

CITY OF SALEM

MASSACHUSETTS

FY 2018 Adopted Operating Budget & Capital Plan 2018 - 2022



Mayor Kimberley L. Driscoll

Sarah A. Stanton, Finance Director



City of Salem, Massachusetts

Fiscal Year 2018

Adopted Annual Operating Budget & Capital Plan 2018 - 2022

General Fund & Enterprise Funds

July 1, 2017 to June 30, 2018

Presented By:

Mayor Kimberley L. Driscoll

To City Council:

Elaine F. Milo, Council President
Stephen Dibble
David W. Eppley
Heather E. Famico
Thomas H. Furey
Beth Gerard
Stephen P. Lovely
Robert McCarthy
Jerry L. Ryan
Arthur C. Sargent, III
Josh H. Turiel

Prepared By:

Sarah A. Stanton, Finance Director
Nina Bridgman, Assistant Finance
Director

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

Reviewed By:

City Council – Administration & Finance Sub-Committee

Beth Gerard, Chairman
Stephen Dibble
Thomas H. Furey
Stephen P. Lovely
Robert McCarthy

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

On the Cover – Morning Glory Bed and Breakfast

Destination Salem – Thank you for the picture!





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Salem

Massachusetts

For the Fiscal Year Beginning

July 1, 2016

Jeffrey R. Egan

Executive Director



Government Finance Officers Association

Certificate of Achievement for Excellence in Financial Reporting

Presented to

**City of Salem
Massachusetts**

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended

June 30, 2016

Executive Director/CEO

TABLE OF CONTENTS

	Section-Page
SECTION 1 - General Overview	
Budget Message From the Mayor.....	1-1
Long and Short Term Strategic Plan Summary FY 2018.....	1-5
SECTION 2 - City Overview	
City Overview.....	2-1
Map of Salem.....	2-15
Organizational Chart.....	2-16
Organizational Summary - Department Heads.....	2-17
At-A-Glance Report for Salem.....	2-19
Demographics.....	2-22
Salem's Top Employers	2-23
Salem's Top Taxpayers.....	2-24
SECTION 3-Budget Overview All Funds	
Budget Calendar.....	3-1
Fiscal Year 2018 Budget Overview & Timeline.....	3-2
Property Tax "101" - A Taxpayers Guide FY 2018.....	3-3
What is Voted By City Council - Budget vs. RECAP-FY 2018.....	3-7
Tax Rate Recapitulation (RECAP) Sheet FY 2018.....	3-8
Tax Rate Recapitulation (RECAP) Summary by Fiscal Year.....	3-10
Revenue Overview	3-12
Revenue Summary & Graphs.....	3-14
General Fund Revenue Detail & Graphs.....	3-16
Department of Revenue - State Local Aid Revenue & Assessments Estimates (Cherry Sheet).....	3-40
FY 2018 Operating Budget Summary & Graphs.....	3-46
Massachusetts School Building Authority Reimbursements.....	3-55
Other Budgeted Items Voted by Council.....	3-56
Revolving Funds - Overview & Detail.....	3-57

TABLE OF CONTENTS

	Section-Page
SECTION 4-Budget Overview-School	
Mission Statement and Core Principles.....	4-1
Salem Public Schools - Fiscal Year 2018 Budget.....	4-6
School Finance Chapter 70 program.....	4-53
FY 2018 Chapter 70	4-55
FY 2017 Chapter 70	4-59
FY 2016 Chapter 70	4-63
School Profiles.....	4-67
SECTION 5-Budget Overview-Enterprise Funds	
Enterprise Fund Overview.....	5-1
Water & Sewer Five Year Financial Forcast Spreadsheet.....	5-3
Enterprise Fund A2 Summary& Graphs.....	5-5
Enterprise Fund Schedule A-2's - Sewer, Water, Trash.....	5-7
Enterprise Fund Revenue Detail & Graphs.....	5-15
Enterprise Fund 2018 Operating Budget Summary & Graphs.....	5-21
Enterprise Fund Other Financial Uses (OFU) Indirect Costs.....	5-25
Water & Sewer Rate Comparisons.....	5-26
SECTION 6-Financial Forecasts, Plans, Policies and Debt	
Five Year Financial Forecast - Spreadsheet.....	6-1
Five Year Financial Forecast - Narrative.....	6-2
Long Term Debt Service By Month 2018.....	6-10
Aggregate Net Debt Service - FY 2018.....	6-16
Financial Reserve Policies.....	6-24
Investment Policies.....	6-32
Debt Policies.....	6-38
Fraud Policies.....	6-43
SECTION 7-Capital Improvement Program	
Capital Improvement Program Mayor's Message.....	7-1
Capital Improvement Program Overview.....	7-3

TABLE OF CONTENTS

	Section-Page
FY 2018 CIP Overview.....	7-4
FY 2018 CIP General Fund Executive Summary & Graphs.....	7-9
Impact of CIP on Operating Budget - General Fund.....	7-13
Capital Plan - General Fund 2018 - 2022.....	7-15
FY 2018 CIP Enterprise Funds Executive Summary & Graphs ...	7-19
Impact of CIP on Operating Budget - Enterprise Funds.....	7-21
Capital Plan Water & Sewer Enterprise Funds 2018 - 2022.....	7-22
Aggregate Net Debt Service - FY 2018.....	7-23
Capital Improvement Policies.....	7-31
Debt Policies.....	7-32
 SECTION 8-Departmental Budgets	
EXECUTIVE DIVISION	
Mayor.....	8-1
 LEGISLATIVE DIVISION	
City Clerk City Council	8-11
City Clerk	8-16
Elections & Registrations.....	8-22
 FINANCE DIVISION	
Assessors.....	8-28
Collector.....	8-34
Information Technology Services & GIS.....	8-40
Fixed Costs.....	8-45
Finance.....	8-47
Parking Department.....	8-54

TABLE OF CONTENTS

		Section-Page
Purchasing	General Admin.....	8-61
	Fixed Costs.....	8-66
Treasurer	General Admin.....	8-68
	Long Term Debt Service.....	8-74
	Short Term Debt Service.....	8-80
	Essex Tech & Voc Assessment.....	8-82
	State Assessments (Cherry Sheet).....	8-84
	Contributory Retirement.....	8-86
	Non-Contributory Pensions.....	8-88
	Medicare.....	8-90
	Municipal Insurance.....	8-92
 LEGAL DIVISION		
	Solicitor & Licensing Board.....	8-94
 HUMAN RESOURCE DIVISION		
	Human Resources General Admin.....	8-101
	Workmens Comp.....	8-109
	Unemployment Compensation.....	8-112
	Group Insurance.....	8-115
 FIRE DIVISION		
	Fire	8-119
 POLICE DIVISION		
	Police	8-128
	Harbormaster.....	8-142
 INSPECTIONAL SERVICES DIVISION		
Insp Services	Building/Plumb/Gas Inspectors.....	8-149
	Zoning Board of Appeals.....	8-155
	Fixed Costs.....	8-158

TABLE OF CONTENTS

		Section-Page
Health.....		8-161
Electrical.....		8-169
 PLANNING & COMMUNITY DEVELOPMENT DIVISION		
Planning	General Administration.....	8-176
	Conservation Commission.....	8-190
	Planning Board.....	8-196
	Market & Tourism.....	8-202
	Historic Commission.....	8-209
 PUBLIC SERVICES DIVISION		
Public Services	General Admin.....	8-215
	Snow & Ice.....	8-225
 ENGINEERING DIVISION		
Engineering	General Admin.....	8-229
 RECREATION & COMMUNITY SERVICES DIVISION		
Recreation	General Admin.....	8-234
	Golf Course.....	8-243
	Witch House.....	8-250
	Pioneer Village.....	8-255
	Winter Island.....	8-259
	Council On Aging.....	8-265
	Library.....	8-272
	Veterans.....	8-280
 EDUCATION DIVISION		
School.....		8-286

TABLE OF CONTENTS

	Section-Page
BUDGET TRANSFER OUT OF GENERAL FUND	
Transfers Out.....	8-315
 SEWER ENTERPRISE	
Public Services.....	8-318
Engineering.....	8-325
Treasurer Sewer Enterprise Long Term Debt.....	8-333
Sewer Enterprise Short Term Debt.....	8-336
Sewer Enterprise SESD Assessment.....	8-338
Sewer Enterprise Insurance Deduction.....	8-340
 WATER ENTERPRISE	
Public Services.....	8-342
Engineering.....	8-348
Treasurer Water Enterprise Long Term Debt.....	8-356
Water Enterprise Short Term Debt.....	8-360
Water Enterprise SBWSB Assessment.....	8-362
Water Enterprise Insurance Deduction.....	8-364
 TRASH/SOLID WASTE ENTERPRISE	
Engineering - Trash/Solid Waste Disposal.....	8-366
 Full-Time Equivelent Employees (FTE's)	
Full-Time Equivalent Employee Comparisons	8-374
 SECTION 9-APPENDIX	
Budget Document Survey.....	9-1
The Budget Process.....	9-2
Budgeting & Accounting Pratices.....	9-5
Major & Non-Major Funds Overview.....	9-13
Departmental Fund Relationships.....	9-17

TABLE OF CONTENTS

	Section-Page
Major & Non-Major Funds - Changes in Fund Balance.....	9-20
Performance Management & Measurers	9-22
City of Salem Resident Survey Results 2017.....	9-24
CityStat.....	9-37
See-Click-Fix Website & App Overview.....	9-45
FYI Salem-Mayor's Newsletters.....	9-49
 SECTION 10-Glossary of Terms	
Glossary of Terms.....	10-1



CITY OF SALEM, MASSACHUSETTS

Kimberley Driscoll
Mayor

May 25, 2017

Honorable Salem City Council
Salem City Hall
Salem, MA 01970

Ladies and Gentlemen of the Council:

Enclosed please find the proposed FY2018 operating and capital budgets for the City of Salem and the Salem Public Schools. The proposed budgets reflect a balanced and responsible spending plan for our community that continues to invest in critical quality of life, public infrastructure, and education needs that help make Salem the hub of the North Shore and such an attractive place to live, visit, do business, and raise a family. I believe this budget will continue to lead this great City forward and recommend its adoption for the coming fiscal year.

The proposed FY2018 budget totals \$155,449,979. Our general City budget has increased by 3.20% this year, which includes adjustments to fixed costs that are largely not in our control, as well as enhancements in school and public safety operating budgets. For instance, our schools' budget will increase by \$1.28 million dollars, representing our continued commitment to giving our schools and our teachers the resources they need to help our children succeed. The enterprise fund budgets (water, sewer and trash) will increase by 4.59% due to increases in assessments for these services; however, given current enterprise funds, we will not require a change in current water, sewer or trash rates this year. The FY2018 Capital Improvement Plan (CIP) is also included as part of this budget, as are the associated bond orders for this important plan. I am proud that we instituted a practice of including a forward-looking capital plan in our budget each year, as a responsible and transparent way of planning for future obligations while meeting present-day needs to best serve Salem residents.

The inclusion of a CIP or a five-year financial forecast was not always standard practice for Salem, of course. It is one more way we have professionalized and improved how the City of Salem operates. It is hard to imagine that when I first took

office, we walked into a City Hall carrying a \$3.5 million. From having nothing in our rainy-day stabilization fund when we took office, we today have almost \$6 million in that fund thanks to permanent, prudent finance policies that we have worked collectively with the Council to put in place.

From having a dismal bond rating, today we have the highest bond rating in our City's history, for three years running. As you may know, three years ago, Salem's bond rating was upgraded by Standard & Poor's to AA. We have maintained that rating since then and the agency, in their most recent report, stated:

"We view the city's management as strong, with good financial policies and practices... Salem regularly monitors revenues and expenditures, and makes conservative budget assumptions based on a five-year trend. The city council and mayor engage in regular budget surveillance and receive monthly budget-to-actual and investment reports... The city also has a multiyear financial plan that identifies future issues, leading to revenue and expenditure decisions with a long-term perspective. Structural balance is a clear goal in the decision-making process. Salem has an investment policy, debt policy, and a reserve policy... Total governmental fund debt service is 2.7% of total governmental fund expenditures [and] overall net debt is low at 1.5% of market value, which is in our view a positive credit factor."

This rating affirmation reflects our dedication to policies that foster positive economic growth, stable financial management practices, and sustainable and transparent budgeting. Since 2006 we have implemented professional financial management and I am proud that in that time the amount of debt service in our budget dropped by 19% and the share of our budget that is our debt payment was cut in half. We were able to accomplish this by leveraging outside funds, such as grants – over \$110 million worth in competitive, non-formula grants over the last eleven years – and by being responsible, thoughtful, and prudent with tax dollars.

Not only do our sound fiscal practices ensure public funds are being managed to the highest standards, they also allow us to realize financial gains. Better bond ratings mean we can refinance existing debt at the lower interest rates accessible to us, saving money. We were also able to save taxpayers' dollars through innovations – our recent conversion to LED streetlights reduced our electrical bill by around \$250,000 and using a DOER grant and funds from the Footprint CBA rooftop solar arrays on two public schools will realize approximately \$160,000 in savings – and through responsible practices – we've been able to shave almost \$4.3 million in savings on city contracts in FY16.

In our budgeting practices, the taxpayers of Salem have always been foremost in mind, and FY2018 is no different. This budget both recognizes the impact of property taxes on residents and meets their demands for investments in the local services they need and rely upon every day.

I am proud that, starting in 2008, we began adopting the maximum amount allowable under state law for property tax abatements for veterans, the disabled, and widows. Since that year over 3,300 abatements have been granted, saving Salem's

neediest taxpayers almost \$3 million. And that fiscal responsibility extends to all taxpayers. We have received the Government Finance Officers Association (GFOA) highest accolades for fiscal transparency for the last nine years. Across the whole North Shore, Salem has had the second lowest average single family tax bill increase over the last eleven years. In that time, we have managed to hold the average tax bill increase in Salem to 85% of the state-wide average – put another way, for every dollar that property tax bills went up across the state over the last eleven years, Salem’s went up 85 cents.

We’ve been able to be respectful of taxpayers, while also investing in critical local needs. In the past eleven years, we invested \$14.3 million into our roads, repaving 277 streets across our City, over 44 miles in all. And that does not include major corridor projects on North Street, Bridge Street, and Canal Street, and upcoming projects on Essex Street, Derby Street, and Boston Street. Since I first took office, our police force has grown by 15% and we increased our Fire Department ranks by 20%, bringing our combined public safety personnel complement from 170 men and women to nearly 200 today. We have also invested in public safety apparatus, spending almost \$4.4 million to replace and upgrade 50 police, fire, and harbormaster vehicles. Our public safety personnel need to have modern, functioning equipment and we remain committed to that goal. The FY2018 budget that is presented here continues that commitment to public infrastructure and public safety.

We must put our public funds into the things that matter. For example, since the start of my administration we have provided over \$3.3 million in local veterans benefits to deserving Salem veterans. We have used small local matches to seek out and successfully receive eight separate park improvement grants from the Commonwealth. These represent over \$3.4 million in funding to improve Peabody Street Park, Furlong Park, Splaine Park, Bertram Field, Winter Island, Mary Jane Lee Park, and McGlew Park. In addition to parks, we have leveraged private development to receive almost \$8.4 million in MassWorks funds to improve roadways in Blubber Hollow and Riley Plaza. Grants such as these – for parks and roads and public safety – are not given out by formula. They are competitive, actively sought after and enable us to bring funding to bear on our greatest needs, without tapping Salem’s taxpayers. In the last decade, Salem has attracted \$12 million in new growth, also a critical component to helping balance budgets and limiting the impact on existing homeowners.

The FY2018 budget maintains our dedication to fiscal responsibility while also leading Salem forward. I am proud of our collective efforts to limit impacts on Salem taxpayers while also providing much needed services to constituents. This is possible due to our collective attentiveness to City finances, as well as our ongoing efforts at identifying efficiencies in the delivery of services. Our fiscal practices have resulted in not only affirmation of our historic high AA bond rating, but also our regular receipt of recognitions and awards from the GFOA. Lastly, beyond budgets another key factor in enhancing our local economy is the large number of public and private investments in our community. These developments enhance our short and long term economic growth, add to our tax base and generate revenues and jobs that improve our overall community.

In FY2018 we will continue to strive to exceed the service level expectations of our constituents, while simultaneously ensuring fiscal prudence in all expenditures. The mission of City government in Salem is to provide open, honest, and pro-active services effectively and efficiently, focusing on the needs of today, with a vision for the future. In order to accomplish this, the proposed budget aligns operations with short-term and long-term strategic goals and objectives, while maintaining necessary

fiscal controls and a careful attention to our financial forecasts in our budgeting. This is a challenging balance to strike, but I believe the proposed budget accomplishes just that.

Balancing the City's budget with less state and federal resources is no easy task and I appreciate the hard work and cooperation our Department heads have put into the preparation of this year's budget. I cannot say enough about the efforts made by our Finance Department, led by Finance Director 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.

Six decades ago John Kennedy visited Salem and observed, "Perhaps there is little left of the Salem of old, in terms of its merchant fleet and unfurled sails. But the greatness of the people of Salem, their integrity and industry, their loyalty and perseverance - all of these remain to this very day - and it is here that we find the greatness of Salem." In my time as Mayor of this incredible city I've had the daily privilege of witnessing for myself just how true his words still are today. I believe the proposed FY2018 budget that is before you represents a strong commitment to the integrity of the people we have been elected to serve. It continues our balanced and responsible approach to city finances and budgets. It invests in continuing to make Salem a forward-looking city, a safe city, a welcoming city, a city with schools that we can be proud of - in short, a great city.

I recommend adoption of the proposed FY2018 budget, CIP, and other associated budgetary Orders and I look forward to working with you in the coming weeks to enact this proposed FY2018 spending plan in order to continue to lead our great City forward.

Sincerely,

Kimberley Driscoll
Mayor
City of Salem

cc: All City of Salem Department Heads

City of Salem - Long and Short Term Strategic Plan Summary - Fiscal Year 2018

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

City of Salem - Long and Short Term Strategic Plan Summary - Fiscal Year 2018

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

City of Salem - Long and Short Term Strategic Plan Summary - Fiscal Year 2018

Division	Goal & Objective	Source	Priority*	Schedule**	Division or Department	Status
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	Underway
Economic Development	Support the growth of new and existing private businesses.	Citizen Survey	2	Short & Long Term	Mayor and Planning	Ongoing
PARKS AND RECREATION						
Recreation	Implement the Winter Island Master Plan as part of maintaining and upgrading the City's infrastructure, including parks.	Mayor	1	Planning - Short & Long term, Implementation - medium to long term	Planning & Parks	Pending
Recreation	Develop plan for new facilities at McGlew Park and Mary Jane Lee Park and implement.	Mayor	2	Short & Medium Term	Parks	Underway
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	Underway
Recreation	Implement upgrades authorized by most recent CPA awards.	Mayor	2	Short Term	Mayor & Recreation	Underway
TRAVEL AND TOURISM						
Cultural	Continue to improve upon management of Haunted Happenings & other community events.	Mayor	1	Planning - Short & Long term, Implementation - medium to long term	Executive & Tourism	Ongoing
Cultural	Continue development and implementation of cruise port activities and marketing.	Mayor	2	Short & Medium Term	Executive & Tourism	Ongoing
Cultural	Continue implementation of the Public Art Master Plan.	Mayor	2	Planning- Short & Long Term Implementation- medium to long term	Planning	Ongoing

City of Salem - Long and Short Term Strategic Plan Summary - Fiscal Year 2018

Division	Goal & Objective	Source	Priority*	Schedule**	Division or Department	Status
PUBLIC SERVICE- ENGINEERING - TRAFFIC AND PARKING						
Public Services	Reorganize staff to more efficiently and effectively deliver services and respond to requests.	Mayor	1	Short & Medium Term	Executive	Ongoing
Public Services	Restructure and improve implementation of See, Click, Fix work process.	Mayor	1	Short Term	Mayor, DPW, Health, Electrical	Ongoing
Infrastructure & Facilities	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.	Mayor	1	Short & Long Term	Planning & Engineering	Ongoing
Infrastructure & Facilities	Maintain and upgrade City roads, sidewalks, open spaces.	Mayor/Citizen Survey	1	Short and Long Term	Engineering	Ongoing
Infrastructure & Facilities	Continue to advance Canal Street, Essex Street, Derby Street and Boston Street improvement projects.	Mayor	1	Short & Long Term	Planning & Engineering	Underway
Infrastructure & Facilities	Improve overall cleanliness of streets, parks and other public areas.	Citizen Survey & Mayor	1	Short & Medium Term	Public Works	Ongoing
Infrastructure & Facilities	Implement plan for residential traffic calming program.	Mayor	1	Short & Long Term	DPW, Traffic, PD, Engineering	Ongoing
Infrastructure & Facilities	Oversee successful remediation and reuse of the transfer station site.	Mayor	1	Medium & Long Term	Mayor, Legal, Engineering	Underway
Infrastructure & Facilities	Continue study for South Salem MBTA commuter rail stop.	Mayor	2	Medium & Long Term	Mayor, SSU, NSMC	Underway
Infrastructure & Facilities	Continue implementation of bicycle accomodation upgrades.	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
Infrastructure & Facilities	Manage impacts of NSMC campus consolidation.	Mayor	2	Medium & Long Term	Executive	Underway
Infrastructure & Facilities	Plan for and complete City Hall Annex relocation.	Mayor	2	Short & Medium Term	Planning, Building, Mayor	Underway

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

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

CITY OVERVIEW

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 17th century architecture. The site recently received interior and exterior improvements for handicapped accessibility and historic preservation.

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

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

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

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

Pioneer Village - Pioneer Village, 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



Imagine Salem - The City was awarded a \$30,000 Executive Office for Administration and Finance (EOAF) grant to support a citywide visioning project. In the fall of 2016, the Department of Planning and Community Development (DPCD) laid the groundwork for the Imagine Salem project which was launched publicly in February 2017.

MassWorks Infrastructure Grant/Washington at Dodge Street (the Maritime) - The City was awarded \$3.35 million 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 a 178,000 SF mixed use development that will include residential units, commercial space, and a hotel.



MassWorks Infrastructure Grant/Boston and Bridge Streets - The City was awarded \$3.5 million in FY2016 through the State’s MassWorks Infrastructure Program for “Complete Streets” streetscape improvements along Bridge Street, between Boston and Flint Street.

Brownfields Revolving Loan Fund – In 2014, 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. In 2016, the BCRLF issued a \$250,000 loan to remediate environmental contamination at 47 Tremont Street in Peabody to facilitate the commercial redevelopment of the site.

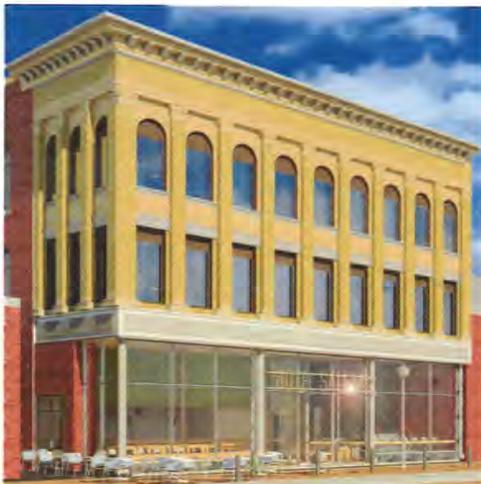
Universal Steel Site – This brownfields site was taken by the City for tax title in 2012. Through a coordinated effort with EPA, DEP, and MassDevelopment, the site has been remediated and paved and was used for temporary parking during the construction of the MBTA garage. The City issued a request for proposals for the sale and redevelopment of the former Universal Steel property and received a proposal from F.W. Webb to construct a modern warehouse and showroom facility that would allow Webb to remain in Salem and add 8 to 10 new jobs. During 2016, the proposal was revised and approved by the City Council.

Commonwealth Diagnostics International (CDI) – The City approved a tax increment financing (TIF) agreement for CDI which has established its headquarters 39 Norman Street. The agreement provides approximately \$71,000 in projected local tax relief to the company over five years in exchange for an approximately \$5.1M investment in the purchase and renovation of the building; as well the creation of at least 20 new full-time equivalent jobs over the next three years, and potentially up to 100 new full-time equivalent jobs over the next five years. The City will be supporting CDI's application for tax credits through the Massachusetts Life Sciences Center (MLSC).

Old Salem Jail Phase II – Phase II of the Old Salem Jail project began construction in 2016. The phase includes 14 new rental residential units.

District Court Building – The City continues to work with the Salem Redevelopment Authority and the Commonwealth's Division of Capital Asset Management and Maintenance on the proposed redevelopment of the former Salem

District Court property at 65 Washington Street. In September of 2015, Diamond Sinacori of Boston was selected by the SRA as the development team to undertake this project, based on their proposal, which calls for a mixed-use building with 61 residential condominium units and ground floor commercial space.

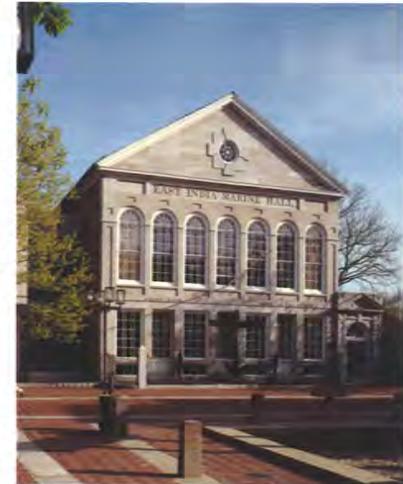


Superior Court and County Commissioners Buildings – Early in 2017, legislation was passed and signed by the Governor to transfer ownership of the Superior Court and County Commissioners buildings to the Salem Redevelopment Authority (SRA). The SRA will be moving forward with an RFP for adaptive reuse of the historic properties.

Hotel Salem – The 44-room luxury boutique hotel began construction in 2016. In October 2015, the Salem City Council approved a tax increment financing agreement (TIF) for the project that exempts approximately \$350,000 in property taxes over a five year period of time.

Peabody Essex Museum – The PEM began construction on its 33,565 square foot addition in 2016. When completed, the gallery space will be increased by 15 percent to bring total gallery space to 100,000 square feet, ranking PEM among the top 20 art museums in the country.

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.



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. .



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 permitting is complete, and construction is anticipated to begin summer 2017.

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 2016 for the development of a 3.48-acre parcel located at the corner of Bridge Street and Boston Street to include a mixed-use building with 117 residential units and ground floor commercial space and a separate Senior/Community Life Center. This is a revised proposal to what had been permitted in 2010. 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.

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.



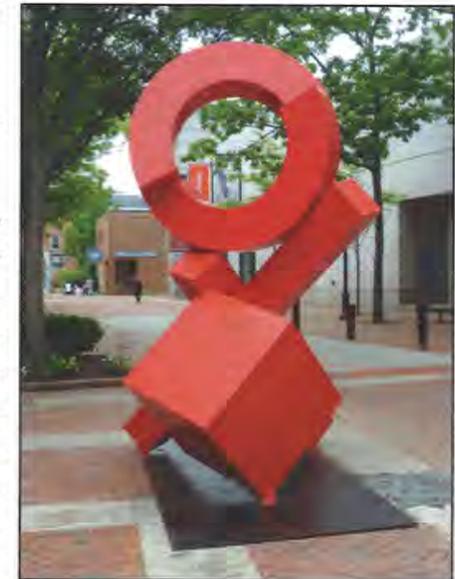
Witch Hill - The construction of 23 single family homes along the extension of an existing roadway is underway.

Woodlands - The Planning Board approved a cluster subdivision consisting of 26 single family lots and approximately 85,000 sf of open space.

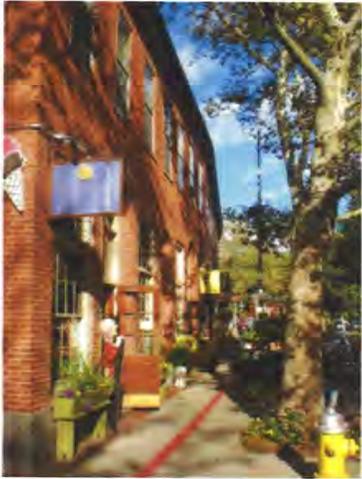
Thorndike Street Subdivision - This 5-lot subdivision was approved by the Planning Board in December 2012 and is currently under construction.

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

Public Art - Over the past four 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.



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

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.

Community Preservation Act (CPA) - Administered by the Planning Department working with other departments and the Community Preservation Committee, the fourth year of implementation of the CPA is well on its way. Thirteen projects were recommended for funding and approved by Council. For more detailed information see the CPA FY17 Annual Report.

Salem Common Fence - The City is utilizing CPA and CIP funds to continue to restore the Common Fence as outlined in the Common Fence Restoration Condition Assessment Report.

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.

Dickson Memorial Chapel - The City was awarded \$50,000 from the Massachusetts Historical Commission's Massachusetts Preservation Project Fund (MPPF) for the restoration of Dickson Memorial Chapel. A total of \$206,000 has been allocated to the first restoration phase



of the chapel. The first phase of the restoration (FY17) is to stop water and weather infiltration and to restore as much of the Chapel's deteriorated historical fabric as funding allows.

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

Charter Street Cemetery - The City completed the restoration of several headstones and tombstones at Charter Street Cemetery with \$50,000 from Community Preservation funds. Monument Conservation Collaborative restored the stones and provided a treatment and maintenance report. The City completed the development of a landscape plan for the restoration of Charter Street Cemetery with \$19,200 from Community Preservation funds. Martha Lyon, of Martha Lyon Landscape Architecture, LLC, developed the plans.



Streetlight Conversion - In October 2014, the City successfully purchased and assumed maintenance on all 3,500 streetlights in the City resulting in a savings of about \$200,000 a year by not paying National Grid for maintenance. The City then moved forward to switch the lighting system to high efficiency LED lights. With \$230,000 in grant support from the Green Communities the City has converted all streetlights to LED lights. Total savings for streetlight purchase and LED Conversion is approximately \$400,000 annually.



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 completed construction in 2016. The City is also utilizing Community Preservation funds to begin restoration of Fort Pickering at Winter Island. Phase I of the restoration involved substantial clearing of the Fort followed by a state of the art laser survey that was funded in part by a Survey & Planning grant from Mass Historic. The City was awarded funds for Phase II from the CPC and is commencing the design process. These projects were recommendations of the Master Plan for the renovation and redevelopment of Winter Island Park.

McGlew Park - The Executive Office of Energy and Environmental Affairs awarded the City a \$400,000 Parkland Acquisitions and Renovations for Communities (PARC) grant to renovate McGlew Park.

289 Derby Street - The Salem City Council approved a \$1.4M bond order to acquire property located at 289 Derby St. for the purpose of constructing a downtown, waterfront park. The City also applied for and received CPC funding for design/soft costs and is about to commence a Designer Selection process.

Mary Jane Lee Park - The City constructed a splash pad at Mary Jane Lee Park in 2015, 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. Construction commenced in 2016 for the rest of the park renovation. The project is supported by CPA funds as well as a \$400,000 PARC grant from the Commonwealth.



Forest River Conservation Area - The City was awarded a 53,200 Recreational Trails Program Grant from the Department of Conservation and Recreation to upgrade the Forest River Conservation Area trails. The project will result in an improved main trunk trail that is usable throughout the year and accessible to people of all abilities.

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.

Remond Park - Improvements to the old bridge abutment on Bridge Street Neck were funded by the State and a new park was constructed.

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 begin hosting major cruise ships, including the Holland America Seaborne line, and goodwill vessels. In 2016, the Cruise Port was visited by six major vessels. During this phase, the City also installed lighting, undertook landscaping improvements at Blaney St. and began construction of a Harbor walk. In 2015, the City sought and acquired additional grant funding to conduct dredging needed for a Commercial Marina. The City was able to complete the dredging and to fully construct the Marina in time to open 11 commercial slips in the summer of 2016. The

City is now seeking funding to complete 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 Port Authority - Legislation was passed by the MA Senate and House and signed by the governor to establish a Salem Port Authority. The Mayor is in the process of vetting and appointing members – to date, 3 of 5 members are appointed. 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 major cruise lines and a number of good will vessels including the US Coast Guard *Eagle*.



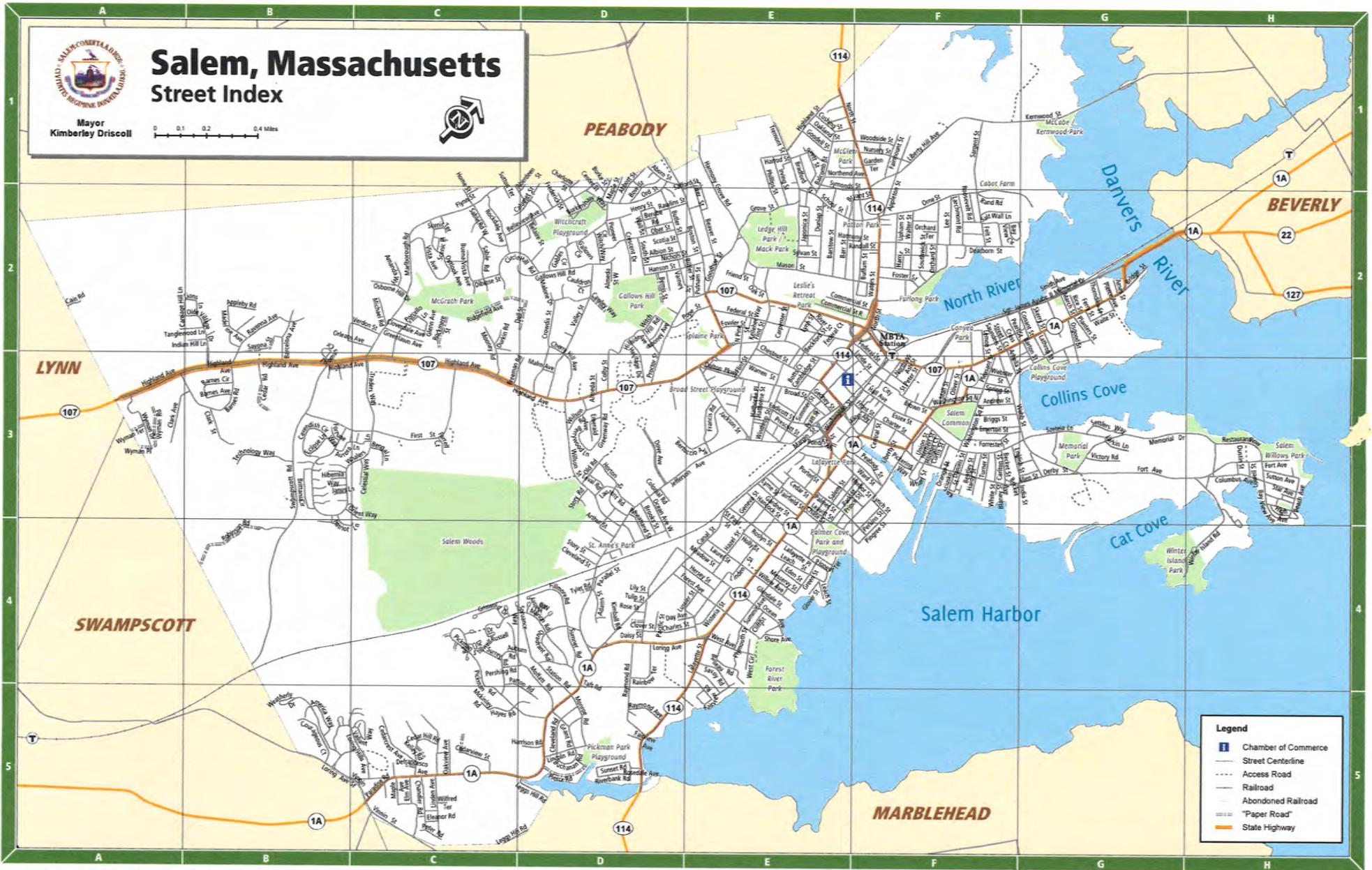
Salem Harbor Power Station - Footprint is constructing a state-of-the-art 630 megawatt gas-fired plant on a portion of the site. Demolition was completed in 2016 and construction of the main building is underway. The remaining two-thirds of the 63-acre waterfront property will be available for future redevelopment. The project is proceeding on schedule and the new plant is expected to be on-line in summer of 2017.

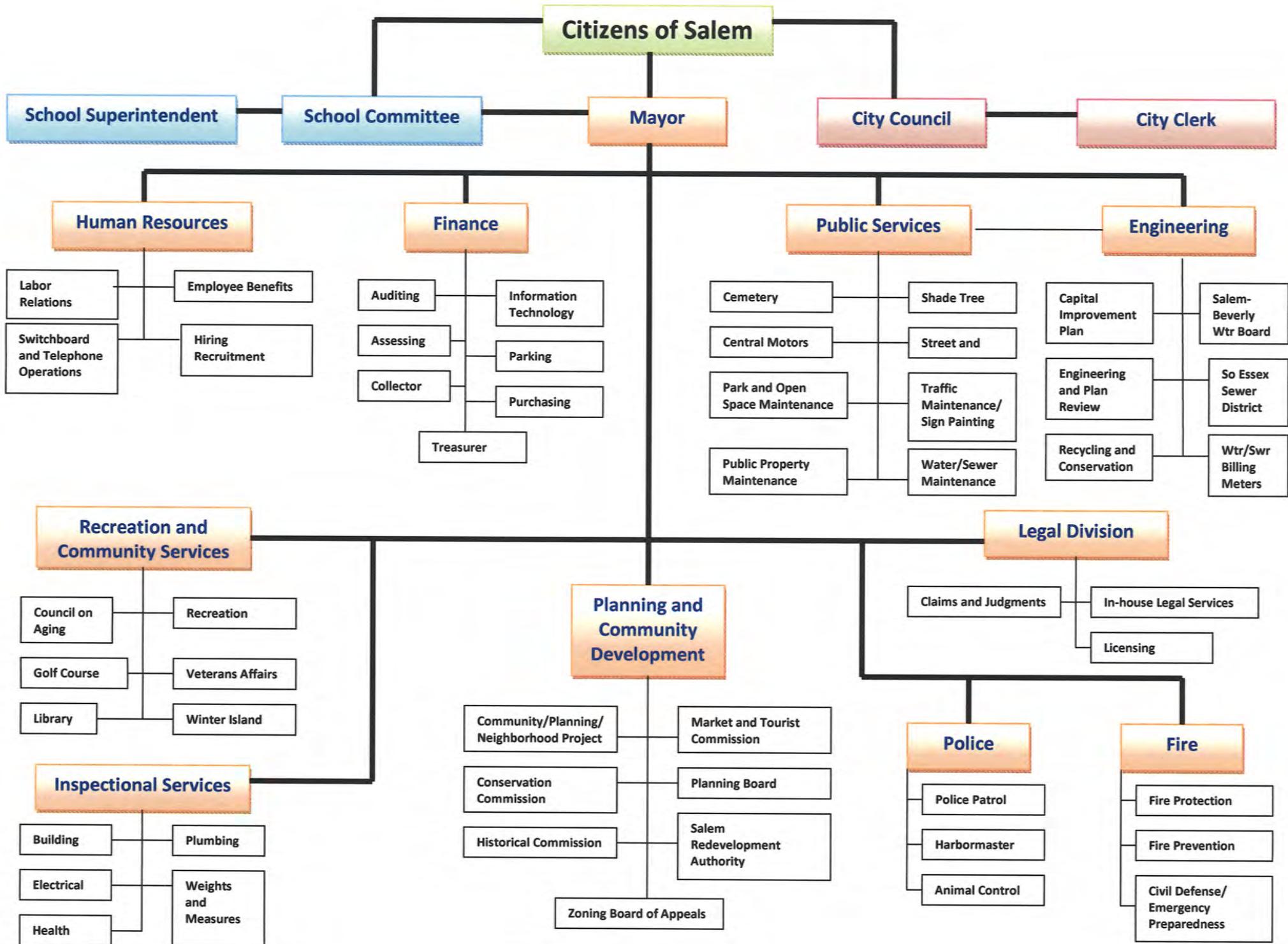
South River Dredge - The City obtained \$155,000 from the Governor's Seaport Advisory Council for sediment testing, bathometric survey work, cost analysis for dredge disposal options, and preliminary design and engineering of the dredge footprint for the South River Channel and the South River Basin (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 Army Corps of Engineers (ACOE) and U.S. Environmental Protection Agency (EPA) are reviewing the project for suitability of offshore disposal of dredged material. The Environmental Impact Report (EIR) has been drafted and will be submitted to the Massachusetts Environmental Policy Act (MEPA) Office upon completion of the ACOE and EPA's suitability review. 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 seasonal 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 an hour. The City of Salem and the Massachusetts Bay Transportation Association (MBTA) have an agreement which allows commuters to purchase a pass that can be used both on the Ferry commuter runs and on the commuter train, strengthening the Ferry's viability as a transportation choice for daily commuters. The City of Salem is one of only a few municipalities to own a ferry vessel, which it purchased with a grant from the Massachusetts Executive Office of Transportation. The Salem Ferry is about to embark on its 12th season of operation, beginning May 2017.



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 FY17 to look at options for redevelopment, including redevelopment of the Footprint site which is located in Salem Harbor's Designated Port Area (DPA).





Organizational Summary-Department Heads

EXECUTIVE DIVISION

Mayor

Mayor Kimberley Driscoll

978-619-5600 mayor@salem.com

LEGISLATIVE DIVISION

City Clerk

Cheryl LaPointe

978-619-5610 clapointe@salem.com

FINANCE DIVISION

Assessors

Debora Jackson

978-619-5607 djackson@salem.com

Collector

Bonnie Celi

978-619-5620 bceli@salem.com

IT/GIS

Matthew Killen

978-619-5645 mkillen@salem.com

Finance

Sarah Stanton

978-619-5625 sstanton@salem.com

Parking Department

Matthew Smith

978-745-8120 msmith@salem.com

Purchasing

Whitney Haskell

978-619-5695 whaskell@salem.com

Treasurer

Kathleen McMahon

978-619-5635 kmcmahon@salem.com

LEGAL DIVISION

Solicitor

Elizabeth Rennard

978-619-5633 brennard@salem.com

HUMAN RESOURCE DIVISION

Human Resources

Lisa Cammarata

978-619-5678 lcammarata@salem.com

FIRE DIVISION

Fire

Chief David Cody

978-744-6990 dcody@salem.com

POLICE DIVISION

Police

Chief Mary Butler

978-744-0171 mebutler@salempd.net

Harbormaster

Capt. William McHugh

978-741-0098 wmchugh@salem.com

INSPECTIONAL SERVICES DIVISION

Public Property

Thomas St. Pierre

978-619-5640 tstpierre@salem.com

Licensing

Robert St. Pierre, Board Chairman

978-619-5648

Electrical

John Giardi

978-745-6300 jgiardi@salem.com

Health

Larry Ramdin

978-619-5656 ltsmfin@salem.com

Organizational Summary-Department Heads

PLANNING & COMMUNITY DEVELOPMENT DIVISION

Planning Lynn Duncan 978-619-5686 lduncan@salem.com

PUBLIC SERVICES DIVISION

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

ENGINEERING DIVISION

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

RECREATION & COMMUNITY SERVICES DIVISION

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

EDUCATION DIVISION

School Margarita Ruiz, Superintendent 978-740-1212 margaritaruiz@salemk12.org

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 Estimated 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 2017 Tax Classification			
Tax Classification	Assessed Values	Tax Levy	Tax Rate
Residential	3,939,139,060	62,474,745	15.86
Open Space	0	0	0
Commerical	478,990,259	14,364,918	29.99
Industrial	108,442,340	3,252,186	29.99
Personal Property	183,684,630	5,508,702	29.99
Total	4,710,256,289	85,600,551	

Fiscal Year 2017 Revenue by Source		
Revenue Source	Amount	% of Total
Tax Levy	85,600,551	55.27
State Aid	30,861,980	19.93
Local Receipts	32,541,959	21.01
Other Available	5,859,868	3.78
Total	154,864,358	

Fiscal Year 2017 Proposition 2 1/2 Levy Capacity	
New Growth	1,851,206
Override	
Debt Exclusion	
Levy Limit	90,563,116
Excess Capacity	4,962,565
Ceiling	117,756,407
Override Capacity	27,193,291

Other Available Funds		
2017 Free Cash	FY2015 Stabilization Fund	FY2017 Overlay Reserve
5,380,858	5,440,226	575,714

Fiscal Year 2017 Average Single Family Tax Bill**	
Number of Single Family Parcels	4,915
Assessed Value of Single Family	337,390
Average Single Family Tax Bill	5,351

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	Special Revenue	Capital Projects	Enterprise Funds	Trust 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

	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	3,097.4	590.2	212.8	336.7	5.6	4,242.7
Expenditures	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

[Click here to see if the Division of Local Services' Technical Assistance Section has conducted a financial management review or other analysis for Salem](#)

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>Rank</i>	<i>Company Name</i>	<i>Nature of Business</i>	<i>Total Employees</i>	<i>Comment</i>
1	North Shore Medical Center	Health Care	3,250	Salem Hospital, Mass General for Childrens, Salem Birthplace, Charter Professional Services, Outpatient Mental Health
2	Commonwealth of Massachusetts Offices	State Government	2735	Dept of Social Services, Essex County Registry of Deeds, Committee for Public Housing, Dept of Mental Health, Dept of Children and Families, Facilities and Security, Probate and Family Court, Essex Sheriff's Department, Essex South Registry of Deeds, Sex Offender Registry, Dept of Trans Assitance, Eastern Essex DA, Office of Labor and Workforce Development, Executive Office of Public Safety, Mass Rehab Commission, Dept of Housing and Community Development, Salem District Court, Department of State Police, Superior Court, Children and Family Law, Youth Advocacy Department
3	Salem State University	Higher Education	1,465	Full-time and part-time
4	City of Salem	Municipal Government	1,462	City Offices, School, Fire, Police - Full, Part and permanent
5	Market Basket	Food Market	465	
6	Salem Five Savings Bank	Banking	298	
7	Peabody Essex Museum	Cultural/tourism	250	
8	Excelitas Technologies	Technology	201	Full-time and part-time
9	Salem YMCA	Social Service Agency	185	
10	Home Depot	Retail	180	
11	Hawthorne Hotel	Lodging	159	
12	Groom Construction	Services	120	
13	Salem Glass	Retail	120	
14	Leahy Behavioral Health	Health Care	118	Youth Services (ACCESS, ALP), Outpatient Clinic, Emergency Services
15	Jacquelines Gourmet	Manufacturer	115	
16	Shaw's Supermarket	Food Market	111	
17	Walmart	Retail	111	Full-time and part-time
18	Market Basket	Food Market	110	
19	Middle-Oak Insurance Co	Insurance	110	
20	Target	Retail	110	
21	Thermal Circuits, Inc.	Manufacturer	101	
22	Crosby's Marketplace	Food Market	98	
23	T J Maxx	Retail	95	
24	Harbor Sweets	Retail	78	
25	Finz	Restaurant	74	
26	US Post Office	Federal Office	65	
27	Waterfront Hotel	Lodging	49	Permenant Full-time and part-time
28	Turners Seafood	Restaurant	28	Full-time and part-time
29	Gillians Foods	Food Market	25	
30	US Biological		22	

Salem's Top Taxpayers

<i>Company Name</i>	<i>Nature of Business</i>	<i>Total Assessed Valuation Fiscal Year 2017</i>	<i>Rank</i>	<i>Total Taxes Paid</i>	<i>%Total Levy</i>
New England Power Co	Personal & Industrial	\$47,896,180	1	\$1,436,406.44	1.678
Mass Electric	Personal Property	\$37,920,190	2	\$1,137,226.50	1.329
National Grid	Personal & Industrial	\$41,122,890	3	\$1,233,275.47	1.441
Shetland Properties	Industrial & Commercial Prop	\$27,840,600	4	\$834,939.59	0.975
Highlander Plaza	Commercial Property	\$23,518,100	5	\$705,307.82	0.824
Algonquin Gas Transmission Co	Personal Property	\$25,606,200	6	\$767,929.94	0.897
Salem Station LLC	Apartments	\$41,112,900	7	\$652,050.59	0.762
RCG, Total Properties	Apartments and Commercial	\$24,273,890	8	\$476,791.64	0.557
Princeton Crossing Apts	Apartments	\$30,648,700	9	\$486,088.38	0.568
Hawthorne Commons	Apartments	\$30,902,600	10	\$490,115.24	0.573
Second Pickwick Trust	Commercial Property	\$15,370,200	11	\$460,952.30	0.538
Vinnin Square Apartments LLC	Apartments	\$26,508,900	12	\$420,431.15	0.491
Home Depot	Commercial Property	\$11,336,000	13	\$339,966.64	0.397
Verizon New England	Personal Property	\$8,286,100	14	\$248,500.14	0.290
New Creek II LLC/Ballard Group	Commercial Property	\$9,030,200	15	\$270,815.70	0.316
Commando North Shore LLC	Commercial Property	\$8,808,800	16	\$264,175.91	0.309
Rt 107 Salem Assoc-Walmart bld only	Commercial Property & PP	\$8,334,180	17	\$249,942.06	0.292
Grosvenor Park Nursing Home	Commercial Property	\$6,110,100	18	\$183,241.90	0.214
Maritimes & Northeast Pipeline	Personal Property	\$6,289,000	19	\$188,607.11	0.220
Kernwood Country Club	Commercial Property	\$6,284,885	20	\$188,483.70	0.220
		\$437,200,615		\$11,035,248.22	

Budget Calendar - FY 2018

Mayor & City Finance	Start Date	End Date	Mayor & School Committee	Start Date	End Date
Finance Director send out CIP requests to Departments.	1/10/2017		Finance Director send out CIP requests to Departments.	1/10/2017	
Departments submit completed CIP requests to Finance Department	1/31/2017		CIP Review - Superintendent, SBM, Principals, Directors	1/10/2017	1/27/2017
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	1/17/2017		Budget workshops with SBM, Principals & Directors.	January	
Budget salary workshops with Finance & Depts.	1/17/2017	to 2/8/2017	Principals compile budget & submit to School Business Office	2/1/2017	to 2/24/2017
Departments compile BUDGETS & submit to Finance	1/17/2017	to 2/9/2017	Budget & CIP Review - Super, SBM, Principals, Directors	2/27/2017	to 3/17/2017
Budgets Entered in MUNIS by Finance	2/9/2017	to 2/17/2017	Budge/CIP Review - Super, SBM, City Finance	February	March
Budget Review-Mayor, Finance, Department Heads	2/21/2017	to March	School Budget Submitted to School Committee & CIP Budget Submitted to Finance Director	March	
Budge & CIP Review By Mayor & Finance Director	2/21/2017	to March	School Committee Budget Review Meetings	March	to April
School Committee Approves School Budget	5/1/2017		School Committee Approves School Budget	5/1/2017	
School Budget to City Finance Department for processing for City Council	5/2/2017		School Budget To City Finance Dept	5/2/2017	
Finance Director Finalizes FY2018 Revenue/Expenditures - Balanced Budget to Mayor	5/5/2017				
Finance Department Prepares Final Budget for City Council	5/8/2017	to 5/24/2017			

City Council

Capital Improvement Plan submitted to City Council	5/25/2017
Budget Submitted to City Council	5/25/2017
City Council Administration & Finance budget review process	5/30/2017 to 6/8/2017
City Council Vote on FY 2018 Capital Improvement Plan	6/8/2017 and 6/22/2017
City Council Vote on FY 2018 City Budget	6/8/2017

Fiscal Year 2018 Overview & Timeline Narrative

On January 17, 2018, the Finance Department sent out budget packages to each non-school department requesting that they prepared a FY 2018 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 expire on 6/30/17. However, there is a .05% increase for all unions on 6/30/17.
- The Mayor requested that the School Department submit a level service budget.

The departments were required to complete their FY 2018 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 2018 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 2018, as well as a preliminary FY 2018 budget using the Governor proposed state aid figures, estimated local revenue, Real Estate & Personal Property tax revenue estimates, and the budget figures submitted by the departments. During February, March and April, the Mayor, Chief Administrative Aide, Finance Director, and the Assistant Finance Director met with each department head to discuss their budgets and their capital improvement needs.

Once the budget was balanced, the Finance Department then prepared the proposed FY 2018 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 2018.

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 1, 2017.

On May 25, 2017 the FY 2018 budget was submitted to the City Council for their review and approval along with the FY 2018 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. In June the budget and Capital Plan will be approved by the City Council Committee of the Whole.

PROPERTY TAX “101” - A TAXPAYERS GUIDE – FY 2018

Introduction

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

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

Assessed Value & Tax Rate

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

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

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

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

How is Property Value Determined?

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

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

In periods when residential property sales information indicates an increase in property value, it is important to understand that your fiscal year assessment is based on sales information that took place more than a year before the new assessment appears on your bill. For instance, the FY2017 assessments are meant to reflect the value of your property on January 1st, 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, continuing the use of the old plant until it’s closure on July 1, 2014. Footprint

Power Salem is in the process of building a new gas fired plant that is estimated to be completed as of July 1, 2017. 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 for more information.

WHAT IS VOTED BY CITY COUNCIL - BUDGET vs RECAP- FY 2018
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	82,967,597.00	
School - Does not include Bentley Charter	56,807,831.00	
Total General Fund Appropriations:	139,775,428.00	
Enterprise Fund Appropriations Submitted by Mayor:		
Sewer	6,675,646.00	
Water	5,887,539.00	
Trash	3,111,366.00	
Total Enterprise Fund Appropriations:	15,674,551.00	
Total Budget to be voted - June (Submitted by Mayor)	155,449,979.00	June
Other RECAP Items Voted at Tax Rate Setting - December		Tax Rate Meeting
Cherry Sheet Offsets	62,563.00	
Snow & Ice Deficit - Estimated	1,331,097.00	
Snow & Ice Amortized from 2015-Balance	661,264.00	
Overlay - Allowance for Abatements - Estimated	600,000.00	
Total Other Items on RECAP voted - December	2,654,924.00	
Total RECAP Expenditures	158,104,903.00	November/December
Other Votes By Council - Non-Major Funds		Regular Council Meetings
Revolving Funds	2,215,000.00	June
Capital Improvement Projects - General Fund -Capital Outlay/Grants & OFS/Bonding	6,752,497.00	June
Capital Improvement Projects - Enterprise Funds - Retained Earnings/Grants & OFS/Bonding	18,195,000.00	June

**RECAP SHEET
FY 2018 Budget
MAYOR'S RECOMMENDED BUDGET**

	Actual 2016	RECAP 2017	Budgeted 2018	FY17-18 Variance	% change FY17-18
REVENUES					
PROPERTY TAXES					
PRIOR FISCAL YEAR LEVY LIMIT	83,270,410	86,548,205	90,563,116	4,014,911	4.64%
2 1/2% Increase	2,081,760	2,163,705	2,264,078	100,373	4.64%
Current New Growth (Value increases from new building)	1,196,035	1,851,206	1,300,000	(551,206)	-29.78%
LEVY LIMIT Subtotal (from DOR levy limit sheet)	86,548,205	90,563,116	94,127,194	3,564,078	3.94%
TAX LEVY Real & Personal Actual RECAP - Estimates on Current FY	81,200,463	85,600,551	89,666,577	4,066,026	4.75%
LOCAL RECEIPTS					
MOTOR VEHICLE	4,027,082	3,500,000	3,900,000	400,000	11.43%
Hotel Motel Tax	560,959	580,000	600,000	20,000	3.45%
Boat Excise Tax	30,153	28,000	28,000	0	0.00%
MEALS TAX (local options)	980,941	850,000	900,000	50,000	5.88%
ATG Revenue (Medical Marijuana Dispensary)	82,856	76,500	80,000	3,500	4.58%
INTEREST ON TAXES	493,211	410,000	580,000	170,000	41.46%
IN LIEU OF TAXES	1,322,806	1,200,000	1,300,000	100,000	8.33%
CHARGES FOR SERVICES	1,899,470	1,750,000	1,900,000	150,000	8.57%
PARKING FEES	2,468,115	2,300,000	2,300,000	0	0.00%
LICENSES AND PERMITS	535,225	500,000	510,000	10,000	2.00%
FINES AND FORFEITS	882,008	1,000,000	800,000	(200,000)	-20.00%
INVESTMENT INCOME	215,624	160,000	175,000	15,000	9.38%
MISCELLANEOUS RECURRING INCOME	1,080,947	800,000	750,000	(50,000)	-6.25%
MISCELLANEOUS NON-RECURRING INCOME	5,256,548	4,650,000	4,650,000	0	0.00%
Local Receipt Subtotal (pg. 2 recap IIIb. 1)	19,835,945	17,804,500	18,473,000	668,500	3.75%
SEWER ENTERPRISE FUND REVENUE	9,053,370	8,810,000	8,944,085	134,085	1.52%
WATER ENTERPRISE FUND REVENUE	5,821,420	4,753,605	4,974,000	220,395	4.64%
TRASH ENTERPRISE FUND REVENUE	820,890	856,376	1,056,376	200,000	23.35%
Enterprise Fund Subtotal (pg. 2 recap IIIb. 3)	15,695,680	14,419,981	14,974,461	554,480	3.85%
OTHER REVENUES AND FINANCING SOURCES					
CHERRY SHEET REVENUE (pg. 2 recap IIIa. 1)	29,442,164	30,129,156	30,100,982	(28,174)	-0.09%
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	1,300,000	858,800	(441,200)	
Snow and Ice Deficit			1,992,361	1,992,361	
OFS-To Reduce Tax Rate (pg. 2 recap IIIb. 4)				0	
R/Res - Witch House	206,347	208,398	245,034	36,636	17.58%
R/Res - Golf Course	660,000	760,000	800,000	40,000	5.26%
R/Res - Harbormaster	250,000	270,000	280,000	10,000	3.70%
OFFSET RECEIPTS - Electric Dept					
Estimated State + Other Revenue Subtotal	32,991,335	33,400,378	35,010,001	1,609,623	4.82%
TOTAL REVENUES	149,723,423	151,225,410	158,124,040	6,898,630	4.56%

**RECAP SHEET
FY 2018 Budget
MAYOR'S RECOMMENDED BUDGET**

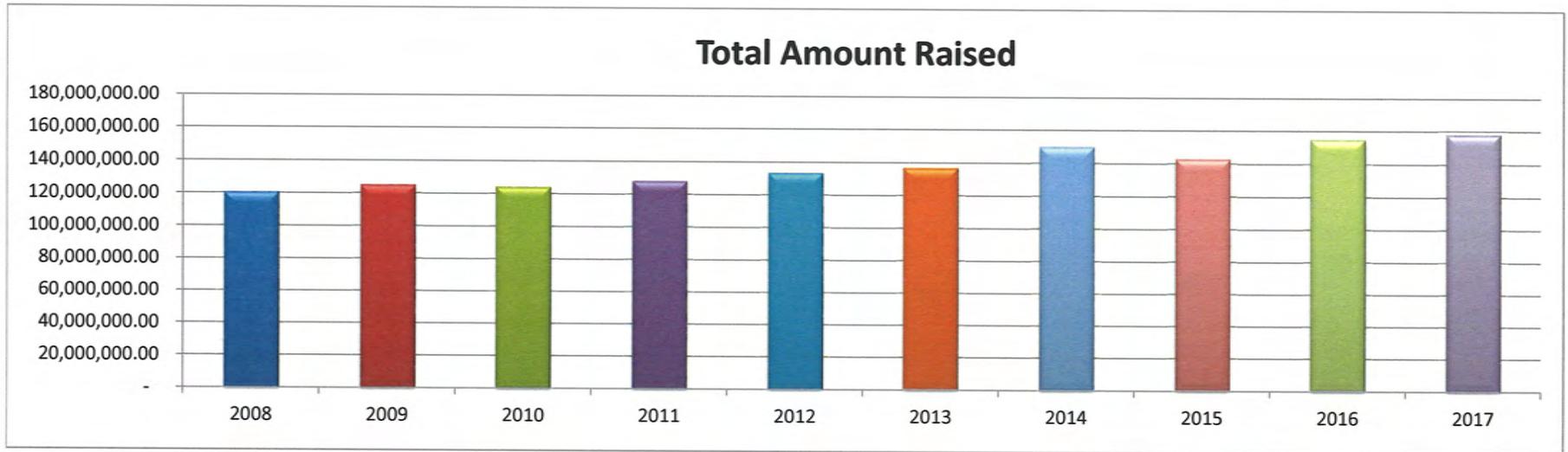
	Actual 2016	RECAP 2017	Budgeted 2018	FY17-18 Variance	% change FY17-18
EXPENDITURES					
GENERAL GOVERNMENT	5,373,760	6,317,771	6,625,465	307,694	4.87%
PUBLIC SAFETY	19,193,230	20,462,901	20,970,298	507,397	2.48%
PUBLIC WORKS AND FACILITIES	4,064,473	4,151,095	3,958,934	(192,161)	-4.63%
HUMAN SERVICES	1,283,830	1,429,502	1,518,428	88,926	6.22%
CULTURAL AND RECREATIONAL	2,551,608	2,639,151	2,827,690	188,539	7.14%
DEBT SERVICE - GENERAL FUND INCLUDING SCHOOLS	5,416,904	6,121,143	6,607,193	486,050	7.94%
ASSESSMENT-Essex NS Agricultural & Vocational Tech	2,560,157	2,331,662	2,414,672	83,010	3.56%
ASSESSMENT-Cherry Sheet	7,061,663	8,068,331	8,965,922	897,591	11.12%
EMPLOYEE BENEFITS:					
SALEM RETIREMENT BOARD ASSESSMENT	9,899,531	10,360,727	10,933,812	573,085	5.53%
NON-CONTRIBUTORY PENSIONS	43,302	41,417	19,935	(21,482)	-51.87%
WORKMAN'S COMPENSATION	310,384	428,500	448,832	20,332	4.74%
UNEMPLOYMENT COMPENSATION	431,186	425,000	400,000	(25,000)	-5.88%
GROUP INSURANCE - CITY, School & Retired Teachers	11,534,475	12,554,604	12,868,727	314,123	2.50%
MEDICARE	1,091,087	1,036,734	1,080,484	43,750	4.22%
P&C INSURANCE - CITY ONLY (SCHOOL IN EDU. BDGT.)	356,282	356,282	317,907	(38,375)	-10.77%
Budget Transfers Out:					
Retirement Anticipation Fund 8311 (City and School)	400,000	100,000	0	(100,000)	-100.00%
CIP to fund 2000	0	0	0	0	
New Liberty Charter School	890,257	0	0	0	
Bentley Elementary School*	2,612,500	2,904,380	3,018,434	114,054	3.93%
Health Reimbursement Fund	0	0	0	0	
Salem 2026 Fund	10,000	10,000	10,000	0	0.00%
City Subtotal	75,084,629	79,739,200	82,986,733	3,247,533	4.07%
EDUCATION - PUBLIC SCHOOLS	53,145,269	55,041,847	56,807,831	1,765,984	3.21%
Education Subtotal	53,145,269	55,041,847	56,807,831	1,765,984	3.21%
GENERAL FUND SUBTOTAL	128,229,898	134,781,047	139,794,564	5,013,517	3.72%
SEWER ENTERPRISE FUND BUDGET (NET- INDIRECT COSTS)	6,534,093	6,367,573	6,675,646	308,073	4.84%
WATER ENTERPRISE FUND BUDGET (NET-INDIRECT COSTS)	5,069,873	5,631,937	5,887,539	255,602	4.54%
TRASH - ENTERPRISE FUND BUDGET	2,892,784	2,937,474	3,111,366	173,892	5.92%
ENTERPRISE SUBTOTAL	14,496,750	14,936,984	15,674,551	737,567	4.94%
SUBTOTAL - GENERAL FUND + ENTERPRISE FUND	142,726,648	149,718,031	155,469,115	5,751,084	3.84%
ADD - OTHER EXPENDITURES:					
OTHER - Cherry Sheet Offset (pg. 2 llb5 of recap)	61,165	61,448	62,563		1.81%
Overlay Deficit (pg. 2 llb4 of recap)	0				
Snow and Ice Deficit (pg. 2 llb9 of recap)	2,990,983		1,331,097		
Other Deficits (pg. 2 llb 10 of recap)					
Less 2017 S&I Deficit	(1,804,858)	301,102	661,264	360,162	119.61%
Less S&I Stabilization	(1,000,000)	661,264		(661,264)	-100.00%
Less S&I School Portion	(186,125)			0	
OVERLAY (Allowance for Abatements)	612,697	575,714	600,000	24,286	4.22%
OFFSET RECEIPTS - Electric Dept (A-1)	0			0	
SUBTOTAL - OTHER EXPENDITURES	673,862	1,599,528	2,654,924	1,055,397	65.98%
TOTAL EXPENDITURES	143,400,510	151,317,559	158,124,039	6,806,481	4.50%
Revenue vs Expenditures (Negative represents revenue deficit)	6,322,913	-92,149	0	92,149	

TAX RATE RECAPITULATION (RECAP) SUMMARY BY FISCAL YEAR

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Total Estimated Receipts and other revenue from RECAP	58,037,735	54,079,177	55,634,447	61,675,449	61,913,528
Tax Levy	67,095,914	70,082,325	72,532,237	71,788,367	74,879,216
Total Amt Raised on RECAP	125,133,649	124,161,502	128,166,684	133,463,816	136,792,744
Prior FY Levy Limit	64,441,432	67,385,423	70,134,978	72,993,129	75,492,988
Amended Growth					
2.5% allowable Increase	1,611,036	1,684,636	1,753,374	1,824,828	1,887,325
New Growth	1,332,955	1,064,919	1,104,777	675,031	574,980
FY Levy Limit	67,385,423	70,134,978	72,993,129	75,492,988	77,955,293
RE & PP Total Value	4,511,212,336	4,294,563,427	4,115,970,775	3,973,785,748	3,927,232,741
Levy Ceiling (2.5% Total Value)	112,780,308	107,364,086	102,899,269	99,344,644	98,180,819
Equalized Value (EQV) as of 1/1	5,168,060,200	5,168,060,200	4,568,374,700	4,568,374,700	4,256,808,900

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 Est.
Total Estimated Receipts and other revenue from RECAP	66,267,289	63,823,509	68,788,229	69,263,807	68,457,462
Tax Levy	76,981,209	79,058,306	81,200,463	85,600,551	89,666,577
Total Amt Raised	143,248,498	142,881,816	149,988,692	154,864,358	158,124,039
Prior FY Levy Limit	77,955,293	80,587,732	83,270,410	86,548,205	90,563,116
Amended Growth					
2.5% allowable Increase	1,948,882	2,014,693	2,081,760	2,163,705	2,264,078
New Growth	683,557	667,984	1,196,035	1,851,206	1,300,000
FY Levy Limit	80,587,732	83,270,410	86,548,205	90,563,116	94,127,194
RE & PP Total Value	3,962,936,296	4,208,675,856	4,534,079,631	4,710,256,289	4,910,256,289
Levy Ceiling	99,073,407	105,216,896	113,351,991	117,756,407	122,756,407
Equalized Value (EQV) as of 1/1	4,256,808,900	4,232,985,800	4,232,985,800	4,757,173,700	4,757,173,700

TAX RATE RECAPITULATION (RECAP) SUMMARY BY FISCAL YEAR



Revenue Overview

General Fund Budget Summary

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

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

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

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

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

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

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

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

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

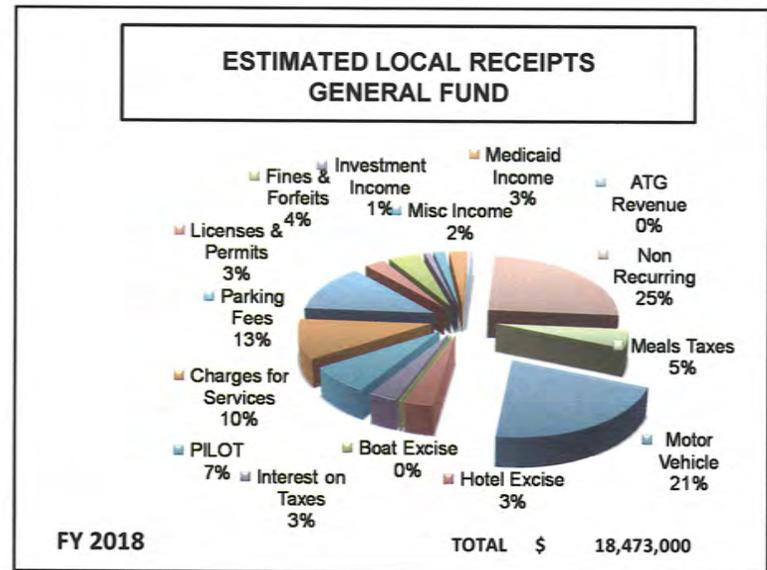
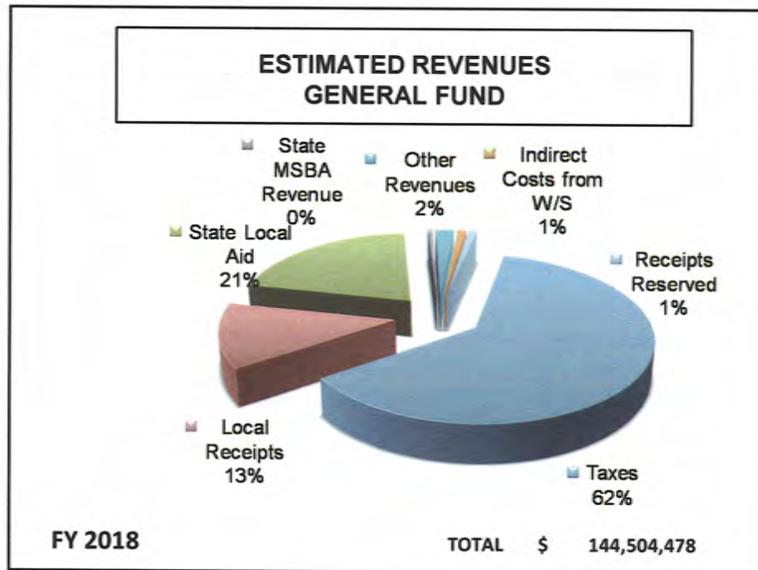
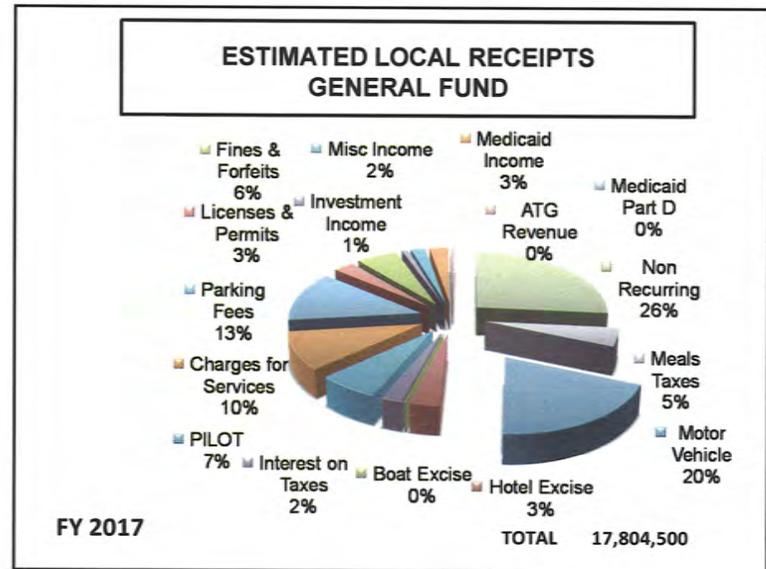
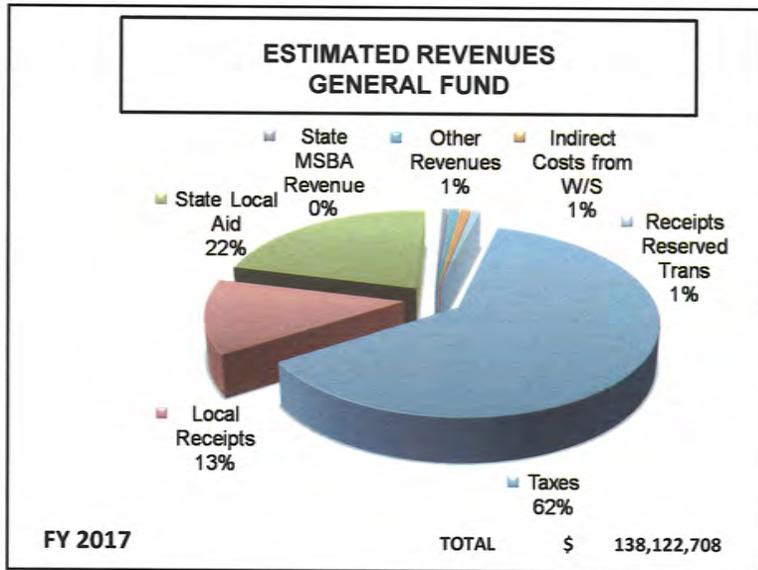
Equalized Valuations (EQV) – The commissioner of Revenue, in accordance with MGL CH. 58 Section 10C, is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth. EQVs present an estimate of fair cash value of all taxable property in each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

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

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

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

	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	RECAP FY 2017	Proposed FY 2018	Increase % FY17 vs. FY18	Increase \$ FY17 vs. FY18
GENERAL FUND								
REAL AND PERSONAL Tax Levy	74,879,216	77,227,105	79,058,306	80,963,871	85,600,551	89,666,577	4.75%	4,066,026
MOTOR VEHICLE	3,080,014	3,767,518	3,914,582	4,027,081	3,500,000	3,900,000	11.43%	400,000
HOTEL EXCISE	429,544	497,784	474,568	560,959	580,000	600,000	3.45%	20,000
VESSEL EXCISE	33,044	31,661	30,761	30,153	28,000	28,000	0.00%	0
MEALS TAXES	795,305	821,634	887,789	980,941	850,000	900,000	5.88%	50,000
ATG (Marijuana Dispensary)				82,856	76,500	80,000	4.58%	3,500
INTEREST ON TAXES	396,661	453,971	437,539	493,211	410,000	580,000	41.46%	170,000
IN LIEU OF TAXES	1,462,691	1,321,060	1,043,782	1,322,806	1,200,000	1,300,000	8.33%	100,000
CHARGES FOR SERVICES	2,073,901	1,535,118	2,102,749	1,899,470	1,750,000	1,900,000	8.57%	150,000
PARKING FEES	2,580,261	2,510,838	2,393,621	2,468,115	2,300,000	2,300,000	0.00%	0
LICENSES AND PERMITS	484,183	505,128	504,856	535,225	500,000	510,000	2.00%	10,000
FINES AND FORFEITS	1,230,761	1,208,544	1,167,427	882,008	1,000,000	800,000	-20.00%	(200,000)
INVESTMENT INCOME	110,033	150,400	202,893	215,624	160,000	175,000	9.38%	15,000
MISCELLANEOUS INCOME	515,489	349,085	160,902	265,325	350,000	300,000	-14.29%	(50,000)
MEDICAID INCOME	461,366	640,291	716,092	815,622	450,000	450,000	0.00%	0
MEDICAID PART D REIMBURSEMENT	221,879	113,055	242,778	0	0	0		0
NON RECURRING (Hold Harmless Money)	3,377,535	3,606,906	5,271,156	5,256,547	4,650,000	4,650,000	0.00%	0
TOTAL LOCAL RECEIPTS	17,252,667	17,512,993	19,551,495	19,835,943	17,804,500	18,473,000	3.75%	668,500
NET MA CHERRY SHEET ASST.	27,701,712	28,497,293	29,323,109	30,158,750	30,212,406	30,100,982	-0.37%	(111,424)
MSBA REIMBURSEMENTS	2,534,339	732,824	732,824	732,824	732,824	732,824	0.00%	0
R/RES REDUCE TAX RATE	1,008,106	1,014,995	1,050,452	1,116,347	1,148,332	1,325,034	15.39%	176,702
OFS/TRANSFERS IN	-	661,685	700,000	1,700,000	1,300,000	2,851,161	119.32%	1,551,161
Indirect Costs	1,493,881	1,601,654	1,501,654	1,424,095	1,324,095	1,354,900	2.33%	30,805
TOTAL OTHER RECEIPTS	32,738,038	32,508,451	33,308,039	35,132,016	34,717,657	36,364,901	4.74%	1,647,244
GENERAL FUND TOTAL	124,869,921	127,248,549	131,917,840	135,931,830	138,122,708	144,504,478	4.62%	6,381,770
ENTERPRISE FUND								
SEWER RATES	9,140,124	8,033,078	8,898,048	8,960,699	8,810,000	8,809,085	-0.01%	(915)
OFS/Retained Earnings						135,000		
TOTAL SEWER	9,140,124	8,033,078	8,898,048	8,960,699	8,810,000	8,944,085	1.52%	134,085
WATER RATES	5,522,061	5,175,132	4,765,691	5,821,420	4,753,605	4,774,000	0.43%	20,395
WATER TRANS/OFS	218,738	-	-	-	-	200,000		200,000
TOTAL WATER	5,740,799	5,175,132	4,765,691	5,821,420	4,753,605	4,974,000	4.64%	220,395
TRASH FEES	689,358	689,358	699,082	820,890	856,376	856,376	0.00%	0
OFS/Retained Earnings	2,160,684	1,839,288	1,583,215	2,049,482	2,081,098	2,254,990		
TOTAL TRASH	2,850,042	2,528,646	2,282,297	2,870,372	2,937,474	3,111,366	5.92%	173,892
ENTERPRISE FUND TOTAL	17,730,965	15,736,856	15,946,036	17,652,491	16,501,079	17,029,451	3.20%	528,372
GRAND TOTAL	142,600,886	142,985,405	147,863,876	153,584,321	154,623,787	161,533,929	4.47%	6,910,142



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.

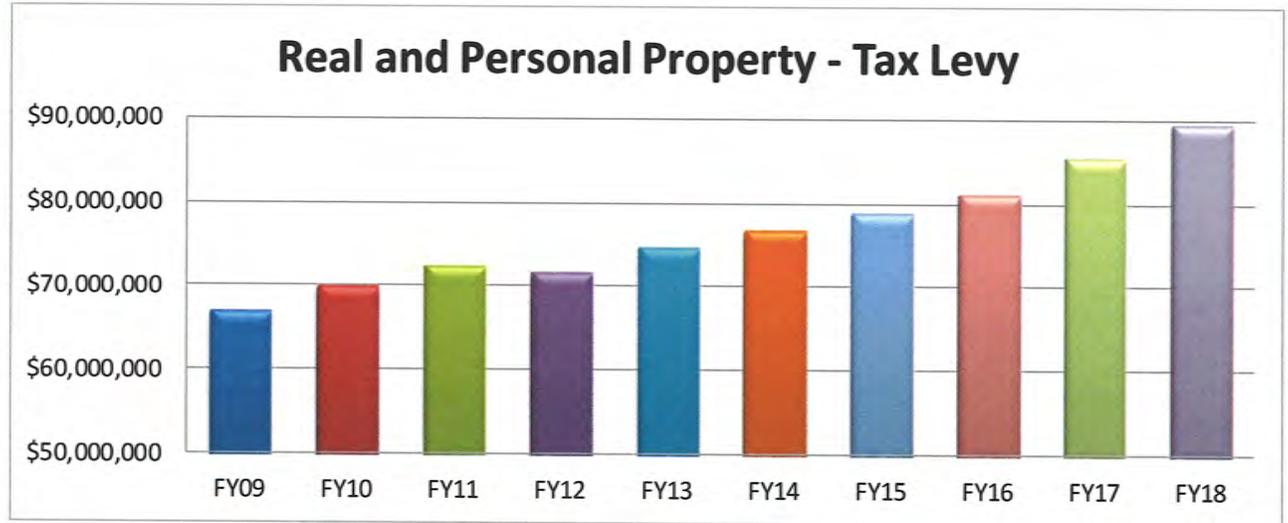
2. New Growth – A community is able to increase its tax levy limit each year to reflect new growth in the tax base. Assessors are required to submit information on growth in the tax base for approval by the Massachusetts Department of Revenue as part of the tax rate setting process.

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	
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	
2017	85,600,551	Per Recap
2018	89,666,577	Estimated
% Change FY17 vs. FY18		4.75%



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	
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	
2017	90,563,116	Per Recap
2018	94,127,194	Estimated
% Change FY17 vs. FY18		3.94%

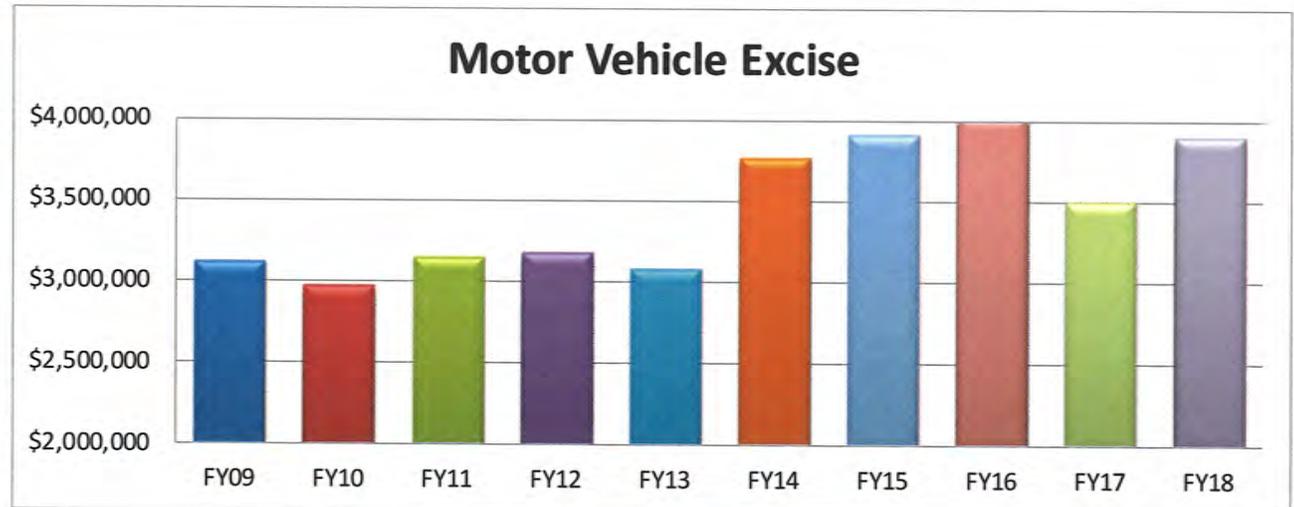


II. LOCAL RECEIPTS

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 an increase of 11.4% for FY 2018 based on prior fiscal year trends.

Motor Vehicle Excise		
Fiscal Year	Revenue	
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	4,027,082	
2017	3,500,000	Per Recap
2018	3,900,000	Estimated
% Change FY17 vs. FY18		11.4%



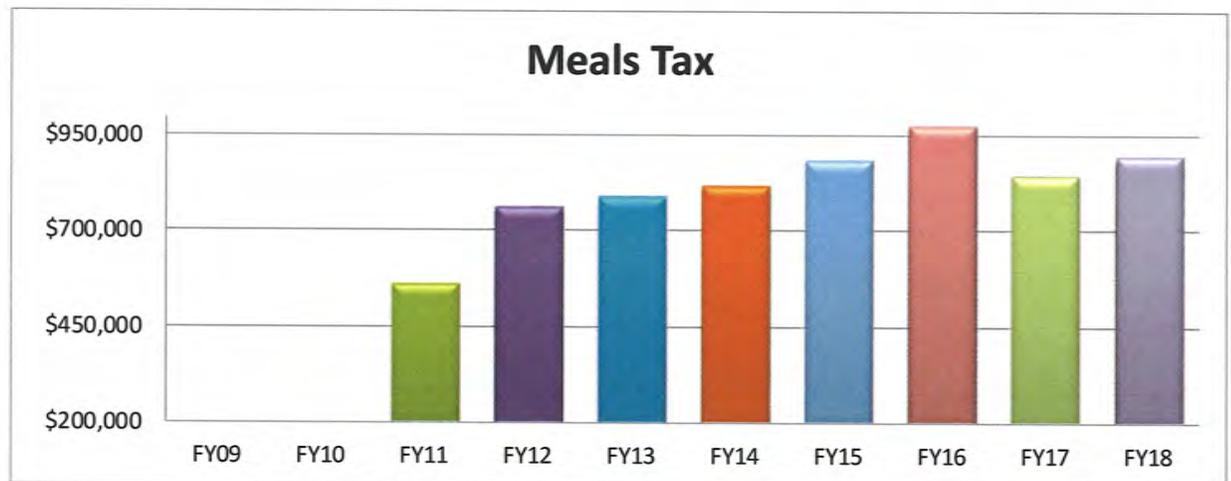
Hotel Excise – (Room Occupancy Excise - MGL Chapter 64G) This category includes taxes received through the state that are collected from all hotels, motels, and other lodging houses within the City at a rate up to, but not exceeding, 6% of the total amount of rent for each such occupancy. On April 22, 2010 the City Council approved by a 6-5 vote to pass the local options tax increases of .75% on meals and 1% on Hotel/Motels. In FY 2016 the hotel tax was increased from 5% to 6%. In FY 2018 we estimate an increase of 3.4% based on revenue trends for the last 3 years.

Hotel Excise		
Fiscal Year	Revenue	
2009	324,622	
2010	294,214	
2011	392,295	
2012	392,974	
2013	429,544	
2014	497,784	
2015	474,568	
2016	560,959	
2017	580,000	Per Recap
2018	600,000	Estimated
% Change FY17 vs. FY18		3.4%



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 5.9% increase in the meals tax for FY 2018 based on revenue trends for the last 3 years.

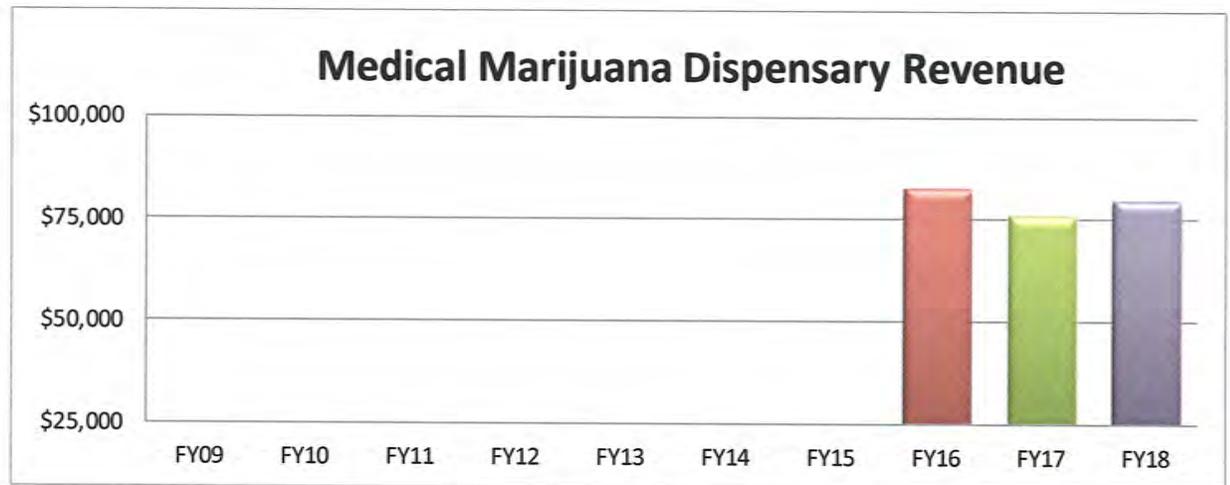
Meals Tax		
Fiscal Year	Revenue	
2009	-	
2010	-	
2011	562,797	
2012	768,032	
2013	795,305	
2014	821,634	
2015	887,789	
2016	980,941	
2017	850,000	Per Recap
2018	900,000	Estimated
% Change FY17 vs. FY18		5.9%



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.

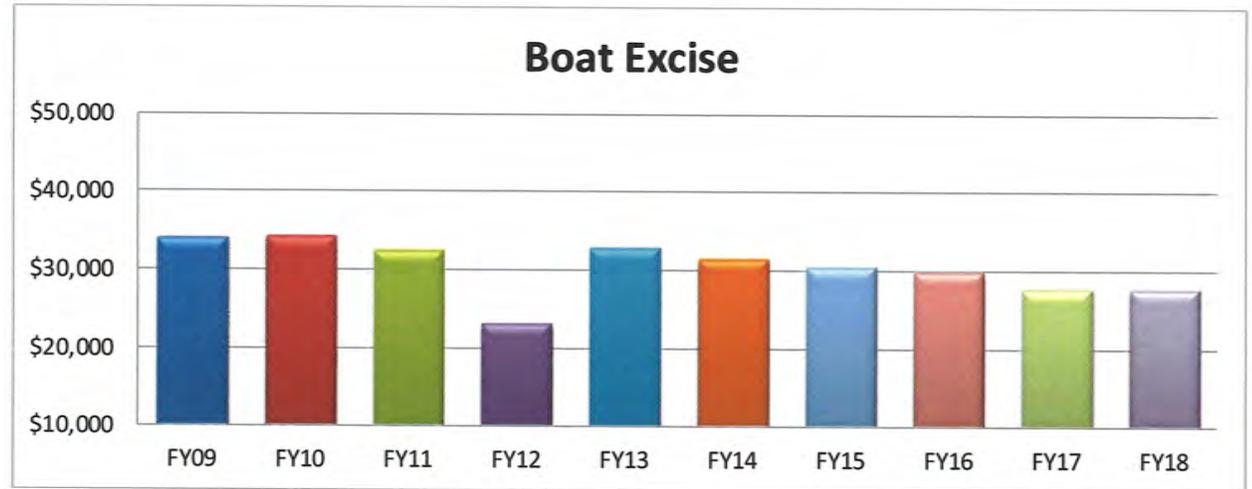
The city will receive an annual payment equal to 1.25% of the total gross annual sales of the RMD for the first two years after it opens. On year three and after, the city will receive 2% of all gross annual sales. ATG opened in June 2015 and the city anticipated approximately \$50,000.00 in year one of the agreement. In FY 2018 we are anticipating the revenue to be 80,000 based on the agreement with ATG.

Marijuana Dispensary Revenue		
Fiscal Year	Revenue	
2009	-	
2010	-	
2011	-	
2012	-	
2013	-	
2014	-	
2015	-	
2016	82,856	
2017	76,500	Per Recap
2018	80,000	Estimated
% Change FY17 vs. FY18		4.6%



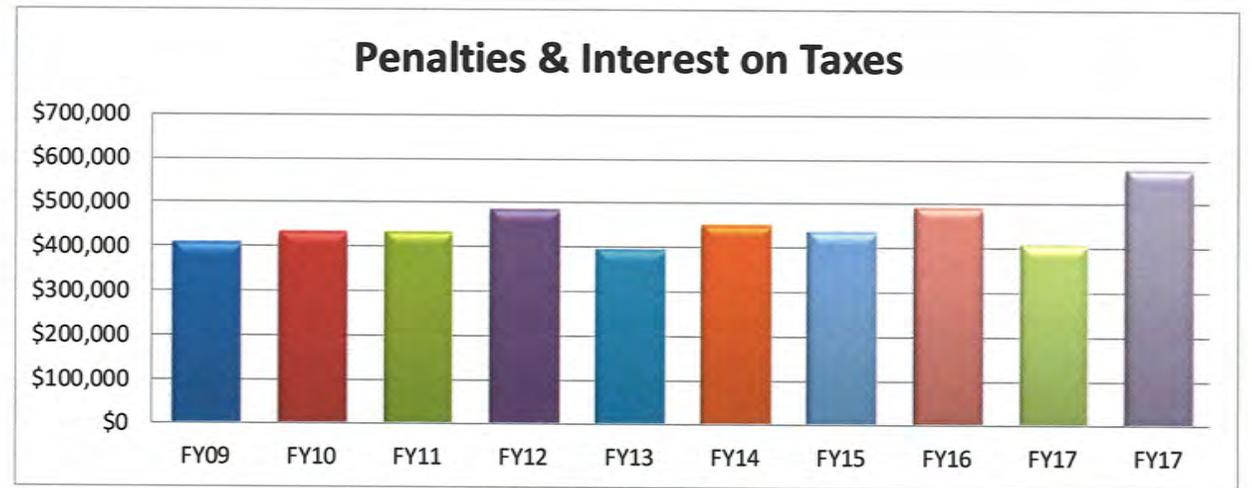
Boat Excise – As per MGL Chapter 60B Section 2, boat excise tax is levied by each city and town in each fiscal year on every vessel, and its equipment, for the privilege of using the waterways of the Commonwealth. We anticipate no increase in FY 2018.

Boat Excise		
Fiscal Year	Revenue	
2009	34,231	
2010	34,450	
2011	32,726	
2012	23,358	
2013	33,044	
2014	31,661	
2015	30,761	
2016	30,153	
2017	28,000	Per Recap
2018	28,000	Estimated
% Change FY17 vs. FY18		0.0%



Penalties & Interest on Taxes - This category includes delinquent interest and penalties on all taxes and tax title accounts. It also contains demand fees on real and personal property taxes as well as demands and warrants on late motor vehicle excise taxes and boat excise taxes. We anticipate an increase in penalties and interest in FY 2018 of 41.5%. Demand fees which are now \$15.00 will be increased to \$30.00 in FY 2018.

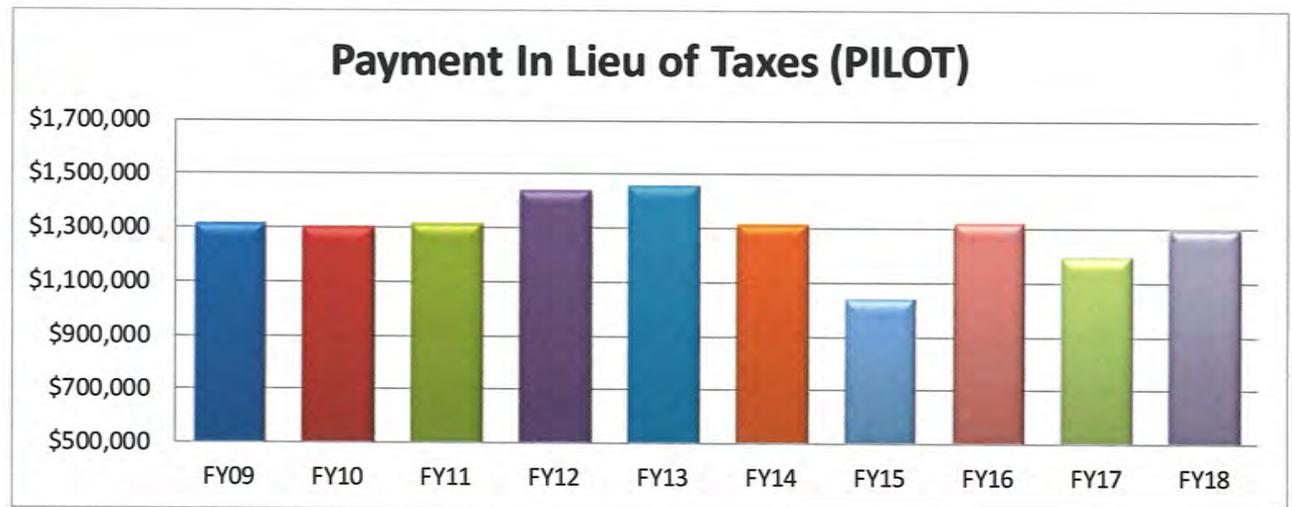
Penalties & Interest on Taxes		
Fiscal Year	Revenue	
2009	412,572	
2010	437,361	
2011	437,282	
2012	487,843	
2013	396,661	
2014	453,971	
2015	437,539	
2016	493,211	
2017	410,000	Per Recap
2018	580,000	Estimated
% Change FY17 vs. FY18		41.5%



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 an 8.3% increase in FY 2018 based on current PILOT agreements.

Payment in Lieu of Taxes (PILOT)		
Fiscal Year	Revenue	
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	1,322,806	
2017	1,200,000	Per Recap
2018	1,300,000	Estimated
% Change FY17 vs. FY18		8.3%

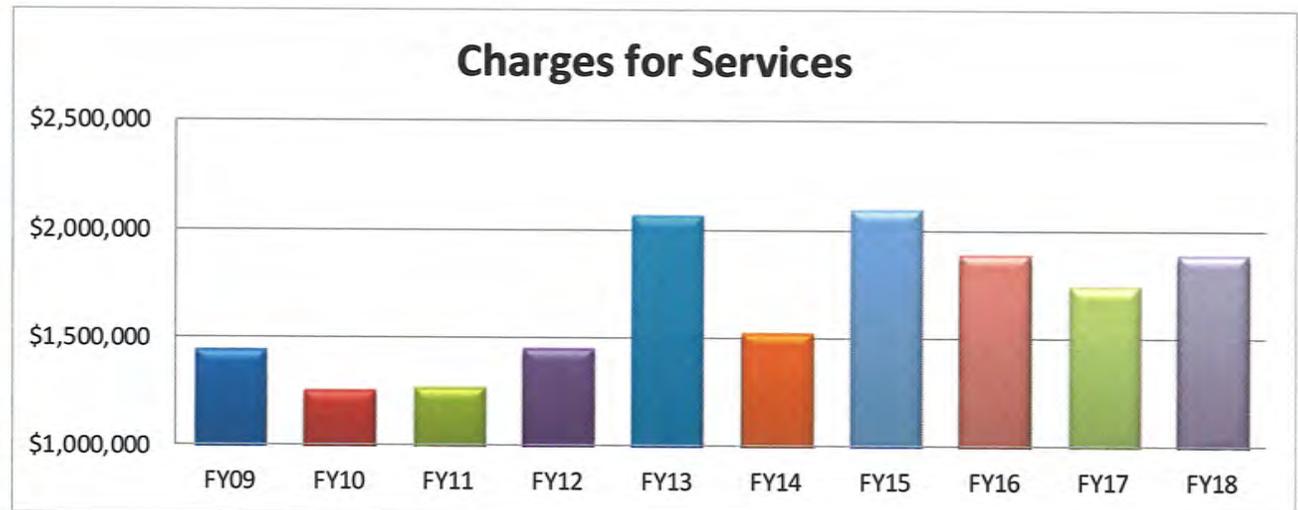


CHARGES FOR SERVICES

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 2018 we anticipate an 8.6% increase due to new building projects including the Gateway Center, Blubber Hollow Project, Flynttan, Cinema World, Universal Steele development, and other new and ongoing building projects.

Charges for Services		
Fiscal Year	Revenue	
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	1,899,470	
2017	1,750,000	Per Recap
2018	1,900,000	Estimated
% Change FY17 vs. FY18		8.6%



PARKING FEES

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

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

In FY 16 we instituted the sale of 50 parking spaces to individuals at Museum Place and South Harbor garages at \$1,500 annually per space. In FY 2018 we anticipate no increase in parking fee revenue based on FY 2017 actual revenue through April. 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	
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	2,468,115	
2017	2,300,000	Per Recap
2018	2,300,000	Estimated
% Change FY17 vs. FY18		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 2.0% increase in license fees for FY 2018 based on FY 2017 revenues received through April.

Licenses & Permits		
Fiscal Year	Revenue	
2009	567,166	
2010	567,732	
2011	510,375	
2012	499,048	
2013	484,183	
2014	505,128	
2015	504,856	
2016	535,225	
2017	500,000	Per Recap
2018	510,000	Estimated
% Change FY17 vs. FY18		2.0%



FINES AND FORFEITS

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

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

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

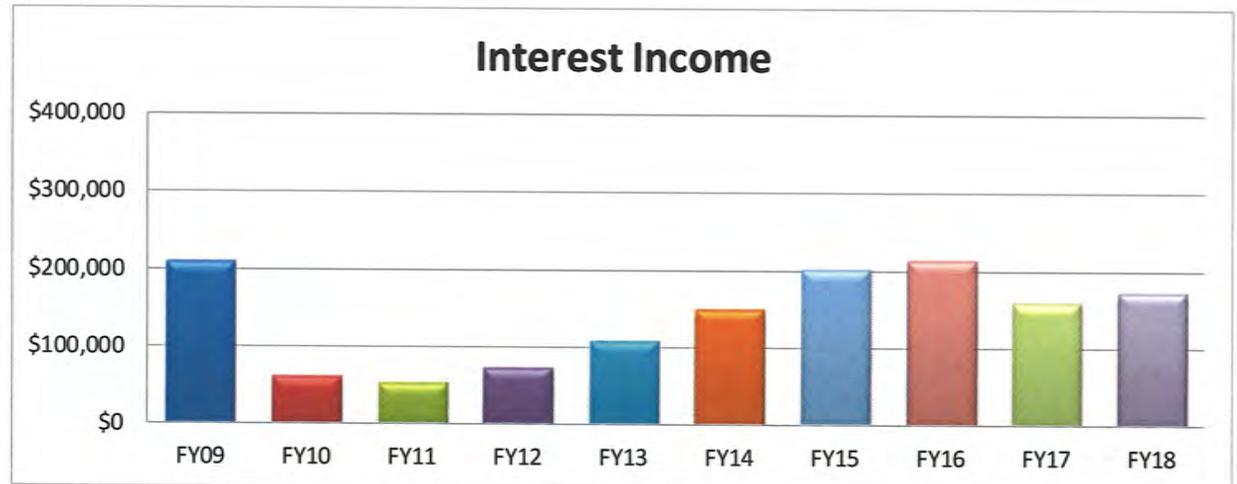
In FY 2018 we anticipate a 20% decrease based on FY 2017 actual revenue trends through April and FY 2016 actual revenue.

Fines & Forfeits		
Fiscal Year	Revenue	
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	882,008	
2017	1,000,000	Per Recap
2018	800,000	Estimated
% Change FY17 vs. FY18		-20.0%



Interest Income - Under Chapter 44 Section 55B of the Mass. General Laws, all monies held in the name of the City which are not required to be kept liquid for purposes of distribution shall be invested in such manner as to require the payment of interest on the money at the highest possible rate reasonably available. The investment decision must take into account safety, liquidity and yield. The City Treasurer looks to maximize our earning potential by evaluating investing options. In FY 2018 we anticipate a 9.4% increase based on prior fiscal year revenue trends

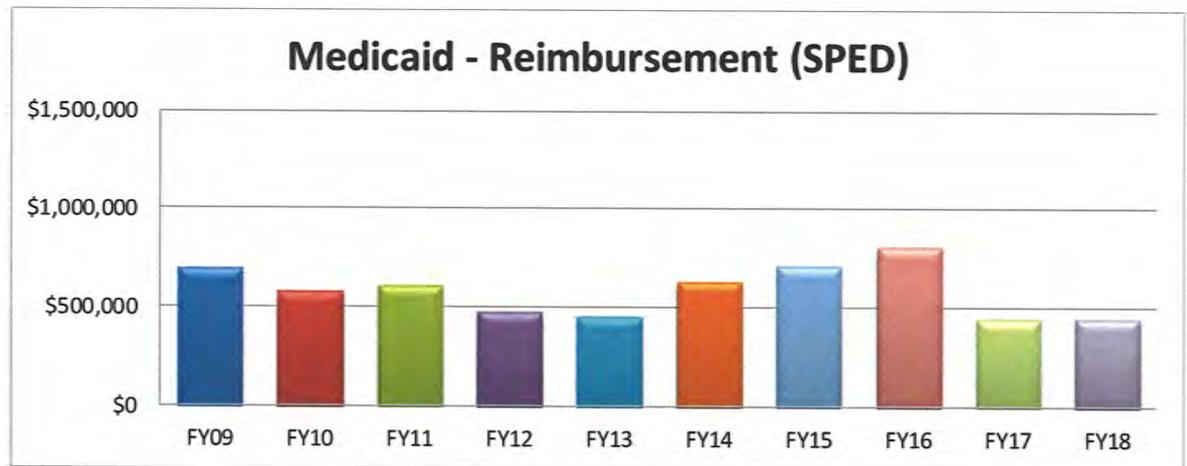
Interest Income		
Fiscal Year	Revenue	
2009	211,490	
2010	62,904	
2011	53,792	
2012	74,956	
2013	110,033	
2014	150,400	
2015	202,893	
2016	215,624	
2017	160,000	Per Recap
2017	175,000	Estimated
% Change FY17 vs. FY18		9.4%



MISCELLANEOUS REVENUE - RECURRING

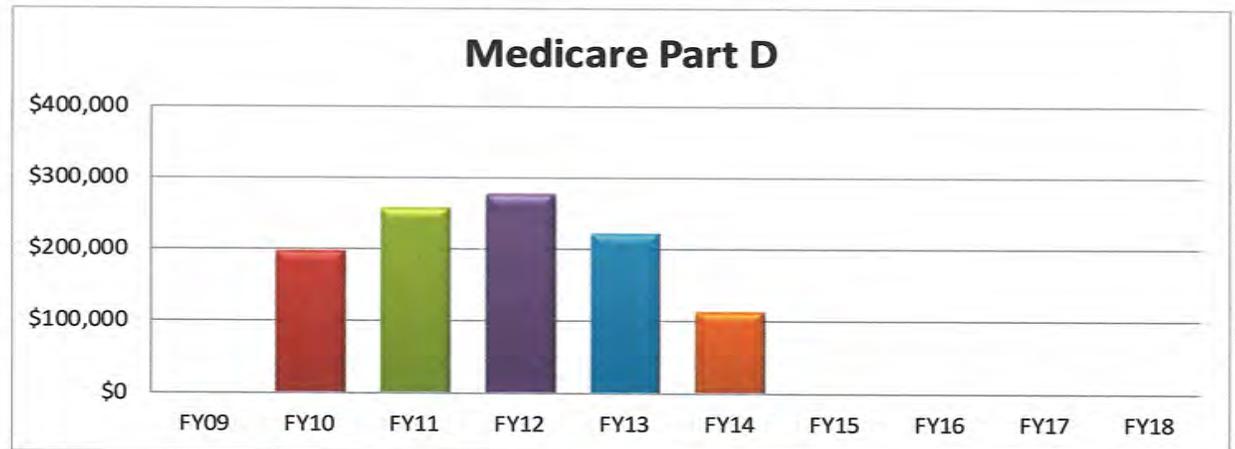
Medicaid Reimbursements (SPED) – In accordance with laws and regulations governing the Medicaid program, school systems are mandated by the Individuals with Disabilities Education Act (IDEA) to provide health related services to their special education student population. They are permitted to file claims 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 2018 we anticipate no changes in SPED Medicaid based on revenue trends.

Medicaid - Reimbursement (SPED)		
Fiscal Year	Revenue	
2009	701,390	
2010	582,540	
2011	613,373	
2012	483,907	
2013	461,366	
2014	640,291	
2015	716,092	
2016	815,622	
2017	450,000	Per Recap
2017	450,000	Estimated
% Change FY17 vs. FY18		0.0%



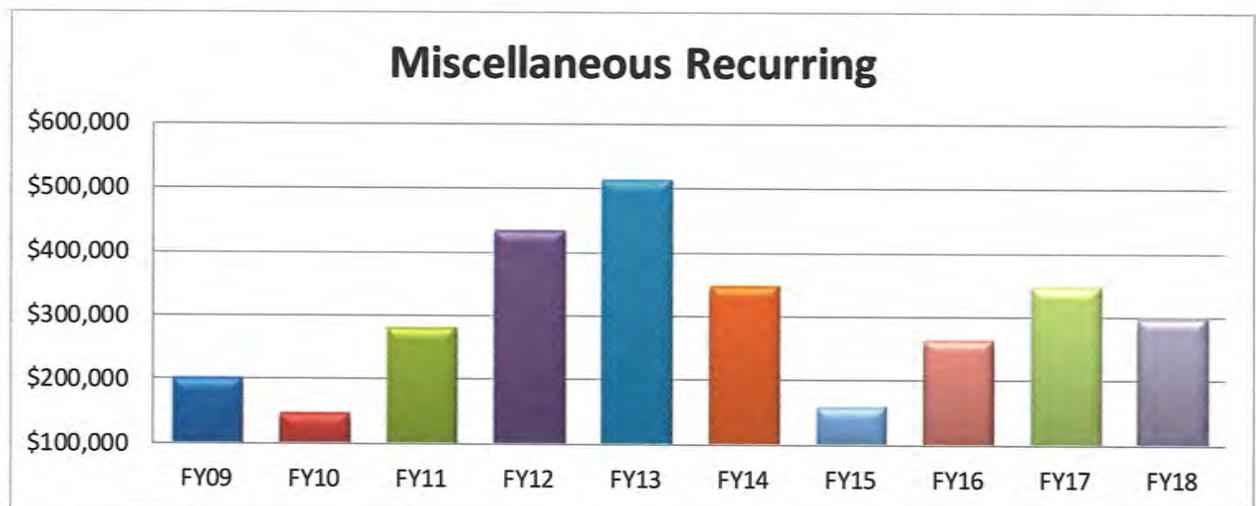
Medicare Part D – Medicare Part D is part of the Medicare Modernization Act (MMA) that was signed into law on 12/8/2003. One of the key provisions of MMA was the introduction of the Medicare Prescription Drug Benefit (Part D). This subsidizes part of the cost of drug costs for retirees. However, since 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	
2009	-	
2010	197,872	
2011	258,783	
2012	277,629	
2013	221,879	
2014	113,055	
2015	-	
2016	-	
2017	-	Per Recap
2018	-	Estimated
% Change FY17 vs. FY18		0.0%



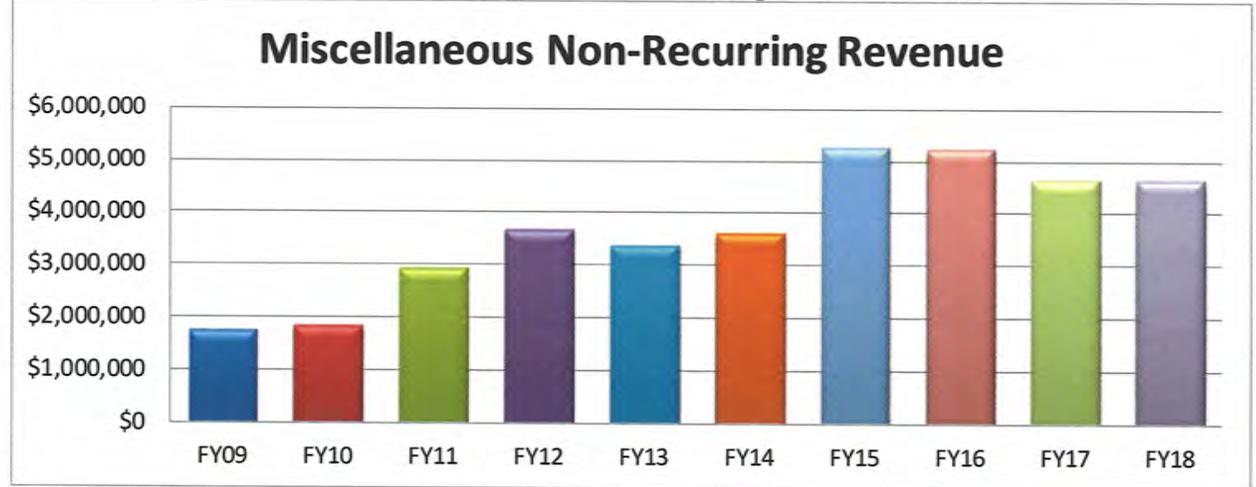
Other Miscellaneous Recurring – This category is used for all ‘other’ non-categorized income such as revenue from sale of copies of reports generated by a department, sale of data from tax files, collector’s fees, refunds, bad checks, etc. We anticipate a 14.3% decrease for FY 2018 based on current revenue trends.

Miscellaneous Recurring		
Fiscal Year	Revenue	
2009	203,694	
2010	149,140	
2011	283,177	
2012	437,027	
2013	515,489	
2014	349,085	
2015	160,902	
2016	265,325	
2017	350,000	Per Recap
2018	300,000	Estimated
% Change FY17 vs. FY18		-14.3%



Miscellaneous Non-Recurring – This category is used for all one time income sources and revenues not considered common in municipalities. In FY 2015 much of the Host Fee money comes in as tax revenue and is part of the Tax Levy. Only 185K actually comes in as revenue outside of the tax levy. Massachusetts General Law (MGL) Chapter 21A, Section 33 allows for a Reimbursement for Communities Affected by the Regional Greenhouse Gas Initiative (RGGI) also known as the ‘Hold Harmless Agreement’. This reimbursement for FY 2018 amounts to 4.65 Million in hold harmless money and in a host fee which remains the same as in FY 2017 based on the tax agreement with Footprint and the state.

Miscellaneous Non-Recurring Revenue		
Fiscal Year	Revenue	
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	5,256,547	
2017	4,650,000	Per Recap
2018	4,650,000	Estimated
% Change FY17 vs. FY18		0.0%



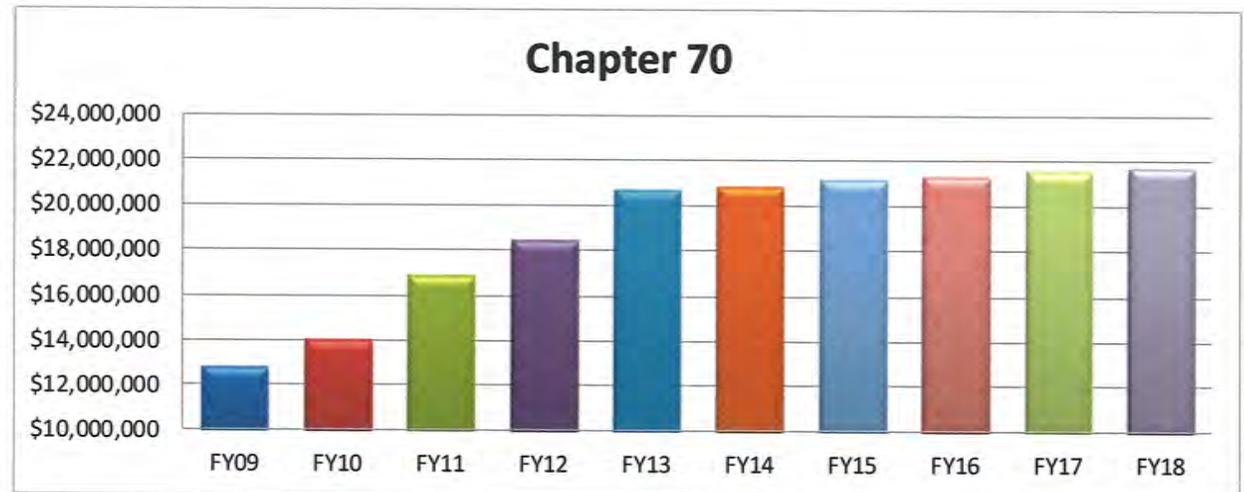
III. INTERGOVERNMENTAL REVENUE – CHERRY SHEET

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 2018 the State increased CH 70 revenue by 0.6%.

Chapter 70- School Aid		
Fiscal Year	Revenue	
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	
2017	21,600,632	Per Recap
2018	21,736,742	Estimated
% Change FY17 vs. FY18		0.6%

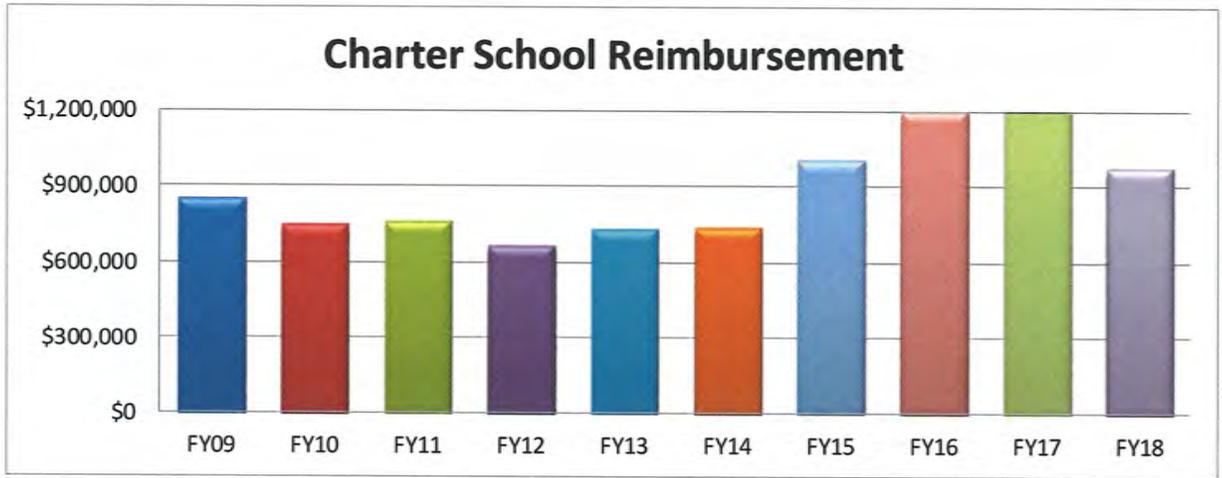


Local Aid - The major non-school state aid items are Charter School Tuition Reimbursement and Unrestricted General Government Aid (UGGA). These funds are unrestricted and can therefore be used by the municipality for any municipal purpose.

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

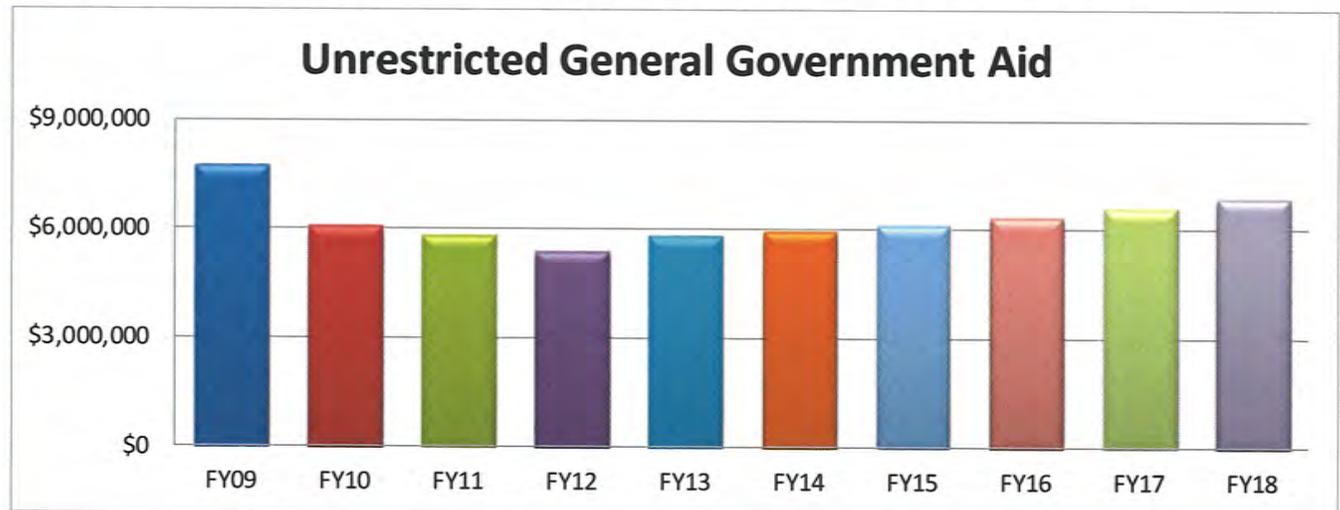
distribution. There are three levels to the reimbursement; 100% of the tuition increase in the first year, 60% of the tuition increase in the second year, and 40% of the tuition increase in the third year. In addition, the reimbursement covers 100% of the first-year cost of pupils at charter schools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

Charter School Reimbursement		
Fiscal Year	Revenue	
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	
2017	1,318,481	Per Recap
2018	980,567	Estimated
% Change FY17 vs. FY18		-25.6%



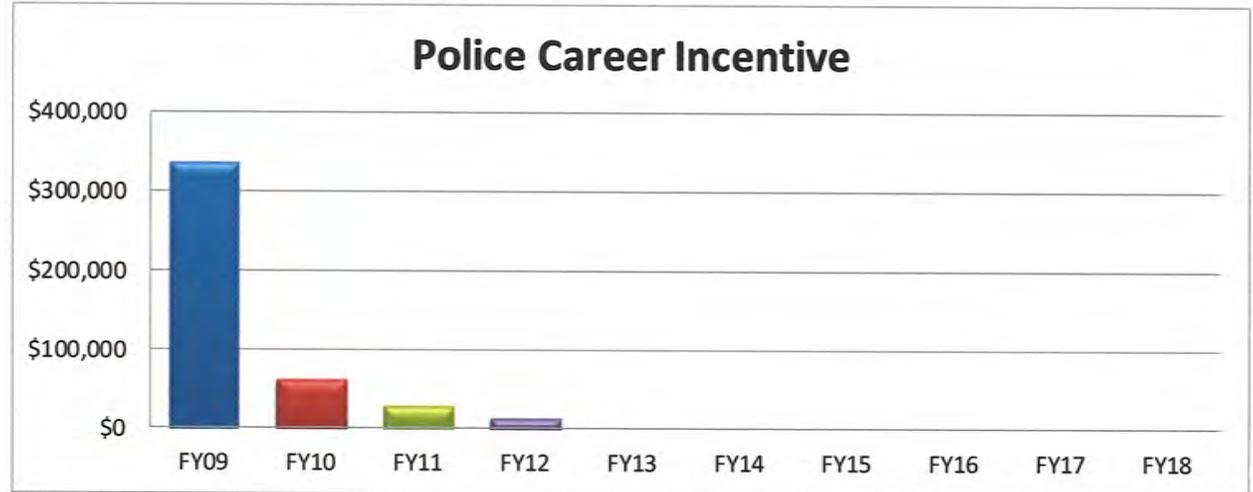
Unrestricted General Government Aid (UGGA). In FY 2010 the state eliminated the Lottery Aid, General Fund Subsidy to Lottery, and Additional Assistance revenue and replaced it with this revenue called 'Unrestricted General Government Aid'. The FY 2006 to FY 2009 combines the three revenue sources no longer used (lottery, subsidy to lottery, & additional assistance). The FY 2018 amount is a 3.9% increase.

Unrestricted Gen. Govt. Aid		
Fiscal Year	Revenue	
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	
2017	6,632,742	Per Recap
2018	6,891,419	Estimated
% Change FY17 vs. FY18		3.9%



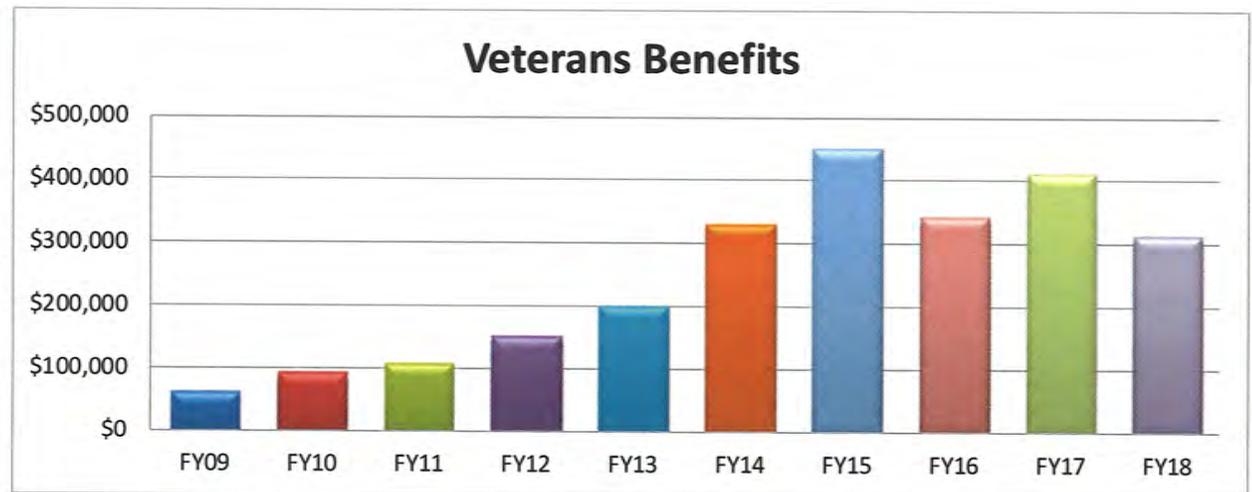
Police Career Incentive - Under Chapter 41 of the Mass General Laws, members of participating police departments receive a salary increase predicated on the amount of college credits earned toward a law enforcement degree. The Commonwealth reimburses municipalities for one-half of this salary increase. 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	
2009	337,343	
2010	64,475	
2011	31,492	
2012	16,248	
2013	-	
2014	-	
2015	-	
2016	-	
2017	-	Per Recap
2018	-	Estimated
% Change FY17 vs. FY18		



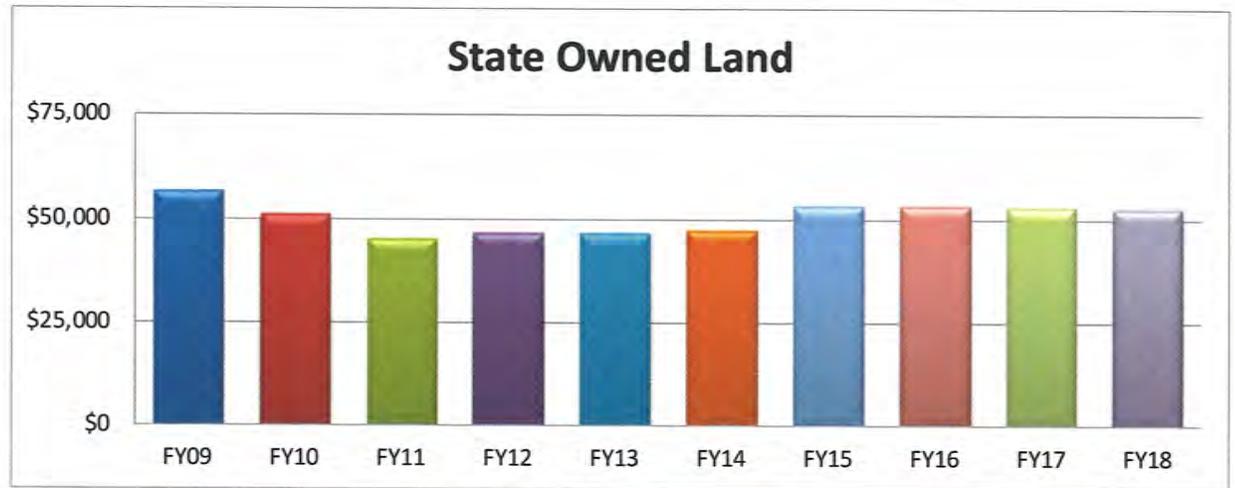
Veterans' Benefits - Under Chapter 115, Section 6 municipalities receive a seventy-five percent (75%) State reimbursement on the total expenditures made on veterans' financial, medical and burial benefits. The state anticipates a -23.9% decrease in reimbursement for FY 2018 based on prior fiscal year actual reimbursement submissions.

Veterans Benefits		
Fiscal Year	Revenue	
2009	62,123	
2010	93,176	
2011	109,431	
2012	153,533	
2013	202,949	
2014	332,364	
2015	451,957	
2016	342,687	
2017	412,310	Per Recap
2018	313,862	Estimated
% Change FY17 vs. FY18		-23.9%



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	
2009	56,834	
2010	51,200	
2011	45,145	
2012	46,760	
2013	46,774	
2014	47,700	
2015	53,305	
2016	53,305	
2017	52,868	Per Recap
2018	52,620	Estimated
% Change FY17 vs. FY18		-0.5%

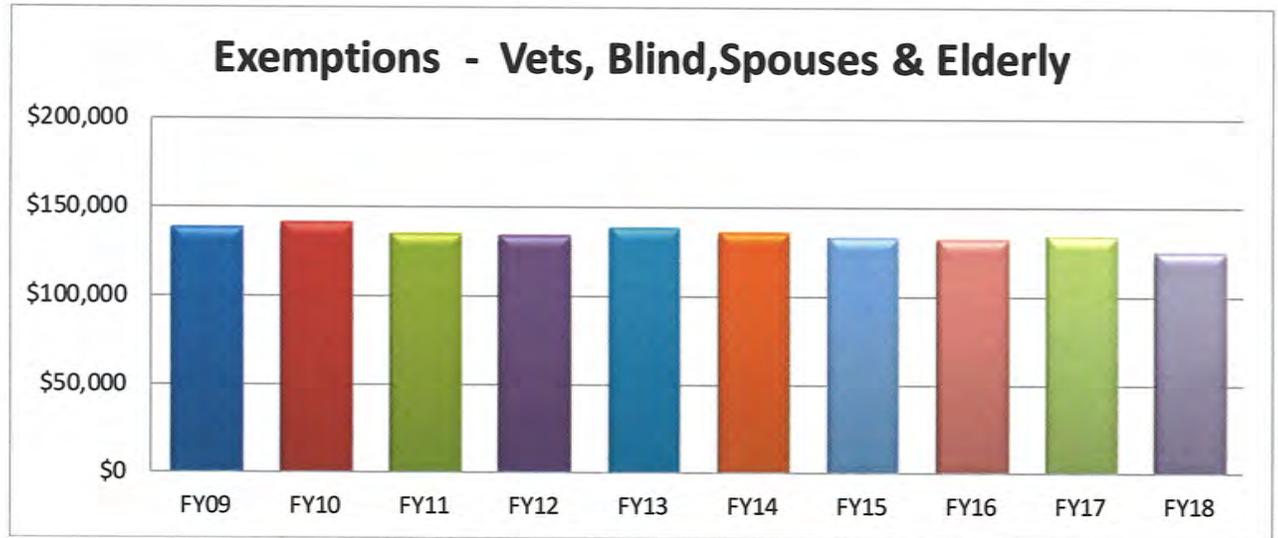


Exemptions: Vets, Blind, Surviving Spouses, and Elderly - The State Cherry Sheet reimburses the City for loss of taxes due to real estate abatements to veterans, surviving spouses and the legally blind. The abatement categories are authorized by the State. The City is not empowered to offer abatements 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 2018 shows a decrease of 6.1%.

Exemptions- Vets, Blind, Spouse & Elderly		
Fiscal Year	Revenue	
2009	138,505	
2010	141,292	
2011	135,493	
2012	134,455	
2013	138,606	
2014	136,295	
2015	133,586	
2016	132,676	
2017	133,925	Per Recap
2018	125,772	Estimated
% Change FY17 vs. FY18		-6.1%



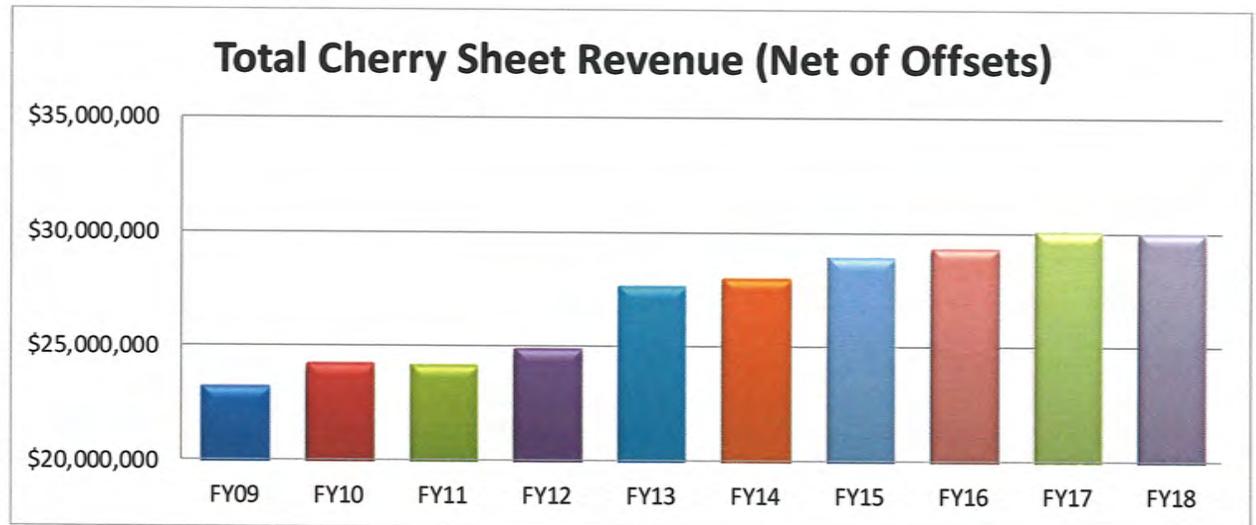
Cherry Sheet Offsets For Direct Expenditure – The state provides receipts that are paid directly to departments through state granting agencies, and are not part of the City’s General Fund Cherry Sheet Revenue. These revenues are for School Lunch and Public Library as shown in the charts below. For a description of Offset Receipts go to <http://www.mass.gov/dor/docs/dls/cherry/cherrysheetmanual.pdf>. In FY 2016 the school lunch offset was eliminated from the Cherry Sheet by DOR as it is an education offset that has no impact on the tax rate setting process. The Library Offset receipt was increased by 1.8% for FY 2018.

School Lunch Offset Receipts for Direct Expenditure		
Fiscal Year	Revenue	
2009	28,460	
2010	25,228	
2011	23,310	
2012	28,080	
2013	27,762	
2014	27,578	
2015	27,439	
2016	0	
2017	0	Per Recap
2018	0	Estimated
% Change FY17 vs. FY18		

Library Offset Receipts for Direct Expenditure		
Fiscal Year	Revenue	
2009	68,080	
2010	49,196	
2011	49,934	
2012	47,725	
2013	48,262	
2014	48,103	
2015	63,576	
2016	61,165	
2017	61,448	Per Recap
2018	62,563	Estimated
% Change FY17 vs. FY18		1.8%

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

Total Cherry Sheet Revenue (Net of Offsets)		
Fiscal Year	Revenue	
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	
2017	30,150,958	Per Recap
2018	30,100,982	Estimated
% Change FY17 vs. FY18		-0.2%



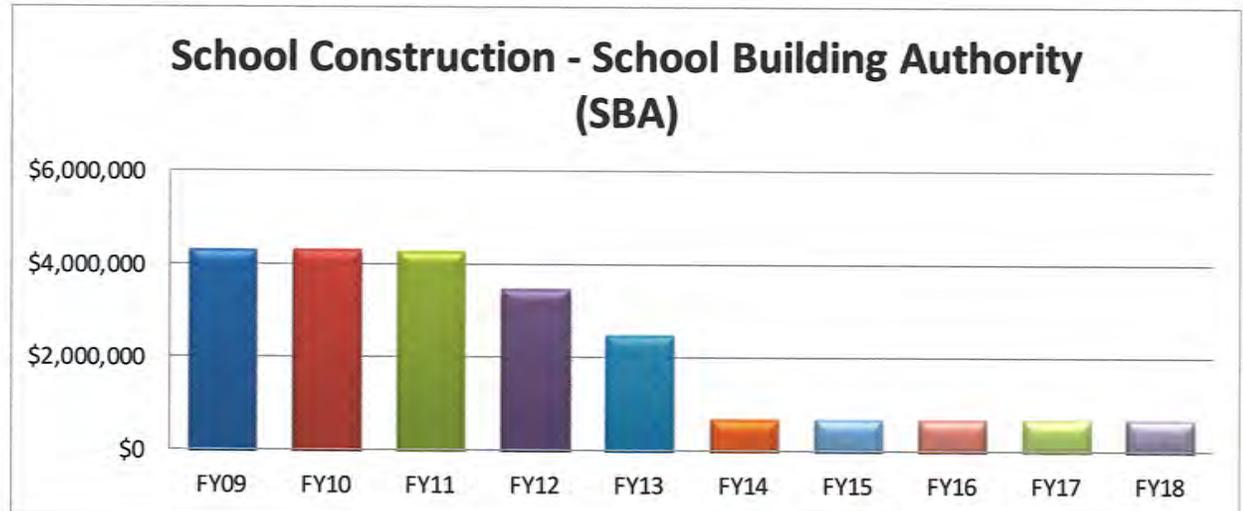
IV. SCHOOL BUILDING AUTHORITY (SBA) REIMBURSEMENTS

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

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

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

School Construction School Building Authority (SBA)		
Fiscal Year	Revenue	
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	
2017	732,824	Per Recap
2018	732,824	Estimated
% Change FY17 vs. FY18		0.0%

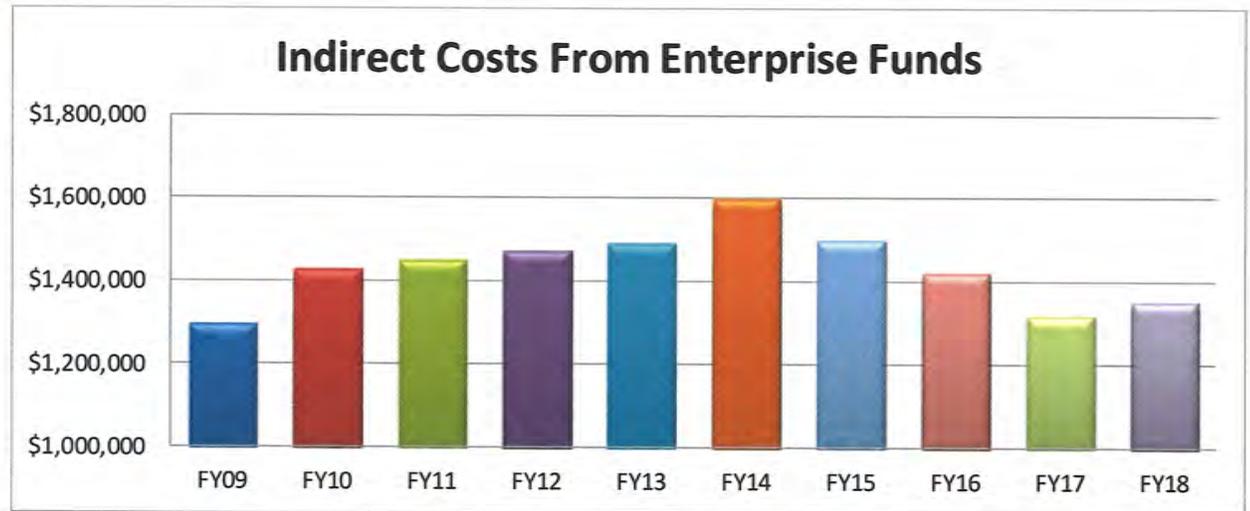


V. INTERGOVERNMENTAL & INTERFUND TRANSFERS

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

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

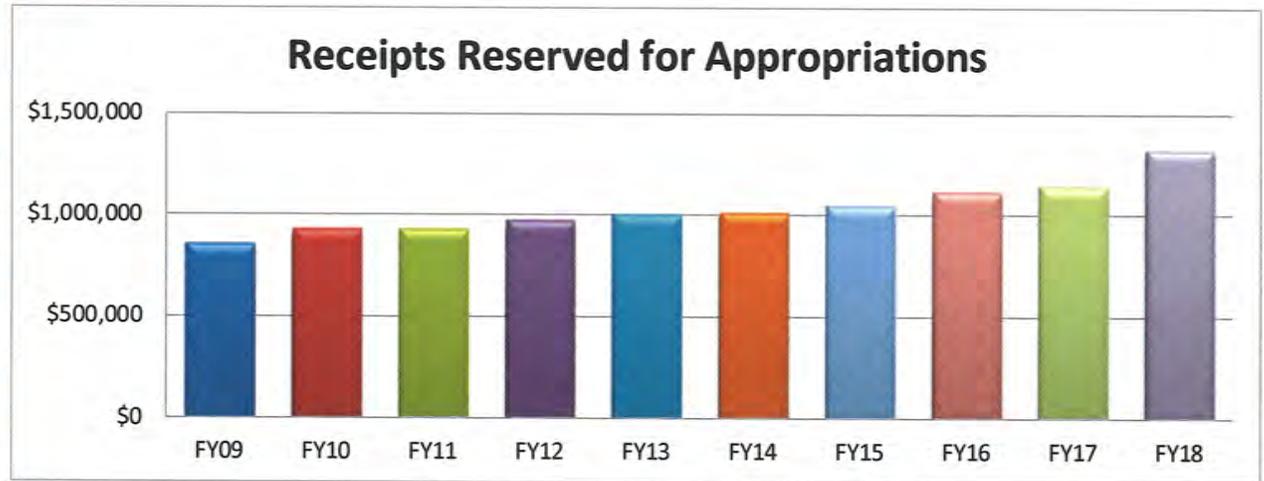
Inter-fund Operating Transfers In Indirect Costs from Enterprise Funds		
Fiscal Year	Revenue	
2009	1,301,747	
2010	1,430,065	
2011	1,452,222	
2012	1,477,074	
2013	1,493,881	
2014	1,601,654	
2015	1,501,654	
2016	1,424,095	
2017	1,324,095	Per Recap
2018	1,354,900	Estimated
% Change FY17 vs. FY18		2.3%



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 15.4% for FY 2018 based on revised indirect cost calculations and increases to budgets.

Receipts Reserved for Appropriations		
Fiscal Year	Revenue	
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	
2017	1,148,332	Per Recap
2018	1,325,034	Estimated
% Change FY17 vs. FY18		15.4%



Other Receipts Reserved – Not Budgeted

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

Other Sources of Revenue – The City of Salem has in the past used Free Cash, Stabilization, and overlay (abatement and exemption reserve) to balance the budget. In fiscal year 2018 we will use some free cash to offset the amortized snow and ice deficit from FY 2015.

**FY2018 Local Aid Estimates
Salem**

	FY2017 Cherry Sheet Estimate	FY2018 Governor's Budget Proposal	FY2018 HWM Budget Proposal	FY2018 SWM Budget Proposal	FY2018 Conference Committee
Education:					
Chapter 70	21,600,632	21,691,372	21,736,742		
School Transportation	0	0	0		
Charter Tuition Reimbursement	1,236,103	936,862	980,567		
Smart Growth School Reimbursement	0	0	0		
Offset Receipts:					
School Choice Receiving Tuition	0	0	0		
Sub-total, All Education Items:	22,836,735	22,628,234	22,717,309		
General Government:					
Unrestricted Gen Gov't Aid	6,632,742	6,891,419	6,891,419		
Local Sh of Racing Taxes	0	0	0		
Regional Public Libraries	0	0	0		
Urban Revitalization	0	0	0		
Veterans Benefits	412,310	371,046	313,862		
State Owned Land	52,670	52,670	52,620		
Exemp: VBS and Elderly	133,925	125,772	125,772		
Offset Receipts:					
Public Libraries	60,774	59,927	62,563		
Sub-Total, All General Government	7,292,421	7,500,834	7,446,236		
Total Estimated Receipts	30,129,156	30,129,068	30,163,545		

**FY2017 Local Aid Estimates
Salem**

	FY2016 Cherry Sheet Estimate	FY2017 Governor's Budget Proposal	FY2017 HWM Budget Proposal	FY2017 SWM Budget Proposal	FY2017 Conference Committee
Education:					
Chapter 70	21,348,402	21,440,122	21,600,632	21,600,632	21,600,632
School Transportation	0	0	0	0	0
Charter Tuition Reimbursement	1,205,802	1,253,095	1,276,134	1,318,481	1,236,103
Smart Growth School Reimbursement	0	0	0	0	0
Offset Receipts:					
School Choice Receiving Tuition	0	0	0	0	0
Sub-total, All Education Items:	22,554,204	22,693,217	22,876,766	22,919,113	22,836,735
General Government:					
Unrestricted Gen Gov't Aid	6,359,292	6,891,419	6,632,742	6,632,742	6,632,742
Local Sh of Racing Taxes	0	0	0	0	0
Regional Public Libraries	0	0	0	0	0
Urban Revitalization	0	0	0	0	0
Veterans Benefits	342,687	342,687	412,310	412,310	412,310
State Owned Land	53,305	52,868	52,868	52,868	52,670
Exemp: VBS and Elderly	132,676	133,925	133,925	133,925	133,925
Offset Receipts:					
Public Libraries	61,165	61,448	61,448	61,448	61,448
Sub-Total, All General Government	6,949,125	7,482,347	7,293,293	7,293,293	7,293,095
Total Estimated Receipts	29,503,329	30,175,564	30,170,059	30,212,406	30,129,830

**FY2016 Local Aid Estimates
Salem**

	FY2015 Cherry Sheet Estimate	FY2016 Governor's Budget Proposal	FY2016 HWM Budget Proposal	FY2016 SWM Budget Proposal	FY2016 Conference Committee
Education:					
Chapter 70	21,231,627	21,325,047	21,348,402	21,348,402	21,348,402
School Transportation	0	0	0	0	0
Charter Tuition Reimbursement	1,008,704	981,202	872,043	960,221	1,205,802
Smart Growth School Reimbursement	0	0	0	0	0
Offset Receipts:					
School Choice Receiving Tuition	0	0	0	0	0
Sub-total, All Education Items:	22,240,331	22,306,249	22,220,445	22,308,623	22,554,204
General Government:					
Unrestricted Gen Gov't Aid	6,138,313	6,359,292	6,359,292	6,359,292	6,359,292
Local Sh of Racing Taxes	0	0	0	0	0
Regional Public Libraries	0	0	0	0	0
Urban Revitalization	0	0	0	0	0
Veterans Benefits	451,957	342,687	342,687	342,687	342,687
State Owned Land	53,305	53,305	53,305	53,305	53,305
Exemp: VBS and Elderly	133,586	132,676	132,676	132,676	132,676
Offset Receipts:					
Public Libraries	63,576	60,028	60,171	61,165	61,165
Sub-Total, All General Government	6,840,737	6,947,988	6,948,131	6,949,125	6,949,125
Total Estimated Receipts	29,081,068	29,254,237	29,168,576	29,257,748	29,503,329

Although the School Lunch program continues to be funded, 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.

FY2018 Local Aid Assessments

Salem

	FY2017 Cherry Sheet Estimate	FY2018 Governor's Budget Proposal	FY2018 HWM Budget Proposal	FY2018 SWM Budget Proposal	FY2018 Conference Committee
County Assessments:					
County Tax	0	0	0	0	
Suffolk County Retirement	0	0	0	0	
Essex County Reg Comm Center	0	0	0	0	
Sub-Total, County Assessments:	0	0	0	0	
State Assessments and Charges:					
Retired Employees Health Insurance	0	0	0	0	
Retired Teachers Health Insurance	0	0	0	0	
Mosquito Control Projects	45,191	42,662	42,662	42,662	
Air Pollution Districts	11,690	11,950	11,950	11,950	
Metropolitan Area Planning Council	21,576	21,967	21,967	21,967	
Old Colony Planning Council	0	0	0	0	
RMV Non-Renewal Surcharge	170,100	128,500	128,500	128,500	
Sub-Total, State Assessments:	248,557	205,079	205,079	205,079	
Transportation Authorities:					
MBTA	920,112	926,437	926,437	926,437	
Boston Metro. Transit District	0	0	0	0	
Regional Transit	0	0	0	0	
Sub-Total, Transp Authorities:	920,112	926,437	926,437	926,437	
Annual Charges Against Receipts:					
Multi-Year Repayment Program	0	0	0	0	
Special Education	12,601	17,161	17,161	17,161	
STRAP Repayments	0	0	0	0	
Sub-Total, Annual Charges:	12,601	17,161	17,161	17,161	
Tuition Assessments:					
School Choice Sending Tuition	419,090	419,252	419,252	419,252	
Charter School Sending Tuition	6,467,971	7,278,198	7,378,857	7,378,857	
Sub-Total, Tuition Assessments:	6,887,061	7,697,450	7,798,109	7,798,109	
Total Estimated Charges:	8,068,331	8,846,127	8,946,786	8,946,786	

FY2017 Local Aid Assessments

Salem

	FY2016 Cherry Sheet Estimate	FY2017 Governor's Budget Proposal	FY2017 HWM Budget Proposal	FY2017 SWM Budget Proposal	FY2017 Conference Committee
County Assessments:					
County Tax	0	0	0	0	0
Suffolk County Retirement	0	0	0	0	0
Essex County Reg Comm Center	0	0	0	0	0
Sub-Total, County Assessments:	0	0	0	0	0
State Assessments and Charges:					
Retired Employees Health Insurance	0	0	0	0	0
Retired Teachers Health Insurance	0	0	0	0	0
Mosquito Control Projects	40,962	45,191	45,191	45,191	45,191
Air Pollution Districts	11,405	11,690	11,690	11,690	11,690
Metropolitan Area Planning Council	21,049	21,576	21,576	21,576	21,576
Old Colony Planning Council	0	0	0	0	0
RMV Non-Renewal Surcharge	170,100	170,100	170,100	170,100	170,100
Sub-Total, State Assessments:	243,516	248,557	248,557	248,557	248,557
Transportation Authorities:					
MBTA	911,057	920,112	920,112	920,112	920,112
Boston Metro. Transit District	0	0	0	0	0
Regional Transit	0	0	0	0	0
Sub-Total, Transp Authorities:	911,057	920,112	920,112	920,112	920,112
Annual Charges Against Receipts:					
Multi-Year Repayment Program	0	0	0	0	0
Special Education	6,782	6,782	6,782	6,782	12,601
STRAP Repayments	0	0	0	0	0
Sub-Total, Annual Charges:	6,782	6,782	6,782	6,782	12,601
Tuition Assessments:					
School Choice Sending Tuition	400,142	445,533	445,533	445,533	419,090
Charter School Sending Tuition	5,551,530	6,512,061	6,467,971	6,467,971	6,467,971
Sub-Total, Tuition Assessments:	5,951,672	6,957,594	6,913,504	6,913,504	6,887,061
Total Estimated Charges:	7,113,027	8,133,045	8,088,955	8,088,955	8,068,331

FY2016 Local Aid Assessments

Salem

	FY2015 Cherry Sheet Estimate	FY2016 Governor's Budget Proposal	FY2016 HWM Budget Proposal	FY2016 SWM Budget Proposal	FY2016 Conference Committee
County Assessments:					
County Tax	0	0	0	0	0
Suffolk County Retirement	0	0	0	0	0
Essex County Reg Comm Center	0	0	0	0	0
Sub-Total, County Assessments:	0	0	0	0	0
State Assessments and Charges:					
Retired Employees Health Insurance	0	0	0	0	0
Retired Teachers Health Insurance	0	0	0	0	0
Mosquito Control Projects	40,670	40,962	40,962	40,962	40,962
Air Pollution Districts	11,154	11,405	11,405	11,405	11,405
Metropolitan Area Planning Council	21,110	21,049	21,049	21,049	21,049
Old Colony Planning Council	0	0	0	0	0
RMV Non-Renewal Surcharge	170,100	170,100	170,100	170,100	170,100
Sub-Total, State Assessments:	243,034	243,516	243,516	243,516	243,516
Transportation Authorities:					
MBTA	898,463	911,057	911,057	911,057	911,057
Boston Metro. Transit District	0	0	0	0	0
Regional Transit	0	0	0	0	0
Sub-Total, Transp Authorities:	898,463	911,057	911,057	911,057	911,057
Annual Charges Against Receipts:					
Multi-Year Repayment Program	0	0	0	0	0
Special Education	1,362	6,789	6,789	6,789	6,782
STRAP Repayments	0	0	0	0	0
Sub-Total, Annual Charges:	1,362	6,789	6,789	6,789	6,782
Tuition Assessments:					
School Choice Sending Tuition	350,377	463,770	463,770	463,770	400,142
Charter School Sending Tuition	4,872,672	5,652,306	5,554,423	5,554,423	5,551,530
Sub-Total, Tuition Assessments:	5,223,049	6,116,076	6,018,193	6,018,193	5,951,672
Total Estimated Charges:	6,365,908	7,277,438	7,179,555	7,179,555	7,113,027

**CITY OF SALEM, MASSACHUSETTS
FY 2018 OPERATING BUDGET**

	ACTUAL EXPENDED FY 2016	ADOPTED BUDGET FY 2017	ADJUSTED BUDGET FY 2017	DEPT BUDGET FY 2018	MAYOR BUDGET FY 2018	CITY COUNCIL BUDGET FY 2018	FY17 Adj vs. FY18 Budget Inc/Decr Amount Percentage	
GENERAL FUND								
GENERAL GOVERNMENT	5,373,760	6,317,771	6,362,771	6,567,607	6,625,465	6,625,465	262,694	4.13%
PUBLIC SAFETY	19,193,230	20,462,901	20,605,371	21,173,069	20,970,298	20,970,298	364,927	1.77%
PUBLIC WORKS & FACILITIES	4,064,473	4,151,095	4,181,095	3,971,774	3,958,934	3,958,934	(222,161)	-5.31%
HUMAN SERVICES	1,283,830	1,429,502	1,432,002	1,561,125	1,518,428	1,518,428	86,426	6.04%
CULTURAL & RECREATIONAL	2,551,608	2,639,151	2,681,299	2,789,748	2,827,690	2,827,690	146,391	5.46%
DEBT SERVICE	5,416,904	6,121,143	6,121,143	6,607,193	6,607,193	6,607,193	486,050	7.94%
ASSESSMENTS	9,621,820	10,420,617	10,399,993	11,260,799	11,361,458	11,361,458	961,465	9.24%
EMPLOYEE BENEFITS	23,309,966	24,446,982	24,846,982	25,820,946	25,751,790	25,751,790	904,808	3.64%
MUNICIPAL INSURANCE	294,873	356,282	356,282	317,907	317,907	317,907	(38,375)	-10.77%
TRANSFERS OUT OF GENERAL FUND	3,741,757	3,014,380	3,014,380	3,528,434	3,028,434	3,028,434	14,054	0.47%
CITY TOTAL	74,852,221	79,359,824	80,001,318	83,598,602	82,967,597	82,967,597	2,966,279	3.71%
EDUCATION-PUBLIC SCHOOLS	52,960,720	55,041,847	55,641,847	56,807,831	56,807,831	56,807,831	1,165,984	2.10%
EDUCATION TOTAL	52,960,720	55,041,847	55,641,847	55,000,000	56,807,831	56,807,831	1,165,984	2.10%
GENERAL FUND TOTAL	127,812,942	134,401,671	135,643,165	138,598,602	139,775,428	139,775,428	4,132,263	3.05%
ENTERPRISE FUNDS								
SEWER	6,534,093	6,367,573	6,367,573	6,727,342	6,675,646	6,675,646	308,073	4.84%
WATER	5,069,873	5,631,937	5,681,937	6,025,185	5,887,539	5,887,539	205,602	3.62%
TRASH	2,892,784	2,937,474	2,937,474	3,112,389	3,111,366	3,111,366	173,892	5.92%
ENTERPRISE FUND TOTAL	14,496,749	14,936,984	14,986,984	15,864,916	15,674,551	15,674,551	687,567	4.59%
GRAND TOTAL ALL FUNDS	142,309,691	149,338,655	150,630,149	154,463,518	155,449,979	155,449,979	4,819,830	3.20%

**CITY OF SALEM, MASSACHUSETTS
FY 2018 OPERATING BUDGET**

	ACTUAL EXPENDED FY 2016	ADOPTED BUDGET FY 2017	ADJUSTED BUDGET FY 2017	DEPT BUDGET FY 2018	MAYOR BUDGET FY 2018	CITY COUNCIL BUDGET FY 2018	FY17 Adj vs. FY18 Budget Inc/Decr Amount Percentage	
GENERAL GOVERNMENT:								
CITY COUNCIL								
Legislative	170,527	173,650	181,650	177,650	185,900	185,900	4,250	2.34%
MAYOR								
Executive	513,717	550,338	550,338	546,794	555,158	555,158	4,820	0.88%
FINANCE/AUDITING								
Accounting	295,161	335,822	335,822	344,972	348,362	348,362	12,540	3.73%
PURCHASING								
Purchasing	121,363	132,763	132,763	140,602	146,245	146,245	13,482	10.15%
Fixed Costs	53,085	61,012	61,012	63,412	63,412	63,412	2,400	3.93%
ASSESSORS								
Board of Assessors	322,389	322,240	322,240	333,614	328,263	328,263	6,023	1.87%
TREASURER								
Treasury Services	326,560	339,614	339,614	350,579	355,194	355,194	15,580	4.59%
COLLECTOR								
Tax Collections	222,052	230,155	230,155	232,151	234,664	234,664	4,509	1.96%
SOLICITOR								
Legal Services/Licensing	322,129	336,080	336,080	335,306	343,108	343,108	7,028	2.09%
HUMAN RESOURCES								
Personnel	614,064	283,473	283,473	262,585	270,054	270,054	(13,419)	-4.73%
Information Technology								
IT	265,381	822,551	822,551	843,532	855,130	855,130	32,579	3.96%
Fixed Costs	297,138	753,473	753,473	866,733	866,733	866,733	113,260	15.03%
CITY CLERK								
Record Maintenance	275,572	288,280	288,280	300,281	300,281	300,281	12,001	4.16%
ELECTION/REGISTRATION								
Voting	173,278	215,304	215,304	197,344	198,627	198,627	(16,677)	-7.75%

**CITY OF SALEM, MASSACHUSETTS
FY 2018 OPERATING BUDGET**

	ACTUAL EXPENDED FY 2016	ADOPTED BUDGET FY 2017	ADJUSTED BUDGET FY 2017	DEPT BUDGET FY 2018	MAYOR BUDGET FY 2018	CITY COUNCIL BUDGET FY 2018	FY17 Adj vs. FY18 Budget Inc/Decr Amount Percentage	
CONSERVATION								
Active/Passive Conservation	29,087	30,651	30,651	29,759	30,509	30,509	(142)	-0.46%
PLANNING BOARD								
Subdivision, Planning & Zoning	24,690	33,248	35,248	35,931	35,418	35,418	170	0.48%
APPEALS, BOARD OF								
Zoning Appeals	382	400	400	400	400	400	-	0.00%
PLANNING								
Planning & Community Development	459,912	462,715	497,715	540,562	542,957	542,957	45,242	9.09%
PUBLIC PROPERTY								
Public Prop-Fixed Costs	647,790	701,227	701,227	720,625	720,625	720,625	19,398	2.77%
MARKET AND TOURIST COMM.								
Tourist Promotion	239,482	244,775	244,775	244,775	244,425	244,425	(350)	-0.14%
TOTAL GENERAL GOVERNMENT	5,373,760	6,317,771	6,362,771	6,567,607	6,625,465	6,625,465	262,694	4.13%
PUBLIC SAFETY:								
POLICE								
Citizen Protection	9,475,938	10,323,581	10,405,271	10,750,403	10,547,620	10,547,620	142,349	1.37%
FIRE								
Fire Suppression	8,336,513	8,676,620	8,737,400	8,806,449	8,800,486	8,800,486	63,086	0.72%
PUBLIC PROPERTY/BLDG INSP								
Building/Plumbing/Gas Inspection	407,973	470,966	470,966	557,988	567,029	567,029	96,063	20.40%
ELECTRICAL								
Electrical Inspection & Maintenance	729,200	714,869	714,869	781,831	775,723	775,723	60,854	8.51%
HARBORMASTER								
Harbormaster	243,605	276,865	276,865	276,398	279,440	279,440	2,575	0.93%
TOTAL PUBLIC SAFETY	19,193,230	20,462,901	20,605,371	21,173,069	20,970,298	20,970,298	364,927	1.77%

**CITY OF SALEM, MASSACHUSETTS
FY 2018 OPERATING BUDGET**

	ACTUAL EXPENDED FY 2016	ADOPTED BUDGET FY 2017	ADJUSTED BUDGET FY 2017	DEPT BUDGET FY 2018	MAYOR BUDGET FY 2018	CITY COUNCIL BUDGET FY 2018	FY17 Adj vs. FY18 Budget Inc/Decr Amount Percentage	
EDUCATION :								
City Public Schools	52,960,720	55,041,847	55,641,847	56,807,831	56,807,831	56,807,831	1,165,984	2.10%
TOTAL EDUCATION	52,960,720	55,041,847	55,641,847	56,807,831	56,807,831	56,807,831	1,165,984	2.10%
PUBLIC WORKS & FACILITIES:								
PUBLIC SERVICES								
Public Services-General/Park/Open Space/Cem Snow and Ice	2,473,694 733,437	2,699,485 458,935	2,729,485 458,935	2,500,851 458,935	2,487,716 458,935	2,487,716 458,935	(241,769) -	-8.86% 0.00%
ENGINEERING								
Engineering-General Admin	82,321	90,903	90,903	99,068	100,594	100,594	9,691	10.66%
PARKING DEPARTMENT								
General Operations	775,021	901,772	901,772	912,920	911,689	911,689	9,917	1.10%
TOTAL PUBLIC WORKS & FACILITIES	4,064,473	4,151,095	4,181,095	3,971,774	3,958,934	3,958,934	(222,161)	-5.31%
HUMAN SERVICES:								
HEALTH, BOARD OF								
Administration & Support	373,906	413,345	415,845	550,312	494,469	494,469	78,624	18.91%
COUNCIL ON AGING								
Administration & Support	320,503	388,347	388,347	383,406	392,166	392,166	3,819	0.98%
VETERANS AGENT								
Administration & Support	589,421	627,810	627,810	627,407	631,793	631,793	3,983	0.63%
TOTAL HUMAN SERVICES	1,283,830	1,429,502	1,432,002	1,561,125	1,518,428	1,518,428	86,426	6.04%
CULTURAL & RECREATIONAL								
LIBRARY								
Administration & Support	1,195,803	1,281,184	1,281,184	1,302,702	1,325,080	1,325,080	43,896	3.43%

**CITY OF SALEM, MASSACHUSETTS
FY 2018 OPERATING BUDGET**

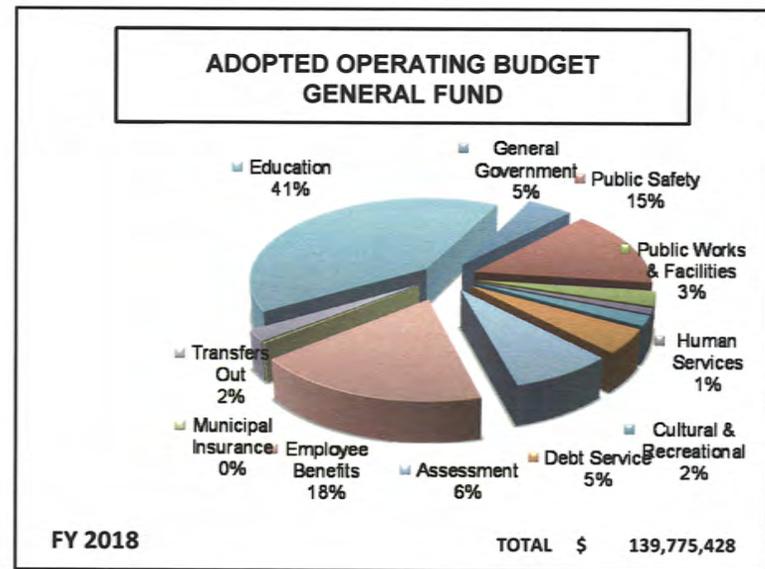
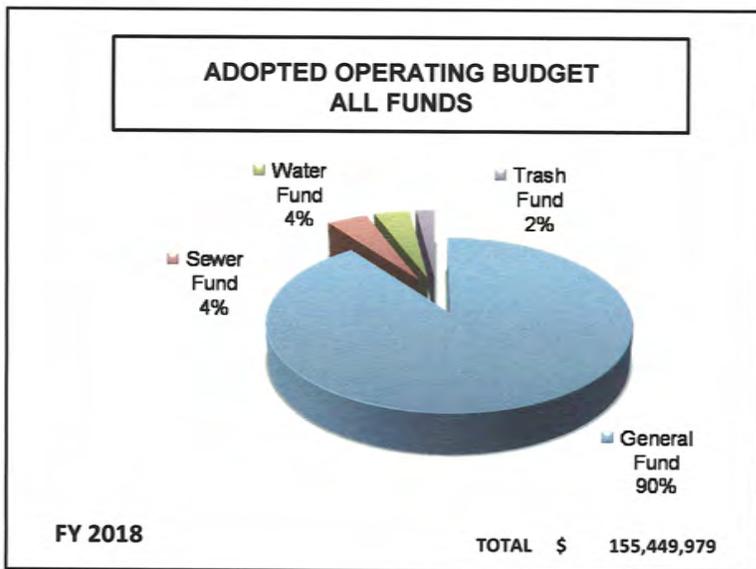
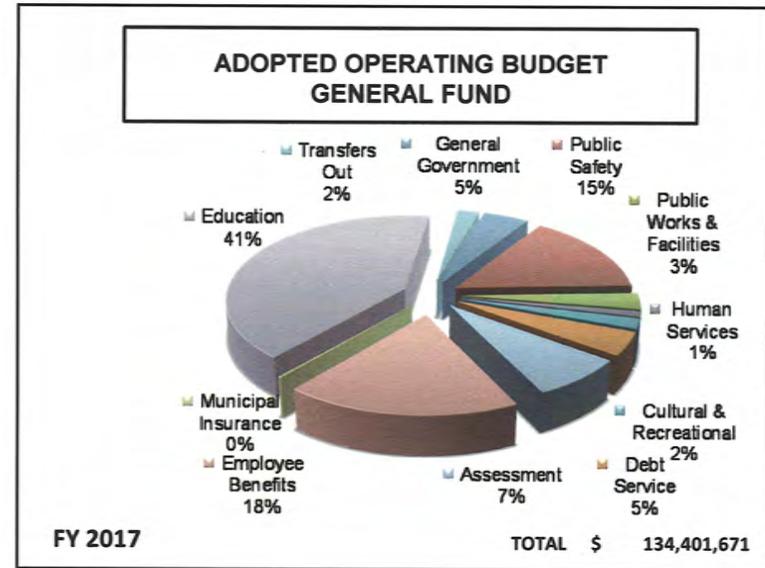
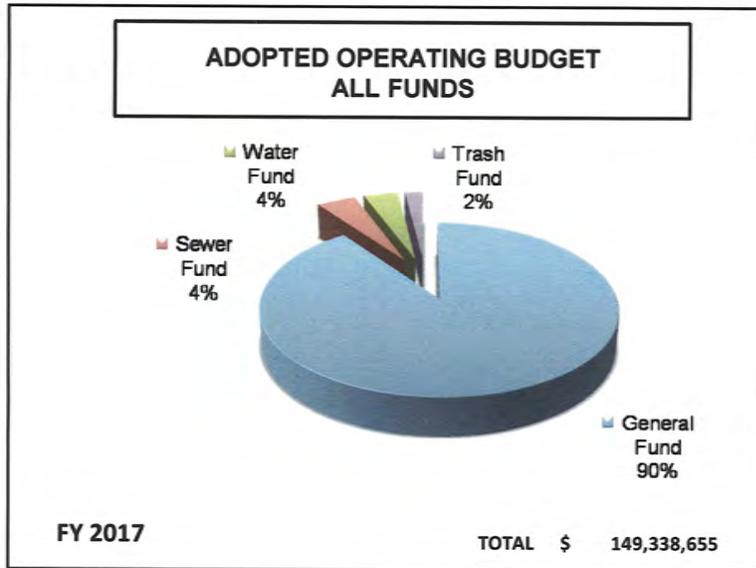
	ACTUAL EXPENDED FY 2016	ADOPTED BUDGET FY 2017	ADJUSTED BUDGET FY 2017	DEPT BUDGET FY 2018	MAYOR BUDGET FY 2018	CITY COUNCIL BUDGET FY 2018	FY17 Adj vs. FY18 Budget Inc/Decr Amount Percentage	
RECREATION								
Administration & Support	478,435	495,067	495,067	511,272	516,443	516,443	21,376	4.32%
Golf Course	481,212	470,321	512,469	530,001	529,784	529,784	17,315	3.38%
Witch House	181,239	166,807	166,807	189,487	198,531	198,531	31,724	19.02%
Pioneer Village	18,775	16,900	16,900	17,900	17,900	17,900	1,000	
Winter Island	186,937	199,119	199,119	227,997	229,666	229,666	30,547	15.34%
HISTORICAL COMMISSION								
Historic Preservation	9,208	9,753	9,753	10,389	10,286	10,286	533	5.46%
TOTAL CULTURAL & RECREATIONAL	2,551,608	2,639,151	2,681,299	2,789,748	2,827,690	2,827,690	146,391	5.46%
DEBT SERVICE:								
Long Term Debt	4,957,694	5,416,291	5,416,291	5,914,783	5,914,783	5,914,783	498,492	9.20%
Short Term Debt	459,210	704,852	704,852	692,410	692,410	692,410	(12,442)	-1.77%
TOTAL DEBT SERVICE	5,416,904	6,121,143	6,121,143	6,607,193	6,607,193	6,607,193	486,050	7.94%
ASSESSMENTS:								
Essex NS Agricultural & Vocational School	2,560,157	2,331,662	2,331,662	2,414,672	2,414,672	2,414,672	83,010	3.56%
State Assessments (Budgeted from RECAP)	7,061,663	8,088,955	8,068,331	8,846,127	8,946,786	8,946,786	878,455	10.89%
TOTAL ASSESSMENTS	9,621,820	10,420,617	10,399,993	11,260,799	11,361,458	11,361,458	961,465	9.24%
EMPLOYEE BENEFITS:								
Contributory Retirement	9,899,531	9,960,727	10,360,727	10,946,232	10,933,812	10,933,812	573,085	5.53%
Non-contributory Pensions	43,302	41,417	41,417	19,935	19,935	19,935	(21,482)	-51.87%
Workmen's Compensation	310,384	428,500	428,500	448,832	448,832	448,832	20,332	4.74%
Unemployment Compensation	431,186	425,000	425,000	400,000	400,000	400,000	(25,000)	-5.88%
Group Insurance	11,534,475	12,554,604	12,554,604	12,925,463	12,868,727	12,868,727	314,123	2.50%
Medicare	1,091,087	1,036,734	1,036,734	1,080,484	1,080,484	1,080,484	43,750	4.22%
TOTAL EMPLOYEE BENEFITS	23,309,966	24,446,982	24,846,982	25,820,946	25,751,790	25,751,790	904,808	3.64%
MUNICIPAL INSURANCE :								
Municipal Insurance	294,873	356,282	356,282	317,907	317,907	317,907	(38,375)	-10.77%
TOTAL Municipal Insurance	294,873	356,282	356,282	317,907	317,907	317,907	(38,375)	-10.77%
BUDGET TRANSFERS OUT OF GF								
Retirement Stabilization & CIP Transfer	3,741,757	3,014,380	3,014,380	3,528,434	3,028,434	3,028,434	14,054	0.47%
TOTAL Budget Transfers Out of GF	3,741,757	3,014,380	3,014,380	3,528,434	3,028,434	3,028,434	14,054	
GENERAL FUND TOTAL	127,812,942	134,401,671	135,643,165	140,406,433	139,775,428	139,775,428	4,132,263	3.05%

**CITY OF SALEM, MASSACHUSETTS
FY 2018 OPERATING BUDGET**

	ACTUAL EXPENDED FY 2016	ADOPTED BUDGET FY 2017	ADJUSTED BUDGET FY 2017	DEPT BUDGET FY 2018	MAYOR BUDGET FY 2018	CITY COUNCIL BUDGET FY 2018	FY17 Adj vs. FY18 Budget Inc/Decr Amount Percentage	
ENTERPRISE FUNDS								
SEWER :								
Sewer - Public Services	570,773	536,560	536,560	618,382	565,133	565,133	28,573	5.33%
Sewer - Engineering	372,195	380,761	380,761	382,795	384,348	384,348	3,587	0.94%
Long Term Debt	688,063	965,526	965,526	1,094,845	1,094,845	1,094,845	129,319	
Short Term Debt	13,000	13,000	13,000	13,000	13,000	13,000	-	
SESD Assessment	4,890,062	4,466,726	4,466,726	4,613,320	4,613,320	4,613,320	146,594	3.28%
Sewer - Insurance Deduction	0	5,000	5,000	5,000	5,000	5,000	-	0.00%
TOTAL SEWER	6,534,093	6,367,573	6,367,573	6,727,342	6,675,646	6,675,646	308,073	4.84%
WATER :								
Water-Public Services	608,797	576,600	576,600	708,422	605,173	605,173	28,573	4.96%
Water-Engineering	599,773	629,936	679,936	631,970	597,573	597,573	(82,363)	-12.11%
Long Term Debt	1,291,064	1,888,901	1,888,901	2,202,641	2,202,641	2,202,641	313,740	16.61%
Short Term Debt	33,000	33,000	33,000	33,000	33,000	33,000	-	0.00%
SBWS Assessment	2,537,238	2,501,000	2,501,000	2,446,652	2,446,652	2,446,652	(54,348)	-2.17%
Water - Insurance Deduction	0	2,500	2,500	2,500	2,500	2,500	-	
TOTAL WATER	5,069,873	5,631,937	5,681,937	6,025,185	5,887,539	5,887,539	205,602	3.62%
TRASH :								
Trash - Engineering	2,892,784	2,937,474	2,937,474	3,112,389	3,111,366	3,111,366	173,892	5.92%
TOTAL TRASH	2,892,784	2,937,474	2,937,474	3,112,389	3,111,366	3,111,366	173,892	5.92%
ENTERPRISE FUND TOTAL	14,496,749	14,936,984	14,986,984	15,864,916	15,674,551	15,674,551	687,567	4.59%
GRAND TOTAL ALL FUNDS	142,309,691	149,338,655	150,630,149	156,271,349	155,449,979	155,449,979	4,819,830	3.20%

**CITY OF SALEM, MASSACHUSETTS
FY 2018 OPERATING BUDGET**

		ACTUAL EXPENDED FY 2016	ADOPTED BUDGET FY 2017	ADJUSTED BUDGET FY 2017	DEPT BUDGET FY 2018	MAYOR BUDGET FY 2018	CITY COUNCIL BUDGET FY 2018	FY17 Adj vs. FY18 Budget Inc/Decr Amount Percentage	
PERSONNEL & NON-PERSONNEL SUMMARIES									
City	Personnel	49,571,266	52,749,486	53,116,486	54,752,024	54,556,303	54,556,303	1,439,817	2.71%
	Non-Personnel	25,280,955	26,610,338	26,884,832	28,846,578	28,411,294	28,411,294	1,526,462	5.68%
	Total City	74,852,221	79,359,824	80,001,318	83,598,602	82,967,597	82,967,597	2,966,279	3.71%
Schools	Personnel	42,877,485	44,634,937	44,985,328	45,767,563	45,767,563	45,767,563	782,235	1.74%
	Non-Personnel	10,083,235	10,406,910	10,656,519	11,040,268	11,040,268	11,040,268	383,750	3.60%
	Total School	52,960,720	55,041,847	55,641,847	56,807,831	56,807,831	56,807,831	1,165,984	2.10%
TOTAL General Fund		127,812,942	134,401,671	135,643,165	140,406,433	139,775,428	139,775,428	4,132,263	3.05%
Sewer	Personnel	478,643	498,493	498,493	530,405	533,709	533,709	35,216	7.06%
	Non-Personnel	6,055,450	5,869,080	5,869,080	6,196,937	6,141,937	6,141,937	272,857	4.65%
		6,534,093	6,367,573	6,367,573	6,727,342	6,675,646	6,675,646	308,073	4.84%
Water	Personnel	494,542	514,933	514,933	546,845	550,149	550,149	35,216	6.84%
	Non-Personnel	4,575,331	5,117,004	5,167,004	5,478,340	5,337,390	5,337,390	170,386	3.30%
		5,069,873	5,631,937	5,681,937	6,025,185	5,887,539	5,887,539	205,602	3.62%
Trash	Personnel	73,565	74,366	74,366	93,945	95,922	95,922	21,556	28.99%
	Non-Personnel	2,819,219	2,863,108	2,863,108	3,018,444	3,015,444	3,015,444	152,336	5.32%
		2,892,784	2,937,474	2,937,474	3,112,389	3,111,366	3,111,366	173,892	5.92%
TOTAL Enterprise Fund		14,496,749	14,936,984	14,986,984	15,864,916	15,674,551	15,674,551	687,567	4.59%
GRAND TOTAL All Funds		142,309,691	149,338,655	150,630,149	156,271,349	155,449,979	155,449,979	4,819,830	3.20%



**ADOPTED OPERATING BUDGET
GENERAL FUND**

FY 2017

City

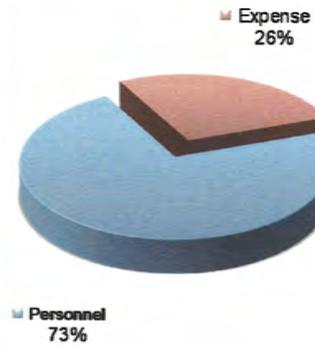
Personnel	52,749,486
Expenses	26,610,338
TOTAL	79,359,824

School

Personnel	44,634,937
Expenses	10,406,910
TOTAL	55,041,847

City & School

Personnel	97,384,423
Expenses	37,017,248
TOTAL	134,401,671



**ADOPTED OPERATING BUDGET
GENERAL FUND**

FY 2018

City

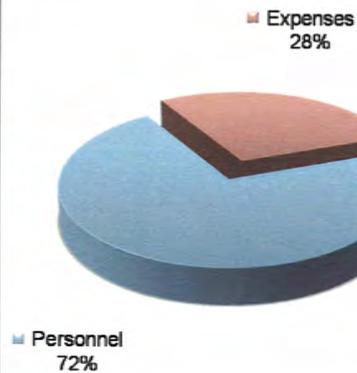
Personnel	54,556,303
Expenses	28,411,294
TOTAL	82,967,597

School

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

City & School

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



Massachusetts School Building Authority (MSBA)

City of Salem REIMBURSEMENTS BY FISCAL YEAR

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

Other Budgeted Items Voted By Council

Retirement Stabilization Trust Fund – Included in General Fund Budget

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

In FY 2018 there is no budget in the general fund to be transferred to the Retirement Stabilization Trust Fund. We eliminated the appropriation due to budget constraints in anticipation of transferring the free cash balance at the end of FY 2017 to cover retirements in FY 2018.

Bentley Charter School — Included in General Fund Budget

In FY 2016 the Bentley School became a Horace Mann Charter School. The money originally budgeted in the School Department Budget is now transferred out to a Special Revenue Fund. The school is being run by the Blueprint School Network and they will be given a per pupil dollar amount totaling 3,018,434 in FY 2018.

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

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

Revolving Funds – Separate Vote - Not in Budget

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

REVOLVING FUNDS

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

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

MGL - Section 53 E ½

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

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

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

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

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

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

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

**FY 2018
Revolving Funds**

Department	Fund Name	Fund #	Programs & Purposes	Type of Receipts Credited	Authorization for Spending	FY 2018 Budget Request Maximum Annual Expenditures
COA	COA Programs	2374	To defray program costs including instructors, presenters, entertainment, decorations, food, etc.	Revenues and fees charged for programs	COA Director and Mayor	\$ 80,000.00
Electrical	R/A Telecom	2376	To fund public information technology, telecommunication and electrical initiatives and projects	Application fees and rental revenue from telecommunications attachments pursuant to sections 12-125 and 12-170 of the City Ordinances	City Electrician and Mayor	\$ 100,000.00
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 inventor 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	\$ 50,000.00
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	Old Town Hall	2373	Maintenance costs of old town hall	Rental revenue of old town hall	Director of Planning and Mayor	\$ 40,000.00
Planning & Community Development	Derby Sq/Artists Row	2375	Improvements for Derby Square and Artists' Row including outdoor furniture, signage, lighting, public art, marketing and stipends for performers	Vendor fees from Derby Square Flea/Salvage Art Market, Rent and Vendor Fees at Artists Row	Director of Planning and Mayor	\$ 20,000.00
Planning & Community Development	Solar Renewable Energy Cert	2377	To offset Electrical Costs	Solar renewable energy credits received for rooftop solar photovoltaic systems on City and School Buildings	Director of Planning and Mayor	\$ 250,000.00
Planning & Community Development	Salem Ferry Operational	2453	Fund operational costs of the Salem Ferry and Blaney Street Dock	Fees received during the off season for use/rent of ferry	Director of Planning and Mayor	\$ 500,000.00
Insp Services	Abandoned Prop Maint	2371	To maintain abandoned and foreclosed residential and commercial properties	Registration fees (\$300.00) for vacant and/or foreclosed residential properties	Public Service Director and Mayor	\$ 30,000.00

**FY 2018
Revolving Funds**

Department	Fund Name	Fund #	Programs & Purposes	Type of Receipts Credited	Authorization for Spending	FY 2018 Budget Request Maximum Annual Expenditures
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 Tremendous	Primarily from: Traffic Island Sponsorships, Special Events Revenues, Event and Beautification effort sponsors	City Engineer and Mayor	\$ 15,000.00
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	\$ 160,000.00
School	Night School	2620	Night School Tuition	Tuition payments for students attending the night school program	School Committee and Mayor	\$ 50,000.00
School	Special Ed Tuition	2627	Special Ed Tuition	Tuition payments for students from other districts attending Special Ed programs in Salem	School Committee and Mayor	\$ 250,000.00
School	SHS Automotive	2645	To pay for parts and materials for automotive repairs to vehicles brought in to the HS Automotive Vocational School by citizens	Fees charged for parts and materials for automotive repairs to vehicles brought in by citizens	School Committee and Mayor	\$ 50,000.00

Total All Revolving Funds \$ 2,215,000.00

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 Salem Public Schools are a welcoming community that seeks to promote the academic, social, emotional and physical development of each student through the equitable delivery of challenging, relevant, and joyful learning experiences. We aspire to help all students chart a personalized path to success that includes a commitment to the common good.

Mission

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

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

Core Values

HIGH STANDARDS OF EXCELLENCE FOR ALL

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

GROWTH FOR ALL

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

CULTURE OF LEARNING AND INNOVATION

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

EQUITY & ACCESS

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

COLLABORATION

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

CELEBRATION OF DIFFERENCE

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

Superintendent's Budget Narrative Fiscal Year 2018

During 2016-17 school year the district's Accelerated Improvement Plan (AIP), continued to serve as 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.

Other accomplishments for the 2016-17 school year include:

1. Seven out of Nine Schools Improved their State Ranking

In October 2016, seven out of nine of the district’s school improved their state ranking and the district was lifted out of a Level 4 designation. Two Salem schools—Carlton Innovation School and Bentley Academy Charter 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. Strategic Planning

With the support of New Profit, a non-profit planning partner, the district undertook a comprehensive strategic planning process that will help to set the mission, vision, priorities and goals for the district for the next five years. The strategic plan focuses on six levers for change and utilized diverse work teams that included members from the administration, teachers, parents, students and school partners, to identify strategies and recommendations for approval by the School Committee. Throughout the planning process, the community at large was engaged through citywide conversations, forums and on-line surveys to ensure that the community had a voice and opportunity to shape the strategic plan.

3. Addressing Key Infrastructure Priorities

During FY17, the district made a significant investment in new technology to improve communications internally and externally. The district launched a new student information system, Aspen Follett, to better manage student data including class schedules, attendance, streamline state reporting requirements and better enable teachers to work collaboratively and share student data in a safe and secure network. The district has also piloted the parent and student portal functions of Aspen that allow Salem High School students and their parents to access to their academic records, attendance, and homework assignments. Parents also have the ability to directly email their student's teachers within the secure portal.

FY 2018 Goals & Objectives

The FY18 school budget reflects the district's priorities for the 2017-2018 school year. Seven of our nine schools improved their state ranking in 2016 and the FY18 budget continues to support and propel the practices that are generating positive results in Salem. Additionally, principals were encouraged to and took a lead role in determining resource allocation within their schools. Principals had the flexibility to reallocate existing resources including staffing, stipends, support structures and administration to further strengthen their school's model, goals or an area of study.

Working with the principals at each school, the district has developed a balanced budget that accomplishes four key goals:

1. Continue acceleration of academic achievement for all students
2. Equitable distribution of resources and support school models
3. Ensure one City Connects trained counselor at every school
4. Invest in infrastructure to ready for the implementation of priority recommendations from Strategic Plan

The FY 18 budget planning process was guided by a set of guiding principles that included:

- Academic achievement for all students
- Focus on school models and goals
- Equitable alignment of resources and enrollment

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

- Investing in initiatives that are proven to be effective in raising student achievement
- Prioritizing support of students with the highest needs in the district
- Increase the alignment between allocation of resources to enrollment trends and school models
- Invest in infrastructure that will support and enhance the academic work done in our schools

By far, our most important investment across the district is in our teaching staff and paraprofessionals who work directly with students and their families to support each child's social, emotional, and educational development. Sixty-two percent (62%) of the district's budget is dedicated to salaries for teachers and paraprofessionals. In addition, the district is committing \$372,940 for professional development, workshops and tuition reimbursement. This investment is vital as we work together to make Salem a highly regarded district of choice.

A PowerPoint presentation outlining the budget planning process and its accomplishments can be found at www.salemk12.org.
Sincerely,

A handwritten signature in black ink that reads "Margarita R. Ruiz". The signature is written in a cursive style with a large initial "M".

Margarita Ruiz
Superintendent of Schools



Salem Public Schools

FISCAL YEAR 2018 BUDGET

MARGARITA RUIZ, SUPERINTENDENT OF SCHOOLS

SCHOOL COMMITTEE MEMBERS:

MAYOR KIMBERLEY DRISCOLL, CHAIRPERSON

PATRICK SCHULTZ, VICE CHAIRPERSON

DEBORAH AMARAL

JAMES M. FLEMING

MARY MANNING

DR. BRENDAN R. WALSH

KRISTINE WILSON

Salem Public Schools

29 Highland Avenue
Salem, Massachusetts
www.salemk12.org

District Administrators

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

School Administrators

Nancy Charest, Early Childhood Center
Thomas Milaschewski, Bates Elementary School
Bethann Jellison, Carlton Innovation School
Dr. Chad Leith, Horace Mann Laboratory School
Dr. Mark Higgins, Witchcraft Heights Elementary School
Rebecca Westlake, Interim Principal, Nathaniel Bowditch Elementary School
Nicholas Gesualdi, Saltonstall Elementary School
Glenn Burns, Collins Middle School
David Angeramo, Salem High School
Scott Gray, Salem Prep High School
Jennifer Winsor, New Liberty Innovation School

Executive Summary

Dear School Committee members:

I am pleased to present the FY18 Salem Public Schools budget. The budget reflects the district's priorities for the 2017-2018 school year. Working with the principals at each school, the district has developed a balanced budget that accomplishes three key priorities:

1. Continue to support and accelerate strategies, programs, and school models that contribute to the academic success of all students.
2. Continue to use enrollment data to inform resource allocation.
3. Invest in infrastructure to ready for the implementation of priority recommendations from strategic plan.

Seven of our nine schools improved their state ranking in 2016 and the FY18 budget continues to support and propel the practices that are generating positive results in Salem. Additionally, principals were encouraged to and took a lead role in determining resource allocation within their schools. Principals had the flexibility to reallocate existing resources including staffing, stipends, support structures and administration to further strengthen their school's model, goals or an area of study.

Over the coming year, we look forward to working with School Committee to prioritize and begin implementation of the recommendations set forth in the Strategic Plan. The FY18 budget serves as a bridge for strategic plan implementation by making modest investments in infrastructure.

By far, our most important investment across the district is in our teaching staff and paraprofessionals who work directly with students and their families to support each child's social, emotional, and educational development. Sixty-two percent (62%) of the district's budget is dedicated to salaries for teachers and paraprofessionals. In addition, the district is committing \$372,940 for professional development, workshops and tuition reimbursement. This investment is vital as we work together to make Salem a highly regarded district of choice.

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

Sincerely,



Margarita Ruiz
Superintendent of Schools

Salem Public Schools

FY18 Budget

Budget Guidelines

- Focus on the needs of all students and keep students' needs at the center of all decision making in our budget process.
- Prioritize the support of students with the highest need in the district.
 - *High Need Students*- "High needs" is defined by DESE as all students belonging to any of the following student subgroups: economically disadvantaged, students with disabilities, English language learner/former English language learner.
- Ensure transparency of rationale.
- Ensure budget priorities align with Accelerated Improvement Plan initiatives.
- Increase the alignment between allocation of resources and projected enrollment levels at the schools.
- Invest in initiatives that have proven to be effective in raising student achievement.
- Invest in expanding the diversity in our staff and in increasing the capacity of our staff to meet the needs of diverse student populations in Salem Public Schools.
- Invest in infrastructure functions that will support and enhance the academic work done at our schools.

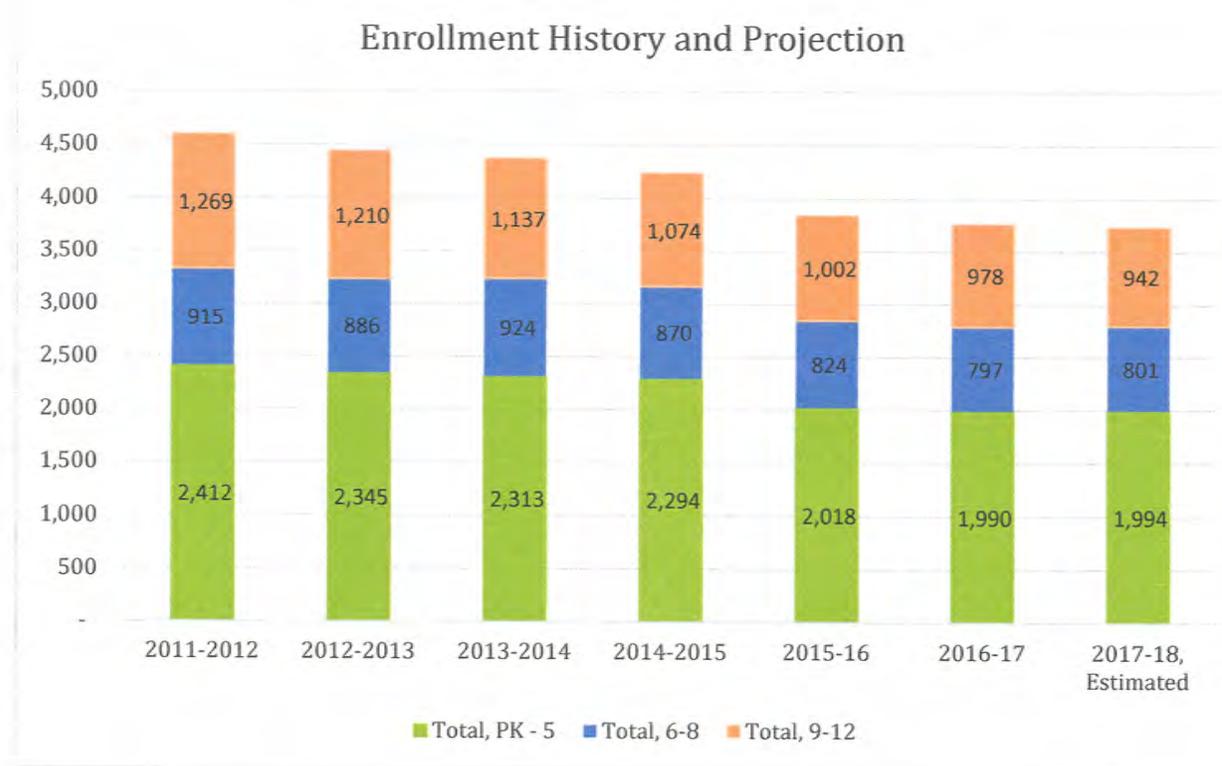
FY18 BUDGET GUIDELINES AND PRIORITIES	<i>Invest in initiatives that are proven to be effective in raising student achievement</i>	<i>Prioritize support of students with the highest need in the district</i>	<i>Increase the alignment between allocation of resources to enrollment trends and school goals</i>	<i>Invest in infrastructure functions that will support and enhance academic work done in our schools</i>
	<ul style="list-style-type: none"> • Maintain structures and programs that are working • Investment in school and district initiatives • Add new positions to align to goals and priorities • Share roles and resources across schools and departments where possible 	<ul style="list-style-type: none"> • Shift staff and resources to better serve highest need students within and across the district • Add new positions to better serve highest need students • Share roles and resources across schools and departments where possible 	<ul style="list-style-type: none"> • Reduce staff to align with shifts in enrollment as well as student need • Shift non-personnel spending to support school-specific priorities 	<ul style="list-style-type: none"> • Invest in school-specific initiatives and/or new staff • Commit to enhancing family engagement and communication • Enhance district's ability to leverage technology • Invest in district wide social studies curriculum

District Enrollment

Since 2011, overall enrollment in the Salem Public Schools has declined nearly 19%, with the largest decline at Salem High School where student population has declined by 26% since 2011.

The enrollment projections for 2017-18 for both elementary and middle school grades remain flat; however, enrollment is projected to continue to decline at Salem High.

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

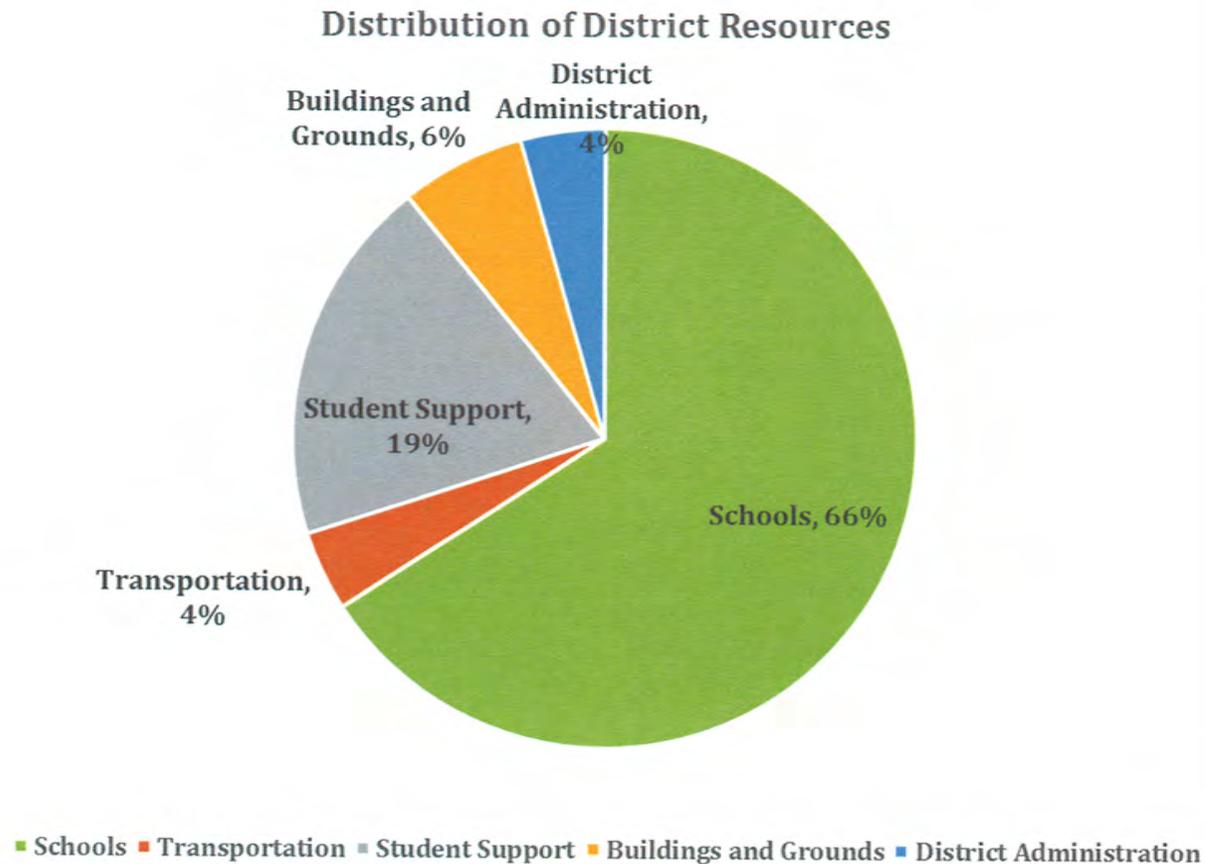


Note: In FY16, the Bentley Academy Charter School began operation as a charter school. Therefore, the enrollment at that elementary school is not included in 2016-17 or 2017-18. In addition, approximately forty students from New Liberty Innovation School are added to the High School enrollment in 2016-17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

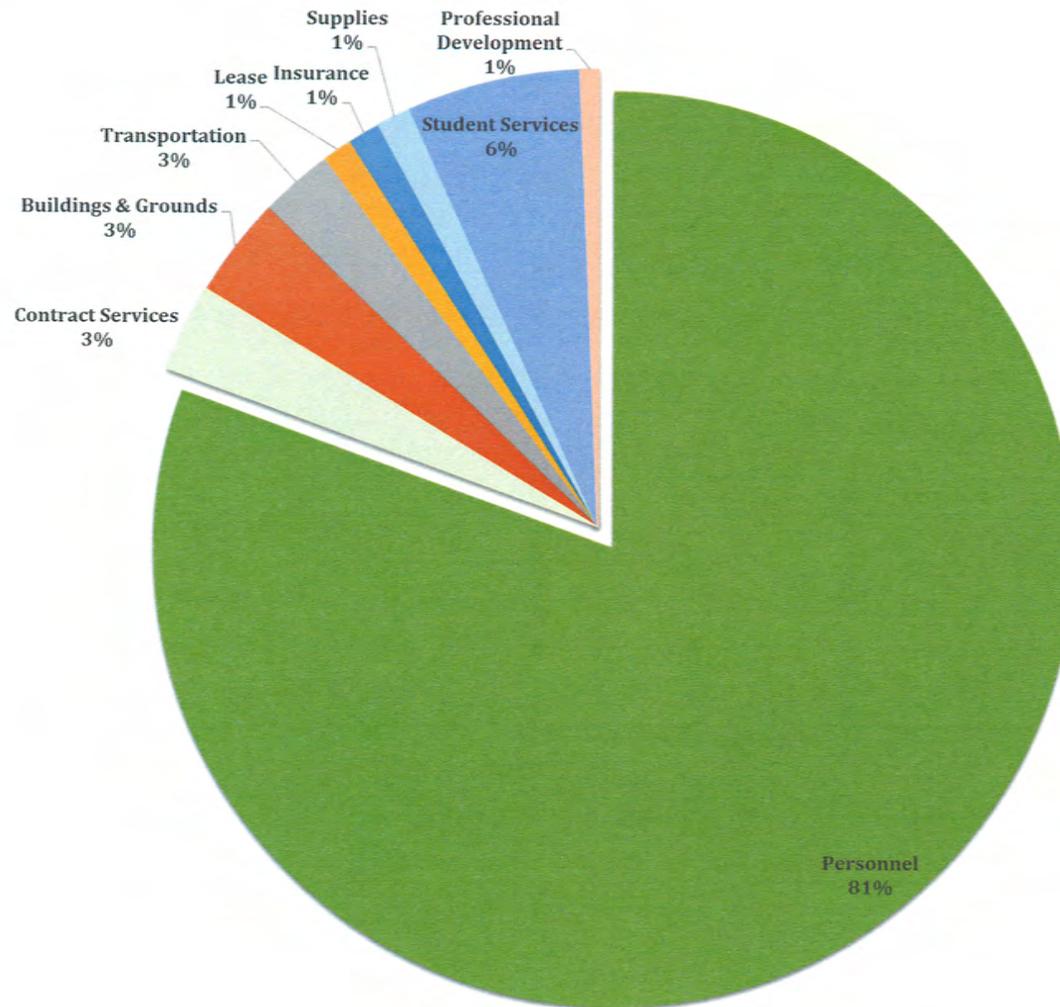
Budget Overview

School budgets represent 66% of the district's overall spending. Additional expenses include:

- Student Support: These services include Parent Information Center (PIC), Out of School Time supports, and other teachers, faculty and expenses not assigned to only one school. This represents 19% of the district's budget.
- Transportation represents 4% of the district's budget.
- Buildings & Grounds represents 6% of the district budget.
- District Administration: This includes the Superintendent's, Business and Human Capital offices, and represents 4% of the district budget.

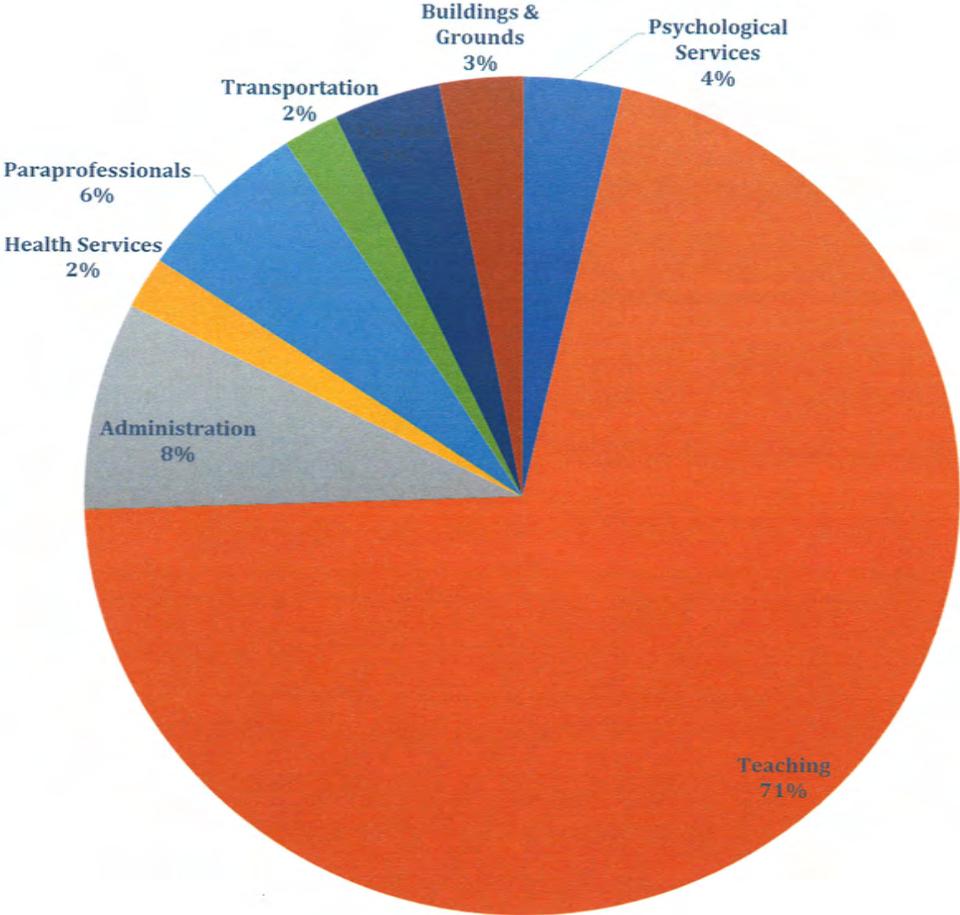


The Salem Public Schools' budget consists of 80% personnel costs. The next largest portion of the budget (only 6%) is for Student Services, made up of primarily out of district tuition. The remaining 14% is made up of: buildings and grounds costs such as utilities and supplies; transportation expenses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



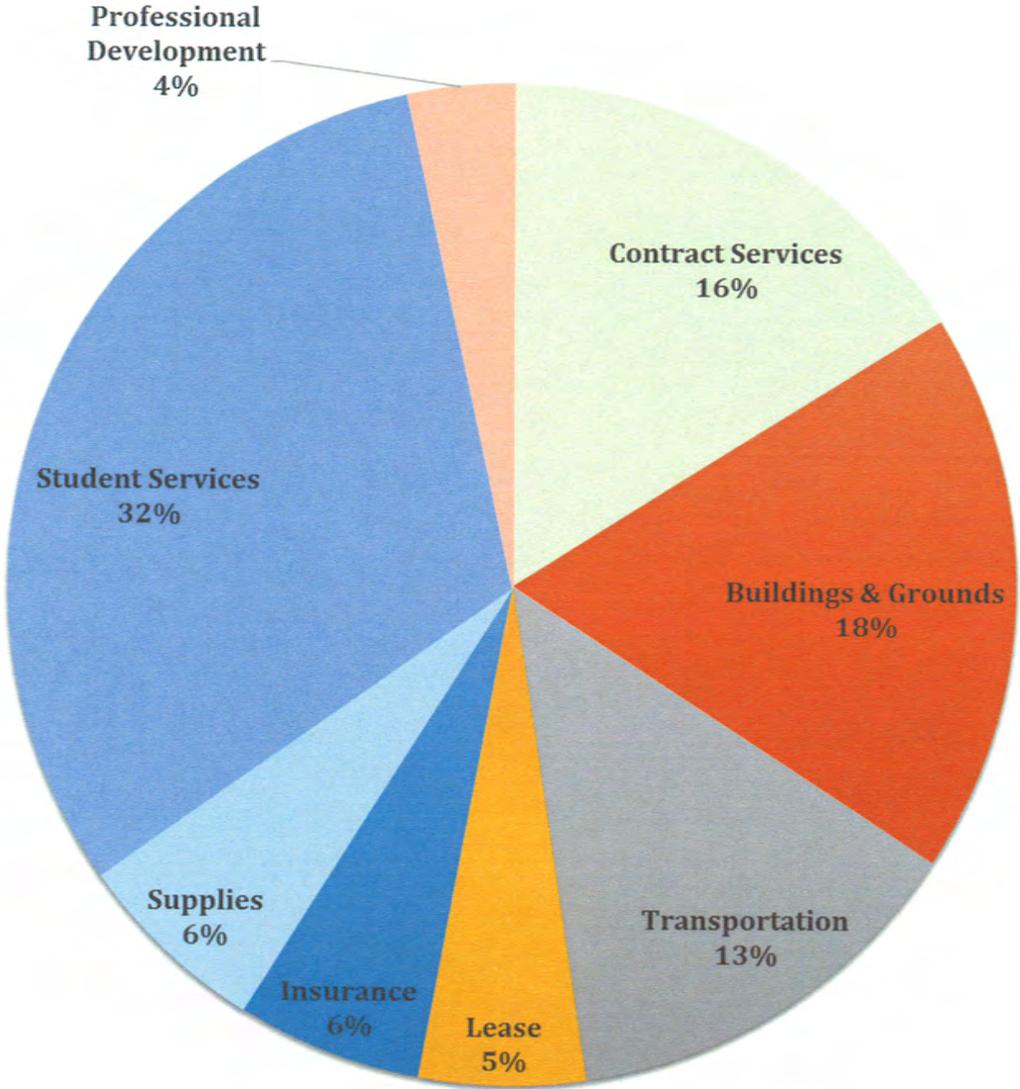
Within the 80% of the district's budget that represents personnel costs, 71%, or over \$31 million goes directly to teacher salaries.

Personnel Expense



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

Non-Personnel Expenses



Budget Overview, Fiscal Year 2018

FY17 Appropriation		
SPS Appropriation		\$55,641,847
Bentley Academy Charter School		2,904,380
Total SPS, FY17		\$58,546,227
FY18 Contractual Obligations		
<i>FY18 Personnel Contractual Increases (2.5%)</i>		
Teachers		790,074
Other Staff		395,871
<i>FY18 Contractual Step Increases</i>		
FY18 Contractual Personnel Step - Teachers		477,346
FY18 Contractual Personnel Step - Admin		30,637
<i>Tuition Reimbursement Increases</i>		
Teacher		20,000
Paraprofessionals		5,000
<i>Additional Paraprofessional Contract Obligations</i>		
Sick Leave Incentive		4,800
Longevity Increase		9,000
Paraprofessional Additional Days (1 Holiday, 2 Prof. Dev.)		45,780
Kindergarten Paraprofessionals (previously grant funded)		140,000
FY18 Estimated Expense Increases:		
Out of District Tuition Increase		192,976
Transportation Increase		14,880
Unemployment/WC Increase		58,000
Bentley Academy Charter School Increase		114,054
Bentley Academy Charter School Enrollment Adjustment (will occur in November)		(325,062)
Budget Changes		(693,319)
Total SPS, FY18		\$59,826,264
SPS Appropriation		\$56,807,831
BACS Appropriation		\$3,018,434

Overall District Budget

SUMMARY

	FY18 Proposed Total	
Personnel:	FTE	Budget
Subtotal Personnel:	764.30	\$45,778,563
Non-Personnel:		
Contract Services:		\$1,776,455
Buildings & Grounds:		\$2,003,806
Transportation:		\$1,469,680
Lease:		\$590,959
Insurance:		\$659,539
Supplies:		\$686,649
Student Services:		\$3,469,242
Professional Development:		\$372,938
Subtotal Non-Personnel:		\$11,029,268
Total School Budget:		\$56,807,831

PERSONNEL DETAIL

FY18 Personnel Budget Detail		
Personnel:	FY18 Proposed Total	
	FTE	Budget
ADMINISTRATIVE	33.15	\$3,509,009
ELEMENTARY TEACHING	178.80	12,342,808
HIGH SCHOOL TEACHING	128.45	8,833,267
MIDDLE SCHOOL TEACHING	58.50	3,894,169
EARLY CHILDHOOD TEACHING	5.00	363,289
HEALTH SERVICES	12.50	888,649
DIST WIDE TEACHING	84.60	5,720,139
PSYCHOLOGICAL SERVICES	22.00	1,602,641
PARAPROFESSIONALS	132.70	2,843,211
SUPERVISOR	2.00	98,656
TRANSPORTATION	31.00	675,227
CROSSING GUARDS	11.60	133,971
CLERICAL	36.50	1,745,414
CUSTODIAL	24.50	1,199,194
MAINTENANCE	3.00	162,617
TUTORS	-	229,831
SUBSTITUTE TEACHERS	-	310,000
LONG-TERM SUBS	-	258,068
SUBSTITUTE NURSING	-	12,000
OVERTIME	-	73,500
STIPENDS	-	674,902
ATHLETICS OFFICIALS/STIPENDS	-	208,000
Subtotal Personnel:	764.30	\$45,778,563

NON-PERSONNEL DETAIL

FY18 Non-Personnel Budget Detail	
Non-Personnel:	
Contract Services:	\$1,776,455
SCHOOL COMM.	18,000
MEDICAL CONTRACTUAL	271,000
LEGAL SERVICES	48,000
ADVERTISING	14,000
CONTRACTED SERVICES	1,425,455
Buildings & Grounds:	\$2,003,806
GROUND MAINTENANCE	64,000
UTILITY SERV REP & MAINT	250,000
BUILDING/EQUIP MAINT	5,000
ELECTRICITY	684,111
NATURAL GAS	549,189
OIL HEAT	12,150
BUILDING MAINTENANCE	200,545
TELEPHONE	65,000
SECURITY	14,500
BLDG REP/MAINT SUPPLIES	56,250
CUSTODIAL SUPPLIES	83,061
GROUNDSKEEPING SUPPLIES	20,000
Transportation:	\$1,469,680
VEHICLE REPAIR & MAINT	60,000
SPECIAL EDUCATION TRANSPORTATION	700,000
PUPIL TRANSPORTATION	509,680
HOMELESS TRANSPORTATION	200,000
Lease:	\$590,959
RENTAL & LEASE	372,358
PHOTOCOPY MACHINE LEASE	218,601
Insurance:	\$659,539
INSURANCE PREMIUMS	638,000
INSURANCE-ATHLETIC	21,539
Supplies:	\$686,649
POSTAGE	30,900
PRINTING & BINDING	20,260
OFFICE SUPPLIES	86,703
IN STATE TRAVEL/MEETINGS	7,379
MED & SURGICAL SUPPLIES	9,000
SUPPLIES	20,000
ATHLETIC EQUIPMENT	78,500
TEXTBOOKS	39,113
BOOKS-LIBRARY	18,387
INSTRUCTIONAL SUPPLIES	250,924
COMPUTER SOFTWARE	5,000
DUES AND SUB	23,693
EQUIPMENT	56,290
OTHER EXPENSES	40,500
Student Services:	\$3,469,242
INSTRUCT/EDUC TEST	30,000
EDUCATION EVALUATION	30,000
OUT OF DISTRICT TUITION	3,409,242
Professional Development:	\$372,938
EDUCATIONAL TRAINING	307,938
TUITION REIMBURSEMENT	65,000
Subtotal Non-Personnel:	\$11,029,268
Total School Budget:	\$56,807,831

District Wide Supports

- **Student Support** includes the Parent Information Center, ELL, Teaching & Learning and Pupil Personnel Services.
- **Transportation**
- **Maintenance, buildings and grounds (Facilities)**
- **District Administration:** This includes the Superintendent's, Business, and Human Capital offices.



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

Many of the resources associated with Pupil Personnel Services (PPS), Teaching & Learning and ELL are tied to student need and shift as populations move from school to school.

District Wide Teaching & Learning FY18 Budget Highlights:

Teaching & Learning builds capacity for expert instruction in every classroom and works directly with individual students to help them be successful. In Fiscal Year 2018, the Teaching & Learning department will be working to improve, refine and strengthen practices throughout all curriculum areas through continued implementation of curriculum and assessment supports. In the FY18 budget, funds have been allocated to allow schools to create personalized learning support programs, such as assessment camps, tutoring programs and online blended learning programs. Additionally, a Digital Learning Specialist position will be created in order to assist in ensuring the implementation and utilization of technology resources in the classrooms. This position will be funded in part by the Community Benefit Agreement with Footprint Power.

Teaching & Learning staff include coaches and specialists who are deployed throughout the district as dictated by student need.

Goal	Initiative	FTE Change + / (-)	Resource Change + / (-)
Invest in infrastructure functions that will support and enhance academic work done in our schools	Create personalized learning support models at all schools		\$100,000
	Add Digital Learning Specialist, funding in part by the Community Benefit Agreement with Footprint Power	.5	\$50,000
Total Operating Budget Impact:		.5	\$150,000

District Wide Pupil Personnel Services FY18 Budget Highlights:

The Pupil Personnel Services Department (PPS) manages all special education and student support staff throughout the district. The majority of the services support students on Individualized Education Programs. However, PPS also supports all students through School Adjustment Counselors, Behavior Specialists and Health Services.

In FY18, PPS will take the lead on the implementation of the City Connects model in grades K through 8. This innovative program will provide pro-active wrap around supports for all students in the district. The department will also continue to improve the alignment of high school specialty and alternative learning programs, and the vertical alignment of special education programs from preschool to graduation.

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

Goal	Initiative	FTE Change + / (-)	Resource Change + / (-)
Increase alignment between allocation of resources to enrollment trends and school goals	Reduce five paraprofessional positions	(5)	(\$107,115)
	Reduce .6 Occupational Therapist	(.6)	(\$43,000)
Invest in initiatives that are proven to be effective in raising student achievement & prioritize support of students with the highest need in the district	Add City Connects Supervisor	1	\$85,000
Total Operating Budget Impact:		(4.6)	(\$65,115)

English Language Learning FY18 Budget Highlights:

The Salem Public Schools consist of a diverse student population in which more than 37 languages are represented. The English Language Learning (ELL) Department provides English as a Second Language (ESL) instruction in order to ensure that ELL students learn the academic English they need to be successful in school and beyond. ESL teachers also collaborate with classroom teachers so that English learners at all levels of proficiency have access to challenging grade-level content.

Because the demographics of our schools change annually, ESL teachers are deployed to the schools where they are most needed, based on the number and proficiency levels of ELL students in each school. Over the past two years, the ESL teaching capacity in Salem Public Schools (SPS) has increased, so that more appropriate levels of ESL support (as defined by the Massachusetts Department of Elementary and Secondary Education) are available at all district schools. Salem Public Schools also continues to invest in high quality ESL instructional materials and coaching, to create equitable learning opportunities for ELL students.

Changes to the budget for English Language Learning (ELL) are shown throughout the school budgets. In Fiscal Year 2018, the ELL staff will be focusing on improving instruction through developing thematic units aligned with the WIDA standards, sharing best practices for instructional supports, and supporting teachers through coaching. In addition, improving the use of student level data will allow the staff to continue to develop differentiated support. The work to deepen connections with families through improving interpreter and translation resources, and promoting family events will be improved through ensuring staff have the cultural proficiency needed to engage all families.

Family & Community Engagement and Partnership Support FY18 Budget Highlights:

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

In FY18, the district will continue to build systems and programs to leverage community partnerships and engage families in meaningful, culturally responsive and welcoming ways to meet the holistic needs of all students.

Parent Information Center FY18 Budget Highlights:

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

District Administration FY18 Budget Highlights:

District Administration includes the Superintendent’s, Business, and the Human Capital offices. In Fiscal Year 2018, these departments will continue to work to improve the critical infrastructure that supports schools in the district. Budget highlights represent the district’s focus on recruiting high quality, diverse staff through marketing and recruitment materials and programs. A new, updated website will ensure families and the community-at-large will have easy access to up to date district information.

Goal	Initiative	FTE Change + / (-)	Resource Change + / (-)
Invest in infrastructure functions that will support and enhance the academic work done in our schools	Increase funding for marketing/collateral materials for Human Capital (recruiting) and schools		\$6,000
	Support recruitment of high quality teachers		\$5,000
	Redesign website to enhance family and community communication and engagement		\$25,000
Total Operating Budget Impact:			\$36,000

District Wide Supports Budget - Personnel

Org	Obj	Description	FY 2018 FTE	FY 2018 Budget
District Wide Personnel				
Parent Information Center				
13031420	5160	CLERICAL	2.50	\$126,177.71
Health Services				
13490120	5111	SALARIES	3.00	239,229.21
13490140	5111	SALARIES	9.50	649,420.06
13490140	5180	SUBSTITUTES	-	12,000.00
District Wide Teaching				
13570140	5100	SUBSTITUTE TEACHERS	-	210,000.00
13570140	5101	LONG-TERM SUBS	-	258,068.00
13570140	5125	DIST WIDE TEACHING	14.10	1,096,616.65
13990160	5150	STIPENDS	-	173,910.00
Special Education				
13640160	5100	SUBSTITUTE TEACHERS	-	100,000.00
13640160	5150	STIPENDS	-	286,395.00
13640160	5114	TUTORS	-	41,640.00
13640160	5117	ADMINISTRATIVE	2.00	264,634.50
13640160	5125	DIST WIDE TEACHING	24.20	1,872,566.80
13640160	5160	CLERICAL	2.00	96,842.21
English Language Learners				
13700120	5125	DIST WIDE TEACHING-ELL	3.00	236,097.52
13700130	5114	TUTORS-ELL	-	81,795.00
Buildings and Grounds				
13530120	5117	ADMINISTRATIVE	1.00	123,656.00
13530120	5131	OVERTIME	-	59,000.00
13530120	5150	STIPENDS	-	29,000.00
13530120	5160	CLERICAL	1.00	52,280.50
13530120	5162	CUSTODIAL	24.50	1,194,194.42
13530120	5166	MAINTENANCE	3.00	162,616.99
13530140	5162	CUSTODIAL	-	5,000.00
Transportation				
13570150	5112	TRANSPORTATION	3.00	72,026.96
13640180	5112	TRANSPORTATION-Specialized	28.00	577,600.01
13640180	5160	CLERICAL	1.00	45,161.62
13640180	5165	SUPERVISOR	2.00	98,656.25
13570150	5131	OVERTIME	-	2,000.00
Crossing Guards				
13120120	5113	SALARIES-Crossing Guards	11.60	133,970.78
Total Personnel			135.40	\$8,300,556.18

District Wide Supports Budget – Non-Personnel

Org	Obj	Description	FY 2018 FTE	FY 2018 Budget
District Wide, Non Personnel:				
Parent Information Center				
13031421	5421	OFFICE SUPPLIES	-	\$1,000.00
Health Services				
13490141	5320	CONTRACTED SERVICES	-	23,500.00
13490141	5421	OFFICE SUPPLIES	-	750.00
13490141	5501	MED & SURGICAL SUPPLIES	-	9,000.00
13490141	5514	INSTRUCTIONAL SUPPLIES	-	1,879.00
District Wide Teaching				
13990161	5317	EDUCATIONAL TRAINING	-	267,938.00
13990161	5324	TUITION REIMBURSEMENT	-	65,000.00
13590120	5320	CONTRACTED SERVICES-OST	-	220,000.00
13570141	5320	CONTRACTED SERVICES	-	148,542.00
13570141	5333	TRANSPORTATION	-	12,000.00
13570141	5508	SUPPLIES-Music	-	20,000.00
13570141	5511	TEXTBOOKS	-	1,150.00
13570141	5514	INSTRUCTIONAL SUPPLIES	-	27,554.00
13570141	5730	DUES AND SUB	-	8,625.00
Special Education				
13640161	5302	MEDICAL CONTRACTUAL	-	271,000.00
13640161	5313	EDUCATION EVALUATION	-	30,000.00
13640161	5317	EDUCATIONAL TRAINING	-	40,000.00
13640161	5320	CONTRACTED SERVICES	-	443,575.00
13640161	5324	OUT OF DISTRICT TUITION	-	3,409,241.85
13640161	5421	OFFICE SUPPLIES	-	6,150.00
13640161	5514	INSTRUCTIONAL SUPPLIES	-	45,250.00
13640161	5519	COMPUTER SOFTWARE	-	5,000.00
13640161	5780	OTHER EXPENSES	-	900.00
13640161	5860	EQUIPMENT	-	16,575.00
English Language Learners				
13702030	5320	CONTRACTED SERVICES-ELL	-	25,139.00
13701331	5320	TRANSLATION-ELL	-	121,841.28
Buildings and Grounds				
13530121	5211	ELECTRICITY	-	684,111.14
13530121	5215	NATURAL GAS	-	549,189.00
13530121	5216	OIL HEAT	-	12,150.00
13530121	5241	BUILDING MAINTENANCE	-	200,545.00
13530121	5249	GROUND MAINTENANCE	-	64,000.00
13530121	5251	UTILITY SERV REP & MAINT	-	250,000.00
13530121	5255	BUILDING/EQUIP MAINT	-	5,000.00
13530121	5270	RENTAL & LEASE	-	8,201.00
13530121	5341	TELEPHONE	-	65,000.00
13530121	5394	SECURITY	-	10,500.00
13530121	5421	OFFICE SUPPLIES	-	750.00
13530121	5431	BLDG REP/MAINT SUPPLIES	-	56,250.00
13530121	5451	CUSTODIAL SUPPLIES	-	83,061.00
13530121	5461	GROUNDSKEEPING SUPPLIES	-	20,000.00
13530121	5780	OTHER EXPENSES	-	30,000.00
13530121	5860	EQUIPMENT	-	9,187.00
Transportation				
13640181	5332	TRANSPORTATION-PPS	-	700,000.00
13640181	5334	TRANSPORTATION	-	200,000.00
13640181	5244	VEHICLE REPAIR AND M	-	60,000.00
13570151	5333	PUPIL TRANSPORTATION	-	480,880.00
Crossing Guards				
13120121	5421	OFFICE SUPPLIES -Crossing Guards	-	750.00
District Wide				
13570141	5710	IN STATE TRAVEL/MEETINGS	-	6,540.00
Total Non-Personnel			-	\$8,717,724.27
Total District Wide			135.40	\$17,018,280.45

District Administration Budget

District Administration				
Org	Obj	Description	FY 2018 FTE	FY 2018 Budget
<i>District Administration Personnel</i>				
13032020	5160	CLERICAL	0.50	\$20,254.00
13032040	5117	ADMINISTRATIVE	3.00	361,280.73
13032040	5160	CLERICAL	1.00	71,757.24
13032060	5117	ADMINISTRATIVE	1.00	163,897.50
13032060	5160	CLERICAL	1.00	55,995.91
13252010	5117	ADMINISTRATIVE	2.00	191,654.50
13252010	5131	OVERTIME	-	5,000.00
13252010	5160	CLERICAL	6.00	336,469.24
13482020	5150	STIPENDS	-	5,000.00
13482020	5160	CLERICAL	2.50	168,100.00
Total Personnel			17.00	\$1,379,409.12
<i>District Administration Non-Personnel</i>				
13032021	5320	CONTRACTED SERVICES	-	4,750.00
13032021	5421	OFFICE SUPPLIES	-	675.00
13032041	5421	OFFICE SUPPLIES	-	938.00
13032041	5320	CONTRACTED SERVICES	-	100,000.00
13032061	5421	OFFICE SUPPLIES	-	3,638.00
13032061	5712	SCHOOL COMM.	-	18,000.00
13252011	5421	OFFICE SUPPLIES	-	5,313.00
13252030	5277	PHOTOCOPY MACHINE LEASE	-	214,866.00
13252030	5303	LEGAL SERVICES	-	48,000.00
13252030	5320	CONTRACTED SERVICES	-	30,000.00
13252030	5342	POSTAGE	-	30,900.00
13252030	5381	PRINTING AND BINDING	-	6,750.00
13252030	5421	OFFICE SUPPLIES	-	8,250.00
13392020	5740	INSURANCE PREMIUMS	-	638,000.00
13482021	5306	ADVERTISING	-	14,000.00
13482021	5421	OFFICE SUPPLIES	-	750.00
Total Non-Personnel			-	\$1,124,830.00
Total District Administration			17.00	\$2,504,239.12

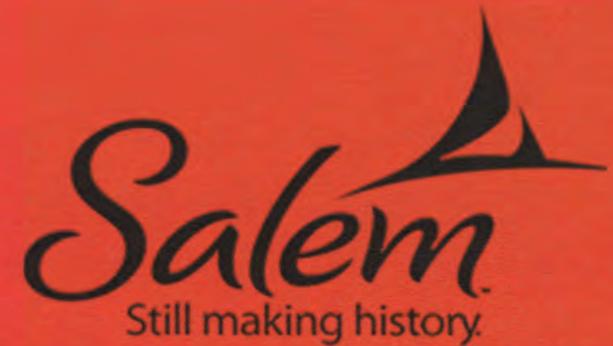
Early Childhood Center

PRE-SCHOOL

DIRECTOR: NANCY CHAREST

PROJECTED FY18 ENROLLMENT: 95

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



The Salem Early Childhood Education Center (ECC) program is designed to serve up to 120 Salem children with and without disabilities. Students progress at their own pace, and achieve success on an individual level. Creativity, natural curiosity, and cultural awareness are emphasized throughout the curriculum. Research suggests that combining children with special needs with age appropriate, typically developing peers has important positive implications for both groups of children. All students learn acceptance and sensitivity as well as positive social interactions and play behavior. Students learn to work and play together in a school community that reflects the real world and supports the efforts of IDEA 2004.

The Early Childhood Center is also supported financially by grants and parent fees.

FY18 Budget Highlights:

Enrollment changes will allow the reduction of one teacher in the Early Childhood Center.

Goal	Initiative	FTE Change +/-	Resource Change +/-
Increase alignment between allocation of resources to enrollment trends and school goals	Reduce one Special Education Teacher Early Childhood Center	(1)	(\$72,000)
Total Operating Budget Impact:		(1)	(\$72,000)

Early Childhood Center Budget:

Org	Obj	Description	FY 2018 FTE	FY 2018 Budget
<i>Early Childhood Personnel</i>				
13571120	5160	CLERICAL	1.00	\$33,303.13
13641120	5117	ADMINISTRATIVE	0.50	43,169.50
13641120	5103	EARLY CHILDHOOD TEACHING	5.00	363,289.21
13641120	5125	DIST WIDE TEACHING-PPS	6.00	294,760.46
13641120	5163	PARAPROFESSIONALS-PPS	11.00	239,269.91
Total Personnel			23.50	\$973,792.21
<i>Early Childhood Non-Personnel</i>				
13641121	5320	CONTRACTED SERVICES	-	563.00
13641121	5381	PRINTING AND BINDING	-	375.00
13641121	5421	OFFICE SUPPLIES	-	1,500.00
13641121	5514	INSTRUCTIONAL SUPPLIES	-	1,438.00
13641121	5860	EQUIPMENT	-	1,500.00
Total Non-Personnel			-	\$5,376.00
Total Early Childhood			23.50	\$979,168.21

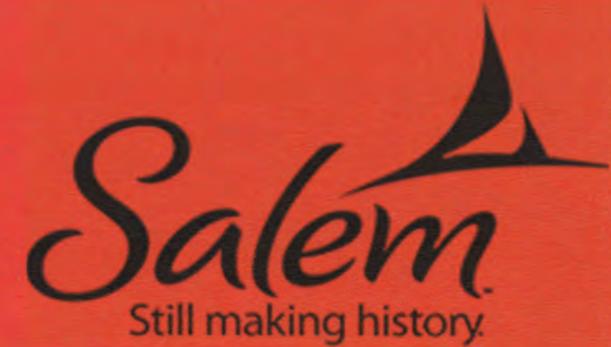
Bates Elementary School

K-5 ELEMENTARY SCHOOL

PRINCIPAL: THOMAS MILASCHEWSKI

PROJECTED FY18 ENROLLMENT: 330

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



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

FY18 Budget Highlights:

The Bates School has a strong, cohesive team of teachers and leaders and will work to leverage their existing resources to continue to the positive trajectory of academic success for all students. Key areas of focus in fiscal year 2018 will be to improve data cycles that include regular use of student level data to inform instruction and meet the needs of all learners and to work to develop structures and practices that increase the involvement of teachers in decision-making.

Goal	Initiative	FTE Change +/-	Resource Change +/-
Invest in initiatives that are proven to be effective in raising student achievement	Shift School Adjustment Counselor to City Connects Coordinator		Budget Neutral
Total Operating Budget Impact:			Budget Neutral

Bates Elementary School Budget

Org	Obj	Description	FY 2018 FTE	FY 2018 Budget
<i>Bates Personnel</i>				
13570220	5102	ELEMENTARY TEACHING	20.00	\$1,345,662.77
13570220	5117	ADMINISTRATIVE	2.00	201,447.00
13570220	5150	STIPENDS	-	21,641.00
13570220	5163	PARAPROFESSIONALS	1.50	30,843.95
13570240	5160	CLERICAL	1.00	36,403.66
13460210	5163	PARAPROFESSIONALS-Library	0.50	10,744.95
13570220	5125	DIST WIDE TEACHING	1.00	75,352.19
13640220	5102	ELEMENTARY TEACHING-PPS	2.00	143,611.15
13640220	5163	PARAPROFESSIONALS-PPS	9.50	213,865.15
13640220	5125	DIST WIDE TEACHING-PPS	3.00	139,111.61
13640220	5126	PSYCHOLOGICAL SERVICES	3.00	227,141.41
13700220	5114	TUTORS-ELL	-	20,448.75
13700220	5102	ELEMENTARY TEACHING-ELL	1.00	74,215.46
Total Personnel			44.50	\$2,540,489.06
<i>Bates Non-Personnel</i>				
13570221	5421	OFFICE SUPPLIES	-	2,329.00
13570221	5511	TEXTBOOKS	-	3,320.00
13570221	5514	INSTRUCTIONAL SUPPLIES	-	9,386.00
Total Non-Personnel			-	\$15,035.00
Total Bates			44.50	\$2,555,524.06

ELL, PPS and District Wide Teaching supports are driven by student need and are considered estimates.

Carlton Innovation School

K-5 ELEMENTARY SCHOOL

PRINCIPAL: BETHANN JELLISON

PROJECTED FY18 ENROLLMENT: 270

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



The Carlton Innovation School continues to excel with the implementation of its innovation model and has received both state and national recognition for its work. Throughout the 2017-18 school year, the Carlton will focus on improving the use of formal and informal assessments to develop strategies that will give students ownership of their learning. Operational improvements in the school will allow for smoother transitions and more instructional time throughout the day.

FY18 Budget Highlights:

While maintaining low class sizes, and level staffing in most areas, the Carlton is restructuring its administration to increase student supports in reading and literacy. Operational improvements in the school will allow for smoother transitions and more instructional time throughout the day. The addition of a Flex Teacher will support the transition of a larger class of fifth graders.

Goal	Initiative	FTE Change + / (-)	Resource Change + / (-)
Increase alignment between allocation of resources to enrollment trends and school goals	Fund Farm School Field Trip for Fifth Grade		\$2,400
	Add Flex Teacher	1	\$70,000
Invest in infrastructure functions that will support and enhance academic work done in our schools	Add School Aide to assist with transitions to and from lunch	.2	\$4,000
	Reduce .75 Assistant Principal	(.75)	(\$75,000)
	Add .4 Operational Leader	.4	\$45,000
Invest in initiatives that are proven to be effective in raising student achievement	Add .6 Reading Teacher	.6	\$42,000
	Add .5 School Adjustment Counselor	.5	\$36,000
	Shift School Adjustment Counselor to City Connects Coordinator	Budget Neutral	
Total Operating Budget Impact:		1.95	\$124,400

Carlton Innovation School Budget

Org	Obj	Description	FY 2018 FTE	FY 2018 Budget
<i>Carlton Personnel</i>				
13570420	5102	ELEMENTARY TEACHING	19.60	\$1,244,141.85
13570420	5117	ADMINISTRATIVE	1.40	136,281.80
13570420	5163	PARAPROFESSIONALS	1.20	27,818.15
13570440	5160	CLERICAL	1.00	36,393.93
13640420	5102	ELEMENTARY TEACHING-PPS	5.00	318,305.61
13640420	5163	PARAPROFESSIONALS-PPS	6.00	123,906.27
13640420	5125	DIST WIDE TEACHING-PPS	2.00	110,493.61
13640420	5126	PSYCHOLOGICAL SERVICES	1.50	100,126.84
13700420	5102	ELEMENTARY TEACHING-ELL	1.00	61,444.48
13990410	5150	STIPENDS	-	15,000.00
Total Personnel			38.70	\$2,192,912.54
<i>Carlton Non-Personnel</i>				
13570421	5320	CONTRACTED SERVICES	-	2,380.00
13570421	5421	OFFICE SUPPLIES	-	3,000.00
13570421	5511	TEXTBOOKS	-	3,750.00
13570421	5512	BOOKS-LIBRARY	-	375.00
13570421	5514	INSTRUCTIONAL SUPPLIES	-	8,853.00
Total Non-Personnel			-	\$18,358.00
Total Carlton			38.70	\$2,211,270.54

ELL, PPS and District Wide Teaching supports are driven by student need and are considered estimates.

Horace Mann Laboratory School

K-5 ELEMENTARY SCHOOL

PRINCIPAL: DR. CHAD LEITH

PROJECTED FY18 ENROLLMENT: 293

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



The Horace Mann Laboratory School benefits from a unique and long-standing relationship with Salem State University. Faculty at both schools collaborate regularly to design innovative and enriching learning experiences, while maintaining a true sense of community within the school. English Language Learners and students with Individualized Education Program are fully integrated into the classrooms through individualized supports.

FY18 Budget Highlights:

In FY18, the Horace Mann Laboratory School will increase support for all learners by increasing support in math and for English Language Learners. The school's partnership with Salem State University will be strengthened by the addition of a student fellowship, adding high quality instructional support within the classrooms. By continuing to support a previously grant funded part time Technology Specialist, the school will ensure teachers have support in leveraging technology resources in high quality instruction. Additional support for English Language Learners and students with disabilities will ensure the school can continue to meet the needs of all learners.

Goal	Initiative	FTE Change + / (-)	Resource Change + / (-)
Invest in initiatives that are proven to be effective in raising student achievement & prioritize the support of students with the highest needs	Add Special Education Teacher (shared with the Saltonstall Elementary School)	.5	\$36,000
	Add ESL Teacher (shared with the Saltonstall Elementary School)	.5	\$36,000
	Shift School Adjustment Counselor to City Connects Coordinator	Budget Neutral	
	Add .5 School Adjustment Counselor	.5	\$36,000
Increase alignment between allocation of resources to enrollment trends and school goals	Add Technology Specialist (previously grant funded)	.2	\$3,300
	Support Salem State University Student Fellowship		\$5,000
	Reduce one teaching position	(1)	(\$72,000)
Total Operating Budget Impact:		.7	\$44,300

Horace Mann Elementary School Budget:

Org	Obj	Description	FY 2018 FTE	FY 2018 Budget
<i>Horace Mann Personnel</i>				
13460610	5163	PARAPROFESSIONALS-Library	0.50	\$10,386.97
13570620	5102	ELEMENTARY TEACHING	18.60	1,303,885.11
13570620	5117	ADMINISTRATIVE	1.00	87,484.00
13570620	5150	STIPENDS	-	11,700.00
13570620	5163	PARAPROFESSIONALS	3.00	60,669.23
13570640	5160	CLERICAL	1.00	33,544.88
13570640	5125	DIST WIDE TEACHING	1.00	76,145.20
13640620	5102	ELEMENTARY TEACHING-PPS	2.50	218,832.61
13640620	5163	PARAPROFESSIONALS-PPS	5.00	107,312.80
13640620	5125	DIST WIDE TEACHING-PPS	2.00	107,886.01
13640620	5126	PSYCHOLOGICAL SERVICES	1.50	102,960.25
13700620	5114	TUTORS-ELL	-	18,364.00
13700620	5102	ELEMENTARY TEACHING-ELL	3.30	232,904.44
Total Personnel			39.40	\$2,372,075.49
<i>Horace Mann Non-Personnel</i>				
13570621	5320	CONTRACTED SERVICES	-	5,000.00
13570621	5421	OFFICE SUPPLIES	-	4,372.00
13570621	5511	TEXTBOOKS	-	5,304.00
13570621	5512	BOOKS-LIBRARY	-	1,941.00
13570621	5514	INSTRUCTIONAL SUPPLIES	-	8,460.00
Total Non-Personnel			-	\$25,077.00
Total Horace Mann			39.40	\$2,397,152.49

ELL, PPS and District Wide Teaching supports are driven by student need and are considered estimates.

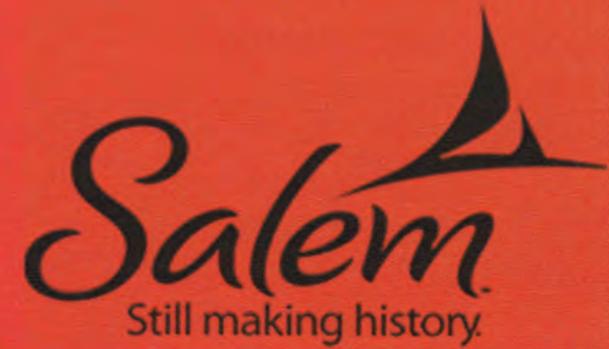
Witchcraft Heights Elementary School

K-5 ELEMENTARY SCHOOL

PRINCIPAL: DR. MARK HIGGINS

PROJECTED FY18 ENROLLMENT: 463

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



Witchcraft Heights Elementary School emphasizes the importance of a strong school community and supporting all students as they reach high levels of academic achievement.

FY18 Budget Highlights:

In FY18, Witchcraft Heights Elementary School will continue to support all students, providing engaging learning opportunities and infusing joy into the school day. Students will be further supported by the addition of a School Adjustment Counselor who will support the City Connects program and provide access to social, emotional and wrap around services.

Goal	Initiative	FTE Change +/-	Resource Change +/-
Increase alignment between allocation of resources to enrollment trends and school goals	Increase non-personnel expense allocation to allow for school-based investment in resources		\$5,000
Invest in initiatives that are proven to be effective in raising student achievement	Add School Adjustment Counselor to support City Connects Coordinator	1	\$72,000
Total Operating Budget Impact:		1	\$77,000

Witchcraft Heights Elementary School Budget

Org	Obj	Description	FY 2018 FTE	FY 2018 Budget
<i>Witchcraft Personnel</i>				
13460810	5163	PARAPROFESSIONALS-Library	0.50	\$10,744.95
13570820	5102	ELEMENTARY TEACHING	30.00	2,038,618.42
13570820	5117	ADMINISTRATIVE	2.00	208,289.00
13570820	5150	STIPENDS	-	2,500.00
13570820	5163	PARAPROFESSIONALS	2.00	41,509.67
13570840	5160	CLERICAL	1.00	34,289.46
13570820	5125	DIST WIDE TEACHING	2.80	217,220.29
13640820	5102	ELEMENTARY TEACHING-PPS	10.00	634,813.73
13640820	5163	PARAPROFESSIONALS-PPS	19.00	407,505.50
13640820	5125	DIST WIDE TEACHING-PPS	3.00	182,359.12
13640820	5126	PSYCHOLOGICAL SERVICES	2.00	150,367.65
13700820	5102	ELEMENTARY TEACHING-ELL	2.00	126,234.21
Total Personnel			74.30	\$4,054,452.00
<i>Witchcraft Non-Personnel</i>				
13570821	5320	CONTRACTED SERVICES	-	5,000.00
13570821	5421	OFFICE SUPPLIES	-	1,323.00
13570821	5511	TEXTBOOKS	-	1,305.00
13570821	5514	INSTRUCTIONAL SUPPLIES	-	15,300.00
Total Non-Personnel			-	\$22,928.00
Total Witchcraft			74.30	\$4,077,380.00

ELL, PPS and District Wide Teaching supports are driven by student need and are considered estimates.

Nathaniel Bowditch Elementary School

K-8 ELEMENTARY SCHOOL

INTERIM PRINCIPAL: REBECCA WESTLAKE

PROJECTED FY18 ENROLLMENT: 385

PROGRAMS: The Nathaniel Bowditch Elementary School has an extended school day, allowing students to access innovative programs through community partnerships.



The Nathaniel Bowditch Elementary School has an extended school day, funded by the 21st Century Learning Communities grant. This program allows students to go to the Salem YMCA for enrichment programs during the school day.

FY18 Budget Highlights:

In FY18, the Nathaniel Bowditch Elementary School will focus on strengthening the school community and model. By engaging a staff training and support planning partner, and leveraging the goals of the strategic plan, the school will lay a plan for future growth and improvement. The budget for FY18 will align resources to enrollment at the school, allowing for streamlined systems to support community building.

Goal	Initiative	FTE Change +/-	Resource Change +/-
Increase alignment between allocation of resources to enrollment trends and school goals	Reduce instructional supplies allocation		(\$20,000)
	Reduce six teachers: <ul style="list-style-type: none"> • One Kindergarten Teacher • One First Grade Teacher • One Fourth Grade Teacher • One Fifth Grade Teacher • One Middle School Teacher • One Spanish Teacher 	(6)	(\$370,000)
	Reduce one .5 paraprofessional	(.5)	(\$10,000)
	Reduce two ESL Teachers (one shift to other schools, one unfilled)	(2)	(\$144,000)
Invest in initiatives that are proven to be effective in raising student achievement & prioritize the support of students with the highest needs	Shift School Adjustment Counselor to City Connects Coordinator	Budget Neutral	
	Invest in staff training and support partner		\$75,000
Invest in infrastructure functions that will support and enhance academic work done in our schools	Add Bilingual School Secretary (year round)	1	\$45,000
	Increase Family Engagement Specialist hours		\$7,000
	Align teacher schedules to the schedule of the school		\$50,000
Total Operating Budget Impact:		(7.5)	(\$367,000)

Nathaniel Bowditch Elementary School

Org	Obj	Description	FY 2018 FTE	FY 2018 Budget
<i>Bowditch Personnel</i>				
13460510	5163	PARAPROFESSIONALS-Library	0.50	\$10,644.95
13570520	5102	ELEMENTARY TEACHING	28.00	1,899,238.64
13570520	5117	ADMINISTRATIVE	3.00	306,812.65
13570520	5150	STIPENDS	-	30,000.00
13570520	5163	PARAPROFESSIONALS	1.00	20,049.12
13570540	5160	CLERICAL	3.00	126,972.78
13640520	5102	ELEMENTARY TEACHING-PPS	4.00	306,447.21
13640520	5163	PARAPROFESSIONALS-PPS	8.00	168,795.29
13640520	5125	DIST WIDE TEACHING-PPS	3.00	150,315.93
13640520	5126	PSYCHOLOGICAL SERVICES	1.00	61,444.48
13700520	5125	DIST WIDE TEACHING-ELL	7.00	430,690.72
Total Personnel			58.50	\$3,511,411.76
<i>Bowditch Non-Personnel</i>				
13570521	5320	CONTRACTED SERVICES	-	186,000.00
13570521	5421	OFFICE SUPPLIES	-	5,000.00
13570521	5511	TEXTBOOKS	-	4,029.00
13570521	5512	BOOKS-LIBRARY	-	2,500.00
13570521	5514	INSTRUCTIONAL SUPPLIES	-	34,160.52
13570521	5333	TRANSPORTATION	-	16,800.00
13570521	5860	EQUIPMENT	-	10,000.00
Total Non-Personnel			-	\$258,489.52
Total Bowditch			58.50	\$3,769,901.28

ELL, PPS and District Wide Teaching supports are driven by student need and are considered estimates.

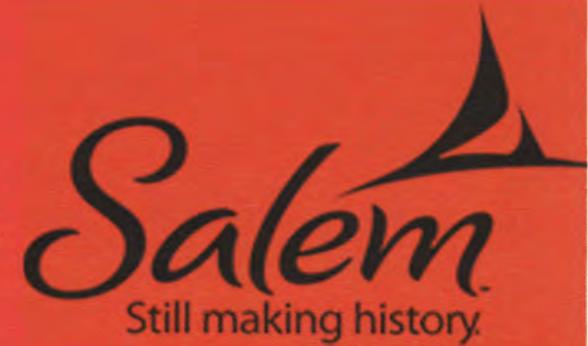
Saltonstall Elementary School

K-8 ELEMENTARY SCHOOL

PRINCIPAL: NICHOLAS GESUALDI

PROJECTED FY18 ENROLLMENT: 373

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



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

FY18 Budget Highlights:

In FY18, the Saltonstall Elementary School will increase support for all learners through additional resources for students with disabilities and English Language Learners. The school will continue to target coaching and teacher collaboration resources to ensure that the students with the most need get the support necessary to succeed. Instructional rounds and assessments will continue to strengthen instructional practice.

Goal	Initiative	FTE Change +/-	Resource Change +/-
Invest in initiatives that are proven to be effective in raising student achievement & prioritize the support of students with the highest needs	Add Special Education Teacher (shared with the Horace Mann Laboratory School)	.5	\$36,000
	Add ESL Teacher (shared with the Horace Mann Laboratory School)	.5	\$36,000
	Shift School Adjustment Counselor to City Connects Coordinator	Budget Neutral	
Total Operating Budget Impact:		1	\$72,000

Saltonstall Elementary School Budget

Org	Obj	Description	FY 2018 FTE	FY 2018 Budget
<i>Saltonstall Personnel</i>				
13460710	5163	PARAPROFESSIONALS-Library	0.50	\$10,024.56
13570720	5102	ELEMENTARY TEACHING	24.30	1,786,156.80
13570720	5117	ADMINISTRATIVE	2.00	203,216.65
13570720	5150	STIPENDS	-	10,150.00
13570720	5163	PARAPROFESSIONALS	2.00	41,281.53
13570740	5160	CLERICAL	1.00	50,759.38
13570740	5125	DIST WIDE TEACHING	1.00	78,429.93
13640720	5102	ELEMENTARY TEACHING-PPS	7.50	608,295.27
13640720	5163	PARAPROFESSIONALS-PPS	8.00	171,471.70
13640720	5125	DIST WIDE TEACHING-PPS	2.00	117,975.02
13640720	5126	PSYCHOLOGICAL SERVICES	2.00	155,501.81
13700720	5125	DIST WIDE TEACHING-ELL	2.50	179,405.76
13700720	5114	TUTORS-ELL	-	10,150.00
Total Personnel			52.80	\$3,422,818.41
<i>Saltonstall Non-Personnel</i>				
13570721	5320	CONTRACTED SERVICES	-	13,000.00
13570721	5421	OFFICE SUPPLIES	-	2,250.00
13570721	5511	TEXTBOOKS	-	3,908.00
13570721	5512	BOOKS-LIBRARY	-	687.00
13570721	5514	INSTRUCTIONAL SUPPLIES	-	11,637.00
13570721	5860	EQUIPMENT	-	3,173.00
Total Non-Personnel			-	\$34,655.00
Total Saltonstall			52.80	\$3,457,473.41

ELL, PPS and District Wide Teaching supports are driven by student need and are considered estimates.

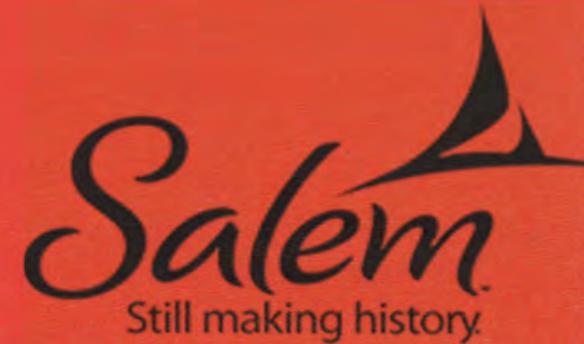
Collins Middle School

GRADES 6-8 MIDDLE SCHOOL

PRINCIPAL: GLENN BURNS

PROJECTED FY18 ENROLLMENT: 541

The Collins Middle School is the district's middle school, hosting the vast majority of students in grades 6 to 8 in the Salem Public Schools. Extended school days allow for experiential learning opportunities. Collins has specialized programs for students with Autism Spectrum Disorder, language-based learning disabilities, and cognitive and developmental disabilities.



The Collins Middle School, through grant-funded extended learning time, provides students with access to a wide range of enrichment opportunities and additional learning blocks in STEM for all grades. In addition, Collins continues to find innovative ways to enhance its focus on STEAM (Science, Technology, Engineering, Arts & Math) education through added technology and innovative learning labs.

FY18 Budget Highlights:

The Collins Middle School continues to strengthen its operational and academic systems, allowing for a streamlining of resources. As the instructional capacity of the school has improved, fewer auxiliary supports are needed. Through careful analysis of class sizes and needs, a shift will be made of a teaching position from art (maintaining the current level of instruction) to science, to take advantage of the resources the school has, such as virtual reality goggles and software, 3D printers, maker space, and a video production studio.

Goal	Initiative	FTE Change +/-	Resource Change +/-
Invest in initiatives that are proven to be effective in raising student achievement	Add Science Teacher	1	\$72,000
Increase alignment between allocation of resources to enrollment trends and school goals	Reduce one Art Teacher position	(1)	(\$72,000)
	Shift School Adjustment Counselor to elementary schools	(1)	(\$72,000)
	Shift Student Support Position to City Connects Coordinator	Budget Neutral	
	Reduce one Special Education teacher	(1)	(\$72,000)
	Two unfilled School Aide positions	(1)	(\$22,000)
	Reduce instructional supplies		(\$11,000)
	Reduce tutoring services		(\$35,000)
Total Operating Budget Impact:		(3)	(\$212,000)

Collins Middle School Budget

Org	Obj	Description	FY 2018 FTE	FY 2018 Budget
<i>Collins Personnel</i>				
13570920	5117	ADMINISTRATIVE	3.00	\$304,965.50
13570920	5130	MIDDLE SCHOOL TEACHING	42.00	2,762,853.35
13460920	5130	MIDDLE SCHOOL TEACHING-Library	0.50	40,493.17
13460920	5163	PARAPROFESSIONALS-Library	0.50	12,142.85
13570920	5150	STIPENDS	-	28,250.00
13570920	5163	PARAPROFESSIONALS	1.50	35,822.19
13570940	5160	CLERICAL	2.00	83,409.01
13450920	5116	CO-CURRIC/ATHLETIC-Athletics	-	6,000.00
13640920	5130	MIDDLE SCHOOL TEACHING-PPS	13.00	889,388.49
13640920	5163	PARAPROFESSIONALS-PPS	16.00	345,988.36
13640920	5125	DIST WIDE TEACHING-PPS	2.00	107,786.01
13640920	5126	PSYCHOLOGICAL SERVICES	3.00	231,690.73
13700920	5114	TUTORS-ELL	-	17,000.00
13700920	5130	MIDDLE SCHOOL TEACHING-ELL	3.00	201,434.40
Total Personnel			86.50	\$5,067,224.06
<i>Collins Non-Personnel</i>				
13450921	5860	EQUIPMENT-Athletics	-	5,000.00
13570921	5320	CONTRACTED SERVICES	-	1,197.00
13570921	5381	PRINTING AND BINDING	-	6,900.00
13570921	5421	OFFICE SUPPLIES	-	12,440.20
13570921	5512	BOOKS-LIBRARY	-	8,306.00
13570921	5514	INSTRUCTIONAL SUPPLIES	-	12,649.00
13570921	5710	IN STATE TRAVEL/MEETINGS	-	839.00
13570921	5730	DUES AND SUB	-	1,068.00
Total Non-Personnel			-	\$48,399.20
Total Collins			86.50	\$5,115,623.26

The Salem High School is a comprehensive high school that offers a wide range of challenging curriculum as well as a career and vocational technical educational program. The strategic plan that will be implemented beginning in FY18 will drive the redesign of the Salem High School.

FY18 Budget Highlights:

Enrollment at the high school has been steadily declining since 2011. While there are signs that enrollment may level off, resources in FY18 will be shifted from the high school to support the increasing enrollment at the elementary school level. Changes at the high school will create a stable foundation from which the strategic plan initiatives will be implemented.

Goal	Initiative	FTE Change +/-	Resource Change +/-
Increase alignment between allocation of resources to enrollment trends and school goals	Increase CTE Director to full time	.5	\$35,000
	Reduce 3.4 Teaching positions	(3.4)	(\$226,770)
	Reduce one Housemaster position	(1)	(\$100,000)
	Create Externships/Career Readiness Coordinator within Guidance Office	1	\$80,000
	Shift classroom nurse to Salem Prep & New Liberty Innovation School	(.5)	(\$27,000)
Total Operating Budget Impact:		(3.4)	(\$238,770)

Salem High School Budget

Salem High School				
Org	Obj	Description	FY 2018 FTE	FY 2018 Budget
<i>SHS Personnel</i>				
13421020	5140	HIGH SCHOOL TEACHING-CTE	4.50	\$320,962.72
13421020	5117	ADMINISTRATIVE-CTE	1.00	88,439.00
13441020	5117	ADMINISTRATIVE-Guidance	1.00	103,837.00
13441020	5131	OVERTIME-Guidance	-	5,000.00
13441020	5140	HIGH SCHOOL TEACHING-Guidance	6.00	418,677.76
13441020	5160	CLERICAL-Guidance	1.00	41,367.73
13451020	5112	TRANSPORTATION-Athletics	-	25,600.00
13451020	5113	SALARIES-Athletics	-	5,000.00
13451020	5116	CO-CURRIC/ATHLETIC-Athletics	-	162,000.00
13451020	5117	ADMINISTRATIVE-Athletics	1.00	72,044.18
13451020	5131	OVERTIME-Athletics	-	2,500.00
13451020	5160	CLERICAL-Athletics	1.00	34,737.76
13451030	5116	CO-CURRIC/ATHLETIC-Athletics	-	40,000.00
13461020	5140	HIGH SCHOOL TEACHING-Library	1.00	54,563.10
13461020	5163	PARAPROFESSIONALS-Library	0.50	12,142.85
13571020	5114	TUTORS	-	21,432.75
13571020	5140	HIGH SCHOOL TEACHING	73.15	5,143,845.60
13571020	5150	STIPENDS	-	45,856.00
13571020	5160	CLERICAL	4.00	176,467.84
13571020	5163	PARAPROFESSIONALS	3.00	76,073.73
13571060	5117	ADMINISTRATIVE	4.25	450,548.81
13641020	5140	HIGH SCHOOL TEACHING-PPS	20.00	1,307,339.29
13641020	5163	PARAPROFESSIONALS-PPS	28.00	589,143.77
13641020	5125	DIST WIDE TEACHING-PPS	4.00	219,132.30
13641020	5126	PSYCHOLOGICAL SERVICES	6.00	449,142.84
13701020	5140	HIGH SCHOOL TEACHING-ELL	11.00	717,700.39
Total Personnel			170.40	\$10,583,555.42
<i>SHS Non-Personnel</i>				
13421021	5514	INSTRUCTIONAL SUPPLIES-CTE	-	20,844.00
13441021	5307	INSTRUCT/EDUC TEST-Guidance	-	30,000.00
13441021	5381	PRINTING AND BINDING-Guidance	-	5,000.00
13451021	5246	ATHLETIC EQUIPMENT -Athletics	-	78,500.00
13451021	5270	RENTAL & LEASE-Athletics	-	13,000.00
13451021	5320	CONTRACTED SERVICES-Athletics	-	41,280.00
13451021	5394	SECURITY-Athletics	-	4,000.00
13451021	5421	OFFICE SUPPLIES -Athletics	-	3,225.00
13451021	5730	DUES AND SUB-Athletics	-	9,000.00
13451021	5742	INSURANCE-ATHLETIC-Athletics	-	21,539.00
13451031	5320	CONTRACTED SERVICES-Athletics	-	4,238.00
13451031	5514	INSTRUCTIONAL SUPPLIES-Athletics	-	1,575.00
13451031	5780	OTHER EXPENSES-Athletics	-	8,850.00
13571021	5320	CONTRACTED SERVICES	-	30,350.00
13571021	5421	OFFICE SUPPLIES	-	18,100.00
13571021	5511	TEXTBOOKS	-	16,347.00
13571021	5512	BOOKS-LIBRARY	-	4,578.00
13571021	5514	INSTRUCTIONAL SUPPLIES	-	40,434.30
13571021	5730	DUES AND SUB	-	5,000.00
13571021	5860	EQUIPMENT	-	10,855.00
Total Non-Personnel			-	\$366,715.30
Total High School			170.40	\$10,950,270.72

Salem Prep High School

GRADES 8-12 AND AGES 18-22

PRINCIPAL: SCOTT GRAY

PROJECTED FY18 ENROLLMENT: 20

Salem Prep High School, is an off-site, approved public day school, serving as an extension of the therapeutic support program housed at the Salem High School, offering more intensive interventions and supports for students.



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

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

FY18 Budget Highlights:

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

Goal	Initiative	FTE Change + / (-)	Resource Change + / (-)
Increase alignment between allocation of resources to enrollment trends and school goals	Share .5 Nurse with New Liberty High School	.25	\$13,500
Total Operating Budget Impact:		.25	\$13,500

Salem Prep High School Budget

Org	Obj	Description	FY 2018 FTE	FY 2018 Budget
<u>Salem Prep Personnel</u>				
13571320	5117	ADMINISTRATIVE	1.00	\$103,255.43
13571320	5140	HIGH SCHOOL TEACHING	6.00	435,959.28
13571320	5150	STIPENDS	-	500.00
13641320	5125	DIST WIDE TEACHING-PPS	1.00	27,793.90
13641320	5126	PSYCHOLOGICAL SERVICES	1.00	50,449.48
13571320	5163	PARAPROFESSIONALS	2.50	46,090.61
Total Personnel			11.50	\$664,048.70
<u>Salem Prep Non-Personnel</u>				
13571321	5320	CONTRACTED SERVICES	-	2,100.00
13571321	5421	OFFICE SUPPLIES	-	1,200.00
13571321	5514	INSTRUCTIONAL SUPPLIES	-	4,000.00
13571321	5780	OTHER EXPENSES	-	750.00
13571321	5270	RENTAL & LEASE	-	126,156.74
Total Non-Personnel			-	\$134,206.74
Total Salem Prep			11.50	\$798,255.44

New Liberty Innovation School

GRADES 9-12 AND AGES 18-22

PRINCIPAL: JENNIFER WINSOR

PROJECTED FY18 ENROLLMENT: 50

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



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

FY18 Budget Highlights:

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

A dedicated math teacher will be added in FY18 to ensure students are provided with the high-quality instruction they need to succeed.

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

Goal	Initiative	FTE Change +/-	Resource Change +/-
Increase alignment between allocation of resources to enrollment trends and school goals	Share .5 Nurse with Salem Prep High School	.25	\$13,500
Invest in initiatives that are proven to be effective in raising student achievement & prioritize the support of students with the highest needs	Add math Teacher	1	\$72,000
Total Operating Budget Impact:		1.25	\$85,500

New Liberty Innovation School Budget

Org	Obj	Description	FY 2018 FTE	FY 2018 Budget
<i>NLIS Personnel</i>				
13571620	5140	HIGH SCHOOL TEACHING	6.80	\$434,219.30
13571620	5150	STIPENDS	-	10,000.00
13571620	5117	ADMINISTRATIVE	1.00	94,095.00
13571620	5126	PSYCHOLOGICAL SERVICES	1.00	73,815.46
13571620	5160	CLERICAL	2.00	84,726.50
13571620	5163	PARAPROFESSIONALS	1.00	18,961.55
Total Personnel			11.80	\$715,817.82
<i>NLIS Non-Personnel</i>				
13571621	5421	OFFICE SUPPLIES	-	3,000.00
13571621	5270	RENTAL & LEASE	-	225,000.00
13571621	5277	PHOTOCOPY MACHINE LEASE	-	3,734.80
13571621	5320	CONTRACTED SERVICES	-	17,000.00
13571621	5514	INSTRUCTIONAL SUPPLIES	-	7,504.42
13571621	5381	PRINTING & BINDING	-	1,235.00
Total Non-Personnel			-	\$257,474.22
Total NLIS			11.80	\$973,292.04

Appendix A: Federal, State and Local Grants

Federal Grants:

GRANT TITLE	SOURCE	COMPETITIVE/ ENTITLEMENT	PURPOSE	FY16 AMOUNT	FY17 AMOUNT	FY17 Expenditure Types		FY18 PROJECTED	FY18 STATUS
						Personnel	Non-Personnel		
FEDERAL GRANTS									
<i>Building Aligned Curriculum</i>	Federal	Non-Competitive	Prof Development	\$ -	\$ -	n/a	n/a	\$ -	Expired
<i>Title IIA</i>	Federal	Entitlement	Prof Development	\$ 250,090	\$ 244,981	162,281	82,700	\$ 244,981	Continued
						2 (.71 FTE) Literacy Coaches	45,872		
						1 (.19 FTE) Social Studies Coach	16,000		
						1 (.12 FTE) Clerical	5,000		
						Teacher Stipends	91,281		
						MTRS	4,128		
<i>Title III</i>	Federal	Entitlement	LEP Services	\$ 67,524	\$ 85,750	46,737	39,013	\$ 85,750	Continued
						Teacher Stipends	43,258		
						1 (.02 FTE) Clerical	1,000		
						Paraprofessional Stipends	2,479		
<i>Title III Carryover</i>	Federal	Entitlement	LEP Services	\$ 44,227	\$ 35,044	14,396	20,648	\$ -	Expired
						Teacher Stipends	7,700		
						1 (.01 FTE) Clerical	500		
						Paraprofessional Stipends	6,196		
<i>Title III Supplemental</i>	Federal	Non-Competitive	LEP Services	\$ -	\$ 2,414	2,414	-	\$ -	Expired
						Teacher Stipends	2,414		
<i>SPED 94-142</i>	Federal	Entitlement	Special Ed	\$ 1,312,911	\$ 1,243,430	1,204,424	39,006	\$ 1,243,430	Continued
						5 (4 FTE) Teachers	238,729		
						Teacher/Supervisor Stipends	30,700		
						2 (2 FTE) Supervisors	175,956		
						3 (2.6 FTE) Adjustment Counselors	137,699		
						2 (2 FTE) Psychologists	133,379		
						1 (.5 FTE) Nurse	27,121		
						2 (2 FTE) Instructional Coordinators	97,957		
						7 (7 FTE) Paraprofessionals	131,346		
						2 (2 FTE) Clerical	74,551		
						MTRS	72,976		
						Fringe	84,010		
<i>SPED 94-142 STSI</i>	Federal	Entitlement	Special Ed	\$ 16,000	\$ -	n/a	n/a	\$ -	Expired
<i>SPED 94-142 YALD</i>	Federal	Entitlement	Special Ed	\$ 1,725	\$ 24,035	12,850	11,185	\$ -	Expired
						Teacher Stipends	9,840		
						Paraprofessional Stipends	3,010		
<i>Early Childhood SPED</i>	Federal	Entitlement	Special Ed	\$ 51,136	\$ 46,692	46,692	-	\$ 46,692	Continued
						1 (.5 FTE) ECC Director	42,837		
						MTRS	3,855		
<i>SPED Program Improvement</i>	Federal	Entitlement	Special Ed	\$ 27,974	\$ 26,974	-	26,974	\$ 26,974	Continued
<i>Early Childhood Mentoring</i>	Federal	Non-Competitive	Special Ed	\$ 3,034	\$ -	n/a	n/a	\$ -	Expired
<i>SPED EC Program Improvement</i>	Federal	Entitlement	Special Ed	\$ 3,000	\$ 2,250	-	2,250	\$ -	Expired
<i>Title I</i>	Federal	Entitlement	Remedial Ed	\$ 1,255,793	\$ 1,181,933	1,060,060	121,873	\$ 1,181,933	Continued
						5 (5 FTE) Reading Specialists	388,880		
						6 (5.29 FTE) Literacy & Math Coaches	367,601		
						1 (1 FTE) Director	103,497		
						1 (.12 FTE) Clerical	5,000		
						Teacher Stipends	12,539		
						MTRS	77,398		
						Fringe	105,145		
<i>McKinney-Vento</i>	Federal	Competitive	Homeless Ed	\$ -	\$ 19,980	-	19,980	\$ -	Expired

Federal Grants, continued:

GRANT TITLE	SOURCE	COMPETITIVE/ ENTITLEMENT	PURPOSE	FY16 AMOUNT	FY17 AMOUNT	FY17 Expenditure Types		FY18 PROJECTED	FY18 STATUS
						Personnel	Non-Personnel		
FEDERAL GRANTS									
<i>Title 1 School Support</i>	Federal	Allocation	School Improvement	\$ 59,842	\$ 21,302	-	21,302	\$ -	Expired
<i>Title 1 School Support</i>	Federal	Non-Competitive	School Improvement	\$ 4,166	\$ -	n/a	n/a	\$ -	Expired
<i>Inclusive Preschool</i>	Federal	Competitive	Pre-School	\$ 75,425	\$ -	n/a	n/a	\$ -	Expired
<i>Perkins</i>	Federal	Entitlement	Voc Tech Ed	\$ 61,865	\$ 60,366	14,000	46,366	\$ 60,366	Continued
				1 (.05 FTE) Metals Instructor (2nd term)		4,000			
				1 (.05 FTE) ELL Instructor (2nd term)		4,000			
				1 (.05 FTE) Clerical		2,000			
				Teacher Stipends		4,000			
<i>Fresh Fruit and Vegetables</i>	Federal	Entitlement	Food Service	\$ 80,409	\$ 70,200	18,212	51,988	\$ 70,200	Continued
<i>21st Century Community Learning</i>	Federal	Comp/Cont	Out of School Time	\$ 207,675	\$ 215,757	34,170	181,587	\$ 215,757	Continued
				4 (4 hrs/wk x 28 wks) Academic Specialists		20,160			
				1 (12 total hrs) Behavioral Specialist		540			
				Teacher Stipends		11,470			
				1 (.05 FTE) Clerical		2,000			
<i>21st Century Community Learning</i>	Federal	Competitive	Out of School Time	\$ -	\$ 104,367	38,735	65,632	\$ -	Expired
						Teacher Stipends	30,680		
						Paraprofessional Stipends	8,055		
<i>21st Century Community Learning</i>	Federal	Competitive	Expand Learning Time	\$ 281,500	\$ 281,500	185,340	96,160	\$ 281,500	Continued
				19 (10% diff) ELA & Math Specialists		125,000			
				1 (19.5 hrs/wk x 41 wks) Family Engagement Specialist		20,000			
				8 (1.25 hrs/day x 186 days) Paraprofessionals		29,090			
				MTRS		11,250			
<i>21st Century Community Learning</i>	Federal	Competitive	Out of School Time	\$ 102,544	\$ 96,888	69,280	27,608	\$ -	Expired
				1 (.33 FTE) Family Engagement Coordinator		15,000			
				Teacher Stipends		28,800			
				Group Leader Stipends		25,300			
				Paraprofessional Stipends		180			
<i>Adolescent Health & Success</i>	Federal	Non-Competitive	Health Ed	\$ 7,100	\$ 4,100	800	3,300	\$ -	Expired
						Teacher Stipends	800		
<i>NSLP Assistance</i>	Federal	Competitive	Food Service	\$ 34,310	\$ 9,960	-	9,960	\$ -	Expired
TOTAL FEDERAL GRANTS				\$ 3,948,250	\$ 3,777,923			\$ 3,457,583	

State Grants:

STATE GRANTS									
GRANT TITLE	SOURCE	COMPETITIVE/ ENTITLEMENT	PURPOSE	FY16 AMOUNT	FY17 AMOUNT	FY17 Expenditure Types		FY18 PROJECTED	FY18 STATUS
						Personnel	Non-Personnel		
<i>EPIC Partnership Innovation</i>	State	Competitive	Instructional Support	\$ -	\$ 9,600	3,850	5,750	\$ -	Expired
					<i>Teacher Stipends</i>	3,850			
<i>Supp Under Perf (DSAC)</i>	State	Allocation	School Improvement	\$ 25,527	\$ 16,359	-	16,359	\$ -	Expired
<i>Student Success Action Plans</i>	State	Competitive	School Improvement	\$ -	\$ 22,000	10,000	12,000	\$ -	Expired
					<i>Teacher Stipends</i>	10,000			
<i>Expanded Learning Time</i>	State	Comp/Cont	Expand Learning Time	\$ 475,200	\$ 438,400	373,262	65,138	\$ 438,400	Continued
					<i>60 (6% diff) Teachers</i>	253,262			
					<i>Teacher Stipends</i>	120,000			
<i>CFCE</i>	State	Competitive	Early Childhood	\$ 69,700	\$ 69,700	54,350	15,350	\$ 69,700	Continued
					<i>1 (.07 FTE) Supervisor</i>	5,000			
					<i>1 (.5 FTE) Coordinator</i>	22,800			
					<i>5 (1 FTE) Home Visitors</i>	26,550			
<i>Summer Meals Expansion</i>	State	Competitive	Food Service	\$ 11,644	\$ 11,644	n/a	n/a	\$ -	Continued
<i>Summer Food Start-up</i>	State	Competitive	Food Service	\$ 3,000	\$ -	n/a	n/a	\$ -	Expired
<i>Collaborative Partnerships</i>	State	Competitive	Enhance Academic Supp	\$ 9,565	\$ 15,098	3,220	11,878	\$ -	Expired
					<i>Teacher Stipends</i>	3,220			
<i>Academic Support Services</i>	State	Entitlement	Enhance Academic Supp	\$ 17,000	\$ -	n/a	n/a	\$ -	Expired
<i>Quality FD Kindergarten</i>	State	Entitlement	Class Size Reduction	\$ 166,170	\$ -	n/a	n/a	\$ -	Expired
TOTAL STATE GRANTS				\$ 777,806	\$ 582,801			\$ 508,100	

Local Grants:

LOCAL GRANTS									
GRANT TITLE	SOURCE	COMPETITIVE/ ENTITLEMENT	PURPOSE	FY16 AMOUNT	FY17 AMOUNT	FY17 Expenditure Types		FY18 PROJECTED	FY18 STATUS
						Personnel	Non-Personnel		
<i>Norman Read Charitable Trust</i>	Local	Other	Science Instruction	\$ 758,000	\$ 606,000	257,500	348,500	\$ 606,000	Continued
					<i>3 (3 FTE) District STEM Coaches</i>	210,000			
					<i>1 (.76 FTE) STEM Interventionist</i>	40,000			
					<i>Science Teacher Leader Stipends</i>	7,500			
<i>House of Seven Gables</i>	Local	Other	PCHP	\$ 9,890	\$ 7,500	6,000	1,500	\$ 7,500	Continued
					<i>1 (.20 FTE) Home Visitor</i>	6,000			
<i>NCTL - STEM Network</i>	Local	Other	STEM	\$ 12,000	\$ -	n/a	n/a	\$ -	Expired
<i>Fuel-up to Play 60</i>	Local	Other	Health Ed	\$ 3,020	\$ -	n/a	n/a	\$ -	Expired
<i>CASIS Space Station STEM Challenge</i>	Local	Other	STEM	\$ 5,000	\$ -	n/a	n/a	\$ -	Expired
<i>Bates Playground Project</i>	Local	Other	Playground Improvement	\$ 5,000	\$ -	n/a	n/a	\$ -	Expired
<i>Understanding CAM Foundation</i>	Local	Other	Special Ed	\$ 9,792	\$ -	n/a	n/a	\$ -	Expired
<i>SBIRT - Essential School Health</i>	Local	Other	Health Ed	\$ 6,855	\$ -	n/a	n/a	\$ -	Expired
<i>Cell Signaling Technologies</i>	Local	Other	Science Instruction	\$ -	\$ 5,000	-	5,000	\$ -	Expired
<i>Nellie Mae Foundation</i>	Local	Other	Family Engagement	\$ -	\$ 10,000	8,000	2,000	\$ -	Expired
					<i>Teacher Stipends</i>	8,000			
<i>Mass Life Sciences Center Equipment</i>	Local	Other	Science Education	\$ -	\$ 39,525	3,000	36,525	\$ -	Expired
					<i>Teacher Stipends</i>	3,000			
<i>Salem Ed Foundation</i>	Local	Other	Classroom Supplies	\$ 13,300	\$ 19,840	-	19,840	\$ 19,840	Continued
TOTAL LOCAL GRANTS				\$ 822,857	\$ 687,865			\$ 633,340	

Appendix B: Food Service Revolving Account

	2015 Actual	2016 Actual	2017 YTD (3/1/17)	2017 Projected	2018 Budget
REVENUE:					
Federal Revenue	1,580,301	1,973,289	1,032,113	1,965,929	2,002,303
State Revenue	30,540	32,435	15,512	31,023	33,083
Other Local Revenue	194,157	84,991	42,782	71,304	25,533
Total Revenue	\$1,804,998	\$2,090,715	\$1,090,406	\$2,068,256	\$2,060,919
EXPENSES:					
Administration					176,978
School Staff					757,847
Employee Benefits					131,296
Total Personnel Expenses:	\$1,015,335	\$1,020,405	\$688,160	\$983,085	\$1,066,121
Food	487,305	616,757	343,322	624,221	671,251
Food Service Paper & Supplies	49,293	45,370	29,940	46,062	49,451
Milk	135,046	174,375	83,634	152,062	157,669
State Taxes Meals	524	544	276	502	544
Other Expenses	18,058	35,578	33,439	41,798	42,333
Equipment	23,547	18,474	3,509	19,139	18,474
Total Non-Personnel Expenses:	713,774	891,099	494,119	883,783	939,722
Total Expenses	\$1,729,109	\$1,911,504	\$1,182,279	\$1,866,869	\$2,005,844
Net Income/(Loss)	\$75,889	\$179,211	(\$91,873)	\$201,387*	\$55,075

Assumptions:

- 10% Increase in Employee Benefits
- 2.5% Increase for all employees
- Addition of an Assistant Director, budgeted at \$56,000
- 2% increase in Federal and State Revenue
- Remove student fees in anticipation of providing free meals at all schools

*Food Service operates independently of the district's operating budget. The projected net income for FY17 will be carried into FY18 to guard against funding cuts and a revenue decrease/expense increase that could occur if free meals are provided for all students (currently, all but two schools have the free meal program).

Appendix C: Revolving Accounts

Dept.	Fund Name	Programs & Purposes	Type of Receipts Credited	Authorization for Spending	FY 2015 Fund Balance as of 6/30/15	FY 2016 Fund Balance as of 6/30/16	FY 2017 Budget Request Maximum Annual Expenditures	FY 2017 Actual Revenues as of 12/31/16	FY 2017 Actual Exp As of 12/31/16	FY 2017 Fund Balance as of 12/31/16	FY 2018 Budget Request Maximum Annual Expenditures
School-SBO	Building Rental	Building Rental	Payments for rental of building by outside groups	School Committee and Mayor	26,945.89	38,011.92	200,000.00	63,444.19	42,642.65	58,813.46	200,000.00
School-SPED	Early Childhood	Pre-School Tuition	Tuition payments for students attending the pre-school program at the Early Childhood Center	School Committee and Mayor	20,584.19	26,598.09	100,000.00	31,162.00	26,612.52	31,147.57	100,000.00
School-Trans	School Busing	School Bus pass	Purchases of school bus passes	School Committee and Mayor	2,691.74	21,421.59	100,000.00	67,114.70	67,522.51	21,013.78	160,000.00
School-HS	Night/Summer School	Night School Tuition	Tuition payments for students attending the night school program	School Committee and Mayor	-	(6,212.50)	50,000.00	6,961.00		748.50	50,000.00
School-SPED	Special Education Tuition	Special Education Tuition	Tuition Payments for students from other districts attending Special Education programs in Salem	School Committee and Mayor	86,421.99	124,035.74	200,000.00	108,156.03	83,945.26	148,246.51	250,000.00
School-Auto	SHS Automotive	To pay for parts and materials for automotive repairs to vehicles brought in to the HS Automotive Vocational School by Citizens	Fees charged for parts and materials for automotive repairs to vehicles brought in by citizens	School Committee and Mayor	6,050.94	7,205.85	50,000.00	9,430.58	10,902.86	5,733.57	50,000.00
The funds below are statutory revolving accounts, and do not need to be approved annually. They are provided for information purposes:											
School - Black Cat Café	SHS Culinary	To pay for supplies and equipment for use by the Black Cat Café.	Fees charged for meals and catering provided by the culinary arts program.	Statutory	2,476.22	771.46	N/A	6,152.00	6,048.96	3,194.83	N/A
School - Athletics	SHS Athletics	Support fees for athletic officials and other athletic expenses.	Gate fees charged to spectators at athletic events.	Statutory	(2,049.16)	114.78	N/A	2,415.98	6,254.00	(1,916.82)	N/A
Totals					143,122	211,946.93	700,000.00	294,836.48	243,928.76	266,981.40	810,000.00

Appendix D: Bentley Academy Charter School

Org	Obj	Description	FY 2018 FTE	FY 2018 School
<i>Bentley Academy Charter School Personnel</i>				
7100310	5111	SALARIES-FULL TIME	33.00	\$1,935,237.00
7100310	5111	STIPENDS		39,000.00
7100310	5114	TUTORS		57,000.00
7100310	5117	ADMINISTRATIVE	2.00	181,150.00
7100310	5126	PSYCHOLOGIST	1.00	66,290.00
7100310	5160	CLERICAL		36,050.00
7100310	5163	PARAPROFESSIONALS	8.00	205,679.00
7100311	5111	ENROLLMENT CONTINGENCY		325,062.00
Total Personnel			44.00	\$2,845,468.00
<i>Bentley Academy Charter School Non-Personnel</i>				
7100320	5320	CONTRACTED SERVICES		116,500.00
7100320	5514	INSTRUCTIONAL SUPPLIES		25,900.00
7100320	5780	OTHER EXPENSES		30,857.00
Total Non-Personnel			-	\$173,257.00
Total New Bentley			44.00	\$3,018,725.00

The enrollment contingency amount represents the difference between what the Bentley Academy Charter School (BACS) would receive at the full charter enrollment of 325 for Fiscal Year 2018. Anticipated actual enrollment is 290, and therefore the Salem Public Schools' budget is offset by the difference (\$325,062). Actual funding for the BACS will depend on the enrollment reported to DESE on October 1, 2017.

School Finance: Chapter 70 Program

FY18 Preliminary Chapter 70 Aid and Net School Spending Requirements

January 25, 2017

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 FY18. These estimates are based on House 1, Governor Baker's proposed state budget for the coming fiscal year. The proposal increases aid from \$4,628,013,619 to \$4,719,407,241, an increase of \$91 million or 2 percent.

These are preliminary estimates subject to change as the House and Senate deliberate on the budget. Our purpose in providing these estimates at this time is to assist cities, towns and regional school districts in their budget preparations for FY18. 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 FY18 state budget or an earlier local aid resolution.

Here are some of the key points about the proposal:

- The aggregate wealth model used in the formula since FY07 continues to be in effect. For municipalities with required contributions above their targets, the equity component of the formula is reduced by 85% of the gap.
- 92 operating districts receive foundation aid to ensure that they do not fall below their foundation budgets.
- Foundation budgets are increased by an inflation factor of 1.11 percent.
- Enrollment increased by 0.13 percent; forty-four percent of districts saw increases of as much as 31 percent.
- Economically disadvantaged enrollment continues to be used in lieu of free and reduced price lunch data, which is no longer available for all districts as a result of districts' participation in the USDA's Community Eligibility Program.
- In response to the recommendations of the Foundation Budget Review Commission, the "benefits and fixed charges" rate was increased such that an additional \$66 million is invested in district foundation budgets.

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-18p.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 781-338-6532

Last Updated: January 31, 2017

*Massachusetts Department of
Elementary & Secondary Education*

Massachusetts Department of Elementary and Secondary Education

Office of School Finance

FY18 Chapter 70 Foundation Budget

258 Salem

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

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

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

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

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

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

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

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

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

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

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

258 Salem

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

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

Apportionment of Local Contribution Across School Districts

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

Massachusetts Department of Elementary and Secondary Education FY18 Chapter 70 Summary

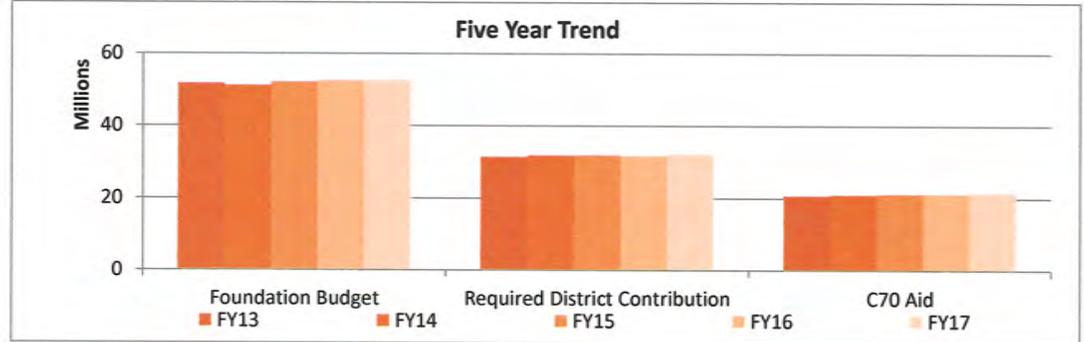
258 Salem

Aid Calculation FY18

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

Comparison to FY17

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



Massachusetts Department of Elementary and Secondary Education

Office of School Finance

FY17 Chapter 70 Foundation Budget

258 SALEM

	Base Foundation Components										Incremental Costs Above The Base			TOTAL*
	(1) Pre-School	(2) ----- Kindergarten ----- Half-Day	(3) Full-Day	(4) Elementary	(5) Jr High/ Middle	(6) High School	(7) ELL PK	(8) ELL K Half	(9) ELL KF - 12	(10) Voca- tional	(11) Special Ed In District	(12) Special Ed Out of Dist	(13) Economically Disadvantaged	
Foundation Enrollment	66	1	278	1,614	953	768	0	0	518	421	175	41	2,276	4,586
1 Administration	12,013	182	101,192	587,496	346,892	279,552	0	0	188,552	153,244	439,646	103,003	0	2,211,771
2 Instructional Leadership	21,696	329	182,763	1,061,076	626,521	504,899	0	0	340,544	276,774	0	0	0	3,014,600
3 Classroom and Specialist Teachers	99,479	1,507	838,034	4,865,355	2,528,071	2,996,037	0	0	2,351,689	2,792,026	1,450,720	0	7,364,271	25,287,189
4 Other Teaching Services	25,514	387	214,938	1,247,880	530,392	355,845	0	0	320,238	195,066	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
12 Total	239,675	3,631	2,019,092	11,792,820	6,601,536	6,633,669	0	0	4,808,433	5,544,957	4,423,419	1,082,534	9,411,260	52,561,027
13 Wage Adjustment Factor	100.0%													
14 Economically Disadvantaged Decile	10													
												Foundation Budget per Pupil 11,461		

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

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

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

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

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

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

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

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

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

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

258 Salem

Effort Goal

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

FY17 Increments Toward Goal

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

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

Apportionment of Local Contribution Across School Districts

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

Massachusetts Department of Elementary and Secondary Education FY17 Chapter 70 Summary

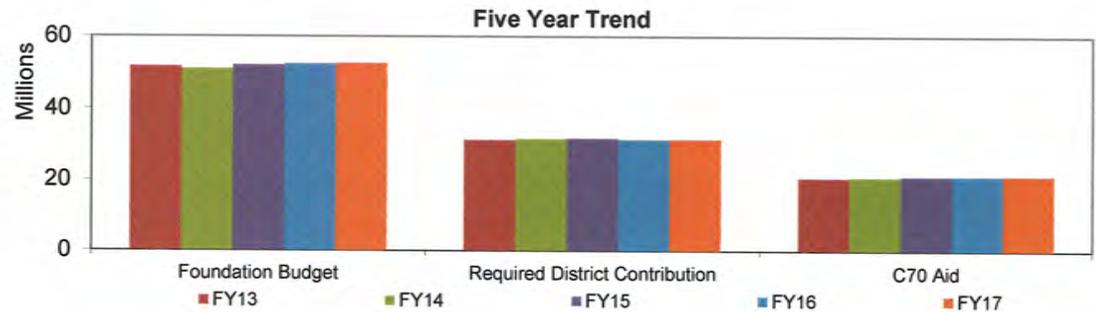
258 Salem

Aid Calculation FY17

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

Comparison to FY16

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



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 local share (row 10 as % of row 8)	59.10%
12) Target aid 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%
<i>If preliminary contribution is above the target share:</i>	
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)	60.39
<i>If preliminary contribution is below the target share:</i>	
21) Shortfall from target local share (11 - 16)	
22) Added increment toward target (13 x 1% or 2%)*	
<i>*1% if shortfall is between 2.5% and 7.5%; 2% if shortfall > 7.5%</i>	
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
<u>Prior Year Data (for comparison purposes)</u>				
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
<u>Apportionment of FY16 contribution among community's districts</u>				
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 FY16 Required Contribution	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

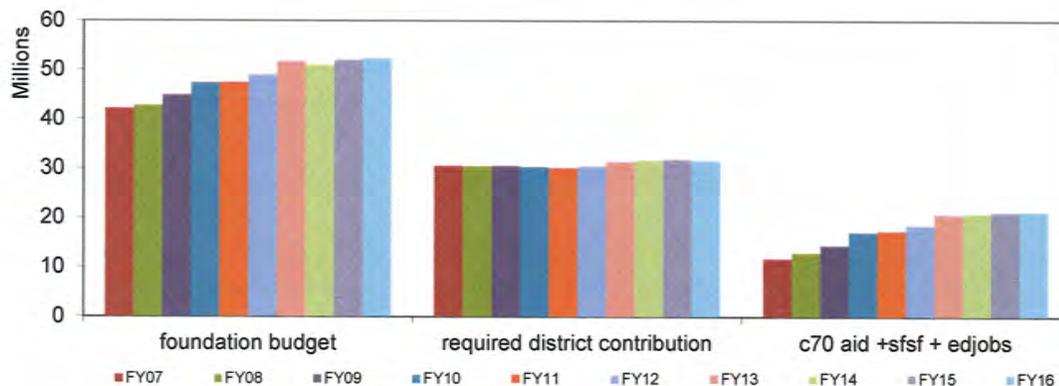
258 Salem

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%		



Profile of the Bates School:

The Bates School is a K-5, elementary school with an enrollment of 335 students. The school is named after former Salem Mayor and US Representative George Joseph Bates and his eldest son, William Henry Bates, who succeeded his father in congress after the elder was killed in a plane crash. The school opened in 1970 and was rededicated in 2001 after renovation and an addition were completed.

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

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

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

Our Expectations:

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

and continuously analyzing our data.

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

1 Tiered instruction and adequate learning time.

2. Professional development and structures for collaboration.

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

Profile of the Bentley Academy Charter School:

The Bentley Academy Charter School is a K-5 Horace Mann Charter School that opened in the fall of 2015. Our school is committed to developing and delivering a well-rounded education to all of our scholars. We believe this includes creating a culture of achievement, developing and delivering comprehensive and rigorous curricula, differentiating instruction, attaining excellence in leadership and instruction, expanding learning time, and engaging family and community stakeholders. We support all scholars in demonstrating our core values: integrity, collaboration, grit, discipline, and zest. We put an emphasis on the importance of continued education and plant the seeds of college. We pride ourselves on having a diverse school community. We aim to serve 300 scholars in grades K-5 in SY 17-18. Our school day runs from 7:30am – 3:30pm with a 190 day calendar for scholars first through fifth and 185 days for kindergarten.

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

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

Our Expectations:

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

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

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

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

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

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

Profile of the Carlton Innovation School:

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

Our Expectations:

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

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

1. Effective Instruction

2. Student Assessment

3. Professional Development

4. Family-School Engagement

Profile of Collins Middle School:

Collins Middle School is an impressive 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 enjoy a long-standing relationship Salem State University. We regularly welcome student teachers and pre-practicum observers from SSU, and our teachers collaborate regularly with SSU faculty to design innovative and enriching learning experiences. Our students also enjoy access to SSU facilities. During the 2016-2017 school year, we have three Kindergarten classes, two 1st grade classes, three 2nd grade classes, three 3rd grade classes, three 4th grade classes and two 5th grade classes. Our classes are departmentalized in grades 3-5, permitting teachers to specialize in high-quality instructional techniques for their respective content areas. We provide English as a second language instruction to all English learners and have inclusion specialists on staff who provide push-in and pull-out special education services for students with disabilities. Additional specialists offer services in occupational therapy, speech and language. We also have part-time paraprofessionals in all three kindergarten classrooms as well as special education paraprofessionals at each grade level (Gr. 1-5). We provide Art, Music, and Physical Education to all children, as well as technology (Gr. 2), Spanish (Gr. 3-5) and instrumental music (Gr. 4-5). We have a full-time adjustment counselor who works with individuals and groups. Our school utilizes a Responsive Classroom approach in order to promote each child's positive social and emotional development. Teachers are supported in their professional growth by a full-time literacy coach, a part-time science coach, a part-time math coach and the support of a reading specialist. Our active Parent Teacher Committee provides funds that enhance learning experiences for students. We serve Breakfast in the Classroom to all students and offer two on-site After School programs: For Kids Only, a contracted provider providing programming for grades K-5, and the Horace Mann Learning Lab, a 21st Century Learning-grant project-based service-learning program for students in grades 3-5.

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 for middle school students to provide each scholar with individualized instruction
- 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
- Partnership with the Salem YMCA that offers a choice block for students with offerings such as Latin dance, volleyball, 3D printing, murals, textiles, and swimming
- Foundations phonics instruction for students in grades K-2 •
- Partnerships with YMCA and LEAP for Education
- After-School programs include basketball, drama, STEM and improv 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

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

1. Effective Instruction – Reading, Writing and Mathematics
2. Tiered Instruction – Reading, Writing and Mathematics
3. Student Assessments – Reading, Writing and Mathematics

Saltonstall K-8 School's Commitments and Rationale

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

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

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

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

Our Expectations

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

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

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

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

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

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

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

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

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

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

Profile of Salem High School:

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

Our Vision:

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

Our Mission:

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

Future of High School Education - Strategic Planning Priority Areas

Restructuring for 21st Century Learning

Equity and Access to College and Career

Student Empowerment: Voice and Leadership

Profile of the Witchcraft Heights Elementary School (WHES):

Witchcraft Heights Elementary School (WHES) is located at 1 Frederick Street in the Witchcraft Heights neighborhood on the west side of Salem. WHES enrollment by race/ethnicity is White (63.6%), Hispanic (22.1%), Asian (7%), Multi-Race (3.9%), and African American (3.3%). Our selected populations include High Needs (41.9%), Economically Disadvantaged (30.7%), First Language not English (22.3%), Students With Disabilities (14.1%), and English Language Learners (9.6%).

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

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

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

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

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

Our Expectations:

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

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

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

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

New Liberty Innovation School of Salem

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

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

Competency Based Education and Personalized Academic Program

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

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

Flexible Scheduling and Individualized Support

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

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

Enterprise Fund Overview

What is an Enterprise Fund?

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

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

History

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

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

Basis of Accounting

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

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

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

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

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

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

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

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

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

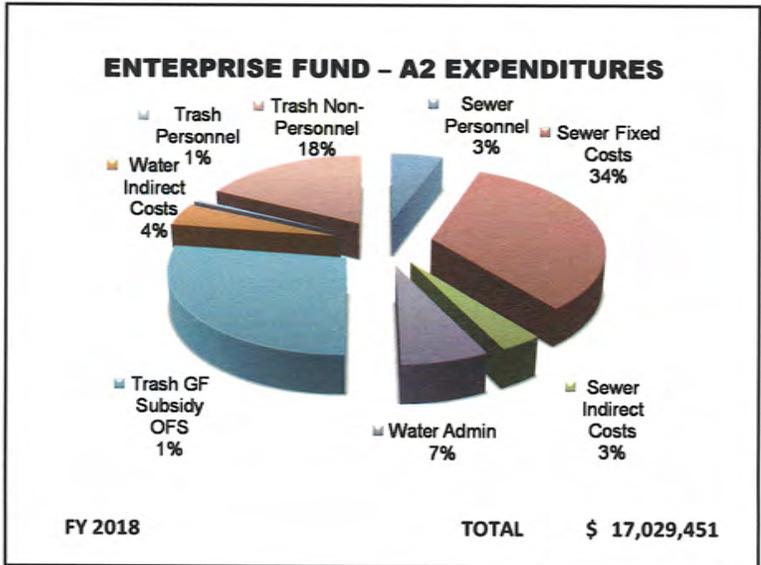
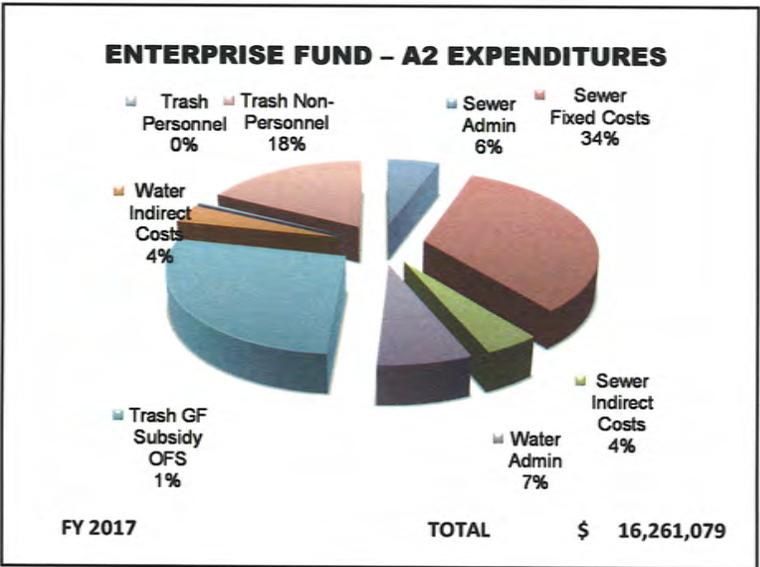
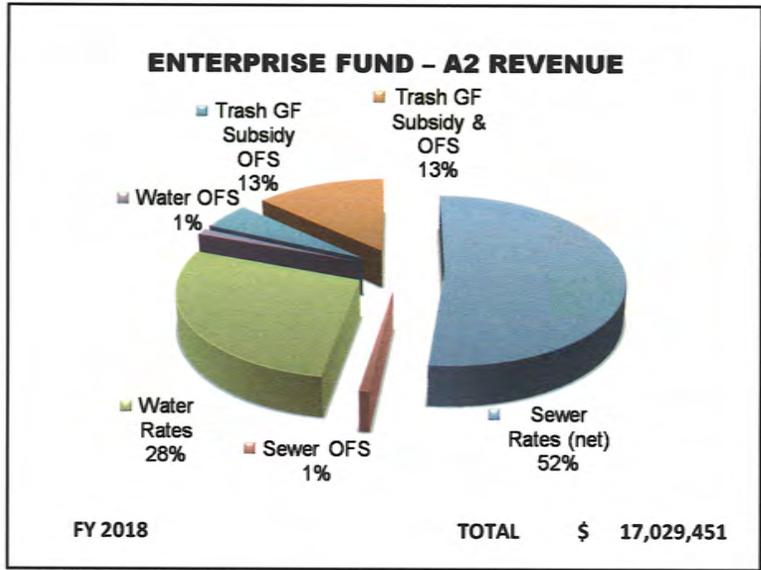
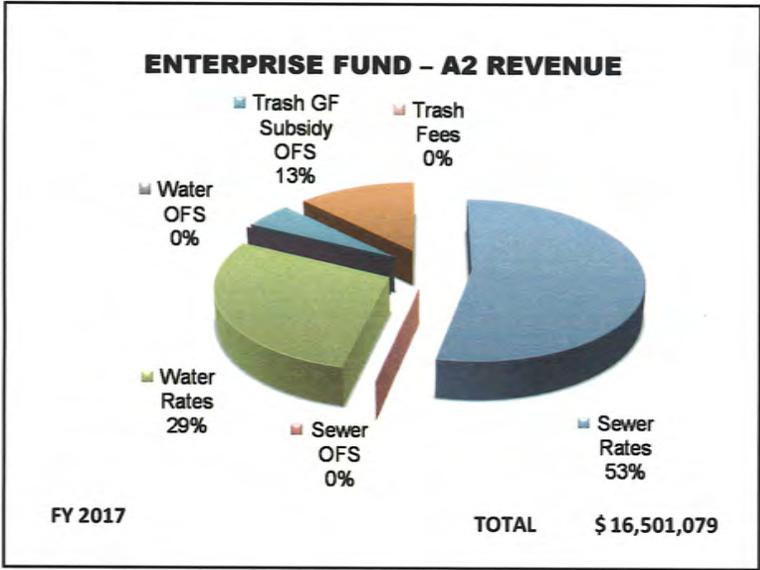
Desc		FY2017 Budgeted	FY2018 Proposed	FY2019 Projected	FY2020 Projected	FY2021 Projected
<i>projected percent increase</i>		<i>2%</i>	<i>0%</i>	<i>2%</i>	<i>3%</i>	<i>4%</i>
Sewer Rates	Residential	6.08	6.08	6.20	6.39	6.64
	Non-Residential < 25,000 cu ft	9.21	9.21	9.39	9.68	10.06
	Non-Residential > 25,000 cu ft	11.79	11.79	12.03	12.39	12.88
SEWER REVENUE						
	User Charges	8,400,000	8,400,000	8,568,000	8,825,040	9,178,042
	Penalties and Interest	70,000	69,085	69,085	69,085	69,085
	Sewer Liens	340,000	340,000	340,000	340,000	340,000
	Other Departmental Revenue					
	Investment Income					
	Intergovernmental-SESD					
	SEWER RATES	8,810,000	8,809,085	8,977,085	9,234,125	9,587,127
	Retained Earnings Appropriated		135,000			
	Other Enterprise Available Funds W/S Combine SESD PILOT SUBSIDY	(1,487,209)	(1,681,039)			
	SEWER OFS/Trans In	(1,487,209)	(1,546,039)	-	-	-
	TOTAL SEWER REVENUE	7,322,791	7,263,046	8,977,085	9,234,125	9,587,127
SEWER EXPENSES						
	3% Administration	-	-	-	-	-
	Public Services	536,560	565,133	552,657	582,087	569,237
	Engineering	380,761	384,348	392,184	395,878	403,949
	Insurance Expenses (Deductibles)	5,000	5,000	5,000	5,001	5,002
	Long Term Debt (Principal and Interest)	965,526	1,094,845	994,492	1,127,690	1,024,327
	Short Term Debt BANS/Professional Fees	13,000	13,000	5,000	5,001	5,002
	3% SESD Assessment	4,466,726	4,613,320.00	4,751,719.60	4,894,271.19	5,041,099.32
	Subtotal	6,367,573	6,675,646	6,701,052	7,009,929	7,048,616
	Indirect Costs - To Be Reduced annually	715,218	587,400	537,400	487,400	437,400
	Subtotal	7,082,791	7,263,046	7,238,452	7,497,329	7,486,016
	TOTAL SEWER EXPENSES	7,082,791	7,263,046	7,238,452	7,497,329	7,486,016
	NET CHANGE IN SEWER FUND BALANCE (Projected)	240,000	-	1,738,633	1,736,796	2,101,111

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

Desc	FY2017 Proposed	FY2018 Projected	FY2019 Projected	FY2020 Projected	FY2021 Projected
<i>projected percent increase</i>	2%	0%	2%	3%	4%
Water Rates					
Residential	2.98	2.98	3.04	3.13	3.25
Non-Residential	4.04	4.04	4.12	4.24	4.41
WATER REVENUE					
User Charges	4,437,000	4,437,000	4,525,740	4,661,512	4,847,973
Interest and Penalties	30,000	30,000	40,000	40,001	40,002
Other Department Revenue-Water Liens	169,605	200,000	120,000	120,001	120,002
Water Meters and Misc. Revenue	37,000	37,000	15,000	15,001	15,002
Backflow	80,000	70,000	65,000	65,001	65,002
WATER RATES	4,753,605	4,774,000	4,765,740	4,901,516	5,087,981
FB Reserved for Expenditures					
Retained Earnings		200,000			
Subsidy from Sewer Fund Balance					
Other Enterprise Available Funds W/S Combined					
WATER OFS/Trans in	-	200,000	-	-	-
TOTAL WATER REVENUE	4,753,605	4,974,000	4,765,740	4,901,516	5,087,981
WATER EXPENSES					
3% Administration					
Public Services	576,600	605,173	593,898	623,328	611,715
Engineering	629,936	597,573	648,834	615,500	668,299
Insurance Expense (Deductibles)	2,500	2,500	2,500	2,501	2,502
Long Term Debt (Principal and Interest)	1,888,901	2,202,641	1,945,568	2,268,720	2,003,935
Short Term Debt (Interest Only)	33,000	33,000	8,000	8,001	8,002
3% SBWSB Assessment	2,501,000	2,446,652	2,576,030	2,520,052	2,653,311
Retained Earnings Expended					
Reserve Fund					
Other Financing Uses (OFU)					
Subtotal	5,631,937	5,887,539	5,774,830	6,038,102	5,947,764
Indirect Costs - To Be Reduced annually	608,877	767,500	717,500	667,500	617,500
Subtotal	6,240,814	6,655,039	6,492,330	6,705,602	6,565,264
TOTAL WATER EXPENSES	6,240,814	6,655,039	6,492,330	6,705,602	6,565,264
NET CHANGE IN WATER FUND BALANCE (Projected)	(1,487,209)	(1,681,039)	(1,726,590)	(1,804,086)	(1,477,283)
NET CHANGE IN WATER/SEWER BALANCE (Projected)	(1,247,209)	(1,681,039)	12,043	(67,290)	623,828

**CITY OF SALEM
ENTERPRISE FUNDS A2 SUMMARY**

	ACTUAL FY 2016	Budgeted FY 2017	Estimated FY2018	Increase % FY17 v. FY18	INCREASE FY17 V. FY18
REVENUE					
SEWER RATES	8,960,699	8,810,000	8,809,085	0%	(915)
OTHER			135,000		
SEWER TRANS/OFS/WATER SUBSIDIES					0
TOTAL SEWER REVENUE	8,960,699	8,810,000	8,944,085	2%	134,085
WATER RATES	5,821,420	4,753,605	4,774,000	0%	
OTHER			200,000		
WATER TRANS/OFS/GF SUBSIDIES/SEWER SUBSIDY					
TOTAL WATER REVENUE	5,821,420	4,753,605	4,974,000	5%	220,395
TRASH FEES	820,890	856,376	856,376	0%	0
OTHER			200,000		200,000
TOTAL TRASH REVENUE	820,890	856,376	1,056,376	23%	200,000
TRASH TRANS/OFS/GF SUBSIDIES	2,049,482	2,081,098	2,054,990	-1%	(26,108)
TOTAL TRASH REVENUE WITH GF SUBSIDY	2,049,482	2,081,098	2,054,990	-1%	(26,108)
ENTERPRISE FUND TOTAL REVENUE	17,652,491	16,501,079	17,029,451	3%	528,372
EXPENDITURES					
SEWER ADMIN	942,968	917,321	949,481	4%	32,160
SEWER FIXED COSTS	5,591,125	5,450,252	5,726,165	5%	275,913
TOTAL SEWER EXPENDITURES	6,534,093	6,367,573	6,675,646	5%	308,073
Sewer -Indirect Costs/OTHER FINANCIAL USES	765,218	715,218	587,400	-18%	(127,818)
TOTAL SEWER EXPENDITURES WITH INDIRECT COSTS	7,299,311	7,082,791	7,263,046	3%	180,255
WATER ADMIN	1,208,570	1,206,536	1,202,746	0%	(3,790)
WATER FIXED COSTS	3,861,302	4,425,401	4,684,793	6%	259,392
TOTAL WATER EXPENDITURES	5,069,872	5,631,937	5,887,539	5%	817,667
WATER -Indirect Costs/OTHER FINANCIAL USES	658,877	608,877	767,500	26%	158,623
TOTAL WATER EXPENDITURES WITH INDIRECT COSTS	5,728,749	6,240,814	6,655,039	7%	926,290
TRASH PERSONNEL	73,565	74,366	95,922	29%	21,556
TRASH NON-PERSONNEL	2,819,218	2,863,108	3,015,444	5%	152,336
TOTAL TRASH EXPENDITURES	2,892,783	2,937,474	3,111,366	6%	173,892
ENTERPRISE FUND TOTAL EXPENDITURES	15,920,843	16,261,079	17,029,451	5%	768,372
Net Incr/Decr	1,731,648	240,000	-	-100%	(240,000)



**SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
SEWER ENTERPRISE FUND - FY18**

	FY16	FY17	FY18	%
	Actuals	Estimated	Mayor's Proposed	Change
1. Enterprise Revenues & Available Funds				
User Charges	8,193,970	8,400,000	8,400,000	0.0%
Penalties and Interest	55,552	70,000	69,085	-1.3%
Sewer Liens	440,155	340,000	340,000	0.0%
Other Departmental	271,022			
Bond Premium				
Total Revenues	8,960,699	8,810,000	8,809,085	0.0%
Retained Earnings Appropriated			135,000	
Other Enterprise Available Funds - WS Combined				
OFS/TRANS IN/SESD Trans				
Total Revenue & Available Funds	8,960,699	8,810,000	8,944,085	1.5%
2. Total Costs Appropriated				
a. Costs appropriated in enterprise fund				
Public Services	570,773	536,560	565,133	5.3%
Engineerimg	372,195	380,761	384,348	0.9%
Long Term Debt (principal and interest)	688,063	965,526	1,094,845	13.4%
Short Term Debt (interest only)	13,000	13,000	13,000	0.0%
Other (SESD assessment)	4,890,062	4,466,726	4,613,320	3.3%
Retained Earnings Expenditures				
Insurance Expense (Deductibles)	0	5,000	5,000	0.0%
Enc/Trans Out		0		
Total costs appropriated in enterprise fund	6,534,093	6,367,573 0	6,675,646	4.8%
b. Costs appropriated in the general fund (Indirect Costs)				
Total costs appropriated in the general fund	765,218	715,218 0	587,400	-17.9%
Total Costs	7,299,311	7,082,791 0	7,263,046	2.5%

**SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
SEWER ENTERPRISE FUND - FY18**

	FY16	FY17	FY18	%
	Actuals	Estimated	Mayor's Proposed	Change
3. Calculation of General Fund Subsidy				
Revenue & available funds	8,960,699	8,810,000	8,944,085	1.5%
less: Total costs	7,299,311	7,082,791	7,263,046	2.5%
less: Prior year deficit				
(Negative represents general fund subsidy)	1,661,388	1,727,209	1,681,039	-2.7%
4. Sources of Funding for Costs Appropriated in the Enterprise Fund				
a. Revenue & available funds	7,299,311	7,082,791	7,263,046	2.5%
b. Taxation				
c. Free Cash				
d. Non-Enterprise available funds				
Total Sources of Funding for Costs Appropriated in Enterprise Fund	7,299,311	7,082,791	7,263,046	2.5%
Total Revenue & Other Available Funds	8,960,699	8,810,000	8,944,085	1.5%
Total Costs	7,299,311	7,082,791	7,263,046	2.5%
Variance	1,661,388	1,727,209	1,681,039	-2.7%

**SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
WATER ENTERPRISE FUND - FY18**

	FY16 Actuals	FY17 Estimated	FY18 Mayor's Proposed	% Change
1. Enterprise Revenues & Available Funds				
User Charges	4,254,222	4,437,000	4,437,000	0.0%
Interest & Penalties	32,091	30,000	30,000	0.0%
Water Liens	231,854	169,605	200,000	17.9%
Other Departmental - Connection Fees				
Water Meters & Misc. Revenue	43,754	37,000	37,000	0.0%
Backflow	101,900	80,000	70,000	-12.5%
Bond Premiums	534,217			
Total Revenues	5,198,039	4,753,605	4,774,000	0.4%
Retained Earnings Appropriated			200,000	
Other Enterprise Available Funds W/S Combined OFS/Trans In	623,382	0		
Total Revenue & Available Funds	5,821,421	4,753,605	4,974,000	4.6%
2. Total Costs Appropriated				
a. Costs appropriated in enterprise fund				
Public Services	608,797	576,600	605,173	5.0%
Engineernig	599,773	629,936	597,573	-5.1%
Long Term Debt (principal and interest)	1,291,064	1,888,901	2,202,641	16.6%
Short Term Debt (interest only)	33,000	33,000	33,000	0.0%
Other (SBWSB assessment)	2,537,238	2,501,000	2,446,652	-2.2%
Insurance Expense (Deductibles)	0	2,500	2,500	0.0%
Enc/Trans Out				
Total costs appropriated in enterprise fund	5,069,873	5,631,937	5,887,539	4.5%
b. Costs appropriated in the general fund - Indirect Costs	658,877	608,877	767,500	26.1%
Total costs appropriated in the general fund	658,877	608,877	767,500	26.1%
Total Costs	5,728,750	6,240,814	6,655,039	6.6%

**SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
WATER ENTERPRISE FUND - FY18**

	FY16 Actuals	FY17 Estimated	FY18 Mayor's Proposed	% Change
3. Calculation of General Fund Subsidy				
Revenue & available funds	5,821,421	4,753,605	4,974,000	4.6%
less: Total costs	5,728,750	6,240,814	6,655,039	6.6%
less: Prior year deficit				
(Negative represents general fund subsidy)	92,671	(1,487,209)	(1,681,039)	13.0%
4. Sources of Funding for Costs Appropriated in the Enterprise Fund				
a. Revenue & available funds	5,728,750	6,240,814	6,655,039	6.6%
b. Taxation				
c. Free Cash				
d. Non-Enterprise available funds				
Total Sources of Funding for Costs Appropriated in Enterprise Fund	5,728,750	6,240,814	6,655,039	6.6%
Total Revenue & Other Available Funds	5,821,421	4,753,605	4,974,000	4.6%
Total Costs	5,728,750	6,240,814	6,655,039	6.6%
Variance	92,671	-1,487,209	-1,681,039	13.0%

**SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
WATER & SEWER ENTERPRISE FUNDS COMBINED - FY18**

	FY16	FY17	FY18	%
	Actuals	Estimated	Mayor's Proposed	Change

1. Enterprise Revenues & Available Funds

User Charges	12,448,192	12,837,000	12,837,000	0.0%
Penalties & Interest	87,643	100,000	99,085	-0.9%
Other Departmental Revenue	672,009	0	540,000	
Water/Sewer Liens	271,022	509,605	0	-100.0%
Intergovernmental-SESD	43,754	0	37,000	
Water Backflow	101,900	37,000	70,000	89.2%
Bond Premium	534,217	80,000	0	
Total Revenues	14,158,738	13,563,605	13,583,085	0.1%
Retained Earnings	0	0	335,000	
Other Enterprise Available Funds - WS Combined	0			
OFS/Transfers in	623,382			
Total Revenue & Available Funds	14,782,120	13,563,605	13,918,085	2.6%

2. Total Costs Appropriated

a. Costs appropriated in enterprise fund

Public Services	1,179,570	1,113,160	1,170,306	5.1%
Engineernig	971,969	1,010,697	981,921	-2.8%
Long Term Debt (principal and interest)	1,979,127	2,854,427	3,297,486	15.5%
Short Term Debt (interest only)	46,000	46,000	46,000	0.0%
Other (SESD/SBWB assessment)	7,427,300	6,967,726	7,059,972	1.3%
Insurance Expense (Deductibles)	0	7,500	7,500	0.0%
Enc/Trans Out	0	0		
Total costs appropriated in enterprise fund	11,603,966	11,999,510	12,563,185	4.7%

b. Costs appropriated in the general fund - Indirect Costs

Total costs appropriated in the general fund	1,424,095	1,324,095	1,354,900	2.3%
Total Costs	13,028,061	13,323,605	13,918,085	4.5%

**SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
WATER & SEWER ENTERPRISE FUNDS COMBINED - FY18**

	FY16	FY17	FY18	%
	Actuals	Estimated	Mayor's Proposed	Change

3. Calculation of General Fund Subsidy

Revenue & available funds	14,782,120	13,563,605	13,918,085	2.6%
less: Total costs	13,028,061	13,323,605	13,918,085	4.5%
less: Prior year deficit				
(Negative represents general fund subsidy)	1,754,059	240,000	0	-100.0%

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

a. Revenue & available funds	13,028,061	13,323,605	13,918,085	4.5%
b. Taxation				
c. Free Cash				
d. Non-Enterprise available funds				
Total Sources of Funding for Costs Appropriated in Enterprise Fund	13,028,061	13,323,605	13,918,085	4.5%
Total Revenue & Other Available Funds	14,782,120	13,563,605	13,918,085	2.6%
Total Costs	13,028,061	13,323,605	13,918,085	4.5%
Variance	1,754,059	240,000	0	-100.0%

**SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
TRASH ENTERPRISE FUND - FY18**

	FY 16 Actual	FY 17 Estimated	FY18 Mayor's Proposed	% Change
1. Enterprise Revenues & Available Funds				
User Charges	812,584	812,584	812,584	0.0%
Other Departmental Revenue	150	492	492	0.0%
Penalties and Interest	3,652	4,467	4,467	0.0%
Recycling Revenue	4,504	38,833	38,833	0.0%
Total Revenues	820,890	856,376	856,376	0.0%
Retained Earnings Appropriated**			200,000	
Other Enterprise Available Funds				
Total Revenue & Available Funds	820,890	856,376	1,056,376	23.4%
2. Total Costs Appropriated				
a. Costs appropriated in enterprise fund				
Salaries	73,565	74,366	95,922	29.0%
Contracted Services - Collection and Disposal (flat fee) Recycling and Other Expenses Exp Trans/OFU	2,819,219	2,863,108	3,015,444	5.3%
Total costs appropriated in enterprise fund	2,892,784	2,937,474	3,111,366	5.9%
b. Costs appropriated in the general fund - Indirect Costs				
Total costs appropriated in the general fund	0	0	0	
Total Costs	2,892,784	2,937,474	3,111,366	5.9%

**SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
TRASH ENTERPRISE FUND - FY18**

FY 16	FY 17	FY18 Mayor's Proposed	%
Actual	Estimated		Change

3. Calculation of General Fund Subsidy

Revenue & available funds	820,890	856,376	1,056,376	23.4%
less: Total costs	2,892,784	2,937,474	3,111,366	5.9%
less: Prior year deficit				
(Negative represents general fund subsidy)	(2,071,894)	(2,081,098)	(2,054,990)	-1.3%

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

a. Revenue & available funds	820,890	856,376	1,056,376	23.4%
b. Taxation	2,049,482	2,081,098	2,054,990	-1.3%
c. Free Cash				
d. Non-Enterprise available funds				
Total Sources of Funding for Costs Appropriated in Enterprise Fund	2,870,372	2,937,474	3,111,366	5.9%
Total Revenue & Other Available Funds	2,870,372	2,937,474	3,111,366	5.9%
Total Costs	2,892,784	2,937,474	3,111,366	5.9%
Variance	(22,412)	0	0	0

ENTERPRISE FUND REVENUE DETAIL

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

Revenues for enterprise funds are derived from the following sources:

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

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

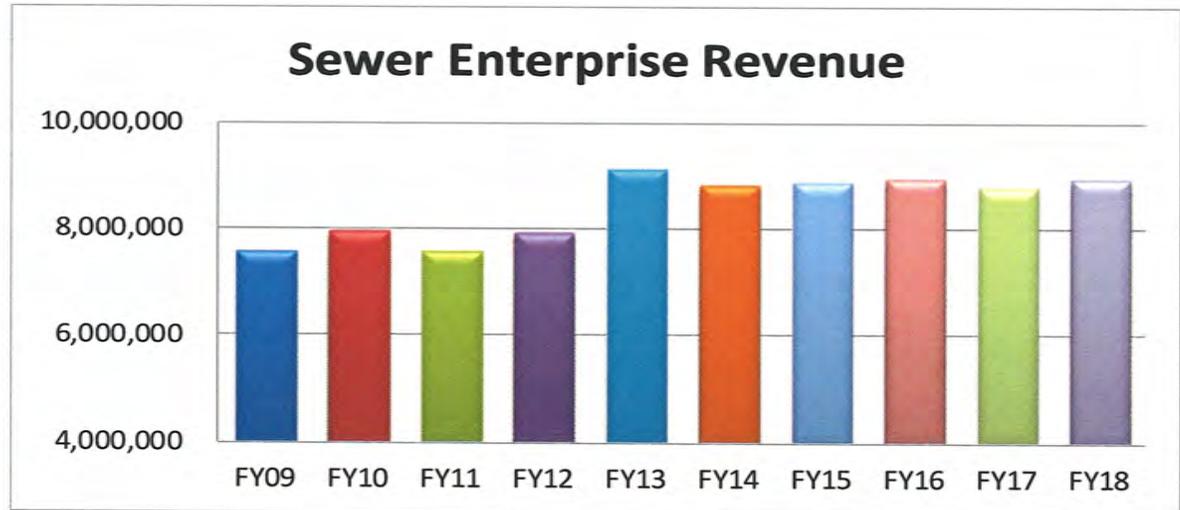
- **Sewer** – User fees, penalties and interest, sewer liens, other miscellaneous revenue and any fund balance surplus at the South Essex Sewerage District (SESD). SESD surpluses are the result of our assessment payment being more than the actual costs of running SESD.
- **Water** – User fees, penalties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

SEWER ENTERPRISE FUND

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

In FY 2018 the City is not requesting any increase in sewer rates. The City is requesting to use \$135,000 of retained earnings to help offset the sewer budget in FY 2018.

Sewer Enterprise Revenue		
Fiscal Year	Revenue	
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	8,960,699	
2017	8,810,000	Estimated
2018	8,944,085	Estimated
% Change FY17 vs. FY18		1.5%

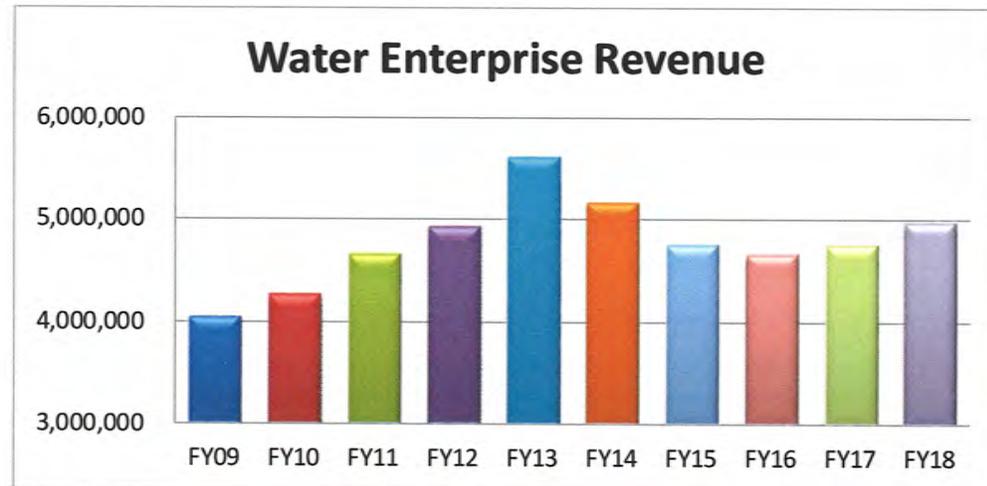


WATER ENTERPRISE FUND

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

In FY 2018 the City is not requesting any increase in water rates. The City is requesting to use \$200,000 of retained earnings to help offset the water budget in FY 2018.

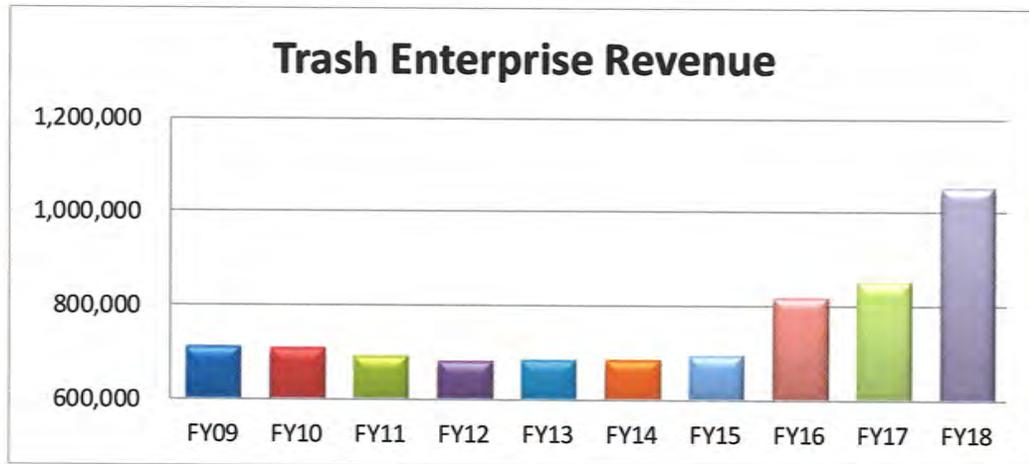
Water Enterprise Revenue		
Fiscal Year	Revenue	
2009	4,056,195	
2010	4,271,357	
2011	4,662,837	
2012	4,934,150	
2013	5,616,609	
2014	5,175,132	
2015	4,765,690	
2016	4,663,821	
2017	4,753,605	Estimated
2018	4,974,000	Estimated
% Change FY17 vs. FY18		4.6%



TRASH ENTERPRISE FUND

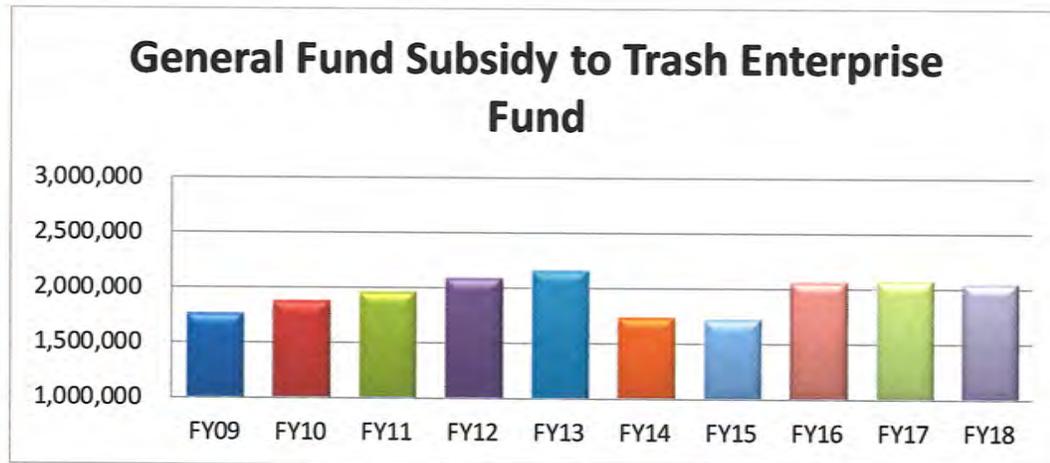
Trash Revenue – The trash revenues consist of penalties & interest and trash fee revenue. The general fund subsidizes 66% of the trash fund expenditures. In FY 2016 the City contracted with Waste Management to take over for North Side Carting due to North Side Carting’s inability to fulfill their contractual obligations. The Solid Waste Collection line increased in FY 2016 due to the change in vendor but leveled out in FY 2017 due to mandatory recycling which leveled out the solid waste disposal costs. In FY 2018 we are not increasing rates and we estimate revenue to be the same as in FY 2017. The City will be requesting \$200,000 in retained earnings to offset the increases in the FY 2018 trash budget.

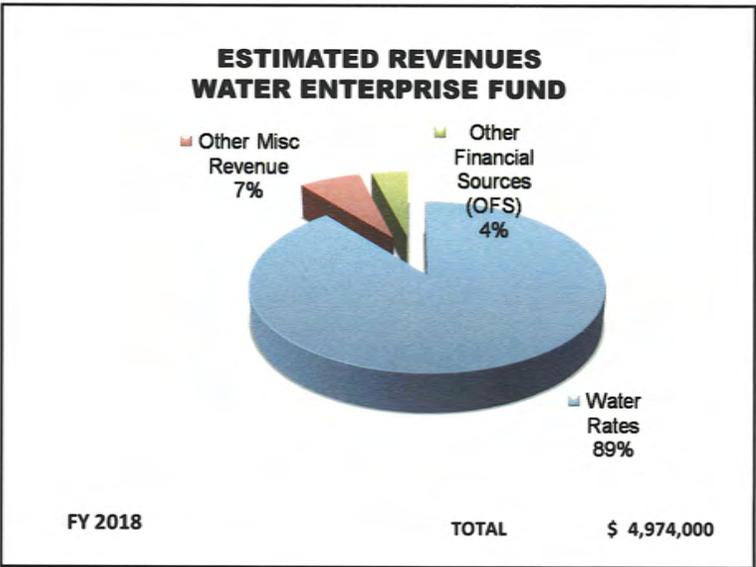
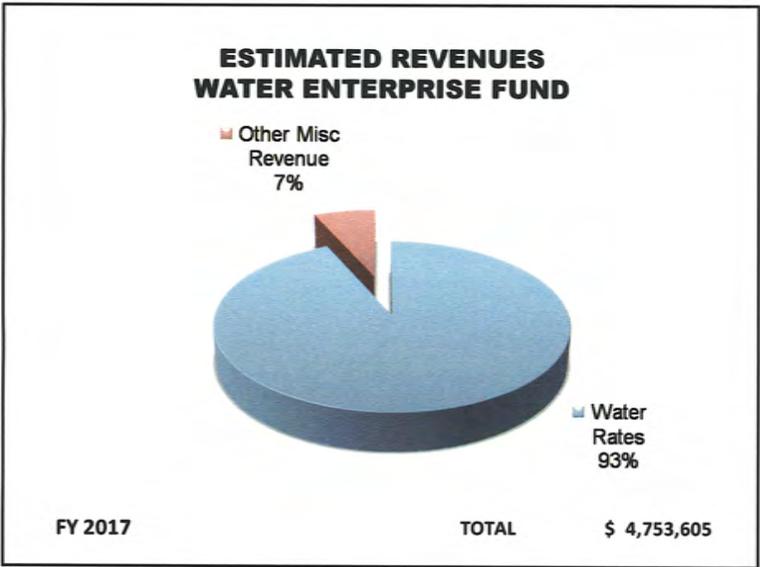
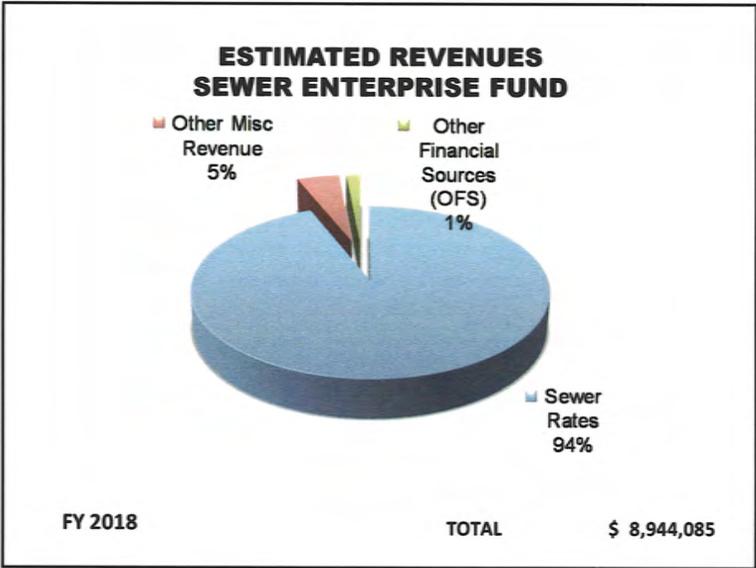
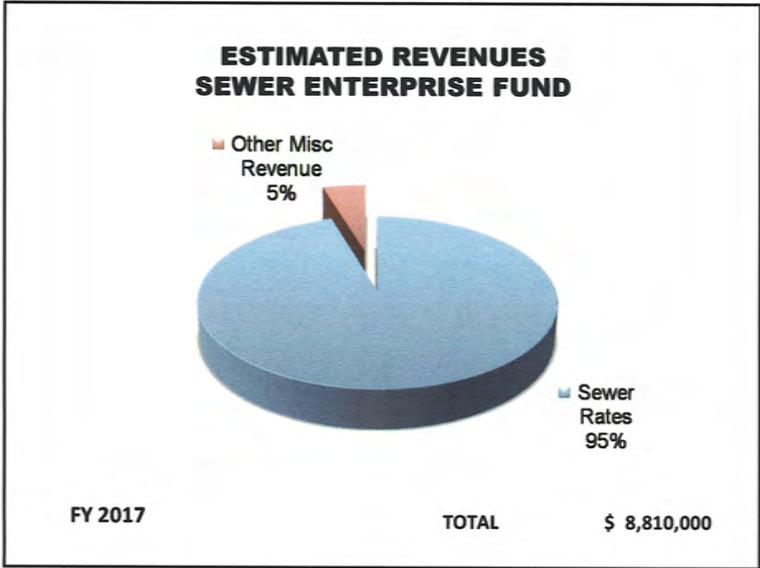
Trash Enterprise Revenue		
Fiscal Year	Revenue	
2009	715,844	
2010	713,827	
2011	697,050	
2012	686,835	
2013	689,358	
2014	689,358	
2015	699,082	
2016	820,890	
2017	856,376	Estimated
2018	1,056,376	Estimated
% Change FY17 vs. FY18		23.4%

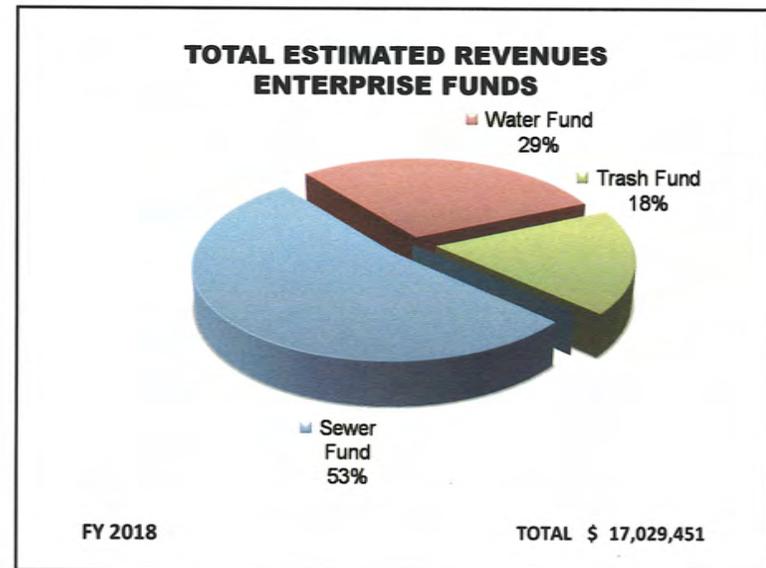
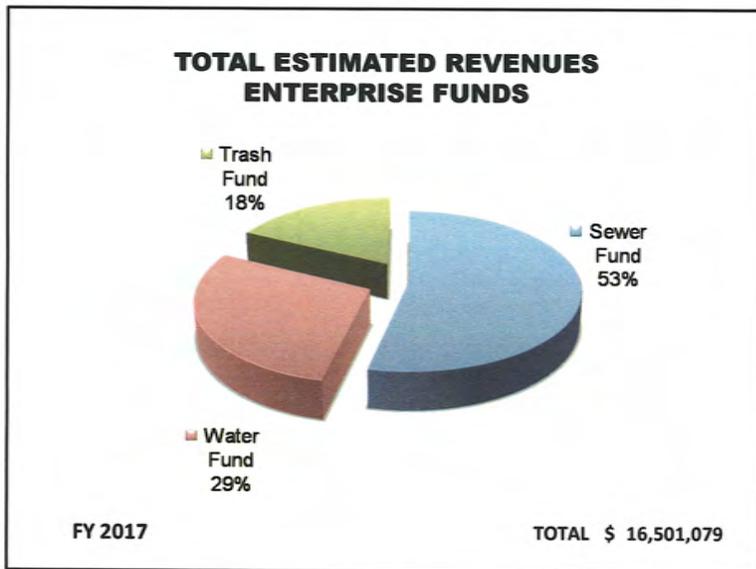
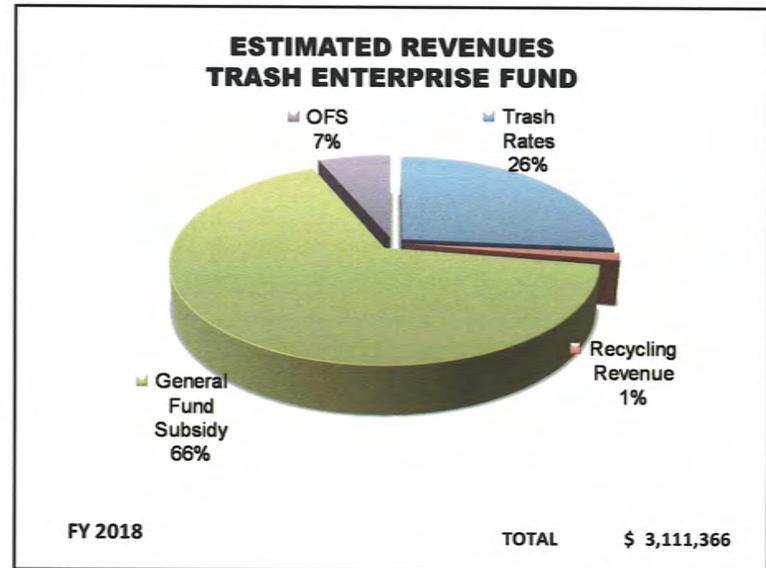
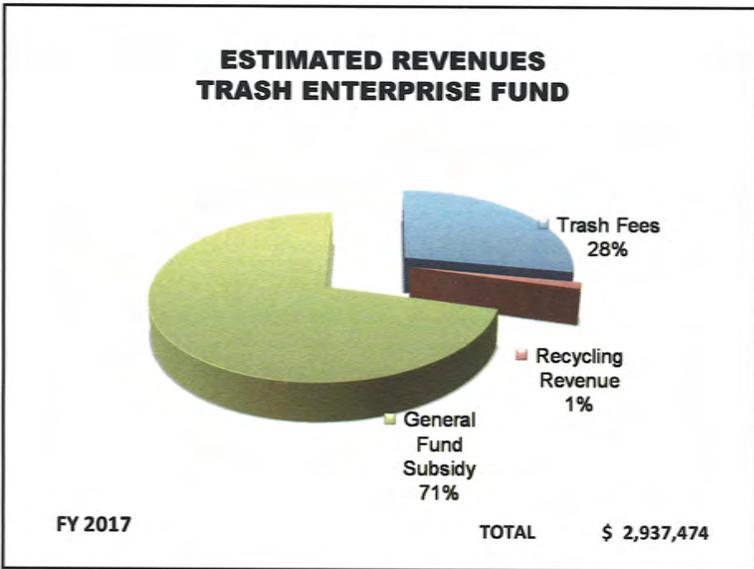


In FY 2018 we anticipate a slight decrease in the General Fund Subsidy to the Trash Enterprise Fund based on the use of retained earnings.

GF Subsidy to Trash Enterprise Fund		
Fiscal Year	Revenue	
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	2,071,893	
2017	2,081,098	Estimated
2018	2,054,990	Estimated
% Change FY17 vs. FY18		-1.3%





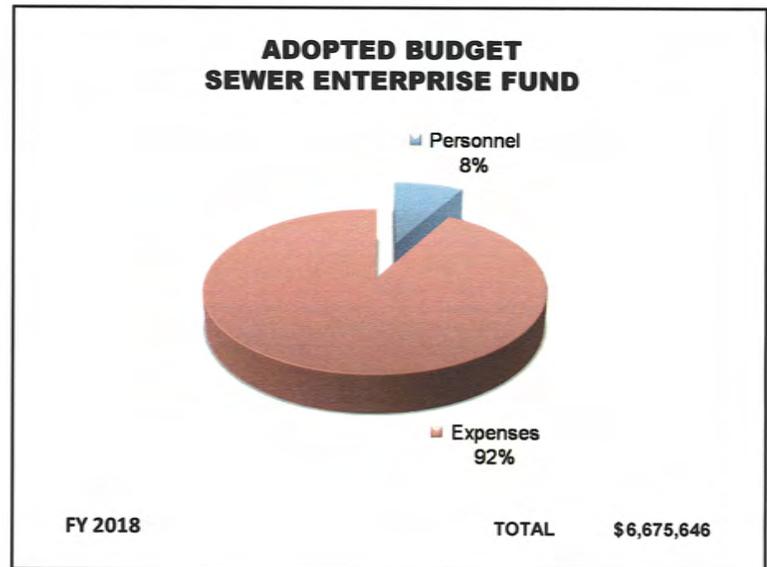
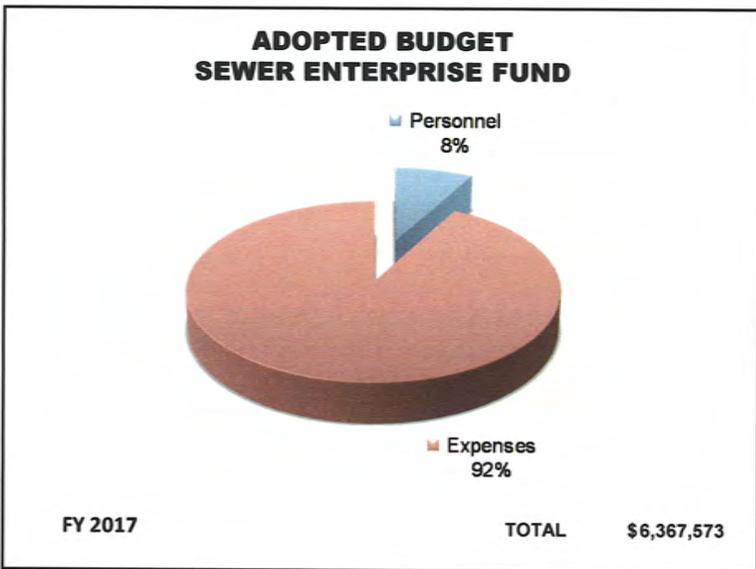
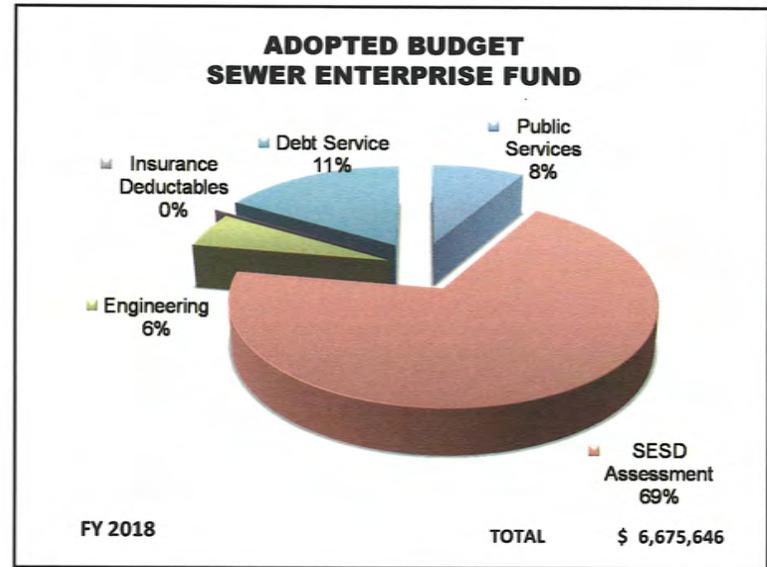
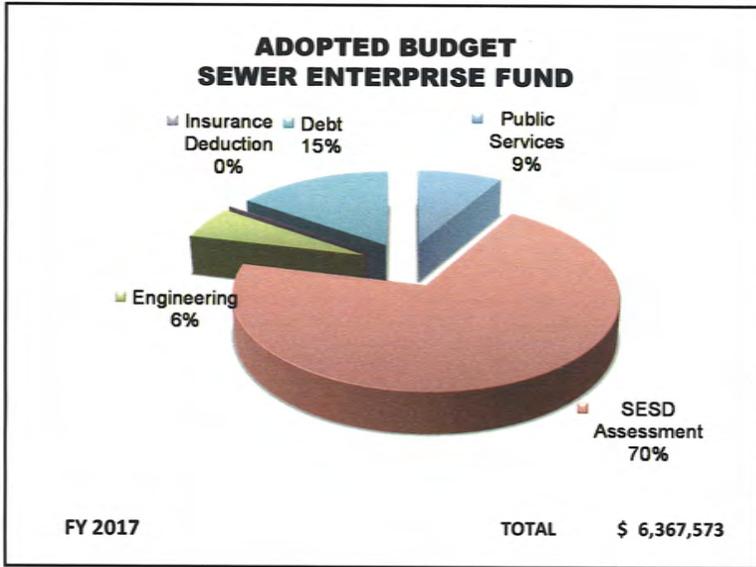


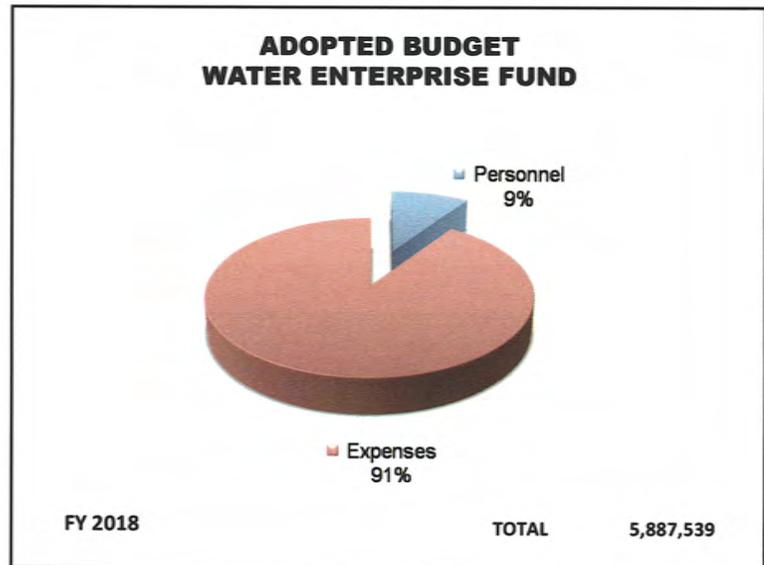
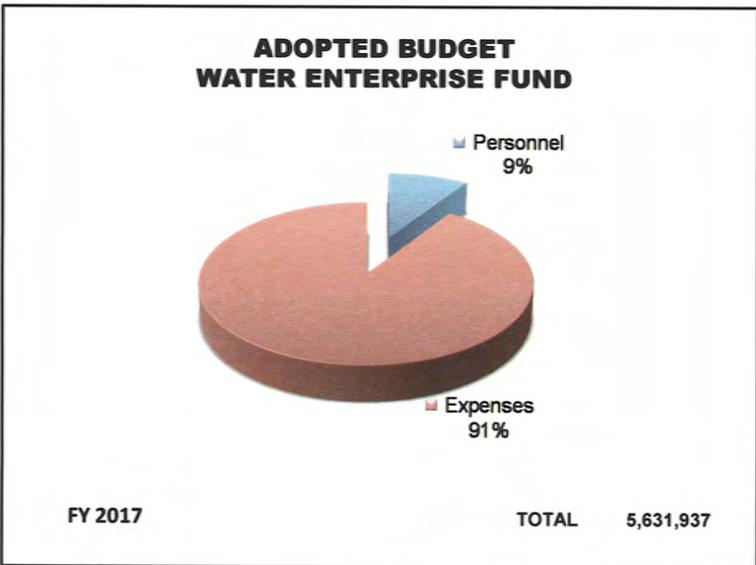
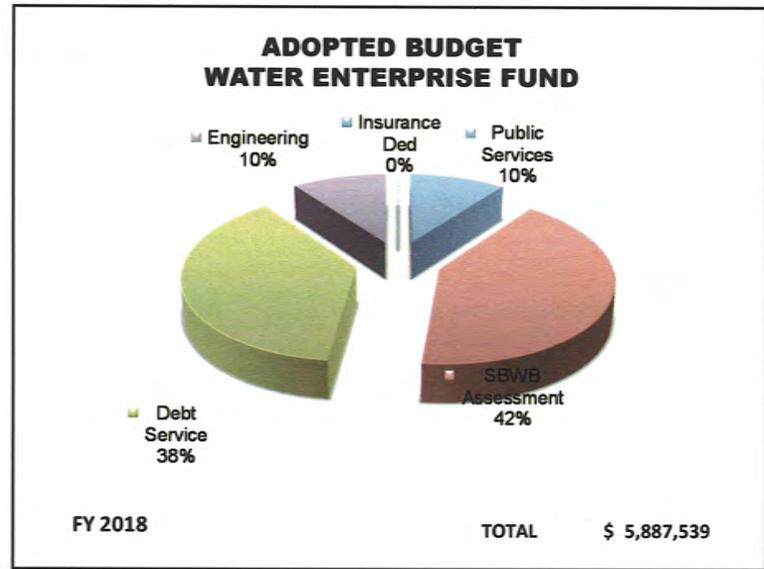
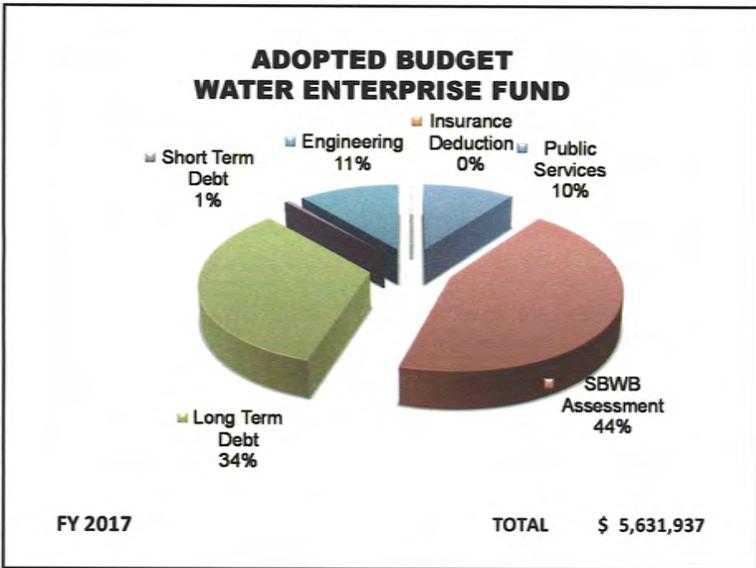
**CITY OF SALEM, MASSACHUSETTS
FY 2018 OPERATING BUDGET**

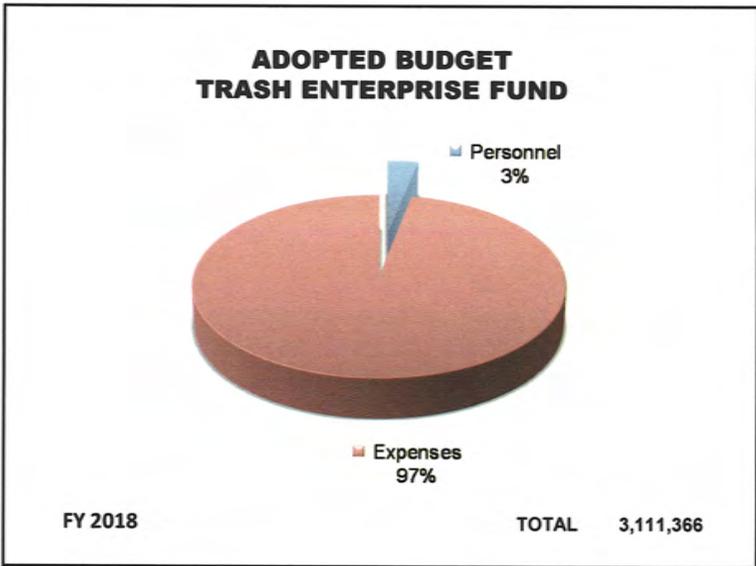
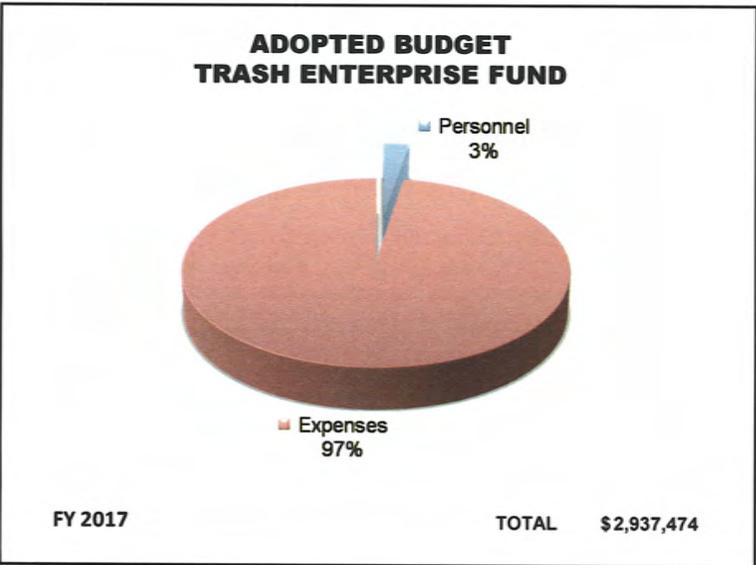
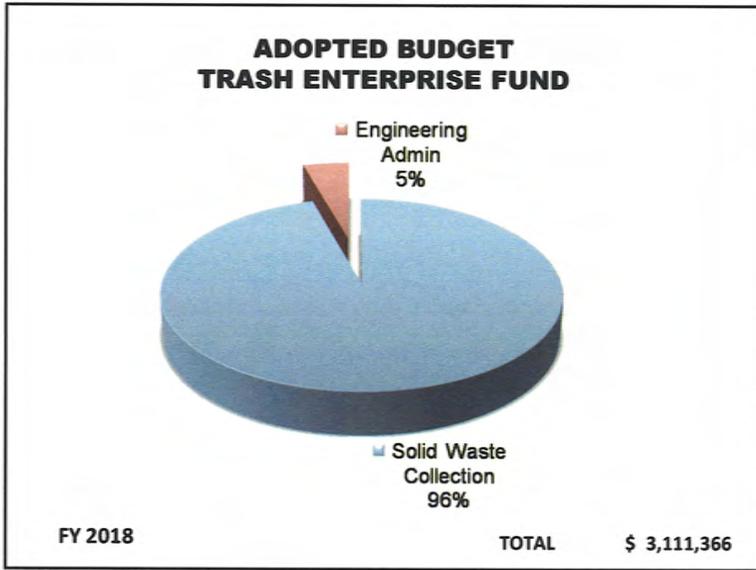
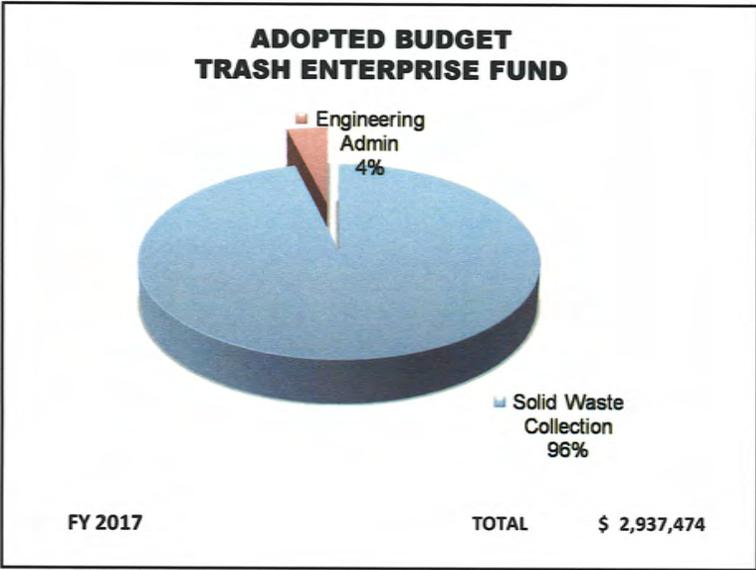
	ACTUAL EXPENDED FY 2016	ADOPTED BUDGET FY 2017	ADJUSTED BUDGET FY 2017	DEPT BUDGET FY 2018	MAYOR BUDGET FY 2018	CITY COUNCIL BUDGET FY 2018	FY17 Adj vs. FY18 Budget Inc/Decr Amount	Percentage
ENTERPRISE FUNDS								
SEWER :								
Sewer - Public Services	570,773	536,560	536,560	618,382	565,133	565,133	28,573	5.33%
Sewer - Engineering	372,195	380,761	380,761	382,795	384,348	384,348	3,587	0.94%
Long Term Debt	688,063	965,526	965,526	1,094,845	1,094,845	1,094,845	129,319	
Short Term Debt	13,000	13,000	13,000	13,000	13,000	13,000	-	
SESD Assessment	4,890,062	4,466,726	4,466,726	4,613,320	4,613,320	4,613,320	146,594	3.28%
Sewer - Insurance Deduction	0	5,000	5,000	5,000	5,000	5,000	-	0.00%
TOTAL SEWER	6,534,093	6,367,573	6,367,573	6,727,342	6,675,646	6,675,646	308,073	4.84%
WATER :								
Water-Public Services	608,797	576,600	576,600	708,422	605,173	605,173	28,573	4.96%
Water-Engineering	599,773	629,936	679,936	631,970	597,573	597,573	(82,363)	-12.11%
Long Term Debt	1,291,064	1,888,901	1,888,901	2,202,641	2,202,641	2,202,641	313,740	16.61%
Short Term Debt	33,000	33,000	33,000	33,000	33,000	33,000	-	0.00%
SBWS Assessment	2,537,238	2,501,000	2,501,000	2,446,652	2,446,652	2,446,652	(54,348)	-2.17%
Water - Insurance Deduction	0	2,500	2,500	2,500	2,500	2,500	-	
TOTAL WATER	5,069,873	5,631,937	5,681,937	6,025,185	5,887,539	5,887,539	205,602	3.62%
TRASH :								
Trash - Engineering	2,892,784	2,937,474	2,937,474	3,112,389	3,111,366	3,111,366	173,892	5.92%
TOTAL TRASH	2,892,784	2,937,474	2,937,474	3,112,389	3,111,366	3,111,366	173,892	5.92%
ENTERPRISE FUND TOTAL	14,496,749	14,936,984	14,986,984	15,864,916	15,674,551	15,674,551	687,567	4.59%

PERSONNEL & NON-PERSONNEL SUMMARIES

Sewer	Personnel	478,643	498,493	498,493	530,405	533,709	533,709	35,216	7.06%
	Non-Personnel	6,055,450	5,869,080	5,869,080	6,196,937	6,141,937	6,141,937	272,857	4.65%
		6,534,093	6,367,573	6,367,573	6,727,342	6,675,646	6,675,646	308,073	4.84%
Water	Personnel	494,542	514,933	514,933	546,845	550,149	550,149	35,216	6.84%
	Non-Personnel	4,575,331	5,117,004	5,167,004	5,478,340	5,337,390	5,337,390	170,386	3.30%
		5,069,873	5,631,937	5,681,937	6,025,185	5,887,539	5,887,539	205,602	3.62%
Trash	Personnel	73,565	74,366	74,366	93,945	95,922	95,922	21,556	28.99%
	Non-Personnel	2,819,219	2,863,108	2,863,108	3,018,444	3,015,444	3,015,444	152,336	5.32%
		2,892,784	2,937,474	2,937,474	3,112,389	3,111,366	3,111,366	173,892	5.92%
TOTAL Enterprise Fund		14,496,749	14,936,984	14,986,984	15,864,916	15,674,551	15,674,551	687,567	4.59%







INTERFUND TRANSFERS/OTHER FINANCIAL USES (OFU)

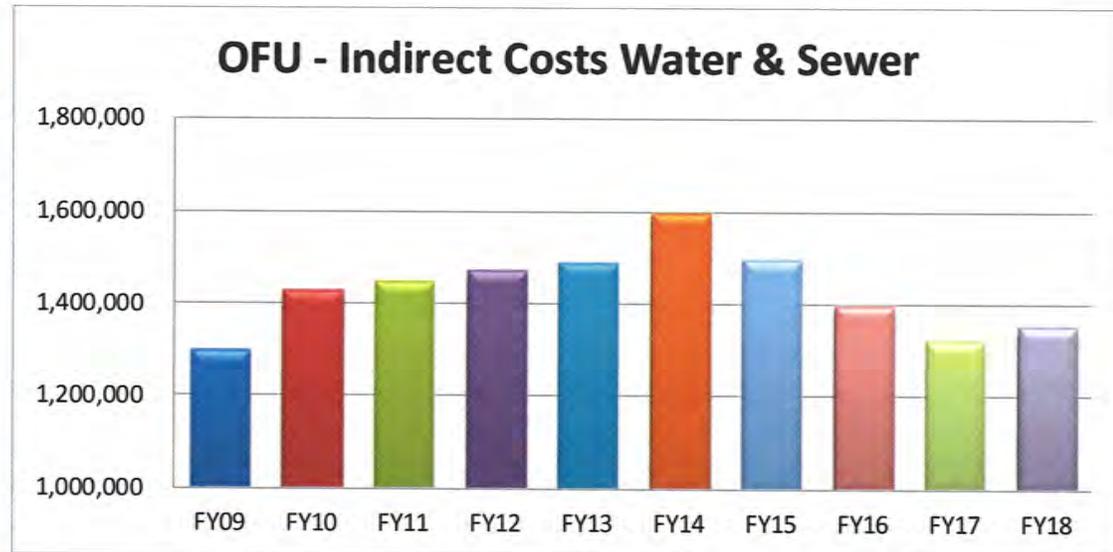
Enterprise Fund Other Financial Uses (OFU) - The Water and Sewer Enterprise Funds, financed by water and sewer usage charges, provide reimbursements for direct and indirect costs associated with a variety of City services, provided by Finance, Treasury, Human Resources, and other City Departments. Additionally,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

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

In FY 2018 the indirect costs have increased 2.3% due to the more comprehensive calculation of actual costs. We are now reflecting actual indirect costs based on those new calculations and no longer need to decrease indirect costs to the general fund.

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	
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	
2017	1,324,095	Per Recap
2018	1,354,900	Estimated
% Change FY17 vs. FY18		2.3%



FY18 COMBINED RETAIL WATER AND SEWER RATE COMMUNITY CHARGE COMPARISON

	Water			Sewer			Discounts	Fund	Last Rate Adjustment	% change from FY2015	Annual Cost per 120 HCF (approx 90,000 gallons)	
	Residential	Commercial		Residential	Commercial							
Salem 7/1/2016 Current	\$ 2.98	\$ 4.04	HCF	\$ 6.08	\$ 9.21	0-250 HCF	yes	Enterprise Fund	7/1/2016	2.00%	Water:	\$ 357.60
					\$ 11.79	251+ HCF	10% water if pd. within 15 days	Water & Sewer			Sewer:	\$ 729.60
											Combined:	\$ 1,087.20
Salem - 7/1/2017 Proposed	\$ 2.98	\$ 4.04	HCF	\$ 6.08	\$ 9.21	0-250 HCF	yes	Enterprise Fund	7/1/2016	0.00%	Water:	\$ 357.60
					\$ 11.79	251+ HCF	10% water if pd. within 15 days	Water & Sewer			Sewer:	\$ 729.60
											Combined:	\$ 1,087.20
Beverly	\$ 3.09	same	HCF	\$ 6.01	same	HCF	no	Enterprise Water & Sewer	7/1/2016	0.00%	Water:	\$ 370.80
											Sewer:	\$ 721.20
											Combined:	\$ 1,092.00
Chelsea	\$ 4.69	same	0-10 HCF	\$ 8.27	same	0-10 HCF	no	Enterprise Fund	7/1/2016	4.80%	Water:	\$ 562.80
	\$ 5.71	same	> 10-15 HCF	\$ 9.02	same	> 10-15 HCF		Water & Sewer			Sewer:	\$ 992.40
	\$ 6.83	same	> 15HCF	\$ 10.36	same	> 15HCF					Combined:	\$ 1,555.20
Danvers	\$ 5.71		0-20 HCF	\$ 6.46		0-20 HCF	yes	General Fund	7/1/2015	0.00%	Water:	\$ 685.20
	\$ 6.42		20-24 HCF	\$ 6.73		20-24 HCF	15% water	Water & Sewer			Sewer:	\$ 775.20
	\$ 8.23		24 - Greater HCF	\$ 8.09		24-Greater HCF	elderly/low income				Combined:	\$ 1,460.40
		\$ 5.71	0-40 HCF		\$ 6.46	0-40 HCF						
		\$ 6.42	40- Greater HCF		\$ 6.73	40- Greater HCF						
Gloucester	\$ 7.61	same	HCF	\$ 14.78	same	HCF	no	Enterprise Fund	7/1/2016	5.20%	Water:	\$ 684.90
								Water & Sewer			Sewer:	\$ 1,330.20
											Combined:	\$ 2,015.10
Lynn	\$ 3.52	same	0-27 HCF	\$ 6.46	same	0-27 HCF	yes	Enterprise Fund	7/1/2016	0.00%	Water:	\$ 423.72
	\$ 3.63	same	27-73 HCF	\$ 6.68	same	27-73 HCF	owner occ.	Water & Sewer			Sewer:	\$ 777.84
	\$ 3.67	same	73-2,812 HCF	\$ 6.75	same	73-2,812 HCF	elderly/disabled				Combined:	\$ 1,201.56
	\$ 3.72	same	balance	\$ 6.80	same	balance	single @ 15%, 2-fam @ 7.5%, 3-Fam @ 5%					
Marblehead	\$ 4.80	same	0-30 HCF	\$ 8.95	same	0-30 HCF	no	Enterprise Fund	7/1/2016	4.00%	Water:	\$ 637.00
	\$ 6.10	same	balance	\$ 9.30	same	balance		Water & Sewer			Sewer:	\$ 1,124.00
											Combined:	\$ 1,761.00
Peabody	\$ 2.44	\$ 2.90	0-15 HCF	\$ 3.25	\$ 3.75	0-15 HCF	no	General Fund	3/1/2003	0.00%	Water:	\$ 306.00
	\$ 2.66	\$ 3.16	15-30 HCF	\$ 3.58	\$ 4.13	balance		Water & Sewer			Sewer:	\$ 409.80
	\$ 2.90	\$ 3.44	balance								Combined:	\$ 715.80
Revere	\$ 3.75	\$ 5.93	HCF	\$ 12.40	\$ 18.55	HCF	yes senior	Enterprise Fund	7/1/2016	1.50%	Water:	\$ 450.00
								Water & Sewer			Sewer:	\$ 1,489.20
											Combined:	\$ 1,939.20
Swampscott	\$ 6.70	same	HCF	\$ 5.20	same	HCF	no	Enterprise Fund	7/1/2016	2.00%	Water:	\$ 848.00
								Water & Sewer			Sewer:	\$ 659.00
											Combined:	\$ 1,507.00

NOTE: All data taken from MWRA Annual Water and Sewer Retail Rate Survey - 2016

Average Costs of listed communities:	
Water:	\$ 552.05
Sewer:	\$ 919.87
Combined:	\$ 1,471.92

Salem vs. Comparable Communities	
Water:	\$ (194.45)
Sewer:	\$ (190.27)
Combined:	\$ (384.72)

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

	% INC/DEC FY17-FY18	% INC/DEC FY19-FY21	FY17 RECAP	FY18 BUDGETED	FY19 PROJECTED	FY20 PROJECTED	FY21 PROJECTED
TOTAL: LEVY LIMIT (not included in total)	3.94%		90,563,116	94,127,194	97,480,374	100,917,383	104,440,318
REVENUES							
ACTUAL REAL ESTATE AND PERSONAL PROPERTY TAX LEVY	4.75%		85,600,551	89,666,577	91,908,241	94,205,947	96,561,096
TOTAL: LOCAL RECEIPTS	3.75%	0.00%	17,804,500	18,473,000	18,749,460	14,381,449	14,669,078
CHERRY SHEET REVENUE	-0.17%	2.00%	30,150,958	30,100,982	30,703,002	31,317,062	31,943,403
SCHOOL BLDG ASSISTANCE	0.00%	per SBA	732,824	732,824	732,824	0	0
OFS - RECURRING	7.00%	2.50%	1,238,398	1,325,034	1,358,160	1,392,114	1,426,917
OTHER FINANCIAL SOURCES (OFS) - NON-RECURRING							
OFS - NON RECURRING	117.85%	0.00%	1,300,000	2,832,025	0	0	0
SEWER ENTERPRISE FUND REVENUE	1.52%	3.00%	8,810,000	8,944,085	9,212,408	9,488,780	9,773,443
WATER ENTERPRISE FUND REVENUE	4.64%	3.00%	4,753,605	4,974,000	5,123,220	5,276,917	5,435,224
TRASH ENTERPRISE FUND	23.35%	2.00%	856,376	1,056,376	1,077,504	1,099,054	1,121,035
TOTAL ENTERPRISE FUND REVENUE	3.85%	varies	14,419,981	14,974,461	15,413,131	15,864,750	16,329,702
TOTAL REVENUES	4.53%		151,247,212	158,104,903	158,864,818	157,161,322	160,930,196
EXPENDITURES							
TOTAL: GENERAL GOVERNMENT	4.87%	3.00%	6,317,771	6,625,465	6,824,229	7,028,956	7,239,824
TOTAL: PUBLIC SAFETY	2.48%	varies	20,462,901	20,970,298	21,986,369	23,052,270	24,170,464
TOTAL: PUBLIC WORKS & FACILITIES	-4.63%	varies	4,151,095	3,958,934	4,113,688	4,275,573	4,444,926
TOTAL: HUMAN SERVICES	6.22%	3.00%	1,429,502	1,518,428	1,563,981	1,610,900	1,659,227
TOTAL: CULTURAL AND RECREATIONAL	7.14%		2,639,151	2,827,690	2,912,521	2,999,896	3,089,893
FIXED COSTS							
TOTAL: FIXED COSTS	4.60%		27,817,644	29,098,131	30,311,875	31,593,848	32,948,250
TOTAL: DEBT SERVICE - LONG TERM	9.20%	varies	5,416,291	5,914,783	5,914,783	5,914,783	5,914,783
TOTAL: DEBT SERVICE - SHORT TERM	-1.77%	varies	704,852	692,410	727,031	763,382	801,551
TOTAL: ESSEX TECH ASSESSMENT	3.56%	5.00%	2,331,662	2,414,672	2,535,406	2,662,176	2,795,285
CITY EXPENDITURE TOTAL	3.86%	3.00%	71,270,869	74,020,811	76,889,882	79,901,784	83,064,205
TOTAL: EDUCATION	3.21%	3.00%	55,041,847	56,807,831	58,512,066	60,267,428	62,075,451
SCHOOL EXPENDITURE TOTAL	3.21%	3.00%	55,041,847	56,807,831	58,512,066	60,267,428	62,075,451
TOTAL: SEWER ENTERPRISE	4.84%	varies	6,367,573	6,675,646	7,057,574	7,280,892	7,841,277
TOTAL: WATER ENTERPRISE	4.54%	varies	5,631,937	5,887,539	7,099,331	8,865,098	11,460,269
TOTAL: TRASH ENTERPRISE	5.92%	3.00%	2,937,474	3,111,366	3,204,707	3,300,848	3,399,874
ENTERPRISE FUND EXPENDITURE TOTAL	4.94%		14,936,984	15,674,551	17,361,613	19,446,838	22,701,420
TOTAL - CITY, SCHOOL, AND ENTERPRISE	3.72%		141,249,700	146,503,193	152,763,561	159,616,050	167,841,075
TOTAL: CHERRY SHEET ASSESSMENT	10.60%	4.00%	8,088,955	8,946,786	9,304,657	9,676,844	10,063,917
TOTAL: OTHER EXPENDITURES	65.98%		1,599,528	2,654,924	679,440	696,748	714,499
TOTAL EXPENDITURES	4.75%		150,938,183	158,104,903	162,747,658	169,989,642	178,619,491
BUDGET GAP			309,029	0	-3,882,840	-12,828,320	-17,689,295

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 FY18 budget reflects a commitment to increasing our police force, and a serious investment in our public infrastructure. In addition, FY18 will complete the redevelopment of the Salem Power Plant, and several new major developments throughout the City, which will increase the tax base.

Revenues

Tax Levy: \$89,666,577

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 \$15.86/m and a commercial rate of \$29.99/m for FY17.

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

The City has typically averaged approximately \$1,000,000 per year in new growth; however, it is recommended by the City's Assessor that the growth estimate to be used for FY2018 should be \$1,300,000 to reflect the FY2017 new growth number of \$1,851,206.

Local Receipts: \$18,473,000

Local receipts are locally generated revenues other than real and personal property taxes. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. The City has increased its estimate for local receipts by 3.75% for FY2018 due to some anticipated increases in parking revenue, penalties and interest, the addition of two new hotels, and revenue from the marijuana dispensary.

Cherry Sheet Revenue (State Aid): \$30,100,982

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 reduced the estimated state aid to the City of Salem by approximately \$49,976 from the FY2017 amount. Decreases included Charter Tuition Reimbursement by \$337,914 and Veteran's Benefits by \$98,448. A chapter 70 appropriation has been increased from \$21,600,632 in FY17 to \$21,736,742 in FY18, a .63% increase. Also, Unrestricted General Government Aid (UGGA) has been increased by \$258,677 or 3.9%.

It is difficult to gauge the amount that the Commonwealth will allocate to the 351 municipalities due to the volatile economy. Nevertheless, we need to assume a figure for purposes of completing the five-year financial forecast. Therefore, it is predicted that the State will increase the FY2019 appropriation by 1% each year through 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: \$14,974,461

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 \$4,974,000 and \$8,944,085 respectively, provide for full cost recovery, including indirect costs that are appropriated in the general fund. Water and sewer enterprise fund revenues are estimated to have various increases over the next three fiscal years depending on the costs of assessments from the Salem Beverly Water Supply Board and the South Essex Sewer District, as well as the debt service from some of the major projects underway in the City, including the completion of the water meter project, the reconstruction of several water mains, rehabilitation of the Folly Hill storage tanks, South River Basin upgrades, Canal Street Upgrades Phase II and water meter replacements.

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

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

For FY18, the administration is recommending a water rate increase of 0% and a sewer rate increase of 0%.

The Solid Waste Enterprise fund, established in FY08, does not recoup all operating costs. However, the \$1,056,376 estimated revenues will cover approximately 30% of the total cost of \$3,111,366 in FY2018.

Other Financial Resources – Recurring: \$1,325,034

The City has three “receipts reserve” accounts; Harbormaster, Witch House, and Golf Course. Receipts reserve accounts are accounts in which proceeds are earmarked by law and placed in separate accounts for appropriation for particular purposes. The City treats these accounts similar to Enterprise Funds, by which the fees charged cover the expenses of the particular program. It is estimated that the revenues generated will increase each year by 2.5% to keep up with rising costs of running each of the three departments. This account is expected to be level funded for the foreseeable future.

Expenses

General Government: \$6,625,465

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 FY18 is 4.87%. This amount includes the impact of collective bargaining agreement settlements, increases for exempt staff, 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 FY2019-FY2021.

Public Safety: \$20,970,298

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 FY2019 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 FY2018, Public Safety is seeing a 2.48% increase. This amount includes the addition of five new full time police officers (\$150,000 of grant funding coming from a COPS grant from the Department of Justice.)

Public Works and Facilities: \$3,958,934

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 FY2018 budget reflects an -4.63% decrease for public works, reflecting the re-organization of the parking and public works departments. 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: \$1,518,428

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: \$2,827,690

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

Fixed Costs: \$29,098,131

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 FY18 increase of 2.5%. Statewide, the average increase in municipal health insurance is 6%. To be conservative, the average increase for FY19-21 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.

- FY18 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: \$6,607,193 (Long Term - \$5,914,783 & Short Term - \$692,410)

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: \$2,414,672

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 FY2021.

Education - Salem School District: \$56,807,831
Bentley Academy Charter School: \$3,018,434

The School Committee oversees the budget process for the schools, and it has a bottom line budget of \$56,807,831 for FY2018 regular school, an increase of 3.21% from FY17. Additional funds have been budgeted of (\$3,018,434) 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: \$15,674,551

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 FY2019 to FY2021 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: \$8,946,786

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 10.89% or \$878,455 from last year's assessment of \$8,068,331, 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 FY2019 to FY2021.

Other Expenditures: \$2,654,924

- 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 occurred in FY2016) due to the adjustments typically made to conform to all Massachusetts General Laws for assessing property taxes.
- Snow and Ice Deficit \$1,992,361
 - We are still paying for the winter season of FY2016 and therefore our deficit in total is \$1,992,361; \$661,624 of FY16 amortized debt, and \$1,331,097 of FY2018 costs. It is anticipated that future years will have deficits. FY18 is the final year of payments for the amortized debt.
- Cherry Sheet Offset: \$62,563
 - 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 FY2019 to FY2021.

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 FY2018 budget will continue to be the basis for all future financial planning for the City of Salem.

City of Salem, Massachusetts
 Fiscal 2018
 Long Term Debt Service By Month
 15-May-17

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	117,124.00						0.00						117,124.00
	610034 5936		Interest	12,836.63						11,665.39						24,502.02
MWPAT DW-05-12			Principal	117,124.00						0.00						117,124.00
Payable July 15 and January 15			Interest	12,836.63						11,665.39						24,502.02
2 High School	5908H	\$6,885,633	Principal				345,000.00						0.00			345,000.00
	5948H		Interest				6,900.00						0.00			6,900.00
3 Ferry Boat Project	5918	\$775,000	Principal				60,000.00						0.00			60,000.00
	5938		Interest				1,200.00						0.00			1,200.00
4 Water System Improvements	610034 5920	\$3,250,503	Principal				160,000.00						0.00			160,000.00
	610034 5939		Interest				3,200.00						0.00			3,200.00
General Obligation Bonds of 2007			Principal				565,000.00						0.00			565,000.00
Payable October 15 and April 15			Interest				11,300.00						0.00			11,300.00
5 Bates School	5919C	\$6,656,100	Principal			795,000.00						0.00				795,000.00
Refunding			Interest			42,612.50						30,687.50				73,300.00
General Obligation State Qualified Bonds of 2010			Principal			795,000.00						0.00				795,000.00
Payable September 1 and March 1			Interest			42,612.50						30,687.50				73,300.00
6 Water Systems Improvement		\$1,964,000	Principal			100,000.00						0.00				100,000.00
			Interest			27,200.00					25,200.00					52,400.00
7 Water Meters		\$3,000,000	Principal			200,000.00						0.00				200,000.00
			Interest			36,000.00					32,000.00					68,000.00
8 Water Main		\$2,500,000	Principal			140,000.00						0.00				140,000.00
			Interest			33,200.00					30,400.00					63,600.00
9 Sewer Pump Station		\$190,000	Principal			10,000.00						0.00				10,000.00
			Interest			2,400.00					2,200.00					4,600.00
10 South River Basin Upgrade		\$1,500,000	Principal			85,000.00						0.00				85,000.00
			Interest			19,700.00					18,000.00					37,700.00
11 Golf Course Dept. Equip		\$100,000	Principal			10,000.00						0.00				10,000.00
			Interest			800.00					600.00					1,400.00
12 Dump Truck		\$65,000	Principal			5,000.00						0.00				5,000.00
			Interest			300.00					200.00					500.00
13 DPW Equipment		\$65,000	Principal			5,000.00						0.00				5,000.00
			Interest			300.00					200.00					500.00
14 Engineering Infrastructure		\$150,000	Principal			15,000.00						0.00				15,000.00
			Interest			1,200.00					900.00					2,100.00
15 Engineering Seawalls		\$50,000	Principal			5,000.00						0.00				5,000.00
			Interest			400.00					300.00					700.00
16 Fire Pumper Truck		\$375,000	Principal			25,000.00						0.00				25,000.00
			Interest			4,500.00					4,000.00					8,500.00
17 Parking Equipment		\$50,000	Principal			5,000.00						0.00				5,000.00
			Interest			400.00					300.00					700.00
18 Witch House		\$50,000	Principal			5,000.00						0.00				5,000.00
			Interest			400.00					300.00					700.00
19 Departmental Equipment		\$50,000	Principal			5,000.00						0.00				5,000.00
			Interest			400.00					300.00					700.00
20 Forest River Pool		\$165,000	Principal			15,000.00						0.00				15,000.00
			Interest			1,200.00					900.00					2,100.00
21 Forest River Park		\$50,000	Principal			5,000.00						0.00				5,000.00
			Interest			400.00					300.00					700.00
22 Willow Public Bathroom		\$100,000	Principal			10,000.00						0.00				10,000.00
			Interest			800.00					600.00					1,400.00
23 School Fire Alarm Systems		\$130,000	Principal			10,000.00						0.00				10,000.00
			Interest			800.00					600.00					1,400.00
24 School Buses		\$135,000	Principal			15,000.00						0.00				15,000.00
			Interest			900.00					600.00					1,500.00
25 School Infrastructure		\$75,000	Principal			5,000.00						0.00				5,000.00
			Interest			900.00					800.00					1,700.00
26 Fire SCBA Compressor		\$50,000	Principal			5,000.00						0.00				5,000.00
			Interest			400.00					300.00					700.00
27 Public Service Equip. & Vehicles		\$295,000	Principal			30,000.00						0.00				30,000.00
			Interest			2,300.00					1,700.00					4,000.00
28 Roads, Sidewalks & Crosswalks		\$1,500,000	Principal			105,000.00						0.00				105,000.00
			Interest			16,800.00					14,700.00					31,500.00
29 Playground Equipment		\$50,000	Principal			5,000.00						0.00				5,000.00

City of Salem, Massachusetts
 Fiscal 2018
 Long Term Debt Service By Month
 15-May-17

Purpose	1710:	Original Principal	July	August	September	October	November	December	January	February	March	April	May	June	Total
30 Furlong Park Remodeling					400.00						300.00				700.00
		\$289,000			20,000.00						0.00				20,000.00
					3,200.00						2,800.00				6,000.00
31 Roads, Sidewalks & Crosswalks 2		\$150,000			10,000.00						0.00				10,000.00
					1,800.00						1,600.00				3,400.00
32 Canal St. Improvement Design		\$480,000			30,000.00						0.00				30,000.00
					5,400.00						4,800.00				10,200.00
33 Storage Tanks		\$1,000,000			100,000.00						0.00				100,000.00
					8,000.00						6,000.00				14,000.00
34 School Ballfield Remodeling		\$75,000			5,000.00						0.00				5,000.00
					800.00						700.00				1,500.00
35 School Field House Remodeling		\$40,000			5,000.00						0.00				5,000.00
					200.00						100.00				300.00
General Obligation State Qualified Bonds of 2010 Payable September 1 and March 1					990,000.00						0.00				990,000.00
					171,500.00						151,700.00				323,200.00
36 Water System Improvements		\$1,412,402			60,000.00						0.00				60,000.00
					18,650.00						17,750.00				36,400.00
37 Sewer Pump Station Upgrade		\$210,000			10,000.00						0.00				10,000.00
					2,668.75						2,518.75				5,187.50
38 South River Basin Upgrade		\$500,000			20,000.00						0.00				20,000.00
					6,556.25						6,256.25				12,812.50
39 South River Basin Upgrade 2		\$350,000			15,000.00						0.00				15,000.00
					4,587.50						4,362.50				8,950.00
40 Forrester Street Drain Relief		\$375,000			15,000.00						0.00				15,000.00
					4,937.50						4,712.50				9,650.00
41 Domain Controller & Exchange Services		\$50,000			10,000.00						0.00				10,000.00
					150.00						0.00				150.00
42 Domain Controller & Exchange Services 2		\$75,000			15,000.00						0.00				15,000.00
					225.00						0.00				225.00
43 City Hall Roof		\$660,000			15,000.00						0.00				15,000.00
					9,887.50						9,662.50				19,550.00
44 City Hall Skylights		\$150,000			5,000.00						0.00				5,000.00
					2,125.00						2,050.00				4,175.00
45 City Hall Windows		\$340,000			10,000.00						0.00				10,000.00
					5,281.25						5,131.25				10,412.50
46 City Hall Masonry Repairs		\$850,000			20,000.00						0.00				20,000.00
					12,771.88						12,471.88				25,243.76
47 Parking Study		\$200,000			40,000.00						0.00				40,000.00
					600.00						0.00				600.00
48 Police Vehicle Replacement		\$120,000			25,000.00						0.00				25,000.00
					375.00						0.00				375.00
49 Public Service Equipment		\$65,000			15,000.00						0.00				15,000.00
					225.00						0.00				225.00
50 Roads, Sidewalks & Crosswalks		\$800,000			50,000.00						0.00				50,000.00
					9,959.38						9,209.38				19,168.76
51 Collins Cove Seawall		\$125,000			5,000.00						0.00				5,000.00
					1,634.38						1,559.38				3,193.76
52 Parks & Rec Equipment		\$35,000			10,000.00						0.00				10,000.00
					150.00						0.00				150.00
53 School - Wheelchair Bus		\$87,500			20,000.00						0.00				20,000.00
					300.00						0.00				300.00
54 School - Conventional Bus		\$90,000			20,000.00						0.00				20,000.00
					300.00						0.00				300.00
55 Remediation		\$1,400,000			35,000.00						0.00				35,000.00
					20,868.75						20,343.75				41,212.50
56 Collins School		\$1,312,938			30,000.00						0.00				30,000.00
					19,581.25						19,131.25				38,712.50
57 Collins School 2		\$5,326,916			120,000.00						0.00				120,000.00
					80,315.63						78,515.63				158,831.26
58 Saltonstall School		\$1,188,000			30,000.00						0.00				30,000.00
					17,771.88						17,321.88				35,093.76
59 Saltonstall School 2		\$2,468,244			55,000.00						0.00				55,000.00
					37,225.00						36,400.00				73,625.00

City of Salem, Massachusetts
Fiscal 2018
Long Term Debt Service By Month
15-May-17

Purpose	1710:	Original Principal	July	August	September	October	November	December	January	February	March	April	May	June	Total
General Obligation State Qualified Bonds of 2012 Payable September 1 and March 1		Principal Interest			650,000.00 257,146.90						0.00 247,396.90				650,000.00 504,543.80
60 Saltonstall Elementary School		\$1,595,000 Principal Interest						60,000.00 27,168.75						0.00 26,268.75	60,000.00 53,437.50
61 Collins Middle School		\$3,295,000 Principal Interest						125,000.00 56,031.25						0.00 54,156.25	125,000.00 110,187.50
62 School Building Repairs		\$150,000 Principal Interest						10,000.00 2,203.13						0.00 2,053.13	10,000.00 4,256.26
63 School Department Equipment & Infrastructure		\$100,000 Principal Interest						10,000.00 1,350.00						0.00 1,200.00	10,000.00 2,550.00
64 Police Equipment - Radio Replacement		\$200,000 Principal Interest						20,000.00 2,700.00						0.00 2,400.00	20,000.00 5,100.00
65 Fire Equipment - Ladder Truck		\$1,100,000 Principal Interest						70,000.00 16,693.75						0.00 15,643.75	70,000.00 32,337.50
66 Electric Department Equipment - Bucket Truck		\$100,000 Principal Interest						10,000.00 1,350.00						0.00 1,200.00	10,000.00 2,550.00
67 Parks & Recreation Equipment		\$140,000 Principal Interest						5,000.00 2,350.00						0.00 2,275.00	5,000.00 4,625.00
68 Canal Street Utility Program		\$3,900,000 Principal Interest						150,000.00 66,318.75						0.00 64,068.75	150,000.00 130,387.50
69 Bowditch School Refunding		\$764,500 Principal Interest						90,000.00 9,950.00						0.00 8,600.00	90,000.00 18,550.00
70 Carlton School Refunding		\$545,800 Principal Interest						65,000.00 6,975.00						0.00 6,000.00	65,000.00 12,975.00
71 Witchcraft School Refunding		\$927,000 Principal Interest						95,000.00 13,953.13						0.00 12,528.13	95,000.00 26,481.26
72 Carlton School Refunding		\$272,200 Principal Interest						30,000.00 3,962.50						0.00 3,512.50	30,000.00 7,475.00
73 Parking Garage Repairs Refunding		\$345,500 Principal Interest						75,000.00 3,525.00						0.00 2,400.00	75,000.00 5,925.00
General Obligation State Qualified Bonds of 2013 Payable December 1 and June 1		Principal Interest						815,000.00 214,531.26						0.00 202,306.26	815,000.00 416,837.52
74 South River Basin Upgrade		\$2,000,000 Principal Interest						100,000.00 31,312.50						0.00 29,312.50	100,000.00 60,625.00
75 Drain Improvements		\$300,000 Principal Interest						15,000.00 4,696.88						0.00 4,396.88	15,000.00 9,093.76
76 Road Improvements		\$2,000,000 Principal Interest						200,000.00 32,000.00						0.00 28,000.00	200,000.00 60,000.00
77 Bertram Field		\$1,500,000 Principal Interest						110,000.00 23,106.25						0.00 20,906.25	110,000.00 44,012.50
78 Electric - Generator		\$65,000 Principal Interest						5,000.00 1,006.25						0.00 906.25	5,000.00 1,912.50
79 Fire - SCBA		\$55,000 Principal Interest						10,000.00 600.00						0.00 400.00	10,000.00 1,000.00
80 Fire - Jaws of Life		\$42,000 Principal Interest						10,000.00 400.00						0.00 200.00	10,000.00 600.00
81 Fire - Station 4 Door Alteration		\$60,000 Principal Interest						10,000.00 600.00						0.00 400.00	10,000.00 1,000.00
82 Parking - Waterproofing		\$1,120,000 Principal Interest						60,000.00 17,421.88						0.00 16,221.88	60,000.00 33,643.76
83 Planning - MBTA Station		\$500,000 Principal Interest						25,000.00 7,828.13						0.00 7,328.13	25,000.00 15,156.26
84 DPW Backhoe		\$128,000 Principal Interest						25,000.00 1,500.00						0.00 1,000.00	25,000.00 2,500.00
85 Engineering - Roadway		\$150,000 Principal Interest						30,000.00 1,800.00						0.00 1,200.00	30,000.00 3,000.00
86 Engineering - Canal Street		\$210,000 Principal Interest						40,000.00 2,400.00						0.00 1,600.00	40,000.00 4,000.00
87 Engineering - Bike Path		\$25,000 Principal Interest						5,000.00 300.00						0.00 200.00	5,000.00 500.00
88 School - District Wide Security		\$125,000 Principal Interest						25,000.00 1,500.00						0.00 1,000.00	25,000.00 2,500.00
General Obligation Bonds of 2014		Principal						670,000.00						0.00	670,000.00

City of Salem, Massachusetts
 Fiscal 2018
 Long Term Debt Service By Month
 15-May-17

Purpose	1710:	Original Principal	Interest	July	August	September	October	November	December	January	February	March	April	May	June	Total
Payable December 1 and June 1									126,471.89						113,071.89	239,543.78
89 Folly Hill Tank Storage I		\$2,000,000	Principal					225,000.00						0.00		225,000.00
			Interest					41,000.00						37,625.00		78,625.00
90 Folly Hill Tank Storage II		\$1,000,000	Principal					115,000.00						0.00		115,000.00
			Interest					20,425.00						18,700.00		39,125.00
91 System Flushing/Valve Maintenance		\$400,000	Principal					45,000.00						0.00		45,000.00
			Interest					8,200.00						7,525.00		15,725.00
92 Meter Replacement Program		\$100,000	Principal					15,000.00						0.00		15,000.00
			Interest					1,925.00						1,700.00		3,625.00
93 Valve Pipe Replacement		\$100,000	Principal					15,000.00						0.00		15,000.00
			Interest					1,925.00						1,700.00		3,625.00
94 I/I Study, Design & Construction		\$750,000	Principal					40,000.00						0.00		40,000.00
			Interest					13,934.38						13,334.38		27,268.76
95 Canal St. Phase II		\$1,750,000	Principal					90,000.00						0.00		90,000.00
			Interest					32,340.63						30,990.63		63,331.26
96 Illicit Connection Removal		\$100,000	Principal					5,000.00						0.00		5,000.00
			Interest					1,840.63						1,765.63		3,606.26
97 Line Extension, Rehab & Upgrades		\$50,000	Principal					5,000.00						0.00		5,000.00
			Interest					1,050.00						975.00		2,025.00
98 Garage Updates		\$150,000	Principal					10,000.00						0.00		10,000.00
			Interest					2,890.63						2,740.63		5,631.26
99 Kiosk Umbrellas		\$50,000	Principal					5,000.00						0.00		5,000.00
			Interest					925.00						850.00		1,775.00
100 Computer Replacement Program		\$210,000	Principal					25,000.00						0.00		25,000.00
			Interest					4,250.00						3,875.00		8,125.00
101 District-Wide Security Updates		\$75,000	Principal					10,000.00						0.00		10,000.00
			Interest					1,475.00						1,325.00		2,800.00
102 Replace Lunchroom/Cafeteria Equipment		\$35,000	Principal					5,000.00						0.00		5,000.00
			Interest					675.00						600.00		1,275.00
103 HS Transformer Replacement		\$60,000	Principal					10,000.00						0.00		10,000.00
			Interest					1,100.00						950.00		2,050.00
104 Saltonstall Elementary School I		\$583,000	Principal					30,000.00						0.00		30,000.00
			Interest					10,721.88						10,271.88		20,993.76
105 Saltonstall Elementary School II		\$253,686	Principal					15,000.00						0.00		15,000.00
			Interest					4,731.25						4,506.25		9,237.50
106 Collins Middle School I		\$380,000	Principal					20,000.00						0.00		20,000.00
			Interest					7,040.63						6,740.63		13,781.26
107 Collins Middle School II		\$820,000	Principal					45,000.00						0.00		45,000.00
			Interest					15,025.00						14,350.00		29,375.00
108 Collins Middle School III		\$1,151,161	Principal					60,000.00						0.00		60,000.00
			Interest					21,296.88						20,396.88		41,693.76
109 Golf Course Equipment		\$113,639	Principal					15,000.00						0.00		15,000.00
			Interest					2,150.00						1,925.00		4,075.00
110 Wrought Iron Fence		\$50,000	Principal					5,000.00						0.00		5,000.00
			Interest					1,050.00						975.00		2,025.00
111 Memorial Park Pillars & Fencing		\$27,800	Principal					5,000.00						0.00		5,000.00
			Interest					425.00						350.00		775.00
112 Blaney Street Terminal - City Match		\$250,000	Principal					15,000.00						0.00		15,000.00
			Interest					4,731.25						4,506.25		9,237.50
113 Winter Island Pathway & Fort Restoration		\$50,000	Principal					5,000.00						0.00		5,000.00
			Interest					1,050.00						975.00		2,025.00
114 Police CAD/RMS Replacement		\$320,378	Principal					80,000.00						0.00		80,000.00
			Interest					4,800.00						3,600.00		8,400.00
115 Police Vehicle GPS Units		\$40,000	Principal					5,000.00						0.00		5,000.00
			Interest					800.00						725.00		1,525.00
116 DPS 1988 Ladder Replacement		\$198,200	Principal					15,000.00						0.00		15,000.00
			Interest					3,862.50						3,637.50		7,500.00
117 DPS 2000 Dump Truck Replacement		\$152,136	Principal					15,000.00						0.00		15,000.00
			Interest					2,875.00						2,650.00		5,525.00
118 Paving		\$650,000	Principal					50,000.00						0.00		50,000.00
			Interest					12,562.50						11,812.50		24,375.00
119 Seawalls		\$200,000	Principal					15,000.00						0.00		15,000.00
			Interest					3,600.00						3,375.00		6,975.00

City of Salem, Massachusetts
 Fiscal 2018
 Long Term Debt Service By Month
 15-May-17

Purpose	1710:	Original Principal	July	August	September	October	November	December	January	February	March	April	May	June	Total
120 Bike Path		\$25,000	Principal				5,000.00						0.00		5,000.00
			Interest				425.00						350.00		775.00
General Obligation Bonds of 2015 Payable November 1 and May 1			Principal				1,020,000.00						0.00		1,020,000.00
			Interest				231,103.16						215,803.16		446,906.32
121 Advance Refunding October 15 2007 High School		\$3,142,000	Principal			0.00						0.00			0.00
			Interest			62,840.00						62,840.00			125,680.00
122 Advance Refunding October 15 2007 Ferry Boat		\$170,000	Principal			0.00						0.00			0.00
			Interest			3,400.00						3,400.00			6,800.00
123 Adv Ref Oct 15 2007 Water System Improvements		\$1,463,000	Principal			0.00						0.00			0.00
			Interest			29,260.00						29,260.00			58,520.00
124 Collins Middle School		\$809,685	Principal			24,685.00						0.00			24,685.00
			Interest			14,520.28						14,150.00			28,670.28
125 Bentley Carpet Replacement (School)		\$90,000	Principal			20,000.00						0.00			20,000.00
			Interest			1,700.00						1,400.00			3,100.00
126 Districtwide Wireless Infrastructure (School)		\$240,000	Principal			55,000.00						0.00			55,000.00
			Interest			4,525.00						3,700.00			8,225.00
127 Districtwide Computer Replacement (School)		\$50,000	Principal			5,000.00						0.00			5,000.00
			Interest			975.00						900.00			1,875.00
128 Saltonstall School Parking/DropOff Area Improvements		\$125,000	Principal			5,000.00						0.00			5,000.00
			Interest			2,475.00						2,400.00			4,875.00
129 Salemo Automotive Roof Replace (School)		\$50,000	Principal			5,000.00						0.00			5,000.00
			Interest			975.00						900.00			1,875.00
130 Folly Hill Tank Storage (Water)		\$500,000	Principal			40,000.00						0.00			40,000.00
			Interest			9,800.00						9,200.00			19,000.00
131 Water Meter Replacement Program		\$100,000	Principal			10,000.00						0.00			10,000.00
			Interest			1,950.00						1,800.00			3,750.00
132 Rehab Gallows Hill Water Tanks 1		\$1,300,000	Principal			125,000.00						0.00			125,000.00
			Interest			25,375.00						23,500.00			48,875.00
133 Rehab Gallows Hill Water Tanks 2		\$150,000	Principal			5,000.00						0.00			5,000.00
			Interest			2,675.00						2,600.00			5,275.00
134 Water System Upgrade (Valves & Hydrants)		\$500,000	Principal			15,000.00						0.00			15,000.00
			Interest			8,975.00						8,750.00			17,725.00
135 Water System Improvements		\$1,145,000	Principal			40,000.00						0.00			40,000.00
			Interest			20,525.00						19,925.00			40,450.00
136 Water Leak Protection, Flushing & GIS Admin 1		\$207,000	Principal			22,000.00						0.00			22,000.00
			Interest			4,030.00						3,700.00			7,730.00
137 Water Leak Protection, Flushing & GIS Admin 2		\$193,000	Principal			18,000.00						0.00			18,000.00
			Interest			3,770.00						3,500.00			7,270.00
138 Canal Street Sewer Phase 2		\$1,500,000	Principal			50,000.00						0.00			50,000.00
			Interest			26,900.00						26,150.00			53,050.00
139 Sewer Leak Detection, Flushing & GIS Admin		\$400,000	Principal			15,000.00						0.00			15,000.00
			Interest			7,175.00						6,950.00			14,125.00
140 Sewer Illicit Connection Removal		\$750,000	Principal			25,000.00						0.00			25,000.00
			Interest			13,450.00						13,075.00			26,525.00
141 Bikeway & Roadway Improvements		\$300,000	Principal			15,000.00						0.00			15,000.00
			Interest			5,925.00						5,700.00			11,625.00
142 Painting Pedestrian & Historical Lights		\$25,000	Principal			5,000.00						0.00			5,000.00
			Interest			475.00						400.00			875.00
143 Bike Path Design/Construction		\$25,000	Principal			5,000.00						0.00			5,000.00
			Interest			475.00						400.00			875.00
144 McGrath Park Paving/Concession Stand		\$140,000	Principal			5,000.00						0.00			5,000.00
			Interest			2,775.00						2,700.00			5,475.00
145 Roads Sidewalk & Crosswalks (Non-Chapter 90)		\$150,000	Principal			10,000.00						0.00			10,000.00
			Interest			2,950.00						2,800.00			5,750.00
146 General Building Maintenance Upgrades		\$25,000	Principal			5,000.00						0.00			5,000.00
			Interest			475.00						400.00			875.00
147 Replace Fire Engine 2 or 5		\$550,000	Principal			50,000.00						0.00			50,000.00
			Interest			10,750.00						10,000.00			20,750.00
148 Citywide Computer Replacement		\$130,075	Principal			10,075.00						0.00			10,075.00
			Interest			2,561.13						2,400.00			4,961.13
149 Citywide Fiber Optic Network		\$700,000	Principal			165,000.00						0.00			165,000.00
			Interest			13,175.00						10,700.00			23,875.00
150 Winter Island Electrical Upgrades RVField(Ph 1)		\$26,000	Principal			6,000.00						0.00			6,000.00

City of Salem, Massachusetts
 Fiscal 2018
 Long Term Debt Service By Month
 15-May-17

Purpose	1710:	Original Principal	July	August	September	October	November	December	January	February	March	April	May	June	Total
151 Blaney Street Pier & Terminal (City Match)		Interest				490.00						400.00			890.00
		Principal				15,000.00						0.00			15,000.00
		Interest				4,925.00						4,700.00			9,625.00
152 Mary Jane Lee Park (Phase II)		Principal				5,000.00						0.00			5,000.00
		Interest				1,175.00						1,100.00			2,275.00
153 Old City Hall Window Replacement		Principal				5,000.00						0.00			5,000.00
		Interest				1,900.00						1,825.00			3,725.00
154 GPS Units for Vehicles (Police)		Principal				5,000.00						0.00			5,000.00
		Interest				175.00						100.00			275.00
155 Compressor (Public Services)		Principal				5,000.00						0.00			5,000.00
		Interest				475.00						400.00			875.00
156 Open Space/Pocket Park Upgrades(Public Services)		Principal				5,000.00						0.00			5,000.00
		Interest				475.00						400.00			875.00
157 Purchase/Replace Non-Conforming Signs (PubServ)		Principal				4,000.00						0.00			4,000.00
		Interest				660.00						600.00			1,260.00
158 Ford F550 6-wheel dump Truck (unit 71)(PubServ)		Principal				4,440.00						0.00			4,440.00
		Interest				1,366.60						1,300.00			2,666.60
159 Ford F550 6-wheel Dump Truck (unit 71)(PubServ)		Principal				3,800.00						0.00			3,800.00
		Interest				1,157.00						1,100.00			2,257.00
160 2000 Int'l Dump Truck (unit 14)(PubServ)		Principal				15,000.00						0.00			15,000.00
		Interest				3,025.00						2,800.00			5,825.00
161 Trash Packer (Public Services)		Principal				10,000.00						0.00			10,000.00
		Interest				1,750.00						1,600.00			3,350.00
162 2-Ton Propane Hot Box (Public Services)		Principal				5,000.00						0.00			5,000.00
		Interest				875.00						800.00			1,675.00
163 Automation of South Harbor Garages (Parking)		Principal				45,000.00						0.00			45,000.00
		Interest				10,775.00						10,100.00			20,875.00
164 Parking Garage Upgrades		Principal				5,000.00						0.00			5,000.00
		Interest				2,675.00						2,600.00			5,275.00
165 Transfer Station Property Remediation		Principal				19,000.00						0.00			19,000.00
		Interest				11,560.00						11,275.00			22,835.00
General Obligation Bonds of 2016		Principal				907,000.00						0.00			775,760.00
Payable October 15 and April 15		Interest				328,305.01						314,700.00			571,236.41
Total		Principal	117,124.00	0.00	2,435,000.00	1,472,000.00	1,020,000.00	1,485,000.00	0.00	0.00	0.00	0.00	0.00	0.00	6,529,124.00
		Interest	12,836.63	0.00	471,259.40	339,605.01	231,103.16	341,003.15	11,665.39	0.00	429,784.40	314,700.00	215,803.16	315,378.15	2,683,138.45
Grand Total			129,960.63	0.00	2,906,259.40	1,811,605.01	1,251,103.16	1,826,003.15	11,665.39	0.00	429,784.40	314,700.00	215,803.16	315,378.15	9,212,262.45

Total Debt Service

Total	Principal	117,124.00	0.00	2,435,000.00	1,472,000.00	1,020,000.00	1,485,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6,529,124.00
	Interest	12,836.63	0.00	471,259.40	339,605.01	231,103.16	341,003.15	11,665.39	0.00	429,784.40	314,700.00	215,803.16	315,378.15	2,683,138.45	
Grand Total			129,960.63	0.00	2,906,259.40	1,811,605.01	1,251,103.16	1,826,003.15	11,665.39	0.00	429,784.40	314,700.00	215,803.16	315,378.15	9,212,262.45

City of Salem, Massachusetts

Aggregate Debt Service - FY2018

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
#####	December 14 2006 DW-05-12 (O) : SINGLE PURPOSE	117,124.00	12,836.63	129,960.63
Subtotal		\$117,124.00	\$12,836.63	\$129,960.63
#####	January 27 2010 NSR (SQ) : Adv Ref Sept 15 2000 Bates School (O)	795,000.00	42,612.50	837,612.50
	October 15 2010 (SQ) : Water Systems Improvement (O)	100,000.00	27,200.00	127,200.00
	October 15 2010 (SQ) : Water Meters (O)	200,000.00	36,000.00	236,000.00
	October 15 2010 (SQ) : Water Main (O)	140,000.00	33,200.00	173,200.00
	October 15 2010 (SQ) : Sewer Pump Station (I)	10,000.00	2,400.00	12,400.00
	October 15 2010 (SQ) : South River Basin Upgrade (I)	85,000.00	19,700.00	104,700.00
	October 15 2010 (SQ) : Golf Course Dept. Equip (I)	10,000.00	800.00	10,800.00
	October 15 2010 (SQ) : Dump Truck (I)	5,000.00	300.00	5,300.00
	October 15 2010 (SQ) : DPW Equipment (I)	5,000.00	300.00	5,300.00
	October 15 2010 (SQ) : Engineering Infrastructure (I)	15,000.00	1,200.00	16,200.00
	October 15 2010 (SQ) : Engineering Seawalls (I)	5,000.00	400.00	5,400.00
	October 15 2010 (SQ) : Fire Pumper Truck (I)	25,000.00	4,500.00	29,500.00
	October 15 2010 (SQ) : Parking Equipment (I)	5,000.00	400.00	5,400.00
	October 15 2010 (SQ) : Witch House (I)	5,000.00	400.00	5,400.00
	October 15 2010 (SQ) : Departmental Equipment (I)	5,000.00	400.00	5,400.00
	October 15 2010 (SQ) : Forest River Pool (I)	15,000.00	1,200.00	16,200.00
	October 15 2010 (SQ) : Forest River Park (I)	5,000.00	400.00	5,400.00
	October 15 2010 (SQ) : Willow Public Bathroom (I)	10,000.00	800.00	10,800.00
	October 15 2010 (SQ) : School Fire Alarm Systems (I)	10,000.00	800.00	10,800.00
	October 15 2010 (SQ) : School Buses (I)	15,000.00	900.00	15,900.00
	October 15 2010 (SQ) : School Infrastructure (I)	5,000.00	900.00	5,900.00
	October 15 2010 (SQ) : Fire SCBA Compressor (I)	5,000.00	400.00	5,400.00
	October 15 2010 (SQ) : Public Service Equip. & Vehicles (I)	30,000.00	2,300.00	32,300.00
	October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks (I)	105,000.00	16,800.00	121,800.00
	October 15 2010 (SQ) : Playground Equipment (I)	5,000.00	400.00	5,400.00
	October 15 2010 (SQ) : Furlong Park Remodeling (I)	20,000.00	3,200.00	23,200.00
	October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks 2 (I)	10,000.00	1,800.00	11,800.00
	October 15 2010 (SQ) : Canal St. Improvement Design (I)	30,000.00	5,400.00	35,400.00
	October 15 2010 (SQ) : Storage Tanks (O)	100,000.00	8,000.00	108,000.00
	October 15 2010 (SQ) : School Ballfield Remodeling (I)	5,000.00	800.00	5,800.00
	October 15 2010 (SQ) : School Field House Remodeling (I)	5,000.00	200.00	5,200.00
	September 27 2012 : Water System Improvements (OSQ)	60,000.00	18,650.00	78,650.00
	September 27 2012 : Sewer Pump Station Upgrade (ISQ)	10,000.00	2,668.75	12,668.75
	September 27 2012 : South River Basin Upgrade (ISQ)	20,000.00	6,556.25	26,556.25
	September 27 2012 : South River Basin Upgrade 2 (ISQ)	15,000.00	4,587.50	19,587.50
	September 27 2012 : Forrester Street Drain Relief (ISQ)	15,000.00	4,937.50	19,937.50
	September 27 2012 : Domain Controller & Exchange Services (ISQ)	10,000.00	150.00	10,150.00
	September 27 2012 : Domain Controller & Exchange Services 2 (ISQ)	15,000.00	225.00	15,225.00
	September 27 2012 : City Hall Roof (ISQ)	15,000.00	9,887.50	24,887.50
	September 27 2012 : City Hall Skylights (ISQ)	5,000.00	2,125.00	7,125.00
	September 27 2012 : City Hall Windows (ISQ)	10,000.00	5,281.25	15,281.25
	September 27 2012 : City Hall Masonry Repairs (ISQ)	20,000.00	12,771.88	32,771.88
	September 27 2012 : Parking Study (ISQ)	40,000.00	600.00	40,600.00
	September 27 2012 : Police Vehicle Replacement (ISQ)	25,000.00	375.00	25,375.00
	September 27 2012 : Public Service Equipment (ISQ)	15,000.00	225.00	15,225.00
	September 27 2012 : Roads, Sidewalks & Crosswalks (ISQ)	50,000.00	9,959.38	59,959.38
	September 27 2012 : Collins Cove Seawall (ISQ)	5,000.00	1,634.38	6,634.38

City of Salem, Massachusetts

Aggregate Debt Service - FY2018

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
September 27 2012	: Parks & Rec. Equipment (ISQ)	10,000.00	150.00	10,150.00
September 27 2012	: School- Wheelchair Bus (ISQ)	20,000.00	300.00	20,300.00
September 27 2012	: School- Conventional Bus (ISQ)	20,000.00	300.00	20,300.00
September 27 2012	: Remediation (ISQ)	35,000.00	20,868.75	55,868.75
September 27 2012	: Collins School (OSQ)	30,000.00	19,581.25	49,581.25
September 27 2012	: Collins School 2 (OSQ)	120,000.00	80,315.63	200,315.63
September 27 2012	: Saltonstall School (OSQ)	30,000.00	17,771.88	47,771.88
September 27 2012	: Saltonstall School 2 (OSQ)	55,000.00	37,225.00	92,225.00
Subtotal		\$2,435,000.00	\$471,259.40	\$2,906,259.40
#####	October 15 2007 non-called : High School (I)	345,000.00	6,900.00	351,900.00
	October 15 2007 non-called : Ferry Boat Project (I)	60,000.00	1,200.00	61,200.00
	October 15 2007 non-called : Water System Improvements (O)	160,000.00	3,200.00	163,200.00
	November 17 2016 : Advance Refunding October 15 2007 High School (I)	-	62,840.00	62,840.00
	November 17 2016 : Advance Refunding October 15 2007 Ferry Boat (I)	-	3,400.00	3,400.00
	November 17 2016 : Adv Ref Oct 15 2007 Water System Improvements (O)	-	29,260.00	29,260.00
	November 17 2016 : Collins Middle School (I)	24,685.00	14,520.28	39,205.28
	November 17 2016 : Bentley Carpet Replacement (School) (I)	20,000.00	1,700.00	21,700.00
	November 17 2016 : Districtwide Wireless Infrastructure (School) (I)	55,000.00	4,525.00	59,525.00
	November 17 2016 : Districtwide Computer Replacement (School) (I)	5,000.00	975.00	5,975.00
	November 17 2016 : Saltonstall School Parking/DropOff Area Improve(I)	5,000.00	2,475.00	7,475.00
	November 17 2016 : Salerno Automotive Roof Replace (School) (I)	5,000.00	975.00	5,975.00
	November 17 2016 : Folly Hill Tank Storage (Water) (O)	40,000.00	9,800.00	49,800.00
	November 17 2016 : Water Meter Replacement Program (O)	10,000.00	1,950.00	11,950.00
	November 17 2016 : Rehab Gallows Hill Water Tanks 1 (O)	125,000.00	25,375.00	150,375.00
	November 17 2016 : Rehab Gallows Hill Water Tanks 2 (O)	5,000.00	2,675.00	7,675.00
	November 17 2016 : Water System Upgrade (Valves & Hydrants) (O)	15,000.00	8,975.00	23,975.00
	November 17 2016 : Water System Improvements (O)	40,000.00	20,525.00	60,525.00
	November 17 2016 : Water Leak Protection, Flushing & GIS Admin 1 (O)	22,000.00	4,030.00	26,030.00
	November 17 2016 : Water Leak Protection, Flushing & GIS Admin 2 (O)	18,000.00	3,770.00	21,770.00
	November 17 2016 : Canal Street Sewer Phase 2 (I)	50,000.00	26,900.00	76,900.00
	November 17 2016 : Sewer Leak Detection, Flushing & GIS Admin (I)	15,000.00	7,175.00	22,175.00
	November 17 2016 : Sewer Illicit Connection Removal (O)	25,000.00	13,450.00	38,450.00
	November 17 2016 : Bikeway & Roadway Improvements (I)	15,000.00	5,925.00	20,925.00
	November 17 2016 : Painting Pedestrian & Historical Lights (I)	5,000.00	475.00	5,475.00
	November 17 2016 : Bike Path Design/Construction (I)	5,000.00	475.00	5,475.00
	November 17 2016 : McGrath Park Paving/Concession Stand (I)	5,000.00	2,775.00	7,775.00
	November 17 2016 : Roads Sidewalk & Crosswalks (Non-Chapter 90) (I)	10,000.00	2,950.00	12,950.00
	November 17 2016 : General Building Maintenance Upgrades (I)	5,000.00	475.00	5,475.00
	November 17 2016 : Replace Fire Engine 2 or 5 (I)	50,000.00	10,750.00	60,750.00
	November 17 2016 : Citywide Computer Replacement (I)	10,075.00	2,551.13	12,626.13
	November 17 2016 : Citywide Fiber Optic Network (I)	165,000.00	13,175.00	178,175.00
	November 17 2016 : Winter Island Electrical Upgrades RVField(Ph 1)(I)	6,000.00	490.00	6,490.00
	November 17 2016 : Blaney Street Pier & Terminal (City Match) (I)	15,000.00	4,925.00	19,925.00

City of Salem, Massachusetts

Aggregate Debt Service - FY2018

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
November 17 2016	: Mary Jane Lee Park (Phase II) (I)	5,000.00	1,175.00	6,175.00
November 17 2016	: Old City Hall Window Replacement (I)	5,000.00	1,900.00	6,900.00
November 17 2016	: GPS Units for Vehicles (Police) (I)	5,000.00	175.00	5,175.00
November 17 2016	: Compressor (Public Services) (I)	5,000.00	475.00	5,475.00
November 17 2016	: Open Space/Pocket Park Upgrades(Public Services)-I	5,000.00	475.00	5,475.00
November 17 2016	: Purchase/Replace Non-Conforming Signs (PubServ)(I)	4,000.00	660.00	4,660.00
November 17 2016	: Ford F550 6-wheel dump Truck (unit 71)(PubServ)(I)	4,440.00	1,366.60	5,806.60
November 17 2016	: Ford F550 6-wheel Dump Truck (unit 71)(PubServ)(I)	3,800.00	1,157.00	4,957.00
November 17 2016	: 2000 Int'l Dump Truck (unit 14)(PubServ)(I)	15,000.00	3,025.00	18,025.00
November 17 2016	: Trash Packer (Public Services) (I)	10,000.00	1,750.00	11,750.00
November 17 2016	: 2-Ton Propane Hot Box (Public Services) (I)	5,000.00	875.00	5,875.00
November 17 2016	: Automation of South Harbor Garages (Parking) (I)	45,000.00	10,775.00	55,775.00
November 17 2016	: Parking Garage Upgrades (I)	5,000.00	2,675.00	7,675.00
November 17 2016	: Transfer Station Property Remediation (O)	19,000.00	11,560.00	30,560.00
Subtotal		\$1,472,000.00	\$339,605.01	\$1,811,605.01
#####	December 2 2015 : Folly Hill Tank Storage I (O)	225,000.00	41,000.00	266,000.00
	December 2 2015 : Folly Hill Tank Storage II (O)	115,000.00	20,425.00	135,425.00
	December 2 2015 : System Flushing/Valve Maintenance (O)	45,000.00	8,200.00	53,200.00
	December 2 2015 : Meter Replacement Program (O)	15,000.00	1,925.00	16,925.00
	December 2 2015 : Valve Pipe Replacement (O)	15,000.00	1,925.00	16,925.00
	December 2 2015 : I/I Study, Design & Construction (I)	40,000.00	13,934.38	53,934.38
	December 2 2015 : Canal St. Phase II (I)	90,000.00	32,340.63	122,340.63
	December 2 2015 : Illicit Connection Removal (I)	5,000.00	1,840.63	6,840.63
	December 2 2015 : Line Extension, Rehab & Upgrades (I)	5,000.00	1,050.00	6,050.00
	December 2 2015 : Garage Updates (I)	10,000.00	2,890.63	12,890.63
	December 2 2015 : Kiosk Umbrellas (I)	5,000.00	925.00	5,925.00
	December 2 2015 : Computer Replacement Program (I)	25,000.00	4,250.00	29,250.00
	December 2 2015 : District-Wide Security Updates (I)	10,000.00	1,475.00	11,475.00
	December 2 2015 : Replace Lunchroom/Cafeteria Equipment (I)	5,000.00	675.00	5,675.00
	December 2 2015 : HS Transformer Replacement (I)	10,000.00	1,100.00	11,100.00
	December 2 2015 : Saltonstall Elementary School I (O)	30,000.00	10,721.88	40,721.88
	December 2 2015 : Saltonstall Elementary School II (O)	15,000.00	4,731.25	19,731.25
	December 2 2015 : Collins Middle School I (O)	20,000.00	7,040.63	27,040.63
	December 2 2015 : Collins Middle School II (O)	45,000.00	15,025.00	60,025.00
	December 2 2015 : Collins Middle School III (O)	60,000.00	21,296.88	81,296.88
	December 2 2015 : Golf Course Equipment (I)	15,000.00	2,150.00	17,150.00
	December 2 2015 : Wrought Iron Fence (I)	5,000.00	1,050.00	6,050.00
	December 2 2015 : Memorial Park Pillars & Fencing (I)	5,000.00	425.00	5,425.00
	December 2 2015 : Blaney Street Terminal - City Match (I)	15,000.00	4,731.25	19,731.25
	December 2 2015 : Winter Island Pathway & Fort Restoration (I)	5,000.00	1,050.00	6,050.00
	December 2 2015 : Police CAD/RMS Replacement (I)	80,000.00	4,800.00	84,800.00
	December 2 2015 : Police Vehicle GPS Units (I)	5,000.00	800.00	5,800.00
	December 2 2015 : DPS 1988 Ladder Replacement (I)	15,000.00	3,862.50	18,862.50

City of Salem, Massachusetts

Aggregate Debt Service - FY2018

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+
December 2 2015 :	DPS 2000 Dump Truck Replacement (I)	15,000.00	2,875.00	17,875.00
December 2 2015 :	Paving (I)	50,000.00	12,562.50	62,562.50
December 2 2015 :	Seawalls (I)	15,000.00	3,600.00	18,600.00
December 2 2015 :	Bike Path (I)	5,000.00	425.00	5,425.00
Subtotal		\$1,020,000.00	\$231,103.16	\$1,251,103.16
#####	December 19 2013 : Saltonstall School (OSQ)	60,000.00	27,168.75	87,168.75
	December 19 2013 : Collins Middle School (OSQ)	125,000.00	56,031.25	181,031.25
	December 19 2013 : School Building Repairs (ISQ)	10,000.00	2,203.13	12,203.13
	December 19 2013 : School Equipment (ISQ)	10,000.00	1,350.00	11,350.00
	December 19 2013 : Police Equipment (ISQ)	20,000.00	2,700.00	22,700.00
	December 19 2013 : Fire Equipment (ISQ)	70,000.00	16,693.75	86,693.75
	December 19 2013 : Electric Dept Equipment (ISQ)	10,000.00	1,350.00	11,350.00
	December 19 2013 : Parks & Rec (ISQ)	5,000.00	2,350.00	7,350.00
	December 19 2013 : Canal Street Utility Program (ISQ)	150,000.00	66,318.75	216,318.75
	December 19 2013 : Cur Ref of Jan 15 2003 Bowditch School (OSQ)	90,000.00	9,950.00	99,950.00
	December 19 2013 : Cur Ref of Jan 15 2003 Carlton School (OSQ)	65,000.00	6,975.00	71,975.00
	December 19 2013 : Adv Ref of Jan 1 2005 Witchcraft School (ISQ)	95,000.00	13,953.13	108,953.13
	December 19 2013 : Adv Ref of Jan 1 2005 Carlton School (OSQ)	30,000.00	3,962.50	33,962.50
	December 19 2013 : Adv Ref of Jan 1 2005 Parking Garage Repairs (ISQ)	75,000.00	3,525.00	78,525.00
	December 3 2014 : South River Basin Upgrade (I)	100,000.00	31,312.50	131,312.50
	December 3 2014 : Drain Improvements (I)	15,000.00	4,696.88	19,696.88
	December 3 2014 : Road Improvements (I)	200,000.00	32,000.00	232,000.00
	December 3 2014 : Bertram Field (I)	110,000.00	23,106.25	133,106.25
	December 3 2014 : Electric- Generator (I)	5,000.00	1,006.25	6,006.25
	December 3 2014 : Fire- SCBA (I)	10,000.00	600.00	10,600.00
	December 3 2014 : Fire- Jaws of Life (I)	10,000.00	400.00	10,400.00
	December 3 2014 : Fire- Station 4 Door Alt (I)	10,000.00	600.00	10,600.00
	December 3 2014 : Parking- Water Proofing (I)	60,000.00	17,421.88	77,421.88
	December 3 2014 : Planning- MBTA Station (I)	25,000.00	7,828.13	32,828.13
	December 3 2014 : DPW Backhoe (I)	25,000.00	1,500.00	26,500.00
	December 3 2014 : Engineering- Roadway (I)	30,000.00	1,800.00	31,800.00
	December 3 2014 : Engineering- Canal Street (I)	40,000.00	2,400.00	42,400.00
	December 3 2014 : Engineering- Bike Path (I)	5,000.00	300.00	5,300.00
	December 3 2014 : School- District Wide Security (I)	25,000.00	1,500.00	26,500.00
Subtotal		\$1,485,000.00	\$341,003.15	\$1,826,003.15
#####	December 14 2006 DW-05-12 (O) : SINGLE PURPOSE	-	11,665.39	11,665.39
Subtotal		-	\$11,665.39	\$11,665.39
#####	January 27 2010 NSR (SQ) : Adv Ref Sept 15 2000 Bates School (O)	-	30,687.50	30,687.50
	October 15 2010 (SQ) : Water Systems Improvement (O)	-	25,200.00	25,200.00
	October 15 2010 (SQ) : Water Meters (O)	-	32,000.00	32,000.00
	October 15 2010 (SQ) : Water Main (O)	-	30,400.00	30,400.00

City of Salem, Massachusetts

Aggregate Debt Service - FY2018

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
October 15 2010 (SQ)	Sewer Pump Station (I)	-	2,200.00	2,200.00
October 15 2010 (SQ)	South River Basin Upgrade (I)	-	18,000.00	18,000.00
October 15 2010 (SQ)	Golf Course Dept. Equip (I)	-	600.00	600.00
October 15 2010 (SQ)	Dump Truck (I)	-	200.00	200.00
October 15 2010 (SQ)	DPW Equipment (I)	-	200.00	200.00
October 15 2010 (SQ)	Engineering Infrastructure (I)	-	900.00	900.00
October 15 2010 (SQ)	Engineering Seawalls (I)	-	300.00	300.00
October 15 2010 (SQ)	Fire Pumper Truck (I)	-	4,000.00	4,000.00
October 15 2010 (SQ)	Parking Equipment (I)	-	300.00	300.00
October 15 2010 (SQ)	Witch House (I)	-	300.00	300.00
October 15 2010 (SQ)	Departmental Equipment (I)	-	300.00	300.00
October 15 2010 (SQ)	Forest River Pool (I)	-	900.00	900.00
October 15 2010 (SQ)	Forest River Park (I)	-	300.00	300.00
October 15 2010 (SQ)	Willow Public Bathroom (I)	-	600.00	600.00
October 15 2010 (SQ)	School Fire Alarm Systems (I)	-	600.00	600.00
October 15 2010 (SQ)	School Buses (I)	-	600.00	600.00
October 15 2010 (SQ)	School Infrastructure (I)	-	800.00	800.00
October 15 2010 (SQ)	Fire SCBA Compressor (I)	-	300.00	300.00
October 15 2010 (SQ)	Public Service Equip. & Vehicles (I)	-	1,700.00	1,700.00
October 15 2010 (SQ)	Roads, Sidewalks & Crosswalks (I)	-	14,700.00	14,700.00
October 15 2010 (SQ)	Playground Equipment (I)	-	300.00	300.00
October 15 2010 (SQ)	Furlong Park Remodeling (I)	-	2,800.00	2,800.00
October 15 2010 (SQ)	Roads, Sidewalks & Crosswalks 2 (I)	-	1,600.00	1,600.00
October 15 2010 (SQ)	Canal St. Improvement Design (I)	-	4,800.00	4,800.00
October 15 2010 (SQ)	Storage Tanks (O)	-	6,000.00	6,000.00
October 15 2010 (SQ)	School Ballfield Remodeling (I)	-	700.00	700.00
October 15 2010 (SQ)	School Field House Remodeling (I)	-	100.00	100.00
September 27 2012	Water System Improvements (OSQ)	-	17,750.00	17,750.00
September 27 2012	Sewer Pump Station Upgrade (ISQ)	-	2,518.75	2,518.75
September 27 2012	South River Basin Upgrade (ISQ)	-	6,256.25	6,256.25
September 27 2012	South River Basin Upgrade 2 (ISQ)	-	4,362.50	4,362.50
September 27 2012	Forrester Street Drain Relief (ISQ)	-	4,712.50	4,712.50
September 27 2012	City Hall Roof (ISQ)	-	9,662.50	9,662.50
September 27 2012	City Hall Skylights (ISQ)	-	2,050.00	2,050.00
September 27 2012	City Hall Windows (ISQ)	-	5,131.25	5,131.25
September 27 2012	City Hall Masonry Repairs (ISQ)	-	12,471.88	12,471.88
September 27 2012	Roads, Sidewalks & Crosswalks (ISQ)	-	9,209.38	9,209.38
September 27 2012	Collins Cove Seawall (ISQ)	-	1,559.38	1,559.38
September 27 2012	Remediation (ISQ)	-	20,343.75	20,343.75
September 27 2012	Collins School (OSQ)	-	19,131.25	19,131.25
September 27 2012	Collins School 2 (OSQ)	-	78,515.63	78,515.63
September 27 2012	Saltonstall School (OSQ)	-	17,321.88	17,321.88
September 27 2012	Saltonstall School 2 (OSQ)	-	36,400.00	36,400.00
Subtotal		-	\$429,784.40	\$429,784.40

City of Salem, Massachusetts

Aggregate Debt Service - FY2018

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
#####	November 17 2016 : Advance Refunding October 15 2007 High School (I)	-	62,840.00	62,840.00
	November 17 2016 : Advance Refunding October 15 2007 Ferry Boat (I)	-	3,400.00	3,400.00
	November 17 2016 : Adv Ref Oct 15 2007 Water System Improvements (O)	-	29,260.00	29,260.00
	November 17 2016 : Collins Middle School (I)	-	14,150.00	14,150.00
	November 17 2016 : Bentley Carpet Replacement (School) (I)	-	1,400.00	1,400.00
	November 17 2016 : Districtwide Wireless Infrastructure (School) (I)	-	3,700.00	3,700.00
	November 17 2016 : Districtwide Computer Replacement (School) (I)	-	900.00	900.00
	November 17 2016 : Saltonstall School Parking/DropOff Area Improve(I)	-	2,400.00	2,400.00
	November 17 2016 : Salerno Automotive Roof Replace (School) (I)	-	900.00	900.00
	November 17 2016 : Folly Hill Tank Storage (Water) (O)	-	9,200.00	9,200.00
	November 17 2016 : Water Meter Replacement Program (O)	-	1,800.00	1,800.00
	November 17 2016 : Rehab Gallows Hill Water Tanks 1 (O)	-	23,500.00	23,500.00
	November 17 2016 : Rehab Gallows Hill Water Tanks 2 (O)	-	2,600.00	2,600.00
	November 17 2016 : Water System Upgrade (Valves & Hydrants) (O)	-	8,750.00	8,750.00
	November 17 2016 : Water System Improvements (O)	-	19,925.00	19,925.00
	November 17 2016 : Water Leak Protection, Flushing & GIS Admin 1 (O)	-	3,700.00	3,700.00
	November 17 2016 : Water Leak Protection, Flushing & GIS Admin 2 (O)	-	3,500.00	3,500.00
	November 17 2016 : Canal Street Sewer Phase 2 (I)	-	26,150.00	26,150.00
	November 17 2016 : Sewer Leak Detection, Flushing & GIS Admin (I)	-	6,950.00	6,950.00
	November 17 2016 : Sewer Illicit Connection Removal (O)	-	13,075.00	13,075.00
	November 17 2016 : Bikeway & Roadway Improvements (I)	-	5,700.00	5,700.00
	November 17 2016 : Painting Pedestrian & Historical Lights (I)	-	400.00	400.00
	November 17 2016 : Bike Path Design/Construction (I)	-	400.00	400.00
	November 17 2016 : McGrath Park Paving/Concession Stand (I)	-	2,700.00	2,700.00
	November 17 2016 : Roads Sidewalk & Crosswalks (Non-Chapter 90) (I)	-	2,800.00	2,800.00
	November 17 2016 : General Building Maintenance Upgrades (I)	-	400.00	400.00
	November 17 2016 : Replace Fire Engine 2 or 5 (I)	-	10,000.00	10,000.00
	November 17 2016 : Citywide Computer Replacement (I)	-	2,400.00	2,400.00
	November 17 2016 : Citywide Fiber Optic Network (I)	-	10,700.00	10,700.00
	November 17 2016 : Winter Island Electrical Upgrades RVField(Ph 1)(I)	-	400.00	400.00
	November 17 2016 : Blaney Street Pier & Terminal (City Match) (I)	-	4,700.00	4,700.00
	November 17 2016 : Mary Jane Lee Park (Phase II) (I)	-	1,100.00	1,100.00
	November 17 2016 : Old City Hall Window Replacement (I)	-	1,825.00	1,825.00
	November 17 2016 : GPS Units for Vehicles (Police) (I)	-	100.00	100.00
	November 17 2016 : Compressor (Public Services) (I)	-	400.00	400.00
	November 17 2016 : Open Space/Pocket Park Upgrades(Public Services)-I	-	400.00	400.00
	November 17 2016 : Purchase/Replace Non-Conforming Signs (PubServ)(I)	-	600.00	600.00
	November 17 2016 : Ford F550 6-wheel dump Truck (unit 71)(PubServ)(I)	-	1,300.00	1,300.00
	November 17 2016 : Ford F550 6-wheel Dump Truck (unit 71)(PubServ)(I)	-	1,100.00	1,100.00
	November 17 2016 : 2000 Int'l Dump Truck (unit 14)(PubServ)(I)	-	2,800.00	2,800.00
	November 17 2016 : Trash Packer (Public Services) (I)	-	1,600.00	1,600.00
	November 17 2016 : 2-Ton Propane Hot Box (Public Services) (I)	-	800.00	800.00
	November 17 2016 : Automation of South Harbor Garages (Parking) (I)	-	10,100.00	10,100.00

City of Salem, Massachusetts

Aggregate Debt Service - FY2018

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
November 17 2016	: Parking Garage Upgrades (I)	-	2,600.00	2,600.00
November 17 2016	: Transfer Station Property Remediation (O)	-	11,275.00	11,275.00
Subtotal		-	\$314,700.00	\$314,700.00
#####	December 2 2015 : Folly Hill Tank Storage I (O)	-	37,625.00	37,625.00
	December 2 2015 : Folly Hill Tank Storage II (O)	-	18,700.00	18,700.00
	December 2 2015 : System Flushing/Valve Maintenance (O)	-	7,525.00	7,525.00
	December 2 2015 : Meter Replacement Program (O)	-	1,700.00	1,700.00
	December 2 2015 : Valve Pipe Replacement (O)	-	1,700.00	1,700.00
	December 2 2015 : I/I Study, Design & Construction (I)	-	13,334.38	13,334.38
	December 2 2015 : Canal St. Phase II (I)	-	30,990.63	30,990.63
	December 2 2015 : Illicit Connection Removal (I)	-	1,765.63	1,765.63
	December 2 2015 : Line Extension, Rehab & Upgrades (I)	-	975.00	975.00
	December 2 2015 : Garage Updates (I)	-	2,740.63	2,740.63
	December 2 2015 : Kiosk Umbrellas (I)	-	850.00	850.00
	December 2 2015 : Computer Replacement Program (I)	-	3,875.00	3,875.00
	December 2 2015 : District-Wide Security Updates (I)	-	1,325.00	1,325.00
	December 2 2015 : Replace Lunchroom/Cafeteria Equipment (I)	-	600.00	600.00
	December 2 2015 : HS Transformer Replacement (I)	-	950.00	950.00
	December 2 2015 : Saltonstall Elementary School I (O)	-	10,271.88	10,271.88
	December 2 2015 : Saltonstall Elementary School II (O)	-	4,506.25	4,506.25
	December 2 2015 : Collins Middle School I (O)	-	6,740.63	6,740.63
	December 2 2015 : Collins Middle School II (O)	-	14,350.00	14,350.00
	December 2 2015 : Collins Middle School III (O)	-	20,396.88	20,396.88
	December 2 2015 : Golf Course Equipment (I)	-	1,925.00	1,925.00
	December 2 2015 : Wrought Iron Fence (I)	-	975.00	975.00
	December 2 2015 : Memorial Park Pillars & Fencing (I)	-	350.00	350.00
	December 2 2015 : Blaney Street Terminal - City Match (I)	-	4,506.25	4,506.25
	December 2 2015 : Winter Island Pathway & Fort Restoration (I)	-	975.00	975.00
	December 2 2015 : Police CAD/RMS Replacement (I)	-	3,600.00	3,600.00
	December 2 2015 : Police Vehicle GPS Units (I)	-	725.00	725.00
	December 2 2015 : DPS 1988 Ladder Replacement (I)	-	3,637.50	3,637.50
	December 2 2015 : DPS 2000 Dump Truck Replacement (I)	-	2,650.00	2,650.00
	December 2 2015 : Paving (I)	-	11,812.50	11,812.50
	December 2 2015 : Seawalls (I)	-	3,375.00	3,375.00
	December 2 2015 : Bike Path (I)	-	350.00	350.00
Subtotal		-	\$215,803.16	\$215,803.16
#####	December 19 2013 : Saltonstall School (OSQ)	-	26,268.75	26,268.75
	December 19 2013 : Collins Middle School (OSQ)	-	54,156.25	54,156.25
	December 19 2013 : School Building Repairs (ISQ)	-	2,053.13	2,053.13
	December 19 2013 : School Equipment (ISQ)	-	1,200.00	1,200.00
	December 19 2013 : Police Equipment (ISQ)	-	2,400.00	2,400.00
	December 19 2013 : Fire Equipment (ISQ)	-	15,643.75	15,643.75
	December 19 2013 : Electric Dept Equipment (ISQ)	-	1,200.00	1,200.00

City of Salem, Massachusetts

Aggregate Debt Service - FY2018

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
December 19 2013	: Parks & Rec (ISQ)	-	2,275.00	2,275.00
December 19 2013	: Canal Street Utility Program (ISQ)	-	64,068.75	64,068.75
December 19 2013	: Cur Ref of Jan 15 2003 Bowditch School (OSQ)	-	8,600.00	8,600.00
December 19 2013	: Cur Ref of Jan 15 2003 Carlton School (OSQ)	-	6,000.00	6,000.00
December 19 2013	: Adv Ref of Jan 1 2005 Witchcraft School (ISQ)	-	12,528.13	12,528.13
December 19 2013	: Adv Ref of Jan 1 2005 Carlton School (OSQ)	-	3,512.50	3,512.50
December 19 2013	: Adv Ref of Jan 1 2005 Parking Garage Repairs (ISQ)	-	2,400.00	2,400.00
December 3 2014	: South River Basin Upgrade (I)	-	29,312.50	29,312.50
December 3 2014	: Drain Improvements (I)	-	4,396.88	4,396.88
December 3 2014	: Road Improvements (I)	-	28,000.00	28,000.00
December 3 2014	: Bertram Field (I)	-	20,906.25	20,906.25
December 3 2014	: Electric- Generator (I)	-	906.25	906.25
December 3 2014	: Fire- SCBA (I)	-	400.00	400.00
December 3 2014	: Fire- Jaws of Life (I)	-	200.00	200.00
December 3 2014	: Fire- Station 4 Door Alt (I)	-	400.00	400.00
December 3 2014	: Parking- Water Proofing (I)	-	16,221.88	16,221.88
December 3 2014	: Planning- MBTA Station (I)	-	7,328.13	7,328.13
December 3 2014	: DPW Backhoe (I)	-	1,000.00	1,000.00
December 3 2014	: Engineering- Roadway (I)	-	1,200.00	1,200.00
December 3 2014	: Engineering- Canal Street (I)	-	1,600.00	1,600.00
December 3 2014	: Engineering- Bike Path (I)	-	200.00	200.00
December 3 2014	: School- District Wide Security (I)	-	1,000.00	1,000.00
Subtotal		-	\$315,378.15	\$315,378.15
Total		\$6,529,124.00	\$2,683,138.45	\$9,212,262.45

\$6,529,124.00 \$2,683,138.45 \$9,212,262.45

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 6.95M based on 2018 budget of 139M. The target funding date is projected to occur in fiscal year 2018. The stabilization fund shall be funded by appropriations from free cash, operating budget appropriations when available, and other one-time non-recurring revenues that become available for appropriation per M.G.L.

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

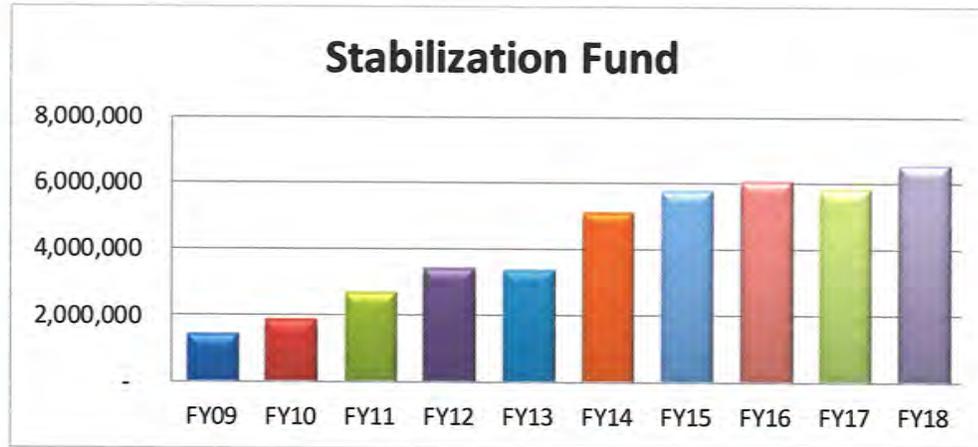
The stabilization fund should only be used for the following circumstances:

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

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

We anticipate 20% of the FY 2017 Free cash certification to be transferred to stabilization as per policy in FY 2018.

Stabilization Fund		
Fiscal Year	Revenue	
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	
2017	5,863,087	Estimated
2018	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.

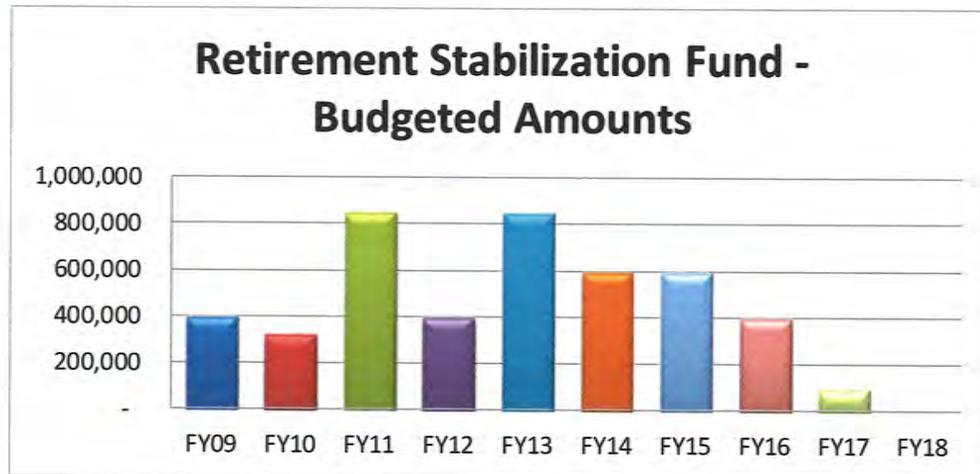
1. The fund is limited to 10% of the prior year's tax levy.
2. All interest earned in the Retirement Stabilization Fund will stay with the Fund.

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 2017 we anticipate transferring 1M of free cash into this fund to cover FY 2018 retirements. In FY 2018 we are budgeting zero to be transferred to this fund and will use the free cash transferred at the end of FY 2017.

Retirement Stabilization Fund Budgeted Amounts		
Fiscal Year	Revenue	
2009	400,000	
2010	325,000	
2011	850,000	
2012	400,000	
2013	850,000	
2014	600,000	
2015	600,000	
2016	400,000	
2017	100,000	Estimated
2018	-	Estimated



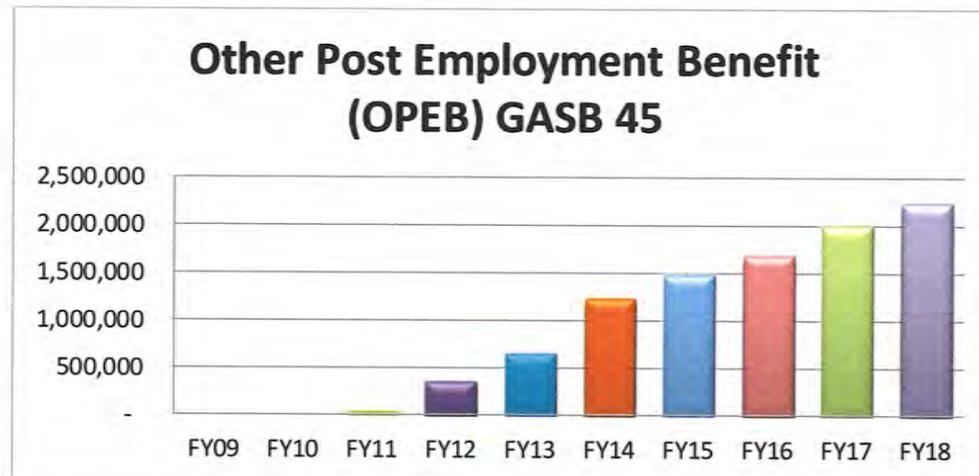
Other Post Employment Benefit (OPEB) (GASB 45)

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 2017 the City transferred \$269,043 (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 2018 we're estimating 200,000 of free cash to OPEB.

Other Post Employment Benefit (OPEB) GASB 45		
Fiscal Year	Revenue	
2009		
2010		
2011	50,000	
2012	374,924	
2013	675,003	
2014	1,250,000	
2015	1,507,000	
2016	1,701,917	
2017	2,017,878	Estimated
2018	2,250,000	Estimated



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

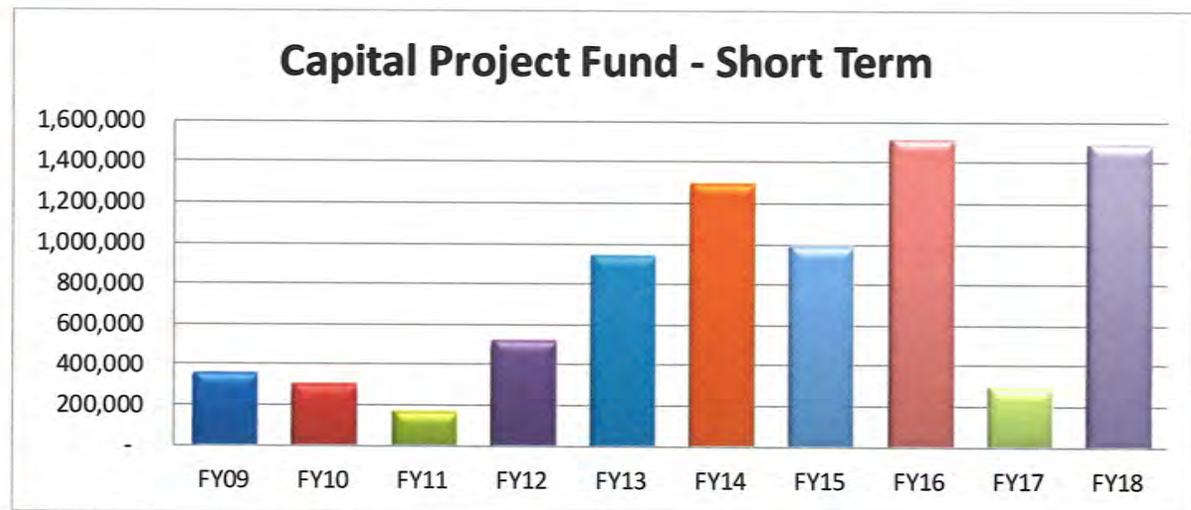
The City of Salem uses a capital project fund to supplement the short-term capital needs of the City.

1. Twenty percent of any free cash available after funding #1 above will be allocated from free cash to the Capital Improvement Program (CIP) Fund.

These funds are used during the fiscal year for to supplement the Capital Improvement Plan (Section 7) for unanticipated or emergency equipment or repairs as needed, or for those items that don't meet the CIP criteria (value > \$25,000 and a life expectancy of 5 or more years).

In FY 2017, \$1,076,172 (20%) of the free cash was allocated to the CIP fund. In FY 2018 no money was budgeted to be transferred from the General Fund to the Capital Projects Fund. Twenty percent of free cash will be transferred once the Free Cash has been certified by the Department of Revenue (DOR). We estimate the FY 2018 beginning fund balance to be approximately \$300K.

Capital Project Fund - Short Term		
Fiscal Year	Revenue	
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	
2017	300,000	Estimated
2018	1,500,000	Estimated



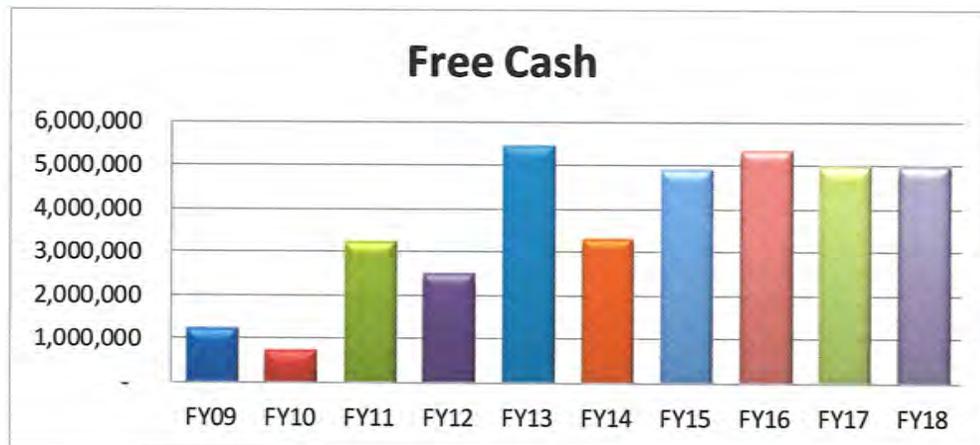
Free Cash

Free cash is the remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax rate recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Free cash is not available for appropriation until certified by the Massachusetts Director of Accounts. Free cash is the term used for a community's funds that are available for appropriation. Once free cash is certified, it is available for appropriation by City Council.

Free cash may be used for any lawful municipal purpose and provides communities with flexibility to fund additional appropriations after the tax rate has been set. Free cash balances do not necessarily carry forward to the next fiscal year (July 1st); the Director's certification expires on June 30th at the end of the fiscal year.

The City's policy is to use free cash for reserves, capital, and special uses in accordance with the policies set forth by the Mayor and Finance Director as stated above. Any free cash available after funding the above may be used to augment trust funds related to fringe benefits and un-funded liabilities related to employee benefits, Workers' Compensation Fund, Unemployment Fund, and any health benefits payable through Police and Fire operating budgets (111f settlements). Free Cash available may also be used to augment general fund appropriations for expenses that increased due to extraordinary and/or unforeseen events as detailed by the department head of the affected budget. In FY 2018 we expect to see approximately \$5M available for free cash from FY 2017 balances.

Free Cash Certified by DOR		
Fiscal Year	Revenue	
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	5,380,858	
2017	5,000,000	Estimated
2018	5,000,000	Estimated



Retained Earnings – Enterprise Funds

Retained Earnings is the portion of Net Assets Unrestricted that is certified by the Department of Revenue as available for appropriation. Certification requires submission of a June 30 balance sheet accompanied by all information necessary to calculate free cash in the General Fund. Once certified, retained earnings may be appropriated through the following June 30 and no appropriation may be in excess of the certified amount.

Retained earnings may be appropriated to:

1. Fund direct costs of the enterprise for the current fiscal year;
2. Fund costs appropriated in the General Fund operating budget and allocated to the enterprise for the current fiscal year;
3. Reimburse the General or other fund for subsidized capital costs of the enterprise not already reimbursed for the two full, immediately prior, fiscal years.

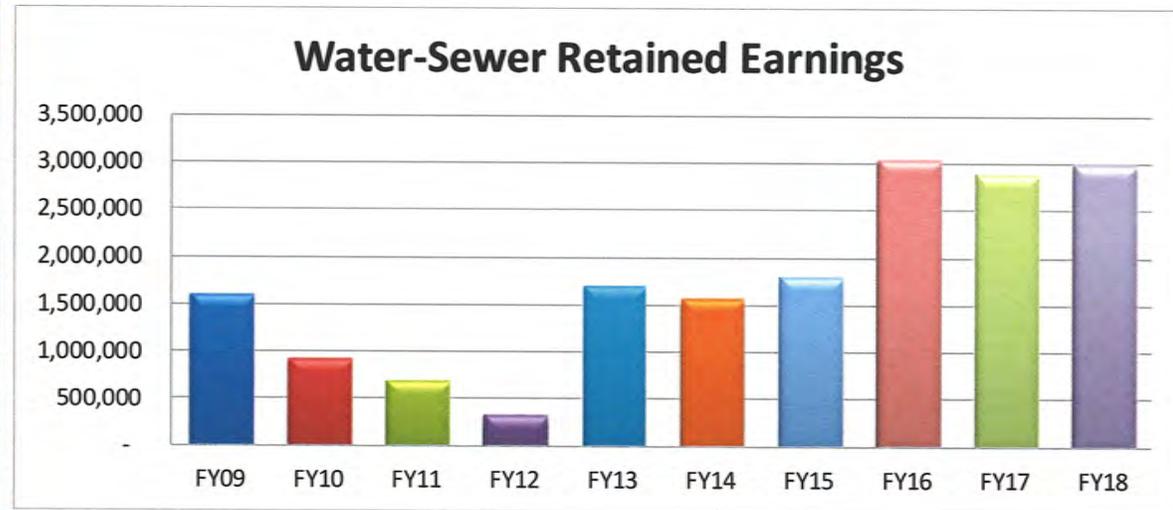
The City of Salem generally uses Water & Sewer retained earnings to fund capital improvements that may come up during the fiscal year as well as emergency repairs needed due to water or sewer main breaks or other related repairs. Some capital equipment may be funded during the year from these as well.

In FY 2013 the Mayor submitted a council order to request that the water and sewer enterprise funds be combined for FY 2014 as allowed by the Department of Revenue as outlined in Bulletin 2012-B (page 3/7). Over the past two years the Water Enterprise fund revenues have been insufficient to cover expenses and the City had to appropriate free cash to cover the deficits. Part of the problem was the one time use of retained earnings in FY 2012 to supplement the revenue. That funding was not used in FY 2013 and the rate increases were insufficient to cover expenses. In FY 2013 we had to raise \$218,738 on the General Fund RECAP to cover the FY 2012 deficit. We also had to appropriate Free Cash to cover the June 30, 2013 deficit of \$307,522.50. By combining the funds we can use sewer revenue to help offset the water deficit. We are not requesting any increase on either water or sewer rates for FY 2018.

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 \$2.9M in retained earnings at the end of FY 2017 for Sewer and Water (combined).

Water-Sewer Retained Earnings Certified by DOR		
Fiscal Year	Revenue	
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	3,044,317	
2017	2,900,000	Estimated
2018	3,000,000	Estimated



The Trash Enterprise fund is not a fully self-supporting fund and we anticipate retained earnings for FY 2017 to be approximately \$400K.

Trash Retained Earnings Certified by DOR		
Fiscal Year	Revenue	
2009	7,905	
2010	66,613	
2011	75,000	
2012	110,108	
2013	323,738	
2014	480,116	
2015	327,688	
2016	446,379	
2017	400,000	Estimated
2018	400,000	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%
-------------------	------

Trust Funds

Trust Funds may be co-mingled and invested in any instruments allowed by the Legal List issued by the Banking Commissioner each July. Each trust fund must be accounted for separately.

Stabilization Funds

The Stabilization Fund shall not exceed ten per cent of the equalized valuation of the city or town, and any interest shall be added to and become a part of the fund. The treasurer may invest the proceeds in the following:

- National Banks
- Savings Banks
- Cooperative banks or trust companies organized under Massachusetts laws
- Securities legal for savings banks (i.e. those on the Legal List described above)
- Federal Savings and Loan Associations situated in the Commonwealth
- Massachusetts Municipal Depository Trust

Reporting Requirements

On a regular basis (quarterly, semi-annually, or annually), a report containing the following information will be prepared by the Treasurer and distributed to the Chief Executive Officer, Town Manager, and/or Finance Committee, as appropriate. The quarterly report will include the following information, as a minimum requirement:

- A listing of the individual accounts and individual securities held at the end of the reporting period.
- A listing of the short-term investment portfolio by security type and maturity to ensure compliance with the diversification and maturity guidelines established in the "Diversification" section of this Investment Policy.
- A summary of the income earned on a monthly basis and year to date basis shall be reported.
- The municipal treasurer shall include in the report a brief statement of general market and economic conditions and other factors that may affect the City's cash position.
- The report should demonstrate the degree of compliance with the tenets set forth in the Investment Policy.

City of Salem - Debt Policy

Bond Ratings – Upgraded

Standard & Poor's Rating Services

On October 24, 2016 the City of Salem received notification from Standard and Poor's that they City's bond rating remains at AA/Stable based on their view of the City's financial management procedures and sound budgeting practices. The bond rating helps decrease the City's borrowing costs and sends a positive message with regard to the City's approach to budgeting both operational and capital needs. S&P assigned the 'AA' long-term rating to the city's series back in 2013 and the City has maintained that rating. The outlook is stable.

The bond rating upgrade is a great acknowledgement of all of the City's management of its finances. This is a confirmation Salem is managing its resources as well as it can.

Reasons for the upgrade cited by Standard and Poor's include:

- Very strong economy, with access to a broad and diverse metropolitan statistical area (MSA);
- Strong management, with "good" financial policies and practices under our financial management assessment
- (FMA) methodology;
- Adequate budgetary performance, with operating results that we expect could improve in the near term relative to fiscal 2015, which closed with slight operating deficits in the general fund and at the total governmental fund level in fiscal 2015;
- Strong budgetary flexibility, with an available fund balance in fiscal 2015 of 8.5% of operating expenditures;
- Very strong liquidity, with total government available cash at 14.5% of total governmental fund expenditures and
- 5.3x governmental debt service, and access to external liquidity we consider strong;

- Adequate debt and contingent liability position, with debt service carrying charges at 2.7% of expenditures and net direct debt that is 38.5% of total governmental fund revenue, as well as low overall net debt at less than 3.0% of market value, but a large pension and other postemployment benefit (OPEB) obligation and the lack of a plan to sufficiently address the obligation; and
- Strong institutional framework score.

Moody's Investors Service

Rating Update: October 31, 2012

Moody's revises outlook on City of Salem's general obligation debt to stable from negative and affirms Aa3 underlying rating. Affirmation of the Aa3 rating reflects Salem's stable financial position with adequate reserve levels, sizeable coastal tax base, and manageable debt position. Assignment of the stable outlook incorporates Moody's expectation that the City will continue to maintain a healthy financial position, amidst ongoing expenditure pressures.

Strengths:

- Sizeable, coastal tax base with health redevelopment potential
- Adequate reserve levels
- Conservative approach to budgeting revenues and managing expenditures
- City has begun to address long-term OPEB liability

Challenges:

- Moderate reliance on state aid
- Significant long-term liabilities for pension and OPEB
- Declining taxable values in the City

Capital Improvement Projects

When the city finances capital projects by issuing bonds, it will pay back the bonds within a period not to exceed the expected useful life of the project. Total net debt service payments from general obligation debt will not exceed five (5) percent of total annual operating budget as listed on part 1a of the annual tax rate recapitulation as submitted to the Department of Revenue. Per the total amount to be raised on the 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 an 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 respected to an audit investigation shall refer the media to the Mayor's Office at 978-619-5600. The alleged fraud or audit investigation shall not be discussed with the media by any person other than the through the Mayor's Office.

If the Finance Director or Independent Auditor is contacted by the media regarding an alleged fraud or audit investigation, they will consult the Mayor, before responding to a media request.

Neither the Finance Director nor Independent Auditor will discuss the details of any ongoing fraud investigation with the media that may compromise the integrity of the investigation.

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 – FY2018 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.

FY2018 Capital Improvement Program (CIP) – highlights of proposed CIP and FY2017 Capital Budget

For FY2018, 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 \$897,000 from the State for road repairs. In addition to the authorized Chapter 90 funding, the City will be funding an additional \$800,000 for roadway improvements and sidewalks beyond the state aid appropriation.

The FY2018 capital improvement plan reflects a serious commitment to addressing aging infrastructure, and improving the appearance of our City overall. Investments in playground upgrades, traffic calming, roadway improvement, technology initiatives, are just a few of the highlights of this year's capital plan.

The City proposes to fund the replacement of capital equipment, including computer hardware, various public service and parks department equipment, as well as building repairs and maintenance.

The City also proposes to enter into several capital leases to procure new police cruisers, a Council on Aging van, a school bus, and several vehicles for the Department of Public Services.

Capital Improvement Program Overview

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

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

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

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

The CIP dovetails into the City's five-year financial forecast for planning purposes. The CIP has to be worked into the operational part of the budget so that both the operational and capital needs of the municipal departments are met on a year-to-year basis. Oftentimes the CIP suffers as fixed costs such as health insurance and retirement assessments continue to rise which places further pressure on the operational budget. However, it is incumbent upon the Mayor and Finance Director to ensure that both the operating budget and CIP are reasonable and attainable to ensure fiscal stability within the limitations of Proposition 2 ½.

What is a Capital Asset?

Capital items are tangible assets or projects with a value of \$25,000 or more and must have a depreciable life of five (5) or more years. Examples of Capital Assets are DPW equipment, Buildings (purchase or major renovations), water and sewer infrastructure. Items that are NOT capital assets include services, painting rooms or buildings, books, field maintenance, routine building maintenance.

FY 2018 CIP OVERVIEW

Project/Description

Amount Funding Source

During the budget process the City's Finance Director met with department heads to review the capital requests. The Finance Director subsequently met with the Mayor to discuss funding options and priority levels for the requested items. This resulted in the Capital Plan for the General Fund included in this section of the budget. This year's Capital Plan relies on a mix of one-time appropriations from the City's Capital Outlay account, grant dollars and long term debt financing.

Proposed list of CIP for the General Fund budget is as follows:

Grants	155,000
Chapter 90	897,000
Receipts Reserved	128,200
Community Preservation Act Funds	435,000
Capital Leases	503,600
Short-Term CIP (Fund 2000)	290,000
Loan Order	3,842,460
Bond Premium	510,388

The total proposed list of CIP for the general fund budget is----->	6,761,648
---	------------------

FY 2018 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 FY2018 that is routine in nature would be as follows:

Building

City Hall Annex Moving Costs	60,000	Fund 2000
Total Building	60,000	

COA

Van	62,800	Capital Lease
Total COA	62,800	

FY 2018 CIP OVERVIEW

Project/Description	Amount	Funding Source
Electrical		
Utility Pole Replacement	25,000	Loan Order
Traffic Signal Upgrades	25,000	Loan Order
Total Electrical	50,000	
Engineering		
First/Swampscott Rd Intersection Improvement-Design	350,000	Loan Order
Forest River Park and Pool Design/Improvements	50,000	Loan Order
Loring and Lafayette Improvements	150,000	Loan Order
McGrath Park Additional Assessment	200,000	Loan Order
Bridge at Jefferson Avenue-Design	200,000	Loan Order
Roads, Sidewalks and Crosswalks-Ch. 90 Eligible	897,000	Chapter 90
Roads, Sidewalks and Crosswalks-Non Ch. 90 Eligible	379,825	Bond Premium
	800,000	Loan Order
Total Engineering	3,026,825	
Fire		
General Building Maintenance	25,000	Fund 2000
Station One Parapet	100,000	Loan Order
Total Fire	125,000	
Harbormaster		
Marine Propulsion Replacement	25,000	R/Reserve
Multi Vessel Trailer(s)	36,200	R/Reserve
Total Harbormaster	61,200	

FY 2018 CIP OVERVIEW

Project/Description	Amount	Funding Source
Information Technology		
Annual Equipment- Life Cycle Management Program (City)	75,000	Loan Order
Annual Equipment-Life Cycle Management Program (School)	150,000	Loan Order
Community Cameras/Internal Security Upgrades at the Police Department	30,000	Loan Order
Document Management System	191,000	Loan Order
Facilities Assessment (School Dude/Facility Dude)	146,000	Loan Order
Total Information Technology	592,000	
Library		
HVAC Upgrades	80,000	Loan Order
Structural Upgrades	100,000	Loan Order
Total Library	180,000	
Parks, Recreation and Community Services/Council on Aging		
Basketball Court Renovations	100,000	Loan Order
Bertram Field Schematic Design	100,000	Loan Order
Equipment-Golf Course	40,000	R/Res
Golf Course-Aerator	27,000	R/Res
Park and Field Improvements	25,000	Fund 2000
Playground Upgrades	25,000	Loan Order
Ryan Brennan Memorial Skate Park	75,000	CPA
	125,000	Loan Order
Salem Common Fence	150,000	Loan Order
Winter Island Function Hall-Deck Accessibility Upgrades	166,000	Loan Order
Total Parks, Recreation and Community Services	833,000	

FY 2018 CIP OVERVIEW

Project/Description	Amount	Funding Source
Parking		
Museum Place/South Harbor Garage Upgrades	130,563	Bond Premium
Parking Garage Equipment/Kiosks	75,250	Loan Order
Traffic Signal Communication Upgrades	47,000	Loan Order
Total Parking	252,813	
Planning		
Historic Cemetary Restoration	215,000	Loan Order
	260,000	CPA
	125,000	Grants
Lafayette Park Renovation	25,000	Loan Order
	100,000	CPA
City Wide Tree Inventory	30,000	Fund 2000
	30,000	Grants
Downtown Development Study	50,000	Fund 2000
Total Planning	835,000	
Police		
Dive Equipment	65,328	Loan Order
Fire Alarm Panel Replacement	25,000	Loan Order
Vehicle Replacement (4 Marked Cruisers)	180,800	Capital Lease
Total Police	271,128	
Public Services		
Lorax Committee-Tree Reccomendation	75,000	Fund 2000
Replace Ford 550 (Unit 122)	80,000	Capital Lease
Replace International Dump Truck	135,000	Capital Lease
Total Public Services	290,000	

FY 2018 CIP OVERVIEW

Project/Description	Amount	Funding Source
Schools		
Acoustic Choral Panels	25,000	Fund 2000
Bentley Roof Replacement (ECC Area)	51,882	Loan Order
Bus Transit Passenger Wagon	45,000	Capital Lease
Total Schools	121,882	
<hr/>		
GRAND TOTAL	6,761,648	
<hr/>		
NET AMOUNT TO BE BONDED (Bonding)	3,842,460	

FY 2018 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 FY2018 that is non-routine in nature.

FY 2018 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:	\$ 6,761,648.00
TOTAL PROPOSED FOR BORROWING AND CAPITAL LEASES:	\$ 4,346,060.00

FY18 CIP – Funding Sources

FY18 CIP – Funded from GRANTS AND OTHER FINANCIAL SOURCES

Planning-City Wide Tree Inventory	30,000
Planning-Historic Cemetary Restoration	125,000
TOTAL GRANTS and OFS:	155,000

FY18 CIP –CH. 90:

Engineering-Ch. 90 Roadway Improvements	897,000
TOTAL CH.90:	897,000

Engineering-Non. Ch. 90 Roadway Improvements	379,825
Parking-Museum Place/South Harbor Garage Improvements	130,563
TOTAL BOND PREMIUM:	510,388

FY18 CIP-Funded from one time revenue sources-CAPITAL OUTLAY FUND-FUND 2000

Building-City Hall Annex Moving Expenses	60,000
Fire-General Building Maintenance	25,000
Recreation-Park and Field Improvements	25,000
Planning-City Wide Tree Inventory	30,000
Planning-Downtown Development Study	50,000
Public Services-Lorax Tree Recommendation	75,000
Schools-Acoustic Choral Panels	25,000
TOTAL CAPITAL OUTLAY FUND:	290,000

FY18 CIP-Funded from CAPITAL LEASES

COA-Van	62,800
Police-Vehicle Replacement-4 Marked Cruisers	180,800
Public Services-Replace Ford 550	80,000
Public Services-Replace International Dump Truck	135,000
School-Transit Passenger Wagon	45,000

FY 2018 CIP General Fund Executive Summary

	TOTAL CAPITAL LEASES:	503,600
FY18 CIP-Funded from anticipated BOND AUTHORIZATION		
Electrical-Traffic Signal Upgrades		25,000
Electrical-Utility Pole Replacement		25,000
Engineering-First Swampscott Road Intersection Improvements		350,000
Engineering-Forest River Park and Pool Design/Improvements		50,000
Engineering-Loring and Lafayette Improvements		150,000
Engineering-McGrath Park Additional Assesment		200,000
Engineering-Bridge at Jefferson Avenue Design Costs		200,000
Engineering-Roads, Sidewalks, Non-Ch. 90 Eligible		800,000
Fire-Station One Parapet		100,000
IT-Annual Inventory (City)		75,000
IT-Annual Inventory (School)		150,000
IT-Community Cameras for the Police Dept.		30,000
IT-Document Management System		191,000
IT-Facilities Assessment Software		146,000
Library-HVAC Upgrades		80,000
Library-Structural Upgrades		100,000
Recreation-Basketball Court Renovations		100,000
Recreation-Bertram Field Schematic Design Phase II		100,000
Recreation-Playground Upgrades		25,000
Recreation-Ryan Brennan Memorial Skate Park		125,000
Recreation-Salem Common Fence		150,000
Recreation-Winter Island Function Hall Deck/Accessibility Upgrades		166,000
Parking-Equipment/Kiosks		75,250
Parking-Traffic Signal Communication Upgrades		47,000
Planning-Historic Cemetary Restoration		215,000
Planning-Lafayette Park Restoration		25,000
Police-Dive Equipment		65,328
Police-Fire Alarm Replacement		25,000
Schools-Bentley Roof Replacement		51,882
	TOTAL BOND AUTHORIZATION:	3,842,460

FY 2018 CIP General Fund Executive Summary

FY18 CIP-Funded from COMMUNITY PRESERVATION ACT Funds

Approved by Community Preservation Committee (CPC) and sent to City Council

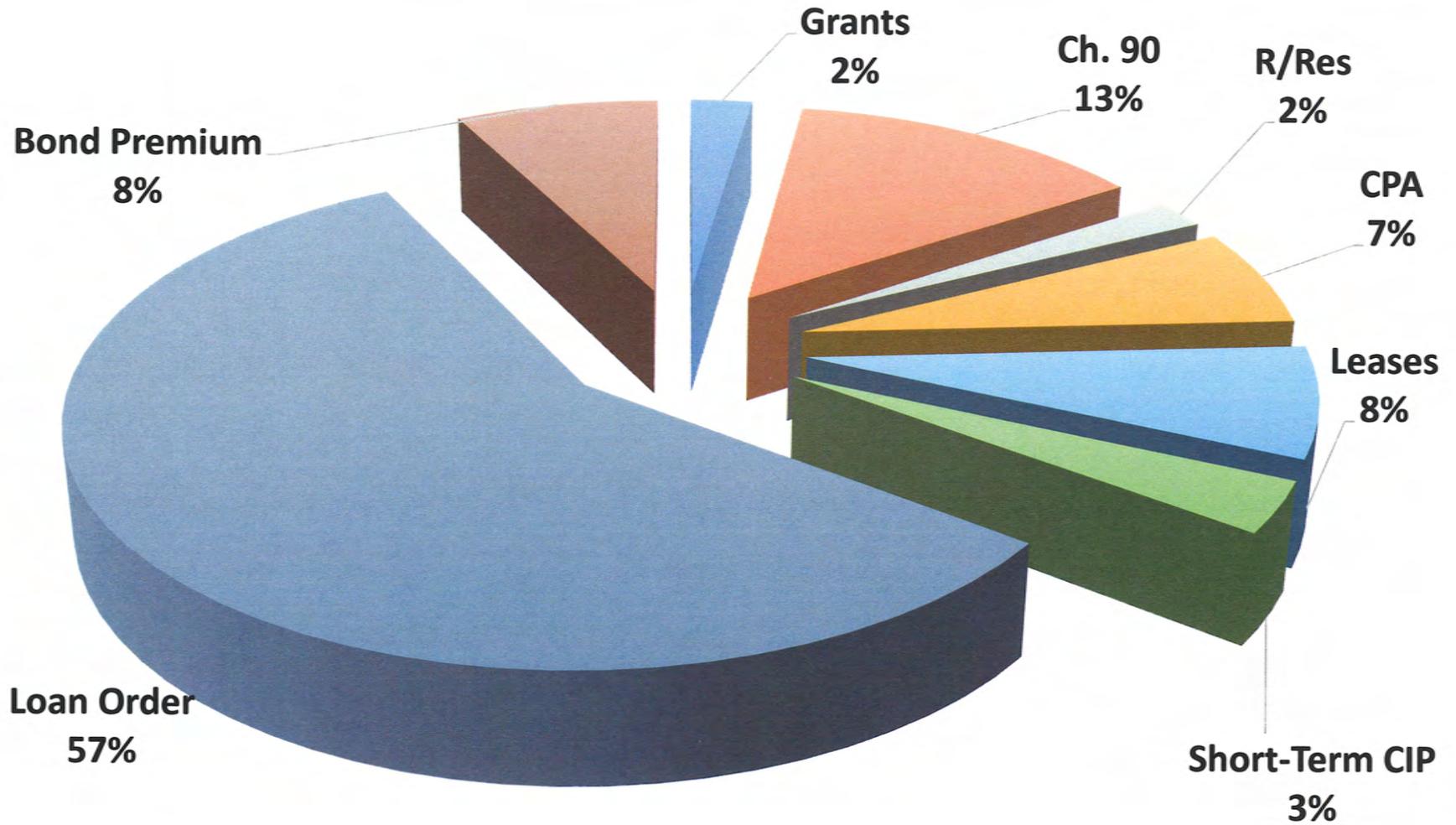
Recreation-Ryan Brennan Memorial Skate Park	75,000
Planning-Historic Cemetary Renovation	260,000
Planning-Lafayette Park Renovation	100,000
TOTAL COMMUNITY PRESERVATION ACT FUNDS (APPROVED):	435,000

FY18 CIP-Funded from Receipts Reserved for Appropriation and Revolving Funds

***Please note, these projects have no impact on the General Fund*

Harbormaster-Marine Propulsion Replacement	25,000
Harbormaster-Vessell Re-Fit 27" Whaler	36,200
Golf-Equipment	40,000
Golf-Aerator	27,000
TOTAL RECEIPTS RESERVED AND REVOLVING FUNDS:	128,200
GRAND TOTAL GENERAL FUND CAPITAL REQUESTS:	6,761,648

FY 2018 General Fund CIP Funding Sources



IMPACT OF CAPITAL IMPROVEMENT PROJECTS ON OPERATING BUDGET

Department	Description	Funding	Cost	Impact
Building	City Hall Annex Moving Costs	Fund 2000	\$ 60,000	No impact.
COA	Van	Capital Lease	\$ 62,800	Improves transportation opportunities.
Electrical	Utility Pole Replacement	Loan Order	\$ 25,000	Asset preservation and decrease in long-term capital outlay.
Electrical	Traffic Signal Upgrades	Loan Order	\$ 25,000	Asset preservation.
Engineering	First/Swampscott Rd Intersection Improvement-Design	Loan Order	\$ 350,000	Preventative maintenance.
Engineering	Forest River Park and Pool Design/Improvements	Loan Order	\$ 50,000	Reduces long-term capital costs.
Engineering	Loring and Lafayette Improvements	Loan Order	\$ 150,000	Preventative maintenance.
Engineering	McGrath Park Additional Assessment	Loan Order	\$ 200,000	Preventative maintenance.
Engineering	Bridge at Jefferson Avenue-Design	Loan Order	\$ 200,000	Preventative maintenance.
Engineering	Roads, Sidewalks and Crosswalks-Non Ch. 90 Eligible	Bond Premium	\$ 379,825	Preventative maintenance.
		Loan Order	\$ 800,000	Preventative maintenance.
Fire	General Building Maintenance	Fund 2000	\$ 25,000	Preventative maintenance.
Fire	Station One Parapet	Loan Order	\$ 100,000	Preventative maintenance.
IT	Annual Inventory Life Cycle Management Program (City)	Loan Order	\$ 75,000	No impact.
IT	Annual Inventory Life Cycle Management Program (School)	Loan Order	\$ 150,000	No impact.
IT	Community Cameras/Internal Security Upgrades at the Police Department	Loan Order	\$ 30,000	Improves building-wide safety.
IT	Document Management System	Loan Order	\$ 191,000	Reduces moving costs for City Hall Annex. Long-term asset preservation. Increases efficiency.
IT	Facilities Assessment (School Dude/Facility Dude)	Loan Order	\$ 146,000	Creates program for capital asset management.
Library	HVAC Upgrades	Loan Order	\$ 80,000	Preventative maintenance.
Library	Structural Upgrades	Loan Order	\$ 100,000	Preventative maintenance.
Recreation	Basketball Court Renovations	Loan Order	\$ 100,000	Asset preservation.
Recreation	Bertram Field Schematic Design	Loan Order	\$ 100,000	Long-term capital planning.
Recreation	Park and Field Improvements	Fund 2000	\$ 25,000	Asset preservation.
Recreation	Playground Upgrades	Loan Order	\$ 25,000	Asset preservation.
Recreation	Ryan Brennan Memorial Skate Park	Loan Order	\$ 125,000	New capital investment. Increase recreational space.
Recreation	Salem Common Fence	Loan Order	\$ 150,000	Asset preservation. Decrease in long-term capital costs.

IMPACT OF CAPITAL IMPROVEMENT PROJECTS ON OPERATING BUDGET

Department	Description	Funding	Cost	Impact
Recreation	Winter Island Function Hall-Deck Accessibility Upgrades	Loan Order	\$ 166,000	Asset preservation.
Parking	Museum Place/South Harbor Garage Upgrades	Bond Premium	\$ 130,563	Asset preservation. Decrease in long-term capital costs.
Parking	Parking Garage Equipment/Kiosks	Loan Order	\$ 75,250	Increased efficiency.
Parking	Traffic Signal Communication Upgrades	Loan Order	\$ 47,000	Increased efficiency.
Planning	Historic Cemetary Restoration	Loan Order	\$ 215,000	Asset preservation.
Planning	Lafayette Park Renovation	Loan Order	\$ 25,000	Asset preservation.
Planning	City Wide Tree Inventory	Fund 2000	\$ 30,000	No impact.
Planning	Downtown Development Study	Fund 2000	\$ 50,000	Capital planning.
Police	Dive Equipment	Loan Order	\$ 65,328	Asset preservation.
Police	Fire Alarm Panel Replacement	Loan Order	\$ 25,000	Asset preservation.
Police	Vehicle Replacement (4 Marked Cruisers)	Capital Lease	\$ 180,800	No impact.
Public Services	Lorax Committee-Tree Recommendation	Fund 2000	\$ 75,000	No impact.
Public Services	Replace Ford 550 (Unit 122)	Capital Lease	\$ 80,000	Decreases annual maintenance cost.
Public Services	Replace International Dump Truck	Capital Lease	\$ 135,000	Decreases annual maintenance cost.
Schools	Acoustic Choral Panels	Fund 2000	\$ 25,000	No impact.
Schools	Bentley Roof Replacement (ECC Area)	Loan Order	\$ 51,882	Asset preservation.
Schools	Bus Transit Passenger Wagon	Capital Lease	\$ 45,000	Decreases annual maintenance cost.

**City of Salem
Capital Plan - General Fund
Fiscal Year 2018-2022**

CAPITAL REQUEST	Approved FY17	FY18 Priority	FY18 Funding Source	Dept. Request FY2018	Requested			
					FY2019	FY2020	FY2021	FY2022
Building								
City Hall Annex-Moving Expenses			Fund 2000	60,000				
Old Town Hall Roof Restoration	60,000							
Subtotal: Building	60,000			60,000	-	-	-	-
Council on Aging								
Council on Aging Vans			Capital Lease	62,800				
Community Life Center FFE					40,000			
Public Art Project: Community Life Center								
Subtotal: Council on Aging				62,800	40,000	-	-	-
Electrical								
Painting Pedestrian and Historical Lights (Preventative Maintenance)	25,000							
Traffic Signal Upgrades			Bonding	25,000	25,000	25,000	25,000	25,000
Utility Pole Replacement			Bonding	25,000	25,000	25,000	25,000	25,000
Utility Truck - Line/Bucket					155,000			
Subtotal: Electrical	25,000			50,000	205,000	50,000	50,000	50,000
Engineering - Roads, Sidewalks, & Crosswalks								
ADA Beach Accomodations (\$45,000 from Hanidcap Funds)	45,000							
Bike Path - Design/Construction	25,000				25,000	25,000	25,000	25,000
Bike Master Plan Updates	100,000							
Boston Street Roadway Improvements-Design for TIP-Survey (\$75,000 from ATG)	150,000							
Bridge Street at Winter Street enhanced pedestrian Crossing Signal	35,000							
Bridge Street Roadway Improvements-TIP Process	50,000							
Canal Street Roadway and Bike Path Improvements	1,200,000							
City-Wide Traffic Calming Improvements	100,000							
Enhanced Bike Crossing Signal on Lafayette St. at Marblehead Rail Trail	35,000							
Essex Street Roadway Improvements-North St to Washington St (\$275,000 from RCG)	350,000							
First/Swampscott Rd Intersection Improvement-Design	100,000		Bonding	350,000				
Forest River Park and Pool Design/Improvements			Bonding	50,000				
Loring and Lafayette Improvements			Bonding	150,000				
Mack Park Access Improvements					150,000			
McGrath Park Additional Assessment/Site Improvements			Bonding	200,000				
New Liberty and Brown Street Vehicular and Pedestrian Improvements					700,000			
Bridge at Jefferson Ave (Design Costs)			Bonding	200,000				
Roads, Sidewalks & Crosswalks (Chapter 90)	850,000		Ch. 90	897,000	850,000	850,000	850,000	850,000
Roads, Sidewalks & Crosswalks (Non Chapter 90 eligible)	1,000,000		Bond Premium	379,825	150,000	150,000	150,000	150,000
			Bonding	800,000				
Seawalls (Collins Cove)	100,000							
South Salem and Downtown Salem Walk Boston Recommendation and Implementation	50,000							
Subtotal: Eng. - Roads, Sidewalks, Crosswalks	4,190,000			3,026,825	1,875,000	1,025,000	1,025,000	1,025,000
Fire								
General Building Maintenance/Upgrades			Fund 2000	25,000	25,000	25,000	25,000	25,000
Inflatable Boat and Motor	25,000							
Replace Chief's Resonse Vehicle-Car 1	45,000							
Station One Parapet			Bonding	100,000				
Subtotal: Fire	70,000			125,000	25,000	25,000	25,000	25,000
Harbormaster								
Marine Propulsion Replacement	35,183		R/Reserve	25,000				
Multi Vessell Trailer(s)	34,000							
Vessell Re-Fit for the 27' Whaler			R/Reserve	36,200				
Subtotal: Harbormaster	69,183			61,200	-	-	-	-

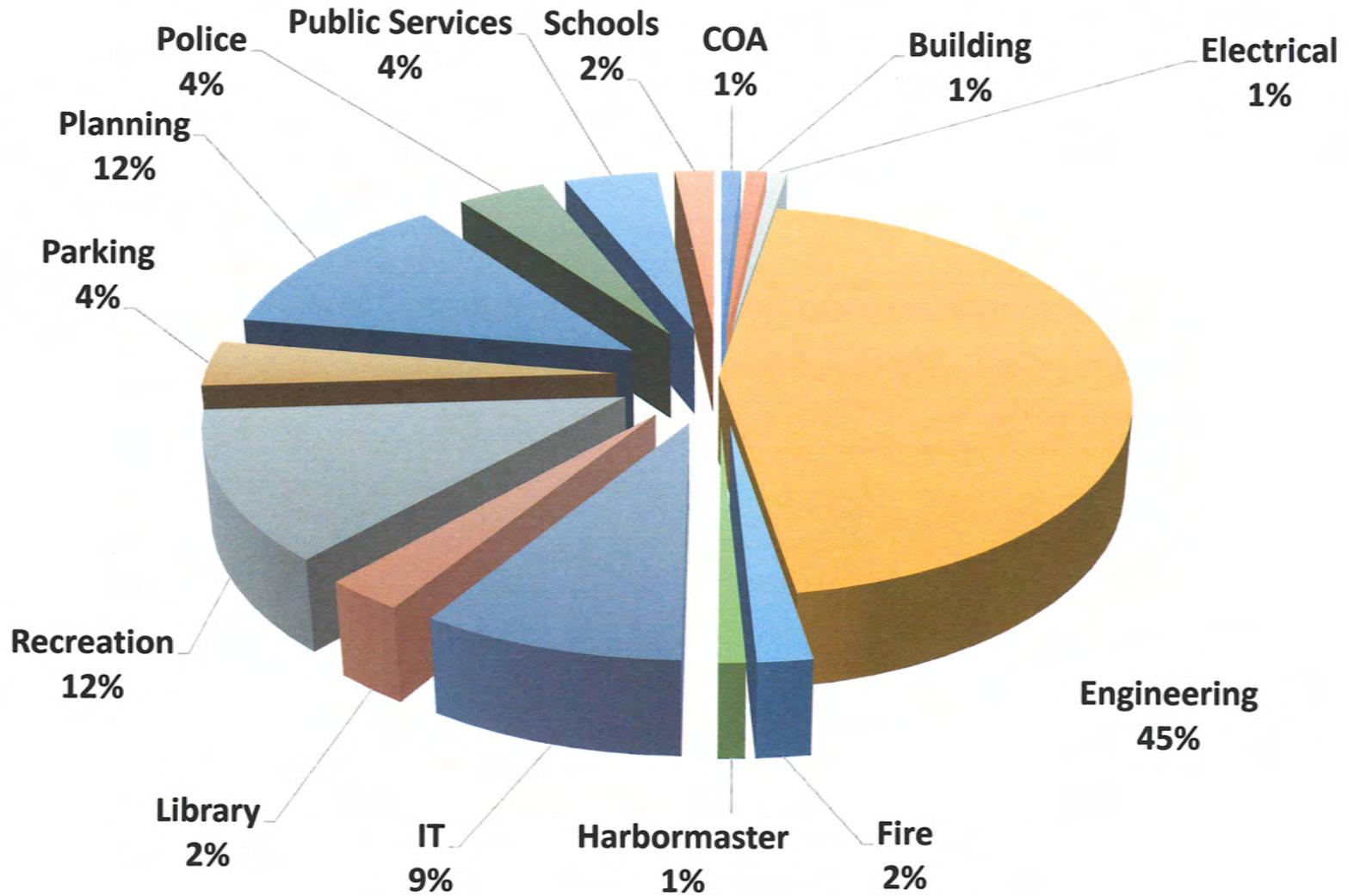
**City of Salem
Capital Plan - General Fund
Fiscal Year 2018-2022**

CAPITAL REQUEST	Approved FY17	FY18 Priority	FY18 Funding Source	Dept. Request FY2018	Requested			
					FY2019	FY2020	FY2021	FY2022
Information Technology								
Annual Equipment-Life-Cycle Management Program (City)	75,000		Bonding	75,000	100,000	100,000	100,000	100,000
Annual Equipment- Life-Cycle Management Program (Schools)	200,000		Bonding	150,000	250,000	250,000	250,000	250,000
Community Cameras/Internal Security Upgrades-Police Department			Bonding	30,000				
Document Management System			Bonding	191,000	75,000	75,000	75,000	75,000
Facilities Assessment (School Dude/Facility Dude)			Bonding	146,000				
Telephone System Replacment-City/Schools	494,297							
Subtotal: Information Technology	769,297			592,000	425,000	425,000	425,000	425,000
Library								
HVAC Upgrades			Bonding	80,000				
Replacement of Window Frames and Sills	102,000							
Structural Repairs			Bonding	100,000				
Subtotal: Library	102,000			180,000	-	-	-	-
Parks, Recreation & Community Services								
Court Renovations	30,000		Bonding	100,000				
Bertram Field Phase II Schematic Design			Bonding	100,000				
Collins Cove Playground Renovation	83,000							
Equipment - Golf Course	40,000		R/Reserve	40,000	40,000	40,000	40,000	40,000
Forest River Pool Conditions Assessment	20,000							
Forest River Restrooms	85,000							
Gazebo-Dead Horse Beach					25,000			
Golf Course-Aerator			R/Reserve	27,000				
Mack Park Restrooms	50,000							
Memorial Park - Pillars & Fencing (Phase I in FY15 and II in FY16)	25,000							
Park and Field Improvements			Fund 2000	25,000	50,000	50,000	50,000	50,000
Playground Upgrades	35,000		Bonding	25,000	50,000	50,000	50,000	50,000
Ryan Brennan Memorial Skate Park Renovation	25,000		Bonding	125,000				
			CPA Approved	75,000				
Salem Common Fence	50,000		Bonding	150,000				
Salem Willows Pavilion Preservation	15,000							
Winter Island Function Hall-Deck Accessibility Upgrades			Bonding	166,000				
Subtotal: Recreation	458,000			833,000	165,000	140,000	140,000	140,000
Parking and Traffic Department								
2016 Ford F150 Pickup Truck 2WD	20,125							
Museum Place/South Harbor Garage Improvements			Bond Premium	130,563				
Parking Garage Equipment/Kiosks			Bonding	75,250				
Traffic Signal Communication Upgrades			Bonding	47,000	80,000			
Subtotal: Parking Dept.	20,125			252,813	80,000	-	-	-
Planning								
Blaney Street Pier and Terminal -City Match	200,000				200,000			
Historic Cemetery Restoration			Bonding	215,000				
			CPA Approved	260,000				
			Grants	125,000				
Downtown Development Study			Fund 2000	50,000				
City Wide Tree Inventory			Fund 2000	30,000				
			Grants	30,000				
Dickson Memorial Chapel Restoration	50,000							
Forest River Conservation Area Improvements	25,000							
Fort Pickering Restoration Phase II	70,000							
Lafayette Park Renovation			Bonding	25,000				
			CPA Approved	100,000				
Proctor's Ledge Improvements	179,140							
Subtotal: Planning	524,140			835,000	200,000	-	-	-

**City of Salem
Capital Plan - General Fund
Fiscal Year 2018-2022**

CAPITAL REQUEST	Approved FY17	FY18 Priority	FY18 Funding Source	Dept. Request FY2018	Requested			
					FY2019	FY2020	FY2021	FY2022
Police								
Dive Equipment			Bonding	65,328				
Equipment - File Cabinets for Records Retention					30,682			
Evidence/Records Room Upgrades					153,077			
Fire Alarm Panel Replacement			Bonding	25,000				
Furnance and Hot Water Heater Replacement	121,465							
License Plate Readers for Traffic Cruisers (2)	27,584							
Radio and Accessory Purchase (Comparator)	18,069							
Roof Replacement-Phase I	600,000							
Vehicle Replacement (4 Marked Cruisers)	90,398		Capital Lease	180,800				
Vehicle Replacement (1 K9 Cruiser)	17,807							
Subtotal: Police	875,323			271,128	183,759	-	-	-
Public Services - Equipment								
Gasboy System					200,000			
LORAX Committee: Tree Recommendation			Fund 2000	75,000				
Replace 2006 Backhoe (Unit 60)					150,000			
Replace 2000 Ford F350 (Unit 5)	51,000							
Replace Ford 550 Truck with Plow and Sander Unit (Unit 122)			Capital Lease	80,000				
Replace Front End Loader					235,000			
Replace International Dump Truck (Unit 87)			Capital Lease	135,000				
Replace 2000 International Dump Truck Sander and Plow (Unit 15)	163,000							
Replace Skid Steer					86,000			
Salt Shed					400,000			
Utility Truck (Ford F350)					50,000			
Subtotal: Public Services	214,000			290,000	1,121,000	-	-	-
Schools								
Acoustic Choral Panels			Fund 2000	25,000				
Bentley-HVAC Equipment	25,000							
Bentley-Lighting Upgrades (\$90,000 from Dominion Funds)	90,000							
Bentley-Playground	73,500							
Bentley-Roof Replacement	110,500		Bonding	51,882				
Bus-29 Passenger #1	61,000							
Bus-42 Passenger with wheel chair #1	92,000							
Bus-77 Passenger #1	95,000							
Bus-Transit Passenger Wagon			Capital Lease	45,000				
High School HVAC Replacement	50,000							
Subtotal: Schools	597,000			121,882	-	-	-	-
			Bonding	3,842,460				
			Capital Leases	503,600				
			Ch. 90	897,000				
			CPA Approved	435,000				
			Grants	155,000				
			Fund 2000	290,000				
			R/Reserve	128,200				
			Bond Premium	510,388				
			Total CIP	6,761,648				
			Total to be Bonded	3,842,460				

FY 2018: General Fund Capital Spending by Department



FY 2018 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 FY18 is: 1,226,799

FY18 Enterprise Fund CIP – Funding Sources

FY18 Enterprise Fund CIP – Funded from one time revenue sources-Retained Earnings

Sewer-Sewer Line Extension/Upgrade/Rehabilitation	50,000
TOTAL WATER/SEWER RETAINED EARNINGS:	50,000

FY18 Enterprise Fund CIP-Funded from other financial sources-SESD

Sewer-I/I Removal Program	25,000
TOTAL GRANTS AND OTHER FINANCIAL SOURCES:	25,000

FY18 Enterprise Fund CIP-Funded from bonding

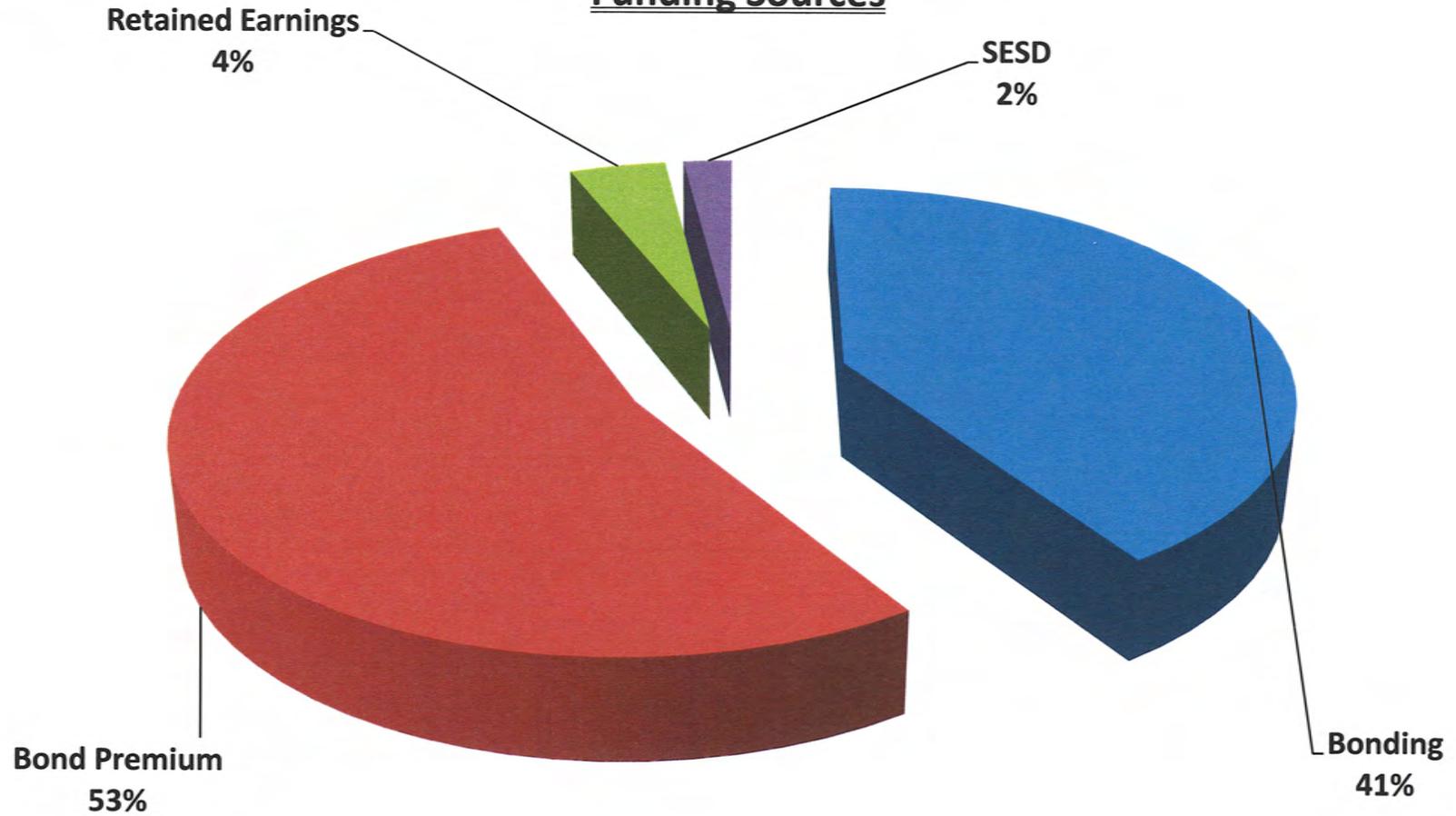
Water-Salem PS and Booster Station	150,000
Water-Essex Street Improvements	175,000
Sewer-Essex Street Improvements	175,000
TOTAL BONDING:	500,000

FY18 Enterprise Fund CIP-Funded from bond premium

Water-Main System Upgrades: Valve/Hydrant Replacement Program	408,633
Sewer-City Wide Sewer System Flushing, Valve Maintenance, Leak Detection and GIS Administration	243,166
TOTAL BOND PREMIUM:	651,799

GRAND TOTAL ENTERPRISE FUND CAPITAL REQUESTS:	1,226,799
--	------------------

FY18 Water and Sewer CIP
Funding Sources



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-Essex Street Improvements	Bonding	175,000	Repair structural defects to avoid maintenance issues.
Sewer-Essex Street Improvements	Bonding	175,000	Repair structural defects to avoid maintenance issues.
Water-Main System Upgrades: Valve/Hydrant Replacement Program	Bond Premium	408,633	Preventative maintenance/reduction in emergency repairs
Sewer-City Wide Sewer System Flushing, Valve Maintenance, Leak Detection and GIS Administration	Bond Premium	243,166	Repairing structural defects and addressing needed repairs to water infrastructure.

Grand Total All Water & Sewer Enterprise Capital Projects 1,226,799

City of Salem
Capital Plan - Water and Sewer Enterprise Fund

Fiscal Year 2018-2022

CAPITAL REQUEST	Approved FY17	FY18 Funding Source	FY18	REQUESTED			
				FY18	FY20	FY21	FY22
Water Enterprise-Engineering							
Transmission System							
Salem PS and Booster Station	150,000	Bonding	150,000				
Distribution System							
Main System Upgrades: Valve/Hydrant Replacement Program		Bond Premium	408,633	2,500,000	2,500,000	2,500,000	2,500,000
Water Distribution System Annual Improvements	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			400,000	400,000	400,000	400,000
Outlook Ave Drainage Improvements	175,000						
Essex Street Improvements		Bonding	175,000				
Subtotal: Water Enterprise	1,870,000		733,633	4,045,000	4,045,000	4,045,000	4,045,000
Sewer Enterprise-Engineering							
City Wide Sewer System Flushing, Valve Maintenance, Leak Detection and GIS Administration	400,000	Bond Premium	243,166	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			750,000	750,000	750,000	750,000
Swampscott Road sewer pump station ust replacement	100,000						
Essex Street Improvements		Bonding	175,000				
Canal Street Upgrades							
Canal Street- SSU Flood Mitigation Improvements-Phase II Pump Station (\$1.5 Million FEMA Grant Reduction FY15) Storage Tank and Treatment	15,000,000						
Subtotal: Sewer Enterprise	16,325,000		493,166	1,225,000	1,225,000	1,275,000	1,275,000
Total: Enterprise Fund	18,195,000		1,226,799	5,270,000	5,270,000	5,320,000	5,320,000

Bonding	500,000
Bond Premium	651,799
R/E	50,000
SESD	25,000

City of Salem, Massachusetts

Aggregate Debt Service - FY2018

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
#####	December 14 2006 DW-05-12 (O) : SINGLE PURPOSE	117,124.00	12,836.63	129,960.63
Subtotal		\$117,124.00	\$12,836.63	\$129,960.63
#####	January 27 2010 NSR (SQ) : Adv Ref Sept 15 2000 Bates School (O)	795,000.00	42,612.50	837,612.50
	October 15 2010 (SQ) : Water Systems Improvement (O)	100,000.00	27,200.00	127,200.00
	October 15 2010 (SQ) : Water Meters (O)	200,000.00	36,000.00	236,000.00
	October 15 2010 (SQ) : Water Main (O)	140,000.00	33,200.00	173,200.00
	October 15 2010 (SQ) : Sewer Pump Station (I)	10,000.00	2,400.00	12,400.00
	October 15 2010 (SQ) : South River Basin Upgrade (I)	85,000.00	19,700.00	104,700.00
	October 15 2010 (SQ) : Golf Course Dept. Equip (I)	10,000.00	800.00	10,800.00
	October 15 2010 (SQ) : Dump Truck (I)	5,000.00	300.00	5,300.00
	October 15 2010 (SQ) : DPW Equipment (I)	5,000.00	300.00	5,300.00
	October 15 2010 (SQ) : Engineering Infrastructure (I)	15,000.00	1,200.00	16,200.00
	October 15 2010 (SQ) : Engineering Seawalls (I)	5,000.00	400.00	5,400.00
	October 15 2010 (SQ) : Fire Pumper Truck (I)	25,000.00	4,500.00	29,500.00
	October 15 2010 (SQ) : Parking Equipment (I)	5,000.00	400.00	5,400.00
	October 15 2010 (SQ) : Witch House (I)	5,000.00	400.00	5,400.00
	October 15 2010 (SQ) : Departmental Equipment (I)	5,000.00	400.00	5,400.00
	October 15 2010 (SQ) : Forest River Pool (I)	15,000.00	1,200.00	16,200.00
	October 15 2010 (SQ) : Forest River Park (I)	5,000.00	400.00	5,400.00
	October 15 2010 (SQ) : Willow Public Bathroom (I)	10,000.00	800.00	10,800.00
	October 15 2010 (SQ) : School Fire Alarm Systems (I)	10,000.00	800.00	10,800.00
	October 15 2010 (SQ) : School Buses (I)	15,000.00	900.00	15,900.00
	October 15 2010 (SQ) : School Infrastructure (I)	5,000.00	900.00	5,900.00
	October 15 2010 (SQ) : Fire SCBA Compressor (I)	5,000.00	400.00	5,400.00
	October 15 2010 (SQ) : Public Service Equip. & Vehicles (I)	30,000.00	2,300.00	32,300.00
	October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks (I)	105,000.00	16,800.00	121,800.00
	October 15 2010 (SQ) : Playground Equipment (I)	5,000.00	400.00	5,400.00
	October 15 2010 (SQ) : Furlong Park Remodeling (I)	20,000.00	3,200.00	23,200.00
	October 15 2010 (SQ) : Roads, Sidewalks & Crosswalks 2 (I)	10,000.00	1,800.00	11,800.00
	October 15 2010 (SQ) : Canal St. Improvement Design (I)	30,000.00	5,400.00	35,400.00
	October 15 2010 (SQ) : Storage Tanks (O)	100,000.00	8,000.00	108,000.00
	October 15 2010 (SQ) : School Ballfield Remodeling (I)	5,000.00	800.00	5,800.00
	October 15 2010 (SQ) : School Field House Remodeling (I)	5,000.00	200.00	5,200.00
	September 27 2012 : Water System Improvements (OSQ)	60,000.00	18,650.00	78,650.00
	September 27 2012 : Sewer Pump Station Upgrade (ISQ)	10,000.00	2,668.75	12,668.75
	September 27 2012 : South River Basin Upgrade (ISQ)	20,000.00	6,556.25	26,556.25
	September 27 2012 : South River Basin Upgrade 2 (ISQ)	15,000.00	4,587.50	19,587.50
	September 27 2012 : Forrester Street Drain Relief (ISQ)	15,000.00	4,937.50	19,937.50
	September 27 2012 : Domain Controller & Exchange Services (ISQ)	10,000.00	150.00	10,150.00
	September 27 2012 : Domain Controller & Exchange Services 2 (ISQ)	15,000.00	225.00	15,225.00
	September 27 2012 : City Hall Roof (ISQ)	15,000.00	9,887.50	24,887.50
	September 27 2012 : City Hall Skylights (ISQ)	5,000.00	2,125.00	7,125.00
	September 27 2012 : City Hall Windows (ISQ)	10,000.00	5,281.25	15,281.25
	September 27 2012 : City Hall Masonry Repairs (ISQ)	20,000.00	12,771.88	32,771.88
	September 27 2012 : Parking Study (ISQ)	40,000.00	600.00	40,600.00
	September 27 2012 : Police Vehicle Replacement (ISQ)	25,000.00	375.00	25,375.00
	September 27 2012 : Public Service Equipment (ISQ)	15,000.00	225.00	15,225.00
	September 27 2012 : Roads, Sidewalks & Crosswalks (ISQ)	50,000.00	9,959.38	59,959.38
	September 27 2012 : Collins Cove Seawall (ISQ)	5,000.00	1,634.38	6,634.38

City of Salem, Massachusetts

Aggregate Debt Service - FY2018

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
September 27 2012	: Parks & Rec. Equipment (ISQ)	10,000.00	150.00	10,150.00
September 27 2012	: School- Wheelchair Bus (ISQ)	20,000.00	300.00	20,300.00
September 27 2012	: School- Conventional Bus (ISQ)	20,000.00	300.00	20,300.00
September 27 2012	: Remediation (ISQ)	35,000.00	20,868.75	55,868.75
September 27 2012	: Collins School (OSQ)	30,000.00	19,581.25	49,581.25
September 27 2012	: Collins School 2 (OSQ)	120,000.00	80,315.63	200,315.63
September 27 2012	: Saltonstall School (OSQ)	30,000.00	17,771.88	47,771.88
September 27 2012	: Saltonstall School 2 (OSQ)	55,000.00	37,225.00	92,225.00
Subtotal		\$2,435,000.00	\$471,259.40	\$2,906,259.40
#####	October 15 2007 non-called : High School (I)	345,000.00	6,900.00	351,900.00
	October 15 2007 non-called : Ferry Boat Project (I)	60,000.00	1,200.00	61,200.00
	October 15 2007 non-called : Water System Improvements (O)	160,000.00	3,200.00	163,200.00
	November 17 2016 : Advance Refunding October 15 2007 High School (I)	-	62,840.00	62,840.00
	November 17 2016 : Advance Refunding October 15 2007 Ferry Boat (I)	-	3,400.00	3,400.00
	November 17 2016 : Adv Ref Oct 15 2007 Water System Improvements (O)	-	29,260.00	29,260.00
	November 17 2016 : Collins Middle School (I)	24,685.00	14,520.28	39,205.28
	November 17 2016 : Bentley Carpet Replacement (School) (I)	20,000.00	1,700.00	21,700.00
	November 17 2016 : Districtwide Wireless Infrastructure (School) (I)	55,000.00	4,525.00	59,525.00
	November 17 2016 : Districtwide Computer Replacement (School) (I)	5,000.00	975.00	5,975.00
	November 17 2016 : Saltonstall School Parking/DropOff Area Improve(I)	5,000.00	2,475.00	7,475.00
	November 17 2016 : Salerno Automotive Roof Replace (School) (I)	5,000.00	975.00	5,975.00
	November 17 2016 : Folly Hill Tank Storage (Water) (O)	40,000.00	9,800.00	49,800.00
	November 17 2016 : Water Meter Replacement Program (O)	10,000.00	1,950.00	11,950.00
	November 17 2016 : Rehab Gallows Hill Water Tanks 1 (O)	125,000.00	25,375.00	150,375.00
	November 17 2016 : Rehab Gallows Hill Water Tanks 2 (O)	5,000.00	2,675.00	7,675.00
	November 17 2016 : Water System Upgrade (Valves & Hydrants) (O)	15,000.00	8,975.00	23,975.00
	November 17 2016 : Water System Improvements (O)	40,000.00	20,525.00	60,525.00
	November 17 2016 : Water Leak Protection, Flushing & GIS Admin 1 (O)	22,000.00	4,030.00	26,030.00
	November 17 2016 : Water Leak Protection, Flushing & GIS Admin 2 (O)	18,000.00	3,770.00	21,770.00
	November 17 2016 : Canal Street Sewer Phase 2 (I)	50,000.00	26,900.00	76,900.00
	November 17 2016 : Sewer Leak Detection, Flushing & GIS Admin (I)	15,000.00	7,175.00	22,175.00
	November 17 2016 : Sewer Illicit Connection Removal (O)	25,000.00	13,450.00	38,450.00
	November 17 2016 : Bikeway & Roadway Improvements (I)	15,000.00	5,925.00	20,925.00
	November 17 2016 : Painting Pedestrian & Historical Lights (I)	5,000.00	475.00	5,475.00
	November 17 2016 : Bike Path Design/Construction (I)	5,000.00	475.00	5,475.00
	November 17 2016 : McGrath Park Paving/Concession Stand (I)	5,000.00	2,775.00	7,775.00
	November 17 2016 : Roads Sidewalk & Crosswalks (Non-Chapter 90) (I)	10,000.00	2,950.00	12,950.00
	November 17 2016 : General Building Maintenance Upgrades (I)	5,000.00	475.00	5,475.00
	November 17 2016 : Replace Fire Engine 2 or 5 (I)	50,000.00	10,750.00	60,750.00
	November 17 2016 : Citywide Computer Replacement (I)	10,075.00	2,551.13	12,626.13
	November 17 2016 : Citywide Fiber Optic Network (I)	165,000.00	13,175.00	178,175.00
	November 17 2016 : Winter Island Electrical Upgrades RVField(Ph 1)(I)	6,000.00	490.00	6,490.00
	November 17 2016 : Blaney Street Pier & Terminal (City Match) (I)	15,000.00	4,925.00	19,925.00

City of Salem, Massachusetts

Aggregate Debt Service - FY2018

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
November 17 2016	: Mary Jane Lee Park (Phase II) (I)	5,000.00	1,175.00	6,175.00
November 17 2016	: Old City Hall Window Replacement (I)	5,000.00	1,900.00	6,900.00
November 17 2016	: GPS Units for Vehicles (Police) (I)	5,000.00	175.00	5,175.00
November 17 2016	: Compressor (Public Services) (I)	5,000.00	475.00	5,475.00
November 17 2016	: Open Space/Pocket Park Upgrades(Public Services)-I	5,000.00	475.00	5,475.00
November 17 2016	: Purchase/Replace Non-Conforming Signs (PubServ)(I)	4,000.00	660.00	4,660.00
November 17 2016	: Ford F550 6-wheel dump Truck (unit 71)(PubServ)(I)	4,440.00	1,366.60	5,806.60
November 17 2016	: Ford F550 6-wheel Dump Truck (unit 71)(PubServ)(I)	3,800.00	1,157.00	4,957.00
November 17 2016	: 2000 Int'l Dump Truck (unit 14)(PubServ)(I)	15,000.00	3,025.00	18,025.00
November 17 2016	: Trash Packer (Public Services) (I)	10,000.00	1,750.00	11,750.00
November 17 2016	: 2-Ton Propane Hot Box (Public Services) (I)	5,000.00	875.00	5,875.00
November 17 2016	: Automation of South Harbor Garages (Parking) (I)	45,000.00	10,775.00	55,775.00
November 17 2016	: Parking Garage Upgrades (I)	5,000.00	2,675.00	7,675.00
November 17 2016	: Transfer Station Property Remediation (O)	19,000.00	11,560.00	30,560.00
Subtotal		\$1,472,000.00	\$339,605.01	\$1,811,605.01
#####	December 2 2015 : Folly Hill Tank Storage I (O)	225,000.00	41,000.00	266,000.00
	December 2 2015 : Folly Hill Tank Storage II (O)	115,000.00	20,425.00	135,425.00
	December 2 2015 : System Flushing/Valve Maintenance (O)	45,000.00	8,200.00	53,200.00
	December 2 2015 : Meter Replacement Program (O)	15,000.00	1,925.00	16,925.00
	December 2 2015 : Valve Pipe Replacement (O)	15,000.00	1,925.00	16,925.00
	December 2 2015 : I/I Study, Design & Construction (I)	40,000.00	13,934.38	53,934.38
	December 2 2015 : Canal St. Phase II (I)	90,000.00	32,340.63	122,340.63
	December 2 2015 : Illicit Connection Removal (I)	5,000.00	1,840.63	6,840.63
	December 2 2015 : Line Extension, Rehab & Upgrades (I)	5,000.00	1,050.00	6,050.00
	December 2 2015 : Garage Updates (I)	10,000.00	2,890.63	12,890.63
	December 2 2015 : Kiosk Umbrellas (I)	5,000.00	925.00	5,925.00
	December 2 2015 : Computer Replacement Program (I)	25,000.00	4,250.00	29,250.00
	December 2 2015 : District-Wide Security Updates (I)	10,000.00	1,475.00	11,475.00
	December 2 2015 : Replace Lunchroom/Cafeteria Equipment (I)	5,000.00	675.00	5,675.00
	December 2 2015 : HS Transformer Replacement (I)	10,000.00	1,100.00	11,100.00
	December 2 2015 : Saltonstall Elementary School I (O)	30,000.00	10,721.88	40,721.88
	December 2 2015 : Saltonstall Elementary School II (O)	15,000.00	4,731.25	19,731.25
	December 2 2015 : Collins Middle School I (O)	20,000.00	7,040.63	27,040.63
	December 2 2015 : Collins Middle School II (O)	45,000.00	15,025.00	60,025.00
	December 2 2015 : Collins Middle School III (O)	60,000.00	21,296.88	81,296.88
	December 2 2015 : Golf Course Equipment (I)	15,000.00	2,150.00	17,150.00
	December 2 2015 : Wrought Iron Fence (I)	5,000.00	1,050.00	6,050.00
	December 2 2015 : Memorial Park Pillars & Fencing (I)	5,000.00	425.00	5,425.00
	December 2 2015 : Blaney Street Terminal - City Match (I)	15,000.00	4,731.25	19,731.25
	December 2 2015 : Winter Island Pathway & Fort Restoration (I)	5,000.00	1,050.00	6,050.00
	December 2 2015 : Police CAD/RMS Replacement (I)	80,000.00	4,800.00	84,800.00
	December 2 2015 : Police Vehicle GPS Units (I)	5,000.00	800.00	5,800.00
	December 2 2015 : DPS 1988 Ladder Replacement (I)	15,000.00	3,862.50	18,862.50

City of Salem, Massachusetts

Aggregate Debt Service - FY2018

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+
December 2 2015	DPS 2000 Dump Truck Replacement (I)	15,000.00	2,875.00	17,875.00
December 2 2015	Paving (I)	50,000.00	12,562.50	62,562.50
December 2 2015	Seawalls (I)	15,000.00	3,600.00	18,600.00
December 2 2015	Bike Path (I)	5,000.00	425.00	5,425.00
Subtotal		\$1,020,000.00	\$231,103.16	\$1,251,103.16
#####	December 19 2013 : Saltonstall School (OSQ)	60,000.00	27,168.75	87,168.75
	December 19 2013 : Collins Middle School (OSQ)	125,000.00	56,031.25	181,031.25
	December 19 2013 : School Building Repairs (ISQ)	10,000.00	2,203.13	12,203.13
	December 19 2013 : School Equipment (ISQ)	10,000.00	1,350.00	11,350.00
	December 19 2013 : Police Equipment (ISQ)	20,000.00	2,700.00	22,700.00
	December 19 2013 : Fire Equipment (ISQ)	70,000.00	16,693.75	86,693.75
	December 19 2013 : Electric Dept Equipment (ISQ)	10,000.00	1,350.00	11,350.00
	December 19 2013 : Parks & Rec (ISQ)	5,000.00	2,350.00	7,350.00
	December 19 2013 : Canal Street Utility Program (ISQ)	150,000.00	66,318.75	216,318.75
	December 19 2013 : Cur Ref of Jan 15 2003 Bowditch School (OSQ)	90,000.00	9,950.00	99,950.00
	December 19 2013 : Cur Ref of Jan 15 2003 Carlton School (OSQ)	65,000.00	6,975.00	71,975.00
	December 19 2013 : Adv Ref of Jan 1 2005 Witchcraft School (ISQ)	95,000.00	13,953.13	108,953.13
	December 19 2013 : Adv Ref of Jan 1 2005 Carlton School (OSQ)	30,000.00	3,962.50	33,962.50
	December 19 2013 : Adv Ref of Jan 1 2005 Parking Garage Repairs (ISQ)	75,000.00	3,525.00	78,525.00
	December 3 2014 : South River Basin Upgrade (I)	100,000.00	31,312.50	131,312.50
	December 3 2014 : Drain Improvements (I)	15,000.00	4,696.88	19,696.88
	December 3 2014 : Road Improvements (I)	200,000.00	32,000.00	232,000.00
	December 3 2014 : Bertram Field (I)	110,000.00	23,106.25	133,106.25
	December 3 2014 : Electric- Generator (I)	5,000.00	1,006.25	6,006.25
	December 3 2014 : Fire- SCBA (I)	10,000.00	600.00	10,600.00
	December 3 2014 : Fire- Jaws of Life (I)	10,000.00	400.00	10,400.00
	December 3 2014 : Fire- Station 4 Door Alt (I)	10,000.00	600.00	10,600.00
	December 3 2014 : Parking- Water Proofing (I)	60,000.00	17,421.88	77,421.88
	December 3 2014 : Planning- MBTA Station (I)	25,000.00	7,828.13	32,828.13
	December 3 2014 : DPW Backhoe (I)	25,000.00	1,500.00	26,500.00
	December 3 2014 : Engineering- Roadway (I)	30,000.00	1,800.00	31,800.00
	December 3 2014 : Engineering- Canal Street (I)	40,000.00	2,400.00	42,400.00
	December 3 2014 : Engineering- Bike Path (I)	5,000.00	300.00	5,300.00
	December 3 2014 : School- District Wide Security (I)	25,000.00	1,500.00	26,500.00
Subtotal		\$1,485,000.00	\$341,003.15	\$1,826,003.15
#####	December 14 2006 DW-05-12 (O) : SINGLE PURPOSE	-	11,665.39	11,665.39
Subtotal		-	\$11,665.39	\$11,665.39
#####	January 27 2010 NSR (SQ) : Adv Ref Sept 15 2000 Bates School (O)	-	30,687.50	30,687.50
	October 15 2010 (SQ) : Water Systems Improvement (O)	-	25,200.00	25,200.00
	October 15 2010 (SQ) : Water Meters (O)	-	32,000.00	32,000.00
	October 15 2010 (SQ) : Water Main (O)	-	30,400.00	30,400.00

City of Salem, Massachusetts

Aggregate Debt Service - FY2018

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
October 15 2010 (SQ)	Sewer Pump Station (I)	-	2,200.00	2,200.00
October 15 2010 (SQ)	South River Basin Upgrade (I)	-	18,000.00	18,000.00
October 15 2010 (SQ)	Golf Course Dept. Equip (I)	-	600.00	600.00
October 15 2010 (SQ)	Dump Truck (I)	-	200.00	200.00
October 15 2010 (SQ)	DPW Equipment (I)	-	200.00	200.00
October 15 2010 (SQ)	Engineering Infrastructure (I)	-	900.00	900.00
October 15 2010 (SQ)	Engineering Seawalls (I)	-	300.00	300.00
October 15 2010 (SQ)	Fire Pumper Truck (I)	-	4,000.00	4,000.00
October 15 2010 (SQ)	Parking Equipment (I)	-	300.00	300.00
October 15 2010 (SQ)	Witch House (I)	-	300.00	300.00
October 15 2010 (SQ)	Departmental Equipment (I)	-	300.00	300.00
October 15 2010 (SQ)	Forest River Pool (I)	-	900.00	900.00
October 15 2010 (SQ)	Forest River Park (I)	-	300.00	300.00
October 15 2010 (SQ)	Willow Public Bathroom (I)	-	600.00	600.00
October 15 2010 (SQ)	School Fire Alarm Systems (I)	-	600.00	600.00
October 15 2010 (SQ)	School Buses (I)	-	600.00	600.00
October 15 2010 (SQ)	School Infrastructure (I)	-	800.00	800.00
October 15 2010 (SQ)	Fire SCBA Compressor (I)	-	300.00	300.00
October 15 2010 (SQ)	Public Service Equip. & Vehicles (I)	-	1,700.00	1,700.00
October 15 2010 (SQ)	Roads, Sidewalks & Crosswalks (I)	-	14,700.00	14,700.00
October 15 2010 (SQ)	Playground Equipment (I)	-	300.00	300.00
October 15 2010 (SQ)	Furlong Park Remodeling (I)	-	2,800.00	2,800.00
October 15 2010 (SQ)	Roads, Sidewalks & Crosswalks 2 (I)	-	1,600.00	1,600.00
October 15 2010 (SQ)	Canal St. Improvement Design (I)	-	4,800.00	4,800.00
October 15 2010 (SQ)	Storage Tanks (O)	-	6,000.00	6,000.00
October 15 2010 (SQ)	School Ballfield Remodeling (I)	-	700.00	700.00
October 15 2010 (SQ)	School Field House Remodeling (I)	-	100.00	100.00
September 27 2012	Water System Improvements (OSQ)	-	17,750.00	17,750.00
September 27 2012	Sewer Pump Station Upgrade (ISQ)	-	2,518.75	2,518.75
September 27 2012	South River Basin Upgrade (ISQ)	-	6,256.25	6,256.25
September 27 2012	South River Basin Upgrade 2 (ISQ)	-	4,362.50	4,362.50
September 27 2012	Forrester Street Drain Relief (ISQ)	-	4,712.50	4,712.50
September 27 2012	City Hall Roof (ISQ)	-	9,662.50	9,662.50
September 27 2012	City Hall Skylights (ISQ)	-	2,050.00	2,050.00
September 27 2012	City Hall Windows (ISQ)	-	5,131.25	5,131.25
September 27 2012	City Hall Masonry Repairs (ISQ)	-	12,471.88	12,471.88
September 27 2012	Roads, Sidewalks & Crosswalks (ISQ)	-	9,209.38	9,209.38
September 27 2012	Collins Cove Seawall (ISQ)	-	1,559.38	1,559.38
September 27 2012	Remediation (ISQ)	-	20,343.75	20,343.75
September 27 2012	Collins School (OSQ)	-	19,131.25	19,131.25
September 27 2012	Collins School 2 (OSQ)	-	78,515.63	78,515.63
September 27 2012	Saltonstall School (OSQ)	-	17,321.88	17,321.88
September 27 2012	Saltonstall School 2 (OSQ)	-	36,400.00	36,400.00
Subtotal		-	\$429,784.40	\$429,784.40

City of Salem, Massachusetts

Aggregate Debt Service - FY2018

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
#####	November 17 2016 : Advance Refunding October 15 2007 High School (I)	-	62,840.00	62,840.00
	November 17 2016 : Advance Refunding October 15 2007 Ferry Boat (I)	-	3,400.00	3,400.00
	November 17 2016 : Adv Ref Oct 15 2007 Water System Improvements (O)	-	29,260.00	29,260.00
	November 17 2016 : Collins Middle School (I)	-	14,150.00	14,150.00
	November 17 2016 : Bentley Carpet Replacement (School) (I)	-	1,400.00	1,400.00
	November 17 2016 : Districtwide Wireless Infrastructure (School) (I)	-	3,700.00	3,700.00
	November 17 2016 : Districtwide Computer Replacement (School) (I)	-	900.00	900.00
	November 17 2016 : Saltonstall School Parking/DropOff Area Improve(I)	-	2,400.00	2,400.00
	November 17 2016 : Salerno Automotive Roof Replace (School) (I)	-	900.00	900.00
	November 17 2016 : Folly Hill Tank Storage (Water) (O)	-	9,200.00	9,200.00
	November 17 2016 : Water Meter Replacement Program (O)	-	1,800.00	1,800.00
	November 17 2016 : Rehab Gallows Hill Water Tanks 1 (O)	-	23,500.00	23,500.00
	November 17 2016 : Rehab Gallows Hill Water Tanks 2 (O)	-	2,600.00	2,600.00
	November 17 2016 : Water System Upgrade (Valves & Hydrants) (O)	-	8,750.00	8,750.00
	November 17 2016 : Water System Improvements (O)	-	19,925.00	19,925.00
	November 17 2016 : Water Leak Protection, Flushing & GIS Admin 1 (O)	-	3,700.00	3,700.00
	November 17 2016 : Water Leak Protection, Flushing & GIS Admin 2 (O)	-	3,500.00	3,500.00
	November 17 2016 : Canal Street Sewer Phase 2 (I)	-	26,150.00	26,150.00
	November 17 2016 : Sewer Leak Detection, Flushing & GIS Admin (I)	-	6,950.00	6,950.00
	November 17 2016 : Sewer Illicit Connection Removal (O)	-	13,075.00	13,075.00
	November 17 2016 : Bikeway & Roadway Improvements (I)	-	5,700.00	5,700.00
	November 17 2016 : Painting Pedestrian & Historical Lights (I)	-	400.00	400.00
	November 17 2016 : Bike Path Design/Construction (I)	-	400.00	400.00
	November 17 2016 : McGrath Park Paving/Concession Stand (I)	-	2,700.00	2,700.00
	November 17 2016 : Roads Sidewalk & Crosswalks (Non-Chapter 90) (I)	-	2,800.00	2,800.00
	November 17 2016 : General Building Maintenance Upgrades (I)	-	400.00	400.00
	November 17 2016 : Replace Fire Engine 2 or 5 (I)	-	10,000.00	10,000.00
	November 17 2016 : Citywide Computer Replacement (I)	-	2,400.00	2,400.00
	November 17 2016 : Citywide Fiber Optic Network (I)	-	10,700.00	10,700.00
	November 17 2016 : Winter Island Electrical Upgrades RVField(Ph 1)(I)	-	400.00	400.00
	November 17 2016 : Blaney Street Pier & Terminal (City Match) (I)	-	4,700.00	4,700.00
	November 17 2016 : Mary Jane Lee Park (Phase II) (I)	-	1,100.00	1,100.00
	November 17 2016 : Old City Hall Window Replacement (I)	-	1,825.00	1,825.00
	November 17 2016 : GPS Units for Vehicles (Police) (I)	-	100.00	100.00
	November 17 2016 : Compressor (Public Services) (I)	-	400.00	400.00
	November 17 2016 : Open Space/Pocket Park Upgrades(Public Services)-I	-	400.00	400.00
	November 17 2016 : Purchase/Replace Non-Conforming Signs (PubServ)(I)	-	600.00	600.00
	November 17 2016 : Ford F550 6-wheel dump Truck (unit 71)(PubServ)(I)	-	1,300.00	1,300.00
	November 17 2016 : Ford F550 6-wheel Dump Truck (unit 71)(PubServ)(I)	-	1,100.00	1,100.00
	November 17 2016 : 2000 Int'l Dump Truck (unit 14)(PubServ)(I)	-	2,800.00	2,800.00
	November 17 2016 : Trash Packer (Public Services) (I)	-	1,600.00	1,600.00
	November 17 2016 : 2-Ton Propane Hot Box (Public Services) (I)	-	800.00	800.00
	November 17 2016 : Automation of South Harbor Garages (Parking) (I)	-	10,100.00	10,100.00

City of Salem, Massachusetts

Aggregate Debt Service - FY2018

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
November 17 2016	: Parking Garage Upgrades (I)	-	2,600.00	2,600.00
November 17 2016	: Transfer Station Property Remediation (O)	-	11,275.00	11,275.00
Subtotal		-	\$314,700.00	\$314,700.00
#####	December 2 2015 : Folly Hill Tank Storage I (O)	-	37,625.00	37,625.00
	December 2 2015 : Folly Hill Tank Storage II (O)	-	18,700.00	18,700.00
	December 2 2015 : System Flushing/Valve Maintenance (O)	-	7,525.00	7,525.00
	December 2 2015 : Meter Replacement Program (O)	-	1,700.00	1,700.00
	December 2 2015 : Valve Pipe Replacement (O)	-	1,700.00	1,700.00
	December 2 2015 : I/I Study, Design & Construction (I)	-	13,334.38	13,334.38
	December 2 2015 : Canal St. Phase II (I)	-	30,990.63	30,990.63
	December 2 2015 : Illicit Connection Removal (I)	-	1,765.63	1,765.63
	December 2 2015 : Line Extension, Rehab & Upgrades (I)	-	975.00	975.00
	December 2 2015 : Garage Updates (I)	-	2,740.63	2,740.63
	December 2 2015 : Kiosk Umbrellas (I)	-	850.00	850.00
	December 2 2015 : Computer Replacement Program (I)	-	3,875.00	3,875.00
	December 2 2015 : District-Wide Security Updates (I)	-	1,325.00	1,325.00
	December 2 2015 : Replace Lunchroom/Cafeteria Equipment (I)	-	600.00	600.00
	December 2 2015 : HS Transformer Replacement (I)	-	950.00	950.00
	December 2 2015 : Saltonstall Elementary School I (O)	-	10,271.88	10,271.88
	December 2 2015 : Saltonstall Elementary School II (O)	-	4,506.25	4,506.25
	December 2 2015 : Collins Middle School I (O)	-	6,740.63	6,740.63
	December 2 2015 : Collins Middle School II (O)	-	14,350.00	14,350.00
	December 2 2015 : Collins Middle School III (O)	-	20,396.88	20,396.88
	December 2 2015 : Golf Course Equipment (I)	-	1,925.00	1,925.00
	December 2 2015 : Wrought Iron Fence (I)	-	975.00	975.00
	December 2 2015 : Memorial Park Pillars & Fencing (I)	-	350.00	350.00
	December 2 2015 : Blaney Street Terminal - City Match (I)	-	4,506.25	4,506.25
	December 2 2015 : Winter Island Pathway & Fort Restoration (I)	-	975.00	975.00
	December 2 2015 : Police CAD/RMS Replacement (I)	-	3,600.00	3,600.00
	December 2 2015 : Police Vehicle GPS Units (I)	-	725.00	725.00
	December 2 2015 : DPS 1988 Ladder Replacement (I)	-	3,637.50	3,637.50
	December 2 2015 : DPS 2000 Dump Truck Replacement (I)	-	2,650.00	2,650.00
	December 2 2015 : Paving (I)	-	11,812.50	11,812.50
	December 2 2015 : Seawalls (I)	-	3,375.00	3,375.00
	December 2 2015 : Bike Path (I)	-	350.00	350.00
Subtotal		-	\$215,803.16	\$215,803.16
#####	December 19 2013 : Saltonstall School (OSQ)	-	26,268.75	26,268.75
	December 19 2013 : Collins Middle School (OSQ)	-	54,156.25	54,156.25
	December 19 2013 : School Building Repairs (ISQ)	-	2,053.13	2,053.13
	December 19 2013 : School Equipment (ISQ)	-	1,200.00	1,200.00
	December 19 2013 : Police Equipment (ISQ)	-	2,400.00	2,400.00
	December 19 2013 : Fire Equipment (ISQ)	-	15,643.75	15,643.75
	December 19 2013 : Electric Dept Equipment (ISQ)	-	1,200.00	1,200.00

City of Salem, Massachusetts

Aggregate Debt Service - FY2018

DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I
December 19 2013	: Parks & Rec (ISQ)	-	2,275.00	2,275.00
December 19 2013	: Canal Street Utility Program (ISQ)	-	64,068.75	64,068.75
December 19 2013	: Cur Ref of Jan 15 2003 Bowditch School (OSQ)	-	8,600.00	8,600.00
December 19 2013	: Cur Ref of Jan 15 2003 Carlton School (OSQ)	-	6,000.00	6,000.00
December 19 2013	: Adv Ref of Jan 1 2005 Witchcraft School (ISQ)	-	12,528.13	12,528.13
December 19 2013	: Adv Ref of Jan 1 2005 Carlton School (OSQ)	-	3,512.50	3,512.50
December 19 2013	: Adv Ref of Jan 1 2005 Parking Garage Repairs (ISQ)	-	2,400.00	2,400.00
December 3 2014	: South River Basin Upgrade (I)	-	29,312.50	29,312.50
December 3 2014	: Drain Improvements (I)	-	4,396.88	4,396.88
December 3 2014	: Road Improvements (I)	-	28,000.00	28,000.00
December 3 2014	: Bertram Field (I)	-	20,906.25	20,906.25
December 3 2014	: Electric- Generator (I)	-	906.25	906.25
December 3 2014	: Fire- SCBA (I)	-	400.00	400.00
December 3 2014	: Fire- Jaws of Life (I)	-	200.00	200.00
December 3 2014	: Fire- Station 4 Door Alt (I)	-	400.00	400.00
December 3 2014	: Parking- Water Proofing (I)	-	16,221.88	16,221.88
December 3 2014	: Planning- MBTA Station (I)	-	7,328.13	7,328.13
December 3 2014	: DPW Backhoe (I)	-	1,000.00	1,000.00
December 3 2014	: Engineering- Roadway (I)	-	1,200.00	1,200.00
December 3 2014	: Engineering- Canal Street (I)	-	1,600.00	1,600.00
December 3 2014	: Engineering- Bike Path (I)	-	200.00	200.00
December 3 2014	: School- District Wide Security (I)	-	1,000.00	1,000.00
Subtotal		-	\$315,378.15	\$315,378.15
Total		\$6,529,124.00	\$2,683,138.45	\$9,212,262.45

\$6,529,124.00 \$2,683,138.45 \$9,212,262.45

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, the Salem Harbor Port Authority, the Board of Trust Fund Commissioners, and the North Shore Coalition. The Mayor also serves on the Commonwealth's Seaport Economic Advisory Council, the Massachusetts Workforce Development Board, and the Salem Housing Authority, as well as the U.S. Environmental Protection Agency's Local Government Advisory Committee. 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 2018

There are no significant budget and staffing changes for FY2018.

Recent Accomplishments

Finances

- Completed Comprehensive Annual Financial Report (CAFR) in accordance with GFOA standards
- Held City spending to 4.3% growth, with one of the lowest tax increases on the North Shore
- Received ninth Distinguished Budget Presentation Award
- Continuation of City's 5-year financial forecast
- Continuation of comprehensive Capital Improvement Plan
- Received reconfirmation of bond rating upgrade by Standard & Poor's to AA, the highest level on record for the City
- Negotiated or renewed PILOT and SILOT agreements with local nonprofits
- Continued transparency initiative by launching Salem's Visual Budget



Improving Government

- Continuation of Salem State University Neighborhood Advisory Committee and Neighborhood Improvement Advisory Council
- Continued participation in joint Salem/Beverly Homelessness Task Force
- Continued internal Problem Properties Working Group and participation in the Attorney General's Abandoned Housing Initiative
- Continued work with the Innovation Field Lab of Harvard's Kennedy School to improve response to problem properties
- Achieved WHO and AARP certification of *Salem for All Ages* Action Plan and began implementation
- Established Salem Harbor Port Authority and Traffic & Parking Commission
- Continued the Building Salem public information initiative
- Updated *New Resident Guide* in English and Spanish
- Continued transparency initiative of posting of board and committee vacancies weekly on the City website, in English and Spanish

- Continued transparency initiative of posting Mayor's filings with the City Council on website before every regular City Council meeting
- Continued annual online Resident Survey in English and Spanish and compiled/analyzed results
- Continued annual online Haunted Happenings survey and compiled/analyzed results
- Continued *FYI Salem* newsletter of City updates and information
- Launched *FYI Salem* podcast
- 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 implementation of SeeClickFix work order and CRM tool for City workers
- Upgraded City parking garages to allow for credit card payment and automate kiosks and gates
- Filed revisions in appeal of new FEMA Flood Insurance Rate Maps
- Updated online Snow Emergency webpage with maps, guides, contact information, and other resources
- Expanded use of "Get Through October" Twitter feed for real-time October road closure and traffic updates
- Continued transparency initiative by Launching "City Hall to Go" program
- Continued All Salem meetings of all City public employees
- Convened One Salem working group to craft an Ordinance reaffirming Salem as a welcoming and inclusive City for all
- Launched *Imagine Salem* visioning initiative in anticipation of the 400th Anniversary in 2026

Public Improvement Initiatives

- Continued advocacy and feasibility study for South Salem MBTA commuter rail stop
- Working with community stakeholders developed next round of City CPA applications





- Continuation of Horace Mann Laboratory School relocation process
- Continuation preparation for relocation of City Hall Annex offices to 90 Washington Street in 2018
- Finalized floorplans and design specifications of Mayor Jean Levesque Community Life Center in anticipation of construction starting spring/summer 2017
- Formed North Shore Stormwater Partnership through the Metropolitan Area Planning Council
- Oversaw repaving of largest number of street miles in any previous paving program
- Worked to continue redevelopment of former District Court building and property
- Worked with legislative delegation to advance disposition and reuse of former Superior Court and County Commissioners buildings
- Completed demolition and capping of transfer station landfill site
- Oversaw implementation of Derby Street Envision 2020 improvements and Canal Street Roadway Improvement Project in partnership with MassDOT
- Began design phase planning for Essex Street upgrades and Boston Street Roadway

Improvement Project

- Secured \$3.5 million MassWorks grant to begin final design and construction of Boston/Bridge Street complete street upgrades
- Continued planning for improvements at Loring/Lafayette intersection, Bridge/Winter intersection, and New Liberty/Brown intersection
- Cleaning of storm water/sewer siphons, completion of planned leak detection and valve exercising to address water infrastructure challenges
- Continued planning for second phase of Canal Street flood control project and associated impacts
- Began construction of McGlew Park and Mary Jane Lee Park upgrades and began planning for Lafayette Park upgrades
- Worked with MassDOT and City of Lynn on completion of Route 107 corridor study
- Worked with Metropolitan Planning Organization, Town of Marblehead, and Town of Swampscott on completion of Route 1A/Loring Avenue/Vinnin Square corridor study
- Continued planning and installation of bicycle infrastructure, including proposal for new self-checkout bicycle sharing system
- Continued Salem PowerChoice municipal electrical aggregation program
- Continued installation of solar arrays on top of the Bentley Academy Charter School and the Witchcraft Heights Elementary Schools

Other Accomplishments

- Supported job creation and retention through private business expansion and job readiness programs
- Once again achieved 100% on the Human Rights Campaign's Municipal Equality Index





- Continued implementation of the Point Vision and Action Plan, Historic Preservation Plan, Public Art Master Plan, and Open Space and Recreation Plan
- Continued strategic planning on the future of Artists Row and began planning on future of East India Square
- Continued Mayors' Shoebox charitable event over the holidays with support from the Salem Youth Commission
- Participated in Salem Public Schools Strategic Planning Process
- Co-chaired City's participation in the By All Means education initiative through Harvard's Graduate School of Education
- Continued chairing the Salem Children's Cabinet
- Continued partnership with Citizen Schools program at the Collins Middle School
- Joined Mayors for Equality to combat discrimination against LGBTQ individuals
- Continued Salsa on the South River program in the Point over the summer
- Continued operation of the grant-funded Salem Mass in Motion health and wellness program and associated activities and initiatives

- Continued Salem Safe Routes to Schools initiative
- Continued Summer Meals initiative and Community Council to address childhood hunger
- Launched Salem Food Policy Council through Salem Mass in Motion
- Continued support for Salem at Sea summer ELL program
- Continued Innovation North technology consortium and initiative
- Worked with Salem Chamber of Commerce and Main Streets to organize and promote the Salem Farmers Market and other community and business events
- Managed safe and successful Haunted Happenings, as well as other special events, including the July 4th celebration, Heritage Days, "Launch" New Year's event, and more
- Successfully hosted three major cruise ship visits at Salem Wharf
- Received numerous grants for programs, public safety, recreation, parks and playgrounds, transportation and infrastructure needs, historic preservation, planning, energy initiatives, and more
- Expanded the Senior Citizen Tax Work-Off Abatement program
- Hired new Director of Planning and Community Development, Director of Traffic and Parking, and Director of Municipal Operations and Capital Planning

FY 2018 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 2015	Actual FY 2016	Estimate FY 2017	Estimated FY 2018
Submit balanced City budget on schedule	Yes	Yes	Yes	Yes
Total non-anonymous constituent contacts	878	678	775	895
Average business days to respond to constituent contact	0.22	0.55	0.50	0.45
Average business days to close constituent contact	1.34	0.93	0.92	0.91
SeeClickFix: “Other” issues	327	292	310	310
SeeClickFix: Average days to acknowledge “Other” issues	1.6	1.6	1.5	1.4
SeeClickFix: Average days to close “Other” issues	8.7	6.5	7.6	7.5
Knowledgebase Questions answered	6	28	30	32
Resident Survey respondents	1,030	1,382	1,400	1,500
City Walk streets completed	62	48	55	55
City Walk street miles walked	8.2	13.22	10.7	10.7
Board vacancy opportunities announced	1	26	52	52
Board vacancies at end of FY	4	3	3	2
News and announcements issued	117	187	152	160
News and announcements subscribers	1,878	1,554	1,700	1,900
CodeRED registered phone numbers/texts	19,170	19,650	20,000	21,000
CodeRED registered email addresses	2,765	5,433	5,500	6,000
Mayor’s social media followers	15,961	18,210	18,500	19,000
FYI Salem issues	6	12	23	24
FYI Salem podcasts	Not applicable	4	24	24
New Resident Guides sent out	Not applicable	325	650	650
NIAC and SSUNAC meetings	18	18	18	18
Constable appointments processed	14	26	20	20
Banner applications processed	45	55	50	50

Mayoral appointments and meetings	1,850	1,867	1,884	1,901
Celebrating a new Salem business	36	31	34	35
SalemStat meetings	36	40	48	54
Latino Affairs Coordinator one-on-one meetings	44	100	105	110
Latino Affairs Coordinator pages translated	206	235	240	245
Latino Affairs Coordinator City Hall walk-in translations	59	150	160	170
Salem Mass in Motion (MiM) Facebook followers	272	344	435	550
Salem MiM meetings with partners and stakeholders	145	148	150	152
Salem MiM nutrition and/or physical activity projects	7	7	7	7
Salem MiM partner organizations and individual stakeholders	40	42	44	46
BuildingSalem social media updates	350	385	424	466
BuildingSalem social media followers	1,682	2,457	2,500	2,600
BuildingSalem unique website visitors	5,599	5,345	5,472	5,500
Get Through October Twitter followers	361	450	460	470
Get Through October Twitter updates	105	88	100	100

How FY 2018 Departmental Goals Relate to City's Overall Long & Short Term Goals

The goals of the Mayor's Office are closely aligned to the City's overall strategic plan goals. As the most frequently utilized portal to local government by constituents, the Mayor's Office places a high priority on customer service, responsiveness, and transparency. By seeking to reduce response times to constituent inquiries the Office aims to improve communication and maintain a high level of responsiveness and accessibility.

The Office is actively involved in the implementation of the SalemStat performance measurement and evaluation program, with the Mayor and Chief of Staff attending monthly SalemStat meetings for all participating departments. Communication and transparency is also achieved through the Neighborhood Improvement Advisory Council (NIAC) and the Salem State University Neighborhood Advisory Council (SSUNAC), both of which are made up of residents and are chaired by the Mayor's Chief of Staff. It is also met through the deployment of innovative platforms and tools, such as SeeClickFix and the BuildingSalem public information initiative. The Mayor's Office also includes the City's Latino Affairs Coordinator and LGBT Liaison, and continues to oversee the Salem Mass in Motion health and wellness program, Salem Safe Routes to School, the Problem Properties Task Force, the Salem Food Policy Council, and the Summer Meals Community Council. The Mayor's Office is active in developing the Mayor's annual budget and seeks to annually develop, in partnership with the Finance Department, an on-time, balanced budget and five-year capital plan that meet the GFOA's highest standards.



The Mayor and her staff are deeply engaged in advancing the economic development goals of the City, including, though not limited to, the Footprint power plant project, Salem Wharf development, implementation of the Point Vision and Action Plan and other City plans, and the re-use of the Salem District Court, Superior Court, and County Commissioners building. The Mayor and her team are very involved in the successful planning and execution of special events, including the July 4th celebration, Heritage Days, Haunted Happenings, and other community events that positive impact the local economy and build civic pride and engagement at the same time. Finally, the Mayor takes an active role in ensuring public infrastructure and facilities projects are advanced; these especially include the ongoing Canal Street flood control and Roadway Improvement projects, the paving master plan and sidewalk repairs, and other major roadway enhancements.

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Mayor-Personnel									
11211	5111	SALARIES-FULL TIME	367,780.39	371,338.00	371,338.00	334,618.65	340,646.00	348,036.00	348,036.00
11211	5113	SALARIES-PART TIME	0.00	0.00	0.00	0.00	38,948.00	39,922.00	39,922.00
Total Mayor-Personnel			367,780.39	371,338.00	371,338.00	334,618.65	379,594.00	387,958.00	387,958.00
Mayor-Expenses									
11212	5305	ACCOUNTING AND AUDIT	50,080.00	50,800.00	50,800.00	50,080.00	50,800.00	50,800.00	50,800.00
11212	5320	CONSULT/CONTRACTED SERVICES	77,999.48	110,000.00	109,000.00	98,852.93	100,000.00	100,000.00	100,000.00
11212	5381	PRINTING AND BINDING	1,598.57	1,200.00	1,200.00	996.35	1,000.00	1,000.00	1,000.00
11212	5421	OFFICE SUPPLIES (GEN)	2,973.25	2,500.00	3,500.00	2,167.14	2,500.00	2,500.00	2,500.00
11212	5710	IN STATE TRAVEL/MEETINGS	2,508.88	3,000.00	3,000.00	2,261.88	3,000.00	3,000.00	3,000.00
11212	5730	DUES AND SUB	10,775.93	11,500.00	11,500.00	10,459.00	9,900.00	9,900.00	9,900.00
Total Mayor-Expenses			145,936.11	179,000.00	179,000.00	164,817.30	167,200.00	167,200.00	167,200.00
160	121	Department Total	513,716.50	550,338.00	550,338.00	499,435.95	546,794.00	555,158.00	555,158.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018
DRISCOLL	KIMBERLEY	160 MAYOR	11211-5111 MAYOR	07/01/2017 - 12/31/2017	52.2			0.5	50%	2,307.69	2,307.69	60,000.00	2,307.69	60,000.00	60,000.00
*DRISCOLL	KIMBERLEY	160 MAYOR	11211-5111 MAYOR	1/1/2018 to 6/30/2018				0.5	50%	2,307.69	2,596.15	67,500.00	2,596.15	67,500.00	67,500.00
PANGALLO	DOMINICK	160 MAYOR	11211-5111 CHIEF OF STAFF	3/18/2013	88,107.42			1.0	100%	1,687.88	1,687.88	87,769.76	1,763.83	91,719.40	91,719.40
WESSELL	JENNIFER	160 MAYOR	11211-5111 EXECUTIVE SECY	1/1/2006	65,019.00			1.0	100%	1,245.58	1,245.58	64,770.16	1,282.95	66,713.26	66,713.26
COX	JEFF	160 MAYOR	11211-5111 Constituent Serv/Sp Proj Asst	7/1/2015	39,099.85			0.0	0%	-	-	-	-	-	-
ASSADE	LAURA	160 MAYOR	11211-5111 Constituent Serv/Latino Coord		58,649.51			1.0	100%	1,151.64	1,151.64	59,885.28	1,180.43	61,382.41	61,382.41
DION	JACLY	160 MAYOR	11211-5111 BRD CLERK-SSU NBHD Committee			B		12		60.00	60.00	720.00	60.00	720.00	720.00
					371,337.20	Total Full Time - 5111					340,645.20	348,035.08	348,035.08	348,035.08	
ROBERTS	ADA	160 MAYOR	11211-5113 Constituent Serv/Sp Proj Asst					35	50%	21.40	21.40	19,474.00	21.94	19,960.85	19,960.85
Replace O'Brien		160 MAYOR	11211-5113 Constituent Serv/Sp Proj Asst	10/19/16				35	50%	21.40	21.40	19,474.00	21.94	19,960.85	19,960.85
					-	Total Part Time - 5113					38,948.00	39,921.70	39,921.70	39,921.70	
*Mayor's salary to increase to 135K on 1/1/18 and 150K on 1/1/19 - CO # 195A															
Full-Time Equivalent Employees:					FY 2016	5.00									
					FY 2017	5.00									
					FY 2018	4.00									
					Variance 17 vs. 18	(1.00)									
					371,337.20	4.00	Department Total			379,593.20	387,956.78	387,956.78	387,956.78		

EMPLOYEES GRANTS/SPECIAL REVENUE FUNDING

Name	Funding	Job Desc	Hours	Rate	Total FY 2017
Pangallo	Dominick Building Salem Mayor	CIP Chief Aid	0.00	12.00	626.08
			1.00		1,763.83
					91,719.40
Murphy	Kerry EOS Summer Meals	2316 Healthy Living Coordinator	0.29	10.00	180.00
					9,360.00
Findley	Russell Mass in Motion	2538 Build Env Coordinator	0.54	19.00	25.50
					484.50
Murphy	Kerry Mass in Motion	2538 Healthy Living Coordinator	0.26	9.00	18.00
					162.00
Wilson	Melissa Mass in Motion	2538 Safe Rts to School	0.34	12.00	15.00
					180.00
					9,360.00
					9,360.00

Total Grant/SR --> 1.14

**FY 2018 DETAILED BUDGET REPORT
EXPENSES**

MAYOR - 160

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11212	5305	Accounting and Audit			
		Annual city audit (includes Retirement)	45,800	45,800	45,800
		CAFR filing fees	5,000	5,000	5,000
TOTAL			50,800	50,800	50,800
11212	5320	ContractedSevices			
		Consulting, translation and constituent services, SalemStat & performance improvement initiatives	80,000	80,000	80,000
		Ota Japan - \$20,000.	20,000	20,000	20,000
Total			100,000	100,000	100,000
11212	5381	PRINTING AND BINDING			
		City Seals, Business Cards, Envelopes, Notices, etc.	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
11212	5421	OFFICE SUPPLIES			
		General office supplies as needed	2,500	2,500	2,500
TOTAL			2,500	2,500	2,500
11212	5710	IN STATE TRAVEL/MEETINGS			
		Registrations and travel expenses for meetings and seminars	3,000	3,000	3,000
TOTAL			3,000	3,000	3,000
11212	5730	DUES AND SUBSCRIPTIONS			
		Massachusetts Municipal Association Dues	8,400	8,400	8,400
		North Shore Mayor's Coalition(Metropolitan Area Planning Council)	1,500	1,500	1,500
TOTAL			9,900	9,900	9,900
TOTAL PROPOSED			167,200	167,200	167,200

City Council

Mission Statement – Why We Exist

As Clerk of the City Council attends all regular, special and public hearing meetings, serves as parliamentarian, records the action taken by the City Council, roll call votes, prepares and distributes agendas using experienced and discretion regarding proper form, oversees recording and indexing of Council minutes, advertising of all ordinances as required by City Charter, processes and forwards Council matters to proper departments and agencies in accordance with the votes of the City Council. Maintain all minutes of the Council Committees. Prepare paperwork for all committee and scheduling of all Committee meetings with invitations to invitees.

Significant Budget & Staffing Changes for FY 2018

No significant changes in budget or staffing

Recent Accomplishments

Repair of Council chairs in the Council Chamber and Ante Room by a specialist in restoration and conservation of Antique Furniture to preserve it for many more years to come.

FY 2018 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.
- Window treatments for Council Ante room
- Continue restoration of Council Furniture



Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimate FY2018
--	---------------------------	---------------------------	------------------------------	----------------------------

LICENSES PASSED BY COUNCIL				
Public Guide	157	122	139	139
Second Hand Valuable	15	12	13	13
Second Hand Clothing	7	4	5	5
Taxi Operator	81	109	95	95
Taxi Cab Licenses	47	49	48	48
Limousine License	3	5	4	4
Vehicle for Hire	7	6	6	6
Vehicle for Hire Operators	16	15	15	15
Drain layer/Contract Operator	42	38	40	40
Junk Dealer	2	2	2	2
Pawnbroker	1	1	1	1
Sea worm License	7	10	8	8
Council records processed	783	712	747	747
Ordinances adopted	7	11	9	9
Zoning Ordinances	5	2	3	3
Traffic Ordinances	22	48	35	35

How FY 2018 Departmental Goals Relate to City's Overall Long & Short Term Goals

Will be putting more information and forms on the city's website.

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
City Council-Personnel									
11111	5111	SALARIES-FULL TIME	130,700.14	141,700.00	141,700.00	129,677.03	141,700.00	149,950.00	149,950.00
Total City Council-Personnel			130,700.14	141,700.00	141,700.00	129,677.03	141,700.00	149,950.00	149,950.00
City Council-Expenses									
11112	5306	ADVERTISING	27,799.04	20,000.00	28,000.00	22,875.73	20,000.00	20,000.00	20,000.00
11112	5381	PRINTING AND BINDING	11,188.03	11,000.00	11,815.03	5,370.41	15,000.00	15,000.00	15,000.00
11112	5421	OFFICE SUPPLIES (GEN	238.98	250.00	72.97	59.21	250.00	250.00	250.00
11112	5730	DUES AND SUB	125.00	200.00	0.00	0.00	200.00	200.00	200.00
11112	5783	MIDTERM/INAUGURAL	476.10	500.00	62.00	62.00	500.00	500.00	500.00
Total City Council-Expenses			39,827.15	31,950.00	39,950.00	28,367.35	35,950.00	35,950.00	35,950.00
030	111	Department Total	170,527.29	173,650.00	181,650.00	158,044.38	177,650.00	185,900.00	185,900.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017 0.0%	Dept Prop Rate FY 2018 0.0%	Dept Request FY 2018 52.0	Mayor Rate FY 2018 2.5%	Mayor Proposed FY 2018 52.0	Council Voted FY 2018	
DIBBLE	STEPHEN	030 CITY COUNCIL	11111-5111 COUNCILLOR	1/1/2016	12,000.00			1				12,000.00		12,000.00	12,000.00	
EPPLY	DAVID	030 CITY COUNCIL	11111-5111 COUNCILLOR	1/1/2014	12,000.00			1				12,000.00		12,000.00	12,000.00	
FAMICO	HEATHER	030 CITY COUNCIL	11111-5111 COUNCILLOR	1/1/2014	12,000.00			1				12,000.00		12,000.00	12,000.00	
FUREY	THOMAS	030 CITY COUNCIL	11111-5111 COUNCILLOR	01/01/1996	12,000.00			1				12,000.00		12,000.00	12,000.00	
GERARD	BETH	030 CITY COUNCIL	11111-5111 COUNCILLOR	1/1/2014	12,000.00			1				12,000.00		12,000.00	12,000.00	
LOVELY	STEPHEN	030 CITY COUNCIL	11111-5111 COUNCILLOR	1/1/16	12,000.00			1				12,000.00		12,000.00	12,000.00	
MCCARTHY	ROBERT	030 CITY COUNCIL	11111-5111 COUNCILLOR	01/01/2008	12,000.00			1				12,000.00		12,000.00	12,000.00	
MILO	ELAINE	030 CITY COUNCIL	11111-5111 COUNCILLOR	1/1/2014	12,000.00			1				12,500.00		12,500.00	12,500.00	
RYAN	JERRY	030 CITY COUNCIL	11111-5111 COUNCILLOR	1/1/16	12,000.00			1				12,000.00		12,000.00	12,000.00	
SARGENT	ARTHUR	030 CITY COUNCIL	11111-5111 COUNCIL PRESIDENT	01/01/2000	12,500.00			1				12,000.00		12,000.00	12,000.00	
TURIEL	JOSH	030 CITY COUNCIL	11111-5111 COUNCILLOR	1/1/2012	12,000.00			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			Retired		-	-	
Replace Sacco		030 CITY COUNCIL	11111-5111 BUDGET CLERK			B			1			700.00		700.00	700.00	
								11	50%			-		1,500.00	8,250.00	8,250.00
					141,700.00	0.00	Total Full Time - 5111					141,700.00		149,950.00	149,950.00	

Council increase on 1/1/18 - \$1,500.00 annual increase (6 months for FY 2018) - Total 13,500.00 each - CO # 195A

Council increase on 1/1/19 - \$1,500.00 annual increase (6 months for FY 2019) - Total 15,000.00 each - CO # 195A

Full-Time Equivalent Employees:	FY 2016	0.00
	FY 2017	0.00
	FY 2018	0.00
	Variance 17 vs. 18	0.00

141,700.00	0.00	Department Total			141,700.00		149,950.00	149,950.00
-------------------	-------------	-------------------------	--	--	-------------------	--	-------------------	-------------------

**FY 2018 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 City Manuals	15,000	15,000	15,000
		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			15,000	15,000	15,000
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			35,950	35,950	35,950

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 2018

Last year have hired a new Senior Clerk for room 3 Jeannette Inoa who is bilingual. She is a great addition to our team and has been 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. Also the state has now been putting older births on the VIP system which enables us to look them up faster to produce a birth record for a customer

FY 2018 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. We have met with vendors to review and evaluate what is actually needed in vault space for the records which must be maintained permanently. Currently we have almost 500 years worth of records being archived in a vault that clearly has run out of space for years now. This project has been ongoing and we have secured an area in which to continue archiving. We will be needing shelving and archival products as we go forward.
- 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 toner and related supplies for printers are needed.

Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
VITAL RECORDS				
Copies of vital records	8207	7110	7110	7110
Birth records recorded	1579	1500	1500	1500
Death records recorded	590	606	606	606
Marriage Licenses	339	350	350	350
Affidavits of vital records	57	137	137	137
LICENSES				
Dog Licenses	2407	2841	2841	2841
Business Certificates	332	307	307	307
Yard Sale permits	203	144	144	144

How FY 2018 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 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
City Clerk-Personnel									
11611	5111	SALARIES-FULL TIME	267,264.18	279,580.00	279,580.00	244,483.84	290,581.00	290,581.00	290,581.00
Total City Clerk-Personnel			267,264.18	279,580.00	279,580.00	244,483.84	290,581.00	290,581.00	290,581.00
City Clerk-Expenses									
11612	5242	OFFICE EQUIPMENT REP	498.90	1,000.00	1,000.00	926.08	1,000.00	1,000.00	1,000.00
11612	5381	PRINTING AND BINDING	3,458.01	3,000.00	3,000.00	1,660.84	3,500.00	3,500.00	3,500.00
11612	5421	OFFICE SUPPLIES (GEN	1,498.97	1,500.00	1,500.00	1,490.06	1,500.00	1,500.00	1,500.00
11612	5450	ARCHIVAL SUPP & EQUI	1,500.00	1,500.00	1,500.00	1,500.00	2,000.00	2,000.00	2,000.00
11612	5509	DOG LICENSES	1,162.40	1,400.00	1,400.00	1,399.92	1,400.00	1,400.00	1,400.00
11612	5730	DUES AND SUB	190.00	300.00	300.00	300.00	300.00	300.00	300.00
Total City Clerk-Expenses			8,308.28	8,700.00	8,700.00	7,276.90	9,700.00	9,700.00	9,700.00
030	161	Department Total	275,572.46	288,280.00	288,280.00	251,760.74	300,281.00	300,281.00	300,281.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018
*LAPOINTE CHERYL	030 CITY CLERK	11611-5111	CITY CLERK	02/27/1989	88,739.48		1.00	1	100%	1,699.99	1,785.00	92,820.00	1,785.00	92,820.00	92,820.00
*SIMONS ILENE	030 CITY CLERK	11611-5111	ASST CITY CLERK	09/05/2000	54,183.31		1.00	1	100%	1,037.99	1,148.08	59,700.16	1,148.08	59,700.16	59,700.16
*FY 2018 Rate increase per Council Order # 235 voted 4/13/17															
					136,657.38		3.00				Total AFSCME 1818	138,060.45		138,060.45	138,060.45
					279,580.17		5.00	Total Full Time - 5111				290,580.61		290,580.61	290,580.61

Full-Time Equivalent Employees:	FY 2016	5.00
	FY 2017	5.00
	FY 2018	5.00
	Variance 17 vs. 18	0.00

279,580.17	5.00	Department Total	290,580.61	290,580.61	290,580.61
-------------------	-------------	-------------------------	-------------------	-------------------	-------------------

FY 2018 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52.2	F T E	Rate FY 2017	Incr FY 2018	Calc Rate FY 2018	STEP INCREASES			Dept Request FY 2018 52	Mayor FY 2018 52	Council FY 2018 52		
												Date	Rate	# Wks					
													Old	New					
SERPA	LINDA	030 CITY CLERK	11611-5111	ASST REGISTRAR	7/26/2004	2	48,032.33	1.00	920.16	1.005	924.76				100%	48,087.56	48,087.56	48,087.56	
EMMONS	JANET	030 CITY CLERK	11611-5111	ASST REGISTRAR	5/17/10	2	48,032.33	1.00	920.16	1.005	924.76				100%	48,087.56	48,087.56	48,087.56	
Ina	Jeanette	030 CITY CLERK	11611-5111	SR CLERK TYPIST III/III	2/26/16		40,592.72	1.00	791.48	1.005	795.44	2/29/17	824.47	34.0	18.0	100%	41,885.33	41,885.33	41,885.33
							136,657.38	3.00									138,060.45	138,060.45	138,060.45

**FY 2018 DETAILED BUDGET REPORT
EXPENSES**

CITY CLERK - 030

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
11612	5242	OFFICE EQUIPMENT REPAIR simplex time recorder maintenance typewriter maintenance (5 typewriters)	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
11612	5317	Educational training Traing to teach staff Spanish	To HR	To HR	To HR
TOTAL			-	-	-
11612	5381	PRINTING AND BINDING Vital Records Binders & Sleeves(Birth-Death-Marriage) Mylar sheets (Birth-Death-Marriage) Book Binding (Index/Birth/Death/Marriage) Index Cards (Birth/Death/Marriages), Master Cert (Vitals) Marriage Return Envelopes & City Clerk envelopes, City Clerk Stationary	3,500	3,500	3,500
TOTAL			3,500	3,500	3,500
11612	5421	OFFICE SUPPLIES GENERAL W. B. MASON - Typewriter ribbons & correction tapes for vital records,	1,500	1,500	1,500
TOTAL			1,500	1,500	1,500
11612	5450	ARCHIVAL SUPPLIES AND EQUIPMENT Acid free state mandate vital records recording paper ledger sheets (birth/death/marr) Birth, Death & Marriage certificate paper for long and short forms State Bond paper replacement of vital binders for affidavits and births and mylar sleeves due to water damage	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
11612	5509	DOG LICENSES National Band and Tag for dog tags (3000 tags) Maintenance for Dog Software	1,400	1,400	1,400
TOTAL			1,400	1,400	1,400
11612	5710	INSTATE TRAVE/MEETINGS Registration and travel expenses for various meetings and seminars Educational Training	-	-	-
TOTAL			-	-	-
11612	5730	DUES AND SUBSCRIPTIONS West Group - Mass. General Laws annual updates-pocket parts West Group - Acts and Resolves	300	300	300
TOTAL			300	300	300
TOTAL PROPOSED			9,700	9,700	9,700

Elections & Registrations

Mission Statement– Why We Exist

The City Clerk serves as the Clerk to the Board of Registrars of Voters, officiates elections and establishes procedures to be followed by election officials at each precinct, oversees registration of voters, prepares computer reports on election returns and prepares election materials of voting precincts. Also organizes the set-up of precincts and maintains handicapped accessibility of all voting locations, supervises staff, issues nominations papers to local candidates, certifies signatures of voters signing nomination papers and initiative petitions for state ballot questions. We are also responsible for the mass mailing of the citywide census, maintaining and entering the date and the notifying of voter confirmation.

Significant Budget & Staffing Changes for FY 2018

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.
- Early voting in November was a success. And the use of the City Hall and High School was very well received.

FY 2018 Goals & Objectives

- We have added to our staff in order to continue with required census and elections work.
- With the upcoming early voting mandate for the 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 Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
ELECTIONS (based on month of Nov.)				
# Registered Voters	26,3000	29,524	29,524	29,524
Voter turnout % (2017 Municipal Election)	50%	75%	24%	60%
CENSUS				
Census forms mailed out and processed	16,773	19,899	17,600	17,600

How FY 2018 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Prepare an area and procedures should early voting be adopted by the Legislature for all elections.
- Maintain our census database for all residents and voters.

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Elect & Reg-Personnel									
11621	5111	SALARIES-FULL TIME	101,084.03	103,985.00	103,985.00	93,570.27	103,843.00	105,126.00	105,126.00
11621	5113	SALARIES-PART TIME	0.00	12,894.00	12,894.00	2,798.00	12,844.00	12,844.00	12,844.00
11621	5131	OVERTIME (GENERAL)	3,947.14	5,000.00	7,000.00	6,256.99	5,000.00	5,000.00	5,000.00
Total	Elect & Reg-Personnel		105,031.17	121,879.00	123,879.00	102,625.26	121,687.00	122,970.00	122,970.00
Elect & Reg-Expenses									
11622	5242	OFFICE EQUIPMENT REP	0.00	500.00	0.00	0.00	500.00	500.00	500.00
11622	5280	POLLING PLACE RENT	75.00	300.00	100.00	100.00	300.00	300.00	300.00
11622	5306	ADVERTISING	1,205.60	1,300.00	0.00	0.00	1,300.00	1,300.00	1,300.00
11622	5309	POLLWORKERS	35,133.78	60,000.00	51,500.00	50,941.36	40,232.00	40,232.00	40,232.00
11622	5381	PRINTING AND BINDING	7,976.99	14,000.00	14,200.00	13,882.07	16,000.00	16,000.00	16,000.00
11622	5386	VOTING MACHINE SERVI	23,043.41	16,325.00	21,625.00	13,066.83	16,325.00	16,325.00	16,325.00
11622	5421	OFFICE SUPPLIES (GEN	811.99	1,000.00	4,000.00	1,471.30	1,000.00	1,000.00	1,000.00
Total	Elect & Reg-Expenses		68,246.77	93,425.00	91,425.00	79,461.56	75,657.00	75,657.00	75,657.00
030	162	Department Total	173,277.94	215,304.00	215,304.00	182,086.82	197,344.00	198,627.00	198,627.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018
BARTON CHARLES	030 ELECTIONS & REGISTR	11621-5111	BD REGISTRAR CHAIRMAN	9/17/2008	750.00	B			4	175.00	175.00	750.00	175.00	750.00	750.00
BATES DONALD	030 ELECTIONS & REGISTR	11621-5111	BD REGISTRAR MEMBER	3/22/00	700.00	B			4	175.00	175.00	700.00	175.00	700.00	700.00
LAPOINTE CHERYL	030 ELECTIONS & REGISTR	11621-5111	CLERK OF BOARD		1,600.00	B			12	133.33	133.33	1,600.00	133.33	1,600.00	1,600.00
LAPOINTE CHERYL	030 ELECTIONS & REGISTR	11621-5111	BD REGISTRAR MEMBER		700.00	B			12	58.33	58.33	700.00	58.33	700.00	700.00
SAINDON PHILIP	030 ELECTIONS & REGISTR	11621-5111	BD REGISTRAR MEMBER	5/19/99	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	51,502.42		1.00	1		986.64	986.64	51,305.09	1,011.30	52,587.72	52,587.72
					48,032.33		1.00				Total AFSCME 1818	48,087.56		48,087.56	48,087.56
					103,984.75	2.00	Total Full Time 5111					103,842.66		105,125.28	105,125.28
NEW	030 ELECTIONS & REGISTR	11621-5113	PT Election Clerk		12,893.40	P		19		13.00	13.00	12,844.00	13.00	12,844.00	12,844.00
					12,893.40		Total Part Time - 5113					12,844.00		12,844.00	12,844.00
	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
					121,878.15	2.00	Department Total					121,686.66		122,969.28	122,969.28

Full-Time Equivalent Employees:	FY 2016	2.00
	FY 2017	2.00
	FY 2018	2.00
	Variance 17 vs. 18	0.00

FY 2018 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52.2	F T E	Rate FY 2017	Incr FY 2018	Calc Rate FY 2018	STEP INCREASES				Dept Request FY 2018 52	Mayor FY 2018 52	Council FY 2018 52
											Date	Rate	# Wks Old New				
FISHER MAUREEN	030 ELECT & REGISTR	11621-5111	ASST REGISTRAR	9/3/2013	2	48,032.33	1.00	920.16	1.005	924.76				100%	48,087.56	48,087.56	48,087.56
						48,032.33	1.00							48,087.56	48,087.56	48,087.56	

FY 2018 DETAILED BUDGET REPORT
EXPENSES

ELECTIONS AND REGISTRATIONS 030

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
11622	5242	OFFICE EQUIPMENT REPAIR			
		Typewriter maintenance (3 typewriters)	500	500	500
		Time stamp ribbon & installation			
		printer cartridges	500	500	500
TOTAL					
11622	5280	POLLING PLACE RENTAL			
		use of polling location for elections	300	300	300
TOTAL			300	300	300
11622	5306	ADVERTISING			
		Salem Evening News advertising for special voter registration sessions	1,300	1,300	1,300
TOTAL			1,300	1,300	1,300
11622	5309	POLL WORKERS			
		Staffing of 14 Precincts on Election Day for Elections	40,232	40,232	40,232
		14 Wardens, 14 Clerks, 14 precinct Asst., 10 inspectors each Precinct			
		increase of hourly rate for all poll workers due to volume of required paperwork which requires later hours to complete			
TOTAL			40,232	40,232	40,232
11622	5381	PRINTING AND BINDING			
		Printing of Annual Poll Book, census forms, nomination papers, petition forms, etc.	16,000	16,000	16,000
		Printing of postcards for confirmation mailings			
		Envelopes for voter registration, etc.			
		Early Voting			
		increase in costs	16,000	16,000	16,000
TOTAL			16,000	16,000	16,000
11622	5386	VOTING MACHINE SERVICES			
		Voting Machine and Tabulator Maintenance Agreement	16,325	16,325	16,325
		Election programs (16 tabulators)			
		Election day coverage L.H.S. Associates (software & program vendor)			
		Three-hole legal paper for voting list			
		ballot printing & envelopes			
		Tabulator supplies-special ribbons, ink, electrical cords, adapters, paper rolls			
		<i>Note - we will need to print ballots for 2017 municipal election</i>			
		increase in costs	16,325	16,325	16,325
TOTAL			16,325	16,325	16,325
11622	5421	OFFICE SUPPLIES GENERAL			
		General office supplies as needed	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
TOTAL PROPOSED			75,657	75,657	75,657

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 2018

At this time there is no known change to staffing for FY 2018. Our current office staff is able to complete necessary requirements demanded by the Department of Revenue.

Recent Accomplishments

- We have implemented an annual re inspection plan to inspect approximately 750 to 1,000 properties per year beyond the annual sales verification and building permit inspection already in place in preparation for Department of Revenue 10 year inspection cycle which ends in 2021. We are well on our way to accomplishing this goal with the staff coordination and the inspection process managed by the whole office.
- 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 6 years which has made for smooth and efficient work output.
- Our return of Personal Property Form of Lists continues to climb with continued outreach by our staff.
- Work in progress with the Harbormaster, Collector, and Finance Departments to implement a revised Mooring/Boat billing and abatement program that has proper checks and balances and monthly reconciliations of fees collected and abated, as well as proper documentation of those boats that have been bought and sold.
- Worked closely with the Mayor and Planning Department on the implementation of all potential Tax Incremental Financing projects.



FY 2018 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 FY2018 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.
 - Continue our close working relationship with the Council on Aging to enhance the awareness of the Work Off program and existing exemptions available to our senior population.

Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
Real Estate Billing - Bills done quarterly	13,438	13,458	13,519	13,550
Personal Property Bills- Billing done quarterly	940	914	943	950
Auto Excise	35171	33,694	35,000	34,000
Boat Excise	1071	1100	1051	1050
Exemptions	406	399	400	400
Abatements	79	59	121	75
Personal Property inventory forms (required by law for abatements)	925	950	950	1000
ABC Forms - Tax exempts (required by law to qualify for status)	71	70	70	70
Income & Expense Statements	1373	1363	1,375	1350

How FY 2018 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.
- All Assessors in the office have their MAA designation which indicates a certain level of knowledge so we can do the majority of our analysis in house instead of the need to have additional help in years other than a recertification year. 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.
- The Assessing Department continues to work with our Council on Aging with expanded information and communication about all exemptions for our elderly.

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Assessors-Personnel									
11411	5111	SALARIES-FULL TIME	286,859.88	292,040.00	292,040.00	262,335.40	303,414.00	298,063.00	298,063.00
11411	5150	FRINGE/STIPENDS	4,999.92	6,000.00	6,000.00	5,499.89	6,000.00	6,000.00	6,000.00
Total Assessors-Personnel			291,859.80	298,040.00	298,040.00	267,835.29	309,414.00	304,063.00	304,063.00
Assessors-Expenses									
11412	5308	CONTRACTED SERVICES	26,016.56	19,500.00	19,500.00	16,586.00	19,500.00	19,500.00	19,500.00
11412	5381	PRINTING AND BINDING	960.70	1,000.00	1,000.00	282.00	1,000.00	1,000.00	1,000.00
11412	5421	OFFICE SUPPLIES (GEN	1,195.42	2,000.00	2,000.00	1,427.83	2,000.00	2,000.00	2,000.00
11412	5710	IN STATE TRAVEL/MEETINGS	2,356.93	1,700.00	1,700.00	1,095.00	1,700.00	1,700.00	1,700.00
Total Assessors-Expenses			30,529.61	24,200.00	24,200.00	19,390.83	24,200.00	24,200.00	24,200.00
010	141	Department Total	322,389.41	322,240.00	322,240.00	287,226.12	333,614.00	328,263.00	328,263.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018
BOND JAMES	010 ASSESSORS	11411-5111	ASST ASSESSOR	9/19/2011	55,335.63		1.00	1	100%	1,060.08	1,137.00	59,124.00	1,097.18	57,053.51	57,053.51
CORTES STEPHEN	010 ASSESSORS	11411-5111	ASST ASSESSOR	10/10/12	50,096.52		1.00	1	100%	959.70	1,036.63	53,904.76	993.29	51,651.24	51,651.24
DELLORFANO DELINDA	010 ASSESSORS	11411-5111	BOARD CLERK	4/1/2012	1,500.00	B			4	375.00	375.00	1,500.00	375.00	1,500.00	1,500.00
JACKSON DEBORAH	010 ASSESSORS	11411-5111	DIR ASSESSING	9/22/09	85,251.43		1.00	1	100%	1,633.17	1,710.09	88,924.68	1,690.33	87,897.17	87,897.17
JAGOLTA RICHARD	010 ASSESSORS	11411-5111	BOARD MEMBER	11/5/1998	3,000.00	B			4	750.00	750.00	3,000.00	750.00	3,000.00	3,000.00
JOHNSON DAMIAN	010 ASSESSORS	11411-5111	BOARD MEMBER	6/23/2005	3,000.00	B			4	750.00	750.00	3,000.00	750.00	3,000.00	3,000.00
MILLERICK ROBERT	010 ASSESSORS	11411-5111	BOARD MEMBER	4/1/2014	3,000.00	B			4	750.00	750.00	3,000.00	750.00	3,000.00	3,000.00
					90,855.44		2.00			Total AFSCME 1818		90,960.10		90,960.10	90,960.10
					292,039.02		5.00	Total Full Time - 5111				303,413.54		298,062.01	298,062.01
010 ASSESSORS		11411-5150	Certified Assessor Stipends		3,000.00				3	1,000.00	1,000.00	3,000.00	3,000.00	3,000.00	3,000.00
010 ASSESSORS		11411-5150	Mileage Reimbursement - Assessors		3,000.00				2.0	1,500.00	1,500.00	3,000.00	1,500.00	3,000.00	3,000.00
					6,000.00			Total Fringe - 5150				6,000.00		6,000.00	6,000.00
					298,039.02		5.00	Department Total				309,413.54		304,062.01	304,062.01

Full-Time Equivalent Employees:	FY 2016	5.00
	FY 2017	5.00
	FY 2018	5.00
	Variance 17 vs. 18	0.00

FY 2018 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017	F T E	Rate FY 2017	Incr FY 2018	Calc Rate FY 2018	STEP INCREASES			Dept Request FY 2018	Mayor FY 2018	Council FY 2018	
											Date	Rate	# Wks Old New				
FELIX GLORIA	010 ASSESSORS	11411-5111	PRINCIPAL CLERK	03221993	2	48,032.33	1.00	920.16	1.005	924.76				100%	48,087.56	48,087.56	48,087.56
DELLORFANO DELINDA	010 ASSESSORS	11411-5111	SR CLERK TYPIST	12/17/2012	2	42,823.11	1.00	820.37	1.005	824.47				100%	42,872.54	42,872.54	42,872.54
						90,855.44	2.00							90,960.10	90,960.10	90,960.10	

FY 2018 DETAILED BUDGET REPORT
EXPENSES

ASSESSORS - 010

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11412	5308	CONTRACTED SERVICES Primarily used to fund services of professional appraisers or consultants necessary to support the Department's ATB cases and valuation functions. Annual GIS Enhancement contract addition	18,000	18,000	18,000
			1,500	1,500	1,500
TOTAL			19,500	19,500	19,500
11412	5381	PRINTING AND BINDING Used to pay for binding and printing of tax commitment books.	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
11412	5421	OFFICE SUPPLIES (GENERAL) General office supplies as needed	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
11412	5710	IN STATE TRAVEL/MEETINGS Used to pay for professional meetings throughout the year. Eg., Mass. Assessors Association and Essex County Assessors Association, and Assessing Clerk's meetings.	1,700	1,700	1,700
TOTAL			1,700	1,700	1,700
TOTAL PROPOSED			24,200	24,200	24,200

Collector

Mission Statement– Why We Exist

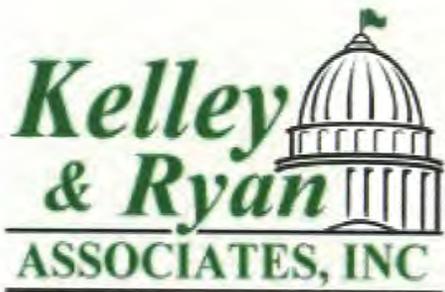
The Collector's Office serves as the portal for all revenues billed and received by the City of Salem. All bills for Real Estate & Personal Property Taxes, Motor Vehicle Excise Taxes, Personal Property Taxes, Boat Excise Tax, Water and Sewer Bills, Trash fees, City Ordinance tickets, and all other receivables committed by the Board of Assessors are the responsibility of the Collector. Parking tickets are also paid at the Collector's Office. Upon receipt of a written request and the applicable payment, the Collector's office will research and produce a Municipal Lien Certificate (MLC). The Collector's Office also processes Passport Applications and issues and tracks resident parking stickers and processes slip and mooring payments on behalf of the Harbormasters Office.



Significant Budget & Staffing Changes for FY 2018

The Collector is requesting an upgrade and increase in salary for the Sr. Clerk. Hopefully upgrading this position to a principal clerk along with the modest 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.

Recent Accomplishments



- The Collector's office hired a new clerk, Wendy Noonan in September 2015. Wendy is bilingual and has been a great asset to the office. As of February 23, Wendy was promoted to the Principal clerk position. We will advertise and hire a Sr. Account clerk which hopefully will be in place in March 2017.
- Bonnie, Maureen and Wendy have been re-certified as passport acceptance agents.
- Collector continues to attend annual school to maintain certification
- Assistant Collector continues to attend annual school and will receive certification in August.

FY 2018 Goals & Objectives

- Maintain high collection rate
- Continue to promote online payment system and continue to provide public education to increase usage of the system and encourage the e-billing option.
- Maintain quality service.
- Continue educating members of the Collector's Office

Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
Passports Processed	354	303	300	300
E-Notice	394	469	500	500
E-Billing	640	769	800	800
Auto Pay		583	600	600
Municipal Lien Certificates Processed	1,329	1,468	1,200	1,300
Parking Tickets Collected		19,912	19,000	19,000
Online Payments – City Hall Systems				
Real Estate	4,117	4,201	4,000	4,200
Water/Sewer	8,379	8,862	7,000	8,880
Personal Property	341	315	300	300
Trash	2,660	3,140	2,500	3,000
Excise Tax	8,771	8,790	8,000	8,500

Pay Parking
Tickets

How FY 2018 Departmental Goals Relate to City's Overall Long & Short Term Goals

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Collector-Personnel									
11461	5111	SALARIES-FULL TIME	208,815.34	217,255.00	217,255.00	191,494.08	217,851.00	220,364.00	220,364.00
11461	5131	OVERTIME (GENERAL)	2,029.74	1,000.00	1,000.00	910.43	1,000.00	1,000.00	1,000.00
11461	5150	FRINGE/STIPENDS	3,874.96	4,000.00	4,000.00	3,541.63	5,000.00	5,000.00	5,000.00
Total Collector-Personnel			214,720.04	222,255.00	222,255.00	195,946.14	223,851.00	226,364.00	226,364.00
Collector-Expenses									
11462	5317	EDUCATIONAL TRAINING	520.00	600.00	600.00	524.49	1,000.00	1,000.00	1,000.00
11462	5381	PRINTING AND BINDING	3,359.48	4,300.00	4,300.00	3,227.20	4,300.00	4,300.00	4,300.00
11462	5421	OFFICE SUPPLIES (GEN)	3,452.66	3,000.00	3,000.00	1,922.30	3,000.00	3,000.00	3,000.00
Total Collector-Expenses			7,332.14	7,900.00	7,900.00	5,673.99	8,300.00	8,300.00	8,300.00
040	146	Department Total	222,052.18	230,155.00	230,155.00	201,620.13	232,151.00	234,664.00	234,664.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018
CELI	BONNIE	040 COLLECTOR	11461-5111 CITY COLLECTOR	2/01/2004	72,086.24		1.00	1	100%	1,380.96	1,380.96	71,809.92	1,429.29	74,323.27	74,323.27
					145,168.27		3.00				Total AFSCME 1818	146,040.51		146,040.51	146,040.51
					217,254.51		4.00		Total Full Time - 5111			217,850.43		220,363.78	220,363.78
	040 COLLECTOR	11461-5150	Certified Collector Stipends		1,000.00			2		1,000.00	2,000.00	2,000.00	1,000.00	2,000.00	2,000.00
	040 COLLECTOR	11461-5150	RES PARKING STICKER Stipend		3,000.00			12		250.00	250.00	3,000.00	250.00	3,000.00	3,000.00
					4,000.00				Total Fringe - 5150			5,000.00		5,000.00	5,000.00
	040 COLLECTOR	11461-5131	OVERTIME		1,000.00							1,000.00		1,000.00	1,000.00
					222,254.51		4.00		Department Total			223,850.43		226,363.78	226,363.78

Full-Time Equivalent Employees:	FY 2016	4.00
	FY 2017	4.00
	FY 2018	4.00
	Variance 17 vs. 18	0.00

FY 2018 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52.2	F T E	Rate FY 2017	Incr FY 2018	Calc Rate FY 2018	STEP INCREASES				Dept Request FY 2018 52	Mayor FY 2018 52	Council FY 2018 52			
											Date	Rate	# Wks	Old New						
DAVIS MAUREEN	040 COLLECTOR	11461-5111	PRINCIPAL CLERK	4/24/2007	2	48,032.33	0.00	920.16	1.005					100%	To Health	To Health	To Health			
SOSNOWSKI SARAH	040 COLLECTOR	11461-5111	ASSISTANT COLLECTOR	11/08/2004	2	53,437.36	1.00	1,023.70	1.005	1,028.82				100%	53,498.56	53,498.56	53,498.56			
NOONAN WENDOLYN	040 COLLECTOR	11461-5111	SR ACCOUNT CLERK	9/28/15	2	43,698.58	0.00	844.45	1.005					100%	To Prin Clerk	To Prin Clerk	To Prin Clerk			
NOONAN WENDOLYN	040 COLLECTOR	11461-5111	PRINCIPAL CLERK		2		1.00	920.16	1.005	924.76				100%	48,087.56	48,087.56	48,087.56			
MEJIA ARACELIS	040 COLLECTOR	11461-5111	PRINCIPAL CLERK	3/20/17	2		1.00	837.63	1.005	841.82	9/28/2017	872.72	30.0 22.0	100%	44,454.38	44,454.38	44,454.38			
						145,168.27	3.00											146,040.51	146,040.51	146,040.51

FY 2018 BUDGET DETAIL EXPENSES
EXPENSES

COLLECTOR - 040

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11462	5317	Educational Training certification courses for collectors staff	1,000	1,000	1,000
TOTAL		continue classes for both Collector & Asst Collector to retain certification	1,000	1,000	1,000
11462	5381	Printing and Binding Inserts for real estate tax bills print resident parking stickers - reorder zone stickers and visitor passes Print passes for monthly pass zone (100 per month) \$1.00 per pass	4,300	4,300	4,300
TOTAL			4,300	4,300	4,300
11462	5421	Office Supplies General office supplies as needed.	3,000	3,000	3,000
TOTAL			3,000	3,000	3,000
TOTAL PROPOSED			8,300	8,300	8,300

FY 2018 Goals & Objectives

- Deploy Tyler Reporting Services by September 2017.
- Design and deploy paperless personnel actions (PAF) by December 2017.
- Expand access and utilization of Munis within the schools by December 2017.
- Implement online permitting by the end of January 2018.
- Deploy new telephone system to all municipal departments by March 2018.
- Implement electronic document management system by April 2018.
- Implement the transition from internally hosted to externally hosted email platform to increase availability, stability, and City-wide compatibility by the end of May 2018.
- Complete the City-wide municipal fiber network by June 2018.
- Select a single help desk platform for the City and Schools by June 2018.



Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
Help Desk Tickets Received and Resolved	900	5,064	5,200	5,000
Website Hits	--	--	1,190,000	1,200,000
Website Sessions	--	--	500,000	550,000
Website Subscribers	6,078	10,323	15,500	17,000

How FY 2018 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 (W2), 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 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 2018 OPERATING BUDGET

			Expenditures FY 2016	Adopted Budget FY 2017	Adjusted Budget FY 2017	Y-T-D Expenses FY 2017	Department FY 2018	Mayor FY 2018	Council FY 2018
IT/GIS/-Personnel									
11551	5111	SALARIES-FULL TIME	253,158.74	789,146.00	789,146.00	668,225.48	810,127.00	830,380.00	830,380.00
11551	5113	SALARIES-PART TIME	1,187.83	0.00	0.00	0.00	0.00	0.00	0.00
Total IT/GIS/-Personnel			254,346.57	789,146.00	789,146.00	668,225.48	810,127.00	830,380.00	830,380.00
IT/GIS-Expenses									
11552	5317	EDUCATIONAL TRAINING	7,500.00	12,330.00	12,330.00	5,141.36	12,330.00	9,000.00	9,000.00
11552	5421	OFFICE SUPPLIES (GEN	242.09	5,750.00	5,750.00	1,006.79	5,750.00	3,000.00	3,000.00
11552	5520	SOFTWARE SUPPORT/ENHANCEMEI	2,683.68	5,500.00	5,500.00	3,900.00	5,500.00	5,500.00	5,500.00
11552	5582	DATA PROCESSING SUPP	609.00	4,000.00	4,000.00	76.64	4,000.00	2,000.00	2,000.00
11552	5710	IN STATE TRAVEL/MEETINGS	0.00	5,075.00	5,075.00	684.75	5,075.00	4,500.00	4,500.00
11552	5730	DUES AND SUB	0.00	750.00	750.00	385.00	750.00	750.00	750.00
Total IT/GIS-Expenses			11,034.77	33,405.00	33,405.00	11,194.54	33,405.00	24,750.00	24,750.00
070	155	Department Total	265,381.34	822,551.00	822,551.00	679,420.02	843,532.00	855,130.00	855,130.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018
BEDELL JUDY	070 Information Tech-GIS	11551-5111	Technology Manager	8/22/2016	52.2		1.00	1	100%	1,346.15	1,346.15	69,999.80	1,379.80	71,749.80	71,749.80
BERGENGREN ERIC	070 Information Tech-GIS	11551-5111	Network Administrator	7/11/2005	65,376.96		1.00	1	100%	1,252.43	1,252.43	65,126.36	1,283.74	66,754.52	66,754.52
CHAMPAGNE* NIKKI	070 Information Tech-GIS	11551-5111	SIS Manager	7/6/2016	70,309.26		1.00	1	100%	1,346.92	1,346.92	70,039.84	1,380.59	71,790.84	71,790.84
DEGUZMAN PYL DIANE	070 Information Tech-GIS	11551-5111	APPLICATION ANALYST	11/10/15	56,170.08		1.00	1	100%	1,049.82	1,049.82	54,590.64	1,076.07	55,955.41	55,955.41
DUIJVESTEIJN OLLE	070 Information Tech-GIS	11551-5111	Technology Manager	10/12/2010	42,489.79		1.00	1	100%	1,356.64	1,356.64	70,545.28	1,390.56	72,308.91	72,308.91
FRACZEK JAKE	070 Information Tech-GIS	11551-5111	Technical Support Analyst	4/8/13	57,294.68		1.00	1	100%	1,097.60	1,097.60	57,075.20	1,125.04	58,502.08	58,502.08
GANSENBERG ROBERTA	070 Information Tech-GIS	11551-5111	Customer Service Manager	8/15/1998	68,025.45		1.00	1	100%	1,303.15	1,303.15	67,763.80	1,335.73	69,457.90	69,457.90
GARCIA CARLOS	070 Information Tech-GIS	11551-5111	Technical Support Analyst	12/12/16			1.00	1	100%	891.34	891.34	46,349.68	913.62	47,508.42	47,508.42
HERMAN JAMES	070 Information Tech-GIS	11551-5111	Enterprise Applications Manager	9/12/1994	67,498.70		0.00	1	100%	-	-	-	-	-	-
HO HUNG	070 Information Tech-GIS	11551-5111	Technical Support Analyst	8/2/16	52,200.00		1.00	1	100%	961.54	961.54	50,000.08	985.58	51,250.08	51,250.08
KILLEN MATTHEW	070 Information Tech-GIS	11551-5111	Chief Information Officer	1/20/2015	110,739.87		1.00	1	100%	2,121.45	2,121.45	110,315.40	2,174.49	113,073.29	113,073.29
KWOK BOSCO	070 Information Tech-GIS	11551-5111	Technical Support Analyst	8/7/2007	51,446.66		1.00	1	100%	985.57	985.57	51,249.64	1,010.21	52,530.88	52,530.88
MARTINEAU JOSEPH	070 Information Tech-GIS	11551-5111	Applications Analyst	9/20/2016			1.00	1	100%	1,000.00	1,000.00	52,000.00	1,025.00	53,300.00	53,300.00
MULLINS LISA	070 Information Tech-GIS	11551-5111	Service Desk Analyst	9/19/2011	45,245.43		1.00	1	100%	866.75	866.75	45,071.00	888.42	46,197.78	46,197.78
MUYEEB SHAYKH	070 Information Tech-GIS	11551-5111	Technical Support Analyst	7/20/2015	51,930.62		0.00	1	0%	-	-	-	-	-	-
PHELAN DEBORAH	070 Information Tech-GIS	11551-5111	Applications Analyst	8/21/2000	50,418.30		0.00	1	0%	-	-	-	-	-	-

*3% increase after 6 mos of employment

789,145.80	13.00	Total Full Time - 5111		810,126.72		830,379.89	830,379.89
789,145.80	13.00	Department Total	-	810,126.72	-	830,379.89	830,379.89

Full-Time Equivalent Employees:	FY 2016	3.60
	FY 2017	12.60
	FY 2018	13.00
	Variance 17 vs. 18	0.40

FY 2018 DETAILED BUDGET REPORT
EXPENSES

DATA PROC/MIS/GIS/IT - 070

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11552	5317	Educational Training Technology Training & Cerification	12,330	12,330	12,330
				(3,330)	(3,330)
TOTAL			12,330	9,000	9,000
11552	5421	Office Supplies (General) General office supplies as needed	5,750	5,750	5,750
				(2,750)	(2,750)
TOTAL			5,750	3,000	3,000
11552	5520	Software Support/Enhancements DELL/ASAP State Contract Misc network software and licensing fees ArcGIS Desktop Extension	3,000 2,500	3,000 2,500	3,000 2,500
TOTAL			5,500	5,500	5,500
11552	5582	IT/GIS Supplies General IT/GIS Supplies as needed	4,000	2,000	2,000
TOTAL			4,000	2,000	2,000
11552	5710	In State Travel, meetings IT/GIS Meetings & Conferences; Registration, Travel & Gas	5,075	5,075	5,075
				(575)	(575)
TOTAL			5,075	4,500	4,500
11552	5730	Dues and sub Professional memberships, subscriptions	750	750	750
TOTAL			750	750	750
TOTAL PROPOSED			33,405	24,750	24,750

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
IT/GIS-Fixed Costs									
11562	5243	IT/GIS MAINTENANCE	251,220.70	724,069.00	724,069.00	506,574.75	837,329.00	837,329.00	837,329.00
11562	5341	PHONE/DSL/COMMUNICATIONS	45,917.41	29,404.00	29,404.00	11,646.84	29,404.00	29,404.00	29,404.00
		Total IT/GIS-Fixed Costs	297,138.11	753,473.00	753,473.00	518,221.59	866,733.00	866,733.00	866,733.00
070	156	Department Total	297,138.11	753,473.00	753,473.00	518,221.59	866,733.00	866,733.00	866,733.00

**FY 2018 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	265,179	265,179	265,179
		Tyler Technologies - Tyler Content Manager (TCM), annual fee	16,200	16,200	16,200
		Annual Technology Equipment Repair	5,000	5,000	5,000
		Schools - Contracted Services	173,500	173,500	173,500
		Schools - Software	56,000	56,000	56,000
		Schools - Networking	16,000	16,000	16,000
		Annual Microsoft software licensing - Office 365	110,000	110,000	110,000
		Annual Microsoft software licensing - Workstation/Server/Database	5,000	5,000	5,000
		EMC Licensing for Maintenance & Remote replication, Backup & Recovery for SAN / servers	15,000	15,000	15,000
		ViewPermit Annual Software License, Maintenance & Hosting	25,000	25,000	25,000
		RetroFit - Backup and Disaster Recovery Services for 9 MS Windows Servers with on-site virtualization and Server image/data stored nightly at both East and West Coast data centers	5,000	5,000	5,000
		School telephone alert system (Blackboard)	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 varous domains, such as salem.com, buildingsalem.com, salemferry.com, salem	100	100	100
		Antivirus for City & Public Schools	7,500	7,500	7,500
		Remote Computer Assistance & Administration Software Maintenance	4,000	4,000	4,000
		Alloy Software Help Desk and Inventory	3,000	3,000	3,000
		Network/Project Consulting	5,000	5,000	5,000
		Virtual Town Hall Annual application services and hosting for City website - unlimited users	7,500	7,500	7,500
		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
		Work order and Mobile 311 systems	29,000	29,000	29,000
	NON-RECURRING				
		Tyler Technologies -TCM Setup	58,200	58,200	58,200
			837,329	837,329	837,329
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
		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
			29,404	29,404	29,404
		TOTAL	29,404	29,404	29,404
		TOTAL PROPOSED FIXED COSTS	866,733	866,733	866,733

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 2018

Yeimi Colon, formerly Assistant Purchasing Director, became the Assistant Accountant in April 2017. A hard-working, enthusiastic, and welcomed addition to our team.

Recent Accomplishments

- Received the GFOA Distinguished Budget Presentation Award for the FY 2017 budget (10th consecutive year).
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting FY 2017 budget (10th consecutive year).
- Launched the PILOT year of "City Hall to Go" delivering City Hall Services outside the doors of City Hall.
- Completed implementation of Salem's first Visual Budget.
- Increased the City's stabilization fund to \$5.8 million dollars through sound fiscal policy on use of free cash.
- Worked with the Superintendent and School Business Manager to improve financial policies and procedures at the School Department.
- Continued to implement and manage the city's first performance management program "SalemStat" with the departments of Police, Public Works, Building and Fire.
- Began Phase II of the city's district-wide Fraud/Risk Audit, identifying areas for procedural improvement and policy development.





FY 2018 Goals & Objectives

- Complete the citywide fraud risk assessment to ensure that the City's cash and assets are safeguarded.
- Expand and continue "City Hall To-Go" program to new City-wide events.
- Continue expansion of the SalemStat program in to the following departments: Engineering, Electrical and Purchasing.
- Continue to improve the GFOA budget as per recommendations by review committee.
- Hold quarterly AP and Payroll Clerk staff training to improve financial policies and procedures.
- Work collaboratively with the School Department to implement a performance management system for the Business Manager's Office.
- Review all departmental revenues with each department and make recommendations to the Mayor for potential revenue enhancements.
- Review all departmental expenditures with each department and make recommendations to the Mayor for potential cost savings.
- Work with city departments to write policies and procedures for administrative and financial functions per management letter.
- Work to more clearly define the methodologies for charging indirect costs to enterprise funds per management letter.
- Address all recommendation of the auditors in the management letter.
- Continue to encourage training and continuing education for both the Finance office as well as those departments that report to the Finance Director.
- Work closely with Finance Directorate to create written policy and procedure manuals.

Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimated FY 2018
Free Cash certified	3,349,683	4,949,767	5,380,858	5,500,000
Capital Improvement Project Fund (End of Year Balance)	1,344,435	1,3921,294	461,241*	2,000,000
Stabilization Fund Balance (End of Year Balance)	5,240,085	5,331,963	5,863,087	7,000,000
OPEB Liability Fund (End of Year Balance)	1,534,442	1,748,486	2,017,877	2,200,000

*As of March 31, 2017

How FY 2018 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 2018 OPERATING BUDGET

			Expenditures FY 2016	Adopted Budget FY 2017	Adjusted Budget FY 2017	Y-T-D Expenses FY 2017	Department FY 2018	Mayor FY 2018	Council FY 2018
Finance-Personnel									
11351	5111	SALARIES-FULL TIME	278,854.41	284,402.00	284,402.00	254,472.59	288,552.00	291,942.00	291,942.00
11351	5113	SALARIES-PART TIME	263.97	5,000.00	5,000.00	0.00	5,000.00	5,000.00	5,000.00
11351	5131	OVERTIME (GENERAL)	0.00	200.00	200.00	0.00	200.00	200.00	200.00
Total Finance-Personnel			279,118.38	289,602.00	289,602.00	254,472.59	293,752.00	297,142.00	297,142.00
Finance-Expenses									
11352	5320	CONTRACTED SERVICES	8,075.00	36,320.00	33,820.00	5,585.00	41,320.00	41,320.00	41,320.00
11352	5421	OFFICE SUPPLIES (GEN)	3,957.28	3,500.00	3,500.00	2,711.42	3,500.00	3,500.00	3,500.00
11352	5423	BUDGET PREPARATION	1,479.59	2,400.00	2,400.00	998.02	2,400.00	2,400.00	2,400.00
11352	5710	IN STATE TRAVEL/MEETINGS	1,615.71	3,000.00	5,100.00	2,513.83	3,000.00	3,000.00	3,000.00
11352	5730	DUES AND SUB	915.00	1,000.00	1,400.00	1,105.00	1,000.00	1,000.00	1,000.00
Total Finance-Expenses			16,042.58	46,220.00	46,220.00	12,913.27	51,220.00	51,220.00	51,220.00
090	135	Department Total	295,160.96	335,822.00	335,822.00	267,385.86	344,972.00	348,362.00	348,362.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018
BRIDGMAN NINA	090 FINANCE/AUDITING	11351-5111	ASSISTANT FINANCE DIR	07061982	75,010.42		1.00	1	100%	1,436.98	1,533.15	79,723.80	1,480.09	76,964.65	76,964.65
FULL DIANNE	090 FINANCE/AUDITING	11351-5111	OFFICE MANAGER	11/1/2004	54,401.36		0.00	0	100%	-	To Treasurers			-	-
STANTON SARAH	090 FINANCE/AUDITING	11351-5111	FINANCE DIR/AUDITOR	3/25/2013	106,957.23		1.00	1	100%	2,048.99	2,048.99	106,547.48	2,141.19	111,342.12	111,342.12
COLON YEIMI	090 FINANCE/AUDITING	11351-5111	Assistant Accountant	3/20/17			1.00	1	100%	1,042.17	1,042.17	54,192.84	1,068.22	55,547.66	55,547.66
					48,032.33		1.00				Total AFSCME 1818	48,087.56		48,087.56	48,087.56
					284,401.34		4.00		Total Full Time - 5111			288,551.68		291,941.99	291,941.99
	090 FINANCE/AUDITING	11351-5113	CONSULTANTS		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
					294,601.34		4.00		Department Total			293,751.68		297,141.99	297,141.99

Full-Time Equivalent Employees:	FY 2016	4.00
	FY 2017	4.00
	FY 2018	4.00
	Variance 17 vs. 18	0.00

FY 2018 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017	F T E	Rate FY 2017	Incr FY 2018	Calc Rate FY 2018	STEP INCREASES			Dept Request FY 2018	Mayor FY 2018	Council FY 2018	
											Date	Rate	# Wks				
											Old	New					
GLICK	MARCIE	090 FINANCE/AUDITING	11351-5111 PRINC ACCT CLERK	6/30/2014	2	48,032.33	1.00	920.16	1.005	924.76				100%	48,087.56	48,087.56	48,087.56
						48,032.33	1.00								48,087.56	48,087.56	48,087.56

**FY 2018 DETAILED BUDGET REPORT
EXPENSES**

Finance Department - 090

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11352	5320	Contracted Services			
		Funds to be used for operational audits of department to ensure compliance with Fed. State, and Local regulations and sound business practices.			
		Fund actuarial report for GASB 45 - OPEB Report	25,000	25,000	25,000
		Fraud Risk Audits per Management Letter	10,000	10,000	10,000
		Annual Costs for Boston Computing - Web hosting of PDF files for Payroll	1,320	1,320	1,320
		Annual costs for Boston Computing - Data storage	5,000	5,000	5,000
TOTAL			41,320	41,320	41,320
11352	5421	Office Supplies			
		General office supplies as needed.			
			3,500	3,500	3,500
TOTAL			3,500	3,500	3,500
11352	5423	Budget Preparation			
		Binders For Budget, Dividers/Cover Papers/File Folders/Labels/Pocket Folders			
			2,400	2,400	2,400
TOTAL			2,400	2,400	2,400
11352	5710	Instate Travel/ Meeting			
		Seminars and Training as needed - MUNIS, GFOA online classes, NEGFOA, MMA, MAPPO.			
		Mileage, tolls, etc.			
			3,000	3,000	3,000
TOTAL			3,000	3,000	3,000
11352	5730	Dues and Subscriptions			
		Eastern Massachusetts Municipal Auditors/Accountants Assoc			
		Publications - Financial, GASB, GAO, MMA, MGFOA, etc.	60	60	60
		MMAAA membership	225	225	225
		GFOA Membership	260	260	260
		MAPPO Membership	280	280	280
			175	175	175
TOTAL			1,000	1,000	1,000
TOTAL PROPOSED			51,220	51,220	51,220

Traffic and Parking

Smart. Flexible. Easy.



Mission Statement – Why We Exist

To provide an efficient and reliable multimodal transportation system throughout the City of Salem including complete streets that accommodate all users – pedestrians, bicyclists, transit riders and drivers. Provide pleasant and secure parking services to residents, businesses and visitors, while maintaining courteous and helpful assistance to the general public.

Significant Budget & Staffing Changes for FY 2018

Decrease in part-time salary reflects fewer employees needed with new automated payment systems at the Museum Place and South Harbor garages. Increase in union employee salary reflects one new full-time meter control officer to better enforce parking in Salem neighborhoods outside of downtown. Increase in Maintenance Line related to costs for parking communication and data collection for the nine parking kiosks located in off-street surface lots. Increase in State Travel /Meeting line item increased for membership fees and transportation planning conferences.

Recent Accomplishments



- Expanded the Parking Department to include Traffic – now the Traffic and Parking Department.
- Hired the City of Salem’s first Director of Traffic and Parking
- City’s Traffic and Parking Commission was appointed and commenced meetings.
- Drafted Traffic and Parking Commission Traffic and Parking Regulations.
- Museum Place and South Harbor garages converted to automated payment system.
- Initiated Museum Place Garage stairwell improvements as part of ongoing maintenance and waterproofing initiative.
- Created and inventory of all off-street City-owned public parking facilities, and began monitoring use.
- Malfunctioning meters repaired within 24 hours.
- Expanded security in both garages.
- Surveyed Museum Place garage to develop a comprehensive upgrade and maintenance schedule to address ongoing drainage, electrical and structural issues.

FY 2018 Goals & Objectives

- Update 2010 downtown parking plan and implement changes.
- Monitor parking throughout Salem, and improve neighborhood parking enforcement.
- Complete the Bicycle Master Plan update.
- Implement and expand Zagster bike sharing program.
- Develop and implement smart traffic light signalization pilot program in the downtown.
- Develop and implement a Neighborhood Traffic Calming Program.
- Implement complete streets measures when roads are reconstructed or repaved.
- Create an age-friendly pedestrian environment.
- Add additional automated payment kiosks at the Museum Place and South Harbor garages.
- Integrate Passport parking app with parking garage payment systems.
- Explore on-line parking validation options for local businesses to better support their workers and customers.
- Increase revenue / increase collection.
- Continue to update and repair electrical, drainage, and structural issues at the Museum Place Garage.
- Renovate the parking office to provide improved customer service.
- Continue water proofing at the Museum Place garage.



Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
Parking Fines collected	870,893.44	706,715.33	860,000	875,000
Parking Garage revenue	1,085,226.37	1,092,326.27	1,148,000	1,150,000
Parking Lot / Meter revenue	1,294,819.30	1,375,788.90	1,450,000	1,450,000
Parking citations issued	22,418	?	28,000	28,000
Parking citation dollar value	523,218	?	620,000	620,000

How FY 2018 Departmental Goals Relate to City's Overall Long & Short Term Goals

- General Government
 - Improve communication and transparency with citizens.
 - To maintain a high level of accessibility to and responsiveness by City departments and employees.
 - Look for ways to deliver City services more efficiently and effectively through the use of technology.
 - Implement regional services where applicable in order to better utilize tax dollars.
- Public Safety
 - Improve traffic and parking enforcement.
 - Enhance use of technology in public safety
- Economic Development
 - Support the growth of new and existing private businesses.
- Cultural
 - Continue to improve upon management of Haunted Happenings & other community events
- Public Service – Engineering – Traffic and Parking
 - Reorganize staff to more efficiently and effectively deliver services and respond to requests.
 - Maintain and upgrade city roads, sidewalks, open spaces.
 - Continue to advance Canal Street, Essex Street, Derby Street and Boston Street improvement projects.
 - Implement plan for residential traffic calming program.
 - Continue study for South Salem MBTA commuter rail stop.
 - Continue implementation of bicycle accommodation upgrades.
 - Manage impacts of NSMC campus consolidation.

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Parking Department-Personnel									
14811	5111	SALARIES-FULL TIME	460,795.15	553,082.00	553,082.00	480,261.10	604,976.00	613,595.00	613,595.00
14811	5113	SALARIES-PART TIME	129,339.95	121,618.00	121,618.00	60,420.65	70,812.00	71,962.00	71,962.00
14811	5131	OVERTIME (GENERAL)	10,635.91	10,000.00	10,000.00	8,842.83	10,000.00	10,000.00	10,000.00
Total Parking Department-Personnel			600,771.01	684,700.00	684,700.00	549,524.58	685,788.00	695,557.00	695,557.00
Parking Department-Expenses									
14812	5211	ELECTRICITY	67,592.85	90,000.00	90,000.00	58,751.34	90,000.00	80,000.00	80,000.00
14812	5255	BUILDING/EQUIP MAINT	64,453.20	74,500.00	74,500.00	69,466.85	82,060.00	82,060.00	82,060.00
14812	5284	EQUIPEMENT LEASE	25,571.04	25,572.00	25,572.00	0.00	25,572.00	25,572.00	25,572.00
14812	5341	TELEPHONE	5,410.62	15,000.00	15,000.00	6,402.75	15,000.00	15,000.00	15,000.00
14812	5381	PRINTING AND BINDING	5,412.21	5,500.00	5,500.00	5,446.44	5,500.00	5,500.00	5,500.00
14812	5421	OFFICE SUPPLIES (GEN	2,889.14	3,000.00	3,000.00	2,917.28	3,000.00	3,000.00	3,000.00
14812	5710	IN STATE TRAVEL/MEETINGS	0.00	500.00	500.00	0.00	3,000.00	2,000.00	2,000.00
14812	5860	EQUIPMENT	2,921.00	3,000.00	3,000.00	2,924.26	3,000.00	3,000.00	3,000.00
Total Parking Department-Expenses			174,250.06	217,072.00	217,072.00	145,908.92	227,132.00	216,132.00	216,132.00
180	481	Department Total	775,021.07	901,772.00	901,772.00	695,433.50	912,920.00	911,689.00	911,689.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018
					52.2					0.0%	0.0%	52.0	2.5%	52.0	
COLLINS TIMOTHY	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	2/17/14	34,984.24		1.00		100%	653.85	653.85	34,000.20	670.20	34,850.21	34,850.21
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	37,714.33		1.00	1	100%	722.49	722.49	37,569.48	740.55	38,508.72	38,508.72
NELSON MARJORY	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	2/17/14	34,984.24		1.00		100%	653.85	653.85	34,000.20	670.20	34,850.21	34,850.21
O'KEEFE ROBERT	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	9/20/10	38,606.44		1.00	1	100%	739.59	739.59	38,458.68	758.08	39,420.15	39,420.15
SMITH MATTHEW	180 PARKING DEPT	14811-5111	DIR OF PARKING & TRAFFIC	10/28/16	80,307.66		1.00	1	100%	1,923.08	1,923.08	100,000.16	1,971.16	102,500.16	102,500.16
STEWART JOYCE	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	1/2/1992	34,984.24		1.00		100%	653.85	653.85	34,000.20	670.20	34,850.21	34,850.21
SULLAWAY ALAN	180 PARKING DEPT	14811-5111	ASST PARKING DIRECTOR	09/04/03	47,925.54		1.00	1	100%	918.11	918.11	47,741.72	945.65	49,173.97	49,173.97
*New Position	180 PARKING DEPT	14811-5111	Asst Dir of Traffic & Parking				0.50	1	50%			1,346.15	1,346.15	35,000.00	35,000.00
*New position split 50/50 with Electrical Department															
9% Night Shift Differential - 3 Shift Supervisors					9,445.75			3	100%	60.62	60.62	9,456.72	62.14	9,693.14	9,693.14
					233,289.19		5.00	<i>Total AFSCME 1818</i>			233,908.12		233,908.12	233,908.12	
					553,081.63		12.50	Total Full Time - 5111			604,975.48		613,594.87	613,594.87	
								Wks	# Pos	Hours					
180 PARKING DEPT					22,215.65	P		0	19	-	-	-	-	-	-
180 PARKING DEPT					57,486.61	P		0	19	-	-	-	-	-	-
180 PARKING DEPT					10,894.21	P		0	19	11.00	11.00	11,000.00	11.28	11,000.00	11,000.00
180 PARKING DEPT					22,359.74	P	28	1	19	14.00	14.00	7,448.00	14.35	7,634.20	7,634.20
180 PARKING DEPT					14,161.17	P	52	1	19	14.00	14.00	13,832.00	14.00	13,832.00	13,832.00
180 PARKING DEPT					(5,500.00)	P		0	19	-	-	-	-	-	-
DARCY GERALD	180 PARKING DEPT	14811-5113	SECURITY & SUPPORT			P		1	19	14.00	14.00	13,832.00	14.35	14,177.80	14,177.80
WYDE DARRELL	180 PARKING DEPT	14811-5113	SECURITY			P		1	19	11.00	11.00	10,868.00	11.28	11,139.70	11,139.70
New	180 PARKING DEPT	14811-5113	SECURITY & SUPPORT			P		1	19	14.00	14.00	13,832.00	14.35	14,177.80	14,177.80
					121,617.38			Total Part Time - 5113			70,812.00		71,961.50	71,961.50	
180 PARKING DEPT					10,000.00							10,000.00		10,000.00	10,000.00
					684,699.01		12.50	Department Total			685,787.48		695,556.37	695,556.37	

Full-Time Equivalent Employees:	FY 2016	12.00
	FY 2017	12.00
	FY 2018	12.50
	Variance 17 vs. 18	0.50

FY 2018 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52.2	F T E	Rate FY 2017	Incr FY 2018	Calc Rate FY 2018	STEP INCREASES				Dept Request FY 2018 52	Mayor FY 2018 52	Council FY 2018 52
											Date	Rate	# Wks Old	New			
BATES MARK	180 PARKING DEPT	14811-5111	METER REPAIR PERSON	2/14/2000	1	47,982.70	1.00	919.20	1.005	923.80				100%	48,037.39	48,037.39	48,037.39
HAGAN CARL	180 PARKING DEPT	14811-5111	METER CONTROL	2/4/14	1	45,473.90	1.00	871.15	1.005	875.51				100%	45,526.30	45,526.30	45,526.30
HAGAN	<i>Shift Differential-WEEKENDS 50 CENTS PER HOUR</i>					200.00		-		-				100%	200.00	200.00	200.00
HENDERSON MARK	180 PARKING DEPT	14811-5111	PK GARAGE MAINT	9/29/2014	1	43,032.70	1.00	831.12	1.005	835.28				100%	43,434.33	43,434.33	43,434.33
HENDERSON	<i>Shift Differential-WEEKENDS 50 CENTS PER HOUR</i>					420.00		-		-				100%	420.00	420.00	420.00
NELSON	<i>Shift Differential-9%</i>					2,723.40		52.17	1.005	52.43				100%	2,726.40	2,726.40	2,726.40
RAMSDELL DAWNE	180 PARKING DEPT	14811-5111	METER CONTROL	08/31/1998	1	45,474.17	1.00	871.15	1.005	875.51				100%	45,526.30	45,526.30	45,526.30
WONG MICHAEL	180 PARKING DEPT	14811-5111	METER REPAIR	7/19/2007	1	47,982.32	1.00	919.20	1.005	923.80				100%	48,037.39	48,037.39	48,037.39
						233,289.19	5.00								233,908.12	233,908.12	233,908.12

FY 2018 DETAILED BUDGET REPORT
EXPENSES

Parking Department - 180

ORG	OBJECT	DESCRIPTION	Dept Request	Approved By Mayor	Voted by Council
14812	5211	ELECTRICITY			
		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
				(10,000)	(10,000)
TOTAL			90,000	80,000	80,000
14812	5255	BUILDING/EQUIP MAINT			
		General building maintenance & custodial supplies	30,229	30,229	30,229
		Elevator Contract	10,011	10,011	10,011
		Power washing & garage repairs	13,000	13,000	13,000
		Annual smart meter monitoring	21,260	21,260	21,260
		Parking lot kiosk communication/data fees	7,560	7,560	7,560
TOTAL			82,060	82,060	82,060
14812	5284	Equipment Lease			
		Kiosks at Bridge St Lot and Church St Lot - 2,131. X 12 Months	25,572	25,572	25,572
TOTAL			25,572	25,572	25,572
14812	5341	TELEPHONE			
		At&T\$200.00 Monthly	2,400	2,400	2,400
		Verizon	1,600	1,600	1,600
		Telephone repairs (Responsible for dept. phone repairs)	500	500	500
		2 Modems	1,200	1,200	1,200
		credit cards	1,900	1,900	1,900
		Monthly Verizon Meter Fees for Single Space Meters	7,400	7,400	7,400
TOTAL			15,000	15,000	15,000
14812	5381	PRINTING AND BINDING			
		Garage & Lot Tickets, & parking stamps	5,500	5,500	5,500
TOTAL			5,500	5,500	5,500
14812	5421	OFFICE SUPPLIES			
		General Office Supplies	3,000	3,000	3,000
TOTAL			3,000	3,000	3,000
14812	5710	In State Travel/Meeting			
		Training and meetings	3,000	2,000	2,000
TOTAL			3,000	2,000	2,000
14812	5860	Equipment			
		Misc office equipment replacement as needed	3,000	3,000	3,000
TOTAL			3,000	3,000	3,000
Total proposed			227,132	216,132	216,132

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 2018

No significant budget or staffing changes for FY 2018.

Recent Accomplishments

- Implemented use of electronic purchase orders (PDFs) to increase efficiency and eliminate waste.
- Increased Municibid profits by \$31,573.17 in FY17.
- Completed a year-long audit of the City's telephone system in FY16 resulting in significant reduction in utility cost in FY17.
- Added additional contract and bid result information to the Department's website.
- Utilized inter-municipal agreement with Swampscott to engage in joint bidding opportunities.
- Participated in cooperative bidding opportunities and other collective purchasing arrangements.
- 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 2018 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 Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
Invitations to Bid and Requests for Proposals (Salem)	58	72	65	65
Invitations to Bid and Requests for Proposals (Swampscott)	18	9	20	15
Purchase Orders	7626	7817	7,850	7,850
Surplus Items auctioned (Profit)	5 (\$2,653.38)	22 (\$34,226.55)	10 (\$10,000)	
Savings realized through bid process (Aggregate High Bid-Awarded Bid)	\$2,643,084.50	\$4,269,764.55	\$3,000,000	\$3,000,000

How FY 2018 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 2018 OPERATING BUDGET

			Expenditures FY 2016	Adopted Budget FY 2017	Adjusted Budget FY 2017	Y-T-D Expenses FY 2017	Department FY 2018	Mayor FY 2018	Council FY 2018
Purchasing-Personnel									
11381	5111	SALARIES-FULL TIME	102,032.48	112,213.00	112,213.00	99,958.61	111,752.00	117,395.00	117,395.00
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	10,000.00	10,000.00	10,000.00
Total Purchasing-Personnel			103,032.44	113,213.00	113,213.00	100,875.24	121,752.00	127,395.00	127,395.00
Purchasing-Expenses									
11382	5306	ADVERTISING	15,000.00	15,000.00	15,000.00	9,171.21	15,000.00	15,000.00	15,000.00
11382	5320	CONTRACTED SERVICES	0.00	1,000.00	870.00	0.00	1,000.00	1,000.00	1,000.00
11382	5421	OFFICE SUPPLIES (GEN)	2,020.64	2,000.00	2,000.00	258.01	2,000.00	2,000.00	2,000.00
11382	5710	IN STATE TRAVEL/MEETINGS	990.00	1,300.00	1,430.00	1,420.00	600.00	600.00	600.00
11382	5730	DUES AND SUB	320.00	250.00	250.00	175.00	250.00	250.00	250.00
Total Purchasing-Expenses			18,330.64	19,550.00	19,550.00	11,024.22	18,850.00	18,850.00	18,850.00
240	138	Department Total	121,363.08	132,763.00	132,763.00	111,899.46	140,602.00	146,245.00	146,245.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018
HASKELL	WHITTNEY	240 PURCHASING	11381-5111 PURCHASING AGENT	10/9/12	63,566.08		1.00		100%	1,217.74	1,217.74	63,322.48	1,302.98	67,755.05	67,755.05
COLON	YEIMI	240 PURCHASING	11381-5111 ASST PURCHASING AGENT	7/8/14	48,646.21		0.00		100%	-	To Finance			-	-
O'BRIEN	MARGARET	240 PURCHASING	11381-5111 ASST PURCHASING AGENT	3/2017			1.00		100%	931.32	931.32	48,428.64	954.60	49,639.36	49,639.36
					112,212.29		2.00	Total Full Time - 5111				111,751.12		117,394.41	117,394.41
240 PURCHASING					1,000.00			1.0		1,000.00		10,000.00		10,000.00	10,000.00
11381-5150 Stipend for Addl work from Swampscott					1,000.00			Total Part Time - 5150				10,000.00		10,000.00	10,000.00
					113,212.29		2.00	Department Total				121,751.12		127,394.41	127,394.41

Full-Time Equivalent Employees:	FY 2016	2.00
	FY 2017	2.00
	FY 2018	2.00
	Variance 17 vs. 18	0.00

FY 2087 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	600	600	600
TOTAL			600	600	600
11382	5730	Dues and Subscriptions Massachusetts Association of Public Purchasing Officials yearly membership dues	250	250	250
TOTAL			250	250	250
TOTAL PROPOSED			18,850	18,850	18,850

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Purchasing-Fixed Costs									
11392	5341	TELEPHONE-Wireless	24,800.00	30,500.00	30,500.00	25,934.07	30,500.00	30,500.00	30,500.00
11392	5422	COPIERS & SUPPLIES	28,284.64	30,512.00	30,512.00	24,804.46	32,912.00	32,912.00	32,912.00
	Total	Purchasing-Fixed Costs	53,084.64	61,012.00	61,012.00	50,738.53	63,412.00	63,412.00	63,412.00
240	139	Department Total	53,084.64	61,012.00	61,012.00	50,738.53	63,412.00	63,412.00	63,412.00

**FY 2018 DETAIL BUDGET REPORT
EXPENSES**

PURCHASING - FIXED COSTS 240

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11392	5341	Telephone-Verizon Wireless			
		Cellphones - (Cemetery, City Clerk, Electrical, Engineer, Finance, Health, Legal, Mayor, Park, Parking, Planning, Public Property, Public Services, Veterans)	24,000	24,000	24,000
		Tablets (ITS, Public Property, Electrical, DPW, Park)	6,500	6,500	6,500
TOTAL			30,500	30,500	30,500
11392	5422	Photocopy Machine			
		Public Property (\$155/month x 12 months)	1,860	1,860	1,860
		Planning (\$280/month x 12 months)	3,360	3,360	3,360
		Treasurer (\$145/month x 12 months)	1,740	1,740	1,740
		Purchasing (\$179/month x 12 months)	2,148	2,148	2,148
		Clerk 1 (\$313/month x 12 months)	3,756	3,756	3,756
		Clerk 3 (\$158/month x 12 months)	1,896	1,896	1,896
		Mayor (\$156/month x 12 months)	1,872	1,872	1,872
		Assessor/Collector (\$155/month x 12 months)	1,860	1,860	1,860
		Finance 2 (\$70/month x 12 months)	840	840	840
		Finance 3 (\$320/month x 12 months)	3,840	3,840	3,840
		Supplies (Toner, Staples, Copy Paper)	4,000	4,000	4,000
		<i>USAGE AND OVERAGE CHARGES</i>	5,740	5,740	5,740
TOTAL			32,912	32,912	32,912
TOTAL PROPOSED			63,412	63,412	63,412

Treasurer – General Administration

Mission Statement – Why We Exist

The primary function of the Treasurer’s Office is to preserve, protect and manage the financial resources of the City. The Treasurer is responsible for the receipt, deposit and disbursement of City funds, the accurate accounting and prudent investment of City funds in order to maximize yields while maintaining adequate liquidity and ensure compliance with Massachusetts General Laws, with the Charter and Ordinances of the City of Salem. The Treasurer prepares and submits quarterly employment tax forms to the State and Federal governments. The Treasurer undertakes continual maintenance of the City’s operating and investment funds and completes a monthly reconciliation of the City’s bank and cash accounts. The Treasurer in conjunction with the Finance Director negotiates municipal borrowings (both long and short term) for capital related projects. The Department is also responsible for accounts and properties in the Tax Title process, and for the public auction of foreclosed properties. The Treasurer for the City of Salem is also the Treasurer for the Salem Contributory Retirement system and the Salem/Beverly Water Supply Board.

Significant Budget & Staffing Changes for FY 2018

No significant budget or staffing changes for FY 2018.

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 \$19,804
- Worked in conjunction with IT to successfully implement electronic direct deposits and W2s

FY 2018 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 2018 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The Treasurer's Office will work with the Mayor and Finance Department to maintain or possibly increase the City's bond rating
- The Treasurer's Office will oversee the management of the City's Stabilization, OPEB Liability and Capital Improvement investments
- The Treasurer's Office will reconcile and manage cash accounts resulting in accountability and transparency
- Promote integrity, transparency and accountability by ensuring that all financial transactions in the Treasurer's Office are clearly documented
- Ensure all expenditures are accounted for within the Treasurer's budget



CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Treasurer-Personnel									
11451	5111	SALARIES-FULL TIME	230,547.09	239,460.00	239,460.00	199,243.25	232,695.00	237,310.00	237,310.00
11451	5150	FRINGE/STIPENDS	999.96	1,000.00	1,000.00	916.63	1,000.00	1,000.00	1,000.00
Total Treasurer-Personnel			231,547.05	240,460.00	240,460.00	200,159.88	233,695.00	238,310.00	238,310.00
Treasurer-Expenses									
11452	5317	EDUCATIONAL TRAINING	377.65	1,300.00	1,300.00	228.20	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	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00
11452	5421	OFFICE SUPPLIES (GEN	1,366.53	1,500.00	1,500.00	1,473.24	1,500.00	1,500.00	1,500.00
11452	5425	CHECKS/FORMS	5,384.41	2,500.00	2,500.00	2,311.19	2,500.00	2,500.00	2,500.00
11452	5709	CREDIT CARD/EFT FEES	79,719.27	84,509.00	84,509.00	81,547.11	102,239.00	102,239.00	102,239.00
11452	5730	DUES AND SUB	165.00	345.00	345.00	170.00	345.00	345.00	345.00
Total Treasurer-Expenses			95,012.86	99,154.00	99,154.00	93,729.74	116,884.00	116,884.00	116,884.00
270	145	Department Total	326,559.91	339,614.00	339,614.00	293,889.62	350,579.00	355,194.00	355,194.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018	
LEBLANC SHERRIE	270 TREASURER	11451-5111	ASSISTANT TREASURER	2/1/2010	52,914.84		0.00	1	100%		-	Resigned	-	-	-	
FULL DIANNE	270 TREASURER	11451-5111	ASSISTANT TREASURER	3/13/17			1.00	1	100%	1,076.92	1,076.92	55,999.84	1,103.84	57,399.84	57,399.84	
MCAHON KATHLEEN	270 TREASURER	11451-5111	TREASURER	12/27/2010	81,920.44		1.00	1	100%	1,569.36	1,569.36	81,606.72	1,608.59	83,646.89	83,646.89	
JOHNSON KATHERINE	270 TREASURER	11451-5111	ASSISTANT TREASURER	7/30/2015	56,591.70		0.00	1	0%	-	-	Resigned	-	-	-	
DOMINGUEZ MONICA	270 TREASURER	11451-5111	Payroll Coordinator	2/9/04			1.00	1	100%	903.85	903.85	47,000.20	926.45	48,175.21	48,175.21	
					48,032.33		1.00						Total AFSCME 1818	48,087.56	48,087.56	48,087.56
					239,459.31		4.00	Total Full Time - 5111					232,694.32	237,309.49	237,309.49	
270 Certified Treasurer's Stipe 11451-5150					1,000.00			1		1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	
					1,000.00			Total Fringe - 5150					1,000.00	1,000.00	1,000.00	
					240,459.31		4.00	Department Total					233,694.32	238,309.49	238,309.49	

Full-Time Equivalent Employees:	FY 2016	4.00
	FY 2017	4.00
	FY 2018	4.00
	Variance 17 vs. 18	0.00

FY 2018 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52.2	F T E	Rate FY 2017	Incr FY 2018	Calc Rate FY 2018	STEP INCREASES				Dept Request FY 2018 52	Mayor FY 2018 52	Council FY 2018 52	
											Date	Rate	# Wks Old	New				
COOK	ELAINE	270 TREASURER	11451-5111 PRINCIPAL CLERK	3/11/96	2	48,032.33	1.00	920.16	1.005	924.76					100%	48,087.56	48,087.56	48,087.56
						48,032.33	1.00							48,087.56	48,087.56	48,087.56		

**FY 2018 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 the average of Prior Period Actual Costs FY 16 and FY 15 Actual plus 5% Bank Fees associated with credit card machines and Kiosks Transaction Fees 50,000 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	81,832	81,832	81,832
TOTAL			102,239	102,239	102,239
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			116,884	116,884	116,884

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 18 the City's total long term debt service is \$9,212,262. This includes principal payments of \$6,529,124 and interest payments of \$2,683,138. The debt service is broken down as follows:

Water Enterprise Fund principal \$1,582,124 - Water Enterprise interest \$620,517
Sewer Enterprise Fund principal \$635,000- Sewer Enterprise Fund interest \$459,845
General Fund capital improvements and equipment principal \$4,312,000 - General Fund capital improvements interest \$1,602,776

In FY 17 the City's total long term debt service is \$8,270,716. This includes principal payments of \$5,634,805 and interest payments of \$2,635,911. The debt service is broken down as follows:

Water Enterprise Fund principal \$1,304,805 - Water Enterprise interest \$584,096
Sewer Enterprise Fund principal \$540,000 - Sewer Enterprise Fund interest \$425,526
General Fund capital improvements and equipment principal \$3,790,000 - General Fund capital improvements interest \$1,626,289

In FY 16, the City's total Long-Term Debt Service is \$6,936,821. This includes principal payments of \$4,812,532 and interest payments of \$2,124,289. The majority of bonding has been directed to finance School remodeling projects, with smaller amounts financing City Hall Renovations, the Police, Fire Engineering, and Public Service Departments, and various capital improvement projects and equipment.

In FY 17 the City refinanced the October 15, 2007 bonds (the remaining, non-called portions). Based on market rates the refunding produced approximately \$595,378 in budgetary savings over the remaining life of the bonds being refunded, which is 10.083% on a present value basis. (The standard threshold for refunding transactions is to have present value savings of at least 3% of refunded principal). The refunding bonds were included in the 11/17/2016 \$17,227,000 bond issue. The long-term debt bond proceeds were used to retire \$8,635,650 of governmental Ban's, \$3,000,000 for Blaney Street Project, \$5,210,000 for refunding. The remaining \$5,591,300 of proceeds is allocated for \$4,137,665 in governmental expenditures and \$809,685 for Collins Middle School projects and \$644,000 for the Transfer Station

Per the Municipal Finance Oversight Board of the Commonwealth of Massachusetts the City in accordance with provisions of Chapter 44A of the General Laws is entitled to issue state qualified bonds from time to time in increments not to exceed sixty-two million twenty four thousand eight hundred fifty nine dollars (\$62,024,859)

Treasurer – Short Term Debt Service

The expenditure covers the cost of the City's Short-term borrowing, including principal and interest on any Bond Anticipation Notes, Tax Anticipation Notes, Revenue Anticipation Notes, Grant Anticipation Notes and State Aid Anticipation Note.

Note: A Bond Anticipation Note (BAN) is a short-term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be reissued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 S17). Principal payments on school-related BANs may be deferred up to seven years if has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.

In FY 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 and re-issued 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 2017, Salem had 181 students in the Regional system. There will be debt service principal and interest payment in FY18 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 585 retirees, 94 survivors, and 8 quadros. The retirement system collects pension contributions from 1049 active employees and there are 98, inactive or on leave members as of February 10, 2017 this is a decrease of 18 from FY 17.

Treasurer – Non-Contributory Pensions

As of February 10, 2017, the City provides pension benefits for a limited group of three non-contributory retirees. This includes one pension payment paid weekly and two pension payments paid monthly.

Treasurer – Medicare

The Medicare budget calculation is based on prior year number of employees and is adjusted for inflation. There is no indication that there will be enough of a change in the employment level for FY18, an adjustment was made in the Medicare budget as it has been underfunded in the past. Thus, FY18 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 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Debt Service-Expenses									
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	345,000.00
17102	5908I	WITCHCRAFT-PRIN (14 REF)	92,000.00	95,000.00	95,000.00	95,000.00	95,000.00	95,000.00	95,000.00
17102	5908J	GARAGE-PRIN (14 REF)	75,500.00	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00
17102	5908K	BOWDITCH-PRIN (14 REF)	80,000.00	84,500.00	84,500.00	84,500.00	90,000.00	90,000.00	90,000.00
17102	5908L	CARLTON-PRIN (14 REF)	60,800.00	60,000.00	60,000.00	60,000.00	65,000.00	65,000.00	65,000.00
17102	5908M	CARLTON-PRIN (14 REF)	31,700.00	30,500.00	30,500.00	30,500.00	30,000.00	30,000.00	30,000.00
17102	5910A	17-POLICE EQUIP-PRIN (07)	80,000.00	0.00	0.00	0.00	0.00	0.00	0.00
17102	5918	18-FERRY-PRIN (07)	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00
17102	5919B	20-SCHL RENOV-PRIN (10)	85,000.00	0.00	0.00	0.00	0.00	0.00	0.00
17102	5919C	21-BATES SCHL-PRIN (10)	735,000.00	766,000.00	766,000.00	766,000.00	795,000.00	795,000.00	795,000.00
17102	5919D	22-GOLF CLBHS PRIN (10)	30,000.00	19,000.00	19,000.00	19,000.00	0.00	0.00	0.00
17102	5919F	SALTONSTALL PRIN (2013)	135,000.00	196,686.00	196,686.00	196,686.00	190,000.00	190,000.00	190,000.00
17102	5919G	COLLINS PRIN (2013)	265,000.00	396,161.00	396,161.00	396,161.00	400,000.00	400,000.00	400,000.00
17102	5919H	MCGRATH PRIN (2013)	30,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00
17102	5930A	17-POLICE EQUIP-INT (07)	1,500.00	0.00	0.00	0.00	0.00	0.00	0.00
17102	5938	18-FERRY-INT (07)	12,925.00	10,600.00	10,600.00	9,895.56	8,000.00	8,000.00	8,000.00
17102	5948H	16-HIGH SCHOOL-INT (07)	173,175.01	159,806.00	159,806.00	141,921.58	132,580.00	132,580.00	132,580.00
17102	5948J	20-SCHL RENOV-INT (10)	1,275.00	0.00	0.00	0.00	0.00	0.00	0.00
17102	5948K	21-BATES SCHL-INT (10)	119,230.00	96,715.00	96,715.00	96,715.00	73,300.00	73,300.00	73,300.00
17102	5948L	22-GOLF CLUBHS-INT (10)	1,020.00	285.00	285.00	285.00	0.00	0.00	0.00
17102	5948N	SALTONSTALL INT (2013)	170,981.26	211,149.00	211,149.00	183,980.25	192,388.00	192,388.00	192,388.00
17102	5948O	COLLINS INT (2013)	324,531.26	440,832.00	440,832.00	384,800.75	392,582.00	392,582.00	392,582.00
17102	5948P	MCGRATH INT (2013)	43,237.50	42,263.00	42,263.00	42,262.59	41,213.00	41,213.00	41,213.00
17102	5948Q	WITCHCRAFT-INT (14 REF)	32,596.26	29,331.00	29,331.00	15,378.13	26,482.00	26,482.00	26,482.00
17102	5948R	GARAGE-INT (14 REF)	10,810.00	8,175.00	8,175.00	4,650.00	5,925.00	5,925.00	5,925.00
17102	5948S	BOWDITCH-INT (14 REF)	24,035.00	21,168.00	21,168.00	11,217.50	18,550.00	18,550.00	18,550.00
17102	5948T	CARLTON-INT (14 REF)	16,966.00	14,850.00	14,850.00	7,875.00	12,975.00	12,975.00	12,975.00
17102	5948U	CARLTON-INT (14 REF)	9,474.00	8,383.00	8,383.00	4,420.00	7,475.00	7,475.00	7,475.00
17102	5949A	CIP 2009-INT (11)	36,550.00	30,400.00	30,400.00	30,400.00	24,600.00	24,600.00	24,600.00
17102	5949B	CIP 2010-INT (11)	59,125.00	51,900.00	51,900.00	51,900.00	44,700.00	44,700.00	44,700.00
17102	5949C	CIP 2009-PRIN (12)	210,000.00	150,000.00	150,000.00	150,000.00	140,000.00	140,000.00	140,000.00
17102	5949D	CIP 2010-PRIN (12)	235,000.00	185,000.00	185,000.00	185,000.00	175,000.00	175,000.00	175,000.00
17102	5949E	CIP 2011 INT	16,875.00	15,300.00	15,300.00	15,300.00	13,600.00	13,600.00	13,600.00
17102	5949F	CIP 2011-PRIN	45,000.00	45,000.00	45,000.00	45,000.00	40,000.00	40,000.00	40,000.00
17102	5949G	CIP 2012-PRIN	240,000.00	250,000.00	250,000.00	246,327.45	260,000.00	260,000.00	260,000.00

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
17102	5949H	CIP 2012-INT	99,068.78	91,719.00	91,719.00	91,718.78	84,069.00	84,069.00	84,069.00
17102	5949I	CIP 2013-PRIN	120,000.00	120,000.00	120,000.00	99,438.54	125,000.00	125,000.00	125,000.00
17102	5949J	CIP 2013-INT	59,293.76	55,094.00	55,094.00	28,446.90	51,419.00	51,419.00	51,419.00
17102	5949K	CIP 2014-PRIN	575,000.00	565,000.00	565,000.00	565,000.00	555,000.00	555,000.00	555,000.00
17102	5949L	CIP 2014-INT	215,025.02	192,225.00	192,225.00	192,225.00	169,826.00	169,826.00	169,826.00
17102	5949M	CIP 2015-PRIN	0.00	312,153.00	312,153.00	312,153.00	295,000.00	295,000.00	295,000.00
17102	5949N	CIP 2015-INT	0.00	146,096.00	146,096.00	146,096.00	94,869.00	94,869.00	94,869.00
17102	5949O	CIP 2016-PRIN	0.00	0.00	0.00	0.00	542,000.00	542,000.00	542,000.00
17102	5949P	CIP 2016-INT	0.00	0.00	0.00	0.00	208,230.00	208,230.00	208,230.00
Total Debt Service-Expenses			4,957,693.85	5,416,291.00	5,416,291.00	5,225,254.03	5,914,783.00	5,914,783.00	5,914,783.00
270	710	Department Total	4,957,693.85	5,416,291.00	5,416,291.00	5,225,254.03	5,914,783.00	5,914,783.00	5,914,783.00

FY 2018 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	5,914,783	5,914,783	5,914,783
TOTAL			5,914,783	5,914,783	5,914,783
TOTAL PROPOSED			5,914,783	5,914,783	5,914,783

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Short Term Debt Int-Expense									
17522	5270	LEASE PAYMENTS	249,106.30	503,803.00	503,803.00	503,803.00	491,588.00	491,588.00	491,588.00
17522	5304	PROF SERVICES/FEES	35,498.87	15,000.00	15,000.00	500.00	15,000.00	15,000.00	15,000.00
17522	5925	INTEREST ON BANS	166,093.99	166,000.00	166,000.00	133,058.81	160,000.00	160,000.00	160,000.00
17522	5927	INTEREST ON LEASES	8,510.77	20,049.00	20,049.00	17,576.42	25,822.00	25,822.00	25,822.00
	Total	Short Term Debt Int-Expense	459,209.93	704,852.00	704,852.00	654,938.23	692,410.00	692,410.00	692,410.00
270	752	Department Total	459,209.93	704,852.00	704,852.00	654,938.23	692,410.00	692,410.00	692,410.00

**FY 2018 DETAILED BUDGET REPORT
EXPENSES**

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - Short Term Debt GF - 270					
17522	5270	Lease Payments			
		CIP FY 2016 \$360,000 Lease - Principal Payment Year 2 of 3	118,771	118,771	118,771
		CIP FY 2015 \$351,762 Lease - Principal Payment Year 2 of 3	117,254	117,254	117,254
		CIP FY 2014 \$284,000 Lease - Principal Payment Year 3 of 3	94,666	94,666	94,666
		LED Street Light Conversion \$1,180,101 Lease - Principal Payment Year 2 of 7	160,897	160,897	160,897
TOTAL			491,588	491,588	491,588
17522	5304	Professional Fees			
		Fees for First Southwest and Legal Services	15,000	15,000	15,000
TOTAL			15,000	15,000	15,000
17522	5925	Interest on BANS			
		Interest on BAN \$4,000,000* 0.04	160,000	160,000	160,000
TOTAL			160,000	160,000	160,000
17522	5927	Capital Lease Payments			
		CIP FY 2016 \$360,000 Lease - Interest Payment Year 2 of 3	2,584	2,584	2,584
		CIP FY 2015 \$351,762 Lease - Interest Payment Year 2 of 3	5,183	5,183	5,183
		CIP FY 2014 \$284,000 Lease - Interest Payment Year 3 of 3	1,536	1,536	1,536
		LED Street Light Conversion \$1,180,101 Lease - Principal Payment Year 1 of 7	16,519	16,519	16,519
TOTAL			25,822	25,822	25,822
TOTAL PROPOSED			692,410	692,410	692,410

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
School Assessments									
18202	5641	ESSEX TECH & VOC ASSESSMENT	2,560,157.00	2,331,662.00	2,331,662.00	2,266,130.00	2,414,672.00	2,414,672.00	2,414,672.00
	Total	School Assessments	2,560,157.00	2,331,662.00	2,331,662.00	2,266,130.00	2,414,672.00	2,414,672.00	2,414,672.00
270	820	Department Total	2,560,157.00	2,331,662.00	2,331,662.00	2,266,130.00	2,414,672.00	2,414,672.00	2,414,672.00

FY 2018 DETAILED BUDGET REPORT
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - SCHOOL ASSESSMENT - 270					
18202	5641	Essex Agricultural & Technical School Assessment Essex Aggie & Technical School	2,414,672	2,414,672	2,414,672
TOTAL			2,414,672	2,414,672	2,414,672
TOTAL PROPOSED			2,414,672	2,414,672	2,414,672

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
State Assessments-Expenses									
18302	5630	MBTA	911,057.00	920,112.00	920,112.00	843,436.00	926,437.00	926,437.00	926,437.00
18302	5631	SPECIAL EDUCATION	12,117.00	6,782.00	12,601.00	0.00	17,161.00	17,161.00	17,161.00
18302	5637	AIR POLLUTION CONTR	11,405.00	11,690.00	11,690.00	10,716.00	11,950.00	11,950.00	11,950.00
18302	5638	MET AREA PLANNING CO	21,049.00	21,576.00	21,576.00	19,778.00	21,967.00	21,967.00	21,967.00
18302	5640	RMV NONRENEWAL SUR	170,100.00	170,100.00	170,100.00	118,948.00	128,500.00	128,500.00	128,500.00
18302	5643	SCHOOL CHOICE	419,538.00	445,533.00	419,090.00	384,305.00	419,252.00	419,252.00	419,252.00
18302	5644	CHARTER SCHOOLS	5,475,435.00	6,467,971.00	6,467,971.00	5,599,001.00	7,278,198.00	7,378,857.00	7,378,857.00
18302	5646	NE MASS MOSQUITO CON	40,962.00	45,191.00	45,191.00	38,730.00	42,662.00	42,662.00	42,662.00
	Total	State Assessments-Expenses	7,061,663.00	8,088,955.00	8,068,331.00	7,014,914.00	8,846,127.00	8,946,786.00	8,946,786.00
270	830	Department Total	7,061,663.00	8,088,955.00	8,068,331.00	7,014,914.00	8,846,127.00	8,946,786.00	8,946,786.00

FY 2018 DETAILED BUDGET REPORT
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - STATE ASSESSMENTS - 270					
18302	State Assessments				
	State Assessment amounts are derived from Massachusetts Department of Revenue		8,846,127	8,946,786	8,946,786
	House figures				
TOTAL			8,846,127	8,946,786	8,946,786
TOTAL PROPOSED					

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Contrib Retirement - Personnel									
19101	5178	PENSION ASSES (CONTR	9,899,531.06	9,960,727.00	10,360,727.00	10,362,972.28	10,946,232.00	10,933,812.00	10,933,812.00
	Total	Contrib Retirement - Personnel	9,899,531.06	9,960,727.00	10,360,727.00	10,362,972.28	10,946,232.00	10,933,812.00	10,933,812.00
270	910	Department Total	9,899,531.06	9,960,727.00	10,360,727.00	10,362,972.28	10,946,232.00	10,933,812.00	10,933,812.00

FY 2018 DETAILED BUDGET REPORT
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - CONTRIBUTORY RETIREMENT - 270					
19101	5178	Contributory Retirement			
		City Contributory Retirement	11,087,694	11,087,694	11,087,694
		Less Fringe from grants	(141,462)	(153,882)	(153,882)
TOTAL			10,946,232	10,933,812	10,933,812
TOTAL PROPOSED			10,946,232	10,933,812	10,933,812

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Non-Contrib Retire-Personnel									
19111	5176	PENSIONS-NON CONTRIB	43,302.38	41,417.00	41,417.00	18,560.07	19,935.00	19,935.00	19,935.00
Total Non-Contrib Retire-Personnel			43,302.38	41,417.00	41,417.00	18,560.07	19,935.00	19,935.00	19,935.00
270	911	Department Total	43,302.38	41,417.00	41,417.00	18,560.07	19,935.00	19,935.00	19,935.00

FY 2018 DETAILED BUDGET REPORT
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - NON-CONTRIBUTORY RETIREMENT - 270					
19111	5176	Pension Non-Contributory			
		City Non-Contributory Retirement based on current payments annualized			
		Monthly \$893.17 X 12 months 2 pensioners	10,718	10,718	10,718
		Weekly \$177.25 X 52 weeks 1 pensioners	9,217	9,217	9,217
TOTAL			19,935	19,935	19,935
TOTAL PROPOSED			19,935	19,935	19,935

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Medicare-Personnel									
19191	5177	MEDICARE	1,091,087.44	1,036,734.00	1,036,734.00	966,168.11	1,080,484.00	1,080,484.00	1,080,484.00
	Total	Medicare-Personnel	1,091,087.44	1,036,734.00	1,036,734.00	966,168.11	1,080,484.00	1,080,484.00	1,080,484.00
270	919	Department Total	1,091,087.44	1,036,734.00	1,036,734.00	966,168.11	1,080,484.00	1,080,484.00	1,080,484.00

FY 2018 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 18. Thus FY 18 is funded based on the average of the prior two years actual plus 1%	1,080,484	1,080,484	1,080,484
TOTAL PROPOSED			1,080,484	1,080,484	1,080,484

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Municipal Insurance-Expense									
19452	5740	INSURANCE PREMIUMS	292,873.40	351,282.00	351,282.00	328,540.98	312,907.00	312,907.00	312,907.00
19452	5740A	Insurance Deductibles	2,000.00	5,000.00	5,000.00	0.00	5,000.00	5,000.00	5,000.00
	Total	Municipal Insurance-Expense	294,873.40	356,282.00	356,282.00	328,540.98	317,907.00	317,907.00	317,907.00
270	945	Department Total	294,873.40	356,282.00	356,282.00	328,540.98	317,907.00	317,907.00	317,907.00

FY 2018 DETAILED BUDGET REPORT
EXPENSES

TREASURER - Fixed Costs 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - MUNICIPAL INSURANCE - 270					
19452	5740	Municipal Insurance			
		Annual municipal insurance costs Property & Casualty	508,907	508,907	508,907
		Annual professional liability insurance costs	104,000	104,000	104,000
		Less School Portion	(300,000)	(300,000)	(300,000)
TOTAL			312,907	312,907	312,907
19452	5740A	Insurance Deductibles			
		Deductibles - estimated	5,000	5,000	5,000
		Level Funded			
TOTAL			5,000	5,000	5,000
TOTAL PROPOSED			317,907	317,907	317,907

Solicitor & Licensing Board

Mission Statement – Why We Exist

The Solicitor's office is responsible for providing representation and advice to the City and its officials in numerous areas including but not limited to: zoning issues, employment law, collective bargaining, civil rights, civil service, contract actions, real estate, workmen's compensation and tort actions involving personal injury and property damage claims. Members of the legal department regularly attend and provide advice at meetings of the City Council and sub-committees thereof and to several City boards and commissions. In addition to drafting ordinances and other legal documents, numerous verbal and written opinions are rendered to the City Council and Department Heads.



The Licensing Board issues and oversees licenses for the following activities: auto dealerships, fortunetelling, liquor, vending, common victualler, lodging houses, street performers and entertainment.

Significant Budget & Staffing Changes for FY 2018

None.

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 regarding state and local laws as well as case law
- Prepared contracts, license agreements and mutual aid agreements
- Prepared Opinions for boards and commissions
- Worked with various departments on solicitations for bids and requests for proposals
- Part of team overseeing redevelopment of Transfer Station and Universal Steel sites
- Served as part of team to interview prospective senior staff
- Advised HR and department heads on various personnel matters
- Advised School Department on various personnel and policy matters
- Investigated and advised departments on personnel infractions and prepared disciplinary documents
- Drafted various easements and rights of entry agreements
- Member of committee reviewing civil service hiring practices of police officers



- Member of steering committee for police department organizational review
- Acted as City's liaison to Harvard University's Ash Center with respect to problem properties task force
- Preparation for and implementation of new public records law requirements

FY 2018 Goals & Objectives

- | | |
|---|---|
| • Goal: Successfully defend claims against city and its officers | Objective: Maximize resources, including insurance coverage to defend claims |
| • Goal: Revise existing ordinances to address any inefficiencies | Objective: Conduct periodic review of Ordinance with Department Heads |
| • Goal: Address local needs/neighborhood concerns | Objective: Create or amend Ordinances to provide tools to address needs/concerns |
| • Goal: Maximize MIIA rewards programs | Objective: Assign staff to attend programs |
| • Goal: Develop Port Authority | Objective: Work with team to implement |
| • Goal: Assist Licensing Board in regulating licenses | Objective: Create specific regulations for the board |
| • Goal: Improve vendor management and offerings | Objective: Work as part of a team to improve quality of vendors |
| • Goal: Ensure all liquor licenses are fully utilized | Objective: Work with Boards and businesses |
| • Goal: Redevelop Transfer Station Site | Objective: Develop DEP approved plan to see site is remediated |
| • Goal: Redevelop municipal properties | Objective: Assist in redevelopment of Court buildings and 5 Broad Street |
| • Goal: Construct Community Life Center | Objective: Work with team to facilitate development & prepare legal documents |
| • Goal: Have an inclusive workplace, prevent discrimination suits and promptly address complaints | Objective: Work with HR and others to provide training and promptly address complaints |
| • Goal: Improve process for identifying and reducing the number of problem properties | Objective: Work with team to step up enforcement, collect data and take legal action when necessary |
| • Goal: Relocate City Hall Annex to new space | Objective: Continue work with team to ensure lease compliance |
| • Goal: Negotiate amendments to collective bargaining agreements | Objective: Begin the process on new amendments prior to end of FY |
| • Goal: Review alternative hiring process for police officers | Objective: Work with civil service committee members to explore options |
| • Goal: Conduct performance appraisals for union staff | Objective: Negotiate/implement inclusion of performance reviews with unions |
| • Goal: Ensure proper administration of new marijuana statute | Objective: Work with city officials to adopt regulation or ordinance amended to protect residents and neighborhoods |
| • Goal: Ensure proper administration of changes to public records law | Objective: Work with IT to develop online tools; provide training to boards and department employees |

Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
SOLICITOR/LICENSING				
Limit payments from judgments acct.	7,000	4,066	7,000	7,000
Increase attendance at MIIA Reward classes	34	40	40	45
Liquor Licenses	170,700	184,300	188,000	190,000
One Day Liquor	4,700	3,050	3,500	3,500
Weekday Entertainment	9,800	11,500	11,700	11,700
Common Victuallers Licenses	4,200	4,300	4,300	4,300
Auto Dealers	6,200	6,600	6,600	6,600
Lodging House & Inn Licenses	6,800	5,825	5,825	5,825
Haunted Happenings	33,100	32,300	32,300	32,300

How FY 2018 Departmental Goals Relate to City's Overall Long & Short Term Goals

The Legal Department's goals include several of the short and long term goals of the City. These shared goals include:

- 1) continuing to work with team to relocate City Hall annex; continuing working with Footprint Energy to ensure the successful redevelopment of the Salem Harbor Station Power Plant site;
- 2) encouraging responsible private development and new growth opportunities, including the courts buildings;
- 3) continuing to improve upon management of Haunted Happenings and other community events;
- 4) continuing planning for and construction of Mayor Jean Levesque Community Life Center;
- 5) maintaining 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 2018 OPERATING BUDGET

			Expenditures FY 2016	Adopted Budget FY 2017	Adjusted Budget FY 2017	Y-T-D Expenses FY 2017	Department FY 2018	Mayor FY 2018	Council FY 2018
Solicitor-Licensing-Personnel									
11511	5111	SALARIES-FULL TIME	263,982.26	271,780.00	271,780.00	244,847.38	271,006.00	278,808.00	278,808.00
11511	5131	OVERTIME (GENERAL)	1,555.05	2,000.00	2,000.00	2,287.28	2,000.00	2,000.00	2,000.00
Total Solicitor-Licensing-Personnel			265,537.31	273,780.00	273,780.00	247,134.66	273,006.00	280,808.00	280,808.00
Solicitor-Licensing-Expenses									
11512	5303	LEGAL SERVICES	46,969.37	50,000.00	50,000.00	34,197.63	50,000.00	50,000.00	50,000.00
11512	5306	ADVERTISING	0.00	200.00	200.00	199.83	200.00	200.00	200.00
11512	5381	PRINTING AND BINDING	110.00	100.00	100.00	0.00	100.00	100.00	100.00
11512	5421	OFFICE SUPPLIES (GEN	947.49	1,000.00	1,000.00	733.29	1,000.00	1,000.00	1,000.00
11512	5730	DUES AND SUB	4,498.00	4,000.00	4,000.00	2,458.50	4,000.00	4,000.00	4,000.00
11512	5760	JUDGMENTS	4,066.54	7,000.00	7,000.00	3,239.70	7,000.00	7,000.00	7,000.00
Total Solicitor-Licensing-Expenses			56,591.40	62,300.00	62,300.00	40,828.95	62,300.00	62,300.00	62,300.00
260	151	Department Total	322,128.71	336,080.00	336,080.00	287,963.61	335,306.00	343,108.00	343,108.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017 0.0%	Dept Prop Rate FY 2018 0.0%	Dept Request FY 2018 52.0	Mayor Rate FY 2018 2.5%	Mayor Proposed FY 2018 52.0	Council Voted FY 2018
RENNARD	ELIZABETH	260 SOLICITOR -LICENSING	11511-5111 SOLICITOR	4/1/2004	105,421.24		1.00	1	100%	2,019.56	2,019.56	105,017.12	2,110.44	109,742.89	109,742.89
ROOMEY	JOANNE	260 SOLICITOR -LICENSING	11511-5113 PARALEGAL	6/28/06	48,656.38		1.00	1	100%	932.11	932.11	48,469.72	955.41	49,681.46	49,681.46
CALDWELL	VICTORIA	260 SOLICITOR -LICENSING	11511-5111 ASSISTANT SOLICITOR	3/24/14	62,369.23		0.71	1	100%	1,194.83	1,194.83	62,131.16	1,230.67	63,995.09	63,995.09
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
					48,032.33		1.00			Total AFSCME 1818		48,087.56		48,087.56	48,087.56
					271,779.18		3.71	Total Full Time - 5111				271,005.56		278,807.01	278,807.01
260 SOLICITOR -LICENSING 11551-5150 Overtime					2,000.00			0.0		2,000.00	2,000.00	2,000.00		2,000.00	2,000.00
					2,000.00			Total Overtime - 5131				2,000.00		2,000.00	2,000.00
					273,779.18		3.71	Department Total				273,005.56		280,807.01	280,807.01

Full-Time Equivalent Employees:	FY 2016	3.71
	FY 2017	3.65
	FY 2018	3.71
	Variance 17 vs. 18	0.06

FY 2018 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52.2	F T E	Rate FY 2017	Incr FY 2018	Calc Rate FY 2018	STEP INCREASES				Dept Request FY 2018 52	Mayor FY 2018 52	Council FY 2018 52
											Date	Rate	# Wks Old	New			
PAGLIARO MELISSA	260 SOLICITOR-LICENSING	11511-5111	PRINCIPAL CLERK	6/19/06	2	48,032.33	1.00	920.16	1.005	924.76				100%	48,087.56	48,087.56	48,087.56
						48,032.33	1.00							48,087.56	48,087.56	48,087.56	

**FY 2018 DETAILED BUDGET REPORT
EXPENSES**

Solicitor - 260

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11512	5303	Legal Services			
		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			
TOTAL			50,000	50,000	50,000
11512	5306	ADVERTISING			
		Advertisement for Alcohol Licensing	200	200	200
TOTAL			200	200	200
11512	5381	PRINTING AND BINDING			
		Licenses and Forms as needed (alcohol, auto dealers, etc.)	100	100	100
		Envelopes, Business Cards, Letterhead Stationary	-	-	-
TOTAL			100	100	100
11512	5421	Office Supplies and Equipment			
		General office supplies as needed	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
11512	5730	Dues & Subscriptions			
		Bar membership/ dues	1,000	1,000	1,000
		Subscriptions & publications; Cont. legal ed.	1,000	1,000	1,000
		Lexis service	2,000	2,000	2,000
TOTAL			4,000	4,000	4,000
11512	5760	Judgments			
		Judgments	7,000	7,000	7,000
TOTAL			7,000	7,000	7,000
TOTAL PROPOSED			62,300	62,300	62,300

Human Resources – General Administration

Mission Statement – Why We Exist

The City of Salem Human Resources Department is a five person department. Besides myself, we have an Office Manager, Alicia Brady, a Benefits Manager, Bea Devereux, and a Personnel Aide, Amy O’Keefe. The 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 second year of our second contract with the Group Insurance Commission, and we’ll be in the GIC for the one more year starting 7/1/2017.

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 is also responsible for 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 to address and resolve any matters as needed.

Significant Budget & Staffing Changes for FY 2018

As the Human Resources Department is fully staffed with a dedicated, terrific team, I see no need for significant Staffing Changes for FY 2018.

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.
- Through MIIA offered Discrimination Prevention training to all Department heads and a follow-up to the staff at our Public Services Location.



- Provided Respectfulness in the Workplace training to employees.
- Updated salary schedule for non-union employees.
- Transitioned five school department IT employees to the City team. Once members of the School Department, these five employees are now members of the IT Team.
- Participated in and acted as tester for the Bilingual Salem Police hiring process. Conducted three different Spanish assessments.
- Successfully produced our 1095Cs and submitted verification of the same to the IRS for calendar year 2015.
- Successfully produced our 1095Cs and submitted verification of the same to the IRS for calendar year 2016.
- Met with our Employee Survey Working group to review the Survey results. We still meet on a regular basis, and plan to have goals in place shortly. We have



- 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.
- 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.
- Held our first PEC meeting of the year, in accordance with our agreement to do the same. We reviewed our utilization thus far and realize we may be attractive to other carriers. We will know more by the end of the summer.
- Upon Mayoral approval, we provided our 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, 2016, we have hired or been involved in the hiring of 36 new full time employees in various departments

throughout the City. FY 17 has seen us bring on fire fighters, police officers, three Heavy Motor Equipment Operators, our Planning Director, a Public Health Nurse, a Laborer, two Sanitarians, a Director of Municipal Operations, a Parking Director, a grounds maintenance craftsperson at the Golf Course, and several IT staff (including five transfers from the school department). We have also recently hired two new employees in the Park, Recreation and Community Services Department, specifically, a Facilities Director and a Recreation Coordinator. We also have a new Parking Director and a new Director of Municipal Operations and Capital Improvements. We have a new Planner, a new Principal Clerk in the Collector's Office, a new custodian at the COA, and a new Assistant City Engineer. Within the next few weeks we will have hired an Administrative Assistant at the Police Department and an Assistant Building Inspector. Finally our DPS has seen complete new leadership with David Knowlton as the Director, and our new General Foremen, Ray Jodoin and Sean McCrea. 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, purchased three accessible picnic tables and installed them at the Salem Willows. Additionally, we have ordered ADA compliant crossing devices that will provide disabled individuals with safer street crossing. We are hopeful that this funding source will be helpful in other various projects in the City.
- Continually updating Updated our Labor Service Listing, the local version of Civil Service we utilize to fill positions at DPS. This process has worked well for us over the last several years.
- Implemented performative exercises as part of the interview process to ensure we hire the most qualified candidates for our open positions.

FY 2018 Goals & Objectives

- Educate, educate, educate! We will continue to educate employees about the GIC and assist new employees as they navigate the health care system of the GIC.
- Work even more closed with our EAP provider to offer options for wellness activities. Wellness activities are beneficial to all employees!
- Work with our EAP provider to offer trainings on a scheduled basis.
- 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.
- Finish the Employee Handbook and roll it out by the Fall.
- Secure training for department heads to conduct employee evaluations.
- Fine tune and memorialize an onboarding process to ensure employee inclusivity; this will include more comprehensive orientation and likely training for Department Heads in adding a new employee to their staff.
- Work with the Latino Affairs Coordinator on the City's overall Inclusion Program.
- Develop Departmental Procedure Manual, for this Department.
- Continue to update the HR and Disabilities Commission areas of the City's website.
- Implement the Employee Evaluation Process/Assessment with our bargaining units and non-union staff.
- Seek out and encourage training for various topics, departments, and positions.
- Focus on employee relations and good will, which may include Employee of the Month, and Quarterly gatherings.
- Apply for the Massachusetts Office on Disability grants. This new funding will assist us with ensuring accessibility city-wide.
- Implement our Work Buddy Program that will pair a new employee with a seasoned staff member for guidance, assistance and mentoring.
- Negotiate and execute contracts for all of our bargaining units. We have begun the process already, and we hope to get contracts in place that are fiscally sound and beneficial to all parties.
- Provide accurate and concise information for our GASB-45 reporting requirements.

Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
Workers compensation costs:				
Workers' Comp. cases open 1+ years	9	5	5	5
Salaries on pre-FY'09 claims	122,997	125,000	132,000	130,000
Medicals on tail claims	3,119	5,807	2,300(so far)	4,500
MIIA premium	601,746	521,946	581,961	679,744(actual)

Training sessions (actual and estimates)				
Miscellaneous for MIIA Rewards Credit, several departments participate. Strategy with MIIA; expect to hold 5 with staff to prepare for Rewards Program	4	5	5	5
Expect to offer professional development trainings this FY(perf. Evals., team building,				10
Open enrollments				
Health, GIC refresher meetings at city, school, and public safety locations.	8	8	7	9 (actual)
PEC meetings	2	2	2 (actual)	At least 3
Dental (including retiree dental) 0; expect to hold 2 and do mailing	2	2	2	2
Deferred compensation; once we roll out new program			0	At least 10
Unemployment Assistance, current plus estimate				
School	308,938	328,235	226,600(so far)	350,000
City	38,550	37,264	26,401(so far)	25,000
Job applications processed				
Seasonal hires (calendar year)	2014: 98	2015: 100	2016: 100	2017: 110
CORI checks (calendar year)	2014: 320	2015: 355	2016: 398	2017: 30
Volunteers processed and CORI checked (calendar year)	95	100	120	100
New Employees (Full time)	30(actual)	34(actual)	41 (so far)	25
Audit Preparation				
Accrual compilation for audit and MUNIS programming purposes	All city employees	All city employees	All city employees	All city employees

How FY 2018 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. We have chosen a provider and plan to get this program up and running soon. This step ties to the Mayor's goals as she is in favor of streamlining our current offerings and making the processes more efficient for not only the employees, but also staff.
- We 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 2018 OPERATING BUDGET

			Expenditures FY 2016	Adopted Budget FY 2017	Adjusted Budget FY 2017	Y-T-D Expenses FY 2017	Department FY 2018	Mayor FY 2018	Council FY 2018
Human Resources-Personnel									
11521	5111	SALARIES-FULL TIME	245,721.83	218,138.00	218,138.00	194,188.31	217,303.00	224,426.00	224,426.00
11521	5113	SALARIES-PART TIME	13,442.18	13,885.00	13,885.00	12,553.91	13,832.00	14,178.00	14,178.00
11521	5169	CONTRACT AGRMNT-AFSCME	14,997.84	0.00	0.00	7,505.58	0.00	0.00	0.00
11521	5171	COLLECTIVE BARGANING RESERVE	308,484.39	20,000.00	20,000.00	117.83	0.00	0.00	0.00
Total Human Resources-Personnel			582,646.24	252,023.00	252,023.00	214,365.63	231,135.00	238,604.00	238,604.00
Human Resources-Expenses									
11522	5300	PURCHASE OF SERVICES	4,790.15	6,500.00	8,407.00	7,236.79	6,500.00	6,500.00	6,500.00
11522	5303	LEGAL SERVICES/ABRITRATION	2,500.00	3,425.00	2,818.00	0.00	1,000.00	1,000.00	1,000.00
11522	5306	ADVERTISING	490.00	500.00	500.00	206.76	500.00	500.00	500.00
11522	5317	EDUCATIONAL TRAINING	2,500.00	5,525.00	4,025.00	0.00	5,500.00	5,500.00	5,500.00
11522	5320	CONTRACTED SERVICES	19,135.70	13,750.00	13,950.00	13,734.47	16,200.00	16,200.00	16,200.00
11522	5421	OFFICE SUPPLIES (GEN	1,837.29	1,500.00	1,500.00	1,328.79	1,500.00	1,500.00	1,500.00
11522	5710	IN STATE TRAVEL/MEETINGS	164.42	250.00	250.00	0.00	250.00	250.00	250.00
Total Human Resources-Expenses			31,417.56	31,450.00	31,450.00	22,506.81	31,450.00	31,450.00	31,450.00
130	152	Department Total	614,063.80	283,473.00	283,473.00	236,872.44	262,585.00	270,054.00	270,054.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018
BRADY ALICIA	130 HUMAN RESOURCES	11521-5111	OFFICE MANAGER	8/7/2007	48,280.29		1.00	1	100%	944.07	944.07	49,091.64	967.67	50,318.93	50,318.93
CAMMARATA LISA	130 HUMAN RESOURCES	11521-5111	PERSONNEL DIRECTOR	3/5/07	84,855.25		1.00	1	100%	1,625.58	1,625.58	84,530.16	1,698.73	88,334.02	88,334.02
DEVEREUX BEATRICE	130 HUMAN RESOURCES	11521-5111	BENEFITS MANAGER	11091998	50,496.76		1.00	1	100%	967.37	967.37	50,303.24	991.55	51,560.82	51,560.82
DOMINGUEZ MONICA	130 HUMAN RESOURCES	11521-5111	PERSONNEL AIDE/ASST	2/1/04	33,505.05		0.00	28	100%	-	-	To Treasurer			
OKEEFE AMY	130 HUMAN RESOURCES	11521-5111	PERSONNEL AIDE/ASST	8/29/16			0.70	28	100%	641.87	641.87	33,377.24	657.92	34,211.67	34,211.67
					217,137.35		3.70	Total Full Time - 5111				217,302.28		224,425.44	224,425.44
130 HUMAN RESOURCES 11521-5111 PT SWITCHBOARD					13,884.78		P	19		14.00	14.00	13,832.00	14.35	14,177.80	14,177.80
					13,884.78			Total Part Time - 5113				13,832.00		14,177.80	14,177.80
130 HUMAN RESOURCES 11521-5169 Contract Agreement-AFSCME					-							-		-	-
130 HUMAN RESOURCES 11521-5171 Collective Bargaining Reserve					20,000.00							-		-	-
					20,000.00			Other Total				-		-	-
					251,022.13		3.70	Department Total				231,134.28		238,603.24	238,603.24

Full-Time Equivalent Employees:	FY 2016	4.50
	FY 2017	3.70
	FY 2018	3.70
	Variance 17 vs. 18	0.00

**FY 2018 DETAILED BUDGET REPORT
EXPENSES**

HUMAN RESOURCES - 130

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11522	5300	Purchase of Service			
		Drug/Alcohol Testing	6,500	6,500	6,500
		Pre-employment physicals			
		Shredding services with Heritage Industries, Employee background checks	-	-	-
TOTAL			6,500	6,500	6,500
11522	5303	Legal Sevices			
		Fees to AAA (Abitration) \$300 per cas and Arbitrator Fee between \$500 and \$1000 per case.	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
11522	5306	Advertising			
		Advertising of vacant positions within the City via various media: Boston Globe, Salem News, MMA, position-related publications, and on-line	500	500	500
TOTAL			500	500	500
11522	5317	Educational Training			
		Management Tuition Reimbursement, miscellaneous licenses for City employees	5,500	5,500	5,500
		Miscellaneous training courses for employees			
		MMPA Dues			
		AFSCME tuition reimbursement			
TOTAL			5,500	5,500	5,500
11522	5320	Contracted Services			
		Weekly uniforms for City employees contractually required to wear them	16,200	16,200	16,200
TOTAL			16,200	16,200	16,200
11522	5421	Office Supplies			
		General office supplies as needed	1,500	1,500	1,500
TOTAL			1,500	1,500	1,500
11522	5710	In State Travel/Meetings			
		Periodic MMA, MIIA and MMPA seminars and training	250	250	250
TOTAL			250	250	250
TOTAL PROPOSED			31,450	31,450	31,450

Human Resources – Workers' Compensation

Recent Accomplishments

- We received results of our most recent audit. While I was comfortable with our process and the accuracy of our risk codes and payroll, our premiums are based on estimated payrolls, referenced by the prior fiscal year. We have seen adjustments (increases and decreases) to our premiums in the past, and I am pleased our audit resulted in a credit back to us to apply to this year's premium.
- Workers' Compensation is 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 have begun implementing staff safety care training. This is designed to help reduce our struck by claims.
- Implemented some light duty restrictions for employees returning to work after an injury. Allowing an employee to return to work just makes sense as we budget for salary, and indemnity costs will affect our premiums.
- We have settled a few cases within the last year; while settlements are costly initially, the reward of the claim being closed has shown to be worth it.



FY 2018 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.
- 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 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Workmens' Comp-Personnel									
19121	5111	SALARIES-FULL TIME	112,560.39	120,000.00	120,000.00	109,016.72	120,000.00	120,000.00	120,000.00
19121	5172	WORKMENS' COMP-MEDIC	5,806.74	7,500.00	7,500.00	2,219.63	7,500.00	7,500.00	7,500.00
19121	5179	WORKERS COMP-MIIA PREMIUM	192,016.90	301,000.00	301,000.00	277,430.17	321,332.00	321,332.00	321,332.00
	Total	Workmens' Comp-Personnel	310,384.03	428,500.00	428,500.00	388,666.52	448,832.00	448,832.00	448,832.00
130	912	Department Total	310,384.03	428,500.00	428,500.00	388,666.52	448,832.00	448,832.00	448,832.00

**FY 2018 DETAILED BUDGET REPORT
EXPENSES**

HR/WORKERS' COMP - 130

ORG	OBJECT	DESCRIPTION	Dept Request	Dept Request	Dept Request
19121	5111	Workers' Compensation Wages Wages paid to employees injured on the job prior to 7/1/2008 Increase due to COLA	120,000	120,000	120,000
TOTAL			120,000	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 School Workers Comp in School Budget	659,332 (338,000)	659,332 (338,000)	659,332 (338,000)
TOTAL			321,332	321,332	321,332
TOTAL PROPOSED			448,832	448,832	448,832

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Unemployment Comp-Personnel									
19131	5173	UNEMPLOYMENT COMPENS	431,186.21	425,000.00	425,000.00	231,187.08	400,000.00	400,000.00	400,000.00
Total	Unemployment Comp-Personnel		431,186.21	425,000.00	425,000.00	231,187.08	400,000.00	400,000.00	400,000.00
130	913	Department Total	431,186.21	425,000.00	425,000.00	231,187.08	400,000.00	400,000.00	400,000.00

FY 2018 DETAILED BUDGET REPORT
EXPENSES

HR/UNEMPLOYMENT COMP - 130

ORG	OBJECT	DESCRIPTION	Dept Request	Dept Request	Dept Request
19131	5173	Unemployment compensation Payments to MA DET for unemployment compensation paid to former employees	400,000	400,000	400,000
TOTAL			400,000	400,000	400,000
TOTAL PROPOSED			400,000	400,000	400,000

Human Resources – Group Insurance

Significant Budget & Staffing Changes for FY 2018

As you may know, effective July 1, 2012 all employees and retirees, including retired municipal teachers, were enrolled in health insurance plans under the Group Insurance Commission. This was a long process, and for some, a difficult process; however, given our utilization and trends with rate increases, moving to the GIC has been the best move for the City of Salem with regards to health insurance. It has not been without its challenges; however, the coverage we offer is excellent in quality. The process can be confusing for some, if not many, and that is why my office is always offering assistance with all phases of health care issues. We are used to the process, and the ‘insurance language’ things that are confusing to others, so we help whenever we can.



We were pleased the final numbers from the GIC regarding rate increases were not as high as we initially anticipated. Early information indicated a weighted average increase, yet the final numbers were much closer to half of that. We are fortunate that the GIC has a mandated threshold they cannot exceed. Our increases over the years with the GIC have been minimal, and we have been fortunate. This year did bring forth plan design changes, which will affect all enrollees. The overall deductible has increased, and there is a new prescription drug deductible in place for 7/1/2017. Some plans have been closed to new enrollees. Plan design changes are a source of anxiety for our employees, our retirees, our survivors and all their families. We have been diligent in our educating employees about these changes.

To prepare ourselves for these changes, we attended the GIC sponsored training as well as offered our educational information sessions to all employees and retirees. We offered several opportunities for everyone to learn and re-learn about the health plan options for July 1, 2017. Health insurance continues to be the largest piece of the HR budget, and we are committed to not only helping employees and retirees save money, but also we are committed to maximizing the city's dollars as well.

Recent Accomplishments:

- Coordinated open enrollment from April 5 through May 3 with the City and the School Department.
- Scheduled and presented at nine health insurance informational sessions. These sessions were designed to explain how our plans work and to encourage employees and retirees to take look at their health care plans and see if they could choose a more affordable plan. Over the course of these sessions, I was able to present to a total of 161 employees and retirees. I am pleased that our message was so well received; 47 employees opted out of one of the most expensive health care plans and enrolled in lower cost plans! Moves such as these not only affect the city's financial health, but also that of our employees!
- Scheduled and presented to four separate groups to promote the Flexible Spending Plan (FSA) we offer to employees. This is the plan that allows employees to set aside money, pre-tax, to use to pay for medical expenses like co-pays, deductibles and prescriptions. I like to say this plan is a win-win for everyone. Not only are employees allowed to set aside up to \$2600.00 pre-tax, the city saves on payroll taxes on that money pledged by employees. With the plan

changes put forth this year, we wanted to maximize employee participation in the FSA. We had many new enrollments for the plan, and I expect a higher count by May 31, when open enrollment ends for this plan.

FY 2018 Goals & Objectives

- I will continue to explore ways to minimize health care costs for employees through educational sessions during the year, not just at open enrollment. Questions come up all the time, whether they be about mail order prescriptions or how to enroll in the flexible spending plan, there are always ways to assist our employees with rising health care costs.
- Maintain our scheduled meetings with our Public Employee Committee. This group has been involved with our health care discussions since 2012 when we first decided to move to the GIC. Made up of union representatives and a retiree representative, this group has worked tirelessly for their memberships' and the City's best interests. We have met once already, and upon receipt and review of our utilization from the GIC, we will meet as a group with our consultant and determine our next steps for healthcare coverage for July 1, 2018. I am confident we will be looking at other carriers to help us determine our health care coverage once our PEC Agreement expires June 20, 2018.

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Group Insurance-Personnel									
19141	5174	MEDICAL INSURANCE	11,377,119.54	12,409,604.00	12,391,554.00	11,677,788.51	12,780,463.00	12,723,727.00	12,723,727.00
19141	5181	DENTAL INSURANCE	30,266.80	35,000.00	35,000.00	31,236.90	35,000.00	35,000.00	35,000.00
19141	5182	LIFE INSURANCE	91,138.50	80,000.00	80,000.00	87,248.60	80,000.00	80,000.00	80,000.00
19141	5186	OPT OUT PROGRAM	35,950.00	30,000.00	48,050.00	48,650.00	30,000.00	30,000.00	30,000.00
	Total	Group Insurance-Personnel	11,534,474.84	12,554,604.00	12,554,604.00	11,844,924.01	12,925,463.00	12,868,727.00	12,868,727.00
130	914	Department Total	11,534,474.84	12,554,604.00	12,554,604.00	11,844,924.01	12,925,463.00	12,868,727.00	12,868,727.00

FY 2018 DETAILED BUDGET REPORT
EXPENSES

HR/GROUP INSURANCE - 130

ORG	OBJECT	DESCRIPTION	Dept Request	Dept Request	Dept Request
19141	5174	Medical Insurance City share of health insurance costs for City and School employees and Retirees Less Fringe from WIB, School Grants, CDBG, etc.	13,394,142 (613,679)	13,339,867 (616,140)	13,339,867 (616,140)
TOTAL			12,780,463	12,723,727	12,723,727
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			12,925,463	12,868,727	12,868,727

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 2018

In January of 2017 we graduated one new recruit and sent another 6 to the Massachusetts Firefighting Academy. The recruits will be there for a period of ten weeks learning and practicing the essential duties of a firefighter. Their graduation date is set for March 15th 2017. January also included one anticipated retirement of a 29 year veteran firefighter. It is with the deepest regrets that we saw the untimely passing of Lieutenant Scott Hebert. Scott was only 46 years old and a 19 year veteran of the department.

Heading into 2018 we will have promoted a new Lieutenant and hired two additional firefighters bringing our ranks to the contractual number of 88 uniformed personnel. The department now has 6 bilingual firefighters with Spanish as a second language. We will continue to add Spanish speaking until we reach approximately 20 percent of the department. This will help to maintain a high level of service to all of our citizens.



FY 2018 Goals & Objectives

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. REPC's were formed from the Superfund Amendment and Reauthorization Act of 1986- and the Emergency Planning and Community Right-to-Know Act (EPCRA). Salem had a large and involved reimbursement request and at this time we are still waiting for the final decision on this request. Along with the police department we have applied for a Federal grant to combat against coordinated terrorist attacks. This is a new grant and we felt that with amount of special events run yearly Salem was the lead community to pursue this grant. If awarded, it will involve many local and state partners training and exercising together over a two year period. The Metropolitan Area Planning Council (MAPC) has provided the expertise to aid us in putting the application together.



Fire Prevention This year we are putting together a Citizens Academy much like the one done on the police side. We will put together a combination of hands on and classroom skills that will leave the participants with some life skills along with an appreciation for the work we do. This is being done by a committee of 5 interested firefighter. We will be looking to hold our first session this spring.

Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
Fire inspections	1,421	2,043	2,100	2,100
Emergency Responses	6,760	7,054	7,200	7,200
Average response time to emergencies	3:24	3:30	3:27	3:27
Mutual Aid Given	40	44	42	42
Mutual Aid Received	14	16	15	15
Training Classes	365	365	365	365

How FY 2018 Departmental Goals Relate to City’s Overall Long & Short Term Goals

- The Fire Department will work with the Mayor's Office to consider if a combined dispatch center is beneficial to the city and the two effected departments. Just how this could look in Salem will be the result of coming to terms with some issues. Some considerations will be a new stand alone location, governance of the department, cost effectiveness and systems interoperability.
- Working with the Federal Communications Commission to secure new radio frequencies for the Fire Department and meet interoperable communication requirements. This is an ongoing process that requires guidance from both the FCC and State Interoperability Plan.
- Continue to expand the uses of View Permit software.



CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Fire-Personnel									
12201	5111	SALARIES-FULL TIME	5,667,385.62	5,846,811.00	5,846,811.00	5,156,458.03	5,886,772.00	5,884,125.00	5,884,125.00
12201	5113	SALARIES-PART TIME	28,281.04	50,302.00	50,302.00	22,771.68	49,371.00	50,605.00	50,605.00
12201	5131	OVERTIME (GENERAL)	889,129.42	934,773.00	934,773.00	871,215.47	922,427.00	922,427.00	922,427.00
12201	5133	EMT	39,513.73	40,800.00	40,800.00	34,835.93	43,200.00	43,200.00	43,200.00
12201	5136	HOLIDAYS	440,123.71	458,075.00	458,075.00	373,141.40	458,903.00	458,903.00	458,903.00
12201	5138	OUT OF GRADE	61,994.35	72,000.00	72,000.00	64,200.72	72,000.00	72,000.00	72,000.00
12201	5139	NIGHTS	377,302.76	391,936.00	391,936.00	338,060.45	392,645.00	392,645.00	392,645.00
12201	5141	LONGEVITY	145,078.29	151,335.00	151,335.00	122,940.21	147,254.00	147,254.00	147,254.00
12201	5143	FIREFIGHTER RANK STIPEND	27,750.00	29,500.00	29,500.00	14,750.00	29,500.00	29,500.00	29,500.00
12201	5145	EDUCATION INCENTIVE	38,149.58	39,360.00	39,360.00	30,763.42	34,266.00	34,266.00	34,266.00
12201	5150	FRINGE/STIPENDS	324,050.00	314,000.00	314,000.00	303,492.32	316,650.00	316,650.00	316,650.00
12201	5154	SPECIALTY STIPEND	6,000.00	6,000.00	6,000.00	5,500.00	6,000.00	6,000.00	6,000.00
Total Fire-Personnel			8,044,758.50	8,334,892.00	8,334,892.00	7,338,129.63	8,358,988.00	8,357,575.00	8,357,575.00
Fire-Expenses									
12202	5211	ELECTRICITY	32,829.69	38,110.00	38,110.00	31,044.59	38,110.00	36,000.00	36,000.00
12202	5215	NATURAL GAS	18,825.48	28,840.00	28,840.00	20,348.35	28,840.00	28,000.00	28,000.00
12202	5216	OIL HEAT	6,482.66	15,600.00	15,600.00	9,559.57	15,600.00	15,000.00	15,000.00
12202	5241	BUILDING MAINTENANCE	30,577.35	35,000.00	35,000.00	16,990.99	35,000.00	35,000.00	35,000.00
12202	5258	FIRE EQUIPMENT REPAI	58,683.89	50,000.00	50,000.00	31,323.39	52,000.00	52,000.00	52,000.00
12202	5277	PHOTOCOPY MACHINE LE	3,338.83	3,500.00	3,500.00	3,242.38	3,500.00	3,500.00	3,500.00
12202	5284	EQUIPMENT LEASE	0.00	0.00	0.00	0.00	87,973.00	87,973.00	87,973.00
12202	5294	FIRE PROT CLOTHING	18,854.91	36,000.00	36,000.00	28,311.28	36,000.00	36,000.00	36,000.00
12202	5300	PURCHASE OF SERVICES	12,253.94	15,000.00	15,000.00	12,279.20	15,000.00	15,000.00	15,000.00
12202	5317	EDUCATIONAL TRAINING	11,627.41	12,500.00	12,500.00	10,069.12	12,500.00	12,500.00	12,500.00
12202	5318	DENTAL/MEDICAL SERVI	13,040.40	15,000.00	75,780.00	65,639.74	17,600.00	17,600.00	17,600.00
12202	5318R	DENTAL/MEDICAL SERVI	15,545.31	25,000.00	25,000.00	4,623.97	25,000.00	25,000.00	25,000.00
12202	5341	TELEPHONE	23,621.74	25,428.00	25,428.00	19,711.24	25,428.00	25,428.00	25,428.00
12202	5421	OFFICE SUPPLIES (GEN	6,976.27	5,250.00	5,250.00	3,717.45	5,250.00	5,250.00	5,250.00
12202	5451	CUSTODIAL SUPPLIES	9,493.38	8,000.00	8,000.00	6,835.38	9,000.00	8,000.00	8,000.00
12202	5510	FIRE PREVENTION	4,859.55	5,000.00	5,000.00	3,251.90	14,500.00	14,500.00	14,500.00
12202	5513	EMERGENCY MANAGEMENT	3,000.00	1,000.00	1,000.00	0.00	1,000.00	1,000.00	1,000.00
12202	5586	FIRE SUPPRESSION SUP	20,243.32	21,000.00	21,000.00	12,672.77	22,600.00	22,600.00	22,600.00
12202	5730	DUES AND SUB	1,500.00	1,500.00	1,500.00	1,500.00	2,560.00	2,560.00	2,560.00

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Total Fire-Expenses			291,754.13	341,728.00	402,508.00	281,121.32	447,461.00	442,911.00	442,911.00
100	220	Department Total	8,336,512.63	8,676,620.00	8,737,400.00	7,619,250.95	8,806,449.00	8,800,486.00	8,800,486.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018
					52.2					0.0%	0.0%	52.0	2.5%	52.0	
CODY DAVE	100 FIRE	12201-5111	CHIEF		114,061.18		1.00	1		2,196.00	2,196.00	114,192.00	2,196.00	114,192.00	114,192.00
	100 FIRE	12201-5111	DEPUTY CHIEFS		355,995.65		4.00	4		1,713.49	1,713.49	356,405.92	1,713.49	356,405.92	356,405.92
	100 FIRE	12201-5111	CAPTAINS		696,516.08		9.00	9		1,489.99	1,489.99	697,315.32	1,489.99	697,315.32	697,315.32
	100 FIRE	12201-5111	LIEUTENANTS		1,076,739.84		16.00	16		1,295.64	1,295.64	1,077,974.56	1,295.64	1,077,974.56	1,077,974.56
	100 FIRE	12201-5111	FIRE FIGHTERS-4		2,908,559.99		50.00	50		1,098.00	1,098.00	2,854,805.98	1,098.00	2,854,805.98	2,854,805.98
	100 FIRE	12201-5111	FIRE FIGHTERS-3		217,818.07		0.00	0		1,048.41	1,048.41	-	1,048.41	-	-
	100 FIRE	12201-5111	FIRE FIGHTERS-2		-		3.00	3		963.11	963.11	150,245.16	963.11	150,245.16	150,245.16
	100 FIRE	12201-5111	FIRE FIGHTERS-1		135,235.06		5.00	5		867.89	867.89	225,651.40	867.89	225,651.40	225,651.40
ADDISON JOHN	100 FIRE	12201-5111	MECHANIC	1/1/2014	60,790.03		1.00	1		1,228.26	1,228.26	63,869.52	1,228.26	63,869.52	63,869.52
LEBLANC CYNTHIA	100 FIRE	12201-5113	EXECUTIVE SECRETARY		47,315.47		1.00	1	100%	906.43	980.00	50,960.00	929.09	48,312.72	48,312.72
			STEP INCREASES		9,679.84			1		18,567.54	18,567.54	18,567.54	18,567.54	18,567.54	18,567.54
			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
					<u>216,599.19</u>		<u>5.00</u>			<i>Afscme Total</i>	<u>269,284.41</u>		<u>269,284.41</u>	<u>269,284.41</u>	<u>269,284.41</u>
					5,846,810.40		95.00	Total Full Time - 5111			5,886,771.81		5,884,124.53	5,884,124.53	5,884,124.53
THERIAULT CINDY Part-Time FAO's	100 FIRE	12201-5113	CLERK	7/14/2008	19,803.27	P		19		19.97	19.97	19,730.36	20.47	20,223.62	20,223.62
	100 FIRE	12201-5113	FAO's		15,248.93			19		15.00	15.00	14,820.00	15.38	15,190.50	15,190.50
	100 FIRE	12201-5113	EMERGENCY MGMT CLERK		15,248.93			19		15.00	15.00	14,820.00	15.38	15,190.50	15,190.50
					50,301.13			Total PartTime - 5113			49,370.36		50,604.62	50,604.62	50,604.62
100 FIRE	12201-5131	OT FF CONTRACTUAL-88 & MECHANIC			797,392.51			88				799,226.92		799,226.92	799,226.92
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			28,980.00							14,800.00		14,800.00	14,800.00
					934,772.51			Total Overtime - 5131			922,426.92		922,426.92	922,426.92	922,426.92
100 FIRE	12201-5133	EMT			40,800.00			66			600.00	43,200.00		43,200.00	43,200.00
100 FIRE	12201-5136	HOLIDAYS FF & MECHANIC			458,074.73						Varies	458,903.19		458,903.19	458,903.19
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			391,935.60						Varies	392,644.44		392,644.44	392,644.44
100 FIRE	12201-5141	LONGEVITY - FF & Mechanic			151,334.65						Varies	147,254.32		147,254.32	147,254.32
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			39,359.26						Varies	34,265.70		34,265.70	34,265.70
100 FIRE	12201-5150	SENIOR/MASTER/VETERAN			314,000.00						Varies	316,650.00		316,650.00	316,650.00
100 FIRE	12201-5154	SPECIALTY PAY			6,000.00			12			500.00	6,000.00		6,000.00	6,000.00
					1,503,004.24			Total All Other			1,500,417.65		1,500,417.65	1,500,417.65	1,500,417.65
					8,334,888.28		95.00	Department Total			8,358,986.74		8,357,573.71	8,357,573.71	8,357,573.71

Full-Time Equivalent Employees:	FY 2016	95.00
	FY 2017	95.00
	FY 2018	95.00
	Variance 17 vs. 18	0.00

FY 2018 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52.2	F T E	Rate FY 2017	Incr FY 2018	Calc Rate FY 2018	STEP INCREASES			Dept Request FY 2018 52	Mayor FY 2018 52	Council FY 2018 52					
											Date	Rate	# Wks Old New								
BROWN JEFFREY	100 FIRE	12201-5111	FIRE ALARM OP SUPERV	07/05/1990	2	54,425.61	1.00	1,042.64	1.005	1,047.85				100%	54,488.37	54,488.37	54,488.37				
LERNER SHAWN	100 FIRE	12201-5111	FIRE ALARM OPERATOR	11/11/1994	2	50,163.61	1.00	960.99	1.005	965.79				100%	50,221.34	50,221.34	50,221.34				
LERNER - Shift Differential						2,229.52		42.71	1.005	42.92				100%	2,232.02	2,232.02	2,232.02				
O'KEEFE FRANCIS	100 FIRE	12201-5111	FIRE ALARM OPERATOR	1/7/2008	2	50,163.61	1.00	960.99	1.005	965.79				100%	50,221.34	50,221.34	50,221.34				
O'KEEFE- Shift Differential						4,938.55		94.61	1.005	95.08				100%	4,944.32	4,944.32	4,944.32				
WHITMORE JONATHON	100 FIRE	12201-5111	FIRE ALARM OPERATOR	3/20/2010	2	50,163.61	1.00	960.99	1.005	965.79				100%	50,221.34	50,221.34	50,221.34				
WHITMORE - Shift Differential						4,514.68		86.49	1.005	86.92				100%	4,519.97	4,519.97	4,519.97				
LARRABEE CLINT	100 FIRE	12201-5111	FIRE ALARM OPERATOR	8/19/2015	2	48,138.25	1.00	926.62	1.005	931.25	8/19/2017	965.79	7.0	45.0	100%	49,979.32	49,979.32	49,979.32			
LARRABEE - Shift Differential						2,376.09		40.28	1.005	40.48		48.29	7.0	45.0	100%	2,456.40	2,456.40	2,456.40			
														267,113.53	5.00				269,284.41	269,284.41	269,284.41

**FY 2017 BUDGET
FIRE DEPARTMENT PERSONNEL**

Rank	Name	Base Salary	#	Total	Rank	Name	Base Salary	#	Total
Chief	Cody, David	114,192.22	1	114,192.22	Firefighters -4	Finnemore, Patrick	57,096.11		
Deputy Chiefs	Dionne Alan	89,074.60				Francis, Andrew	57,096.11		
	Giunta, John	89,074.60				Gallant, Paul	57,096.11		
	Levaseur Dennis	89,074.60				Gaudet, Lawrence	57,096.11		
	Pelletier, Keith	89,074.60	4	356,298.40		Geary, Daniel	57,096.11		
Captains	Austin Scott	77,479.42				Hagerty, Seth	57,096.11		
	Digiacommo, Peter	77,479.42				Henderson, Justin M.	57,096.11		
	Leonard, Michael	77,479.42				Jellison, Robert	57,096.11		
	Frechette Gerard	77,479.42				Keane, Matt	57,096.11		
	Koen Kevin	77,479.42				Koen, James	57,096.11		
	Thomas R. W.	77,479.42				Krajeski, Raymond	57,096.11		
	Marfongelli, Antonio	77,479.42				Larrabee, Dean	57,096.11		
	Monahan, John	77,479.42				Leblanc, Richard	57,096.11		
	Payne, John	77,479.42	9	697,314.78		Lohnes, Philip	57,096.11		
Lieutenants	Arno, Richard	67,373.41				Luzinski, William	57,096.11		
	Brennan, Richard	67,373.41				Marfongelli, Patricia	57,096.11		
	Bresnahan, William	67,373.41				McCarthy, Steven	57,096.11		
	Brophy, Thomas M.	67,373.41				Michaud, Paul	57,096.11		
	Cook, Robert	67,373.41				Morrison, John	57,096.11		
	DeFranco Frank	67,373.41				O'Keefe Edward	57,096.11		
	Flynn, Timothy	67,373.41				O'Keefe Kevin	57,096.11		
	Griffin, Erin	67,373.41				Palamara, Christopher	57,096.11		
	Open	67,373.41				Reyes, Jeffery	57,096.11		
	Jurasek, Joseph	67,373.41				Riley, Ryan	57,096.11		
	Tremblay, Thomas	67,373.41				Roth, John	57,096.11		
	O'Donnell Mike	67,373.41				Saffer, Daniel	57,096.11		
	Schaeublin Peter E.	67,373.41				Sanville, Douglas	57,096.11		
	Silva Wayne	67,373.41				Szczechowicz, Bernard	57,096.11		
	Potvin, Benjamin	67,373.41				Tarasuik, Jason	57,096.11		
	Tobin, Patrick	67,373.41	16	1,077,974.56		Therault, Randy	57,096.11		
Firefighters -4	Al-Nabulsi, Kasim A	57,096.11				Thomas Richard P., III	57,096.11		
	Arroyo, Rene	57,096.11				Twomey, Steven	57,096.11	49	2,797,709.39
	Ataide, Manuel	57,096.11				Firefighters - 2			
	Avigian, Richard	57,096.11				Caceras, Richard	50,081.71		
	Blanchette, Daniel	57,096.11				Encarnacion, Johnny	50,081.71		
	Bolduc, Scott	57,096.11				Nolasco, William	50,081.71	3	150,245.13
	Brennan, Keith	57,096.11				Firefighters - 1/2			
	Buonfiglio, Michael	57,096.11				Donahue Christopher	45,130.37		
	Burke Patrick	57,096.11				Michael LeBlanc	45,130.37		
	Burns, Edward F.	57,096.11				Rust Raymond	45,130.37		
	Butler, Martin	57,096.11				Sievert Andrew	45,130.37		
	Cardoza, Don	57,096.11				Sullivan Brad	45,130.37	5	225,651.85
	Cooke, Raymond	57,096.11				Firefighters - 1			
	Cosbar, Jeffrey	57,096.11				Doe 1	45,130.37	1	45,130.37
	Darisse, Matthew F.	57,096.11							
	DeFranco Paul	57,096.11							
Edge, Michael	57,096.11								
							Total FF	88	5,464,516.70

**FY 2018 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	36,000	36,000
TOTAL			38,110	36,000	36,000
12202	5215	Natural Gas Gas service for heating, cooking, hot water in five stations.	28,840	28,000	28,000
TOTAL			28,840	28,000	28,000
12202	5216	Oil Heat Fuel oil for heat at Stations 4 & 6.	15,600	15,000	15,000
TOTAL			15,600	15,000	15,000
12202	5241	Building Maintenance (5 buildings) Repair of overhead doors, springs, and motors. Repairs to plumbing, toilets & sinks. General station maintenance/repairs, Exhaust recovery system/ Plymovent in all 4 stations	35,000	35,000	35,000
TOTAL			35,000	35,000	35,000
12202	5258	Fire Equipment Repair Ladder testing Aerial Trucks Ladder testing ground ladders Tires - cars & trucks, Batteries, motor oil, vehicle glass repairs, inspection stickers Pump testing and repairs Transmission, body work (apparatus) & engine work Truck lighting equipment Equipment - valves, hose repairs, plumbing Air compressors service & repairs air and breathing air Spark plugs, filters, small parts for trucks & other vehicles, brakes, & other misc parts & supplies	3,500 2,000 7,650 2,500 17,000 1,000 4,000 3,850 10,500	3,500 2,000 7,650 2,500 17,000 1,000 4,000 3,850 10,500	3,500 2,000 7,650 2,500 17,000 1,000 4,000 3,850 10,500
TOTAL			52,000	52,000	52,000
12202	5277	Photocopy Machine Lease Machine lease and service calls - two copiers (Administration & Fire Prevention)	3,500	3,500	3,500
TOTAL			3,500	3,500	3,500
12202	5284	Equipment Lease Lease payment 1 of 7 for Station 5 Pump Truck	87,973	87,973	87,973
TOTAL			87,973	87,973	87,973
12202	5294	Fire Protective Clothing Badges, PBI hoods, rubber & leather boots, suspenders, gloves Repairs to PPE (jackets & trousers) Purchase of replacement Personal Protective Equipment (PPE) boots, gloves, turnout gear, helmets....	7,000 2,000 27,000	7,000 2,000 27,000	7,000 2,000 27,000
TOTAL			36,000	36,000	36,000
12202	5300	Purchase of Services Radio service- consoles, mobiles, portables, repeaters, batteries Computer upgrades, hardware, servers	9,500 5,500	9,500 5,500	9,500 5,500
TOTAL			15,000	15,000	15,000
12202	5317	Educational Training New Officer training, EMT Recertifications, Classes, Training Seminars Firehouse software (training for users, updates, licenses, support)	8,500 4,000	8,500 4,000	8,500 4,000
TOTAL			12,500	12,500	12,500
12202	5318	Dental Medical Services (Active Personnel) Provides for medical expenses for active personnel - job-related medical expenses.	17,600	17,600	17,600
TOTAL			17,600	17,600	17,600

FY 2018 DETAILED BUDGET REPORT
EXPENSES

FIRE DEPARTMENT - 100

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
12202	5318R	Dental Medical Services (Retired Personnel) Provides for medical expenses incurred by retired personnel who were retired on a line of duty medical disability.	25,000	25,000	25,000
TOTAL			25,000	25,000	25,000
12202	5341	Telephone Verizon (Local & Regional) long distance provider Verizon Inspection I pads Call back/Detail program Telephone lines from repeaters/channel 2 added	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
TOTAL			25,428	25,428	25,428
12202	5421	Office Supplies (General) General Office Supplies as needed	5,250	5,250	5,250
TOTAL			5,250	5,250	5,250
12202	5451	Custodial Supplies General Custodial Supplies as needed	9,000	8,000	8,000
TOTAL			9,000	8,000	8,000
12202	5510	Fire Prevention Grounds care/ lawn service NFPA code updates Fire Prevention supplies Fire Prevention seminars / meetings/expenses Citizen Academy	1,000 2,000 1,000 500 10,000	1,000 2,000 1,000 500 10,000	1,000 2,000 1,000 500 10,000
TOTAL			14,500	14,500	14,500
12202	5513	Emergency Management Emergency management expenses: Multi gas meter replacement	1,000 1,000	1,000 1,000	1,000 1,000
Total			1,000	1,000	1,000
12202	5586	Fire Suppression Supplies Hose & nozzles Tools and Equipment Self-contained breathing apparatus (SCBA) repair, face piece, flo testing Mask fit testing Mobil radio parts, microphones, cases Hand and gas tool repair and replace Supplies laundering PPE sensors for 4 gas meters	5,000 2,500 3,000 3,100 4,500 2,000 1,500 1,000	5,000 2,500 3,000 3,100 4,500 2,000 1,500 1,000	5,000 2,500 3,000 3,100 4,500 2,000 1,500 1,000
TOTAL			22,600	22,600	22,600
12202	5730	Dues & Subscriptions Membership dues - professional organizations: ECFC/ FPdivision FCAM, NFPA	2,560	2,560	2,560
TOTAL			2,560	2,560	2,560
TOTAL PROPOSED			447,461	442,911	442,911

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 2018

Personnel:

- Staffing in FY17 was reduced by 6 through retirements and resignations and anticipate an additional 2-3 more from retirements July 2017, so we will maintain the staffing of Patrol Officers and increase this by four officers as a result of Federal funding from the COPS Hiring Grant.
- Five officer began the Police Academy in January and we anticipate sending six officers to the Police Academy in May, four of which will be attributed to the COPS Hiring Grant and two to replace impending July retirements.



- Due to the July 2017 retirement of one Lieutenant, there will be two promotions, one to the Lieutenant's rank and one to the Sergeant's rank.
- Expect fifteen new Reserve Officers to be appointed May 2017.
- K-9 Unit, EOD K-9 Thor, unexpectedly passed away, but due to some fundraising by John Boris & friends, grant funding from Vest-A-Dog and the Stanton Foundation, the K-9 Unit gained EOD K-9 Ekho, currently being trained by K-9 Officer Jonathan Bedard as a Patrol and EOD dog.

Expenses:

- Total of all Expense line items increased by \$55,388. Increases will cover higher rates for contracts and equipment required under federal and state requirements.
- Radio & Vehicle Maintenance increased by \$4,923 due to CyberComm contract rates.
- Building Maintenance was combined with Technology (Computer Equipment) and was decreased by \$29,262.

- Training and Education reduced by \$25,700 due to completion of training initiatives.
- Medical increased by \$32,600 in relation to FY2017 expenses.
- Contracted Services decreased by \$23,000 due to coverage in MH Collaborative Grant funding.
- Telephone & Communications increased by \$1,000 due to Department cellphone coverage needs.
- Printing and Binding increased \$2,125 due to business cards and required forms needed.
- Animal Care and Control increased \$1,000 due to increased kennel and vet care costs for K-9's.
- Arms and Ammo increased \$5,220 due recruit training and state standards change for qualification.
- Dues and Subscriptions increased by \$1,866 due to NEMLEC obligation and vehicle bidding vendor.
- Community Events increased by \$6,875 based on FY2017 outside agency community events coverage.
- Police Supplies and Equipment increased by \$31,145 due to new radio requirements for new hires, taser supplies, combat kits for officers, two AED's to replace old ones, and 4 new Bikes not replaced for more than 10 years.



Recent Accomplishments

- The Department formally achieved *Re-Accreditation* status for meeting the state required standards.
- By June of 2017 the Department will have hosted four 10-week *Citizen's Police Academy* graduating 125 residents and hosted four Youth Citizen's Police Academy with 50% of the students considered "at-risk" youth, graduating 100 7th and 8th grade students over the past two years.
- Members of the Community Impact Unit (CIU) and the Patrol Division are regularly attending neighborhood meetings.
- The Department hosted its first annual *National Night Out* Program on the Salem Common. A large number of businesses were present and a great number of residents and youth who enjoyed a multitude of activities, including Paint a Tile, with Deb Greel, who



single-handedly managed a barrage of youth and adults participating. Salem Officers all competed with youth from the Boys and Girls Club for a game of basketball. BGCBS won the game, but the Officers won some admiration and friends.



- The first *Coffee with a Cop* Event took place at the Senior Center with a number of seniors in attendance. We are looking to make this a regular event at various establishments around the City to engage residents and Officers in a very relaxed meet and greet.
- Provided security for two cruise ships this past Fall season.
- Another successful Fourth of July and Halloween with a high number of visitors and a low number of arrests.

- Focus on *Social Media* sources providing up to date information to the public on upcoming events and notifications of emergencies within the City.



- Added a **Rolling Roll Call** via electronic means for Officers to continually view the issues in the City, including wanted or missing persons, identification of criminal offenders, and officer safety bulletins. Additionally, an **electronic information display board** was added to the station lobby to provide visitors with key information.
- **CID continues to have an 80% solvability rate** on major crimes including two homicides, the shooting incident at one of our officers and the recent shooting on Mason St. They have 40 controlled buys within the City that has resulted in 12 executed search warrants and **27 controlled substance distribution arrests**, including 16 Heroin dealers and two major trafficking arrests. Their efforts while understaffed have been unsurpassed.
- Began the City's new Traffic campaign aimed at **Driving 4 a Safer Salem**. Four billboards have started the campaign with enforcement, brochures and yard signs to be followed by a more interactive public education campaign in the spring.

- A number of **Grant** opportunities funded this year including the Traffic Drunk Driving Grant, Traffic Bicycle and Pedestrian Safety Grant, Point Neighborhood Directed Patrols Grant, JAG Grant, COPS Hiring Grant to hire 4 additional officers, OVW Victim Service Grant to target domestic violence and related crimes including outreach to our underserved populations and a few more in review.
- Continue involvement in the Salem Overdose and Substance Use Prevention Coalition with Board of Health, Peabody, Project Cope/Bridgewell and Healthy Streets, hosting the 2nd Overdose Awareness Day in August and the 2nd Opiate Awareness Walk in November to Palmer Cove.
- Through the use of a Mental Health Collaborative Grant we have a **MH Clinician** for approximately 16 hours per week with a total of 331 cases and 93 who were diverted from Emergency Room care and provided support services. These efforts also help decrease repeat calls for service. The CIU and **Peer Specialist** following up with overdose victims and their families have in the last 20 weeks, knocked on 240 doors, assisted 15 persons into treatment, provided resources to 60 families, and provided 100 doses of naran to save lives. Their efforts have also enhanced a positive relationship with our homeless folks.
- The formation and use of **The Strategic Crime Reduction Task Force** whose mission was to address the crime, gun incidents and general fear from residents of Point Neighborhood resulted in one of the best summer and fall seasons for the Neighborhood. The Task Force conducted warrant apprehension arrests, coupled with Traffic and Patrol on parking and traffic enforcement efforts, combined with undercover work and uniformed presence in a community policing effort. It is expected this will be renewed and expanded to a few more neighborhoods experiencing problems.
- Effectively changed the Patrol Division schedule for officers to provide enhance coverage during the higher volume of calls for service, while returning coverage to 23 beat to the overnight shift (Highland Ave to Swampscott Rd, area contiguous to the hospital, down to Boston Street and over to Riley Plaza) and ensuring the overnight shift maintained coverage of 5 units for service and officer safety.
- Organizational Review is finally completed and we are awaiting a final report and recommendations from PSSG.
- Civil Service Committee continues the mission of identifying a new approach to hiring, promotions, and discipline outside of Civil Service.

FY 2018 Goals & Objectives

- **Improve the efficiency and effectiveness of police services and safety in the community**
 - ✓ Identify best practices for improving timely responsiveness to calls for service and review the personnel distribution in key areas.

- ✓ Continually update policies and procedures to be reflective of court decisions and community input identifying best practices.
- ✓ Reduce overall motor vehicle accidents by a coordinated traffic education and enforcement initiative *Drive 4 a Safer Salem* campaign aimed at bringing about responsible driving behaviors and identify traffic efficiencies and pedestrian safety working with the Traffic and Parking Director and Commission.
- ✓ Promote police conduct that is responsive and sensitive to the needs of the community through a comprehensive community policing approach.
- ✓ Involve personnel, civilian and sworn, in the planning and development process to enhance collaboration and ownership.
 - ✓ Develop a mentoring program for the flow of new officers expected to be hired over the next few years with a high turnover rate anticipated and emphasize efforts in the Field Training Officer Program.



- **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
- ✓ Introduce Youth Link as a regional approach in cooperation with Peabody, Beverly and Lynn to foster a stronger and better connection with our youth and police.
- ✓ Host the second Annual National Night Out with more community involvement.
- ✓ Continue more Coffee with a COP events to reach a wider group of people in our community to answer questions and receive feedback.

- ✓ Review website, Facebook, and twitter to continually improve the information flow to the public. This will include posting all non-tactical policies and procedures on the Website in light of the revisions to the Public Records request law, post a downloadable copy of our Citizen’s Complaint Form, provide Organizational Chart, and Information about calls for service, as well as, an initiative to highlight the “Case of the Week”.
- ✓ Continue having Patrol Officers & Sergeants attend neighborhood meetings and post neighborhood meetings, dates, times and locations for all residents.

- **Effectively address the problem of drugs in our community**

- ✓ Continue work with the Salem Overdose and Substance Use Prevention Coalition and the newly formed Grassroots Group to make an impact in the number of overdoses in our community by encouraging treatment, public education, and efforts to positively impact our youth.
- ✓ Identify all initiatives to bring attention to the Heroin epidemic to the community and those negatively affected.
- ✓ Work with area police departments in a regional collaborative to work on effective investigations and arrests to remove the drugs and drug dealers from our streets and work with DEA and HIDTA as needed.
- ✓ Continue with CIU and the Peer Specialist and offer assistance to all who need treatment and families for support.
- ✓ Continue to build alliances of support to identify treatment facilities and contact information with agencies to include Mass Behavior Health Commission.
- ✓ Continue to utilize the ECCF Treatment Center and the DA’s Drug Diversion initiatives for options for low level crimes precipitated by drug addiction.



- **Reduce crime in our community and increase citizen safety and perception of safety**

- ✓ Continue utilizing the Strategic Crime Reduction Task Force tasked with 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.



- ✓ 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 Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
Calls for Service	40,138	39,215	40,648	41,090
Arrests (Court Action Taken) / Protective Custody	2,510	2,347	2,450	2,490
Robberies	26	24	14	18
Breaking and Entering	152	166	182	200
Sexual Assaults	17	21	18	16
MV Thefts	46	44	60	66
Larceny	1,108	1,040	1,150	1,185
Assaults	614	506	508	508
MV Accidents	2,306	1,637	1,612	1,500
MV Citation Violations	6,875	6,310	7,500	8,500
Neighborhood Meetings	58	43	52	58

How FY 2018 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.

- Continue updating website, Facebook, and Twitter to provide up to date information to the community and examining effective communication technology to enhance this flow of information to the community and from the community, including adding an electronic version of the Citizen Complaint Form and our Policies and Procedures.
- Utilizing Facebook to provide information on community events and emergencies and as a resource for information.
- Update the Interview Room audio/visual to comply with federal requirements to ensure prosecution.

Maintain high level of all public safety services: police and fire

- Continue to use proactive problem solving initiatives through the use of crime stats and trends and community feedback.
- Continue police presence at all neighborhood meetings in order to assure we address community needs.
- Conduct targeted crime enforcement.
- Utilize alternative patrol methods to foster better direct communication with residents and businesses.
- Reorganize staff to areas of the Department based on reports, crime stats and community needs.

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

- Proceed with the Drive 4 a Safer Salem campaign on traffic education and enforcement initiative to positively affect overall driver behavior.
- Reduce overall motor vehicles accidents through the above method and continued selective enforcement in problem areas.
- Actively work with Traffic and Parking Director and Commission to address traffic deficiencies that recognize the safety needs of pedestrians, motorists, and people using other modes of transportation.



CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Police-Personnel									
12101	5111	SALARIES-FULL TIME	5,991,083.60	6,418,843.00	6,383,843.00	5,816,383.22	6,714,071.00	6,606,353.00	6,606,353.00
12101	5113	SALARIES-PART TIME	61,359.56	73,902.00	73,902.00	56,299.79	73,249.00	74,352.00	74,352.00
12101	5131	OVERTIME (GENERAL)	896,818.92	850,000.00	850,000.00	827,343.22	936,000.00	860,000.00	860,000.00
12101	5136	HOLIDAYS	457,956.68	526,110.00	526,110.00	476,974.14	539,564.00	531,386.00	531,386.00
12101	5138	OUT OF GRADE	13,535.18	15,050.00	15,050.00	9,994.64	15,000.00	15,000.00	15,000.00
12101	5141	LONGEVITY	99,800.00	102,500.00	102,500.00	100,200.00	101,300.00	101,300.00	101,300.00
12101	5142	ELECTIONS	19,401.52	18,150.00	23,673.92	23,673.92	18,000.00	18,000.00	18,000.00
12101	5145	EDUCATION INCENTIVE	665,314.51	835,164.00	835,164.00	524,093.33	858,575.00	848,575.00	848,575.00
12101	5151	WELLNESS	3,850.00	6,500.00	6,500.00	3,650.00	6,500.00	6,500.00	6,500.00
12101	5153	SENIOR/MASTER/VET STIPEND	303,450.00	310,650.00	310,650.00	303,700.00	305,700.00	305,700.00	305,700.00
12101	5154	SPECIALTY STIPEND	40,495.57	46,000.00	46,000.00	35,615.15	41,500.00	41,500.00	41,500.00
12101	5156	SHIFT DIFFERENTIAL	310,821.79	453,992.00	448,468.08	285,387.88	476,557.00	467,067.00	467,067.00
Total Police-Personnel			8,863,887.33	9,656,861.00	9,621,861.00	8,463,315.29	10,086,016.00	9,875,733.00	9,875,733.00
Police-Expenses									
12102	5211	ELECTRICITY	43,155.89	55,000.00	47,000.00	42,055.98	55,000.00	55,000.00	55,000.00
12102	5215	NATURAL GAS	17,642.69	19,000.00	19,000.00	18,120.65	19,000.00	19,000.00	19,000.00
12102	5253	RADIO & VEHICLE MAINT	61,020.33	65,000.00	65,000.00	51,598.80	69,923.00	69,923.00	69,923.00
12102	5272	TECHNOLOGY	0.00	0.00	0.00	0.00	81,344.00	81,344.00	81,344.00
12102	5284	EQUIPMENT LEASE	7,586.88	8,500.00	7,000.00	5,161.06	8,500.00	8,500.00	8,500.00
12102	5300	BUILDING MAINT & SERVICES	124,450.60	159,010.00	158,010.00	125,833.82	43,404.00	43,404.00	43,404.00
12102	5317	TRAINING AND EDUCATION	46,682.58	51,400.00	78,400.00	73,330.98	25,700.00	33,200.00	33,200.00
12102	5318	MEDICAL - ACTIVE	67,066.35	17,400.00	101,090.00	86,539.69	50,000.00	50,000.00	50,000.00
12102	5320	CONTRACTED SERVICES	0.00	46,000.00	46,000.00	0.00	23,000.00	23,000.00	23,000.00
12102	5326	DIVE TEAM EXPENSES	2,999.55	4,000.00	4,000.00	3,150.00	4,000.00	4,000.00	4,000.00
12102	5341	TELEPHONE & COMMUNICATIONS	86,988.39	72,995.00	72,995.00	62,025.20	73,995.00	73,995.00	73,995.00
12102	5381	PRINTING AND BINDING	4,363.25	4,375.00	6,375.00	5,628.75	6,500.00	6,500.00	6,500.00
12102	5384	ANIMAL CARE & CONTROL	11,967.94	12,000.00	12,000.00	8,590.58	13,000.00	13,000.00	13,000.00
12102	5421	OFFICE SUPPLIES (GEN)	15,898.71	17,000.00	20,333.88	17,532.35	17,000.00	17,000.00	17,000.00
12102	5585	ARMS AND AMMUNITION	16,229.50	18,000.00	21,000.00	14,670.46	23,220.00	23,220.00	23,220.00
12102	5710	IN STATE TRAVEL/MEETINGS	326.70	500.00	1,800.00	1,416.83	500.00	500.00	500.00
12102	5720	OUT OF STATE TRAVEL	0.00	3,500.00	366.12	366.12	3,500.00	3,500.00	3,500.00
12102	5730	DUES AND SUB	14,947.87	16,500.00	16,500.00	15,426.73	18,366.00	18,366.00	18,366.00
12102	5775	COMMUNITY EVENTS	60,819.38	70,000.00	71,000.00	69,809.52	70,750.00	70,750.00	70,750.00
12102	5862	POLICE EQUIPMENT	29,904.52	26,540.00	35,540.00	24,675.50	57,685.00	57,685.00	57,685.00

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures FY 2016	Adopted Budget FY 2017	Adjusted Budget FY 2017	Y-T-D Expenses FY 2017	Department FY 2018	Mayor FY 2018	Council FY 2018
Total Police-Expenses			612,051.13	666,720.00	783,410.00	625,933.02	664,387.00	671,887.00	671,887.00
210	210	Department Total	9,475,938.46	10,323,581.00	10,405,271.00	9,089,248.31	10,750,403.00	10,547,620.00	10,547,620.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018
					52.2					0.0%	0.0%	52.0	2.5%	52.0	
BUTLER MARY	210 POLICE	12101-5111	CHIEF	7/1/87	155,000.00		1.00	1	2,958.77	155,000.00	155,000.00	155,000.00	155,000.00	155,000.00	155,000.00
	210 POLICE	12101-5111	CAPTAINS		369,169.60		4.00	4	1,783.73	92,753.96	92,753.96	371,015.84	92,753.96	371,015.84	371,015.84
	210 POLICE	12101-5111	LIEUTENANTS		636,499.36		8.00	8	1,537.70	79,960.22	79,960.22	639,681.76	79,960.22	639,681.76	639,681.76
	210 POLICE	12101-5111	SERGEANTS		960,235.92		14.00	14	1,325.60	68,931.20	68,931.20	965,036.80	68,931.20	965,036.80	965,036.80
	210 POLICE	12101-5111	PATROLMEN STEP 5		3,200,127.15		53.00	53	1,124.52	58,475.04	58,475.04	3,099,177.12	58,475.04	3,099,177.12	3,099,177.12
	210 POLICE	12101-5111	PATROLMEN STEP 4		115,615.78		3.00	3	1,117.25	58,096.93	58,096.93	174,290.79	58,096.93	174,290.79	174,290.79
	210 POLICE	12101-5111	PATROLMEN STEP 3		113,853.64		5.00	5	1,100.22	57,211.45	57,211.45	286,057.25	57,211.45	286,057.25	286,057.25
	210 POLICE	12101-5111	PATROLMEN STEP 2		329,245.02		7.00	7	1,060.55	55,148.54	55,148.54	386,039.78	55,148.54	386,039.78	386,039.78
	210 POLICE	12101-5111	PATROLMEN STEP 1		52,458.24		4.00	6	1,013.86	52,720.53	52,720.53	316,323.18	52,720.53	210,882.12	210,882.12
CONNORS JAYNE	210 POLICE	12101-5111	ADMIN ASSISTANT	12/06/2010	42,932.08		1.00	1		822.45	847.45	44,067.40	843.01	43,836.59	43,836.59
GREENER FRED	210 POLICE	12101-5113	JR CLERK/Grants		35,099.28		1.00	1		672.35	697.35	36,262.20	689.16	35,836.26	35,836.26
LUBAS SHARYN	210 POLICE	12101-5111	OFFICE MANAGER	6/27/1994	57,726.80		0.00	0		-	-	Resigned	-	-	-
RAYMOND LINDA	210 POLICE	12101-5111	EXECUTIVE SECRETARY	7/1/2011	39,358.58		1.00	1		753.95	803.95	41,805.40	772.80	40,185.54	40,185.54
Replace Lubas	210 POLICE	12101-5111	OFFICE MANAGER				1.00	1		1,105.88	1,105.88	57,505.76	1,105.88	57,505.76	57,505.76
			OIC for Superiors 900.00 Each for 5					5		900.00	900.00	4,500.00	900.00	4,500.00	4,500.00
			AFSCME		311,521.05		5.50			16.40	Total AFSCME 1818	287,306.86		287,306.86	287,306.86
												(150,000.00)		(150,000.00)	(150,000.00)

LESS COPS GRANT REIMBURSEMENT FOR FY 2018

											6,418,842.50	108.50	Total Full Time - 5111	6,714,070.14	6,606,352.46	6,606,352.46
Replace Kobialka	210 POLICE	12101-5113	JR CLERK-Bilingual		15,401.41			19		15.15	15.15	14,968.20	15.53	15,342.41	15,342.41	
LANDERS SALLY	210 POLICE	12101-5113	JR CLERK	12/24/92	14,952.84			19		15.08	15.08	14,899.04	15.46	15,271.52	15,271.52	
FAMICO DONALD	210 POLICE	12101-5113	ANIMAL CONTROL	3/1/76	14,315.38			14		19.59	19.59	14,261.52	20.08	14,618.06	14,618.06	
GAUTHIER JAMES	210 POLICE	12101-5113	FINGERPRINT EXPERT	10/17/06	29,232.00			16		35.00	35.00	29,120.00	35.00	29,120.00	29,120.00	
					73,901.63			Total Part Time - 5113				73,248.76		74,351.98	74,351.98	
	210 POLICE	12101-5131	OVERTIME		473,917.00							559,917.00		483,917.00	483,917.00	
	210 POLICE	12101-5131	Training		91,500.00							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		63,583.00							63,583.00		63,583.00	63,583.00	
	210 POLICE	12101-5131	OT HH		70,000.00							70,000.00		70,000.00	70,000.00	
	210 POLICE	12101-5131	OT - DISPATCHERS		25,000.00							25,000.00		25,000.00	25,000.00	
					850,000.00			Total Overtime - 5131				936,000.00		860,000.00	860,000.00	
	210 POLICE	12101-5136	HOLIDAYS Officers & Dispatch		526,110.00							539,563.45		531,385.68	531,385.68	
	210 POLICE	12101-5138	OUT OF GRADE		15,050.00							15,000.00		15,000.00	15,000.00	
	210 POLICE	12101-5141	LONGEVITY		102,500.00							101,300.00		101,300.00	101,300.00	
	210 POLICE	12101-5142	ELECTIONS		18,150.00							18,000.00		18,000.00	18,000.00	
	210 POLICE	12101-5151	WELLNESS		6,500.00			26	250			6,500.00		6,500.00	6,500.00	
	210 POLICE	12101-5153	SENIOR/MASTER/VETERAN		310,650.00							305,700.00		305,700.00	305,700.00	
	210 POLICE	12101-5154	SPECIALTY STIPEND		46,000.00							41,500.00		41,500.00	41,500.00	
					1,024,960.00			Total other -				1,027,563.45		1,019,385.68	1,019,385.68	
	210 POLICE	12101-5145	EDUCATION INCENTIVE-Old QUINN		757,664.00							733,574.95		733,574.95	733,574.95	
	210 POLICE	12101-5145	EDUCATION INCENTIVE-New Hires		77,500.00							125,000.00		115,000.00	115,000.00	
					835,164.00			Total Edu Incentive-5145				858,574.95		848,574.95	848,574.95	
	210 POLICE	12101-5156	SHIFT DIFFERENTIAL		443,343.00							476,556.74		467,067.05	467,067.05	
	210 POLICE	12101-5156	Night/Weekend Differential-Dispatchers		10,648.80							-		-	-	
					453,991.80			Total Shift/Night Diff-5156				476,556.74		467,067.05	467,067.05	
					9,656,859.93		108.50	Department Total				10,086,014.04		9,875,732.12	9,875,732.12	

Full-Time Equivalent Employees:	FY 2016	101.20	Total # of Police Officers -->	FY16 Appr	92.00
	FY 2017	103.50		FY17 Appr	94.00
	FY 2018	108.50		FY18 Req	99.00
	Variance 17 vs. 18	5.00		Variance 17 vs. 18	5.00

GRANT FUNDING			FY 2016	FY 2017
Police 911 Support Grant	25343-5111	Five Dispatchers	0.30	2
Police Budget	12101-5111	Five Dispatchers	0.70	2
			30%	70%
			71,349.96	166,483.23
			237,833.19	237,833.19
				0%

FY 2018 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52.2	F T E	Rate FY 2017	Incr FY 2018	Calc Rate FY 2018	STEP INCREASES				Dept Request FY 2018 52	Mayor FY 2018 52	Council FY 2018 52					
											Date	Rate	# Wks Old	New								
PATTERSON DONNA	210 POLICE	12101-5111	PRIN CLERK	08161993	2	48,032.33	1.00	920.16	1.005	924.76				100%	48,087.56	48,087.56	48,087.56					
VASSY MARK	210 POLICE	12101-5111	SR BLDG CUSTODIAN	11231992	1	48,814.10	1.00	935.12	1.005	939.80				100%	48,869.37	48,869.37	48,869.37					
VASSY	Shift Differential	12101-5111	Base Rate X 9%			4,393.27		84.16	1.005	84.58				100%	4,398.24	4,398.24	4,398.24					
GRIFFIN MICHAEL	210 POLICE	12201-5111	Police Dispatcher	1/1/2014	2	41,716.52	0.70	960.99	1.005	965.79				70%	35,154.94	35,154.94	35,154.94					
GRIFFIN	Shift Differential	12201-5111	Base Rate X 9%			2,133.08		86.49	1.005	86.92				70%	3,163.94	3,163.94	3,163.94					
MCKENNA CHARLES	210 POLICE	12201-5111	Police Dispatcher	1/1/2014	2	41,716.52	0.70	960.99	1.005	965.79				70%	35,154.94	35,154.94	35,154.94					
PROSNIEWSK MICHAEL	210 POLICE	12201-5111	Police Dispatcher Step II/III	10/3/2015	2	37,092.06	0.70	926.62	1.005	931.25	10/3/2017	960.99	13.2 38.8	70%	34,705.27	34,705.27	34,705.27					
PROSNIEWSK	Shift Differential	12201-5111	Base Rate X 9%			2,057.05		83.40	1.005	83.81				70%	3,050.79	3,050.79	3,050.79					
SARAIVA MELISSA	210 POLICE	12201-5111	Police Dispatcher	1/1/2014	2	41,716.52	0.70	960.99	1.005	965.79				70%	35,154.94	35,154.94	35,154.94					
STOKES KEEGAN	210 POLICE	12201-5111	Police Dispatcher	1/1/2014	2	41,716.52	0.70	960.99	1.005	965.79				70%	35,154.94	35,154.94	35,154.94					
STOKES	Shift Differential	12201-5111	Base Rate X 9%			2,133.08		86.49	1.005	86.92				70%	3,163.94	3,163.94	3,163.94					
Weekend Differential - Friday C Shift through Monday A Shift .50 X 52 X																1,248.00	1,248.00	1,248.00				
															311,521.05	5.50				287,306.86	287,306.86	287,306.86

**FY 2018 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
TOTAL			55,000	55,000	55,000
12102	5215 Natural Gas				
		Based on FY15 and year to date (FY16) expenses to include On-Point Building	19,000	19,000	19,000
TOTAL			19,000	19,000	19,000
12102	5253 Radio & Vehicle Maintenance and Parts				
		Normal maintenance of fleet, including parts not supplied by DPW, and deductibles	40,000	40,000	40,000
		AllComm Contract maintenance & repair of portable, mobile and base radios	29,923	29,923	29,923
TOTAL			69,923	69,923	69,923
12102	5272 Technology (originally included with 5300 Bldg Maint & Services)				
		NexGen (CAD/RMS)	22,400	22,400	22,400
		NexGen (Licenses)	4,481	4,481	4,481
		SideBand community cameras maintenance contract (Bridgewave)	25,175	25,175	25,175
		Cellebrite (Cell phone extraction)	3,700	3,700	3,700
		CJIS- Live Scan Fingerprinting Machine (L1 Technologies- Morpho Trust)	6,042	6,042	6,042
		AFFIX Technologies (Fingerprint)	6,383	6,383	6,383
		Integration Partners (Approved Vendor for CJIS)	730	730	730
		Transcor GPS (Trackstar Software)	3,833	3,833	3,833
		JivaSoft On-Dty/X-Tra Duty enhanced scheduling	3,600	3,600	3,600
		PMAM	1,500	1,500	1,500
		Copier maintenance & service (American Lazer & Xerox)	3,500	3,500	3,500
TOTAL			81,344	81,344	81,344
12101	5284 Equipment Lease				
		Lease 2 Copiers (1color/ 1Blk & White plus copies)	8,500	8,500	8,500
TOTAL			8,500	8,500	8,500
12102	5300 Bldg Maintenance & Services				
		Bldg. Services & maintenance not covered by contract (estimated)	17,500	17,500	17,500
		Custodial Supplies	6,500	6,500	6,500
		HVAC maintenance - Falite Contract Agreement	3,500	3,500	3,500
		General Inspections and services (Boiler, Elevator and Cells- Sprinklers etc.)	12,100	12,100	12,100
		Outdoor Equip./Grounds Maint./Landscaping-Lawn mower,snowblower,sprinklers	3,000	3,000	3,000
		Terminix	804	804	804
TOTAL			43,404	43,404	43,404

**FY 2018 DETAILED BUDGET REPORT
EXPENSES**

Police - 210

ORG	Object	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
12102	5317 Training and Education				
		MGL updates,mandated posters, Printed, Legal Updates, I.D. Manuals	5,500	5,500	5,500
		Leadership and Supervisory Training	6,000	6,000	6,000
		Academy Training for 2 new recruits Tuition / Books	7,500	7,500	7,500
		Mandated Training & Supplemental (Legal Updates/,K9 In-service)	5,000	5,000	5,000
		Recertification for firearms training	1,700	1,700	1,700
		Inservice training		7,500	7,500
TOTAL			25,700	33,200	33,200
12102	5318 Medical - Active				
		Psychological consults, medical costs and drug screens-Active / Retirees	50,000	50,000	50,000
TOTAL			50,000	50,000	50,000
12102	5320 Contracted Services				
		Outreach Specialist	23,000	23,000	23,000
TOTAL			23,000	23,000	23,000
12102	5326 Dive Team				
		Replacement and repair of Robotics,wet/dry suits & tanks.	4,000	4,000	4,000
TOTAL			4,000	4,000	4,000
12102	5341 Telephone & Communications				
		Verizon/ AT&T \$1,400 per month	16,800	16,800	16,800
		SCC Systems- maintenance yearly	1,500	1,500	1,500
		Verizon Wireless - Cruiser air time- modems \$40/month x 23 units	11,040	11,040	11,040
		Comcast Internet Services / Cable / DCJIS Access	3,360	3,360	3,360
		On Point Building Alarm Services (Instant Alarm)	350	350	350
		CID / Specialty Units / Department cellphone coverage	26,000	26,000	26,000
		Code Red Yearly maintenance	14,945	14,945	14,945
TOTAL			73,995	73,995	73,995
12102	5381 Printing and Binding				
		Bus. cards, Detail Slips, Warnings, Prop. Tags,Taxi Medallions, Public Safety Campaigns	6,500	6,500	6,500
TOTAL			6,500	6,500	6,500
12102	5384 Animal Care & Control				
		Temporary housing for stray/dangerous animals & transportation- City of Salem	7,000	7,000	7,000
		Kenneling and Veterinary Care for SPD K-9's (3)	6,000	6,000	6,000
TOTAL			13,000	13,000	13,000
12102	5421 Office Supplies (General)				
		General Office supplies as needed	17,000	17,000	17,000
TOTAL			17,000	17,000	17,000

**FY 2018 DETAILED BUDGET REPORT
EXPENSES**

Police - 210

ORG	Object	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
12102	5585 Arms and Ammunition				
		Ammo for mandatory state qualification and training of all officers/ new recruits	22,000	22,000	22,000
		Refurbish Shotguns	1,220	1,220	1,220
	TOTAL		23,220	23,220	23,220
12102	5710 In-State Travel/Meetings				
		In-State conferences, training, investigations, etc. - travel, EZ Pass ,parking, fees, etc	500	500	500
	TOTAL		500	500	500
12102	5720 Out-of-State Travel				
		Any travel out of state for conferences, training, investigations, etc. (IACP Chief - Captains, FBI)	3,500	3,500	3,500
	TOTAL		3,500	3,500	3,500
12102	5730 Dues and Subscriptions				
		Plymouth County Commissioner- Vehicle Bid	200	200	200
		NEMLEC Command Vehicle (1 install per year for 3 years)	1,666	1,666	1,666
		All police affiliations, dues,investigative databases subscriptions (CLEAR, WEST, WESTLAW, MyPD/NIXLE App., etc.)	16,500	16,500	16,500
	TOTAL		18,366	18,366	18,366
12102	5775 Community Events				
		4th of July, Halloween (Boston PD, NEMLEC,local PD's & Sheriff's Dept.)	58,000	58,000	58,000
		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 SPD Table Throws for Special Events - Command Posts/ Sectors	1,750	1,750	1,750
		Outreach materials	2,000	2,000	2,000
	TOTAL		70,750	70,750	70,750
12102	5862 Police Supplies & Equipment				
		Gen. equip, radar & Sign Board maint, AED Batteries, T3 Battery Replacements,Tint Meters 10	25,000	25,000	25,000
		North American Rescue (75 Combat Kits)	5,665	5,665	5,665
		Motorola Solutions (new radios for new hires)	11,634	11,634	11,634
		Motorola Solutions (batteries/microphones/chargers)	6,916	6,916	6,916
		Accreditation Certificates and Cruiser Decals	540	540	540
		Salem Cycle- Mountain Bikes and Helmets	3,680	3,680	3,680
		Taser Supplies	1,320	1,320	1,320
		CF Medical (2 New AED's)	2,930	2,930	2,930
	TOTAL		57,685	57,685	57,685
TOTAL PROPOSED			664,387	671,887	671,887

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 2018

No Significant Budget or Staffing Changes anticipated.

Recent Accomplishments

- Executed Security Plan and Coordinated successful port calls for visiting passenger vessels as well as the good will call of USCG EAGLE.
- Provided oversight during construction of newly delivered PSG funded rescue/response vessel.
- Repowered two (2) primary patrol and response vessels.
- Lead Port through USCG Annual Compliance Exam to continue the ability to accept passenger vessels.
- Implemented plan and provided continuous supervision of commercial vessel movement associated with Footprint Power Station and MBTA construction projects.
- Advised and provided oversight for marine events including development of the Plummer SUP course.
- Secured contractor and coordinated operation of a Harbor Shuttle Service.
- Devised and managed docking plan for the Salem Wharf Commercial Marina
- Arranged and participated in several inter-agency training operations.
- Hosted advisory recreational boat inspections for mariner education.



2018 Goals and Objectives

- Work with a newly formed Port Authority to more efficiently manage Salem's commercial waterfront interests.
- Continue with public outreach to promote safe, environmentally friendly use of Salem's waters.
- Amend Salem's MTSA mandated Facility Security Plan to capture anticipated maritime tourism opportunities



- Closely monitor marine related projects and direct commercial vessel movement to mitigate impact to recreational users and stakeholders.
- Maintain interaction and training with other maritime professionals and port partners throughout the region.
- Continue to work with Public Access Officials to expedite the Salem Willows Pier Project
- Increase scope of electronic record keeping and information dissemination to maritime community.



Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
MOORING INFORMATION				
MOORINGS RECORDS	1625	1610	1623	1600
MOORINGS CATALOGED	1312	1302	1300	1290
SLIPS CATALOGED	313	308	323	310
MOORING / SLIP FEE'S COLLECTED	1490	1550	1600	1600
WARNING TAGS ISSUED	130	97	100	100
MOORING CALLS (UNAUTHORIZED USE OR BOATS HITTING)	25	18	20	20
SHIP ESCORT & INSPECTIONS / POWER PLANT SERVICE				
TANKSHIP/BULK/ VESSEL ESCORT & INSPECTION INBOUND	6	3	2	0
TANKSHIP/BULK/ VESSEL ESCORT & INSPECTION OUTBOUND	6	3	2	0
SPECIAL PROJECT GARGO ESCORT & INSPECTION (ARRIVAL & DEPARTURE)	57	75	70	0
FACILITY SECURITY RESPONSE	28	25	30	30
PASSENGER VESSEL ACTIVITY				
VESSEL ESCORT & ASSIST	2	3	4	6
LAW ENFORCEMENT				
FOUND/LOST/STOLEN BOATS	8	13	10	10
BREAKING AND ENTERING	6	4	5	5
ABANDONED BOATS	2	2	2	2
FUEL SPILLS	3	2	4	2
DOMESTICS/ PUBLIC COMPLAINT	6	15	8	10
LARCENY	6	4	5	5
MOVING & CITY VIOLATIONS	27/35	14/11	25/25	20/20
CASES THAT REACH COURT	14	5	10	5
WARNING/SAFETY STOP	122	133	100	100
LEAVING SCENE OF/ ACCIDENT	3	1	5	3
ARREST/PROTECTIVE CUSTODY	2	0	5	2
SAR RESPONSES (SEARCH & RESCUE)				
FATALITIES	1	0	1	0
MAYDAYS	32	27	30	30
GROUNDINGS SOFT	8	5	7	5
TOWS	48	37	45	40



DEWATERINGS (PREVENT SINKING)	68	72	60	65
FLARE SIGHTINGS	6	7	5	5
CAR IN WATER	1	0	0	0
COLLISIONS	6	1	5	3
MANOVERBOARD	4	3	5	5
MED AID	5	4	5	5
OVERDUE	1	3	1	3
MUTUAL AID REQUESTS				
MARBLEHEAD	25	09	10	10
BEVERLY	8	11	10	10
MANCHESTER	5	2	5	5
COAST GUARD	5	8	5	5
MEP	6	3	5	5
OTHER CALLS	401	371	400	400



How FY 2018 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Collaborate with maritime focused entities for efficient management of assets.
- Maintain partnerships with state and local groups to enhance opportunities in and around Salem's waterfront.
- Continuous evaluation of departmental capabilities for efficient and effective response to various classifications of incidents.
- Assess and implement proven technology to promote productivity and improve public service.
- Establish initiatives to make Salem waters an increasingly popular destination for all stakeholders and waterway users.

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Harbormaster-Personnel									
12951	5111	SALARIES-FULL TIME	118,420.42	122,155.00	122,155.00	110,445.51	121,688.00	124,730.00	124,730.00
12951	5113	SALARIES-PART TIME	86,673.03	105,710.00	105,710.00	76,944.84	105,710.00	105,710.00	105,710.00
Total Harbormaster-Personnel			205,093.45	227,865.00	227,865.00	187,390.35	227,398.00	230,440.00	230,440.00
Harbormaster-Expenses									
12952	5211	ELECTRICITY	1,627.62	2,500.00	2,500.00	2,016.44	2,500.00	2,500.00	2,500.00
12952	5244	VEHICLE REPAIR AND M	9,768.46	10,000.00	13,070.30	7,587.80	10,000.00	10,000.00	10,000.00
12952	5317	EDUCATIONAL TRAINING	1,460.54	3,500.00	3,500.00	3,395.60	3,500.00	3,500.00	3,500.00
12952	5320	CONTRACTED SERVICES	1,367.04	1,700.00	1,700.00	1,476.89	1,700.00	1,700.00	1,700.00
12952	5341	TELEPHONE	4,315.57	4,800.00	4,800.00	4,003.63	4,800.00	4,800.00	4,800.00
12952	5353	HAULING FLOATS/BOATS	1,330.13	6,000.00	6,000.00	5,244.16	6,000.00	6,000.00	6,000.00
12952	5381	PRINTING AND BINDING	762.00	750.00	750.00	735.00	750.00	750.00	750.00
12952	5421	OFFICE SUPPLIES (GEN	2,716.40	2,000.00	2,000.00	868.39	2,000.00	2,000.00	2,000.00
12952	5481	GASOLINE/DIESEL FUEL	10,361.60	14,250.00	11,179.70	6,058.35	14,250.00	14,250.00	14,250.00
12952	5791	UNIFORMS	4,802.07	3,500.00	3,500.00	978.52	3,500.00	3,500.00	3,500.00
Total Harbormaster-Expenses			38,511.43	49,000.00	49,000.00	32,364.78	49,000.00	49,000.00	49,000.00
110	295	Department Total	243,604.88	276,865.00	276,865.00	219,755.13	276,398.00	279,440.00	279,440.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018
MCHUGH WILLIAM	110 HARBORMASTER	12951-5111	HARBORMASTER	7/12/2011	75,843.87		1.00		100.0%	1,452.95	1,452.95	75,553.40	1,489.27	77,442.24	77,442.24
MULLIGAN PATRICK	110 HARBORMASTER	12951-5111	Office Manager/Asst Hbrmstr	7/1/13	46,311.09		1.00	1	100%	887.19	887.19	46,133.88	909.37	47,287.23	47,287.23
					122,154.96	2.00	Total Full Time - 5111					121,687.28		124,729.46	124,729.46
Pump Out	110 HARBORMASTER	12951-5113	Pump Out Operators		2,695.00		0.25	245 man hours		11.00	11.00	2,695.00	11.00	2,695.00	2,695.00
Pump Out	110 HARBORMASTER	12951-5113	Pump Out Operators		2,695.00		0.25	245 man hours		11.00	11.00	2,695.00	11.00	2,695.00	2,695.00
Deckhand/Utility	110 HARBORMASTER	12951-5113	Deckhand/Utility		14,880.00			1240 man hours		12.00	12.00	14,880.00	12.00	14,880.00	14,880.00
Patrol - Regular	110 HARBORMASTER	12951-5113	Assistant Harbormaster		44,640.00			2976 man hours		15.00	15.00	44,640.00	15.00	44,640.00	44,640.00
Patrol - Peak Weekdays	110 HARBORMASTER	12951-5113	Assistant Harbormaster		9,000.00			600 man hours		15.00	15.00	9,000.00	15.00	9,000.00	9,000.00
Patrol - Peak Weekends	110 HARBORMASTER	12951-5113	Assistant Harbormaster		3,000.00			200 man hours		15.00	15.00	3,000.00	15.00	3,000.00	3,000.00
Clerk	110 HARBORMASTER	12951-5113	Clerk		9,600.00			800 man hours		12.00	12.00	9,600.00	12.00	9,600.00	9,600.00
McCabe Marina Personnel	110 HARBORMASTER	12951-5113	Assistant Harbormaster		19,200.00			1280 man hours		15.00	15.00	19,200.00	15.00	19,200.00	19,200.00
					105,710.00		Total PartTime - 5113					105,710.00		105,710.00	105,710.00
					227,864.96	2.00	Department Total					227,397.28		230,439.46	230,439.46

Full-Time Equivalent Employees:	FY 2016	2.00
	FY 2017	2.00
	FY 2018	2.00
	Variance 17 vs. 18	0.00

MCHUGH WILLIAM	110 HARBORMASTER	12951-5111	HARBORMASTER		94.70%	1,489.27	73,337.80
	Footprint - CBA Money	12951-5111			5.30%	1,489.27	4,104.44
							77,442.24

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 2018 DETAILED BUDGET REPORT
EXPENSES**

HARBORMASTER - 110

ORG		EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
12952	5211	ELECTRICITY General electrical costs	2,500	2,500	2,500
TOTAL			2,500	2,500	2,500
12952	5244	VEHICLE REPAIR AND MAINTENANCE These funds allow for department vessels and their trailers to receive routine maintenance and repairs from mechanical or electrical failure. In addition buoys and ground tackle, obstructions and/or restricted areas, as well as city and emergency moorings are maintained. Due to the harsh salt water environment, ground tackle has a short service life and all items suffer adverse effects over time despite the most proactive maintenance schedule.	10,000	10,000	10,000
TOTAL			10,000	10,000	10,000
12952	5317	EDUCATIONAL TRAINING Dues to the Harbormaster Association (\$40.00 per person) for Harbormaster and Assistants. Organization provides training and the nexus for state recognized certification. Also, this item provides for Law Enforcement Training through the Massachusetts Police Training Council and USCG License Ed.	3,500	3,500	3,500
TOTAL			3,500	3,500	3,500
12952	5320	Contracted Services Annual printing, postage and costs associated with processing slip and mooring permit applications by the deputy collector, Kelly & Ryan.	1,700	1,700	1,700
TOTAL			1,700	1,700	1,700
12952	5341	TELEPHONE & COMMUNICATIONS The office phone equipment operates on a 4-phone line "rollover" system. This allows multiple calls to be transferred to open lines for timely dispatch of units in an emergency. Also, a verizon cellular phone is assigned to the Harbormaster, Watch Officer, and Office Staff for a total of three devices. This arrangement allows for call forwarding and unimpeded communications between mariners and department staff on a 24/7/365 basis. Currently, many calls are received by telephone, which historically were broadcast on VHF marine radios. Also, internet costs are funded with this item.	4,800	4,800	4,800
TOTAL			4,800	4,800	4,800
12952	5353	HAULING FLOATS/BOATS These funds are used to pay trucking contractors to haul out and properly secure abandoned boats on land before they become a hazard. Traditionally, once these vessels are deemed legally abandoned, they are auctioned or destroyed depending on condition. Also, parts and repairs to city float systems are funded with these monies. <i>Hauling Floats money moved from Park & Rec budget - FY 2015</i>	1,000 5,000	1,000 5,000	1,000 5,000
TOTAL			6,000	6,000	6,000
12952	5381	PRINTING AND BINDING Mooring and slip permit decals are funded through this item.	750	750	750
TOTAL			750	750	750
12952	5421	OFFICE SUPPLIES (GENERAL) General Office & Medical Supplies as needed	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
12952	5481	GASOLINE/DIESELFUEL Fuel to operate the department's boats.	14,250	14,250	14,250
TOTAL			14,250	14,250	14,250
12952	5791	UNIFORMS Defrays costs to employees for uniforms, duty equipment and survival gear.	3,500	3,500	3,500
TOTAL			3,500	3,500	3,500
Total Proposed			49,000	49,000	49,000

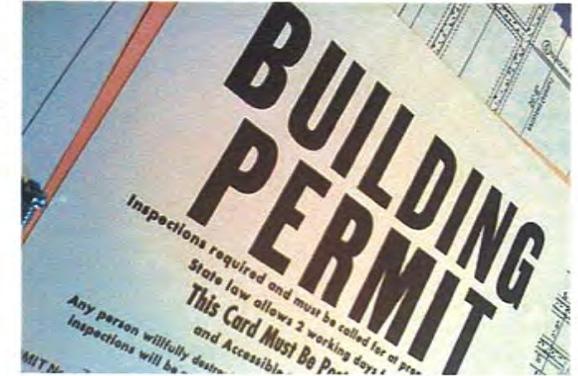
Inspectional Services – Building/Plumbing/Gas Inspections

Mission Statement – Why We Exist

The Department is responsible for receiving, reviewing, and issuing all Building, Plumbing and Gas Permits. The majority of these permits require at least one inspection. The department also handles large amounts of complaints and inquiries regarding housing, zoning, and City Ordinance compliance

Significant Budget & Staffing Changes for FY 2018

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.

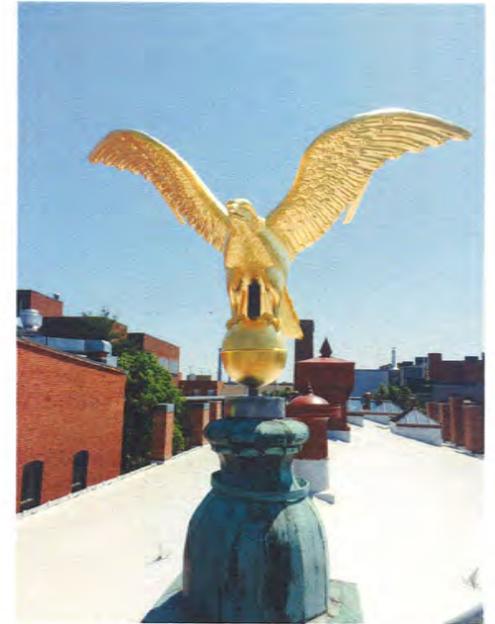
FY 2018 Goals & Objectives

- Will attempt to track numbers and source of calls made to the department.
- Additional coordination of annual inspections and enforcement actions.
- Will coordinate with health and Data Processing to select new software program that would tie all inspectional services together as well as much simplified reporting of activities.
- Will increase the 21D Ticket program for chronic offenders.

Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
Annual Inspections				
Number of Inspections--- Building ,plumbing and Gas and certificates of inspection				
Revenue				

How FY 2018 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 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Pub Prop/Inspections-Personnel									
12411	5111	SALARIES-FULL TIME	359,773.83	420,888.00	420,888.00	331,530.09	487,364.00	495,754.00	495,754.00
12411	5113	SALARIES-PART TIME	26,224.11	26,778.00	26,778.00	23,621.71	26,024.00	26,675.00	26,675.00
12411	5131	OVERTIME (GENERAL)	0.00	0.00	0.00	0.00	5,000.00	5,000.00	5,000.00
Total		Pub Prop/Inspections-Personnel	385,997.94	447,666.00	447,666.00	355,151.80	518,388.00	527,429.00	527,429.00
Bldg/Gas/Plumb Insp - Expenses									
12412	5295	SAFETY GEAR	0.00	250.00	250.00	250.00	1,500.00	1,500.00	1,500.00
12412	5320	CONTRACTED SERVICES	6,634.62	7,650.00	9,150.00	7,779.02	7,650.00	7,650.00	7,650.00
12412	5381	PRINTING AND BINDING	352.60	400.00	400.00	396.94	450.00	450.00	450.00
12412	5421	OFFICE SUPPLIES (GEN	3,970.61	2,000.00	2,000.00	1,095.18	2,000.00	2,000.00	2,000.00
12412	5451	CUSTODIAL SUPPLIES	0.00	0.00	0.00	0.00	13,000.00	13,000.00	13,000.00
12412	5710	IN STATE TRAVEL/MEETINGS	9,618.30	10,000.00	10,000.00	7,901.06	12,000.00	12,000.00	12,000.00
12412	5713C	EXPENSES-CLEAN IT/LIEN IT	500.00	2,000.00	500.00	0.00	2,000.00	2,000.00	2,000.00
12412	5778	SEALER WEIGHTS & MEASURERS E	899.25	1,000.00	1,000.00	959.29	1,000.00	1,000.00	1,000.00
12412	5846	EMERGENCY DEMOLITION/REPAIR	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total		Bldg/Gas/Plumb Insp - Expenses	21,975.38	23,300.00	23,300.00	18,381.49	39,600.00	39,600.00	39,600.00
220	241	Department Total	407,973.32	470,966.00	470,966.00	373,533.29	557,988.00	567,029.00	567,029.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018
					52.2					0.0%	0.0%	52.0	2.5%	52.0	
ROSS DENNIS	220 PUBLIC PROP-INSP	12411-5111	PLUMBING & GAS INSP	03/30/1987	61,342.63		1.00	1	100%	1,175.15	1,175.15	61,107.80	1,204.53	62,635.50	62,635.50
ST PIERRE THOMAS	220 PUBLIC PROP-INSP	12411-5111	INSPECTIONAL SERVICE DIR	4/2/1998	91,401.21		1.00	1	100%	1,750.98	1,750.98	91,050.96	1,812.26	94,237.74	94,237.74
LUTRZYKOWSKI MICHAEL	220 PUBLIC PROP-INSP	12411-5111	Asst Dir of City Facilities	9/29/11	61,657.92		1.00	1	100%	1,181.19	1,181.19	61,421.88	1,216.63	63,264.54	63,264.54
WAGG HARRY	220 PUBLIC PROP-INSP	12411-5111	ASST BUILDING INSPEC	10/21/13	56,213.69		1.00	1	100%	1,076.89	1,076.89	55,998.28	1,103.81	57,398.24	57,398.24
New Position	220 PUBLIC PROP-INSP	12411-5111	Asst. Bldg Insp-Sanitarian		54,207.61		1.00	1	100%	1,038.46	1,038.46	53,999.92	1,038.46	53,999.92	53,999.92
*RODRIGUEZ ANTONIO	220 PUBLIC PROP-INSP	12411-5111	JR BLDG CUST-COA				0.70		70%	476.00	476.00	17,326.40	487.90	17,759.56	17,759.56
From DPS Budget															
					96,064.66		3.00				Total AFSCME 1818	146,457.90		146,457.90	146,457.90
					420,887.72		8.70		Total Full Time - 5111			487,363.14		495,753.39	495,753.39
DOYLE JOHN	230 PUBLIC PROP-INSP	12411-5113	SEALER WEIGHTS/MEAS	1/2/2008	26,777.11				19 hours per wk	26.34	26.34	26,023.92	27.00	26,674.52	26,674.52
					26,777.11				Total PartTime - 5113			26,023.92		26,674.52	26,674.52
	230 PUBLIC PROP-INSP	12411-5118	OVERTIME-CUSTODIANS									5,000.00		5,000.00	5,000.00
					-				Overtime - 5118			5,000.00		5,000.00	5,000.00
					447,664.83		8.70		Department Total			518,387.06		527,427.91	527,427.91

Full-Time Equivalent Employees:	FY 2016	6.00
	FY 2017	7.00
	FY 2018	8.70
	Variance 17 vs. 18	1.70

FY 2018 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52.2	F T E	Rate FY 2017	Incr FY 2018	Calc Rate FY 2018	STEP INCREASES			Dept Request FY 2018 52	Mayor FY 2018 52	Council FY 2018 52					
											Date	Rate	# Wks Old New								
MURTAGH SALLY	220 PUBLIC PROP-INSP	12411-5111	PRINCIPAL CLERK	03/14/1989	2	48,032.33	1.00	920.16	1.005	924.76				100%	48,087.56	48,087.56	48,087.56				
KIRKPATRICK MARCIA	220 PUBLIC PROP-INSP	12411-5111	PRINCIPAL CLERK	10/28/2000	2	48,032.33	1.00	920.16	1.005	924.76				100%	48,087.56	48,087.56	48,087.56				
CONNOR JONATHAN	220 PUBLIC PROP-INSP	12411-5111	SR BLDG CUST VIII	7/25/16	1		1.00	869.76	1.005	874.11	7/25/2017	906.32	4.0 48.0	100%	46,999.80	46,999.80	46,999.80				
Connor - Shift Differential	220 PUBLIC PROP-INSP	12411-5111	Base Rate X 9%					84.16	1.005	84.58				100%	3,282.98	3,282.98	3,282.98				
														96,064.66	3.00				146,457.90	146,457.90	146,457.90

FY 2018 DETAILED BUDGET REPORT
EXPENSES

PUBLIC PROPERTY - Inspections - 220

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
12412	5295	SAFTY GEAR			
		Hard hats, protective eyewear, etc for inspectors	1,500	1,500	1,500
TOTAL		Moved to office supplies	1,500	1,500	1,500
12412	5320	CONTRACTED SERVICES			
		Contracted Services - Temp Plumbing Inspector to cover vacations/sick/etc.	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	450	450	450
TOTAL			450	450	450
12412	5421	General Office supplies			
		General office supplies as needed	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
14112	5451	CUSTODIAL SUPPLIES			
		Coast Maintenance - Custodial supplies	6,700	6,700	6,700
		Delandes Supply - Electrical supplies	300	300	300
		State Chemical - Custodial chemicals	1,000	1,000	1,000
		Winer Brothers - Misc. supplies	1,000	1,000	1,000
		Less amount left in DPS for their building	4,000	4,000	4,000
TOTAL			13,000	13,000	13,000
12412	5710	IN-STATE TRAVEL/MEETING			
		Mileage and seminar reimbursements for 4 full time and one part time inspector	12,000	12,000	12,000
TOTAL			12,000	12,000	12,000
12412	5713C	EXPENSES-CLEAN IT/LIEN IT			
		Clean it or lien it- Monies to secure vacant buildings etc. Monies expended are recovere through liening	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
12412	5778	SEALER WEIGHTS & MEASURERS EXPENSES			
		Misc supplies	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
TOTAL PROPOSED			39,600	39,600	39,600

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 2018

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 2018 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 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Board of Appeals-Expenses									
11762	5306	ADVERTISING	94.99	100.00	100.00	90.56	100.00	100.00	100.00
11762	5381	PRINTING AND BINDING	195.35	200.00	200.00	175.52	200.00	200.00	200.00
11762	5421	OFFICE SUPPLIES (GEN	91.98	100.00	100.00	90.56	100.00	100.00	100.00
	Total	Board of Appeals-Expenses	382.32	400.00	400.00	356.64	400.00	400.00	400.00
220	176	Department Total	382.32	400.00	400.00	356.64	400.00	400.00	400.00

FY 2018 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 2018

No significant changes.



CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures FY 2016	Adopted Budget FY 2017	Adjusted Budget FY 2017	Y-T-D Expenses FY 2017	Department FY 2018	Mayor FY 2018	Council FY 2018
Public Prop-Fixed Costs									
11962	5211	ELECTRICITY	51,774.64	56,000.00	56,000.00	49,220.31	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	20,006.25	55,000.00	47,000.00	32,134.56	45,000.00	45,000.00	45,000.00
11962	5271	CITY HALL ANNEX	384,100.00	401,370.00	401,370.00	362,705.12	483,125.00	483,125.00	483,125.00
11962	5274	ANNEX RENT TAXES	48,380.23	50,857.00	58,857.00	51,522.14	0.00	0.00	0.00
11962	5341	TELEPHONE	9,702.69	13,000.00	13,000.00	7,785.19	11,500.00	11,500.00	11,500.00
11962	5342	POSTAGE	124,468.71	115,000.00	115,000.00	86,444.40	115,000.00	115,000.00	115,000.00
	Total	Public Prop-Fixed Costs	647,790.12	701,227.00	701,227.00	598,389.52	720,625.00	720,625.00	720,625.00
220	196	Department Total	647,790.12	701,227.00	701,227.00	598,389.52	720,625.00	720,625.00	720,625.00

FY 2018 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
TOTAL			56,000	56,000	56,000
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)
TOTAL		subject to change	10,000	10,000	10,000
11962	5216	Oil Heat			
		Gas for 120 Washington street	45,000	45,000	45,000
		oil fo 93 Washington and Council on Aging			
TOTAL			45,000	45,000	45,000
11962	5271	CITY HALL ANNEX			
		Rent - Lease expires 3/16 one year exstensions max increasae per year %3	407,390	407,390	407,390
		Taxes	75,735	75,735	75,735
TOTAL			483,125	483,125	483,125
11962	5274	ANNEX RENT TAXES			
		City Hall Annex Taxes - Moved to 5271 in FY 2018			
TOTAL			-	-	-
11962	5341	TELEPHONE			
			11,500	11,500	11,500
TOTAL			11,500	11,500	11,500
11962	5342	POSTAGE			
		Mailing for City Hall . Note this fee has increased due to the increase in postage	115,000	115,000	115,000
		City Clerk - Census, Dog License			
		Collectors - Excise Tax, Real Estate			
		Miss. Mail of all Department			
TOTAL			115,000	115,000	115,000
TOTAL PROPOSED			720,625	720,625	720,625

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 2018

The Board of Health is requesting the addition of a Senior Clerk Typist to assist in the clerical duties and increasing workload. Also, a Public Health Program Coordinator to assist in developing new health improvement and outreach programs that will positively impact health status of the community; increasing the hours of a part-time Inspector to 19 hours to enhance response to increasing citizen complaints.

Suzanne Doty returned to the Department as the Public Health Nurse replacing Erica Rimpila, who returned to her former position in the non-profit sector. Janice Orta joined the Department as a Sanitarian; Janice is a Salem resident with a background in environmental testing and assessment.



Recent Accomplishments

- Followed up on cases of reportable contagious diseases.
- Secured grant of up to \$10,000 (\$9, 000 already approved) to support city employee wellness initiative
- Responded to emergency calls from Police and Fire Departments.
- Coordinates the Salem Overdose Awareness and Use Reduction Coalition, webpage [WWW. Salem.com/opiate](http://WWW.Salem.com/opiate)
- Coordinated a panel series on Opiate awareness SATV entitled “ Recovering in Salem”
- Coordinated hosting the “Road to Recovery Series” with SATV
- Hosted 2 video/panel discussions on Substance use and Overdose awareness at the Salem Visitor Center
- Provided a community Health information program including, Blog, Facebook and Twitter presence.
- Provided Public Health information at Farmer’s Market, Community wellness fair including Naloxone training
- Provided vaccination clinics for influenza to seniors, city retirees’ employees and residents.
- Ensured compliance with conditions set for various developments.
- Ensured compliance with tobacco regulations.

- Enforced the State Sanitary Code for housing, food establishments bathing beaches, swimming pools and other permitted facilities conducting over 1600 inspections.
- Provided sanitary inspections for problem areas in neighborhoods.
- Addressed increased complaints through” SeeClickfix Tool”
- Participated in community health and wellness fairs on the North Shore.
- In conjunction with other North Shore communities and North Shore Elder Services participant in task force to handle hoarding issues on the North Shore.
- Coordinate a region wide Asthma reduction program that provides information on multi-unit housing owners on smoke free housing, Integrated pest management and smoking cessation programs
- Participated in a reciprocal agreement with the City of Beverly to allow residents of both communities to participate in household hazardous waste collections twice per year. Collected hazardous waste from over 200 households
- Board of Health receives and processes communicable diseases online.
- Participated with Salem Police Department and Mayor’s office “ International Overdose Awareness Day” and “ National Night Out”
- Participated in Youth Substance Abuse Prevention grant with Lynn, Marblehead and Swampscott that focuses on underage drinking and substance use prevention
- Assisted local communities in communicable disease response, immunization clinics
- Hosted a MPH student intern from Walden university
- Board of Health voted to prohibit sale of flavored tobacco products in Under 21 Establishments
- Larry Ramdin was elected Regional Vice President of the National Environmental Health Association, representing the New England, New York and New Jersey.



FY 2018 Goals & Objectives

- Continue enforcing the 6 General laws, 17 State regulations, 28 Board of Health Regulations and City Ordinances we are directly responsible for, especially Food, Housing, Certificate of Fitness, Trash and Public Nuisance laws.
- Increase staffing to address increased workload and demands placed on the Health Department
- Continue Community Health improvement program geared towards reducing Chronic disease risks within Salem, thus improving the health of the community
- Continue ongoing Staff development to improve the service delivery to the community
- Improve communication with residents to improve general health and well-being and resolve citizen concerns
- Use Technology to improve efficiencies and responsibilities in complaint tracking, inspection, increase and service delivery to residents
- Limit the exposure and incidence of infectious diseases through investigation, detection and prevention.
- Participate in an opiate risk reduction program with Lynn and Peabody
- Respond to residents’ concerns regarding illness and sanitation issues.
- Maintain an inventory of vaccines and biologics required by the City sponsored clinics.
- Provide immunization clinics and educational seminars.
- Ensure that the public health policies of the Board, City and State are followed.

- Maintain preparedness for public health emergencies.
- Maintain and strengthen working relationships with other City departments.
- Use the media and other avenues as a tool for disseminating information regarding public health concerns and education.
- Comply with Massachusetts Dept of Public Health regulations regarding inspection requirements for establishments governed by the State Sanitary Code.
- Respond to residents' public health concerns.
- Manage regional Shared Public Health services grant the was over \$250,000
- Manage Regional Asthma grant of \$165,000
- Enable staff to attend conferences and training to acquire/maintain credentials necessary to perform their duties and enhance their skill sets

Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
Number of inspections (not all inspections listed below)	1720	1699	1700	1950
Number of permits issued from the Board of Health	1284	1314	1400	1450
Number of Death Certificates processed/issued	413	438	450	450
Number of trash and general nuisance inspections	624	574	600	600
Number of Certificate of Fitness inspections/re-inspections	538	542	600	700
Number of food establishment inspections/re-inspections	454	337	475	480
Body art establishments	5	6	7	10
Recreational camp inspections	28	24	20	20
Pool inspections	23	28	30	36
Swimming beach sampling	108	108	108	108
Total number of communicable disease investigations	120	204	250	300
Flu Shots Administered	319	324	250	250

How FY 2018 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Reduce the number of trash complaints through education and active enforcement with increased staffing
- Reduce the number of housing complaints through landlord outreach, scheduled inspections, education and active enforcement
- Increase programs that will reduce risk factors and impact of chronic disease.
- Increase delivery of services and response by increasing use of technology.
- Enhance skill sets in the departmental staff that will impact better public health protections for community.
- Participate in an Opiate overdose reduction project with Lynn and Peabody to reduce the scourge of Opiate use and overdose in Salem

- Participate in Youth Substance use and reduction project with Lynn, Marblehead and Swampscott to inform and educate youth and parents on developing coping skills to face the challenges of substance use in the community
- Improve messaging on Public health topics through use of social media

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Health-Personnel									
15101	5111	SALARIES-FULL TIME	346,722.82	362,039.00	359,539.00	314,287.01	470,015.00	412,115.00	412,115.00
15101	5113	SALARIES-PART TIME	6,337.29	28,306.00	28,306.00	24,299.56	42,297.00	43,354.00	43,354.00
15101	5131	OVERTIME (GENERAL)	2,857.20	2,000.00	4,500.00	2,560.66	2,000.00	2,000.00	2,000.00
15101	5150	FRINGE/STIPENDS	2,500.00	4,500.00	4,500.00	4,125.00	4,500.00	4,500.00	4,500.00
Total Health-Personnel			358,417.31	396,845.00	396,845.00	345,272.23	518,812.00	461,969.00	461,969.00
Health-Expenses									
15102	5218	HHWD	0.00	0.00	0.00	0.00	15,000.00	15,000.00	15,000.00
15102	5306	ADVERTISING	216.50	800.00	800.00	665.98	800.00	800.00	800.00
15102	5318	DENTAL/MEDICAL SERVI	2,453.22	2,500.00	2,500.00	1,180.94	2,500.00	2,500.00	2,500.00
15102	5396	HOUSING-SAN	4,334.92	4,500.00	4,500.00	3,770.35	4,500.00	4,500.00	4,500.00
15102	5421	OFFICE SUPPLIES (GEN	2,834.12	2,500.00	2,500.00	2,394.49	2,500.00	2,500.00	2,500.00
15102	5710	IN STATE TRAVEL/MEETINGS	499.98	400.00	400.00	0.00	400.00	400.00	400.00
15102	5785	RODENT CONTROL	5,150.00	5,000.00	7,500.00	5,800.00	5,000.00	6,000.00	6,000.00
15102	5786	BEACH WATER ANALYSIS	0.00	800.00	800.00	0.00	800.00	800.00	800.00
Total Health-Expenses			15,488.74	16,500.00	19,000.00	13,811.76	31,500.00	32,500.00	32,500.00
120	510	Department Total	373,906.05	413,345.00	415,845.00	359,083.99	550,312.00	494,469.00	494,469.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018
DAVIS MAUREEN	120 HEALTH	15101-5111	BOARD CLERK		52.2	B			4	500.00	500.00	2,000.00	500.00	2,000.00	2,000.00
LYONS HEATHER	120 HEALTH	15101-5111	BOARD CLERK		2,000.00	B			4	500.00					-
RAMDIN LARRY	120 HEALTH	15101-5111	HEALTH AGENT	7/2/2012	84,353.14		1.00	1	100%	1,615.96	1,615.96	84,029.92	1,656.36	86,130.67	86,130.67
New	120 HEALTH	15101-5111	PUB HLTH COORDINATOR				0.00	1	100%		1,153.85	60,000.20	-	-	-
					272,611.65		5.00			Total AFSCME 1818		323,983.99		323,983.99	323,983.99
					358,964.79		6.00	Total Full Time - 5111				470,014.11		412,114.66	412,114.66
REALE JOSEPH	120 HEALTH	15101-5113	PT CODE ENFORCEMENT OFFI	9/21/2007	14,152.99			9.5	hours per wk	28.54	28.54	14,098.76	29.25	14,451.23	14,451.23
CODY ROBERTA	120 HEALTH	15101-5113	PT CODE ENFORCEMENT OFFI	10/29/2008	14,152.99			0.0	hours per wk	-	-	-	-	-	-
MANCINI JANET	120 HEALTH	15101-5113	PT CODE ENFORCEMENT OFFI	7/6/16				19.0	hours per wk	28.54	28.54	28,197.52	29.25	28,902.46	28,902.46
					28,305.98			Total PartTime - 5113				42,296.28		43,353.69	43,353.69
												2,000.00		2,000.00	2,000.00
					2,000.00			Total PartTime - 5113				2,000.00		2,000.00	2,000.00
												4,500.00	1,500.00	4,500.00	4,500.00
					4,500.00			Total PartTime - 5113				4,500.00		4,500.00	4,500.00
					393,770.77		6.00	Department Total				518,810.39		461,968.34	461,968.34

Full-Time Equivalent Employees:	FY 2016	6.00
	FY 2017	6.00
	FY 2018	6.00
	Variance 17 vs. 18	0.00

FY 2018 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52.2	F T E	Rate FY 2017	Incr FY 2018	Calc Rate FY 2018	STEP INCREASES				Dept Request FY 2018 52	Mayor FY 2018 52	Council FY 2018 52	
											Date	Rate	# Wks Old	New				
BAROSY JEFFREY	120 HEALTH	15101-5111	SANITARIAN	4/27/15	3	56,437.19	1.00	1,101.77	1.005	1,107.28					100%	57,578.50	57,578.50	57,578.50
DAVIS MAUREEN	120 HEALTH	15101-5111	PRINCIPAL CLERK		2		1.00	920.16	1.005	924.76					100%	48,087.56	48,087.56	48,087.56
DOTY SUZANNE	120 HEALTH	15101-5111	PUB HLTH NURSE II/III	8/19/2016	3	-	1.00	1,038.68	1.005	1,043.87	8/19/2017	1,082.88	40.0	12.0	100%	54,281.42	54,281.42	54,281.42
GAGAKIS ELIZABETH	120 HEALTH	15101-5111	SR. SANITARIAN	1/7/2008	3	61,643.11	1.00	1,180.90	1.005	1,186.80					100%	61,713.83	61,713.83	61,713.83
LYONS HEATHER	120 HEALTH	15101-5111	PRINCIPAL CLERK	10/12/04	2	48,032.33	0.00	920.16	1.005	924.76					100%	48,087.56	48,087.56	48,087.56
ORTA JANICE	120 HEALTH	15101-5111	SANITARIAN - Step I/II	10/19/16	3	54,181.14	1.00	1,023.84	1.005	1,028.96	10/19/2017	1,067.34	33.0	19.0	100%	54,235.11	54,235.11	54,235.11
RIMPILA ERICA	120 HEALTH	15101-5111	PUB HLTH NURSE	12/3/2015	3	55,391.24	0.00	1,038.68	0.000	-					Resigned			
New	120 HEALTH	16501-5111	SR. CLERK TYPIST	7/1/2016			0.00		1.005	767.51					100%	39,910.52	-	-
275,685.01 5.00 323,983.99 323,983.99 323,983.99																		

FY 2018 DETAILED BUDGET REPORT
EXPENSES

HEALTH - 120

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
15102	5218	HOUSEHOLD HAZARDOUS WASTE DAY	15,000	15,000	15,000
TOTAL			15,000	15,000	15,000
15102	5306	ADVERTISING Public Health alerts, such as for Seasonal Flu, Avian Flu, other contagious diseases and legal notices required for regulations.	800	800	800
TOTAL			800	800	800
15102	5318	DENTAL/MEDICAL SERVICES General medical supplies as needed	2,500	2,500	2,500
TOTAL			2,500	2,500	2,500
15102	5396	HOUSING/SAN Educational Conferences: Contagious diseases, inspections, emergency preparedness, Inspectional Equipment such as stem type thermometers, flashlights, batteries, License for computerized inspection module litmus paper, file, cameral supplies, hardware supplies Codes from Mass DEP and MDPH Professional Membership for 7 employees: MHOA, APHA, MPHA, NEHA, NALBOH Beach signs, pool test kits, instructional videos, & Training Fees for expert consultant to review plans and specs as needed.	700 500 400 500 300 1,200 500 400	700 500 400 500 300 1,200 500 400	700 500 400 500 300 1,200 500 400
TOTAL			4,500	4,500	4,500
15102	5421	OFFICE SUPPLIES General Office Supplies as needed	2,500	2,500	2,500
TOTAL			2,500	2,500	2,500
15102	5710	IN STATE TRAVEL Mileage reimbursement for travel outside of Salem	400	400	400
TOTAL			400	400	400
15102	5785	RODENT CONTROL 40 professional exterminations @ \$125 each	5,000	6,000	6,000
TOTAL			5,000	6,000	6,000
15102	5786	BEACH WATER ANALYSIS Bacterial analysis of swimming water	800	800	800
TOTAL			800	800	800
TOTAL PROPOSED			31,500	32,500	32,500

Electrical Department

Mission Statement – Why We Exist

The Mission of the Electrical Department is to protect the safety and welfare of the City's residents and its visitors. More specifically, the department will enforce all laws, bylaws and regulations in accordance with the City and State of Massachusetts Electrical Codes. The Electrical Department will assist our residents as to any concern that they might have about their safety and well-being. The Electrical department now maintains all the Roadway lighting in the City.

Significant Budget & Staffing Changes for FY 2018

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
- Working with Siemens Corp to complete the conversion from High pressure Sodium Luminaires and Metal Halide 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.
Recently finished the Salem State Theatre Building
- Maintain wiring in Leslie Retreat Park for the Park lighting system
- Maintaining lighting at Blaney Street.
- Maintaining lighting at the Salem Willows Park
- Maintaining lighting on the Bridge Street Bypass Roadway.
- Maintaining lighting on Rte 107 Bridge Street
- Maintaining the lighting at the Common
- Recently finishing up the Probate Court House project
- Installed vehicle detectors at Broad and Summer Streets.
- Working to install all new LED Luminaires from Riley Plaza to Congress Street.



- Installed new LED luminaires on the bypass road
- Installed new LED luminaires throughout the Willows Park
- Working on Rapid flashers at various locations
- The Common Bandstand has LED fixtures installed.
- Working with the Planning Department for the Artists Row enhancements and Electrical equipment relocation is completed
- The Electrical department is now maintaining all of our Roadway lighting
- Working with Verizon to transfer the City's Fire Alarm Cables to the new poles being installed throughout the City
- 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 2018 Goals & Objectives

- To complete Canal Street improvement plans and to complete installation of all utilities.
- Working on a comprehensive traffic improvement plan to move traffic quicker and safely from Downtown heading North and Southbound
- To have all our traffic signals and hardware painted at all of our major intersections starting in April 2017 and 2018



- To Retrofit Collins Cove walkway with LED lighting
- To Work with Engineering and Planning to have installed, Fire Alarm, and Electric Utilities at the Senior Center site.
- To 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.
- To Convert all our roadway lighting to LED Luminaires
- To complete all the pole transfers for the City's Street luminaires and Fire Alarm cable
- To step up maintenance in potential problem area's with our Fire Alarm System and our traffic control system.
- To find a suitable permanent place for an Electronic banner that may be programmed via internet. The electronic banner may be placed at the Nothern 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.
- Working on a comprehensive short term and long term plan to move people and traffic faster and safely throughout the City of Salem, MA

Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
ELECTRICAL PERMITS ISSUED			1,000	720
ELECTRICAL INSPECTIONS PERFORMED			1,800	855
FIRE ALARM MASTERBOX PLUG OUT AND SYSTEM RESETS			713	686
TRAFFIC SIGNAL REPAIRS			438	521
DECORATIVE STREET LIGHT REPAIRS			287	189
COBRAHEAD STREEET LIGHT REPAIRS			210	58
BOARD OF HEALTH ELEC. COMPLAINTS			12	8
FIRE PREVENTION ELEC. COMPLAINTS			12	26
ELECTRICAL REPAIRS TO PUBLIC BLDGS			30	47
FIRE ALARM OPEN CIRCUITS / REPAIR			245	287
MAINTAIN FOUNTAIN PUMPS			1	3
FIRE ALARM POLE TRANSFERS			85	116
ROADWAY BANNERS HUNG			175	238
DECORATED CHRISTMAS TREES			89	61

How FY 2018 Departmental Goals Relate to City's Overall Long & Short Term Goals

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Electrical-Personnel									
12451	5111	SALARIES-FULL TIME	341,057.16	348,919.00	348,919.00	301,530.15	393,931.00	387,823.00	387,823.00
12451	5131	OVERTIME (GENERAL)	5,638.34	8,000.00	9,300.00	8,921.88	8,000.00	8,000.00	8,000.00
12451	5141	LONGEVITY	150.00	150.00	150.00	150.00	0.00	0.00	0.00
Total	Electrical-Personnel		346,845.50	357,069.00	358,369.00	310,602.03	401,931.00	395,823.00	395,823.00
Electrical-Expenses									
12452	5213	STREET LIGHTING	287,916.53	250,000.00	250,000.00	212,338.00	250,000.00	250,000.00	250,000.00
12452	5214	TRAFFIC SIGNAL LIGHT	29,868.23	34,000.00	34,000.00	33,683.65	34,000.00	34,000.00	34,000.00
12452	5254	STREET LIGHTING MAINT	33,101.31	40,000.00	40,000.00	14,366.90	40,000.00	40,000.00	40,000.00
12452	5255	BUILDING/EQUIP MAINT	6,622.62	7,000.00	6,300.00	5,526.65	17,000.00	17,000.00	17,000.00
12452	5256	FIRE/MUN SIGNAL MAIN	9,885.71	10,000.00	9,400.00	9,311.88	10,000.00	10,000.00	10,000.00
12452	5257	MAINT TRAFFIC SIGNAL	10,292.18	10,000.00	10,000.00	9,489.49	20,000.00	20,000.00	20,000.00
12452	5301	POLICE DETAIL	980.00	2,000.00	2,000.00	368.00	4,000.00	4,000.00	4,000.00
12452	5324	TRAINING & CERTIFICATION	863.00	500.00	500.00	240.00	500.00	500.00	500.00
12452	5341	TELEPHONE	977.36	2,000.00	2,000.00	878.32	2,000.00	2,000.00	2,000.00
12452	5421	OFFICE SUPPLIES (GEN	1,609.57	2,000.00	2,000.00	1,620.76	2,000.00	2,000.00	2,000.00
12452	5710	IN STATE TRAVEL/MEETINGS	238.20	300.00	300.00	132.00	400.00	400.00	400.00
Total	Electrical-Expenses		382,354.71	357,800.00	356,500.00	287,955.65	379,900.00	379,900.00	379,900.00
080	245	Department Total	729,200.21	714,869.00	714,869.00	598,557.68	781,831.00	775,723.00	775,723.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018
GIARDI JOHN	080 ELECTRICAL	12451-5111	CITY ELECTRICIAN	06041984	78,149.96		1.00	1	100%	1,497.13	1,689.44	87,850.88	1,571.99	81,743.30	81,743.30
*New Position	080 ELECTRICAL	12451-5111	Asst Dir of Traffic & Parking				0.50	1	50%		1,346.15	35,000.00	1,346.15	35,000.00	35,000.00
*New position split 50/50 with Traffic and Parking Department															
					270,768.20		5.00				Total AFSCME 1818	271,079.41		271,079.41	271,079.41
					348,918.16		6.50	Total Full Time - 5111				393,930.30		387,822.71	387,822.71
080 ELECTRICAL					8,000.00							8,000.00		8,000.00	8,000.00
080 ELECTRICAL					150.00					150.00	-	-	-	-	-
					357,068.16		6.50	Department Total				401,930.30		395,822.71	395,822.71

Full-Time Equivalent Employees:	FY 2016	6.00
	FY 2017	6.00
	FY 2018	6.50
	Variance 17 vs. 18	0.50

**FY 2018 DETAILED BUDGET REPORT
EXPENSES**

ELECTRICAL - 080

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
12452	5213	STREET LIGHTS ROADWAY AND DECORATIVE LIGHTING THROUGHOUT CITY	250,000	250,000	250,000
TOTAL			250,000	250,000	250,000
12452	5214	TRAFFIC SIGNALS TRAFFIC SIGNAL ENERGY COSTS	34,000	34,000	34,000
TOTAL			34,000	34,000	34,000
12452	5254	ROADWAY AND MALL LIGHTING MAINTAINANCE REPLACEMENT OF POLES,LUMINAIRES,WIRING,TRANSFORMERS,LAMPS, LENSES Maintenance for Additional Lights purchased from National Grid	40,000	40,000	40,000
TOTAL			40,000	40,000	40,000
12452	5255	BUILDING/EQUIPMENT MNT. FACILITY REPAIRS AND NEW GARAGE DOORS	17,000	17,000	17,000
TOTAL			17,000	17,000	17,000
12452	5256	FIRE/MUN SIGNAL MNT MAINTAIN FIRE ALARM CABLE & FIREBOXES OVERHEAD AND UNDERGROUND.	10,000	10,000	10,000
TOTAL			10,000	10,000	10,000
12452	5257	MNT TRAFFIC SIGNALS TRAFFIC CONTROLLERS, SIGNALS, CONDUITS AND LIGHTING MAINTENANCE. WE HAVE ADDED A LOT MORE HARDWARE TO THE SYSTEM	20,000	20,000	20,000
TOTAL			20,000	20,000	20,000
12452	5301	POLICE DETAIL POLICE DETAIL FOR ROADWAY WORK AS NEEDED	4,000	4,000	4,000
TOTAL			4,000	4,000	4,000
12452	5324	TRAINING & CERTIFICATION ESSEX CTY SIGNAL ASSOC., IMSA NFPA LED CERTIFICATION, MUN ELEC INSP ASSOC., TRAFFIC SIGNAL SCHOOL, COMP COURSES	500	500	500
TOTAL			500	500	500
12452	5341	TELEPHONE 2 BUSINESS PHONE LINES @ 120.MO & LONG DISTANCE @ 82.50 X 12 MOS	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
12452	5421	OFFICE SUPPLIES (GENERAL) GENERAL OFFICE SUPPLIES AS NEEDED	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
12452	5710	IN STATE TRAVEL/MEETING PROGRAMS AND SEMINARS INTERNATIONAL ASSOCIATION OF ELECTRICAL INSPECTORS PAUL REVERE CHAPTER MUNICIPAL ELECTRICAL INSPECTORS MEETINGS	200 200	200 200	200 200
TOTAL			400	400	400
TOTAL PROPOSED			379,900	379,900	379,900

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 2018

Lynn Duncan retired on June 30, 2016, and Tom Daniel started as the Director of Planning and Community Development in August 2016. As noted in the Historical Commission section, the City was successful in securing a second and final year of grant funds from the Massachusetts Historical Commission to allow the preservation planner position to remain full-time. For future years, MHC grant funds will not be available, and City funding will be needed to maintain the position as full-time. The volume and complexity of work in the Department has increased over recent years. The Department strives to retain skilled talent and reduce turnover to effectively manage projects and planning initiatives. Our goal is to meet City needs while providing opportunities for planning staff advancement with appropriate compensation.

An addition to the budget is the Zagster contract for the bike share system. The in-state travel/meetings budget was reduced to \$1,000 in FY17 which is not sufficient for conference registrations and travel to trainings that may be held outside of the North Shore. To provide for appropriate training and mileage, there is a \$2,500 increase for in-state travel/meetings. The City supports training for staff, as reflected in this line item. Membership in the Salem Partnership, the North Shore Alliance for Economic Development, and the Urban Land Institute are included in the budget along with a hosting fee for the Imagine Salem website.

Recent Accomplishments



- The City was awarded a \$30,000 Executive Office for Administration and Finance (EOAF) grant to support a citywide visioning project. In the fall of 2016, the Department of Planning and Community Development (DPCD) laid the groundwork for the Imagine Salem project which will be launched publicly in February 2017.
- The Department of Planning and Community Development (DPCD) continues to manage a project to relocate utility infrastructure from under the Riley Plaza East parking lot at Washington and Dodge Street, in order to make way for a 178,000 SF mixed use development that will include residential units, commercial space, and a hotel. The project is funded with \$3.36M grant awarded by the Commonwealth's MassWorks Infrastructure Grant Program in FY2014. The project, which will also implement street repaving and intersection improvements at Washington and New Derby Street, will be complete by June of 2017.



- DPCD authored a successful grant application for \$3.5M in FY2016 MassWorks Infrastructure Grant Program funding, for “Complete Streets” streetscape improvements along Bridge Street, between Boston and Flint Street. Survey work for this project that DPCD will also manager, will be complete in January of 2017 and construction is slated to begin in summer of 2017.
- DPCD worked with the City Council to approve a tax increment financing (TIF) agreement for Commonwealth Diagnostics International (CDI), which has established its headquarters 39 Norman Street. The agreement provides approximately \$71,000 in projected local tax relief to the company over five years in exchange for an approximately \$5.1M investment in the purchase and renovation of the building; as well the creation of at least 20 new full-time equivalent jobs over the next three years, and potentially up to 100 new full-time equivalent jobs over the next five years. The City will be supporting CDI’s application for tax credits through the Massachusetts Life Sciences Center (MLSC).
- DPCD continues to work with the Salem Redevelopment Authority (SRA) and the Commonwealth’s Division of Capital Asset Management and Maintenance (DCAMM) on the proposed redevelopment of the former Salem District Court property at 65 Washington Street. In September of 2015, Diamond Sinacori of Boston was selected by the SRA as the development team to undertake this project, based on their proposal, which calls for a mixed-use building with 61 residential condominium units, of which six (6) will be affordable 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 performed a great deal of due diligence on the site and building, revealing an approximately \$850,000 gap in anticipated construction costs due to the discovery of several hazardous materials that must be abated/mitigated. Execution of a land disposition agreement between Diamond Sinacori and the SRA is scheduled to be complete in January 2017, which is also when the developer will begin the local permitting process.
- DPCD worked with the SRA on the review of several significant downtown projects including the second phase of the Old Salem Jail, Maritime, Hotel Salem, and the District Court redevelopment.



- DPCD submitted a proposal to the City Council to establish a Housing Development Incentive Program (HDIP) Zone and Plan for an area on the northern end of downtown. The proposed HD Zone includes five publically owned parcels at the northern edge of Salem’s downtown, within a short distance of its MBTA station. This State program incentivizes the development of market rate housing in Gateway Cities and provides for a tax increment exemption (TIE) agreement with the City and state level tax credits.
- DCPD began working with Arrowstreet Architects of Boston on a pre-development study of a City-owned lot that directly abuts the MBTA station and garage on Bridge Street. The study, which contemplates zoning and massing studies for different development scenarios, may ultimately be used in an RFP or RFQ process for redevelopment of the site.
- In October 2014, the City successfully purchased and assumed maintenance on all 3,500 streetlights in the City resulting in a savings of about \$200,000 a year by not paying National Grid

for maintenance. The City then moved forward to switch the lighting system to high efficiency LED lights. In the fall of 2014, 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 a round of Green Communities competitive grant funding bringing the cost of the project down. All 3,200 overhead streetlights have been

installed and that portion of the project was completed in March 2016. Decorative fixtures for Derby St, the Bridge St. Bypass Road, and Salem Willows have been ordered with installation to be completed in winter 2017. Total savings for streetlight purchase and LED Conversion is approximately \$400,000 annually.

- DPCD staff in collaboration with the City Electrician, Purchasing Department, and School Department worked with Bay State Consultants to negotiate and secure an extension of the electricity supply rate from 2018 to 2021 at a rate of \$0.07008 per kWh. This is approximately .5 cents lower than the previous contract and 2.8 cents lower than the National Grid standard supply rates. This equates to a \$280,000 per year savings versus the National Grid supply rates.
- Working with the School Department and Guardian Energy Management Solutions, the City will apply for state funding to do LED lighting conversions in several school buildings. HVAC retrofits are also being explored at Salem City Hall to address issues with heating and cooling distribution in the building. Depending on estimates and award amounts the City will move forward on a mix of HVAC improvements and lighting conversions in these buildings to leverage DOER Green Communities funding as well as National Grid energy efficiency incentives to maximize project scope and increase cost and energy savings.
- Building from a 2014 CZM Green Infrastructure Grant, the City has identified Collins Cove as a location for green infrastructure implementation. The \$55,000 grant awarded to the City in 2016 by the Office of Coastal Zone Management is going to complete the final design and permitting for the project. Working with Chester Engineering and Salem Sound Coastwatch, the City will finalize the measurements and site plan for the proposed green infrastructure methods and use the prepared final design documents to submit to local and state permitting (Conservation Commission and DEP Chapter 91) to have the approval to implement coir rolls and sea grass planting that enhances the resiliency of the Cove. The goal of the project is to increase resiliency to Collins Cove and the abutting residential properties from effects of climate change such as increased frequency and intensity of flooding and storm surge.
- Through the CLF/Footprint settlement the City of Salem was awarded \$2 million as a grant to spend on renewable energy projects to enhance energy and cost savings while promoting a clean and sustainable energy future. Through work with the DOER, DPCD worked with Tighe & Bond on a solar rooftop feasibility study. With contributions from this DOER grant program and from Footprint Power for their renewable energy requirement, over 650 kW of solar panels will be installed on the Witchcraft Elementary School rooftop and approximately 280 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 spring 2017 and save approximately \$200,000 in avoided energy costs and income from Solar Renewable Energy Credits.
- 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.
- Dredging of the Blaney St. embayment area was completed. The City also completed work on the Harborwalk including installation of custom-made railings. This work is funded from a \$4 million grant the City was awarded by the former Governor's Seaport Council.
- The City was awarded a \$928,000 grant from the Governor's Seaport Economic Council to construct Salem's only commercial marina at Blaney Street. The City completed the project except for minor punch list items and the Harborwalk and the Marina was opened to the public on schedule in summer of 2016. More than half of the 11 new commercial slips were leased to users that included harbor tours and tuna fishermen.
- Legislation was passed by the MA Senate and House and signed by the governor to establish a Salem Port Authority. The Mayor is in the process of vetting and appointing members. The new Port Authority will manage the new Salem Wharf complex and will co-own and manage the Cruise Port along with Footprint Energy. The Cruise Port hosted visits from 2 cruise ships and a number of good will vessels including the US Coast Guard *Eagle*.



- The City completed construction of a multi-purpose trail at Winter Island. Utilizing CDBG funds, the City completed an archaeological survey of the area and constructed the new trail utilizing a PARC grant. The trail is opened to the public and is getting a considerable amount of use.
- Phase I of the restoration of historic Fort Pickering was completed utilizing funding granted by the CPC. Substantial clearing of the Fort was undertaken, followed by a state of the art laser survey that was funded in part by a Survey & Planning grant from Mass Historic. The City was awarded funds for Phase II from the CPC and is commencing the design process.
- The Salem City Council approved a \$1.4M bond order to acquire property located at 289 Derby St. for the purpose of constructing a downtown, waterfront park. The City also applied for and received CPC funding for design/soft costs and is about to commence a Designer Selection process. The City's goal is construct the new park over the Summer/Fall of 2017.
- The City issued a request for proposals for the sale and redevelopment of the former Universal Steel property and received a proposal from F.W. Webb to construct a modern warehouse and showroom facility that would allow Webb to remain in Salem and add 8 to 10 new jobs. During 2016, the proposal was revised and approved by the City Council.
- The Executive Office of Energy and Environmental Affairs awarded the City a \$400,000 Parkland Acquisitions and Renovations for Communities (PARC) grant to renovate McGlew Park.
- Construction commenced on the renovation of Mary Jane Lee Park. This project will complete the renovation of the park that began with the construction of a new splash pad in 2015. The project is supported by CPA funds as well as a \$400,000 PARC grant from the Commonwealth.
- The City was awarded a 53,200 Recreational Trails Program Grant from the Department of Conservation and Recreation to upgrade the Forest River Conservation Area trails. The project will result in an improved main trunk trail that is usable throughout the year and accessible to people of all abilities.
- The City contracted with a landscape architect and began a public process to develop a concept plan for upgrades to Lafayette Park.
- The Department of Planning & Community Development applied for an Urban and Community Challenge Grant through the Department of Conservation and Recreation. If awarded, the grant would fund a citywide tree inventory and needs assessment to support the development of a comprehensive tree management plan.



- The Department of Planning & Community Development submitted a Letter of Map Revision (LOMR) to FEMA based on a new flood study completed by the City's consultant. If approved, the revision would reduce the extent and elevation of Salem's flood zones.
- The Salem-Peabody EPA Revolving Loan Fund issued a \$250,000 loan to remediate environmental contamination at 47 Tremont Street in Peabody to facilitate the commercial redevelopment of the site. The program was established in 2014 using EPA funds to support the cleanup and redevelopment of former industrial properties along Salem and Peabody's shared North River Corridor.
- 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.
- DPCD staff issued a Request for Proposals for an operator for a new bicycle sharing program. Zagster was awarded the contract and the new bike share program will be rolled out in the spring of 2017.

- DPCD worked with the Salem Bicycle Advisory Committee 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 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.
- The City was awarded \$37,100 in Massachusetts Historical Commission Survey and Planning Grants to fund expanded staff support for the Salem Historical Commission and to update the Downtown Salem historic resource inventory.
- The City was awarded a Partnership Grant from the Essex National Heritage Commission for interpretive panels in historic neighborhoods.
- The City completed the restoration of several headstones and tombstones at Charter Street Cemetery with \$50,000 from Community Preservation funds. Monument Conservation Collaborative restored the stones and provided a treatment and maintenance report.
- The City completed the development of a landscape plan for the restoration of Charter Street Cemetery with \$19,200 from Community Preservation funds. Martha Lyon, of Martha Lyon Landscape Architecture, LLC, developed the plans.



- The City was awarded \$50,000 from the Massachusetts Historical Commission's Massachusetts Preservation Project Fund (MPPF) for the restoration of Dickson Memorial Chapel. A total of \$206,000 has been allocated to the first restoration phase of the chapel.
- DPCD continued to work on Phase III of the restoration of the Salem Common Fence.
- In 2016 the department executed a \$30,000 economic development loan to one business and documented the creation of a total of 18 full-time equivalent jobs resulting from the program.
- DPCD continued to implement the Downtown Retail Market Study in collaboration with Salem Main Streets.
- The department assisted one business with design and execution of storefront improvements.
- For the first time ever, the City, in cooperation with the North Shore Alliance for Economic Development, the Office of Congressman Seth Moulton, and the Cities of Peabody and Beverly, participated in the International Council of Shopping Centers (ICSC) New England Conference in Boston. This provided an opportunity to

interface directly with developers and brokers in order to showcase development opportunities in Salem.

- Through the Main Streets program, provided technical assistance to 10 new, 35 existing, and 13 potential businesses, creating nine new full-time jobs.
- Working through the Main Streets program, a successful Farmers' Market continued at Derby Square, bolstering the vitality of downtown and providing an economic boost, as well as fresh produce. A Winter Market was held again this year.
- In cooperation with Salem Main Streets, helped to support Salem's fourth annual family friendly New Year's Eve event at Old Town Hall. "LAUNCH," was well attended and provided families an opportunity to experience arts and crafts, games, live music, and ceremonial balloon drop at the end.
- Numerous other downtown events were organized through or in collaboration with the Salem Main Streets program, including the Ice Scream Bowl, Holiday Happenings (Festive Fridays, holiday tree lighting, holiday window decoration contest, Santa's arrival), the Salem Arts Festival, the Salem Film Fest, I, Salem So Sweet



- Festival, New Year's Eve Launch, PEM/PM Artopia, and management of the information booth for Haunted Happenings.
- Sidewalk replacement was completed on Webb, Canal, Lafayette, North, Linden, Proctor, Leavitt, Prince and Leach Streets and Jefferson Avenue.
- Working with other departments and the Community Preservation Committee, the third round of CPA funding awards was made in spring 2016. Thirteen projects were recommended for funding and approved by Council. For more detailed information see the CPA FY17 Annual Report.
- Housing
 - a. 3 families assisted to purchase their first home in Salem
 - b. 7 housing units were renovated
 - c. 35 families received assistance with first/last month's rent and/or security deposits.
- CDBG assistance provided to 30 social service programs which assisted 8,328 persons, including at least 735 youth and at least 282 seniors.
- 21 trees planted in low-mod neighborhoods
- Council on Aging building repairs and improvements, including masonry repairs, door replacement, brownstone restoration and roof/gutter repairs.
- Environmental testing and design development undertaken at Mary Jane Lee Park.
- Environmental testing undertaken at McGlew Park.
- Winter Island Intensive Archaeological Survey completed.
- Continued to work with Destination Salem to increase tourism. See Marketing and Tourism.
- Had a successful 12th 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.
- Additional department staff earned professional certification by the American Institute of Certified Planners (AICP).

FY 2018 Goals & Objectives

1. Goal – To improve general government

Objectives:

- Maintain a high level of accessibility to and responsiveness by the Planning & Community Development Department.
- Look for ways to deliver City services more efficiently and effectively through the use of technology.
- Continue the city's commitment to Green Communities designation and energy efficiency and sustainability goals.
- Implement the Imagine Salem public visioning initiative.
- Successfully implement the fifth year of the voter-approved Community Preservation Act.
- Keep the community informed and share information through full utilization of the City's website.
- Continue to provide high quality technical assistance to the various land use boards and commissions.



2. Goal – To encourage appropriate economic development

Objectives:

- Work with Footprint Energy to ensure the successful redevelopment of the Salem Harbor Power Plant site.
- Complete Phase III of the Salem Wharf Development and continue revitalization of Salem Harbor and the waterfront.
- Update/amend the existing Harbor Plan to encourage appropriate economic development on the waterfront.



- Encourage responsible private development and new growth opportunities, including but not limited to the courts buildings, Riley Plaza, North River Canal Corridor, 5 Broad Street, the City owned parcel adjacent to the MBTA station and garage, and the former Universal Steel site.
- Continue implementation of the Point Vision and Action Plan and the Point Neighborhood Commercial Corridors Revitalization Plan.
- Solicit and oversee the future redevelopment of the Superior Court buildings.
- Work with the developer and SRA on a successful redevelopment of the former District Court site.
- Facilitate approval of a Housing Development Incentive Plan and Zone for the northern end of downtown Salem.
- Support the growth of new and existing private businesses.
- Implement recommendations from the Artists' Row Framework Plan.

3. Goal – To improve recreation and quality of life

Objectives:

- Implement recommendations of the updated Open Space & Recreation Plan in conjunction with Park and Recreation.
- Work with Park and Recreation to implement the Winter Island Master Plan as part of maintaining and upgrading the City's infrastructure, including parks.
- Work with Park and Recreation to complete the implementation of new facilities at McGlew Park and Mary Jane Lee Park by June 30, 2017.
- Work with Park and Recreation to complete the plan for improvements to Lafayette Park by April 2017 and then implement the plan.
- Provide affordable housing opportunities through housing rehabilitation funding, downpayment assistance, and support of other affordable housing initiatives.

4. Goal – To enhance travel and tourism

Objectives:

- Establish Salem as a dynamic year round arts & cultural destination.
- Continue to improve upon management of Haunted Happenings and other community events.
- Continue working with the Chamber of Commerce, Salem Main Streets, and other partners on the successful execution of events and festivals that provide vitality to the city.
- Continue development and implementation of cruise port activities and marketing.
- Continue implementation of the Public Art Master Plan.

5. Goal – To improve infrastructure and facilities

Objectives:

- Continue planning for and construction of the Mayor Jean Levesque Community Life Center.
- Work with Engineering to upgrade City water and sewer systems.
- Work with Engineering to maintain and upgrade City roads, sidewalks, and open spaces.
- Work with Engineering to continue to advance Canal Street, Essex Street, Derby Street and Boston Street improvement projects.
- Complete design, engineering, and permitting for, and begin construction of the “Complete Streets” improvements along Bridge Street, from Boston to Flint Street.
- Continue working with the Salem Partnership to study and make the case for a South Salem MBTA commuter rail stop.
- Work with Engineering and Traffic to continue implementation of bicycle accommodation upgrades.
- Complete the Canal Street Bike Path, develop a protected bike lane demonstration, update to the Bicycle Master Plan, and implement the new bicycle sharing program in 2017.
- Continue to plan for and complete City Hall Annex relocation.
- Continue work with Engineering on the development and design of the Route 107/Highland Avenue improvement plan.
- Continue supporting the significant reuse and preservation of Old Town Hall.
- Complete the construction project to relocate utilities from underneath the parking lot at Washington and Dodge Street.

Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimated FY 2018
Community Development Block Grants received	952,491	952,642	995,257	995,257
HOME funds received	100,335	84,612	101,296	101,296
Studies and reports completed	2	1 cdbg	2	2
Zoning amendments adopted	1	1	5	1
Neighborhood improvement projects completed	6	3	6	6
Rental housing subsidies provided (first/last/security)	42	35	41	41
Affordable housing units assisted	34	(in process)	64	27
First-time homebuyers assisted	5	3	5	5
Housing units rehabilitated	4	7	4	4
Social service programs assisted	23	30	23	23
Technical assistance to businesses	62	58	22	22
Financial assistance to businesses	5	2	2	2
Contaminated sites cleaned up	1	0	0	0
Street trees planted	26	21	20	20

How FY 2018 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The Department's goal to maintain a high level of accessibility and responsiveness is a high priority for the City.
- The Department's goal to look for ways to deliver city services more efficiently and effectively through the use of technology is a medium priority for the City.
- The Department's goal to continue the City's commitment to Green Communities designation and energy efficiency and sustainability goals is a low priority of the City.
- The Department's goal to implement the Imagine Salem public visioning initiative is a medium priority for the City.
- The Department's goal to work with Footprint Energy to ensure the successful redevelopment of the Salem Harbor Station Power Plant site is a high priority of the City.
- The Department's goal to complete Phase III of the Salem Wharf Development and continue revitalization of Salem Harbor and the waterfront is a high priority of the City.
- The Department's goal to encourage responsible private development and new growth opportunities, including but not limited to the court buildings, Riley Plaza, North River Canal Corridor, 5 Broad Street, the City owned parcel adjacent to the MBTA train station and garage, and the former Universal Steel site is a high priority of the City.



- The Department's goal to continue implementation of the Point Vision and Action Plan is a medium priority of the City.
 - The Department's goal to solicit and oversee the future redevelopment of the Superior Court buildings and continued redevelopment of the former Salem District Court is a medium priority of the City.
 - The Department's goal to support the growth of new and existing private businesses is a medium priority of the City.
 - The Department's goal to work with Park and Recreation to implement the Winter Island Master Plan as part of maintaining and upgrading the City's infrastructure, including parks, is a high priority of the City.
 - The Department's goal to work with Park and Recreation to complete the implementation of new facilities at McGlew Park and Mary Jane Lee Park is a medium priority of the City.
 - The Department's goal to continue to improve upon management of Haunted Happenings and other community events is a high priority of the City.
- The Department's goal to continue development and implementation of cruise port activities and marketing is a medium priority of the City.

- The Department's goal to continue implementation of the Public Art Master Plan is a medium priority of the City.
- The Department's goal to continue planning for and construction of the Mayor Jean Levesque Community Life Center is a high priority for the City.
- The Department's goal to work with Engineering to maintain and upgrade City water and sewer systems is a high priority of the City.
- The Department's goal to work with Engineering to maintain and upgrade City roads, sidewalks, and open spaces is a high priority of the City.
- The Department's goal to work with Engineering to continue to advance Canal Street, Essex Street, Derby Street and Boston Street improvement projects is a high priority of the City.
- The Department's goal to continue working with the Salem Partnership to study and promote addition of a South Salem MBTA commuter rail stop is a medium priority for the City.
- The Department's goal to work with Engineering and Traffic to continue implementation of bicycle accommodation upgrades including the Canal Street bike path, developing a protected bike lane demonstration project, update to the Bicycle Master Plan, and implement the new bicycle sharing program is a medium priority of the City.
- The Department's goal to continue for and complete the City Hall Annex relocation is a medium priority of the City.

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Planning-Personnel									
11821	5111	SALARIES-FULL TIME	396,282.33	410,695.00	410,695.00	357,023.83	427,111.00	433,150.00	433,150.00
11821	5150	FRINGE/STIPENDS	4,000.00	8,000.00	8,000.00	3,500.07	8,000.00	8,000.00	8,000.00
Total Planning-Personnel			400,282.33	418,695.00	418,695.00	360,523.90	435,111.00	441,150.00	441,150.00
Planning-Expenses									
11822	5216	HEAT & ELECTRICITY-Old Town Ha	7,517.78	10,000.00	10,000.00	7,348.14	10,000.00	8,000.00	8,000.00
11822	5320	CONTRACTED SERVICES	41,150.00	20,000.00	55,000.00	32,400.00	53,382.00	53,382.00	53,382.00
11822	5387	FEES - DEP ADMIN	4,320.00	8,320.00	8,320.00	0.00	8,320.00	8,320.00	8,320.00
11822	5421	OFFICE SUPPLIES (GEN	4,364.00	4,000.00	4,000.00	2,630.05	4,000.00	4,000.00	4,000.00
11822	5426	REPRODUCTIONS	482.95	200.00	200.00	65.98	200.00	200.00	200.00
11822	5710	IN STATE TRAVEL/MEETINGS	1,310.25	1,000.00	1,000.00	885.16	3,500.00	2,000.00	2,000.00
11822	5730	DUES AND SUB	485.00	500.00	500.00	500.00	26,049.00	25,905.00	25,905.00
Total Planning-Expenses			59,629.98	44,020.00	79,020.00	43,829.33	105,451.00	101,807.00	101,807.00
200	182	Department Total	459,912.31	462,715.00	497,715.00	404,353.23	540,562.00	542,957.00	542,957.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017 0.0%	Dept Prop Rate FY 2018 0.0%	Dept Request FY 2018 52.0	Mayor Rate FY 2018 2.5%	Mayor Proposed FY 2018 52.0	Council Voted FY 2018
ANDERSON COLLEEN	200 PLANNING DEPT	11821-5111	ZONING BOARD CLERK	1/14/16	1,440.00	B			12	120.00	120.00	1,440.00	120.00	1,440.00	1,440.00
CHIANCOLA AMANDA	200 PLANNING DEPT	11821-5111	Staff Planner/Planning Board	9/10/15	24,183.85		0.50	1	50.0%	985.73	1,035.02	26,910.52	1,015.30	26,397.85	26,397.85
DANIEL THOMAS	200 PLANNING DEPT	11821-5111	DIRECTOR OF PLANNING	8/8/16			0.64	1	64%	1,948.08	1,948.08	64,832.10	2,006.52	66,777.07	66,777.07
DEVINE THOMAS	200 PLANNING DEPT	11821-5111	Sr. Planner/Con Com Agent	3/4/2010	29,715.07		1.00	1	100.0%	1,074.08	1,084.82	56,410.64	1,106.30	57,527.72	57,527.72
DUNCAN LYNN	200 PLANNING DEPT	11821-5111	DIRECTOR OF PLANNING	7/5/2004	63,802.99		0.00	0	0%	-	-	Retired	-	-	-
ELIE JEFFREY	200 PLANNING DEPT	11821-5111	Energy manager	9/11/2012	50,678.87		0.00	0	100.0%	-	-	Resigned	-	-	-
GREEL DEBORA	200 PLANNING DEPT	11821-5111	Staff Planner/Public Art	6/25/2014	52,733.38		1.00	1	100.0%	1,010.22	1,020.32	53,056.64	1,040.53	54,107.38	54,107.38
GREEN ASHLEY	200 PLANNING DEPT	11821-5111	St. Planner/Con Com Agent				0.50		50.0%	961.54	961.54	25,000.04	990.39	25,750.04	25,750.04
MEDINA JULIA	200 PLANNING DEPT	11821-5111	Budget Coordinator	12/14/1979	50,223.56		0.80	1	80%	1,202.67	1,214.70	50,531.52	1,238.75	51,532.00	51,532.00
SCHAEFFER ERIN	200 PLANNING DEPT	11821-5111	Staff Planner/ZBA	8/25/2014	49,492.13		1.00	1	100.0%	948.13	995.54	51,768.08	976.57	50,781.84	50,781.84
WALSH AMY	200 PLANNING DEPT	11821-5111	ADMIN ASSISTANT	7/6/2012	17,896.19		0.50	1	50%	685.68	701.93	18,250.18	706.25	18,362.51	18,362.51
WINN KATHLEEN	200 PLANNING DEPT	11821-5111	Deputy Dir of Planning	1/10/2006	70,528.69		0.95	1	94.5%	1,589.93	1,605.83	78,910.49	1,637.63	80,473.04	80,473.04
					410,694.73	6.89	Total Full Time - 5111					427,110.21		433,149.46	433,149.46
200 PLANNING DEPT		11821-5150	AICP Certification		8,000.00			4	2,000.00	2,000.00	8,000.00	2,000.00	8,000.00	8,000.00	8,000.00
					418,694.73	6.89	Department Total					435,110.21		441,149.46	441,149.46

Full-Time Equivalent Employees:	FY 2016	6.79
	FY 2017	6.79
	FY 2018	6.89
	General Fund Budget ONLY	Variance 17 vs. 18

PLANNING DEPARTMENT EMPLOYEES COMBINED SALARIES BUDGET & GRANTS										
					Curr Rate	FTE		Mayor Rate	Dept/Grant Amt	Total
SHAPIRO ANDREW	CDBG - Grant	25513-5111	ECONOMIC DEVEL PLANNER		1190.79	1.00	100.0%	1,226.51	63,778.71	63,778.71
DANIEL THOMAS	CDBG - Grant	25513-5111	PLANNER/CD DIRECTOR		1948.08	0.36	36%	2,006.52	37,562.10	
	Planning Budget	11821-5111				0.64	64%	2,006.52	66,777.07	104,339.16
DEVINE THOMAS	CDBG - Grant	25513-5111	Sr. Planner/Con Com Agent			0.00	0.0%		-	
	Planning Budget	11821-5111			1074.08	1.00	100.0%	1,106.30	57,527.72	
	Con Com Budget	11711-5111				0.00	0.0%		-	57,527.72
FRANCISCO NAOMI	CDBG - Grant	25513-5111	HOUSING COORD		926.48	1.00	100%	954.27	49,622.27	49,622.27
GUY JANE	CDBG - Grant	25513-5111	Assistant CD Director		1344.73	1.00	100%	1,385.07	72,023.74	
	Historic Comm Budget	16911-5111				0.00	0%		-	72,023.74
GREEN ASHLEY	Con Com Budget	11711-5111	St Planner/Con Com Agent		961.54	0.50	50%	990.39	25,750.04	
	Planning Budget	11821-5111				0.50	50%	990.39	25,750.04	51,500.08
KELLEHER PATRICIA	CDBG - Grant	25513-5111	Staff Planner/Hist Aide		993.30	0.44	43.7%	1,023.10	23,248.90	
	NHC Staff Support	25F43-5111				0.43	42.7%	1,023.10	22,716.89	
	Historic Comm Budget	16911-5111				0.14	13.6%	1,023.10	7,235.36	53,201.15
MEDINA JULIA	CDBG - Grant	25513-5111	Budget Coordinator		1202.67	0.20	20%	1,238.75	12,883.00	
	Planning Budget	11821-5111				0.80	80%	1,238.75	51,532.00	64,415.01
CHIANCOLA AMANDA	CDBG - Grant	25513-5111	STAFF PLANNER/Planning Board		985.73	0.00	0.0%	1,015.30	-	
	Planning Budget	11821-5111				0.50	50.0%	1,015.30	26,397.85	
	Planning BOARD	11751-5111				0.50	50.0%	1,015.30	26,397.85	52,795.70

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017 0.0%	Dept Prop Rate FY 2018 0.0%	Dept Request FY 2018 52.0	Mayor Rate FY 2018 2.5%	Mayor Proposed FY 2018 52.0	Council Voted FY 2018
------	-----------	---------	----------	-----------	--	------	-------------	---------------------	---------------------	------------------------------------	-----------------------------------	---------------------------------	-------------------------------	-----------------------------------	--------------------------

PLANNING DEPARTMENT EMPLOYEES COMBINED SALARIES BUDGET & GRANTS										FTE	Mayor Rate	Dept/Grant Amt	Total	
WALSH	AMY	CDBG - Grant	25513-5111	Administrative Assistant	685.68		0.50	50%	706.25	18,362.51				
		Planning Budget	11821-5111				0.50	50%	706.25	18,362.51				36,725.02
WINN	KATHY	Harbor Plan	24713-5111	Deputy Dir of Planning	1589.92		0.055	5.50%	1,637.63	4,683.62				
		Planning Budget	11821-5111				0.945	94.50%	1,637.63	80,473.04				85,156.65
ANDERSON	COLEEN	CDBG - Grant	25513-5111	SRA & DRB BOARD			24		75.00	1,800.00				1,800.00
ANDERSON	COLEEN	Planning	11821-5111	Zoning Board of Appeals			12		120.00	1,440.00				1,440.00
ATCHISON-KILB	STACY	Planning	11821-5111	PLANNING BOARD			28		90.00	2,520.00				2,520.00
ATCHISON-KILB	STACY	Planning	11821-5111	Con Com Board			22		75.00	1,650.00				1,650.00
GREEL	DEBORAH	Planning	11821-5111	Staff Planner/Public Arts	1,010.22		1.00	100%	1,040.53	54,107.38				54,107.38
SCHAEFFER	ERIN	Planning	11821-5111	Staff Planner/ZBA	948.13		1.00	100%	976.57	50,781.84				50,781.84

Full-Time Equivalent Employees:	FY 2016	12.57
	FY 2017	12.57
	FY 2018	13.00
	All Planning - GF Budget & Grants	Variance 17 vs. 18

13.00	Grants-->	306,681.74
	GF Budget -->	496,702.70
	Total Grants and GF Budget -->	803,384.44

FY 2018 DETAILED BUDGET REPORT
EXPENSES

PLANNING - 200

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11822	5216	HEAT & ELECTRICITY For heat and electricity costs at Old Town Hall	10,000	8,000	8,000
TOTAL			10,000	8,000	8,000
11822	5320	CONTRACTED SERVICES Consulting Services Zagster contract New Lease for planning vehicle - 3 year lease	20,000 32,400 982	20,000 32,400 982	20,000 32,400 982
TOTAL			53,382	53,382	53,382
11822	5387	FEES - DEP ADMIN Annual DEP Audit Fees for open projects. Gonyea Park Furlong Park Szetela Lane	4,320 2,000 2,000	4,320 2,000 2,000	4,320 2,000 2,000
TOTAL			8,320	8,320	8,320
11822	5421	OFFICE SUPPLIES General Office supplies as needed	4,000	4,000	4,000
TOTAL			4,000	4,000	4,000
11822	5426	REPRODUCTIONS Copying and Binding of Studies	200	200	200
TOTAL			200	200	200
11822	5710	IN STATE TRAVEL/MEETINGS Mileage, parking fees and registration fees as needed (3x\$600 SNEAPA, 2x\$250 MAPD, 12@\$100 other)	3,500	2,000	2,000
TOTAL			3,500	2,000	2,000
11822	5730	DUES AND SUB American Planning Association Citizen Housing and Planning Association Massachusetts Association of Planning Directors Urban Land Institute Imagine Salem website hosting Salem Partnership Membership North Shore Alliance Membership	520 85 75 225 144 20,000 5,000	520 85 75 225 - 20,000 5,000	520 85 75 225 - 20,000 5,000
TOTAL			26,049	25,905	25,905
TOTAL PROPOSED			105,451	101,807	101,807

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 2018

After more than six years as Conservation Agent, Tom Devine is taking on new responsibilities, and Ashley Green will serve as Conservation Agent. 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. There is an addition of \$450 for in-state travel for mileage and registration fees as needed. The City supports training for staff, as reflected in this line item.



Recent Accomplishments

- In accordance with the Commission’s mission, the Commission:
 - Issued 9 Determinations of Applicability
 - Issued 25 Orders of Conditions
 - Issued 12 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 contributed funding toward improvements to the Forest River Conservation Area trails, helping to leverage a \$53,200 Recreational Trails Program grant from the Commonwealth.
- The Commission continues to work toward achieving goals of the Open Space & Recreation Plan.

FY 2018 Goals & Objectives

Goal – To improve application review

Objectives:

- Perform a thorough review of applications through site inspections, public hearings, and issuance of determinations of applicability and orders of conditions
- Review applications and issue decisions in a timely manner
- Inspect and resolve reported violations in a timely manner
- Maintain expertise of Conservation Commission membership
- Maintain expertise of the Conservation Agent by supporting attendance at appropriate workshops, seminars, certification courses, etc.

Goal – To protect wetlands

Objectives:

- Identify and plan for acquisition of key wetland and buffer properties
- Identify ways to restore filled wetlands and provide natural floodplain protection

Goal – To protect open space

Objectives:

- Protect examples of Salem’s ecological diversity
- Revise local land use regulations to address open space preservation and protection
- Support establishment of “friends of” groups to help maintain open spaces
- Participate in the long range planning for protection of open spaces
- To work with other departments to incrementally implement the goals and objectives of the Open Space and Recreation Plan.

Goal – To undertake consistent public outreach

Objectives:

- Participate in public education activities to inform the public of the responsibilities of the Conservation Commission
- Provide information to the public regarding the City’s open spaces and land owned by the Conservation Commission, including but not limited to trail maps, open space maps, etc.

Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
Request for Determination of Applicability (RDA) applications reviewed/acted upon (Does the wetlands act apply)	8	9	10	10
Notices of Intent considered	30	25	18	18
Orders of Conditions issued	29	25	18	18
Full Certificates of Compliance issued	9	12	15	15

How FY 2018 Departmental Goals Relate to City's Overall Long & Short Term Goals

- See Planning – General Administration

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Conservation Comm-Personnel									
11711	5111	SALARIES-FULL TIME	26,663.27	28,002.00	28,002.00	24,257.29	26,651.00	27,401.00	27,401.00
11711	5150	FRINGE/STIPENDS	2,000.00	2,000.00	2,000.00	1,833.37	2,000.00	2,000.00	2,000.00
	Total	Conservation Comm-Personnel	28,663.27	30,002.00	30,002.00	26,090.66	28,651.00	29,401.00	29,401.00
Conservation Comm-Expenses									
11712	5421	OFFICE SUPPLIES (GEN	23.96	100.00	100.00	92.00	100.00	100.00	100.00
11712	5710	IN STATE TRAVEL/MEETINGS	0.00	0.00	0.00	0.00	450.00	450.00	450.00
11712	5730	DUES AND SUB	400.00	549.00	549.00	549.00	558.00	558.00	558.00
	Total	Conservation Comm-Expenses	423.96	649.00	649.00	641.00	1,108.00	1,108.00	1,108.00
200	171	Department Total	29,087.23	30,651.00	30,651.00	26,731.66	29,759.00	30,509.00	30,509.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017 0.0%	Dept Prop Rate FY 2018 0.0%	Dept Request FY 2018 52.0	Mayor Rate FY 2018 2.5%	Mayor Proposed FY 2018 52.0	Council Voted FY 2018
ATCHINSON-KILI STACY	200 PLANNING-CON COM	11711-5111	CLERK	10/7/2007	1,650.00	B			22	75.00	75.00	1,650.00	75.00	1,650.00	1,650.00
DEVINE THOMAS	200 PLANNING-CON COM	11711-5111	Sr. Planner/Con Com Agent		25,806.89				47.0%	1,074.08	-	-	-	-	-
GREEN ASHLEY	200 PLANNING-CON COM	11711-5111	St. Planner/Con Com Agent				0.50		50.0%	961.54	961.54	25,000.04	990.39	25,750.04	25,750.04
					27,456.89	0.50	Total Full Time - 5111					26,650.04		27,400.04	27,400.04
200 PLANNING-CON COM 11711-5150 AICP Certification					2,000.00				1		-	2,000.00	-	2,000.00	2,000.00
					2,000.00		Total Fringe - 5150					2,000.00		2,000.00	2,000.00
					29,456.89	0.50	Department Total					28,650.04		29,400.04	29,400.04

Full-Time Equivalent Employees:	FY 2016	0.50
	FY 2017	0.50
	FY 2018	0.50
	Variance 17 vs. 18	0.00

FY 2018 DETAILED BUDGET REPORT
EXPENSES

CONSERVATION COMMISSION - 200

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11712	5421	OFFICE SUPPLIES GENERAL OFFICE SUPPLIES AS NEEDED	100	100	100
TOTAL			100	100	100
11712	5710	IN STATE TRAVEL/MEETINGS MILEAGE, PARKING FEES AND REGISTRATION FEES AS NEEDED	450	450	450
TOTAL			450	450	450
11712	5730	DUES & SUB MEMBERSHIP FOR CONSERVATION COMMISSION BOARD MEMBERS TO THE MASSACHUSETTS ASSOCIATION OF CONSERVATION COMMISSIONS	558	558	558
TOTAL			558	558	558
TOTAL PROPOSED			1,108	1,108	1,108

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 2018

There are no staffing changes. The advertising budget has been increased by \$1,500 to reflect increased cost.

Recent Accomplishments

Between July 1, 2015 and June 30, 2016 the Planning Board approved six (6) Site Plan Reviews (SPR) applications and one (1) Form C application; including:



Construction of a three-story 24,388 square foot mixed use commercial building with retail on the first floor and offices on the upper floors.



A Form C Cluster subdivision for 26 single-family residential building lots & approximately 85,000 sq. ft. feet of open space.



Mixed use project consisting of 117 residential units, commercial space and a Community Life Center.

Zoning Ordinance Changes: *The board had a discussion and voted on a recommendation to the City Council for the following rezoning applications:*

- **Tasting Room Definition:**
 - Recommended that the City Council approved an application to change the definition of a tasting room from thirty-three (33) percent of the main building's gross square footage to fifty (50) percent of the main building's gross square footage.

- **Universal Steel Rezoning:**

- In February 2016 the Planning Board voted to recommend approval of the rezoning from R2 Residential Two-Family to B4 Business Wholesale and Automotive for the following parcels: 297 Bridge Street (Assessor Map 26, Lot 635), a portion of Beckford Way.
- In September 2016 the Planning Board voted to recommend approval of the rezoning from R2 Residential Two-Family to B4 Business Wholesale and Automotive for the following parcels: 293 Bridge Street (Map 26 Lot 634) and a 52,491 s.f. portion of 297 Bridge Street.

FY 2018 Goals & Objectives

Goal – To ensure that proposed private development projects are done in a manner that best protects the interests of the City
Objectives:

- To professionally review development proposals and make recommendations to the Planning Board.
- To ensure compliance with state laws and local ordinances.
- To work closely with the Design Review Board on specific development projects to ensure that the architecture and site design is compatible with and enhances the historic character of the city.
- To effectively work with other local boards and commissions reviewing development projects.

Goal – To enhance the future development of the City

Objectives:

- To work on long-range community planning efforts.
- To review and comment on proposed zoning amendments.
- To obtain training which can further the skills and knowledge of Board members, keep Board members up to date on current practices, and assist Board members in making effective land-use decisions.

Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
Permitted Applications (and Amendments)				
Form A - Not Requiring Approval under the Subdivision Control Law	4	8	8	10
Form C - Subdivision	0	1	2	2
Site Plan Review	6	6	8	10
Flood Hazard Overlay District Special Permit	3	3	5	7
North River Canal Corridor Special Permit	1	1	2	1
Zoning amendments adopted	1	1	5	1

How FY 2018 Departmental Goals Relate to City's Overall Long & Short Term Goals

- See Planning – General Administration

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Planning Board-Personnel									
11751	5111	SALARIES-FULL TIME	22,266.70	28,248.00	28,248.00	22,204.81	29,431.00	28,918.00	28,918.00
11751	5150	FRINGE/STIPENDS	0.00	2,000.00	2,000.00	1,669.69	2,000.00	2,000.00	2,000.00
Total Planning Board-Personnel			22,266.70	30,248.00	30,248.00	23,874.50	31,431.00	30,918.00	30,918.00
Planning Board-Expenses									
11752	5306	ADVERTISING	999.99	1,000.00	3,000.00	2,434.56	2,500.00	2,500.00	2,500.00
11752	5421	OFFICE SUPPLIES (GEN	299.99	300.00	300.00	278.00	300.00	300.00	300.00
11752	5426	REPRODUCTIONS	962.98	1,000.00	1,000.00	545.84	1,000.00	1,000.00	1,000.00
11752	5710	IN STATE TRAVEL/MEETINGS	0.00	450.00	450.00	446.89	450.00	450.00	450.00
11752	5730	DUES AND SUB	160.00	250.00	250.00	215.00	250.00	250.00	250.00
Total Planning Board-Expenses			2,422.96	3,000.00	5,000.00	3,920.29	4,500.00	4,500.00	4,500.00
200	175	Department Total	24,689.66	33,248.00	35,248.00	27,794.79	35,931.00	35,418.00	35,418.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017 0.0%	Dept Prop Rate FY 2018 0.0%	Dept Request FY 2018 52.0	Mayor Rate FY 2018 2.5%	Mayor Proposed FY 2018 52.0	Council Voted FY 2018
CHIANCOLA AMANDA	200 PLANNING BOARD	11751-5111	Staff Planner/Planning Board	9/10/15	25,727.61		0.50	1	50%	985.73	1,035.02	26,910.52	1,015.30	26,397.85	26,397.85
ATCHISON-KILB STACY	200 PLANNING BOARD	11751-5111	CLERK		2,520.00	B				90.00	90.00	2,520.00	90.00	2,520.00	2,520.00
					28,247.61		0.50	Total Full Time - 5111				29,430.52		28,917.85	28,917.85
200 PLANNING BOARD 11751-5150 AICP Certification					2,000.00			1			-	2,000.00	-	2,000.00	2,000.00
					2,000.00			Total Fringe - 5150				2,000.00		2,000.00	2,000.00
					30,247.61		0.50	Department Total				31,430.52		30,917.85	30,917.85

Full-Time Equivalent Employees:	FY 2016	0.50
	FY 2017	0.50
	FY 2018	0.50
	Variance 17 vs. 18	0.00

FY 2018 DETAILED BUDGET REPORT
EXPENSES

PLANNING BOARD - 200

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11752	5306	ADVERTISING JOINT PUBLIC HEARINGS - CITY COUNCIL AND PLANNING BD (5 PER YEAR)	2,500	2,500	2,500
TOTAL			2,500	2,500	2,500
11752	5421	OFFICE SUPPLIES General office supplies as needed	300	300	300
TOTAL			300	300	300
11752	5426	REPRODUCTIONS MANILA ENVELOPES PLANNING BOARD ENVELOPES COURIER SERVICES PAPER AND TONER FOR LARGE SCALE PRINTS	200 400 200 200	200 400 200 200	200 400 200 200
TOTAL			1,000	1,000	1,000
11752	5710	IN STATE TRAVEL/MEETINGS Mileage, parking fees and registration fees as needed	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			4,500	4,500	4,500

Planning – Market & Tourism

Mission Statement – Why We Exist

Our goals are to establish Salem as dynamic year round arts and cultural destination; identify new markets and a fresh message and; explore and expand partnerships with the Boston tourism industry. We will also endeavor to boost the local creative economy by generating new markets for local artists through a variety of means including ongoing efforts to redevelop Old Town Hall into a more active venue for live performances and the visual arts, and through the continued, successful operation of Artists' Row. We will continue to form partnerships with local non-profits and cultural organizations to carry out festivals and community celebrations.



Significant Budget & Staffing Changes for FY 2018

There are no staffing changes. \$1,000 in the electricity line item has been shifted to the renovation and repairs line item to more accurately reflect expenses. \$5,000 has been added to the renovation and repairs line item to conduct a building conditions assessment and maintenance plan for the buildings on Artists' Row.

Recent Accomplishments

The Public Art Commission (PAC), working with the Public Art Planner, completed its second year. Working within the context of the Public Art Master Plan, the PAC approved projects that included Salem's second public art installation. They also reviewed and approved applications for two stalls on Artists' Row, retaining two tenants from 2015 "Creative Entrepreneur" program.



During the past year, the Public Art Commission:

- Developed a 2015-2016 Public Art Work Plan.
- Implemented a "Call for Works" for a second public installation for Derby Square. After a competitive process Jonathan A. Scelsa and Jennifer Birkeland of op.AL, Hiroshi Jacobs of HiJAC, artist Stephanie Imbeau and landscape designer Emily Silber from New York were chosen for their design "TradeWind". "TradeWind" honors and celebrates the role that water and wind played in building Salem. The installation was constructed on site which allowed interaction between the artists and the public.
- Approved the following public art projects through the Criteria for Proposals:
 - **"Move with Me"** – A collaborative public art project led by artist and architect Claudia Paraschiv, featuring an installation of pinwheels over Front Street.
 - **Salem Sound Coastwatch Drain Smart Salem** – Murals displayed at drains that are in high foot traffic areas that will bring public awareness on storm drains' connection to the ocean and their ability to transport pollutants into the marine environment.

- nAGLY – Stand-alone framed doors on the pedestrian mall with artwork to bring awareness to nAGLY and the work they do with LGBTQ teens.
- Collaborated with Salem State University on the Artbox Program with a call sent out to students. Two students were chosen and Artboxes were painted near the university and a prominent site in downtown Salem.



- Participated in the Salem Arts Festival by hosting a “Mural Slam”. Eleven 4’ x 8’ pieces of plywood was installed on the back of Artists’ Row. A call went out for artist’s participation and eleven artists painted on site for two days. The public was asked to vote for their favorite and 4 “People’s Choice” Awards were distributed with monetary prizes, funded by the Public Art Commission budget and business sponsors.
- 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. The paintings were restored by Oliver Brothers Restoration in Peabody and re-installed in City Council Chambers in June.
- Implemented changes to the criteria for Artists’ Row by charging rent for the four stalls.
- Continued to change the perception of Artists’ Row by hiring Creative Salem to build a website

and a greater social media presence. Website can be maintained by the tenants.

- Implemented a monthly Derby Square Flea/Salvage/Art Market, May – September. With an average of 30 vendors the market was an immediate success. Excellent turn out by the public for all five markets.
- Continued to engage public spaces with tables, chairs and umbrellas on the pedestrian mall and Derby Square. Also put tables, chairs and umbrellas in Artists’ Row resulting in more visitations.
- Commissioned and installed a Little Free Library at Lappin Park, paid for by a business sponsor, Structures North Consulting Engineers.

Old Town Hall

The Public Art Planner also oversees the management of Old Town Hall. The hall is a jewel in the crown of our downtown and under the City’s management has become a welcoming place for both public and private events year round. From June to October Old Town Hall rents to two not-for-profits, History Alive, Inc. and the Salem Museum. Both are now independent organizations run by a Board of Directors. These programs engage the hall and create programming for the many visitors to Salem during the tourist season. They also are free to Salem residents.

- Promote Old Town Hall for public and private events throughout the year through the updated City website.
- Helped oversee the final stages of the window restoration project with Andrew Shapiro, Economic Development Planner and Mike Lutrykowski, Building Department.
- Refurbished the upstairs bathroom with newly plastered walls and the ante room with fresh paint.
- Supported the Salem Arts Festival:
 - Serving on the festival committee



- Hosting a fashion show in April raising critical funding for the festival
 - Exhibiting art from the community during the festival
 - Worked with the Salem Museum and History Alive to continue programming the hall. Implemented a small increase in rent for both non-profits.
 - Hosted the third New England Open market craft fair resulting in thousands of visitors to downtown Salem the week before Christmas.
 - Continued working with Salem Main Streets and Creative Salem to host the Salem Classical Music Series in collaboration with Richard Guerin, classic music advisor to Philip Glass.
- Destination Salem, the City's marketing organization, completed a successful ninth year of operation. The organization held its ninth 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 148 Salem businesses, an 8% increase in engagement over FY15, 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 \$397,138 in private investment, which more than matched the City of Salem's investment in the marketing and promotion of Salem, and used the total funds to create marketing campaigns that promote Salem as a destination for visitors from near and tourists from afar.
 - The organization launched a new Salem.org, which features community-sourced imagery and an interactive "build your own adventure" platform. In the new site's first five months, 380,268 users generated 2.1 million page views on the new site, and 61,000 itineraries were created.
 - Destination Salem produced 325,000 copies of the *2016 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 more than 45,000 issue views over the course of CY16.
 - 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 the New England Travel Showcase.
 - Salem was promoted at the AAA Travel Marketplace, CT-1 / Hartford Courant Daytrips and Destinations, Boston Spirit Networking Night, and Big E Fair consumer shows.
 - Destination Salem hosted 13 media and trade familiarization tours in 2016. These included travel writers and tour operators from the UK, Germany, China, Ireland, Canada, and the US.
 - The organization collaborated with the National Park Service and the City of Salem to produce a successful visit by the Hokule'a canoe from Hawaii.
 - Destination Salem continued to work with the cruise industry on shore excursions for passengers coming into Boston and Salem, and provided onboard hospitality to vessels that called on Salem.
 - In June, Destination Salem also hosted the annual Salem Tourism Day for forty members of the Greater Boston Concierge Association.
 - Advertising was placed with the Greater Boston Convention & Visitor Bureau, *Boston Spirit Magazine*, the North of Boston convention & Visitors Bureau, *Boston Globe Magazine*, and *Where Boston*.
 - Cooperative advertisements were placed in the *Cape Cod Travel Guide*, *Discover New England/Yankee Magazine*'s international publications in Canada, Japan, and the UK,.

- Advertising campaigns were created for Boston.com and on Facebook to promote Salem’s festivals, shopping, and dining, including Holiday Happenings, Salem So Sweet, Restaurant Week, and Salem Arts Festival.
- Destination Salem continued to market and promote Salem Haunted Happenings as a family-friendly festival, including the production and distribution of the *Guide to Haunted Happenings*, which had a print distribution of 150,000 and 41,400 issue views of the digital flipbook.
- The organization managed successful social media campaigns, which utilized blogs, Facebook, Twitter, Instagram, Pinterest, Periscope, Snapchat, and YouTube to engage visitors from near and far in Salem programming and businesses.
- Worked with City Councillors to relocate and improve on the City’s tour bus parking program, and issued a new motor coach parking map for the industry.
- Continued management of a downtown street banner program.
- Represented Salem to the North of Boston Convention & Visitors Bureau, the Board of Directors of the Salem Chamber of Commerce and the Steering Committee of Salem Main Streets.
- Supported Salem Main Streets with an investment of \$10,000, as well as marketing and public relations support.
- Destination Salem accomplished these goals with two full time and one part time staff.

According to the Massachusetts Office of Travel and Tourism, tourism generated more than \$100 million in expenditures in 2015 (the most recent reporting year) and supported 780 jobs and \$22.3 million in payroll in Salem.

In 2016 Salem saw an increase of 18% in its local option hotel/motel tax and 10.5% in meals tax, which supports the Salem business community’s feedback that 2016 was a very strong year.

FY 2018 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.
- Support the mission and efforts of Destination Salem through continued financial support from the hotel/motel tax and acquisition of grant funding.
- Work with Destination Salem in carrying out a refined marketing strategy and message that positions Salem as a year-round, rather than simply a seasonal destination.
- Increase awareness and generate business from the growing international cruise markets.

Goal - To boost the local creative economy by promoting the local arts community, generating new markets for local artists, and generating additional economic activity in the downtown.

Objectives:

- Lease the Artists’ Row stalls to “Creative Entrepreneurs”, those who bring high craft and unique products that appeal to both residents and tourists.



- Work with experts, such as lighting and museum designers, to help plan and implement a light festival in Salem.
- Increase artistic programming and use of Old Town Hall to generate additional vitality downtown.
- Continue implementation of the Public Art Master Plan through the Public Art Commission, including development of new public art installations.
- Continue to work with cultural groups and businesses to carry out and promote local festivals such as the Salem Film Fest, Literary Salem, the Salem Jazz Festival and the Salem Poetry festival.

Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
Businesses participating in Visitors Guide	155	163	176	185
Visitor Guides Distributed(print and digital)	343,000	345,000	355,000	360,000
Salem.org website Sessions	941,001	955,542	1.3M	1.8M
Haunted Happenings.org website sessions	779,909	774,671	780,000	850,000
Marketplace stalls leased/licensed	5	5	5	5

How FY 2018 Departmental Goals Relate to City's Overall Long & Short Term Goals

- See Planning - General Administration

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Market & Tour-Expenses									
11992	5211	ELECTRICITY	541.51	1,775.00	775.00	307.35	775.00	775.00	775.00
11992	5306	ADVERTISING	150.00	500.00	0.00	0.00	500.00	150.00	150.00
11992	5389	PROMOTION & MARKETING	226,291.42	230,000.00	230,000.00	173,168.00	230,000.00	230,000.00	230,000.00
11992	5846	RENOVATION & REPAIRS	12,499.05	12,500.00	14,000.00	6,356.32	13,500.00	13,500.00	13,500.00
	Total	Market & Tour-Expenses	239,481.98	244,775.00	244,775.00	179,831.67	244,775.00	244,425.00	244,425.00
200	199	Department Total	239,481.98	244,775.00	244,775.00	179,831.67	244,775.00	244,425.00	244,425.00

FY 2018 DETAILED BUDGET REPORT
EXPENSES

MARKET & TOURISM - 200

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
11992	5211	ELECTRICITY ELECTRICAL SERVICES FOR MARKET PLACE	775	775	775
TOTAL			775	775	775
11992	5306	ADVERTISING ADVERTISEMENT FOR RFP'S FOR MARKET PLACE STALLS	500	150	150
TOTAL			500	150	150
11992	5389	PROMOTION & MARKETING Destination Salem Funding Free Trolley Rides for Salem Residents - July, August, Sept Public Art - Utility box art, sculpture series, public murals	213,000 7,000 10,000	213,000 7,000 10,000	213,000 7,000 10,000
TOTAL			230,000	230,000	230,000
11992	5846	RENOVATION & REPAIRS Renovations, repairs and upkeep to public restrooms as needed	13,500	13,500	13,500
TOTAL			13,500	13,500	13,500
TOTAL PROPOSED			244,775	244,425	244,425

Planning – Historical Commission

Mission Statement – Why We Exist

The mission of the Salem Historical Commission is to provide regulatory design review within Salem’s four local historic districts and to undertake community-wide historic preservation planning.

Significant Budget & Staffing Changes for FY 2018

In FY17, the City received a grant from the Massachusetts Historical Commission which allowed the preservation planner position (Patti Kelleher) to become full-time. The full-time position has allowed for implementation of Salem’s *Historic Preservation Plan Update*. The City applied for a second year of MHC grant funds and was notified in March that funding would be provided for a second and final year. For future years, MHC grant funds will not be available, and City funding will be needed to maintain the position as full-time. There is an addition of \$144 for hosting of the Preserving Salem website which is being developed in the second half of FY17. There is \$450 for in-state travel for mileage and registration fees as needed. The City supports training for staff, as reflected in this line item.



Recent Accomplishments

- The Historical Commission issued 123 decisions on projects in local historic districts.
- The Commission reviewed and acted on 4 requests under the Demolition Delay Ordinance.
- The Commission provided letters of support for:
 - a. North Shore CDC’s request for Massachusetts Historic Rehabilitation Tax credits for the rehabilitation of 8 properties in the Point Neighborhood
 - b. 161 Federal Street, LLC’s request for Massachusetts Historic Rehabilitation Tax credits for the Rev. John J. Gray House/Saint James Rectory Project
 - c. 162 Federal Street, LLC’s request for Massachusetts Historic Rehabilitation Tax credits for the Saint James Convent
 - d. Hotel Salem Real Estate Holdings, LLC’s request for Massachusetts Historic Rehabilitation tax credits for 203-209 Essex Street
 - e. Nine Zero Washington, LLC’s request for Massachusetts Rehabilitation Tax credits for 90 Washington Street
 - f. Salem Renewal, LLC’s requests for Massachusetts Historic Rehabilitation Tax credits for 59 Federal Street and 55-57 Federal Street
 - g. City of Salem’s FY2016 Survey & Planning Grant applications for Downtown Salem Cultural Resource Survey Update and Expanded Staff Support
 - h. City of Salem’s Round 22 MPPF application for Dickson Memorial Chapel in Greenlawn Cemetery
 - i. Salem Athenaeum’s Round 22 MPPF application for window restoration
 - j. The FY16 update of the Community Preservation Plan
 - k. Salem Athenaeum’s CPA funding application for window restoration
- The Commission provided determinations of historic significance for the following properties seeking CPA funds:
 - a. Proctor’s Ledge

- b. Ledge Hill (Mack Park)
- c. Pioneer Village
- The Commission provided comments letters for:
 - a. Peabody Essex Museum Expansion, 161 Essex Street
 - b. Bit Bar, Old Salem Jail, 50 St. Peter Street
 - c. Telecommunications installation at 39 Norman Street
 - d. Telecommunications installation at 320 Lafayette Street



FY 2018 Goals & Objectives

Goals - To provide regulatory design review within Salem’s four local historic districts and to undertake community-wide historic preservation planning.

Objectives:

- Continue implementing recommendations of the 2015 Historic Preservation Plan.
- Ensure that the Salem Historical Commission Ordinance is legally enforced.
- Conduct public hearings and issue decisions for projects within local historic districts.
- Comment on projects that may impact historic resources.
- Prepare grant applications for funding 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 through the Preservation Partners group.
- Administer the Certified Local Government Program.
- Provide information to property owners within historic districts.
- Obtain training which can further the skills and knowledge of staff and 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 Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
Regular meetings of the Salem Historical Commission	21	23	23	24
Applications received for approval	126	175	130	125
# of Certificates of Non-Applicability to be issued	75	89	75	75
# of Certificates of Appropriateness to be issued	46	64	55	
# of Certificates of Hardship to be issued	2	3	5	3
Workshops/seminars/trainings related to historic preservation issues to be attended by Commission members	31	33	30	30

How FY 2018 Departmental Goals Relate to City's Overall Long & Short Term Goals

- See Planning – General Administration

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Historical Comm-Personnel									
16911	5111	SALARIES-FULL TIME	8,539.45	8,853.00	8,853.00	7,881.58	8,895.00	9,036.00	9,036.00
Total Historical Comm-Personnel			8,539.45	8,853.00	8,853.00	7,881.58	8,895.00	9,036.00	9,036.00
Historical Comm-Expenses									
16912	5342	POSTAGE	311.07	500.00	250.00	173.09	500.00	500.00	500.00
16912	5421	OFFICE SUPPLIES (GEN	142.00	200.00	450.00	256.07	200.00	100.00	100.00
16912	5583	PHOTOGRAPHY SUPPLIES	215.00	200.00	200.00	40.00	200.00	200.00	200.00
16912	5710	IN STATE TRAVEL/MEETINGS	0.00	0.00	0.00	0.00	450.00	450.00	450.00
16912	5730	DUES AND SUB	0.00	0.00	0.00	0.00	144.00	0.00	0.00
Total Historical Comm-Expenses			668.07	900.00	900.00	469.16	1,494.00	1,250.00	1,250.00
200	691	Department Total	9,207.52	9,753.00	9,753.00	8,350.74	10,389.00	10,286.00	10,286.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018
KELLEHER PATRICIA	200 PLANNING-HIST COMM	16911-5111	CDBG Planner		7,052.83		0.14	1	13.6%	993.30	1,003.23	7,094.84	1,023.10	7,235.36	7,235.36
KELLEHER PATRICIA	200 PLANNING-HIST COMM	16911-5111	CLERK		1,800.00	B		1	24	75.00	75.00	1,800.00	75.00	1,800.00	1,800.00
					8,852.83		0.14	Total Full Time - 5111				8,894.84		9,035.36	9,035.36
					8,852.83		0.14	Department Total				8,894.84		9,035.36	9,035.36

Full-Time Equivalent Employees:	FY 2016	0.10
	FY 2017	0.10
	FY 2018	0.14
	Variance 17 vs. 18	0.04

FY 2018 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	100	100
TOTAL			200	100	100
16912	5583	PHOTOGRAPHY SUPPLIES General photography supplies as needed	200	200	200
TOTAL			200	200	200
16912	5730	DUES AND SUB Preserving Salem website hosting	144	-	-
TOTAL			144	-	-
16912	5710	IN STATE TRAVEL/MEETINGS Mileage, parking fees and registration fees as needed	450	450	450
TOTAL			450	450	450
TOTAL PROPOSED			1,494	1,250	1,250

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 2018

No significant budget or staffing changes for FY 2018, except looking at opportunities for improved customer relations, communications and efficiencies related to combining Engineering and DPS.

Recent Accomplishments

- Initiated Department restructuring.
 - Personnel continue to be integrated on many levels resulting in a beneficial factor of being able to assign employees within the division where needed.
 - City employees repaired sidewalks at 44 locations. Using a new method, approximately 352 trip hazards were eliminated. The Department continues to inspect and prioritize the sidewalk work with those sidewalks identified as a high priority being promptly fixed.
 - The Department continues to utilize the CitiStat work documentation and performance measuring system. Monthly meetings are being held to review the data and discuss ways to enhance the information being provided.
- 
- 
- Street sweeping which occurs in the spring and fall was done by DPS personnel.
 - The Department became one of the key participants in the new SEE-CLICK-FIX issue reporting option for residents. Since July 2014, the DPS has addressed thousands of items in a multitude of categories.
 - Hi-Way Safety Systems was also awarded the contract for painting crosswalks, stop bars and centerlines. The Department has documented those streets and locations where markings are done in an attempt to establish a plan for ensuring that all painting is done at least once within a two year period.
 - The Department continues to work with engineering in the delivery of replacement and new trash and recycling totes.

- DPS staff also managed leave and brush drop-off at the old incinerator site on Swampscott Road.
- The Haunted Happenings events were successful with the DPS providing preparation and cleanup for many activities. This department also provided coverage and assistance during many other events including all elections.
- Snow plow contractor's hours and rates are being tracked and being compared with their invoices to ensure accurate billings.
- The Department has identified snow plowing priority routes along with identifying City personnel and contractors assigned to every road within the City. Snow plowing complaints are being logged and addressed to reduce the amount of persistent complaints.
- Cemetery division continues some in-house grave digging while utilizing expanded contractor use.
- Continued to improve tracking of potholes, sidewalks, and other improvements using computer programs and GIS.
- Open Space/Tree division planted new trees in 2016. For the past several years we have been designated as a "Tree City USA" in recognition of the City's commitment to a cleaner, safer environment with the aid of its beautiful trees throughout the city.
- Added wood fibers at various playgrounds throughout the City.
- Maintained various open spaces and parks throughout the City.
- Utilized contractor services in an attempt to improve cleanliness in the downtown area.



FY 2018 Goals & Objectives

- Continue to modify the CitiStat program to establish performance standards for most DPS work. Work with SEE-CLICK-FIX and the existing website system to integrate all work submitted and performed by the Department.



- Continue to support SalemRecycles program and events including butt recycling. Working to continue to expand the butt recycling program.
- Provide courteous and timely responses to the requests from the constituents and other City departments. Continue to strive for responding to all constituent calls within 24 hours.
- Utilize the information from the public property survey to establish a short and long term maintenance plan which will include work that can be performed during the winter.
- Continue to offer and support Arbor Day programs throughout the school system.
- Continue with tree plantings with particular emphasis at those locations with viable open tree pits.
- Establish a downtown maintenance plan to reduce litter and improve cleanliness of the downtown

area using a combination of contractor services and DPS personnel.

- Continue to improve public relations through the use of media, our web site and public notices keeping staff and residents informed about what is expected of them such as City policies and practices.
- Using Chapter 90 funding for the purchase and erection of a new salt shed.
- Maintain roadways and sidewalks to reduce danger to life and safety of residents, businesses and visitors to the City of Salem.

- Oversee mowing contract for open spaces including parks.
- Work with engineering to identify those downtown sidewalks not meeting ADA requirements or that need repair.

Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY2018
Street				
Sidewalk Repairs (FY2015 includes eliminating concrete trip hazards using contractor)	396	425	100	200
Pothole Fills (Repairs)	905	1,060	1,000	1,200
Catch Basin Repairs	17	26	30	50
Sink Holes	22	23	25	50
Trenches	141	100	80	120
Trees/Open Space/Cemetery				
Trees planted Spring (FY13 fall plantings =24)	17	35	50	150
Full Burials	72	75	60	60
Foundations	73	62	60	60
Lots Sold	58	56	45	45

How FY 2018 Departmental Goals Relate to City's Overall Long & Short Term Goals

- During the past year the Department continues to track and hold personnel and contractors accountable for the work performed using the CitiStat system and other newly established methods.
- The Department continues to evaluate ongoing means and methods of work being done in an attempt to establish the best method of accomplishing work whether through Department personnel, contractors, seasonal hires or volunteers.
- Work continues to identify capital needs in the short and long term and to identify the best means to meet those needs of equipment which in some instances is dangerously close to the end of its useful life.



CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Public Services/General-Psn									
14111	5111	SALARIES-FULL TIME	1,433,936.79	1,612,858.00	1,602,858.00	1,390,063.17	1,406,218.00	1,407,969.00	1,407,969.00
14111	5113	SALARIES-PART TIME	47,163.62	46,687.00	46,687.00	42,603.55	56,542.00	57,656.00	57,656.00
14111	5118	SEASONAL LABOR	69,238.40	111,600.00	111,600.00	79,061.10	125,200.00	125,200.00	125,200.00
14111	5131	OVERTIME (GENERAL)	165,725.00	154,000.00	164,000.00	163,940.18	144,000.00	144,000.00	144,000.00
Total Public Services/General-Psn			1,716,063.81	1,925,145.00	1,925,145.00	1,675,668.00	1,731,960.00	1,734,825.00	1,734,825.00
Public Services/General-Exp									
14112	5211	ELECTRICITY	9,250.00	9,500.00	9,500.00	5,051.78	9,500.00	9,000.00	9,000.00
14112	5215	NATURAL GAS	4,890.00	7,000.00	7,000.00	6,126.89	7,000.00	7,000.00	7,000.00
14112	5216	OIL HEAT	5,895.00	7,500.00	7,500.00	4,393.01	7,500.00	7,000.00	7,000.00
14112	5241	BUILDING MAINT-DPW	26,935.00	19,800.00	19,800.00	18,251.47	19,800.00	19,800.00	19,800.00
14112	5249	GROUND MAINTENANCE-CEMETER	5,300.00	3,800.00	3,800.00	3,132.85	3,800.00	3,800.00	3,800.00
14112	5249R	GROUND MAINT-PARKS & REC	32,106.50	30,000.00	30,000.00	22,800.46	30,000.00	30,000.00	30,000.00
14112	5253	RADIO MAINT & PARTS	1,900.00	1,300.00	1,300.00	1,276.28	1,300.00	1,300.00	1,300.00
14112	5270	RENTAL & LEASE	3,600.00	2,400.00	2,400.00	300.00	2,400.00	2,400.00	2,400.00
14112	5301	POLICE DETAIL	25,543.00	42,000.00	42,000.00	41,801.13	42,000.00	42,000.00	42,000.00
14112	5304	PROFESSIONAL SERV/FEES	9,260.00	9,600.00	9,600.00	6,972.75	9,600.00	9,600.00	9,600.00
14112	5317	EDUCATIONAL TRAINING	2,610.00	2,000.00	2,000.00	1,952.86	2,000.00	2,000.00	2,000.00
14112	5320	CONTRACTED SERVICES	173,745.14	261,400.00	261,400.00	192,398.57	261,400.00	261,400.00	261,400.00
14112	5341	TELEPHONE	8,640.00	8,640.00	8,640.00	695.47	8,640.00	8,640.00	8,640.00
14112	5383	BURIAL SERVICES	56,000.00	0.00	30,000.00	22,560.00	0.00	0.00	0.00
14112	5391	SPRAYING AND REMOVAL	7,653.40	4,700.00	4,700.00	1,513.92	4,700.00	4,700.00	4,700.00
14112	5392	TREE PLANTING	5,000.00	5,000.00	5,000.00	1,785.00	5,000.00	5,000.00	5,000.00
14112	5421	OFFICE SUPPLIES (GEN	3,500.00	2,000.00	10,000.00	7,752.72	2,000.00	2,000.00	2,000.00
14112	5451	CUSTODIAL SUPPLIES	9,000.00	9,000.00	9,000.00	5,348.95	3,000.00	3,000.00	3,000.00
14112	5461	GROUNDS MAINT & SUPPLIES	10,872.34	9,700.00	9,700.00	3,730.23	9,700.00	9,700.00	9,700.00
14112	5481	GASOLINE/DIESEL FUEL	70,395.41	100,000.00	92,000.00	40,083.09	100,000.00	85,000.00	85,000.00
14112	5483	VEHICLE PARTS-DPW	36,770.00	35,000.00	35,000.00	32,200.71	35,000.00	35,000.00	35,000.00
14112	5483A	VEHICLE PARTS-POLICE	15,000.00	20,000.00	20,000.00	19,417.81	20,000.00	20,000.00	20,000.00
14112	5483B	VEHICLE PARTS-OTHER	15,600.00	17,000.00	17,000.00	12,936.87	17,700.00	17,700.00	17,700.00
14112	5485	STREET SWEEPING & BROOMS	84,777.00	57,700.00	57,700.00	51,568.69	57,551.00	57,551.00	57,551.00
14112	5710	IN STATE TRAVEL/MEETINGS	204.29	1,000.00	1,000.00	622.49	1,000.00	1,000.00	1,000.00
14112	5717	PROF LICENSE REIMB	1,420.00	1,400.00	1,400.00	1,376.83	1,400.00	1,400.00	1,400.00
14112	5730	DUES AND SUB	500.00	500.00	500.00	433.99	500.00	500.00	500.00
14112	5843	IMPROVEMENTS PW & PARK	53,597.00	67,000.00	67,000.00	64,421.95	67,000.00	67,000.00	67,000.00

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
14112	5846	REPAIRS/RENOV/SIDEWALKS	20,000.00	30,000.00	30,000.00	29,436.37	30,000.00	30,000.00	30,000.00
14112	5860	EQUIPMENT PURCHASE & REPAIR	57,666.17	9,400.00	9,400.00	9,262.97	9,400.00	9,400.00	9,400.00
Total	Public Services/General-Exp		757,630.25	774,340.00	804,340.00	609,606.11	768,891.00	752,891.00	752,891.00
230	411	Department Total	2,473,694.06	2,699,485.00	2,729,485.00	2,285,274.11	2,500,851.00	2,487,716.00	2,487,716.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018
PUBLIC SERVICES - GENERAL (Combined Open Space/Park Maint/Public Services)															
CONNOLLY JOHATHAN	230 PUBLIC SERVICES	14111-5111	JR BLDG CUST-COA	07/01/2009	32,664.88				70%		-	To FT - Union	-	-	-
JODOIN RAYMOND	230 PUBLIC SERVICES	14111-5111	GENERAL FOREMAN				0.34		34%	1,346.15	1,346.15	23,799.93	1,379.80	24,394.93	24,394.93
MALIONEK RONALD	230 PUBLIC SERVICES	14111-5111	Assistant Pub Services Dir	9/5/06	78,790.80				100%	-	-	Resigned	-	-	-
MCCREA SEAN	230 PUBLIC SERVICES	14111-5111	Assistant Pub Services Dir	9/6/16			0.34		34%	1,346.15	1,346.15	23,799.93	1,379.80	24,394.93	24,394.93
O'SHEA THOMAS	230 PUBLIC SERVICES	14111-5111	GENERAL FOREMAN		78,790.80				100%	-	-	Retired	-	-	-
RODRIGUEZ ANTONIO	230 PUBLIC SERVICES	14111-5111	JR BLDG CUST-COA				0.00		0%	476.00	-	To Insp Serv	-	-	-
TOMASZ JOHN	230 PUBLIC SERVICES	14111-5111	PUBLIC SERVICES DIR	2/18/13	39,364.61				34%	-	-	Resigned	-	-	-
KNOWLTON DAVID	230 PUBLIC SERVICES	14111-5111	City Engineer-DPS Director				0.16		16%	2,248.08	2,248.08	18,704.03	2,315.52	19,265.15	19,265.15
					1,383,246.43		25.68				Total AFSCME 1818	1,339,913.41		1,339,913.41	1,339,913.41
					1,612,857.52		26.52		Total Full Time - 5111			1,406,217.30		1,407,968.42	1,407,968.42
MICHAUD DONNA	230 PUBLIC SERVICES	14111-5113	PT ADMIN ASSISTANT	11/7/2008	17,343.11			19	hours per wk	-	-	-	-	-	-
Replace Michaud	230 PUBLIC SERVICES	14111-5113	PT ADMIN ASSISTANT					19	hours per wk	17.49	17.49	17,280.12	17.93	17,712.12	17,712.12
RYAN KELLY	230 PUBLIC SERVICES	14111-5113	PT ADMIN ASSISTANT	1/4/11	17,343.11			19	hours per wk	17.49	17.49	17,280.12	17.93	17,712.12	17,712.12
RENNARD RICHARD	230 PUBLIC SERVICES	14111-5113	TREE WARDEN		12,000.00			12	monthly stipend	1,000.00	1,000.00	12,000.00	1,000.00	12,000.00	12,000.00
New - Transfer Station Attendant	230 PUBLIC SERVICES	14111-5113	Transfer Station Attendant		17,343.11			17	hours per wk	11.00	11.00	9,981.40	11.28	10,230.94	10,230.94
					64,029.33				Total Part Time - 5113			56,541.64		57,655.18	57,655.18
	230 PUBLIC SERVICES	14111-5118	SEASONAL LABOR-OS		21,400.00							21,400.00		21,400.00	21,400.00
	230 PUBLIC SERVICES	14111-5118	SEASONAL-Park		33,000.00							33,000.00		33,000.00	33,000.00
	230 PUBLIC SERVICES	14111-5118	SEASONAL-Park Trash Weekends		10,600.00							10,600.00		10,600.00	10,600.00
	230 PUBLIC SERVICES	14111-5118	Seasonal Operation Clean Sweep		21,600.00				10 Kids/5 days week/8 weeks/\$11.00 per hour			35,200.00		35,200.00	35,200.00
	230 PUBLIC SERVICES	14111-5118	Other Seasonal		25,000.00							25,000.00		25,000.00	25,000.00
					111,600.00				Total Seasonal - 5118			125,200.00		125,200.00	125,200.00
	230 PUBLIC SERVICES	14111-5131	Overtime-Park & Buildings		20,000.00							20,000.00		20,000.00	20,000.00
	230 PUBLIC SERVICES	14111-5131	Overtime-Public Services		30,000.00							55,000.00		55,000.00	55,000.00
	230 PUBLIC SERVICES	14111-5131	Overtime-Haunted Happenings		40,000.00							40,000.00		40,000.00	40,000.00
	230 PUBLIC SERVICES	14111-5131	Overtime-Transfer Station		35,000.00							-		-	-
	230 PUBLIC SERVICES	14111-5131	Overtime-Cemetery & Trees		25,000.00							25,000.00		25,000.00	25,000.00
	230 PUBLIC SERVICES	14111-5131	Overtime-Motor Pool		4,000.00							4,000.00		4,000.00	4,000.00
					154,000.00				Total Overtime - 5131			144,000.00		144,000.00	144,000.00
					1,942,486.85		26.52		Department Total			1,731,958.94		1,734,823.60	1,734,823.60

Full-Time Equivalent Employees:	FY 2016	27.72
	FY 2017	29.72
	FY 2018	26.52
	Variance 17 vs. 18	(3.20)

Custodians to Insp Services Dept

MCCREA SEAN	Public Services	14111-5111	ASST Public Service Director	0.34	34.0%	1,379.80	24,394.93
	Sewer Fund	60001-5111		0.33	33.0%	1,379.80	23,677.43
	Water Fund	61001-5100		0.33	33.0%	1,379.80	23,677.43
JODION RAYMOND	Public Services	14111-5111	General Foreman	0.34	34.0%	1,379.80	24,394.93
	Sewer Fund	60001-5111		0.33	33.0%	1,379.80	23,677.43
	Water Fund	61001-5100		0.33	33.0%	1,379.80	23,677.43

FY 2018 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52.2	F T E	Rate FY 2017	Incr FY 2018	Calc Rate FY 2018	STEP INCREASES				Dept Request FY 2018 52	Mayor FY 2018 52	Council FY 2018 52
											Date	Rate	# Wks Old	New			
ALBERT MICHAEL	230 PUBLIC SERVICES	14111-5111	HEO	03062000	1	51,660.93	1.00	989.67	1.005	994.62				100%	51,720.15	51,720.15	51,720.15
BEZZATI JOHN	230 PUBLIC SERVICES	14111-5111	HEO	3/28/00	1	51,660.93	1.00	989.67	1.005	994.62				100%	51,720.15	51,720.15	51,720.15
CONNOR JONATHAN	230 PUBLIC SERVICES	14111-5111	SR BLDG CUST I/II	7/25/15	1	45,401.47	0.00	869.76	1.005	-	7/25/2017	-	4.0 48.0	100%	To Insp Serv		
Connor - Shift Differential	230 PUBLIC SERVICES	14111-5111	Base Rate X 9%			3,282.98		84.16	1.005	-				100%	-	-	-
CASTONGUAY WILLIAM	230 PUBLIC SERVICES	14111-5111	WORKING FOREMAN	4/7/15	1	56,050.11	1.00	1,073.76	1.005	1,079.13				100%	56,114.70	56,114.70	56,114.70
CLEARY JAMES	230 PUBLIC SERVICES	14111-5111	WORKING FOREMAN	08061990	1	56,050.15	1.00	1,073.76	1.005	1,079.13				100%	56,114.70	56,114.70	56,114.70
GREENE Ann Marie	230 PUBLIC SERVICES	14111-5111	PRINCIPAL ACCT CLERK I/II	3/10/2016	2	15,098.27	0.34	868.37	1.005	872.71	3/10/2018	924.76	32.0 20.0	34%	15,783.47	15,783.47	15,783.47
CRONIN DAVID	230 PUBLIC SERVICES	14111-5111	WORKING FOREMAN	09141987	1	56,050.15	1.00	1,073.76	1.005	1,079.13				100%	56,114.70	56,114.70	56,114.70
GAROZZO JOSEPH	230 PUBLIC SERVICES	14111-5111	ME Repair/MECH	8/29/2014	1	55,236.34	1.00	1,064.00	1.005	1,069.32				100%	55,604.64	55,604.64	55,604.64
HARVEY ROBERT	230 PUBLIC SERVICES	14111-5111	WORKING FOREMAN	02131992	1	56,050.15	1.00	1,073.76	1.005	1,079.13				100%	56,114.70	56,114.70	56,114.70
HENDERSON SCOTT	230 PUBLIC SERVICES	14111-5111	HEO	05281985	1	51,660.93	1.00	989.67	1.005	994.62				100%	51,720.15	51,720.15	51,720.15
HUGHES BRIAN	230 PUBLIC SERVICES	14111-5111	HEAD FOREMAN	04081996	1	61,642.90	1.00	1,180.90	1.005	1,186.80				100%	61,713.83	61,713.83	61,713.83
SHEA DANIEL	230 PUBLIC SERVICES	14111-5111	HEO I/III	11/6/2016	1	48,690.26	1.00	920.25	1.005	924.85	11/6/2017	959.05	16.0 36.0	100%	49,323.42	49,323.42	49,323.42
SHEA - Shift/Weekend Diff	230 PUBLIC SERVICES	14111-5111	Shift Differential			2,206.41		32.31	1.005	32.47				100%	2,215.01	2,215.01	2,215.01
LAVIOE STEPHEN	230 PUBLIC SERVICES	14111-5111	HMEO	12/3/2012	1	47,982.32	1.00	919.20	1.005	923.80				100%	48,037.39	48,037.39	48,037.39
LEVESQUE JAMES	230 PUBLIC SERVICES	14111-5111	S/Sidewalk Foreman	06211999	1	19,057.04	0.34	1,073.76	1.005	1,079.13				34%	19,079.00	19,079.00	19,079.00
LEVESQUE LOUIS	230 PUBLIC SERVICES	14111-5111	MOTOR EQUIP REPAIR	8/1/2006	1	55,540.81	1.00	1,064.00	1.005	1,069.32				100%	55,604.64	55,604.64	55,604.64
MACDONALD WILLIAM	230 PUBLIC SERVICES	14111-5111	HMEO	6/12/2012	1	47,982.32	1.00	919.20	1.005	923.80				100%	48,037.39	48,037.39	48,037.39
MARTINEAU RICHARD	230 PUBLIC SERVICES	14111-5111	MAINT CRAFTS	8/21/2000	1	47,982.32	1.00	919.20	1.005	923.80				100%	48,037.39	48,037.39	48,037.39
OBRIEN JIM	230 PUBLIC SERVICES	14111-5111	TREE CLIMBER	3/13/2006	1	51,660.93	1.00	989.67	1.005	994.62				100%	51,720.15	51,720.15	51,720.15
OSGOOD STEPHEN	230 PUBLIC SERVICES	14111-5111	PESTICIDE GROUNDSKEEPI	6/2/14	1	51,660.94	1.00	989.67	1.005	994.62				100%	51,720.15	51,720.15	51,720.15
PARSONS DAVID	230 PUBLIC SERVICES	14111-5111	MAINT CRAFTSMAN	5/14/2001	1	47,982.32	1.00	919.20	1.005	923.80				100%	48,037.39	48,037.39	48,037.39
SANDS GEORGE	230 PUBLIC SERVICES	14111-5111	HEAD WKG FOREMN 2/3	04271987	1	60,530.41	1.00	1,180.90	1.005	1,186.80				100%	61,713.83	61,713.83	61,713.83
STANWOOD JI DANIEL	230 PUBLIC SERVICES	14111-5111	WORKING FOREMAN	12/4/1999	1	56,050.15	1.00	1,073.76	1.005	1,079.13				100%	56,114.70	56,114.70	56,114.70
STUART MIKE	230 PUBLIC SERVICES	14111-5111	MAINT CRAFTS SANITATIO	10/8/2013	1	51,660.94	1.00	919.20	1.005	923.80				100%	48,037.39	48,037.39	48,037.39
TASSINARI STEPHEN	230 PUBLIC SERVICES	14111-5111	HEAD WORKING FOREMAN	05241999	1	61,642.81	1.00	1,180.90	1.005	1,186.80				100%	61,713.83	61,713.83	61,713.83
REALE THEODORE	230 PUBLIC SERVICES	14111-5111	LABORER III/III	7/1/2016	1	42,393.43	1.00	818.76	1.005	822.85				100%	42,788.40	42,788.40	42,788.40
COSTA CARLOS	230 PUBLIC SERVICES	14111-5111	LABORER III/III	8/17/2015	1	42,508.71	1.00	818.76	1.005	822.85	8/17/2017	852.96	6.0 46.0	100%	44,173.28	44,173.28	44,173.28
DONADIO DOMINIC	230 PUBLIC SERVICES	14111-5111	HMEO - I/II	8/22/2016	1	44,634.13	1.00	855.06	1.005	859.34	8/22/2017	890.96	7.0 45.0	100%	46,108.55	46,108.55	46,108.55
NADEAU JEFFREY	230 PUBLIC SERVICES	14111-5111	LABORER - I/II	7/18/2016	1	41,234.87	1.00	789.94	1.005	793.89	7/18/2017	822.85	2.0 50.0	100%	42,730.28	42,730.28	42,730.28
OUT OF GRADE PAYS	230 PUBLIC SERVICES	14111-5111				2,000.00									2,000.00	2,000.00	2,000.00
						1,383,246.43	25.68							1,339,913.41	1,339,913.41	1,339,913.41	

**FY 2018 DETAILED BUDGET REPORT
EXPENSES**

PUBLIC SERVICES - Admin - 230

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by	
				Mayor	Voted by Council
14112	5211	ELECTRICITY National Grid and Transcanada Provides electricity for DPW buildings, garage, cemetary, light poles	9,500	9,000	9,000
TOTAL			9,500	9,000	9,000
14112	5215	NATURAL GAS Direct Energy Market and National Grid Gas for DPS buildings	7,000	7,000	7,000
TOTAL			7,000	7,000	7,000
14112	5216	OIL HEAT-CEM Booma - Yearly Maintenance for 4 oil burners PC/VAULTS OR LOTS TO SUPPLEMENT Stadium Oil - Burner service for City Hall and Old Town Hall Stadium Oil - Oil heat for 1 garages (1 @ \$1,100.00 x 5 months) Stadium Oil - Oil Heat for chapel Stadium Oil - Oil heat for maintenance garages (\$1,100.00 x 6 months) Stadium Oil - Oil Heat for office (\$300.00 x 6 months)	400 (8,300) 700 5,500 800 6,600 1,800	400 (8,300) 700 5,000 800 6,600 1,800	400 (8,300) 700 5,000 800 6,600 1,800
TOTAL			7,500	7,000	7,000
14112	5241	BUILDING MAINTENANCE - DPW ASAP Drains, Beacon, Delands, Boston Fire, Embree Elevator, Garland, Hayden, O'Connell, Salem C Electrical, Fire extinguisher, I&M, Facility roof repair, overhead door repair	19,800	19,800	19,800
TOTAL			19,800	19,800	19,800
14112	5249	GROUND MAINTENANCE - CEMETERY Danvers Farm & Home, Home Depot, Winer, Maestranzi, Northeast, Rent All Grounds equipment and supplies	3,800	3,800	3,800
TOTAL			3,800	3,800	3,800
14112	5249R	GROUND MAINTENANCE - PARKS & REC (From Rec Dept Budget) BMC Corporation, Coastal, Fastenal, FWW, Hayden, John Deer, Lesco, McGinnis, Motor Parks, Nard Coast Maintenance& Future Supply - Park facility supplies	30,000	30,000	30,000
TOTAL			30,000	30,000	30,000
14112	5253	RADIO MAINT & PARTS Northeast Two-Way - Radio repair and service	1,300	1,300	1,300
TOTAL			1,300	1,300	1,300
14112	5270	RENTAL AND LEASE - UNIFORMS Rags, Gloves, Goggles & Safety Equipment Rain gear - 15 @ \$100	900 1,500	900 1,500	900 1,500
TOTAL			2,400	2,400	2,400
14112	5301	POLICE DETAIL Details for tree removals abd cleanup, street sweeping, line painting, street open, paving	42,000	42,000	42,000
TOTAL			42,000	42,000	42,000
14112	5304	PROFESSIONAL SERVICES Bobs Tire Company, David Porter, HAWK, Leahy Landscape, Mitchell, Rockport, Safet Clean, Tankol Stump removal, street sweeping assitance, equipment upgrades, Hazardous Waste disposal, annual central motor testing	9,600	9,600	9,600
TOTAL			9,600	9,600	9,600
14112	5317	EDUCATIONAL TRAINING License reimbursements Seminars and training for employees to maintain licenses.	1,500 500	1,500 500	1,500 500
TOTAL			2,000	2,000	2,000

FY 2018 DETAILED BUDGET REPORT
EXPENSES

PUBLIC SERVICES - Admin - 230

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by	
				Mayor	Voted by Council
14112	5320	CONTRACTED SERVICES-			
		Cicora Tree removal	40,000	40,000	40,000
		Greenscapes Land Design-Contract Services for mowing and maintenance	155,000	155,000	155,000
		SJ Services, HiWay Safety Systems-Line Painting and Downtown Maintenance	30,000	30,000	30,000
		MBTA mats for RR Crossing, Workplace Essentials	36,400	36,400	36,400
TOTAL			261,400	261,400	261,400
14112	5341	TELEPHONE			
		Rockport Technology - Telephone system maintenance	3,000	3,000	3,000
		Verizon - GPS tracking for DPW Trucks @ 1,410.00 x 12 mos (1/3)	5,640	5,640	5,640
TOTAL			8,640	8,640	8,640
14112	5383	BURIAL EXPENSES			
		Means Precast - Burial boxes			
		MISCISZ & Sons - Burials			
		<i>Burial Expenses are funded annually from Sale of Lots and Sale of Vaults Funds</i>			
TOTAL			-	-	-
14112	5391	SPRAYING AND REMOVAL - CEM			
		Cermaloy Carbide Company, Cleaves, Northshore Compost, Rent all	4,700	4,700	4,700
		Tool sharpening, stump removal, chipper repair, other repairs and supplies			
TOTAL			4,700	4,700	4,700
14112	5392	TREE PLANTING - CEM/OPEN SPACE			
		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
TOTAL			5,000	5,000	5,000
14112	5421	OFFICE SUPPLIES			
		General office supplies as needed, including Belmont Springs	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
14112	5451	CUSTODIAL SUPPLIES			
		Coast Maintenance, Delands, State, Winer-Electric and Custodial Supplies	9,000	9,000	9,000
		Account for movement of Jonathan Connelly to Buiding-associated supplies	(6,000)	(6,000)	(6,000)
TOTAL			3,000	3,000	3,000
14112	5461	GROUNDKEEPING SUPPLIES - DPW			
		A-1 Exterminators, Dilisio, HD, Oilman Supplies, One Way Lumber, Winer	9,700	9,700	9,700
		Grounds supplies and hardware			
TOTAL			9,700	9,700	9,700
14112	5481	GASOLINE/DIESEL FUEL			
		Burke - Diesel per state bid	80,000	65,000	65,000
		Global Companies - Unleaded per the state bid	20,000	20,000	20,000
TOTAL			100,000	85,000	85,000
14112	5483	VEHICLE PARTS DPW			
		All Welding, CC Auto, Goodyear, J's Warehouse, Schmidt, etc.	35,000	35,000	35,000
		Parts for DPS vehicles			
TOTAL			35,000	35,000	35,000
14112	5483A	VEHICLE PARTS POLICE			
		C&C Auto, Goodyear, Kelly Jeep, Liberty Chevrolet, Lyons Enterprises, Stoneham, etc.	20,000	20,000	20,000
		Vehicle parts for police			
TOTAL			20,000	20,000	20,000

**FY 2018 DETAILED BUDGET REPORT
EXPENSES**

PUBLIC SERVICES - Admin - 230

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
14112	5483B	VEHICLE PARTS OTHER: SCHOOLS, ELECT., INSPECT., ENGR., BOH, COA, ETC. Bouchard & Sons, C&C, Goodyear, Hub Starters Inspections and parts for other Dept. vehicles	17700	17700	17700
TOTAL			17,700	17,700	17,700
14112	5485	STREET SWEEPING & BROOMS All American Investment - Sweeper lease to own 4th of 5 year lease Brooms, gutter brooms, misc. parts Contractors include Atlantic Broom, CN Wood, Hawkes	41,051 16,500	41,051 16,500	41,051 16,500
TOTAL			57,551	57,551	57,551
14112	5710	IN STATE TRAVEL, MEETINGS Tolls, Parking, Seminars	1,000 1,000	1,000 1,000	1,000 1,000
14112	5717	PROF LICENSE REIMBURSEMENTS Reimbursement for operator licenses as per AFSCME agreement Reimbursements for pesticide licenses as per the AFSCME agreement Reimbursements for professional licenses	900 300 200	900 300 200	900 300 200
TOTAL			1,400	1,400	1,400
14112	5730	DUES & SUBSCRIPTIONS Essex County, Mass Highway, Society of Arborist, National Arbor Day, etc.	500	500	500
TOTAL			500	500	500
14112	5843	GEN PUBLIC WORKS IMPROVEMENTS Asphalt, aggregate, manhole, trash bags, catch basin, concrete, line painting, traffic sign supplies, tree beds Contractors include Aggregate, Benevento, Brox, Dilision, Eastern Bag, EJ Prescott, Franklin, Home Depot, Permaline, Rent a TOOK, Rowley, Voss, Winer	67,000	67,000	67,000
TOTAL			67,000	67,000	67,000
14112	5846	RENOVATION & REPAIRS - REPAIRS/SIDEWALKS Aggregate Industries, Benevento, Dilision, Home Depot, McLellan, Rent a Tool, Rowley Cement Asphalt, aggregate, concrete, misc. street items.	30,000	30,000	30,000
TOTAL			30,000	30,000	30,000
14112	5860	EQUIPMENT PURCHASE & REPAIRS Boston Automatic Timing, Cameron, ERC, Fastenal, Motor Parks, JB Uniforms, HD and Winer Copier and printer maintenance, rags, hardware, safety products and wear, vector nozzles	9,400	9,400	9,400
TOTAL			9,400	9,400	9,400
TOTAL PROPOSED			768,891	752,891	752,891

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 2018

No significant budget or staffing changes for FY 2018. Investigating piloting the use of brine to pre treat roads before storm conditions.

Recent Accomplishments

- Improved oversight of contractor services; increase supervision and spot checking of city roads.
- Continued utilization of Reverse 911 and Web site used for up-to-date snow emergency related bulletins.
- The City has contracts with 26 contractors to provide assistance during snow plowing operations.
- Streamlined plowing operation by organizing driver locations and assigning DPS personnel to provide oversights to contractors in their locations.
- Plow routes with City and contractor personnel have been identified with complaints being tracked by storm with the goal being to reduce persistent issues at certain locations.
- A map identifying road plowing priorities has been prepared.
- Continue to use telephone equipment with tracking capabilities for snow driver use. The DPS can now monitor all DPS and contractor vehicles during snow events.
- Identified downtown locations where youth groups could assist the City of Salem in clearing snow at crosswalks.

FY 2018 Goals & Objectives

- Continue to provide service to quickly open streets making them passable so that they can be safe to navigate.
- Obtain new sanders/plows to replace those which are at or nearing their useful life.
- Continue to work with other city departments in support of restoring safe road conditions as efficiently as possible..



- Update plows with newer units to help cut down on fuel and on mechanical deficiencies
- Purchase and install a new salt shed.
- Update snow maps.

How FY 2018 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 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Snow & Ice-Personnel									
14231	5131	OVERTIME (GENERAL)	51,893.78	50,000.00	50,000.00	77,267.95	50,000.00	50,000.00	50,000.00
Total Snow & Ice-Personnel			51,893.78	50,000.00	50,000.00	77,267.95	50,000.00	50,000.00	50,000.00
Snow & Ice-Expenses									
14232	5244	VEHICLE REPAIR AND M	86,059.22	32,000.00	32,000.00	65,688.66	32,000.00	32,000.00	32,000.00
14232	5292	SNOW REMOVAL	299,512.89	115,000.00	115,000.00	672,987.53	115,000.00	115,000.00	115,000.00
14232	5292S	SNOW REMOV/SAND-SCHOOL	0.00	80,000.00	80,000.00	97,042.50	80,000.00	80,000.00	80,000.00
14232	5341	TELEPHONE	14,959.29	10,930.00	10,930.00	13,395.60	10,930.00	10,930.00	10,930.00
14232	5429	MISC SUPPLIES	31,352.78	34,600.00	34,600.00	10,872.49	34,600.00	34,600.00	34,600.00
14232	5481	GASOLINE/DIESEL FUEL	39,774.98	20,000.00	20,000.00	62,803.35	20,000.00	20,000.00	20,000.00
14232	5534	SALT	203,383.39	103,405.00	103,405.00	349,194.90	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	6,500.48	8,000.00	8,000.00	59,020.52	8,000.00	8,000.00	8,000.00
Total Snow & Ice-Expenses			681,543.03	408,935.00	408,935.00	1,331,005.55	408,935.00	408,935.00	408,935.00
230	423	Department Total	733,436.81	458,935.00	458,935.00	1,408,273.50	458,935.00	458,935.00	458,935.00

**FY 2018 DETAILED BUDGET REPORT
EXPENSES**

PUBLIC SERVICES - Snow & Ice - 230

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
14232	5244	VEHICLE REPAIR AND MAINTENANCE General line for repairs and parts for DPS vehicles in preparation and during winter snow events	32,000	32,000	32,000
TOTAL			32,000	32,000	32,000
14232	5292	SNOW REMOVAL For payment to snow contractors for services to aid in sanding and plowing of city streets, sidewalks and parking lots	115,000	115,000	115,000
TOTAL			115,000	115,000	115,000
14232	5292S	SNOW REMOVAL & SANDING SCHOOL Snow removal and sanding for school department	80,000	80,000	80,000
TOTAL			80,000	80,000	80,000
14232	5341	Telephone 50 GPS Phones for snow contractors @ \$1,249.50 - 6 months	10,930	10,930	10,930
TOTAL			10,930	10,930	10,930
14232	5429	MISC SUPPLIES Aggregate Industries, Benevento and Bronx - Cold patch for potholes Home Depot, Permaline, Precision Weather Forcasting, Winer Parking and warning signs, weather forcasting, etc.	30,600 4,000	30,600 4,000	30,600 4,000
TOTAL			34,600	34,600	34,600
14232	5481	GASOLINE/DIESEL FUEL Estimate at \$2250.00 per storm x 8 storms	20,000	20,000	20,000
TOTAL			20,000	20,000	20,000
14232	5534	SALT Salt product purchased under state bid - \$51.00 per ton Increase from \$41 in FY 2017	103,405	103,405	103,405
TOTAL			103,405	103,405	103,405
14232	5535	CALCIUM CHLORIDE Fill up of Calcium Chloride Product in tanks 5 Jefferson Ave under state bid	5,000	5,000	5,000
TOTAL			5,000	5,000	5,000
14232	5536	SAND Sand product purchased from Aggregate for sanding of streets.	8,000	8,000	8,000
TOTAL			8,000	8,000	8,000
TOTAL PROPOSED			408,935	408,935	408,935

Engineering – General Administration

Mission Statement – Why We Exist

The Engineering Department provides technical expertise and plan review to various City boards and departments for all public infrastructure improvements and private development projects. Engineering is responsible to implement the City-wide pavement management system and also manages the Chapter 90 paving program, other state and federally funded roadway re-construction (TIP) projects, and the City's Road Opening, Private Property and Trench Permit Program. In addition, Engineering is also responsible for the City's capital improvement program relative to infrastructure and provides guidance from the City's perspective to the larger state funded developments including the Peabody Essex Museum (PEM) expansion, Footprint Power Plant area development, 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 2018

No significant budget or staffing changes for FY 2018, except looking at opportunities for improved customer relations, communications and efficiencies related to combining Engineering and DPS. Also added an Assistant Engineer position.

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.
- 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 2018 Goals & Objectives

- Continue to advance the City’s proposed TIP projects to ensure state funding is secured for the reconstruction of Canal Street this year is ongoing.
- Continue to manage City’s Chapter 90 roadway improvement program to maximize the cost effectiveness of the City’s re-investment into its roadway infrastructure.
- Developed the annual City-wide roadway improvement program for 2017.
- Managed current Road Opening Permit Tracking System and made improvements.
- Scan 100% of historical engineering plans currently located in Engineering Plan Room to project completion.



Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY2018
Number of street permits issued	399	385	450	400
Drain layer licenses issued	43	44	42	44
Commercial Backflow tests completed	1096	1098	1175	1190
Number of linear miles paved	2.5 miles		3.5 miles	3.5 miles

How FY 2018 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 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Engineering-Psnl									
14121	5111	SALARIES-FULL TIME	72,012.57	78,961.00	78,961.00	83,315.97	92,868.00	94,394.00	94,394.00
14121	5113	SALARIES-PART TIME	4,220.70	5,742.00	5,742.00	4,964.58	0.00	0.00	0.00
Total Engineering-Psnl			76,233.27	84,703.00	84,703.00	88,280.55	92,868.00	94,394.00	94,394.00
Engineering-Expenses									
14122	5317	EDUCATIONAL TRAINING	954.67	1,000.00	1,000.00	440.41	1,000.00	1,000.00	1,000.00
14122	5421	OFFICE SUPPLIES (GEN	1,000.00	1,000.00	1,000.00	604.33	1,000.00	1,000.00	1,000.00
14122	5710	IN STATE TRAVEL/MEETINGS	524.38	500.00	500.00	328.20	500.00	500.00	500.00
14122	5730	DUES AND SUB	1,925.00	2,000.00	2,000.00	1,647.00	2,000.00	2,000.00	2,000.00
14122	5851	OFFICE EQUIPMENT	1,683.97	1,700.00	1,700.00	747.93	1,700.00	1,700.00	1,700.00
Total Engineering-Expenses			6,088.02	6,200.00	6,200.00	3,767.87	6,200.00	6,200.00	6,200.00
235	412	Department Total	82,321.29	90,903.00	90,903.00	92,048.42	99,068.00	100,594.00	100,594.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018
DUBINSKI ELLEN	235 ENGINEERING	14121-5111	ADMIN ASSISTANT	9/26/85	44,386.04		0.80		80%	1,062.88	1,062.88	44,215.81	1,089.45	45,321.20	45,321.20
KNOWLTON DAVID	235 ENGINEERING	14121-5111	City Engineer-DPS Director	5/21/2007	34,574.42		0.34		12%	2,248.08	2,248.08	14,028.02	2,315.52	14,448.86	14,448.86
DAM CHUCK	235 ENGINEERING	14121-5111	Assistant Engineer	5/1/17			0.34		34%	1,894.23	1,894.23	33,489.99	1,894.23	33,489.99	33,489.99
Increase for Dam after 6 months (8 Months total for FY 2018)							0.34	66.7%	34%		96.15	1,133.85	96.15	1,133.85	1,133.85
					78,960.46		1.48	Total Full Time - 5111				92,867.67		94,393.90	94,393.90
ALBERT JIMMY	235 ENGINEERING	14121-5113	INTERN	11/05/1991	5,371.00			10	hours per wk			To Trash Fund		-	-
					5,371.00			Total Part Time - 5113				-		-	-
					84,331.46		1.48	Department Total				92,867.67		94,393.90	94,393.90

Full-Time Equivalent Employees:	FY 2016	1.14
	FY 2017	1.14
	FY 2018	1.48
	Variance 17 vs. 18	0.34

ENGINEERING DEPARTMENT NON-UNION EMPLOYEES COMBINED SALARIES BUDGET & GRANTS

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018
KNOWLTON DAVID	ENGINEERING	14121-5111	City Engineer-DPS Director				0.12		12%	2,315.52	2,315.52	14,448.86			
	Engineering-SEWER	600131-5111					0.13		13%	2,315.52	2,315.52	15,652.93			
	Engineering-Water	610131-5111					0.13		13%	2,315.52	2,315.52	15,652.93			
	Engineering-Trash	620131-5111					0.12		12%	2,315.52	2,315.52	14,448.86			
	DPS	14111-5111					0.16		16%	2,315.52	2,315.52	19,265.15			
	DPS-Sewer	600031-5111					0.17		17%	2,315.52	2,315.52	20,469.22			
	DPS-Water	610031-5111					0.17		17%	2,315.52	2,315.52	20,469.22			120,407.16
DAM CHUCK	ENGINEERING	14121-5111	Assistant Engineer				0.34		34.0%	1,990.38	1,990.38	35,190.02			
	SEWER	600131-5111					0.33		33.0%	1,990.38	1,990.38	34,154.92			
	WATER	610131-5111					0.33		33.0%	1,990.38	1,990.38	34,154.92			103,499.86
DUBINSKI ELLEN	ENGINEERING	14121-5111	ADMIN ASSISTANT				0.80		80.0%	1,089.45	1,089.45	45,321.20			
	SEWER	600131-5111					0.10		10.0%	1,089.45	1,089.45	5,665.15			
	WATER	610131-5111					0.10		10.0%	1,089.45	1,089.45	5,665.15			56,651.50
RECINOS Giovanna	Capital Projects	Varies	CLERK OF WORKS			1,039.25	1.00	100%	1,065.23	1,065.23	55,392.03			55,392.03	
IDE JENNA	Capital Projects	Varies	CAPITAL PROJECT DIRECTOR			1,793.75	1.00	100%	1,838.59	1,838.59	95,606.88			95,606.88	
CRIPPS CHERYL	SEWER	600131-5111	SECRETARY				0.33		33.0%	891.49	891.49	15,298.03			
	WATER	610131-5111					0.33		33.0%	891.49	891.49	15,298.03			
	TRASH	620031-5111					0.34		34.0%	891.49	891.49	15,761.61			46,357.68
ROSE JULIE	SEWER	600131-5111	Business Manager/Water Reg				0.25		25.0%	1,332.35	1,332.35	17,320.49			
	WATER	610131-5111					0.25		25.0%	1,332.35	1,332.35	17,320.49			
	TRASH	620031-5111					0.50		50.0%	1,332.35	1,332.35	34,640.97			69,281.95
HOLLAND DAVID	RECYCLING GRANT	25433-5111	RECYCLING ENFORCEMENT			370.03	0.54	54%	379.28	379.28	10,650.20			10,650.20	

Total FTE for General Funds AND Grants/Capital Projects (Excludes Enterprise)			7.54
Full-Time Equivalent Employees:	FY 2016	3.14	
	FY 2017	3.68	
	FY 2018	3.46	
	Variance 17 vs. 18	(0.22)	

7.54	Total Engineering Salaries	557,847.26
3.46	Total Engineering General Fund & Special Revenue	221,419.17

FY 2018 DETAILED BUDGET REPORT
EXPENSES

ENGINEERING 235

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Approved by Mayor
14122	5317	EDUCATIONAL TRAINING Management training seminars and exhibits			
			1,000	1,000	1,000
		TOTAL	1,000	1,000	1,000
14122	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			
			1,700	1,700	1,700
		TOTAL	1,700	1,700	1,700
TOTAL PROPOSED			6,200	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, enjoyment and affordability are criteria for assessing the effectiveness of our programs.

Significant Budget & Staffing Changes for FY 2018

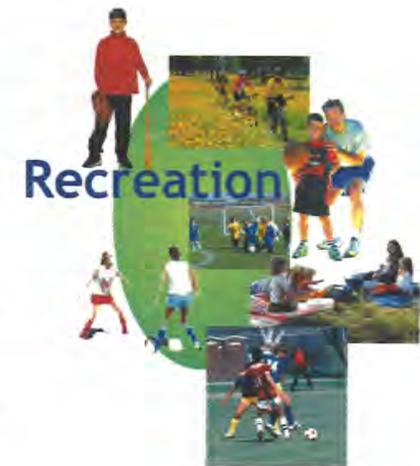
Increased the Pool Maintenance budget to adjust for needs to keep pool up and running. Requesting an increase in seasonal salaries to offset the required minimum wage adjustment. Replacing facilities manager position - Bill Wooley retired after 10 years of service to Parks, Recreation and Community Service. Replacing Erik McCarthy resigned as Recreation Coordinator. Part-time janitor position filled by National Senior network 2 year participant, on waitlist for replacement. Replaced Sophia Hines as the Council on Aging Nutrition Coordinator with National Senior Network participant who assisted with meals for the past 2.5 years.

Recent Accomplishments

- Collaborated with Coast to Coast Paddle to offer paddle board lessons at the Willows
- Work with the Division of Marine Fisheries to conduct a fishing clinic at the Salem Willows Pier – It was the largest group they’ve had attend their clinics (30)
- Took back the organization and running of the Derby Street Mile
- Collaborated with Salem State and Rotterdam University to host the first ever “Generation Games” in the United States here in the City of Salem
- Fire-pit Fridays at the Willows with some program (free)
- Winter Island Drive- In movies in partnership with Creative Salem (sold out)
- Hosted our Annual Parent/Daughter Dance with 80 participants
- Recognized and selected by the Rotary Club with a \$1,500 donation to programming
- Added Furlong Park to the summer playground program
- Infield at Mack Park expanded to be an actual official softball regulation field, as well as re-graded for safety.
- Re-mulched almost all Parks and playground areas
- Current Assessment of Forest River Pool for future planning
- Continued to offer programs to residents of all ages, while keeping fees affordable



- Wellness program Committee for City Staff
- Offered several Free family programs in painting, music and tennis
- Enhanced our online registration and credit card processing
- Open meetings and planning for upgrades to Lafayette Park
- Open meetings and planning for upgrades to Ryan Brennan Skate Park
- Offered discounted YOGA stress management for City employees at Old Towne Hall
- Secured Grant Funding for McGlew Park
- Ongoing collaboration with planning in the effort to repair/renovate the historic Common fence
- Offered weekly field trips to both Forest River and Mary Jane Lee Playground Programs
- Increased the number of online registrations for all programs
- Collaborated with different organizations to provide affordable programming for all
- Had a successful 2nd 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.
- Implemented Forest River Adventure Program for 30 kids (crafts, activities, tidal pools, science and water exploration).
- 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.
- Created an online program brochure and eliminated the printed version. This is produced quarterly.
- Hosted successful family holiday events to include Breakfast with Santa and ice cream with the Easter Bunny
- Continued Free Rec Basketball to kids in the summer for boys and girls ages 9-15



FY 2018 Goals & Objectives

- Establish sessions for instructional programs and activities
- Secure Funding for enrichment program for Mary Jane Lee Program
- Build CIT Program for Teens
- Enhance the Summer Playground Program by offering more themed weeks and weekly field trips
- Enhance the summer playground program to add a cultural component

- Collaborate with Salem States Office of Civic Engagement for park improvement projects
- 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
- To maintain the high level of participation and quality to our special events as our numbers of participants continue to grow each year
- To use updated Open Space Plan and anticipated citywide field assessment to address problems and take advantage of possibilities at parks and playgrounds
- To continue to enable volunteer groups to participate in the enhancement of our parks and facilities.
- Establish The Park Ambassador program
- Continue planning stages 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.
- By popular demand add an additional Drive-In date
- Commit to program, market and improve on The Generation Games
- To work with Park Foreman to Establish a priority list and maintenance plan – short and long term for parks and playgrounds
- To provide more family orientated programs
- Partner with the Wicked Running Club to work collaboratively on future projects
- To continue to improve our relationships with the general public
- Continue to expand and improve our offsite program venues

Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
Overall Programs	116	128	160	180
*Special events participants	305	358	1520	1520
Pooch passes sold	125	242	250	250
Parking stickers sold	1188	2001	1100	1500

*Wild Turkey Road Race moved to Boys & Girls Club in 2013

How FY 2018 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 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Recreation-Personnel									
16501	5111	SALARIES-FULL TIME	212,483.85	226,241.00	226,241.00	177,872.21	225,825.00	230,996.00	230,996.00
16501	5118	SEASONAL LABOR	41,671.33	44,516.00	44,516.00	49,833.15	49,962.00	49,962.00	49,962.00
16501	5131	OVERTIME (GENERAL)	221.03	2,000.00	2,000.00	196.07	2,000.00	2,000.00	2,000.00
Total Recreation-Personnel			254,376.21	272,757.00	272,757.00	227,901.43	277,787.00	282,958.00	282,958.00
Recreation-Expenses									
16502	5211	ELECTRICITY	57,526.13	62,000.00	59,800.00	52,223.11	39,000.00	39,000.00	39,000.00
16502	5217	GAS/OIL HEAT	2,071.66	3,000.00	3,000.00	2,324.22	3,000.00	3,000.00	3,000.00
16502	5249	PARK & GROUND MAINT	14,598.25	15,000.00	13,365.68	6,264.91	15,000.00	15,000.00	15,000.00
16502	5251	UTILITY SERV REP & M	0.00	600.00	600.00	0.00	600.00	600.00	600.00
16502	5320	CONTRACTED SERVICES	89,412.28	99,000.00	98,400.00	92,306.40	128,175.00	128,175.00	128,175.00
16502	5341	TELEPHONE	1,535.29	3,500.00	3,500.00	1,313.23	3,500.00	3,500.00	3,500.00
16502	5352	POOL MAINTENANCE	26,842.00	12,000.00	16,434.32	14,719.72	16,000.00	16,000.00	16,000.00
16502	5381	PRINTING AND BINDING	1,131.00	1,000.00	800.00	800.00	1,000.00	1,000.00	1,000.00
16502	5421	OFFICE SUPPLIES (GEN	7,392.51	6,000.00	6,000.00	2,814.71	6,000.00	6,000.00	6,000.00
16502	5588	RECREATIONAL SUPPLIE	10,470.44	12,000.00	11,000.00	5,253.47	12,000.00	12,000.00	12,000.00
16502	5730	DUES AND SUB	95.00	210.00	410.00	310.00	1,210.00	1,210.00	1,210.00
16502	5846	RENOVATION & REPAIRS	12,983.93	8,000.00	9,000.00	7,462.71	8,000.00	8,000.00	8,000.00
Total Recreation-Expenses			224,058.49	222,310.00	222,310.00	185,792.48	233,485.00	233,485.00	233,485.00
170	650	Department Total	478,434.70	495,067.00	495,067.00	413,693.91	511,272.00	516,443.00	516,443.00

FY 2018 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52.2	F T E	Rate FY 2017	Incr FY 2018	Calc Rate FY 2018	STEP INCREASES			Dept Request FY 2018 52	Mayor FY 2018 52	Council FY 2018 52		
											Date	Rate	# Wks Old New					
NICE	Michele	170 RECREATION	16501-5111	PRINCIPAL CLERK	8/1/2014	2		47,825.20	1.00	920.16	1.005	924.76		100%	48,087.56	48,087.56	48,087.56	
								47,825.20	1.00							48,087.56	48,087.56	48,087.56

**FY 2018 DETAILED BUDGET REPORT
EXPENSES**

RECREATION - 170

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
16502	5211	ELECTRICITY All Parks and Ballfields-Kernwood, Forest River, Leavitt St, Island, Walkways, 22 Sprinklers	39,000	39,000	39,000
TOTAL			39,000	39,000	39,000
16502	5217	GAS/OIL HEAT Gas, Mack Park Garage, Forest River, Leavitt Street, Oil Heat, Mack Park Office, Forest River Caretakers, Gallows Hill Caretakers, Leavitt St All Energy, Boston Gas, Michaud & Raymond (Boiler Cleaning)	3,000	3,000	3,000
TOTAL			3,000	3,000	3,000
16502	5249	PARK & GROUND MAINTENANCE (30K moved to DPS Budget) Paper & janitorial supplies for park restrooms, misc hardware, nuts, bolts & screws, basketball & soccer netting, field paint, light bulbs, hand tools, keys....	15,000	15,000	15,000
TOTAL			15,000	15,000	15,000
16502	5251	UTILITY SERVICE REP & MAINT Service Repairs, Alarms Repairs, water heater rental	600	600	600
TOTAL			600	600	600
16502	5320	CONTRACTED SERVICES Cleaning Services for Mack Park, Golf Course, Willows, aquatic management YMCA - Forest River Pool staffing and maintenance	12,000 116,175	12,000 116,175	12,000 116,175
TOTAL			128,175	128,175	128,175
16502	5341	TELEPHONE All Park & Rec Telephone Lines 3 in Office, Parks, Pool, Garage, Kernwood Credit Card lines & Faxes	3,500	3,500	3,500
TOTAL			3,500	3,500	3,500
16502	5352	POOL MAINTENANCE Opening and Closing of Forest River Pool, maintenance, painting and chlorine	16,000	16,000	16,000
TOTAL			16,000	16,000	16,000
16502	5381	PRINTING AND BINDING Letterhead, Envelopes, Brochures, etc....	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
16502	5421	OFFICE SUPPLIES (GENERAL) General Office supplies as needed Copier Lease	2,500 3,500	2,500 3,500	2,500 3,500
TOTAL			6,000	6,000	6,000
16502	5588	RECREATIONAL SUPPLIES Athletic Supplies (Balls, nets, Etc.), Miscellaneous supplies needed (replacement swings, etc.)	6,000 6,000	6,000 6,000	6,000 6,000
TOTAL			12,000	12,000	12,000
16502	5730	DUES AND SUBSCRIPTIONS Salem Chamber of Commerce, Annual Dues, Subscriptions, etc....	1,210	1,210	1,210
TOTAL			1,210	1,210	1,210
16502	5846	RENOVATIONS AND REPAIRS Hardware Supplies & Equipment, Plumbing, Electrical, etc.. Needed for upkeep of all Parks Buildings, Garages, Kernwood Marina, Willows Cottages, Office, etc. Renovations of all parks	8,000	8,000	8,000
TOTAL			8,000	8,000	8,000
TOTAL PROPOSED			233,485	233,485	233,485

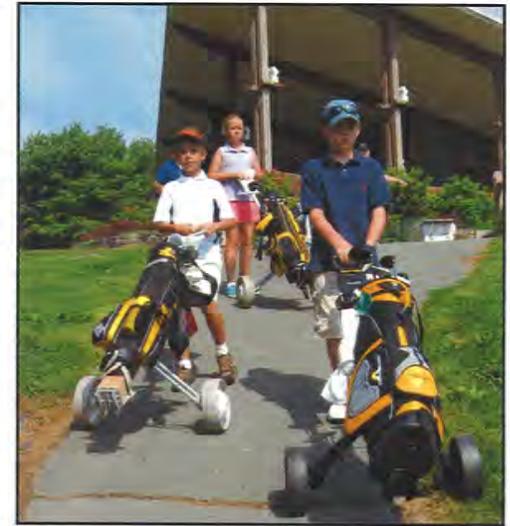
Recreation – Golf Course

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 2018

- Requesting a \$3,293.50 increase in “Seasonal Labor” budget for the increase in the minimum wage.
- Requesting an additional \$14,080 in “Seasonal Labor” for a 32 week @ \$11.00 per hour seasonal maintenance position to help decrease management overtime.
- Requesting a \$1000 increase in “General Overtime Labor” to help with completing projects and help decrease management overtime.
- Requesting an additional \$1720 for "contracted Services" to cover Scott MacDonald's Salary
- Requesting an additional \$1000 for "Rental & Lease" to cover expenses to maintain the expanded golf cart fleet.
- Requesting a “revolving account” for pro shop merchandise.
- Requesting \$35,000 from receipts reserve to replace all of the piping in the irrigation pump house.
- Requesting \$56,000 from receipts reserve to replace the maintenance department dump truck.
- Requesting \$27,000 from receipts reserve for a new aerator.
- Requesting funds to complete new cart path installations.



Recent Accomplishments

- Increased available merchandise in the pro shop for better customer service and increased revenue.
- Invited more family, woman and junior oriented groups through fees and specials.
- Continued to work with the community with our entry in the Halloween parade.
- Continued improvements to our turf maintenance program for improved conditions.
- 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 and brush throughout the course to improve turf conditions, playability, pace of play and to give golfers an open atmosphere to play.
- Renovating the 2nd hole to bring it back to its original design.
- Continued expansion of collars around the greens to bring back the original size and shapes of the greens.
- Increased width of fairways closer to original sizes and shape.

- Purchased 3 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.
- Improved internal golf tournaments including league members and regular players which increased revenue.

FY 2018 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.
- Finish the renovation of the 2nd hole, build a forward tee, and reinstall an original greenside bunker.
- Renovate and bring back into play the original 7th tee.
- Continue to improve fairway and rough conditions through a new pesticide and fertilizer program.
- Continue to install new cart paths.
- 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.
- 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 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
Season passes sold	185	179		
Round played daily fee	28,053	30,857		
Rounds played by season pass holders	9,852	11,159		
Total Rounds played	37,905	42,016		
Cart Income	\$140,104	\$156,552		
Pro Shop Sales	\$19,518	\$25,906		
Gift Certificates	\$5,811	\$10,864		
Total Revenue	\$724,052	\$805,226		

How FY 2018 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 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Golf Course-Personnel									
16511	5111	SALARIES-FULL TIME	168,558.55	176,242.00	176,242.00	135,374.04	178,457.00	178,240.00	178,240.00
16511	5118	SEASONAL LABOR	95,282.64	104,199.00	104,199.00	76,787.30	121,572.00	121,572.00	121,572.00
16511	5131	OVERTIME (GENERAL)	3,082.91	3,000.00	3,000.00	2,823.66	6,000.00	6,000.00	6,000.00
Total	Golf Course-Personnel		266,924.10	283,441.00	283,441.00	214,985.00	306,029.00	305,812.00	305,812.00
Golf Course-Expenses									
16512	5211	ELECTRICITY	6,190.00	7,500.00	7,500.00	7,500.00	22,500.00	22,500.00	22,500.00
16512	5217	GAS/OIL HEAT	4,717.21	6,500.00	5,300.00	5,195.72	6,500.00	6,500.00	6,500.00
16512	5270	RENTAL & LEASE	33,759.49	33,000.00	33,043.48	27,483.86	53,372.00	53,372.00	53,372.00
16512	5320	CONTRACTED SERVICES	46,629.45	44,980.00	47,877.77	36,291.00	46,700.00	46,700.00	46,700.00
16512	5341	TELEPHONE	3,394.65	3,500.00	3,500.00	2,659.31	3,500.00	3,500.00	3,500.00
16512	5354	IRRIGATION SYSTEM MA	5,942.89	6,000.00	6,000.00	5,134.02	6,000.00	6,000.00	6,000.00
16512	5421	OFFICE SUPPLIES (GEN	2,305.15	3,000.00	1,907.23	1,245.69	3,000.00	3,000.00	3,000.00
16512	5431	BLDG REP/MAINT SUPPL	3,498.31	3,500.00	3,500.00	2,119.07	3,500.00	3,500.00	3,500.00
16512	5461	GROUNDSKEEPING SUPPL	26,582.11	40,000.00	40,000.00	36,907.17	40,000.00	40,000.00	40,000.00
16512	5581	SOUVENIRS/MERCHANDISE	15,904.00	16,000.00	16,000.00	15,613.92	16,000.00	16,000.00	16,000.00
16512	5710	IN STATE TRAVEL/MEETINGS	884.82	900.00	900.00	766.34	900.00	900.00	900.00
16512	5730	DUES AND SUB	868.30	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
16512	5846	RENOVATION & REPAIRS	9,056.80	9,000.00	9,000.00	7,479.63	9,000.00	9,000.00	9,000.00
16512	5860	EQUIPMENT	54,554.60	12,000.00	53,499.38	50,556.59	12,000.00	12,000.00	12,000.00
Total	Golf Course-Expenses		214,287.78	186,880.00	229,027.86	199,952.32	223,972.00	223,972.00	223,972.00
170	651	Department Total	481,211.88	470,321.00	512,468.86	414,937.32	530,001.00	529,784.00	529,784.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017 0.0%	Dept Prop Rate FY 2018 0.0%	Dept Request FY 2018 52.0	Mayor Rate FY 2018 2.5%	Mayor Proposed FY 2018 52.0	Council Voted FY 2018
LEVER PAUL	170 GOLF COURSE	16511-5111	GOLF COURSE SUPT	04301983	65,598.00		1.00	1	100%	1,256.67	1,352.82	70,346.64	1,344.64	69,921.12	69,921.12
WOOLLEY WILLIAM	170 GOLF COURSE	16511-5111	FACILITIES MANAGER		8,384.59		0.00	1	0%	-	-	-	-	-	-
Replace Woolley	170 GOLF COURSE	16511-5111	FACILITIES MANAGER				0.15	1	15%	1,070.83	1,070.83	8,352.47	1,097.60	8,561.29	8,561.29
					102,259.30		2.00				Total AFSCME 1818	99,757.55		99,757.55	99,757.55
					176,241.89		3.15		Total Full Time - 5111			178,456.66		178,239.95	178,239.95
	170 GOLF COURSE	16511-5118	LABORERS		35,035.00		P	91	35	10.00	11.00	35,035.00	11.00	35,035.00	35,035.00
	170 GOLF COURSE	16511-5118	LABORERS				P	32	40		11.00	14,080.00	11.00	14,080.00	14,080.00
	170 GOLF COURSE	16511-5118	CARTS		11,466.00		P	42	26	10.00	11.00	12,012.00	11.00	12,012.00	12,012.00
	170 GOLF COURSE	16511-5118	STARTER		25,063.50		P	77	31	10.00	11.00	26,257.00	11.00	26,257.00	26,257.00
	170 GOLF COURSE	16511-5118	CASHIER		21,168.00		P	63	32	10.00	11.00	22,176.00	11.00	22,176.00	22,176.00
	170 GOLF COURSE	16511-5118	RANGER		11,466.00		P	42	26	10.00	11.00	12,012.00	11.00	12,012.00	12,012.00
					104,198.50				Total Seasonal - 5118			121,572.00		121,572.00	121,572.00
	170 GOLF COURSE	16511-5118	OVERTIME		3,000.00							6,000.00		6,000.00	6,000.00
					283,440.39		3.15		Department Total			306,028.66		305,811.95	305,811.95

Full-Time Equivalent Employees:	FY 2016	3.00
	FY 2017	3.15
	FY 2018	3.15
	Variance 17 vs. 18	0.00

FY 2018 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52.2	F T E	Rate FY 2017	Incr FY 2018	Calc Rate FY 2018	STEP INCREASES				Dept Request FY 2018 52	Mayor FY 2018 52	Council FY 2018 52	
											Date	Rate	# Wks	Old New				
GALLAGHER MICHAEL	170 GOLF COURSE	16511-5111	Sr Pesticide/Groundskeeper	4/17/07	1	51,660.38	1.00	989.67	1.005	994.62					100%	51,720.15	51,720.15	51,720.15
TURNER EDWARD	170 GOLF COURSE	16511-5111	Golf Course Groundskeeper	4/7/15	1	50,598.92	0.00	-		-					100%	RESIGNED	RESIGNED	RESIGNED
Replace Turner	170 GOLF COURSE	16511-5111	Golf Course Groundskeeper		1		1.00	919.20	1.005	923.80					100%	48,037.39	48,037.39	48,037.39
						102,259.30	2.00									99,757.55	99,757.55	99,757.55

**FY 2018 DETAILED BUDGET REPORT
EXPENSES**

RECREATION - GOLF COURSE - 170

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
16512	5211	ELECTRICITY Golf Course, Willson Street Lights around Rotary and up the Hill, Clubhouse, workshop & Garage	22,500	22,500	22,500
TOTAL			22,500	22,500	22,500
16512	5217	GAS/OIL HEAT Oil for Clubhouse and Garages - Gas & Carrier Charges	6,500	6,500	6,500
TOTAL			6,500	6,500	6,500
16512	5270	RENTAL AND LEASE Leasing contract for Golf Carts Year 1 - 3 year lease (FY 18, 19, 20) dump truck	34,000 19,372	34,000 19,372	34,000 19,372
TOTAL			53,372	53,372	53,372
16512	5320	CONTRACTED SERVICES Seasonal Cleaning Service & Alarm Monitoring Golf Manager	8,000 36,980 1,720	8,000 36,980 1,720	8,000 36,980 1,720
Total			46,700	46,700	46,700
16512	5341	TELEPHONE Clubhouse Line, Garage, Pay Phone outside Clubhouse, Register, Fax Line, CC Line, Computer Line Long Distance charges	3,200 300	3,200 300	3,200 300
TOTAL			3,500	3,500	3,500
16512	5354	IRRIGATION SYSTEMS MAINTENANCE Toro Irrigation Parts, Conversion Assemblies, Valves,	6,000	6,000	6,000
TOTAL			6,000	6,000	6,000
16512	5421	OFFICE SUPPLIES Copier Paper, Printing of Tickets, Paper, Pens, Toner Cartridges, Register Tape	3,000	3,000	3,000
TOTAL			3,000	3,000	3,000
16512	5431	BUILDING REPAIRS/MAINTENANCE SUPPLIES General upkeep for Clubhouse, Workshop, and Garages repaired and maintained	3,500	3,500	3,500
TOTAL			3,500	3,500	3,500
16512	5461	GROUNDSKEEPING SUPPLIES Yearly Pesticide and fertilizer program Goundskeeping Supplies, fertilizer, loam, mulch, chemicals, grass seeds, flowers, trees, etc.	5,000 35,000	5,000 35,000	5,000 35,000
TOTAL			40,000	40,000	40,000
16512	5581	SOUVENIRS/PRO SHOP MERCHANDISE This line is funded through R/Res transfers during the year	16,000	16,000	16,000
TOTAL			16,000	16,000	16,000
16512	5710	IN STATE TRAVEL/MEETINGS Reimbursement of superintendents private vehicle use (average 30 miles per week)	900	900	900
TOTAL			900	900	900
16512	5730	DUES AND SUBSCRIPTIONS Annual Dues, Special Licenses (Chemicals, Pesticide) MGA Dues	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
16512	5846	RENOVATIONS AND REPAIRS Maintenance of all Golf Course Equipment - Rental of Equipment Equipment Repair Parts, vehcile repairs, hardware, tools, locks and garage and clubhouse repairs	9,000	9,000	9,000
TOTAL			9,000	9,000	9,000
16512	5860	EQUIPMENT AND PARTS New Equipment needed to maintain the Golf Course in good condition	12,000	12,000	12,000
TOTAL			12,000	12,000	12,000
TOTAL PROPOSED			223,972	223,972	223,972

Recreation – Witch House

Mission Statement – Why We Exist

The Witch House, a property of the City of Salem Park and Recreation Department, is a historic site offering public tours, educational programs, and historical interpretation. It is dedicated to preserving and interpreting the social history and material culture of the seventeenth century, as well as providing information about the Salem witchcraft trials of 1692 and their connection to the house's long-time owner, Judge Jonathan Corwin. The Witch House, which is listed on the National Register of Historic Places as part of Salem's historic McIntire District, was built between 1642 and 1675 and is the only home standing in modern-day Salem with direct ties to the witchcraft trials of 1692. It was restored to its seventeenth-century appearance in 1945 by Historic Salem, Incorporated, and opened to the public in 1947. The Witch House is committed to providing an exemplary program of public access that interprets the history, architecture, and collections of the house in a relevant, educational, and engaging way.

Significant Budget & Staffing Changes for FY 2018

Increased request for seasonal staffing to add a 19 hours a week employee during the off season for special projects, educational outreach 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 2018 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
- Repa.

Outcomes and Performance Measures	Actual	Actual	Estimated	Estimated
	FY 2015	FY 2016	FY 2017	FY 2018

Revenue at Witch House	322,347	362,488	323,000	\$340,000
Attendance	37,923	39,150	42,000	42,000
Erie events attendance	930	930	930	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 2018 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 2018 OPERATING BUDGET

			Expenditures FY 2016	Adopted Budget FY 2017	Adjusted Budget FY 2017	Y-T-D Expenses FY 2017	Department FY 2018	Mayor FY 2018	Council FY 2018
Witch House-Personnel									
16521	5111	SALARIES-FULL TIME	47,640.91	49,704.00	49,704.00	40,610.33	49,309.00	58,353.00	58,353.00
16521	5118	SEASONAL LABOR	54,504.61	53,623.00	53,623.00	45,650.15	72,698.00	72,698.00	72,698.00
Total Witch House-Personnel			102,145.52	103,327.00	103,327.00	86,260.48	122,007.00	131,051.00	131,051.00
Witch House-Expenses									
16522	5211	ELECTRICITY	4,246.91	4,000.00	4,000.00	3,610.82	4,000.00	4,000.00	4,000.00
16522	5215	NATURAL GAS	792.15	1,600.00	700.00	594.90	1,600.00	1,600.00	1,600.00
16522	5241	BUILDING MAINTENANCE	3,573.21	3,000.00	4,100.00	2,230.00	3,000.00	3,000.00	3,000.00
16522	5306	ADVERTISING	8,500.00	8,500.00	10,558.00	10,557.50	10,500.00	10,500.00	10,500.00
16522	5320	CONTRACTED SERVICES	27,539.92	16,380.00	15,492.00	11,229.64	16,380.00	16,380.00	16,380.00
16522	5341	TELEPHONE	1,309.59	2,000.00	1,100.00	972.71	2,000.00	2,000.00	2,000.00
16522	5381	PRINTING AND BINDING	3,390.00	1,500.00	0.00	0.00	1,500.00	1,500.00	1,500.00
16522	5421	OFFICE SUPPLIES (GEN	14,315.48	11,000.00	11,700.00	9,745.46	8,500.00	8,500.00	8,500.00
16522	5581	SOUVENIRS	15,426.42	15,500.00	15,830.00	15,067.96	20,000.00	20,000.00	20,000.00
Total Witch House-Expenses			79,093.68	63,480.00	63,480.00	54,008.99	67,480.00	67,480.00	67,480.00
170	652	Department Total	181,239.20	166,807.00	166,807.00	140,269.47	189,487.00	198,531.00	198,531.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018
PETERSON ELIZABETH	170 WITCH HOUSE	16521-5111	WITCH HOUSE MANAGER	7/6/12	41,318.70		1.00	1	100%	791.54	791.54	41,160.08	961.54	50,000.08	50,000.08
WOOLLEY WILLIAM	170 WITCH HOUSE	16521-5111	FACILITIES MANAGER		8,384.58			1		-	-	Retired	-	-	-
Replace Woolley	170 WITCH HOUSE	16521-5111	FACILITIES MANAGER				0.15	1	15%	1,044.71	1,044.71	8,148.74	1,070.83	8,352.46	8,352.46
					49,703.28		1.15	Total Full Time - 5111				49,308.82		58,352.54	58,352.54
	170 WITCH HOUSE	16521-5118	Gift Shop Cashier		14,700.00	P		52.5	28	11.00	11.00	16,170.00	11.00	16,170.00	16,170.00
	170 WITCH HOUSE	16521-5118	Admissions Cashier (Weekends)		4,200.00	P		15	28	11.00	11.00	4,620.00	11.00	4,620.00	4,620.00
	170 WITCH HOUSE	16521-5118	Tour Guides		2,625.00	P		52.5	13.7	11.00	11.00	7,911.75	11.00	7,911.75	7,911.75
	170 WITCH HOUSE	16521-5118	Tour Guides		18,975.00	P		82.5	23	11.00	11.00	20,872.50	11.00	20,872.50	20,872.50
	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						10,000.00		10,000.00	10,000.00
	170 WITCH HOUSE	16521-5118	Special Projects - Off Season		4,389.00	P		40	19			9,389.00		9,389.00	9,389.00
					53,623.00			Total Seasonal - 5118				72,697.25		72,697.25	72,697.25
					103,326.28		1.15	Department Total				122,006.07		131,049.79	131,049.79

Full-Time Equivalent Employees:	FY 2016	1.15
	FY 2017	1.15
	FY 2018	1.15
	Variance 17 vs. 18	0.00

FY 2018 DETAILED BUDGET REPORT
EXPENSES

RECREATION - WITCH HOUSE 170

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
16522	5211	ELECTRICITY Mass Electric and alarms	4,000	4,000	4,000
TOTAL			4,000	4,000	4,000
16522	5215	NATURAL GAS All Energy - Gas supplier	1,600	1,600	1,600
TOTAL			1,600	1,600	1,600
16522	5241	BUILDING MAINTENANCE General building maintenance and supplies	3,000	3,000	3,000
TOTAL			3,000	3,000	3,000
16522	5306	ADVERTISING Advertising in Visitor Guide, Trolley, Maps, North of Boston County Newspapers for Haunted Happenings & Heritage Days	8,500 2,000	8,500 2,000	8,500 2,000
TOTAL			10,500	10,500	10,500
16522	5320	CONTRACTED SERVICES Haunted City Programs Actors, Specialists, All Participants Supplies & Costumes needed for Haunted City Program	15,380 1,000	15,380 1,000	15,380 1,000
TOTAL			16,380	16,380	16,380
16522	5341	TELEPHONE Long Distance Service, Charge card Line, Fax & Computer	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
16522	5381	PRINTING & BINDING Haunted City Flyers, Brochures, Posters, admittance tickets, program flyers	1,500	1,500	1,500
TOTAL			1,500	1,500	1,500
16522	5421	OFFICE SUPPLIES General office supplies as needed	8,500	8,500	8,500
TOTAL			8,500	8,500	8,500
16522	5581	SOUVENIRS Gift shop inventory for resale	20,000	20,000	20,000
TOTAL			20,000	20,000	20,000
TOTAL PROPOSED			67,480	67,480	67,480

Recreation – Pioneer Village

Mission Statement – Why We Exist

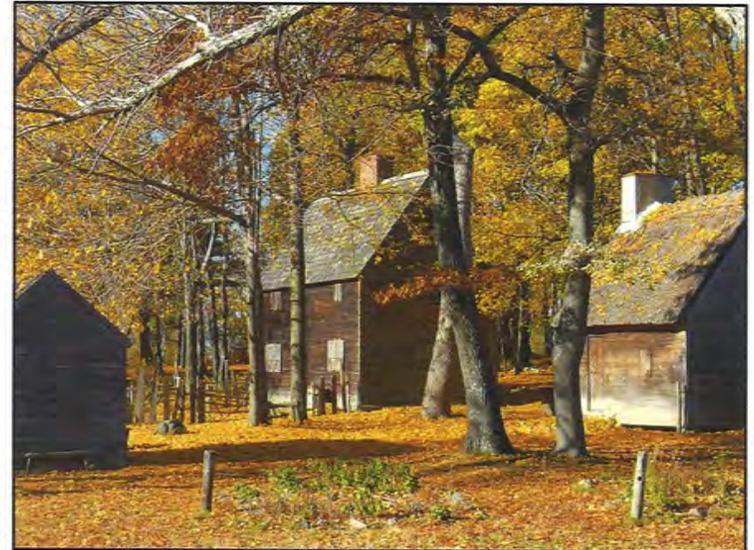
Pioneer Village was created to commemorate the 1630 arrival of the Winthrop Fleet to Salem's shores. We are committed to the maintenance, preservation and continued public accessibility of the site. Through tours, events and programming, we will ensure the accurate and relevant educational interpretation of our earliest colonial history.

Significant Budget & Staffing Changes for FY 2018

No significant changes

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
- Generated record breaking revenue during Haunted Happenings
- Repaired gift shop cottage
- Continued to host Salem Spice Festival



FY 2018 Goals & Objectives

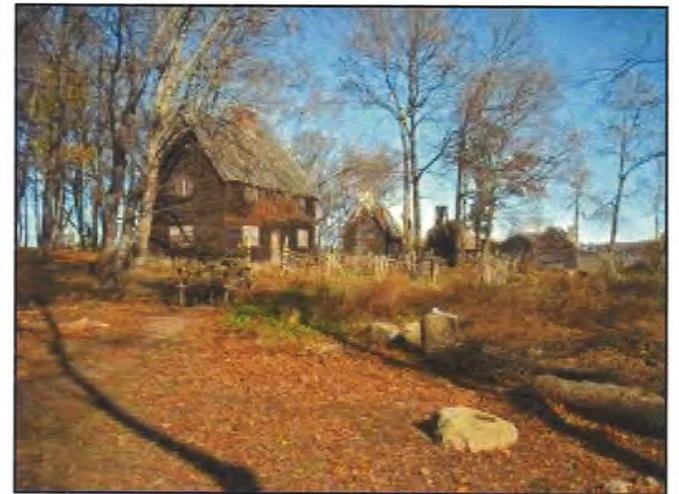
- Maintain and increase programming, events and festivals
- Maintain and repair grounds and structures
- Maintain and increase production of period herb gardens
- Attempt to minimize impact of drainage project which is set to begin this spring.
- Increase connection with Massachusetts Native American tribe for educational programming

Outcomes and Performance Measures	Actual	Actual	Estimated	Estimated
	FY 2015	FY 2016	FY 2017	FY 2017

Revenue at Pioneer Village	22,255	26,120	30,000	30,000
Attendance	3700	3830	4200	4200

How FY 2018 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 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Pioneer Village-Expenses									
16532	5211	ELECTRICITY	140.88	1,000.00	200.00	132.78	1,000.00	1,000.00	1,000.00
16532	5241	BUILDING MAINTENANCE	4,784.11	3,000.00	3,300.00	1,508.50	3,000.00	3,000.00	3,000.00
16532	5306	ADVERTISING	3,000.00	2,000.00	2,663.00	2,662.50	3,000.00	3,000.00	3,000.00
16532	5320	CONTRACTED SERVICES	9,850.00	9,900.00	10,400.00	4,980.90	9,900.00	9,900.00	9,900.00
16532	5381	PRINTING AND BINDING	1,000.00	1,000.00	337.00	0.00	1,000.00	1,000.00	1,000.00
	Total	Pioneer Village-Expenses	18,774.99	16,900.00	16,900.00	9,284.68	17,900.00	17,900.00	17,900.00
170	653	Department Total	18,774.99	16,900.00	16,900.00	9,284.68	17,900.00	17,900.00	17,900.00

FY 2018 DETAILED BUDGET REPORT
EXPENSES

RECREATION - Pioneer Village 170

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
16532	5211	ELECTRICITY Mass Electric	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
16532	5241	BUILDING MAINTENANCE Chimney, Wigwam, Floor	3,000	3,000	3,000
TOTAL			3,000	3,000	3,000
16532	5306	ADVERTISING County Newspapers for Haunted Happenings & Heritage Days	3,000	3,000	3,000
TOTAL			3,000	3,000	3,000
16532	5320	CONTRACTED SERVICES Tour Guides Salem Trolley	5,500 2,400 2,000	5,500 2,400 2,000	5,500 2,400 2,000
TOTAL			9,900	9,900	9,900
16532	5381	PRINTING & BINDING Haunted City Flyers, Brochures, Posters, admittance tickets, program flyers	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
TOTAL PROPOSED			17,900	17,900	17,900

Recreation – Winter Island

Mission Statement – Why We Exist

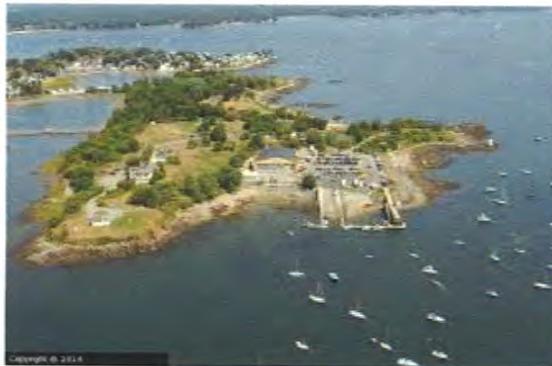
Provide quality recreation services at Winter Island Park, offering a diverse range of maritime activities at competitive prices, while maintaining economic self-sufficiency and compatibility with community standards and expectations.

Significant Budget & Staffing Changes FY 2018

Increased seasonal salary budget to reflect minimum wage requirements and seasoned staff

Recent Accomplishments

- Successful community sailing program for children and adults.
- Sold a total of 1,410 Winter Island parking stickers at store.
- Hosted 117 Function Hall events, 45 Pavilion events, and 15 Camp Naumkeag events between the months of January-December 2016.
- 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 new asphalt shingles, rake boards and fascia boards to Harbormaster office roof.
- Purchased and installed new storm door to Harbormaster office.
- Completed second phase of two-phase electrical enhancement project in the RV Field.
- Completed Winter Island Scenic Trail.
- Completed phase two of Fort Pickering Phase Rehabilitation.
- Signed a three year service agreement with Reserve America for the right to use their camping reservation software system.



FY 2018 Goals & Objectives

- Continue established good relationship with Sail Salem.
- Continue established good relationships with Salem Cub Scout packs and Salem Boy Scout troops as they prepare for future community service projects at Winter Island Park.
- Purchase and implement Point-of-Sale software in camp office/store.
- Continue to expand merchandise offerings in camp store.
- Paint walls and floors in Men's and Women's bath rooms and shower rooms.
- Purchase and install additional bench in the Men's shower room.
- Paint exterior walls of Winter Island Park Office/Store.
- Re-paint all parking space lines in main parking lot and in front of Pavilion
- Purchase and install new flooring in the Function Hall.
- 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.
- Purchase new utility trailer for John Deere Gator.
- Apply stain/wood preservative to the interior ceiling of the Pavilion.
- Create a trail bordering Cat Cove between Winter Island and the mainland including informational signs, and upgrades to the parking lot near the Winter Island Park boat ramp and the planting of some native greenery. (PARC grant)
- Purchase new ten 5' diameter round tables.
- Purchase new five 8' banquet tables.
- Purchase five new racks for folding chairs.
- Purchase 200 new folding chairs.
- Purchase and install 3 new pedestal grills.
- Purchase materials and build more kayak/canoe racks for the Dinghy/Kayak Rack Program.
- Continue to work with the Community Advocacy Team (CAAT), the Independent Living Center of the North Shore and Cape Ann (ILCNCSA), the Disability Commission, City of Salem Building Department and the Mayor's office to identify, secure funding and complete structural and accessibility improvements to the Function Hall which include a new deck, ramps and doors.
- Secure funding and begin completing repairs to the hanger building which includes repairs to the hanger door, masonry repairs throughout the building, and chimney stabilization.



Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
Revenue at Winter Island	274,000	304,808	310,000	310,000
Rentals	154	177	160	160

How FY 2018 Departmental Goals Relate to City's Overall Long & Short Term Goals

- **Mayor's Goal: Recreation; Implement the Winter Island Master Plan as part of maintaining and upgrading the City's infrastructure, including parks.**

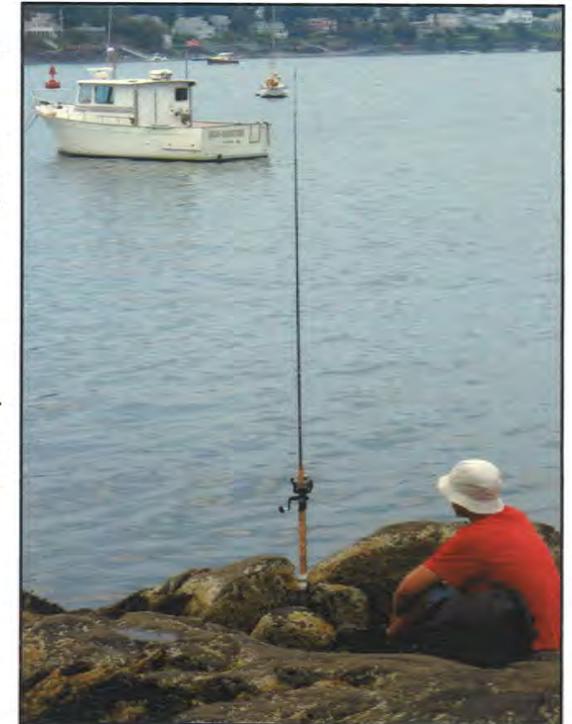
Winter Island Goal: With the Master Plan as a guide, the Parks, Recreation & Community Services Department will pursue projects designed to improve the facilities and, in turn, enhance guests' experience at Winter Island.

- **Mayor's Goal: Infrastructure and Facilities; Maintain and upgrade City roads, sidewalks and open spaces. Improve overall cleanliness of streets, parks and public areas.**

Winter Island Goal: Numerous projects will be undertaken to upgrade specific facilities at Winter Island with the primary goal of focusing on the function hall flooring, doors and deck area for ADA compliance. Park Repairs and renovations will include both cosmetic changes that will enhance the general appearance of the park, as well as essential structural improvements that will serve to ensure guests' safety and enjoyment.

- **Mayor's Goal: General Government; Look for ways to deliver City services more effectively and efficiently through the use of technology.**

Winter Island Goal: Transition to "Reserve America" with the goal of upgrading on-line capabilities of reservations and provide much more information on each site with photos, description and pricing. Also providing direct links from reserve America to highlight tourist options for visitors. To continue to work with IT to enhance WiFi access capabilities to add security camera systems to the barracks area.



CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures FY 2016	Adopted Budget FY 2017	Adjusted Budget FY 2017	Y-T-D Expenses FY 2017	Department FY 2018	Mayor FY 2018	Council FY 2018
Winter Island-Personnel									
16991	5111	SALARIES-FULL TIME	56,959.00	55,895.00	55,895.00	50,536.67	55,681.00	57,351.00	57,351.00
16991	5118	SEASONAL LABOR	90,393.90	98,924.00	98,924.00	82,260.02	120,016.00	120,015.00	120,015.00
Total Winter Island-Personnel			147,352.90	154,819.00	154,819.00	132,796.69	175,697.00	177,366.00	177,366.00
Winter Island-Expenses									
16992	5211	ELECTRICITY	15,792.06	15,000.00	15,000.00	15,000.00	23,000.00	23,000.00	23,000.00
16992	5217	GAS/OIL HEAT	6,670.38	8,000.00	8,227.40	7,846.87	8,000.00	8,000.00	8,000.00
16992	5249	GROUND MAINTENANCE	4,155.29	5,000.00	5,000.00	1,493.66	5,500.00	5,500.00	5,500.00
16992	5306	ADVERTISING	450.00	500.00	1,172.60	1,172.60	500.00	500.00	500.00
16992	5341	TELEPHONE	1,649.88	2,000.00	2,000.00	1,425.41	2,000.00	2,000.00	2,000.00
16992	5421	OFFICE SUPPLIES (GEN	2,447.75	3,000.00	2,600.00	1,850.53	2,500.00	2,500.00	2,500.00
16992	5846	RENOVATION & REPAIRS	3,758.98	5,000.00	4,900.00	3,810.69	5,000.00	5,000.00	5,000.00
16992	5860	EQUIPMENT	4,659.41	5,800.00	5,400.00	4,690.62	5,800.00	5,800.00	5,800.00
Total Winter Island-Expenses			39,583.75	44,300.00	44,300.00	37,290.38	52,300.00	52,300.00	52,300.00
170	699	Department Total	186,936.65	199,119.00	199,119.00	170,087.07	227,997.00	229,666.00	229,666.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018															
GILBERT DAVID	170 WINTER ISLAND	16991-5111	MANAGER	3/14/11	55,894.53	P	1.00		100%	1,070.78	1,070.78	55,680.56	1,102.90	57,350.98	57,350.98															
					55,894.53	1.00	Total Full Time - 5111					55,680.56		57,350.98	57,350.98															
								<table border="1"> <thead> <tr> <th>Hours</th> <th>Weeks</th> </tr> </thead> <tbody> <tr> <td>113</td> <td>24</td> </tr> <tr> <td>58</td> <td>24</td> </tr> <tr> <td>85</td> <td>25</td> </tr> <tr> <td>80</td> <td>28</td> </tr> <tr> <td>16</td> <td>24</td> </tr> <tr> <td>50</td> <td>25</td> </tr> </tbody> </table>		Hours	Weeks	113	24	58	24	85	25	80	28	16	24	50	25							
Hours	Weeks																													
113	24																													
58	24																													
85	25																													
80	28																													
16	24																													
50	25																													
170 WINTER ISLAND	16991-5118	GATEKEEPERS		28,476.00	P			11.00	11.25	30,510.00	11.25	30,510.00	30,510.00	30,510.00																
170 WINTER ISLAND	16991-5118	OFFICE/STORE		14,616.00	P			11.00	11.00	15,312.00	11.00	15,312.00	15,312.00	15,312.00																
170 WINTER ISLAND	16991-5118	MAINTENANCE		41,832.00	P			11.00	11.50	24,437.50	11.50	24,437.50	24,437.50	24,437.50																
170 WINTER ISLAND	16991-5118	MAINTENANCE			P			12.00	12.00	26,880.00	12.00	26,880.00	26,880.00	26,880.00																
170 WINTER ISLAND	16991-5118	WIE MAINTENANCE			P			-	14.00	5,376.00	14.00	5,376.00	5,376.00	5,376.00																
170 WINTER ISLAND	16991-5118	OFFICE MANAGER & Weekends		14,000.00	P			14.00	14.00	17,500.00	14.00	17,500.00	17,500.00	17,500.00																
					98,924.00			Total Seasonal- 5118				120,015.50		120,015.50	120,015.50															
					154,818.53	1.00	Department Total					175,696.06		177,366.48	177,366.48															

Full-Time Equivalent Employees:	FY 2016	1.00
	FY 2017	1.00
	FY 2018	1.00
	Variance 17 vs. 18	0.00

FY 2018 DETAILED BUDGET REPORT
EXPENSES

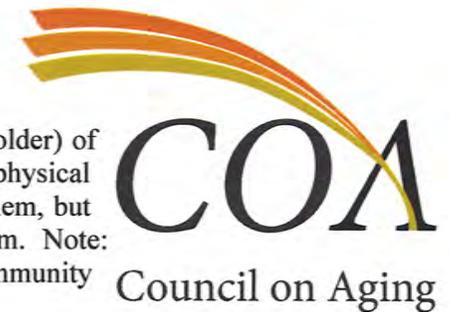
RECREATION - WINTER ISLAND - 170

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	23,000	23,000	23,000
TOTAL			23,000	23,000	23,000
16992	5217	GAS/OIL HEAT Propane Gas for all Camp Sites	8,000	8,000	8,000
TOTAL			8,000	8,000	8,000
16992	5249	GROUND MAINTENANCE Supplies and Equipment for Ground work, Hardware Custodial Supplies, Paper Goods Exterminators Services	3,500 1,000 1,000	3,500 1,000 1,000	3,500 1,000 1,000
TOTAL			5,500	5,500	5,500
16992	5306	ADVERTISING Salem Maps, Salem Tourism & Cultural Advertising	500	500	500
TOTAL			500	500	500
16992	5341	TELEPHONE AT&T, Verizon Long Distance , Cove Communications & Credit Card Line	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
16992	5421	OFFICE SUPPLIES General Office Supplies as needed	2,500	2,500	2,500
TOTAL			2,500	2,500	2,500
16992	5846	RENOVATIONS AND REPAIRS Repairs to Equipment, Buildings, Camp Sites, Function Hall, Office, Hangar, etc... Upkeep of all Buildings, motor vehicle repair	5,000	5,000	5,000
TOTAL			5,000	5,000	5,000
16992	5860	EQUIPMENT Equipment needed for Groundskeeping & upkeep of all Camp Sites and Park	5,800	5,800	5,800
TOTAL			5,800	5,800	5,800
TOTAL PROPOSED			52,300	52,300	52,300

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 2018

There are no significant budget or staffing changes planned for FY2018.



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 Enhance Fitness, line dancing, Zumba, Pilates, Chair Yoga, Wellness and Hearing Clinics, Message Therapy and Meditation.
- Local and out of town trips to Montreal, Canada, Italy, Spain, Maine and shopping in New York City.
- Presentations made throughout the year, including: *Mass Relay*, *Recycling with Julie Rose*, *Elder Law & Estate Planning and Nutrition Labels 101*.
- In partnership with Catholic Charities, sponsor English as a Second Language classes to approximately 15 Spanish speaking seniors.
- A flu clinic accommodated 75 citizens, and a shingles clinic served 20 seniors.
- On average, 25 seniors join us each day at the center for a hot lunch.



- More than 1,000 seniors received counseling and support services on a variety of issues including health benefits and health care, Medicare and housing.
- Salem's Triad program (a collaboration of Salem senior citizens, law enforcement and the COA) continued to administer the following personal safety programs: Seniors and Law Enforcement Together (SALT), the File of Life, Yellow Dot, LifeSaver and Emergency Grab-and-Go Bags.
- The COA transportation service provided more than 300 senior and disabled citizens over 17,000 point-to-point rides to medical offices, as well as to stores, salons, the Public Library, government offices, the Senior Center and other local destinations.
- 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 up to \$1000 in property tax abatements by logging 94 hours of volunteer time for a City department. The maximum allowable 30 seniors took advantage of the opportunity during FY 2016.
- All COA-specific state and federal grants were successfully renewed and secured.
- Hosted 15 highly successful parties/special events with an average of 80+ seniors in attendance at each.

FY 2018 Goals & Objectives

- Identify new programming needs for Community Life Center and begin preliminary planning stages.
- Continue to, and expand the offering of intergenerational programs, scheduling one new program each quarter.
- Increase number of afternoon and evening programs, scheduling one new program each quarter.
- Continue to collaborate with the Salem YMCA to provide programs throughout the community.
- Seek additional partnerships/collaborations with new community partners, forming one new partnership each quarter.
- Recruit a minimum of 300 new members from July 2017 to June 2018, through use of social media to targeted populations (limited English speaking, baby boomers, LGBT, etc.)
- Continue to improve customer service through the use of senior satisfaction surveys conducted semi-annually.
- Conduct an aggressive effort to increase the number of documented email addresses from 739 currently in the system to 924 identified email addresses (a 25% increase).



Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
Total number of senior citizens served through COA (unduplicated)	2195	2115	2400	2650
Congregate Meals (duplicated)	***	2136*	3042	3300
Meals on wheels (duplicated)	***	35760	9470	0
Social Services (unduplicated)	1281	1362	1450	1700
Tax work-off participants (25 maximum allowed)	25	25	30	30
Transportation Van rides, point-to-point	14,805	17,005	18,000	18,500
Volunteers	75*	89	95	100

Figures are more accurate result for numbers served based on improvement in data collection.

How FY 2018 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- **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 visit and utilize the current senior center, as well as the new Jean Levesque Community Life Center. Conduct an aggressive effort to identify email addresses for current seniors increasing the number of documented email addresses from 739 currently in the system to 924 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 will also continue.

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Council On Aging-Personnel									
15411	5111	SALARIES-FULL TIME	260,279.97	297,034.00	297,034.00	266,739.48	296,227.00	303,769.00	303,769.00
15411	5113	SALARIES-PART TIME	22,842.13	52,863.00	52,863.00	21,465.31	48,729.00	49,947.00	49,947.00
15411	5131	OVERTIME (GENERAL)	38.59	500.00	500.00	0.00	500.00	500.00	500.00
Total	Council On Aging-Personnel		283,160.69	350,397.00	350,397.00	288,204.79	345,456.00	354,216.00	354,216.00
Council On Aging-Expenses									
15412	5320	CONTRACTED SERVICES	500.00	500.00	500.00	0.00	500.00	500.00	500.00
15412	5341	TELEPHONE	874.84	1,100.00	1,100.00	946.11	1,100.00	1,100.00	1,100.00
15412	5351	RECREATIONAL ACTIVIT	2,481.08	4,000.00	4,000.00	2,528.60	4,000.00	4,000.00	4,000.00
15412	5381	PRINTING AND BINDING	672.01	1,000.00	1,000.00	671.90	1,000.00	1,000.00	1,000.00
15412	5421	OFFICE SUPPLIES (GEN	3,562.62	3,600.00	3,600.00	2,490.15	3,600.00	3,600.00	3,600.00
15412	5431	BLDG REP/MAINT SUPPL	21,470.83	18,000.00	18,000.00	13,273.59	18,000.00	18,000.00	18,000.00
15412	5483	VEHICLE PRTS & ACCES	4,651.08	5,000.00	5,000.00	3,981.75	5,000.00	5,000.00	5,000.00
15412	5491	FOOD	511.15	1,250.00	1,250.00	1,104.49	1,250.00	1,250.00	1,250.00
15412	5710	IN STATE TRAVEL/MEETINGS	1,381.59	2,000.00	2,000.00	1,416.71	2,000.00	2,000.00	2,000.00
15412	5730	DUES AND SUB	1,237.12	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
Total	Council On Aging-Expenses		37,342.32	37,950.00	37,950.00	27,913.30	37,950.00	37,950.00	37,950.00

060	541	Department Total	320,503.01	388,347.00	388,347.00	316,118.09	383,406.00	392,166.00	392,166.00
------------	------------	-------------------------	-------------------	-------------------	-------------------	-------------------	-------------------	-------------------	-------------------

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018
					52.2					0.0%	0.0%	52.0	2.5%	52.0	
BARRETT LYNNE	060 COUNCIL ON AGING	15411-5111	OUTREACH SOCIAL WORKER	03051993	20,546.62		0.42	42	42%	937.17	937.17	20,467.79	960.60	20,979.49	20,979.49
DONAHUE ROSANNA	060 COUNCIL ON AGING	15411-5111	ACTIVITIES COORDINATOR	8/19/14	31,386.68		0.92	1	92%	653.56	653.56	31,266.31	669.90	32,047.97	32,047.97
FELTON SHARON	060 COUNCIL ON AGING	15411-5111	SOCIAL SERVICE COORDINATOR	12181995	49,259.49		1.00	1	100%	943.67	943.67	49,070.84	967.26	50,297.61	50,297.61
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
MCCARTHY KATHLEEN	060 COUNCIL ON AGING	15411-5111	PROGRAM MANAGER	6/11/2015	36,537.71		0.67	1	67%	985.58	985.58	34,337.61	1,029.93	35,882.80	35,882.80
MCDONALD MEREDITH	060 COUNCIL ON AGING	15411-5111	COA Director	2/25/2016	63,794.55		1.00	1	100%	1,222.12	1,222.12	63,550.24	1,264.89	65,774.50	65,774.50
NORTON FREDERIC JR.	060 COUNCIL ON AGING	15411-5111	TRANSPORTATION COORD	10/1/14	23,535.14		0.74	1	74%	615.97	615.97	23,542.37	631.37	24,130.93	24,130.93
O'SHEA ANNIE	060 COUNCIL ON AGING	15411-5111	RECEPTIONIST	5/27/2015	26,666.89		0.89	1	89%	574.00	574.00	26,564.72	588.35	27,228.84	27,228.84
					44,406.68		1.00				Total AFSCME 1818	46,526.32		46,526.32	46,526.32
					297,033.76		6.64		Total Full Time - 5111			296,226.20		303,768.45	303,768.45
GUERREO JORGE	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER		12,199.14	P		19		12.30	12.30	12,152.40	12.61	12,456.21	12,456.21
HINCMAN RAYMOND	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER		12,199.14	P		19		13.02	13.02	12,863.76	13.35	13,185.35	13,185.35
HINES SOPHIA	060 COUNCIL ON AGING	15411-5113	P/T NUTRITION COORDINATOR		16,265.52	P		19		-	-	-	-	-	-
JONES JOHN	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER		12,199.14	P		19		12.00	12.00	11,856.00	12.30	12,152.40	12,152.40
LUGO GEORGE	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER			P		19		12.00	12.00	11,856.00	12.30	12,152.40	12,152.40
					52,862.94			Total Part Time - 5113				48,728.16		49,946.36	49,946.36
	060 COUNCIL ON AGING	15411-5131	OVERTIME		500.00							500.00		500.00	500.00
Full-Time Equivalent Employees:					FY 2016 6.70										
					FY 2017 6.64										
					FY 2018 6.64										
					Variance 17 vs. 18 0.00										
					350,396.70		6.64		Department Total			345,454.36		354,214.82	354,214.82

COA OTHER EMPLOYEES COMBINED SALARIES BUDGET & GRANTS											Total
JONES JOHN	COA Budget	15411-5113	P/T VAN DRIVER		PT	0.00	19	100%	12.00	11,856.00	11,856.00
LUGO GEORGE	COA Budget	15411-5113	P/T VAN DRIVER		PT	0.00	19	100%	12.00	11,856.00	11,856.00
TACHUK JOHN	CDBG	2461	VAN DRIVER		PT	0.00	19	100%	12.00	11,856.00	11,856.00
HINCMAN RAYMOND	COA BUDGET	15411-5113	VAN DRIVER		PT	0.00	19	100%	13.00	12,844.00	12,844.00
GUERREO JORGE	Title 3B	2575	PT Van Driver		PT	0.00	19	21%	12.61	2,615.80	
	COA Budget	15411-5113			PT	0.00	19	79%	12.61	9,840.41	12,456.21
TURNBALL MICHAEL	State Formula	2460	PT Van Driver		PT	0.00	19	100%	12.00	11,856.00	
	Title 3B	2575			PT	0.00	19	0%	12.00	-	11,856.00
COTE DAN	Title 3C	2576	Nutrition Coordinator	Replace Hines	PT	0.00	16	100%	16.00	13,312.00	13,312.00
BARRETT LYNNE	State Formula	2460	PT SOCIAL WORKER			0.58		58%	960.60	28,971.67	
	COA Budget	15411-5111				0.42		42%	960.60	20,979.49	49,951.16
DONAHUE ROSANNA	COA Budget	15411-5111	ACTIVITIES COORD			0.92		92%	669.90	32,047.97	
	State Formula	2460				0.08		8%	669.90	2,786.78	34,834.75
FELTON SHARON	COA Budget	15411-5111	SOCIAL SERV COORD			1.00		100%	967.26	50,297.61	50,297.61
DONAHUE LAURIE	COA Budget	15411-5111	PRINCIPAL CLERK			1.00		100%	924.76	46,526.32	46,526.32
MCDONALD MEREDITH	COA Budget	15411-5111	COA DIRECTOR			1.00		100%	1,264.89	65,774.50	65,774.50
OSHEA ANNE	COA Budget	15411-5111	RECEPTIONIST			0.89		89%	588.35	27,228.84	
	Rec Budget	16501-5111				0.11		11%	588.35	3,365.36	30,594.20
NORTON FREDERIC	Title 3B	2575	Trans Coordinator			0.05		5.0%	615.97	1,601.52	
	Don Fund	2400	Donation Vans			0.07		6.5%	615.97	2,081.98	
	CDBG	2461				0.15		15.0%	615.97	4,804.57	
	COA Budget	15411-5111				0.74		73.5%	615.97	23,542.37	32,030.44
MCCARTHY KATHLEEN	COA Budget	15411-5111	PROGRAM MANAGER			0.67		67%	1,029.93	35,882.80	
	Rec Budget	16501-5111				0.33		33%	1,029.93	17,673.62	53,556.42
									8.00		449,601.60

Full-Time Equivalent Employees:	FY 2016	8.00
(All COA GF Budget & Grants)	FY 2017	8.00
	FY 2018	8.00
	Variance 17 vs. 18	0.00

FY 2018 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52.2	F T E	Rate FY 2017	Incr FY 2018	Calc Rate FY 2018	STEP INCREASES				Dept Request FY 2018 52	Mayor FY 2018 52	Council FY 2018 52	
											Date	Rate	# Wks Old	New				
DONAHER LAURIE	060 COUNCIL ON AGING	15411-5111	PRIN ACCT CLK II/III	2/1/16		44,406.68	1.00	868.38	1.005	872.72	2/1/2018	924.76	30.0	22.0	100%	46,526.32	46,526.32	46,526.32
						44,406.68	1.00							46,526.32	46,526.32	46,526.32		

**FY 2018 DETAILED BUDGET REPORT
EXPENSES**

COUNCIL ON AGING - 060

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
15412	5320	Contracted Services Service contract with New England Copier Service. 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
TOTAL			500	500	500
15412	5341	Telephone 744-0924, 744-0925, 744-0929, 745-0409 - regular lines 744-0929 & 744-0924 Long Distance - per month x 12 months	1,100	1,100	1,100
TOTAL			1,100	1,100	1,100
15412	5351	Recreational Activites Guest Lectures, Musical programs, Holiday Bazaar, Cookbook Recreational activities for Salem Seniors	2,000 2,000	2,000 2,000	2,000 2,000
TOTAL			4,000	4,000	4,000
15412	5381	Printing & Binding Stationary and envelopes Printing of flyers for major events and brochures as needed	300 700	300 700	300 700
TOTAL			1,000	1,000	1,000
15412	5421	Office Supplies Misc office supplies as needed	3,600	3,600	3,600
TOTAL			3,600	3,600	3,600
15412	5431	Bldg Rep/Maint Supplies Misc building maintenence supplies as needed monthly service charge for elevator, repairs to elevator, yearly certification	3,000 15,000	3,000 15,000	3,000 15,000
TOTAL			18,000	18,000	18,000
15412	5483	Vehicle Parts & Assessories parts for repairing of vans	5,000	5,000	5,000
TOTAL			5,000	5,000	5,000
15412	5491	Food All COA sponsored workshops volunteer appreciation celebration	500 750	500 750	500 750
TOTAL			1,250	1,250	1,250
15412	5713	In State Travel/Meetings NSDCOA and conferencecoord, (2)social workers and Head of COA MCOA fall conference -coord, (2)social workers and Head of COA	1,000 1,000	1,000 1,000	1,000 1,000
TOTAL			2,000	2,000	2,000
15412	5730	Dues and Subscriptions annual membership for MCOA	1,500	1,500	1,500
TOTAL			1,500	1,500	1,500
TOTAL PROPOSED			37,950	37,950	37,950

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 2018

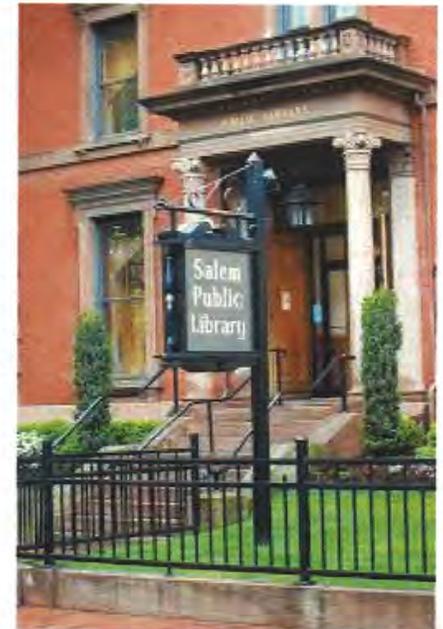
The Library's FY18 budget has a slight increase due to increases in NOBLE membership costs for both dues and downloadable materials. This budget meets the State's mandated Municipal Appropriation Requirement, the amount needed to be certified by the Massachusetts Board of Library Commissioners. Certification allows the Library to be eligible to receive State Aid (\$63,244 in FY16) and gives Salem residents borrowing privileges at area libraries and allows them to borrow materials from other libraries and have them sent to Salem. There are no significant staffing level changes.

Recent Accomplishments

- Partnered with schools to offer Summer Meals, serving free nutritious meals to children up to age 18.
- Visited every class at the Horace Mann Laboratory School and registered students for library cards.
- Supported student literacy challenges at Carlton and Horace Mann schools by purchasing books and making book displays.
- Continued working with Salem Public Schools Partnership Collaborative.
- Offered story times, programs, and book clubs for children and young adults.



- Continued to offer monthly off site Spanish language story times at the Point.
- Reorganized and updated the Children's Room collections.
- Created partnership with COA to provide Pop Up Library every other Friday at the Senior Center.
- Updated Large Print collections and expanded senior book club to run year round and include one literary field trip.
- Increased public PC accessibility by adding height adjusting table and additional large print keyboards.
- Created educational programming for adults including Computer Basics, Freeware Forum, Ancestry.com, Wordpress, and continued Technology 1-on-1 appointments and drop in sessions.
- Purchased four new computers to replace existing PCs.



- Expanded social media presence by creating official Instagram and GoodReads accounts.
- Purchased hotspot to allow Pop Up Library to travel to places without internet access.
- Upgraded word processing PCs with new hardware (solid state drives) to improve performance.
- Installed new wireless access points to improve range and speed of public internet access.
- Began work on full website redesign and added tutorials and Salem maps to current reference website.
- Created partnerships with SATV, No Place for Hate, and Salem Awards Foundation.
- Updated Spanish language book, movie, and music collections and added Spanish language periodicals.
- Provided online payment options through NOBLE for fines and lost materials.

FY 2018 Goals & Objectives

- Maintain emphasis on excellent customer service in person, over the phone and online.
- Plan Kindergarten welcome event with schools and community partners.
- Continue to focus on STEM programming and increased accessibility for children.
- Implement mobile printing options for Reference and Children’s Room printers by August.
- Create regularly scheduled Spanish language Pop Up Biblioteca at the Point by September.
- Relocate Spanish Language collection to the mezzanine level for better visibility.
- Continue to expand digital and print Spanish language collections.
- Create online technology tutorials for both staff and patrons.
- Partner with NOBLE and the Boston Public Library to expand digitization projects.
- Continue to design programming to meet the needs of the community.
- Explore options for running technology programs off site.
- Create a “walking tour” of Salem’s historic properties and districts.
- Expand number of public PCs in the Reference Room by April.
- Investigate alternate shelving options for growing media collections.
- Acquire additional hotspot and launch lending program by October.
- Continue to search for opportunities to increase accessibility.

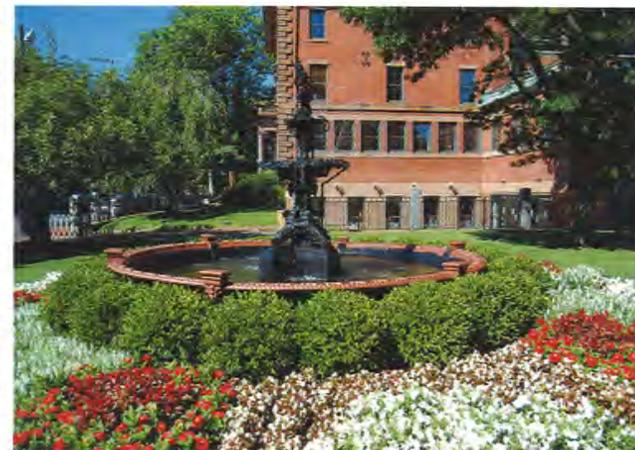


Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
Volumes in Circulation	172,628	175,770	178,000	181,000
Total Volumes borrowed	397,810	370,320	400,000	420,000
Attendance in Library	196,565	180,373	199,000	200,000
Number of Salem Library Cardholders	29,814	31,362	32,000	33,000

Number of Reference Questions Asked	50,453	42,063	50,000	50,000
Number of Children's Programs Held	370	257	275	275
Number of Internet Computer Sessions	41,400	29,754	32,000	33,000
Number of Wireless Sessions	no data	33,540	37,000	40,000

How FY 2018 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The Library strives to be a welcoming place for all residents and visitors. The Library celebrates inclusiveness with ongoing efforts to cultivate diverse collections, improve accessibility, and creating partnerships to better reach members of the community.
- The Library'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. Library services that are always available online include: library account management, renewals, requests for library materials, overdue fine payments, research databases, museum pass booking, downloadable e-books and audiobooks, language learning programs, and LearningExpress test preparation. The Library offers a user friendly website as well as a social media presence on Facebook, Twitter, Instagram, and GoodReads. The Library plans to launch mobile printing this summer, which will allow patrons to print directly from their own devices.
- The Salem Public Library has always been a strong supporter of the success of Salem Schools and is proud to be part of this community mission. Books and materials are purchased by the Library to enhance the curriculum of the schools and support summer reading lists. School visits by librarians have been expanded and additional staff members have been trained to increase flexibility and outreach. Preschool story times are offered by the Library's Spanish Language Librarian at two daycare centers in the Point neighborhood. Library programs encouraging literacy run year round and include: the Fourth Grade author visit, the Fifth Grade Read, story times, and individual, family, and young adult book clubs. The Library is proud to be a designated Summer Meals location.
- 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.



CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Library-Personnel									
16101	5111	SALARIES-FULL TIME	671,515.54	718,102.00	711,102.00	635,656.90	715,368.00	731,908.00	731,908.00
16101	5113	SALARIES-PART TIME	209,178.41	224,762.00	224,762.00	191,924.78	233,498.00	239,336.00	239,336.00
16101	5115	SUNDAY HOURS	37,411.56	38,438.00	39,438.00	35,604.27	39,207.00	39,207.00	39,207.00
16101	5131	OVERTIME (GENERAL)	3,620.78	4,800.00	4,800.00	3,432.91	4,800.00	4,800.00	4,800.00
Total Library-Personnel			921,726.29	986,102.00	980,102.00	866,618.86	992,873.00	1,015,251.00	1,015,251.00
Library-Expenses									
16102	5211	ELECTRICITY	22,107.97	32,000.00	25,000.00	22,653.73	32,000.00	32,000.00	32,000.00
16102	5216	OIL & GAS HEATING FUEL	7,465.69	9,400.00	8,400.00	7,986.42	9,000.00	9,000.00	9,000.00
16102	5241	BUILDING MAINTENANCE	19,405.00	18,600.00	32,600.00	14,971.90	19,243.00	19,243.00	19,243.00
16102	5341	TELEPHONE	2,805.45	3,400.00	3,400.00	2,500.27	3,400.00	3,400.00	3,400.00
16102	5451	CUSTODIAL SUPPLIES	4,500.00	4,600.00	4,600.00	4,565.72	6,366.00	6,366.00	6,366.00
16102	5512	BOOKS & MATERIALS	160,233.00	168,350.00	168,350.00	158,852.80	178,428.00	178,428.00	178,428.00
16102	5516	MICROFILM SUBSCRIPTI	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
16102	5517	PERIODICALS	4,500.00	4,500.00	4,500.00	4,499.91	4,800.00	4,800.00	4,800.00
16102	5730	DUES AND SUB	50,060.00	51,232.00	51,232.00	51,232.00	53,592.00	53,592.00	53,592.00
Total Library-Expenses			274,077.11	295,082.00	301,082.00	270,262.75	309,829.00	309,829.00	309,829.00
140	610	Department Total	1,195,803.40	1,281,184.00	1,281,184.00	1,136,881.61	1,302,702.00	1,325,080.00	1,325,080.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017 0.0%	Dept Prop Rate FY 2018 0.0%	Dept Request FY 2018 52.0	Mayor Rate FY 2018 2.5%	Mayor Proposed FY 2018 52.0	Council Voted FY 2018
BROSNAN LAURA	140 LIBRARY	16101-5111	CHILDRENS LIBRARIAN	9/08/15	49,391.00		1.00	1	100%	946.19	946.19	49,201.88	969.84	50,431.93	50,431.93
CONNELLY AMY	140 LIBRARY	16101-5111	LIBRARY ASSISTANT II	11/26/1979	39,081.12		1.00	1	100%	748.68	748.68	38,931.36	767.40	39,904.64	39,904.64
DELLAMONICA VITTORIA	140 LIBRARY	16101-5111	SPEC LIBRARY ASSISTANT	07/01/1982	42,823.26		1.00	1	100%	820.37	820.37	42,659.24	840.88	43,725.72	43,725.72
DELUCIA REBECCA	140 LIBRARY	16101-5111	LIBRARY ASSISTANT II	05/24/16			1.00	1	100%	718.67	718.67	37,370.84	736.64	38,305.11	38,305.11
GAUDRAULT SUSAN	140 LIBRARY	16101-5111	TECH SERVICATALOG	05/30/1989	48,460.01		1.00	1	100%	928.36	928.36	48,274.72	951.57	49,481.59	49,481.59
HVIDING MARIE	140 LIBRARY	16101-5111	CIRCULATION LIBRARIAN	8/19/13	47,382.96		1.00	1	100%	907.72	907.72	47,201.44	930.41	48,381.48	48,381.48
LIGGIO MAURA	140 LIBRARY	16101-5111	LIBRARY ASSISTANT I	9/05/15	34,716.72		1.00	1	100%	665.07	665.07	34,583.64	681.70	35,448.23	35,448.23
LORRAIN SIMONE	140 LIBRARY	16101-5111	LIBRARY ASSISTANT II	12/13/10	40,862.84		1.00	1	100%	782.81	782.81	40,706.12	802.38	41,723.77	41,723.77
*MANSFIELD TARA	140 LIBRARY	16101-5111	ACTING LIBRARY DIRECTOR	9/10/2012	61,835.19		1.00	1	100%	1,586.62	1,586.62	62,504.24	1,626.29	64,566.85	64,566.85
MOORE JEREMY	140 LIBRARY	16101-5111	TECH SERVICOMPUTER	11/23/15	57,373.95		1.00	1	100%	1,099.12	1,099.12	57,154.24	1,126.60	58,583.10	58,583.10
NIEVES SUZANNE	140 LIBRARY	16101-5111	LIBRARY ASSISTANT II	09/11/1995	37,699.62		1.00	1	100%	722.22	722.22	37,555.44	740.28	38,494.33	38,494.33
PAGOS ELIZABETH	140 LIBRARY	16101-5111	ASST LIBRARY DIRECTOR	4/27/16			1.00	1	100%	1,184.58	1,184.58	61,598.16	1,214.19	63,138.11	63,138.11
PEVNA MOLLY	140 LIBRARY	16101-5111	LIBRARY ASSISTANT I	8/5/14	34,803.93		1.00	1	100%	666.74	666.74	34,670.48	683.41	35,537.24	35,537.24
*STAPLES ALYSSA	140 LIBRARY	16101-5111	REFERENCE LIBRARIAN	3/31/14	39,768.66		1.00	1	100%	928.36	928.36	48,274.72	951.57	49,481.59	49,481.59
TRACY NANCY	140 LIBRARY	16101-5111	LIBRARY DIRECTOR	06/15/1994	82,821.46		0.00	0	100%	-	-	-	-	-	-
YALLOP GALE	140 LIBRARY	16101-5111	REFERENCE LIBRARIAN	8/5/13	48,460.01		0.00	0	100%	-	-	-	-	-	-
SHIFT DIFFERENTIAL		16101-5111	SHIFT DIFFERENTIAL		960.43					960.43	960.43	960.43	984.44	984.44	984.44
PEVNA MOLLY	140 LIBRARY	16101-5111	MLIS Certification beginning 7/1/17							-	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
							1.00				Total AFSCME 1818	51,720.15		51,720.15	51,720.15
*PROMOTED TO NEW JOB POSITIONS															
					666,441.16		15.00		Total Full Time - 5111			715,367.10		731,908.28	731,908.28
BERNANDEZ JOSEPH	140 LIBRARY	16101-5113	PAGE SHELVING & PASTING	10/07/15	1,605.15	P		4		10.25	11.00	2,288.00	11.28	2,345.20	2,345.20
BOI OLIVIA	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	11/6/14	2,962.04	P		10		14.19	14.19	7,378.80	14.54	7,563.27	7,563.27
BORDEN CHELSEA	140 LIBRARY	16101-5113	DESK PAGE	8/11/2009	10,834.76	P		0		13.84	-	-	-	-	-
BORDEN MADISON	140 LIBRARY	16101-5113	LIBRARY PAGE	6/9/14	4,280.40	P		10		10.25	11.00	5,720.00	11.28	5,863.00	5,863.00
BROWNE MEREDITH	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	10/14/14	12,588.66	P		19		14.19	14.19	14,019.72	14.54	14,370.21	14,370.21
BUCKLEY MEREDITH	140 LIBRARY	16101-5113	PAGE SHELVING & PASTING	7/14/2012	1,177.11	P		0		11.28	-	-	-	-	-
CARR JENNIFER	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	11/16/15	6,139.70	P		9		13.84	13.84	6,477.12	14.19	6,639.05	6,639.05
CARRESI JOHN	140 LIBRARY	16101-5113	JR. Bldg Custodian	9/20/14	7,781.77	P		19		12.42	13.01	12,853.88	13.34	13,175.23	13,175.23
CAYOUILLE ELIZABETH	140 LIBRARY	16101-5113	LIBRARY PAGE	7/8/13	1,070.10	P		0		10.25	10.25	-	10.51	-	-
CONNELLY NICOLE	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	6/9/14	1,177.11	P		2		11.28	11.82	1,229.28	12.12	1,260.01	1,260.01
CRAIGEN ROBERT	140 LIBRARY	16101-5113	JR. BLDG. CUSTODIAN	5/17/07	7,781.77	P		0		12.42	-	-	-	-	-
CUMMINGS DIANA	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	2/24/16				2		17.16	17.16	1,784.64	17.59	1,829.26	1,829.26
DARMODY DANIEL	140 LIBRARY	16101-5113	PAGE SHELVING & PASTING	9/09/11	5,350.50	P		0		10.25	-	-	-	-	-
DARMODY KATHERINE	140 LIBRARY	16101-5113	LIBRARY PAGE	7/11/2016				8		11.00	11.00	4,576.00	11.28	4,690.40	4,690.40
DELUCIA REBECCA	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	8/05/15	11,557.08	P		0		13.84	-	-	-	-	-
EMERLING WILL	140 LIBRARY	16101-5113	PAGE SHELVING & PASTING	10/07/15	1,070.10	P		0		10.25	-	-	-	-	-
EPSTEIN MARIE	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	8/22/15	7,758.23	P		18.5		14.86	14.86	14,295.32	15.23	14,652.70	14,652.70
FELTON DAVID	140 LIBRARY	16101-5113	JR BLDG CUSTODIAN	10/18/1994	8,508.90	P		13		18.11	18.11	12,242.36	18.56	12,548.42	12,548.42
GARCIA SHANTTAL	140 LIBRARY	16101-5113	LIBRARY PAGE	7/22/14	7,490.70	P		0		10.25	-	-	-	-	-
GATES ROBERT	140 LIBRARY	16101-5113	JR. BLDG CUSTODIAN	6/27/15	7,589.15	P		17		12.12	12.71	11,235.64	13.03	11,516.53	11,516.53
GONZALES ANNE JEANE	140 LIBRARY	16101-5113	LIBRARY PAGE	8/25/15	2,942.78	P		5		11.28	11.82	3,073.20	12.12	3,150.03	3,150.03
GONZALES JEAN	140 LIBRARY	16101-5113	LIBRARY PAGE	7/25/16				6		11.00	11.00	3,432.00	11.28	3,517.80	3,517.80
HAMIDOU TABAYI ESTHER	140 LIBRARY	16101-5113	LIBRARY PAGE	8/27/14	2,140.20	P		2		10.25	11.00	1,144.00	11.28	1,172.60	1,172.60
HEDIO JOSEPH	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	1/26/05	14,180.43	P		17		15.98	15.98	14,126.32	16.38	14,479.48	14,479.48
HOOKS MARY	140 LIBRARY	16101-5113	SR. LIBRARY ASSISTANT	05/16/2005	14,039.71	P		17		16.81	16.81	14,860.04	17.23	15,231.54	15,231.54
KELLEY MARY	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	9/15/2016				8		13.50	13.50	5,616.00	13.84	5,756.40	5,756.40
KOROMA JENEBA	140 LIBRARY	16101-5113	PAGE SHELVING & PASTING		4,280.40	P		0		10.25	-	-	-	-	-
LATULIPPE PAIGE	140 LIBRARY	16101-5113	LIBRARY PAGE	11/07/16				12		11.00	11.00	6,864.00	11.28	7,035.60	7,035.60
MATOS LISABEL	140 LIBRARY	16101-5113	LIBRARY PAGE	2/28/16				6		11.00	11.00	3,432.00	11.28	3,517.80	3,517.80
MENDEZ SHELMY	140 LIBRARY	16101-5113	LIBRARY PAGE	12/21/15	4,280.40	P		8		10.25	11.00	4,576.00	11.28	4,690.40	4,690.40
MICHELINI CHRISTINE	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	8/10/11	2,061.28	P		2.5		15.80	15.80	2,054.00	16.20	2,105.35	2,105.35
MORILLO HERMINIA	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	9/29/14	6,539.38	P		0		13.92	-	-	-	-	-
MUESES JORGE	140 LIBRARY	16101-5113	PAGE SHELVING & PASTING	6/03/15	2,140.20	P		0		10.25	-	-	-	-	-
MURPHY MAEVE	140 LIBRARY	16101-5113	LIBRARY PAGE	3/24/14	2,140.20	P		0		10.25	-	-	-	-	-
PRESSMAN SHARI	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	9/4/07	9,592.64	P		11.5		15.98	15.98	9,556.04	16.38	9,794.94	9,794.94
RUNYAN JENNIFER	140 LIBRARY	16101-5113	LIBRARY PAGE	8/11/16				10		11.00	11.00	5,720.00	11.28	5,863.00	5,863.00
RYDER RUKMAL	140 LIBRARY	16101-5113	SR. LIBRARY ASSISTANT	11/07/2000	2,236.51	P		2.5		17.14	17.14	2,228.20	17.57	2,283.91	2,283.91
STROM JENNIFER	140 LIBRARY	16101-5113	SR. LIBRARY ASSISTANT	10/04/2006	17,363.98	P		16		19.57	19.57	16,282.24	20.06	16,689.30	16,689.30
SZPAK SUSAN	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	08/01/1985	23,505.82	P	0.60	21		21.44	21.44	23,412.48	21.98	23,997.79	23,997.79

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018	
TATIMBEKOV ANIYAR	140 LIBRARY	16101-5113	LIBRARY PAGE	7/11/16	52.2			6		11.00	11.00	3,432.00	11.28	3,517.80	3,517.80	
TITONG KRISTIAN	140 LIBRARY	16101-5113	LIBRARY PAGE	9/16/13	5,885.55	P		10		11.28	12.11	6,297.20	12.41	6,454.63	6,454.63	
TITONG KRYSTAL	140 LIBRARY	16101-5113	LIBRARY PAGE	4/10/13	4,708.44	P		0		11.28	-	-	-	-	-	
TRACY NANCY	140 LIBRARY	16101-5113	SR. LIBRARY ASSISTANT	3/11/16				6		24.60	24.60	7,675.20	25.22	7,867.08	7,867.08	
VEGA KIRSTEN	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	1/17/2017				8		13.50	13.50	5,616.00	13.84	5,756.40	5,756.40	
											224,761.13	0.60	Total Part Time - 5113	233,497.68	239,335.12	239,335.12
FLAHERTY ERIN	140 LIBRARY	16101-5113	SR. LIBRARY ASSISTANT	10/14/2003		P		0		16.91	-	Sunday Only	-	Sunday Only	Sunday Only	
GROVES-CARDI VICTORIA	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	11/01/04		P		0		15.41	-	Sunday Only	-	Sunday Only	Sunday Only	
LIMARDO CATHERINE	140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	7/01/14		P		0		13.92	13.92	Sunday Only	14.27	Sunday Only	Sunday Only	
VO DIANNE	140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	8/31/2009		P		0		15.57	15.57	Sunday Only	15.96	Sunday Only	Sunday Only	
											37,500.00		39,207.00	39,207.00	39,207.00	
											4,800.00		4,800.00	4,800.00	4,800.00	
											933,502.29	15.60	Department Total	992,871.78	1,015,250.40	1,015,250.40

Full-Time Equivalent Employees:	FY 2016	15.40
	FY 2017	15.60
	FY 2018	15.60
	Variance 17 vs. 18	0.00

FY 2018 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52.2	F T E	Rate FY 2017	Incr FY 2018	Calc Rate FY 2018	STEP INCREASES				Dept Request FY 2018 52	Mayor FY 2018 52	Council FY 2018 52
											Date	Rate	# Wks Old New				
BRENNAN ARTHUR	140 LIBRARY	16101-5111	LIBRARY CUSTODIAN	9/15/14	1	51,660.68	1.00	989.67	1.005	994.62				100%	51,720.15	51,720.15	51,720.15
						51,660.68	1.00							51,720.15	51,720.15	51,720.15	

**FY 2018 DETAILED BUDGET REPORT
EXPENSES**

LIBRARY - 140

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
16102	5211	ELECTRICITY National Grid	32,000	32,000	32,000
TOTAL			32,000	32,000	32,000
16102	5216	OIL HEAT - GAS Direct Energy Business & National Grid	9,000	9,000	9,000
TOTAL			9,000	9,000	9,000
16102	5241	BUILDING MAINTENANCE A-1 Exterminators (\$120 per month, maintenance etc.) Embree Elevator (monthly maintenance fees, application fees, repairs, etc.) 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) Biblioteca SOS (yearly monitoring, maintenance) Workplace Essentials (OSHA disposal services)	1,600 6,000 1,400 1,435 1,500 1,000 4,051 1,400 857	1,600 6,000 1,400 1,435 1,500 1,000 4,051 1,400 857	1,600 6,000 1,400 1,435 1,500 1,000 4,051 1,400 857
TOTAL			19,243	19,243	19,243
16102	5341	TELEPHONE 740-4533 \$32.00 x 12 mos, 744-0860 \$18.00 x 12 mos, 744-0863 \$28.00 X 12 mos 744-4143 \$89.00 x 12 mos, 744-3931/744-9667 100 per mo x 12 mos 744-5442 \$18.00 x 12 mos, 744-3931 long distance \$32.00 x 12 mos	936 1,868 596	936 1,868 596	936 1,868 596
TOTAL			3,400	3,400	3,400
16102	5451	CUSTODIAL SUPPLIES General Custodial Supplies	6,366	6,366	6,366
TOTAL			6,366	6,366	6,366
16102	5512	BOOKS Amazon, Baker & Taylor, Ingram	178,428	178,428	178,428
TOTAL			178,428	178,428	178,428
16102	5516	MICROFILM SUBSCRIPTION Proquest	3,000	3,000	3,000
TOTAL			3,000	3,000	3,000
16102	5517	PERIODICALS North Shore News, Amazon, etc.	4,800	4,800	4,800
TOTAL			4,800	4,800	4,800
16102	5730	DUES AND SUBSCRIPTION NOBLE (bid) - North Shore Library computer consortium of 17 public libraries, 5 public college libraries, and 4 private college libraries	53,592	53,592	53,592
TOTAL			53,592	53,592	53,592
TOTAL PROPOSED			309,829	309,829	309,829

FY2015 Budget	1,233,010	1,233,010	1,233,010
FY2016 Budget	1,241,691	1,241,691	1,241,691
FY2017 Budget	1,281,184	1,281,184	1,281,184
Total	3,755,885	3,755,885	3,755,885

Average Last 3 Years	1,251,962	1,251,962	1,251,962
Multiply by 1.025 (2.5% increase per MAR=Minimum Current FY Budget)	1,283,261	1,302,707	1,302,707
FY2018 Requested	1,302,706	1,325,080	1,325,080
Variance (over/under)	19,445	22,373	22,373

Veterans' Services

Mission Statement – Why We Exist

The Veterans' Services Department's primary responsibility is to provide Mass. state benefits for eligible veterans and their dependants provided under M.G.L. Chap. 115. 75% of these benefit costs are reimbursed to the City of Salem within one year. Additional responsibilities include, coordination for the city's Memorial Day and Veteran Day activities, assist veterans and their dependants in obtaining federal VA compensation and/or pensions, advocacy to reduce veteran homelessness, assist in employment searches, enrollment into the VA health care system, and educational benefits.

Significant Budget & Staffing Changes for FY 2018

There will be no significant veteran department staffing changes for 2018. The change of the assistant to FT has enabled the department to significantly reduce total benefits paid out. However, the case load of walk-ins, appointments, and phone calls continues to increase. Total benefits paid in FY2014 were \$565,246, in FY 2015 were \$445,799, in FY 2016 were \$496,106 and are estimated to be \$440,000 in FY2017. The Department case load that had been steadily increasing year to year (633 in FY13, 797 in 2014, 844 in 2015) declined to 802 in FY2016, and we estimate chapter 115 cases to be near 696 in 2017.

Recent Accomplishments

- With the new FT assistant, the department has significantly increased our VA compensation and VA healthcare applications, reducing the need for Chapter 115 support.
- The Veterans Service Agent increased attendance at outreach and/or veteran's related networking events from 30-35 in 2016 to nearly 50, so far in 2017.
- Our 'donation' account continues to be a great asset to satisfy the immediate needs of our low income and indigent veteran population, reducing the need to utilize non-refundable State Chapter 115 benefits.
- Veterans Agent was solicited to be a member of the Bedford VA mini Management Advisory Council. A quarterly meeting designed to facilitate information and best practices at the regional VA level.
- All veteran square information has been linked to the city website. This includes photos, history, and details about why the squares are named for those individuals.



FY 2018 Goals & Objectives

- As a representative of the mayor and the City, we plan to maintain a positive engagement posture with all city constituents and neighborhood associations.
- Continue to broaden the experience and VA knowledge of the administrative assistant. This will increase efficiency and save time and effort in satisfying veteran needs.



- Reconsider the plan to regionalize veteran services between Salem, Marblehead, and Swampscott to meet Mass. state compliance standards and better serve our collective veteran population.
- Increase attendance at neighborhood associations, Veterans Council, Veteran Centers and at other “service provider” events. These activities help to readily identify veterans and their dependants in need of help and allow our office to satisfy immediate needs often *without utilizing city resources*.
- Enroll as many new veterans into the VA Healthcare system.
- Continue to utilize as many veterans willing to participate in the VA Work Study program. This Program afford veterans to gain work experience while completing their university degree programs.
- In anticipation of our move to the new COA, we are making a serious effort to reduce the volume of stored records held for years in this office.

Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY 2018
Number of Cases	844	802	696	765
Dollars in Benefits expended	445,799	496,106	440,000	484,000
Amount reimbursed to the City from the State	334,349	372,079	440,000	363,000
% Authorized by the State (75% max. allowed)	334,349	372,079	330,000	363,000

How FY 2018 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The veteran's department goals remain consistent with the Mayor's goals of improving communication and transparency with our veterans, veteran dependent population, and citizens. All donation account information and basic reimbursable expenses are open to all citizens of Salem.
- Increase outreach to all the area neighborhood associations and public housing units.
- With the full time assistant in place and VA work study students we have significantly increased our accessibility to the public. We will continue to work very closely with the Council on Aging Social workers to identify and support needy veterans and their dependents.
- Revisit the regionalization of veteran services functions in keeping with the city goal of implementing this type of service where applicable.
- Establish a committee to recognize the start of World War I and the contributions of the citizens of Salem.



CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Veterans Services-Personnel									
15431	5111	SALARIES-FULL TIME	57,919.03	94,191.00	94,191.00	85,058.73	93,830.00	97,944.00	97,944.00
15431	5113	SALARIES-PART TIME	24,398.05	10,910.00	10,910.00	9,921.80	10,868.00	11,140.00	11,140.00
Total Veterans Services-Personnel			82,317.08	105,101.00	105,101.00	94,980.53	104,698.00	109,084.00	109,084.00
Veterans Services-Expenses									
15432	5249	GROUND MAINTENANCE	3,444.56	4,200.00	4,200.00	425.67	4,200.00	4,200.00	4,200.00
15432	5341	TELEPHONE	447.58	750.00	750.00	512.39	750.00	750.00	750.00
15432	5421	OFFICE SUPPLIES (GEN	941.64	1,000.00	1,000.00	262.37	1,000.00	1,000.00	1,000.00
15432	5710	IN STATE TRAVEL/MEETINGS	2,932.00	2,300.00	2,300.00	1,051.36	2,300.00	2,300.00	2,300.00
15432	5770	VETERANS BENEFITS	496,106.00	510,959.00	510,959.00	375,355.55	510,959.00	510,959.00	510,959.00
15432	5788	VETERANS EVENTS	3,232.29	3,500.00	3,500.00	624.80	3,500.00	3,500.00	3,500.00
Total Veterans Services-Expenses			507,104.07	522,709.00	522,709.00	378,232.14	522,709.00	522,709.00	522,709.00
280	543	Department Total	589,421.15	627,810.00	627,810.00	473,212.67	627,407.00	631,793.00	631,793.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018
EMERLING KIM	280 VETERANS AGENT	15431-5111	VETERANS AGENT	11/12/10	59,144.43		1.00	1	100%	1,133.04	1,133.04	58,918.08	1,195.36	62,158.57	62,158.57
COVINE ELIZABETH	280 VETERANS AGENT	15431-5111	ADMIN ASSISTANT	10/1/15	35,045.78		1.00	1	100%	671.38	671.38	34,911.76	688.16	35,784.55	35,784.55
					94,190.21		2.00	Total Full Time - 5111				93,829.84		97,943.13	97,943.13
MARTINEAU JEAN-GUY	280 VETERANS AGENT	15431-5113	PART TIME DRIVER		10,909.80			19	Hours	11.00	11.00	10,868.00	11.28	11,139.70	11,139.70
					10,909.80			Total Part Time - 5113				10,868.00		11,139.70	11,139.70
					105,100.01		2.00	Department Total				104,697.84		109,082.83	109,082.83

Full-Time Equivalent Employees:	FY 2016	1.00
	FY 2017	2.00
	FY 2018	2.00
	Variance 17 vs. 18	0.00

**FY 2018 DETAILED BUDGET REPORT
EXPENSES**

VETERANS - 280

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
15432	5249	GROUND MAINTENANCE/CARE OF GRAVES			
		Flags for graves and misc maintenance.	1,500	1,500	1,500
		Payments to Harmony Grove for perpetual care of graves.	2,700	2,700	2,700
TOTAL			4,200	4,200	4,200
15432	5341	TELEPHONE			
		MCI	300	300	300
		Verizon	450	450	450
TOTAL			750	750	750
15432	5421	OFFICE SUPPLIES GENERAL			
		General Office Supplies as needed	1,200	1,200	1,200
		Maintenance and supplies for copier as needed	650	650	650
			(850)	(850)	(850)
TOTAL			1,000	1,000	1,000
15432	5710	IN STATE TRAVEL, MEETING			
		Transportation to VA Hospitals tolls, parking, etc.	2,300	2,300	2,300
TOTAL			2,300	2,300	2,300
15432	5770	VETERANS BENEFITS			
		Medical and food orders	510,959	510,959	510,959
		Benefits for veterans and emergency shelter for veterans			
TOTAL			510,959	510,959	510,959
15432	5788	VETERANS EVENTS			
		Flowers	500	500	500
		Collation	1,000	1,000	1,000
		Parade	200	200	200
		Memorial Day and other events	1,800	1,800	1,800
TOTAL			3,500	3,500	3,500
TOTAL PROPOSED			522,709	522,709	522,709

		Actual	Orig Budget
Veterans Benefits	FY 2013	483,719	230,000
	FY 2014	565,246	430,000
	FY 2015	445,800	447,000
	FY 2016	496,106	471,106
	4 Year Average	497,717.78	
	FY17 Monthly Avg (Based on July to Nov)	39,082.54	

School Department

Mission Statement – Why We Exist

The Salem Public Schools are a welcoming community that seeks to promote the academic, social, emotional and physical development of each student through the equitable delivery of challenging, relevant, and joyful learning experiences. We aspire to help all students chart a personalized path to success that includes a commitment to the common good. We empower all students to chart a personalized path to success that includes a commitment to the common good.



Core Values

HIGH STANDARDS OF EXCELLENCE FOR ALL

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



GROWTH FOR ALL

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

CULTURE OF LEARNING AND INNOVATION

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

EQUITY & ACCESS

SPS is committed to identifying and eliminating any and all barriers to educational achievement. To this end, we promote policies and practices that are fair and just, and make learning opportunities—in and out of school—fully

accessible to all. We commit to ensure every student, regardless of economic status, race, gender, ethnicity, religion, disability, sexual orientation, and family background meets our high standards for achievement, participation, and growth.

COLLABORATION

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



CELEBRATION OF DIFFERENCE

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

Recent Accomplishments

During 2016-17 school year the district's Accelerated Improvement Plan (AIP) which can be found at www.salemk12.org/pages/SPS_DistAdmin/AIP%204%209_15_15%20FINAL%20FULL%20VERSION-this%20one.pdf, continued to serve as 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.

Highlights for the 2016-2017 school year include:

1. Seven out of Nine Schools Improved their State Ranking

In October 2016, seven out of nine of the district's school improved their state ranking and the district was lifted out of a Level 4 designation. Two Salem schools—Carlton Innovation School and Bentley Academy Charter 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. Strategic Planning

With the support of New Profit, a non-profit planning partner, the district undertook a comprehensive strategic planning process (<http://salemk12.org/Pages/FV1-00011477/S0285B118-02A0881D>) that will help to set the mission, vision, priorities and goals for the district for the next five years. The strategic plan focuses on six levers for change and utilized diverse work teams that included members from the administration, teachers, parents, students and school partners, to identify strategies and recommendations for approval by the School Committee. Throughout the planning process, the community at large was engaged through citywide conversations, forums and on-line surveys to ensure that the community had a voice and opportunity to shape the strategic plan.



3. Addressing Key Infrastructure Priorities

During FY17, the district made a significant investment in new technology to improve communications internally and externally. The district launched a new student information system, Aspen Follett, to better manager student data including class schedules, attendance, streamline state reporting requirements and better enable teachers to work collaboratively and share student data in a safe and secure network. The district has also piloted the parent and student portal functions of Aspen that allow Salem High School students and their parents to access to their academic records, attendance, and homework assignments. Parents also have the ability to directly email their student's teachers within the secure portal.

FY 2018 Goals & Objectives

The FY18 school budget reflects the district's priorities for the 2017-2018 school year. Seven of our nine schools improved their state ranking in 2016 and the FY18 budget continues to support and propel the practices that are generating positive results in Salem. Additionally, principals were

encouraged to and took a lead role in determining resource allocation within their schools. Principals had the flexibility to reallocate existing resources including staffing, stipends, support structures and administration to further strengthen their school's model, goals or an area of study.



Working with the principals at each school, the district has developed a balanced budget that accomplishes four key goals:

1. Continue acceleration of academic achievement for all students
2. Equitable distribution of resources and support school models
3. Ensure one City Connects trained counselor at every school
4. Invest in infrastructure to ready for the implementation of priority recommendations from Strategic Plan

The FY 18 budget planning process was guided by a set of guiding principles that included:

- Academic achievement for all students
- Focus on school models and goals
- Equitable alignment of resources and enrollment

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

- Investing in initiatives that are proven to be effective in raising student achievement
- Prioritizing support of students with the highest needs in the district
- Increase the alignment between allocation of resources to enrollment trends and school models
- Invest in infrastructure that will support and enhance the academic work done in our schools

By far, our most important investment across the district is in our teaching staff and paraprofessionals who work directly with students and their families to support each child's social, emotional, and educational development. Sixty-two percent (62%) of the district's budget is dedicated to salaries for teachers and paraprofessionals. In addition, the district is committing \$372,940 for professional development, workshops and tuition reimbursement. This investment is vital as we work together to make Salem a highly regarded district of choice.



A PowerPoint presentation outlining the budget planning process and its accomplishments can be found at www.salem.com/sites/salemma/files/agendas/fy18_budget_presentation_final.pdf

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Admin & Support-PIC-Super-Psnl									
13031420	5160	CLERICAL	111,403.53	99,667.00	99,667.00	112,920.83	126,177.71	126,177.71	126,177.71
13031420	5163	PARAPROFESSIONALS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13032020	5160	CLERICAL	20,395.86	20,834.00	20,834.00	20,094.08	20,254.00	20,254.00	20,254.00
13032040	5117	ADMINISTRATIVE	296,506.63	351,848.00	351,848.00	311,799.50	361,280.73	361,280.73	361,280.73
13032040	5160	CLERICAL	64,433.32	68,965.00	68,965.00	62,929.65	71,757.24	71,757.24	71,757.24
13032060	5117	ADMINISTRATIVE	153,749.96	160,054.00	160,054.00	141,450.00	163,897.50	163,897.50	163,897.50
13032060	5160	CLERICAL	52,995.00	54,132.00	54,132.00	49,806.41	55,995.91	55,995.91	55,995.91
13032060	5780	SRG-REALLOCATION	13,992.50	42,000.00	0.00	0.00	0.00	0.00	0.00
Total Admin/Supp-Asst Super-Psnl			713,476.80	797,500.00	755,500.00	699,000.47	799,363.09	799,363.09	799,363.09
Admin & Support-PIC-Super-Exp									
13031421	5421	OFFICE SUPPLIES (GEN	0.00	0.00	0.00	0.00	1,000.00	1,000.00	1,000.00
13032021	5320	CONTRACTED SERVICES	125.00	750.00	750.00	579.71	4,750.00	4,750.00	4,750.00
13032021	5421	OFFICE SUPPLIES (GEN	0.00	675.00	675.00	0.00	675.00	675.00	675.00
13032041	5320	CONTRACTED SERVICES	3,268.29	5,000.00	5,000.00	3,678.08	100,000.00	100,000.00	100,000.00
13032041	5421	OFFICE SUPPLIES (GEN	923.80	938.00	938.00	584.44	938.00	938.00	938.00
13032041	5780	SRG-REALLOCATION	327,957.33	232,500.00	227,500.00	217,647.51	0.00	0.00	0.00
13032061	5421	OFFICE SUPPLIES (GEN	600.00	938.00	938.00	633.29	3,638.00	3,638.00	3,638.00
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
Total Admin/Supp-Asst Super-Exp			350,874.42	258,801.00	253,801.00	241,123.03	129,001.00	129,001.00	129,001.00
250	003	Department Total	1,064,351.22	1,056,301.00	1,009,301.00	940,123.50	928,364.09	928,364.09	928,364.09

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Crossing Guards-Oth-Exp-Psn									
13120120	5113	SALARIES-PART TIME	132,533.08	166,019.00	166,019.00	104,244.31	133,970.78	133,970.78	133,970.78
Total Crossing Guards-Oth-Exp-Psn			132,533.08	166,019.00	166,019.00	104,244.31	133,970.78	133,970.78	133,970.78
Crossing Guards-Oth-Exp-Exp									
13120121	5421	OFFICE SUPPLIES (GEN	0.00	750.00	750.00	750.00	750.00	750.00	750.00
Total Crossing Guards-Oth-Exp-Exp			0.00	750.00	750.00	750.00	750.00	750.00	750.00
250	012	Department Total	132,533.08	166,769.00	166,769.00	104,994.31	134,720.78	134,720.78	134,720.78

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Technology-Tech-Psnl									
13170120	5111	SALARIES-FULL TIME	273,738.04	0.00	0.00	0.00	0.00	0.00	0.00
13170120	5117	ADMINISTRATIVE	45,909.24	0.00	0.00	0.00	0.00	0.00	0.00
13170120	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13170120	5150	FRINGE/STIPENDS	15,000.00	0.00	0.00	0.00	0.00	0.00	0.00
13170120	5160	CLERICAL	44,948.06	0.00	0.00	0.00	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	13,020.43	0.00	0.00	0.00	0.00	0.00	0.00
	Total	Technology/HS/Guidance	392,615.77	0.00	0.00	0.00	0.00	0.00	0.00
Technology-Tech-Exp									
13170121	5272	COMPUTER EQUIPMENT	59,186.32	0.00	0.00	0.00	0.00	0.00	0.00
13170121	5320	CONTRACTED SERVICES	173,500.00	0.00	0.00	0.00	0.00	0.00	0.00
13170121	5429	MISC SUPPLIES	3,394.11	0.00	0.00	0.00	0.00	0.00	0.00
13170121	5519	COMPUTER SOFTWARE	53,700.00	0.00	0.00	0.00	0.00	0.00	0.00
13170121	5522	COMPUTER NETWORKING	13,985.48	0.00	0.00	0.00	0.00	0.00	0.00
13170121	5710	IN STATE TRAVEL/MEETINGS	890.98	0.00	0.00	0.00	0.00	0.00	0.00
13170121	5730	DUES AND SUB	749.95	0.00	0.00	0.00	0.00	0.00	0.00
	Total	Technology-Tech-Exp	305,406.84	0.00	0.00	0.00	0.00	0.00	0.00
250	017	Department Total	698,022.61	0.00	0.00	0.00	0.00	0.00	0.00

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
General Op-Bus Off-Psnl									
13252010	5117	ADMINISTRATIVE	160,964.79	175,377.00	175,377.00	154,251.57	191,654.50	191,654.50	191,654.50
13252010	5131	OVERTIME (GENERAL)	5,000.00	5,000.00	5,000.00	4,548.70	5,000.00	5,000.00	5,000.00
13252010	5160	CLERICAL	256,813.63	270,726.00	270,726.00	287,689.98	336,469.24	336,469.24	336,469.24
Total	General Op-Bus Off-Psnl		422,778.42	451,103.00	451,103.00	446,490.25	533,123.74	533,123.74	533,123.74
General Op-Bus Off-Exp									
13252011	5320	CONTRACTED SERVICES	16,114.21	17,000.00	17,000.00	15,995.97	0.00	0.00	0.00
13252011	5421	OFFICE SUPPLIES (GEN	2,075.72	2,813.00	2,813.00	1,272.40	5,313.00	5,313.00	5,313.00
13252030	5277	PHOTOCOPY MACHINE LE	202,253.66	214,866.00	214,866.00	185,014.27	214,866.00	214,866.00	214,866.00
13252030	5303	LEGAL SERVICES	33,030.45	40,000.00	40,000.00	13,896.25	48,000.00	48,000.00	48,000.00
13252030	5320	CONTRACTED SERVICES	83,271.99	25,000.00	109,964.00	64,798.64	30,000.00	30,000.00	30,000.00
13252030	5342	POSTAGE	30,000.00	30,000.00	30,000.00	30,000.00	30,900.00	30,900.00	30,900.00
13252030	5381	PRINTING AND BINDING	553.34	750.00	750.00	312.50	6,750.00	6,750.00	6,750.00
13252030	5421	OFFICE SUPPLIES (GEN	39,569.48	8,250.00	8,250.00	7,348.47	8,250.00	8,250.00	8,250.00
Total	General Op-Central Serv-Exp		406,868.85	338,679.00	423,643.00	318,638.50	344,079.00	344,079.00	344,079.00
250	025	Department Total	829,647.27	789,782.00	874,746.00	765,128.75	877,202.74	877,202.74	877,202.74

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Insurance-Insurance-Exp									
13392020	5740	INSURANCE PREMIUMS	580,000.00	580,000.00	580,000.00	580,000.00	638,000.00	638,000.00	638,000.00
	Total	Insurance-Insurance-Exp	580,000.00	580,000.00	580,000.00	580,000.00	638,000.00	638,000.00	638,000.00
250	039	Department Total	580,000.00	580,000.00	580,000.00	580,000.00	638,000.00	638,000.00	638,000.00

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Occ Ed-High Schl-Psnl									
13421020	5117	ADMINISTRATIVE	0.00	0.00	0.00	0.00	88,439.00	88,439.00	88,439.00
13421020	5140	HIGH SCHOOL	408,723.59	441,844.00	441,844.00	320,102.98	320,962.72	320,962.72	320,962.72
Total	Occ Ed-High Schl-Psnl		408,723.59	441,844.00	441,844.00	320,102.98	409,401.72	409,401.72	409,401.72
Occ Ed-High Schl-Exp									
13421021	5514	INSTRUCTIONAL SUPPLI	20,605.17	20,844.00	20,844.00	18,124.08	20,844.00	20,844.00	20,844.00
Total	Occ Ed-High Schl-Exp		20,605.17	20,844.00	20,844.00	18,124.08	20,844.00	20,844.00	20,844.00
250	042	Department Total	429,328.76	462,688.00	462,688.00	338,227.06	430,245.72	430,245.72	430,245.72

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures FY 2016	Adopted Budget FY 2017	Adjusted Budget FY 2017	Y-T-D Expenses FY 2017	Department FY 2018	Mayor FY 2018	Council FY 2018
Guidance-Guidance-Psnl									
13440120	5102	ELEMENTARY	100.00	0.00	0.00	14,022.42	0.00	0.00	0.00
13440920	5130	MIDDLE SCHOOL	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13441020	5117	ADMINISTRATIVE	100,637.04	102,632.00	102,632.00	89,328.92	103,837.00	103,837.00	103,837.00
13441020	5131	OVERTIME (GENERAL)	5,799.02	5,000.00	5,000.00	5,040.00	5,000.00	5,000.00	5,000.00
13441020	5140	HIGH SCHOOL	434,200.12	381,339.00	381,339.00	278,164.30	418,677.76	418,677.76	418,677.76
13441020	5160	CLERICAL	41,011.35	43,230.00	43,230.00	37,396.16	41,367.73	41,367.73	41,367.73
Total Guidance-Guidance-Psnl			581,747.53	532,201.00	532,201.00	423,951.80	568,882.49	568,882.49	568,882.49
Guidance-Guidance-Exp									
13441021	5307	INSTRUCT/EDUC TEST	29,340.32	30,000.00	30,000.00	9,320.79	30,000.00	30,000.00	30,000.00
13441021	5381	PRINTING AND BINDING	4,869.41	5,000.00	5,000.00	1,887.06	5,000.00	5,000.00	5,000.00
Total Guidance-Guidance-Exp			34,209.73	35,000.00	35,000.00	11,207.85	35,000.00	35,000.00	35,000.00
250	044	Department Total	615,957.26	567,201.00	567,201.00	435,159.65	603,882.49	603,882.49	603,882.49

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Athl/St Activ-Stud Activ-Ps									
13450920	5116	CO-CURRIC/ATHLETIC	6,070.08	6,000.00	6,000.00	5,000.00	6,000.00	6,000.00	6,000.00
13451020	5112	TRANSPORTATION	24,487.63	25,600.00	25,600.00	24,625.37	25,600.00	25,600.00	25,600.00
13451020	5113	SALARIES-PART TIME	3,325.00	5,000.00	5,000.00	3,610.00	5,000.00	5,000.00	5,000.00
13451020	5116	CO-CURRIC/ATHLETIC	170,299.28	162,000.00	162,000.00	149,838.91	162,000.00	162,000.00	162,000.00
13451020	5117	ADMINISTRATIVE	67,672.16	69,643.00	69,643.00	62,177.05	72,044.18	72,044.18	72,044.18
13451020	5131	OVERTIME (GENERAL)	244.48	2,500.00	2,500.00	0.00	2,500.00	2,500.00	2,500.00
13451020	5160	CLERICAL	47,450.26	25,319.00	25,319.00	47,273.10	34,737.76	34,737.76	34,737.76
13451030	5116	CO-CURRIC/ATHLETIC	32,831.74	50,000.00	50,000.00	27,553.83	40,000.00	40,000.00	40,000.00
13451030	5140	HIGH SCHOOL	3,872.37	5,518.00	5,518.00	4,688.55	0.00	0.00	0.00
Total	Athl/St Activ-Stud Activ-Ps		356,253.00	351,580.00	351,580.00	324,766.81	347,881.94	347,881.94	347,881.94
Athl/St Activ-Stud Activ-Ex									
13450921	5860	EQUIPMENT	2,160.40	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
13451021	5246	ATHLETIC EQUIPMENT R	74,653.36	78,500.00	68,500.00	62,803.68	78,500.00	78,500.00	78,500.00
13451021	5270	RENTAL & LEASE	11,582.91	14,000.00	14,000.00	4,956.62	13,000.00	13,000.00	13,000.00
13451021	5320	CONTRACTED SERVICES	39,483.33	41,280.00	51,280.00	36,765.91	41,280.00	41,280.00	41,280.00
13451021	5394	SECURITY	3,990.00	4,000.00	4,000.00	3,824.00	4,000.00	4,000.00	4,000.00
13451021	5421	OFFICE SUPPLIES (GEN	3,225.00	3,225.00	3,225.00	3,000.00	3,225.00	3,225.00	3,225.00
13451021	5730	DUES AND SUB	8,784.00	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00
13451021	5742	INSURANCE-ATHLETIC	10,500.00	10,500.00	10,500.00	10,500.00	21,539.00	21,539.00	21,539.00
13451031	5320	CONTRACTED SERVICES	3,764.34	4,238.00	4,238.00	1,306.00	4,238.00	4,238.00	4,238.00
13451031	5514	INSTRUCTIONAL SUPPLI	1,632.06	1,575.00	1,575.00	0.00	1,575.00	1,575.00	1,575.00
13451031	5780	OTHER EXPENSES	8,790.00	8,850.00	11,750.00	2,219.65	8,850.00	8,850.00	8,850.00
Total	Athl/St Activ-Stud Activ-Ex		168,565.40	180,168.00	183,068.00	139,375.86	190,207.00	190,207.00	190,207.00
250	045	Department Total	524,818.40	531,748.00	534,648.00	464,142.67	538,088.94	538,088.94	538,088.94

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Bates									
13460210	5163	PARAPROFESSIONALS	11,892.04	12,002.00	12,002.00	10,605.29	10,744.95	10,744.95	10,744.95
13460410	5163	PARAPROFESSIONALS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13460510	5163	PARAPROFESSIONALS	11,920.29	12,002.00	12,002.00	9,645.14	10,644.95	10,644.95	10,644.95
13460610	5163	PARAPROFESSIONALS	11,077.56	11,611.00	11,611.00	9,459.35	10,386.97	10,386.97	10,386.97
13460710	5163	PARAPROFESSIONALS	8,647.44	11,957.00	11,957.00	9,521.30	10,024.56	10,024.56	10,024.56
13460810	5163	PARAPROFESSIONALS	12,420.66	11,998.00	11,998.00	10,477.68	10,744.95	10,744.95	10,744.95
13460920	5130	MIDDLE SCHOOL	37,813.22	39,364.00	39,364.00	29,359.55	40,493.17	40,493.17	40,493.17
13460920	5163	PARAPROFESSIONALS	24,308.31	23,002.00	23,002.00	17,004.91	12,142.85	12,142.85	12,142.85
13461020	5140	HIGH SCHOOL	68,981.02	71,809.00	71,809.00	52,826.39	54,563.10	54,563.10	54,563.10
13461020	5163	PARAPROFESSIONALS	11,229.85	11,796.00	11,796.00	9,206.63	12,142.85	12,142.85	12,142.85
Total	MediaLibrary-Psnl		198,290.39	205,541.00	205,541.00	158,106.24	171,888.35	171,888.35	171,888.35
250	046	Department Total	198,290.39	205,541.00	205,541.00	158,106.24	171,888.35	171,888.35	171,888.35

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Personnel- Personnel-Psnl									
13482020	5150	FRINGE/STIPENDS	0.00	0.00	0.00	0.00	5,000.00	5,000.00	5,000.00
13482020	5160	CLERICAL	123,956.20	139,550.00	139,550.00	145,756.92	168,100.00	168,100.00	168,100.00
Total Personnel- Personnel-Psnl			123,956.20	139,550.00	139,550.00	145,756.92	173,100.00	173,100.00	173,100.00
Personnel- Personnel-Exp									
13482021	5306	ADVERTISING	15,883.39	19,438.00	19,438.00	14,163.04	14,000.00	14,000.00	14,000.00
13482021	5320	CONTRACTED SERVICES	4,404.48	0.00	0.00	0.00	0.00	0.00	0.00
13482021	5421	OFFICE SUPPLIES (GEN	731.00	750.00	750.00	742.51	750.00	750.00	750.00
Total Personnel- Personnel-Exp			21,018.87	20,188.00	20,188.00	14,905.55	14,750.00	14,750.00	14,750.00
250	048	Department Total	144,975.07	159,738.00	159,738.00	160,662.47	187,850.00	187,850.00	187,850.00

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Health- Attendance-Psnl									
13490120	5111	SALARIES-FULL TIME	184,527.66	232,111.00	232,111.00	212,606.81	239,229.21	239,229.21	239,229.21
13490140	5111	SALARIES-FULL TIME	572,113.12	628,831.00	628,831.00	449,388.58	649,420.06	649,420.06	649,420.06
13490140	5163	PARAPROFESSIONALS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13490140	5180	SUBSTITUTES NURSE	14,223.94	12,000.00	12,000.00	10,108.00	12,000.00	12,000.00	12,000.00
Total	Health- Hlth Serv-Psnl		770,864.72	872,942.00	872,942.00	672,103.39	900,649.27	900,649.27	900,649.27
Health- Hlth Serv-Exp									
13490141	5320	CONTRACTED SERVICES	13,500.00	23,500.00	23,500.00	20,550.00	23,500.00	23,500.00	23,500.00
13490141	5421	OFFICE SUPPLIES (GEN	750.00	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	8,734.78	9,000.00	9,000.00	9,000.00
13490141	5514	INSTRUCTIONAL SUPPLI	1,875.99	1,879.00	1,879.00	328.14	1,879.00	1,879.00	1,879.00
Total	Health- Hlth Serv-Exp		25,125.99	35,129.00	35,129.00	30,362.92	35,129.00	35,129.00	35,129.00
250	049	Department Total	795,990.71	908,071.00	908,071.00	702,466.31	935,778.27	935,778.27	935,778.27

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Operations/Maint- Op/Maint-									
13530120	5117	ADMINISTRATIVE	114,377.41	112,428.00	112,428.00	110,847.54	123,656.00	123,656.00	123,656.00
13530120	5131	OVERTIME (GENERAL)	59,234.69	59,000.00	59,000.00	141,160.38	59,000.00	59,000.00	59,000.00
13530120	5150	FRINGE/STIPENDS	29,796.00	29,000.00	29,000.00	38,491.77	29,000.00	29,000.00	29,000.00
13530120	5160	CLERICAL	48,908.06	50,322.00	50,322.00	52,228.41	52,280.50	52,280.50	52,280.50
13530120	5162	CUSTODIAL	1,082,475.73	1,206,429.00	1,206,429.00	971,078.01	1,194,194.42	1,194,194.42	1,194,194.42
13530120	5166	MAINTENANCE	96,150.17	67,164.00	67,164.00	108,973.64	162,616.99	162,616.99	162,616.99
13530140	5162	CUSTODIAL	3,225.11	5,000.00	5,000.00	8,445.87	5,000.00	5,000.00	5,000.00
Total Operations/Maint- Civic Act			1,434,167.17	1,529,343.00	1,529,343.00	1,431,225.62	1,625,747.91	1,625,747.91	1,625,747.91
Operations/Maint- Op/Maint-									
13530121	5211	ELECTRICITY	746,005.52	882,500.00	862,500.00	789,644.39	684,111.14	684,111.14	684,111.14
13530121	5215	NATURAL GAS	347,372.40	549,189.00	449,189.00	388,968.41	549,189.00	549,189.00	549,189.00
13530121	5216	OIL HEAT	5,216.69	12,150.00	12,150.00	0.00	12,150.00	12,150.00	12,150.00
13530121	5241	BUILDING MAINTENANCE	193,773.84	200,545.00	320,545.00	244,652.08	200,545.00	200,545.00	200,545.00
13530121	5249	GROUND MAINTENANCE	67,134.45	64,000.00	64,000.00	52,766.66	64,000.00	64,000.00	64,000.00
13530121	5251	UTILITY SERV REP & M	194,698.38	250,000.00	250,000.00	233,043.66	250,000.00	250,000.00	250,000.00
13530121	5255	BUILDING/EQUIP MAINT	4,162.00	5,000.00	5,000.00	4,776.70	5,000.00	5,000.00	5,000.00
13530121	5270	RENTAL & LEASE	5,824.00	8,201.00	8,201.00	5,517.00	8,201.00	8,201.00	8,201.00
13530121	5292	SNOW REMOVAL	63,507.50	0.00	0.00	0.00	0.00	0.00	0.00
13530121	5341	TELEPHONE	53,045.18	65,000.00	65,000.00	63,300.40	65,000.00	65,000.00	65,000.00
13530121	5394	SECURITY	12,481.34	10,500.00	10,500.00	5,759.77	10,500.00	10,500.00	10,500.00
13530121	5421	OFFICE SUPPLIES (GEN	0.00	750.00	750.00	106.75	750.00	750.00	750.00
13530121	5431	BLDG REP/MAINT SUPPL	62,157.71	56,250.00	56,250.00	50,313.82	56,250.00	56,250.00	56,250.00
13530121	5451	CUSTODIAL SUPPLIES	77,195.32	83,061.00	83,061.00	65,867.87	83,061.00	83,061.00	83,061.00
13530121	5461	GROUNDSKEEPING SUPPL	5,337.25	20,000.00	20,000.00	5,830.39	20,000.00	20,000.00	20,000.00
13530121	5780	OTHER Expenses	23,540.45	30,000.00	30,000.00	29,275.72	30,000.00	30,000.00	30,000.00
13530121	5781	AUTO ALLOWANCE	167.08	1,500.00	1,500.00	54.94	0.00	0.00	0.00
13530121	5860	EQUIPMENT	5,028.85	9,187.00	9,187.00	5,658.40	9,187.00	9,187.00	9,187.00
Total Operations/Maint- Op/Maint-			1,866,647.96	2,247,833.00	2,247,833.00	1,945,536.96	2,047,944.14	2,047,944.14	2,047,944.14
250	053	Department Total	3,300,815.13	3,777,176.00	3,777,176.00	3,376,762.58	3,673,692.05	3,673,692.05	3,673,692.05

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Regular Day- Teach/Und-Psnl									
13570140	5100	SUBSTITUTE TEACHERS	255,085.91	210,000.00	210,000.00	164,761.82	210,000.00	210,000.00	210,000.00
13570140	5101	LONG-TERM SUBS	189,212.36	110,000.00	110,000.00	232,453.16	258,068.00	258,068.00	258,068.00
13570140	5125	DIST WIDE TEACHING	645,617.73	672,351.00	672,351.00	683,864.59	1,096,616.65	1,096,616.65	1,096,616.65
13570150	5112	TRANSPORTATION	135,636.72	46,643.00	46,643.00	96,468.73	72,026.96	72,026.96	72,026.96
13570150	5131	OVERTIME (GENERAL)	973.46	1,000.00	1,000.00	850.49	2,000.00	2,000.00	2,000.00
13570220	5102	ELEMENTARY	1,209,865.03	1,271,368.00	1,271,368.00	898,481.48	1,345,662.77	1,345,662.77	1,345,662.77
13570220	5117	ADMINISTRATIVE	194,572.37	196,486.00	196,486.00	162,371.90	201,447.00	201,447.00	201,447.00
13570220	5125	DIST WIDE TEACHING	0.00	72,097.00	72,097.00	26,600.76	75,352.19	75,352.19	75,352.19
13570220	5150	FRINGE/STIPENDS	550.00	2,500.00	21,641.25	16,558.90	21,641.00	21,641.00	21,641.00
13570220	5163	PARAPROFESSIONALS	29,225.02	27,299.00	27,299.00	24,737.61	30,843.95	30,843.95	30,843.95
13570240	5160	CLERICAL	33,710.42	34,573.00	34,573.00	31,357.81	36,403.66	36,403.66	36,403.66
13570320	5102	ELEMENTARY	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13570320	5117	ADMINISTRATIVE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13570320	5150	FRINGE/STIPENDS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13570320	5163	PARAPROFESSIONALS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13570340	5160	CLERICAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13570420	5102	ELEMENTARY	1,084,458.58	1,061,328.00	1,061,328.00	779,129.93	1,244,141.85	1,244,141.85	1,244,141.85
13570420	5114	TUTORS	9,200.00	14,574.00	14,574.00	13,081.25	19,000.00	19,000.00	19,000.00
13570420	5117	ADMINISTRATIVE	186,543.35	184,415.00	184,415.00	135,069.10	136,281.80	136,281.80	136,281.80
13570420	5163	PARAPROFESSIONALS	27,640.96	23,601.00	23,601.00	27,235.49	27,818.15	27,818.15	27,818.15
13570440	5125	DIST WIDE TEACHING	0.00	78,519.00	78,519.00	0.00	0.00	0.00	0.00
13570440	5160	CLERICAL	34,475.08	34,677.00	34,677.00	31,004.00	36,393.93	36,393.93	36,393.93
13570520	5102	ELEMENTARY	1,966,985.81	2,301,892.00	2,301,892.00	1,691,270.08	1,899,238.64	1,899,238.64	1,899,238.64
13570520	5117	ADMINISTRATIVE	315,816.95	391,015.00	326,015.00	297,165.22	306,812.65	306,812.65	306,812.65
13570520	5125	DIST WIDE TEACHING	0.00	74,692.00	74,692.00	0.00	0.00	0.00	0.00
13570520	5150	FRINGE/STIPENDS	4,613.21	7,000.00	15,600.00	13,818.75	30,000.00	30,000.00	30,000.00
13570520	5163	PARAPROFESSIONALS	24,304.39	26,169.00	26,169.00	27,708.55	20,049.12	20,049.12	20,049.12
13570540	5160	CLERICAL	72,314.92	70,291.00	70,291.00	69,881.11	126,972.78	126,972.78	126,972.78
13570620	5102	ELEMENTARY	1,360,941.47	1,303,777.00	1,303,777.00	975,917.43	1,303,885.11	1,303,885.11	1,303,885.11
13570620	5117	ADMINISTRATIVE	74,107.27	86,340.00	86,340.00	64,369.57	87,484.00	87,484.00	87,484.00
13570620	5150	FRINGE/STIPENDS	796.92	8,400.00	8,400.00	4,864.92	11,700.00	11,700.00	11,700.00
13570620	5163	PARAPROFESSIONALS	28,509.48	45,152.00	45,152.00	40,627.33	60,669.23	60,669.23	60,669.23
13570640	5125	DIST WIDE TEACHING	0.00	99,882.00	99,882.00	50,456.78	76,145.20	76,145.20	76,145.20
13570640	5160	CLERICAL	32,672.80	31,105.00	31,105.00	29,968.86	33,544.88	33,544.88	33,544.88
13570720	5102	ELEMENTARY	1,679,844.13	1,615,733.00	1,615,733.00	1,292,016.22	1,786,156.80	1,786,156.80	1,786,156.80

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
13570720	5117	ADMINISTRATIVE	137,600.62	191,789.00	191,789.00	159,245.93	203,216.65	203,216.65	203,216.65
13570720	5150	FRINGE/STIPENDS	2,100.00	10,150.00	10,150.00	1,475.27	10,150.00	10,150.00	10,150.00
13570720	5163	PARAPROFESSIONALS	42,438.68	56,599.00	56,599.00	37,182.28	41,281.53	41,281.53	41,281.53
13570740	5125	DIST WIDE TEACHING	0.00	198,148.00	198,148.00	60,389.60	78,429.93	78,429.93	78,429.93
13570740	5160	CLERICAL	47,162.13	48,522.00	48,522.00	44,741.07	50,759.38	50,759.38	50,759.38
13570820	5102	ELEMENTARY	2,195,689.32	1,930,478.00	1,930,478.00	1,461,004.49	2,038,618.42	2,038,618.42	2,038,618.42
13570820	5117	ADMINISTRATIVE	199,021.07	203,896.00	203,896.00	175,948.70	208,289.00	208,289.00	208,289.00
13570820	5125	DIST WIDE TEACHING	0.00	307,610.00	307,610.00	160,961.64	217,220.29	217,220.29	217,220.29
13570820	5150	FRINGE/STIPENDS	2,500.00	2,500.00	2,500.00	0.00	2,500.00	2,500.00	2,500.00
13570820	5163	PARAPROFESSIONALS	27,511.54	8,847.00	8,847.00	42,421.68	41,509.67	41,509.67	41,509.67
13570840	5160	CLERICAL	32,674.37	33,345.00	33,345.00	29,983.00	34,289.46	34,289.46	34,289.46
13570920	5117	ADMINISTRATIVE	295,793.01	308,758.00	308,758.00	257,901.04	293,965.50	293,965.50	293,965.50
13570920	5130	MIDDLE SCHOOL	2,483,158.06	2,672,913.00	2,672,913.00	1,936,013.38	2,762,853.35	2,762,853.35	2,762,853.35
13570920	5150	FRINGE/STIPENDS	26,174.16	28,250.00	26,634.00	14,860.00	28,250.00	28,250.00	28,250.00
13570920	5163	PARAPROFESSIONALS	51,440.61	47,056.00	47,056.00	38,010.62	35,822.19	35,822.19	35,822.19
13570940	5160	CLERICAL	83,460.95	80,761.00	80,761.00	74,499.86	83,409.01	83,409.01	83,409.01
13570950	5114	TUTORS	13,943.75	17,100.00	17,100.00	10,343.75	0.00	0.00	0.00
13571020	5114	TUTORS	31,587.50	17,802.00	17,802.00	25,237.50	21,432.75	21,432.75	21,432.75
13571020	5140	HIGH SCHOOL	5,236,037.79	5,267,879.00	5,267,879.00	3,920,713.81	5,143,845.60	5,143,845.60	5,143,845.60
13571020	5150	FRINGE/STIPENDS	17,639.44	45,856.00	45,856.00	33,200.22	45,856.00	45,856.00	45,856.00
13571020	5160	CLERICAL	201,904.45	206,018.00	206,018.00	163,369.79	176,467.84	176,467.84	176,467.84
13571020	5163	PARAPROFESSIONALS	67,184.56	57,062.00	57,062.00	42,951.34	76,073.73	76,073.73	76,073.73
13571060	5117	ADMINISTRATIVE	549,235.84	564,294.00	564,294.00	475,045.73	450,548.81	450,548.81	450,548.81
13571060	5140	TEACHING	0.00	130,000.00	130,000.00	0.00	0.00	0.00	0.00
13571120	5150	FRINGE/STIPENDS	245.00	3,000.00	3,000.00	750.00	0.00	0.00	0.00
13571120	5160	CLERICAL	32,545.77	33,189.00	33,189.00	30,112.00	33,303.13	33,303.13	33,303.13
13571320	5117	ADMINISTRATIVE	99,737.04	101,732.00	101,732.00	88,998.12	103,255.43	103,255.43	103,255.43
13571320	5140	HIGH SCHOOL	406,177.86	423,884.00	423,884.00	248,735.07	435,959.28	435,959.28	435,959.28
13571320	5150	FRINGE/STIPENDS	0.00	500.00	500.00	0.00	500.00	500.00	500.00
13571320	5160	CLERICAL	0.00	32,273.00	32,273.00	0.00	0.00	0.00	0.00
13571320	5163	PARAPROFESSIONALS	47,547.23	44,749.00	44,749.00	39,386.61	46,090.61	46,090.61	46,090.61
13571520	5102	ELEMENTARY	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13571520	5117	ADMINISTRATIVE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13571620	5111	SALARIES-FULL TIME	67,177.64	430,124.00	430,124.00	260,587.69	0.00	0.00	0.00
13571620	5111S	STIPENDS	0.00	20,500.00	0.00	597.50	0.00	0.00	0.00
13571620	5117	ADMINISTRATIVE	4,590.04	125,460.00	125,460.00	108,455.74	94,095.00	94,095.00	94,095.00

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
13571620	5126	PSYCHOLOGIST	0.00	0.00	0.00	0.00	73,815.46	73,815.46	73,815.46
13571620	5140	TEACHING	0.00	0.00	0.00	0.00	434,219.30	434,219.30	434,219.30
13571620	5150	FRINGE/STIPENDS	0.00	0.00	20,150.00	9,633.50	10,000.00	10,000.00	10,000.00
13571620	5160	CLERICAL	0.00	49,000.00	37,000.00	39,652.02	84,726.50	84,726.50	84,726.50
13571620	5162	CUSTODIAL	0.00	11,529.00	11,529.00	6,583.59	0.00	0.00	0.00
13571620	5163	PARAPROFESSIONALS	0.00	0.00	12,000.00	5,691.50	18,961.55	18,961.55	18,961.55
Total NLIS-Reg Day-Elem Ed-Psnl			21,999,952.77	23,814,452.00	23,775,227.25	17,886,775.88	23,936,071.69	23,936,071.69	23,936,071.69

Regular Day- Teach/Und-Exp

13570141	5320	CONTRACTED SERVICES	44,858.33	20,542.00	148,542.00	148,542.00	148,542.00	148,542.00	148,542.00
13570141	5333	PUPIL TRANSPORTATION	4,000.00	12,000.00	12,000.00	7,465.72	12,000.00	12,000.00	12,000.00
13570141	5508	EDUCATIONAL	17,430.61	20,000.00	20,000.00	16,934.04	20,000.00	20,000.00	20,000.00
13570141	5511	TEXTBOOKS	1,104.46	1,150.00	1,150.00	260.84	1,150.00	1,150.00	1,150.00
13570141	5514	INSTRUCTIONAL SUPPLI	24,300.49	25,443.00	124,595.66	53,493.74	27,554.00	27,554.00	27,554.00
13570141	5710	IN STATE TRAVEL/MEETINGS	0.00	0.00	6,540.00	3,005.67	6,540.00	6,540.00	6,540.00
13570141	5730	DUES AND SUB	8,153.43	8,625.00	9,125.00	8,946.23	8,625.00	8,625.00	8,625.00
13570151	5333	PUPIL TRANSPORTATION	484,300.00	496,000.00	616,000.00	548,836.25	480,880.00	480,880.00	480,880.00
13570221	5320	CONTRACTED SERVICES	0.00	20,000.00	858.75	858.75	0.00	0.00	0.00
13570221	5421	OFFICE SUPPLIES (GEN	2,329.00	2,329.00	2,329.00	2,315.43	2,329.00	2,329.00	2,329.00
13570221	5511	TEXTBOOKS	6,486.00	6,486.00	3,245.75	3,248.26	3,320.00	3,320.00	3,320.00
13570221	5512	BOOKS-LIBRARY	75.00	75.00	75.00	0.00	0.00	0.00	0.00
13570221	5514	INSTRUCTIONAL SUPPLI	5,287.00	5,287.00	8,527.25	8,104.79	9,386.00	9,386.00	9,386.00
13570321	5421	OFFICE SUPPLIES (GEN	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13570321	5514	INSTRUCTIONAL SUPPLI	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13570421	5320	CONTRACTED SERVICES	0.00	0.00	1,040.00	980.00	2,380.00	2,380.00	2,380.00
13570421	5421	OFFICE SUPPLIES (GEN	3,000.00	3,000.00	3,000.00	2,921.08	3,000.00	3,000.00	3,000.00
13570421	5511	TEXTBOOKS	3,617.50	3,750.00	2,710.00	1,241.04	3,750.00	3,750.00	3,750.00
13570421	5512	BOOKS-LIBRARY	0.00	375.00	375.00	244.69	375.00	375.00	375.00
13570421	5514	INSTRUCTIONAL SUPPLI	7,246.30	7,353.00	7,353.00	7,273.64	8,853.00	8,853.00	8,853.00
13570421	5860	EQUIPMENT	1,500.00	1,500.00	1,500.00	496.82	0.00	0.00	0.00
13570521	5317	EDUCATIONAL TRAINING	0.00	0.00	18,900.00	18,900.00	0.00	0.00	0.00
13570521	5320	CONTRACTED SERVICES	30,000.00	30,000.00	61,000.00	32,612.80	186,000.00	186,000.00	186,000.00
13570521	5333	PUPIL TRANSPORTATION	0.00	0.00	16,800.00	8,270.00	16,800.00	16,800.00	16,800.00
13570521	5421	OFFICE SUPPLIES (GEN	7,204.35	5,000.00	5,000.00	4,626.91	5,000.00	5,000.00	5,000.00
13570521	5511	TEXTBOOKS	6,609.87	4,029.00	4,029.00	3,800.44	4,029.00	4,029.00	4,029.00
13570521	5512	BOOKS-LIBRARY	5,661.19	2,500.00	2,500.00	0.00	2,500.00	2,500.00	2,500.00
13570521	5514	INSTRUCTIONAL SUPPLI	9,525.90	13,760.00	77,460.00	67,047.67	34,160.52	34,160.52	34,160.52

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
13570521	5860	EQUIPMENT	0.00	10,000.00	10,000.00	9,814.60	10,000.00	10,000.00	10,000.00
13570621	5320	CONTRACTED SERVICES	0.00	300.00	300.00	0.00	5,000.00	5,000.00	5,000.00
13570621	5421	OFFICE SUPPLIES (GEN	2,576.08	4,372.00	4,372.00	3,159.93	4,372.00	4,372.00	4,372.00
13570621	5511	TEXTBOOKS	3,045.86	5,304.00	3,804.00	2,900.29	5,304.00	5,304.00	5,304.00
13570621	5512	BOOKS-LIBRARY	110.61	1,941.00	1,941.00	1,708.30	1,941.00	1,941.00	1,941.00
13570621	5514	INSTRUCTIONAL SUPPLI	8,724.76	8,412.00	9,912.00	5,151.47	8,460.00	8,460.00	8,460.00
13570621	5860	EQUIPMENT	0.00	48.00	48.00	0.00	0.00	0.00	0.00
13570721	5320	CONTRACTED SERVICES	0.00	13,000.00	13,000.00	9,723.00	13,000.00	13,000.00	13,000.00
13570721	5421	OFFICE SUPPLIES (GEN	2,250.00	2,250.00	2,250.00	2,184.18	2,250.00	2,250.00	2,250.00
13570721	5511	TEXTBOOKS	6,756.33	3,908.00	3,908.00	3,122.54	3,908.00	3,908.00	3,908.00
13570721	5512	BOOKS-LIBRARY	527.83	687.00	687.00	594.24	687.00	687.00	687.00
13570721	5514	INSTRUCTIONAL SUPPLI	12,939.79	11,637.00	11,637.00	10,535.01	11,637.00	11,637.00	11,637.00
13570721	5860	EQUIPMENT	1,117.81	3,173.00	3,173.00	965.95	3,173.00	3,173.00	3,173.00
13570821	5320	CONTRACTED SERVICES	0.00	0.00	0.00	0.00	5,000.00	5,000.00	5,000.00
13570821	5421	OFFICE SUPPLIES (GEN	1,242.25	1,346.00	1,323.19	1,322.51	1,323.00	1,323.00	1,323.00
13570821	5511	TEXTBOOKS	1,470.86	1,578.00	1,304.88	1,304.88	1,305.00	1,305.00	1,305.00
13570821	5512	BOOKS-LIBRARY	0.00	1.00	1.00	0.00	0.00	0.00	0.00
13570821	5514	INSTRUCTIONAL SUPPLI	14,854.06	15,000.00	15,295.93	15,274.36	15,300.00	15,300.00	15,300.00
13570821	5860	EQUIPMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13570921	5320	CONTRACTED SERVICES	455.13	1,597.00	5,592.56	4,241.80	1,197.00	1,197.00	1,197.00
13570921	5381	PRINTING AND BINDING	4,869.21	6,500.00	6,900.00	6,804.00	6,900.00	6,900.00	6,900.00
13570921	5421	OFFICE SUPPLIES (GEN	9,933.38	10,125.00	9,950.00	9,810.94	12,440.20	12,440.20	12,440.20
13570921	5429	MISC SUPPLIES	686.41	720.00	451.69	0.00	0.00	0.00	0.00
13570921	5511	TEXTBOOKS	0.00	1.00	1.00	0.00	0.00	0.00	0.00
13570921	5512	BOOKS-LIBRARY	7,870.59	8,306.00	8,306.00	6,807.85	8,306.00	8,306.00	8,306.00
13570921	5514	INSTRUCTIONAL SUPPLI	23,531.02	23,649.00	21,903.55	20,702.78	23,649.00	23,649.00	23,649.00
13570921	5710	IN STATE TRAVEL/MEETINGS	580.00	839.00	727.20	727.20	839.00	839.00	839.00
13570921	5730	DUES AND SUB	0.00	1,068.00	589.00	589.00	1,068.00	1,068.00	1,068.00
13571021	5320	CONTRACTED SERVICES	22,800.00	23,400.00	29,940.00	27,952.17	30,350.00	30,350.00	30,350.00
13571021	5421	OFFICE SUPPLIES (GEN	17,989.32	24,000.00	18,100.00	11,198.40	18,100.00	18,100.00	18,100.00
13571021	5511	TEXTBOOKS	17,379.07	17,397.00	16,347.00	7,261.24	16,347.00	16,347.00	16,347.00
13571021	5512	BOOKS-LIBRARY	4,573.73	4,578.00	4,578.00	4,127.90	4,578.00	4,578.00	4,578.00
13571021	5514	INSTRUCTIONAL SUPPLI	52,547.65	53,722.00	53,722.00	45,389.44	40,434.30	40,434.30	40,434.30
13571021	5730	DUES AND SUB	6,586.03	5,000.00	5,410.00	5,410.00	5,000.00	5,000.00	5,000.00
13571021	5860	EQUIPMENT	5,851.93	10,855.00	7,955.00	6,948.70	10,855.00	10,855.00	10,855.00
13571121	5320	CONTRACTED SERVICES	0.00	563.00	563.00	0.00	0.00	0.00	0.00

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
13571121	5381	PRINTING AND BINDING	0.00	375.00	375.00	0.00	0.00	0.00	0.00
13571121	5421	OFFICE SUPPLIES (GEN	1,378.95	1,500.00	1,500.00	940.96	0.00	0.00	0.00
13571121	5514	INSTRUCTIONAL SUPPLI	908.58	1,438.00	1,438.00	1,360.89	0.00	0.00	0.00
13571121	5860	EQUIPMENT	0.00	1,500.00	1,500.00	672.86	0.00	0.00	0.00
13571321	5270	RENTAL & LEASE	0.00	0.00	0.00	0.00	126,156.74	126,156.74	126,156.74
13571321	5320	CONTRACTED SERVICES	20,960.00	2,100.00	2,100.00	712.50	2,100.00	2,100.00	2,100.00
13571321	5421	OFFICE SUPPLIES (GEN	591.41	1,200.00	1,200.00	942.10	1,200.00	1,200.00	1,200.00
13571321	5514	INSTRUCTIONAL SUPPLI	1,995.82	4,000.00	4,000.00	1,238.52	4,000.00	4,000.00	4,000.00
13571321	5780	OTHER EXPENSES	99.98	750.00	750.00	221.00	750.00	750.00	750.00
13571521	5514	INSTRUCTIONAL SUPPLIES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13571621	5270	RENTAL & LEASE	0.00	225,000.00	225,000.00	225,000.00	225,000.00	225,000.00	225,000.00
13571621	5277	PHOTOCOPY MACHINE LE	0.00	3,500.00	3,734.80	3,436.65	3,734.80	3,734.80	3,734.80
13571621	5320	CONTRACTED SERVICES	0.00	47,400.00	15,759.68	11,784.17	17,000.00	17,000.00	17,000.00
13571621	5381	PRINTING AND BINDING	0.00	0.00	1,235.00	452.50	1,235.00	1,235.00	1,235.00
13571621	5421	OFFICE SUPPLIES (GEN	0.00	0.00	8,658.10	8,012.16	3,000.00	3,000.00	3,000.00
13571621	5514	INSTRUCTIONAL SUPPLIES	0.00	0.00	20,322.42	7,533.58	7,504.42	7,504.42	7,504.42
Total	NLIS-REG DAY-ELEM ED-EXP		929,893.88	1,253,244.00	1,716,221.41	1,438,467.38	1,651,577.98	1,651,577.98	1,651,577.98
250	057	Department Total	22,929,846.65	25,067,696.00	25,491,448.66	19,325,243.26	25,587,649.67	25,587,649.67	25,587,649.67

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures FY 2016	Adopted Budget FY 2017	Adjusted Budget FY 2017	Y-T-D Expenses FY 2017	Department FY 2018	Mayor FY 2018	Council FY 2018
ELT/OST-DIST WIDE-CS-EXP									
13590121	5320	CONTRACTED SERVICES	0.00	0.00	0.00	0.00	220,000.00	220,000.00	220,000.00
	Total	ELT/OST-DIST WIDE-CS-EXP	0.00	0.00	0.00	0.00	220,000.00	220,000.00	220,000.00
250	059	Department Total	0.00	0.00	0.00	0.00	220,000.00	220,000.00	220,000.00

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
SPED- Teach/Und-Psnl									
13640160	5100	SUBSTITUTE TEACHERS	114,200.22	100,000.00	100,000.00	81,625.51	100,000.00	100,000.00	100,000.00
13640160	5111	SALARIES-FULL TIME	288,251.94	286,395.00	286,395.00	235,438.12	0.00	0.00	0.00
13640160	5114	TUTORS	34,884.99	41,640.00	41,640.00	24,998.00	41,640.00	41,640.00	41,640.00
13640160	5117	ADMINISTRATIVE	353,466.28	259,877.00	259,877.00	242,687.00	264,634.47	264,634.47	264,634.47
13640160	5125	DIST WIDE TEACHING	2,391,711.91	1,565,399.00	1,565,399.00	1,528,701.84	1,872,566.80	1,872,566.80	1,872,566.80
13640160	5126	PSYCHOLOGIST	1,471,685.98	157,769.00	157,769.00	130,110.46	0.00	0.00	0.00
13640160	5150	FRINGE/STIPENDS	0.00	0.00	0.00	0.00	286,395.00	286,395.00	286,395.00
13640160	5160	CLERICAL	92,207.43	93,829.00	93,829.00	75,322.10	96,842.21	96,842.21	96,842.21
13640160	5163	PARAPROFESSIONALS	39,850.00	34,500.00	34,500.00	31,550.00	0.00	0.00	0.00
13640180	5112	TRANSPORTATION	529,399.46	444,553.00	444,553.00	445,909.33	577,600.01	577,600.01	577,600.01
13640180	5160	CLERICAL	47,101.58	43,871.00	43,871.00	42,769.14	45,161.62	45,161.62	45,161.62
13640180	5165	NON-INST SUPERVISOR	54,384.68	65,000.00	65,000.00	88,715.30	98,656.25	98,656.25	98,656.25
13640220	5102	ELEMENTARY	180,496.61	208,838.00	208,838.00	153,365.39	143,611.15	143,611.15	143,611.15
13640220	5125	DIST WIDE TEACHING	0.00	34,902.00	34,902.00	61,842.34	139,111.61	139,111.61	139,111.61
13640220	5126	PSYCHOLOGIST	0.00	227,293.00	227,293.00	185,856.55	227,141.41	227,141.41	227,141.41
13640220	5163	PARAPROFESSIONALS	218,204.95	218,571.00	218,571.00	181,211.74	213,865.15	213,865.15	213,865.15
13640320	5102	ELEMENTARY	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13640320	5163	PARAPROFESSIONALS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13640420	5102	ELEMENTARY	370,604.40	392,161.00	392,161.00	297,990.05	318,305.61	318,305.61	318,305.61
13640420	5125	DIST WIDE TEACHING	0.00	27,071.00	27,071.00	29,323.97	110,493.61	110,493.61	110,493.61
13640420	5126	PSYCHOLOGIST	0.00	0.00	0.00	50,796.50	100,126.84	100,126.84	100,126.84
13640420	5163	PARAPROFESSIONALS	78,822.80	73,489.00	73,489.00	82,778.43	123,906.27	123,906.27	123,906.27
13640520	5102	ELEMENTARY	179,840.58	188,899.00	188,899.00	201,058.61	306,447.21	306,447.21	306,447.21
13640520	5125	DIST WIDE TEACHING	0.00	160,053.00	160,053.00	96,805.09	150,315.93	150,315.93	150,315.93
13640520	5126	PSYCHOLOGIST	0.00	150,068.00	150,068.00	74,750.15	61,444.48	61,444.48	61,444.48
13640520	5163	PARAPROFESSIONALS	125,466.52	130,245.00	130,245.00	110,747.76	168,795.29	168,795.29	168,795.29
13640620	5102	ELEMENTARY	159,688.27	132,485.00	132,485.00	101,501.35	218,832.61	218,832.61	218,832.61
13640620	5125	DIST WIDE TEACHING	0.00	102,964.00	102,964.00	82,712.00	107,886.01	107,886.01	107,886.01
13640620	5126	PSYCHOLOGIST	0.00	0.00	0.00	0.00	102,960.25	102,960.25	102,960.25
13640620	5163	PARAPROFESSIONALS	87,530.95	93,730.00	93,730.00	74,420.36	107,312.80	107,312.80	107,312.80
13640720	5102	ELEMENTARY	592,109.87	550,322.00	550,322.00	409,725.06	608,295.27	608,295.27	608,295.27
13640720	5125	DIST WIDE TEACHING	0.00	119,943.00	119,943.00	95,469.87	117,975.02	117,975.02	117,975.02
13640720	5126	PSYCHOLOGIST	0.00	168,854.00	168,854.00	124,463.44	155,501.81	155,501.81	155,501.81
13640720	5163	PARAPROFESSIONALS	189,413.63	198,009.00	198,009.00	127,739.03	171,471.70	171,471.70	171,471.70
13640820	5102	ELEMENTARY	680,712.08	651,121.00	651,121.00	496,722.37	634,813.73	634,813.73	634,813.73

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
13640820	5125	DIST WIDE TEACHING	0.00	104,278.00	104,278.00	79,398.29	182,359.12	182,359.12	182,359.12
13640820	5126	PSYCHOLOGIST	0.00	74,828.00	74,828.00	54,918.61	150,367.65	150,367.65	150,367.65
13640820	5163	PARAPROFESSIONALS	307,724.67	328,934.00	328,934.00	290,562.17	407,505.50	407,505.50	407,505.50
13640920	5125	DIST WIDE TEACHING	0.00	31,260.00	31,260.00	29,985.61	107,786.01	107,786.01	107,786.01
13640920	5126	PSYCHOLOGIST	0.00	309,529.00	309,529.00	209,399.52	231,690.73	231,690.73	231,690.73
13640920	5130	MIDDLE SCHOOL	908,347.34	974,676.00	974,676.00	673,690.40	889,388.49	889,388.49	889,388.49
13640920	5163	PARAPROFESSIONALS	314,096.69	369,557.00	369,557.00	311,853.35	345,988.36	345,988.36	345,988.36
13641020	5117	ADMINISTRATIVE	0.00	102,752.00	102,752.00	0.00	0.00	0.00	0.00
13641020	5125	DIST WIDE TEACHING	0.00	318,721.00	318,721.00	126,844.69	219,132.30	219,132.30	219,132.30
13641020	5126	PSYCHOLOGIST	0.00	451,077.00	451,077.00	341,324.62	449,142.84	449,142.84	449,142.84
13641020	5140	SPED High Schl-Psnl	1,437,340.36	1,309,778.00	1,309,778.00	1,019,924.49	1,307,339.29	1,307,339.29	1,307,339.29
13641020	5163	PARAPROFESSIONAL	487,791.91	584,944.00	584,944.00	408,039.98	589,143.77	589,143.77	589,143.77
13641120	5102	ELEMENTARY	0.00	0.00	0.00	0.00	363,289.21	363,289.21	363,289.21
13641120	5111	SALARIES-FULL TIME	419,480.90	454,758.00	454,758.00	333,005.03	0.00	0.00	0.00
13641120	5117	ADMINISTRATIVE	0.00	0.00	0.00	0.00	43,169.50	43,169.50	43,169.50
13641120	5125	DIST WIDE TEACHING	0.00	71,990.00	71,990.00	56,249.38	294,760.46	294,760.46	294,760.46
13641120	5163	PARAPROFESSIONALS	189,396.69	197,080.00	197,080.00	137,780.81	239,269.91	239,269.91	239,269.91
13641320	5125	DIST WIDE TEACHING	0.00	31,563.00	31,563.00	0.00	27,793.90	27,793.90	27,793.90
13641320	5126	PSYCHOLOGIST	0.00	54,036.00	54,036.00	84,933.40	50,449.48	50,449.48	50,449.48
Total	SALEM PREP-SPED-ELEM ED-		12,344,213.69	12,691,612.00	12,691,612.00	10,125,017.21	13,570,686.64	13,570,686.64	13,570,686.64

SPED- Teach/Und-Exp

13640161	5302	MEDICAL CONTRACTUAL	267,142.07	271,000.00	271,000.00	159,142.33	271,000.00	271,000.00	271,000.00
13640161	5313	EDUCATION EVALUATION	23,901.98	50,000.00	30,000.00	16,980.86	30,000.00	30,000.00	30,000.00
13640161	5317	EDUCATIONAL TRAINING	25,726.97	20,000.00	40,000.00	38,039.48	40,000.00	40,000.00	40,000.00
13640161	5320	CONTRACTED SERVICES	446,408.99	443,575.00	443,575.00	303,026.38	443,575.00	443,575.00	443,575.00
13640161	5324	TUITION	3,054,398.15	3,246,897.00	3,246,897.00	2,947,122.70	3,409,241.85	3,409,241.85	3,409,241.85
13640161	5421	OFFICE SUPPLIES (GEN	6,480.13	6,150.00	8,150.00	6,671.56	6,150.00	6,150.00	6,150.00
13640161	5514	INSTRUCTIONAL SUPPLI	55,546.25	45,250.00	45,250.00	43,414.58	45,250.00	45,250.00	45,250.00
13640161	5519	COMPUTER SOFTWARE	4,693.29	5,000.00	5,000.00	4,687.82	5,000.00	5,000.00	5,000.00
13640161	5582	DATA PROCESSING SUPP	1,200.00	1,200.00	1,200.00	1,200.00	0.00	0.00	0.00
13640161	5780	OTHER EXPENSES	855.91	900.00	900.00	882.90	900.00	900.00	900.00
13640161	5860	EQUIPMENT	16,195.56	16,575.00	14,575.00	9,205.71	16,575.00	16,575.00	16,575.00
13640181	5244	VEHICLE REPAIR AND M	21,705.55	30,000.00	60,000.00	43,499.83	60,000.00	60,000.00	60,000.00
13640181	5332	SPEC ED TRANSPORTATI	1,101,408.31	700,000.00	700,000.00	562,881.05	700,000.00	700,000.00	700,000.00
13640181	5334	HOMELESS TRANSPORTATION	0.00	200,000.00	200,000.00	129,383.64	200,000.00	200,000.00	200,000.00
13641121	5320	CONTRACTED SERVICES	0.00	0.00	0.00	0.00	563.00	563.00	563.00

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
13641121	5381	PRINTING AND BINDING	0.00	0.00	0.00	0.00	375.00	375.00	375.00
13641121	5421	OFFICE SUPPLIES (GEN	0.00	0.00	0.00	0.00	1,500.00	1,500.00	1,500.00
13641121	5514	INSTRUCTIONAL SUPPLIES	0.00	0.00	0.00	0.00	1,438.00	1,438.00	1,438.00
13641121	5860	EQUIPMENT	0.00	0.00	0.00	0.00	1,500.00	1,500.00	1,500.00
Total	Sped-Early Chldhd-Preschl-Expe		5,025,663.16	5,036,547.00	5,066,547.00	4,266,138.84	5,233,067.85	5,233,067.85	5,233,067.85
250	064	Department Total	17,369,876.85	17,728,159.00	17,758,159.00	14,391,156.05	18,803,754.49	18,803,754.49	18,803,754.49

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Bilingual- Supervision-Psnl									
13700120	5125	DIST WIDE TEACHING	303,295.85	289,673.00	289,673.00	188,573.04	236,097.52	236,097.52	236,097.52
13700130	5114	TUTORS/TRANSLATORS	58,827.50	74,224.00	74,224.00	90,511.56	81,795.00	81,795.00	81,795.00
13700220	5102	ELEMENTARY	73,587.00	76,605.00	76,605.00	53,426.39	74,215.46	74,215.46	74,215.46
13700220	5114	TUTORS	0.00	0.00	0.00	0.00	20,448.75	20,448.75	20,448.75
13700320	5102	ELEMENTARY	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13700420	5102	ELEMENTARY	53,616.75	59,688.00	59,688.00	43,806.78	61,444.48	61,444.48	61,444.48
13700520	5111	SALARIES-FULL TIME	605,083.90	713,688.00	663,688.00	337,601.18	0.00	0.00	0.00
13700520	5114	TUTORS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13700520	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	430,690.72	430,690.72	430,690.72
13700620	5102	ELEMENTARY	128,141.91	145,889.00	145,889.00	147,519.85	232,904.44	232,904.44	232,904.44
13700620	5114	TUTORS	19,150.00	18,364.00	18,364.00	0.00	18,364.00	18,364.00	18,364.00
13700720	5111	SALARIES-FULL TIME	125,533.68	155,581.00	155,581.00	119,378.93	10,150.00	10,150.00	10,150.00
13700720	5125	DIST WIDE TEACHING	0.00	0.00	0.00	0.00	179,405.76	179,405.76	179,405.76
13700820	5102	ELEMENTARY	144,183.35	166,803.00	166,803.00	90,455.94	126,234.21	126,234.21	126,234.21
13700920	5114	TUTORS	0.00	17,000.00	17,000.00	1,150.00	17,000.00	17,000.00	17,000.00
13700920	5130	MIDDLE SCHOOL	187,089.75	195,030.00	195,030.00	142,847.31	201,434.40	201,434.40	201,434.40
13701020	5111	SALARIES-FULL TIME	3,152.10	0.00	0.00	0.00	0.00	0.00	0.00
13701020	5140	TEACHING	506,804.69	546,704.00	546,704.00	387,025.32	717,700.39	717,700.39	717,700.39
Total	Bilingual- High Schl-Psnl		2,208,466.48	2,459,249.00	2,409,249.00	1,602,296.30	2,407,885.13	2,407,885.13	2,407,885.13
Bilingual- Teach/Und-Exp									
13701331	5320	CONTRACTED SERVICES	0.00	56,000.00	56,000.00	47,161.68	121,841.28	121,841.28	121,841.28
13702030	5320	CONTRACTED SERVICES	0.00	25,139.00	25,139.00	14,186.65	25,139.00	25,139.00	25,139.00
13702030	5421	OFFICE SUPPLIES (GEN	27,636.82	0.00	0.00	0.00	0.00	0.00	0.00
13702030	5514	INSTRUCTIONAL SUPPLIES	45,000.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	Bilingual- Supervision-Exp		72,636.82	81,139.00	81,139.00	61,348.33	146,980.28	146,980.28	146,980.28
250	070	Department Total	2,281,103.30	2,540,388.00	2,490,388.00	1,663,644.63	2,554,865.41	2,554,865.41	2,554,865.41

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Reserve Fund- Contingency-PSNL									
13930120	5161	RETROACTIVE WAGES	716,358.75	0.00	0.00	2,388.46	0.00	0.00	0.00
13930120	5171	COLLECTIVE BARGANING RESERVE	4,500.00	135,091.00	607,091.00	124,192.59	0.00	0.00	0.00
13930120	5190	SETTLEMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total	Reserve Fund- Contingency-PSNI	720,858.75	135,091.00	607,091.00	126,581.05	0.00	0.00	0.00
250	093	Department Total	720,858.75	135,091.00	607,091.00	126,581.05	0.00	0.00	0.00

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Prof Dev- Prof Dev-Psnl									
13990160	5100	SUBSTITUTE TEACHERS	11,074.69	11,910.00	0.00	585.00	0.00	0.00	0.00
13990160	5150	FRINGE/STIPENDS	42,512.12	20,000.00	39,910.00	19,447.50	173,910.00	173,910.00	173,910.00
13990410	5150	FRINGE/STIPENDS	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00
Total	Prof Dev/Carlton/Prof Dev		68,586.81	46,910.00	54,910.00	35,032.50	188,910.00	188,910.00	188,910.00
Professional Development-tech									
13990145	5317	EDUCATIONAL TRAINING	2,140.56	0.00	0.00	0.00	0.00	0.00	0.00
13990161	5317	EDUCATIONAL TRAINING	245,602.60	278,588.00	213,935.34	206,648.07	267,938.00	267,938.00	267,938.00
13990161	5324	TUITION	27,975.00	40,000.00	40,000.00	23,168.10	65,000.00	65,000.00	65,000.00
Total	Prof Dev- Prof Dev-Exp		275,718.16	318,588.00	253,935.34	229,816.17	332,938.00	332,938.00	332,938.00
250	099	Department Total	344,304.97	365,498.00	308,845.34	264,848.67	521,848.00	521,848.00	521,848.00

CITY OF SALEM - FY 2018 OPERATING BUDGET

Expenditures FY 2016	Adopted Budget FY 2017	Adjusted Budget FY 2017	Y-T-D Expenses FY 2017	Department FY 2018	Mayor FY 2018	Council FY 2018
-------------------------	---------------------------	----------------------------	---------------------------	-----------------------	------------------	--------------------

Fund Totals For 100	52,960,720.42	55,041,847.00	55,901,811.00	43,797,247.20	56,807,831.00	56,807,831.00	56,807,831.00
---------------------	---------------	---------------	---------------	---------------	---------------	---------------	---------------

Budget Transfer Out

Retirement Stabilization Trust Fund

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

Bentley Academy Charter School

In FY 2016 the Bentley School becomes a Horace Mann Charter School. This money is transferred out to a Special Revenue Fund set up for the Bentley Academy Charter School.



Salem 2026 – 400 Anniversary Fund

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

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
BUDGET TRANSFERS OUT OF GF									
120	5962	TRANSFER TO BENTLEY CHARTER	2,441,500.00	2,904,380.00	2,644,416.00	2,644,416.00	3,018,434.00	3,018,434.00	3,018,434.00
120	5965	TRANS TO RETIREMENT STAB-8311	400,000.00	100,000.00	100,000.00	100,000.00	500,000.00	0.00	0.00
120	5967	TRANS TO CHARTER SCHOOL	890,257.00	0.00	0.00	0.00	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
	Total	BUDGET TRANSFERS OUT OF	3,741,757.00	3,014,380.00	2,754,416.00	2,754,416.00	3,528,434.00	3,028,434.00	3,028,434.00
900	000	Department Total	3,741,757.00	3,014,380.00	2,754,416.00	2,754,416.00	3,528,434.00	3,028,434.00	3,028,434.00

FY 2018 DETAILED BUDGET REPORT
EXPENSES

Budget Transfers Out of General Fund - 900

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
120	5962	Transfers to Bentley Charter School City portion of Bentley Charter School	3,018,434	3,018,434	3,018,434
TOTAL			3,018,434	3,018,434	3,018,434
120	5965	Transfers to Retirement stabilization Fund 8311 To Fund Retirements For Fiscal Year City - Police, Fire, DPW, Etc. *School AFSCME 45 Day buybacks	500,000	-	-
TOTAL			500,000	-	-
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			3,528,434	3,028,434	3,028,434

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 2018

No significant budget or staffing changes for FY 2018.

Recent Accomplishments

- Responded to over 31 sewer backups.
- Rebuilt over 17 sewer manholes and catch basins.
- Repaired over 141 trenches.
- Cleaned over 28 catch basins.
- Used web site for up-to-date sewer related bulletins.
- Continued sewer inspection records for reference.

FY 2018 Goals & Objectives

- Utilize GIS mapping system to indicate areas of focus?
- Maintain sewer system to help reduce sewer backups.
- Replace and secure rims and covers – manhole.
- Continue routine cleaning of catch basins.
- Continue to view thru video any troubled areas.
- Reduce flooding of areas thru active catch basin cleaning.
- Leak detection efforts to continue to identify areas of weakness in the infrastructure and implement repairs and maintenance of, minimizing sewer and drain leaks and breaks.
- Continue to investigate sewer and storm water separation in certain areas.



Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY2018
Sewer Backups Reported -Residential & City Owned	31	30	45	45
City Responsible	10	12	10	10
Resident Responsible	21	18	20	20

How FY 2018 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 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Sewer-Pub Serv-Personnel									
600031	5111	SALARIES-FULL TIME	283,800.61	334,322.00	334,322.00	258,996.50	364,200.00	365,951.00	365,951.00
600031	5131	OVERTIME (GENERAL)	45,794.88	10,560.00	10,560.00	0.00	10,560.00	10,560.00	10,560.00
Total Sewer-Pub Serv-Personnel			329,595.49	344,882.00	344,882.00	258,996.50	374,760.00	376,511.00	376,511.00
Sewer-Pub Serv-Expenses									
600032	5211	ELECTRICITY	11,275.00	7,500.00	7,500.00	7,189.93	7,500.00	7,500.00	7,500.00
600032	5215	NATURAL GAS	7,000.00	7,000.00	7,000.00	5,015.35	7,000.00	7,000.00	7,000.00
600032	5245	INFRASTRUCTURE SUPPLIES	0.00	0.00	0.00	0.00	50,000.00	0.00	0.00
600032	5251	UTILITY SERV REP & MAINT	18,550.00	10,400.00	10,400.00	8,899.20	10,400.00	10,400.00	10,400.00
600032	5301	POLICE DETAIL	5,500.00	5,000.00	5,000.00	4,603.02	5,000.00	5,000.00	5,000.00
600032	5317	EDUCATIONAL TRAINING	500.00	500.00	500.00	430.00	500.00	500.00	500.00
600032	5320	CONTRACTED SERVICES	2,500.00	2,500.00	2,500.00	950.00	2,500.00	2,500.00	2,500.00
600032	5341	TELEPHONE	4,300.00	4,000.00	4,000.00	399.28	4,000.00	4,000.00	4,000.00
600032	5421	OFFICE SUPPLIES (GEN	749.89	750.00	750.00	654.59	750.00	750.00	750.00
600032	5481	GASOLINE/DIESEL FUEL	102,027.98	80,000.00	80,000.00	76,186.01	80,000.00	75,000.00	75,000.00
600032	5483	VEHICLE PRTS & ACCES	26,297.00	22,500.00	22,500.00	18,875.65	22,500.00	22,500.00	22,500.00
600032	5485	STREET SWEEPER BROOM	3,750.00	2,000.00	2,000.00	1,692.34	2,000.00	2,000.00	2,000.00
600032	5839	INFRASTRUCTURE REPAI	24,200.00	15,000.00	15,000.00	8,366.59	15,000.00	15,000.00	15,000.00
600032	5860	EQUIPMENT	34,527.82	34,528.00	34,528.00	34,504.86	36,472.00	36,472.00	36,472.00
Total Sewer-Pub Serv-Expenses			241,177.69	191,678.00	191,678.00	167,766.82	243,622.00	188,622.00	188,622.00
230	440	Department Total	570,773.18	536,560.00	536,560.00	426,763.32	618,382.00	565,133.00	565,133.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017	Dept Prop Rate FY 2018	Dept Request FY 2018	Mayor Rate FY 2018	Mayor Proposed FY 2018	Council Voted FY 2018
KNOWLTON DAVID	230 SEWER-PUBLIC SERV	600031-5111	City Engineer-DPS Director		38,206.87		0.17		17%	2,248.08	2,248.08	19,873.03	2,315.52	20,469.22	20,469.22
JODOIN RAYMOND	230 SEWER-PUBLIC SERV	600031-5111	GENERAL FOREMAN				0.33		33%	1,346.15	1,346.15	23,099.93	1,379.80	23,677.43	23,677.43
MCCREA SEAN	230 SEWER-PUBLIC SERV	600031-5111	Assistant Pub Services Dir	9/6/16			0.33		33%	1,346.15	1,346.15	23,099.93	1,379.80	23,677.43	23,677.43
					320,105.34		5.66				Total AFSCME 1818	298,126.65	298,126.65	298,126.65	
					358,312.21		6.49	Total Full Time - 5111				364,199.54	365,950.73	365,950.73	
230 SEWER-PUBLIC SERV 600031-5131 OVERTIME					10,560.00			0.2				10,560.00	10,560.00	10,560.00	
					368,872.21		6.49	Department Total				374,759.54	376,510.73	376,510.73	

Full-Time Equivalent Employees:	FY 2016	5.99
	FY 2017	5.99
	FY 2018	6.49
	Variance 17 vs. 18	0.50

FY 2018 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017	F T E	Rate FY 2017	Incr FY 2018	Calc Rate FY 2018	STEP INCREASES				Dept Request FY 2018 52	Mayor FY 2018 52	Council FY 2018 52	
											Date	Rate	# Wks Old	New				
BARNES DAVID	230 SEWER - PUB SERV	600031-5111	HEO	6/27/2012	1	23,991.16	0.50	989.67	1.005	994.62					50%	25,860.08	25,860.08	25,860.08
BEAUREGARD RICHARD	230 SEWER - PUB SERV	600031-5111	HEAD FOREMAN VII	3/2/2001	1	30,821.40	0.50	1,180.90	1.005	1,186.80					50%	30,856.92	30,856.92	30,856.92
CONDON DEREK	230 SEWER - PUB SERV	600031-5111	MASON	9/8/2000	1	25,830.47	0.50	989.67	1.005	994.62					50%	25,860.08	25,860.08	25,860.08
GREENE ANN MARIE	230 SEWER - PUB SERV	600031-5111	PRINC ACCT CLERK II/III	3/10/2016	2	14,654.20	0.33	868.37	1.005	872.72	3/10/2017	924.76	32.0	20.0	33%	15,319.30	15,319.30	15,319.30
LEVESQUE JAMES	230 SEWER - PUB SERV	600031-5111	St/Sidewalk Foreman	06/21/1999	1	18,496.54	0.33	1,073.76	1.005	1,079.13					33%	18,517.85	18,517.85	18,517.85
LINTON GARCIA	230 SEWER - PUB SERV	600031-5111	HEO	8/12/2013	1	25,830.34	0.50	989.67	1.005	994.62					50%	25,860.08	25,860.08	25,860.08
LINTON-Shift Differential	230 SEWER - PUB SERV	600031-5111	Base Rate X 9% & 10 per weekend X 22			2,324.74		89.07	1.005	89.52					50%	2,327.40	2,327.40	2,327.40
MARINO PAUL	230 SEWER - PUB SERV	600031-5111	WORKING FOREMAN	07/23/1998	1	28,025.08	0.50	1,073.76	1.005	1,079.13					50%	28,057.35	28,057.35	28,057.35
MORRIS RALPH	230 SEWER - PUB SERV	600031-5111	HEO	11/30/2009	1	25,830.47	0.50	989.67	1.005	994.62					50%	25,860.08	25,860.08	25,860.08
MURRAY III JOHN	230 SEWER - PUB SERV	600031-5111	WATER SYS MAIN CRAFT	05/22/1989	1	23,991.16	0.50	919.20	1.005	923.80					50%	24,018.70	24,018.70	24,018.70
MURRAY III Shift Different	230 SEWER - PUB SERV	600031-5111	Base Rate X 8% (4 days 32 hrs at \$.50)			1,919.31		73.54	1.005	73.91					50%	1,921.60	1,921.60	1,921.60
SMITH MICHAEL	230 SEWER - PUB SERV	600031-5111	Maint Craftsperson	2/20/14	1	23,991.11	0.50	919.20	1.005	923.80					50%	24,018.70	24,018.70	24,018.70
NADEAU ADAM	230 SEWER - PUB SERV	600031-5111	MASON	9/23/14	1	23,827.78	0.50	989.67	1.005	994.62					50%	25,860.08	25,860.08	25,860.08
JODOIN RAYMOND	230 SEWER - PUB SERV	600031-5111	HEO	10/18/2010	1	25,830.47	0.00	-	1.005	-					50%	To Management		
LOWE JAMES	230 SEWER - PUB SERV	600031-5111	HME0	9/2/16	1	23,991.11	0.50	855.06	1.005	859.34	9/2/2017	890.96	8.0	44.0	50%	23,038.46	23,038.46	23,038.46
OUT OF GRADE						750.00										750.00	750.00	750.00
						320,105.34	5.66									298,126.65	298,126.65	298,126.65

**FY 2018 DETAILED BUDGET REPORT
EXPENSES**

Public Services - Sewer Enterprise - 230

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
600032	5211	ELECTRICITY			
		National Grid	4,000	4,000	4,000
		Transcanada	3,500	3,500	3,500
TOTAL		Split with DPW/Water/Sewer	7,500	7,500	7,500
600032	5215	NATURAL GAS			
		Direct Energy Marketing	3,000	3,000	3,000
		National Grid	4,000	4,000	4,000
TOTAL		Split with DPW/Water/Sewer	7,000	7,000	7,000
600032	5245	INFRASTRUCTURE REPAIRS SUPPLIES			
			50,000	-	-
TOTAL			50,000	-	-
600032	5251	UTILITY SERVICE REPAIR & MAINT			
		Sewer supplies: manhole, asphalt, pipe, valves, covers, frames, gaskets, rentals	10,400	10,400	10,400
		Contractors: Dilisio Brothers, Aggregate, EJ, FW, RentAll, Home Depot, Winer, Green Pro			
TOTAL			10,400	10,400	10,400
600032	5301	POLICE DETAIL			
		Details needed for road work during sewer line repairs in roads	5,000	5,000	5,000
TOTAL			5,000	5,000	5,000
600032	5317	EDUCATIONAL TRAINING			
		Misc. training courses as needed	400	400	400
		New England Water Works Assoc. for employee recertifications	100	100	100
TOTAL			500	500	500
600032	5320	CONTRACTED SERVICES			
		Cleaning, inspection and repairs of sewer lines	2,500	2,500	2,500
TOTAL			2,500	2,500	2,500
600032	5341	Telephone			
		Verizon GPS tracking for DPW Trucks @ \$1,410.00 x 12 mos (1/3)	4,000	4,000	4,000
TOTAL			4,000	4,000	4,000
600032	5421	OFFICE SUPPLIES (GENERAL)			
		General Office supplies as needed	750	750	750
TOTAL			750	750	750
600032	5481	GASOLINE/DIESEL FUEL			
		Fuel for Sewer/Water Vehicles	80,000	75,000	75,000
TOTAL			80,000	75,000	75,000
600032	5483	VEHICLE PARTS & ACCESSORIES			
		Oil products, tires, starters, alternators, sewer hoses, truck services, inspections	22,500	22,500	22,500
		Vendors include Dennis Burke, Maplewood, NE Muni, R&S, Ulimited Auto, C&C Auto			
TOTAL			22,500	22,500	22,500
600032	5485	Sweeper			
		Associated costs for sweeper repairs	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
600032	5839	INFRASTRUCTURE REPAIR			
		Manhole asphalt, pipe, valves, covers, frames, gaskets, contract work	15,000	15,000	15,000
		Contractors include Aggregate, EJ Prescott, Granese, Waterworks			
TOTAL			15,000	15,000	15,000

FY 2018 DETAILED BUDGET REPORT
EXPENSES

Public Services - Sewer Enterprise - 230

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
600032	5860	EQUIPMENT PURCHASE			
		Vactor truck - 50/50 split between water & sewer	36,472	36,472	36,472
TOTAL		<i>Lease to purchase - FY 18 Year 3 of 5</i>	36,472	36,472	36,472
TOTAL PROPOSED			243,622	188,622	188,622

Engineering – Sewer Enterprise

Mission Statement – Why We Exist

The Engineering Department provides technical expertise related to connections to, and extensions of, the municipal wastewater collection system. All sewer infrastructure improvement projects are managed by the Engineering Department. The City Engineer is Salem's representative on the South Essex Sewerage District's (SESD) board of directors. SESD is the regional wastewater treatment plant that serves Danvers, Peabody, Beverly, Marblehead and Salem, located on Fort Avenue in Salem. The Engineering Department manages the contracted operations and maintenance effort, including utility and supply costs, for the City's 8 wastewater pumping stations and mechanical tide gates at the outlet of the Forest River to Salem Harbor. The Department also manages the City's annual City-wide catch basin cleaning program to ensure flood mitigation and storm water quality is maximized.

Engineering is also responsible for the billing of all wastewater expenses, based on water usage, to all institutional, commercial, and residential properties in the City that are connected to the municipal collection system, over 10,000 accounts. The sewer department provides customer service in a timely and professional manner in response to billing inquiries, managing current accounts, establishing new accounts, scheduling appointments for meter reader, identifying accounts requiring service, selling meters and deduct meters and processing of over 3,500 water and sewer bills monthly, approximately 5% -10% requiring analysis and estimating. 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 2018

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.
- Continue to issue 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.
- Managed for the eighth year liens on overdue water, sewer and trash bills to 3rd quarter real estate tax bills (634 accounts); resulting in major revenue influx, estimated at \$360,206 (sewer only). Continued to lien condo developments owing over \$600-20 buildings for December 2016.



- 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).
- FOG Inspections done to see if restaurants are in compliance, Engineering received a \$10,000 MIAA grant for each of the last three years to fund this project.

FY 2018 Goals & Objectives

- Continue informing customers who show continuous water usage.
- Continue illicit connection detection and removal program.
- Received \$78,000 grant to develop Winter Island storm drains.
- Address requirements of US EPA court order relative to storm water issues including a wet weather and dry weather sampling of a minimum of 50 storm drain outfalls to Salem Harbor and other City water bodies.
- Continue resolving flooding and collection system deficiencies City-wide including a large flood mitigation project in the Canal Street/SSU areas.
- Continue Infiltration & Inflow study.
- Manage the contractor operator of the City’s wastewater pump stations.

- Manage the City’s efforts related to EPA’s newly mandated City-wide storm water permit, which will require expenditures on our storm water collection and conveyance systems.
- Evaluate the need for sewer extensions in areas currently unsewered.
- Advance the Canal Street/SSU flood mitigation project to construction.
- In partnership with SalemSound Coastwatch, will design and permit stormwater treatment systems at Winter Island Park, funded by a \$78,000 State grant.

Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY2018
--	---------------------------	---------------------------	------------------------------	-----------------------------

Number of new 5/8 inch meters and/or heads installed	58	68	60	80
Number of over 5/8 inch meters installed	15	24	10	15
Number of MIU's installed	128	100	80	120
Number of on-site appointments	780	600	650	650
Number of meters installed from ARM program	55	10	10	18
Troubleshooting on-site/drive by	760	800	890	890

How FY 2018 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 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Sewer-Engineer-Personnel									
600131	5111	SALARIES-FULL TIME	148,688.50	151,611.00	151,611.00	130,750.59	153,645.00	155,198.00	155,198.00
600131	5131	OVERTIME (GENERAL)	358.93	2,000.00	2,000.00	175.49	2,000.00	2,000.00	2,000.00
Total Sewer-Engineer-Personnel			149,047.43	153,611.00	153,611.00	130,926.08	155,645.00	157,198.00	157,198.00
Sewer-Engineer-Expenses									
600132	5211	ELECTRICITY-PUMP STATION	23,645.18	17,350.00	17,350.00	16,807.38	17,350.00	17,350.00	17,350.00
600132	5277	PHOTOCOPY MACHINE LE	1,500.00	1,500.00	1,500.00	1,367.28	1,500.00	1,500.00	1,500.00
600132	5278	TELEPHONE EQUIP-PUMP STATION	10,808.30	16,300.00	13,300.00	4,690.93	16,300.00	16,300.00	16,300.00
600132	5283	SEWER LINE LEASE	1,200.00	1,200.00	1,200.00	945.00	1,200.00	1,200.00	1,200.00
600132	5305	ACCOUNTING AND AUDIT	2,500.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
600132	5317	EDUCATIONAL TRAINING	1,900.00	2,500.00	2,500.00	1,848.75	2,500.00	2,500.00	2,500.00
600132	5320	CONTRACTED SERVICES-MAINT	49,852.50	50,000.00	50,000.00	475.00	50,000.00	50,000.00	50,000.00
600132	5342	POSTAGE	7,000.00	7,000.00	10,000.00	8,978.95	7,000.00	7,000.00	7,000.00
600132	5375	PUMP STAT OP & MAINT	90,000.00	90,000.00	90,000.00	54,138.45	90,000.00	90,000.00	90,000.00
600132	5381	PRINTING AND BINDING	992.83	1,750.00	1,750.00	516.82	1,750.00	1,750.00	1,750.00
600132	5421	OFFICE SUPPLIES (GEN	2,500.00	2,500.00	2,500.00	1,623.34	2,500.00	2,500.00	2,500.00
600132	5445	PUMP STATION SUPPL	4,669.00	5,000.00	5,000.00	3,834.42	5,000.00	5,000.00	5,000.00
600132	5520	SOFTWARE SUPPORT/ENHANCEMEI	1,000.00	3,900.00	3,900.00	2,250.00	3,900.00	3,900.00	3,900.00
600132	5710	IN STATE TRAVEL/MEETINGS	308.00	150.00	150.00	150.00	150.00	150.00	150.00
600132	5717	PROF LICENSE REIMB	375.00	0.00	0.00	0.00	0.00	0.00	0.00
600132	5837	SEWER SYS IMPROV PROG	24,517.50	25,000.00	25,000.00	100.00	25,000.00	25,000.00	25,000.00
600132	5869	COMPUTER EQUIP/TECH	379.42	1,000.00	1,000.00	800.00	1,000.00	1,000.00	1,000.00
Total Sewer-Engineer-Expenses			223,147.73	227,150.00	227,150.00	100,526.32	227,150.00	227,150.00	227,150.00
235	441	Department Total	372,195.16	380,761.00	380,761.00	231,452.40	382,795.00	384,348.00	384,348.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017 0.0%	Dept Prop Rate FY 2018 0.0%	Dept Request FY 2018 52.0	Mayor Rate FY 2018 2.5%	Mayor Proposed FY 2018 52.0	Council Voted FY 2018
CRIPPS CHERYL	235 SEWER-ENGINEERING	600131-5111	SECRETARY	8/13/08	14,982.33		0.33		33%	869.75	869.75	14,924.91	891.49	15,298.03	15,298.03
TALKOWSKI ELLEN	235 SEWER-ENGINEERING	600131-5111	ADMIN ASSISTANT	9/26/85	5,548.24		0.10		10%	1,062.88	1,062.88	5,526.98	1,089.45	5,665.15	5,665.15
KNOWLTON DAVID	235 SEWER-ENGINEERING	600131-5111	City Engineer-DPS Director	5/21/2007	33,557.52		0.13		13%	2,248.08	2,248.08	15,197.02	2,315.52	15,652.93	15,652.93
DUIJVESTEIJN OLLE	235 SEWER-ENGINEERING	600131-5111	GIS	10/12/10	14,163.26		0.00		0%	1,356.63		To IT Budget	-	-	-
ROSE JULIE	235 SEWER-ENGINEERING	600131-5111	BUSINESS MGR/WTR REG	1/23/07	16,799.18		0.25		25%	1,287.29	1,287.29	16,734.77	1,332.35	17,320.49	17,320.49
DAM CHUCK	235 SEWER-ENGINEERING	600131-5111	Assistant Engineer	5/1/17			0.34		34%	1,894.23	1,894.23	33,489.99	1,894.23	33,489.99	33,489.99
Increase for Dam after 6 months (8 Months total for FY 2018)		600131-5111	Assistant Engineer				0.34	66.7%	34%		96.15	1,133.85	96.15	1,133.85	1,133.85
					66,560.27		1.33				Total AFSCME 1818	66,636.87		66,636.87	66,636.87
					151,610.80	2.82	Total Full Time - 5111				153,644.39		155,197.31	155,197.31	
235 SEWER-ENGINEERING 600131-5131 OVERTIME					2,000.00							2,000.00		2,000.00	2,000.00
					153,610.80	2.82	Department Total				155,644.39		157,197.31	157,197.31	

Full-Time Equivalent Employees:	FY 2016	3.04
	FY 2017	2.54
	FY 2018	2.82
	Variance 17 vs. 18	0.28

FY 2018 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52.2	F T E	Rate FY 2017	Incr FY 2018	Calc Rate FY 2018	STEP INCREASES				Dept Request FY 2018 52	Mayor FY 2018 52	Council FY 2018 52
											Date	Rate	# Wks Old	New			
MCCARTHY JF JOHN	235 SEWER - ENGINEERING	600131-5111	WATER METER READER	04301990	1	23,991.16	0.50	919.20	1.005	923.80				50%	24,018.70	24,018.70	24,018.70
MORAN KAREN	235 SEWER - ENGINEERING	600131-5111	ASST WATER REG	9/10/2013	2	26,718.52	0.50	1,023.70	1.005	1,028.82				50%	26,749.28	26,749.28	26,749.28
FORGIONE CLAUDIA	235 SEWER - ENGINEERING	600131-5111	PRINCIPAL CLERK II/III	10/19/2012	2	15,850.59	0.33	920.16	1.005	924.76				33%	15,868.90	15,868.90	15,868.90
											66,560.27 1.33				66,636.87	66,636.87	66,636.87

**FY 2018 DETAILED BUDGET REPORT
EXPENSES**

Engineering - Sewer Enterprise - 235

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Approved by Mayor
600132	5211	ELECTRICITY Ravenna Ave, Jefferson Ave Pump, Home Street, March Street, Wilson St Pump Swampscott Road Pump, Rice Street Gas	17,350	17,350	17,350
TOTAL			17,350	17,350	17,350
600132	5277	PHOTOCOPY MACHINE LEASE Copier at \$250/month; 6 months; 50% in Water Machine Lease CIT, Cameron usage	1,500	1,500	1,500
TOTAL			1,500	1,500	1,500
600132	5278	TELEPHONE EQUIP/Pump Station Various alarms to support sewer pumping stations ATT lease for ARM system-data collectors	300 16,000	300 16,000	300 16,000
TOTAL			16,300	16,300	16,300
600132	5283	SEWER LINE LEASE Fees charge by MBTA for use of lines under commuter rail tracks Actual Cost increase this year	1,200	1,200	1,200
TOTAL			1,200	1,200	1,200
600132	5305	ACCOUNTING AND AUDITING Annual service for audits, contracted through Finance Dept.	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
600132	5317	EDUCATIONAL TRAINING Attending Professional organization seminars and meetings Munis training and support: Crystal Program, Interface with billing, Updating Neptune system, reprogram	2,500	2,500	2,500
TOTAL			2,500	2,500	2,500
600132	5320	Contracted Services - Maintenance Annual Catch Basin cleaning	50,000	50,000	50,000
TOTAL			50,000	50,000	50,000
600132	5342	POSTAGE Total cost of postage for mailing w/s bills @ 50% W&S Depts. 3,200-4,800 per month	7,000	7,000	7,000
TOTAL			7,000	7,000	7,000
600132	5375	PUMP STATION OPERATION & MAINT Water Department in FY14 (60% sewer, 40% water)	90,000	90,000	90,000
TOTAL			90,000	90,000	90,000
600132	5381	PRINTING AND BINDING Collector's office includes printing costs for billing inserts annually	1,750	1,750	1,750
TOTAL			1,750	1,750	1,750
600132	5421	OFFICE SUPPLIES (GENERAL) Printer paper - \$500 Misc. general office supplies purchased under State Bid, supplies for office machines: fax, printers, toner, color printer	2,500	2,500	2,500
TOTAL			2,500	2,500	2,500
600132	5445	PUMP STATION SUPPLIES 50% of costs for pump station op and Main. Will be shared with water FY 2017	5,000	5,000	5,000
TOTAL			5,000	5,000	5,000
600132	5520	COMPUTER SOFTWARE & SUPPORT 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 -	2,000 1,900 -	2,000 1,900 -
TOTAL			3,900	3,900	3,900

FY 2018 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.	150	150	150
TOTAL			150	150	150
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 11 Annual Report Phase II (2011 to 2016) Notice of inflow City-wide storm water management plan Educational Notices distribution Map drainage basin of each outfall, estimate impervious area in each catch basin	25,000	25,000	25,000
TOTAL			25,000	25,000	25,000
600132	5869	COMPUTER EQUIPMENT/TECH Scanner maintenance	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
TOTAL PROPOSED			227,150	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 November 17, 2016 the City issued a bond for Canal Street Phase II, sewer leaks and flushing, sewer illicit connection removal, bikeway and roadway improvements for a total of \$2,950,000.

On December 2, 2015 the City issued a bond for a 1/1 study, design and construction, Canal Street phase II, illicit connection removal and line extension, rehabilitation and upgrades in the amount of \$540,000.

On October 15, 2010 the City issued a \$15,373,000 bond which combined existing BANS for Water, Sewer and School projects with new funding for Capital Improvement projects. The Sewer Enterprise Principal portion of this Bond is \$1,690,000.

On September 27, 2012 the City issued an \$18,141,542 bond for new funding for School, Park and Capital Improvement projects. The Sewer Enterprise principal portion of this bond is \$ 1,435,000.

Treasurer – Sewer Enterprise – Insurance Deductible

The City has taken an insurance policy to protect itself for City-at-fault sewerage back-ups into private structures. The City pays a deductible on each claim.

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Sewer Debt Service									
600034	5908N	CANAL ST-PRIN (2014)	140,000.00	145,000.00	145,000.00	145,000.00	150,000.00	150,000.00	150,000.00
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)	139,787.50	134,813.00	134,813.00	68,493.75	130,388.00	130,388.00	130,388.00
600034	5949A	CIP 2009-INT (11)	74,100.00	74,400.00	74,400.00	74,400.00	69,250.00	69,250.00	69,250.00
600034	5949G	CIP 2012-PRIN	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00
600034	5949H	CIP 2012-INT	10,550.00	10,100.00	10,100.00	10,100.00	9,650.00	9,650.00	9,650.00
600034	5949K	CIP 2014-PRIN	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
600034	5949L	CIP 2014-INT	68,625.00	64,625.00	64,625.00	64,625.00	60,625.00	60,625.00	60,625.00
600034	5949M	CIP 2015-PRIN	0.00	140,000.00	140,000.00	140,000.00	140,000.00	140,000.00	140,000.00
600034	5949N	CIP 2015-INT	0.00	141,588.00	141,588.00	141,588.00	96,232.00	96,232.00	96,232.00
600034	5949O	CIP 2016-PRIN	0.00	0.00	0.00	0.00	90,000.00	90,000.00	90,000.00
600034	5949P	CIP 2016-INT	0.00	0.00	0.00	0.00	93,700.00	93,700.00	93,700.00
Total Sewer Debt Service			688,062.50	965,526.00	965,526.00	899,206.75	1,094,845.00	1,094,845.00	1,094,845.00
270	710	Department Total	688,062.50	965,526.00	965,526.00	899,206.75	1,094,845.00	1,094,845.00	1,094,845.00

FY 2018 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	150,000	150,000	150,000
	5920A	CIP 2009 PRIN (11)	140,000	140,000	140,000
	5948V	CIP-Canal St Interest	130,388	130,388	130,388
	5949A	CIP 2009 INT (11)	69,250	69,250	69,250
	5949G	CIP 2012-PRIN	15,000	15,000	15,000
	5949H	CIP 2012 INT	9,650	9,650	9,650
	5949K	CIP 2014 - PRIN	100,000	100,000	100,000
	5949L	CIP 2014 - INT	60,625	60,625	60,625
	5949M	CIP 2015 - PRIN	140,000	140,000	140,000
	5949N	CIP 2015 - INT	96,232	96,232	96,232
	5949O	CIP 2016 - PRIN	90,000	90,000	90,000
	5949P	CIP 2016 - INT	93,700	93,700	93,700
TOTAL PROPOSED			1,094,845	1,094,845	1,094,845

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures FY 2016	Adopted Budget FY 2017	Adjusted Budget FY 2017	Y-T-D Expenses FY 2017	Department FY 2018	Mayor FY 2018	Council FY 2018
Sewer-Short Term Debt Int-Exp									
600035	5304	PROFESSIONAL SERV/FEES	13,000.00	13,000.00	13,000.00	500.00	13,000.00	13,000.00	13,000.00
	Total	Sewer-Short Term Debt Int-Exp	13,000.00	13,000.00	13,000.00	500.00	13,000.00	13,000.00	13,000.00
270	752	Department Total	13,000.00	13,000.00	13,000.00	500.00	13,000.00	13,000.00	13,000.00

FY 2018 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	-	-	-
TOTAL PROPOSED			13,000	13,000	13,000

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Sewer Assessments									
600033	5649	SESD ASSESSMENT	4,890,061.84	4,466,726.00	4,466,726.00	4,462,613.23	4,613,320.00	4,613,320.00	4,613,320.00
	Total	Sewer Assessments	4,890,061.84	4,466,726.00	4,466,726.00	4,462,613.23	4,613,320.00	4,613,320.00	4,613,320.00
270	840	Department Total	4,890,061.84	4,466,726.00	4,466,726.00	4,462,613.23	4,613,320.00	4,613,320.00	4,613,320.00

**FY 2018 DETAILED BUDGET REPORT
EXPENSES**

TREASURER - Sewer Enterprise Fund - 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - Sewer SESD ASSESSMENT					
600033	5649	SESD Assessment City's portion of South Essex Sewerage District operating budget FY18	4,613,320	4,613,320	4,613,320
TOTAL			4,613,320	4,613,320	4,613,320
TOTAL PROPOSED			4,613,320	4,613,320	4,613,320

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Sewer Enterprise Fund-Ins Dedu									
600037	5740A	Insurance Deductibles	0.00	5,000.00	5,000.00	0.00	5,000.00	5,000.00	5,000.00
	Total	Sewer Enterprise Fund-Ins Dedu	0.00	5,000.00	5,000.00	0.00	5,000.00	5,000.00	5,000.00
270	945	Department Total	0.00	5,000.00	5,000.00	0.00	5,000.00	5,000.00	5,000.00

FY 2018 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 2018

No significant budget or staffing changes for FY 2018.

Recent Accomplishments

- The water department continues to support contractors working with the City. Public Works work has included preparation and repair of curb stops.
- Assisted contractors with hydrant flow tests.
- Continue to utilize web site used for up-to-date water emergency related bulletins.
- Utilize leak detection services to find leaks and weaknesses in the water distribution system.
- Replaced or repaired over 20 hydrants damaged during the winter of 2015.



FY 2018 Goals & Objectives

- Improve system flow and reduce leaks through leak detection.
- Reestablish an aggressive hydrant flushing program.
- Work with engineering to add and/or replace failed water main valves.
- Continue exercising system valves.
- Paint and repair or replace hydrants when necessary.
- Work with city engineer on system improvements.
- Continue to identify areas of weakness in the infrastructure and implement repairs and maintenance of minimizing water loss, leaks and breaks.
- Rebid catch basin cleaning.

Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY2018
Water Main Breaks	42	11	25	25
Service Breaks (Residential issues)	10	8	10	10

How FY 2018 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 2018 OPERATING BUDGET

			Expenditures FY 2016	Adopted Budget FY 2017	Adjusted Budget FY 2017	Y-T-D Expenses FY 2017	Department FY 2018	Mayor FY 2018	Council FY 2018
Water-Pub Serv-Personnel									
610031	5111	SALARIES-FULL TIME	283,805.81	334,322.00	316,322.00	258,604.10	364,200.00	365,951.00	365,951.00
610031	5131	OVERTIME (GENERAL)	61,493.77	27,000.00	45,000.00	41,598.94	27,000.00	27,000.00	27,000.00
Total Water-Pub Serv-Personnel			345,299.58	361,322.00	361,322.00	300,203.04	391,200.00	392,951.00	392,951.00
Water-Pub Serv-Expenses									
610032	5211	ELECTRICITY	9,675.00	9,000.00	9,000.00	5,513.81	9,000.00	9,000.00	9,000.00
610032	5215	NATURAL GAS	7,000.10	7,000.00	7,000.00	0.00	7,000.00	7,000.00	7,000.00
610032	5245	INFRASTRUCTURE SUPPLIES	0.00	0.00	0.00	0.00	100,000.00	0.00	0.00
610032	5251	UTILITY SERV REP & MAINT	20,000.00	20,000.00	20,000.00	11,046.23	20,000.00	20,000.00	20,000.00
610032	5301	POLICE DETAIL	28,600.00	20,000.00	20,000.00	19,986.61	20,000.00	20,000.00	20,000.00
610032	5317	EDUCATIONAL TRAINING	2,235.00	1,500.00	1,500.00	1,259.00	1,500.00	1,500.00	1,500.00
610032	5320	CONTRACTED SERVICES	1,000.00	1,000.00	1,000.00	0.00	1,000.00	1,000.00	1,000.00
610032	5341	TELEPHONE	4,000.00	4,000.00	4,000.00	0.00	4,000.00	4,000.00	4,000.00
610032	5421	OFFICE SUPPLIES (GEN	749.80	750.00	750.00	295.83	750.00	750.00	750.00
610032	5481	GASOLINE/DIESEL FUEL	81,400.00	80,000.00	80,000.00	66,975.25	80,000.00	75,000.00	75,000.00
610032	5483	VEHICLE PRTS & ACCES	26,310.00	22,500.00	22,500.00	19,422.72	22,500.00	22,500.00	22,500.00
610032	5839	INFRASTRUCTURE REPAI	48,000.00	15,000.00	15,000.00	13,656.96	15,000.00	15,000.00	15,000.00
610032	5860	EQUIPMENT	34,527.83	34,528.00	34,528.00	34,528.00	36,472.00	36,472.00	36,472.00
Total Water-Pub Serv-Expenses			263,497.73	215,278.00	215,278.00	172,684.41	317,222.00	212,222.00	212,222.00
230	450	Department Total	608,797.31	576,600.00	576,600.00	472,887.45	708,422.00	605,173.00	605,173.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017 0.0%	Dept Prop Rate FY 2018 0.0%	Dept Request FY 2018 52.0	Mayor Rate FY 2018 2.5%	Mayor Proposed FY 2018 52.0	Council Voted FY 2018
KNOWLTON DAVID	230 WATER-PUBLIC SERV	610031-5111	City Engineer-DPS Director		38,206.87		0.17	17%		2,248.08	2,248.08	19,873.03	2,315.52	20,469.22	20,469.22
JODOIN RAYMOND	230 WATER-PUBLIC SERV	610031-5111	GENERAL FOREMAN				0.33	33%		1,346.15	1,346.15	23,099.93	1,379.80	23,677.43	23,677.43
MCCREA SEAN	230 WATER-PUBLIC SERV	610031-5111	Assistant Pub Services Dir	9/6/16			0.33	33%		1,346.15	1,346.15	23,099.93	1,379.80	23,677.43	23,677.43
					320,105.34		5.66			Total AFSCME 1818		298,126.65		298,126.65	298,126.65
					358,312.21		6.49	Total Full Time - 5111				364,199.54		365,950.73	365,950.73
230 WATER-PUBLIC SERV 610031-5131 OVERTIME												27,000.00		27,000.00	27,000.00
					385,312.21		6.49	Department Total				391,199.54		392,950.73	392,950.73

Full-Time Equivalent Employees:	FY 2016	5.99
	FY 2017	5.99
	FY 2018	6.49
	Variance 17 vs. 18	0.50

FY 2018 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52.2	F T E	Rate FY 2017	Incr FY 2018	Calc Rate FY 2018	STEP INCREASES			Dept Request FY 2018 52	Mayor FY 2018 52	Council FY 2018 52	
											Date	Rate	# Wks Old New				
BARNES DAVID	230 WATER - PUB SERV	610031-5111	HEO	6/27/2012	1	23,991.16	0.50	989.67	1.005	994.62				50%	25,860.08	25,860.08	25,860.08
BEAUREGARD RICHARD	230 WATER - PUB SERV	610031-5111	HEAD FOREMAN I/II	3/2/2001	1	30,821.40	0.50	1,180.90	1.005	1,186.80				50%	30,856.92	30,856.92	30,856.92
CONDON DEREK	230 WATER - PUB SERV	610031-5111	MASON	9/8/2000	1	25,830.47	0.50	989.67	1.005	994.62				50%	25,860.08	25,860.08	25,860.08
GREENE ANN MARIE	230 WATER - PUB SERV	610031-5111	PRINCIPAL ACCT CLERK I/II	3/10/2016	2	14,654.20	0.33	868.37	1.005	872.72	3/10/2017	924.76	32.0 20.0	33%	15,319.30	15,319.30	15,319.30
LEVESQUE JAMES	230 WATER - PUB SERV	610031-5111	St/Sidewalk Foreman III	06/21/1999	1	18,496.54	0.33	1,073.76	1.005	1,079.13				33%	18,517.85	18,517.85	18,517.85
LINTON GARCIA	230 WATER - PUB SERV	610031-5111	HEO	8/12/2013	1	25,830.34	0.50	989.67	1.005	994.62				50%	25,860.08	25,860.08	25,860.08
LINTON-Shift Differential	230 WATER - PUB SERV	610031-5111	Base Rate X 9% & 10 per weekend X 22			2,324.74		89.07	1.005	89.52				50%	2,327.40	2,327.40	2,327.40
MARINO PAUL	230 WATER - PUB SERV	610031-5111	WORKING FOREMAN	07/23/1998	1	28,025.08	0.50	1,073.76	1.005	1,079.13				50%	28,057.35	28,057.35	28,057.35
MORRIS RALPH	230 WATER - PUB SERV	610031-5111	HEO	11/30/2009	1	25,830.47	0.50	989.67	1.005	994.62				50%	25,860.08	25,860.08	25,860.08
MURRAY III JOHN	230 WATER - PUB SERV	610031-5111	WATER SYS MAIN CRAFT	05/22/1989	1	23,991.16	0.50	919.20	1.005	923.80				50%	24,018.70	24,018.70	24,018.70
MURRAY III Shift Different	230 WATER - PUB SERV	610031-5111	Base Rate X 8% (4 days 32 hrs at \$.50)			1,919.31		73.54	1.005	73.91				50%	1,921.60	1,921.60	1,921.60
SMITH MICHAEL	230 WATER - PUB SERV	610031-5111	Maint Craftsperson	2/20/14	1	23,991.11	0.50	919.20	1.005	923.80				50%	24,018.70	24,018.70	24,018.70
NADEAU ADAM	230 WATER - PUB SERV	610031-5111	MASON	9/23/14	1	23,827.78	0.50	989.67	1.005	994.62				50%	25,860.08	25,860.08	25,860.08
JODOIN RAYMOND	230 WATER - PUB SERV	610031-5111	HEO	10/18/2010	1	25,830.47	0.00	-	1.005	-				50%	To Management		
LOWE JAMES	230 WATER - PUB SERV	610031-5111	HMEO	9/2/16	1	23,991.11	0.50	855.06	1.005	859.34	9/2/2017	890.96	8.0 44.0	50%	23,038.46	23,038.46	23,038.46
OUT OF GRADE						750.00									750.00	750.00	750.00
						320,105.34	5.66								298,126.65	298,126.65	298,126.65

**FY 2018 DETAILED BUDGET REPORT
EXPENSES**

Public Services-Water Enterprise-230

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
610032	5211	ELECTRICITY			
		National Grid	3,000	3,000	3,000
		Transcanada	6,000	6,000	6,000
TOTAL		Split with DPW/Water/Sewer	9,000	9,000	9,000
610032	5215	NATURAL GAS			
		Direct Energy Marketing	3,000	3,000	3,000
		National Grid	4,000	4,000	4,000
TOTAL		Split with DPW/Water/Sewer	7,000	7,000	7,000
610032	5245	INFRASTRUCTURE REPAIRS SUPPLIES			
TOTAL			100,000	-	-
			100,000	-	-
610032	5251	UTILITY SERVICE & REPAIR			
		Supplies: manhole, asphalt, pipe, valves, covers, frames, gaskets, rentals	20,000	20,000	20,000
		Contractors: Dilisio Brothers, Aggregate, EJ, FW, RentAll, Home Depot, Winer			
TOTAL			20,000	20,000	20,000
610032	5301	POLICE DETAIL			
		Details needed for road work during water line repairs in roads	20,000	20,000	20,000
TOTAL			20,000	20,000	20,000
610032	5317	EDUCATIONAL TRAINING			
		License Reimbursements & membership dues	500	500	500
		New England Water Works - \$100 per course average x 10 = \$1,000	1,000	1,000	1,000
TOTAL			1,500	1,500	1,500
610032	5320	CONTRACTED SERVICES			
		Liston Utilities - Leak detection	1,000	1,000	1,000
			1,000	1,000	1,000
600032	5341	Telephone			
		Verizon GPS tracking for DPW Trucks @ \$1,410.00 x 12 mos (1/3)	4,000	4,000	4,000
TOTAL			4,000	4,000	4,000
610032	5421	OFFICE SUPPLIES (GENERAL)			
		General office supplies as needed	750	750	750
TOTAL			750	750	750
610032	5481	GASOLINE/DIESEL FUEL			
		Fuel for Sewer/Water Vehicles	80,000	75,000	75,000
		Mayors figure represents 3 year average of GF/W/S combined	-	-	-
TOTAL			80,000	75,000	75,000
610032	5483	VEHICLE PARTS			
		Oil products, tires, starters, alternators, sewer hoses, truck services, inspections	22,500	22,500	22,500
		Vendors include Dennis Burke, Maplewood, NE Muni, R&S, Unlimited Auto, C&C Auto			
TOTAL			22,500	22,500	22,500
610032	5839	INFRASTRUCTURE REPAIR			
		Manhole asphalt, pipe, valves, covers, frames, gaskets, contract work	15,000	15,000	15,000
		Contractors include Aggregate, EJ Prescott, Granese, Waterworks			
		EJ Prescott - Sewer supplies: pipe, valves, covers, frames, gaskets, etc.			
TOTAL			15,000	15,000	15,000
610032	5860	EQUIPMENT PURCHASE			
		Vactor truck - 50/50 split between water & sewer	36,472	36,472	36,472
		Lease to purchase - FY 18 Year 3 of 5			
TOTAL			36,472	36,472	36,472
Total Proposed			317,222	212,222	212,222

Engineering – Water Enterprise

Mission Statement – Why We Exist

The Engineering Department provides technical expertise related to connections to, and extensions of, the municipal water distribution system. All water infrastructure improvement projects are managed by the Engineering Department. The City Engineer is Salem's representative on the Salem Beverly Water Supply Board (SBWSB) the entity that treats all Salem drinking water. The Engineering Department manages the contracted operations and maintenance effort, including utility and supply costs, for the City's 2 water pumping stations and 2 covered storage reservoirs.

Engineering is responsible for the billing of all water expenses based on usage to all institutional, commercial, and residential properties in the City that are connected to the municipal collection system, over 10,000 accounts. The water department provides customer service in a timely and professional manner in response to billing inquiries, managing current accounts, establishing new accounts, scheduling appointments for meter reader, identifying accounts requiring service, selling meters and deduct meters and processing of 3,300 water and sewer billings monthly, approximately 5%-10% currently requiring analysis and estimating. During FY 2016 all commercial accounts were moved to monthly-there are now 900 monthly accounts. The Engineering Department provides technical assistance to the Public Services Divisions' Water Operations in response to the condition and location of the City's water infrastructure. The condition of the transmission mains that convey Salem water from SBWSB to the City continues to be a high priority for the department. Funding for the efforts described herein is derived from the Water Enterprise System.

Significant Budget & Staffing Changes for FY 2018

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.
- Analyzed parcels without utility bills; rectified dozens of accounts with incorrect parcel ids; also identified new W&S accounts.
- Continued to analyze accounts with water and no sewer, and take appropriate action if required.
- Managed for the eighth year in a row liens on overdue water, sewer and trash bills to 3rd quarter real estate tax bills (634accounts); resulting in over \$187,000 of revenues (water only). Continued to lien



condo complexes for owing over \$600. This effort involved analysis of dozens of challenging accounts and resulted in many improvements to the current database. This year the number of condos lienied (owing over \$600) was reduced to 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.
 - Collaborated with Department of Public Services with their leak detection efforts.
 - Managed the City's contract operator for the City's water pumping stations and storage facilities and pump station costs.
 - Worked with the Town of Danvers as planned to repair the Waters Street and Liberty Street Bridges which have Salem Transmission mains on them.
 - Finalized and implemented a uni-directional fire hydrant flushing program.
 - Managed the City's back-flow inspection, testing and survey program.
 - Completed evaluations of the existing storage tanks (Gallows Hill and Folly Hill) for operational and structural deficiencies. Added mixing equipment to each reservoir for improving water quality.
- Started sending continuous water usage letters to residents. Each month approximately 250 letters are sent to residents who show continuous water usage for over 20 days. The letters are sent for 3 continuous months.
- Continued backflow billing in-house 400 accounts annual or semi annual.



FY 2018 Goals & Objectives

- The Engineering Dept. has finalized bringing the backflow program billing in-house and will begin to focus on residential backflow irrigation system testing.
- Continue to send water letters to property owners whose properties show continuous usage.
- Continue to increase public awareness of water conservation through Earth Day, Swap and Drop, COA presentations and other events; continue collaborating with other organizations.
- Reduce percentage of 'unaccounted for' water through improved reporting, new meter installation, and CIP project implementation.
- Staff continues to provide increased customer service in evaluating leaks, usage, etc. on W&S accounts.
- Continue to coordinate relocating the City's proposed Highland Avenue elevated water storage tank.
- Renew City-wide leak detection efforts to continue reducing the City's 'unaccounted for' water.
- Manage the contract operator of the City's water pump stations and storage facilities.
- Prepare construction drawings for the resurfacing (interior and exterior) of the Gallows Hills storage tank.

Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY2018
Number of new 5/8 inch meters installed	58	68	60	80
Number of over 5/8 inch meters installed	15	24	10	15
Number of MIU's installed	128	100	100	120
Number of on-site appointments	780	600	650	650
Participation in various water conservation/environmental initiatives: senior center, Green Salem, Science Fairs	13	14	16	18
Distribution of water conservation devices(distributed through 2015)/leak detection kits (starting 2015)	300	325	350	345
Number of meters installed from ARM program	55	10	10	5
Troubleshooting on-site visits/drive by	760	800	890	890

How FY 2018 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 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Water-Engineer-Personnel									
610131	5111	SALARIES-FULL TIME	148,689.35	151,611.00	151,611.00	130,751.13	153,645.00	155,198.00	155,198.00
610131	5131	OVERTIME (GENERAL)	553.44	2,000.00	2,000.00	219.36	2,000.00	2,000.00	2,000.00
Total Water-Engineer-Personnel			149,242.79	153,611.00	153,611.00	130,970.49	155,645.00	157,198.00	157,198.00
Water-Engineer-Expenses									
610132	5211	ELECTRICITY-PUMP STATION	206,931.04	273,950.00	273,950.00	192,377.60	273,950.00	240,000.00	240,000.00
610132	5233	COMPUTER MAINTENANCE	0.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
610132	5277	PHOTOCOPY MACHINE LE	1,500.00	1,500.00	1,500.00	1,152.26	1,500.00	1,500.00	1,500.00
610132	5278	TELEPHONE EQUIP-PUMP STATION	10,520.47	17,000.00	14,000.00	7,419.42	17,000.00	15,000.00	15,000.00
610132	5305	ACCOUNTING AND AUDIT	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00
610132	5317	EDUCATIONAL TRAINING	4,474.78	2,900.00	2,900.00	2,104.74	2,900.00	2,900.00	2,900.00
610132	5320	CONTRACTED SERVICES	0.00	0.00	50,000.00	0.00	0.00	0.00	0.00
610132	5321	CONTRACTED SERV-BACKFLOW	70,000.00	70,000.00	70,000.00	61,037.75	70,000.00	70,000.00	70,000.00
610132	5342	POSTAGE	15,000.00	7,000.00	10,000.00	8,978.96	7,000.00	7,000.00	7,000.00
610132	5375	PUMP STAT OP & MAINT	94,000.00	60,000.00	60,000.00	46,343.68	60,000.00	60,000.00	60,000.00
610132	5381	PRINTING AND BINDING	880.84	1,500.00	1,500.00	399.92	1,500.00	1,500.00	1,500.00
610132	5421	OFFICE SUPPLIES (GEN	7,534.77	2,000.00	2,000.00	1,493.09	2,000.00	2,000.00	2,000.00
610132	5445	PUMP STATION SUPPL	8,000.00	4,500.00	4,500.00	1,741.18	4,500.00	4,500.00	4,500.00
610132	5519	COMPUTER SOFTWARE	1,400.00	3,900.00	3,900.00	3,900.00	3,900.00	3,900.00	3,900.00
610132	5538	WATER METERS (REV)	9,927.25	9,000.00	9,000.00	7,598.99	9,000.00	9,000.00	9,000.00
610132	5692	STATE TAXES	17,212.08	18,000.00	18,000.00	14,925.52	18,000.00	18,000.00	18,000.00
610132	5710	IN STATE TRAVEL/MEETINGS	180.00	200.00	200.00	200.00	200.00	200.00	200.00
610132	5717	PROF LICENSE REIMB	375.00	375.00	375.00	350.00	375.00	375.00	375.00
610132	5869	COMPUTER EQUIP/TECH	94.44	1,000.00	1,000.00	231.89	1,000.00	1,000.00	1,000.00
Total Water-Engineer-Expenses			450,530.67	476,325.00	526,325.00	353,755.00	476,325.00	440,375.00	440,375.00
235	451	Department Total	599,773.46	629,936.00	679,936.00	484,725.49	631,970.00	597,573.00	597,573.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017 0.0%	Dept Prop Rate FY 2018 0.0%	Dept Request FY 2018 52.0	Mayor Rate FY 2018 2.5%	Mayor Proposed FY 2018 52.0	Council Voted FY 2018
CRIPPS CHERYL	235 WATER-ENGINEERING	610131-5111	SECRETARY	8/13/08	14,982.33		0.33		33%	869.75	869.75	14,924.91	891.49	15,298.03	15,298.03
TALKOWSKI ELLEN	235 WATER-ENGINEERING	610131-5111	ADMIN ASSISTANT	9/26/85	5,548.24		0.10		10%	1,062.88	1,062.88	5,526.98	1,089.45	5,665.15	5,665.15
KNOWLTON DAVID	235 WATER-ENGINEERING	610131-5111	City Engineer-DPS Director	5/21/2007	33,557.52		0.13		13%	2,248.08	2,248.08	15,197.02	2,315.52	15,652.93	15,652.93
DUIJVESTEIJN OLLE	235 WATER-ENGINEERING	610131-5111	GIS	10/12/10	14,163.26		0.00		0%	1,356.63	-	To IT Budget	-	-	-
ROSE JULIE	235 WATER-ENGINEERING	610131-5111	BUSINESS MGR/WTR REG	1/23/07	16,799.18		0.25		25%	1,287.29	1,287.29	16,734.77	1,332.35	17,320.49	17,320.49
DAM CHUCK	235 WATER-ENGINEERING	610131-5111	Assistant Engineer	5/1/17			0.34		34%	1,894.23	1,894.23	33,489.99	1,894.23	33,489.99	33,489.99
Increase for Dam after 6 months (8 Months total for FY 2018)		610131-5111	Assistant Engineer				0.34	66.7%	34%		96.15	1,133.85	96.15	1,133.85	1,133.85
					66,560.27		1.33				Total AFSCME 1818	66,636.87		66,636.87	66,636.87
					151,610.80	2.82	Total Full Time - 5111					153,644.39		155,197.31	155,197.31
235 WATER-ENGINEERING 610131-5131 OVERTIME					2,000.00				0.3			2,000.00		2,000.00	2,000.00
					153,610.80	2.82	Department Total					155,644.39		157,197.31	157,197.31

Full-Time Equivalent Employees:	FY 2016	3.04
	FY 2017	2.54
	FY 2018	2.82
	Variance 17 vs. 18	0.28

FY 2018 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017 52.2	F T E	Rate FY 2017	Incr FY 2018	Calc Rate FY 2018	STEP INCREASES				Dept Request FY 2018 52	Mayor FY 2018 52	Council FY 2018 52	
											Date	Rate	# Wks Old	New				
MCCARTHY JF JOHN	235 WATER - ENGINEERING	610131-5111	WATER METER READER	04301990	1	23,991.16	0.50	919.20	1.005	923.80					50%	24,018.70	24,018.70	24,018.70
MORAN KAREN	235 WATER - ENGINEERING	610131-5111	ASST WATER REG	9/10/2013	2	26,718.52	0.50	1,023.70	1.005	1,028.82					50%	26,749.28	26,749.28	26,749.28
FORGIONE CLAUDIA	235 WATER - ENGINEERING	610131-5111	PRINCIPAL CLERK	10/19/2012	2	15,850.59	0.33	920.16	1.005	924.76					33%	15,868.90	15,868.90	15,868.90
						66,560.27	1.33									66,636.87	66,636.87	66,636.87

FY 2018 DETAILED BUDGET REPORT
EXPENSES

Engineering - Water Enterprise - 235

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Approved by Mayor
610132	5211	ELECTRICITY: Includes electricity for new meter prog Salem's share of electricity for Salem/Beverly Water Board based on water usage; also based on generation charges which fluctuate with fuel costs Town of Danvers, Folly Hill and Gallows Hill are two storage water tank, Highland Avenue booster station and Alameda Street, Highland Ave Pump station	273,950	240,000	240,000
TOTAL			273,950	240,000	240,000
610132	5233	COMPUTER MAINTENANCE Ongoing support for Ti Sales/Neptune computer program	1,000	1,000	1,000
TOTAL			1,000	1,000	1,000
610132	5277	PHOTOCOPY MACHINE LEASE Copier at \$250/month; 6 months; 50% in Sewer Machine Lease CIT, Cameron usage	1,500	1,500	1,500
TOTAL			1,500	1,500	1,500
610132	5278	TELEPHONE EQUIP LEASE Various alarms to support sewer pumping stations ATT lease for ARM system-data collectors	- 17,000	- 15,000	- 15,000
TOTAL			17,000	15,000	15,000
610132	5305	ACCOUNTING AND AUDITING Annual service for audits, contracted through Finance Dept.	2,500	2,500	2,500
TOTAL			2,500	2,500	2,500
610132	5317	EDUCATIONAL TRAINING Attending Professional organization seminars and meetings Munis training and support: Crystal Program, Interface with billing, reprogramming liens; updating Neptune softw	1,000 1,900	1,000 1,900	1,000 1,900
TOTAL			2,900	2,900	2,900
610132	5321	CONTRACTED SERVICES - BACKFLOW Contract for Weston & Sampson to conduct backflow testing. Billing support to continue in-house billing Previously paid for from revolving fund which was eliminated in FY 2015	65,000 5,000 70,000	65,000 5,000 70,000	65,000 5,000 70,000
TOTAL			70,000	70,000	70,000
610132	5342	POSTAGE Total cost of postage for mailing w/s bills @ 50% W&S Depts. 3,200-4,800 per month	7,000	7,000	7,000
TOTAL			7,000	7,000	7,000
610132	5375	Pump Station OP & Maintenance Water Department in FY 14 (60% sewer, 40% water)	60,000	60,000	60,000
TOTAL			60,000	60,000	60,000
610132	5381	PRINTING AND BINDING Inserts once a year	1,500	1,500	1,500
TOTAL			1,500	1,500	1,500
610132	5421	OFFICE SUPPLIES (GENERAL) General Office supplies as needed	2,000	2,000	2,000
TOTAL			2,000	2,000	2,000
610132	5445	Pump Station Supplies 50% of costs for pump station op and Maint. Will be shared with Sewer in FY17	4,500	4,500	4,500
TOTAL			4,500	4,500	4,500
610132	5520	COMPUTER SOFTWARE & SUPPORT GIS licensing-Engineer and Engineer Assistant Ti Sales maintenance agreement for meter software; and repairs of field tool Other software	2,000 1,900 -	2,000 1,900 -	2,000 1,900 -
TOTAL			3,900	3,900	3,900

FY 2018 DETAILED BUDGET REPORT
EXPENSES

Engineering - Water Enterprise - 235

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Approved by Mayor
610132	5538	WATER METERS			
		Misc. water meters for replacements (ECODER), meter supplies: MIU's, Transponders, meter heads, freeze plates, flanges, seals 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	9,000	9,000	9,000
	TOTAL		9,000	9,000	9,000
610132	5692	STATE TAXES			
		State fee charged per capita annually for water usage & taxes for Danvers Folly Hill	18,000	18,000	18,000
	TOTAL		18,000	18,000	18,000
610132	5710	IN STATE TRAVEL & MEETINGS			
		Tolls, parking, seminars, etc.	200	200	200
	TOTAL		200	200	200
610132	5717	PROF LICENSE REIMBURSEMENT			
		Reimbursement for maintenance of licenses for meter reader per AFSCME	375	375	375
	TOTAL		375	375	375
610132	5869	COMPUTER EQUIPMENT/TECH			
		Scanner maintenance	1,000	1,000	1,000
	TOTAL		1,000	1,000	1,000
TOTAL PROPOSED			476,325	440,375	440,375

Treasurer–Water Enterprise–Long Term Debt

The Massachusetts Water Pollution Abatement Trust (MWPAT) was established in 1989 pursuant to Title VI of the Federal Clean Water Act. It was later amended in 1998 to encompass the provisions of Title XIV of the Federal Safe Drinking Water Act. The Trust's mission is to fund the implementation of water pollution control and drinking water projects in the Commonwealth through a revolving fund loan program. In March 2006, MWPAT approved a loan commitment to the City of Salem in the amount of \$7,640,000. The Loan Interest Rate is 2%. On March 13, 2003, the Salem City Council approved the authorization of \$12,000,000 in principal amount to be borrowed to finance anticipated water projects. Of this amount, \$7,640,000 would be funded through the MWPAT Loan Commitment and \$4,360,000 would be raised through future bond issues. In December 2006, the City raised funding through an MWPAT 2% Loan in the amount of \$2,330,656 to finance Contract No. 1, the Loring Avenue Water Main Improvements. This project was completed in the spring of 2007. The \$2,330,656 MWPAT 2% Loan will be paid off in semi-annual principal payments through July 2026. For FY18 there is a principal and interest payment of \$129,961 due in July, and an interest-only payment of \$11,665 due in January.

On November 17, 2016 the City issued a \$4,095,000 bond. The bond is for the Folly Hill storage tank, water meter replacement, rehabilitation of Gallows Hill Water Tank II, water system upgrades and improvements, water leak detection, flushing and GIS administration.

On December 2, 2015 the City issued a \$1,304,805 bond. The bond is for the Folly Hill storage tank, system flushing/valve maintenance, meter replacement Program and valve pipe replacement.

On October 15, 2008 the City issued a \$15,373,000 bond which combined existing BANS for Water, Sewer and School projects with new funding for Capital Improvement projects. The Water Enterprise Principal portion of this bond is \$7,464,000. On September 27, 2012 the City issued an \$18,141,542 bond for new funding for School, Park and Capital Improvement projects. The Water Enterprise principal portion of the bond is \$1,412,944. On December 19, 2013 the City issued a \$13,435,000 bond for new funding for General Fund Capital Improvements and Water Improvement Projects. The Water Enterprise Fund principal portion is \$ 3,900,000 for Canal Street utility improvements. On December 3, 2014 the City issued an \$8,280,000 bond for General Fund Capital Improvement and Water Improvement Projects. The Water Enterprise principal portion is \$2,000,000 for South River Basin upgrade and \$300,000 for sewer drain improvements.

Treasurer–Water Enterprise–Short Term Debt

The expenditure covers the cost of the City's Short-term borrowing, including principal and interest on any Bond Anticipation Notes, Tax Anticipation Notes, Revenue Anticipation Notes, Grant Anticipation Notes and State Aid Anticipation Note.

Treasurer-Water Enterprise-SBWSB

Chapter 700 of the Acts of 1913 requires the Salem/Beverly Water Supply Board to annually determine the volume of water supplied to the cities of Salem and Beverly during the three years prior to September 30. This data establishes the proportions on which the cities pay their expenses for the operation of the Water Board. The assessment for Fiscal Year 18 is \$2,446,652

Treasurer-Water Enterprise-Insurance Deductible

The City has taken an insurance policy to protect itself for City-at-fault water back-ups into private structures. The City pays a deductible on each claim.

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Water Debt Service									
610034	5916	WATER BOND 1 - PRIN-MWPAT	112,532.00	114,805.00	114,805.00	114,805.00	117,124.00	117,124.00	117,124.00
610034	5920	WATER BOND 2 - PRIN	165,000.00	165,000.00	165,000.00	165,000.00	160,000.00	160,000.00	160,000.00
610034	5936	WATER BOND 1 - INT-MWPAT	29,094.68	26,821.00	26,821.00	26,821.00	24,503.00	24,503.00	24,503.00
610034	5939	WATER BOND 2 - INT	80,893.75	74,500.00	74,500.00	66,158.22	61,720.00	61,720.00	61,720.00
610034	5949A	CIP 2009-INT (11)	261,750.00	239,725.00	239,725.00	239,725.00	220,400.00	220,400.00	220,400.00
610034	5949C	CIP 2009-PRIN (12)	495,000.00	495,000.00	495,000.00	495,000.00	500,000.00	500,000.00	500,000.00
610034	5949E	CIP 2011 INT	21,500.00	18,000.00	18,000.00	18,000.00	14,000.00	14,000.00	14,000.00
610034	5949F	CIP 2011-PRIN	100,000.00	100,000.00	100,000.00	98,422.14	100,000.00	100,000.00	100,000.00
610034	5949K	CIP 2014-PRIN	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00
610034	5949L	CIP 2014-INT	10,293.76	9,694.00	9,694.00	9,694.00	9,094.00	9,094.00	9,094.00
610034	5949M	CIP 2015-PRIN	0.00	415,000.00	415,000.00	415,000.00	415,000.00	415,000.00	415,000.00
610034	5949N	CIP 2015-INT	0.00	215,356.00	215,356.00	215,356.00	140,725.00	140,725.00	140,725.00
610034	5949O	CIP 2016-PRIN	0.00	0.00	0.00	0.00	275,000.00	275,000.00	275,000.00
610034	5949P	CIP 2016-INT	0.00	0.00	0.00	0.00	150,075.00	150,075.00	150,075.00
	Total	Water Debt Service	1,291,064.19	1,888,901.00	1,888,901.00	1,878,981.36	2,202,641.00	2,202,641.00	2,202,641.00
270	710	Department Total	1,291,064.19	1,888,901.00	1,888,901.00	1,878,981.36	2,202,641.00	2,202,641.00	2,202,641.00

FY 2018 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	117,124	117,124	117,124
	5920	Water Bond 2 - Prin	160,000	160,000	160,000
	5936	Water Bond 1-Int-MWPAT	24,503	24,503	24,503
	5939	Water Bond 2 - Int	61,720	61,720	61,720
	5949A	CIP 2009 INT (11)	220,400	220,400	220,400
	5949C	CIP 2009 PRIN (11)	500,000	500,000	500,000
	5949E	CIP 2011 INT	14,000	14,000	14,000
	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	9,094	9,094	9,094
	5949M	CIP 2015 PRIN	415,000	415,000	415,000
	5949L	CIP 2015 INT	140,725	140,725	140,725
	5949O	CIP 2016 PRIN	275,000	275,000	275,000
	5949P	CIP 2016 INT	150,075	150,075	150,075
TOTAL PROPOSED			2,202,641	2,202,641	2,202,641

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Water-Short Term Debt Int-Exp									
610035	5304	PROFESSIONAL SERV/FEES	33,000.00	33,000.00	33,000.00	2,511.67	33,000.00	33,000.00	33,000.00
	Total	Water-Short Term Debt Int-Exp	33,000.00	33,000.00	33,000.00	2,511.67	33,000.00	33,000.00	33,000.00
270	752	Department Total	33,000.00	33,000.00	33,000.00	2,511.67	33,000.00	33,000.00	33,000.00

FY 2018 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 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Water Assessments									
610033	5650	SBWSB ASSESSMENT	2,537,238.00	2,501,000.00	2,501,000.00	2,500,643.00	2,446,652.00	2,446,652.00	2,446,652.00
	Total	Water Assessments	2,537,238.00	2,501,000.00	2,501,000.00	2,500,643.00	2,446,652.00	2,446,652.00	2,446,652.00
270	840	Department Total	2,537,238.00	2,501,000.00	2,501,000.00	2,500,643.00	2,446,652.00	2,446,652.00	2,446,652.00

FY 2018 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	2,446,652	2,446,652	2,446,652
TOTAL			2,446,652	2,446,652	2,446,652
TOTAL PROPOSED			2,446,652	2,446,652	2,446,652

CITY OF SALEM - FY 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Water Enterprise Fund-Ins Dedu									
610037	5740A	Insurance Deductibles	0.00	2,500.00	2,500.00	0.00	2,500.00	2,500.00	2,500.00
	Total	Water Enterprise Fund-Ins Dedu	0.00	2,500.00	2,500.00	0.00	2,500.00	2,500.00	2,500.00
270	945	Department Total	0.00	2,500.00	2,500.00	0.00	2,500.00	2,500.00	2,500.00

**FY 2018 DETAILED BUDGET REPORT
EXPENSES**

TREASURER - Water Enterprise Fund - 270

ORG	OBJECT	EXPENSE TITLE	Dept Request	Approved by Mayor	Voted by Council
TREASURER - Water Enterprise Fund - Ins Deductibles					
610037	5704A	Water Enterprise Fund Insurance Deductibles Estimated amount for insurance deductibles related to water claims	2,500	2,500	2,500
TOTAL			2,500	2,500	2,500
TOTAL PROPOSED			2,500	2,500	2,500

Engineering – Trash Enterprise

Mission Statement – Why We Exist

The Engineering Department provides management oversight of the City's curb-side, weekly solid waste and 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 2,000 accounts monthly; generating over \$800,000 in income annually including the liens process during the third property tax billing period. Funding for the efforts described herein is derived from the Trash Enterprise System.



www.foywonders.com

Significant Budget & Staffing Changes for FY 2018

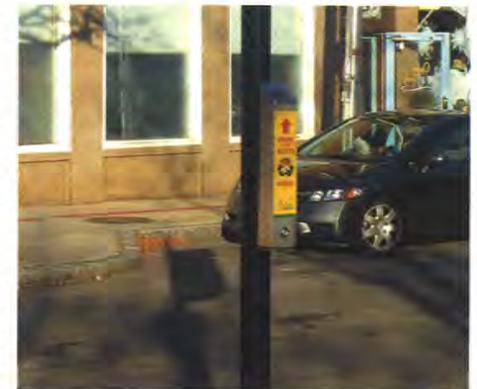
No significant budget or staffing changes.

Recent Accomplishments

- Implementation of new automated collection system for trash and recycling resulting in significant trash reduction and increases in recycling. For the first year of automated pick up -November 2015-October 2016; trash tonnage decreased by 1,190 tons; recycling increased by 670 tons from the previous year.



- Mandatory Recycling Enforcement-continued monitoring recycling output, enforcement and education.
- Continued the Curbside Composting Program which is currently a subscription program involving 480 paid subscribers. 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 9th year anniversary in March 2017 with new members) which continues to be instrumental in developing and implementing educational program for new trash contract including: butt bin recycling-won MMA Innovation Award, community outreach,





website updates, TODO recycling guides, zero waste pizza event, compost initiatives, repair café, implementation of plastic bag ban, etc.

- Diverted over 4,500 tons of materials from waste stream through curbside recycling, textiles initiative, rigid plastics, composting, and e-waste.
- Executed a fifth Textiles Recycling event in November 2016, collected over 7 tons of textiles –hosting over 300 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 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. In 2017, MMA awarded the City with the Innovation award for the Butt Bin program.
- Promoted Salem Recycles activities on Facebook, PATCH, SATV, electronic newsletters and through GreenSalem.com on a regular basis
- Continued to process letters for new owners of residential properties; which has resulted in several dozen new trash accounts each year; currently billing over 2,000 accounts at nearly \$800,000 annualized rate.
- Continued to improve public recycling through community awareness and purchase of additional public recycling containers and continue to draw attention to ‘greening’ public events.



- Managed for the seventh year a City-wide effort to implement liens program; where properties with trash fees 180 days in arrears were liened to the 3rd quarter real estate tax bill. Over 170 accounts were liened yielding over \$48,000.
- 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 \$21,500 in DEP grant funds to continue funding the part-time MREC position.
- Received DEP technical assistance grant for implementing hauler ordinance-requiring haulers to provide recycling.
- Successfully completed the second year of the quarterly e-waste program, collected new program started March 2015.

FY 2018 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.



Outcomes and Performance Measures	Actual FY 2015	Actual FY 2016	Estimated FY 2017	Estimated FY2018
Tons of trash	12,000	13203	11,750	11500
Tons of recycling	3,113	4186	4,200	4,200
Recycling percentage	21%	24%	24%	24%
Diverting challenging recycling items from waste stream: Textiles	8 tons	9	8.5 tons	8
Bulky Rigid Plastics	51 tons	44	34 tons	45
Books	14 tons	15 tons	16 tons	16.5 tons
Door hangers distributed by Recycling Coordinator	2,000	N/A	N/A	N/A
Educational materials distributed by Recycling Coordinator		2,500	3,000	3,200
Cost of Trash disposal contract	.85	.84	.84	.85
Cost of trash contract, in \$ Millions	1.8M	1.85	1.9M	1.95

How FY 2018 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 2018 OPERATING BUDGET

			Expenditures	Adopted Budget	Adjusted Budget	Y-T-D Expenses	Department	Mayor	Council
			FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2018	FY 2018
Trash Enterprise-Personnel									
620031	5111	SALARIES-FULL TIME	64,105.94	65,366.00	65,366.00	64,241.27	79,225.00	81,202.00	81,202.00
620031	5113	SALARIES-PART TIME	9,459.18	8,500.00	8,500.00	4,655.72	14,220.00	14,220.00	14,220.00
620031	5131	OVERTIME (GENERAL)	0.00	500.00	500.00	375.09	500.00	500.00	500.00
Total Trash Enterprise-Personnel			73,565.12	74,366.00	74,366.00	69,272.08	93,945.00	95,922.00	95,922.00
Trash Enterprise-Expenses									
620032	5291	SOLID WASTE COLLECTI	2,734,159.60	2,822,808.00	2,819,708.00	2,292,669.46	2,975,144.00	2,975,144.00	2,975,144.00
620032	5298	TRASH REMOVAL-BAKERS ISLAND	12,000.00	12,000.00	12,000.00	6,336.00	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	1,775.09	1,500.00	1,500.00	1,075.00	1,500.00	1,500.00	1,500.00
620032	5342	POSTAGE	9,882.27	7,200.00	10,300.00	9,223.56	7,200.00	7,200.00	7,200.00
620032	5381	PRINTING AND BINDING	62.00	500.00	500.00	366.51	500.00	500.00	500.00
620032	5421	OFFICE SUPPLIES (GEN	500.00	600.00	600.00	395.74	600.00	600.00	600.00
620032	5780	RECYCLING EXPENSES	58,339.74	16,000.00	16,000.00	6,268.68	19,000.00	16,000.00	16,000.00
Total Trash Enterprise-Expenses			2,819,218.70	2,863,108.00	2,863,108.00	2,318,834.95	3,018,444.00	3,015,444.00	3,015,444.00
235	442	Department Total	2,892,783.82	2,937,474.00	2,937,474.00	2,388,107.03	3,112,389.00	3,111,366.00	3,111,366.00

FY 2018 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2017 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2017 0.0%	Dept Prop Rate FY 2018 0.0%	Dept Request FY 2018 52.0	Mayor Rate FY 2018 2.5%	Mayor Proposed FY 2018 52.0	Council Voted FY 2018
CRIPPS	CHERYL	235 TRASH-ENGINEERING	620031-5111 EXECUTIVE SECRETARY		15,436.34		0.34		34%	869.75	869.75	15,377.18	891.49	15,761.61	15,761.61
ROSE	JULIE	235 TRASH-ENGINEERING	620031-5111 BUSINESS MGR/WTR REG	2/1/2007	33,598.36		0.50		50%	1,287.29	1,287.29	33,469.54	1,332.35	34,640.97	34,640.97
KNOWLTON	DAVID	235 TRASH-ENGINEERING	620031-5111 City Engineer-DPS Director	5/21/2007			0.12		12%	2,248.08	2,248.08	14,028.02	2,315.52	14,448.86	14,448.86
					16,330.91		0.34				Total AFSCME 1818	16,349.77		16,349.77	16,349.77
					64,173.23	1.30	Total Full Time - 5111					79,224.51		81,201.21	81,201.21
		235 TRASH-ENGINEERING	620031-5111 PT INTERN		8,500.00			13.5	52 weeks	-	-	8,500.00	-	8,500.00	8,500.00
ALBERT	JIMMY	235 TRASH-ENGINEERING	620031-5111 PT INTERN	11/05/1991	From Engineering			10	hours per wk	11.00	11.00	5,720.00	11.00	5,720.00	5,720.00
					8,500.00		Total Part Time - 5113					14,220.00		14,220.00	14,220.00
		235 TRASH-ENGINEERING	620031-5131 OVERTIME		500.00							500.00		500.00	500.00
					73,173.23	1.30	Department Total					93,944.51		95,921.21	95,921.21

Full-Time Equivalent Employees:	FY 2016	1.18
	FY 2017	1.18
	FY 2018	1.30
	Variance 17 vs. 18	0.12

FY 2018 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2017	F T E	Rate FY 2017	Incr FY 2018	Calc Rate FY 2018	STEP INCREASES				Dept Request FY 2018 52	Mayor FY 2018 52	Council FY 2018 52			
											Date	Rate	# Wks Old	New						
FORGIONE CLAUDIA	235 TRASH-ENGINEERING	620031-5111	PRINCIPAL CLERK	10/19/12	2	16,330.91	0.34	920.16	1.005	924.76				34%	16,349.77	16,349.77	16,349.77			
						16,330.91	0.34											16,349.77	16,349.77	16,349.77

**FY 2018 DETAILED BUDGET REPORT
EXPENSES**

Engineering - Trash Enterprise - 235

ORG	OBJECT	DESCRIPTION	Dept Request	Approved by Mayor	Voted by Council
620032	5291	SOLID WASTE COLLECTION/DISPOSAL			
		Covanta Contract: Disposal-\$71.5/ton at 11,750 tons	840,125.00	840,125.00	840,125.00
		Waste Management-weekly solid waste and bi weekly recycling pick-up	1,917,000.00	1,917,000.00	1,917,000.00
		Recycling processing, assume 3,800 tons at \$20 per ton	76,000.00	76,000.00	76,000.00
		Transfer Station Yard Waste Removal	15,000.00	15,000.00	15,000.00
		One extra week yard waste pick-up	10,507.00	10,507.00	10,507.00
		Bulk Item Collection (assume 550 per month)	104,012.00	104,012.00	104,012.00
		Sharps Disposal	7,500.00	7,500.00	7,500.00
		Overthrow Bags-purchase (WM pick up budgeted in Environmental Revolving Fund)	5,000.00	5,000.00	5,000.00
TOTAL			2,975,144.00	2,975,144.00	2,975,144.00
620032	5298	TRASH REMOVAL			
		Baker's Island Trash - Contractual	12,000	12,000	12,000
TOTAL			12,000	12,000	12,000
620032	5305	ACCOUNTING AND AUDITING			
		Annual service for audits, contracted through Finance Dept.	2,500	2,500	2,500
TOTAL			2,500	2,500	2,500
620032	5317	EDUCATIONAL TRAINING			
		Continued training on liens and improvements in MUNIS system	1,500	1,500	1,500
		Attending Profesional organization seminars and meetings			
TOTAL			1,500	1,500	1,500
620032	5342	POSTAGE			
		Costs of mailing monthly trash bills to consumers 1,900 monthly -	7,200	7,200	7,200
TOTAL			7,200	7,200	7,200
620032	5381	PRINTING AND BINDING-printing for brochures, etc.	500	500	500
TOTAL		Inserts for billing re: Recycling and composting	500	500	500
620032	5421	OFFICE SUPPLIES (GENERAL)	600	600	600
TOTAL		General office supplies as needed	600	600	600
620032	5780	RECYCLING EXPENSES			
		Funds for Recycling Mileage	5,000	5,000	5,000
		Constant Contact	1,000	1,000	1,000
		Website hosting and support-GreenSalem.com	1,000	1,000	1,000
		E-Waste collection-pick up from DPS quarterly for dumped e-waste	4,000	4,000	4,000
		Public Stewardship, NRRRA and NERC Memberships	2,000	2,000	2,000
		MassRecycle Membership	1,000	1,000	1,000
		General Expenses for events such as Clean Salem-Green Salem, Science Fairs, rentals, etc.	5,000	5,000	5,000
		banners, supplies, handouts, displays, volunteer appreciation, etc.		(3,000)	(3,000)
TOTAL			19,000	16,000	16,000
Total Proposed			3,018,444	3,015,444	3,015,444

City of Salem Full-Time Equivalent Employee Comparisons
--

	FY 2016	FY 2017	FY 2018	Change From Prior FY
GENERAL FUND				
EXECUTIVE DIVISION				
Mayor	5.00	5.00	4.00	-1.00
LEGISLATIVE DIVISION				
City Clerk				
City Council	0.00	0.00	0.00	0.00
City Clerk-Record Maint	5.00	5.00	5.00	0.00
Elections & Registrations	2.00	2.00	2.00	0.00
FINANCE DIVISION				
Assessors	5.00	5.00	5.00	0.00
Collector	4.00	4.00	4.00	0.00
Data Processing- IT/GIS - General Admin	3.60	12.60	13.00	0.40
Finance	4.00	4.00	4.00	0.00
Parking Department	12.00	12.00	12.50	0.50
Purchasing	2.00	2.00	2.00	0.00
Treasurer	4.00	4.00	4.00	0.00
LEGAL DIVISION				
Solicitor	3.71	3.65	3.71	0.06
HUMAN RESOURCE DIVISION				
Human Resources	4.50	3.70	3.70	0.00
FIRE DIVISION				
Fire	95.00	95.00	95.00	0.00
POLICE DIVISION				
Police	101.20	103.50	108.50	5.00
Harbormaster	2.00	2.00	2.00	0.00
INSPECTIONAL SERVICES DIVISION				
Public Property - Inspections	6.00	7.00	8.70	1.70
Electrical	6.00	6.00	6.50	0.50
Health	6.00	6.00	6.00	0.00

City of Salem
Full-Time Equivalent Employee Comparisons

	FY 2016	FY 2017	FY 2018	Change From Prior FY
PLANNING & COMMUNITY DEVELOPMENT DIVISION				
Planning - General Admin	12.57	12.57	13.00	0.43
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	0.14	0.04
PUBLIC SERVICES DIVISION				
Public Services - General Admin	27.72	29.72	26.52	-3.20
Sewer Enterprise Fund	5.99	5.99	6.49	0.50
Water Enterprise Fund	5.99	5.99	6.49	0.50
ENGINEERING DIVISION				
Engineering - General Admin	3.14	3.68	3.46	-0.22
Sewer Enterprise Fund	3.04	2.54	2.82	0.28
Water Enterprise Fund	3.04	2.54	2.82	0.28
Trash Enterprise Fund	1.18	1.18	1.30	0.12
RECREATION & COMMUNITY SERVICES DIVISION				
Council On Aging	8.00	8.00	8.00	0.00
Library	15.40	15.60	15.60	0.00
Recreation - General Admin	4.14	4.14	4.14	0.00
Golf Course	3.00	3.15	3.15	0.00
Witch House	1.15	1.15	1.15	0.00
Winter Island	1.00	1.00	1.00	0.00
Veterans	1.00	2.00	2.00	0.00
EDUCATION DIVISION				
School				
District & Bentley Academy Charter	791.75	777.55	764.30	-13.25
Grants	50.72	44.54	44.54	0.00
Food Services	37.20	37.50	38.50	1.00
School Totals	879.67	859.59	847.34	-12.25
Grand Totals	1248.14	1242.39	1236.03	-6.36

Budget Document Survey

Your opinion is important to us! Please take a few minutes to tell us what you think about our budget document. Your comments will be used to help improve this document.

1. Readability: Is the subject matter presented in an easy to read format and in terms that are understandable?

Please Circle One: Difficult Somewhat Difficult Adequate Good Very Easy

2. Using the following scale, please rate the following sections (1-Very Helpful, 2-Helpful, 3-Not Helpful):

Sec 1 – General Overview	_____	Sec 2 – City Overview	_____
Sec 3 – Budget Overview All Funds	_____	Sec 4 – Budget Overview School	_____
Sec 5 – Budget Overview Enterprise Funds	_____	Sec 6 – Financial Forecasts, Plans & Policies	_____
Sec 7 – Capital Improvement Program	_____	Sec 8 – Departmental Budgets	_____
Sec 9 – Appendix	_____	Sec10- Glossary	_____

3. Content: What would you like to see added, expanded, reduced or removed?

4. Overall Impressions: How would you rate the entire document?

Please Circle One: Start Over Minimal Help Answered Most Questions Good Very Helpful

5. Comments

Please send this page to:

Nina Bridgman, Assistant Finance Director
City of Salem, Massachusetts
93 Washington Street, Salem, MA 01970
nbridgman@salem.com

The Budget Process

The Budget and Appropriation Process

The budget document is the instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The legalistic view is that a budget is a plan of financial operation embodying an estimate of proposed expenditures for a given period of time and the proposed means of financing them. In a much more general sense, budgets may be regarded as devised to aid management to operate an organization more effectively. In the general sense, budgets are the financial expression of plans prepared by managers for operating an organization during a time period and for changing its physical facilities and its capital structure.

The budget preparation process for all Cities is governed by Massachusetts General Law (MGL) Ch. 44. The General Laws require that the budget be supported by revenues earned during the year plus any savings from prior years. The General Laws also requires public involvement in the process, including the requirement for a public hearing on the proposed budget.

The Mayor provides leadership in the budget process by developing budgetary policy and working closely with department heads and the City Council to assure that the process identifies community needs and priorities and develops a farsighted and well-crafted plan. The Mayor initiates the budget process that provides the policy context for identification of priorities and development of initiatives.

Within 170 days after the annual organization of the city government (which is ordinarily in early January), the Mayor is required to submit a budget of proposed expenditures for the fiscal year beginning on the next July 1. The City Council may make appropriations for the recommended purposes and may reduce or reject any item. Without a recommendation of the Mayor, the City Council may not increase any item or make an appropriation for a purpose not included in the proposed budget (except by a two-thirds vote in case of the failure of the Mayor to recommend an appropriation for such a purpose within 7 days after a request from the City Council). If the City Council fails to act on any item of the proposed budget within 45 days, that item takes effect.

If the Mayor does not make a timely budget submission, provision is made for preparation of a budget by the City Council. Provision is also made for supplementary appropriations upon recommendation of the Mayor. Enterprise Fund expenditures are required to be included in the budget adopted by the City Council. The school budget is limited to the amount appropriated by the City Council, but the school committee retains full power to allocate the funds appropriated.

Under certain circumstances and subject to certain limits and requirements, the city council of a city, upon the recommendation of the Mayor, may transfer amounts appropriated for the use of the department (except for a municipal light department or a school department) to another appropriation for the same department or for the use of any other department.

Commencing September 1, 1992, the City established enterprise funds in accordance with Chapter 44, Section 531F 1/2, of the General Laws for the City's water and sewer services. In FY 2007 the City established an enterprise fund for Trash Disposal.

The Finance Department prepares budget packages for each department in January. The Mayor holds a City wide budget meeting, attended by all department heads and finance personnel, concerning a general overview of the state of the economy, and to outline specific guidelines dictating the preparation of individual department budgets. In consultation with the Finance Department, each department then prepares an operating budgets and a mission statement outlining the projected goals for the future. These operating budgets are submitted to the Finance Department for review and entry into the computerized accounting system. The budgets are then prepared for the Mayor's review.

In March and April, each department head meets with the Mayor, Mayor's Chief Administrative Aide, Finance Director, and Assistant Finance Director to review their proposed budgets and program changes for the coming year. As the proposed budgets are reviewed by the Mayor, the budgets submitted may be adjusted based on the individual needs of each department. During the months of April and May, the Mayor finalizes the Annual Budget document for submission to the City Council. The proposed budget documentation is prepared by the Finance Department. The City Council accepts the budget and submits it to the subcommittee on Administration and Finance. The City Council Subcommittee on Administration and Finance then holds subcommittee meetings with the Mayor, Finance Director, Assistant Finance Director, and Department heads to review each departmental budget. The budget must be approved by a majority vote of the City Council within 45 days of receipt of the budget, but no later than June 30th of each year.

The school department budgets are prepared by the Superintendent of Schools and the School Business Manager. The school budget is reviewed and approved by the School Committee, and subsequently submitted to the City Finance Department for inclusion in the City Budget presented to the City Council for approval and appropriation.

WHAT IS A BALANCED BUDGET?

A budget is considered in balance when revenues are equal to, or exceed expenditures. This is a requirement of all Massachusetts communities.

THE BUDGET FORMAT

The budget summary contains summary totals from all operating segments. The revenue section details revenue sources with expected trends. Each departmental section contains a department mission statement and financial data relating to the entire department, including personnel detail. The enterprise section includes revenue and expenditure trends of the self-sustaining enterprise funds along with departmental goals. The CIP section details all expected capital program outlays in the current fiscal year, as well as a summary of the next following years.

BUDGET AMENDMENTS

Budget Amendment Increases – Any increase to the budget must be submitted to the City Council by the Mayor for approval. Budget amendments usually occur from transfers from other special revenue funds (usually receipts reserved for appropriation funds), free cash appropriations in general fund,

or retained earnings appropriations within the Enterprise Funds. They can also be voted as an additional appropriation to the budget to be offset by property taxes, local revenue, state aid, and reserves prior to the tax rate being set in December of each year.

Budget Amendment Transfers– Budget transfers within the school department are submitted to the School Committee for their approval, and are processed by the Finance Department once approved. Budget transfers for City (non-school) budgets, either between personnel and non-personnel line items or between departments, must be submitted to City Council for their approval. This is due to the fact that the City Council votes the original budget as follows:

- City Budgets – The City Council votes each personnel and non-personnel line separately within each departmental unit.
- School Budgets - The City Council votes the TOTAL for the school budget, not separate departments and/or organizational units as they do for the City budgets.

On June 27, 2013 the Salem City Council adopted the Department of Revenue, Division of Local Services Bulletin IGR no. 06-209 from May 2006 Section C2. This section refers to the alternative year end procedure which allows budget transfers during May and June and the first fifteen days of July, upon recommendation of the Mayor, of any departmental appropriation to another appropriation within the same department, not to exceed three percent of the department's annual budget. The Finance Department will provide the City Council Administration and Finance Committee with a list of these budget transfers in addition to the regular budget transfers provided in the A&F monthly report.

BUDGET GOALS

Policy Driven Planning: The budget is developed based upon community values and key City strategic financial and program policies. The City's Five Year Financial Forecast provides the nexus between the long-term financial plan and budgetary development. The plan includes a comprehensive multi-year projection of the financial position and budget projections, including documentation of revenue and cost assumptions and projections.

Program of Services for the Community: The budget is designed to focus on financial information and missions and goals that have value added outcomes to the community through City services. The Mayor and the City Council will use the City's fundamental principles as a basis for allocation choices and policy discussions. It also provides a basis for measuring progress toward goals during the budget period.

Financial Plan of Allocation and Resource Management: The budget establishes the plan and legal appropriations to allow the City to operate during the fiscal year. The budget provides specific direction for departments and agencies for management of resources. It also provides broad goals related to the City's overall financial position and identifies business decisions required to keep the City financially viable and strong. It is developed using all available financial and planning reviews, including the Five Year Financial Forecast and the five-year rolling Capital Improvement Program.

Communication Tool: The budget is intended to communicate to a broad range of readers, both locally and around the region, as well as the larger governmental and financial community. The budget expresses priorities and goals, assignments and plans, targets and hopes. It is a key statement of City priorities, and is meant to provide confidence in, and confirmation of, the Ordinance mandated Mayor form of government.

Budgeting & Accounting Practices

The *basic financial statements* of the City of Salem, Massachusetts are prepared in accordance with Generally Accepted Accounting Principles (GAAP) in the United States of America. The Governmental Accounting Standards Board (GASB) is the recognized standard-setting body for establishing governmental accounting and financial reporting principles. The significant accounting policies are described herein.

For budgetary financial reporting purposes, the Uniform Municipal Accounting System (UMAS) basis of accounting (established by the Commonwealth of Massachusetts) is followed, which differs from the GAAP basis of accounting are listed below. A reconciliation of budgetary-basis to GAAP-basis results for the general fund for the fiscal year ended June 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

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.

Reporting Entity

For financial reporting purposes, the City has included all funds, organizations, agencies, boards, commissions and institutions. The City has also considered all potential component units for which it is financially accountable as well as other organizations for which the nature and significance of their relationship with the City are such that exclusion would cause the basic financial statements to be misleading or incomplete. As required by GAAP, these

basic financial statements present the City (the primary government) and its component units. One entity has been included as a component unit in the reporting entity, because of the significance of its operational and/or financial relationship.

Blended Component Units – Blended component units are entities that are legally separate from the City, but are so related that they are, in substance, the same as the City, or entities providing services entirely or almost entirely for the benefit of the City. The following component unit is blended within the Fiduciary Funds of the primary government:

The Salem Contributory Retirement System (CRS) was established to provide retirement benefits to City employees, the Salem Housing Authority employees, the South Essex Sewerage District employees, the Salem-Beverly Water Supply Board employees, the North Shore Regional Vocational School employees and their beneficiaries. The System is governed by a five-member board comprised of the Finance Director (ex-officio), two members elected by the System’s participants, one member appointed by the Mayor and one member appointed by the other board members. The CRS is presented using the accrual basis of accounting and is reported as a pension trust fund in the fiduciary fund financial statements.

The City is a member of the South Essex Sewerage District (SESD), a joint venture with the Cities of Salem and Beverly and the Towns of Danvers and Marblehead, for the operation of a septage disposal facility. The members share in overseeing the operations of SESD. Each member is responsible for its proportionate share of the operational costs of the SESD, which are paid in the form of assessments. Complete financial statements for the District can be obtained by contacting them at 50 Fort Avenue, Salem, MA 01970.

The City is a member of the Salem-Beverly Water Supply Board (SBWSB), a joint venture with the City of Beverly for the operation of a water distribution system. The City does not have an equity interest in the Salem-Beverly Water Supply Board. Complete financial information for the SBWSB can be obtained by contacting them at 50 Arlington Avenue, Beverly, MA 01915.

Availability of Financial Information for Component Units

The Salem Contributory Retirement System does not issue separate audited financial statement. The CRS issues a publicly available unaudited financial report in accordance with guidelines established by the Commonwealth of Massachusetts’ (Commonwealth) Public Employee Retirement Administration Commission (PERAC). That report may be obtained by contacting the CRS located at 20 Central Street, Suite 110, Salem, Massachusetts 01970.

Government-Wide and Fund Financial Statements

Government-Wide Financial Statements

The government-wide financial statements (i.e., statement of net assets and the statement of changes in net assets) report information on all of the non-fiduciary activities of the primary government and its component units. *Governmental activities*, which are primarily supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which are supported primarily by user fees and charges.

Fund Financial Statements

Separate financial statements are provided for governmental funds, proprietary funds, and fiduciary funds, even though fiduciary funds are excluded from the government-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements. Non-major funds are aggregated and displayed in a single column.

Major Fund Criteria

Major funds must be reported if the following criteria are met:

- If the total assets, liabilities, revenues, or expenditures/expenses of an individual governmental or enterprise fund are at least 10 percent of the corresponding element (assets, liabilities, etc.) for all funds of that category or type (total governmental or total enterprise funds), *and*
- If the total assets, liabilities, revenues, or expenditures/expenses of the individual governmental fund or enterprise fund are at least 5 percent of the corresponding element for all governmental and enterprise funds combined.

Additionally, any other governmental or enterprise fund that management believes is particularly significant to the basic financial statements may be reported as a major fund.

Internal service funds and fiduciary funds are reported by fund type.

Measurement Focus, Basis of Accounting and Financial Statement Presentation

Government-Wide Financial Statements

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred. Real estate and personal property taxes are recognized as revenues in the fiscal year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

The statement of activities demonstrates the degree to which the direct expenses of a particular function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include the following:

- Charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment.
- Grants and contributions are restricted to meeting the operational requirements of a particular function or segment.
- Grants and contributions are restricted to meeting the capital requirements of a particular function or segment.

Taxes and other items not identifiable as program revenues are reported as general revenues.

For the most part, the effect of inter-fund activity has been removed from the government-wide financial statements. However, the effect of inter-fund services provided and used between functions is not eliminated as the elimination of these charges would distort the direct costs and program revenues reported for the functions affected.

Fund Financial Statements

Governmental fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred, except for un-matured interest on general long-term debt which is recognized when due, and certain compensated absences, claims and judgments which are recognized when the obligations are expected to be liquidated with current expendable available resources.

Real estate and personal property tax revenues are considered available if they are collected within 60 days after fiscal year-end. Investment income is susceptible to accrual. Other receipts and tax revenues become measurable and available when the cash is received and are recognized as revenue at that time.

Entitlements and shared revenues are recorded at the time of receipt or earlier if the susceptible to accrual criteria is met. Expenditure driven grants recognize revenue when the qualifying expenditures are incurred and all other grant requirements are met.

The following major governmental funds are reported:

The *general fund* is the primary operating fund. It is used to account for all financial resources, except those that are required to be accounted for in another fund.

The *stabilization fund* is a special revenue fund used to account for the accumulation of resources to be used for general and/or capital purposes upon approval of City Council.

The *school capital projects fund* is used to account for the ongoing construction and renovations of the City's school buildings.

The non-major governmental funds consist of other special revenue, capital projects and permanent funds that are aggregated and presented in the *non-major governmental funds* column on the governmental funds financial statements. The following describes the general use of these fund types:

The *special revenue fund* is used to account for the proceeds of specific revenue sources (other than permanent funds or capital projects funds) that are restricted by law or administrative action to expenditures for specified purposes.

The *capital projects fund* is used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Enterprise Funds).

The *permanent fund* is used to account for financial resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the governmental programs.

Proprietary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the proprietary funds principal ongoing operations. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

The following major proprietary funds are reported:

- The *sewer enterprise fund* is used to account for the sewer activities.
- The *water enterprise fund* is used to account for the water activities.
- The *golf course enterprise fund* is used to account for the golf course activities.
- The *parking activities enterprise fund* is used to account for parking activities.
- The *trash enterprise fund* is used to account for the solid waste disposal activities.

Additionally, the following proprietary fund type is reported:

The *internal service fund* is used to account for the financing of services provided by one department to other departments or governmental units. This fund is used to account for risk financing activities related to retirees' health insurance.

Fiduciary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting except for the Agency Fund, which has no measurement focus. Fiduciary funds are used to account for assets held in a trustee capacity for others that cannot be used to support the governmental programs.

The following fiduciary fund types are reported:

The *pension trust fund* is used to account for the activities of the System, which accumulates resources to provide pension benefits to eligible retirees and their beneficiaries.

The *private-purpose trust fund* is used to account for trust arrangements that exclusively benefit individuals, private organizations, or other governments. Some of these trusts have donor restrictions and trustee policies that do not allow the endowment portion and any unrealized appreciation to be spent. The donor restrictions and trustee policies only allow the trustees to authorize spending of the realized investment earnings. The City's educational scholarships and housing subsidy trust funds are accounted for in this fund.

The *agency fund* is used to account for assets held in a purely custodial capacity. The City's agency funds consist primarily of payroll withholdings, police and fire details, escrow deposits and unclaimed property.

Government-Wide and Fund Financial Statements

Private-sector standards of accounting and financial reporting issued prior to December 1, 1989, generally are followed in both the government-wide and proprietary fund financial statements to the extent that those standards do not conflict with or contradict guidance of the Governmental Accounting Standards Board. Governments also have the option of following subsequent private-sector guidance for their business-type activities and enterprise funds, subject to this same limitation. The government has elected not to follow subsequent private-sector guidance.

Major & Non-Major Funds Overview

Major Governmental Funds

There are two types of major governmental funds – General Funds and Enterprise Funds. These funds are voted as part of the annual city budget.

General Fund

The General Fund is the major operating fund of municipal governments, and it accounts for the vast majority of municipal operations. The General Fund is supported by revenues from real estate and personal property taxes, state and federal aid, excise taxes, investment income, fines and forfeitures, and fees and charges. Most of the municipal departments, including the schools, are supported in whole or in part by the General Fund.

Enterprise Funds

Enterprise funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided the periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

The City of Salem currently has three (3) enterprise funds – Sewer Enterprise Fund, Water Enterprise Fund and Trash Enterprise Funds.

Non-major Governmental Funds

Revolving funds are the only non-major governmental funds that are required to be voted on annually. A list of those funds and their purposes can be found later in this section. A description of all non-major governmental funds are listed below.

Special Revenue Funds

Special revenue funds are used to account for specific revenues that are legally restricted to expenditure for particular purposes.

- ***City Grants Fund***- This fund is used to account for non-school related activity specifically financed by federal, state, and other grants which are designated for specific programs.
- ***School Grants Fund***- This fund is used to account for the educational programs specifically financed by federal, state, and other grants which are designated for specific programs.
- ***Community Development Grants Fund***- This fund is used to account for community development activity specifically financed by federal, state, and other grants which are designated for specific programs.
- ***School Lunch Fund***- This fund is used to account for all cafeteria activities and is funded by user charges, federal and state grants and commodities received.
- ***Highway Grants Fund***- This fund is used to account for construction, re-construction, and improvements to roadways, streets and sidewalks. Funding is provided primarily by grants.
- ***Donations and Gifts Fund***- This fund is used to account for gifts which have been accepted by the City to be used for the purpose specified by the donor.
- ***Receipts Reserved Fund***- This fund is used to account for receipts reserved for appropriation for Golf Course, Witch House and Harbormaster.
- ***City Revolving Accounts Fund***- This fund is used to account for non-school related revolving funds specifically allowed by the laws of the Commonwealth of Massachusetts. These funds are expended for purposes specified by the enabling statute.
- ***School Revolving Accounts Fund***- This fund is used to account for school related revolving funds specifically allowed by the laws of the Commonwealth of Massachusetts. These funds are expended for purposes specified by the enabling statutes.

Capital Project Funds

Capital Project funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities and equipment other than those financed by proprietary funds and trust funds.

- ***Capital Improvement Plan Fund-*** These funds are used to account for the budgeted capital improvements voted on an annual basis.
- ***Other Funds*** – This fund is used to account for various capital projects.

Permanent Funds

Permanent funds are used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support governmental programs.

- ***Cemetery Fund-*** This fund is used to account for cemetery perpetual care contributions and expenditures.
- ***Human Service Fund-*** This fund is used to account for various contributions associated with human service activities.
- ***Other Funds-*** This fund is used to account for various contributions associated with governmental programs.

Private Purpose Trust Funds

- ***Trust Fund Commissioners-*** This fund is used to account for trusts held by the City to benefit individuals and is administered by the City's Board of Trust Fund Commissioners.
- ***Scholarship Funds-*** This fund is used to account for scholarships held by the City to benefit individuals.

Agency Fund

This fund is used primarily to account for payroll withholdings, police and fire details, escrow deposits and unclaimed property.

Stabilization Fund

A stabilization fund is a fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose (MGL Ch. 40 §5B). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax levy. The total of all stabilization fund balances shall not exceed ten percent of the community's equalized value, and any interest shall be added to and become a part of the funds. A two-thirds vote of the city council is required to establish, amend the purpose of, or appropriate money from the stabilization fund. More information on stabilizations fund can be found in Section 6.

DEPARTMENTAL FUND RELATIONSHIPS

Department	Sub Department	Index #	Governmental Funds				Enterprise Funds			Trust & Agency Funds			
			Major	Non-Major	Non-Major	Non-Major	Major	Major	Major	Non-Major	Non-Major	Non-Major	Non-Major
			General Fund	Special Revenue Funds	Revolving Funds	Capital Projects	Water	Sewer	Trash	Permanent Trust Funds - Cemetary & Other	Private Scholarships & Trust 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 Scho	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

			Governmental Funds				Enterprise Funds			Trust & Agency Funds			
			Major	Non-Major	Non-Major	Non-Major	Major	Major	Major	Non-Major	Non-Major	Non-Major	Non-Major
			General Fund	Special Revenue Funds	Revolving Funds	Capital Projects	Water	Sewer	Trash	Permanent Trust Funds - Cemetary & Other	Private Scholarships & Trust Commissioners	Agency Funds - WH, Escrow, Details, etc.	Stabilization Funds
Department	Sub Department	Index #	Appropriated				Appropriated	Appropriated	Appropriated				Appropriated
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

			Governmental Funds				Enterprise Funds			Trust & Agency Funds			
			Major	Non-Major	Non-Major	Non-Major	Major	Major	Major	Non-Major	Non-Major	Non-Major	Non-Major
			General Fund	Special Revenue Funds	Revolving Funds	Capital Projects	Water	Sewer	Trash	Permanent Trust Funds - Cemetary & Other	Private Scholarships & Trust Commissioners	Agency Funds - WH, Escrow, Details, etc.	Stabilization Funds
Department	Sub Department	Index #	Appropriated				Appropriated	Appropriated	Appropriated				Appropriated
	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
2009	-	1,463,285.00	1,463,285.00	
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	7,309,209.67	547,764.67	8%
2017	7,309,209.67	7,300,000.00	(9,209.67)	0%
2018	7,300,000.00	7,300,000.00	-	0%

Est.
Est.

The objective of the General Fund is to raise revenue to cover expenses for the fiscal year. FY 2015 saw a 12% decrease due to union contract settlements and lower revenues. FY 2016 saw an 8% increase due to unanticipated revenue including building fees.

Sewer Enterprise Fund - 6000

MAJOR

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2009	-	424,141.00	424,141.00	
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	3,044,316.83	1,075,629.83	55%
2017	3,044,316.83	3,100,000.00	55,683.17	2%
2018	3,100,000.00	3,100,000.00	-	0%

Est.
Est.

We hope to generate retained earnings to cover increase in capital needs in current and future fiscal years and offset any water deficits. That is why there is a 55% increase in FY 2016 R/E. We anticipate no increases for FY 2018.

Water Enterprise Fund - 6100

MAJOR

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2009	-	1,189,261.00	1,189,261.00	
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	-65%
2016	(165,558.00)	-	165,558.00	-100%
2017	-	-	-	
2018	-	-	-	

Est.
Est.

We increased water rates in FY 2016 to cover expenses and lost revenue from power plant shutdown and to cover capital costs. In FY 2017 we increased again to cover costs noted above. We anticipate no increases for FY 2018.

Trash Enterprise Fund - 6200

MAJOR

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2009	-	(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	446,378.94	118,689.94	36%
2017	446,378.94	500,000.00	53,621.06	12%
2018	500,000.00	500,000.00	-	0%

Est.
Est.

Balance in retained earnings to be used for future capital needs and recycling initiatives. Fees increased in FY16 due to new trash contractor and increased prices. There are no increases projected for Fy 2018.

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
2009	-	1,489,906.53	1,489,906.53	
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	5,331,962.97	(108,263.03)	-2%
2017	5,331,962.97	5,880,000.00	548,037.03	10%
2018	5,880,000.00	6,880,000.00	1,000,000.00	17%

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 and FY 2016 Free cash transfer was 650K. FY 2017 free cash transfer was 1.076M. We anticipate another 1M in transfers in Fy 2018.

Stabilization Retirement Anticipation Fund - 8311

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
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	16,676.72	(446,162.28)	-96%
2017	600,000.00	50,000.00	33,323.28	200%
2018	600,000.00	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 each fiscal year we transfer free cash 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
2009	146,130.93	367,566.93	367,566.93	
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	3,277,261.00	1,932,826.00	144%
2017	3,277,261.00	3,000,000.00	(277,261.00)	-8%
2018	3,000,000.00	3,000,000.00	-	0%

Est.
Est.

This fund is used for unanticipated and smaller capital needs that cannot be bonded for during the fiscal year. Twenty percent of free cash is appropriated annually to this fund (per finance policies) to cover those capital needs. Each year 20% of free cash transferred to this fund. FY 2017 = 1,076,172

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
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	1,749,487.00	215,044.00	14%
2017	1,749,487.00	2,100,000.00	350,513.00	20%
2018	2,100,000.00	2,300,000.00	200,000.00	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 2017 = 269,043

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 Salem-Stat data. The Mayor and her staff hope to use these statistics to better understand how to use city resources in more efficient ways.

City of Salem conducts an annual citizen survey on the City's website (www.salem.com) that allowed all citizens of Salem to voice their opinions on various issues. The results of the recent year's survey are listed in the next few pages.

Long and Short Term Strategic Goals

The City of Salem Long and Short Term Strategic Plan Summary is a listing of the Mayor's top priorities for the City of Salem for the current fiscal year and beyond. A chart of these goals is listed on the following pages. Several of the goals are high priority items of the current Citizens Survey result as noted.

Each department is required to include a table of Outcomes and Performance measurers in their mission statements. They are also required to include a description of "How Fiscal Year Departmental Goals relate to the City's Overall Long & Short Term Goals". This information defines how each department's goals tie in to the overall goals of the City and is included for each department in their mission statements throughout section 8.

What is Performance Management?

Performance management is a logical and integrated approach to all aspects of the cycle of planning, budgeting, operations and evaluations that is based on data and analysis, for the purpose of continuously improving results. Performance management is:

- Data driven – using reliable, verifiable and relevant data.
- Outcome oriented – focused primarily on results, less on inputs and outputs.
- Citizen focused – based on community needs.
- Logically aligned – mission, goals, objectives, measurers, responsibilities are integrated.
- Transparent – information is available and understandable by outsiders and insiders alike.
- Sustainable – survives leadership changes.
- Learning, improvement and accountability driven.

Performance measurement has become increasingly prevalent in local government, yet most government managers still struggle with the fundamental question of what to do with performance measurement data when they have it. Management teams want to know how they can incorporate performance measurement into their management and decision making processes. Rather than simply reporting performance results, performance based management focuses on linking performance measurement to strategic planning and using it as a lever for cultural change. By creating a learning environment in which performance measures are regularly reviewed and discussed, organization can improve the pace of learning and decision making, improve performance, and facilitate broader cultural change.

Where to get more information

The information above was obtained from the GFOA website (www.gfoa.org) and more information on performance management and measurers is available on that website.

GFOA Recommended Practices:

Budgeting for Results and Outcome (2007):

<http://www.gfoa.org/downloads/budgetingforresults.pdf>

Performance Management: Using Performance Measurement for Decision Making (2002 and 2007):

<http://www.gfoa.org/downloads/budgetperfmanagement.pdf>

City of Salem Resident Survey Results 2017

The 2017 Salem Resident Survey was the eighth city-wide survey of Salem residents and 803 people completed it.

1. How do you rate Salem as a place to live?

Great place to live	71.0%
Average place to live	24.8%
Not a great place to live	4.2%

2. How do you rate your neighborhood as a place to live?

Great place to live	60.5%
Average place to live	33.8%
Not a great place to live	5.8%

3. Would you recommend Salem as a place to live?

Yes	85.5%
No	14.5%

4. How would you describe your overall opinion of Salem City government?

Very satisfied	18.7%
Satisfied	49.7%
Neutral	18.6%

Dissatisfied	11.5%
Very dissatisfied	1.5%

5. How would you rate City government on the following?

Informing residents on major issues in the City

Very good	36.5%
Good	42.5%
Fair	15.5%
Poor	5.5%

Representing and providing for the needs of all its citizens

Very good	18.5%
Good	43.3%
Fair	26.2%
Poor	12.1%

Effectively planning for the future

Very good	23.8%
Good	45.2%
Fair	22.6%

City of Salem Resident Survey Results 2017

Poor 8.4%

Providing value for your tax dollars

Very good 13.8%

Good 42.7%

Fair 31.2%

Poor 12.3%

Providing meaningful opportunities for citizens to give input on issues

Very good 31.0%

Good 40.7%

Fair 21.2%

Poor 7.1%

The overall direction that the City is taking

Very good 29.1%

Good 41.5%

Fair 18.3%

Poor 11.2%

6. Please rank the importance of the following City services to you.

Rank ordering of "Very Important" services

#1	Fire (71.5%)
#2	Police (67.4%)
#3	Repair streets/sidewalks (67.1%)
#4	Schools (66.6%)
#5	Clean city (60.3%)
#6	Trash pickup (49.9%)
#7	Downtown (41.8%)
#8	Rec/community services (38.9%)
#9	Parks/playgrounds (38.3%)

1. Fire protection and emergency medical response

Very important 71.5%

Important 25.8%

Somewhat important 2.6%

Not at all important 0.1%

City of Salem Resident Survey Results 2017

2. *Police services*

Very important	67.4%
Important	27.4%
Somewhat important	4.7%
Not at all important	0.6%

3. *Repairing streets and sidewalks*

Very important	67.1%
Important	28.9%
Somewhat important	3.7%
Not at all important	0.3%

4. *Quality public schools*

Very important	66.6%
Important	20.9%
Somewhat important	8.7%
Not at all important	3.8%

5. *Keeping streets and public areas clean*

Very important	60.3%
-----------------------	-------

Important	35.5%
Somewhat important	4.2%
Not at all important	0.0%

6. *Trash collection and recycling services*

Very important	49.9%
Important	41.6%
Somewhat important	7.9%
Not at all important	0.7%

7. *Revitalizing downtown*

Very important	41.8%
Important	38.1%
Somewhat important	17.6%
Not at all important	2.6%

8. *Recreation and community programs (Library, Council on Aging, etc.)*

Very important	38.9%
Important	42.7%

City of Salem Resident Survey Results 2017

Somewhat important 15.6%
Not at all important 2.9%

9. Parks and playgrounds
Very important 38.3%
Important 44.6%
Somewhat important 15.2%
Not at all important 1.9%

7. Please rate your satisfaction with the following City services.

Parking enforcement
Very satisfied 10.2%
Satisfied 55.0%
Somewhat dissatisfied 15.4%
Very dissatisfied 8.6%
Not applicable to me 10.8%

Snow removal and plowing
Very satisfied 19.6%

Satisfied 48.8%
Somewhat dissatisfied 21.0%
Very dissatisfied 8.0%
Not applicable to me 2.6%

Road maintenance and repair
Very satisfied 4.8%
Satisfied 30.5%
Somewhat dissatisfied 42.0%
Very dissatisfied 21.9%
Not applicable to me 0.8%

Traffic enforcement
Very satisfied 13.2%
Satisfied 49.0%
Somewhat dissatisfied 24.5%
Very dissatisfied 10.5%
Not applicable to me 2.9%

City of Salem Resident Survey Results 2017

<i>Recreation programs</i>	
Very satisfied	11.2%
Satisfied	51.3%
Somewhat dissatisfied	9.7%
Very dissatisfied	2.2%
Not applicable to me	25.7%

<i>Senior Center programs</i>	
Very satisfied	4.3%
Satisfied	23.9%
Somewhat dissatisfied	8.8%
Very dissatisfied	3.8%
Not applicable to me	59.3%

<i>Overall cleanliness of the City</i>	
Very satisfied	13.8%
Satisfied	50.4%
Somewhat dissatisfied	26.6%
Very dissatisfied	8.7%
Not applicable to me	0.5%

<i>Police services</i>	
Very satisfied	39.1%
Satisfied	45.8%
Somewhat dissatisfied	5.8%
Very dissatisfied	2.7%
Not applicable to me	6.5%

<i>Fire services</i>	
Very satisfied	44.9%
Satisfied	40.8%
Somewhat dissatisfied	1.1%
Very dissatisfied	0.8%
Not applicable to me	12.4%

<i>Trash and recycling collection</i>	
Very satisfied	34.4%
Satisfied	49.2%
Somewhat dissatisfied	10.3%
Very dissatisfied	2.9%

City of Salem Resident Survey Results 2017

Not applicable to me | 3.5%

Public Library services
Very satisfied 35.3%

Satisfied 42.3%

Somewhat dissatisfied 4.2%

Very dissatisfied 0.8%

Not applicable to me 17.4%

Appearance and maintenance of parks
Very satisfied 10.9%

Satisfied 48.8%

Somewhat dissatisfied 28.4%

Very dissatisfied 7.2%

Not applicable to me 4.6%

Public schools
Very satisfied 5.9%

Satisfied 26.0%

Somewhat dissatisfied 22.3%

Very dissatisfied 10.5%

Not applicable to me 35.3%

8. Please rank the importance of the following issues.

1. *Offering quality public education*

Very important 66.9%

Important 22.5%

Somewhat important 7.6%

Not at all important 3.0%

2. *Stabilizing property taxes*

Very important 52.7%

Important 30.2%

Somewhat important 13.2%

Not at all important 4.0%

3. *Supporting the growth of new and existing businesses*

Very important 44.1%

Important 43.8%

City of Salem Resident Survey Results 2017

Somewhat important 11.4%

Not at all important 0.7%

4. *Supporting tourism, arts, and cultural opportunities*

Very important 43.3%

Important 40.3%

Somewhat important 13.5%

Not at all important 2.9%

5. *Renewable energy and energy efficiency initiatives*

Very important 45.9%

Important 34.6%

Somewhat important 14.8%

Not at all important 4.8%

6. *Improving communication between the City and residents*

Very important 38.7%

Important 46.0%

Somewhat important 14.1%

Not at all important 1.2%

7. *Providing improved recreational opportunities for youth and adults*

Very important 32.0%

Important 43.2%

Somewhat important 21.5%

Not at all important 3.3%

8. *Regionalizing and combining City functions*

Very important 11.8%

Important 35.8%

Somewhat important 36.4%

Not at all important 16.1%

9. Do you participate in the City's curbside trash and recycling collection with Waste Management?

Yes 92.8%

No 7.2%

City of Salem Resident Survey Results 2017

10. Do you feel that you have enough space, too much space, or not enough space in your Waste Management trash cart?

Enough space	70.5%
Too much space	13.2%
Not enough space	16.4%

11. Do you feel that you have enough space, too much space, or not enough space in your Waste Management recycling cart?

Enough space	63.9%
Too much space	7.3%
Not enough space	28.9%

12. Would you be in favor of moving to weekly recycling collection at a cost to the City of \$316,000/year or are you OK with recycling collection every other week?

OK with every other week recycling	84.9%
Prefer recycling collection weekly	15.1%

13. How satisfied would you say you are with curbside trash and recycling collection with Waste Management?

Very satisfied	35.2%
Satisfied	47.6%
Neutral	12.1%
Dissatisfied	4.0%
Very Dissatisfied	1.2%

14. How many people – adults and children combined – are in your household?

1	17.0%
2	43.8%
3	17.4%
4	13.7%
5	5.8%
6	1.2%
7	0.3%
8	0.4%
9+	0.4%

15. How familiar or unfamiliar are you with CodeRED, the City's automated alert system?

Very familiar	42.7%
Somewhat familiar	29.3%
Not at all familiar	28.0%

16. Have you registered your telephone number and/or email address with CodeRED?

Yes	67.8%
No	32.2%

17. How do you receive notices and other information from the City?

CodeRED telephone call	62.7%
Emergency blue lights	60.3%
Email notification	50.8%
City of Salem website	35.0%
Word of mouth	32.1%
Newspapers	15.2%
Other	23.0%

City of Salem Resident Survey Results 2017

18. Where do you typically learn about news concerning Salem City government?

Word of mouth, including social media and email	
61.9%	
City website or other official City notification	
40.7%	
Salem News	
43.9%	
Salem Patch	
42.8%	
Salem Gazette	
12.1%	
Television or radio news outlets	9.8%
Other	9.8%

<i>Knowledgeable</i>	
Very good	49.1%
Good	30.5%
Fair	12.7%
Poor	3.8%
Not applicable	4.0%

19. In the last 12 months, have you contacted the City to obtain information or request services?

Yes	52.3%
No	47.7%

<i>Courteous</i>	
Very good	57.0%
Good	28.9%
Fair	8.0%
Poor	3.2%
Not applicable	2.9%

20. How have you contacted the City?

Only asked of those answering "Yes" to Question 19.

Telephone	68.8%
Email	37.0%
In person	40.2%
SeeClickFix	25.9%
Mail	3.7%
Other	2.7%

<i>Responsive to your needs</i>	
Very good	45.3%
Good	29.2%
Fair	14.5%
Poor	9.7%

21. How would you describe the City employee with whom you most recently had contact?

Not applicable	1.3%
-----------------------	------

City of Salem Resident Survey Results 2017

Ease of getting in touch with the employee

Very good	46.3%
Good	30.2%
Fair	13.6%
Poor	5.6%
Not applicable	4.3%

Respectfulness

Very good	57.6%
Good	29.1%
Fair	6.9%
Poor	2.7%
Not applicable	3.7%

Timeliness of response

Very good	44.8%
Good	30.9%
Fair	14.1%
Poor	7.2%

Not applicable 2.9%

Ability to accommodate the need for foreign language or sign language

Very good	10.0%
Good	7.3%
Fair	2.7%
Poor	0.5%
Not applicable	79.4%

22. In the last 12 months have you visited the City's website, www.salem.com?

Yes	92.0%
No	8.0%

23. How would you rate each of the following characteristics of the City website?

Only asked of those who answered "Yes" to Question 22.

Usefulness of information

Very good	16.1%
Good	57.9%
Fair	24.6%
Poor	1.4%

City of Salem Resident Survey Results 2017

Ease of use or navigation

Very good	12.8%
Good	47.0%
Fair	31.7%
Poor	8.5%

Design and graphics

Very good	10.7%
Good	48.4%
Fair	34.9%
Poor	6.1%

24. Have you used a mobile device to view the City's website?

Yes	52.7%
No	47.3%

25. 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 24.

Very good	8.9%
Good	46.0%
No opinion	25.7%
Poor	17.7%
Very poor	1.7%

26. The City is always looking to operate more efficiently and effectively. Please indicate how you feel about the following revenue and reform options.

Privatizing or outsourcing some services

Strongly support	5.1%
Support	17.0%
Somewhat support	45.3%
Do not support	32.6%

Combining services with other communities (regionalization)

Strongly support	12.1%
Support	30.3%
Somewhat support	43.0%
Do not support	14.6%

Layoffs and reducing personnel

Strongly support	2.8%
Support	6.3%
Somewhat support	28.7%
Do not support	62.2%

City of Salem Resident Survey Results 2017

Pursue non-tax revenue sources (i.e. grants, PILOTs, etc.)

Strongly support	33.2%
Support	38.5%
Somewhat support	23.0%
Do not support	5.3%

Offer fewer City services

Strongly support	0.7%
Support	3.5%
Somewhat support	20.6%
Do not support	75.1%

27. How long have you lived in Salem?

Less than a year	5.6%
1-5 years	22.9%
5-15 years	27.7%
More than 15 years	43.8%

28. Which neighborhood of Salem do you live in?

Bridge Street Neck	4.5%
---------------------------	------

Castle Hill	2.5%
Derby Street neighborhood	8.4%
Downtown Salem	8.9%
Gallows Hill	3.2%
Greater Endicott Street	2.1%
Highland Avenue	4.6%
McIntire Historic District	9.0%
North Salem	15.2%
The Point	2.5%
Salem Common	7.3%
Salem Willows	3.8%
South Salem	18.1%
Witchcraft Heights	4.6%
Other	5.1%

29. What is your gender?

Female	64.5%
Male	35.4%

City of Salem Resident Survey Results 2017

30. Do you have children in the Salem Public Schools?

Yes	15.1%
No, I don't have children	66.4%
No, my child attends school elsewhere	11.2%
No, my child is not yet in school	7.2%

39. Do you own your home or rent?

Own	75.8%
Rent	23.5%
Other	0.7%

31. 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 30.

Kindergarten through 4 th Grade	50.9%
5 th Grade through 8 th Grade	10.4%
9 th Grade through 12 th Grade	21.7%
Children are in more than one of these ranges	17.0%

38. What age group are you in?

Less than 18 years old	0.3%
18-30 years old	8.4%
31-40 years old	26.7%
41-50 years old	19.8%
51-64 years old	27.3%
65 years old or older	17.4%

City Stat Statistical Information

1. Activity

DATA NOT VERIFIED

Calls for Service by Day and Hour: Cumulative FY16 vs. FY17

	Sun		Mon		Tue		Wed		Thu		Fri		Sat	
	FY15	FY16												
Shift C 16 - 24	104	119	152	158	165	129	137	133	133	174	146	176	213	193
	139	136	201	315	225	241	223	264	216	241	197	223	202	224
	155	181	222	251	202	220	218	241	223	260	178	208	205	185
	144	183	206	222	172	263	193	224	197	249	175	209	201	204
	175	164	205	196	196	244	192	234	197	230	195	231	198	189
	153	200	255	280	216	225	234	258	250	245	198	246	183	200
	184	231	240	308	284	309	256	304	256	312	257	298	244	243
Shift B 08 - 16	254	273	315	351	319	309	323	379	323	331	308	329	257	290
	157	164	216	238	204	216	210	267	214	249	182	277	143	184
	155	160	221	264	306	246	246	307	302	269	262	320	162	201
	176	174	239	233	244	302	248	282	196	265	224	308	180	172
	145	196	190	210	234	271	241	269	220	240	224	295	146	188
	156	197	220	224	219	247	199	277	243	279	228	272	166	206
	124	163	189	265	214	242	222	286	225	235	208	297	189	193
Shift A 00 - 08	117	131	169	178	197	240	183	279	194	220	200	198	135	157
	133	120	232	258	246	320	236	280	254	279	221	261	142	142
	82	92	133	168	136	168	174	179	167	151	156	177	98	96
	52	62	78	84	85	96	95	100	115	70	83	110	62	65
	58	55	56	52	44	51	36	86	55	35	61	47	43	56
	68	54	38	51	34	43	32	40	23	31	26	42	45	51
	72	97	41	45	39	61	31	55	44	40	42	40	69	78
112	134	58	68	54	55	54	68	46	68	73	94	113	107	
203	224	101	105	96	126	81	95	96	136	132	131	168	197	
260	266	161	161	154	156	178	165	160	158	175	202	227	228	



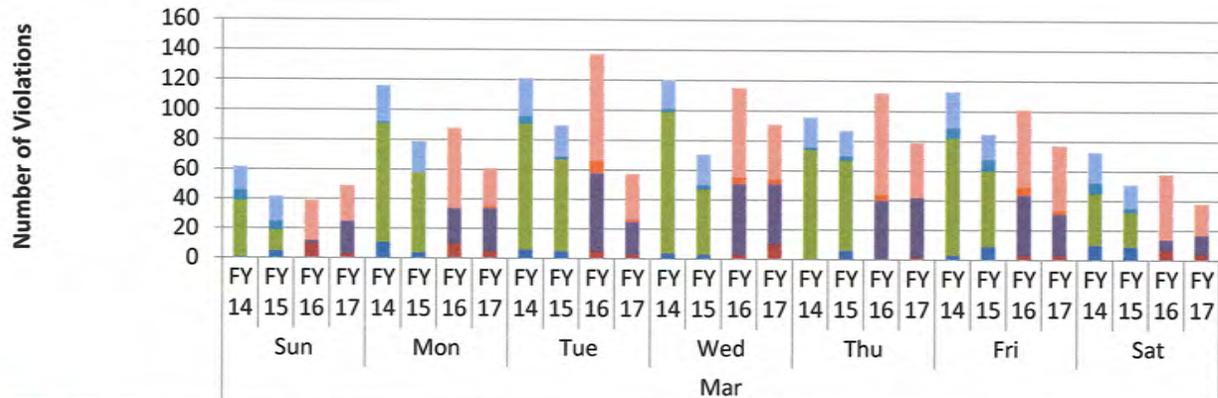
DRAFT

City Stat Statistical Information

2. Activity

DATA NOT VERIFIED

Motor Vehicle Stops by Day of Week: March FY14, FY15, FY16, FY17



Written Warning			27	24		54	26		71	31		60	37		68	37		52	44		44	21
Warning	16	17			24	21		25	21		19	21		20	17		24	17		21	16	
Summons							1		8	1		4	3		4			5	2			
Criminal	7	6			1			5	2		2	3		2	3		7	8		7	3	
Civil MV			2	22		24	29		53	22		48	41		40	40		41	28		7	13
Civil	38	14			80	54		85	62		95	44		74	61		79	51		35	23	
Arrest Citation			10	3		10	5		5	3		3	10			2		3	3		7	4
Arrest	1	5			11	4		6	5		4	3		6			3	9		10	9	



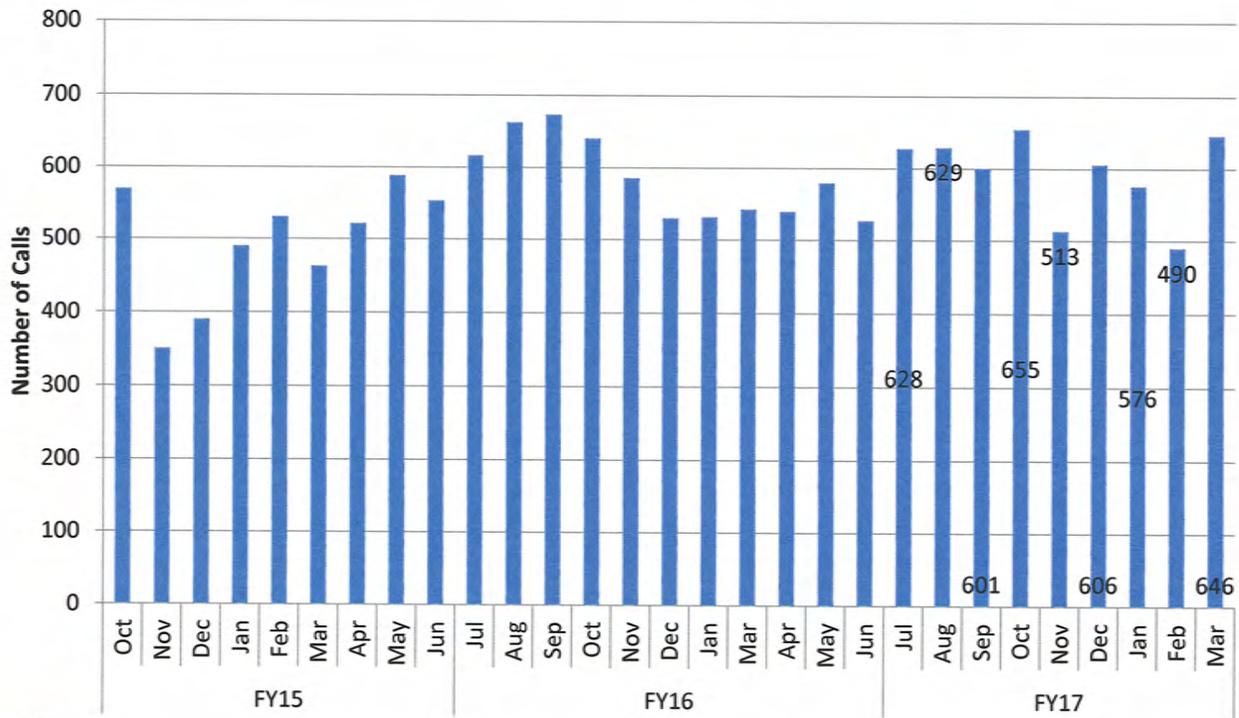
DRAFT

City Stat Statistical Information

3. Activity

DATA NOT VERIFIED

Total Calls by Month: October FY15 – FY17 YTD



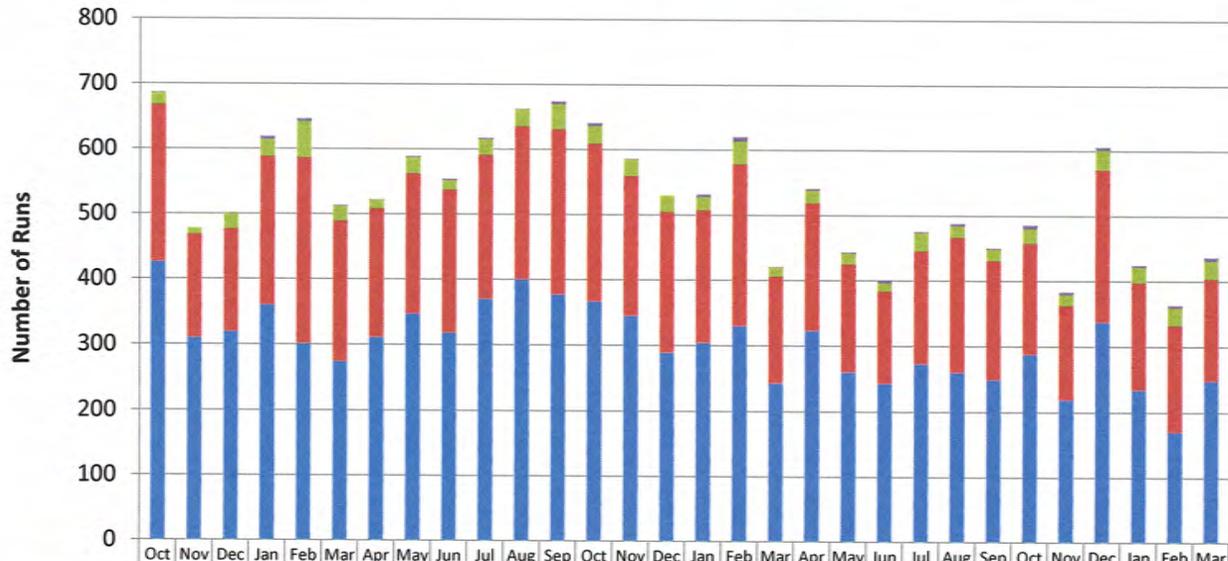
DRAFT

City Stat Statistical Information

4. Activity

DATA NOT VERIFIED

Response Time in Minutes: October FY15 – FY17 YTD



	FY15												FY16												FY17											
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar						
More than 10	1	0	1	5	5	1	1	2	2	2	1	4	5	1	0	4	7	1	3	2	4	2	4	2	6	4	5	3	4	5						
Seven-Ten	18	10	24	26	56	23	13	25	15	24	27	39	27	26	26	21	35	14	20	17	13	28	18	18	23	17	30	24	27	28						
Four-Six	242	158	157	228	285	215	197	215	219	221	235	254	242	214	215	203	248	162	195	164	140	172	206	181	169	143	234	163	162	155						
Zero-Three	426	310	319	360	301	274	311	347	318	370	400	377	367	345	289	304	330	243	323	260	243	273	260	249	288	219	337	234	170	248						



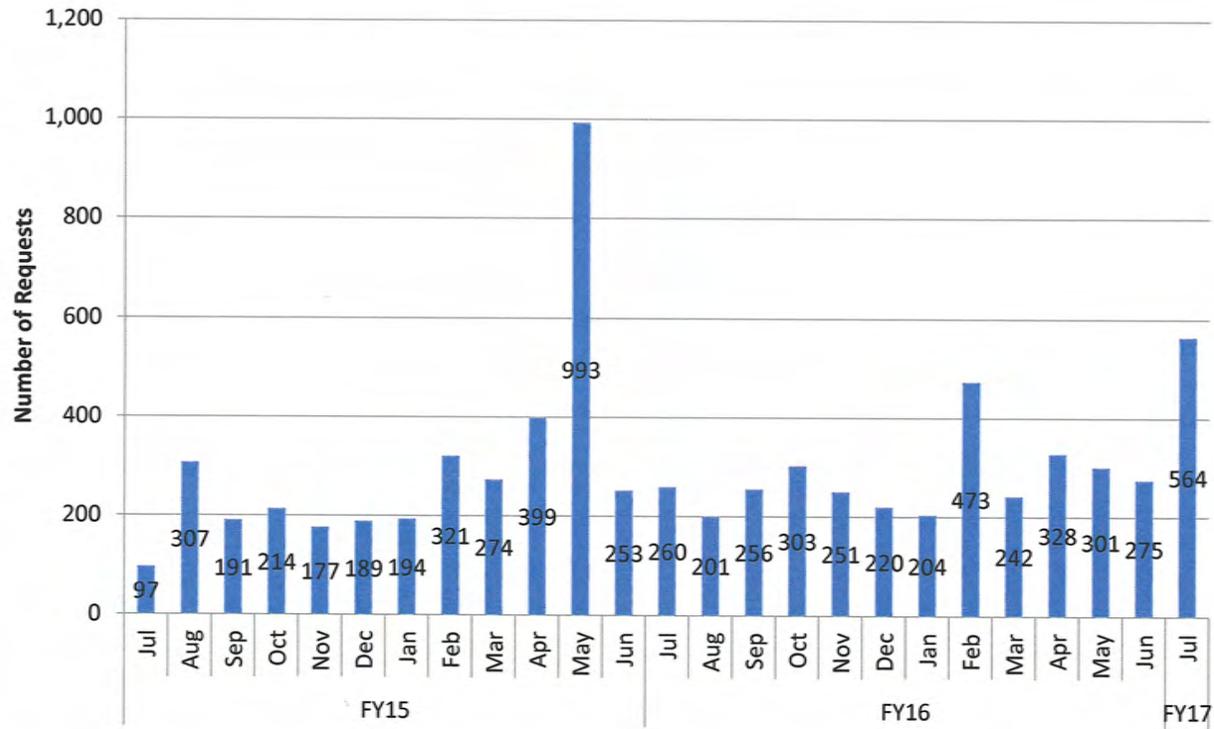
DRAFT

City Stat Statistical Information

5. Activity

DATA NOT VERIFIED

Total SeeClickFix Requests by Month: FY15 - FY17 YTD



DRAFT

City Stat Statistical Information

6. Activity

DATA NOT VERIFIED

Service Request Metrics: FY17 YTD



Salem MA

Between Jul 01, 2016 and Jul 31, 2016

561 issues were opened

119 issues were acknowledged

194 issues were closed

The average time to acknowledge was 5.8 days.

The average time to close was 42.3 days.

Issues by Source



SERVICE REQUEST TYPE	OPENED	ACKNOWLEDGED	CLOSED	DAYS TO ACK.	DAYS TO CLOSE
Tree Pruning/Trim	152	10	7	2.8	52.9
Sidewalk Repair	143	12	13	0.4	251.9
Street Defect: Pothole, Sinkhole, etc.	48	25	32	1.6	87.6
Other - City Issues	55	10	31	2.2	7.7
INTERNAL - Street Deficiencies	37	2	37	0.0	1.4
City Street Signs	25	12	27	1.9	6.7
Missed Trash, Recycling or Yard Waste	21	24	18	2.8	6.4
Illegal Dumping	19	1	4	5.0	40.5
Over-filled Public Trash or Recycling Receptacle	11	4	9	2.5	3.0
INTERNAL - Sidewalks	7	7	3	0.2	124.2
Traffic Signals	14	1	1	1.0	60.9
Playground Equipment Repair	6	2	2	0.0	1.9
Fallen City Tree or Limb	6	1	2	1.6	0.8
Line Painting Request	4	3	2	3.1	41.6
Dead Animal	4	2	2	0.3	2.2



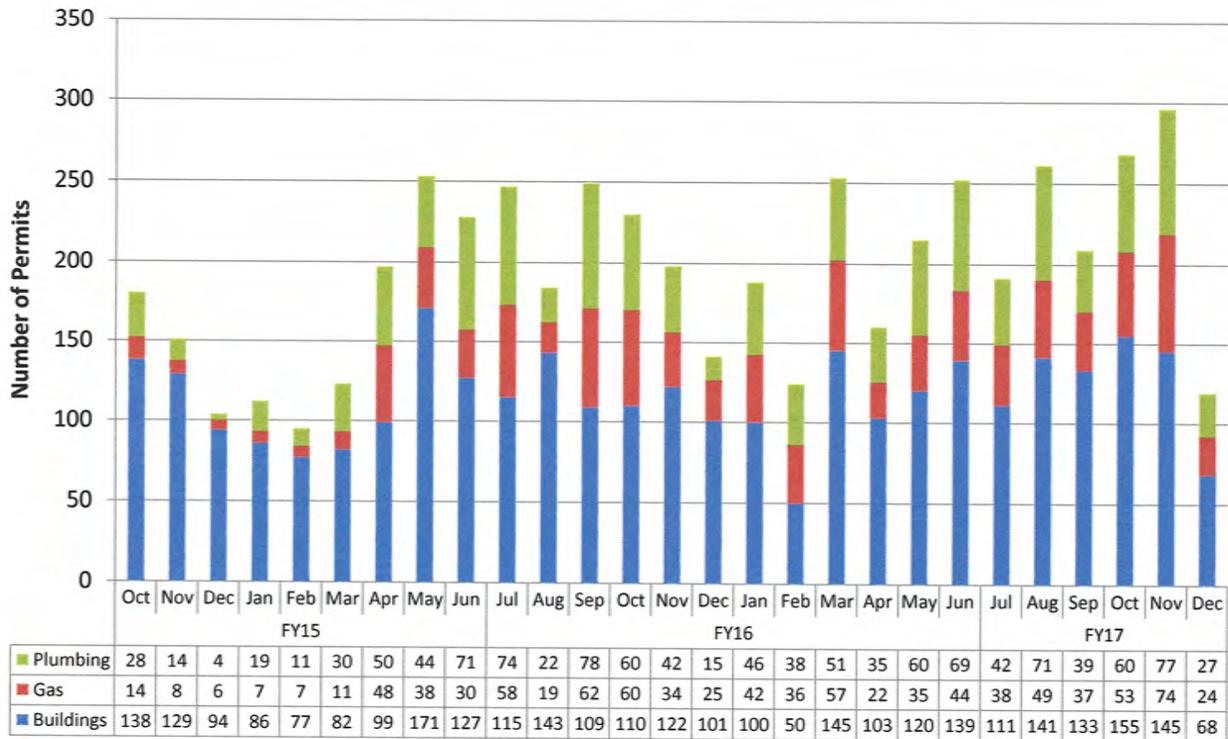
DRAFT

City Stat Statistical Information

7. Activity

DATA NOT VERIFIED

Total Permits Issued: October FY15 – FY17 YTD



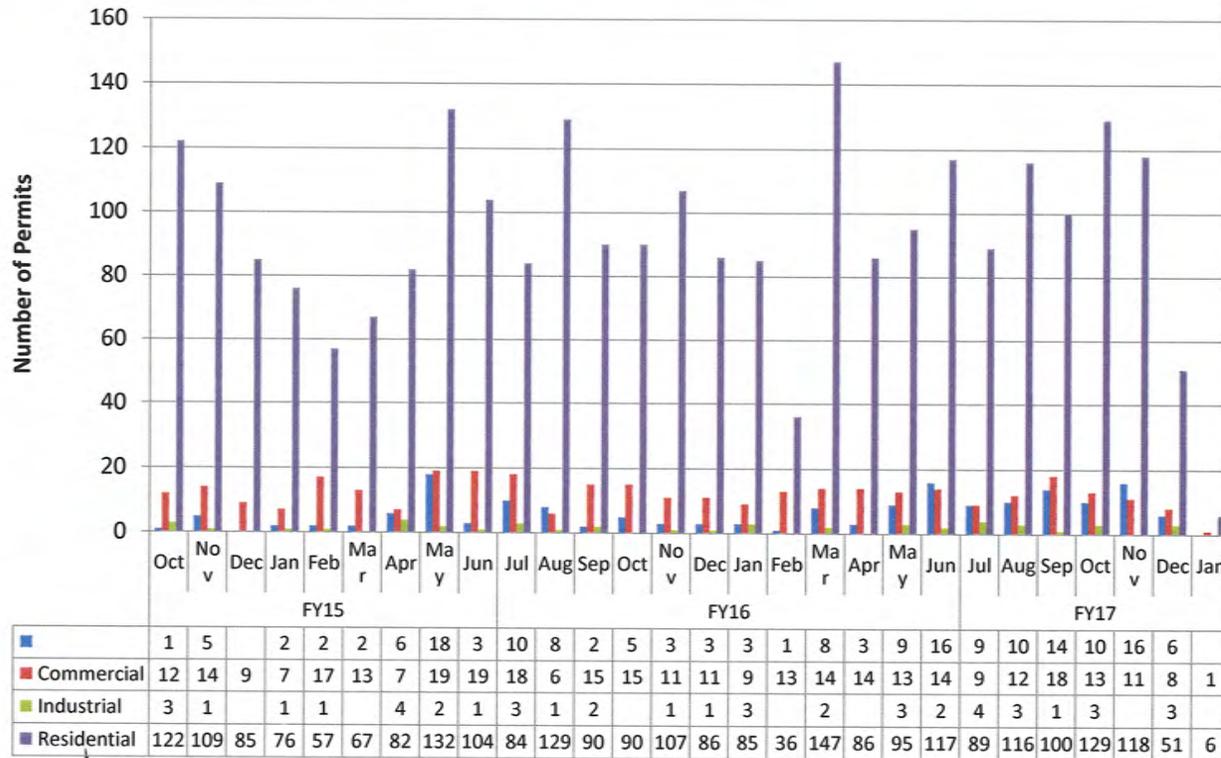
DRAFT

City Stat Statistical Information

8. Activity

DATA NOT VERIFIED

Building Permits by Occupancy Type: October FY15 - FY17 YTD



DRAFT

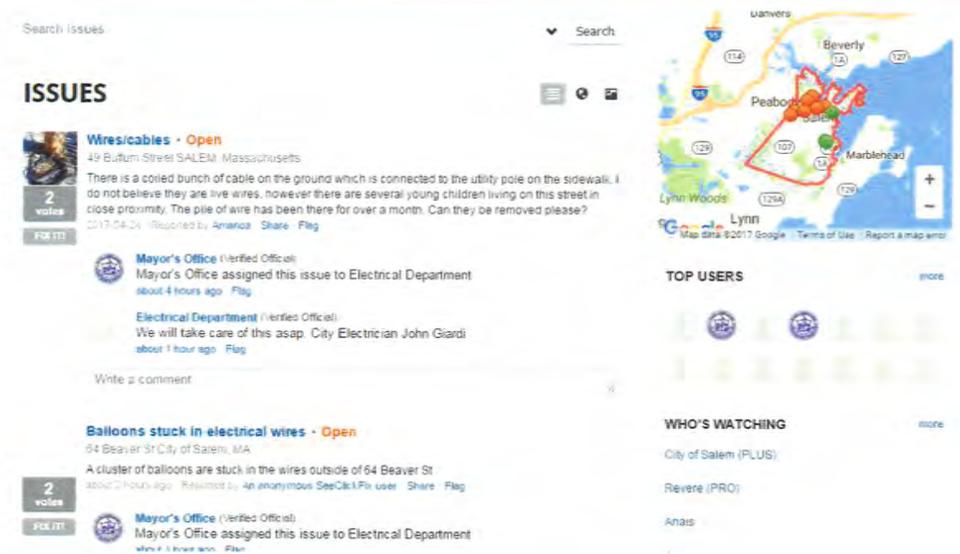
SeeClickFix

In July 2014, the City of Salem joined over 60 other Massachusetts cities and towns in the utilizing SeeClickFix for service requests.

Using the SeeClickFix tool, residents can directly request City services, report problems to relevant departments, ask questions about City policies and services, and interact with officials about issues of concern in the City. While Salem was not the first to use the tool, the City has quickly risen to the top as one of the most active communities using the program in Massachusetts.

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.





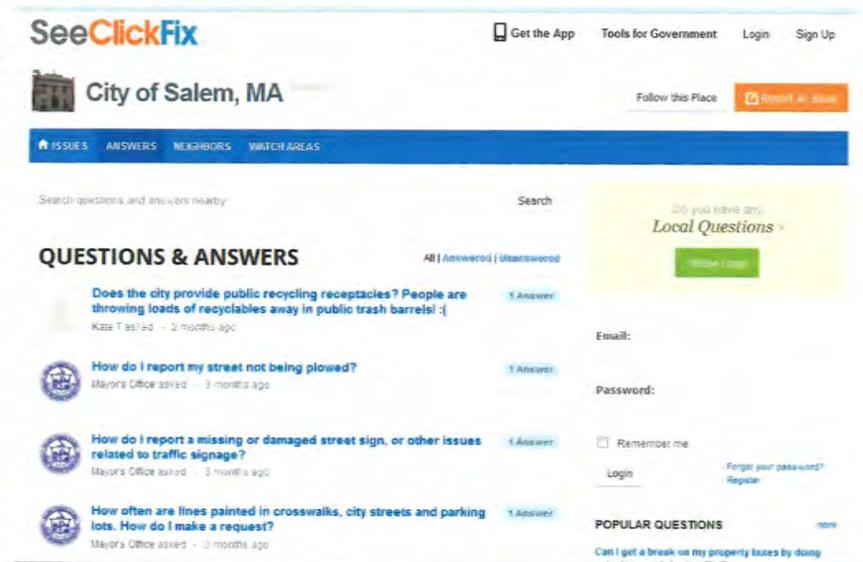
The free app is linked to a user's location services on their smartphone, so if they are in another SeeClickFix community, that community's mobile buttons will automatically load and all service requests reported will go to the appropriate department in that community.

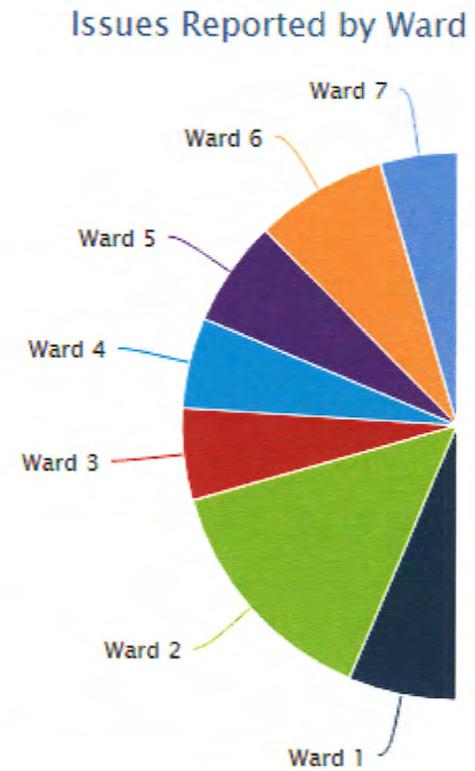
The app and online version alike also include Knowledge Base. As the first SeeClickFix community to deploy Knowledge Base, Salem is leading the way with this new tool, which replaces the traditional static Frequently Asked Questions web page with a more dynamic wiki of City questions and information. 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 by enabling City workers to quickly and easily report issues from the field.

The City continually works to refine the existing service request categories, improve responsiveness, and train more staff on the tool's use. The program is being utilized more by front-end staff as a CRM tool. 18% of all service requests were City-initiated. The City is also continuing to grow the interaction between SeeClickFix data and the SalemStat performance evaluation initiative.

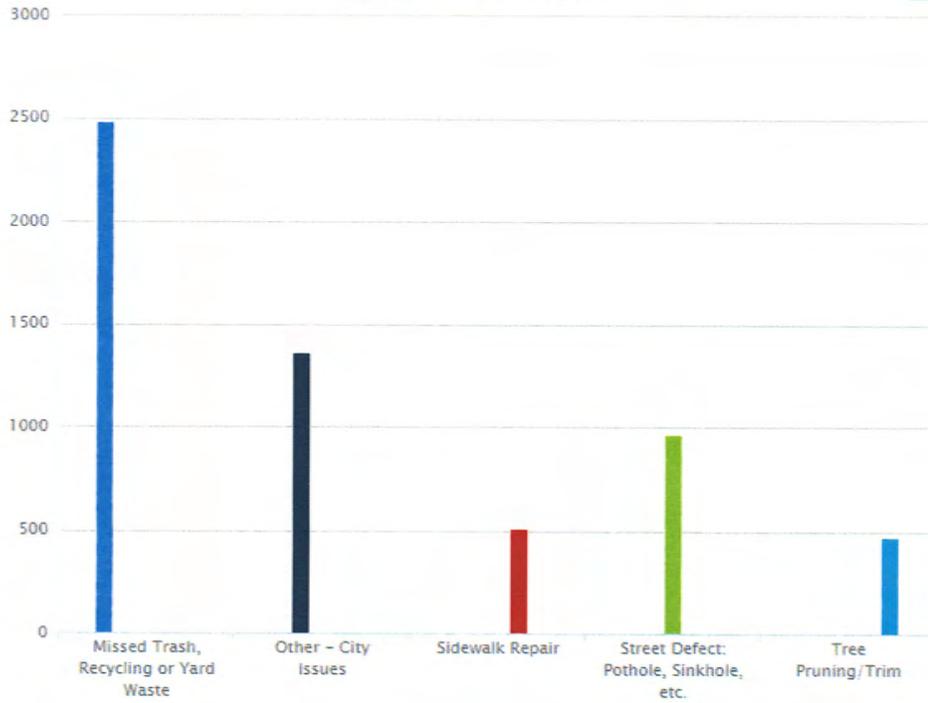
How to find it: (1) search in your app store for SeeClickFix, (2) click the SeeClickFix link under Online Services at www.salem.com, or (3) visit www.seeclickfix.com/salem_ma. The program is free to use.



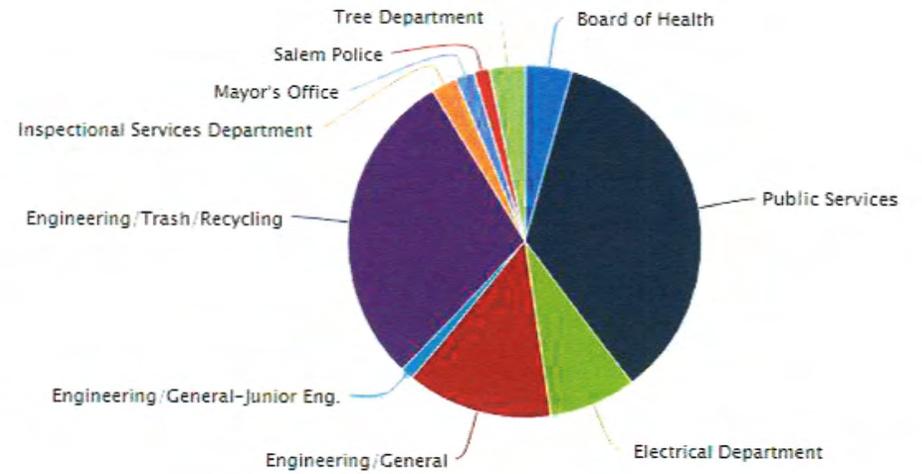


SeeClickFix Usage	FY2015	FY2016	FY2017 through 4/25/17	TOTAL
Service requests	4,216	3,276	2,047	9,539

Top Five Service Requests



Service Requests by Department





FYI SALEM

VOLUME 2, ISSUE 11 AUGUST 22, 2016

CONTACT THE MAYOR'S OFFICE:

Phone:
(978) 619-5600
Fax:
(978) 744-9327
Email:
mayor@salem.com

Web:
salem.com/mayor

Facebook:
Kim Driscoll

Twitter:
@MayorDriscoll



INSIDE THIS ISSUE

Coastal Resilience Grant	2
Bates School Playground	2
FEMA Flood Map presentation	3
Winter Island Drive-In	4

From the Mayor's Desk



Welcome to the latest issue of the FYI Salem newsletter!

As the summer months come to a close, I know many will begin to think about the start of the school year. In the latest episode of the FYI Salem podcast, the Superintendent of Salem Public Schools, Margarita Ruiz, came in to discuss the school year ahead and what's new in the district. You can listen to the interview at <http://www.salem.com/mayors-office/pages/fyi-salem-podcast> or by subscribing on iTunes or whatever podcast app you prefer. Simply search for "FYI Salem" and subscribe! Whether you're a parent of a Salem student or not, I hope you

will tune in and listen to the interview.

Inside this edition of the FYI Salem newsletter you can read more about a coastal resiliency grant the City received last week from the Massachusetts Office of Energy and Environmental Affairs.

Relatedly, there is also information about an important upcoming meeting where there will be a presentation of proposed revised flood zone maps that the City will be submitting to FEMA shortly. Hopefully, if FEMA approves the new maps, hundreds of Salem homeowners will see some degree of relief from the exceedingly high flood insurance premiums they have had to pay following the zone changes FEMA originally announced in 2014.

All of these projects and efforts reflect Salem's commitment to being a Green Community and our adherence to the tenets of the Compact of Mayors to address climate change.

Whether it's through electrical aggregation, LED streetlights, rooftop solar on schools and City buildings, or flood mitigation and mapping projects, we must remain focused on simultaneously trying to lessen our impact on the climate, while also planning for whatever the future may bring.

There's a great new playground at the Bates School, thanks to the City's Community Preservation Committee for helping to fund it and to the numerous volunteers, including the Bates PTO, who donated funds, time, and labor to see it built in time for the school year to start.

Finally, ring out the summer season with another installment of our extremely popular Winter Island drive-in. Screening on August 25th, don't miss the classic "The Princess Bride." Vehicle passes are sold out, but anyone arriving on foot or by bike can enter the ground for free. Don't forget your lawn chair!

Kim Driscoll
Mayor

Coastal Resiliency Grant

The City of Salem recently received a nearly \$55,000 grant from the Commonwealth's Executive Office of Energy and Environmental Affairs to design and permit a bioengineering project to provide enhanced erosion controls along part of Collins Cove. By installing coir rolls and sea grass in a strategic manner, the goal is to create a natural buffer to protect the area against storm surge and wave forces.



The funding marks the second award for Salem from the Office of Coastal Zone Management's Coastal Resilience Grant Program in as many years, coming on the heels of a \$125,000 grant last year that helped fund storm-



water run-off control and mitigation along the North River near Commercial Street. Both projects and grants have been undertaken in collaboration and partnership with Salem Sound Coastwatch, a non-profit coastal watershed organization that works with government agencies, businesses, other non-profit organizations and citizens, through municipal partnering, scientific investigation, education, and stewardship. You can learn more about Salem Sound Coastwatch at <http://www.salemsound.org/> and read the City's Climate Change Vulnerability Assessment and Action Plan at [http://www.salem.com/planning-and-](http://www.salem.com/planning-and-community-development/files/vulnerability-assessment-action-plan)

[community-development/files/vulnerability-assessment-action-plan](http://www.salem.com/planning-and-community-development/files/vulnerability-assessment-action-plan).



Salem Sound
COASTWATCH

Bates School Playground

Thanks to private donations and a nearly \$50,000 Community Preservation Act grant, the Bates Elementary School in North Salem has a brand new playground, just in time for the start of the new school year.



The installation work was completed over the course of the summer by a team of dedicated volunteers and parents. There will be a ribbon cutting event on Sunday, August 28th, at 4:00 p.m at the new playground. The event is free and open to all.

FEMA Flood Map Presentation

City of Salem is hoping to bring some relief to homeowners who pay flood insurance. FEMA's 2014 update to Essex County's Flood Insurance Rate Maps raised projected flood elevations and expanded the flood zone within Salem by nearly one square mile. This resulted in many additional homeowners being required to carry flood insurance and higher premiums for those who already had it.

Earlier this year the City contracted with Applied Coastal Research and Engineering to complete a new comprehensive flood study and to propose revisions to the 2014 flood maps. Their findings will be presented at an informational public meeting on **Monday, September 19 at 6:30 p.m. at in the 3rd floor conference room at the City Hall Annex at 120 Washington Street.**

Following the public meeting, the City will submit a Letter of Map Revision to FEMA requesting that the maps be revised based on the new flood study.

Proposed map changes would remove some properties from the flood zone altogether, eliminating the requirement for those owners to carry flood insurance. Additional revisions, such as reductions in base flood elevation and changes to flood zone designations,

may potentially reduce insurance premiums for others.

"Coastal communities like Salem rely on the National Flood Insurance Program to help protect homeowners' investments against flood losses," said Mayor Kim Driscoll. "But it is critical that the program be based on accurate maps so that no homeowner is unfairly required to take on the burden of flood insurance or pay premiums out of line with their actual flood risk."

This initiative is part of the City's ongoing effort to address the impacts of flooding in Salem. Engineering projects are planned to reduce recurring flooding in the Rosie's Pond and Canal Street neighborhoods.

In addition, the City has completed an assessment of opportunities to mitigate the impacts of climate change through green infrastructure, such as strengthening shorelines with natural vegetation and placing shellfish beds in coastal waters to absorb wave action. The City is currently seeking grant

funding for a pilot project.

Current flood maps can be viewed online at msc.fema.gov. The proposed map revisions are posted on the City's website at <http://www.salem.com/conservation-commission/pages/proposed-flood-map-revisions>.

Those seeking additional information should contact Tom Devine in the Department of Planning & Community Development at 978-619-5685 or tdevine@salem.com.



FEMA's original Flood Insurance Rate Map for the City of Salem. Proposed revisions to certain areas are available for viewing at <http://www.salem.com/conservation-commission/pages/proposed-flood-map-revisions>.

Salem's Pop-up Drive In Presents

THE PRINCESS BRIDE

**Vehicle Passes sold out!
Bicycle and walk-in
admission only!**



As You Wish

Thursday, August 25th · Winter Island Hangar · 8:30pm



FIGSAVARY



This event is free for anyone attending on bike, foot, boat, kayak, or any other non-motorized method of transport. Tickets for vehicles are available at CreativeSalem.com/drive-in.



FYI SALEM

VOLUME 2, ISSUE 12 SEPTEMBER 12, 2016

CONTACT THE MAYOR'S OFFICE:

Phone:
(978) 619-5600

Fax:
(978) 744-9327

Email:
mayor@salem.com

Web:
salem.com/mayor

Facebook:
Kim Driscoll

Twitter:
@MayorDriscoll



INSIDE THIS ISSUE

September Salem Days	2
Street Trees	3
Fall Street Sweeping	3
State of the Region Update	4

From the Mayor's Desk



September is here and that means a lot is happening across Salem. From the start of school to our annual fall street sweeping program to September Salem Days at the Boston Museum of Science.

In the latest episode of the FYI Salem podcast, three innovative local entrepreneurs—Ian Hunter of Deacon Giles Distillery, Chris Lohring of Notch Brewery, and Al Snape of Far From the Tree cidery—came in to discuss the craft beverage industry and why they chose Salem to open their businesses. Listen to the interview at <http://www.salem.com/mayors-office/pages/fyi-salem-podcast> or subscribe on iTunes or your preferred podcast service. Simply search for “FYI Salem” and subscribe! I hope you will tune in to hear more about Salem’s growing brew industry.

In this issue of you can read more about our September Salem Days partnership with the Boston Museum of Science. Now in its eighth year, this great program, funded by the Norman Read Foundation, provides FREE admission to all Salem residents to the museum, all month long. Remember you must bring your September Salem Days ticket and ID with proof of residency when you go to the museum (we have extras at City Hall if you didn't get one in the mail!).

There’s a lot underway with City infrastructure this season as we work to improve roads, upgrade underground utilities and repair streetscapes. You can read more inside about our street tree inventory pilot program, just completed last month. Also inside are specifics on the annual Fall street sweeping—please remember not to park on-street on your roadway’s street sweeping day!

Lastly, our annual road paving program starts this month. I am very pleased that this year we have substantially increased our investment in the paving program. We will be paving 56 roads in all, compared to 15 roads in last year’s program.

You can find the 2016 list at <http://www.salem.com/city-engineer>. The 2016 paving program will resurface over three times as much roadway as last year’s program, whether it is measured in street miles - 25.2 miles this year, up from 6 miles last year – or in square yardage – 151,084 sy this year, up from 35,649 sy last year. This is in addition to other road paving work being done outside of the City’s own annual paving program – such as the resurfacing of the National Grid cable replacement project route, upcoming special improvement projects along Derby Street and part of Essex Street and the \$12 million upgrade to Canal Street that got underway in July. Hopefully this significant investment in our streets will result in a noticeable improvement across the City when it is complete, including along your own roadway.

Fall is a busy time in Salem, but that’s not just about our usual October activities. Even this month has a lot going on. From schools, to the Museum of Science, to exciting and important investments in our public infrastructure, there is a lot happening in Salem this September!

Kim Driscoll
Mayor

September Salem Days



FREE ADMISSION to the Museum in September!

You and your family can visit the Museum for FREE throughout the month of September during September Salem Days.

Explore more than 700 interactive exhibits, watch free Omni and Planetarium shows, and learn about engineering and the environment in the Yawkey Gallery on the Charles River!

During select times on Saturday, September 10 and 24, you'll also enjoy FREE transportation from Salem to North Station on the MBTA commuter rail.

Visit mos.org/salem for more information and participating train schedules.

This offer is valid only for residents of Salem, Massachusetts during the month of September 2016 (excluding September 6). Adult visitors must present proof of residency, such as a valid driver's license or photo ID showing a Salem address. Not valid for Butterfly Garden or 4-D Theater. May not be combined with other offers.

You should receive two postcards with your Museum tickets in the mail. If you did not receive these postcards or need additional tickets, they are available at the Mayor's Office, Salem Public Library, and the Salem Park, Recreation, and Community Services office. You must have the postcard with tickets for admission.



FYI SALEM

The City of Salem has completed a pilot program for a City-wide public tree inventory. Working with New England Civil Engineering, the City cataloged the size, species, condition, and additional details of 350 trees along parts of Bridge Street, Lafayette



Street, Boston Street, and North Street.

The work was a pilot program that the City hopes to expand city-wide to all streets, if it receives an Urban and Community Forestry Challenge Grant from the state Department of Conservation and Recreation this fiscal year. A tree inventory has already been conducted by National Grid along their cable replacement project installation route. The data from that effort has also been included in the catalog.

“The data we collect from this inventory can help set the foundation for what we hope will be an ongoing tree management and maintenance plan,” said Mayor Kim Driscoll.

Fall Street Sweeping

Fall street sweeping will begin in Salem’s neighborhoods on 9/12 and run through 10/7. Entrance corridors will be swept 10/11 through 10/20.

Neighborhood street sweeping will continue to take place on both sides of the street on the same day. Sweeping will take place from 7am to 3pm. Each route will be posted with temporary ‘No Parking/Tow Zone’ signs and parking will be prohibited from 7am to 3pm. Streets are broken down into four zones. Sweep days are the next day after the regularly scheduled trash day. To find a specific street sweeping date, locate what zone your street is in on the 2016 Fall Street Sweeping Schedule, and match it with the calendar. Monday sweep schedules are for the preceding Friday’s trash day. Street Sweeping schedules can be found at www.salem.com, at the DPS on 5 Jefferson Avenue, and City Hall.

To allow the sweeper to do the best job possible, residents should remove parked cars from the street during that street’s designated sweep day.

Residents may use entrance corridor streets as alternative parking areas on the day of their neighborhood sweep. If you move your vehicle to an entrance corridor street you must adhere to all current parking restrictions on these entrance corridors. All existing parking regulations on entrance corridors must be adhered to or your vehicle will be ticketed and/or towed. This includes resident only restrictions.

Entrance corridor sweeping is from 5am to 7am on the following dates. Each corridor will be swept over a period of two consecutive days which will alternate between the odd and even side of the streets. City workers will use blowers to clear corridor sidewalks of debris prior to the street sweeping. Each corridor will be posted with temporary ‘No Parking/Tow Zone’ signs and parking will be prohibited from 5am to 7am.

Tues., 10/11: North St. (odd)

Weds., 10/12: North St. (even)

Street Trees

“Once we have assessed our existing conditions and inventory, we can better plan for managing our public trees in a thoughtful and strategic manner. We are excited to get the effort underway and invite residents from all neighborhoods to help with the inventory.”

Salem residents can soon add data to the inventory about the street trees in front of their residence. Guides are available at www.salem.com/trees to help residents identify the species of tree they have and explain how to measure it in just a few quick steps.

Residents can then fill in the online form that will be available soon at www.salem.com/trees to add their trees’ data into the City-wide tree inventory.

Thurs., 10/13: Boston St. & Essex St. (odd)

Fri., 10/14: Boston St. & Essex St. (even)

Mon., 10/17: Loring Ave. & Lafayette St. (odd)

Tues., 10/18: Loring Ave. & Lafayette St. (even)

Weds., 10/19: Bridge St. (odd)

Thurs., 10/20: Bridge St. (even)

Certain weather conditions prohibit the use of the street sweepers: during moderate to heavy rainfall and extreme cold temperatures sweepers will not be able to operate. Weather cancellations will be posted on www.salem.com



State of the Region Update

On September 7 Mayor Driscoll addressed the North Shore Chamber of Commerce as part of their annual State of the Region meeting. The following are excerpts from her remarks, focusing on three updates: Salem's 400th birthday, Salem's schools, and economic growth.

In 2026, Salem turns 400 years old! We're planning for an incredible year-long celebration of our history, community, and future. More important, however, we are using this year, a decade from turning 400, as a catalyst for a City-wide Visioning Project. We're launching an effort to bring together people, organizations, and businesses from across Salem for a conversation about what we want our City to look like in 2026. What kind of City do we want Salem to be by then? What legacy will we pass on to the next generation of Salem workers, entrepreneurs, parents, and leaders? In what state will we hand off our schools, not just to our children, but to their children? We'll answer these questions, together, through the Visioning Process.

We've seen remarkable progress in all of our public schools. All have seen improvements in the last year and I am especially pleased that two of our schools – Salem High School and the Carlton Innovation School – have achieved Level 1 designations from the state Department of Education. We are leveraging these accomplishments for even greater gains in the years ahead. There are still challenges, but I feel more confident than ever that the Salem Public Schools are on the right track and that our commitment to our district is paying off in the educational successes we are seeing among Salem's kids.

We are focused on improving student achievement and supporting teachers, by increasing teacher leadership and offering expanding learning time and tutoring. We are growing our partnership with SSU's Graduate School of Education, setting more rigorous curricula and higher expectations, and broadening the use of learning technology. There is a close collaboration with partners, including the Salem Teachers Union. Our new teachers' contract provides incentives for professional development aligned with our district's priorities, focused on improving educational success for our most high-needs populations. And we've partnered with Harvard's Graduate School of Education to join the By All Means initiative, establishing a City-wide Children's Cabinet to strengthen efforts to improve social-emotional supports for our youngest students.

National Grid has completed a \$40m major cable replacement project and the Peabody Essex Museum's \$49m expansion project has received design approvals. North Shore Medical Center's \$230m campus consolidation project is going through permitting and a \$12m upgrade to Canal Street has begun. As the \$55m Probate Court project comes to an end, the \$30m Gateway Center is about to begin. And Footprint power, the \$1b natural gas power plant on Salem Harbor, is on schedule to be on-line June 2017. As a side benefit, nearly 40 acres of prime waterfront open space will become available for redevelopment for the first time in generations, and we'll be able to welcome more visitors through our deep-water cruiseport.

We are seeing a boom in hotels: Riley Plaza, Hotel Salem, the Merchant, and new rooms at the Hawthorne Hotel and the Salem Inn, increasing the number of hotel rooms in Salem by 75%. Not only does this increase hotel tax receipts, it means more people who visit Salem can stay in Salem, keeping spending local. The growth in hospitality is matched by a growth in incredible local dining and craft beverage operations. In the North River Canal Corridor, private mixed-use developments stand to grow our tax base and transform vacant industrial brownfields into much needed market-rate housing. Not to mention the long-awaited Levesque Center, a new home for our Council on Aging, Recreation, and Veterans' Services offices.

Growth is often met with resistance, but we work hard to ensure that new developments are paired with investments in infrastructure to help accommodate and improve existing roadway, parking, and utility systems.



Salem is not held hostage by its history. It never has been. We're not a city that is satisfied with stagnation. The examples of our past are of generations who pushed the boundaries to innovate and build a thriving community that values progress and growth. From the settlers who laid our foundations to the visionaries of the maritime trade that made Salem famous around the world. From the entrepreneurs who built our industrial manufacturing base to the workers in those factories who pushed back when conditions were unfair or dangerous.

We're a city of museums, but our city itself is not a museum. Our neighborhoods do not exist under glass; they are vibrant and diverse and always changing. We're not a City that builds a wall to keep others out; we *want* them to enjoy all the remarkable qualities and experiences that have made us love Salem, as well. Our history helps define our community, but it should never confine it. Growth – thoughtful, intentional, and well planned growth – is good. I like to say that Salem is hip and historic. That means we embrace both who we were and who we aspire to be. And I wouldn't want to be Mayor in a City that believed or behaved any differently.



FYI SALEM

VOLUME 2, ISSUE 13 SEPTEMBER 29, 2016

CONTACT THE MAYOR'S OFFICE:

Phone:
(978) 619-5600

Fax:
(978) 744-9327

Email:
mayor@salem.com

Web:
salem.com/mayor

Facebook:
Kim Driscoll

Twitter:
@MayorDriscoll



INSIDE THIS ISSUE

October Parking & Traffic	2
New Garage Payment Kiosks	3
Levesque Center Update	3
Salem Schools Are On The Rise	4

From the Mayor's Desk



This week marks the official start of autumn and, with October right around the corner, Salem is heading into one of our busiest, most bustling seasons.

In this issue of FYI Salem you'll find information about October traffic and parking plans, with the full details online at www.salem.com. Traffic impacts and challenges are something we contend with every October, but we try our best to alert folks know in advance when and where we anticipate the most difficulties. In addition, we have set aside additional resident only parking at the T station on the weekends to help make it easier for Salem residents to park during Haunted Happenings.

Also in this issue of FYI Salem, you can read more about upcoming upgrades to our two City garages. Starting

Nov. 7th, both the Museum Place Garage and the South Harbor Garage will be switching to automated payment kiosk systems. That means more convenience and security for those who park in these facilities. But it also means that your current garage pass won't work after Nov. 6! Read more inside about how to exchange your current pass for a new garage pass before Nov. 7. Between the Passport Parking App for city lots and meters and the new automated garage kiosks, we are hoping to make it easier for residents and visitors to manage parking.

In the latest episode of the FYI Salem podcast, I talk with Kate Fox, the Executive Director of Destination Salem, our City's destination marketing organization. You can listen to the interview at <http://www.salem.com/mayors-office/pages/fyi-salem-podcast> or subscribe on iTunes or your preferred podcast service. Simply search for "FYI Salem" and sign up! During the interview Kate and I talk about the how Destination Salem got started, new events on tap for this year's Haunted Happenings festival, and the many hundreds of local jobs that

our visitor and tourist industry generates.

I'm most excited to share some terrific news out of the Commonwealth's Department of Elementary and Secondary Education (DESE), about the positive gains we have achieved in Salem Public Schools based on last year's assessments and accountability data. Salem has officially moved out of Level 4 standing! We are especially thrilled with the improvements at Bentley, our only Level 4 school, that is now moving up to Level 1.

Overall, Salem schools are on the rise with 7 out of 9 schools making gains and we continue to see positive growth in many areas. The announcement from DESE is certainly worth celebrating. But we also know our work is far from over. As the new school year continues onward, I look forward to doing what I can to help keep the momentum going and expand the progress we have seen to date. Thank you to all our teachers, school staff, students and school district leaders for their hard work and dedication. This is great news for our City and our kids!


Kim Driscoll
Mayor
City of Salem

October Parking & Traffic

The City has announced the planned and anticipated road closures for October in Salem, including lot closures and traffic impacts from planned special events. The complete list is available at: <http://www.salem.com/home/news/city-salem-announces-planned-road-closures-october>. The Salem Police will close roadways at any point if they determine it should be closed for public safety reasons.

Note that while there are currently road closures planned downtown for Monday, October 31, starting no later than 4:00 p.m., there is a high likelihood that some closures will be made on Friday, October 28 through Sunday, October 30, as well. In addition, there may be periodic weekend closures of Essex Street east-bound at Washington Street, with traffic on Essex Street being detoured via Barton Square or Crombie Street.

Any closures or changes will be announced and posted at www.salem.com and www.salempd.org. For real-time traffic and road closure notices, visit <https://twitter.com/SalemMAPolice> and <https://twitter.com/GetThruOctober>. You do not need a Twitter account to follow these pages; if you do have a Twitter account, you can subscribe to both feeds at [@SalemMAPolice](https://twitter.com/SalemMAPolice) and [@GetThruOctober](https://twitter.com/GetThruOctober).

For all weekends in October, Essex Street from Hawthorne Boulevard to New Liberty Street will be closed to all through traffic with limited exception. Access to the Museum Place Garage will only be available via Brown Street onto New Liberty Street (see map below). Businesses and residents of the street will be allowed limited access to receive deliveries or access rear parking lots. No on-street parking on this portion of Essex Street will be permitted during October weekends. A Salem Police officer will be assigned to the area from approximately 11:00 a.m. to 4:00 p.m. to assist residents and businesses with permitted vehicles entering and exiting the street. Residents of the street may call the Salem Parking Department at 978-745-8120 to learn how they may access alternative parking locations during the month of October, if they require it.

Residents who live on an October Resident-Only Parking street can pick up their yellow hang-tags from the Collector's Office at City Hall, 93 Washington Street during regular business hours. Note that the year-round resident parking sticker does not automatically permit one to park on an October Resident-Only Parking street; to do so, you must have the yellow hang tag. The fine for parking in a resident-only zone illegally increases to \$40 on Fridays, Saturdays, and Sundays in October.

A list of October Resident-Only Parking streets can be found online at <http://www.salem.com/collectors-office/pages/resident-sticker-parking-information> or by calling the Collector's Office at 978-619-5620.



New Garage Payment Kiosks

Starting Nov. 7, both municipal parking garages in Salem – the Museum Place garage and the South Harbor garage – will be converted to automated payment kiosks. Those who park in the garages will take a ticket at the entry gates and should bring the ticket and their payment to one of the conveniently located payment kiosks before they return to their car to depart. After paying, simply bring the ticket

to the exit gate as you drive out. Those with automatic garage passes will no longer be able to use the old passes after Nov. 6. Starting on Nov. 7 only the new garage passes will work with the updated gates. To get your automatic garage pass before Nov. 7, visit the Parking Department offices at the Museum Place Garage on New Liberty Street beginning on Oct. 3 on Mondays-Thursday from 7am to 9am and 4pm to 6pm, and Fridays from 7am to 9am. Please bring your vehicle license plate number and old pass in order to get your new garage pass.

ly outside the elevators on the first level of the garage. Payment kiosks for South Harbor will be located outside the elevator on the ground floor level of the garage.

All kiosks will accept payment by most major credit cards and most will accept payment by cash. Payment using the City’s mobile parking app, Passport Parking, will also be possible, though not immediately on November 7. A separate announcement will be made when payment is officially possible using the mobile parking app.

There are no changes to garage parking rates, however hours of operation will be extended in both garages starting Nov. 7 to run 24 hours per day. For additional information, call the Salem Parking Department at 978-745-8120.



Payment kiosks for Museum Place will be located outside the Parking Department office at the garage entrance, on the walkway of the exit ramp from the garage on the first level, and immediate-

Levesque Center Update

On September 12 the Massachusetts Department of Environmental Protection issued its approval for site work to begin at 401 Bridge Street, the location of the City’s new Mayor Jean Levesque Community Life Center. The Levesque Center, when complete, will house the City’s Council on Aging, Parks and Recreation offices, and Veterans’ Services offices.

With Mass DEP’s approval of this permit, the developer construction the facility can begin a process called soil surcharging. Because of the nature of the site, the footprint of the center must be compacted for construction. To do this in a

manner that is minimally disruptive to neighbors, clean fill will be placed on the footprint for a period of six months. After that

time, it will be removed and vertical construction will commence. Construction is estimated to take 10 to 12 months and soil surcharging will begin around November 1.



Salem Schools Are On The Rise



On September 26, the Massachusetts Department of Elementary and Secondary Education (DESE) announced that the Salem Public Schools have officially moved out of Level 4 and will no longer be subject to state monitoring, effective immediately.

The district as a whole has made steady, positive progress through teacher supports, the use of data to inform policy, enhanced utilization of technology and tutoring, expanded learning time, leveraging of outside partnerships, more rigorous curricula, and differentiated instruction models. These tactics have led to positive student performance, better learning outcomes, and overall progress for the district.



Highlights from the DESE Report on Salem Schools:

- Bentley Academy moves from Level 4 to Level 1.
- Horace Mann moves from Level 3 to Level 2.
- 7 out of 9 schools improved their statewide ranking.
- All school improved their performance index in English Language Arts (ELA).
- 6 out of 9 schools improved their performance index in mathematics.
- Statistically significant improvement in ELA among English Language Learners and Students with Disabilities.





FYI SALEM

VOLUME 2, ISSUE 14 OCTOBER 18, 2016

CONTACT THE MAYOR'S OFFICE:

Phone:
(978) 619-5600
Fax:
(978) 744-9327
Email:
mayor@salem.com

Web:
salem.com/mayor

Facebook:
Kim Driscoll

Twitter:
@MayorDriscoll



INSIDE THIS ISSUE

October Traffic & Parking	2
Salem for All Ages draft action plan	3
Salem Receives COPS Grant	3
Early Voting and Election Day 2016	4

From the Mayor's Desk



Halloween, and the days leading up to it, are a busy and exciting time in Salem. The streets come alive with costumed revelers. It also means traffic gets to be more congested in the latter half of October. Thanks in advance for your patience as our Haunted Happenings celebration reaches its conclusion. If you live in Salem, I hope you'll consider coming downtown to be part of the festivities. Read more inside about parking options downtown for Salem residents and expected road closures for Halloween itself.

Remember, if you are downtown on Halloween or the weekend prior, if you see anything suspicious, help us keep the fes-

tivities safe for all by reporting it to the Salem Police at 978-744-1212.

In the latest episode of the FYI Salem podcast, I talk with Sarah Morrill and Jonathan Simcosky from the Salem Award Foundation. You can listen to the interview at <http://www.salem.com/mayors-office/pages/fyi-salem-podcast> or subscribe on iTunes or your preferred podcast service. Simply search for "FYI Salem" and sign up! During the interview we talk about the Foundation and its origins, the Salem Award, including past recipients, and the Salem Witch Trials Memorial and the legacy of the trials for our city and our nation.

Also in this edition of FYI Salem, you can read more about some major grants the Salem Police Department just received over the last three months, including a half million dollar three-year COPS grant to hire four more officers for community policing and a \$425,000 grant for domes-

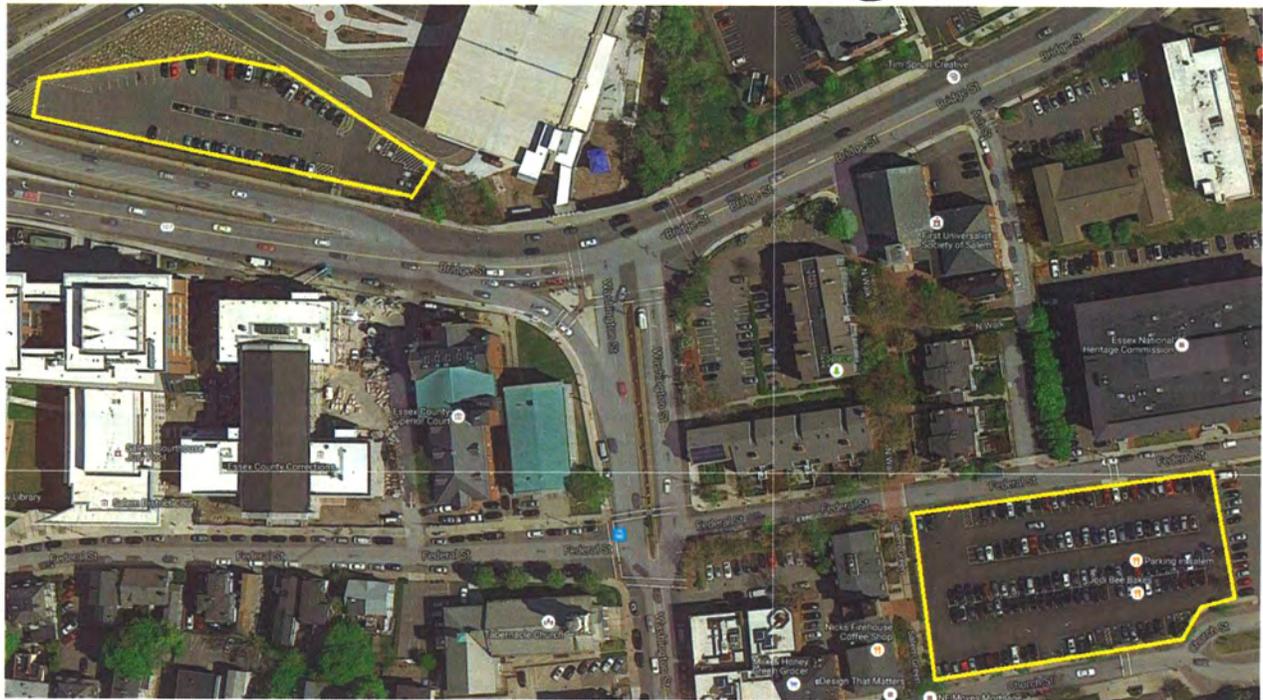
tic violence training and victims' services.

The schedule for early voting appears on the final page of this edition of the newsletter. For the first time, Massachusetts voters can cast their ballots in advance of Election Day at a variety of times, dates, and locations. You must be registered to vote—whether you vote early, absentee, or on November 8th itself. The voter registration deadline is October 19th, so if you need to register, get to the Elections Office at City Hall, 93 Washington Street, before then!

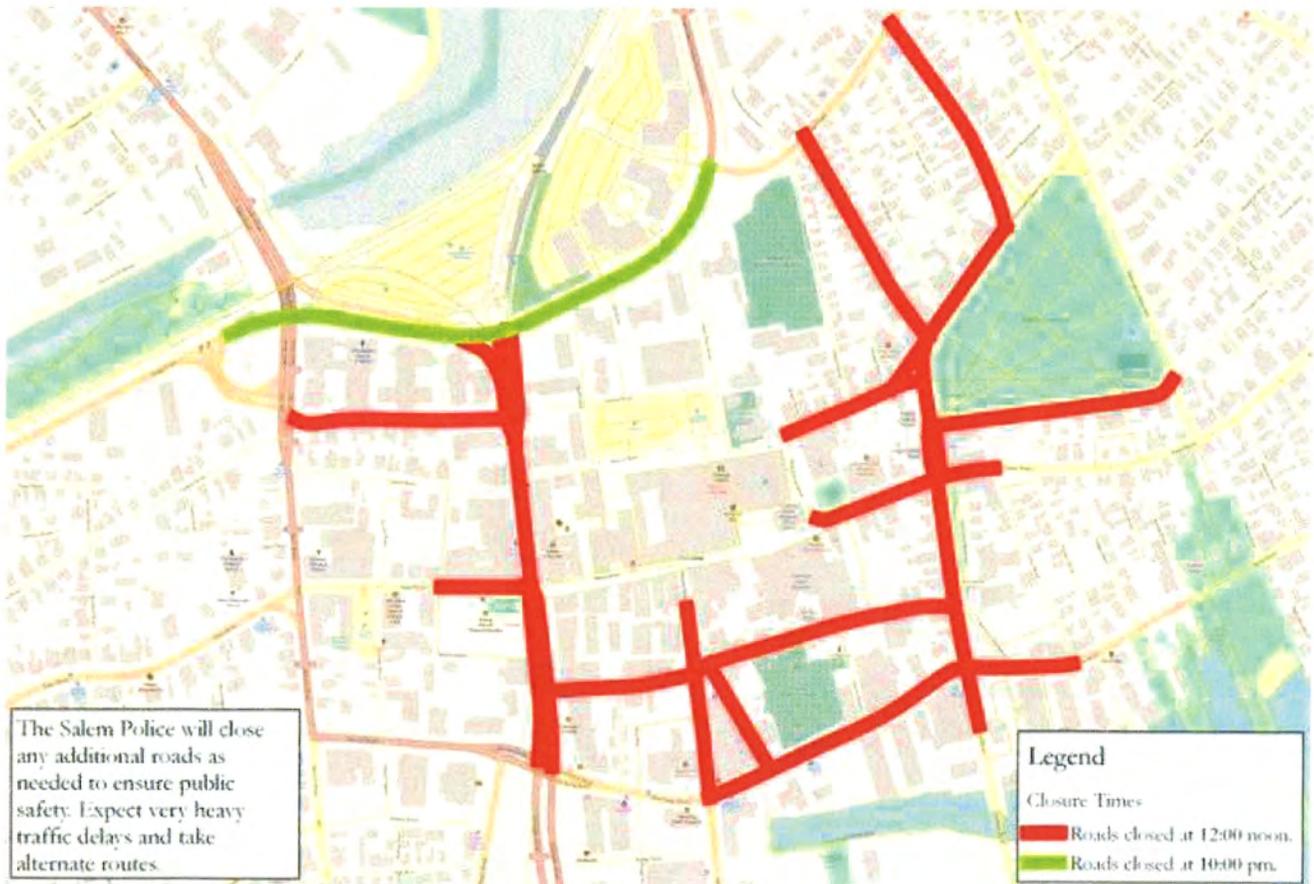
Finally, this issue has an update about our Salem for All Ages action plan. The draft of the plan is available now and we're trying to collect as much public comment and feedback on it as possible before November 1st. Take a look at the 29 page report and let us know what you think!

Kim Driscoll
Mayor, City of Salem

October Traffic & Parking



On October weekends Salem residents with ID may park for free in the City's surface lot near the MBTA and in the larger Church Street lot. The Church Street lot is \$20 for non-residents on October weekends.



Road closures for Halloween, October 31st.

Salem For All Ages action plan



The draft *Salem for All Ages* Action Plan has been posted at www.salem.com for public review and feedback. Public comments must be submitted by November 1 and should be directed to Caitlin E. Coyle at Caitlin.Coyle@umb.edu.

Salem's Age Friendly initiative began earlier in 2016 when the City was added to the AARP's national network of Age Friendly communities. Acceptance to the network meant the City committed to developing an action plan that focused on the "eight domains" of an age-friendly community: civic participation and employment, communication and information, community support and health services, outdoor space and buildings, transportation, housing, social

participation, and respect and social inclusion.

Within each domain, a vision statement for the future is described, followed by recommendations and specific action steps to be taken. Following approval of the final report a permanent community stakeholders group will be formed to monitor implementation of the plan, evaluate its effectiveness, and update it as necessary.

"In Salem we are thoughtful about how we approach the future," Mayor Kim Driscoll observes in her letter submitting the action plan. "Great cities do not happen by accident. They take careful planning, public input, and meaningful action. I am so pleased to present the *Salem for All Ages* Action Plan because I believe it meets all those standards. And because I believe it will truly make Salem an even greater City for all."

To help prepare the Action Plan, the City worked closely with experts from the Center for Social &

Demographic Research on Aging at the Gerontology Institute of the University of Massachusetts Boston. Those experts worked closely with a working group made up of City officials and local volunteers, to develop the draft plan.

Their efforts included multiple public listening session and meetings, three focus groups, an exhaustive document review of existing plans and reports, and a community survey completed by over 400 Salem residents over the age of 50.

"The priorities represented by the Age-Friendly designation are reflective of Salem's values as a whole," said Salem Mayor Kim Driscoll. "The goals of a livable, safe, and vibrant city serve to lift up all our residents, no matter their age or ability. This action plan has been informed by as many perspectives as practical, so that the recommendations it puts forth would be as diverse and as forward-looking as the people who live here. I encourage all Salem residents, whether they are seniors or not, to review the draft and offer their feedback to help make it an even more reflective of our community."

Salem Receives COPS Grant

In early October the U.S. Department of Justice's (DOJ) COPS program announced that Salem would be awarded a \$500,000 grant to fund four community policing officers over the next three years.

Salem was one of only two Massachusetts municipalities to receive a COPS grant award this year.

It comes on the heels of three other major grant awards to the Salem Police Department since August.

This summer the department re-

ceived a \$135,000 three-year extension of its MA Dept. of Mental Health grant to fund the behavioral health jail diversion program, which provides training to officers to connect individuals with mental and behavioral health services that can help lead to longer term crime reduction.

In September \$450,000 from the DOJ was awarded to enhance the department's work with victims of domestic violence and create a Victims Service Officer.

Finally, in addition to the \$500,000 COPS grant for additional community police officers, October also brought an additional grant award from DOJ to fund the acquisition of ten new bullet proof vests for the department.



Early Voting & Election Day

Early voting in Salem will take place from October 24 to November 4.

Whether you want to vote early, vote absentee, or vote on Election Day, the first step is making sure you are a registered voter by October 19, 2016. To check to see if you are registered to vote, to find information on how to register to vote, and to see where you vote, you may visit the Secretary of the Commonwealth’s website at www.sec.state.ma.us/ele.

If you need to register to vote, one way is to register online by visiting, www.RegisterToVoteMA.com. All you need is a license or an ID issued by the Registry of Motor Vehicles to apply online. To be eligible to vote in the November 8, 2016 election, you must register to vote or make any necessary changes to your voter registration (i.e. name, address, inactive to active status) by October 19.

In Salem, early voting may be done in person at the following locations, dates and times:

<u>Location</u>	<u>Date</u>	<u>Time</u>
Salem City Hall 93 Washington Street	Monday, 10/24/16	8:00 A.M. to 4:00 P.M.
	Tuesday, 10/25/16	8:00 A.M. to 4:00 P.M.
	Wednesday, 10/26/16	8:00 A.M. to 4:00 P.M.
	Thursday, 10/27/16	8:00 A.M. to 7:00 P.M.
	Friday, 10/28/16	8:00 A.M. to 12:00 P.M.
	Monday, 10/31/16	8:00 A.M. to 4:00 P.M.
	Tuesday, 11/01/16	8:00 A.M. to 4:00 P.M.
	Wednesday, 11/02/16	8:00 A.M. to 4:00 P.M.
	Thursday, 11/03/16	8:00 A.M. to 7:00 P.M.
Friday, 11/04/16	8:00 A.M. to 12:00 P.M.	
Salem High School 77 Willson Street Auditorium	Thursday, 10/27/16	8:00 A.M. to 7:00 P.M.
	Friday, 10/28/16	4:00 P.M. to 8:00 P.M.
Salem Academy Charter School Shetland Park 45 Congress Street	Saturday, 10/29/16	8:00 A.M. to 1:00 P.M.

Registered voters also have the option to request an early voting ballot through the mail. Fill out an application, available at www.sec.state.ma.us/ele, and mail it to Salem City Hall, Election’s Office, Room #5, Salem, MA 01970. Once a voter has cast an early voting ballot, the voter may no longer vote at the polls on Election Day.

Election Day is Tuesday, November 8. Polls will be open from 7:00 A.M. to 8:00 P.M. You can find your polling location at www.WhereDoIVoteMA.com.





FYI SALEM

VOLUME 2, ISSUE 15

NOVEMBER 1, 2016

CONTACT THE MAYOR'S OFFICE:

Phone:

(978) 619-5600

Fax:

(978) 744-9327

Email:

mayor@salem.com

Web:

salem.com/mayor

Facebook:

Kim Driscoll

Twitter:

@MayorDriscoll



INSIDE THIS ISSUE

Salem City Finances Lauded	2
Salem Hires First Traffic Director	3
New Rental Inspections	3
Election Day 2016	4

From the Mayor's Desk



It's November 1st and another Halloween has come and gone. I'd like to take this opportunity to thank all Salem residents who were so patient through the month of October. The five weekends seemed to be our busiest ever and we are already at work reviewing operations and conducting our after-action assessment.

You can help us plan for future Haunted Happenings and Halloweens by taking a minute to complete the short survey available at <https://www.surveymonkey.com/r/SalemHalloween2016>.

Your feedback is important and we take it all into consideration each year. This is the seventh year we've sought out resident input

after October and the input and comments we get back are always beneficial to our planning.

On behalf of the City I also want to thank all of our public services staff, inspectors, special events team, and, police and other public safety personnel. That a City the size of Salem can successfully host an annual celebration like Haunted Happenings and Halloween, and have it go so smoothly, is truly a testament to their collective professionalism and dedication.

In the latest episode of the FYI Salem podcast, I talk with the Chair of Salem's Board of Registrars of Voters, Chuck Barton, and City Councillor David Eppley, who chaired our Early Voting Task Force. You can listen to the interview at <http://www.salem.com/mayors-office/pages/fyi-salem-podcast> or subscribe on iTunes or your preferred podcast service. Simply search for "FYI Salem" and sign up! During the interview we discussed the 2016 election, what's on the bal-

lot, early voting, and where and when to vote in Salem on November 8. There's information about those topics on the last page of this newsletter as well.

Despite the busyness of the Halloween season, regular City business never takes a break. Read in this issue about some recent accomplishments for Salem around the strength of our City finances and bond rating, details about our first Director of Traffic and Parking, and find out how you can offer comments and feedback about new regulations we're considering regarding the inspection of rental properties. The draft regulations will increase the frequency and fines for inspections of rentals in Salem, as we continue our work to improve quality of life in our neighborhoods.

Thanks again for your patience this October and thanks for checking out this latest issue of the FYI Salem newsletter!

Kim Driscoll
Mayor, City of Salem

Salem City Finances Lauded

The financial ratings firm Standard & Poor's this week again affirmed the City's AA bond rating, first issued in 2013, which is the City's highest on record.

"We consider Salem's economy very strong...Overall, the city's market value grew by 7.7% over the past year to \$4.5 billion in 2016, leading us to revise our assessment of Salem's economy to very strong from strong" the agency explained. "We view the city's management as strong, with good financial policies and practices... Salem regularly monitors revenues and expenditures, and makes conservative budget assumptions based on a five-year trend. The city council and mayor engage in regular budget surveillance and receive monthly budget-to-actual and investment reports. Salem has a comprehensive five-year, annually updated capital plan that

strong, in our view," the agency continued in their report. "In our opinion, Salem's liquidity is very strong...It has consistently maintained very strong liquidity and we expect our assessment of liquidity to remain unchanged during our outlook period... Total governmental fund debt service is 2.7% of total governmental fund expenditures [and] overall net debt is low at 1.5% of market value, which is in our view a positive credit factor."

"This rating affirmation is reflective of our dedication to positive economic growth, stable financial management policies, and sensible and sustainable budgeting practices," said Salem Mayor Kim Driscoll. "Over the last several years we have made a conscience effort to get our fiscal house in order and to keep it that way. Through our on-going commitment to responsible fiscal policies and budgeting, we have been able to maintain this record-level rating and continue moving our City forward."

Salem currently holds about \$84.9 million in total direct debt, with debt service comprising only 3.2% of the City's budget expenditures. Salem maintains a highly competitive 1.5% overall net debt-to-market value, down from 1.6% last year. Of the City's \$84.9 million of debt, \$20.1 million is self-supporting debt from sewer and water enterprise funds and \$2.3 million will be reimbursed by the Commonwealth for previous school building projects.

The City of Salem has received its eighth Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA), a nation-wide nonprofit organization, for its FY2016 City Budget. The award is the only national awards program for

governmental budgets.

The Distinguished Budget Presentation Award from the GFOA reflects the City's commitment to meeting the highest principles of governmental budgeting. In order to receive the award, the City had to meet or exceed nationally recognized guidelines for an effective budget presentation.



*Distinguished
Budget
PRESENTATION
Award*

The GFOA guidelines are designed to assess how well a municipality's budget serve as a policy document, a financial plan, an operations guide, and a communications device. Budget documents must be rated proficient in all four categories and in fourteen mandatory criteria within those categories in order to receive the award. Salem was one of just 18 Massachusetts municipalities to receive the award.

The GFOA is a major professional association servicing the needs of nearly 19,000 appointed and elected local, state, and provincial-level government officials and other finance practitioners. It property top quality publications, training programs, services, and products designed to enhance the skills and performance of those responsible for government finance policy and management.

S&P Global Ratings

examines both facilities and infrastructure needs... The city also has a multiyear financial plan that identifies future issues, leading to revenue and expenditure decisions with a long-term perspective. Structural balance is a clear goal in the decision-making process. Salem has an investment policy, debt policy, and a reserve policy... The city maintains some unused levy capacity (\$5.3 million) [and] actively works with department heads and collective bargaining units to keep cost in line with the budget."

"Salem's budgetary flexibility is

FYI SALEM Salem Hires 1st Traffic Director

Mayor Kim Driscoll has appointed Matthew Smith, a Salem resident and urban planner, to serve as the City's first Director of Traffic and Parking. Smith, brings extensive experience in urban planning to the new position, having worked in both the public and private sector on transportation projects, community planning, and economic development initiatives. He also brings an understanding of the specific challenges, needs, and opportunities in Salem.

Smith holds a Masters in Urban Planning from Hunter College of the City University of New York. He comes to the City from AKRF where, as a Technical Director, he worked with municipalities, agencies, and private sector clients on transportation efforts, redevelopment planning, economic analyses, and environmental assessments. Prior to AKRF he had been the Senior Economic Development Planner for the Metropolitan Area Planning Council, where he managed many community and economic

planning initiatives in the region, including the Salem Point Neighborhood Market Study.

"I believe that Mr. Smith will be a thoughtful and highly competent Director of Traffic and Parking," said Mayor Driscoll. "He has the skills and expertise to help advise the new Traffic and Parking Commission, to set up the processes and systems necessary to establishing the new regulations in partnership with the City Council, and the background to be able to oversee the implementation and updating of important City traffic policies like our Complete Streets Policy, our Residential Traffic Calming Program, and our Comprehensive Parking Plan, among others. I'm excited for him to start work and welcome him aboard our team."

"I am excited and honored to join the City of Salem as its Director of Traffic and Parking," said Smith. "As an urban planner and Salem resident, I understand and experience many of the City's transportation and parking challenges from both a professional and personal



perspective. An efficient, connected transportation network for all users – pedestrians, bicyclists, drivers and transit riders – is crucial to our quality of life and our City's economic future. I look forward to rolling up my sleeves and working with Salem residents, businesses, City staff and elected officials to identify and implement realistic transportation and parking strategies that will make Salem the most connected, accessible, and safe community possible."

Submit comments to mayor@salem.com before November 22.

New Rental Inspections

As part of on-going efforts to improve the quality of life in neighborhoods, the City of Salem is seeking public comment on a draft revision to the Ordinance regulating the inspection of rental properties in the City. The draft Ordinance, is available for review at http://www.salem.com/sites/salemma/files/uploads/proposed_residential_rentals_ordinance.pdf.

-Changes current inspection schedule from "on change of tenant" as voluntarily reported by landlord to required every 3 years or on change of tenant.

-Owner-occupied 2- and 3- families continue to just be "on change of tenant" or new owner.

-All other rentals with no Code violations placed on 5 year schedule.

-Properties with Code violations subject to annual inspections.

-Short term rentals (Airbnb, etc.) subject to same inspections, every 3 years or change of owner if use is continued by new owner.

-Fine for renting without inspection increased from \$20/day to \$50/day.

"Ensuring that all of Salem's neighborhoods meet high standards for livability is a major priority," said Mayor Kim Driscoll. "I believe the proposed changes, to make these inspections required on a more standardized basis, are a step forward to that goal. The inclusion of short term rentals provides equal treatment for these types of rentals, while also giving renters the comfort of mind in knowing that all residential units in Salem meet all appropriate standards for habitation and use. I hope all Salem residents – whether they are tenants, landlords, or neighbors to a rental property – will offer their feedback so we can work to craft the best possible set of regulations."

Election Day 2016



The 2016 general election takes place on Tuesday, Nov. 8. Polls are open from 7am to 8pm that day. To find your polling place and see the ballot, visit <http://wheredoivotema.com> and enter your address.

Ward 1, Precinct 1 votes at the Bentley School; Ward 1, Precinct 2 votes at 135 Lafayette Street; Ward 2 votes at St. John’s Church; Ward 3 votes at Salem High School; Ward 4 votes at Witchcraft Heights Elementary School; Ward 5 votes at Saltonstall School; Ward 6, Precinct 1 votes at Bates School; Ward 6, Precinct 2 votes at Mack Park; and Ward 7 votes at the SSU Enterprise Center.

Vote early at City Hall, 93 Washington St., on 11/1 and 11/2 8am-4pm, 11/3 8am-7pm, or 11/4 8am-noon. You must be a registered voter to cast an early ballot. Absentee ballot applications must be received by the City Clerk by noon on Nov. 7. Forms are at <http://www.salem.com/city-clerk/pages/election-information-forms>.

Contested Races on the 2016 General Election Ballot for Salem

Electors of President & Vice President

CLINTON and KAINE	DEMOCRATIC
JOHNSON and WELD	LIBERTARIAN
STEIN and BARAKA	GREEN-RAINBOW
TRUMP and PENCE	REPUBLICAN

Councillor—Fifth District

EILEEN R. DUFF	DEMOCRATIC
RICHARD A. BAKER	REPUBLICAN

Sheriff—Essex County

KEVIN F. COPPINGER	DEMOCRATIC
ANNE M. MANNING-MARTIN	REPUBLICAN
MARK E. ARCHER	INDEPENDENT
KEVIN J. LEACH	INDEPENDENT

Question 1

- A YES VOTE would permit the state Gaming Commission to license one additional slot machine gaming establishment at a location that meets certain conditions specified in the law.
- A NO VOTE would make no change in the current laws regarding gaming.

Question 2

- A YES VOTE would allow for up to 12 approvals each year of either new charter schools or expanded enrollments in existing charter schools, but not to exceed 1% of the statewide public school enrollment.
- A NO VOTE would make no change in current laws relative to charter schools.

Question 3

- A YES VOTE would prohibit any confinement of pigs, calves, and hens that prevents them from lying down, standing up, fully extending their limbs, or turning around freely.
- A NO VOTE would make no change in current laws relative to the keeping of farm animals.

Question 4

- A YES VOTE would allow persons 21 and older to possess, use, and transfer marijuana and products containing marijuana concentrate (including edible products) and to cultivate marijuana, all in limited amounts, and would provide for the regulation and taxation of commercial sale of marijuana and marijuana products.
- A NO VOTE would make no change in current laws relative to marijuana.



FYI SALEM

VOLUME 2, ISSUE 16 NOVEMBER 16, 2016

CONTACT THE MAYOR'S OFFICE:

Phone:
(978) 619-5600
Fax:
(978) 744-9327
Email:
mayor@salem.com
Web:
salem.com/mayor

Facebook:
Kim Driscoll

Twitter:
@MayorDriscoll



INSIDE THIS ISSUE

\$3.5M Grant for Boston & Bridge	2
Textile Recycling Drive	3
CPA 2017 Draft Plan	3
Salem's South River	4

From the Mayor's Desk



Welcome to the latest issue of FYI Salem! Inside you can find out more about our sixth annual textiles recycling drive and how you can comment on the upcoming FY2017 CPA Plan.

On the last page, you can read some of my thoughts behind the proposed purchase and improvement of the currently vacant parcel at 289 Derby Street along the South River. This long empty lot represents a unique opportunity to create a public waterfront recreation space that enhances the Derby Street corridor and serves as a bridge with the Point neighborhood on the opposite side of the river. It's even possible to develop the space in a way that gen-

erates potential revenue for regular maintenance and upkeep into the future, with programs, special events, and more. The state has committed a \$750,000 parks grant to enable us to build this public space, should the City Council approve its acquisition.

Also inside this issue, read more about today's major announcement that the City has received a \$3.5 million MassWorks grant to carry out a major upgrade to the Boston Street and Bridge Street intersection. The MassWorks program is a state grant that funds road and infrastructure projects that are complemented by responsible private developments. In the case of this award there are two such developments: the joint construction of the Gateway Center and the City's Mayor Jean Levesque Community Life Center and the redevelopment of the former Flynn Tan property. Previous MassWorks grants have funded work at Riley Plaza and along Goodhue Street.

In the latest episode of the FYI Salem podcast, we celebrate Salem Restaurant Week and talk with local restaurateurs Tim Haigh, Larry Leibowitz, and Matt O'Neil. You can listen to the interview at <http://www.salem.com/mayors-office/pages/fyi-salem-podcast> or subscribe on iTunes or your preferred podcast service. Simply search for "FYI Salem" and sign up! During the interview we discussed their restaurants and their visions for their businesses, as well as Salem's transformation into a dining destination.

Lastly, with the holidays approaching, I would like to encourage you to shop local first this holiday season! Saturday, November 26 is Small Business Saturday in Salem and across the nation. In addition, parking at all City lots, garages, and meters will be free from November 24-27, so when you're planning your post-Thanksgiving Day shopping, plan to come to downtown Salem first!

Kim Driscoll
Mayor
City of Salem

\$3.5M Grant for Boston & Bridge



Proposed 2016 MassWorks Application Construction Elements

On November 16, Housing and Economic Development Secretary Jay Ash joined Salem Mayor Kim Driscoll to announce the awarding of a \$3.5 million grant from the state’s MassWorks program to implement significant improvements at the Boston Street and Bridge Street intersection and along Bridge Street to Flint Street.



Secretary Ash and Mayor Driscoll talk about the planned improvements.

The grant leverages the impending construction of the Gateway Center and the City’s Mayor Jean Levesque Community Life Center on Bridge St, where site work began last week to prepare for construction beginning in Spring 2017.

The funds from the grant will enable the City to complete a number of substantial upgrades to this busy corridor, including providing for bicycle and pedestrian enhances consistent with the City’s nationally recognized Complete Streets Policy, new signals and crossings at the intersection, utility relocations, lane realignments to improve traffic flow, and the completion of the shared use path connection from Leslie’s Retreat Park to the corridor.

“I am extremely pleased that the City has been awarded this substantial grant,” said Mayor Driscoll. “It will



Secretary Ash, State Senator Joan Lovely, Mayor Driscoll, and State Rep. Paul Tucker.

enable us to complete a wide variety of much needed improvements to make this corridor a true complete street, without tapping local taxpayers to do so. The result will be a roadway that is better suited for the new developments in the neighborhood, and safer for pedestrians, bicyclists, and drivers.”

Textile Recycling Drive

In honor of America Recycles Day, SalemRecycles is partnering with Goodwill Massachusetts and the Secondary Materials and Recycled Textiles Association to host the City of Salem's sixth Clothing and Household Textiles Recycling Drive on Saturday, November 19th in Riley Plaza from 8:00 am to 3:00 pm.

This is your opportunity to donate all usable and questionable items in one central location.

This year, as you sort through your "not so wonderful" used clothing and textile items, the City of Salem is happy to offer

this a solution to help ease your mind and keep those items from heading for the trash.

Every week we recycle our papers, glass and metal, but we tend to overlook the textiles we have in our homes.

Items such as clothing, dish cloths, curtains, and even shoes can be repurposed into other items such as rags, insulation and carpet underlayment.

As long as these are clean and dry (a must) they can find a second purpose.

To find a complete list of all acceptable pieces that you can do-

nate please visit www.salem.com/recycling.

And to learn more about other environmentally friendly programs and resources in Salem, please visit www.greensalem.com.



CPA 2017 Draft Plan

The Community Preservation Committee (CPC) has released its *Draft FY17 Community Preservation Plan and FY16 Annual Report*. The Community Preservation Plan is used to guide the CPC's decision-making when reviewing and recommending projects for Community Preservation Act (CPA) funding. The Plan includes an overview of the CPA in Salem, evaluation criteria, and a timeline. The plan also serves as an annual report – summarizing the status of funded projects and including copies of the re-



quired State reports.

The CPC invites public comment on the draft plan by Dec. 2. Following the receipt of comments, the Plan will be finalized and proposals for CPA funding accepted.

Eligibility Applications may be submitted any time. However, to be considered for the FY17 funding round, applicants are encouraged to submit their Eligibility Applications no later than January 9. For projects determined eligible, applicants will be invited to submit a Funding Application. The CPC's tentative deadline for Funding Applications is March 17. The goal of the CPC is to review proposals and make award recommendations in May.

CPC Chair Kevin Cornacchio stated, "In our first three years, CPA has helped fund 37 public and private projects across the city. The issuance of the draft Plan begins the

next round of funding and the opportunity to fund additional projects that might not otherwise be able to proceed."

"The Community Preservation Act in Salem has had a tremendously positive impact on our community, having raised over \$2.5 million in funds dedicated for housing, historic preservation, and open space and recreation projects in our city that might otherwise not have been possible," said Mayor Kim Driscoll. "The members of the Community Preservation Committee have been thoughtful stewards of this vital funding source and I thank them all for their dedicated volunteer service to Salem."

The draft plan can be found at <http://www.salem.com/community-preservation-committee>. Comments may be sent to the Department of Planning and Community Development, 120 Washington St., Salem, MA 01970 by noon on December 2.

Salem's South River

"Modern, alive cities with water frontage are realizing the tremendous advantages – if properly developed – this gives them over inland communities... A hundred cities in America and abroad have taken or are planning to take over and develop their water fronts, arranging so that they are accessible for health and recreation purposes, and at the same time of increased utility... [In Salem] it is just at these points... where [there is] the least opportunity and more need than perhaps anywhere else in the city, for the health and rest-giving effects and enjoyment of the water."

First Annual Report of the Salem City Plans Commission, December 26, 1912

Over the last few weeks, the City Council has debated the merits of whether to accept the recommendation of the Community Preservation Committee to acquire a parcel on Derby Street with the goal of transforming it into a dynamic open space that offers a link from our downtown to our waterfront. The recent award of \$750,000 in state grant funds for improvements to this site if acquired by the City means that we'll have the ability to get to work on this transformation right away. This could be an active, vibrant space hosting events and activities designed to reactivate the South River with kayaks, small boats, viewing areas for events like Water Fire or light shows, outdoor dining, music or theater performances. We expect to be able to complete another section of the harbor walkway and establish a strong pedestrian corridor along the channel to the downtown Riley Plaza area, the Point Neighborhood, as well as to and from the Visitors Center and Pickering Wharf.

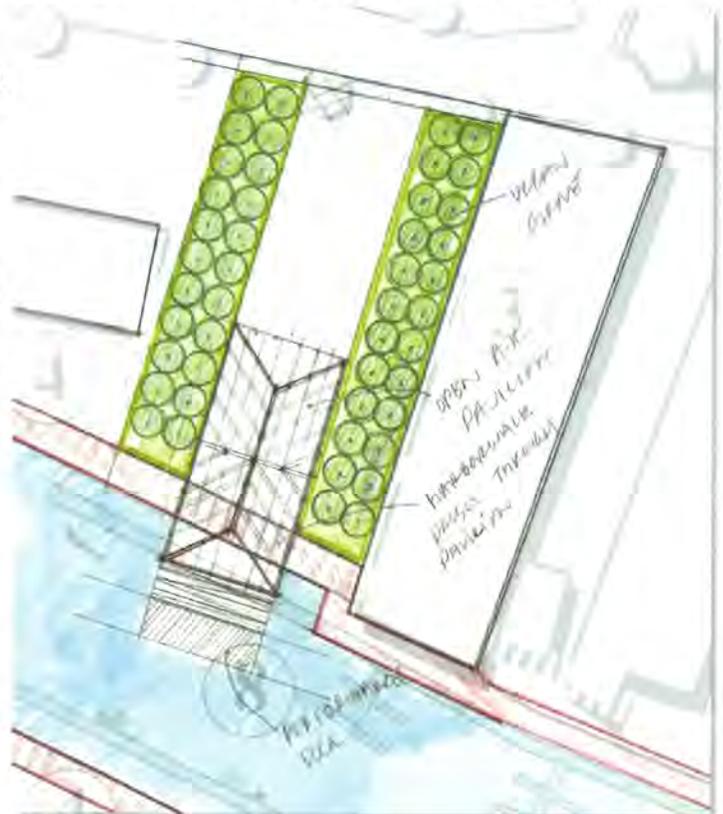
Accomplishing this kind of goal can be challenging in a densely settled urban area. The acquisition and redevelopment of the parcel at 289 Derby Street into a gateway park along the waterfront provides a rare opportunity to acquire in perpetuity open space along the waterfront in a manner that first originated with Salem planners in a 1979 Nathaniel Bowditch Park Plan, followed by the 2000 Salem Harbor Plan, and its 2008 update. Creation and preservation of open space along the downtown waterfront is identified as a high priority and is a goal that is expressed multiple times throughout the Harbor Plan. The City's Master Plan also calls out support for making our harbor a focal point, stating that "The harbor is the City's front door and a focus on that is needed." While it may be hard to envision this lot as something other than what it is at present – we know it can be so much more. A transformed space along the water will help to clean up and secure the area, provide benefits to the entire community and can serve as a catalyst for continued future investment in and along this corridor.

The parcel has been appraised at \$1.4 million, largely driven by the anticipated value that would come from this site should it be developed as condominiums, as would have occurred via a previously permitted project, or in some other commercial manner – for instance, a bank drive thru proposal has also been discussed as a possibility for this site. Clearly, developing this site for condominium or commercial use would offer tax revenues to the City. For every million dollars in commercial value, the city collects approximately \$30,000 annually in property taxes. As Mayor, I know that new growth and tax revenues are something the City relies on to help pay our bills and provide school, public safety and public works services. I have labored over the last decade to eliminate prior deficits, improve city finances, and 'balance our books' with an eye on the needs of today, as well as our aspirations for the future.

As a community, we also place a high value on quality of life and investing in great public spaces can provide the dual benefit of capturing new growth, while also contributing to an enhanced urban infrastructure. There is ample evidence to suggest that an improved Derby St. lot will also enhance and increase the values of the nearby parcels.

Of course we want to make sure that any land we purchase does not pose an environmental risk. The sellers invested in some clean up when they acquired the parcel and we are currently performing our own due diligence. Once that review is complete, we will be back before the Council to discuss the opportunity to acquire this waterfront parcel.

For more than a dozen years, this waterfront parcel has sat vacant and underutilized, along one of our most traveled corridors, which is now bustling with new restaurants, stores, and so much more. This is a unique opportunity to continue the forward momentum along this portion of Derby Street and around the South River; to leverage funding from the state to create a new public gathering space that reactivates access and use of the South River Channel, and to truly connect the downtown to the Point, Pickering Wharf and the Essex Street Corridor. I hope we will seize the chance to become a "modern, alive" city that realizes the "tremendous advantage" our waterfront frontage provides, as our City Plans Commission hoped for in 1912.





FYI SALEM

VOLUME 2, ISSUE 17 NOVEMBER 29, 2016

CONTACT THE MAYOR'S OFFICE:

Phone:
(978) 619-5600
Fax:
(978) 744-9327
Email:
mayor@salem.com

Web:
salem.com/mayor

Facebook:
Kim Driscoll

Twitter:
@MayorDriscoll



INSIDE THIS ISSUE

Holiday Happenings	2
COA's 50th Birthday	2
Peas for Fees	3
Discounted Trash Overflow Bags	3
Parks Updates	4

From the Mayor's Desk



It's a festive time of year in Salem. Holiday lights are up in the Common, wreaths are on our light posts, and the Christmas Tree and Hanukah Menorah are being set up in Lappin Park. The celebrations kicked off on Friday when Santa made his annual arrival to Salem, descending from the roof of the Hawthorne Hotel with help from the Salem Fire Department.

The Winter Market at Old Town Hall, Festive Fridays, and all the other elements of the holidays in Salem make it such a special time of year in our historic city. You can read more about what's on the schedule inside this issue.

In the latest episode of the FYI Salem podcast, I am joined by Simeen Brown and Stefanie Howlett from Historic Salem Inc. We talk about the upcoming 37th annual

holiday house tour that HSI organizes. You can listen to the interview at <http://www.salem.com/mayors-office/pages/fyi-salem-podcast> or subscribe on iTunes or your preferred podcast service. Simply search for "FYI Salem" and sign up. This year's tour takes place this weekend and you won't want to miss it!

This issue of FYI Salem also brings some exciting news and updates about major improvement projects taking place or being planned for three of our public parks: McGlew, Mary Jane Lee, and Lafayette Park.

You can find out about our annual Peas for Fees initiative, which starts December 1st, and about how you can get discounted trash overflow bags for the busy holiday season. As always, we hope you'll recycle as much as possible before resorting to adding to your trash. Recycling is not only good for the planet, it also helps the City save money, since we pay less for each ton of recycling collected compared to each ton of regular trash collected.

Finally, I am excited to join our COA Board and staff, our seniors, and our state

legislators as we gather to mark the 50th birthday of Salem's Council on Aging. The party, *Present | Future*, takes place December 12th at 10:30 a.m. at 5 Broad Street. We'll look back on the last five decades of service to our seniors and share our vision for the new Mayor Jean Levesque Community Life Center, where site preparation work began this month in anticipation of construction beginning in the spring.

Earlier this month I had the pleasure of giving an address at the National League of Cities conference in Pittsburgh. I shared how Salem had worked together to develop a forward-looking Age-Friendly action plan, *Salem For All Ages*. This report offers a strategic vision and recommended action steps that we can take to help make sure Salem only strengthens our position as a livable community for people of all ages. I encourage you to read the action plan, available now at <http://www.salem.com/council-aging/pages/salem-all-ages>, and, if you are able to, stop by our COA gathering on December 12th so we can celebrate these achievements and our future possibilities together.

Kim Driscoll
Mayor

Holiday Happenings



Fall under the Spell of Salem's Holiday Happenings!

The calendar is full of events celebrating the holidays in Salem. Events include the annual Christmas in Salem historic home tour to the Winter Market, Salem Holiday Market, the Trolley Christmas Carol (which is almost sold out), and Treats & Trimmings Walking Tours with Salem Food Tours.

Find all of the holiday events on the calendar at Salem.org.

COA's 50th Birthday

Mayor Kim Driscoll and the Council on Aging Board invite the public to a celebration marking the 50th anniversary of the establishment of Salem's Council on Aging. *Past | Present | Future* will commemorate the 50 years of dedicated service to Salem's seniors that the department has provided and also offer an opportunity to learn more about the Mayor Jean Levesque Community Life Center on Bridge Street. The 20,000-square foot, two-story Levesque Center will house the Council on Aging, along with Parks and Recreation and the Veterans' Services office. Site work began this month in anticipation of vertical construction commencing this spring.

***Past | Present | Future* will take place on Monday, December 12 from 10:30 a.m. to 11:30 a.m. at the current COA facility at 5 Broad Street.** In addition to remarks from Mayor Driscoll, State Representative Paul Tucker, and State Senator Joan Lovely, those attending can enjoy music, cake, and a slide show presentation about the history of the COA. If you have a photograph from the Salem Council on Aging that you would like to submit for inclusion in the slide show, please email it to rdonahue@salem.com by December 8th.



"This month we formally submitted *Salem For All Ages*, our age-friendly Salem action plan, to the AARP and the World Health Organization," said Mayor Driscoll. "We also saw the start of work for the long-awaited Levesque Center. This gathering on December 12 offers an opportunity for us to come together to celebrate all that we have accomplished in support of Salem's seniors, not just over the last few years, but over the COA's last fifty years. And it also provides us an opportunity to look forward to the future and the opening of the Levesque Center, a new, state-of-the-art facility that our seniors and families so greatly deserve."

FYI SALEM

The City's annual "Peas for Fees" ticket amnesty program will run December 1 through December 23. The program allows for the waiver of late

fees on parking violations in exchange for a donation of canned goods and non-perishable items. All food will go to local Salem food pantries.

Peas for Fees

Up to \$30 in late fees will be waived in exchange for the donation of at least two canned goods or non-perishable items at the City Collector's Office at Salem City Hall.

The "Peas for Fees" program has become an annual tradition in Salem and has successfully brought in donations of food for those in need and also additional receipts for the City.

In the spirit of the holidays, this amnesty program will once again give individuals who owe late fees an incentive to pay their tickets, providing additional food supplies to needy food pantries and hopefully resulting in an extra infusion of funds for the City.



Discounted Trash Overflow Bags

Salem residents may purchase official Orange Overflow trash bags for \$1 per bag for any holiday overflow. Each household may purchase up to 5 bags, from Monday December 19 through Monday January 9, 2017, during regular City office hours. These discounted bags may **only** be purchased at the Collector's Office, 93 Washington Street and the Council on Aging, 5 Broad Street.

For excess recycling, you may either wait until the next recycling collection day to put it out curbside or bring it to Caraustar at 53 Jefferson Avenue (for more information, call 978-744-4330). Recycling brought to Caraustar must be sorted before

it is dropped off. Regular business hours for Caraustar are 7am-4pm, with the following holiday hours: December 23 and December 31, 7:00 a.m. - noon; December 24, 25, 26 and January 1, closed.

For collection of bulky items, please call Waste Management at 800-972-4545 to schedule an appointment for pick-up at least 48 hours in advance of the intended collection. The Waste Management customer service line is open from 7:00 a.m. to 5:00 p.m. Your bulky item will be collected on your regular recycling collection day if you have made an appointment in advance.

For more information about recycling and trash in Salem, please visit <http://www.salem.com/recycling-and-trash>.



Parks Updates

The City of Salem has submitted a grant application to the Commonwealth to complete the design and implementation of significant improvements to **McGlew Park**. If received, the grant award will be combined with CPA and CDBG awards to carry out the planned upgrades. The project would make a vast improvement to this important neighborhood park. In addition to upgrading the entry on North Street to make it more welcoming and ADA-compliant, the project plans call for new trees, an irrigation system for the softball field, resurfacing of the basketball court, walking trails around the park, and the installation of new playground equipment. Work would begin this spring.

Mary Jane Lee Park will be closed beginning December 1st as the City’s contractor, Empire Design & Construction, begins its renovation. Public parking will be unavailable within the park during this time, with the exception of five to seven spaces that will be available only for the duration of an on-street parking ban during snow emergencies.

The project was designed with input from the neighborhood and is funded in part with CPA funds and a PARC grant from the Commonwealth. Improvements will include upgraded play equipment, new rubber play surfacing, an expanded lawn area, a reconfigured basketball court, a new shade pavilion, and new pipe-rail fencing. This project will complete renovation of the park that began with the construction of a new splash pad that opened in June 2015.

The park will reopen in July 2017 upon completion of park improvements. From that point on, approximately 23 parking spaces will be available at the park during winter snow parking bans.

This project is the latest in a series of major investments in Salem’s parks and recreation facilities. In recent years the City has renovated Furlong Park, McGrath Park, Splaine Park, and Bertram Field. Improvements are currently planned for McGlew and Lafayette Parks.

There will be a public visioning session for the **Lafayette Park** improvements on December 6th from 5-8pm in the Community Room at 135 Lafayette Street and a survey is available online at <https://www.surveymonkey.com/r/GYGO2LW>.

Lafayette Park Open House Visioning Session



Tuesday, December 6, 5 to 8pm

Community Room,
135 Lafayette St., Salem, MA

**Drop in anytime between
5 and 8pm to let us know what your
vision is for Lafayette Park**

You can also provide us with feedback by taking this brief survey: <https://www.surveymonkey.com/r/GYGO2LW>

For more information, please contact Tom Devine with the City of Salem Department of Planning and Community Development at (978) 619-5685 or tdevine@salem.com



FYI SALEM

VOLUME 2, ISSUE 17 DECEMBER 22, 2016

CONTACT THE MAYOR'S OFFICE:

Phone:
(978) 619-5600

Fax:
(978) 744-9327

Email:
mayor@salem.com

Web:
salem.com/mayor

Facebook:
Kim Driscoll

Twitter:
@MayorDriscoll



INSIDE THIS ISSUE

McGlew Park grant	2
Museum Place Garage upgrades	2
LAUNCH	3
State of the City 2017	3
First Day Hikes	4

From the Mayor's Desk



Welcome to the final FYI Salem newsletter of 2016!

In the latest two episodes of the FYI Salem podcast, I was joined by Kylie Sullivan of Salem Main Streets and Jill Thompson of the Salem Chamber to talk about holiday shopping and doing business in Salem, and then by City Councilor Josh Turiel, who is wrapping up his year as the City Council President. You can listen to both interviews at <http://www.salem.com/mayors-office/pages/fyi-salem-podcast> or subscribe on iTunes or your preferred podcast service. Simply search for "FYI Salem" and sign up.

It's been an exciting year for the City of Salem. The National Grid underground cable project wrapped up, site work has got underway for the long-awaited Community Life Center, a major upgrade to the Canal Street corridor began construction, and work continues on the Footprint power plant project which is expected to be completed this coming June. We received millions in state and federal grants to upgrade the Boston and Bridge Street intersection, help improve McGlew and Mary Jane Lee parks, and assist with the hiring of four more community police officers. We committed to one of the most extensive road repaving programs ever, tackling three times as many roadway overhauls as we normally pave in a fiscal year.

Salem's Public Schools rose out of Level 4 status and all of schools showed remarkable improvements in student achievement and learning. I'm proud of the progressive partnership with the Salem Teachers Union reflected in a new contract that supports professional development and teacher leadership opportunities.

2016 also brought improvements in how local government operates. Our new automated trash and recycling collection has resulted in dramatically reduced complaints of missed pick-ups and loose litter, while single-stream recycling has increased our recycling overall. Efficiencies from our new LED street lights and from the Salem PowerChoice program helped keep Salem residents' dollars in their own

wallets, while boosting our efforts to reduce our carbon footprint.

Our record-high bond rating was affirmed and we received yet another award from the leading nation-wide government finance watchdog association for transparency and accountability in our budgeting. The City's stabilization funds are stronger than they've ever been, we launched City Hall to Go to improve access to public services, formed a new Traffic and Parking Commission to begin to take on traffic issues in an objective and professional manner, and we debuted the Visual Budget website to make it even easier for taxpayers to see where their dollars are going to fund local services. I'm especially proud that the City remains substantially under its levy limit and that we have maintained the second lowest average tax increase over the past decade among all North Shore communities.

2017 will bring its own challenges and its own opportunities. I remain optimistic about all the possibilities in front of us as a community, however. In Salem we will continue to build bridges—not walls. We will continue to be a diverse and welcoming City—one that looks to the future with nothing but confidence and optimism about what we can achieve together. Best wishes for a Happy New Year!

Kim Driscoll, Mayor

McGlew Park grant

The City of Salem has received its eighth Parkland Acquisitions and Renovations for Communities (PARC) grant from the Commonwealth, a \$400,000 award that will go toward the upgrade of McGlew Park in North Salem. The balance of funds for the \$622,000 project have come from a combination of City capital funds, Community Development Block Grant dollars, and a Community Preservation Act grant.

Over the last decade the City has applied for and received a total of just over \$3.4 million in PARC grants to carry out improvements at Peabody Street Park, Furlong Park, Splaine Park, Bertram Field, the Lead Mills Conservation Area,

Winter Island, and Mary Jane Lee Park.

This award for McGlew will enable the City to make a vast improvement to this important neighborhood park. In addition to upgrading the entry on North Street to make it more welcoming and ADA-compliant, the plans call for new trees, an irrigation system for the softball field, resurfacing of the basketball court, walking trails around the park, and the installation of new playground equipment.



Museum Place Garage upgrades

The City of Salem has commenced a major capital improvement project, as it begins the reconstruction of the four stairwells in the Museum Place parking garage in downtown Salem. The work will improve both the safety and appearance of the heavily utilized stairways and comes shortly after the City completed a separate parking garage systems upgrade to the payment kiosks.

In order to carry out the work, temporary stairway closures will be necessary to accommodate the construction activities. Closures will commence as early as this weekend; however, at least one stairwell and the two elevators will always be available for public use. The elevators' hours of operations were recently changed to run 24 hours a day, for additional convenience. During the project, which is anticipated to last several months, signage will be posted directing those parking in the garage to the open stairwell.

"I want to thank in advance those who make use of the garage for their patience during this important project," said Mayor Kim Driscoll. "By making these upgrades now we will help ensure the continued safety of those who park at the garage and also be able to make an improvement to the aesthetics of these busy stairways."



Launch! 4-6pm • **FREE**
 Family Friendly • Crafts • Music
 Countdown for the Kids!
 \$5 Suggested Donation

SATURDAY DECEMBER 31, 2016

NEW YEAR'S EVE
 OLD TOWN HALL • SALEM, MA

Late Night 9-12:30am • **\$20**
New this year!
 Full Bar • Live Music • 21+
 Countdown at Midnight!
 Tickets Available at Creative-salem.ticketloop.com

In Partnership with the City of Salem, Creative Salem, Salem Main Streets, Retonica, Figsbury Creative Group, Dandrew, & Northshore Bartending Service

State of the City 2017

Salem Mayor Kim Driscoll will deliver her 12th annual State of the City update at the City Council's organizational meeting for the 2017 calendar year. The event takes place on Thursday, January 5, 2017, at 6:00 p.m. in the City Council Chambers at Salem City Hall, 93 Washington Street. It is free and open to the public, and will also be broadcast on SATV Channel 22. The audio of her remarks will be in the first January episode of the FYI Salem podcast and the full text will be available online at <http://www.salem.com/mayors-office/pages/mayors-speeches>.



Mayor Kimberley Driscoll cordially invites you to the annual

State of the City Address

Thursday, January 5, 2017, 6:00 p.m.

Salem City Hall

93 Washington Street, Salem MA

First Day Hikes



The City of Salem is partnering with the National Park Service to participate in First Day Hikes, a national initiative established by America's State Parks.

Salem's First Day Hikes will begin at the Salem Common Playground at 10:00 a.m. on January 1st.

Participants can choose to walk around the Salem Common and then to the Derby Wharf Lighthouse, or a shorter route that begins at Derby Wharf and goes to the lighthouse. The map below has more details on the hike routes.

This is the second year the City, its Parks, Recreation, and Community Services Department, Salem Mass in Motion office, and National Park Service have participated together in the First Day Hikes programs, which offers residents and visitors an opportunity to get outside, exercise, enjoy nature, and celebrate the New Year with family and friends.

"I invite all Salem residents to join us in using this New Year's Day event as the first step to start their new year with exercise and enjoying the outdoors and our historic sites with their friends and neighbors," said Salem Mayor Kim Driscoll.

"Salem's outstanding quality of life is built around its history, its open spaces and its people. Come out on New Year's Day to enjoy all three and put your best foot forward," said National Parks Superintendent Paul DePrey.

The Derby Wharf lighthouse will be open for viewing and local historian Jim McAllister will be on hand to discuss the history of the lighthouse and the maritime site itself.

At the end of the walk, participants are invited to gather for cookies and hot chocolate at the Waite & Peirce Store at the Historic Site.





FYI SALEM

VOLUME 3, ISSUE 1

JANUARY 9, 2017

CONTACT THE MAYOR'S OFFICE:

Phone:

(978) 619-5600

Fax:

(978) 744-9327

Email:

mayor@salem.com

Web:

salem.com/mayor

Facebook:

Kim Driscoll

Twitter:

@MayorDriscoll



INSIDE THIS ISSUE

Lafayette Park	2
Kindergarten Information Night	2
CDBG Hearing	2
State of the City	3-4

From the Mayor's Desk



Welcome to the first FYI Salem newsletter of 2017!

The year ahead promises to be one of positive, balanced growth for Salem, with a focus on improving quality of life and maintaining our community's forward momentum as an economically vibrant, diverse, and welcoming City.

On January 5th I delivered my twelfth State of the City address to the City Council. This annual event takes place at the start of each year and offers opportunity to both reflect on the accomplishments of the past and lay out a vision for our City's future.

I invite you to read excerpts from my remarks in this newsletter, or find the full

text online at <http://www.salem.com/mayors-office/pages/mayors-speeches>.

The latest episode of the FYI Salem podcast is a special edition with the audio from the State of the City update I delivered to the City Council at their reorganization meeting on January 5. You can listen to the podcast at <http://www.salem.com/mayors-office/pages/fyi-salem-podcast> or subscribe on iTunes or your preferred podcast service. Simply search for "FYI Salem" and sign up.

We are getting right back to work for Salem as January picks up, with Kindergarten Information Night, a public presentation of the design alternatives for Lafayette Park, a public hearing on CDBG priorities for our low and moderate income populations, and the resumption of the City Council's regular meetings.

We expect that 2017 will be a busy, but productive year. From the Canal Street roadway improvement project, to the groundbreaking of

the Mayor Jean Levesque Community Life Center—from the launch of the "Imagine Salem" City Visioning initiative, to Footprint Power coming online and opening up over 40 acres of open space along our waterfront—from expansions at PEM and NSMC, to new public infrastructure investments—from continued progress in our public schools, to strengthened commitments to public safety and community policing efforts.

None of it is possible without the positive relationship we share with the City Council, our legislative delegation, the School Committee, our neighborhood associations, our local business community, and our institutional partners.

Working together, I know that 2017 can be a year of growth and progress. A year that strengthens our bonds as a community, continues to lift up our local economy, and maintains our reputation for honest, inclusive, and professional government.

Kim Driscoll, Mayor

Lafayette Park

In 2016 the City began a public planning effort to develop a community vision for improvements to Lafayette Park, a public park that sits at the intersection of Washington Street, Harbor Street, and Lafayette Street.

After public feedback was collected, the City's landscape architect developed a number of potential design alternatives.

These alternatives will be presented to the Park and Recreation Commission at their regular meeting on January 17 at 6:45 p.m. at 5 Broad Street.

The meeting is open to the public and those interested in the upgrade of this centrally located pocket park are encouraged to attend.

Presentation of Lafayette Park Design Alternatives



Tuesday, January 17, 6:45 p.m.
Park & Recreation Commission Meeting
Salem Senior Center at 5 Broad Street

The City's landscape architect has led a public process to develop a conceptual design for improvements to Lafayette Park, located at the intersection of Lafayette, Harbor and Washington Streets. At the meeting, the architect will present design alternatives and seek public input. All are encouraged to attend and participate.

For more information, please contact Tim Deane with the City of Salem Department of Planning and Community Development at 973-639-3487 or td@ci.salem.or.us

Kindergarten Information Night



The Salem Public Schools will hold their annual Kindergarten Information Night on Tuesday, January 20 at the Collins Middle School in the auditorium and cafeteria. Information sessions will take place at both 6:30 p.m. and 7:15 p.m.

Parents of children starting kindergarten in 2017 are invited to attend either information session to learn more about Salem's schools and to pick up registration packets.

CDBG Hearing

The City of Salem will hold a Public Hearing on the development of its FY18 Action Plan for Community & Economic Development for the period of July 1, 2017 to June 30, 2018. The Action Plan will outline Salem's housing and community development needs and funding priorities for the expenditure of Community Development Block Grant (CDBG) and Home Investment Partnerships Program (HOME) funds, which are used to benefit low and moderate income persons.

The public hearing will be held on Thursday, January 19 at 6pm, 120 Washington Street, 3rd floor conference room. The hearing will give citizens the opportunity to comment on the housing and community development needs of Salem's low to moderate income residents and on the types of activities that should be undertaken to meet these needs. In the event of a meeting cancellation due to inclement weather, this meeting will be rescheduled to January 24 at 6:00 p.m.

State of the City

Read the full remarks at <http://www.salem.com/mayors-office/pages/mayors-speeches>.

On January 2, 2006, 11 years ago almost to the day, I was fortunate enough to address an over capacity crowd in Old Town Hall with my first Inaugural Address. City crews had worked tirelessly to prepare Old Town Hall for the festivities. I was a new Mayor in an old building that had great historic bones, but was in need of attention. I touched upon that fact during my remarks and made an analogy between the building, a historic landmark, and our city. Both were historic and beautiful, but struggled to meet their full promise and potential. On that day, I vowed to provide an administration that would be based on professionalism - not politics, that would be hard-working and creative, and that would be inclusive and open to all.

By that time, we knew there would be challenges and pledged to face them by communicating with straight talk and open dialogue. Those of you who were with me either on the stage that day or in the audience, will remember we faced a bruising fiscal crisis. Weeks before being sworn in to office, the city had depleted virtually all of our reserve accounts to pay past due bills and for the first time in memory, we had to borrow money to be sure that we could pay teachers, police officers, firefighters and other city employees. In short, we were broke and I'm not just referring to the balance in our financial accounts. We had poor budget practices, for sure. But, more than that was broken. At that point in time, governing at the local level too often consisted of settling scores and "gotcha" games, with regular sparring between branches of government. It felt like we would take two steps forward as a city and then one step back.

With my background in city management, on that day, we talked of working collaboratively, in particular with the City Council to address the fiscal crisis - closing a \$3.5m deficit involved many hard choices in a short period of time, from layoffs to reorganizations and lots of saying 'no'. We talked about working hard to realize our potential of a thriving downtown; of our need for an upgraded MBTA Train Station and our desire to retain the legal community here with a new judicial court complex. I was overjoyed to serve as Mayor in a city that I love and was brimming with optimism and a strong commitment to helping Salem realize our full potential.

Fast forward 11 years, I'm still brimming with optimism and commitment. I'm still madly in love with the City of Salem - still focused on doing this work the way we set out to 11 years ago, by providing services based on professionalism, not politics. By bringing both hard work and creativity to the job every day and working to instill values of inclusiveness and openness in all that we do - now, more important than ever. And by the end of that first fiscal year we had closed our deficit, began the revival of our waterfront, including the start of a new ferry service, strengthened partnerships with our non-profit institutions, and had tapped hundreds of residents to participate in a new, open government. While that year was trying, it set the stage for much of the success we have seen over the past decade.

From having virtually nothing in our rainy-day stabilization fund upon taking office, today we have almost \$6 million in that account thanks to our work instilling prudent fiscal practices and policies. From having an absolutely dismal bond rating, today we've had the highest bond rating in our City's history, for three years running.



Over the last eleven years we have secured over \$100 million in state and federal funding, and this figure excludes large scale formula grants - meaning these are the funding applications we competitively sought and received. This work is very intentional and we were and are pro-active and aggressive in seeking grants, because we know that we can't expect homeowners to foot the bill for some of our large-scale projects and we know that every dollar we earn in outside funding is one fewer dollar that we have to ask Salem residents for.

From having unbalanced budgets that lacked transparency, today I'm extremely proud that for the last nine year we have received

the Government Finance Officers Association's highest accolades for fiscal transparency - one of only a handful of communities in Massachusetts to claim both a Certificate of Excellence for Financial Reporting and a Distinguished Budget Award. We never want to find ourselves in the financial circumstances we faced just 11 years ago, and following GFOA standards will ensure that never, ever happens again.

In a city that's nearly 400 years old and still growing, we've worked hard to keep pace with needed investments in public infrastructure and public safety. We've increased our investment in public works, growing our DPW team by 20% and funding a laundry list of neglected maintenance needs and repairs. When you dial 911, you expect a rapid response by well trained and well equipped personnel. 11 years ago, we were understaffed in both these areas. Today, we've seen our Police force grow by 15% and our Fire Department ranks by 20%, bringing our combined public safety personnel complement from 170 men and women to nearly 200 today.

FYI SALEM

We've also invested in public safety technology and equipment, spending over \$4 million to replace and upgrade police, fire, and harbor-master apparatus. Our public safety personnel need to have modern, functioning equipment and we remain committed to that goal.

In the past eleven years, we invested over \$14 million in our roads, repaving 277 streets across our City, over 44 miles in all. And that does not include major corridor projects on North, Bridge and Canal Streets, and upcoming projects on Essex, Derby, and Boston Streets. By leveraging private development in Salem, we were able to receive over \$8 million in MassWorks funding to improve corridors in Blubber Hollow and Riley Plaza. We've leveraged \$3.4 million in eight, separate state PARC Improvement grants to overhaul much of our green space – funding that is in addition to regular City capital and operational funds, CPA grants, and other sources. After more than 20 years of jockeying, work on a long overdue new senior center has finally begun. The Mayor Jean Levesque Community Life Center is expected to open in the Summer of 2018 at the corner of Boston and Bridge Street. This comes on the cusp of our recently completed age friendly action plan, Salem for All Ages, designed to help our city with meeting the needs of our aging baby boomer population.

We can't be a great city without great public schools and we are committed to ensuring that all our students, and I do mean ALL – students who come from great wealth or those who have great need, those that were read to each night before bed since birth to those who have not had as loving and supportive of an environment – ALL our students must have a chance to thrive. Our school district and in deed, our city, is focused on ensuring that our comprehensive education system is one that enables all children to succeed. It is not easy. In fact, it's the hardest work we must undertake as a community and as a society. It's also the work that will reap the highest returns and that's just one of the reasons we are so committed to it.

Our district has shed our Level 4 status and I am especially pleased that schools that once were the last choice for many families, are now often the first pick. Both Bentley and Carlton have achieved Level 1 designations from the state Department of Education and they both have waiting lists for access. In addition to our work in those schools, we have added expanded learning time in several of our buildings, increased the use of tutors for students and coaches for staff, set more rigorous curricula and higher expectations, and broadened our use of technology. We are also grateful for a close collaboration with the Salem Teachers Union and feel fortunate to have such a committed group of educators working in our buildings every day, focused on not only improving the educational success, but the care and wellbeing of all our students. Our commitment to our district is paying off in the educational successes we are seeing among Salem's kids and we have no intention of slowing down in this effort.

Other evidence of success can be found in our strong local economy. Eleven years ago there was a fraction of the restaurants and businesses that make our downtown so vibrant today. No multimodal MBTA station or new garage, no ferry or cruiseport. A state college, instead of a state university. No J. Michael Ruane court complex. No Footprint power. No activity on the brownfields along the North River. No Blaney Street wharf and marina. No comprehensive marketing of our City and little to no management, guidance or coordination of October's Haunted Happenings events. Our economy is strong and vibrant, with new restaurants and entrepreneurs opening up exciting new ventures in our downtown, on our waterfront, and along our entrance corridors. Our unemployment rate is the lowest it's been since 2002. In the last eleven years Salem saw nearly 700 new jobs created, an increase of 3%; over the same time period, the state saw a 2% decline. In the last eleven years, we've added \$18.5 million in new growth - critical funding that helps us sustain our most important city services.

Standing still isn't a good or realistic option for Salem and likely for any city where people want to be—and people want to be in Salem. As a community, it hasn't been our habit to sit back and wait for something positive to happen. We're action oriented. We focus on what we need and go after it. Or as I'm fond of saying, "Plan the work, work the plan."

Our first job will always be delivering high quality services to our residents. But, what are the longer term priorities that we should be thinking about adding to the list and what's the best way to do that? In nine years, Salem turns 400 years old. Of course, as the third oldest city in Massachusetts, we'll plan for an incredible year-long celebration of our history, our community, and our future. But, frankly, that's the easy part. More important, however, is how we use our 400th anniversary as a catalyst for answering the question of what kind of city do we want to be in 10 years?

Through funding provided by a state grant, we have launched an effort entitled 'Imagine Salem' a visioning process that will bring together people, organizations, and businesses to have a conversation together about what we want our community to look like in 2026. What kind of City do we want Salem to be by then? What legacy will we pass on to the next generation of Salem workers, entrepreneurs, parents, and leaders? In what state will we hand off our schools, not just to our children, but to their children? Can we make it easier to access services or get around Salem? How will we preserve our character while being open to new industry? How do we make sure that prosperity has a wide impact? We will answer these questions, together, through the Imagine Salem Visioning Process.

What makes a city great are the people who live here and the influence they bring to bear on the things you use and rely on every day, how they make a meaningful and positive difference in your daily life. I feel fortunate and humbled to be in a position to help with answers to the question of what makes OUR city great. I'm as excited and optimistic about our future as I was 11 years ago and pledge to continue providing services based on professionalism, not politics, by bringing both hard work and creativity to the job every day, and working to instill values of inclusiveness and openness in all that we do. As we chart our course for the future, I'm looking forward to working with members of the Council, our state and federal legislative delegation, as well as our active and engaged citizenry on a plan that addresses our challenges, builds on our strengths and seeks to enable every member of our community to share in our success.

I like to say that Salem is hip and historic. That means we embrace both who we were and who we aspire to be. And I wouldn't want to be Mayor in a City that believed or behaved any differently. Thank you for your shared interest, your best efforts, and your faith in our collective abilities.



FYI SALEM

VOLUME 3, ISSUE 1

JANUARY 25, 2017

CONTACT THE MAYOR'S OFFICE:

Phone:

(978) 619-5600

Fax:

(978) 744-9327

Email:

mayor@salem.com

Web:

salem.com/mayor

Facebook:

Kim Driscoll

Twitter:

@MayorDriscoll



INSIDE THIS ISSUE

Essex Street Upgrades	2
Improving Food Security	2
Salem for All Ages	3
The Generation Games	4

From the Mayor's Desk



Welcome to another issue of the FYI Salem newsletter!

In this edition you can find out more about some upcoming improvement projects planned for one of our busiest downtown corridors—the length of Essex Street from North Street to Town House Square. After National Grid completes some gas main replacements under the street, the City is gearing up for an improvement project that will give this important roadway a much-needed refresh.

Last week our Mass in Motion team launched the Salem Food Policy Council, a new effort to bring together all the agencies, organiza-

tions, and community leaders engaged in feeding the most needy in Salem.

The Council will spend the next year working on a critical Community Food Assessment that, we hope, will provide the foundation for new policies and programs that will help reduce food insecurity and increase access to healthy food options for everyone in Salem.

Also last week we were honored to welcome the Director of AARP Massachusetts, Mike Festa, to Salem to present the City with our official certification as an Age-Friendly community from the national AARP and the World Health Organization.

The recognition came after a year-long public process that culminated in the publication of an action plan, *Salem For All Ages*, that we began implementation of earlier this month.

In this edition of FYI Salem you'll find a copy of a

Salem News column authored by myself and Patricia Zaido, who chairs the Salem For All Ages task force.

Finally, on the latest episode of the FYI Salem podcast I sat down with President Patricia Meserve of Salem State University. Earlier this month President Meserve announced that she would be retiring at the end of this school year, after a decade leading the university. You can listen to the podcast at <http://www.salem.com/mayors-office/pages/fyi-salem-podcas> or subscribe on iTunes or your preferred podcast service. Simply search for "FYI Salem" and sign up.

As always, thank you for staying up to date with the latest news from City Hall. If you know anyone who might be interested in receiving this newsletter by email, they can sign up at <http://www.salem.com/subscribe>.

Kim Driscoll
Mayor
City of Salem

Essex Street Upgrades

National Grid began replacing the gas main and services that run along Essex Street from North Street to Washington Street. The work is expected to last eight to ten weeks, weather depending.

While there will be some disruption to traffic flow during this project, once it is completed it will enable the City to conduct a major improvement project along this length of Essex Street and in Town House Square.

The work is still in the earliest planning stages, so final designs have not been completed, but the hope is to be able to carry out a road resurfacing and re-striping, sidewalk repairs, new traffic signals at North Street and Essex Street, and, if feasible, street trees, lighting, and signage upgrades.

The project is being funded partially by City capital funds and partially by the proceeds of the sale of land for the new mixed-use and hotel development currently under construction on Riley Plaza.



Improving Food Security

Earlier this month Salem Mass in Motion (MiM) convened the first meeting of the Salem Food Policy Council. MiM is a grant-funded community health and wellness initiative run out of the Office of Mayor Kimberley Driscoll.

The Food Policy Council, comprised of representatives from stakeholder organizations, nonprofits, and community organizations, will work on policies and program development intended to improve food security among Salem's neediest populations, reduce food waste, strengthen access to healthy food options, and expand the City's existing urban gardening opportunities.



As a first step in preparing its action plan, the Council is conducting a community food assessment that includes a review of food options in restaurants and grocery stores, a review of public health data, a GIS analysis on access to standard and emergency food sources, and a community survey. Salem residents are invited to complete the survey online at <https://www.surveymonkey.com/r/H7R6JTN>. Learn more about Salem Mass in Motion by visiting <http://www.salem.com/mass-motion-salem>.

Salem for All Ages

The following column appeared in the Salem News on January 20, 2017, following the official certification of the City's "Salem for All Ages Action Plan."

This week, AARP Massachusetts Director Michael Festa came to Salem to present our certification from AARP and the World Health Organization as an Age-Friendly City. In October 2015 Salem started this process by officially joining the WHO's Age-Friendly Network, becoming one of the first cities in Massachusetts to do so and the first on the North Shore. The goals of a livable, safe, and vibrant city serve to lift up all our residents, no matter their age or ability. They also provide the roadmap toward one that is prepared for the changing demographics that we see in our community's future.

While 1 out of every 5 Salem residents are over the age of 60 today, that figure will climb to 1 in 4 by 2030, increasing to as many as 12,000 people. Many are moving to Salem, attracted by our cultural and historic amenities, our active waterfront and downtown, our walkability, and our numerous community, social, and health care service providers. Many more, however, are living here already. They are the rising seniors who are mobile, active, and love the community where they live. They want to age in place – perhaps not in the exact home where they are living today, but definitely right here in Salem.

To achieve certification from WHO, a public process culminated in an action plan to make Salem a more welcoming, livable place for people of all ages. Over 6 public listening sessions, a survey that garnered 446 responses from residents age 50+, three focus groups, and an exhaustive document review of all the City's existing plans, the *Salem For All Ages Action Plan* was developed.



Salem For All Ages focuses on the key "domains" of an age-friendly city: supportive community and health services, civic engagement and participation, employment and volunteer opportunities, respect and social inclusion, appropriate housing in a range of affordability, vibrant outdoor spaces and public places, and effective, sensible transportation options. Within each domain there are action steps in order to achieve its vision. Implementation and evaluation of the plan will be carried out by a task force of community volunteers and City officials that has already met to begin work. They are supported by a Leadership Council made up of community leaders, as well as those who work directly with our senior population.

As first year priorities, the task force will work on five specific projects: a communications plan to share information about resources available to Salem seniors, a study on intra-city transportation, a centralized location for sharing information about volunteerism opportunities, a master plan for the maintenance of existing senior housing options, and a focus on accessibility improvements targeting sidewalks and bus stops.

Salem Mayor Kim Driscoll and members of the Salem for All Ages task force and leadership council receive the City's official certification from the AARP.

Salem's seniors and those who will become seniors over the coming decades are a dynamic group. They want to

be active, civically engaged, and have their voices heard. This action plan is the culmination of a public process that involved community stakeholders, local organizations and non-profits, neighborhood groups, service providers, businesses, residents, and elected officials. It sought as many perspectives as possible, so that the recommendations it puts forth can be as diverse and as forward-looking as the people who live here. An age-friendly city treats everyone with respect, regardless of how old they are. It helps people stay healthy and active, even at the oldest ages. It makes it easy to stay connected to those around you and those you love. And it helps those who can no longer look after themselves to live with dignity and enjoyment.

Salem is now part of a growing network of hundreds of cities and towns across the globe, all of whom recognize that planning for a livable community for seniors means planning for a livable community for all. In Salem, this process started by listening and working collaboratively with seniors and those who support with our senior population. That will continue as the action plan is implemented. Together, we can create accessible physical environments, inclusive social environments, and an enabling and empowering service infrastructure.

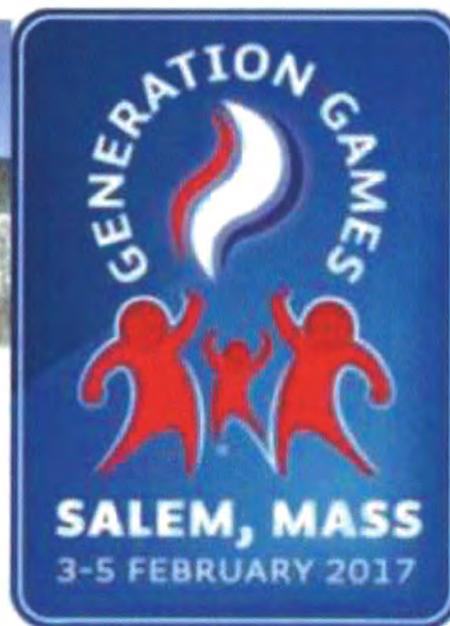
In Salem, we are thoughtful about how we approach the future. Great cities do not happen by accident. They take careful planning, public input, and meaningful action. The *Salem for All Ages Action Plan* meets those standards. And we believe it will truly make Salem an even greater City for all.

Kimberley Driscoll, Mayor of Salem & Patricia Zaido, Co-Chair SFAA Task Force

The Generation Games

Everyone Can Play!

Sponsored by Salem Park, Recreation & Community Services Department; SSU's College of Arts & Sciences; and the Sport & Movement Science Department



Come join the fun!

The Generation Games are about bringing multiple generations of people together to participate in sports & recreational activities. Teams of moms, dads, grandparents, children, and friends will be coming together to have fun, exercise, and grow together. We are looking for participants of all ages to participate in this inter-generational, fun family event! The highlights of the weekend include:

- ▶ Opening Ceremony & Concert
- ▶ Snowshoe Walk/Run
- ▶ Human Foosball & Life-Sized Games
- ▶ 3 on 3 Basketball Tournament
- ▶ Water Polo/Water Volleyball
- ▶ Flag Football Tournament
- ▶ Outdoor Snow Activities/Contests
- ▶ Blacklight Dodgeball
- ▶ And many more fun-filled activities

All events are *free* and will be held in locations around Salem including:

- ▶ SSU's Twohig Gymnasium
- ▶ Olde Salem Greens Golf Course
- ▶ Salem Commons
- ▶ Salem Senior Center
- ▶ SSU's Gasset Center Gymnasium
- ▶ Lynch/van Otterloo YMCA

For more information, please email, facebook, or call us at:

salemgenerationgames@gmail.com

[facebook.com/salemgenerationgames](https://www.facebook.com/salemgenerationgames)

(978) 744-0924 (Salem Park, Recreation & Community Services Department)

To register, please go to:

[surveymonkey.com/r/9XVY5FW](https://www.surveymonkey.com/r/9XVY5FW)



FYI SALEM

VOLUME 3, ISSUE 3

FEBRUARY 7, 2017

CONTACT THE MAYOR'S OFFICE:

Phone:

(978) 619-5600

Fax:

(978) 744-9327

Email:

mayor@salem.com

Web:

salem.com/mayor

Facebook:

Kim Driscoll

Twitter:

@MayorDriscoll



INSIDE THIS ISSUE

Imagine Salem	2
Salem Schools' Strategic Plan	2
Swampscott Rd. & 1st St.	3
Proctor's Ledge Memorial	3
Welcoming Immigrants	4

From the Mayor's Desk



Despite controversial events taking place on the national scene in Washington over the last few weeks, local government in Salem has continued to be focused on delivering high quality public services with professionalism and openness.

I'm excited that we have launched the public engagement phase of *Imagine Salem*, our initiative to develop a vision for what we collectively want Salem to be like in 2026, when we celebrate our 400th birthday. More details are in this issue of FYI Salem.

Also inside are links to a survey being conducted by the Salem Public Schools as part of our strategic planning for the district. By any and every measure, our investment in education is our City's largest and most important expenditure. We can't be a great city

without great public schools and we are committed to ensuring that all our students must have a chance to succeed. It's the hardest work we must undertake as a community and as a society. It's also the work that will reap the greatest returns and that's just one of the reasons we are so committed to it.

This year we've seen continued progress in all of our public schools. Our district has shed our Level 4 status and I am especially pleased that schools that once were the last choice for many families, are now often the first pick. Both Bentley and Carlton have achieved Level 1 designations from the state and they both have waiting lists for access. In addition to our work in those schools, we have added expanded learning time in several of our buildings, increased the use of tutors for students and coaches for staff, set more rigorous curricula and higher expectations, and broadened our use of technology.

Salem is invested in our children's future and public education remains the most important work we do. There are still challenges ahead, but, if anything, I feel more confident than ever that the

Salem Public Schools are on the right track. Our commitment to our district is paying off in the educational successes we are seeing among Salem's kids and we have no intention of slowing down in this effort.

I'm also excited to announce that the City has reached a community benefits agreement with North Shore Medical Center worth over \$1.7 million. Details about the agreement are online at www.salem.com/mayors-office. The funding will go to support public safety needs, roadway and infrastructure upgrades in the neighborhoods around the hospital, and more.

Finally, on the latest episode of the FYI Salem podcast I sat down with Salem Police Chief Mary Butler and Alexandra Pineros Shields, the director of the Essex County Community Organization. We talked about the proposed sanctuary Ordinance, what it is—and is not—and why it is being offered. You can listen to the podcast at <http://www.salem.com/mayors-office/pages/fyi-salem-podcast> or subscribe on iTunes or your preferred podcast service. Simply search for "FYI Salem" and sign up.

Kim Driscoll

Imagine Salem

In Mayor Kim Driscoll's State of the City address last month, she announced a community visioning process called, *Imagine Salem*. Last week *Imagine Salem* officially launched and all Salem community members are invited to join the conversation.

"Salem has seen tremendous investment and growth over the past ten years," said Mayor Driscoll. "New residents are joining longtime families in calling Salem home. Brownfields are being transformed, the waterfront is coming alive, and downtown has become a vibrant destination for the region. We've made important investments in our infrastructure, and our local economy is robust. Now the question is what kind of city do we want to be in ten years? How do we make sure our city is best positioned to continue our prosperity? From schools to housing and transportation to employment, let's set some expectations for ourselves and then work to get them done."



Imagine Salem is a community visioning process that is bringing together people, organizations, and businesses from across the community for a conversation about what they want Salem to look like in 2026, when Salem celebrates its 400th anniversary. The dialogue will be framed around housing, jobs, and transportation with themes of equity and inclusiveness woven throughout the topics. The vision will serve as a guide for future decisions.

"The people of Salem are what make this City great," said Mayor Driscoll. "Our community's vision should reflect their lives and experiences, and advance our collective hopes and dreams. I urge everyone to join the *Imagine Salem* conversation. I hope you will participate in as many ways as possible. Your contributions will help shape the vision for Salem's future."

Visit the website (www.imaginesalem.org), take a brief [online survey](#), like *Imagine Salem* on [Facebook](#), share a photo on [Instagram](#), attend the citywide meeting on March 8 (6:30 PM Salem High School), and come to a small get-together for coffee and conversation. Those interested in doing more are invited to host a small group conversation. The Department of Planning and Community Development (DPCD) will provide you with the tools you need to facilitate a fun and engaging conversation about the future of Salem. Contact the DPCD (imaginesalem@salem.com, 978-619-5685) for more information.

Salem Schools' Strategic Plan

Salem Public Schools is in the midst of a district-wide strategic planning process to outline a blueprint for the future. Before finalizing recommendations and plans to be presented to School Committee, the district would like to hear from you -- parents, teachers, retirees, business owners, young professional, and others -- who care about Salem and its future. Please help by taking this brief survey. All responses are confidential.

English: https://www.surveymonkey.com/r/SPScommunity_survey
Spanish: [https://www.surveymonkey.com/r/SPS Encuesta Comunitaria](https://www.surveymonkey.com/r/SPS_Encuesta_Comunitaria)



Swampscott Rd. & 1st St.

The City of Salem's traffic engineers have completed a study and design for potential alterations intended to improve traffic conditions in the area of Swampscott Road and First Street. The current plan is to advance the preferred alternative to construction within the year. An important part of the design phase is hearing from neighbors and the public in general. To that end, the City will hold a public meeting to review and discuss the proposed design alternatives and the engineer's recommendations. The meeting will take place on **Tuesday, February 28th at 6:00 p.m. in the Salem High School library**. The engineer's presentation is available online at http://www.salem.com/sites/salemma/files/uploads/swampscott_road_at_1st_street_study_copy.pdf.

The Swampscott Rd./First St. intersection handles high volumes of traffic on a daily basis. The hope is that the proposed modifications to this intersection will improve conditions on this roadway. Those unable to attend the meeting may submit comments and feedback to the Engineering Department by writing to: Engineering Department, City of Salem, 120 Washington St., Salem MA 01970 by Wednesday, March 1.

Proctor's Ledge Memorial

The City of Salem has announced the final design for the memorial planned for Proctor's Ledge. Last year a team of researchers identified this location as the probable site of the executions of 1692. In the months that followed a team of City staff and a consulting landscape architect worked with descendants of the victims, the Salem Award Foundation, local historians, and abutters to develop a tasteful memorial for the location.

"I would like to thank everyone who participated in the process that led to the development of this respectful memorial design," said Salem Mayor Kim Driscoll. "Salem is constantly looking to the lessons of its past. Whether it was through the formation of our No Place for Hate Committee and our landmark non-discrimination ordinance, or through the good work of the Salem Award Foundation, the lessons we learn from our history directly inform the actions we take today. Having this site memorialized, especially as we prepared to mark the 325th anniversary of that tragic event, presents an opportunity for us to come together as a community, recognize the injustice perpetrated against those innocents in 1692, and recommit ourselves to the values of inclusivity and justice."

The designs were developed by landscape architect Martha Lyon through a participatory public process and meetings on site with abutters. The plans call for a landscaped slope down from the ledge where the executions are believed to have taken place. At the base of the slope, on Pope Street, there will be a semi-circular area surrounded by a stone wall. Stones with the names of the nineteen individuals who were hanged near the site will be set into the wall and lit from the ground below with a single light on each name. While trees will be planted along the perimeter of the parcel itself, at the center of the memorial there will be a single oak tree, as a symbol of endurance and dignity.

Already completed at the site last year are streetscape improvements on the Proctor Street side intended to calm traffic passing by the location and provide an accessible viewing area for those visiting. Undergrowth and trash were removed from the site and, in the next few weeks, fencing and screening plantings will go in to provide privacy for abutting neighbors and to help maintain the integrity of the historic site itself. Construction for the memorial itself is expected to begin as early as April. The goal is to have the project completed in time for a spring dedication ceremony, marking 325 years since the executions took place on the ledge.



Welcoming Immigrants

In 2016 a working group of community leaders including Mayor Driscoll, the Police Chief, representatives of local institutions, faith based organizations, immigration specialists and attorneys, service providers, and community groups have been meeting to learn more about the current fears and challenges within Salem’s immigrant community, what current Salem practices and policies regarding undocumented residents are, and what, if anything, we can or should do with respect to these matters.

In the course of this review, it became apparent that much of what the City and the Police Department does today in regards to municipal and public safety operations already does ensure basic human rights and protections for all Salem residents, regardless of immigration status.

The group heard from Salem immigrants about their fears and anxieties. Presently, immigrants—regardless of their status—have palpable fear that their families will be separated and that mass deportations will involve local police officers. Many of these people are law abiding residents who have lived in our neighborhoods for decades, but now fear any interaction with their local government.



There is no one definition of “sanctuary city.” It can be a lightning rod that elicits strong opinions, favorable and unfavorable, even though many misinterpret its meaning or are not fully aware of current policies. Evidence from multiple studies shows that communities that welcome their immigrant population are safer, with lower crimes rates, and are more prosperous, with higher median incomes and lower poverty and unemployment. Salem is made less safe, not more safe, when a sizable portion of residents fear calling police to report an issue or share information.

The group drafted a document to re-affirm and codify the City’s current practices and the strong belief that all residents deserve equal rights and fair treatment. Given the heightened sense of insecurity among immigrants, it is a necessary and timely matter. The Ordinance was filed with the City Council for their February 9 meeting, after which they will holding a public meeting on the matter before voting on it. The Ordinance includes the following key points:

- Salem Police will continue to see their role in local law enforcement through a community policing lens, not as immigration officials.
- Salem public safety personnel recognize and value as their first priority the safety, protection, and security of all Salem residents, regardless of one’s country of origin.
- City services shall continue to be accessible to all residents, regardless of immigration status.
- No provision obstructs immigration enforcement or prohibits cooperation among law enforcement.
- No provision violates Federal or State law, nor impacts Federal or State funding to Salem.

To read the proposed Sanctuary for Peace Ordinance, the cover letter submitted explaining it, the list of dozens of endorsing organizations, businesses, and individuals, and the Salem Police Department policy regarding immigration law and the role of the Salem police, visit <http://www.salem.com/no-place-for-hate-committee>.





FYI SALEM

VOLUME 3, ISSUE 4

FEBRUARY 24, 2017

CONTACT THE MAYOR'S OFFICE:

Phone:
(978) 619-5600

Fax:
(978) 744-9327

Email:
mayor@salem.com

Web:
salem.com/mayor

Facebook:
Kim Driscoll

Twitter:
@MayorDriscoll



INSIDE THIS ISSUE

NSMC Benefits Agreement	2
Brennan Skate Park Meeting	3
Citizens Police Academy	3
Call for Artists	4

From the Mayor's Desk



Inside this issue of FYI Salem you can find out more about the new Community Benefits Agreement (CBAs) we recently negotiated with North Shore Medical Center (NSMC) as part of the expansion of the Salem Hospital campus.

CBAs are agreements made between a community and a developer or organization undertaking a project that may require mitigation. We've successfully negotiated CBAs or CBA-like agreements with other entities, including Footprint Power, Alternative Therapies Group, and National Grid.

The NSMC CBA includes funding for public safety, infrastructure and roads in the neighborhood, and more.

Also in this issue of the newsletter you can find info on an upcoming public meeting to begin planning upgrades to the Ryan Brennan Memorial Skate Park on Gallows Hill and details about the next installment of the popular Salem Police Department's Citizens' Police Academy in late March.

At the back of this edition of the newsletter check out the details about our latest call for artists and designers for our summer 2017 public art installations. This year's installations are focused on "Celebrating the Urban Environment" and proposals are being sought for art at three key intersections: Bridge and Washington Streets, Front and Washington Streets, and Mill and Washington Streets. Re-

sponses are due back to our Public Art Commission by March 30th.

Finally, on the latest episode of the FYI Salem podcast I sat down with Tom Daniel, Director of Planning and Community Development for the City, and Kim Saltmarsh from the Imagine Salem Working Group. We talked about the *Imagine Salem* initiative and look ahead to Salem's 400th birthday in 2026. Find the podcast at <http://www.salem.com/mayors-office/pages/fyi-salem-podcast> or subscribe on iTunes or your preferred podcast service. Simply search for "FYI Salem" and sign up.

Thanks again for checking in with FYI Salem and, as always, please feel free to forward or share this with friends and neighbors!

Sincerely,

Kim Driscoll
Mayor

NSMC Benefits Agreement

The City of Salem and North Shore Medical Center have finalized a community benefits agreement that consists of support for a broad range of City needs and programs.

The agreement, which is in addition to the \$125,000 annual payment in lieu of taxes provided to the City, comes as NSMC is undergoing a project to consolidate its hospital-based medical, surgical, and behavioral health services on one campus in Salem. This will create a stronger regional facility for complex inpatient and emergency care. In addition, this consolidation of inpatient care will be coupled with the expansion of outpatient community-based services to provide local families with a more accessible and effective health care resource into the future. The project at Salem Hospital includes a new Emergency Department, 24 new private patient rooms, and 90 behavioral health beds, as well as changes to internal campus roads and improved signage to make entry and wayfinding easier for patients and visitors.



"The goal of this project is to achieve a healthcare system defined by values that redesign and refocus care around the patient and expand access to community-based care," said Gregg S. Meyer, M.D., Interim President of NSMC. "Because of the scope of this project, NSMC recognizes that there will be additional impacts to our neighbors in Salem. This agreement is one way we hope to try to address those impacts."

"NSMC's project will keep Salem the healthcare hub of the North Shore, provide greater access to quality health care services, and maintain many positive indirect economic benefits to the City," said Mayor Kim Driscoll. "That does not mean, however, that it will not be without disruption or impact. I believe the benefits provided by this agreement will help mitigate and address those impacts. This agreement represents many months of discussions between City staff and NSMC officials and reflects many of the impacts our community will bear from the larger hospital campus and facility. I was also pleased that we were able to include extensive specific mitigation to the neighborhood where the hospital is located."

Among the items included in the community benefits agreement are the following:

- \$700,000 over seven years to help address public safety impacts;
- \$325,000 for roadway and traffic signal upgrades along the Jefferson Avenue corridor;
- \$75,000 to bolster City's parking, transit, mobility, and sustainability efforts;
- \$100,000 for utility impacts off site from the hospital campus but related to the project, including \$35,000 for storm water upgrades on Jackson Street;
- \$45,000 over three years to fund the City's revamped bicycle sharing program
- The agreement provides for City use of the NSMC parking lot at 55 Highland Avenue on evenings and weekends for those attending events at Bertram Field. It also continues NSMC's commitment to collaborating on the development of the potential South Salem Commuter Rail stop.
- \$37,500 over five years towards participation in a transportation management association of the City's selection, to help reduce traffic congestion on streets around the hospital.
- \$350,000 for Salem Public Schools to fund supports for students' social, emotional, and behavioral well-being.
- \$100,000 over four years to assist Salem seniors through the *Salem For All Ages* initiative.

Brennan Skate Park Meeting

The City of Salem is undertaking a project to upgrade the Ryan Brennan Memorial Skate Park located in Gallows Hill Park. This is the only skate park in the City and was built in memory of Ryan Brennan in 1997, after he was tragically killed in an in-line skating accident on the street.

The City has allocated funding through the Community Preservation Act to prepare a conceptual design for improvements to the park, with the goal of securing additional funds for construction following design. American Ramp Company has been retained to develop the conceptual plan.

There will be a public skate park design meeting for stakeholders and those interested on Tuesday March 14, 6:00 p.m. at the Salem Senior Center, 5 Broad Street.

Citizens' Police Academy

The Salem Police Department will be offering a Citizens' Police Academy starting March 29. The goal of the Academy is to offer insight into the Department as an organization, discuss current case law that affects policing today, and to give a general understanding of the day-to-day duties of a Salem police officer.

This ten week course will cover topics such as patrol, firearms, search and seizure, underwater criminal investigation, modern policy technology, use of force, and other areas of interest. Topics will be taught by patrol and superior officers with expertise in the specific subject matter.

Additionally, the Academy will host a "ride along" for participants who attend at least eight of the ten class sessions. This ride along allows participants to "patrol" with officers during their regular tour of duty. Participants will also be given an opportunity to utilize the department's firing range under the supervision of a police firearms instructor.



The Citizens' Police Academy will be held at the Salem Police Station, 95 Margin Street, on Wednesday evenings from 7:00 p.m. to 10:00 p.m. There is no fee for attending and it is open to any Salem resident who is eighteen years of age or older. Class size is limited to 25 participants.

Applications are available at the Police Department or online at www.salempd.net. In order to be considered for the first class beginning on March 29, completed applications must be submitted no later than March 15. For more information, contact the Department's Public Information Officer at 978-744-0171 x200.

Call for Artists

The City of Salem seeks proposals from artists and designers interested in creating site-responsive public art installations in the heart of downtown Salem during the summer/fall of 2017. Artists and designers working in any media, including light, sound, or other multimedia, are encouraged to submit proposals. The City is particularly interested in installations that have an impact when viewed across the site and that are effective at night as well as during the day. Three sites for the public art project have been chosen to celebrate the urban environment and create a pathway through locations in the downtown. Artists may apply for one, two or three sites.

Site One: Intersection of Washington & Bridge Street Budget: \$2,500.00



This site is directly across from the entrance (and exit) to the commuter rail. Salem's ridership is the largest on the North Shore. The roadway is multi-directional and one of the busiest in the downtown. The area is comprised of roads, concrete sidewalks and a median island with planters maintained by the Salem Garden Club. The large building on the right is an unused Courthouse owned the Commonwealth of Massachusetts and would not available for a public art venue.

Site Two: Corner of Washington Street & Front Street Budget: \$2,500.00



This small plaza sits at the corner of Washington and Front Streets on a busy thoroughfare both by car and on foot. Retail shops, restaurants, businesses, and residences are located throughout the area.

The brick area is 20 feet by 20 feet 8 inches surrounded by concrete. A planted island of trees abuts the space. Derby Square located on Front Street is active in the summer months with

a weekly Farmer's Market, monthly Vintage Market and Salem Jazz and Soul Festival performances. The Salem Arts Festival takes place on Front Street June 3, 4, 5. Artists' Row sits opposite Derby Square with five stalls that house a casual restaurant and four artist/maker/gallery spaces.

Site Three: Mill Hill

Budget: \$2,500.00



This site is a wall that was the entrance to the train station prior to the new station being built at the opposite end of Washington Street. Known as Mill Hill the site borders a well trafficked roadway, an insurance company, a Domino's Pizza and the entrance of a newly created bike path. The wall materials are brick and concrete. Art may be adhered to the walls but must be able to be removed. Consideration of wind load must be considered if using space above the wall.

The selection committee is particularly interested in artists or designers who show promise of creating a project that is durable and easily maintainable for four months in exterior conditions, responds to the physical, historical, and/or social attributes of the site, reflects high level of quality in design and fabrication, and offers the potential for community interaction.

All electronic submissions are due March 30. A final selection will be made by the Commission in mid-April and project completion should be accomplished by the end of May 2017. Submissions conforming to the format outlined in the Call for Proposals (available online at <http://www.salem.com/public-art-commission>) should be emailed to Deborah Greel, Public Art Planner, City of Salem, dgreel@salem.com. Map of Sites: https://drive.google.com/open?id=1DRD7p46bxuSTf5yr0ciQ_n2nR9c&usp=sharing

For more information please contact Deborah Greel: dgreel@salem.com.



FYI SALEM

VOLUME 3, ISSUE 5

MARCH 6, 2017

CONTACT THE MAYOR'S OFFICE:

Phone:
(978) 619-5600

Fax:
(978) 744-9327

Email:
mayor@salem.com

Web:
salem.com/mayor

Facebook:
Kim Driscoll

Twitter:
@MayorDriscoll



INSIDE THIS ISSUE

Salem Residents Survey	2
Canal St./Forest River Park Meeting	2
Museum Place Garage Stairwells	3
Current Board Vacancies	3
Horace Mann Lab School Update	4

From the Mayor's Desk



As always, there is a lot going on in Salem!

Check out this issue of FYI Salem for information about our annual residents' survey and an upcoming meeting about improvements to Forest River Park and the next phase of the Canal Street flood control project. There are also important updates about the stairwells in the Museum Place garage and news about planning for the relocation of the Horace Mann Lab School to SSU's South Campus. Finally, there's a list of current openings on our City boards. This list is posted at www.salem.com/mayors-office every week and I hope you will consider sending in an application for an appointment to one of our boards or committees!

I'm also excited to share

some good news about our City finances. The City has recently received \$1.1 million in debt savings thanks to a recent bond refinancing. Roughly half of these savings are on general fund debt and the remainder in water and sewer debt. These savings will be directly applied to the FY2018 debt payment amounts that will appear in the forthcoming FY2018 budget, saving Salem taxpayers a considerable amount in the upcoming year.

Three years ago, Salem's bond rating was upgraded by Standard & Poor's to AA, our highest rating ever. We have maintained that rating since then. This rating affirmation reflects our dedication to policies that foster positive economic growth, stable financial management practices, and sustainable and transparent budgeting. Since 2006 we have implemented professional financial management and I am proud that in that time the amount of debt service in our budget dropped by 19% and the share of our budget that is our debt payment was cut in half. We were able to accomplish this by leveraging outside funds, such as grants, and by being responsible,

thoughtful, and prudent with tax dollars.

Not only do our sound fiscal practices ensure public funds are being managed to the highest standards and with complete transparency, they also allow us to realize financial gains. In this case, a recent refinancing of our existing infrastructure debt, at the lower interest rates accessible to us through our excellent bond rating, has realized us \$1.1 million in newly available funds that we can apply to reduce our debt overall.

This is not the first time we have realized proceeds from a bond refinancing, however given the substantial amount of savings and the positive impact they will have on our FY2018 budget-setting process, I am very pleased to be able to share this good news.

Thanks again for checking in with FYI Salem and, as always, please feel free to forward or share this with friends and neighbors!

Sincerely,

Kim Driscoll
Mayor
City of Salem

Salem Residents Survey



The eighth annual Salem Residents Survey is now online at www.salem.com/mayors-office. A Spanish language of the survey is also available at www.salem.com/mayors-office. The 2017 residents' survey will be online until Friday, April 14. All Salem residents are encouraged to visit the online survey and share their opinions on a range of issues facing the City of Salem and their view of City services.

"The 2017 survey marks the eighth year this data has been collected," said Mayor Driscoll. "Hearing directly from residents allows us to improve service delivery and focus our public resources on those issues that are of most concern to the people of Salem. Having a number of years' worth of data now also enables us to take a closer look at trends and changes that are taking place in our community."

The final data is compiled and included in the Mayor's annual budget, issued in May. The information provides feedback into resident priorities and goals, as well as important performance and outcome measures. These have, in the past, contributed to the City of Salem being one of a handful of Massachusetts communities to be awarded both a Certificate of Excellence and a Distinguished Budget Award from the Government Finance Officers Association.

Canal St./Forest River Park Meeting

There will be a public meeting on March 15, 7:00 p.m., in the Sullivan conference room at SSU's Enterprise Center, 121 Loring Avenue, to discuss two related projects to make improvements to Forest River Park and the nearby neighborhood.

Canal Street Flood Control Project Phase 2. This project will start construction later this Spring and involves three parts:

1. Utility (water, sewer, and drainage) improvements along Forest Avenue and Clifton Street
2. Complete street upgrades to Forest Avenue & Clifton Street.
3. Improvements to Forest River Park, including ballfields & basketball court, the pond, drainage system, and a new bio-retention system for storm water.

The focus of the meeting will be on the Forest River Park improvements and the work along Forest Avenue and Clifton Street.

Forest River Park and Pool Concept Study. The City of Salem has hired Weston & Sampson to conduct a study of Forest River Park, including the pool and the other areas of the park not affected by the flood mitigation project. This study has just started and we would like to hear from stakeholders about what ideas you have for the park and the pool facility.



Museum Place Garage Stairwells



Last month the City of Salem closed three of the four stairwells as water intrusion and regular use over time had created a public safety hazard in those stairwells. A fourth stairwell, which was found to be safe for use by inspectors, remains open, but will be addressed and upgraded as part of this project regardless.

Over the past month, the City conducted an expedited procurement and two weeks ago opened the bids that were received and selected a contractor, who is able to begin work right away. In order for that work to begin, however, the City Council must approve an appropriation of funding for the project. That request will be before the City Council for their next meeting on March 9th.

During the work itself there will always be at least one stairwell open to the public, in addition to the elevators, which now run 24 hours a day. The contractor will be staging their work and, should the Council approve the appropriation request on March 9th, they expect to have the first two stairwells finished by the end of July, with the second two stairwells then finished by the end of September. In addition to new stairs and stairwells, we are also using this opportunity to repaint the stairwells, to make them more welcoming.

The City recognizes that not having all stairwells operational is an inconvenience and are hoping the City Council will approve the funding request at their March 9th meeting. This will enable us to make the necessary repairs as soon as possible.

The Museum Place Garage is heavily utilized by downtown residents, workers, visitors, and residents who come downtown to conduct business, shop, dine, or attend events. Mayor Kim Driscoll has committed to not allowing these stairwells to remain in their current condition and hopes to advance this work as expeditiously as possible.

Current Board Vacancies

Salem Mayor Kim Driscoll is seeking interested applicants to fill vacancies on a number of City boards and commissions. Those interested in being considered for a seat should fill out the application form available at <http://www.salem.com/mayors-office/files/application-board-or-commission-appointment> and return it with an up-to-date resume to mayor@salem.com, 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>. A listing of board openings is posted weekly at <http://www.salem.com/mayors-office>.

Board	Term	Meeting details
Board of Health	3 years	2 nd Tuesday, 7pm
Cultural Council	3 years	As needed
Disabilities Commission	3 years	3 rd Tuesday, 4pm
Salem Redevelopment Authority	5 years	2 nd Wednesday, 6pm

Horace Mann Lab School Update

The update below was sent this week by Mayor Kim Driscoll and Superintendent of Salem Public Schools Margarita Ruiz to Horace Mann Lab School parents and staff.

For many years, the City of Salem and the Salem Public Schools have been working with Salem State University (SSU) to find a more suitable location for the Horace Mann Laboratory School (HMLS). The City completed a study of the Harrington Building to ascertain the modifications required to upgrade the building to accommodate the HMLS needs and bring the facility up to code for an elementary school. SSU is completing their study to determine how and where they can relocate the existing programs currently in the Harrington Building. That work is wrapping up and a final plan should be complete in March. In addition to that work, the City's Mass in Motion program will also shortly be conducting a Safe Routes to School audit of the Harrison Road area, to better plan for any necessary pedestrian and bicycle improvements that may be necessary for the future location and access points to the elementary school.

In order to fund the physical work that will be necessary on the Harrington Building, the City will need to apply for funding from the Massachusetts School Building Authority (MSBA). The City has initiated a dialogue with MSBA leadership to determine which of their funding programs is the best match for this project and what, if any, ownership or lease arrangement would be necessary for the property itself. In March, we anticipate filing a Statement of Interest (SOI) with the MSBA for the project. The SOI will need the approval of the School Committee and the City Council.

Once MSBA acceptance of the SOI is completed, the City expects to retain a project manager who specializes in school building projects to assist with the planning, renovation, and logistics of the relocation. There are many moving pieces to this project. In order for HMLS to move to Harrington, the Harrington programs must move out. In order for them to move, SSU may need to complete one or two capital projects of their own on North Campus. Using the two feasibility studies, the project manager will identify the timetable and milestones that both the City and SSU need to achieve to keep the process on track. They will also identify if any swing space will be necessary and, if so, where it may have to be located. As plans are formulated we will be in communications with parents and staff regarding likely scenarios and timelines.

We hope, later this Spring, to update you on the MSBA process and proposed next steps, including a more detailed timeline. The City, Salem State University, and the District are committed to this process and to finding a long-term solution for a new HMLS facility. Ensuring that the students at HMLS come to school in a modern facility that fully supports all of their academic programs is our number one priority.



The Harrington Building at SSU's South Campus currently houses university classes and offices. SSU and the City are undertaking a project to relocate the Horace Mann Laboratory School to Harrington and move Harrington's program elsewhere on the university campus.



FYI SALEM

VOLUME 3, ISSUE 6

MARCH 24, 2017

CONTACT THE MAYOR'S OFFICE:

Phone:
(978) 619-5600

Fax:
(978) 744-9327

Email:
mayor@salem.com

Web:
salem.com/mayor

Facebook:
Kim Driscoll

Twitter:
@MayorDriscoll



INSIDE THIS ISSUE

25 MPH Speed Limit	2
Flood Map revisions approved	2
Bertram Field public meeting	3
Residential Rental Inspections	4

From the Mayor's Desk



There has been a lot of interest in the proposed Sanctuary for Peace Ordinance that is now before the City Council. We've posted detailed information, research and legal documents, a FAQ, and copies of the Ordinance and the related Police policy all online at www.salem.com/sanctuary.

In this issue of *FYI Salem* you'll find information about an upcoming public meeting where people can learn more about Phase 2 of the Bertram Field upgrades and offer their feedback. This work will focus largely on the buildings at the field—concessions, restrooms, and so forth.

I'm very excited to share an update with you about revisions to Salem's flood maps. Last July we petitioned FEMA to revise their new maps and they've just this month come out with their changes. As a result, several hundred home and property owners in Salem will see their flood insurance premiums reduced or eliminated, as their base flood elevations or designations are changed.

I also wanted to let you know that we've formally filed changes to our rental inspections Ordinance with the City Council. The changes move our Certificates of Fitness inspections onto a more predictable and standardized schedule. Currently they are only conducted when—and if—a landlord calls to report that they have a change in tenant. The new, more regular schedule, will ensure we are better able to address potentially problematic properties before they become a safety issue for the tenant, a lia-

bility for the owner, and a nuisance for the neighbors. The changes also extend the requirement for a Certificate to short-term rentals, like AirBnB. You can read the proposal starting on page 31 of: <http://www.salem.com/mayors-office/files/mayors-filings-city-council-april-23-2017>. More details about this proposal appear elsewhere in this newsletter.

Finally, on the latest episode of the FYI Salem podcast I sat down with Jay Finney, Chief Marketing Officer of the Peabody Essex Museum. We talked about PEM's expansion project now underway, current and upcoming exhibitions, and the role and benefit of the museum to our community in general. Find the podcast at <http://www.salem.com/mayors-office/pages/fyi-salem-podcast> or subscribe on iTunes or your preferred podcast service. Simply search for "FYI Salem" and sign up!

Kim Driscoll
Mayor, City of Salem

25 MPH Speed Limit

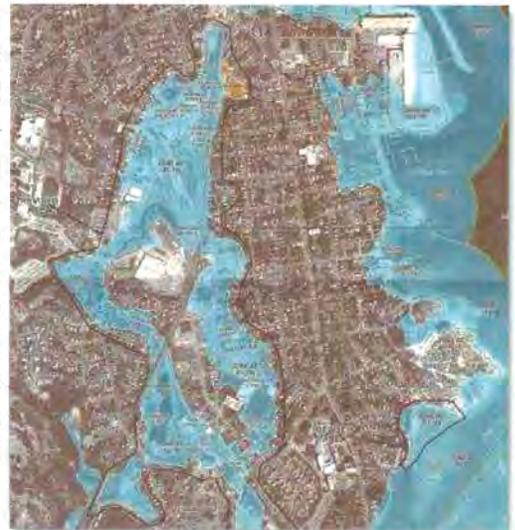


Following a vote of approval by the City Council earlier this month, the default speed limit on all City streets in Salem will be reduced to 25MPH effective April 4. Streets that are posted with other speed limits will continue to be regulated by the posted speed limit.

Research has found that only 50 percent of pedestrians struck by vehicles traveling 30MPH survive, but that over 80 percent who are struck by vehicles traveling 20MPH survive. The aggregate impact of reducing a community's baseline speed limit is to make its streets less deadly and safer for those on foot and bicycle, as well as those behind the wheel.

Flood Map revisions approved

In 2015 the City retained a consultant to study of the then recently issued FEMA flood insurance maps. A preliminary review found potential errors and the Mayor requested \$41,150 in funding from the City Council to have a full analysis completed. The Letter of Map Revision was filed with FEMA in July 2016 and FEMA has now issued their map revisions based on the City's appeal. The changes will go into effect in July after an appeal period. Base flood elevation levels in certain parts of the City will be lowered and, as a result, property owners in the impacted areas will see a full or partial reduction in flood insurance premiums. While the precise amount that will be saved by Salem homeowners cannot be quantified, it will likely be more than the \$41,150 that the City invested in the appeals process.



In all, an estimated 650 parcels will be positively impacted from the revisions. About 30 will be removed completely from the FEMA flood zone and an additional 280 will be partially removed. The remaining 340 will see a more modest benefit as their flood zone designation is changed or their base flood elevation is lowered.

"I would like to thank the City Council for their partnership in this work and to our Planning Department staff, especially Tom Devine, who helped guide this process over the last almost two years," said Mayor Kim Driscoll. "Hopefully these revisions will provide some degree of financial relief to Salem property owners. We will also be able to move forward knowing that our flood maps as a City are now more accurate overall."

The FEMA revisions and maps are available online at <http://www.salem.com/conservation-commission/pages/flood-map-revisions>

Public Meeting for Presentation and Discussion of Bertram Field Phase 2 Renovation Feasibility Study

6:30 p.m. on Monday March 27th at
Salem High School Auditorium
77 Willson Street



The City of Salem is holding a public meeting for the architect to present the feasibility study that was conducted at Bertram Field concerning the buildings and other amenities. Please join us to the findings and the next steps. All are welcome.



Please contact Jenna Ide, Director of Capital Projects and Operations at jide@salem.com or 978-619-5699 with any questions or comments about this meeting or these projects.

Residential Rental Inspections

The text below is from a letter written by Mayor Kim Driscoll to the Salem City Council, outlining her proposed changes to rental inspections.

This Ordinance ends the practice of relying on landlords to voluntarily self-report a change in tenant to trigger an inspection. In FY2015 we conducted 538 such inspections; however, based on Census data we know there are 9,727 rental units in the City. The proposed Ordinance establishes a three-year schedule for these inspections. Owner-occupied 2- and 3-family homes will continue to only require inspection on a change in tenant, and dwelling units that have no previous violations will be placed on a five-year inspection schedule, provided there is no change in ownership or tenant. Owner-occupied units and for units that already undergo annual HUD inspections because they are a federal housing voucher unit are exempt.

The Ordinance additionally extends the requirement for these Certificates and inspections to short-term rental units (AirBNB, VRBO, etc.). Any residential property owner who intends to rent out a dwelling unit for a period of time equal to or exceeding 14 days in any one year will be required to notify the Health Department and undergo the same fitness inspection as any other rental unit.

Such short-term rental inspections will also take place every three years or on a change in ownership, but not upon a change in tenant.

The Ordinance allows for problem properties to be inspected annually and the penalty for renting out a unit without a Certificate of Fitness is increased from the current \$20 per day to \$50 per day, an amount that is both more in line with comparable communities and, importantly, identical to the amount charged for the inspection fee.

The intention of this Ordinance is to ensure that rentals in Salem meet the highest standards for structural integrity, public health, and safety. Not only will it bring added security to renters, it will help landlords keep their investments in good repair and condition and, perhaps most importantly, ensure the quality of life of the surrounding neighborhood is not diminished. The current process, where changes in tenancy are voluntarily reported, does not provide for an objective, standardized inspection schedule for rental units and could be abused by landlords who wished to avoid inspections.

This proposal is another positive step in our efforts to ensure the quality of Salem's residential properties. Three years ago we launched a Problem Properties Task Force and two years ago we began an aggressive receivership program to rehabilitate the worst abandoned properties in Salem. Last year became only the fourth Massachusetts city to join the Innovation Field Lab, a program of the Ash Center for Democratic Govern-

ance & Innovation at Harvard's Kennedy School. As a partner in the Innovation Field Lab, Salem has a full-time fellow from the Ash Center, as well as a class of graduate students, working with the City to develop and implement management tools and strategies to address problem properties in Salem. The specific focus for the initiative has been improving the condition and quality of investor-owned rental properties and abandoned/foreclosed properties through the problem properties efforts. This work has resulted in the development of the CityNexus program for calculating property risk scores so the City can be pro-active in addressing nuisance properties, and an online database for tracking building and health code violations.

Ensuring that all of Salem's neighborhoods meet high standards for livability is a major priority. I believe these changes, to make these inspections required on a more standardized basis, is an appropriate step toward accomplishing that goal. The inclusion of short term rentals should provide equal treatment for these types of rentals, while also giving renters the comfort of mind in knowing that all residential units in Salem meet all appropriate standards for habitation and use. The steps outlined in the proposed Ordinance will ensure that all rental units, no matter the duration or intention of their rental use, are safe for those who will occupy them and respectful of those who live near them.



Mayor Kim Driscoll at the ribbon cutting of the first abandoned residential property in Salem rehabilitated through the receivership program.



FYI SALEM

VOLUME 3, ISSUE 7

APRIL 6, 2017

CONTACT THE MAYOR'S OFFICE:

Phone:
(978) 619-5600

Fax:
(978) 744-9327

Email:
mayor@salem.com

Web:
salem.com/mayor

Facebook:
Kim Driscoll

Twitter:
@MayorDriscoll



INSIDE THIS ISSUE

New Bulky Item Disposal Options	2
Salem Transfer Station Reopening	2
Spring Street Sweeping	3
Clean Salem Green Salem	4

From the Mayor's Desk



April marks the start of Spring cleaning for many and the City of Salem is getting ready for the start of the season, as well.

Read more inside about changes to our bulk trash collection options, including dumpster days at Salem Transfer station and transfer station hours for yard waste disposal, as well as the schedule for City-wide Spring street sweeping.

We're also excited to offer a change in curbside bulky item collection from Waste Management: Salem

residents can now dispose of two items at a time, instead of one. Don't forget you need to call at least 48 hours in advance to schedule the pick-up and that collection only takes place on recycling pick-up weeks.

There's more information inside about the annual Clean Salem Green Salem community clean-up day, this year on May 6th. Find out how you can organize and volunteer to be part of this great community event and celebration.

This year Salem will be joining over 80 communities statewide in the 2017 Great Massachusetts Litter Cleanup. Salem's long standing Clean Salem Green Salem event exemplifies the goal of this initiative to help protect and improve the physical appearance and beauty of the Com-

monwealth's neighborhoods, town, cities, and public spaces which makes Massachusetts a cleaner, greener place to live, work, and play.

Last year's Great Massachusetts Litter Cleanup involved more than 8,000 volunteers in 50 communities and resulted in removing 33 tons of trash from the Commonwealth's landscape. We are excited that Salem will be participating this year to add our local efforts to combat litter throughout the Commonwealth.

Salem is such a vibrant and exciting city, and I hope you will get involved in these opportunities to become engaged in our community!

Kim Driscoll
Mayor

New Bulky Item Disposal Options

Salem residents can now schedule two bulky items for collection by Waste Management at a time. Bulky items will continue to be collected on your recycling collection week only. To schedule a bulky item collection, you must call Waste Management at 800-972-4545 at least 48 hours in advance of your scheduled recycling pick up.



In addition, for the month of May, an additional bulky item disposal dumpster will be available for use at the Salem Transfer Station on Swampscott Road, Saturdays from 7 a.m. to 3 p.m. and Sundays from 9 a.m. to 5 p.m. Proof of residency or property ownership is required, and you will be asked to sign in. There is a limit of two items per person, per weekend.

Salem Transfer Station Reopening



Salem residents with proof of residency or property ownership will be able to resume dropping off yard waste at the Salem Transfer Station on Swampscott Road on Saturday April 22. Drop off hours will be Saturdays, 7 a.m. to 3 p.m., and Sundays from 9 a.m. to 5 p.m.

Yard waste should be dropped off in a paper yard waste bag or dumped loose at the designated area on the site. Yard waste in plastic bags will not be accepted and stumps and branches greater than 2" in diameter will also not be accepted. The next curbside yard waste collection will take place the week of April 24. Subsequent curbside yard waste collection will take place the weeks of June 26, September 25, October 23, and November 27, 2017. Curbside collection of yard waste takes place on the regularly scheduled trash day for the street.

Residential trash and construction and demolition debris will not be accepted at the Transfer Station at this time. Residents who need to dispose of residential trash in excess of that which fits within an approved curbside trash cart may purchase official overflow trash bags for curbside collection. Overflow bags are available for \$2.50 each at the Department of Public Services (5 Jefferson Avenue), the City Collectors Office (93 Washington Street), Crosby's Marketplace (109 Canal Street), and Winer Brothers Hardware (86 Lafayette Street).

Those seeking to dispose of construction and demolition debris should plan to bring it to another location. Other transfer stations in the area that may accept this type of debris include: BFI Transfer Station (300 Forest Street in Peabody, 978-535-5450) and Mello Transfer Station (203 East Main Street/Route 133 in Georgetown, 978-352-9948). Asphalt, brick, concrete, and fill can be disposed of at Miles River (64 Paradise Road in Ipswich, 978-356-2290) and DeLoury Industries (46 Lowell Junction Road in Andover, 978-475-8153). Hours and rates vary at each facility; call before you go.

Spring Street Sweeping



Spring street sweeping will begin on Salem's entrance corridors on Tuesday, April 18 through April 27 and continue into residential neighborhoods beginning on Monday, May 1 and running through May 26.

Entrance corridor sweeping will take place between 5 a.m. and 7 a.m. on the following dates. Each corridor will be swept over a period of two consecutive days which will alternate between the odd and even side of the streets. City workers will use blowers to clear corridor sidewalks of debris prior to the street sweeping. Each corridor will be posted with temporary 'No Parking/Tow Zone' signs and parking will be prohibited between the hours of 5 a.m. to 7 a.m.

Tuesday, April 18: Odd side of North Street.

Wednesday, April 19: Even side of North Street.

Thursday, April 20: Odd side of Boston Street and Essex Street (from Boston St. to North St.).

Friday, April 21: Even side of Boston Street and Essex Street (from Boston St. to North St.).

Monday, April 24: Odd side of Loring Avenue and Lafayette Street (from Derby St. to Marblehead line).

Tuesday, April 25: Even side of Loring Avenue and Lafayette Street (from Derby St. to Marblehead line).

Wednesday, April 26: Odd side of Bridge Street.

Thursday, April 27: Even side of Bridge Street.

Neighborhood sweeping takes place on both sides of a street on one day. Sweeping will take place from 7 a.m. to 3 p.m. Each neighborhood route will be posted with temporary 'No Parking/Tow Zone' signs and parking will be prohibited between the hours of 7 a.m. and 3 p.m. Neighborhood streets are broken down into four zones. Sweep days are the next day after the regularly scheduled trash day. To find a specific street sweeping date, locate what zone your street is in on the 2017 Spring Street Sweeping Schedule and match it with the calendar. Monday sweep schedules are for the preceding Friday's trash day. Street Sweeping schedules can be found on-line at www.salem.com, at the DPS office on 5 Jefferson Ave, City Hall, and the Salem Public Library.

Residents will be able to use entrance corridor streets as alternative parking areas on the day of their neighborhood sweep. Entrance corridor streets are Boston St., Bridge St., Essex St. (from Boston St. to North/Summer St.), Lafayette St. (from Derby St. to Marblehead line), Loring Ave., and North St. Once a neighborhood street is swept, residents will be able to move their vehicles back onto their street. For a complete list of parking alternatives go to www.salem.com. Please remember if you choose to move your vehicle to an entrance corridor street that you must adhere to all current parking restrictions on these entrance corridors. All existing parking regulations on entrance corridors must be adhered to or your vehicle will be ticketed and/or towed. This includes resident only restrictions.

Certain weather conditions prohibit the use of the street sweepers: during moderate to heavy rainfall and extreme cold temperatures sweepers will not be able to operate. Weather cancellations will be posted on www.salem.com.



Kimberley Driscoll
Mayor

Mayor Kimberley Driscoll cordially invites you to

Clean Salem Green Salem

**The Salem Beautification Committee and SalemRecycles
unite for an earth-friendly spring event**

When: **Saturday, May 6th**

1. Clean Sweeps 9:00am – 11:00am

Where: **City-Wide**

If you would like to organize a group to help clean up a location anywhere in the city please call (978) 619-5676.

Individuals who wish to participate in cleaning are welcome to meet Beautification Committee members at the Salem Common.

2. SalemRecycles Green Programs 10:00am - 1:00pm

Where: **Salem Common**

• Plastic Bag Recycling Drop Off

• Clothing and Household SWAP 'N' DROP

- **SWAP** or simply **DROP OFF** women's, men's children's clothing, accessories, and small household items.
 - *Please, all household items must be in working condition*
 - *Please, textiles can be in any condition but must be **CLEAN & DRY**.*
 - *Items NOT SWAPPED will be PICKED UP by Recycle That*
 - ***In the event of rain - No 'SWAP' only 'DROP'***
 - ***You may 'SWAP' until 12:00pm***
 - ***You may 'DROP' until 1:00pm***

3. Clean Sweeps Volunteer Thank You Party 11:30am

Where: **Salem Common**

All clean-up volunteers are invited to celebrate their hard work with a thank you pizza party at Salem Common.



**SALEM
BEAUTIFICATION
COMMITTEE**

For more information contact:
Clean Sweeps – Ellen Talkowsky at (978) 619-5676
etalkowsky@salem.com
Green Events – Julie Rose at (978) 619-5679
jrose@salem.com



GLOSSARY OF TERMS

Abatement - A complete or partial cancellation of a tax levy imposed by a governmental unit and administered by the local board of assessors.

Accounting Period - A period at the end of which, and for which, financial statements are prepared. Also known as a fiscal period.

Accounting System - A system of financial record keeping that records, classifies and reports information on the financial status and operation of an organization.

Accrual - a method of accounting that recognizes income when earned and expenses when incurred regardless of when cash is received or disbursed.

Activity - A specific and distinguishable line of work performed by one or more organization components of a governmental unit for the purpose of accomplishing a function for which the governmental unit is responsible.

Adopted Budget - The resulting budget that has been approved by the City Council.

Allocation - The distribution of available monies, personnel, buildings, and equipment among various City departments, divisions or cost centers.

Annual Budget - An estimate of expenditures for specific purposes during the fiscal year (July 1-June 30) and the proposed means (estimated revenues) for financing those activities.

Appropriation - An authorization granted by the City Council to incur liabilities for purposes specified in the appropriation act.

Arbitrage - Investing funds borrowed at a lower interest cost in investments providing a higher rate of return.

Assessed Valuation - A valuation set upon real or personal property by the local board of assessors as a basis for levying taxes.

Audit - An examination of documents, records, reports, system of internal control, accounting and financial procedures to

ensure that financial records are fairly presented and in compliance with all legal requirements for handling of public funds, including state and federal laws and the City charter.

Balanced Budget - A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and towns.

Bond Anticipation Notes (BAN) - Notes issued in anticipation of later issuance of bonds, usually payable from the proceeds of the sale of the bonds or renewal notes.

Budget - A plan of financial operation embodying an estimate of proposed expenditures for a given time period and the proposed means of financing them. The term usually indicates a financial plan for a single fiscal year.

Budget Calendar - A schedule of certain steps to be followed in the budgeting process and the dates by which each step must be complete.

Budget Document - The instrument used by the Mayor to present a comprehensive financial program to the appropriating body.

Budget Message - A general discussion of the submitted budget presented in writing by the Mayor to the legislative body as part of the budget document.

Capital Budget - A plan of proposed outlays for acquiring long-term assets and the means of financing those acquisitions during the current fiscal period.

Capital Improvement Program (CIP) - A plan for capital expenditure to be incurred each year over a fixed period of years to meet capital needs arising from the long term work program. It sets forth each project and specifies the full resources estimated to be available to finance the projected expenditures.

Charges for Service - (Also called User Charges or Fees) the charges levied on the users of particular goods or services provided by local government requiring individuals to pay for the private benefits they receive. Such charges reduce the reliance on property tax funding.

Cherry Sheet - A form showing all state and county charges and reimbursements to the City as certified by the state director of accounts. Years ago this document was printed on cherry colored paper, hence the name. A copy of this manual can be found at the following on-line address: <http://www.mass.gov/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 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.

Government Finance Officers Association (GFOA)- The Government Finance Officers Association (or GFOA) is a professional association of approximately 17,500 state, provincial, and local government finance officers in the United States

and Canada. GFOA is headquartered in downtown Chicago. More information can be found at www.gfoa.org.

Governmental Funds - revenues and expenditures should be recognized on the modified accrual basis. Revenues should be recognized in the accounting period in which they become available and measurable. Expenditures should be recognized in the accounting period in which the fund liability is incurred, if measurable, except for un-matured interest on general long-term debt, which should be recognized when due.

Grant - A contribution of assets by one governmental unit to another unit. Typically, these contributions are made to local governments from the state and federal government. The contribution is usually made to aid in the support of a specified function (for example, education), but it is sometimes also for general purposes, or for the acquisition or construction of fixed assets.

Group Insurance Commission (GIC) – The group insurance commission was established by the Legislature in 1955 to provide and administer health insurance and other benefits to the Commonwealth of Massachusetts employees and retirees, and their dependents and survivors. The GIC also covers housing and redevelopment authorities' personnel, participating municipalities, and retired municipal employees and teachers in certain governmental units.

Inter-fund Transactions - Payments from one administrative budget fund to another or from one trust fund to another, which result in the recording of a receipt and an expenditure.

Intra-fund Transactions - Financial transactions between activities within the same fund. An example would be a budget transfer.

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

Levy Ceiling - The limit imposed by Proposition 2 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.

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.