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Mayor

Mission Statement – Why We Exist

The Mayor is the Chief Executive Officer and administrative head of the City of Salem. In that capacity, she appointments department staff and board members, submits the annual budget to the City Council, approves all financial instruments and contracts, recommends bond issues, legislation, and orders to the City Council, and represents the City with other governmental entities. As the general administrator of all City departments she is responsible for the operations of City government in carrying out the people's work and ensuring the City's overall welfare. The Mayor serves as Chair of the School Committee, the Board of Public Library Trustees, the Salem Harbor Port Authority, the Board of Trust Fund Commissioners, and the North Shore Coalition. The Mayor also serves on the Commonwealth's Seaport Economic Advisory Council and the Salem Housing Authority. The Office of the Mayor ensures that Salem's residents, businesses, and visitors receive the highest quality services and assistance that is available to them within the Mayor's jurisdiction. The Mayor's Office is accountable to all individuals and municipal employees within the City of Salem and provides constituent services in a concise and business friendly manner.

Significant Budget & Staffing Changes for FY2021

None.

Recent Accomplishments

Finances

- Completed Comprehensive Annual Financial Report (CAFR) in accordance with GFOA standards
- Held City spending to 4.3% growth in FY2020, with a historic low change in average tax bills
- Received tenth Distinguished Budget Presentation Award
- Continuation of City's 5-year financial forecast
- Continuation of comprehensive Capital Improvement Plan
- 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 and Host Community Agreements with marijuana establishments

Improving Government

- Continuation of Salem State University Neighborhood Advisory Committee, Neighborhood Improvement Advisory Council, and Scholarship and Education Committee
- Launched the Salem Tree Fund and Salem Athletics Fund to support tree plantings and Bertram Field, respectively, and continued the Salem Relief Fund for residents facing economic distress after disasters.
- Continued the work of the Salem Affordable Housing Trust Fund Board on affordable housing policies and projects
- Continued participation in joint Salem/Beverly Homelessness Task Force and Salem's local 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
- Continuation of the Salem for All Ages Task Force and Leadership Council, which completed Year 3 implementation of the Salem for All Ages action plan
- Continued Salem for All Ages website, social media presence, and updated resource guide
- Continued regular mailing of Salem For All Ages resource guide to new 65-year old residents
- Continued the Building Salem public information initiative
- Launched Salem for All Ages' age-friendly business certification program
- Updated *New Resident Guide* in English and Spanish and continued regular mailing to new Salem homeowners
- 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 and the online tracking tool for major items before the City Council

- Continued annual online Resident Survey in English and Spanish and compiled/analyzed results
- Continued annual online Haunted Happenings survey, as well as public Halloween "after action" meeting, and compiled/analyzed results
- Continued the *FYI Salem* newsletter of City updates and information
- Continued the *FYI Salem* podcast and launched new FYI Salem Snapshot mini-news announcements.
- Encouraged broader civic engagement through appointments to City boards and commissions
- Began development of a relaunch to the Salem Stat program to collect and analyze performance measures in various departments
- Continued planning for Municipal Diversity Index and participated again in the Human Rights Campaign's Municipal Equality Index, scoring 100 for another year in a row
- Continued planning for achieving Welcoming City status

- Launched new tools for capital planning and facility maintenance
- Continued quarterly All Staff meetings for City personnel
- Continued and grew official City of Salem Twitter account and City Facebook page to more rapidly share public information. Launched new account on Instagram.
- Continued implementation of SeeClickFix work order and CRM tool for City workers
- Continued October shuttles to reduce traffic congestion during busy visitors' season
- Updated online Snow Emergency webpage with maps, guides, contact information, and other resources
- Continued *Imagine Salem* visioning initiative in anticipation of the 400th Anniversary in 2026 and began coalition meetings to plan for the 400th Anniversary events
- Began planning for Salem 311 and expanded public engagement efforts

Public Improvement Initiatives

- Continued advocacy for South Salem MBTA commuter rail station
- Working with community stakeholders developed next round of City CPA applications
- Oversaw disposition of vacant COA building and state court buildings to ensure historic preservation and productive reuse for the community
- Launched on-demand City shuttle service and community car pilot program
- Oversaw repaving of multiple City streets
- Worked with builders carrying out major downtown projects, including the Hampton Inn and 65 Washington Street projects, as well as mixed use housing projects in Blubber Hollow, to minimize neighborhood impact during construction
- Continued study on future options related to the DPW building and the Transfer Station site
- Launched Signature Parks Initiative as part of Salem 400, including the continued study of potential relocation of Camp Naumkeag and Pioneer Village, as well as possible related improvements as Fort Lee

- Continued phase work on improvements to Palmer Cove, Bertram Field, Forest River Park and Salem Willows
- Began construction of improvements to Gallows Hill Park
- Began complete streets projects to improve Essex Street and Bridge Street at the Boston Street intersection
- Continued design phase for Boston Street Roadway Improvement Project
- Worked with MassDOT on design phase of upgrades to Route 107/Highland Avenue
- Continued neighborhood traffic calming program
- Initiated waterproofing project at Museum Place Garage
- 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
- Dedicated new park at 289 Derby Street as the Charlotte Forten Park

- Launched Century Trees program as part of the Salem 400 initiative
- Continued planning and installation of bicycle infrastructure, including for the Willows neighborhood and downtown
- Continued micro-mobility offerings, including expanded bike share and one of the first station-based electric scooter share programs in the nation
- Continued Salem Harbor Shuttle service
- Continued Salem PowerChoice electrical aggregation program, saving Salem residents on their electric bills and reducing the community's carbon footprint

Other Accomplishments

- Coordinated City and community responses to the COVID-19 pandemic and public health emergency, including emergency response, public information efforts, the Salem Together community resource effort, and the START recovery toolkit.
- Continued to advance the licensure of recreational cannabis establishments in Salem in a fair, transparent, and objective process
- Supported job creation and retention through private business expansion and job readiness programs
- Continued implementation of the Point Vision and Action Plan, Salem for All Ages Plan, Historic Preservation Plan, Public Art Master Plan, and Open Space and Recreation Plan
- Continued Mayors' Shoebox charitable event over the holidays with support from the Salem Youth Commission
- Worked with Salem Youth Commission to launch e-cigarette buyback pilot
- Co-chaired participation in the By All Means education initiative through Harvard's Graduate School of Education and continued the Our Salem, Our Kids initiative
- Continued chairing the Salem Children's Cabinet
- Continued Mayors for Equality to combat discrimination against LGBTQ individuals
- Expanded Health Department role to focus on wellness, preventive care, and food policy.
- Continued Salem Safe Routes to Schools initiative with project supporting the Bates elementary school community
- Continued Summer Meals initiative to address childhood hunger
- Continued free monthly community meal in partnership with Root, Salem Public Schools, and Eastern Bank
- 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 major cruise ship visits at Salem Wharf
- Secured major grants through the Harbor Port Authority to acquire a second ferry, carry out improvements to Salem Wharf and deep-water berth, and begin the community Harbor Planning process.
- Received numerous grants for programs, public safety, recreation, parks and playgrounds, transportation and infrastructure needs, historic preservation, planning, energy initiatives, and more
- Worked with City Clerk to promote complete count efforts for the 2020 Census

FY 2021 Goals and Objectives

- Continue and broaden efforts to address issues of housing affordability and home insecurity
- Continue to work with the City Council on a pro-active agenda to professionalize local government and lead Salem forward
- Continue comprehensive school improvement process for Salem Public Schools
- Continue to enhance the management of Haunted Happenings and other special events in the City
- Continue efforts to improve and enhance Salem's waterfront activity
- Continue oversight of 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 2017	Actual FY 2018	Actual FY 2019	Estimated FY 2020	Estimated FY 2021
Submit balanced City budget on schedule	Yes	Yes	Yes	Yes	Yes
Total constituent contacts to office	1,080	2,096	1,630	1,602	1,602
Average business days to respond to constituent contact	0.76	0.46	0.33	0.52	0.50
Percentage of constituent contacts acknowledged on same business day	n/a	84%	90%	91%	92%
Average business days to close constituent contact	1.00	0.63	1.02	0.88	0.88
SeeClickFix: "Other" issues closed out	399	704	549	551	551
Knowledgebase questions answered	13	15	11	13	13
Resident Survey respondents	803	650	1,166	873	873
Haunted Happenings survey respondents	749	826	648	741	741
Weekly board vacancy postings	46	52	52	52	52
Board vacancies at end of FY	2	5	3	3	3
Board appointments and re-appointments	41	44	78	54	54
News and announcements issued	179	210	70	153	150
News and Announcements/Urgent Alerts subscribers	2,111	3,043	3,975	14,423	15,000
All salem.com subscribers	n/a	26,826	29,925	33,023	34,000
CodeRED registered phone numbers	20,500	22,947	23,623	24,000	24,100
CodeRED registered email addresses/texts	6,404	8,750	9,129	9,200	9,300
Mayor's social media followers	18,582	21,917	22,254	22,600	22,930
City of Salem Twitter followers	n/a	459	1,691	1,700	1,750
City of Salem Twitter updates	n/a	367	418	500	600

City of Salem Facebook page followers	n/a	n/a	2,183	2,200	2,300
City of Salem Facebook page updates	n/a	n/a	679	680	680
City of Salem Instagram followers	n/a	n/a	n/a	1,100	1,200
City of Salem Instagram updates	n/a	n/a	n/a	150	150
FYI Salem issues	23	25	22	23	23
FYI Salem podcasts	25	17	21	21	21
FYI Salem snapshots	n/a	n/a	n/a	80	80
New Resident Guides sent out	636	593	572	600	600
Salem for All Ages Resource Guides sent out	n/a	n/a	226	452	450
Salem for All Ages Task Force meetings	12	12	12	12	12
Salem for All Ages Age-Friendly Businesses certified	n/a	n/a	n/a	5	10
NIAC meetings	11	11	11	11	11
SSUNAC meetings	12	12	6	4	4
Youth Commission meetings	18	18	25	30	30
Scholarship & Education Committee meetings	1	1	6	11	11
Trust Fund Commissioners Board meetings	12	12	12	12	12
Harbor Port Authority meetings	0	0	12	12	12
Constable appointments processed	17	10	9	10	10
Banner applications processed	35	48	40	41	41
Notarizations completed	n/a	54	119	100	100
Mayoral appointments and meetings	1,868	1,754	1,788	1,803	1,900
Celebrating a new Salem business	26	24	28	26	26
SalemStat meetings	36	0	0	4	6
Latino Affairs Coordinator one-on-one meetings	125	210	285	350	243
Latino Affairs Coordinator pages translated	135	180	325	485	281
Latino Affairs Coordinator City Hall walk-in translations/interpretations	90	60	70	130	88
BuildingSalem social media updates	505	431	234	390	390
BuildingSalem social media followers	2,968	3,448	3,881	3,900	4,000
BuildingSalem unique website visitors	5,465	4,391	586	600	600

How FY 2021 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 performance measurement and evaluation programs, transparency and resident engagement, and other improvement initiatives. Communication and transparency are also achieved through the Neighborhood Improvement Advisory Council (NIAC) and the Salem State University Neighborhood Advisory Council (SSUNAC), which are made up of residents and are chaired by the Chief of Staff. It is also met through the deployment of innovative platforms and tools, such as SeeClickFix and the BuildingSalem public information initiative. The Mayor's Office includes the City's Latino Affairs Coordinator and LGBT Liaison, and oversees the Salem Mass in Motion health and wellness program, Safe Routes to School, the Problem Properties Task Force, the Salem Food Policy Council, the Salem for All Ages initiative, the Mayor's Homelessness Task Force, the Scholarship and Education Committee, and the Youth Commission. The Mayor's Office develops the Mayor's annual budget and seeks to annually develop, in partnership with the Finance Department, an on-time, balanced budget and five-year capital plan that meet the GFOA's highest standards.

The Mayor and her staff are deeply engaged in advancing the City's housing and economic growth goals, implementation of all City plans, and the development of new policies and projects to advance housing affordability goals to ensure Salem remains livable and welcoming to all. The Mayor and her team are very involved in the planning and execution of special events, including July 4th celebration, Heritage Days, Haunted Happenings, and other community events that positively impact the local economy and build civic pride and engagement. Finally, the Mayor takes an active role in ensuring public infrastructure and facilities projects are advanced; these especially include roadway improvement projects, park and open space improvements, capital facilities planning and buildings, infrastructure work, complete streets upgrades, and climate change adaptation strategies and projects.

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Mayor - Personnel									
11211	5111	SALARIES-FULL TIME	357,941.54	363,727.52	384,894.00	384,894.00	340,681.52	384,156.72	381,203.51
11211	5113	SALARIES-PART TIME	30,518.54	18,298.66	41,899.00	41,899.00	12,955.45	42,922.64	39,297.06
	Total	**Mayor - Personnel**	**388,460.08**	**382,026.18**	**426,793.00**	**426,793.00**	**353,636.97**	**427,079.35**	**420,500.57**
Mayor - Expenses									
11212	5305	ACCOUNTING AND AUDIT	50,080.00	65,080.00	55,800.00	55,800.00	55,800.00	55,800.00	55,800.00
11212	5320	CONSULT/CONTRACTED SERVICES	94,345.26	65,320.41	100,000.00	100,000.00	85,235.93	100,000.00	75,000.00
11212	5381	PRINTING AND BINDING	940.97	1,315.05	1,500.00	1,500.00	1,224.20	1,500.00	100.00
11212	5421	OFFICE SUPPLIES (GEN	2,104.61	2,611.93	3,000.00	3,000.00	2,686.48	3,000.00	2,000.00
11212	5710	IN STATE TRAVEL/MEETINGS	2,951.43	3,097.68	3,000.00	3,000.00	2,988.75	3,000.00	2,000.00
11212	5730	DUES AND SUB	9,351.55	11,401.32	11,650.00	11,650.00	11,480.77	11,650.00	11,650.00
11212	5780AA	OTHER EXPENSES COVID 19	-	-	-	250,000.00	51,590.08	250,000.00	-
	Total	**Mayor - Expenses**	**159,773.82**	**148,826.39**	**174,950.00**	**424,950.00**	**211,006.21**	**424,950.00**	**146,550.00**
160		**Department Total**	**548,233.90**	**530,852.57**	**601,743.00**	**851,743.00**	**564,643.18**	**852,029.35**	**567,050.57**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
ASSADE	LAURA	160 MAYOR	11211-5111	Constituent Serv/Latino Coord		65,364.90		1.00	1	100%	1,252.20	1,252.20	65,239.68	1,252.20	64,737.84
DION	JACLY	160 MAYOR	11211-5111	BRD CLERK-SSU NBHD Committee		240.00	B		4		60.00	60.00	240.00	60.00	240.00
DRISCOLL	KIMBERLEY	160 MAYOR	11211-5111	MAYOR		150,576.92		1.00	1	100%	2,884.62	2,884.62	150,288.46	2,884.62	149,132.40
PANGALLO	DOMINICK	160 MAYOR	11211-5111	CHIEF OF STAFF	3/18/2013	97,670.15		1.00	1	100%	1,871.08	1,871.08	97,483.05	1,871.08	96,733.18
WESSELL	JENNIFER	160 MAYOR	11211-5111	EXECUTIVE SECY	1/1/2006	71,041.62		1.00	1	100%	1,360.95	1,360.95	70,905.53	1,360.95	70,360.10
						384,893.60		**4.00**	**Total Full Time - 5111**				**384,156.72**		**381,203.51**
ROBERTS	ADA	160 MAYOR	11211-5113	Constituent Serv/Sp Proj Asst		20,949.33			35	50%	23.54	23.54	-	-	-
ROBERTS	ADA	160 MAYOR	11211-5113	Constituent Serv/Sp Proj Asst		20,949.33			35	50%	23.54	23.54	-	-	-
CAHILL	SARAH	160 MAYOR	11211-5113	Constituent Serv/Sp Proj Asst	10/19/16				35	100%	23.54	23.54	42,922.64	23.54	39,297.06
						41,898.67			**Total Part Time - 5113**				**42,922.64**		**39,297.06**
						426,792.27		**4.00**	**Department Total**				**427,079.35**		**420,500.57**

Full-Time Equivalent Employees:	
FY 2019	4.00
FY 2020	4.00
FY 2021	4.00
Variance 20 vs. 21	0.00

EMPLOYEES GRANTS/SPECIAL REVENUE FUNDING

Name			Funding	Job Desc		Hours	Rate			Total FY 2021
Pangallo	Dominick	Building Salem	CIP	Chief Aid	0.00	12.00		588.16	7,057.92	
		Mayor	11211		1.00			1,871.08	97,483.05	104,540.97

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
MAYOR - 160					
11212	**5305**	**Accounting and Audit**			
		Annual City audit (includes Retirement)	45,800	45,800	45,800
		Comprehensive Annual Financial Report filing fees	5,000	5,000	5,000
		Retirement Board Audit	5,000	5,000	5,000
TOTAL			**55,800**	**55,800**	**55,800**
11212	**5320**	**Contracted Sevices**			
		Consulting, translation and constituent services, performance improvement and public engagement initiatives	80,000	80,000	55,000
		Ota Japan - $20,000	20,000	20,000	20,000
TOTAL			**100,000**	**100,000**	**75,000**
11212	**5381**	**PRINTING AND BINDING**			
		City Seals, Business Cards, Envelopes, Notices, etc.	1,500	1,500	100
TOTAL			**1,500**	**1,500**	**100**
11212	**5421**	**OFFICE SUPPLIES**			
		General office supplies as needed	3,000	3,000	2,000
TOTAL			**3,000**	**3,000**	**2,000**
11212	**5710**	**IN STATE TRAVEL/MEETINGS**			
		Registrations and travel expenses for meetings and seminars	3,000	3,000	2,000
TOTAL			**3,000**	**3,000**	**2,000**
11212	**5730**	**DUES AND SUBSCRIPTIONS**			
		Massachusetts Municipal Associations	8,400	8,400	8,400
		North Shore Mayors' Coalition (Metropolitan Area Planning Council)	1,500	1,500	1,500
		U.S. Conference of Mayors	1,750	1,750	1,750
TOTAL			**11,650**	**11,650**	**11,650**
11212	**5780AA**	**OTHER EXPENSES COVID 19**			
		Emergency COVID 19 Expenses		250,000	-
TOTAL			**-**	**250,000**	**-**
TOTAL PROPOSED			**174,950**	**424,950**	**146,550**

City Council

Mission Statement – Why We Exist

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

Significant Budget & Staffing Changes for FY 2021

Four new Councillors were elected in November of 2019. The Newly Elected Councillors are, Conrad Prosniewski, At-Large, Ty Hapworth, At-Large, Patricia Morsillo, Ward 3 and Megan Riccardi, Ward 6. Inauguration was held this year on Thursday night, January 9, 2020 at 7:30 P.M. instead of by Charter Sec. 17, on the first Monday in January at 10:00 AM) due to the injunction against swearing in of the new Ward 6 Councillor.

Recent Accomplishments

- Councilor Robert K. McCarthy was nominated and elected as Council President for 2020. Ability to reschedule the Inauguration in two days, which involved internal and external guests and vendors. Although the School Committee was not part of the swearing-in due to the new date and time, everything else went off according to plan. All Council Records were sent out and digitized by Data Image and the public should have access to them in the springtime. Used CIP money to redo the upstairs vault and downstairs archival room. This new system allowed us to gain significant Amount of space to store documents. Installed a new audio system in the Council Chambers to allow for amplification of voices, as well as installed a permanent flat panel screen for presentations. Up to date on all Council Meeting Minutes. Increased documentation on agendas and in minutes relative to information provided

FY 2021 Goals & Objectives

- Moving forward with getting all Councillors iPads for agendas
- Researching transcription services for meeting minutes i.e. Temi, Trint, Revcom
- Investigating software for City Council agenda and minutes i.e. IQM2, DataNet, CivicClerk
- Restoration/Repair of Council Furniture and/or purchase new furniture (Pelletier & Sons, Murphy's, Second Life)
- Purchase Window treatments for Council Ante room to keep out the elements
- Archiving of Council records for safe keeping
- Uploading more license applications on-line
- Researching the ability to add the City Council sub-committee meetings audio recordings to the website.
- Continue with digitizing process to make records available to the public
- Sending all Ordinances to Municipal Code as they are passed so the website reflects the most up to date information
- Keeping up to date on all Council Meeting Minutes
- Adding information and documentation on agendas and in the minutes

Outcomes and Performance Measures	**Actual FY 2018**	**Actual FY 2019**	**Estimated FY 2020**	**Estimate FY 2021**
LICENSES PASSED BY COUNCIL				
Public Guide	132	137	132	165
Second Hand Valuable	10	10	12	13
Secondhand Clothing	5	5	4	4
Taxi Operator	84	8	103	119
Taxi-Cab Licenses	30	30	58	50
Limousine License (#of Companies)	5	5	4	6
Vehicle for Hire	9	9	6	15
Vehicle for Hire Operators	13	13	15	17
Drain layer/Contract Operator	42	42	42	43
Junk Dealer	1	1	3	1
Pawnbroker	1	1	1	1
Sea worm License	6	6	9	8

COUNCIL RECORDS PROCESSED	763	763	763	770
# of Meetings	26	26	28	28
Ordinances adopted	16	16	16	14
Zoning Ordinances	11	11	11	5
Traffic Ordinances	44	44	44	40

How FY 2021 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- Councillors having iPads will allow for less paperwork to be generated and to see documentation at the time the agenda matter is in front of them
- New agenda and minute software will help with searchability features and save time.
- Using a transcription Service will allow to produce Minutes faster.
- Maintaining and Archiving Council Records will preserve them for the future.
- Digitizing current and future Council meetings will allow for the public to search for what they need.
- Adding audio recording of Council & Subcommittee Meetings to the website will allow the public to acquire audio own their own.
- More licenses on-line will make it more accessible and at their convenience to download application to complete and send back.
- Restored or new furniture will lead to healthy backs and less splinters

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
City Council - Personnel									
11111	5111	SALARIES-FULL TIME	149,324.81	146,212.50	159,700.00	159,700.00	134,429.26	159,700.00	158,542.31
	Total	**City Council - Personnel**	**149,324.81**	**146,212.50**	**159,700.00**	**159,700.00**	**134,429.26**	**159,700.00**	**158,542.31**
City Council - Expenses									
11112	5306	ADVERTISING	68,000.00	30,763.33	40,000.00	29,068.94	29,068.93	35,000.00	27,500.00
11112	5381	PRINTING AND BINDING	24,997.37	19,356.75	19,400.00	19,400.00	19,188.12	24,400.00	16,615.00
11112	5421	OFFICE SUPPLIES (GEN	249.69	782.77	250.00	250.00	232.17	250.00	250.00
11112	5710	IN STATE TRAVEL/MEETINGS/TRAIN	-	759.72	1,000.00	1,247.90	1,247.90	1,200.00	-
11112	5730	DUES AND SUB	65.00	360.00	500.00	360.00	360.00	500.00	500.00
11112	5783	MIDTERM/INAUGURAL	450.50	64.00	500.00	392.10	392.10	500.00	500.00
	Total	**City Council - Expenses**	**93,762.56**	**52,086.57**	**61,650.00**	**50,718.94**	**50,489.22**	**61,850.00**	**45,365.00**
030		**Department Total**	**243,087.37**	**198,299.07**	**221,350.00**	**210,418.94**	**184,918.48**	**221,550.00**	**203,907.31**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
DOMINGUEZ	DOMINGO J	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2018	15,000.00			1	AT LARGE	15,000.00		15,000.00		14,884.62
HAPWORTH	TY	030 CITY COUNCIL	11111-5111	COUNCILLOR	01/01/20	15,000.00			1	AT LARGE	15,000.00		15,000.00		14,884.62
PROSNIEWSKI	CONRAD J	030 CITY COUNCIL	11111-5111	COUNCILLOR	01/01/20	15,000.00			1	AT LARGE	15,000.00		15,000.00		14,884.62
SARGENT III	ARTHUR C.	030 CITY COUNCIL	11111-5111	COUNCILLOR	01/01/02	15,000.00			1	AT LARGE	15,000.00		15,000.00		14,884.62
MCCARTHY	ROBERT K	030 CITY COUNCIL	11111-5111	COUNCILLOR	01/01/08	15,000.00	**President**		1	WARD 1	15,500.00		15,500.00		15,380.77
MADORE	CHRISTINE W	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2018	15,000.00			1	WARD 2	15,000.00		15,000.00		14,884.62
MORSILLO	PATRICIA	030 CITY COUNCIL	11111-5111	COUNCILLOR	01/01/20	15,000.00			1	WARD 3	15,000.00		15,000.00		14,884.62
FLYNN	TIMOTHY G	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2018	*			1	WARD 4	*		*		
TURIEL	JOSH H	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2012	15,000.00			1	WARD 5	15,000.00		15,000.00		14,884.62
RICCARDI	MEGAN	030 CITY COUNCIL	11111-5111	COUNCILLOR	01/01/20	15,000.00			1	WARD 6	15,000.00		15,000.00		14,884.62
DIBBLE	STEPHEN G	030 CITY COUNCIL	11111-5111	COUNCILLOR	1/1/2016	15,500.00			1	WARD 7	15,000.00		15,000.00		14,884.62
SIMONS	ILENE	030 CITY COUNCIL	11111-5111	CLERK OF COUNCIL		4,000.00	B			12	333.33	333.33	4,000.00	333.33	4,000.00
SIMONS	ILENE	030 CITY COUNCIL	11111-5111	CLERK OF COMMITTEE		500.00	B			12	41.67	41.67	500.00	41.67	500.00
FISHER	MAUREEN	030 CITY COUNCIL	11111-5111	ASST CLERK		4,000.00	B			12	333.33	333.33	4,000.00	333.33	4,000.00
SACCO	EILEEN	030 CITY COUNCIL	11111-5111	BUDGET CLERK		700.00	B			1			700.00		700.00
						159,700.00		**0.00**	**Total Full Time - 5111**				**159,700.00**	**708.33**	**158,542.31**
						159,700.00		**0.00**	**Department Total**				**159,700.00**	**708.33**	**158,542.31**

***Note Councillor Flynn does not receive compensation as member of City Council**

Full-Time Equivalent Employees:		
	FY 2019	0.00
	FY 2020	0.00
	FY 2021	0.00
	Variance 20 vs. 21	0.00

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
CITY COUNCIL	**030**				
11112	**5306**	**ADVERTISING**			
		Salem Evening News - Charter and M.G.L. mandated ordinance advertising	40,000	35,000	27,500
		unpredictable due to adoption of all traffic, zoning and general code of ordinances			
TOTAL		**and Bond Orders *to reflect more accurate spending**	**40,000**	**35,000**	**27,500**
11112	**5381**	**PRINTING AND BINDING**			
		Government cards (printed in-house) minimal cost for cardstock			
		Printing City Manuals ($2,000 for 300 or $3,000 for 500)	2,000	3,000	2,000
		Stationery and envelopes ($1,000)	1,000	3,000	1,000
		Municipal Code Ordinances - hardcopy and online download*			
		Municipal Code Zoning Ordinances - hard copy and online download*			
		Municipal Code Traffic Ordinances - hard copy and online download*			
		* Due to increase in MuniCode pricing and Increase in Ordinances amended/created			
		last year's fees for supplements, online download and online maintenance $14,000)	15,000	17,000	12,215
		Forms, ordinances, orders, committee reports, archive paper for minutes, binders, binding ($1,(	1,000	1,000	1,000
		Colonial Engravers - City Council name plates, gavels, clocks ($400)	400	400	400
TOTAL			**19,400**	**24,400**	**16,615**
11112	**5421**	**OFFICE SUPPLIES GENERAL**			
		General office supplies as needed	250	250	250
TOTAL			**250**	**250**	**250**
11112	**5710**	**Instate Travel/ Meeting/Training**			
		Seminars and Training as needed - MMA and other training	1,000	1,200	-
TOTAL			**1,000**	**1,200**	**-**
11112	**5730**	**DUES AND SUBCRIPTIONS**			
		International Institute of Municipal Clerks	135	135	135
		North Shore City and Town Clerk's Association	25	25	25
		Massachusetts City Clerk's Association	150	150	150
		Massachusetts City and Town Clerk's Association	150	150	150
		New England Association of City and Town Clerks	40	40	40
TOTAL			**500**	**500**	**500**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
11112	**5783**	**Midterm/Inauguration**			
		Programs, flowers, etc.	500	500	500
TOTAL			**500**	**500**	**500**
TOTAL PROPOSED			**61,650**	**61,850**	**45,365**

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, Horse-drawn Carriages, Trolleys and Yard Sales. Administers the oath of office to elected and appointed City officials for all City Departments, Boards and Commissions and attests all official documents of the City with the City Seal. The City Clerk is a member of the Board of Registrar of Voters and Chief Election Official for all elections. In addition, other duties and responsibilities under the City Clerk include maintaining and processing Non-Criminal citations, filing cash report to Treasurer. Processes Claims and maintains tracking form for Council Committee. Sends letters to claimant on approved or denied claims. Notifies Solicitor's office of claims.

Motto, "To the farthermost parts of the rich East"

Significant Budget & Staffing Changes for FY 2021

None

Recent Accomplishments

- Organized Salem's US Census 2020 kickoff on February 25th at the CLC and arranged for various speakers to discuss specific related issues including overall Census Information, Homelessness, Security and Scams, Immigrant populations, etc. Also arranged for laptops to be available for people to apply for Census Enumerator jobs. Had food, games and prizes for kids.
- Finished New Construction and LUCA addresses for the Secretary of State for the US Census 2020
- Installation of new storage systems in the vault completed. A large amount of additional space was gained due to this project
- Able to free up space retention room in basement by purging, per State Retention Laws, documents no longer needed
- Archived many council records in working vault to downstairs freeing up space that was greatly needed
- Able to archive all past vital records and continuing to keep up with archiving this year's records as well
- Create more in-house templates for the creation of certain vital records and licenses

- Put more forms online so public can download applications.
- Up to date on all Council Meeting Minutes
- Increased documentation on agendas and in minutes relative to information provided

FY 2021 Goals & Objectives

- To Get Everyone Counted for the Federal US Census 2020 by continuing to do outreach
- Communicate with the Complete Count Committee to update them with information and check in on progress
- Update and Maintain information on the city's website in reference to the City Clerk's office.
- Continue to archive all vital records to preserve them permanently.
- Researching View Permit and Kelly and Ryan for a more interactive dog licensing software with the ability for City residents to view and upload records.
- Update and Publish 2020/2021 City Manual
- Upload more forms and applications on-line
- Promote the City Clerk's Office by attending city functions
- Attend more MA City Clerk's Conferences and Meetings
- Repairs to City Clerk's offices i.e. painting, rugs, pipes, ceilings, walls, etc.
- Computerize Indexing of Vital Records
- Purging of additional recorders per MA retention laws
- Creating a Face Book Page or other social media for the City Clerk's office within our policies and laws

Outcomes and Performance Measures	Actual FY 2018	Actual FY 2019	Estimated FY 2020	Estimated FY 2021
VITAL RECORDS				
Copies of vital records	7463	7582	7800	9000
Birth records recorded	1483	1474	1500	1550
Death records recorded	510	510	520	550
Marriage Licenses	323	323	335	340
Affidavits of vital records	87	87	100	95
LICENSES				
Dog Licenses	2709	2709	2800	3000
Business Certificates	307	307	325	320
Yard Sale permits	104	104	110	100

How FY 2021 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- Getting Everyone Counted will increase the City's population numbers which will gain us additional funding for schools, hospitals, roads, affordable housing, political representation in Congress, Redistricting., Ward Boundaries.
- Additional space in the vault will allow us to continue to archive and preserve all vital records, city council records, and other documentation.
- Gaining space in the working vault allows us to keep newer records close at hand.
- The ability to archive the past birth, death and marriage licenses in the appropriate material will keep vital records in pristine condition for many years to come.
- Repairing of Office walls, ceilings, rugs, painting will make the rooms healthier and safer for the employees
- Promotion of City Clerk's Office will help all residents learn what we do and feel more comfortable to interact with our offices
- Using Social Media will help get information pushed out to the public instead of them searching for information

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
City Clerk - Personnel									
11611	5111	SALARIES-FULL TIME	271,504.71	285,408.81	306,279.00	306,279.00	257,423.18	307,462.01	298,393.76
11611	5131	OVERTIME (GENERAL)	1,787.91	3,551.52	3,000.00	3,000.00	1,935.71	3,000.00	3,000.00
	Total	**City Clerk - Personnel**	**273,292.62**	**288,960.33**	**309,279.00**	**309,279.00**	**259,358.89**	**310,462.01**	**301,393.76**
City Clerk - Expenses									
11612	5242	OFFICE EQUIPMENT REP	264.50	781.84	1,000.00	-	-	1,000.00	750.00
11612	5381	PRINTING AND BINDING	2,590.70	3,262.56	3,500.00	4,675.60	4,675.60	3,500.00	2,900.00
11612	5421	OFFICE SUPPLIES (GEN	1,499.07	1,491.91	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
11612	5450	ARCHIVAL SUPP & EQUI	3,995.10	2,958.90	4,500.00	4,500.00	4,499.15	5,000.00	4,500.00
11612	5509	DOG LICENSES	1,046.48	1,113.50	1,400.00	1,224.40	1,224.40	1,400.00	1,200.00
11612	5730	DUES AND SUB	300.00	-	300.00	300.00	210.77	300.00	300.00
	Total	**City Clerk - Expenses**	**9,695.85**	**9,608.71**	**12,200.00**	**12,200.00**	**12,109.92**	**12,700.00**	**11,150.00**
030		**Department Total**	**282,988.47**	**298,569.04**	**321,479.00**	**321,479.00**	**271,468.81**	**323,162.01**	**312,543.76**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
FISHER	MAUREEN	030 CITY CLERK	11611-5111	ASST CITY CLERK	9/21/2012	56,334.34		1.00	1	100%	1,079.20	1,079.20	56,226.42	1,079.20	49,078.71
SIMONS	ILENE	030 CITY CLERK	11611-5111	CITY CLERK	9/5/2000	97,416.55		1.00	1	100%	1,866.22	1,866.22	97,229.93	1,866.22	96,482.01
						152,527.87		*3.00*				*Total AFSCME 1818*	*154,005.65*		*152,833.04*
						306,278.77		**5.00**	**Total Full Time - 5111**				**307,462.01**		**298,393.76**
		030 CITY CLERK	11611-5131	OVERTIME		3,000.00							3,000.00		3,000.00
						3,000.00			**Total Overtime - 5131**		-		**3,000.00**	-	**3,000.00**
						309,278.77		**5.00**	**Department Total**				**310,462.01**	-	**301,393.76**

Full-Time Equivalent Employees:		
	FY 2019	5.00
	FY 2020	5.00
	FY 2021	5.00
	Variance 20 vs. 21	0.00

FY 2021 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2020 52.2	F T E	Rate FY 2020	Incr FY21 0.0%	Rate FY 2021	STEP INCREASES Date	Rate	# Wks Old	# Wks New		Dept Request FY 2021 52.1	Mayor FY 2021 52.1
EMMONS	JANET	030 CITY CLERK	11611-5111	ASST REGISTRAR	5/17/10	2	51,984.17	1.00	995.87	1.000	995.87					100%	51,884.59	51,486.24
SERPA	LINDA	030 CITY CLERK	11611-5111	ASST REGISTRAR	7/26/2004	2	51,984.17	1.00	995.87	1.000	995.87					100%	51,884.59	51,486.24
TEJEDA	LILLIBETH	030 CITY CLERK	11611-5111	ASST REGISTRAR I/II	5/14/18	2	48,559.52	1.00	939.80	1.000	939.80	10/11/2020	974.11	15.0	37.1	100%	50,236.48	49,860.56
							152,527.87	**3.00**	933.84								**154,005.65**	**152,833.04**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
CITY CLERK - 030					
11612	**5242**	**OFFICE EQUIPMENT REPAIR**			
		simplex time recorder maintenance			
		typewriter maintenance (5 typewriters)	1,000	1,000	750
TOTAL			**1,000**	**1,000**	**750**
11612	**5381**	**PRINTING AND BINDING**			
		Book Binding (Index/Birth/Death/Marriage)	3,500	3,500	2,900
		Marriage Return Envelopes			
		City Clerk Envelopes			
		City Clerk Stationary			
TOTAL		dog license inserts for census mailing	**3,500**	**3,500**	**2,900**
11612	**5421**	**OFFICE SUPPLIES GENERAL**			
		General office supplies	1,500	1,500	1,500
TOTAL			**1,500**	**1,500**	**1,500**
11612	**5450**	**ARCHIVAL SUPPLIES AND EQUIPMENT**			
		Birth, Death & Marriage certificate bond paper required by State for vital records	4,500	5,000	4,500
		Vital Records Binders & Sleeves(Birth-Death-Marriage)			
		Mylar sheets (Birth-Death-Marriage)			
TOTAL			**4,500**	**5,000**	**4,500**
11612	**5509**	**DOG LICENSES**			
		National Band and Tag for dog tags (3000 tags)	1,400	1,400	1,200
		Maintenance for Dog Software			
TOTAL			**1,400**	**1,400**	**1,200**
11612	**5730**	**DUES AND SUBSCRIPTIONS**			
		City Clerk Educational and Training Workshops	300	300	300
TOTAL			**300**	**300**	**300**
TOTAL PROPOSED			**12,200**	**12,700**	**11,150**

Elections & Registrations

Mission Statement– Why We Exist

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

Significant Budget & Staffing Changes for FY 2021

None

Recent Accomplishments

- After a nine-day trial in Lawrence Superior Court as a defendant relative to the Nov. 5, 2019 City Election brought forth by Ward Six Candidate, All Charges were dismissed
- Recount of Ward Six for the Office of Ward 6 City Councillor who lost by one vote. Hand Count proved the numbers to be exact as the machine counted them.
- Relocation of Ward 6 Precinct 2 from Mack Park and Ward 6 Precinct 1 from music room at Bates School to both precincts in the gymnasium
- Held a Voter Education and Voter Registration Session at Espacio on Congress Street
- Implemented State Mandated Early Voting for five days (2/24-2/28) prior to the March 3rd election at City Hall which was not previously scheduled

- Hosted an OCPF Seminar for candidates running for office and invited Jason Tait for this presentation. Invited several neighboring communities in which candidates from Salem, Beverly, Peabody, Lynn and Gloucester attended.
- Held Annual Poll Worker Training - Approximately 100 people attended. Invited Bridget Murphy from Sec. of State's Election Office to help conduct this training.
- Continue to have Robo calls done in English and Spanish regarding important Election dates with the help of Laura Assade
- Able to place English and Spanish Ads in newspaper for LDR
- Held a Poll Pad training for people who were going to work during Early Voting.
- Continuing to meet or talk with the following groups: Latino Leadership Coalition, League of Women Voters and SSU Civic Engagement Organization in order to cultivate positive working relationships with the above organizations and groups.
- Improved success in recruiting Spanish speaking translator for each polling location
- Translating more election forms & information into Spanish by my bilingual employees to either be sent to the polls or gets posted on-line
- Attended 2 naturalization ceremonies at House of Seven Gables to be there so new citizens could register to vote.

FY 2021 Goals & Objectives

- Increase the return of City's Annual census forms by getting the word out and possible doing a second mailing if fiscally able.
- To research and find a new polling location for Ward 2 currently located at the St. Peter's Church. Alternate location looking at is the Community Life Center
- Research and test new voting equipment to purchase. Our current Accuvote machines were purchased in 1998 and replacement parts are no longer being produced. (Demonstration planned and postponed)
- Research the feasibility of having a central tabulation facility for the next Early Voting Election in November of 2020 (Meeting planned and postponed)
- Continued Training for poll workers by using the mock election scenario or separate training for Wardens/Clerks/Asst. and then for remaining Inspectors/Translators
- Purchase additional poll pads for Early Voting and Look up at Elections until certified
- Producing a poll worker training videotape.
- Continue to meet with the following organizations: LLC, WLV, and SSU Civic Engagement.
- To conduct additional voter training & education, as well as, holding voter registration drives at the high school and other locations
- To attend more Naturalization Ceremonies in person when they occur in Salem.
- To Create an Ordinance to address questions about political signs in Salem and amend other ordinances that are outdated or need updating.
- Work with public retention schedule to purge certain documentation.

Outcomes and Performance Measures	Actual FY 2018	Actual FY 2019	Estimated FY 2020	Estimated FY 2021 (President)
ELECTIONS (based on month of Nov.)				
# Registered Voters	30,494	32,044	33,000	35,000
# of Voters who voted	12,458	12,400	12,500	24,500
% of Voters who voted	41%	41%	40%	70%
CENSUS				
Census forms mailed out and processed	17,673	20,932	21,000	21,500

How FY 2021 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Increasing the Latino count may assist them in reaching the threshold needed for English & Spanish Ballots.
- Purchasing new voting equipment will allow for the replacement of the current machines that are over 20 years old.
- By having a central tabulator facility and equipment for Early Voting will be beneficial in reducing the amount of time to process the ballots at the polling location and less problems with the equipment; (however, there is a large commitment to purchasing equipment and other resources.) In the meantime, looking at alternate methods
- Maintain our census database for all residents and voters.
- To increase our Census2020 numbers to work with the Complete Count Committees to do as much outreach as possible.
- The current Ward 2 Polling location is too small. A larger location will make the voting process for voters and workers a much better environment
- Positive Working Relationships with outside organizations will lead to better communication, feeling of inclusivity, less tensions, etc.

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
City Clerk - Elections - Personnel									
11621	5111	SALARIES-FULL TIME	104,550.07	88,588.39	113,251.00	113,252.00	94,134.40	113,677.94	112,843.31
11621	5113	SALARIES-PART TIME	10,517.50	12,444.56	13,480.00	16,676.42	14,828.76	13,363.65	13,363.65
11621	5131	OVERTIME (GENERAL)	7,065.60	8,345.56	5,000.00	12,735.64	12,735.64	5,000.00	5,000.00
	Total	**Elections - Personnel**	**122,133.17**	**109,378.51**	**131,731.00**	**142,664.06**	**121,698.80**	**132,041.59**	**131,206.96**
City Clerk - Elections & Registrations- Expenses									
11622	5242	OFFICE EQUIPMENT REP	5,749.82	260.67	500.00	-	-	500.00	500.00
11622	5280	POLLING PLACE RENT	300.00	300.00	300.00	300.00	250.00	300.00	300.00
11622	5306	ADVERTISING	894.47	859.92	1,300.00	788.75	788.75	3,200.00	1,300.00
11622	5309	POLLWORKERS	35,977.43	50,484.50	50,000.00	58,090.00	41,641.00	74,886.00	55,000.00
11622	5381	PRINTING AND BINDING	18,045.05	4,271.99	16,000.00	14,911.79	14,911.79	16,000.00	16,000.00
11622	5386	VOTING MACHINE SERVI	10,472.33	12,134.46	17,000.00	19,099.46	19,099.46	17,000.00	15,000.00
11622	5421	OFFICE SUPPLIES (GEN	999.03	863.90	1,000.00	1,000.00	1,002.79	1,000.00	1,000.00
	Total	**Elections - Expenses**	**72,438.13**	**69,175.44**	**86,100.00**	**94,190.00**	**77,693.79**	**112,886.00**	**89,100.00**
030		**Department Total**	**194,571.30**	**178,553.95**	**217,831.00**	**236,854.06**	**199,392.59**	**244,927.59**	**220,306.96**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
BARTON	CHARLES	030 ELECTIONS & REGIST	11621-5111	BD REGISTRAR CHAIRMAN	9/17/2008	750.00	B			4	175.00	175.00	750.00	175.00	750.00
BATES	DONALD	030 ELECTIONS & REGIST	11621-5111	BD REGISTRAR MEMBER	3/22/00	700.00	B			4	175.00	175.00	700.00	175.00	700.00
SIMONS	ILENE	030 ELECTIONS & REGIST	11621-5111	CLERK OF BOARD	9/5/2000	1,600.00	B			12	133.33	133.33	1,600.00	133.33	1,600.00
SIMONS	ILENE	030 ELECTIONS & REGIST	11621-5111	BD REGISTRAR MEMBER	9/5/2000	700.00	B			12	58.33	58.33	700.00	58.33	700.00
MITCHELL-MUNE	ALENXANDER	030 ELECTIONS & REGIST	11621-5111	BD REGISTRAR MEMBER	11/16/16	700.00	B			4	175.00	175.00	700.00	175.00	700.00
SPORT	ROCHELLE	030 ELECTIONS & REGIST	11621-5111	ASSISTANT CITY CLERK	9/26/2000	61,479.39		1.00	1	100%	1,177.77	1,177.77	61,361.61	1,177.77	60,889.60
						-									
						47,321.91		*1.00*			*Total AFSCME 1818*		*47,866.33*		*47,503.71*
						113,251.30		**2.00**	**Total Full Time 5111**				**113,677.94**		**112,843.31**
MOTA	JULIO	030 ELECTIONS & REGIST	11621-5113	PT Election Clerk	8/6/18	13,480.05	P		19		13.26	13.50	13,363.65	13.50	13,363.65
						13,480.05			**Total Part Time - 5113**				**13,363.65**		**13,363.65**
		030 ELECTIONS & REGIST	11621-5131	OVERTIME		5,000.00							5,000.00		5,000.00
						5,000.00			**Total Overtime - 5131**		**-**		**5,000.00**	**-**	**5,000.00**
						131,731.35		**2.00**	**Department Total**				**132,041.59**		**131,206.96**

Full-Time Equivalent Employees:	FY 2019	2.00
	FY 2020	2.00
	FY 2021	2.00
	Variance 20 vs. 21	0.00

FY 2021 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2020 52.2	F T E	Rate FY 2020	Incr FY21 0.0%	Rate FY 2021	STEP INCREASES Date	Rate	# Wks Old	# Wks New		Dept Request FY 2021 52.1	Mayor FY 2021 52.1
FISHER	MAUREEN	030 ELECT & REGISTR	11621-5111	ASST REGISTRAR	9/3/2013	2	To City Council	-		1.000	-					100%	To City Council	To City Council
AYUBE	ALEXANDER	030 ELECT & REGISTR	11621-5111	Principal Clerk Step 1	2/19/2019	2	47,321.91	1.00	906.55	1.000	906.55	12/2/2020	939.80	33.0	19.1	100%	47,866.33	47,503.71
							47,321.91	**1.00**									**47,866.33**	**47,503.71**

Alexander is Sr. Clerk Typist (Budgeted in City Clerk Budget) and would like to increase to a Principal Clerk on 7/1.

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
ELECTIONS AND REGISTRATIONS 030					
11622	**5242**	**OFFICE EQUIPMENT REPAIR**			
		Time stamp ribbon & installation	500	500	500
		printer cartridges			
TOTAL			**500**	**500**	**500**
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 last day to register to vote sessions	1,300	3,200	1,300
TOTAL		**Ads have increased due to English & Spanish; this year also EV Ad**	**1,300**	**3,200**	**1,300**
11622	**5309**	**POLL WORKERS**			
		Staffing of 14 Precincts on Election Day for Sept. 2020 - No Early Voting	45,000	22,680	50,000
		*Early Voting 11 days, 13 sites for November 3, 2020 Presidential Election		13,548	
		Staffing of 14 Precincts on Election Day for Nov. 2020.Presidential		26,950	
		Extra Help on 11/3/20 - Greeters, EV Processing, extra ck-in & out for SSU, PV helpers	-	6,708	-
		Training of poll works	5,000	5,000	5,000
TOTAL			**50,000**	**74,886**	**55,000**
11622	**5381**	**PRINTING AND BINDING**			
		Printing of Annual Poll Books & Census Forms	16,000	16,000	16,000
		Printing of postcards for confirmation mailings			
		Envelopes for voter registration acknowledgment notices			
		New Election Day Signage - SSU and Ward 2 relocation signs			
TOTAL		Printing of Ward 2 Voter change of location cards	**16,000**	**16,000**	**16,000**
11622	**5386**	**VOTING MACHINE SERVICES**			
		Voting Machine and Tabulator Maintenance Agreement	17,000	17,000	15,000
		Election coding/programs for 16 tabulators and 14 Automarks			
		Election day coverage L.H.S. Associates (software & program vendor)			
		four-hole legal paper for voting list			
		Tabulator supplies-special ribbons, ink, electrical cords, adapters, paper rolls			
		Election Supplies			
		Purchase of Toner for State Printer			
TOTAL			**17,000**	**17,000**	**15,000**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
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			**86,100**	**112,886**	**89,100**

*Note: Reimb. some $ from the State but not always $ for $

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 2021

The Director of Assessing is contemplating retiring in early calendar 2021, after the revaluation is complete. In preparation for the FY2021 Revaluation year, we have a contracted with Patriot Property for software support and commercial appraisal help and review. The Dept of Revenue has required additional appraisals for our three large utility companies. A change from prior valuation.

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 2023. We are well on our way to accomplishing this goal with the staff coordination and the inspection process managed by the whole office.
- We have had the same staff in place for approximately 8 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 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 2021 Goals & Objectives

- Plan, organize and direct all activities related to the City's five year Revaluation for 2021 to ensure the City's compliance with all sections under MGL Chapter 59 and the Department of Revenue.
- Ensure that every effort is made to make every taxpayer's dealings with the Assessing Department friendly and efficient.

- To have our FY2021 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.
- Address the recent changes noted in commercial and industrial properties focusing on income and sale increases.
- 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 2018	Actual FY 2019	Estimated FY 2020	Estimated FY 2021
Real Estate Billing - Bills done quarterly	13564	13609	13843	14000
Personal Property Bills- Billing done quarterly	857	853	850	850
Auto Excise	37730	36480	36950	37125
Boat Excise	1100	1237	1150	1175
Exemptions	314	300	289	300
Abatements	43	60	67	85
Personal Property inventory forms (required by law for abatements)	1000	1000	1000	1000
ABC Forms - Tax exempts (required by law to qualify for status)	73	71	77	80
Income & Expense Statements	1325	1225	1225	1225

How FY 2021 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The Assessor's and Clerks in the office continue to work closely with the Council on Aging to keep the elderly population aware of all exemptions and the Tax reduction program via time working for the City.
- The Assessors seek to provide additional information to the Public via an enhanced Assessor's section of the Salem website.
- Producing high quality work and implementing and conducting an aggressive database maintenance program 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.
- 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. The additional education and completion of income courses by all assessors has reduced the need for potential outside help in defending Appellate Tax Board cases. We have an experienced staff that is working well together and has had the ability to maintain a high quality assessing data base. We have expanded the knowledge of the three assessors in the office with all participating in the abatement processing and one of the assistant assessor's is also mastering personal property assessment.

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Assessors - Personnel									
11411	5111	SALARIES-FULL TIME	300,311.64	302,614.17	317,951.00	317,951.00	267,264.23	317,361.85	310,033.87
11411	5150	FRINGE/STIPENDS	5,999.88	5,999.88	6,000.00	6,000.00	4,999.90	6,000.00	6,000.00
	Total	**Assessors - Personnel**	**306,311.52**	**308,614.05**	**323,951.00**	**323,951.00**	**272,264.13**	**323,361.85**	**316,033.87**
Assessors - Expenses									
11412	5308	CONTRACTED SERVICES	17,196.50	18,813.00	41,000.00	41,000.00	39,963.00	50,500.00	50,500.00
11412	5381	PRINTING AND BINDING	234.00	385.00	600.00	600.00	369.00	600.00	600.00
11412	5421	OFFICE SUPPLIES (GEN	1,344.78	1,006.43	2,000.00	2,000.00	1,655.00	2,100.00	2,000.00
11412	5710	IN STATE TRAVEL/MEETINGS	1,565.05	1,663.00	2,300.00	2,300.00	1,590.00	2,300.00	2,300.00
	Total	**Assessors - Expenses**	**20,340.33**	**21,867.43**	**45,900.00**	**45,900.00**	**43,577.00**	**55,500.00**	**55,400.00**
010		**Department Total**	**326,651.85**	**330,481.48**	**369,851.00**	**369,851.00**	**315,841.13**	**378,861.85**	**371,433.87**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
BOND	JAMES	010 ASSESSORS	11411-5111	ASST ASSESSOR	9/19/2011	61,339.16		1.00	1	100%	1,175.08	1,175.08	61,221.66	1,175.08	60,751.62
CORTES	STEPHEN	010 ASSESSORS	11411-5111	ASST ASSESSOR	10/10/12	55,531.07		1.00	1	100%	1,063.81	1,063.81	55,424.69	1,063.81	54,999.16
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
JACKSON	DEBORAH	010 ASSESSORS	11411-5111	DIR ASSESSING	9/22/09	92,249.93		1.00	1	100%	1,767.24	1,767.24	92,073.20	1,767.24	91,366.31
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
ZELANO	TINA	010 ASSESSORS	11411-5111	BOARD MEMBER	10/24/2019	3,000.00	B			4	750.00	750.00	3,000.00	750.00	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
						98,330.67		*2.00*				*Total AFSCME 1818*	*98,142.30*		*92,416.77*
						317,950.84		**5.00**	**Total Full Time - 5111**				**317,361.85**		**310,033.87**
		010 ASSESSORS	11411-5150	Certified Assessor Stipends		3,000.00				1	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
		010 ASSESSORS	11411-5150	Mileage Reimbursement - Assessors		3,000.00				2	1,500.00	1,500.00	3,000.00	1,500.00	3,000.00
						6,000.00		**-**	**Total Fringe - 5150**		**4,500.00**	**4,500.00**	**6,000.00**	**4,500.00**	**6,000.00**
						323,950.84		**5.00**	**Department Total**		**4,500.00**	**4,500.00**	**323,361.85**	**4,500.00**	**316,033.87**

Full-Time Equivalent Employees:		
	FY 2019	5.00
	FY 2020	5.00
	FY 2021	5.00
	Variance 20 vs. 21	0.00

FY 2021 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2020 52.2	F T E	Rate FY 2020	Incr FY21 0.0%	Rate FY 2021	STEP INCREASES Date	Rate	# Wks Old	# Wks New		Dept Request FY 2021 52.1	Mayor FY 2021 52.1
DELLORFANO DELINDA	010 ASSESSORS	11411-5111	SR CLERK TYPIST	12/17/2012	2	46,346.50	1.00	887.86	1.000	887.86					100%	46,257.72	40,930.53
FELIX GLORIA	010 ASSESSORS	11411-5111	PRINCIPAL CLERK	03221993	2	51,984.17	1.00	995.87	1.000	995.87					100%	51,884.59	51,486.24
						98,330.67	**2.00**									**98,142.30**	**92,416.77**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
ASSESSORS - 010					
11412	**5308**	**CONTRACTED SERVICES**			
		Maintenance fee for Patriot Property AssessPro, our software provider	18,000	18,000	18,000
		Annual GIS Enhancement contract addition	1,500	1,500	1,500
		Software review by our provider, additional appraisal analysis and valuation with commercial and industrial properties in FY 2021. Start Recertification analysis and valuation in spring of FY2021 for Dept of Revenue five year certification in affect Required for certification, 3 appraisals for Salem Utility companies, Mass Electric Nationalgrid and New England Power Company for fiscal year 2021. Projected to cost $3,000 each	21,500	22,000 9,000	22,000 9,000
TOTAL			**41,000**	**50,500**	**50,500**
11412	**5381**	**PRINTING AND BINDING**			
		Used to pay for binding and printing of tax commitment books.	600	600	600
TOTAL		We will need to order envelopes and exemption cards (haven't ordered in 2 years)	**600**	**600**	**600**
11412	**5421**	**OFFICE SUPPLIES (GENERAL)**			
		General office supplies as needed	2,000	2,000	2,000
		Additional cost for Mass Association dues		100	
TOTAL			**2,000**	**2,100**	**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.	2,300	2,300	2,300
TOTAL			**2,300**	**2,300**	**2,300**
TOTAL PROPOSED			**45,900**	**55,500**	**55,400**

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 2021

The Collector's office anticipates no changes for FY 2021

Recent Accomplishments

- Collector continues to attend annual school to maintain certification
- Assistant Collector earned certification continues schooling
- Received passport re-certification for three members in the office

FY 2021 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 2018	Actual FY 2019	Estimated FY 2020	Estimated FY 2021
Passports Processed	382	418	425	425
E-Notice	754	795	800	800
E-Billing	1,020	1,090	1,100	1,100
Auto Pay	673	909	925	925
Municipal Lien Certificates Processed	1,275	1,165	1300	1300
Parking Tickets Collected	22,238	27,662	28,000	28,000
Online Payments – City Hall Systems				
Real Estate	5,168	5,696	5,750	5,750
Water/Sewer	11,036	12,408	12,500	12,500
Personal Property	454	530	550	550
Trash	4,070	4,814	5,000	5,000
Excise Tax	10,278	11,651	12,000	12,000
Boat Tax		267	275	275
Mooring/Slip		218	225	225

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Collector - Personnel									
11461	5111	SALARIES-FULL TIME	232,064.55	224,472.10	237,261.00	236,262.00	195,022.36	233,885.60	230,585.06
11461	5131	OVERTIME (GENERAL)	452.78	299.71	1,000.00	2,000.00	1,896.72	1,000.00	1,000.00
11461	5150	FRINGE/STIPENDS	4,770.76	4,999.92	6,750.00	6,750.00	5,562.40	6,750.00	6,750.00
	Total	**Collector - Personnel**	**237,288.09**	**229,771.73**	**245,011.00**	**245,012.00**	**202,481.48**	**241,635.60**	**238,335.06**
Collector - Expenses									
11462	5317	EDUCATIONAL TRAINING	651.71	-	1,000.00	1,000.00	394.12	1,000.00	1,000.00
11462	5381	PRINTING AND BINDING	3,843.63	3,679.57	4,300.00	4,300.00	2,582.50	4,300.00	3,900.00
11462	5421	OFFICE SUPPLIES (GEN	2,963.83	2,284.04	3,000.00	3,000.00	2,469.00	3,000.00	2,700.00
	Total	**Collector - Expenses**	**7,459.17**	**5,963.61**	**8,300.00**	**8,300.00**	**5,445.62**	**8,300.00**	**7,600.00**
040		**Department Total**	**244,747.26**	**235,735.34**	**253,311.00**	**253,312.00**	**207,927.10**	**249,935.60**	**245,935.06**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
CELI	BONNIE	040 COLLECTOR	11461-5111	CITY COLLECTOR	2/01/2004	78,384.38		1.00	1	100%	1,501.62	1,501.62	78,234.22	1,501.62	77,632.42
						158,876.75		*3.00*				*Total AFSCME 1818*	*155,651.39*		*152,952.65*
						237,261.13		**4.00**	**Total Full Time - 5111**				**233,885.60**		**230,585.06**
		040 COLLECTOR	11461-5150	Certified Collector Stipends		2,000.00				2	1,000.00	1,000.00	2,000.00	1,000.00	2,000.00
		040 COLLECTOR	11461-5150	Hearing Officer Admin		1,750.00				1	1,750.00	1,750.00	1,750.00	1,750.00	1,750.00
		040 COLLECTOR	11461-5150	RES PARKING STICKER Stipend		3,000.00				12	250.00	250.00	3,000.00	250.00	3,000.00
						6,750.00			**Total Fringe - 5150**		**3,000.00**	**3,000.00**	**6,750.00**		**6,750.00**
		040 COLLECTOR	11461-5131	OVERTIME		1,000.00							1,000.00		1,000.00
						1,000.00			**Total Overtime - 5131**		**-**		**1,000.00**	**-**	**1,000.00**
						245,011.13		**4.00**	**Department Total**				**241,635.60**		**238,335.06**

Full-Time Equivalent Employees:		
	FY 2019	4.00
	FY 2020	4.00
	FY 2021	4.00
	Variance 20 vs. 21	0.00

FY 2021 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2020 52.2	F T E	Rate FY 2020	Incr FY21 0.0%	Rate FY 2021	STEP INCREASES Date	Rate	# Wks Old	# Wks New		Dept Request FY 2021 52.1	Mayor FY 2021 52.1
MEJIA	ARACELIS	040 COLLECTOR	11461-5111	PRINCIPAL CLERK	4/3/17	2	49,058.81	1.00	939.82	1.000	939.82					100%	48,964.83	47,085.18
NOONAN	WENDOLYN	040 COLLECTOR	11461-5111	PRINCIPAL CLERK	09/28/15	2	51,984.17	-	995.87	1.000	995.87	Transfer to Finance						-
WIZDA	JONAS	040 COLLECTOR	11461-5111	PRINCIPAL CLERK	10/30/18	2		1.00	939.80	1.000	939.80	11/4/2020	974.29	18.0	34.1	100%	48,963.58	48,587.66
SOSNOWSKI	SARAH	040 COLLECTOR	11461-5111	ASSISTANT COLLECT	11/08/2004	2	57,833.77	1.00	1,107.93	1.000	1,107.93					100%	57,722.98	57,279.81
							158,876.75	**3.00**									**155,651.39**	**152,952.65**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
COLLECTOR - 040					
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	4,300	4,300	3,900
		Print resident parking stickers - reorder zone stickers and visitor passes			
		Print passes for monthly pass zone (100 per month) $1.00 per pass			
TOTAL			**4,300**	**4,300**	**3,900**
11462	**5421**	**Office Supplies**			
		General office supplies as needed.	3,000	3,000	2,700
TOTAL			**3,000**	**3,000**	**2,700**
TOTAL PROPOSED			**8,300**	**8,300**	**7,600**

Information Technology

Mission Statement-Why We Exist

The Office of Information Technology provides and supports the resources which facilitate the flow of information within and between departments and expands the reach and usefulness of technology to staff, residents and the public schools.

Budget & Staffing Changes for FY 2021

The SIS Manager role will be transferred to the school department along with school-specific software and systems. The hiring of a replacement Applications Analyst is anticipated, following an internal transfer to the Help Desk. Other changes of note include adding an intern from the Year Up program, significant telecommunications savings, and deployment of a citizen engagement app.

Recent Accomplishments

- Secured $150,000 grant to expand digitization project, making hundreds of thousands of documents available electronically
- Implemented AV solution in the Council Chamber in concert with the Clerk's office, and integrated the system with Salem TV
- Installed new, VOIP telephone system in all public schools, improving service and reducing costs
- Coordinated expansion of 1:1 program at all high schools (New Liberty, SHS, Prep)
- Designed workflow-based conduct management system for use across the schools
- Replaced all Windows 7 computers, city wide; replaced or deployed more than 700 devices across the schools for students & staff
- Implemented enhanced attendance tracking at Salem High School
- Completed migration of essential pay and tax forms (W2, 1095C) to electronic distribution (email)
- Began migration of essential radio communications equipment onto the City's fiber optic network
- Consolidated essential City systems into a new data center at Salem PD
- Upgraded essential email systems, and expanded access within the Fire Department
- Implemented new, web-based permitting system and launched online permitting
- Implemented Tyler's Content Manager system to further expand electronic delivery and document management options

FY 2021 Goals & Objectives

- Transfer operation of school-specific software & systems by July 2020.
- Deployed upgraded school Internet service by September 2020.
- Implement citizen engagement app by December 2020.
- Design and deploy paperless personnel actions (PAF) by May 2021.
- Implement Vendor Self Service pilot by June 2021.

Outcomes and Performance Measures	Actual FY 2018	Actual FY 2019	Estimated FY 2020	Estimated FY 2021
Help Desk Tickets Received and Resolved	5,037	4,338	4,800	4,800
Website Hits	1,801,612	1,738,970	1,790,000	1,810,000
Website Sessions	650,240	625,289	640,000	645,000
Website Subscribers	23,157	24,757	25,500	27,000

How FY 2021 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The department remains committed to the City's overall goal to be a healthier place to live, work, and do business in. To that extent, we have implemented as many "green" initiatives as possible with the digitization and preservation of city records providing an excellent example.
- The department supports the mission to provide open, honest, and proactive services effectively and efficiently, focusing on the needs of today with a vision for the future by pursuing and implementing improvements such as competitive, high speed Internet for all businesses and residents.
- The department continues to pursue all means to provide a secure environment, protecting critical systems, data and infrastructure from bad actors.

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Information Technology - Personnel									
11551	5111	SALARIES-FULL TIME	792,954.81	828,804.99	882,912.00	880,311.00	712,116.01	807,906.38	734,210.05
11551	5113	SALARIES-PART TIME	3,796.00	-	2,500.00	5,101.00	5,101.00	2,500.00	2,500.00
	Total	**I.T. - Personnel**	**796,750.81**	**828,804.99**	**885,412.00**	**885,412.00**	**717,217.01**	**810,406.38**	**736,710.05**
Information Technology- Expenses									
11552	5317	EDUCATIONAL TRAINING	10,462.11	6,935.94	9,000.00	9,000.00	9,000.00	9,000.00	6,000.00
11552	5421	OFFICE SUPPLIES (GEN	2,312.71	1,423.45	2,500.00	2,500.00	2,499.27	2,500.00	1,000.00
11552	5520	SOFTWARE SUPPORT/ENHANCEME	3,500.00	5,342.81	5,500.00	5,500.00	5,474.50	5,000.00	3,500.00
11552	5582	DATA PROCESSING SUPP	2,000.00	1,021.65	-	-	-	-	-
11552	5710	IN STATE TRAVEL/MEETINGS	2,157.85	441.35	3,000.00	3,000.00	1,950.00	2,000.00	2,000.00
11552	5730	DUES AND SUB	70.00	-	500.00	500.00	500.00	500.00	500.00
11562	5243	IT/GIS MAINTENANCE	827,979.67	742,298.91	883,377.00	883,377.00	874,262.94	783,008.00	716,408.00
11562	5341	PHONE/DSL/COMMUNICATIONS	14,236.28	34,526.18	88,096.00	88,096.00	81,398.07	60,150.00	52,150.00
	Total	**I.T. - Expenses**	**862,718.62**	**791,990.29**	**991,973.00**	**991,973.00**	**975,084.78**	**862,158.00**	**781,558.00**
070		**Department Total**	**1,659,469.43**	**1,620,795.28**	**1,877,385.00**	**1,877,385.00**	**1,692,301.79**	**1,672,564.38**	**1,518,268.05**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
ANKIEWICZ	*JOHN*	070 Information Tech-GIS	11551-5111	Technical Support Analyst	10/29/2018	53,766.00		1.00	1	100%	1,030.00	1,030.00	53,663.00	1,030.00	51,190.21
BANKS	ROBERT	070 Information Tech-GIS	11551-5111	APPLICATION ANALYST	9/24/2018	67,207.50		1.00	1	100%	1,287.50	1,287.50	67,078.75	1,287.50	63,987.76
BEDELL	*JUDY*	070 Information Tech-GIS	11551-5111	TECHNOLOGY MANAGER	8/22/2016	75,670.26		1.00	1	100%	1,449.62	1,449.62	75,525.30	1,449.62	74,944.33
BERGENGREN	*ERIC*	070 Information Tech-GIS	11551-5111	NETWORK ADMINISTRATOR	7/11/2005	70,402.04		1.00	1	100%	1,348.70	1,348.70	70,267.17	1,348.70	68,377.95
BOYAJIAN	DIANE	070 Information Tech-GIS	11551-5111	TECHNOLOGY MANAGER	6/12/17	79,097.85		Transfer to School & Retiring			1,515.28	-	-	-	
CLARK	JAMMAL	070 Information Tech-GIS	11551-5111	SERVICE DESK ANALYST	7/26/17	49,567.95		Resigned		100%	949.58	-	-	-	
DUIJVESTEIJN	OLLE	070 Information Tech-GIS	11551-5111	TECHNOLOGY MANAGER	10/12/2010	76,259.54		1.00	1	100%	1,460.91	1,460.91	76,113.45	1,460.91	75,527.96
GANSENBERG	*ROBERTA*	070 Information Tech-GIS	11551-5111	TECHNOLOGY MANAGER	8/15/1998	73,254.02		1.00	1	100%	1,403.33	1,403.33	73,113.69	1,403.33	70,305.94
GARCIA	*CARLOS*	070 Information Tech-GIS	11551-5111	Technical Support Analyst	12/12/16	48,644.80		1.00	1	100%	931.89	931.89	48,551.61	931.89	48,178.14
HO	*HUNG*	070 Information Tech-GIS	11551-5111	NETWORK ADMINISTRATOR	8/2/16	57,901.68		1.00	1	100%	1,109.23	1,109.23	57,790.76	1,109.23	55,127.76
KILLEN	MATTHEW	070 Information Tech-GIS	11551-5111	CHIEF INFO OFFICER	1/20/2015	119,251.70		1.00	1	100%	2,284.52	2,284.52	119,023.24	2,284.52	118,107.68
KWOK	*BOSCO*	070 Information Tech-GIS	11551-5111	TECH SUPPORT ANALYST	8/7/2007	55,401.21		Retireing		100%	-	-	-	-	
TO BE FILLED		070 Information Tech-GIS	11551-5111	TECH SUPPORT ANALYST				1.00	1	100%	1,061.33	1,061.33	55,295.29	-	
MULLINS	*LISA*	070 Information Tech-GIS	11551-5111	APPLICATIONS ANALYST	9/19/2011	56,486.56		1.00	1	100%	1,082.12	1,082.12	56,378.35	1,082.12	53,780.43
TO BE FILLED		070 Information Tech-GIS	11551-5111	APPLICATION ANALYST	7/1917	-		1.00	1	100%		1,057.69	55,105.77	1,057.69	54,681.88
						882,911.11		**12.00**	**Total Full Time - 5111**				**807,906.38**		**734,210.05**
		070 Information Tech-GIS	11551-5113	Interns		2,500.00	P						2,500.00	-	2,500.00
						2,500.00			**Total Part Time - 5113**				**2,500.00**		**2,500.00**
						885,411.11		**12.00**	**Department Total**		**-**		**810,406.38**	**-**	**736,710.05**

Full-Time Equivalent Employees:		
	FY 2019	13.00
	FY 2020	13.00
	FY 2021	12.00
	Variance 20 vs. 21	(1.00)

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
INFORMATION TECHNOLOGY - 070					
11552	**5317**	**Educational Training**			
		Technology Training & Certification	9,000.00	9,000.00	6,000.00
TOTAL			**9,000.00**	**9,000.00**	**6,000.00**
11552	**5421**	**Office Supplies (General)**			
		General office supplies as needed	2,500.00	2,500.00	1,000.00
TOTAL			**2,500.00**	**2,500.00**	**1,000.00**
11552	**5520**	**Software Support/Enhancements**			
		DELL/ASAP State Contract Misc. network software and licensing fees	3,000.00	2,500.00	1,000.00
		ArcGIS Desktop Extension	2,500.00	2,500.00	2,500.00
TOTAL			**5,500.00**	**5,000.00**	**3,500.00**
11552	**5582**	**IT/GIS Supplies**			
		General IT/GIS Supplies as needed	-	-	-
TOTAL			**-**	**-**	**-**
11552	**5710**	**In State Travel, meetings**			
		IT/GIS Meetings & Conferences; Registration, Travel & Gas	3,000.00	2,000.00	2,000.00
TOTAL			**3,000.00**	**2,000.00**	**2,000.00**
11552	**5730**	**Dues and sub**			
		Professional memberships, subscriptions	500.00	500.00	500.00
TOTAL			**500.00**	**500.00**	**500.00**
TOTAL PROPOSED			**20,500.00**	**19,000.00**	**13,000.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
INFORMATION TECHNOLOGY - 070 - FIXED COSTS					
11562	**5243**	**IT/GIS MAINTENANCE**			
RECURRING		Tyler Technologies - Munis ASP Annual Fee includes OSDBA and Disaster Recovery Support	282,000.00	262,000.00	262,000.00
		Technology Equipment Repair	5,000.00	4,000.00	3,000.00
		Schools - Contracted Services (reduced to reflect transfer of some systems to school dept.)	103,257.00	-	-
		Schools - Software (reduced to reflect transfer of some systems to school dept.)	123,500.00	94,008.00	89,008.00
		Schools - Networking	16,000.00	9,285.00	-
		Annual Microsoft software licensing	110,000.00	110,000.00	110,000.00
		Annual Microsoft software licensing - Workstation/Server/Database	5,000.00	4,000.00	5,000.00
		EMC Licensing for Maintenance & Remote replication, Backup & Recovery for SAN / servers	15,000.00	13,600.00	15,000.00
		View Permit Annual Software License, Maintenance & Hosting	25,000.00	43,000.00	25,000.00
		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	5,000.00	5,000.00	5,000.00
		Essex Craftsman - data center A/V maintenance	1,000.00	1,000.00	-
		Domain registration for various domains, such as salem.com, buildingsalem.com, salemferry.cc	250.00	250.00	250.00
		Antivirus for City & Public Schools	7,500.00	9,000.00	9,000.00
		Remote Computer Assistance & Administration Software Maintenance	5,220.00	6,200.00	6,200.00
		Alloy Software Help Desk and Inventory	6,300.00	7,500.00	7,500.00
		Network/Project Consulting	-	-	-
		Virtual Town Hall Annual - City website	7,500.00	7,500.00	7,500.00
		WebGIS - Annual application and hosting	9,500.00	9,500.00	9,500.00
		ESRI ArcGIS for Desktop Basic (ArcView) Single Use Primary Annual Maintenance (1)	400.00	400.00	400.00
		ESRI ArcGIS for Desktop Advanced (ArcInfo) Concurrent Use Annual Maintenance (2)	6,000.00	6,000.00	6,000.00
		ESRI ArcGIS Spatial Analyst for Desktop Concurrent Use Primary Annual Maintenance (1)	500.00	500.00	500.00
		ESRI ArcGIS Network Analyst for Desktop Concurrent Use Primary Annual Maintenance (1)	500.00	500.00	500.00
		ESRI ArcGIS Engine without Extension Maintenance (1)	200.00	200.00	200.00
		ESRI ArcGIS for Server Workgroup Advanced (ArcInfo) Annual Maintenance (1)	2,500.00	2,500.00	2,500.00
		ESRI ArcPad Annual Maintenance (1)	250.00	250.00	250.00
		ESRI ArcGIS Desktop Extensions license Annual Maintenance (3)	3,000.00	3,000.00	3,000.00
		Work order and Mobile 311 systems	31,000.00	32,000.00	32,000.00
		Network systems maintenance, licensing and support	98,000.00	98,000.00	90,000.00
		CIP impact - fiber and telephone system maintenance & support	-	-	-
		CIP impact - Laserfice document management, licensing & support	-	-	-

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
		SPD - surveillance camera maint. & support	14,000.00	40,715.00	14,000.00
		SPD - hosting On Duty/Extra Duty		2,400.00	2,400.00
		MyCivic Citizen Engagement		10,700.00	10,700.00
TOTAL			**883,377.00**	**783,008.00**	**716,408.00**
11562	**5341**	**PHONE\DSL\COMMUNICATIONS**			
NON-RECURRING					
	Internet/Network	Internet services, City & Schools	61,000.00	28,000.00	23,000.00
	TV	Digital Transport Adaptors for 93 Washington Street 8.00 X 12	96.00	150.00	150.00
	Internet/Phone/PBX	City-wide telephone services	27,000.00	32,000.00	29,000.00
TOTAL			**88,096.00**	**60,150.00**	**52,150.00**
TOTAL PROPOSED FIXED COSTS			**971,473.00**	**843,158.00**	**768,558.00**

Finance

Mission Statement-Why We Exist

The mission of the Finance Department is to present a complete and accurate statement of the City's financial condition. It is responsible for all financial and accounting activities in the City of Salem. Many of these activities are prescribed by Massachusetts General Laws to ensure the fair assessment and collection of revenues and the proper disbursement of funds to meet approved expenditures. These activities are guided by the City Charter and Ordinances, sound financial and accounting business practices, and adherence to the Massachusetts General Laws.

Significant Budget & Staffing Changes for FY 2021

No significant changes are anticipated for Fiscal Year 2021. In 2020, although the Finance department experienced a full staff turnover, all positions have been filled with seasoned professionals, who are excited to be part of the City of Salem team.

Recent Accomplishments

- Received the GFOA Distinguished Budget Presentation Award for the FY2019 budget (12th consecutive year).
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting FY2019 budget (12th consecutive year).
- Increased the City's stabilization fund to $8.8 million dollars through sound fiscal policy.
- Collaborated to improve the Capital Improvement Project reporting, scheduling, and budgeting process.
- Worked with the Department of Local services to enhance annual reporting of Enterprise funds activities.
- Worked with the School Business Manager to improve financial procedures as they related to internal controls and adherence to M.G.L.
- Reviewed and made suggestions in identifying areas to increase Revenues Sources.
    - Continuing to develop, implement and execute new procedures and policies related to Accounts Payable and Purchasing, to ensure adherence to M.G.L. As part of this effort, additional training has been developed and offered to all City Departments.
- Worked toward addressing management letter recommendations.
    - Developing and executing a process making it possible to accept credit card payments on-line and over the counter to enhance City services offered to our Constituents.

FY 2021 Goals & Objectives

- Continue to improve the GFOA budget as per recommendations by review committee.
- Work collaboratively with the School Department, Business Manager, to address and implement new procedures to improvement internal controls.
- Continue to review all departmental revenues with departments to make recommendations to the Mayor for potential revenue enhancements.
- Continue to review departmental expenditures with each department and to identify areas for potential cost savings.
- Continue to enhance new procedures and formats in tracking the status of capital projects and management of debt borrowing and reporting.
- Work to more clearly define the methodologies for charging indirect costs to enterprise funds per management letter.
- Work to address Management letter recommendations offered by the audit firm.
- Ongoing collaboration with Human Resources and City Departments to enhance training and continuing education program for both the Finance office as well as those departments that report to the Finance Director.
- Work with

Outcomes and Performance Measures	Actual	Actual	Estimated	Estimated
	FY 2018	FY 2019	FY 2020	FY 2021
Free Cash certified	2,703,564	7,638,739	2,000,000	2,000,000
Capital Improvement Project Fund (End of Year Balance)	1,543,761	1,859,668	1,000,000	1,000,000
Stabilization Fund Balance (End of Year Balance)	6,511,290	7,397,575	8,200,000	8,200,000
OPEB Liability Fund (End of Year Balance)	2,572,670	3,042,850	3,150,000	3,300,000

How FY 2021 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.

GASB
Governmental Accounting Standards Board

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Finance - Personnel									
11351	5111	SALARIES-FULL TIME	252,723.65	281,677.17	319,745.00	319,745.00	224,122.52	333,670.82	331,115.88
11351	5113	SALARIES-PART TIME	-	3,080.55	7,500.00	7,500.00	1,915.50	7,500.00	7,500.00
11351	5131	OVERTIME (GENERAL)	-	2,000.00	200.00	200.00	85.36	200.00	200.00
11351	5150	FRINGE/STIPENDS	-	-	7,500.00	7,500.00	-	7,500.00	2,000.00
	Total	**Finance - Personnel**	**252,723.65**	**286,757.72**	**334,945.00**	**334,945.00**	**226,123.38**	**348,870.82**	**340,815.88**
Finance - Expenses									
11352	5320	CONTRACTED SERVICES	34,682.30	28,156.60	48,000.00	48,000.00	17,405.60	50,000.00	43,200.00
11352	5421	OFFICE SUPPLIES (GEN	2,191.25	1,737.10	3,500.00	3,500.00	2,693.45	3,500.00	3,500.00
11352	5423	BUDGET PREPARATION	1,916.43	247.80	2,400.00	2,400.00	-	2,600.00	2,400.00
11352	5710	IN STATE TRAVEL/MEETINGS	2,505.90	747.47	3,000.00	3,000.00	200.00	3,000.00	2,000.00
11352	5730	DUES AND SUB	520.00	575.00	1,000.00	1,000.00	910.00	1,045.00	1,045.00
	Total	**Finance - Expenses**	**41,815.88**	**31,463.97**	**57,900.00**	**57,900.00**	**21,209.05**	**60,145.00**	**52,145.00**
090		**Department Total**	**294,539.53**	**318,221.69**	**392,845.00**	**392,845.00**	**247,332.43**	**409,015.82**	**392,960.88**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
BRIDGMAN	NINA	090 FINANCE/AUDITING	11351-5111	ASSISTANT FINANCE DIR	07061982	81,170.06			Retired		-		-	-	-
DICK	CHERYL	090 FINANCE/AUDITING	11351-5111	ASSISTANT FINANCE DIR	02/10/20	New Hire		1.00	1	100%	1,634.62	1,634.62	85,163.46	1,634.62	84,508.36
GIARDELLA	LAURIE	090 FINANCE/AUDITING	11351-5111	FINANCE DIR/AUDITOR	10/2/17	121,283.77		1.00	1	100%	2,323.44	2,323.44	121,051.43	2,323.44	120,120.26
VACANT		090 FINANCE/AUDITING	11351-5111	Assistant Accountant	3/20/17	69,968.08			1	100%	1,340.38				
PHANOR	FREDERIQUE	090 FINANCE/AUDITING	11351-5111	Assistant Accountant	12/02/19	New Hire		1.00	1	100%	1,423.08	1,423.08	74,142.31	1,423.08	73,571.98
						47,322.93		*1.00*				*Total AFSCME 1818*	*53,313.62*		*52,915.28*
						319,744.84		**4.00**	**Total Full Time - 5111**				**333,670.82**		**331,115.88**
		090 FINANCE/AUDITING	11351-5113	CONSULTANTS		7,500.00	P				7,500.00	7,500.00	7,500.00	-	7,500.00
						7,500.00			**Total Part Time - 5113**				**7,500.00**		**7,500.00**
NEW		090 FINANCE/AUDITING	11351-5150	Stipend/Senior Part time suppport staff		7,500.00				1	7,500.00	7,500.00	7,500.00		2,000.00
						7,500.00			**Total Fringe - 5150**				**7,500.00**	**-**	**2,000.00**
		090 FINANCE/AUDITING	11351-5131	Overtime		200.00							200.00		200.00
						200.00			**Total Overtime - 5131**				**200.00**	**-**	**200.00**
						334,944.84		**4.00**	**Department Total**				**348,870.82**		**340,815.88**

Full-Time Equivalent Employees:		
	FY 2019	**4.00**
	FY 2020	**4.00**
	FY 2021	**4.00**
	Variance 20 vs. 21	**0.00**

FY 2021 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2020 52.2	F T E	Rate FY 2020	Incr FY21 0.0%	Rate FY 2021	STEP INCREASES Date	Rate	# Wks Old	# Wks New		Dept Request FY 2021 52.1	Mayor FY 2021 52.1
NOONAN	WENDOLYN	040 FINANCE/AUDITING	11461-5111	PRINCIPAL CLERK	09/28/15	2	Moved from Collector		995.87	1.000	995.87	9/28/2020	1,032.41	13.0	39.1	100%	53,313.62	52,915.28
O'SHEA	ANNIE	090 FINANCE/AUDITING	11351-5111	PRINC ACCT CLERK	6/15/2017	2	47,322.93	1.00	906.57	1.000		Transfer to COA				100%	-	-
							47,322.93	**1.00**									**53,313.62**	**52,915.28**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
FINANCE- 090					
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	22,500
		Fraud Risk Audits per Management Letter	10,000	10,000	9,000
		Contract Services Special Projects/Web Hosting/Storage	13,000	13,000	11,700
		Fixed Asset Software Upgrade	-	2,000	-
TOTAL			**48,000**	**50,000**	**43,200**
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	2,600	2,400
TOTAL			**2,400**	**2,600**	**2,400**
11352	**5710**	**Instate Travel/ Meeting**			
		Seminars and Training as needed - MUNIS, GFOA online classes, NEGFOA, MMA, MAPPO.	3,000	3,000	2,000
		Mileage, tolls, etc.			
			-	-	-
TOTAL			**3,000**	**3,000**	**2,000**
11352	**5730**	**Dues and Subscriptions**			
		Eastern Massachusetts Municipal Auditors/Accountants Assoc	60	105	105
		Publications - Financial, GASB, GAO, MMA, MGFOA, etc.	225	225	225
		MMAAA membership	260	260	260
		GFOA Membership	280	280	280
		MAPPO Membership	175	175	175
TOTAL			**1,000**	**1,045**	**1,045**
TOTAL PROPOSED			**57,900**	**60,145**	**52,145**

Traffic and Parking

Smart. Flexible. Easy.

PARKING IN SALEM

Mission Statement – Why We Exist

The mission of the Traffic and Parking Department is to provide an efficient, reliable, multimodal transportation system throughout the City of Salem, designing and building complete streets that accommodate all users – pedestrians, bicyclists, transit riders, and drivers – and to provide pleasant and secure parking services to residents, businesses, and visitors while maintaining courteous and helpful assistance to the general public.

An efficient, reliable and well-maintained transportation and parking system of choice is critical to the quality of life for Salem residents and for the overall economic prosperity of the city. As such, the Traffic and Parking Department aims to coordinate efforts with other relevant departments in order to prioritize and implement projects that improve safety, connectivity, mobility, and accessibility at the local and regional level for persons of all ages and abilities. The department continues to invest in technology and infrastructure that improve traffic flow and parking capacity, and which provide extensive data collection opportunities to track the effectiveness of various initiatives and better plan projects to meet current and future needs throughout the city.

Significant Budget & Staffing Changes for FY 2021

After a year that included retirements, resignations, and intradepartmental promotions, staffing for the Department for FY2021 is relatively unchanged from FY2020. A full-time enforcement position opening was filled quickly, but a vacancy for a part-time enforcement position has proved difficult to fill. The FY2021 budget proposes combining two part time vacancies in order to partially supplement the creation of one full-time meter enforcement position to improve enforcement of resident parking areas as well as provide Sunday staffing for lots with kiosks. Last year's budget also incorporated a new position into the Department – Mobility Coordinator. This role was filled by the City's Mass in Motion Built Environment Coordinator after the Mass in Motion program was no longer funded by the state. There are no significant changes to the Department's operating budget except for an increase in the electricity budget for the City's garages and parking lots.

Recent Accomplishments

- Completed an update to the City's ADA Transition Plan, evaluating programs and facilities city-wide.
- Continued the successful October Shuttle Bus service to provide visitors and residents with an alternative to driving into downtown. With remote park and shuttle stops at Salem High School, SSU's O'Keefe Center lot, and the North Shore Medical Center Lot on Jefferson Avenue.
- Introduced e-scooters as a new micro-mobility option for residents and visitors
- As part of the Mayor's Places for People Project, the Department coordinated with other Department staff to implement pop-up bike lanes on major corridors over several summer weekends and installed three temporary parklets. These projects lead to further analysis of next-steps for new bicycle infrastructure and the design and construction of 2 more permanent seasonal parklets.
- Recommended short-term changes to the City Council regarding the City's resident sticker parking program while continuing to consider and propose long-term changes to improve ease of use for residents and efficient, routine enforcement by the Department.
- Took steps to implement the City's Bicycle Master Plan by working with consultants to design and implement new bicycle infrastructure, including new bi-directional bike lanes on Fort Avenue and new bike lanes throughout downtown Salem.

FY 2021 Goals & Objectives

Transportation/Traffic Goals & Objectives

- Improve circulation in the downtown through strategic projects that increase throughput, capacity and route options.
- Continue to expand the Neighborhood Traffic Calming Program to enhance safety.
- Launch an on demand rideshare shuttle service in Salem to provide residents, workers, and visitors improved connectivity to key destinations in the city.
- Implement a community car share program which offers residents an opportunity to rent vehicles, owned by the City, at an affordable hourly rate.
- Continue to work with other departments to begin implementing short-term priorities identified in the Bicycle Master Plan.
- Explore options to improve Mill Street connection to and from the new Canal Street multiuse path to improve bicyclist and pedestrian safety.
- Expand the Zagster bike share and scooter share program into neighborhoods to provide a citywide system with multiple stations to attract more riders, and work with neighboring municipalities and regional partners to explore a regional micro-mobility system.

- Continue to implement complete streets measures when roads are reconstructed or repaved through coordination with the Engineering Department.
- Begin implementation of the city's updated ADA Transition Plan in an effort to create a friendly pedestrian environment for all users.

Parking Goals & Objectives

- Continue to update downtown parking plan through data analysis and implement changes.
- Increase parking capacity within existing facilities through reconfiguring layout and striping.
- Continue to replace older parking meters with multi-space payment kiosks in city parking lots and streets to lower installation, maintenance and collection (staff) costs, while providing more accurate parking utilization data throughout the downtown.
- Explore feasibility of integrating Passport parking app with parking garage payment systems.
- Continue to assess current resident and visitor parking policies and procedures in order to identify recommendations for improvement that will create a more equitable program that more accurately reflects neighborhood boundaries/zones.
- Explore a Parking Benefit District for downtown where a portion of parking revenues are allocated directly into the maintenance and operations of the parking system and infrastructure.
- Develop a detailed preventative maintenance program for all parking facilities – garage, surface lots and street spaces – including electrical, drainage, and structural issues at the Museum Place Garage.
- Renovate the parking office to provide improved customer service.

Outcomes and Performance Measures	Actual FY 2018	Actual FY 2019	Estimated FY 2020	Estimated FY 2021
Parking Fines collected	$812,598.43	$928,966.50	$1,070,000.00	$1,225,000.00
Parking Garage revenue	$1,083,041.55	$1,492,113.13	$1,640,000.00	$1,690,000.00
Parking Lot / Meter revenue	$1,554,700.62	$1,913,874.56	$2,105,000.00	$2,155,000.00
Parking citations issued	24,639	30,472	29,400	35,000
Parking citation dollar value	$620,827.00	$791,080.00	$775,035.00	$900,000.00

How FY 2021 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.
  - Continue efforts to address climate change and plan to mitigate carbon footprint.
- Public Safety
  - Improve traffic and parking enforcement.
  - Enhance use of technology in public safety.
- Economic Development
  - Continue revitalization of Salem Harbor and the waterfront.
  - Continue implementation of the Point Vision and Action Plan.
  - Support the growth of new and existing private businesses.
- Travel and Tourism
  - Continue to improve upon management of Haunted Happenings & other community events.
- Public Service – Engineering – Traffic and Parking
  - Reorganize staff to more efficiently and effectively deliver services and respond to requests.
  - Maintain and upgrade city roads, sidewalks, open spaces.
  - Continue to advance Essex Street, Highland Avenue and Boston Street improvement projects and the Boston/Bridge intersection project.
  - Implement plan for residential traffic calming program, including Swampscott/First and Norman/Summer roundabouts.
  - Continue advocating for South Salem MBTA commuter rail stop.
  - Continue implementation of the downtown bike lanes project and infrastructure per the Bicycling Master Plan, while also exploring other alternatives to car use.

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Traffic & Parking - Personnel									
14811	5111	SALARIES-FULL TIME	564,382.13	564,828.19	752,470.00	752,470.00	607,789.65	790,778.00	783,891.81
14811	5113	SALARIES-PART TIME	60,812.06	54,243.33	77,343.00	72,343.00	39,893.19	81,205.50	58,961.30
14811	5131	OVERTIME (GENERAL)	11,129.51	12,185.04	10,000.00	15,000.00	13,617.95	10,000.00	10,000.00
	Total	**Traffic & Parking - Personnel**	**636,323.70**	**631,256.56**	**839,813.00**	**839,813.00**	**661,300.79**	**881,983.50**	**852,853.11**
Traffic & Parking - Expenses									
14812	5211	ELECTRICITY	90,337.97	79,887.05	80,000.00	80,000.00	78,636.00	88,000.00	88,000.00
14812	5255	BUILDING/EQUIP MAINT	80,255.22	126,597.94	143,795.00	145,795.00	144,787.95	143,795.00	136,295.00
14812	5284	EQUIPEMENT LEASE	19,401.97	14,556.06	-	-	-	-	-
14812	5320	CONTRACTED SERVICES	-	21,840.00	115,000.00	115,000.00	110,689.88	115,000.00	100,000.00
14812	5341	TELEPHONE	11,179.18	12,351.28	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00
14812	5381	PRINTING AND BINDING	5,428.68	4,554.51	5,500.00	5,500.00	5,138.54	5,500.00	5,500.00
14812	5421	OFFICE SUPPLIES (GEN	2,870.69	1,876.26	3,000.00	3,000.00	2,373.34	3,000.00	2,500.00
14812	5710	IN STATE TRAVEL/MEETINGS	734.31	952.21	5,000.00	3,000.00	100.00	5,000.00	1,500.00
14812	5860	EQUIPMENT	2,182.85	2,995.00	3,000.00	3,000.00	2,918.25	3,000.00	2,000.00
	Total	**Traffic & Parking - Expenses**	**212,390.87**	**265,610.31**	**370,295.00**	**370,295.00**	**359,643.96**	**378,295.00**	**350,795.00**
180		**Department Total**	**848,714.57**	**896,866.87**	**1,210,108.00**	**1,210,108.00**	**1,020,944.75**	**1,260,278.50**	**1,203,648.11**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
DOWNING	NICHOLAS	180 PARKING DEPT	14811-5111	Asst Dir of Traffic & Parking	10/30/2017	73,466.65		0.50	1	100%	1,407.41	1,407.41	73,325.90	1,407.41	72,761.86
FINDLEY	RUSSELL	180 PARKING DEPT	14811-5111	MOBILITY CO-ORDINATOR	07/16/19	22,822.28		1.00		100%	930.23	930.23	48,464.98	930.23	48,092.18
GAGNE	GEORGE	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	11/21/2018	36,527.33		1.00		100%	699.76	699.76	36,457.35	699.76	36,176.91
KUCHARSKY	DAVID	180 PARKING DEPT	14811-5111	DIR OF PARKING & TRAFFIC	12/6/2018	97,749.35		1.00	1	100%	1,872.59	1,872.59	97,562.10	1,872.59	96,811.62
MILLETT	MARY	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	9/27/2011	40,415.71		Retired							-
NELSON	MARJORY	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	2/17/14	36,576.03		1.00		100%	848.84	848.84	44,224.56	848.84	43,884.38
RICKLEFS	MARK	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	09/22/19	-		1.00		100%	-	699.76	36,457.50	699.76	36,177.05
O'KEEFE	ROBERT	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	10/2/2010	41,372.28		1.00	1	100%	792.57	884.62	46,088.70	792.57	45,734.17
SULLAWAY	ALAN	180 PARKING DEPT	14811-5111	ASST PARKING DIRECTOR	7/22/2003	59,326.34		1.00	1	100%	1,136.52	1,136.52	59,212.69	1,136.52	58,757.21
SUMMIT	TIMOTHY	180 PARKING DEPT	14811-5111	SHIFT SUPERVISOR	1/3/2019	36,527.33		1.00		100%	699.76	699.76	36,457.35	699.76	36,176.91
PINTO	JONATHAN	180 PARKING DEPT	14811-5111	BOARD CLERK	10/16/19	840.00	B			12	70.00	70.00	840.00	70.00	840.00
															-
9% Night Shift Differential & .50 Weekend - 3 Shift Supervisors						14,549.08			4	100%	67.98	68.18	14,207.70	68.18	14,098.41
						292,297.39		*6.00*				*Total AFSCME 1818*	*297,479.16*		*294,381.11*
						752,469.77		**14.50**	**Total Full Time - 5111**				**790,778.00**		**783,891.81**
								Wks	**# Pos**	**Hours**					
WONG	MICHAEL	180 PARKING DEPT	14811-5113	SEASONAL WORKER		12,177.98	P	52	1	16	15.00	15.00	12,480.00	15.00	12,480.00
MERRILL	GLORIA	180 PARKING DEPT	14811-5113	PT METER CONTROL		7,981.56	P	52	1	12	15.00	15.00	9,360.00	15.00	9,360.00
Vacant Position		180 PARKING DEPT	14811-5113	PT METER CONTROL	10/7/17	14,461.36	P	52	1	19	15.00	15.00	14,820.00	15.00	-
DARCY	GERALD	180 PARKING DEPT	14811-5113	SECURITY & SUPPORT		14,879.90	P	52	1	19	15.00	15.00	14,848.50	15.00	14,848.50
WYDE	DARRELL	180 PARKING DEPT	14811-5113	SECURITY		12,961.59	P	52	1	19	15.00	15.00	14,848.50	15.00	14,848.50
Vacant Position		180 PARKING DEPT	14811-5113	SECURITY & SUPPORT		14,879.90	P	52	1	19	15.00	15.00	14,848.50	15.00	7,424.30
						77,342.28			**Total Part Time - 5113**				**81,205.50**		**58,961.30**
		180 PARKING DEPT	14811-5131	OVERTIME		10,000.00							10,000.00		10,000.00
						10,000.00			**Total Overtime - 5131**				**10,000.00**	-	**10,000.00**
						839,812.05		**14.50**	**Department Total**				**881,983.50**		**852,853.11**

Full-Time Equivalent Employees:	
FY 2019	13.50
FY 2020	14.50
FY 2021	14.50
Variance 20 vs. 21	0.00

PARKING EMPLOYEES WITH SPLIT SALARIES									Total
DOWNING	NICHOLAS	PARKING DEPT	14811-5111	Asst Dir of Traffic & Parking	0.50	**50%**	1,407.41	36,662.95	
		ELECTRICAL DEPT	12451-5111	Asst Dir of Traffic & Parking	0.50	**50%**	1,407.41	36,662.95	73,325.90

FY 2021 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2020 52.2	F T E	Rate FY 2020	Incr FY21 0.0%	Rate FY 2021	STEP INCREASES Date	Rate	# Wks Old	# Wks New		Dept Request FY 2021 52.1	Mayor FY 2021 52.1
CONERLY	MARILYN	180 PARKING DEPT	14811-5111	METER CONTROL I/II	11/6/18	1	46,960.11	1.00	909.44	1.000	909.44	11/6/2020	942.82	16.0	36.1	100%	48,586.71	48,222.94
HENDERSON	MARK	180 PARKING DEPT	14811-5111	METER REPAIR	9/22/2014	1	51,930.21	1.00	994.83	1.000	994.83					100%	51,830.72	51,432.79
MANDEVILLE	RICHARD	180 PARKING DEPT	14811-5111	METER REPAIR I/II	1/2/2019	1	49,199.47	1.00	959.45	1.000	959.45	1/2/2020	994.66	26.0	26.1	100%	50,906.37	50,522.59
MERCED	PEDRO	180 PARKING DEPT	14811-5111	PK GARAGE MAINT	1/3/2019	1	44,506.30	1.00	867.79	1.000	867.79	1/3/2020	899.64	26.0	26.1	100%	46,043.09	45,695.97
RAMSDELL	DAWNE	180 PARKING DEPT	14811-5111	METER CONTROL	08/27/2001	1	49,215.65	1.00	942.83	1.000	942.85					100%	49,122.41	48,745.27
WIZDA	JONAS	180 PARKING DEPT	14811-5111	METER CONTROL I/II	10/30/18	1	46,918.37					Transfer to Collector				100%	-	-
RUSTIN	DARREN	180 PARKING DEPT	14811-5111	METER CONTROL I/II	12/30/19	1		1.00	877.36	1.000	877.36	12/30/2019	909.56	26.0	26.1	100%	46,550.85	46,199.91
New Request		180 PARKING DEPT	14811-5111	METER CONTROL I/II					877.36	1.000	877.36					100%	877.36	-
																		-
Meter Reader	*Shift Differential-WEEKENDS 50 CENTS PER HOUR*						200.00				-					100%	200.00	200.00
Meter Repair	*Shift Differential-WEEKENDS 50 CENTS PER HOUR*						420.00				-					100%	420.00	420.00
	Shift Differential-9%						2,947.28		56.46	1.000	56.46					100%	2,941.64	2,941.64
							292,297.39	**6.00**									**297,479.16**	**294,381.11**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
TRAFFIC & PARKING 180					
14812	**5211**	**ELECTRICITY**			
		Museum Place	40,500	44,550	44,550
		South Harbor	25,250	27,775	27,775
		Church St, Sewall St, Charter & Crombie	14,250	15,675	15,675
TOTAL			**80,000**	**88,000**	**88,000**
14812	**5255**	**BUILDING/EQUIP MAINT**			
		General building maintenance & custodial supplies	50,000	50,000	45,000
		Elevator Contract	10,011	10,011	10,011
		Garage repairs	25,000	25,000	22,500
		Annual smart meter monitoring	21,260	21,260	21,260
		Parking lot kiosk communication/data fees	12,000	12,000	12,000
		Amano McGann Garage Systems Maintenance Service	25,524	25,524	25,524
TOTAL			**143,795**	**143,795**	**136,295**
14812	**5284**	**EQUIPMENT LEASE AND PURCHASE**			
		Payment kiosks - downtown lots.	-	-	-
TOTAL		Lease is over money added to maint fund to service machines no longer under warrantee	**-**	**-**	**-**
14812	**5320**	**DUES AND CONTRACTED SERVICES**			
		TMA (formerly paid through CDGB funds.)	15,000	15,000	-
		Transportation Enhancement	100,000	100,000	100,000
TOTAL			**115,000**	**115,000**	**100,000**
14812	**5341**	**COMMUNICATONS/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**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
14812	**5421**	**OFFICE SUPPLIES**			
		General Office Supplies	3,000	3,000	2,500
TOTAL			**3,000**	**3,000**	**2,500**
14812	**5710**	**In State Travel/Meeting**			
		Training and meetings	5,000	5,000	1,500
TOTAL			**5,000**	**5,000**	**1,500**
14812	**5860**	**EQUIPMENT**			
		Misc. office equipment replacement as needed	3,000	3,000	2,000
TOTAL			**3,000**	**3,000**	**2,000**
TOTAL PROPOSED			**370,295**	**378,295**	**350,795**

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 as they relate to both goods/services and construction related projects.

Significant Budget & Staffing Changes for FY 2021

Not Applicable.

Recent Accomplishments

- Added additional contract and bid result information to the Department's website.
- Added terms and conditions to City-issued Purchase Orders.
- Participated in cooperative bidding opportunities and other collective purchasing arrangements, including state and federal contracts.
- Updated various tradesperson's and on-call contractor (street line painting, paving, catch basin cleaning, CCTV pipeline inspections, rental of construction equipment, etc.) contracts so that they are in line with the new allowances provided for in the Municipal Modernization Act – and creating efficiencies in how we procure many small, construction related contracts.
- Recognized the need to centralize the purchasing of a variety of goods/services (cleaning services, custodial supplies) which has/will result in significant cost savings of such goods/services.
- Continued the roll out of the Home Depot Pro Purchase Card.
- Signed up more departments to make online purchases with Amazon Business for greater savings through their products purchased under the national purchasing cooperative of U.S. Communities.
- Instructed departments on how to add additional information to requisitions so that the information is entered in a more uniform manner and the City is better protected from both an auditing and procurement perspective when making purchases.
- Conducted a variety of trainings (both group and individual) on requisition entry and purchase order processing.
- Had representatives from the Department of Labor Standards come to City Hall to conduct an overview training of the rules and requirements of the Prevailing Wage Law to various City/School staff.
- Updated City's master list of bids/contracts/leases.
- Received MCPPO re-certification which will be good for the next three (3) years.
- Served as Executive Board Chair of Massachusetts Association of Public Purchasing Officials (MAPPO).

FY 2021 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.
- Investigate ways to streamline the process of issuing 1099 Forms to all City vendors
- Continue to look at additional trades contracts that would be of benefit to the City and procure the services so they are in line with the $50,000 threshold as allowed under the Municipal Modernization Act.
- Conduct trainings to City staff relative to the various state procurement laws and prevailing laws, consistent with the guidelines established by the Office of the Inspector General.
- Work with the City's Legal Office to update/revise the City's Contract forms and insurance requirements when formally contracting with vendors
- Assist the Finance Office in reviewing the City's Property, Auto & Casualty Insurance policies and schedules
- Create schedules to track insurance certificates and prevailing wage information from vendors
- Update the City's Surplus Disposal Policy

Outcomes and Performance Measures	**Actual FY 2018**	**Actual FY 2019**	**Estimated FY 2020**	**Estimated FY 2021**
Invitations to Bid and Requests for Proposals (Salem)	49	69	70	70
Invitations to Bid and Requests for Proposals (Swampscott)	4	7	5	5
Purchase Orders	7,756	8,798	8,000	8,000
Surplus Items auctioned (Profit)	11 ($21,356)	5 ($17,105)	10 ($10,000)	10 ($10,000)
Savings realized through bid process (Aggregate High Bid-Awarded Bid)	$4,924,812	$3,530,893	$4,000,000	$4,000,000

How FY 2021
Departmental Goals Related 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.
- The Department has created an online registration form for IFB's/RFP's which populates an automated plan holder list. Addendum to IFB's/RFP's are now automatically e-mailed out to all plan holders when added to the department webpage
- 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 to efficiently 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, including state and federal contracts.

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CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Purchasing - Personnel									
11381	5111	SALARIES-FULL TIME	124,626.30	142,433.00	147,317.00	147,317.00	124,175.07	147,034.69	145,903.65
11381	5113	SALARIES-PART TIME	-	-	18,349.00	18,349.00	-	18,413.92	9,206.96
11381	5150	FRINGE/STIPENDS	83.33	-	-	-	-	-	-
	Total	**Purchasing - Personnel**	**124,709.63**	**142,433.00**	**165,666.00**	**165,666.00**	**124,175.07**	**165,448.60**	**155,110.61**
Purchasing - Expenses									
11382	5306	ADVERTISING	12,683.57	13,454.50	15,000.00	15,000.00	14,030.85	15,000.00	15,000.00
11382	5421	OFFICE SUPPLIES (GEN	1,786.45	2,635.77	4,000.00	4,000.00	2,682.45	2,000.00	4,000.00
11382	5710	IN STATE TRAVEL/MEETINGS	709.14	1,248.29	2,700.00	2,700.00	1,035.61	4,000.00	2,700.00
11382	5730	DUES AND SUB	175.00	425.00	700.00	700.00	600.00	925.00	925.00
	Total	**Purchasing - Expenses**	**15,354.16**	**17,763.56**	**22,400.00**	**22,400.00**	**18,348.91**	**21,925.00**	**22,625.00**
Purchasing - Fixed Costs									
11392	5341	TELEPHONE-Wireless	37,689.75	29,201.38	36,500.00	36,500.00	36,500.00	36,500.00	36,500.00
11392	5422	COPIERS & SUPPLIES	31,335.35	35,572.08	36,576.00	36,576.00	33,612.38	36,336.00	36,576.00
	Total	**Purchasing - Fixed Costs**	**69,025.10**	**64,773.46**	**73,076.00**	**73,076.00**	**70,112.38**	**72,836.00**	**73,076.00**
240		**Department Total**	**209,088.89**	**224,970.02**	**261,142.00**	**261,142.00**	**212,636.36**	**260,209.60**	**250,811.61**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
O'BRIEN	MARGARET	240 PURCHASING	11381-5111	ASST PURCHASING AGENT	3/2017	52,859.96		1.00		100%	1,012.64	1,012.64	52,758.69	1,012.64	52,352.86
WATKINS	TOM	240 PURCHASING	11381-5111	PURCHASING AGENT	1/8/17	94,456.95		1.00		100%	1,809.52	1,809.52	94,275.99	1,809.52	93,550.79
						147,316.90		**2.00**	**Total Full Time - 5111**				**147,034.69**		**145,903.65**
TO BE FILLED		240 PURCHASING	11381-5113	PT ADMIN ASSISTANT		18,348.30		0.22	8 hours per wk		18.50	45.6044	18,413.92	45.60	9,206.96
						18,348.30		0.22	**Total PartTime - 5113**				**18,413.92**		**9,206.96**
						165,665.20		**2.22**	**Department Total**				**165,448.60**	**-**	**155,110.61**

Full-Time Equivalent Employees:	
FY 2019	2.00
FY 2020	2.00
FY 2021	2.22
Variance 20 vs. 21	0.22

*Note - Swampscott contributes $25,000 to Salem for Procurment Office use

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
PURCHASING - 240					
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	**5421**	**Office Supplies (General)**			
		Office supplies as needed	2,000	2,000	2,000
		Sit/stand desks for City Hall departments (one time purchase for FY20)	2,000	-	2,000
TOTAL			**4,000**	**2,000**	**4,000**
11382	**5710**	**In State Travel and Meetings**			
		MCPPO Certification Courses	2,000	3,000	2,000
		Travel Reimbursement for MAPPO Meetings	700	1,000	700
TOTAL			**2,700**	**4,000**	**2,700**
11382	**5730**	**Dues and Subscriptions**			
		Massachusetts Association of Public Purchasing Officials Yearly Membership Dues	450	675	675
		ICMA Membership	250	250	250
TOTAL			**700**	**925**	**925**
TOTAL PROPOSED			**22,400**	**21,925**	**22,625**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
PURCHASING - FIXED COSTS 240					
11392	**5341**	**Telephone-T-Mobile Wireless**			
		Cellphones - (Cemetery, City Clerk, Electrical, Engineer, Finance, Health, Legal, Mayor, Park, Parking, Planning, Public Property, Public Services, Veterans)	30,000	30,000	30,000
		Tablets (ITS, Public Property, Electrical, DPW, Park)	6,500	6,500	6,500
TOTAL			**36,500**	**36,500**	**36,500**
11392	**5422**	**Photocopy Machine**			
		Public Property ($196 x 12 months)	1,860	2,352	1,860
		Planning ($202/month x 12 months)	3,360	2,424	3,360
		Treasurer ($157/month x 12 months)	1,740	1,884	1,740
		Purchasing ($157/month x 12 months)	1,884	1,884	1,884
		Clerk 1 ($247/month x 12 months)	2,964	2,964	2,964
		Clerk 3 ($157/month x 12 months)	1,896	1,884	1,896
		Mayor ($156/month x 12 months)	1,872	1,872	1,872
		Engineering Copier	1,860	-	1,860
		Assessor/Collector ($133/month x 12 months)	1,596	1,596	1,596
		Finance 2 ($70/month x 12 months)	840	-	840
		Finance 2/Legal ($202 12 months)	-	2,424	-
		Finance 3 ($256/month x 12 months)	2,724	3,072	2,724
		Health ($165/month x 12 months)	1,980	1,980	1,980
		Supplies (Toner, Staples, Copy Paper)	5,000	5,000	5,000
		USAGE AND OVERAGE CHARGES	7,000	7,000	7,000
TOTAL			**36,576**	**36,336**	**36,576**
TOTAL PROPOSED			**73,076**	**72,836**	**73,076**

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 2021

No significant budget or staffing changes for FY 2021.

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 $20,184
- Worked in conjunction with IT to successfully implement electronic direct deposits and W2s

FY 2021 Goals & Objectives

- Continue to upgrade on-line banking and employee deduction reporting systems for vendors
- Strive to maintain quality fiscal management and reporting

- Continue to train staff, and to take advantage of professional training and education when available and practical
- Continue to maximize investment earnings by working with current and new financial institutions
- Review debt management policies and make recommendations and updates as needed
- Continued to improve efficiencies and controls
- Review tax title accounts and identify if they would generate funds to the City of Salem.
- Address gaps in the process to best utilize staff expertise and contribute to sustaining positive staff morale and productivity
- To work in conjunction with IT to implement Vendor Self Service and electronic check processing

How FY 2021 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 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Treasurer - General Admin. - Personnel									
11451	5111	SALARIES-FULL TIME	237,309.22	241,420.98	256,933.00	256,933.00	213,494.24	256,440.51	254,468.65
11451	5150	FRINGE/STIPENDS	999.96	999.96	1,000.00	1,000.00	833.30	1,000.00	1,000.00
	Total	**Treas. - General Admin.- Personnel**	**238,309.18**	**242,420.94**	**257,933.00**	**257,933.00**	**214,327.54**	**257,440.51**	**255,468.65**
Treasurer - General Admin. - Expenses									
11452	5317	EDUCATIONAL TRAINING	689.78	739.31	1,300.00	1,300.00	-	1,300.00	1,170.00
11452	5320	CONTRACTED SERVICES	623.31	1,000.00	1,000.00	1,000.00	832.00	1,000.00	-
11452	5388	TAX FORECLOSURE SERV	4,977.30	4,804.50	8,000.00	7,000.00	6,195.78	8,000.00	7,200.00
11452	5421	OFFICE SUPPLIES (GEN	2,028.29	1,489.77	1,500.00	1,500.00	1,328.45	1,500.00	1,500.00
11452	5425	CHECKS/FORMS	2,102.21	1,810.00	1,810.00	2,810.00	2,734.65	2,535.00	2,660.00
11452	5709	CREDIT CARD/EFT FEES	133,213.14	159,885.90	163,883.00	163,883.00	112,814.18	205,857.00	183,427.00
11452	5730	DUES AND SUB	310.00	340.00	345.00	345.00	440.00	345.00	345.00
	Total	**Treas. General Admin. - Expense**	**143,944.03**	**170,069.48**	**177,838.00**	**177,838.00**	**124,345.06**	**220,537.00**	**196,302.00**
270		**Department Total**	**382,253.21**	**412,490.42**	**435,771.00**	**435,771.00**	**338,672.60**	**477,977.51**	**451,770.65**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
DOMINGUEZ	MONICA	270 TREASURER	11451-5111	Payroll Coordinator	2/9/04	51,793.81		1.00	1	100%	992.22	992.22	51,694.58	992.22	51,296.93
FULL	DIANNE	270 TREASURER	11451-5111	ASSISTANT TREASURER	3/13/17	63,224.68		1.00	1	100%	1,211.20	1,211.20	63,103.56	1,211.20	62,618.15
MCMAHON	KATHLEEN	270 TREASURER	11451-5111	TREASURER	12/27/2010	89,930.06		1.00	1	100%	1,722.80	1,722.80	89,757.78	1,722.80	89,067.33
						51,984.17		*1.00*				*Total AFSCME 1818*	*51,884.59*		*51,486.24*
						256,932.71		**4.00**	**Total Full Time - 5111**				**256,440.51**		**254,468.65**
		270 Certified Treasurer's St	11451-5150			1,000.00				1	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**
						257,932.71		**4.00**	**Department Total**				**257,440.51**		**255,468.65**

Full-Time Equivalent Employees:		
	FY 2019	4.00
	FY 2020	4.00
	FY 2021	4.00
	Variance 20 vs. 21	0.00

FY 2021 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2020 52.2	F T E	Rate FY 2020	Incr FY21 0.0%	Rate FY 2021	STEP INCREASES Date	Rate	# Wks Old	# Wks New		Dept Request FY 2021 52.1	Mayor FY 2021 52.1
COOK	ELAINE	270 TREASURER	11451-5111	PRINCIPAL CLERK	3/11/96	2	51,984.17	1.00	995.87	1.000	995.87					100%	51,884.59	51,486.24
							51,984.17	**1.00**									**51,884.59**	**51,486.24**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
TREASURER - 270					
11452	**5317**	**Professional Training/Education**			
			1,300	1,300	1,170
TOTAL			**1,300**	**1,300**	**1,170**
11452	**5320**	**Contracted Services**			
		Financial Consulting Services 7.7 Hrs. @ 130.00	1,000	1,000	-
TOTAL			**1,000**	**1,000**	**-**
11452	**5388**	**Tax Foreclosure Service**			
		Cost of Required Advertising	8,000	8,000	7,200
TOTAL			**8,000**	**8,000**	**7,200**
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**			
		18000 Blue C fold pressure seal checks @ $85.00 per 1000 $1,530	1,360	2,210	2,210
		Shipping $680.00			
		500 1099M $50, 500 1095 $50, and 1000 W's $125 plus shipping, $100	450	325	450
TOTAL			**1,810**	**2,535**	**2,660**
11452	**5709**	**Credit Card/EFT Fees**			
		Bank fees associated with credit card machines and meters located throughout the City	116,656	148,554	133,699
		Based on Actual Costs for FY 19 147,083x 1%			
		Transaction Fees 474000 x .08	27,065	37,920	34,128
		System management and wireless data fees (124 smart meters x 5.75 x 12)	9,315	8,556	6,500
		Smart Meter Credit Card Fees for single space parking meters 2985 x 12 x.13	4,657	4,657	3,900
		Pay By Cell Feature 5142 x 12 x.10	6,170	6,170	5,200
TOTAL			**163,863**	**205,857**	**183,427**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
11452	**5730**	**Dues and Subscriptions**			
		Treasurer's Association dues Eastern Mass Treasurer's Collector's Association	65	65	65
		MCTA 2 members @ $140 each	280	280	280
TOTAL			**345**	**345**	**345**
TOTAL PROPOSED			**177,818**	**220,537**	**196,302**

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 21 the City's total long-term debt service is $10,642,540. This includes principal payments of $7,324,368 and interest payments of $3,318,172. The debt service is broken down as follows:
Water Enterprise Fund principal $1,773,165 - Water Enterprise interest $644,424
Sewer Enterprise Fund principal $975,269- Sewer Enterprise Fund interest $807,276
General Fund capital improvements and equipment principal $4,580,934 - General Fund capital improvements interest $1,861,472

In FY 20 the City's total long-term debt service is $10,373,264. This includes principal payments of $$7,561,904 and interest payments of $2,811,360. The debt service is broken down as follows:
Water Enterprise Fund principal $1,636,904 - Water Enterprise interest $624,792
Sewer Enterprise Fund principal $935,000- Sewer Enterprise Fund interest $674,001
General Fund capital improvements and equipment principal $4,990,000 - General Fund capital improvements interest $1,512,567

In FY 19 the City's total long-term debt service was $8,887,320. This includes principal payments of $6,434,490 and interest payments of $2,452,830. The debt service is broken down as follows:
Water Enterprise Fund principal $1,564,490 - Water Enterprise interest $564,000
Sewer Enterprise Fund principal $650,000- Sewer Enterprise Fund interest $436,669
General Fund capital improvements and equipment principal $4,220,000 - General Fund capital improvements interest $1,452,161

In FY 18 the City's total long-term debt service was $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 18 the City issued Bond Anticipation Notes for Water/Sewer improvement projects for a total of $636,000 and $1,027,930 for General Fund Capital Improvements for a grand total of $1,663,930

The City re-issued a State Anticipation Note for Washington and Dodge Street Project in the amount of $948,500

Treasurer- Essex North Shore Agricultural & Technical School District

A portion (30%) of the funding for the ENSTAD comes from the State through Chapter 70 School Aid. The majority (70%) is made up by assessments from each of the 17 member communities in the school district. The amount of a community's assessment is determined by the size of its enrollment. As of October 2019, Salem had 184 students in the Regional system. There will be debt service principal and interest payment in FY21 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 594 retirees, 101 survivors, and 10 quadros. The retirement system collects pension contributions from 1106 active employees, an increase of 35 from FY 20, and there is 94, inactive or on leave members as of February 12, 2019. There were 92 transfers, refunds or rollovers.

Treasurer – Non-Contributory Pensions

As of March 13,2020, the City provides a pension benefit for a one non-contributory retiree. This includes a pension payment that is paid weekly.

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 FY21, an adjustment was made in the Medicare budget as it has been underfunded in the past. Thus, FY21 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).

Treasurer-Debt Service - Expenses

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
17102	5908H	16-HIGH SCHOOL-PRIN (07)	345,000.00	320,000.00	320,000.00	320,000.00	320,000.00	320,000.00	320,000.00
17102	5908I	WITCHCRAFT-PRIN (14 REF)	95,000.00	95,000.00	95,000.00	95,000.00	95,000.00	95,000.00	95,000.00
17102	5908J	GARAGE-PRIN (14 REF)	75,000.00	75,000.00	45,000.00	45,000.00	45,000.00	-	-
17102	5908K	BOWDITCH-PRIN (14 REF)	90,000.00	95,000.00	90,000.00	90,000.00	90,000.00	80,000.00	80,000.00
17102	5908L	CARLTON-PRIN (14 REF)	65,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00
17102	5908M	CARLTON-PRIN (14 REF)	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	25,000.00	25,000.00
17102	5918	18-FERRY-PRIN (07)	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	50,000.00	50,000.00
17102	5919C	21-BATES SCHL-PRIN (10)	795,000.00	830,000.00	860,000.00	860,000.00	860,000.00	-	-
17102	5919F	SALTONSTALL PRIN (2013)	190,000.00	200,000.00	155,000.00	155,000.00	155,000.00	160,000.00	160,000.00
17102	5919G	COLLINS PRIN (2013)	400,000.00	410,000.00	300,000.00	300,000.00	300,000.00	340,000.00	340,000.00
17102	5919H	MCGRATH PRIN (2013)	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00
17102	5938	18-FERRY-INT (07)	8,000.00	5,600.00	3,200.00	3,200.00	3,200.00	1,000.00	1,000.00
17102	5948H	16-HIGH SCHOOL-INT (07)	132,580.00	119,280.00	106,480.00	106,480.00	106,480.00	93,680.00	93,680.00
17102	5948K	21-BATES SCHL-INT (10)	73,300.00	47,887.50	17,200.00	17,200.00	17,200.00	-	-
17102	5948N	SALTONSTALL INT (2013)	192,387.50	172,109.36	152,032.00	152,032.00	128,362.51	146,181.26	146,181.26
17102	5948O	COLLINS INT (2013)	392,581.25	352,132.00	288,581.00	288,581.00	239,725.01	302,506.26	302,506.26
17102	5948P	MCGRATH INT (2013)	41,212.50	40,162.50	39,113.00	39,113.00	39,112.50	37,887.50	37,887.50
17102	5948Q	WITCHCRAFT-INT (14 REF)	26,481.26	23,156.26	19,356.00	19,356.00	10,628.13	15,556.26	15,556.26
17102	5948R	GARAGE-INT (14 REF)	5,925.00	3,300.00	900.00	900.00	900.00	-	-
17102	5948S	BOWDITCH-INT (14 REF)	18,550.00	15,300.00	11,600.00	11,600.00	6,700.00	8,200.00	8,200.00
17102	5948T	CARLTON-INT (14 REF)	12,975.00	10,800.00	8,400.00	8,400.00	4,800.00	6,000.00	6,000.00
17102	5948U	CARLTON-INT (14 REF)	7,475.00	6,425.00	5,225.00	5,225.00	2,912.50	4,125.00	4,125.00
17102	5949A	CIP 2009-INT (11)	24,600.00	19,800.00	13,800.00	13,800.00	13,800.00	8,600.00	8,600.00
17102	5949B	CIP 2010-INT (11)	44,700.00	36,300.00	30,800.00	30,800.00	30,800.00	23,200.00	23,200.00
17102	5949C	CIP 2009-PRIN (12)	140,000.00	135,000.00	130,000.00	130,000.00	130,000.00	130,000.00	130,000.00
17102	5949D	CIP 2010-PRIN (12)	175,000.00	175,000.00	170,000.00	170,000.00	170,000.00	165,000.00	165,000.00
17102	5949E	CIP 2011 INT	13,600.00	12,600.00	10,400.00	10,400.00	10,400.00	9,700.00	9,700.00
17102	5949F	CIP 2011-PRIN	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00
17102	5949G	CIP 2012-PRIN	260,000.00	105,000.00	105,000.00	105,000.00	105,000.00	105,000.00	105,000.00
17102	5949H	CIP 2012-INT	84,068.78	78,593.78	75,444.00	75,444.00	75,443.88	71,768.78	71,768.78

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
17102	5949I	CIP 2013-PRIN	125,000.00	125,000.00	135,000.00	135,000.00	135,000.00	135,000.00	135,000.00
17102	5949J	CIP 2013-INT	51,418.76	47,043.76	41,844.00	41,844.00	22,271.88	36,443.76	36,443.76
17102	5949K	CIP 2014-PRIN	245,000.00	245,000.00	230,000.00	230,000.00	230,000.00	85,000.00	85,000.00
17102	5949L	CIP 2014-INT	65,812.52	56,012.52	46,447.00	46,447.00	25,556.26	40,212.52	40,212.52
17102	5949M	CIP 2015-PRIN	295,000.00	290,000.00	290,000.00	290,000.00	290,000.00	195,000.00	195,000.00
17102	5949N	CIP 2015-INT	94,868.75	137,509.65	71,594.00	71,594.00	71,593.76	59,468.76	59,468.76
17102	5949O	CIP 2016-PRIN	542,000.00	585,000.00	555,000.00	555,000.00	555,000.00	635,000.00	635,000.00
17102	5949P	CIP 2016-INT	208,230.00	195,360.00	114,767.00	114,767.00	114,767.00	127,275.00	127,275.00
17102	5949Q	CIP-BERTRAM-PRIN	200,000.00	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00
17102	5949R	CIP-BERTRAM-INT	44,012.50	39,612.50	35,213.00	35,213.00	18,706.25	30,812.50	30,812.50
17102	5949S	CIP-ROADWAYS 2014-PRIN	110,000.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00
17102	5949T	CIP-ROADWAYS 2014-INT	60,000.00	52,000.00	44,000.00	44,000.00	24,000.00	36,000.00	36,000.00
17102	5949U	CIP 2017 PRIN	-	576,269.00	640,000.00	640,000.00	20,000.00	590,000.00	590,000.00
17102	5949V	CIP 2017 INT	-	192,108.00	211,708.00	211,708.00	131,832.22	149,125.02	149,125.02
17102	5949W	CIP 2018 PRIN	-	282,960.00	290,000.00	290,000.00	-	305,000.00	305,000.00
17102	5949X	CIP 2018 INT	-	120,624.00	129,412.00	129,412.00	70,874.65	104,450.02	104,450.02
17102	5949Y	CIP-289 DERBY ST-PRIN	-	-	65,000.00	65,000.00	45,000.00	45,000.00	45,000.00
17102	5949Z	CIP-289 DERBY ST-INT	-	-	38,813.00	38,813.00	32,471.86	24,381.26	24,381.26
17102	5949ZA	CIP 2019 PRIN	-	-	-	-	-	581,797.50	581,797.50
17102	5949ZB	CIP 2019-INT	-	-	173,610.00	173,610.00	173,609.85	349,545.20	349,545.20
17102	5949ZC	CIP-CLC-PRIN	-	-	-	-	-	94,136.00	94,136.00
17102	5949ZD	CIP-CLC-INT	-	-	105,501.00	105,501.00	15,334.62	175,353.40	175,353.40
	Total	**Treas.-Debt Serv - Expense**	**5,914,778.82**	**6,862,945.83**	**6,805,440.00**	**6,805,440.00**	**5,471,482.88**	**6,442,406.00**	**6,442,406.00**
070		**Department Total**	**5,914,778.82**	**6,862,945.83**	**6,805,440.00**	**6,805,440.00**	**5,471,482.88**	**6,442,406.00**	**6,442,406.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
TREASURER - FIXED COSTS 270					
TREASURER - Long Term Debt GF - 270					
17102	**DEBT SERVICE**				
		Debt Service Figures from Debt Schedule provided by First Southwest	6,805,440	6,442,406	6,442,406
TOTAL			**6,805,440**	**6,442,406**	**6,442,406**
TOTAL PROPOSED			**6,805,440**	**6,442,406**	**6,442,406**

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Treasurer - Short Term Debt Interest - Expenses									
17522	5270	LEASE PAYMENTS	491,587.95	582,611.00	484,823.00	484,823.00	485,037.83	690,705.00	685,979.00
17522	5304	PROF SERVICES/FEES	160,299.53	14,428.24	15,000.00	15,000.00	2,500.00	15,000.00	13,500.00
17522	5925	INTEREST ON BANS	54,054.01	14,059.91	90,000.00	90,000.00	86,039.82	560,000.00	440,000.00
17522	5927	INTEREST ON LEASES	23,725.33	19,499.76	22,541.00	22,541.00	21,466.36	45,139.00	45,139.00
	Total	**Treas.-ST Debt Int - Expense**	**729,666.82**	**630,598.91**	**612,364.00**	**612,364.00**	**595,044.01**	**1,310,844.00**	**1,184,618.00**
270		**Department Total**	**729,666.82**	**630,598.91**	**612,364.00**	**612,364.00**	**595,044.01**	**1,310,844.00**	**1,184,618.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
TREASURER - SHORT TERM DEBT GF - 270					
17522	**5270**	**Lease Payments**			
		CIP FY 2018 $503,600 Lease - Principal Payment Year 3 of 3	163,688	168,198	163,688
		CIP FY 2016 $30,466 Lease Police Cruiser - Principal Payment 2 of 3	10,172	10,388	10,172
		CIP FY 2019 $434,500 Lease - Principal Payment Year 2 of 3	144,834	144,834	144,834
		CIP FY 2020 $595,346 Lease - Principal Payment 1 of 3		198,448	198,448
		LED Street Light Conversion $1,180,101 Lease - Principal Payment Year 5 of 7	166,129	168,837	168,837
TOTAL			**484,823**	**690,705**	**685,979**
17522	**5304**	**Professional Fees**			
		Fees for Hilltop Securities and Legal Services	15,000	15,000	13,500
TOTAL			**15,000**	**15,000**	**13,500**
17522	**5925**	**Interest on BANS**			
		Interest on BAN $14,000,000*.0.04	90,000	560,000	440,000
TOTAL			**90,000**	**560,000**	**440,000**
17522	**5927**	**Interest on Leases**			
		CIP FY 2018 $503,600 Lease - Interest Payment Year 3 of 3	9,170	4,660	4,660
		CIP FY 2016 $30,466 Lease Police Cruiser - Interest Payment 2 of 3	438	222	222
		CIP FY 2019 $434,500 Lease - Interest Payment Year 2 of 3	1,833	10,308	10,308
		CIP FY 2020 $595,346 Lease - Interest Payment Year 1 of 3		21,557	21,557
		LED Street Light Conversion $1,180,101 Lease - Principal Payment Year 4 of 7	11,100	8,392	8,392
TOTAL			**22,541**	**45,139**	**45,139**
TOTAL PROPOSED			**612,364**	**1,310,844**	**1,184,618**
			7,417,804	**7,753,250**	**7,627,024**

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Treasurer - School Assessments - Expenses									
18202	5641	ESSEX TECH & VOC ASSESSMENT	2,281,622.00	2,316,580.00	2,288,533.00	2,288,533.00	2,262,449.00	2,367,453.00	2,367,453.00
	Total	**School Assess. - Expense**	**2,281,622.00**	**2,316,580.00**	**2,288,533.00**	**2,288,533.00**	**2,262,449.00**	**2,367,453.00**	**2,367,453.00**
270		**Department Total**	**2,281,622.00**	**2,316,580.00**	**2,288,533.00**	**2,288,533.00**	**2,262,449.00**	**2,367,453.00**	**2,367,453.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
TREASURER - SCHOOL ASSESSMENT - 270					
18202	**5641**	**Essex Agricultural & Technical School Assessment**			
		Essex Aggie & Technical School	2,288,533	2,367,453	2,367,453
TOTAL			**2,288,533**	**2,367,453**	**2,367,453**
TOTAL PROPOSED			**2,288,533**	**2,367,453**	**2,367,453**

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Treasurer-State Assessments - Expenses									
18302	5630	MBTA	926,437.00	944,714.00	970,999.00	970,999.00	809,170.00	975,651.00	975,651.00
18302	5631	SPECIAL EDUCATION	-	27,317.00	17,263.00	17,263.00	14,390.00	11,701.00	11,701.00
18302	5637	AIR POLLUTION CONTR	11,950.00	12,223.00	12,525.00	12,525.00	10,440.00	12,840.00	12,840.00
18302	5638	MET AREA PLANNING CO	21,967.00	22,335.00	22,956.00	22,956.00	19,130.00	23,382.00	23,382.00
18302	5640	RMV NONRENEWAL SUR	128,500.00	128,500.00	130,500.00	130,500.00	107,090.00	132,400.00	132,400.00
18302	5643	SCHOOL CHOICE	473,457.00	540,434.00	600,526.00	581,095.00	463,097.00	551,073.00	551,073.00
18302	5644	CHARTER SCHOOLS	6,771,525.00	6,877,958.00	7,325,189.00	7,368,738.00	5,966,427.00	7,292,805.00	7,292,805.00
18302	5646	NE MASS MOSQUITO CON	42,656.00	45,639.00	46,601.00	46,601.00	38,880.00	49,450.00	49,450.00
	Total	**Treas.-State Assess. - Expense**	**8,376,492.00**	**8,599,120.00**	**9,126,559.00**	**9,150,677.00**	**7,428,624.00**	**9,049,302.00**	**9,049,302.00**
270		**Department Total**	**8,376,492.00**	**8,599,120.00**	**9,126,559.00**	**9,150,677.00**	**7,428,624.00**	**9,049,302.00**	**9,049,302.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
TREASURER - STATE ASSESSMENTS - 270					
18302		**State Assessments**			
		State Assessment amounts are derived from Massachusetts Department of Revenue House figures	9,150,677	9,049,302	9,049,302
TOTAL			**9,150,677**	**9,049,302**	**9,049,302**
TOTAL PROPOSED			**9,150,677**	**9,049,302**	**9,049,302**

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Treasurer -Contribution Retirement - Personnel									
19101	5178	PENSION ASSES (CONTR	10,915,833.31	11,474,982.35	12,287,979.00	12,287,979.00	12,130,756.87	12,778,085.00	12,778,085.00
	Total	**Treas.-Contrib. Retire Personnel**	**10,915,833.31**	**11,474,982.35**	**12,287,979.00**	**12,287,979.00**	**12,130,756.87**	**12,778,085.00**	**12,778,085.00**
270		**Department Total**	**10,915,833.31**	**11,474,982.35**	**12,287,979.00**	**12,287,979.00**	**12,130,756.87**	**12,778,085.00**	**12,778,085.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
TREASURER - CONTRIBUTORY RETIREMENT - 270					
19101	**5178**	**Contributory Retirement**			
		City Contributory Retirement	12,287,979	12,967,845	12,967,845
		Less Fringe from grants		(189,760)	(189,760)
TOTAL			**12,287,979**	**12,778,085**	**12,778,085**
TOTAL PROPOSED			**12,287,979**	**12,778,085**	**12,778,085**

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Treasurer -Non Contribution Retirement - Personnel									
19111	5176	PENSIONS-NON CONTRIB	18,857.05	10,353.44	9,779.00	9,779.00	8,033.08	10,033.94	10,033.94
	Total	**Treas.- Non Contrib. Retire Personne**	**18,857.05**	**10,353.44**	**9,779.00**	**9,779.00**	**8,033.08**	**10,033.94**	**10,033.94**
270		**Department Total**	**18,857.05**	**10,353.44**	**9,779.00**	**9,779.00**	**8,033.08**	**10,033.94**	**10,033.94**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
TREASURER - NON-CONTRIBUTORY RETIREMENT - 270					
19111	**5176**	**Pension Non-Contributory**			
		City Non-Contributory Retirement based on current payments annualized			
		Weekly $192.59 X 52.1 weeks 1 pensioners	9,779	10,034	10,034
TOTAL			**9,779**	**10,034**	**10,034**
TOTAL PROPOSED			**9,779**	**10,034**	**10,034**

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Treasurer -Medicare - Personnel									
19191	5177	MEDICARE	1,163,889.21	1,189,939.46	1,245,362.00	1,245,362.00	1,030,454.78	1,262,406.77	1,262,406.77
	Total	**Treas. -Medicare - Personnel**	**1,163,889.21**	**1,189,939.46**	**1,245,362.00**	**1,245,362.00**	**1,030,454.78**	**1,262,406.77**	**1,262,406.77**
270		**Department Total**	**1,163,889.21**	**1,189,939.46**	**1,245,362.00**	**1,245,362.00**	**1,030,454.78**	**1,262,406.77**	**1,262,406.77**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
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 FY21. Thus FY 21 is funded based on the average of the prior two years actual plus 1% FY 19 Actual $1,189,939.46	1,245,362	1,262,407	1,262,407
TOTAL PROPOSED			**1,245,362**	**1,262,407**	**1,262,407**

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Treasurer-Insurance - Expenses									
19452	5740	INSURANCE PREMIUMS	244,290.31	297,152.74	343,969.00	343,969.00	282,657.01	345,893.23	287,384.00
19452	5740A	Insurance Deductibles	-	1,000.00	5,000.00	5,000.00	3,000.00	5,000.00	5,000.00
	Total	**Treas. -Ins. - Expense**	**244,290.31**	**298,152.74**	**348,969.00**	**348,969.00**	**285,657.01**	**350,893.23**	**292,384.00**
270		**Department Total**	**244,290.31**	**298,152.74**	**348,969.00**	**348,969.00**	**285,657.01**	**350,893.23**	**292,384.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
TREASURER - MUNICIPAL INSURANCE - 270					
19452	**5740**	**Municipal Insurance**			
		Annual municipal insurance costs Property & Casualty	538,957	552,431	485,003
		Annual professional liability insurance costs	124,606	127,721	145,190
		Less School Portion	(300,000)	(300,000)	(300,000)
		Less 3% Early Pay	(19,594)	(20,084)	(14,175)
		MIIA Rewards Credit		(14,175)	(14,175)
		Additional Participation Credits			(14,459)
TOTAL			**343,969**	**345,893**	**287,384**
19452	**5740A**	**Insurance Deductibles**			
		Deductibles - estimated	5,000	5,000	5,000
		Level Funded			
TOTAL			**5,000**	**5,000**	**5,000**
TOTAL PROPOSED			**348,969**	**350,893**	**292,384**

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 2021

The salary budget has increased by the addition of a part-time solicitor who shall also work with the Purchasing Department. Other increases include an additional $1,000 in judgments and $500 in dues and subscriptions.

Recent Accomplishments

- Prepared multiple amendments to the City's Ordinances
- Prepared multiple Zoning Ordinance amendments
- Advised various boards and commissions regarding state and local laws as well as case law
- Prepared contracts, license agreements and mutual aid agreements
- Prepared Opinions for boards and commissions
- Managed claims against city
- Defended law suits against the city and its Boards
- Initiated and successfully obtained Receivers for delinquent properties through the Housing Court
- Worked with various departments on solicitations for bids and requests for proposals
- Served as part of team to interview prospective senior staff
- Advised HR and department heads on various personnel matters
- Advised School Department on various personnel and policy matters
- Investigated and advised departments on personnel infractions and prepared disciplinary documents
- Drafted various easements and rights of entry agreements

- Prepared legal documents for disposition of former superior court
- Prepared legal documents for the Bates School Safe Routes to School project
- Prepared deed restrictions for CPA-funded projects
- Made presentations and prepared recommendations relative to land in dispute on Franklin Street
- Prepared land disposition agreement for 5 Broad Street

FY 2021 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: 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 municipally controlled properties	Objective: Assist in redevelopment of properties
• Goal: Have an inclusive workplace, prevent discrimination suits and promptly address complaints	Objective: Work with HR and others to provide training and promptly address complaints
• Goal: Improve process for identifying and reducing the number of problem properties	Objective: Work with team to step up enforcement, collect data and take legal action when necessary
• Goal: Conduct performance appraisals for union staff	Objective: Negotiate/implement inclusion of performance reviews with unions
• Goal: Ensure proper administration of new marijuana statute	Objective: Continue to work with city officials to enforce ordinance
• Goal: Implement Animal Protection ordinance	Objective: Work with committee formed by Council to draft ordinance

Outcomes and Performance Measures	Actual FY 2018	Actual FY 2019	Estimated FY 2020	Estimated FY 2021
SOLICITOR/LICENSING				
Limit payments from judgments acct.	3,968	4,470	6,000	6,000
Increase attendance at MIIA Reward classes	35	37	40	40
Liquor Licenses	179,600	194,359	194,400	194,400
One Day Liquor	5,050	4,800	4,800	4,800
Weekday Entertainment	12,600	13,400	13,400	13,400
Common Victuallers Licenses	4,150	4,150	4,150	4,150
Auto Dealers	5,800	6,000	6,000	6,000
Lodging House & Inn Licenses	5,415	5,350	5,350	5,350

How FY 2021 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) encouraging responsible private development and new growth opportunities, including the courts buildings;

2) continuing to improve upon management of Haunted Happenings and other community events;

3) maintaining a high level of accessibility to and responsiveness to the public;

4) overseeing successful disposition and remediation of the transfer station site; and

5) exploring options related to Camp Naumkaeg and Pioneer Village.

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Solicitor - Personnel									
11511	5111	SALARIES-FULL TIME	278,698.17	291,330.27	305,377.00	305,377.00	256,977.24	371,951.24	301,322.10
11511	5131	OVERTIME (GENERAL)	1,965.64	1,862.25	3,000.00	3,000.00	2,364.03	3,000.00	3,000.00
11511	5150	FRINGE/STIPENDS	-	-	2,000.00	2,000.00	500.00	2,000.00	2,000.00
	Total	**Solicitor - Personnel**	**280,663.81**	**293,192.52**	**310,377.00**	**310,377.00**	**259,841.27**	**376,951.24**	**306,322.10**
Solicitor - Expenses									
11512	5303	LEGAL SERVICES	52,783.61	58,861.26	50,000.00	190,000.00	175,330.71	70,000.00	70,000.00
11512	5306	ADVERTISING	200.00	-	200.00	200.00	200.00	200.00	200.00
11512	5381	PRINTING AND BINDING	15.99	79.00	100.00	100.00	89.00	100.00	-
11512	5421	OFFICE SUPPLIES (GEN	862.43	548.80	1,000.00	1,000.00	900.00	1,000.00	500.00
11512	5730	DUES AND SUB	3,623.00	2,862.00	4,000.00	4,000.00	4,000.00	4,500.00	3,900.00
11512	5760	JUDGMENTS	3,968.00	3,739.46	5,000.00	5,000.00	4,944.85	6,000.00	4,000.00
	Total	**Solicitor - Expenses**	**61,453.03**	**66,090.52**	**60,300.00**	**200,300.00**	**185,464.56**	**81,800.00**	**78,600.00**
260		**Department Total**	**342,116.84**	**359,283.04**	**370,677.00**	**510,677.00**	**445,305.83**	**458,751.24**	**384,922.10**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
RENNARD	ELIZABETH	260 SOLICITOR -LICENSIN	11511-5111	SOLICITOR	4/1/2004	116,863.01		1.00	1	100%	2,238.75	2,238.75	116,639.13	2,238.75	115,741.91
ROOMEY	JOANNE	260 SOLICITOR -LICENSIN	11511-5111	PARALEGAL	6/28/06	52,904.80		1.00	1	100%	1,013.50	1,013.50	52,803.45	1,013.50	51,789.16
CALDWELL	VICTORIA	260 SOLICITOR -LICENSIN	11511-5111	ASSISTANT SOLICITOR	3/24/14	76,324.58		0.80	28 hrs	100%	1,462.16	1,462.16	76,178.37	1,462.16	75,592.38
TO BE FILLED		260 SOLICITOR -LICENSIN	11511-5111	ASSISTANT SOLICITOR				0.78	27.25	78%		45.6044	64,745.71	-	-
FLORES	PAUL	260 SOLICITOR -LICENSIN	11511-5111	BOARD MEMBER		1,300.00	B			4	325.00	525.00	2,100.00	325.00	2,100.00
PAGLIARO	MELISSA	260 SOLICITOR -LICENSIN	11511-5111	CLERK OF BOARD		3,000.00	B			4	750.00	750.00	3,000.00	750.00	3,000.00
ST PIERRE	ROBERT	260 SOLICITOR -LICENSIN	11511-5111	BOARD CHAIRMAN		1,700.00	B			4	425.00	625.00	2,500.00	425.00	2,500.00
GREEL	DEBORA	260 SOLICITOR -LICENSIN	11511-5111	BOARD MEMBER		1,300.00	B			4	325.00	525.00	2,100.00	325.00	2,100.00
Annual Board Stipend increase of 800.00 for each member proposed for 2020 budget.						*51,984.17*		*1.00*			*Total AFSCME 1818*		*51,884.59*		*48,498.64*
						305,376.56		**4.58**	**Total Full Time - 5111**				**371,951.24**		**301,322.10**
		260 SOLICITOR -LICENSIN	11551-5113	Overtime		3,000.00						3,000.00	3,000.00		3,000.00
						3,000.00			**Total Overtime - 5131**				**3,000.00**		**3,000.00**
NEW		260 SOLICITOR -LICENSIN	11551-5150	Public Records Officer Stipend		2,000.00				1	-	-	2,000.00	-	2,000.00
						2,000.00			**Total Fringe - 5150**				**2,000.00**		**2,000.00**
						310,376.56		**4.58**	**Department Total**				**376,951.24**		**306,322.10**

Full-Time Equivalent Employees:		
	FY 2019	3.80
	FY 2020	3.80
	FY 2021	4.58
	Variance 20 vs. 21	0.78

FY 2021 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2020 52.2	F T E	Rate FY 2020	Incr FY21 0.0%	Rate FY 2021	STEP INCREASES Date	Rate	# Wks Old	# Wks New		Dept Request FY 2021 52.1	Mayor FY 2021 52.1
PAGLIARO	MELISSA	260 SOLICITOR-LICENSING	11511-5111	PRINCIPAL CLERK	6/19/06	2	51,984.17	1.00	995.87	1.000	995.87					100%	51,884.59	48,498.64
							51,984.17	**1.00**									**51,884.59**	**48,498.64**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
SOLICITOR - 260					
11512	**5303**	**Legal Services**			
		Outside legal services - labor, litigation, environmental	50,000	70,000	70,000
		Surveying, title Examinations, Etc.			
		arbitration fees - filing and arbitrator fees			
		Memberships and Publications			
		Expenses incurred for travel and meetings			
TOTAL			**50,000**	**70,000**	**70,000**
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	-
		Envelopes, Business Cards, Letterhead Stationary			
TOTAL			**100**	**100**	**-**
11512	**5421**	**Office Supplies and Equipment**			
		General office supplies as needed	1,000	1,000	500
TOTAL			**1,000**	**1,000**	**500**
11512	**5730**	**Dues & Subscriptions**			
		Bar membership/ dues	1,000	1,000	900
		Subscriptions & publications; Cont. legal ed.	1,250	1,250	1,000
		Lexis service	2,250	2,250	2,000
TOTAL			**4,500**	**4,500**	**3,900**
11512	**5760**	**Judgments**			
		Judgments	6,000	6,000	4,000
TOTAL			**6,000**	**6,000**	**4,000**
TOTAL PROPOSED			**61,800**	**81,800**	**78,600**

Human Resources – General Administration

Mission Statement – Why We Exist

The City of Salem Human Resources Department is a department of four full time employees. Besides myself, we have an Office Manager, Alicia Brady, a new Benefits Manager, Jim Taliadoros, and a Personnel Aide, Amy O'Keefe. The part-time switchboard operator, Joe Freitas also falls under this Department. This Department is responsible for posting vacant positions, scheduling and conducting interviews, hiring full and part-time employees, participating in negotiations and administering various collective bargaining agreements, interpreting agreement language and mediating grievances, reviewing, and drafting and enforcing personnel policies and procedures. This Department works hand-in-hand with the Treasurer's Office in ensuring new and existing employees are processed and paid correctly. We are also responsible to ensure all personnel actions are made in accordance with applicable laws, policies and collective bargaining agreements.

Along with MIIA, we oversee our workers' compensation plan and utilization for the City and the Salem Public School Department. 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. Human Resources is also responsible for administering City-wide employee benefits such as health, dental and life insurance to all benefit eligible employees. We also implement trainings within departments and City-staff wide, on a regular basis.

The Department is also a confidential resource for employees, and the Director acts as a liaison, mediator, and facilitator with employees, their supervisors and co-workers to address and resolve any matters, as needed.

Significant Budget & Staffing Changes for FY 2021

As this Department has been fully staffed since December when we welcomed our new Benefits Manager, I see no need for significant Staffing Changes for FY 2021. Budget increases this year for this Department are seen in some of my projected expenses, in our Workers' Compensation Salaries and Premium, and in the Health Insurance Rates from the GIC. We also saw a slight increase in our basic life insurance from Boston Mutual, also reflected in the budget.

Another area I see important for a budget increase from last year to remain intact is within the education line. This last fiscal year saw us offer a workplace-based-conversational Spanish class to employees, and the program was a huge success. Due to this program's success, I would like to continue this offering. Each department's needs are different with respect to the specific services provided, and as such, being able to empower employees with the ability to converse with our increasing population of non-English speaking constituents would be a win-win for everyone. Other than those increases, we have made cuts to nearly all expense lines.

Recent Accomplishments:

- They say time flies when you are having fun, and that clearly holds true for us in the Human Resources Department. While the last few months may not be considered fun by any stretch, they did force us to pull together in our new normal.
- We routinely promoted our Employee Assistance Program from MIIA, a completely free and confidential program for all employees. The EAP is a resource for employees with any number of needs for assistance.
- Participated in the hiring process for new patrol offices of the Salem Police Department, as well as the Salem Fire Department. As these are key positions within the City of Salem, I am pleased to be on the hiring committee in these areas. Also serve as a member of the Civil Service working group with the Police Chief, other employees, and stakeholders in developing a process to determine the City's future with Civil Service.
- Successfully produced our 1095Cs and submitted verification of the same without errors to the IRS for calendar year 2019.
- Held several Public Employee Committee meetings to determine our future with the GIC. Despite the thought last year at this time that we could be with another carrier, after obtaining our utilization information and going out to bid, we realized and determined our best course of action was to stay with the GIC for two more years. Given the uncertainty of the health insurance world, and the GIC's requirements, it made sense to the group for us to lock in with the GIC for two years.

- Since July 1, 2019, we have hired or been involved in the hiring of many new full-time employees! Specifically, the following full-time positions have been filled:

Assistant Finance Director, Assistant City Treasurer, Energy and Sustainability Coordinator, Fire Alarm Operator, Two Firefighters, Two HMEOs, Benefits Manager, Two Laborers, Meter Enforcement, Planning Assistant, Civilian Dispatcher, Two Police Officers, Port Authority Deputy Planner, Two Principal Clerks, Senior Building Custodian, Senior Account Budget Analyst, Staff Planner Arts and Culture, Parking Garage Supervisor, Business Manager/Water Registrar, and a Wire Inspector. I'm really pleased with our hiring processes. We have a team approach for our interviews. It's a great way for potential employees to see that if he or she is hired, they will be a member of a team. It's very exciting to bring on new employees!

- Conducted several exit interviews as employees left the City for either retirement or to pursue other opportunities. This process allows us to have a meaningful dialog with a departing employee to not only wish him or her well, but also learn of any matters relative to the department we may not have been aware of or receive suggestions and critique for investigations and improvement.
- Held a two-weekend long Job Fair at the Department of Public Services. Using our Labor Service List, we called in nearly thirty applicants for first level-assessments and second interviews. While we are continually updating Updated our Labor Service Listing, the local version of Civil Service, this process allowed us to meet many qualified individuals, hire a few, and have the others ready to update when we have a vacancy. We like the Labor Service process; it has worked well for us in our Department of Public Services.
- Continued to implement performative exercises as part of the interview process to ensure we hire the most qualified candidates for our open positions. These exercises are a valuable tool in our evaluation of candidates for employment. Depending upon the position, we are able to determine the candidate's ability to either drive our vehicles and trucks or examine an AP batch for accuracy.
- Finally settled the FY'18-FY'20 Contract with the Salem Police Patrol Union.
- Offered a work-based conversational Spanish Class for employees that was a real success. Twice a week for eight weeks, twelve employees attended classes held in the third floor conference room at 98 Washington Street. Taught by Victoria Shams and Luz Villareal, this class gave our employees/students insight into Spanish culture and the language. By the end of the session, they were able to have small conversations with not only each other, but also assist our

residents in a much more meaningful way. We are planning to hold another session next year; COVID prevented us for offering a second class in the later spring.

FY 2021 Goals & Objectives

- Educate and communicate! We will continue to educate employees about the GIC and assist new employees as they navigate the health care system of the GIC. I cannot overstress the importance of this.
- Work even more closed with our EAP provider to offer options for wellness and work-balance trainings and activities. Wellness activities are beneficial to all employees, and any assistance we can offer (free!) is always valuable.
- Offer a training to our management staff in conducting performance appraisals. We are nearly ready to go with this initiative for our employees, and it is important that management staff be clear in how to conduct such appraisals.
- Continue to maintain salary schedule for non-union and union employees current on an annual basis and as employees leave to ensure that we can attract the best candidates for vacant positions.
- Work with the Commission on Disabilities to continue to wisely use the funds generated from the Handicap Violations. As a member of the Commission's subcommittee for this purpose, I am in the position to ensure purchases in compliance with the statute allowing the Commission to utilize these funds.
- Work with our new MIIA Risk Manager and seek out trainings through MIIA to assist us in earning rewards towards our Workers' Compensation Insurance Premium. Solidify our Risk Committee to ensure we are doing all we can to minimize our financial risks with regards to Workers' Compensation, and our Property and Casualty premiums.
- Continue with review of our city policies, write new ones, and negotiate implementation as required.
- Continue with memorializing an onboarding process to ensure employee inclusivity; this will include more comprehensive orientation and likely training for Department Heads in adding a new employee to their staff.
- Develop Departmental Procedure Manual, for this Department.
- Implement the Employee Evaluation Process/Assessment with our bargaining units and non-union staff.
- Seek out and encourage training for various topics, departments, and positions.
- Continue to focus on employee relations and good will, which will include quarterly gatherings and check-in with new staff.
- Apply for the Massachusetts Office on Disability grants. This new funding will assist us with ensuring accessibility city-wide.
- Implement a Work Buddy Program that will pair a new employee with a seasoned staff member for guidance, assistance and mentoring.
- Work with the IT and Payroll department to offer MUNIS training.

Outcomes and Performance Measures		**Actual FY 2019**	**Actual FY 2020**	**Estimated FY 2021**
Workers' Comp. cases open 1+ years (tail claims pre-MIIA)		5	5	5
Salaries on pre-FY'09 claims (COLA takes effect 10/2020)		135,000.00	160,000.00	170,600.00
Medicals on tail claims		2,000.00	2,700.00	4,000.00
MIIA premium (***actual***, rec'd 4/2020)			634,478.00	686,293.00
Training sessions (actuals and estimates)				

Miscellaneous for MIIA Rewards Credit, several departments participate. Strategy with MIIA; expect to hold several with staff to prepare for Rewards Program, and select trainings		8	4	9
Expect to offer professional development trainings this FY (perf. evals., team building, & ad hoc., Spanish classes (FY'21);.		10	Webinars 6	10
Open enrollments			3	6
PEC meetings;		4	3	4
Dental (including retiree dental) email and mailing		2	2	4
Deferred compensation		8	2	2
Unemployment Assistance, current plus estimate		350,000.00	300,000.00	300,000.00
School		88%	93%	80%
City		12%	7%	20%
Job applications processed				
Seasonal hires ***(calendar year)***		41	30 (so far)	35
CORI checks ***(calendar year)***		310	171 (so far)	200
Volunteers and labor service and seasonal applications processed:		35	**37**	45
New Employees (Full time, **since 7/1/2019**)		33	26	20
Audit Preparation				
Accrual compilation for audit and MUNIS programming purposes		All city employees	All city employees	All city employees

How FY 2021 Departmental Goals Relate to City's Overall Long & Short Term Goals

- July 1, 2020 will be the start of our fourth contract with the GIC. Earlier this fiscal year, we requested our data from the GIC to help us determine our plan for health care for FY'21 and beyond. We solicited bids, and together the PEC decided to stay with the GIC for another two years. This group is dedicated to their members, and this clearly ties into the Mayor's long-term goal of continuing to provide affordable and quality healthcare to our employees and retirees. I would like to put out an RFP for our voluntary benefits as well. Many options are available to employees, and things can just get too confusing, resulting in people not enrolling in voluntary plans that may be of value to them. One provider would streamline that process and offer quality benefits to our employees.
- We will again be looking to offer more in house training this coming year, from trainings geared to front line staff as well as department heads. The Mayor is very supportive of staff development, and as such, we will be taking advantage of opportunities to ensure all staff members are as effective as they can be in the City. As stated in my narrative earlier, some of these training will require additional funding, and some are offered free to us through MIIA.
- Finally, our dedication to a productive and efficient workforce begins with employee morale. Once an employee is hired, we need to foster the individual's growth in the workplace. The Mayor is committed to strong employee relations and partnerships, and as such, this goal is directly related to the City's long and short-term goals.

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Human Resources - Personnel									
11521	5111	SALARIES-FULL TIME	224,425.25	224,369.46	241,285.00	241,285.00	190,574.35	240,599.81	234,892.95
11521	5113	SALARIES-PART TIME	14,106.05	14,435.04	14,880.00	14,880.00	12,248.16	30,888.08	13,730.08
11521	5131	OVERTIME (GENERAL)	1,801.39	-	-	-	-	-	-
11521	5161	RETROACTIVE WAGES	-	314,270.41	-	873,851.02	592,610.71	-	-
11521	5171	COLLECTIVE BARGANING RESERVE	-	-	50,000.00	50,000.00	-	50,000.00	-
	Total	**HR - Personnel**	**240,332.69**	**553,074.91**	**306,165.00**	**1,180,016.02**	**795,433.22**	**321,487.90**	**248,623.03**
Human Resources - Expenses									
11522	5300	PURCHASE OF SERVICES	6,532.53	8,031.90	7,500.00	7,500.00	6,886.27	9,500.00	8,550.00
11522	5303	LEGAL SERVICES/ABRITRATION	1,891.51	15,450.00	2,500.00	2,500.00	79.50	2,500.00	2,250.00
11522	5306	ADVERTISING	1,120.00	705.00	1,000.00	1,000.00	1,000.00	1,000.00	500.00
11522	5317	EDUCATIONAL TRAINING	1,738.00	5,061.62	10,000.00	10,000.00	4,808.74	15,000.00	1,000.00
11522	5320	CONTRACTED SERVICES	17,737.82	24,133.38	17,500.00	17,500.00	17,500.00	-	-
11522	5421	OFFICE SUPPLIES (GEN	1,480.56	1,172.06	1,200.00	1,200.00	1,200.00	1,500.00	1,350.00
11522	5710	IN STATE TRAVEL/MEETINGS	40.00	27.25	100.00	100.00	-	100.00	100.00
	Total	**HR - Expenses**	**30,540.42**	**54,581.21**	**39,800.00**	**39,800.00**	**31,474.51**	**29,600.00**	**13,750.00**
130		**Department Total**	**270,873.11**	**607,656.12**	**345,965.00**	**1,219,816.02**	**826,907.73**	**351,087.90**	**262,373.03**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
BRADY	ALICIA	130 HUMAN RESOURCES	11521-5111	OFFICE MANAGER	8/7/2007	54,098.85		1.00	1	100%	1,036.38	1,036.38	53,995.21	1,036.38	52,543.49
CAMMARATA	LISA	130 HUMAN RESOURCES	11521-5111	PERSONNEL DIRECTOR	3/5/07	94,969.60		1.00	1	100%	1,819.34	1,819.34	94,787.67	1,819.34	94,058.53
DEVEREUX	BEATRICE	130 HUMAN RESOURCES	11521-5111	BENEFITS MANAGER	11091998	55,434.03		Retired		100%	1,061.95	1,061.95			-
TALIADOROS	JAMES	130 HUMAN RESOURCES	11521-5111	BENEFITS MANAGER	12/02/19	New Hire		1.00	1	100%	1,057.69	1,057.69	55,105.77	1,057.69	52,989.57
OKEEFE	AMY	130 HUMAN RESOURCES	11521-5111	PERSONNEL AIDE/ASST	8/29/16	36,781.63		0.70	28	100%	704.63	704.63	36,711.16	704.63	35,301.36
						241,284.11		**3.70**	**Total Full Time - 5111**				**240,599.81**		**234,892.95**
		130 HUMAN RESOURCES	11521-5111	PT SWITCHBOARD		14,879.90	P		19.5		14.64	14.64	14,870.46	14.64	13,730.07
		130 HUMAN RESOURCES	11521-5111	PT SWITCHBOARD			P		21		14.64	14.64	16,017.62		0.00
						14,879.90			**Total Part Time - 5113**				**30,888.08**		**13,730.08**
		130 HUMAN RESOURCES	11521-5171	Collective Barganing Reserve		50,000.00					50,000.00	50,000.00	50,000.00		-
						50,000.00			**Other Total**				**50,000.00**		**-**
						306,164.01		**3.70**	**Department Total**				**321,487.90**		**248,623.03**

Full-Time Equivalent Employees:		
	FY 2019	**3.70**
	FY 2020	**3.70**
	FY 2021	**3.70**
	Variance 20 vs. 21	**0.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
HUMAN RESOURCES - 130					
11522	**5300**	**Purchase of Service**			
		Custom Drug Testing, random CDL license holder testing, 4x per year*	7,500	9,500	8,550
		Pre-employment physicals for all new employees			
		Shredding services with Heritage Industries.			
TOTAL		$350.00-$550.00 per event	**7,500**	**9,500**	**8,550**
11522	**5303**	**Legal Services**			
		Fees to AAA; filing fee $275.00, case fee between	2,500	2,500	2,250
		$500 and $1000 per case.			
TOTAL			**2,500**	**2,500**	**2,250**
11522	**5306**	**Advertising**			
		Advertising of vacant positions within the City via various media:	1,000	1,000	500
		Mass Municipal Association, position related publications, Boston Globe			
TOTAL			**1,000**	**1,000**	**500**
11522	**5317**	**Educational Training**			
		Union and non-union tuition reimbursement, licenses for City employees	10,000	15,000	1,000
		Miscellaneous training courses for employees			
		Conversational/work-based Spanish classes for employees			
TOTAL			**10,000**	**15,000**	**1,000**
11522	**5320**	**Contracted Services**			
		Uniforms for employees contractually required to wear and service of same	17,500	-	-
		Moved Expense to DPS			
TOTAL			**17,500**	**-**	**-**
11522	**5421**	**Office Supplies**			
		Paper, toner cartridges, envelopes	1,200	1,500	1,350
TOTAL			**1,200**	**1,500**	**1,350**
11522	**5710**	**In State Travel/Meetings**			
		Periodic MMA, MIIA and MMPA seminars and training	100	100	100
TOTAL			**100**	**100**	**100**
TOTAL PROPOSED			**39,800**	**29,600**	**13,750**

Human Resources – Workers' Compensation

Recent Accomplishments

- Having received early notification from MIIA, I am pleased the increase in our Premium for FY'20 Workers' Compensation will be less than 5%. Many moving parts factor into this premium, the most important being our aggressive stance on minimizing risk with all employees.
- Workers' Compensation will always be on the radar screen. Having an insurance carrier for administering this important City responsibility is invaluable. Once a claim is filed, the decision-making is not left to staff here at the City, rather, an insurance company looking out for our best interests follows the claim and maintains communication with us all along the way.
- 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.
- Continuing to offer and implemented 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 2021 Goals & Objectives

- Meet 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.
- Have regular meetings 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.
- Preschedule employees for as many MIIA trainings as allowable to maximize the MIIA Rewards Program to obtain the highest possible percentage off our annual premium. This means attending leadership trainings and continuing with our timely processing of claims to MIIA.
- Promote the MIIA Rewards Program via MIIA sponsored safety trainings, which will help keep employee injuries to a minimum, which will ultimately and hopefully have an effect on our annual premium with MIIA.
- Work with our Risk Manager to establish a strong safety/risk committee to assist in minimizing our physical risk factors within the city and the schools.
- Work with the Police Chief and the Fire Chief to retain a carrier for 111F coverage for our Public Safety employees.

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Human Resources - Workers' Comp - Personnel									
19121	5111	SALARIES-FULL TIME	131,706.28	143,061.49	150,000.00	150,000.00	133,233.45	171,600.00	171,600.00
19121	5172	WORKMENS' COMP-MEDIC	1,847.21	2,931.48	5,000.00	5,000.00	2,577.92	5,000.00	5,000.00
19121	5179	WORKERS COMP-MIIA PREMIUM	317,810.21	277,443.66	308,216.00	308,216.00	298,132.79	340,526.74	314,705.00
	Total	**HR-Workers' Comp-Personnel**	**451,363.70**	**423,436.63**	**463,216.00**	**463,216.00**	**433,944.16**	**517,126.74**	**491,305.00**
130		**Department Total**	**451,363.70**	**423,436.63**	**463,216.00**	**463,216.00**	**433,944.16**	**517,126.74**	**491,305.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
HR/WORKERS' COMP - 130					
19121	**5111**	**Workers' Compensation Wages**			
		Wages paid to former employees of the City and School Department who were injured on the job. These are pre-MIIA Workers' Compensation coverage.	150,000	171,600	171,600
		COLA increase 10/1/2019 anticipated, weekly payroll increase			
TOTAL			**150,000**	**171,600**	**171,600**
19121	**5172**	**Workers' Compensation Medicals**			
		Medical invoices for injuries incurred prior to 7/1/2008	5,000	5,000	5,000
TOTAL			**5,000**	**5,000**	**5,000**
19121	**5179**	**Workers' Compensation Insurance Premium to MIIA**			
		Annual premium to MIIA for Workers' Compensation Insurance	634,478	666,202	673,293
		5 % Increase estimate for FY 2020	31,724	33,310	-
		School Workers Comp in School Budget 53% for FY 19	(338,000)	(338,000)	(338,000)
		Claims - School 80% City 20%			
		Less 3% Early Pay	(19,986)	(20,985)	(20,588)
TOTAL			**308,216**	**340,527**	**314,705**
TOTAL PROPOSED			**463,216**	**517,127**	**491,305**

Human Resources – Unemployment Compensation

Recent Accomplishments

- Due to COVID and its fallout resulting in the highest unemployment rate the state has seen in years, the number of fraudulent unemployment claims has increased unlike anything we have ever seen, to a national level. We are confident our internal data is secure, and the fraudulent claims are likely rooted in a much larger data commercial breach. We are now verifying every 'monetary determination' we receive from the DUA, to ensure they are part of a legitimate claim. If we learn the claim is not legitimate, we are assisting employees with the steps they should take to protect their personal information. We have notified everyone of this situation and will stay on top of it.
- We have been fortunate over the last few years to experience record lows in the unemployment rate. With the surge in the unemployment rate, we are already aware of two extensions, and we are told some if not all of the extension benefits will be supported by the federal government.
- We have enlisted the School Department to assist us in verifying claims during this unprecedented time. We'll still provide each other with updates regarding terminated and re-hired employees. This has helped us determine claim viability and provide timely and accurate responses to the DUA.
- We still protest claims we believe are meritless. Our diligence out of the gate with accurate information lends to our success in that area.

FY 2021 Goals & Objectives

- Work closely with UTMC to educate ourselves on the current landscape of unemployment to help us minimize our exposure on all fronts.
- Maintain communication with the school department to ensure we are minimizing our unemployment liability and protect our employees.
- Work with department heads in personnel procedures regarding termination and job cessation, which would include proper documentation for progressive discipline.
- Keep our Unemployment costs as low as we can via our aggressive efforts and be sure to use best practices when an employee is relieved from service.
- Schedule training sessions for the City and the School department with regards to unemployment procedures.

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Human Resources - Unemployment									
19131	5173	UNEMPLOYMENT COMPENS	267,852.71	208,517.41	300,000.00	300,000.00	189,871.87	300,000.00	300,000.00
	Total	**HR-Unemployment**	**267,852.71**	**208,517.41**	**300,000.00**	**300,000.00**	**189,871.87**	**300,000.00**	**300,000.00**
130		**Department Total**	**267,852.71**	**208,517.41**	**300,000.00**	**300,000.00**	**189,871.87**	**300,000.00**	**300,000.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
HR/UNEMPLOYMENT COMP - 130					
19131	**5173**	**Unemployment compensation**			
		Payments to Department of Unemployment Assistance for unemployment wages paid to former City and School Department employees	300,000	300,000	300,000
		School 94%, City 6% as of 3.2019			
TOTAL			**300,000**	**300,000**	**300,000**
TOTAL PROPOSED			**300,000**	**300,000**	**300,000**

Human Resources – Group Insurance

Significant Budget & Staffing Changes for FY 2021

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, I am still confident that our moving to the GIC has been the best move for the City of Salem with regards to health insurance. It has not been without its challenges; however, the coverage we offer is excellent in quality. The process can be confusing for some, if not many, and that is why my office is always offering assistance with all phases of health care issues. We are used to the process, and the 'insurance language' lingo and processed that are confusing to others, so we help whenever we can.

Commonwealth of Massachusetts
Group Insurance Commission
Your Benefits Connection

We are pleased the final numbers from the GIC regarding rate increases were not as high as we initially anticipated, and **no plan design changes were rolled out for FY'21**. Our increases over the years with the GIC have been minimal, and we have been fortunate. Additionally, we are fortunate the GIC has a mandated threshold regarding rate increases they cannot exceed. Plus, rate increases are tied to utilization. Encouraging wellness and carrier sponsored programs will assist our employees and retirees in staying healthy. Plan design changes are a source of anxiety for our employees, our retirees, our survivors and all their families. We educate employees about these changes. As always, we'll stay on top of this year-round.

COVID prevented us from not only attending the GIC sponsored training this year, and it prevented employees from being able to attend any of the Health Fairs. Fortunately, my staff and I were able to communicate via email to all employees, and we did a comprehensive mailing to our retirees about Open Enrollment. We missed seeing employees and retirees in person this season; however, we were able to hold conference calls and converse via email to assist them. The GIC extended Open Enrollment, too, and rolled out their online portal for enrollment and changes. All in all, with COVID and our limitations, for the most part, it all went smoothly.

FY 2021 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. I will continue to do emails to all employees about a health care topic. Whether it's a reminder to submit for a fitness reimbursement or to be more aware of an 'Explanation of Benefits' form to ensure employees are paying only for services they are responsible for, we think it is important to have consistent communication with employees about their health care benefit.

- Have quarterly 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 dedicated group has worked tirelessly for their memberships' while still keeping the City's best interests in mind.

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Human Resources - Employee Insurance Benefits									
19141	5174	MEDICAL INSURANCE	12,181,322.06	12,233,959.86	14,434,317.00	14,414,317.00	11,813,932.72	15,232,536.04	15,232,536.00
19141	5181	DENTAL INSURANCE	38,202.72	43,916.93	45,000.00	45,000.00	36,499.24	47,000.00	45,000.00
19141	5182	LIFE INSURANCE	92,378.07	80,562.02	97,500.00	97,500.00	36,066.67	117,000.00	109,500.00
19141	5186	OPT OUT PROGRAM	42,500.00	44,800.00	40,000.00	40,000.00	6,000.00	40,000.00	40,000.00
	Total	**Human Res. - Employee Ins. Benefits**	**12,354,402.85**	**12,403,238.81**	**14,616,817.00**	**14,596,817.00**	**11,892,498.63**	**15,436,536.04**	**15,427,036.00**
130		**Department Total**	**12,354,402.85**	**12,403,238.81**	**14,616,817.00**	**14,596,817.00**	**11,892,498.63**	**15,436,536.04**	**15,427,036.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
HR/GROUP INSURANCE - 130					
19141	**5174**	**Medical Insurance**			
		City share of health insurance costs for City and School employees and Retirees	14,620,317	15,397,536	15,397,536
		7 % Increase estimate for FY 2020			
		HRA Copay	35,000	35,000	35,000
		Less Fringe from WIB, School Grants, CDBG, etc.	(221,000)	(200,000)	(200,000)
TOTAL			**14,434,317**	**15,232,536**	**15,232,536**
19141	**5181**	**Dental Insurance**			
		City share of dental insurance costs for City and School employees	45,000	47,000	45,000
TOTAL			**45,000**	**47,000**	**45,000**
19141	**5182**	**Life Insurance**			
		City share of employee basic term life insurance premiums - City and School	60,000	72,000	72,000
		City share of retiree basic term life insurance premiums - City and School	37,500	45,000	37,500
		Estimated split between school and city			
TOTAL			**97,500**	**117,000**	**109,500**
19141	**5186**	**Opt Out Program**			
		Program to pay for employees who opt-out of City-offered health insurance	40,000	40,000	40,000
		Individual = 2,400; Family = 6,000 paid out in four installments			
TOTAL			**40,000**	**40,000**	**40,000**
TOTAL PROPOSED			**14,616,817**	**15,436,536**	**15,427,036**

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 2021

In February of 2020 we have two new bilingual recruits attending 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 May 5, 2020. January also included the retiring of a 31-year veteran firefighter and at the end February we are also retiring another 32-year veteran Lieutenant. Heading into 2021 there will be no significant budget changes but there will be some staffing changes. We will be promoting a new Lieutenant and looking to hire two additional firefighters bringing our ranks to the contractual number of 88 uniformed personnel. The department now has 8 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 2021 Goals & Objectives

- ***Fire Prevention:*** This year with the help of the SAFE grant, the Fire Marshal was able to purchase approx 20 new Smoke and Carbon Monoxide Detectors for elderly members in the community who are unable to replace their old and outdated detector that had been set off . There has also been a greater interest in Fire Education within the elderly community allowing for more presentations in different housing units. With the help of the Mayor and City Council an ordinance was passed preventing the use of solid fuel outdoor fire pits. Salem is a City with many different types of neighborhoods that are inadequate for proper usage for solid fuel outdoor burning. This ordinance will make for a safer City and cut down on pollution from the solid fuels.

- As with last year Fire Prevention will continue focusing on all the construction going on within our city. Our city is changing before our eyes with a new Power Plant, (2) new Hotels under construction. The North Shore Medical Center has become bigger and better than ever. We are looking at a transformation from a district courthouse to a six-story hybrid steel and wooden structure. The new engineered wooden products are allowing for taller structures to be built out of wood which pose a challenge for fire prevention and protection. We will continue to work together with the inspectional service departments, Health and Building within the city. Fire Prevention will continue working with the Problem Property Task Force to help clean up neighborhoods.

- ***Emergency Medical Services:*** The Salem Fire Department will strive to deliver a higher level of emergency care. We are studying the potential for certification as an Emergency First Responder Agency (EFR) with the Department of Public Health. The Salem Fire Department will weigh the options of the State's requirements for training and vehicle inspections.

- ***Special Operations:*** We are very proud to have services that are needed by some of our industrial occupancies. We provide confined space rescue and rope rescue services to industry and in turn have training opportunities at some of the establishments, including Footprint Power Station and South Essex Sewerage District (SESD). In December 2019, 28 uniformed personnel participated in a training drill down at South Essex Sewerage. This drill was paid for by SESD and provided continuous education and hands-on training for the members of the confined space rescue team. We are currently scheduling multiple exercises with Footprint and SESD for 2020.

- ***Building Maintenance -*** Last year we were able to obtain grants which allowed us to install generators at Station 2 and Station 5. We now have generators at all of our first responding fire houses. The parapet project at Headquarters was completed last year, replacing the broken and weathered one there before. We recently had a survey assessment done at all the Stations to project what needs to be done to keep them safe and up to date. We look forward to working on making improvements in the upcoming year to make our stations better for the public and the members that work there. This survey is an asset to the Stations and the City in helping to better maintain the stations to prevent emergency repairs. One project on the list is the paving of the parking lot at Headquarters. We are also seeking a grant opportunity for the paving of Station 5. These parking lots are in desperate need of repair. In addition to the paving, Headquarters will also have a handicap assessable ramp created to ease entrance into the Main Office area. We are in the process of gathering quotes and drawing up plans in hope to have the paving underway late spring and finished by summer with a budget of $69,000 to work with. We also have an issue with the Antenna at Headquarters that we are currently working on. Due to general wear and tear, age, weather, etc., the guy wires/ cables holding the antenna on the roof needs to be replaced to ensure that it's properly secured.

- ***Apparatus –*** We are currently working with our apparatus committee to develop and price out the cost of replacing the current Ladder 1 with a new Ladder in the next year or two. Ladder 1 is a 2000 Pierce and is in its 20th year of service. Apparatus have a typical life span of 20 years and with the amount of new mid-rise buildings developing in the City, it is essential to the department to have 2 Ladder trucks in service. The older the truck gets, the more chances for it being out of service due to mechanical issues. With a truck out of service, in the case of an emergency, we would have to depend on Mutual Aid to provide another Ladder truck thus risking a greater chance of loss of property or life. We are in the process of writing a Grant to try to cover the majority of the cost for replacing one of our aging Engines, which is even older than Ladder 1 at 24

years of age. There is also a company that will provide a 10-year loan for Ladder trucks that we are looking into the possibility of using, thus, to defer the upfront cost to the City of the 1.4 Million dollars that the truck cost.

- ***Manpower –*** With the increased need to keep 2 Ladder Trucks running full time in the City, we are also seeking the possibility of increasing the department size from 88 members to 96 members, over the next couple of years, allowing for the 4 Engines and 2 Ladders to be permanently in service at all times. We are looking into applying for the SAFER Grant to bring on extra members that would partially pay for their salary for the first 3 years before they became the full responsibility of the City to cover their payroll cost. The amount of Federal Funding provided for hiring a new firefighter may not exceed 75% of the usual annual cost of a first-year firefighter for the first and second year and 35% of the usual annual cost of a first-year firefighter in the third year of the grant. This will be an ongoing work in progress to determine the affordability of hiring but with the amount of increased activity in the City we feel this is essential part of progressing towards the future.

- ***Communications*** **-** The Fire Department is working closely with the Police Department to upgrade our aging communication systems. Many of our components have aged out and replacement parts are becoming difficult to even locate. The communication systems have outlived their life-span and need replacement before a failure within the systems occurs.

Outcomes and Performance Measures	**Actual FY 2018**	**Actual FY 2019**	**Estimated FY 2020**	**Estimated FY 2021**
Fire inspections	1126	2113	2500	2700
Emergency Responses	7575	7375	7800	8100
Average response time to emergencies	3:38	3:37	3:25	3:25
Mutual Aid Given	51	39	52	52
Mutual Aid Received	46	28	44	47
Training Classes	365	365	365	365

How FY 2021 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The Fire Department will be looking into upgrading some of our fleet in the future. Having a current fleet is essential in this growing City. We will also be looking into various ways to upgrade our stations. Improving and updating the stations will only benefit the City and its residents now and in the future. Having these studies done to see what needs to be taken care of on a yearly basis will get us one step closer to ensuring that "emergency repairs" will be kept to a minimum and allow for the budget to be used more efficiently.
- We will continue working with South Essex Sewerage District and Footprint Power as we want to expand our training in confined space and rope rescue in some very challenging environments to holding multiple drills each year. The more regular training we have the more effective the team will be in the case of an emergency.
- We have expanded our efforts to get into a more computer-based department and are still looking to expand on these efforts. We are currently researching updating FireHouse to a more robust software package. We are currently discussing our options with ESO, the company with the FireHouse license that has other software options which are more user friendly. Through the year, we continue to work with the IT department in trying to expand the uses of *View Permit* software and hopefully integrate it with *FireHouse* for seamless record keeping of all activities within the Salem Fire Department.

- The Fire Department has a great working relationship with Salem Police and Atlantic Ambulance. We have been conducting joint drills, along with the school department, on active attackers and we hope to expand on the scope of this very complex issue. We have been working closely with the school department to increase communication and develop safer policies and procedures for the staff and children.
- The Fire Department will be upgrading our stations to coincide with the city of Salem's commitment to becoming ADA compliant within the next 10 years. We will be starting off this year with some upgrades to Headquarters to include a new ramp into the station along with a newly paved and marked parking lot. There will be other upgrades in the future that have been identified with a survey that was prepared by the Institute for

Human Centered Design. We have a budget of $69,000 with $39,500 coming from a Community Development Block Grant. We hope to have this completed by the summer of 2020. There are other projects that will follow as we coordinate our efforts with other departments within the City.

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Fire - Personnel									
12201	5111	SALARIES-FULL TIME	5,996,550.11	6,062,304.91	6,426,774.00	6,426,775.00	5,294,689.00	6,474,280.32	6,366,664.27
12201	5113	SALARIES-PART TIME	24,659.49	20,546.93	57,499.00	57,499.00	17,224.00	57,388.46	56,947.01
12201	5131	OVERTIME (GENERAL)	959,252.47	1,001,254.42	998,681.00	998,681.00	909,095.40	998,681.20	943,481.20
12201	5133	EMT	40,438.57	41,901.84	43,800.00	43,800.00	36,807.87	43,800.00	43,800.00
12201	5136	HOLIDAYS	464,262.08	479,396.51	496,771.00	496,771.00	413,169.00	496,770.90	496,770.90
12201	5138	OUT OF GRADE	110,865.58	127,876.42	80,000.00	80,000.00	67,085.16	80,000.00	80,000.00
12201	5139	NIGHTS	393,223.58	403,553.77	425,045.00	425,045.00	351,202.74	425,044.62	425,044.62
12201	5141	LONGEVITY	144,015.61	150,287.45	160,672.00	160,672.00	132,901.96	160,671.87	160,671.87
12201	5143	FIREFIGHTER RANK STIPEND	28,500.00	28,500.00	29,500.00	29,500.00	-	29,500.00	29,500.00
12201	5145	EDUCATION INCENTIVE	35,771.84	36,703.97	74,167.00	74,167.00	4,724.15	74,167.45	74,167.45
12201	5150	FRINGE/STIPENDS	308,955.36	310,100.00	320,700.00	320,700.00	320,036.16	320,700.00	307,800.00
12201	5154	SPECIALTY STIPEND	7,600.00	6,600.00	9,600.00	9,600.00	5,500.00	9,600.00	8,000.00
	Total	**Fire - Personnel**	**8,514,094.69**	**8,669,026.22**	**9,123,209.00**	**9,123,210.00**	**7,552,435.44**	**9,170,604.82**	**8,992,847.32**
Fire - Expenses									
12202	5211	ELECTRICITY	33,737.62	35,990.25	36,000.00	36,000.00	34,705.00	39,879.00	39,879.00
12202	5215	NATURAL GAS	22,628.59	20,634.18	28,000.00	28,000.00	21,485.00	28,000.00	28,000.00
12202	5216	OIL HEAT	13,111.91	15,233.27	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00
12202	5241	BUILDING MAINTENANCE	29,620.37	42,333.39	35,000.00	42,960.00	42,959.17	35,000.00	35,000.00
12202	5258	FIRE EQUIPMENT REPAI	52,000.00	52,000.00	52,000.00	52,000.00	47,576.70	52,000.00	52,000.00
12202	5277	PHOTOCOPY MACHINE LE	3,500.00	3,500.00	4,320.00	4,320.00	4,233.00	4,500.00	4,320.00
12202	5284	EQUIPMENT LEASE	87,972.23	87,972.23	87,973.00	87,973.00	87,972.23	87,973.00	87,973.00
12202	5294	FIRE PROT CLOTHING	27,031.78	38,700.00	47,700.00	39,740.00	31,555.00	47,700.00	47,700.00
12202	5300	PURCHASE OF SERVICES	13,138.90	13,756.47	23,700.00	23,700.00	20,991.43	43,700.00	23,700.00
12202	5317	EDUCATIONAL TRAINING	18,024.35	42,036.00	42,187.00	42,187.00	42,042.00	50,500.00	42,187.00
12202	5318	DENTAL/MEDICAL SERVI	83,997.67	27,600.00	17,600.00	17,600.00	3,814.96	17,600.00	17,600.00
12202	5318R	DENTAL/MEDICAL SERVI	11,000.00	15,000.00	25,000.00	25,000.00	6,163.54	25,000.00	25,000.00
12202	5341	TELEPHONE	22,703.66	22,743.55	23,028.00	23,028.00	23,028.00	23,028.00	23,028.00
12202	5421	OFFICE SUPPLIES (GEN	3,661.59	4,453.99	5,500.00	5,500.00	2,888.68	5,500.00	5,500.00
12202	5451	CUSTODIAL SUPPLIES	7,988.52	8,991.05	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00
12202	5510	FIRE PREVENTION	5,582.27	12,400.00	14,500.00	14,500.00	9,278.26	4,500.00	14,500.00

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
12202	5513	EMERGENCY MANAGEMENT	-	300.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
12202	5586	FIRE SUPPRESSION SUP	22,600.00	22,602.29	23,730.00	23,730.00	17,611.55	23,730.00	23,730.00
12202	5730	DUES AND SUB	1,900.00	1,900.00	1,900.00	1,900.00	1,900.00	3,946.00	1,900.00
	Total	**Fire - Expenses**	**460,199.46**	**468,146.67**	**493,138.00**	**493,138.00**	**423,204.52**	**517,556.00**	**497,017.00**
100		**Department Total**	**8,974,294.15**	**9,137,172.89**	**9,616,347.00**	**9,616,348.00**	**7,975,639.96**	**9,688,160.82**	**9,489,864.32**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	FTE	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
GIUNTA	GERRY	100 FIRE	12201-5111	CHIEF		124,047.56		1.00	1		2,376.39	2,376.39	123,809.92	2,376.39	122,857.54
		100 FIRE	12201-5111	DEPUTY CHIEFS		387,165.31		4.00	4		1,854.24	1,854.24	386,423.62	1,854.24	386,423.62
		100 FIRE	12201-5111	CAPTIANS		757,496.12		9.00	9		1,612.38	1,612.38	756,044.98	1,612.38	756,044.98
		100 FIRE	12201-5111	LIEUTENANTS		1,171,008.86		16.00	16		1,402.07	1,402.07	1,168,765.55	1,402.07	1,168,765.55
		100 FIRE	12201-5111	FIRE FIGHTERS-4		3,039,177.96		53.00	53		1,098.52	1,098.52	3,033,355.78	1,098.52	3,033,355.78
		100 FIRE	12201-5111	FIRE FIGHTERS-3		414,557.26		1.00	1		7,941.71	7,941.71	413,763.09	7,941.71	413,763.09
		100 FIRE	12201-5111	FIRE FIGHTERS-2		54,403.88		2.00	2		521.11	521.11	54,299.66	521.11	-
		100 FIRE	12201-5111	FIRE FIGHTERS-1		49,025.20		2.00	2		469.59	469.59	48,931.28	469.59	-
												-			-
ADDISON	JOHN	100 FIRE	12201-5111	MECHANIC	1/1/2014	69,115.97		1.00	1		1,324.06	1,324.06	69,115.97	1,324.06	68,584.31
															-
DICHIRICO	CYNTHIA	100 FIRE	12201-5113	EXECUTIVE SECRETARY		51,941.93		1.00	1	100%	995.06	995.06	51,842.43	995.06	51,443.64
				STEP INCREASES		10,464.96			1			-	10,464.96	-	10,464.96
				FIRE PREVENTION ADD TO BASE		7,500.00			3		2,500.00	2,500.00	7,500.00	2,500.00	7,500.00
				Adjust for & Rounding		(113.47)									-
				Afscme		*290,982.86*		*6.00*				*Afscme Total*	*349,963.08*		*347,460.80*
						6,426,774.42		**96.00**	**Total Full Time - 5111**				**6,474,280.32**		**6,366,664.27**
THERIAULT	CINDY	100 FIRE	12201-5113	CLERK	7/14/2008	21,226.50	P		19		21.40	21.40	21,185.84	21.40	21,022.87
Part-Time FAO's		100 FIRE	12201-5113	FAO's		20,331.90			19		20.50	20.50	20,292.95	20.50	20,136.85
		100 FIRE	12201-5113	EMERGENCY MGMT CLERK		15,940.21			19		16.07	16.07	15,909.67	16.07	15,787.29
						57,498.61			**Total PartTime - 5113**				**57,388.46**		**56,947.01**
		100 FIRE	12201-5131	OT FF CONTRACTUAL-88 & MECHANIC		883,281.20			88				883,281.20		838,281.20
		100 FIRE	12201-5131	OT - FAO'S		45,000.00			5				45,000.00		45,000.00
		100 FIRE	12201-5131	OT - FF		50,000.00							50,000.00		50,000.00
		100 FIRE	12201-5131	OT - HAUNTED HAPENINGS		7,100.00							7,100.00		3,550.00
		100 FIRE	12201-5131	OT - COMMUNITY EVENTS		6,300.00							6,300.00		3,150.00
		100 FIRE	12201-5131	OT - RECRUITS TO ACADEMY		7,000.00							7,000.00		3,500.00
						998,681.20			**Total Overtime - 5131**				**998,681.20**		**943,481.20**
		100 FIRE	12201-5133	EMT		43,800.00			66			600.00	43,800.00		43,800.00
		100 FIRE	12201-5136	HOLIDAYS FF & MECHANIC		496,770.90						Varies	496,770.90		496,770.90
		100 FIRE	12201-5138	OUT OF GRADE		80,000.00						Varies	80,000.00		80,000.00
		100 FIRE	12201-5139	NIGHTS FIREFIGHTERS & FAO'S		425,044.62						Varies	425,044.62		425,044.62
		100 FIRE	12201-5141	LONGEVITY - FF & Mechanic		160,671.87						Varies	160,671.87		160,671.87
		100 FIRE	12201-5143	FF RANK DUTY RECOGNITION		29,500.00			59			500.00	29,500.00		29,500.00
		100 FIRE	12201-5145	EDUCATION INCENTIVE		74,167.45						Varies	74,167.45		74,167.45
		100 FIRE	12201-5150	SENIOR/MASTER/VETERAN		320,700.00						Varies	320,700.00		307,800.00
		100 FIRE	12201-5154	SPECIALTY PAY		9,600.00			12			500.00	9,600.00		8,000.00
						1,640,254.84			**Total All Other**				**1,640,254.84**		**1,625,754.84**
						9,123,209.07		**96.00**	**Department Total**				**9,170,604.82**		**8,992,847.32**

Full-Time Equivalent Employees:		
	FY 2019	**95.00**
	FY 2020	**95.00**
	FY 2021	**96.00**
	Variance 20 vs. 21	**1.00**

FY 2021 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2020 52.2	F T E	Rate FY 2020	Incr FY21 0.0%	Rate FY 2021	STEP INCREASES Date	Rate	# Wks Old	# Wks New		Dept Request FY 2021 52.1	Mayor FY 2021 52.1
BROUGHTON AMANDA	100 FIRE	12201-5111	FIRE ALARM OP SUPI	12/16/2019	2	-	1.00	967.11	1.000	967.11	12/16/2020	1,002.60	24	28.1	100%	50,386.43	49,999.59
BROUGHTON - Shift Differential						-		87.04	1.000	87.04					100%	4,534.78	4,534.78
BROWN JEFFREY	100 FIRE	12201-5111	FIRE ALARM OP SUPI	07/05/1990	2	58,903.52	1.00	1,128.42	1.000	1,128.42					100%	58,790.67	58,339.31
LARRABEE CLINT	100 FIRE	12201-5111	FIRE ALARM OPERAT	8/19/2015	2	54,290.06	1.00	1,040.04	1.000	1,040.04					100%	54,186.05	53,770.04
LARRABEE - Shift Differential						2,275.53		93.60	1.000	93.60					100%	4,876.74	4,876.74
LERNER SHAWN	100 FIRE	12201-5111	FIRE ALARM OPERAT	11/111/994	2	54,290.06	1.00	1,040.04	1.000	1,040.04					100%	54,186.05	53,770.04
LERNER - Shift Differential						2,412.69		93.60	1.000	93.60					100%	4,876.74	4,876.74
O'KEEFE FRANCIS	100 FIRE	12201-5111	FIRE ALARM OPERAT	1/7/2008	2	54,290.06	1.00	1,040.04	1.000	1,040.04					100%	54,186.05	53,770.04
O'KEEFE- Shift Differential						5,344.80		93.60	1.000	93.60					100%	4,876.74	4,876.74
WHITMORE JONATHON	100 FIRE	12201-5111	FIRE ALARM OPERAT	3/20/2010	2	54,290.06	1.00	1,040.04	1.000	1,040.04					100%	54,186.05	53,770.04
WHITMORE - Shift Differential						4,886.09		93.60	1.000	93.60					100%	4,876.74	4,876.74
						290,982.86	**6.00**									**349,963.08**	**347,460.80**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
FIRE DEPARTMENT - 100					
12202	**5211**	**Electricity**			
		Electric service for five stations.	36,000	39,879	39,879
TOTAL			**36,000**	**39,879**	**39,879**
12202	**5215**	**Natural Gas**			
		Gas service for heating, cooking, hot water in five stations.	28,000	28,000	28,000
TOTAL			**28,000**	**28,000**	**28,000**
12202	**5216**	**Oil Heat**			
		Fuel oil for heat at Stations 4 & 6.	15,000	15,000	15,000
TOTAL			**15,000**	**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	3,500	3,500	3,500
		Ladder testing ground ladders	2,000	2,000	2,000
		Tires - cars & trucks, Batteries, motor oil, vehicle glass repairs, inspection stickers	7,650	7,650	7,650
		Pump testing and repairs	2,500	2,500	2,500
		Transmission, body work (apparatus) & engine work	17,000	17,000	17,000
		Truck lighting equipment	1,000	1,000	1,000
		Equipment - valves, hose repairs, plumbing	4,000	4,000	4,000
		Air compressors service & repairs air and breathing air	3,850	3,850	3,850
		Spark plugs, filters, small parts for trucks & other vehicles, brakes, & other misc. parts & supplie	10,500	10,500	10,500
TOTAL			**52,000**	**52,000**	**52,000**
12202	**5277**	**Photocopy Machine Lease**			
		Machine lease and service calls - two copiers (Administration & Fire Prevention)	4,320	4,500	4,320
TOTAL			**4,320**	**4,500**	**4,320**
12202	**5284**	**Equipment Lease**			
		Lease payment 4 of 7 for Station 5 Pump Truck	87,973	87,973	87,973
TOTAL			**87,973**	**87,973**	**87,973**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
12202	5294	**Fire Protective Clothing**			
		Badges, PBI hoods, rubber & leather boots, suspenders, gloves	7,000	7,000	7,000
		Repairs to PPE (jackets & trousers)	2,000	2,000	2,000
		Purchase of replacement Personal Protective Equipment (PPE) boots, gloves, turnout gear,	11,700	11,700	11,700
		helmets….	27,000	27,000	27,000
TOTAL			**47,700**	**47,700**	**47,700**
12202	5300	**Purchase of Services**			
		Radio service- consoles, mobiles, portables, repeaters, batteries	9,500	9,500	9,500
		Computer upgrades, hardware, servers	5,500	5,500	5,500
		Firehouse software (licenses, support)	4,500	4,500	4,500
		Call back/detail program: CrewSense	4,200	4,200	4,200
		Deputy Chief Assessment Center		10,000	
		Fire Chief Assessment Center		10,000	
TOTAL			**23,700**	**43,700**	**23,700**
12202	5317	**Educational Training**			
		New Officer training, EMT Recertifications, Classes, Training Seminars	10,500	10,500	10,500
		Reimbursement for academic expenses for continuing education	31,687	40,000	31,687
TOTAL			**42,187**	**50,500**	**42,187**
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**
12202	5318R	**Dental Medical Services (Retired Personnel)**			
		Provides for medical expenses incurred by retired personnel who were retired	25,000	25,000	25,000
		on a line of duty medical disability.			
TOTAL			**25,000**	**25,000**	**25,000**
12202	5341	**Telephone**			
		Verizon (Local & Regional)	15,200	15,200	15,200
		Long distance provider	1,500	1,500	1,500
		Verizon Inspection I pads	2,328	2,328	2,328
		Telephone lines from repeaters/channel 2 added	4,000	4,000	4,000
TOTAL			**23,028**	**23,028**	**23,028**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
12202	**5421**	**Office Supplies (General)**			
		General Office Supplies as needed	5,500	5,500	5,500
TOTAL			**5,500**	**5,500**	**5,500**
12202	**5451**	**Custodial Supplies**			
		General Custodial Supplies as needed	9,000	9,000	9,000
TOTAL			**9,000**	**9,000**	**9,000**
12202	**5510**	**Fire Prevention**			
		Grounds care/ lawn service	1,000	1,000	1,000
		NFPA code updates	2,000	2,000	2,000
		Fire Prevention supplies	1,000	1,000	1,000
		Fire Prevention seminars / meetings/expenses	500	500	500
		Citizen Academy	10,000	-	10,000
TOTAL			**14,500**	**4,500**	**14,500**
12202	**5513**	**Emergency Management**			
		Emergency management expenses:	1,000	1,000	1,000
		Multi gas meter replacement			
TOTAL			**1,000**	**1,000**	**1,000**
12202	**5586**	**Fire Suppression Supplies**			
		Hose & nozzles	5,000	5,000	5,000
		Tools and Equipment	2,500	2,500	2,500
		Self-contained breathing apparatus (SCBA) repair, face piece, flo testing	3,000	3,000	3,000
		Mask fit testing	3,100	3,100	3,100
		Mobil radio parts, microphones, cases	4,500	4,500	4,500
		Hand and gas tool repair and replace	2,000	2,000	2,000
		Supplies laundering PPE	1,630	1,630	1,630
		Sensors for 4-gas meters	2,000	2,000	2,000
TOTAL			**23,730**	**23,730**	**23,730**
12202	**5730**	**Dues & Subscriptions**			
		Membership dues - professional organizations: ECFC/ FPdivision FCAM, NFPA	1,900	3,946	1,900
TOTAL			**1,900**	**3,946**	**1,900**
TOTAL PROPOSED			**493,138**	**517,556**	**497,017**

Police

Mission Statement – Why We Exist

The Salem Police Department is dedicated to its citizens by working in partnership with the community to fight and deter crime, reduce fear and improve the quality of life in our City.

Significant Budget & Staffing Changes For FY 2020-21

Personnel:

- The sworn officer complement of the Department in FY20 has been maintained in accordance with the City Ordinance (Section 32-1), with one exception of promoting a temporary, but additional lieutenant, without altering the Superior Officer staffing numbers. We continue to use the assistance of the Federal funding from the COPS Hiring Grant to offset costs associated with four officers when staffed at 98. We are anticipating only one superior officer retirement in FY21.
- FY20 Retired Officers: Robert Carter, Lawrence Puleo, Thomas Brennan, Robert Phelan, Timothy Salvo, Nancy O'Donnell, Conrad Prosniewki, John Anderson and Michael LaRiviere. Retired Civilian Staff: Donna Patterson, Mark Vassy.
- FY20 Promotions: Sergeant Jason Gross, Captain Dennis King, Lieutenant Harry Rocheville, Sergeant Rafael Gonzalez and Lieutenant Kristian Hanson.
- FY20 New Hires: Sworn Staff: Officer Jason Balzarini, transfer from Rockport and Officer Sean Coughlin, currently attending the Reading Police Academy. Civilian Staff: George Christy, Senior Building Custodian, Anne Marie Greene, Principal Clerk and part-time Robert Callahan, Parking Ticket Hearing Clerk.

- The Department continued to benefit from the City's Senior Tax Work-off Program by sponsoring one senior citizen to assist in the Records Department. The Department will continue to utilize this program in FY21.

Expenses:

- *Per Diem Dispatchers.* In a continuing effort to better respond to the almost 40,000 calls for service during the year, the Department has employed the use of part-time per diem dispatchers. These dispatchers are fully qualified dispatchers employed full-time in surrounding communities or retired police officers. This program has reduced payroll expenditures by paying per diem rates, vice the hiring of additional full-time staff. In FY21 we plan on expanding the program by having two per diem dispatchers on duty

approximately 16 hours per day, thus allowing more comprehensive coverage to better support calls for service and officers on the street, while simultaneously providing enhanced supervision on the street. FY21 estimate will increase this line item by $75,000.00.

- *Salem Police Youth Boot Camp.* The School Resource Officers will hold its second "Boot Camp" for Salem youth. The four-week program will enroll approximately 25 at-risk Salem youths (8th-9th graders) and will entail physical fitness activities, team building exercises, nutrition, mentoring, civic responsibility and introduction to law enforcement and the criminal justice field. Four Salem High School students involved in the Mentorship Program will serve as peer leaders. Estimate: $3,600.00
- *RAD Program:* Introduction of the RAD (Rape Aggression Defense) Program will be offered to female residents and employees in four separate program classes over the course of the year. Five officers have been trained in the program, with the expectation of a sixth officer in the near future. Equipment needed has been procured during the current fiscal year, but ongoing expenses of classroom materials will be needed. Estimate: $4,000.00.
- *Building Card Access:* Will need to have software updates and modifications. Estimate: $3,500.00.
- *Tip-411.* As requested by the public, we will provide voice, email and text messages from individuals, in an anonymous capacity, who have knowledge of or observe criminal activities to report the same without fear of retribution. Estimate: $4,200.00.
- *Historical Document Preservation.* The Department recently took possession of police logbooks dating from the 1870's to 1980, previously stored in the basement of City Hall for the past 30 years. These books are in a significant state of disrepair and need to be stored in cardboard archival storage containers to prevent further deterioration. The Department, working with students from the North Shore Educational Consortium, will work to digitize these historic records over the next few years and make them available for research. Archival storage boxes, limited conservation measures and the purchase of computer peripherals to facilitate scanning of the documents is required. Estimate: $5,000.00
- *Office Furniture.* The majority of the office furniture in the station is nearing 30 years old and has reached the end of its serviceable lifecycle. Many desks and chairs, executive furniture and conference room furniture needs replacement. In FY20 we upgraded the muster room furniture, and in FY21, we propose to begin replacing office furniture. Offices most in need of refurbishment have been identified. Estimate: $5,000.00.
- *Capital Expenditures:* Will include the procurement of vehicles, including the continued acquisition of hybrid cruisers for front line cars, as well as multiple unit support vehicles to gradually replace an aging fleet. In-house cameras will systematically be replaced over the course of the next few years and additional unit(s) in the equipment room and armory will be addressed. Through several repairs this past year, the elevator is in decent working order, but given its age, it will need to be replaced in approximately four years. The communications area 5 ton A/C unit and air flow equipment require replacement. Accessibility to the building will be phased in over the next few years to include automation of the front door, refurbishment of the auditorium, replacement of entrance rugs, proper signage and modification of restrooms.

- **Recent Accomplishments**
- *Reaccreditation.* The Department, initially accredited by the Massachusetts Police Accreditation Commission (MPAC) in 2013, successfully underwent a rigorous tri-annual reaccreditation process in 2019. MPAC accreditation provides recognition that the Department's managerial and operational policies and procedures are in accord with professional standards; assures the community that its police department is committed to the provision of service of the highest quality and its policies and procedures are effective, responsive and equitable. MPAC

accreditation ensures that the Department's staff are trained and functions according to established policies, procedures and best practices. Reaccreditation is a significant achievement and the Department is proud to have met the rigorous standards set forth by MPAC.

- *Haunted Happenings.* The Department began preparations to support the City's annual Haunted Happenings festivities by hosting a coordination meeting of key City departments, law enforcement, public safety agencies and the business community. Participants included representatives from the FBI, ATF, MEMA, MSP, NEMLEC, National Guard, Salem Fire Department, Salem DPS, the City Special Event Coordinator and the Salem Chamber of Commerce. Early operational planning, threat analysis and preparations for the deployment of numerous law enforcement and public safety personnel, resulted in a safe and secure event. In FY21, the Department plans on coordinating with MEMA and other agencies to design and carryout a "tabletop" exercise to test and further evaluate our operational planning.
- *Citizens' Police Academy*. The Department hosted its first advanced Citizen's Police Academy course for 29 graduates of previous Academies. The CPA advanced course provided in-depth exposure to a variety of law enforcement and policing issues. As of December 2019, the Department has held 9 iterations of the program and has graduated 227citizens through its CPA program since 2016.

- *Salem Police Youth Boot Camp*. During June – July 2019, the Department sponsored its first "Boot Camp" for teenagers led by the School Resource Officers, which focused on team building, physical fitness, nutrition, public service and incorporated throughout the program were tips on staying out of trouble and encouraging proper behavior and attitudes. Twenty-five youths participated in the Boot Camp. We plan on running a similar Boot Camp during the summer of 2020.
- *National Night Out (NNO)*. Continuing its community-engagement strategy through participation in the National Night Out Program, on August 6th 2019, the Department hosted its 4th annual NNO event on the Salem Common. Participation from neighboring law enforcement and public service agencies, the Salem Fire Department and community groups was outstanding. The NNO event offers the public the opportunity to learn about crime prevention, community services and most importantly, interact with police officers in a family-friendly environment.
- *Rape Aggression Defense (RAD)* Program. In FY20, the Department launched an initiative to design and deploy a Rape Aggression Defense (RAD) program. RAD is a program of realistic self-defense tactics and techniques for specifically designed for women to develop and enhance the options of self-defense if attacked. An initial cadre of five officers have been selected to undergo RAD instructor training. Deployment of the program is anticipated for mid-2020.
- *School Resource Officer (SRO)* program. The SRO plays a vital role in the Department's community-engagement strategy and enables the officer to make a long-lasting and positive impact on the youth of our community. The Department now has two SRO's dedicated to serving the 3,700 students throughout ten schools. The Department plans to add a third SRO during FY21.

- *High Risk Homeless Task Force (HRHTF).* In FY20, through the work of the High Risk Homeless Task Force (HRHTF), the Department continued to build upon its well-established coalition approach to addressing homelessness in our community. Through the HRHTF and the work of our Community Impact Unit (CIU), the Department has identified numerous high-risk individuals that are most in need of treatment for substance abuse, mental health issues and/or with a dual diagnosis. Strategies have been utilized to address their needs in a variety of ways. Through the efforts of the HRHTF, we have been able to get 16 formerly homeless individuals housed. Three of these individuals had been homeless for more than twenty years and were the most difficult to get to agree to accept housing. As part of our outreach initiatives, the Department's Homeless Outreach Specialist assisted these individuals in obtaining a Massachusetts Identification Card, Social Security Card, Birth Certificate and other documents required to begin the housing application process. The Department, through the HRHTF, has been able to provide these individuals with "wrap around services" to assist them in getting them off the street and into care programs they need.

- *Support to Homeless Day Center*. The Department, through its Patrol Division and Community Impact Unit (CIU), has continued its engagement with Lifebridge's newly established Homeless Day Center by conducting daily drop-in visits and assistance with staffing. The Center is currently operating 3 days per week and with continued Department support, may begin operations 5 days per week in the future.
- *Mental Health Collaborative.* The Department continues to coordinate monthly meetings of the Mental Health Collaborative (MHC), a group comprised of outreach representatives from various community outreach, medical, psychological and social service agencies, and all area providers of mental health services and the Department's Jail Diversion Clinician. The MHC seeks to identify and offer assistance to those individuals who, for a variety of reasons, are in crisis or suffering from a mental health disorder with the goal of reducing calls for service and diverting people from involvement in the criminal justice system and emergency rooms through early intervention.
- *Door-Knock Initiative.* The Department's Community Impact Unit (CIU), in collaboration with the Healthy Streets organization, has continued its "door-knock" initiative, by conducting follow-up inquiries with persons who had experienced an overdose. The door-knock initiative seeks to encourage these individuals to seek treatment to overcome their addiction. In FY19, the Department conducted 106 door-knocks and 55 door-knocks have been conducted thus far this FY.

- *Healing Communities Program.* In FY20, the Department began a partnership with the Healing Communities program which will include a public service campaign to destigmatize opioid overdoses, provide naloxone to interested community members and groups and educate medical professionals to the dangers of overprescribing of opioids.
- *Technology in the Fight Against Opioid Epidemic.* In FY20, the Department, in collaboration with the City of Salem Health Department, Fire Department, Department of Public Services and Planning Department entered into a partnership with Biobot Analytics. Biobot Analytics has developed cutting-edge technology to measure drug metabolites in sewage to estimate opioid consumption. With analysis of this data, the

Department and City/Commonwealth agencies can assess the scope of the opioid epidemic in Salem, allocate resources and develop tailored programs to more effectively address the problem. Sampling at sites began in early 2020 and will continue for several months.

- *Promotional Assessment Centers*. The Department utilized two assessment center process to select officers for promotion to the ranks of police captain (August, 2019) and sergeant (July, 2019). Captain Dennis King and Sergeant Rafael Gonzalez were promoted to their respective ranks as a result of successful scores obtained during the assessment center process.
- *Muster Room Refurbishment*. The Department's muster room was refurbished during the summer of 2019. Walls were repainted and tables and chairs procured. The muster room now presents a professional appearance and is more conducive for training and briefing purposes.
- *Hybrid Vehicles.* In FY20, the Department procured two hybrid SUV's for use as front-line patrol cruisers. Deployment of the hybrids is slated for March,2020. We anticipate this new technology will result in lower maintenance and operating costs for the vehicles that are used twenty-four hours per day, seven days per week.
- *NEMLEC.* The Department has been a member and active participating agency in the Northeastern Massachusetts Law Enforcement Council (NEMLEC) since 2003. In FY19, the Department responded to 64 call-outs from NEMLCE and from July 1, 2019 to present, we have responded to 41 call-outs. In FY19, the Department made its final fiscal year contribution towards the purchase of a new NEMLEC command vehicle. The command vehicle was deployed to Salem during the Halloween 2019 weekend.

- *Port Security Grant.* The Department was successful in obtaining $37,200.00 during FY20 under the auspices of a Port Security Grant for the purchase of additional static surveillance cameras and Transportation Worker Identification Credential (TWIC) readers which will be installed in the port area. These security enhancements, required by the Transportation Security Administration (TSA), will greatly enhance security in the Port of Salem as that facility grows.
- *Med Project Grant.* The Department received a $650.00 grant in FY19 to continue its medication "drop-box" in the station lobby. This drop-box enables citizens to safely and securely dispose of unwanted/expired medication to prevent misuse.
- *Special Police Officers.* Pursuant to Chapter 309 of the Acts of 2018, the Department developed policies and procedures to appoint retired Salem Police Department Officers as special police officers to perform police detail work and other duties as authorized by the chief of police. To date, eight retired officers have taken been assigned as special police officers and are working on an as-needed basis.
- *ADL Award.* Chief Mary Butler was honored at the 2019 Anti-Defamation League (ADL) New England's Essex County Law and Education Day ceremony for her impact in combatting bigotry and hate in Salem.
- *Property and Evidence Inventory.* Upon the retirement of the Department's Evidence Officer, an audit and inventory of the Department's evidence holdings and seized property was conducted by an outside consulting firm. All evidence and property was accounted for and the contracted consultant advised that our policies and procedures are in accordance with accepted law enforcement practices.

- *Fallen Officer Memorial.* In FY20, the Department began the process of identifying officers who died in the line of duty with the ultimate goal of memorializing these Fallen Officers with a memorial in front of the station. The Department will work with a local Eagle Scout on this project. Volunteers from the Department will work with the Eagle Scout on all phases of the project; research, design, fundraising and construction of a suitable memorial.
- *Heating System.* The Department installed a complete new boiler system in FY20, a three-year project that has resulted in an energy efficient system, up to today's heating standards, and a great addition to the overall health of the building.

FY21 Budget Input - Statistics

Outcomes and Performance Measures

	FY17	FY18	FY19	FY20 Estimate
Calls for Service	38,114	38,647	38,027	38,200
Arrests (Court Action Taken)/ Protective Custody	2,004	2,192	2,100	2,100
Robberies	35	22	22	25
Breaking & Entering	117	95	102	104
Sexual Assaults	31	19	20	22
MV Thefts	39	46	41	42
Larceny	919	880	696	831
Assaults	626	619	643	630
MV Accidents	2,025	2,156	1,976	2,050
MV Citation Violations	5,439	6,852	7,733	6,675
Neighborhood Meetings	38	22	14	25

Calls for service have remained relatively constant since FY17, averaging 38,262 calls per service per year.

Calls for service involving juveniles has remained relatively consistent: FY17 (1,427), FY18 (1,406), FY19 (1,425).

Calls for service involving the elderly in our community (i.e. individuals over the age of 60) continues to increase since FY17; 3,064 in FY17, 4,293 in FY18 and 4,653 in FY19. This is most likely due to the aging of our population and the prevalence of scam email and scam telephone calls reported by our seniors.

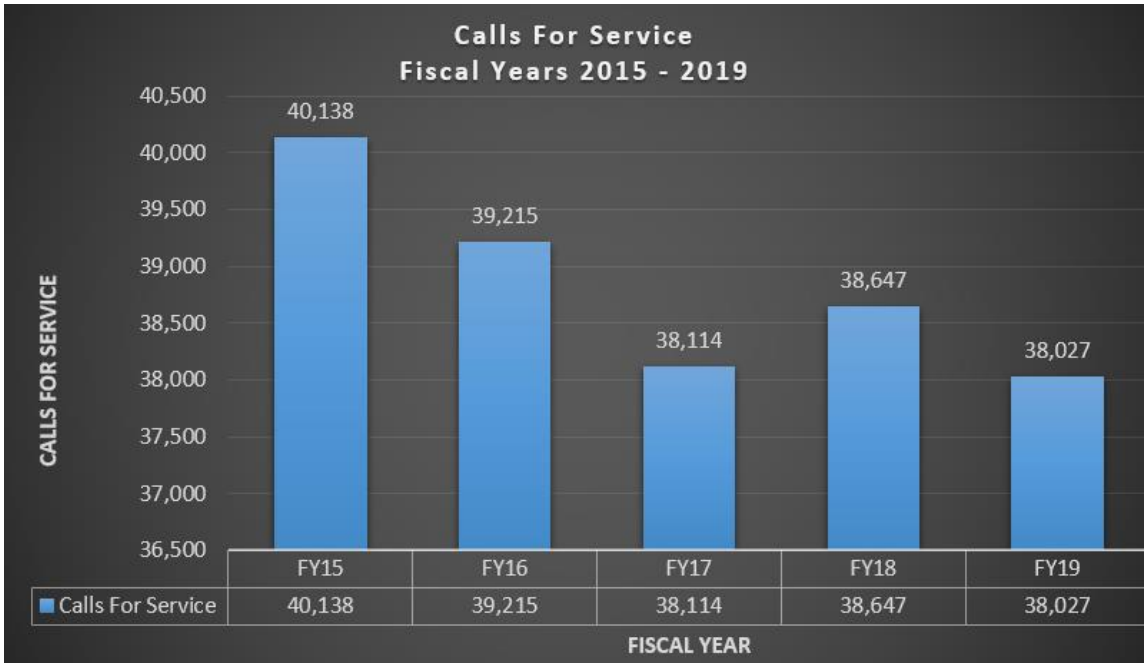
Calls for service involving individuals identifying themselves as homeless (i.e. no fixed abode) saw an 18% decrease; 1,989 in FY18 compared to 1,630 in FY19.

The administration of Naloxone (Narcan) by police officers to overdose victims saw a decrease over previous years; 121 in FY17, 100 in FY18 and 87 in FY19. This decrease is most likely due to the greater availability of Naloxone by members of the public who are administering it to overdose victims instead of calling the emergency services.

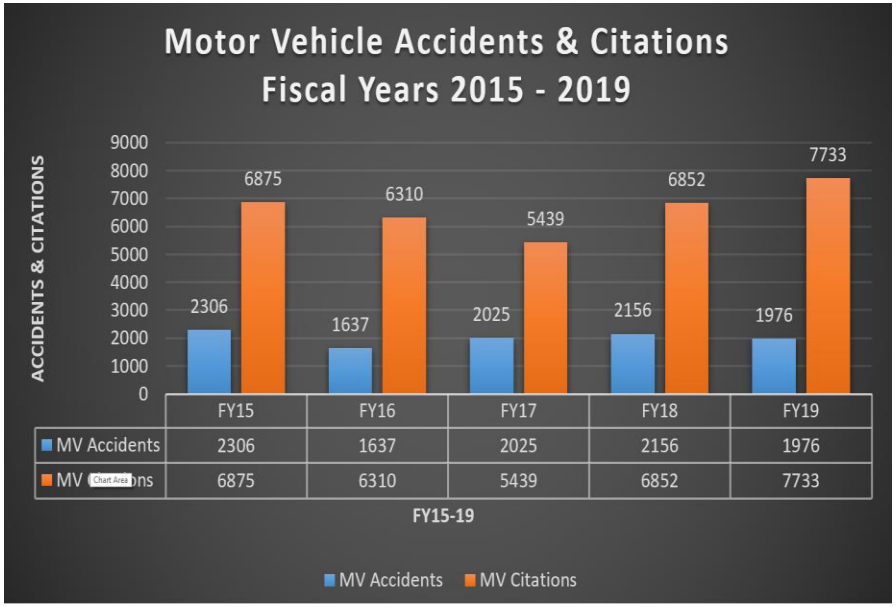
Larcenies have shown a downward trend; 919 in FY17, 880 in FY18 and 696 in FY19. This is most likely due to changes enacted in the Criminal Justice Reform Act of 2019 which increased the amount for felony larceny from $250.00 to $1,200.00. Additionally, the increased use of the civil demand process by Store Protection Officers in shoplifting cases and use of car anti-theft devices has contributed to the lower number of larcenies reported to the Department.

In FY19, the Criminal Investigations Division (CID) seized approximately 300 grams of Heroin and Fentanyl and approximately 120 grams of cocaine. 11 undercover drug operations were mounted in FY19.

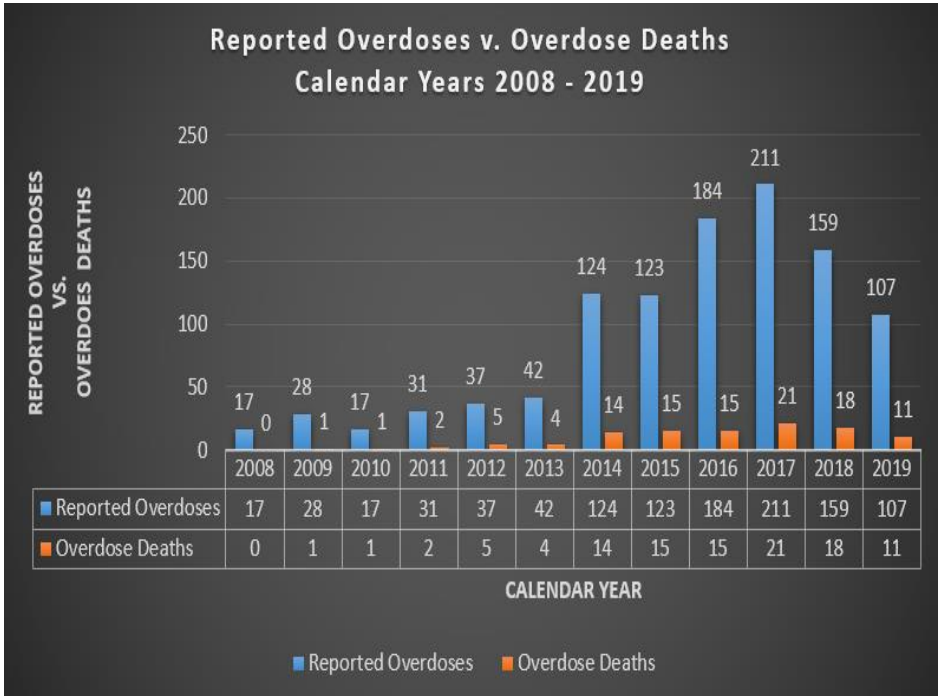
Calls for service statistics include incident reports as well as administrative actions requiring record management system input. The Department logged 38,027 calls for service in fiscal year 2019.



Motor vehicle accidents saw a 12.85% increase in FY19 over FY18



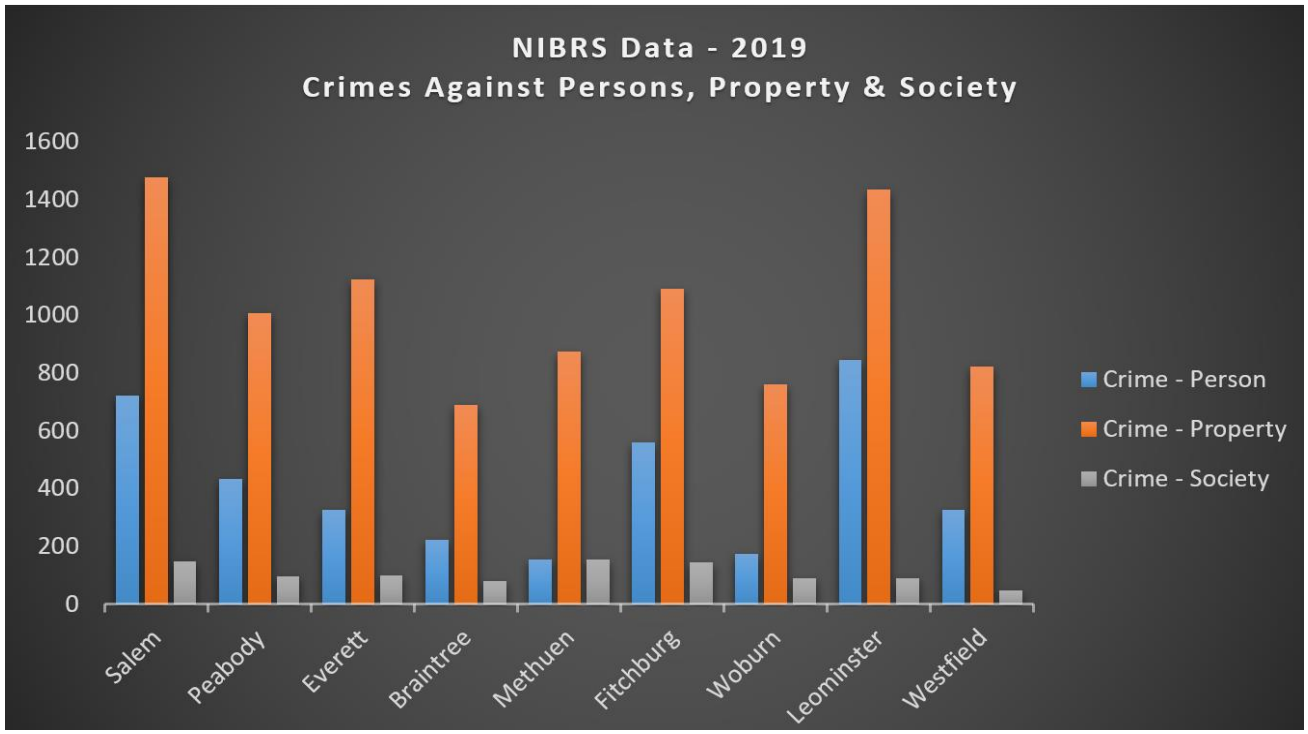
Overdose Statistics for the period calendar years 2015 through 2019



Crimes against persons include, for example, offenses such as murder/non-negligent manslaughter, negligent manslaughter, kidnapping/abduction, forcible rape, aggravated and simple assaults etc.

Crimes against property include burglary/breaking and entering, destruction/damage/vandalism of property, fraud, shoplifting, thefts from buildings and motor vehicles and other larcenies.

Crimes against society include drug and narcotic offenses, prostitution, weapon law violation etc.



- **FY 2021 Goals & Objectives -** as Related to City's Overall Long & Short Term Goals

- **Improve communications and transparency with citizens**
  - ✓ Update the website to allow for regular and real time communication of events and public safety needs, including uploading Policies and Procedures and daily call log as provided to media outlets for ease of access by residents.
  - ✓ Develop a Communications Board to provide the support for regular communications through the website, Facebook, Twitter and Code Red as some of the sources.
  - ✓ Offering 2 Citizen Police Academy classes, 1 & 2, during the fiscal year to continue to build partnerships and improve communication, understanding and transparency with our residents.
  - ✓ Provide the complaint form for residents for ease of access through the website.

- **Strengthening City's reputation as a welcoming and inclusive community for all**
  - ✓ Designating a Civil Rights /Hate Crimes Officer for the Department. Currently, we are only one of 29 Departments throughout the Commonwealth who actively provide this resource and it has been a long-standing practice. This Officer also serves on the No Place for Hate committee with another one of our officers representing the diversity of our Department.
  - ✓ One of the few local Departments who continually identify, react and report hate incidents/crimes and actively review cases to ensure all appropriate action is taken. This includes partnerships with several organizations and continual training.
  - ✓ Proposing revisions to building access and use for those with disabilities to include front door automation and auditorium space as it is a commonly used space.
  - ✓ Providing officers with training in cultural diversity and implicit bias regularly.
  - ✓ Continuing efforts recruiting and hiring diverse citizenry to build both a diverse employee population and to ensure all citizens feel they have representation on our Department. The diverse employee group provides for increased cultural norms to be woven into the fabric of the Department and shared with all our officers to assist in meeting the tenets of procedural justice.
  - ✓ Work on additional recruitment videos similar to the one provided in early FY20 to encourage the diversity in our employees and reach a wider audience.
  - ✓ Remain vigilant to national trends for discrimination, hate incidents and hate crimes and provide continued support for any groups who may be at risk for injury or harm. Providing comprehensive, tailored, operational plans for the Pride Parade, Black Heritage Picnic, Peace March and support for many other groups including HAWC and NAGLY.

- **Maintain a high level of all public safety: Police and Fire**
  - ✓ Service as it related to staffing is important to accomplish this goal. Adequate staffing is provided by reviewing calls for service and identifying trends and volume of calls, while appropriately engaging Associations in order to place staff where it is most responsive to the community's needs.
  - ✓ To maintain training at all levels to ensure proper knowledge, skills and understanding of current laws, best police practices and community needs.

- ✓ Build stronger relationships with the Fire Department and EMS to ensure a coordinated response to emergencies and to the numerous City events, including July 4th, Haunted Happenings, road races, and any other potential public safety hazard.
- ✓ Maintain and improve upon the standards of MPAC accreditation for the Department.

- **Improve traffic and parking enforcement**
  - ✓ Provide continuous selective enforcement in areas of accidents and where residents report ongoing traffic violations.
  - ✓ Provide assessment of areas where traffic and/or traffic violations occur in order to identify, analyze and develop recommendations in partnership with the Traffic and Parking Commission.
  - ✓ Coordinate with other City Departments to identify possible parking solutions to problem areas or times, including snow emergencies and high volume tourism or events.

- **Enhanced use of technology in public safety**
  - ✓ Replace the antiquated radio system in cooperation with the Fire Department to ensure reliable and effective service to the City of Salem.
  - ✓ With the approval of the State on the home rule petition, employ the use of speed cameras at vulnerable school zones to increase the safety of students, staff and parents, while facilitating changes in negative driving habits.
  - ✓ With the approval of the State in current Bill before them, work to identify locations that speed and red light cameras can be effectively used to provide enhanced safety on our roadways.
  - ✓ Invested in the use of hybrid cruisers in FY20 and will continue to implement this change to reduce overall gas consumption and carbon emissions and improve the long-term efficiency and life of the engine.
  - ✓ We will invest and install enhanced and interactive technology in the cruiser light bars to improve both officer and public safety.
  - ✓ Implement electronic citation processes in the cruiser, through use of a state grant, to ensure prompt, efficient and accurate documentation and reporting for 14 cruisers.
  - ✓ Invest in community cameras in areas of need, whether for crime or protection of City investments, including new developments or improvements within the City parks.
  - ✓ Continue collaboration with Biobot to collect and analyze drug metabolite data from the City's sewer system to develop strategies in the fight against the opioid epidemic.

- **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.
  - ✓ Promote police conduct that is responsive and sensitive to the needs of the community through a comprehensive community policing approach.

- **Improve Police/community relationship to build and foster trust and legitimacy**
  - ✓ Employ old and new initiatives to encourage effective community engagement
  - ✓ Host the 5th annual National Night Out with more community involvement.
  - ✓ Continue our outreach programs with Peer Specialists, Homeless Outreach and
  - ✓ Mental Health support.
  - ✓ Continue having patrol officers & sergeants attend neighborhood meetings and post
  - ✓ neighborhood meetings, dates, times and locations for all residents.

- **Effectively address the problem of substance use disorders in our community**

✓ Build upon and expand our partnerships including BioBot and HEALing Communities to make an impact in the number of overdoses and drugs in our community by encouraging treatment, public education, and efforts to positively impact our youth. Use of data support systems can provide assistance in identifying trends to reduce repeat overdoses.

- ✓ 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 to address the introduction of Meth.
- ✓ Continue with CIU and the Peer Specialist to offer assistance to all who need treatment and family support.

- **Reduce crime in our community and increase citizen safety and perception of safety**
  - ✓ Continue utilizing the Strategic Crime Reduction Task Force which is tasked with developing and implementing innovative and proactive problem solving initiatives within the community based on analysis of crime statistics and community feedback of problem areas obtained from meetings and surveys.

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Police - Personnel									
12101	5111	SALARIES-FULL TIME	6,752,952.75	6,630,557.26	6,922,917.00	6,922,917.00	5,746,381.49	7,169,157.45	6,807,759.02
12101	5113	SALARIES-PART TIME	76,529.39	92,603.30	122,281.00	122,281.00	106,598.77	200,653.51	122,966.15
12101	5131	OVERTIME (GENERAL)	888,991.55	951,863.01	993,000.00	993,000.00	870,723.71	1,108,936.80	989,592.80
12101	5136	HOLIDAYS	535,988.21	574,151.19	550,034.00	550,034.00	531,147.21	553,223.79	522,223.79
12101	5138	OUT OF GRADE	10,339.40	11,913.49	15,000.00	15,000.00	14,445.59	15,000.00	15,000.00
12101	5141	LONGEVITY	99,300.00	96,800.00	84,400.00	84,400.00	84,400.00	77,700.00	77,700.00
12101	5142	ELECTIONS	18,365.13	19,523.31	19,000.00	19,000.00	18,293.36	23,000.00	23,000.00
12101	5145	EDUCATION INCENTIVE	698,550.83	712,202.32	813,105.00	813,105.00	443,138.41	706,621.00	706,621.00
12101	5151	WELLNESS	6,000.00	6,000.00	6,500.00	6,500.00	750.00	6,500.00	6,500.00
12101	5153	SENIOR/MASTER/VET STIPEND	300,400.00	296,000.00	256,450.00	256,450.00	214,300.00	260,142.88	260,142.88
12101	5154	SPECIALTY STIPEND	40,702.11	48,003.71	47,000.00	47,000.00	47,214.09	59,001.20	59,001.20
12101	5156	SHIFT DIFFERENTIAL	336,513.04	363,232.76	368,100.00	368,100.00	335,207.59	421,694.00	421,694.00
	Total	**Police - Personnel**	**9,764,632.41**	**9,802,850.35**	**10,197,787.00**	**10,197,787.00**	**8,412,600.22**	**10,601,630.64**	**10,012,200.84**
Police - Expenses									
12102	5211	ELECTRICITY	52,619.57	63,473.00	70,000.00	74,000.00	70,000.00	78,000.00	78,000.00
12102	5215	NATURAL GAS	26,424.87	27,441.32	28,500.00	28,500.00	28,095.27	28,500.00	26,500.00
12102	5253	RADIO & VEHICLE MAINT	72,212.40	83,281.46	70,000.00	82,000.00	78,035.21	78,778.00	78,778.00
12102	5272	TECHNOLOGY	77,510.49	81,215.00	83,941.00	83,941.00	83,934.80	88,617.00	88,617.00
12102	5284	EQUIPMENT LEASE	6,880.08	6,880.08	9,500.00	7,100.00	7,021.25	6,500.00	6,500.00
12102	5300	BUILDING MAINT & SERVICES	47,548.56	75,382.39	69,840.00	69,840.00	69,796.52	66,800.00	53,800.00
12102	5317	TRAINING AND EDUCATION	58,630.15	81,469.12	55,800.00	51,800.00	41,001.40	49,900.00	29,900.00
12102	5318	MEDICAL - ACTIVE	108,376.30	36,541.00	50,000.00	50,000.00	29,814.60	50,000.00	40,000.00
12102	5320	CONTRACTED SERVICES	-	6,558.00	34,080.00	34,080.00	14,623.20	30,080.00	28,000.00
12102	5326	DIVE TEAM EXPENSES	3,945.34	8,931.66	6,000.00	6,000.00	5,653.60	6,000.00	3,000.00
12102	5341	TELEPHONE & COMMUNICATIONS	70,145.32	70,702.02	75,357.00	75,357.00	71,051.13	79,577.00	79,557.00
12102	5381	PRINTING AND BINDING	5,370.25	5,476.25	9,500.00	9,500.00	8,446.35	9,000.00	9,000.00
12102	5384	ANIMAL CARE & CONTROL	8,997.49	9,325.00	12,000.00	12,000.00	12,000.00	12,000.00	6,000.00
12102	5421	OFFICE SUPPLIES (GEN	20,791.94	23,670.12	20,000.00	27,400.00	25,397.17	28,000.00	28,000.00
12102	5585	ARMS AND AMMUNITION	23,194.51	22,990.98	29,500.00	29,500.00	22,550.96	25,000.00	20,000.00
12102	5710	IN STATE TRAVEL/MEETINGS	633.60	458.25	1,000.00	1,000.00	600.00	1,000.00	1,000.00

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
12102	5720	OUT OF STATE TRAVEL	-	421.76	1,000.00	1,000.00	430.47	1,000.00	1,000.00
12102	5730	DUES AND SUB	17,462.99	19,061.81	18,366.00	18,366.00	17,924.56	18,700.00	18,700.00
12102	5775	COMMUNITY EVENTS	89,253.69	58,766.00	93,600.00	76,600.00	68,181.87	94,600.00	46,900.00
12102	5862	POLICE EQUIPMENT	45,145.86	46,083.26	64,190.00	64,190.00	43,114.37	55,305.50	49,950.00
	Total	**Police - Expenses**	**735,143.41**	**728,128.48**	**802,174.00**	**802,174.00**	**697,672.73**	**807,357.50**	**693,202.00**
210		**Department Total**	**10,499,775.82**	**10,530,978.83**	**10,999,961.00**	**10,999,961.00**	**9,110,272.95**	**11,408,988.14**	**10,705,402.84**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
BUTLER	MARY	210 POLICE	12101-5111	CHIEF		162,675.04		1.00	1		3,209.88	167,234.94	167,234.94	167,234.94	165,948.52
		210 POLICE	12101-5111	CAPTAINS		403,057.08		4.00	4		1,930.25	100,566.03	402,264.10	100,566.03	402,264.10
		210 POLICE	12101-5111	LIEUTENANTS		694,890.58		9.00	9		1,664.01	86,694.92	780,254.29	86,694.92	780,254.29
		210 POLICE	12101-5111	SERGEANTS		1,048,325.29		13.00	13		1,434.49	74,736.93	971,580.08	74,736.93	971,580.08
		210 POLICE	12101-5111	PATROLMEN STEP 5		2,582,797.54		49.00	49		1,216.89	63,400.10	3,106,604.86	63,400.10	3,106,604.86
		210 POLICE	12101-5111	PATROLMEN STEP 4		466,563.60		10.00	10		1,209.02	62,990.12	629,901.22	62,990.12	629,901.22
		210 POLICE	12101-5111	PATROLMEN STEP 3		287,157.42		8.00	8		1,190.60	62,030.43	496,243.44	62,030.43	372,182.58
		210 POLICE	12101-5111	PATROLMEN STEP 2		442,885.68		1.00	1		1,147.67	59,793.40	59,793.40	59,793.40	-
		210 POLICE	12101-5111	PATROLMEN STEP 1		317,540.95		0.00	0		1,097.14	57,160.99	-	57,160.99	-
Recruits to Academy		210 POLICE	12101-5111	Academy - 6 months	New-Academy	105,441.06		3.00	3	Full Year	1,097.14	57,160.90	171,482.71	57,160.90	-
				Retiring Officers		26,988.00							-	-	-
CONNORS	JAYNE	210 POLICE	12101-5111	ADMIN ASSISTANT	12/06/2010	46,679.53		1.00	1	100%	894.24	894.24	46,589.90	894.24	46,231.52
GREENER	FRED	210 POLICE	12101-5111	ADMIN ASSISTANT		42,701.48		1.00	1	100%	818.03	818.03	42,619.36	818.03	42,291.52
MULLIGAN	ROBERT	210 POLICE	12101-5111	OFFICE MANAGER	6/12/17	61,236.73		1.00	1	100%	1,173.12	1,173.12	61,119.55	1,173.12	60,649.40
GERMAN	INDHIRA	210 POLICE	12101-5111	JR CLERK	10/23/2017	37,271.52		1.00	1	100%	714.01	714.01	37,199.92	714.01	35,771.35
				AFSCME		*346,704.93*		*5.50*			*Total AFSCME 1818*		*296,269.67*		*294,079.57*
LESS COPS GRANT REIMBURSEMENT FOR FY 2019 (Yr 1 150K, Yr 2 175K, YR 3 180K)						*(150,000.00)*							*(100,000.00)*		*(100,000.00)*
				FY 2021 Budget Reduction by Mayor ->											
						6,922,916.42		**107.50**	**Total Full Time - 5111**				**7,169,157.45**		**6,807,759.02**
LANDERS	SALLY	210 POLICE	12101-5113	JR CLERK	12/24/92	15,636.86			19		15.08	15.08	14,927.69	15.08	14,812.86
FAMICO	DONALD	210 POLICE	12101-5113	ANIMAL CONTROL	3/1/76	20,313.40			19		20.48	20.48	20,273.15	20.48	20,117.20
GAUTHIER	JAMES	210 POLICE	12101-5113	FINGERPRINT EXPERT	10/17/06	31,330.47			16		37.52	37.52	31,276.67	37.52	31,036.08
			12101-5113	Parking Ticket Hearing Clerk	NEW	-			0.11		29.00	29.00	4,176.00		2,000.00
				PER DIEM DISPATCHERS	Avg/P/wk	55,000.00			0.23	40x1.5 hrs per wk	25.00	25.00	130,000.00	25.00	55,000.00
						122,280.73			**Total Part Time - 5113**				**200,653.51**		**122,966.15**
		210 POLICE	12101-5131	OVERTIME		505,000.00							572,670.00		525,000.00
		210 POLICE	12101-5131	TRAINING		100,000.00							107,730.00		100,000.00
		210 POLICE	12101-5131	OT COURT		126,000.00							142,884.00		132,000.00
		210 POLICE	12101-5131	OT-EVENTS		65,000.00							73,710.00		52,000.00
		210 POLICE	12101-5131	OT HH		172,000.00							183,592.80		155,592.80
		210 POLICE	12101-5131	OT - DISPATCHERS		25,000.00							28,350.00		25,000.00
						993,000.00			**Total Overtime - 5131**				**1,108,936.80**		**989,592.80**
		210 POLICE	12101-5136	HOLIDAYS Oficers & Dispatch		550,033.60							553,223.79		522,223.79
		210 POLICE	12101-5138	OUT OF GRADE		15,000.00							15,000.00		15,000.00
		210 POLICE	12101-5141	LONGEVITY		84,400.00							77,700.00		77,700.00
		210 POLICE	12101-5142	ELECTIONS		19,000.00							23,000.00		23,000.00
		210 POLICE	12101-5151	WELLNESS		6,500.00			26	250			6,500.00		6,500.00
		210 POLICE	12101-5153	SENIOR/MASTER/VETERAN		256,450.00							260,142.88		260,142.88
		210 POLICE	12101-5154	SPECIALTY STIPEND		47,000.00							54,501.20		54,501.20
		210 POLICE	12101-5154	OIC - SPECIALTY STIPEND		-				OIC - 900 per year X 5 = 4,500			4,500.00		4,500.00
						978,383.60			**Total other -**				**994,567.88**		**963,567.88**
		210 POLICE	12101-5145	EDUCATION INCENTIVE-Old QUINN		650,605.00							521,621.00		521,621.00
		210 POLICE	12101-5145	EDUCATION INCENTIVE-New Hires		162,500.00							185,000.00		185,000.00
						813,105.00			**Total Edu Incentive-5145**				**706,621.00**		**706,621.00**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
	210 POLICE	12101-5156	SHIFT DIFFERENTIAL		368,100.00							421,694.00		421,694.00
	210 POLICE	12101-5156	Night/Weekend Differential-Dispatchers		-					Included in AFSCME FT Amount		-		-
					368,100.00					**Total Shift/Night Diff-5156**		**421,694.00**		**421,694.00**
					10,197,785.75		**107.50**			**Department Total**		**10,601,630.64**		**10,012,200.84**

Full-Time Equivalent Employees:	**FY 2019**	**107.50**	***Total # of Police Officers -->***	**98.00**
	FY 2020	**107.50**		**98.00**
	FY 2021	**107.50**		***98.00***
	Variance 20 vs. 21	**0.00**		**0.00**

GRANT FUNDING						**FY 2021**
Police 911 Support Gra	25343-5111	Five Dispatchers	0.30	2	30%	88,880.90
Police Budget	12101-5111	Five Dispatchers	0.70	2	70%	207,388.77
						296,269.67

FY 2021 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2020 52.2	F T E	Rate FY 2020	Incr FY21 0.0%	Rate FY 2021	STEP INCREASES Date	Rate	# Wks Old	# Wks New		Dept Request FY 2021 52.1	Mayor FY 2021 52.1
CHRISTY	GEORGE	210 POLICE	12201-5111	Sr. Building Manager	02/18/20	2	New	1.00	941.33	1.000	941.33	2/18/2020	975.88	38	14.1	100%	49,043.29	48,666.76
FLOWER	AMANDA	210 POLICE	12201-5111	Police Dispatcher	2/11/19	2	35,337.50				-	Resigned				70%	-	-
FLOWER	Shift Differential		12201-5111	Base Rate X 9%			3,180.37				-	Resigned				70%	-	-
GREENE	ANN MARIE	210 Police	12101-5111	PRIN CLERK	3/10/2016	2	TF from DPS	1.00	995.86	1.000	995.86	10/18/2020	1,032.41	15	37.1	100%	51,884.31	51,485.96
GRIFFIN	MICHAEL	210 POLICE	12201-5111	Police Dispatcher	1/1/2014	2	38,003.04		1,040.01		-	Resigned				70%	-	-
GRIFFIN	Shift Differential		12201-5111	Base Rate X 9%			3,420.27		93.60		-					70%	-	-
MCKENNA	CHARLES	210 POLICE	12201-5111	Police Dispatcher	1/1/2014	2	38,003.04	0.70	1,040.04	1.000	1,040.04					70%	37,930.24	37,639.03
PATTERSON	DONNA	210 POLICE	12101-5111	PRIN CLERK	08161993	2	51,984.17		924.76			Retired				100%	-	-
PROSNIEWSK	MICHAEL	210 POLICE	12201-5111	Police Dispatcher Step	10/3/2015	2	38,003.04	0.70	1,040.04	1.000	1,040.04					70%	37,930.24	37,639.03
PROSNIEWSK	Shift Differential		12201-5111	Base Rate X 9%			3,420.27		93.60	1.000	93.60					70%	3,413.72	3,413.72
ROMEOS	SARAH	210 POLICE	12201-5111	Police Dispatcher	1/1/2014	2	35,337.50	0.70	967.09	1.000	967.11	4/27/2020	1,002.60	46	6.1	70%	35,270.50	34,999.71
ROMEOS	Shift Differential		12201-5111	Base Rate X 9%			3,180.37		87.04	1.000	87.04					70%	3,174.28	3,174.28
SARAIVA	MELISSA	210 POLICE	12201-5111	Police Dispatcher	1/1/2014	2	38,003.04	0.70	1,040.04	1.000	1,040.04					70%	37,930.24	37,639.03
VASSY	MARK	210 POLICE	12101-5111	SR BLDG CUSTODIAN	11231992	1	52,829.63		1,012.06			Retired				100%	-	-
VASSY	Shift Differential		12101-5111	Base Rate X 9%			4,754.67		91.09	1.000						100%	-	-
ZIRIN	KATELYN	210 POLICE	12101-5111	Police Dispatcher	11/23/1992	1	New	0.70	967.11	1.000	967.11	11/11/2020	1,002.60	19	33.1	70%	35,270.50	34,999.71
ZIRIN	Shift Differential		12101-5111	Base Rate X 9%			-		87.04	1.000	87.04					70%	3,174.35	3,174.35
Weekend Differential - Friday C Shift through Monday A Shift .50 X 52 X							1,248.00										1,248.00	1,248.00
							346,704.93	**5.50**									**296,269.67**	**294,079.57**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
Police - 210					
12102	**5211**	**Electricity**			
		Based on FY19 and YTD (FY20) expenses, to include On-Point Building	70,000	78,000	78,000
TOTAL			**70,000**	**78,000**	**78,000**
12102	**5215**	**Natural Gas**			
		Based on FY19 and YTD (FY20) expenses, to include On-Point Building	28,500	28,500	26,500
TOTAL			**28,500**	**28,500**	**26,500**
12102	**5253**	**Radio & Vehicle Maintenance and Parts**			
		Normal maintenance of fleet, including parts not supplied by DPW, and deductibles	40,000	50,000	50,000
		All COMM Contract maintenance & repair of portable, mobile and base radios	28,236	26,778	26,778
		All COMM Repair of portable, mobile and base radios	1,764	2,000	2,000
		Stoneham Ford - Car #30 - two running boards installed	-	-	-
		ELSAG License Plate Reader Swap	-	-	-
		Budget Cuts in FY 2020			
TOTAL			**70,000**	**78,778**	**78,778**
12102	**5272**	**Technology (originally included with 5300 Bldg. Maint & Services)**			
		NexGen (CAD/RMS)	22,400	22,400	22,400
		NexGen (Licenses) PLUS - Net motion Maintenance and Appeon Maintenance	3,928	3,928	3,928
		Community cameras maintenance contract (Bridgewave)	31,575	32,751	32,751
		Cellebrite (Cell phone extraction)	3,700	3,700	3,700
		CJIS- Live Scan Fingerprinting Machine (L1 Technologies- Idemia)	5,900	5,900	5,900
		AFFIX Technologies (Fingerprint)	6,383	6,383	6,383
		Integration Partners (Approved Vendor for CJIS)	730	730	730
		Transcor GPS (Trackstar Software)	3,975	3,975	3,975
		JivaSoft On-Dty/X-Tra Duty enhanced scheduling	3,850	3,850	3,850
				3,500	3,500
		PMAM	1,500	1,500	1,500
TOTAL			**83,941**	**88,617**	**88,617**
12101	**5284**	**Equipment Lease**			
		Lease 2 Copiers (1color/ 1Blk & White plus copies)	7,500	6,500	6,500
		Copier maintenance & service (American Laser & Xerox) (FY20 - Technology)	2,000		
TOTAL			**9,500**	**6,500**	**6,500**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
12102	**5300**	**Bldg. Maintenance & Services**			
		Bldg. Services & maintenance not covered by contract (estimated)	17,500	17,500	17,500
		Custodial Supplies *Coast, Winer, Hayden, Aramark	7,800	8,000	8,000
		HVAC maintenance - Falite (YTD - $18,772)	25,000	25,000	12,000
		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	940	1,200	1,200
		Property lockers - Male officers lockers (6)	3,500	-	-
TOTAL			**69,840**	**66,800**	**53,800**
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 & Dive Training (6 members)	13,500	13,500	13,500
		Academy Training for 4 new recruits Tuition	16,000	16,000	-
		Mandated Training & Supplemental (Legal Updates/,K9 In-service)	5,000	5,000	1,000
		Apple computers/Books for 4 New Recruits	1,400	-	-
		Recertification for Defensive Tactics & Taser Instructors training (x2)	4,500	-	-
		Inservice training	7,500	7,500	7,500
		MA Police Accreditation	2,400	2,400	2,400
TOTAL			**55,800**	**49,900**	**29,900**
12102	**5318**	**Medical - Active**			
		Psychological consults, medical costs and drug screens-Active / Retirees	50,000	50,000	40,000
TOTAL			**50,000**	**50,000**	**40,000**
12102	**5320**	**Contracted Services**			
		Outreach Specialist	23,000	28,000	28,000
		Evidence Room audit - Contracted service	9,000		
		Toni Mertz (MUNIS-On Duty Payroll Link) est 16 hrs. - $130 p/hr.	2,080	2,080	
TOTAL			**34,080**	**30,080**	**28,000**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
12102	5326	**Dive Team**			
		Replacement and repair of Robotics & tanks & truck repair/equip	6,000	6,000	3,000
TOTAL			**6,000**	**6,000**	**3,000**
12102	5341	**Telephone & Communications**			
		Verizon/ AT&T - avg monthly	17,200	17,200	17,200
		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)	360	380	360
		CID / Specialty Units / Department cellphone coverage	26,000	26,000	26,000
		Tip 411 (Anonymous tip line)		4,200	4,200
		Code Red Yearly maintenance	15,897	15,397	15,397
		Code Red Weather		500	500
TOTAL			**75,357**	**79,577**	**79,557**
12102	5381	**Printing and Binding**			
		Bus. cards, Detail Slips, Warnings, Prop. Tags, Taxi Medallions, Public Safety Campaigns	6,500	8,500	8,500
		Taxi/Constable card maker system	3,000	500	500
TOTAL			**9,500**	**9,000**	**9,000**
12102	5384	**Animal Care & Control**			
		Temporary housing for stray/dangerous animals & transportation- City of Salem	6,000	6,000	6,000
		Kenneling and Veterinary Care for SPD K-9's (3)	6,000	6,000	
TOTAL			**12,000**	**12,000**	**6,000**
12102	5421	**Office Supplies (General)**			
		General Office supplies as needed (based on FY19 & YTD FY20 expenses)	20,000	28,000	28,000
TOTAL			**20,000**	**28,000**	**28,000**
12102	5585	**Arms and Ammunition**			
		Ammo for mandatory state qualification and training of all officers/ new recruits	25,000	25,000	20,000
		Instructor Firearm Recertification - (3)	4,500		
TOTAL			**29,500**	**25,000**	**20,000**
12102	5710	**In-State Travel/Meetings**			
		In-State conferences, training, investigations, etc. - travel, EZ Pass ,parking, fees, etc.	1,000	1,000	1,000
TOTAL			**1,000**	**1,000**	**1,000**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
12102	**5720**	**Out-of-State Travel**			
		Any travel out of state for conferences, training, investigations, etc.	1,000	1,000	1,000
TOTAL			**1,000**	**1,000**	**1,000**
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	-	
		All police affiliations, dues, investigative databases subscriptions	16,500	18,500	18,500
		(CLEAR, WEST, WESTLAW, MyPD/NIXLE App., etc.)			
TOTAL			**18,366**	**18,700**	**18,700**
12102	**5775**	**Community Events**			
		4th of July, Halloween (Boston PD, NEMLEC, local PD's &Sheriff's Dept.)	76,000	75,000	42,900
		National Night Out / Essex County Summer Program (buses/tuition)	8,000	8,000	3,000
		Annual Opiate Awareness Day, Heroin Outreach, Citizens /Youth Police Academies	4,000	4,000	1,000
		4 Week H.S. - Youth Team building Boot Camp & mentoring program	3,600	3,600	
		Outreach materials	2,000	4,000	
TOTAL			**93,600**	**94,600**	**46,900**
12102	**5862**	**Police Supplies & Equipment**			
		Gen. equip, radar & Sign Board maint, AED Batteries, Repl, Tint Meters	27,000	27,000	27,000
		Motorola Solutions (new radios for new hires)	11,634	11,634	11,634
		Motorola Solutions (batteries/microphones/chargers)	6,916	6,916	6,916
		Cruiser Decals	540	500	500
		Simons (academy uniforms for new recruits - $400 ea.)	1,600	1,600	
		TRANSCOR (Paper for E-Citation Printers)	-	400	400
		Taser Supplies	3,500	3,500	3,500
		125 archival boxes (per Bob Mulligan/SSU)	8,000	1,756	
		CID surveillance & investigative equipment	5,000	2,000	
TOTAL			**64,190**	**55,306**	**49,950**
TOTAL PROPOSED			**802,174**	**807,358**	**693,202**

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 2021

The increase to the state minimum wage will impact part-time labor costs.

Recent Accomplishments

- Supervised construction of new Congress Street Pier.
- Oversaw installation of new facility for recreational mariners at Central Wharf.
- Coordinated visit/access and logistics for USCG EAGLE August 2019 visit.
- Executed protocols and Supervised port calls for MTSA Regulated Vessels
- Led Harbormasters (BSHMA President) from throughout the Commonwealth to promote safe boating legislation.

- Conducted risk base analysis and facility security analysis. Drafted and implemented renewal of Facility Security Plan to maintain MTSA compliance and ability to host visiting IMO vessels.
- Secured PSG Funding for Engine replacement on primary patrol/response craft.
- Continued Coordination of recreational boater safety classes in Salem and throughout the region as well as Participation in Review of Federal Port Security Grant Fund Applications from COTP zone-Boston.
- Led Port through regulatory Annual Compliance Exam.
- Provided logistical advice and support for marina dredge project.

2021Goals and Objectives

- Work with the Salem Port Authority, Salem Planning Department, Consultants and community stakeholders to assist with the Salem Harbor Master Plan.
- Identify a suitable passenger vessel within 12 months to enhance Salem's Ferry system.
- Collaborate with USCG ATONS group to install/ repair critical Aids to Navigation in and around Salem Sound that were severely damaged by weather. All work to be completed by 2022.
- Secure FSP Funding for Response vessel and communication equipment.
- Overhaul/Dry Dock Salem Wharf North Berth to revitalize mooring system.
- Procure electronic verification equipment for unescorted access of qualified personnel during MTSA Operations.

Outcomes and Performance Measures	Actual FY 2018	Actual FY 2019	Estimated FY 2020	Estimated FY 2021

MOORING INFORMATION				
MOORINGS RECORDS	1321	1440	1350	1350
MOORINGS CATALOGED	1026	1140	1055	1055
SLIPS CATALOGED	295	300	295	305
MOORING / SLIP FEE'S COLLECTED	1292	1306	1325	1325
WARNING TAGS ISSUED	97	107	100	100
MOORING CALLS (UNAUTHORIZED USE OR BOATS HITTING)	38	23	30	30
SHIP ESCORT & INSPECTIONS / POWER PLANT SERVICE				
TANKSHIP/BULK/ VESSEL ESCORT & INSPECTION INBOUND	0	0	0	0
TANKSHIP/BULK/ VESSEL ESCORT & INSPECTION OUTBOUND	0	0	0	0
SPECIAL PROJECT GARGO ESCORT & INSPECTION (ARRIVAL & DEPARTURE)			25	
FACILITY SECURITY RESPONSE	32	25	30	30
PASSENGER VESSEL ACTIVITY				
VESSEL ESCORT & ASSIST	8	5	5	5
LAW ENFORCEMENT				
FOUND/LOST/STOLEN BOATS	20	8	10	10
BREAKING AND ENTERING	3	2	5	3
ABANDONED BOATS	4	2	2	2
FUEL SPILLS	16	11	5	10
DOMESTICS/ PUBLIC COMPLAINT	11	12	10	10
LARCENY	6	6	5	5
MOVING & CITY VIOLATIONS		17/8	11/5	10/5
CASES THAT REACH COURT	5	5	5	5
WARNING/SAFETY STOP	88	93	90	90
LEAVING SCENE OF/ ACCIDENT	5	2	3	2
ARREST/PROTECTIVE CUSTODY	1	0	2	0
SAR RESPONSES (SEARCH & RESCUE)				
FATALITIES	1	0	0	0
MAYDAYS	26	22	30	25
GROUNDINGS SOFT	6	19	5	12
TOWS	51	48	40	45
DEWATERINGS (PREVENT SINKING)	55	66	60	60
FLARE SIGHTINGS	4	3	5	5
CAR IN WATER	0	0	0	0
COLLISIONS	2	4	3	3
MANOVERBOARD	7	4	5	5

MED AID	9	10	10	10
OVERDUE	7	6	5	5
MUTUAL AID REQUESTS				
MARBLEHEAD	7	9	5	10
BEVERLY	10	13	10	10
MANCHESTER	5	3	4	3
COAST GUARD	12	14	10	10
MEP	7	6	5	5
OTHER CALLS	441	502	425	450

How FY 2021 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Collaborate for thoughtful planning, potential usage and subsequent development along Salem's waterfront.
- Research and identify water transportation initiatives to expand on existing services.
- Maintain the highest level of readiness while providing guidance and educational resources for waterway users.
- Promote and complete projects to increase Salem's notoriety and access within the maritime community.
- Continued use of technology for efficient waterway management.

Bowditch Ledge Marker – Before and After

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Harbor Master - Personnel									
12951	5111	SALARIES-FULL TIME	123,263.43	129,980.52	242,194.00	242,195.00	187,033.08	231,710.91	229,928.51
12951	5113	SALARIES-PART TIME	91,405.83	95,766.16	108,098.00	108,098.00	81,046.70	163,718.00	147,346.20
	Total	**Harbor Master - Personnel**	**214,669.26**	**225,746.68**	**350,292.00**	**350,293.00**	**268,079.78**	**395,428.91**	**377,274.71**
Harbor Master - Expenses									
12952	5211	ELECTRICITY	2,355.25	1,715.30	2,500.00	2,500.00	2,319.89	2,750.00	2,500.00
12952	5244	VEHICLE REPAIR AND M	10,942.49	11,498.39	11,250.00	11,250.00	7,707.87	11,250.00	10,725.00
12952	5317	EDUCATIONAL TRAINING	3,262.83	2,831.05	3,500.00	3,500.00	2,151.00	3,500.00	3,225.00
12952	5320	CONTRACTED SERVICES	1,000.47	402.69	1,700.00	1,700.00	908.22	1,700.00	1,400.00
12952	5341	TELEPHONE	4,526.90	4,780.49	4,800.00	4,800.00	4,709.39	4,800.00	4,800.00
12952	5353	HAULING FLOATS/BOATS	5,998.04	5,282.06	6,000.00	6,000.00	4,771.67	6,000.00	4,500.00
12952	5381	PRINTING AND BINDING	735.00	675.00	750.00	750.00	735.00	750.00	750.00
12952	5421	OFFICE SUPPLIES (GEN	1,599.64	2,131.86	2,000.00	2,000.00	1,408.35	2,000.00	1,500.00
12952	5481	GASOLINE/DIESEL FUEL	10,616.54	11,011.84	13,000.00	13,000.00	10,165.40	13,000.00	12,500.00
12952	5791	UNIFORMS	2,674.84	3,138.75	3,500.00	3,500.00	1,523.00	3,500.00	2,200.00
	Total	**Harbor Master - Expenses**	**43,712.00**	**43,467.43**	**49,000.00**	**49,000.00**	**36,399.79**	**49,250.00**	**44,100.00**
110		**Department Total**	**258,381.26**	**269,214.11**	**399,292.00**	**399,293.00**	**304,479.57**	**444,678.91**	**421,374.71**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
MCHUGH	WILLIAM	110 HARBORMASTER	12951-5111	HARBORMASTER	7/12/2011	79,294.89		1.00		100.0%	1,711.37	1,711.37	89,162.22	1,711.37	88,476.35
MCHUGH	WILLIAM	110 HARBORMASTER	12951-5111	Port Authority Director		10,038.46	**			100.0%					
MULLIGAN	PATRICK	110 HARBORMASTER	12951-5111	Office Manager/Asst Hrbrmstr	7/1/13	52,476.14		1.00	1	100%	1,005.29	1,005.29	52,375.61	1,005.29	51,972.72
LATTRELL	SETH	110 HARBORMASTER	12951-5111	Port Authority Deputy Planner	08/12/19	100,384.78	**	1.00	1	100%	1,730.77	1,730.77	90,173.08	1,730.77	89,479.44
						242,194.27		**3.00**	**Total Full Time - 5111**				**231,710.91**		**229,928.51**
Pump Out		110 HARBORMASTER	12951-5113	Pump Out Operators		3,123.75		0.25	245 man hours		12.75	13.00	3,185.00	13.00	2,866.50
Pump Out		110 HARBORMASTER	12951-5113	Pump Out Operators		3,123.75		0.25	245 man hours		12.75	13.00	3,185.00	13.00	2,866.50
Deckhand/Utility		110 HARBORMASTER	12951-5113	Deckhand/Utility		15,810.00			1240 man hours		12.75	13.00	16,120.00	13.00	14,508.00
Patrol - Regular		110 HARBORMASTER	12951-5113	Assistant Harbormaster		44,640.00			3840 man hours		15.00	16.50	63,360.00	16.50	57,024.00
Patrol - Peak Weekdays		110 HARBORMASTER	12951-5113	Assistant Harbormaster		9,000.00			2080 man hours		15.00	16.50	34,320.00	16.50	30,888.00
Patrol - Peak Weekends		110 HARBORMASTER	12951-5113	Assistant Harbormaster		3,000.00			504 man hours		15.00	16.50	8,316.00	16.50	7,484.40
Clerk		110 HARBORMASTER	12951-5113	Clerk		10,200.00			800 man hours		12.75	13.00	10,400.00	13.00	9,360.00
McCabe Marina Personnel		110 HARBORMASTER	12951-5113	Assistant Harbormaster		19,200.00			1552 man hours		15.00	16.00	24,832.00	16.00	22,348.80
						108,097.50		**0.50**	**Total PartTime - 5113**				**163,718.00**		**147,346.20**
						350,291.77		**3.50**	**Department Total**				**395,428.91**		**377,274.71**

Full-Time Equivalent Employees:	**FY 2019**	**2.00**
	FY 2020	**3.00**
	FY 2021	**3.50**
	Variance 20 vs. 21	**0.50**

MCHUGH	WILLIAM	110 HARBORMASTER	12951-5111	HARBORMASTER	94.70%	1,711.37	84,436.62	
		Footprint - CBA Money	12951-5111		5.30%	1,711.37	4,725.60	89,162.22

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.

** Footnote: Footprint has provided $180k, mitigation funding, to be used to establish a Salem Port Authority

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

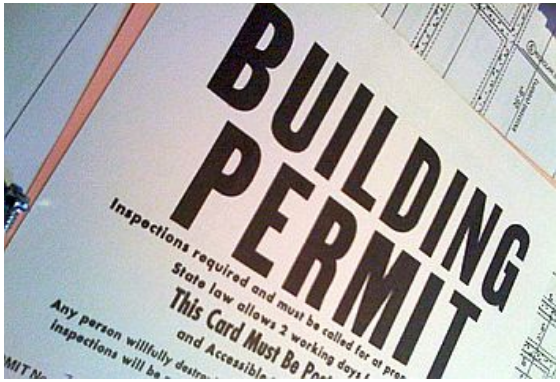
ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
HARBORMASTER - 110					
12952	**5211**	**ELECTRICITY**			
		General electrical costs	2,500	2,750	2,500
TOTAL			**2,500**	**2,750**	**2,500**
12952	**5244**	**VEHICLE REPAIR AND MAINTENANCE**			
		These funds allow for department vessels and their trailers to receive routine maintenance and from mechanical or electrical failure. Due to the harsh salt water environment, all equipment suffer adverse effects even with proactive maintenance.	11,250	11,250	10,725
TOTAL			**11,250**	**11,250**	**10,725**
12952	**5317**	**EDUCATIONAL TRAINING**			
		Dues to the Harbormaster Association and CHAMP ($450) for Harbormaster and Assistants. Organization(s) provides training and the nexus for state recognized certification. Also, this item provides for Law Enforcement Training through the Massachusetts Police Training Council and USCG Licen	3,500	3,500	3,225
TOTAL			**3,500**	**3,500**	**3,225**
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	1,400
TOTAL			**1,700**	**1,700**	**1,400**
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 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 marine trucking contractors to haul out and properly secure abandoned boats on land before they become a hazard. Legal action is taken against derelict owners. If the vessels are deemed abandoned by the court, they are auctioned or destroyed depending on condition. Also parts and minor repairs to City floats and ground tackle systems are funded with these monies.	1,000	1,000	1,000
		Hauling Floats money moved from Park & Rec budget - FY 2015	5,000	5,000	3,500
TOTAL			**6,000**	**6,000**	**4,500**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
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	1,500
TOTAL			**2,000**	**2,000**	**1,500**
12952	5481	GASOLINE/DIESELFUEL			
		Fuel and oil to operate the department's boats.	13,000	13,000	12,500
TOTAL			**13,000**	**13,000**	**12,500**
12952	5791	UNIFORMS			
		Defrays costs to employees for uniforms, duty equipment and survival gear.	3,500	3,500	2,200
TOTAL			**3,500**	**3,500**	**2,200**
TOTAL PROPOSED			**49,000**	**49,250**	**44,100**

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 2021

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 2021 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 2017	Actual FY 2018	Estimated FY 2019	Estimated FY 2020
Annual				
Number of permits--- Building ,plumbing and Gas and certificates of inspection	2638	2543	2600	2800
Revenue	$2,320,520	$761,442	770,000	1,000,000

How FY 2021 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 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Public Property - Personnel									
12411	5111	SALARIES-FULL TIME	448,342.12	532,313.65	651,343.00	651,343.00	474,143.74	651,772.75	598,115.70
12411	5113	SALARIES-PART TIME	25,650.00	27,209.52	27,996.00	27,996.00	23,596.14	27,260.33	27,050.64
12411	5131	OVERTIME (GENERAL)	1,455.49	2,241.49	5,000.00	5,000.00	2,123.35	5,000.00	5,000.00
	Total	**Public Property - Personnel**	**475,447.61**	**561,764.66**	**684,339.00**	**684,339.00**	**499,863.23**	**684,033.08**	**630,166.34**
Public Property - Expenses									
12412	5295	SAFETY GEAR	500.00	1,462.42	1,500.00	1,500.00	796.92	1,500.00	1,500.00
12412	5320	CONTRACTED SERVICES	18,144.02	7,896.38	20,150.00	20,150.00	11,202.00	20,150.00	20,150.00
12412	5381	PRINTING AND BINDING	432.45	318.75	450.00	450.00	450.00	450.00	450.00
12412	5421	OFFICE SUPPLIES (GEN	1,809.15	1,038.92	2,000.00	2,000.00	1,003.89	2,000.00	2,000.00
12412	5451	CUSTODIAL SUPPLIES	11,195.89	8,260.69	13,000.00	13,000.00	7,000.00	13,000.00	13,000.00
12412	5710	IN STATE TRAVEL/MEETINGS	8,465.53	11,774.43	12,000.00	12,000.00	11,772.45	12,000.00	12,000.00
12412	5713C	EXPENSES-CLEAN IT/LIEN IT	550.00	600.00	2,000.00	16,340.00	15,707.76	2,000.00	2,000.00
12412	5778	SEALER WEIGHTS & MEASURERS E	337.83	660.76	1,000.00	1,000.00	320.00	1,000.00	1,000.00
	Total	**Public Property - Expenses**	**41,434.87**	**32,012.35**	**52,100.00**	**66,440.00**	**48,253.02**	**52,100.00**	**52,100.00**
220		**Department Total**	**516,882.48**	**593,777.01**	**736,439.00**	**750,779.00**	**548,116.25**	**736,133.08**	**682,266.34**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
CUMMINGS	STEVENS	220 PUBLIC PROP-INSP	12411-5111	Asst. Bldg Insp-Sanitrian	8/22/17	60,206.59		1.00	1	100%	1,153.38	1,153.38	60,091.25	1,153.38	59,629.01
GUIDA	MICHAEL	220 PUBLIC PROP-INSP	12411-5111	PLUMBING & GAS INSP		67,410.27		1.00	1	100%	1,291.38	1,291.38	67,281.13	1,291.38	66,763.59
LUTRZYKOWSKI	MICHAEL	220 PUBLIC PROP-INSP	12411-5111	Asst Dir of City Facilities	9/29/11	68,017.02		1.00	1	100%	1,303.01	1,303.01	67,886.72	1,303.01	67,364.51
ORFANOS	STAVROULA	220 PUBLIC PROP-INSP	12411-5111	ASST BUILDING INSPEC		59,131.77		1.00	1	100%	1,132.79	1,132.79	59,018.49	1,132.79	58,564.50
ROSS	DENNIS	220 PUBLIC PROP-INSP	12411-5111	PLUMBING & GAS INSP	03/30/1987					100%		Retired	-		
ST PIERRE	THOMAS	220 PUBLIC PROP-INSP	12411-5111	INSPECTIONAL SERV DIR	4/2/1998	100,351.89		1.00	1	100%	1,922.45	1,922.45	100,159.64	1,922.45	99,389.18
TO BE FILLED		220 PUBLIC PROP-INSP	12411-5111	Facilities Director		90,346.19		1.00	1	100%	1,730.77	1,730.77	90,173.12	1,730.77	44,392.92
						205,878.81		4.00			*Total AFSCME 1818*		*207,162.40*		*202,011.99*
						651,342.54		**10.00**	**Total Full Time - 5111**				**651,772.75**		**598,115.70**
DOYLE	JOHN	220 PUBLIC PROP-INSP	12411-5113	SEALER WEIGHTS/MEAS	1/2/2008	27,995.47			19	hours per wk	27.54	27.54	27,260.33	27.54	27,050.64
						27,995.47			**Total PartTime - 5113**				**27,260.33**		**27,050.64**
		220 PUBLIC PROP-INSP	12411-5118	OVERTIME-CUSTODIANS		5,000.00							5,000.00		5,000.00
						5,000.00			**Overtime - 5118**				**5,000.00**		**5,000.00**
						684,338.01		**10.00**	**Department Total**				**684,033.08**		**630,166.34**

Full-Time Equivalent Employees:	
FY 2019	9.00
FY 2020	10.00
FY 2021	10.00
Variance 20 vs. 21	0.00

FY 2021 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2020 52.2	F T E	Rate FY 2020	Incr FY21 0.0%	Rate FY 2021	STEP INCREASES Date	Rate	# Wks Old	# Wks New		Dept Request FY 2021 52.1	Mayor FY 2021 52.1
CONNOR JONATHAN	220 PUBLIC PROP-INSP	12411-5111	SR BLDG CUST	7/25/16	1	52,829.63	1.00	1,012.06	1.000	1,012.06					100%	52,728.42	52,323.60
Connor - Shift Differential	220 PUBLIC PROP-INSP	12411-5111	Base Rate X 9%			3,282.98		91.09	1.000	91.09					100%	3,282.98	3,282.98
KIRKPATRICK MARCIA	220 PUBLIC PROP-INSP	12411-5111	PRINCIPAL CLERK	10/28/2000	2	51,984.17	1.00	995.87	1.000	995.87					100%	51,884.59	50,888.72
MURTAGH SALLY	220 PUBLIC PROP-INSP	12411-5111	PRINCIPAL CLERK	03141989	2	51,984.17	1.00	995.87	1.000	995.87					100%	51,884.59	48,498.64
RODRIGUEZ ANTONIO	220 PUBLIC PROP-INSP	12411-5111	JR BLDG CUST	7/1/2018	1	45,797.86	1.00	909.44	1.000	909.44	10/18/2020	942.82	15	37.1	100%	47,381.82	47,018.05
						205,878.81	**4.00**									**207,162.40**	**202,011.99**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
PUBLIC PROPERTY - INSPECTIONS - 220					
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.	4,000	4,000	4,000
		Contract Services-Enforcement support for short term rental properties	6,650	6,650	6,650
		Professional Building Cleaning Services	9,500	9,500	9,500
TOTAL			**20,150**	**20,150**	**20,150**
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 recovered through leaning	2,000	2,000	2,000
TOTAL			**2,000**	**2,000**	**2,000**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
12412	**5778**	**SEALER WEIGHTS & MEASURERS EXPENSES**			
		Misc. supplies	1,000	1,000	1,000
TOTAL			**1,000**	**1,000**	**1,000**
TOTAL PROPOSED			**52,100**	**52,100**	**52,100**

Inspectional Services – Board of Appeals

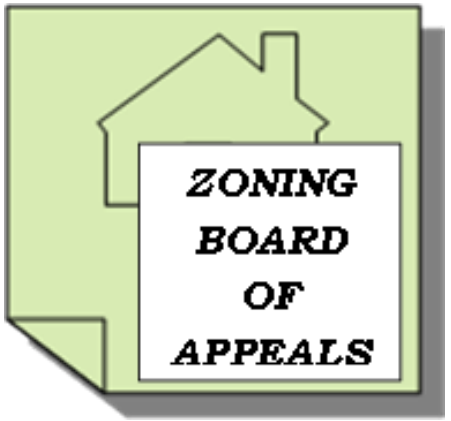
Mission Statement – Why We Exist

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 2021

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 2021 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 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Public Property - Board of Appeals - Expenses									
11762	5306	ADVERTISING	-	75.00	400.00	400.00	-	400.00	400.00
11762	5317	EDUCATIONAL TRAINING	-	-	500.00	500.00	-	500.00	500.00
11762	5381	PRINTING AND BINDING	195.83	-	200.00	200.00	-	200.00	200.00
11762	5421	OFFICE SUPPLIES (GEN	-	23.97	100.00	100.00	-	100.00	100.00
	Total	**Public Prop - B of A - Expense**	**195.83**	**98.97**	**1,200.00**	**1,200.00**	**-**	**1,200.00**	**1,200.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
PUBLIC PROPERTY - BOARD OF APPEALS - 220					
11762	**5306**	**ADVERTISING**			
		Advertising for meetings.	400	400	400
TOTAL			**400**	**400**	**400**
11762	**5317**	**EDUCATIONAL TRAINING**			
		Professional development, board trainings , etc.	500	500	500
TOTAL			**500**	**500**	**500**
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			**1,200**	**1,200**	**1,200**

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 2021

No significant changes.

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Public Property - Fixed Costs									
11962	5211	ELECTRICITY	55,898.74	79,981.87	61,600.00	61,600.00	61,600.00	80,500.00	61,600.00
11962	5212	HVAC/Water-120 Washington St	10,000.00	1,256.55	1,500.00	1,500.00	1,381.20	1,500.00	1,500.00
11962	5216	OIL HEAT	37,727.11	47,415.72	40,000.00	40,000.00	28,686.55	40,000.00	40,000.00
11962	5271	CITY HALL ANNEX	482,738.45	396,009.59	460,000.00	460,000.00	425,000.00	460,000.00	460,000.00
11962	5341	TELEPHONE	7,402.07	6,607.24	7,800.00	7,800.00	5,611.90	-	7,800.00
11962	5342	POSTAGE	107,672.71	109,903.65	115,000.00	115,000.00	61,337.84	115,000.00	115,000.00
	Total	**Public Prop - Fixed Expense**	**701,439.08**	**641,174.62**	**685,900.00**	**685,900.00**	**583,617.49**	**697,000.00**	**685,900.00**
220		**Department Total**	**1,218,517.39**	**1,235,050.60**	**1,423,539.00**	**1,437,879.00**	**1,131,733.74**	**1,434,333.08**	**1,369,366.34**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
PUBLIC PROPERTY - FIXED COSTS - 220					
11962	**5211**	**Electricity**			
		Council on Aging	20,700	20,700	20,700
		90 Washington Street	17,250	34,000	17,250
		City Hall	23,650	25,800	23,650
TOTAL			**61,600**	**80,500**	**61,600**
11962	**5212**	**HVAC/Water 120 Washington Street**			
		Water 90 Washington street	1,500	1,500	1,500
TOTAL		subject to change	**1,500**	**1,500**	**1,500**
11962	**5216**	**Oil & Gas Heat**			
		Gas for 90 Washington	40,000	40,000	40,000
		Oil for 93 Washington and			
		Council on Aging			
TOTAL			**40,000**	**40,000**	**40,000**
11962	**5271**	**CITY HALL ANNEX**			
		Rent 90 Washington street	425,000	425,000	425,000
		90 Washington Street 69% of building	35,000	35,000	35,000
TOTAL			**460,000**	**460,000**	**460,000**
11962	**5274**	**ANNEX RENT TAXES**			
TOTAL			**-**	**-**	**-**
11962	**5341**	**TELEPHONE**			
			7,800	-	7,800
TOTAL			**7,800**	**-**	**7,800**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
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			**685,900**	**697,000**	**685,900**

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 2021

In FY20 Kerry Murphy was hire in the health department to be the Health and Wellness Coordinator for the City. The Board of Health is working on the Healing Communities Study through Boston Medical Center, as part of this grant a full time Community Coordinator will be hired to work in the Board of Health office. The Board of Health is requesting that a part time Sanitarian position be increased to full time to support changes in the Certificate of Fitness ordinance and allow for the reallocation of duties. Staff has begun using an enhanced complaint/nuisance tracking and response system in Laserfiche to better track and respond to complaints.

Recent Accomplishments

- Followed up on 284 cases of reportable contagious diseases.
- The City of Salem has been identified as a Phase 1 community in the National Institutes of Health Healing Communities Study, the Board of Health will be the contact for this study and grant.
- The Health and Wellness Coordinator has worked on several initiatives including the Food Farm at Mack Park, the Salem Backpack Program and the monthly Meet and Eat meals at Saltonstall School.
- The Health and Wellness Coordinator conducts Taste and Talk events at senior living facilities in the City.
- The Health and Wellness Coordinator organized and ran the Food for Thought Festival in the fall. This is planned as an annual event.
- Responded to numerous emergency calls from Police and Fire Departments.
- Coordinates the Salem Overdose Awareness and Use Reduction Coalition, webpage www. Salem.com/opiate.
- Provided a community Health information program including, Blog, Facebook and Twitter presence.
- Provided 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" See Click Fix Tool".
- Participated in community health and wellness fairs at Salem High School, Collins Middle School and other locations on the North Shore.
- In conjunction with other North Shore communities and North Shore Elder Services participant in task force to handle hoarding issues in Salem.
- Coordinate a region wide Asthma reduction program that provides information on multi-unit housing owners on smoke free housing, Integrated pest management and smoking cessation programs.
- Participated in a reciprocal agreement with the City of Beverly to allow residents of both communities to participate in household hazardous waste collections twice per year. Collected hazardous waste from over 200 households.
- Conducts active surveillance and follow up of communicable disease reports through the state MAVEN online system.
- Participated 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.

FY 2021 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 part time Sanitarian position to full time to focus on enforcement of the new Certificate of Fitness ordinance.
- Continue Community Health improvement program geared towards reducing chronic disease risks within Salem, thus improving the health of the community.
- The Community Health and Wellness Coordinator will continue working on community health and wellness programs to enhance community health and wellness programming.
- 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, and 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 for 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 of 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 2018	Actual FY 2019	Estimated FY 2020	Estimated FY 2021
Number of inspections (not all inspections listed below)	2392	2590	4000	4000
Number of permits issued from the Board of Health	1,946	2191	2500	2500
Number of Death Certificates processed/issued	504	501	550	550
Number of trash and general nuisance inspections	945	1049	1200	1200
Number of Certificate of Fitness inspections/re-inspections	744	824	1200	1200
Number of food establishment inspections/re-inspections	234	263	600	600
Temporary Food Establishments /permits	227	1760	300	300
Body art establishments	6	13	15	15
Recreational camp inspections	22	25	25	25
Pool inspections	20	30	25	25
Swimming beach sampling	80	92	120	120
Total number of communicable disease investigations	391	563	400	400
Flu Shots Administered	300	365	350	350

How FY 2021 Departmental Goals Relate to City's Overall Long-Term & 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 of the Certificate of Fitness Ordinance.
- Continue working on Problem Properties task force with other municipal departments to address blighted properties and get them addressed or placed into receivership.
- Increase programs that will reduce risk factors and impact of chronic disease.
- Increase delivery of services and response by increasing use of technology.
- Enhance skill sets in the departmental staff that will impact better public health protections for community.
- Participate in an Opiate overdose reduction project with Lynn and Peabody to reduce the opiate use and overdoses in Salem.
- Actively participate in the Healing Communities Study with a goal of reducing opiate related overdose deaths by 40%.

- Participate in Youth Substance use and reduction project with Lynn, Marblehead and Swampscott to inform and educate youth and parents on developing coping skills to face the challenges of substance use in the community.
- Improve messaging on Public health topics through use of social media.
- Work with department staff to start new public health programs, i.e. North Shore Mothers Visiting Partnership.
- Revive the Salem Regional Elder Assistance Coordinating Team (Salem REACT) to identify elders at risk and provide services to elders in need.
- Work with the Public Health Nurse and staff at LifeBridge to examine the feasibility of offering other vaccinations i.e. Hepatitis A and TB Screenings, to the homeless population in Salem.

CITY OF SALEM - FY 2021 OPERATING BUDGET									
ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Health - Personnel									
15101	5111	SALARIES-FULL TIME	365,673.31	340,726.15	430,394.00	430,394.00	363,816.66	506,389.61	442,564.41
15101	5113	SALARIES-PART TIME	30,669.84	32,252.54	45,502.00	40,503.00	26,429.77	15,140.52	43,498.73
15101	5131	OVERTIME (GENERAL)	6,147.20	3,518.82	5,000.00	10,000.00	9,048.48	5,000.00	5,000.00
15101	5150	FRINGE/STIPENDS	4,500.00	4,500.00	4,500.00	4,500.00	3,750.00	4,500.00	4,500.00
	Total	**Health - Personnel**	**406,990.35**	**380,997.51**	**485,396.00**	**485,397.00**	**403,044.91**	**531,030.13**	**495,563.15**
Health - Expenses									
15102	5218	HHWD	9,431.55	11,650.22	15,000.00	15,000.00	12,826.00	15,000.00	13,500.00
15102	5306	ADVERTISING	-	75.00	800.00	800.00	200.00	800.00	720.00
15102	5318	DENTAL/MEDICAL SERVI	2,410.40	1,748.01	2,000.00	2,000.00	1,997.95	4,000.00	3,600.00
15102	5320	CONTRACTED SERVICES	-	7,500.00	25,976.00	25,976.00	16,709.60	25,976.00	23,379.00
15102	5396	ENVIRONMENTAL HEALTH	3,703.24	3,717.62	4,500.00	4,500.00	4,426.50	4,500.00	4,050.00
15102	5421	OFFICE SUPPLIES (GEN	2,427.31	2,433.92	2,500.00	2,500.00	1,702.20	2,500.00	2,250.00
15102	5710	IN STATE TRAVEL/MEETINGS	245.58	410.11	900.00	900.00	800.00	900.00	810.00
15102	5785	RODENT CONTROL	6,000.00	7,200.00	10,000.00	10,000.00	10,000.00	10,000.00	9,000.00
15102	5786	BEACH WATER ANALYSIS	426.52	160.00	800.00	800.00	800.00	800.00	720.00
	Total	**Health - Expenses**	**24,644.60**	**34,894.88**	**62,476.00**	**62,476.00**	**49,462.25**	**64,476.00**	**58,029.00**
120		**Department Total**	**431,634.95**	**415,892.39**	**547,872.00**	**547,873.00**	**452,507.16**	**595,506.13**	**553,592.15**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
DAVIS	MAUREEN	120 HEALTH	15101-5111	BOARD CLERK		2,000.00	B			4	500.00	500.00	2,000.00	500.00	2,000.00
DAVID	GREENBAUM	120 HEALTH	15101-5111	HEALTH AGENT	1/30/2019	90,396.16		1.00	1	100%	1,731.73	1,731.73	90,223.13	1,731.73	89,529.11
MURPHY	KERRY	120 HEALTH	15101-5111	HEALTH & WELLNESS CO-ORD		31,659.85	**	1.00	1	100%	930.23	930.23	48,465.02	930.23	48,092.22
						306,337.63		*6.00*				*Total AFSCME 1818*	*365,701.45*		302,943.09
						430,393.64		**8.00**	**Total Full Time - 5111**				**506,389.61**		**442,564.41**
MANCINI	JANET	120 HEALTH	15101-5113	PT CODE ENFORCEMENT OFI	7/6/16	30,335.19			19.0	Hrs/wk	30.59	-	-	-	28,358.21
REALE	JOSEPH	120 HEALTH	15101-5113	PT CODE ENFORCEMENT OFI	9/21/2007	15,167.60			9.5	Hrs/wk	30.59	30.59	15,140.52	30.59	15,140.52
**Mancini added to FT Sanitarian on AFSCME 1818 sheet*						**45,502.79**			**Total PartTime - 5113**				**15,140.52**		**43,498.73**
		120 HEALTH	15101-5131	Overtime		5,000.00					5,000.00	5,000.00	5,000.00		5,000.00
						5,000.00			**Total Overtime - 5131**				**5,000.00**		**5,000.00**
		120 HEALTH	15101-5150	Mileage stipend		4,500.00				3.0	1,500.00	1,500.00	4,500.00	1,500.00	4,500.00
						4,500.00			**Total Stipends - 5150**				**4,500.00**		**4,500.00**
						485,396.43		**8.00**	**Department Total**				**531,030.13**		**495,563.15**

Full-Time Equivalent Employees:		
	FY 2019	**6.00**
	FY 2020	**7.00**
	FY 2021	**8.00**
	Variance 20 vs. 21	**1.00**

FY 2021 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2020 52.2	F T E	Rate FY 2020	Incr FY21 0.0%	Rate FY 2021	STEP INCREASES Date	Rate	# Wks Old	# Wks New		Dept Request FY 2021 52.1	Mayor FY 2021 52.1
BAROSY	JEFFREY	120 HEALTH	15101-5111	SANITARIAN	4/27/15	3	62,244.30	1.00	1,192.42	1.000	1,192.42					100%	62,125.05	61,648.09
DARMODY	SUZANNE	120 HEALTH	15101-5111	PUB HLTH NURSE	8/19/2016	3	63,150.46	1.00	1,209.78	1.000	1,209.78					100%	63,029.48	62,545.57
DAVIS	MAUREEN	120 HEALTH	15101-5111	PRINCIPAL CLERK		2	51,984.17	1.00	995.87	1.000	995.87					100%	51,884.59	51,486.24
GAGAKIS	ELIZABETH	120 HEALTH	15101-5111	SR. SANITARIAN	1/7/2008	3	66,714.41	1.00	1,278.05	1.000	1,278.05					100%	66,586.60	66,075.38
DUHAIME	JANICE	120 HEALTH	15101-5111	SANITARIAN - Step II/I	10/19/16	3	62,244.30	1.00	1,192.42	1.000	1,192.42					100%	62,125.05	61,648.09
MANCINI*	JANET	120 HEALTH	15101-5111	SANITARIAN - Step 1	10/19/16	3		1.00		1.000	1,150.68					100%	59,950.68	(460.27)
							306,337.63	**6.00**									**365,701.45**	**302,943.09**

* Promotion from PT to Sanitarian

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
HEALTH - 120					
15102	**5218**	**HOUSEHOLD HAZARDOUS WASTE DAY**			
		Cost of disposal of Hazardous waste from residents event shared with the City of Beverly.	15,000	15,000	13,500
		Salem residents access Beverly Household Hazardous Waste day in Spring			
TOTAL			**15,000**	**15,000**	**13,500**
15102	**5306**	**ADVERTISING**			
		Public Health alerts, such as for Seasonal Flu, Avian Flu, other contagious diseases	800	800	720
		and legal notices required for regulations.			
TOTAL			**800**	**800**	**720**
15102	**5318**	**DENTAL/MEDICAL SERVICES**			
		General medical supplies as needed	2,000	4,000	3,600
		Increase to accommodate the $2000.00 to participate in the NSVMP coalition as			
TOTAL		agreed upon in the contract with MAPC.	**2,000**	**4,000**	**3,600**
15102	**5320**	**CONTRACTED SERVICES**			
		Rental property inspections per City Ordinance	25,976	25,976	23,379
TOTAL			**25,976**	**25,976**	**23,379**
15102	**5396**	**ENVIRONMENTAL HEALTH**			
		Educational Conferences: Contagious diseases, inspections, emergency preparedness,	700	700	630
		Inspectional Equipment such as stem type thermometers, flashlights, batteries,	500	500	450
		Educational Materials	400	400	360
		litmus paper, file, cameral supplies, hardware supplies	500	500	450
		Codes from Mass DEP and MDPH	300	300	270
		Professional Membership for 7 employees: MHOA, APHA, MPHA, NEHA, NALBOH, MAHB, ME	1,200	1,200	1,080
		Beach signs, pool test kits, instructional videos, & Training	500	500	450
		Fees for expert consultant to review plans and specs as needed.	400	400	360
TOTAL			**4,500**	**4,500**	**4,050**
15102	**5421**	**OFFICE SUPPLIES**			
		General Office Supplies as needed	2,500	2,500	2,250
TOTAL			**2,500**	**2,500**	**2,250**
15102	**5710**	**IN STATE TRAVEL**			
		Mileage reimbursement for travel outside of Salem	400	400	360
		Nurse Travelling	500	500	450
TOTAL			**900**	**900**	**810**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
15102	**5785**	**RODENT CONTROL**			
		48 professional exterminations @ $125 each	10,000	10,000	9,000
TOTAL			**10,000**	**10,000**	**9,000**
15102	**5786**	**BEACH WATER ANALYSIS**			
		Bacterial analysis of swimming water	800	800	720
TOTAL			**800**	**800**	**720**
TOTAL PROPOSED			**62,476**	**64,476**	**58,029**

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, Traffic signals and Fire Alarm System.

Significant Budget & Staffing Changes for FY 2021

The Electrical department is asking that we hire another full-time employee. The departments work load has increased significantly along with the City of Salem's growth. The amount of street lights, Roadway lights and traffic signals that have been added have created a need for another person.

Recent Accomplishments

Monitoring the progress of the Footprint Power Facility, which has been completed.
The Woodlands Road project is underway and City of Salem, MA will have its first Solar Powered Radio-Controlled Fire Alarm Street Box.

- Worked with Mass. Highway for signals at Loring Avenue and Jefferson avenue. The project is completed.
- Installation of wireless technology to control our Emergency Snow light Beacons.
- The Traffic control smart system Phase one is completed.
- The Smart signal Phase 2 is underway. We have installed concurrent signals at the intersection of School and North Streets.
- Assisted Salem P.D. installing surveillance cameras throughout the City and moving them when required.
- Installation of Fire Alarm and Street lighting at the Osborne Hills Development is ongoing.
- Maintain wiring in Leslie Retreat Park for the Park lighting system.
- Maintaining lighting at Blaney Street.
- Maintaining lighting at the Salem Willows Park.
- The next phase of the smart signals will include Essex and North Streets, North and Federal Streets, North and Mason streets.
- Maintaining lighting on the Bridge Street Bypass Roadway.
- Maintaining lighting on Route 107 Bridge Street.

- Maintaining the lighting at the Common.
- Installing Rapid Flashing signals at various locations completed.
- Installed all new LED Luminaires from Riley Plaza to Congress Street as promised completed.
- Working with the Planning Department for the Artists Row enhancements and Electrical equipment relocation is completed.
- 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.
- Holiday lighting throughout the City's business district and downtown has been maintained.
- Completely maintained our Traffic signals and controllers through out the City.
- The Electrical Department is maintaining all street lights throughout the City.

FY 2021 Goals & Objectives

- Working with the Planning Department on Gallows Hill Park Improvements
- Working on Phase two of a comprehensive traffic improvement plan to move traffic quicker and safely from Downtown heading west bound along New Derby Street to North and Essex Street then to North and Federal Street.
- Working with Engineering to Make Derby Street improvements. Lighting and Fire Alarm
- To have all our traffic signals and hardware painted at all of our major intersections
- To Retrofit Collins Cove walkway with LED lighting
- To Keep building our Smart Traffic system and to become more ADA compliant.
- To paint fireboxes in different locations through out the City.
- To install new Fire Alarm cable from Gardner street to Holly street
- To Convert our remaining roadway lighting to LED Luminaires on Bridge Street
- To complete all the pole transfers for the City's Street luminaires and Fire Alarm cable
- To step up maintenance in potential problem areas with our Fire Alarm System and our traffic control system.
- Working with the Planning Department to light up our Statues
- Working on completion of our Capital improvement projects.
- Working on a comprehensive short term and long-term plan to move people and traffic faster and safely throughout the City of Salem with the Smart traffic control system
- We are looking into the future of traffic control. This is called Adaptive traffic control. This system actually adjusts the flow of traffic between intersections. It continuously monitors the traffic count. Everything we are doing on the smart signal program will gets us ready for the next step which is adaptive traffic control

Outcomes and Performance Measures	Actual FY 2018	Actual FY 2019	Estimated FY 2020	Estimated FY 2021
ELECTRICAL PERMITS ISSUED	870	900	750	750
ELECTRICAL INSPECTIONS PERFORMED	1920	1500	1200	1200
FIRE ALARM MASTERBOX PLUG OUT AND SYSTEM RESETS	1286	700	950	950
TRAFFIC SIGNAL REPAIRS	535	450	600	600
DECORATIVE STREET LIGHT REPAIRS	150	220	200	200
COBRAHEAD STREEET LIGHT REPAIRS	85	100	85	85
BOARD OF HEALTH ELEC. COMPLAINTS	6	8	5	5
FIRE PREVENTION ELEC. COMPLAINTS	6	25	30	30
ELECTRICAL REPAIRS TO PUBLIC BLDGS	68	45	60	60
FIRE ALARM OPEN CIRCUITS / REPAIR	330	290	350	350
MAINTAIN FOUNTAIN PUMPS	2	2	2	2
FIRE ALARM POLE TRANSFERS	65	75	100	100
ROADWAY BANNERS HUNG	230	250	230	230
DECORATED CHRISTMAS TREES	80	80	85	85

How FY 2021 Departmental Goals Relate to City's Overall Long & Short Term Goals

IMPLEMENT PHASE 2 OF THE SMART SIGNAL SYSTEM SHORT AND LONG TERM.
CONTINUE TO REMOVE DOUBLE POLES. THIS IS ONGOING

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Electrical - Personnel									
12451	5111	SALARIES-FULL TIME	371,399.78	377,815.14	415,989.00	415,990.00	330,001.77	472,923.08	370,187.37
12451	5131	OVERTIME (GENERAL)	8,014.21	5,467.31	10,000.00	10,000.00	5,172.04	10,000.00	10,000.00
	Total	**Electrical - Personnel**	**379,413.99**	**383,282.45**	**425,989.00**	**425,990.00**	**335,173.81**	**482,923.08**	**380,187.37**
Electrical - Expenses									
12452	5213	STREET LIGHTING	219,325.26	249,621.06	262,000.00	262,000.00	228,939.71	288,200.00	288,200.00
12452	5214	TRAFFIC SIGNAL LIGHT	33,991.65	33,992.68	37,400.00	37,400.00	36,660.95	41,140.00	41,140.00
12452	5254	STREET LIGHTING MAINT	36,119.95	23,174.36	40,000.00	40,000.00	23,450.43	40,000.00	40,000.00
12452	5255	BUILDING/EQUIP MAINT	16,605.44	9,918.38	12,000.00	12,000.00	9,284.16	12,000.00	12,000.00
12452	5256	FIRE/MUN SIGNAL MAIN	9,700.00	7,638.66	10,000.00	10,000.00	7,189.38	10,000.00	10,000.00
12452	5257	MAINT TRAFFIC SIGNAL	16,699.88	14,289.90	15,000.00	15,000.00	15,000.00	20,000.00	15,000.00
12452	5301	POLICE DETAIL	920.00	2,000.00	2,000.00	2,000.00	333.92	2,000.00	2,000.00
12452	5324	TRAINING & CERTIFICATION	470.00	532.12	1,000.00	1,000.00	350.00	5,000.00	1,000.00
12452	5341	TELEPHONE	962.12	491.08	1,000.00	1,000.00	469.59	1,000.00	1,000.00
12452	5421	OFFICE SUPPLIES (GEN	1,936.66	2,019.44	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
12452	5710	IN STATE TRAVEL/MEETINGS	276.50	237.98	600.00	600.00	380.00	800.00	600.00
	Total	**Electrical - Expenses**	**337,007.46**	**343,915.66**	**383,000.00**	**383,000.00**	**324,058.14**	**422,140.00**	**412,940.00**
080		**Department Total**	**716,421.45**	**727,198.11**	**808,989.00**	**808,990.00**	**659,231.95**	**905,063.08**	**793,127.37**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
DOWNING	NICHOLAS	080 ELECTRICAL	12451-5111	Asst Dir of Traffic & Parking	10/30/2017	36,733.32		0.50	1	50%	1,407.41	1,407.41	36,662.95	1,407.41	0.00
GIARDI	JOHN	080 ELECTRICAL	12451-5111	CITY ELECTRICIAN	06041984	86,210.02		1.00	1	100%	1,651.53	1,651.53	86,044.86	1,651.53	85,382.98
Asst Dir of Traffic & Parking split 50/50 with Traffic and Parking Department															
						293,045.90		*6.00*				*Total AFSCME 1818*	*350,215.26*		*284,804.38*
						415,989.24		**7.50**	**Total Full Time - 5111**				**472,923.08**		**370,187.37**
		080 ELECTRICAL	12451-5131	Overtime		10,000.00							10,000.00		10,000.00
						425,989.24		**7.50**	**Department Total**				**482,923.08**		**380,187.37**

Full-Time Equivalent Employees:		
	FY 2019	**6.50**
	FY 2020	**6.50**
	FY 2021	**7.50**
	Variance 20 vs. 21	**1.00**

FY 2021 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2020 52.2	F T E	Rate FY 2020	Incr FY21 0.0%	Rate FY 2021	STEP INCREASES Date	Rate	# Wks Old	# Wks New		Dept Request FY 2021 52.1	Mayor FY 2021 52.1
CHRISTOPHEF	ROUSE	080 ELECTRICAL	12451-5111	WIRE INSPECTOR	03/02/20	1	62,005.32	1.00	1,108.09	1.000	1,108.09	3/2/2021	1,149.09	35	17.1	100%	57,731.49	57,288.25
LYONS-PAUL	HEATHER	080 ELECTRICAL	12451-5111	PRINCIPAL CLERK	2/6/17	2	51,785.24	1.00	995.87	1.000	995.87					100%	51,884.83	50,888.96
PARENT	RICHARD	080 ELECTRICAL	12451-5111	WORKING FOREMAN	5/12/2011	1	60,661.88	1.00	1,162.10	1.000	1,162.10					100%	60,545.67	60,080.83
ROCHON	MARK	080 ELECTRICAL	12451-5111	WIRE INSPECTOR	4/30/2001	1	62,005.32	1.00	1,192.41	1.000	1,192.41					100%	62,124.56	61,647.60
VALLANTE	KENNETH	080 ELECTRICAL	12451-5111	SIGNAL MAINTAINER	10/28/2002	1	55,911.26	1.00	1,071.10	1.000	1,071.10					100%	55,804.15	55,375.71
NEW		080 ELECTRICAL	12451-5111	SIGNAL MAINTAINER		1		1.00		1.000	1,192.41					100%	62,124.56	(476.96)
																	-	-
							293,045.90	**6.00**									**350,215.26**	**284,804.38**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
ELECTRICAL - 080					
12452	**5213**	**STREET LIGHTS**			
		ROADWAY AND DECORATIVE LIGHTING THROUGHOUT CITY	262,000	288,200	288,200
TOTAL			**262,000**	**288,200**	**288,200**
12452	**5214**	**TRAFFIC SIGNALS**			
		TRAFFIC SIGNAL ENERGY COSTS	37,400	41,140	41,140
TOTAL			**37,400**	**41,140**	**41,140**
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, EQIPMENT, AND MAINTENANCE	12,000	12,000	12,000
TOTAL			**12,000**	**12,000**	**12,000**
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.	15,000	20,000	15,000
TOTAL		WE HAVE ADDED A LOT MORE HARDWARE TO THE SYSTEM	**15,000**	**20,000**	**15,000**
12452	**5301**	**POLICE DETAIL**			
		POLICE DETAIL FOR ROADWAY WORK AS NEEDED	2,000	2,000	2,000
TOTAL			**2,000**	**2,000**	**2,000**
12452	**5324**	**TRAINING & CERTIFICATION**			
		ESSEX CTY SIGNAL ASSOC., IMSA NFPA LED CERTIFICATION, MUN ELEC INSP ASSOC.	1,000	1,000	1,000
		TRAFFIC SIGNAL SCHOOL, COMP COURSES		4,000	
TOTAL		SIGNAL MAINTENANCE SCHOOL CERTIFICATION FOR NEW EMPLOYEE	**1,000**	**5,000**	**1,000**
12452	**5341**	**TELEPHONE**			
		2 BUSINESS PHONE LINES @ 120.MO & LONG DISTANCE @ 82.50 X 12 MOS	1,000	1,000	1,000
TOTAL			**1,000**	**1,000**	**1,000**
12452	**5421**	**OFFICE SUPPLIES (GENERAL)**			
		GENERAL OFFICE SUPPLIES AS NEEDED	2,000	2,000	2,000
TOTAL			**2,000**	**2,000**	**2,000**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
12452	**5710**	**IN STATE TRAVEL/MEETING**			
		PROGRAMS AND SEMINARS			
		INTERNATIONAL ASSOCIATION OF ELECTRICAL INSPECTORS PAUL REVERE CHAPTER	600	600	600
		MUNICIPAL ELECTRICAL INSPECTORS MEETINGS		200	
TOTAL		MEMBERSHIP DUES AND EXPENSES HAVE INCREASED	**600**	**800**	**600**
TOTAL PROPOSED			**383,000**	**422,140**	**412,940**

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, neighborhood improvement efforts, and art and culture initiatives.

Significant Budget & Staffing Changes for FY 2021

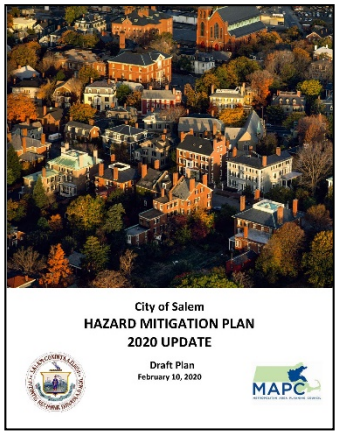
Julie Barry joined the Department as Senior Planner for Art and Culture in October 2019, replacing Kate Luchini. The volume and complexity of work in the Department continues to be high. We are requesting the addtion of one full-time planner position to focus support our economic development work, redevelopment projects, and planning studies. We are also requesting a part-time planning assistant to support administration of permitting boards and management of Old Town Hall. 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. We are also requesting an increase to and standardization of payment for board clerks.

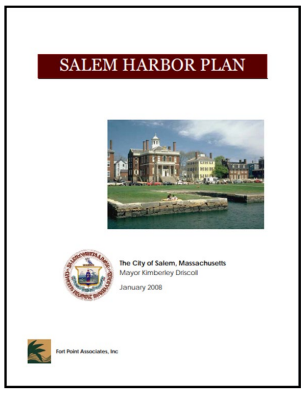
There is an increase in Contracted Services. First, we are requesting $5,000 to provide Spanish language interpretation and translation. This funding supports Imagine Salem's guiding principal for equity and inclusivity which states, "Civic and political engagement within and between communities is key to inclusive governance. Equity and inclusivity can only advance so far without the robust engagement from everyone involved. Salem should create opportunities for more people of varying backgrounds to become involved in formal political and informal community life." Second, we are requesting an increase of approximately $22,000 to support the municipal bike share program. This amount may be reduced if outside sponsors, such as Blue Cross Blue Shield, support the program.

There is an increase in the dues line item due to four changes. The Urban Land Institute membership Public Sector Agency rate increased by $40, and we are requesting a $75 membership with Americans for the Arts. MAPC has invited the City to join the Metro Boston Rental Listings Database Consortium. Membership in the Consortium will provide access to rental listings data to help understand market rent conditions in Salem. Membership costs $2,000. We are requesting $2,900 to expand our economic development program by incorporating a web-based platform such as Localintel.

Recent Accomplishments

- In 2016, the City was awarded a $30,000 Executive Office for Administration and Finance (EOAF) grant to support a citywide visioning project. In 2017, the Imagine Salem project was launched and had more than 1,900 interactions with people. The Imagine Salem Progress Report summarizes the findings and lays the path for future work. DPCD continues to use the guiding vision and has been developing communication tools about strategies and progress.
- In spring 2018, the City was awarded a $59,000 housing planning grant from MassHousing. The funds have been used to implement the vision of the City's recent Imagine Salem planning process by conducting a citywide communication effort around affordable housing needs, and advancing a new inclusionary zoning ordinance. The funds are also supporting a planning process to develop a mixed-use zoning overlay for Bridge Street Neck.
- In collaboration with the Engineering Department, the City received a grant of $16,666 from the Massachusetts Emergency Management Agency (MEMA), to be used in FY19-20. Along with a City match, Salem will these funds to update its Hazard Mitigation Plan, including identifying vulnerabilities, mitigation goals, and action steps that may have changed since the previous plan update in 2011. This will be completed in February 2020 and submitted to MEMA for approval in early March 2020.





- An RFP for consultant services to update the Salem Harbor Plan was issued in November 2019 and reissued in December 2019. The Harbor Plan update will guide future development along Salem Harbor, most notably the reuse of the 44 acres of undeveloped land adjacent to the Footprint Power Plant. The Harbor Plan is expected to kick off in March of 2020 and last 12 to 18 months.
- In 2017, the City was awarded a $45,000 Executive Office of Energy and Environmental Affairs Grant for technical assistance for a comprehensive rewrite of the City's subdivision regulations, which were last updated in 1987. The update to the subdivision regulations will advance several strategies outlined in the City of Salem's successful Climate Change Vulnerability Assessment and Adaptation Plan. Strategies that will be advanced as part of the update include preventing or managing flooding through low impact development (LID) standards and expanding the urban forest. The regulations will also include design standards to support the city's complete street policy. The Subdivision Regulation grant was completed in 2019 and the draft regulations are set for a public hearing and adoption by the Planning Board in the first half of 2020.
- The City, with Salem State University, and the state's Division of Capital Asset Management & Maintenance (DCAMM), contracted with Sasaki Associates to develop a community vision and establish a redevelopment framework for the University's South Campus property. The results of this study will inform the DCAMM's generation of a Request for Proposals to select a developer for the 21.5-acre site.

- Bridge Street Neck (BSN): In the fall of 2018, DPCD worked with MAPC to revisit the 2012 BSN zoning study. At a community meeting, attendees asked many questions about the scope and impact of the 2012 report and its recommendations for allowing mixed use buildings along the BSN corridor. Subsequent discussions among staff, working group members, and MAPC have made it clear that future changes to the BSN neighborhood must come from a unified vision created by BSN and other Salem residents. To that end, a vision update workshop was held in September of 2019. An updated vision report with recommendations will be finalized in the spring of 2020.
- DPCD continued to work with the Salem Partnership to study the feasibility and economic impact of a South Salem Commuter Rail.

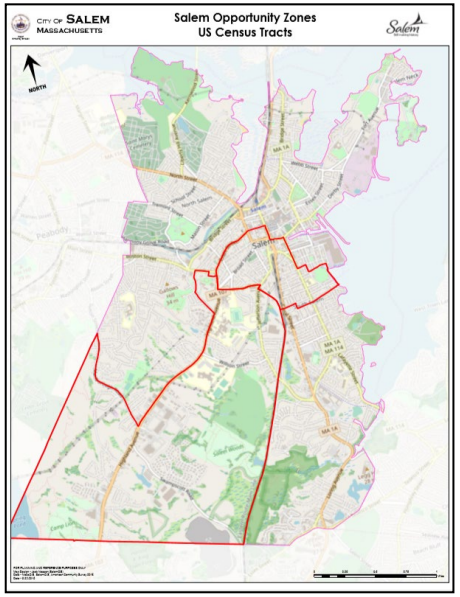
- In February 2019, the City Council voted to declare 252 Bridge Street (the 'Crescent Lot') surplus and conveyed it to the SRA for the purpose of packaging it with the Superior Court and County Commissioners Building to facilitate the redevelopment of the historic structures. DPCD worked with the SRA on issuing a Request for Qualifications (RFQ) to the development community for this opportunity. In August 2019, the SRA voted to select four teams to proceed in this process and respond to a Request for Proposals (RFP). The selected teams were: Barnat Development, JHR Development, North River Partnership (Diamond Sinacori with Urban Spaces), and Winn Development. Along with the RFP, the DPCD developed a draft preservation restriction that was reviewed by the Massachusetts Historical Commission (MHC). The RFP was issued in late January 2020 and responses are due April 30, 2020.

- A groundbreaking for the project at 65 Washington Street, 'Brix', was held on September 20, 2019, marking the start of construction for this 61-unit residential building (six units will be affordable) with onsite parking and retail/restaurant space on the ground floor. Anticipated completion for the project is Spring 2021.

- As requested by the City Council, DPCD worked with the SRA on the disposition of 5 Broad Street. Upon thorough review of the three proposals, in April 2019 the SRA recommended the City Council select Charing Cross Realty Trust as the designated developer for the property. Charing Cross proposed the purchase of the building at $1.35 million, which is the full appraised value. The final proposal includes preservation of the exterior of the building, sixteen residential units with one unit designated as affordable, on-site parking in accordance with City regulations, an electric car charging station, a Zip Car parking space, bicycle storage for owners and visitors, and a $5,000 contribution to the Salem Public Art Commission.
- The 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 and permitting was conducted during 2017. In 2018, F.W. Webb informed the City that it was no longer moving forward with its expansion on the property.

- DPCD worked with the SRA on the review of several significant downtown projects including the Washington and Dodge project (i.e. the Hampton Inn, residential/mixed-use building) and the Peabody Essex Museum expansion, which held a grand opening in September 2019. DPCD staff worked with the SRA on several smaller downtown projects including the new patio space at Casa Tequila (300 Derby Street), residential infill projects on historic structures (i.e. expanding an existing historic home through the construction of additions), and signage review for new businesses and existing businesses seeking to update their signs.
- In late May 2019, Salem was selected to participate in the inaugural Opportunity Zone Academy run by LOCUS and Smart Growth America (SGA) with funding from the Barr Foundation. The City, in partnership with the Chamber of Commerce, the Salem Partnership, and the Enterprise Center, was one of four Massachusetts cohorts invited to participate with the Academy kicking off at a two-day event in Washington, D.C. DPCD staff attended the kick-off and throughout 2019 worked with LOCUS and SGA to explore ways to highlight Salem and its two Opportunity Zones (OZs). Work through the Academy focused predominantly on the proposed location for the South Salem Commuter Rail station with a stakeholder and a

community workshop in September 2019 to share potential opportunities in the station area. DPCD's Opportunity Zone work will continue for the next several years through the managing of OZ highlighted sites on the OppSites marketplace platform, stakeholder outreach to businesses and property owners in the OZs, continued communications with our partners at LOCUS and SGA, and as a municipal point of contact for those interested in OZs.



- DPCD administers the City's Small Business Loan Program. This program, funded through CDBG, provides low-interest loans at favorable rates to businesses that seek to establish themselves in Salem, seek to expand their already established business, or need working capital to restructure existing debt.

  - In May 2019, the City closed on a $70,000 loan to Landworks Studios, Inc., a landscape architecture firm that was originally in Salem, then moved to Boston, then returned to Salem in winter 2019. The loan supported the purchase of new office furniture and working capital for the business. As a condition of the loan funding Landworks has agreed to create and/or retain at least four new jobs for low- to moderate-income people. These jobs will be a combination of administrative positions and entry-level landscape architects.
  - In January 2020, the City closed on a $50,000 loan to The Artful Life Counseling Center and Studio, which is a regional art therapy practice located in Beverly. The Artful Life sought to expand in its physical space as well as its staffing capacity in order to provide art therapy services to those on their extensive wait list. The Artful Life anticipates opening in their new location at 142 Canal Street in spring 2020. The loan supported the purchase of office furniture, art supplies, and working capital. As a condition of the loan funding, The Artful Life will create at least three new jobs for low- to moderate-income people. These jobs will be a combination of administrative positions and entry-level clinicians and represent a small fraction of the new jobs The Artful Life will be adding.

- DPCD continued to administer an EPA-funded brownfields revolving loan fund in partnership with the City of Peabody. The program supports the remediation and redevelopment of underutilized contaminated properties.
- DPCD continued to work with Destination Salem to increase tourism. See Marketing and Tourism.
- In 2019, the City, through DPCD, contracted with Sir Isaac, a local marketing agency, to develop traditional marketing materials and a new website to attract and support the recruitment of businesses to all of Salem's neighborhoods. DPCD has partnered with Salem Main Streets and the Chamber of Commerce in this initiative. This effort will support the City's economic development goals to diversify Salem's business community so that it can provide services and opportunities to residents and visitors, bring new jobs to Salem, and continue to make the community a place where individuals and families can live, work, and play. The website will launch in spring 2020.
- The department continues to assist businesses in a range of ways: connecting those seeking space to locate in Salem or to expand their existing Salem-based business to property owners and realtors, providing referral services to the Enterprise Center, Salem Main Streets, the Chamber of Commerce, the Small Business Association, MassDevelopment, and the MA Office of Business Development, and administering the City's business assistance programs (the Façade Improvement Grant Program and the Small Business Loan Program). Businesses assisted range from established retail shops seeking to expand, new businesses hoping to move into Salem either as a first 'brick and mortar' location or as an additional storefront, to manufacturing companies looking for industrial space. All of these businesses seek to bring a product, service, or industry to Salem that not only meets the needs of the community but provides new

job opportunities. As of December 2019, the application form and instructions for the City's Small Business Loan Program are in Spanish, further extending the accessibility of this program.

- DPCD continued to implement the Downtown Retail Market Study in collaboration with Salem Main Streets. On February 12, 2019 DPCD staff attended a Downtown Leadership Team meeting. This meeting brought together the Salem Main Streets Steering Committee, the Chamber of Commerce's Economic Development Committee, and downtown stakeholders to discuss the December 2017 Retail Action Plan goals and how to continue implementation as well as how to better engage property owners with the organizations' economic development work.

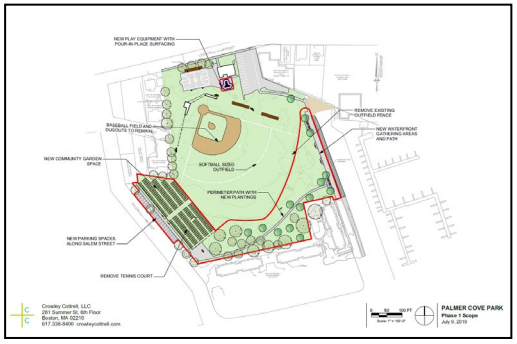
- Early in 2019, DPCD staff coordinated with the Licensing Department, the Legal Department, the City's Special Events Coordinator, and Salem Main Streets to draft regulations for outdoor merchandising. These regulations, overseen by the Salem Licensing Board through its Clerk, were created with the following goals: (1) to provide safe access along the public right-of-way for people of all abilities and for emergency and public safety vehicles and personnel, (2) to control for the sale and display of merchandise outside a brick-and-mortar business in the downtown, (3) to optimize growth and income of retail businesses by allowing the use of a portion of the public right-of-way through an equitable review and permit process, and (4) to enhance the visual appeal of the right-of-way through thoughtful consideration of materials, placement, and overall appearance of the outdoor vending/merchandise facility.
- As part of the MassDevelopment Transformative District Initiative Affiliate District, in 2019 DPCD worked with other City departments and officials to help North Shore Community Development Coalition build two temporary parklets on Congress Street as well as install a shipping container structure/art installation in the pedestrian plaza at the intersection of Congress, Peabody, and Ward Streets. Staff provided assistance with the permitting process and CDBG compliance. DPCD contributed $30,000.00 of CDBG funds to this project.

- Affordable Housing Communication: Several affordable housing communication pieces were created as part of an affordable housing communications outreach project including a "myth buster" flipbook that addresses common concerns regarding housing and a four-part video series that features Salem residents. In addition, three housing meetings were held.
    a. First, a January 2019 session included a presentation of the housing landscape in Salem, upcoming housing initiatives, and trade-offs associated with affordable housing development.
    b. Second, at a March 2019 Housing Forum attended by over 150 community members, strategies to increase the supply of affordable housing were presented and then discussed in small groups. In addition to establishing an inclusionary zoning ordinance, at the workshop community members prioritized updating the current accessory living area regulations and having the City leverage publicly owned land to build affordable housing.
    c. The third meeting was a housing workshop in April 2019 in which staff solicited community feedback on proposed recommendations for an inclusionary zoning ordinance and an amendment to the accessory living area ordinance.

  Input from the housing meetings has been used to inform the recommendations of the inclusionary zoning ordinance and the amended accessory living area ordinance.
- Accessory Living Area Ordinance: In the spring and summer of 2019, DPCD staff developed an amendment to the accessory living area ordinance. DPCD staff attended two joint public hearings between the City Council and Planning Board and two City Council subcommittee meetings for this ordinance. The ordinance was not supported by a super-majority of the City Council and did not pass.
- Public Land: Throughout 2019 DPCD staff has been collaborating with the Massachusetts Housing Partnership and MassHousing on the preliminary review of public land in Salem to identify sites that are feasible for affordable housing.

- Inclusionary Zoning Model: Throughout the 2019 fiscal year, DPCD staff worked with the City's consultant, MAPC, on developing a financial model that was used to test the market implications of various inclusionary zoning scenarios. The model is based on a pro forma analysis that is typically used by a developer to understand whether a real estate project is feasible. The creation of the model involved analysis of Salem's housing market as well as information obtained from local development experts including land use board members, realtors, residents, land use attorneys, developers and local banks.
- Inclusionary Zoning Advisory Committee: DPCD staff convened and managed an inclusionary zoning advisory committee in the winter of 2018. The advisory committee met four times and provided the City's consultant, MAPC, input and guidance on the inclusionary zoning ordinance. Memorandums of the meetings are available on the Imagine Salem website.
- Municipal Religious Reuse Ordinance: In the summer of 2018, DPCD began working on an ordinance that would facilitate the reuse of the Archdiocese's schools and other properties per order of the City Council. Two community meetings were held in July and October 2018 to share draft versions of the ordinance and receive input. A zoning amendment was filed with the City Council in October 2018 and failed to gain the support of a super-majority of the City Council in March of 2019. Staff worked on a different ordinance that would allow reuse of former religious and municipal buildings between the spring and fall of 2019. The second ordinance was adopted.
- Housing Development Incentive Program (HDIP): DPCD worked on a proposal to expand the housing development zone citywide. The City Council passed the proposal in November of 2019.
- Amanda Chiancola is a member of the Salem for All Ages Housing Task Force Subcommittee. The goal of the Housing Subcommittee is a primary goal of AARP: to "improve accessibility and accommodations for people of all ages and abilities." Work on the committee involves advocating for affordable housing and developing creative solutions for various types of housing.

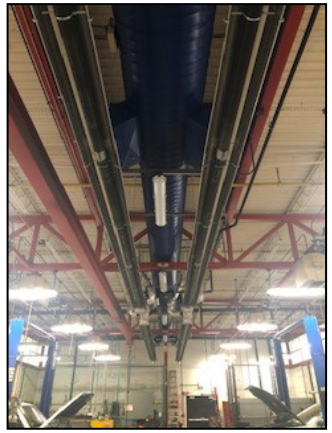
- Construction is underway for the renovation of Lower Gallows Hill Park. This project, funded in part by a $400,000 PARC grant, includes reconstruction of the Ryan Brennan Memorial Skate Park, expansion of the baseball field to regulation size, improved trail connections, and upgraded drainage.
- DPCD staff have coordinated with a Licensed Site Professional, MassDEP and US EPA to assess the arsenic contamination at Mansell Field and surrounding residential properties. The EPA has completed excavation of contaminated materials from the abutting Langdon Street residential properties and will complete final landscaping in the spring of 2020.
- In 2019, DPCD successfully secured $400,000 in state reimbursement funding from the Executive Office of Energy and Environmental Affairs for a first phase renovation of Palmer Cove Park, which will include improved waterfront connections along approximately 300 feet of coastline, increased climate change resiliency, and more opportunities for active and passive recreation. DPCD is continuing to work with Park and Recreation on the development of plans for improvements at Palmer Cove Park that build on an extensive community visioning process completed towards the end of 2018. Phase 1 design will begin in the first half of 2020 and construction will follow in FY2021.



- The City was awarded CPA and State funding to design and construct a downtown waterfront park at 289 Derby St. Construction was completed and the park was opened in 2019. The park includes green space and a concrete plaza for programming and performances, a harbor walk and custom designed swing seating. The City conveyed a strip of land to an abutter to facilitate his building's renovation. This conveyance will result in active commercial uses opening out to the park and extension of the harbor walk by the building owner. A ceremony was held to name the new City park in honor of Charlotte Forten, an abolitionist, a women's rights activist and Salem State University's first African-American graduate.

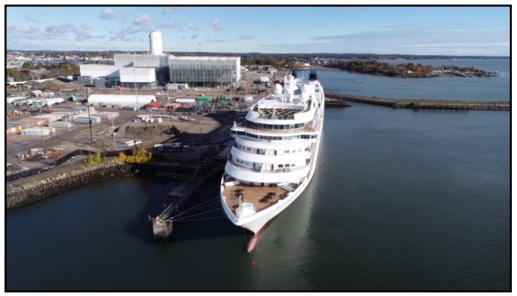
- DPCD staff secured a $300,00 MassTrails grant from the Commonwealth to construct the Salem Harbor Connector Path. Its two branches will extend the City's shared-use path network from the Peter Tracy walkway at Collins Cove to the Bentley Academy Charter School and to the 40 acres of waterfront land now open for redevelopment and public access as a result of redevelopment of the Salem Harbor Power Station. Construction, managed by the Engineering Department, commenced in February 2020 and is anticipated to be completed in the summer.
- In 2019, DPCD, working with the City of Peabody, obtained a $30,000 grant from the Solomon Foundation to conduct a feasibility study for a multiuse path along the North River in the vicinity of Harmony Grove Road. The study will identify a preferred alignment to connect Salem and Peabody's portions of the region's expanding multiuse path network.

- DPCD contracted with Toole Design Group to complete preliminary designs and cost estimates for key projects recommended by the 2018 Bicycling Master Plan. This work identified preferred alternatives for adding bike infrastructure to Washington Street, Bridge Street, North Street, Jefferson Ave., and Fort Ave.
- DPCD, in conjunction with the Traffic & Parking Department, is working with the Metropolitan Area Planning Council and surrounding municipalities to expand the Zagster bike share into a regional system serving the North Shore. With Salem's system logging over 20,000 rides since 2017 and operating through the winter for the first time in winter 2020, neighboring municipalities are interested in joining a regional bike share network that is interoperable across city lines.
- DPCD coordinated with the Traffic & Parking Department to launch pilot shared electric scooter program. With nearly 30,000 rides since its July 2019 launch, the City was able to test a new transportation option that can reduce the community's dependence on single occupancy vehicles.
- Working with the Traffic & Parking Department, DPCD secured a $250,000 MassDOT Workforce Transportation Program grant to for a one-year pilot of an intracity microtransit shuttle service. The program will provide an on-demand shuttle service to complement existing transportation options and strengthen Salem's position as a "car choice" community where people can easily travel within Salem without owning a car.
- The City was designated as a Municipal Vulnerability Program (MVP) community based on work the City has done in assessing vulnerability and developing strategies to improve our resiliency to climate change. In fiscal year 2020, DPCD administered an MVP grant to incorporate green stormwater management into the Gallows Hill Park and Bertram Field improvement projects as well as to support downtown tree plantings.
- The City is partnering with the Towns of Swampscott and Nahant on the Solarize Mass Plus Program. This program is funded by the Massachusetts Clean Energy Center (MassCEC) and DOER. It is a volunteer-run program that encourages the adoption of small-scale solar projects and other renewable energy technologies (solar hot water and air-source heat pumps) through a grassroots educational and outreach campaign.
- Through a partnership with Salem Sound Coastwatch, the City completed construction of the Collins Cove Living Shoreline. Funded through a Massachusetts Coastal Zone Management Coastal Resilience Grant in the amount of $216,550, the project added salt marsh plantings to reduce coastal erosion of the Peter Tracey Walkway and better protect the Collins Cove neighborhood from storm damage. 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.



- The City received a FY19 Green Communities Grant through the Massachusetts Department of Energy Resources (DOER) for $249,932. These funds were used to install energy efficient lighting the Bates and Carlton school buildings, make lighting and heating upgrades at Salerno Automotive Center, and install an electric vehicle charging station that will be available to both City vehicles and the general public.

- Legislation was passed by the MA Senate and House and signed by the Governor to establish a Salem Port Authority. Board members were appointed by the Mayor, with the Mayor and Ward 1 Councilor serving as ex-officio members. The new Port Authority will manage the new Salem Wharf complex and will control and manage the Cruise Port in coordination with Footprint Energy. The Cruise Port has been contacted by the Ritz Carlton and will host visits from by their new luxury yachts in 2020. The Board held its first meeting in January 2019 and it will continue to meet monthly.



- In 2018, the City applied for and received a $4M federal grant to acquire a second ferry. Following a lengthy review of the City's financial and technical capacity, the Federal Transit Administration determined in January 2020 that Salem is qualified to receive FTA funds. Following this significant step, the City can now proceed with developing its water transit plan and begin carrying out its procurement process. The City continues to work with the City of Lynn, Massachusetts Department of Transportation, and U.S. Congressman Seth Moulton's office to advance local water transportation efforts
- In 2018, the City was awarded funding by the Governor's Seaport Economic Council for design and construction of waterfront facilities to expand recreational visitor access and expand economic opportunity. Congress Street Dock, the City's only public landing had been closed due to unsafe conditions. The dock was renovated using Seaport Council funds and now is fully handicapped accessible. Work was completed over the winter and the facility will re-open to the public in spring 2020. It will also serve as the location of the City's Water Shuttle.
- Seaport Council funds were used to construct a new dinghy dock at Derby Wharf in partnership with the National Park Service. The new facility is fully handicapped accessible and creates new shoreside access for visitors to downtown Salem. The project is completed, and the new dock will be open for the 2020 boating season.

- A new gangway and small boat dock are being added to the new harbor walk at Charlotte Forten Park. This project will enliven the South River, provide increased access to the new park and will act as a small performance venue. Work is underway and completion is expected in time for the 2020 season.
- 100 new inventory forms were completed for historic resources in South Salem through a grant from the Massachusetts Historical Commission. Historic and architectural information provided on these forms will support advocacy efforts of the Historical Commission and development review by the Planning Board and Zoning Board of Appeals.

FORM B – BUILDING

MASSACHUSETTS HISTORICAL COMMISSION
MASSACHUSETTS ARCHIVES BUILDING
220 MORRISSEY BOULEVARD
BOSTON, MASSACHUSETTS 02125

Assessor's Number: 33-0274-0 | USGS Quad: Salem | Area(s): | Form Number: SAL.2002

Photograph

View from SW

Locus Map (north at top)

Source: Mass GIS Oliver Parcel Viewer

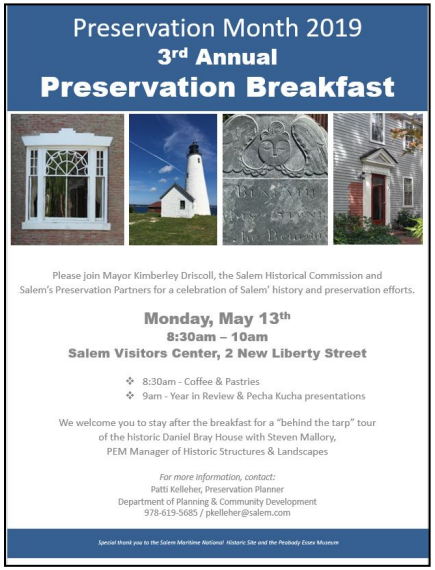
Town/City: Salem
Place: (neighborhood or village): South Salem
Address: 4 Holly Street
Historic Name: John B. & Hannah D. Elwell House
Uses: Present: single family residence
Original: single family residence
Date of Construction: 1914
Source: deeds, historic atlases
Style/Form: Craftsman/end house
Architect/Builder: John B. Elwell, probable builder
Exterior Material:
Foundation: stucco
Wall/Trim: stucco/wood
Roof: asphalt shingles
Outbuildings/Secondary Structures: none
Major Alterations (with dates): none
Condition: good
Moved: no ☒ yes ☐ Date:
Acreage: 4792 sq ft
Setting: The house is situated in a dense urban residential area characterized by single and multiple family dwellings built between the mid-19th century and the mid-20th century.

Recorded by: Neil Larson & Kathryn Grover
Organization: Salem Dept. of Planning & Development
Date (month / year): June 2019

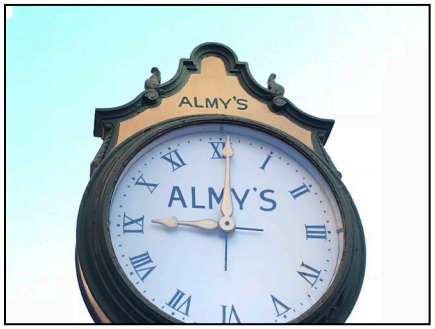
4/11 Follow Massachusetts Historical Commission Survey Manual instructions for completing this form.

- 100 new inventory forms were completed for historic resources in South Salem through a grant from the Massachusetts Historical Commission. Historic and architectural information provided on these forms will support advocacy efforts of the Historical Commission and development review by the Planning Board and Zoning Board of Appeals.
- The City applied for a Survey and Planning Grant in early 2020 to update the Historical Commission's Design Guidelines Notebook. This notebook serves as guidance for the Historical Commission as well as for the City's design review boards and historic property owners.
- DPCD received Community Preservation Act funds to undertake a Preservation Plan of Broad Street Cemetery. This study will assess the condition of the cemetery's burial markers, tombs, fencing, landscape features and circulation, identify and prioritize restoration needs and provide cost estimates and recommended design plans.
- DPCD is collaborating with the Department of Public Services and the Cemetery Commission on a Master Plan for Greenlawn Cemetery, one of the region's most important examples of a 19th century rural cemetery design.
- The City's Preservation Planner and the Mayor continue to coordinate ongoing meetings of the Salem Preservation Partners, a group of local preservation organizations. Over the past year, the Partners have discussed

the need to address climate change impacts on historic resources, including public engagement and educational workshops on the topic. This effort is still ongoing and is expected to culminate in a regional symposium in 2021.



- The Preservation Planner collaborated with the Historical Commission and the Preservation Partners to host Salem's third annual Preservation Month celebration. Activities included a breakfast for elected officials, public workshops and an open house at the new Phillips Library in Rowley.
- DPCD continues to update and enhance the "Preserving Salem" website, a companion site to the City's existing "Building Salem" website. This site provides information on the City's historic resources and provide information on ongoing City-sponsored preservation projects and events.
- The Preservation Planner continues to collaborate with Historic Salem, Inc. on educational and outreach efforts about historic preservation tools for historic neighborhoods.
- The City began the final phase of a multi-phase landscape restoration project at Charter Street Cemetery. Work will include upgrades and stabilization of pathways, installation of in-ground lighting, installation and restoration of fencing, and major landscaping improvements. The City was awarded a $125,000 Massachusetts Cultural Council Facilities Fund grant for this project.
- In 2019, DPCD made substantial process on Phase IV of the restoration of the Salem Common Fence. This phase includes the corner of Washington Square North and East and a stretch of Washington Square South, including across the street from the Hawthorne Hotel parking lot. In 2019, DPCD contracted with Gray Architects to serve as project architect. Gray Architects assisted with the bidding process and in fall 2019, DPCD selected DeAngelis Iron Work, Inc. to serve as contractor for the project (as they did for the previous three phases). As of 1/31/2020, many of the new fence pieces have been fabricated and all fence sections within the scope to be repaired have been removed from the Salem Common and are in the restoration process.



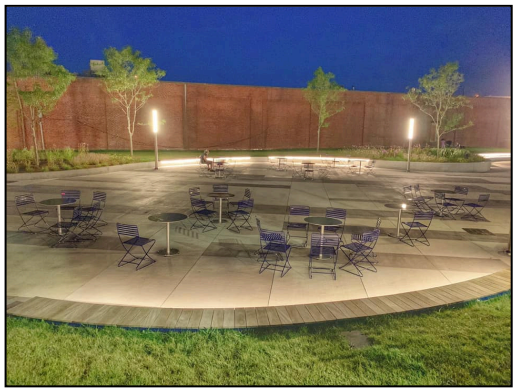
- The City began efforts to restore the historic Almy's Clock on Essex Street. This project will include restoration of the cast iron case, cleaning and repairs to clock mechanisms and repainting of clock face. The project is expected to begin in May 2020.
- DPCD continues efforts to restore the historic Dickson Chapel at Greenlawn Cemetery. The current project phase will develop a new historically appropriate design for the conservatory doors, which are deteriorated and failing.
- DPCD continues to advocate for the restoration and revitalization of the historic Grimshawe House on Charter Street. This building's association with Nathaniel Hawthorne as well as its prominent location in the downtown adjacent to the Charter Street Cemetery make it one of Salem's most well-known historic buildings.
- Through the Main Streets program, provided technical assistance to 3 new, 44 existing, and 4 potential businesses, creating 4 new full-time equivalent jobs. Technical assistance includes one-on-one consultations on facility design, appearance and marketing (including social media), market research, business plan development, advocacy, strategy, expansion assistance, peer support, recognizing/addressing operating and financial risks, location assistance for new or relocating businesses and general business planning.
- One on one consultations included Vampfangs, FreakyElegant and New England Dog Biscuit.

- Retail meetings were held on 9/25/18, 11/14/18, 2/20/19 and 5/8/19. Topics included an overview of support resources, upcoming retail promotions, sharing of business best practices, public safety best practices, and other technical support (including interior/exterior design assistance). They also worked with the City toward developing vending regulations.
- 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.
- Numerous other downtown events were organized through or in collaboration with the Salem Main Streets program, including the Ice Scream Bowl, Salem Winter Market, Holiday Happenings (holiday tree lighting, holiday window decoration contest, Santa's arrival), LAUNCH, the Salem Arts Festival, the Salem Film Fest window contest, Salem So Sweet Festival, Small Business Saturday, Howl-o-ween Parade, and management of the information booth for Haunted Happenings.
- Street improvements were completed on the pedestrian mall to undertake brick paving for pedestrian safety
- Working with other departments and the Community Preservation Committee, the sixth round of CPA funding awards was made in spring 2019. Ten projects were recommended for funding and approved by Council. For more detailed information, see the CPA FY20 Community Preservation Plan & FY19Annual Report.
- Housing
    a. 7 housing units were renovated through the Housing Rehabilitation Loan Program.
    b. 39 households received either assistance with first/last month's rent and/or security deposits or, for high risk homeless individuals, were placed into housing with supports.
    c. Assistance provided to North Shore CDC to rehabilitate 26 affordable housing units on Harbor and Lafayette Streets
    d. Assistance provided to Harborlight Community Partners to rehabilitate 2 buildings on Boston Street into 26 studio units for formerly homeless individuals along with providing supportive services.

- CDBG assistance provided to 36 social service programs which assisted 9,158 persons, including at least 1,018 youth and at least 397 seniors.
- Through the North Shore CDC's Small Business Engagement Program provided technical assistance to 5 new, 12 existing, and 4 prospective businesses, creating 2 new full-time equivalent jobs. The program serves minority entrepreneurs with business workshops, mentoring sessions, networking groups and referrals to partner agencies, in order to assist the development and growth of immigrant-owned businesses that provide products and services to the Point Neighborhood.
- McGlew Park and Lafayette Park improvements completed.
- A new furnace for the On-Point Teen Center was purchased.
- Lighting in Higginson Square alley was installed.
- One small business loan provided to an existing business moving to Salem, which retained 2 full-time LMI jobs.
- Survey & Planning Grant – South Salem Resource Survey completed.
- 13 trees planted on Cedar, Essex, Endicott, Fairfield, Linden, Washington and Prince Streets and Jefferson Avenue.
- DPCD staff have worked with the Information Technology Department to get all the DPCD Board and Commission records uploaded to Laserfiche. DPCD staff have also collaborated with IT staff on preparing the electronic files to be searchable in a user-friendly manner on the public portal which is expected to be live in FY21.
- DPCD staff is collaborating with IT staff to create an online permitting process for land use boards on the upcoming ViewPoint Cloud software.

FY 2021 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 next phase of the Imagine Salem initiative.
   - Successfully implement the eighth 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.
   - 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 court 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.
   - Oversee the future redevelopment of the Superior Court buildings.
   - Support the growth of new and existing private businesses.
   - Develop policies, create opportunities, implement housing rehabilitation funding and down payment assistance programs, and support other affordable housing initiatives to increase the supply of housing and address housing insecurity.
   - 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 planning and implementation of new facilities at Gallows Hill Park.
   - Work with Park and Recreation to complete the plan for improvements at Palmer Cove Park and then implement the plan.

4. Goal – To enhance travel and tourism

Objectives:

- Establish Salem as a dynamic year-round arts and cultural destination.
- Continue to improve upon management of Haunted Happenings and other community events.
- Continue working with the Chamber of Commerce, Salem Main Streets, and other partners on the successful execution of events and festivals that provide vitality to the city.
- Continue development and implementation of cruise port activities and marketing.
- Continue implementation of the Public Art Master Plan.

5. Goal – To improve infrastructure and facilities

Objectives:

- Work with Engineering to upgrade City water and sewer systems.
- Work with Engineering to maintain and upgrade City roads, sidewalks, and open spaces.
- Work with Engineering to continue to advance Essex Street, Highland Avenue, and Boston Street improvement projects.
- Work with Engineering to 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 advocate for a South Salem MBTA commuter rail stop.
- Work with Engineering and Traffic to continue implementation of biking infrastructure according to the Bicycling Master Plan including completion of the Canal Street Bike Path, development of a protected bike lane demonstration, and expansion of the bicycle sharing program.
- 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.
- Explore options related to Camp Naumkaeg and Pioneer Village.

Outcomes and Performance Measures	Actual FY 2018	Actual FY 2019	Estimated FY 2020	Estimated FY 2021
Community Development Block Grants received	965,549	1,053,238	1,065,891	1,065,891
HOME funds received	99,497	162,324	145,619	145,619
Studies and reports completed	1	1	1	1
Zoning amendments adopted	8	4?	4?	?
Neighborhood improvement projects completed	3	4	3	3
Rental housing subsidies provided (first/last/security)	42	39	42	39
Affordable housing units assisted	64	52	20	18
First-time homebuyers assisted	3	0	2	2
Housing units rehabilitated	2	7	4	3

Social service programs assisted	23	36	25	25
Technical assistance to businesses	22	64	50	50
Financial assistance to businesses	1	1	1	1
Street trees planted	55	13	TBD	TBD

How FY 2021 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 continue the next phase Imagine Salem initiative is a medium priority for the City.
- The Department's goal to develop policies, create opportunities, implement housing rehabilitation funding and down payment assistance programs, and support other affordable housing initiatives to increase the supply of housing and address housing insecurity is a high priority for the City.
- The Department's goal to work with Footprint Energy to ensure the successful redevelopment of the Salem Harbor Station Power Plant site is a high priority of the City.
- The Department's goal to update/amend the existing Harbor Plan to encourage appropriate economic development on the waterfront is a high priority for 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 high 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 develop the plan for improvements at Palmer Cove Park and Gallows Hill Park and then implement the plans 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 work with Engineering to maintain and upgrade City water and sewer systems is a high priority of the City.

- The Department's goal to work with Engineering to maintain and upgrade City roads, sidewalks, and open spaces is a high priority of the City.
- The Department's goal to work with Engineering to continue to advance Essex Street, Highland Avenue, Boston Street, and Boston/Bridge intersection improvement projects is a high priority of the City.
- The Department's goal to continue working with the Salem Partnership to advocate for a South Salem MBTA commuter rail stop is a high priority for the City.
- The Department's goal to work with Engineering and Traffic to continue implementation of bicycle accommodation upgrades including the Canal Street bike path, developing a protected bike lane demonstration project, update to the Bicycle Master Plan, and expanding the new bicycle sharing program is a medium priority of the City.
- The Department's goal to explore options related to Camp Naumkaeg and Pioneer Village is a medium priority of the City.

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Planning - Personnel									
11821	5111	SALARIES-FULL TIME	429,268.39	474,311.85	571,547.00	571,547.00	461,348.14	624,128.80	518,438.84
11821	5131	OVERTIME (GENERAL)	4,634.89	-	-	-	-	-	-
11821	5150	FRINGE/STIPENDS	5,499.99	4,666.68	8,000.00	8,000.00	3,333.40	8,000.00	8,000.00
	Total	**Planning - Personnel**	**439,403.27**	**478,978.53**	**579,547.00**	**579,547.00**	**464,681.54**	**632,128.80**	**526,438.84**
Planning - Expenses									
11822	5216	HEAT & ELECTRICITY-Old Town Ha	8,000.00	7,974.76	13,000.00	13,000.00	13,000.00	13,000.00	13,000.00
11822	5320	CONTRACTED SERVICES	54,355.00	109,591.00	53,382.00	93,382.00	20,978.79	79,000.00	23,675.00
11822	5387	FEES - DEP ADMIN	-	-	8,320.00	8,320.00	-	8,320.00	8,320.00
11822	5421	OFFICE SUPPLIES (GEN	2,245.96	3,864.41	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00
11822	5426	REPRODUCTIONS	146.00	200.00	200.00	200.00	150.00	200.00	180.00
11822	5710	IN STATE TRAVEL/MEETINGS	1,893.00	2,527.71	3,500.00	3,500.00	3,499.65	3,500.00	3,000.00
11822	5730	DUES AND SUB	25,895.00	27,040.20	27,708.00	27,708.00	27,494.00	32,946.00	30,330.00
	Total	**Planning - Expenses**	**92,534.96**	**151,198.08**	**110,110.00**	**150,110.00**	**69,122.44**	**140,966.00**	**82,505.00**
200		**Department Total**	**531,938.23**	**630,176.61**	**689,657.00**	**729,657.00**	**533,803.98**	**773,094.80**	**608,943.84**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
PINTO	JONATHAN	200 PLANNING DEPT	11821-5111	ZONING BOARD CLERK	10/16/19	-			2.75	12	70.00	45.00	1,485.00	45.00	1,485.00
COLE	TIA	200 PLANNING DEPT	11821-5111	PUB ART COMM CLERK	10/16/2017	900.00	B		2.25	12	75.00	45.00	1,215.00	45.00	1,215.00
STEWART	LORALEE	200 PLANNING DEPT	11821-5111	ZONING BOARD CLERK	7/2/18	1,440.00	B				Resigned				
BARRY	JULIIE	200 PLANNING DEPT	11821-5111	Planner - Public Art	10/1/19	New Hire		1.00	1	100%	1,288.46	1,288.46	67,128.77	1,288.46	64,035.47
CAHILL	SARAH	200 PLANNING DEPT	11821-5111	PLANNING ASSISTANT	4/30/18	30,103.52				0%	Transfer to Mayor				
CHIANCOLA	AMANDA	200 PLANNING DEPT	11821-5111	Sr. Planner	9/10/15	50,160.94		0.70	1	70%	1,281.25	1,281.25	46,727.19	1,281.25	42,780.25
CORRISTON	BRENNAN	200 PLANNING DEPT	11821-5111	Planner - ZBA	11/1/18	51,447.20		1.00	1	100%	985.58	985.58	51,348.64	985.58	49,376.72
DANIEL	THOMAS	200 PLANNING DEPT	11821-5111	DIRECTOR OF PLANNING	8/8/16	76,654.31		0.70	1	70%	2,097.82	2,097.82	76,507.47	2,097.82	75,918.95
DEVINE	THOMAS	200 PLANNING DEPT	11821-5111	Sr. Planner	3/4/2010	65,521.15		1.00	1	100%	1,255.19	1,255.19	65,395.63	1,255.19	64,892.59
DRIVER	GEORGIENNA	200 PLANNING DEPT	11821-5111	PLANNING ASSISTANT	01/20/20			0.70	1	70%	769.23	769.23	28,053.82	769.23	20,824.56
DOLAN	BRITTNEY	200 PLANNING DEPT	11821-5111	Planner- Con Com	07/11/19	Transfer			1	50%	961.54	961.54	25,048.12	961.54	24,855.44
KELLEHER	PATRICIA	200 PLANNING DEPT	11821-5111	Planner - Historic	1/4/16	27,917.89		0.50	1	50%	1,133.71	1,133.71	29,533.15	1,133.71	29,305.97
LUCHINI	KATHRYN	200 PLANNING DEPT	11821-5111	Planner - Public Art	5/29/18	61,067.93					Resigned				
MATTES	DARYA	200 PLANNING DEPT	11821-5111	Planner- Con Com	10/9/18	28,295.85					Resigned				
MEDINA	JULIA	200 PLANNING DEPT	11821-5111	Budget Coordinator	12/14/1979	56,141.73		0.70	1	70%	1,344.39	1,344.39	49,029.90	1,344.39	48,652.75
NEWHALL-SMITH	KATHRYN	200 PLANNING DEPT	11821-5111	Principal Planner	1/2/19	4,321.55		0.06	1	6%	1,379.80	1,379.80	4,313.25	1,379.80	4,280.08
WINN	KATHLEEN	200 PLANNING DEPT	11821-5111	Deputy Dir of Planning	1/10/2006	89,792.79		0.80	1	80%	1,810.70	1,810.70	75,469.98	1,810.70	63,300.96
WELLS	MASON	200 PLANNING DEPT	11821-5111	Planner-Planning Board	2/11/18	27,781.67		0.50	1	50%	1,064.43	1,064.43	27,728.40	1,064.43	27,515.11
New				Planner						100%	1,057.69	1,057.69	55,105.77	1,057.69	
New				Planning Assistant						54%	712.26	712.26	20,038.72	712.26	
						571,546.52		**7.66**	**Total Full Time - 5111**				**624,128.80**		**518,438.84**
		200 PLANNING DEPT	11821-5150	AICP Certificattion		8,000.00				4	2,000.00	2,000.00	8,000.00	2,000.00	8,000.00
						579,546.52		**7.66**	**Department Total**				**632,128.80**		**526,438.84**

Full-Time Equivalent Employees:	**FY 2019**	**6.89**
	FY 2020	**7.71**
	FY 2021	**7.66**
General Fund Budget ONLY	**Variance 20 vs. 21**	**(0.05)**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
PLANNING DEPARTMENT EMPLOYEES COMBINED SALARIES BUDGET & GRANTS								FTE				Dept/Grant Am	Total		
NEWHALL-SMITH	KATHRYN	CDBG - Grant	25513-5111	Principal Planner				0.94		94%	1,379.80	67,574.33	71,887.58		
		Planning Budget	11821-5111					0.06		6%	1,379.80	4,313.25			
CHIANCOLA	AMANDA	CDBG - Grant	25513-5111	SR PLANNER HOUSING				0.30		30%	1,281.25	20,025.94	66,753.13		
		Planning Budget	11821-5111					0.70		70%	1,281.25	46,727.19			
DANIEL	THOMAS	CDBG - Grant	25513-5111	PLANNER/CD DIRECTOR				0.30		30%	2,097.82	32,788.91	109,296.38		
		Planning Budget	11821-5111					0.70		70%	2,097.82	76,507.47			
DEVINE	THOMAS	CDBG - Grant	25513-5111	SR PLANNER				0.00		0%	1,255.19	-	65,395.63		
		Planning Budget	11821-5111					1.00		100%	1,255.19	65,395.63			
FRANCISCO	NAOMI	CDBG - Grant	25513-5111	HOUSING COORD				1.00		100%	1,027.27	53,520.77	53,520.77		
GUY	JANE	CDBG - Grant	25513-5111	Assistant CD Director				1.00		100%	1,487.51	77,499.27	77,499.27		
DOLAN	BRITTANY	Planning Con Com	11711-5111	Planner- Con Com				0.50		50%	961.54	25,048.12			
		Planning Budget	11821-5111					0.50		50%	961.54	25,048.12	50,096.23		
KELLEHER	PATRICIA	CDBG - Grant	25513-5111	Staff Planner/Hist Aide				0.00		0%	-	-	57,625.73		
		Planning Budget	11821-5111					0.50		50%	1,106.06	28,812.86			
		Historic Comm Budget	16911-5111					0.50		50%	1,106.06	28,812.86			
MEDINA	JULIA	CDBG - Grant	25513-5111	Budget Coordinator				0.30		30%	1,344.39	21,012.82	70,042.72		
		Planning Budget	11821-5111					0.70		70%	1,344.39	49,029.90			
WELLS	MASON	Planning Budget	11821-5111					0.50		50%	1,064.43	27,728.40	55,456.80		
		Planning BOARD	11751-5111					0.50		50%	1,064.43	27,728.40			

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
PLANNING DEPARTMENT EMPLOYEES COMBINED SALARIES BUDGET & GRANTS								**FTE**							
													Dept/Grant Am	**Total**	
BARRY	JULIE	Planning	11821-5111	Planner - Public Arts				1.00		100%	1,288.46	67,128.77	67,128.77		
CORRISTON	BRENNAN	Planning	11821-5111	Planner -ZBA				1.00		100%	985.58	51,348.64	51,348.64		
To BE Filled 10/1/20		CDBG - Grant	25513-5111	PLANNING ASSISTANT		0.75		0.30	75%	30%	769.23	9,023.07	30,076.89		
		Planning Budget	11821-5111					0.70	75%	70%	769.23	21,053.83			
WINN	KATHY	CDBG	25513-5111	Deputy Dir of Planning				0.20	85%	20%	1,810.70	18,867.49	94,337.47		
		Planning Budget	11821-5111					0.80		80%	1,810.70	75,469.98			
ANDERSON	COLEEN	CDBG - Grant	25513-5111	SRA & DRB BOARD								1,800.00	1,800.00		
		HisCom	16911-5111	His Com Board					2.75	24	45.00	1,800.00	2,970.00		
ATCHISON-KILB	STACY	Planning Con Com	11711-5111	Con Com Board					2.00	12	45.00	1,080.00	1,080.00		
		Planning Board	11751-5111	Planning Board					2.50	24	45.00	2,520.00	2,700.00		
COLE	TIA	Planning	11821-5111	Clerk to Public Art Commission					2.25	12	45.00		1,215.00		
PINTO	JONATHAN	Planning	11821-5111	Zoning Board of Appeals					2.75	12	45.00		1,485.00		
STEWART	LORALEE	Planning	11821-5111	Zoning Board of Appeals		Resigned						1,400.00	-		

Full-Time Equivalent Employees:	**FY 2019**	**13.00**
	FY 2020	**13.06**
	FY 2021	**14.00**
All Planning - GF Budget & Grants	**Variance 20 vs. 21**	**0.94**

4.34	**Grants**	**302,112.59**	
9.66	**GF Budget**	**601,905.30**	
14.00		**904,017.89**	**-**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
PLANNING - 200					
11822	**5216**	**HEAT & ELECTRICITY**			
		For heat and electricity costs at Old Town Hall	13,000	13,000	13,000
TOTAL			**13,000**	**13,000**	**13,000**
11822	**5320**	**CONTRACTED SERVICES**			
		Consulting Services	20,000	20,000	20,000
		Zagster contract	32,400	54,000	1,175
		Lease for planning vehicle - 3 year lease	982	-	-
		Spanish language interpretation and translation		5,000	2,500
TOTAL			**53,382**	**79,000**	**23,675**
11822	**5387**	**FEES - DEP ADMIN**			
		Annual DEP Audit Fees for open projects:			
		Gonyea Park	4,320	4,320	4,320
		Furlong Park	2,000	2,000	2,000
		Szetela Lane	2,000	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	180
TOTAL			**200**	**200**	**180**
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	3,500	3,000
TOTAL			**3,500**	**3,500**	**3,000**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
11822	5730	DUES AND SUB			
		American Planning Association w/AICP (4 staff)	1,988	1,988	1,620
		Citizen Housing and Planning Association	85	85	85
		Massachusetts Association of Planning Directors	75	75	-
		Urban Land Institute	560	650	650
		Salem Partnership Membership	20,000	20,000	20,000
		North Shore Alliance Membership	5,000	5,000	5,000
		Americans for the Arts Membership		75	75
		Metro Boston Rental Listings Database Consortium Membership		2,000	
		Economic Development Platform (e.g., Local intel)		2,900	2,900
		Imagine Salem Website Hosting		173	
TOTAL			**27,708**	**32,946**	**30,330**
TOTAL PROPOSED			**110,110**	**140,966**	**82,505**

(a) Municipal Procurement in the works, may be reduced if get blue cross/blue shield and regional procurement the MAPC is working on Price may be better/savings
May has been working w/ b/c b/s _ March will know more.

(b) New, in collaboration with MAPC , better housing data in market and seat at table for analysis in housing
Subscription service to provide services to Salem businesses and startup business assistance.
Has been cut in the past, should go under IT
Pay square space to host server and software/ to develop website

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 2021

Brittany Dolan started as the Conservation Agent in November 2019, replacing Darya Mattes.

Recent Accomplishments

- In accordance with the Commission's mission, the Commission:
  - Issued 17 Determinations of Applicability.
  - Issued 31 Orders of Conditions: and
  - Issued 21 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 continued its contribution towards the City's membership to Greenscapes North Shore Coalition. Greenscapes educates homeowners about maintaining attractive lawns and gardens while protecting rivers, waterways, beaches, harbor, and coast. As a member, Salem residents benefited from free workshops, newsletters, and discounts on various plants from local nurseries.
- The Commission continues to work toward achieving goals of the Open Space & Recreation Plan.
- The Commission contributed funding toward the maintenance and monitoring of the living shoreline that was installed at Collins Cove in May 2019.

FY 2021 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 2018	Actual FY 2019	Estimated FY 2020	Estimated FY 2021
Request for Determination of Applicability (RDA) applications reviewed/acted upon (Does the wetlands act apply)	13	17	14	15
Notices of Intent considered	17	31	16	18
Orders of Conditions issued	17	29	16	18
Full Certificates of Compliance issued	15	21	15	15

How FY 2021 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- See Planning – General Administration

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Planning - Conservation - Personnel									
11711	5111	SALARIES-FULL TIME	26,544.88	27,292.08	29,946.00	29,946.00	18,156.28	26,128.12	25,935.44
11711	5150	FRINGE/STIPENDS	-	-	2,000.00	2,000.00	-	2,000.00	2,000.00
	Total	**Planning- Conservation - Personnel**	**26,544.88**	**27,292.08**	**31,946.00**	**31,946.00**	**18,156.28**	**28,128.12**	**27,935.44**
Planning- Conservation - Expenses									
11712	5421	OFFICE SUPPLIES (GEN	46.00	67.49	100.00	100.00	100.00	100.00	90.00
11712	5710	IN STATE TRAVEL/MEETINGS	450.00	-	500.00	500.00	500.00	500.00	450.00
11712	5730	DUES AND SUB	558.00	598.00	893.00	893.00	893.00	933.00	260.00
	Total	**Planning- Conservation - Expenses**	**1,054.00**	**665.49**	**1,493.00**	**1,493.00**	**1,493.00**	**1,533.00**	**800.00**
070		**Department Total**	**27,598.88**	**27,957.57**	**33,439.00**	**33,439.00**	**19,649.28**	**29,661.12**	**28,735.44**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
ATCHINSON-KILI	STACY	200 PLANNING-CON COM	11711-5111	CLERK	10/7/2007	1,650.00	B		2.0	12	75.00	45.00	1,080.00	75.00	1,080.00
DOLAN	BRTTANY	200 PLANNING-CON COM	11711-5111					0.50		50%	961.54	961.54	25,048.12	961.54	24,855.44
MATTES	DARYA	200 PLANNING-CON COM	11711-5111	Planner/Con Com Agent	10/9/18	28,295.85					Resigned				
						29,945.85		**0.50**	**Total Full Time - 5111**				**26,128.12**		**25,935.44**
		200 PLANNING-CON COM	11711-5150	AICP Certification		2,000.00				1	-	-	2,000.00	-	2,000.00
						2,000.00			**Total Fringe - 5150**				**2,000.00**		**2,000.00**
						31,945.85		**0.50**	**Department Total**				**28,128.12**		**27,935.44**

Full-Time Equivalent Employees:		
	FY 2019	0.50
	FY 2020	0.50
	FY 2021	0.50
	Variance 20 vs. 21	0.00

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
CONSERVATION COMMISSION - 200					
11712	**5421**	**OFFICE SUPPLIES**			
		GENERAL OFFICE SUPPLIES AS NEEDED	100	100	90
TOTAL			**100**	**100**	**90**
11712	**5710**	**IN STATE TRAVEL/MEETINGS**			
		MILEAGE, PARKING FEES AND REGISTRATION FEES AS NEEDED	500	500	450
TOTAL			**500**	**500**	**450**
11712	**5730**	**DUES & SUB**			
		MEMBERSHIP FOR CONSERVATION COMMISSION BOARD MEMBERS TO THE MASSACHUSETTS ASSOCIATION OF CONSERVATION COMMISSIONS AND HANDBOOKS	613	653	-
		AMERICAN PLANNING ASSOCIATION MEMBERSHIP	280	280	260
TOTAL			**893**	**933**	**260**
TOTAL PROPOSED			**1,493**	**1,533**	**800**

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 2021

There is no significant budget or staffing changes.

Recent Accomplishments

Between July 1, 2018 and June 30, 2019, the Planning Board approved nine (9) Site Plan Review (SPR) applications, including:

Traders Village
212 residential dwelling units and approximately 7,600 square feet of first floor retail space.

Redevelopment of 94 Washington Square East
Restoration of the historic mansion and construction of an addition with a total of 18 residential units.

Additional Site Plan Review applications reviewed and approved by the Planning Board include an amendment to a decision for Riverview Place at the former Salem Suede site that is under construction in 2019 and 2020; a decision for the construction of 42 residential units at the Ferris Junkyard site; a decision for the construction of a 7,500 square foot commercial expansion at 1 Jefferson Street among other decisions.

River Rock Residences
Amendment to a previous SPR to build an additional 5 townhouse style units at 11 Goodhue Street. This is in addition to the 50 residential units that were approved in 2016.

Zoning Ordinance Changes: Between July 1, 2018 and January 31, 2020, the board had a discussion and voted on a recommendation to the City Council for the following zoning applications:

- **Zoning Text Amendments:**
  - 10/3/18 - Recommended that the City Council approve with modifications an amendment to Section 3.0 (Table of Principal and Accessory Uses) and Section 10.0 (Definitions) relative to short term rentals.
  - 1/28/19 – Recommended that the City Council approve with modifications an amendment to add a Municipal and Religious Reuse Overlay District.
  - 6/25/19 - Recommended that the City Council approve with modifications an amendment to add "Municipal and Religious Reuse" as a use permitted in all zoning districts upon the issuance of a special permit by the Planning Board subject to requirements in the new Section 6.11 (Municipal or Religious Reuse Special Permit).
  - 9/5/19 – Recommended that the City Council approve with modifications an amendment to Section 3.1 (Table of Principle and Accessory Uses) and Section 3.2.8 (Accessory Living Areas) to modify the eligibility and requirements for Accessory Living Areas.

- **Map Amendments:**
  - 12/16/19 – Recommended that the City Council deny a map amendment to rezone portions of 355, 373 Highland Ave and 2, 3, 5,6, 10 Cedar Rd from Business Highway (B2) and Business Park Development (BPD) to Residential Multi-Family (R3).

FY 2021 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 2018	Actual FY 2019	Estimated FY 2020	Estimated FY 2021
Permitted Applications (and Amendments)				
Form A - Not Requiring Approval under the Subdivision Control Law	2	4	5	4
Form C - Subdivision	0	0	1	1
Site Plan Review	6	9	8	8
Flood Hazard Overly District Special Permit	7	7	9	8
North River Canal Corridor Special Permit	1	4	4	2
Zoning Amendment Recommendations	13	2	4	4

How FY 2021 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- See Planning – General Administration

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Planning Board - Personnel									
11751	5111	SALARIES-FULL TIME	28,237.08	29,143.41	30,302.00	30,302.00	24,257.23	30,428.40	30,215.11
11751	5150	FRINGE/STIPENDS	2,000.00	2,000.00	2,000.00	2,000.00	1,666.70	2,000.00	2,000.00
	Total	**Planning Board - Personnel**	**30,237.08**	**31,143.41**	**32,302.00**	**32,302.00**	**25,923.93**	**32,428.40**	**32,215.11**
Planning Board - Expenses									
11752	5306	ADVERTISING	767.05	692.25	2,500.00	2,500.00	2,500.00	2,500.00	1,500.00
11752	5421	OFFICE SUPPLIES (GEN	46.00	300.00	300.00	300.00	300.00	300.00	270.00
11752	5426	REPRODUCTIONS	725.12	943.92	1,000.00	1,000.00	931.00	1,000.00	1,000.00
11752	5710	IN STATE TRAVEL/MEETINGS	448.62	51.31	500.00	500.00	500.00	500.00	450.00
11752	5730	DUES AND SUB	205.20	-	655.00	655.00	205.20	655.00	510.00
	Total	**Planning Board - Expenses**	**2,191.99**	**1,987.48**	**4,955.00**	**4,955.00**	**4,436.20**	**4,955.00**	**3,730.00**
070		**Department Total**	**32,429.07**	**33,130.89**	**37,257.00**	**37,257.00**	**30,360.13**	**37,383.40**	**35,945.11**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
ATCHISON-KILB	STACY	200 PLANNING BOARD	11751-5111	CLERK		2,520.00	B		2.5	24	90.00	45.00	2,700.00	90.00	2,700.00
GREEN	ASHLEY	200 PLANNING BOARD	11751-5111	Planner-Planning Board	5/1/17	27,781.67					Resigned				-
WELLS	MASON	200 PLANNING BOARD	11751-5111	Planner-Planning Board	2/11/18	New Hire		0.50		50%	1,064.43	1,064.43	27,728.40	1,064.43	27,515.11
						30,301.67		**0.50**	**Total Full Time - 5111**				**30,428.40**		**30,215.11**
		200 PLANNING BOARD	11751-5150	AICP Certification		2,000.00					-	-	2,000.00	-	2,000.00
						2,000.00			**Total Fringe - 5150**				**2,000.00**		**2,000.00**
						32,301.67		**0.50**	**Department Total**				**32,428.40**		**32,215.11**

Full-Time Equivalent Employees:		
	FY 2019	0.50
	FY 2020	0.50
	FY 2021	0.50
	Variance 20 vs. 21	0.00

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
PLANNING BOARD - 200					
11752	**5306**	**ADVERTISING**			
		JOINT PUBLIC HEARINGS - CITY COUNCIL AND PLANNING BD (5 PER YEAR)	2,500	2,500	1,500
TOTAL			**2,500**	**2,500**	**1,500**
11752	**5421**	**OFFICE SUPPLIES**			
		General office supplies as needed	300	300	270
TOTAL			**300**	**300**	**270**
11752	**5426**	**REPRODUCTIONS**			
		MANILA ENVELOPES	200	200	200
		PLANNING BOARD ENVELOPES	400	400	400
		COURIER SERVICES	200	200	200
		PAPER AND TONER FOR LARGE SCALE PRINTS	200	200	200
TOTAL			**1,000**	**1,000**	**1,000**
11752	**5710**	**IN STATE TRAVEL/MEETINGS**			
		Mileage, parking fees and registration fees as needed	500	500	450
TOTAL			**500**	**500**	**450**
11752	**5730**	**DUES AND SUB**			
		CITIZEN PLANNER TRAINING COLLABORATIVE; SALEM NEWS	250	250	250
		AMERICAN PLANNING ASSOCIATION MEMBERSHIP (w/AICP)	405	405	260
TOTAL			**655**	**655**	**510**
TOTAL PROPOSED			**4,955**	**4,955**	**3,730**

Planning – Market & Tourism, Arts &Culture

Mission Statement – Why We Exist

Our goals are to establish Salem as dynamic year-round arts and culture destination; identify new markets and a fresh message and explore and expand partnerships with the Boston tourism industry. We 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 events and celebrate the power of the arts to activate spaces, start conversations, and bring people together in an urban environment.

Significant Budget & Staffing Changes for FY 2020

As noted in the General Administration section, Kate Luchini vacated the role as Arts and Culture Planner in May 2019. Julie Barry was hired as Salem's new Senior Planner for Arts & Culture and began her work in October 2019.

Recent Accomplishments

The Salem Public Art Commission (SPAC), working with the Arts and Culture Planner, completed its fifth year, and, working within the context of the Public Art Master Plan, the SPAC formulated and approved a Work Plan for 2019. Highlights from that work are included below. Recent increases to the Public Art budget line allowed the SPAC to produce a successful summer performance series in Derby Square; support the Arts Festival Mural Slam by proving an honorarium to twelve (12) mural artist and funding the People Choice Award for the community's favorite; as well as commission two (2) long-term temporary works of art and partner on one (1) permanent work of art for the City's Public Art Collection.

From July 2018 through December 2019 the Public Art Commission:

- Refined and voted in a new mission/vision statement for the Commission (see right).
- Executed a photographic documentation process of the portraits in City Hall.
- Commission and installed "Old Train Depot", a temporary public art mural by local artist, Emily Larsen, currently on display at the old train depot site along Mill Street.
- Continued work on a Public Art Inventory for the City's art collection.
- Facilitated the installation of internet service and security cameras on Artists' Row.
- Launched a structural assessment and market feasibility study for Old Town Hall.
- Attended the MAPC Arts & Culture Learning Journey conference in Seattle to expand understanding and knowledge of best practices for civic led public art.

The Salem Public Art Commission (SPAC) is committed to enriching and enlivening the urban environment through innovative and transformative works of art in all media and modalities. With a focus on local artists and a global perspective of the art scene, SPAC seeks to foster greater community awareness of and interaction with the arts, enhance the scope of Salem's public art collection, and celebrate diversity in all its forms among citizens and visitors of Salem's alike. Ultimately, Public Art in Salem should contribute to the community's identity as the cultural hub of the North Shore and a center for creativity; foster community pride, ownership and a sense of belonging; and enhance the quality of Salem's built environment.

- Continued work on the Higginson Sq. Lighting Project to illuminate the alleyways of Salem's downtown.
- Participated in the Salem Arts Festival by hosting a fourth annual "Mural Slam" where twelve (12) artist were paid an honorarium to create unique works of art on 4' x 8' plywood that were then installed on the back of Artists' Row stalls and showcased to the community for one year. A call went out for artist's participation and the twelve selected artists painted on site for two days. The public was asked to vote for their favorite and a "People's Choice Award" was distributed along with a monetary prize. This prize and the artist stipends were sponsored by the Public Art Commission.

Child paints at Mural Slam

- Implemented impactful changes to **Artists' Row**:
  - The Senior Planner for Arts & Culture conducted a series of input sessions to solicit feedback on the structure of the Artists' Row program and its future, from current and past tenants of the Row as well as from the community at large. With additional input from an advisory committee of Artists' Row stakeholders and members of the SPAC, the City implemented several program designs changes to create a more mutually beneficial program from the tenants, the City, and the community:

Shopper browses at Ceramics by Sibel on Artists' Row 2019

    - Created a paid Public Artist in Residence (PAiR) opportunity as a core part of the Artists' Row program. This eight- month residency will provide space (stall #5) to an experienced artist working in the public realm at no cost to them and imbed community engagement and activation in the day-to-day activities of Artists' Row. The PAiR will culminate in a large-scale public art project that is reflective of the imbedded community process.
    - Designated two of the remaining three stalls specifically as artist maker/retail spaces and the last stall as a performance/performing arts space.
    - Created a partnership with the Enterprise Center at Salem State University whereby Artists' Row tenants will be required to attend a minimum of one business development workshop of their choosing per quarter to help bolster their work and aid in taking their creative practice to the next level.
  - Continued working with Kathy McCarthy at Park and Recreation on the Tax Rebate Assistance program to have a volunteer work in the gardens at Artists' Row. Fortunately, the volunteer is a horticulturalist who has planted and maintains the gardens with flowers provided by the Department of Public Services as they had leftovers from planting the cemeteries.

Derby Square

- Hosted a series of SPAC sponsored free public performances for all ages in Derby Square in the summer.
- Was home to 19 Farmers' Markets and ten Flea Markets as well as hosted activities for the Salem Arts Festival, Haunted Happenings, and Salem So Sweet's Ice Sculptures.

Community gathers for a free performance in Derby Sq.

Old Town Hall

The Senior Planner for Arts & Culture also oversees the management of Old Town Hall. The hall is a jewel in the crown of our downtown and under the City's management has become a welcoming place for both public and private events year-round. Old Town Hall rents out to non-profit entities, corporations, and private individuals, with core operations being coordinated by two anchor tenants, History Alive, Inc. and The Salem Museum, in the months of

May-October. Programming by these anchor tenants is free to Salem residents. This array of programming provides income for the operations of Old Town Hall while offering the community access to this unique and beautiful historical asset.

Emily Larsen's "Old Train Depot"

From July 2018 through December 2019 Old Town Hall:

- Was home to the Salem Museum and History Alive who were encouraged by the SPAC to increase their programming in the hall to create a more dynamic and welcoming space resulting in 27 rehearsals and 238 public performances. In addition, the space was open to the public seven days a week between July-October 2018 & 2019 for a total of 246 days.
- Welcomed 240 individual event bookings not including tenant activities.
- Hosted an exhibition of artworks from local artists during the Salem Arts Festival.
- Hosted the sixth New England Open Market Craft Fair resulting in thousands of visitors to downtown Salem the week before Christmas.
- Hosted a Salem Arts Association Winter Art Market, two Freaks, Antiques, & Unique Markets, and the Salem Flea Holiday Market for visitors and community members alike.

Destination Salem, the City's marketing organization, completed a successful twelfth year of operation.

Accomplishments of the past year include:

- Local hotel/motel tax collections were $813,554 in 2018, a 7.6% increase over 2017.
- The Destination Salem budget grew to $600,000 in FY19, which was a 4% increase over FY18.
- The organization generated $377,775 in private investment in FY19.
- Published and distributed 350,000 printed Salem Guides.
- Published and distributed 150,000 Haunted Happenings Guides.
- Maintained and enhanced Salem.org, which averaged 53,000 users per month.
- Continued to communicate with followers across all social media platforms, seeing an increase in engagement and followers across the board.
    - Destination Salem Facebook: 23,637 Facebook followers
    - Haunted Happenings Facebook: 64,229 Facebook followers
    - Destination Salem Instagram: 10,823 followers
    - Haunted Happenings Instagram: 8,462 followers
    - Destination Salem Twitter: 6,539 followers
    - Haunted Happenings Twitter: 9,590 followers
    - Destination Salem Pinterest: 68.4K monthly viewers
    - Haunted Happenings Pinterest: 1.5K monthly viewers
    - And Destination Salem is on LinkedIn.

Salem
Still making history.

In addition to commissioning the marketing and strategic plan cited above, Destination Salem participated in the following consumer and trade travel shows in fiscal 2019:

- The New York Times Travel Show, which welcomed more than 30,000 leisure travelers, travel agents, and travel writers.
- AAA Travel Showcase.
- Springfield Dream Destinations Travel Show.
- Greater Boston Concierge Association Trade Show.
- Discover New England International Summit; and
- The Big E.

Destination Salem also implemented the following new initiatives during fiscal 2019:

- Hired Sperling Interactive, a Salem-based digital agency to update both websites and launch digital campaigns promoting both travel to Salem (April – September) and travel to Salem Haunted Happenings (September – October).
- Hired independent designer Kristen Villalongo to create the organization's print media including the Guide to Salem Haunted Happenings and the annual Salem Guide.
- Contracted with Regan Communications in Boston to create a targeted new media campaign, including an "influencer" familiarization tour in July for 14 participants that generated more than 1 million impressions over the summer, and continues to generate traffic. Regan Communications also generated media via NBC Boston's Uniquely New England and MassLive's Made in Massachusetts segments.
- Organized more than 70 familiarization tours for travel media and members of the travel trade (please see list attached).
- In October, Destination Salem collaborated with the City of Salem to ensure the Haunted Happenings celebration is safe and important points regarding visiting Salem were conveyed, including tour guide ordinances, cemetery closures, and changing traffic patterns.
- Continued to work with the cruise industry on shore excursions for passengers coming into Boston and Salem and provided onboard and shore-side hospitality for the Silver Sea SILVERWIND.
- Hosted the annual Salem Tourism Day in June for 44 members of the Greater Boston Concierge Association.
- Successfully managed social media campaigns via blogs, Facebook, Twitter, Instagram, Pinterest, and YouTube to engage visitors from near and far in Salem programming and businesses.
- Represented Salem to the North of Boston Convention & Visitors Bureau, Greater Boston Convention & Visitors Bureau, and Massachusetts Office of Travel & Tourism, and
- Supported Salem Main Streets with a cash investment of $10,000, as well as marketing and public relations support.
- Destination Salem accomplished these goals with three full-time staff.

Destination Salem contributed throughout the year to the Salem Film Office, supporting filming initiatives that brought Adam Sandler's "Hubie Halloween," Apple TV's "Defending Jacob," indie film "Mass Hysteria," and many smaller productions to Salem. The projects hired local extras, supported local businesses, and generated excitement for residents and visitors, alike.

In addition, Destination Salem participated in the Salem Preservation Committee, spearheaded the Haunted Happenings programming task force, and represented the interests of the tourism industry on the Chamber of Commerce Board of Directors.

Destination Salem contributed to positive media coverage for Salem in *N*, the in-flight publication for Norwegian Air, *Cara*, the inflight magazine for AerLingus, *The Washington Post*, and The Elaine Show (Ireland). These articles, and others, can be found at Salem.org/media.

The following Tourism Economic Impact Data for Salem, which has been provided by the Massachusetts Office of Travel & Tourism and US Travel Association. In 2018 Salem saw a 6.23% increase in revenue over 2017.

	Expenditures	Payroll	Jobs Supported	State Taxes	Local Taxes
Salem					
Domestic	$117,385,802	$28,730,592	854	$6,474,593	$3,058,894
International	$22,254,012	$5,370,001	130	$1,122,876	$616,043
Total	$139,639,814	$34,100,593	984	$7,597,469	$3,674,937

Salem.org / Destination Salem year-round

- Website traffic on Salem.org was the highest yet, with 660,778 users starting 880,000 sessions and generating more than 3 million pageviews!
- We fulfilled 14,000 Guide requests through Salem.org
    - 36% of our domestic requests came from NY, PA, and NJ
    - 62% of our international requests came from Canada, followed by the UK (16%)
- Social following: 25K Facebook / 12.3K Instagram / 7K Twitter
- Reasons for visiting:
    - Salem Witch Trials (82%)
    - Historic Sites (66%)
    - Halloween / Haunted Happenings (42%
    - Shopping & Dining (38%)
    - Hocus Pocus / TV & Film Locations (32%)

Salem Haunted Happenings

- Salem Haunted Happenings 2019 was “abundant and exhausting!”
- 67% of businesses surveyed reported 2019 was better than 2018 or the best October ever.
- HauntedHappenings.org saw its busiest month with 328,306 users starting almost 500,000 sessions and generating 2 million pageviews.
- The calendar on HauntedHappenings.org included close to **1,000** events.
- Social following: 70K Facebook / 11.8K Instagram / 10K Twitter.

FY 2021 Goals & Objectives

Goal – To establish Salem as a dynamic year-round arts & cultural destination

Objectives:

- Re-envision the use of and increase artistic programming in Old Town Hall to provide new opportunities to local artists and organization while generating additional vitality for the downtown area.
- Continue implementation of the Public Art Master Plan through the Public Art Commission, including development of new public art installations.
- Continue to identify new markets and a fresh message.
- Continue to collaborate with Destination Salem to provide special event staffing during Haunted Happenings and to address resident concerns regarding the tourism industry.
- 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" under the new model, to bring engaging high-craft and unique products that appeal to residents and tourists.
- Activate Artists' Row with performances, workshops, artist talks, and public art installation facilitated by the tenants and PAiR.
- Increase artistic programming and use of Old Town Hall to generate additional vitality downtown.
- Continue to work with cultural groups and businesses to carry out and promote local festivals such as the Salem Film Fest, Literary Salem, and the Salem Jazz Festival.
- Support local artist and arts organization by acting as a facilitator and connector to people and opportunities where possible.

FY 2021 Goals & Objectives

Outcomes and Performance Measures	Actual FY 2018	Actual FY 2019	Estimated FY 2020	Estimated FY 2021
Businesses participating in Visitors Guide	147	149	156	155
Visitor Guides Distributed (print and digital) *	350,000 print 8,109 digital	325,00 print 13,744 digital	325,000 print 20,000 digital	325,000 print 25,000 digital
Salem Haunted Happenings Guides Distributed (print and digital) **	125,000 print 53,000 digital	150,000 print 4,346 digital	150,000 print 4,775 digital	150,000 print 5,000 digital
Salem.org website Sessions	822,117	879,922	940,000	1.4 million
Haunted Happenings.org website sessions*	220,112	249,018	260,000	275,000
Marketplace stalls leased/licensed	5	5	5	5

*There were tracking issues in the back end of Salem.org in 2018 and because of that, we do not have good data for most of the year. We changed vendors and these issues were corrected for CY19.

**In 2018 we printer and the flipbook creation and hosting changed from an open link to a link requiring consumers to provide their email. We also suspect spam/bots were driving up the digital flipbook sessions in 2018 and prior.

Local hotel/motel increased 7.6% to $813,554.26 in 2019 and has increased from $560,959 since 2016, representing a 45% increase over 4 years.

How FY 2021 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- See Planning - General Administration

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Planning-Market & Tourism-Expenses									
11992	5211	ELECTRICITY	267.50	745.27	1,000.00	2,000.00	2,000.00	1,300.00	1,300.00
11992	5306	ADVERTISING	70.00	-	150.00	150.00	150.00	150.00	150.00
11992	5389	PROMOTION & MARKETING	229,299.50	266,581.99	282,000.00	282,000.00	204,500.38	282,000.00	263,258.00
11992	5846	RENOVATION & REPAIRS	12,134.36	12,223.47	27,000.00	26,000.00	12,347.00	27,000.00	13,500.00
	Total	**Planning-Mkt & Tourism-Exp**	**241,771.36**	**279,550.73**	**310,150.00**	**310,150.00**	**218,997.38**	**310,450.00**	**278,208.00**
200		**Department Total**	**241,771.36**	**279,550.73**	**310,150.00**	**310,150.00**	**218,997.38**	**310,450.00**	**278,208.00**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
ANDERSON	COLEEN	200 PLANNING-HIST COM	16911-5111	BOARD CLERK		1,800.00	B		2.75	24	75.00	45.00	2,970.00	75.00	2,970.00
KELLEHER	PATRICIA	200 PLANNING-HIST COM	16911-5111	STAFF PLAN/HIST AIDE	1/4/16	29,589.87		0.50		50.0%	1,106.06	1,106.06	28,812.86	1,106.06	28,591.23
						31,389.87		**0.50**	**Total Full Time - 5111**				**31,782.86**		**31,561.23**
						31,389.87		**0.50**	**Department Total**				**31,782.86**		**31,561.23**

Full-Time Equivalent Employees:		
	FY 2019	0.14
	FY 2020	0.50
	FY 2021	0.50
	Variance 20 vs. 21	0.00

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
MARKET & TOURISM - 200					
11992	**5211**	**ELECTRICITY**			
		ELECTRICAL SERVICES FOR MARKET PLACE	1,000	1,300	1,300
TOTAL			**1,000**	**1,300**	**1,300**
11992	**5306**	**ADVERTISING**			
		ADVERTISEMENT FOR RFP'S FOR MARKET PLACE STALLS	150	150	150
TOTAL			**150**	**150**	**150**
11992	**5389**	**PROMOTION & MARKETING**			
		Destination Salem Funding	250,000	250,000	236,258
		Free Trolley Rides for Salem Residents - July, August, Sept	7,000	7,000	4,500
		Public Art - programs (e.g., utility box, sculpture series, murals, placemaking) and permanent installations (e.g., bike path marker, park sculpture, CLC art)	25,000	25,000	22,500
TOTAL			**282,000**	**282,000**	**263,258**
11992	**5846**	**RENOVATION & REPAIRS**			
		Renovations, repairs and upkeep to public restrooms and buildings s needed and security cameras	27,000	27,000	13,500
TOTAL			**27,000**	**27,000**	**13,500**
TOTAL PROPOSED			**310,150**	**310,450**	**278,208**

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 2021

There is no significant budget or staffing changes.

Recent Accomplishments

- The *Preserving Salem* website (www.preservingsalem.com) continues to serve as a valuable resource for information on Salem's historic buildings and districts, local historic district administration, as well as current City-sponsored restoration projects and upcoming preservation events.
- The Historical Commission collaborated with the Salem Preservation Partners group to successfully host Salem's third annual Preservation Month celebration. Activities included a breakfast for elected officials, public workshops, and an open house at the new Phillips Library in Rowley.
- The Historical Commission issued 168 decisions on projects in local historic districts.
- The Commission reviewed and acted on 10 requests under the Demolition Delay Ordinance.
- The Commission provided letters of support for:
  a. The FY19 update of the Community Preservation Plan
  b. Hamilton Hall Round 25 MPPF Application
  c. The Bridge at 211 Round 25 MPPF Application
  d. The City of Salem's request for Community Preservation Act funds for the reconstruction and restoration of the Forest River Pool and Bathhouse.
  e. The City of Salem's request for Community Preservation Act funds for Preservation Master Plan and Design Development for Broad Street Cemetery.
  f. The City of Salem's request for Community Preservation Act funds for a Master Plan for Old Town Hall.
  g. The City of Salem's request for Community Preservation Act funds for a planning study of the historic courthouse buildings.
  h. The Salem Athenaeum's request for Community Preservation Act funds for an historic building planning study.
  i. Historic Salem, Inc.'s request Community Preservation Act funds for roof replacement.
  j. Massachusetts Cultural Council Community Facilities Fund grant application for City of Salem's request for a Master Plan study for Old Town Hall
  k. Outdoor Recreation Legacy Partnership Grant application for City of Salem's request for restoration and reconstruction of the Forest River Pool and Bathhouse
  l. Restoration of the historic Grimshawe House at 53 Charter Street before the Zoning Board of Appeals for zoning relief.
  m. Crescent Trust's request for Massachusetts Historic Rehabilitation Tax credits
  n. Harbor Point Properties LLC's request for Massachusetts Historic Rehabilitation Tax credits

o. Essex Street Lofts LLC's request for Massachusetts Historic Rehabilitation Tax credits
p. Banecroft Investments LLC' request for Massachusetts Historic Rehabilitation Tax credits
q. North Shore Community Development Coalition requests for Massachusetts Historic Rehabilitation Tax Credits
r. 162 Federal Street LLC's request for Massachusetts Historic Rehabilitation Tax credits

- The Commission completed the following CLG evaluations for National Register of Historic Places listings:
  a. Lynde Street Historic District
  b. Downtown Salem Historic District Expansion
  c. Lafayette Street Area
- The Commission provided comments letters for:
  a. Renovation of the historic bathhouse at Forest River Pool
  b. New interpretive signage and commemorative markers at the Friends Cemetery, Broad Street Cemetery and Greenlawn Cemetery
  c. Zoning Board of Appeals review of 13 Arthur Street Carriage House Conversion
  d. Zoning Board of Appeals review of redevelopment proposals at 25 Lynde Street, 65 Federal Street, and 23 Summer Street
  e. Zoning Board of Appeals review of new construction at 79 Columbus Avenue
  f. Salem Redevelopment Authority review of window changes at 1 Derby Square
  g. Section 106 Review comment for Zisson Building Window Replacement, 292 Essex Street

FY 2021 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 Update*.
- Ensure that the Salem Historical Commission Ordinance is legally enforced.
- Explore options for strengthening the City's historic preservation regulations
- Conduct public hearings and issue decisions for projects within local historic districts.
- Comment on projects that may impact historic resources.
- Prepare grant applications for funding to implement various preservation related projects through the Department of Planning & Community Development.
- Continue to collaborate with Salem's Preservation Partners on educational and advocacy activities such as Preservation Month events.
- Administer the Certified Local Government Program.
- Provide information to property owners within historic districts and to owners of historic properties outside of the districts.
- Obtain training that can further the skills and knowledge of staff and Commission members, keep Commission members up to date on current practices, and assist Commission members in making decisions and recommendations.
- Continue to work with the State, the Salem Redevelopment Authority, and other interested parties on the reuse of the Superior Court and County Commissioner's Building.
- Continue to update and enhance the Salem Historical Commission's web page on the City's website and the new www.preservingsalem.com website.

Outcomes and Performance Measures	Actual FY 2018	Actual FY 2019	Estimated FY 2020	Estimated FY 2021
Regular meetings of the Salem Historical Commission	17	21	23	24
Applications received for approval	174	168	155	165
# of Certificates of Non-Applicability to be issued	71	81	75	80
# of Certificates of Appropriateness to be issued	103	84	75	80
# of Certificates of Hardship to be issued	0	3	3	5
# of Requests for a Waiver of the Demolition Delay Ordinance	11	10	10	10
Workshops/seminars/trainings related to historic preservation issues to be attended by Staff and Commission members	24	26	30	30

How FY 2021 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- See Planning – General Administration

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Planning - Historical Commission - Personnel									
16911	5111	SALARIES-FULL TIME	8,735.53	27,851.72	31,390.00	31,390.00	25,466.85	31,782.86	31,561.23
	Total	**Planning - Hist. Comm Personnel**	**8,735.53**	**27,851.72**	**31,390.00**	**31,390.00**	**25,466.85**	**31,782.86**	**31,561.23**
Planning - Historical Commission - Expenses									
16912	5342	POSTAGE	56.07	36.06	500.00	500.00	-	500.00	200.00
16912	5421	OFFICE SUPPLIES (GEN	46.00	65.98	100.00	100.00	100.00	100.00	90.00
16912	5583	PHOTOGRAPHY SUPPLIES	-	180.00	200.00	200.00	70.00	200.00	180.00
16912	5710	IN STATE TRAVEL/MEETINGS	361.70	285.03	500.00	500.00	500.00	500.00	450.00
16912	5730	DUES AND SUB	-	-	100.00	100.00	-	273.00	100.00
	Total	**Planning - Hist. Comm Expense**	**463.77**	**567.07**	**1,400.00**	**1,400.00**	**670.00**	**1,573.00**	**1,020.00**
200		**Department Total**	**9,199.30**	**28,418.79**	**32,790.00**	**32,790.00**	**26,136.85**	**33,355.86**	**32,581.23**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
HISTORICAL COMMISSION - 200					
16912	**5342**	**POSTAGE**			
		Postage & labels as needed	500	500	200
TOTAL			**500**	**500**	**200**
16912	**5421**	**OFFICE SUPPLIES**			
		General office supplies as needed	100	100	90
TOTAL			**100**	**100**	**90**
16912	**5583**	**PHOTOGRAPHY SUPPLIES**			
		General photography supplies as needed	200	200	180
TOTAL			**200**	**200**	**180**
16912	**5710**	**IN STATE TRAVEL/MEETINGS**			
		Mileage, parking fees and registration fees as needed	500	500	450
TOTAL			**500**	**500**	**450**
16912	**5730**	**DUES AND SUB**			
		Preserving Salem website hosting		173	-
		National Alliance of Preservation Commissions	100	100	100
TOTAL			**100**	**273**	**100**
TOTAL PROPOSED			**1,400**	**1,573**	**1,020**

Public Services – General Administration

Mission Statement – Why We Exist

The Department of Public Services (DPS) provides professional quality maintenance, repair and construction services while maintaining 90 miles of streets, 32 parks, 28 playgrounds, 42 common areas and 5 cemeteries. The DPS is also responsible for the ongoing maintenance of the water, sewer and drainage systems and city vehicles and pieces of equipment.

Additionally, the DPS is responsible for rapid response to all snow, ice and other inclement weather emergencies and conditions. We also enforce water, sewer and snow by-laws. Lastly, we play a significant role in the daily operation of other city departments in responding to requests for service. The Department budget is divided into four divisions: Public Works (General Administration), Snow and Ice: and Water and Sewer Enterprise.

Significant Budget & Staffing Changes for FY 2021

DPS is requesting 2 new Full Time Equivalent (FTE) laborer positions for the Park Division and Cemetery Division and will continue to improve customer relations, City-wide communications and efficiencies related to combining Engineering and DPS.

Recent Accomplishments

- Continued restructuring the Department to improve efficiencies.
- Personnel continue to be integrated on many levels resulting in a beneficial factor of being able to assign employees within the division where needed.
- The Street Division repaired sidewalks at 77 locations. The Sign Division repaired or added over 100 signs. The Department continues to inspect and prioritize the sidewalk work with those sidewalks identified as a high priority being promptly fixed.

- DPS continues to utilize the CitiStat program to document and measure work and performance metrics throughout the department. Meetings are held to review the data and discuss ways to enhance the information being provided.

- DPS added Street-Sweeping-Central Street to our webpage that explains our improved 2019 sweeping program. The new program continued the annual city-wide spring and fall sweeping effort and added more frequent (every third Wednesday) sweeping in the downtown from April to September.
- DPS continued to use See-Click-Fix (SCF) as the primary tool to receive issues from the public and added a work order process through the software that simplifies the process of sending issues to the division foreman for making improvements. DPS has been recognized by corporate SCF as one of the most engaged and responsive municipalities nationwide with a population range of 10,000 to 50,000.
- Between our Department employees and Contractors, we have continued to paint crosswalks, stop bars and centerlines.
- The Department continues to work with engineering in the delivery of replacement and new trash and recycling totters.
- DPS staff also continued to manage our residential leaf and brush drop-off at the old incinerator site on Swampscott Road. We expect to manage ___ of leaves and brush in FY 2021.
- 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
- City-wide, the amount of trash collected and disposed by City personnel from public parks and open spaces has seen a marked increase. In FY 2021 we expect the tonnage to be close to 4,000 tons, compared with last year's tonnage of 3,000 tons.
- The DPS Cemetery Division continues some in-house grave digging while utilizing expanded contractor use.
- The Open Space and Tree Division's planted new trees in 2019. The City recently was re-designated as a "Tree City USA" in recognition of the City's commitment to a cleaner, safer environment with the aid of its beautiful trees throughout the city.
- The Open Space Division added wood fibers at various playgrounds throughout the City and maintained various open spaces and parks throughout the City.
- Between DPS Open Space Division employees and Contractors, we have made improvements to the overall cleanliness of the downtown area.

- The Baker-Polito Administration announced on December 20, 2019, that DPS will receive a $174,130.40 grant to purchase two new, cleaner diesel dump trucks to complement our fleet.

FY 2021 Goals & Objectives

- Continue to modify the CitiStat program to establish performance standards for most DPS work and expand to include other City Departments.
- Work with SCF and the existing website system to integrate all work submitted and performed by the Department to share with the public. SCF has allowed us to close over 1,300 requests for the current Fiscal year, with an estimate of 3,100 to be closed by June 30,2021. We expect to complete close to 300 open SCF issues related to sidewalk improvements during the 2021 construction season.
-

Continue to support Salem Recycles program and events.
- Provide courteous and timely responses to the requests from the constituents and other City departments. Continue to strive for responding to all constituent calls within 24 hours.
- Continue to utilize the information from the Open Space Inventory Master Plan to establish short- and long-term maintenance plans which will include work that can be performed during the winter. Emphasize the management of our annual mowing contract for open spaces including parks and provide the necessary oversight to meet public expectations.
- Continue to offer and support Arbor Day programs throughout the school system.
- Continue with tree plantings with emphasis at those locations with viable open tree pits.
- Work with other Departments and the community to establish a public relations plan for downtown maintenance to reduce litter and improve cleanliness of the downtown area using a combination of contractor services and DPS personnel.
- Continue to improve public relations via media, our web site and public notices keeping staff and residents informed about what is expected of them such as City policies and practices.
- Maintain roadways and sidewalks to increase public safety of residents, businesses and visitors to the City of Salem.
- Work with engineering to identify city-wide sidewalks not meeting ADA requirements or that need repair.
- Establish a Landscaping Contractor who shall maintain parks and open space during peak season.

Outcomes and Performance Measures	Actual FY 2018	Actual FY 2019	Estimated FY2020	Estimated FY2021
Street				
Sidewalk Repairs				
Pothole Fills (Repairs)		390	761	825
Catch Basin Repairs		14	25	20
Sink Holes		25	45	45
Trenches		11	16	20
Trees/Open Space/Cemetery				
Trees Planted		55	110	120
Full Burials		61	41	51
Foundations		67	36	70
Lots Sold		49	23	55

How FY 2021 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, SCF systems and other established methods.
- The Department continues to evaluate ongoing means and methods of work being done to establish the best method of accomplishing work whether through Department personnel, contractors, seasonal hires or volunteers.
- Work continues to identify capital needs in the short and long term and to identify the best means to meet those needs of equipment which in some instances is dangerously close to the end of its useful life.

Public Works

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Public Services-General - Personnel									
14111	5111	SALARIES-FULL TIME	1,351,896.72	1,431,658.60	1,590,840.00	1,590,840.00	1,194,043.81	1,635,870.69	1,512,295.26
14111	5113	SALARIES-PART TIME	61,741.70	43,475.84	48,494.00	48,494.00	35,276.64	53,173.64	33,980.21
14111	5118	SEASONAL LABOR	131,623.25	105,669.76	125,200.00	125,200.00	64,071.19	152,500.00	112,500.00
14111	5131	OVERTIME (GENERAL)	159,690.52	165,708.23	144,000.00	144,000.00	129,192.51	168,000.00	134,000.00
	Total	**PS-General - Personnel**	**1,704,952.19**	**1,746,512.43**	**1,908,534.00**	**1,908,534.00**	**1,422,584.15**	**2,009,544.33**	**1,792,775.47**
Public Services-General - Expenses									
14112	5211	ELECTRICITY	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	10,000.00	10,000.00
14112	5215	NATURAL GAS	7,000.00	7,000.00	7,000.00	7,000.00	5,700.00	7,000.00	7,000.00
14112	5216	OIL HEAT	7,000.00	6,989.54	7,000.00	7,000.00	5,500.00	7,000.00	7,000.00
14112	5241	BUILDING MAINT-DPW	19,408.45	19,799.33	19,800.00	19,800.00	18,218.68	26,800.00	19,800.00
14112	5249	GROUND MAINTENANCE-CEMETERY	3,800.00	3,779.98	3,800.00	3,800.00	3,277.99	3,800.00	3,800.00
14112	5249R	GROUND MAINT-PARKS & REC	30,000.00	29,996.16	30,000.00	30,000.00	29,561.88	30,000.00	30,000.00
14112	5253	RADIO MAINT & PARTS	592.55	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00
14112	5270	RENTAL & LEASE	2,200.00	2,400.00	2,400.00	2,400.00	-	31,400.00	30,400.00
14112	5301	POLICE DETAIL	42,000.00	42,000.00	67,000.00	67,000.00	63,630.00	70,000.00	67,000.00
14112	5304	PROFESSIONAL SERV/FEES	9,316.22	9,599.22	9,600.00	9,600.00	9,582.45	9,600.00	9,600.00
14112	5317	EDUCATIONAL TRAINING	2,000.00	2,000.00	2,000.00	2,000.00	1,880.00	4,000.00	4,000.00
14112	5320	CONTRACTED SERVICES	291,363.60	441,398.03	551,400.00	551,400.00	542,995.61	577,500.00	551,400.00
14112	5341	TELEPHONE	8,640.00	8,640.00	8,640.00	8,640.00	6,447.13	9,000.00	9,000.00
14112	5383	BURIAL SERVICES	70,000.00	59,720.00	-	60,000.00	38,958.60	-	-
14112	5391	TREE PLANTING, REMOVAL & MAINT	52,696.00	154,992.00	250,000.00	250,000.00	219,048.78	250,000.00	135,000.00
14112	5392	TREE PLANTING	5,000.00	-	-	-	-	-	-
14112	5421	OFFICE SUPPLIES (GEN	2,000.00	1,999.92	2,000.00	2,000.00	1,991.16	2,200.00	2,000.00
14112	5451	CUSTODIAL SUPPLIES	3,000.00	2,999.68	3,000.00	3,000.00	2,915.57	5,000.00	3,000.00
14112	5461	GROUNDS MAINT & SUPPLIES	9,422.72	9,699.16	9,700.00	9,700.00	8,784.76	9,700.00	9,700.00
14112	5481	GASOLINE/DIESEL FUEL	85,000.00	69,034.99	70,000.00	70,000.00	63,190.06	70,000.00	70,000.00
14112	5483	VEHICLE PARTS-DPW	53,409.66	78,962.88	79,000.00	79,000.00	73,764.54	86,900.00	45,000.00
14112	5483A	VEHICLE PARTS-POLICE	19,999.51	19,962.63	20,000.00	20,000.00	19,999.08	20,000.00	20,000.00
14112	5483B	VEHICLE PARTS-OTHER	17,572.02	16,215.37	17,700.00	17,700.00	17,135.44	17,700.00	17,700.00
14112	5485	STREET SWEEPING & BROOMS	57,450.94	59,550.54	59,551.00	59,551.00	54,557.25	18,500.00	18,500.00

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
14112	5710	IN STATE TRAVEL/MEETINGS	996.00	980.00	1,000.00	1,000.00	939.89	1,000.00	1,000.00
14112	5717	PROF LICENSE REIMB	1,382.00	4,195.30	5,000.00	5,000.00	998.65	7,400.00	7,400.00
14112	5730	DUES AND SUB	209.99	1,000.00	1,000.00	1,000.00	375.00	2,000.00	1,000.00
14112	5843	IMPROVEMENTS PW & PARK	66,998.78	70,000.00	70,000.00	70,000.00	69,755.82	80,000.00	70,000.00
14112	5846	REPAIRS/RENOV/SIDEWALKS	29,938.33	39,971.96	40,000.00	40,000.00	37,943.26	60,000.00	40,000.00
14112	5851	OFFICE EQUIPMENT	-	211.00	-	-	-	-	-
14112	5860	EQUIPMENT PURCHASE & REPAIR	116,091.39	116,095.01	116,096.00	116,096.00	115,848.27	116,096.00	116,096.00
	Total	**P S-General - Expense**	**1,023,488.16**	**1,289,492.70**	**1,462,987.00**	**1,522,987.00**	**1,423,299.87**	**1,533,896.00**	**1,306,696.00**
230		**Department Total**	**2,728,440.35**	**3,036,005.13**	**3,371,521.00**	**3,431,521.00**	**2,845,884.02**	**3,543,440.33**	**3,099,471.47**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
PUBLIC SERVICES - GENERAL (Combined Open Space/Park Maint/Public Services)															
CORNACCHIO	KEVIN	230 PUBLIC SERVICES	14111-5111	GENERAL FOREMAN	8/6/2018	25,223.53		0.34		34%	1,421.20	1,421.20	25,175.14	1,421.20	24,981.48
JODOIN	RAYMOND	230 PUBLIC SERVICES	14111-5111	OPERATIONS MANAGER	01/29/07	31,001.06		0.34		34%	1,746.74	1,746.74	30,941.75	1,746.74	30,703.74
KNOWLTON	DAVID	230 PUBLIC SERVICES	14111-5111	City Engineer-DPS Director	05/22/07	20,219.18		0.16		16%	2,420.88	2,420.88	20,180.46	2,420.88	20,025.22
LEBLANC	ROBERT	230 PUBLIC SERVICES	14111-5111	GENERAL FOREMAN	06/03/19	24,535.76		0.34		34%	1,461.54	1,461.54	25,889.72	1,461.54	25,690.57
SANTOS	SHAUN	230 PUBLIC SERVICES	14111-5111	MANAGEMENT ANALYST	8/20/2018	22,850.55		0.34		34%	1,287.50	1,287.50	22,806.78	1,287.50	22,631.34
						1,467,009.87		*26.72*				*Total AFSCME 1818*	*1,510,876.85*		1,388,262.91
						1,590,839.95		**28.24**	**Total Full Time - 5111**				**1,635,870.69**		**1,512,295.26**
RYAN	KELLY	230 PUBLIC SERVICES	14111-5113	PT ADMIN ASSISTANT	1/4/11	18,589.25			19	hours per wk	18.74	18.74	18,550.73	18.74	18,408.03
RENNARD	RICHARD	230 PUBLIC SERVICES	14111-5113	TREE WARDEN		18,000.00			12	mnthly stipend	1,500.00		-	-	-
VACANT		230 PUBLIC SERVICES	14111-5113	TREE WARDEN		-			19	hours per wk		18.74	18,550.73		(0.00)
TOM O'SHEA		230 PUBLIC SERVICES	14111-5113	ON CALL		-			2	hours per wk		40.00	4,168.00		4,168.00
		230 PUBLIC SERVICES	14111-5113	TRANSFER STATION ATTENDENT		11,904.19			17	hours per wk	12.00	12.75	11,904.19	12.75	11,404.19
						48,493.44			**Total Part Time - 5113**				**53,173.64**		**33,980.21**
		230 PUBLIC SERVICES	14111-5118	SEASONAL LABOR-OS		21,400.00							20,000.00		10,000.00
		230 PUBLIC SERVICES	14111-5118	SEASONAL-Park		33,000.00							30,000.00		25,000.00
		230 PUBLIC SERVICES	14111-5118	SEASONAL -Park Trash Weekends		10,600.00									-
		230 PUBLIC SERVICES	14111-5118	WKEND/SEASONAL TRASH									90,000.00		65,000.00
		230 PUBLIC SERVICES	14111-5118	TRANSFER STATION									12,500.00		12,500.00
		230 PUBLIC SERVICES	14111-5118	Seasonal Operation Clean Sweep		35,200.00			10 Kids/5 days week/8 weeks/$12.00/hour						-
		230 PUBLIC SERVICES	14111-5118	OTHER SEASONAL		25,000.00									-
						125,200.00			**Total Seasonal - 5118**				**152,500.00**		**112,500.00**
		230 PUBLIC SERVICES	14111-5131	Overtime-Park & Buildings		20,000.00							34,000.00		24,000.00
		230 PUBLIC SERVICES	14111-5131	Overtime-Public Services		55,000.00							-		30,000.00
		230 PUBLIC SERVICES	14111-5131	Overtime-Haunted Happenings		40,000.00							52,000.00		32,000.00
		230 PUBLIC SERVICES	14111-5131	Overtime-Cemetery & Trees		25,000.00							70,000.00		40,000.00
		230 PUBLIC SERVICES	14111-5131	Overtime-Motor Pool		4,000.00							12,000.00		8,000.00
						144,000.00			**Total Overtime - 5131**				**168,000.00**		**134,000.00**
						1,908,533.39		**28.24**	**Department Total**				**2,009,544.33**		**1,792,775.47**

Full-Time Equivalent Employees:	**FY 2019**	**26.52**
	FY 2020	**26.86**
	FY 2021	**28.24**
	Variance 20 vs. 21	**1.38**

Additional Laborer requested for FY 2020 Budget and FTE ajd's between General Fund/Water/Sewer

CORNACCHIO	KEVIN	Public Services	14111-5111	General Foreman		0.34		34.0%	1,421.20	25,175.14	
		Sewer Fund	60001-5111			0.33		33.0%	1,421.20	24,434.69	
		Water Fund	61001-5111			0.33		33.0%	1,421.20	24,434.69	74,044.52
ROBERT LEBLANC		Public Services	14111-5111	General Foreman		0.34		34.0%	1,461.54	25,889.72	
		Sewer Fund	60001-5111			0.33		33.0%	1,461.54	25,128.26	
		Water Fund	61001-5111			0.33		33.0%	1,461.54	25,128.26	76,146.23
JODOIN	RAYMOND	Public Services	14111-5111	Operations Manager		0.34		34.0%	1,746.74	30,941.75	
		Sewer Fund	60001-5111			0.33		33.0%	1,746.74	30,031.70	
		Water Fund	61001-5111			0.33		33.0%	1,746.74	30,031.70	91,005.15
SANTOS	SHAUN	Public Services	14111-5111	MANAGEMENT ANALYST		0.34		34.0%	1,287.50	22,806.78	
		Sewer Fund	60001-5111			0.33		33.0%	1,287.50	22,135.99	
		Water Fund	61001-5111			0.33		33.0%	1,287.50	22,135.99	67,078.75
						-	**4.00**	**-**	**Total Full Time - 5111**		**308,274.66**	**-**	**-**

FY 2021 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2020 52.2	F T E	Rate FY 2020	Incr FY21 0.0%	Rate FY 2021	STEP INCREASES Date	Rate	# Wks Old	# Wks New		Dept Request FY 2021 52.1	Mayor FY 2021 52.1
ALBERT	MICHAEL	230 PUBLIC SERVICES	14111-5111	HEO	03/06/2000	1	55,911.26	1.00	1,120.28	1.000	1,120.28	1/31/2021	1,162.00	30	22.1	100%	59,288.60	58,840.49
BEZZATI	JOHN	230 PUBLIC SERVICES	14111-5111	HEO	3/28/00	1	55,911.26		1,071.10		-	Retired				100%	-	-
CASTONGUAY	WILLIAM	230 PUBLIC SERVICES	14111-5111	WORKING FOREMAN	4/7/15	1	60,661.32	1.00	1,162.09	1.000	1,162.09					100%	60,545.11	60,080.27
CLEARY	JAMES	230 PUBLIC SERVICES	14111-5111	WORKING FOREMAN	08/06/1990	1	20,624.85		1,162.09		-	Retired				34%	-	-
CONDON	DEREK	230 PUBLIC SERVICES	14111-5111	MASON	9/8/2000	1	55,911.32	1.00	1,071.10	1.000	1,071.10					100%	55,804.21	55,375.77
COSTA	CARLOS	230 PUBLIC SERVICES	14111-5111	LABORER	8/17/2015	1	47,946.91	1.00	918.52	1.000	918.52					100%	47,855.05	47,487.64
CRONIN	DAVID	230 PUBLIC SERVICES	14111-5111	WORKING FOREMAN	09141987	1	60,661.88		1,162.09		-	Retired				100%	-	-
DONADIO	DOMINIC	230 PUBLIC SERVICES	14111-5111	Traff Maint/Sign Painter	8/22/2016	1	51,930.21		994.83		-	Transfer to W&S				100%	-	-
DONAHUE	TYLER	230 PUBLIC SERVICES	14111-5111	HMEO II/III	5/21/2018	1	50,268.04	1.00	1,032.76	1.000	1,032.76	5/21/2021	1,071.20	47.0	5.1	100%	54,002.84	53,589.74
GAROZZO	JOSEPH	230 PUBLIC SERVICES	14111-5111	ME Repair/MECH	8/29/2014	1	20,437.54		1,154.54		-	Resigned				34%	-	-
GUERRERO	HENRY	230 PUBLIC SERVICES	14111-5111	LABORER	3/2/2020	1		1.00	886.00	1.000	886.00	3/2/2021	917.90	35	17.1	100%	46,706.02	46,351.62
GREENE	ANN MARIE	230 PUBLIC SERVICES	14111-5111	PRINCIPAL ACCT CLE	3/10/2016	2	17,674.62		995.87			Transfer to Police				34%		-
HENDERSON	SCOTT	230 PUBLIC SERVICES	14111-5111	HEO	05/28/1985	1	55,911.26		1,071.10		-	Resigned				100%	-	-
HUGHES	BRIAN	230 PUBLIC SERVICES	14111-5111	HEAD FOREMAN	04081996	1	66,714.41	1.00	1,278.05	1.000	1,278.05					100%	66,586.60	66,075.38
LEVENTIS	ANDREW	230 PUBLIC SERVICES	14111-5111	HMEO I/II	11/5/2018	1	49,403.67	1.00	959.45	1.000	959.45	11/5/2020	994.80	20.0	32.1	100%	51,121.96	50,738.18
LEVESQUE	JAMES	230 PUBLIC SERVICES	14111-5111	St/Sidewalk Foreman	06211999	1	20,625.04	0.34	1,162.10	1.000	1,162.10					34%	20,585.53	20,427.48
LEVESQUE	LOUIS	230 PUBLIC SERVICES	14111-5111	MOTOR EQUIP REPAI	8/1/2006	1	20,437.54		1,154.54		-	Resigned				34%	-	-
LINTON	GARCIA	230 PUBLIC SERVICES	14111-5111	HEO	8/12/2013	1	55,911.26	1.00	994.83	1.000	994.83					100%	51,830.64	51,432.71
MACDONALD	WILLIAM	230 PUBLIC SERVICES	14111-5111	HMEO	6/12/2012	1	51,930.21	1.00	994.83	1.000	994.83					100%	51,830.64	51,432.71
MARINO	PAUL	230 PUBLIC SERVICES	14111-5111	HEAD FOREMAN II/III	07231998	1	22,509.72	0.34	1,278.04	1.000	1,278.04					34%	22,639.20	22,465.39
MARTINEAU	RICHARD	230 PUBLIC SERVICES	14111-5111	MAINT CRAFTS	8/21/2000	1	51,930.21	1.00	994.83	1.000	994.83					100%	51,830.72	51,432.79
NADEAU	ADAM	230 PUBLIC SERVICES	14111-5111	MOTOR EQUIP REPAI	8/13/18	1	20,339.50	0.34	1,151.54	1.000	1,151.54					34%	20,398.38	20,241.77
KRECH-NIEMA	KATHRINE	230 PUBLIC SERVICES	14111-5111	HMEO	3/13/2017	1	55,911.26	1.00	1,071.10	1.000	1,071.10					100%	55,804.15	55,375.71
OBRIEN	JIM	230 PUBLIC SERVICES	14111-5111	TREE CLIMBER	3/13/2006	1	55,911.26	1.00	1,071.10	1.000	1,071.10					100%	55,804.15	55,375.71
OSGOOD	JASON	230 PUBLIC SERVICES	14111-5111	LABORER	06/24/19	1		1.00	886.12	1.000	886.12	6/24/2021	918.64	50	2.1	100%	46,235.15	45,880.70
OSGOOD	STEPHEN	230 PUBLIC SERVICES	14111-5111	PESTICIDE GROUNDS	6/2/14	1	55,911.26	1.00	1,071.10	1.000	1,071.10					100%	55,804.15	55,375.71
PAGLIARO	BRETT	230 PUBLIC SERVICES	14111-5111	LABORER	03/02/2020	1		1.00	854.95	1.000	854.95	3/2/2021	886.00	35	17.1	100%	45,073.85	44,731.87
PZENNY	BRIAN	230 PUBLIC SERVICES	14111-5111	PRIN ACCT	02/18/2020	2		0.34	906.57	1.000	906.57	2/18/2021	938.75	33.0	19.1	34%	16,267.97	16,144.68
REALE	THEODORE	230 PUBLIC SERVICES	14111-5111	LABORER	7/1/2016	1	47,946.91	1.00	918.52	1.000	918.52					100%	47,855.05	47,487.64
RICHTER	TIMOTHY	230 PUBLIC SERVICES	14111-5111	TREE CLIMBER	7/24/2017	1	53,910.62	1.00	1,071.10	1.000	1,071.10					100%	55,804.31	55,375.87
ROBINSON	JOHN	230 PUBLIC SERVICES	14111-5111	HMEO	03/02/2020	1		1.00	925.43	1.000	925.43	3/2/2021	959.60	35	17.1	100%	48,799.21	48,429.04
ROONEY	MARK	230 PUBLIC SERVICES	14111-5111	HMEO	11/13/2019	1		1.00	925.43	1.000	925.43	11/13/2020	959.60	19.0	33.1	100%	49,345.93	48,975.76
SMITH	MICHAEL	230 PUBLIC SERVICES	14111-5111	Maint Craftsperson	2/20/14	1	51,930.21		994.83		-	Resigned				100%	-	-
SOSA-GARCIA	ELIZAR	230 PUBLIC SERVICES	14111-5111	ME REPAIR	03/12/2019	1		0.34	1,070.56	1.000	1,070.56	3/12/2021	1,110.40	36.0	16.1	34%	19,181.98	19,036.39
STANWOOD JI	DANIEL	230 PUBLIC SERVICES	14111-5111	WORKING FOREMAN	12/4/1999	1	60,661.32	1.00	1,162.09	1.000	1,162.09					100%	60,545.11	60,080.27
STUART	MIKE	230 PUBLIC SERVICES	14111-5111	MAINT CRAFTS SANIT	10/8/2013	1	51,930.21		994.83		-	Terminated				100%	-	-
TASSINARI	STEPHEN	230 PUBLIC SERVICES	14111-5111	HEAD WORKING FOR	05241999	1	22,682.71	0.34	1,278.04	1.000	1,278.04					34%	22,639.25	22,465.44

FY 2021 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2020 52.2	F T E	Rate FY 2020	Incr FY21 0.0%	Rate FY 2021	STEP INCREASES Date	Rate	# Wks Old	# Wks New		Dept Request FY 2021 52.1	Mayor FY 2021 52.1
VACANT	230 PUBLIC SERVICES	14111-5111	HMEO		1	48,306.67	1.00	925.42	1.000	925.42					100%	48,214.13	47,843.97
VACANT	230 PUBLIC SERVICES	14111-5111	LABORER			46,255.44		886.12		-		-			100%	-	-
VACANT	230 PUBLIC SERVICES	14111-5111	Vacant Heo Cemetery				1.00	1,071.20	1.000	1,071.20		-			100%	55,809.52	(428.48)
VACANT	230 PUBLIC SERVICES	14111-5111	Vacant Motor Pool				0.34	1,185.60	1.000	1,185.60		-			34%	21,001.72	20,840.48
VACANT	230 PUBLIC SERVICES	14111-5111	Vacant Heo park					1,071.20	1.000	1,071.20		-			100%	55,809.52	-
VACANT	230 PUBLIC SERVICES	14111-5111	Vacant Motor Pool				0.34	1,162.09	1.000	1,162.09		-			34%	20,585.30	20,427.25
VACANT	230 PUBLIC SERVICES	14111-5111	Vacant Traffic Main				1.00	994.80	1.000	994.80		-			100%	51,829.08	51,431.16
LICENCES	230 PUBLIC SERVICES	14111-5111						13,441.80	1.000	13,441.80						13,441.80	13,441.80
OUT OF GRADE PAYS	230 PUBLIC SERVICES	14111-5111				2,000.00										4,000.00	4,000.00
28						**1,467,009.87**	**26.72**									**1,510,876.85**	**1,388,262.91**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
PUBLIC SERVICES - ADMIN - 230					
14112	**5211**	**ELECTRICITY**			
		National Grid	9,000	10,000	10,000
		Provides electricity for DPW buildings, garage, cemetery, light poles			
TOTAL			**9,000**	**10,000**	**10,000**
14112	**5215**	**NATURAL GAS**			
		Direct Energy Market, National Grid and UGI	7,000	7,000	7,000
		Gas for DPS buildings-5 Jefferson and Greenlawn			
TOTAL			**7,000**	**7,000**	**7,000**
14112	**5216**	**OIL HEAT-CEM**			
		Booma - Yearly Maintenance for 4 oil burners	400	400	400
		PC/VAULTS OR LOTS TO SUPPLEMENT	(8,300)	(8,300)	(8,300)
		Stadium Oil - Burner service for City Hall and Old Town Hall	700	700	700
		Stadium Oil - Oil heat for 1 garages (1 @ $1,100.00 x 5 months)	5,000	5,000	5,000
		Stadium Oil - Oil Heat for chapel	800	800	800
		Stadium Oil - Oil heat for maintenance garages ($1,100.00 x 6 months)	6,600	6,600	6,600
		Stadium Oil - Oil Heat for office ($300.00 x 6 months)	1,800	1,800	1,800
TOTAL			**7,000**	**7,000**	**7,000**
14112	**5241**	**BUILDING MAINTENANCE - DPW**			
		ASAP Drains, Beacon, Boston Fire, Embree Elevator, Garland, Hayden, O'Connell, Salem Overhead Doors, etc.	19,800	26,800	19,800
		Electrical, Fire extinguisher, I&M, Facility roof repair, overhead door repair			
TOTAL			**19,800**	**26,800**	**19,800**
14112	**5249**	**GROUND MAINTENANCE - CEMETERY**			
		Danvers Farm & Home, Home Depot, Winer, Maestranzi, Northeast, Rent All	3,800	3,800	3,800
		Grounds equipment and supplies			
TOTAL			**3,800**	**3,800**	**3,800**
14112	**5249R**	**GROUND MAINTENANCE - PARKS & REC**			
		BMC Corporation, Coastal, Fastenal, FWW, Hayden, John Deer, Lesco, McGinnis, Motor Parks, Nardone, Northeast, Olsen, Rent All, Shrewsbury, Stateline	30,000	30,000	30,000
		Coast Maintenance& Future Supply - Park facility supplies			
TOTAL			**30,000**	**30,000**	**30,000**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
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 Article 20 section B the city agrees to provide uniforms to union employees (Moved from HR)	-	28,000	28,000
		Rags, Gloves, Goggles & Safety Equipment	900	900	900
		Rain gear - 15 @ $100 per union contract Article 20 section A the city agrees to provide all material, equipment and tools to preform the duties assigned to them .	1,500	2,500	1,500
TOTAL			**2,400**	**31,400**	**30,400**
14112	5301	**POLICE DETAIL**			
		Third street sweeping	25,000	25,000	25,000
		Details for tree removals abd cleanup, street sweeping, line painting, street open, paving	42,000	45,000	42,000
TOTAL			**67,000**	**70,000**	**67,000**
14112	5304	**PROFESSIONAL SERVICES**			
		Bobs Tire Company, David Porter, HAWK, Leahy Landscape, Mitchell, Rockport, Safety Clean, Tank ology	9,600	9,600	9,600
		Stump removal, street sweeping assistance, equipment upgrades, Hazardous Waste disposal, annual central motor testing			
TOTAL			**9,600**	**9,600**	**9,600**
14112	5317	**EDUCATIONAL TRAINING**			
		License reimbursements, Misc. licenses per union agreements, seminars & training to maintain licenses. Article 22 misc. provisions section J the city agrees to reimburse members for the cost of licenses and the cost of any required training or medical Examinations.	2,000	4,000	4,000
TOTAL			**2,000**	**4,000**	**4,000**
14112	5320	**CONTRACTED SERVICES-**			
		Mowing and maintenance of Open Spaces	195,000	222,500	195,000
		Line Painting and Downtown Maintenance	70,000	70,000	70,000
		Overhead door maint, etc. at DPS 5 Jefferson Ave	36,400	20,000	36,400
		ROCA services	125,000	140,000	125,000
		Lot Maintenance	125,000	125,000	125,000
TOTAL			**551,400**	**577,500**	**551,400**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
14112	**5341**	**TELEPHONE**			
		Rockport Technology - Telephone system maintenance	3,000	3,000	3,000
		T-Mobile GPS tracking for DPW Trucks 50 Vehicles at $675/ month 12 month (1/3)	5,640	6,000	6,000
TOTAL			**8,640**	**9,000**	**9,000**
14112	**5383**	**BURIAL EXPENSES**			
		Means Precast - Burial boxes			
		MISCISZ & Sons - Burials			
		Burial Expenses are funded annually from Sale of Lots and Sale of Vaults Funds			
TOTAL			**-**	**-**	**-**
14112	**5391**	**TREE , PLANTING, REMOVAL & MAINTENANCE**			
		tree planting and after care 40%	-	100,000	55,000
		Removal of hazard tree 35%		87,500	45,000
		Emergency Services 15%	250,000	37,500	35,000
		Equipment Maint. And purchase	-	25,000	-
TOTAL			**250,000**	**250,000**	**135,000**
14112	**5421**	**OFFICE SUPPLIES**			
		General office supplies as needed, including Belmont Springs	2,000	2,200	2,000
TOTAL			**2,000**	**2,200**	**2,000**
14112	**5451**	**CUSTODIAL SUPPLIES**			
		Coast Maintenance, DPS building supplies	3,000	3,000	3,000
		Public barrel bags and cleaning solution		2,000	
TOTAL			**3,000**	**5,000**	**3,000**
14112	**5461**	**GROUNDSKEEPING SUPPLIES - DPW**			
		One Way Lumber, Winer, home depot, northeast nursery,	9,700	9,700	9,700
TOTAL			**9,700**	**9,700**	**9,700**
14112	**5481**	**GASOLINE/DIESEL FUEL**			
		Burke - Diesel per state bid	60,000	60,000	60,000
		Global Companies - Unleaded per the state bid	10,000	10,000	10,000
TOTAL			**70,000**	**70,000**	**70,000**
14112	**5483**	**VEHICLE PARTS DPW**			
		All Welding, CC Auto, Goodyear, J's Warehouse, Schmidt, Motor Part Sales, etc.	79,000	86,900	45,000
		Parts for DPS vehicles			
TOTAL			**79,000**	**86,900**	**45,000**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
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-some out of Police Budget			
TOTAL			**20,000**	**20,000**	**20,000**
14112	5483B	**VEHICLE PARTS OTHER: SCHOOLS, ELECT., INSPECT., ENGR., BOH, COA, ETC.**			
		Bouchard & Sons, C&C, Goodyear, Hub Starters	17,700	17,700	17,700
		Inspections and parts for other Dept. vehicles			
TOTAL			**17,700**	**17,700**	**17,700**
14112	5485	**STREET SWEEPING & BROOMS**			
		All American Investment - Sweeper lease to own 5th of 5 year lease (2019 last year) - request new sweeper in FY2021 cip	41,051	-	-
		Brooms, gutter brooms, misc. parts , Contractors include Atlantic Broom, CN Wood, J's Automotive	18,500	18,500	18,500
TOTAL			**59,551**	**18,500**	**18,500**
14112	5710	**IN STATE TRAVEL, MEETINGS**			
		Tolls, Parking, Seminars	1,000	1,000	1,000
TOTAL			**1,000**	**1,000**	**1,000**
14112	5717	**PROF LICENSE REIMBURSEMENTS**			
		Reimbursement for operator licenses as per AFSCME agreement: to maintain license	5,000	5,000	5,000
		Article 8 Pay classification Sec B,	-	2,400	2,400
		licenses. Article 22 misc. provisions section J the city agrees to reimburse members for the cost of licenses and the cost of any required training or medical Examinations.	-		-
TOTAL			**5,000**	**7,400**	**7,400**
14112	5730	**DUES & SUBSCRIPTIONS**			
		Essex County, Mass Highway, Society of Arborist, National Arbor Day, MAPO NWWA , Mass Arborist association, ECHA, Mass Highway Association	1,000	2,000	1,000
TOTAL			**1,000**	**2,000**	**1,000**
14112	5843	**GEN PUBLIC WORKS IMPROVEMENTS**			
		Asphalt, aggregate, manhole, trash bags, catch basin, concrete, line painting, traffic sign supplies, tree beds	70,000	80,000	70,000
		Contractors include Aggregate, Benevento, Brox, Dilision, Eastern Bag, EJ Prescott, Franklin, Home Depot, Permaline, Rent a TOOK, Rowley, Voss, Winer			
TOTAL			**70,000**	**80,000**	**70,000**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
14112	**5846**	**RENOVATION & REPAIRS - REPAIRS/SIDEWALKS**			
		Aggregate Industries, Benevento, Dilision, Home Depot, McLellan, Rent a Tool, Rowley Cement	40,000	60,000	40,000
		Asphalt, aggregate, concrete, misc. street items.			
		Additional Funding for sidewalks in Capital Improvement Projects (CIP) Budget			
TOTAL			**40,000**	**60,000**	**40,000**
14112	**5860**	**EQUIPMENT PURCHASE & REPAIRS**			
		emergency purchase of equipment	9,400	9,400	9,400
		Final year of three year lease on two new pieces snow equipment (approved 2/20/18)	106,696	106,696	106,696
TOTAL			**116,096**	**116,096**	**116,096**
TOTAL PROPOSED			**1,462,987**	**1,533,896**	**1,306,696**

Public Services – Snow & Ice

Mission Statement – Why We Exist

The Department's goal during snow and ice events is to quickly open the streets and make them passable so that essential traffic can safely negotiate roadways. This is done with the coordination of private and publicly owned equipment, with the objective to clear streets and keep local streets passable. Mechanics and route supervisors inspect and control plowing activities and other support personnel to maintain high level of service during snow events. We strive to do all we can to reduce the likelihood of personal injury to our residents, automobile accidents and property damage by making the roadways as safe as possible under the worst of conditions.

Significant Budget & Staffing Changes for FY 2021

No significant budget or staffing changes for FY 2021.

Recent Accomplishments

- Improved oversight of contractor services; increase supervision and spot checking of the condition of City roads during snow events.
- Continued utilization of Reverse 911 and Web site used for up-to-date snow emergency related bulletins.
- Continued use of SnowOps software to schedule employees and contractors for storm events and track associated costs.
- The City has contracts with 24 contractors who provide 113 vehicles to assist during snow plowing events. Streamlined plowing operation by organizing driver locations and assigning DPS personnel to provide oversights to contractors in their locations. The 113 vehicles include 9 sidewalk clearing machines that are always utilized throughout storm events to keep the downtown sidewalks and school and transit sidewalks passable for commuters and school children.
- 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.
- DPS added a Snow-Central page to our webpage that explains our improved 2019 snow & ice program. The webpage includes an updated Snow Brochure, information on where to park during snow events, requirements for private sidewalk snow and ice removal, driveway clearing, and the shoveling assistance program. Maps have been created and added that identify road, sidewalk and shared use path plowing priorities, as well as parking locations during snow events.
- The Department has identified snow plowing priority routes along with identifying City personnel and contractors assigned to every road within the City. Snow plowing complaints are being logged and addressed to reduce the amount of persistent complaints.
- Identified downtown locations where youth groups could assist the City of Salem in clearing snow at crosswalks.
- Improved GPS tracking of Department of Public Services' fleet to allow for improved response during snow events.

FY 2021 Goals & Objectives

- Continue to provide service to quickly open streets making them passable so that they can be safe to navigate.
- Obtain new equipment (sanders/plows) to replace those which are at or nearing their useful life.
- Establish levels of service that can be provided based on the available resources and share with the pubic. Procure additional contractors with equipment to meet the expectations of the public.
- Work with other Departments and the public to establish a public relations plan to promote the responsibility of property owners to clear the sidewalks, bus stops and handicap ramps that abut their property.
- Continue to work with other City departments in support of restoring safe road conditions and clearing private sidewalks as efficiently as possible.
- Update plows with newer units to help cut down on fuel and on mechanical deficiencies
- Purchase and install a new salt shed.
- Improved GPS management of Contractor's fleet.

How FY 2021 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

Monitor contractor and City snow plowing operations to improve quality and response time while hopefully reducing complaints. Continue to purchase salt through a consortium to reduce the cost. Whether through City personnel or contractors, verify that all parking lots, sidewalks, crosswalks and shared use paths are cleared as soon as possible.

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Public Services - Snow & Ice - Personnel									
14231	5131	OVERTIME (GENERAL)	93,514.52	58,373.07	50,000.00	50,000.00	49,057.74	50,000.00	50,000.00
	Total	**PS - Snow & Ice - Personnel**	**93,514.52**	**58,373.07**	**50,000.00**	**50,000.00**	**49,057.74**	**50,000.00**	**50,000.00**
Public Services - Snow & Ice - Expenses									
14232	5244	VEHICLE REPAIR AND M	97,592.91	122,078.87	32,000.00	32,000.00	110,982.37	32,000.00	32,000.00
14232	5292	SNOW REMOVAL	1,170,330.47	661,153.47	115,000.00	115,000.00	802,350.00	115,000.00	115,000.00
14232	5292S	SNOW REMOV/SAND-SCHOOL	-	100.00	80,000.00	80,000.00	86,480.00	80,000.00	80,000.00
14232	5341	TELEPHONE	10,744.23	18,629.78	10,930.00	10,930.00	14,980.91	10,930.00	10,930.00
14232	5429	MISC SUPPLIES	77,624.23	65,130.93	34,600.00	34,600.00	49,135.55	34,600.00	34,600.00
14232	5481	GASOLINE/DIESEL FUEL	130,286.79	121,934.88	20,000.00	20,000.00	77,030.91	20,000.00	20,000.00
14232	5534	SALT	350,181.99	256,037.08	103,405.00	103,405.00	166,766.42	103,405.00	103,405.00
14232	5535	CACLIUM CHLORIDE	-	-	5,000.00	5,000.00	9,818.60	5,000.00	5,000.00
14232	5536	SAND	-	4,099.00	8,000.00	8,000.00	2,090.49	8,000.00	8,000.00
	Total	**PS - Snow & Ice - Expense**	**1,836,760.62**	**1,249,164.01**	**408,935.00**	**408,935.00**	**1,319,635.25**	**408,935.00**	**408,935.00**
230		**Department Total**	**1,930,275.14**	**1,307,537.08**	**458,935.00**	**458,935.00**	**1,368,692.99**	**458,935.00**	**458,935.00**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name	Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
Snow & Ice														
	230 PUBLIC SERVICES	14321-5131	OVERTIME (GENERAL)		50,000.00					50,000.00	50,000.00	50,000.00		50,000.00
					50,000.00		**-**	**Department Total**				**50,000.00**		**50,000.00**

Full-Time Equivalent Employees:	**FY 2019**	**0.00**
	FY 2020	**0.00**
	FY 2021	**0.00**
	Variance 20 vs. 21	**0.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
PUBLIC SERVICES - SNOW & ICE - 230					
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**			
		T-Mobile GPS tracking for DPW Trucks 50 Vehicles at $675/ month 12 month (1/3)	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	30,600	30,600	30,600
		Home Depot, Permaline, Precision Weather Forecasting, Winer	4,000	4,000	4,000
		Parking and warning signs, weather forecasting, etc.			
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	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, guidance and plan review to various City boards and departments for public infrastructure improvements and private development projects. The City's Geographic Information System is administered in the Engineering Department. Engineering is responsible to implement the City-wide pavement management system including management of the Chapter 90 paving program, and other state and federally funded roadway re-construction (TIP) projects. In addition, Engineering is also responsible for the City's capital improvement program relative to infrastructure and provides guidance from the City's perspective to larger projects/developments. The Engineering Department works cooperatively with the Department of Public Services (DPS) to provide trouble shooting and solutions for infrastructure related concerns. The department also reviews, and issues Street Opening and Trench Permits for various contractors, including coordination and management of the City's licensed drainlayers. Curb cut permits are initiated in the Engineering Department. Funding for the efforts described herein is derived from the City's general fund. The Engineering Dept. also includes Water, Sewer and Solid Waste enterprise funds and departments.

Significant Budget & Staffing Changes for FY 2021

No significant budget or staffing changes for FY 2021, will continue to improve customer relations, city-wide communications and efficiencies related to combining Engineering and DPS. The Business Manager was replaced in FY 2020 and we are currently advertising for the position of Construction Inspector for the Department.

Recent Accomplishments

- Managed the 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. Also bidding Salem's improvements for the City sidewalks at a cost of $1.4 million.
- Advanced the Boston Street reconstruction project for funding through the TIP Program to the 25% level, ensuring Salem's continued successful involvement in the TIP program.
- Advanced the Bridge Street reconstruction Massworks funded project and Essex Street reconstruction (Washington St to North/Summer St) to their current bidding phase, we expect construction to start in the Spring 2020.

- Successfully managed 2 other TIP funded projects: Canal Street roadway project to completion and the canal st phase 2 bike paths to the start of construction.
- Received $400,000 complete streets grant for the Essex Street roadway improvement project
- Completed parking lot reconstruction and paving a Forest River Park.
- Completed Seawall improvements at Forest River Park.

- Continued coordination on the design of the Rosie's Pond Flood Mitigation Project to address public concerns, we expect to bid the project this Spring 2020.
- Issued over 500 street opening permits and actively involved in review and coordination for over 35 development projects, including review and comment on projects before the planning board.
- Evaluating the impacts of several large developments on the City's infrastructure and developing an alternative methodology for water, sewer, and drainage impacts fees. The new position of construction inspector (funded partially by fees from developers) will replace clerk of the works efforts currently funded by developers.
- Implementation of GIS into event planning, asset management and data collection.

FY 2021 Goals & Objectives

- The City will be advancing design for Boston Street corridor and advocating for state funding through the TIP process.
- In addition to Chapter 90 roadway repairs city-wide, the city is anticipating the following major projects to start this year and reach completion in 2021:
    - Derby Street – work from Kosciusko Street to Blaney Street
    - Essex Street – from North/Summer Street to Washington Street
    - Bridge Street – from Flint Street to Boston Street (Massworks project)
    - Salem Harbor Connector Path – will connect to Collins Cove path from Derby Street through Beattie Park across Fort Ave and up Szetela Lane providing connection to Bentley Elementary School
- Continue to manage City's Chapter 90 roadway improvement program to maximize the cost effectiveness of the City's re-investment into its roadway infrastructure.
- Implementing Complete Streets into all roadway projects to provide safe and accessible options for all travel modes – walking, biking, driving and transit.
- Continue to improve the City-wide roadway improvement program by implementing long term planning of road and sidewalk repairs.
- Manage current Street Opening Permit tracking system. Assist in workflow development and implementation of Viewpoint Cloud.
- Standardize and update department processes, details, regulations and policies to facility internal efficiency and controls as well as improve communication with developers/contractors.
- Continue to review Laserfiche documents and organize/clean files previously scanned; work toward paperless records keeping and archiving.
- Implement GIS on a larger scale including the creation and implementation of field apps, public web maps, and Story Maps.

Outcomes and Performance Measures	Actual FY 2018	Actual FY2019	Estimated FY2020	Estimated FY2021
Number of street permits issued	523	343	550	550
Drain layer licenses issued	41	37	42	42
Commercial Backflow tests completed	1327	1385	1400	1450
Backflow surveys completed	355	220	275	300
Number of linear miles streets paved	4.65	1.86	3.5	3.5
Number of linear miles sidewalk reconstructed	1.77	2.66	3.5	3.5

How FY 2021 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- Both the City's long- and short-term goals for sustainable infrastructure will be met with the departments' goals, by reinvesting and rehabilitating the City's roadway, sidewalk, and public way infrastructure.
- The Engineering Department will also continue to provide infrastructure guidance for both City initiated projects (like park upgrades) as well as private development projects.

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Engineering General - Personnel									
14121	5111	SALARIES-FULL TIME	80,413.40	156,843.29	173,436.00	173,436.00	159,759.61	173,486.36	172,151.85
	Total	**Engineering General - Personnel**	**80,413.40**	**156,843.29**	**173,436.00**	**173,436.00**	**159,759.61**	**173,486.36**	**172,151.85**
Engineering General - Expenses									
14122	5317	EDUCATIONAL TRAINING	1,960.00	3,199.75	3,000.00	3,000.00	2,755.50	3,500.00	500.00
14122	5320	CONTRACTED SERVICES	-	20,000.00	20,000.00	20,000.00	2,455.00	20,000.00	10,000.00
14122	5421	OFFICE SUPPLIES (GEN	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
14122	5710	IN STATE TRAVEL/MEETINGS	493.92	500.00	1,200.00	1,200.00	435.53	1,200.00	800.00
14122	5730	DUES AND SUB	1,920.50	725.00	3,000.00	3,000.00	2,232.50	3,000.00	3,000.00
14122	5851	OFFICE EQUIPMENT	494.00	1,490.73	1,700.00	1,700.00	526.51	1,700.00	1,500.00
	Total	**Engineering General - Expense**	**5,868.42**	**26,915.48**	**29,900.00**	**29,900.00**	**9,405.04**	**30,400.00**	**16,800.00**
235		**Department Total**	**86,281.82**	**183,758.77**	**203,336.00**	**203,336.00**	**169,164.65**	**203,886.36**	**188,951.85**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
BISSONO	ESMERELDA	235 ENGINEERING	14121-5111	ENERGY SUSTANIBILITY	02/12/20	45,172.84		1.00		100%	884.62	884.62	46,088.78	884.62	45,734.25
DUBINSKY	ELLEN	235 ENGINEERING	14121-5111	ADMIN ASSISTANT	9/26/85	55,796.73		0.80		80%	1,336.13	1,336.13	55,689.84	1,336.13	55,261.45
DUHAMEL	DEBORAH	235 ENGINEERING	14121-5111	Assistant Engineer	5/28/18	36,208.40		0.34		34%	2,040.14	2,040.14	36,139.03	2,040.14	35,861.04
KNOWLTON	DAVID	235 ENGINEERING	14121-5111	City Engineer-DPS Director	5/21/2007	15,164.38		0.12		12%	2,420.88	2,420.88	15,135.34	2,420.88	15,018.92
NESSEN	JOHN	235 ENGINEERING	14121-5111	GIS	7/31/18	21,092.89		1.00		33%	1,188.47	1,188.47	20,433.37	1,188.47	20,276.19
						173,435.23		**3.26**	**Total Full Time - 5111**				**173,486.36**		**172,151.85**
						173,435.23		**3.26**	**Department Total**				**173,486.36**		**172,151.85**

Full-Time Equivalent Employees:	
FY 2019	2.26
FY 2020	2.60
FY 2021	3.26
Variance 20 vs. 21	0.66

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
ENGINEERING DEPARTMENT NON-UNION EMPLOYEES COMBINED SALARIES BUDGET & GRANTS															
															Total
KNOWLTON	DAVID	ENGINEERING	14121-5111	City Engineer-DPS Director				0.12		12.0%	2,420.88	15,135.34			
		Engineering-SEWER	600131-5111					0.13		13.0%	2,420.88	16,396.62			
		Enginnering-Water	610131-5111					0.13		13.0%	2,420.88	16,396.62			
		Engineering-Trash	620031-5111					0.12		12.0%	2,420.88	15,135.34			
		DPS	14111-5111					0.16		16.0%	2,420.88	20,180.46			
		DPS-Sewer	600031-5111					0.17		17.0%	2,420.88	21,441.73			
		DPS-Water	610031-5111					0.17		17.0%	2,420.88	21,441.73	126,127.85		
DUFFY	ERIC	Solid Waste	14121-5111	Business Manager/Water Reg				0.50		50.0%	1,538.46	40,076.92			
		SEWER	600131-5111					0.25		25.0%	1,538.46	20,038.46			
		WATER	610131-5111					0.25		25.0%	1,538.46	20,038.46	80,153.85		
DUHAMEL	DEBORAH	ENGINEERING	14121-5111	Assistant Engineer				0.34		34.0%	2,040.14	36,139.14			
		SEWER	600131-5111					0.33		33.0%	2,040.14	35,076.13			
		WATER	610131-5111					0.33		33.0%	2,040.14	35,076.13	106,291.39		
DUBINSKY	ELLEN	ENGINEERING	14121-5111	ADMIN ASSISTANT				0.80		80.0%	1,336.13	55,689.84			
		SEWER	600131-5111					0.10		10.0%	1,336.13	6,961.24			
		WATER	610131-5111					0.10		10.0%	1,336.13	6,961.24	69,612.31		
NEW		ENGINEERING	14121-5111	Energy Sustainibility				1.00		100.0%	-	-	-		
NESSEN	JOHN	ENGINEERING	14121-5111	GIS				0.34		34.0%	1,188.47	21,052.57	21,052.57		
		SEWER	600131-5111					0.33		33.0%	1,188.47	20,433.36			
		WATER	610131-5111					0.33		33.0%	1,188.47	20,433.36	61,919.30		
RECINOS	Giovanna	Capital Projects	Varies	CLERK OF WORKS				1.00		100.0%	1,113.70	58,023.66	58,023.66		
IDE	JENNA	Capital Projects	Varies	Director of Capital Projects and Sustainability				1.00		100.0%	1,925.93	100,341.04	100,341.04		
CARROLL	JAY	Capital Projects	Varies	PROJECT ENGINEER				1.00		100.0%	1,788.46	93,178.85	93,178.85		
CRIPPS	CHERYL	SEWER	600131-5111	SECRETARY		16,055.61		0.33		33.0%	932.06	16,024.91			
		WATER	610131-5111			16,055.61		0.33		33.0%	932.06	16,024.91			
		TRASH	620031-5111			16,542.14		0.34		34.0%	932.06	16,510.51	48,560.33		
ROSE	JULIE	SEWER	600131-5111	Business Manager/Water Reg				0.00		25.0%	-	-			
		WATER	610131-5111					0.00		25.0%	-	-			
		TRASH	620031-5111					0.00		50.0%	-	-	-		
GUGLIELMI	MICIELA	RECYCLING GRANT	25433-5111	Waste Reduction Coordinator				1.00		100%	903.69	47,082.25	47,082.25		

Total FTE for General Funds AND Grants/Capital Projects (Excludes Enterprise)

Full-Time Equivalent Employees:	**FY 2019**	**3.68**
	FY 2020	**4.96**
	FY 2021	**6.76**
	Variance 20 vs. 21	**1.80**

11.00	Total Engineering Salaries	**812,343.38**
6.76	Total Engineering General Fund & Specieal Revenue	**276,272.13**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
ENGINEERING 235					
14122	**5317**	**EDUCATIONAL TRAINING**			
		Management training seminars, exhibits, and training opportunities	2,000	2,500	500
		APWA National Congress	1,000	1,000	-
TOTAL		Now includes Business Manager	**3,000**	**3,500**	**500**
14122	**5320**	**CONTRACTED SERVICES**			
		Program Support	20,000	20,000	10,000
TOTAL			**20,000**	**20,000**	**10,000**
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, Seminars on Stormwater, etc.	1,200	1,200	800
TOTAL		Now includes Business Manager	**1,200**	**1,200**	**800**
14122	**5730**	**DUES & SUBSCRIPTIONS**			
		ENR, American Society of Civil Engineers, Essex County Highway Assoc., Mass Highway, MM/	3,000	3,000	3,000
		Now includes Business Manager			
TOTAL			**3,000**	**3,000**	**3,000**
14122	**5851**	**OFFICE EQUIPMENT**			
		Equipment, toner, computer supplies, etc.	1,700	1,700	1,500
TOTAL			**1,700**	**1,700**	**1,500**
TOTAL PROPOSED			**29,900**	**30,400**	**16,800**

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 2021

No Significant staffing changes in FY2021

Recent Accomplishments

- Continue to offer expanded hours - OPEN Monday, Tuesday, and Thursday 8am-8pm - Wednesday and Friday 8am-4pm
- Received a donation from the Salem Harbor Station to cover costs for the annual Derby Street Mile Road Race (over 250 runners)
- Collaborated with Salem State University on the 4th annual Generation Games
- Held the 2nd Annual Friends of Park and Recreation Golf Tournament at Olde Salem Greens to support programming, field trip opportunities and discounts to families
- Applied and received a grant through the City of Salem Department of Planning and Community Development and the U.S. Department of Housing and Urban Development to provide free enrichment programs for Salem youth at Palmer Cove Park, Charlotte Forten Park and Memorial Park. This year our programs included both Girls and Boys Lacrosse, Volleyball, Hip Hop, Girls Basketball Clinic, Art Workshop, Yoga and Meditation and Beginners Guitar

- Collaborated with Sail Salem to provide Adult Introduction to Sailing. Trained Sail Salem staff provided light instruction to adults while enjoying the sites of Beverly and Salem Harbors.
- Worked with Sail Salem to provide weekly sailing trips for the Forest River Program participants.
- Worked with Sail Salem to offer a Teen Sail event
- Winter Island Drive-In (partnership with Creative Salem-sold out 3 shows)
- Worked collaboratively with the House of the Seven Gables to continue to offer Park and Recreation programs at their site. Our annual Valentine Workshop had over 60 participants.
- Partnered with local business owner Mary Ferriera to continue offer Park and Recreation youth cooking classes at her establishment. In collaboration we offered a "Kids Can Cook – Thanksgiving Dinner" where children prepared a full thanksgiving dinner and invited 2 family members to join them for dinner.
- Continued to work with Coast to Coast Paddle to offer paddle board lessons at the Salem Willows (5 different sessions offered, all at full capacity)
- Established a Teen Kayak Adventure Program through Coast to Coast Paddle.
- Produce quarterly online brochure and increased the number of online registration and to offer programs to residents of all ages.
- Summer Youth Basketball was again free to all Salem children thanks to sponsorship by local law firm Mazow and McCollough

- Hosted successful family holiday events to include. Halloween Family Dance, Breakfast with Santa, Valentines Dance, and Ice Cream Sundaes with the Easter Bunny.
- Forest River Adventure Program for 30 kids each week for 8weeks.
- Through generous donations, we were able to take the Forest River Children on several field trips this past summer.
- Partnered with Bass River, Inc to provide lunches to all children at the Forest River Program through the Summer Meals Programs.
- Offered free pickleball clinics.
- Hosted a very successful season ending Summer Olympics. Children and staff from Furlong, Mary Jane Lee and Forest River gathered for an afternoon of events.
- Worked closely with the Salem Police Department and offered opportunities for officers to engage in daily activities at the local parks and playgrounds.
- Grand Opening Charlotte Forten Park, provided free adult programs to include Yoga and Tai Chi
- Offered several summer and school vacation sessions of our Junior Art and Science Club.
- Received $400,000 PARC grant for Palmer Cove.
- Purchased 2 Fully accessible pieces of playground equipment to install at Bentley and Salem Common.

FY 2021 Goals & Objectives

- Complete construction and re-open Ryan Brennan Skate Park
- Bertrum Field Planning Bid and Construction
- Continued design development Forest River Pool project
- Continued design work on Palmer Cove
- To use updated Open Space Plan and anticipated citywide field assessment to address problems and take advantage of possibilities at parks and playgrounds
- To incorporate the IHCD facility and site recommendations for ADA accessibility.
- To continue to work with Park Foreman to Establish a priority list and maintenance plan – short and long term for parks and playgrounds
- Continue to Resurface Basketball Courts on a rotating basis
- To continue to enable volunteer groups and members of the community to participate in the enhancement of our parks and facilities.
- Continue collaboration with Salem States Office of Civic Engagement and Sherriff's department for park improvement projects
- Enhanced the beach clean-ups and worked with the YMCA for more lifeguards at the beaches with the pool closure.
- Ongoing collaboration with planning department in the effort to repair/renovate the historic Common fence
- Revitalize Dog Park Board Members with added members who are frequent users of the Park
- Continue to produce a monthly newsletter highlighting upcoming programs (emailed to all registered participants, posted on our web + FB page)
- Work in collaboration to target teen population with providing programs geared toward community involvement and promoting civic awareness
- Secure funding for enrichment programs at both Palmer Cove and Memorial Park.
- Continue to offer year-round basketball clinics through HYPE Basketball Academy.
- Continue to form partnerships with local organizations and Salem Public Schools for collaborative programming - grow our teen offerings through Coast to Coast Paddle and Sail Salem.
- To maintain the high level of participation and quality to our special events as our numbers of participants
- To provide opportunities for offsite field trips to our Forest River Adventure Program.

- Continue collaboration with the Division of Marine Fisheries to offer additional fishing clinics to Salem Youth.
- Improved Marketing and Communication through social media
- To find new and exciting adult enrichment and educational programs to offer during the evening hours
- Offer intergenerational programs in collaboration with the Council on Aging
- Continue to expand and improve our offsite program venues and provide more family orientated programs
- Organize Friends of Park and Recreation Golf Tournament (3rd annual event)

Outcomes and Performance Measures	Actual FY 2018	Actual FY 2019	Actual FY 2020	Estimated FY 2021
Overall Programs		150	164	170
*Special events participants (drive in/fire pits/derby mile/Kentucky derby/dances)		2750	3000	3500
Pooch passes sold		150	100	125
Parking stickers sold		2010	2722	3000

How FY 2020 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 to 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 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 using 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 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Parks & Recreation - Personnel									
16501	5111	SALARIES-FULL TIME	219,929.27	230,171.67	247,463.00	247,463.00	210,739.62	246,990.94	244,851.48
16501	5113	SALARIES-PART TIME	-	-	22,272.00	22,272.00	-	23,843.50	17,343.50
16501	5118	SEASONAL LABOR	61,844.91	50,178.14	53,790.00	53,790.00	52,310.45	83,331.25	81,762.30
16501	5131	OVERTIME (GENERAL)	87.38	390.00	2,000.00	2,000.00	1,254.39	2,000.00	500.00
	Total	**P & R - Personnel**	**281,861.56**	**280,739.81**	**325,525.00**	**325,525.00**	**264,304.46**	**356,165.69**	**344,457.28**
Parks & Recreation - Expenses									
16502	5211	ELECTRICITY	35,249.30	29,841.14	39,000.00	37,000.00	34,820.00	39,000.00	39,000.00
16502	5217	GAS/OIL HEAT	4,474.72	4,488.11	3,000.00	5,000.00	5,000.00	5,000.00	3,000.00
16502	5249	PARK & GROUND MAINT	13,003.65	19,988.35	22,000.00	22,000.00	21,913.75	24,000.00	22,000.00
16502	5251	UTILITY SERV REP & M	-	-	600.00	600.00	-	1,200.00	600.00
16502	5320	CONTRACTED SERVICES	125,671.15	68,174.98	128,175.00	137,675.00	70,254.30	142,675.00	128,175.00
16502	5341	TELEPHONE	1,438.24	730.82	3,500.00	3,500.00	1,175.00	3,500.00	3,500.00
16502	5352	POOL MAINTENANCE	14,748.19	-	-	-	-	-	-
16502	5381	PRINTING AND BINDING	1,000.00	1,000.00	1,000.00	1,000.00	-	1,000.00	1,000.00
16502	5421	OFFICE SUPPLIES (GEN	5,998.68	5,456.75	5,000.00	5,000.00	4,569.02	5,000.00	5,000.00
16502	5588	RECREATIONAL SUPPLIE	9,237.28	8,439.25	12,000.00	12,000.00	3,230.74	12,000.00	12,000.00
16502	5710	IN STATE TRAVEL/MEETINGS	-	-	700.00	700.00	-	1,000.00	700.00
16502	5730	DUES AND SUB	873.57	1,403.53	1,850.00	1,850.00	1,056.33	1,850.00	1,850.00
16502	5846	RENOVATION & REPAIRS	7,657.47	7,994.67	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00
	Total	**P & R - Expense**	**219,352.25**	**147,517.60**	**224,825.00**	**234,325.00**	**150,019.14**	**244,225.00**	**224,825.00**
170		**Department Total**	**501,213.81**	**428,257.41**	**550,350.00**	**559,850.00**	**414,323.60**	**600,390.69**	**569,282.28**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	FTE	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
BUONFIGLIO	CYNTHIA	170 RECREATION	16501-5111	RECEPTIONIST	9/8/2017	3,618.18		0.11	1	11%	630.13	630.13	3,611.25	630.13	3,333.94
CANDELARIA	JOSEPH	170 RECREATION	16501-5111	FACILITIES MANAGER	3/21/2017	43,198.44		0.70	1	70%	1,182.22	1,182.22	43,115.56	1,182.22	42,783.91
COLE	MARCUS	170 RECREATION	16501-5111	REC ACTIVITIES ASST	6/25/2018	35,815.19		1.00	1	100%	686.11	686.11	35,746.58	686.11	35,471.60
FITZGERALD	KATHLEEN	170 RECREATION	16501-5111	P/R COMMISSION CLERK		1,200.00	B		12		-	-	1,200.00	-	1,200.00
KILB	STACY	170 RECREATION	16501-5111	P/R COMMISSION CLERK	10/23/2014	-	B		12		-	-	-	-	-
MCCARTHY	KATHLEEN	170 RECREATION	16501-5111	PROGRAM MANAGER	6/11/2015	20,345.36		0.33	1	33%	1,181.08	1,181.08	20,306.38	1,181.08	20,150.18
O'BRIEN	PATRICIA	170 RECREATION	16501-5111	SUPERINTENDENT		91,301.49		1.00	1	100%	1,749.07	1,749.07	91,126.58	1,749.07	90,425.61
						51,884.59		*1.00*				*Total AFSCME 1818*	*51,884.59*		51,486.24
						247,363.24		**4.14**	**Total Full Time - 5111**				**246,990.94**		**244,851.48**
New		170 RECREATION	16501-5113	PT Custodian		12,962.13			19	hours per wk	12.75	13.50	12,993.15	13.50	6,493.15
New		170 RECREATION	16501-5113	PT Support Staff		9,309.87			14	hours per wk	14.50	15.25	10,850.35	15.25	10,850.35
						22,272.00			**Total PartTime - 5113**				**23,843.50**		**17,343.50**
									Hours	**Weeks**					
		170 RECREATION	16501-5118	LEAGUE DIRECTOR		5,500.00	P						5,500.00		5,500.00
		170 RECREATION	16501-5118	FOREST RIVER ATTENDANT (2)		7,140.00	P		48	13	12.75	13.50	7,956.00	13.50	6,456.00
		170 RECREATION	16501-5118	PARK INSTRUCTORS		15,372.00			4	210			15,372.00		15,372.00
		170 RECREATION	16501-5118	SUMMER SITE COORD		6,500.00							6,500.00		6,500.00
		170 RECREATION	16501-5118	BASKETBALL REFS (Formally from Revolving Fun		6,400.00			8	64			6,400.00		6,400.00
		170 RECREATION	16501-5118	WILLOWS LABOR		6,630.00	P		80	32	12.75	13.50	32,640.00	13.50	32,640.00
		170 RECREATION	16501-5118	REC LABOR		6,247.50	P		19	37	12.75	15.50	8,963.25	15.50	8,894.30
						53,789.50			**Total Seasonal - 5118**				**83,331.25**		**81,762.30**
		170 RECREATION	16501-5131	OVERTIME		2,000.00							2,000.00		500.00
						2,000.00			**Total Other**				**2,000.00**		**500.00**
						325,424.74		**4.14**	**Department Total**				**356,165.69**		**344,457.28**

Full-Time Equivalent Employees:	
FY 2019	4.14
FY 2020	4.14
FY 2021	4.14
Variance 20 vs. 21	0.00

RECREATION EMPLOYEES COMBINED SALARIES BUDGET & GRANTS											Total
CANDELARIA	JOSEPH	Rec Budget	16501-5111	FACILITIES MANAGER		0.70		**70%**	1,182.22	43,115.56	
		Golf Budget	16511-5111	FACILITIES MANAGER		0.15		**15%**	1,182.22	9,239.05	
		Witch House Budget	16521-5111	FACILITIES MANAGER		0.15		**15%**	1,182.23	9,239.10	61,593.71
Whitehair	Kathleen	R/A Rec Public Access	2452	Waterfront Activities Coordinator	**NEW - FY 2020**	0.54	19.00			25,000.00	25,000.00

FY 2021 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2020 52.2	F T E	Rate FY 2020	Incr FY21 0.0%	Rate FY 2021	STEP INCREASES Date	Rate	# Wks Old	# Wks New		Dept Request FY 2021 52.1	Mayor FY 2021 52.1
FORGIONE CLAUDIA	170 RECREATION	16501-5111	PRINCIPAL CLERK	6/1/17	2	51,984.17	1.00	995.87	1.000	995.87					100%	51,884.59	51,486.24
						51,984.17	**1.00**									**51,884.59**	**51,486.24**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
RECREATION - 170					
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,	3,000	5,000	3,000
		Oil Heat, Mack Park Office, Forest River Caretakers, Gallows Hill Caretakers, Leavitt St			
		All Energy, Boston Gas,			
TOTAL			**3,000**	**5,000**	**3,000**
16502	**5249**	**PARK & GROUND MAINTENANCE**			
		Paper & janitorial supplies for park restrooms, misc. hardware, basketball & soccer netting, backboards, field paint, turfus, chemicals for weeding	22,000	24,000	22,000
		playground safe chemicals for weeding, wood for repair of benches etc.			
TOTAL			**22,000**	**24,000**	**22,000**
16502	**5251**	**UTILITY SERVICE REP & MAINT**			
		Service Repairs, Alarms Repairs, water, yearly furnace cleaning for Park properties	600	1,200	600
TOTAL			**600**	**1,200**	**600**
16502	**5320**	**CONTRACTED SERVICES**			
		Cleaning Services for Mack Park, McGrath, Forest River, Willows	12,000	12,000	12,000
		Copier leases and services		9,000	
		Porto-potty rentals and cleaning		1,000	
		R&B productions/my rec POS		4,500	
		YMCA - Forest River Beach staffing	116,175	116,175	116,175
TOTAL			**128,175**	**142,675**	**128,175**
16502	**5341**	**TELEPHONE**			
		All Park & Rec Telephone Lines 3 in Office, Parks, Pool, Garage, Kernwood Credit Card lines &	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-Pool closed in 2(	-	-	-
TOTAL			**-**	**-**	**-**
16502	**5381**	**PRINTING AND BINDING**			
		Letterhead, Envelopes, Brochures, etc.....	1,000	1,000	1,000
TOTAL			**1,000**	**1,000**	**1,000**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
16502	**5421**	**OFFICE SUPPLIES (GENERAL)**			
		General Office supplies as needed	5,000	5,000	5,000
TOTAL			**5,000**	**5,000**	**5,000**
16502	**5588**	**RECREATIONAL SUPPLIES**			
		Athletic Supplies (Balls, nets, Etc..),	6,000	6,000	6,000
		Miscellaneous supplies needed (replacement swings, etc.)	6,000	6,000	6,000
TOTAL			**12,000**	**12,000**	**12,000**
16502	**5710**	**IN STATE TRAVEL/MEETINGS/REIMBURSEMENT**			
		(Mileage, registration, food)	700	1,000	700
TOTAL			**700**	**1,000**	**700**
16502	**5730**	**DUES AND SUBSCRIPTIONS**			
		National Park and Recreation Association	650	650	650
		Salem Chamber of Commerce, Annual Dues, Subscriptions, etc.....	1,200	1,200	1,200
TOTAL			**1,850**	**1,850**	**1,850**
16502	**5846**	**RENOVATIONS AND REPAIRS**			
		Hardware Supplies & Equipment, Plumbing, Electrical, etc.. Needed for upkeep	8,000	8,000	8,000
		of all Parks Buildings, Garages, Kernwood Marina, Willows Cottages, Office, etc. Renovations of all parks			
TOTAL			**8,000**	**8,000**	**8,000**
TOTAL PROPOSED			**224,825**	**244,225**	**224,825**

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 2021

- No Change

Recent Accomplishments

- Invited more family, woman and junior oriented groups through fees and specials.
- Continued improvements to our turf maintenance program for improved conditions.
- Continued to improve our existing irrigation system by replacing outdated parts.
- Completed irrigation pump house renovation.
- Removed overgrown trees and brush throughout the course to improve turf conditions, playability, and pace of play.
- Purchased new utility vehicle, topdresser and core harvester to help make aeration more efficient.
- Hosted local tournaments and junior events, Tom Doyle's 6-week junior clinic and 1st Tee.
- Expanded the 1st, 4th, 6th, and 8th greens complexes by increasing them closer to their original size and shape, also increasing pin placements.
- Secured a golf course architect and contractor to start cart path renovations.

FY 2021Goals & 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.
- Host an MGA junior amateur qualifier tournament.
- Continue to replace old equipment and purchase other equipment to improve course conditions. List: Triplex Mower, Fairway Mower, Tractor Loader/Backhoe.
- Complete cart path renovations. Including in house golf course restorations.

Outcomes and Performance Measures	Actual FY 2017	Actual FY 2018	Actual FY 2019	Estimated FY 2020
Season passes sold	180	146	146	155
Rounds played daily fee	27,108	27,117	25,319	26,000
Season Pass Holder Rounds	9,596	9,332	7,103	7,000
Total Rounds played	36,704	36,449	32,422	33,000
Cart Income	$156,360	$167,374	$147,013	$155,000
Pro Shop Sales	$20,685	$22,712	$21,147	$21,500
Gift Certificates	$8,853	$11363	$11,712	$9,000
Total Revenue	$749,590	$755,606	$695,202	$715,000

How FY 2020 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 is intended to make golfing at Olde Salem Greens more appealing and enjoyable.

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Parks & Recreation - Golf - Personnel									
16511	5111	SALARIES-FULL TIME	175,232.22	179,002.15	190,426.00	190,426.00	160,643.34	186,487.56	185,866.82
16511	5118	SEASONAL LABOR	116,019.50	117,264.00	140,913.00	140,913.00	96,034.63	141,984.00	134,884.80
16511	5131	OVERTIME (GENERAL)	5,994.86	6,179.17	6,000.00	6,000.00	3,875.89	6,000.00	6,000.00
	Total	**P & R - Golf - Personnel**	**297,246.58**	**302,445.32**	**337,339.00**	**337,339.00**	**260,553.86**	**334,471.56**	**326,751.62**
Parks & Recreation - Golf - Expenses									
16512	5211	ELECTRICITY	9,265.63	14,520.84	21,300.00	21,300.00	14,589.23	22,365.00	21,300.00
16512	5217	GAS/OIL HEAT	6,881.04	6,355.21	7,700.00	7,700.00	6,358.15	7,700.00	7,700.00
16512	5270	RENTAL & LEASE	53,356.55	53,067.81	52,620.00	52,620.00	52,620.00	34,000.00	52,620.00
16512	5320	CONTRACTED SERVICES	46,700.00	47,937.75	48,718.00	48,718.00	45,900.50	51,620.00	48,718.00
16512	5341	TELEPHONE	3,206.20	3,472.26	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00
16512	5354	IRRIGATION SYSTEM MA	6,000.00	5,834.96	6,000.00	6,000.00	4,051.14	6,000.00	6,000.00
16512	5421	OFFICE SUPPLIES (GEN	3,000.00	2,991.22	3,000.00	3,000.00	2,722.45	3,000.00	3,000.00
16512	5431	BLDG REP/MAINT SUPPL	3,500.00	4,500.00	4,500.00	4,500.00	1,833.22	4,500.00	4,500.00
16512	5461	GROUNDSKEEPING SUPPL	39,702.46	40,000.00	41,200.00	41,200.00	38,036.14	43,260.00	41,200.00
16512	5581	SOUVENIRS/MERCHANDISE	22,605.17	15,864.95	16,000.00	16,000.00	9,818.46	16,000.00	16,000.00
16512	5710	IN STATE TRAVEL/MEETINGS	338.03	-	900.00	900.00	137.46	900.00	900.00
16512	5730	DUES AND SUB	916.00	916.86	1,000.00	1,000.00	951.86	1,000.00	1,000.00
16512	5846	RENOVATION & REPAIRS	12,722.00	8,962.95	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00
16512	5860	EQUIPMENT	80,968.08	6,659.53	12,000.00	12,000.00	9,279.92	12,000.00	12,000.00
	Total	**P & R - Golf - Expense**	**289,161.16**	**211,084.34**	**227,438.00**	**227,438.00**	**198,798.53**	**214,845.00**	**227,438.00**
170		**Department Total**	**586,407.74**	**513,529.66**	**564,777.00**	**564,777.00**	**459,352.39**	**549,316.56**	**554,189.62**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
CANDELARIA	JOSEPH	170 GOLF COURSE	16511-5111	FACILITIES MANAGER		9,256.83		0.15	1	15%	1,182.22	1,182.22	9,239.05	1,182.22	9,167.98
LEVER	PAUL	170 GOLF COURSE	16511-5111	GOLF COURSE SUPT	04301983	75,173.56		1.00	1	100%	1,371.53	1,371.53	71,456.71	1,371.53	70,907.05
						105,994.85		*2.00*				*Total AFSCME 1818*	*105,791.79*		*105,791.79*
						190,425.24		**3.15**	**Total Full Time - 5111**				**186,487.56**		**185,866.82**
		170 GOLF COURSE	16511-5118	LABORERS		40,608.75	P		91	35	12.75	13.50	40,608.75	13.50	38,578.31
		170 GOLF COURSE	16511-5118	LABORERS		16,320.00	P		32	40	12.75	13.50	16,320.00	13.50	15,504.00
		170 GOLF COURSE	16511-5118	CARTS		13,923.00	P		42	28	12.75	13.50	14,994.00	13.50	14,244.30
		170 GOLF COURSE	16511-5118	STARTER		30,434.25	P		77	31	12.75	13.50	30,434.25	13.50	28,912.54
		170 GOLF COURSE	16511-5118	CASHIER		25,704.00	P		63	32	12.75	13.50	25,704.00	13.50	24,418.80
		170 GOLF COURSE	16511-5118	RANGER		13,923.00	P		42	26	12.75	13.50	13,923.00	13.50	13,226.85
						140,913.00			**Total Seasonal - 5118**				**141,984.00**		**134,884.80**
		170 GOLF COURSE	16511-5118	OVERTIME		6,000.00							6,000.00		6,000.00
						6,000.00			**Total Overtime - 5131**				**6,000.00**	**-**	**6,000.00**
						337,338.24		**3.15**	**Department Total**				**334,471.56**		**326,751.62**

Full-Time Equivalent Employees:		
	FY 2019	3.15
	FY 2020	3.15
	FY 2021	3.15
	Variance 20 vs. 21	0.00

FY 2021 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2020 52.2	F T E	Rate FY 2020	Incr FY21 0.0%	Rate FY 2021	STEP INCREASES Date	Rate	# Wks Old	# Wks New		Dept Request FY 2021 52.1	Mayor FY 2021 52.1
GALLAGHER	MICHAEL	170 GOLF COURSE	16511-5111	Sr Pesticide/Groundske	4/17/07	1	55,911.26	1.00	1,071.10	1.000	1,071.10					100%	55,804.15	55,804.15
WALLACE	DAVID	170 GOLF COURSE	16511-5111	GROUNDS MAINT CR/	5/10/17	1	50,083.59	1.00	959.46	1.000	959.46					100%	49,987.64	49,987.64
							105,994.85	**2.00**									**105,791.79**	**105,791.79**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
RECREATION - GOLF COURSE - 170					
16512	**5211**	**ELECTRICITY**			
		Golf Course, Willson Street Lights around Rotary and up the Hill, Clubhouse, workshop & Gara	21,300	22,365	21,300
TOTAL			**21,300**	**22,365**	**21,300**
16512	**5217**	**GAS/OIL HEAT**			
		Oil for Clubhouse and Garages - Gas & Carrier Charges	7,700	7,700	7,700
TOTAL			**7,700**	**7,700**	**7,700**
16512	**5270**	**RENTAL AND LEASE**			
		Leasing contract for Golf Carts	34,000	34,000	34,000
		Year 2 - 3 year lease (FY 18, 19, 20) dump truck - Add new equipment?	18,620		18,620
TOTAL			**52,620**	**34,000**	**52,620**
16512	**5320**	**CONTRACTED SERVICES**			
		Seasonal Cleaning Service	9,658	7,000	9,658
		Porto-potty services		1,200	
		Alarm		3,500	
		Golf Manager	37,860	38,720	37,860
		Comcast - IT support - POS system	1,200	1,200	1,200
Total			**48,718**	**51,620**	**48,718**
16512	**5341**	**TELEPHONE**			
		Clubhouse Line, Garage, Register Line, Computer Line	3,500	3,500	3,500
TOTAL			**3,500**	**3,500**	**3,500**
16512	**5354**	**IRRIGATION SYSTEMS MAINTENANCE**			
		Irrigation Parts, Conversion Assemblies, Valves, etc.	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, membership (	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	4,500	4,500	4,500
TOTAL			**4,500**	**4,500**	**4,500**
16512	**5461**	**GROUNDSKEEPING SUPPLIES**			
		Yearly Pesticide and fertilizer program	5,000	5,250	5,000
		Groundskeeping Supplies, fertilizer, loam, mulch, chemicals, grass seeds, flowers, trees, etc.	36,200	38,010	36,200
TOTAL			**41,200**	**43,260**	**41,200**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
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	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	9,000	9,000	9,000
		Equipment Repair Parts, vehicle repairs, hardware, tools, locks and garage and clubhouse repairs			
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			**227,438**	**214,845**	**227,438**

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 FY2021

No significant changes to the budget for FY2020.

Recent Accomplishments

- Continued all special programming and storytelling events from previous years
- Continued to install revolving monthly exhibit changes throughout the museum
- Continued and expanded author events and lectures
- Continued networking and shared programming with other Salem museums, attractions, historic houses, and sites
- Had entire house condition assessed and repairs scheduled
- Increased visitation and revenue
- Established relationship with the Massachusetts Tribe and hosted their lecture on the Massachusetts leader Squaw Sachem for Salem Women's History Day. Together we are working on events, programming and city-wide art installations raising awareness about the history of Salem's indigenous community.

FY 2021 Goals & Objectives

- Maintain and expand monthly exhibit changes, programming, and events
- Continue to strengthen connections with local non-profit organizations through shared research, events, and printed materials
- Increase our year- round schedule
- Update lighting and permanent display panels

Outcomes and Performance Measures	Actual FY 2018	Actual FY 2019	Estimated FY 2020	Estimated FY 2021
Revenue at Witch House	470,904	529,412	460,000	460,000
Attendance	52,121	58,823	51,100	51,100
Eerie Events Attendance	120	120	120	120

**Due to impact on structure and collections, Eerie Evenings has been moved to Pioneer Village except for one evening of performances held to maintain continuity.*

How FY 2021 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 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Parks & Recreation - Witch House - Personnel									
16521	5111	SALARIES-FULL TIME	58,610.24	59,782.35	63,013.00	63,013.00	53,091.66	62,892.12	62,408.34
16521	5118	SEASONAL LABOR	68,115.00	75,003.50	83,585.00	83,585.00	74,461.51	125,160.00	95,160.00
	Total	**P & R - W H - Personnel**	**126,725.24**	**134,785.85**	**146,598.00**	**146,598.00**	**127,553.17**	**188,052.12**	**157,568.34**
Parks & Recreation - Witch House - Expenses									
16522	5211	ELECTRICITY	3,180.18	4,000.00	4,000.00	4,000.00	4,000.00	5,000.00	4,000.00
16522	5215	NATURAL GAS	1,329.13	1,260.71	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00
16522	5241	BUILDING MAINTENANCE	2,475.21	2,939.00	5,000.00	5,000.00	4,992.50	20,930.00	5,000.00
16522	5306	ADVERTISING	10,475.00	10,449.33	10,500.00	10,500.00	10,498.33	14,850.00	10,500.00
16522	5320	CONTRACTED SERVICES	14,879.41	14,909.44	17,880.00	17,880.00	17,862.75	18,730.00	17,880.00
16522	5341	TELEPHONE	2,856.11	3,779.94	4,200.00	4,200.00	3,950.00	4,500.00	4,200.00
16522	5381	PRINTING AND BINDING	1,498.00	1,446.00	1,500.00	1,500.00	1,499.50	2,000.00	1,500.00
16522	5421	OFFICE SUPPLIES (GEN	8,359.29	8,107.92	8,500.00	8,500.00	8,476.14	8,500.00	8,500.00
16522	5581	SOUVENIRS	18,470.74	25,015.35	28,000.00	28,000.00	27,999.28	28,000.00	28,000.00
	Total	**P & R - W H - Expenses**	**63,523.07**	**71,907.69**	**81,180.00**	**81,180.00**	**80,878.50**	**104,110.00**	**81,180.00**
170		**Department Total**	**190,248.31**	**206,693.54**	**227,778.00**	**227,778.00**	**208,431.67**	**292,162.12**	**238,748.34**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
PETERSON	ELIZABETH	170 WITCH HOUSE	16521-5111	WITCH HOUSE MANAGER	7/6/12	53,756.00		1.00	1	100%	1,029.81	1,029.81	53,653.02	1,029.81	53,240.31
CANDELARIA	JOSEPH	170 WITCH HOUSE	16521-5111	FACILITIES MANAGER		9,256.83		0.15	1	15%	1,182.23	1,182.23	9,239.10	1,182.23	9,168.03
						63,012.84		**1.15**	**Total Full Time - 5111**				**62,892.12**		**62,408.34**
		170 WITCH HOUSE	16521-5118	Gift Shop Cashier		18,742.50	P							-	-
		170 WITCH HOUSE	16521-5118	Admissions Cashier (Weekends)		5,355.00	P							-	-
		170 WITCH HOUSE	16521-5118	Tour Guides		9,170.44	P							-	-
		170 WITCH HOUSE	16521-5118	Tour Guides		24,193.13	P							-	-
		170 WITCH HOUSE	16521-5118	Interns Stipends		3,734.00	P							-	-
		170 WITCH HOUSE	16521-5118	Other Seasonal		13,000.00	P							-	-
		170 WITCH HOUSE	16521-5118	Special Projects - Off Season		9,389.00	P							-	-
		170 WITCH HOUSE	16521-5118	Guest Services (7)			P		148.00	52.00		13.50	103,896.00	13.50	83,896.00
		170 WITCH HOUSE	16521-5118	Asst Manager			P		24.00	52.00		16.00	19,968.00	16.00	9,968.00
		170 WITCH HOUSE	16521-5118	Weekend Visitor services			P		16.00	6.00		13.50	1,296.00	13.50	1,296.00
						83,584.06			**Total Seasonal - 5118**				**125,160.00**		**95,160.00**
						146,596.90		**1.15**	**Department Total**				**188,052.12**		**157,568.34**

Full-Time Equivalent Employees:		
	FY 2019	**1.15**
	FY 2020	**1.15**
	FY 2021	**1.15**
	Variance 20 vs. 21	**0.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
RECREATION - WITCH HOUSE 170					
16522	**5211**	**ELECTRICITY**			
		National Grid Electric and alarms	4,000	5,000	4,000
TOTAL			**4,000**	**5,000**	**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, supplies, interior and exterior work (plastering)	3,000	6,000	3,000
		Clapboard Maintenance/Replacement	2,000	5,000	2,000
		Landscaping Services - Spring pruning and maintenance witch house and Driver Park		9,930	
TOTAL			**5,000**	**20,930**	**5,000**
16522	**5306**	**ADVERTISING**			
		Visitors Guide, Trolley, Essex National Heritage Maps, Destination Salem, Haunted Happenings, Best Maps	10,500	14,100	10,500
		Memberships		750	
TOTAL			**10,500**	**14,850**	**10,500**
16522	**5320**	**CONTRACTED SERVICES**			
		Historic programming, Events, Lecturers, Honorarium, All Participants, etc.	16,380	12,235	16,380
		A1 Exterminators (interior and Exterior) regular monthly service		1,700	
		Instant Alarm		1,845	
		Sharpe Engineering AC/HVAC contract		1,100	
		Comcast	1,500	1,850	1,500
TOTAL			**17,880**	**18,730**	**17,880**
16522	**5341**	**TELEPHONE**			
		Verizon phone, wireless Comcast, Charge card Line, Fax & Internet	4,200	4,500	4,200
TOTAL			**4,200**	**4,500**	**4,200**
16522	**5381**	**PRINTING & BINDING**			
		Promotional materials	1,500	2,000	1,500
TOTAL			**1,500**	**2,000**	**1,500**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
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	28,000	28,000	28,000
TOTAL			**28,000**	**28,000**	**28,000**
TOTAL PROPOSED			**81,180**	**104,110**	**81,180**

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 2021

No significant budget changes in FY2020.

Recent Accomplishments

- Managed to operate village successfully and with a small margin of profit despite lasting impact of prolonged construction and closures in July for filming
- Continued to clean and maintain grounds and gardens
- Continued to research and develop tour content and educational programming
- Received roof and structure repairs on several cottages through hosting major film project
- Made great strides forward with the Pioneer Village/Camp Naumkeag relocation project. Able to hire a Project Manager to help define the process

FY 2021 Goals & Objectives

- Maintain and increase programming, events, and festivals
- Maintain and repair grounds and structures
- Maintain and increase production of period herb garden
- Create exhibits and panels to augment guided tours

Outcomes and Performance Measures	Actual FY 2018	Actual FY 2019	Estimated FY 2020	Estimated FY 2021
Revenue at Pioneer Village	27,670	22,791	27.000	29,000
Attendance	3469	2848	3375	3625

How FY 2021 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 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Parks & Recreation - Pioneer Village - Expenses									
16532	5211	ELECTRICITY	287.71	156.12	500.00	500.00	285.00	550.00	500.00
16532	5241	BUILDING MAINTENANCE	2,528.93	2,947.75	3,500.00	3,500.00	3,499.86	3,000.00	3,500.00
16532	5306	ADVERTISING	2,955.00	3,375.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
16532	5320	CONTRACTED SERVICES	10,158.40	35,413.20	9,900.00	9,900.00	9,883.35	9,900.00	9,900.00
16532	5381	PRINTING AND BINDING	1,000.00	1,650.00	1,700.00	1,700.00	1,687.50	1,700.00	1,700.00
	Total	**P & R - PV - Expenses**	**16,930.04**	**43,542.07**	**18,600.00**	**18,600.00**	**18,355.71**	**18,150.00**	**18,600.00**
170		**Department Total**	**16,930.04**	**43,542.07**	**18,600.00**	**18,600.00**	**18,355.71**	**18,150.00**	**18,600.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
RECREATION - PIONEER VILLAGE 170					
16532	**5211**	**ELECTRICITY**			
		National Grid Electric	500	550	500
TOTAL			**500**	**550**	**500**
16532	**5241**	**BUILDING MAINTENANCE**			
		General Repairs and supplies	3,500	3,000	3,500
TOTAL			**3,500**	**3,000**	**3,500**
16532	**5306**	**ADVERTISING**			
			3,000	3,000	3,000
TOTAL			**3,000**	**3,000**	**3,000**
16532	**5320**	**CONTRACTED SERVICES**			
		Programming and Events	5,500	9,900	5,500
			2,400		2,400
			2,000		2,000
TOTAL			**9,900**	**9,900**	**9,900**
16532	**5381**	**PRINTING & BINDING**			
		Promotional Materials	1,700	1,700	1,700
TOTAL			**1,700**	**1,700**	**1,700**
TOTAL PROPOSED			**18,600**	**18,150**	**18,600**

Recreation – Winter Island

Mission Statement – Why We Exist

Provide quality recreational facilities and services at Winter Island Park, offering a diverse range of maritime activities at competitive prices, while maintaining economic self-sufficiency and compatibility with community standards and expectations.

Significant Budget & Staffing Changes FY 2021

No Significant Budget or Staffing Changes anticipated for FY 2021.

Recent Accomplishments

- Successful community sailing program for children and adults.
- Sold a total of 1,816 vehicle stickers for entrance to Winter Island Park, Forest River Park and McCabe Marina & Recreation Area between May 1 - Nov 1, 2019.
- Hosted 84 Function Hall events, 30 Pavilion events, and 15 Camp Naumkeag events between January 1, 2019 and December 31, 2019.
- Continued good relationships with the Salem Cub Scout Packs and Salem Boy Scout Troops as they completed community service projects at Winter Island Park.

- Continued efforts mitigating invasive species at Winter Island Park.
- Increased frequency of commercial beach raking on Waikiki Beach.
- Hosted three pop-up drive-in movies on the last Thursday in June, July and August 2019.
- Purchased and implemented COMCASH, a cloud-based Retail Store Point of Sale (POS) Software and Systems for campground Office/Store.
- Secured the services of an electrical contractor and completed necessary electrical work which included replacing existing electrical boxes, wiring, and conduit on the four RV camping sites located on the waterfront adjacent to the Function Hall and the five RV camping sites located along the length of the east side of the hangar building.
- Removed one of the two decks and pre-existing concrete foundations located alongside the old seaplane hangar and resurfaced the area with asphalt.

FY 2021 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.
- Continue to expand general merchandise and apparel offerings in campground store.
- Repaint exterior of Fort Pickering lighthouse.
- Purchase and install additional bench in the Men's shower room.
- Apply stain/wood preservative to the interior roof of the Pavilion.
- Purchase building materials to repair existing and build additional seasonal storage racks for the Dinghy/Kayak Rack Program.
- Purchase and install a storm door to the Office/Store.
- Purchase ten 55-gallon plastic dome top drum lids with push door for trash cans.
- Purchase two security cameras and install them at strategic locations around Winter Island Park.
- Secure the services of an electrical contractor to complete necessary electrical work which includes replacing existing electrical boxes, wiring, and conduit on six RV camping sites located on the waterfront adjacent to the Public Boat Ramp.
- Upgrade to the new enhanced citywide telephone system.
- Remove the deck and pre-existing concrete foundation located alongside the old seaplane hangar and resurface the area with asphalt.
- Replace steel door to Women's bathroom at the Bath House.
- Replace steel door on the gatehouse at the entrance to Winter Island Park.
- Purchase a 325-gallon tank, mud sucker pump with Honda engine, hoses, adapter, and single axle DOT approved galvanized trailer system to offer RV campers scheduled and emergency wastewater pump-out services for an additional fee.
- Remove the existing rubber roof and all existing components over the Winter Island Park Office/Store. Install a new, mechanically fastened, fully adhered, EPDM roofing system.
- Complete necessary work on the handicapped accessible ramp leading into the Function Hall, including work on ramp railings, ramp platforms, and resurfacing of the ramp to meet ADA compliance standards.
- Publicly promote our beach wheelchair, available for loan at no charge, making it possible for any person with a mobility impairment to visit – and enjoy – Waikiki Beach.
- Continue addressing and correcting discrepancies noted in the City of Salem ADA Transition Plan with the end goal being full compliance.
- Re-paint Fort Pickering Lighthouse and conduct repairs to its weathered concrete base.

Outcomes and Performance Measures	Actual FY 2018	Actual FY 2019	Estimated FY 2020	Estimated FY 2021
Revenue at Winter Island	355,954	350,034	345,000	355,000
Rentals	132	129	120	130

How FY 2021 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 Park.*

- **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: *Improve and maintain overall cleanliness of open spaces and public areas at Winter Island Park. 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 using technology.**

  Winter Island Goal: *Upgrade telephone line services and capabilities to be able to benefit from the new enhanced citywide telephone system. Continue to work with IT to enhance Wi-Fi access capabilities to add security camera systems to the barracks area.*

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Parks & Recreation - Winter Island - Personnel									
16991	5111	SALARIES-FULL TIME	57,150.80	58,497.94	61,660.00	61,660.00	51,973.22	61,540.94	61,067.54
16991	5118	SEASONAL LABOR	99,744.13	109,197.55	130,856.00	130,856.00	115,582.25	133,127.75	133,127.75
	Total	**P & R - WI - Personnel**	**156,894.93**	**167,695.49**	**192,516.00**	**192,516.00**	**167,555.47**	**194,668.69**	**194,195.29**
Parks & Recreation - Winter Island - Expenses									
16992	5211	ELECTRICITY	12,569.60	24,094.14	30,000.00	28,000.00	25,000.00	32,000.00	32,000.00
16992	5217	GAS/OIL HEAT	7,874.71	6,020.94	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00
16992	5249	GROUND MAINTENANCE	4,557.44	7,998.02	6,000.00	6,245.10	6,245.10	7,500.00	6,000.00
16992	5306	ADVERTISING	500.00	208.33	500.00	500.00	208.33	500.00	500.00
16992	5320	CONTRACTED SERVICES	-	-	2,500.00	2,500.00	2,000.00	1,850.00	1,850.00
16992	5341	TELEPHONE	2,363.53	4,635.39	6,000.00	6,000.00	5,200.00	6,000.00	6,000.00
16992	5381	PRINTING AND BINDING	-	-	1,525.00	1,525.00	1,094.00	1,525.00	1,525.00
16992	5421	OFFICE SUPPLIES (GEN	2,145.68	2,108.62	1,600.00	1,600.00	1,599.94	1,800.00	1,600.00
16992	5730	DUES AND SUB	-	-	225.00	225.00	-	225.00	225.00
16992	5846	RENOVATION & REPAIRS	4,902.70	2,520.29	5,000.00	10,097.60	9,280.42	9,000.00	5,000.00
16992	5860	EQUIPMENT	4,693.84	2,276.52	6,000.00	2,657.30	2,657.30	11,195.00	6,000.00
	Total	**P & R - WI - Expenses**	**39,607.50**	**49,862.25**	**70,350.00**	**70,350.00**	**64,285.09**	**82,595.00**	**71,700.00**
170		**Department Total**	**196,502.43**	**217,557.74**	**262,866.00**	**262,866.00**	**231,840.56**	**277,263.69**	**265,895.29**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
GILBERT	DAVID	170 WINTER ISLAND	16991-5111	MANAGER	3/14/11	61,659.06	P	1.00		100%	1,181.21	1,181.21	61,540.94	1,181.21	61,067.54
						61,659.06		**1.00**	**Total Full Time - 5111**				**61,540.94**		**61,067.54**
									Hours	**Weeks**					
		170 WINTER ISLAND	16991-5118	GATEKEEPERS		34,578.00	P		113	24	12.75	13.50	34,578.00	13.50	34,578.00
		170 WINTER ISLAND	16991-5118	OFFICE/STORE		17,748.00	P		77	25	12.75	13.50	24,543.75	13.50	24,543.75
		170 WINTER ISLAND	16991-5118	MAINTENANCE		27,093.75	P		40	28	12.75	16.00	17,920.00	16.00	17,920.00
		170 WINTER ISLAND	16991-5118	MAINTENANCE		28,560.00	P		116	26	12.75	13.50	38,454.00	13.50	38,454.00
		170 WINTER ISLAND	16991-5118	W/E MAINTENANCE		5,376.00	P		16	12	14.00	16.00	3,072.00	16.00	3,072.00
		170 WINTER ISLAND	16991-5118	OFFICE MANAGER & Weekends		17,500.00	P		40	26	14.00	14.00	14,560.00	14.00	14,560.00
						130,855.75			**Total Seasonal- 5118**				**133,127.75**		**133,127.75**
						192,514.81		**1.00**	**Department Total**				**194,668.69**		**194,195.29**

Full-Time Equivalent Employees:		
	FY 2019	**1.00**
	FY 2020	**1.00**
	FY 2021	**1.00**
	Variance 20 vs. 21	**0.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
RECREATION - WINTER ISLAND - 170					
16992	**5211**	**ELECTRICITY**			
		Winter Island Road Lights, Office, Function Hall, Camp Store, All Camp Sites, Park Lights, 10 Accounts	30,000	32,000	32,000
TOTAL			**30,000**	**32,000**	**32,000**
16992	**5217**	**GAS/OIL HEAT**			
		Propane Gas for all Camp Sites	11,000	11,000	11,000
TOTAL			**11,000**	**11,000**	**11,000**
16992	**5249**	**GROUND MAINTENANCE**			
		Supplies and Equipment for Ground work, Hardware	4,000	4,500	4,000
		Custodial Supplies, Paper Goods	1,000	2,000	1,000
		Exterminators Services	1,000	1,000	1,000
TOTAL			**6,000**	**7,500**	**6,000**
16992	**5306**	**ADVERTISING**			
		Salem Maps, Salem Tourism & Cultural Advertising	500	500	500
TOTAL			**500**	**500**	**500**
16992	**5320**	**CONTRACTED SERVICES**			
		COMCASH - POS	2,500	1,850	1,850
TOTAL			**2,500**	**1,850**	**1,850**
16992	**5341**	**TELEPHONE**			
		Verizon, Comcast, Credit Card Lines, security cameras	6,000	6,000	6,000
TOTAL			**6,000**	**6,000**	**6,000**
16992	**5381**	**PRINTING AND BINDING**			
		Day passes, check in cards/stickers	1,525	1,525	1,525
TOTAL			**1,525**	**1,525**	**1,525**
16992	**5421**	**OFFICE SUPPLIES**			
		General Office Supplies, Ink Cartridges	1,600	1,800	1,600
TOTAL			**1,600**	**1,800**	**1,600**
16992	**5730**	**DUES AND SUBSCRIPTIONS**			
		SALEM CHAMBER OF COMMERCE - SPLIT WITH REC	225	225	225
TOTAL			**225**	**225**	**225**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
16992	**5846**	**RENOVATIONS AND REPAIRS**			
		Repairs to Equipment, Buildings, Camp Sites, Function Hall, Office, Hangar, etc.…	5,000	5,000	5,000
		Upkeep of all Buildings, motor vehicle repair			
		Additional $ for Install new propane heater for office)		4,000	
TOTAL			**5,000**	**9,000**	**5,000**
16992	**5860**	**EQUIPMENT**			
		Equipment needed for Groundskeeping & upkeep of all Camp Sites and Park	6,000	6,000	6,000
		(Added amount for replacement of rusted bed and toy gate		5,195	
TOTAL			**6,000**	**11,195**	**6,000**
TOTAL PROPOSED			**70,350**	**82,595**	**71,700**

Council on Aging

Mission Statement – Why We Exist

The mission of the Salem Council on Aging (COA) is to develop and offer programs for all seniors (60 and older) of Salem that affirm life, challenge creativity, enhance socialization and promote spiritual, psychological and physical wellness. The Council recognizes that most programs and services are offered at the Community Life Center of Salem, but also the need to offer services to the homebound, socially isolated and culturally diverse older adults of Salem.

Significant Budget & Staffing Changes for FY 2021

Since the opening of the Mayor Jean A. Levesque Community Life Center in September of 2018, the Council on Aging has experienced a significant uptick in daily attendance. Impacted is the delivery of Transportation services. With an average of 100+ one way rides a day, we advocate for an additional team member to support Transportation as a Dispatcher/Scheduler for the purpose of meeting demand and increasing efficiency (to be funded by the Executive Office of Elder Affairs Formula Grant). In addition, after an area survey salary, we aim to raise hourly rates for van drivers to stay competitive, attract excellent job candidates and reward loyal employees. Our goal is to provide access to social services and health and wellness programming in order to prevent social isolation of seniors and a new generation of older adults.

Recent Accomplishments for FY2020

- Nearly 2000 seniors participated in over 100 programs and activities. Health and Wellness offerings include Enhance Fitness, Muscle and Strength, Meditation, Pilates and Chair Yoga classes as well as hearing, vision and blood pressure clinics. Art classes include painting and crafts.
- Presentations made throughout the year include *Elder Law & Estate Planning, Nutrition Labels 101, Fire Prevention, Scams, Fraud and Identity Theft, Stress Management and Optimism, Protecting Brain & Memory as We Age, Falls Prevention and more.*
- Memory Cafés (English and Spanish) were conducted once a month to engage those with memory challenges and to support their caregivers.
- The annual summer Health Fair convened 45 provider/vendors and approximately 200 visitors.

- Mini-grants received through Mass Council on Aging helped to support the Walk for Life event on Salem Common and events to celebrate cultural diversity.
- The Social Service team helped to coordinate AARP's Tax-Aide program, a free service to area seniors.
- Excursions included day trips to North Shore museums, trying new restaurants in the area as well as a Holiday Light Tour in Salem.
- On average, 45 seniors joined us each day at the center for congregate meals.
- Nearly 2000 seniors received counseling and support services for such topics as health and insurance benefits including Medicare, housing, surplus food distributions to prevent food insecurity and more.
- A new Partnership with North Shore Community Health was initiated to provide one-to-one mental health counseling as well as group support.
- Council on Aging staff members sit on several Salem for All Ages subcommittees (Housing, Transportation, Health) as well as the Task Force.

- Salem's Triad program (a collaboration of Salem seniors, law enforcement and the COA staff) continued to identify senior safety concerns and implement plans to address those concerns.
- The R U OK? wellness check program was implemented in collaboration with the Salem Police Department.
- The COA transportation service provided over 350 seniors and citizens living with a disability with over 18,000 point-to-point rides to medical offices, as well as to stores, salons, the public library, government offices, the COA and other local destinations. The Thursday evening and Saturday morning extended hours program drew more participants.
- We continued to partner 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 continued to be vital in supporting the COA leadership and staff and serve as strong advocates for more subsidized senior housing.
- The Friends of the COA continued to create new fundraising opportunities to support programming including a Comedy Night along with the Annual Appeal and Spaghetti Supper.
- The Senior Volunteer Property Tax Work-Off Program continued to allow senior citizen volunteers to earn up to $1,500 in property tax abatements by logging 136 hours of volunteer time for a City department. Forty-eight seniors took advantage of the opportunity during FY 2020.

- All COA-specific state and federal grants were successfully renewed and secured.
- The Activities team organized over two dozen highly successful celebrations/special events with an average of 100 seniors in attendance at each.

FY 2021 Goals & Objectives

- Continue to identify new programming needs for the Community Life Center as attendance increases.
- 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.
- Seek additional partnerships/collaborations with new community partners, forming one new partnership each quarter.
- Recruit a minimum of 250 new members from July 2021 to June 2022, through use of community and senior housing outreach and 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.
- Continue the Transportation Department's extended hours programming to help seniors and those living with a disability to access appointments and engage in community offerings.
- Conduct an aggressive effort to increase the number of documented email addresses from 1013 currently in the system to 1200 identified email addresses (nearly a 20% increase).

Outcomes and Performance Measures	**Actual FY 2018**	**Actual FY 2019**	**Estimated FY 2020**	**Estimated FY 2021**
Total number of senior citizens served through COA (unduplicated)	1313	2101	1850	2200
Congregate Meals (duplicated)	3113	6109	7500	7550
Meals on wheels (duplicated)	**36,292	36,400	37,500	39,000
Social Services (unduplicated/duplicated)	1300/5500	1350/5575	1655/7300	1700/7500
Tax work-off participants (60 maximum allowed)	40	45	48	60
Transportation Van rides, point-to-point	18,872	18,500	18,500	19,000
Volunteers	119	115	122	135

*Figures are more accurate result for numbers served based on improvement in data **Meals on Wheels administered directly by Elder Services Merrimack Valley/North Shore*

How FY 2021 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- **Mayor's Goal**: General Government: To maintain a high level of accessibility to and responsiveness by City departments and employees.
- **COA Goal**: COA staff will continue to promote Transportation (including extended hours services) for ease of access to the Community Life Center for programs and events measuring increase in utilization monthly. More evening programs will be promoted at least quarterly to ensure offerings for younger older adults who work.
- **Mayor's Goal**: General Government: Look for ways to deliver City services more efficiently and effectively through the use of technology.
- **COA Goal**: The COA team, along with other staff from Community Services, will continue to promote the CLC through the use of social media to target baby boomers and to recruit older seniors to visit and utilize the Mayor Jean A. Levesque Community Life Center. Increase our number of 1013 email addresses by 200 annually in an effort to promote programs and events. Continued use of Facebook, other social media and SATV to showcase the offerings at the CLC to the greater Salem community.

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Council On Aging - Personnel									
15411	5111	SALARIES-FULL TIME	306,516.35	367,446.18	393,631.00	393,632.00	331,259.91	418,237.98	411,175.09
15411	5113	SALARIES-PART TIME	42,451.04	40,498.33	80,865.00	83,366.00	45,150.34	97,042.04	64,375.34
15411	5131	OVERTIME (GENERAL)	-	106.93	500.00	500.00	-	500.00	500.00
	Total	**COA - Personnel**	**348,967.39**	**408,051.44**	**474,996.00**	**477,498.00**	**376,410.25**	**515,780.02**	**476,050.43**
Council On Aging - Expenses									
15412	5320	CONTRACTED SERVICES	1,054.13	1,536.14	12,800.00	12,800.00	9,476.84	40,850.00	40,850.00
15412	5341	TELEPHONE	547.37	-	1,100.00	1,100.00	-	1,100.00	1,100.00
15412	5351	RECREATIONAL ACTIVIT	3,712.59	3,548.60	4,000.00	4,000.00	3,504.63	4,000.00	4,000.00
15412	5381	PRINTING AND BINDING	20,902.85	720.24	1,100.00	1,100.00	381.00	1,100.00	1,100.00
15412	5421	OFFICE SUPPLIES (GEN	3,570.75	3,584.27	3,600.00	3,600.00	3,024.99	3,600.00	3,600.00
15412	5431	BLDG REP/MAINT SUPPL	11,178.89	16,812.63	18,000.00	18,000.00	13,398.07	18,000.00	18,000.00
15412	5483	VEHICLE PRTS & ACCES	4,782.18	3,717.60	7,000.00	7,000.00	6,924.38	14,000.00	7,000.00
15412	5491	FOOD	542.66	6,000.00	3,000.00	3,000.00	65.00	3,000.00	3,000.00
15412	5710	IN STATE TRAVEL/MEETINGS	986.06	1,026.94	2,000.00	2,000.00	1,050.00	2,000.00	2,000.00
15412	5730	DUES AND SUB	1,500.00	1,500.00	1,800.00	1,800.00	-	1,800.00	1,800.00
	Total	**COA - Expenses**	**48,777.48**	**38,446.42**	**54,400.00**	**54,400.00**	**37,824.91**	**89,450.00**	**82,450.00**
060		**Department Total**	**397,744.87**	**446,497.86**	**529,396.00**	**531,898.00**	**414,235.16**	**605,230.02**	**558,500.43**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
ARNOLD	TERESA	060 COUNCIL ON AGING	15411-5111	COA Director	10/2/2017	80,049.51		1.00	1	100%	1,533.52	1,533.52	79,896.16	1,533.52	79,281.57
BARRETT	LYNNE	060 COUNCIL ON AGING	15411-5111	OUTREACH SOCIAL WORKER	03051993	23,661.08		0.42	1	42%	1,079.23	1,079.23	23,615.75	1,079.23	22,074.26
BUONFIGLIO	CYNTHIA	060 COUNCIL ON AGING	15411-5111	RECEPTIONIST	9/8/2017	29,274.25		0.89	1	89%	630.12	630.12	29,218.17	630.12	26,974.50
DONAHUE	ROSANNA	060 COUNCIL ON AGING	15411-5111	ACTIVITIES COORDINATOR	8/19/14	34,455.44		0.92	1	92%	717.46	717.46	34,389.43	717.46	34,124.90
FELTON	SHARON	060 COUNCIL ON AGING	15411-5111	SOCIAL SERVICE COORDINAT	12181995	56,726.98		1.00	1	100%	1,086.72	1,086.72	56,618.31	1,086.72	56,182.78
O'SHEA	ANNIE	060 COUNCIL ON AGING	15411-5111	TRANSPORTATION COORD	6/15/2017	Transfer from Finance		1.00	1	100%	1,048.08	1,048.08	54,604.81	1,048.08	54,184.77
FITZGERALD	KATHLEEN	060 COUNCIL ON AGING	15411-5111	BOARD CLERK	11/1/2017	900.00	B			12	75.00	100.00	1,200.00	1,200.00	1,200.00
MCCARTHY	KATHLEEN	060 COUNCIL ON AGING	15411-5111	PROGRAM MANAGER	6/11/2015	41,307.20		0.67	1	67%	1,181.08	1,181.08	41,228.07	1,181.08	40,910.93
NORTON	FREDERIC JR.	060 COUNCIL ON AGING	15411-5111	TRANSPORTATION COORD	10/1/14	32,107.32		Resignec	1	74%	836.85				
ERICKSBERG	JOSEPH	060 COUNCIL ON AGING	15411-5111	SOCIAL WORKER		43,165.40		1.00	1	100%	826.92	826.92	43,082.71	826.92	42,255.15
FILLED ANNUAL		060 COUNCIL ON AGING	15411-5111	KAY WALSH - INTERN COA/SOCIAL WORK INTERN							2,500.00	2,500.00	2,500.00	2,500.00	2,500.00
						51,984.17		*1.00*				*Total AFSCME 1818*	*51,884.59*		*51,486.24*
						393,631.34		**7.90**	**Total Full Time - 5111**				**418,237.98**		**411,175.09**
BELL	ROBERT	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER			P		8		14.27	16.50	6,877.20	16.50	6,877.20
CARON	ANNE	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER		12,578.90	P		19		14.27	16.25	16,085.88	16.25	16,085.88
F	ROGER	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER	Resigned	12,578.90	P				12.75				
GUERREO	JORGE	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER		14,157.55	P		18		14.27	16.50	12,224.22	16.50	12,224.22
HINCMAN	RAYMOND	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER		14,994.23	P		19		15.12	17.00	16,828.30	17.00	-
JONES	JOHN	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER	Resigned	13,277.72	P				12.75				
LUGO	GEORGE	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER		13,277.72	P		19		13.39	16.00	15,838.40	16.00	-
MILASZEWSKI	LEONARD	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER			P		15		13.39	15.75	12,308.63	15.75	12,308.63
TACHUK	JOHN	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER			P		18		14.00	16.50	2,109.07	16.50	2,109.07
WHITE	DIANE	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER			P		8		12.75	15.75	6,564.60	15.75	6,564.60
WILSON	KRISTINE	060 COUNCIL ON AGING	15411-5113	P/T VAN DRIVER			P		10		13.39	15.75	8,205.75	15.75	8,205.75
				BUDGET CUTS								-			
						80,865.01			**Total Part Time - 5113**				**97,042.04**		**64,375.34**
		060 COUNCIL ON AGING	15411-5131	OVERTIME		500.00							500.00		500.00
						474,996.36		**7.90**	**Department Total**				**515,780.02**		**476,050.43**

Full-Time Equivalent Employees:		
	FY 2019	**7.64**
	FY 2020	**7.64**
	FY 2021	**7.90**
	Variance 20 vs. 21	**0.26**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
COA OTHER EMPLOYEES COMBINED SALARIES BUDGET & GRANTS													**Total**		
BELL	BOB	Title III B	2575	P/T VAN DRIVER			PT	0.00	8	**100%**	16.50	6,877.20	6,877.20		
CARON	MARY	EOEA Formula Grant	2460-5111	P/T VAN DRIVER	NEW		PT	0.00	12	**100%**	15.75	9,846.90	9,846.90		
CARON	ANNE	COA Budget	15411-5113	P/T VAN DRIVER			PT	0.00	19	**100%**	16.25	16,085.88	16,085.88		
GUERREO	JORGE	Title 3B	2575	P/T VAN DRIVER			PT	0.00	8	**21%**	16.50	1,444.21			
		COA Budget	15411-5113				PT	0.00	8	**79%**	16.50	5,432.99	6,877.20		
HINCMAN	RAYMOND	EOEA Formula Grant	2460-5111	P/T VAN DRIVER			PT	0.00	19	**100%**	17.00	16,828.30	16,828.30		
LUGO	GEORGE	EOEA Formula Grant	2460-5111	P/T VAN DRIVER			PT	0.00	19	**100%**	16.00	15,838.40	15,838.40		
MILASZEWSKI	LEONARD	EOEA Formula Grant	2460-5111	P/T VAN DRIVER			PT	0.00	15	**100%**	15.75	12,308.63	12,308.63		
TACHUK	JOHN	CDBG	2461	P/T VAN DRIVER			PT	0.00	18	**86%**	16.50	13,364.65	13,364.65		
		COA Budget	15411-5113				PT	0.00	18	**14%**	16.50	2,109.07	2,109.07		
WHITE	DIANE	COA Budget	15411-5113	P/T VAN DRIVER			PT	0.00	8	**100%**	15.75	6,564.60	6,564.60		
WILSON	KRISTINE	COA Budget	15411-5113	P/T VAN DRIVER			PT	0.00	10	**100%**	15.75	8,205.75	8,205.75		
ARNOLD	TERESA	COA Budget	15411-5111	COA DIRECTOR				1.00		**100%**	1,533.52	79,896.16	79,896.16		
BARRETT	LYNNE	State Formula	2460-5111	PT SOCIAL WORKER				0.58		**58%**	1,079.23	32,612.23			
		COA Budget	15411-5111					0.42		**42%**	1,079.23	23,615.75	56,227.99		
BUONFIGLIO	CYNTHIA	COA Budget	15411-5111	RECEPTIONIST				0.89		**89%**	630.12	29,218.17			
		Rec Budget	16501-5111					0.11		**11%**	630.13	3,611.25	32,829.42		
COTE	DAN	Title 3C	2576	Nutrition Coordinator	Replace Hines		PT	0.00	16	**100%**	16.00	13,337.60	13,337.60		
DONAHER	LAURIE	COA Budget	15411-5111	PRINCIPAL CLERK				1.00		**100%**	995.87	51,884.59	51,884.59		
DONAHUE	ROSANNA	COA Budget	15411-5111	ACTIVITIES COORD				0.92		**92%**	717.46	34,389.43			
		State Formula	2460-5111					0.08		**8%**	717.46	2,990.39	37,379.82		
FELTON	SHARON	COA Budget	15411-5111	SOCIAL SERV COORD				1.00		**100%**	1,086.72	56,618.31	56,618.31		
MCCARTHY	KATHLEEN	COA Budget	15411-5111	PROGRAM MANAGER				0.67		**67%**	1,181.08	41,228.07			
		Rec Budget	16501-5111					0.33		**33%**	1,181.08	20,306.38	61,534.45		
O'SHEA	ANNIE	COA Budget	15411-5111	TRANSPORTATOIN COORDINATOR				1.00		**100%**	1,048.08	1,048.08	54,604.81		
								9.00					**559,219.70**		

Full-Time Equivalent Employees:	**FY 2019**	**8.00**
(All COA GF Budgest & Grants)	**FY 2020**	**8.00**
	FY 2021	**9.00**
	Variance 20 vs. 21	**1.00**

FY 2021 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2020 52.2	F T E	Rate FY 2020	Incr FY21 0.0%	Rate FY 2021	STEP INCREASES Date	Rate	# Wks Old	# Wks New		Dept Request FY 2021 52.1	Mayor FY 2021 52.1
DONAHER LAURIE	060 COUNCIL ON AGING	15411-5111	PRINCIPAL CLERK	2/1/16		51,984.17	1.00	995.87	1.000	995.87					100%	51,884.59	51,486.24
						51,984.17	**1.00**									**51,884.59**	**51,486.24**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
COUNCIL ON AGING - 060					
15412	**5320**	**Contracted Services**			
		Service contract with New England Copier Service	1,800	1,800	1,800
		Lahey Landscaping contract-CLC	-	28,050	28,050
		Preventative Maintenance for HVAC Equipment at CLC	11,000	11,000	11,000
TOTAL			**12,800**	**40,850**	**40,850**
15412	**5341**	**Telephone**			
		744-0924, 744-0925, 744-0929, 745-0409 - regular lines	1,100	1,100	1,100
		744-0929 & 744-0924 Long Distance - per month x 12 months			
TOTAL			**1,100**	**1,100**	**1,100**
15412	**5351**	**Recreational Activities**			
		Guest Lectures, Musical programs, Holiday Bazaar	2,000	2,000	2,000
		Recreational activities for Salem Seniors	2,000	2,000	2,000
TOTAL			**4,000**	**4,000**	**4,000**
15412	**5381**	**Printing & Binding**			
		Stationary and envelopes	300	300	300
		Printing of flyers for major events and brochures as needed	800	800	800
TOTAL			**1,100**	**1,100**	**1,100**
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 maintenance supplies as needed	3,000	3,000	3,000
		monthly service charge for elevator, repairs to elevator, yearly certification	15,000	15,000	15,000
TOTAL			**18,000**	**18,000**	**18,000**
15412	**5483**	**Vehicle Parts & Accessories**			
		parts for repairing aging vans	7,000	14,000	7,000
TOTAL			**7,000**	**14,000**	**7,000**
15412	**5491**	**Food**			
		All COA sponsored workshops	2,000	2,000	2,000
		Volunteer Appreciation Celebration	1,000	1,000	1,000
TOTAL			**3,000**	**3,000**	**3,000**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
15412	**5713**	**In State Travel**			
		NSDCOA (2) social workers and COA Director	1,000	1,000	1,000
		MCOA fall conference (2) social workers and COA Director	1,000	1,000	1,000
TOTAL			**2,000**	**2,000**	**2,000**
15412	**5730**	**Dues & Subscriptions**			
		Annual membership for MCOA	1,800	1,800	1,800
TOTAL			**1,800**	**1,800**	**1,800**
TOTAL PROPOSED			**54,400**	**89,450**	**82,450**

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 2021

The Library's FY21 budget has significant salary increases due to the Salem Library Staff Association, MLSA union contract covering the years 2019-2022. The union formed in 2018 and the contract was ratified during FY20. 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 ($63,086 in FY20) and gives Salem residents borrowing privileges at area libraries and allows materials to be borrowed from other libraries and delivered to Salem.

Recent Accomplishments

- Created a collection of gadgets, games, and instruments for the public to borrow called the Library of Things.
- Increased number of renewals allowed on circulating items.
- Increased number of lending hotspots that provide free mobile internet access.
- Added Isabella Stewart Gardner Museum and Curious City passes.
- Upgraded public copy machines with improved scanning features.
- Added online Computer Skills training and online Career Resources featuring resume writing and job finding assistance.
- Partnered with Salem Lit Fest to offer Children's Literature Fest.
- Hosted Community Baby Shower for new parents.
- Offered Storytime Yoga in partnership with Northeast Arc.
- Partnered with Salem's Mother Visiting Program to offer free books and library information to families.
- Added new event calendar with convenient online program registration.
- Developed a pilot summer reading program and offered Bean stack online software for tracking reading times and what to read next suggestions.
- Upgraded computers in the Children's Room.
- Renovated the children's courtyard.

FY 2021 Goals & Objectives

- Maintain emphasis on excellent customer service in person, over the phone and online.
- Continue to evaluate and improve the accessibility of the building and collections.
- Investigate possibility of lending laptops by November.
- Provide online map and tour of building by June.
- Host two intergenerational events by March.
- Expand partnerships with COA and Park & Rec to offer more offsite programming options.
- Continue successful every other week Pop Up Library program at the Community Life Center.
- Partner with the Community Development Coalition to offer a Third Thursday program.
- Begin collaboration with Point Laundry to encourage early literacy by August.
- Partner with six elementary school reading specialists to coordinate summer reading using Beanstack software by April.
- Create a monthly digital and print newsletter by May.

Outcomes and Performance Measures	Actual FY 2018	Actual FY 2019	Estimated FY 2020	Estimated FY2021
Volumes in Circulation	169,299	166,544	185,000	186,000
Total Volumes Borrowed	328,276	319,738	43,5000	44,000
Total Electronic Usage	20,934	44,242	45,000	50,000
Attendance in Library	163,556	163,135	201,000	180,000
Number of Salem Library Cardholders	33,914	27,608	35,500	36,000
Number of Reference Questions Asked	36,426	39,204	41,000	42,000
Number of Children's Programs Held	282	293	325	330
Number of Internet Computer Sessions	26,572	23,816	34,000	25,000
Number of Wireless Sessions	48,276	45,943	51,000	52,000
Number of Offsite Outreach Programs	52	55	71	80

How FY 2021 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 improve accessibility, by cultivating diverse collections, and by developing partnerships to better reach members of the community.

- Improving access to citizens is a priority for the Salem Public Library. Pop Up Library events are offered twice a month at the Community Life Center and monthly at Espacio and 27 Charter Street. Two monthly book clubs for older adults are held at the Community Life Center during the morning and evening and preschool story times are offered monthly at the Point.

- The Library continues to emphasize 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 25 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, internet access, e-book and audio collections, online resources, and more. NOBLE is able to negotiate group purchases of databases, services, and computer equipment at affordable prices. With a library card, Salem citizens can check out material in any library in Massachusetts, or request an item be delivered to their home library for pick up.

- The Library offers many online 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, tutorials, museum pass booking, downloadable e-books and audiobooks, language learning programs, and test preparation. Mobile printing allows patrons to print directly from their own devices in both the Children's Room and Reference Room.

- 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 are offered year-round. Library programs encouraging literacy include: the Fourth Grade author visit, the Fifth Grade Read, story times, and the annual Children's Salem Literary Festival. The Library is a designated Summer Meals location.

- Throughout the year the Library collaborates with the Coordinated Family and Community Engagement (CFCE) of the North Shore, the Salem Public Schools Partnership Collaborative, and with individual schools to strengthen school-community partnerships.

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Library - Personnel									
16101	5111	SALARIES-FULL TIME	687,284.50	729,320.79	751,629.00	784,865.90	634,148.20	796,543.83	790,902.08
16101	5113	SALARIES-PART TIME	210,216.44	204,374.67	246,939.00	257,658.31	172,297.31	259,777.08	227,807.66
16101	5115	SUNDAY HOURS	37,426.72	39,909.69	40,407.00	42,678.12	34,642.88	43,817.18	37,076.08
16101	5131	OVERTIME (GENERAL)	2,275.18	2,536.27	4,000.00	4,000.00	2,037.49	4,000.00	3,000.00
	Total	**Library - Personnel**	**937,202.84**	**976,141.42**	**1,042,975.00**	**1,089,202.33**	**843,125.88**	**1,104,138.09**	**1,058,785.82**
Library - Expenses									
16102	5211	ELECTRICITY	27,200.00	29,198.32	35,000.00	33,000.00	32,100.00	35,000.00	38,000.00
16102	5216	OIL & GAS HEATING FUEL	9,370.41	8,212.14	9,400.00	12,900.00	12,900.00	9,400.00	9,400.00
16102	5241	BUILDING MAINTENANCE	22,484.51	13,072.69	21,345.00	24,845.00	18,680.55	21,345.00	17,220.00
16102	5317	EDUCATION TRAINING	-	-	-	-	-	2,850.00	1,000.00
16102	5341	TELEPHONE	2,696.56	2,722.20	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
16102	5451	CUSTODIAL SUPPLIES	6,308.58	6,052.83	6,300.00	6,300.00	4,971.18	6,300.00	6,300.00
16102	5512	BOOKS & MATERIALS	178,407.96	186,255.55	201,934.00	201,934.00	201,841.07	201,934.00	151,934.00
16102	5516	MICROFILM SUBSCRIPTI	3,000.00	-	800.00	800.00	-	800.00	800.00
16102	5517	PERIODICALS	4,800.00	5,000.00	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00
16102	5730	DUES AND SUB	53,592.00	54,619.97	54,628.00	54,628.00	53,937.19	54,628.00	54,628.00
	Total	**Library - Expenses**	**307,860.02**	**305,133.70**	**339,407.00**	**344,407.00**	**334,429.99**	**342,257.00**	**289,282.00**
140		**Department Total**	**1,245,062.86**	**1,281,275.12**	**1,382,382.00**	**1,433,609.33**	**1,177,555.87**	**1,446,395.09**	**1,348,067.82**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name			Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
MANSFIELD	TARA		140 LIBRARY	16101-5111	Director	9/10/2012	90,053.54		1.00	1	100%	1,725.16	1,725.16	89,881.03	1,725.16	89,189.63
HODGDON	BRIAN		140 LIBRARY	16101-5111	Assistant Director	07/17/17	66,264.54		1.00	1	100%	1,269.44	1,269.44	66,137.60	1,269.44	65,628.85
RUSH	KRISTIN		140 LIBRARY	16101-5111	Spec Library Assistant		43,215.45		1.00	1	100%	827.88	827.88	43,132.67	827.88	42,800.88
BROSNAN	LAURA		140 LIBRARY	16101-5111	Dept Head MLS/Children's Librari	9/08/15	51,638.41	U	1.00	1	100%	$ 1,019.23	1,044.71	54,429.47	1,044.71	54,010.78
DRISCOLL	TIMOTHY		140 LIBRARY	16101-5111	Tech Serv Computer	10/16/17	59,984.69	U	1.00	1	100%	$ 1,177.78	1,207.22	62,896.19	1,207.22	62,412.37
GAUDRAULT	SUSAN	*	140 LIBRARY	16101-5111	Dept Head MLS/Tech Serv Catalo	05301989	50,665.34	U	1.00	1	100%	$ 1,019.23	1,044.71	54,429.47	1,044.71	54,010.78
HAMILTON	KATHLEEN		140 LIBRARY	16101-5111	Staff Librarian I	5/25/2018	36,149.02	U	1.00	1	100%	$ 740.38	758.89	39,538.39	758.89	39,234.25
HVIDING	MARIE		140 LIBRARY	16101-5111	Dept Head MLS/Reference Librari	8/19/13	50,665.39	U	1.00	1	100%	$ 1,019.23	1,044.71	54,429.47	1,044.71	54,010.78
JONES	JESSICA		140 LIBRARY	16101-5111	Staff Librarian II MLS	10/23/17	39,483.56	U	1.00	1	100%	$ 817.31	837.74	43,646.27	837.74	43,310.53
KELLY	MARY		140 LIBRARY	16101-5111	Staff Librarian I	11/28/18	35,440.15	U	1.00	1	100%	$ 740.38	758.89	39,538.39	758.89	39,234.25
LORRAIN	SIMONE	*	140 LIBRARY	16101-5111	Staff Librarian III MLS	12/13/10	42,722.05	U	1.00	1	100%	$ 875.00	896.88	46,727.19	896.88	46,367.75
LUCEY	TERESA		140 LIBRARY	16101-5111	DepT Head/Circulation Librarian	1/22/18	49,539.37	U	1.00	1	100%	$ 980.77	1,005.29	52,375.53	1,005.29	51,972.64
MOORE	DAVID		140 LIBRARY	16101-5111	Staff Librarian II	02/05/2018	37,475.42	U	1.00	1	100%	$ 778.85	798.32	41,592.33	798.32	41,272.39
NIEVES	SUZANNE	*	140 LIBRARY	16101-5111	Staff Librarian III	09111995	39,415.70	U	1.00	1	100%	$ 836.54	857.45	44,673.25	857.45	44,329.60
SHIFT DIFFERENTIAL			140 LIBRARY	16101-5111	SHIFT DIFFERENTIAL		1,004.13					1,004.13	-	-	-	-
EDUCATION DIFFERENTIAL			140 LIBRARY	16101-5111	MLIS Certification		2,000.00					2,000.00	2,000.00	2,000.00		2,000.00
1X CONTRACTUAL STIPEND			140 LIBRARY	16101-5111	CONTRACTUAL STIPEND		-					-	2,750.00	2,750.00	2,750.00	2,750.00
							55,911.26		*1.00*				*Total AFSCME 1818*	*58,366.59*		58,366.59
U=LOCAL LIBRARY STAFF ASSOCIATION, MSLA UNION WAS FORMED AND RATIFIED IN 2019																
							751,628.02		**15.00**	**Total Full Time - 5111**				**796,543.83**		**790,902.08**
AHEARN	JAMES		140 LIBRARY	16101-5113	JR. LIBRARY CUSTODIAN	03/15/2018	8,306.06	P	Resigned			13.26		-	-	-
ARMANO	ADRIANA		140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	1/25/2019	5,285.25	P	Resigned			13.50		-	-	-
BAEZ	MERCY		140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	7/03/17	2,875.18	P	Resigned			13.77		-	-	-
BEAULIEU	REBECCA		140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	06/07/2018	1,437.59	P	Resigned			13.77		-	-	-
CARR	JENNIFER		140 LIBRARY	16101-5113	Library Assistant II	11/16/15	11,707.45	U/P	0.44	15.5		17.00	17.43	14,071.56	17.44	14,071.56
CIRINO	VICTOR		140 LIBRARY	16101-5113	JR. LIBRARY CUSTODIAN	09/11/2018	8,143.20	P	Resigned			13.00		-	-	-
COLE	PAIGE		140 LIBRARY	16101-5113	Library Assistant I			U/P	0.51	18.0		15.00	15.38	14,418.68	15.38	14,418.68
CUMMINGS	DIANA		140 LIBRARY	16101-5113	JR LIBRARY ASSISTANT	2/24/16	2,341.40	P	Resigned			17.94		-	-	-
EPSTEIN	MARIE		140 LIBRARY	16101-5113	Library Assistant I	8/22/15	8,920.85	U/P	0.21	7.5		15.93	16.33	6,380.26	16.34	6,380.26
HEDIO	JOSEPH		140 LIBRARY	16101-5113	Library Assistant I	1/26/05	14,825.87	U/P	0.54	19.0		17.13	17.56	17,380.91	17.57	17,380.91
HOOKS	MARY		140 LIBRARY	16101-5113	Library Assistant II	05/16/2005	17,430.74	U/P	0.46	16.0		18.01	18.46	15,388.46	18.47	15,388.46
MICHELINI	CHRISTINE		140 LIBRARY	16101-5113	Library Assistant I	8/10/11	2,155.72	U/P	0.07	2.5		16.93	17.35	2,260.26	17.36	2,260.26
PERRIRA	KIM		140 LIBRARY	16101-5113	JR. LIBRARY ASSISTANT	1/24/2019	5,285.25	P	Resigned			13.50		-		-
PRESSMAN	SHARI		140 LIBRARY	16101-5113	Library Assistant I	9/4/07	10,029.27	U/P	0.29	10.0		17.13	17.56	9,147.85	17.57	9,147.85
RYDER	RUKMAL		140 LIBRARY	16101-5113	Library Assistant II MLS	11/07/2000	4,677.09	U/P	0.07	2.5		18.37	18.83	2,452.51	18.84	2,452.51
STROM	JENNIFER		140 LIBRARY	16101-5113	Library Assistant II MLS	10/04/2006	17,088.56	U/P	0.46	16.0		20.97	21.49	17,917.61	21.51	17,917.61
SZPAK	SUSAN		140 LIBRARY	16101-5113	Staff Librarian III	08/01/1985	24,571.89	U/P	0.60	21.0		23.90	24.50	26,802.71	24.51	26,802.71
TRACY	NANCY		140 LIBRARY	16101-5113	Library Assistant II MLS	3/11/16	12,082.93	U/P	0.26	9.0		26.36	27.02	12,669.21	27.04	12,669.21
VON JAEGER	MADELINE		140 LIBRARY	16101-5113	Library Assistant I	11/21/19	-	U/P	0.34	12.0		15.00	15.38	9,612.45	15.38	9,612.45
					BUDGET CUT											(14,850.25)
							157,164.29		**4.26**	**Total Union Part Time - 5113**				**148,502.47**		**133,652.23**
ADISHO	NADINE		140 LIBRARY	16101-5113	LIBRARY PAGE	09/11/2018	7,321.05	**P**	Resigned			12.75		-		-
ALIGMANO	ALTHEA		140 LIBRARY	16101-5113	LIBRARY PAGE	08/06/19	New Hire	P		8.0		12.75	13.50	5,626.80	12.75	5,626.80
DIALLO	FATOUMATA		140 LIBRARY	16101-5113	LIBRARY PAGE	03/14/2018	1,331.10	**P**	Resigned			12.75		-		-

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
FERREIRA	EVA	140 LIBRARY	16101-5113	LIBRARY PAGE	10/04/17	3,993.30	P		16.0		12.75	13.50	11,253.60	12.75	11,253.60
GONZALES	ANNE JEANE	140 LIBRARY	16101-5113	LIBRARY PAGE	8/25/15	2,662.20	P	Resigned			12.75		-		-
HAMIDOU	TABAYI ESTHER	140 LIBRARY	16101-5113	LIBRARY PAGE	8/27/14	1,331.10	P	Resigned			12.75		-		-
JIMINEZ	AMY	140 LIBRARY	16101-5113	LIBRARY PAGE	02/18/20	New Hire	P		0.5		12.75	13.50	351.68	12.75	351.68
JONES	DASANI	140 LIBRARY	16101-5113	LIBRARY PAGE	12/10/18	7,986.60	P		8.0		12.75	13.50	5,626.80	12.75	5,626.80
KOCI	AJLIDA	140 LIBRARY	16101-5113	LIBRARY PAGE	01/02/2018	4,658.85	P	Resigned			12.75		-		-
KONTOULAS	LAURA	140 LIBRARY	16101-5113	LIBRARY PAGE	07/23/18	1,331.10	P		0.5		12.75	13.50	351.68	12.75	351.68
LATULIPPE	PAIGE	140 LIBRARY	16101-5113	LIBRARY PAGE	11/07/16	5,324.40	**P**	Resigned			12.75		-		-
LOPEZ	DANIEL	140 LIBRARY	16101-5113	LIBRARY PAGE	02/22/2018	5,324.40	**P**	Resigned			12.75		-		-
PALMER	CHEYENNE	140 LIBRARY	16101-5113	LIBRARY PAGE	09/20/19	New Hire	P		12.0		12.75	13.50	8,440.20	12.75	8,440.20
RIEDER	TILDA	140 LIBRARY	16101-5113	LIBRARY PAGE	10/01/19	New Hire	P		8.0		12.75	13.50	5,626.80	12.75	5,626.80
RUNYAN	JENNIFER	140 LIBRARY	16101-5113	LIBRARY PAGE	08/11/16	3,327.75	P		12.0		12.75	13.50	8,440.20	12.75	8,440.20
SAEO	AMAL	140 LIBRARY	16101-5113	LIBRARY PAGE	09/26/2018	5,989.95	**P**	Resigned			12.75		-		-
SANTOS	TABITHA	140 LIBRARY	16101-5113	LIBRARY PAGE	12/17/2018	1,331.10	**P**	Resigned			12.75		-		-
SHAUGNESSY	MAX	140 LIBRARY	16101-5113	LIBRARY PAGE	07/23/19	New Hire	P		8.0		12.75	13.50	5,626.80	12.75	5,626.80
STEVENSON	JOSHUA	140 LIBRARY	16101-5113	LIBRARY PAGE	11/06/2018	5,324.40	**P**	Resigned			12.75		-		-
TITONG	ELIJAH	140 LIBRARY	16101-5113	LIBRARY PAGE	07/15/19	New Hire	P		12.0		12.75	13.50	8,440.20	12.75	8,440.20
TITONG	KRISTIAN	140 LIBRARY	16101-5113	LIBRARY PAGE	9/16/13	2,714.40	**P**	Resigned			13.00		-		-
CUMMINGS	DIANA	140 LIBRARY	16101-5113	Substitute Library Asst. I	02/24/16	Sunday Only	**P**		2.5		17.94	18.39	Sunday Only	18.40	Sunday Only
LIMARDO	CATHERINE	140 LIBRARY	16101-5113	Substitute Library Asst. I	7/01/14	Sunday Only	**P**		0.5		14.92	15.29	Sunday Only	15.30	Sunday Only
VO	DIANE	140 LIBRARY	16101-5113	Substitute Library Asst. I	8/31/2009	Sunday Only	**P**		0.5		16.67	17.09	Sunday Only	17.10	Sunday Only
DZIAK	JAN	140 LIBRARY	16101-5113	JR. BLDG CUSTODIAN	1/14/2019	8,143.20	**P**	Resigned			13.00		-		-
AHEARN	JAMES	140 LIBRARY	16101-5113	JR. BLDG CUSTODIAN	03/15/18	New Hire	**P**		16.0		13.59	14.00	11,668.48	14.01	11,668.48
FELTON	DAVID	140 LIBRARY	16101-5113	JR. BLDG CUSTODIAN	10/18/1994	988.21	**P**		1.0		19.40	19.40	1,010.74	19.40	1,010.74
FONTAN	RODRIGO	140 LIBRARY	16101-5113	JR. BLDG CUSTODIAN	11/21/19	New Hire	**P**		16.0		13.00	14.00	11,671.23	14.08	11,671.23
GATES	ROBERT	140 LIBRARY	16101-5113	JR. BLDG CUSTODIAN	6/27/15	8,523.30	**P**		19.0		13.95	14.50	14,354.56	14.52	14,354.56
KOLODZIEJ	JOHN	140 LIBRARY	16101-5113	JR. BLDG CUSTODIAN	12/16/13	New Hire	**P**		16.0		13.60	14.00	11,671.40	14.01	11,671.40
O'BRIEN	JAMES	140 LIBRARY	16101-5113	JR. BLDG CUSTODIAN	1/21/17	693.77	**P**		0.5		13.59	14.25	371.19	14.28	371.19
O'BRIEN	BRANDON	140 LIBRARY	16101-5113	JR. BLDG CUSTODIAN	11/21/17	692.17	**P**		1.0		13.62	14.25	742.24	14.28	742.24
VALENZUELA	MARCUS	140 LIBRARY	16101-5113	JR. BLDG CUSTODIAN	8/27/17	10,781.91	**P**	Resigned			13.77		-		-
				BUDGET CUT									-		(17,119.17)
						89,774.26			**Total Non Union Part Time - 5113**				**111,274.60**		**94,155.43**
		140 LIBRARY	16101-5115	Sunday Hours		40,407.00							43,817.18		37,076.08
		140 LIBRARY	16101-5131	Overtime		4,000.00							4,000.00		3,000.00

U/P=LOCAL LIBRARY STAFF ASSOCIATION, MSLA UNION WAS FORMED AND RATIFIED IN 2019
CERTAIN PART TIME POSITIONS ARE INCLUDED

Full-Time Equivalent Employees:		
	FY 2019	15.60
	FY 2020	15.60
	FY 2021	19.26
	Variance 20 vs. 21	3.66

1,042,973.57	**19.26**	**Department Total**	**1,104,138.09**	**1,058,785.82**

FY 2021 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME	Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2020 52.2	F T E	Rate FY 2020	Incr FY21 0.0%	Rate FY 2021	STEP INCREASES Date	Rate	# Wks Old	# Wks New		Dept Request FY 2021 52.1	Mayor FY 2021 52.1
BRENNAN ARTHUR	140 LIBRARY	16101-5111	LIBRARY CUSTODIAN	9/15/14	1	55,911.26	1.00	1,120.28	1.000	1,120.28	7/3/2020	1,161.39	0.0	52.1	100%	58,366.59	57,902.03
						55,911.26	**1.00**									**58,366.59**	**57,902.03**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
LIBRARY - 140					
16102	**5211**	**ELECTRICITY**			
		National Grid, Constellation	35,000	35,000	38,000
TOTAL			**35,000**	**35,000**	**38,000**
16102	**5216**	**OIL HEAT - GAS**			
		National Grid, UGI	9,400	9,400	9,400
TOTAL			**9,400**	**9,400**	**9,400**
16102	**5241**	**BUILDING MAINTENANCE**			
		A-1 Exterminators ($120 per month, maintenance etc.)	1,620	1,620	1,520
		Embree Elevator (monthly maintenance fees, inspection fees, repairs, etc.)	5,980	5,980	3,690
		Secure Lock and Safe (emergency locksmith repairs)	700	700	-
		Hiller Companies (fire sprinkler system) & Talbot electric	1,435	1,435	1,435
		Keane Fire & Safety Equipment, Lyons Plumbing, Patriot Alarm (Elevator Monitoring)	2,650	2,650	2,000
		ATCO (HVAC maintenance) *required for warranty	1,500	1,500	1,500
		Bibliotheca (library theft detection systems)	2,000	2,000	500
		Cunningham Security (yearly monitoring, maintenance)	1,400	1,400	1,400
		Workplace Essentials (OSHA disposal services)	957	957	1,075
		Carpet Cleaning (MLSA Union Contract and required for warranty)	3,103	3,103	4,100
TOTAL			**21,345**	**21,345**	**17,220**
16102	**5317**	**EDUCATION TRAINING**			
		MLSA UNION CONTRACT	-	2,850	1,000
TOTAL			**-**	**2,850**	**1,000**
16102	**5341**	**TELEPHONE**			
		740-4533 $32.00 x 12 mos, 744-0860 $18.00 x 12 mos, 744-0863 $28.00 X 12 mos	836	836	836
		744-4143 $89.00 x 12 mos, 744-3931/744-9667 100 per mo x 12 mos	1,768	1,768	1,768
		744-5442 $18.00 x 12 mos, 744-3931 long distance $32.00 x 12 mos	396	396	396
TOTAL			**3,000**	**3,000**	**3,000**
16102	**5451**	**CUSTODIAL SUPPLIES**			
		General Custodial supplies (Staples, Home Depot, Winer Bros., etc.)	6,300	6,300	6,300
TOTAL			**6,300**	**6,300**	**6,300**
16102	**5512**	**BOOKS**			
		Amazon, Baker & Taylor, Ingram, e-books, databases	201,934	201,934	151,934
TOTAL			**201,934**	**201,934**	**151,934**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
16102	**5516**	**MICROFILM SUBSCRIPTION**			
		New England Micrographics	800	800	800
TOTAL			**800**	**800**	**800**
16102	**5517**	**PERIODICALS**			
		North Shore News, Amazon, etc.	7,000	7,000	7,000
TOTAL			**7,000**	**7,000**	**7,000**
16102	**5730**	**DUES AND SUBSCRIPTION**			
		NOBLE (bid) - North Shore Library computer consortium of	54,628	54,628	54,628
		17 public libraries, 7 colleges, 1 private high school library, and 1 special library			
TOTAL			**54,628**	**54,628**	**54,628**
TOTAL PROPOSED			**339,407**	**342,257**	**289,282**

FY2018 Budget		1,325,080
FY2019 Budget		1,338,784
FY2020 Budget		1,382,382
Total		**4,046,246**
Average Last 3 Years		**1,348,749**
Multiply by 1.025 (2.5% increase per MAR=Minimum Current FY Budget)	**FY2020 x 2.5% -->**	**1,416,942**
FY2021 Requested		**342,257**
Variance (over/under)		**(1,074,685)**

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. 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 2021

There will be no significant veteran department staffing changes for 2021. The case load of walk-ins, appointments, and phone calls continues to increase, especially since the move to the new Community Life Center. We will continue to adjust to the veteran community needs through volunteers and Veteran Administrative Work Study students from North Shore Community College and Salem State University.

Recent Accomplishments

- Monthly informational coffee/social hours for veterans and the public have proved very effective for outreach purposes.
- Change in the PO process has streamlined the Chapter 115 warrant process saving time and paperwork.
- Effectively filled in for absent VSO's in neighboring communities during vacations and hiring processes.

FY 2021 Goals & Objectives

- Identify a new location that better suits the Veterans Department with increased privacy and space.
- Continue attendance at the neighborhood associations, Veterans Council, Veteran Centers and at other "service provider" events. These activities help to readily identify veterans and their dependents in need of help and allow our office to satisfy immediate needs often ***without utilizing city resources***.

Outcomes and Performance Measures	Actual FY 2018	Actual FY 2019	Estimated FY 2020	Estimated FY 2021
Number of Cases	556	618	566	528
Dollars in Benefits expended	$314,173	$341,688	$349,716	$351,708
Amount reimbursed to the City from the State	$235,629	$256,266	$262,287	$263,781
% Authorized by the State (75% max. allowed)	$235,629	$256,266	$262,287	$263,781

How FY 2021 Departmental Goals Relate to City's Overall Long & Short -Term Goals

- The veteran's department goals remain consistent with the Mayors goals of improving communication and transparency with our veterans, veteran dependent population, and citizens. All donation account information and basic reimbursable expenses are open to all citizens of Salem.
- Increase outreach to all the area neighborhood associations and public housing units.
- We have significantly increased our accessibility to the public. We will continue to work very closely with the Community Life Center social workers to identify and support need veterans and their dependents.
- Work closely with the Massachusetts National Guard to establish the Massachusetts National Guard museum here in Salem.

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Veterans - Personnel									
15431	5111	SALARIES-FULL TIME	97,943.02	99,901.90	105,937.00	105,937.00	89,295.38	105,734.05	104,920.71
15431	5113	SALARIES-PART TIME	11,144.64	11,371.88	12,962.00	12,962.00	10,926.52	13,363.65	12,366.90
	Total	**Veterans - Personnel**	**109,087.66**	**111,273.78**	**118,899.00**	**118,899.00**	**100,221.90**	**119,097.70**	**117,287.61**
Veterans - Expenses									
15432	5249	GROUND MAINTENANCE	299.66	2,417.62	4,200.00	4,200.00	3,015.00	4,200.00	3,780.00
15432	5341	TELEPHONE	274.72	-	750.00	750.00	-	750.00	750.00
15432	5421	OFFICE SUPPLIES (GEN	905.41	755.48	1,000.00	1,000.00	915.83	1,000.00	900.00
15432	5710	IN STATE TRAVEL/MEETINGS	3,474.43	2,836.67	3,300.00	3,300.00	805.59	3,300.00	2,970.00
15432	5770	VETERANS BENEFITS	314,173.48	341,688.89	440,000.00	440,000.00	316,047.07	440,000.00	400,000.00
15432	5788	VETERANS EVENTS	1,158.68	2,595.06	3,500.00	3,500.00	1,285.50	3,500.00	3,150.00
	Total	**Veterans - Expenses**	**320,286.38**	**350,293.72**	**452,750.00**	**452,750.00**	**322,068.99**	**452,750.00**	**411,550.00**
280		**Department Total**	**429,374.04**	**461,567.50**	**571,649.00**	**571,649.00**	**422,290.89**	**571,847.70**	**528,837.61**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
EMERLING	KIM	280 VETERANS AGENT	15431-5111	VETERANS AGENT	11/12/10	67,464.33		1.00	1	100%	1,292.42	1,292.42	67,335.09	1,292.42	66,817.13
COVINE	ELIZABETH	280 VETERANS AGENT	15431-5111	ADMIN ASSISTANT	10/1/15	38,472.66		1.00	1	100%	737.02	737.02	38,398.96	737.02	38,103.58
						105,937.00		**2.00**	**Total Full Time - 5111**				**105,734.05**		**104,920.71**
MARTINEAU	JEAN-GUY	280 VETERANS AGENT	15431-5113	PART TIME DRIVER		12,961.59			19	Hours	12.75	13.50	13,363.65	13.50	12,366.90
						12,961.59			**Total Partl Time - 5113**				**13,363.65**		**12,366.90**
						118,898.58		**2.00**	**Department Total**				**119,097.70**		**117,287.61**

Full-Time Equivalent Employees:		
	FY 2019	2.00
	FY 2020	2.00
	FY 2021	2.00
	Variance 20 vs. 21	0.00

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
VETERANS - 280					
15432	**5249**	**GROUND MAINTENANCE/CARE OF GRAVES**			
		Ground maintenance/decorations	4,200	4,200	3,780
TOTAL			**4,200**	**4,200**	**3,780**
15432	**5341**	**TELEPHONE**			
		Verizon	750	750	750
TOTAL			**750**	**750**	**750**
15432	**5421**	**OFFICE SUPPLIES GENERAL**			
		General Office Supplies as needed	1,000	1,000	900
TOTAL			**1,000**	**1,000**	**900**
15432	**5710**	**IN STATE TRAVEL, MEETING**			
		MVSOA/State mandated conferences; transportation & tolls	3,300	3,300	2,970
TOTAL			**3,300**	**3,300**	**2,970**
15432	**5770**	**VETERANS BENEFITS**			
		Chapter 115 State mandated benefits	440,000	440,000	400,000
TOTAL			**440,000**	**440,000**	**400,000**
15432	**5788**	**VETERANS EVENTS**			
		Memorial Day and other events	3,500	3,500	3,150
TOTAL			**3,500**	**3,500**	**3,150**
TOTAL PROPOSED			**452,750**	**452,750**	**411,550**

		Orin Budget
Veterans Benefits	FY 2017	509,857
	FY 2018	314,173
	FY 2019	341,689
	FY 2020	440,000
	4 Year Average	401,430

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 has appropriated funds each year to plan for anticipated cost of events related to the 2026 400th anniversary of the City of Salem.

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Budgeted Transfer - Expenses									
120	5962	TRANSF TO BENTLEY CHARTER	2,749,097.00	3,238,570.00	3,277,144.00	3,277,144.00	3,277,144.00	3,277,144.00*	-
120	5965	TRANSF TO RETIRE STAB-8311	-	600,000.00	600,000.00	600,000.00	600,000.00	600,000.00	600,000.00
120	5969	TRANSF TO SALEM 2026 FUND	10,000.00	10,000.00	50,000.00	50,000.00	50,000.00	50,000.00	25,000.00
	Total	**Transfer - Expenses**	**2,759,097.00**	**3,848,570.00**	**3,927,144.00**	**3,927,144.00**	**3,927,144.00**	**3,927,144.00**	**625,000.00**
900		**Department Total**	**2,759,097.00**	**3,848,570.00**	**3,927,144.00**	**3,927,144.00**	**3,927,144.00**	**3,927,144.00**	**625,000.00**

***The Bentley School was merged with SPS for FY2021**

Public ***Services – Sewer Enterprise***

Mission Statement – Why We Exist

Our mission is to provide the highest quality drinking water and wastewater collection services to our ratepayers and stakeholders alike, protecting public health and safety; all the while maintaining some of the lowest rates in the Commonwealth. The Water & Sewer Divisions of the Department of Public Services and the Engineering Department are committed to ensuring environmental stewardship through a combination of preventative maintenance, planned improvements, emergency response, and sustainable and efficient upgrades. We encourage stakeholder involvement and seek to maintain transparency and open channels of communication between the Department and the community we serve. We work closely with the South Essex Sewerage District, which provides wastewater treatment services for the City.

Significant Budget & Staffing Changes for FY 2021

No significant budget or staffing changes for FY 2021

Recent Accomplishments

- Responded to over 60sewer backups.
- Rebuilt over 32 sewer manholes and catch basins.
- Repaired over 10 trenches.
- Cleaned over 32 catch basins.
- Used web site for up-to-date sewer related bulletins.
- Continued sewer inspection records for reference.
- Work Order System implementation to allow for improved response time.

FY 2021 Goals & Objectives

- Utilize GIS mapping system to indicate areas of focus and track repeated similar issues for consideration of CIP improvement/replacement project. Continue to utilize closed circuit television inspection of sewers and drains to diagnose trouble areas.
- Maintain sewer system to help reduce sewer backups.
- Replace and secure rims and covers – manhole to eliminate nuisances to residents.
- Continue routine cleaning of catch basins to reduce flooding and increase water quality.
- Leak detection efforts to continue to identify areas of weakness in the infrastructure and implement repairs and maintenance of, minimizing sewer and drain leaks and breaks.
- Continue to investigate and remove sources of infiltration and inflow (I/I) throughout the City sewer system.

Outcomes and Performance Measures	Actual FY 2018	Actual FY 2019	Estimated FY2020	Estimated FY2021
Sewer Backups Reported -Residential & City Owned				
City Responsible	24	27	30	30
Resident Responsible	30	34	30	30

How FY 2021 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 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Sewer-Pub Serv-Personal									
600031	5111	SALARIES-FULL TIME	308,893.49	329,616.72	462,824.00	462,824.00	342,927.53	462,823.56	451,797.92
600031	5131	OVERTIME (GENERAL)	13,005.45	10,332.43	15,000.00	15,000.00	2,862.99	15,000.00	15,000.00
	Total	**Sewer-Pub Serv-Personal**	**321,898.94**	**339,949.15**	**477,824.00**	**477,824.00**	**345,790.52**	**477,823.56**	**466,797.92**
Sewer-Pub Serv-Expenses									
600032	5211	ELECTRICITY	7,499.92	7,500.00	7,500.00	7,500.00	7,500.00	8,250.00	8,250.00
600032	5215	NATURAL GAS	6,000.00	7,000.00	7,000.00	7,000.00	5,000.00	7,000.00	7,000.00
600032	5251	UTILITY SERV REP & MAINT	10,400.00	136,713.31	25,000.00	25,000.00	24,502.50	27,500.00	25,000.00
600032	5301	POLICE DETAIL	5,000.00	5,000.00	5,000.00	5,000.00	4,500.00	10,000.00	5,000.00
600032	5317	EDUCATIONAL TRAINING	500.00	1,000.00	1,000.00	1,000.00	695.00	1,000.00	1,000.00
600032	5320	CONTRACTED SERVICES	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	10,000.00	2,500.00
600032	5341	TELEPHONE	4,000.00	4,000.00	4,000.00	4,000.00	-	4,000.00	4,000.00
600032	5421	OFFICE SUPPLIES (GEN	750.00	749.93	750.00	750.00	513.96	750.00	750.00
600032	5481	GASOLINE/DIESEL FUEL	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00
600032	5483	VEHICLE PRTS & ACCES	91,000.00	31,999.29	22,500.00	22,500.00	21,603.47	24,750.00	22,500.00
600032	5485	STREET SWEEPER BROOM	2,000.00	1,399.58	4,000.00	4,000.00	2,640.00	12,000.00	4,000.00
600032	5839	INFRASTRUCTURE REPAI	15,000.00	25,600.17	25,000.00	25,000.00	24,678.59	27,500.00	25,000.00
600032	5860	EQUIPMENT	36,472.00	36,472.00	-	-	-	-	-
	Total	**Sewer-Pub Serv-Expenses**	**256,121.92**	**334,934.28**	**179,250.00**	**179,250.00**	**169,133.52**	**207,750.00**	**180,000.00**
230	**440**	**Department Total**	**578,020.86**	**674,883.43**	**657,074.00**	**657,074.00**	**514,924.04**	**685,573.56**	**646,797.92**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
CORNACCHIO	KEVIN	230 SEWER-PUBLIC SER\	600031-5111	GENERAL FOREMAN	8/6/2018	24,481.67		0.33		33%	1,421.20	1,421.20	24,434.69	1,421.20	24,246.73
JODOIN	RAYMOND	230 SEWER-PUBLIC SER\	600031-5111	GENERAL FOREMAN		30,089.27		0.33		33%	1,746.74	1,746.74	30,031.70	1,746.74	29,800.69
KNOWLTON	DAVID	230 SEWER-PUBLIC SER\	600031-5111	City Engineer-DPS Director		21,482.85		0.17		17%	2,420.88	2,420.88	21,441.73	2,420.88	21,276.80
LEBLANC	ROBERT	230 SEWER-PUBLIC SER\	600031-5111	GENERAL FOREMAN	06/03/19	23,814.12		0.33		33%	1,461.54	1,461.54	25,128.26	1,461.54	24,934.96
SANTOS	SHAUN	230 SEWER-PUBLIC SER\	600031-5111	MANAGEMENT ANALYST		22,178.48		0.33		33%	1,287.50	1,287.50	22,135.99	1,287.50	21,965.71
						340,777.18		*6.14*			*Total AFSCME 1818*		*360,337.26*		*329,573.03*
						462,823.56		**7.63**	**Total Full Time - 5111**				**483,509.63**		**451,797.92**
		230 SEWER-PUBLIC SER\	600031-5131	OVERTIME		15,000.00				0.2			15,000.00		15,000.00
						477,823.56		**7.63**	**Department Total**				**498,509.63**		**466,797.92**

Full-Time Equivalent Employees:	
FY 2019	6.49
FY 2020	7.33
FY 2021	7.63
Variance 20 vs. 21	0.30

FY 2021 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2020 52.2	F T E	Rate FY 2020	Incr FY21 0.0%	Rate FY 2021	STEP INCREASES Date	Rate	# Wks Old	# Wks New		Dept Request FY 2021 52.1	Mayor FY 2021 52.1
BARNES	DAVID	230 SEWER - PUB SERV	600031-5111	HEO	6/27/2012	1	27,955.63	0.50	1,071.10	1.000	1,071.10					50%	27,902.08	27,687.86
BEAUREGARD	RICHARD	230 SEWER - PUB SERV	600031-5111	HEAD FOREMAN	3/2/2001	1	33,356.92	0.50	1,278.04	1.000	1,278.04					50%	33,293.02	33,037.41
CLEARY	JAMES	230 SEWER - PUB SERV	600031-5111	WORKING FOREMAN	08061990	1	20,018.23		1,162.09		-	Retired				33%	-	-
CRIPPS	JEFFREY	230 SEWER - PUB SERV	600031-5111	HMEO STEP I/II	6/20/2018	1	24,153.34	0.50	959.45	1.000	959.45	2/18/2021	994.80	34.0	18.1	50%	24,993.67	24,801.78
DONADIO	DOMINIC	230 PUBLIC SERVICES	610031-5111	HMEO	8/22/2016	1		0.50	994.83	1.000	994.83	Transferred from General				50%	25,915.32	25,716.36
GAROZZO	JOSEPH	230 SEWER - PUB SERV	600031-5111	ME Repair/MECH	8/29/2014	1	19,836.44		1,151.54		-	Retired				33%	-	-
GREENE	ANN MARIE	230 SEWER - PUB SERV	600031-5111	PRINC ACCT CLERK I	3/10/2016	2	17,154.78		995.87		-	Transfer to Police Dept				33%	-	-
LEVESQUE	JAMES	230 SEWER - PUB SERV	600031-5111	St/Sidewalk Foreman	06211999	1	30,330.94	0.33	1,162.09	1.000	1,162.09					33%	19,979.81	19,826.42
LEVESQUE	LOUIS	230 SEWER - PUB SERV	600031-5111	MOTOR EQUIP REPAI	8/1/2006	1	19,836.44		1,151.54		-	Resigned				33%	-	-
LINTON-Shift Differential		230 SEWER - PUB SERV	600031-5111	Base Rate X 9% & 10 per weekend X 22			2,516.12	0.50			-					50%	-	-
MARINO	PAUL	230 SEWER - PUB SERV	600031-5111	HEAD FOREMAN	07231998	1	21,847.67	0.33	1,278.04	1.000	1,278.04					33%	21,973.34	21,804.64
MORRIS	RALPH	230 SEWER - PUB SERV	600031-5111	HEO	11/30/2009	1	27,955.63	0.50	1,071.10	1.000	1,071.10					50%	27,902.08	27,687.86
NADEAU	ADAM	230 SEWER - PUB SERV	600031-5111	MASON	9/23/14	1	19,741.28	0.33	1,151.54	1.000	1,151.54					33%	19,798.43	19,646.42
NIEMAN	ANDREW	230 SEWER - PUB SERV	600031-5111	HMEO I/II	8/7/17	1	24,974.06	0.50	994.83	1.000	994.83					50%	25,915.32	25,716.36
PZENNY	BRIAN	230 PUBLIC SERVICES	600031-5111	PRIN ACCT	02/18/2020	2		0.33	906.57	1.000	906.57	2/18/2021	938.75	33.0	19.1	33%	15,789.50	15,669.84
SOSA-GARCIA	ELIZAR	230 PUBLIC SERVICES	600031-5111	ME REPAIR	03/12/2019	1		0.33	1,070.56	1.000	1,070.56	3/12/2021	1,110.40	36.0	16.1	33%	18,617.81	18,476.49
TASSINARI	STEPHEN	230 SEWER - PUB SERV	600031-5111	HEAD WORKING FOR	05241999	1	22,015.57	0.33	1,278.04	1.000	1,278.04					33%	21,973.39	21,804.69
Vacant		230 SEWER - PUB SERV	600031-5111	HEO		1	25,994.62		995.96		-					50%	25,944.76	-
Vacant	Shift Differential	230 SEWER - PUB SERV	600031-5111	Base Rate X 9%			2,339.52		89.64		-					50%	2,335.03	-
VACANT		230 PUBLIC SERVICES	14111-5111	Vacant Motor Pool				0.33	1,162.09	1.000	1,162.09					33%	19,979.85	19,826.45
VACANT		230 PUBLIC SERVICES	14111-5111	Vacant Motor Pool				0.33	1,162.09	1.000	1,162.09					33%	19,979.85	19,826.45
LICENCES									7,294.00	1.000	7,294.00						7,294.00	7,294.00
OUT OF GRADE							750.00										750.00	750.00
							340,777.18	**6.14**									**360,337.26**	**329,573.03**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
PUBLIC SERVICES - SEWER ENTERPRISE - 230					
600032	**5211**	**ELECTRICITY**			
		National Grid	4,000	4,400	4,400
		TransCanada	3,500	3,850	3,850
TOTAL		Split with DPW/Water/Sewer	**7,500**	**8,250**	**8,250**
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	**5251**	**UTILITY SERVICE REPAIR & MAINT**			
		additional funds need for aging infrastructure and rising cost	13,000	14,300	13,000
		Sewer supplies: manhole, asphalt, pipe, valves, covers, frames, gaskets, rentals	12,000	13,200	12,000
		Contractors: Dilisio Brothers, Aggregate, EJ, FW, RentAll, Home Depot, Winer, Green Pro			
TOTAL			**25,000**	**27,500**	**25,000**
600032	**5301**	**POLICE DETAIL**			
		Details needed for road work during sewer line repairs in roads	5,000	10,000	5,000
TOTAL			**5,000**	**10,000**	**5,000**
600032	**5317**	**EDUCATIONAL TRAINING**			
		Misc. training courses as needed	1,000	1,000	1,000
TOTAL			**1,000**	**1,000**	**1,000**
600032	**5320**	**CONTRACTED SERVICES**			
		Cleaning, inspection and repairs of sewer linesBmc , Spencer contracting, Tom Mackey	2,500	10,000	2,500
TOTAL			**2,500**	**10,000**	**2,500**
600032	**5341**	**Telephone**			
		T-Mobile GPS tracking for DPW Trucks 50 Vehicles at $675/ month 12 month (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	75,000	75,000	75,000
TOTAL			**75,000**	**75,000**	**75,000**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
600032	5483	**VEHICLE PARTS & ACCESSORIES**			
		Oil products, tires, starters, alternators, sewer hoses, truck services, inspections	22,500	24,750	22,500
		Vendors include Dennis Burke, Maplewood, NE Muni, R&S, Unlimited Auto, C&C Auto			
TOTAL			**22,500**	**24,750**	**22,500**
600032	5485	**Sweeper**			
		Associated costs for third sweep in annual year	2,000	2,000	2,000
		Associated costs for sweeper repairs	2,000	10,000	2,000
TOTAL			**4,000**	**12,000**	**4,000**
600032	5839	**INFRASTRUCTURE REPAIR**			
		Manhole asphalt, pipe, valves, covers, frames, gaskets, contract work	25,000	27,500	25,000
		Contractors include Aggregate, EJ Prescott, Grandees, Waterworks			
TOTAL			**25,000**	**27,500**	**25,000**
600032	5860	**EQUIPMENT PURCHASE**			
		New Vactor truck - 50/50 split between water & sewer	-		-
		Vactor truck - 50/50 split between water & sewer-Lease to purchase - FY 19 Year 5 of 5	-		-
TOTAL			**-**	**-**	**-**
TOTAL PROPOSED			**179,250**	**207,750**	**180,000**

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 eight wastewater pumping stations and one stormwater pumping station. Additionally, the department manages the contracted operations of the mechanical tide gates at the outlet of the Forest River to Salem Harbor. The Department also manages the City's annual City-wide catch basin cleaning program to maximize flood mitigation and storm water quality.

Engineering is also responsible for the billing of all wastewater expenses, based on water usage, to all institutional, commercial, and residential properties in the City that are connected to the municipal collection system, 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. Funding for the efforts described herein is derived from the Sewer Enterprise System.

Significant Budget & Staffing Changes for FY 2021

None. Meter Reader/Water Service Inspector duties have changed significantly over the last couple of years. This position now troubleshoots meters not sending readings through the collection system, including wiring issues, and faulty meter head; activating the new MIU boxes for new meters; and replacing water meters and meter heads.

Recent Accomplishments

- Continued to incorporate the 1,200 annual backflow survey, testing and design approval costs into our Munis Water and Sewer billing system. These bills are annual and semiannual.
- Continued to analyze accounts with water and no sewer and take appropriate action if required.

- Continued efforts to identify and remove illicit (direct sanitary) connections to the City's drainage systems in compliance with the City's EPA NPDES General Permits for Stormwater Dischargers from Small Municipal Storm Sewer Systems in Massachusetts (MS4).
- Review and coordinate the development of the City's annual MS4 permit.

- Continue to manage liens on overdue water & sewer bills to 3rd quarter real estate tax bills (590 accounts); resulting in major revenue influx, estimated at $340,000 (sewer only). Continued to lien condo developments owing over $600- 10 condos for December 2019.
- Continued to coordinate the Canal Street/SSU flood mitigation project at Salem State University to site an underground storage tank and storm water pump station on the O'Keefe Center Parking Lot.
- Sought permits from various regulatory agencies for the relocation of the Willow Avenue (pipe beach) truck sewer in Salem Harbor.
- Advanced CIP funded projects to address flooding issues and storm water collection system deficiencies City-wide, including the South River.
- Managed contract operator for the City's wastewater and stormwater pumping stations.
- Managed catch basin cleaning contract to mitigate flooding and promote improved water quality.
- Continued streamlining the water and sewer billing system to expeditiously resolve billing disputes in a customer friendly manner. Continued to utilize meter software to improve customer service.
- Continue troubleshooting non-billable and non-read meter locations, by making appointments with residents to get access to the meters in their buildings.
- Worked with consultant to conduct a pilot study on the effectiveness of a protein matrix in the reduction of fats, oils, and grease (FOG) buildup in the collection system. MIIA provided a grant for this pilot study.
- Worked with representatives from Biobot Analytics to sample key sewer locations for opiates and other wastewater constituents.
- In partnership with Salem Sound Coastwatch, designed and permitted stormwater treatment systems at Winter Island Park, funded by a $78,000 State grant.

FY 2021 Goals & Objectives

- Continue illicit connection detection and removal program.
- Continue to coordinate on the MS4 permit including performing activities required for compliance and development of the Annual Report.
- Continue resolving flooding and collection system deficiencies City-wide.
- Continue Infiltration & Inflow study.
- Manage the contractor operator of the City's wastewater and stormwater pump stations.
- Evaluate the need for sewer extensions in areas currently unsewered.

- Advance the Canal Street/SSU flood mitigation project to construction.
- Continue to partner with Salem Sound Coastwatch and seek grant opportunities toward clean water initiatives.

How FY 2021 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- Both the City's long- and short-term goals for sustainable infrastructure will be met with the department's goals by reinvesting and rehabilitating the City's wastewater and stormwater collection and conveyance infrastructure.

- Partnerships are being developed with the many neighborhood associations, institutions (NIAC, PEM, SSU, Salem Hospital, etc.) and commercial establishments that will enable the Dept. goals to be obtained.

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Sewer-Engineer-Personal									
600131	5111	SALARIES-FULL TIME	143,123.59	153,147.91	183,616.00	183,616.00	155,030.97	183,615.91	185,418.49
600131	5113	SALARIES-PART TIME	-	(537.44)	2,000.00	2,000.00	70.04	2,000.00	2,000.00
600131	5131	OVERTIME (GENERAL)	308.64	149.09			-		
	Total	**Sewer-Engineer-Personal**	**143,432.23**	**152,759.56**	**185,616.00**	**185,616.00**	**155,101.01**	**185,615.91**	**187,418.49**
Sewer-Engineer-Expenses									
600132	5211	ELECTRICITY-PUMP STATION	8,282.91	17,350.00	19,000.00	19,000.00	18,494.03	20,900.00	20,900.00
600132	5277	PHOTOCOPY MACHINE LE	1,500.00	-	1,500.00	1,500.00	-	1,500.00	1,500.00
600132	5278	TELEPHONE EQUIP-PUMP ST	13,321.28	14,042.04	16,500.00	16,500.00	12,979.59	16,500.00	16,500.00
600132	5283	SEWER LINE LEASE	945.00	1,200.00	1,200.00	1,200.00	945.00	1,200.00	1,200.00
600132	5305	ACCOUNTING AND AUDIT	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
600132	5317	EDUCATIONAL TRAINING	2,404.00	3,392.04	4,000.00	4,000.00	2,417.62	4,000.00	4,000.00
600132	5320	CONTRACTED SERVICES-MA	49,535.00	50,000.00	50,000.00	50,000.00	49,450.00	50,000.00	50,000.00
600132	5342	POSTAGE	10,000.00	10,000.00	11,000.00	11,000.00	9,000.00	11,000.00	11,000.00
600132	5375	PUMP STAT OP & MAINT	89,999.44	90,000.00	93,000.00	93,000.00	93,000.00	104,000.00	93,000.00
600132	5381	PRINTING AND BINDING	1,350.98	1,662.00	2,000.00	2,000.00	78.00	2,000.00	2,000.00
600132	5421	OFFICE SUPPLIES (GEN	2,455.20	2,000.41	3,750.00	3,750.00	2,066.17	3,750.00	3,750.00
600132	5445	PUMP STATION SUPPL	4,999.91	5,000.00	5,000.00	5,000.00	4,127.70	5,500.00	5,000.00
600132	5520	SOFTWARE SUPPORT/ENHAI	2,250.00	3,900.00	18,000.00	18,000.00	5,025.00	43,500.00	43,500.00
600132	5710	IN STATE TRAVEL/MEETINGS	50.00	150.00	500.00	500.00	500.00	700.00	1,000.00
600132	5837	SEWER SYS IMPROV PROG	2,909.93	222,060.32	225,000.00	641,470.14	629,613.51	225,000.00	225,000.00
600132	5869	COMPUTER EQUIP/TECH	563.40	4,757.96	2,750.00	2,750.00	2,750.00	2,750.00	2,750.00
	Total	**Sewer-Engineer-Expenses**	**192,567.05**	**427,514.77**	**455,200.00**	**871,670.14**	**832,446.62**	**494,300.00**	**483,100.00**
235	**441**	**Department Total**	**335,999.28**	**580,274.33**	**640,816.00**	**1,057,286.14**	**987,547.63**	**679,915.91**	**670,518.49**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
CRIPPS	CHERYL	235 SEWER-ENGINEERIN	600131-5111	SECRETARY	8/13/08	16,055.61		0.33		33%	932.06	932.06	16,024.91	932.06	15,901.64
DUBINSKY	ELLEN	235 SEWER-ENGINEERIN	600131-5111	ADMIN ASSISTANT	9/26/85	6,974.59		0.10		10%	1,336.13	1,336.13	6,961.24	1,336.13	6,907.69
ERIC	DUFFY	235 SEWER-ENGINEERIN	600131-5111	BUSINESS MGR/WTR REG		-		0.25		25%	1,538.46	1,538.46	20,038.46	1,538.46	19,884.32
DUHAMEL	DEBORAH	235 SEWER-ENGINEERIN	600131-5111	Assistant Engineer	5/28/18	35,143.44		0.33		33%	*2,040.14*	2,040.14	35,076.13	2,040.14	34,806.31
KNOWLTON	DAVID	235 SEWER-ENGINEERIN	600131-5111	City Engineer-DPS Director	5/21/2007	16,428.08		0.13		13%	2,420.88	2,420.88	16,396.62	2,420.88	16,270.49
ROSE	JULIE	235 SEWER-ENGINEERIN	600131-5111	BUSINESS MGR/WTR REG	1/23/07	18,178.22					1,358.99		-	-	-
NESSEN	JOHN	235 SEWER-ENGINEERIN	600131-5111	GIS		20,472.51				33%	1,188.47	1,188.47	20,433.36	1,188.47	20,276.18
						70,363.46		*1.33*				*Total AFSCME 1818*	*71,916.79*		*71,371.85*
						183,615.91		**2.47**	**Total Full Time - 5111**				**186,847.51**		**185,418.49**
		235 SEWER-ENGINEERIN	600131-5131	OVERTIME		2,000.00							2,000.00		2,000.00
						185,615.91		**2.47**	**Department Total**				**188,847.51**		**187,418.49**

Full-Time Equivalent Employees:	
FY 2019	2.48
FY 2020	2.48
FY 2021	2.47
Variance 20 vs. 21	(0.01)

FY 2021 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2020 52.2	F T E	Rate FY 2020	Incr FY21 0.0%	Rate FY 2021	STEP INCREASES Date	Rate	# Wks Old	# Wks New		Dept Request FY 2021 52.1	Mayor FY 2021 52.1
DOSSANTOS	MICHAEL	235 SEWER - ENGINEERING	600131-5111	WATER METER READ	11/5/2018	1	24,735.87	0.50	959.47	1.000	959.47	11/5/2020	994.68	18.0	34.1	50%	25,594.57	25,402.67
MCGRATH	RAYLEEN	235 SEWER - ENGINEERING	600131-5111	PRINCIPAL CLERK	12/18/17	2	16,710.71	0.33	995.86	1.000	995.86	12/18/2020	1,032.41	24.0	28.1	33%	17,460.73	17,329.28
MORAN	KAREN	235 SEWER - ENGINEERING	600131-5111	ASST WATER REG	9/10/2013	2	28,916.88	0.50	1,107.93	1.000	1,107.93					50%	28,861.49	28,639.90
							70,363.46	**1.33**									**71,916.79**	**71,371.85**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
ENGINEERING - SEWER ENTERPRISE - 235					
600132	**5211**	**ELECTRICITY**			
		Ravenna Ave, Highland Ave, Wilson Street, Forrest River Park, March St/Rice St,	19,000	20,900	20,900
		Ocean Ave West/Jefferson Ave, Home Street, Swampscott Road Pump			
TOTAL		Includes the 10% increase stated by Budget instructions	**19,000**	**20,900**	**20,900**
600132	**5277**	**PHOTOCOPY MACHINE LEASE**			
		Copier at $250/month; 6 months; 50% in Water	1,500	1,500	1,500
TOTAL		Machine Lease and usage	**1,500**	**1,500**	**1,500**
600132	**5278**	**TELEPHONE EQUIP/Pump Station**			
		Various alarms to support sewer pumping stations	500	500	500
		ATT lease for ARM system-data collectors	16,000	16,000	16,000
TOTAL			**16,500**	**16,500**	**16,500**
600132	**5283**	**SEWER LINE LEASE**			
		Fees charge by MBTA for use of lines under commuter rail tracks	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**			
		APWA National Congress	500	500	500
		Attending Professional organization seminars and meetings-WEF and NEWEA	1,600	1,600	1,600
		Munis training and support, SSCW, MMAAA	1,900	1,900	1,900
TOTAL			**4,000**	**4,000**	**4,000**
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.	11,000	11,000	11,000
TOTAL			**11,000**	**11,000**	**11,000**
600132	**5375**	**PUMP STATION OPERATION & MAINT**			
		Pump Station Maintenance	90,000	99,000	90,000
		Stand by generator annual maintenance	3,000	5,000	3,000
TOTAL			**93,000**	**104,000**	**93,000**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
600132	5381	**PRINTING AND BINDING**			
		Collector's office includes printing costs; this represents annual inserts	2,000	2,000	2,000
TOTAL			**2,000**	**2,000**	**2,000**
600132	5421	**OFFICE SUPPLIES (GENERAL)**			
		Printer paper - $500 Misc. general office supplies purchased	2,500	2,500	2,500
		under State Bid, supplies for office machines: fax, printers, toner, color printer			
		Plotter Ink and Paper-previously under IT	1,250	1,250	1,250
TOTAL			**3,750**	**3,750**	**3,750**
600132	5445	**PUMP STATION SUPPLIES**			
		50% of costs for pump station op and Main. Will be shared with water	5,000	5,500	5,000
TOTAL			**5,000**	**5,500**	**5,000**
600132	5520	**COMPUTER SOFTWARE & SUPPORT**			
		GIS and Autocad licensing-part previously under IT	4,500	4,500	4,500
		Ti Sales maintenance agreement for meter software; field tool repairs, formerly from CIP	12,500	12,500	12,500
		Other software-upgrade to I900	1,000	1,000	1,000
		Neptune Software Update	-	25,500	25,500
TOTAL			**18,000**	**43,500**	**43,500**
600132	5710	**IN STATE TRAVEL & MEETINGS**			
		Meter Repair annual mileage		500	500
		tolls, parking, seminars, etc.	500	200	500
TOTAL			**500**	**700**	**1,000**
600132	5837	**SEWER SYSTEM IMPROVEMENT PROGRAM**			
		Work contracted for improvements to system to various vendors			
		EPA's MS4 Storm water Permit Compliance			
		Year 11 Annual Report	225,000	225,000	225,000
		City-wide storm water management plan			
		Educational Notices distribution			
		Map drainage basin of each outfall, estimate impervious area in each catch basin			
TOTAL			**225,000**	**225,000**	**225,000**
600132	5869	**COMPUTER EQUIPMENT/TECH**			
		Laptop	**1,500**	1,500	**1,500**
		Scanner maintenance-discuss with IT	1,250	1,250	1,250
TOTAL			**2,750**	**2,750**	**2,750**
TOTAL PROPOSED			**455,200**	**494,300**	**483,100**

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 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Sewer - Debt Service									
600034	5908N	CANAL ST-PRIN (2014)	150,000.00	155,000.00	160,000.00	160,000.00	160,000.00	165,000	165,000
600034	5920A	CIP - 2009-PRIN (11)	140,000.00	145,000.00	145,000.00	145,000.00	145,000.00	195,269	195,269
600034	5948V	CANAL ST-INT (2014)	130,387.50	125,037.50	118,738.00	118,738.00	62,025.00	112,238	112,238
600034	5949A	CIP 2009-INT (11)	68,147.00	64,025.00	48,556.00	48,556.00	48,556.00	157,307	157,307
600034	5949G	CIP 2012-PRIN	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000	15,000
600034	5949H	CIP 2012-INT	9,650.00	9,200.00	8,750.00	8,750.00	8,750.00	8,225	8,225
600034	5949K	CIP 2014-PRIN	100,000.00	100,000.00	105,000.00	105,000.00	105,000.00	110,000	110,000
600034	5949L	CIP 2014-INT	60,625.00	56,625.00	54,250.00	54,250.00	45,370.38	52,956	52,956
600034	5949M	CIP 2015-PRIN	140,000.00	140,000.00	130,000.00	130,000.00	130,000.00	130,000	130,000
600034	5949N	CIP 2015-INT	96,231.28	91,331.00	80,200.00	80,200.00	80,199.01	73,700	73,700
600034	5949O	CIP 2016-PRIN	90,000.00	164,731.00	175,000.00	175,000.00	115,000.00	105,000	105,000
600034	5949P	CIP 2016-INT	93,700.00	231,493.88	222,794.00	222,794.00	222,740.00	179,394	179,394
600034	5949U	CIP 2017 PRIN	-	56,040.00	65,000.00	65,000.00	-	100,000	100,000
600034	5949V	CIP 2017 INT	-	44,490.69	44,563.00	44,563.00	36,044.45	82,750	82,750
600034	5949W	CIP 2018 PRIN	-	5,000.00	5,000.00	5,000.00	-	5,000	5,000
600034	5949X	CIP 2018 INT	-	6,990.21	6,981.00	6,981.00	3,490.63	6,731	6,731
600034	5949ZA	CIP 2019 PRIN	-	-	-	-	-	93,798	93,798
600034	5949ZB	CIP 2019-INT	-	-	51,206.00	51,206.00	51,206.00	103,494	103,494
600034	5949ZE	CIP-CANAL ST REPURPOSE-I	-	-	155,000.00	155,000.00	155,000.00	120,000	120,000
600034	5949ZF	CIP-CANAL ST REPURPOSE-I	-	-	101,350.00	101,350.00	82,559.03	68,725	68,725
	Total	**Sewer - Debt Service**	**1,093,740.78**	**1,409,964.28**	**1,692,388.00**	**1,692,388.00**	**1,465,940.50**	**1,884,587.00**	**1,884,587.00**
270	**710**	**Department Total**	**1,093,740.78**	**1,409,964.28**	**1,692,388.00**	**1,692,388.00**	**1,465,940.50**	**1,884,587.00**	**1,884,587.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
TREASURER - SEWER ENTERPRISE - 270					
TREASURER - Sewer LONG TERM DEBT					
600034	**5908N**	CIP-Canal St Prin	160,000	165,000	165,000
	5920A	CIP 2009 PRIN (11)	145,000	195,269	195,269
	5948V	CIP-Canal St Interest	118,738	112,238	112,238
	5949A	CIP 2009 INT (11)	48,556	157,307	157,307
	5949G	CIP 2012-PRIN	15,000	15,000	15,000
	5949H	CIP 2012 INT	8,750	8,225	8,225
	5949K	CIP 2014 - PRIN	105,000	110,000	110,000
	5949L	CIP 2014 - INT	54,250	52,956	52,956
	5949M	CIP 2015 - PRIN	130,000	130,000	130,000
	5949N	CIP 2015 - INT	80,200	73,700	73,700
	5949O	CIP 2016 - PRIN	175,000	105,000	105,000
	5949P	CIP 2016 - INT	222,794	179,394	179,394
	5949U	CIP 2017 - PRIN	65,000	100,000	100,000
	5949V	CIP 2017 - INT	44,563	82,750	82,750
	5949W	CIP 2018 - PRIN	5,000	5,000	5,000
	5949X	CIP 2018 - INT	6,981	6,731	6,731
	5949ZA	CIP 2019 - PRIN	-	93,798	93,798
	5949ZB	CIP 2019 - INT	51,206	103,494	103,494
	5949ZE	Canal Street Repurpose Collins Middle School - Principal	155,000	120,000	120,000
	5949ZF	Canal Street Repurpose Collins Middle School - Interest	101,350	68,725	68,725
TOTAL PROPOSED			**1,692,388**	**1,884,587**	**1,884,587**

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Sewer-Short Term Debt Int-Exp									
600035	5304	PROFESSIONAL SERV/FEES	13,000.00	5,563.69	13,000.00	13,000.00	-	13,000.00	13,000.00
600035	5925	INTEREST ON NOTES	-	-	34,000.00	34,000.00	-	34,000.00	34,000.00
	Total	**Sewer-Short Term Debt Int-Exp**	**13,000.00**	**5,563.69**	**47,000.00**	**47,000.00**	**-**	**47,000.00**	**47,000.00**
270	**752**	**Department Total**	**13,000.00**	**5,563.69**	**47,000.00**	**47,000.00**	**-**	**47,000.00**	**47,000.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
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	34,000	34,000	34,000
TOTAL PROPOSED			**47,000**	**47,000**	**47,000**

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Sewer Assessments									
600034	5649	SESD ASSESSMENT	4,612,201.53	4,772,758.10	4,881,292.00	4,881,292.00	4,879,518.66	4,763,997.00	4,763,997.00
	Total	**Sewer Assessments**	**4,612,201.53**	**4,772,758.10**	**4,881,292.00**	**4,881,292.00**	**4,879,518.66**	**4,763,997.00**	**4,763,997.00**
270	**840**	**Department Total**	**4,612,201.53**	**4,772,758.10**	**4,881,292.00**	**4,881,292.00**	**4,879,518.66**	**4,763,997.00**	**4,763,997.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
TREASURER - SEWER SESD ASSESSMENT					
600033	**5649**	**SESD Assessment**			
		City's portion of South Essex Sewerage District operating budget	4,881,292	4,763,997	4,763,997
		FY 2021 assessment per Dave Knowlton 3.13.20 -2.40% Decrease			
TOTAL			**4,881,292**	**4,763,997**	**4,763,997**
TOTAL PROPOSED			**4,881,292**	**4,763,997**	**4,763,997**

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Sewer-Enterprise Fund-Ins Deductibles									
600034	5740A	Insurance Deductibles	-	-	5,000.00	5,000.00	-	5,000.00	5,000.00
	Total	**Insurance Deductibles**	**-**	**-**	**5,000.00**	**5,000.00**	**-**	**5,000.00**	**5,000.00**
270	**945**	**Department Total**	**-**	**-**	**5,000.00**	**5,000.00**	**-**	**5,000.00**	**5,000.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
TREASURER - SEWER ENTERPRISE INSURANCE DEDUCTIBLES					
600037	**5740A**	**Sewer Enterprise Fund - Ins Deductible**	5,000	5,000	5,000
		Estimated amount for insurance deductibles related to Sewer claims			
TOTAL			**5,000**	**5,000**	**5,000**
TOTAL PROPOSED			**5,000**	**5,000**	**5,000**

Public Services – Water Enterprise

Mission Statement – Why We Exist

Our mission is to provide the highest quality drinking water and wastewater collection services to our ratepayers and stakeholders alike, protecting public health and safety; all the while maintaining some of the lowest rates in the Commonwealth. The Water & Sewer Divisions of the Department of Public Services and the Engineering Department are committed to ensuring environmental stewardship through a combination of preventative maintenance, planned improvements, emergency response, and sustainable and efficient upgrades. We encourage stakeholder involvement and seek to maintain transparency and open channels of communication between the Department and the community we serve. We work closely with the Salem Beverly Water Supply Board, which treats and provides drinking water to the City of Salem.

Significant Budget & Staffing Changes for FY 2021

No significant budget or staffing changes for FY 2021.

Recent Accomplishments

- The Water Department continues to support contractors working on large CIP improvement projects in the City. The same support is given to developers improving the City. We also respond to every water break emergency and restore service to the resident and businesses as soon as possible.
- The Department repairs water curb stops.
- Assisted private contractors with fire hydrant flow tests and perform tests as required.
- Continue to utilize web site used for up-to-date water emergency related bulletins.
- Utilize leak detection services to find leaks and weaknesses, and eliminate them, in the water distribution system.
- Replaced or repaired over 24 hydrants damaged during the year.

FY 2021 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 2018	Actual FY 2019	Estimated FY2020	Estimated FY2021
Water Main Breaks	42	38	38	40
Service Breaks (Residential issues)	20	24	24	26

How FY 2021 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 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Water-Pub Serv-Personnel									
610031	5111	SALARIES-FULL TIME	309,683.65	318,537.37	462,824.00	462,824.00	342,967.74	462,823.59	451,798.09
610031	5131	OVERTIME (GENERAL)	59,372.08	51,168.39	70,000.00	70,000.00	50,190.82	70,000.00	70,000.00
	Total	**Water-Pub Serv-Personnel**	**369,055.73**	**369,705.76**	**532,824.00**	**532,824.00**	**393,158.56**	**532,823.59**	**521,798.09**
Water-Pub Serv-Expenses									
610032	5211	ELECTRICITY	9,000.00	8,997.00	9,000.00	9,000.00	9,000.00	9,900.00	9,900.00
610032	5215	NATURAL GAS	7,000.00	7,000.00	7,000.00	7,000.00	5,000.00	7,000.00	7,000.00
610032	5251	UTILITY SERV REP & MAINT	284,998.72	19,992.53	25,000.00	25,000.00	24,408.28	27,500.00	15,000.00
610032	5301	POLICE DETAIL	20,000.00	19,980.74	20,000.00	40,000.00	39,435.48	30,000.00	20,000.00
610032	5317	EDUCATIONAL TRAINING	1,231.00	1,500.00	1,500.00	1,500.00	739.00	2,500.00	1,500.00
610032	5320	CONTRACTED SERVICES	995.00	1,000.00	1,000.00	186,769.53	1,296.00	1,000.00	1,000.00
610032	5341	TELEPHONE	4,000.00	4,000.00	4,000.00	4,000.00	-	4,000.00	4,000.00
610032	5421	OFFICE SUPPLIES (GEN	750.00	746.07	750.00	750.00	721.81	750.00	750.00
610032	5481	GASOLINE/DIESEL FUEL	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00
610032	5483	VEHICLE PRTS & ACCES	22,445.86	22,499.78	22,500.00	22,500.00	21,892.34	24,750.00	22,500.00
610032	5839	INFRASTRUCTURE REPAI	13,744.00	14,999.89	15,000.00	15,000.00	13,275.62	25,000.00	15,000.00
610032	5860	EQUIPMENT	37,727.48	36,472.00	-	-	-	-	-
	Total	**Water-Pub Serv-Expenses**	**476,892.06**	**212,188.01**	**180,750.00**	**386,519.53**	**190,768.53**	**207,400.00**	**171,650.00**
230	**450**	**Department Total**	**845,947.79**	**581,893.77**	**713,574.00**	**919,343.53**	**583,927.09**	**740,223.59**	**693,448.09**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
CORNACCHIO	KEVIN	230 WATER-PUBLIC SERV	610031-5111	GENERAL FOREMAN	8/6/2018	24,481.67		0.33		33%	1,421.20	1,421.20	24,434.69	1,421.20	24,246.73
JODOIN	RAYMOND	230 WATER-PUBLIC SERV	610031-5111	GENERAL FOREMAN		30,089.27		0.33		33%	1,746.74	1,746.74	30,031.70	1,746.74	29,800.69
KNOWLTON	DAVID	230 WATER-PUBLIC SERV	610031-5111	City Engineer-DPS Director		21,482.88		0.17		17%	2,420.88	2,420.88	21,441.73	2,420.88	21,276.80
LEBLANC	ROBERT	230 WATER-PUBLIC SERV	610031-5111	GENERAL FOREMAN	06/03/19	23,814.12		0.33		33%	1,461.54	1,461.54	25,128.26	1,461.54	24,934.96
SANTOS	SHAUN	230 WATER-PUBLIC SERV	610031-5111	MANAGEMENT ANALYST		22,178.48		0.33		33%	1,287.50	1,287.50	22,135.99	1,287.50	21,965.71
				AFSCME		340,777.18		5.64			*Total AFSCME 1818*		360,337.43		*329,573.20*
						462,823.59		**7.13**	**Total Full Time - 5111**				**483,509.80**		**451,798.09**
		230 WATER-PUBLIC SERV	610031-5131	OVERTIME		70,000.00							70,000.00		70,000.00
						532,823.59		**7.13**	**Department Total**				**553,509.80**		**521,798.09**

Full-Time Equivalent Employees:	
FY 2019	6.49
FY 2020	7.33
FY 2021	7.13
Variance 20 vs. 21	(0.20)

FY 2021 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2020 52.2	F T E	Rate FY 2020	Incr FY21 0.0%	Rate FY 2021	STEP INCREASES Date	Rate	# Wks Old	# Wks New		Dept Request FY 2021 52.1	Mayor FY 2021 52.1
BARNES	DAVID	230 WATER - PUB SERV	610031-5111	HEO	6/27/2012	1	27,955.63	0.50	1,071.10	1.000	1,071.10					50%	27,902.08	27,687.86
BEAUREGARD	RICHARD	230 WATER - PUB SERV	610031-5111	HEAD FOREMAN I/II	3/2/2001	1	33,356.92	0.50	1,278.04	1.000	1,278.04					50%	33,293.02	33,037.41
CLEARY	JAMES	230 WATER - PUB SERV	610031-5111	WORKING FOREMAN	08061990	1	20,018.23		1,162.09		-	Retired				33%	-	-
CRIPPS	JEFFREY	230 WATER - PUB SERV	610031-5111	HMEO STEP I/II	6/20/2018	1	24,153.34	0.50	959.45	1.000	959.45	2/18/2021	994.80	34.0	18.1	50%	24,993.67	24,801.78
DONADIO	DOMINIC	230 PUBLIC SERVICES	610031-5111	HMEO	8/22/2016	1		0.50	994.83	1.000	994.83	Transfer from General				50%	25,915.32	25,716.36
GAROZZO	JOSEPH	230 WATER - PUB SERV	610031-5111	ME Repair/MECH	8/29/2014	1	19,836.44		1,151.54		-	Retired				33%	-	-
GREENE	ANN MARIE	230 WATER - PUB SERV	610031-5111	PRINC ACCT CLERK I	3/10/2016	2	17,154.78		995.87		-	Transfer to Police Dept				33%	-	-
LEVESQUE	JAMES	230 WATER - PUB SERV	610031-5111	St/Sidewalk Foreman	06211999	1	30,330.94	0.33	1,162.10	1.000	1,162.10					33%	19,979.99	19,826.59
LEVESQUE	LOUIS	230 WATER - PUB SERV	610031-5111	MOTOR EQUIP REPAI	8/1/2006	1	19,836.44		1,151.54		-	Resigned				33%	-	-
MARINO	PAUL	230 WATER - PUB SERV	610031-5111	HEAD FOREMAN II/III	07231998	1	21,847.67	0.33	1,278.04	1.000	1,278.04					33%	21,973.34	21,804.64
MORRIS	RALPH	230 WATER - PUB SERV	610031-5111	HEO	11/30/2009	1	27,955.63	0.50	1,071.10	1.000	1,071.10					50%	27,902.08	27,687.86
NADEAU	ADAM	230 WATER - PUB SERV	610031-5111	MASON	9/23/14	1	19,741.28	0.33	1,151.54	1.000	1,151.54					33%	19,798.43	19,646.42
NIEMAN	ANDREW	230 WATER - PUB SERV	610031-5111	HMEO I/II	8/7/17	1	24,974.06	0.50	994.83	1.000	994.83					50%	25,915.32	25,716.36
PZENNY	BRIAN	230 PUBLIC SERVICES	610031-5111	PRIN ACCT	02/18/2020	2		0.33	906.57	1.000	906.57	2/18/2021	938.75	33.0	19.1	33%	15,789.50	15,669.84
SOSA-GARCIA	ELIZAR	230 PUBLIC SERVICES	610031-5111	ME REPAIR	03/12/2019	1		0.33	1,070.56	1.000	1,070.56	3/12/2021	1,110.40	36.0	16.1	33%	18,617.81	18,476.49
TASSINARI	STEPHEN	230 WATER - PUB SERV	610031-5111	HEAD WORKING FOR	05241999	1	22,015.57	0.33	1,278.04	1.000	1,278.04					33%	21,973.39	21,804.69
Vacant		230 WATER - PUB SERV	610031-5111	HEO		0	25,994.62		995.96	1.000	995.96					50%	25,944.76	-
Vacant	Shift Differential	230 WATER - PUB SERV	610031-5111	Base Rate X 9%			2,339.52		89.64	1.000	89.64					50%	2,335.03	-
VACANT		230 PUBLIC SERVICES	14111-5111	Vacant Motor Pool				0.33	1,162.09	1.000	1,162.09		-			33%	19,979.85	19,826.45
VACANT		230 PUBLIC SERVICES	14111-5111	Vacant Motor Pool				0.33	1,162.09	1.000	1,162.09		-			33%	19,979.85	19,826.45
LICENCES									7,294.00	1.000	7,294.00						7,294.00	7,294.00
OUT OF GRADE							750.00										750.00	750.00
							340,777.18	**5.64**									**360,337.43**	**329,573.20**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
PUBLIC SERVCIES-WATER ENTERPRISE-230					
610032	**5211**	**ELECTRICITY**			
		National Grid	3,000	3,300	3,300
		TransCanada	6,000	6,600	6,600
TOTAL		Split with DPW/Water/Sewer	**9,000**	**9,900**	**9,900**
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	**5251**	**UTILITY SERVICE & REPAIR**			
		additional funds need for aging infrastructure and rising cost	5,000	5,500	5,000
		Supplies: manhole, asphalt, pipe, valves, covers, frames, gaskets, rentals	20,000	22,000	10,000
		Contractors: Dilisio Brothers, Aggregate, EJ, FW, RentAll, Home Depot, Winer			
TOTAL			**25,000**	**27,500**	**15,000**
610032	**5301**	**POLICE DETAIL**			
		Details needed for road work during water line repairs in roads	20,000	30,000	20,000
TOTAL			**20,000**	**30,000**	**20,000**
610032	**5317**	**EDUCATIONAL TRAINING**			
		License Reimbursements & membership dues NWWA , Mass Arborist association, ECHA, Mass Highway Association, New England Sewer Association	500	1,000	500
		New England Water Works - $150 per course average x 10 = $1,000	1,000	1,500	1,000
TOTAL			**1,500**	**2,500**	**1,500**
610032	**5320**	**CONTRACTED SERVICES**			
		Leak detection	1,000	1,000	1,000
TOTAL			**1,000**	**1,000**	**1,000**
600032	**5341**	**Telephone**			
		T-Mobile GPS tracking for DPW Trucks 50 Vehicles at $675/ month 12 month (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	75,000	75,000	75,000
TOTAL			**75,000**	**75,000**	**75,000**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
610032	5483	VEHICLE PARTS			
		Oil products, tires, starters, alternators, sewer hoses, truck services, inspections	22,500	24,750	22,500
		Vendors include Dennis Burke, Maplewood, NE Muni, R&S, Unlimited Auto, C&C Auto			
TOTAL			**22,500**	**24,750**	**22,500**
610032	5839	INFRASTRUCTURE REPAIR			
		Manhole asphalt, pipe, valves, covers, frames, gaskets, contract work	15,000	25,000	15,000
		Contractors include Aggregate, EJ Prescott, Granese, Waterworks			
		EJ Prescott - Sewer supplies: pipe, valves, covers, frames, gaskets, etc.			
TOTAL			**15,000**	**25,000**	**15,000**
TOTAL PROPOSED			**180,750**	**207,400**	**171,650**

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 Salem's public drinking water. The Engineering Department manages the contracted operations and maintenance effort, including utility and supply costs, for the City's two water pumping stations and two covered storage reservoirs.

Engineering is responsible for the billing of water expenses based on usage to institutional, commercial, and residential properties in the City that are connected to the municipal collection system, totaling over 10,000 accounts. The water department provides customer service in a timely and professional manner in response to billing inquiries, managing current accounts, establishing new accounts, scheduling appointments for the meter reader, identifying accounts requiring service, selling meters (including those used for deduct) and processing of 3,300 water and sewer billings monthly, approximately 5%-10% currently requiring analysis and estimating. This Department also bills backflow testing charges as well as the fees associated with the water turn on/off performed by the DPS crews. The Engineering Department provides technical assistance to the Public Services Divisions' Water Operations in response to the condition and location of the City's water infrastructure. The condition of the transmission mains that convey Salem water from SBWSB to the City continues to be a high priority for the department. Funding for the efforts described herein is derived from the Water Enterprise System.

Significant Budget & Staffing Changes for FY 2021

None. Meter Reader/Water Service Inspector duties have changed significantly over the last couple of years. This position now troubleshoots meters not sending readings through the collection system, including wiring issues, and faulty meter head; activating the new MIU boxes for new meters; and replacing water meters and meter heads.

Recent Accomplishments

- Continued to incorporate the 1,200 annual backflow survey, testing and design approval costs into the monthly and quarterly Munis Water and Sewer billing system. These bills are annual and semiannual.

- Continue to issue monthly letters to customers whose meters showed continuous water usage (suspected leak in the building). Customers will receive up to three consecutive letters.
- Reduced by half the list of properties where meter readings are not being collected (non-billable, non-reads).
- Junior Engineer and Meter Reader/Water Service Inspector completed the NEWWA training to become certified Cross Connection Control Surveyors
- Meter Reader/Water Service Inspector completed the NEWWA training to become a certified Backflow Device Inspector/Tester
- Analyzed parcels without utility bills; rectified dozens of accounts with incorrect parcel ids; also identified new W&S accounts.
- Continue to manage liens on overdue water & sewer bills to 3rd quarter real estate tax bills (589 accounts); resulting in over $183,000 of revenues (water only). This effort involved analysis of dozens of challenging accounts and resulted in many improvements to the current database. Continued to lien condo developments owing over $600- 10 condos for December 2019.
- Continued providing effective billing and meter repair for water consumed with a minimum of billing issues.

- Ensured 99% of water meters are read.
- 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.
- Finalized and implemented a uni-directional fire hydrant flushing program.
- Managed the City's back-flow inspection, testing and survey program.
- Continued sending continuous water usage letters to residents. Each month several hundred letters are sent to residents who show continuous water usage for over 28 days. The letters are sent for three continuous months.
- Coordinated with consultant to evaluate break of transmission main under the Salem/Beverly bridge.

FY 2021 Goals & Objectives

- Continue to send continuous water use letters to property owners to alert them of possible leaks in their building.
- 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.

Outcomes and Performance Measures	Actual FY 2018	Actual FY2019	Estimated FY2020	Estimated FY2021
Number of new 5/8-inch meters installed	30	28	25	20
Number of over 5/8-inch meters installed	10	13	4	5
Number of MIU's installed	140	565	400	400
Number of on-site appointments	600	705	560	600
Number of meters installed from ARM program	3	1	2	5
Troubleshooting on-site visits/drive by	700	1175	1500	1500

How FY 2021 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 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Water-Engineer-Personnel									
610131	5111	SALARIES-FULL TIME	143,124.32	156,593.53	183,616.00	183,616.00	155,031.84	183,615.91	185,418.49
600131	5113	SALARIES-PART TIME	-	(537.44)	2,000.00	2,000.00	70.05	2,000.00	2,000.00
610131	5131	OVERTIME (GENERAL)	330.69	149.10	-	-	-	-	-
	Total	**Water-Engineer-Personnel**	**143,455.01**	**156,205.19**	**185,616.00**	**185,616.00**	**155,101.89**	**185,615.91**	**187,418.49**
Water-Engineer-Expenses									
610132	5211	ELECTRICITY-PUMP STATION	232,000.00	293,000.00	250,000.00	250,000.00	248,109.71	275,000.00	275,000.00
610132	5233	COMPUTER MAINTENANCE	1,000.00	1,000.00	1,000.00	1,000.00	-	1,000.00	750.00
610132	5277	PHOTOCOPY MACHINE LE	1,500.00	-	1,500.00	1,500.00	-	1,500.00	1,000.00
610132	5278	TELEPHONE EQUIP-PUMP ST	13,980.98	15,000.00	16,500.00	16,500.00	14,649.04	16,500.00	16,500.00
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	2,900.00	2,899.00	4,200.00	4,200.00	4,185.44	4,700.00	4,200.00
610132	5321	CONTRACTED SERV-BACKFL	70,000.00	100,000.00	70,000.00	70,000.00	50,000.00	76,500.00	56,500.00
610132	5342	POSTAGE	10,000.00	10,000.00	11,000.00	11,000.00	9,000.00	11,000.00	11,000.00
610132	5375	PUMP STAT OP & MAINT	59,999.56	100,558.17	63,000.00	63,000.00	63,000.00	71,000.00	63,000.00
610132	5381	PRINTING AND BINDING	1,408.96	1,413.00	1,500.00	1,500.00	335.48	1,500.00	1,500.00
610132	5421	OFFICE SUPPLIES (GEN	1,891.12	3,468.62	3,750.00	3,750.00	1,415.71	3,750.00	3,750.00
610132	5445	PUMP STATION SUPPL	4,500.00	3,975.00	4,500.00	4,500.00	4,050.50	5,000.00	5,000.00
610132	5519	COMPUTER SOFTWARE	3,899.86	3,900.00	18,000.00	18,000.00	6,775.00	43,500.00	43,500.00
610132	5538	WATER METERS (REV)	14,000.00	14,991.00	17,000.00	17,000.00	17,000.00	17,000.00	17,000.00
610132	5692	STATE TAXES	17,721.20	17,348.39	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00
610132	5710	IN STATE TRAVEL/MEETINGS	50.00	200.00	700.00	700.00	555.49	700.00	400.00
610132	5717	PROF LICENSE REIMB	375.00	332.73	500.00	500.00	500.00	500.00	500.00
610132	5869	COMPUTER EQUIP/TECH	763.40	1,000.00	2,750.00	2,750.00	1,159.99	2,750.00	2,250.00
	Total	**Water-Engineer-Expenses**	**438,490.08**	**571,585.91**	**486,400.00**	**486,400.00**	**441,236.36**	**552,400.00**	**522,350.00**
235	**451**	**Department Total**	**581,945.09**	**727,791.10**	**672,016.00**	**672,016.00**	**596,338.25**	**738,015.91**	**709,768.49**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
CRIPPS	CHERYL	235 WATER-ENGINEERIN	610131-5111	SECRETARY	8/13/08	16,055.61		0.33		33%	932.06	932.06	16,024.91	932.06	15,901.64
DUBINSKY	ELLEN	235 WATER-ENGINEERIN	610131-5111	ADMIN ASSISTANT	9/26/85	6,974.59		0.10		10%	1,336.13	1,336.13	6,961.24	1,336.13	6,907.69
ERIC	DUFFY	235 WATER-ENGINEERIN	600131-5111	BUSINESS MGR/WTR REG		-		0.25		25%	1,538.46	1,538.46	20,038.46	1,538.46	19,884.32
DUHAMEL	DEBORAH	235 WATER-ENGINEERIN	610131-5111	Assistant Engineer	5/28/18	35,143.44		0.33		33%	*2,040.14*	2,040.14	35,076.13	2,040.14	34,806.31
KNOWLTON	DAVID	235 WATER-ENGINEERIN	610131-5111	City Engineer-DPS Director	5/21/2007	16,428.08		0.13		13%	2,420.88	2,420.88	16,396.62	2,420.88	16,270.49
ROSE	JULIE	235 WATER-ENGINEERIN	610131-5111	BUSINESS MGR/WTR REG	1/23/07	18,178.22			Retired		1,358.99		-	-	-
NESSEN	JOHN	235 WATER-ENGINEERIN	610131-5111	GIS		20,472.51		0.33		33%	1,188.47	1,188.47	20,433.36	1,188.47	20,276.18
						70,363.46		*1.33*				*Total AFSCME 1818*	*71,916.79*		*71,371.85*
						183,615.91		**2.80**	**Total Full Time - 5111**				**186,847.51**		**185,418.49**
		235 WATER-ENGINEERIN	610131-5131	OVERTIME		2,000.00				0.0			2,000.00		2,000.00
						185,615.91		**2.80**	**Department Total**				**188,847.51**		**187,418.49**

Full-Time Equivalent Employees:		
	FY 2019	2.48
	FY 2020	2.48
	FY 2021	2.80
	Variance 20 vs. 21	0.32

FY 2021 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2020 52.2	F T E	Rate FY 2020	Incr FY21 0.0%	Rate FY 2021	STEP INCREASES Date	Rate	# Wks Old	# Wks New		Dept Request FY 2021 52.1	Mayor FY 2021 52.1
DOSSANTOS	MICHAEL	235 WATER - ENGINEERING	610131-5111	WATER METER READ	11/5/2018	1	24,735.87	0.50	959.47	1.000	959.47	11/5/2020	994.68	18.0	34.1	50%	25,594.57	25,402.67
MCGRATH	RAYLEEN	235 WATER - ENGINEERING	610131-5111	PRINCIPAL CLERK	12/18/17	2	16,710.71	0.33	995.86	1.000	995.86	12/18/2020	1,032.41	24.0	28.1	33%	17,460.73	17,329.28
MORAN	KAREN	235 WATER - ENGINEERING	610131-5111	ASST WATER REG	9/10/2013	2	28,916.88	0.50	1,107.93	1.000	1,107.93					50%	28,861.49	28,639.90
							70,363.46	**1.33**									**71,916.79**	**71,371.85**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
ENGINEERING - WATER ENTERPRISE - 235					
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	250,000	275,000	275,000
		Folly Hill and Gallows Hill are two storage water tanks			
TOTAL			**250,000**	**275,000**	**275,000**
610132	**5233**	**COMPUTER MAINTENANCE**			
		Ongoing support for Ti Sales/Neptune computer program	1,000	1,000	750
TOTAL			**1,000**	**1,000**	**750**
610132	**5277**	**PHOTOCOPY MACHINE LEASE**			
		Copier at $250/month; 6 months; 50% in Sewer	1,500	1,500	1,000
TOTAL		Machine Lease and usage	**1,500**	**1,500**	**1,000**
610132	**5278**	**TELEPHONE EQUIP LEASE**			
		Various alarms to support sewer pumping stations	500	500	500
		ATT lease for ARM system-data collectors	16,000	16,000	16,000
TOTAL			**16,500**	**16,500**	**16,500**
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**			
		APWA National Congress	500	500	500
		Attending Professional organization seminars and meetings-AWWA, NEWWA	1,800	1,800	1,800
		Munis training and support, SSCW	1,900	2,400	1,900
TOTAL			**4,200**	**4,700**	**4,200**
610132	**5321**	**CONTRACTED SERVICES - BACKFLOW**			
		Contract for Weston & Sampson to conduct backflow testing.	65,000	71,500	51,500
		Billing support to continue in-house billing	5,000	5,000	5,000
TOTAL		Previously paid for from revolving fund which was eliminated in FY 2015	**70,000**	**76,500**	**56,500**
610132	**5342**	**POSTAGE**			
		Total cost of postage for mailing w/s bills @ 50% W&S Depts.	11,000	11,000	11,000
TOTAL			**11,000**	**11,000**	**11,000**
610132	**5375**	**Pump Station OP & Maintenance**			
		Water Department (60% sewer, 40% water)	60,000	66,000	60,000
		Stand by generator annual maintenance	3,000	5,000	3,000
TOTAL			**63,000**	**71,000**	**63,000**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
610132	5381	**PRINTING AND BINDING**			
		Collector's office includes printing costs; this represents annual inserts	1,500	1,500	1,500
TOTAL			**1,500**	**1,500**	**1,500**
610132	5421	**OFFICE SUPPLIES (GENERAL)**			
		General Office supplies as needed	2,500	2,500	2,500
		Plotter Ink and Paper-previously under IT	1,250	1,250	1,250
TOTAL			**3,750**	**3,750**	**3,750**
610132	5445	**Pump Station Supplies**			
		50% of costs for pump station op and Maint. Will be shared with Sewer	4,500	5,000	5,000
TOTAL			**4,500**	**5,000**	**5,000**
610132	5520	**COMPUTER SOFTWARE & SUPPORT**			
		GIS and AutoCAD licensing-part previously under IT	4,500	4,500	4,500
		Ti Sales maintenance agreement for meter software; and repairs of field tool-from CIP	12,500	12,500	12,500
		Other software-upgrade to I900	1,000	1,000	1,000
		Neptune update		25,500	25,500
TOTAL			**18,000**	**43,500**	**43,500**
610132	5538	**WATER METERS**			
		Misc. water meters for replacements (ECODER), meter supplies:	17,000	17,000	17,000
		MIU's, Transponders, meter heads, freeze plates, flanges, seals			
TOTAL			**17,000**	**17,000**	**17,000**
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**			
		Meter Repair annual mileage	500	500	300
		Tolls, parking, seminars, etc.	200	200	100
TOTAL			**700**	**700**	**400**
610132	5717	**PROF LICENSE REIMBURSEMENT**			
		City Engineer and Assistant Engineer PE Renewal	500	500	500
TOTAL			**500**	**500**	**500**
610132	5869	**COMPUTER EQUIPMENT/TECH**			
		Laptop/tablet for Junior Engineer	**1,500**	1,500	**1,500**
		Scanner maintenance	1,250	1,250	750
TOTAL			**2,750**	**2,750**	**2,250**
TOTAL PROPOSED			**486,400**	**552,400**	**522,350**

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 FY21 there is a principal and interest payment of $133,619 due in July 2020, and an interest-only payment of $8,008 due in January 2021.

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 21 $2,674,926.

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 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Water Debt Service									
610034	5916	WATER BOND 1 - PRIN-MWP/	117,124.00	119,490.00	121,904.00	121,904.00	121,904.00	124,367	124,367
610034	5920	WATER BOND 2 - PRIN	160,000.00	150,000.00	150,000.00	150,000.00	150,000.00	150,000	150,000
610034	5936	WATER BOND 1 - INT-MWPAT	24,502.02	22,135.88	19,722.00	19,722.00	19,721.94	17,259	17,259
610034	5939	WATER BOND 2 - INT	61,720.00	55,520.00	49,520.00	49,520.00	49,520.00	43,520	43,520
610034	5949A	CIP 2009-INT (11)	217,639.00	201,000.00	181,600.00	181,600.00	181,600.00	161,800	161,800
610034	5949C	CIP 2009-PRIN (12)	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00	505,000	505,000
610034	5949E	CIP 2011 INT	14,000.00	10,000.00	6,000.00	6,000.00	6,000.00	2,000	2,000
610034	5949F	CIP 2011-PRIN	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000	100,000
610034	5949K	CIP 2014-PRIN	15,000.00	15,000.00	350,000.00	350,000.00	345,000.00	345,000	345,000
610034	5949L	CIP 2014-INT	9,092.77	8,493.76	57,519.00	57,519.00	52,165.60	81,544	81,544
610034	5949M	CIP 2015-PRIN	415,000.00	400,000.00	55,000.00	55,000.00	55,000.00	65,000	65,000
610034	5949N	CIP 2015-INT	140,725.00	126,500.00	14,875.00	14,875.00	13,625.00	14,375	14,375
610034	5949O	CIP 2016-PRIN	275,000.00	300,000.00	285,000.00	285,000.00	285,000.00	305,000	305,000
610034	5949P	CIP 2016-INT	150,075.00	183,850.00	251,975.00	251,975.00	251,445.61	117,250	117,250
610034	5949U	CIP 2017 PRIN	-	40,000.00	70,000.00	70,000.00	-	75,000	75,000
610034	5949V	CIP 2017 INT	-	55,876.66	57,725.00	57,725.00	7,750.00	95,700	95,700
610034	5949W	CIP 2018 PRIN	-	10,000.00	5,000.00	5,000.00	-	10,000	10,000
610034	5949X	CIP 2018 INT	-	7,615.21	7,192.00	7,192.00	3,701.85	7,481	7,481
610034	5949ZA	CIP 2019-INT						30,000	30,000
610034	5949ZB	CIP 2019-INT	-	-	21,125.00	21,125.00	21,125.00	65,250	65,250
	Total	**Water Debt Service**	**2,199,877.79**	**2,305,481.51**	**2,304,157.00**	**2,304,157.00**	**2,163,559.00**	**2,315,546.00**	**2,315,546.00**
270	**710**	**Department Total**	**2,199,877.79**	**2,305,481.51**	**2,304,157.00**	**2,304,157.00**	**2,163,559.00**	**2,315,546.00**	**2,315,546.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
TREASURER - WATER ENTERPRISE - 270					
TREASURER - Water Long Term Debt- 270					
610034	**5916**	Water Bond 1-Prin-MWPAT	121,994	124,367	124,367
	5920	Water Bond 2 - Prin	150,000	150,000	150,000
	5936	Water Bond 1-Int-MWPAT	19,722	17,259	17,259
	5939	Water Bond 2 - Int	49,520	43,520	43,520
	5949A	CIP 2009 INT (11)	181,600	161,800	161,800
	5949C	CIP 2009 PRIN (11)	500,000	505,000	505,000
	5949E	CIP 2011 INT	6,000	2,000	2,000
	5949F	CIP 2011 PRIN(STORAGE TANK)	100,000	100,000	100,000
	5949K	CIP 2014 PRIN	350,000	345,000	345,000
	5949L	CIP 2014 INT	57,519	81,544	81,544
	5949M	CIP 2015 PRIN	55,000	65,000	65,000
	5949L	CIP 2015 INT	14,875	14,375	14,375
	5949O	CIP 2016 PRIN	285,000	305,000	305,000
	5949P	CIP 2016 INT	251,975	117,250	117,250
	5949U	CIP 2017 - PRIN	70,000	75,000	75,000
	5949V	CIP 2017 - INT	57,725	95,700	95,700
	5949W	CIP 2018 - PRIN	5,000	10,000	10,000
	5949X	CIP 2018 - INT	7,192	7,481	7,481
	5949ZA	CIP 2019 - PRIN	-	30,000	30,000
	5949ZB	CIP 2019 - INT	21,125	65,250	65,250
TOTAL PROPOSED			**2,304,247**	**2,315,546**	**2,315,546**

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Water Short Term Debt Int-Exp									
610035	5304	PROFESSIONAL SERV/FEES	33,000.00	3,663.12	43,000.00	43,000.00	1,479.15	43,000.00	43,000.00
610035	5925	INTEREST ON NOTES	-	-	-	-	-	10,000.00	10,000.00
	Total	**Water Short Term Debt Int-Exp**	**33,000.00**	**3,663.12**	**43,000.00**	**43,000.00**	**1,479.15**	**53,000.00**	**53,000.00**
270	**752**	**Department Total**	**33,000.00**	**3,663.12**	**43,000.00**	**43,000.00**	**1,479.15**	**53,000.00**	**53,000.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
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	13,000	13,000	13,000
		Actual FY19 1,660 and Actual FY 20 1,479			
TOTAL			**43,000**	**43,000**	**43,000**
610035	**5925**	**Interest on Notes**			
				10,000	10,000
TOTAL			**-**	**10,000**	**10,000**
TOTAL PROPOSED			**43,000**	**53,000**	**53,000**

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Water Assessments									
610033	5650	SBWSB ASSESSMENT	2,446,652.00	2,488,711.00	2,570,514.00	2,570,514.00	2,570,514.00	2,674,926.00	2,674,926.00
	Total	**Water Assessments**	**2,446,652.00**	**2,488,711.00**	**2,570,514.00**	**2,570,514.00**	**2,570,514.00**	**2,674,926.00**	**2,674,926.00**
270	**840**	**Department Total**	**2,446,652.00**	**2,488,711.00**	**2,570,514.00**	**2,570,514.00**	**2,570,514.00**	**2,674,926.00**	**2,674,926.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
TREASURER - WATER ASSESSMENTS - 270					
610033	**5650**	**SBWSB**			
		Salem Beverly Water Supply Board Annual Operating Assessment	2,570,514	2,674,926	2,674,926
TOTAL			**2,570,514**	**2,674,926**	**2,674,926**
TOTAL PROPOSED			**2,570,514**	**2,674,926**	**2,674,926**

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Water Enterprise Fund-Ins Deductibles									
610037	5740A	Insurance Deductibles	-	-	2,500.00	2,500.00	-	2,500.00	2,500.00
	Total	**Water Enterprise Fund-Ins Deductib**	**-**	**-**	**2,500.00**	**2,500.00**	**-**	**2,500.00**	**2,500.00**
270	**945**	**Department Total**	**-**	**-**	**2,500.00**	**2,500.00**	**-**	**2,500.00**	**2,500.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
TREASURER - WATER ENTERPRISE - INSURANCE DEDUCTIBLES					
610037	**5704A**	**Water Enterprise Fund Insurance Deductibles**	2,500	2,500	2,500
		Estimated amount for insurance deductibles related to water claims			
TOTAL			**2,500**	**2,500**	**2,500**
TOTAL PROPOSED			**2,500**	**2,500**	**2,500**

Engineering – Solid Waste Enterprise

Mission Statement – Why We Exist

The Engineering Department provides management oversight of the City's curb-side, weekly solid waste and bi-weekly recycling collection program and is responsible for developing and managing the trash fee collection program, implementing new policies and procedures as they arise, and resolving any problems with the program. Any sold waste related complaint calls received are also resolved. The Department's Waste Reduction Coordinator also coordinates and staffs the City's volunteer recycling committee, Salem Recycles, and manages their numerous events (over 15 annually) to promote diversion, reduction, and recycling throughout the year. The Department continues to process billing to approximately 2,000 accounts monthly: generating over $850,000 in income annually including the liens process during the third property tax billing period. Funding for the efforts described herein is derived from the Solid Waste Enterprise System.

Significant Budget & Staffing Changes for FY 2021

No significant budget or staffing changes. Waste Reduction Coordinator position will continue to be funded through DEP grant funds.

Recent Accomplishments

- Continued to manage the solid waste and recycling contracts
- Mandatory Recycling Enforcement has continued through monitoring recycling output, enforcement, and education. Recycling contamination continues to decrease through the efforts of the Waste Reduction Coordinator which saves the City money in disposal costs
- Continued the Curbside Composting Program which is currently a subscription program involving 490 paid subscribers. Started a Pilot Program for a compost drop off station at Mack Park for residents who do not want to pay for a monthly subscription.
- Continue to promote the 'Adopt a Bin' Program and placed receptacles in more appropriate locations
- Continued to staff Recycling Committee (celebrating its 12th year anniversary in March 2020) which continues to be instrumental in developing and implementing educational programs for trash reduction including: butt bin recycling, community outreach, website updates, TO DO

recycling guides, zero waste pizza event, compost initiatives, Repair Cafés, implementation of reusable bag initiative, recycling market education, straw reduction, elimination of single use plastic bags, etc.

- Diverted over 4,400 tons of materials from waste stream through curbside recycling, textiles initiative, composting, yard waste, white goods, and e-waste.
- Executed an eight Textiles Recycling event in November 2019, collected over 3 tons of textiles – hosting over 235 cars during a 5-hour event. Worked with two different companies to ensure year-round textiles recycling available at public and private schools and churches. Promoting textile reuse, repair, donation, and recycling and exploring new partnerships to increase diversion.
- Continued quarterly e-waste turnkey events at SHS, serviced over 1,000 residents and collected over 55 tons of e-waste.
- Reach a 24% recycling rate through collateral material, newspaper articles, mailings and flyers distribution, participation in many events such as Book Swaps, Earth Days, Green Day, Clean Salem Green Salem, Recycling contests, Textiles collections, Council on Aging events, Neighborhood Association meetings, Repair Cafes, etc.

- Salem Recycles continues to be regarded as a premier regional leader regarding its various initiatives, and continues to support other communities in their efforts to start Repair Cafes, Book Swaps, etc.
- Promoted Salem Recycles activities on Facebook, PATCH, SATV, Instagram, electronic newsletters and through GreenSalem.com on a regular basis
- Promote the newly redesigned GreenSalem.com as a resource for residents

- Continued to process letters for new owners of residential properties; which has resulted in several dozen new trash accounts each year; currently billing almost 2,000 accounts at nearly $850,000 annualized rate.
- Continued to improve public recycling through community awareness and purchase of additional public recycling containers and continue to draw attention to ‘greening’ public events – including collecting 8 bins of compost from the Salem Food Festival.
- Managed for the eighth year a City-wide effort to implement liens program, where properties with trash fees 180 days in arrears were leined to the 3rd quarter real estate tax bill. Over 140 accounts were leined yielding over $42,000.
- 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 $39,000 in DEP grant funds to continue funding the Waste Reduction Coordinator position.
- Finalizing DEP School Recycling Grant to decrease recycling contamination and increase recycling participation by working with custodians and school staff at all Salem Public Schools

FY 2021 Goals & Objectives

- Continue to successfully manage the solid waste collection and recycling program, continuing to reduce solid waste and increase diversion and recycling including many educational initiatives such as Swap and Drop, Book Swaps, Textiles Drives, Repair Café's, and participation in the City events.
- Continue to manage contracts for solid waste and recycling collection, transportation and disposal, e-waste.
- Continue with liens process for delinquent bills.
- Continue turnkey e-waste operation on a quarterly basis at SHS.
- Manage sharps collection and overflow bag programs.
- Continue to promote the subscription based curbside compost collection program and expand the compost drop off site
- Continue to educate the public in the benefits of recycling, waste reduction, composting and implement the DEP mandatory recycling enforcement plan.
- Continue to enforce the mandatory recycling enforcement ordinance through the efforts of the Waste Reduction Coordinator tracking each household and communicating with thousands of residents monthly about best recycling practices.
- Enforce single use plastic bag ban.
- Continue annual zero waste pizza event and zero waste ice cream event as part of Heritage Days.
- Collaborated with SalemSound Coastwatch on implementation of Reusable Bag Initiative and the Straw Reduction Campaign for restaurants.

Outcomes and Performance Measures	Actual FY 2018	Actual FY2019	Estimated FY2020	Estimated FY2021
Tons of trash	11,270	10,973	11,100	11,300
Tons of recycling	3,605	3,556	3,600	3,700
Diverting recycling items from waste steam, in tons-CY: Textiles	50	139	150	155
E-Waste (includes white goods)	48	51	50	52
Books	65	67	67	68
Educational materials distributed by Recycling Coordinator	2,200	2,400	2,500	2,600
Cost of Trash disposal	.85	.85	.85	.87
Cost of Recycling disposal		.3	.3	.32
Cost of Trash collection contract, in $ Millions	1.95	2.3	2.4	2.45

How FY 2021 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- Both the City's long and short-term goals for sustainable infrastructure will be met with the departments' goals, by investing in and promoting the Diversion and Recycling programs.
- Continued support of Salem Recycles, the City's all volunteer recycling committee, which continues to promote waste reduction education and offer new initiatives such as Repair Cafes, Textiles Recycling, Book Swaps, Public Events Recycling, plastic bag ban and Mandatory recycling.
- Continue to explore new initiative such as increased Public Recycling, Curbside Compost, and recycling in schools to support the Green Communities designation.
- Continue to improve customer service through use of the Waste Management 800 number, See Click Fix, contract monitoring, and educational outreach.

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
Trash Enterprise-Personnel									
620031	5111	SALARIES-FULL TIME	75,695.81	81,429.23	85,281.00	85,281.00	60,164.54	85,280.06	89,025.47
620031	5113	SALARIES-PART TIME	8,470.32	2,788.42	14,921.00	14,921.00	7,735.00	14,920.60	6,838.13
620031	5131	OVERTIME (GENERAL)	424.84	453.36	500.00	500.00	-	500.00	500.00
	Total	**Trash Enterprise-Personnel**	**84,590.97**	**84,671.01**	**100,702.00**	**100,702.00**	**67,899.54**	**100,700.66**	**96,363.59**
Trash Enterprise-Expenses									
620032	5291	SOLID WASTE COLLECTI	3,012,754.14	3,382,258.49	3,551,260.00	3,551,260.00	3,078,559.92	3,725,435.60	3,725,435.60
620032	5298	TRASH REMOVAL-BAKERS IS	12,000.00	10,560.00	18,000.00	18,000.00	18,000.00	26,200.00	18,000.00
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	495.00	1,469.85	1,500.00	1,500.00	893.13	2,000.00	1,500.00
620032	5342	POSTAGE	9,700.00	8,000.00	8,500.00	8,500.00	8,500.00	8,500.00	8,500.00
620032	5381	PRINTING AND BINDING	342.00	275.68	1,000.00	1,000.00	-	1,000.00	1,000.00
620032	5421	OFFICE SUPPLIES (GEN	500.00	487.68	600.00	600.00	547.26	600.00	600.00
620032	5780	RECYCLING EXPENSES	12,156.02	15,760.87	22,300.00	22,300.00	11,016.80	22,300.00	22,300.00
	Total	**Trash Enterprise-Expenses**	**3,050,447.16**	**3,421,312.57**	**3,605,660.00**	**3,605,660.00**	**3,120,017.11**	**3,788,535.60**	**3,779,835.60**
235	**442**	**Department Total**	**3,135,038.13**	**3,505,983.58**	**3,706,362.00**	**3,706,362.00**	**3,187,916.65**	**3,889,236.26**	**3,876,199.19**

FY 2021 MANAGEMENT, BOARD MEMBERS AND PART-TIME SALARIES

Name		Dept Name	Org/Obj	Job Desc	Hire Date	Voted By Council FY 2020 52.2	Code	F T E	# Hours Wkly = 1	# Board Meetings	Current Rate FY 2020	Dept Prop Rate FY 2021	Dept Request FY 2021 52.1	Mayor Rate FY 2021	Mayor Propsed FY 2021 52.1
CRIPPS	CHERYL	235 SOLID WASTE-ENG	620031-5111	EXECUTIVE SECRETARY		16,542.14		0.34		34%	932.06	932.06	16,510.51	932.06	16,383.51
ERIC	DUFFY	235 SOLID WASTE-ENG	600131-5111	BUSINESS MGR/WTR REG		-		0.50		50%	1,538.46	1,538.46	40,076.92	1,538.46	39,768.64
KNOWLTON	DAVID	235 SOLID WASTE-ENG	620031-5111	City Engineer-DPS Director	5/21/2007	15,164.38		0.12		12%	2,420.88	2,420.88	15,135.34	2,420.88	15,018.92
ROSE	JULIE	235 SOLID WASTE-ENG	620031-5111	BUSINESS MGR/WTR REG	2/1/2007	36,356.43		0.50	Retired		1,358.99		-	-	-
						17,217.09		*0.34*				*Total AFSCME 1818*	*17,989.84*		*17,854.41*
						85,280.06		**1.80**	**Total Full Time - 5111**				**89,712.62**		**89,025.47**
INTERN		235 SOLID WASTE-ENG	620031-5111	PT INTERN		8,500.00			13.5	52 weeks	-	-	8,500.00	-	-
ALBERT	JIMMY	235 SOLID WASTE-ENG	620031-5111	PT INTERN	11/05/1991	6,420.60			10	hrs/wk	12.75	13.50	6,838.13	13.50	6,838.13
						14,920.60			**Total Partl Time - 5113**				**15,338.13**		**6,838.13**
		235 SOLID WASTE-ENG	620031-5131	OVERTIME		500.00							500.00		500.00
						100,700.66		**1.80**	**Department Total**				**105,550.74**		**96,363.59**

Full-Time Equivalent Employees:		
	FY 2019	**1.30**
	FY 2020	**1.30**
	FY 2021	**1.80**
	Variance 20 vs. 21	**0.50**

FY 2021 AFSCME 1818 UNION EMPLOYEE RATES

EMPLOYEE NAME		Department	Org/Object	Job Title	Job Start Date	Job Grp	Voted By Council FY 2020 52.2	F T E	Rate FY 2020	Incr FY21 0.0%	Rate FY 2021	STEP INCREASES Date	Rate	# Wks Old	# Wks New		Dept Request FY 2021 52.1	Mayor FY 2021 52.1
MCGRATH	RAYLEEN	235 SOLID WASTE-ENG	620031-5111	PRINCIPAL CLERK	12/18/17	2	17,217.09	0.34	995.86	1.000	995.86	12/18/2020	1,032.41	24.0	28.1	34%	17,989.84	17,854.41
							17,217.09	**0.34**									**17,989.84**	**17,854.41**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
ENGINEERING - SOLID WASTE - 235					
620032	**5291**	**SOLID WASTE COLLECTION/DISPOSAL**			
		WM Disposal-$75.65/ton at 11,600 tons (2.5% increase)	852,600.00	877,540.00	877,540.00
		Waste Management-weekly solid waste and bi weekly recycling pick-up (2.5% incr.)	2,075,504.00	2,127,391.60	2,127,391.60
		Recycling processing, assume 3,7500 tons at $90/ton (changes/month pay up to 93/month)	255,500.00	337,500.00	337,500.00
		DPS events/event dumpsters	18,000.00	18,000.00	18,000.00
		Transfer Station Yard Waste Removal-3 times annually	75,000.00	75,000.00	75,000.00
		One extra week yard waste pick-up	15,500.00	15,500.00	15,500.00
		Bulk Item Collection (assume 1100 per month) @16.97 per item (increase by 2.5%)	208,656.00	224,004.00	224,004.00
		Sharps Disposal-twice per month	8,500.00	8,500.00	8,500.00
		Replacement Carts-35 Monthly-$100 each	42,000.00	42,000.00	42,000.00
TOTAL			**3,551,260**	**3,725,436**	**3,725,436**
620032	**5298**	**BAKER'S ISLAND SOLID WASTE**			
		Baker's Island Trash	18,000	26,200	18,000
		Based on contract			
TOTAL			**18,000**	**26,200**	**18,000**
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**			
		Attending Professional organization seminars and meetings, along with training opportunities	1,500	1,500	1,500
		APWA National Congress	-	500	-
TOTAL			**1,500**	**2,000**	**1,500**
620032	**5342**	**POSTAGE**			
		Costs of mailing monthly trash bills to consumers	8,500	8,500	8,500
TOTAL			**8,500**	**8,500**	**8,500**
620032	**5381**	**PRINTING AND BINDING-**			
		printing for brochures, etc. and annual recycling calendars	1,000	1,000	1,000
TOTAL			**1,000**	**1,000**	**1,000**
620032	**5421**	**OFFICE SUPPLIES (GENERAL)**			
		General office supplies as needed	600	600	600
TOTAL			**600**	**600**	**600**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
620032	**5780**	**RECYCLING EXPENSES**			
		Funds for Waste Reduction Coordinator Mileage	5,000	5,000	5,000
		Constant Contact-electronic newsletter license	1,000	1,000	1,000
		Website hosting and support-GreenSalem.com-per IT's request-not part of IT	1,000	1,000	1,000
		E-Waste collection-pick up from DPS quarterly for dumped e-waste	5,500	5,500	5,500
		Six police details-2 book swaps, 4 E-Waste	1,800	1,800	1,800
		Public Stewardship, organization memberships	2,000	2,000	2,000
		Mass Recycle Membership	1,000	1,000	1,000
		General Expenses for events such as Clean Salem-Green Salem, Science Fairs, rentals, etc. banners, supplies, handouts, displays, etc.	5,000	5,000	5,000
TOTAL			**22,300**	**22,300**	**22,300**
TOTAL PROPOSED			**3,605,660**	**3,788,536**	**3,779,836**

Solicitor – Peg Access Enterprise Fund

Mission Statement – Why We Exist

The Solicitor is responsible for the management of the Peg Access contract between the City of Salem and any Municipal Cable and Telecommunications corporations providing services to Salem. An Enterprise Fund has been created shall account for these funds as required by M.G.L.

These corporation(s), currently Comcast, are obligated to provide the City of Salem with an amount identified by the contract. The fees are determined by the number of Comcast subscribers. These fees collected by Comcast are required to be forwarded to the City of Salem quarterly and are to be used to provide the City of Salem and the community, with access to Public Access Television.

In addition, the City of Salem has entered into a 10 year agreement with Salem Access Television (SATV), a non-profit organization, whose mission is to provide local access of their facility and equipment, Cable Television Systems, and educational programs to the community. An agreed amount is transferred to SATV quarterly.

CITY OF SALEM - FY 2021 OPERATING BUDGET

ORG	OBJ	ACCOUNT DESCRIPTION	Actuals 2018	Actuals 2019	Adopted Budget FY2020	Adjusted Budget FY2020	Y-T-D Expenses FY2020	Department FY2021	Mayor FY2021
PEG Access Enterprise									
6300302	5713	Expenses	-	-	526,250.00	526,250.00	471,154.56	691,250.00	691,250.00
	Total	**PEG Access Enterprise**	**-**	**-**	**526,250.00**	**526,250.00**	**471,154.56**	**691,250.00**	**691,250.00**
260		**Department Total**	**-**	**-**	**526,250.00**	**526,250.00**	**471,154.56**	**691,250.00**	**691,250.00**

FY 2021 DETAILED BUDGET REPORT
NON PAYROLL EXPENSES

ORG	OBJECT	DESCRIPTION	Voted by Council 2020	Department Request 2021	Mayor 2021
SOLICITOR - 260		**PEG ACCESS ENTERPRISE**			
6300302	**5713**	**Expenses**			
		SATV - Salem Television Access Fees (quarterly payments)	495,000	660,000	660,000
		Fiber Equipment (part of quarterly payment paid to city for fiber)	31,250	31,250	31,250
TOTAL			**526,250**	**691,250**	**691,250**
TOTAL PROPOSED			**526,250**	**691,250**	**691,250**