



CITY OF SALEM, MASSACHUSETTS

Salem City Council & Mayor Strategic Planning Retreat Draft Meeting Minutes

January 5, 2019, 8:30 a.m.

**Viking Hall, Room 123, Salem State University, Central Campus, Loring
Avenue**

Present: Mayor Kim Driscoll, Councillor-at-Large Domingo Dominguez, Councillor-at-Large Tom Furey, Councillor-at-Large Arthur Sargent, Ward 1 Councillor Robert McCarthy, Ward 2 Councillor Christine Madore, Ward 3 Councillor Lisa Peterson, Ward 4 Councillor Tim Flynn, Ward 5 Councillor Josh Turiel, Ward 6 Councillor Beth Gerard, Ward 7 Councillor Stephen Dibble, Chief of Staff Dominick Pangallo

1. Welcome and Introductions

The Mayor called the retreat to order at 8:45 a.m. She reviewed the City's Mission Statement with Councillors and reviewed what the intended goals were for the retreat: identify common priorities for 2019 and strategize on how to make City government work better for Councillors and for residents.

2. Discussion of 2019 Priorities

The Mayor shared that she saw the following topics as priorities for 2019: housing and economy development, transportation and sustainability, Salem schools, and infrastructure (streets, sidewalks, water/sewer, facilities/parks, etc.). Councillors suggested adding seawalls and flood control, opioids and homelessness, City revenues, trees, and youth programming to the list.

3. Improving Workflow/Process

The Mayor began the discussion by reviewing the City's organizational chart of departments and then shared a number of new software programs and systems that the City is starting to implement to improve workflow, particularly related to capital project tracking and capital needs projections, facility maintenance, constituent service requests, online permitting and enforcement, problem property tracking, and documents and public records management and access. The Mayor shared that the Administration is studying a number of departmental reorganizational possibilities for FY2020, to improve responsiveness and better address issues

including public health, facilities and capital planning, water/sewer, and special events. At the request of the Mayor, the Council and Mayor discussed concepts for improving Council workflow, as well, including the frequency of regular and committee meetings, the timeliness of acting on issues before the Council, calendar and tracking tools, and the use of specialized committees for certain measures.

4. Adjourn

The retreat adjourned at 12:40 p.m.

Minutes prepared and respectfully submitted by:

Dominick Pangallo, Chief of Staff, Office of Mayor Kimberley Driscoll

Know Your Rights Under the Open Meeting Law, M.G.L. c. 30A §18-25, and
City Ordinance Sections 2-2028 through 2-2033

CITY OF SALEM: MAYOR & CITY COUNCIL STRATEGIC PLANNING RETREAT 2019

SATURDAY, JANUARY 5, 2019

8:30 A.M. - VIKING HALL ROOM 123, SSU CENTRAL CAMPUS



Photo: Pictures from the Sky

2019 STRATEGIC PLANNING RETREAT

- Welcome
- Discussion of 2019 Priorities
- Improving Workflow & Processes
- Adjourn



WELCOME

City Mission Statement:

To provide open, honest, and pro-active services effectively and efficiently, focusing on the needs of today, with a vision for the future.



WELCOME

What do we hope to accomplish today?

1. Identify common goals and priorities for 2019.
2. Strategize on how to make City government work better – for you and for our residents.

WELCOME – SOME INITIAL THOUGHTS

- What do you hope to accomplish in 2019?
- Is there a specific project, issue, or subject matter that you want to address?
- How can we work collaboratively on it?
- What can we identify as common areas of focus?

2019 PRIORITIES: REVIEW AND DISCUSSION

- **Housing and Economic Development**
- **Transportation and Sustainability**
- **Schools**
- **Infrastructure** (Streets, Sidewalks, Water/Sewer, Facilities/Parks)

2019 SAMPLE OF UPCOMING PROJECT AND POLICY WORK (NOT A COMPLETE OR PRIORITIZED LIST OF ITEMS WE ARE LIKELY TO BE WORKING ON IN 2019)

Housing and Economic Development

- Footprint land use planning and port expansion
- Court buildings disposition and reuse
- Broad St. building disposition and reuse
- Enhanced affordable housing policies and projects (e.g. Adaptive Re-Use + Inclusionary Housing Ordinance; leveraging city/SHA owned land, accessory dwelling, etc.)
- Business Recruitment and Retention Policies; Growing Jobs and the Commercial Tax Base

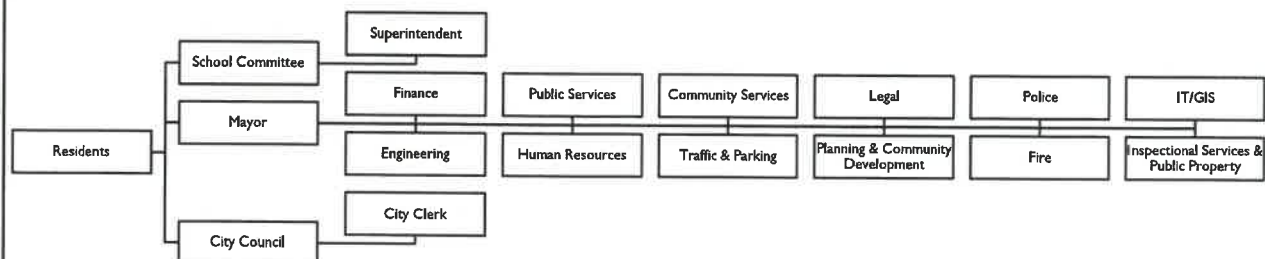
Transportation and Sustainability

- Major roads: Boston Street preliminary design, Highland Avenue final design, Boston/Bridge construction, Essex Street construction, Derby2020
- South Salem MBTA Station and Second Ferry Acquisition
- Mobility Hubs/Car Alternatives – Implementation of intra-city shuttle; Expansion of bike share program + additional bike lanes; enhanced car sharing services
- Traffic Calming Policies and Projects (e.g. Swampscott/First; Chestnut/Norman, etc.)
- Traffic and Parking Commission Regulations and Resident Sticker Parking Program Revisions

Infrastructure

- Parks Projects: Forest River Park pool design, Bertram Field Upgrades, Willows design, Gallows Hill remediation & improvements, Palmer Cove improvements, WI, Camp Naumkeag
- Forest River Park Seawall; Brook St Seawall/Berm Flood Prevention; Collins Cove Living Shoreline
- Canal Street Flood Control Project final phase
- DPW Headquarters, Transfer Station, Museum Place Elevator and Garage Repairs
- Charter St Cemetery Restoration; Old Town Hall Upgrades; Central Fire Station Repairs;
- Facility Capital Needs Planning Tools

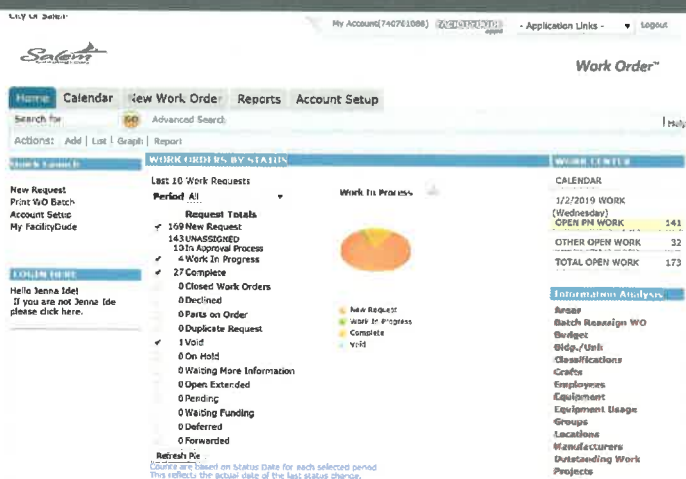
IMPROVING WORKFLOW



IMPROVING WORKFLOW: SMART SHEETS

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IMPROVING WORKFLOW: FACILITY DUDE



2019 PRIORITIES: FACILITY CAPITAL NEEDS (EXCLUDING GARAGES)

Table of Recommended Capital Replacements by Department/Year

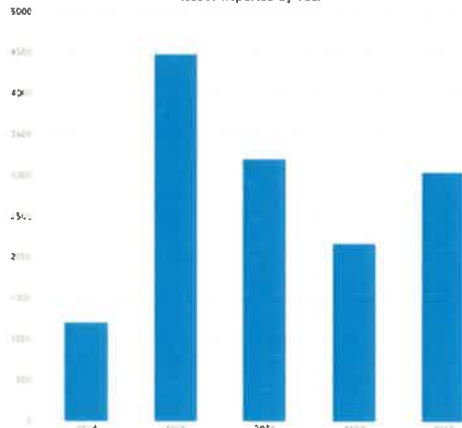
Asset Label	Sum of 2018	Sum of 2019	Sum of 2020	Sum of 2021	Sum of 2022	Sum of 2023	Cost	Sum of 5 Year More Realistic Assets (Estimated)	Sum of 20 Year Legacy Total (More Realistic)
All Buildings	\$ 1,127,911	\$ 85,431	\$ 237,819	\$ 294,778	\$ 495,432	\$ 20,248	\$	\$ 1,981,619	\$ 2,753,080
City Hall	\$ 12,773	\$ 85,431	\$ 237,819	\$ 294,778	\$ 495,432	\$ 20,248	\$	\$ 1,981,619	\$ 2,753,080
IT Equip	\$ 2,411,197	\$ 343,962	\$	\$	\$	\$	\$	\$ 2,755,159	\$ 3,195,161
DPS Building	\$ 1,010,442	\$ 143,761	\$	\$ 702,093	\$	\$ 1,276,509	\$	\$ 2,032,805	\$ 4,476,842
Greenlawn	\$ 1,600,658	\$	\$	\$	\$	\$ 250,158	\$	\$ 1,850,816	\$ 2,897,139
Library	\$ 35,713	\$ 303,313	\$ 435,063	\$ 1,155,993	\$ 155,488	\$ 365,206	\$	\$ 4,795,788	\$ 4,977,117
Park & Recreation	\$ 1,244,943	\$ 3,498,671	\$ 960,073	\$ 2,443,111	\$ 2,758,979	\$ 3,222,878	\$	\$ 12,268,615	\$ 18,946,546
Bertram Field	\$ 231,437	\$	\$ 60,493	\$ 406,814	\$	\$ 269,762	\$	\$ 1,607,111	\$ 6,436,172
Camp Naumkeag	\$ 138,852	\$ 12,998	\$ 97,115	\$ 338,576	\$	\$ 26,138	\$	\$ 1,351,344	\$ 838,683
Community Life Center	\$	\$	\$	\$	\$	\$ 28,842	\$	\$	\$ 701,896
Forest River Park	\$ 73,930	\$ 753,086	\$ 351,806	\$ 258,455	\$	\$ 188,559	\$	\$ 3,397,737	\$ 2,994,682
McGrath Park	\$	\$	\$	\$ 34,899	\$	\$	\$	\$ 80,288	\$ 439,626
Pioneer Village	\$ 25,481	\$	\$	\$	\$	\$	\$	\$ 58,606	\$ 63,910
Wilcox	\$	\$	\$	\$ 20,687	\$ 168,659	\$ 45,026	\$	\$ 458,496	\$ 308,609
Winter Island	\$ 1,395,242	\$ 1,108,443	\$ 103,831	\$ 1,330,892	\$	\$ 1,254,980	\$	\$ 9,058,358	\$ 7,623,130
Witch House	\$	\$ 16,344	\$ 32,826	\$ 13,993	\$ 32,330	\$ 224,130	\$	\$ 220,087	\$ 665,578
Police	\$ 223,483	\$ 342,643	\$ 69,783	\$ 503,429	\$ 293,824	\$ 692,485	\$	\$ 3,796,273	\$ 5,585,900
Police Headquarters	\$ 223,483	\$ 342,643	\$ 69,783	\$ 503,429	\$ 293,824	\$ 692,485	\$	\$ 3,796,273	\$ 5,585,900
Schools	\$ 8,780,948	\$ 1,962,246	\$ 1,798,213	\$ 18,960,098	\$ 6,136,815	\$ 12,972,896	\$	\$ 32,643,115	\$ 78,049,008
Bates	\$ 1,008,919	\$ 1,445,647	\$ 874,968	\$ 2,598,334	\$ 1,387,467	\$ 478,876	\$	\$ 18,665,271	\$ 30,429,737
Bentley	\$ 1,030,111	\$ 553,654	\$ 389,253	\$ 587,272	\$	\$ 5,006,376	\$	\$ 5,888,667	\$ 11,327,271
Carlton	\$	\$ 63,834	\$ 44,795	\$ 1,520,336	\$ 341,644	\$ 116,422	\$	\$ 4,532,401	\$ 10,534,349
Collins	\$ 72,364	\$ 134,625	\$ 120,548	\$ 9,989,786	\$ 273,004	\$ 2,658,471	\$	\$ 24,357,752	\$ 40,782,568
HMHS	\$ 155,498	\$	\$	\$ 596,192	\$ 906,942	\$ 131,862	\$	\$ 3,775,064	\$ 15,488,432
Salem High School	\$ 2,964,977	\$ 3,551,663	\$ 1,592,657	\$ 1,953,679	\$ 1,829,211	\$ 1,988,080	\$	\$ 27,352,030	\$ 50,388,545
Salem Auto	\$	\$ 104,356	\$ 82,350	\$	\$ 17,439	\$ 40,889	\$	\$ 469,626	\$ 678,785
Saltore Hall	\$ 24,492	\$ 108,781	\$ 496,992	\$ 192,983	\$ 530,808	\$ 135,731	\$	\$ 3,114,328	\$ 9,374,077
Witchcraft Heights	\$ 745,487	\$	\$ 137,750	\$ 912,027	\$ 244,639	\$ 426,124	\$	\$ 4,689,477	\$ 21,037,376
Grand Total	\$ 11,528,388	\$ 6,768,529	\$ 5,188,137	\$ 33,884,685	\$ 14,837,340	\$ 15,811,281	\$	\$ 106,409,536	\$ 280,373,813

Table of 5 Year Costs, Sorted by Type of Improvement/Asset

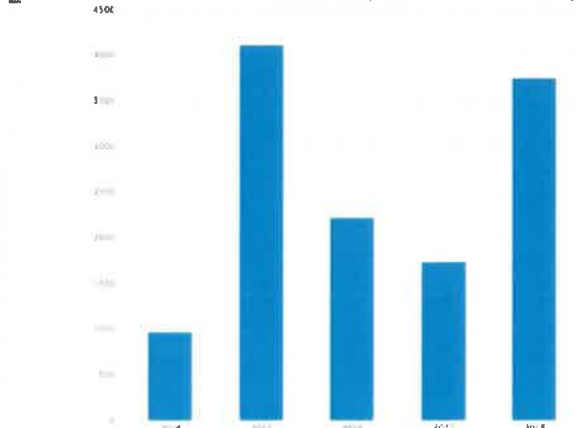
Type of Upgrade	Sum of 5 Year More Realistic Estimated Cost
Access/Entry	\$ 527,158
ADA	\$ 311,494
Bathroom	\$ 1,176,349
Classroom	\$ 137,591
Design	\$ 56,810
Elevator	\$ 2,264,755
Envelope	\$ 12,096,682
Interior	\$ 34,140,894
Kitchen	\$ 14,670,173
Life Safety	\$ 9,983,235
Other	\$ 217,999
Parking/Walkways	\$ 9,632,326
Recreation	\$ 4,093,830
Roof	\$ 5,373,508
Site	\$ 4,351,046
Structure	\$ 1,636,422
Utility Systems	\$ 33,866,842
Grand Total	\$ 134,537,113

IMPROVING WORKFLOW: SEE,CLICK,FIX

Issues Reported by Year

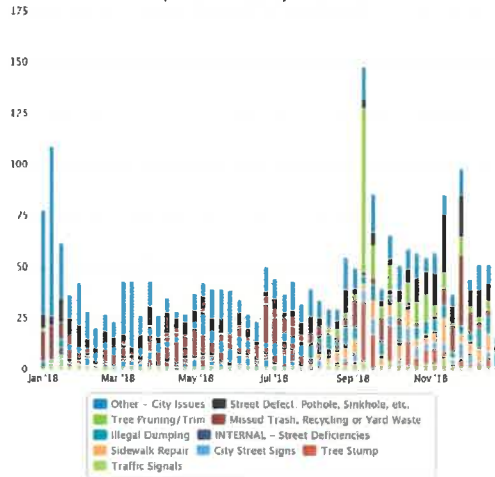


Issues Closed by Year

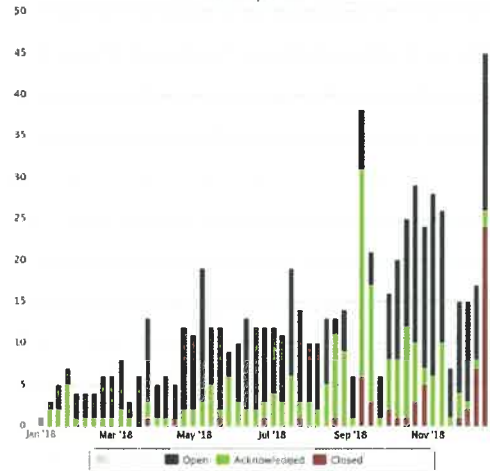


IMPROVING WORKFLOW: SECLICKFIX

Top 10 SCF Issues by Week: 2018



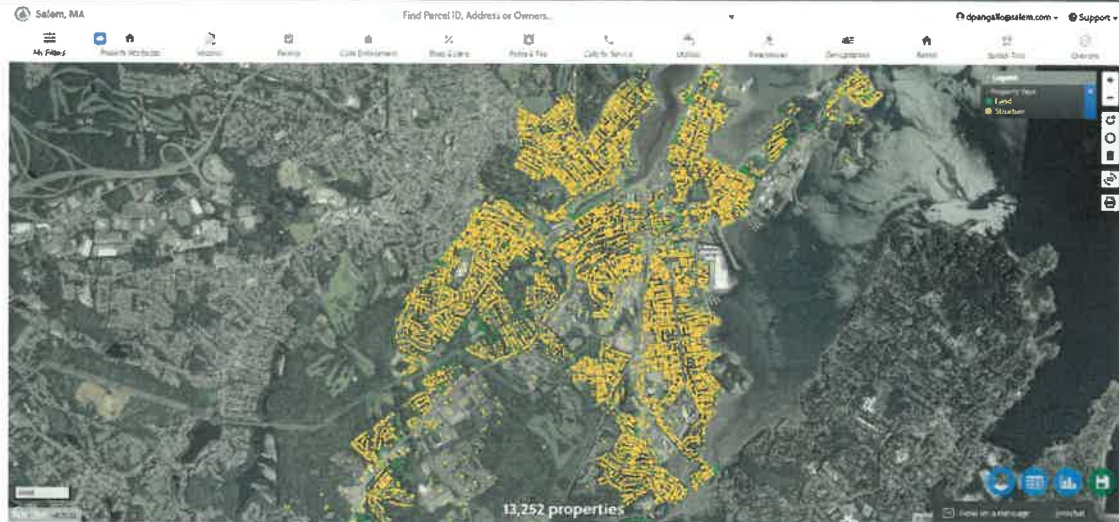
SCF Status by Week: 2018



IMPROVING WORKFLOW:VIEWPERMIT 2.0



IMPROVING WORKFLOW: BUILDING BLOCKS



IMPROVING WORKFLOW: LASERFICHE

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17 Entries

IMPROVING WORKFLOW: REVIEWING DEPARTMENT ORGANIZATION

1. Inspectional Services & Public Health
2. Facilities and Capital Planning
3. Engineering and Public Services: Business Manager, Assistant Engineer Water/Sewer
4. Special Events Coordinator

IMPROVING WORKFLOW: REVIEWING WORKING PARTNERSHIP

There are 19 City Council Meetings per calendar year

How can we work together to improve the flow of work?

- Regular off week sub-committee meetings
- Quarterly Calendar and Tracking Tool
- Special substance/policy sub-committees
- Additional City Council meetings (19+)
- Set timeline for sub-committee action
- Other ideas or thoughts?

IMPROVING WORKFLOW: WORKING COLLABORATIVELY

Working Collaboratively as a Team....What does this mean to each of us?

“Good governance provides clarity of purpose, develops a climate that facilitates debate, is collaborative and recognizes that success depends on working together.”

National League of Cities 2014 Report

IMPROVING WORKFLOW: WORKING COLLABORATIVELY

Next steps to helping achieve a successful and productive year?

