>								
<b>Parking Department</b>								
Automation of Downtown/South Harbor Garages	550,000.00							
Crombie St. Lot - Resurfacing					150,000			
2016 Ford F150 Pickup Truck 2WD			Capital Leases	20,125				
Museum Place Garage - Waterproof (Design/Construction)								
Parking Kiosk Umbrellas								
Parking Garage Upgrades	150,000.00							
<b>Subtotal: Parking Dept.</b>	<b>700,000.00</b>			<b>20,125</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Planning</b>								
Artwork Restoration: City Council Chambers	79,000.00							
Blaney Street Pier and Terminal -City Match	550,000.00		Bonding	200,000				
Blaney Street Pier and Terminal-Construction								
Dickson Memorial Chapel Restoration			Bonding	50,000				
Forest River Conservation Area Improvements			Bonding	25,000				
Fort Lee Restoration				-				
Fort Pickering Restoration Phase II			CPA Recommended	70,000				
Mary Jane Lee Park- Phase II	60,000.00							
Old Town Hall Window Replacement Project	105,000.00							
Proctor's Ledge Improvements			CPA Recommended	179,140				
<b>Subtotal: Planning</b>	<b>715,000.00</b>			<b>524,140</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Police</b>								
Equipment - File Cabinets for Records Retention					30,681			
Evidence/Records Room Upgrades					153,076			
Fire Alarm Panel Replacement					25,000			
Furnance and Hot Water Heater Replacement			Bonding	121,465				
GPS Units for Vehicles	40,000.00							
License Plate Readers for Traffic Cruisers (2)			Bonding	27,584				
Police Headquarters Camera Upgrade					34,457			
Radio and Accessory Purchase					20,768			
Radio and Accessory Purchase (Comparator)			Fund 2000	18,069				
Roof Replacement-Phase I	60,000.00		Bonding	600,000				
Vehicle Replacement 2 Marked Cruiser	169,364.00		Capital Leases	90,398	78,000	78,000	80,000	
Vehicle Replacement (CID Cruiser)					37,133			
Vehicle Replacement (1 K9 Cruiser)			Capital Leases	17,807				
Vehicle Replacement -Traffic Unit Cruiser	42,631.00							
<b>Subtotal: Police</b>	<b>311,995.00</b>			<b>875,323</b>	<b>379,115</b>	<b>78,000</b>	<b>80,000</b>	<b>-</b>



**City of Salem  
Capital Plan - General Fund  
Fiscal Year 2017-2021**

CAPITAL REQUEST	Approved FY16	FY17 Priority	FY17 Funding Source	Dept. Request FY2017	Requested			
					FY2018	FY2019	FY2020	FY2021
<b>Public Services - Equipment</b>								
Charter St. Burial Ground	90,550.00							
Compressor	25,000.00							
General Building Repairs (DPS Garage)					75,000			
Open Space/Pocket Park Upgrades	25,000.00							
Purchase and Replacement of Non-Conforming Signs	34,000.00				34,000	44,000		
Replace 1999 Ford F350 pickup (Unit 92)					40,700			
Replace Ford F350 (Unit 38)					40,645			
Replace Ford F550 Utility Truck (Unit 36)					49,500			
Replace Ford F550 Six Wheel Dump Truck (Unit 71)-Currently Flatlined	69,440.00							
Replace Ford F550 Six Wheel Dump Truck (Unit 107)					58,800			
Replace Ford F550 Six Wheel Dump Truck (Unit 108)	58,800.00							
Replace Ford F550 Six Wheel Dump Truck (Unit 122)					69,440			
Replace 2000 Ford F350 (Unit 5)			Bonding	51,000				
Replace 2000 International Dump Truck (Unit 14)	155,400.00							
Replace 2000 International Dump Truck Sander and Plow (Unit 15)			Bonding	163,000	165,300			
Replace 2002 International Dump Truck (Unit 87)					139,000			
Replace 2006 John Deere Backhoe (Unit 60)					146,000			
Replace 2008 Ford F550 Dump Truck (Unit 72)					96,000			
Street Sweeper					200,000			
Trash Packer	90,000.00							
Tree Master Plan			Grants	25,000				
Two Ton Propane Hot Box	45,000.00							
Utility Vehicle to Replace Existing Vector (#8)						360,000		
Water Utility Vehicle						60,000		
<b>Subtotal: Public Services</b>	<b>593,190.00</b>			<b>239,000</b>	<b>1,114,385</b>	<b>464,000</b>	<b>-</b>	<b>-</b>
<b>Schools</b>								
Bates - Elevator repair					120,000			
Bates- Playground	45,000.00							
Bentley-Carpet Replacement	90,000.00							
Bentley-HVAC Equipment			Bonding	25,000				
Bentley-Lighting Upgrades (\$90,000 from Dominion Funds)			Other Financial Sources	90,000				
Bentley-Playground			CPA Recommended	73,500				
Bentley-Roof Replacement			Other Financial Sources	110,500				
Bertram Field House/Concession					800,000			
Building Wireless Infrastructure - Districtwide	240,000.00							
Bus-29 Passenger #1	57,000.00		Capital Leases	61,000				
Bus-29 Passenger #2					61,000			
Bus-42 Passenger with wheel chair #1	96,000.00		Capital Leases	92,000				
Bus-42 Passenger with wheel chair #2					92,000			
Bus-77 Passenger #1			Capital Leases	95,000				
Bus-77 Passenger #2					95,000			
Computer Replacement - Districtwide	75,000.00							
District Wide Security Updates	25,000.00							
Early Childhood Center and Elementary Building Transition								
High School HVAC Replacement			Bonding	50,000				
Replacement of Broken Equipment-Food Services					121,000			
Replacement of Building and Grounds Equipment	75,000.00				75,000			
Roadway Rebuild-Salem High School					1,030,000			
Salerno Automotive-Roof Replacement	50,000.00							
Solar Canopy at Salem High School	999,000.00							
Salerno Automotive-HVAC Unit Replacement					85,000			
<b>Subtotal: Schools</b>	<b>1,752,000.00</b>			<b>597,000</b>	<b>2,479,000</b>	<b>-</b>	<b>-</b>	<b>-</b>

**City of Salem  
Capital Plan - General Fund  
Fiscal Year 2017-2021**

CAPITAL REQUEST	Approved	FY17 Priority	FY17 Funding Source	Dept. Request FY2017	Requested			
	FY16				FY2018	FY2019	FY2020	FY2021
Veteran Services								
Vehicle Replacement-Ford Explorer	25,451.00							
Subtotal: Veteran Services	25,451.00			-	-	-	-	-
Total - CIP								
				Bonding	4,857,346			
				Capital Leases	421,330			
				Ch. 90	850,000			
				CPA Recommended	702,640			
				Grants	25,000			
				Fund 2000	1,138,069			
				R/Reserve	96,009			
				Revolving	69,183			
				Other Financial Sources	595,500			
				Total CIP	8,755,077			
				Total to be Bonded (Bonding + Capital Leases)	5,278,676			

## FY 2017 CIP Enterprise Funds Executive Summary

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

The total proposed Capital Plan for the City of Salem's Enterprise Funds for FY17 is----> 18,195,000

### FY17 Enterprise Fund CIP – Funding Sources

#### FY17 Enterprise Fund CIP – Funded from one time revenue sources-Retained Earnings

Sewer-Sewer Line Extension/Rehabilitation/Upgrades	50,000
<b>TOTAL WATER/SEWER RETAINED EARNINGS:</b>	<b>50,000</b>

#### FY17 Enterprise Fund CIP-Funded from other financial sources (SESD)

Sewer-I/I Removal Program	25,000
<b>TOTAL GRANTS AND OTHER FINANCIAL SOURCES:</b>	<b>25,000</b>

#### FY17 Enterprise Fund CIP-Funded from Bonding

Water-Salem PS and Booster Station	150,000
Water-Water Distribution System Annual Improvements	1,145,000
Water-City Wide Water System Flushing, Valve Maintenance, Leak Detection and GIS Administration	400,000
Water-Outlook Ave. Drain Improvements	175,000
Sewer-City Wide Water System Flushing, Valve Maintenance, Leak Detection and GIS Administration	400,000
Sewer-Swampscott Road Sewer Pump Station UST Replacement	100,000
Sewer-MS4 Compliance/Illicit Connection Removal	750,000
Sewer-Canal Street-SSU Flood Mitigation Improvements	15,000,000
<b>TOTAL BONDING:</b>	<b>18,120,000</b>
<b>GRAND TOTAL ENTERPRISE FUND CAPITAL REQUESTS:</b>	<b>18,195,000</b>



## IMPACT OF WATER & SEWER CAPITAL IMPROVEMENT PROJECTS ON OPERATING BUDGET

Description	Funding	Cost	Impact
Sewer-Sewer Line Extension/Rehabilitation/Upgrades	Retained Earnings-Enterprise Fund	50,000	Reductions in emergency repairs.
Sewer-Inflow/Infiltration Removal Program	Retained Earnings-SESD	25,000	No impact.
Water-Salem PS and Booster Station	Bonding	150,000	Repair structural defects to avoid maintenance issues.
Water-Water Distribution System Annual Improvements	Bonding	1,145,000	Preventative Maintenance/Reductions in Emergency Repairs.
Water-City Wide Water System Flushing/Valve Maintenance/Leak Detection/GIS Administration	Bonding	400,000	Repairing structural defects and addressing needed repairs to water infrastructure.
Water-Outlook Avenue Drain Improvements	Bonding	175,000	
Sewer-City Wide Water System Flushing, Valve Maintenance, Leak Detection and GIS Administration	Bonding	400,000	Repairing structural defects and addressing needed repairs to water infrastructure.
Sewer-Swampscott Rd. Sewer Pump Station UST Replacement	Bonding	100,000	
Sewer-MS4 Compliance/Illicit Connection Removal	Bonding	750,000	The study, design and construction to reduce structural defects and addressing aging infrastructure.
Sewer-Canal Street-SSU Flood Mitigation Improvements	Bonding	15,000,000	

**Grand Total All Water & Sewer Enterprise Capital Projects**      **18,195,000**

**City of Salem**  
**Capital Plan - Water and Sewer Enterprise Fund**

**Fiscal Year 2017-2021**

CAPITAL REQUEST	Approved FY16	FY17 Funding Source	FY17	REQUESTED			
				FY18	FY19	FY20	FY21
<b>Water Enterprise-Engineering</b>							
<b>Pump Stations and Tanks</b>							
Internal/External Rehabilitation-Gallows Hills Storage Tanks	1,300,000						
<b>Transmission System</b>							
Salem PS and Booster Station	150,000	Bonding	150,000	150,000	150,000		
Sohier Road				1,903,000			
Transmission Main Rehab and Easements (10 Year Program)						7,800,000	7,800,000
<b>Distribution System</b>							
Main System Upgrades: Valve/Hydrant Replacement Program	2,500,000			2,500,000	2,500,000	2,500,000	2,500,000
Water Distribution System Annual Improvements	1,145,000	Bonding	1,145,000	1,145,000	1,145,000	1,145,000	1,145,000
City Wide Water System Flushing, Valve Maintenance, Leak Detection and GIS Administration	400,000	Bonding	400,000	400,000	400,000	400,000	400,000
Outlook Ave Drainage Improvements		Bonding	175,000				
<b>Subtotal: Water Enterprise</b>	<b>5,495,000</b>		<b>1,870,000</b>	<b>6,098,000</b>	<b>4,195,000</b>	<b>11,845,000</b>	<b>11,845,000</b>
<b>Sewer Enterprise-Engineering</b>							
City Wide Sewer System Flushing, Valve Maintenance, Leak Detection and GIS Administration	400,000	Bonding	400,000	400,000	400,000	400,000	400,000
Sewer Line Extension/Upgrade/Rehabilitation	50,000	R/E	50,000	50,000	50,000	100,000	100,000
I/I Removal Program	25,000	SESD	25,000	25,000	25,000	25,000	25,000
MS4 Compliance/Illicit Connection Removal	750,000	Bonding	750,000	750,000	750,000	750,000	750,000
Swampscott Road sewer pump station ust replacement		Bonding	100,000				
<b>Canal Street Upgrades</b>							
Canal Street- SSU Flood Mitigation Improvements-Phase II		Bonding	15,000,000				
Pump Station (\$1.5 Million FEMA Grant Reduction FY15)	6,300,000						
Storage Tank and Treatment							
<b>Subtotal: Sewer Enterprise</b>	<b>7,525,000</b>		<b>16,325,000</b>	<b>1,225,000</b>	<b>1,225,000</b>	<b>1,275,000</b>	<b>1,275,000</b>
<b>Total: Enterprise Fund</b>	<b>13,020,000</b>		<b>18,195,000</b>	<b>7,323,000</b>	<b>5,420,000</b>	<b>13,120,000</b>	<b>13,120,000</b>

Bonding	\$	18,120,000
R/E	\$	50,000
SESD	\$	25,000

## Aggregate Net Debt Service - FY2017

Date	Issue : Purpose	Principal	Interest	Net New D/S
07/15/2016	December 14 2006 DW-05-12 (O) : SINGLE PURPOSE	114,805.00	13,984.68	128,789.68
<b>Subtotal</b>		<b>\$114,805.00</b>	<b>\$13,984.68</b>	<b>\$128,789.68</b>
09/01/2016	January 27 2010 NSR (SQ) : Adv Ref Sept 15 2000 Bates School (O)	766,000.00	54,102.50	820,102.50
	January 27 2010 NSR (SQ) : Adv Ref Sept 15 2000 Golf Course Clubhouse (I)	19,000.00	285.00	19,285.00
	October 15 2010 (SQ) : Water Systems Improvement (O)	100,000.00	29,200.00	129,200.00
	October 15 2010 (SQ) : Water Meters (O)	200,000.00	40,000.00	240,000.00
	October 15 2010 (SQ) : Water Main (O)	140,000.00	36,000.00	176,000.00
	October 15 2010 (SQ) : Sewer Pump Station (I)	10,000.00	2,600.00	12,600.00
	October 15 2010 (SQ) : South River Basin Upgrade (I)	85,000.00	21,400.00	106,400.00
	October 15 2010 (SQ) : Golf Course Dept. Equip (I)	10,000.00	1,000.00	11,000.00
	October 15 2010 (SQ) : Dump Truck (I)	5,000.00	400.00	5,400.00
	October 15 2010 (SQ) : DPW Equipment (I)	5,000.00	400.00	5,400.00
	October 15 2010 (SQ) : Engineering Infrastructure (I)	15,000.00	1,500.00	16,500.00
	October 15 2010 (SQ) : Engineering Seawalls (I)	5,000.00	500.00	5,500.00
	October 15 2010 (SQ) : Fire Pumper Truck (I)	25,000.00	5,000.00	30,000.00
	October 15 2010 (SQ) : Parking Equipment (I)	5,000.00	500.00	5,500.00
	October 15 2010 (SQ) : Witch House (I)	5,000.00	500.00	5,500.00
	October 15 2010 (SQ) : Departmental Equipment (I)	5,000.00	500.00	5,500.00
	October 15 2010 (SQ) : Forest River Pool (I)	15,000.00	1,500.00	16,500.00
	October 15 2010 (SQ) : Forest River Park (I)	5,000.00	500.00	5,500.00
	October 15 2010 (SQ) : Willow Public Bathroom (I)	10,000.00	1,000.00	11,000.00
	October 15 2010 (SQ) : Fire Alarm Receiver (I)	5,000.00	100.00	5,100.00
	October 15 2010 (SQ) : School Fire Alarm Systems (I)	15,000.00	1,100.00	16,100.00
	October 15 2010 (SQ) : School Buses (I)	15,000.00	1,200.00	16,200.00
	October 15 2010 (SQ) : School Infrastructure (I)	5,000.00	1,000.00	6,000.00
	October 15 2010 (SQ) : Fire SCBA Compressor (I)	5,000.00	500.00	5,500.00
	October 15 2010 (SQ) : Public Service Equip. & Vehicles (I)	30,000.00	2,900.00	32,900.00
	October 15 2010 (SQ) : Public Service Garage Doors (I)	5,000.00	100.00	5,100.00
	October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks (I)	110,000.00	19,000.00	129,000.00
	October 15 2010 (SQ) : Playground Equipment (I)	5,000.00	500.00	5,500.00
	October 15 2010 (SQ) : Furlong Park Remodeling (I)	20,000.00	3,600.00	23,600.00
	October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks 2 (I)	10,000.00	2,000.00	12,000.00
	October 15 2010 (SQ) : Canal St. Improvement Design (I)	35,000.00	6,100.00	41,100.00
	October 15 2010 (SQ) : Storage Tanks (O)	100,000.00	10,000.00	110,000.00
	October 15 2010 (SQ) : School Ballfield Remodeling (I)	5,000.00	900.00	5,900.00
	October 15 2010 (SQ) : School Field House Remodeling (I)	5,000.00	300.00	5,300.00
	September 27 2012 : Water System Improvements (OSQ)	55,000.00	19,475.00	74,475.00
	September 27 2012 : Sewer Pump Station Upgrade (ISQ)	10,000.00	2,818.75	12,818.75
	September 27 2012 : South River Basin Upgrade (ISQ)	20,000.00	6,856.25	26,856.25
	September 27 2012 : South River Basin Upgrade 2 (ISQ)	15,000.00	4,812.50	19,812.50
	September 27 2012 : Forrester Street Drain Relief (ISQ)	15,000.00	5,162.50	20,162.50
	September 27 2012 : Domain Controller & Exchange Services (ISQ)	10,000.00	300.00	10,300.00
	September 27 2012 : Domain Controller & Exchange Services 2 (ISQ)	15,000.00	450.00	15,450.00
	September 27 2012 : City Hall Roof (ISQ)	15,000.00	10,112.50	25,112.50
	September 27 2012 : City Hall Skylights (ISQ)	5,000.00	2,200.00	7,200.00



## Aggregate Net Debt Service - FY2017

Date	Issue : Purpose	Principal	Interest	Net New D/S
September 27 2012 :	City Hall Windows (ISQ)	5,000.00	5,356.25	10,356.25
September 27 2012 :	City Hall Masonry Repairs (ISQ)	20,000.00	13,071.88	33,071.88
September 27 2012 :	Parking Study (ISQ)	40,000.00	1,200.00	41,200.00
September 27 2012 :	Police Vehicle Replacement (ISQ)	25,000.00	750.00	25,750.00
September 27 2012 :	Public Service Equipment (ISQ)	15,000.00	450.00	15,450.00
September 27 2012 :	Roads, Sidewalks & Crosswalks (ISQ)	45,000.00	10,634.38	55,634.38
September 27 2012 :	Collins Cove Seawall (ISQ)	5,000.00	1,709.38	6,709.38
September 27 2012 :	Parks & Rec. Equipment (ISQ)	10,000.00	300.00	10,300.00
September 27 2012 :	School- Wheelchair Bus (ISQ)	20,000.00	600.00	20,600.00
September 27 2012 :	School- Conventional Bus (ISQ)	20,000.00	600.00	20,600.00
September 27 2012 :	Remediation (ISQ)	35,000.00	21,393.75	56,393.75
September 27 2012 :	Collins School (OSQ)	30,000.00	20,031.25	50,031.25
September 27 2012 :	Collins School 2 (OSQ)	120,000.00	82,115.63	202,115.63
September 27 2012 :	Saltonstall School (OSQ)	30,000.00	18,221.88	48,221.88
September 27 2012 :	Saltonstall School 2 (OSQ)	55,000.00	38,050.00	93,050.00
<b>Subtotal</b>		<b>\$2,435,000.00</b>	<b>\$512,859.40</b>	<b>\$2,947,859.40</b>
10/15/2016	October 15 2007 : High School (I)	345,000.00	83,353.13	428,353.13
	October 15 2007 : Ferry Boat Project (I)	60,000.00	5,900.00	65,900.00
	October 15 2007 : Water System Improvements (O)	165,000.00	38,900.00	203,900.00
<b>Subtotal</b>		<b>\$570,000.00</b>	<b>\$128,153.13</b>	<b>\$698,153.13</b>
11/01/2016	December 2 2015 : Folly Hill Tank Storage I (O)	225,000.00	79,051.39	304,051.39
	December 2 2015 : Folly Hill Tank Storage II (O)	115,000.00	39,434.31	154,434.31
	December 2 2015 : System Flushing/Valve Maintenance (O)	45,000.00	15,810.28	60,810.28
	December 2 2015 : Meter Replacement Program (O)	15,000.00	3,792.64	18,792.64
	December 2 2015 : Valve Pipe Replacement (O)	15,000.00	3,792.64	18,792.64
	December 2 2015 : I/I Study, Design & Construction (I)	40,000.00	26,200.05	66,200.05
	December 2 2015 : Canal St. Phase II (I)	90,000.00	60,756.48	150,756.48
	December 2 2015 : Illicit Connection Removal (I)	5,000.00	3,455.64	8,455.64
	December 2 2015 : Line Extension, Rehab & Upgrades (I)	5,000.00	2,010.56	7,010.56
	December 2 2015 : Garage Updates (I)	10,000.00	5,466.20	15,466.20
	December 2 2015 : Kiosk Umbrellas (I)	10,000.00	1,873.47	11,873.47
	December 2 2015 : Computer Replacement Program (I)	25,000.00	8,225.00	33,225.00
	December 2 2015 : District-Wide Security Updates (I)	10,000.00	2,878.75	12,878.75
	December 2 2015 : Replace Lunchroom/Cafeteria Equipment (I)	5,000.00	1,325.14	6,325.14
	December 2 2015 : HS Transformer Replacement (I)	10,000.00	2,193.33	12,193.33
	December 2 2015 : Saltonstall Elementary School I (O)	33,000.00	20,200.37	53,200.37
	December 2 2015 : Saltonstall Elementary School II (O)	18,686.00	8,989.21	27,675.21
	December 2 2015 : Collins Middle School I (O)	20,000.00	13,234.25	33,234.25
	December 2 2015 : Collins Middle School II (O)	45,000.00	28,284.86	73,284.86
	December 2 2015 : Collins Middle School III (O)	61,161.00	40,043.84	101,204.84
	December 2 2015 : Golf Course Equipment (I)	18,639.00	4,270.40	22,909.40

## Aggregate Net Debt Service - FY2017

Date	Issue : Purpose	Principal	Interest	Net New D/S
	December 2 2015 : Wrought Iron Fence (I)	5,000.00	2,010.56	7,010.56
	December 2 2015 : Memorial Park Pillars & Fencing (I)	7,800.00	919.37	8,719.37
	December 2 2015 : Blaney Street Terminal - City Match (I)	15,000.00	8,921.84	23,921.84
	December 2 2015 : Winter Island Pathway & Fort Restoration (I)	5,000.00	2,010.56	7,010.56
	December 2 2015 : Police CAD/RMS Replacement (I)	80,378.00	10,242.46	90,620.46
	December 2 2015 : Police Vehicle GPS Units (I)	5,000.00	1,553.61	6,553.61
	December 2 2015 : DPS 1988 Ladder Replacement (I)	18,200.00	7,392.45	25,592.45
	December 2 2015 : DPS 2000 Dump Truck Replacement (I)	17,136.00	5,568.07	22,704.07
	December 2 2015 : Paving (I)	50,000.00	23,875.35	73,875.35
	December 2 2015 : Seawalls (I)	15,000.00	6,854.17	21,854.17
	December 2 2015 : Bike Path (I)	5,000.00	868.19	5,868.19
<b>Subtotal</b>		<b>\$1,045,000.00</b>	<b>\$441,505.44</b>	<b>\$1,486,505.44</b>
12/01/2016	December 19 2013 : Saltonstall School (OSQ)	60,000.00	28,068.75	88,068.75
	December 19 2013 : Collins Middle School (OSQ)	120,000.00	57,831.25	177,831.25
	December 19 2013 : School Building Repairs (ISQ)	10,000.00	2,353.13	12,353.13
	December 19 2013 : School Equipment (ISQ)	10,000.00	1,500.00	11,500.00
	December 19 2013 : Police Equipment (ISQ)	20,000.00	3,000.00	23,000.00
	December 19 2013 : Fire Equipment (ISQ)	65,000.00	17,668.75	82,668.75
	December 19 2013 : Electric Dept Equipment (ISQ)	10,000.00	1,500.00	11,500.00
	December 19 2013 : Parks & Rec (ISQ)	5,000.00	2,425.00	7,425.00
	December 19 2013 : Canal Street Utility Program (ISQ)	145,000.00	68,493.75	213,493.75
	December 19 2013 : Cur Ref of Jan 15 2003 Bowditch School (OSQ)	84,500.00	11,217.50	95,717.50
	December 19 2013 : Cur Ref of Jan 15 2003 Carlton School (OSQ)	60,000.00	7,875.00	67,875.00
	December 19 2013 : Adv Ref of Jan 1 2005 Witchcraft School (ISQ)	95,000.00	15,378.13	110,378.13
	December 19 2013 : Adv Ref of Jan 1 2005 Carlton School (OSQ)	30,500.00	4,420.00	34,920.00
	December 19 2013 : Adv Ref of Jan 1 2005 Parking Garage Repairs (ISQ)	75,000.00	4,650.00	79,650.00
	December 3 2014 : South River Basin Upgrade (I)	100,000.00	33,312.50	133,312.50
	December 3 2014 : Drain Improvements (I)	15,000.00	4,996.88	19,996.88
	December 3 2014 : Road Improvements (I)	200,000.00	36,000.00	236,000.00
	December 3 2014 : Bertram Field (I)	110,000.00	25,306.25	135,306.25
	December 3 2014 : Electric- Generator (I)	5,000.00	1,106.25	6,106.25
	December 3 2014 : Fire- SCBA (I)	10,000.00	800.00	10,800.00
	December 3 2014 : Fire- Jaws of Life (I)	10,000.00	600.00	10,600.00
	December 3 2014 : Fire- Station 4 Door Alt (I)	15,000.00	900.00	15,900.00
	December 3 2014 : Parking- Water Proofing (I)	60,000.00	18,621.88	78,621.88
	December 3 2014 : Planning- MBTA Station (I)	25,000.00	8,328.13	33,328.13
	December 3 2014 : DPW Backhoe (I)	25,000.00	2,000.00	27,000.00
	December 3 2014 : Engineering- Roadway (I)	30,000.00	2,400.00	32,400.00
	December 3 2014 : Engineering- Canal Street (I)	45,000.00	3,300.00	48,300.00
	December 3 2014 : Engineering- Bike Path (I)	5,000.00	400.00	5,400.00
	December 3 2014 : School- District Wide Security (I)	25,000.00	2,000.00	27,000.00
<b>Subtotal</b>		<b>\$1,470,000.00</b>	<b>\$366,453.15</b>	<b>\$1,836,453.15</b>

## Aggregate Net Debt Service - FY2017

Date	Issue : Purpose	Principal	Interest	Net New D/S
01/15/2017	December 14 2006 DW-05-12 (O) : SINGLE PURPOSE	-	12,836.63	12,836.63
<b>Subtotal</b>		-	<b>\$12,836.63</b>	<b>\$12,836.63</b>
03/01/2017	January 27 2010 NSR (SQ) : Adv Ref Sept 15 2000 Bates School (O)	-	42,612.50	42,612.50
	October 15 2010 (SQ) : Water Systems Improvement (O)	-	27,200.00	27,200.00
	October 15 2010 (SQ) : Water Meters (O)	-	36,000.00	36,000.00
	October 15 2010 (SQ) : Water Main (O)	-	33,200.00	33,200.00
	October 15 2010 (SQ) : Sewer Pump Station (I)	-	2,400.00	2,400.00
	October 15 2010 (SQ) : South River Basin Upgrade (I)	-	19,700.00	19,700.00
	October 15 2010 (SQ) : Golf Course Dept. Equip (I)	-	800.00	800.00
	October 15 2010 (SQ) : Dump Truck (I)	-	300.00	300.00
	October 15 2010 (SQ) : DPW Equipment (I)	-	300.00	300.00
	October 15 2010 (SQ) : Engineering Infrastructure (I)	-	1,200.00	1,200.00
	October 15 2010 (SQ) : Engineering Seawalls (I)	-	400.00	400.00
	October 15 2010 (SQ) : Fire Pumper Truck (I)	-	4,500.00	4,500.00
	October 15 2010 (SQ) : Parking Equipment (I)	-	400.00	400.00
	October 15 2010 (SQ) : Witch House (I)	-	400.00	400.00
	October 15 2010 (SQ) : Departmental Equipment (I)	-	400.00	400.00
	October 15 2010 (SQ) : Forest River Pool (I)	-	1,200.00	1,200.00
	October 15 2010 (SQ) : Forest River Park (I)	-	400.00	400.00
	October 15 2010 (SQ) : Willow Public Bathroom (I)	-	800.00	800.00
	October 15 2010 (SQ) : School Fire Alarm Systems (I)	-	800.00	800.00
	October 15 2010 (SQ) : School Buses (I)	-	900.00	900.00
	October 15 2010 (SQ) : School Infrastructure (I)	-	900.00	900.00
	October 15 2010 (SQ) : Fire SCBA Compressor (I)	-	400.00	400.00
	October 15 2010 (SQ) : Public Service Equip. & Vehicles (I)	-	2,300.00	2,300.00
	October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks (I)	-	16,800.00	16,800.00
	October 15 2010 (SQ) : Playground Equipment (I)	-	400.00	400.00
	October 15 2010 (SQ) : Furlong Park Remodeling (I)	-	3,200.00	3,200.00
	October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks 2 (I)	-	1,800.00	1,800.00
	October 15 2010 (SQ) : Canal St. Improvement Design (I)	-	5,400.00	5,400.00
	October 15 2010 (SQ) : Storage Tanks (O)	-	8,000.00	8,000.00
	October 15 2010 (SQ) : School Ballfield Remodeling (I)	-	800.00	800.00
	October 15 2010 (SQ) : School Field House Remodeling (I)	-	200.00	200.00
	September 27 2012 : Water System Improvements (OSQ)	-	18,650.00	18,650.00
	September 27 2012 : Sewer Pump Station Upgrade (ISQ)	-	2,668.75	2,668.75
	September 27 2012 : South River Basin Upgrade (ISQ)	-	6,556.25	6,556.25
	September 27 2012 : South River Basin Upgrade 2 (ISQ)	-	4,587.50	4,587.50
	September 27 2012 : Forrester Street Drain Relief (ISQ)	-	4,937.50	4,937.50
	September 27 2012 : Domain Controller & Exchange Services (ISQ)	-	150.00	150.00
	September 27 2012 : Domain Controller & Exchange Services 2 (ISQ)	-	225.00	225.00
	September 27 2012 : City Hall Roof (ISQ)	-	9,887.50	9,887.50



## Aggregate Net Debt Service - FY2017

Date	Issue : Purpose	Principal	Interest	Net New D/S
September 27 2012 :	City Hall Skylights (ISQ)	-	2,125.00	2,125.00
September 27 2012 :	City Hall Windows (ISQ)	-	5,281.25	5,281.25
September 27 2012 :	City Hall Masonry Repairs (ISQ)	-	12,771.88	12,771.88
September 27 2012 :	Parking Study (ISQ)	-	600.00	600.00
September 27 2012 :	Police Vehicle Replacement (ISQ)	-	375.00	375.00
September 27 2012 :	Public Service Equipment (ISQ)	-	225.00	225.00
September 27 2012 :	Roads, Sidewalks & Crosswalks (ISQ)	-	9,959.38	9,959.38
September 27 2012 :	Collins Cove Seawall (ISQ)	-	1,634.38	1,634.38
September 27 2012 :	Parks & Rec. Equipment (ISQ)	-	150.00	150.00
September 27 2012 :	School- Wheelchair Bus (ISQ)	-	300.00	300.00
September 27 2012 :	School- Conventional Bus (ISQ)	-	300.00	300.00
September 27 2012 :	Remediation (ISQ)	-	20,868.75	20,868.75
September 27 2012 :	Collins School (OSQ)	-	19,581.25	19,581.25
September 27 2012 :	Collins School 2 (OSQ)	-	80,315.63	80,315.63
September 27 2012 :	Saltonstall School (OSQ)	-	17,771.88	17,771.88
September 27 2012 :	Saltonstall School 2 (OSQ)	-	37,225.00	37,225.00
<b>Subtotal</b>		-	<b>\$471,259.40</b>	<b>\$471,259.40</b>
04/15/2017	October 15 2007 : High School (I)	-	76,453.13	76,453.13
	October 15 2007 : Ferry Boat Project (I)	-	4,700.00	4,700.00
	October 15 2007 : Water System Improvements (O)	-	35,600.00	35,600.00
<b>Subtotal</b>		-	<b>\$116,753.13</b>	<b>\$116,753.13</b>
05/01/2017	December 2 2015 : Folly Hill Tank Storage I (O)	-	41,000.00	41,000.00
	December 2 2015 : Folly Hill Tank Storage II (O)	-	20,425.00	20,425.00
	December 2 2015 : System Flushing/Valve Maintenance (O)	-	8,200.00	8,200.00
	December 2 2015 : Meter Replacement Program (O)	-	1,925.00	1,925.00
	December 2 2015 : Valve Pipe Replacement (O)	-	1,925.00	1,925.00
	December 2 2015 : I/I Study, Design & Construction (I)	-	13,934.38	13,934.38
	December 2 2015 : Canal St. Phase II (I)	-	32,340.63	32,340.63
	December 2 2015 : Illicit Connection Removal (I)	-	1,840.63	1,840.63
	December 2 2015 : Line Extension, Rehab & Upgrades (I)	-	1,050.00	1,050.00
	December 2 2015 : Garage Updates (I)	-	2,890.63	2,890.63
	December 2 2015 : Kiosk Umbrellas (I)	-	925.00	925.00
	December 2 2015 : Computer Replacement Program (I)	-	4,250.00	4,250.00
	December 2 2015 : District-Wide Security Updates (I)	-	1,475.00	1,475.00
	December 2 2015 : Replace Lunchroom/Cafeteria Equipment (I)	-	675.00	675.00
	December 2 2015 : HS Transformer Replacement (I)	-	1,100.00	1,100.00
	December 2 2015 : Saltonstall Elementary School I (O)	-	10,721.88	10,721.88
	December 2 2015 : Saltonstall Elementary School II (O)	-	4,731.25	4,731.25
	December 2 2015 : Collins Middle School I (O)	-	7,040.63	7,040.63
	December 2 2015 : Collins Middle School II (O)	-	15,025.00	15,025.00

## Aggregate Net Debt Service - FY2017

Date	Issue : Purpose	Principal	Interest	Net New D/S
December 2 2015	: Collins Middle School III (O)	-	21,296.88	21,296.88
December 2 2015	: Golf Course Equipment (I)	-	2,150.00	2,150.00
December 2 2015	: Wrought Iron Fence (I)	-	1,050.00	1,050.00
December 2 2015	: Memorial Park Pillars & Fencing (I)	-	425.00	425.00
December 2 2015	: Blaney Street Terminal - City Match (I)	-	4,731.25	4,731.25
December 2 2015	: Winter Island Pathway & Fort Restoration (I)	-	1,050.00	1,050.00
December 2 2015	: Police CAD/RMS Replacement (I)	-	4,800.00	4,800.00
December 2 2015	: Police Vehicle GPS Units (I)	-	800.00	800.00
December 2 2015	: DPS 1988 Ladder Replacement (I)	-	3,862.50	3,862.50
December 2 2015	: DPS 2000 Dump Truck Replacement (I)	-	2,875.00	2,875.00
December 2 2015	: Paving (I)	-	12,562.50	12,562.50
December 2 2015	: Seawalls (I)	-	3,600.00	3,600.00
December 2 2015	: Bike Path (I)	-	425.00	425.00
<b>Subtotal</b>		-	<b>\$231,103.16</b>	<b>\$231,103.16</b>
06/01/2017	December 19 2013 : Saltonstall School (OSQ)	-	27,168.75	27,168.75
	December 19 2013 : Collins Middle School (OSQ)	-	56,031.25	56,031.25
	December 19 2013 : School Building Repairs (ISQ)	-	2,203.13	2,203.13
	December 19 2013 : School Equipment (ISQ)	-	1,350.00	1,350.00
	December 19 2013 : Police Equipment (ISQ)	-	2,700.00	2,700.00
	December 19 2013 : Fire Equipment (ISQ)	-	16,693.75	16,693.75
	December 19 2013 : Electric Dept Equipment (ISQ)	-	1,350.00	1,350.00
	December 19 2013 : Parks & Rec (ISQ)	-	2,350.00	2,350.00
	December 19 2013 : Canal Street Utility Program (ISQ)	-	66,318.75	66,318.75
	December 19 2013 : Cur Ref of Jan 15 2003 Bowditch School (OSQ)	-	9,950.00	9,950.00
	December 19 2013 : Cur Ref of Jan 15 2003 Carlton School (OSQ)	-	6,975.00	6,975.00
	December 19 2013 : Adv Ref of Jan 1 2005 Witchcraft School (ISQ)	-	13,953.13	13,953.13
	December 19 2013 : Adv Ref of Jan 1 2005 Carlton School (OSQ)	-	3,962.50	3,962.50
	December 19 2013 : Adv Ref of Jan 1 2005 Parking Garage Repairs (ISQ)	-	3,525.00	3,525.00
	December 3 2014 : South River Basin Upgrade (I)	-	31,312.50	31,312.50
	December 3 2014 : Drain Improvements (I)	-	4,696.88	4,696.88
	December 3 2014 : Road Improvements (I)	-	32,000.00	32,000.00
	December 3 2014 : Bertram Field (I)	-	23,106.25	23,106.25
	December 3 2014 : Electric- Generator (I)	-	1,006.25	1,006.25
	December 3 2014 : Fire- SCBA (I)	-	600.00	600.00
	December 3 2014 : Fire- Jaws of Life (I)	-	400.00	400.00
	December 3 2014 : Fire- Station 4 Door Alt (I)	-	600.00	600.00
	December 3 2014 : Parking- Water Proofing (I)	-	17,421.88	17,421.88
	December 3 2014 : Planning- MBTA Station (I)	-	7,828.13	7,828.13
	December 3 2014 : DPW Backhoe (I)	-	1,500.00	1,500.00
	December 3 2014 : Engineering- Roadway (I)	-	1,800.00	1,800.00
	December 3 2014 : Engineering- Canal Street (I)	-	2,400.00	2,400.00

## Aggregate Net Debt Service - FY2017

Date	Issue : Purpose	Principal	Interest	Net New D/S
December 3 2014 : Engineering- Bike Path (I)		-	300.00	300.00
December 3 2014 : School- District Wide Security (I)		-	1,500.00	1,500.00
<b>Subtotal</b>		-	<b>\$341,003.15</b>	<b>\$341,003.15</b>
<b>Total</b>		<b>\$5,634,805.00</b>	<b>\$2,635,911.27</b>	<b>\$8,270,716.27</b>



# Capital Improvement Policies

## Budget Policies

- The city will make all capital purchases and improvements in accordance with the adopted capital improvement program.
- The city will develop a multi-year plan for capital improvements and update it annually.
- The city will enact an annual capital budget based on the multi-year capital improvement plan. Future capital expenditures necessitated by changes in population, changes in real estate development or changes in economic base will be calculated and included in capital budget projections.
- The city will coordinate development of the capital improvement budget with the development of the operating budget. Future operating costs associated with new capital improvement will be projected and included in operating budget forecasts.
- The city will use intergovernmental assistance to finance only those capital improvements that are consistent with the capital improvement plan and priorities, and whose operating and maintenance costs have been included in operating budget forecasts.
- The city will maintain all its assets at a level adequate to protect the city's capital investment and to minimize future maintenance and replacement costs.
- The city, as part of its capital planning process, will project its equipment replacement and maintenance needs for the next several years and will update this projection each year. From this projection, a maintenance and replacement schedule will be developed and followed.
- The city will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to the City Council for approval.
- The city will determine the least costly financing method for all new projects.

## Debt Policies

- The city will confine long-term borrowing to capital improvements or projects/equipment that cannot be finance from current revenues.
- When the city finances capital projects by issuing bonds, it will pay back the bonds within a period not to exceed the expected useful life of the project.
- Total net debt service from general obligation debt will not exceed five (5) percent of total annual operating budget as listed on part 1a of the annual tax rate recapitulation as submitted to the Department of Revenue.
- Debt will only be issued for capital that is valued greater than \$25,000, and has a depreciable life of five (5) or more years.
- Total general obligation debt will not exceed that provided in the state statutes.
- Whenever possible, the city will use special revenue funds, special assessments, or other self-supporting bonds, instead of general obligation bonds.
- The city will not use long-term debt for current operations unless otherwise allowed via special legislation.
- The city will retire bond anticipation debt within six months after completion of the project.
- The city will maintain good communications with bond rating agencies about its financial condition.
- The city will follow a policy of full disclosure on every financial report and bond prospectus.

**Source:** “**Handbook 4, Financial Performance Goals**”, Evaluating Local Government Financial Condition, International City Management Association

# Mayor

## Mission Statement – Why We Exist

The Mayor is the Chief Executive Officer and administrative head of the City of Salem. In that capacity she appoints department staff and board members, submits the annual budget to the City Council, approves all financial instruments and contracts, recommends bond issues, legislation, and orders to the City Council, and represents the City with other governmental entities. As the general administrator of all City departments she is responsible for the operations of City government in carrying out the people's work and ensuring the City's overall welfare. The Mayor serves as Chair of the School Committee, the Board of Public Library Trustees, and the Board of Trust Fund Commissioners. The Mayor also serves on the Commonwealth's Seaport Economic Advisory Council and the Massachusetts Workforce Development Board. The Office of the Mayor ensures that Salem's residents, businesses, and visitors receive the highest quality services and assistance that is available to them within the Mayor's jurisdiction. The Mayor's Office is accountable to all individuals and municipal employees within the City of Salem and provides constituent services in a concise and business friendly manner.

## Significant Budget & Staffing Changes for FY 2017

There are no significant budget and staffing changes for FY2017.

## Recent Accomplishments

### **Finances**

- Completed Comprehensive Annual Financial Report (CAFR) in accordance with GFOA standards
- Held City spending to 2.4% growth, one of the most stable on the North Shore, with one of the lowest tax increases on the North Shore, as well
- Received eighth Distinguished Budget Presentation Award
- Continuation of City's 5-year financial forecast
- Continuation of comprehensive Capital Improvement Plan
- Received reconfirmation of bond rating upgrade by Standard & Poor's to AA, the highest level on record for the City
- Negotiated or renewed PILOT and SILOT agreements with local nonprofits
- Began planning for FY2017 Visual Budget
- Began planning for Salem Participatory Budgeting initiative





## Improving Government

- Continuation of Salem State University Neighborhood Advisory Committee and Neighborhood Improvement Advisory Council
- Participated in joint Salem/Beverly Homelessness Task Force
- Continued internal Problem Properties Working Group and participation in the Attorney General's Abandoned Housing Initiative
- Partnered with the Innovation Field Lab of Harvard's Kennedy School to improve response to problem properties
- Partnered with Applied Policy students at Harvard's Kennedy School to study improvements to senior transportation operations
- Continued City Hall Annex Working Group
- Continued National Grid Cable Replacement Project working group and Complete Streets working group
- Modified crossing times at twenty busiest intersections to enhance pedestrian safety
- Continued process of creating a Salem Port Authority
- Continued re-establishment of the Salem Youth Commission
- Continued the Building Salem public information initiative
- Continued City-wide "City Walk" constituent service review walking survey
- Updated *New Resident Guide* in English and Spanish
- Launched new mobile-friendly City website
- Launched new open data GIS platform



- Launched Adopt-a-Hydrant and Adopt-a-Drain programs and web tools
- Began posting of board and committee vacancies weekly on the City website, in English and Spanish
- Began posting Mayor's filings with the City Council on website before every regular City Council meeting
- Created annual online Resident Survey in English and Spanish and compiled/analyzed results
- Created annual online Haunted Happenings survey and compiled/analyzed results
- Continued *FYI Salem* newsletter of City updates and information
- Encouraged broader civic engagement through appointments to City boards and commissions
- Continued implementation of Salem Stat program to collect and analyze performance measures in various departments
- Continued to implement View Permit software and tablets to streamline licensing and permits
- Continued implementation of SeeClickFix Field Apps internal work order and CRM tool for City workers
- Launched Passport Parking App for mobile pay at meters and lots
- In partnership with Police Chief, began organizational review of Police Department
- Updated online Snow Emergency webpage with maps, guides, contact information, and other resources
- Expanded use of "Get Through October" Twitter feed for real-time October road closure and traffic updates
- Began planning for City Hall to Go



- Convened first All Salem meetings of all the City's public employees



### **Public Improvement Initiatives**

- Continued advocacy for South Salem MBTA commuter rail stop and conducted feasibility study
- Continued energy efficiency and historic preservation improvements at Old Town Hall
- Working with community stakeholders developed concepts for next round of City CPA applications
- Continuation of Horace Mann Laboratory School relocation feasibility study
- Continuation of City Hall Annex study
- Convened Derby Neighborhood Envision 2020 working group
- Worked to continue disposition of former District Court building and property
- Continued disposition of former Universal Steel site for future redevelopment
- Began demolition and capping of transfer station landfill site
- Continued implementation of Pavement Management Plan
- Planned for implementation of improvements at Loring/Lafayette intersection, Raymond/Loring intersection, Bridge/Winter intersection, and New Liberty/Brown intersection

- Completed the Grove Street/Goodhue Street corridor improvements project
- Cleaning of storm water/sewer siphons, completion of planned leak detection and valve exercising to address water infrastructure challenges
- Began community input process to design improvements to McGlew Park
- Complete Artists Row and Open Space studies
- Began update to Preservation Plan
- Worked with MassDOT and City of Lynn on Route 107 corridor study
- Undertook review of new FEMA Flood Insurance Rate Maps
- Continued implementation of Winter Island master plan
- Continued construction of Salem Wharf, harborwalk, and marina
- Continued planning and installation of bicycle infrastructure, including new lanes and proposal for downtown SalemSpin hub
- Launched Salem PowerChoice municipal electrical aggregation program
- Converted all City streetlights to LED fixtures
- Advanced initiative for high school and Bentley solar canopies
- Rebranded cigarette waste recycling program and expanded curbside compost collection to additional residents
- Moved City to automated trash and recycling collection

### **Other Accomplishments**

- Continued working for the new Mayor Jean Levesque Community Life Center







- Supported job creation and retention through private business expansion and job readiness programs
- Once again achieved 100% on the Human Rights Campaign's Municipal Equality Index
- Established Sister City relationship with Vaux-sur-Sûre, Belgium
- Continued implementation of the Point Vision and Action Plan
- Continued Public Art Master Plan implementation and began strategic plan on the future of Artists Row
- Continued Mayors' Health Care Roundtable with Mayor of Lynn
- Coordinated public charitable fundraising efforts for Palmer Street fire victims
- Conducted first Mayors' Shoebox charitable event over the holidays
- Began implementation of the Climate Change Vulnerability Assessment and Action Plan
- Joined Compact of Mayors to combat global climate change
- Coordinated first Salsa Sundays program in the Point over the summer
- Continued operation of the grant-funded Salem Mass in Motion health and wellness program

and associated activities and initiatives

- Continued Safe Routes to Schools initiative
- Continued Summer food initiative and Community Council to address childhood hunger
- Participated in Citizen Schools program at the Collins Middle School
- Partnered with Leadership for Educational Equity to host a summer Fellow focused on Salem Public Schools
- Continued support for Salem at Sea summer ELL program
- Launched Innovation North technology consortium and campaign
- Worked with Salem Chamber of Commerce and Main Streets to organize and promote the Salem Farmers Market and other community and business events
- Managed safe and successful Haunted Happenings, as well as other special events, including the July 4<sup>th</sup> celebration, Heritage Days, and the 2<sup>nd</sup> annual "Launch" New Year's family event
- Successfully hosted two major cruise ship visits
- Began study of public facilities maintenance improvement opportunities
- Received numerous grants for programs, public safety, recreation, parks and playgrounds, transportation and infrastructure needs, historic preservation, planning, energy initiatives, and more.
- Continuation of the Senior Citizen Tax Work-Off Abatement program
- Hired new Director of Parks, Recreation, and Community Services and new Director of Council on Aging

## FY 2017 Goals and Objectives

- Continue to work with the City Council on a pro-active agenda to professionalize local government and lead Salem forward
- Continue comprehensive turn-around and school improvement process for Salem Public Schools
- Continue to enhance the management and profitability of Haunted Happenings

- Continue efforts to improve and expand Salem Wharf and enhance Salem's waterfront activity
- Continue oversight of the multiple concurrent and planned public and private capital projects
- Continue to offer the highest quality customer/constituent services and responsiveness

Outcomes and Performance Measures	Actual FY 2014	Actual FY 2015	Estimate FY 2016	Estimated FY 2017
Submit balanced City budget on schedule	Yes	Yes	Yes	Yes
Total non-anonymous constituent contacts	664	878	880	900
Average business days to respond to constituent contact	0.97	0.22	0.20	0.20
Average business days to close constituent contact	1.6	1.34	1.35	1.3
SeeClickFix: "Other" issues	Not applicable	327	345	364
SeeClickFix: Average days to acknowledge "Other" issues	Not applicable	1.6	1.5	1.4
SeeClickFix: Average days to close "Other" issues	Not applicable	8.7	8.5	8.3
City Walk streets completed	Not applicable	62	70	80
City Walk street miles walked	Not applicable	8.2	9.2	10.6
Board vacancies at end of FY	5	4	3	3
News and announcements issued	109	117	120	125
News and announcements subscribers	Not measured	1,878	1,900	2,000
CodeRED registered phone numbers	Not measured	19,170	20,000	21,000
CodeRED registered email addresses	Not measured	2,765	2,800	2,900
Mayor's social media followers	Not measured	15,961	16,761	17,599
FYI Salem issues	0	6	12	12
New Resident Guides sent out	Not applicable	Not applicable	500	500
NIAC and SSUNAC meetings	17	18	18	18
Constable appointments processed	18	14	24	20
Banner applications processed	44	45	54	48
Mayoral appointments and meetings	1,737	1,850	2,000	2,000
SalemStat meetings	24	36	48	54
Latino Affairs Coordinator one-on-one meetings	63	44	50	55
Latino Affairs Coordinator pages translated	57	206	200	200
Latino Affairs Coordinator City Hall walk-in translations	25	59	65	70
Salem Mass in Motion (MiM) Facebook followers	221	272	300	335



Salem MiM meetings with partners and stakeholders	136	145	150	155
Salem MiM nutrition and/or physical activity projects	6	7	6	7
Salem MiM partner organizations and individual stakeholders	35	40	45	50
BuildingSalem social media updates	304	350	443	561
BuildingSalem social media followers	939	1,682	1,900	2,000
BuildingSalem unique website visitors	5,611	5,599	5,874	6,163
Get Through October Twitter followers	289	361	400	420
Get Through October Twitter updates	108	105	88	100

### How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

The goals of the Mayor's Office are closely aligned to the City's overall strategic plan goals. As the most frequently utilized portal to local government by constituents, the Mayor's Office places a high priority on customer service, responsiveness, and transparency. By seeking to reduce response times to constituent inquiries the Office aims to improve communication and maintain a high level of responsiveness and accessibility.

The Office is actively involved in the implementation of the SalemStat performance measurement and evaluation program, with the Mayor and Chief of Staff attending monthly SalemStat meetings for all participating departments. Communication and transparency is also achieved through the Neighborhood Improvement Advisory Council (NIAC) and the Salem State University Neighborhood Advisory Council (SSUNAC), both of which are made up of residents and are chaired by the Mayor's Chief of Staff. It is also met through the deployment of innovative platforms and tools, such as SeeClickFix and the BuildingSalem public information initiative. The Mayor's Office also includes the City's first Latino Affairs Coordinator and continues to oversee the Salem Mass in Motion health and wellness program and the Summer Meals Community Council.

The Mayor's Office is active in developing the Mayor's annual budget and seeks to annually develop, in partnership with the Finance Department, an on-time, balanced budget and five-year capital plan that meet the GFOA's highest standards.

The Mayor and her staff are deeply engaged in advancing the economic development goals of the City, especially the Footprint power plant project, Salem Wharf development, implementation of the Point Vision and Action Plan, and the re-use of the Salem District Court, Superior Court, and County Commissioners building. The Mayor and her team are very involved in the successful planning and execution of special events, including the July 4<sup>th</sup> celebration, Heritage Days, Haunted Happenings, and other community events that positive impact the local economy and build civic pride and engagement at the same time. Finally, the Mayor takes an active role in ensuring public infrastructure and facilities projects are advanced; these especially include the ongoing Canal Street flood control project, the National Grid cable replacement project, the paving master plan and sidewalk repairs, and other major roadway enhancements.



## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Mayor-Personnel</b>									
11211	5111	SALARIES-FULL TIME	318,796.01	357,548.00	357,548.00	341,205.56	365,219.00	371,338.00	371,338.00
<b>Total Mayor-Personnel</b>			<b>318,796.01</b>	<b>357,548.00</b>	<b>357,548.00</b>	<b>341,205.56</b>	<b>365,219.00</b>	<b>371,338.00</b>	<b>371,338.00</b>
<b>Mayor-Expenses</b>									
11212	5305	ACCOUNTING AND AUDIT	50,080.00	50,800.00	50,800.00	50,775.00	50,800.00	50,800.00	50,800.00
11212	5320	CONSULT/CONTRACTED SERVICES	115,862.17	90,000.00	90,000.00	48,939.48	90,000.00	110,000.00	110,000.00
11212	5381	PRINTING AND BINDING	220.00	1,650.00	1,650.00	1,462.57	1,650.00	1,200.00	1,200.00
11212	5421	OFFICE SUPPLIES (GEN	2,082.43	3,050.00	3,050.00	1,948.76	3,050.00	2,500.00	2,500.00
11212	5710	IN STATE TRAVEL/MEETINGS	3,430.82	3,000.00	3,000.00	2,108.88	3,000.00	3,000.00	3,000.00
11212	5730	DUES AND SUB	9,578.45	11,500.00	11,500.00	10,721.33	11,500.00	11,500.00	11,500.00
<b>Total Mayor-Expenses</b>			<b>181,253.87</b>	<b>160,000.00</b>	<b>160,000.00</b>	<b>115,956.02</b>	<b>160,000.00</b>	<b>179,000.00</b>	<b>179,000.00</b>
<b>160</b>	<b>121</b>	<b>Department Total</b>	<b>500,049.88</b>	<b>517,548.00</b>	<b>517,548.00</b>	<b>457,161.58</b>	<b>525,219.00</b>	<b>550,338.00</b>	<b>550,338.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Propsd FY 2017	Council Voted FY 2017
					52.4					0.0%	0.0%	52.2	2.5%	52.2	
DRISCOLL	KIMBERLEY	160 MAYOR	11211-5111 MAYOR 7/1/2014 - 12/31/2014	1/1/2006	50,384.70		0.00	1	50%	-	-	-	-	-	-
DRISCOLL	KIMBERLEY	160 MAYOR	11211-5111 MAYOR 1/1/2015 to 6/30/2015*		60,461.48		1.00	1	100%	2,307.69	2,307.69	120,461.42	2,307.69	120,461.42	120,461.42
PANGALLO	DOMINICK	160 MAYOR	11211-5111 CHIEF OF STAFF	3/18/2013	86,287.80		1.00	1	100%	1,646.71	1,646.71	85,958.46	1,687.88	88,107.42	88,107.42
WESSELL	JENNIFER	160 MAYOR	11211-5111 EXECUTIVE SECY	1/1/2006	63,676.21		1.00	1	100%	1,215.19	1,215.19	63,433.17	1,245.57	65,019.00	65,019.00
COX	JEFF	160 MAYOR	11211-5111 Constituent Serv/Sp Proj Asst	7/1/2015	39,249.66		1.00	1	100%	749.04	730.77	38,146.19	749.04	39,099.85	39,099.85
ASSADE	LAURA	160 MAYOR	11211-5111 Constituent Serv/Latino Coord		58,874.22		1.00	1	100%	1,123.55	1,096.15	57,219.03	1,123.55	58,649.51	58,649.51
					1,096.15										
					360,030.21				Total Full Time - 5111			365,218.27		371,337.19	371,337.19

Full-Time Equivalent Employees:	FY 2015	5.00
	FY 2016	5.00
	FY 2017	5.00
	Variance 16 vs. 17	0.00

360,030.21	5.00	Department Total	365,218.27	371,337.19	371,337.19
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**EMPLOYEES GRANTS/SPECIAL REVENUE FUNDING**

Name	Funding	Job Desc	Hours	Rate	Total FY 2017
Pangallo	Dominick	Building Salem Mayor	CIP 11211	Chief Aid	
			0.10	156.52	-
			0.90	1,245.57	88,107.42
Murphy	Kerry	EOS Summer Meals	2316	Program Manager	
			15.00	-	192.52
					10,000.00
					10,000.00
Pelletier	John	Mass in Motion	2538	MIM Coordinator	
			0.54	19.00	36.00
					684.00
					35,704.80
					35,704.80
Assick	Daniel	Mass in Motion	2538	Media Intern	
			0.23	8.00	11.00
					88.00
					4,593.60
					4,593.60
Lamberti	Mathew	Mass in Motion	2538	GIS Intern	
			0.40	14.00	13.00
					182.00
					9,500.40
					9,500.40
Griffin	Jude	Mass in Motion	2538	Safe Rts to School	
			0.54	19.00	16.00
					304.00
					15,868.80
					15,868.80
CORCORAN	MAGGIE	Mass in Motion	2538	INTERN	
			0.40	14.00	10.00
					140.00
					7,308.00
					7,308.00
FINDLEY	RUSSELL	Mass in Motion	2538	GIS ANALYST	
			0.40	14.00	13.50
					189.00
					9,865.80
					9,865.80
GARZA	ANA	Mass in Motion	2538		
			0.29	10.00	10.00
					100.00
					5,220.00
					5,220.00
WILSON	MELISSA	Mass in Motion	2538	Safe Rts to School	
			0.29	10.00	15.00
					150.00
					7,830.00
					7,830.00

3.09

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

MAYOR - 160

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11212	5305	Accounting and Audit			
		Annual city audit (includes Retirement)	45,800	45,800	45,800
		CAFR filing fees	5,000	5,000	5,000
<b>TOTAL</b>			<b>50,800</b>	<b>50,800</b>	<b>50,800</b>
11212	5320	ContractedSevices			
		Consulting, translation and constituent services, SalemStat & performance improvement initiatives	90,000	90,000	90,000
		Ota Japan - \$20,000.		20,000	20,000
<b>Total</b>			<b>90,000</b>	<b>110,000</b>	<b>110,000</b>
11212	5381	PRINTING AND BINDING			
		City Seals, Business Cards,	1,000	1,000	1,000
		Envelopes	200	200	200
		Printing Special flyers/notices as required	450	-	-
<b>TOTAL</b>			<b>1,650</b>	<b>1,200</b>	<b>1,200</b>
11212	5421	OFFICE SUPPLIES			
		General office supplies as needed	3,050	2,500	2,500
<b>TOTAL</b>			<b>3,050</b>	<b>2,500</b>	<b>2,500</b>
11212	5710	IN STATE TRAVEL/MEETINGS			
		Registrations and travel expenses for various meetings and seminars	3,000	3,000	3,000
<b>TOTAL</b>			<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
11212	5730	DUES AND SUBSCRIPTIONS			
		Massachusetts Municipal Association Dues	7,750	7,750	7,750
		North Shore Mayor's Coalition(Metropolitan Area Planning Council)	1,250	1,250	1,250
		Massachusetts Mayors Association	2,500	2,500	2,500
<b>TOTAL</b>			<b>11,500</b>	<b>11,500</b>	<b>11,500</b>
<b>TOTAL PROPOSED</b>			<b>160,000</b>	<b>179,000</b>	<b>179,000</b>



# ***City Council***

## **Mission Statement – Why We Exist**

As Clerk of the City Council attends all regular, special and public hearing meetings, serves as parliamentarian, records the action taken by the City Council, roll call votes, prepares and distributes agendas using experienced and discretion regarding proper form, oversees recording and indexing of Council minutes, advertising of all ordinances as required by City Charter, processes and forwards Council matters to proper departments and agencies in accordance with the votes of the City Council. Maintain all minutes of the Council Committees. Prepare paperwork for all committee and scheduling of all Committee meetings with invitations to invitees.

## **Significant Budget & Staffing Changes for FY 2017**

**No significant changes in budget or staffing**

## **Recent Accomplishments**

Replaced the clock in the Council Chambers which fits in with the Décor of the chamber.

## **FY 2017 Goals & Objectives**

- Maintain the upkeep of all Council records.
- To do the necessary archiving of all records for their safe keeping
- To continue to do the printing of the Government Card in house and the City Manual.
- Maintain the upkeep of the Council minutes on the Website
- Look into putting on with the minutes the recording of the City Council meeting
- All Ordinances are updated on the web monthly by Municipal Code Corp.
- And refurbishing of Chairs in the Council Chamber & Ante Room
- Window treatments for Council Ante room



Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimate FY2017
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LICENSES PASSED BY COUNCIL			UP TO 3/10/16	
Public Guide	119	157	101	126
Second Hand Valuable	25	15	5	15
Second Hand Clothing	9	7	4	7
Taxi Operator	181	81	74	112
Taxi Cab Licenses	37	47	4	30
Limousine License	0	3	1	2
Vehicle for Hire	7	7	6	7
Vehicle for Hire Operators	18	16	0	17
Drain layer/Contract Operator	39	42	39	40
Junk Dealer	3	2	1	2
Pawnbroker	1	1	1	1
Sea worm License	13	7	3	8
Council records processed	741	783	417	762
Ordinances adopted	10	7	7	8
Zoning Ordinances	0	5	0	2
Traffic Ordinances	38	22	25	28

### How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

Create a narrative of questions and answers based on customers to be used if Salem pursues "Salem on the Go" vehicle as outreach for residents.

## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>City Council-Personnel</b>									
11111	5111	SALARIES-FULL TIME	119,696.13	130,700.00	130,700.00	121,224.24	141,700.00	141,700.00	141,700.00
<b>Total City Council-Personnel</b>			<b>119,696.13</b>	<b>130,700.00</b>	<b>130,700.00</b>	<b>121,224.24</b>	<b>141,700.00</b>	<b>141,700.00</b>	<b>141,700.00</b>
<b>City Council-Expenses</b>									
11112	5306	ADVERTISING	22,824.52	20,000.00	20,000.00	19,799.04	20,000.00	20,000.00	20,000.00
11112	5320	CONTRACTED SERVICES	1,500.00	0.00	0.00	0.00	0.00	0.00	0.00
11112	5381	PRINTING AND BINDING	9,940.94	11,177.00	11,177.00	10,842.23	12,000.00	11,000.00	11,000.00
11112	5421	OFFICE SUPPLIES (GEN	0.00	250.00	250.00	238.98	250.00	250.00	250.00
11112	5730	DUES AND SUB	125.00	200.00	200.00	125.00	200.00	200.00	200.00
11112	5783	MIDTERM/INAUGURAL	0.00	500.00	500.00	476.10	500.00	500.00	500.00
<b>Total City Council-Expenses</b>			<b>34,390.46</b>	<b>32,127.00</b>	<b>32,127.00</b>	<b>31,481.35</b>	<b>32,950.00</b>	<b>31,950.00</b>	<b>31,950.00</b>
<b>030</b>	<b>111</b>	<b>Department Total</b>	<b>154,086.59</b>	<b>162,827.00</b>	<b>162,827.00</b>	<b>152,705.59</b>	<b>174,650.00</b>	<b>173,650.00</b>	<b>173,650.00</b>



**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Proposed FY 2017	Council Voted FY 2017
					52.4					0.0%	0.0%	52.2	2.5%	52.2	
DIBBLE STEPHEN	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2016				1				12,000.00		12,000.00	12,000.00
EPPLY DAVID	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2014	10,000.00			1				12,000.00		12,000.00	12,000.00
FAMICO HEATHER	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2014	10,000.00			1				12,000.00		12,000.00	12,000.00
FUREY THOMAS	030 CITY COUNCIL	11111-5111	COUNCILLOR	01/01/1996	10,000.00			1				12,000.00		12,000.00	12,000.00
GERARD BETH	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2014	10,000.00			1				12,000.00		12,000.00	12,000.00
LEGAULT WILLIAM	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2013	10,000.00			1				-		-	-
LOVELY STEPHEN	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/16	-			1				12,000.00		12,000.00	12,000.00
MCCARTHY ROBERT	030 CITY COUNCIL	11111-5111	COUNCILLOR	01/01/2008	10,000.00			1				12,000.00		12,000.00	12,000.00
MILO ELAINE	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2014	10,000.00			1				12,000.00		12,000.00	12,000.00
OKEEFE SR JOSEPH	030 CITY COUNCIL	11111-5111	COUNCILLOR	01/01/2000	10,000.00										-
RYAN JERRY	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/16	-			1				12,000.00		12,000.00	12,000.00
SARGENT ARTHUR	030 CITY COUNCIL	11111-5111	COUNCIL PRESIDENT	01/01/2000	10,500.00			1				12,500.00		12,500.00	12,500.00
SIEGEL TODD	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2012	10,000.00			1				-		-	-
TURIEL JOSH	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2012	10,000.00			1				12,000.00		12,000.00	12,000.00
LAPOINTE CHERYL	030 CITY COUNCIL	11111-5111	CLERK OF COUNCIL	05011977	4,000.00	B			12	333.33	333.33	4,000.00	333.33	4,000.00	4,000.00
LAPOINTE CHERYL	030 CITY COUNCIL	11111-5111	CLERK OF COMMITTEE	05011977	500.00	B			12	41.67	41.67	500.00	41.67	500.00	500.00
SIMONS ILENE	030 CITY COUNCIL	11111-5111	ASST CLERK	02271989	4,000.00	B			12	333.33	333.33	4,000.00	333.33	4,000.00	4,000.00
SACCO EILEEN	030 CITY COUNCIL	11111-5111	BUDGET CLERK	06161988	700.00	B			1			700.00		700.00	700.00
Council increase on 1/1/16 - \$2,000.00 annual increase (6 months for FY 2016)					11,000.00			11	100%		-	-		-	-

130,700.00	0.00	Total Full Time - 5111	141,700.00	141,700.00	141,700.00
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Full-Time Equivalent Employees:	FY 2015	0.00
	FY 2016	0.00
	FY 2017	0.00
	Variance 16 vs. 17	0.00

130,700.00	0.00	Department Total	141,700.00	141,700.00	141,700.00
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FY 2017 DETAILED BUDGET REPORT  
EXPENSES

CITY COUNCIL 030

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
11112	5306	ADVERTISING			
		Salem Evening News - Charter and M.G.L. mandated ordinance advertising unpredictable due to adoption of ordinances	20,000	20,000	20,000
TOTAL			20,000	20,000	20,000
	5320	CONTRACTED SERVICES			
		Budget analyst	-	-	-
			-	-	-
11112	5381	PRINTING AND BINDING			
		Government cards (printed in-house)			
		Printing Manual	12,000	11,000	11,000
		Stationery and envelopes			
		Municipal Code Ordinances - hardcopy and online download			
		Municipal Code Zoning Ordinances - hard copy and online download			
		Municipal Code Traffic Ordinances - hard copy and online download			
		West Group - Mass. General Laws			
		Forms, ordinances, orders, committee reports, archive paper for minutes, binders, binding			
TOTAL			12,000	11,000	11,000
11112	5421	OFFICE SUPPLIES GENERAL			
		General office supplies as needed	250	250	250
TOTAL			250	250	250
11112	5730	DUES AND SUBCRIPTIONS			
		International Institute of Municipal Clerks	200	200	200
		North Shore City and Town Clerk's Association			
		Massachusetts City and Town Clerk's Association			
		New England Association of City and Town Clerks			
TOTAL			200	200	200
11112	5783	Midterm/Inauguration			
		Programs, flowers, etc.	500	500	500
TOTAL			500	500	500
TOTAL PROPOSED			32,950	31,950	31,950

# City Clerk

## Mission Statement– Why We Exist

The position of City Clerk in the Commonwealth of Massachusetts was originally modeled after a similar position in England. City Clerks are required to exercise wide authority and have extensive responsibilities. The City Clerk holds department head status, and serves as custodian of city records, supervision of the recording and reporting of vital statistics (births, deaths and marriages). The Clerk certifies copies of records and ordinances. Supervises the issuances of permits and licenses in accordance with State Laws and Ordinances, such as marriage intentions and licenses, dog licenses, Auctioneer, Beano, Contract Operator, Drainlayer, Public Guide, Junk Dealer, Pawnbroker, Photographer, Raffles, Seaworms, Second Hand Valuable, Second Hand Clothing, Taxi Operator, Taxi Cab, Limo, Pedi Cab, Horsedrawn Carriages, Trolleys and Yard Sales. Administer the oath of office to elected and appointed City officials for all City Departments, Boards and Commissions and attests all official documents of the City with the City Seal. As well the City Clerk is a member of the Board of Registrar of Voters and Chief Election Official for all elections. Maintains and processes Non-Criminal citations and files cash report to Treasurer. Processes Claims and maintains tracking form for Council Committee. Sends letters to claimant on approved or denied claims. Notifies Solicitor's office of claims.

## Significant Budget & Staffing Changes for FY 2017

I have hired a new Senior Clerk for room 3 Jeannette Inoa who is bilingual. She is a great addition to our team and will be very instrumental in aiding us with any resident with language barriers.

## Recent Accomplishments

- New Death records are now being transmitted by the state to our office online. The system has been up and running since September 2014. The next will be the marriage records but the state has not informed us yet when the launch date is. The new system like anything is not perfect but in a lot of ways much faster. The VIP system is the state's system and is State wide system.

## FY 2017 Goals & Objectives

- The maintaining of information on the city's website in reference to the City Clerks office.
- Maintain the staffing level.



- Automate vital records for processing, recording and indexing.
- We will be undertaking the project of going through our retention schedule to free up space for records. Also we are going to evaluate what is actually needed in vault space for the records which must be maintained permanently. Currently we have almost 500 years worth of records being archived in a vault that clearly has run out of space for years now. This project will be ongoing throughout 2015.
- Archival supplies line is increased due to cost increase for materials and we have noticed already that there is a 10% increase in births and deaths in 2015.
- Increased office supplies as tone and related supplies for printers are needed.

Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
<b>VITAL RECORDS</b>				
Copies of vital records	8207		8,000	
Birth records recorded	1579		1,785	
Death records recorded	590		620	
Marriage Licenses	339		390	
Affidavits of vital records	57		200	
<b>LICENSES</b>				
Dog Licenses	2407		2,500	
Business Certificates	332		350	
Yard Sale permits	203		230	

### How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- We have secured more space in the basement to archive election and other records to enable us to be more organized for retrieval of records. We will require more shelving and containers that are water proof.
- With 500 years of records of vitals and council it is challenging at best for the secure deposit of our records.



# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>City Clerk-Personnel</b>									
11611	5111	SALARIES-FULL TIME	266,839.95	276,506.00	276,506.00	247,355.00	278,738.00	279,580.00	279,580.00
<b>Total City Clerk-Personnel</b>			<b>266,839.95</b>	<b>276,506.00</b>	<b>276,506.00</b>	<b>247,355.00</b>	<b>278,738.00</b>	<b>279,580.00</b>	<b>279,580.00</b>
<b>City Clerk-Expenses</b>									
11612	5242	OFFICE EQUIPMENT REP	500.00	500.00	500.00	498.90	1,000.00	1,000.00	1,000.00
11612	5381	PRINTING AND BINDING	2,989.53	3,000.00	3,547.60	1,695.01	3,000.00	3,000.00	3,000.00
11612	5421	OFFICE SUPPLIES (GEN	748.49	1,500.00	1,500.00	1,444.34	1,500.00	1,500.00	1,500.00
11612	5450	ARCHIVAL SUPP & EQUI	1,246.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
11612	5509	DOG LICENSES	1,207.05	1,400.00	1,162.40	1,162.40	1,400.00	1,400.00	1,400.00
11612	5730	DUES AND SUB	190.00	500.00	190.00	190.00	500.00	300.00	300.00
<b>Total City Clerk-Expenses</b>			<b>6,881.07</b>	<b>8,400.00</b>	<b>8,400.00</b>	<b>6,490.65</b>	<b>8,900.00</b>	<b>8,700.00</b>	<b>8,700.00</b>
<b>030</b>	<b>161</b>	<b>Department Total</b>	<b>273,721.02</b>	<b>284,906.00</b>	<b>284,906.00</b>	<b>253,845.65</b>	<b>287,638.00</b>	<b>288,280.00</b>	<b>288,280.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Propsed FY 2017	Council Voted FY 2017
					52.4					0.0%	0.0%	52.2	2.5%	52.2	
LAPOINTE CHERYL	030 CITY CLERK	11611-5111	CITY CLERK	02/27/1989	86,906.81		1.00	1	100%	1,658.53	1,658.53	86,575.10	1,699.99	88,739.48	88,739.48
*SIMONS ILENE	030 CITY CLERK	11611-5111	ASST CITY CLERK	09/05/2000	53,064.30		1.00	1	100%	1,012.68	1,063.31	55,504.85	1,037.99	54,183.31	54,183.31
*Requested 5% increase for Ilene Simons - Mayor approved 2.5%															
					136,534.03		3.00				Total AFSCME 1818	136,657.14		136,657.14	136,657.14
					276,505.14		5.00		Total Full Time - 5111			278,737.10		279,579.93	279,579.93

Full-Time Equivalent Employees:	FY 2015	5.00
	FY 2016	5.00
	FY 2017	5.00
	Variance 16 vs. 17	0.00

276,505.14	5.00	Department Total	278,737.10	279,579.93	279,579.93
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**FY 2017 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Voted By Council FY 2015 52.4	F T E	Rate FY 2016	Incr FY 2017	Calc Rate FY 2017	STEP INCREASES					Dept Request FY 2017 52.2	Mayor FY 2017 52.2	Council FY 2017 52.2	
											Date	Rate	# Wks Old    New						
SERPA	LINDA	030 CITY CLERK	11611-5111	ASST REGISTRAR	7/26/2004	47,503.80	1.00	906.56	1.015	920.16					100%	48,032.33	48,032.33	48,032.33	
EMMONS	JANET	030 CITY CLERK	11611-5111	ASST REGISTRAR	5/17/10	47,503.58	1.00	906.56	1.015	920.16					100%	48,032.10	48,032.10	48,032.10	
BROWN	TRACEY	030 CITY CLERK	11611-5111	SR CLERK TYPIST III/III	1/20/2014	41,526.66	0.00	808.24	1.015	-					-	-	-		
Replace Brown		030 CITY CLERK	11611-5111	SR CLERK TYPIST VII			1.00	752.40	1.015	763.69	1/1/2016	791.48	26.0   26.2	100%	40,592.72	40,592.72	40,592.72		
						136,534.03	3.00										136,657.14	136,657.14	136,657.14

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

CITY CLERK - 030

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
11612	5242	OFFICE EQUIPMENT REPAIR			
		simplex time recorder maintenance			
		typewriter maintenance (5 typewriters)	1,000	1,000	1,000
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
11612	5317	Educational training			
		Traing to teach staff Spanish	To HR	To HR	To HR
<b>TOTAL</b>			<b>-</b>	<b>-</b>	<b>-</b>
11612	5381	PRINTING AND BINDING			
		Vital Records Binders & Sleeves(Birth-Death-Marriage)	3,000	3,000	3,000
		Mylar sheets (Birth-Death-Marriage)			
		Book Binding (Index/Birth/Death/Marriage)			
		Index Cards (Birth/Death/Marriages), Master Cert (Vitals)			
		Marriage Return Envelopes & City Clerk envelopes, City Clerk Stationary			
<b>TOTAL</b>			<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
11612	5421	OFFICE SUPPLIES GENERAL			
		W. B. MASON - Typewriter ribbons & correction tapes for vital records,	1,500	1,500	1,500
<b>TOTAL</b>			<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
11612	5450	ARCHIVAL SUPPLIES AND EQUIPMENT			
		Acid free state mandate vital records recording paper ledger sheets (birth/death/marr)	1,500	1,500	1,500
		Birth, Death & Marriage certificate paper for long and short forms			
		State Bond paper			
		replacement of vital binders for affidavits and births and mylar sleeves due to water damage			
<b>TOTAL</b>			<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
11612	5509	DOG LICENSES			
		National Band and Tag for dog tags (3000 tags)	1,400	1,400	1,400
		Maintenance for Dog Software			
<b>TOTAL</b>			<b>1,400</b>	<b>1,400</b>	<b>1,400</b>
11612	5710	INSTATE TRAVE/MEETINGS			
		Registration and travel expenses for various meetings and seminars	-	-	-
		Educational Training			
<b>TOTAL</b>			<b>-</b>	<b>-</b>	<b>-</b>
11612	5730	DUES AND SUBSCRIPTIONS			
		West Group - Mass. General Laws annual updates-pocket parts	500	300	300
		West Group - Acts and Resolves			
<b>TOTAL</b>			<b>500</b>	<b>300</b>	<b>300</b>
<b>TOTAL PROPOSED</b>			<b>8,900</b>	<b>8,700</b>	<b>8,700</b>



# ***Elections & Registrations***

## **Mission Statement– Why We Exist**

The City Clerk serves as the Clerk to the Board of Registrars of Voters, officiates elections and establishes procedures to be followed by election officials at each precinct, oversees registration of voters, prepares computer reports on election returns and prepares election materials of voting precincts. Also organizes the set-up of precincts and maintains handicapped accessibility of all voting locations, supervises staff, issues nominations papers to local candidates, certifies signatures of voters signing nomination papers and initiative petitions for state ballot questions. We are also responsible for the mass mailing of the citywide census, maintaining and entering the date and the notifying of voter confirmation.

## **Significant Budget & Staffing Changes for FY 2017**

I would like one more staff member to help with Elections and Census. I did submit for a Senior Clerk position but would really like another Registrar. With the new mandate for early voting to take place in November and a Presidential at that, we have much need for more staffing. Especially if early voting is done for all elections. The volume of absentees for a presidential rises significantly in the thousands.



## **Recent Accomplishments**

- We continue to add Spanish speaking interpreters to aid with the election process for those whom need translation. I believe it was successful in that it seems the Spanish community made good use of them. We will be attempting to continue this practice for future elections.
- A census box was added at the Salem Academy Charter School to aid the Point area neighborhood to be able to turn in their census forms in close proximity to their neighborhood.
- 

## **FY 2017 Goals & Objectives**

- Add to our staff in order to continue with required census and elections work.
- With the upcoming early voting mandate for the November Presidential election I will need to not only have more help in the office but at the polls due to long lines and the necessary paperwork for those who have been inactive. Also in Ward 7 as the College students come out in record number to vote in the presidential which we will need extra poll workers to deal with the many students who live in the dorms who are eligible to vote. In past presidential election it helps to separate our students from the residents because of the sheer volume in that location.

Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
<b>ELECTIONS (based on month of Nov.)</b>				
# Registered Voters	26,101	26,300	27,143	27,143+
Voter turnout %	26%	50%	45%	83%
Actual turnout	6661		13,671	
<b>CENSUS</b>				
Census forms mailed out and processed	16,000	16,773	17,547	

### How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Set up in City Hall an area for early voting for the November Election and staff it for the duration of the time allotted for early voting.

## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Elect &amp; Reg-Personnel</b>									
11621	5111	SALARIES-FULL TIME	95,287.08	101,893.00	101,893.00	93,248.72	142,594.00	103,985.00	103,985.00
11621	5113	SALARIES-PART TIME	0.00	0.00	0.00	0.00	0.00	12,894.00	12,894.00
11621	5131	OVERTIME (GENERAL)	4,757.40	5,000.00	5,000.00	3,908.29	5,000.00	5,000.00	5,000.00
<b>Total Elect &amp; Reg-Personnel</b>			<b>100,044.48</b>	<b>106,893.00</b>	<b>106,893.00</b>	<b>97,157.01</b>	<b>147,594.00</b>	<b>121,879.00</b>	<b>121,879.00</b>
<b>Elect &amp; Reg-Expenses</b>									
11622	5242	OFFICE EQUIPMENT REP	0.00	325.00	0.00	0.00	500.00	500.00	500.00
11622	5280	POLLING PLACE RENT	50.00	300.00	300.00	75.00	300.00	300.00	300.00
11622	5306	ADVERTISING	431.50	975.00	1,325.00	1,205.60	1,300.00	1,300.00	1,300.00
11622	5309	POLLWORKERS	24,940.00	43,500.00	35,133.78	35,133.78	60,000.00	60,000.00	60,000.00
11622	5381	PRINTING AND BINDING	6,031.82	9,000.00	7,976.99	7,976.99	9,000.00	14,000.00	14,000.00
11622	5386	VOTING MACHINE SERVI	13,596.87	16,325.00	25,689.23	19,174.79	16,325.00	16,325.00	16,325.00
11622	5421	OFFICE SUPPLIES (GEN	0.00	1,000.00	1,000.00	639.29	1,000.00	1,000.00	1,000.00
<b>Total Elect &amp; Reg-Expenses</b>			<b>45,050.19</b>	<b>71,425.00</b>	<b>71,425.00</b>	<b>64,205.45</b>	<b>88,425.00</b>	<b>93,425.00</b>	<b>93,425.00</b>
<b>030</b>	<b>162</b>	<b>Department Total</b>	<b>145,094.67</b>	<b>178,318.00</b>	<b>178,318.00</b>	<b>161,362.46</b>	<b>236,019.00</b>	<b>215,304.00</b>	<b>215,304.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Proposed FY 2017	Council Voted FY 2017
BARTON	CHARLES	030 ELECTIONS & REGISTR	11621-5111 BD REGISTRAR CHAIRMAN	9/17/2008	750.00	B			4	175.00	187.50	750.00	175.00	750.00	750.00
LAPORTE	CHERYL	030 ELECTIONS & REGISTR	11621-5111 CLERK OF BOARD		1,600.00	B			12	133.33	133.33	1,600.00	133.33	1,600.00	1,600.00
LAPORTE	CHERYL	030 ELECTIONS & REGISTR	11621-5111 BD REGISTRAR MEMBER		700.00	B			12	58.33	58.33	700.00	58.33	700.00	700.00
SANDON	PHILIP	030 ELECTIONS & REGISTR	11621-5111 BD REGISTRAR MEMBER		700.00	B			4	175.00	175.00	700.00	175.00	700.00	700.00
BATES	DONALD	030 ELECTIONS & REGISTR	11621-5111 BD REGISTRAR MEMBER		700.00	B			4	175.00	175.00	700.00	175.00	700.00	700.00
SPORT	ROCHELLE	030 ELECTIONS & REGISTR	11621-5111 ELEC ASST TO CITY CLK	9/26/2000	50,438.78		1.00	1		962.57	962.57	50,246.26	986.64	51,502.42	51,502.42

47,003.75	1.00	Total AFSCME 1818	87,896.89	48,032.27	48,032.27
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101,892.53	2.00	Total Full Time 5111	142,593.15	103,984.69	103,984.69
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NEW

030 ELECTIONS & REGISTR 11621-5113 PT Election Clerk

P

19

-

-

-

13.00

12,893.40

12,893.40

-	Total Part Time - 5113	-	12,893.40	12,893.40
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030 ELECTIONS & REGISTR 11621-5131 OVERTIME

5,000.00

5,000.00

5,000.00

5,000.00

5,000.00	Total Overtime - 5131	5,000.00	-	5,000.00	5,000.00
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106,892.53	2.00	Department Total	147,593.15	121,878.09	121,878.09
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Full-Time Equivalent Employees:	FY 2015	2.00
	FY 2016	2.00
	FY 2017	2.00
	Variance 16 vs. 17	0.00



**FY 2017 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Voted By Council FY 2015 52.4	F T E	Rate FY 2016	Incr FY 2017	Calc Rate FY 2017	STEP INCREASES					Dept Request FY 2017 52.2	Mayor FY 2017 52.2	Council FY 2017 52.2
											Date	Rate	# Wks Old	New				
FISHER	MAUREEN	030 ELECT & REGISTR	11621-5111	ASST REGISTRAR	9/3/2013	47,003.75	1.00	906.56	1.015	920.16					100%	48,032.27	48,032.27	48,032.27
New		030 ELECT & REGISTR	11621-5111	SR CLERK TYPIST I	7/1/16		1.00		1.015	763.69					100%	39,864.62	-	-
						47,003.75	1.00								87,896.89	48,032.27	48,032.27	

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

ELECTIONS AND REGISTRATIONS 030

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
11622	5242	OFFICE EQUIPMENT REPAIR Typewriter maintenance (3 typewriters) Time stamp ribbon & installation	500	500	500
<b>TOTAL</b>			<b>500</b>	<b>500</b>	<b>500</b>
11622	5280	POLLING PLACE RENTAL \$25.00 rental each election Reduction in polling locations.	300	300	300
<b>TOTAL</b>			<b>300</b>	<b>300</b>	<b>300</b>
11622	5306	ADVERTISING Salem Evening News advertising for special voter registration sessions	1,300	1,300	1,300
<b>TOTAL</b>			<b>1,300</b>	<b>1,300</b>	<b>1,300</b>
11622	5309	POLL WORKERS Staffing of 14 Precincts on Election Day for Elections 14 Wardens, 14 Clerks, 14 precinct Asst., 10 inspectors each Precinct due to increased volume of voters for November presidential election it will be increase to have additional poll workers to aid in processing paperwork	30,000  30,000	30,000  30,000	30,000  30,000
<b>TOTAL</b>			<b>60,000</b>	<b>60,000</b>	<b>60,000</b>
11622	5381	PRINTING AND BINDING Printing of Annual Poll Book, census forms, nomination papers, petition forms, etc. Printing of postcards for confirmation mailings Envelopes for voter registration, etc. Early Voting	  9,000	  9,000 5,000	  9,000 5,000
<b>TOTAL</b>			<b>9,000</b>	<b>14,000</b>	<b>14,000</b>
11622	5386	VOTING MACHINE SERVICES Voting Machine and Tabulator Maintenance Agreement Election programs (16 tabulators) Election day coverage L.H.S. Associates (software & program vendor) Three-hole legal paper for voting list ballot printing & envelopes Tabulator supplies-special ribbons, ink, electrical cords, adapters, paper rolls <i>Note - we will need to print ballots for FY 2012</i>	16,325	16,325	16,325
<b>TOTAL</b>			<b>16,325</b>	<b>16,325</b>	<b>16,325</b>
11622	5421	OFFICE SUPPLIES GENERAL General office supplies as needed	1,000	1,000	1,000
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>TOTAL PROPOSED</b>			<b>88,425</b>	<b>93,425</b>	<b>93,425</b>

# Assessor

## Mission Statement – Why We Exist

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



## Significant Budget & Staffing Changes for FY 2017

At this time there is no known change to staffing for FY 2017. Our current office staff is able to complete necessary requirements demanded by the Department of Revenue.

## Recent Accomplishments

- We were able to complete the FY 2016 certification by the end of September by starting the process earlier than in prior years. We worked closely with our Department of Revenue representative and had him come in for data review in the summer. We were one of the earliest communities to present our data to the Department of Revenue which left plenty of time to respond any questions from the DOR. This made for a very smooth and timely FY 2016 certification with the Department of Revenue.
- We have implemented an annual re inspection plan to inspect approximately 750 to 1,000 properties per year beyond the annual sales verification and building permit inspection already in place in preparation for Department of Revenue 10 year inspection cycle which ends in 2019.
- As part of the annual inspection process we have also continued our data quality review process and photo update throughout the City.
- We have had the same staff in place for approximately 5 years which has made for smooth and efficient work output.
- Our return of Personal Property Form of Lists continues to climb with continued outreach by our staff.
- Work in progress with the Harbormaster, Collector, and Finance Departments to implement a revised Mooring/Boat billing and abatement program that has proper checks and balances and monthly reconciliations of fees collected and abated, as well as proper documentation of those boats that have been bought and sold.
- Worked closely with the Mayor and Planning Department on the implementation of all potential Tax Incremental Financing projects.

## FY 2017 Goals & Objectives



- Producing high quality work and implementing and conducting an aggressive database maintenance program still remain our principal tasks. Since these elements are essential in maintaining the level of professionalism expected by Department of Revenue, the City Administration and the public at large, it is the primary objective and continuous goal of the Department to achieve both.
- To have our FY2017 valuations certified by the end of September and be prepared to have our classification hearing in November.
- To enhance our portion of the City of Salem website with more online information available for the public.
- Continue to perform high level of data quality study focusing on income producing properties.

Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
Real Estate Billing - Bills done quarterly	13,439	13438	13,458	13,500
Personal Property Bills- Billing done quarterly	878	940	914	925
Auto Excise	32,746	35171	35,800	35,000
Boat Excise	1,066	1071	1,057	1060
Exemptions	451	406	400	400
Abatements	59	79	51	75
Personal Property inventory forms (required by law for abatements)	887	925	925	925
ABC Forms - Tax exempts (required by law to qualify for status)	71	71	71	70
Income & Expense Statements	1,368	1373	1,375	1,375

## How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The Assessors seek to provide additional information to the Public via an enhanced Assessor's section of the Salem website. Each year we have added additional information related to Assessing services and answers to general questions that can be acquired online instead of daily phone calls making for a more efficient delivery of services.
- By the end of 2016 all Assessors in the office will have their MAA designation which indicates a certain level of knowledge so we can do the majority of our analysis in house instead of the need to have additional help in years other than a recertification year. This year we have seen more commercial abatements due



to increases in commercial taxes. The additional education and completion of income courses by all assessors has reduced the need for potential outside help in defending Appellate Tax Board cases. We have an experienced staff that is working well together and has had the ability to maintain a high quality assessing data base. We have expanded the knowledge of the three assessors in the office with all participating in the abatement processing and one of the assistant assessor's is also mastering personal property assessment.

## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
Assessors-Personnel									
11411	5111	SALARIES-FULL TIME	278,214.34	287,102.00	287,102.00	264,165.48	287,389.00	292,040.00	292,040.00
11411	5150	FRINGE/STIPENDS	4,999.92	6,000.00	6,000.00	4,583.26	6,000.00	6,000.00	6,000.00
Total	Assessors-Personnel		283,214.26	293,102.00	293,102.00	268,748.74	293,389.00	298,040.00	298,040.00
Assessors-Expenses									
11412	5242	OFFICE EQUIPMENT REP	99.00	0.00	0.00	0.00	0.00	0.00	0.00
11412	5308	CONTRACTED SERVICES	24,479.25	34,500.00	35,039.30	26,081.56	19,500.00	19,500.00	19,500.00
11412	5381	PRINTING AND BINDING	353.20	1,500.00	960.70	960.70	1,500.00	1,000.00	1,000.00
11412	5421	OFFICE SUPPLIES (GEN	1,140.22	3,400.00	3,400.00	1,184.24	3,400.00	2,000.00	2,000.00
11412	5710	IN STATE TRAVEL/MEETINGS	1,638.31	2,500.00	2,500.00	2,356.93	2,500.00	1,700.00	1,700.00
Total	Assessors-Expenses		27,709.98	41,900.00	41,900.00	30,583.43	26,900.00	24,200.00	24,200.00
010	141	Department Total	310,924.24	335,002.00	335,002.00	299,332.17	320,289.00	322,240.00	322,240.00

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Proposed FY 2017	Council Voted FY 2017
					52.4					0.0%	0.0%	52.2	2.5%	52.2	
BOND JAMES	010 ASSESSORS	11411-5111	ASST ASSESSOR	9/19/2011	54,192.83		1.00	1	100%	1,034.21	1,034.21	53,985.98	1,060.07	55,335.63	55,335.63
JACKSON DEBORAH	010 ASSESSORS	11411-5111	DIR ASSESSING	9/22/09	83,490.80		1.00	1	100%	1,593.34	1,593.34	83,172.13	1,633.17	85,251.43	85,251.43
JAGOLTA RICHARD	010 ASSESSORS	11411-5111	BOARD MEMBER		3,000.00	B			4	750.00	750.00	3,000.00	750.00	3,000.00	3,000.00
JOHNSON DAMIAN	010 ASSESSORS	11411-5111	BOARD MEMBER		3,000.00	B			4	750.00	750.00	3,000.00	750.00	3,000.00	3,000.00
DELLORFANO DELINDA	010 ASSESSORS	11411-5111	BOARD CLERK	4/1/2012	1,500.00	B			4	375.00	375.00	1,500.00	375.00	1,500.00	1,500.00
CORTES STEPHEN	010 ASSESSORS	11411-5111	ASST ASSESSOR	10/10/12	49,061.91		1.00	1	100%	936.30	936.30	48,874.65	959.70	50,096.52	50,096.52
MILLERICK ROBERT	010 ASSESSORS	11411-5111	BOARD MEMBER		3,000.00	B			4	750.00	750.00	3,000.00	750.00	3,000.00	3,000.00
					<b>89,855.71</b>		<b>2.00</b>			<b>Total AFSCME 1818</b>		<b>90,855.44</b>		<b>90,855.44</b>	<b>90,855.44</b>
					<b>287,101.24</b>		<b>5.00</b>	<b>Total Full Time - 5111</b>				<b>287,388.20</b>		<b>292,039.02</b>	<b>292,039.02</b>
010 ASSESSORS					3,000.00				3	3,000.00	1,000.00	3,000.00	3,000.00	3,000.00	3,000.00
010 ASSESSORS					3,000.00				2.0	1,500.00	1,500.00	3,000.00	1,500.00	3,000.00	3,000.00
					<b>6,000.00</b>			<b>Total Fringe - 5150</b>				<b>6,000.00</b>		<b>6,000.00</b>	<b>6,000.00</b>
					<b>293,101.24</b>		<b>5.00</b>	<b>Department Total</b>				<b>293,388.20</b>		<b>298,039.02</b>	<b>298,039.02</b>

Full-Time Equivalent Employees:	FY 2015	5.00
	FY 2016	5.00
	FY 2017	5.00
	Variance 16 vs. 17	0.00

**FY 2017 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Voted By	F T E	Rate FY 2016	Incr FY 2017	Calc Rate FY 2017	STEP INCREASES				Dept Request FY 2017 52.2	Mayor FY 2017 52.2	Council FY 2017 52.2
					Council FY 2015 52.4					Date	Rate	# Wks Old    New				
FELIX GLORIA	010 ASSESSORS	11411-5111	PRINCIPAL CLERK	03221993	47,503.80	1.00	906.56	1.015	920.16				100%	48,032.33	48,032.33	48,032.33
DELLORFANO DELINDA	010 ASSESSORS	11411-5111	SR CLERK TYPIST	12/17/2012	42,351.90	1.00	808.24	1.015	820.37				100%	42,823.11	42,823.11	42,823.11
					89,855.71	2.00								90,855.44	90,855.44	90,855.44



FY 2017 DETAILED BUDGET REPORT  
EXPENSES

ASSESSORS - 010

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11412	5308	<b>CONTRACTED SERVICES</b>			
		Primarily used to fund services of professional appraisers or consultants necessary to support the Department's ATB cases and valuation functions.	18,000	18,000	18,000
		Annual GIS Enhancement contract addition	1,500	1,500	1,500
<b>TOTAL</b>			<b>19,500</b>	<b>19,500</b>	<b>19,500</b>
11412	5381	<b>PRINTING AND BINDING</b>			
		Used to pay for binding and printing of tax commitment books.	1,500	1,000	1,000
<b>TOTAL</b>			<b>1,500</b>	<b>1,000</b>	<b>1,000</b>
11412	5421	<b>OFFICE SUPPLIES (GENERAL)</b>			
		General office supplies as needed	3,400	2,000	2,000
<b>TOTAL</b>			<b>3,400</b>	<b>2,000</b>	<b>2,000</b>
11412	5710	<b>IN STATE TRAVEL/MEETINGS</b>			
		Used to pay for professional meetings throughout the year. Eg., Mass. Assessors Association and Essex County Assessors Association, and Assessing Clerk's meetings.	2,500	1,700	1,700
<b>TOTAL</b>			<b>2,500</b>	<b>1,700</b>	<b>1,700</b>
<b>TOTAL PROPOSED</b>			<b>26,900</b>	<b>24,200</b>	<b>24,200</b>

# Collector

## Mission Statement– Why We Exist

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



## Significant Budget & Staffing Changes for FY 2017

The Collector is requesting an upgrade and increase in salary for the Sr. Clerk, whose bilingual abilities greatly benefit the office, as well as constituents whose primary language is Spanish. Hopefully upgrading this position to a principal clerk along with the increase in salary that accompanies the upgrade to be in line with the other clerks throughout the city will deter turnover in the office staff thus decreasing the need to train new employees and certify new passport agents. Having a bilingual staff member in the office assists greatly to improve communication and maintain a high level of responsiveness which is a priority of the administration.

## Recent Accomplishments

- Updated the Collector's policies and procedures manual
- The Collector's office hired a new clerk, Wendy Noonan. Wendy is bilingual and has been a great asset to the office.
- With the assistant collector out for 3 months on maternity leave, the collector's office has utilized the assistance of the assistant treasurer to prepare the daily deposit and provide coverage as needed.
- Bonnie, Maureen and Sarah have been re-certified as passport acceptance agents. Wendy will work to be certified this year.
- Work in progress with the Harbormaster, Collector and Finance Department to implement a revised Mooring/Boat billing and abatement program that has proper checks and balances and monthly reconciliations of fees collected and abated, as well as proper documentation of boats that have been bought and sold.
- Collector continues to attend annual school to maintain certification.





## FY 2017 Goals & Objectives

- Maintain high collection rate
- The Collector has proposed a new program for the City. Beginning in April the City will host an open house on Thursday evenings for new residents. The goal is to provide one area where new residents can apply for resident parking, register dogs, register to vote and receive any information needed to make their transition to Salem less stressful.
- Continue to promote online payment system and continue to provide public education to increase usage of the system and encourage the e-billing option.
- Maintain quality service.
- Continue educating members of the Collector's Office

Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
Passports Processed	308	354	250	300
Resident Parking Stickers/Visitor Passes	2,607	2281	2,500	2500
E-Notice/E-Billing 394 e-notice, 640 e-billing		394/640	400/700	
Municipal Lien Certificates Processed	1,080	1329	1,200	1200
Bills Payments Processed:				
Excise Tax	34,723	34,916	30,000	30,000
Parking Tickets	24,728	21,479	20,000	20,000
Boat Excise Tax	959	944	950	900
Real Estate		53,456	41,000	50,000
Personal Property		3,099	1,700	3,500
Water/Sewer & Trash		79,337	40,000	70,000
Mooring/Slips (Began collecting in March 2011)	1,348	1,432	1,250	1,300
City ordinance tickets	176	206	150	175
Lockbox Payments				
Real Estate / Personal Property / Water & Sewer / Trash (Lockbox began June 2006)		36,957	32,000	35,000

Online Payments – City Hall Systems				
Real Estate	2,698	4,117	2,700	4,000
Water/Sewer	5,109	8,379	6,000	7,000
Personal Property	201	341	250	300
Trash (Began billing in November 2006)	1,428	2,660	1,500	2,500
Excise Tax	6,954	8,771	7000	8,000

### How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

Pay Parking  
Tickets



## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Collector-Personnel</b>									
11461	5111	SALARIES-FULL TIME	205,536.48	214,517.00	213,517.00	193,361.58	215,497.00	217,255.00	217,255.00
11461	5131	OVERTIME (GENERAL)	1,106.25	1,000.00	2,000.00	2,029.74	1,000.00	1,000.00	1,000.00
11461	5150	FRINGE/STIPENDS	3,937.46	4,000.00	4,000.00	3,541.63	4,000.00	4,000.00	4,000.00
<b>Total Collector-Personnel</b>			<b>210,580.19</b>	<b>219,517.00</b>	<b>219,517.00</b>	<b>198,932.95</b>	<b>220,497.00</b>	<b>222,255.00</b>	<b>222,255.00</b>
<b>Collector-Expenses</b>									
11462	5317	EDUCATIONAL TRAINING	529.77	1,000.00	1,000.00	480.00	1,000.00	600.00	600.00
11462	5381	PRINTING AND BINDING	4,231.34	4,500.00	3,510.00	3,359.48	4,500.00	4,300.00	4,300.00
11462	5421	OFFICE SUPPLIES (GEN	2,849.48	3,000.00	3,990.00	2,934.90	3,000.00	3,000.00	3,000.00
<b>Total Collector-Expenses</b>			<b>7,610.59</b>	<b>8,500.00</b>	<b>8,500.00</b>	<b>6,774.38</b>	<b>8,500.00</b>	<b>7,900.00</b>	<b>7,900.00</b>
<b>040</b>	<b>146</b>	<b>Department Total</b>	<b>218,190.78</b>	<b>228,017.00</b>	<b>228,017.00</b>	<b>205,707.33</b>	<b>228,997.00</b>	<b>230,155.00</b>	<b>230,155.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Propsd FY 2017	Council Voted FY 2017
					52.4					0.0%	0.0%	52.2	2.5%	52.2	
CELI	BONNIE	040 COLLECTOR	11461-5111 CITY COLLECTOR	2/01/2004	70,597.50		1.00	1	100%	1,347.28	1,347.28	70,328.04	1,380.96	72,086.24	72,086.24
					143,919.01		3.00				Total AFSCME 1818	145,168.27		145,168.27	145,168.27
					<b>214,516.51</b>		<b>4.00</b>	<b>Total Full Time - 5111</b>				<b>215,496.31</b>		<b>217,254.51</b>	<b>217,254.51</b>
		040 COLLECTOR	11461-5150 Certified Collector Stipends		1,000.00			1		1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
		040 COLLECTOR	11461-5150 RES PARKING STICKER Stipend		3,000.00			12		250.00	250.00	3,000.00	250.00	3,000.00	3,000.00
					<b>4,000.00</b>			<b>Total Fringe - 5150</b>				<b>4,000.00</b>		<b>4,000.00</b>	<b>4,000.00</b>
		040 COLLECTOR	11461-5131 OVERTIME		1,000.00							1,000.00		1,000.00	1,000.00
					<b>219,516.51</b>		<b>4.00</b>	<b>Department Total</b>				<b>220,496.31</b>		<b>222,254.51</b>	<b>222,254.51</b>

Full-Time Equivalent Employees:	FY 2015	4.00
	FY 2016	4.00
	FY 2017	4.00
	Variance 16 vs. 17	0.00

**FY 2017 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Voted By Council FY 2015 52.4	F T E	Rate FY 2016	Incr FY 2017	Calc Rate FY 2017	STEP INCREASES				Dept Request FY 2017 52.2	Mayor FY 2017 52.2	Council FY 2017 52.2	
											Date	Rate	# Wks Old    New					
COLON	YEIMI	040 COLLECTOR	11461-5111	SR ACCOUNT CLERK I/II	7/8/14	43,565.84	0.00	831.97	1.015						-	-	-	
DAVIS	MAUREEN	040 COLLECTOR	11461-5111	PRINCIPAL CLERK	4/24/2007	47,503.80	1.00	906.56	1.015	920.16				100%	48,032.33	48,032.33	48,032.33	
HUTCHINSON	SARAH	040 COLLECTOR	11461-5111	ASSISTANT COLLECTOR	11/08/2004	52,849.36	1.00	1,008.58	1.015	1,023.70				100%	53,437.36	53,437.36	53,437.36	
NOONAN	WENDOLYN	040 COLLECTOR	11461-5111	SR ACCOUNT CLERK I/II	9/28/15		1.00	802.59	1.015	814.63	9/28/2016	844.45	12.8    39.4	100%	43,698.58	43,698.58	43,698.58	
						143,919.01	3.00									145,168.27	145,168.27	145,168.27

Requesting upgrade for Noonan to principal clerk.

FY 2017 BUDGET DETAIL EXPENSES  
EXPENSES

COLLECTOR - 040

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11462	5317	Educational Training certification courses for collectors staff	1,000	600	600
TOTAL			1,000	600	600
11462	5381	Printing and Binding  Inserts for real estate tax bills print resident parking stickers - reorder zone stickers and visitor passes Print passes for monthly pass zone (100 per month) \$1.00 per pass	4,500	4,300	4,300
TOTAL			4,500	4,300	4,300
11462	5421	Office Supplies General office supplies as needed.	3,000	3,000	3,000
TOTAL			3,000	3,000	3,000
TOTAL PROPOSED			8,500	7,900	7,900



## Information Technology

## Mission Statement-Why We Exist

The Office of Information Technology provides and supports resources which facilitate the flow of information within and between departments, and expands the reach and usefulness of technology to staff, residents and public school students.



### Budget & Staffing Changes for FY 2017

The City and School Department will continue the consolidation of IT operations by implementing a unified budget. The proposed budget provides much greater oversight, and includes additional components for efficiency (e-procurement), transparency (open checkbook), and necessary staffing adjustments associated with the consolidation.

## Recent Accomplishments

- Integrated IT staff, functions and systems across the city.
- Completed a comprehensive review of IT job descriptions and assignments, and fully reorganized the department to meet customer needs.
- Designed and implemented a new municipal website providing a clean, easy to navigate environment fully compatible with mobile devices.
- Opened the employee self-service portal, providing staff access to all appropriate personnel resources online.
- Deployed new records management system and associated equipment with Salem PD.
- Transitioned online GIS to a newer, more flexible, and much more robust system.
- Implemented electronic distribution of direct deposit advice, wage and tax statements (W-2's), and purchase orders.
- Deployed pay by app phone (app) parking technology throughout the City.
- Constructed phase 1 of the city-wide municipal fiber network.
- Began construction of a district -wide wireless network, supporting 21<sup>st</sup> century education throughout the schools.
- Supported the schools to complete, for the first time, a district-wide online assessment: the ELL Access test.
- Led process to evaluate, select and migrate the schools to a new Student Information System.



## FY 2017 Goals & Objectives

- Design and deploy paperless personnel actions (PAF) by September 2016.
- Expand access and utilization of Munis within the schools by September 2016.
- Investigate public/private, and other alternate Internet options for residents and businesses and provide recommendation by October 2016.
- Deploy open checkbook technology by October 2016.
- Complete IT cross-training and on-boarding by December 2016.
- Implement online permitting by the end of January 2017.
- Build out Phase 2 of the City-wide municipal fiber network by end of FY17. Phase 2 includes all schools.
- Annual IT Equipment Replacement Program: complete equipment replacement by the end of March 2017.
- Implement the transition from internally hosted to externally hosted email platform to increase availability, stability, and City-wide compatibility by the end of May 2017.
- Select a single help desk platform for the City and Schools by June 2017.



Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
Help Desk Tickets Received and Resolved	880	900	4750	4750
Website subscribers	n/a	6,078	11,000	12,000

## How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The Department remains committed to the City's overall goal to be a healthier place to live, work, and do business in. To that extent, we have implemented as many "green" initiatives as possible with the move to electronic PAF's and recent elimination of paper direct deposit, wage and tax, and purchase orders all providing excellent examples.
- The department supports the mission to provide open, honest, and proactive services effectively and efficiently, focusing on the needs of today with a vision for the future by pursuing and implementing improvements such as open checkbook & online permitting systems, and extending financial system access into the schools.
- Ongoing GIS and mapping support to City departments provides essential decision-support data and aids in the understanding of activities which increase the 'livability' of Salem for its residents, businesses, and visitors.

## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>IT/GIS/-Personnel</b>									
11551	5111	SALARIES-FULL TIME	158,307.36	278,792.00	276,792.00	234,323.13	770,839.00	789,146.00	789,146.00
11551	5113	SALARIES-PART TIME	0.00	0.00	2,000.00	1,187.83	0.00	0.00	0.00
<b>Total IT/GIS/-Personnel</b>			<b>158,307.36</b>	<b>278,792.00</b>	<b>278,792.00</b>	<b>235,510.96</b>	<b>770,839.00</b>	<b>789,146.00</b>	<b>789,146.00</b>
<b>IT/GIS-Expenses</b>									
11552	5272	COMPUTER EQUIPMENT	0.00	0.00	0.00	0.00	65,000.00	0.00	0.00
11552	5317	EDUCATIONAL TRAINING	948.37	7,500.00	7,500.00	6,030.00	12,330.00	12,330.00	12,330.00
11552	5421	OFFICE SUPPLIES (GEN	1,846.40	2,000.00	2,000.00	236.31	5,750.00	5,750.00	5,750.00
11552	5520	SOFTWARE SUPPORT/ENHANCEMEI	1,749.00	5,500.00	5,500.00	600.00	5,500.00	5,500.00	5,500.00
11552	5582	DATA PROCESSING SUPP	4,025.11	5,500.00	5,500.00	109.00	5,500.00	4,000.00	4,000.00
11552	5710	IN STATE TRAVEL/MEETINGS	0.00	1,475.00	1,475.00	0.00	5,075.00	5,075.00	5,075.00
11552	5730	DUES AND SUB	0.00	0.00	0.00	0.00	750.00	750.00	750.00
<b>Total IT/GIS-Expenses</b>			<b>8,568.88</b>	<b>21,975.00</b>	<b>21,975.00</b>	<b>6,975.31</b>	<b>99,905.00</b>	<b>33,405.00</b>	<b>33,405.00</b>
<b>070</b>	<b>155</b>	<b>Department Total</b>	<b>166,876.24</b>	<b>300,767.00</b>	<b>300,767.00</b>	<b>242,486.27</b>	<b>870,744.00</b>	<b>822,551.00</b>	<b>822,551.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016 52.4	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016 0.0%	Prop Rate FY 2017 0.0%	Dept Request FY 2017 52.2	Mayor Rate FY 2017 2.5%	Mayor Proposed FY 2017 52.2	Council Voted FY 2017
CLAY NINA	070 Information Tech-GIS	11551-5111	COMPUTER ANALYST	09/20/1993	61,377.21		0.00	0	100%	-	-	RETIRED	-	-	-
DUIJVESTEIJN OLLE	070 Information Tech-GIS	11551-5111	Enterprise System Manager	10/12/2010	41,612.28		0.60	0.6	60%	1,323.55	1,323.55	41,453.46	1,356.63	42,489.79	42,489.79
FRACZEK JAKE	070 Information Tech-GIS	11551-5111	Technical Support Analyst		56,111.41		1.00	1		1,070.83	1,070.83	55,897.25	1,097.60	57,294.68	57,294.68
GROCKI KEVIN	070 Information Tech-GIS	11551-5111	TECH SERVICE COORD	7/2/2008	11,237.85		0.00	0	20%	-	-	RESIGNED	-	-	-
KILLEN MATTHEW	070 Information Tech-GIS	11551-5111	Chief Information Officer	1/20/2015	108,452.84		1.00	1	100%	2,069.71	2,069.71	108,038.90	2,121.45	110,739.87	110,739.87
DEGUZMAN PYL DIANE	070 Information Tech-GIS	11551-5111	APPLICATION ANALYST	11/10/15			1.00	1	100%	1,049.81	1,049.81	54,800.08	1,076.06	56,170.08	56,170.08
BERGENGREN ERIC	070 Information Tech-GIS		Network Administrator	7/11/2005	School Transfer		1.00	1	100%	1,221.89	1,221.89	63,782.40	1,252.43	65,376.96	65,376.96
GANSENBERG ROBERTA	070 Information Tech-GIS		Customer Service Manager	8/15/1998	School Transfer		1.00	1	100%	1,271.39	1,271.39	66,366.30	1,303.17	68,025.45	68,025.45
HERMAN JAMES	070 Information Tech-GIS		Enterprise Applications Manager	9/12/1994	School Transfer		1.00	1	100%	1,261.54	1,261.54	65,852.39	1,293.08	67,498.70	67,498.70
KWOK BOSCO	070 Information Tech-GIS		Technical Support Analyst	8/7/2007	School Transfer		1.00	1	100%	839.44	961.53	50,191.87	985.57	51,446.66	51,446.66
MUYEEB SHAYKH	070 Information Tech-GIS		Technical Support Analyst	7/20/2015	School Transfer		1.00	1	100%	970.58	970.58	50,664.02	994.84	51,930.62	51,930.62
PHELAN DEBORAH	070 Information Tech-GIS		Applications Analyst	8/21/2000	School Transfer		1.00	1	100%	842.69	942.31	49,188.58	965.87	50,418.30	50,418.30
MULLINS LISA	070 Information Tech-GIS		Service Desk Analyst	9/19/2011	School Transfer		1.00	1	100%	845.63	845.63	44,141.89	866.77	45,245.43	45,245.43
*CHAMPAGNE NIKKI	070 Information Tech-GIS		SIS Manager	New			1.00	1	100%	1,307.69	1,307.69	68,261.42	1,346.92	70,309.26	70,309.26
NEW	070 Information Tech-GIS		Technical Support Analyst	New			1.00	1	100%	1,000.00	1,000.00	52,200.00	1,000.00	52,200.00	52,200.00

\*3% increase after 6 mos of employment

278,791.60	12.60	Total Full Time - 5111		770,838.54		789,145.81	789,145.81
278,791.60	12.60	Department Total	-	770,838.54	-	789,145.81	789,145.81

Full-Time Equivalent Employees:	FY 2015	2.80
	FY 2016	3.60
	FY 2017	12.60
	Variance 16 vs. 17	9.00

1,307.69

Total						
DUIJVESTEIJN OLLE	Information Tech-GIS	11551-5111	IT-GIS Director	0.60	60%	1,356.63
	SEWER	600131-5111		0.20	20%	1,356.63
	WATER	610131-5111		0.20	20%	1,356.63
						70,816.32



FY 2017 DETAILED BUDGET REPORT  
EXPENSES

DATA PROC/MIS/GIS/IT - 070

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11552	5272	Computer Equipment			
	From Schools	Consolidation w/ Schools	65,000	-	-
<b>TOTAL</b>			<b>65,000</b>	<b>-</b>	<b>-</b>
11552	5317	Educational Training			
		Technology Training as needed (Certification, Munis, ESRI)	7,500	7,500	7,500
	From Schools	Consolidation w/ Schools	4,830	4,830	4,830
<b>TOTAL</b>			<b>12,330</b>	<b>12,330</b>	<b>12,330</b>
11552	5421	Office Supplies (General)			
		General office supplies as needed	2,000	2,000	2,000
	From Schools	Consolidation w/ Schools	3,750	3,750	3,750
<b>TOTAL</b>			<b>5,750</b>	<b>5,750</b>	<b>5,750</b>
11552	5520	Software Support/Enhancements			
		DELL/ASAP State Contract Misc network software and licensing fees	3,000	3,000	3,000
		ArcGIS Desktop Extension	2,500	2,500	2,500
<b>TOTAL</b>			<b>5,500</b>	<b>5,500</b>	<b>5,500</b>
11552	5582	IT/GIS Supplies			
		General IT/GIS Supplies as needed	5,500	4,000	4,000
<b>TOTAL</b>			<b>5,500</b>	<b>4,000</b>	<b>4,000</b>
11552	5710	In State Travel, meetings			
		IT/GIS Meetings & Conferences; Registration, Travel & Gas	1,475	1,475	1,475
	From Schools	Consolidation w/ Schools	3,600	3,600	3,600
<b>TOTAL</b>			<b>5,075</b>	<b>5,075</b>	<b>5,075</b>
11552	5730	Dues and sub			
	From Schools	Consolidation w/ Schools	750	750	750
<b>TOTAL</b>			<b>750</b>	<b>750</b>	<b>750</b>
<b>TOTAL PROPOSED</b>			<b>99,905</b>	<b>33,405</b>	<b>33,405</b>

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>IT/GIS-Fixed Costs</b>									
11562	5243	IT/GIS MAINTENANCE	310,493.82	344,952.00	344,952.00	231,698.70	724,069.00	724,069.00	724,069.00
11562	5341	PHONE/DSL/COMMUNICATIONS	50,268.59	48,053.00	48,053.00	34,705.69	29,404.00	29,404.00	29,404.00
<b>Total IT/GIS-Fixed Costs</b>			<b>360,762.41</b>	<b>393,005.00</b>	<b>393,005.00</b>	<b>266,404.39</b>	<b>753,473.00</b>	<b>753,473.00</b>	<b>753,473.00</b>
<b>070</b>	<b>156</b>	<b>Department Total</b>	<b>360,762.41</b>	<b>393,005.00</b>	<b>393,005.00</b>	<b>266,404.39</b>	<b>753,473.00</b>	<b>753,473.00</b>	<b>753,473.00</b>

**FY 2017 DETAILED BUDGET REPORT  
EXPENSES**

**DATA PROC/MIS/GIS/IT - 070 - FIXED COSTS**

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11562	5243	IT/GIS MAINTENANCE			
	RECURRING	Tyler Technologies - Munis ASP Annual Fee includes OSDBA and Disaster Recovery Support	223,769	223,769	223,769
		Tyler Technologies - Reporting Services - Annual Fee	10,345	10,345	10,345
		Tyler Technologies - eProcurement / Vendor Self Service Portal - Annual Fee	22,065	22,065	22,065
		Public Transparency Portal for Financial Data - Annual Fee	13,000	13,000	13,000
		Annual Technology Equipment Repair	5,000	5,000	5,000
	From Schools	Consolidation w/ Schools - Contracted Services	173,500	173,500	173,500
	From Schools	Consolidation w/ Schools - Computer Software	56,000	56,000	56,000
	From Schools	Consolidation w/ Schools - Computer Networking	16,000	16,000	16,000
		Annual Microsoft software licensing - Office 365	55,000	55,000	55,000
		Annual Microsoft software licensing - Workstation/Server/Database	5,000	5,000	5,000
		EMC Licensing for Maintenance & Remote replication, Backup & Recovery for SAN / servers	15,000	15,000	15,000
		ViewPermit Annual Software License, Maintenance & Hosting	25,000	25,000	25,000
		RetroFit - Backup and Disaster Recovery Services for 9 MS Windows Servers with on-site virtualization and Server image/data stored nightly at both East and West Coast data centers	5,000	5,000	5,000
		Additional Funding to support new school student phone alert system	5,000	5,000	5,000
		State/eRate Contracted/Consulting Services	5,000	5,000	5,000
		Essex Craftsman A/C cleaning for 2 units	500	500	500
		Formax Sealer Maintenance	800	800	800
		Domain registration for various domains, such as salem.com, buildingsalem.com, salemferry.com, salem	100	100	100
		Antivirus for City & Public Schools	7,500	7,500	7,500
		Remote Computer Assistance & Administration Software Maintenance	4,000	4,000	4,000
		Alloy Software Help Desk and Inventory	1,750	1,750	1,750
		Network/Project Consulting	5,000	5,000	5,000
		Virtual Town Hall Annual application services and hosting for City website - unlimited users	7,000	7,000	7,000
		WebGIS - Annual application and hosting	7,000	7,000	7,000
		ESRI ArcGIS for Desktop Basic (ArcView) Single Use Primary Annual Maintenance (1)	400	400	400
		ESRI ArcGIS for Desktop Advanced (ArcInfo) Concurrent Use Annual Maintenance (2)	6,000	6,000	6,000
		ESRI ArcGIS Spatial Analyst for Desktop Concurrent Use Primary Annual Maintenance (1)	500	500	500
		ESRI ArcGIS Engine without Extension Maintenance (1)	200	200	200
		ESRI ArcGIS for Server Workgroup Advanced (ArcInfo) Annual Maintenance (1)	2,500	2,500	2,500
		ESRI ArcPad Annual Maintenance (1)	250	250	250
		ESRI ArcGIS Desktop Extensions license Annual Maintenance (3)	3,000	3,000	3,000
	NON-RECURRING	Tyler Technologies - Reporting Services - Setup Fee	16,325	16,325	16,325
		Tyler Technologies - eProcurement / Vendor Self Service Portal - Setup Fee	22,065	22,065	22,065
		Public Transparency Portal for Financial Data - Setup Fee	4,500	4,500	4,500
			<b>724,069</b>	<b>724,069</b>	<b>724,069</b>
11562	5341	PHONE/DSL/COMMUNICATIONS			
	Internet/Network	Main Internet Connection for the City	6,000	6,000	6,000
	Wireless	Electric Dept AT&T Wireless for Traffic Controller at Essex/Federal/Bridge Street	685	685	685
		TV Digital Transport Adaptors for 93 Washington Street 8.00 X 12	96	96	96
	To Purchasing	Verizon-Wireless-Cellular Service for permit program tablets \$300 mo x 12 = \$3,600			
	To Purchasing	Verizon-Wireless-Cellular Data Plan for up to 10 tablets for various departments \$153.90/mo * 1847			
	Internet/Phone/PBX	Comcast fiber internet & PRI (phone)	17,213	17,213	17,213
		Comcast COAX backup internet & PRI (phone)	5,326	5,326	5,326
		Comcast additional PRI service charges	84	84	84
			<b>29,404</b>	<b>29,404</b>	<b>29,404</b>
	<b>TOTAL</b>		<b>753,473</b>	<b>753,473</b>	<b>753,473</b>
	<b>TOTAL PROPOSED FIXED COSTS</b>		<b>753,473</b>	<b>753,473</b>	<b>753,473</b>

# Finance

## Mission Statement-Why We Exist

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



## Significant Budget & Staffing Changes for FY 2017

No significant budget or staffing changes for FY 2017.

## Recent Accomplishments

- Received the GFOA Distinguished Budget Presentation Award for the FY 2016 budget (8th consecutive year).
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting FY 2016 budget (10th consecutive year).
- Worked with the school department to streamline city/school IT operations, and implement the city-wide mobile parking application, ParkSalem.



- Increased the City's stabilization fund to **\$5.8** million dollars through sound fiscal policy on use of free cash.
- Worked with the Superintendent and School Business Manager to improve financial policies and procedures at the School Department.
- Negotiated new collective bargaining agreements for the Fire, Police Superior Officers, and AFSCME unions for 2015-2017.
- Worked with the Human Resource department and IT Department to implement "Total Compensation Reports" through the MUNIS software system.
- Continued to implement and manage the city's first performance management program "SalemStat" with the departments of Police, Public Works, Building and Fire.





- Began Phase II of the city's district-wide Fraud/Risk Audit, identifying areas for procedural improvement and policy development.

## FY 2017 Goals & Objectives

- Completion of the citywide fraud risk assessment to ensure that the City's cash and assets are safeguarded.
- Launch City Hall "to go" offering city services in a non-traditional environment.
- Complete implementation of Salem's first visual budget.
- Continue expansion of the SalemStat program in to the following departments: Engineering, Electrical and Purchasing.
- Continue to improve the GFOA budget as per recommendations by review committee.
- Hold quarterly AP and Payroll Clerk staff training to improve financial policies and procedures.
- Work collaboratively with the School Department to implement a performance management system for the Business Manager's Office.
- Review all departmental revenues with each department and make recommendations to the Mayor for potential revenue enhancements.
- Review all departmental expenditures with each department and make recommendations to the Mayor for potential cost savings.
- Work with city departments to write policies and procedures for administrative and financial functions per management letter.
- Work to more clearly define the methodologies for charging indirect costs to enterprise funds per management letter.
- Address all recommendation of the auditors in the management letter.
- Continue to encourage training and continuing education for both the Finance office as well as those departments that report to the Finance Director.
- Work closely with Finance Directorate to create written policy and procedure manuals.

<b>Outcomes and Performance Measurers</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Estimated FY 2016</b>	<b>Estimated FY 2017</b>
<b>Reports To DOR by Deadline</b>				
Schedule A - Due 10/31	100%		100%	
Snow & Ice - Due 9/15	100%		100%	
Schedule of Indebtedness - Due 9/30	100%		100%	
<b>Reports to Council Within 15 Days of closing</b>				
City Council Monthly Reports	100%		100%	
<b>Financial Policies</b>				
20% of Free Cash certified to Stabilization Fund*	1,099,742		669,936	
20% of Free Cash certified to Capital Improvement Project Fund*	1,099,742		669,936	
<i>*Note - FY 2015 amounts are actual amounts transferred</i>				
10% of Free Cash certified to OPEB Liability Fund – changed to 5% in FY 2015	549,871		175,000	

5% of Free Cash certified to Retirement Board to Pay down assessment – FY 2015	N/A		175,000	
Retirement Stabilization Fund	600,000		400,000	

### How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The Finance Department will work with the Mayor to implement sound fiscal policies and procedures, including adherence to the City's funding of the Stabilization, OPEB Liability and Capital Improvement Fund to ensure long term sustainability.
- The Finance Department will work with departments to conceptualize ways to regionalize services with other communities as it has with the Town of Swampscott with the purchasing department and inspectional services department, with the goal to create synergies and improve delivery of services to all.
- The Finance Department will work closely with the School department on all financial matters to ensure all requirements are met in a responsible manner.
- The Finance Department will work with all departments in developing and implementing Capital Improvement Programs that will not only maintain and upgrade City buildings, infrastructure, and vehicle fleet, but also maximize the use of grant dollars and other cost offsetting opportunities to ensure all City's assets are maintained and preserved.



## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Finance-Personnel</b>									
11351	5111	SALARIES-FULL TIME	270,922.38	278,992.00	278,992.00	258,610.87	278,637.00	284,402.00	284,402.00
11351	5113	SALARIES-PART TIME	4,267.24	10,000.00	10,000.00	263.97	5,000.00	5,000.00	5,000.00
11351	5131	OVERTIME (GENERAL)	0.00	200.00	200.00	0.00	200.00	200.00	200.00
<b>Total Finance-Personnel</b>			<b>275,189.62</b>	<b>289,192.00</b>	<b>289,192.00</b>	<b>258,874.84</b>	<b>283,837.00</b>	<b>289,602.00</b>	<b>289,602.00</b>
<b>Finance-Expenses</b>									
11352	5320	CONTRACTED SERVICES	21,772.37	36,320.00	36,320.00	8,075.00	36,320.00	36,320.00	36,320.00
11352	5421	OFFICE SUPPLIES (GEN	3,492.45	3,500.00	4,000.00	2,942.67	3,500.00	3,500.00	3,500.00
11352	5423	BUDGET PREPARATION	892.05	2,400.00	2,400.00	1,242.67	2,400.00	2,400.00	2,400.00
11352	5710	IN STATE TRAVEL/MEETINGS	3,934.31	3,500.00	3,000.00	951.23	3,000.00	3,000.00	3,000.00
11352	5730	DUES AND SUB	995.00	1,100.00	1,100.00	915.00	1,100.00	1,000.00	1,000.00
<b>Total Finance-Expenses</b>			<b>31,086.18</b>	<b>46,820.00</b>	<b>46,820.00</b>	<b>14,126.57</b>	<b>46,320.00</b>	<b>46,220.00</b>	<b>46,220.00</b>
<b>090</b>	<b>135</b>	<b>Department Total</b>	<b>306,275.80</b>	<b>336,012.00</b>	<b>336,012.00</b>	<b>273,001.41</b>	<b>330,157.00</b>	<b>335,822.00</b>	<b>335,822.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Proposed FY 2017	Council Voted FY 2017
					52.4					0.0%	0.0%	52.2	2.5%	52.2	
BRIDGMAN	NINA	090 FINANCE/AUDITING	11351-5111 ASSISTANT FINANCE DIR	07061982	73,461.29		1.00	1	100%	1,401.93	1,401.93	73,180.90	1,436.98	75,010.42	75,010.42
FULL	DIANNE	090 FINANCE/AUDITING	11351-5111 OFFICE MANAGER	11/1/2004	53,277.85		1.00	1	100%	1,016.75	1,016.75	53,074.50	1,042.17	54,401.36	54,401.36
STANTON	SARAH	090 FINANCE/AUDITING	11351-5111 FINANCE DIR/AUDITOR	3/25/2013	104,748.32		1.00	1	100%	1,999.01	1,999.01	104,348.51	2,048.99	106,957.23	106,957.23
					47,503.80		1.00			Total AFSCME 1818		48,032.33		48,032.33	48,032.33
					278,991.26		4.00	Total Full Time - 5111				278,636.24		284,401.34	284,401.34
RUST	JOANNE	090 FINANCE/AUDITING	11351-5113 Consultant		10,000.00	P				-		5,000.00	-	5,000.00	5,000.00
					10,000.00			Total Part Time - 5113				5,000.00		5,000.00	5,000.00
		090 FINANCE/AUDITING	11351-5131 Overtime		200.00							200.00		200.00	200.00
					289,191.26		4.00	Department Total				283,836.24		289,601.34	289,601.34

Full-Time Equivalent Employees:	FY 2015	4.00
	FY 2016	4.00
	FY 2017	4.00
	Variance 16 vs. 17	0.00



**FY 2017 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Voted By Council FY 2015 52.4	F T E	Rate FY 2016	Incr FY 2017	Calc Rate FY 2017	STEP INCREASES				Dept Request FY 2017 52.2	Mayor FY 2017 52.2	Council FY 2017 52.2
										Date	Rate	# Wks Old	New			
GLICK	MARCIE	090 FINANCE/AUDITING	11351-5111	PRINC ACCT CLERK	6/30/2014	47,503.80	1.00	906.56	1.015	920.16			100%	48,032.33	48,032.33	48,032.33
						47,503.80	1.00							48,032.33	48,032.33	48,032.33

**FY 2017 DETAILED BUDGET REPORT  
EXPENSES**

**Finance Department - 090**

<b>ORG</b>	<b>OBJECT</b>	<b>DESCRIPTION</b>	<b>Dept Request</b>	<b>Approved by Mayor</b>	<b>Voted by Council</b>
11352	5320	<b>Contracted Services</b>			
		Funds to be used for operational audits of department to ensure compliance with Fed. State, and Local regulations and sound business practices.			
		Fund actuarial report for GASB 45 - OPEB Report	20,000	20,000	20,000
		Fraud Risk Audits per Management Letter	10,000	10,000	10,000
		Annual Costs for Boston Computing - Web hosting of PDF files for Payroll	1,320	1,320	1,320
		Annual costs for Boston Computing - Data storage	5,000	5,000	5,000
<b>TOTAL</b>			<b>36,320</b>	<b>36,320</b>	<b>36,320</b>
11352	5421	<b>Office Supplies</b>			
		General office supplies as needed.	3,500	3,500	3,500
		Letter Head, Envelopes, Writing Pads	-	-	-
<b>TOTAL</b>			<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
11352	5423	<b>Budget Preparation</b>			
		Binders For Budget	340	340	340
		Dividers/Cover Papers/File Folders/Labels/Pocket Folders	300	300	300
		Misc Supplies	1,760	1,760	1,760
<b>TOTAL</b>			<b>2,400</b>	<b>2,400</b>	<b>2,400</b>
11352	5710	<b>Instate Travel/ Meeting</b>			
		Seminars and Training as needed - MUNIS, GFOA online classes, NEGFOA, MMA, MAPPO.	3,000	3,000	3,000
		Mileage, tolls, etc.	-	-	-
<b>TOTAL</b>			<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
11352	5730	<b>Dues and Subscriptions</b>			
		Eastern Massachusetts Municipal of Auditors/Accountants	60	60	60
		Publications - Financial, GASB, GAO, MMA, MGFOA, etc.	325	225	225
		MMAAA membership	260	260	260
		GFOA Membership	280	280	280
		MAPPO Membership	175	175	175
<b>TOTAL</b>			<b>1,100</b>	<b>1,000</b>	<b>1,000</b>
<b>TOTAL PROPOSED</b>			<b>46,320</b>	<b>46,220</b>	<b>46,220</b>

# Parking

## Mission Statement – Why We Exist

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

## Significant Budget & Staffing Changes for FY 2017

Increase in electrical line item due to rate increases, extended hours of operation in the garages and addition of lighting fixtures. Increase in maintenance line item due to the need to purchase spare parts for the new credit card meters. Increase part time salary to accommodate and implement the new parking plan to include two new part-time meter control officers and one new part-time assistant meter collector.

Smart. Flexible. Easy.



## Recent Accomplishments

- Updated paid by plate # at the train station and Church St. lots.
- Malfunctioning meters repaired within 24 hours.
- Initiated garage structure survey.
- Maintained preventative maintenance schedule.
- Expanded security in both garages.
- Painted stairwells and exterior metal trim at S H garage.
- Replaced banners at the Museum Place garage.
- Survey M P garage to outline and repair drainage, electrical and structural issues.
- Maintain 135 smart meters.



## FY 2017 Goals & Objectives

- Initiate new meter control coin pick up
- New equipment to automate garages.
- Water proof M P garage and steam clean

- Increase revenue / increase collection.
- Monitor down town parking program.
- Repair electrical, drainage, and structural issues at the MP Garage



Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
Parking Fines collected	862,324	870,893.44	850,000	860,000
Parking Garage revenue	1,127,831	1,085,226.37	1,100,000	1,120,000
Parking Lot / Meter revenue	1,382,348	1,294,819.30	1,200,000	1,1250,000
Parking citations issued	20,697	22,418	27,000	28,000
Parking citation dollar value	512,695	523,218	600,000	620,000,

### How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The Parking Department Strives to provide safe and cost effective parking to support down town business, visitors, cultural events and residents.
- Our goal is to generate revenue to cover expenses and return revenue to the general fund to assist in stabilizing the tax rate.
- Review parking fees and fines.
- Update garage technologies (CIP)
- Water proof Museum Place garage (CIP) – contract awarded in FY 2015 and work will continue into FY 2017.



## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Parking Department-Personnel</b>									
14811	5111	SALARIES-FULL TIME	442,030.44	500,997.00	495,997.00	427,085.92	531,313.00	553,082.00	553,082.00
14811	5113	SALARIES-PART TIME	135,387.83	183,257.00	178,757.00	118,905.72	177,054.00	121,618.00	121,618.00
14811	5131	OVERTIME (GENERAL)	3,244.73	4,500.00	14,000.00	9,412.03	10,000.00	10,000.00	10,000.00
<b>Total Parking Department-Personnel</b>			<b>580,663.00</b>	<b>688,754.00</b>	<b>688,754.00</b>	<b>555,403.67</b>	<b>718,367.00</b>	<b>684,700.00</b>	<b>684,700.00</b>
<b>Parking Department-Expenses</b>									
14812	5211	ELECTRICITY	81,821.15	90,000.00	90,000.00	62,463.76	90,000.00	90,000.00	90,000.00
14812	5255	BUILDING/EQUIP MAINT	68,590.22	74,500.00	74,500.00	62,901.16	74,500.00	74,500.00	74,500.00
14812	5271	ALPHA AUTO LEASE	4,800.00	0.00	0.00	0.00	0.00	0.00	0.00
14812	5284	EQUIPEMENT LEASE	25,572.00	25,572.00	25,572.00	25,571.04	25,572.00	25,572.00	25,572.00
14812	5341	TELEPHONE	6,198.56	15,000.00	15,000.00	5,371.72	15,000.00	15,000.00	15,000.00
14812	5381	PRINTING AND BINDING	5,326.97	6,000.00	6,000.00	5,412.21	6,000.00	5,500.00	5,500.00
14812	5421	OFFICE SUPPLIES (GEN	2,768.06	3,000.00	3,000.00	2,889.14	3,000.00	3,000.00	3,000.00
14812	5710	IN STATE TRAVEL/MEETINGS	0.00	500.00	500.00	0.00	500.00	500.00	500.00
14812	5860	EQUIPMENT	2,935.21	3,000.00	3,000.00	2,921.00	3,000.00	3,000.00	3,000.00
<b>Total Parking Department-Expenses</b>			<b>198,012.17</b>	<b>217,572.00</b>	<b>217,572.00</b>	<b>167,530.03</b>	<b>217,572.00</b>	<b>217,072.00</b>	<b>217,072.00</b>
<b>180</b>	<b>481</b>	<b>Department Total</b>	<b>778,675.17</b>	<b>906,326.00</b>	<b>906,326.00</b>	<b>722,933.70</b>	<b>935,939.00</b>	<b>901,772.00</b>	<b>901,772.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016 52.4	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016 0.0%	Prop Rate FY 2017 0.0%	Dept Request FY 2017 52.2	Mayor Rate FY 2017 2.5%	Mayor Proposed FY 2017 52.2	Council Voted FY 2017	
GUY	JANE	180 PARKING DEPT	14811-5111	BOARD CLERK	07061987	840.00	B			12	70.00	70.00	840.00	70.00	840.00	840.00	
MILLETT	MARY	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	9/27/2011	36,935.44		1.00	1	100%	704.87	704.87	36,794.47	722.50	37,714.33	37,714.33	
O'KEEFE	ROBERT	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	9/20/10	37,809.13		1.00	1	100%	721.55	721.55	37,664.82	739.59	38,606.44	38,606.44	
TBD		180 PARKING DEPT	14811-5111	PARKING DIRECTOR		64,605.50		1.00	1	100%	1,232.93	1,232.93	64,358.92	1,538.46	80,307.66	80,307.66	
SULLAWAY	ALAN	180 PARKING DEPT	14811-5111	ASST PARKING DIRECTOR	09/04/03	46,935.77		1.00	1	100%	895.72	895.72	46,756.63	918.11	47,925.54	47,925.54	
COLLINS	TIMOTHY	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	2/17/14	From Union Sheet		1.00		100%	-	653.85	34,130.97	670.20	34,984.24	34,984.24	
NELSON	MARJORY	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	2/17/14	From Union Sheet		1.00		100%	-	653.85	34,130.97	670.20	34,984.24	34,984.24	
STEWART	JOYCE	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	1/2/1992	From Union Sheet		1.00		100%	-	653.85	34,130.97	670.20	34,984.24	34,984.24	
9% Night Shift Differential - 3 Shift Supervisors									3	100%		58.85	9,215.36	60.32	9,445.75	9,445.75	
						313,871.13		5.00	Total AFSCME 1818			233,289.19		233,289.19	233,289.19		
						500,996.97		12.00	Total Full Time - 5111			531,312.29		553,081.64	553,081.64		
											10.93	10.93	21,673.81	11.20	22,215.65	22,215.65	
						21,756.85	P		2	19							
						180 PARKING DEPT	14811-5113	SECURITY			11.56	11.56	114,621.09	11.85	57,486.61	57,486.61	
						180 PARKING DEPT	14811-5113	CASHIER/MAINTENANCE			10.72	10.72	10,628.50	10.98	10,894.21	10,894.21	
						180 PARKING DEPT	14811-5113	SEASONAL WORKER			13.93	13.93	21,814.38	14.28	22,359.74	22,359.74	
						21,899.98	P		2	15							
						180 PARKING DEPT	14811-5113	METER CONTROL			13.93	13.93	13,815.77	14.28	14,161.17	14,161.17	
						180 PARKING DEPT	14811-5113	ASSISTANT METER COLLECTOR					(5,500.00)		(5,500.00)	(5,500.00)	
						183,256.29			Total Part Time - 5113			177,053.55		121,617.39	121,617.39		
						180 PARKING DEPT	14811-5131	OVERTIME					10,000.00		10,000.00	10,000.00	
Full-Time Equivalent Employees:						FY 2015	12.00	688,753.26			12.00	Department Total			718,365.84	684,699.03	684,699.03
						FY 2016	12.00										
						FY 2017	12.00										
						Variance 16 vs. 17	0.00										

**FY 2017 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Voted By Council FY 2015 52.4	F T E	Rate FY 2016	Incr FY 2017	Calc Rate FY 2017	STEP INCREASES					Dept Request FY 2017 52.2	Mayor FY 2017 52.2	Council FY 2017 52.2	
											Date	Rate	# Wks Old    New						
BATES	MARK	180 PARKING DEPT	14811-5111	METER REPAIR PERSON	2/14/2000	46,991.75	1.00	896.79	1.025	919.21					100%	47,982.70	47,982.70	47,982.70	
COLLINS	TIMOTHY	180 PARKING DEPT	14811-5111	CASHIER STEP	2/17/14	29,063.69	0.00	565.59	1.025	-					100%	To Management Sheet		-	
HAGAN	CARL	180 PARKING DEPT	14811-5111	METER CONTROL	2/4/14	43,692.62	1.00	849.90	1.025	871.15					100%	45,473.90	45,473.90	45,473.90	
HAGAN	Shift Differential-WEEKENDS 50 CENTS PER HOUR					200.00		-		-					100%	200.00	200.00	200.00	
HENDERSON	MARK	180 PARKING DEPT	14811-5111	PK GARAGE MAINT II/III	9/29/2014	40,660.38	1.00	782.25	1.025	801.81	9/29/2016	831.12	12.0   40.2	100%	43,032.70	43,032.70	43,032.70		
HENDERSON	Shift Differential-WEEKENDS 50 CENTS PER HOUR					420.00		-		-					100%	420.00	420.00	420.00	
NELSON	MARJORY	180 PARKING DEPT	14811-5111	CASHIER STEP	2/17/14	29,063.69	0.00	565.59	1.025	-					100%	To Management Sheet		-	
NELSON	Shift Differential-9%					2,615.73		50.90	1.025	52.17					100%	2,723.40	2,723.40	2,723.40	
RAMSDELL	DAWNE	180 PARKING DEPT	14811-5111	METER CONTROL	08/31/1998	44,535.02	1.00	849.90	1.025	871.15					100%	45,474.17	45,474.17	45,474.17	
STEWART	JOYCE	180 PARKING DEPT	14811-5111	CASHIER STEP	01/02/1992	29,636.86	0.00	565.59	1.025	-					100%	To Management Sheet		-	
WONG	MICHAEL	180 PARKING DEPT	14811-5111	METER REPAIR	7/19/2007	46,991.38	1.00	896.78	1.025	919.20					100%	47,982.32	47,982.32	47,982.32	
						313,871.13	5.00										233,289.19	233,289.19	233,289.19

**FY 2017 DETAILED BUDGET REPORT  
EXPENSES**

**Parking Department - 180**

ORG	OBJECT	DESCRIPTION	Dept Request	Approved By Mayor	Voted by Council
14812	5211	<b>ELECTRICITY</b>			
		Museum Place	50,500	50,500	50,500
		South Harbor	25,250	25,250	25,250
		Church St, Sewall St, Charter & Crombie	14,250	14,250	14,250
<b>TOTAL</b>			<b>90,000</b>	<b>90,000</b>	<b>90,000</b>
14812	5255	<b>BUILDING/EQUIP MAINT</b>			
		General building maintenance & custodial supplies	30,229	30,229	30,229
		Elevator Contract	10,011	10,011	10,011
		power washing & garage repairs	13,000	13,000	13,000
		annual smart meter monitoring	21,260	21,260	21,260
<b>TOTAL</b>			<b>74,500</b>	<b>74,500</b>	<b>74,500</b>
14812	5284	<b>Equipment Lease</b>			
		Kiosks at Bridge St Lot and Church St Lot - 2,131. X 12 Months	25,572	25,572	25,572
<b>TOTAL</b>			<b>25,572</b>	<b>25,572</b>	<b>25,572</b>
14812	5341	<b>TELEPHONE</b>			
		At&T\$200.00 Monthly	2,400	2,400	2,400
		Verizon	1,600	1,600	1,600
		Telephone repairs (Responsible for dept. phone repairs)	500	500	500
		2 Modems	1,200	1,200	1,200
		credit cards	1,900	1,900	1,900
		Monthly Verizon Meter Fees for Single Space Meters	7,400	7,400	7,400
<b>TOTAL</b>			<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
14812	5381	<b>PRINTING AND BINDING</b>			
		Garage& Lot Tickets, & parking stamps	6,000	5,500	5,500
<b>TOTAL</b>			<b>6,000</b>	<b>5,500</b>	<b>5,500</b>
14812	5421	<b>OFFICE SUPPLIES</b>			
		General Office Supplies	3,000	3,000	3,000
<b>TOTAL</b>			<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
14812	5710	<b>In State Travel/Meeting</b>			
		Training and meetings	500	500	500
<b>TOTAL</b>			<b>500</b>	<b>500</b>	<b>500</b>
14812	5860	<b>Equipment</b>			
		Misc office equipment replacement as needed	3,000	3,000	3,000
<b>TOTAL</b>			<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
<b>Total proposed</b>			<b>217,572</b>	<b>217,072</b>	<b>217,072</b>



# ***Purchasing***

## **Mission Statement – Why We Exist**

The Purchasing Department is primarily responsible for acquiring all services, supplies and real property, and disposing of surplus supplies, for the best value to the City, while ensuring compliance with state law and local ordinances. The Purchasing Department is also responsible for drafting and administering City contracts and approving purchase orders.



## **Significant Budget & Staffing Changes for FY 2017**

No significant budget or staffing changes for FY 2017.

## **Recent Accomplishments**

- Implemented use of electronic purchase orders (PDFs) to increase efficiency and eliminate waste.
- Completed a year-long audit of the City's telephone system resulting in over \$22,000 in savings for FY16 and a projected \$44,000 in FY17.
- Selected to serve on the committee to upgrade the City's website.
- Utilized inter-municipal agreement with Swampscott to engage in joint bidding opportunities.
- Participated in cooperative bidding opportunities and other collective purchasing arrangements.
- Corrected and consolidated the City's vendor information files in MUNIS Financial Management Software.
- Served as Secretary of Massachusetts Association of Public Purchasing Officials (MAPPO).

## **FY 2017 Goals & Objectives**

- Continue to improve the Department's website, making it more user-friendly and informative.
- Increase communication and cooperation among City Departments and School Department to eliminate redundancy and take advantage of savings that may be realized through larger volume purchases.
- Identify additional opportunities to partner with Swampscott and/or other purchasing groups.
- Continue working on the correction and consolidation of City's vendor information.
- Work to conserve resources by implementing paperless record keeping systems, when possible.
- Attend Massachusetts Association of Public Purchasing Official meetings to keep current with the Commonwealth's purchasing guidelines, requirements, laws, and obtain credits towards certification requirements to maintain Massachusetts Certified Public Purchasing Official (MCPPO) status.



Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
Invitations to Bid and Requests for Proposals (Salem)	56	58	60	55
Invitations to Bid and Requests for Proposals (Swampscott)	10	18	14	15
Purchase Orders	6,939	7626	7,850	7,850
Surplus Items auctioned (\$ Amount )	11 (\$10,636)	5 (\$2,653.38)	16 (\$21,722.00)	10 (\$10,000)
Bid results (Aggregate difference between highest bid and awarded bid. Amount will vary depending on the size and complexity of projects in the given year)	\$5,179,852	\$2,643,084.50	\$4,500,000	\$4,000,000

### How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Maintain a high level of accessibility to and responsiveness by City Departments.
  - The Department will continue to make improvements to the layout and contents of the website making information more accessible.
  - The Department has developed an e-subscriber link to notify vendors and constituents of bidding opportunities and will maintain a page of bid results and current contract available for viewing.
- Look for ways to deliver City services more efficiently and effectively through the use of technology.
  - Through maintaining electronic procurement files, the Department will be able efficiency share information among departments and the public.
  - The department will also expand the use of electronic purchase orders.
- Implement regionalized services where applicable in order to better utilize tax dollars.
  - The Department has engaged in, and will continue to seek collective purchasing options, utilizing our intergovernmental agreement with the Town of Swampscott and/or other communities of purchasing groups.



## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	FY 2017	FY 2017
<b>Purchasing-Personnel</b>									
11381	5111	SALARIES-FULL TIME	103,553.62	109,895.00	109,895.00	94,058.19	109,475.00	112,213.00	112,213.00
11381	5113	SALARIES-PART TIME	0.00	0.00	0.00	0.00	0.00	0.00	0.00
11381	5150	FRINGE/STIPENDS	999.96	1,000.00	1,000.00	916.63	1,000.00	1,000.00	1,000.00
<b>Total Purchasing-Personnel</b>			<b>104,553.58</b>	<b>110,895.00</b>	<b>110,895.00</b>	<b>94,974.82</b>	<b>110,475.00</b>	<b>113,213.00</b>	<b>113,213.00</b>
<b>Purchasing-Expenses</b>									
11382	5306	ADVERTISING	15,000.00	15,000.00	15,000.00	14,507.28	15,000.00	15,000.00	15,000.00
11382	5320	CONTRACTED SERVICES	1,175.00	1,000.00	1,000.00	0.00	1,000.00	1,000.00	1,000.00
11382	5381	PRINTING AND BINDING	463.64	0.00	0.00	0.00	0.00	0.00	0.00
11382	5421	OFFICE SUPPLIES (GEN	977.11	2,000.00	2,000.00	1,180.77	2,000.00	2,000.00	2,000.00
11382	5710	IN STATE TRAVEL/MEETINGS	1,320.95	1,000.00	1,000.00	495.00	1,300.00	1,300.00	1,300.00
11382	5730	DUES AND SUB	350.00	350.00	350.00	320.00	250.00	250.00	250.00
11382	5851	OFFICE EQUIPMENT	55.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Purchasing-Expenses</b>			<b>19,341.70</b>	<b>19,350.00</b>	<b>19,350.00</b>	<b>16,503.05</b>	<b>19,550.00</b>	<b>19,550.00</b>	<b>19,550.00</b>
<b>240</b>	<b>138</b>	<b>Department Total</b>	<b>123,895.28</b>	<b>130,245.00</b>	<b>130,245.00</b>	<b>111,477.87</b>	<b>130,025.00</b>	<b>132,763.00</b>	<b>132,763.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Prop'd FY 2017	Council Voted FY 2017
					52.4					0.0%	0.0%	52.2	2.5%	52.2	
HASKELL	WHITTNEY	240 PURCHASING	11381-5111 PURCHASING AGENT	10/9/12	62,253.11		1.00		100%	1,188.04	1,188.04	62,015.69	1,217.74	63,566.08	63,566.08
GIRARD	MICHELLE	240 PURCHASING	11381-5111 ASST PURCHASING AGENT		47,641.55		0.00		100%	-	-	-	-	-	-
COLON	YEIMI	240 PURCHASING	11381-5111 ASST PURCHASING AGENT				1.00		100%	909.19	909.19	47,459.72	931.92	48,646.21	48,646.21
					109,894.66	2.00	Total Full Time - 5111					109,475.41		112,212.29	112,212.29
					-			60			10.00		-	-	-
					-		Total Part Time - 5113					-		-	-
										-					
	240 PURCHASING	11381-5113	PT INTERN												
					1,000.00			1.0		1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
					1,000.00		Total Part Time - 5150					1,000.00	1,000.00	1,000.00	1,000.00
					110,894.66	2.00	Department Total					110,475.41		113,212.29	113,212.29

Full-Time Equivalent Employees:	FY 2015	2.00
	FY 2016	2.00
	FY 2017	2.00
	Variance 16 vs. 17	0.00



FY 2017 DETAIL BUDGET REPORT  
EXPENSES

PURCHASING - 240

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11382	5306	Advertising Required legal notices for solicitation of bids and proposals	15,000	15,000	15,000
TOTAL			15,000	15,000	15,000
11382	5320	Contracting Services Purchasing consulting services as needed.	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
11382	5421	Office Supplies (General) Office supplies as needed	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
11382	5710	In State Travel and Meetings MCPPO Certification Courses	1,200	1,200	1,200
		Massachusetts Association of Public Purchasing Officials monthly meetings	100	100	100
TOTAL			1,300	1,300	1,300
11382	5730	Dues and Subscriptions Massachusetts Association of Public Purchasing Officials yearly membership dues	250	250	250
TOTAL			250	250	250
TOTAL PROPOSED			19,550	19,550	19,550

## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Purchasing-Fixed Costs</b>									
11392	5341	TELEPHONE-Wireless	27,726.84	24,800.00	24,800.00	24,307.26	30,500.00	30,500.00	30,500.00
11392	5422	COPIERS & SUPPLIES	29,695.80	30,072.00	30,072.00	21,434.74	30,512.00	30,512.00	30,512.00
	<b>Total</b>	<b>Purchasing-Fixed Costs</b>	<b>57,422.64</b>	<b>54,872.00</b>	<b>54,872.00</b>	<b>45,742.00</b>	<b>61,012.00</b>	<b>61,012.00</b>	<b>61,012.00</b>
<b>240</b>	<b>139</b>	<b>Department Total</b>	<b>57,422.64</b>	<b>54,872.00</b>	<b>54,872.00</b>	<b>45,742.00</b>	<b>61,012.00</b>	<b>61,012.00</b>	<b>61,012.00</b>

FY 2017 DETAIL BUDGET REPORT  
EXPENSES

PURCHASING - FIXED COSTS 240

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11392	5341	Telephone-Verizon Wireless			
		Cellphones - (Cemetery, City Clerk, Electrical, Engineer, Finance, Health, Legal, Mayor, Park, Parking, Planning, Public Property, Public Services, Veterans)	24,000	24,000	24,000
		Tablets (Transferred from ITS)	6,500	6,500	6,500
TOTAL			30,500	30,500	30,500
11392	5422	Photocopy Machine			
		Annex 3rd Floor: Lease Payment= \$195/month x 12 months	2,340	2,340	2,340
		City Clerk (Rm 1): Lease Payment= \$344/month x 12 months	4,128	4,128	4,128
		City Clerk (Rm 3): Lease Payment=\$171/month x 12 months	2,052	2,052	2,052
		Treasurer: Lease Payment= \$156/month x 12 months	1,872	1,872	1,872
		Finance (2nd Floor): Lease Payment= \$70/month x 12 months	840	840	840
		Finance (3rd Floor): Lease Payment= \$330/month x 12 months	3,960	3,960	3,960
		Assessor: Lease Payment= \$155/month x 12 months	1,860	1,860	1,860
		Mayor: Lease Payment= \$156/month x 12 months	1,872	1,872	1,872
		Building: Lease Payment=\$154/month x 12 months	1,848	1,848	1,848
		Supplies (Toner, Staples, Copy Paper)	4,000	4,000	4,000
		USAGE AND OVERAGE CHARGES IN FY 2015 Budget	5,740	5,740	5,740
TOTAL			30,512	30,512	30,512
TOTAL PROPOSED			61,012	61,012	61,012

# ***Treasurer – General Administration***

## **Mission Statement – Why We Exist**

The primary function of the Treasurer's Office is to preserve, protect and manage the financial resources of the City. The Treasurer is responsible for the receipt, deposit and disbursement of City funds, the accurate accounting and prudent investment of City funds in order to maximize yields while maintaining adequate liquidity and ensure compliance with Massachusetts General Laws, with the Charter and Ordinances of the City of Salem. The Treasurer prepares and submits quarterly employment tax forms to the State and Federal governments. The Treasurer undertakes continual maintenance of the City's operating and investment funds and completes a monthly reconciliation of the City's bank and cash accounts. The Treasurer in conjunction with the Finance Director negotiates municipal borrowings (both long and short term) for capital related projects. The Department is also responsible for accounts and properties in the Tax Title process, and for the public auction of foreclosed properties. The Treasurer for the City of Salem is also the Treasurer for the Salem Contributory Retirement system and the Salem/Beverly Water Supply Board.

## **Significant Budget & Staffing Changes for FY 2017**

No significant budget or staffing changes for FY 2017.

## **Recent Accomplishments**

- Continued to supervise and enhance the Payroll Coordinator position
- Supervised payroll functions for weekly and bi-weekly payroll
- Streamlined the paying of various employee deductions
- Prepared monthly reconciliation for the GIC Health Insurance previously completed by a consultant
- Maximized Investment Earnings
- Participated in the Cities review process resulting in an upgraded bond rating from Standard & Poors
- Oversaw E-Payables with Bank of America for electronic vendor payments resulting in a rebate of \$25,125
- Worked in conjunction with IT to successfully implement electronic direct deposits and W2s

## **FY 2017 Goals & Objectives**

- Continue to upgrade on-line banking and employee deduction reporting systems and vendor
- Strive to maintain quality fiscal management and reporting







- Continue to train staff, and to take advantage of professional training and education when available and practical
- Continue to maximize investment earnings by working with current and new financial institutions
- Review debt management policies and make recommendations and updates as needed
- Continued to improve efficiencies and controls
- Review tax title accounts and identify if they would generate funds to the City of Salem.
- Address gaps in the process to best utilize staff expertise and contribute to sustaining positive staff morale and productivity
- To work in conjunction with IT to implement Vendor Self Service and electronic check processing

### How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The Treasurer's Office will work with the Mayor and Finance Department to maintain or possibly increase the City's bond rating
- The Treasurer's Office will oversee the management of the City's Stabilization, OPEB Liability and Capital Improvement investments
- The Treasurer's Office will reconcile and manage cash accounts resulting in accountability and transparency



## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	FY 2017	FY 2017
<b>Treasurer-Personnel</b>									
11451	5111	SALARIES-FULL TIME	223,119.86	232,135.00	232,135.00	217,040.88	234,790.00	239,460.00	239,460.00
11451	5150	FRINGE/STIPENDS	999.96	1,000.00	1,000.00	916.63	1,000.00	1,000.00	1,000.00
<b>Total Treasurer-Personnel</b>			<b>224,119.82</b>	<b>233,135.00</b>	<b>233,135.00</b>	<b>217,957.51</b>	<b>235,790.00</b>	<b>240,460.00</b>	<b>240,460.00</b>
<b>Treasurer-Expenses</b>									
11452	5317	EDUCATIONAL TRAINING	500.17	1,300.00	1,300.00	377.65	1,300.00	1,300.00	1,300.00
11452	5320	CONTRACTED SERVICES	0.00	1,000.00	1,000.00	0.00	1,000.00	1,000.00	1,000.00
11452	5388	TAX FORECLOSURE SERV	6,703.13	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00
11452	5421	OFFICE SUPPLIES (GEN	1,479.65	1,500.00	1,500.00	1,366.53	1,500.00	1,500.00	1,500.00
11452	5425	CHECKS/FORMS	4,490.39	6,500.00	6,500.00	3,596.61	2,500.00	2,500.00	2,500.00
11452	5709	CREDIT CARD/EFT FEES	85,804.70	83,300.00	83,300.00	72,384.26	84,509.00	84,509.00	84,509.00
11452	5730	DUES AND SUB	255.00	345.00	345.00	165.00	345.00	345.00	345.00
<b>Total Treasurer-Expenses</b>			<b>99,233.04</b>	<b>101,945.00</b>	<b>101,945.00</b>	<b>85,890.05</b>	<b>99,154.00</b>	<b>99,154.00</b>	<b>99,154.00</b>
<b>270</b>	<b>145</b>	<b>Department Total</b>	<b>323,352.86</b>	<b>335,080.00</b>	<b>335,080.00</b>	<b>303,847.56</b>	<b>334,944.00</b>	<b>339,614.00</b>	<b>339,614.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Proposed FY 2017	Council Voted FY 2017
LEBLANC	SHERRIE	270 TREASURER	11451-5111 Payroll Coordinator	2/1/2010	51,822.25		1.00	1	100%	988.97	988.97	51,624.23	1,013.69	52,914.84	52,914.84
MCMAHON	KATHLEEN	270 TREASURER	11451-5111 TREASURER	12/27/2010	80,228.37		1.00	1	100%	1,531.08	1,531.08	79,922.38	1,569.36	81,920.44	81,920.44
JOHNSON	KATHERINE	270 TREASURER	11451-5111 ASSISTANT TREASURER	7/30/2015	52,580.26		1.00	1	100%	1,057.69	1,057.69	55,211.42	1,084.13	56,591.70	56,591.70
					47,503.80		1.00				Total AFSCME 1818	48,032.33		48,032.33	48,032.33
					232,134.69	4.00	Total Full Time - 5111						234,790.36	239,459.31	239,459.31
					1,000.00			1		1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
					1,000.00		Total Fringe - 5150						1,000.00	1,000.00	1,000.00
					233,134.69	4.00	Department Total						235,790.36	240,459.31	240,459.31

270 Certified Treasurer's Stipe 11451-5150

Full-Time Equivalent Employees:	FY 2015	4.00
	FY 2016	4.00
	FY 2017	4.00
	Variance 16 vs. 17	0.00

**FY 2017 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Voted By Council FY 2015 52.4	F T E	Rate FY 2016	Incr FY 2017	Calc Rate FY 2017	STEP INCREASES					Dept Request FY 2017 52.2	Mayor FY 2017 52.2	Council FY 2017 52.2		
											Date	Rate	# Wks Old    New							
COOK	ELAINE	270 TREASURER	11451-5111	PRINCIPAL CLERK	3/11/96	47,503.80	1.00	906.56	1.015	920.16					100%	48,032.33	48,032.33	48,032.33		
						47,503.80	1.00											48,032.33	48,032.33	48,032.33



FY 2017 DETAILED BUDGET REPORT  
EXPENSES

TREASURER - 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
11452	5317	Professional Training/Education	1,300	1,300	1,300
TOTAL			1,300	1,300	1,300
11452	5320	Contracted Services Financial Consulting Services 14 Hrs @ 70.00	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
11452	5388	Tax Foreclosure Service Cost of Required Advertising	8,000	8,000	8,000
TOTAL			8,000	8,000	8,000
11452	5421	Office Supplies (General) General Office supplies as needed	1,500	1,500	1,500
TOTAL			1,500	1,500	1,500
11452	5425	Checks/Forms 10,000 Blue C fold pressure seal checks @ \$80.00 per 1000 \$800.00 16,000 Green Z fold pressure seal checks @ \$80.00 per 1000 \$1,280.00 Shipping \$420.00	2,500	2,500	2,500
TOTAL			2,500	2,500	2,500
11452	5709	Credit Card/EFT Fees Bank fees associated with credit card machines and meters located throughout the City Based on Prior Period Actual Costs FY 15 Actual \$67,476 less 5% Bank Fees associated with credit card machines and Kiosks Transaction Fees 40,000 x .13 System management and wireless data fees (137 smart meters x 5.75 x 12) Smart Meter Credit Card Fees 3.50 x 137 x 12	64,102	64,102	64,102
TOTAL			84,509	84,509	84,509
11452	5730	Dues and Subscriptions Treasurer's Association dues Eastern Mass Treasurer's Collector's Association MCTA 2 members @ \$140 each	65 280	65 280	65 280
TOTAL			345	345	345
TOTAL PROPOSED			99,154	99,154	99,154

## ***Treasurer – Long Term Debt Service***

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

In FY 17 the City's total long term debt service is \$8,270,716. This includes principal payments of \$5,634,805 and interest payments of \$2,635,911. The debt Service is broken down as follows:

Water Enterprise Fund principal \$1,304,805 - Water Enterprise interest \$584,096

Sewer Enterprise Fund principal \$540,000 - Sewer Enterprise Fund interest \$425,526

General Fund capital improvements and equipment principal \$3,790,000 - General Fund capital improvements interest \$1,626,289

In FY 16, the City's total Long-Term Debt Service is \$6,936,821. This includes principal payments of \$4,812,532 and interest payments of \$2,124,289. The majority of bonding has been directed to finance School remodeling projects, with smaller amounts financing City Hall Renovations, the Police, Fire Engineering, and Public Service Departments, and various capital improvement projects and equipment.

In FY 15 the City bonded \$2,300,000 for Water/Sewer Capital Improvement Projects, \$5,980,000 for General Fund Capital Improvements, for a total of \$8,280,000.

In FY 14 the City refinanced the January 15, 2003 bonds (the remaining, non called portions) and the January 1, 2005 bonds. Based on market rates the refunding produced approximately \$241,521 in budgetary savings over the remaining life of the bonds being refunded, which is 7.504% on a present value basis. (The standard threshold for refunding transactions is to have present value savings of at least 3% of refunded principal). The refunding bonds were included in the 12/20/2013 \$13,450,000 bond issue. The long-term debt bond proceeds were used to retire \$6,790,000 of governmental Bonds, \$3,900,000 for Canal Street Utility Program, \$2, 870,000 for refunding. The remaining \$6,680,000 of proceeds is allocated for \$1,540,000 in governmental expenditures and \$5,140,000 for school projects.

Per the Municipal Finance Oversight Board of the Commonwealth of Massachusetts the City in accordance with provisions of Chapter 44A of the General Laws is entitled to issue state qualified bonds from time to time in increments not to exceed sixty-two million twenty four thousand eight hundred fifty nine dollars (\$62,024,859)

## ***Treasurer – Short Term Debt Service***

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

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

In FY 15 the City issued Bond Anticipation Notes for Water/Sewer improvement projects for a total of \$6,250,000 and \$4,440,153 for General Fund Capital Improvements for a grand total of \$10,690,153.

The City repaid a State Anticipation Note for Blaney Street Wharf Phase 4 in the amount of \$3,000,000.

## ***Treasurer – Essex Technical High School***

A portion (30%) of the funding for the North Shore Regional Vocational comes from the State through Chapter 70 School Aid. The majority (70%) is made up by assessments from each of the 16 member communities in the school district. The amount of a community's assessment is determined by the size of its enrollment. As of February 2016, Salem had 168 students in the Regional system. There will be debt service principal and interest payment in FY17 included in the assessment.

## ***Treasurer – State Assessments (Cherry Sheet)***

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

## ***Treasurer – Contributory Retirement***

The Salem Contributory Retirement System includes employees of the City of Salem, the South Essex Sewer District, the Salem/Beverly Water Supply Board, the Essex Technical High School and the Salem Housing Authority. It provides pension and annuity payments to 476 retirees, 94 survivors, and collects pension contributions from 1022 active employees an increase due to the additional 104 members from the Essex Technical High School and 116, inactive or on leave members as of February 10, 2016 this is a decrease of 26 from FY 16.

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

As of February 10, 2016, the City provides pension benefits for a limited group of six non-contributory retirees. This includes four pension payments paid weekly and two pension payments paid monthly.

## ***Treasurer – Medicare***

The Medicare budget calculation is based on prior year number of employees and is adjusted for inflation. There is no indication that there will be enough of a change in the employment level for FY17, an adjustment was made in the Medicare budget as it has been underfunded in the past. Thus, FY17 is based on the average of the prior two years actual plus 1%.

## ***Treasurer – Municipal Insurance***

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



# CITY OF SALEM - FY 2017 OPERATING BUDGET

		Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
		FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	FY 2017	FY 2017
<b>Debt Service-Expenses</b>								
17102	5908E	13-PARKING GARAGE-PRIN (05)	75,000.00	0.00	0.00	0.00	0.00	0.00
17102	5908F	14-WITCHCRAFT-PRIN (05)	95,000.00	0.00	0.00	0.00	0.00	0.00
17102	5908G	15-CARLTON-PRIN (05)	30,000.00	0.00	0.00	0.00	0.00	0.00
17102	5908H	16-HIGH SCHOOL-PRIN (07)	345,000.00	345,000.00	345,000.00	345,000.00	345,000.00	345,000.00
17102	5908I	WITCHCRAFT-PRIN (14 REF)	0.00	92,000.00	92,000.00	92,000.00	95,000.00	95,000.00
17102	5908J	GARAGE-PRIN (14 REF)	0.00	75,500.00	75,500.00	75,500.00	75,000.00	75,000.00
17102	5908K	BOWDITCH-PRIN (14 REF)	80,000.00	80,000.00	80,000.00	80,000.00	84,500.00	84,500.00
17102	5908L	CARLTON-PRIN (14 REF)	60,000.00	60,800.00	60,800.00	60,800.00	60,000.00	60,000.00
17102	5908M	CARLTON-PRIN (14 REF)	0.00	31,700.00	31,700.00	31,700.00	30,500.00	30,500.00
17102	5910A	17-POLICE EQUIP-PRIN (07)	80,000.00	80,000.00	80,000.00	80,000.00	0.00	0.00
17102	5918	18-FERRY-PRIN (07)	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00
17102	5919A	19-SCHL REMODEL-PRIN (10)	20,000.00	0.00	0.00	0.00	0.00	0.00
17102	5919B	20-SCHL RENOV-PRIN (10)	85,000.00	85,000.00	85,000.00	85,000.00	0.00	0.00
17102	5919C	21-BATES SCHL-PRIN (10)	705,000.00	735,000.00	735,000.00	735,000.00	766,000.00	766,000.00
17102	5919D	22-GOLF CLBHS PRIN (10)	30,000.00	30,000.00	30,000.00	30,000.00	19,000.00	19,000.00
17102	5919F	SALTONSTALL PRIN (2013)	130,000.00	135,000.00	135,000.00	135,000.00	196,686.00	196,686.00
17102	5919G	COLLINS PRIN (2013)	255,000.00	265,000.00	265,000.00	265,000.00	396,161.00	396,161.00
17102	5919H	MCGRATH PRIN (2013)	30,000.00	30,000.00	30,000.00	30,000.00	35,000.00	35,000.00
17102	5930A	17-POLICE EQUIP-INT (07)	4,600.00	1,500.00	1,500.00	1,500.00	0.00	0.00
17102	5938	18-FERRY-INT (07)	15,250.00	12,925.00	12,925.00	12,925.00	10,600.00	10,600.00
17102	5948E	13-PARKING GARAGE-INT (05)	3,750.00	0.00	0.00	0.00	0.00	0.00
17102	5948F	14-WITCHCRAFT-INT (05)	4,750.00	0.00	0.00	0.00	0.00	0.00
17102	5948G	15-CARLTON-INT (05)	1,500.00	0.00	0.00	0.00	0.00	0.00
17102	5948H	16-HIGH SCHOOL-INT (07)	186,543.76	173,176.00	173,176.00	173,175.01	159,806.00	159,806.00
17102	5948I	19-SCHL REMODEL-INT (10)	300.00	0.00	0.00	0.00	0.00	0.00
17102	5948J	20-SCHL RENOV-INT (10)	3,825.00	1,275.00	1,275.00	1,275.00	0.00	0.00
17102	5948K	21-BATES SCHL-INT (10)	140,830.00	119,230.00	119,230.00	119,230.00	96,715.00	96,715.00
17102	5948L	22-GOLF CLUBHS-INT (10)	1,920.00	1,020.00	1,020.00	1,020.00	285.00	285.00
17102	5948N	SALTONSTALL INT (2013)	175,506.26	170,982.00	170,982.00	142,912.51	211,149.00	211,149.00
17102	5948O	COLLINS INT (2013)	333,506.26	324,532.00	324,532.00	266,700.01	440,832.00	440,832.00
17102	5948P	MCGRATH INT (2013)	44,137.50	43,238.00	43,238.00	43,237.50	42,263.00	42,263.00
17102	5948Q	WITCHCRAFT-INT (14 REF)	34,437.26	32,597.00	32,597.00	17,218.13	29,331.00	29,331.00
17102	5948R	GARAGE-INT (14 REF)	12,320.00	10,810.00	10,810.00	6,160.00	8,175.00	8,175.00
17102	5948S	BOWDITCH-INT (14 REF)	27,235.00	24,035.00	24,035.00	12,817.50	21,168.00	21,168.00
17102	5948T	CARLTON-INT (14 REF)	19,382.00	16,966.00	16,966.00	9,091.00	14,850.00	14,850.00

## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
17102	5948U	CARLTON-INT (14 REF)	10,108.00	9,474.00	9,474.00	5,054.00	8,383.00	8,383.00	8,383.00
17102	5949A	CIP 2009-INT (11)	19,423.53	36,550.00	36,550.00	36,550.00	30,400.00	30,400.00	30,400.00
17102	5949B	CIP 2010-INT (11)	64,136.97	59,125.00	59,125.00	59,125.00	51,900.00	51,900.00	51,900.00
17102	5949C	CIP 2009-PRIN (12)	225,000.00	210,000.00	210,000.00	210,000.00	150,000.00	150,000.00	150,000.00
17102	5949D	CIP 2010-PRIN (12)	235,000.00	235,000.00	235,000.00	235,000.00	185,000.00	185,000.00	185,000.00
17102	5949E	CIP 2011 INT	18,185.00	16,875.00	16,875.00	16,875.00	15,300.00	15,300.00	15,300.00
17102	5949F	CIP 2011-PRIN	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00
17102	5949G	CIP 2012-PRIN	230,000.00	240,000.00	240,000.00	240,000.00	250,000.00	250,000.00	250,000.00
17102	5949H	CIP 2012-INT	106,118.78	99,069.00	99,069.00	99,068.78	91,719.00	91,719.00	91,719.00
17102	5949I	CIP 2013-PRIN	115,000.00	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00
17102	5949J	CIP 2013-INT	63,993.76	59,294.00	59,294.00	30,846.88	55,094.00	55,094.00	55,094.00
17102	5949K	CIP 2014-PRIN	0.00	575,000.00	575,000.00	575,000.00	565,000.00	565,000.00	565,000.00
17102	5949L	CIP 2014-INT	0.00	215,026.00	215,026.00	215,025.02	192,225.00	192,225.00	192,225.00
17102	5949M	CIP 2015-PRIN	0.00	0.00	0.00	0.00	312,153.00	312,153.00	312,153.00
17102	5949N	CIP 2015-INT	0.00	0.00	0.00	0.00	146,096.00	146,096.00	146,096.00
<b>Total Debt Service-Expenses</b>			<b>4,221,759.08</b>	<b>4,957,699.00</b>	<b>4,957,699.00</b>	<b>4,799,806.34</b>	<b>5,416,291.00</b>	<b>5,416,291.00</b>	<b>5,416,291.00</b>
<b>270</b>	<b>710</b>	<b>Department Total</b>	<b>4,221,759.08</b>	<b>4,957,699.00</b>	<b>4,957,699.00</b>	<b>4,799,806.34</b>	<b>5,416,291.00</b>	<b>5,416,291.00</b>	<b>5,416,291.00</b>

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - Long Term Debt GF - 270					
17102	DEBT SERVICE	Debt Service Figures from Debt Schedule provided by First Southwest	5,416,291	5,416,291	5,416,291
TOTAL			5,416,291	5,416,291	5,416,291
TOTAL PROPOSED			5,416,291	5,416,291	5,416,291

## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	FY 2017	FY 2017
<b>Short Term Debt Int-Expense</b>									
17522	5270	LEASE PAYMENTS	149,004.45	411,980.00	411,980.00	249,106.30	503,803.00	503,803.00	503,803.00
17522	5304	PROF SERVICES/FEES	14,933.25	15,000.00	15,000.00	12,913.12	15,000.00	15,000.00	15,000.00
17522	5925	INTEREST ON BANS	209,782.02	164,000.00	164,000.00	166,093.99	166,000.00	166,000.00	166,000.00
17522	5927	INTEREST ON LEASES	7,140.75	17,776.00	17,776.00	8,510.77	20,049.00	20,049.00	20,049.00
<b>Total Short Term Debt Int-Expense</b>			<b>380,860.47</b>	<b>608,756.00</b>	<b>608,756.00</b>	<b>436,624.18</b>	<b>704,852.00</b>	<b>704,852.00</b>	<b>704,852.00</b>
<b>270</b>	<b>752</b>	<b>Department Total</b>	<b>380,860.47</b>	<b>608,756.00</b>	<b>608,756.00</b>	<b>436,624.18</b>	<b>704,852.00</b>	<b>704,852.00</b>	<b>704,852.00</b>



FY 2017 DETAILED BUDGET REPORT  
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
<b>TREASURER - Short Term Debt GF - 270</b>					
17522	5270	Lease Payments			
		CIP FY 2016 \$390,446 Lease - Principal Payment Year 1 of 3	117,674	117,674	117,674
		CIP FY 2015 \$351,762 Lease - Principal Payment Year 1 of 3	117,254	117,254	117,254
		CIP FY 2014 \$284,000 Lease - Principal Payment Year 2 of 3	94,667	94,667	94,667
		LED Street Light Conversion \$1,180,101 Lease - Principal Payment Year 1 of 7	174,208	174,208	174,208
<b>TOTAL</b>			<b>503,803</b>	<b>503,803</b>	<b>503,803</b>
17522	5304	Professional Fees			
		Fees for First Southwest and Legal Services	15,000	15,000	15,000
<b>TOTAL</b>			<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
17522	5925	Interest on BANS			
		Interest on BAN	166,000	166,000	166,000
<b>TOTAL</b>			<b>166,000</b>	<b>166,000</b>	<b>166,000</b>
17522	5927	Capital Lease Payments			
		CIP FY 2016 \$390,446 Lease - Interest Payment Year 1 of 3	5,964	5,964	5,964
		CIP FY 2015 \$351,762 Lease - Interest Payment Year 1 of 3	7,797	7,797	7,797
		CIP FY 2014 \$284,000 Lease - Interest Payment Year 2 of 3	3,080	3,080	3,080
		LED Street Light Conversion \$1,180,101 Lease - Principal Payment Year 1 of 7	3,208	3,208	3,208
<b>TOTAL</b>			<b>20,049</b>	<b>20,049</b>	<b>20,049</b>
<b>TOTAL PROPOSED</b>			<b>704,852.00</b>	<b>704,852.00</b>	<b>704,852.00</b>

## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	FY 2017	FY 2017
<b>School Assessments</b>									
18202	5641	ESSEX TECH & VOC ASSESSMENT	2,486,713.00	2,561,373.00	2,561,373.00	2,560,157.00	2,419,206.00	2,331,662.00	2,331,662.00
<b>Total School Assessments</b>			<b>2,486,713.00</b>	<b>2,561,373.00</b>	<b>2,561,373.00</b>	<b>2,560,157.00</b>	<b>2,419,206.00</b>	<b>2,331,662.00</b>	<b>2,331,662.00</b>
<b>270</b>	<b>820</b>	<b>Department Total</b>	<b>2,486,713.00</b>	<b>2,561,373.00</b>	<b>2,561,373.00</b>	<b>2,560,157.00</b>	<b>2,419,206.00</b>	<b>2,331,662.00</b>	<b>2,331,662.00</b>

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
<b>TREASURER - SCHOOL ASSESSMENT - 270</b>					
18202	5641	Essex Agricultural & Technical School Assessment Essex Aggie & Technical School	2,419,206	2,331,662	2,331,662
<b>TOTAL</b>			<b>2,419,206</b>	<b>2,331,662</b>	<b>2,331,662</b>
<b>TOTAL PROPOSED</b>			<b>2,419,206</b>	<b>2,331,662</b>	<b>2,331,662</b>

## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	FY 2017	FY 2017
<b>State Assessments-Expenses</b>									
18302	5630	MBTA	898,463.00	911,057.00	911,057.00	835,136.00	920,112.00	920,112.00	920,112.00
18302	5631	SPECIAL EDUCATION	6,521.00	6,789.00	6,782.00	0.00	6,782.00	6,782.00	6,782.00
18302	5637	AIR POLLUTION CONTR	11,154.00	11,405.00	11,405.00	10,455.00	11,690.00	11,690.00	11,690.00
18302	5638	MET AREA PLANNING CO	21,110.00	21,049.00	21,049.00	19,295.00	21,576.00	21,576.00	21,576.00
18302	5640	RMV NONRENEWAL SUR	170,100.00	170,100.00	170,100.00	155,925.00	170,100.00	170,100.00	170,100.00
18302	5643	SCHOOL CHOICE	402,185.00	463,770.00	400,142.00	407,079.00	445,533.00	445,533.00	445,533.00
18302	5644	CHARTER SCHOOLS	4,465,224.00	5,554,423.00	5,551,530.00	4,808,194.00	6,467,971.00	6,467,971.00	6,467,971.00
18302	5646	NE MASS MOSQUITO CON	40,670.00	40,962.00	40,962.00	37,549.00	45,191.00	45,191.00	45,191.00
<b>Total State Assessments-Expenses</b>			<b>6,015,427.00</b>	<b>7,179,555.00</b>	<b>7,113,027.00</b>	<b>6,273,633.00</b>	<b>8,088,955.00</b>	<b>8,088,955.00</b>	<b>8,088,955.00</b>
<b>270</b>	<b>830</b>	<b>Department Total</b>	<b>6,015,427.00</b>	<b>7,179,555.00</b>	<b>7,113,027.00</b>	<b>6,273,633.00</b>	<b>8,088,955.00</b>	<b>8,088,955.00</b>	<b>8,088,955.00</b>



FY 2017 DETAILED BUDGET REPORT  
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
<b>TREASURER - STATE ASSESSMENTS - 270</b>					
18302	State Assessments				
	State Assessment amounts are derived from Massachusetts Department of Revenue		8,088,955	8,088,955	8,088,955
	House figures				
<b>TOTAL</b>			<b>8,088,955</b>	<b>8,088,955</b>	<b>8,088,955</b>
<b>TOTAL PROPOSED</b>					

## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Contrib Retirement - Personnel</b>									
19101	5178	PENSION ASSES (CONTR	10,112,585.61	10,071,175.00	10,071,175.00	9,916,077.53	10,513,908.00	9,960,727.00	9,960,727.00
<b>Total Contrib Retirement - Personnel</b>			<b>10,112,585.61</b>	<b>10,071,175.00</b>	<b>10,071,175.00</b>	<b>9,916,077.53</b>	<b>10,513,908.00</b>	<b>9,960,727.00</b>	<b>9,960,727.00</b>
<b>270</b>	<b>910</b>	<b>Department Total</b>	<b>10,112,585.61</b>	<b>10,071,175.00</b>	<b>10,071,175.00</b>	<b>9,916,077.53</b>	<b>10,513,908.00</b>	<b>9,960,727.00</b>	<b>9,960,727.00</b>

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
<b>TREASURER - CONTRIBUTORY RETIREMENT - 270</b>					
19101	5178	Contributory Retirement			
		City Contributory Retirement	10,513,908	10,121,621	10,121,621
		Less Fringe from grants		(160,894)	(160,894)
<b>TOTAL</b>			<b>10,513,908</b>	<b>9,960,727</b>	<b>9,960,727</b>
<b>TOTAL PROPOSED</b>			<b>10,513,908</b>	<b>9,960,727</b>	<b>9,960,727</b>

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Non-Contrib Retire-Personnel</b>									
19111	5176	PENSIONS-NON CONTRIB	57,882.78	50,773.00	50,773.00	41,405.48	41,417.00	41,417.00	41,417.00
<b>Total Non-Contrib Retire-Personnel</b>			<b>57,882.78</b>	<b>50,773.00</b>	<b>50,773.00</b>	<b>41,405.48</b>	<b>41,417.00</b>	<b>41,417.00</b>	<b>41,417.00</b>
<b>270</b>	<b>911</b>	<b>Department Total</b>	<b>57,882.78</b>	<b>50,773.00</b>	<b>50,773.00</b>	<b>41,405.48</b>	<b>41,417.00</b>	<b>41,417.00</b>	<b>41,417.00</b>



FY 2017 DETAILED BUDGET REPORT  
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
<b>TREASURER - NON-CONTRIBUTORY RETIREMENT - 270</b>					
19111	5176	Pension Non-Contributory			
		City Non-Contributory Retirement based on current payments annualized			
		Monthly \$867.15 X 12 months 2 pensioners	10,406	10,406	10,406
		Weekly \$591.81 X 52.4 weeks 2 pensioners	31,011	31,011	31,011
<b>TOTAL</b>			<b>41,417</b>	<b>41,417</b>	<b>41,417</b>
<b>TOTAL PROPOSED</b>			<b>41,417</b>	<b>41,417</b>	<b>41,417</b>

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - MEDICARE - 270					
19191	5177	The medicare budget is based on the number of employees and there is no indication that there will be enough of a change in the employment level for FY 17. Thus FY 17 is funded based on the average of the prior two years actual plus 1%	1,036,734	1,036,734	1,036,734
TOTAL PROPOSED			1,036,734	1,036,734	1,036,734

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Medicare-Personnel</b>									
19191	5177	MEDICARE	1,048,484.36	987,000.00	987,000.00	973,722.47	1,036,734.00	1,036,734.00	1,036,734.00
Total Medicare-Personnel			1,048,484.36	987,000.00	987,000.00	973,722.47	1,036,734.00	1,036,734.00	1,036,734.00
270	919	Department Total	1,048,484.36	987,000.00	987,000.00	973,722.47	1,036,734.00	1,036,734.00	1,036,734.00

## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Municipal Insurance-Expense</b>									
19452	5740	INSURANCE PREMIUMS	223,692.11	293,001.00	293,001.00	291,366.70	351,282.00	351,282.00	351,282.00
19452	5740A	Insurance Deductibles	9,620.00	5,000.00	5,000.00	2,000.00	5,000.00	5,000.00	5,000.00
	<b>Total</b>	<b>Municipal Insurance-Expense</b>	<b>233,312.11</b>	<b>298,001.00</b>	<b>298,001.00</b>	<b>293,366.70</b>	<b>356,282.00</b>	<b>356,282.00</b>	<b>356,282.00</b>
<b>270</b>	<b>945</b>	<b>Department Total</b>	<b>233,312.11</b>	<b>298,001.00</b>	<b>298,001.00</b>	<b>293,366.70</b>	<b>356,282.00</b>	<b>356,282.00</b>	<b>356,282.00</b>



FY 2017 DETAILED BUDGET REPORT  
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
<b>TREASURER - MUNICIPAL INSURANCE - 270</b>					
19452	5740	Municipal Insurance			
		Annual municipal insurance costs Property & Casualty	543,369	543,369	543,369
		Annual professional liability insurance costs	107,913	107,913	107,913
		Less School Portion	(300,000)	(300,000)	(300,000)
<b>TOTAL</b>			<b>351,282</b>	<b>351,282</b>	<b>351,282</b>
19452	5740A	Insurance Deductibles			
		Deductibles - estimated	5,000	5,000	5,000
		Level Funded			
<b>TOTAL</b>			<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>TOTAL PROPOSED</b>			<b>356,282</b>	<b>356,282</b>	<b>356,282</b>

# ***Solicitor & Licensing Board***

## **Mission Statement – Why We Exist**

The Solicitor's office is responsible for providing representation and advice to the City and its officials in numerous areas including but not limited to: zoning issues, employment law, civil rights, civil service, contract actions, real estate, workmen's compensation, education law, and tort actions involving personal injury and property damage claims. Members of the legal department regularly attend and provide advice at meetings of the City Council and sub-committees thereof and to several City boards and commissions. In addition to drafting ordinances and other legal documents, numerous verbal and written opinions are rendered to the City Council and Department Heads.



The Licensing Board issues and oversees licenses for the following activities: auto dealerships, fortunetelling, liquor, vending, common victualler, lodging houses, street performers and entertainment.

## **Significant Budget & Staffing Changes for FY 2017**

Adjusted hours worked of Paralegal from .94 to 1.0.

## **Recent Accomplishments**

- Managed claims against city with minimal damages paid outside of insurance policy
  - Defended law suits against the city and its Boards
  - Initiated and successfully obtained Receivers for delinquent properties through the Housing Court
  - Prepared multiple amendments to the City's Ordinances
  - Advised various boards and commissions re. state and local law and case law
  - Defended the city in labor arbitration cases
  - Prepared contracts, license agreements and mutual aid agreements
  - Prepared Opinions for boards and commissions
  - Worked with various departments on solicitations for bids and requests for proposals
  - Part of team overseeing redevelopment of Transfer Station and Universal Steel sites
  - Negotiated amendments to all non-school union contracts
  - Settled disputes with contractors on payment
  - Served as part of team to interview prospective senior staff



- Advised HR on various personnel matters
- Investigated and advised departments on personnel infractions and prepared disciplinary documents
- Drafted various easements and rights of entry agreements

## FY 2017 Goals & Objectives

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Goal: Successfully defend claims against city and its officers</li> <li>• Goal: Revise existing ordinances to address any inefficiencies</li> <li>• Goal: Address local needs/neighborhood concerns</li> <li>• Goal: Maximize MIIA rewards programs</li> <li>• Goal: Develop Port Authority</li> <li>• Goal: Assist Licensing Board in regulating licenses</li> <li>• Goal: Improve vendor management and offerings</li> <li>• Goal: Ensure all liquor licenses are fully utilized</li> <li>• Goal: Redevelop Transfer Station Site</li> <li>• Goal: Redevelop municipal properties</li> </ul> | <ul style="list-style-type: none"> <li>Objective: Maximize resources, including insurance coverage to defend claims</li> <li>Objective: Conduct periodic review of Ordinance with Department Heads</li> <li>Objective: Create or amend Ordinances to provide tools to address needs/concerns</li> <li>Objective: Assign staff to attend programs</li> <li>Objective: Work with team to implement</li> <li>Objective: Create specific regulations for the board</li> <li>Objective: Work as part of a team to improve quality of vendors</li> <li>Objective: Work with Board and businesses</li> <li>Objective: Develop DEP approved plan to see site is remediated</li> <li>Objective: Assist in redevelopment of Court buildings, 5 Broad Street and former Universal Steel site</li> </ul> |
| <ul style="list-style-type: none"> <li>• Goal: Construct Community Life Center</li> <li>• Goal: Have an inclusive workplace, prevent discrimination suits and promptly address complaints</li> <li>• Goal: Improve process for identifying and reducing the number of problem properties</li> <li>• Goal: Relocate City Hall Annex to improved space</li> <li>• Goal: Improve delivery/cost of custodial services</li> <li>• Goal: Timely amend collective bargaining agreements</li> </ul>   | <ul style="list-style-type: none"> <li>Objective: Work with team to facilitate development &amp; prepare legal documents</li> <li>Objective: Work with HR and others to provide training and promptly address complaints</li> <li>Objective: work with team to step up enforcement, collect data and take legal action when necessary</li> <li>Objective: Work with team to negotiate new lease</li> <li>Objective: Work with consultant to develop and implement plan</li> <li>Objective: Begin the process on new amendments prior to end of FY</li> </ul>   |

Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
<b>SOLICITOR/LICENSING</b>				
Limit payments from judgments acct.	2,590	7000	6,000	4000
Increase attendance at MIIA Reward classes	30	34	50	50
Liquor Licenses	169,713	170700	172,000	172,000
One Day Liquor	6,100	4700	5,000	5,000
Weekday Entertainment	11,650	9800	10,000	10,000
Common Victuallers Licenses	4,500	4200	4,200	4,200
Auto Dealers	6,000	6200	6,200	6,200
Lodging House & Inn Licenses	6,675	6800	6,800	6,800
Street Performers	685	600	700	700
Haunted Happenings	30,529	33100	33,000	33,000
Automatic Amusements	6,450	7700	7,000	7,000
Fortune Tellers licenses	2,500	1,050*	1000	1000
Conversion fees	5,000	0	22500	13400
*Fair fees added to Haunted Happening total				

### How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The Legal Department's goals include several of the short and long term goals of the City. These shared goals include 1) continue to plan and execute a new lease for City Hall annex; working with Footprint Energy to ensure the successful redevelopment of the Salem Harbor Station Power Plant site; 2) encouraging responsible private development and new growth opportunities, including the courts buildings, 5 Broad Street and former Universal Steel site; 3) continuing to improve upon management of Haunted Happenings and other community events; 4) continuing planning for and construction of Mayor Jean Levesque Community Life Center; 5) maintain a high level of accessibility to and responsiveness to the public; and 6) overseeing successful disposition and remediation of the transfer station site.



# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	FY 2017	FY 2017
<b>Solicitor-Licensing-Personnel</b>									
11511	5111	SALARIES-FULL TIME	242,777.52	264,058.00	264,058.00	243,529.60	266,500.00	271,780.00	271,780.00
11511	5131	OVERTIME (GENERAL)	1,185.54	2,000.00	2,000.00	1,555.05	2,000.00	2,000.00	2,000.00
<b>Total Solicitor-Licensing-Personnel</b>			<b>243,963.06</b>	<b>266,058.00</b>	<b>266,058.00</b>	<b>245,084.65</b>	<b>268,500.00</b>	<b>273,780.00</b>	<b>273,780.00</b>
<b>Solicitor-Licensing-Expenses</b>									
11512	5303	LEGAL SERVICES	51,308.65	50,000.00	50,000.00	30,718.83	50,000.00	50,000.00	50,000.00
11512	5306	ADVERTISING	178.06	400.00	400.00	0.00	400.00	200.00	200.00
11512	5381	PRINTING AND BINDING	0.00	500.00	500.00	42.00	500.00	100.00	100.00
11512	5421	OFFICE SUPPLIES (GEN	881.96	1,000.00	1,000.00	799.49	1,000.00	1,000.00	1,000.00
11512	5730	DUES AND SUB	3,350.00	5,500.00	5,500.00	3,568.00	5,500.00	4,000.00	4,000.00
11512	5760	JUDGMENTS	7,000.00	7,000.00	7,000.00	4,066.54	7,000.00	7,000.00	7,000.00
<b>Total Solicitor-Licensing-Expenses</b>			<b>62,718.67</b>	<b>64,400.00</b>	<b>64,400.00</b>	<b>39,194.86</b>	<b>64,400.00</b>	<b>62,300.00</b>	<b>62,300.00</b>
<b>260</b>	<b>151</b>	<b>Department Total</b>	<b>306,681.73</b>	<b>330,458.00</b>	<b>330,458.00</b>	<b>284,279.51</b>	<b>332,900.00</b>	<b>336,080.00</b>	<b>336,080.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Propsed FY 2017	Council Voted FY 2017
					52.4					0.0%	0.0%	52.2	2.5%	52.2	
RENNARD ELIZABETH	260 SOLICITOR -LICENSING	11511-5111	SOLICITOR	4/1/2004	103,244.05		1.00	1	100%	1,970.31	1,970.31	102,849.99	2,019.56	105,421.24	105,421.24
ROOMEY JOANNE	260 SOLICITOR -LICENSING	11511-5113	PARALEGAL	6/28/06	44,928.55		1.00	1	100%	857.42	909.38	47,469.64	932.11	48,656.38	48,656.38
CALDWELL VICTORIA	260 SOLICITOR -LICENSING	11511-5111	ASSISTANT SOLICITOR	3/24/14	61,081.16		0.71	1	100%	1,165.67	1,165.67	60,848.03	1,194.81	62,369.23	62,369.23
FLORES PAM	260 SOLICITOR -LICENSING	11511-5111	BOARD MEMBER		1,300.00	B			4	325.00	325.00	1,300.00	325.00	1,300.00	1,300.00
LEE RICHARD	260 SOLICITOR -LICENSING	11511-5111	BOARD MEMBER		1,300.00	B			4	325.00	325.00	1,300.00	325.00	1,300.00	1,300.00
PAGLIARO MELISSA	260 SOLICITOR -LICENSING	11511-5111	CLERK OF BOARD		3,000.00	B			4	750.00	750.00	3,000.00	750.00	3,000.00	3,000.00
ST PIERRE ROBERT	260 SOLICITOR -LICENSING	11511-5111	BOARD CHAIRMAN		1,700.00	B			4	425.00	425.00	1,700.00	425.00	1,700.00	1,700.00
Requested hourly increase to FT 35 hrs for Roomey for FY 2017					47,503.80		1.00			Total AFSCME 1818		48,032.33		48,032.33	48,032.33
					264,057.56		3.71	Total Full Time - 5111				266,499.98		271,779.17	271,779.17
O'KEEFE AMY	260 SOLICITOR -LICENSING	11552-5320	Intern - Contracted Serv		2,000.00			0.0		2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
	260 SOLICITOR -LICENSING	11551-5150	Overtime		2,000.00							2,000.00		2,000.00	2,000.00
								Total Overtime - 5131				2,000.00		2,000.00	2,000.00
					266,057.56		3.71	Department Total				268,499.98		273,779.17	273,779.17

Full-Time Equivalent Employees:	FY 2015	3.71
	FY 2016	3.65
	FY 2017	3.71
	Variance 16 vs. 17	0.06

**FY 2017 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Voted By Council FY 2015 52.4	F T E	Rate FY 2016	Incr FY 2017	Calc Rate FY 2017	STEP INCREASES					Dept Request FY 2017 52.2	Mayor FY 2017 52.2	Council FY 2017 52.2		
											Date	Rate	# Wks Old New							
PAGLIARO	MELISSA	260 SOLICITOR-LICENSIN	11511-5111	PRINCIPAL CLERK		47,503.80	1.00	906.56	1.015	920.16				100%	48,032.33	48,032.33	48,032.33			
						47,503.80	1.00											48,032.33	48,032.33	48,032.33

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

Solicitor - 260

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11512	5303	<b>Legal Services</b>			
		Outside legal services - labor, litigation, environmental	50,000	50,000	50,000
		Surveying, title Examinations, Etc.			
		arbitration fees - filing and arbitrator fees			
		Memberships and Publications			
		Expenses incurred for travel and meetings			
<b>TOTAL</b>			<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
11512	5306	<b>ADVERTISING</b>			
		Advertisement for Alcohol Licensing	400	200	200
<b>TOTAL</b>			<b>400</b>	<b>200</b>	<b>200</b>
11512	5381	<b>PRINTING AND BINDING</b>			
		Licenses and Forms as needed (alcohol, auto dealers, etc.)	150	100	100
		Envelopes, Business Cards, Letterhead Stationary	350	-	-
<b>TOTAL</b>			<b>500</b>	<b>100</b>	<b>100</b>
11512	5421	<b>Office Supplies and Equipment</b>			
		General office supplies as needed	1,000	1,000	1,000
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
11512	5730	<b>Dues &amp; Subscriptions</b>			
		Bar membership/ dues	1,000	1,000	1,000
		Subscriptions & publications; Cont. legal ed.	2,000	1,000	1,000
		Lexis service	2,500	2,000	2,000
<b>TOTAL</b>			<b>5,500</b>	<b>4,000</b>	<b>4,000</b>
11512	5760	<b>Judgments</b>			
		Judgments	7,000	7,000	7,000
<b>TOTAL</b>			<b>7,000</b>	<b>7,000</b>	<b>7,000</b>
<b>TOTAL PROPOSED</b>			<b>64,400</b>	<b>62,300</b>	<b>62,300</b>



## ***Human Resources – General Administration***

## Mission Statement – Why We Exist

The City of Salem Human Resources Department is a five person department. Besides me, we have an Office Manager, a Benefits Manager, a Personnel Aide and a School Benefits Coordinator. The Department is responsible for negotiating and administering various collective bargaining agreements; interpreting agreement language and mediating grievances; reviewing, drafting and enforcing personnel policies and procedures; posting vacant positions, scheduling and conducting interviews, and hiring full and part-time employees.

We are also responsible to ensure all personnel actions are made in accordance with applicable laws, policies and collective bargaining agreements. We are in our first year of our second contract with the Group Insurance Commission, and we'll be in the GIC for the next two years to continue to provide affordable, quality health care to all of our employees and retirees.

Along with MIIA, we oversee our workers' compensation plan and utilization for the City and the School Department. Human Resources is responsible for monitoring and administering City and School unemployment claims, developing programs and procedures to ensure the City's compliance with the ADA and acting as a liaison to the Commission on Disabilities.

We also develop and maintain the employee salary schedules to ensure we can attract the most valuable candidates for vacant positions. Human Resources administering City-wide employee benefits such as health, dental and life insurance to all benefit eligible employees.

The Department is also a confidential resource for employees, and the Director acts as a liaison, mediator, and facilitator with employee, their supervisors and co-workers as needed.

### Significant Budget & Staffing Changes for FY 2017

For FY 17 I would like to increase the hours for the Personnel Assistant from 28 per week to 35, essentially that position would be a full time position. We have several projects on the horizon and this position would play a key role in completely these projects. Currently this position primarily handles workers' compensation, unemployment, and AP. Processing Unemployment claims has become more office based, and some claims can take hours to prepare. Most importantly, for the immediate future, this position would assist in compiling all of the policies and data from other municipalities we will need to redo and update the Employee Handbook. This position would also be responsible for our website content along with the Office Manager.





## Recent Accomplishments

- It has been a busy year and it has gone by so fast! Routinely promoted Employee Assistance Program with MIIA, a completely free and confidential program for all employees. Reviewed our EAP utilization with MIIA to maximize our usage of this benefit. The EAP is a resource for employees with any number of needs for assistance.
- Updated salary schedule for non-union employees.
- Settled AFSCME Local 1818 Contract for FY15-FY17. Our salary survey proved to be a valuable tool as we negotiated salary increases for this group. Additionally we have successfully negotiated an overtime procedure that has been working well, and has not resulted in any grievances thus far. We were pleased to reach this point with AFSCME, having processed nearly 30 grievances relative to OT prior to this agreement.
- Settled Fire Fighters' Contract for FY 15-FY17.
- Settled Superior Officers Contract for FY15-17.
- Tentatively settled Patrol Officers Contract for FY15-17. We are working though some language and logistics and expect no issues.
- Worked with Disabilities Commission to purchase three accessible picnic tables for use at the Salem Willows. We are very excited about this purchase to enable everyone to enjoy the Willows. As of this date they are in storage at Winter Island, patiently waiting spring for placement!
- Conducted a City-wide employee survey on a variety of topics. We were pleased to receive over one hundred responses, online and via paper! The results are in, and we were pleased to learn that many employees are happy and proud to be working for the City of Salem. We are putting together a working group of volunteer employees to meet and discuss the overall results of the survey and to brainstorm on addressing employees' concerns.
  - With each settled contract, we successfully negotiated performance evaluations for each unit. We have begun meeting with representatives of the memberships to develop and implement the process. The response has been positive.
  - Along with our Latino Affairs Coordinator, we began implementation of Office Based Conversational Spanish Sessions. We started with three of the busiest departments with what we thought had the most constituent interactions and a lack of bilingual employees. The response from each department was great! We have a list of the most popular questions, answers and phrases, and as soon as we have them translated and phonetically spelled out, our classes will begin. We are very excited about this in-house, cost effective approach!
  - Prevailed in AFSCME arbitration with regards to overtime for four employees. We were pleased the Arbitrator realized the City's decision to offer OT to certain employees was just and the grievance was without merit.
- Aggressively protested a \$20K+ unemployment case; as of this date we have not yet received a decision from DUA.
- Assisted with training and translation at the DPS garage to staff for the employee Self Service Portal.
- Held our first PEC meeting of the year, in accordance with our agreement to do the same.
- Provided Medicare Eligible Retirees again this year with an Insurance Premium Holiday. This was done using RDS money, money derived from a federal program based on enrollment in the Medicare Health Insurance Plans. This money may decrease over the next few years; yet our retirees are grateful we are able to share this refund with them.
- Since July 1, 2015, we have hired many new full time employees in various departments in the city. Specifically, we hired an Assistant Treasurer, a laborer, a Maintenance Craftsperson, and a Heavy Equipment Operator in the Public Services Department, a Senior Account Clerk in the Collector's Office, a Police Dispatcher, a Public Health Nurse, a Principal Clerk and a Director for the Council on Aging, a Senior Clerk Typist in the City Clerk's Office and a Director of Park Recreation, and Community Services. It's very exciting to bring on new employees!



- Implemented an exit interview process, which allows us to have a meaningful dialog with a departing employee to not only wish him or her well, but also learn of any matters relative to the department we may not have been aware of or receive suggestions and critique for investigations and improvement.
- Along with the Disabilities Commission, sponsored the Community Access Monitor Training at Salem State University. This well attended two day event allowed us to showcase Salem as well as offer the valuable training through the Massachusetts Office in Disability to certify Community Access Monitors.
- Coordinated several departmental breakfast/coffee/lunch sessions for Mayor.
- Updated our Labor Service Listing, the local version of Civil Service we utilize to fill positions at DPS.

## FY 2017 Goals & Objectives

- Educate, educate, educate! The GIC has already started to offer tidbits of what's to come in FY 17. We will continue to educate employees about the GIC and assist them in enrolling in the most affordable and quality healthcare offered by the Commission. Open enrollment starts in April, and runs until early May. We'll schedule info sessions to offer employees all the information they will need to make informed choices for their health insurance, and their care moving forward.
- Work even more closed with our EAP provider to offer options for wellness activities. Wellness activities are beneficial to all employees!
- Continue to maintain salary schedule for non-union and union employees current on an annual basis.
- Work with the Commission on Disabilities to continue to wisely use the funds generated from the Handicap Violations. As a member of the Commission's subcommittee for this purpose, I am in the position to ensure purchases in compliance with the statute allowing the Commission to utilize these funds. We recently compiled a wish list for purchases that will benefit all persons with disabilities.
- Seek out trainings through MIIA to assist us in earning rewards towards our Workers' Compensation Insurance Premium. Solidify our Risk Committee to ensure we are doing all we can to minimize our financial risks with regards to Workers' Compensation, and our Property and Casualty premiums.
- Continue with review of our city policies, write new ones, and negotiate implementation as required.
- Continue working on the Employee Handbook Update.
- Implement an onboarding process to ensure employee inclusivity; this will include more comprehensive orientation and likely training for Department Heads in adding a new employee to their staff.
- Work with the Latino Affairs Coordinator on the City's overall Inclusion Program.
- Secure a provider to oversee our voluntary benefits and our deferred compensation plans.
- Develop Departmental Procedure Manual, for this Department.
- Completely redo the HR and Disabilities Commission areas of the City's website.
- Continue with the Employee Evaluation Process with our bargaining units and non-union staff.
- Seek out and encourage training for various topics, departments, and positions.
- Focus on employee relations and good will, which may include Employee of the Month, and Quarterly

<b>Outcomes and Performance Measurers</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Actual so far for FY 2016</b>	<b>Estimated FY 2017</b>
<b>Workers comp. costs:</b>				
Workers' Comp. cases open 1+ years	9	9	5	5
Salaries on pre-FY'09 claims	163,507	122,997	69,798	132,000
Medicals on tail claims	31,428	3119	1547	7500
MIIA premium	601,611	594,233	512,518	
<b>Training sessions (actual and estimates)</b>				
Miscellaneous for MIIA Rewards Credit, several departments participate	15		25	
<b>Health fairs for GIC enrollment and education</b>				
N/A, GIC does not offer wellness, working with the YMCA to develop programs	8		N/A	
<b>Open enrollments</b>				
Health, GIC refresher meetings at city, school, and public safety locations	8		10	
Dental (including retiree dental)	4		4	
Life	10		8	
<b>Unemployment Assistance, current plus estimate</b>				
School	262,428	308,938	221,960	400,000
City	12,305	38,550	13,102	50,000
<b>Job applications processed</b>				
Labor service			13	
Seasonal			80	
CORI checks			180	
Volunteers processed	12		19	
New Employees (Full time)	38		23 (HR involved in complete hiring process for 11)	
<b>Audit Preparation</b>				
Accrual compilation for audit and MUNIS programming purposes	All city employees	All city employees	All city employees	All city employees



## How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Now that we are in our second term with our Public Employee (PEC) and with an Agreement in place, we will be meeting with that group often to discuss our long range plans for health insurance. Our first meeting this year was productive and encouraging. This clearly ties into the Mayor's long term goal of continuing to provide affordable and quality healthcare to our employees and retirees. We will look that the rates, the potential savings, and feasibility of staying with the GIC or going out to bid for another provider.
- We have offered an RFP for our deferred compensation programs for our City and School employees. Our next step is to review the proposals and choose a provider. This step ties to the Mayor's goals as she is in favor of streamlining our current offerings and making the processes more efficient for not only the employees, but also staff.
- We are in the process of putting together an RFP for our voluntary benefits as well. With so many options available to employees, things can just get too confusing, resulting in people not enrolling in voluntary plans that may actually be of value to them. With one provider we can streamline that process while still offering quality benefits to our employees.
- We will again be looking to offer more in house training this coming year, from trainings geared to front line staff as well as department heads. The Mayor is very supportive of staff development, and as such, we will be taking advantage of opportunities to ensure all staff members are as effective as they can be in the City.
- Finally, our dedication to a productive and efficient workforce begins with employee morale. As such, the employee survey and our follow up will be key to our making positive modifications in the workplace. The Mayor is committed to strong employee relations and partnerships, and as such, this goal is directly related to the City's long and short term goals.

## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Human Resources-Personnel</b>									
11521	5111	SALARIES-FULL TIME	236,183.42	243,712.00	243,712.00	227,893.28	252,965.00	218,138.00	218,138.00
11521	5113	SALARIES-PART TIME	12,315.97	13,599.00	13,599.00	12,455.93	13,547.00	13,885.00	13,885.00
11521	5169	CONTRACT AGRMNT-AFSCME	0.00	15,000.00	15,000.00	7,471.10	0.00	0.00	0.00
11521	5171	COLLECTIVE BARGANING RESERVE	486,655.00	150,000.00	450,000.00	308,484.39	0.00	20,000.00	20,000.00
<b>Total Human Resources-Personnel</b>			<b>735,154.39</b>	<b>422,311.00</b>	<b>722,311.00</b>	<b>556,304.70</b>	<b>266,512.00</b>	<b>252,023.00</b>	<b>252,023.00</b>
<b>Human Resources-Expenses</b>									
11522	5300	PURCHASE OF SERVICES	3,920.07	6,500.00	4,720.15	4,702.74	6,500.00	6,500.00	6,500.00
11522	5303	LEGAL SERVICES/ABRITRATION	5,375.00	3,425.00	2,500.00	2,500.00	3,425.00	3,425.00	3,425.00
11522	5306	ADVERTISING	250.00	500.00	490.00	490.00	500.00	500.00	500.00
11522	5317	EDUCATIONAL TRAINING	0.00	5,525.00	2,500.00	1,000.00	5,525.00	5,525.00	5,525.00
11522	5320	CONTRACTED SERVICES	18,890.76	12,800.00	19,197.50	18,833.56	13,750.00	13,750.00	13,750.00
11522	5421	OFFICE SUPPLIES (GEN	2,284.17	2,450.00	1,877.93	1,785.70	1,500.00	1,500.00	1,500.00
11522	5710	IN STATE TRAVEL/MEETINGS	43.20	250.00	164.42	164.42	250.00	250.00	250.00
<b>Total Human Resources-Expenses</b>			<b>30,763.20</b>	<b>31,450.00</b>	<b>31,450.00</b>	<b>29,476.42</b>	<b>31,450.00</b>	<b>31,450.00</b>	<b>31,450.00</b>
<b>130</b>	<b>152</b>	<b>Department Total</b>	<b>765,917.59</b>	<b>453,761.00</b>	<b>753,761.00</b>	<b>585,781.12</b>	<b>297,962.00</b>	<b>283,473.00</b>	<b>283,473.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Propsd FY 2017	Council Voted FY 2017
BRADY ALICIA	130 HUMAN RESOURCES	11521-5111	OFFICE MANAGER	8/7/2007	52.4			1	100%	921.04	921.04	48,078.34	944.07	49,280.29	49,280.29
CAMMARATA LISA	130 HUMAN RESOURCES	11521-5111	PERSONNEL DIRECTOR	3/5/07	83,102.80		1.00	1	100%	1,585.93	1,585.93	82,785.61	1,625.58	84,855.25	84,855.25
DEVEREUX BEATRICE	130 HUMAN RESOURCES	11521-5111	BENEFITS MANAGER	11/09/1998	49,453.89		1.00	1	100%	943.78	943.78	49,265.13	967.37	50,496.76	50,496.76
DOMINGUEZ MONICA	130 HUMAN RESOURCES	11521-5111	PERSONNEL AIDE/ASST	2/1/04	32,813.09		0.70	28	100%	626.20	782.60	40,851.72	641.86	33,505.05	33,505.05
PEREIRA LINDA	130 HUMAN RESOURCES	11521-5111	BENEFITS MANAGER-PT	2/1/2008	32,106.21		0.80	30	100%	612.71	612.71	31,983.67	-	To School	To School
Requested increase to 35 hrs for Dominguez - put back to 28 hrs by Mayor															
Moved Pereira to School Department Budget															
					<b>245,738.53</b>	<b>4.50</b>	<b>Total Full Time - 5111</b>					<b>252,964.47</b>		<b>218,137.35</b>	<b>218,137.35</b>
130 HUMAN RESOURCES 11521-5111 PT SWITCHBOARD					13,598.03	P		19		13.66	13.66	13,546.13	14.00	13,884.78	13,884.78
					<b>13,598.03</b>		<b>Total Part Time - 5113</b>					<b>13,546.13</b>		<b>13,884.78</b>	<b>13,884.78</b>
130 HUMAN RESOURCES 11521-5169 Contract Agreement-AFSCME					15,000.00							-			
130 HUMAN RESOURCES 11521-5171 Collective Bargaining Reserve					150,000.00							-		20,000.00	20,000.00
					<b>165,000.00</b>		<b>Other Total</b>					<b>-</b>		<b>20,000.00</b>	<b>20,000.00</b>
					<b>424,336.56</b>	<b>4.50</b>	<b>Department Total</b>					<b>266,510.60</b>		<b>252,022.13</b>	<b>252,022.13</b>

Full-Time Equivalent Employees:	FY 2015	4.50
	FY 2016	4.50
	FY 2017	4.50
	Variance 16 vs. 17	0.00

**FY 2017 DETAILED BUDGET REPORT  
EXPENSES**

**HUMAN RESOURCES - 130**

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11522	5300	<b>Purchase of Service</b>			
		Drug/Alcohol Testing	6,500	6,500	6,500
		Pre-employment physicals			
		Shredding services with Heritage Industries, Employee background checks	-	-	-
<b>TOTAL</b>			<b>6,500</b>	<b>6,500</b>	<b>6,500</b>
11522	5303	<b>Legal Seviles</b>			
		Fees to AAA (Abitration) \$300 per cas and Arbitrator Fee between \$500 and \$1000 per case.	3,425	3,425	3,425
<b>TOTAL</b>			<b>3,425</b>	<b>3,425</b>	<b>3,425</b>
11522	5306	<b>Advertising</b>			
		Advertising of vacant positions within the City via various media: Boston Globe, Salem News, MMA, position-related publications, and on-line	500	500	500
<b>TOTAL</b>			<b>500</b>	<b>500</b>	<b>500</b>
11522	5317	<b>Educational Training</b>			
		Management Tuition Reimbursement, miscellaneous licenses for City employees	5,525	5,525	5,525
		Miscellaneous training courses for employees			
		MMPA Dues			
		AFSCME tuition reimbursement			
<b>TOTAL</b>			<b>5,525</b>	<b>5,525</b>	<b>5,525</b>
11522	5320	<b>Contracted Services</b>			
		Weekly uniforms for City employees contractually required to wear them	13,750	13,750	13,750
<b>TOTAL</b>			<b>13,750</b>	<b>13,750</b>	<b>13,750</b>
11522	5421	<b>Office Supplies</b>			
		General office supplies as needed	1,500	1,500	1,500
<b>TOTAL</b>			<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
11522	5710	<b>In State Travel/Meetings</b>			
		Periodic MMA, MIIA and MMPA seminars and training	250	250	250
<b>TOTAL</b>			<b>250</b>	<b>250</b>	<b>250</b>
<b>TOTAL PROPOSED</b>			<b>31,450</b>	<b>31,450</b>	<b>31,450</b>



# Human Resources – Workers' Compensation

## Recent Accomplishments

- We just received news on a favorable audit from MIIA. However, as is every year, Workers' Compensation is still on mine and **everyone's** radar screen. Our practices and continued accomplishments with WC have not varied much since last year, however, that does not mean we have not made progress with this very important area of our responsibility.
- We still meet with our WC rep. from MIIA on a regular basis in person and have numerous discussions over the phone to monitor the progress of our injured employees. We encourage MIIA to pursue all claims aggressively to assist our employees in returning to work in a timely manner. We are in the process of settling a third case that will also be financially beneficial to us in the long run.
- We have maintained our increased presence with and in the School Department. With MIIA's assistance we will be implementing staff safety care training. This is designed to help reduce our struck by claims.
- Implemented some light duty restrictions for employees returning to work after an injury. Allowing an employee to return to work just makes sense as we budget for salary, and indemnity costs will affect our premiums.



## FY 2017 Goals & Objectives

- Continue to meet as often as necessary with our representative from MIIA, and continue to meet with the schools to promote training to prevent on the job injuries that ultimately affect our premium rates.
- Meet with the leaders of the school department and the City of Salem on an even more frequent basis to reinforce the need for accurate and timely reporting of injuries, as well as engage the school department in a discussion of how we can minimize our school-related claims.
- Attend as many MIIA trainings as allowable to maximize the MIIA Rewards Program to obtain the highest possible percentage off our annual premium. This means attending leadership trainings and continuing with our timely processing of claims to MIIA.
- Promote the MIIA Rewards Program via MIIA sponsored safety trainings, which will help keep employee injuries to a minimum, which will ultimately and hopefully have an effect on our annual premium with MIIA.
- Establish a strong safety committee to assist in minimizing our physical risk factors within the city and the schools.
- Continue to work closely with MIIA on our future renewals for coverage. We are fortunate to see less of an increase this year as well as a return on our premium for FY16 based on the audited payrolls; however, we must remain vigilant in the accuracy of our payrolls and risk codes. Workers' Compensation is a costly program; we do all that we can to minimize our claims. Additionally, we will continue to be vigilant with our payroll submissions to MIIA with the accurate risk codes to ensure our premiums are accurate and are not subject to modification after an audit.

## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Workmens' Comp-Personnel</b>									
19121	5111	SALARIES-FULL TIME	122,997.19	128,000.00	128,000.00	104,353.41	132,000.00	120,000.00	120,000.00
19121	5172	WORKMENS' COMP-MEDIC	3,119.02	7,500.00	7,500.00	3,321.03	7,500.00	7,500.00	7,500.00
19121	5179	WORKERS COMP-MIIA PREMIUM	274,959.90	192,018.00	192,018.00	192,016.90	250,000.00	301,000.00	301,000.00
	<b>Total</b>	<b>Workmens' Comp-Personnel</b>	<b>401,076.11</b>	<b>327,518.00</b>	<b>327,518.00</b>	<b>299,691.34</b>	<b>389,500.00</b>	<b>428,500.00</b>	<b>428,500.00</b>
<b>130</b>	<b>912</b>	<b>Department Total</b>	<b>401,076.11</b>	<b>327,518.00</b>	<b>327,518.00</b>	<b>299,691.34</b>	<b>389,500.00</b>	<b>428,500.00</b>	<b>428,500.00</b>

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

HR/WORKERS' COMP - 130

ORG	OBJECT	DESCRIPTION	Dept Request	Dept Request	Voted by Council
19121	5111	Workers' Compensation Wages Wages paid to employees injured on the job prior to 7/1/2008 Increase due to COLA	132,000	120,000	120,000
TOTAL			132,000	120,000	120,000
19121	5172	Workers' Compensation Medicals Medical invoices for injuries incurred prior to 7/1/2008	7,500	7,500	7,500
TOTAL			7,500	7,500	7,500
19121	5179	Workers' Compensation Insurance Premium to MIIA Annual premium to MIIA for Workers' Compensation Insurance	550,000	581,000	581,000
		School Workers Comp in School Budget	(300,000)	(280,000)	(280,000)
TOTAL			250,000	301,000	301,000
TOTAL PROPOSED			389,500	428,500	428,500

# Human Resources – Unemployment Compensation

## Recent Accomplishments

- Scheduled training sessions for the City and the School department with regards to unemployment procedures. We are able to do this based on our strong relationship with our UTMC, our third party administrator for unemployment. We are very pleased with their performance and dedication to us. UTMC is very thorough.
- We still protest claims we believe are meritless. We have protested 18 claims so far this fiscal year, and we were present at seven hearings.
- We prevailed on the appeal made by a terminated employee, who collected over \$20,000.00, prior to the claim being adjudicated. Since we prevailed, the state has become our collection agent. We contact the DUA on a regular basis to see if any payment has been made, which would result in a credit to our monthly bill. As of this date we have no indication of such payment.

## FY 2017 Goals & Objectives

- We will continue to aggressively contest meritless unemployment claims, and work closely with UTMC to minimize our exposure on all fronts.
- Maintain open and continuous communication with the school department to ensure we are minimizing our unemployment liability.
- Continue to work with department heads in personnel procedures regarding termination and job cessation, which would include proper documentation for progressive discipline.
- Obtain certification for the City of Salem as a seasonal employer again this year for as many seasonal positions as possible, which in turn holds us harmless for unemployment liability.
- Attend Unemployment Training Sessions when they are offered to be aware of changes within the Department.
- Keep in touch with the DUA via the Designated Municipal Line to stay up to date with the Department.
- Keep our Unemployment costs as low as we can via our aggressive efforts.





# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Unemployment Comp-Personnel</b>									
19131	5173	UNEMPLOYMENT COMPENS	379,985.02	450,000.00	450,000.00	338,151.39	425,000.00	425,000.00	425,000.00
<b>Total Unemployment Comp-Personnel</b>			<b>379,985.02</b>	<b>450,000.00</b>	<b>450,000.00</b>	<b>338,151.39</b>	<b>425,000.00</b>	<b>425,000.00</b>	<b>425,000.00</b>
<b>130</b>	<b>913</b>	<b>Department Total</b>	<b>379,985.02</b>	<b>450,000.00</b>	<b>450,000.00</b>	<b>338,151.39</b>	<b>425,000.00</b>	<b>425,000.00</b>	<b>425,000.00</b>

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

HR/UNEMPLOYMENT COMP - 130

ORG	OBJECT	DESCRIPTION	Dept Request	Dept Request	Voted By Council
19131	5173	Unemployment compensation Payments to MA DET for unemployment compensation paid to former employees	425,000	425,000	425,000
TOTAL			425,000	425,000	425,000
TOTAL PROPOSED			425,000	425,000	425,000

# Human Resources – Group Insurance

## Significant Budget & Staffing Changes for FY 2017

As you may know, effective July 1, 2012 all employees and retirees, including retired municipal teachers, were enrolled in health insurance plans under the Group Insurance Commission. This was a long process, and for some, a difficult process; however, given our utilization and trends with rate increases, moving to the GIC has been the best move for the City of Salem with regards to health insurance.

As of this date, our rate increase for FY17 is unknown. Preliminary information indicates a 7.1% weighted average increase, yet the GIC has assured us it will be less than that. We have been fortunate to have avoided major increases. We are fortunate this year that plan design changes are not planned, thereby minimizing anxiety on the employees, retirees, and survivors. We have learned that the Neighborhood Prime Plan will no longer be a limited network plan, as **all** facilities will now be in the plan, thereby making NHP one of the most popular lowest cost plans a choice for even more employees.



Over the next few months, we'll attend GIC sponsored training as well as offer our educational information sessions to all employees and retirees. We'll offer several opportunities for everyone to learn and re-learn about the health plan options for July 1, 2016. Health insurance continues to be the largest piece of the HR budget, and we are committed to not only helping employees and retirees save money, but also we are committed to maximizing the city's dollars as well.

Our school benefits coordinator has been assigned to the school department to maintain a presence onsite. This has proven already to be of value to the school department employees.

### Recent Accomplishments:

- Since I started 9 years ago, every year, and even before that, the City has worked tirelessly and aggressively to promote ways to lower health care costs. The City's move to the GIC has allowed us to do that. For the first time, we saw employees offered a host of plans, and employees chose plans based on individual needs and costs. We are no longer required to negotiate plan design changes with each individual union, and employees will again this year have a choice of several health insurance plans that will allow them to still have quality health care at an affordable rate.

## FY 2017 Goals & Objectives

- Explore ways to minimize health care costs for employees through educational sessions during the year, not just at open enrollment. From mail order to flex spending to simply paying attention to individual bills, there are ways to assist our employees with rising health care costs.
- Continue to meet with the Public Employee Committee to discuss our plan for the future. We agreed to request our utilization data from the GIC in the Fall to help us decide if we will explore other health care options.

## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Group Insurance-Personnel</b>									
19141	5174	MEDICAL INSURANCE	11,330,579.80	12,210,286.00	12,203,736.00	11,517,898.29	12,974,907.00	12,409,604.00	12,409,604.00
19141	5181	DENTAL INSURANCE	30,840.67	35,000.00	35,000.00	32,921.69	35,000.00	35,000.00	35,000.00
19141	5182	LIFE INSURANCE	94,899.46	80,000.00	80,000.00	87,366.95	80,000.00	80,000.00	80,000.00
19141	5186	OPT OUT PROGRAM	36,950.00	30,000.00	36,550.00	35,950.00	30,000.00	30,000.00	30,000.00
<b>Total</b>	<b>Group Insurance-Personnel</b>		<b>11,493,269.93</b>	<b>12,355,286.00</b>	<b>12,355,286.00</b>	<b>11,674,136.93</b>	<b>13,119,907.00</b>	<b>12,554,604.00</b>	<b>12,554,604.00</b>
<b>130</b>	<b>914</b>	<b>Department Total</b>	<b>11,493,269.93</b>	<b>12,355,286.00</b>	<b>12,355,286.00</b>	<b>11,674,136.93</b>	<b>13,119,907.00</b>	<b>12,554,604.00</b>	<b>12,554,604.00</b>



FY 2017 DETAILED BUDGET REPORT  
EXPENSES

HR/GROUP INSURANCE - 130

ORG	OBJECT	DESCRIPTION	Dept Request	Dept Request	Voted by Council
19141	5174	Medical Insurance City share of health insurance costs for City and School employees and Retirees Less Fringe from WIB, School Grants, CDBG, etc.	12,974,907	12,600,635 (191,031)	12,600,635 (191,031)
TOTAL			12,974,907	12,409,604	12,409,604
19141	5181	Dental Insurance City share of dental insurance costs for City and School employees	35,000	35,000	35,000
TOTAL			35,000	35,000	35,000
19141	5182	Life Insurance City share of employee basic term life insurance premiums - City and School City share of retiree basic term life insurance premiums - City and School	55,000 25,000	55,000 25,000	55,000 25,000
TOTAL			80,000	80,000	80,000
19141	5186	Opt Out Program Program to pay for employees who opt-out of City Medical Insurance Individual = 1,200.00 Family = 3,000.00	30,000	30,000	30,000
TOTAL			30,000	30,000	30,000
TOTAL PROPOSED			13,119,907	12,554,604	12,554,604

# Fire

## Mission Statement

The primary mission of the Salem Fire Department is to provide a range of programs designed to protect the lives and property of the citizens of Salem from the adverse effects of fire, sudden medical emergencies, or exposure to dangerous conditions created by either man or nature.

## Significant Budget & Staffing Changes For FY 2017

While there are no significant budget changes we have had some significant changes in personnel. In January of 2016 we lost almost 100 years of experience with the retirements of Captain Paul Cranney, Captain William Francis, and Lieutenant Paul Phillips. With these retirement come a new group of leaders for the department. Promoted to Captain Lieutenant Scott Austin and Lieutenant Gerard Frechette. Promoted to Lieutenant FF Thomas Brophy FF Frank DeFranco and FF Patrick Tobin. All these gentlemen scored well on their promotional exam and posses the skills necessary to lead the department into the future.

## FY 2017 Goals & Objectives

**Emergency Management.** Last years snowfall proved to be challenging for most every city and town in the Commonwealth. The Governor declared a state of emergency that was supported by a presidential declaration providing for federal funding for Massachusetts. These funds are intended to reimburse cities and towns (up to 75%) for the expenses they occurred in the aftermath of the storms. Salem has a reimbursement request in to FEMA for over 400 thousand dollars to cover such costs as, plowing and snow removal, replacement of damaged infrastructure such as hydrants, fire alarm boxes and controllers, fences, benches.... We continually attend meetings seminars drills and exercises to maintain a broad knowledge base and connection to all our emergency response partners.. We remain active in our Regional Emergency Planning Committee, Mystic REPC, and is now comprised of **twenty** communities.

Arlington, Burlington, Chelsea, Everett, Lynn, Lynnfield, Malden, Medford, Melrose, North Reading, Reading, Revere, Salem, Saugus, Somerville, Stoneham, Wakefield, Winchester, Winthrop and Woburn involving a wide variety of disciplines. REPC's were formed from Title III of SARA, the Superfund Amendment and Reauthorization Act of 1986- and the Emergency Planning and Community Right-to-Know Act (EPCRA).

The overarching goal of Emergency Management is to keep the city safe from natural and





manmade emergencies. This is done through a coordinated system of Incident Management. This requires we provide the knowledge and guidance for to all department to have "buy in" into the process. We can then have our people trained to take their place in the organizational structure that is necessary to handle a wide variety of incidents.

- Fire Prevention** Our Fire Prevention Division has remained busy keeping a watchful eye on the many projects that are under way. We also spend a considerable amount of time doing plan reviews and on site meeting for future projects. Education has become a priority in keeping our inspectors current with the codes and laws they must enforce. Inspector Paul Gallant has chosen to return to a position on the suppression side and Firefighter Dan Geary has bid into the open inspectors position. Dan is enthusiastic about coming on board and looks forward to gaining the knowledge and experience to make a top notch member of the team. Training more individuals in fire prevention education through the Department of Fire Services will sharpen our skills while performing daily in- service inspections Student Awareness of Fire Safety S.A.F.E. and Senior safe have both received state grant funds for the 15th year allowing us to carry our message of fire safety to the community. With these grant funds we also plan to train additional personnel to teach these and other programs out in the community.



Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
Fire inspections	1,137	1421	1,500	1600
Emergency Responses	6,292	6760	7200	7200
Average response time to emergencies	3:19	3:24	3:24	3:24
Mutual Aid Given	57	40	50	50
Mutual Aid Received	56	14	25	25
Training Classes	365	365	365	365

## How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The Fire Department will work with the Mayor's office to develop a comprehensive IT program that will carry us into the future.
- Seek the best solutions that will secure clear radio communications for the Fire Department and meet interoperable communication requirements. This is an ongoing process that requires guidance from both the Federal Communications Commission and State Interoperability Plan along with local safety responsibilities.
- Continue to work with all of our Inspectional Service Departments to provide the best customer service for our citizens along with a safe environment for many years to come





# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Fire-Personnel</b>									
12201	5111	SALARIES-FULL TIME	5,417,897.77	5,781,196.00	5,781,196.00	5,269,056.02	5,845,657.00	5,846,811.00	5,846,811.00
12201	5113	SALARIES-PART TIME	29,935.20	49,875.00	49,025.00	25,956.62	49,321.00	50,302.00	50,302.00
12201	5131	OVERTIME (GENERAL)	861,229.70	892,216.00	892,216.00	782,751.81	934,773.00	934,773.00	934,773.00
12201	5133	EMT	38,363.70	39,600.00	39,600.00	36,654.25	40,800.00	40,800.00	40,800.00
12201	5136	HOLIDAYS	415,382.70	447,703.00	447,703.00	407,547.23	458,075.00	458,075.00	458,075.00
12201	5138	OUT OF GRADE	52,681.76	72,000.00	72,000.00	57,758.02	72,000.00	72,000.00	72,000.00
12201	5139	NIGHTS	361,433.95	383,062.00	383,062.00	350,720.84	391,936.00	391,936.00	391,936.00
12201	5141	LONGEVITY	134,812.99	148,945.00	148,945.00	135,176.88	151,335.00	151,335.00	151,335.00
12201	5143	FIREFIGHTER RANK STIPEND	29,500.00	29,500.00	29,500.00	14,750.00	29,500.00	29,500.00	29,500.00
12201	5145	EDUCATION INCENTIVE	39,414.05	40,286.00	40,286.00	35,663.34	39,360.00	39,360.00	39,360.00
12201	5150	FRINGE/STIPENDS	311,450.00	323,200.00	324,050.00	324,050.00	314,000.00	314,000.00	314,000.00
12201	5154	SPECIALTY STIPEND	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00
<b>Total Fire-Personnel</b>			<b>7,698,101.82</b>	<b>8,213,583.00</b>	<b>8,213,583.00</b>	<b>7,446,085.01</b>	<b>8,332,757.00</b>	<b>8,334,892.00</b>	<b>8,334,892.00</b>
<b>Fire-Expenses</b>									
12202	5211	ELECTRICITY	32,996.90	38,110.00	34,610.00	30,303.25	38,110.00	38,110.00	38,110.00
12202	5215	NATURAL GAS	22,108.73	28,840.00	25,340.00	18,525.59	28,840.00	28,840.00	28,840.00
12202	5216	OIL HEAT	15,105.48	15,600.00	15,600.00	6,482.66	15,600.00	15,600.00	15,600.00
12202	5241	BUILDING MAINTENANCE	33,879.55	35,000.00	35,000.00	26,388.29	35,000.00	35,000.00	35,000.00
12202	5258	FIRE EQUIPMENT REPAIR	45,489.96	59,850.00	59,850.00	45,847.25	59,850.00	50,000.00	50,000.00
12202	5277	PHOTOCOPY MACHINE LE	3,500.00	3,500.00	3,500.00	2,979.44	3,500.00	3,500.00	3,500.00
12202	5294	FIRE PROT CLOTHING	12,000.00	21,000.00	21,000.00	10,594.13	36,000.00	36,000.00	36,000.00
12202	5300	PURCHASE OF SERVICES	14,057.09	15,000.00	13,000.00	8,418.98	15,000.00	15,000.00	15,000.00
12202	5317	EDUCATIONAL TRAINING	13,678.43	12,500.00	12,500.00	10,977.41	12,500.00	12,500.00	12,500.00
12202	5318	DENTAL/MEDICAL SERVI	31,200.53	15,000.00	18,500.00	12,801.44	15,000.00	15,000.00	15,000.00
12202	5318R	DENTAL/MEDICAL SERVI	18,007.84	25,000.00	25,000.00	14,354.82	25,000.00	25,000.00	25,000.00
12202	5341	TELEPHONE	19,792.43	25,428.00	25,428.00	22,181.76	25,428.00	25,428.00	25,428.00
12202	5421	OFFICE SUPPLIES (GEN	5,102.76	5,250.00	7,250.00	5,738.36	5,250.00	5,250.00	5,250.00
12202	5451	CUSTODIAL SUPPLIES	6,000.00	6,000.00	9,500.00	8,280.66	8,000.00	8,000.00	8,000.00
12202	5510	FIRE PREVENTION	4,481.06	5,000.00	5,000.00	4,534.00	5,000.00	5,000.00	5,000.00
12202	5513	EMERGENCY MANAGEMENT	1,163.59	3,000.00	3,000.00	0.00	1,000.00	1,000.00	1,000.00
12202	5586	FIRE SUPPRESSION SUP	19,389.01	21,500.00	21,500.00	16,445.48	21,000.00	21,000.00	21,000.00
12202	5730	DUES AND SUB	1,500.00	1,500.00	1,500.00	1,500.00	2,000.00	1,500.00	1,500.00
<b>Total Fire-Expenses</b>			<b>299,453.36</b>	<b>337,078.00</b>	<b>337,078.00</b>	<b>246,353.52</b>	<b>352,078.00</b>	<b>341,728.00</b>	<b>341,728.00</b>

## CITY OF SALEM - FY 2017 OPERATING BUDGET

Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
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100	220	Department Total	7,997,555.18	8,550,661.00	8,550,661.00	7,692,438.53	8,684,835.00	8,676,620.00	8,676,620.00
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**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016 52.4	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016 0.0%	Prop Rate FY 2017 0.0%	Dept Request FY 2017 52.2	Mayor Rate FY 2017 2.5%	Mayor Proposed FY 2017 52.2	Council Voted FY 2017
CODY	DAVE	100 FIRE		12201-5111 CHIEF		111,705.27		1.00	1		2,131.78	2,185.08	114,061.18	2,185.08	114,061.18	114,061.18
		100 FIRE		12201-5111 DEPUTY CHIEFS		348,644.45		4.00	4		1,663.38	1,704.96	355,995.65	1,704.96	355,995.65	355,995.65
		100 FIRE		12201-5111 CAPTAINS		682,131.67		9.00	9		1,446.42	1,482.58	696,516.08	1,482.58	696,516.08	696,516.08
		100 FIRE		12201-5111 LIEUTENANTS		1,054,497.60		16.00	16		1,257.75	1,289.20	1,076,739.84	1,289.20	1,076,739.84	1,076,739.84
		100 FIRE		12201-5111 FIRE FIGHTERS-4		2,792,631.80		51.00	51		1,065.89	1,092.54	2,908,559.99	1,092.54	2,908,559.99	2,908,559.99
		100 FIRE		12201-5111 FIRE FIGHTERS-3		106,660.20		4.00	4		1,017.75	1,043.19	217,818.07	1,043.19	217,818.07	217,818.07
		100 FIRE		12201-5111 FIRE FIGHTERS-2		293,945.14		0.00	0		934.94	958.32	-	958.32	-	-
		100 FIRE		12201-5111 FIRE FIGHTERS-1		-		3.00	3		842.51	863.57	135,235.06	863.57	135,235.06	135,235.06
ADDISON	JOHN	100 FIRE		12201-5111 MECHANIC	1/1/2014	55,548.19		1.00	1		1,060.08	1,164.56	60,790.03	1,164.56	60,790.03	60,790.03
				STEP INCREASE 2 & 3		3,764.46			1		71.84	-	-	-	-	-
DICHIRICO	CYNTHIA	100 FIRE		12201-5112 EXECUTIVE SECRETARY		46,338.30		1.00	1	100%	884.32	884.32	46,161.44	906.43	47,315.47	47,315.47
				STEP INCREASES		9,679.84			1		9,679.84	9,679.84	9,679.84	9,679.84	9,679.84	9,679.84
				FIRE PREVENTION ADD TO BASE		7,500.00			3		2,500.00	2,500.00	7,500.00	2,500.00	7,500.00	7,500.00
						268,148.99	5.00				Afscome Total		216,599.19	216,599.19		216,599.19
						5,781,195.91	95.00	Total Full Time - 5111					5,845,656.37	5,846,810.41		5,846,810.41
THERIAULT	CINDY	100 FIRE		12201-5113 CLERK	7/14/2008	19,389.31	P		19		19.48	19.48	19,320.26	19.97	19,803.27	19,803.27
Part-Time FAO's		100 FIRE		12201-5113 FAO's		15,000.00			19		15.00	15.00	15,000.00	15.38	15,248.93	15,248.93
		100 FIRE		12201-5113 EMERGENCY MGMT CLERK		15,000.00			19		15.00	15.00	15,000.00	15.38	15,248.93	15,248.93
						49,389.31	Total PartTime - 5113					49,320.26	50,301.12		50,301.12	
		100 FIRE		12201-5131 OT FF CONTRACTUAL-88 & MECHANIC		779,315.95			88				797,392.51		797,392.51	797,392.51
		100 FIRE		12201-5131 OT - FAO'S		45,000.00			5				45,000.00		45,000.00	45,000.00
		100 FIRE		12201-5131 OT - FF		50,000.00							50,000.00		50,000.00	50,000.00
		100 FIRE		12201-5131 OT - HAUNTED HAPENINGS		7,100.00							7,100.00		7,100.00	7,100.00
		100 FIRE		12201-5131 OT - COMMUNITY EVENTS		6,300.00							6,300.00		6,300.00	6,300.00
		100 FIRE		12201-5131 OT - RECRUITS TO ACADEMY		4,500.00							28,980.00		28,980.00	28,980.00
						892,215.95	Total Overtime - 5131					934,772.51	934,772.51		934,772.51	
		100 FIRE		12201-5133 EMT		39,600.00			66			600.00	40,800.00		40,800.00	40,800.00
		100 FIRE		12201-5136 HOLIDAYS FF & MECHANIC		447,702.97						Varies	458,074.73		458,074.73	458,074.73
		100 FIRE		12201-5138 OUT OF GRADE		72,000.00						Varies	72,000.00		72,000.00	72,000.00
		100 FIRE		12201-5139 NIGHTS FIREFIGHTERS & FAO'S		383,061.36						Varies	391,935.60		391,935.60	391,935.60
		100 FIRE		12201-5141 LONGEVITY - FF & Mechanic		148,944.80						Varies	151,334.65		151,334.65	151,334.65
		100 FIRE		12201-5143 FF RANK DUTY RECOGNITION		29,500.00			59			500.00	29,500.00		29,500.00	29,500.00
		100 FIRE		12201-5145 EDUCATION INCENTIVE		40,285.36						Varies	39,359.26		39,359.26	39,359.26
		100 FIRE		12201-5150 SENIOR/MASTER/VETERAN		323,200.00						Varies	314,000.00		314,000.00	314,000.00
		100 FIRE		12201-5154 SPECIALTY PAY		6,000.00			12			500.00	6,000.00		6,000.00	6,000.00
						1,490,294.49	Total All Other					1,503,004.24	1,503,004.24		1,503,004.24	
						8,213,095.66	95.00	Department Total					8,332,753.39	8,334,888.28		8,334,888.28
Full-Time Equivalent Employees:		FY 2015	95.00													
		FY 2016	95.00													
		FY 2017	95.00													
		Variance 16 vs. 17	0.00													

**FY 2017 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Voted By Council FY 2015 52.4	F T E	Rate FY 2016	Incr FY 2017	Calc Rate FY 2017	STEP INCREASES					Dept Request FY 2017 52.2	Mayor FY 2017 52.2	Council FY 2017 52.2		
											Date	Rate	# Wks Old    New							
BROWN	JEFFREY	100 FIRE	12201-5111	FIRE ALARM OP SUPERV	07/05/1990	53,826.74	1.00	1,027.23	1.015	1,042.64					100%	54,425.61	54,425.61	54,425.61		
LERNER	SHAWN	100 FIRE	12201-5111	FIRE ALARM OPER	11/11/1994	49,611.63	1.00	946.79	1.015	960.99					100%	50,163.61	50,163.61	50,163.61		
LERNER - Shift Differential						3,968.93		42.08	1.015	42.71					100%	2,229.52	2,229.52	2,229.52		
O'KEEFE	FRANCIS	100 FIRE	12201-5111	FIRE ALARM OPER	1/7/2008	49,611.63	1.00	946.79	1.015	960.99					100%	50,163.61	50,163.61	50,163.61		
O'KEEFE- Shift Differential						3,968.93		93.21	1.015	94.61					100%	4,938.55	4,938.55	4,938.55		
STEPHEN	PAUL	100 FIRE	12201-5111	FIRE ALARM OPER	10/29/1996	49,611.63	0.00	946.79	1.015	-					100%	Resigned	Resigned	Resigned		
STEPHEN - Shift Differential						3,968.93		75.74	1.015	-					100%	Resigned	Resigned	Resigned		
WHITMORE	JONATHON	100 FIRE	12201-5111	FIRE ALARM OPERATOR	3/20/2010	49,611.63	1.00	946.79	1.015	960.99					100%	50,163.61	50,163.61	50,163.61		
WHITMORE - Shift Differential						3,968.93		85.21	1.015	86.49					100%	4,514.68	4,514.68	4,514.68		
LARRABEE	CLINT	100 FIRE	12201-5111	FIRE ALARM OPER	8/19/2015		1.00	880.37	1.015	893.58	8/19/2016	926.62	7.0    45.2	100%	48,138.25	48,138.25	48,138.25			
LARRABEE - Shift Differential								39.68	1.015	40.28		46.33	7.0    45.2	100%	2,376.09	2,376.09	2,376.09			
						268,148.99	5.00											216,599.19	216,599.19	216,599.19



**FY 2017 DETAILED BUDGET REPORT  
EXPENSES**

**FIRE DEPARTMENT - 100**

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
12202	5211	Electricity			
		Electric service for five stations.	38,110	38,110	38,110
<b>TOTAL</b>			<b>38,110</b>	<b>38,110</b>	<b>38,110</b>
12202	5215	Natural Gas			
		Gas service for heating, cooking, hot water in five stations.	28,840	28,840	28,840
<b>TOTAL</b>			<b>28,840</b>	<b>28,840</b>	<b>28,840</b>
12202	5216	Oil Heat			
		Fuel oil for heat at Stations 4 & 6.	15,600	15,600	15,600
<b>TOTAL</b>			<b>15,600</b>	<b>15,600</b>	<b>15,600</b>
12202	5241	Building Maintenance (5 buildings)			
		Repair of overhead doors, springs, and motors. Repairs to plumbing, toilets & sinks.	35,000	35,000	35,000
		General station maintenance/repairs, Exhaust recovery system			
<b>TOTAL</b>			<b>35,000</b>	<b>35,000</b>	<b>35,000</b>
12202	5258	Fire Equipment Repair			
		Ladder testing /aerials	3,500	3,500	3,500
		Tires - cars & trucks	5,000	5,000	5,000
		Batteries, motor oil, etc.	5,000	5,000	5,000
		Pump testing and repairs	2,500	2,500	2,500
		Vehicle glass repairs	1,000	1,000	1,000
		Inspection stickers - all vehicles	1,500	1,500	1,500
		Transmission & engine work	9,500	9,500	9,500
		Body work - apparatus	12,500	12,500	12,500
		Truck lighting equipment	1,000	1,000	1,000
		Equipment - valves, hose repairs, plumbing	4,000	4,000	4,000
		Air compressors service & repairs air and breathing air	3,850	3,850	3,850
		Spark plugs, filters, small parts for trucks & other vehicles	3,000	3,000	3,000
		Brakes and other miscellaneous parts & supplies	7,500	7,500	7,500
				(9,850)	(9,850)
<b>TOTAL</b>			<b>59,850</b>	<b>50,000</b>	<b>50,000</b>
12202	5277	Photocopy Machine Lease			
		Machine lease and service calls - two copiers (Administration & Fire Prevention)	3,500	3,500	3,500
<b>TOTAL</b>			<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
12202	5294	Fire Protective Clothing			
		Badges, PBI hoods, rubber & leather boots, suspenders, gloves	7,000	7,000	7,000
		Repairs to PPE (jackets & trousers)	2,000	2,000	2,000
		Purchase of/ replacement Personal Protective Equipment	6,000	6,000	6,000
		7 new hires @ \$3000.00 each (was 2 @ 6000)	21,000	21,000	21,000
<b>TOTAL</b>			<b>36,000</b>	<b>36,000</b>	<b>36,000</b>
12202	5300	Purchase of Services			
		Radio service- mobiles, portables, repeaters, batteries	8,000	8,000	8,000
		faxes, servers, workstations	1,500	1,500	1,500
		Computer work - installations, upgrades, hardware	5,500	5,500	5,500
<b>TOTAL</b>			<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
12202	5317	Educational Training			
		New Officer training	3,000	3,000	3,000
		EMT re-certifications, classes	3,000	3,000	3,000
		Firehouse software (training for users, updates, licenses, support)	4,000	4,000	4,000
		Training seminars	2,500	2,500	2,500
<b>TOTAL</b>			<b>12,500</b>	<b>12,500</b>	<b>12,500</b>

**FY 2017 DETAILED BUDGET REPORT  
EXPENSES**

**FIRE DEPARTMENT - 100**

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
12202	5318	Dental Medical Services (Active Personnel) Provides for medical expenses for active personnel - job-related medical expenses.	15,000	15,000	15,000
<b>TOTAL</b>			<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
12202	5318R	Dental Medical Services (Retired Personnel) Provides for medical expenses incurred by retired personnel who were retired on a line of duty medical disability.	25,000	25,000	25,000
<b>TOTAL</b>			<b>25,000</b>	<b>25,000</b>	<b>25,000</b>
12202	5341	Telephone Verizon (Local & Regional) long distance provider Sprint/Nextel/ Inspection pads Call back/Detail program Telephone lines from repeaters/channel 2 added	13,200 1,500 4,400 2,328 4,000	13,200 1,500 4,400 2,328 4,000	13,200 1,500 4,400 2,328 4,000
<b>TOTAL</b>			<b>25,428</b>	<b>25,428</b>	<b>25,428</b>
12202	5421	Office Supplies (General) General Office Supplies as needed	5,250	5,250	5,250
<b>TOTAL</b>			<b>5,250</b>	<b>5,250</b>	<b>5,250</b>
12202	5451	Custodial Supplies General Custodial Supplies as needed	8,000	8,000	8,000
<b>TOTAL</b>			<b>8,000</b>	<b>8,000</b>	<b>8,000</b>
12202	5510	Fire Prevention Grounds care/ lawn service Code books NFPA code updates Arson seminars/membership Fire Prevention forms / supplies Fire Prevention seminars / meetings/expenses	1,000 500 1,000 250 1,500 750	1,000 500 1,000 250 1,500 750	1,000 500 1,000 250 1,500 750
<b>TOTAL</b>			<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
12202	5513	Emergency Management Emergency management expenses: Multi gas meter replacement	1,000 1,000	1,000 1,000	1,000 1,000
<b>Total</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
12202	5586	Fire Suppression Supplies Hose & nozzles Tools and Equipment Self-contained breathing apparatus (SCBA) repair, face piece, flo testing Mask fit testing Ground ladder testing, repairs Mobil radio parts, microphones, cases Other miscellaneous or unanticipated items - ladder replacements repairs Supplies laundering PPE	5,000 2,500 3,000 2,000 2,000 3,500 2,000 1,000	5,000 2,500 3,000 2,000 2,000 3,500 2,000 1,000	5,000 2,500 3,000 2,000 2,000 3,500 2,000 1,000
<b>TOTAL</b>			<b>21,000</b>	<b>21,000</b>	<b>21,000</b>
12202	5730	Dues & Subscriptions Membership dues - professional organizations: ECFC/ Fpdivision FCAM	2,000	1,500	1,500
<b>TOTAL</b>			<b>2,000</b>	<b>1,500</b>	<b>1,500</b>
<b>TOTAL PROPOSED</b>			<b>352,078</b>	<b>341,728</b>	<b>341,728</b>

**FY 2017 BUDGET  
FIRE DEPARTMENT PERSONNEL**

Rank	Name	Base Salary	#	Total
Chief	Cody, David	113,624.10	1	113,624.10
Deputy Chiefs	Beaudet, Glen	88,658.04		
	Giunta, John	88,658.04		
	Harrington, Brian	88,658.04		
	Pelletier, Keith	88,658.04	4	354,632.16
Captains	Austin Scott	77,093.95		
	Digiacomio, Peter	77,093.95		
	Dionne, Alan	77,093.95		
	Frechette Gerard	77,093.95		
	Koen Kevin	77,093.95		
	Levasseur, Dennis	77,093.95		
	Marfongelli, Antonio	77,093.95		
	Monahan, John	77,093.95		
	Payne, John	77,093.95	9	693,845.55
Lieutenants	Arno, Richard	67,038.22		
	Brennan, Richard	67,038.22		
	Bresnahan, William	67,038.22		
	Brophy, Thomas M.	67,038.22		
	Cook, Robert	67,038.22		
	DeFranco Frank	67,038.22		
	Flynn, Timothy	67,038.22		
	Griffin, Erin	67,038.22		
	Hebert, Scott	67,038.22		
	Jurasek, Joseph	67,038.22		
	Leonard, Michael	67,038.22		
	O'Donnell Mike	67,038.22		
	Schaeublin Peter E.	67,038.22		
	Silva Wayne	67,038.22		
	Thomas R. W.	67,038.22		
	Tobin, Patrick	67,038.22	16	1,072,611.52
Firefighters -4	Al-Nabulsi, Kasim A	56,812.05		
	Ataide, Manuel	56,812.05		
	Avigian, Richard	56,812.05		
	Blanchette, Daniel	56,812.05		
	Brennan, Keith	56,812.05		
	Buonfiglio, Michael	56,812.05		
	Burke Patrick	56,812.05		
	Burns, Edward F.	56,812.05		
	Butler, Martin	56,812.05		
	Campanaro, Charles	56,812.05		
	Cardoza, Don	56,812.05		
	Cooke, Raymond	56,812.05		
	Cosbar, Jeffrey	56,812.05		
	Darisse, Matthew F.	56,812.05		
	DeFranco Paul	56,812.05		
	Edge, Michael	56,812.05		
	Finnemore, Patrick	56,812.05		

Rank	Name	Base Salary	#	Total
Firefighters -4	Gallant, Paul	56,812.05		
	Gaudet, Lawrence	56,812.05		
	Geary, Daniel	56,812.05		
	Griffith, Robert	56,812.05		
	Hagerty, Seth	56,812.05		
	Henderson, Justin M.	56,812.05		
	Jellison, Robert	56,812.05		
	Keane, Matt	56,812.05		
	Klinetob, John	56,812.05		
	Koen, James	56,812.05		
	Krajeski, Raymond	56,812.05		
	Larrabee, Dean	56,812.05		
	Leblanc, Richard	56,812.05		
	Lohnes, Philip	56,812.05		
	Luzinski, William	56,812.05		
	Marfongelli, Patricia	56,812.05		
	McCarthy, Steven	56,812.05		
	Michaud, Paul	56,812.05		
	Morrison, John	56,812.05		
	O'Keefe Edward	56,812.05		
	O'Keefe Kevin	56,812.05		
	Palamara, Christopher	56,812.05		
	Potvin, Benjamin	56,812.05		
	Reyes, Jeffery	56,812.05		
	Roth, John	56,812.05		
	Saffer, Daniel	56,812.05		
	Sanville, Douglas	56,812.05		
	Szczechowicz, Bernard	56,812.05		
	Tarasuk, Jason	56,812.05		
	Therault, Randy	56,812.05		
	Thomas Jon	56,812.05		
	Thomas Richard P., III	56,812.05		
	Tremblay, Thomas	56,812.05		
	Twomey, Steven	56,812.05	51	2,897,414.55
Firefighters - 3/4	Arroyo, Rene	54,246.05		
	Francis, Andrew	54,246.05	2	108,492.10
Firefighters - 3	Bolduc, Scott	54,246.05		
	Riley, Ryan	54,246.05	2	108,492.10
Firefighters - 1	Doe 1	44,905.84		
	Doe 2	44,905.84		
	Doe 3	44,905.84	3	134,717.52
<b>Total FF</b>			<b>88</b>	<b>5,483,829.60</b>

# Police

## Mission Statement – Why We Exist

The Mission of the Salem Police Department is to enforce laws, protect individual rights, lives and property and to arrest those in need of arresting, cite those who need citing, assist those who need assisting, in order to improve public safety for everyone, reduce crime in our community, and diminish the fear of crime. We will utilize problem-solving strategies that focus on crime prevention, dispute resolution, and foster enhanced communication, cooperation and involvement with the community. We will treat people with dignity and respect and deliver the highest standards of police service and assistance to all. We will do this with pride in our profession and with professionalism worthy of the badge.



# SALEM POLICE DEPARTMENT



## Significant Budget & Staffing Changes For FY 2017

### **Personnel:**

- Increase in staffing of Patrol Officers by six officers attending Academy classes or scheduled to attend Academy classes.
- Increased one part-time Records Office staff to full-time to continue assisting in that office, conducting grant and detail reconciliations, assisting the detail office, and assisting the Department research Grant funding opportunities.
- Increase in Overtime funding to account for the loss of personnel from military leave and injuries, as well as, increased rates.
- Decreased one Lieutenant, as a result of the promotion of the Temporary Captain.



### **Expenses:**

- Increased Radio & Vehicle Maintenance by \$6,030 to account for the increase in Cybercomm maintenance contract due to the current age of the portable radios
- Increased Building Maintenance & Services of \$17,722 to account for the CAD/RMS vendor change and maintenance contract and the anticipated and unanticipated increase in expenditures for the building and property based on current year expenditures and problem projection



- Increase in Dive Team of \$1,000 to account for equipping two divers with all dry and wetsuit equipment as most of the equipment is more than 10 years old
- Decrease Telephone & Communications by \$25,350 to account for better monthly rates with Verizon/AT&T and reduction in fee for CodeRED.
- Increase in Out of State Travel of \$1,900 to account for IACP Chief's Conference and FBI training
- Decrease in Dues and Subscriptions of \$1,239 to account for reduction in subscription costs

## Recent Accomplishments

- Upgraded our CAD/RMS systems to NexGen and transitioned from Microsystems over the past several months. Continuing to make improvements and utilize more features while all Officers are improving their understanding of the Federal crime data collection NIBRS (National Incident Based Reporting System).
- Gave the Fleet an image overhaul introducing a new graphic design to the Police Cruisers
- Brought back the 10-week Citizen's Police Academy with a topic instruction update and graduated 35 residents in November of 2015, and in December graduated 25 8<sup>th</sup> grade students from the Youth Citizen's Police Academy with 50% of the students considered "at-risk" youth.
- Members of the Community Impact Unit (CIU) regularly attend neighborhood meetings and have attended more than 60 this fiscal year.
- Community engagement took on a new look in September with Patrol Officers and Sergeants attending neighborhood meetings in their area of coverage in order to build a better, stronger, and more effective communications system between residents and Officers. Patrol Officer also began targeting specific City events and parks where groups of residents would be gathering for sports, races, block parties, and the like, in order to foster dialogue between residents and Officers.
- Provided security for two cruise ships this past Fall season, which was quite successful and well-received.
- Successfully navigated the largest attended Halloween with the lowest number of arrests with extremely positive feedback about the public safety presence and response.
- Effectively used approach and sound meters for the October downtown noise complaints.







- Successfully undertook the July 4<sup>th</sup> Fireworks coverage during the first year that Danvers did not hold their fireworks event. The planning and organization took a similar sector approach to our Halloween event. We also began our “Fireworks=Fines” campaign, which had some impact right up to July 4<sup>th</sup>, but did not have the desired result on the 4<sup>th</sup> or immediately thereafter.
- A number of grant opportunities funded this year including the Traffic Pedestrian/Bicycle grant, Traffic enforcement signage, Point Neighborhood Directed Patrols Grant, Taser Grant for 7 taser units, Naloxone Grant to fund “Narcan” for two years, Port Security Grant, which funded a Harbormaster boat and cameras and software upgrades to the waterfront, as well as, the Underage Drinking grant to target underage drinkers and an alcohol compliance regulations with licensed establishments.
- Continued involvement in the N.S. Opioid Task Force with Board of Health, Peabody, Project Cope/Bridgewell and Healthy Streets. This effort launched the first Overdose Awareness Day in August, which was well attended, and the Opiate Awareness Walk in November to Palmer Cove.
- Re-designed a portion of Police Headquarters to accommodate the City’s new technology – Fiber Network System in order to

provide a quick and safe location for the City to improve technology and communication.

- Received only 10 officer complaints this year, which is down minimally 25%.
- Detectives and part-time MH Clinician followed up on over 100 overdoses this year to encourage treatment options.
- Detectives arrested five key Heroin dealers and confiscated between 250 and 300 grams of heroin getting both the dealers and drugs off our streets.
- Criminal Investigation Division has about an 80% solvability clearance rate on all major crimes so far this fiscal year, no small undertaking.
- Revised the Patrol Division shift schedule in a manner that was responsive to calls for service and benefit day coverage based on City Stat data, which has effectively reduced overtime expenditures for the past six weeks since being put in place



## **FY 2017 Goals & Objectives**

- **Improve the efficiency and effectiveness of police services and safety in the community**
  - ✓ Through the outside Organizational Review pinpoint the recommendations with the assistance of the Steering Committee that identifies area of improvement and work toward a timely introduction of key initiatives to bring about those improvements.
  - ✓ Identify best practices for improving timely responsiveness to calls for service
  - ✓ Review the organizational chart and identify ways to streamline processes
  - ✓ Reduce overall motor vehicle accidents by a coordinated traffic education and enforcement initiative
  - ✓ Be actively involved in identifying traffic efficiencies while ensuring motorist and pedestrian safety.





- **Improve Police/community relationship to build and foster trust and legitimacy**
  - ✓ Identify increasing new initiatives to encourage effective community engagement
  - ✓ Continue Citizen's Police Academy and Youth Citizen's Academy 2x per year
  - ✓ Create an openness and transparency by providing more information through our website, facebook, and twitter, including posting all non-tactical policies and procedures, post a downloadable copy of our Citizen's Complaint Form, provide Organizational Chart, and Information about calls for service and more
  - ✓ Review the current Website and make appropriate improvements to enhance the information available to residents
  - ✓ Continue having Patrol Officers and Sergeants regularly attend neighborhood meetings throughout the year and post neighborhood meeting dates, times and locations
- **Effectively address the problem of drugs in our community**
  - ✓ Continue work with the North Shore Opioid Task Force and improve work within the organization to include a Grassroots Group for enhanced community involvement
  - ✓ Utilize resources for public education such as Brochures, presentations such as Anonymous People and Heroin is Killing My Town, to bring about more open discussion and involvement
  - ✓ Identify all initiatives to bring attention to the Heroin epidemic to the community and those negatively affected
  - ✓ Form a regional collaborative to work on effective investigations and arrests to remove the drugs and drug dealers from our streets
  - ✓ Offer assistance to all who need treatment and connect with a treatment facility
  - ✓ Provide support and assistance to families and friends struggling with addicted persons
  - ✓ Identify funding source for Peer Review – utilizing the resources of a Drug Counselor and a Recovering Addict to follow-up and interact with overdose victims and identified users to encourage treatment and recovery
  - ✓ Continue to build alliances of support to identify treatment facilities and contact information with agencies to include Mass Behavior Health Commission
  - ✓ Utilize the ECCF Treatment Center options for low level crimes precipitated by drug addiction and utilize the District Attorney's Drug Diversion initiative
- **Reduce crime in our community and increase citizen safety and perception of safety**
  - ✓ Implementing innovative and proactive problem solving initiatives with the community based on analysis of crime statistics and trends and community feedback of problem areas from meetings and survey

- ✓ Provide neighborhood meeting announcement information on Department website and/or social media to encourage more attendance and thus involvement and feedback
- ✓ Conduct targeted crime enforcement initiatives in both proactive & preventative patrols and through the use of undercover operations and the Strategic Crime Reduction Task Force to target criminal activity
- ✓ Target high crime areas with traffic enforcement initiatives to ensure presence at key locations and intersections as identified as having a key impact through the use of comparative data driven research
- ✓ Utilize and encourage more alternative patrol methods including enhanced bicycle patrols, T-3's, and walking patrols in key areas where crime, problems, or disturbances occur
- ✓ Provide for Downtown crossing coverage and walking patrol presence during the busiest months



Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
Calls for Service	39,881	40,138	48,700	40,648
Arrests ( Court Action Taken) / Protective Custody	2,734	2,510	4,170	2,450
Robberies	27	26	33	14
Breaking and Entering	128	152	172	182
Sexual Assaults	23	17	13	18
MV Thefts	52	46	44	60
Larceny	1,096	1108	746	1150
Assaults	553	614	865	508
MV Accidents	2,257	306	2,342	1612
MV Citation Violations	8,093	6,875	8,718	7,500
Neighborhood Meetings	45	58	35	52

## How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

**Look for ways to deliver City services more efficiently and effectively through the use of technology.**

**Enhance use of technology in public safety.**



- Reviewing and updating website, Facebook, and Twitter to provide more information to the community and examining effective communication technology to enhance this flow of information to the community and from the community

**Maintain high level of all public safety services: police and fire**

- Implement proactive problem solving initiatives through the use of crime stats and trends and community feedback
- Continue police presence at all neighborhood meetings in order to assure we address community needs
- Conduct targeted crime enforcement
- Utilize more alternative patrol methods to foster better direct communication

**Complete and implement recommendations from police department organizational review**

- Cooperate with all areas of the organizational review in order to obtain the most accurate information
- Through the use of the Steering Committee, we will work collaboratively to identify the best recommendations and practices to be put into place and work diligently to implement

**Improve traffic and parking enforcement**

- Initiate a coordinated traffic education and enforcement initiative to positively affect overall driver behavior
- Reduce overall motor vehicles accidents through the above method
- Actively identify all traffic deficiencies by working with other City Departments provide for traffic efficiencies that also recognize the safety needs of pedestrians, motorists, and people using other modes of transportation.



# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Police-Personnel</b>									
12101	5111	SALARIES-FULL TIME	5,724,385.58	5,903,002.00	6,020,002.00	5,622,434.21	6,417,150.00	6,418,843.00	6,418,843.00
12101	5113	SALARIES-PART TIME	71,630.04	76,569.00	76,569.00	56,770.89	72,813.00	73,902.00	73,902.00
12101	5131	OVERTIME (GENERAL)	789,174.93	710,127.00	860,452.00	837,567.33	850,000.00	850,000.00	850,000.00
12101	5136	HOLIDAYS	505,006.28	471,807.00	471,807.00	457,658.16	526,110.00	526,110.00	526,110.00
12101	5138	OUT OF GRADE	13,278.56	14,000.00	14,000.00	12,276.11	15,050.00	15,050.00	15,050.00
12101	5141	LONGEVITY	100,800.00	100,800.00	99,800.00	99,800.00	102,500.00	102,500.00	102,500.00
12101	5142	ELECTIONS	11,980.00	21,270.00	21,270.00	19,401.52	18,150.00	18,150.00	18,150.00
12101	5145	EDUCATION INCENTIVE	715,800.74	720,715.00	718,915.00	563,131.00	835,164.00	835,164.00	835,164.00
12101	5151	WELLNESS	6,200.00	6,750.00	6,750.00	2,500.00	6,500.00	6,500.00	6,500.00
12101	5153	SENIOR/MASTER/VET STIPEND	307,450.00	300,650.00	303,450.00	303,450.00	310,650.00	310,650.00	310,650.00
12101	5154	SPECIALTY STIPEND	41,085.17	47,000.00	47,000.00	34,795.89	46,000.00	46,000.00	46,000.00
12101	5156	SHIFT DIFFERENTIAL	381,117.39	431,949.00	431,949.00	291,255.91	453,992.00	453,992.00	453,992.00
<b>Total Police-Personnel</b>			<b>8,667,908.69</b>	<b>8,804,639.00</b>	<b>9,071,964.00</b>	<b>8,301,041.02</b>	<b>9,654,079.00</b>	<b>9,656,861.00</b>	<b>9,656,861.00</b>
<b>Police-Expenses</b>									
12102	5211	ELECTRICITY	45,805.58	55,000.00	55,000.00	39,707.75	55,000.00	55,000.00	55,000.00
12102	5215	NATURAL GAS	18,694.31	19,000.00	18,000.00	17,108.25	19,000.00	19,000.00	19,000.00
12102	5253	RADIO & VEHICLE MAINT	60,987.02	61,207.00	61,207.00	52,142.31	67,237.00	65,000.00	65,000.00
12102	5284	EQUIPMENT LEASE	21,420.88	8,500.00	8,500.00	6,954.64	8,500.00	8,500.00	8,500.00
12102	5300	BUILDING MAINT & SERVICES	127,956.97	124,878.00	124,878.00	122,763.52	159,010.00	159,010.00	159,010.00
12102	5317	TRAINING AND EDUCATION	19,309.35	33,400.00	62,400.00	46,428.54	51,400.00	51,400.00	51,400.00
12102	5318	MEDICAL - ACTIVE	71,281.69	20,000.00	73,000.00	55,641.29	20,000.00	17,400.00	17,400.00
12102	5320	CONTRACTED SERVICES	0.00	0.00	0.00	0.00	0.00	46,000.00	46,000.00
12102	5326	DIVE TEAM EXPENSES	2,999.17	3,000.00	3,000.00	1,906.55	5,000.00	4,000.00	4,000.00
12102	5341	TELEPHONE & COMMUNICATIONS	88,948.13	98,345.00	95,845.00	83,762.19	86,995.00	72,995.00	72,995.00
12102	5381	PRINTING AND BINDING	3,871.25	4,375.00	4,375.00	4,063.25	4,375.00	4,375.00	4,375.00
12102	5384	ANIMAL CARE & CONTROL	11,751.18	13,000.00	13,000.00	11,604.11	13,000.00	12,000.00	12,000.00
12102	5421	OFFICE SUPPLIES (GEN	15,001.87	17,000.00	17,000.00	13,193.99	17,000.00	17,000.00	17,000.00
12102	5585	ARMS AND AMMUNITION	6,219.60	19,500.00	19,000.00	16,229.50	19,000.00	18,000.00	18,000.00
12102	5710	IN STATE TRAVEL/MEETINGS	629.35	500.00	500.00	249.55	500.00	500.00	500.00
12102	5720	OUT OF STATE TRAVEL	1,372.66	1,600.00	0.00	0.00	3,500.00	3,500.00	3,500.00
12102	5730	DUES AND SUB	13,777.98	17,739.00	17,378.00	13,614.28	16,500.00	16,500.00	16,500.00
12102	5775	COMMUNITY EVENTS	50,768.63	55,000.00	60,961.00	60,819.38	81,875.00	70,000.00	70,000.00
12102	5862	POLICE EQUIPMENT	21,027.66	32,776.00	32,776.00	26,743.96	26,540.00	26,540.00	26,540.00

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
Total	Police-Expenses		581,823.28	584,820.00	666,820.00	572,933.06	654,432.00	666,720.00	666,720.00
210	210	Department Total	9,249,731.97	9,389,459.00	9,738,784.00	8,873,974.08	10,308,511.00	10,323,581.00	10,323,581.00

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Proposed FY 2017	Council Voted FY 2017
					52.4					0.0%	0.0%	52.2	2.5%	52.2	
BUTLER MARY	210 POLICE	12101-5111	*CHIEF		155,000.00		1.00	1	2,980.77	155,000.00	155,000.00	155,000.00	155,000.00	155,000.00	155,000.00
	210 POLICE	12101-5111	CAPTAINS		342,810.68		4.00	4	1,774.85	92,292.40	92,292.40	369,169.60	92,292.40	369,169.60	369,169.60
	210 POLICE	12101-5111	LIEUTENANTS		664,934.49		8.00	8	1,530.05	79,562.42	79,562.42	636,499.36	79,562.42	636,499.36	636,499.36
	210 POLICE	12101-5111	SERGEANTS		891,674.56		14.00	14	1,319.01	68,588.28	68,588.28	960,235.92	68,588.28	960,235.92	960,235.92
	210 POLICE	12101-5111	PATROLMEN STEP 5		2,971,635.70		55.00	55	1,118.93	54,029.74	58,184.13	3,200,127.15	58,184.13	3,200,127.15	3,200,127.15
	210 POLICE	12101-5111	PATROLMEN STEP 4		107,360.74		2.00	2	1,111.69	53,680.37	57,807.89	115,615.78	57,807.89	115,615.78	115,615.78
	210 POLICE	12101-5111	PATROLMEN STEP 3		158,586.63		2.00	2	1,094.75	52,862.21	56,926.82	113,853.64	56,926.82	113,853.64	113,853.64
	210 POLICE	12101-5111	PATROLMEN STEP 2		101,912.24		6.00	6	1,055.27	50,956.12	54,874.17	329,245.02	54,874.17	329,245.02	329,245.02
	210 POLICE	12101-5111	PATROLMEN STEP 1	6 mos	48,712.70		2.00	2	504.41	24,356.35	26,229.12	52,458.24	52,458.24	52,458.24	52,458.24
LUBAS SHARYN	210 POLICE	12101-5111	OFFICE MANAGER	6/27/1994	56,534.61		1.00	1		1,078.90	1,078.90	56,318.83	1,105.88	57,726.80	57,726.80
CONNORS JAYNE	210 POLICE	12101-5111	ADMIN ASSISTANT	12/06/2010	42,045.44		1.00	1		802.39	802.39	41,884.96	822.45	42,932.08	42,932.08
RAYMOND LINDA	210 POLICE	12101-5111	EXECUTIVE SECRETARY	7/1/2011	38,545.73		1.00	1		735.61	785.00	40,977.00	754.00	39,358.58	39,358.58
GREENER FRED	210 POLICE	12101-5113	JR CLERK/Grants		20,624.64		1.00	1		16.40	656.00	34,243.20	672.40	35,099.28	35,099.28
*Chiefs salary includes all stipends in base salary					AFSCME					16.40	Total AFSCME 1818	311,521.04		311,521.04	311,521.04
					5,904,883.40		103.50	Total Full Time - 5111				6,417,149.73		6,418,842.49	6,418,842.49
KOBIALKA THEODORE	210 POLICE	12101-5113	POL TEMP		14,947.37			19		15.01	RETIRED				
Replace Kobialka	210 POLICE	12101-5113	JR CLERK-Bilingual					19		-	15.15	15,025.77	15.53	15,401.41	15,401.41
LANDERS SALLY	210 POLICE	12101-5113	JR CLERK		14,644.03			19		14.71	14,588.14	15.08	14,952.84	14,952.84	14,952.84
FAMICO DONALD	210 POLICE	12101-5113	ANIMAL CONTROL		12,016.91			14		19.11	19.11	13,966.22	19.59	14,315.38	14,315.38
TBD - Call in Dispatcher	210 POLICE	12101-5113	PER DIEM DISPATCHER		5,616.00			208		22.82	-	-	-	-	-
GAUTHIER JAMES	210 POLICE	12101-5113	FINGERPRINT EXPERT		29,344.00			16		35.00	35.00	29,232.00	35.00	29,232.00	29,232.00
GREENER FRED	210 POLICE	12101-5113	PT JR CLERK		-			19		-	-	-	-	-	-
					76,568.32			Total Part Time - 5113				72,812.13		73,901.63	73,901.63
	210 POLICE	12101-5131	OVERTIME		370,000.00					-	-	473,917.00		473,917.00	473,917.00
	210 POLICE	12101-5131	Training		73,480.00					-	-	91,500.00		91,500.00	91,500.00
	210 POLICE	12101-5131	OT COURT		126,000.00					-	-	126,000.00		126,000.00	126,000.00
	210 POLICE	12101-5131	OT-Events		59,147.00					-	-	63,583.00		63,583.00	63,583.00
	210 POLICE	12101-5131	OT HH		65,000.00					-	-	70,000.00		70,000.00	70,000.00
	210 POLICE	12101-5131	OT - DISPATCHERS		16,500.00					-	-	25,000.00		25,000.00	25,000.00
					710,127.00			Total Overtime - 5131				850,000.00		850,000.00	850,000.00
	210 POLICE	12101-5136	HOLIDAYS Officers & Dispatch		471,806.96					-	-	526,110.00		526,110.00	526,110.00
	210 POLICE	12101-5138	OUT OF GRADE		14,000.00					-	-	15,050.00		15,050.00	15,050.00
	210 POLICE	12101-5141	LONGEVITY		100,800.00					-	-	102,500.00		102,500.00	102,500.00
	210 POLICE	12101-5142	ELECTIONS		21,270.00					-	-	18,150.00		18,150.00	18,150.00
	210 POLICE	12101-5151	WELLNESS		6,750.00					-	-	6,500.00		6,500.00	6,500.00
	210 POLICE	12101-5153	SENIOR/MASTER/VETERAN		300,650.00					-	-	310,650.00		310,650.00	310,650.00
	210 POLICE	12101-5154	SPECIALTY STIPEND		47,000.00					-	-	46,000.00		46,000.00	46,000.00
					1,682,991.09			Total other -				1,024,960.00		1,024,960.00	1,024,960.00
	210 POLICE	12101-5145	EDUCATION INCENTIVE-Old QUINN		720,714.13					-	-	757,664.00		757,664.00	757,664.00
	210 POLICE	12101-5145	EDUCATION INCENTIVE-New Hires		-					-	-	77,500.00		77,500.00	77,500.00
					720,714.13			Total Edu Incentive-5145				835,164.00		835,164.00	835,164.00
	210 POLICE	12101-5156	SHIFT DIFFERENTIAL		421,299.31					-	-	443,343.00		443,343.00	443,343.00
	210 POLICE	12101-5156	Night/Weekend Differential-Dispatchers		10,648.80			40		5.10	5.10	10,648.80	5.10	10,648.80	10,648.80
Moved Jake Fraczek to IT Services					431,948.11			Total Shift/Night Diff-5156				453,991.80		453,991.80	453,991.80
					9,527,232.05		103.50	Department Total				9,654,077.66		9,656,859.92	9,656,859.92

Full-Time Equivalent Employees:	FY 2015	102.20
	FY 2016	101.20
	FY 2017	103.50
	Variance 16 vs. 17	2.30



**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016 52.4	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016 0.0%	Prop Rate FY 2017 0.0%	Dept Request FY 2017 52.2	Mayor Rate FY 2017 2.5%	Mayor Proposed FY 2017 52.2	Council Voted FY 2017
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										FY 2016	FY 2017			
<b>GRANT FUNDING</b>														
Police 911 Support Grant	25343-5111	Five Dispatchers						0.30	2	30%	71,349.96	71,349.96		
Police Budget	12101-5111	Five Dispatchers						0.70	2	70%	166,483.23	166,483.23		
										<b>237,833.19</b>	<b>237,833.19</b>	<b>0%</b>		

**FY 2017 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Voted By Council FY 2015 52.4	F T E	Rate FY 2016	Incr FY 2017	Calc Rate FY 2017	STEP INCREASES					Dept Request FY 2017 52.2	Mayor FY 2017 52.2	Council FY 2017 52.2
											Date	Rate	# Wks Old    New					
PATTERSON	DONNA	210 POLICE	12101-5111	PRIN CLERK	08161993	47,503.80	1.00	906.56	1.015	920.16					100%	48,032.33	48,032.33	48,032.33
VASSY	MARK	210 POLICE	12101-5111	SR BLDG CUSTODIAN III	11231992	47,805.98	1.00	912.33	1.025	935.14					100%	48,814.10	48,814.10	48,814.10
VASSY	Shift Differential		12101-5111	Base Rate X 9%		4,302.37		82.11	1.025	84.16					100%	4,393.27	4,393.27	4,393.27
-																		
DUXBURY	LISA	210 POLICE	12201-5111	Police Dispatcher Step II/III	1/1/2014	39,760.34	0.00	912.92	1.015	-					Resigned	Resigned	Resigned	
DUXBURY	Shift Differential		12201-5111	Base Rate X 9%		2,030.46		-	0.000	-					-	-	-	
GRIFFIN	MICHAEL	210 POLICE	12201-5111	Police Dispatcher Step II/III	1/1/2014	39,760.34	0.70	912.92	1.015	926.61	1/1/2016	960.99	26.0   26.2	70%	41,716.52	41,716.52	41,716.52	
GRIFFIN	Shift Differential		12201-5111	Base Rate X 9%		2,030.46		82.16	1.015	83.40					70%	2,133.08	2,133.08	2,133.08
MCKENNA	CHARLES	210 POLICE	12201-5111	Police Dispatcher Step II/III	1/1/2014	39,760.34	0.70	912.92	1.015	926.61	1/1/2016	960.99	26.0   26.2	70%	41,716.52	41,716.52	41,716.52	
PROSNIIEWSKI	MICHAEL	210 POLICE	12201-5111	Police Dispatcher Step I/II	10/3/2015		0.70	880.38	1.015	893.59	10/3/2016	926.62	13.2   39.0	70%	37,092.06	37,092.06	37,092.06	
PROSNIIEWSKI	Shift Differential		12201-5111	Base Rate X 9%				79.23	1.015	80.42					70%	2,057.05	2,057.05	2,057.05
SARAIVA	MELISSA	210 POLICE	12201-5111	Police Dispatcher Step II/III	1/1/2014	39,760.34	0.70	912.92	1.015	926.61	1/1/2016	960.99	26.0   26.2	70%	41,716.52	41,716.52	41,716.52	
STOKES	KEEGAN	210 POLICE	12201-5111	Police Dispatcher Step II/III	1/1/2014	39,760.34	0.70	912.92	1.015	926.61	1/1/2016	960.99	26.0   26.2	70%	41,716.52	41,716.52	41,716.52	
STOKES	Shift Differential		12201-5111	Base Rate X 9%		2,030.46		82.16	1.015	83.40					70%	2,133.08	2,133.08	2,133.08
						304,505.24	5.50									311,521.04	311,521.04	311,521.04

**FY 2017 DETAILED BUDGET REPORT  
EXPENSES**

**Police - 210**

ORG	Object	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
12102	5211 Electricity				
		Based on FY15 and year to date (FY16) expenses to include On-Point Building	55,000	55,000	55,000
<b>TOTAL</b>			<b>55,000</b>	<b>55,000</b>	<b>55,000</b>
12102	5215 Natural Gas				
		Based on FY15 and year to date (FY16) expenses to include On-Point Building	19,000	19,000	19,000
<b>TOTAL</b>			<b>19,000</b>	<b>19,000</b>	<b>19,000</b>
12102	5253 Radio & Vehicle Maintenance and Parts				
		Normal maintenance of fleet, including parts not supplied by DPW, and deductibles	40,000	40,000	40,000
		Cybercomm Contract maintenance & repair of portable, mobile and base radios	27,237	25,000	25,000
<b>TOTAL</b>			<b>67,237</b>	<b>65,000</b>	<b>65,000</b>
12101	5284 Equipment Lease				
		Lease 2 Copiers ( 1color/ 1Blk & White plus copies)	8,500	8,500	8,500
<b>TOTAL</b>			<b>8,500</b>	<b>8,500</b>	<b>8,500</b>
12102	5300 Bldg Maintenance & Services				
		Bldg. Services & maintenance not covered by contract (estimated)	17,500	17,500	17,500
		Custodial Supplies	6,500	6,500	6,500
		NexGen (CAD/RMS)	22,000	22,000	22,000
		HVAC maintenance - Falite Contract Agreement	3,500	3,500	3,500
		Copier maintenance & service (American Lazer & Xerox)	3,500	3,500	3,500
		General Inspections and services ( Boiler, Elevator and Cells- Sprinklers etc.)	12,100	12,100	12,100
		Outdoor Equip./Grounds Maint./Landscaping-Lawn mower,snowblower,sprinklers	3,000	3,000	3,000
		Camera Wiring - CAT 6 to support Digital	5,000	5,000	5,000
		Replacement of cameras inside police HQ as mandated by law/Accreditation (cells)	8,000	8,000	8,000
		SideBand Systems (Install Point /Community Cameras/ Waterfront Cameras/security)	31,845	31,845	31,845
		SideBand community cameras maintenance contract / Wireless Alvaron Base Stations	28,175	28,175	28,175
		Technology - IT Needs for Department	5,000	5,000	5,000
		CJIS- Live Scan Fingerprinting Machine (L1 Technologies- Morpho Trust)	6,042	6,042	6,042
		Trackstar GPS (Software licenses, TransCor support, Trackstar support)	2,444	2,444	2,444
		Terminix	804	804	804
		JivaSoft On-Dty/X-Tra Duty enhanced scheduling	3,600	3,600	3,600
<b>TOTAL</b>			<b>159,010</b>	<b>159,010</b>	<b>159,010</b>
12102	5317 Training and Education				
		MGL updates,mandated posters, Printed, Legal Updates, I.D. Manuals	5,500	5,500	5,500
		Public Safety Leadership - Leadership & Development Workshops (3 phases)	18,900	18,900	18,900
		Phase 2 Public Safety Strategies Group - Organizational Review	15,000	15,000	15,000
		Academy Training for 2 new recruits Tuition / Books	7,000	7,000	7,000
		Mandated Training & Supplemental (Legal Updates/,K9 In-service)	5,000	5,000	5,000
<b>TOTAL</b>			<b>51,400</b>	<b>51,400</b>	<b>51,400</b>

**FY 2017 DETAILED BUDGET REPORT  
EXPENSES**

**Police - 210**

ORG	Object	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
12102	5318 Medical - Active				
		Psychological consults, medical costs and drug screens-Active / Retirees	20,000	17,400	17,400
<b>TOTAL</b>			<b>20,000</b>	<b>17,400</b>	<b>17,400</b>
12102	5320 Contracted Services				
		Substance Counseling & Peer Review - 20 hrs Week Social Workers	-	46,000	46,000
<b>TOTAL</b>			<b>-</b>	<b>46,000</b>	<b>46,000</b>
12102	5326 Dive Team				
		Replacement and repair of Robotics,wet/dry suits & tanks. Outfit 2 new divers	5,000	4,000	4,000
<b>TOTAL</b>			<b>5,000</b>	<b>4,000</b>	<b>4,000</b>
12102	5341 Telephone & Communications				
		Verizon/ AT&T \$1,400 per month	16,800	16,800	16,800
		SCC Systems- maintenance yearly	1,500	1,500	1,500
		Verizon Wireless - Cruiser air time- modems \$40/month x 23 units	11,040	11,040	11,040
		Comcast Internet Services / Cable / DCJIS Access	3,360	3,360	3,360
		On Point Building Alarm Services (Instant Alarm)	350	350	350
		CID / Specialty Units / Department cellphone coverage	25,000	25,000	25,000
		Code Red Yearly maintenance	28,945	28,945	28,945
				(14,000)	(14,000)
<b>TOTAL</b>			<b>86,995</b>	<b>72,995</b>	<b>72,995</b>
12102	5381 Printing and Binding				
		Bus. cards, Detail Slips, Warnings, Prop. Tags,Taxi Medallions, Public Safety Campaigns	4,375	4,375	4,375
<b>TOTAL</b>			<b>4,375</b>	<b>4,375</b>	<b>4,375</b>
12102	5384 Animal Care & Control				
		Temporary housing for stray/dangerous animals & transportation- City of Salem	8,000	7,000	7,000
		Kenneling and Veterinary Care for SPD K-9's (3)	5,000	5,000	5,000
<b>TOTAL</b>			<b>13,000</b>	<b>12,000</b>	<b>12,000</b>
12102	5421 Office Supplies (General)				
		General Office supplies as needed	17,000	17,000	17,000
<b>TOTAL</b>			<b>17,000</b>	<b>17,000</b>	<b>17,000</b>
12102	5585 Arms and Ammunition				
		Weapons - repair parts for all department weapons & cleaning solutions	1,000	-	-
		Ammo for mandatory state qualification and training of all officers/ new recruits	18,000	18,000	18,000
<b>TOTAL</b>			<b>19,000</b>	<b>18,000</b>	<b>18,000</b>
12102	5710 In-State Travel/Meetings				
		In-State conferences, training, investigations, etc. - travel, EZ Pass ,parking, fees, etc	500	500	500
<b>TOTAL</b>			<b>500</b>	<b>500</b>	<b>500</b>
12102	5720 Out-of-State Travel				
		Any travel out of state for conferences, training, investigations, etc.	3,500	3,500	3,500
<b>TOTAL</b>		(IACP Chief - Captains, FBI)	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>



FY 2017 DETAILED BUDGET REPORT  
EXPENSES

Police - 210

ORG	Object	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
12102	5730 Dues and Subscriptions				
		All police affiliations, dues, investigative databases subscriptions (CLEAR, WEST, WESTLAW, MyPD/NIXLE App.)	16,500	16,500	16,500
	<b>TOTAL</b>		<b>16,500</b>	<b>16,500</b>	<b>16,500</b>
12102	5775 Community Events				
		4th of July, Halloween ( Boston PD, NEMLEC, local PD's & Sheriff's Dept.)	63,000	63,000	63,000
		Essex County Summer Camp Program (Buses/ Salem tuition)	4,000	4,000	4,000
		Annual Opiate Awareness Day, Heroin Outreach, Citizens /Youth Police Academies	5,000	5,000	5,000
		5 Printed tents for Special Events - Command Posts/ Sectors	7,875	7,875	7,875
		Outreach materials	2,000	2,000	2,000
				(11,875)	(11,875)
	<b>TOTAL</b>		<b>81,875</b>	<b>70,000</b>	<b>70,000</b>
12102	5862 Police Supplies & Equipment				
		Gen. equip, radar & Sign Board maint, AED, T3 Battery Replacements, Tint Meters 10	25,000	25,000	25,000
		Epinephrine	1,000	1,000	1,000
		Accreditation Certificates and Cruiser Decals	540	540	540
	<b>TOTAL</b>		<b>26,540</b>	<b>26,540</b>	<b>26,540</b>
<b>TOTAL PROPOSED</b>			<b>654,432</b>	<b>666,720</b>	<b>666,720</b>

**FY 2017 BUDGET  
POLICE DEPARTMENT PERSONNEL**

Rank	Name	Base Salary	#			Rank	Name	Base Salary	#	
						Patrolmen - 5	Gonzalez	58,184.13		
Chief	Mary Butler	155,000.00	1	155,000.00			Gross	58,184.13		
							Jennings	58,184.13		
Captains	Prosiewski	92,292.40					Jerzylo	58,184.13		
	Ryan	92,292.40					Johnson	58,184.13		
	Losolfo	92,292.40					LaRiviere	58,184.13		
	Stephens	92,292.40	4	369,170			Lebrun	58,184.13	TRF	
							Levesque	58,184.13		
Lieutenants	Berube	79,562.41					Luti	58,184.13		
	Bona	79,562.41	CID				Mazola	58,184.13		
	Desmond	79,562.41					Norris	58,184.13		
	Englehardt	79,562.41					O'Donnell, K	58,184.13		
	Gilligan	79,562.41					O'Donnell, N	58,184.13		
	King	79,562.41					O'Leary	58,184.13		
	Preczewski	79,562.41					Page, M	58,184.13	TRF	
	Walker	79,562.41	8.00	636,499.31			Pelletier	58,184.13		
							Phelan	58,184.13	CIU	
	Carter	68,588.28					Pierce	58,184.13		
Sergeants	Dacy	68,588.28					Puleo	58,184.13		
	Doyle	68,588.28					Reardon	58,184.13		
	Gaudet	68,588.28					Riley	58,184.13		
	Gifford	68,588.28	CID				Rocheville, K.	58,184.13	DVLO	
	Hanson	68,588.28					Ruiz	58,184.13		
	Lubas	68,588.28	CID				Salvo	58,184.13		
	Makros	68,588.28	K9				Sano	58,184.13	CID	
	Manninen	68,588.28					Sears	58,184.13		
	Priddy	68,588.28					St Pierre, B.	58,184.13		
	Rocheville	68,588.28	CIU				St Pierre, K.	58,184.13	CID	
	Tucker	68,588.28					Troncoso	58,184.13		
	Verrette	68,588.28					Tucker, Daniel	58,184.13		
	TBD	68,588.28					Vaillancourt	58,184.13		
			14	960,235.97			White	58,184.13		
	Anderson	58,184.13								
	Andrus	58,184.13	K9						55	3,200,127.15
Patrolmen - 5	Arundel	58,184.13								
	Ball	58,184.13								
	Baran	58,184.13				Patrolmen - 4	Gagnon, E.	57,807.89		
	Bedard	58,184.13	K9				Zirin	57,807.89		
	Benson	58,184.13							2	115,615.78
	Brennan	58,184.13	CID							
	Burke	58,184.13				Patrolmen - 3	Boulay	56,926.82		
	Butler, B	58,184.13					Monk	56,926.82		
	Caldera	58,184.13								
	Connolly	58,184.13	CID						2	113,853.64
	Cunningham, R.	58,184.13				Patrolmen - 2	Bedard,James	54,874.17		
	Cunningham, T.	58,184.13					Fisher	54,874.17		
	Davis	58,184.13					McDonnell	54,874.17		
	Driscoll	58,184.13	TRF				Rondinelli	54,874.17		
	Dubiel	58,184.13					TBD (GAUTHIER)	54,874.17		
	Dunn	58,184.13					TBD (REGAN)	54,874.17	6	329,245.02
	Fabiszewski	58,184.13				Patrolmen-1				
	Fecteau	58,184.13	SRO				New	52,458.24		
	Gagnon, D	58,184.13					New	52,458.24		
	Gaito	58,184.13	CID						2	104,918.48
	Gerrard	58,184.13								

# Harbormaster

## Mission Statement-Why We Exist

The primary mission of the Harbormaster Department is the preservation of life and protection of property in the waters and on the Islands of the City of Salem, including the enforcement of local, state, and in some cases, federal laws. Additionally, the department implements and maintains MTSA mandated security, provides management of the port area, public piers, gangways and floats as well as supervises the proper mooring of vessels and collection of associated fees within the jurisdiction.

## Significant Budget & Staffing Changes for FY 2017

No Significant Budget or Staffing Changes anticipated.

## Recent Accomplishments

- Coordinated successful port calls for 450 and 1300 passenger capacity vessels.
- Secured Port Security Grant to construct new rescue/response vessel and port monitoring devices.
- Lead port through successful USCG Compliance Exam for MTSA Passenger Vessel Facilities.
- Implemented plan and provided continuous supervision of commercial vessel movement associated with Footprint Power Station, SESD, Algonquin and MBTA construction projects.
- Lobbied Department of Fish and Game for approval and construction of a new fishing pier at Salem Willows.
- Advised and provided oversight for large scale marine events.
- Hosted advisory recreational boat inspections.
- Assumed management and staffing for George McCabe Marina.





## 2017 Goals and Objectives

- Implementation of a Port Authority to manage/operate Salem's commercial waterfront interests.
- Educate recreational mariners on best practices through advisory only vessel inspections as well as safe boating programs.
- Maintain MTSA mandated Facility Security Plan and the Port of Salem's reputation for the execution of Port Security protocols as noted by the regulatory authority.
- Closely monitor marine related projects and direct commercial vessel movement to mitigate impact on public access/ recreation mariners.
- Maintain interaction and training with other maritime professionals and port partners throughout the region.
- Increase access to downtown for visiting mariners and introduce intra-harbor transportation.





Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
<b>MOORING INFORMATION</b>				
MOORINGS RECORDS	1600	1625	1550	1623
MOORINGS CATALOGED	1321	1312	1350	1300
SLIPS CATALOGED	279	313	300	323
MOORING / SLIP FEE'S COLLECTED	1579	1490	1600	1600
WARNING TAGS ISSUED	110	130	100	100
MOORING CALLS (UNAUTHORIZED USE OR BOATS HITTING)	3	25	10	20
<b>SHIP ESCORT &amp; INSPECTIONS / POWER PLANT SERVICE</b>				
TANKSHIP/BULK/ VESSEL ESCORT & INSPECTION INBOUND	8	6	4	2
TANKSHIP/BULK/ VESSEL ESCORT & INSPECTION OUTBOUND	8	6	4	2
SPECIAL PROJECT GARGO ESCORT & INSPECTION (ARRIVAL & DEPARTURE)	15	57	50+	70
FACILITY SECURITY RESPONSE	17	28	30	30
<b>PASSENGER VESSEL ACTIVITY</b>				
VESSEL ESCORT & ASSIST	3	2	5	4
<b>LAW ENFORCEMENT</b>				
FOUND/LOST/STOLEN BOATS	7	8	10	10
BREAKING AND ENTERING	4	6	4	5
ABANDONED BOATS	3	2	2	2
FUEL SPILLS	2	3	4	4
DOMESTICS/ PUBLIC COMPLAINT	8	6	10	8
LARCENY	4	6	5	5
MOVING & CITY VIOLATIONS	20/22	27/35	25/25	25/25
CASES THAT REACH COURT	10	14	10	10
WARNING/SAFETY STOP	110	122	100	100
LEAVING SCENE OF/ ACCIDENT	5	3	5	5
ARREST/PROTECTIVE CUSTODY	8	2	5	5
<b>SAR RESPONSES (SEARCH &amp; RESCUE)</b>				
FATALITIES	1	1	1	1
MAYDAYS	22	32	25	30

GROUNDINGS SOFT	4	8	7	7
TOWS	42	48	40	45
DEWATERINGS (PREVENT SINKING)	61	68	55	60
FLARE SIGHTINGS	8	6	5	5
CAR IN WATER	0	1	0	0
COLLISIONS	5	6	5	5
MANOVERBOARD	7	4	5	5
MED AID	8	5	7	5
OVERDUE	1	1	1	1
<b>MUTUAL AID REQUESTS</b>				
MARBLEHEAD	15	25	20	25
BEVERLY	11	8	10	10
MANCHESTER	3	5	3	5
COAST GUARD	4	5	3	5
MEP	4	6	3	5
OTHER CALLS	320	401	300	400

## How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Collaborate with similar agencies throughout the region and compare operations to remain at the forefront of the maritime industry.
- Continue with the implementation of enhanced electronic record keeping for increased efficiency, reliability and improved public service.
- Evaluate marine operations and identify areas to strengthen Salem's stature in the maritime industry.
- Streamline operations through attentive scheduling as well as multi-tasking of personnel and assets to meet demand of additional duties assumed by department.
- Improve customer service and public access to Salem's waterfront.



# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Harbormaster-Personnel</b>									
12951	5111	SALARIES-FULL TIME	112,619.89	119,633.00	119,633.00	109,735.66	119,176.00	122,155.00	122,155.00
12951	5113	SALARIES-PART TIME	90,363.37	105,710.00	105,710.00	70,192.21	105,710.00	105,710.00	105,710.00
<b>Total Harbormaster-Personnel</b>			<b>202,983.26</b>	<b>225,343.00</b>	<b>225,343.00</b>	<b>179,927.87</b>	<b>224,886.00</b>	<b>227,865.00</b>	<b>227,865.00</b>
<b>Harbormaster-Expenses</b>									
12952	5211	ELECTRICITY	2,500.00	2,500.00	2,500.00	1,627.62	2,500.00	2,500.00	2,500.00
12952	5244	VEHICLE REPAIR AND M	10,187.32	10,000.00	10,000.00	8,675.11	10,000.00	10,000.00	10,000.00
12952	5284	EQUIPMENT LEASE	14,011.89	0.00	0.00	0.00	0.00	0.00	0.00
12952	5317	EDUCATIONAL TRAINING	4,486.77	5,000.00	2,750.00	1,408.94	3,500.00	3,500.00	3,500.00
12952	5320	CONTRACTED SERVICES	1,443.40	1,700.00	1,700.00	1,367.04	1,700.00	1,700.00	1,700.00
12952	5341	TELEPHONE	3,404.64	4,000.00	4,550.00	4,056.72	4,800.00	4,800.00	4,800.00
12952	5353	HAULING FLOATS/BOATS	4,762.93	6,000.00	1,700.00	227.23	6,000.00	6,000.00	6,000.00
12952	5381	PRINTING AND BINDING	756.71	1,000.00	1,000.00	762.00	750.00	750.00	750.00
12952	5421	OFFICE SUPPLIES (GEN	1,314.50	2,800.00	2,800.00	1,897.33	2,000.00	2,000.00	2,000.00
12952	5481	GASOLINE/DIESEL FUEL	5,776.06	11,000.00	17,000.00	9,681.60	14,250.00	14,250.00	14,250.00
12952	5791	UNIFORMS	2,220.41	5,000.00	5,000.00	2,779.68	3,500.00	3,500.00	3,500.00
<b>Total Harbormaster-Expenses</b>			<b>50,864.63</b>	<b>49,000.00</b>	<b>49,000.00</b>	<b>32,483.27</b>	<b>49,000.00</b>	<b>49,000.00</b>	<b>49,000.00</b>
<b>110</b>	<b>295</b>	<b>Department Total</b>	<b>253,847.89</b>	<b>274,343.00</b>	<b>274,343.00</b>	<b>212,411.14</b>	<b>273,886.00</b>	<b>276,865.00</b>	<b>276,865.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016 52.4	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016 0.0%	Prop Rate FY 2017 0.0%	Dept Request FY 2017 52.2	Mayor Rate FY 2017 2.5%	Mayor Proposed FY 2017 52.2	Council Voted FY 2017
MCHUGH WILLIAM	110 HARBORMASTER	12951-5111	HARBORMASTER	7/12/2011	74,277.52		1.00		100.0%	1,417.51	1,417.51	73,994.02	1,452.95	75,843.87	75,843.87
MULLIGAN PATRICK	110 HARBORMASTER	12951-5111	Office Manager/Asst Harbormstr	7/1/13	45,354.66		1.00	1	100%	865.55	865.55	45,181.55	887.19	46,311.09	46,311.09
Increased Salary 8%															
					<b>119,632.18</b>		<b>2.00</b>	<b>Total Full Time - 5111</b>				<b>119,175.57</b>		<b>122,154.96</b>	<b>122,154.96</b>
Pump Out	110 HARBORMASTER	12951-5113	Pump Out Operators		2,695.00		0.25	245 man hours		11.00	11.00	2,695.00	11.00	2,695.00	2,695.00
Pump Out	110 HARBORMASTER	12951-5113	Pump Out Operators		2,695.00		0.25	245 man hours		11.00	11.00	2,695.00	11.00	2,695.00	2,695.00
Deckhand/Utility	110 HARBORMASTER	12951-5113	Deckhand/Utility		14,880.00			1240 man hours		12.00	12.00	14,880.00	12.00	14,880.00	14,880.00
Patrol - Regular	110 HARBORMASTER	12951-5113	Assistant Harbormaster		44,640.00			2976 man hours		15.00	15.00	44,640.00	15.00	44,640.00	44,640.00
Patrol - Peak Weekdays	110 HARBORMASTER	12951-5113	Assistant Harbormaster		9,000.00			600 man hours		15.00	15.00	9,000.00	15.00	9,000.00	9,000.00
Patrol - Peak Weekends	110 HARBORMASTER	12951-5113	Assistant Harbormaster		3,000.00			200 man hours		15.00	15.00	3,000.00	15.00	3,000.00	3,000.00
Clerk	110 HARBORMASTER	12951-5113	Clerk		9,600.00			800 man hours		12.00	12.00	9,600.00	12.00	9,600.00	9,600.00
McCabe Marina Personnel	110 HARBORMASTER	12951-5113	Assistant Harbormaster		19,200.00			1280 man hours		15.00	15.00	19,200.00	15.00	19,200.00	19,200.00
					<b>105,710.00</b>			<b>Total PartTime - 5113</b>				<b>105,710.00</b>		<b>105,710.00</b>	<b>105,710.00</b>
					<b>225,342.18</b>		<b>2.00</b>	<b>Department Total</b>				<b>224,885.57</b>		<b>227,864.96</b>	<b>227,864.96</b>

Full-Time Equivalent Employees:	FY 2015	2.00
	FY 2016	2.00
	FY 2017	2.00
	Variance 16 vs. 17	0.00

MCHUGH WILLIAM	110 HARBORMASTER	12951-5111	HARBORMASTER	94.70%	1,452.95	71,824.15	
	Footprint - CBA Money	12951-5111		5.30%	1,452.95	4,019.73	75,843.87

**NOTE - Footprint CBA money will be deposited into the Harbormasters Receipts Reserved Fund. This money is then appropriated to cover Harbormaster Expenses including Salary increase.**



**FY 2017 DETAILED BUDGET REPORT  
EXPENSES**

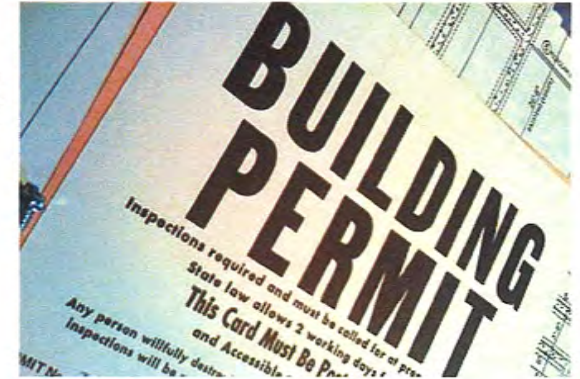
**HARBORMASTER - 110**

ORG		EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
12952	5211	<b>ELECTRICITY</b> General electrical costs	2,500	2,500	2,500
<b>TOTAL</b>			<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
12952	5244	<b>VEHICLE REPAIR AND MAINTENANCE</b> These funds allow for department vessels and their trailers to receive routine maintenance and repairs from mechanical or electrical failure. In addition buoys and ground tackle , obstructions and/or restricted areas, as well as city and emergency moorings are maintained. Due to the harsh salt water environment, ground tackle has a short service life and all items suffer adverse effects over time despite the most proactive maintenance schedule.	10,000	10,000	10,000
<b>TOTAL</b>			<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
12952	5317	<b>EDUCATIONAL TRAINING</b> Dues to the Harbormaster Association (\$40.00 per person) for Harbormaster and Assistants. Organization provides training and the nexus for state recognized certification. Also, this item provides for Law Enforcement Training through the Massachusetts Police Training Council and USCG License Ed.	3,500	3,500	3,500
<b>TOTAL</b>			<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
12952	5320	<b>Contracted Services</b> Annual printing, postage and costs associated with processing slip and mooring permit applications by the deputy collector, Kelly & Ryan.	1,700	1,700	1,700
<b>TOTAL</b>			<b>1,700</b>	<b>1,700</b>	<b>1,700</b>
12952	5341	<b>TELEPHONE &amp; COMMUNICATIONS</b> The office phone equipment operates on a 4-phone line "rollover" system . This allows multiple calls to be transferred to open lines for timely dispatch of units in an emergency. Also, a verizon cellular phone is assigned to the Harbormaster, Watch Officer, and Office Staff for a total of three devices. This arrangement allows for call forwarding and unimpeded communications between mariners and department staff on a 24/7/365 basis. Currently, many calls are received by telephone, which historically were broadcast on VHF marine radios. Also, internet costs are funded with this item.	4,800	4,800	4,800
<b>TOTAL</b>			<b>4,800</b>	<b>4,800</b>	<b>4,800</b>
12952	5353	<b>HAULING FLOATS/BOATS</b> These funds are used to pay trucking contractors to haul out and properly secure abandoned boats on land before they become a hazard. Traditionally, once these vessels are deemed legally abandoned, they are auctioned or destroyed depending on condition. Also, parts and repairs to city float systems are funded with these monies. <i>Hauling Floats money moved from Park &amp; Rec budget - FY 2015</i>	1,000	1,000	1,000
<b>TOTAL</b>			<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
12952	5381	<b>PRINTING AND BINDING</b> Mooring and slip permit decals are funded through this item.	750	750	750
<b>TOTAL</b>			<b>750</b>	<b>750</b>	<b>750</b>
12952	5421	<b>OFFICE SUPPLIES (GENERAL)</b> General Office & Medical Supplies as needed	2,000	2,000	2,000
<b>TOTAL</b>			<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
12952	5481	<b>GASOLINE/DIESELFUEL</b> Fuel to operate the department's boats.	14,250	14,250	14,250
<b>TOTAL</b>			<b>14,250</b>	<b>14,250</b>	<b>14,250</b>
12952	5791	<b>UNIFORMS</b> Defrays costs to employees for uniforms, duty equipment and survival gear.	3,500	3,500	3,500
<b>TOTAL</b>			<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
<b>Total Proposed</b>			<b>49,000</b>	<b>49,000</b>	<b>49,000</b>

# ***Inspectional Services – Building/Plumbing/Gas Inspections***

## **Mission Statement – Why We Exist**

The Department is responsible for receiving, reviewing, and issuing all Building, Plumbing and Gas Permits. The majority of these permits require at least one inspection. The department also handles large amounts of complaints and inquiries regarding housing, zoning, and City Ordinance compliance



## **Significant Budget & Staffing Changes for FY 2017**

No significant staffing changes for FY2017.



## **Recent Accomplishments**

- Received, processed approx. 934 building permits and 978 gas and plumbing permits
- Assisted Fire, Health, Police, Electrical and many other Departments with numerous inspections and miscellaneous problems.
- New Inspector has increased the required 110 inspections.

## **FY 2017 Goals & Objectives**

- Will attempt to track numbers and source of calls made to the department.
- Additional coordination of annual inspections and enforcement actions.
- Will coordinate with health and Data Processing to select new software program that would tie all inspectional services together as well as much simplified reporting of activities.
- Will increase the 21D Ticket program for chronic offenders.

Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
<b>Annual Inspections</b>				
Number of Inspections--- Building ,plumbing and Gas and certificates of inspection	1,912		1,800	
Revenue	539,364		530,000	

### How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

This Department's goal is to switch fully to the new View Permit software. We would also like to include the ability to take credit cards to facilitate some limited on line permits and to make it easier for customers at the counter. With the new view-permit, better reporting of permit counts and costs should be possible. The view-permit software also makes it easier for project proponents to receive approvals and or track where a hold up on approval s is located





## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	FY 2017	FY 2017
<b>Pub Prop/Inspections-Personnel</b>									
12411	5111	SALARIES-FULL TIME	349,636.73	358,562.00	358,562.00	333,650.44	414,288.00	420,888.00	420,888.00
12411	5113	SALARIES-PART TIME	25,494.12	26,224.00	26,224.00	24,322.36	26,124.00	26,778.00	26,778.00
<b>Total Pub Prop/Inspections-Personnel</b>			<b>375,130.85</b>	<b>384,786.00</b>	<b>384,786.00</b>	<b>357,972.80</b>	<b>440,412.00</b>	<b>447,666.00</b>	<b>447,666.00</b>
<b>Bldg/Gas/Plumb Insp - Expenses</b>									
12412	5295	SAFETY GEAR	0.00	0.00	0.00	0.00	250.00	250.00	250.00
12412	5320	CONTRACTED SERVICES	5,118.12	7,650.00	7,650.00	6,634.62	7,650.00	7,650.00	7,650.00
12412	5381	PRINTING AND BINDING	496.34	400.00	400.00	101.61	400.00	400.00	400.00
12412	5421	OFFICE SUPPLIES (GEN	1,912.32	4,000.00	4,000.00	3,193.73	2,000.00	2,000.00	2,000.00
12412	5710	IN STATE TRAVEL/MEETINGS	9,120.00	10,600.00	10,600.00	8,350.33	10,600.00	10,000.00	10,000.00
12412	5713C	EXPENSES-CLEAN IT/LIEN IT	775.00	2,000.00	2,000.00	500.00	2,000.00	2,000.00	2,000.00
12412	5778	SEALER WEIGHTS & MEASURERS E	961.73	1,000.00	1,000.00	882.13	1,000.00	1,000.00	1,000.00
12412	5846	EMERGENCY DEMOLITION/REPAIR	30,470.22	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Bldg/Gas/Plumb Insp - Expenses</b>			<b>48,853.73</b>	<b>25,650.00</b>	<b>25,650.00</b>	<b>19,662.42</b>	<b>23,900.00</b>	<b>23,300.00</b>	<b>23,300.00</b>
<b>220</b>	<b>241</b>	<b>Department Total</b>	<b>423,984.58</b>	<b>410,436.00</b>	<b>410,436.00</b>	<b>377,635.22</b>	<b>464,312.00</b>	<b>470,966.00</b>	<b>470,966.00</b>



**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Proposed FY 2017	Council Voted FY 2017
					52.4					0.0%	0.0%	52.2	2.5%	52.2	
ROSS DENNIS	220 PUBLIC PROP-INSP	12411-5111	PLUMBING & GAS INSP	03/30/1987	60,075.76		1.00	1	100%	1,146.48	1,146.48	59,846.47	1,175.15	61,342.63	61,342.63
ST PIERRE THOMAS	220 PUBLIC PROP-INSP	12411-5111	INSPECTIONAL SERVICE DIR	4/2/1998	89,513.57		1.00	1	100%	1,708.27	1,708.27	89,171.91	1,750.98	91,401.21	91,401.21
LUTRZYKOWSKI MICHAEL	220 PUBLIC PROP-INSP	12411-5111	Asst Dir of City Facilities	9/29/11	60,384.54		1.00	1	100%	1,152.38	1,152.38	60,154.07	1,181.19	61,657.92	61,657.92
WAGG HARRY	220 PUBLIC PROP-INSP	12411-5111	ASST BUILDING INSPEC	10/21/13	55,052.75		1.00	1	100%	1,050.63	1,050.63	54,842.63	1,076.89	56,213.69	56,213.69
New Position	220 PUBLIC PROP-INSP	12411-5111	Asst. Bldg Insp-Sanitrian	10/21/13	-		1.00	1	100%	-	1,038.46	54,207.61	1,038.46	54,207.61	54,207.61
					95,007.61		2.00			Total AFSCME 1818		96,064.66		96,064.66	96,064.66
					<b>360,034.23</b>		<b>7.00</b>	<b>Total Full Time - 5111</b>				<b>414,287.34</b>		<b>420,887.72</b>	<b>420,887.72</b>
DOYLE JOHN	230 PUBLIC PROP-INSP	12411-5113	SEALER WEIGHTS/MEAS	1/2/2008	26,223.28			19 hours per wk		26.34	26.34	26,124.01	27.00	26,777.11	26,777.11
					<b>26,223.28</b>			<b>Total PartTime - 5113</b>				<b>26,124.01</b>		<b>26,777.11</b>	<b>26,777.11</b>
					<b>386,257.51</b>		<b>7.00</b>	<b>Department Total</b>				<b>440,411.35</b>		<b>447,664.83</b>	<b>447,664.83</b>

Full-Time Equivalent Employees:	FY 2015	6.00
	FY 2016	6.00
	FY 2017	7.00
	Variance 16 vs. 17	1.00

**FY 2017 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Voted By Council FY 2015 52.4	F T E	Rate FY 2016	Incr FY 2017	Calc Rate FY 2017	STEP INCREASES					Dept Request FY 2017 52.2	Mayor FY 2017 52.2	Council FY 2017 52.2
										Date	Rate	# Wks Old New					
MURTAGH SALLY	220 PUBLIC PROP-INSP	12411-5111	PRINCIPAL CLERK III	03/14/1989	47,503.80	1.00	906.56	1.015	920.16					100%	48,032.33	48,032.33	48,032.33
KIRKPATRICK MARCIA	220 PUBLIC PROP-INSP	12411-5111	PRINCIPAL CLERK III	10/28/2000	47,503.80	1.00	906.56	1.015	920.16					100%	48,032.33	48,032.33	48,032.33
					95,007.61	2.00									96,064.66	96,064.66	96,064.66

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

PUBLIC PROPERTY - Inspections - 220

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
12412	5295	SAFTY GEAR			
		Hard hats, protective eyewear, etc for inspectors	250	250	250
TOTAL		Moved to office supplies	250	250	250
12412	5320	CONTRACTED SERVICES			
		Contracted Services - Temp Plumbing Inspector to cover vacations/sick/etc.	7,650	7,650	7,650
TOTAL			7,650	7,650	7,650
12412	5381	Printing and Binding			
		For printing and binding of zoning book and maps			
		Letter Head & Envelopes	400	400	400
TOTAL			400	400	400
12412	5421	General Office supplies			
		General office supplies as needed	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
12412	5710	IN-STATE TRAVEL/MEETING			
		Mileage and seminar reimbursements for 4 full time and one part time inspector	10,600	10,000	10,000
TOTAL			10,600	10,000	10,000
12412	5713C	EXPENSES-CLEAN IT/LIEN IT			
		Clean it or lien it- Monies to secure vacant buildings etc. Monies expended are recovere	2,000	2,000	2,000
		through lienning			
TOTAL			2,000	2,000	2,000
12412	5778	SEALER WEIGHTS & MEASURERS EXPENSES			
		Misc supplies	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
TOTAL PROPOSED			23,900	23,300	23,300

# ***Inspectional Services – Board of Appeals***

## **Mission Statement – Why We Exist**

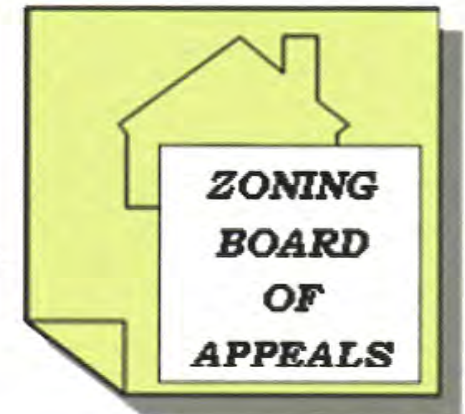
The Building Department is responsible for reviewing and issuing Building permits and to inspect these projects for compliance with both the State Building Code as well as the Architectural Access Board Regulations. We also enforce Salem Zoning. Under this Department are our Plumbing and Gas Inspector and the part time Sealer of weights and measures. We frequently assist other Inspectional teams, (Electrical, Fire and Health as well as Salem P.D) on a number of life safety and quality of life issues. This Department also consults on construction projects throughout the City.

## **Significant Budget & Staffing Changes for FY 2017**

No significant changes.

## **Recent Accomplishments**

- Issued 721 Plumbing Permits (\$65,699),
- Issued 565 Gas permits (\$35,995) and 1107 Building permits (\$366,708.69) for a total of \$468,400.69
- Additionally 82,304 certificates totaling \$8,220 and 154,110 certificates totaling \$8,460 were issued.
- Weights and Measures collected another \$25,567 in fees for inspections of scales and certification of gas pumps and oil trucks.
- Approximate total of all revenue is \$510,647.



## **FY 2017 Goals & Objectives**

- This Department would like to have the ability to take credit cards at our counter as well as utilizing View Permit to allow some on line permits to be issued. This would enable frequent permit requestors to save trips and decrease the labor needed to issue simple permits.



## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	FY 2017	FY 2017
<b>Board of Appeals-Expenses</b>									
11762	5306	ADVERTISING	249.73	100.00	100.00	0.00	100.00	100.00	100.00
11762	5381	PRINTING AND BINDING	199.00	200.00	200.00	195.35	200.00	200.00	200.00
11762	5421	OFFICE SUPPLIES (GEN	99.80	100.00	100.00	91.98	100.00	100.00	100.00
<b>Total Board of Appeals-Expenses</b>			<b>548.53</b>	<b>400.00</b>	<b>400.00</b>	<b>287.33</b>	<b>400.00</b>	<b>400.00</b>	<b>400.00</b>
<b>220</b>	<b>176</b>	<b>Department Total</b>	<b>548.53</b>	<b>400.00</b>	<b>400.00</b>	<b>287.33</b>	<b>400.00</b>	<b>400.00</b>	<b>400.00</b>

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

PUBLIC PROPERTY - Board of Appeals - 220

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11762	5306	ADVERTISING Advertising for meetings.	100	100	100
TOTAL			100	100	100
11762	5381	PRINTING AND BINDING Letter head, envelopes.	200	200	200
TOTAL			200	200	200
11762	5421	OFFICE SUPPLIES Miscellaneous office supplies as needed	100	100	100
TOTAL			100	100	100
TOTAL PROPOSED			400	400	400

# ***Inspectional Services – Fixed Costs***

## Mission Statement – Why We Exist

Fixed costs are related to rental costs and utilities for City Hall, City Hall Annex, and Council on Aging. Additionally, city wide postage is included in this section.

## Significant Budget & Staffing Changes for FY 2017

No significant changes.



## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Public Prop-Fixed Costs</b>									
11962	5211	ELECTRICITY	54,692.89	56,000.00	56,000.00	51,123.79	56,000.00	56,000.00	56,000.00
11962	5212	HVAC/Water-120 Washington St	9,357.60	10,000.00	10,000.00	8,577.80	10,000.00	10,000.00	10,000.00
11962	5216	OIL HEAT	43,999.12	64,000.00	54,000.00	19,992.34	55,000.00	55,000.00	55,000.00
11962	5271	CITY HALL ANNEX RENT	379,950.00	384,100.00	384,100.00	361,305.84	401,370.00	401,370.00	401,370.00
11962	5274	ANNEX RENT TAXES	44,885.95	49,860.00	49,860.00	35,193.55	50,857.00	50,857.00	50,857.00
11962	5341	TELEPHONE	10,205.84	13,000.00	13,000.00	9,205.93	13,000.00	13,000.00	13,000.00
11962	5342	POSTAGE	136,555.64	115,000.00	125,000.00	109,702.10	115,000.00	115,000.00	115,000.00
<b>Total Public Prop-Fixed Costs</b>			<b>679,647.04</b>	<b>691,960.00</b>	<b>691,960.00</b>	<b>595,101.35</b>	<b>701,227.00</b>	<b>701,227.00</b>	<b>701,227.00</b>
<b>220</b>	<b>196</b>	<b>Department Total</b>	<b>679,647.04</b>	<b>691,960.00</b>	<b>691,960.00</b>	<b>595,101.35</b>	<b>701,227.00</b>	<b>701,227.00</b>	<b>701,227.00</b>



FY 2017 DETAILED BUDGET REPORT  
EXPENSES

**PUBLIC PROPERTY - FIXED COSTS - 220**

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11962	5211	Electricity			
		Council on Aging	18,000	18,000	18,000
		120 Washington Street	15,000	15,000	15,000
		City Hall	23,000	23,000	23,000
<b>TOTAL</b>			<b>56,000</b>	<b>56,000</b>	<b>56,000</b>
11962	5212	HVAC/Water 120 Washington Street			
		Water 120 Washington Street	5,024	5,024	5,024
		HVAC - 129 Washington St	6,976	6,976	6,976
		(Utility Bills paid to landlord for 120 Washington Street)	(2,000)	(2,000)	(2,000)
<b>TOTAL</b>		subject to change	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
11962	5216	Oil Heat			
		Gas for 120 Washington street	55,000	55,000	55,000
		oil fo 93 Washington and			
		Council on Aging			
<b>TOTAL</b>			<b>55,000</b>	<b>10,000</b>	<b>10,000</b>
11962	5271	ANNEX RENT			
		Lease expires 3/16 one year extensions max increasae per year %3	401,370	401,370	401,370
<b>TOTAL</b>			<b>401,370</b>	<b>401,370</b>	<b>401,370</b>
11962	5274	ANNEX RENT TAXES	50,857	50,857	50,857
<b>TOTAL</b>			<b>50,857</b>	<b>50,857</b>	<b>50,857</b>
11962	5341	TELEPHONE			
			13,000	13,000	13,000
<b>TOTAL</b>			<b>13,000</b>	<b>13,000</b>	<b>13,000</b>
11962	5342	POSTAGE			
		Mailing for City Hall . Note this fee has increased due to the increase in postage	115,000	115,000	115,000
		City Clerk - Census, Dog License			
		Collectors - Excise Tax, Real Estate			
		Miss. Mail of all Department			
<b>TOTAL</b>			<b>115,000</b>	<b>115,000</b>	<b>115,000</b>
<b>TOTAL PROPOSED</b>			<b>701,227</b>	<b>701,227</b>	<b>701,227</b>

# Health Department

## Mission Statement-Why We Exist

The mission of the Salem Board of Health is to deliver public health services to residents, businesses and visitors to benefit the culturally diverse population of the City of Salem. Public health includes preventing and monitoring disease, providing health education and enforcing public health codes and regulations. This mission is accomplished through the core values of public health which are to prevent, promote, and protect.



## Significant Budget & Staffing Changes for FY 2017

The Board of Health is requesting the addition of a Senior Clerk Typist to assist in the clerical duties and anticipated increases in workload as new health improvement and outreach programs that will positively impact health status of the community are developed and implemented. Erica Rimpila replaced Suzanne Doty Public Health Nurse, who resigned. David Greenbaum, Senior Sanitarian resigned to take up a new position leading another Health Department. Elizabeth Gagakis was promoted to Senior Sanitarian and the Sanitarian vacancy was filled.



## Recent Accomplishments

- Followed up on cases of reportable contagious diseases.
- Responded to emergency calls from Police and Fire Departments.
- Provided a community Health information program including, Blog, Facebook and Twitter presence.
- Provided Public Health information at Farmer's Market, Community wellness fair
- Provided vaccination clinics for influenza.
- Ensured compliance with conditions set for various developments.
- Ensured compliance with tobacco regulations.
- Enforced the State Sanitary Code for housing, food establishments bathing beaches, swimming pools and other permitted facilities conducting over 2500 inspections.
- Provided sanitary inspections for problem areas in neighborhoods.
- Participated in community health and wellness fairs on the North Shore.
- In conjunction with other North Shore communities and North Shore Elder Services participant in task force to handle hoarding issues on the North Shore.
- Participate in A region wide Asthma reduction program that provides information on multi-unit housing owners on smoke free housing, Integrated pest management and smoking cessation programs



- Participated in a reciprocal agreement with the City of Beverly to allow residents of both communities to participate in household hazardous waste collections twice per year.
- Board of Health receives and processes communicable diseases online.
- Erica Rimpila attended TB Intensive Workshop at Rutgers University
- Erica Rimpila Completed ICS100, 200, Introduction to Local Public Health Courses.
- Elizabeth Gagakis and Jeffrey Barosy completed the Food Inspector Public Health Inspection Training( PHIT) program
- Larry Ramdin Lectured 3 classes at the Food PHIT training
- Jeffrey Barosy completed the PHIT Housing Inspector Training
- Worked with Salem police Department and Mayor's office to Host " International Overdose Awareness Day"
- Provided sharps containers to Salem Police and Council Aging
- Conducted Basic Food Safety Seminar for Food Workers at a local restaurant
- Secured with a Youth Substance Abuse Prevention grant with Lynn, Marblehead and Swampscott that focuses on underage drinking and substance use prevention



## FY 2017 Goals & Objectives

- Continue Community Health improvement program geared towards reducing Chronic disease risks within Salem, thus improving the health of the community
- Continue ongoing Staff development to improve the service delivery to the community
- Improve communication with residents to improve general health and well-being and resolve citizen concerns



- Use Technology to improve efficiencies and responsibilities in complaint tracking, inspection, increase and service delivery to residents
- Limit the exposure and incidence of infectious diseases through investigation, detection and prevention.
- Participate in an opiate risk reduction program with Lynn and Peabody
- Respond to residents' concerns regarding illness and sanitation issues.
- Maintain an inventory of vaccines and biologics required by the City sponsored clinics.
- Provide immunization clinics and educational seminars as determined by the Board.
- Ensure that the public health policies of the Board and State are followed.
- Maintain preparedness for public health emergencies.
- Maintain and strengthen working relationships with other City departments.
- Use the media and other avenues as a tool for disseminating information regarding public health concerns and education.
- Comply with Massachusetts Dept of Public Health regulations regarding inspection requirements for establishments governed by the State Sanitary Code.
- Respond to residents' public health concerns.
- Manage regional Shared Public Health services grant

Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
Number of inspections (not all inspections listed below)	2,045	1720	1,800	
Number of permits issued from the Board of Health	1,142	1284	1,600	
Number of Death Certificates processed/issued	382	413	500	
Number of trash and general nuisance inspections	744	624	600	
Number of Certificate of Fitness inspections/re-inspections	553	538	700	
Number of food establishment inspections/re-inspections	577	454	600	
Body art establishments	4	5	5	
Recreational camp inspections	27	28	30	
Pool inspections	23	23	20	
Swimming beach sampling	117	108	120	
Total number of communicable disease investigations	118	120	100	
Flu Shots Administered	373	319	350	

### How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Increase programs that will reduce risk factors and impact of chronic disease.
- Increase delivery of services and response by increasing use of technology.
- Enhance skill sets in the departmental staff that will impact better public health protections for community.
- Participate in an Opiate overdose reduction project with Lynn and Peabody to reduce the scourge of Opiate use and overdose in Salem
- Participate in Youth Substance use and reduction project with Lynn, Marblehead and Swampscott
- Improve messaging on Public health topics through use of social media





## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Health-Personnel</b>									
15101	5111	SALARIES-FULL TIME	331,502.00	357,223.00	357,223.00	320,760.58	399,846.00	362,039.00	362,039.00
15101	5113	SALARIES-PART TIME	8,427.50	16,545.00	16,545.00	6,003.75	28,306.00	28,306.00	28,306.00
15101	5131	OVERTIME (GENERAL)	1,718.17	2,000.00	2,000.00	2,685.96	2,000.00	2,000.00	2,000.00
15101	5150	FRINGE/STIPENDS	3,937.50	4,500.00	4,500.00	2,375.00	4,500.00	4,500.00	4,500.00
<b>Total Health-Personnel</b>			<b>345,585.17</b>	<b>380,268.00</b>	<b>380,268.00</b>	<b>331,825.29</b>	<b>434,652.00</b>	<b>396,845.00</b>	<b>396,845.00</b>
<b>Health-Expenses</b>									
15102	5306	ADVERTISING	113.99	800.00	800.00	216.50	800.00	800.00	800.00
15102	5318	DENTAL/MEDICAL SERVI	1,044.24	2,500.00	2,500.00	2,255.85	2,500.00	2,500.00	2,500.00
15102	5320	CONTRACTED SERVICES	138.40	0.00	0.00	0.00	0.00	0.00	0.00
15102	5396	HOUSING-SAN	3,257.80	5,900.00	5,900.00	4,318.64	5,900.00	4,500.00	4,500.00
15102	5421	OFFICE SUPPLIES (GEN	2,536.13	2,800.00	2,800.00	2,440.46	2,800.00	2,500.00	2,500.00
15102	5710	IN STATE TRAVEL/MEETINGS	96.82	500.00	500.00	499.98	500.00	400.00	400.00
15102	5785	RODENT CONTROL	4,650.00	5,000.00	5,000.00	3,875.00	5,000.00	5,000.00	5,000.00
15102	5786	BEACH WATER ANALYSIS	0.00	800.00	800.00	0.00	800.00	800.00	800.00
<b>Total Health-Expenses</b>			<b>11,837.38</b>	<b>18,300.00</b>	<b>18,300.00</b>	<b>13,606.43</b>	<b>18,300.00</b>	<b>16,500.00</b>	<b>16,500.00</b>
<b>120</b>	<b>510</b>	<b>Department Total</b>	<b>357,422.55</b>	<b>398,568.00</b>	<b>398,568.00</b>	<b>345,431.72</b>	<b>452,952.00</b>	<b>413,345.00</b>	<b>413,345.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016 52.4	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016 0.0%	Prop Rate FY 2017 0.0%	Dept Request FY 2017 52.2	Mayor Rate FY 2017 2.5%	Mayor Proposed FY 2017 52.2	Council Voted FY 2017
LYONS	HEATHER	120 HEALTH	15101-5111 BOARD CLERK		2,000.00	B			4	500.00	500.00	2,000.00	500.00	2,000.00	2,000.00
RAMDIN	LARRY	120 HEALTH	15101-5111 HEALTH AGENT	5/2011	82,611.06		1.00	1	100%	1,576.55	1,576.55	82,295.75	1,615.96	84,353.14	84,353.14
					272,611.65		5.00			Total AFSCME 1818		315,549.63		275,685.01	275,685.01
					<b>357,222.71</b>	<b>6.00</b>	<b>Total Full Time - 5111</b>					<b>399,845.37</b>		<b>362,038.15</b>	<b>362,038.15</b>
REALE	JOSEPH	120 HEALTH	15101-5113 PT CODE ENFORCEMENT OFFI	9/21/2007	12,445.00			9.5	hours per wk	25.00	28.54	14,152.99	28.54	14,152.99	14,152.99
CODY	ROBERTA	120 HEALTH	15101-5113 PT CODE ENFORCEMENT OFFI	10/29/2008	12,445.00			9.5	hours per wk	25.00	28.54	14,152.99	28.54	14,152.99	14,152.99
					(8,345.00)									-	-
					<b>16,545.00</b>			<b>Total PartTime - 5113</b>				<b>28,305.97</b>		<b>28,305.97</b>	<b>28,305.97</b>
					2,000.00							2,000.00		2,000.00	2,000.00
					<b>2,000.00</b>			<b>Total PartTime - 5113</b>				<b>2,000.00</b>		<b>2,000.00</b>	<b>2,000.00</b>
					4,500.00			3.0		1,500.00	1,500.00	4,500.00	1,500.00	4,500.00	4,500.00
					<b>4,500.00</b>			<b>Total PartTime - 5113</b>				<b>4,500.00</b>		<b>4,500.00</b>	<b>4,500.00</b>
					<b>380,267.71</b>	<b>6.00</b>	<b>Department Total</b>					<b>434,651.35</b>		<b>396,844.12</b>	<b>396,844.12</b>

Full-Time Equivalent Employees:	FY 2015	6.00
	FY 2016	6.00
	FY 2017	6.00
	Variance 16 vs. 17	0.00

**FY 2017 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Voted By Council FY 2015 52.4	F T E	Rate FY 2016	Incr FY 2017	Calc Rate FY 2017	STEP INCREASES					Dept Request FY 2017 52.2	Mayor FY 2017 52.2	Council FY 2017 52.2
										Date	Rate	# Wks Old    New					
GREENBAUM DAVID	120 HEALTH	15101-5111	SR. SANITARIAN	11/03/03	60,369.83	0.00	1,152.10	1.025	1,180.90					100%	Resigned	Resigned	Resigned
LYONS HEATHER	120 HEALTH	15101-5111	PRINCIPAL CLERK	10/12/04	47,503.80	1.00	906.56	1.015	920.16					100%	48,032.33	48,032.33	48,032.33
GAGAKIS ELIZABETH	120 HEALTH	15101-5111	SR. SANITARIAN	1/7/2008	56,324.47	1.00	1,152.10	1.025	1,180.90					100%	61,643.11	61,643.11	61,643.11
DOTY SUZANNE	120 HEALTH	15101-5111	PUB HLTH NURSE STEP II/II	3/19/2012	55,610.69	0.00	1,090.55	1.025						100%	-	-	-
RIMPILA ERICA	120 HEALTH	15101-5111	PUB HLTH NURSE STEP I/II	12/3/2015		1.00	1,013.35	1.025	1,038.68	12/3/2016	1,077.49	22.0 30.2	100%	55,391.24	55,391.24	55,391.24	
BAROSY JEFFREY	120 HEALTH	15101-5111	SANITARIAN II/III	3/1/2015	52,802.86	1.00	1,036.13	1.025	1,074.89	3/1/2016	1,101.77	40.0 12.2	100%	56,437.19	56,437.19	56,437.19	
Replace Sanitarian	120 HEALTH	15101-5111	SANITARIAN - Step 1/2			1.00	998.97	1.025	1,023.94	2/15/2017	1,062.03	33.0 19.2	100%	54,181.14	54,181.14	54,181.14	
New	120 HEALTH	16501-5111	SR. CLERK TYPIST	7/1/2016		0.00			763.69					100%	39,864.62	-	-
					272,611.65	5.00									315,549.63	275,685.01	275,685.01

**FY 2017 DETAILED BUDGET REPORT  
EXPENSES**

**HEALTH - 120**

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
15102	5306	<b>ADVERTISING</b>			
		Public Health alerts, such as for Seasonal Flu, Avian Flu, other contagious diseases and legal notices required for regulations.	800	800	800
<b>TOTAL</b>			<b>800</b>	<b>800</b>	<b>800</b>
15102	5318	<b>DENTAL/MEDICAL SERVICES</b>			
		Influenza Clinic supplies including 12 boxes Sensicare sterile gloves, 1 carton Curad bandages, 20 boxes alcohol wipes, 10 sharps containers, 12 boxes 3cc 23G 1" syringes, NIOSH N95 masks, 4 EpiPens, 7 ice packs, 10 packs 1X1's			
		Other general medical supplies as needed	2,500	2,500	2,500
<b>TOTAL</b>			<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
15102	5396	<b>HOUSING/SAN</b>			
		Educational Conferences: Contagious diseases, inspections, emergency preparedness,	700	700	700
		Inspectional Equipment such as stem type thermometers, flashlights, batteries,	540	540	540
		License for computerized inspection module	425	425	425
		litmus paper, file, cameral supplies, hardware supplies	1,160	1,160	1,160
		Codes from Mass DEP and MDPH	300	300	300
		Professional Membership for 7 employees: MHOA, APHA, MPHA, NEHA, NALBOH	1,200	1,200	1,200
		newspaper	175	175	175
		Beach signs, pool test kits, instructional videos, & Training	1,000	1,000	1,000
		Fees for expert consultant to review plans and specs as needed.	400	400	400
				(1,400)	(1,400)
<b>TOTAL</b>			<b>5,900</b>	<b>4,500</b>	<b>4,500</b>
15102	5421	<b>OFFICE SUPPLIES</b>			
		General Office Supplies as needed	2,800	2,500	2,500
<b>TOTAL</b>			<b>2,800</b>	<b>2,500</b>	<b>2,500</b>
15102	5710	<b>IN STATE TRAVEL</b>			
		Mileage reimbursement for travel outside of Salem	500	400	400
<b>TOTAL</b>			<b>500</b>	<b>400</b>	<b>400</b>
15102	5785	<b>RODENT CONTROL</b>			
		40 professional exterminations @ \$125 each	5,000	5,000	5,000
<b>TOTAL</b>			<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
15102	5786	<b>BEACH WATER ANALYSIS</b>			
		Bacterial analysis of swimming water	800	800	800
<b>TOTAL</b>			<b>800</b>	<b>800</b>	<b>800</b>
<b>TOTAL PROPOSED</b>			<b>18,300</b>	<b>16,500</b>	<b>16,500</b>



# ***Electrical Department***

## **Mission Statement – Why We Exist**

The Mission of the Electrical Department is to protect the safety and welfare of the City's residents and its visitors. More specifically, the department will enforce all laws, bylaws and regulations in accordance with the City and State of Massachusetts Electrical Codes. The Electrical Department will assist our residents as to any concern that they might have about there safety and well being.

## **Significant Budget & Staffing Changes for FY 2017**

No significant budget or staffing changes.

## **Recent Accomplishment**

- The City's Fire Alarm is being upgraded on Rte. 1A to accommodate the Canal street renovation project.
- Working with J.F. White Construction on Dodge Street lot for Utilities
- Worked with Siemens Corp to institute a conversion from High pressure Sodium Luminaires to LED Luminaires throughout the City.
- Assisted Salem P.D. installing surveillance cameras throughout the City.
- Installation of Fire Alarm and Street lighting at the Osborne Hills Development ongoing.  
Completed and calibrated Installation of new traffic signals at the entrance of the MBTA station.
- Maintain wiring in Leslie Retreat Park for the Park lighting system
- Maintaining lighting at Blaney Street.
- Maintaining lighting at the Salem Willows Park
- Maintaining lighting on the Bridge Street Bypass Roadway.
- Maintaining lighting on Rte 107 Bridge Street
- Maintaining the lighting at the Common
- Competed all inspections at The Salem State University Garage.
- Completed the Grove street renovation project.



- Working to install all new LED Luminaires from Riley Plaza to Congress Street.
- Working on Salem State Theatre Building Fire Alarm and Inspections  
The Common Bandstand has LED fixtures installed.  
Working with the Planning Department for the Artists Row enhancements and Electrical equipment relocation is completed  
The Electrical department is now maintaining all of our Roadway lighting  
Complete traffic signal and Fire Alarm installation for the MBTA garage.
- Working with Verizon to transfer the City's Fire Alarm Cables to the new poles being installed throughout the City
- Completely maintained our Decorative Roadway lighting system.
- Completely maintained our Traffic signals and controllers through out the City.
- The Electrical Department is now maintaining all street lights throughout the City.

## FY 2017 Goals & Objectives

- To complete Canal Street improvement plans and to complete installation of all utilities.
- To have all our traffic signals and hardware painted at all of our major intersections starting in April 2016
- To Retrofit Collins Cove walkway with LED lighting
- To Work with Engineering and Planning to have installed, Fire Alarm, and Electric Utilities at the Senior Center site.
- To Work with Fire Prevention to coordinate the Fire Alarm installation for the Garage and Theatre Building at Salem State University.
- To paint fireboxes in different locations through out the City.
- To install new Fire Alarm cable from Gardner street to Holly street
- As the Council on Aging Development moves forward we will work with Planning and the Engineers to create Safe Pedestrian crossings and improve our signalization equipment.
- The City is working on an aggregation plan to purchase power for its residents.
- To Convert all our roadway lighting to LED Luminaires
- To complete all the pole transfers for the City's Fire Alarm cable
- To step up maintenance in potential problem area's with our Fire Alarm System and our traffic control system.
- To find a suitable permanent place for an Electronic banner that may be programmed via internet. The electronic banner may be placed at the Northern corner of Riley Plaza
- Working on completion of our Capital improvement projects.
- We will be working with Footprint Power co. during the actual construction as well.

Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
ELECTRICAL PERMITS ISSUED	750		800	1000
ELECTRICAL INSPECTIONS PERFORMED	1650		1650	1800
FIRE ALARM MASTERBOX PLUG OUT AND SYSTEM RESETS	1290		1290	
TRAFFIC SIGNAL REPAIRS	282		289	326
DECORATIVE STREET LIGHT REPAIRS	218		230	415
COBRAHEAD STREET LIGHT REPAIRS	197		475	658
BOARD OF HEALTH ELEC. COMPLAINTS	28		30	15
FIRE PREVENTION ELEC. COMPLAINTS	12		24	12
ELECTRICAL REPAIRS TO PUBLIC BLDGS	23		35	15
FIRE ALARM OPEN CIRCUITS / REPAIR	74		85	120
MAINTAIN FOUNTAIN PUMPS	1		1	1
FIRE ALARM POLE TRANSFERS	113		120	236
ROADWAY BANNERS HUNG	65		65	120
DECORATED CHRISTMAS TREES	180		180	126

How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Electrical-Personnel</b>									
12451	5111	SALARIES-FULL TIME	325,228.15	341,905.00	341,905.00	316,220.78	347,013.00	348,919.00	348,919.00
12451	5131	OVERTIME (GENERAL)	7,035.19	8,000.00	8,000.00	5,638.34	8,000.00	8,000.00	8,000.00
12451	5141	LONGEVITY	150.00	150.00	150.00	150.00	150.00	150.00	150.00
<b>Total Electrical-Personnel</b>			<b>332,413.34</b>	<b>350,055.00</b>	<b>350,055.00</b>	<b>322,009.12</b>	<b>355,163.00</b>	<b>357,069.00</b>	<b>357,069.00</b>
<b>Electrical-Expenses</b>									
12452	5213	STREET LIGHTING	303,006.93	400,000.00	400,000.00	289,116.18	375,000.00	250,000.00	250,000.00
12452	5214	TRAFFIC SIGNAL LIGHT	33,440.43	35,000.00	35,000.00	29,868.23	35,000.00	34,000.00	34,000.00
12452	5254	STREET LIGHTING MAINT	15,075.83	40,000.00	40,000.00	32,661.31	40,000.00	40,000.00	40,000.00
12452	5255	BUILDING/EQUIP MAINT	6,223.88	8,000.00	8,000.00	6,345.22	8,000.00	7,000.00	7,000.00
12452	5256	FIRE/MUN SIGNAL MAIN	9,987.50	12,000.00	12,000.00	8,109.79	12,000.00	10,000.00	10,000.00
12452	5257	MAINT TRAFFIC SIGNAL	7,233.21	12,000.00	12,000.00	8,657.18	12,000.00	10,000.00	10,000.00
12452	5301	POLICE DETAIL	0.00	3,750.00	3,750.00	980.00	5,000.00	2,000.00	2,000.00
12452	5324	TRAINING & CERTIFICATION	408.00	1,250.00	1,250.00	200.00	1,250.00	500.00	500.00
12452	5341	TELEPHONE	1,252.42	2,000.00	2,000.00	876.41	2,000.00	2,000.00	2,000.00
12452	5421	OFFICE SUPPLIES (GEN	1,790.33	2,000.00	2,000.00	1,506.07	2,000.00	2,000.00	2,000.00
12452	5710	IN STATE TRAVEL/MEETINGS	180.00	500.00	500.00	115.20	500.00	300.00	300.00
<b>Total Electrical-Expenses</b>			<b>378,598.53</b>	<b>516,500.00</b>	<b>516,500.00</b>	<b>378,435.59</b>	<b>492,750.00</b>	<b>357,800.00</b>	<b>357,800.00</b>
<b>080</b>	<b>245</b>	<b>Department Total</b>	<b>711,011.87</b>	<b>866,555.00</b>	<b>866,555.00</b>	<b>700,444.71</b>	<b>847,913.00</b>	<b>714,869.00</b>	<b>714,869.00</b>



**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016 52.4	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016 0.0%	Prop Rate FY 2017 0.0%	Dept Request FY 2017 52.2	Mayor Rate FY 2017 2.5%	Mayor Proposed FY 2017 52.2	Council Voted FY 2017
GIARDI	JOHN	080 ELECTRICAL	12451-5111 CITY ELECTRICIAN	06041984	76,535.98		1.00	1	100%	1,460.61	1,460.61	76,243.86	1,497.13	78,149.96	78,149.96
					265,368.27		5.00				Total AFSCME 1818	270,768.21		270,768.21	270,768.21
					<b>341,904.25</b>		<b>6.00</b>	<b>Total Full Time - 5111</b>				<b>347,012.07</b>		<b>348,918.17</b>	<b>348,918.17</b>
		080 ELECTRICAL	12451-5131 Overtime		8,000.00							8,000.00		8,000.00	8,000.00
		080 ELECTRICAL	12451-5141 Longevity- Thibodeau (150)		150.00					150.00	150.00	150.00	150.00	150.00	150.00
					<b>350,054.25</b>		<b>6.00</b>	<b>Department Total</b>				<b>355,162.07</b>		<b>357,068.17</b>	<b>357,068.17</b>

Full-Time Equivalent Employees:	FY 2015	6.00
	FY 2016	6.00
	FY 2017	6.00
	Variance 16 vs. 17	0.00

**FY 2017 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Voted By Council FY 2015 52.4	F T E	Rate FY 2016	Incr FY 2017	Calc Rate FY 2017	STEP INCREASES					Dept Request FY 2017 52.2	Mayor FY 2017 52.2	Council FY 2017 52.2	
											Date	Rate	# Wks Old	New					
PARENT	RICHARD	080 ELECTRICAL	12451-5111	Signal Maint Supervisor	5/12/2011	54,892.59	1.00	1,047.57	1.025	1,073.76					100%	56,050.15	56,050.15	56,050.15	
ROCHON	MARK	080 ELECTRICAL	12451-5111	WIRE INSPECTOR	4/30/2001	56,324.51	1.00	1,074.90	1.025	1,101.77					100%	57,512.27	57,512.27	57,512.27	
THIBODEAU	ALISON	080 ELECTRICAL	12451-5111	PRINCIPAL CLERK	03/20/1976	47,503.80	1.00	906.56	1.015	920.16					100%	48,032.33	48,032.33	48,032.33	
VALLANTE	KENNETH	080 ELECTRICAL	12451-5111	SIGNAL MAINTAINER	10/28/2002	50,594.02	1.00	965.53	1.025	989.67					100%	51,660.93	51,660.93	51,660.93	
CITRONI	DAVID	080 ELECTRICAL	12451-5111	WIRE INSPECTOR	8/15/2013	56,053.34	1.00	1,074.90	1.025	1,101.77					100%	57,512.52	57,512.52	57,512.52	
						265,368.27	5.00										270,768.21	270,768.21	270,768.21

**FY 2017 DETAILED BUDGET REPORT  
EXPENSES**

**ELECTRICAL - 080**

ORG	OBJECT	DECSRIPTION	Dept Request	Approved by Mayor	Voted by Council
12452	5213	<b>STREET LIGHTS</b>			
		ROADWAY AND DECORATIVE LIGHTING THROUGHOUT CITY	375,000	250,000	250,000
<b>TOTAL</b>			<b>375,000</b>	<b>250,000</b>	<b>250,000</b>
12452	5214	<b>TRAFFIC SIGNALS</b>			
		TRAFFIC SIGNAL ENERGY COSTS	35,000	34,000	34,000
<b>TOTAL</b>			<b>35,000</b>	<b>34,000</b>	<b>34,000</b>
12452	5254	<b>ROADWAY AND MALL LIGHTING MAINTAINANCE</b>			
		REPLACEMENT OF POLES,LUMINAIRES,WIRING,TRANSFORMERS,LAMPS, LENSES			
		Maintenance for Additional Lights purchased from National Grid	40,000	40,000	40,000
<b>TOTAL</b>			<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
12452	5255	<b>BUILDING/EQUIPMENT MNT.</b>			
		FACILITY REPAIRS	8,000	7,000	7,000
<b>TOTAL</b>			<b>8,000</b>	<b>7,000</b>	<b>7,000</b>
12452	5256	<b>FIRE/MUN SIGNAL MNT</b>			
		MAINTAIN FIRE ALARM CABLE & FIREBOXES OVERHEAD AND UNDERGROUND.	12,000	10,000	10,000
<b>TOTAL</b>			<b>12,000</b>	<b>10,000</b>	<b>10,000</b>
12452	5257	<b>MNT TRAFFIC SIGNALS</b>			
		TRAFFIC CONTROLLERS, SIGNALS, CONDUITS AND LIGHTING MAINTENANCE.	12,000	10,000	10,000
<b>TOTAL</b>			<b>12,000</b>	<b>10,000</b>	<b>10,000</b>
12452	5301	<b>POLICE DETAIL</b>			
		POLICE DETAIL FOR ROADWAY WORK AS NEEDED	5,000	2,000	2,000
<b>TOTAL</b>			<b>5,000</b>	<b>2,000</b>	<b>2,000</b>
12452	5324	<b>TRAINING &amp; CERTIFICATION</b>			
		ESSEX CTY SIGNAL ASSOC., IMSA NFPA LED CERTIFICATION, MUN ELEC INSP ASSOC.,	1,250	500	500
		TRAFFIC SIGNAL SCHOOL, COMP COURSES			
<b>TOTAL</b>			<b>1,250</b>	<b>500</b>	<b>500</b>
12452	5341	<b>TELEPHONE</b>			
		2 BUSINESS PHONE LINES @ 120.MO & LONG DISTANCE @ 82.50 X 12 MOS	2,000	2,000	2,000
<b>TOTAL</b>			<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
12452	5421	<b>OFFICE SUPPLIES (GENERAL)</b>			
		GENERAL OFFICE SUPPLIES AS NEEDED	2,000	2,000	2,000
<b>TOTAL</b>			<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
12452	5710	<b>IN STATE TRAVEL/MEETING</b>			
		PROGRAMS AND SEMINARS			
		ESSEX CTY SIGNAL ASSOC. 10MEETINGS @30.	300	200	200
		MUN.ELECTRICAL INSP ASSOC10 MEETINGS@20.	200	100	100
<b>TOTAL</b>			<b>500</b>	<b>300</b>	<b>300</b>
<b>TOTAL PROPOSED</b>			<b>492,750</b>	<b>357,800</b>	<b>357,800</b>

# ***Planning – General Administration***

## **Mission Statement – Why We Exist**

To provide a strong, comprehensive approach for the future development of the City through a wide range of activities, including economic development, land use planning, housing policy, transportation projects, historic preservation, open space conservation, and neighborhood improvement efforts.

## **Significant Budget & Staffing Changes for FY 2017**

There is one staffing change proposed for FY 2017.

- A Clerk for the Board of Appeals is proposed, consistent with the Planning Board, Conservation Commission, SRA, and DRB, which all have recording clerks. Budget is \$1,440.

### **Budget changes**

- The total compensation for Erin Schaeffer, Staff Planner, remains the same. However, this is achieved by eliminating her stipend and increasing her salary by the same amount of \$3,000.
- New stipends (11821-5150)
  - a. Andrew Shapiro, Economic Development Planner, was certified AICP during FY16. Stipend is \$2,000.
  - b. Erin Schaeffer, Staff Planner, is applying for AICP certification this fiscal year. Stipend is \$2,000.
  - c. Jeff Elie, Energy and Sustainability Manager, is also applying for AICP certification this year. Stipend is \$2,000.
- Contractual Services – (11822 – 5320) \$20,000 is proposed to contract with a consultant to update the “Downtown Salem Retail Market Study: Strategy and Action Plan” document that was originally completed in 2007, which serves to guide the City in terms of understanding its existing retail market base, its strengths and opportunities, and how the City can position itself for additional retail investment. A business recruitment blueprint will be part of this study, which will specifically call out what the City should highlight to best position itself to attract high quality retail, what type of retail it should target, and how it should target such businesses.



## **Recent Accomplishments**



- The Energy and Sustainability Manager, Jeff Elie, has undertaken numerous energy and sustainability projects, as described below.
  - **Streetlight purchase and LED Conversion** – In October 2014, the City successfully purchased and assumed maintenance on all 3,500 streetlights in the City that were once owned and maintained by National Grid. Even after maintenance costs, the City will save about \$200,000 a year by not paying National Grid for maintenance. Because the City now owns and maintains the streetlights, the City can now switch the existing lighting system to high efficiency LED lights, which will result in a 50-60% electricity energy and cost reduction. In the fall of 2014, through Metropolitan Area Planning Council group procurement with 7 other cities and towns, Siemens was selected as the LED installer for the overall project. Despite the \$1.1 million cost of the lights, the City will save an additional \$195,000 a year in savings and the lights come with a 10-year parts warranty that takes care of the cost of maintaining the lights. In 2014 the City was awarded \$230,000 to offset the cost of the LED conversion through another round of Green Communities competitive grant funding bringing the cost of the project down.  
The Energy and Sustainability Manager is the project manager for the conversion and is working with John Giardi, Electric Department, to complete the project in a timely manner. Currently the City is working with Siemens to complete the design and audit of the streetlight system so proper LED fixtures can be selected that best maximize energy and cost savings. The installation of the lights will be installed by the end of Fiscal Year 2015 according to the current project timeline. **Total savings for streetlight purchase and LED Conversion is approximately \$400,000 annually.**
  - **Electricity Supply Contract Negotiations and Savings** - City Electrician John Giardi and Energy Manager Jeff Elie worked with Bay State Consultants to negotiate and secure the electricity supply rate from 2014 to 2018 at a rate of \$0.0749 per kWh. This is approximately 1 cent lower than the previous contract and 3.6 cents lower than the National Grid standard supply rates. This equates to a \$361,000 per year savings versus the National Grid supply rates. The City Electrician and Energy Manager will be working with Bay State Consultants this Summer to explore options to extend the electricity supply contract and ensure that the City is protected against rising costs in electricity for years to come.
  - **Green Communities Competitive Grant 2013** - Through the work of the Energy and Sustainability Manager, the City was awarded \$228,000 in June 2013 under the second round of Green Communities funding. The Energy Manager is worked with the selected energy contractor, Guardian Energy, to finalize the reporting on the projects and submitted the final report on February 18, 2015. Projects include energy efficiency projects throughout the city, including, DPW building envelope energy efficiency upgrades, DPW energy management system, DPA infrared heaters, DPW outdoor lighting LED fixture upgrade; retro-commissioning in 6 buildings, including the High School Bentley School, Public Library, Police Station, fire HG, and the DPW.
  - **Green Communities Competitive Grant 2014** – After successful completion of the 2013 Green Communities Competitive Grant round, the Energy Manager applied for another round of funding and in 2014 the City was awarded \$230,000 to offset the cost of the LED streetlight conversion. The LED conversion will be completed in February 2016 and Jeff Elie will prepare the final grant report to the DOER in order to be eligible for FY17's Green Communities Competitive grant round.
  - **Coastal Zone Management Rosie's Pond Grant** – Jeff Elie, Energy and Sustainability Manager, worked jointly with other staff to prepare and write the grant for Rosie's Pond. The grant was successful and, the Massachusetts Office of Coastal Zone Management awarded the City a \$200,000 grant for design and permitting for a flood mitigation project in the Rosie's Pond/Jefferson Ave neighborhood of Salem. The Energy and Sustainability Manager is handling the administration of this grant and the Engineering Department is working with Woodard and Curran to handle the design and permitting work of the grant.
  - **Coastal Zone Management Green Infrastructure Grant** – Through another joint grant writing effort by Jeff Elie, Energy and Sustainability Manager, and other staff, the City was awarded a \$75,000 grant in December 2014 to conduct a feasibility study to assess where green infrastructure to mitigate climate change impacts on the coast can be implemented. J. Elie is the project manager and grant administrator for the project and it will be completed by the end of 2016 fiscal year. The City is working with Salem Sound Coastwatch and Chester Engineering to develop the feasibility study, public outreach, and final report.



- **Climate Change Vulnerability Assessment and Adaptation Plan** - The City, working with CDM Smith Consultant, finalized the Climate Change Vulnerability Assessment and Adaptation Plan after a widely attended public meeting in December 2014. This two-year study will serve as a guide for the City to implement practical and feasible adaptation strategies that will better prepare the City for climate change events in the short and long-term future. J. Elie, the Energy and Sustainability Manager, was the project manager for this comprehensive, two-year undertaking, placing the City of Salem in the forefront of climate adaptation planning. Through this Assessment and Adaptation Plan, the City shows that it is aware of the climate change stressors and ready to plan and take action to implement projects that make the City more resilient.
- **Salem Bicycle Advisory Committee** – The Energy and Sustainability Manager is now responsible for staffing the Salem Bicycle Advisory Committee. Additional responsibilities now include serving as representative to the Complete Streets Working Group, coordinating with Mass-in-Motion, Engineering, DPW, and other applicable City Departments to manage, promote, and increase bicycle related infrastructure in the City of Salem. Current and future projects include an update to the Bicycle Master Plan, working with MassDOT and Engineering to build the new Canal Street off-road path, working with Engineering and MassDOT to implement bicycle infrastructure on the planned Highland Ave/107 street reconstruction project, and working to apply for an implement a Complete Streets grant funding opportunity from MassDOT.
- **DOER Decommissioned Coal Powered Power Plant Renewable Energy Grant** - Through the CLF/Footprint settlement the City of Salem was awarded \$2 million as a grant to spend on renewable energy projects or feasibility studies to enhance energy and cost savings while promoting a clean and sustainable energy future. However, the Energy and Sustainability Manager has had several unsuccessful meetings and discussions with DOER officials to identify eligible projects. Through work with the DOER, the Energy Manager has begun working with Tighe & Bond on a solar rooftop feasibility study for the High School and Bentley School. Through contributions from this DOER grant program and from Footprint Power for their renewable energy requirement, over 500 kW of solar panels will be installed on the High School rooftop and approximately 200 kW at the Bentley School to generate renewable energy credit income and offset the electricity usage at those buildings. These solar projects are anticipated to be completed in the summer 2016.
- The Commonwealth's Executive Office of Housing and Economic Development provided the City with an additional \$825,000 in funding through its MassWorks Infrastructure Grant Program, adding to the \$2,535,000 it was awarded by this agency in 2014 for public infrastructure improvements at Washington & Dodge Streets. The now \$3,360,000 project will relocate a number of public utilities from the Riley Plaza East parking Lot, including sewer, water, natural gas, and telecommunications lines, as well as electric transmission and distribution infrastructure. Additionally, the intersection of Dodge Street and Washington Street will be reconfigured. The investment will allow the Riley Plaza East parking lot to be developed into a 178,000 SF mixed use development, which will include residential units, commercial space, and a hotel.



- Worked with the City Council to approve a tax increment financing agreement for Hotel Salem, a planned 44 room boutique hotel that will be located in an adaptively reused commercial building on the Essex Street Pedestrian Mall. The agreement provides over \$350,000 in projected tax relief to the hotel over five years in exchange for an anticipated \$7,400,000 investment in building upgrades, property acquisition, and personal property acquisition; as well the creation of at least 15 new full-time equivalent jobs. The City will be supporting the hotel's application for state tax credits through the Commonwealth's Economic Development Incentive Program.
- The City was awarded a \$30,000 Planning Assistance Toward Housing (PATH) grant, which is administered by the Commonwealth's Department of Housing and Community Development. The funding is being used to support technical assistance from the



Metropolitan Area Planning Council (MAPC) to develop Salem's first 40R smart growth overlay district, which would be located in the Point neighborhood. This new zoning district will facilitate mixed use development by allowing them by right, rather than by special permit. It will also ensure the inclusion of a minimum of 20% affordable units in affordable units in residential and mixed use redevelopment projects, and will result in payments to the City.

- The City is partnering with the North Shore Community Development Coalition (NSCDC), Salem State University, and others to apply for a second round of funding from the Working Cities Challenge; a grant program sponsored by the Federal Reserve Bank of Boston to foster collaboration across sectors and engage community members, using evidence to track progress toward a shared goal, and working to improve the lives of low-income residents by changing systems. The partnership, which is being led by NSCDC was one of 10 teams awarded a \$15,000 "design grant" that is being used to develop a comprehensive implementation grant application for the development of a location that will provide one-stop access to a variety of community based programming and services in the Point neighborhood. In round one, the City successfully led a partnership that was awarded \$105,000 in funding used for a variety of Point based projects and programs, including the production of an economic development plan and retail market analysis, occupational skills training for residents to become certified nurse assistants and/or home health aides, and the development of leadership development programming.
- The Department oversaw the substantial completion of a roadway improvement project along Grove Street, which was funded by a \$1,475,000 MassWorks Infrastructure grant program.
- Upon issuance of a request for proposals (RFP) and several public meetings, the Department worked with the Salem Redevelopment Authority to select a developer for the proposed redevelopment of the former Salem District Court property on Washington Street. The project calls for a mixed-use building with 61 residential condominium units, of which six (6) will be affordable and 14 will be three-bedroom units, 82 underground parking spaces, and 8,463 square feet of retail/restaurant space on the ground floor. The developer, Diamond Sinacori, LLC of Boston, is currently performing due diligence on the site prior to entering into a land disposition agreement with the SRA and intends to begin the permitting process in 2016. If the project remains on schedule, construction should begin in late 2016 or early 2017, and will be complete in the first half of 2018.
- The Department applied for and was awarded a \$6,000 grant from MassDevelopment's Transformative Development Initiative (TDI) Placemaking Grant Program. The award funded the design and implementation of two artistic crosswalks along Lafayette Street in the Point neighborhood that were painted by renowned south Florida based artist Ruben Ubiera. The project was awarded a 2015 Social Advocacy from the Massachusetts Chapter of the American Planning Association.
- Working with other departments and the Community Preservation Committee, the second year of implementation of the CPA is well on its way. Ten projects were recommended for funding the first year and approved by Council. For more detailed information see the CPA FY14 Annual Report.
- In cooperation with Salem Main Streets, helped to support Salem's third annual family friendly New Year's Eve event at Old Town Hall. "LAUNCH," was well attended and provided families an opportunity to experience arts and crafts, games, live music, and ceremonial balloon drop at the end.
- Coordinated the work of the Salem Harbor Station Stakeholder group with architectural and engineering consultants to provide input on Footprint's proposed facility and create the framework for a Community Benefits Agreement.





- The City successfully completed the Chapter 91 permitting process to enable dredging of the embayment area at Salem Wharf. Dredging is underway and is expected to be completed shortly. The City also is installing custom-made railings along the new Harborwalk and completing other punch list items. This work is funded from a \$4 Million grant the City was awarded by the former Governor's Seaport Council.
- This past year the City was awarded a \$928,000 grant from the newly established Governor's Seaport Economic Council to construct what will be Salem's only commercial marina at Blaney Street. The City has completed the public bid process and will begin construction of the marina in the spring. The City plans to open the Harborwalk and the Marina to the public in summer of 2016.
- The City has submitted legislation to establish a Salem Port Authority, following approval by the Salem City Council. The new Port Authority will manage the new Salem Wharf complex and will co-own and manage the Cruise Port along with Footprint Energy. The Cruise Port hosted visits from 2 major cruise lines, Fred Olsen Cruises and Holland America Seabourn Line.
- The City is making progress toward construction of a multi-purpose trail at Winter Island. Utilizing CDBG funds, the City recently completed an archaeological survey of the area and is back to bid for construction of the trail which is expected to be completed by July 2016.
- Restoration of historic Fort Pickering is underway, utilizing funding granted by the CPC. Substantial clearing of the Fort was undertaken, followed by a state of the art laser survey that was funded in part by a Survey & Planning grant from Mass Historic. The City is applying for funds for Phase II from the CPC
- The City issued a request for proposals for the sale and redevelopment of the former Universal Steel property and received a proposal from F.W. Webb to construct a modern warehouse and showroom facility that would allow Webb to remain in Salem and add 8 to 10 new jobs. The proposal is before Council.
- In partnership with the City of Peabody, the City of Salem established a Brownfields Cleanup Revolving Loan Fund with a \$950,000 grant from the US EPA. The program is focused on the remediation of industrial contamination to spur redevelopment of underutilized properties within the North River Corridor.
- The City constructed a new splash pad at Mary Jane Lee Park, funded in part by an Our Common Backyards grant from Executive Office of Energy and Environmental Affairs. The grant additionally supported the development of a master plan for the park to identify further improvements to the park.
- The Executive Office of Energy and Environmental Affairs awarded the City a \$400,000 Parkland Acquisitions and Renovations for Communities (PARC) grant to complete the renovation of Mary Jane Lee Park.
- Working with other departments, DPCD updated its Open Space & Recreation Plan.
- Additional department staff earned professional certification by the American Institute of Certified Planners (AICP).
- The City applied for a \$20,000 TD Green Streets grant to fund new shade trees throughout the Lafayette Street corridor, train City employees in best practices in tree care, begin an elementary school tree education program, and to launch an Adopt-a-Tree initiative.
- The City hired Applied Coastal Research & Engineering to complete a review of FEMA's coastal flood zones and work with FEMA to refine the flood maps to reduce the number of homeowners required to carry flood insurance.
- DPCD applied for a \$50,000 Department of Conservation and Recreation Recreational Trails Program grant to upgrade a main portion of the Forest River Conservation Area's trail infrastructure for year-round use and accessibility for people with disabilities.





- The City continues to plan, engineer, and permit the 1.5 mile long extension of the Salem Bike Path from its current end at Canal Street near Gardner Mattress to Downtown Salem via a City owned right-of-way and portions of MBTA active and unused railroad rights-of-way. This project is being done in conjunction with the Canal Street Improvement Project and once completed will connect downtown Salem with downtown Marblehead and Salem State University with an entirely off-road multi-use path.
- The City completed an update to the City's Preservation Master Plan which was funded by a \$16,000 Massachusetts Historical Commission Survey and Planning Grant.
- The City was awarded a \$62,000 Massachusetts Historical Commission Preservation Project Funds grant to restore 20 sections of the Salem Common Fence with matching dollars provided by Community Preservation Project funds (Phase II complete). The City has secured additional funding from the Community Preservation Project funds to fund additional sections of the Salem Common Fence.
- The City completed the restoration of Choate Memorial statue with \$28,000 from the Community Preservation Funds. Robert Shure, of Skylight Studios, restored Choate Memorial Statue and provide a treatment and maintenance report
- The City has secured \$106,000 of Community Preservation Funds, for the restoration of Dickson Memorial Chapel at Greenlawn Cemetery. The City is also applying to a Massachusetts Preservation Project Fund (MPPF) and working with the Friends of Greenlawn Cemetery to secure additional funding for this major restoration project.
- The City has secured \$90,000 of Community Preservation Funds for the restoration of Charter Street Cemetery. A landscape architect and stone conservator have been hired and work is underway.
- Continued to implement the Downtown Retail Market Study in collaboration with Salem Main Streets.
- Continued to work with Destination Salem to increase tourism. See Marketing and Tourism.



- Had a successful 12<sup>th</sup> season of Artists' Row.
- The North Shore Transportation Management Association is successfully operating its sixth year through Mass DOT funding and membership dues. Northeast Transit Planning & Management Corp. serves as the director of the program, whose goals are to encourage alternative forms of transportation and reduce traffic congestion.
- In 2015 the department executed \$95,000 in economic development loans to three businesses, which created a total of 12 full-time equivalent jobs.
- Assisted two businesses with storefront improvements.
- Through the Main Streets program, provided technical assistance to 8 new, 37 existing businesses, and 17 potential businesses, creating eight new full-time jobs.





- With CDBG funds, the City assisted the North Shore CDC to purchase benches, trash barrels, play equipment, and landscape materials as part of the development of 15 Ward Street pocket park.
- Ten participants (6 existing businesses and 4 potential businesses) participated in the Working Cities Challenge Project, which included 4 workshops conducted by the Enterprise Center.
- Sidewalk replacement completed at Rainbow Terrace and in the Point Neighborhood.
- Working through the Main Streets program, a successful Farmers' Market continued at Derby Square, increasing the vitality of downtown and providing an economic boost, as well as fresh produce. A Winter Market was held for the fifth year.
- Numerous other downtown events were organized through or in collaboration with the Salem Main Streets program, including Ice Scream Bowl, Mayor's Night Out, Holiday Happenings, Salem Arts Festival, Salem Film Fest, Salem Living Green Fair, Salem Poetry Festival, Salem So Sweet Festival and New Year's Eve Launch; and management of information booth for Haunted Happenings,
- Five-year CDBG Consolidated Plan completed following a lengthy public participation process, which included public and neighborhood meetings and focus groups, an on-line survey, stakeholder interviews, data collection and public comment period.
- Housing
  - a. Assisted a non-profit agency to acquire one building, which will be rehabbed into 34 units of new affordable rental housing.
  - b. 5 families assisted to purchase their first home in Salem
  - c. 4 housing units were renovated, with an additional project underway
  - d. 42 families received assistance with first/last month's rent and/or security deposits.
- CDBG assistance provided to 23 social service programs which assisted 9,565 persons, including at least 680 youth and at least 342 seniors.
- 26 trees planted in low-mod neighborhoods.

## FY 2017 Goals & Objectives

### 1. **Goal – To improve general government**

#### Objectives:

- To maintain a high level of responsiveness by and accessibility to the Planning & Community Development Department.
- To look for ways to deliver City services more efficiently and effectively through the use of technology.
- To successfully implement the third year of the voter-approved Community Preservation Act.
- To keep the community informed and to share information through full utilization of the City's web site.
- To continue to provide high quality technical assistance to the various land use boards and commissions.
- To continue the city's commitment to Green Communities designation and energy efficiency and sustainability goals.





## 2. Goal – To encourage appropriate economic development

### Objectives:

- To work with Footprint Energy to ensure the successful redevelopment of the Salem Harbor Power Plant site.
- To complete Phase II of the Salem Wharf Development and continue revitalization of Salem Harbor and the waterfront.
- To update/amend the existing Harbor Plan to encourage appropriate economic development on the waterfront.
- To encourage responsible private development and new growth opportunities, including the courts buildings, Riley Plaza, North River Canal Corridor, 5 Broad Street, and former Universal Steel site.
- To continue implementation of the Point Vision and Action Plan and the Point Neighborhood Commercial Corridors Revitalization Plan.
- To work with the developer and SRA n a successful redevelopment of the former District Court site.
- To support the growth of new and existing private businesses
- To implement a 40R smart growth overlay district in the Point neighborhood.
- To implement recommendations from the Artists' Row Framework Plan.
- To continue efforts to improve the quality of life for Point residents through the Federal Reserve Bank of Boston's Working Cities Challenge.

## 3. Goal – To improve recreation and quality of life

### Objectives:

- To implement recommendations of the recently updated Open Space & Recreation Plan in conjunction with Park & Recreation.
- To work with Park & Recreation to implement the Winter Island Master Plan as part of maintaining and upgrading the City's infrastructure, including parks.
- To work with Park and Recreation to plan for new facilities at McGlew Park and Mary Jane Lee Park and implement
- To provide affordable housing opportunities through housing rehabilitation funding, downpayment assistance, and support of other affordable housing initiatives.

## 4. Goal – To enhance travel and tourism

### Objective:

- To establish Salem as a dynamic year round arts & cultural destination
- To continue development and implementation of cruise port activities
- To continue implementation of the Public Art Master Plan.

## 5. Goal – To improve infrastructure and facilities

### Objectives:

- To continue planning for and construction of Mayor Jean Levesque Community Life Center



- To complete design and begin implementation of the Canal Street Bike Path, Lafayette bike lane demonstration, Salem Spins upgrades and the update to the Bicycle Master Plan.
- To continue to advance the Canal Street improvement project
- To continue the study for the South Salem MBTA commuter rail stop
- To begin development and design of the Route 107/Highland Avenue improvement plan.
- To identify stakeholders and timeline for improvements to Boston Street corridor
- To continue to work toward the significant reuse and preservation of Old Town Hall.
- To complete the construction project to relocate utilities from underneath the parking lot at Washington and Dodge Street.
- To continue with planning and execution of the City Hall Annex lease
- To work with Engineering to maintain and upgrade City roads, sidewalks, and open spaces.
- To work with Engineering to upgrade City water and sewer systems.

Outcomes and Performance Measures	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
Community Development Block Grants received	968,058	952,491	952,642	952,642
HOME funds received	93,638	100,335	84,612	84,612
Studies and reports completed	2	2	2	2
Zoning amendments adopted	1	1	1	1
CDBG projects completed	4	4	4	4
Rental housing subsidies provided	41	42	42	42
Affordable housing units assisted	51	34	27	89
First-time homebuyers assisted	1	5	3	3
Housing units rehabilitated	6	4	4	4
Social service programs assisted	24	23	23	23
Technical assistance to businesses	29	62	50	50
Financial assistance to businesses	2	5	3	3
Contaminated sites cleaned up	4	1	1	2
Street trees planted	13	26	20	20



## How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The Department's goal to maintain a high level of responsiveness and accessibility is a high priority for the City.
- The Department's goal to look for ways to deliver city services more efficiently and effectively through the use of technology is a medium priority for the City.
- The Department's goal to continue the city's commitment to Green Communities designation and energy efficiency and sustainability goals is a medium priority of the City.
- The Department's goal to work with Footprint Energy to ensure the successful redevelopment of the Salem Harbor Station Power Plant site is a high priority of the City.
- The Department's goal to complete Phase II of the Salem Wharf Development and continue revitalization of Salem Harbor and the waterfront is a high priority of the City.
- The Department's goal to encourage responsible private development and



new growth opportunities, including the courts buildings, Riley Plaza, North River Canal Corridor, 5 Broad Street and former Universal Steel site is a high priority of the City.

- The Department's goal to continue implementation of the Point Vision and Action Plan is a medium priority of the City.
- The Department's goal to solicit and oversee the future re-use of the former District and Superior Court buildings is a medium priority of the City.
- The Department's goal to support the growth of new and existing private businesses is a medium priority of the City.
- The Department's goal to work with Park & Recreation to implement the Winter Island Master Plan as part of maintaining and upgrading the City's infrastructure, including parks, is a high priority of the City.
- The Department's goal to develop plans for new facilities at McGlew Park and Mary Jane Lee Park and implement is a medium priority of the City.
- The Department's goal to continue development and implementation of cruise port activities is a medium priority of the City.

- The Department's goal to continue implementation of the Public Art Master Plan is a medium priority of the City.
- The Department's goal to continue planning for and construction of the Mayor Jean Levesque Community Life Center is a high priority for the City.

- The department's goal to complete design and begin implementation of the Canal Street bike path, Lafayette bike lane demonstration, Salem Spins upgrades and update of the Bicycle master Plan is a medium priority of the City.
- The Department's goal to work with Engineering to maintain and upgrade City water and sewer systems is a high priority of the City.
- The Department's goal to work with Engineering to maintain and upgrade City roads, sidewalks, and open spaces is a high priority of the City.
- The Department's goal to continue to advance the Canal Street improvement project is a high priority of the City.
- The Department's goal to continue to study the South Salem MBTA commuter rail stop is a medium priority for the City.
- The Department's goal to begin development and design of the Route 107/Highland Avenue improvement plan is a medium priority of the City.
- To Department's goal to continue with planning and execution of the City Hall Annex lease is a medium priority of the City.
- The Department's goal to identify stakeholders and timeline for improvements to the Boston Street corridor is a medium priority of the City.

## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	FY 2017	FY 2017
<b>Planning-Personnel</b>									
11821	5111	SALARIES-FULL TIME	352,163.75	399,521.00	399,521.00	367,149.64	400,713.00	410,695.00	410,695.00
11821	5150	FRINGE/STIPENDS	0.00	2,000.00	4,000.00	3,333.37	8,000.00	8,000.00	8,000.00
<b>Total Planning-Personnel</b>			<b>352,163.75</b>	<b>401,521.00</b>	<b>403,521.00</b>	<b>370,483.01</b>	<b>408,713.00</b>	<b>418,695.00</b>	<b>418,695.00</b>
<b>Planning-Expenses</b>									
11822	5216	HEAT & ELECTRICITY-Old Town Ha	9,299.94	10,000.00	10,000.00	6,942.73	10,000.00	10,000.00	10,000.00
11822	5320	CONTRACTED SERVICES	37,092.16	20,000.00	61,150.00	9,050.00	20,000.00	20,000.00	20,000.00
11822	5387	FEES - DEP ADMIN	5,120.00	8,320.00	8,320.00	4,320.00	8,320.00	8,320.00	8,320.00
11822	5421	OFFICE SUPPLIES (GEN	3,789.15	4,375.00	4,375.00	4,249.06	4,375.00	4,000.00	4,000.00
11822	5426	REPRODUCTIONS	92.00	500.00	500.00	172.95	500.00	200.00	200.00
11822	5710	IN STATE TRAVEL/MEETINGS	1,269.29	2,000.00	2,000.00	1,289.95	2,000.00	1,000.00	1,000.00
11822	5730	DUES AND SUB	0.00	500.00	500.00	485.00	500.00	500.00	500.00
<b>Total Planning-Expenses</b>			<b>56,662.54</b>	<b>45,695.00</b>	<b>86,845.00</b>	<b>26,509.69</b>	<b>45,695.00</b>	<b>44,020.00</b>	<b>44,020.00</b>
<b>200</b>	<b>182</b>	<b>Department Total</b>	<b>408,826.29</b>	<b>447,216.00</b>	<b>490,366.00</b>	<b>396,992.70</b>	<b>454,408.00</b>	<b>462,715.00</b>	<b>462,715.00</b>



**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Proposed FY 2017	Council Voted FY 2017
					52.4					0.0%	0.0%	52.2	2.5%	52.2	
ANDERSON COLLEEN	200 PLANNING DEPT	11821-5111	ZONING BOARD CLERK		3,000.00	B			12	120.00	120.00	1,440.00	120.00	1,440.00	1,440.00
CHIANCOLA AMANDA	200 PLANNING DEPT	11821-5111	STAFF PLANNER	9/10/15			0.47	1	47.0%	961.69	961.69	23,594.00	985.73	24,183.85	24,183.85
DEVINE THOMAS	200 PLANNING DEPT	11821-5111	STAFF PLANNER	3/4/2010	29,101.38		0.53	1	53.0%	1,047.87	1,047.87	28,990.31	1,074.06	29,715.07	29,715.07
DUNCAN LYNN	200 PLANNING DEPT	11821-5111	DIRECTOR OF PLANNING	7/5/2004	62,485.31		0.64	1	64%	1,863.23	1,863.23	62,246.82	1,909.81	63,802.99	63,802.99
ELIE JEFFREY	200 PLANNING DEPT	11821-5111	Energy manager		49,632.34	B	1.00	1	100.0%	947.18	947.18	49,442.80	970.86	50,678.87	50,678.87
GREEL DEBORA	200 PLANNING DEPT	11821-5111	Public Arts Planner	6/25/2014	51,644.31	B	1.00	1	100.0%	985.58	985.58	51,447.20	1,010.22	52,733.38	52,733.38
MEDINA JULIA	200 PLANNING DEPT	11821-5111	PLANNING ASSISTANT	12/14/1979	49,186.33		0.80	1	80%	1,173.34	1,173.34	48,998.59	1,202.67	50,223.56	50,223.56
MENON DANA	200 PLANNING DEPT	11821-5111	STAFF PLANNER	7/25/2013	23,684.40		0.00	1	47.0%	-	-	-	-	-	-
SCHAEFFER ERIN	200 PLANNING DEPT	11821-5111	STAFF PLANNER	8/25/2014	45,447.25		1.00	1	100.0%	867.31	925.00	48,285.00	948.13	49,492.13	49,492.13
WALSH AMY	200 PLANNING DEPT	11821-5111	ADMIN ASSISTANT	7/6/2012	17,526.59		0.50	1	50%	668.95	668.95	17,459.70	685.68	17,896.19	17,896.19
WINN KATHLEEN	200 PLANNING DEPT	11821-5111	ASST DIR OF PLANNING	1/10/2006	69,072.11		0.85	1	85.0%	1,551.15	1,551.15	68,808.48	1,589.93	70,528.69	70,528.69
* Increase requested - additional 3K for Schaeffer & 2.5%					400,780.03	6.79	Total Full Time - 5111					400,712.89		410,694.71	410,694.71
	200 PLANNING DEPT	11821-5150	AICP Certification		2,000.00				4	2,000.00	-	8,000.00	-	8,000.00	8,000.00

Full-Time Equivalent Employees:	FY 2015	5.73
	FY 2016	6.79
	FY 2017	6.79
General Fund Budget ONLY	Variance 16 vs. 17	0.00

402,780.03	6.79	Department Total	408,712.89	418,694.71	418,694.71
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PLANNING DEPARTMENT EMPLOYEES COMBINED SALARIES BUDGET & GRANTS					FTE	Mayor Rate	Dept/Grant Amt	Total
SHAPIRO ANDREW	CDBG - Grant	25513-5111	ECONOMIC DEVEL PLANNER		1.00	100.0%	1,190.79	62,159.24
								62,159.24
DUNCAN LYNN	CDBG - Grant	25513-5111	PLANNER/CD DIRECTOR		0.36	36%	1,909.81	35,889.18
	Planning Budget	11821-5111			0.64	64%	1,909.81	63,802.99
								99,692.17
DEVINE THOMAS	CDBG - Grant	25513-5111	CDBG/Con Com Agent/Planning		0.00	0.0%	-	-
	Planning Budget	11821-5111			0.53	53.0%	1,074.06	29,715.07
	Con Com Budget	11711-5111			0.47	47.0%	1,074.06	26,351.10
								56,066.16
FRANCISCO NAOMI	CDBG - Grant	25513-5111	HOUSING COORD		1.00	100%	926.49	48,362.78
								48,362.78
GUY JANE	CDBG - Grant	25513-5111	ASST CD DIR/HIS AIDE		1.00	100%	1,344.72	70,194.38
	Historic Comm Budget	16911-5111			0.00	0%	-	-
								70,194.38
KELLEHER PARTICIA	CDBG - Grant	25513-5111	CDBG PLANNER		0.57	20 hrs 76.2%	567.70	22,580.91
	Historic Comm Budget	16911-5111			0.00	23.8%	567.70	7,052.83
								29,633.74
MEDINA JULIA	CDBG - Grant	25513-5111	BUDGET COORDINATOR		0.20	20%	1,202.67	12,555.89
	Planning Budget	11821-5111			0.80	80%	1,202.67	50,223.56
								62,779.45
CHIANCOLA AMANDA	CDBG - Grant	25513-5111	STAFF PLANNER		0.03	3.0%	985.73	1,543.66
	Planning Budget	11821-5111			0.47	47.0%	985.73	24,183.96
	Planning BOARD	11751-5111			0.50	50.0%	985.73	25,727.61
								51,455.22



### FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016 52.4	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016 0.0%	Prop Rate FY 2017 0.0%	Dept Request FY 2017 52.2	Mayor Rate FY 2017 2.5%	Mayor Propsd FY 2017 52.2	Council Voted FY 2017
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PLANNING DEPARTMENT EMPLOYEES COMBINED SALARIES BUDGET & GRANTS						FTE	Mayor Rate	Dept/Grant Amt	Total	
WALSH	AMY	CDBG - Grant	25513-5111	JR CLERK		0.50	50%	685.68	17,896.19	
		Planning Budget	11821-5111			0.50	50%	685.68	17,896.19	35,792.38
WINN	KATHY	Harbor Plan	24713-5111	ASSISTANT CITY PLANNER		0.15	15.02%	1,589.93	12,465.77	
		Planning Budget	11821-5111			0.85	84.98%	1,589.93	70,528.69	82,994.45
ANDERSON	COLEEN	CDBG - Grant	25513-5111	SRA & DRB BOARD		24		75.00	1,800.00	1,800.00
ANDERSON	COLEEN	Planning	11821-5111	PLANNING BOARD		12		120.00	1,440.00	1,440.00
GREEL	DEBORAH	Planning	11821-5111	Public Arts Planner	6/25/2014	1.00	100%	1,010.22	52,733.38	52,733.38
SCHAEFFER	ERIN	Planning	11821-5111	STAFF PLANNER	6/25/2014	1.00	100%	948.13	49,492.13	49,492.13
ELIE	JEFF	Planning Budget	11821-5111	ENERGY MANAGER	9/6/2012	1.00	100%	970.86	50,678.87	50,678.87
		DOER Renewables	NEW			0.00	0%	970.86	-	-
Full-Time Equivalent Employees:						12.57			285,448.00	
									59,131.54	
All Planning - GF Budget & Grants									408,712.89	
									753,292.43	755,274.36

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

PLANNING - 200

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11822	5216	Heat & Electricity For heat and electricity costs at Old Town Hall	10,000	10,000	10,000
TOTAL			10,000	10,000	10,000
11822	5320	CONTRACTED SERVICES	20,000	20,000	20,000
TOTAL			20,000	20,000	20,000
11822	5387	FEES - DEP ADMIN Annual DEP Audit Fees for open projects. Gonyea Park Furlong Park Szetela Lane	4,320 2,000 2,000	4,320 2,000 2,000	4,320 2,000 2,000
TOTAL			8,320	8,320	8,320
11822	5421	OFFICE SUPPLIES General Office supplies as needed	4,375	4,000	4,000
TOTAL			4,375	4,000	4,000
11822	5426	REPRODUCTIONS Copying and Binding of Studies Paper and Toner Cartridges for large scale plans	250 250	200 -	200 -
TOTAL			500	200	200
11822	5710	IN STATE TRAVEL/MEETINGS Mileage, parking fees and registration fees as needed	2,000	1,000	1,000
TOTAL			2,000	1,000	1,000
11822	5730	DUES AND SUB American Planning Association Citizen Housing and Planning Association Massachusetts Association of Planning Directors	500	500	500
TOTAL			500	500	500
TOTAL PROPOSED			45,695	44,020	44,020

# ***Planning – Conservation Commission***

## **Mission Statement – Why We Exist**

The mission of the Salem Conservation Commission is to protect wetlands, waterways, and riverfront areas through the administration of the Wetlands Protection Act, the Rivers Protection Act, Stormwater Management regulations, and the local Wetlands Protection and Conservation Ordinance, and to promote conservation awareness and practice.

## **Significant Budget & Staffing Changes For FY 2017**

There are no staffing changes for FY 2017. There is a minor budget increase in the dues line item to reflect the increased cost of membership to the Massachusetts Association of Conservation Commissions (MACC). The MACC is the primary organization to provide training for staff and Commission members.

## **Recent Accomplishments**

- In accordance with the Commission's mission, the Commission:
  - Issued 8 Determinations of Applicability
  - Issued 28 Orders of Conditions
  - Issued 9 Certificates of Compliance
- The Conservation Agent and Commission members attended various workshops throughout the fiscal year on topics related to wetlands protection and conservation of open space.
- The Commission sponsored a public Wild Edibles walk at the Forest River Conservation Area.
- The Commission continued its contribution towards the City's membership to Greenscapes North Shore Coalition. Greenscapes educates homeowners about maintaining attractive lawns and gardens while protecting rivers, waterways, beaches, harbor and coast. As a member Salem residents benefited from free workshops, newsletters, and discounts on various plants from local nurseries.
- The Commission and the Community Preservation Committee funded an assessment of the Forest River Conservation Area's trails, footbridges, and wayfinding system. The Commission committed to matching a Department of Conservation and Recreational Trails grant to implement a first phase of improvements.
- The Commission worked with the Park & Recreation Commission to update the Open Space and Recreation Plan and continues to work toward achieving goals of that Plan.





## FY 2017 Goals & Objectives

### ***Goal – To improve application review***

#### ***Objectives:***

- Perform a thorough review of applications through site inspections, public hearings, and issuance of determinations of applicability and orders of conditions
- Review applications and issue decisions in a timely manner
- Inspect and resolve reported violations in a timely manner
- Maintain expertise of Conservation Commission membership
- Maintain expertise of the Conservation Agent by supporting attendance at appropriate workshops, seminars, certification courses, etc.

### ***Goal – To protect wetlands***

#### ***Objectives:***

- Identify and plan for acquisition of key wetland and buffer properties
- Identify ways to restore filled wetlands and provide natural floodplain protection

### ***Goal – To protect open space***

#### ***Objectives:***

- Protect examples of Salem's ecological diversity
- Revise local land use regulations to address open space preservation and protection
- Support establishment of "friends of" groups to help maintain open spaces
- Participate in the long range planning for protection of open spaces
- To work with other departments to incrementally implement the goals and objectives of the recently-completed Open Space and Recreation Plan.

### ***Goal – To undertake consistent public outreach***

#### ***Objectives:***

- Participate in public education activities to inform the public of the responsibilities of the Conservation Commission
- Provide information to the public regarding the City's open spaces and land owned by the Conservation Commission, including but not limited to trail maps, open space maps, etc.





Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
Request for Determination of Applicability (RDA) applications reviewed/acted upon (Does the wetlands act apply)	10	8	10	10
Notices of Intent considered	18	30	20	18
Orders of Conditions issued	18	29	20	18
Full Certificates of Compliance issued	7	9	8	15

### How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- See Planning – General Administration



## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Conservation Comm-Personnel</b>									
11711	5111	SALARIES-FULL TIME	25,977.18	27,457.00	27,457.00	24,742.64	27,359.00	28,002.00	28,002.00
11711	5150	FRINGE/STIPENDS	2,000.04	2,000.00	2,000.00	1,833.37	2,000.00	2,000.00	2,000.00
<b>Total Conservation Comm-Personnel</b>			<b>27,977.22</b>	<b>29,457.00</b>	<b>29,457.00</b>	<b>26,576.01</b>	<b>29,359.00</b>	<b>30,002.00</b>	<b>30,002.00</b>
<b>Conservation Comm-Expenses</b>									
11712	5421	OFFICE SUPPLIES (GEN	37.94	100.00	100.00	23.96	100.00	100.00	100.00
11712	5730	DUES AND SUB	0.00	400.00	400.00	400.00	549.00	549.00	549.00
<b>Total Conservation Comm-Expenses</b>			<b>37.94</b>	<b>500.00</b>	<b>500.00</b>	<b>423.96</b>	<b>649.00</b>	<b>649.00</b>	<b>649.00</b>
<b>200</b>	<b>171</b>	<b>Department Total</b>	<b>28,015.16</b>	<b>29,957.00</b>	<b>29,957.00</b>	<b>26,999.97</b>	<b>30,008.00</b>	<b>30,651.00</b>	<b>30,651.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Propsed FY 2017	Council Voted FY 2017
ATCHINSON-KILI STACY	200 PLANNING-CON COM	11711-5111	CLERK	10/7/2007	52.4				22	75.00	75.00	1,650.00	75.00	1,650.00	1,650.00
DEVINE THOMAS	200 PLANNING-CON COM	11711-5111	CON COM AGENT/STAFF PLAN		25,806.89		0.50		47.0%	1,047.87	1,047.87	25,708.44	1,074.07	26,351.15	26,351.15
					<b>27,456.89</b>	<b>0.50</b>	<b>Total Full Time - 5111</b>			<b>1,047.87</b>		<b>27,358.44</b>		<b>28,001.15</b>	<b>28,001.15</b>
					2,000.00			1			-	2,000.00	-	2,000.00	2,000.00
					<b>2,000.00</b>		<b>Total Fringe - 5150</b>					<b>2,000.00</b>		<b>2,000.00</b>	<b>2,000.00</b>
					<b>29,456.89</b>	<b>0.50</b>	<b>Department Total</b>					<b>29,358.44</b>		<b>30,001.15</b>	<b>30,001.15</b>

Full-Time Equivalent Employees:	FY 2015	0.50
	FY 2016	0.50
	FY 2017	0.50
	Variance 16 vs. 17	0.00

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

CONSERVATION COMMISSION - 200

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11712	5421	OFFICE SUPPLIES General office supplies as needed	100	100	100
TOTAL			100	100	100
11712	5730	DUES & SUB MEMBERSHIP FOR CONSERVATION COMMISSION BOARD MEMBERS TO THE MASSACHUSETTS ASSOCIATION OF CONSERVATION COMMISSIONS	549	549	549
TOTAL			549	549	549
TOTAL PROPOSED			649	649	649



# Planning – Planning Board

## Mission Statement – Why We Exist

To guide development in accordance with the Salem Zoning Ordinance, state statute and the subdivision regulations, review and comment on proposed zoning amendments, and to work on long-range community planning efforts to ensure that new development and redevelopment will promote the health, safety, convenience and welfare of the city.

## Significant Budget & Staffing Changes for FY 2017

- There are no staffing changes.
- Minor budget change is to restore the line item associated with training (In State Travel/Meetings) consistent with Fiscal Year 15 levels at a total of \$450. The City supports training for staff, as reflected in this line item.
- New Stipend – (11821-5150) Amanda Chiancola, Staff Planner, is applying for her AICP certification this year. Stipend - \$2,000.

## Recent Accomplishments

Between July 1, 2014 and June 30, 2015 the Planning Board considered the following applications:

Application	Approved
Form A Application - Not Requiring Approval	4
Form B Applications - Preliminary Subdivision Plans	None Submitted
Form C Applications - Definitive Subdivision Plans	None Submitted
Waiver from Frontage	2
Site Plan Review (SPR)	4
Amendment to SPR	2
Flood Hazard District Special Permits (FHOD)	3
Amendment to FHOD Special Permit	2



Drive-Through Facilities Special Permit – Fast Food	None Submitted
Drive-Through Facilities Special Permit – Fast Food	None Submitted
<b>Application</b>	<b>Approved</b>
Drive-Through Facilities Special Permit – Other	None Submitted
North River Canal Corridor (NRCC) Special Permit	None Submitted
Amendment to NRCC Special Permit	1
Wireless Communication Facility Special Permits	None Submitted
Planned Unit Development (PUD) Special Permit	2
Amendment to PUD	1
Request for Insignificant Change	1
Stormwater Management Special Permit	1
Amendment to Stormwater Management Special Permit	1

#### **Planning Board Significant Projects:**

Significant projects approved during the 2015 fiscal year include the following:

- **9-11 Dodge St. 217-219 & 231-251 Washington St. -** *Site Plan Review, Planned Unit Development Special Permit, Flood Hazard District Special Permit, and Stormwater Management Permit Decision* for new construction of an approximately 178,000-square foot mixed-use development, including a hotel, retail, commercial, and housing with associated landscaping, and pedestrian and multimodal transportation improvements.
- **19 & 23 Congress St.; 223-231 & 235 Derby Street; Congress St. (Waterfront Hotel) –** *Site Plan Review, Planned Unit Development Special Permit, and a Flood Hazard District Special Permit* for the demolition of the existing Marina Building and the redevelopment of that site to include an expansion of the existing Salem Waterfront Hotel & Suites with associated parking and landscaping, and off-site parking at 25 Peabody Street.



- **72 Flint St. & 67-71 Mason St. –** *Amendment to Site Plan Review, North River Canal Corridor District Special Permit, and Flood Hazard District Special Permit Amendment* for a change of ground level use in the largest building from residential units to parking; a reduction in the mass of the structured garage due to the elimination of a level of parking as a result of moving parking spaces to the ground level of the largest building and a reduction to 10 commercial use spaces. In addition, there were design changes to the previously approved buildings to improve consistency with the



objectives of the NRCC Master Plan and to better integrate the project with the surrounding neighborhood.

- **1, 3 & 5 Harmony Grove Rd. 60 & 64 Grove St. - (Harmony Grove Apartments) – Site Plan Review, Planned Unit Development Special Permit and Flood Hazard District Special Permit Amended Decision** for changes to site-related vehicle and pedestrian access, including elimination of the Harmony Grove vehicle access; and changes to the parking lot layout, landscaping, environmental remediation, and stormwater management. Eleven (11) parking spaces at 60 Grove Street, the commercial building, have been eliminated; the number of residential units is reduced from 141 to 129 units and one (1) additional residential parking space is provided. No changes are to the total square footage or footprints of the buildings.



#### **Zoning Ordinance Changes:**

- **Urban Agriculture-** Discussion and vote on a recommendation to City Council regarding the proposed amendment to the City of Salem Zoning Ordinance to add a provision and definitions for "Urban Agriculture." The Planning Board voted to recommend approval with modifications the proposed Zoning Ordinance amendment.

As of June 30, 2015, the following projects are ongoing:

#### **Gateway and Community Life Center**

The Planning Board is currently reviewing an amendment to a previously approved Site Plan Review, Flood Hazard Overlay District Special Permit and Special Permits associated with the North River Canal Corridor Neighborhood Mixed Use District for a mixed use, retail and housing structure, in addition to a standalone two-story, 20,000 square foot Community Life Center Building at the old Sylvania site.

#### **26 Lot Residential Cluster Subdivision**

The Planning Board is currently reviewing a Cluster Residential Cluster Subdivision off of Clark Avenue. The special cluster permit proposes approximately 85,000 square feet of open space and 26 new single-family residences.

#### **Pending Zoning Ordinance Changes**







#### **40R Smart Growth Overlay District**

The City received a grant to implement a smart growth overlay district in the Point neighborhood pursuant to MGL Chapter 40R. This will build off of the Point Neighborhood Vision and Action Plan, completed in 2013, and the Point Neighborhood Commercial Corridors Revitalization Plan, completed in December 2014. As part of this process a working group has been assembled. Given that the Planning Board makes recommendations on all zoning ordinances, Chair Anderson has been appointed as the Planning Board representative on the working group. It is anticipated that the ordinance to establish a 40R district in the Point will be ready for consideration by the Planning Board and City Council by the summer of 2016.

#### **Universal Steel Rezoning**

In February of 2016 the Planning Board voted to recommend to the City Council the rezoning of the parcels at 297 Bridge Street, a portion of Beckford Way, and 311 Bridge Street from R2 Residential Two-Family to B-4 Wholesale & Automotive Zoning District.



### **FY 2017 Goals & Objectives**

Goal – To ensure that proposed private development projects are done in a manner that best protects the interests of the City

Objectives:

- To professionally review development proposals and make recommendations to the Planning Board
- To ensure compliance with state laws and local ordinances.
- To work closely with the Design Review Board on specific development projects to ensure that the architecture and site design is compatible with and enhances the historic character of the city.

To effectively work with other local boards and commissions reviewing development projects.

Goal – To enhance the future development of the City

Objectives:

- To work on long-range community planning efforts.
- To review and comment on proposed zoning amendments.
- To obtain training which can further the skills and knowledge of Board members, keep Board members up to date on current practices, and assist Board members in making effective land-use decisions.



Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
Form A Applications - Application Not Requiring Approval under the Subdivision Control Law (Approved)	4	4	6	8
Subdivision Applications (Approved)	0	0	2	1
Special Permits (Approved)	4	7	7	7
Site Plan Review (Approved)	4	4	4	6

### How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- See Planning – General Administration

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Planning Board-Personnel</b>									
11751	5111	SALARIES-FULL TIME	16,260.37	27,717.00	27,717.00	20,243.41	27,621.00	28,248.00	28,248.00
11751	5150	FRINGE/STIPENDS	0.00	2,000.00	0.00	0.00	2,000.00	2,000.00	2,000.00
<b>Total Planning Board-Personnel</b>			<b>16,260.37</b>	<b>29,717.00</b>	<b>27,717.00</b>	<b>20,243.41</b>	<b>29,621.00</b>	<b>30,248.00</b>	<b>30,248.00</b>
<b>Planning Board-Expenses</b>									
11752	5306	ADVERTISING	906.50	1,000.00	1,000.00	999.99	1,000.00	1,000.00	1,000.00
11752	5421	OFFICE SUPPLIES (GEN	29.99	300.00	300.00	299.99	300.00	300.00	300.00
11752	5426	REPRODUCTIONS	658.90	1,000.00	1,000.00	866.30	1,000.00	1,000.00	1,000.00
11752	5710	IN STATE TRAVEL/MEETINGS	240.12	0.00	0.00	0.00	450.00	450.00	450.00
11752	5730	DUES AND SUB	160.00	250.00	250.00	160.00	250.00	250.00	250.00
<b>Total Planning Board-Expenses</b>			<b>1,995.51</b>	<b>2,550.00</b>	<b>2,550.00</b>	<b>2,326.28</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>
<b>200</b>	<b>175</b>	<b>Department Total</b>	<b>18,255.88</b>	<b>32,267.00</b>	<b>30,267.00</b>	<b>22,569.69</b>	<b>32,621.00</b>	<b>33,248.00</b>	<b>33,248.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Proposed FY 2017	Council Voted FY 2017
					52.4					0.0%	0.0%	52.2	2.5%	52.2	
MENON DANA	200 PLANNING BOARD	11751-5111	STAFF PLANNER	7/25/13	25,196.17	B			50%	-	-	-	-	-	-
CHIANCOLA AMANDA	200 PLANNING BOARD	11751-5111	STAFF PLANNER	9/10/15		B	0.50	1	50%	961.69	961.69	25,100.11	985.73	25,727.61	25,727.61
ATCHISON-KILB STACY	200 PLANNING BOARD	11751-5111	CLERK		2,520.00	B			28	90.00	90.00	2,520.00	90.00	2,520.00	2,520.00
					27,716.17		0.50	Total Full Time - 5111				27,620.11		28,247.61	28,247.61
	200 PLANNING BOARD	11751-5150	RLA Certification		2,000.00				1	-	-	2,000.00	-	2,000.00	2,000.00
					2,000.00			Total Fringe - 5150				2,000.00		2,000.00	2,000.00
Full-Time Equivalent Employees: FY 2015 0.50					29,716.17		0.50	Department Total				29,620.11		30,247.61	30,247.61

Full-Time Equivalent Employees:	FY 2015	0.50
	FY 2016	0.50
	FY 2017	0.50
	Variance 16 vs. 17	0.00

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

PLANNING BOARD - 200

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11752	5306	ADVERTISING			
		JOINT PUBLIC HEARINGS - CITY COUNCIL AND PLANNING BD (5 PER YEAR)	1,000	1,000	1,000
	TOTAL		1,000	1,000	1,000
11752	5421	OFFICE SUPPLIES			
		General office supplies as needed	300	300	300
	TOTAL		300	300	300
11752	5426	REPRODUCTIONS			
		COPIER PAPER FOR PRINTERS, COPY MACHINE, and FAX	400	400	400
		PAPER AND TONER FOR LARGE SCALE PRINTS	400	400	400
		COURIER SERVICES	200	200	200
	TOTAL		1,000	1,000	1,000
11752	5710	IN STATE TRAVEL/MEETINGS			
		Mileage, parking fees and registration fees as needed	450	450	450
	TOTAL		450	450	450
11752	5730	DUES AND SUB			
		CITIZEN PLANNER TRAINING COLLABORATIVE; SALEM NEWS	250	250	250
	TOTAL		250	250	250
TOTAL PROPOSED			3,000	3,000	3,000



# Planning – Market & Tourism

## Mission Statement – Why We Exist

Our goals are to establish Salem as dynamic year round arts & cultural destination; identify new markets and a fresh message and; explore and expand partnerships with the Boston tourism industry. We will also endeavor to boost the local creative economy by generating new markets for local artists through a variety of means including ongoing efforts to redevelop Old Town Hall into a more active venue for live performances and the visual arts, and through the continued, successful operation of Artists Row. We will continue to form partnerships with local non-profits and cultural organizations to carry out festivals and community celebrations.



## Significant Budget & Staffing Changes for FY 2017

There is no budget or staffing change.

## Recent Accomplishments



The Public Art Commission (PAC), working with the Public Art Planner completed its first year. Working within the context of the Public Art Masterplan, the PAC approved projects that included Salem's first public art installation. They also reviewed and approved applications for Artists' Row as well as a mural on the "Row" and a public art piano.

During the past year, the Public Art Commission:

- Developed a Public Art Work plan and a Criteria for Proposals for public art projects
- Implemented the first public art project under the Public Art Masterplan. The project, "Salem's Connected World" by Liz LaManche, a series of earth tattoos celebrating Salem's maritime history, was installed around Derby Square and Artists' Row in time for the Salem Art Festival.
- Continued the successful ArtBox program, bringing the total this year to 23.
- Approved public art projects through the Criteria for Proposals submitted by the Boys and Girls Club for a mural in Splaine Park and a wall in the Point Neighborhood.
- Approved a mural proposal submitted by Creative Salem for Artists' Row. The mural "Shady Maker Tree" by Deanna Jacome was painted as part of the "watch art grow on the Row" program.





- Submitted a successful application to the Community Preservation Committee to restore three paintings housed in the City Council Chambers that are part of Salem's public art collection.
- Worked with the Cecil Group to develop the Salem Artists' Row Framework Plan.
- Implemented changes to the criteria for Artists' Row by expanding the hours to reflect the local retail market. Eighteen applicants responded to the "Call for Creative Entrepreneurs" of which 8 artisans were approved.
- Implemented Outdoor Vendor Space program on Artists' Row allowing opportunities for more artisans to sell handcrafted products on Artists' Row during the Farmer's Market and on weekends.
- Changed the perception of Artists' Row through the new tenancy of accomplished artisans/entrepreneurs, new infrastructure improvements such as new and colorfully painted doors and upscale marketing materials.
- Engaged public spaces with tables, chairs and umbrellas on the pedestrian mall and Derby Square and put Adirondack chairs in Lappin Park, all to the delight of our community and tourists.
- Supported the first Vintage Market in Derby Square paving the way for a once a month Derby Square Flea/Salvage/Art/Vintage market for spring/summer 2016
- The Public Art Planner also oversees the management of Old Town Hall. The hall is a jewel in the crown of downtown and under the City's management has become a welcoming place for both public and private events year round.
  - Promote Old Town Hall for public and private events throughout the year through the updated City website.
  - Helped oversee the window restoration project with Andrew Shapiro, Economic Development Planner and Mike Lutrykowski, Building Department.
  - Worked with History Alive and the Salem Museum to create the spring/summer/fall schedule during the window restoration project.
  - Supported the Salem Arts Festival by hosting the take-in and installation of artwork resulting in a successful Salem Arts Festival exhibit.
  - Created an opportunity, by working with the History Alive schedule, for the Salem Theatre Company to rent Old Town Hall for two weeks in October to perform the Rocky Horror Show.
  - Hosted the 2<sup>nd</sup> SOWA market craft fair resulting in thousands of visitors to downtown Salem the week before Christmas.
  - Working with Salem Main Streets and Creative Salem developed the Salem Classical Music Series in collaboration with Richard Guerin, classic music advisor to Philip Glass. Mr. Guerin also got two baby grand pianos donated to Old Town Hall.
- Destination Salem, the City's marketing organization, completed a successful eighth year of operation. The organization held its eighth annual meeting and put into place a newly elected Board of Directors. Destination Salem's operating budget continues to show a surplus, as a result of its reorganization.



Highlights of the past year include:

- Destination Salem engaged 155 Salem businesses, a 13% increase in engagement over FY14, in the marketing and promotion of Salem through the annual Salem Guide, cooperative advertisements, street banners, and the annual guide to Salem Haunted Happenings.
- Destination Salem generated \$277,288 in private investment to more than match the City of Salem's investment in the marketing and promotion of Salem, and using the total funds to create marketing campaigns that promote Salem as a destination for diners, day-trippers, and vacationers.
- The organization continued implementation of a year-round marketing plan, working with a marketing committee comprised of representatives from Salem's business community.
- Destination Salem produced 310,000 copies of the *2015 Salem Guide*, which is a resource for visitors, travel agents, tour operators, tourism professionals, and locals.
- The Salem Guide was distributed via direct mail, CTM Media Group to more than 380 greater Boston and north of Boston locations, including Faneuil Hall, AAA Offices, transportation centers, attractions, information centers, and hotels.
- The Salem Guide was available as a digital flip-book, which received 33,000 unique views through June 30, 2015, the end of FY15.
- Destination Salem attended trade shows to promote Salem to the international and group tour segments of the tourism industry, including the American Bus Association Marketplace, Discover New England Summit, and IPW (US Travel).
- Salem was promoted at the AAA Travel Marketplace, CT-1 / Hartford Courant Daytrips and Destinations, Boston Spirit Networking Night, Greater Boston Concierge Association Trade Show, and Big E Fair consumer shows.
- More than 22 media and trade familiarization tours were hosted by the organization in FY15, including visits for travel writers and tour operators from England, Brazil, Canada, and Japan, as well as the annual Salem Tourism Day for members of the Greater Boston Concierge Association.
- Advertising investments were made as follows:
  - **Domestic Leisure:** Magic 106.7 digital pre-roll summer campaign, *Summer in the City* (Boston), Greater Boston Official Visitor Guide, Greater Boston Fall/Winter Travel Planner, Cape Cod Travel Guide, Greater Boston Spring/Summer Travel Planner, Courant.com (Hartford)
  - **Domestic group markets:** American Bus Association Top 100 Events, American Bus Association Motorcoach Marketer, North of Boston CVB Destination Planner, Greater Boston CVB Destination Planner Directory.
  - **International Leisure:** Cooperative advertising was done in Sunshine Travel (China), Yankee Magazine / Discover New England (UK, Canada, Germany)
  - **LGBT:** A year-long campaign with *Boston Spirit* Magazine has been in place for several years.
- Advertising campaigns were executed on Facebook and with North Shore 104.9 to promote Salem's festivals, shopping, and dining, including Holiday Happenings, Salem So Sweet, Restaurant Week, Salem Arts Festival and Heritage Days.
- Destination Salem continued to market and promote Salem Haunted Happenings as a family-friendly festival, including the production of the *Guide to Haunted Happenings*, of which 125,000 copies were printed and distributed.
- Destination Salem collaborated with the City of Salem on a successful new cruise ship initiative, welcoming our first visiting vessel, the Seabourn QUEST, in October 2014. Destination Salem continues to work with cruise lines and the destination management companies to ensure Salem is a shore excursion for passengers disembarking in both Salem and Boston.





- Successful social media campaigns were managed via blogs, Facebook, Twitter, Instagram, Pinterest, YouTube, and Tumblr to engage visitors from near and far in Salem programming and businesses.
- Salem Haunted Happenings was recognized as an ABA Top 100 Event for Groups by the American Bus Association.
- The downtown street banner program entered its second year, engaging 23 businesses in the promotion and beautification of downtown Salem.
- Continued to maintain the Salem Calendar at [events.salem.org](http://events.salem.org), which has nearly 3,000. More than 180,000 users generated 240,000 sessions on the calendar in FY15.
- Launched an iOS App version of the Salem Calendar, which had 140 downloads in the last two months of FY15.
- Represented Salem to the North of Boston Convention & Visitors Bureau, Greater Boston Convention & Visitors Bureau, and Massachusetts Office of Travel & Tourism.
- Supported Salem Main Streets with an investment of \$10,000, as well as marketing and public relations support.

## FY 2017 Goals & Objectives

### **Goal – To establish Salem as a dynamic year round arts & cultural destination**

#### Objectives:

- Continue to identify new markets and a fresh message
- Explore and expand partnerships with the Boston tourism industry, including Boston and North of Boston.
- To support the mission and efforts of Destination Salem through continued financial support from the hotel/motel tax and acquisition of grant funding.
- To work with Destination Salem in carrying out a refined marketing strategy and message that positions Salem as a year-round, rather than simply a seasonal, destination.
- To increase awareness and generate business from the growing international cruise markets.



### **Goal - To boost the local creative economy by promoting the local arts community, generating new markets for local artists, and generating additional economic activity in the downtown.**

#### Objectives:

- To lease the Artists' Row stalls to "Creative Entrepreneurs", those who bring high craft and unique products that appeal to both residents and tourists.
- To work with experts, such as lighting and museum designers, to help plan and implement a light festival in Salem.
- To increase artistic programming and use of Old Town Hall to generate additional vitality downtown.
- To continue implementation of the Public Art Master Plan through the Public Art Commission, including development of new public art installations.
- To continue to work with cultural groups and business to carry out and promote local festivals such as the Salem Film Fest, Literary Salem, the Salem Jazz Festival and the Salem Poetry festival.



Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
Businesses participating in Visitors Guide	137	155	163	170
Visitor Guides Distributed*	325,000	310,000	310,000	300,000
Digital Visitor Guide Unique Visits*	31,326	33,000	35,000	37,000
Marketplace stalls leased/licensed	5	5	5	5

\* The digital numbers for the Salem Guide are added because their increase is important to note as print production is decreased. Many DMOs are eliminating print, which is not indicative of decreased success rather it is indicative of a shift in consumer behavior.

### How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- See Planning - General Administration



## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Market &amp; Tour-Expenses</b>									
11992	5211	ELECTRICITY	933.95	1,775.00	1,775.00	235.46	1,775.00	1,775.00	1,775.00
11992	5306	ADVERTISING	0.00	500.00	500.00	0.00	500.00	500.00	500.00
11992	5389	PROMOTION & MARKETING	226,000.00	230,000.00	230,000.00	223,559.00	230,000.00	230,000.00	230,000.00
11992	5846	RENOVATION & REPAIRS	12,097.08	12,500.00	12,500.00	7,801.36	12,500.00	12,500.00	12,500.00
<b>Total Market &amp; Tour-Expenses</b>			<b>239,031.03</b>	<b>244,775.00</b>	<b>244,775.00</b>	<b>231,595.82</b>	<b>244,775.00</b>	<b>244,775.00</b>	<b>244,775.00</b>
<b>200</b>	<b>199</b>	<b>Department Total</b>	<b>239,031.03</b>	<b>244,775.00</b>	<b>244,775.00</b>	<b>231,595.82</b>	<b>244,775.00</b>	<b>244,775.00</b>	<b>244,775.00</b>

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

MARKET & TOURISM - 200

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11992	5211	ELECTRICITY			
		ELECTRICAL SERVICES FOR MARKET PLACE	1,775	1,775	1,775
TOTAL			1,775	1,775	1,775
11992	5306	ADVERTISING			
		ADVERTISEMENT FOR RFP'S FOR MARKET PLACE STALLS	500	500	500
TOTAL			500	500	500
11992	5389	PROMOTION & MARKETING			
		Destination Salem Funding	213,000	213,000	213,000
		Free Trolley Rides for Salem Residents - July, August, Sept	7,000	7,000	7,000
		Public Art - Utility box art, sculpture series, public murals	10,000	10,000	10,000
TOTAL			230,000	230,000	230,000
11992	5846	RENOVATION & REPAIRS			
		Renovations, repairs and upkeep to public restrooms as needed	12,500	12,500	12,500
TOTAL			12,500	12,500	12,500
TOTAL PROPOSED			244,775	244,775	244,775

# Planning – Historical Commission

## Mission Statement – Why We Exist

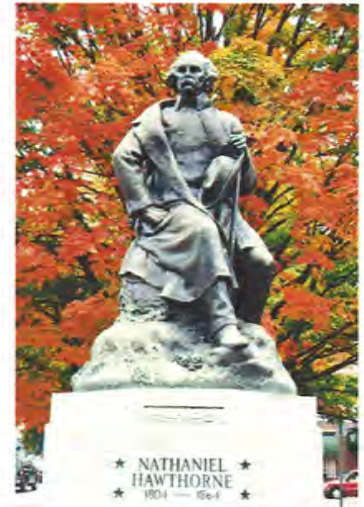
The mission of the Salem Historical Commission is to provide regulatory design review within Salem's four local historic districts and to undertake community-wide historic preservation planning.

## Significant Budget & Staffing Changes for FY 2017

No significant budget or staffing changes for FY 2015.

## Recent Accomplishments

- The Historic Commission issued 123 decisions on projects in local historic districts.
- The Commission reviewed and acted on 3 requests under the Demolition Delay Ordinance.
- 
- The Commission provided letters of support for:
  - a. North Shore CDC's request for Massachusetts Historic Rehabilitation Tax credits for the rehabilitation of 8 properties in the Point Neighborhood
  - b. CPA funding for the Charter Street Burial Ground
  - c. CPA funding for the Salem Common Fence Restoration Project
  - d. CPA funding for the Conservation and Restoration of Historic Artwork in City Hall Council Chambers
  - e. City of Salem MHC MPPF grant application to restore sections of the Salem Common Fence and restore Dickson Memorial Chapel at Greenlawn Cemetery
  - f. 161 Federal Street, LLC's request for Massachusetts Historic Rehabilitation Tax credits for the Rev. John J. Gray House/Saint James Rectory Project
  - g. MPPF funding for the House of the Seven Gables restoration of second floor spaces
  - h. MPPF application for the Dickson Memorial Chapel at Greenlawn Cemetery
  - i. Renewal Ventures LLC request for Massachusetts Historic Rehabilitation Tax credits for 3 Webster Street
  - j. ZXE, LLC's request for Massachusetts Historic Rehabilitation Tax credits for 148 Washington Street
  - k. MPPF funding for the Salem Public Library
  - l. CPA funding for the restoration of brick sidewalks within local historic districts
- The Commission reviewed the CDBG-funded storefront improvement project at 109 Lafayette Street.
- The nomination of Greenlawn Cemetery for the National Register of Historic Places was submitted to Massachusetts Historical Commission by the City of Salem and accepted in August, 2015.
- Salem Point Neighborhood was listed on the National Register of Historic Places.





## FY 2017 Goals & Objectives

**Goals - To provide regulatory design review within Salem's four local historic districts and to undertake community-wide historic preservation planning.**

**Objectives:**

- Implement recommendations of the recently-completed Historic Preservation Plan.
- Ensure that the Salem Historical Commission Ordinance is legally enforced.
- Conduct public hearings and issue decisions for projects within local historic districts.
- Comment on projects that may impact historic resources.
- Prepare grant applications for funding in order to implement various preservation related projects through the Department of Planning & Community Development.
- Maintain relationships with other preservation-based organizations and the Massachusetts Historical Commission.
- Administer the Certified Local Government Program.
- Provide information to property owners within historic districts.
- Obtain training which can further the skills and knowledge of Board members, keep Board members up to date on current practices, and assist Board members in making decisions and recommendations.
- Continue to work with the State and other interested parties on the reuse of the Superior Court and County Commissioner's Building.
- Continue to enhance the Salem Historical Commission's web page on the city's website.



Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
Regular meetings of the Salem Historical Commission	19	21	24	24
Applications received for approval	153	126	150	125
# of Certificates of Non-Applicability to be issued	81	75	80	75
# of Certificates of Appropriateness to be issued	63	46	65	45
# of Certificates of Hardship to be issued	0	2	1	1
Workshops/seminars/trainings related to historic preservation issues to be attended by Commission members	31	31	35	30

## How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- See Planning – General Administration

## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Historical Comm-Personnel</b>									
16911	5111	SALARIES-FULL TIME	7,847.33	8,670.00	8,670.00	7,854.10	8,681.00	8,853.00	8,853.00
<b>Total Historical Comm-Personnel</b>			<b>7,847.33</b>	<b>8,670.00</b>	<b>8,670.00</b>	<b>7,854.10</b>	<b>8,681.00</b>	<b>8,853.00</b>	<b>8,853.00</b>
<b>Historical Comm-Expenses</b>									
16912	5342	POSTAGE	450.34	500.00	500.00	111.07	500.00	500.00	500.00
16912	5421	OFFICE SUPPLIES (GEN	62.50	200.00	200.00	142.00	200.00	200.00	200.00
16912	5583	PHOTOGRAPHY SUPPLIES	0.00	300.00	300.00	215.00	300.00	200.00	200.00
<b>Total Historical Comm-Expenses</b>			<b>512.84</b>	<b>1,000.00</b>	<b>1,000.00</b>	<b>468.07</b>	<b>1,000.00</b>	<b>900.00</b>	<b>900.00</b>
<b>200</b>	<b>691</b>	<b>Department Total</b>	<b>8,360.17</b>	<b>9,670.00</b>	<b>9,670.00</b>	<b>8,322.17</b>	<b>9,681.00</b>	<b>9,753.00</b>	<b>9,753.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016 52.4	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016 0.0%	Prop Rate FY 2017 0.0%	Dept Request FY 2017 52.2	Mayor Rate FY 2017 2.5%	Mayor Propsed FY 2017 52.2	Council Voted FY 2017
LOVETTE NATALIE	200 PLANNING-HIST COMM	16911-5111	CDBG Planner		6,869.28		0.00	1	0.00%	-	-	RESIGNED	-	-	-
LOVETTE NATALIE	200 PLANNING-HIST COMM	16911-5111	CLERK		1,800.00	B		1	24	-	-	-	-	-	-
KELLEHER PATRICIA	200 PLANNING-HIST COMM	16911-5111	CDBG Planner				0.10	1	23.8%	553.85	553.85	6,880.81	567.70	7,052.83	7,052.83
KELLEHER PATRICIA	200 PLANNING-HIST COMM	16911-5111	CLERK			B		1	24	75.00	75.00	1,800.00	75.00	1,800.00	1,800.00

8,669.28	0.10	Total Full Time - 5111	8,680.81	8,852.83	8,852.83
8,669.28	0.10	Department Total	8,680.81	8,852.83	8,852.83

Full-Time Equivalent Employees:	FY 2015	0.10
	FY 2016	0.10
	FY 2017	0.10
	Variance 16 vs. 17	0.00

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

Historical Commission - 200

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
16912	5342	POSTAGE Postage & labels as needed	500	500	500
TOTAL			500	500	500
16912	5421	OFFICE SUPPLIES General office supplies as needed	200	200	200
TOTAL			200	200	200
16912	5583	PHOTOGRAPHY SUPPLIES General photography supplies as needed	300	200	200
TOTAL			300	200	200
TOTAL PROPOSED			1,000	900	900



# ***Public Services – General Administration***

## **Mission Statement – Why We Exist**

The purpose of this department is to maintain the City's streets, vehicles and infrastructure including the water and sewer systems and other physical assets to ensure that the quality of life, public safety, and condition of the City's assets are at their best at all times. This department strives to manage at a high level all green space areas assigned to it, including but not limited to all municipally owned cemeteries, trees, parks and beaches. In addition, we provide responsive services to the public in a responsible manner and interface with all City Departments to improve overall team performance within budget constraints and available staffing.

## **Significant Budget & Staffing Changes for FY 2017**

No significant budget or staffing changes for FY 2017.

## **Recent Accomplishments**

- Personnel continue to be integrated on many levels resulting in a beneficial factor of being able to assign employees within the division where needed. Since May 2013, division foremen have been tracking employee work assignments and hours with the goal being to prioritize and better utilize personnel.
- City employees repaired sidewalks at 44 locations. Using a new method, approximately 352 trip hazards were eliminated. The Department continues to inspect and prioritize the sidewalk work with those sidewalks identified as a high priority being promptly fixed.
- The Department continues to utilize the CitiStat work documentation and performance measuring system. Monthly meetings are being held to review the data and discuss ways to enhance the information being provided.
- Street sweeping which occurs in the spring and fall was done by DPS personnel.
- The Department became one of the key participants in the new SEE-CLICK-FIX issue reporting option for residents. Since July 2014, the DPS has addressed approximately 1,800 items in a multitude of categories.
- Hi-Way Safety Systems was also awarded the contract for painting crosswalks, stop bars and centerlines. The Department has documented those streets and locations where markings are done in an attempt to establish a plan for ensuring that all painting is done at least once within a two year period.
- The Department worked with engineering in the delivery of trash and recycling containers that will be used as part of Waste Management's collection contract. DPS staff also managed leave and brush drop-off at the old incinerator site on Swampscott Road.





- The Haunted Happenings events were successful with the DPS providing preparation and cleanup for many activities. This department also provided coverage and assistance during many other events including all elections.
- Snow plow contractor's hours and rates are being tracked and being compared with their invoices to ensure accurate billings.
- The Department has identified snow plowing priority routes along with identifying City personnel and contractors assigned to every road within the City. Snow plowing complaints are being logged and addressed to reduce the amount of persistent complaints.
- Cemetery division continues some in-house grave digging while utilizing expanded contractor use.
- Continued to improve tracking of potholes, sidewalks, and other improvements using computer programs and GIS.
- Open Space/Tree division planted 17 new trees in 2015. For the past several years we have been designated as a "Tree City USA" in recognition of the City's commitment to a cleaner, safer environment with the aid of its beautiful trees throughout the city.
- Added wood fibers at various playgrounds throughout the City.
- Maintained various open spaces and parks throughout the City.
- Utilized contractor services in an attempt to improve cleanliness in the downtown area.



## FY 2017 Goals & Objectives

- Continue to modify the CitiStat program to establish performance standards for most DPS work. Work with SEE-CLICK-FIX and the existing website system to integrate all work submitted and performed by the Department.



- Continue to support recycle programs including butt recycling.
- Provide courteous and timely responses to the requests from the constituents and other City departments. Continue to strive for responding to all constituent calls within 24 hours.
- Utilize the information from the public property survey to establish a short and long term maintenance plan which will include work that can be performed during the winter.
- Continue to offer and support Arbor Day programs throughout the school system.
- Continue with tree plantings with particular emphasis at those locations with viable open tree pits.
- Establish a downtown maintenance plan to reduce litter and improve cleanliness of the downtown area using a combination of contractor services and DPS personnel.
- Continue to improve public relations through the use of media, our web site and public notices keeping staff and residents informed about what is expected of them such as City policies and practices.
- Using Chapter 90 funding for the purchase and erection of a new salt shed.
- Maintain roadways and sidewalks to reduce danger to life and safety of residents, businesses and visitors to the City of Salem.
- Oversee mowing contract for open spaces including parks.
- Work with engineering to identify those downtown sidewalks not meeting ADA requirements or that need repair.

Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY2017
<b>Street</b>				
Sidewalk Repairs (FY2015 includes eliminating concrete trip hazards using contractor)	100+	396	100	100
Pothole Fills (Repairs)	1,200	905	1,000	1,000
Catch Basin Repairs	25	17	25	30
Sink Holes	12	22	25	25
Trenches	105	141	80	80
<b>Trees/Open Space/Cemetery</b>				
Trees planted Spring (FY13 fall plantings =24)	45	17	40	40
Full Burials	68	72	60	60
Foundations	50	73	60	60
Lots Sold	54	58	45	45

### How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Two of the more important goals of the Department of Public Services is to make sure that taxpayers monies are being spent in an effective and efficient manner and that the Department is addressing the many ongoing needs of the City; sidewalks, potholes, parks, snow plowing, etc.
- During the past year the Department continues to track and hold personnel and contractors accountable for the work performed using the CitiStat system and other newly established methods.
- The Department continues to evaluate ongoing means and methods of work being done in an attempt to establish the best method of accomplishing work whether through Department personnel, contractors, seasonal hires or volunteers.
- Work continues to identify capital needs in the short and long term and to identify the best means to meet those needs of equipment which in some instances is dangerously close to the end of its useful life.





## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Public Services/General-Psn</b>									
14111	5111	SALARIES-FULL TIME	1,358,432.83	1,513,490.00	1,508,490.00	1,330,107.63	1,605,008.00	1,612,858.00	1,612,858.00
14111	5113	SALARIES-PART TIME	44,715.72	45,975.00	45,975.00	43,195.68	45,840.00	46,687.00	46,687.00
14111	5118	SEASONAL LABOR	76,882.25	86,600.00	86,600.00	51,554.00	86,600.00	111,600.00	111,600.00
14111	5131	OVERTIME (GENERAL)	146,432.26	75,000.00	75,000.00	186,528.66	154,000.00	154,000.00	154,000.00
<b>Total Public Services/General-Psn</b>			<b>1,626,463.06</b>	<b>1,721,065.00</b>	<b>1,716,065.00</b>	<b>1,611,385.97</b>	<b>1,891,448.00</b>	<b>1,925,145.00</b>	<b>1,925,145.00</b>
<b>Public Services/General-Exp</b>									
14112	5211	ELECTRICITY	7,191.62	9,500.00	9,500.00	2,951.56	9,500.00	9,500.00	9,500.00
14112	5215	NATURAL GAS	1,255.87	7,000.00	4,890.00	3,980.64	7,000.00	7,000.00	7,000.00
14112	5216	OIL HEAT	7,299.22	7,500.00	5,895.00	4,634.73	7,500.00	7,500.00	7,500.00
14112	5241	BUILDING MAINT-DPW	22,399.28	15,000.00	26,935.00	24,558.31	19,800.00	19,800.00	19,800.00
14112	5249	GROUND MAINTENANCE-CEMETER	3,797.71	3,800.00	5,300.00	4,379.61	3,800.00	3,800.00	3,800.00
14112	5249R	GROUND MAINT-PARKS & REC	29,996.83	30,000.00	32,110.00	21,193.22	30,000.00	30,000.00	30,000.00
14112	5253	RADIO MAINT & PARTS	1,300.00	1,300.00	1,900.00	1,381.90	1,300.00	1,300.00	1,300.00
14112	5270	RENTAL & LEASE	2,400.00	2,400.00	3,600.00	3,300.00	2,400.00	2,400.00	2,400.00
14112	5301	POLICE DETAIL	42,800.00	42,000.00	25,543.00	24,512.00	42,000.00	42,000.00	42,000.00
14112	5304	PROFESSIONAL SERV/FEES	13,100.00	8,900.00	9,260.00	4,835.28	9,600.00	9,600.00	9,600.00
14112	5317	EDUCATIONAL TRAINING	2,000.00	2,000.00	2,610.00	1,859.40	2,000.00	2,000.00	2,000.00
14112	5320	CONTRACTED SERVICES	302,330.86	147,150.00	173,750.00	162,899.35	216,400.00	261,400.00	261,400.00
14112	5341	TELEPHONE	15,464.37	8,640.00	8,640.00	3,075.36	8,640.00	8,640.00	8,640.00
14112	5383	BURIAL SERVICES	31,660.00	0.00	56,000.00	39,351.00	0.00	0.00	0.00
14112	5391	SPRAYING AND REMOVAL	6,907.81	7,000.00	7,660.00	6,709.24	4,700.00	4,700.00	4,700.00
14112	5392	TREE PLANTING	4,995.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
14112	5421	OFFICE SUPPLIES (GEN	1,500.00	2,000.00	3,500.00	2,346.87	2,000.00	2,000.00	2,000.00
14112	5451	CUSTODIAL SUPPLIES	8,814.63	9,000.00	9,000.00	8,060.11	9,000.00	9,000.00	9,000.00
14112	5461	GROUNDS MAINT & SUPPLIES	9,699.33	9,700.00	11,037.00	9,274.95	9,700.00	9,700.00	9,700.00
14112	5481	GASOLINE/DIESEL FUEL	96,651.55	130,000.00	72,980.00	70,502.19	128,000.00	100,000.00	100,000.00
14112	5483	VEHICLE PARTS-DPW	22,709.18	25,000.00	35,975.00	25,632.72	35,000.00	35,000.00	35,000.00
14112	5483A	VEHICLE PARTS-POLICE	14,989.58	15,000.00	15,000.00	15,000.00	20,000.00	20,000.00	20,000.00
14112	5483B	VEHICLE PARTS-OTHER	14,999.66	10,000.00	15,600.00	13,389.29	17,000.00	17,000.00	17,000.00
14112	5485	STREET SWEEPING & BROOMS	46,660.41	82,700.00	82,700.00	81,782.46	57,700.00	57,700.00	57,700.00
14112	5710	IN STATE TRAVEL/MEETINGS	1,190.93	1,000.00	1,000.00	204.29	1,000.00	1,000.00	1,000.00
14112	5717	PROF LICENSE REIMB	671.52	1,420.00	1,420.00	1,328.06	1,400.00	1,400.00	1,400.00
14112	5730	DUES AND SUB	17.11	500.00	500.00	100.00	500.00	500.00	500.00
14112	5843	IMPROVEMENTS PW & PARK	46,000.00	47,000.00	53,600.00	29,178.19	67,000.00	67,000.00	67,000.00



# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
14112	5846	REPAIRS/RENOV/SIDEWALKS	19,999.68	20,000.00	20,000.00	13,537.45	30,000.00	30,000.00	30,000.00
14112	5860	EQUIPMENT PURCHASE & REPAIR	70,107.50	17,000.00	57,669.80	46,710.36	9,400.00	9,400.00	9,400.00
	<b>Total</b>	<b>Public Services/General-Exp</b>	<b>848,909.65</b>	<b>667,510.00</b>	<b>758,574.80</b>	<b>631,668.54</b>	<b>757,340.00</b>	<b>774,340.00</b>	<b>774,340.00</b>
<b>230</b>	<b>411</b>	<b>Department Total</b>	<b>2,475,372.71</b>	<b>2,388,575.00</b>	<b>2,474,639.80</b>	<b>2,243,054.51</b>	<b>2,648,788.00</b>	<b>2,699,485.00</b>	<b>2,699,485.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Proposed FY 2017	Council Voted FY 2017
					52.4					0.0%	0.0%	52.2	2.5%	52.2	
<b>PUBLIC SERVICES - GENERAL (Combined Open Space/Park Maint/Public Services)</b>															
MALONEK RONALD	230 PUBLIC SERVICES	14111-5111	Assistant Pub Services Dir	9/5/06	77,163.59		1.00		100%	1,472.59	1,472.59	76,869.07	1,509.40	78,790.80	78,790.80
O'SHEA THOMAS	230 PUBLIC SERVICES	14111-5111	GENERAL FOREMAN		74,905.32		1.00		100%	1,429.49	1,429.49	74,619.42	1,509.40	78,790.80	78,790.80
CONNOLLY JOHATHAN	230 PUBLIC SERVICES	14111-5111	JR BLDG CUST-COA	07/01/2009	31,990.27		0.70		70%	872.14	872.14	31,868.17	893.95	32,664.88	32,664.88
TOMASZ JOHN	230 PUBLIC SERVICES	14111-5111	PUBLIC SERVICES DIR	2/18/13	38,551.65		0.34		34%	2,163.88	2,163.88	38,404.50	2,217.97	39,364.61	39,364.61
Increased O'Shea salary + 2K															
					1,290,878.61		26.68			Total AFSCME 1818		1,383,246.47		1,383,246.47	1,383,246.47
					<b>1,513,489.44</b>		<b>29.72</b>	<b>Total Full Time - 5111</b>				<b>1,605,007.63</b>		<b>1,612,857.55</b>	<b>1,612,857.55</b>
MICHAUD DONNA	230 PUBLIC SERVICES	14111-5113	PT ADMIN ASSISTANT	11/7/2008	16,987.08		19	hours per wk		17.06	17.06	16,920.11	17.49	17,343.11	17,343.11
RYAN KELLY	230 PUBLIC SERVICES	14111-5113	PT ADMIN ASSISTANT	1/4/11	16,987.08		19	hours per wk		17.06	17.06	16,920.11	17.49	17,343.11	17,343.11
RENNARD RICHARD	230 PUBLIC SERVICES	14111-5113	TREE WARDEN		12,000.00		12	mnthly stipend		1,000.00	1,000.00	12,000.00	1,000.00	12,000.00	12,000.00
					<b>45,974.15</b>			<b>Total Part Time - 5113</b>		<b>1,000.00</b>		<b>45,840.22</b>		<b>46,686.22</b>	<b>46,686.22</b>
					21,400.00							21,400.00		21,400.00	21,400.00
					33,000.00							33,000.00		33,000.00	33,000.00
					10,600.00							10,600.00		10,600.00	10,600.00
					21,600.00			10 Kids/5 days week/8 weeks/\$9.00 per hour				21,600.00		21,600.00	21,600.00
														25,000.00	25,000.00
					<b>86,600.00</b>			<b>Total Seasonal - 5118</b>				<b>86,600.00</b>		<b>111,600.00</b>	<b>111,600.00</b>
					15,000.00									-	-
					28,000.00							20,000.00		20,000.00	20,000.00
					30,000.00							30,000.00		30,000.00	30,000.00
					2,000.00									-	-
												40,000.00		40,000.00	40,000.00
												35,000.00		35,000.00	35,000.00
												25,000.00		25,000.00	25,000.00
												4,000.00		4,000.00	4,000.00
					<b>75,000.00</b>			<b>Total Overtime - 5131</b>				<b>154,000.00</b>		<b>154,000.00</b>	<b>154,000.00</b>
					<b>1,721,063.59</b>		<b>29.72</b>	<b>Department Total</b>				<b>1,891,447.85</b>		<b>1,925,143.78</b>	<b>1,925,143.78</b>
<b>Full-Time Equivalent Employees:</b>					<b>FY 2016 28.72</b>										
					<b>FY 2016 27.72</b>										
					<b>FY 2017 29.72</b>										
<b>Variance 16 vs. 17</b>					<b>2.00</b>										
TOMASZ JOHN	Public Services	14111-5111	Public Service Director				0.34		34.0%	2,217.97	39,364.61				
	Sewer Fund	60001-5111					0.33		33.0%	2,217.97	38,206.83				
	Water Fund	61001-5100					0.33		33.0%	2,217.97	38,206.83	115,778.28			

**FY 2017 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Voted By Council FY 2015 52.4	F T E	Rate FY 2016	Incr FY 2017	Calc Rate FY 2017	STEP INCREASES					Dept Request FY 2017 52.2	Mayor FY 2017 52.2	Council FY 2017 52.2	
											Date	Rate	# Wks Old	New					
ALBERT	MICHAEL	230 PUBLIC SERVICES	14111-5111	HEO	03062000	50,594.02	1.00	965.53	1.025	989.67					100%	51,660.93	51,660.93	51,660.93	
BEZZATI	JOHN	230 PUBLIC SERVICES	14111-5111	HEO	3/28/00	50,594.02	1.00	965.53	1.025	989.67					100%	51,660.93	51,660.93	51,660.93	
BICK	MIKE	230 PUBLIC SERVICES	14111-5111	SR BLDG CUST-City Hall	07011985	47,805.98	0.00	912.33	1.025	-					100%	Retired	Retired	Retired	
Replace Bick		230 PUBLIC SERVICES	14111-5111	SR BLDG CUST-City Hall			1.00		1.025	869.76					100%	45,401.47	45,401.47	45,401.47	
BICK - Shift Differential		230 PUBLIC SERVICES	14111-5111	Base Rate X 9%		3,282.98		82.11	1.025	84.16					100%	3,282.98	3,282.98	3,282.98	
CASTONGUAY WILLIAM		230 PUBLIC SERVICES	14111-5111	WORKING FOREMAN	4/7/15	54,892.55	1.00	1,047.57	1.025	1,073.76					100%	56,050.11	56,050.11	56,050.11	
CLEARY JAMES		230 PUBLIC SERVICES	14111-5111	WORKING FOREMAN	08061990	54,892.59	1.00	1,047.57	1.025	1,073.76					100%	56,050.15	56,050.15	56,050.15	
COVIELLO VALERIE		230 PUBLIC SERVICES	14111-5111	PRINCIPAL ACCT CLERK	3/2/2000	16,151.29	0.00	906.56	1.015						34%	Retired	Retired	Retired	
REPLACE COVIELLO		230 PUBLIC SERVICES	14111-5111	PRINCIPAL ACCT CLERK I/II			0.34	825.25	1.015	837.63	2/1/2016	868.37	30.0 22.2	34%	15,098.27	15,098.27	15,098.27		
CRONIN DAVID		230 PUBLIC SERVICES	14111-5111	WORKING FOREMAN	09141987	54,892.59	1.00	1,047.57	1.025	1,073.76					100%	56,050.15	56,050.15	56,050.15	
GAROZZO JOSEPH		230 PUBLIC SERVICES	14111-5111	ME Repair/MECH II/III	8/29/2014	52,161.26	1.00	1,000.92	1.025	1,025.94	8/29/2015	1,064.00	8.0 44.2	100%	55,236.34	55,236.34	55,236.34		
HARVEY ROBERT		230 PUBLIC SERVICES	14111-5111	WORKING FOREMAN	02131992	54,892.59	1.00	1,047.57	1.025	1,073.76					100%	56,050.15	56,050.15	56,050.15	
HENDERSON SCOTT		230 PUBLIC SERVICES	14111-5111	HEO	05281985	50,594.02	1.00	965.53	1.025	989.67					100%	51,660.93	51,660.93	51,660.93	
HUGHES BRIAN		230 PUBLIC SERVICES	14111-5111	HEAD FOREMAN	04081996	60,369.83	1.00	1,152.10	1.025	1,180.90					100%	61,642.90	61,642.90	61,642.90	
JODOIN RAYMOND		230 PUBLIC SERVICES	14111-5111	HEO	10/18/2010	50,594.02	0.00	965.53	1.025	-					100%	TO W/S	TO W/S	TO W/S	
SHEA DANIEL		230 PUBLIC SERVICES	14111-5111	HEO 1/2	1/25/2016		1.00	897.80	1.025	920.25	1/25/2017	954.28	33.0 19.2	100%	48,690.26	48,690.26	48,690.26		
JODOIN - Shift/Weekend Diff		230 PUBLIC SERVICES	14111-5111	Shift Differential		2,165.28		31.52	1.025	32.31					100%	2,206.41	2,206.41	2,206.41	
LAVJOE STEPHEN		230 PUBLIC SERVICES	14111-5111	HMEO	12/3/2012	46,991.38	1.00	896.78	1.025	919.20					100%	47,982.32	47,982.32	47,982.32	
LEVESQUE JAMES		230 PUBLIC SERVICES	14111-5111	Sr/Sidewalk Foreman	06211999	18,663.47	0.34	1,047.57	1.025	1,073.76					34%	19,057.04	19,057.04	19,057.04	
LEVESQUE LOUIS		230 PUBLIC SERVICES	14111-5111	MOTOR EQUIP REPAIR	8/1/2006	54,393.77	1.00	1,038.05	1.025	1,064.00					100%	55,540.81	55,540.81	55,540.81	
MACDONALD WILLIAM		230 PUBLIC SERVICES	14111-5111	HMEO	6/12/2012	46,991.38	1.00	896.78	1.025	919.20					100%	47,982.32	47,982.32	47,982.32	
MARTINEAU RICHARD		230 PUBLIC SERVICES	14111-5111	MAINT CRAFTS	8/21/2000	46,991.38	1.00	896.78	1.025	919.20					100%	47,982.32	47,982.32	47,982.32	
OBRIEN JIM		230 PUBLIC SERVICES	14111-5111	TREE CLIMBER	3/13/2006	50,594.02	1.00	965.53	1.025	989.67					100%	51,660.93	51,660.93	51,660.93	
OSGOOD STEPHEN		230 PUBLIC SERVICES	14111-5111	PESTICIDE GROUNDSKEEP	6/2/14	50,594.03	1.00	965.53	1.025	989.67					100%	51,660.94	51,660.94	51,660.94	
PARSONS DAVID		230 PUBLIC SERVICES	14111-5111	MAINT CRAFTSMAN	5/14/2001	46,991.38	1.00	896.78	1.025	919.20					100%	47,982.32	47,982.32	47,982.32	
SANDS GEORGE		230 PUBLIC SERVICES	14111-5111	HEAD WKG FOREMN 2/3	04271987	54,892.59	1.00	1,110.35	1.025	1,138.11	1/4/2016	1,180.90	26.0 26.2	100%	60,530.41	60,530.41	60,530.41		
STANWOOD JI DANIEL		230 PUBLIC SERVICES	14111-5111	WORKING FOREMAN	12/4/1999	54,892.59	1.00	1,047.57	1.025	1,073.76					100%	56,050.15	56,050.15	56,050.15	
STUART MIKE		230 PUBLIC SERVICES	14111-5111	SR PESTICIDE GROUNDSKI	10/8/2013	50,594.03	1.00	965.53	1.025	989.67					100%	51,660.94	51,660.94	51,660.94	
TASSINARI STEPHEN		230 PUBLIC SERVICES	14111-5111	HEAD WORKING FOREMAN	05241999	60,369.74	1.00	1,152.09	1.025	1,180.90					100%	61,642.81	61,642.81	61,642.81	
REALE THEODORE		230 PUBLIC SERVICES	14111-5111	LABORER	9/23/2015		1.00	770.69	1.025	789.94	9/23/2016	818.76	12.0 40.2	100%	42,393.43	42,393.43	42,393.43		
COSTA CARLOS		230 PUBLIC SERVICES	14111-5111	LABORER	8/17/2015		1.00	770.69	1.025	789.94	8/17/2016	818.76	8.0 44.2	100%	42,508.71	42,508.71	42,508.71		
NEW		230 PUBLIC SERVICES	14111-5111	HMEO - Step 1			1.00	-	0.000	855.06					100%	44,634.13	44,634.13	44,634.13	
NEW		230 PUBLIC SERVICES	14111-5111	LABORER - Step 1			1.00	-	0.000	789.94					100%	41,234.87	41,234.87	41,234.87	
OUT OF GRADE PAYS		230 PUBLIC SERVICES	14111-5111			2,000.00										2,000.00	2,000.00	2,000.00	
						1,290,878.61	26.68										1,383,246.47	1,383,246.47	1,383,246.47

**FY 2017 DETAILED BUDGET REPORT  
EXPENSES**

**PUBLIC SERVICES - Admin - 230**

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by	
				Mayor	Voted by Council
14112	5211	<b>ELECTRICITY</b>			
		National Grid	8,000	8,000	8,000
		Transcanada	1,500	1,500	1,500
<b>TOTAL</b>			<b>9,500</b>	<b>9,500</b>	<b>9,500</b>
14112	5215	<b>NATURAL GAS</b>			
		Direct Energy Market	4,000	4,000	4,000
		National Grid	3,000	3,000	3,000
<b>TOTAL</b>			<b>7,000</b>	<b>7,000</b>	<b>7,000</b>
14112	5216	<b>OIL HEAT-CEM</b>			
		Booma - Yearly Maintenance for 4 oil burners	400	400	400
		<b>PC/VAULTS OR LOTS TO SUPPLEMENT</b>	(8,300)	(8,300)	(8,300)
		Stadium Oil - Burner service for City Hall and Old Town Hall	700	700	700
		Stadium Oil - Oil heat for 1 garages (1 @ \$1,100.00 x 5 months)	5,500	5,500	5,500
		Stadium Oil - Oil Heat for chapel	800	800	800
		Stadium Oil - Oil heat for maintenance garages (\$1,100.00 x 6 months)	6,600	6,600	6,600
		Stadium Oil - Oil Heat for office (\$300.00 x 6 months)	1,800	1,800	1,800
<b>TOTAL</b>			<b>7,500</b>	<b>7,500</b>	<b>7,500</b>
14112	5241	<b>BUILDING MAINTENANCE - DPW</b>			
		ASAP Drains - Toilet repairs and clearing	300	300	300
		Beacon Electric & Delandes - Electrical purchases for repairs	500	500	500
		Boston Fire - Fire extinguishers test & repair	500	500	500
		Cintas Corp. - Gas Boy mandated tests and fuel pump repairs	600	600	600
		City Hall rug cleaning	900	900	900
		City Hall window cleaning	900	900	900
		Embree Elevator - Inspections and mainetnace	3,000	3,000	3,000
		Emergency repairs, supplies & materials for City owned buildings and equipment: gas pumps	2,100	2,100	2,100
		Garland Company - Facility roof repair	4,000	4,000	4,000
		Hayden - Keys and lock repairs for misc. facilities	500	500	500
		O'Connel Plumbing & Michaud - Unkeep & inspections of boilers at City Hall & Old Town Hall	3,500	3,500	3,500
		Salem Overhead Doors - Overhead door repairs	3,000	3,000	3,000
<b>TOTAL</b>			<b>19,800</b>	<b>19,800</b>	<b>19,800</b>
14112	5249	<b>GROUND MAINTENANCE - CEMETERY</b>			
		Danvers Farm & Home - Rakers, weeders & grass seed	500	500	500
		Home Depot & Winer Bros. - Misc. supplies	1,500	1,500	1,500
		Maestranzi Bros - Equipment	500	500	500
		Northeast Nursery - Misc. grounds supplies	300	300	300
		Rent All - Tools and equipment	1,000	1,000	1,000
<b>TOTAL</b>			<b>3,800</b>	<b>3,800</b>	<b>3,800</b>
14112	5249R	<b>GROUND MAINTENANCE - PARKS &amp; REC (From Rec Dept Budget)</b>			
		BMC Corporation - Brush mowing	5,000	5,000	5,000
		Coast Maintenance& Future Supply - Park facility supplies	6,500	6,500	6,500
		Fastenal, National Lumber, One Forty Six, Winer Bros. - Hardware & supplies	4,800	4,800	4,800
		FW Webb - Plumbing supplies	500	500	500
		Hayden Safe & Lock - Locks and keys	400	400	400
		John Deere - Equipment repair & supplies	300	300	300
		Lesco - Misc. supplies	2,000	2,000	2,000
		McGinnis Paving - Beach Cleaning - \$1,000 each	2,000	2,000	2,000
		Motor Parts Sales - Equipment repairs	500	500	500
		Nardone - Sand & gravel	1,000	1,000	1,000
		Northeast Nursery - Misc. grounds supplies	1,500	1,500	1,500
		Olsen Curtis Fence - Fence repair	1,500	1,500	1,500



**FY 2017 DETAILED BUDGET REPORT  
EXPENSES**

**PUBLIC SERVICES - Admin - 230**

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by	
				Mayor	Voted by Council
		Rent All - Tools and equipment	2,000	2,000	2,000
		Shrewsbury Landscaping - McGrath Park work	1,500	1,500	1,500
		Stateline Supply - Irrigation system supplies	500	500	500
<b>TOTAL</b>			<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
<b>14112</b>	<b>5253</b>	<b>RADIO MAINT &amp; PARTS</b>			
		Northeast Two-Way - Radio repair and service	1,300	1,300	1,300
<b>TOTAL</b>			<b>1,300</b>	<b>1,300</b>	<b>1,300</b>
<b>14112</b>	<b>5270</b>	<b>RENTAL AND LEASE - UNIFORMS</b>			
		Rags, Gloves, Goggles & Safety Equipment	900	900	900
		Rain gear - 15 @ \$100	1,500	1,500	1,500
<b>TOTAL</b>			<b>2,400</b>	<b>2,400</b>	<b>2,400</b>
<b>14112</b>	<b>5301</b>	<b>POLICE DETAIL</b>			
		Details for tree removals abd cleanup	1,000	1,000	1,000
		Details for road work for street openings, paving, pothole repairs etc.	24,000	24,000	24,000
		Details for street sweeping	10,000	10,000	10,000
		Details for line painting	7,000	7,000	7,000
<b>TOTAL</b>			<b>42,000</b>	<b>42,000</b>	<b>42,000</b>
<b>14112</b>	<b>5304</b>	<b>PROFESSIONAL SERVICES</b>			
		Bobs Tire Company - Tire removal	500	500	500
		David Porter - Stump removal	5,000	5,000	5,000
		Hawk - Street sweeping assistance	1,000	1,000	1,000
		Leahy Landscaping - Contractor assistance for debris cleanup	500	500	500
		Mitchell Automotive - Equipment upgrades and repair system	600	600	600
		Rockport Technology - Internet system maintenance	500	500	500
		Safety Clean - Hazardous waste disposal	500	500	500
		Tanknology - Annual testing for central motors	1,000	1,000	1,000
<b>TOTAL</b>			<b>9,600</b>	<b>9,600</b>	<b>9,600</b>
<b>14112</b>	<b>5317</b>	<b>EDUCATIONAL TRAINING</b>			
		License reimbursements	1,500	1,500	1,500
		Seminars and training for employees to maintain licenses.	500	500	500
<b>TOTAL</b>			<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
<b>14112</b>	<b>5320</b>	<b>CONTRACTED SERVICES-</b>			
		Belmont Springs - Water	300	300	300
		Cicoria Tree Service - Tree removal	25,000	25,000	25,000
		Greenscapes - Additional contracted services for mowing and maintenance	30,000	30,000	30,000
		Greenscapes Land Design - Contracted services for mowing and maintenance	125,000	125,000	125,000
		Hi-Way Safety Systems - Line painting	15,000	15,000	15,000
		MBTA & HiRail Crossing - Mats for MBTA railroad crossing	3,000	3,000	3,000
		SJ Services - Downtown maintenance	15,000	15,000	15,000
		Maintenance of public recycling containers (batteries, maintenance); if reduced DPS should carry	1,500	1,500	1,500
		Workplace Essentials - Sanitation disposal fees/rentals City Hall & 120 Washington	1,600	1,600	1,600
				45,000	45,000
<b>TOTAL</b>			<b>216,400</b>	<b>261,400</b>	<b>261,400</b>
<b>14112</b>	<b>5341</b>	<b>TELEPHONE</b>			
		Rockport Technology - Telephone system maintenance	3,000	3,000	3,000
		Verizon - GPS tracking for DPW Trucks @ 1,410.00 x 12 mos (1/3)	5,640	5,640	5,640
<b>TOTAL</b>			<b>8,640</b>	<b>8,640</b>	<b>8,640</b>

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

PUBLIC SERVICES - Admin - 230

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
14112	5383	<b>BURIAL EXPENSES</b>			
		Means Precast - Burial boxes			
		MISCISZ & Sons - Burials			
		<i>Burial Expenses are funded annually from Sale of Lots and Sale of Vaults Funds</i>			
<b>TOTAL</b>			-	-	-
14112	5391	<b>SPRAYING AND REMOVAL - CEM</b>			
		Cermaloy Carbide Company - Tool sharpening	200	200	200
		Cleaves Company - Chipper repair	500	500	500
		Northshore Compost - Stump disposal	1,500	1,500	1,500
		Rent All - Tuneups, repairs and supplies	2,500	2,500	2,500
<b>TOTAL</b>			<b>4,700</b>	<b>4,700</b>	<b>4,700</b>
14112	5392	<b>TREE PLANTING - CEM/OPEN SPACE</b>			
		Tree planting in areas not designated under CDBG locations	4,000	4,000	4,000
		Plantings and flowers	500	500	500
		Arbor Day plantings and material	500	500	500
<b>TOTAL</b>			<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
14112	5421	<b>OFFICE SUPPLIES</b>			
		General office supplies as needed	2,000	2,000	2,000
<b>TOTAL</b>			<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
14112	5451	<b>CUSTODIAL SUPPLIES</b>			
		Coast Maintenance - Custodial supplies	6,700	6,700	6,700
		Delandes Supply - Electrical supplies	300	300	300
		State Chemical - Custodial chemicals	1,000	1,000	1,000
		Winer Brothers - Misc. supplies	1,000	1,000	1,000
<b>TOTAL</b>			<b>9,000</b>	<b>9,000</b>	<b>9,000</b>
14112	5461	<b>GROUNDKEEPING SUPPLIES - DPW</b>			
		A-1 Exterminators - Pest exterminations	700	700	700
		Dilisio Brothers - Grounds keeping supplies	2,500	2,500	2,500
		Home Deport - Misc. supplies	3,000	3,000	3,000
		Oilmen Supplies - Misc. supplies	1,000	1,000	1,000
		One Way Lumber - Misc hardware	1,500	1,500	1,500
		Winer Brothers - Misc. supplies	1,000	1,000	1,000
<b>TOTAL</b>			<b>9,700</b>	<b>9,700</b>	<b>9,700</b>
14112	5481	<b>GASOLINE/DIESEL FUEL</b>			
		Burke - Diesel per state bid	106,000	80,000	80,000
		Global Companies - Unleaded per the state bid	22,000	20,000	20,000
<b>TOTAL</b>			<b>128,000</b>	<b>100,000</b>	<b>100,000</b>
14112	5483	<b>VEHICLE PARTS DPW</b>			
		All Welding - Welding	500	500	500
		C&C Auto Parts - Misc. parts	3,500	3,500	3,500
		Goodyear Tire - Tires	1,500	1,500	1,500
		Hub Starters and Alternators - As noted	500	500	500
		J's Auto warehouse - Misc. parts	1,000	1,000	1,000
		Motor Part Sales - Misc. parts	9,000	9,000	9,000
		R&A Industries - Hoses	1,000	1,000	1,000
		Schmidt Equipment - Misc. parts	2,000	2,000	2,000
		Stoneham Motors - Misc. parts	2,000	2,000	2,000
		Taylor & Lloyd - Misc. parts	2,000	2,000	2,000
		Unlimited Auto - Inspections	3,000	3,000	3,000
		48 Other Vendors - Vehicle parts for dps vehicles	9,000	9,000	9,000
<b>TOTAL</b>		<b>ADJUSTED UPWARDS TO REFLECT ACTUAL PAST COSTS</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>

**FY 2017 DETAILED BUDGET REPORT  
EXPENSES**

**PUBLIC SERVICES - Admin - 230**

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by	
				Mayor	Voted by Council
14112	5483A	<b>VEHICLE PARTS POLICE</b>			
		C&C Auto Parts - Misc. parts	2,500	2,500	2,500
		Goodyear Tire - Tires	2,000	2,000	2,000
		Kelly Jeep Chrysler - Misc. parts	1,000	1,000	1,000
		Liberty Chevrolet - Misc. parts	4,000	4,000	4,000
		Lyons Enterprises - Tires	1,500	1,500	1,500
		Motor Part Sales = Misc. parts	4,000	4,000	4,000
		Stoneham Motors - Misc. parts	2,500	2,500	2,500
		12 Other Vendors - Vehicle parts for other vehicles	2,500	2,500	2,500
<b>TOTAL</b>		<b>ADJUSTED UPWARDS TO REFLECT ACTUAL PAST COSTS</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
14112	5483B	<b>VEHICLE PARTS OTHER: SCHOOLS, ELECT., INSPECT., ENGR., BOH, COA, ETC.</b>			
		Bouchard & Sons - Inspections	500	500	500
		C&C Auto Parts - Misc. parts	3000	3000	3000
		Goodyear Tire - Tires	2400	2400	2400
		Hub Starters and Alternators - As noted	300	300	300
		Maplewood Trucks - Springs	1500	1500	1500
		Motor Part Sales = Misc. parts	2000	2000	2000
		Service Tire Truck - Tires	1000	1000	1000
		Southworth-Milton - Misc. parts	1000	1000	1000
		Stoneham Motors - Misc. parts	1500	1500	1500
		Unlimited Auto - Inspections	1800	1800	1800
		27 Other Vendors - Vehicle parts for other vehicles	2000	2000	2000
<b>TOTAL</b>		<b>ADJUSTED UPWARDS TO REFLECT ACTUAL PAST COSTS</b>	<b>17,000</b>	<b>17,000</b>	<b>17,000</b>
14112	5485	<b>STREET SWEEPING &amp; BROOMS</b>			
		All American Investment - Sweeper lease to own	41,200	41,200	41,200
		Atlantic Broom - Main brooms, gutter brooms, misc. parts	7,500	7,500	7,500
		C. N. Wood - Misc. parts not supplied by Atlantic Broom	3,000	3,000	3,000
		Hawks & All American - Street sweeping assistance	6,000	6,000	6,000
<b>TOTAL</b>			<b>57,700</b>	<b>57,700</b>	<b>57,700</b>
14112	5710	<b>IN STATE TRAVEL, MEETINGS</b>			
		Tolls, Parking, Seminars	1,000	1,000	1,000
			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
14112	5717	<b>PROF LICENSE REIMBURSEMENTS</b>			
		Reimbursement for operator licenses as per AFSCME agreement	900	900	900
		Reimbursements for pesticide licenses as per the AFSCME agreement	300	300	300
		Reimbursements for professional licenses	200	200	200
<b>TOTAL</b>			<b>1,400</b>	<b>1,400</b>	<b>1,400</b>
14112	5730	<b>DUES &amp; SUBSCRIPTIONS</b>			
		Essex County, Mass Highway, Society of Arborist, National Arbor Day, etc.	500	500	500
<b>TOTAL</b>			<b>500</b>	<b>500</b>	<b>500</b>
14112	5843	<b>GEN PUBLIC WORKS IMPROVEMENTS</b>			
		Aggregate Industries - Asphalt & aggregate	15,000	15,000	15,000
		Benevento Asphalt - Asphalt & aggregate	4,000	4,000	4,000
		Brox Products	3,000	3,000	3,000
		Dilisio Brothers - Misc. street items	6,000	6,000	6,000
		Eastern Bag - Trash Bags	3,000	3,000	3,000
		EJ Prescott - Manhole and catch basin items	3,000	3,000	3,000
		Franklin Paint - Line painting supplies	4,000	4,000	4,000
		Home Depot - Misc. supplies	1,000	1,000	1,000
		Perma-Line Corp - Traffic signs and supplies	3,000	3,000	3,000

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

PUBLIC SERVICES - Admin - 230

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by	
				Mayor	Voted by Council
		<i>Perma-Line Corp - Traffic signs and supplies</i>	12,000	12,000	12,000
		Rent a Tool - Tool rentals	500	500	500
		<i>ROCA - Tree beds and misc downtown work</i>	5,000	5,000	5,000
		Rowley Cement Mix - Concrete	2,000	2,000	2,000
		Sherwin Williams - Street paint	2,500	2,500	2,500
		Voss Signs - Traffic signs	2,000	2,000	2,000
		Winer Brothers - Misc. supplies	1,000	1,000	1,000
<b>TOTAL</b>			<b>67,000</b>	<b>67,000</b>	<b>67,000</b>
14112	5846	<b>RENOVATION &amp; REPAIRS - REPAIRS/SIDEWALKS</b>			
		Aggregate Industries - Asphalt & aggregate	6,000	6,000	6,000
		Benevento Asphalt - Asphalt & aggregate	5,000	5,000	5,000
		Dilisio Brothers - Misc. street items	4,000	4,000	4,000
		Home Depot - Misc. supplies	1,000	1,000	1,000
		<b>MacLellan Concrete - Concrete</b>	2,000	2,000	2,000
		Rent a Tool - Tool rentals	1,000	1,000	1,000
		<i>Rowley Cement Mix - Concrete</i>	10,000	10,000	10,000
		Rowley Cement Mix - Concrete	1,000	1,000	1,000
<b>TOTAL</b>			<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
14112	5860	<b>EQUIPMENT PURCHASE &amp; REPAIRS</b>			
		Boston Automatic Timing - Boston time clock	200	200	200
		Cameron Office Products - Copier and printer maintenance'	500	500	500
		ERC Wiping Products - Rags	1,000	1,000	1,000
		Fastenal - Hardware	1,500	1,500	1,500
		Motor Part Sales - Misc. tools	500	500	500
		Northern Safety - Safety products	300	300	300
		Nozzteq - Vactor nozzles	400	400	400
		JB Uniforms & Swiss Uniforms - Safety wear	2,000	2,000	2,000
		Home Depot - Misc. items	1,500	1,500	1,500
		Winer Brothers - Misc. supplies	1,500	1,500	1,500
			<b>9,400</b>	<b>9,400</b>	<b>9,400</b>
<b>TOTAL PROPOSED</b>			<b>757,340</b>	<b>774,340</b>	<b>774,340</b>



# Public Services – Snow & Ice

## Mission Statement – Why We Exist

Coordination of private and publicly owned plows with the objective to clear streets and keep local streets passable. Mechanics and route supervisors inspect and control plowing activities and other support personnel to maintain high level of service during snow events. It is our goal to do all we can to reduce the likelihood of personal injury to our residents, automobile accidents and property damage by making the roadways as safe as possible under the worst of conditions.

## Significant Budget & Staffing Changes for FY 2017

No significant budget or staffing changes for FY 2017.

## Recent Accomplishments

- Continued utilization of Reverse 911 and Web site used for up-to-date snow emergency related bulletins.
- The City has contracts with 26 contractors to provide assistance during snow plowing operations.
- Streamlined plowing operation by organizing driver locations and assigning DPS personnel to provide oversights to contractors in their locations.
- Plow routes with City and contractor personnel have been identified with complaints being tracked by storm with the goal being to reduce persistent issues at certain locations.
- A map identifying road plowing priorities has been prepared.
- Continue to use telephone equipment with tracking capabilities for snow driver use. The DPS can now monitor all DPS and contractor vehicles during snow events.
- Identified downtown locations where youth groups could assist the City of Salem in clearing snow at crosswalks.

## FY 2017 Goals & Objectives

- Continue to provide service to quickly open streets making them passable so that they can be safe to navigate.
- Obtain new sanders/plows to replace those which are at or nearing their useful life.
- Continue to work with other city departments in support of restoring safe road conditions as efficiently as possible..



- Update plows with newer units to help cut down on fuel and on mechanical deficiencies
- Purchase and install a new salt shed.
- Update snow maps.

### How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

Monitor contractor and City snow plowing operations to improve quality and response time while hopefully reducing complaints. Continue to purchase salt through a consortium to reduce the cost. Whether through City personnel or contractors, verify that all parking lots, sidewalks and crosswalks are cleared as soon as possible after a snow event.



## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Snow &amp; Ice-Personnel</b>									
14231	5131	OVERTIME (GENERAL)	154,660.12	50,000.00	50,000.00	51,893.78	50,000.00	50,000.00	50,000.00
	<b>Total</b>	<b>Snow &amp; Ice-Personnel</b>	<b>154,660.12</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>51,893.78</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>50,000.00</b>
<b>Snow &amp; Ice-Expenses</b>									
14232	5244	VEHICLE REPAIR AND M	174,743.23	32,000.00	32,000.00	86,059.22	32,000.00	32,000.00	32,000.00
14232	5292	SNOW REMOVAL	2,014,922.18	115,000.00	115,000.00	299,512.89	115,000.00	115,000.00	115,000.00
14232	5292S	SNOW REMOV/SAND-SCHOOL	0.00	80,000.00	80,000.00	0.00	80,000.00	80,000.00	80,000.00
14232	5341	TELEPHONE	5,810.21	10,930.00	10,930.00	14,630.09	10,930.00	10,930.00	10,930.00
14232	5429	MISC SUPPLIES	40,109.44	8,000.00	8,000.00	31,352.78	34,600.00	34,600.00	34,600.00
14232	5481	GASOLINE/DIESEL FUEL	45,607.17	20,000.00	20,000.00	39,774.98	20,000.00	20,000.00	20,000.00
14232	5534	SALT	312,663.82	103,405.00	103,405.00	203,383.39	103,405.00	103,405.00	103,405.00
14232	5535	CACLIUM CHLORIDE	0.00	5,000.00	5,000.00	0.00	5,000.00	5,000.00	5,000.00
14232	5536	SAND	6,346.37	8,000.00	8,000.00	6,500.48	8,000.00	8,000.00	8,000.00
	<b>Total</b>	<b>Snow &amp; Ice-Expenses</b>	<b>2,600,202.42</b>	<b>382,335.00</b>	<b>382,335.00</b>	<b>681,213.83</b>	<b>408,935.00</b>	<b>408,935.00</b>	<b>408,935.00</b>
<b>230</b>	<b>423</b>	<b>Department Total</b>	<b>2,754,862.54</b>	<b>432,335.00</b>	<b>432,335.00</b>	<b>733,107.61</b>	<b>458,935.00</b>	<b>458,935.00</b>	<b>458,935.00</b>

**FY 2017 DETAILED BUDGET REPORT  
EXPENSES**

**PUBLIC SERVICES - Snow & Ice - 230**

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
14232	5244	<b>VEHICLE REPAIR AND MAINTENANCE</b>			
		General line for repairs and parts for DPS vehicles in preparation and during winter snow events	32,000	32,000	32,000
<b>TOTAL</b>			<b>32,000</b>	<b>32,000</b>	<b>32,000</b>
14232	5292	<b>SNOW REMOVAL</b>			
		For payment to snow contractors for services to aid in sanding and plowing of city streets, sidewalks and parking lots	115,000	115,000	115,000
<b>TOTAL</b>			<b>115,000</b>	<b>115,000</b>	<b>115,000</b>
14232	5292S	<b>SNOW REMOVAL &amp; SANDING SCHOOL</b>			
		Snow removal and sanding for school department	80,000	80,000	80,000
<b>TOTAL</b>			<b>80,000</b>	<b>80,000</b>	<b>80,000</b>
14232	5341	<b>Telephone</b>			
		50 GPS Phones for snow contractors @ \$1,249.50 - 6 months	10,930	10,930	10,930
<b>TOTAL</b>			<b>10,930</b>	<b>10,930</b>	<b>10,930</b>
14232	5429	<b>MISC SUPPLIES</b>			
		Aggregate Industries - Cold patch for potholes	15,000	15,000	15,000
		Benevento Asphalt - Cold patch for potholes	5,600	5,600	5,600
		Brox Industries - Cold patch for potholes	10,000	10,000	10,000
		Home Depot - Misc. supplies	500	500	500
		Other small items not deemed parts	1,100	1,100	1,100
		Perma-Line - Parking and warning signs	500	500	500
		Precision Weather Forecasting	1,400	1,400	1,400
		Winer Bros - Misc. supplies	500	500	500
<b>TOTAL</b>			<b>34,600</b>	<b>34,600</b>	<b>34,600</b>
14232	5481	<b>GASOLINE/DIESEL FUEL</b>			
		Estimate at \$2250.00 per storm x 8 storms	20,000	20,000	20,000
<b>TOTAL</b>			<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
14232	5534	<b>SALT</b>			
		Salt product purchased under state bid - \$41.00 per ton	103,405	103,405	103,405
<b>TOTAL</b>			<b>103,405</b>	<b>103,405</b>	<b>103,405</b>
14232	5535	<b>CALCIUM CHLORIDE</b>			
		Fill up of Calcium Chloride Product in tanks 5 Jefferson Ave under state bid	5,000	5,000	5,000
<b>TOTAL</b>			<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
14232	5536	<b>SAND</b>			
		Sand product purchased from Aggregate for sanding of streets.	8,000	8,000	8,000
<b>TOTAL</b>			<b>8,000</b>	<b>8,000</b>	<b>8,000</b>
<b>TOTAL PROPOSED</b>			<b>408,935</b>	<b>408,935</b>	<b>408,935</b>



# Engineering – General Administration

## Mission Statement – Why We Exist

The Engineering Department provides technical expertise and plan review to various city boards and departments for all public infrastructure improvements and private development projects. Engineering is responsible to implement the City-wide pavement management system and also manages the Chapter 90 paving program, other state and federally funded roadway re-construction (TIP) projects, and the City's Road Opening, Private Property and Trench Permit Program. In addition, Engineering is also responsible for the City's capital improvement program relative to infrastructure and provides guidance from the City's perspective to the larger state funded developments including the Peabody Essex Museum (PEM) expansion, Footprint Power Plant area development, National Grid Electrical power cable installation project, and various improvements at Salem State University. Funding for the efforts described herein is derived from the City's general fund. The Engineering Dept. also includes Water, Sewer and Trash enterprise funds and departments.



## Significant Budget & Staffing Changes for FY 2017

No significant budget or staffing changes for FY 2017.

## Recent Accomplishments



- Managed a city-wide paving program – utilizing the pavement management program and Chapter 90 funds. Bidding Salem's improvements for the City paved roads at a cost of \$1.5 million.
- Scanned 80% of historical plans; through a part-time employee funded through the Senior Network-a federally funded program.
- Advanced the next two projects to be ready for construction funded through the TIP Program: Canal Street (to 100% design), including the Canal Street Bike path to 95% design, and Boston Street (to conceptual design), ensuring Salem's continued successful involvement in the TIP program.
- Issued over 330 road opening permits and reviewed over 7 developments for the planning board.
- Began evaluating the impacts of a number of large developments on the City's infrastructure including PEM, Footprint Power, National Grid cable, and Salem State University.

## FY 2017 Goals & Objectives

- Continue to advance the City's proposed TIP projects to ensure state funding is secured for the reconstruction of Canal Street this year so construction can start in 2016.
- Continue to manage City's Chapter 90 roadway improvement program to maximize the cost effectiveness of the City's re-investment into its roadway infrastructure.
- Developed the annual city-wide roadway improvement program for 2016.
- Managed current Road Opening Permit Tracking System and made improvements.
- Scan 100% of historical engineering plans currently located in Engineering Plan Room to project completion.



Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY2017
Number of street permits issued	330	399	450	450
Drain layer licenses issued	40	43	42	42
Commercial Backflow tests completed	996	1096	1,050	1175
Number of linear miles paved	5.2 miles	2.5 miles	3.5 miles	3.5 miles

## How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Both the City's long and short term goals for sustainable infrastructure will be met with the departments' goals, by reinvesting and rehabilitating the City's roadway, sidewalk and public way infrastructure.
- The Engineering Department will also provide infrastructure guidance for the new Senior/Gateway Center, the National Grid cable replacement, and the Canal Street Corridor project improvements.

## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Engineering-Psnl</b>									
14121	5111	SALARIES-FULL TIME	74,978.19	77,330.00	77,330.00	71,040.57	77,035.00	78,961.00	78,961.00
14121	5113	SALARIES-PART TIME	4,036.59	5,371.00	5,371.00	3,877.58	5,351.00	5,742.00	5,742.00
<b>Total Engineering-Psnl</b>			<b>79,014.78</b>	<b>82,701.00</b>	<b>82,701.00</b>	<b>74,918.15</b>	<b>82,386.00</b>	<b>84,703.00</b>	<b>84,703.00</b>
<b>Engineering-Expenses</b>									
14122	5317	EDUCATIONAL TRAINING	1,344.20	1,000.00	1,000.00	938.97	1,000.00	1,000.00	1,000.00
14122	5421	OFFICE SUPPLIES (GEN	1,200.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
14122	5710	IN STATE TRAVEL/MEETINGS	498.30	500.00	500.00	408.50	500.00	500.00	500.00
14122	5730	DUES AND SUB	1,757.00	2,000.00	2,000.00	1,925.00	2,000.00	2,000.00	2,000.00
14122	5851	OFFICE EQUIPMENT	1,626.73	2,000.00	2,000.00	998.97	2,000.00	1,700.00	1,700.00
<b>Total Engineering-Expenses</b>			<b>6,426.23</b>	<b>6,500.00</b>	<b>6,500.00</b>	<b>5,271.44</b>	<b>6,500.00</b>	<b>6,200.00</b>	<b>6,200.00</b>
<b>235</b>	<b>412</b>	<b>Department Total</b>	<b>85,441.01</b>	<b>89,201.00</b>	<b>89,201.00</b>	<b>80,189.59</b>	<b>88,886.00</b>	<b>90,903.00</b>	<b>90,903.00</b>



**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Proposed FY 2017	Council Voted FY 2017
TALKOWSKI ELLEN	235 ENGINEERING	14121-5111	ADMIN ASSISTANT		43,469.21		0.80		80%	1,036.96	1,036.96	43,303.45	1,062.88	44,386.04	44,386.04
KNOWLTON DAVID	235 ENGINEERING	14121-5111	CITY ENGINEER	5/21/2007	33,860.37		0.34		34%	1,900.56	1,900.56	33,731.14	1,948.07	34,574.42	34,574.42
					<b>77,329.58</b>		<b>1.14</b>	<b>Total Full Time - 5111</b>				<b>77,034.59</b>		<b>78,960.45</b>	<b>78,960.45</b>
ALBERT JIMMY	235 ENGINEERING	14121-5113	INTERN	11/05/1991	5,371.00			10	hours per wk	10.25	10.25	5,350.50	11.00	5,742.00	5,742.00
*Minimum wage increase to 11.00 on 1/1/17															
					<b>5,371.00</b>			<b>Total Part Time - 5113</b>				<b>5,350.50</b>		<b>5,742.00</b>	<b>5,742.00</b>
					<b>82,700.58</b>		<b>1.14</b>	<b>Department Total</b>				<b>82,385.09</b>		<b>84,702.45</b>	<b>84,702.45</b>

Full-Time Equivalent Employees:	FY 2015	1.14
	FY 2016	1.14
	FY 2017	1.14
	Variance 16 vs. 17	0.00

**ENGINEERING DEPARTMENT NON-UNION EMPLOYEES COMBINED SALARIES BUDGET & GRANTS**

										Total
KNOWLTON DAVID	ENGINEERING	14121-5111	CITY ENGINEER		0.34		34%	1,948.07	34,574.42	
	SEWER	600131-5111			0.33		33%	1,948.07	33,557.52	
	WATER	610131-5111			0.33		33%	1,948.07	33,557.52	101,689.46
TALKOWSKI ELLEN	ENGINEERING	14121-5111	ADMIN ASSISTANT		0.80		80.0%	1,062.88	44,386.04	
	SEWER	600131-5111			0.10		10.0%	1,062.88	5,548.25	
	WATER	610131-5111			0.10		10.0%	1,062.88	5,548.25	55,482.54
Zabeleta Giovanna	Capital Projects	Varies	CLERK OF WORKS		1.00		100%	1,013.90	52,925.58	52,925.58
SILVA JASON	Capital Projects	Varies	CAPITAL PROJECT DIRECTOR		1.00		100%	1,793.75	93,633.75	93,633.75
CRIPPS CHERYL	SEWER	600131-5111	SECRETARY		0.33		33.0%	869.75	14,982.33	
	WATER	610131-5111			0.33		33.0%	869.75	14,982.33	
	TRASH	620031-5111			0.34		34.0%	869.75	15,436.34	45,400.99
ROSE JULIE	SEWER	600131-5111	Business Manager/Water Reg		0.25		25.0%	1,287.29	16,799.18	
	WATER	610131-5111			0.25		25.0%	1,287.29	16,799.18	
	TRASH	620031-5111			0.50		50.0%	1,287.29	33,598.36	67,196.72
*COHEN JEFF	RECYCLING GRANT	25433-5111	RECYCLING ENFORCEMENT		0.54		54%	370.03	10,430.41	10,430.41

\*Note - Cohen not listed on FY 2016 budget sheet

**Total FTE for General Funds AND Grants/Capital Projects (Excludes Enterprise)**

Full-Time Equivalent Employees:	FY 2015	3.14
	FY 2016	3.14
	FY 2017	3.68
	Variance 16 vs. 17	0.54

<b>6.54</b>	Total Engineering Salaries	<b>426,759.45</b>
<b>3.68</b>	Total Engineering General Fund & Special Revenue	<b>235,950.19</b>



FY 2017 DETAILED BUDGET REPORT  
EXPENSES

ENGINEERING 235

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Approved by Mayor
14122	5317	EDUCATIONAL TRAINING Management training seminars and exhibits Review Classes for Junior Engineer for Engineering/Training test	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
14122	5421	OFFICE SUPPLIES General office supplies as needed	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
14122	5710	IN STATE TRAVEL, MEETINGS Tolls, Parking, Seminars	500	500	500
TOTAL			500	500	500
14122	5730	DUES & SUBSCRIPTIONS ENR, American Society of Civil Engineers, Essex County Highway Assoc., Mass Highway Engineer and Junior Engineer memberships	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
14122	5851	OFFICE EQUIPMENT Flat File to accommodate files in plan room- plan management initiative	2,000	1,700	1,700
TOTAL			2,000	1,700	1,700
TOTAL PROPOSED			6,500	6,200	6,200

# ***Recreation – General Administration***

## **Mission Statement – Why We Exist**

The goal of the Salem Park and Recreation Department Staff and Administration is to continually improve the availability and effectiveness of recreational, athletic, educational and park services that benefit all Salem Residents. Maximum participation and enjoyment are criteria for assessing the effectiveness of our programs.

## **Significant Budget & Staffing Changes for FY 2017**

Increased the Electricity, Seasonal Labor and Park & Ground Maintenance line items to account for the newly added Splash Pad at MJL Park. Requesting an increase in seasonal salaries to offset the cost of our extremely low priced basketball program. Moved the seasonal salaries for the Kernwood Cashier and supervisor to the Harbormaster's budget. Increased the seasonal salaries for the Mary Jane Lee Instructors due to the increased popularity of the playground program. Reorganized the department to create a management team in order to provide more efficient services. The Assistant Director Position has been transitioned to a Facilities Manager. The Recreation Supervisor position has been transitioned to a Program Manager and no coordinates the volunteers. The Council on Aging Nutrition Coordinator is now a part-time position.

## **Recent Accomplishments**

- Ongoing collaboration in the effort to repair/renovate the historic Common fence, with some sections having been completed.
- Replaced the Lights at the Salem Common Gazebo
- Resurfaced the basketball Court at Memorial Park
- Improved the bench donation program to include all city parks and converted it to a replacement program.
- Hired a contractor to update our Open Space Plan and to conduct a citywide field assessment
- Improved infields at Mack Park and McGlew Park
- Leased to Mack Park House to caretakers to perform renovations to the house and improve the friendly environment throughout the park
- Continued to offer new programs to residents of all ages and keep fees affordable.
- Enhanced our online registration and credit card processing
- Introduced a Rugby Program - Skills and Drills & Youth
- Tripled participation at the Mary Jane Lee Park Playground Program





- Offered weekly field trips to both Forest River and Mary Jane Lee Playground Programs
- Added a Splash Pad to Mary Jane Lee Park
- Increased staff training for instructors and front desk personnel
- Increased the number of online registrations for all programs
- Collaborated with different organizations to provide affordable programming for all
- Had a successful 1<sup>st</sup> summer with the YMCA running the Forest River Pool Operations
- Worked collaboratively with the House of the Seven Gables to offer Park and Recreation programs at their site.
- Enhanced out playground programs by adding instructors at the Splaine and Furlong playgrounds for the summer of 2016.
- Implementing a summer day program for up to 30 school age children at the Forest River Park in the summer of 2016.
- Partnered with local business owner Mary Ferriera to offer Park and Recreation cooking classes at her establishment.
- Formed a relationship with Salem State University's Center for Creative Arts which allowed our seniors to attend events held at the college
- Work with Salem State University Professor KC Bloom and her Recreation class to conduct a neighborhood survey which assessed our playgrounds, parks and programs.
- Hosted our 1<sup>st</sup> Annual Parent/Daughter Dance
- Created an online program brochure and eliminated the printed version. This will be produced quarterly.
- Worked with a resident who volunteered his services to help us update our home page. This new page offers a fresh, new look.
- Hosted successful family events to include Breakfast with Santa and Breakfast with the Easter Bunny
- Work with the Division of Marine Fisheries to conduct a fishing clinic at the Salem Willows Pier new for Summer of 2016.
- Running this year's Derby Street Mile.
- Used Old Town Hall for an offsite venue for programs.



## FY 2017 Goals & Objectives

- Establish sessions for instructional programs and activities
- Enhance the Summer Playground Program by offering more themed weeks and weekly field trips
- Continue to grow the Mary Jane Lee Park program by offering community events
- Target teen population with providing programs geared toward community involvement and promoting civic awareness
- Continue to encourage residents to register for activities/programs via [www.salemrec.com](http://www.salemrec.com)
- To maintain the high level of participation and quality to our special events as our numbers of participants continue to grow each year

- To use updated Open Space Plan and anticipated citywide field assessment to address problems and take advantage of possibilities at parks and playgrounds
- To continue to enable volunteer groups to participate in the enhancement of our parks and facilities, including refinement of the Park Ambassador program
- Formalize partnership with the Salem Community Gardens
- Begin preliminary planning stages for our relocation to the Community Life Center in 2017
- Offer intergenerational programs in collaboration with the Council on Aging
- Continue to form partnerships with local organizations to provide collaborative programming
- To grow a list of sponsors/donors that would offset program fees and allow for reduced rates for children needing assistance.
- To enhance our visibility in our local playgrounds
- To provide more family orientated programs
- Partnering with the Wicked Running Club to work collaboratively on future projects
- To continue to improve our relationships with the general public
- Expand our offsite program venues

Outcomes and Performance Measures	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
Overall Programs	241		255	
*Special events participants	372		775	
Pooch passes sold	213		263	
Parking stickers sold	1,364		1,355	

\*Wild Turkey Road Race moved to Boys & Girls Club in 2013

## How FY 2017 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- **Mayor's Goal: Parks & Recreation;** undertake a field assessment of existing facilities citywide, and develop the framework for the creation of a Park Ambassador program.
- **Recreation Goal:** *"To continue to enable volunteer groups to participate in the enhancement of our parks and facilities ... Implement a Park Ambassador Program for City Playgrounds."* An assessment of City fields and facilities will be used to inform plans for repairs and enhancements, as well as recreational programming. Increasing volunteer participation, especially through refinement of the Park Ambassador program, will boost Recreation Department awareness of park and playground conditions and enhance their enjoyment by visitors.





- **Mayor's Goal: Parks & Recreation; Establish a Bertram Field Commission and policies for ongoing use and maintenance of the facility.**
- **Recreation Goal:** *"To continue to enable volunteer groups to participate in the enhancement of our parks and facilities."* The Recreation Department is prepared to collaborate with Public School officials to enlist volunteers to serve on a commission, the intent of which would be to facilitate the creation of policies for the ongoing use and maintenance of Bertram Field.
- **Mayor's Goal: Parks & Recreation; Develop plan for new facilities at McGlew Park and implement.**
- **Recreation Goal:** *"To use updated Open Space Plan and anticipated citywide field assessment to address problems and take advantage of possibilities at parks and playgrounds."* An anticipated citywide assessment of fields and facilities will be used to inform plans for enhancement of facilities at McGlew Park.
- **Mayor's Goal: Economic Development; Continue implementation of The Point Vision and Action Plan, which includes "providing a variety of quality recreational options for people of all ages."**
- **Recreation Goal:** *"Continue to grow the Mary Jane Lee Park program in The Point neighborhood by offering community events."* The goal of expanding and diversifying quality recreational opportunities for all City residents is designed to increase participation, including at parks and playgrounds in The Point.

Volunteer opportunities, including the Park Ambassador program are intended to keep parks and playgrounds cleaner, safer and more attractive.



- **Mayor's Goal: Infrastructure & Facilities; Continue planning for, and construction of, the Mayor Jean Levesque Community Life Center.**
- **Recreation Goal:** *"Begin preliminary planning stages for our relocation to the Community Life Center in 2016."* The Recreation Department will continue to support any and all efforts to transition operations to the new facility that will be sited at the corner of Boston and Bridge streets. Projected staffing and scheduling plans will be considered to make that transition as smooth as possible, while maximizing use of the space and features of the new facility.
- **Mayor's Goal: General Government; To maintain a high level of responsiveness and accessibility to City departments and employees.**
- **Recreation Goals:** *Staff development, program enhancement, online program registration.* All aspects of Recreation Department goals are designed to increase the level of engagement with Salem residents, as well as people from other communities who may participate in our activities and events. Such goals will be achieved by being aware of demand, sensitive to feedback and open to suggestion.
- **Mayor's Goal: General Government; Look for ways to deliver City services more effectively and efficiently through the use of technology.**
- **Recreation Goal:** Publicize and promote awareness of the Department's Web site that enables people to review, register for and pay for recreational activities, as well as to acquire parking stickers.

## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Recreation-Personnel</b>									
16501	5111	SALARIES-FULL TIME	199,207.27	225,701.00	223,201.00	227,184.92	221,919.00	226,241.00	226,241.00
16501	5118	SEASONAL LABOR	46,591.29	39,400.00	39,400.00	36,123.87	44,516.00	44,516.00	44,516.00
16501	5131	OVERTIME (GENERAL)	0.00	2,000.00	2,000.00	0.00	2,000.00	2,000.00	2,000.00
<b>Total Recreation-Personnel</b>			<b>245,798.56</b>	<b>267,101.00</b>	<b>264,601.00</b>	<b>263,308.79</b>	<b>268,435.00</b>	<b>272,757.00</b>	<b>272,757.00</b>
<b>Recreation-Expenses</b>									
16502	5211	ELECTRICITY	61,999.90	60,000.00	66,000.00	61,613.09	62,000.00	62,000.00	62,000.00
16502	5217	GAS/OIL HEAT	2,980.48	6,000.00	2,500.00	1,787.61	6,000.00	3,000.00	3,000.00
16502	5249	PARK & GROUND MAINT	15,007.85	17,000.00	17,000.00	11,004.81	17,000.00	15,000.00	15,000.00
16502	5251	UTILITY SERV REP & M	576.00	1,000.00	0.00	0.00	1,000.00	600.00	600.00
16502	5320	CONTRACTED SERVICES	98,560.15	99,000.00	91,500.00	88,812.28	99,000.00	99,000.00	99,000.00
16502	5341	TELEPHONE	1,382.95	3,500.00	2,300.00	1,452.71	3,500.00	3,500.00	3,500.00
16502	5352	POOL MAINTENANCE	11,681.86	12,000.00	21,000.00	5,663.71	12,000.00	12,000.00	12,000.00
16502	5381	PRINTING AND BINDING	942.00	1,000.00	1,500.00	1,099.00	1,000.00	1,000.00	1,000.00
16502	5421	OFFICE SUPPLIES (GEN	7,998.01	7,000.00	8,300.00	6,509.11	7,000.00	6,000.00	6,000.00
16502	5588	RECREATIONAL SUPPLIE	9,523.39	11,500.00	10,000.00	7,299.17	15,000.00	12,000.00	12,000.00
16502	5730	DUES AND SUB	155.00	210.00	210.00	95.00	210.00	210.00	210.00
16502	5846	RENOVATION & REPAIRS	7,784.97	9,000.00	13,779.00	7,870.30	8,000.00	8,000.00	8,000.00
<b>Total Recreation-Expenses</b>			<b>218,592.56</b>	<b>227,210.00</b>	<b>234,089.00</b>	<b>193,206.79</b>	<b>231,710.00</b>	<b>222,310.00</b>	<b>222,310.00</b>
<b>170</b>	<b>650</b>	<b>Department Total</b>	<b>464,391.12</b>	<b>494,311.00</b>	<b>498,690.00</b>	<b>456,515.58</b>	<b>500,145.00</b>	<b>495,067.00</b>	<b>495,067.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016 52.4	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016 0.0%	Prop Rate FY 2017 0.0%	Dept Request FY 2017 52.2	Mayor Rate FY 2017 2.5%	Mayor Proposed FY 2017 52.2	Council Voted FY 2017
KILB STACY	170 RECREATION	16501-5111	PIR COMMISSION CLERK	10/23/2014	1,200.00	B		12		100.00	100.00	1,200.00	100.00	1,200.00	1,200.00
MCCARTHY KATHLEEN	170 RECREATION	16501-5111	PROGRAM MANAGER	6/11/2015	17,624.53		0.33	1	33%	961.54	961.54	16,563.49	985.58	16,977.58	16,977.58
MCCARTHY ERIK	170 RECREATION	16501-5111	REC ACTIVITIES	5/28/2015	32,750.00		1.00	1	100%	625.00	625.00	32,625.00	640.63	33,440.63	33,440.63
O'BRIEN PATRICIA	170 RECREATION	16501-5111	SUPERINTENDENT				1.00	1	100%	1,576.92	1,576.92	82,315.22	1,616.34	84,373.10	84,373.10
O'SHEA ANNIE	170 RECREATION	16501-5111	RECEPTIONIST		3,227.84		0.11	1	11%	560.00	560.00	3,215.52	574.00	3,295.91	3,295.91
PARTANEN KAREN	170 RECREATION	16501-5111	SUPERINTENDENT	11/8/2012	90,063.08		0.00	0	100%	-	-	-	-	-	-
WOOLLEY WILLIAM	170 RECREATION	16501-5111	FACILITIES MANAGER		38,319.99		0.70	1	70%	1,044.71	1,044.71	38,173.73	1,070.83	39,128.07	39,128.07
					44,711.61		1.00				Total AFSCME 1818	47,825.20		47,825.20	47,825.20
					<b>227,897.05</b>	<b>4.14</b>	<b>Total Full Time - 5111</b>					<b>221,918.17</b>		<b>226,240.49</b>	<b>226,240.49</b>
										-		5,500.00	-	5,500.00	5,500.00
					4,500.00	P				-		-	-	-	-
					7,500.00	P		12.5	40	15.00	-	-	-	-	-
					11,700.00	P		10	160	12.00	-	-	-	-	-
					5,600.00	P		10	56	10.00	10.00	5,600.00	10.00	5,600.00	5,600.00
								4	210	12.00		10,416.00	-	10,416.00	10,416.00
												6,500.00	-	6,500.00	6,500.00
								8	64	12.00		6,400.00		6,400.00	6,400.00
										-					
					5,200.00	P		13	40	10.00	10.00	5,200.00	10.00	5,200.00	5,200.00
					4,900.00	P		14	35	10.00	10.00	4,900.00	10.00	4,900.00	4,900.00
					<b>39,400.00</b>			<b>Total Seasonal - 5118</b>				<b>44,516.00</b>		<b>44,516.00</b>	<b>44,516.00</b>
										-					
					2,000.00							2,000.00		2,000.00	2,000.00
					<b>2,000.00</b>			<b>Total Other</b>				<b>2,000.00</b>		<b>2,000.00</b>	<b>2,000.00</b>
					<b>269,297.05</b>	<b>4.14</b>	<b>Department Total</b>					<b>268,434.17</b>		<b>272,756.49</b>	<b>272,756.49</b>

Full-Time Equivalent Employees:	FY 2015	3.60
	FY 2016	4.14
	FY 2017	4.14
	Variance 16 vs. 17	0.00

RECREATION EMPLOYEES COMBINED SALARIES BUDGET & GRANTS								Total
WOOLLEY WILLIAM	Rec Budget	16501-5111	FACILITIES MANAGER		1.00	70%	1,070.83	39,128.07
	Golf Budget	16511-5111			0.15	15%	1,070.83	8,384.59
	Witch House Budget	16521-5111			0.15	15%	1,070.83	8,384.59
								55,897.25

**FY 2017 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Voted By Council FY 2015 52.4	F T E	Rate FY 2016	Incr FY 2017	Calc Rate FY 2017	STEP INCREASES					Dept Request FY 2017 52.2	Mayor FY 2017 52.2	Council FY 2017 52.2	
											Date	Rate	# Wks Old New						
NICE	Michele	170 RECREATION	16501-5111	PRINCIPAL CLERK II/III	8/1/2014	44,711.61	1.00	855.54	1.015	868.37	8/1/2015	920.16	4.0 48.2 100%		47,825.20	47,825.20	47,825.20		
						44,711.61	1.00										47,825.20	47,825.20	47,825.20



**FY 2017 DETAILED BUDGET REPORT  
EXPENSES**

**RECREATION - 170**

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
16502	5211	<b>ELECTRICITY</b> All Parks and Ballfields-Kernwood, Forest River, Leavitt St, Island, Walkways, 22 Sprinklers	62,000	62,000	62,000
<b>TOTAL</b>			<b>62,000</b>	<b>62,000</b>	<b>62,000</b>
16502	5217	<b>GAS/OIL HEAT</b> Gas, Mack Park Garage, Forest River, Leavitt Street, Oil Heat, Mack Park Office, Forest River Caretakers, Gallows Hill Caretakers, Leavitt St All Energy, Boston Gas, Michaud & Raymond (Boiler Cleaning)	6,000	3,000	3,000
<b>TOTAL</b>			<b>6,000</b>	<b>3,000</b>	<b>3,000</b>
16502	5249	<b>PARK &amp; GROUND MAINTENANCE (30K moved to DPS Budget)</b> Paper & janitorial supplies for park restrooms, misc hardware, nuts, bolts & screws, basketball & soccer netting, field paint, light bulbs, hand tools, keys....	17,000	15,000	15,000
<b>TOTAL</b>			<b>17,000</b>	<b>15,000</b>	<b>15,000</b>
16502	5251	<b>UTILITY SERVICE REP &amp; MAINT</b> Service Repairs, Alarms Repairs, water heater rental	1,000	600	600
<b>TOTAL</b>			<b>1,000</b>	<b>600</b>	<b>600</b>
16502	5320	<b>CONTRACTED SERVICES</b> Cleaning Services for Mack Park, Golf Course, Willows, aquatic management YMCA - Forest River Pool staffing and maintenance	12,000 87,000	12,000 87,000	12,000 87,000
<b>TOTAL</b>			<b>99,000</b>	<b>99,000</b>	<b>99,000</b>
16502	5341	<b>TELEPHONE</b> All Park & Rec Telephone Lines 3 in Office, Parks, Pool, Garage, Kernwood Credit Card lines & Faxes Credit Card Line, Fax	3,500	3,500	3,500
<b>TOTAL</b>			<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
16502	5352	<b>POOL MAINTENANCE</b> Opening and Closing of Forest River Pool, maintenance, painting and chlorine	12,000	12,000	12,000
<b>TOTAL</b>			<b>12,000</b>	<b>12,000</b>	<b>12,000</b>
16502	5381	<b>PRINTING AND BINDING</b> Letterhead, Envelopes, Brochures, etc....	1,000	1,000	1,000
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
16502	5421	<b>OFFICE SUPPLIES (GENERAL)</b> General Office supplies as needed Financial Software for recording cash receipts - Rec/Golf/WI/WH Copier Lease	1,000 2,500 3,500	- 2,500 3,500	- 2,500 3,500
<b>TOTAL</b>			<b>7,000</b>	<b>6,000</b>	<b>6,000</b>
16502	5588	<b>RECREATIONAL SUPPLIES</b> Athletic Supplies (Balls, nets, Etc..), Miscellaneous supplies needed (replacement swings, etc.)	9,000 6,000	6,000 6,000	6,000 6,000
<b>TOTAL</b>			<b>15,000</b>	<b>12,000</b>	<b>12,000</b>
16502	5730	<b>DUES AND SUBSCRIPTIONS</b> Annual Dues, Subscriptions, etc....	210	210	210
<b>TOTAL</b>			<b>210</b>	<b>210</b>	<b>210</b>
16502	5846	<b>RENOVATIONS AND REPAIRS</b> Hardware Supplies & Equipment, Plumbing, Electrical, etc.. Needed for upkeep of all Parks Buildings, Garages, Kernwood Marina, Willows Cottages, Office, etc. Renovations of all parks	8,000	8,000	8,000
<b>TOTAL</b>			<b>8,000</b>	<b>8,000</b>	<b>8,000</b>
<b>TOTAL PROPOSED</b>			<b>231,710</b>	<b>222,310</b>	<b>222,310</b>

# Recreation – Golf Course

## Mission Statement – Why We Exist

The mission of Olde Salem Greens Golf Course is to provide an excellent golfing experience while at the same time promoting friendly relationships within our community.

## Significant Budget & Staffing Changes for FY 2017

Increased Contracted Services to account for the approved Golf Course Manager Contract, the club house cleaning service and video camera security. Increased Grounds Keeping Supplies to improve fairway conditions through a new pesticide and fertilizer program. Added a mileage reimbursement line for the Superintendents use of his private vehicle for work related tasks and travel. The newly titled Facilities Manager position within the Recreation Budget is partially funded from the Golf Course due to a portion of the facility management being Golf.

## Recent Accomplishments

- Increased available merchandise in the pro shop for better customer service and increased revenue.
- Invited more family, woman and junior oriented groups through fees and specials.
- Continued to work with the community with our entry in the Halloween parade.
- Made improvements to our turf maintenance program on the greens for improved conditions.
- Improved our watering program to help keep turf conditions as pristine as possible.
- Improved our existing irrigation system by replacing outdate parts.
- Removed overgrown trees throughout the course to improve turf conditions, playability, pace of play and to give golfers an open atmosphere to play.
- Renovating the 2<sup>nd</sup> hole to bring it back to its original design.
- Continued expansion of collars around the greens back to the original size and shapes of the greens.
- Increased width of fairways closer to original sizes and shape.
- Purchased three new pieces of golf course equipment to improve conditions, replacing old equipment and made maintenance more efficient.
- Implemented a herbicide program to eliminate crabgrass, dandelions and clover.
- Hosted local tournaments and Junior events, Tom Doyle's 6 week junior clinic and Sterling Rowe's 1st Tee.
- Expanded the 9<sup>th</sup> green complex by increasing it closer to its original size and shape
- Improved internal golf tournaments including league members and regular players which increased revenue





## FY 2017 Goals & Objectives

- Continue to improve customer service and increase pro shop inventory.
- Continue to make the golf course family oriented and attract more woman and junior golfers.
- Continue to improve the golf course's relationship with the public.
- Finish the expansion of the tee at the 8th hole.
- Renovate and bring back into play the original 7<sup>th</sup> tee.
- Finish the renovation of the 2<sup>nd</sup> hole and build a forward tee
- Continue to improve fairway conditions through a new pesticide and fertilizer program.
- Continue to install new cart paths on holes 1, 4 and 6.
- Continue to improve overall turf conditions.
- Improve aesthetics of the golf course by replacing and/or painting benches, water cooler houses, pins, flags and ball washers.
- Continue to replace old equipment and purchase other equipment to improve course conditions.
- Rebuild the 9<sup>th</sup> green complex by increasing it back to its original size and shape. Also installing new irrigation and renovating bunkers.
- Paint gates, pump house and maintenance buildings.
- Complete an as built course drawing using 1938 aerial photo and Wayne Stiles plans showing original layout with bunkers and greens complexes.



Outcomes and Performance Measures	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
Revenue at Olde Salem Greens	696,044	724,000	740,000	
Season passes sold	174	185	170	
Rounds played	36,387	37,905	38,000	
Round played daily fee	25,955	28,053	27,000	
Rounds played by season pass holders	10,432	9,982	10,000	

## How FY 2017 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- **Mayor's Goal: Infrastructure and Facilities; Maintain and upgrade ... open spaces.**
- **Golf Course Goal:** *Various course improvements, landscaping and renovations.* The acquiring of new equipment, the upgrading of landscaping and natural features are intended to make golfing at Olde Salem Greens more appealing and enjoyable.

## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Golf Course-Personnel</b>									
16511	5111	SALARIES-FULL TIME	152,601.18	170,093.00	170,093.00	156,187.90	174,438.00	176,242.00	176,242.00
16511	5118	SEASONAL LABOR	92,145.18	97,610.00	103,127.09	82,943.44	104,198.00	104,199.00	104,199.00
16511	5131	OVERTIME (GENERAL)	1,965.77	2,000.00	3,082.91	3,082.91	3,000.00	3,000.00	3,000.00
<b>Total Golf Course-Personnel</b>			<b>246,712.13</b>	<b>269,703.00</b>	<b>276,303.00</b>	<b>242,214.25</b>	<b>281,636.00</b>	<b>283,441.00</b>	<b>283,441.00</b>
<b>Golf Course-Expenses</b>									
16512	5211	ELECTRICITY	7,390.17	7,500.00	6,190.00	0.00	7,500.00	7,500.00	7,500.00
16512	5217	GAS/OIL HEAT	6,295.18	7,500.00	7,500.00	4,339.37	7,500.00	6,500.00	6,500.00
16512	5270	RENTAL & LEASE	32,976.12	33,000.00	33,910.00	33,587.49	33,000.00	33,000.00	33,000.00
16512	5320	CONTRACTED SERVICES	40,371.10	44,980.00	45,380.00	39,052.35	44,980.00	44,980.00	44,980.00
16512	5341	TELEPHONE	3,318.75	3,500.00	3,500.00	3,135.35	3,500.00	3,500.00	3,500.00
16512	5354	IRRIGATION SYSTEM MA	6,185.01	6,000.00	6,000.00	2,716.53	6,000.00	6,000.00	6,000.00
16512	5421	OFFICE SUPPLIES (GEN	2,879.75	3,000.00	3,000.00	1,762.49	3,000.00	3,000.00	3,000.00
16512	5431	BLDG REP/MAINT SUPPL	3,227.50	3,500.00	3,500.00	2,532.26	3,500.00	3,500.00	3,500.00
16512	5461	GROUNDSKEEPING SUPPL	21,888.69	27,000.00	27,000.00	23,905.89	40,000.00	40,000.00	40,000.00
16512	5581	SOUVENIRS/MERCHANDISE	15,982.80	16,000.00	16,000.00	14,804.00	19,000.00	16,000.00	16,000.00
16512	5710	IN STATE TRAVEL/MEETINGS	0.00	900.00	900.00	872.71	900.00	900.00	900.00
16512	5730	DUES AND SUB	634.46	1,000.00	1,000.00	692.35	1,000.00	1,000.00	1,000.00
16512	5846	RENOVATION & REPAIRS	31,115.70	9,000.00	58,379.00	8,878.75	9,000.00	9,000.00	9,000.00
16512	5860	EQUIPMENT	74,949.14	12,000.00	55,000.00	54,025.43	12,000.00	12,000.00	12,000.00
<b>Total Golf Course-Expenses</b>			<b>247,214.37</b>	<b>174,880.00</b>	<b>267,259.00</b>	<b>190,304.97</b>	<b>190,880.00</b>	<b>186,880.00</b>	<b>186,880.00</b>
<b>170</b>	<b>651</b>	<b>Department Total</b>	<b>493,926.50</b>	<b>444,583.00</b>	<b>543,562.00</b>	<b>432,519.22</b>	<b>472,516.00</b>	<b>470,321.00</b>	<b>470,321.00</b>



**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Proposed FY 2017	Council Voted FY 2017
LEVER PAUL	170 GOLF COURSE	16511-5111	GOLF COURSE SUPT	04301983	64,243.26		1.00	1	100%	1,226.02	1,226.02	63,998.05	1,256.67	65,598.00	65,598.00
WOOLLEY WILLIAM	170 GOLF COURSE	16511-5111	FACILITIES MANAGER		8,211.43		0.15	1	15%	1,044.71	1,044.71	8,180.09	1,070.83	8,384.59	8,384.59
					97,638.25		2.00				Total AFSCME 1818	102,259.31		102,259.31	102,259.31
					170,092.94		3.15	Total Full Time - 5111				174,437.44		176,241.90	176,241.90
	170 GOLF COURSE	16511-5118	LABORERS		31,850.00	P		91	35	10.00	11.00	35,035.00	10.00	35,035.00	35,035.00
	170 GOLF COURSE	16511-5118	CARTS		10,920.00	P		42	26	10.00	10.50	11,466.00	10.00	11,466.00	11,466.00
	170 GOLF COURSE	16511-5118	STARTER		23,870.00	P		77	31	10.00	10.50	25,063.50	10.00	25,063.50	25,063.50
	170 GOLF COURSE	16511-5118	CASHIER		20,050.00	P		63	32	10.00	10.50	21,168.00	10.00	21,168.00	21,168.00
	170 GOLF COURSE	16511-5118	RANGER		10,920.00	P		42	26	10.00	10.50	11,466.00	10.00	11,466.00	11,466.00
					97,610.00			Total Seasonal - 5118				104,198.50		104,198.50	104,198.50
	170 GOLF COURSE	16511-5118	OVERTIME		2,000.00							3,000.00		3,000.00	3,000.00
					269,702.94		3.15	Department Total				281,635.94		283,440.40	283,440.40

Full-Time Equivalent Employees:	FY 2015	3.00
	FY 2016	3.15
	FY 2017	3.15
	Variance 16 vs. 17	0.00

**FY 2017 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Voted By Council FY 2015 52.4	F T E	Rate FY 2016	Incr FY 2017	Calc Rate FY 2017	STEP INCREASES					Dept Request FY 2017 52.2	Mayor FY 2017 52.2	Council FY 2017 52.2
											Date	Rate	# Wks Old	New				
GALLAGHER	MICHAEL	170 GOLF COURSE	16511-5111	Sr Pesticide/Groundskeeper	4/17/07	50,593.48	1.00	965.52	1.025	989.66					100%	51,660.38	51,660.38	51,660.38
TURNER	EDWARD	170 GOLF COURSE	16511-5111	GROUNDSKEEPER II/III	4/7/15	47,044.78	1.00	931.00	1.025	954.28	2/17/2017	989.67	30.0	22.2	100%	50,598.92	50,598.92	50,598.92
																<b>102,259.31</b>	<b>102,259.31</b>	<b>102,259.31</b>
						<b>97,638.25</b>	<b>2.00</b>											

**FY 2017 DETAILED BUDGET REPORT  
EXPENSES**

**RECREATION - GOLF COURSE - 170**

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
16512	5211	<b>ELECTRICITY</b> Golf Course, Willson Street Lights around Rotary and up the Hill, Clubhouse, workshop & Garage	7,500	7,500	7,500
<b>TOTAL</b>			<b>7,500</b>	<b>7,500</b>	<b>7,500</b>
16512	5217	<b>GAS/OIL HEAT</b> Oil for Clubhouse and Garages - Gas & Carrier Charges	7,500	6,500	6,500
<b>TOTAL</b>			<b>7,500</b>	<b>6,500</b>	<b>6,500</b>
16512	5270	<b>RENTAL AND LEASE</b> Leasing contract for Golf Carts	33,000	33,000	33,000
<b>TOTAL</b>			<b>33,000</b>	<b>33,000</b>	<b>33,000</b>
16512	5320	<b>CONTRACTED SERVICES</b> Seasonal Cleaning Service & Alarm Monitoring Golf Manager	8,000 36,980	8,000 36,980	8,000 36,980
<b>Total</b>			<b>44,980</b>	<b>44,980</b>	<b>44,980</b>
16512	5341	<b>TELEPHONE</b> Clubhouse Line, Garage, Pay Phone outside Clubhouse, Register, Fax Line, CC Line, Computer Line Long Distance charges	3,200 300	3,200 300	3,200 300
<b>TOTAL</b>			<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
16512	5354	<b>IRRIGATION SYSTEMS MAINTENANCE</b> Toro Irrigation Parts, Conversion Assemblies, Valves,	6,000	6,000	6,000
<b>TOTAL</b>			<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
16512	5421	<b>OFFICE SUPPLIES</b> Copier Paper, Printing of Tickets, Paper, Pens, Toner Cartridges, Register Tape Financial Software for recording cash receipts - Rec/Golf/WI/WH	500 2,500	500 2,500	500 2,500
<b>TOTAL</b>			<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
16512	5431	<b>BUILDING REPAIRS/MAINTENANCE SUPPLIES</b> General upkeep for Clubhouse, Workshop, and Garages repaired and maintained	3,500	3,500	3,500
<b>TOTAL</b>			<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
16512	5461	<b>GROUNDSKEEPING SUPPLIES</b> Yearly Pesticide and fertilizer program Goundskeeping Supplies, fertilizer, loam, mulch, chemicals, grass seeds, flowers, trees, etc.	5,000 35,000	5,000 35,000	5,000 35,000
<b>TOTAL</b>			<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
16512	5581	<b>SOUVENIRS/PRO SHOP MERCHANDISE</b> This line is funded through R/Res transfers during the year	19,000	16,000	16,000
<b>TOTAL</b>			<b>19,000</b>	<b>16,000</b>	<b>16,000</b>
16512	5710	<b>IN STATE TRAVEL/MEETINGS</b> Reimbursement of superintendents private vehicle use (average 30 miles per week)	900	900	900
<b>TOTAL</b>			<b>900</b>	<b>900</b>	<b>900</b>
16512	5730	<b>DUES AND SUBSCRIPTIONS</b> Annual Dues, Special Licenses (Chemicals, Pesticide) MGA Dues	1,000	1,000	1,000
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
16512	5846	<b>RENOVATIONS AND REPAIRS</b> Maintenance of all Golf Course Equipment - Rental of Equipment Equipment Repair Parts, vehicle repairs, hardware, tools, locks and garage and clubhouse repairs	9,000	9,000	9,000
<b>TOTAL</b>			<b>9,000</b>	<b>9,000</b>	<b>9,000</b>
16512	5860	<b>EQUIPMENT AND PARTS</b> New Equipment needed to maintain the Golf Course in good condition	12,000	12,000	12,000
<b>TOTAL</b>			<b>12,000</b>	<b>12,000</b>	<b>12,000</b>
<b>TOTAL PROPOSED</b>			<b>190,880</b>	<b>186,880</b>	<b>186,880</b>

# Recreation – Witch House

## Mission Statement – Why We Exist

The Witch House, a property of the City of Salem Park and Recreation Department, is a historic site offering public tours, educational programs, and historical interpretation. It is dedicated to preserving and interpreting the social history and material culture of the seventeenth century, as well as providing information about the Salem witchcraft trials of 1692 and their connection to the house's long-time owner, Judge Jonathan Corwin. The Witch House, which is listed on the National Register of Historic Places as part of Salem's historic McIntire District, was built between 1642 and 1675 and is the only home standing in modern-day Salem with direct ties to the witchcraft trials of 1692. It was restored to its seventeenth-century appearance in 1945 by Historic Salem, Incorporated, and opened to the public in 1947. The Witch House is committed to providing an exemplary program of public access that interprets the history, architecture, and collections of the house in a relevant, educational, and engaging way.

## Significant Budget & Staffing Changes for FY 2017

Increased seasonal staffing to add a 19 hours a week employee during the off season for special projects and tour coordination. The newly titled Facilities Manager position within the Recreation Budget is partially funded from the Witch House due to a portion of the facility management being the Witch House.

## Recent Accomplishments

- Continued all special programming events from previous years
- Continued to install revolving monthly exhibit changes throughout the museum
- Continued and expanded author events and lectures
- Increased networking and shared programming with other Salem museums, attractions, historic houses and sites
- Had entire house condition assessed
- Increased visitation and revenue
- Replaced derelict a/c unit with new a/c and heat unit, including updated ductwork

## FY 2017 Goals & Objectives

- Maintain and expand monthly exhibit changes, programming, events and programming
- Continue to create and strengthen connections with PEM, House of Seven Gables, Phillips House through shared research, events and printed materials





- Develop a unified presence for all municipal 17th century sites, a heritage alliance, by advertising our mobile map walking tour on brochures and rack cards to be shared at the NPS Visitor Center
- Maintain year round schedule
- Produce short orientation film to house history and context with the help and resources available at SATV
- Explore plausibility of creating an orientation center on the property. Building or relocating small cottage for film display, and demonstrations.

Outcomes and Performance Measures	Actual	Actual	Estimated	Estimated
	FY 2014	FY 2015	FY 2016	FY 2017

Revenue at Witch House	272,233	322,347	323,000	323,000
Attendance	31,240	37,923	39,150	39,150
Erie events attendance	927	930	925	930

*\*Performances were restructured to mitigate impact on the house and staff. Fewer show times were available for this year, with approximately the same earning potential.*

## How FY 2017 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- **Mayor's Goal: Travel and Tourism; Continue to improve upon management of Haunted Happenings and other community events.**

**Witch House Goal:** *Maintain, expand and enhance exhibit changes and programming.* Ongoing evaluation and revision of existing programs and activities are designed to expand appeal. New programs and activities are created with an eye toward attracting more guests and engaging a broader range of community members.



## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Witch House-Personnel</b>									
16521	5111	SALARIES-FULL TIME	35,643.02	48,677.00	48,677.00	44,108.96	48,492.00	49,704.00	49,704.00
16521	5118	SEASONAL LABOR	47,165.02	53,623.00	53,623.00	49,313.51	53,623.00	53,623.00	53,623.00
<b>Total Witch House-Personnel</b>			<b>82,808.04</b>	<b>102,300.00</b>	<b>102,300.00</b>	<b>93,422.47</b>	<b>102,115.00</b>	<b>103,327.00</b>	<b>103,327.00</b>
<b>Witch House-Expenses</b>									
16522	5211	ELECTRICITY	3,812.34	4,000.00	4,000.00	3,949.53	4,000.00	4,000.00	4,000.00
16522	5215	NATURAL GAS	1,530.74	1,500.00	1,500.00	754.02	1,600.00	1,600.00	1,600.00
16522	5241	BUILDING MAINTENANCE	3,102.19	4,000.00	4,000.00	1,691.09	4,000.00	3,000.00	3,000.00
16522	5306	ADVERTISING	8,388.00	8,500.00	8,500.00	8,500.00	8,500.00	8,500.00	8,500.00
16522	5320	CONTRACTED SERVICES	14,132.00	16,380.00	28,080.00	24,902.41	16,380.00	16,380.00	16,380.00
16522	5341	TELEPHONE	1,828.16	2,000.00	2,000.00	1,215.19	2,000.00	2,000.00	2,000.00
16522	5381	PRINTING AND BINDING	1,330.00	3,400.00	3,400.00	3,215.00	3,400.00	1,500.00	1,500.00
16522	5421	OFFICE SUPPLIES (GEN	7,886.46	11,500.00	14,500.00	11,758.87	11,500.00	11,000.00	11,000.00
16522	5581	SOUVENIRS	10,607.98	15,500.00	15,500.00	13,433.92	15,500.00	15,500.00	15,500.00
<b>Total Witch House-Expenses</b>			<b>52,617.87</b>	<b>66,780.00</b>	<b>81,480.00</b>	<b>69,420.03</b>	<b>66,880.00</b>	<b>63,480.00</b>	<b>63,480.00</b>
<b>170</b>	<b>652</b>	<b>Department Total</b>	<b>135,425.91</b>	<b>169,080.00</b>	<b>183,780.00</b>	<b>162,842.50</b>	<b>168,995.00</b>	<b>166,807.00</b>	<b>166,807.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016 52.4	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016 0.0%	Prop Rate FY 2017 0.0%	Dept Request FY 2017 52.2	Mayor Rate FY 2017 2.5%	Mayor Proposed FY 2017 52.2	Council Voted FY 2017
PETERSON	ELIZABETH	170 WITCH HOUSE	16521-5111 WITCH HOUSE MANAGER		40,465.42		1.00	1	100%	772.24	772.24	40,310.93	791.55	41,318.70	41,318.70
WOOLLEY	WILLIAM	170 WITCH HOUSE	16521-5111 FACILITIES MANAGER		8,211.43		0.15	1	15%	1,044.71	1,044.71	8,180.08	1,070.83	8,384.58	8,384.58
					<b>48,676.85</b>		<b>1.15</b>	<b>Total Full Time - 5111</b>				<b>48,491.01</b>		<b>49,703.28</b>	<b>49,703.28</b>
		170 WITCH HOUSE	16521-5118 Gift Shop Cashier		14,700.00	P		52.5	28	10.00	10.00	14,700.00	10.00	14,700.00	14,700.00
		170 WITCH HOUSE	16521-5118 Admissions Cashier (Weekends)		4,200.00	P		15	28	10.00	10.00	4,200.00	10.00	4,200.00	4,200.00
		170 WITCH HOUSE	16521-5118 Tour Guides		2,625.00	P		52.5	5	10.00	10.00	2,625.00	10.00	2,625.00	2,625.00
		170 WITCH HOUSE	16521-5118 Tour Guides		18,975.00	P		82.5	23	10.00	10.00	18,975.00	10.00	18,975.00	18,975.00
		170 WITCH HOUSE	16521-5118 Interns Stipends		3,734.00	P						3,734.00		3,734.00	3,734.00
		170 WITCH HOUSE	16521-5118 Other Seasonal		5,000.00	P						5,000.00		5,000.00	5,000.00
New		170 WITCH HOUSE	16521-5118 Special Projects - Off Season		4,389.00	P		21	19			4,389.00		4,389.00	4,389.00
					<b>53,623.00</b>			<b>Total Seasonal - 5118</b>				<b>53,623.00</b>		<b>53,623.00</b>	<b>53,623.00</b>
					<b>102,299.85</b>		<b>1.15</b>	<b>Department Total</b>				<b>102,114.01</b>		<b>103,326.28</b>	<b>103,326.28</b>

Full-Time Equivalent Employees:	FY 2015	1.00
	FY 2016	1.15
	FY 2017	1.15
	Variance 16 vs. 17	0.00

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

RECREATION - WITCH HOUSE 170

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
16522	5211	ELECTRICITY Mass Electric and alarms	4,000	4,000	4,000
<b>TOTAL</b>			<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
16522	5215	NATURAL GAS All Energy - Gas supplier	1,600	1,600	1,600
<b>TOTAL</b>			<b>1,600</b>	<b>1,600</b>	<b>1,600</b>
16522	5241	BUILDING MAINTENANCE General building maintenance and supplies	4,000	3,000	3,000
<b>TOTAL</b>			<b>4,000</b>	<b>3,000</b>	<b>3,000</b>
16522	5306	ADVERTISING Advertising in Visitor Guide, Trolley, Maps, North of Boston County Newspapers for Haunted Happenings & Heritage Days	8,500	8,500	8,500
<b>TOTAL</b>			<b>8,500</b>	<b>8,500</b>	<b>8,500</b>
16522	5320	CONTRACTED SERVICES Haunted City Programs Actors, Specialists, All Participants Supplies & Costumes needed for Haunted City Program	15,380	15,380	15,380
<b>TOTAL</b>			<b>16,380</b>	<b>16,380</b>	<b>16,380</b>
16522	5341	TELEPHONE Long Distance Service, Charge card Line, Fax & Computer	2,000	2,000	2,000
<b>TOTAL</b>			<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
16522	5381	PRINTING & BINDING Haunted City Flyers, Brochures, Posters, admittance tickets, program flyers	3,400	1,500	1,500
<b>TOTAL</b>			<b>3,400</b>	<b>1,500</b>	<b>1,500</b>
16522	5421	OFFICE SUPPLIES General office supplies as needed Financial Software for recording cash receipts - Rec/Golf/WI/WH	9,000	8,500	8,500
<b>TOTAL</b>			<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
<b>TOTAL</b>			<b>11,500</b>	<b>11,000</b>	<b>11,000</b>
16522	5581	SOUVENIRS Gift shop inventory for resale	15,500	15,500	15,500
<b>TOTAL</b>			<b>15,500</b>	<b>15,500</b>	<b>15,500</b>
<b>TOTAL PROPOSED</b>			<b>66,880</b>	<b>63,480</b>	<b>63,480</b>



# Recreation – Pioneer Village

## Mission Statement – Why We Exist

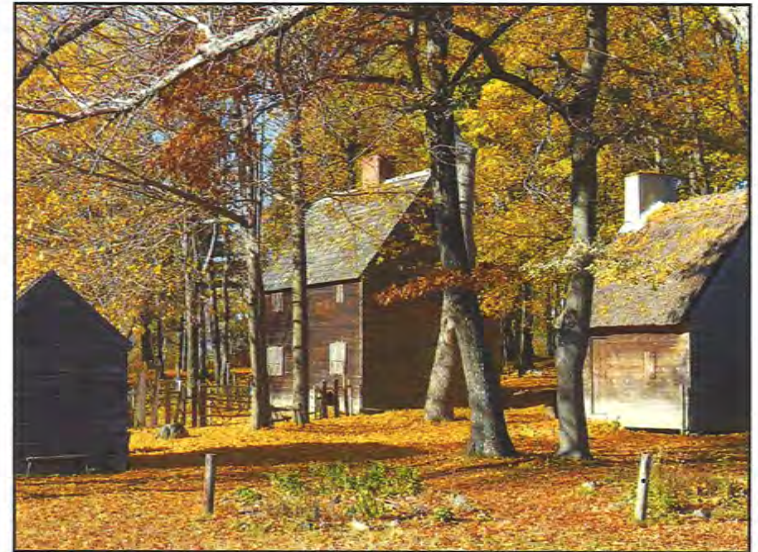
Pioneer Village was created to commemorate the 1630 arrival of the Winthrop Fleet to Salem's shores. We are committed to the maintenance, preservation and continued public accessibility of the site. Through tours, events and programming, we will ensure the accurate and relevant educational interpretation of our earliest colonial history.

## Significant Budget & Staffing Changes for FY 2017

No significant changes for 2017

## Recent Accomplishments

- Continued to conduct public tours and host school groups for our first official season
- Enlisted e-marketing solutions to drive customers to our museum. (Groupon, Living Social)
- Researched and expanded our educational offerings
- Continued to clean, repair and maintain structures
- Continued to clean and maintain grounds
- Added stone to worn pathways
- Successfully produced complete evening theater events for Haunted Happenings
- Major repairs nearly complete on gift shop cottage
- Created two new successful festivals that were held at the Village; The Salem Spice Festival and the Shakespeare Festival.



## FY 2017 Goals & Objectives

- Develop more classes and festivals to rally attention and donations to our site. Shakespeare, Mead and Ale, Folk Art etc., Native American
- Install cameras and alarm to increase security
- Maintain and increase production of period herb gardens
- Explore introduction of colonial livestock breeds
- This year we will be experiencing major changes during the construction of the new city wide drainage reconfiguration project.

Outcomes and Performance Measures	Actual	Actual	Estimated	Estimated
	FY 2014	FY 2015	FY 2016	FY 2017
Revenue at Pioneer Village	14,405	22,255	23,000	23,000
Attendance	1,537	3700	3,830	3,830

### How FY 2017 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- **Mayor's Goal: Cultural; Continue to improve upon management of Haunted Happenings and other community events.**

**Pioneer Village Goal:** *Develop more classes and festivals to rally attention and donations. Make various improvements to grounds and features, while enhancing publicity.* Goals for Pioneer Village, including new program initiative, are intended to increase its profile as an educational, cultural and tourist destination. Changes and improvements will make the site more historically authentic and will present a more worthwhile experience to students and visitors.



## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Pioneer Village-Expenses</b>									
16532	5211	ELECTRICITY	594.48	1,000.00	200.00	128.25	1,000.00	1,000.00	1,000.00
16532	5241	BUILDING MAINTENANCE	2,683.86	5,000.00	4,800.00	361.49	4,000.00	3,000.00	3,000.00
16532	5306	ADVERTISING	493.90	3,000.00	3,000.00	1,100.00	3,000.00	2,000.00	2,000.00
16532	5320	CONTRACTED SERVICES	7,188.52	7,900.00	9,900.00	9,650.00	9,900.00	9,900.00	9,900.00
16532	5381	PRINTING AND BINDING	1,670.00	2,000.00	1,000.00	0.00	1,000.00	1,000.00	1,000.00
<b>Total Pioneer Village-Expenses</b>			<b>12,630.76</b>	<b>18,900.00</b>	<b>18,900.00</b>	<b>11,239.74</b>	<b>18,900.00</b>	<b>16,900.00</b>	<b>16,900.00</b>
<b>170</b>	<b>653</b>	<b>Department Total</b>	<b>12,630.76</b>	<b>18,900.00</b>	<b>18,900.00</b>	<b>11,239.74</b>	<b>18,900.00</b>	<b>16,900.00</b>	<b>16,900.00</b>

**FY 2017 DETAILED BUDGET REPORT  
EXPENSES**

**RECREATION - Pioneer Village 170**

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
16532	5211	ELECTRICITY Mass Electric	1,000	1,000	1,000
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
16532	5241	BUILDING MAINTENANCE Chimney, Wigwam, Floor	4,000	3,000	3,000
<b>TOTAL</b>			<b>4,000</b>	<b>3,000</b>	<b>3,000</b>
16532	5306	ADVERTISING County Newspapers for Haunted Happenings & Heritage Days Advertising in Trolley	3,000	2,000	2,000
<b>TOTAL</b>			<b>3,000</b>	<b>2,000</b>	<b>2,000</b>
16532	5320	CONTRACTED SERVICES Tour Guides Salem Trolley	5,500 2,400 2,000	5,500 2,400 2,000	5,500 2,400 2,000
<b>TOTAL</b>			<b>9,900</b>	<b>9,900</b>	<b>9,900</b>
16532	5381	PRINTING & BINDING Haunted City Flyers, Brochures, Posters, admittance tickets, program flyers	1,000	1,000	1,000
<b>TOTAL</b>			<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>TOTAL PROPOSED</b>			<b>18,900</b>	<b>16,900</b>	<b>16,900</b>



# Recreation – Winter Island

## Mission Statement – Why We Exist

Provide quality recreation services at Winter Island Park, offering a diverse range of maritime activities at competitive prices, while maintaining economic self-sufficiency and compatibility with community standards and expectations.

## Significant Budget & Staffing Changes FY 2017

No significant changes for 2016

## Recent Accomplishments

- Successful arts-in-education theatre program for children and teens.
- Successful community sailing program for children and adults.
- Sold a total of 1,015 City of Salem parking stickers
- Sold 327 Salem Trolley tickets to Winter Island Park campground guests between the months of July-October 2015.
- Hosted 91 Function Hall events, 44 Pavilion events, and 19 Camp Naumkeag events between the months of January-December 2015.
- Continued good relationships with the Salem Cub Scout packs and Salem Boy Scout troops as they completed community service projects at Winter Island Park.
- Purchased and Installed overhead garage door on the equipment storage building
- Purchased materials and built new cement block partitions between the two showers in both Men's and Women's shower rooms
- Completed invasive clean-up and survey work in Fort Pickering Phase Rehabilitation.
- Completed first of two phases for electrical enhancements in RV field
- Completed Survey work for Winter Island Scenic Trail.
- Purchased materials and built a new kayak/canoe rack with storage capacity for six boats.
- Re-shingled roof of gate house building, replaced fascia and drip edge.
- Replaced fascia, rake board and trim, and bead board soffit on auxiliary building across the road from the bath house.
- Replaced plywood on roof of bath house with clapboards and rake boards.



## FY 2017 Goals & Objectives

- Continue established relationships with Sail Salem.

- Continue established relationships with Salem Cub Scout packs and Salem Boy Scout troops as they prepare for future community service projects at Winter Island Park.
- Continue to expand merchandise offerings in camp store.
- Install a park bench for the men's bath house.
- Paint walls and floors in Men's and Women's bath rooms and shower rooms.
- Remove existing concrete deck and railing around the Function Hall and replace with a new deck and railing.
- Paint the front door of the aircraft hanger.
- Work with Massachusetts Office of Fishing and Boating Access to have white lines for designated boat trailer parking re-painted and new signs installed as necessary.
- Install new flooring in the Function Hall.
- Purchase new utility trailer for John Deere Gator.
- Apply stain/wood preservative to the interior ceiling of the Pavilion.
- Purchase and install additional bench in the Men's shower room.
- Paint exterior walls of Winter Island Park Office/Store.
- Complete second of two phases for electrical enhancements to the RV Field.
- Complete Winter Island Scenic Trail. FY14 Project Awarded CPA Funds.
- Complete phase two of Fort Pickering Phase Rehabilitation. FY14 Project Awarded CPA Funds.
- Create a trail bordering Cat Cove between Winter Island and the mainland including informational signs, and upgrades to the parking lot near the Winter Island Park boat ramp and the planting of some native greenery. (PARC grant)
- Purchase eight 5' diameter round tables and eight 8' banquet tables for the function hall.
- Purchase two new racks for folding chairs.
- Purchase 200 new folding chairs to be used for events held at the Pavilion.
- Purchase and install 3 new pedestal grills.
- Purchase materials and build more kayak/canoe racks for the Dinghy/Kayak Rack Program.



Outcomes and Performance Measures	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
Revenue at Winter Island	269,127	274,000	279,000	280,,000
Rentals	156	154	160	160

## How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- **Mayor's Goal: Recreation; Implement the Winter Island Master Plan as part of maintaining and upgrading the City's infrastructure, including parks.**



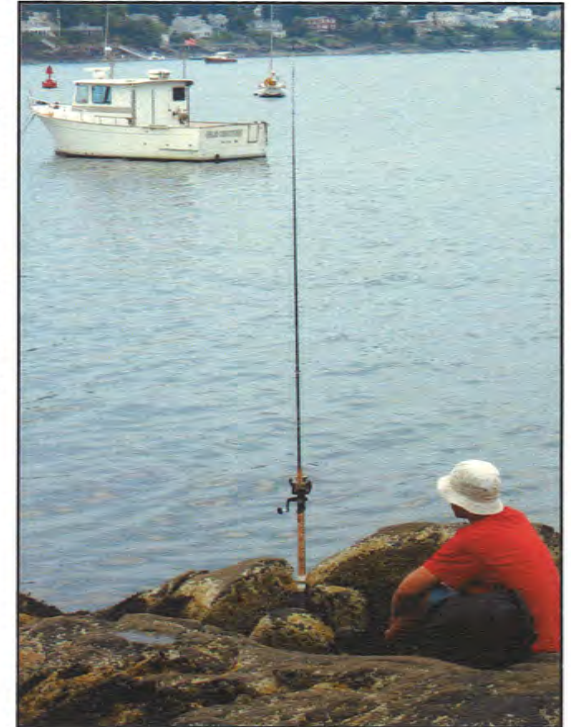
**Winter Island Goal:** *“Continue implementation of the Winter Island Master Plan by upgrading the walking trail around Winter Island and begin restoration process of deteriorating Fort Pickering.”* With the Master Plan as a guide, the Parks, Recreation & Community Services Department will pursue projects designed to improve the facilities and, in turn, enhance guests’ experience at Winter Island.

- **Mayor’s Goal: Infrastructure and Facilities; Maintain and upgrade City roads, sidewalks and open spaces.** Improve overall cleanliness of streets, parks and public areas.

**Winter Island Goal:** *Various repairs and renovations, as listed above.* Numerous projects will be undertaken to upgrade specific facilities at Winter Island Park. Repairs and renovations will include both cosmetic changes that will enhance the general appearance of the park, as well as essential structural improvements that will serve to ensure guests’ safety and enjoyment.

- **Mayor’s Goal: General Government; Look for ways to deliver City services more effectively and efficiently through the use of technology.**

**Winter Island Goal:** *“Continue to work with City of Salem Information Technology Department toward improving existing WiFi access at Winter Island to make it available to patrons camping throughout the park and not just outside the office/store.”*



## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Winter Island-Personnel</b>									
16991	5111	SALARIES-FULL TIME	53,192.46	54,741.00	54,741.00	52,453.48	54,532.00	55,895.00	55,895.00
16991	5118	SEASONAL LABOR	80,746.10	82,320.00	82,320.00	75,317.76	98,924.00	98,924.00	98,924.00
<b>Total Winter Island-Personnel</b>			<b>133,938.56</b>	<b>137,061.00</b>	<b>137,061.00</b>	<b>127,771.24</b>	<b>153,456.00</b>	<b>154,819.00</b>	<b>154,819.00</b>
<b>Winter Island-Expenses</b>									
16992	5211	ELECTRICITY	14,152.09	15,000.00	15,000.00	14,905.01	15,000.00	15,000.00	15,000.00
16992	5217	GAS/OIL HEAT	7,972.17	8,000.00	8,000.00	6,670.38	8,000.00	8,000.00	8,000.00
16992	5249	GROUND MAINTENANCE	1,647.51	5,000.00	5,000.00	4,017.29	5,000.00	5,000.00	5,000.00
16992	5306	ADVERTISING	0.00	500.00	500.00	450.00	500.00	500.00	500.00
16992	5341	TELEPHONE	2,230.42	2,000.00	2,000.00	1,649.88	2,000.00	2,000.00	2,000.00
16992	5421	OFFICE SUPPLIES (GEN	2,869.23	3,000.00	3,000.00	1,629.93	3,000.00	3,000.00	3,000.00
16992	5440	STORE INVENTORY	2,525.32	0.00	0.00	0.00	0.00	0.00	0.00
16992	5846	RENOVATION & REPAIRS	6,393.59	5,000.00	5,000.00	2,192.55	6,000.00	5,000.00	5,000.00
16992	5860	EQUIPMENT	5,613.33	5,800.00	5,800.00	4,353.14	5,800.00	5,800.00	5,800.00
<b>Total Winter Island-Expenses</b>			<b>43,403.66</b>	<b>44,300.00</b>	<b>44,300.00</b>	<b>35,868.18</b>	<b>45,300.00</b>	<b>44,300.00</b>	<b>44,300.00</b>
<b>170</b>	<b>699</b>	<b>Department Total</b>	<b>177,342.22</b>	<b>181,361.00</b>	<b>181,361.00</b>	<b>163,639.42</b>	<b>198,756.00</b>	<b>199,119.00</b>	<b>199,119.00</b>



**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Propsd FY 2017	Council Voted FY 2017
GILBERT DAVID	170 WINTER ISLAND	16991-5111	MANAGER	3/14/11	54,740.16	P	1.00		100%	1,044.66	1,044.66	54,531.25	1,070.78	55,894.53	55,894.53
					<b>54,740.16</b>		<b>1.00</b>	<b>Total Full Time - 5111</b>		<b>1,044.66</b>		<b>54,531.25</b>		<b>55,894.53</b>	<b>55,894.53</b>
								<b>Hours</b>	<b>Weeks</b>						
	170 WINTER ISLAND	16991-5118	CASHIER-OPEN SEASON		10,980.00	P		35	33	9.50	10.50	-	10.50	-	-
	170 WINTER ISLAND	16991-5118	GATEKEEPERS		25,764.00	P		113	24	9.50	10.50	28,476.00	10.50	28,476.00	28,476.00
	170 WINTER ISLAND	16991-5118	LABORER		27,396.00	P		107	27	9.50	10.50	-	10.50	-	-
	170 WINTER ISLAND	16991-5118	OFFICE/STORE		12,480.00	P		58	24	9.50	10.50	14,616.00	10.50	14,616.00	14,616.00
	170 WINTER ISLAND	16991-5118	Functions/Facilities		5,700.00	P		25	24	9.50	10.50	-	10.50	-	-
			MAINTENANCE			P		166	24	9.50	10.50	41,832.00	10.50	41,832.00	41,832.00
			OFFICE MANAGER			P		40	25	9.50	14.00	14,000.00	14.00	14,000.00	14,000.00
					<b>82,320.00</b>			<b>Total Seasonal- 5118</b>				<b>98,924.00</b>		<b>98,924.00</b>	<b>98,924.00</b>
					<b>137,060.16</b>		<b>1.00</b>	<b>Department Total</b>				<b>153,455.25</b>		<b>154,818.53</b>	<b>154,818.53</b>

Full-Time Equivalent Employees:	FY 2015	1.00
	FY 2016	1.00
	FY 2017	1.00
	Variance 16 vs. 17	0.00

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

RECREATION - WINTER ISLAND - 170

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
16992	5211	ELECTRICITY Winter Island Road Lights, Office, Function Hall, Camp Store, All Camp Sites, Park Lights, 10 Accounts	15,000	15,000	15,000
<b>TOTAL</b>			<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
16992	5217	GAS/OIL HEAT Propane Gas for all Camp Sites	8,000	8,000	8,000
<b>TOTAL</b>			<b>8,000</b>	<b>8,000</b>	<b>8,000</b>
16992	5249	GROUND MAINTENANCE Supplies and Equipment for Ground work, Hardware The Shed Portable Restroom Custodial Supplies, Paper Goods Exterminators Services	5,000 1,000 3,000 1,000 (5,000)	5,000 1,000 3,000 1,000 (5,000)	5,000 1,000 3,000 1,000 (5,000)
<b>TOTAL</b>			<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
16992	5306	ADVERTISING Salem Maps, Salem Tourism & Cultural Advertising	500	500	500
<b>TOTAL</b>			<b>500</b>	<b>500</b>	<b>500</b>
16992	5341	TELEPHONE AT&T, Verizon Long Distance , Cove Communications & Credit Card Line	2,000	2,000	2,000
<b>TOTAL</b>			<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
16992	5421	OFFICE SUPPLIES General Office Supplies as needed Financial Software for recording cash receipts - Rec/Golf/WI/WH	500 2,500	500 2,500	500 2,500
<b>TOTAL</b>			<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
16992	5440	STORE INVENTORY Camp store inventory for resale - Now use revolving fund	-	-	-
<b>TOTAL</b>			<b>-</b>	<b>-</b>	<b>-</b>
16992	5846	RENOVATIONS AND REPAIRS Repairs to Equipment, Buildings, Camp Sites, Function Hall, Office, Hangar, etc... Upkeep of all Buildings, motor vehicle repair	6,000	5,000	5,000
<b>TOTAL</b>			<b>6,000</b>	<b>5,000</b>	<b>5,000</b>
16992	5860	EQUIPMENT Equipment needed for Groundskeeping & upkeep of all Camp Sites and Park	5,800	5,800	5,800
<b>TOTAL</b>			<b>5,800</b>	<b>5,800</b>	<b>5,800</b>
<b>TOTAL PROPOSED</b>			<b>45,300</b>	<b>44,300</b>	<b>44,300</b>

# Council on Aging

## Mission Statement – Why We Exist

The mission of the Salem Council on Aging (COA) is to develop and offer a program for all senior citizens (60 and older) of Salem that affirms life, challenges creativity, enhances socialization and promotes spiritual, psychological and physical wellness. The Council recognizes that the main center of programs and services is offered at the Senior Center of Salem, but also stresses the necessity of offering services to the homebound, isolated and culturally diverse senior citizens of Salem. Note: The COA was merged with the Park and Recreation Department in April of 2006, forming the Park, Recreation & Community Services Department (PRCS).



## Significant Budget & Staffing Changes For FY 2017

Reorganized the department for a better integration between the Council on Aging and the Parks and Recreation. Transitioned the Nutrition Volunteer Coordinator position to a Recreation Assistant position. Transitioned the Part Time Receptionist position to a part time Nutrition Scheduler. Created a new Full Time Receptionist position for our front desk operations. We are requesting to add a part time driver to allow us to extend hours of service and add weekend and evening services.



## Recent Accomplishments

- More than 1000 seniors participated in over 100 programs, activities, classes and events offered with approximately 1,500 opportunities for recreation and socialization. Programs include Enhanced Fitness line dancing, Zumba, Pilates, Chair Yoga and Walking Club, Wellness and Hearing Clinics, Message Therapy and Meditation.
- Local and out of town trips to Savannah, Georgia, the Newport Mansions and shopping in New York City.
- Presentations made throughout the year, including: *Keeping Your Mind Sharp*, *Estate Planning*, *5 Wishes*.
- In partnership with Catholic Charities, English as a Second Language classes to approximately 15 Spanish speaking seniors.
- A flu clinic accommodated more than 100 citizens



- 30,000+ meals were provided to seniors. On average 25 seniors join us each day at the center for a hot meal and more than 120 meals are delivered to homebound seniors.



- More than 1,000 seniors received counseling and support services on a variety of issues including health benefits and health care, Medicare and housing.
- \$13,000 in grants/other funds to assist senior citizens with prescription costs and home furnishing such as mattresses, stoves, air conditioners, etc.
- Salem's Triad program (partnering senior citizens, law enforcement and the COA) continued to administer the following personal safety programs: Seniors and Law Enforcement Together (SALT), the File of Life, Yellow Dot, LifeSaver and Emergency Grab-and-Go Bags.
- The COA transportation service provided more than 300 senior and disabled citizens approximately 15,000 point-to-point rides to medical offices, as well as to stores, salons, the Public Library, government offices, the Senior Center and other local destinations.
- Partnered with the National Senior Network to provide seniors with an opportunity to rebuild their employment history, learn new skills and receive valuable coaching.

- The Council on Aging Board remained vital in supporting the COA administration.
- The Senior Volunteer Property Tax Work-Off Program continued to allow senior citizen volunteers to earn \$750 property tax abatements by logging 94 hours of volunteer time for a City department. The maximum allowable 25 seniors took advantage of the opportunity during FY 2015.
- All COA-specific state and federal grants were successfully renewed and secured. We began working with Jewish Children and Family Services in Waltham to conduct a needs assessment, and received a grant from the Massachusetts Council on Aging to conduct a study on transportation needs for seniors in Salem. The Massachusetts Area Planning Council and Mass in Motion will be partnering with the Senior Center in the transportation study.

## FY 2017 Goals & Objectives

- Identify new programming needs for Community Life Center in 2016, begin preliminary planning stages.
- Improve program outcomes by conducting pre and post-tests to measure level of responsiveness and accessibility
- Offer intergenerational programs
- Increase number of afternoon and evening programming
- Seek new partnerships (YMCA) to provide programs throughout the community.
- Continue to offer new programming based on results from needs assessment and focus groups.
- Recruit a minimum of 300 new members between July 2015 to June 2016, through use of social media to targeted populations (limited English speaking, baby boomers, LGBT, etc.)





- Improve customer service
- Conduct an aggressive effort to increase the number of documented email addresses from 538 currently in the system to 672 identified email addresses (a 25% increase).

Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
Total number of senior citizens served through COA (unduplicated)	2,068		2,200	
Congregate Meals (duplicated)	5,586		6,200	
Meals on wheels (duplicated)	29,000		30,000	
Social Services (unduplicated)	1,162		1,250	
Tax work-off participants (25 maximum allowed)	25		25	
Transportation Van rides, point-to-point	13,593		15,000	
Volunteers	48		65	

*Figures are more accurate result for numbers served based on improvement in data collection.*

## How FY 2017 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- **Mayor's Goal: Continue planning for and construction of Mayor Jean Levesque Community Life Center**
- **COA Goal:** The COA board will provide input and feedback in the development of the internal structure. Through ongoing needs assessments, surveys and focus groups, the COA will identify new programming needs for the new facility, and will work closely with city planners in identifying needed internal structure (examples: a functioning kitchen, an art room, an exercise room are possible ideas) .
- **Mayor's Goal: General Government: To maintain a high level of responsiveness and accessibility to City Departments and employees.**
- **COA Goal:** To conduct pre and post-tests with seniors to measure level of responsiveness and accessibility. Pre-test surveys will be conducted in July/August of 2015 and post-test surveys will be conducted in June/July of 2016. In addition, COA will conduct a number of focus groups with targeted populations (baby boomers, non-English speakers, general population, by age category 60 to 70, 70-80, etc. to better understand the needs of each group). Customer Service staff training will be provided throughout the year to continue to improve responsiveness and accessibility.
- **Mayor's Goal: Look for ways to deliver City services more efficiently and effectively through use of technology.**
- **COA Goal:** Improve and increase use of social media to both target baby boomers and to recruit older seniors to join the Jean Levesque Community Life Center. Conduct an aggressive effort to identify email addresses for current seniors increasing the number of documented email addresses from 538 currently in the system to 672 identified email addresses (25% increase). Continued use of Facebook and other social media to target both seniors and the public in general will be a focus. Use of SATV to announce programming will continue. Monthly updating of the website. .

## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Council On Aging-Personnel</b>									
15411	5111	SALARIES-FULL TIME	279,054.91	301,807.00	295,807.00	208,271.46	290,895.00	297,034.00	297,034.00
15411	5113	SALARIES-PART TIME	32,722.70	24,084.00	26,084.00	21,065.54	51,574.00	52,863.00	52,863.00
15411	5131	OVERTIME (GENERAL)	0.00	500.00	500.00	38.59	500.00	500.00	500.00
<b>Total Council On Aging-Personnel</b>			<b>311,777.61</b>	<b>326,391.00</b>	<b>322,391.00</b>	<b>229,375.59</b>	<b>342,969.00</b>	<b>350,397.00</b>	<b>350,397.00</b>
<b>Council On Aging-Expenses</b>									
15412	5320	CONTRACTED SERVICES	0.00	500.00	500.00	500.00	500.00	500.00	500.00
15412	5341	TELEPHONE	946.35	1,100.00	1,100.00	874.84	1,100.00	1,100.00	1,100.00
15412	5351	RECREATIONAL ACTIVIT	3,903.73	4,000.00	8,000.00	2,061.08	5,000.00	4,000.00	4,000.00
15412	5381	PRINTING AND BINDING	1,688.28	1,100.00	1,100.00	672.01	1,100.00	1,000.00	1,000.00
15412	5421	OFFICE SUPPLIES (GEN	3,591.25	3,600.00	3,600.00	3,486.18	3,600.00	3,600.00	3,600.00
15412	5431	BLDG REP/MAINT SUPPL	18,095.60	18,000.00	18,000.00	15,723.18	18,000.00	18,000.00	18,000.00
15412	5483	VEHICLE PRTS & ACCES	4,984.83	5,000.00	5,000.00	4,566.08	5,000.00	5,000.00	5,000.00
15412	5491	FOOD	985.62	1,000.00	1,000.00	511.15	1,250.00	1,250.00	1,250.00
15412	5710	IN STATE TRAVEL/MEETINGS	2,500.00	2,000.00	2,000.00	1,193.78	2,000.00	2,000.00	2,000.00
15412	5730	DUES AND SUB	1,420.50	1,500.00	1,500.00	1,237.12	1,500.00	1,500.00	1,500.00
<b>Total Council On Aging-Expenses</b>			<b>38,116.16</b>	<b>37,800.00</b>	<b>41,800.00</b>	<b>30,825.42</b>	<b>39,050.00</b>	<b>37,950.00</b>	<b>37,950.00</b>
<b>060</b>	<b>541</b>	<b>Department Total</b>	<b>349,893.77</b>	<b>364,191.00</b>	<b>364,191.00</b>	<b>260,201.01</b>	<b>382,019.00</b>	<b>388,347.00</b>	<b>388,347.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Proposed FY 2017	Council Voted FY 2017
					52.4					0.0%		52.2	2.5%	52.2	
BARRETT LYNNE	060 COUNCIL ON AGING	15411-5111	OUTREACH SOCIAL WORKER	03051993	20,122.29		0.42	42	42%	914.32	914.32	20,045.48	937.17	20,546.62	20,546.62
DONAHUE ROSANNA	060 COUNCIL ON AGING	15411-5111	ACTIVITIES COORDINATOR	8/19/14	30,738.47		0.92	1	92%	637.62	637.62	30,621.15	653.56	31,386.68	31,386.68
FELTON SHARON	060 COUNCIL ON AGING	15411-5111	SOCIAL SERVICE COORDINATOR	12181995	48,242.17		1.00	1	100%	920.65	920.65	48,058.04	943.67	49,259.49	49,259.49
KEARNEY SHARON	060 COUNCIL ON AGING	15411-5111	BOARD CLERK	10/14/11	900.00	B			12	75.00	75.00	900.00	75.00	900.00	900.00
MCDONALD MEREDITH	060 COUNCIL ON AGING	15411-5111	COA Director				1.00	1	100%	1,192.31	1,192.31	62,238.58	1,222.12	63,794.55	63,794.55
NORTON FREDERIC JR.	060 COUNCIL ON AGING	15411-5111	TRANSPORTATION COORD	10/1/14	23,584.28		0.74	1	74%	598.46	598.46	22,961.11	613.42	23,535.14	23,535.14
O'SHEA ANNIE	060 COUNCIL ON AGING	15411-5111	RECEPTIONIST		26,116.16		0.89	1	89%	560.00	560.00	26,016.48	574.00	26,666.89	26,666.89
MCCARTHY KATHLEEN	060 COUNCIL ON AGING	15411-5111	PROGRAM MANAGER	6/11/2015	35,783.13		0.67	1	67%	1,019.23	1,019.23	35,646.55	1,044.71	36,537.71	36,537.71
VELAZQUEZ ROSALIA	060 COUNCIL ON AGING	15411-5111	COA Director	3/1/2014	68,815.94		0.00	0	0%	-	-	-	-	-	-
					47,503.80		1.00			Total AFSCME 1818		44,406.68		44,406.68	44,406.68
					301,806.23		6.64	Total Full Time - 5111				290,894.08		297,033.76	297,033.76
GUERREO JORGE	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER		11,225.39	P		19		12.00	12.00	11,901.60	12.30	12,199.14	12,199.14
HINCMAN RAYMOND	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER		12,858.17	P		19		12.00	12.00	11,901.60	12.30	12,199.14	12,199.14
HINES SOPHIA	060 COUNCIL ON AGING	15411-5113	P/T NUTRITION COORDINATOR			P		19		16.00	16.00	15,868.80	16.40	16,265.52	16,265.52
PIMENTAL WANDA	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER			P		19		12.00	12.00	11,901.60	12.30	12,199.14	12,199.14
					24,083.56			Total Part Time - 5113				51,573.60		52,862.94	52,862.94
060 COUNCIL ON AGING 15411-5131 OVERTIME					500.00							500.00		500.00	500.00
Full-Time Equivalent Employees:					FY 2015	6.41						342,967.68		350,396.70	350,396.70
					FY 2016	6.70									
					FY 2017	6.64									
Variance 16 vs. 17						(0.06)									

**COA OTHER EMPLOYEES COMBINED SALARIES BUDGET & GRANTS**

										Total
PIMENTAL WANDA	COA Budget	15411-5111	P/T VAN DRIVER	PT	0.00	16.5	100%	12.00	10,335.60	10,335.60
BELL ROBERT	Title 3B	2575	P/T VAN DRIVER	PT	0.00	19	100%	12.00	11,901.60	11,901.60
TACHUK JOHN	CDBG	2461	VAN DRIVER	PT	0.00	19	100%	12.00	11,901.60	11,901.60
HINCMAN RAYMOND	COA BUDGET	15411-5113	VAN DRIVER	PT	0.00	19	100%	13.00	12,893.40	12,893.40
HINES SOPHIA	Title 3C	2576	PT Nutrition Scheduler	PT	0.00	19	100%	16.00	15,868.80	15,868.80
GUERREO JORGE	Title 3B	2575	PT Van Driver	PT	0.00	19	0%	12.00	-	-
	COA Budget	15411-5113		PT	0.00	19	100%	12.00	11,901.60	11,901.60
TURNBALL MICHAEL	State Formula	2460	PT Van Driver	PT	0.00	19	100%	12.00	11,901.60	11,901.60
	Title 3B	2575		PT	0.00		0%	12.00	-	11,901.60
BARRETT LYNNE	State Formula	2460	PT SOCIAL WORKER		0.58		58%	937.17	28,373.91	
	COA Budget	15411-5111			0.42		42%	937.17	20,546.62	48,920.53
DONAHUE ROSANNA	COA Budget	15411-5111	ACTIVITIES COORD		0.92		92%	653.56	31,386.68	
	State Formula	2460			0.08		8%	653.56	2,729.28	34,115.95
FELTON SHARON	COA Budget	15411-5111	SOCIAL SERV COORD		1.00		100%	943.67	49,259.49	49,259.49
REPLACE GRIMES	COA Budget	15411-5111	PRINCIPAL CLERK		1.00		100%	837.63	44,406.68	44,406.68
REPLACE VELAZQUEZ	COA Budget	15411-5111	COA DIRECTOR		1.00		100%	613.42	32,020.60	32,020.60
OSHEA ANNE	COA Budget	15411-5111	RECEPTIONIST		0.89		89%	574.00	26,666.89	
	Rec Budget	16501-5111			0.11		11%	574.00	3,295.91	29,962.80
NORTON FREDERIC	Title 3B	2575	Trans Coordinator		0.05		5.0%	613.42	1,601.03	
	Don Fund	2400	Donation Vans		0.07		6.5%	613.42	2,081.34	
	CDBG	2461			0.15		15.0%	613.42	4,803.09	
	COA Budget	15411-5111			0.74		73.5%	613.42	23,535.14	32,020.60
MCCARTHY KATHLEEN	COA Budget	15411-5111	PROGRAM MANAGER		0.67		67%	1,044.71	36,537.71	
	Rec Budget	16501-5111			0.33		33%	1,044.71	17,996.19	54,533.90
										8.00
										411,944.76

Full-Time Equivalent Employees:		FY 2015	7.95
(All COA GF Budget & Grants)		FY 2016	8.00
		FY 2017	8.00
Variance 16 vs. 17			0.00

**FY 2017 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Voted By Council FY 2015 52.4	F T E	Rate FY 2016	Incr FY 2017	Calc Rate FY 2017	STEP INCREASES					Dept Request FY 2017 52.2	Mayor FY 2017 52.2	Council FY 2017 52.2		
											Date	Rate	# Wks Old    New							
GRIMES	JACQUELYN	060 COUNCIL ON AGING	15411-5111	PRIN ACCT CLK III	07071997	47,503.80	0.00	906.56	1.015					100%	Retired					
DONAHER	LAURIE	060 COUNCIL ON AGING	15411-5111	PRIN ACCT CLK I/II			1.00	825.25	1.015	837.63	2/1/2017	868.37	30.0    22.2	100%	44,406.68	44,406.68	44,406.68			
						47,503.80	1.00											44,406.68	44,406.68	44,406.68



**FY 2017 DETAILED BUDGET REPORT  
EXPENSES**

**COUNCIL ON AGING - 060**

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
15412	5320	<b>Contracted Services</b> Service contract with New England Copier Service.	500	500	500
		Service contract on copier for 1 year or up to 66,000 copies this includes all labor, parts, drum, webs and iol rollers	500	500	500
<b>TOTAL</b>					
15412	5341	<b>Telephone</b> 744-0924, 744-0925, 744-0929, 745-0409 - regular lines	1,100	1,100	1,100
		744-0929 & 744-0924 Long Distance - per month x 12 months	1,100	1,100	1,100
<b>TOTAL</b>					
15412	5351	<b>Recreational Activites</b> Guest Lectures, Musical programs, Holiday Bazaar, Cookbook	2,500	2,000	2,000
		Recreational activities for Salem Seniors	2,500	2,000	2,000
<b>TOTAL</b>			<b>5,000</b>	<b>4,000</b>	<b>4,000</b>
15412	5381	<b>Printing &amp; Binding</b> Stationary and envelopes	300	300	300
		Printing of flyers for major events and brochures as needed	800	700	700
<b>TOTAL</b>			<b>1,100</b>	<b>1,000</b>	<b>1,000</b>
15412	5421	<b>Office Supplies</b> Misc office supplies as needed	3,600	3,600	3,600
<b>TOTAL</b>			<b>3,600</b>	<b>3,600</b>	<b>3,600</b>
15412	5431	<b>Bldg Rep/Maint Supplies</b> Misc building maintenence supplies as needed	3,000	3,000	3,000
		monthly service charge for elevator, repairs to elevator, yearly certification	15,000	15,000	15,000
<b>TOTAL</b>			<b>18,000</b>	<b>18,000</b>	<b>18,000</b>
15412	5483	<b>Vehicle Parts &amp; Assessories</b> parts for repairing of vans	5,000	5,000	5,000
<b>TOTAL</b>			<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
15412	5491	<b>Food</b> All COA sponsored workshops	500	500	500
		volunteer appreciation celebration	750	750	750
<b>TOTAL</b>			<b>1,250</b>	<b>1,250</b>	<b>1,250</b>
15412	5713	<b>In State Travel/Meetings</b> NSDCOA and conferencecoord, (2)social workers and Head of COA	1,000	1,000	1,000
		MCOA fall conference -coord, (2)social workers and Head of COA	1,000	1,000	1,000
<b>TOTAL</b>			<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
15412	5730	<b>Dues and Subscriptions</b> annual membership for MCOA	1,500	1,500	1,500
<b>TOTAL</b>			<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
<b>TOTAL PROPOSED</b>			<b>39,050</b>	<b>37,950</b>	<b>37,950</b>

# Library

## Mission Statement – Why We Exist

To provide quality public library service at the Salem Public Library in a reliable, caring, and cost-effective manner; to satisfy Salem Public Library patrons by delivering a level of library service that exceeds our patrons' expectations and to achieve consistent upward growth in the total quality of our Salem Public Library services and collections.

## Significant Budget & Staffing Changes for FY 2017

The Library's FY17 budget has a slight increase. Money taken last year from the NOBLE "Dues and Subscriptions" line item for required databases has been added to the "Books & Materials" line item as well as the mandatory increase for downloadable materials. This budget meets the State's mandated Municipal Appropriation Requirement, the amount needed to be certified by the Massachusetts Board of Library Commissioners. Certification allows the Library to be eligible to receive State Aid (\$61,678 in FY15) and gives Salem residents borrowing privileges at area libraries and allows them to borrow materials on interlibrary loan from other libraries. There are no significant staffing level changes.

## Recent Accomplishments

- Partnered with schools to offer beginner Community American Sign Language (ASL) class for children.
- Participated in a fall Storywalk in collaboration with the Salem Coordinated Family and Community Engagement (CFCE).
- Coordinated with the Peabody Essex Museum and CFCE for the annual Get Ready for Kindergarten program.
- Participated in Salem Public Schools Literacy Nights.
- Partnered with Salem High School Vocational Program for student internship at the library.
- Continued working with Salem Public Schools Partnership Collaborative.



- Continued to offer monthly off site Spanish language storytimes at the Point.
- Increased number of wildly popular after hours program for teens.
- Worked with community partners towards creating Age Friendly Salem.
- Made low vision options available on all public PCs and acquired digital magnifiers and other low vision assistive devices for public use.
- Created Pop Up Library for a PEM event which will be used for continued community outreach.





- Continued to host book clubs onsite for adults, young adults, children, families and off site at the Senior Center.
- Implemented popular 1-on-1 technology training for public.
- Continued to digitize historic resources from Salem Room and incorporate resources into the virtual reference webpage.
- Offered Ancestry.com and Facebook classes to public.
- Hosted two local author events to celebrate Salem history.
- Continued focus on purchasing popular e-books and digital audiobooks for patrons to download from home.
- Purchased software to assist with updating public and staff computers remotely.
- Updated hard drive protective software on all public PCs and updated laptops for programming use.
- Installed new switches to improve connectivity to NOBLE and reconfigured wifi access points in the Children's Room.
- Replaced Library's leaking rear roof with CPA grant award.
- Applied for and awarded Mass Historical Commission (MHC) grant and CPA grant for Library brownstone & brickwork project.

## FY 2017 Goals & Objectives

- Maintain emphasis on excellent customer service in person, over the phone and online.
- Provide more training for staff particularly in technology.
- Work with NOBLE to provide online payment for overdue fines by August.
- Pursue additional opportunities for community outreach using Pop Up Library.
- Refine virtual "Salem Room" with online access to Library's digitized special collections.
- Redesign and reorganize Reference Room and its resources.
- Continue work on in house digitization of yearbooks.
- Add more STEM programming using Mixing in Math or other models.
- Improve communication with school library media personnel by hosting a meeting at the Library.
- Create more pathfinders to facilitate patrons finding books on topics that are program-based or level-based.
- Investigate lending of laptops to public for in library use by October.
- Replace patron word processing PCs by September.
- Create print management system for Children's Room.
- Investigate alternatives with faster boot times for SSDs (Solid State Drives).
- Complete exterior work on Library to replace cracked brownstone and repoint brickwork.
- Apply for CPA grant for repair & replacement of deteriorating window sills and frames.





Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
Volumes in Circulation	166,967	172,628	174,000	176,000
Total Volumes borrowed	430,466	397,810	400,000	410,000
Attendance in Library	212,467	196,565	198,000	199,000
Number of Salem Library Cardholders	28,154	29,814	31,000	32,000
Number of Reference Questions Asked	56,875	50,453	50,000	50,000
Number of Children's Programs Held	396	370	375	380
Number of Internet Computer Sessions	34,191	41,400	43,000	45,000

## How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The Library's continued emphasis on excellent customer service in person, over the phone, and online helps to maintain a high level of accessibility and responsiveness to Salem's citizens.
- As a member of NOBLE (North of Boston Library Exchange) – a cooperative effort of 28 area libraries, the Library stretches tax dollars with services a single library could not afford to provide on its own. This regionalization effort enables NOBLE libraries to share a common catalog, circulation system and Internet access. With a library card Salem citizens can check out material in any library in Massachusetts or request an item be delivered to their home library for pick up.
- The Library offers online services to increase efficiency. Patrons may manage their library accounts online, renew items and request materials. By August 2017 overdue fines will be able to be paid online. Additional services that are always available online are many databases, museum pass booking, downloadable e-books and audiobooks, Mango language learning, and Learning Express test preparation. The Library offers a user friendly website as well as a social media presence on Facebook and Twitter.
- The Library works with a local company in the digitization of books from the "Salem Room" collection. The Library also has an in-house scanning station and has trained staff for additional digitization of year books and historic collections. Refining the virtual "Salem Room" for online access to the Library's special collections, continuing to expand the collection of downloadable eBooks and audiobooks, and offering online payment of overdue fines will deliver Library services effectively through the use of technology.





- The Salem Public Library has always been a strong supporter of the success of Salem Schools and is proud to be part of this community mission. Books and materials are purchased by the Library to enhance the curriculum of the schools and support summer reading lists. School visits by librarians have been expanded and additional staff members have been trained to increase flexibility and outreach. Preschool story times are offered by the Library's Spanish Language Librarian at two daycare centers in the Point neighborhood. Library programs encouraging literacy run year round and include: the Fourth Grade author visit, story times, individual, family, and young adult book clubs, and visits by Dougal the dog who helps build confidence in reading skills by attentively listening as he is read to by children.
- Throughout the year the Library collaborates in various projects with the Peabody Essex Museum, the Salem Coordinated Family and Community Engagement (CFCE), the Salem Public Schools Partnership Collaborative and with individual schools to strengthen school-community partnerships.
- The Library works with a local company in the digitization of books from the "Salem Room" collection. The Library also has an in-house scanning station and has trained staff for additional digitization of year books and historic collections. Refining the virtual "Salem Room" for online access to the Library's special collections, continuing to expand the collection of downloadable eBooks and audiobooks, and offering online payment of overdue fines will deliver Library services effectively through the use of technology.
- The Library is proud of its historic building and places a priority on maintenance and upgrades in keeping with the City's goals. Last year through funds provided through the first round of Community Preservation Act funds the Library replaced a rear roof which houses the Library's HVAC units. The Library has now been awarded both a Mass Historical Commission grant and a Community Preservation Act grant for brownstone & brickwork repair. Looking forward the Library will be applying for a grant for repair and replacement of deteriorating window sills and frames.

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Library-Personnel</b>									
16101	5111	SALARIES-FULL TIME	658,924.09	691,636.00	691,636.00	620,600.27	701,848.00	718,102.00	718,102.00
16101	5113	SALARIES-PART TIME	210,875.69	218,455.00	218,455.00	195,194.59	219,280.00	224,762.00	224,762.00
16101	5115	SUNDAY HOURS	36,010.59	39,207.00	39,207.00	34,539.91	37,500.00	38,438.00	38,438.00
16101	5131	OVERTIME (GENERAL)	3,808.09	5,100.00	5,100.00	3,294.91	4,800.00	4,800.00	4,800.00
<b>Total Library-Personnel</b>			<b>909,618.46</b>	<b>954,398.00</b>	<b>954,398.00</b>	<b>853,629.68</b>	<b>963,428.00</b>	<b>986,102.00</b>	<b>986,102.00</b>
<b>Library-Expenses</b>									
16102	5211	ELECTRICITY	29,744.93	32,600.00	22,450.39	20,450.39	32,000.00	32,000.00	32,000.00
16102	5216	OIL & GAS HEATING FUEL	8,626.71	10,200.00	10,200.00	7,211.98	9,400.00	9,400.00	9,400.00
16102	5241	BUILDING MAINTENANCE	24,503.02	18,600.00	28,749.61	13,838.91	18,600.00	18,600.00	18,600.00
16102	5341	TELEPHONE	3,088.36	3,600.00	3,600.00	2,618.40	3,400.00	3,400.00	3,400.00
16102	5451	CUSTODIAL SUPPLIES	4,492.73	4,500.00	4,500.00	4,500.00	4,600.00	4,600.00	4,600.00
16102	5512	BOOKS & MATERIALS	168,529.75	160,233.00	160,233.00	157,459.64	168,350.00	168,350.00	168,350.00
16102	5516	MICROFILM SUBSCRIPTI	3,200.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
16102	5517	PERIODICALS	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00
16102	5730	DUES AND SUB	52,685.00	50,060.00	50,060.00	50,060.00	51,232.00	51,232.00	51,232.00
<b>Total Library-Expenses</b>			<b>299,370.50</b>	<b>287,293.00</b>	<b>287,293.00</b>	<b>263,639.32</b>	<b>295,082.00</b>	<b>295,082.00</b>	<b>295,082.00</b>
<b>140</b>	<b>610</b>	<b>Department Total</b>	<b>1,208,988.96</b>	<b>1,241,691.00</b>	<b>1,241,691.00</b>	<b>1,117,269.00</b>	<b>1,258,510.00</b>	<b>1,281,184.00</b>	<b>1,281,184.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Proposed FY 2017	Council Voted FY 2017
					52.4					0.0%	0.0%	52.2	2.5%	52.2	
BROSAN LAURA	140 LIBRARY	16101-5111	CHILDREN'S LIBRARIAN	9/08/15			1.00	1	100%	923.11	923.11	48,186.34	946.19	49,391.00	49,391.00
CONNELLY AMY	140 LIBRARY	16101-5111	LIBRARY ASSISTANT II	11/26/1979	38,273.77		1.00	1	100%	730.42	730.42	38,127.92	748.68	39,081.12	39,081.12
DAVIS COURTNEY	140 LIBRARY	16101-5111	CHILDREN'S LIBRARIAN	8/17/2009	46,371.48		0.00	1	100%	-	-	-	-	-	-
DELLAMONICA VITTORIA	140 LIBRARY	16101-5111	SPEC LIBRARY ASSISTANT	07/01/1982	41,938.63		1.00	1	100%	800.36	800.36	41,778.79	820.37	42,823.26	42,823.26
FLECK-STEFF LAUREN	140 LIBRARY	16101-5111	LIBRARY ASSISTANT II	3/21/13	36,929.94		0.00	1	100%	-	-	-	-	-	-
GAUDRAULT SUSAN	140 LIBRARY	16101-5111	TECH SERVICATALOG	05/30/1989	47,459.32		1.00	1	100%	905.71	905.71	47,278.06	928.35	48,460.01	48,460.01
GROCKI KEVIN	140 LIBRARY	16101-5111	TECH SERVICOMPUTER	11/02/2001	44,951.40		0.00	1	80%	-	-	-	-	-	-
HVIDING MARIE	140 LIBRARY	16101-5111	CIRCULATION LIBRARIAN	8/19/13	46,404.51		1.00	1	100%	885.58	885.58	46,227.28	907.72	47,382.96	47,382.96
LIGGIO MAURA	140 LIBRARY	16101-5111	LIBRARY ASSISTANT I	9/05/15			1.00	1	100%	648.85	648.85	33,869.97	665.07	34,716.72	34,716.72
LORRAIN SIMONE	140 LIBRARY	16101-5111	LIBRARY ASSISTANT II	12/13/10	40,018.95		1.00	1	100%	763.72	763.72	39,866.18	782.81	40,862.84	40,862.84
MANSFIELD TARA	140 LIBRARY	16101-5111	ASST LIBRARY DIRECTOR	9/10/2012	60,558.03		1.00	1	100%	1,155.69	1,155.69	60,327.02	1,184.58	61,835.19	61,835.19
MOORE JEREMY	140 LIBRARY	16101-5111	TECH SERVICOMPUTER	11/23/15			1.00	1	100%	1,072.31	1,072.31	55,974.58	1,099.12	57,373.95	57,373.95
NIEVES SUZANNE	140 LIBRARY	16101-5111	LIBRARY ASSISTANT II	09/11/1995	36,921.13		1.00	1	100%	704.60	704.60	36,780.12	722.22	37,699.62	37,699.62
PEVNA MOLLY	140 LIBRARY	16101-5111	LIBRARY ASSISTANT I	8/5/14	34,085.44		1.00	1	100%	650.48	650.48	33,955.06	666.74	34,803.93	34,803.93
STAPLES ALYSSA	140 LIBRARY	16101-5111	LIBRARY ASSISTANT I	3/31/14	36,147.90		1.00	1	100%	743.27	743.27	38,798.69	761.85	39,768.66	39,768.66
TRACY NANCY	140 LIBRARY	16101-5111	LIBRARY DIRECTOR	06/15/1994	81,110.87		1.00	1	100%	1,547.92	1,547.92	80,801.42	1,586.62	82,821.46	82,821.46
YALLOP GALE	140 LIBRARY	16101-5111	REFERENCE LIBRARIAN	8/5/13	47,459.32		1.00	1	100%	905.71	905.71	47,278.06	928.35	48,460.01	48,460.01
SHIFT DIFFERENTIAL		16101-5111	SHIFT DIFFERENTIAL		960.43					937.00	937.00	937.00	960.43	960.43	960.43
Add'l compensation for Grocki for extra hours		16101-5111			450.00					-	-	-	-	-	-
DAVIS COURTNEY		16101-5111	MLIS Certification (beginning 1/1/16)		1,000.00					-	-	-	-	-	-
					50,594.03		1.00			Total AFSCME 1818		51,660.68		51,660.68	51,660.68
					<b>691,635.16</b>		<b>15.00</b>	<b>Total Full Time - 5111</b>				<b>701,847.18</b>		<b>718,101.85</b>	<b>718,101.85</b>
ACOSTA VICTOR	140 LIBRARY	16101-5113	LIBRARY PAGE	11/1/14	1,933.56	P		0		-	-	-	-	-	-
BOI OLIVIA	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	11/6/14	5,438.14	P		4		13.84	13.84	2,889.79	14.19	2,962.04	2,962.04
BORDEN CHELSEA	140 LIBRARY	16101-5113	DESK PAGE	8/11/2009	1,074.20	P		15		13.50	13.50	10,570.50	13.84	10,834.76	10,834.76
BORDEN MADISON	140 LIBRARY	16101-5113	LIBRARY PAGE	6/9/14	2,900.34	P		8		10.00	10.00	4,176.00	10.25	4,280.40	4,280.40
BROWNE MEREDITH	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	10/14/14	11,238.82	P		17		13.84	13.84	12,281.62	14.19	12,588.66	12,588.66
BUCKLEY MEREDITH	140 LIBRARY	16101-5113	PAGE SHELIVING & PASTING	7/14/2012	3,383.73	P		2		11.00	11.00	1,148.40	11.28	1,177.11	1,177.11
CARRESI JOHN	140 LIBRARY	16101-5113	JR. Bldg. Custodian	9/20/14	7,618.23	P		12		12.12	12.12	7,591.97	12.42	7,781.77	7,781.77
CAYOQUETTE ELIZABETH	140 LIBRARY	16101-5113	LIBRARY PAGE	7/8/13	966.78	P		2		10.00	10.00	1,044.00	10.25	1,070.10	1,070.10
CHE KATHY	140 LIBRARY	16101-5113	DESK PAGE	12/02/2009	8,244.70	P		0		-	-	-	-	-	-
CLYNE OWNE	140 LIBRARY	16101-5113	LIBRARY PAGE	9/10/14	2,900.34	P		0		-	-	-	-	-	-
CONNELLY NICOLE	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	6/9/14	3,222.60	P		2		11.00	11.00	1,148.40	11.28	1,177.11	1,177.11
COUGHLIN RACHEL	140 LIBRARY	16101-5113	LIBRARY PAGE	5/13/13	1,933.56	P		0		-	-	-	-	-	-
CRAIGEN ROBERT	140 LIBRARY	16101-5113	JR. BLDG. CUSTODIAN	5/17/07	7,617.10	P		12		12.12	12.12	7,591.97	12.42	7,781.77	7,781.77
DARMODY DANIEL	140 LIBRARY	16101-5113	PAGE SHELIVING & PASTING	9/09/11	4,833.90	P		10		10.00	10.00	5,220.00	10.25	5,350.50	5,350.50
FELTON DAVID	140 LIBRARY	16101-5113	JR. BLDG CUSTODIAN	10/18/1994	8,333.89	P		9		17.67	17.67	8,301.37	18.11	8,508.90	8,508.90
GARCIA SHANTTAL	140 LIBRARY	16101-5113	LIBRARY PAGE	7/22/14	6,767.46	P		14		10.00	10.00	7,308.00	10.25	7,490.70	7,490.70
GRAY JENNIFER	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	8/18/14	5,075.60	P		0		-	-	-	-	-	-
HAMIDOU TABAYI ESTHER	140 LIBRARY	16101-5113	LIBRARY PAGE	8/27/14	1,933.56	P		4		10.00	10.00	2,088.00	10.25	2,140.20	2,140.20
HEDIO JOSEPH	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	1/26/05	14,297.20	P		17		15.59	15.59	13,834.57	15.98	14,180.43	14,180.43
HOOKS MARY	140 LIBRARY	16101-5113	SR. LIBRARY ASSISTANT	05/16/2005	12,460.91	P		16		16.40	16.40	13,697.28	16.81	14,039.71	14,039.71
KOLODZIEJ JOHN	140 LIBRARY	16101-5113	JR. BLDG. CUSTODIAN	12/16/13	7,617.10	P		0		-	-	-	-	-	-
KOROMA JENEBA	140 LIBRARY	16101-5113	PAGE SHELIVING & PASTING		2,900.34	P		8		10.00	10.00	4,176.00	10.25	4,280.40	4,280.40
LIGGIO MAURA	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	11/20/14	5,438.14	P		0		-	-	-	-	-	-
LIMARDO CATHERINE	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	7/01/14	5,835.05	P		0		-	-	-	-	-	-
MICHELINI CHRISTINE	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	8/10/11	2,019.06	P		2.5		15.41	15.41	2,011.01	15.80	2,061.28	2,061.28
MORILLO HERMINIA	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	9/29/14	6,404.92	P		9		13.58	13.58	6,379.88	13.92	6,539.38	6,539.38
MOUNTAIN EMILIA	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	9/15/14	6,364.64	P		0		-	-	-	-	-	-
MURPHY MAEVE	140 LIBRARY	16101-5113	LIBRARY PAGE	3/24/14	966.78	P		4		10.00	10.00	2,088.00	10.25	2,140.20	2,140.20
PRESSMAN SHARI	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	9/4/07	8,169.83	P		11.5		15.59	15.59	9,358.68	15.98	9,592.64	9,592.64
RYDER RUKMAL	140 LIBRARY	16101-5113	SR. LIBRARY ASSISTANT	11/07/2000	2,189.72	P		2.5		16.72	16.72	2,181.96	17.14	2,236.51	2,236.51
STROM JENNIFER	140 LIBRARY	16101-5113	SR. LIBRARY ASSISTANT	10/04/2006	16,004.94	P		17		19.09	19.09	16,940.47	19.57	17,363.98	17,363.98
SZPAK SUSAN	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	08/01/1985	23,018.11	P	0.60	21		20.92	20.92	22,932.50	21.44	23,505.82	23,505.82
TITONG KRISTIAN	140 LIBRARY	16101-5113	LIBRARY PAGE	9/16/13	4,296.80	P		10		11.00	11.00	5,742.00	11.28	5,885.55	5,885.55
TITONG KRYSTAL	140 LIBRARY	16101-5113	LIBRARY PAGE	4/10/13	4,296.80	P		8		11.00	11.00	4,593.60	11.28	4,708.44	4,708.44
VO DIANNE	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	8/31/2009	9,790.58	P		0		-	-	-	-	-	-
WAXMAN LILLIAN	140 LIBRARY	16101-5113	LIBRARY PAGE	1/28/13	966.78	P		0		-	-	-	-	-	-
BERNANDEZ JOSEPH	140 LIBRARY	16101-5113	PAGE SHELIVING & PASTING	10/07/15	-	P		3		10.00	10.00	1,566.00	10.25	1,605.15	1,605.15

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Proposed FY 2017	Council Voted FY 2017
					52.4					0.0%	0.0%	52.2	2.5%	52.2	
CARR JENNIFER	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	11/16/15	-	P		8.5		13.50	13.50	5,989.95	13.84	6,139.70	6,139.70
DELUCIA REBECCA	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	8/05/15	-	P		16		13.50	13.50	11,275.20	13.84	11,557.08	11,557.08
EMERLING WILL	140 LIBRARY	16101-5113	PAGE SHELIVING & PASTING	10/07/15	-	P		2		10.00	10.00	1,044.00	10.25	1,070.10	1,070.10
EPSTEIN MARIE	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	8/22/15	-	P		10		14.50	14.50	7,569.00	14.86	7,758.23	7,758.23
GATES ROBERT	140 LIBRARY	16101-5113	JR. BLDG CUSTODIAN	6/27/15	-	P		12		11.82	11.82	7,404.05	12.12	7,589.15	7,589.15
GONZALES ANNE JEANE	140 LIBRARY	16101-5113	LIBRARY PAGE	8/25/15	-	P		5		11.00	11.00	2,871.00	11.28	2,942.78	2,942.78
MENDEZ SHELMY	140 LIBRARY	16101-5113	LIBRARY PAGE	12/21/15	-	P		8		10.00	10.00	4,176.00	10.25	4,280.40	4,280.40
MUESES JORGE	140 LIBRARY	16101-5113	PAGE SHELIVING & PASTING	6/03/15	-	P		4		10.00	10.00	2,088.00	10.25	2,140.20	2,140.20
16101-5113 Minimum Wage Increase 1/1/16					-					-	-	-	-	-	-
					<b>218,454.18</b>	<b>0.60</b>	<b>Total Part Time - 5113</b>					<b>219,279.15</b>		<b>224,761.13</b>	<b>224,761.13</b>
FLAHERTY ERIN	140 LIBRARY	16101-5113	SR. LIBRARY ASSISTANT	10/14/2003	Sunday Only	P		0		16.49	16.49	Sunday Only	16.91	Sunday Only	Sunday Only
GROVES-CARDI VICTORIA	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	11/01/04	Sunday Only	P		0		15.03	15.03	Sunday Only	15.41	Sunday Only	Sunday Only
LIMARDO CATHERINE	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	7/01/14		P		0		13.92	13.92	Sunday Only	13.92	Sunday Only	Sunday Only
VO DIANNE	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	8/31/2009	Sunday Only	P		0		15.57	15.57	Sunday Only		Sunday Only	Sunday Only
	140 LIBRARY	16101-5115	Sunday Hours									37,500.00	937.50	38,437.50	38,437.50
	140 LIBRARY	16101-5131	Overtime									4,800.00		4,800.00	4,800.00
					<b>954,395.58</b>	<b>15.60</b>	<b>Department Total</b>					<b>963,426.33</b>		<b>986,100.48</b>	<b>986,100.48</b>

Full-Time Equivalent Employees:	FY 2015	15.40
	FY 2016	15.40
	FY 2017	15.60
	Variance 16 vs. 17	0.20



**FY 2017 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Voted By Council FY 2015 52.4	F T E	Rate FY 2016	Incr FY 2017	Calc Rate FY 2017	STEP INCREASES					Dept Request FY 2017 52.2	Mayor FY 2017 52.2	Council FY 2017 52.2		
											Date	Rate	# Wks Old New							
BRENNAN	ARTHUR	140 LIBRARY	16101-5111	LIBRARY CUSTODIAN	9/15/14	50,594.03	1.00	965.53	1.025	989.67					100%	51,660.68	51,660.68	51,660.68		
						50,594.03	1.00											51,660.68	51,660.68	51,660.68

**FY 2017 DETAILED BUDGET REPORT  
EXPENSES**

**LIBRARY - 140**

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
16102	5211	<b>ELECTRICITY</b> National Grid	32,000	32,000	32,000
<b>TOTAL</b>			<b>32,000</b>	<b>32,000</b>	<b>32,000</b>
16102	5216	<b>OIL HEAT - GAS</b> Direct Energy Business & National Grid	9,400	9,400	9,400
<b>TOTAL</b>			<b>9,400</b>	<b>9,400</b>	<b>9,400</b>
16102	5241	<b>BUILDING MAINTENANCE</b> A-1 Exterminators (\$120 per month, maintenance etc.) Atlantic Elevator (monthly maintenance fees, application fees, etc.) Clean Team (carpet cleaning services) Ebacher (fire sprinkler system) & Talbot Electric Keane Fire & Safety Equipment, Lyons Plumbing, Patriot Alarm (Elevator Monitoring) Preferred Air Inc. (HVAC maintenance) 3M Library Systems SOS (yearly monitoring, maintenance) Workplace Essentials (OSHA disposal services)	1,600 6,000 1,400 1,150 1,500 1,000 3,900 1,400 650	1,600 6,000 1,400 1,150 1,500 1,000 3,900 1,400 650	1,600 6,000 1,400 1,150 1,500 1,000 3,900 1,400 650
<b>TOTAL</b>			<b>18,600</b>	<b>18,600</b>	<b>18,600</b>
16102	5341	<b>TELEPHONE</b> 740-4533 \$32.00 x 12 months= 744-0860 \$18.00 x 12 months= 744-0863 \$28.00 x 12 months= 744-4143 \$89.00 x 12 months= 744-3931/744-9667 100 per month x 12 months= 744-5442 \$18.00 x 12 months= 744-3931 long distance \$32.00 x 12 months=	384 216 336 968 900 216 380	384 216 336 968 900 216 380	384 216 336 968 900 216 380
<b>TOTAL</b>			<b>3,400</b>	<b>3,400</b>	<b>3,400</b>
16102	5451	<b>CUSTODIAL SUPPLIES</b> General Custodial Supplies	4,600	4,600	4,600
<b>TOTAL</b>			<b>4,600</b>	<b>4,600</b>	<b>4,600</b>
16102	5512	<b>BOOKS</b> Amazon, Baker & Taylor, Ingram	168,350	168,350	168,350
<b>TOTAL</b>			<b>168,350</b>	<b>168,350</b>	<b>168,350</b>
16102	5516	<b>MICROFILM SUBSCRIPTION</b> Proquest	3,000	3,000	3,000
<b>TOTAL</b>			<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
16102	5517	<b>PERIODICALS</b> North Shore News	4,500	4,500	4,500
<b>TOTAL</b>			<b>4,500</b>	<b>4,500</b>	<b>4,500</b>
16102	5730	<b>DUES AND SUBSCRIPTION</b> NOBLE (bid) - North Shore Library computer consortium of 17 public libraries, 5 public college libraries, and 4 private college libraries	51,232	51,232	51,232
<b>TOTAL</b>			<b>51,232</b>	<b>51,232</b>	<b>51,232</b>
<b>TOTAL PROPOSED</b>			<b>295,082</b>	<b>295,082</b>	<b>295,082</b>

FY2014 Budget	1,207,830
FY2015 Budget	1,233,010
FY2016 Budget	1,241,691
<b>Total</b>	<b>3,682,531</b>

<b>Average Last 3 Years</b>	<b>1,227,510</b>
<b>Multiply by 1.025 (2.5% increase per MAR=Minimum Current FY Budget)</b>	<b>1,258,198</b>
<b>FY 2017 Total Requested</b>	<b>1,281,184</b>
<b>Variance (over/under)</b>	<b>22,986</b>

# Veterans' Services

## Mission Statement – Why We Exist

The Veterans' Services Departments primary responsibility is to provide Mass. state benefits for eligible veterans and their dependants provided under M.G.L. Chap. 115. 75% of these benefit costs are reimbursed to the City of Salem within one year. Additional responsibilities include, coordination for the city's Memorial Day and Veteran day activities, assist veterans and their dependants in obtaining federal VA compensation and/or pensions, advocacy to reduce veteran homelessness, assist veterans in employment searches, and enrollment into the VA health care system.

## Significant Budget & Staffing Changes for FY 2017

The only significant change to the veteran department staffing will be an the conversion of a *part-time to a full time assistant*. The department has not seen a department personnel change for several years even as the case load, walk-ins, appointments, and phone calls have **significantly** increased. Total benefits paid in FY2012 were \$212,170, in FY2013 were \$483,719, FY2014 were \$565,246, and \$445,799 in FY2015 and they are estimated to be \$498, 465 in FY2016. Paralleling this benefit outlay has been an increase in basic case load;, 633 in FY2013, 797 in 2014, 844 in 2015, an estimated 884 in FY2016, and estimated 924 in 2017..

There was an average of 53 cases per month in FY2013 and an estimated 73 in FY2016. This is a **40% increase over 3 years!** This increase is only in Chapter 115 caseload, but we have seen an increase in office visits (scheduled and unscheduled) and phone calls over the last 3 years, as well. An additional clerk will be instrumental better servicing our veterans and dependants allowing the office to operate as efficiently as possible.

## Recent Accomplishments

- Our Department continues to operate as *efficiently as possible* given the increase in veteran and dependant need.
- The Veterans Service Agent attended approximately 30-35 outreach and/or veteran's related training and education events.
- The use of our 'donation' accounting line has proved very effective in the separation of non reimbursable expenses.
- Veterans Agent recognized by the city and DCU as 2015 Hometown Hero.





- Excellent working relationship with the Salem Career Center veteran rep and the SSVF (Supportive Services for Veterans and Families).

## FY 2017 Goals & Objectives

- An additional full timer, employee will allow the veterans agent to help veterans and dependants seek alternate methods of economic self sufficiency. This can be accomplished primarily through obtaining VA compensation claims, VA pension claims, VA healthcare support, and Social Security benefits-**all time consuming ventures for the department.**
- Increase for in state travel to accommodate federal VA training for veteran's agent and state level training for administrative assistant.



- Reconsider the plan to regionalize veteran services between Salem, Marblehead, and Swampscott to meet Mass. state compliance standards and better serve our collective veteran population.
- Continue the department outreach with the city neighborhood associations, Veterans Council, Veteran Centers and at other "service provider" locations. These activities will help identify veterans and their dependants in need of help and allow our office to expeditiously attend to their needs *without utilizing city resources.*
- Protect our department's transportation availability. With the expected increase in eligible veterans, we will continue consolidating rides and appointments.
- Enroll as many new veterans into the VA Healthcare system as possible and consolidate the all clients onto a group plan for Blue Cross and Blue Shield. This will help reduce prescription drug costs and medical reimbursement premium costs initially incurred by the city.
- Continue to work with the many existing volunteer groups and community agencies; in a search to find services and "free help".

Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY 2017
Number of Cases	797	844	884	924
Dollars in Benefits expended	565,246	445,799	498,465	510,959
Amount reimbursed to the City from the State	423,934	*334,349	373,848	383,219
% Authorized by the State ( 75% max. allowed)	423,934	*334,349	373,848	383,219



## How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The veteran's department goals remain consistent with the Mayors goals of improving communication and transparency with our veterans, veteran dependent population, and citizens. All donation account and basic reimbursable expenses are open to all citizens of Salem.
- We hope to make the part time admin position a full time position. This will help the department be much more efficient and responsive emergency situations and to the general public.
- A work station computer system will afford the veterans agent to conduct intakes at potential beneficiary's homes and community events instead of always having to travel to our office.
- We will continue to work very closely with the Council on Aging Social workers to identify and support needy veterans and their dependents.
- Revisit the regionalization of veteran services functions in keeping with the city goal of implementing this type of service where applicable.



## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Veterans Services-Personnel</b>									
15431	5111	SALARIES-FULL TIME	56,298.57	57,924.00	57,924.00	53,715.98	91,893.00	94,191.00	94,191.00
15431	5113	SALARIES-PART TIME	23,835.83	25,142.00	25,142.00	22,577.85	9,918.00	10,910.00	10,910.00
<b>Total Veterans Services-Personnel</b>			<b>80,134.40</b>	<b>83,066.00</b>	<b>83,066.00</b>	<b>76,293.83</b>	<b>101,811.00</b>	<b>105,101.00</b>	<b>105,101.00</b>
<b>Veterans Services-Expenses</b>									
15432	5249	GROUND MAINTENANCE	2,171.15	4,200.00	3,500.00	1,559.00	4,200.00	4,200.00	4,200.00
15432	5341	TELEPHONE	449.67	750.00	750.00	447.58	750.00	750.00	750.00
15432	5421	OFFICE SUPPLIES (GEN	927.42	1,850.00	1,550.00	896.64	1,850.00	1,000.00	1,000.00
15432	5710	IN STATE TRAVEL/MEETINGS	2,873.59	2,000.00	3,000.00	1,967.04	3,200.00	2,300.00	2,300.00
15432	5770	VETERANS BENEFITS	445,799.92	471,106.00	496,106.00	479,007.41	510,959.00	510,959.00	510,959.00
15432	5788	VETERANS EVENTS	3,441.88	3,500.00	3,500.00	2,752.54	3,500.00	3,500.00	3,500.00
<b>Total Veterans Services-Expenses</b>			<b>455,663.63</b>	<b>483,406.00</b>	<b>508,406.00</b>	<b>486,630.21</b>	<b>524,459.00</b>	<b>522,709.00</b>	<b>522,709.00</b>
<b>280</b>	<b>543</b>	<b>Department Total</b>	<b>535,798.03</b>	<b>566,472.00</b>	<b>591,472.00</b>	<b>562,924.04</b>	<b>626,270.00</b>	<b>627,810.00</b>	<b>627,810.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016 52.4	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016 0.0%	Prop Rate FY 2017 0.0%	Dept Request FY 2017 52.2	Mayor Rate FY 2017 2.5%	Mayor Proposed FY 2017 52.2	Council Voted FY 2017
EMERLING KIM	280 VETERANS AGENT	15431-5111	VETERANS AGENT	11/12/10	57,923.01		1.00	1	100%	1,105.40	1,105.40	57,701.88	1,133.04	59,144.43	59,144.43
*COVINE ELIZABETH	280 VETERANS AGENT	15431-5111	ADMIN ASSISTANT	10/1/15			1.00	1	100%		655.00	34,191.00	671.38	35,045.78	35,045.78
					<b>57,923.01</b>	<b>2.00</b>	<b>Total Full Time - 5111</b>					<b>91,892.88</b>		<b>94,190.20</b>	<b>94,190.20</b>
MARTINEAU JEAN-GUY	280 VETERANS AGENT	15431-5113	PART TIME DRIVER		9,956.00			19	Hours	10.00	10.00	9,918.00	11.00	10,909.80	10,909.80
CANADY BRENDA	280 VETERANS AGENT	15431-5113	PT Clerk	6/29/14	14,936.91			19	Hours	-	-	-	-	-	-
*COVINE ELIZABETH	280 VETERANS AGENT	15431-5113	PT Clerk	10/1/15	-			19	Hours	15.00		To full Time	-	-	-
					<b>24,892.91</b>		<b>Total Partl Time - 5113</b>					<b>9,918.00</b>		<b>10,909.80</b>	<b>10,909.80</b>
					<b>82,815.92</b>	<b>2.00</b>	<b>Department Total</b>					<b>101,810.88</b>		<b>105,100.00</b>	<b>105,100.00</b>

\*Covine position moved from PT to FT

Full-Time Equivalent Employees:	FY 2015	1.00
	FY 2016	1.00
	FY 2017	2.00
	Variance 16 vs. 17	1.00

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

VETERANS - 280

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
15432	5249	GROUND MAINTENANCE/CARE OF GRAVES			
		Flags for graves and misc maintenance.	1,500	1,500	1,500
		Payments to Harmony Grove for perpetual care of graves.	2,700	2,700	2,700
<b>TOTAL</b>			<b>4,200</b>	<b>4,200</b>	<b>4,200</b>
15432	5341	TELEPHONE			
		MCI	300	300	300
		Verizon	450	450	450
<b>TOTAL</b>			<b>750</b>	<b>750</b>	<b>750</b>
15432	5421	OFFICE SUPPLIES GENERAL			
		General Office Supplies as needed	1,200	1,200	1,200
		Maintenance and supplies for copier as needed	650	650	650
				(850)	(850)
<b>TOTAL</b>			<b>1,850</b>	<b>1,000</b>	<b>1,000</b>
15432	5710	IN STATE TRAVEL, MEETING			
		Transportation to VA Hospitals tolls, parking, etc.	3,200	2,300	2,300
<b>TOTAL</b>			<b>3,200</b>	<b>2,300</b>	<b>2,300</b>
15432	5770	VETERANS BENEFITS			
		Medical and food orders	510,959	510,959	510,959
		Benefits for veterans and emergency shelter for veterans			
<b>TOTAL</b>			<b>510,959</b>	<b>510,959</b>	<b>510,959</b>
15432	5788	VETERANS EVENTS			
		Flowers	500	500	500
		Collation	1,000	1,000	1,000
		Parade	200	200	200
		Memorial Day and other events	1,800	1,800	1,800
<b>TOTAL</b>			<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
<b>TOTAL PROPOSED</b>			<b>524,459</b>	<b>522,709</b>	<b>522,709</b>

		Actual	Budgeted
Veterans Benefits	FY 2013	485,801	490,000
	FY 2014	641,130	645,000
	FY 2015	445,800	447,000
	FY 2016 Adopted	471,106	471,106
	4 Year Average	510,959.24	
	FY16 Monthly Avg (Based on July to Dec)	40,549.80	



# School

## Vision

The vision of the Salem Public Schools is to ensure that all students are prepared to achieve and inspired to learn.

## Mission

The mission of the Salem Public Schools is to provide an inclusive, high quality learning experience and environment where all students achieve academic and personal excellence, ready to contribute to the community.

## Core Values

### **Success for All**

All students, regardless of their background and needs, will achieve personal and academic excellence through a system of high expectations and high standards for multi-disciplinary teaching and learning.

### **Diversity**

We acknowledge, respect, and celebrate the diversity within our community and foster a safe, inclusive environment where different perspectives, needs, cultures, and life experiences contribute to the growth of all.

### **Accountability**

We hold ourselves accountable for student outcomes and will be transparent in our evaluation of data regarding student success, instructional practices, and management of the community's resources.

### **Commitment to Improvement**

We will continuously improve practice and student outcomes through thoughtful planning, progress monitoring and innovation.

### **Collaboration**

Staff, students and their families, and the community share the responsibility for student success. We seek and encourage participation and partnerships among these stakeholders to support student achievement and to address the needs of all students.

### **Transparency**

We aim to build trust by gathering and providing information through timely and transparent communication and dialogue with students, families, staff, and our community.

### **Efficiency and Effectiveness**

Our systems and structures will efficiently and effectively support and ensure equitable, transparent allocation of our human and financial resources to support student success.

### **Safety and Security**

Schools and worksites are safe and secure for students, parents, and staff.

## **Recent Accomplishments**

The 2015-16 school year began with the leadership of a new Superintendent, Margarita Ruiz who began in her role on July 1, 2015. The work began this year by revising and continuing the fourth year of the district's Accelerated Improvement Plan (AIP), which provides the blueprint for accelerating academic achievement for all students across the district. The plan aligns the instructional work of the district (e.g., performance expectations and professional learning opportunities) to meet three core objectives:

- Embed data-driven systems that access and support teaching and learning
- Increase instructional rigor in all classrooms
- Ensure high quality leadership that supports continuous improvement in teaching and learning

Salem's implementation of this plan for 2016-17 was largely focused on helping school leaders identify, develop, and support effective structures within the school day that allow for increased common planning time among teachers. A variety of supports were provided to help ensure that all schools had adequate time for teacher collaboration and planning as well as quality protocols to ensure that teachers remain focused on instructional improvement practices. In addition, numerous efforts were undertaken in 2016-17 to improve the district's ability to meet the needs of diverse learners—from increased supports for building cultural competency among staff members to targeted professional development to ensure that all teachers build capacity to serve our diverse student population. Finally, a number of strategies were employed to ensure that all teachers set high expectations for learning for all students, have access to rigorous curricula and instructional materials, and employ effective instructional strategies

that both challenge students and help them gain access to important academic content and concepts. More information about the AIP initiatives can be found on the district's website. To help our teachers and students prepare for the increased rigor of the MCAS 2.0 assessments, the School Committee voted to have Grades 3-8 students take the PARCC assessment this year.

Other accomplishments for the 2015-16 school year include:

**1. Two Salem schools achieve Level 1 status**

This fall, two Salem schools—Carlton Innovation School and Salem High School--were rewarded for their improved achievement by being designated Level 1 schools by the MA Department of Elementary and Secondary Education. Level 1 is the highest level possible and is based on a ranking of all schools, statewide. Both schools are to be congratulated by the hard work and efforts of all staff to raise achievement for their students.

**2. Completion of the Superintendent's 100 Day Listening and Learning Campaign.**

As the Superintendent entered the district, she launched a Listen and Learn Campaign, the goals of which were to identify the strengths, challenges, hopes and aspirations, and inform the planning for a longer-term strategic planning process. Over the course of three months, Superintendent Ruiz held forums with key stakeholder groups, conducted interviews, and gathered feedback through an online survey to answer the following questions:

- What are the strengths in SPS?
- What are the challenges?
- What are the hopes and aspirations for SPS?
- What expectations stakeholders have of the new superintendent?

Responses provided insight on areas of strength as well as areas for growth and improvement in the following key areas:

- Teaching and Learning
- Communication
- Engagement
- Recruiting and Retaining Talent
- Infrastructure
- Other

A summary of the Superintendent's Entry Plan Findings as well as a PowerPoint presentation summarizing them to the School Committee can be found on the district website at: [http://www.salemk12.org/pages/SPS\\_DistAdmin/super](http://www.salemk12.org/pages/SPS_DistAdmin/super).

### **3. Conversion of the New Liberty Charter School to an Innovation School**

In February 2016, the Salem School Committee voted to accept the final Innovation Plan that converts the New Liberty Charter School to an Innovation School. An innovation school operates with similar autonomies as a charter school, however, unlike a charter school, remains part of the district, governed by the Salem School Committee. The school will operate according to what is articulated in the final Innovation Plan which was passed unanimously by an Innovation Planning Committee as well as all of the faculty at the school. A final copy of the New Liberty Innovation Plan can be found here: <http://salemcharter.com/resources/community-partners/>. The conversion process is governed by state statute and will go into effect starting July 1, 2016.

### **4. Addressing Key Infrastructure Priorities**

Several steps were taken this year to make strides in improving the district's infrastructure and key operational functions including a re-organization of the human resources office to become more operationally efficient and strategically focused. Since the recruitment and retention of highly effective teachers is critical to the district's ability to improve learning for all students, investment and focus on human capital management and strategy has been a key priority for this year and will continue to be so in the years ahead. Another area of focus this year was on improving the systems and technological infrastructure supporting both our academic and operational work. In collaboration with the Salem IT staff, we are implementing a new Student Information System that will significantly expand our capacity to track student learning and communicate with parents. We have also added new staff to improve outreach and communications, district-wide. Finally, we took steps this year to improve our budget planning process. This year's process involved school-by-school and department-by-department "budget collaboratives" that enabled us to look at the flow of all resources into each school and department and make strategic decisions to align them with key priorities as well as enrollment fluctuations.

### **5. Launch of Long-Term Strategic Planning Process**

As we begin to wind down the 2015-16 school year we have begun what will become a city-wide process to engage multiple stakeholders and community members in a district-wide, long-term strategic planning process. The strategic plan will clarify the vision, mission, goals, priorities, and action plans for the district for the next five years and provide direction for our collective efforts to both improve learning for all students as we strive to become one of the top school districts in the region. More information about the strategic planning process can be found on the district's website at: [http://www.salemk12.org/pages/SPS\\_DistAdmin/Current%20District%20Initiatives](http://www.salemk12.org/pages/SPS_DistAdmin/Current%20District%20Initiatives).



## FY 2017 Goals & Objectives

The FY 17 budget planning process was guided by a set of guiding principles that included:

- One school district
- Academic achievement for all students
- Resource equity based on data
- Collaborative process
- Shared learning
- Transparency

All budget decision-making was made through the lense of the following four priorities:

- Investing in initiatives that are proven to be effective in raising student achievement
- Prioritizing supports for students with the highest needs
- Increasing alignment between resources with enrollment
- Investing in infrastructure functions that will support and enhance the academic work done in our schools

Although some difficult decisions were made as we worked to align resources with enrollment and/or to meet new priorities, the proposed FY17 budget accomplishes the following four things for the district:

- Focuses resources on sustaining and accelerating achievement
- Promotes and expands teacher leader model
- Addresses key priorities for the school district
- First step toward resource equity based on enrollment and data analysis.

A powerpoint presentation outlining the budget planning process and its accomplishments can be found [here](#) and a copy of the proposed FY17 budget can be found [here](#). Additional budget resources for the school district can be found on the Budget/Finance page of our website at:

[http://www.salemk12.org/pages/SPS\\_DistAdmin/Finance/index](http://www.salemk12.org/pages/SPS_DistAdmin/Finance/index).

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Admin &amp; Support-PIC-Super-Psnl</b>									
13031420	5160	CLERICAL	107,219.57	90,878.00	90,878.00	104,365.43	99,667.00	99,667.00	99,667.00
13031420	5163	PARAPROFESSIONALS	5,537.28	0.00	0.00	0.00	0.00	0.00	0.00
13032020	5160	CLERICAL	20,693.40	20,013.00	20,013.00	18,896.80	20,834.00	20,834.00	20,834.00
13032040	5117	ADMINISTRATIVE	190,006.24	175,183.00	205,183.00	270,325.65	351,848.00	351,848.00	351,848.00
13032040	5160	CLERICAL	61,142.51	60,905.00	60,905.00	59,537.13	68,965.00	68,965.00	68,965.00
13032060	5117	ADMINISTRATIVE	149,999.98	150,000.00	150,000.00	141,923.04	160,054.00	160,054.00	160,054.00
13032060	5160	CLERICAL	44,508.64	52,000.00	52,000.00	49,100.00	54,132.00	54,132.00	54,132.00
13032060	5780	SRG-REALLOCATION	83,753.50	42,000.00	42,000.00	13,992.50	42,000.00	42,000.00	42,000.00
<b>Total Admin/Supp-Asst Super-Psnl</b>			<b>662,861.12</b>	<b>590,979.00</b>	<b>620,979.00</b>	<b>658,140.55</b>	<b>797,500.00</b>	<b>797,500.00</b>	<b>797,500.00</b>
<b>Admin/Supp- Schl Comm-Exp</b>									
13032021	5320	CONTRACTED SERVICES	838.50	750.00	125.00	125.00	750.00	750.00	750.00
13032021	5421	OFFICE SUPPLIES (GEN	0.00	675.00	0.00	0.00	675.00	675.00	675.00
13032041	5320	CONTRACTED SERVICES	2,908.59	5,000.00	3,268.29	3,268.29	5,000.00	5,000.00	5,000.00
13032041	5421	OFFICE SUPPLIES (GEN	942.15	938.00	925.48	923.80	938.00	938.00	938.00
13032041	5780	SRG-REALLOCATION	631,910.15	347,500.00	346,642.77	327,390.50	232,500.00	232,500.00	232,500.00
13032061	5421	OFFICE SUPPLIES (GEN	566.83	938.00	600.00	600.00	938.00	938.00	938.00
13032061	5712	EXPENSE REIMBURSE	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00
<b>Total Admin/Supp-Asst Super-Exp</b>			<b>655,166.22</b>	<b>373,801.00</b>	<b>369,561.54</b>	<b>350,307.59</b>	<b>258,801.00</b>	<b>258,801.00</b>	<b>258,801.00</b>
<b>250</b>	<b>003</b>	<b>Department Total</b>	<b>1,318,027.34</b>	<b>964,780.00</b>	<b>990,540.54</b>	<b>1,008,448.14</b>	<b>1,056,301.00</b>	<b>1,056,301.00</b>	<b>1,056,301.00</b>

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Crossing Guards-Oth-Exp-Psn</b>									
13120120	5113	SALARIES-PART TIME	137,476.63	160,695.00	160,695.00	115,296.91	166,019.00	166,019.00	166,019.00
<b>Total Crossing Guards-Oth-Exp-Psn</b>			<b>137,476.63</b>	<b>160,695.00</b>	<b>160,695.00</b>	<b>115,296.91</b>	<b>166,019.00</b>	<b>166,019.00</b>	<b>166,019.00</b>
<b>Crossing Guards-Oth-Exp-Exp</b>									
13120121	5421	OFFICE SUPPLIES (GEN	1,000.00	750.00	0.00	0.00	750.00	750.00	750.00
<b>Total Crossing Guards-Oth-Exp-Exp</b>			<b>1,000.00</b>	<b>750.00</b>	<b>0.00</b>	<b>0.00</b>	<b>750.00</b>	<b>750.00</b>	<b>750.00</b>
<b>250</b>	<b>012</b>	<b>Department Total</b>	<b>138,476.63</b>	<b>161,445.00</b>	<b>160,695.00</b>	<b>115,296.91</b>	<b>166,769.00</b>	<b>166,769.00</b>	<b>166,769.00</b>

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	FY 2017	FY 2017
<b>Technology-Tech-Psnl</b>									
13170120	5111	SALARIES-FULL TIME	258,744.71	256,217.00	256,217.00	255,361.04	0.00	0.00	0.00
13170120	5117	ADMINISTRATIVE	34,802.08	69,835.00	69,835.00	42,026.94	0.00	0.00	0.00
13170120	5125	DIST WIDE TEACHING	19,951.28	0.00	0.00	0.00	0.00	0.00	0.00
13170120	5150	FRINGE/STIPENDS	15,000.00	15,000.00	15,000.00	15,000.00	0.00	0.00	0.00
13170120	5160	CLERICAL	39,331.43	41,849.00	41,849.00	41,813.06	0.00	0.00	0.00
13170940	5130	MIDDLE SCHOOL	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13171030	5140	TEACHING	77,485.06	78,226.00	78,226.00	13,020.43	0.00	0.00	0.00
<b>Total Technology/HS/Guidance</b>			<b>445,314.56</b>	<b>461,127.00</b>	<b>461,127.00</b>	<b>367,221.47</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Technology-Tech-Exp</b>									
13170121	5272	COMPUTER EQUIPMENT	64,821.18	65,000.00	63,960.64	58,291.16	0.00	0.00	0.00
13170121	5320	CONTRACTED SERVICES	183,129.95	173,500.00	173,500.00	173,500.00	0.00	0.00	0.00
13170121	5429	MISC SUPPLIES	4,321.79	3,750.00	3,639.70	3,385.44	0.00	0.00	0.00
13170121	5519	COMPUTER SOFTWARE	56,000.00	56,000.00	56,000.00	53,700.00	0.00	0.00	0.00
13170121	5522	COMPUTER NETWORKING	11,567.38	16,000.00	13,985.48	13,985.48	0.00	0.00	0.00
13170121	5710	IN STATE TRAVEL/MEETINGS	4,803.00	3,603.00	1,339.66	890.98	0.00	0.00	0.00
13170121	5730	DUES AND SUB	955.00	750.00	749.95	749.95	0.00	0.00	0.00
<b>Total Technology-Tech-Exp</b>			<b>325,598.30</b>	<b>318,603.00</b>	<b>313,175.43</b>	<b>304,503.01</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>250</b>	<b>017</b>	<b>Department Total</b>	<b>770,912.86</b>	<b>779,730.00</b>	<b>774,302.43</b>	<b>671,724.48</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
General Op-Bus Off-Psnl									
13252010	5117	ADMINISTRATIVE	169,336.60	166,596.00	166,596.00	155,714.79	175,377.00	175,377.00	175,377.00
13252010	5131	OVERTIME (GENERAL)	5,002.04	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
13252010	5160	CLERICAL	240,916.60	261,201.00	261,201.00	233,071.85	270,726.00	270,726.00	270,726.00
Total	General Op-Bus Off-Psnl		415,255.24	432,797.00	432,797.00	393,786.64	451,103.00	451,103.00	451,103.00
General Op-Bus Off-Exp									
13252011	5320	CONTRACTED SERVICES	15,701.84	17,000.00	17,000.00	15,872.26	17,000.00	17,000.00	17,000.00
13252011	5421	OFFICE SUPPLIES (GEN	0.00	2,813.00	2,813.00	1,793.48	2,813.00	2,813.00	2,813.00
13252030	5277	PHOTOCOPY MACHINE LE	198,454.92	214,866.00	204,866.00	180,000.11	214,866.00	214,866.00	214,866.00
13252030	5303	LEGAL SERVICES	36,000.00	50,000.00	35,000.00	31,117.26	40,000.00	40,000.00	40,000.00
13252030	5320	CONTRACTED SERVICES	258,199.28	25,000.00	274,220.11	41,943.74	25,000.00	25,000.00	25,000.00
13252030	5342	POSTAGE	29,508.54	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00
13252030	5381	PRINTING AND BINDING	745.00	750.00	750.00	553.34	750.00	750.00	750.00
13252030	5421	OFFICE SUPPLIES (GEN	5,792.22	8,250.00	133,250.00	11,055.97	8,250.00	8,250.00	8,250.00
Total	General Op-Central Serv-Exp		544,401.80	348,679.00	697,899.11	312,336.16	338,679.00	338,679.00	338,679.00
250	025	Department Total	959,657.04	781,476.00	1,130,696.11	706,122.80	789,782.00	789,782.00	789,782.00

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Insurance-Insurance-Exp</b>									
13392020	5740	INSURANCE PREMIUMS	580,000.00	580,000.00	580,000.00	580,000.00	580,000.00	580,000.00	580,000.00
	<b>Total</b>	<b>Insurance-Insurance-Exp</b>	<b>580,000.00</b>	<b>580,000.00</b>	<b>580,000.00</b>	<b>580,000.00</b>	<b>580,000.00</b>	<b>580,000.00</b>	<b>580,000.00</b>
<b>250</b>	<b>039</b>	<b>Department Total</b>	<b>580,000.00</b>	<b>580,000.00</b>	<b>580,000.00</b>	<b>580,000.00</b>	<b>580,000.00</b>	<b>580,000.00</b>	<b>580,000.00</b>

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Occ Ed-High Schl-Psnl</b>									
13421020	5140	HIGH SCHOOL	387,320.31	390,868.00	390,868.00	328,477.80	441,844.00	441,844.00	441,844.00
<b>Total Occ Ed-High Schl-Psnl</b>			<b>387,320.31</b>	<b>390,868.00</b>	<b>390,868.00</b>	<b>328,477.80</b>	<b>441,844.00</b>	<b>441,844.00</b>	<b>441,844.00</b>
<b>Occ Ed-High Schl-Exp</b>									
13421021	5514	INSTRUCTIONAL SUPPLI	20,453.62	20,844.00	20,622.51	20,293.11	20,844.00	20,844.00	20,844.00
<b>Total Occ Ed-High Schl-Exp</b>			<b>20,453.62</b>	<b>20,844.00</b>	<b>20,622.51</b>	<b>20,293.11</b>	<b>20,844.00</b>	<b>20,844.00</b>	<b>20,844.00</b>
<b>250</b>	<b>042</b>	<b>Department Total</b>	<b>407,773.93</b>	<b>411,712.00</b>	<b>411,490.51</b>	<b>348,770.91</b>	<b>462,688.00</b>	<b>462,688.00</b>	<b>462,688.00</b>

## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Guidance-Guidance-Psnl</b>									
13440120	5102	ELEMENTARY	570,419.92	0.00	0.00	100.00	0.00	0.00	0.00
13440920	5130	MIDDLE SCHOOL	144,618.18	0.00	0.00	0.00	0.00	0.00	0.00
13441020	5117	ADMINISTRATIVE	98,690.94	99,735.00	99,735.00	92,964.96	102,632.00	102,632.00	102,632.00
13441020	5131	OVERTIME (GENERAL)	637.62	5,000.00	5,000.00	5,799.02	5,000.00	5,000.00	5,000.00
13441020	5140	HIGH SCHOOL	770,105.10	408,679.00	408,679.00	335,292.22	381,339.00	381,339.00	381,339.00
13441020	5160	CLERICAL	43,198.54	41,583.00	41,583.00	38,190.50	43,230.00	43,230.00	43,230.00
<b>Total Guidance-Guidance-Psnl</b>			<b>1,627,670.30</b>	<b>554,997.00</b>	<b>554,997.00</b>	<b>472,346.70</b>	<b>532,201.00</b>	<b>532,201.00</b>	<b>532,201.00</b>
<b>Guidance-Guidance-Exp</b>									
13441021	5307	INSTRUCT/EDUC TEST	29,284.83	30,000.00	29,340.32	29,340.32	30,000.00	30,000.00	30,000.00
13441021	5381	PRINTING AND BINDING	2,844.57	5,000.00	4,869.41	4,869.41	5,000.00	5,000.00	5,000.00
<b>Total Guidance-Guidance-Exp</b>			<b>32,129.40</b>	<b>35,000.00</b>	<b>34,209.73</b>	<b>34,209.73</b>	<b>35,000.00</b>	<b>35,000.00</b>	<b>35,000.00</b>
<b>250</b>	<b>044</b>	<b>Department Total</b>	<b>1,659,799.70</b>	<b>589,997.00</b>	<b>589,206.73</b>	<b>506,556.43</b>	<b>567,201.00</b>	<b>567,201.00</b>	<b>567,201.00</b>



# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	FY 2017	FY 2017
<b>Athl/St Activ-Stud Activ-Ps</b>									
13450920	5116	CO-CURRIC/ATHLETIC	4,250.00	11,000.00	6,000.00	5,085.04	6,000.00	6,000.00	6,000.00
13451020	5112	TRANSPORTATION	25,067.82	25,600.00	25,600.00	24,380.95	25,600.00	25,600.00	25,600.00
13451020	5113	SALARIES-PART TIME	4,877.00	5,000.00	5,000.00	3,325.00	5,000.00	5,000.00	5,000.00
13451020	5116	CO-CURRIC/ATHLETIC	163,384.15	162,000.00	162,000.00	168,799.28	162,000.00	162,000.00	162,000.00
13451020	5117	ADMINISTRATIVE	66,900.08	66,900.00	66,900.00	62,397.32	69,643.00	69,643.00	69,643.00
13451020	5131	OVERTIME (GENERAL)	0.00	2,500.00	2,500.00	244.48	2,500.00	2,500.00	2,500.00
13451020	5160	CLERICAL	46,868.54	47,009.00	47,009.00	44,085.36	25,319.00	25,319.00	25,319.00
13451030	5116	CO-CURRIC/ATHLETIC	36,326.73	50,000.00	50,000.00	32,831.74	50,000.00	50,000.00	50,000.00
13451030	5140	HIGH SCHOOL	5,300.00	5,300.00	5,300.00	3,464.67	5,518.00	5,518.00	5,518.00
<b>Total Athl/St Activ-Stud Activ-Ps</b>			<b>352,974.32</b>	<b>375,309.00</b>	<b>370,309.00</b>	<b>344,613.84</b>	<b>351,580.00</b>	<b>351,580.00</b>	<b>351,580.00</b>
<b>Athl/St Activ-Stud Activ-Ex</b>									
13450921	5860	EQUIPMENT	0.00	0.00	5,000.00	2,160.40	5,000.00	5,000.00	5,000.00
13451021	5246	ATHLETIC EQUIPMENT R	22,288.08	23,500.00	78,500.00	73,043.80	78,500.00	78,500.00	78,500.00
13451021	5270	RENTAL & LEASE	13,706.00	14,000.00	13,327.32	11,582.91	14,000.00	14,000.00	14,000.00
13451021	5320	CONTRACTED SERVICES	53,741.89	41,280.00	41,280.00	39,483.33	41,280.00	41,280.00	41,280.00
13451021	5394	SECURITY	4,000.00	4,000.00	3,990.00	3,990.00	4,000.00	4,000.00	4,000.00
13451021	5421	OFFICE SUPPLIES (GEN	4,002.41	3,225.00	3,225.00	3,225.00	3,225.00	3,225.00	3,225.00
13451021	5730	DUES AND SUB	8,999.44	9,000.00	9,000.00	8,784.00	9,000.00	9,000.00	9,000.00
13451021	5742	INSURANCE-ATHLETIC	10,500.00	10,500.00	10,500.00	10,500.00	10,500.00	10,500.00	10,500.00
13451031	5320	CONTRACTED SERVICES	5,260.00	4,238.00	4,238.00	1,310.34	4,238.00	4,238.00	4,238.00
13451031	5514	INSTRUCTIONAL SUPPLI	1,657.50	1,575.00	1,575.00	1,120.06	1,575.00	1,575.00	1,575.00
13451031	5780	OTHER EXPENSES	9,000.00	8,850.00	8,850.00	481.50	8,850.00	8,850.00	8,850.00
<b>Total Athl/St Activ-Stud Activ-Ex</b>			<b>133,155.32</b>	<b>120,168.00</b>	<b>179,485.32</b>	<b>155,681.34</b>	<b>180,168.00</b>	<b>180,168.00</b>	<b>180,168.00</b>
<b>250</b>	<b>045</b>	<b>Department Total</b>	<b>486,129.64</b>	<b>495,477.00</b>	<b>549,794.32</b>	<b>500,295.18</b>	<b>531,748.00</b>	<b>531,748.00</b>	<b>531,748.00</b>

## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Bates</b>									
13460210	5163	PARAPROFESSIONALS	12,306.27	11,544.00	11,544.00	10,545.88	12,002.00	12,002.00	12,002.00
13460410	5163	PARAPROFESSIONALS	0.00	11,376.00	0.00	0.00	0.00	0.00	0.00
13460510	5163	PARAPROFESSIONALS	11,402.49	11,260.00	11,260.00	10,683.28	12,002.00	12,002.00	12,002.00
13460610	5163	PARAPROFESSIONALS	11,127.66	11,157.00	11,157.00	9,815.16	11,611.00	11,611.00	11,611.00
13460710	5163	PARAPROFESSIONALS	12,078.00	11,957.00	11,957.00	7,700.64	11,957.00	11,957.00	11,957.00
13460810	5163	PARAPROFESSIONALS	11,683.95	11,544.00	11,544.00	11,114.93	11,998.00	11,998.00	11,998.00
13460920	5130	MIDDLE SCHOOL	39,805.25	42,103.00	37,613.00	29,179.40	39,364.00	39,364.00	39,364.00
13460920	5163	PARAPROFESSIONALS	9,930.21	10,771.00	10,771.00	22,613.97	23,002.00	23,002.00	23,002.00
13461020	5140	HIGH SCHOOL	68,299.04	68,981.00	68,981.00	53,085.40	71,809.00	71,809.00	71,809.00
13461020	5163	PARAPROFESSIONALS	10,447.11	10,676.00	10,676.00	9,972.61	11,796.00	11,796.00	11,796.00
<b>Total</b>	<b>MediaLibrary-Psnl</b>		<b>187,079.98</b>	<b>201,369.00</b>	<b>185,503.00</b>	<b>164,711.27</b>	<b>205,541.00</b>	<b>205,541.00</b>	<b>205,541.00</b>
<b>250</b>	<b>046</b>	<b>Department Total</b>	<b>187,079.98</b>	<b>201,369.00</b>	<b>185,503.00</b>	<b>164,711.27</b>	<b>205,541.00</b>	<b>205,541.00</b>	<b>205,541.00</b>

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Personnel- Personnel-Psnl</b>									
13482020	5160	CLERICAL	140,922.66	132,497.00	119,497.00	112,007.14	139,550.00	139,550.00	139,550.00
<b>Total Personnel- Personnel-Psnl</b>			<b>140,922.66</b>	<b>132,497.00</b>	<b>119,497.00</b>	<b>112,007.14</b>	<b>139,550.00</b>	<b>139,550.00</b>	<b>139,550.00</b>
<b>Personnel- Personnel-Exp</b>									
13482021	5306	ADVERTISING	16,511.49	15,938.00	15,886.24	15,883.39	19,438.00	19,438.00	19,438.00
13482021	5320	CONTRACTED SERVICES	0.00	0.00	17,000.00	4,309.48	0.00	0.00	0.00
13482021	5421	OFFICE SUPPLIES (GEN	185.00	750.00	731.00	731.00	750.00	750.00	750.00
<b>Total Personnel- Personnel-Exp</b>			<b>16,696.49</b>	<b>16,688.00</b>	<b>33,617.24</b>	<b>20,923.87</b>	<b>20,188.00</b>	<b>20,188.00</b>	<b>20,188.00</b>
<b>250</b>	<b>048</b>	<b>Department Total</b>	<b>157,619.15</b>	<b>149,185.00</b>	<b>153,114.24</b>	<b>132,931.01</b>	<b>159,738.00</b>	<b>159,738.00</b>	<b>159,738.00</b>

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Health- Attendnce-Psnl</b>									
13490120	5111	SALARIES-FULL TIME	190,311.38	184,185.00	184,185.00	159,457.33	232,111.00	232,111.00	232,111.00
13490140	5111	SALARIES-FULL TIME	639,306.28	586,638.00	582,690.00	443,582.67	628,831.00	628,831.00	628,831.00
13490140	5163	PARAPROFESSIONALS	30,916.98	0.00	0.00	0.00	0.00	0.00	0.00
13490140	5180	SUBSTITUTES NURSE	6,200.00	12,000.00	12,000.00	9,455.13	12,000.00	12,000.00	12,000.00
<b>Total Health- Hlth Serv-Psnl</b>			<b>866,734.64</b>	<b>782,823.00</b>	<b>778,875.00</b>	<b>612,495.13</b>	<b>872,942.00</b>	<b>872,942.00</b>	<b>872,942.00</b>
<b>Health- Hlth Serv-Exp</b>									
13490141	5320	CONTRACTED SERVICES	12,036.90	13,500.00	13,500.00	13,500.00	23,500.00	23,500.00	23,500.00
13490141	5421	OFFICE SUPPLIES (GEN	1,000.00	750.00	750.00	750.00	750.00	750.00	750.00
13490141	5501	MED & SURGICAL SUPPL	9,000.00	9,000.00	9,000.00	8,460.00	9,000.00	9,000.00	9,000.00
13490141	5514	INSTRUCTIONAL SUPPLI	2,505.00	1,879.00	1,875.99	1,837.31	1,879.00	1,879.00	1,879.00
<b>Total Health- Hlth Serv-Exp</b>			<b>24,541.90</b>	<b>25,129.00</b>	<b>25,125.99</b>	<b>24,547.31</b>	<b>35,129.00</b>	<b>35,129.00</b>	<b>35,129.00</b>
<b>250</b>	<b>049</b>	<b>Department Total</b>	<b>891,276.54</b>	<b>807,952.00</b>	<b>804,000.99</b>	<b>637,042.44</b>	<b>908,071.00</b>	<b>908,071.00</b>	<b>908,071.00</b>



# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Operations/Maint- Op/Maint-</b>									
13530120	5117	ADMINISTRATIVE	112,581.59	108,000.00	108,000.00	106,485.11	112,428.00	112,428.00	112,428.00
13530120	5131	OVERTIME (GENERAL)	59,628.86	59,000.00	59,000.00	59,234.69	59,000.00	59,000.00	59,000.00
13530120	5150	FRINGE/STIPENDS	13,978.80	29,000.00	29,000.00	29,796.00	29,000.00	29,000.00	29,000.00
13530120	5160	CLERICAL	47,405.10	48,445.00	48,445.00	45,412.06	50,322.00	50,322.00	50,322.00
13530120	5162	CUSTODIAL	1,046,853.27	1,086,888.00	1,086,888.00	1,005,380.05	1,206,429.00	1,206,429.00	1,206,429.00
13530120	5166	MAINTENANCE	84,445.52	107,994.00	107,994.00	88,150.71	67,164.00	67,164.00	67,164.00
13530140	5162	CUSTODIAL	6,140.53	5,000.00	5,000.00	3,044.53	5,000.00	5,000.00	5,000.00
<b>Total Operations/Maint- Civic Act</b>			<b>1,371,033.67</b>	<b>1,444,327.00</b>	<b>1,444,327.00</b>	<b>1,337,503.15</b>	<b>1,529,343.00</b>	<b>1,529,343.00</b>	<b>1,529,343.00</b>
<b>Operations/Maint- Op/Maint-</b>									
13530121	5211	ELECTRICITY	699,297.79	882,500.00	869,507.56	688,874.64	882,500.00	882,500.00	882,500.00
13530121	5215	NATURAL GAS	363,076.46	624,189.00	357,748.09	317,748.09	549,189.00	549,189.00	549,189.00
13530121	5216	OIL HEAT	8,964.01	12,150.00	7,150.00	5,216.69	12,150.00	12,150.00	12,150.00
13530121	5241	BUILDING MAINTENANCE	185,528.98	200,545.00	200,433.56	191,489.91	200,545.00	200,545.00	200,545.00
13530121	5249	GROUND MAINTENANCE	15,159.56	90,000.00	78,659.45	62,693.30	64,000.00	64,000.00	64,000.00
13530121	5251	UTILITY SERV REP & M	215,930.29	250,000.00	249,897.28	165,021.45	250,000.00	250,000.00	250,000.00
13530121	5255	BUILDING/EQUIP MAINT	1,320.70	5,000.00	4,667.80	2,539.50	5,000.00	5,000.00	5,000.00
13530121	5270	RENTAL & LEASE	0.00	8,201.00	5,824.00	5,589.00	8,201.00	8,201.00	8,201.00
13530121	5292	SNOW REMOVAL	186,125.00	0.00	63,507.50	63,507.50	0.00	0.00	0.00
13530121	5341	TELEPHONE	50,055.74	65,000.00	65,000.00	54,740.04	65,000.00	65,000.00	65,000.00
13530121	5394	SECURITY	7,053.00	20,500.00	20,500.00	12,481.34	10,500.00	10,500.00	10,500.00
13530121	5421	OFFICE SUPPLIES (GEN	0.00	750.00	0.00	0.00	750.00	750.00	750.00
13530121	5431	BLDG REP/MAINT SUPPL	46,370.76	56,250.00	76,021.08	48,047.71	56,250.00	56,250.00	56,250.00
13530121	5451	CUSTODIAL SUPPLIES	51,448.76	83,061.00	81,978.90	76,824.32	83,061.00	83,061.00	83,061.00
13530121	5461	GROUNDSKEEPING SUPPL	2,424.22	20,000.00	8,694.73	651.95	20,000.00	20,000.00	20,000.00
13530121	5780	OTHER Expenses	10,183.32	30,000.00	41,314.25	9,119.62	30,000.00	30,000.00	30,000.00
13530121	5781	AUTO ALLOWANCE	10.00	1,500.00	1,500.00	0.00	1,500.00	1,500.00	1,500.00
13530121	5860	EQUIPMENT	910.98	9,187.00	5,028.85	5,028.85	9,187.00	9,187.00	9,187.00
<b>Total Operations/Maint- Op/Maint-</b>			<b>1,843,859.57</b>	<b>2,358,833.00</b>	<b>2,137,433.05</b>	<b>1,709,573.91</b>	<b>2,247,833.00</b>	<b>2,247,833.00</b>	<b>2,247,833.00</b>
<b>250</b>	<b>053</b>	<b>Department Total</b>	<b>3,214,893.24</b>	<b>3,803,160.00</b>	<b>3,581,760.05</b>	<b>3,047,077.06</b>	<b>3,777,176.00</b>	<b>3,777,176.00</b>	<b>3,777,176.00</b>

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	FY 2017	FY 2017
<b>Regular Day- Teach/Und-Psnl</b>									
13570140	5100	SUBSTITUTE TEACHERS	262,575.23	210,000.00	210,000.00	213,380.41	210,000.00	210,000.00	210,000.00
13570140	5101	LONG-TERM SUBS	157,322.78	110,000.00	110,000.00	136,988.20	110,000.00	110,000.00	110,000.00
13570140	5125	DIST WIDE TEACHING	686,694.78	755,304.00	715,419.00	534,308.29	672,351.00	672,351.00	672,351.00
13570150	5112	TRANSPORTATION	72,655.11	44,818.00	44,818.00	122,440.41	46,643.00	46,643.00	46,643.00
13570150	5131	OVERTIME (GENERAL)	0.00	1,000.00	1,000.00	973.46	1,000.00	1,000.00	1,000.00
13570220	5102	ELEMENTARY	1,278,043.08	1,226,556.00	1,226,556.00	918,729.97	1,271,368.00	1,271,368.00	1,271,368.00
13570220	5117	ADMINISTRATIVE	183,472.64	182,151.00	182,151.00	168,851.13	196,486.00	196,486.00	196,486.00
13570220	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	72,097.00	72,097.00	72,097.00
13570220	5150	FRINGE/STIPENDS	400.00	2,500.00	2,500.00	0.00	2,500.00	2,500.00	2,500.00
13570220	5163	PARAPROFESSIONALS	48,348.44	20,682.00	20,682.00	24,755.92	27,299.00	27,299.00	27,299.00
13570240	5160	CLERICAL	34,368.59	32,245.00	32,245.00	30,513.82	34,573.00	34,573.00	34,573.00
13570320	5102	ELEMENTARY	558,478.56	0.00	0.00	0.00	0.00	0.00	0.00
13570320	5117	ADMINISTRATIVE	101,951.26	0.00	0.00	0.00	0.00	0.00	0.00
13570320	5150	FRINGE/STIPENDS	179.42	0.00	0.00	0.00	0.00	0.00	0.00
13570320	5163	PARAPROFESSIONALS	36,159.55	0.00	0.00	0.00	0.00	0.00	0.00
13570340	5160	CLERICAL	33,276.09	0.00	0.00	0.00	0.00	0.00	0.00
13570420	5102	ELEMENTARY	1,059,974.92	1,092,644.00	1,078,644.00	840,794.17	1,061,328.00	1,061,328.00	1,061,328.00
13570420	5114	TUTORS	0.00	0.00	14,000.00	7,693.75	14,574.00	14,574.00	14,574.00
13570420	5117	ADMINISTRATIVE	180,211.08	174,913.00	174,913.00	159,189.20	184,415.00	184,415.00	184,415.00
13570420	5163	PARAPROFESSIONALS	33,996.22	17,059.00	28,435.00	25,133.32	23,601.00	23,601.00	23,601.00
13570440	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	78,519.00	78,519.00	78,519.00
13570440	5160	CLERICAL	34,128.45	32,348.00	32,348.00	31,049.68	34,677.00	34,677.00	34,677.00
13570520	5102	ELEMENTARY	2,047,215.48	2,117,301.00	2,117,301.00	1,528,778.10	2,301,892.00	2,301,892.00	2,301,892.00
13570520	5117	ADMINISTRATIVE	256,847.02	278,178.00	278,178.00	288,467.08	391,015.00	391,015.00	391,015.00
13570520	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	74,692.00	74,692.00	74,692.00
13570520	5150	FRINGE/STIPENDS	5,386.96	7,000.00	7,000.00	2,813.21	7,000.00	7,000.00	7,000.00
13570520	5163	PARAPROFESSIONALS	61,301.48	47,930.00	17,930.00	20,773.26	26,169.00	26,169.00	26,169.00
13570540	5160	CLERICAL	64,284.89	68,884.00	68,884.00	67,575.46	70,291.00	70,291.00	70,291.00
13570620	5102	ELEMENTARY	1,385,972.81	1,388,871.00	1,388,871.00	1,044,835.58	1,303,777.00	1,303,777.00	1,303,777.00
13570620	5117	ADMINISTRATIVE	169,003.90	133,010.00	133,010.00	55,197.55	86,340.00	86,340.00	86,340.00
13570620	5150	FRINGE/STIPENDS	3,952.50	5,400.00	5,400.00	296.92	8,400.00	8,400.00	8,400.00
13570620	5163	PARAPROFESSIONALS	27,105.90	30,524.00	30,524.00	24,594.35	45,152.00	45,152.00	45,152.00
13570640	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	99,882.00	99,882.00	99,882.00
13570640	5160	CLERICAL	31,705.22	35,786.00	35,786.00	29,737.71	31,105.00	31,105.00	31,105.00
13570720	5102	ELEMENTARY	1,678,142.63	1,693,810.00	1,693,810.00	1,294,035.94	1,615,733.00	1,615,733.00	1,615,733.00

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
13570720	5117	ADMINISTRATIVE	139,337.43	135,246.00	135,246.00	109,920.46	191,789.00	191,789.00	191,789.00
13570720	5150	FRINGE/STIPENDS	8,030.00	7,550.00	7,550.00	2,100.00	10,150.00	10,150.00	10,150.00
13570720	5163	PARAPROFESSIONALS	48,309.04	44,319.00	44,319.00	37,700.35	56,599.00	56,599.00	56,599.00
13570740	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	198,148.00	198,148.00	198,148.00
13570740	5160	CLERICAL	46,538.81	46,677.00	46,677.00	43,818.13	48,522.00	48,522.00	48,522.00
13570820	5102	ELEMENTARY	2,123,689.01	2,214,508.00	2,214,508.00	1,688,182.83	1,930,478.00	1,930,478.00	1,930,478.00
13570820	5117	ADMINISTRATIVE	194,933.13	196,551.00	196,551.00	170,390.13	203,896.00	203,896.00	203,896.00
13570820	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	307,610.00	307,610.00	307,610.00
13570820	5150	FRINGE/STIPENDS	2,725.00	0.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00
13570820	5163	PARAPROFESSIONALS	28,809.33	8,325.00	8,325.00	24,217.86	8,847.00	8,847.00	8,847.00
13570840	5160	CLERICAL	33,095.83	38,070.00	38,070.00	29,701.37	33,345.00	33,345.00	33,345.00
13570920	5117	ADMINISTRATIVE	289,343.06	285,935.00	285,935.00	259,196.57	308,758.00	308,758.00	308,758.00
13570920	5130	MIDDLE SCHOOL	2,618,568.88	2,778,364.00	2,523,221.00	1,911,384.04	2,672,913.00	2,672,913.00	2,672,913.00
13570920	5150	FRINGE/STIPENDS	27,373.75	28,250.00	28,250.00	17,974.16	28,250.00	28,250.00	28,250.00
13570920	5163	PARAPROFESSIONALS	71,384.25	41,169.00	41,169.00	45,880.20	47,056.00	47,056.00	47,056.00
13570940	5160	CLERICAL	78,098.26	77,609.00	77,609.00	75,721.36	80,761.00	80,761.00	80,761.00
13570950	5114	TUTORS	0.00	17,100.00	17,100.00	11,681.25	17,100.00	17,100.00	17,100.00
13571020	5114	TUTORS	28,966.43	17,100.00	17,100.00	28,000.00	17,802.00	17,802.00	17,802.00
13571020	5140	HIGH SCHOOL	5,531,397.62	5,305,768.00	5,305,768.00	4,070,716.31	5,267,879.00	5,267,879.00	5,267,879.00
13571020	5150	FRINGE/STIPENDS	14,384.40	18,500.00	18,500.00	13,867.15	45,856.00	45,856.00	45,856.00
13571020	5160	CLERICAL	190,531.72	195,696.00	195,696.00	177,579.59	206,018.00	206,018.00	206,018.00
13571020	5163	PARAPROFESSIONALS	73,209.65	72,147.00	72,147.00	60,735.97	57,062.00	57,062.00	57,062.00
13571060	5117	ADMINISTRATIVE	531,101.93	549,597.00	549,597.00	506,203.84	564,294.00	564,294.00	564,294.00
13571060	5140	TEACHING	0.00	0.00	0.00	0.00	130,000.00	130,000.00	130,000.00
13571120	5150	FRINGE/STIPENDS	3,000.00	3,000.00	3,000.00	625.00	3,000.00	3,000.00	3,000.00
13571120	5160	CLERICAL	32,418.48	37,812.00	37,812.00	29,828.77	33,189.00	33,189.00	33,189.00
13571320	5117	ADMINISTRATIVE	101,077.91	95,938.00	95,938.00	92,064.96	101,732.00	101,732.00	101,732.00
13571320	5140	HIGH SCHOOL	441,507.72	478,157.00	478,157.00	311,793.32	423,884.00	423,884.00	423,884.00
13571320	5150	FRINGE/STIPENDS	500.00	500.00	500.00	0.00	500.00	500.00	500.00
13571320	5160	CLERICAL	29,716.49	32,273.00	32,273.00	0.00	32,273.00	32,273.00	32,273.00
13571320	5163	PARAPROFESSIONALS	57,822.14	54,631.00	54,631.00	42,580.60	44,749.00	44,749.00	44,749.00
13571520	5102	ELEMENTARY	846,479.37	0.00	0.00	0.00	0.00	0.00	0.00
13571520	5117	ADMINISTRATIVE	158,807.72	0.00	0.00	0.00	0.00	0.00	0.00
13571620	5111	SALARIES-FULL TIME	0.00	0.00	0.00	0.00	430,124.00	430,124.00	430,124.00
13571620	5111S	STIPENDS	0.00	0.00	0.00	0.00	20,500.00	20,500.00	20,500.00
13571620	5117	ADMINISTRATIVE	0.00	0.00	0.00	0.00	125,460.00	125,460.00	125,460.00



## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
13571620	5160	CLERICAL	0.00	0.00	0.00	0.00	49,000.00	49,000.00	49,000.00
13571620	5162	CUSTODIAL	0.00	0.00	0.00	0.00	11,529.00	11,529.00	11,529.00
<b>Total NLIS-REG DAY-ELEM ED-PSN</b>			<b>24,244,312.35</b>	<b>22,489,706.00</b>	<b>22,178,554.00</b>	<b>17,336,271.11</b>	<b>23,814,452.00</b>	<b>23,814,452.00</b>	<b>23,814,452.00</b>
<b>Regular Day- Teach/Und-Exp</b>									
13570141	5320	CONTRACTED SERVICES	3,142.21	15,542.00	50,536.20	41,676.20	20,542.00	20,542.00	20,542.00
13570141	5333	PUPIL TRANSPORTATION	4,676.20	12,000.00	4,000.00	4,000.00	12,000.00	12,000.00	12,000.00
13570141	5508	EDUCATIONAL	15,858.51	20,000.00	17,980.10	16,851.56	20,000.00	20,000.00	20,000.00
13570141	5511	TEXTBOOKS	0.00	1,150.00	1,104.46	1,104.46	1,150.00	1,150.00	1,150.00
13570141	5514	INSTRUCTIONAL SUPPLI	27,554.32	25,443.00	25,435.81	24,300.49	25,443.00	25,443.00	25,443.00
13570141	5730	DUES AND SUB	8,781.88	8,625.00	8,625.00	8,033.80	8,625.00	8,625.00	8,625.00
13570151	5333	PUPIL TRANSPORTATION	455,684.75	496,000.00	484,300.00	441,100.00	496,000.00	496,000.00	496,000.00
13570221	5320	CONTRACTED SERVICES	0.00	0.00	0.00	0.00	20,000.00	20,000.00	20,000.00
13570221	5421	OFFICE SUPPLIES (GEN	2,420.74	2,329.00	2,329.00	2,329.00	2,329.00	2,329.00	2,329.00
13570221	5511	TEXTBOOKS	7,575.02	6,486.00	6,486.00	6,486.00	6,486.00	6,486.00	6,486.00
13570221	5512	BOOKS-LIBRARY	0.00	75.00	75.00	75.00	75.00	75.00	75.00
13570221	5514	INSTRUCTIONAL SUPPLI	12,690.26	5,287.00	5,287.00	5,287.00	5,287.00	5,287.00	5,287.00
13570321	5421	OFFICE SUPPLIES (GEN	1,846.25	0.00	0.00	0.00	0.00	0.00	0.00
13570321	5514	INSTRUCTIONAL SUPPLI	2,156.85	0.00	0.00	0.00	0.00	0.00	0.00
13570421	5421	OFFICE SUPPLIES (GEN	2,660.93	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
13570421	5511	TEXTBOOKS	3,580.90	3,750.00	3,712.58	3,617.50	3,750.00	3,750.00	3,750.00
13570421	5512	BOOKS-LIBRARY	423.50	375.00	375.00	0.00	375.00	375.00	375.00
13570421	5514	INSTRUCTIONAL SUPPLI	4,475.13	7,353.00	7,246.30	7,246.30	7,353.00	7,353.00	7,353.00
13570421	5860	EQUIPMENT	1,983.32	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
13570521	5320	CONTRACTED SERVICES	0.00	0.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00
13570521	5421	OFFICE SUPPLIES (GEN	7,955.93	7,328.00	7,204.35	6,820.49	5,000.00	5,000.00	5,000.00
13570521	5511	TEXTBOOKS	8,375.28	6,749.00	6,609.87	6,575.08	4,029.00	4,029.00	4,029.00
13570521	5512	BOOKS-LIBRARY	1,287.54	5,952.00	5,925.19	3,409.84	2,500.00	2,500.00	2,500.00
13570521	5514	INSTRUCTIONAL SUPPLI	9,254.93	9,660.00	9,525.90	9,525.90	13,760.00	13,760.00	13,760.00
13570521	5860	EQUIPMENT	0.00	0.00	0.00	0.00	10,000.00	10,000.00	10,000.00
13570621	5320	CONTRACTED SERVICES	0.00	300.00	0.00	0.00	300.00	300.00	300.00
13570621	5421	OFFICE SUPPLIES (GEN	1,371.72	4,372.00	2,576.08	2,576.08	4,372.00	4,372.00	4,372.00
13570621	5511	TEXTBOOKS	958.22	6,054.00	3,045.86	2,971.96	5,304.00	5,304.00	5,304.00
13570621	5512	BOOKS-LIBRARY	1,028.26	1,191.00	110.61	110.61	1,941.00	1,941.00	1,941.00
13570621	5514	INSTRUCTIONAL SUPPLI	3,742.44	11,412.00	8,724.76	8,724.76	8,412.00	8,412.00	8,412.00
13570621	5860	EQUIPMENT	10.99	48.00	0.00	0.00	48.00	48.00	48.00
13570721	5320	CONTRACTED SERVICES	0.00	1,000.00	0.00	0.00	13,000.00	13,000.00	13,000.00



# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
13570721	5421	OFFICE SUPPLIES (GEN	443.39	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00
13570721	5511	TEXTBOOKS	2,177.06	8,908.00	7,251.33	6,756.33	3,908.00	3,908.00	3,908.00
13570721	5512	BOOKS-LIBRARY	0.00	687.00	527.83	527.83	687.00	687.00	687.00
13570721	5514	INSTRUCTIONAL SUPPLI	10,341.33	21,237.00	12,939.79	12,939.79	11,637.00	11,637.00	11,637.00
13570721	5860	EQUIPMENT	772.15	3,173.00	1,117.81	1,117.81	3,173.00	3,173.00	3,173.00
13570821	5421	OFFICE SUPPLIES (GEN	1,794.00	1,346.00	1,242.25	1,242.25	1,346.00	1,346.00	1,346.00
13570821	5511	TEXTBOOKS	9,190.59	1,578.00	1,470.86	1,470.86	1,578.00	1,578.00	1,578.00
13570821	5512	BOOKS-LIBRARY	6,329.38	1.00	0.00	0.00	1.00	1.00	1.00
13570821	5514	INSTRUCTIONAL SUPPLI	14,572.77	17,500.00	14,917.54	14,854.06	15,000.00	15,000.00	15,000.00
13570821	5860	EQUIPMENT	1,999.99	0.00	0.00	0.00	0.00	0.00	0.00
13570921	5320	CONTRACTED SERVICES	0.00	1,597.00	500.00	455.13	1,597.00	1,597.00	1,597.00
13570921	5381	PRINTING AND BINDING	1,853.30	6,500.00	4,869.21	4,869.21	6,500.00	6,500.00	6,500.00
13570921	5421	OFFICE SUPPLIES (GEN	4,693.04	10,125.00	9,933.38	9,933.38	10,125.00	10,125.00	10,125.00
13570921	5429	MISC SUPPLIES	220.00	720.00	686.41	686.41	720.00	720.00	720.00
13570921	5511	TEXTBOOKS	0.00	1.00	0.00	0.00	1.00	1.00	1.00
13570921	5512	BOOKS-LIBRARY	5,429.76	8,306.00	8,064.90	7,643.04	8,306.00	8,306.00	8,306.00
13570921	5514	INSTRUCTIONAL SUPPLI	9,206.09	23,649.00	23,531.02	23,531.02	23,649.00	23,649.00	23,649.00
13570921	5710	IN STATE TRAVEL/MEETINGS	1,118.00	839.00	580.00	580.00	839.00	839.00	839.00
13570921	5730	DUES AND SUB	1,423.00	1,068.00	0.00	0.00	1,068.00	1,068.00	1,068.00
13571021	5320	CONTRACTED SERVICES	37,164.34	15,000.00	22,800.00	22,531.27	23,400.00	23,400.00	23,400.00
13571021	5421	OFFICE SUPPLIES (GEN	21,796.11	18,000.00	17,989.32	17,462.15	24,000.00	24,000.00	24,000.00
13571021	5511	TEXTBOOKS	32,386.41	25,797.00	17,397.00	16,937.27	17,397.00	17,397.00	17,397.00
13571021	5512	BOOKS-LIBRARY	5,977.92	4,578.00	4,573.73	4,566.63	4,578.00	4,578.00	4,578.00
13571021	5514	INSTRUCTIONAL SUPPLI	51,537.76	53,722.00	53,719.38	52,214.87	53,722.00	53,722.00	53,722.00
13571021	5730	DUES AND SUB	5,000.00	5,000.00	6,586.03	3,586.03	5,000.00	5,000.00	5,000.00
13571021	5860	EQUIPMENT	7,128.16	5,855.00	5,851.93	5,851.93	10,855.00	10,855.00	10,855.00
13571121	5320	CONTRACTED SERVICES	0.00	563.00	0.00	0.00	563.00	563.00	563.00
13571121	5381	PRINTING AND BINDING	0.00	375.00	0.00	0.00	375.00	375.00	375.00
13571121	5421	OFFICE SUPPLIES (GEN	1,298.47	1,500.00	1,378.95	1,363.91	1,500.00	1,500.00	1,500.00
13571121	5514	INSTRUCTIONAL SUPPLI	1,066.69	1,438.00	908.58	908.58	1,438.00	1,438.00	1,438.00
13571121	5860	EQUIPMENT	873.48	1,500.00	0.00	0.00	1,500.00	1,500.00	1,500.00
13571321	5320	CONTRACTED SERVICES	0.00	2,100.00	20,960.00	20,960.00	2,100.00	2,100.00	2,100.00
13571321	5421	OFFICE SUPPLIES (GEN	537.95	600.00	591.41	410.56	1,200.00	1,200.00	1,200.00
13571321	5514	INSTRUCTIONAL SUPPLI	1,250.00	2,000.00	1,995.82	1,182.40	4,000.00	4,000.00	4,000.00
13571321	5780	OTHER EXPENSES	406.98	750.00	99.98	99.98	750.00	750.00	750.00
13571521	5514	INSTRUCTIONAL SUPPLIES	38,849.14	0.00	0.00	0.00	0.00	0.00	0.00

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	FY 2017	FY 2017
13571621	5270	RENTAL & LEASE	0.00	0.00	0.00	0.00	225,000.00	225,000.00	225,000.00
13571621	5277	PHOTOCOPY MACHINE LE	0.00	0.00	0.00	0.00	3,500.00	3,500.00	3,500.00
13571621	5320	CONTRACTED SERVICES	0.00	0.00	0.00	0.00	47,400.00	47,400.00	47,400.00
Total NLIS-REG DAY-ELEM ED-EXP			866,333.34	911,244.00	940,449.53	874,254.73	1,253,244.00	1,253,244.00	1,253,244.00
250	057	Department Total	25,110,645.69	23,400,950.00	23,119,003.53	18,210,525.84	25,067,696.00	25,067,696.00	25,067,696.00

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>SPED- Teach/Und-Psnl</b>									
13640160	5100	SUBSTITUTE TEACHERS	149,514.26	100,000.00	100,000.00	95,181.36	100,000.00	100,000.00	100,000.00
13640160	5111	SALARIES-FULL TIME	296,007.31	286,395.00	286,395.00	287,240.40	286,395.00	286,395.00	286,395.00
13640160	5114	TUTORS	38,565.25	40,000.00	40,000.00	32,376.24	41,640.00	41,640.00	41,640.00
13640160	5117	ADMINISTRATIVE	353,028.12	347,969.00	347,969.00	326,141.36	259,877.00	259,877.00	259,877.00
13640160	5125	DIST WIDE TEACHING	2,374,009.73	2,206,459.00	2,206,459.00	1,907,197.75	1,565,399.00	1,565,399.00	1,565,399.00
13640160	5126	PSYCHOLOGIST	0.00	1,640,585.00	1,623,525.00	1,138,641.86	157,769.00	157,769.00	157,769.00
13640160	5160	CLERICAL	90,803.44	90,191.00	90,191.00	85,124.23	93,829.00	93,829.00	93,829.00
13640160	5163	PARAPROFESSIONALS	41,147.80	34,500.00	34,500.00	39,550.00	34,500.00	34,500.00	34,500.00
13640180	5112	TRANSPORTATION	506,036.14	327,627.00	327,627.00	476,584.26	444,553.00	444,553.00	444,553.00
13640180	5160	CLERICAL	41,342.10	42,190.00	42,190.00	43,901.98	43,871.00	43,871.00	43,871.00
13640180	5165	NON-INST SUPERVISOR	61,121.52	65,000.00	65,000.00	50,538.52	65,000.00	65,000.00	65,000.00
13640220	5102	ELEMENTARY	341,223.20	198,114.00	198,114.00	148,711.54	208,838.00	208,838.00	208,838.00
13640220	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	34,902.00	34,902.00	34,902.00
13640220	5126	PSYCHOLOGIST	0.00	0.00	0.00	0.00	227,293.00	227,293.00	227,293.00
13640220	5163	PARAPROFESSIONALS	206,028.21	194,079.00	194,079.00	192,761.53	218,571.00	218,571.00	218,571.00
13640320	5102	ELEMENTARY	193,022.94	0.00	0.00	0.00	0.00	0.00	0.00
13640320	5163	PARAPROFESSIONALS	92,603.38	0.00	0.00	0.00	0.00	0.00	0.00
13640420	5102	ELEMENTARY	298,104.36	306,102.00	306,102.00	297,897.72	392,161.00	392,161.00	392,161.00
13640420	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	27,071.00	27,071.00	27,071.00
13640420	5163	PARAPROFESSIONALS	71,817.53	36,519.00	36,519.00	69,531.15	73,489.00	73,489.00	73,489.00
13640520	5102	ELEMENTARY	215,146.00	220,294.00	220,294.00	136,816.00	188,899.00	188,899.00	188,899.00
13640520	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	160,053.00	160,053.00	160,053.00
13640520	5126	PSYCHOLOGIST	0.00	0.00	0.00	0.00	150,068.00	150,068.00	150,068.00
13640520	5163	PARAPROFESSIONALS	81,564.65	70,795.00	70,795.00	110,326.83	130,245.00	130,245.00	130,245.00
13640620	5102	ELEMENTARY	148,379.41	281,139.00	281,139.00	121,661.62	132,485.00	132,485.00	132,485.00
13640620	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	102,964.00	102,964.00	102,964.00
13640620	5163	PARAPROFESSIONALS	108,223.14	133,933.00	133,933.00	77,644.64	93,730.00	93,730.00	93,730.00
13640720	5102	ELEMENTARY	568,323.27	579,077.00	579,077.00	457,215.48	550,322.00	550,322.00	550,322.00
13640720	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	119,943.00	119,943.00	119,943.00
13640720	5126	PSYCHOLOGIST	0.00	0.00	0.00	0.00	168,854.00	168,854.00	168,854.00
13640720	5163	PARAPROFESSIONALS	250,358.01	212,593.00	212,593.00	163,085.93	198,009.00	198,009.00	198,009.00
13640820	5102	ELEMENTARY	676,783.98	734,766.00	734,766.00	525,346.04	651,121.00	651,121.00	651,121.00
13640820	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	104,278.00	104,278.00	104,278.00
13640820	5126	PSYCHOLOGIST	0.00	0.00	0.00	0.00	74,828.00	74,828.00	74,828.00
13640820	5163	PARAPROFESSIONALS	279,751.98	298,732.00	298,732.00	272,853.08	328,934.00	328,934.00	328,934.00

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
13640920	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	31,260.00	31,260.00	31,260.00
13640920	5126	PSYCHOLOGIST	0.00	0.00	0.00	0.00	309,529.00	309,529.00	309,529.00
13640920	5130	MIDDLE SCHOOL	1,167,721.36	1,119,149.00	1,055,892.00	693,878.98	974,676.00	974,676.00	974,676.00
13640920	5163	PARAPROFESSIONALS	404,135.19	337,890.00	337,890.00	278,669.48	369,557.00	369,557.00	369,557.00
13641020	5117	ADMINISTRATIVE	0.00	0.00	0.00	0.00	102,752.00	102,752.00	102,752.00
13641020	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	318,721.00	318,721.00	318,721.00
13641020	5126	PSYCHOLOGIST	0.00	0.00	0.00	0.00	451,077.00	451,077.00	451,077.00
13641020	5140	SPED High Schl-Psnl	1,461,239.79	1,388,224.00	1,388,224.00	1,123,151.93	1,309,778.00	1,309,778.00	1,309,778.00
13641020	5163	PARAPROFESSIONAL	505,947.06	507,528.00	507,528.00	434,416.03	584,944.00	584,944.00	584,944.00
13641120	5111	SALARIES-FULL TIME	429,311.44	383,412.00	383,412.00	326,126.05	454,758.00	454,758.00	454,758.00
13641120	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	71,990.00	71,990.00	71,990.00
13641120	5163	PARAPROFESSIONALS	185,213.43	177,852.00	177,852.00	164,773.67	197,080.00	197,080.00	197,080.00
13641320	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	31,563.00	31,563.00	31,563.00
13641320	5126	PSYCHOLOGIST	0.00	0.00	0.00	0.00	54,036.00	54,036.00	54,036.00
<b>Total SALEM PREP-SPED-ELEM ED-</b>			<b>11,636,474.00</b>	<b>12,361,114.00</b>	<b>12,280,797.00</b>	<b>10,077,345.66</b>	<b>12,691,612.00</b>	<b>12,691,612.00</b>	<b>12,691,612.00</b>

## SPED- Teach/Und-Exp

13640161	5302	MEDICAL CONTRACTUAL	231,543.41	271,000.00	267,142.07	202,785.11	271,000.00	271,000.00	271,000.00
13640161	5313	EDUCATION EVALUATION	19,589.18	50,000.00	25,226.56	20,155.00	50,000.00	50,000.00	50,000.00
13640161	5317	EDUCATIONAL TRAINING	15,659.29	20,000.00	25,861.97	22,243.97	20,000.00	20,000.00	20,000.00
13640161	5320	CONTRACTED SERVICES	449,302.63	443,575.00	443,575.00	332,113.54	443,575.00	443,575.00	443,575.00
13640161	5324	TUITION	3,023,054.26	3,246,897.00	3,246,897.00	2,763,714.59	3,246,897.00	3,246,897.00	3,246,897.00
13640161	5421	OFFICE SUPPLIES (GEN	6,293.47	6,750.00	6,480.13	6,275.60	6,150.00	6,150.00	6,150.00
13640161	5514	INSTRUCTIONAL SUPPLI	45,235.44	47,250.00	56,853.24	52,194.52	45,250.00	45,250.00	45,250.00
13640161	5519	COMPUTER SOFTWARE	5,000.00	5,000.00	4,693.29	4,693.29	5,000.00	5,000.00	5,000.00
13640161	5582	DATA PROCESSING SUPP	1,200.00	1,200.00	1,200.00	1,125.61	1,200.00	1,200.00	1,200.00
13640161	5780	OTHER EXPENSES	736.63	900.00	855.91	855.91	900.00	900.00	900.00
13640161	5860	EQUIPMENT	18,357.43	16,575.00	16,574.49	16,078.05	16,575.00	16,575.00	16,575.00
13640181	5244	VEHICLE REPAIR AND M	24,620.44	30,000.00	21,705.55	18,827.60	30,000.00	30,000.00	30,000.00
13640181	5332	SPEC ED TRANSPORTATI	965,016.20	740,000.00	740,000.00	710,350.96	700,000.00	700,000.00	700,000.00
13640181	5334	HOMELESS TRANSPORTATION	0.00	0.00	0.00	0.00	200,000.00	200,000.00	200,000.00
<b>Total SPED- Trans-Exp</b>			<b>4,805,608.38</b>	<b>4,879,147.00</b>	<b>4,857,065.21</b>	<b>4,151,413.75</b>	<b>5,036,547.00</b>	<b>5,036,547.00</b>	<b>5,036,547.00</b>

<b>250</b>	<b>064</b>	<b>Department Total</b>	<b>16,442,082.38</b>	<b>17,240,261.00</b>	<b>17,137,862.21</b>	<b>14,228,759.41</b>	<b>17,728,159.00</b>	<b>17,728,159.00</b>	<b>17,728,159.00</b>
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# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Bilingual- Supervision-Psnl</b>									
13700120	5125	DIST WIDE TEACHING	149,171.75	231,176.00	231,176.00	272,377.83	289,673.00	289,673.00	289,673.00
13700130	5114	TUTORS/TRANSLATORS	35,385.83	71,300.00	71,300.00	46,727.50	74,224.00	74,224.00	74,224.00
13700220	5102	ELEMENTARY	72,861.97	73,588.00	73,588.00	70,102.00	76,605.00	76,605.00	76,605.00
13700320	5102	ELEMENTARY	42,292.90	0.00	0.00	0.00	0.00	0.00	0.00
13700420	5102	ELEMENTARY	66,973.00	67,639.00	67,639.00	40,939.47	59,688.00	59,688.00	59,688.00
13700520	5111	SALARIES-FULL TIME	695,954.96	780,968.00	735,968.00	457,016.89	713,688.00	713,688.00	713,688.00
13700520	5114	TUTORS	38,620.00	0.00	0.00	0.00	0.00	0.00	0.00
13700620	5102	ELEMENTARY	126,398.18	127,655.00	127,655.00	98,380.00	145,889.00	145,889.00	145,889.00
13700620	5114	TUTORS	16,837.50	17,640.00	17,640.00	16,962.50	18,364.00	18,364.00	18,364.00
13700720	5111	SALARIES-FULL TIME	122,628.92	124,186.00	124,186.00	96,412.76	155,581.00	155,581.00	155,581.00
13700820	5102	ELEMENTARY	142,280.90	143,703.00	143,703.00	110,786.00	166,803.00	166,803.00	166,803.00
13700920	5114	TUTORS	17,542.00	0.00	0.00	0.00	17,000.00	17,000.00	17,000.00
13700920	5130	MIDDLE SCHOOL	181,882.86	196,628.00	185,526.00	142,829.00	195,030.00	195,030.00	195,030.00
13701020	5111	SALARIES-FULL TIME	0.00	0.00	0.00	3,152.10	0.00	0.00	0.00
13701020	5140	TEACHING	474,642.33	502,937.00	502,937.00	397,449.94	546,704.00	546,704.00	546,704.00
<b>Total Bilingual- High Schl-Psnl</b>			<b>2,183,473.10</b>	<b>2,337,420.00</b>	<b>2,281,318.00</b>	<b>1,753,135.99</b>	<b>2,459,249.00</b>	<b>2,459,249.00</b>	<b>2,459,249.00</b>
<b>Bilingual- Teach/Und-Exp</b>									
13701331	5320	CONTRACTED SERVICES	0.00	0.00	0.00	0.00	56,000.00	56,000.00	56,000.00
13702030	5320	CONTRACTED SERVICES	0.00	0.00	0.00	0.00	25,139.00	25,139.00	25,139.00
13702030	5421	OFFICE SUPPLIES (GEN	26,144.39	35,139.00	28,384.33	26,960.55	0.00	0.00	0.00
13702030	5514	INSTRUCTIONAL SUPPLIES	0.00	0.00	45,000.00	45,000.00	0.00	0.00	0.00
<b>Total Bilingual- Supervision-Exp</b>			<b>26,144.39</b>	<b>35,139.00</b>	<b>73,384.33</b>	<b>71,960.55</b>	<b>81,139.00</b>	<b>81,139.00</b>	<b>81,139.00</b>
<b>250</b>	<b>070</b>	<b>Department Total</b>	<b>2,209,617.49</b>	<b>2,372,559.00</b>	<b>2,354,702.33</b>	<b>1,825,096.54</b>	<b>2,540,388.00</b>	<b>2,540,388.00</b>	<b>2,540,388.00</b>

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Reserve Fund- Contingncy-Ps</b>									
13930120	5161	RETROACTIVE WAGES	0.00	0.00	162,500.00	60,085.03	0.00	0.00	0.00
13930120	5171	COLLECTIVE BARGANING RESERVE	0.00	299,773.00	104,773.00	4,500.00	135,091.00	135,091.00	135,091.00
	<b>Total</b>	<b>Reserve Fund- Contingncy-Ps</b>	<b>0.00</b>	<b>299,773.00</b>	<b>267,273.00</b>	<b>64,585.03</b>	<b>135,091.00</b>	<b>135,091.00</b>	<b>135,091.00</b>
<b>250</b>	<b>093</b>	<b>Department Total</b>	<b>0.00</b>	<b>299,773.00</b>	<b>267,273.00</b>	<b>64,585.03</b>	<b>135,091.00</b>	<b>135,091.00</b>	<b>135,091.00</b>

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Prof Dev- Prof Dev-Psnl</b>									
13990160	5100	SUBSTITUTE TEACHERS	0.00	11,910.00	11,910.00	6,479.71	11,910.00	11,910.00	11,910.00
13990160	5150	FRINGE/STIPENDS	0.00	0.00	46,500.00	41,762.12	20,000.00	20,000.00	20,000.00
13990410	5150	FRINGE/STIPENDS	26,450.77	15,000.00	15,000.00	13,710.00	15,000.00	15,000.00	15,000.00
<b>Total Prof Dev/Carlton/Prof Dev</b>			<b>26,450.77</b>	<b>26,910.00</b>	<b>73,410.00</b>	<b>61,951.83</b>	<b>46,910.00</b>	<b>46,910.00</b>	<b>46,910.00</b>
<b>Professional Development-tech</b>									
13990145	5317	EDUCATIONAL TRAINING	810.00	4,830.00	2,140.56	2,140.56	0.00	0.00	0.00
13990161	5317	EDUCATIONAL TRAINING	53,928.44	33,703.00	251,378.45	236,014.43	278,588.00	278,588.00	278,588.00
13990161	5324	TUITION	36,047.00	40,000.00	28,395.00	27,975.00	40,000.00	40,000.00	40,000.00
<b>Total Prof Dev- Prof Dev-Exp</b>			<b>90,785.44</b>	<b>78,533.00</b>	<b>281,914.01</b>	<b>266,129.99</b>	<b>318,588.00</b>	<b>318,588.00</b>	<b>318,588.00</b>
<b>250</b>	<b>099</b>	<b>Department Total</b>	<b>117,236.21</b>	<b>105,443.00</b>	<b>355,324.01</b>	<b>328,081.82</b>	<b>365,498.00</b>	<b>365,498.00</b>	<b>365,498.00</b>

## CITY OF SALEM - FY 2017 OPERATING BUDGET

	Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
Fund Totals For 100	54,651,227.82	53,145,269.00	53,145,269.00	43,128,559.85	55,041,847.00	55,041,847.00	55,041,847.00



# ***Budget Transfer Out***

## **Retirement Stabilization Trust Fund**

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

## **New Liberty Charter School (NLCS)**

In FY 2017 the New Liberty Charter School will be transformed from a Horace Mann charter school to an in-district innovation school. As such, the appropriation has been moved to the school department.

## **Bentley Academy Charter School**

In FY 2016 the Bentley School becomes a Horace Mann Charter School. This money is transferred out to a Special Revenue Fund set up for the Bentley Academy Charter School.



## **Salem 2026 – 400 Anniversary Fund**

In FY 2014 the Mayor established a new special revenue fund to help fund the City's 400<sup>th</sup> anniversary celebration. The Mayor appropriates \$10,000.00 per year to help pay for events in 2026.

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	FY 2017	FY 2017
<b>BUDGET TRANSFERS OUT OF GF</b>									
120	5962	TRANSFER TO BENTLEY CHARTER	0.00	2,612,500.00	2,612,500.00	2,612,500.00	2,904,380.00	2,904,380.00	2,904,380.00
120	5965	TRANS TO RETIREMENT STAB-8311	600,000.00	400,000.00	400,000.00	400,000.00	100,000.00	100,000.00	100,000.00
120	5967	TRANS TO CHARTER SCHOOL	990,257.00	890,257.00	890,257.00	890,257.00	0.00	0.00	0.00
120	5969	TRANS TO SALEM 2026 FUND	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00
<b>Total BUDGET TRANSFERS OUT OF</b>			<b>1,600,257.00</b>	<b>3,912,757.00</b>	<b>3,912,757.00</b>	<b>3,912,757.00</b>	<b>3,014,380.00</b>	<b>3,014,380.00</b>	<b>3,014,380.00</b>
<b>900</b>	<b>000</b>	<b>Department Total</b>	<b>1,600,257.00</b>	<b>3,912,757.00</b>	<b>3,912,757.00</b>	<b>3,912,757.00</b>	<b>3,014,380.00</b>	<b>3,014,380.00</b>	<b>3,014,380.00</b>

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

Budget Transfers Out of General Fund - 900

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
120	5962	Transfers to Bentley Charter School			
		City portion of Bentley Charter School	2,904,380	2,904,380	2,904,380
TOTAL			2,904,380	2,904,380	2,904,380
120	5965	Transfers to Retirement stabilization Fund 8311			
		To Fund Retirements For Fiscal Year			
		City - Police, Fire, DPW, Etc.	100,000	100,000	100,000
		*School			
		AFSCME 45 Day buybacks			
TOTAL			100,000	100,000	100,000
120	5967	Transfer to Charter School			
		City portion of New Liberty Charter School	-	-	-
		Turnbacks of 250,00 from prior fiscal years increases charter school allocation for FY 2016 to 1,140,257.00	-	-	-
TOTAL			-	-	-
120	5969	Transfer To Salem 2026-400 Anniversary Fund			
		Fund set up for Salem's 400th Anniversary Celebration	10,000	10,000	10,000
TOTAL			10,000	10,000	10,000
TOTAL PROPOSED			3,014,380	3,014,380	3,014,380

# ***Public Services – Sewer Enterprise***

## **Mission Statement – Why We Exist**

To provide increased regular maintenance on sewer and drain system thus reducing system failure.

## **Significant Budget & Staffing Changes For FY 2017**

No significant budget or staffing changes for FY 2017.

## **Recent Accomplishments**

- Responded to over 31 sewer backups.
- Rebuilt over 17 sewer manholes and catch basins.
- Repaired over 141 trenches.
- Cleaned over 28 catch basins.
- Used web site for up-to-date sewer related bulletins.
- Continued sewer inspection records for reference.

## **FY 2017 Goals & Objectives**

- Maintain sewer system to help reduce sewer backups.
- Replace and secure rims and covers – manhole.
- Continue routine cleaning of catch basins.
- Continue to view thru video any troubled areas.
- Reduce flooding of areas thru active catch basin cleaning.
- Leak detection efforts to continue to identify areas of weakness in the infrastructure and implement repairs and maintenance of, minimizing sewer and drain leaks and breaks.
- Continue to investigate sewer and storm water separation in certain areas.





Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY2017
Sewer Backups Reported -Residential & City Owned	48	31	45	45
City Responsible	18	10	20	10
Resident Responsible	30	21	40	20

### How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

The Department of Public Services is committed to addressing any residential or business issue as soon as possible to reduce the public health risk. DPS personnel continue to work with the local residences and businesses to identify and assign responsibility for any sewer issue while promptly working to fix any issue that is the City's responsibility.

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Sewer-Pub Serv-Personnel</b>									
600031	5111	SALARIES-FULL TIME	276,249.05	327,423.00	327,423.00	264,236.74	333,389.00	334,322.00	334,322.00
600031	5118	SEASONAL LABOR	3,225.00	0.00	0.00	0.00	0.00	0.00	0.00
600031	5131	OVERTIME (GENERAL)	12,731.20	10,560.00	10,560.00	6,927.43	10,560.00	10,560.00	10,560.00
<b>Total Sewer-Pub Serv-Personnel</b>			<b>292,205.25</b>	<b>337,983.00</b>	<b>337,983.00</b>	<b>271,164.17</b>	<b>343,949.00</b>	<b>344,882.00</b>	<b>344,882.00</b>
<b>Sewer-Pub Serv-Expenses</b>									
600032	5211	ELECTRICITY	7,500.00	9,000.00	11,275.00	7,480.06	9,000.00	7,500.00	7,500.00
600032	5215	NATURAL GAS	9,000.00	7,000.00	7,000.00	6,496.78	7,000.00	7,000.00	7,000.00
600032	5251	UTILITY SERV REP & MAINT	10,399.00	10,400.00	18,550.00	12,711.07	10,400.00	10,400.00	10,400.00
600032	5284	EQUIPMENT LEASE	69,055.63	0.00	0.00	0.00	0.00	0.00	0.00
600032	5301	POLICE DETAIL	6,850.00	5,000.00	2,000.00	1,344.78	5,000.00	5,000.00	5,000.00
600032	5317	EDUCATIONAL TRAINING	150.00	500.00	500.00	326.95	500.00	500.00	500.00
600032	5320	CONTRACTED SERVICES	2,491.80	2,500.00	2,500.00	2,470.00	2,500.00	2,500.00	2,500.00
600032	5341	TELEPHONE	4,000.00	4,000.00	4,300.00	2,262.32	4,000.00	4,000.00	4,000.00
600032	5421	OFFICE SUPPLIES (GEN	349.98	750.00	750.00	749.89	750.00	750.00	750.00
600032	5481	GASOLINE/DIESEL FUEL	119,032.71	130,000.00	105,528.00	57,303.37	130,000.00	80,000.00	80,000.00
600032	5483	VEHICLE PRS & ACCES	22,787.15	20,000.00	26,297.00	24,217.33	22,500.00	22,500.00	22,500.00
600032	5485	STREET SWEEPER BROOM	2,170.87	2,500.00	3,750.00	1,336.74	2,500.00	2,000.00	2,000.00
600032	5839	INFRASTRUCTURE REPAI	15,000.00	15,000.00	24,200.00	17,187.75	15,000.00	15,000.00	15,000.00
600032	5860	EQUIPMENT	0.00	34,528.00	34,528.00	34,527.82	34,528.00	34,528.00	34,528.00
<b>Total Sewer-Pub Serv-Expenses</b>			<b>268,787.14</b>	<b>241,178.00</b>	<b>241,178.00</b>	<b>168,414.86</b>	<b>243,678.00</b>	<b>191,678.00</b>	<b>191,678.00</b>
<b>230</b>	<b>440</b>	<b>Department Total</b>	<b>560,992.39</b>	<b>579,161.00</b>	<b>579,161.00</b>	<b>439,579.03</b>	<b>587,627.00</b>	<b>536,560.00</b>	<b>536,560.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Propsed FY 2017	Council Voted FY 2017
TOMASZ	JOHN	230 SEWER-PUBLIC SERV	600031-5111 PUBLIC SERVICES DIR		52.4					0.0%	0.0%	52.2	2.5%	52.2	
					37,417.77		0.33		33%	2,163.88	2,163.88	37,275.00	2,217.98	38,206.87	38,206.87
					290,004.57		5.66				Total AFSCME 1818	296,114.23		296,114.23	296,114.23
					327,422.35		5.99		Total Full Time - 5111			333,389.22		334,321.10	334,321.10
		230 SEWER-PUBLIC SERV	600031-5131 OVERTIME		10,560.00				0.3			10,560.00		10,560.00	10,560.00
					337,982.35		5.99		Department Total			343,949.22		344,881.10	344,881.10

Full-Time Equivalent Employees:	FY 2015	5.99
	FY 2016	5.99
	FY 2017	5.99
	Variance 16 vs. 17	0.00

**FY 2017 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Voted By Council FY 2015 52.4	F T E	Rate FY 2016	Incr FY 2017	Calc Rate FY 2017	STEP INCREASES					Dept Request FY 2017 52.2	Mayor FY 2017 52.2	Council FY 2017 52.2	
Date	Rate	# Wks Old	New																
BARNES DAVID	230 SEWER - PUB SERV	600031-5111	HME0		6/27/2012	23,495.69	0.50	896.78	1.025	919.20					50%	23,991.16	23,991.16	23,991.16	
BEAUREGARD RICHARD	230 SEWER - PUB SERV	600031-5111	HEAD FOREMAN I/II		3/2/2001	30,184.87	0.50	1,152.09	1.025	1,180.90					50%	30,821.40	30,821.40	30,821.40	
CLAY JOHN	230 SEWER - PUB SERV	600031-5111	HE0		03/22/1999	25,297.01		965.53	1.025	-					50%	Retired	Retired	Retired	
CONDON DEREK	230 SEWER - PUB SERV	600031-5111	MASON		9/8/2000	25,297.01	0.50	965.53	1.025	989.67					50%	25,830.47	25,830.47	25,830.47	
COVIELLO VALERIE	230 SEWER - PUB SERV	600031-5111	PRINCIPAL ACCT CLERK		3/2/2000	15,834.44		906.56	1.015						33%	Retired	Retired	Retired	
REPLACE COVIELLO	230 SEWER - PUB SERV	600031-5111	PRINCIPAL ACCT CLERK I/II				0.33	825.25	1.015	837.63	2/1/2016	868.37	30.0	22.2	33%	14,654.20	14,654.20	14,654.20	
LEVESQUE JAMES	230 SEWER - PUB SERV	600031-5111	S/Sidewalk Foreman III		06/21/1999	18,114.54	0.33	1,047.57	1.025	1,073.76					33%	18,496.54	18,496.54	18,496.54	
LINTON GARCIA	230 SEWER - PUB SERV	600031-5111	HE0		8/12/2013	25,158.77	0.50	965.53	1.025	989.67					50%	25,830.34	25,830.34	25,830.34	
LINTON-Shift Differential	230 SEWER - PUB SERV	600031-5111	Base Rate X 9% & 10 per weekend X 22			2,276.73		86.90	1.025	89.07					50%	2,324.74	2,324.74	2,324.74	
MARINO PAUL	230 SEWER - PUB SERV	600031-5111	WORKING FOREMAN		07/23/1998	27,446.30	0.50	1,047.57	1.025	1,073.76					50%	28,025.08	28,025.08	28,025.08	
MORRIS RALPH	230 SEWER - PUB SERV	600031-5111	HE0		11/30/2009	25,297.01	0.50	965.53	1.025	989.67					50%	25,830.47	25,830.47	25,830.47	
MURRAY III JOHN	230 SEWER - PUB SERV	600031-5111	WATER SYS MAIN CRAFT		05/22/1989	23,495.69	0.50	896.78	1.025	919.20					50%	23,991.16	23,991.16	23,991.16	
MURRAY III Shift Different	230 SEWER - PUB SERV	600031-5111	Base Rate X 8% (4 days 32 hrs at \$.50)			1,879.67		71.74	1.025	73.54					50%	1,919.31	1,919.31	1,919.31	
SMITH MICHAEL	230 SEWER - PUB SERV	600031-5111	HME0		2/20/14	22,969.72	0.50	896.78	1.025	919.20					50%	23,991.11	23,991.11	23,991.11	
NADEAU ADAM	230 SEWER - PUB SERV	600031-5111	HME0 II/III		9/23/14	22,507.13	0.50	864.91	1.025	886.53	9/23/2015	919.20	10.0	42.2	50%	23,827.78	23,827.78	23,827.78	
JODOIN RAYMOND	230 SEWER - PUB SERV	14111-5111	HE0		10/18/2010	50,594.02	0.50	965.53	1.025	989.67					50%	25,830.47	25,830.47	25,830.47	
OUT OF GRADE						750.00										750.00	750.00	750.00	
						290,004.57	5.66										296,114.23	296,114.23	296,114.23



**FY 2017 DETAILED BUDGET REPORT  
EXPENSES**

**Public Services - Sewer Enterprise - 230**

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
600032	5211	<b>ELECTRICITY</b>			
		National Grid	4,000	4,000	4,000
		Transcanada	5,000	3,500	3,500
<b>TOTAL</b>		Split with DPW/Water/Sewer	<b>9,000</b>	<b>7,500</b>	<b>7,500</b>
600032	5215	<b>NATURAL GAS</b>			
		Direct Energy Marketing	3,000	3,000	3,000
		National Grid	4,000	4,000	4,000
<b>TOTAL</b>		Split with DPW/Water/Sewer	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>
600032	5251	<b>UTILITY SERVICE REPAIR &amp; MAINT</b>			
		Aggregate Industries - Sewer manhole asphalt and materials	400	400	400
		Dilisio Brothers - Sewer manhole supplies	1,200	1,200	1,200
		EJ Prescott - Sewer supplies: pipe, valves, covers, frames, gaskets, etc.	6,000	6,000	6,000
		FW Webb - Misc. supplies	400	400	400
		Green Pro Solutions - Sewer solvent	1,200	1,200	1,200
		Rent All - Misc. rental items and supplies	400	400	400
		Winer Brothers - Misc. supplies	800	800	800
<b>TOTAL</b>			<b>10,400</b>	<b>10,400</b>	<b>10,400</b>
600032	5301	<b>POLICE DETAIL</b>			
		Details needed for road work during sewer line repairs in roads	5,000	5,000	5,000
<b>TOTAL</b>			<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
600032	5317	<b>EDUCATIONAL TRAINING</b>			
		Misc. training courses as needed	400	400	400
		New England Water Works Assoc. for employee recertifications	100	100	100
<b>TOTAL</b>			<b>500</b>	<b>500</b>	<b>500</b>
600032	5320	<b>CONTRACTED SERVICES</b>			
		Cleaning, inspection and repairs of sewer lines	2,500	2,500	2,500
<b>TOTAL</b>			<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
600032	5341	<b>Telephone</b>			
		Verizon GPS tracking for DPW Trucks @ \$1,410.00 x 12 mos (1/3)	4,000	4,000	4,000
<b>TOTAL</b>			<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
600032	5421	<b>OFFICE SUPPLIES (GENERAL)</b>			
		General Office supplies as needed	750	750	750
<b>TOTAL</b>			<b>750</b>	<b>750</b>	<b>750</b>
600032	5481	<b>GASOLINE/DIESEL FUEL</b>			
		Fuel for Sewer/Water Vehicles	130,000	80,000	80,000
		Mayors figure represents 3 year average of GF/W/S combined			
<b>TOTAL</b>			<b>130,000</b>	<b>80,000</b>	<b>80,000</b>
600032	5483	<b>VEHICLE PARTS &amp; ACCESSORIES</b>			
		All Welding - Welding services	300	300	300
		C&C Auto Parts - Parts	1,200	1,200	1,200
		Dennis Burke - Oil products	1,000	1,000	1,000
		Goodyear Tires - Tires	500	500	500
		Hub Starters - Starters and alternators	500	500	500
		Motor Parts Sales - Parts	3,500	3,500	3,500
		New England Municipal - Misc. supplies	3,000	3,000	3,000
		R&A Industries - Sewer hoses	2,500	2,500	2,500
		Schmidt Equipment - Misc. supplies	4,000	4,000	4,000
		Service Tire Truck - Truck service	500	500	500
		Stoneham Motors - Parts	2,300	2,300	2,300

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

Public Services - Sewer Enterprise - 230

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
		Taylor and Lloyd - Truck items	2,400	2,400	2,400
		Unlimited Auto - Inspections	800	800	800
	<b>TOTAL</b>		<b>22,500</b>	<b>22,500</b>	<b>22,500</b>
600032	5485	<b>Sweeper</b>			
		Associated costs for sweeper repairs	2,500	2,000	2,000
	<b>TOTAL</b>		<b>2,500</b>	<b>2,000</b>	<b>2,000</b>
600032	5839	<b>INFRASTRUCTURE REPAIR</b>			
		Aggregate Industries - Sewer manhole asphalt and materials	5,000	5,000	5,000
		Benevento Asphalt - Asphalt	1,000	1,000	1,000
		EJ Prescott - Sewer supplies: pipe, valves, covers, frames, gaskets, etc.	4,000	4,000	4,000
		Granese & Sons - Contracted repair work	3,000	3,000	3,000
		Water Works Supplies - Misc. parts and supplies	2,000	2,000	2,000
	<b>TOTAL</b>		<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
600032	5860	<b>EQUIPMENT PURCHASE</b>			
		Vactor truck - 50/50 split between water & sewer	34,528	34,528	34,528
	<b>TOTAL</b>	<i>Lease to purchase - FY 17 Year 2 of 5</i>	<b>34,528</b>	<b>34,528</b>	<b>34,528</b>
<b>TOTAL PROPOSED</b>			<b>243,678</b>	<b>191,678</b>	<b>191,678</b>

# Engineering – Sewer Enterprise

## Mission Statement – Why We Exist

The Engineering Department provides technical expertise related to connections to, and extensions of, the municipal wastewater collection system. All sewer infrastructure improvement projects are managed by the Engineering Department. The City Engineer is Salem's representative on the South Essex Sewerage District's (SESD) board of directors. SESD is the regional wastewater treatment plant that serves Danvers, Peabody, Beverly, Marblehead and Salem, located on Fort Avenue in Salem. The Engineering Department manages the contracted operations and maintenance effort, including utility and supply costs, for the City's 8 wastewater pumping stations and mechanical tide gates at the outlet of the Forest River to Salem Harbor. The Department also manages the City's annual city-wide catch basin cleaning program to ensure flood mitigation and storm water quality is maximized.

Engineering is also responsible for the billing of all wastewater expenses, based on water usage, to all institutional, commercial, and residential properties in the City that are connected to the municipal collection system, over 10,000 accounts. The sewer department provides customer service in a timely and professional manner in response to billing inquiries, managing current accounts, establishing new accounts, scheduling appointments for meter reader, identifying accounts requiring service, selling meters and deduct meters and processing of over 3,300 water and sewer bills monthly, approximately 5% -10% requiring analysis and estimating. During FY 2016 we moved 700 commercial and large users to monthly billing (now 900 major customers are billed monthly). Funding for the efforts described herein is derived from the Sewer Enterprise System.



## Significant Budget & Staffing Changes For FY 2017

Meter reader/Water Service Inspector duties have changed significantly over the last couple of years. He now troubleshoots meters not sending readings through the towers, including wiring issues, faulty meter head, and activating the new MIU boxes for new meters.

## Recent Accomplishments

- Incorporated back flow billing-800 annual tests into the monthly and quarterly Munis Water and Sewer billing system. These bills are annual and semiannual.
- In May 2015, started issuing monthly letters to customers whose meters showed continuous water usage (approximately 300 monthly). Customers will receive up to three consecutive letters.
- Continued efforts to identify and remove illicit (direct sanitary) connections to the City's drainage systems. Efforts have focused on the South and North River outfall locations, in response to Notices of Non-Compliance issued to the City from DEP, and recently completed audit by US EPA.
- Completed \$40,000 study to improve storm drain discharges to the North River outfall on Commercial Street.



- Managed for the seventh year liens on overdue water, sewer and trash bills to 3rd quarter real estate tax bills (640 accounts); resulting in major revenue influx, estimated at \$370,000 (sewer only). Continued to lien condo developments owing over \$600.
- Signed a Memorandum of Understanding with Salem State University to site an underground storage tank and pump station on the O'Keefe Center Parking Lot to advance the Canal Street/SSU flood utilization project.
- Sought permits from various regulatory agencies for the pump station outfall pipe at Salem Harbor.
- Advanced CIP funded projects to address flooding issues and storm water collection system deficiencies city-wide, including the South River, Canal Street, Forrester Street, Station Road and Moffat Road.



- Advanced a City-wide Infiltration / Inflow (I/I) Study which metered the entire city's wastewater collection system and identified areas cost effective for further study. Canal Street Sewer improvement projects have been planned to reduce extraneous flow to SESD.
- Managed contract operator for the City's wastewater pumping stations.
- Managed CB cleaning contract.
- Continued streamlining the water and sewer billing system and to expeditiously resolve any billing disputes in a customer friendly manner. Continued to utilize meter software to continually improve customer service.
- Worked on resolving continuing issues within the new meter project, quality control of all meters input to new system, etc. Have effectively troubleshot dozens of meter issues monthly; completed input over 10,000 meters automatically into Munis (never been done with Neptune meters before).

## FY 2017 Goals & Objectives

- Continue informing customers who show continuous water usage.
- Continue illicit connection detection and removal program.
- Seek grant funding for this construction of storm drain discharge improvements to the North River on Commercial Street.
- Address requirements of US EPA court order relative to storm water issues including a wet weather and dry weather sampling of a minimum of 50 storm drain outfalls to Salem Harbor and other City water bodies.
- Continue resolving flooding and collection system deficiencies city-wide including a large flood mitigation project in the Canal Street/SSU areas.
- Continue Infiltration & Inflow study.
- Manage the contractor operator of the City's wastewater pump stations.





- Manage the City's efforts related to EPA's newly mandated city-wide storm water permit, which will require expenditures on our storm water collection and conveyance systems.
- Evaluate the need for sewer extensions in areas currently unsewered.
- Advance the Canal Street/SSU flood mitigation project to construction.

Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY2017
Number of new 5/8 inch meters and/or heads installed	69	58	60	60
Number of over 5/8 inch meters installed	17	15	10	10
Number of MIU's installed	65	128	100	80
Number of on-site appointments	264	780	650	650
Number of meters installed from ARM program	907	55	26	10
Troubleshooting on-site/drive by		760	890	890

### How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Both the City's long and short term goals for sustainable infrastructure will be met with the department's goals by reinvesting and rehabilitating the city's waste water and storm water collection and conveyance infrastructure.
- Partnerships are being developed with the many neighborhood associations, institutions (SSU, Salem Hospital, etc.) and commercial establishments that will enable the Dept. goals to be obtained.

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Sewer-Engineer-Personnel</b>									
600131	5111	SALARIES-FULL TIME	149,304.85	148,891.00	148,891.00	137,885.21	149,536.00	151,611.00	151,611.00
600131	5131	OVERTIME (GENERAL)	655.99	2,000.00	2,000.00	358.93	2,000.00	2,000.00	2,000.00
<b>Total Sewer-Engineer-Personnel</b>			<b>149,960.84</b>	<b>150,891.00</b>	<b>150,891.00</b>	<b>138,244.14</b>	<b>151,536.00</b>	<b>153,611.00</b>	<b>153,611.00</b>
<b>Sewer-Engineer-Expenses</b>									
600132	5211	ELECTRICITY-PUMP STATION	23,221.02	23,800.00	23,800.00	23,111.62	17,350.00	17,350.00	17,350.00
600132	5277	PHOTOCOPY MACHINE LE	1,000.00	1,500.00	1,500.00	1,381.93	1,500.00	1,500.00	1,500.00
600132	5278	TELEPHONE EQUIP-PUMP STATION	2,000.00	18,300.00	18,300.00	3,073.57	18,300.00	16,300.00	16,300.00
600132	5283	SEWER LINE LEASE	1,015.00	1,200.00	1,200.00	866.25	1,200.00	1,200.00	1,200.00
600132	5305	ACCOUNTING AND AUDIT	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,000.00	2,000.00
600132	5317	EDUCATIONAL TRAINING	2,243.53	2,500.00	2,500.00	1,854.67	2,500.00	2,500.00	2,500.00
600132	5320	CONTRACTED SERVICES-MAINT	50,000.00	50,000.00	50,000.00	14,538.25	50,000.00	50,000.00	50,000.00
600132	5342	POSTAGE	7,000.00	7,000.00	7,000.00	7,000.00	8,000.00	7,000.00	7,000.00
600132	5375	PUMP STAT OP & MAINT	90,000.00	90,000.00	90,000.00	89,674.38	90,000.00	90,000.00	90,000.00
600132	5381	PRINTING AND BINDING	709.62	1,750.00	1,750.00	992.83	2,500.00	1,750.00	1,750.00
600132	5421	OFFICE SUPPLIES (GEN	2,148.71	2,500.00	2,500.00	2,491.89	2,500.00	2,500.00	2,500.00
600132	5445	PUMP STATION SUPPL	3,830.00	5,000.00	5,000.00	4,428.37	5,000.00	5,000.00	5,000.00
600132	5520	SOFTWARE SUPPORT/ENHANCEMEI	2,000.00	2,000.00	2,000.00	1,000.00	5,400.00	3,900.00	3,900.00
600132	5710	IN STATE TRAVEL/MEETINGS	145.40	500.00	500.00	84.00	500.00	150.00	150.00
600132	5717	PROF LICENSE REIMB	0.00	375.00	375.00	375.00	0.00	0.00	0.00
600132	5837	SEWER SYS IMPROV PROG	25,000.00	25,000.00	25,000.00	1,617.50	25,000.00	25,000.00	25,000.00
600132	5869	COMPUTER EQUIP/TECH	1,300.00	1,300.00	1,300.00	379.42	1,300.00	1,000.00	1,000.00
<b>Total Sewer-Engineer-Expenses</b>			<b>214,113.28</b>	<b>235,225.00</b>	<b>235,225.00</b>	<b>155,369.68</b>	<b>233,550.00</b>	<b>227,150.00</b>	<b>227,150.00</b>
<b>235</b>	<b>441</b>	<b>Department Total</b>	<b>364,074.12</b>	<b>386,116.00</b>	<b>386,116.00</b>	<b>293,613.82</b>	<b>385,086.00</b>	<b>380,761.00</b>	<b>380,761.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Proposed FY 2017	Council Voted FY 2017
					52.4					0.0%	0.0%	52.2	2.5%	52.2	
CRIPPS CHERYL	235 SEWER-ENGINEERING	600131-511*	SECRETARY		14,672.91		0.33		33%	848.54	848.54	14,616.90	869.75	14,982.33	14,982.33
TALKOWSKI ELLEN	235 SEWER-ENGINEERING	600131-511*	ADMIN ASSISTANT		5,433.65		0.10		10%	1,036.96	1,036.96	5,412.91	1,062.88	5,548.24	5,548.24
KNOWLTON DAVID	235 SEWER-ENGINEERING	600131-511*	CITY ENGINEER	5/21/2007	32,864.48		0.33		33%	1,900.56	1,900.56	32,739.04	1,948.07	33,557.52	33,557.52
DUIJVESTEIJN OLLE	235 SEWER-ENGINEERING	600131-511*	GIS		13,870.76		0.20		20%	1,323.55	1,323.55	13,817.82	1,356.63	14,163.26	14,163.26
ROSE JULIE	235 SEWER-ENGINEERING	600131-511*	BUSINESS MGR/WTR REG		16,452.24		0.25		25%	1,255.90	1,255.90	16,389.44	1,287.29	16,799.18	16,799.18
					65,596.39		1.33			Total AFSCME 1818		66,560.28		66,560.28	66,560.28
					148,890.43		2.54	Total Full Time - 5111				149,536.39		151,610.80	151,610.80
235 SEWER-ENGINEERING 600131-513* OVERTIME					2,000.00							2,000.00		2,000.00	2,000.00
					150,890.43		2.54	Department Total				151,536.39		153,610.80	153,610.80

Full-Time Equivalent Employees:	FY 2015	3.04
	FY 2016	2.54
	FY 2017	2.54
	Variance 16 vs. 17	0.00

**FY 2017 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Voted By Council FY 2015 52.4	F T E	Rate FY 2016	Incr FY 2017	Calc Rate FY 2017	STEP INCREASES					Dept Request FY 2017 52.2	Mayor FY 2017 52.2	Council FY 2017 52.2
											Date	Rate	# Wks Old	New				
MCCARTHY JR JOHN		235 SEWER - ENGINEERI	600131-5111	WATER METER READER	04301990	23,495.69	0.50	896.78	1.025	919.20					50%	23,991.16	23,991.16	23,991.16
MORAN	KAREN	235 SEWER - ENGINEERI	600131-5111	ASST WATER REG	9/10/2013	26,424.53	0.50	1,008.57	1.015	1,023.70					50%	26,718.52	26,718.52	26,718.52
FORGIONE	CLAUDIA	235 SEWER - ENGINEERI	600131-5111	PRINCIPAL CLERK II/III	10/19/2012	15,676.18	0.33	906.56	1.015	920.16					33%	15,850.59	15,850.59	15,850.59
-																		
						65,596.39	1.33								66,560.28	66,560.28	66,560.28	



**FY 2017 DETAILED BUDGET REPORT  
EXPENSES**

**Engineering - Sewer Enterprise - 235**

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Approved by Mayor
600132	5211	<b>ELECTRICITY</b> Ravenna Ave, Jefferson Ave Pump, Home Street, March Street, Wilson St Pump Swampscott Road Pump, Rice Street Gas	17,350	17,350	17,350
<b>TOTAL</b>			<b>17,350</b>	<b>17,350</b>	<b>17,350</b>
600132	5277	<b>PHOTOCOPY MACHINE LEASE</b> Copier at \$250/month; 6 months; 50% in Water	1,500	1,500	1,500
<b>TOTAL</b>			<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
600132	5278	<b>TELEPHONE EQUIP/Pump Station</b> Various alarms to support sewer pumping stations ATT lease for ARM system-data collectors	300 18,000	300 16,000	300 16,000
<b>TOTAL</b>			<b>18,300</b>	<b>16,300</b>	<b>16,300</b>
600132	5283	<b>SEWER LINE LEASE</b> Fees charge by MBTA for use of lines under commuter rail tracks Actual Cost increase this year	1,200 1,200	1,200 1,200	1,200 1,200
<b>TOTAL</b>			<b>1,200</b>	<b>1,200</b>	<b>1,200</b>
600132	5305	<b>ACCOUNTING AND AUDITING</b> Annual service for audits, contracted through Finance Dept.	2,500	2,000	2,000
<b>TOTAL</b>			<b>2,500</b>	<b>2,000</b>	<b>2,000</b>
600132	5317	<b>EDUCATIONAL TRAINING</b> Attending Profesional organization seminars and meetings Munis training and support: Crystal Program, Interface with billing, Updating Neptune system, reprogram	2,500	2,500	2,500
<b>TOTAL</b>			<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
600132	5320	<b>Contracted Services - Maintenance</b> Annual Catch Basin cleaning	50,000	50,000	50,000
<b>TOTAL</b>			<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
600132	5342	<b>POSTAGE</b> Total cost of postage for mailing w/s bills @ 50% W&S Depts. 3,200-4,800 per month <b>Must send paper bills even if residents opt for electronic billing</b>	8,000 8,000	7,000 7,000	7,000 7,000
<b>TOTAL</b>			<b>8,000</b>	<b>7,000</b>	<b>7,000</b>
600132	5375	<b>PUMP STATION OPERATION &amp; MAINT</b> Water Department in FY14 (60% sewer, 40% water)	90,000	90,000	90,000
<b>TOTAL</b>			<b>90,000</b>	<b>90,000</b>	<b>90,000</b>
600132	5381	<b>PRINTING AND BINDING</b> Collector's office includes printing costs for billing inserts annually	2,500	1,750	1,750
<b>TOTAL</b>			<b>2,500</b>	<b>1,750</b>	<b>1,750</b>
600132	5421	<b>OFFICE SUPPLIES (GENERAL)</b> Printer paper - \$500 Misc. general office supplies purchased under State Bid, supplies for office machines: fax, printers, toner, color printer	2,500	2,500	2,500
<b>TOTAL</b>			<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
600132	5445	<b>PUMP STATION SUPPLIES</b> 50% of costs for pump station op and Main. Will be shared with water FY 2017	5,000	5,000	5,000
<b>TOTAL</b>			<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
600132	5520	<b>COMPUTER SOFTWARE &amp; SUPPORT</b> GIS and Autocad licensing-Engineer and Engineer Assistant Ti Sales maintenance agreement for meter software; and repairs of field tool Other software	2,000 1,900 1,500	2,000 1,900 -	2,000 1,900 -
<b>TOTAL</b>			<b>5,400</b>	<b>3,900</b>	<b>3,900</b>

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

Engineering - Sewer Enterprise - 235

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Approved by Mayor
600132	5710	IN STATE TRAVEL & MEETINGS tolls, parking, seminars, etc.	500	150	150
TOTAL			500	150	150
600132	5717	PROF LICENSE REIMBURSEMENT Reimbursement for maintenance of licenses for meter reader per AFSCME	-	-	-
TOTAL			-	-	-
600132	5837	SEWER SYSTEM IMPROVEMENT PROGRAM Work contracted for improvements to system to various vendors <i>EPA's MS4 Storm water Permit Compliance</i> Year 8 Annual Report Phase II (2011 to 2016) Notice of inflow City-wide storm water management plan (swamp) Educational Notices distribution Map drainage basin of each outfall, estimate impervious area in each catch basin	25,000	25,000	25,000
TOTAL			25,000	25,000	25,000
600132	5869	COMPUTER EQUIPMENT/TECH Scanner maintenance	1,300	1,000	1,000
TOTAL			1,300	1,000	1,000
TOTAL PROPOSED			233,550	227,150	227,150

## ***Treasurer – Sewer Enterprise – SESD Assessment***

Pursuant to Chapter 339 of the Acts of 1925, the South Essex Sewerage Board determines the estimated cost of operations/maintenance and debt service for the Fiscal Year and apportions this amount to the cities, towns, county and Commonwealth served by the District.

## ***Treasurer–Sewer Enterprise–Long Term Debt***

On December 2, 2015 the City issued a bond for a 1/1 study, design and construction, Canal Street phase II, illicit connection removal and line extension, rehabilitation and upgrades in the amount of \$540,000

On October 15, 2010 the City issued a \$15,373,000 bond which combined existing BANS for Water, Sewer and School projects with new funding for Capital Improvement projects. The Sewer Enterprise Principal portion of this Bond is \$1,690,000.

On September 27, 2012 the City issued an \$18,141,542 bond for new funding for School, Park and Capital Improvement projects. The Sewer Enterprise principal portion of this bond is \$ 1,435,000.

## ***Treasurer – Sewer Enterprise – Insurance Deductible***

The City has taken an insurance policy to protect itself for City-at-fault sewerage back-ups into private structures. The City pays a deductible on each claim.

## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Sewer Debt Service</b>									
600034	5908N	CANAL ST-PRIN (2014)	135,000.00	140,000.00	140,000.00	140,000.00	145,000.00	145,000.00	145,000.00
600034	5920A	CIP - 2009-PRIN (11)	140,000.00	140,000.00	140,000.00	140,000.00	140,000.00	140,000.00	140,000.00
600034	5948V	CANAL ST-INT (2014)	145,287.50	139,788.00	139,788.00	71,293.75	134,813.00	134,813.00	134,813.00
600034	5949A	CIP 2009-INT (11)	83,275.00	74,100.00	74,100.00	79,075.00	74,400.00	74,400.00	74,400.00
600034	5949G	CIP 2012-PRIN	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00
600034	5949H	CIP 2012-INT	11,000.00	10,550.00	10,550.00	10,550.00	10,100.00	10,100.00	10,100.00
600034	5949K	CIP 2014-PRIN	0.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
600034	5949L	CIP 2014-INT	0.00	68,625.00	68,625.00	68,625.00	64,625.00	64,625.00	64,625.00
600034	5949M	CIP 2015-PRIN	0.00	0.00	0.00	0.00	140,000.00	140,000.00	140,000.00
600034	5949N	CIP 2015-INT	0.00	0.00	0.00	0.00	141,588.00	141,588.00	141,588.00
<b>Total Sewer Debt Service</b>			<b>529,562.50</b>	<b>688,063.00</b>	<b>688,063.00</b>	<b>624,543.75</b>	<b>965,526.00</b>	<b>965,526.00</b>	<b>965,526.00</b>
<b>270</b>	<b>710</b>	<b>Department Total</b>	<b>529,562.50</b>	<b>688,063.00</b>	<b>688,063.00</b>	<b>624,543.75</b>	<b>965,526.00</b>	<b>965,526.00</b>	<b>965,526.00</b>



FY 2017 DETAILED BUDGET REPORT  
EXPENSES

TREASURER - Sewer Enterprise Fund - 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - Sewer LONG TERM DEBT					
600034	5908N	CIP-Canal St Prin	145,000	145,000	145,000
	5920A	CIP 2009 PRIN (11)	140,000	140,000	140,000
	5948V	CIP-Canal St Interest	134,813	134,813	134,813
	5949A	CIP 2009 INT (11)	74,400	74,400	74,400
	5949G	CIP 2012-PRIN	15,000	15,000	15,000
	5949H	CIP 2012 INT	10,100	10,100	10,100
	5949K	CIP 2014 - PRIN	100,000	100,000	100,000
	5949L	CIP 2014 - INT	64,625	64,625	64,625
	5949M	CIP 2015 - PRIN	140,000	140,000	140,000
	5949N	CIP 2015 - INT	141,588	141,588	141,588
<b>TOTAL PROPOSED</b>			<b>965,526</b>	<b>965,526</b>	<b>965,526</b>

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Sewer-Short Term Debt Int-Exp</b>									
600035	5304	PROFESSIONAL SERV/FEES	12,316.63	13,000.00	13,000.00	13,000.00	13,000.00	13,000.00	13,000.00
<b>Total Sewer-Short Term Debt Int-Exp</b>			<b>12,316.63</b>	<b>13,000.00</b>	<b>13,000.00</b>	<b>13,000.00</b>	<b>13,000.00</b>	<b>13,000.00</b>	<b>13,000.00</b>
<b>270</b>	<b>752</b>	<b>Department Total</b>	<b>12,316.63</b>	<b>13,000.00</b>	<b>13,000.00</b>	<b>13,000.00</b>	<b>13,000.00</b>	<b>13,000.00</b>	<b>13,000.00</b>

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

TREASURER - Sewer Enterprise Fund - 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - Sewer SHORT TERM DEBT					
600035	5304	Professional Fees Bond and BAN Admin costs	13,000	13,000	13,000
600035	5925	Interest on Notes Interest Figures from Debt Schedule on provided by First Southwest for	-	-	-
<b>TOTAL PROPOSED</b>			<b>13,000</b>	<b>13,000</b>	<b>13,000</b>

## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Sewer Assessments</b>									
600033	5649	SESD ASSESSMENT	5,736,578.94	4,890,062.00	4,890,062.00	4,890,061.84	4,500,000.00	4,466,726.00	4,466,726.00
Total Sewer Assessments			5,736,578.94	4,890,062.00	4,890,062.00	4,890,061.84	4,500,000.00	4,466,726.00	4,466,726.00
270	840	Department Total	5,736,578.94	4,890,062.00	4,890,062.00	4,890,061.84	4,500,000.00	4,466,726.00	4,466,726.00



FY 2017 DETAILED BUDGET REPORT  
EXPENSES

TREASURER - Sewer Enterprise Fund - 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - Sewer SESD ASSESSMENT					
600033	5649	SESD Assessment City's portion of South Essex Sewerage District operating budget FY17 Per SESD	4,500,000	4,466,726	4,466,726
TOTAL			4,500,000	4,466,726	4,466,726
TOTAL PROPOSED			4,500,000	4,466,726	4,466,726

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Sewer Enterprise Fund-Ins Dedu</b>									
600037	5740A	Insurance Deductibles	0.00	5,000.00	5,000.00	0.00	5,000.00	5,000.00	5,000.00
<b>Total Sewer Enterprise Fund-Ins Dedu</b>			<b>0.00</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>0.00</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>5,000.00</b>
<b>270</b>	<b>945</b>	<b>Department Total</b>	<b>0.00</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>0.00</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>5,000.00</b>

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

TREASURER - Sewer Enterprise Fund - 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - Sewer Enterprise Fund Insurance Deductibles					
600037	5740A	Sewer Enterprise Fund - Ins Deduc Estimated amount for insurance deductibles related to Sewer claims	5,000	5,000	5,000
TOTAL			5,000	5,000	5,000
TOTAL PROPOSED			5,000	5,000	5,000

# ***Public Services – Water Enterprise***

## Mission Statement – Why We Exist

Maintain safe and effective water distribution system.

## Significant Budget & Staffing Changes For FY 2017

No significant budget or staffing changes for FY 2017.

## Recent Accomplishments

- The water department continues to support contractors working with the City. Public Works work has included preparation and repair of curb stops.
- Assisted contractors with hydrant flow tests.
- Continue to utilize web site used for up-to-date water emergency related bulletins.
- Utilize leak detection services to find leaks and weaknesses in the water distribution system.
- Replaced or repaired over 20 hydrants damaged during the winter of 2015.



## FY 2017 Goals & Objectives

- Improve system flow and reduce leaks through leak detection.
- Reestablish an aggressive hydrant flushing program.
- Work with engineering to add and/or replace failed water main valves.
- Continue exercising system valves.
- Paint and repair or replace hydrants when necessary.
- Work with city engineer on system improvements.
- Continue to identify areas of weakness in the infrastructure and implement repairs and maintenance of minimizing water loss, leaks and breaks.
- Rebid catch basin cleaning.



Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY2017
Water Main Breaks	26	42	15	25
Service Breaks (Residential issues)	6	10	10	10

### How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

The Department of Public Services is committed to addressing any residential or business issue as soon as possible to reduce the public health risk. DPS personnel continue to work with the local residences and businesses to identify and assign responsibility for any water issue while promptly working to fix any issue that is the City's responsibility.

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Water-Pub Serv-Personnel</b>									
610031	5111	SALARIES-FULL TIME	276,252.39	327,423.00	327,423.00	264,241.59	333,389.00	334,322.00	334,322.00
610031	5131	OVERTIME (GENERAL)	73,762.22	27,000.00	27,000.00	57,516.54	27,000.00	27,000.00	27,000.00
<b>Total Water-Pub Serv-Personnel</b>			<b>350,014.61</b>	<b>354,423.00</b>	<b>354,423.00</b>	<b>321,758.13</b>	<b>360,389.00</b>	<b>361,322.00</b>	<b>361,322.00</b>
<b>Water-Pub Serv-Expenses</b>									
610032	5211	ELECTRICITY	7,436.66	9,000.00	9,675.00	9,085.82	9,000.00	9,000.00	9,000.00
610032	5215	NATURAL GAS	6,778.41	7,000.00	7,000.00	2,816.26	7,000.00	7,000.00	7,000.00
610032	5251	UTILITY SERV REP & MAINT	19,902.60	20,000.00	20,000.00	19,783.42	20,000.00	20,000.00	20,000.00
610032	5301	POLICE DETAIL	23,500.00	20,000.00	20,500.00	16,946.46	20,000.00	20,000.00	20,000.00
610032	5317	EDUCATIONAL TRAINING	190.00	2,235.00	2,235.00	1,654.88	2,235.00	1,500.00	1,500.00
610032	5320	CONTRACTED SERVICES	2,300.00	1,000.00	1,000.00	875.00	1,000.00	1,000.00	1,000.00
610032	5341	TELEPHONE	4,000.00	4,000.00	4,000.00	3,984.24	4,000.00	4,000.00	4,000.00
610032	5421	OFFICE SUPPLIES (GEN	750.00	750.00	750.00	606.68	750.00	750.00	750.00
610032	5481	GASOLINE/DIESEL FUEL	119,781.79	130,000.00	89,515.00	52,145.85	130,000.00	80,000.00	80,000.00
610032	5483	VEHICLE PRS & ACCES	22,666.59	20,000.00	26,310.00	23,769.41	22,500.00	22,500.00	22,500.00
610032	5839	INFRASTRUCTURE REPAI	25,000.00	15,000.00	48,000.00	42,389.48	15,000.00	15,000.00	15,000.00
610032	5860	EQUIPMENT	0.00	34,528.00	34,528.00	34,527.83	34,528.00	34,528.00	34,528.00
<b>Total Water-Pub Serv-Expenses</b>			<b>232,306.05</b>	<b>263,513.00</b>	<b>263,513.00</b>	<b>208,585.33</b>	<b>266,013.00</b>	<b>215,278.00</b>	<b>215,278.00</b>
<b>230</b>	<b>450</b>	<b>Department Total</b>	<b>582,320.66</b>	<b>617,936.00</b>	<b>617,936.00</b>	<b>530,343.46</b>	<b>626,402.00</b>	<b>576,600.00</b>	<b>576,600.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Propsed FY 2017	Council Voted FY 2017
TOMASZ JOHN	230 WATER-PUBLIC SERV	610031-511	PUBLIC SERVICES DIR		52.4					0.0%	0.0%	52.2	2.5%	52.2	
					37,417.77		0.33		33%	2,163.88	2,163.88	37,275.00	2,217.98	38,206.87	38,206.87
					290,004.57		5.66				Total AFSCME 1818	296,114.23		296,114.23	296,114.23
					<b>327,422.35</b>		<b>5.99</b>		<b>Total Full Time - 5111</b>			<b>333,389.22</b>		<b>334,321.10</b>	<b>334,321.10</b>
	230 WATER-PUBLIC SERV	610031-513	OVERTIME		27,000.00							27,000.00		27,000.00	27,000.00
					<b>354,422.35</b>		<b>5.99</b>		<b>Department Total</b>			<b>360,389.22</b>		<b>361,321.10</b>	<b>361,321.10</b>

Full-Time Equivalent Employees:	FY 2015	5.99
	FY 2016	5.99
	FY 2017	5.99
	Variance 16 vs. 17	0.00

**FY 2017 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Voted By Council FY 2015 52.4	F T E	Rate FY 2016	Incr FY 2017	Calc Rate FY 2017	STEP INCREASES					Dept Request FY 2017 52.2	Mayor FY 2017 52.2	Council FY 2017 52.2	
											Date	Rate	# Wks Old	New					
BARNES	DAVID	230 WATER - PUB SERV	610031-5111	HME0	6/27/2012	23,495.69	0.50	896.78	1.025	919.20					50%	23,991.16	23,991.16	23,991.16	
BEAUREGARD RICHARD		230 WATER - PUB SERV	610031-5111	HEAD FOREMAN I/II	3/2/2001	30,184.87	0.50	1,152.09	1.025	1,180.90					50%	30,821.40	30,821.40	30,821.40	
CLAY	JOHN	230 WATER - PUB SERV	610031-5111	HE0	03/22/1999	25,297.01		965.53	1.025	-					50%	Retired	Retired	Retired	
CONDON	DEREK	230 WATER - PUB SERV	610031-5111	MASON	9/8/2000	25,297.01	0.50	965.53	1.025	989.67					50%	25,830.47	25,830.47	25,830.47	
COVIELLO	VALERIE	230 WATER - PUB SERV	610031-5111	PRINCIPAL ACCT CLERK	3/2/2000	15,834.44		906.56	1.015						33%	Retired	Retired	Retired	
REPLACE COVIELLO		230 WATER - PUB SERV	600031-5111	PRINCIPAL ACCT CLERK I/II			0.33	825.25	1.015	837.63	2/1/2016	868.37	30.0	22.2	33%	14,654.20	14,654.20	14,654.20	
LEVESQUE	JAMES	230 WATER - PUB SERV	610031-5111	St/Sidewalk Foreman III	06/21/1999	18,114.54	0.33	1,047.57	1.025	1,073.76					33%	18,496.54	18,496.54	18,496.54	
LINTON	GARCIA	230 WATER - PUB SERV	610031-5111	HME0 II/III	8/12/2013	25,158.77	0.50	965.53	1.025	989.67					50%	25,830.34	25,830.34	25,830.34	
LINTON-Shift Differential		230 WATER - PUB SERV	610031-5111	Base Rate X 9% & 10 per weekend X 22		2,276.73		86.90	1.025	89.07					50%	2,324.74	2,324.74	2,324.74	
MARINO	PAUL	230 WATER - PUB SERV	610031-5111	WORKING FOREMAN	07/23/1998	27,446.30	0.50	1,047.57	1.025	1,073.76					50%	28,025.08	28,025.08	28,025.08	
MORRIS	RALPH	230 WATER - PUB SERV	610031-5111	HE0	11/30/2009	25,297.01	0.50	965.53	1.025	989.67					50%	25,830.47	25,830.47	25,830.47	
MURRAY III	JOHN	230 WATER - PUB SERV	610031-5111	WATER SYS MAIN CRAFT	05/22/1989	23,495.69	0.50	896.78	1.025	919.20					50%	23,991.16	23,991.16	23,991.16	
MURRAY III Shift Different		230 WATER - PUB SERV	610031-5111	Base Rate X 8% (4 days 32 hrs at \$.50)		1,879.67		71.74	1.025	73.54					50%	1,919.31	1,919.31	1,919.31	
SMITH	MICHAEL	230 WATER - PUB SERV	610031-5111	HME0	2/20/14	22,969.72	0.50	896.78	1.025	919.20					50%	23,991.11	23,991.11	23,991.11	
NADEAU	ADAM	230 WATER - PUB SERV	610031-5111	HME0 II/III	9/23/14	22,507.13	0.50	864.91	1.025	886.53	9/23/2015	919.20	10.0	42.2	50%	23,827.78	23,827.78	23,827.78	
JODOIN	RAYMOND	230 WATER - PUB SERV	14111-5111	HE0	10/18/2010	50,594.02	0.50	965.53	1.025	989.67					50%	25,830.47	25,830.47	25,830.47	
OUT OF GRADE						750.00										750.00	750.00	750.00	
						290,004.57	5.66										296,114.23	296,114.23	296,114.23



**FY 2017 DETAILED BUDGET REPORT  
EXPENSES**

**Public Services-Water Enterprise-230**

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
610032	5211	<b>ELECTRICITY</b>			
		National Grid	3,000	3,000	3,000
		Transcanada	6,000	6,000	6,000
		Split with DPW/Water/Sewer	9,000	9,000	9,000
<b>TOTAL</b>					
610032	5215	<b>NATURAL GAS</b>			
		Direct Energy Marketing	3,000	3,000	3,000
		National Grid	4,000	4,000	4,000
		Split with DPW/Water/Sewer	7,000	7,000	7,000
<b>TOTAL</b>					
610032	5251	<b>UTILITY SERVICE &amp; REPAIR</b>			
		Aggregate Industries - Sewer manhole asphalt and materials	5,000	5,000	5,000
		Dilizio Brothers - Sewer manhole supplies	900	900	900
		EJ Prescott - Sewer supplies: pipe, valves, covers, frames, gaskets, etc.	11,500	11,500	11,500
		FW Webb - Misc. supplies	400	400	400
		Hoadley & Sons - Misc. parts and supplies	500	500	500
		Home Depot - Misc. items	500	500	500
		Rent All - Misc. rental items and supplies	400	400	400
		Winer Brothers - Misc. supplies	800	800	800
<b>TOTAL</b>			20,000	20,000	20,000
610032	5301	<b>POLICE DETAIL</b>			
		Details needed for road work during water line repairs in roads	20,000	20,000	20,000
<b>TOTAL</b>			20,000	20,000	20,000
610032	5317	<b>EDUCATIONAL TRAINING</b>			
		License Reimbursements & membership dues	1,235	500	500
		New England Water Works - \$100 per course average x 10 = \$1,000	1,000	1,000	1,000
<b>TOTAL</b>			2,235	1,500	1,500
610032	5320	<b>CONTRACTED SERVICES</b>			
		Liston Utilities - Leak detection	1,000	1,000	1,000
			1,000	1,000	1,000
600032	5341	<b>Telephone</b>			
		Verizon GPS tracking for DPW Trucks @ \$1,410.00 x 12 mos (1/3)	4,000	4,000	4,000
<b>TOTAL</b>			4,000	4,000	4,000
610032	5421	<b>OFFICE SUPPLIES (GENERAL)</b>			
		General office supplies as needed	750	750	750
<b>TOTAL</b>			750	750	750
610032	5481	<b>GASOLINE/DIESEL FUEL</b>			
		Fuel for Sewer/Water Vehicles	130,000	80,000	80,000
		Mayors figure represents 3 year average of GF/W/S combined	-	-	-
<b>TOTAL</b>			130,000	80,000	80,000
610032	5483	<b>VEHICLE PARTS</b>			
		Brake & Truck Supply - Misc. parts	300	300	300
		C&C Auto Parts - Parts	1,200	1,200	1,200
		Dennis Burke - Oil products	800	800	800
		Goodyear Tires - Tires	500	500	500
		Hub Starters - Starters and alternators	400	400	400
		Maplewood Truck Repair - Air compressor parts	1,000	1,000	1,000
		Motor Parts Sales - Parts	1,500	1,500	1,500
		New England Municipal - Misc. supplies	5,000	5,000	5,000
		R&A Industries - Sewer hoses	2,500	2,500	2,500
		Schmidt Equipment - Misc. supplies	2,000	2,000	2,000

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

Public Services-Water Enterprise-230

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
		Service Tire Truck - Truck service	2,500	2,500	2,500
		Stoneham Motors - Parts	2,500	2,500	2,500
		Taylor and Lloyd - Truck items	1,500	1,500	1,500
		Unlimited Auto - Inspections	800	800	800
	<b>TOTAL</b>		<b>22,500</b>	<b>22,500</b>	<b>22,500</b>
610032	5839	<b>INFRASTRUCTURE REPAIR</b>			
		Aggregate Industries - Sewer manhole asphalt and materials	5,000	5,000	5,000
		Benevento Asphalt - Asphalt	1,000	1,000	1,000
		EJ Prescott - Sewer supplies: pipe, valves, covers, frames, gaskets, etc.	4,000	4,000	4,000
		Granese & Sons - Contracted repair work	3,000	3,000	3,000
		Water Works Supplies - Misc. parts and supplies	2,000	2,000	2,000
	<b>TOTAL</b>		<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
610032	5860	<b>EQUIPMENT PURCHASE</b>			
		Vactor truck - 50/50 split between water & sewer	34,528	34,528	34,528
	<b>TOTAL</b>	Lease to purchase - FY 16 Year 2 of 5	<b>34,528</b>	<b>34,528</b>	<b>34,528</b>
<b>Total Proposed</b>			<b>266,013</b>	<b>215,278</b>	<b>215,278</b>

# Engineering – Water Enterprise

## Mission Statement – Why We Exist

The Engineering Department provides technical expertise related to connections to, and extensions of, the municipal water distribution system. All water infrastructure improvement projects are managed by the Engineering Department. The City Engineer is Salem's representative on the Salem Beverly Water Supply Board (SBWSB) the entity that treats all Salem drinking water. The Engineering Department manages the contracted operations and maintenance effort, including utility and supply costs, for the City's 2 water pumping stations and 2 covered storage reservoirs. The Department has completed 99% of the \$4 million new meter project.

Engineering is responsible for the billing of all water expenses based on usage to all institutional, commercial, and residential properties in the City that are connected to the municipal collection system, over 10,000 accounts. The water department provides customer service in a timely and professional manner in response to billing inquiries, managing current accounts, establishing new accounts, scheduling appointments for meter reader, identifying accounts requiring service, selling meters and deduct meters and processing of 3,300 water and sewer billings monthly, approximately 5%-10% currently requiring analysis and estimating. During FY 2016 all commercial accounts were moved to monthly-there are now 900 monthly accounts. The Engineering Department provides technical assistance to the Public Services Divisions' Water Operations in response to the condition and location of the City's water infrastructure. The condition of the transmission mains that convey Salem water from SBWSB to the City continues to be a high priority for the department. Funding for the efforts described herein is derived from the Water Enterprise System.

## Significant Budget & Staffing Changes for FY 2017

Meter reader/Water Service Inspector duties have changed significantly over the last couple of years. He now troubleshoots meters not sending readings through the towers, including wiring issues, faulty meter head, and activating the new MIU boxes for new meters.

## Recent Accomplishments

- Incorporated back flow billing-800 annual tests into the monthly and quarterly Munis Water and Sewer billing system. These bills are annual and semiannual.
- Completed implementation of new meter contract. This program replaced 99% of the entire city's residential and commercial meters; readings are transmitted via radio into an IT server at the City Hall annex, enabling staff to analyze and troubleshoot individual accounts. This new program provides more extensive customer service tools and enable improved leak detection. This program also identified unmetered areas as well as correctly sized meters that were the wrong size.
- Analyzed parcels without utility bills; rectified dozens of accounts with incorrect parcel ids; also identified new W&S accounts.





- Continued to analyze accounts with water and no sewer, and take appropriate action if required.
- Managed for the seventh year in a row liens on overdue water, sewer and trash bills to 3rd quarter real estate tax bills (640accounts); resulting in over \$225,000 of revenues (water only). Continued to lien condo complexes for owing over \$600. This effort involved analysis of dozens of challenging accounts and resulted in many improvements to the current database. This year the number of condos liened was reduced to 20 (from an average of 30 in past years).
- Continued providing effective billing and meter repair for water consumed with a minimum of billing issues.



- Ensured 99% of water meters are read.
- Completed efforts to identify unaccounted for water by evaluating the City's transmission mains located outside of the City.
- Assisted Department of Public Services with their leak detection efforts.
- Managed the City's contract operator for the City's water pumping stations and storage facilities and pump station costs.
- Worked with the Town of Danvers as planned to repair the Waters Street and Liberty Street Bridges which have Salem Transmission mains on them.
- Finalized and implemented a uni-directional fire hydrant flushing program.
- Managed the City's back-flow inspection, testing and survey program.
- Completed evaluations of the existing storage tanks (Gallows Hill and Folly Hill) for operational and structural deficiencies. Added mixing equipment to each reservoir for improving water quality.

- Started sending continuous water usage letters to residents.
- Began first round of backflow billing in-house.

## FY 2017 Goals & Objectives

- The Engineering Dept. will finalize bringing the backflow program billing in-house.
- Continue to send water letters to property owners whose properties show continuous usage.
- Continue to increase public awareness of water conservation through Earth Day, Swap and Drop, Green Fair, COA presentations and other events; continue collaborating with other organizations.
- Reduce percentage of 'unaccounted for' water through improved reporting, new meter installation, and CIP project implementation.
- Staff continues to provide increased customer service in evaluating leaks, usage, etc. on W&S accounts.
- Continue to coordinate relocating the City's proposed Highland Avenue elevated water storage tank.
- Renew city-wide leak detection efforts to continue reducing the City's 'unaccounted for' water.
- Manage the contract operator of the City's water pump stations and storage facilities.
- Prepare construction drawings for the resurfacing (interior and exterior) of the Gallows Hills storage tank.



Outcomes and Performance Measurers	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Estimated FY2017
Number of new 5/8 inch meters installed	69	58	60	60
Number of over 5/8 inch meters installed	17	15	10	10
Number of MIU's installed	65	128	100	80
Number of on-site appointments	264	780	650	650
Participation in various water conservation/environmental initiatives: senior center, Green Salem, Science Fairs	12	13	15	16
Distribution of water conservation devices/leak detection kits (starting 2015)	325	300	350	350
Number of meters installed from ARM program	907	55	26	10
Troubleshooting on-site visits/drive by		760	890	890

### How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Both the City's long and short term goals for sustainable infrastructure will be met with the departments' goal, by reinvesting and rehabilitating the City's water transmission and distribution infrastructure.

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Water-Engineer-Personnel</b>									
610131	5111	SALARIES-FULL TIME	149,307.20	148,891.00	148,891.00	137,886.01	149,536.00	151,611.00	151,611.00
610131	5131	OVERTIME (GENERAL)	807.05	2,000.00	2,000.00	553.44	2,000.00	2,000.00	2,000.00
<b>Total Water-Engineer-Personnel</b>			<b>150,114.25</b>	<b>150,891.00</b>	<b>150,891.00</b>	<b>138,439.45</b>	<b>151,536.00</b>	<b>153,611.00</b>	<b>153,611.00</b>
<b>Water-Engineer-Expenses</b>									
610132	5211	ELECTRICITY-PUMP STATION	299,317.63	275,000.00	227,000.00	190,645.38	273,950.00	273,950.00	273,950.00
610132	5233	COMPUTER MAINTENANCE	1,000.00	2,000.00	2,000.00	0.00	2,000.00	1,000.00	1,000.00
610132	5277	PHOTOCOPY MACHINE LE	494.15	1,500.00	1,500.00	1,392.65	1,500.00	1,500.00	1,500.00
610132	5278	TELEPHONE EQUIP-PUMP STATION	17,000.00	18,300.00	18,300.00	10,496.14	18,300.00	17,000.00	17,000.00
610132	5305	ACCOUNTING AND AUDIT	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00
610132	5306	ADVERTISING	0.00	0.00	0.00	0.00	0.00	0.00	0.00
610132	5317	EDUCATIONAL TRAINING	3,878.56	4,500.00	4,500.00	3,384.11	4,500.00	2,900.00	2,900.00
610132	5320	CONTRACTED SERVICES	328,376.45	0.00	0.00	0.00	0.00	0.00	0.00
610132	5321	CONTRACTED SERV-BACKFLOW	0.00	70,000.00	70,000.00	62,666.50	70,000.00	70,000.00	70,000.00
610132	5342	POSTAGE	8,691.71	7,000.00	15,000.00	13,751.62	8,000.00	7,000.00	7,000.00
610132	5375	PUMP STAT OP & MAINT	60,000.00	60,000.00	94,000.00	54,048.38	60,000.00	60,000.00	60,000.00
610132	5381	PRINTING AND BINDING	409.63	1,750.00	1,750.00	880.84	2,500.00	1,500.00	1,500.00
610132	5421	OFFICE SUPPLIES (GEN	1,594.28	2,000.00	8,000.00	7,273.12	2,000.00	2,000.00	2,000.00
610132	5445	PUMP STATION SUPPL	4,333.00	8,000.00	8,000.00	2,607.60	8,000.00	4,500.00	4,500.00
610132	5519	COMPUTER SOFTWARE	2,000.00	6,100.00	6,100.00	1,285.49	5,400.00	3,900.00	3,900.00
610132	5538	WATER METERS (REV)	9,053.06	10,000.00	10,000.00	8,355.65	10,000.00	9,000.00	9,000.00
610132	5692	STATE TAXES	17,512.81	20,000.00	20,000.00	17,212.08	20,000.00	18,000.00	18,000.00
610132	5710	IN STATE TRAVEL/MEETINGS	500.00	500.00	500.00	180.00	500.00	200.00	200.00
610132	5717	PROF LICENSE REIMB	750.00	375.00	375.00	375.00	375.00	375.00	375.00
610132	5869	COMPUTER EQUIP/TECH	1,195.15	1,300.00	1,300.00	94.44	1,300.00	1,000.00	1,000.00
<b>Total Water-Engineer-Expenses</b>			<b>758,606.43</b>	<b>490,825.00</b>	<b>490,825.00</b>	<b>377,149.00</b>	<b>490,825.00</b>	<b>476,325.00</b>	<b>476,325.00</b>
<b>235</b>	<b>451</b>	<b>Department Total</b>	<b>908,720.68</b>	<b>641,716.00</b>	<b>641,716.00</b>	<b>515,588.45</b>	<b>642,361.00</b>	<b>629,936.00</b>	<b>629,936.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016	Prop Rate FY 2017	Dept Request FY 2017	Mayor Rate FY 2017	Mayor Proposed FY 2017	Council Voted FY 2017
					52.4					0.0%	0.0%	52.2	2.5%	52.2	
CRIPPS CHERYL	235 WATER-ENGINEERING	610131-5111	SECRETARY		14,672.91		0.33		33%	848.54	848.54	14,616.90	869.75	14,982.33	14,982.33
TALKOWSKI ELLEN	235 WATER-ENGINEERING	610131-5111	ADMIN ASSISTANT		5,433.65		0.10		10%	1,036.96	1,036.96	5,412.91	1,062.88	5,548.24	5,548.24
KNOWLTON DAVID	235 WATER-ENGINEERING	610131-5111	CITY ENGINEER	5/21/2007	32,864.48		0.33		33%	1,900.56	1,900.56	32,739.04	1,948.07	33,557.52	33,557.52
DUIJVESTEIJN OLLE	235 WATER-ENGINEERING	610131-5111	GIS	10/12/10	13,870.76		0.20		20%	1,323.55	1,323.55	13,817.82	1,356.63	14,163.26	14,163.26
ROSE JULIE	235 WATER-ENGINEERING	610131-5111	BUSINESS MGR/WTR REG	2/1/2007	16,452.24		0.25		25%	1,255.90	1,255.90	16,389.44	1,287.29	16,799.18	16,799.18
					65,596.39		1.33				Total AFSCME 1818	66,560.28		66,560.28	66,560.28
					148,890.43		2.54		Total Full Time - 5111			149,536.39		151,610.80	151,610.80
	235 WATER-ENGINEERING	610131-513	OVERTIME		2,000.00				0.0			2,000.00		2,000.00	2,000.00
					150,890.43		2.54		Department Total			151,536.39		153,610.80	153,610.80

Full-Time Equivalent Employees:	FY 2015	3.04
	FY 2016	2.54
	FY 2017	2.54
	Variance 16 vs. 17	0.00

**FY 2017 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Voted By Council FY 2015 52.4	F T E	Rate FY 2016	Incr FY 2017	Calc Rate FY 2017	STEP INCREASES					Dept Request FY 2017 52.2	Mayor FY 2017 52.2	Council FY 2017 52.2
											Date	Rate	# Wks Old New					
MCCARTHY JR JOHN		235 WATER - ENGINEERII	610131-5111	WATER METER READER	04/30/1990	23,495.69	0.50	896.78	1.025	919.20					50%	23,991.16	23,991.16	23,991.16
MORAN	KAREN	235 WATER - ENGINEERII	610131-5111	ASST WATER REG	9/10/2013	26,424.53	0.50	1,008.57	1.015	1,023.70					50%	26,718.52	26,718.52	26,718.52
FORGIONE	CLAUDIA	235 WATER - ENGINEERII	610131-5111	PRINCIPAL CLERK	10/19/2012	15,676.18	0.33	906.56	1.015	920.16					33%	15,850.59	15,850.59	15,850.59
						65,596.39	1.33								66,560.28	66,560.28	66,560.28	



**FY 2017 DETAILED BUDGET REPORT  
EXPENSES**

**Engineering - Water Enterprise - 235**

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Approved by Mayor
610132	5211	<b>ELECTRICITY: Includes electricity for new meter prog</b> Salem's share of electricity for Salem/Beverly Water Board based on water usage; also based on generation charges which fluctuate with fuel costs Town of Danvers, Folly Hill and Gallows Hill are two storage water tank, Highland Avenue booster station and Alameda Street, Highland Ave Pump station FY2015 only \$60,000 remaining for 5 months; assume will be over budget-high months will continue for at least 3 months-per power company; agreements are for 3 month duration	273,950	273,950	273,950
<b>TOTAL</b>			<b>273,950</b>	<b>273,950</b>	<b>273,950</b>
610132	5233	<b>COMPUTER MAINTENANCE</b> Ongoing support for Ti Sales/Neptune computer program	2,000	1,000	1,000
<b>TOTAL</b>			<b>2,000</b>	<b>1,000</b>	<b>1,000</b>
610132	5277	<b>PHOTOCOPY MACHINE LEASE</b> Copier at \$250/month; 6 months; 50% in Sewer should BOH and HR absorb some of these costs?	1,500	1,500	1,500
<b>TOTAL</b>			<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
610132	5278	<b>TELEPHONE EQUIP LEASE</b> Various alarms to support sewer pumping stations ATT lease for ARM system-data collectors Actual Cost increase this year	300 18,000 18,300	- 17,000 17,000	- 17,000 17,000
<b>TOTAL</b>					
610132	5305	<b>ACCOUNTING AND AUDITING</b> Annual service for audits, contracted through Finance Dept.	2,500	2,500	2,500
<b>TOTAL</b>			<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
610132	5317	<b>EDUCATIONAL TRAINING</b> Attending Profesional organization seminars and meetings Munis training and support: Crystal Program, Interface with billing, reprogramming liens; updating Neptune soft	1,000 3,500 4,500	1,000 1,900 2,900	1,000 1,900 2,900
<b>TOTAL</b>					
610132	5321	<b>CONTRACTED SERVICES - BACKFLOW</b> Contract for Weston & Sampson to conduct backflow testing. Billing support to bring this in house Previously paid for from revolving fund which was eliminated in FY 2015	65,000 5,000 70,000	65,000 5,000 70,000	65,000 5,000 70,000
<b>TOTAL</b>					
610132	5342	<b>POSTAGE</b> Total cost of postage for mailing w/s bills @ 50% W&S Depts. 3,200-4,800 per month Must send paper bills even if residents opt for electronic billing	8,000 8,000	7,000 7,000	7,000 7,000
<b>TOTAL</b>					
610132	5375	<b>Pump Station OP &amp; Maintenance</b> Water Department in FY 14 (60% sewer, 40% water)	60,000 60,000	60,000 60,000	60,000 60,000
<b>TOTAL</b>					
610132	5381	<b>PRINTING AND BINDING</b> Inserts once a year	2,500 2,500	1,500 1,500	1,500 1,500
<b>TOTAL</b>					
610132	5421	<b>OFFICE SUPPLIES (GENERAL)</b> General Office supplies as needed	2,000 2,000	2,000 2,000	2,000 2,000
<b>TOTAL</b>					
610132	5445	<b>Pump Station Supplies</b> 50% of costs for pump station op and Maint. Will be shared with Sewer in FY17	8,000 8,000	4,500 4,500	4,500 4,500
<b>TOTAL</b>					
610132	5520	<b>COMPUTER SOFTWARE &amp; SUPPORT</b> GIS licensing-Engineer and Engineer Assistant Ti Sales maintenance agreement for meter software; and repairs of field tool Other software	2,000 1,900 1,500 5,400	2,000 1,900 - 3,900	2,000 1,900 - 3,900
<b>TOTAL</b>					

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

Engineering - Water Enterprise - 235

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Approved by Mayor
610132	5538	<b>WATER METERS</b>			
		Misc. water meters for replacements (ECODER), meter supplies: MIU's, Transponders, meter heads, freeze plates, flanges, seals	10,000	9,000	9,000
		Approximate of average spending for prior year-took some out of CIP, funds will expire			
		About 90% of this comes back as revenue; we charge our cost for meters			
<b>TOTAL</b>			<b>10,000</b>	<b>9,000</b>	<b>9,000</b>
610132	5692	<b>STATE TAXES</b>			
		State fee charged per capita annually for water usage & taxes for Danvers Folly Hill	20,000	18,000	18,000
<b>TOTAL</b>			<b>20,000</b>	<b>18,000</b>	<b>18,000</b>
610132	5710	<b>IN STATE TRAVEL &amp; MEETINGS</b>			
		Tolls, parking, seminars, etc.	500	200	200
<b>TOTAL</b>			<b>500</b>	<b>200</b>	<b>200</b>
610132	5717	<b>PROF LICENSE REIMBURSEMENT</b>			
		Reimbursement for maintenance of licenses for meter reader per AFSCME	375	375	375
<b>TOTAL</b>			<b>375</b>	<b>375</b>	<b>375</b>
610132	5869	<b>COMPUTER EQUIPMENT/TECH</b>			
		Scanner maintenance	1,300	1,000	1,000
<b>TOTAL</b>			<b>1,300</b>	<b>1,000</b>	<b>1,000</b>
<b>TOTAL PROPOSED</b>			<b>490,825</b>	<b>476,325</b>	<b>476,325</b>

## ***Treasurer–Water Enterprise–Long Term Debt***

The Massachusetts Water Pollution Abatement Trust (MWPAT) was established in 1989 pursuant to Title VI of the Federal Clean Water Act. It was later amended in 1998 to encompass the provisions of Title XIV of the Federal Safe Drinking Water Act. The Trust's mission is to fund the implementation of water pollution control and drinking water projects in the Commonwealth through a revolving fund loan program. In March 2006, MWPAT approved a loan commitment to the City of Salem in the amount of \$7,640,000. The Loan Interest Rate is 2%. On March 13, 2003, the Salem City Council approved the authorization of \$12,000,000 in principal amount to be borrowed to finance anticipated water projects. Of this amount, \$7,640,000 would be funded through the MWPAT Loan Commitment and \$4,360,000 would be raised through future bond issues. In December 2006, the City raised funding through an MWPAT 2% Loan in the amount of \$2,330,656 to finance Contract No. 1, the Loring Avenue Water Main Improvements. This project was completed in the spring of 2007. The \$2,330,656 MWPAT 2% Loan will be paid off in semi-annual principal payments through July 2026. For FY16 there is a principal and interest payment of \$127,642 due in July, and an interest-only payment of \$13,985 due in January.

On December 2, 2015 the City issued a \$1,304,805 bond. The bond is for the Folly Hill storage tank, system flushing/valve maintenance, meter replacement Program and valve pipe replacement.

On October 15, 2008 the City issued a \$15,373,000 bond which combined existing BANS for Water, Sewer and School projects with new funding for Capital Improvement projects. The Water Enterprise Principal portion of this bond is \$7,464,000. On September 27, 2012 the City issued an \$18,141,542 bond for new funding for School, Park and Capital Improvement projects. The Water Enterprise principal portion of the bond is \$1,412,944. On December 19, 2013 the City issued a \$13,435,000 bond for new funding for General Fund Capital Improvements and Water Improvement Projects. The Water Enterprise Fund principal portion is \$ 3,900,000 for Canal Street utility improvements. On December 3, 2014 the City issued an \$8,280,000 bond for General Fund Capital Improvement and Water Improvement Projects. The Water Enterprise principal portion is \$2,000,000 for South River Basin upgrade and \$300,000 for sewer drain improvements.

## ***Treasurer–Water Enterprise–Short Term Debt***

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

## ***Treasurer-Water Enterprise-SBWSB***

Chapter 700 of the Acts of 1913 requires the Salem/Beverly Water Supply Board to annually determine the volume of water supplied to the cities of Salem and Beverly during the three years prior to September 30. This data establishes the proportions on which the cities pay their expenses for the operation of the Water Board.

## ***Treasurer-Water Enterprise-Insurance Deductible***

The City has taken an insurance policy to protect itself for City-at-fault water back-ups into private structures. The City pays a deductible on each claim.



## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Water Debt Service</b>									
610034	5916	WATER BOND 1 - PRIN-MWPAT	110,303.00	112,532.00	112,532.00	112,532.00	114,805.00	114,805.00	114,805.00
610034	5920	WATER BOND 2 - PRIN	165,000.00	165,000.00	165,000.00	165,000.00	165,000.00	165,000.00	165,000.00
610034	5936	WATER BOND 1 - INT-MWPAT	31,323.03	29,095.00	29,095.00	29,094.68	26,821.00	26,821.00	26,821.00
610034	5939	WATER BOND 2 - INT	87,287.50	80,894.00	80,894.00	80,893.75	74,500.00	74,500.00	74,500.00
610034	5949A	CIP 2009-INT (11)	271,625.00	261,750.00	261,750.00	256,775.00	239,725.00	239,725.00	239,725.00
610034	5949C	CIP 2009-PRIN (12)	495,000.00	495,000.00	495,000.00	495,000.00	495,000.00	495,000.00	495,000.00
610034	5949E	CIP 2011 INT	24,500.00	21,500.00	21,500.00	21,500.00	18,000.00	18,000.00	18,000.00
610034	5949F	CIP 2011-PRIN	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
610034	5949K	CIP 2014-PRIN	0.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00
610034	5949L	CIP 2014-INT	0.00	10,294.00	10,294.00	10,293.76	9,694.00	9,694.00	9,694.00
610034	5949M	CIP 2015-PRIN	0.00	0.00	0.00	0.00	415,000.00	415,000.00	415,000.00
610034	5949N	CIP 2015-INT	0.00	0.00	0.00	0.00	215,356.00	215,356.00	215,356.00
<b>Total Water Debt Service</b>			<b>1,285,038.53</b>	<b>1,291,065.00</b>	<b>1,291,065.00</b>	<b>1,286,089.19</b>	<b>1,888,901.00</b>	<b>1,888,901.00</b>	<b>1,888,901.00</b>
<b>270</b>	<b>710</b>	<b>Department Total</b>	<b>1,285,038.53</b>	<b>1,291,065.00</b>	<b>1,291,065.00</b>	<b>1,286,089.19</b>	<b>1,888,901.00</b>	<b>1,888,901.00</b>	<b>1,888,901.00</b>

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

TREASURER - Water Enterprise Fund - 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - Water Long Term Debt- 270					
610034	5916	Water Bond 1-Prin-MWPAT	114,805	114,805	114,805
	5920	Water Bond 2 - Prin	165,000	165,000	165,000
	5936	Water Bond 1-Int-MWPAT	26,821	26,821	26,821
	5939	Water Bond 2 - Int	74,500	74,500	74,500
	5949A	CIP 2009 INT (11)	239,725	239,725	239,725
	5949C	CIP 2009 PRIN (11)	495,000	495,000	495,000
	5949E	CIP 2011 INT	18,000	18,000	18,000
	5949F	CIP 2011 PRIN(STORAGE TANK)	100,000	100,000	100,000
	5949K	CIP 2014 PRIN	15,000	15,000	15,000
	5949L	CIP 2014 INT	9,694	9,694	9,694
	5949M	CIP 2015 PRIN	415,000	415,000	415,000
	5949L	CIP 2015 INT	215,356	215,356	215,356
TOTAL PROPOSED			1,888,901	1,888,901	1,888,901

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Water-Short Term Debt Int-Exp</b>									
610035	5304	PROFESSIONAL SERV/FEES	29,486.32	33,000.00	33,000.00	33,000.00	33,000.00	33,000.00	33,000.00
<b>Total Water-Short Term Debt Int-Exp</b>			<b>29,486.32</b>	<b>33,000.00</b>	<b>33,000.00</b>	<b>33,000.00</b>	<b>33,000.00</b>	<b>33,000.00</b>	<b>33,000.00</b>
<b>270</b>	<b>752</b>	<b>Department Total</b>	<b>29,486.32</b>	<b>33,000.00</b>	<b>33,000.00</b>	<b>33,000.00</b>	<b>33,000.00</b>	<b>33,000.00</b>	<b>33,000.00</b>

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

TREASURER - Water Enterprise Fund - 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - Water Short Term Debt - 270					
610035	5304	Professional Services/Fees			
		Bond and BAN Admin costs	30,000	30,000	30,000
		WMPAT Annual Service Fees	3,000	3,000	3,000
TOTAL			33,000	33,000	33,000
610035	5925	Interest on Notes			
			-	-	-
TOTAL			-	-	-
TOTAL PROPOSED			33,000	33,000	33,000



## CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Water Assessments</b>									
610033	5650	SBWSB ASSESSMENT	2,527,285.00	2,537,238.00	2,537,238.00	2,537,238.00	2,501,000.00	2,501,000.00	2,501,000.00
	<b>Total</b>	<b>Water Assessments</b>	<b>2,527,285.00</b>	<b>2,537,238.00</b>	<b>2,537,238.00</b>	<b>2,537,238.00</b>	<b>2,501,000.00</b>	<b>2,501,000.00</b>	<b>2,501,000.00</b>
<b>270</b>	<b>840</b>	<b>Department Total</b>	<b>2,527,285.00</b>	<b>2,537,238.00</b>	<b>2,537,238.00</b>	<b>2,537,238.00</b>	<b>2,501,000.00</b>	<b>2,501,000.00</b>	<b>2,501,000.00</b>

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

TREASURER - Water Enterprise Fund - 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - Water Assessments - 270					
610033	5650	SBWSB Salem Beverly Water Supply Board Annual Operating Assessment	2,501,000	2,501,000	2,501,000
TOTAL			2,501,000	2,501,000	2,501,000
TOTAL PROPOSED			2,501,000	2,501,000	2,501,000

# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Water Enterprise Fund-Ins Dedu</b>									
610037	5740A	Insurance Deductibles	2,500.00	2,500.00	2,500.00	0.00	2,500.00	2,500.00	2,500.00
<b>Total</b>	<b>Water Enterprise Fund-Ins Dedu</b>		<b>2,500.00</b>	<b>2,500.00</b>	<b>2,500.00</b>	<b>0.00</b>	<b>2,500.00</b>	<b>2,500.00</b>	<b>2,500.00</b>
<b>270</b>	<b>945</b>	<b>Department Total</b>	<b>2,500.00</b>	<b>2,500.00</b>	<b>2,500.00</b>	<b>0.00</b>	<b>2,500.00</b>	<b>2,500.00</b>	<b>2,500.00</b>

FY 2017 DETAILED BUDGET REPORT  
EXPENSES

TREASURER - Water Enterprise Fund - 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - Water Enterprise Fund - Ins Deductibles					
610037	5704A	Water Enterprise Fund Insurance Deductibles Estimated amount for insurance deductibles related to water claims	2,500	2,500	2,500
TOTAL			2,500	2,500	2,500
TOTAL PROPOSED			2,500	2,500	2,500



# Engineering – Trash Enterprise



www.loywonders.com

## Mission Statement – Why We Exist

The Engineering Department provides management oversight of the City's curb-side, weekly solid waste and semi-weekly recycling collection program and is responsible for developing and managing the trash fee collection program, implementing new policies and procedures as they arise, and resolving any problems with the program. Any trash related complaint calls received are also resolved. The Department's Business Manager also coordinates and staffs the City's volunteer recycling committee, SalemRecycles, and manages their numerous events to promote recycling throughout the year. The Department continues to process billing to over 1,800 accounts monthly; generating over \$650,000 in income annually including the liens process during the third property tax billing period. Funding for the efforts described herein is derived from the Trash Enterprise System.

## Significant Budget & Staffing Changes for FY 2017

Bulk items costing \$80,000 annually (assuming approximately 500 per month).

## Recent Accomplishments

- Implementation of new automated collection system for trash and recycling resulting in significant trash reduction and increases in recycling. For the months of November and December 2015 combined; trash tonnage decreased by 212 tons; recycling increased by 119 tons.
- Mandatory Recycling Enforcement-continued monitoring recycling output, enforcement and education.
- Continued the Curbside Composting Program, which had 1,200 participants. Began bi-weekly pick-up in October 2015 to meet budget restrictions with few negative consequences. As of April 18, 2016 program became subscription based with annual payment going directly to contractor (Black Earth Haulers).
- Re-energized the butt bin recycling program by designing new labels and received appropriate approval to change. Also, placed receptacles in more appropriate locations.
- Continued to staff Recycling Committee (celebrating its 8th year anniversary in March 2016 with new members) which continues to be instrumental in developing and implementing educational program for new trash contract including: butt bin recycling, community outreach, website updates, TODO recycling guides, zero waste pizza event, compost initiatives, etc.







leader in the State regarding its various initiatives. Recycling Committee also participated in Green Fair, various Earth Day events, Swap and Drop, and hosted two Book Swap days. Won the 2015 Mass Recycles award.

- Promoted Salem Recycles activities on Facebook, PATCH, SATV and through GreenSalem.com on a regular basis
- Continued to process letters for new owners of residential properties; which has resulted in several dozen new trash accounts each year; currently billing over 1,800 accounts at nearly \$650,000 annualized rate.
- Continued to improve public recycling through community awareness and purchase of additional public recycling containers and continue to draw attention to 'greening' public events.
- Managed for the seventh year a City-wide effort to implement liens program; where properties with



- Diverted over 4,500 tons of materials from waste stream through curbside recycling, textiles initiative, rigid plastics, composting, and e-waste.
- Executed a fourth Textiles Recycling event in November 2015, collected over 7 tons of textiles –hosting over 315 cars during a 6 hour event. Continue to assist other communities in setting up their own events.
- Implemented quarterly e-waste turnkey events at SHS, serviced over 425 residents and collected over 75 tons of e-waste.
- Reach a 21% recycling rate through collateral material, newspaper articles, mailings and flyers distribution, participation in many events such as individual school Science Fair, Book Swaps, Earth Days, Green Day, Clean Salem Green Salem, Recycling contests, Textiles collections, Rigid Plastics collection, city-wide science fair, Neighborhood Association meetings, etc.
- SalemRecycles continues to be seen as a



trash fees 180 days in arrears were liened to the 3rd quarter real estate tax bill. Over 140 accounts were liened yielding over \$45,000.

- Fielded thousands of calls to educate public on trash and recycling pick-up contract; continued to provide information on best ways to dispose of difficult items (ex. Resulted in Textiles event, and upcoming Swap and Drop Day)
- Received \$16,500 in DEP grant funds to continue funding the part-time MREC position.
- Received \$110,000 DEP grant for recycling toters.
- Successfully completed the first year of the quarterly e-waste program, collected new program started March 2015.



## **FY 2017 Goals & Objectives**

- Continue to successfully implement the new solid waste collection and recycling program, continuing to reduce solid waste and increase recycling
- Including many educational initiatives such as Swap and Drop, Book Swaps, Textiles Drives and participation in the City-wide and local schools Science Fairs.
- Implemented mercury collection, TV pick up and mini Hazardous Waste collection at COA.
- Continue to manage contracts-e-waste, disposal, and collection and transportation, e-waste.
- Continue with liens process for delinquent bills.
- Continue turnkey e-waste operation on a quarterly basis at SHS.
- Managed sharps collection and overflow bag programs.
- Continue to promote curbside compost collection program-now subscription based.
- Continue to educate the public in the benefits of recycling, waste reduction, composting and implement the DEP mandatory recycling enforcement plan.
- Continue to enforce the mandatory recycling enforcement ordinance through the efforts of the Mandatory Enforcement Recycling Coordinator tracking each household and communicating with thousands of residents monthly about best recycling practices.
- Initiate annual Styrofoam collection and continue annual Zero waste pizza event as part of Heritage Days.



<b>Outcomes and Performance Measurers</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Estimated FY 2016</b>	<b>Estimated FY2017</b>
Tons of trash	12,165	12,000	11,850	11,750
Tons of recycling	2,903	3,113	3,300	3,500
Recycling percentage	20%	21%	24%	26%
Diverting challenging recycling items from waste stream: Textiles	7.3 tons	8 tons	8.2tons	8.5 tons
Bulky Rigid Plastics	30 tons	51 tons	32 tons	34 tons
Books	13 tons	14 tons	15 tons	16 tons
Door hangers distributed by Recycling Coordinator	6,444	2,000		
Educational materials distributed by Recycling Coordinator			3,000	3,200
Cost of Trash disposal contract		.85	.9	.8
Cost of trash contract, in \$ Millions (transportation only in FY2014)	1.4 M	1.8M	1.6M	1.8M

## How FY 2017 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Both the City's long and short term goals for sustainable infrastructure will be met with the departments' goals, by investing in and promoting the recycling program.
- Continued support of SalemRecycles, the city's all volunteer recycling committee, which continues to promote recycling education and offer new initiatives such as Textiles recycling, Book Swaps, GreenSalem.com, Public Events Recycling, Bulky Rigid Plastics recycling and Mandatory recycling.
- Continue to explore new initiative such as increased Public Recycling and Curbside Compost recycling in schools to support the Clean Communities designation.
- Continue to improve customer service through use of WM 800 number, See Click Fix, contract monitoring, and educational outreach.



# CITY OF SALEM - FY 2017 OPERATING BUDGET

			Expenditures FY 2015	Adopted Budget FY 2016	Adjusted Budget FY 2016	Y-T-D Expenses FY 2016	Department FY 2017	Mayor FY 2017	Council FY 2017
<b>Trash Enterprise-Personnel</b>									
620031	5111	SALARIES-FULL TIME	62,062.68	64,174.00	64,174.00	59,451.06	64,170.00	65,366.00	65,366.00
620031	5113	SALARIES-PART TIME	8,373.92	8,500.00	8,500.00	4,112.60	8,500.00	8,500.00	8,500.00
620031	5131	OVERTIME (GENERAL)	226.02	500.00	500.00	0.00	500.00	500.00	500.00
<b>Total Trash Enterprise-Personnel</b>			<b>70,662.62</b>	<b>73,174.00</b>	<b>73,174.00</b>	<b>63,563.66</b>	<b>73,170.00</b>	<b>74,366.00</b>	<b>74,366.00</b>
<b>Trash Enterprise-Expenses</b>									
620032	5291	SOLID WASTE COLLECTI	2,250,338.20	2,738,460.00	2,734,460.00	2,478,900.92	2,822,808.00	2,822,808.00	2,822,808.00
620032	5298	TRASH REMOVAL-BAKERS ISLAND	12,000.00	12,000.00	12,000.00	10,560.00	12,000.00	12,000.00	12,000.00
620032	5305	ACCOUNTING AND AUDIT	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00
620032	5317	EDUCATIONAL TRAINING	1,639.19	2,000.00	2,000.00	903.06	2,000.00	1,500.00	1,500.00
620032	5342	POSTAGE	8,719.50	6,400.00	10,400.00	9,096.35	7,200.00	7,200.00	7,200.00
620032	5381	PRINTING AND BINDING	0.00	500.00	500.00	62.00	1,500.00	500.00	500.00
620032	5421	OFFICE SUPPLIES (GEN	575.00	750.00	750.00	0.00	750.00	600.00	600.00
620032	5780	RECYCLING EXPENSES	92,540.86	60,000.00	60,000.00	55,146.24	16,000.00	16,000.00	16,000.00
<b>Total Trash Enterprise-Expenses</b>			<b>2,368,312.75</b>	<b>2,822,610.00</b>	<b>2,822,610.00</b>	<b>2,557,168.57</b>	<b>2,864,758.00</b>	<b>2,863,108.00</b>	<b>2,863,108.00</b>
<b>235</b>	<b>442</b>	<b>Department Total</b>	<b>2,438,975.37</b>	<b>2,895,784.00</b>	<b>2,895,784.00</b>	<b>2,620,732.23</b>	<b>2,937,928.00</b>	<b>2,937,474.00</b>	<b>2,937,474.00</b>

**FY 2017 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES**

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2016 52.4	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2016 0.0%	Prop Rate FY 2017 0.0%	Dept Request FY 2017 52.2	Mayor Rate FY 2017 2.5%	Mayor Proposed FY 2017 52.2	Council Voted FY 2017
CRIPPS ROSE	CHERYL JULIE	235 TRASH-ENGINEERING	620031-511* EXECUTIVE SECRETARY		15,117.54		0.34		34%	848.54	848.54	15,059.84	869.75	15,436.34	15,436.34
		235 TRASH-ENGINEERING	620031-511* BUSINESS MGR/WTR REG	2/1/2007	32,904.48		0.50		50%	1,255.90	1,255.90	32,778.89	1,287.29	33,598.36	33,598.36
					16,151.22		0.34			Total AFSCME 1818		16,330.91		16,330.91	16,330.91
					<b>64,173.23</b>		<b>1.18</b>	<b>Total Full Time - 5111</b>				<b>64,169.64</b>		<b>65,365.61</b>	<b>65,365.61</b>
PANNETON	KATIE	235 TRASH-ENGINEERING	620031-511* PT INTERN		8,500.00			13.5	52 weeks	-	-	8,500.00	-	8,500.00	8,500.00
					<b>8,500.00</b>			<b>Total Partl Time - 5113</b>				<b>8,500.00</b>		<b>8,500.00</b>	<b>8,500.00</b>
		235 TRASH-ENGINEERING	620031-513* OVERTIME		500.00							500.00		500.00	500.00
					<b>73,173.23</b>		<b>1.18</b>	<b>Department Total</b>				<b>73,169.64</b>		<b>74,365.61</b>	<b>74,365.61</b>

<b>Full-Time Equivalent Employees:</b>		<b>FY 2015</b>	<b>1.18</b>
		<b>FY 2016</b>	<b>1.18</b>
		<b>FY 2017</b>	<b>1.18</b>
		<b>Variance 16 vs. 17</b>	<b>0.00</b>

**FY 2017 AFSCME 1818 UNION EMPLOYEE RATES**

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Voted By Council FY 2015 52.4	F T E	Rate FY 2016	Incr FY 2017	Calc Rate FY 2017	STEP INCREASES					Dept Request FY 2017 52.2	Mayor FY 2017 52.2	Council FY 2017 52.2
											Date	Rate	# Wks Old    New					
FORGIONE	CLAUDIA	235 TRASH-ENGINEERIN	620031-5111	PRINCIPAL CLERK		16,151.22	0.34	906.56	1.015	920.16				34%	16,330.91	16,330.91	16,330.91	
						16,151.22	0.34									16,330.91	16,330.91	16,330.91

## FY 2017 DETAILED BUDGET REPORT

## EXPENSES

## Engineering - Trash Enterprise - 235

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
620032	5291	<b>SOLID WASTE COLLECTION/DISPOSAL</b>			
		Covanta Contract: Disposal-\$69/ton at 11,750 tons	810,750.00	810,750.00	810,750.00
		Waste Management-weekly solid waste and recycling pick-up	1,816,808.00	1,816,808.00	1,816,808.00
		Recycling processing, assume 3,600 tons at \$25 per ton	90,000.00	90,000.00	90,000.00
		One extra week yard waste pick-up	10,250.00	10,250.00	10,250.00
		Bulk Item Collection (assume 500 per month)	80,000.00	80,000.00	80,000.00
		Sharps Disposal	7,500.00	7,500.00	7,500.00
		DPS bags for park barrels	5,000.00	5,000.00	5,000.00
		Overthrow Bags-purchase (WM pick up budgeted in Environmental Revolving Fund)	2,500.00	2,500.00	2,500.00
		<b>TOTAL</b>	<b>2,822,808.00</b>	<b>2,822,808.00</b>	<b>2,822,808.00</b>
620032	5298	<b>TRASH REMOVAL</b>			
		Baker's Island Trash - Contractual	12,000	12,000	12,000
		<b>TOTAL</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>
620032	5305	<b>ACCOUNTING AND AUDITING</b>			
		Annual service for audits, contracted through Finance Dept.	2,500	2,500	2,500
		<b>TOTAL</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
620032	5317	<b>EDUCATIONAL TRAINING</b>			
		Continued training on liens and improvements in MUNIS system	2,000	1,500	1,500
		Attending Profesional organization seminars and meetings			
		<b>TOTAL</b>	<b>2,000</b>	<b>1,500</b>	<b>1,500</b>
620032	5342	<b>POSTAGE</b>			
		Costs of mailing monthly trash bills to consumers	7,200	7,200	7,200
		1,600 monthly			
		<b>TOTAL</b>	<b>7,200</b>	<b>7,200</b>	<b>7,200</b>
620032	5381	<b>PRINTING AND BINDING-printing for brochures, etc.</b>	1,500	500	500
		Inserts for billing re: Recycling and composting	1,500	500	500
620032	5421	<b>OFFICE SUPPLIES (GENERAL)</b>	750	600	600
		General office supplies as needed	750	600	600
620032	5780	<b>RECYCLING EXPENSES</b>			
		<i>Curbside Composting Collection -moves to subscription based April 2016</i>	0	0	0
		<i>Funds for Recycling Coordinator (\$15,000 paid by DEP Dividends Program)</i>	5,000	5,000	5,000
		Constant Contact	1,000	1,000	1,000
		Website hosting and support-GreenSalem.com	1,500	1,500	1,500
		E-Waste collection-assume quarterly starting 1/15; add \$10 per TV, computer and appliance-sticker fund	1,000	1,000	1,000
		Maintenance of public recycling containers (batteries, maintenance); if reduced DPS should carry	Moved to DPS	Moved to DPS	Moved to DPS
		Public Stewardship and NERC Memberships	2,000	2,000	2,000
		MassRecycle Membership	500	500	500
		General Expenses for events such as Clean Salem-Green Salem, Science Fairs, rentals, etc.	5,000	5,000	5,000
		banners, supplies, handouts, displays, volunteer appreciation, etc.			
		<b>TOTAL</b>	<b>16,000</b>	<b>16,000</b>	<b>16,000</b>
<b>Total Proposed</b>			<b>2,864,758</b>	<b>2,863,108</b>	<b>2,863,108</b>



<b>City of Salem</b> <b>Full-Time Equivalent Employee Comparisons</b>
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	FY 2015	FY 2016	FY 2017	Change From Prior FY
<b>GENERAL FUND</b>				
<b>EXECUTIVE DIVISION</b>				
Mayor	5.00	5.00	5.00	0.00
<b>LEGISLATIVE DIVISION</b>				
City Clerk				
City Council	0.00	0.00	0.00	0.00
City Clerk-Record Maint	5.00	5.00	5.00	0.00
Elections & Registrations	2.00	2.00	2.00	0.00
<b>FINANCE DIVISION</b>				
Assessors	5.00	5.00	5.00	0.00
Collector	4.00	4.00	4.00	0.00
Data Processing- IT/GIS - General Admin	2.80	3.60	12.60	9.00
Finance	4.00	4.00	4.00	0.00
Parking Department	12.00	12.00	12.00	0.00
Purchasing	2.00	2.00	2.00	0.00
Treasurer	4.00	4.00	4.00	0.00
<b>LEGAL DIVISION</b>				
Solicitor	3.71	3.65	3.71	0.06
<b>HUMAN RESOURCE DIVISION</b>				
Human Resources	4.50	4.50	4.50	0.00
<b>FIRE DIVISION</b>				
Fire	95.00	95.00	95.00	0.00
<b>POLICE DIVISION</b>				
Police	102.20	101.20	103.50	2.30
Harbormaster	2.00	2.00	2.00	0.00
<b>INSPECTIONAL SERVICES DIVISION</b>				
Public Property - Inspections	6.00	6.00	7.00	1.00
Electrical	6.00	6.00	6.00	0.00
Health	6.00	6.00	6.00	0.00

<b>City of Salem</b> <b>Full-Time Equivalent Employee Comparisons</b>
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	FY 2015	FY 2016	FY 2017	Change From Prior FY
<b>PLANNING &amp; COMMUNITY DEVELOPMENT DIVISION</b>				
Planning - General Admin	12.57	12.57	12.57	0.00
Conservation Commission	0.50	0.50	0.50	0.00
Planning Board	0.50	0.50	0.50	0.00
Historic Preservation	0.10	0.10	0.10	0.00
<b>PUBLIC SERVICES DIVISION</b>				
Public Services - General Admin	28.72	27.72	29.72	2.00
Sewer Enterprise Fund	5.99	5.99	5.99	0.00
Water Enterprise Fund	5.99	5.99	5.99	0.00
<b>ENGINEERING DIVISION</b>				
Engineering - General Admin	3.14	3.14	3.68	0.54
Sewer Enterprise Fund	3.04	2.54	2.54	0.00
Water Enterprise Fund	3.04	2.54	2.54	0.00
Trash Enterprise Fund	1.18	1.18	1.18	0.00
<b>RECREATION &amp; COMMUNITY SERVICES DIVISION</b>				
Council On Aging	7.95	8.00	8.00	0.00
Library	15.40	15.40	15.60	0.20
Recreation - General Admin	3.60	4.14	4.14	0.00
Golf Course	3.00	3.15	3.15	0.00
Witch House	1.00	1.15	1.15	0.00
Winter Island	1.00	1.00	1.00	0.00
Veterans	1.00	1.00	2.00	1.00
<b>EDUCATION DIVISION</b>				
School				
District & Bentley Academy Charter	892.90	882.60	868.40	-14.20
New Liberty Charter School	13.60	14.90	0.00	-14.90
Grants	69.70	65.70	65.70	0.00
Food Services	36.30	45.00	46.00	1.00
<b>School Totals</b>	<b>1012.50</b>	<b>1008.20</b>	<b>980.10</b>	<b>-28.10</b>
<b>Grand Totals</b>	<b>1381.43</b>	<b>1375.76</b>	<b>1363.76</b>	<b>-12.00</b>

## Budget Document Survey

Your opinion is important to us! Please take a few minutes to tell us what you think about our budget document. Your comments will be used to help improve this document.

1. Readability: Is the subject matter presented in an easy to read format and in terms that are understandable?

*Please Circle One:*    Difficult                  Somewhat Difficult                  Adequate                  Good                  Very Easy

2. Using the following scale, please rate the following sections (1-Very Helpful, 2-Helpful, 3-Not Helpful):

Sec 1 – General Overview	_____	Sec 2 – City Overview	_____
Sec 3 – Budget Overview All Funds	_____	Sec 4 – Budget Overview School	_____
Sec 5 – Budget Overview Enterprise Funds	_____	Sec 6 – Financial Forecasts, Plans & Policies	_____
Sec 7 – Capital Improvement Program	_____	Sec 8 – Departmental Budgets	_____
Sec 9 – Appendix	_____	Sec10- Glossary	_____

3. Content: What would you like to see added, expanded, reduced or removed?

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4. Overall Impressions: How would you rate the entire document?

*Please Circle One:*    Start Over                  Minimal Help                  Answered Most Questions                  Good                  Very Helpful

5. Comments

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Please send this page to:

Nina Bridgman, Assistant Finance Director  
City of Salem, Massachusetts  
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# The Budget Process

## The Budget and Appropriation Process

The budget document is the instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The legalistic view is that a budget is a plan of financial operation embodying an estimate of proposed expenditures for a given period of time and the proposed means of financing them. In a much more general sense, budgets may be regarded as devised to aid management to operate an organization more effectively. In the general sense, budgets are the financial expression of plans prepared by managers for operating an organization during a time period and for changing its physical facilities and its capital structure.

The budget preparation process for all Cities is governed by Massachusetts General Law (MGL) Ch. 44. The General Laws require that the budget be supported by revenues earned during the year plus any savings from prior years. The General Laws also requires public involvement in the process, including the requirement for a public hearing on the proposed budget.

The Mayor provides leadership in the budget process by developing budgetary policy and working closely with department heads and the City Council to assure that the process identifies community needs and priorities and develops a farsighted and well-crafted plan. The Mayor initiates the budget process that provides the policy context for identification of priorities and development of initiatives.

Within 170 days after the annual organization of the city government (which is ordinarily in early January), the Mayor is required to submit a budget of proposed expenditures for the fiscal year beginning on the next July 1. The City Council may make appropriations for the recommended purposes and may reduce or reject any item. Without a recommendation of the Mayor, the City Council may not increase any item or make an appropriation for a purpose not included in the proposed budget (except by a two-thirds vote in case of the failure of the Mayor to recommend an appropriation for such a purpose within 7 days after a request from the City Council). If the City Council fails to act on any item of the proposed budget within 45 days, that item takes effect.

If the Mayor does not make a timely budget submission, provision is made for preparation of a budget by the City Council. Provision is also made for supplementary appropriations upon recommendation of the Mayor. Enterprise Fund expenditures are required to be included in the budget adopted by the City Council. The school budget is limited to the amount appropriated by the City Council, but the school committee retains full power to allocate the funds appropriated.

Under certain circumstances and subject to certain limits and requirements, the city council of a city, upon the recommendation of the Mayor, may transfer amounts appropriated for the use of the department (except for a municipal light department or a school department) to another appropriation for the same department or for the use of any other department.



Commencing September 1, 1992, the City established enterprise funds in accordance with Chapter 44, Section 531F 1/2, of the General Laws for the City's water and sewer services. In FY 2007 the City established an enterprise fund for Trash Disposal.

The Finance Department prepares budget packages for each department in January. The Mayor holds a City wide budget meeting, attended by all department heads and finance personnel, concerning a general overview of the state of the economy, and to outline specific guidelines dictating the preparation of individual department budgets. In consultation with the Finance Department, each department then prepares an operating budgets and a mission statement outlining the projected goals for the future. These operating budgets are submitted to the Finance Department for review and entry into the computerized accounting system. The budgets are then prepared for the Mayor's review.

In March and April, each department head meets with the Mayor, Mayor's Chief Administrative Aide, Finance Director, and Assistant Finance Director to review their proposed budgets and program changes for the coming year. As the proposed budgets are reviewed by the Mayor, the budgets submitted may be adjusted based on the individual needs of each department. During the months of April and May, the Mayor finalizes the Annual Budget document for submission to the City Council. The proposed budget documentation is prepared by the Finance Department. The City Council accepts the budget and submits it to the subcommittee on Administration and Finance. The City Council Subcommittee on Administration and Finance then holds subcommittee meetings with the Mayor, Finance Director, Assistant Finance Director, and Department heads to review each departmental budget. The budget must be approved by a majority vote of the City Council within 45 days of receipt of the budget, but no later than June 30th of each year.

The school department budgets are prepared by the Superintendent of Schools and the School Business Manager. The school budget is reviewed and approved by the School Committee, and subsequently submitted to the City Finance Department for inclusion in the City Budget presented to the City Council for approval and appropriation.

## **WHAT IS A BALANCED BUDGET?**

A budget is considered in balance when revenues are equal to, or exceed expenditures. This is a requirement of all Massachusetts communities.

## **THE BUDGET FORMAT**

The budget summary contains summary totals from all operating segments. The revenue section details revenue sources with expected trends. Each departmental section contains a department mission statement and financial data relating to the entire department, including personnel detail. The enterprise section includes revenue and expenditure trends of the self-sustaining enterprise funds along with departmental goals. The CIP section details all expected capital program outlays in the current fiscal year, as well as a summary of the next following years.

## **BUDGET AMENDMENTS**

**Budget Amendment Increases** – Any increase to the budget must be submitted to the City Council by the Mayor for approval. Budget amendments usually occur from transfers from other special revenue funds (usually receipts reserved for appropriation funds), free cash appropriations in general fund,

or retained earnings appropriations within the Enterprise Funds. They can also be voted as an additional appropriation to the budget to be offset by property taxes, local revenue, state aid, and reserves prior to the tax rate being set in December of each year.

**Budget Amendment Transfers**– Budget transfers within the school department are submitted to the School Committee for their approval, and are processed by the Finance Department once approved. Budget transfers for City (non-school) budgets, either between personnel and non-personnel line items or between departments, must be submitted to City Council for their approval. This is due to the fact that the City Council votes the original budget as follows:

- City Budgets – The City Council votes each personnel and non-personnel line separately within each departmental unit.
- School Budgets - The City Council votes the TOTAL for the school budget, not separate departments and/or organizational units as they do for the City budgets.

On June 27, 2013 the Salem City Council adopted the Department of Revenue, Division of Local Services Bulletin IGR no. 06-209 from May 2006 Section C2. This section refers to the alternative year end procedure which allows budget transfers during May and June and the first fifteen days of July, upon recommendation of the Mayor, of any departmental appropriation to another appropriation within the same department, not to exceed three percent of the department's annual budget. The Finance Department will provide the City Council Administration and Finance Committee with a list of these budget transfers in addition to the regular budget transfers provided in the A&F monthly report.

## BUDGET GOALS

**Policy Driven Planning:** The budget is developed based upon community values and key City strategic financial and program policies. The City's Five Year Financial Forecast provides the nexus between the long-term financial plan and budgetary development. The plan includes a comprehensive multi-year projection of the financial position and budget projections, including documentation of revenue and cost assumptions and projections.

**Program of Services for the Community:** The budget is designed to focus on financial information and missions and goals that have value added outcomes to the community through City services. The Mayor and the City Council will use the City's fundamental principles as a basis for allocation choices and policy discussions. It also provides a basis for measuring progress toward goals during the budget period.

**Financial Plan of Allocation and Resource Management:** The budget establishes the plan and legal appropriations to allow the City to operate during the fiscal year. The budget provides specific direction for departments and agencies for management of resources. It also provides broad goals related to the City's overall financial position and identifies business decisions required to keep the City financially viable and strong. It is developed using all available financial and planning reviews, including the Five Year Financial Forecast and the five-year rolling Capital Improvement Program.

**Communication Tool:** The budget is intended to communicate to a broad range of readers, both locally and around the region, as well as the larger governmental and financial community. The budget expresses priorities and goals, assignments and plans, targets and hopes. It is a key statement of City priorities, and is meant to provide confidence in, and confirmation of, the Ordinance mandated Mayor form of government.

# Budgeting & Accounting Practices

The *basic financial statements* of the City of Salem, Massachusetts are prepared in accordance with Generally Accepted Accounting Principles (GAAP) in the United States of America. The Governmental Accounting Standards Board (GASB) is the recognized standard-setting body for establishing governmental accounting and financial reporting principles. The significant accounting policies are described herein.

For budgetary financial reporting purposes, the Uniform Municipal Accounting System (UMAS) basis of accounting (established by the Commonwealth of Massachusetts) is followed, which differs from the GAAP basis of accounting are listed below. A reconciliation of budgetary-basis to GAAP-basis results for the general fund for the fiscal year ended June 30, can be found in the City's Comprehensive Annual Financial Statement (CAFR) at the following website: [http://www.salem.com/Pages/SalemMA\\_Finance/Financials](http://www.salem.com/Pages/SalemMA_Finance/Financials)

## Basis of Accounting & Budgeting

The *basis of accounting* and the *basis of budgeting* determine when revenues and expenditures are recognized for the purposes of financial reporting and budget control. Accounting on a *cash basis* means that revenues and expenditures are recorded when cash is actually received or paid out. Most larger businesses employ *full accrual accounting* in which revenue are recorded when earned (rather than when received), and expenditures are recognized when an obligation to pay is incurred (rather than when the payment is made). Capital expenses (the cost of acquiring tangible assets) are recognized over the life of the asset, not when the asset is purchased.

Governments typically employ a hybrid basis of accounting termed *modified accrual*. Under this system, revenues are recognized when they become measurable and available; expenditures are recognized when the obligation to pay is incurred. Capital expenditures are recognized at the time of purchase. This means that governments may experience significant increases and decreases in total expenditures from year to year because capital expenses tend to be large and unevenly timed. To help explain year to year expenditure trends, capital expenditures are reported separately from operating costs in this budget document.

The City of Salem uses modified accrual accounting and budgeting for its governmental fund types which include the general fund, special revenue funds, and capital project funds. For proprietary fund types (enterprise funds) the city uses full accrual accounting and budgeting.

## Fund Accounting

Fund accounting is an accounting system organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures, or expenses as appropriate. Resources are allocated to and accounted for in individual funds based upon purposed for which they are to be spent and the

means by which spending activities are controlled. Fund accounting is used by states and local governments and by not-for-profit organizations that need to account for resources the use of which is restricted by donors or grantors.

## **Types of Funds**

There are seven types of funds that can be used, as needed, by state and local governments, both general purpose and limited purpose. The types of funds are as follows:

### **Governmental Funds**

1. ***The General Fund*** – The General Fund is the major operating fund of municipal governments, and it accounts for the vast majority of municipal operations. The General Fund is supported by revenues from real estate and personal property taxes, state and federal aid, excise taxes, investment income, fines and forfeitures, and fees and charges. Most of the municipal departments, including the schools, are supported in whole or in part by the General Fund.
2. ***Special Revenue Funds*** – to account for the proceeds of specific revenue sources (other than expendable trust or for major capital projects) that are legally restricted to expenditures for specific purposes. These funds are used mostly for donations, state, federal, and other intergovernmental revenue and expenditures.
3. ***Capital Projects Funds*** – to account for financial resources to be used for the acquisition or construction of major capital facilities – other than those financed by proprietary funds and trust funds.
4. ***Debt Service Funds*** – to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

### **Proprietary Funds**

5. ***Enterprise Funds*** – to account for operations (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided the periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.
6. ***Internal Service Funds*** – to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost-reimbursement basis.

### **Fiduciary Funds**



7. **Trust and Agency Funds** – to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds. These include (a) expendable trust funds, (b) nonexpendable trust funds, (c) pension trust funds, and (d) agency funds.

**Governmental Accounting-** The modified accrual basis of accounting, as appropriate, should be utilized in measuring financial position and operating results.

**Governmental fund** revenues and expenditures should be recognized on the modified accrual basis. Revenues should be recognized in the accounting period in which they become available and measurable. Expenditures should be recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt, which should be recognized when due.

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

**Fiduciary fund** revenues and expense or expenditures (as appropriate) should be recognized on the basis consistent with the fund's accounting measurement objective. Nonexpendable trust and pension trust funds (and investment trust funds) should be accounted for on the accrual basis; expendable trust funds should be accounted for on the modified accrual basis. Agency fund assets and liabilities should be accounted for on the modified accrual basis.

**Transfers** should be recognized in the accounting period in which the interfund receivable or payable arise.

**Fund Balance & Fund Equity** – The arithmetic difference between the amount of financial resources and the amount of liabilities recorded in the fund is the FUND EQUITY. Residents of the governmental unit have no legal claim on any excess of liquid assets over current liabilities; therefore, the Fund Equity is not analogous to the capital accounts of an investor-owned entity. Accounts in the Fund Equity category of the General Fund and special revenue funds consist of reserve accounts established to disclose that portions of the equity are not available for appropriation (reserved or designated); the portion of equity available for appropriation is disclosed in an account called FUND BALANCE.

## Annual Audits

At the close of each fiscal year, state law requires the City of Salem to publish a complete set of financial statements in conformity with accounting principles generally accepted in the United States of America (GAAP), and that are audited in accordance with generally accepted auditing standards by a firm of licensed certified public accountants. Pursuant to that requirement, the City of Salem has been audited by the firm of Powers & Sullivan, Certified Public Accountants, of Wakefield, Massachusetts. A copy of the most current CAFR and prior fiscal year financial statements can be found on the City's website at [http://www.salem.com/Pages/SalemMA\\_Finance/Financials](http://www.salem.com/Pages/SalemMA_Finance/Financials).

## **Reporting Entity**

For financial reporting purposes, the City has included all funds, organizations, agencies, boards, commissions and institutions. The City has also considered all potential component units for which it is financially accountable as well as other organizations for which the nature and significance of their relationship with the City are such that exclusion would cause the basic financial statements to be misleading or incomplete. As required by GAAP, these basic financial statements present the City (the primary government) and its component units. One entity has been included as a component unit in the reporting entity, because of the significance of its operational and/or financial relationship.

***Blended Component Units*** – Blended component units are entities that are legally separate from the City, but are so related that they are, in substance, the same as the City, or entities providing services entirely or almost entirely for the benefit of the City. The following component unit is blended within the Fiduciary Funds of the primary government:

The Salem Contributory Retirement System (CRS) was established to provide retirement benefits to City employees, the Salem Housing Authority employees, the South Essex Sewerage District employees, the Salem-Beverly Water Supply Board employees, the North Shore Regional Vocational School employees and their beneficiaries. The System is governed by a five-member board comprised of the Finance Director (ex-officio), two members elected by the System's participants, one member appointed by the Mayor and one member appointed by the other board members. The CRS is presented using the accrual basis of accounting and is reported as a pension trust fund in the fiduciary fund financial statements.

The City is a member of the South Essex Sewerage District (SESD), a joint venture with the Cities of Salem and Beverly and the Towns of Danvers and Marblehead, for the operation of a septage disposal facility. The members share in overseeing the operations of SESD. Each member is responsible for its proportionate share of the operational costs of the SESD, which are paid in the form of assessments. Complete financial statements for the District can be obtained by contacting them at 50 Fort Avenue, Salem, MA 01970.

The City is a member of the Salem-Beverly Water Supply Board (SBWSB), a joint venture with the City of Beverly for the operation of a water distribution system. The City does not have an equity interest in the Salem-Beverly Water Supply Board. Complete financial information for the SBWSB can be obtained by contacting them at 50 Arlington Avenue, Beverly, MA 01915.

## **Availability of Financial Information for Component Units**

The Salem Contributory Retirement System does not issue separate audited financial statement. The CRS issues a publicly available unaudited financial report in accordance with guidelines established by the Commonwealth of Massachusetts' (Commonwealth) Public Employee Retirement Administration Commission (PERAC). That report may be obtained by contacting the CRS located at 20 Central Street, Suite 110, Salem, Massachusetts 01970.

## **Government-Wide and Fund Financial Statements**

### **Government-Wide Financial Statements**

The government-wide financial statements (i.e., statement of net assets and the statement of changes in net assets) report information on all of the non-fiduciary activities of the primary government and its component units. *Governmental activities*, which are primarily supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which are supported primarily by user fees and charges.

### **Fund Financial Statements**

Separate financial statements are provided for governmental funds, proprietary funds, and fiduciary funds, even though fiduciary funds are excluded from the government-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements. Non-major funds are aggregated and displayed in a single column.

#### *Major Fund Criteria*

Major funds must be reported if the following criteria are met:

- If the total assets, liabilities, revenues, or expenditures/expenses of an individual governmental or enterprise fund are at least 10 percent of the corresponding element (assets, liabilities, etc.) for all funds of that category or type (total governmental or total enterprise funds), *and*
- If the total assets, liabilities, revenues, or expenditures/expenses of the individual governmental fund or enterprise fund are at least 5 percent of the corresponding element for all governmental and enterprise funds combined.

Additionally, any other governmental or enterprise fund that management believes is particularly significant to the basic financial statements may be reported as a major fund.

Internal service funds and fiduciary funds are reported by fund type.

## **Measurement Focus, Basis of Accounting and Financial Statement Presentation**

### **Government-Wide Financial Statements**

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred. Real estate and personal property taxes are recognized as revenues in the fiscal year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

The statement of activities demonstrates the degree to which the direct expenses of a particular function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include the following:

- Charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment.
- Grants and contributions are restricted to meeting the operational requirements of a particular function or segment.
- Grants and contributions are restricted to meeting the capital requirements of a particular function or segment.

Taxes and other items not identifiable as program revenues are reported as general revenues.

For the most part, the effect of inter-fund activity has been removed from the government-wide financial statements. However, the effect of inter-fund services provided and used between functions is not eliminated as the elimination of these charges would distort the direct costs and program revenues reported for the functions affected.

## **Fund Financial Statements**

**Governmental** fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred, except for un-matured interest on general long-term debt which is recognized when due, and certain compensated absences, claims and judgments which are recognized when the obligations are expected to be liquidated with current expendable available resources.

Real estate and personal property tax revenues are considered available if they are collected within 60 days after fiscal year-end. Investment income is susceptible to accrual. Other receipts and tax revenues become measurable and available when the cash is received and are recognized as revenue at that time.



Entitlements and shared revenues are recorded at the time of receipt or earlier if the susceptible to accrual criteria is met. Expenditure driven grants recognize revenue when the qualifying expenditures are incurred and all other grant requirements are met.

The following major governmental funds are reported:

The *general fund* is the primary operating fund. It is used to account for all financial resources, except those that are required to be accounted for in another fund.

The *stabilization fund* is a special revenue fund used to account for the accumulation of resources to be used for general and/or capital purposes upon approval of City Council.

The *school capital projects fund* is used to account for the ongoing construction and renovations of the City's school buildings.

The non-major governmental funds consist of other special revenue, capital projects and permanent funds that are aggregated and presented in the *non-major governmental funds* column on the governmental funds financial statements. The following describes the general use of these fund types:

The *special revenue fund* is used to account for the proceeds of specific revenue sources (other than permanent funds or capital projects funds) that are restricted by law or administrative action to expenditures for specified purposes.

The *capital projects fund* is used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Enterprise Funds).

The *permanent fund* is used to account for financial resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the governmental programs.

**Proprietary** fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the proprietary funds principal ongoing operations. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

The following major proprietary funds are reported:

The *sewer enterprise fund* is used to account for the sewer activities.

The *water enterprise fund* is used to account for the water activities.

The *golf course enterprise fund* is used to account for the golf course activities.

The *parking activities enterprise fund* is used to account for parking activities.

The *trash enterprise fund* is used to account for the solid waste disposal activities.

Additionally, the following proprietary fund type is reported:

The *internal service fund* is used to account for the financing of services provided by one department to other departments or governmental units. This fund is used to account for risk financing activities related to retirees' health insurance.

**Fiduciary** fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting except for the Agency Fund, which has no measurement focus. Fiduciary funds are used to account for assets held in a trustee capacity for others that cannot be used to support the governmental programs.

The following fiduciary fund types are reported:

The *pension trust fund* is used to account for the activities of the System, which accumulates resources to provide pension benefits to eligible retirees and their beneficiaries.

The *private-purpose trust fund* is used to account for trust arrangements that exclusively benefit individuals, private organizations, or other governments. Some of these trusts have donor restrictions and trustee policies that do not allow the endowment portion and any unrealized appreciation to be spent. The donor restrictions and trustee policies only allow the trustees to authorize spending of the realized investment earnings. The City's educational scholarships and housing subsidy trust funds are accounted for in this fund.

The *agency fund* is used to account for assets held in a purely custodial capacity. The City's agency funds consist primarily of payroll withholdings, police and fire details, escrow deposits and unclaimed property.

## **Government-Wide and Fund Financial Statements**

Private-sector standards of accounting and financial reporting issued prior to December 1, 1989, generally are followed in both the government-wide and proprietary fund financial statements to the extent that those standards do not conflict with or contradict guidance of the Governmental Accounting Standards Board. Governments also have the option of following subsequent private-sector guidance for their business-type activities and enterprise funds, subject to this same limitation. The government has elected not to follow subsequent private-sector guidance.

# Major & Non-Major Funds Overview

## Major Governmental Funds

There are two types of major governmental funds – General Funds and Enterprise Funds. These funds are voted as part of the annual city budget.

### *General Fund*

The General Fund is the major operating fund of municipal governments, and it accounts for the vast majority of municipal operations. The General Fund is supported by revenues from real estate and personal property taxes, state and federal aid, excise taxes, investment income, fines and forfeitures, and fees and charges. Most of the municipal departments, including the schools, are supported in whole or in part by the General Fund.

### *Enterprise Funds*

Enterprise funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided the periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

The City of Salem currently has three (3) enterprise funds – Sewer Enterprise Fund, Water Enterprise Fund and Trash Enterprise Funds.

## Non-major Governmental Funds

Revolving funds are the only non-major governmental funds that are required to be voted on annually. A list of those funds and their purposes can be found later in this section. A description of all non-major governmental funds are listed below.



## ***Special Revenue Funds***

Special revenue funds are used to account for specific revenues that are legally restricted to expenditure for particular purposes.

- ***City Grants Fund-*** This fund is used to account for non-school related activity specifically financed by federal, state, and other grants which are designated for specific programs.
- ***School Grants Fund-*** This fund is used to account for the educational programs specifically financed by federal, state, and other grants which are designated for specific programs.
- ***Community Development Grants Fund-*** This fund is used to account for community development activity specifically financed by federal, state, and other grants which are designated for specific programs.
- ***School Lunch Fund-*** This fund is used to account for all cafeteria activities and is funded by user charges, federal and state grants and commodities received.
- ***Highway Grants Fund-*** This fund is used to account for construction, re-construction, and improvements to roadways, streets and sidewalks. Funding is provided primarily by grants.
- ***Donations and Gifts Fund-*** This fund is used to account for gifts which have been accepted by the City to be used for the purpose specified by the donor.
- ***Receipts Reserved Fund-*** This fund is used to account for receipts reserved for appropriation for Golf Course, Witch House and Harbormaster.
- ***City Revolving Accounts Fund-*** This fund is used to account for non-school related revolving funds specifically allowed by the laws of the Commonwealth of Massachusetts. These funds are expended for purposes specified by the enabling statute.
- ***School Revolving Accounts Fund-*** This fund is used to account for school related revolving funds specifically allowed by the laws of the Commonwealth of Massachusetts. These funds are expended for purposes specified by the enabling statutes.

## ***Capital Project Funds***

Capital Project funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities and equipment other than those financed by proprietary funds and trust funds.

- ***Capital Improvement Plan Fund-*** These funds are used to account for the budgeted capital improvements voted on an annual basis.
- ***Other Funds*** – This fund is used to account for various capital projects.

## ***Permanent Funds***

Permanent funds are used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support governmental programs.

- ***Cemetery Fund-*** This fund is used to account for cemetery perpetual care contributions and expenditures.
- ***Human Service Fund-*** This fund is used to account for various contributions associated with human service activities.
- ***Other Funds-*** This fund is used to account for various contributions associated with governmental programs.

## ***Private Purpose Trust Funds***

- ***Trust Fund Commissioners-*** This fund is used to account for trusts held by the City to benefit individuals and is administered by the City's Board of Trust Fund Commissioners.
- ***Scholarship Funds-*** This fund is used to account for scholarships held by the City to benefit individuals.

### ***Agency Fund***

This fund is used primarily to account for payroll withholdings, police and fire details, escrow deposits and unclaimed property.

### ***Stabilization Fund***

A stabilization fund is a fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose (MGL Ch. 40 §5B). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax levy. The total of all stabilization fund balances shall not exceed ten percent of the community's equalized value, and any interest shall be added to and become a part of the funds. A two-thirds vote of the city council is required to establish, amend the purpose of, or appropriate money from the stabilization fund. More information on stabilizations fund can be found in Section 6.

# DEPARTMENTAL FUND RELATIONSHIPS

Department	Sub Department	Index #	Governmental Funds				Enterprise Funds			Trust & Agency Funds			
			Major	Non-Major	Non-Major	Non-Major	Major	Major	Major	Non-Major	Non-Major	Non-Major	Non-Major
			General Fund	Special Revenue Funds	Revolving Funds	Capital Projects	Water	Sewer	Trash	Permanent Trust Funds - Cemetery & Other	Private Scholarships & Trust Commissioners	Agency Funds - WH, Escrow, Details, etc.	Stabilization Funds
			Appropriated				Appropriated	Appropriated	Appropriated				Appropriated
Mayor	Executive	1	Yes	Yes	Yes	Yes				Yes	Yes		
City Clerk	Legislative- City Council	2	Yes										
	City Clerk	2	Yes										
	Elections & Registrations	2	Yes		Yes								
Assessors	Board of Assessors	3	Yes							Yes			
Collector	Tax Collections	4	Yes									Yes	
Data Processing	Information Technology/GIS	5	Yes			Yes							
	Fixed Costs	5	Yes										
Finance	Accounting	6	Yes										
Parking Dept	General Operation	7	Yes			Yes							
Purchasing	Purchasing	8	Yes									Yes	
	Fixed Costs	8	Yes										
Treasurer	Treasury Services	9	Yes									Yes	
	Debt Service	9	Yes										
	Short Term Debt	9	Yes										
	North Shore Regional Voc Schoc	9	Yes										
	State Assessments	9	Yes										
	Contributory Retirement	9	Yes										
	Non-contributory Pensions	9	Yes										
	Medicare	9	Yes										
	Municipal Insurance	9	Yes										
Solicitor-Licensing	Legal Services & Licensing	11	Yes										
Human Resources	Personnel	12	Yes	Yes									
	Workmen's Compensation	12	Yes										
	Unemployment Compensation	12	Yes										
	Group Insurance	12	Yes										
Fire	Fire Suppression	13	Yes	Yes	Yes	Yes						Yes	
Police	Citizen Protection	14	Yes	Yes		Yes				Yes		Yes	
Harbormaster	Harbormaster	15	Yes	Yes	Yes	Yes							



# DEPARTMENTAL FUND RELATIONSHIPS

Department	Sub Department	Index #	Governmental Funds				Enterprise Funds			Trust & Agency Funds			
			Major	Non-Major	Non-Major	Non-Major	Major	Major	Major	Non-Major	Non-Major	Non-Major	Non-Major
			General Fund	Special Revenue Funds	Revolving Funds	Capital Projects	Water	Sewer	Trash	Permanent Trust Funds - Cemetary & Other	Private Scholarships & Trust Commissioners	Agency Funds - WH, Escrow, Details, etc.	Stabilization Funds
			Appropriated				Appropriated	Appropriated	Appropriated				Appropriated
Public Property	Building/Plumbing/Gas Insp	16	Yes		Yes								
	Zoning Appeals	16	Yes										
	Fixed Costs	16	Yes										
Health - Board of	Administration & Support	17	Yes	Yes	Yes	Yes							
Electrical	Electrical Inspection & Maint	18	Yes	Yes		Yes							
Planning	General Administration	19	Yes	Yes	Yes	Yes							
	Conservation Commission	19	Yes										
	Planning Board	19	Yes										
	Market & Tourism	19	Yes										
	Historic Preservation	19	Yes										
Public Services	Administration & Support	20	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes	
	Snow and Ice	20	Yes										
Engineering	Engineering	22	Yes	Yes	Yes	Yes	Yes	Yes	Yes			Yes	
Recreation	Administration & Support	24	Yes	Yes	Yes	Yes					Yes		
	Golf Course	24	Yes	Yes		Yes						Yes	
	Witch House	24	Yes	Yes								Yes	
	Pioneer Village	24	Yes										
	Winter Island	24	Yes	Yes	Yes	Yes							
Council On Aging	Administration & Support	25	Yes	Yes	Yes	Yes							
Library	Administration & Support	26	Yes	Yes	Yes	Yes				Yes			
Veterans Agent	Administration & Support	27	Yes	Yes									
GF Trans Out	Trans Out	28	Yes	Yes		Yes							Yes
School	School	29	Yes	Yes	Yes	Yes				Yes	Yes	Yes	
ENTERPRISE FUNDS													
Sewer Enterprise	Public Services	21				Yes	Yes	Yes	Yes				
	Engineering	23				Yes	Yes	Yes	Yes				
Treasurer	Debt Service	10					Yes	Yes	Yes				
	Sort Term Debt Service	10					Yes	Yes	Yes				
	SESD Assessment	10					Yes	Yes	Yes				

# DEPARTMENTAL FUND RELATIONSHIPS

Department	Sub Department	Index #	Governmental Funds				Enterprise Funds			Trust & Agency Funds			
			Major	Non-Major	Non-Major	Non-Major	Major	Major	Major	Non-Major	Non-Major	Non-Major	Non-Major
			General Fund	Special Revenue Funds	Revolving Funds	Capital Projects	Water	Sewer	Trash	Permanent Trust Funds - Cemetery & Other	Private Scholarships & Trust Commissioners	Agency Funds - WH, Escrow, Details, etc.	Stabilization Funds
			Appropriated				Appropriated	Appropriated	Appropriated				Appropriated
	Insurance Deductible	10					Yes	Yes	Yes				
Water Enterprise	Public Services	21				Yes	Yes	Yes	Yes				
	Engineering	23				Yes	Yes	Yes	Yes				
Treasurer	Water Long Term Debt	10					Yes	Yes	Yes				
	Water Short Term Debt	10					Yes	Yes	Yes				
	SBWSB Assessment	10					Yes	Yes	Yes				
	Insurance Deductible	10					Yes	Yes	Yes				
Trash Enterprise	Engineering	23					Yes	Yes	Yes				



## MAJOR & NON MAJOR FUNDS - CHANGES IN FUND BALANCE

### General Fund - 100

#### MAJOR

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2008	1,969,775.00	1,666,376.00	1,666,376.00	
2009	1,666,376.00	1,463,285.00	(203,091.00)	-12%
2010	1,463,285.00	2,031,102.00	567,817.00	39%
2011	2,031,102.00	5,941,952.00	3,910,850.00	193%
2012	5,941,952.00	6,927,279.00	985,327.00	17%
2013	6,927,279.00	9,113,053.00	2,185,774.00	32%
2014	9,113,053.00	7,647,714.00	(1,465,339.00)	-16%
2015	7,647,714.00	6,761,445.00	(886,269.00)	-12%
2016	6,761,445.00	7,000,000.00	238,555.00	4%
2017	7,000,000.00	7,000,000.00	-	0%

Est.  
Est.

The objective of the General Fund is to raise revenue to cover expenses for the fiscal year. In FY 2014 we transferred \$3.271M per finance policies and anticipate lower FB on 6/30 FY 2015 saw a 12% decrease due to union contract settlements and lower revenues.

### Sewer Enterprise Fund - 6000

#### MAJOR

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2008	511,158.00	168,999.31	168,999.31	
2009	168,999.31	424,141.00	255,141.69	151%
2010	424,141.00	395,337.00	(28,804.00)	-7%
2011	395,337.00	729,765.97	334,428.97	85%
2012	729,765.97	640,064.23	(89,701.74)	-12%
2013	640,064.23	1,704,140.00	1,064,075.77	166%
2014	1,704,140.00	2,789,557.00	1,085,417.00	64%
2015	2,789,557.00	1,968,687.00	(820,870.00)	-29%
2016	1,968,687.00	2,000,000.00	31,313.00	2%
2017	2,000,000.00	2,000,000.00	-	0%

Est.  
Est.

There is an increase in bond payments in FY 2015 as well as a 4% increase in sewer rate charges to offset those bond payments and operating costs. We hope to generate retained earnings to cover increase in capital needs in current and future fiscal years and offset any water deficits.

### Water Enterprise Fund - 6100

#### MAJOR

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2008	1,836,129.00	1,743,685.33	1,743,685.33	
2009	1,743,685.33	1,189,261.00	(554,424.33)	-32%
2010	1,189,261.00	729,741.00	(459,520.00)	-39%
2011	729,741.00	450,153.47	(279,587.53)	-38%
2012	450,153.47	(218,737.73)	(668,891.20)	-149%
2013	(218,737.73)	542.00	219,279.73	-100%
2014	542.00	(466,988.00)	(467,530.00)	-86260%
2015	(466,988.00)	(165,558.00)	301,430.00	
2016	(165,558.00)	(100,000.00)	65,558.00	
2017	(100,000.00)	(100,000.00)	-	

Est.  
Est.

Water rates increased by 5% in FY 2014 to offset bond payments and generate enough revenue to cover expenditures. We are increasing water rates in FY 2016 to cover expenses and lost revenue from power plant shutdown.

### Trash Enterprise Fund - 6200

#### MAJOR

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2008	-	(11,054.00)		
2009	(11,054.00)	(43,454.65)		
2010	(43,454.65)	7,904.99	51,359.64	-118%
2011	7,904.99	66,613.27	58,708.28	743%
2012	66,613.27	110,107.76	43,494.49	65%
2013	110,107.76	323,739.00	213,631.24	194%
2014	323,739.00	480,117.00	156,378.00	48%
2015	480,117.00	327,689.00	(152,428.00)	-32%
2016	327,689.00	325,000.00	(2,689.00)	-1%
2017	325,000.00	325,000.00	-	0%

Est.  
Est.

Trash fees were reduced in FY 2014 and trash contract renegotiated at a lower rate. Balance in retained earnings to be used for future capital needs and recycling initiatives. Fees increased in FY16 due to new trash contractor and increased prices.



## MAJOR & NON MAJOR FUNDS - CHANGES IN FUND BALANCE

### Stabilization Fund - 8301

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2008	487,979.00	648,946.66	648,946.66	
2009	648,946.66	1,489,906.53	840,959.87	130%
2010	1,489,906.53	1,913,913.00	424,006.47	28%
2011	1,913,913.00	2,736,776.70	822,863.70	43%
2012	2,736,776.70	3,453,722.00	716,945.30	26%
2013	3,453,722.00	3,438,798.74	(14,923.26)	0%
2014	3,438,798.74	5,173,812.00	1,735,013.26	50%
2015	5,173,812.00	5,440,226.00	266,414.00	5%
2016	5,440,226.00	6,000,000.00	559,774.00	10%
2017	6,000,000.00	6,650,000.00	650,000.00	11%

Est.  
Est.

Increases due to Finance Policy of 20% of Free Cash to Stabilization and balance of Free Cash on 6/30. In FY 2016 that was \$650K.

Funds were used (522K) in FY13 to cover Union Contract Settlements and that money was replaced in FY 2014 when free cash was certified along with 1.1M which was 20% of free cash certified

### Stabilization Retirement Anticipation Fund - 8311

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2008				
2009	400,000.00	42,526.32		
2010	367,526.32	7,790.55		
2011	857,784.67	256,088.78	248,298.23	3187%
2012	656,088.78	50,000.00	(206,088.78)	-80%
2013	900,000.00	195,088.47	145,088.47	290%
2014	700,000.00	81,629.00	(113,459.47)	-58%
2015	681,738.00	462,839.00	381,210.00	467%
2016	835,965.00	50,000.00	(412,839.00)	-89%
2017	650,000.00	50,000.00	-	0%

Est.  
Est.

Changes due to of retirements during fiscal year. City policy is to build this fund balance to cover unanticipated retirements in current and future fiscal years.

At the end of FY 2015 we transferred 400K of free cash at year end to this fund. This fund fluxuates greatly due to varied retirements during year.

### Capital Improvement Fund (Short Term) - 2000

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2008	53,259.00	146,130.93	146,130.93	
2009	146,130.93	367,566.93	221,436.00	152%
2010	467,566.93	300,000.00	(67,566.93)	-18%
2011	980,000.00	182,751.37	(117,248.63)	-39%
2012	1,032,626.37	525,874.00	343,122.63	188%
2013	1,253,900.00	500,000.00	(25,874.00)	-5%
2014	803,000.00	1,000,551.00	500,551.00	100%
2015	1,000,551.00	1,344,435.00	343,884.00	34%
2016	1,344,435.00	1,521,000.00	176,565.00	13%
2017	1,521,000.00	1,800,000.00	279,000.00	18%

Est.  
Est.

This fund is used for unanticipated and smaller capital needs that cannot be bonded for during the fiscal year. Twenty percent of free cash is appropriated annually to this fund (per finance policies) to cover those capital needs.

Each year 20% of free cash transferred to this fund. FY 2015 = 649,953.40

### Other Post Employment Benefits(OPEB)-8313

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2008				
2009				
2010				
2011	-	50,000.00		
2012	50,000.00	381,012.37		
2013	381,012.37	627,506.00	246,493.63	65%
2014	627,506.00	1,353,522.00	726,016.00	116%
2015	1,353,522.00	1,534,443.00	180,921.00	13%
2016	1,534,443.00	1,701,917.00	167,474.00	11%
2017	1,701,917.00	1,876,917.00	175,000.00	10%

Est.  
Est.

Increases due to 5% free cash added to fund annually per financial policy and interest income. Originally 10% reduced to 5% in FY 2015.

Free cash transferred to this fund in FY 2016 = 162,488.35.



# Performance Management & Measurers

The Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award program requires all submitting agencies to incorporate Performance Management and Performance Measurers into their budget. The City of Salem is continuing to incorporate those ideas and strategies as part of the overall operation and management of the City.

The City has recently started a SalemStat program which uses performance measurers to determine where efficiencies can be applied based on statistical data. In the next few pages you will see the Police, Fire and Department of Public Services SalemStat data. The Mayor and her staff hope to use these statistics to better understand how to use city resources in more efficient ways.

City of Salem conducts an annual citizen survey on the City's website ([www.salem.com](http://www.salem.com)) that allowed all citizens of Salem to voice their opinions on various issues. The results of the recent year's survey are listed in the next few pages.

## Long and Short Term Strategic Goals

The City of Salem Long and Short Term Strategic Plan Summary is a listing of the Mayor's top priorities for the City of Salem for the current fiscal year and beyond. A chart of these goals is listed on the following pages. Several of the goals are high priority items of the current Citizens Survey result as noted.

Each department is required to include a table of Outcomes and Performance measurers in their mission statements. They are also required to include a description of "How Fiscal Year Departmental Goals relate to the City's Overall Long & Short Term Goals". This information defines how each department's goals tie in to the overall goals of the City and is included for each department in their mission statements throughout section 8.

## What is Performance Management?

Performance management is a logical and integrated approach to all aspects of the cycle of planning, budgeting, operations and evaluations that is based on data and analysis, for the purpose of continuously improving results. Performance management is:

- Data driven – using reliable, verifiable and relevant data.
- Outcome oriented – focused primarily on results, less on inputs and outputs.
- Citizen focused – based on community needs.
- Logically aligned – mission, goals, objectives, measurers, responsibilities are integrated.
- Transparent – information is available and understandable by outsiders and insiders alike.
- Sustainable – survives leadership changes.
- Learning, improvement and accountability driven.

Performance measurement has become increasingly prevalent in local government, yet most government managers still struggle with the fundamental question of what to do with performance measurement data when they have it. Management teams want to know how they can incorporate performance measurement into their management and decision making processes. Rather than simply reporting performance results, performance based management focuses on linking performance measurement to strategic planning and using it as a lever for cultural change. By creating a learning environment in which performance measures are regularly reviewed and discussed, organization can improve the pace of learning and decision making, improve performance, and facilitate broader cultural change.

## **Where to get more information**

The information above was obtained from the GFOA website ([www.gfoa.org](http://www.gfoa.org)) and more information on performance management and measurers is available on that website.

### **GFOA Recommended Practices:**

Budgeting for Results and Outcome (2007):

<http://www.gfoa.org/downloads/budgetingforresults.pdf>

Performance Management: Using Performance Measurement for Decision Making (2002 and 2007):

<http://www.gfoa.org/downloads/budgetperfinagement.pdf>

## City of Salem Resident Survey Results 2016

The 2016 Salem Resident Survey was the seventh city-wide survey of Salem residents and 1,382 people completed it.

### 1. How do you rate Salem as a place to live?

Great place to live	68.6%
Average place to live	28.5%
Not a great place to live	2.9%

### 2. How do you rate your neighborhood as a place to live?

Great place to live	62.0%
Average place to live	31.9%
Not a great place to live	6.1%

### 3. Would you recommend Salem as a place to live?

Yes	85.9%
No	14.1%

### 4. How would you describe your overall opinion of Salem City government?

Very satisfied	14.8%
Satisfied	47.6%
Neutral	22.2%
Dissatisfied	10.8%
Very dissatisfied	4.6%

### 5. How would you rate City government on the following?

*Informing residents on major issues in the City*

Very good	31.8%
Good	41.8%
Fair	20.0%
Poor	6.3%

*Representing and providing for the needs of all its citizens*

Very good	13.3%
Good	44.2%
Fair	30.7%
Poor	11.8%

*Effectively planning for the future*

Very good	19.0%
Good	44.4%
Fair	25.0%
Poor	11.3%

## City of Salem Resident Survey Results 2016

*Providing value for your tax dollars*

**Very good** 11.4%

**Good** 44.0%

**Fair** 31.6%

**Poor** 13.1%

*Providing meaningful opportunities for citizens to give input on issues*

**Very good** 21.9%

**Good** 43.7%

**Fair** 24.7%

**Poor** 9.7%

*The overall direction that the City is taking*

**Very good** 24.8%

**Good** 41.5%

**Fair** 21.2%

**Poor** 12.5%

### 6. Please rank the importance of the following City services to you.

*Rank ordering of "Very Important" services*

**#1** Fire (65.9%)

**#2** Fix streets & sidewalks (62.4%)

**#3** Schools (61.9%)

**#4** Police (61.1%)

**#5** Clean city (58.5%)

**#6** Trash pickup (43.7%)

**#7** Downtown (41.6%)

**#8** Parks & playgrounds (35.2%)

**#9** Rec/community services (34.1%)

*1. Repairing streets and sidewalks*

**Very important** 62.4%

**Important** 33.0%

**Somewhat important** 4.3%

**Not at all important** 0.4%

*2. Fire protection and emergency medical response*

**Very important** 65.9%

**Important** 29.9%

**Somewhat important** 4.0%

**Not at all important** 0.2%



## City of Salem Resident Survey Results 2016

### *3. Quality public schools*

<b>Very important</b>	61.9%
<b>Important</b>	24.9%
<b>Somewhat important</b>	8.3%
<b>Not at all important</b>	4.9%

### *4. Police services*

<b>Very important</b>	61.1%
<b>Important</b>	32.9%
<b>Somewhat important</b>	5.4%
<b>Not at all important</b>	0.6%

### *5. Keeping streets and public areas clean*

<b>Very important</b>	58.5%
<b>Important</b>	36.7%
<b>Somewhat important</b>	4.5%
<b>Not at all important</b>	0.3%

### *6. Garbage collection and recycling services*

<b>Very important</b>	43.7%
<b>Important</b>	46.0%

<b>Somewhat important</b>	9.5%
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<b>Not at all important</b>	0.7%
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### *7. Revitalizing downtown*

<b>Very important</b>	41.6%
<b>Important</b>	40.4%
<b>Somewhat important</b>	15.4%
<b>Not at all important</b>	2.6%

### *8. Recreation and community programs (Library, Council on Aging, etc.)*

<b>Very important</b>	34.1%
<b>Important</b>	45.0%
<b>Somewhat important</b>	17.6%
<b>Not at all important</b>	3.4%

### *9. Parks and playgrounds*

<b>Very important</b>	35.2%
<b>Important</b>	47.1%
<b>Somewhat important</b>	15.4%
<b>Not at all important</b>	2.3%

## City of Salem Resident Survey Results 2016

### 7. Please rate your satisfaction with the following City services.

<i>Parking enforcement</i>	
<b>Very satisfied</b>	11.8%
<b>Satisfied</b>	54.1%
<b>Somewhat dissatisfied</b>	18.3%
<b>Very dissatisfied</b>	10.0%
<b>Not applicable to me</b>	5.9%

<i>Snow removal and plowing</i>	
<b>Very satisfied</b>	17.5%
<b>Satisfied</b>	48.3%
<b>Somewhat dissatisfied</b>	23.5%
<b>Very dissatisfied</b>	8.6%
<b>Not applicable to me</b>	2.1%

<i>Road maintenance and repair</i>	
<b>Very satisfied</b>	4.4%
<b>Satisfied</b>	26.1%
<b>Somewhat dissatisfied</b>	45.1%
<b>Very dissatisfied</b>	23.9%

<b>Not applicable to me</b>	0.5%
<i>Traffic enforcement</i>	
<b>Very satisfied</b>	10.6%
<b>Satisfied</b>	48.8%
<b>Somewhat dissatisfied</b>	26.6%
<b>Very dissatisfied</b>	11.6%
<b>Not applicable to me</b>	2.4%

<i>Recreation programs</i>	
<b>Very satisfied</b>	11.6%
<b>Satisfied</b>	51.7%
<b>Somewhat dissatisfied</b>	13.9%
<b>Very dissatisfied</b>	3.0%
<b>Not applicable to me</b>	19.9%

<i>Senior Center programs</i>	
<b>Very satisfied</b>	4.3%
<b>Satisfied</b>	29.8%
<b>Somewhat dissatisfied</b>	10.9%
<b>Very dissatisfied</b>	5.2%

## City of Salem Resident Survey Results 2016

Not applicable to me 49.9%

### *Overall cleanliness of the City*

Very satisfied 11.3%

Satisfied 47.7%

Somewhat dissatisfied 30.4%

Very dissatisfied 10.0%

Not applicable to me 0.7%

### *Police services*

Very satisfied 36.0%

Satisfied 48.4%

Somewhat dissatisfied 7.4%

Very dissatisfied 2.1%

Not applicable to me 6.3%

### *Fire services*

Very satisfied 41.2%

Satisfied 45.7%

Somewhat dissatisfied 0.8%

Very dissatisfied 0.5%

Not applicable to me 11.8%

### *Trash and recycling collection*

Very satisfied 26.7%

Satisfied 47.5%

Somewhat dissatisfied 16.3%

Very dissatisfied 6.5%

Not applicable to me 3.0%

### *Public Library services*

Very satisfied 31.7%

Satisfied 48.3%

Somewhat dissatisfied 5.7%

Very dissatisfied 0.5%

Not applicable to me 13.8%

### *Appearance and maintenance of parks*

Very satisfied 11.3%

Satisfied 50.0%

Somewhat dissatisfied 28.5%

Very dissatisfied 7.7%

## City of Salem Resident Survey Results 2016

Not applicable to me 2.5%

*Public schools*

Very satisfied 6.7%

Satisfied 25.0%

Somewhat dissatisfied 27.1%

Very dissatisfied 15.7%

Not applicable to me 25.6%

### 8. Please rank the importance of the following issues.

*1. Offering quality public education*

Very important 58.2%

Important 29.1%

Somewhat important 8.6%

Not at all important 4.1%

*2. Stabilizing property taxes*

Very important 45.6%

Important 34.0%

Somewhat important 16.2%

Not at all important 4.2%

*3. Supporting the growth of new and existing businesses*

Very important 39.8%

Important 44.0%

Somewhat important 14.8%

Not at all important 1.4%

*4. Supporting tourism, arts, and cultural opportunities*

Very important 38.0%

Important 43.4%

Somewhat important 14.9%

Not at all important 3.7%

*5. Renewable energy and energy efficiency initiatives*

Very important 38.0%

Important 36.8%

Somewhat important 20.9%

Not at all important 4.3%

*6. Improving communication between the City and residents*

Very important 34.2%

Important 49.4%

Somewhat important 15.4%



## City of Salem Resident Survey Results 2016

Not at all important 1.1%

7. *Providing improved recreational opportunities for youth and adults*

Very important 27.7%

Important 43.9%

Somewhat important 24.4%

Not at all important 4.0%

8. *Regionalizing and combining City functions*

Very important 10.9%

Important 33.8%

Somewhat important 39.9%

Not at all important 15.5%

### 9. Do you live or work in downtown Salem?

Live 32.3%

Work 6.3%

Neither 51.1%

Both 10.4%

### 10. In the past year, how often, if ever, did you go downtown?

*This question was only asked of those who answered "Neither" to Question 9.*

Never 1.4%

Less than a dozen times 12.5%

Frequently 45.5%

Regularly spend time downtown 40.5%

### 11. Where do you most often park when you come downtown?

*Only asked of those who answered less than a dozen times, frequently, or regularly to Question 10.*

Walk or bike to get downtown 21.2%

No one specific location 20.7%

On-street metered parking 17.4%

Front St or Klop Alley lots 9.7%

Church St or Salem Green lots 8.4%

Sewall St or Crombie St lots 6.8%

Museum Place garage 5.4%

South Harbor garage 2.2%

Riley Plaza lot 1.6%

MBTA garage 0.4%

Other 6.2%

### 12. Why do you come to downtown Salem?

*Only asked of those who answered less than a dozen times, frequently, or regularly to Question 10. Respondents allowed to select all that apply.*

Dining 85.4%

Festivals & special events 61.5%

Civic business 59.2%

Visit museums 58.8%

Cultural offerings 56.2%

Farmers Market 54.3%

Retail shopping 51.2%

Service appointments 34.2%

Work 10.7%

Other 11.0%

### 13. What is the main reason that keeps you from spending more time in downtown Salem?

*This question was only asked of those who answered either "Never" or "Less than a dozen times" to Question 10.*

1. Lack of parking 18.8%

## City of Salem Resident Survey Results 2016

2. Traffic	12.5%
3. Not interested in downtown shops	0.0%
4. Prefer other shopping areas	12.5%
5. Cost of parking	18.8%
6. Too expensive	6.3%
7. Inconvenient	18.8%
8. Cleanliness	0.0%
9. Safety	6.3%
10. Other	6.3%

### **14. In general, how safe do you feel in downtown Salem?**

*Only asked of those who answered they lived, worked, or had ever visited downtown Salem.*

Very safe	64.3%
Somewhat safe	33.0%
Not very safe	2.8%

### **15. Do you participate in the City's curbside trash and recycling collection with Waste Management?**

Yes	93.7%
No	6.3%

### **16. Do you feel that you have enough space, too much space, or not enough space in your Waste Management trash cart?**

Enough space	69.1%
Too much space	14.9%
Not enough space	15.9%

### **17. Do you feel that you have enough space, too much space, or not enough space in your Waste Management recycling cart?**

Enough space	61.5%
Too much space	11.1%
Not enough space	27.4%

### **18. Would you be in favor of moving to weekly recycling collection at a cost to the City of \$150,000/year or are you OK with recycling collection every other week?**

OK with every other week recycling	83.2%
Prefer recycling collection weekly	16.8%

### **19. How satisfied would you say you are with curbside trash and recycling collection with Waste Management?**

Very satisfied	33.7%
Satisfied	42.6%
Neutral	15.2%
Dissatisfied	5.7%
Very Dissatisfied	2.7%

### **20. How many people – adults and children combined – are in your household?**

1	17.4%
2	40.6%
3	18.3%
4	14.7%
5	6.1%
6	2.0%
7	0.4%
8	0.4%
9+	0.2%

### **21. How familiar or unfamiliar are you with CodeRED, the City's automated alert system?\***

Very familiar	43.5%
Somewhat familiar	31.1%
Not at all familiar	25.4%

\* In 2010 this question and question 18 asked about familiarity with "Connect-CTY," the City's automated telephone system at the time.

## City of Salem Resident Survey Results 2016

### 22. Have you registered your telephone number and/or email address with CodeRED?

Yes 69.8%  
No 30.2%

### 23. How do you receive notices and other information from the City?

CodeRED telephone call	64.6%
Emergency blue lights	63.2%
Email notification	49.5%
City of Salem website	37.5%
Word of mouth	28.6%
Newspapers	13.9%
Other	19.1%

### 24. Where do you typically learn about news concerning Salem City government?

Word of mouth, including social media and email	63.8%
City website or other official City notification	42.5%
Salem News	45.3%
Salem Patch	42.9%
Salem Gazette	12.9%
Television or radio news outlets	9.6%
Other	12.0%

### 25. In the last 12 months, have you contacted the City to obtain information or request services?

Yes 59.0%  
No 41.0%

### 26. How have you contacted the City?

*Only asked of those answering "Yes" to Question 25.*

Telephone	62.1%
Email	39.4%
In person	41.0%

SeeClickFix	32.0%
Mail	5.8%
Other	3.1%

### 27. How would you describe the City employee with whom you most recently had contact?

<i>Knowledgeable</i>	
Very good	48.6%
Good	29.2%
Fair	10.1%
Poor	4.8%
Not applicable	7.3%

<i>Courteous</i>	
Very good	54.7%
Good	26.2%
Fair	9.0%
Poor	3.9%
Not applicable	6.3%

<i>Responsive to your needs</i>	
Very good	45.6%
Good	27.0%

## City of Salem Resident Survey Results 2016

Fair 12.3%

Poor 11.4%

Not applicable 3.7%

*Ease of getting in touch with the employee*

Very good 43.7%

Good 29.5%

Fair 14.3%

Poor 6.2%

Not applicable 6.3%

*Respectfulness*

Very good 55.4%

Good 26.1%

Fair 8.4%

Poor 4.0%

Not applicable 6.1%

*Timeliness of response*

Very good 46.7%

Good 26.2%

Fair 12.7%

Poor 9.3%

Not applicable 5.1%

*Ability to accommodate the need for foreign language or sign language*

Very good 8.1%

Good 6.5%

Fair 1.3%

Poor 1.6%

Not applicable 82.4%

**28. In the last 12 months have you visited the City's website, [www.salem.com?](http://www.salem.com?)**

Yes 94.1%

No 5.9%

**29. How would you rate each of the following characteristics of the City website?**

*Only asked of those who answered "Yes" to Question 28.*

*Usefulness of information*

Very good 17.0%

Good 54.8%

Fair 25.7%

Poor 2.5%

*Ease of use or navigation*

Very good 11.9%



## City of Salem Resident Survey Results 2016

Good	44.6%
Fair	31.8%
Poor	8.1%

### *Design and graphics*

Very good	13.1%
Good	46.5%
Fair	32.3%
Poor	8.1%

### 30. Have you used a mobile device to view the City's website?

Yes	50.0%
No	50.0%

### 31. How would you rate the functionality and appearance of the City's website on a mobile device?

*Only asked of those answering "Yes" to Question 30.*

Very good	6.4%
Good	45.3%
No opinion	26.1%
Poor	18.5%
Very poor	3.7%

### 32. The City is always looking to operate more efficiently and effectively. Please indicate how you feel about the following revenue and reform options.

#### *Privatizing or outsourcing some services*

Strongly support	6.0%
Support	18.7%
Somewhat support	41.7%
Do not support	33.7%

#### *Combining services with other communities (regionalization)*

Strongly support	11.1%
Support	30.2%
Somewhat support	42.2%
Do not support	16.5%

#### *Layoffs and reducing personnel*

Strongly support	2.6%
Support	6.8%
Somewhat support	26.6%
Do not support	64.1%

#### *Pursue non-tax revenue sources (i.e. grants, PILOTs, etc.)*

Strongly support	35.7%
Support	37.1%
Somewhat support	21.0%
Do not support	6.3%

#### *Offer fewer City services*

Strongly support	1.6%
Support	5.5%

## City of Salem Resident Survey Results 2016

Somewhat support 18.4%

Do not support 74.4%

### 33. How long have you lived in Salem?

Less than a year 5.5%

1-5 years 20.2%

5-15 years 28.0%

More than 15 years 46.3%

### 34. Which neighborhood of Salem do you live in?

Bridge Street Neck 5.6%

Castle Hill 2.5%

Derby Street neighborhood 7.8%

Downtown Salem 8.5%

Gallows Hill 3.0%

Greater Endicott Street 2.5%

Highland Avenue 3.7%

McIntire Historic District 13.0%

North Salem 13.7%

The Point 1.7%

Salem Common 7.8%

Salem Willows 2.6%

South Salem 17.6%

Witchcraft Heights 5.2%

Other 4.9%

### 35. What is your gender?

Female 60.9%

Male 39.1%

### 36. Do you have children in the Salem Public Schools?

Yes 16.0%

No, I don't have children 64.0%

No, my child attends school elsewhere 11.3%

No, my child is not yet in school 8.7%

### 37. What grade is your child or children in?

*Only asked of those who answered "Yes" or "No, my child/children attend school elsewhere" to Question 36.*

Kindergarten through 4<sup>th</sup> Grade 39.3%

5<sup>th</sup> Grade through 8<sup>th</sup> Grade 19.1%

9<sup>th</sup> Grade through 12<sup>th</sup> Grade 13.1%

Children are in more than one of these ranges 28.4%

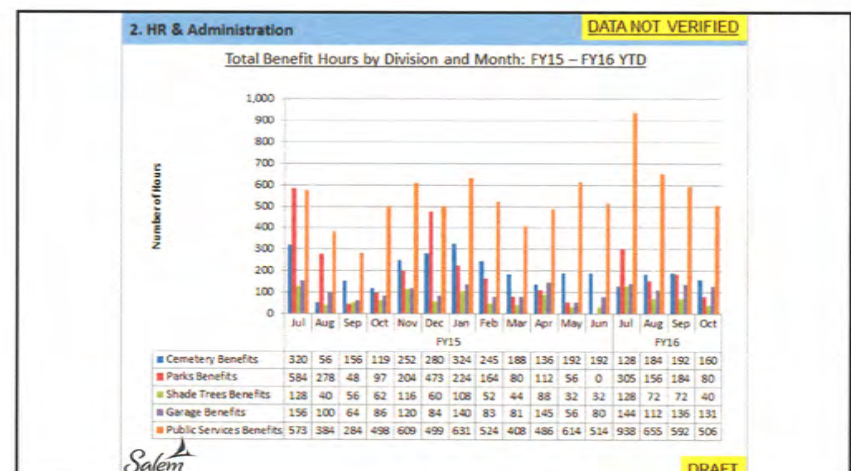
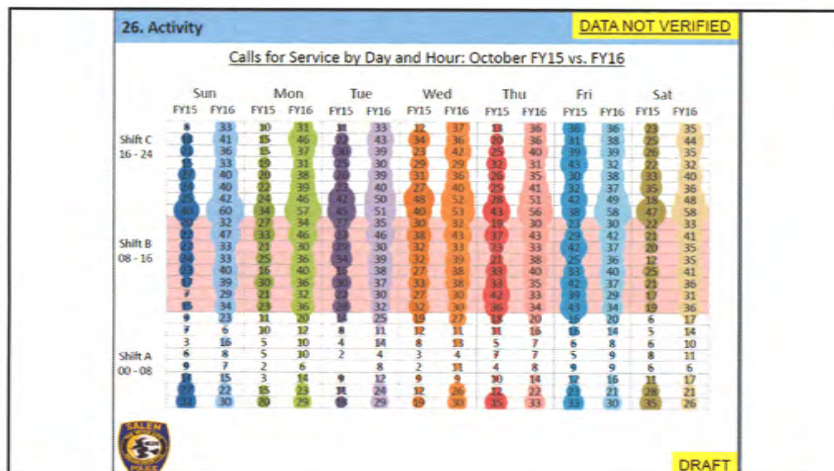
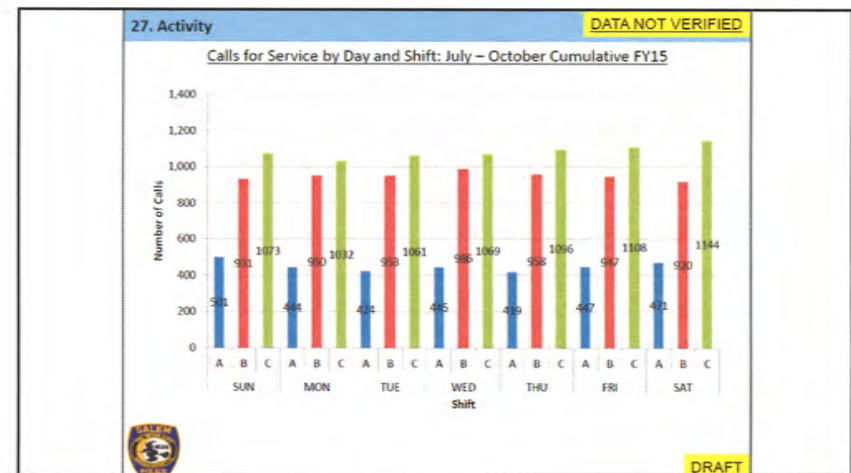
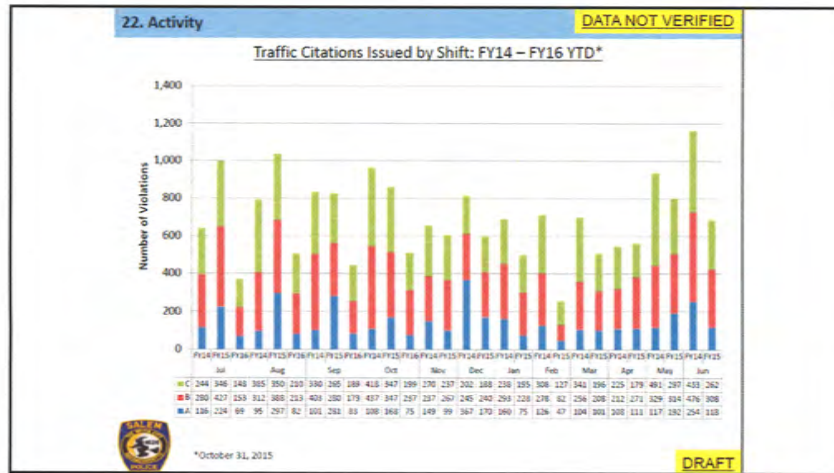
## City of Salem Resident Survey Results 2016

### 38. What age group are you in?

Less than 18 years old	0.2%
18-30 years old	7.7%
31-40 years old	24.1%
41-50 years old	24.0%
51-64 years old	28.7%
65 years old or older	15.4%

### 39. Do you own your home or rent?

Own	75.9%
Rent	22.9%
Other	1.2%





## 7. Payroll

DATA NOT VERIFIED

OT Hours by Cause: FY14 – FY16 YTD

		Burials	Rowel Stone Repair & Engraving	William Graves & Co.	Black Pacific	Carriage Days & Co.	Gravestone	Cemetery Leases	Cemetery Clean-up	Memorial Day	Plant Trees	Maid, Call Fire & Truck Show	Religious Work & Fundraising	Paul & Patsy Howard	Vehicle Issues	Weekend Trash	Holiday & Special Projects	Archives & Patch	Street Signs	Transfer Station	Southside North	Post Signs	Cover walk, Board & Line Painting	AM Sweeping & Cleanup	Remain Market	Work Continuation	3-1-1 Coverage	Visiting Assistance	Food & Welfare Co.	Handled Inquiries	Team Work	Total
FY14 Hours	229	74	85	43	123	415	24	12	38	14	7	77	0	36	65	0	0	19	38	10	46	204	119	112	169	518	85	85	992	340		
FY15 Hours	61	49	100	35	78	29	77	256	25	165	14	54	90	120	15	0	38	10	4	86	41	137	82	8	0	38	1166	84	2995			
FY16 YTD Hours	28	36	101	19	17	22	9	21	24	37	77	91	18	260	8	0	280	41	14	34	168	77	96	122	156	14	0	1029	69	2865		

Salem

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#### 14. Payroll

DATA NOT VERIFIED

Garage Workload and Associated Costs: FY16 YTD

		Jul	Aug	Sep	Oct
DPS Vehicles	# of Vehicles	54	32	49	35
	Cost per Vehicle	\$145.78	\$148.38	\$145.35	\$152.08
Police Vehicles	# of Vehicles	45	29	34	36
	Cost per Vehicle	\$82.74	\$97.37	\$94.08	\$96.49
School Vehicles	# of Vehicles	25	37	29	18
	Cost per Vehicle	\$86.97	\$93.88	\$101.68	\$116.62
Other City Vehicles (COA, etc.)	# of Vehicles	12	5	7	5
	Cost per Vehicle	\$64.56	\$124.95	\$71.40	\$114.95

Salem

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## 16. Payroll

DATA NOT VERIFIED

Public Services Workload and Associated Costs: FY16 YTD

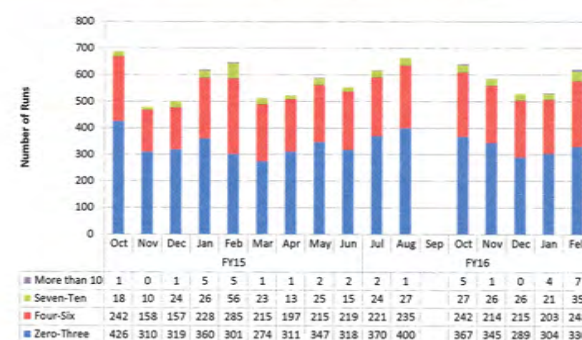
		Jul	Aug	Sep	Oct
Water Break Repairs Made (Main Lines)	# of Repairs	0	1	3	3
	Cost per Repair	N/A	\$1076.64	\$837.39	\$1345.80
Sewer Backups	# of Backups	2	3	5	5
	Cost per Backup	\$358.88	\$149.53	\$35.89	\$107.66
Sidewalk Repairs Made	# of Repairs	17	17	17	17
	Cost per Repair	\$445.96	\$543.60	\$176.80	\$237.49
Catch Basin Repairs Made	# of Repairs	1	2	6	1
	Cost per Repair	\$897.20	\$717.76	\$299.07	\$0
Potholes Repaired	# of Repairs	60	30	15	40
	Cost per Repair	\$32.90	\$11.96	\$69.72	\$35.89
Trench Repairs Made	# of Repairs	16	20	14	4
	Cost per Repair	\$413.55	\$174.95	\$177.84	\$493.46
Sinkhole Repairs Made	# of Repairs	1	5	8	2
	Cost per Repair	\$986.92	\$179.44	\$549.54	\$986.92

Salem

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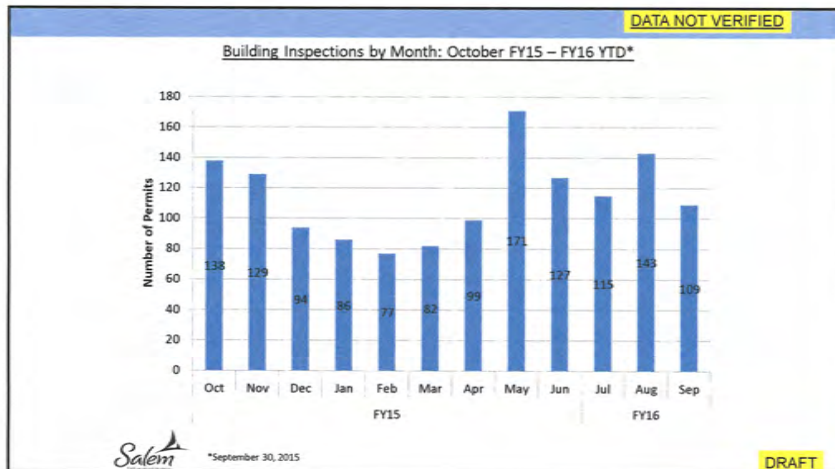
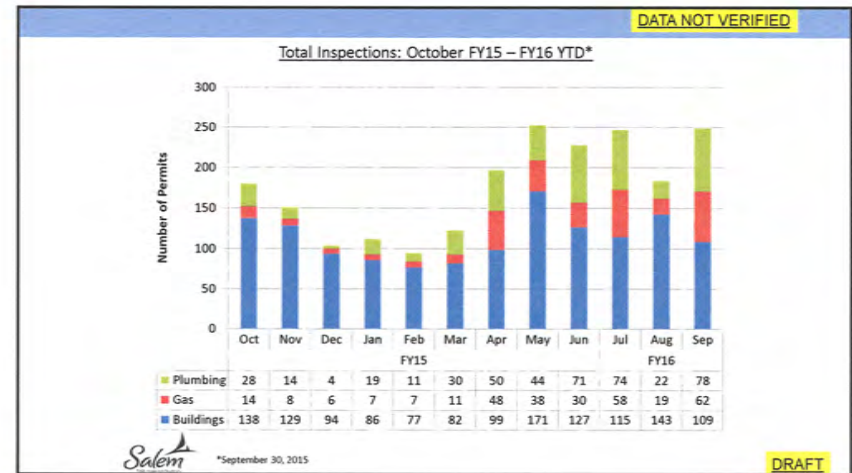
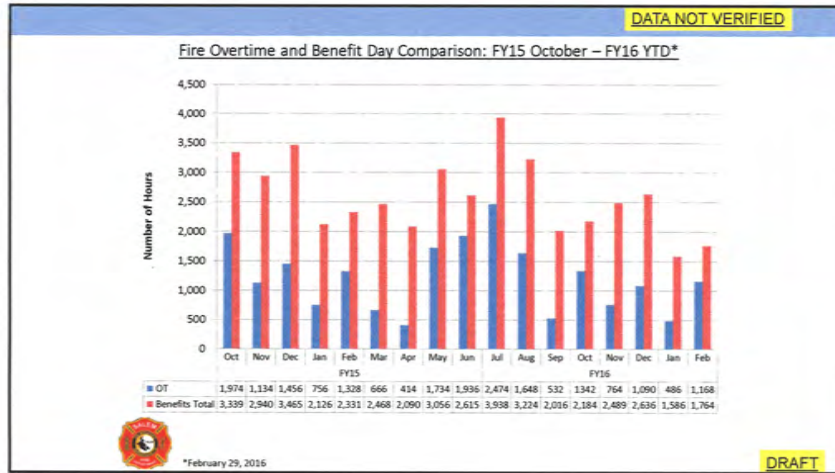
## DATA NOT VERIFIED

Response Time in Minutes: FY15 October – FY16 YTD\*



\*February 29, 2016

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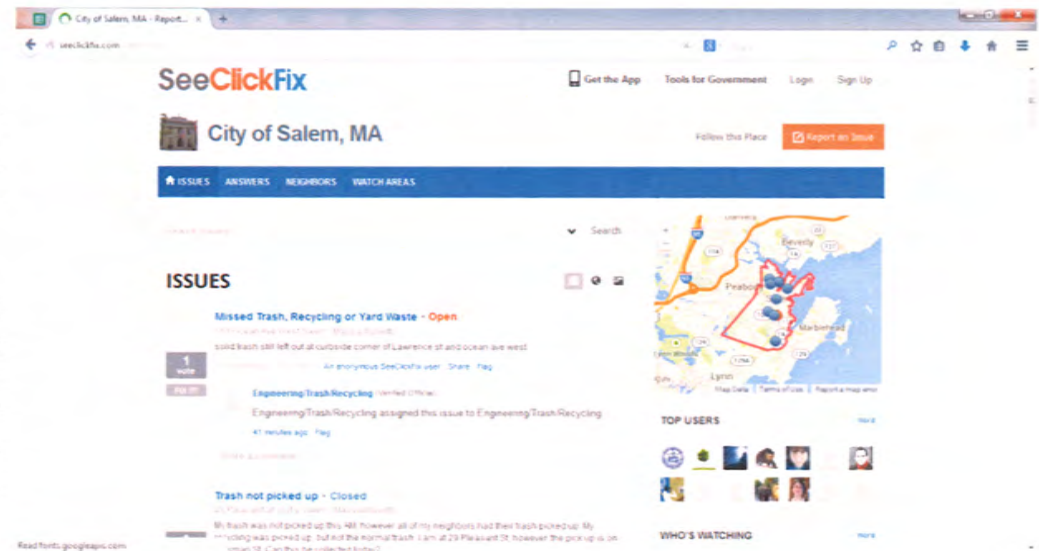
## SeeClickFix



In July 2014, the City of Salem joined over 60 other Massachusetts cities and towns in the utilizing SeeClickFix for service requests.

**SeeClickFix**

Using the SeeClickFix tool, residents can directly request City services, report problems to relevant departments, ask questions about City policies and services, and interact with officials about issues of concern in the City. While Salem was not the first to use the tool, the City has quickly risen to the top as one of the top five most active communities using the program in Massachusetts.





The tool, which is available both on the City’s website and via a customized mobile app, also provides the City with robust data on the back end that allows the City to track response times, generate automatic work orders for service requests, manage customer service levels, map data, and more. When integrated with the SalemStat performance measurement program the tool is especially useful.

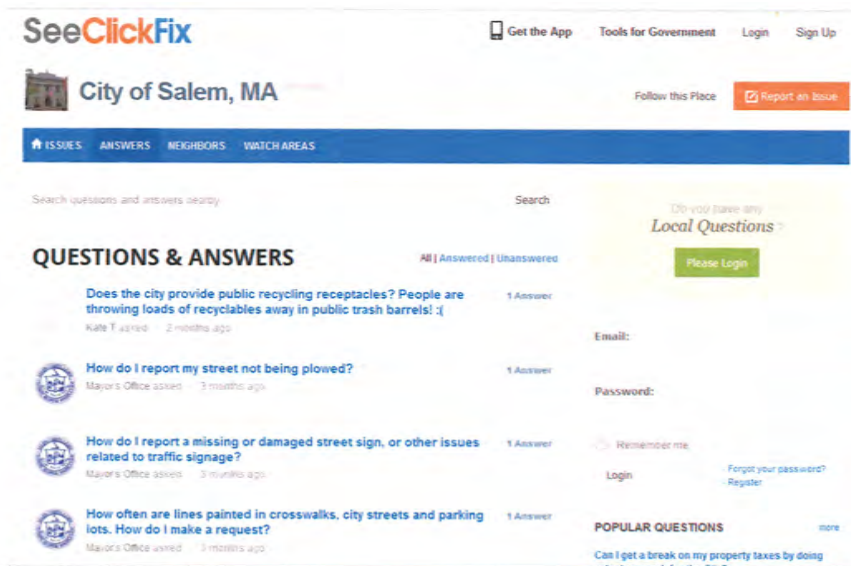
The app also gives residents links to critical City information and websites and is updated regularly to provide the most up-to-date information on time-sensitive events, news, and more.

The free app is linked to a user’s location services on their smartphone, so if they are in another SeeClickFix community, that community’s mobile buttons will automatically load and all service requests reported will go to the appropriate department in that community.

The app and online version alike also include Knowledge Base. As the first SeeClickFix community to deploy Knowledge Base, Salem is leading the way with this new tool, which replaces the traditional static Frequently Asked Questions web page with a more dynamic wiki of City questions and information. Users can ask questions or answer questions that other users ask, and the City can tag “official” answers.

In addition to providing an enhanced level of public access, SeeClickFix has helped Salem improve work flow, advocacy, and responsiveness. The SeeClickFix Field App is being deployed in police cruisers, constituent services’ mobile devices, and inspectional services’ tablets. This program allows City workers to quickly and easily report issues from the field. It is being used during the CityWalk program, as well.



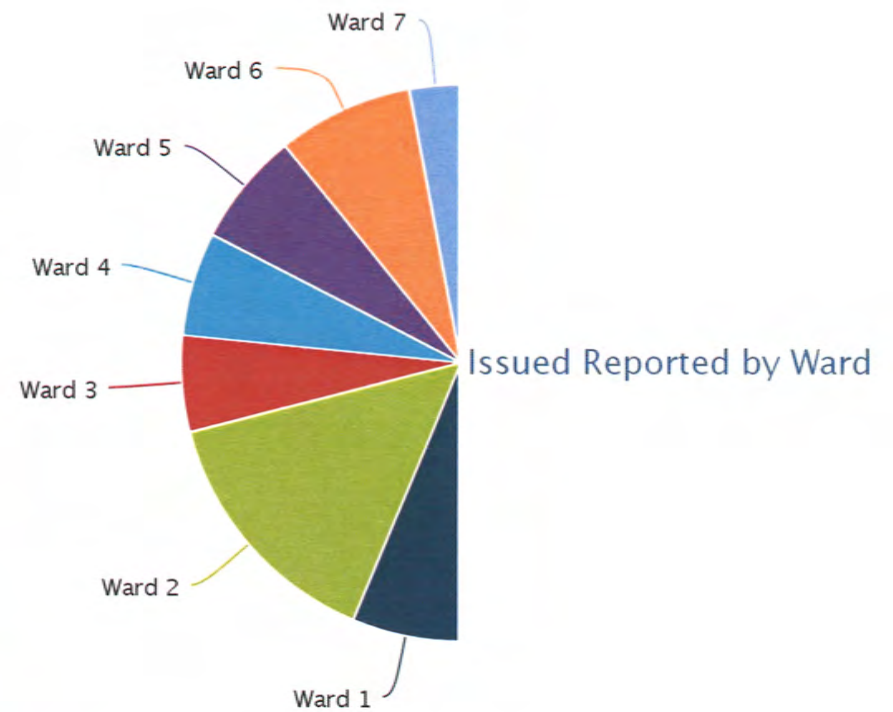
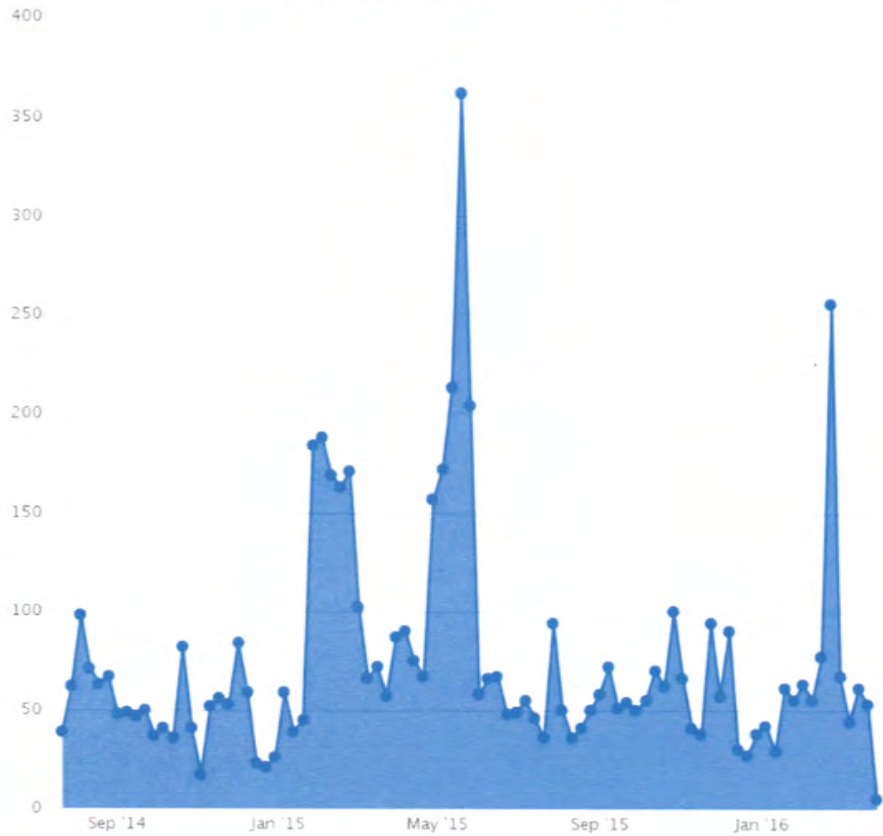


The City continually works to refine the existing service request categories, improve responsiveness, and train more staff on the tool's use. The program is being utilized more by front-end staff as a CRM tool. 19% of service requests were City-initiated, either as a front-end CRM to a constituent call or with the Field App. The City is also continuing to grow the interaction between SeeClickFix data and the SalemStat initiative.

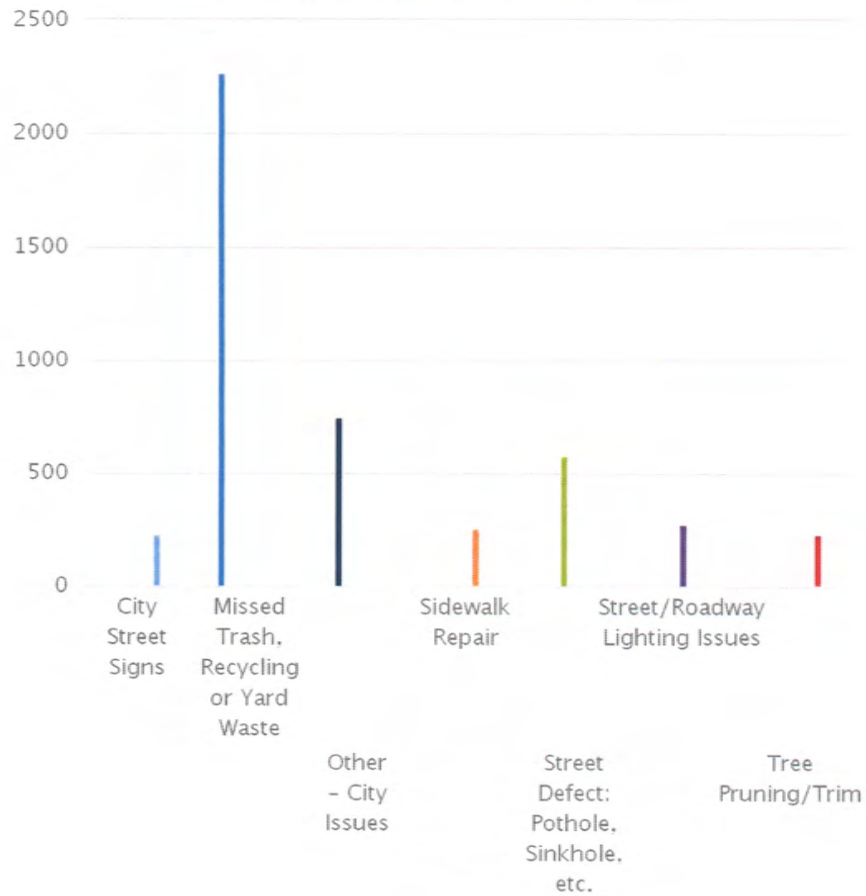
**How to find it:** (1) search in your app store for SeeClickFix, (2) click the SeeClickFix link under Online Services at [www.salem.com](http://www.salem.com), or (3) visit [www.seeclickfix.com/salem\\_ma](http://www.seeclickfix.com/salem_ma). The program is free to use.

SeeClickFix Usage	FY2015	FY2016 through 3/28/16 (9 months, 75% of FY)	TOTAL
Service requests	4,216	2,364	6,580
Average days to acknowledge	2.0	1.9	2.0
Average days to close	14.2	34.7	20.5

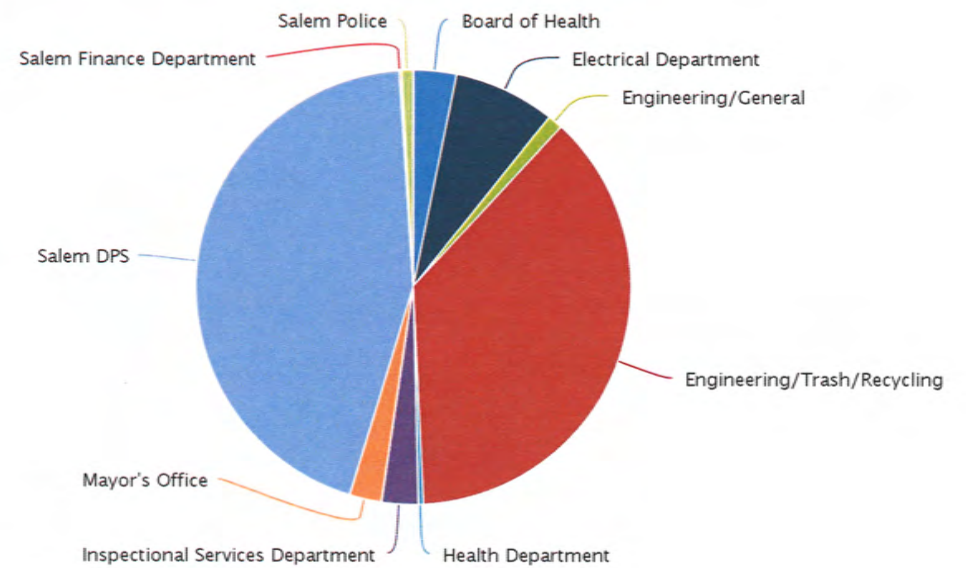
Issues Reported by Week Since Launch



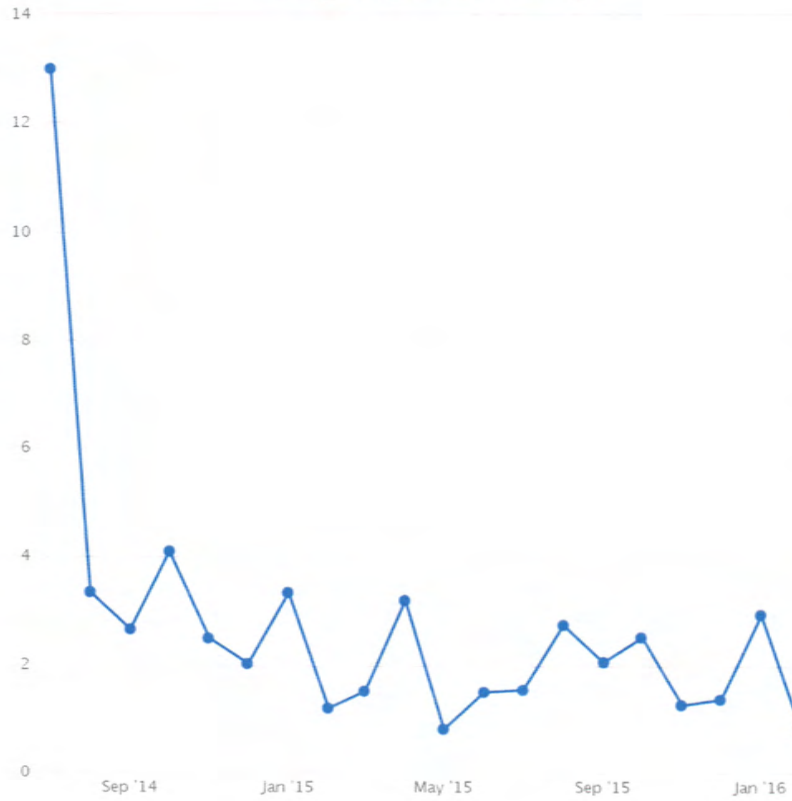
### Top Seven Service Requests



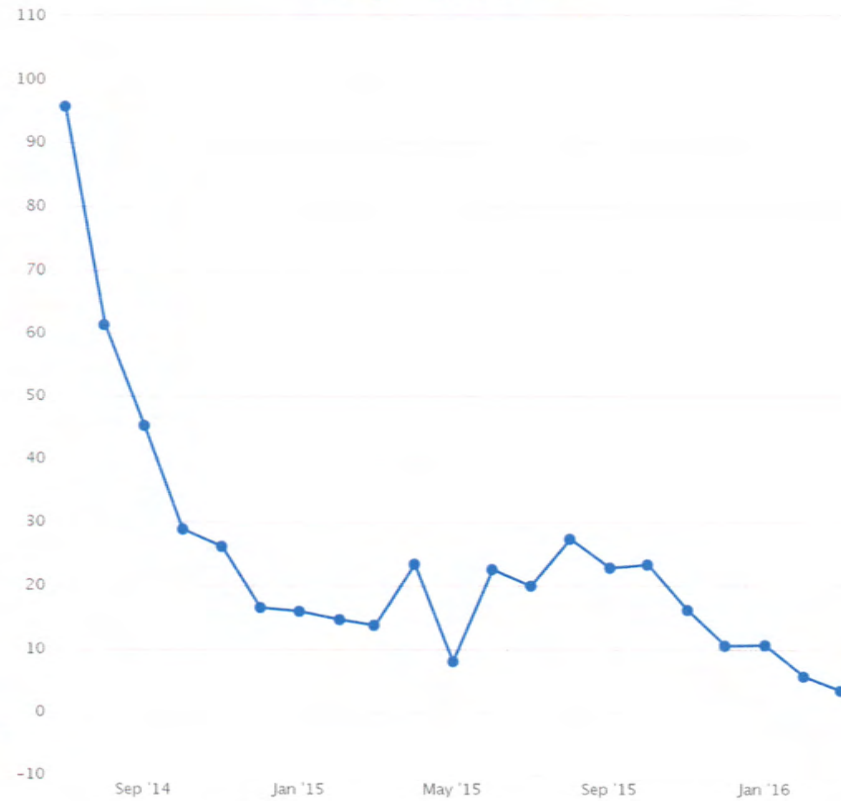
### Issues Reported by Department



Average Days to Acknowledge



Average Days to Close





**MAYOR KIM  
DRISCOLL'S  
BIMONTHLY  
NEWSLETTER**

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**Web:**

[Salem.com/Mayor](http://Salem.com/Mayor)

**Facebook:**



[Kim Driscoll](https://www.facebook.com/KimDriscoll)

**Twitter:**



[@MayorDriscoll](https://twitter.com/MayorDriscoll)

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# FYI SALEM

VOLUME 1, ISSUE 7

JULY 31, 2015

## From the Mayor's Desk



Photo Courtesy: Dina Rudick,  
*The Boston Globe, Bostonians of  
the Year: Honorable Mentions*

Dear Friends,

I hope everyone is enjoying Summer as the weather has heated up and the dog days of August are quickly approaching.

Summer provides residents and visitors a chance to explore many of the great outdoor activities that are part of what makes Salem special.

Whether it be Waikiki Beach, Winter Island or Dead Horse Beach, there are places in Salem to kick off your shoes and relax in the sand.

Salem also has many other camps and activities

for all ages. One new opportunity for residents and visitors this year is Coast-to-Coast Paddle, a company that rents kayaks and paddleboards right off the pier at Salem Willows.

Find a park or playground near you by visiting <http://tinyurl.com/salemparks>. Learn more about all of our summer recreation programs at [www.salemrec.com](http://www.salemrec.com).

The July 4th ceremonies in Salem were a tremendous success once again this year. Thousands of residents and visitors came out to enjoy the Horrible's Parade, the fireworks, concert and other fun activities throughout the day.

I want to give a special thanks to Special Events Coordinator Ellen Talkowsky, whose countless hours in preparation for the 4th ensured that this

event went off smoothly and professionally.

Another big debt of gratitude goes out to the men and women of our Police Department who worked around the clock to make sure residents and visitors were able to enjoy the day's events safely.

With all that in mind, we are now moving full force ahead in preparation for Haunted Happenings and Halloween in Salem.

Lastly, a big congrats to the 13 boys on the Salem Little League Williamsport All-Star team that captured the city's first ever District 16 Championship this summer. The boys, managed by Jeff LaJoie, fell short of the state tournament in the Section 4 Final, but made all of Salem proud!

*Kim Driscoll*



## CONTACT:

### Parks & Recreation

**Phone:**

(978) 744-0733

**Fax:**

(978) 744-7225

**Email:**

[lparks@saalem.com](mailto:lparks@saalem.com)

**Web:**

[www.salem.com](http://www.salem.com)

# Summer Recreation

The Park & Recreation Department is a year-round operation, but its busiest months come during the summer when children are out of school and all the city's outdoor parks and activities are in full bloom.

One of the new and exciting adventures for residents and visitors to try this summer in Salem is the kayak and paddleboard rentals at The Willows. Coast-to-Coast

Paddle brought their company to Salem this summer and will be open through October.

Forest River Park is a great place to cool off this summer. It is open to residents only on the weekend so doesn't have the crowd of some other area beaches and pools.

Waikiki Beach, Deadhorse Beach and Winter Island offer unique spots to enjoy the New England coast-

line. Winter Island had vegetation and overgrowth cut back earlier this summer to allow for people to more ably use hiking trails and walk to the beach at Fort Pickering.

Remember, all Salem residents can ride the trolley for free!

A list of all Salem Parks and Playgrounds can be found here at <http://www.mimsalem.org/#!/gallery/c l ghi>.

## Little League Claims District Title

Salem's boys of summer were sharp on the diamond this year. Salem Little League's Williamsport All-Star team won the District 16 Championship before bowing out in the Section 4 Final to Andover National.

Managed by Jeff LaJoie, Salem went undefeated in district play en route to the program's first District 16 Championship. Salem clinched the title with an 18-8 win over Saugus American.

"It was definitely our highlight game of the tournament," said LaJoie. "It was back and forth before we put up eight runs to put it away."

While Salem had a few star players that stood out during the 7-2 run through the sectional tournament, what made the team so special was its depth up and down the line up.

"Kids accepted their roles. No one player got us there. We were deep from top to bottom," commented LaJoie.

Roster: Tommy Beauregard, Kolby Berube, Austin Foglietta, William Foglietta, Jack Gilligan, Bobby Jellison, Ryan LeClare, Jordan Maurice, Jake Miano, Kory Ouellette, Lee Pacheco and Guillermo Pimentel

Manager: Jeff LaJoie; Coaches: Rich Beauregard and Sean O'Keefe



## Working for You: Karen Partanen



**#1) Position:** Parks & Recreation Superintendent

**#2) Time at Park & Rec:** 2.5 years

**#3) Responsibilities:** Oversee the Park & Recreation Department and the Council on Aging

**#4) Where were you before Salem?** I was in West Palm Beach, Fla. for 13 years, prior to that working for the City of Palm Beach Gardens. I was the facilities manager for the aquatic center within the park department there.

**#5) Where are you from originally?** Maine

**#6) When did you know you wanted to work in recreation?** I went to school for Park & Recreation. My degree is in Facilities Management. I left the field for a few years to work in the software industry in Cambridge. I realized that sitting at a desk behind a computer wasn't for

me. I'm active. I like serving the community.

**#8) Where did you go to college?** Nova Southeastern University

**#7) Most Rewarding part of job:** Helping residents identify all of the aspects of Park & Rec and Council on Aging that are available to them. For example, recently alerting a senior citizen to the services available to them, including help figuring out insurance.

**#8) Most memorable moment at Park & Rec:** Helping a family that was going through a tough time still get to Winter Island.

**#9) Important initiative:** The recent opening of the Mary Jane Lee Park Splash Pad, renovations to McGlew Park and a study executed on the feasibility of renovating Camp Naumkeg. There are a lot of little things that happen be-

hind the scenes, but those are the bigger projects that will benefit the city and be noticeable to residents and visitors.

**#7) What was the purpose in clearing out certain trees and vegetation at Fort Pickering?** If you look at the original photos of the area when it was a fort, there were no trees. The trees that are currently serve a purpose with helping with erosion. Some of the landscape will be kept there, but things will be thinned out so people can still enjoy it. The fort is a hidden treasure. This will open it up and make it more enjoyable, including the path down to Waikiki Beach.

## For The City: Park & Recreation Commission

The Park & Recreation Commission meets on the third Tuesday of every month at 6:45 p.m. in the Council on Aging Building at 5 Broad Street.

The board goes over and makes decisions on some of

the pressing issues of the many parks and other recreational facilities in Salem, including playgrounds, athletic fields, the Olde Salem Greens Golf Course, and the Salem Common.

For more information on the Park & Recreation Commis-

sion, including reviewing meeting agendas and meeting minutes, visit the Salem Park & Recreation Commission website at [http://www.salem.com/Pages/SalemMA\\_BComm/parks](http://www.salem.com/Pages/SalemMA_BComm/parks).

### Members:

Chris Burke

Robert Callahan

Amy Everitt

James Shea

Leslie Tuttle

Robert McCarthy

(City Council Liaison)

## Summer Meals Program

The Salem Summer Meals Program runs from July 6th through August 14th. All children eighteen and under are invited to drop by any of the meal sites, Monday through Friday, for a healthy, balanced meal at no charge. There will be also fun activities and giveaways planned at several sites. For a full list of sites and hours, visit [www.facebook.com/SalemSummerMeals](https://www.facebook.com/SalemSummerMeals).

During the school year, many families stretch their food budget by applying for free or reduced price school meals for their children. These families often find it difficult to absorb the additional meal costs when school is not in session. Their children may be at risk for hunger and malnutrition and are at a disadvantage when they return to school in September. By providing free, nutritious meals throughout the summer, the Salem Summer Meals Program ensures that every child has access to the food they need in order to return to school ready to learn. The Salem Summer Meals Program is a federally funded program administered by the Massachusetts Department of Education and sponsored locally by the Salem Public Schools.

For more information about the Salem Summer Meals Program, please contact Deborah Jeffers at 978-740-1230 or by email at [deborahjeffers@salemk12.org](mailto:deborahjeffers@salemk12.org).



*Courtesy Photo: John Andrews (Creative Salem)*



**MAYOR KIM  
DRISCOLL'S  
BIMONTHLY  
NEWSLETTER**

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**Web:**  
[Salem.com/Mayor](http://Salem.com/Mayor)

**Facebook:**   
[Kim Driscoll](https://www.facebook.com/KimDriscoll)

**Twitter:**   
[@MayorDriscoll](https://twitter.com/MayorDriscoll)

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# FYI SALEM

VOLUME 1, ISSUE 8 SEPTEMBER 17, 2015

## From the Mayor's Desk



**Photo Courtesy: Dina Rudick,  
The Boston Globe**

Dear Friends,

Despite the recent stretch of hot weather it is that time of year again. Children are back in school and the City of Salem is gearing up for Fall.

Fall street sweeping schedules have been released. The entrance corridor work has already started and neighborhood streets will begin shortly. The entire sweeping schedule can be found online at [www.salem.com](http://www.salem.com).

Preparing for Halloween and Haunted Happenings is a year-round endeavor, but with less than a month to go until October, we are working full steam ahead.

This year's Haunted Happenings Grand Parade will be October 1st at 6:30 p.m.

Mayor's Night Out is the next day, Friday at 3 p.m.

All of this year's events, activities and other information can be found at [www.hauntedhappenings.org](http://www.hauntedhappenings.org).

After much consultation with City personnel and engineers, we have developed a plan to reopen the Salem Transfer Station after Northside Carting abruptly ended operation of the facility last month.

Yard waste drop-off is now being accepted at the transfer station on weekends from 7 a.m. to 4 p.m. Grass clippings, leaves and brush are among the accepted items. Unfortunately, trash and construction and demolition debris are not accepted at this time.

City personnel are managing various public and private projects, including Footprint Power, the Algon-

quin pipeline, the National Grid Cable Project, the reuse of the Salem District Court, and improvements to Dodge Street, Canal Street, and Grove Street.

We are also working on the very important issues regarding the changes at Salem Hospital North Shore Medical Center. With the closure of Spaulding Rehabilitation Center and North Shore Medical Center's announced campus consolidation, we are looking at how to improve services for area residents, as well as mitigating the impact on Salem.

In conjunction with Partners Healthcare, we implemented a Community Healthcare Roundtable, a 15-member panel to discuss ways to improve and build upon our great healthcare network in the city.

Lastly, I hope everyone enjoys the Fall weather and come out in support of Salem High sports teams back in action.

*Kim Driscoll*



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## Cruise Ship to Visit Salem

For the second consecutive year, Salem residents and tourists will have a chance to view a large cruise ship as it docks in Salem Harbor.

The Balmoral, the largest and newest ship of the Fred Olson Cruise Lines, will be at the port in Salem on September 24th.

The Balmoral is named after the Scottish home of the royal family.

The cruise ship can accommodate 1,300 guests with 710 cabins. It typically has just over 500 crew members on board when operational.

The ship, measuring 218.18 meters, can travel up to 18.5 knots.

The cruise ship's arrival is an exciting time for Salem residents and business owners.

The City of Salem is working with the cruise ship company and governmental agencies to minimize the disruption to Salem residents. The parking lot at Salem Wharf on Blaney Street will be closed from September 23 at 9 p.m. until 7 p.m. at September 24.

For further information on the Blaney Street lot

closures as well as other information pertaining to the cruise ship, visit

[http://www.salem.com/  
home/news/notification-  
lot-closure-blaney-  
streetsalem-wharf-923-  
924](http://www.salem.com/home/news/notification-lot-closure-blaney-streetsalem-wharf-923-924).

The Seabourn Quest cruise ship is scheduled to make its second visit to Salem on October 20th.

This is just the beginning of the implementation of the overall Salem Harbor Plan.



Balmoral Cruise Ship



## Working for You: Captain Bill McHugh



**#1) Position:** Harbor Master

**#2) Time as Harbor Master:** 5 years

**#3) Responsibilities:** Oversee the one full-time deputy, the 13 part time assistants and six part-time deckhands that make up the Harbor Master staff.

**#4) Where were you before Salem?** I was a deep sea mariner for 25 years.

**#5) When did you know you wanted to work in this field?** I've spent my whole life on the water.

**#6) What is the most common call for service or help?** Mariner assistance calls. Most of those are for groundings or engine failures.

**#7) What is the most re-**

**warding part of the job?**

Helping recreational mariners. Our goal is always to make sure all interactions end well. We want to please people and make sure everyone has an enjoyable experience out on the waters off Salem.

**#8) What is your most memorable moment as Harbor Master?** We were key in helping extinguish a major fire off the coast of Marblehead earlier this Summer. Helping people in a time of need like that is what makes our job so special.

**#9) What is the most important initiative?** There are a lot of exciting opportunities and plans that we have set in motion. An ongoing goal is increasing

opportunity for water access for Salem residents as well as safely maintaining our current gateways. We are constantly having to work to keep in compliance with all state and federal regulations. We communicate with the Coast Guard to stay on top of its regulations that are always being amended. We've learned to adapt with all the changes. The biggest challenge is allowing the appropriate percentage of public access while ensuring the security of all mariners and keeping public safety as our number one priority.

## Get to Know: Salem Maritime National Historic Site

Salem residents and visitors are very lucky to be so close to an accommodating National Park and other historic sites.

This April the National Park Services named Paul DePrey the new Superintendent of the Salem Maritime National

Historic Site. In addition to his duties in Salem, Duprey also is responsible for the Saugus Iron Works National Historic Site.

"Paul brings a wealth of operational experience with him, but equally important is his dedication to working with

partners not only at a park level, but also collaborating on a national level," said National Park Service Northeast Regional Director Mike Caldwell.

Prior to coming to Salem, DePrey oversaw NPS operations in Pearl Harbor at World War II Valor.





## Councilor O'Keefe Passes Away at 82

SALEM, MA – At approximately 1:45 p.m. on September 14, 2015, Ward 7 City Councillor and former Massachusetts State Fire Marshal Joseph A. O'Keefe, Sr., passed away at the Kaplan Family Hospice House in Danvers, surrounded by his family.

Councillor O'Keefe, the dean of the Salem City Council, was elected to the Ward 7 seat in 2000, but served prior to that as the Ward 2 Councillor from 1962 to 1973 and on the Salem School Committee from 1975-1979. For 15 years he was the Massachusetts Fire Marshal, from 1977 to 1992. Councillor O'Keefe was a lector at Immaculate Conception Church of Salem and a member of the Veterans of Foreign Wars Post 1524. He held a Master's degree in education from Harvard University and an undergraduate degree in fire safety technology from Oklahoma State University.

"We want to say thank you to everyone who wrote, called, or reached out over the difficult last few days," the O'Keefe family stated. "We are all incredibly saddened to say goodbye to a man who was such a loving and beloved husband, father, brother, grandfather, and great grandfather. He has touched the lives of so many people, not just in our family, but also in this community, in such a positive way. Joe was a man of integrity, who thought of others before himself and never hesitated to speak his mind. He served the public and his country with honor and distinction, but never lost perspective of what mattered most: his family."

"I am deeply saddened by the passing of Councillor O'Keefe, a man whose love of Salem was only exceeded by his love for his family," said Salem Mayor Kim Driscoll. "Joe was a dear friend and colleague, someone whose warmth and generosity were unmatched. My most sincere condolences go out to Camille and the entire O'Keefe family. In everything he did, everything said, and every action he took, Joe always put the people of Salem first. His compassionate and energetic voice will be missed on the Council, in City Hall, and throughout our City. Joe always liked to remind us: 'family first'. But I think in his 26 years on the City Council he demonstrated more clearly than anyone could that, in a way, all of Salem was Joe's family."

A wake will be held from 4:00 p.m. to 8:00 p.m. on Friday, September 18, with a funeral mass scheduled for Saturday, September 19, at 10:00 a.m. Both the wake and funeral will be held at Immaculate Conception Church, 30 Union Street, in Salem and are open to the public. In lieu of flowers, people are encouraged to send a donation to Joseph O'Keefe Sr. Memorial Scholarship Fund, c/o Eastern Bank, 72 Loring Avenue, Salem, MA 01970.





**MAYOR KIM  
DRISCOLL'S  
BIMONTHLY  
NEWSLETTER**

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# FYI SALEM

VOLUME 1, ISSUE 9

OCTOBER 1, 2015

## From the Mayor's Desk



Photo Courtesy: John Andrews

Dear Friends,

October is finally here. Today begins the busiest month of the year here in our great city of Salem.

We have prepared since the end of last October for this exciting time of the year.

We jump right into the festivities with the Haunted Happenings Grand Parade Thursday, October 1. This year's theme is world peace. There looks to be a break in the weather for the 6:30 p.m. start, but the parade will occur, rain or shine.

This year's Grand Marshall is Aiden Wright, who should be an example to all of us. He's a hero in my book. At

seven years-old, he knew to do the right thing when he found \$8,000 in cash at Memorial Park. He brought it to his uncle and the pair

were able to reunite the rightful owner with the cash.

Friday is Mayor's Night out where there will be fun opportunities for all ages. There will be a special trick or treat where people can go around to local businesses in the downtown area from 5:30 to 7:30 p.m.

Other events Friday include magic and talent shows, performances, a cider tasting and free admission to many Salem attractions for Salem residents.

Saturday is the Haunted Biz Baz Street Fair hosted by the Salem Chamber of Commerce. It runs all day on the Essex Street Pedestrian Mall.

As always, I want to thank Special Events Coordinator Ellen Talkowsky for pulling

everything together. Also, a big kudos goes out to our Police Department for keeping everyone safe. They are instrumental in ensuring everyone has a safe and enjoyable October.

Have [www.hauntedhappenings.org](http://www.hauntedhappenings.org) stored in your bookmarks, as well as following @GetThru-October and @HauntedHappenings on Twitter to keep you prepared and informed this month.

It was also terrific to see all the hard work of people across the city come together to ensure a wonderful visit from the Balmoral Cruise Ship last week.

The many visitors that descended off the boat and into our city loved the shops, restaurants and museums that they patronized.

Lastly, congratulations to the Salem High School football team for winning its first game of the season last Friday night. It was a 19-7 triumph over Northeast Conference rival Saugus.

*Kim Driscoll*



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# Haunted Happenings

Haunted Happenings is a month long celebration of Halloween in Salem.

The series of events start off with Thursday's Haunted Happenings Grand Parade. The parade, always slated for the first Thursday of October, will occur rain or shine.

This year's theme is world peace. The Grand Marshall of the parade is Aiden Wright, the local seven year-old who found \$8,000 at Memorial Park and returned the cash to the rightful owner.

Friday is highlighted by

Mayor's Night Out where Salem residents can enjoy free admission to several local museums and shops.

Downtown Trick or Treating is slated for 5:30 p.m. to 7:30 p.m. on Friday night. Everyone will gather at the East India Fountain on the Pedestrian Mall and go from there.

Saturday is the day-long Haunted Biz Baz Street Fair hosted by the Salem Chamber of Commerce.

For a full listing of events throughout the month of October, visit Destination Salem's Event Calen-

dar at [http://events.salem.org/group/salem\\_haunted\\_happenings/calendar/month/2015/10](http://events.salem.org/group/salem_haunted_happenings/calendar/month/2015/10).

Destination Salem, in conjunction with the Salem Police Department, has come up with a set of rules and guidelines for residents and visitors to follow during the month of October. They can be found here at [http://hauntedhappenings.org/images/uploads/halloween\\_guidelines.pdf](http://hauntedhappenings.org/images/uploads/halloween_guidelines.pdf).



## Working for You: Kate Fox



Destination Salem Executive Director Kate Fox is in her second stint with the organization that helps promote and market tourism for the City of Salem.

Fox worked for Destination Salem from 1998-2002 and returned in 2007 to her current position. In between she worked at Essex National Heritage.

Originally from Rye, NY, Fox oversees a three-person department, including herself. Her staff includes Sales Manager Stacia Cooper and Administrative Assistant Nicole Demboski.

Fox said she enjoys the many different interlocking cultures that Salem offers.

"The diversity of Salem," said Fox, when asked what her favorite part of the job was.

"There are so many different attributes. It is such a rich market to promote."

Fox explained that there are two types of visitors that her office looks to attract to Salem.

First are what the industry calls traditional leisure tourists.

"Traditional leisure tourists come from over 50 miles away," Fox said.

Destination Salem also works to bring people from nearby locales to the city to shop and dine at local businesses.

Fox said that her office also

works with LGBT and international groups to attract a broader array of visitors.

Fox credited Cooper with dealing with the day-to-day consumer while she interacts more with requests from media and groups.

"Media all over the world write about Salem. We typically get one to two media requests per day. Australia, Japan, China and the UK are the most frequent [foreign countries] to call," said Fox.

Local media also take an undertaking to cover Salem.

"The [Fox 25] Zip Trip was good. They covered a ton of stuff. Mayor Driscoll, and [Salem State] President Patricia Meservy all were interviewed live. They did a pre-show interview with me," explained Fox.

Salem Veteran's Agent Kim Emerling was billed the "local hero" during the Zip Trip show.

"Chronicle will be re-airing an episode from two years ago on Friday night. It was a great overview of Salem beyond just Halloween," Fox added.

Destination Salem also plays an important role in Haunted Happenings and all the goings on during the month of October leading up to Halloween.

"We try to keep the strings

together and pull it all together," said Fox.

Fox explained that Salem is an easy city to market with all of its thriving restaurants and shops.

"We have over 200 shops and restaurants in downtown, according to Salem Main Streets," said Fox.

When asked the most common request for restaurant recommendations, Fox didn't hesitate.

"I think, like it is in most of New England, the most common question is where to get the best seafood."

Destination Salem puts out three publications yearly — the Salem Guide, the Motorcoach Map and the Haunted Happenings Guide.

The Destination Salem Board is a group that pulls together many interested stakeholders in the city. President Thomas MacDonald, Vice President Karen Scalia, Second Vice President Jim Hurrell and Treasurer Susan Lippman head up the board.

There are 12 other members of the board, including Mayor Driscoll, Councilor William Legault and Chamber of Commerce Executive Director Rinus Oosthoek.



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## From the Mayor's Desk



Photo Courtesy: John Andrews

Dear Friends,

I hope everyone is ready to enjoy time with family and friends this Thanksgiving week. As we enjoy this wonderful time of the year, I hope everyone remembers the less fortunate among us and helps out in anyway possible.

There are plenty of opportunities for charitable endeavors in Salem. One such initiative that we are undertaking is the shoebox campaign. We are asking residents and City workers to put together a box of toiletries in a shoebox or something similar. The box will be given to a Salem child in need.

Thanksgiving is also a big week for our Salem High

School Witches football team as they prepare for the 117th meeting against archrival Beverly. This year's game will be at Bertram Field here in

Salem. It would be great to have as much fan support as possible to root on the team, especially the seniors who will be playing in their last game.

I want to congratulate our three new City Councilors, Steve Lovely in Ward 3, Steve Dibble in Ward 7 and At-Large, Jerry Ryan. I'm also looking forward to continuing to work with City Councilors Robert McCarthy, Heather Famico, David Eppley, Josh Turiel, Beth Gerard, Arthur Sargent, Elaine Milo and Tom Furey. I'd like to thank Councilors William Legault and Todd Siegel for all their contributions to our City.

This month, the City Council passes the tax rate for the Fiscal year. Salem has been a fiscally responsible city over the past 10 years

and among communities on the North Shore, Salem has the second lowest average tax bill increase since 2005.

This year, the tax rate – \$15.67 for residential and \$29.55 for commercial – is well under the City's allowable levy capacity and is a reduction of 4.5% from last fiscal year's rate.

Because values are up, though, the average residential bill will change by about \$98.

It has been great to see the on-going rollout of the new trash and recycle toters. As is the case with all transitions, there have been some challenges at times, but the program has generally been with approval and is creating cleaner streets and sidewalks city-wide.

Have a wonderful and festive holiday and enjoy the short week!

*Kim Driscoll*



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## LED Lighting Coming to Salem

The City of Salem is in the process of replacing nearly 3,500 street-lights across the entire City with LED fixtures. These high-efficiency fixtures last longer than conventional ones and use far less energy. They also provide a cleaner and better light for public safety, drivers, pedestrians, and bicyclists.

The City's contractor, Siemens, got started on the installations last week and they are expected to last for another three or four months, weather depending. Installation hours are from 7:00 a.m. to 3:00 p.m., so you may see Siemens' bucket trucks on your street over the next couple of months. In all

they will have three to five trucks working in the City each day. This project will save tax dollars, improve public safety, and help reduce the City's overall carbon footprint.

## Applying for a Board or Commission

Salem Mayor Kimberley Driscoll announced that her Administration is seeking interested applicants to fill vacancies on a number of City boards and commissions.

Those interested in being considered for a seat should fill out application form available at <http://www.salem.com/mayors-office/files/application-board-or-commission-appointment> and return it with an up-to-date resume to [mayor@salem.com](mailto:mayor@salem.com), by fax to 978-744-9327, or by mail to Office of the Mayor, Salem City Hall, 93 Washington Street, Salem MA 01970.

Additional details about these and all City boards are available online at <http://www.salem.com/boards>. The following boards and commissions have vacancies: Beautification Committee, Bicycle Advisory Committee, Board of Health, Conservation Commission and Council on Aging Board.

## Working for You: Deb Jackson



Deb Jackson is in her 16th year as the Chief Assessor for the City of Salem.

A life-long resident of the North Shore, Jackson currently resides in Salem.

Jackson started working in the banking appraisal business before jumping over to the property side of the industry in municipal government.

"I was on the Board of Assessors. When the job came open, I happily took it," said Jackson.

As the Chief Assessor, she works for the Board of Assessors to oversee all aspects of the department, including property valuations and helping to implement the tax rate.

"I like to say that our department is the 'guardian of fairness.' We want to treat all properties equitably across the board," explained Jackson.

The role of the Assessor's Department is a very important one in the City. Its day-to-day operations are somewhat the same from year to year, as Jackson pointed out.

"It is a cyclical job sometimes, updating photos and making sure databases are up to date."

"Every year we analyze sales and assess sales ratios. It's a statistics-driven field," Jackson continued.

Jackson's department is responsible for assessing residential and commercial properties.

"We make sure all exempt properties are properly assessed. There are all kinds of different properties. We compare sales analyze income and expenses among commercial properties," said Jackson.

While the day-to-day aspect of the job can be tedious, Jackson said she takes great pride in helping residents.

"We manage elderly exemptions, working with the Council on Aging. We often help taxpayers who will come to us with questions," said Jackson.

Under Jackson's command is Assistant Director James Bond, Assistant Assessor Stephen Cortez and clerks Delinda Dell'Orfano and Gloria Felix.

"James and Stephen are relatively new to the field. Educating them and allowing them to gain experience to move up in the industry are two things that are very important to me in my role as their supervisor," Jackson commented.

The Board of Assessor's is a three-member board that meets weekly from January through April to review abatements. The Board meets throughout the year, working closely with Jackson to sign off on business decisions in the Assessor's Department.

"In the end, it's the Board who has the final vote. They have the authority," said Jackson.

The three members are Richard Jagolta, Jr., Damian Johnson and Robert Millerick.

Minutes to the last meeting, Nov. 12, can be found at [http://www.salem.com/sites/salemma/files/minutes/assessors\\_meeting\\_minutes\\_nov\\_12\\_2015.pdf](http://www.salem.com/sites/salemma/files/minutes/assessors_meeting_minutes_nov_12_2015.pdf).



## **Santa's Arrival at the Hawthorne and Holiday Tree Lighting**

Join Salem Main Streets and the City of Salem as we combine two of our most beloved annual traditions – Santa's Arrival and the lighting of Salem's Holiday Tree – into one evening. Santa Claus will arrive at the top of the Hawthorne Hotel (18 Washington Square W) promptly at 6:00 p.m. on Friday, Nov. 27, with assistance from the Salem Fire Department, of course. Bring the whole family out for carols, festivities, and fun!

Santa's arrival will be followed by a procession down the Essex Street Pedestrian Mall to Lappin Park (next to the Bewitched Statue at the intersection of Essex Street and Washington Street), where we will join Santa and Mayor Kimberley Driscoll for the Holiday Tree Lighting.

In addition, Salem Collective of Artists and Musicians (SCAM) is leading a project to make lanterns that will make our procession down the Essex Street Pedestrian Mall more festive. A free workshop will take place at the Salem Arts Center (179 Essex Street) on Sunday, Nov. 22 from 2 pm to 5 pm, so you can make your own lanterns in advance of the Tree Lighting! Workshop attendees are encouraged to bring clean, empty, clear (or translucent) 2-liter or half-gallon plastic bottles that can be "up-cycled" into handmade lanterns. Even if you can't make the workshop, please feel free to bring your own lanterns or lights from home for the tree lighting.

Salem Main Streets would like to thank the City of Salem, the Hawthorne Hotel, MeetingHouse Church, North Shore Marine, All Star Collision & Towing, the Salem Common Neighborhood Association, and the many other community partners who make these special events possible. Lights and decorations for the Holiday Tree were made possible by individual contributions and donations from a number of local businesses, including significant donations from Salem's October visitors.

For more information about any of these events, contact Kylie Sullivan, Salem Main Streets Executive Director, at (978)744-0004 or [kylie@salemmainstreets.org](mailto:kylie@salemmainstreets.org), or visit <http://salemmainstreets.org/festivals/holiday-happenings/santa-arrives-in-salem/> and follow Salem Main Streets on Facebook and Twitter.

### **About Salem Main Streets**

Salem Main Streets' mission is the continued revitalization of downtown Salem as a vibrant, year-round, retail, dining and cultural destination through business retention, recruitment, and the promotion of the downtown district. SMS produces and supports numerous community events and initiatives throughout the year, including the Salem Farmers' Market, Salem Arts Festival, Salem's So Sweet, and the October Information Booth. SMS operates thanks to the generosity and partnership of the City of Salem and Mayor Kimberley Driscoll, the Salem Chamber of Commerce, Destination Salem, and many other local business sponsors and community volunteers.



**MAYOR KIM  
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# FYI SALEM

VOLUME 2, ISSUE 2

FEBRUARY 24, 2016

## From the Mayor's Desk



Photo Courtesy: Dina Rudick,  
*The Boston Globe, Bostonians of  
the Year: Honorable Mentions*

Dear Friends,

I hope everyone enjoyed the recent spate of warm, unseasonable weather over the weekend. We're still not completely out of the woods for winter weather, but this February sure beats last year's record-setting month.

Here at City Hall, we are busy working on several very important initiatives and looking towards the Fiscal Year 2017 Budget.

There remains three vacancies for Boards and Commissions. There is an opening on the Beautification Committee, the Board of Health and the Conservation Committee.

To fill out an application to serve on a board or commission, please complete the form at [www.salem.com/mayors-](http://www.salem.com/mayors-office/files/application-board-or-commission-appointment)

[office/files/application-board-or-commission-appointment](http://www.salem.com/mayors-office/files/application-board-or-commission-appointment). For more information, visit [www.salem.com/boards](http://www.salem.com/boards).

The McGlew Park Project has begun with initial soil testing completed by our Licensed Site Professional. A neighborhood meeting is planned for Feb. 29 at which time residents can ask questions of the landscape architect and LSP.

There will be a public meeting regarding the Proctor's Ledge Memorial scheduled for Tuesday, March 1, 2016 at 6 p.m. in the third floor room of City Hall Annex at 120 Washington Street. The landscape architect for the project, Martha Lyon, will guide the meeting.

The purpose of the meeting is to collect feedback and input as we begin the design and planning stage.

We are also working with Veteran's Agent Kim Emerling to organize a rededication of the Desert Storm Plaque to commemorate the 25th anniversary of the conclusion of the operation in the Middle East.

Good luck to the 18-2 Salem High School boy's basketball team as it looks to make a deep run into the post-season!

As Spring approaches, remember there are many great locations in Salem to have outdoor parties and family gatherings, including the Salem Common, the Willows and Winter Island. Visit [www.salem.com/recreation](http://www.salem.com/recreation) to find out how you can book one of these sites for your function or event this spring.

*Kim Driscoll*



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## McGlew Park Project Underway

The City of Salem has begun preparing a conceptual plan for a project to renovate McGlew Park.

The project will improve the use of McGlew Park and will offer many benefits to the neighborhood and our community overall.

The initial stages of this project include a meeting that is scheduled to for Feb. 29th to understand what the neighborhood vision is for the park, in addition to an assessment of the soil conditions by a Licensed Site

Professional (LSP).

While there is no imminent hazard, during January soil samples, the City's LSP found the site contains quantities of contaminants that are reportable to the Massachusetts Department of Environmental Protection (MassDEP). The LSP has recommended further soil assessment take place, which is expected to be in March.

The meeting on Feb. 29 will take place at City Hall Annex, 120 Washington Street, 3rd Floor from 6-7 p.m.

During the meeting, neighborhood residents will have the opportunity to talk to the landscape architect and city staff about the vision for the park. In addition, the LSP will be available for questions regarding the site assessment.

Those with additional questions pertaining to the McGlew Park Project can contact Amanda Chiancola in the City's Department of Planning and Community Development at (978) 619-5691.

## South Salem MBTA Station

South Salem commuters and those heading to and from Salem Hospital and Salem State University might have an easier way of getting to and from Boston if a proposed MBTA Commuter Rail stop goes forward.

A neighborhood meeting is scheduled for Tuesday, March 22, 2016 from 6:30 p.m. to 8:30 p.m. in the auditorium at the Salem High School.

Frank Astone, an engineer from AECOM, will present the preliminary findings of the Feasibility Study to locate a train stop in South Salem. The proposed stop would be located off Ocean Avenue, near Broadway. It would have limited parking spots, but include a drop-off and pick-up area. A possible connection to Salem State via a platform on the Jefferson Avenue side is being considered.

The Salem Partnership has taken the lead on the project and is partnering with the City of Salem and Salem State University, according to the organization's Executive Director, Beth Debski.



# Dickson Memorial Chapel Restoration

## Call for 'Love Letters'

Dickson Memorial Chapel, constructed in 1892, is a small, but very meaningful piece of High Victorian Gothic architecture.

The stone church, located at Greenlawn Cemetery, was built and donated to the City of Salem by resident Walter Scott Dickson. He originally built it to honor his late wife.

The City of Salem Department of Planning and Community Development and the Department of Public Services are working together with

the Friends of Greenlawn Cemetery to undertake a major restoration project.

The goal is to stop water and weather infiltration and to restore some of the building's deteriorated historical fabric. Repairs may include partial masonry repointing, copper flashing roof repair and stained glass window restoration.

The City has received over \$100,000 from the Community Preservation Act Fund and will be applying for matching grant funds from the Massachusetts Preservation Project Fund through the

Massachusetts Historic Commission.

If you would like to express your support for this restoration project, the Massachusetts Historic Commission has advised that grant applicants seek "love letters" from residents.

Letters addressed to Ms. Brona Simon, State Historic Preservation Officer, should be emailed to Staff Planner Erin Schaeffer at [eschaeffer@salem.com](mailto:eschaeffer@salem.com) by March 9, 2016.

## Working for You: Erin Schaeffer



**#1) Position:** Staff Planner

**#2) Time at Planning Dept:**  
2 Years

**#3) Responsibilities:** Provide technical assistance to the Zoning Board of Appeals, write grants and manage projects for Community Preservation Act initiatives

**#4) Where are you from?** Los

Angeles, California

**#5) Where did you go to school?** Mt. Holyoke

College for undergrad and UMass Amherst for Master's Degree in Regional Planning

**#6) Most Rewarding part of job:** Working across City Departments and with a wide variety of people to make the City a better place

**#7) Most memorable accomplishment as Planner:** Proud to have completed restora-

tion of Choate Memorial Statue at Essex Street, Boston Street and Highland Avenue.

**#8) Important initiative:** Looking forward to working on the restoration of the Dickson Memorial Chapel, the Charter Street Cemetery and the Salem Common Fence.

## For The City: Zoning Board of Appeals

The Zoning Board of Appeals (ZBA) is responsible for reviewing petitions for variances and special permits.

Chaired by Rebecca Curran and staffed by Erin Schaeffer, the Zoning Board of Appeals

meets the third Wednesday of every month at 6:30 p.m.

Inspectional Services Director Thomas St. Pierre is the Zoning Enforcement Officer. All questions regarding allowed uses and dimensional requirements can be directed to St. Pierre at (978) 619-5641.

To apply for a variance or special permit, to find meeting dates and agendas or to obtain minutes of Zoning meetings, contact Schaeffer at (978) 619-5690 or visit <http://www.salem.com/zoning-board-appeals>.

### Board Members:

Rebecca Curran

Peter Copelas

Mike Duffy

Thomas Watkins

James Tsitsinos

James Hacker

Paul Viccia



## Salem Selected to Join Harvard By All Means Consortium

The City of Salem is one of six cities selected to be a participant in a multi-year initiative by the Harvard Graduate School of Education (HGSE).

The initiative, By All Means: Redesigning Education to Restore Opportunity, is aimed at developing comprehensive child well-being and education systems that help eliminate the link between children's socioeconomic status and achievement.

By All Means will be operated by HGSE's Education Redesign Lab. In addition to Salem, other participating cities include Oakland, Calif., Louisville, Ky., Providence, RI, Somerville, Mass., and Newton, Mass.

"While our recent efforts at education reform have yielded some great successes in certain places, overall, we have failed to achieve

equity, we have failed to eliminate persistent achievement and success gaps," said Paul Reville, founding director of the Education Redesign Lab and former Massachusetts Secretary of Education.

The cities chosen to be part of the By All Means consortium demonstrate a distinguished record and a broad conception of their roles in ensuring children's success. Working with the Education Redesign Lab, mayors of each city will create and lead "Children's Cabinets" composed of superintendents, heads of health and social services, recreation, cultural and arts activists, and other key community leaders.

"I am extremely excited and pleased that Salem has been selected to participate as one of the first school districts to partner with Harvard's Education Rede-

sign Lab and Graduate School of Education as part of the By All Means initiative," said Salem Mayor Kimberley Driscoll.

"I'm proud of how far our schools have come in the last few years. We're closing the achievement gap and giving our students the support and resources they need to succeed," Driscoll added.

"This is an incredible opportunity for the City of Salem to leverage city resources to support the learning and welfare of every student in the City. We are excited to partner with other cities in the nation and with Harvard University in ensuring success for all in the Salem Public Schools," said Salem Public School Superintendent Margarita Ruiz.



*Dickson Memorial Chapel at Greenlawn Cemetery (Photo Credit: Erin Schaeffer)*

## GLOSSARY OF TERMS

**Abatement** - A complete or partial cancellation of a tax levy imposed by a governmental unit and administered by the local board of assessors.

**Accounting Period** - A period at the end of which, and for which, financial statements are prepared. Also known as a fiscal period.

**Accounting System** - A system of financial record keeping that records, classifies and reports information on the financial status and operation of an organization.

**Accrual** - a method of accounting that recognizes income when earned and expenses when incurred regardless of when cash is received or disbursed.

**Activity** - A specific and distinguishable line of work performed by one or more organization components of a governmental unit for the purpose of accomplishing a function for which the governmental unit is responsible.

**Adopted Budget** - The resulting budget that has been approved by the City Council.

**Allocation** - The distribution of available monies, personnel, buildings, and equipment among various City departments, division or cost centers.

**Annual Budget** - An estimate of expenditures for specific purposes during the fiscal year (July 1-June 30) and the proposed means (estimated revenues) for financing those activities.

**Appropriation** - An authorization granted by the City Council to incur liabilities for purposes specified in the appropriation act.

**Arbitrage** - Investing funds borrowed at a lower interest cost in investments providing a higher rate of return.

**Assessed Valuation** - A valuation set upon real or personal property by the local board of assessors as a basis for levying taxes.

**Audit** - An examination of documents, records, reports, system of internal control, accounting and financial procedures to



ensure that financial records are fairly presented and in compliance with all legal requirements for handling of public funds, including state and federal laws and the City charter.

**Balanced Budget** - A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and towns.

**Bond Anticipation Notes (BAN)** - Notes issued in anticipation of later issuance of bonds, usually payable from the proceeds of the sale of the bonds or renewal notes.

**Budget** - A plan of financial operation embodying an estimate of proposed expenditures for a given time period and the proposed means of financing them. The term usually indicates a financial plan for a single fiscal year.

**Budget Calendar** - A schedule of certain steps to be followed in the budgeting process and the dates by which each step must be complete.

**Budget Document** - The instrument used by the Mayor to present a comprehensive financial program to the appropriating body.

**Budget Message** - A general discussion of the submitted budget presented in writing by the Mayor to the legislative body as part of the budget document.

**Capital Budget** - A plan of proposed outlays for acquiring long-term assets and the means of financing those acquisitions during the current fiscal period.

**Capital Improvement Program (CIP)** - A plan for capital expenditure to be incurred each year over a fixed period of years to meet capital needs arising from the long term work program. It sets forth each project and specifies the full resources estimated to be available to finance the projected expenditures.

**Charges for Service** - (Also called User Charges or Fees) the charges levied on the users of particular goods or services provided by local government requiring individuals to pay for the private benefits they receive. Such charges reduce the reliance on property tax funding.

**Cherry Sheet** - A form showing all state and county charges and reimbursements to the City as certified by the state director of accounts. Years ago this document was printed on cherry colored paper, hence the name. A copy of this manual can be found at the following on-line address: <http://www.mass.gov/Ador/docs/dls/cherry/CSManual.pdf>

**Community Benefits Agreement (CBA) or Community Host Agreement (CHA).** Typically a contract signed by a developer/business/group and a municipality that requires the business/developer/group to provide specific amenities and/or mitigations to the local community or neighborhood.

**Community Preservation Act (CPA).** The CPA allows communities to create a local Community Preservation Fund to raise money through a surcharge of up to 3% of the real estate tax levy on real property for open space protections, historic preservation and the provision of affordable housing. The act also creates a significant state matching fund, which serves as an incentive to communities to pass the CPA.

**Cost Center.** The lowest hierarchical level of allocating monies. Often referred to as a program, project or operation.

**Debt Limits.** The general debt limit of a City consists of normal debt limit, which is 2 ½ percent of the valuation of taxable property and a double debt limit which is 5 % of that valuation. Cities and towns may authorize debt up to the normal limit without state approval. It should be noted that there are certain categories of debt which are exempt from these limits.

**Debt Service** - Payment of interest and repayment of principal to holders of a government's debt instruments.

**Deficit or Budget Deficit** - The excess of budget expenditures over receipts. City and State laws require a balance budget.

**Department** - A principal, functional and administrative entity created by statute and the Mayor to carry out specified public services.

**Encumbrance** - An account used to record the estimated amount of purchase orders, contract, or salary commitments chargeable to an appropriation. The account is credited when goods or services are received and the actual expenditure of the appropriation is known.

**Enterprise Fund** - A fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the full costs of providing the goods or services be financed primarily through charges and fees thus removing the expenses from the tax rate. Governmentally owned utilities and hospitals are ordinarily accounted for by enterprise funds.

**Equalized Value (EQV)** – The commissioner or Revenue, in accordance with MGL CH. 58 Section 10C, is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth. EQVs present an estimate of fair cash value of all taxable property in each city and town as of January 1 of each year (MGL CH. 58, Sections 9 & 10C). The EQV is a measure of the relative property wealth in each municipality. Its purpose is to allow for

comparisons of municipal property values at one point in time, adjusting for differences in local assessing practices and revaluation schedules. EQVs have historically been used as a variable in the allocation of certain state aid distributions, the calculation of various state and county assessments to municipalities, and the determination of municipal debt limits. EQVs are used in some distribution formulas so that communities with lower property values receive proportionately more aid than those with higher property values. In some assessment formulas they are used so that those with lower property values assume proportionately less of the cost than communities with higher property values. The local aid receipt programs using EQV are: Public Libraries, Chapter 70, and School Construction Aid. The assessments using EQV are: Boston's Metropolitan Transit Districts, the Count Tax, Mosquito Control Projects and Air Pollution Control Districts. A municipality's annual EQV is the sum of the estimated fair market value for each property class plus an estimate of new growth, resulting in values indicative of January 1.

**Exemptions** - A statutory reduction in the assessed valuation of taxable property accorded to certain taxpayers, such as senior citizens, widows, and war veterans.

**Expenditures** - The amount of money, cash or checks, actually paid or obligated for payment from the treasury when liabilities are incurred pursuant to authority given in an appropriation.

**Fiduciary Funds** - contain resources held by a government but belonging to individuals or entities other than the government. A prime example is a trust *fund* for a public employee pension plan. Governmental *funds* account for everything else.

**Financial Accountability** - The obligation of government to justify the raising of public resources and what those resources were expended for.

**Financial Condition** - The probability that a government will meet its financial obligations as they become due and its service obligations to constituencies, both currently and in the future.

**Financing Plan** - The estimate of revenues and their sources that will pay for the service programs outlined in the annual budget.

**Fiscal Period** - Any period at the end of which a governmental unit determines its financial position and the results of its operations.

**Fiscal Year** - The 12-month financial period used by all Massachusetts municipalities this begins July 1st and ends June 30th of the following calendar year. The year is represented by the date on which it ends. Example: July 1, 2006 to June 30, 2007 would be FY 07.

**Fixed Asset** - Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

**Full and Fair Market Valuation** - The requirement, by State Law, that all real and personal property be assessed at 100% of market value for taxation purposes. "Proposition 2 ½" laws set the City's tax levy limit at 2 ½ % of the full market (assessed) value of all taxable property.

**Fund** - A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities, and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

**Fund Balance** - The portion of Fund Equity available for appropriation.

**Fund Equity** - The excess of fund assets and resources over fund liabilities. A portion of the equity of a governmental fund may be reserved or designated; the remainder is referred to as Fund Balance.

**General Fund** - A fund used to account for all transactions of a governmental unit that is not accounted for in another fund. The General Fund is used to account for the ordinary operations of a governmental unit that are financed from taxes and other general revenues.

**Government Accounting Standards Board (GASB)** - The Governmental Accounting Standards Board (GASB) was organized in 1984 as an operating entity of the Financial Accounting Foundation (FAF) to establish standards of financial accounting and reporting for state and local governmental entities. Its standards guide the preparation of external financial reports of those entities. The Foundation's Trustees are responsible for selecting the members of the GASB and its Advisory Council, funding their activities and exercising general oversight-with the exception of the GASB resolution of technical issues. The GASB function is important because external financial reporting can demonstrate financial accountability to the public and is the basis for investment, credit and many legislative and regulatory decisions. The mission of the Governmental Accounting Standards Board is to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports. More information, including all statements, can be found at [www.gasb.org](http://www.gasb.org).

**Government Finance Officers Association (GFOA)**- The Government Finance Officers Association (or GFOA) is a professional association of approximately 17,500 state, provincial, and local government finance officers in the United States



and Canada. GFOA is headquartered in downtown Chicago. More information can be found at [www.gfoa.org](http://www.gfoa.org).

**Governmental Funds** - revenues and expenditures should be recognized on the modified accrual basis. Revenues should be recognized in the accounting period in which they become available and measurable. Expenditures should be recognized in the accounting period in which the fund liability is incurred, if measurable, except for un-matured interest on general long-term debt, which should be recognized when due.

**Grant** - A contribution of assets by one governmental unit to another unit. Typically, these contributions are made to local governments from the state and federal government. The contribution is usually made to aid in the support of a specified function (for example, education), but it is sometimes also for general purposes, or for the acquisition or construction of fixed assets.

**Group Insurance Commission (GIC)** – The group insurance commission was established by the Legislature in 1955 to provide and administer health insurance and other benefits to the Commonwealth of Massachusetts employees and retirees, and their dependents and survivors. The GIC also covers housing and redevelopment authorities' personnel, participating municipalities, and retired municipal employees and teachers in certain governmental units.

**Inter-fund Transactions** - Payments from one administrative budget fund to another or from one trust fund to another, which result in the recording of a receipt and an expenditure.

**Intra-fund Transactions** - Financial transactions between activities within the same fund. An example would be a budget transfer.

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

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

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

**License and Permit Fees** - The charges related to regulatory activities and privileges granted by government in connection with regulations.

**Line-item Budget** - A format of budgeting which organizes costs by object of expenditure such as supplies, equipment,

maintenance or salaries.

**MBTA-Massachusetts Bay Transportation Authority** - The Massachusetts Bay Transportation Authority is the state authority responsible for all aspects of transportation throughout the Commonwealth of Massachusetts. An description of the assessment charged to municipalities can be found in the cherry sheet manual located on-line at <http://www.mass.gov/Ador/docs/dls/cherry/CSManual.pdf>.

**MGL-Massachusetts General Law** - The General Laws of the Commonwealth of Massachusetts. These laws can be found at <http://www.mass.gov/legis/>.

**MSBA-Massachusetts School Building Authority** - The MSBA is the state authority that oversees all school building projects and funding. The web site is [www.mass.gov/msba](http://www.mass.gov/msba).

**Major Funds** - There are two types of major governmental funds – General Funds and Enterprise Funds. These funds are voted as part of the annual city budget. The General Fund is the major operating fund of municipal governments, and it accounts for the vast majority of municipal operations. The General Fund is supported by revenues from real estate and personal property taxes, state and federal aid, excise taxes, investment income, fines and forfeitures, and fees and charges. Most of the municipal departments, including the schools, are supported in whole or in part by the General Fund. Enterprise funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided the periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

**Modified Accrual Basis** - Under the modified accrual basis of accounting, required for use by governmental funds, revenue are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

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

**Non-expendable Trust Fund** - A fund, the principal, and sometimes also the earnings, of which may not be expended.

**Non-Tax Revenue** All revenue coming from non-tax sources including licenses and permits, intergovernmental revenue, charges for service, fines and forfeits and various other miscellaneous revenue.

**Other Financing Sources (OFS)** – An Operating statement classification, in which financial inflows other than revenues are reported, for example, proceeds of long-term debt and operating transfers-in.

**Other Financing Uses (OFU)** – An Operating statement classification in which financial outflows other than expenditures are reported, for example, operating transfers-out.

**Other Post Employment Benefits (OPEB)** – Other Postemployment Benefits (or OPEB) are benefits (other than pensions) that U.S. state and local governments provide to their retired employees. These benefits principally involve health care benefits, but also may include life insurance, disability, legal and other services.

**Operating Budget** - A budget that applies to all outlays other than capital outlays. See Budget.

**Overlay** The amount raised by the assessors in excess of appropriation and other charges for the purpose of creating a fund to cover abatements and exemptions.

**Overlay Surplus** – Any balance in the overlay account of a given year in excess of the amount remaining to be collected or abated can be transferred into this account. Overlay surplus may be appropriated for any lawful purpose.

**Performance Indicator** - Variables measuring the degree of goal and objective fulfillment achieved by programs.

**Performance Standard** - A statement of the conditions that will exist when a job is well done.

**PILOT – Payment in Lieu of Taxes** - Money received from exempt (non-profit) organizations who are otherwise not obligated to pay property taxes. Federal, state, municipal facilities, hospitals, churches and colleges are examples of tax exempt properties.

**Policy** - A definite course of action adopted after a review of information and directed at the realization of goals.

**Priority** - A value that ranks goals and objectives in order of importance relative to one another.

**Procedure** - A method used in carrying out a policy or plan of action.

**Program** - Collections of work related activities initiated to accomplish a desired end.

**Program Budget** - A budget format which organizes expenditures and revenues around the type of activity or service provided and specifies the extent or scope of service to be provided, stated whenever possible in precise units of measure.

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

**Purchase Order** - A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for a stated estimated price. Outstanding purchase orders are called encumbrances.

**Rating Agencies** - This term usually refers to Moody's Investors Service and Standard and Poor's Corporation. These services are the two major agencies which issue credit ratings on municipal bonds.

**Registered Bonds** - Bonds that are registered on the books of the issuer as to ownership; the transfer of ownership must also be recorded on the books of the issuer. Recent changes in federal tax laws mandate that all municipal bonds be registered if their tax exempt status is to be retained.

**Reserves** - An account used to indicate that portion of fund equity which is legally restricted for a specific purpose or not available for appropriation and subsequent spending.

**Reserve for Contingencies** - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

**Retained Earnings** - The accumulated earnings of an Enterprise or Internal Service Fund that have been retained in the fund and are not reserved for any specific purpose.

**Revenue** - Additions to the City's financial assets (such as taxes and grants) other than from interfund transfers and debt issue proceeds.

**Revolving Fund** - A fund established to finance a continuing cycle of operations in which receipts are available for expenditure without further action by the City Council.

**RMV-Registry of Motor Vehicles** - The Registry of Motor Vehicles in Massachusetts is responsible for all aspects of motor vehicles including but not limited to registration, sales tax, and licensing.

**Service Level** - The extent or scope of the City's service to be provided in a given budget year. Whenever possible, service levels should be stated in precise units of measure.



**Special Revenue Fund (SRF)** - A fund used to account for revenues from specific revenue sources that by law are designed to finance particular functions or activities of government.

**Submitted Budget** - The proposed budget that has been approved by the Mayor and forwarded to the City Council for their approval. The City Council must act upon the submitted budget within prescribed guidelines and limitations according to statute and the City charter.

**Supplemental Appropriations** - Appropriation's requested by the Mayor and approved by the City Council after an initial appropriation to cover expenditures beyond original estimates.

**Tax Anticipation Notes (TAN)** - Notes issued in anticipation of collection of taxes, usually retired only from tax collections, and only from the proceeds of the tax levy whose collection they anticipate.

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

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

**Unit Cost** - A term used in cost accounting to denote the cost of producing a unit of product or rendering a unit of service, for example, the cost of treating and purifying a thousand gallons of sewage.

**Valuation (100%)** - Requirement that the assessed valuation must be the same as the market value for all properties.

**Warrant** - An order drawn by a municipal officer directing the treasurer of the municipality to pay a specified amount to the bearer, either after the current or some future date.

**Warrant Payable** - The amount of warrants outstanding and unpaid.