

The Budget Process

The Budget and Appropriation Process

The budget document is the instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The legalistic view is that a budget is a plan of financial operation embodying an estimate of proposed expenditures for a given period of time and the proposed means of financing them. In a much more general sense, budgets may be regarded as devised to aid management to operate an organization more effectively. In the general sense, budgets are the financial expression of plans prepared by managers for operating an organization during a time period and for changing its physical facilities and its capital structure.

The budget preparation process for all Cities is governed by Massachusetts General Law (MGL) Ch. 44. The General Laws require that the budget be supported by revenues earned during the year plus any savings from prior years. The General Laws also requires public involvement in the process, including the requirement for a public hearing on the proposed budget.

The Mayor provides leadership in the budget process by developing budgetary policy and working closely with department heads and the City Council to assure that the process identifies community needs and priorities and develops a farsighted and well-crafted plan. The Mayor initiates the budget process that provides the policy context for identification of priorities and development of initiatives.

Within 170 days after the annual organization of the city government (which is ordinarily in early January), the Mayor is required to submit a budget of proposed expenditures for the fiscal year beginning on the next July 1. The City Council may make appropriations for the recommended purposes and may reduce or reject any item. Without a recommendation of the Mayor, the City Council may not increase any item or make an appropriation for a purpose not included in the proposed budget (except by a two-thirds vote in case of the failure of the Mayor to recommend an appropriation for such a purpose within 7 days after a request from the City Council). If the City Council fails to act on any item of the proposed budget within 45 days, that item takes effect.

If the Mayor does not make a timely budget submission, provision is made for preparation of a budget by the City Council. Provision is also made for supplementary appropriations upon recommendation of the Mayor. Enterprise Fund expenditures are required to be included in the budget adopted by the City Council. The school budget is limited to the amount appropriated by the City Council, but the school committee retains full power to allocate the funds appropriated.

Under certain circumstances and subject to certain limits and requirements, the city council of a city, upon the recommendation of the Mayor, may transfer amounts appropriated for the use of the department (except for a municipal light department or a school department) to another appropriation for the same department or for the use of any other department.

Commencing September 1, 1992, the City established enterprise funds in accordance with Chapter 44, Section 531F 1/2, of the General Laws for the City's water and sewer services. In FY 2007 the City established an enterprise fund for Trash Disposal.

The Finance Department prepares budget packages for each department in January. The Mayor holds a City-wide budget meeting, attended by all department heads and finance personnel, concerning a general overview of the state of the economy, and to outline specific guidelines dictating the preparation of individual department budgets. In consultation with the Finance Department, each department then prepares an operating budget and a mission statement outlining the projected goals for the future. These operating budgets are submitted to the Finance Department for review and entry into the computerized accounting system. The budgets are then prepared for the Mayor's review.

In March and April, each department head meets with the Mayor, Mayor's Chief Administrative Aide, Finance Director, and Assistant Finance Director to review their proposed budgets and program changes for the coming year. As the proposed budgets are reviewed by the Mayor, the budgets submitted may be adjusted based on the individual needs of each department. During the months of April and May, the Mayor finalizes the Annual Budget document for submission to the City Council. The proposed budget documentation is prepared by the Finance Department. The City Council accepts the budget and submits it to the subcommittee on Administration and Finance. The City Council Subcommittee on Administration and Finance then holds subcommittee meetings with the Mayor, Finance Director, Assistant Finance Director, and Department heads to review each departmental budget. The budget must be approved by a majority vote of the City Council within 45 days of receipt of the budget, but no later than June 30th of each year.

The school department budgets are prepared by the Superintendent of Schools and the School Business Manager. The school budget is reviewed and approved by the School Committee, and subsequently submitted to the City Finance Department for inclusion in the City Budget presented to the City Council for approval and appropriation.

WHAT IS A BALANCED BUDGET?

A budget is considered in balance when revenues are equal to, or exceed expenditures. This is a requirement of all Massachusetts communities.

THE BUDGET FORMAT

The budget summary contains summary totals from all operating segments. The revenue section details revenue sources with expected trends. Each departmental section contains a department mission statement and financial data relating to the entire department, including personnel detail. The enterprise section includes revenue and expenditure trends of the self-sustaining enterprise funds along with departmental goals. The CIP section details all expected capital program outlays in the current fiscal year, as well as a summary of the next following years.

BUDGET AMENDMENTS

Budget Amendment Increases – Any increase to the budget must be submitted to the City Council by the Mayor for approval. Budget amendments usually occur from transfers from other special revenue funds (usually receipts reserved for appropriation funds), free cash appropriations in general fund,

Budgeting & Accounting Practices

The *basic financial statements* of the City of Salem, Massachusetts are prepared in accordance with Generally Accepted Accounting Principles (GAAP) in the United States of America. The Governmental Accounting Standards Board (GASB) is the recognized standard-setting body for establishing governmental accounting and financial reporting principles. The significant accounting policies are described herein.

For budgetary financial reporting purposes, the Uniform Municipal Accounting System (UMAS) basis of accounting (established by the Commonwealth of Massachusetts) is followed, which differs from the GAAP basis of accounting are listed below. A reconciliation of budgetary-basis to GAAP-basis results for the general fund for the fiscal year ended June 30th, can be found in the City's Comprehensive Annual Financial Statement (CAFR) at the following website: <https://www.salem.com/auditor-director-finance/pages/financial-statements> .

Basis of Accounting & Budgeting

The *basis of accounting* and the *basis of budgeting* determine when revenues and expenditures are recognized for the purposes of financial reporting and budget control. Accounting on a *cash basis* means that revenues and expenditures are recorded when cash is actually received or paid out. Most large businesses employ *full accrual accounting* in which revenue are recorded when earned (rather than when received), and expenditures are recognized when an obligation to pay is incurred (rather than when the payment is made). Capital expenses (the cost of acquiring tangible assets) are recognized over the life of the asset, not when the asset is purchased.

Governments typically employ a hybrid basis of accounting termed *modified accrual*. Under this system, revenues are recognized when they become measurable and available; expenditures are recognized when the obligation to pay is incurred. Capital expenditures are recognized at the time of purchase. This means that governments may experience significant increases and decreases in total expenditures from year to year because capital expenses tend to be large and unevenly timed. To help explain year to year expenditure trends, capital expenditures are reported separately from operating costs in this budget document.

The City of Salem uses modified accrual accounting and budgeting for its governmental fund types which include the general fund, special revenue funds, and capital project funds. For proprietary fund types (enterprise funds) the city uses full accrual accounting and budgeting.

Fund Accounting

Fund accounting is an accounting system organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures, or expenses as appropriate. Resources are allocated to and accounted for in individual funds based upon purposed for which they are to be spent and the

means by which spending activities are controlled. Fund accounting is used by states and local governments and by not-for-profit organizations that need to account for resources the use of which is restricted by donors or grantors.

Types of Funds

There are seven types of funds that can be used, as needed, by state and local governments, both general purpose and limited purpose. The types of funds are as follows:

Governmental Funds

1. ***The General Fund*** – The General Fund is the major operating fund of municipal governments, and it accounts for most municipal operations. The General Fund is supported by revenues from real estate and personal property taxes, state and federal aid, excise taxes, investment income, fines and forfeitures, and fees and charges. Most of the municipal departments, including the schools, are supported in whole or in part by the General Fund.
2. ***Special Revenue Funds*** – to account for the proceeds of specific revenue sources (other than expendable trust or for major capital projects) that are legally restricted to expenditures for specific purposes. These funds are used mostly for donations, state, federal, and other intergovernmental revenue, and expenditures.
3. ***Capital Projects Funds*** – to account for financial resources to be used for the acquisition or construction of major capital facilities – other than those financed by proprietary funds and trust funds.
4. ***Debt Service Funds*** – to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Proprietary Funds

5. ***Enterprise Funds*** – to account for operations (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided the periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.
6. ***Internal Service Funds*** – to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost-reimbursement basis.

Fiduciary Funds

7. ***Trust and Agency Funds*** – to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds. These include (a) expendable trust funds, (b) nonexpendable trust funds, (c) pension trust funds, and (d) agency funds.

Governmental Accounting- The modified accrual basis of accounting, as appropriate, should be utilized in measuring financial position and operating results.

Governmental fund revenues and expenditures should be recognized on the modified accrual basis. Revenues should be recognized in the accounting period in which they become available and measurable. Expenditures should be recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt, which should be recognized when due.

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

Fiduciary fund revenues and expense or expenditures (as appropriate) should be recognized on the basis consistent with the fund's accounting measurement objective. Nonexpendable trust and pension trust funds (and investment trust funds) should be accounted for on the accrual basis; expendable trust funds should be accounted for on the modified accrual basis. Agency fund assets and liabilities should be accounted for on the modified accrual basis.

Transfers should be recognized in the accounting period in which the interfund receivable or payable arises.

Fund Balance & Fund Equity – The arithmetic difference between the amount of financial resources and the amount of liabilities recorded in the fund is the FUND EQUITY. Residents of the governmental unit have no legal claim on any excess of liquid assets over current liabilities; therefore, the Fund Equity is not analogous to the capital accounts of an investor-owned entity. Accounts in the Fund Equity category of the General Fund and special revenue funds consist of reserve accounts established to disclose that portions of the equity are not available for appropriation (reserved or designated); the portion of equity available for appropriation is disclosed in an account called FUND BALANCE.

Annual Audits

At the close of each fiscal year, state law requires the City of Salem to publish a complete set of financial statements in conformity with accounting principles generally accepted in the United States of America (GAAP), and that are audited in accordance with generally accepted auditing standards by a firm of licensed certified public accountants. Pursuant to that requirement, the City of Salem has been audited by the firm of Powers & Sullivan, Certified Public Accountants, of Wakefield, Massachusetts. A copy of the most current CAFR and prior fiscal year financial statements can be found on the City's website at <https://www.salem.com/auditor-director-finance/pages/financial-statements>.

Reporting Entity

For financial reporting purposes, the City has included all funds, organizations, agencies, boards, commissions and institutions. The City has also considered all potential component units for which it is financially accountable as well as other organizations for which the nature and significance of their relationship with the City are such that exclusion would cause the basic financial statements to be misleading or incomplete. As required by GAAP, these

basic financial statements present the City (the primary government) and its component units. One entity has been included as a component unit in the reporting entity, because of the significance of its operational and/or financial relationship.

Blended Component Units – Blended component units are entities that are legally separate from the City, but are so related that they are, in substance, the same as the City, or entities providing services entirely or almost entirely for the benefit of the City. The following component unit is blended within the Fiduciary Funds of the primary government:

The Salem Contributory Retirement System (CRS) was established to provide retirement benefits to City employees, the Salem Housing Authority employees, the South Essex Sewerage District employees, the Salem-Beverly Water Supply Board employees, the North Shore Regional Vocational School employees and their beneficiaries. The System is governed by a five-member board comprised of the Finance Director (ex-officio), two members elected by the System’s participants, one member appointed by the Mayor and one member appointed by the other board members. The CRS is presented using the accrual basis of accounting and is reported as a pension trust fund in the fiduciary fund financial statements.

The City is a member of the South Essex Sewerage District (SESD), a joint venture with the Cities of Salem and Beverly and the Towns of Danvers and Marblehead, for the operation of a septage disposal facility. The members share in overseeing the operations of SESD. Each member is responsible for its proportionate share of the operational costs of the SESD, which are paid in the form of assessments. Complete financial statements for the District can be obtained by contacting them at 50 Fort Avenue, Salem, MA 01970.

The City is a member of the Salem-Beverly Water Supply Board (SBWSB), a joint venture with the City of Beverly for the operation of a water distribution system. The City does not have an equity interest in the Salem-Beverly Water Supply Board. Complete financial information for the SBWSB can be obtained by contacting them at 50 Arlington Avenue, Beverly, MA 01915.

Availability of Financial Information for Component Units

The Salem Contributory Retirement System does not issue separate audited financial statement. The CRS issues a publicly available unaudited financial report in accordance with guidelines established by the Commonwealth of Massachusetts’ (Commonwealth) Public Employee Retirement Administration Commission (PERAC). That report may be obtained by contacting the CRS located at 20 Central Street, Suite 110, Salem, Massachusetts 01970.

Government-Wide and Fund Financial Statements

Government-Wide Financial Statements

The government-wide financial statements (i.e., statement of net assets and the statement of changes in net assets) report information on all of the non-fiduciary activities of the primary government and its component units. *Governmental activities*, which are primarily supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which are supported primarily by user fees and charges.

Fund Financial Statements

Separate financial statements are provided for governmental funds, proprietary funds, and fiduciary funds, even though fiduciary funds are excluded from the government-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements. Non-major funds are aggregated and displayed in a single column.

Major Fund Criteria

Major funds must be reported if the following criteria are met:

- If the total assets, liabilities, revenues, or expenditures/expenses of an individual governmental or enterprise fund are at least 10 percent of the corresponding element (assets, liabilities, etc.) for all funds of that category or type (total governmental or total enterprise funds), *and*
- If the total assets, liabilities, revenues, or expenditures/expenses of the individual governmental fund or enterprise fund are at least 5 percent of the corresponding element for all governmental and enterprise funds combined.

Additionally, any other governmental or enterprise fund that management believes is particularly significant to the basic financial statements may be reported as a major fund.

Internal service funds and fiduciary funds are reported by fund type.

Measurement Focus, Basis of Accounting and Financial Statement Presentation

Government-Wide Financial Statements

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred. Real estate and personal property taxes are recognized as revenues in the fiscal year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

The statement of activities demonstrates the degree to which the direct expenses of a particular function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include the following:

- Charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment.
- Grants and contributions are restricted to meeting the operational requirements of a particular function or segment.
- Grants and contributions are restricted to meeting the capital requirements of a particular function or segment.

Taxes and other items not identifiable as program revenues are reported as general revenues.

For the most part, the effect of inter-fund activity has been removed from the government-wide financial statements. However, the effect of inter-fund services provided and used between functions is not eliminated as the elimination of these charges would distort the direct costs and program revenues reported for the functions affected.

Fund Financial Statements

Governmental fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred, except for un-matured interest on general long-term debt which is recognized when due, and certain compensated absences, claims and judgments which are recognized when the obligations are expected to be liquidated with current expendable available resources.

Real estate and personal property tax revenues are considered available if they are collected within 60 days after fiscal year-end. Investment income is susceptible to accrual. Other receipts and tax revenues become measurable and available when the cash is received and are recognized as revenue at that time.

Entitlements and shared revenues are recorded at the time of receipt or earlier if the susceptible to accrual criteria is met. Expenditure driven grants recognize revenue when the qualifying expenditures are incurred, and all other grant requirements are met.

The following major governmental funds are reported:

The *general fund* is the primary operating fund. It is used to account for all financial resources, except those that are required to be accounted for in another fund.

The *stabilization fund* is a special revenue fund used to account for the accumulation of resources to be used for general and/or capital purposes upon approval of City Council.

The *school capital projects fund* is used to account for the ongoing construction and renovations of the City's school buildings.

The non-major governmental funds consist of other special revenue, capital projects and permanent funds that are aggregated and presented in the *non-major governmental funds*' column on the governmental funds financial statements. The following describes the general use of these fund types:

The *special revenue fund* is used to account for the proceeds of specific revenue sources (other than permanent funds or capital projects funds) that are restricted by law or administrative action to expenditures for specified purposes.

The *capital projects fund* is used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Enterprise Funds).

The *permanent fund* is used to account for financial resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the governmental programs.

Proprietary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the proprietary funds principal ongoing operations. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

The following major proprietary funds are reported:

- The *sewer enterprise fund* is used to account for the sewer activities.
- The *water enterprise fund* is used to account for the water activities.
- The *golf course enterprise fund* is used to account for the golf course activities.
- The *parking activities enterprise fund* is used to account for parking activities.
- The *trash enterprise fund* is used to account for the solid waste disposal activities.

Additionally, the following proprietary fund type is reported:

The *internal service fund* is used to account for the financing of services provided by one department to other departments or governmental units. This fund is used to account for risk financing activities related to retirees' health insurance.

Fiduciary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting except for the Agency Fund, which has no measurement focus. Fiduciary funds are used to account for assets held in a trustee capacity for others that cannot be used to support the governmental programs.

The following fiduciary fund types are reported:

The *pension trust fund* is used to account for the activities of the System, which accumulates resources to provide pension benefits to eligible retirees and their beneficiaries.

The *private-purpose trust fund* is used to account for trust arrangements that exclusively benefit individuals, private organizations, or other governments. Some of these trusts have donor restrictions and trustee policies that do not allow the endowment portion and any unrealized appreciation to be spent. The donor restrictions and trustee policies only allow the trustees to authorize spending of the realized investment earnings. The City's educational scholarships and housing subsidy trust funds are accounted for in this fund.

The *agency fund* is used to account for assets held in a purely custodial capacity. The City's agency funds consist primarily of payroll withholdings, police and fire details, escrow deposits and unclaimed property.

Government-Wide and Fund Financial Statements

Private-sector standards of accounting and financial reporting issued prior to December 1, 1989, generally are followed in both the government-wide and proprietary fund financial statements to the extent that those standards do not conflict with or contradict guidance of the Governmental Accounting Standards Board. Governments also have the option of following subsequent private-sector guidance for their business-type activities and enterprise funds, subject to this same limitation. The government has elected not to follow subsequent private-sector guidance.

or retained earnings appropriations within the Enterprise Funds. They can also be voted as an additional appropriation to the budget to be offset by property taxes, local revenue, state aid, and reserves prior to the tax rate being set in December of each year.

Budget Amendment Transfers– Budget transfers within the school department are submitted to the School Committee for their approval, and are processed by the Finance Department once approved. Budget transfers for City (non-school) budgets, either between personnel and non-personnel line items or between departments, must be submitted to City Council for their approval. This is due to the fact that the City Council votes the original budget as follows:

- City Budgets – The City Council votes each personnel and non-personnel line separately within each departmental unit.
- School Budgets - The City Council votes the TOTAL for the school budget, not separate departments and/or organizational units as they do for the City budgets.

On June 27, 2013 the Salem City Council adopted the Department of Revenue, Division of Local Services Bulletin IGR no. 06-209 from May 2006 Section C2. This section refers to the alternative year end procedure which allows budget transfers during May and June and the first fifteen days of July, upon recommendation of the Mayor, of any departmental appropriation to another appropriation within the same department, not to exceed three percent of the department's annual budget. The Finance Department will provide the City Council Administration and Finance Committee with a list of these budget transfers in addition to the regular budget transfers provided in the A&F monthly report.

BUDGET GOALS

Policy Driven Planning: The budget is developed based upon community values and key City strategic financial and program policies. The City's Five Year Financial Forecast provides the nexus between the long-term financial plan and budgetary development. The plan includes a comprehensive multi-year projection of the financial position and budget projections, including documentation of revenue and cost assumptions and projections.

Program of Services for the Community: The budget is designed to focus on financial information and missions and goals that have value added outcomes to the community through City services. The Mayor and the City Council will use the City's fundamental principles as a basis for allocation choices and policy discussions. It also provides a basis for measuring progress toward goals during the budget period.

Financial Plan of Allocation and Resource Management: The budget establishes the plan and legal appropriations to allow the City to operate during the fiscal year. The budget provides specific direction for departments and agencies for management of resources. It also provides broad goals related to the City's overall financial position and identifies business decisions required to keep the City financially viable and strong. It is developed using all available financial and planning reviews, including the Five-Year Financial Forecast and the five-year rolling Capital Improvement Program.

Communication Tool: The budget is intended to communicate to a broad range of readers, both locally and around the region, as well as the larger governmental and financial community. The budget expresses priorities and goals, assignments and plans, and targets and hopes. It is a key statement of City priorities, and is meant to provide confidence in, and confirmation of, the Ordinance mandated Mayor form of government.

Major & Non-Major Funds Overview

Major Governmental Funds

There are two types of major governmental funds – General Funds and Enterprise Funds. These funds are voted as part of the annual city budget.

General Fund

The General Fund is the major operating fund of municipal governments, and it accounts for the vast majority of municipal operations. The General Fund is supported by revenues from real estate and personal property taxes, state and federal aid, excise taxes, investment income, fines and forfeitures, and fees and charges. Most of the municipal departments, including the schools, are supported in whole or in part by the General Fund.

Enterprise Funds

Enterprise funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided the periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

The City of Salem currently has three (3) enterprise funds – Sewer Enterprise Fund, Water Enterprise Fund and Trash Enterprise Funds.

Non-major Governmental Funds

Revolving funds are the only non-major governmental funds that are required to be voted on annually. A list of those funds and their purposes can be found later in this section. A description of all non-major governmental funds are listed below.

Special Revenue Funds

Special revenue funds are used to account for specific revenues that are legally restricted to expenditure for particular purposes.

- ***City Grants Fund***- This fund is used to account for non-school related activity specifically financed by federal, state, and other grants which are designated for specific programs.
- ***School Grants Fund***- This fund is used to account for the educational programs specifically financed by federal, state, and other grants which are designated for specific programs.
- ***Community Development Grants Fund***- This fund is used to account for community development activity specifically financed by federal, state, and other grants which are designated for specific programs.
- ***School Lunch Fund***- This fund is used to account for all cafeteria activities and is funded by user charges, federal and state grants and commodities received.
- ***Highway Grants Fund***- This fund is used to account for construction, re-construction, and improvements to roadways, streets and sidewalks. Funding is provided primarily by grants.
- ***Donations and Gifts Fund***- This fund is used to account for gifts which have been accepted by the City to be used for the purpose specified by the donor.
- ***Receipts Reserved Fund***- This fund is used to account for receipts reserved for appropriation for Golf Course, Witch House and Harbormaster.
- ***City Revolving Accounts Fund***- This fund is used to account for non-school related revolving funds specifically allowed by the laws of the Commonwealth of Massachusetts. These funds are expended for purposes specified by the enabling statute.
- ***School Revolving Accounts Fund***- This fund is used to account for school related revolving funds specifically allowed by the laws of the Commonwealth of Massachusetts. These funds are expended for purposes specified by the enabling statutes.

Capital Project Funds

Capital Project funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities and equipment other than those financed by proprietary funds and trust funds.

- ***Capital Improvement Plan Fund-*** These funds are used to account for the budgeted capital improvements voted on an annual basis.
- ***Other Funds*** – This fund is used to account for various capital projects.

Permanent Funds

Permanent funds are used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support governmental programs.

- ***Cemetery Fund-*** This fund is used to account for cemetery perpetual care contributions and expenditures.
- ***Human Service Fund-*** This fund is used to account for various contributions associated with human service activities.
- ***Other Funds-*** This fund is used to account for various contributions associated with governmental programs.

Private Purpose Trust Funds

- ***Trust Fund Commissioners-*** This fund is used to account for trusts held by the City to benefit individuals and is administered by the City's Board of Trust Fund Commissioners.
- ***Scholarship Funds-*** This fund is used to account for scholarships held by the City to benefit individuals.

Agency Fund

This fund is used primarily to account for payroll withholdings, police and fire details, escrow deposits and unclaimed property.

Stabilization Fund

A stabilization fund is a fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose (MGL Ch. 40 §5B). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax levy. The total of all stabilization fund balances shall not exceed ten percent of the community's equalized value, and any interest shall be added to and become a part of the funds. A two-thirds vote of the city council is required to establish, amend the purpose of, or appropriate money from the stabilization fund. More information on stabilizations fund can be found in Section 6.

Departmental Fund Relationships

Department	Sub Department	Index #	Governmental Funds				Enterprise Funds				Trust & Agency Funds			
			Major	Non-Major	Non-Major	Non-Major	Major	Major	Major	Major	Non-Major	Non-Major	Non-Major	Non-Major
			General Fund	Special Revenue Funds	Revolving Funds	Capital Projects	Water	Sewer	Trash	Peg Access - Cable TV Access	Permanent Trust Funds - Cemetary & Other	Private Scholarships & Trust Commissioners	Agency Funds - WH, Escrow, Details, etc.	Stabilization Funds
			Appropriated				Appropriated							Appropriated
Mayor	Executive	1	Yes	Yes	Yes	Yes					Yes	Yes		
City Clerk	Legislative- City Council	2	Yes											
	City Clerk	3	Yes											
	Elections & Registrations	3	Yes	Yes										
Assessors	Board of Assessors	4	Yes								Yes			
Collector	Tax Collections	5	Yes										Yes	
Data Processing	Information Technology/GIS	6	Yes			Yes								
	Fixed Costs	6	Yes											
Finance	Accounting	7	Yes											
Traffic & Parking	General Operation	8	Yes	Yes		Yes								
Purchasing	Purchasing	9	Yes										Yes	
	Fixed Costs	9	Yes											
Treasurer	Treasury Services	10	Yes										Yes	
	Debt Service	10	Yes											
	Short Term Debt	10	Yes											
	North Shore Regional Voc Schoc	10	Yes											
	State Assessments	10	Yes											
	Contributory Retirement	10	Yes											
	Non-contributory Pensions	10	Yes											
	Medicare	10	Yes											
	Municipal Insurance	10	Yes											
Solicitor-Licensing	Legal Services & Licensing	11	Yes							Yes				
Human Resources	Personnel	12	Yes	Yes										
	Workmen's Compensation	12	Yes											
	Unemployment Compensation	12	Yes											
	Group Insurance	12	Yes											
Fire	Fire Suppression	13	Yes	Yes	Yes	Yes							Yes	
Police	Citizen Protection	14	Yes	Yes		Yes					Yes		Yes	

Departmental Fund Relationships

Department	Sub Department	Index #	Governmental Funds				Enterprise Funds				Trust & Agency Funds			
			Major	Non-Major	Non-Major	Non-Major	Major	Major	Major	Major	Non-Major	Non-Major	Non-Major	Non-Major
			General Fund	Special Revenue Funds	Revolving Funds	Capital Projects	Water	Sewer	Trash	Peg Access - Cable TV Access	Permanent Trust Funds - Cemetary & Other	Private Scholarships & Trust Commissioners	Agency Funds - WH, Escrow, Details, etc.	Stabilization Funds
			Appropriated				Appropriated							Appropriated
Harbormaster	Harbormaster	15	Yes	Yes	Yes	Yes								
Public Property	Building/Plumbing/Gas Insp	16	Yes		Yes									
	Zoning Appeals	16	Yes											
	Fixed Costs	16	Yes											
Health - Board of	Administration & Support	17	Yes	Yes	Yes	Yes								
Electrical	Electrical Inspection & Maint	18	Yes		Yes	Yes								
Planning	General Administration	19	Yes	Yes	Yes	Yes								
	Conservation Commission	19	Yes											
	Planning Board	19	Yes											
	Market & Tourism	19	Yes											
	Historic Preservation	19	Yes											
Public Services	Administration & Support	20	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes		Yes	
	Snow and Ice	20	Yes											
Engineering	Engineering	21	Yes	Yes	Yes	Yes	Yes	Yes	Yes				Yes	
Recreation	Administration & Support	22	Yes	Yes	Yes	Yes						Yes		
	Golf Course	22	Yes	Yes		Yes							Yes	
	Witch House	22	Yes	Yes									Yes	
	Pioneer Village	22	Yes											
	Winter Island	22	Yes		Yes	Yes								
Council On Aging	Administration & Support	23	Yes	Yes	Yes	Yes								
Library	Administration & Support	24	Yes	Yes		Yes					Yes			
Veterans Agent	Administration & Support	25	Yes	Yes										
GF Trans Out	Trans Out	27	Yes	Yes		Yes								Yes
School	School	26	Yes	Yes	Yes	Yes					Yes	Yes	Yes	
ENTERPRISE FUNDS														
Sewer Enterprise	Public Services	28				Yes	Yes	Yes	Yes					
	Engineering	28				Yes	Yes	Yes	Yes					

Departmental Fund Relationships

Department	Sub Department	Index #	Governmental Funds				Enterprise Funds				Trust & Agency Funds			
			Major	Non-Major	Non-Major	Non-Major	Major	Major	Major	Major	Non-Major	Non-Major	Non-Major	Non-Major
			General Fund	Special Revenue Funds	Revolving Funds	Capital Projects	Water	Sewer	Trash	Peg Access - Cable TV Access	Permanent Trust Funds - Cemetary & Other	Private Scholarships & Trust Commissioners	Agency Funds - WH, Escrow, Details, etc.	Stabilization Funds
			Appropriated				Appropriated							Appropriated
Treasurer	Debt Service	28					Yes	Yes	Yes					
	Sort Term Debt Service	28					Yes	Yes	Yes					
	SESD Assessment	28					Yes	Yes	Yes					
	Insurance Deductible	28					Yes	Yes	Yes					
Water Enterprise	Public Services	29				Yes	Yes	Yes	Yes					
	Engineering	29				Yes	Yes	Yes	Yes					
Treasurer	Water Long Term Debt	29					Yes	Yes	Yes					
	Water Short Term Debt	29					Yes	Yes	Yes					
	SBWSB Assessment	29					Yes	Yes	Yes					
	Insurance Deductible	29					Yes	Yes	Yes					
Trash Enterprise	Engineering	30					Yes	Yes	Yes					
Peg Access	Solicitor	31								Yes				

MAJOR & NON MAJOR FUNDS - CHANGES IN FUND BALANCE

General Fund - 100

MAJOR

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2012	5,941,952.00	6,927,279.00	985,327.00	
2013	6,927,279.00	9,113,053.00	2,185,774.00	32%
2014	9,113,053.00	7,647,714.00	(1,465,339.00)	-16%
2015	7,647,714.00	6,761,445.00	(886,269.00)	-12%
2016	6,761,445.00	7,309,209.67	547,764.67	8%
2017	7,309,209.67	7,780,093.84	470,884.17	6%
2018	7,780,093.84	7,243,321.87	(536,771.97)	-7%
2019	7,243,321.87	8,690,995.41	1,447,673.54	20%
2020	8,690,995.41	12,223,007.00	3,532,011.59	41%
2021	12,223,007.00	20,043,457.00	7,820,450.00	64%
2022	20,043,457.00	20,043,457.00	-	0%

Est.

The objective of the General Fund is to raise revenue to cover expenses for the fiscal year. FY 2021 saw an increase due in local receipts, cannabis, excise tax, parking fees.

Sewer Enterprise Fund - 6000

MAJOR

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2012	729,765.97	640,064.23	(89,701.74)	
2013	640,064.23	1,704,140.00	1,064,075.77	166%
2014	1,704,140.00	2,789,557.00	1,085,417.00	64%
2015	2,789,557.00	1,968,687.00	(820,870.00)	-29%
2016	1,968,687.00	3,044,316.83	1,075,629.83	55%
2017	3,044,316.83	3,304,394.36	260,077.53	9%
2018	3,304,394.36	2,703,564.03	(600,830.33)	-18%
2019	2,703,564.03	3,683,860.63	980,296.60	36%
2020	3,683,860.63	3,811,623.00	127,762.37	3%
2021	3,811,623.00	4,475,940.00	664,317.00	17%
2022	4,475,940.00	4,475,940.00	-	0%

Est.

Fee Increases in 2021 and 2022 to cover projected expenditures.

Water Enterprise Fund - 6100

MAJOR

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2012	450,153.47	(218,737.73)	(668,891.20)	
2013	(218,737.73)	542.00	219,279.73	-100%
2014	542.00	(466,988.00)	(467,530.00)	-86260%
2015	(466,988.00)	(165,558.00)	301,430.00	-65%
2016	(165,558.00)	-	165,558.00	-100%
2017	-	-	-	0%
2018	-	-	-	0%
2019	-	-	-	0%
2020	-	-	-	0%
2021	-	-	-	0%
2022	-	-	-	0%

Fee Increases in 2021 and 2022 to cover projected expenditures.

Trash Enterprise Fund - 6200

MAJOR

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2012	66,613.27	110,107.76	43,494.49	
2013	110,107.76	323,739.00	213,631.24	194%
2014	323,739.00	480,117.00	156,378.00	48%
2015	480,117.00	327,689.00	(152,428.00)	-32%
2016	327,689.00	446,378.94	118,689.94	36%
2017	446,378.94	530,887.17	84,508.23	19%
2018	530,887.17	324,421.69	(206,465.48)	-39%
2019	324,421.69	113,461.18	(210,960.51)	-65%
2020	113,461.18	526,978.00	413,516.82	364%
2021	526,978.00	760,534.00	233,556.00	44%
2022	760,534.00	760,534.00	-	0%

Est.

Balance in retained earnings to be used for future capital needs and recycling initiatives. Fees increased in FY16 due to new trash contractor and increased prices.

MAJOR & NON MAJOR FUNDS - CHANGES IN FUND BALANCE

Stabilization Fund - 8301

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2012	2,736,776.70	3,453,722.00	716,945.30	
2013	3,453,722.00	3,438,798.74	(14,923.26)	0%
2014	3,438,798.74	5,173,812.00	1,735,013.26	50%
2015	5,173,812.00	5,440,226.00	266,414.00	5%
2016	5,440,226.00	5,331,962.97	(108,263.03)	-2%
2017	5,331,962.97	6,037,015.34	705,052.37	13%
2018	6,037,015.34	6,511,290.45	474,275.11	8%
2019	6,511,290.45	7,397,757.43	886,466.98	14%
2020	7,397,757.43	9,111,336.91	1,713,579.48	23%
2021	9,111,336.91	10,043,960.01	932,623.10	10%
2022	10,043,960.01	10,943,960.01	900,000.00	9%

Est

Increases due to Finance Policy of 20% of Free Cash to Stabilization

We anticipate at least 800K to 900K annually to be transferred in from free cash.

City policy is to have 5% of annual general fund budget in stabilization fund.

Stabilization Retirement Anticipation Fund - 8311

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2012	256,088.78	130,520.06	130,520.06	
2013	130,520.06	195,088.47	64,568.41	49%
2014	195,088.47	297,018.62	101,930.15	52%
2015	297,018.62	462,839.00	165,820.38	56%
2016	462,839.00	577,501.10	114,662.10	25%
2017	577,501.10	729,441.30	151,940.20	26%
2018	729,441.30	181,555.62	(547,885.68)	-75%
2019	181,555.62	380,808.33	199,252.71	110%
2020	380,808.33	452,314.00	71,505.67	19%
2021	452,314.00	734,710.61	282,396.61	62%
2022	734,710.61	734,710.61	-	0%

Est.

Changes due to of retirements during fiscal year. City policy is to build this fund balance to cover unanticipated retirements in current and future fiscal years.

At the end of each fiscal year we transfer free cash to this fund.

This fund fluxuates greatly due to the number of retirements during each year year and free cash available for transfer at year end.

Capital Improvement Fund (Short Term) - 2000

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2012	925,548.18	1,253,909.23	(117,248.63)	
2013	1,253,909.23	1,681,855.79	427,946.56	34%
2014	1,681,855.79	2,441,168.85	759,313.06	45%
2015	2,441,168.85	2,256,852.55	(184,316.30)	-8%
2016	2,256,852.55	3,277,260.42	1,020,407.87	45%
2017	3,277,260.42	2,406,827.45	(870,432.97)	-27%
2018	2,406,827.45	1,543,760.49	(863,066.96)	-36%
2019	1,543,760.49	1,859,667.87	315,907.38	20%
2020	1,859,667.87	2,315,097.70	455,429.83	24%
2021	2,315,097.70	3,476,793.64	1,161,695.94	50%
2022	3,476,793.64	4,376,793.64	-	26%

This fund is used for unanticipated and smaller capital needs that is not bonded during the fiscal year. Twenty percent of free cash is appropriated annually to this fund

Other Post Employment Benefits(OPEB)-8313

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
2012	50,000.00	381,012.37		
2013	381,012.37	675,003.22	293,990.85	77%
2014	675,003.22	1,353,522.49	678,519.27	101%
2015	1,353,522.49	1,534,442.50	180,920.01	13%
2016	1,534,442.50	1,749,486.90	215,044.40	14%
2017	1,749,486.90	2,189,298.64	439,811.74	25%
2018	2,189,298.64	2,572,669.85	383,371.21	18%
2019	2,572,669.85	3,042,850.49	470,180.64	18%
2020	3,042,850.49	3,511,488.16	468,637.67	15%
2021	3,511,488.16	4,914,890.22	1,403,402.06	40%
2022	4,914,890.22	5,114,890.22	200,000.00	4%

Increases due to 5% free cash added to fund annually per financial policy and interest income. Originally 10% reduced to 5% in FY 2015.

Performance Management & Measurers

The Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award program requires all submitting agencies to incorporate Performance Management and Performance Measurers into their budget. The City of Salem is continuing to incorporate those ideas and strategies as part of the overall operation and management of the City.

The City has recently started a SalemStat program which uses performance measurers to determine where efficiencies can be applied based on statistical data. In the next few pages, you will see the Police, Fire and Department of Public Services SalemStat data. The Mayor and her staff hope to use these statistics to better understand how to use city resources in more efficient ways.

City of Salem conducts an annual citizen survey on the City's website (www.salem.com) that allowed all citizens of Salem to voice their opinions on various issues. The results of the recent year's survey are listed in the next few pages.

Long- and Short-Term Strategic Goals

The City of Salem Long and Short-Term Strategic Plan Summary is a listing of the Mayor's top priorities for the City of Salem for the current fiscal year and beyond. A chart of these goals is listed on the following pages. Several of the goals are high priority items of the current Citizens Survey result as noted.

Each department is required to include a table of Outcomes and Performance measurers in their mission statements. They are also required to include a description of "How Fiscal Year Departmental Goals relate to the City's Overall Long- & Short-Term Goals". This information defines how each department's goals tie in to the overall goals of the City and is included for each department in their mission statements throughout section 8.

What is Performance Management?

Performance management is a logical and integrated approach to all aspects of the cycle of planning, budgeting, operations and evaluations that is based on data and analysis, for the purpose of continuously improving results. Performance management is:

- Data driven – using reliable, verifiable and relevant data.
- Outcome oriented – focused primarily on results, less on inputs and outputs.
- Citizen focused – based on community needs.
- Logically aligned – mission, goals, objectives, measurers, responsibilities are integrated.
- Transparent – information is available and understandable by outsiders and insiders alike.
- Sustainable – survives leadership changes.
- Learning, improvement and accountability driven.

Performance measurement has become increasingly prevalent in local government, yet most government managers still struggle with the fundamental question of what to do with performance measurement data when they have it. Management teams want to know how they can incorporate performance measurement into their management and decision making processes. Rather than simply reporting performance results, performance based management focuses on linking performance measurement to strategic planning and using it as a lever for cultural change. By creating a learning environment in which performance measures are regularly reviewed and discussed, organization can improve the pace of learning and decision making, improve performance, and facilitate broader cultural change.

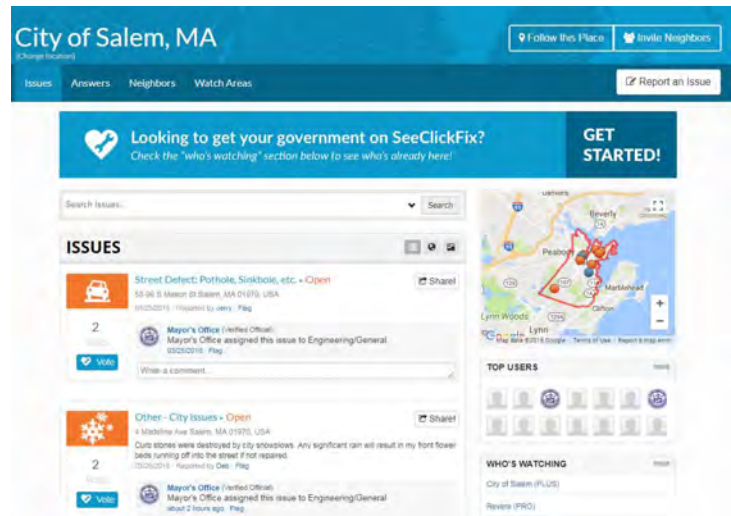
Where to get more information

The information above was obtained from the GFOA website (www.gfoa.org) and more information on performance management and measurers is available on that website.

SeeClickFix

Since July 2014, the City of Salem has utilized SeeClickFix for service requests.

Using the SeeClickFix tool, residents can directly request City services, report problems to relevant departments, ask questions about City policies and services, and interact with officials about issues of concern in the City. While Salem was not the first to use the tool, the City has quickly risen to the top as one of the most active communities using the program in Massachusetts. As of May 10, 2021, a total of 24,024 service requests had been submitted to the City through SeeClickFix.



The tool, which is available both on the City's website and via a mobile app, also provides the City with robust data on the back end that allows the City to track response times, generate automatic work orders for service requests, manage customer service levels, map data, and more. When integrated with the SalemStat performance measurement program the tool can be especially useful.

The app also gives residents links to critical City information and websites and is updated regularly to provide the most up-to-date information on time-sensitive events, news, and more.

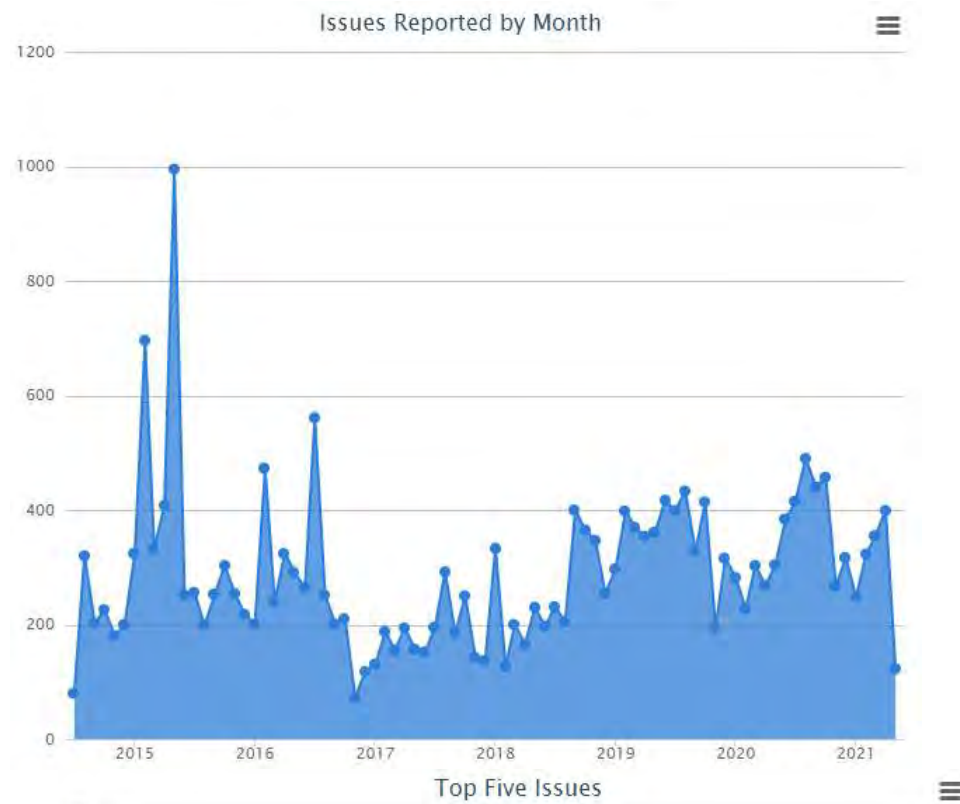
The free app is linked to a user's location services on their smartphone, so if they are in another SeeClickFix community, that community's mobile buttons will automatically load and all service requests reported will go to the appropriate department in that community.

The app and online version alike also include Knowledge Base. As the first SeeClickFix community to deploy Knowledge Base, Salem led the way with this new tool, which replaced the traditional static Frequently Asked Questions web page with a more dynamic wiki of City questions and information. Users can ask questions or answer questions that other users ask, and the City can tag "official" answers. As of May 6, 2020, a total of 482 questions have been answered in Knowledge Base, with more being added – and answered – all the time.

In addition to providing an enhanced level of public access, SeeClickFix has helped Salem improve workflow, advocacy, and responsiveness by enabling City workers to quickly and easily report issues from the field.

The City continually works to refine the existing service request categories, improve responsiveness, and train more staff on the tool's use. The program is being utilized more by front-end staff as a CRM tool and starting in FY2020 City departments began using it more intentionally as a work order system for public works, engineering, trees, and parks. The City is continuing to expand the interaction between SeeClickFix data and the revival of the SalemStat performance evaluation initiative, which will be relaunching in FY2022.

How to find it: (1) search in your app store for SeeClickFix, (2) click the SeeClickFix link under Online Services at www.salem.com, or (3) visit www.seeclickfix.com/salem_ma. The program is free to use.



SeeClickFix Usage	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021 (to 5/10/2021)	TOTAL
Service requests	4,216	3,276	2,391	2,455	3,999	3,854	3,832	20,169

2021 Residents Survey

Respondents

957

1. How do you rate Salem as a place to live?

Great place to live	63.0%
Average place to live	31.3%
Not a great place to live	5.8%

2. How do you rate your neighborhood as a place to live?

Great place to live	64.9%
Average place to live	29.4%
Not a great place to live	5.7%

3. Would you recommend Salem as a place to live?

Yes	79.0%
No	21.0%

4. Would you recommend your neighborhood as a place to live?

Yes	83.8%
No	16.2%

5. How would you describe your overall opinion of Salem City government?

Very satisfied	17.9%
Satisfied	39.8%
Neutral	21.4%
Dissatisfied	14.1%
Very dissatisfied	6.8%

6. How would you rate City government on the following?

Informing residents on major issues in the City

Very good	40.6%
Good	32.3%
Fair	19.7%
Poor	7.4%

Representing and providing for the needs of all its residents

Very good	16.0%
Good	35.9%
Fair	27.2%
Poor	21.0%

Effectively planning for the future

Very good	20.6%
Good	33.7%
Fair	26.6%
Poor	19.2%

Providing value for your tax dollars

Very good	16.4%
Good	36.7%
Fair	26.1%
Poor	20.9%

Providing meaningful opportunities for residents to give input on issues

Very good	27.7%
Good	36.2%
Fair	24.9%
Poor	11.3%

The overall direction that the City is taking

Very good	20.4%
Good	33.9%
Fair	23.1%
Poor	22.7%

7. Please rank the importance of the following City services to you.

1. Repairing streets and sidewalks

Very important	66.4%
Important	28.7%
Somewhat important	4.5%
Not at all important	0.4%

2. Fire protection and emergency medical response

Very important	67.2%
Important	26.6%
Somewhat important	5.5%
Not at all important	0.8%

3. Quality public schools

Very important	60.4%
Important	25.9%
Somewhat important	9.1%
Not at all important	4.6%

4. Police services

Very important	51.6%
Important	27.2%
Somewhat important	15.5%
Not at all important	5.7%

5. Keeping streets and public areas clean

Very important	59.3%
Important	35.2%
Somewhat important	5.2%
Not at all important	0.4%

6. Garbage collection and recycling services

Very important	48.4%
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Important	43.0%
Somewhat important	7.8%
Not at all important	0.8%

7. Revitalizing downtown

Very important	32.9%
Important	40.7%
Somewhat important	20.0%
Not at all important	6.4%

8. Recreation and community programs (Library, Council on Aging, etc.)

Very important	38.3%
Important	43.6%
Somewhat important	15.8%
Not at all important	2.3%

9. Parks and playgrounds

Very important	40.4%
Important	42.3%
Somewhat important	15.5%
Not at all important	1.9%

8. Please rate your satisfaction with the following City services.

Parking enforcement

Very satisfied	8.3%
Satisfied	50.1%
Somewhat dissatisfied	16.1%
Very dissatisfied	9.7%
Not applicable to me	15.8%

Snow removal and plowing

Very satisfied	16.4%
Satisfied	49.0%
Somewhat dissatisfied	22.8%
Very dissatisfied	10.3%
Not applicable to me	1.5%

Road maintenance and repair

Very satisfied	5.3%
Satisfied	31.1%
Somewhat dissatisfied	39.2%
Very dissatisfied	23.8%
Not applicable to me	0.6%

Traffic enforcement

Very satisfied	8.3%
Satisfied	47.4%
Somewhat dissatisfied	25.4%
Very dissatisfied	13.7%
Not applicable to me	5.3%

Recreation programs

Very satisfied	9.8%
Satisfied	46.8%
Somewhat dissatisfied	11.6%
Very dissatisfied	2.1%
Not applicable to me	29.6%

Senior Center programs

Very satisfied	9.4%
Satisfied	24.0%
Somewhat dissatisfied	4.9%
Very dissatisfied	1.2%
Not applicable to me	60.6%

Overall cleanliness of the City

Very satisfied	14.1%
Satisfied	46.5%
Somewhat dissatisfied	29.2%
Very dissatisfied	10.1%
Not applicable to me	0.1%

Police services

Very satisfied	26.3%
Satisfied	46.9%
Somewhat dissatisfied	12.4%
Very dissatisfied	5.5%
Not applicable to me	8.9%

Fire services

Very satisfied	37.7%
Satisfied	44.9%
Somewhat dissatisfied	0.8%
Very dissatisfied	0.9%
Not applicable to me	15.6%

Trash and recycling collection

Very satisfied	35.7%
Satisfied	47.0%
Somewhat dissatisfied	11.6%
Very dissatisfied	2.7%
Not applicable to me	3.0%

Public Library services

Very satisfied	34.4%
Satisfied	41.8%
Somewhat dissatisfied	3.3%
Very dissatisfied	1.5%
Not applicable to me	19.1%

Appearance and maintenance of parks

Very satisfied	13.5%
Satisfied	52.4%
Somewhat dissatisfied	23.5%
Very dissatisfied	7.8%
Not applicable to me	2.8%

Public schools

Very satisfied	4.2%
Satisfied	22.7%
Somewhat dissatisfied	19.6%
Very dissatisfied	12.2%
Not applicable to me	41.3%

9. Please rank the importance of the following issues.

1. Offering quality public education

Very important	65.5%
Important	23.8%
Somewhat important	7.3%
Not at all important	3.4%

2. Stabilizing property taxes

Very important	52.7%
Important	28.7%
Somewhat important	14.9%
Not at all important	3.8%

3. Supporting the growth of new and existing businesses

Very important	40.4%
Important	41.5%
Somewhat important	16.1%
Not at all important	2.1%

4. Supporting tourism, arts, and cultural opportunities

Very important	34.5%
Important	40.8%
Somewhat important	19.7%
Not at all important	5.0%

5. Renewable energy and energy efficiency initiatives

Very important	45.4%
Important	29.9%
Somewhat important	18.3%
Not at all important	6.4%

6. Improving communication between the City and residents

Very important	38.1%
Important	45.9%
Somewhat important	13.3%
Not at all important	2.7%

7. Providing improved recreational opportunities for youth and adults

Very important	29.0%
Important	43.8%
Somewhat important	22.0%
Not at all important	5.1%

8. Regionalizing and combining City functions

Very important	10.2%
Important	30.3%
Somewhat important	39.6%
Not at all important	20.0%

9. Addressing and eliminating systemic racism and inequities in our community

Very important	56.6%
Important	24.8%
Somewhat important	10.4%
Not at all important	8.2%

10. Taking on climate change and reducing our carbon footprint

Very important	48.4%
Important	28.5%
Somewhat important	14.4%
Not at all important	8.8%

11. Addressing housing availability and affordability

Very important	49.3%
Important	24.1%
Somewhat important	17.8%
Not at all important	8.7%

10. Have you been tested for COVID-19?

Yes	77.0%
No	18.8%
Other	4.3%

11. What was the outcome of your test? (only asked of those answering “Yes” to Q10)

Positive	4.1%
Negative	93.7%
I don’t have the results yet	0.5%
Other	1.8%

12. Has anyone you know personally, other than yourself, been positive for COVID-19?

No, not that I’m aware of	20.3%
Yes, a friend or acquaintance	54.1%
Yes, a family member	34.5%
Yes, a co-worker	27.4%
Other	2.9%

13. What was the outcome of their case? (only asked of those not answering No to Q12)

They isolated/recovered at home.	70.4%
They have passed away.	10.2%
They were hospitalized.	10.2%
Other	9.2%

14. Thinking specifically about COVID-19, do you feel that you have been kept informed by the City about its response actions and activities?

Yes	91.4%
No	5.2%
Other	3.4%

15. Please rate your satisfaction with the response of these public entities to the COVID-19 outbreak.

Local healthcare workers

Very satisfied	56.4%
Satisfied	31.8%
Neutral	9.9%
Dissatisfied	0.9%
Very dissatisfied	0.9%

Salem's first responders

Very satisfied	35.2%
Satisfied	37.5%
Neutral	24.8%
Dissatisfied	1.3%
Very dissatisfied	1.2%

Massachusetts' state government

Very satisfied	16.5%
Satisfied	40.7%
Neutral	18.4%
Dissatisfied	18.8%
Very dissatisfied	5.6%

Local public health officials

Very satisfied	31.3%
Satisfied	42.0%
Neutral	20.8%
Dissatisfied	4.2%
Very dissatisfied	1.8%

Salem's local government

Very satisfied	35.7%
Satisfied	40.2%
Neutral	15.2%
Dissatisfied	5.2%
Very dissatisfied	3.7%

Salem Public Schools

Very satisfied	11.4%
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Satisfied	28.4%
Neutral	51.4%
Dissatisfied	5.7%
Very dissatisfied	3.1%

U.S. federal government

Very satisfied	37.2%
Satisfied	36.0%
Neutral	15.0%
Dissatisfied	5.4%
Very dissatisfied	6.4%

U.S. federal government, broken down by Administration

	Trump	Biden	Overall
Very satisfied	6.0%	37.2%	6.8%
Satisfied	7.5%	36.0%	31.4%
Neutral	8.8%	15.0%	34.21%
Dissatisfied	13.2%	5.4%	19.0%
Very dissatisfied	64.4%	6.4%	8.8%

16. If you had to say that you were more worried about the economic impacts of our community staying closed too long or the health impacts of our community opening back up too soon, which would you choose?

More worried about health impacts of openings back up too soon.	71.0%
More worried about economic impacts of staying closed too long.	23.2%
Other	5.7%

17. Have you had to reach out to access City services during the COVID-19 shutdown, not including routine services like trash/recycling collection or water service?

Yes	12.4%
No	87.6%

18. How would you rate your experience of accessing those City services during the COVID-19 shutdown? (only asked of those answering “Yes” to Q17)

Very satisfied	34.9%
Satisfied	29.4%
Neutral	14.7%
Dissatisfied	12.8%
Very dissatisfied	8.3%

19. How has your use of online City services different in the past year compared to previous years?

I’ve used online services more this past year.	37.4%
I’ve used online services less this past year.	1.8%
There hasn’t really been a difference.	60.8%

20. What types of City services have you accessed online in the past year?

Looked up information about a City program, policy, or ordinance.	59.8%
Paid a bill.	56.6%
Watched a board, committee, or City Council meeting virtually.	37.0%

Looked up contact information for a City employee.	29.8%
Reported a problem or made a service request.	28.1%
Applied for a license, permit, etc.	19.4%
Submitted public comment or testimony for a board, committee, or the City Council.	14.9%
Registered for a City program or service.	13.0%
I did not access any City services online in the past year.	8.5%
Other	2.8%

21. Thinking in general about your use of online City services in the past year, how would you describe your impression of the experience? (not asked of those saying they did not use online services in the past year in Q20)

Very satisfied	15.3%
Satisfied	47.7%
Neutral	23.9%
Dissatisfied	3.4%
Very dissatisfied	1.8%
I did not use online City services in the past year.	7.9%

22. Where have you most frequently received local information about COVID-19?

City emails/website	37.7%
Social media	27.2%
Television	15.9%
Newspapers	9.9%
Other	9.4%

23. Select all that apply about your own personal actions due to COVID-19.

I am remaining at home unless absolutely necessary to go out.	31.7%
I wear a face covering when I'm outside my home, even in situations when/where it is not legally required.	78.5%
I wear a face covering when I'm outside my home, but only when/where it is legally required.	23.9%
I am telecommuting or working from home due to COVID-19 and normally would not.	38.8%
I have been laid off, furloughed, or otherwise lost work due to COVID-19.	16.5%
I have applied for a government benefit or service as a result of COVID-19.	11.5%

24. Which of the following best describes your current plans for the COVID-19 vaccine?

I have already had at least one dose of the COVID-19 vaccine.	81.8%
My vaccination appointment has been scheduled but has not yet taken place.	4.5%
I plan on getting the vaccine as soon as it is available to me.	7.0%
I plan on getting the vaccine eventually, but will likely wait for some time after I become eligible, until I feel more comfortable about getting it.	2.1%
I do not plan on getting the vaccine.	2.0%
I don't have enough information to make a good decision at this time.	2.5%

25. If you do not plan to get the vaccine when it becomes available to you, why? (only asked of those stating they were not planning to immediately get the vaccine in Q24)

I am concerned about the side effects.	51.0%
I feel like the vaccine development process has been rushed.	52.9%
I am not sure if the vaccine is effective.	25.5%
I want to wait to see what happens to others who get vaccinated.	39.2%

I have had COVID-19, so I don't think I need the vaccine.	9.8%
I don't get vaccines in general.	21.6%
Other	27.5%

26. If you are still uncertain about getting the COVID-19 vaccine, which of the following – if any – might increase your willingness to get immunized? (only asked of those stating they were not planning to immediately get the vaccine in Q24)

The vaccine was free/no cost to me.	12.5%
Information that the vaccine trials were adequate and not rushed.	45.0%
Information that the side effects are minor.	37.5%
The vaccine was developed in America.	12.5%
The vaccine has been tested on large numbers of people.	47.5%
The vaccine will be effective for multiple years.	42.5%
My friends and family are getting vaccinated.	7.5%
Political figures and celebrities choosing to get vaccinated.	0.0%
My employer recommending it.	5.0%
Knowing that my actions will contribute to herd immunity.	17.5%
Not being sure if I will be able to participate in certain activities or events if I am not vaccinated.	40.0%
Being provided a financial incentive to get it.	15.0%

27. How familiar or unfamiliar are you with the Salem Skipper, the on-demand rideshare shuttle service provided by the City?

Very familiar	16.8%
Somewhat familiar	60.6%
Not at all familiar	22.6%

28. Have you ridden on the Salem Skipper?

Yes	3.0%
No	97.0%

29. How would you rate your experience riding the Salem Skipper? (only asked of those who have ridden the Skipper in Q28)

Very satisfied	52.0%
Satisfied	28.0%
Neutral	8.0%
Dissatisfied	8.0%
Very dissatisfied	4.0%

30. Will you ride the Salem Skipper again? (only asked of those who have ridden the Skipper in Q28)

Yes	92.0%
No	8.0%

31. Currently, the Salem Skipper is only a pilot program. Do you think the City should continue the service after the pilot ends?

Yes	53.0%
No	7.1%
Unsure	39.9%

32. How familiar or unfamiliar are you with CodeRED, the City's automated alert system?

Very familiar 50.1%
Somewhat familiar 32.0%
Not at all familiar 18.0%

33. Have you registered your telephone number and/or email address with CodeRED?

Yes 76.1%
No 23.9%

34. How do you receive notices and other information from the City?

CodeRED telephone call 67.8%
Emergency blue lights 49.6%
Email notification 59.0%
Social media 46.4%
City of Salem website 37.4%
Word of mouth 20.2%
Newspapers 11.1%
Other 5.4%

35. Where do you typically learn about news concerning Salem City government?

Word of mouth, including unofficial social media and email 49.6%
City website, or official email or social media 69.1%
Salem News 41.2%
Salem Patch 40.4%
Salem Gazette 13.9%
Television or radio news outlets 10.2%
Other 6.5%

36. In the last 12 months, have you contacted the City to obtain information or request services?

Yes 48.9%
No 51.1%

37. How have you contacted the City? (Only asked of those answering "Yes" to Question 36)

Telephone 66.7%
In person 20.4%
Email 52.1%
SeeClickFix 30.7%
Social media 10.0%
Mail 3.7%
Other 2.4%

38. How would you describe the City employee with whom you most recently had contact?

Knowledgeable

Very good	54.3%
Good	26.9%
Fair	8.6%
Poor	3.2%
Not applicable	6.9%

Courteous

Very good	60.7%
Good	24.4%
Fair	6.7%
Poor	2.7%
Not applicable	5.4%

Responsive to your needs

Very good	52.6%
Good	24.6%
Fair	10.3%
Poor	9.6%
Not applicable	3.0%

Ease of getting in touch with the employee

Very good	45.6%
Good	29.9%
Fair	11.3%
Poor	8.3%
Not applicable	4.9%

Respectfulness

Very good	62.0%
Good	24.0%
Fair	6.2%
Poor	2.7%
Not applicable	5.2%

Timeliness of response

Very good	49.3%
Good	26.5%
Fair	12.0%
Poor	8.8%
Not applicable	3.4%

Ability to accommodate the need for foreign language or sign language

Very good	11.0%
Good	4.0%
Fair	1.8%
Poor	1.0%
Not applicable	82.3%

39. In the last 12 months have you visited the City's website, www.salem.com?

Yes 96.4%

No 3.6%

40. How would you rate each of the following characteristics of the City website? (Only asked of those who answered "Yes" to Question 39)

Usefulness of information

Very good 16.1%

Good 57.7%
Fair 23.5%
Poor 2.8%

Ease of use or navigation

Very good 9.7%
Good 43.3%
Fair 35.7%
Poor 11.2%

Design and graphics

Very good 7.1%
Good 45.1%
Fair 38.8%
Poor 9.0%

41. Have you used a mobile device to view the City's website?

Yes 65.5%
No 34.5%

42. How would you rate the functionality and appearance of the City's website on a mobile device? (Only asked of those answering "Yes" to Question 41)

Very good 7.3%
Good 45.1%
No opinion 30.2%
Poor 14.7%
Very poor 2.7%

43. With the current economic crisis, the City will need to operate more efficiently and effectively. Please indicate how you feel about the following reform options.

Privatizing or outsourcing some services

Strongly support	2.7%
Support	15.1%
Somewhat support	37.4%
Do not support	44.8%

Combining services with other communities (regionalization)

Strongly support	11.2%
Support	32.9%
Somewhat support	39.7%
Do not support	16.2%

Layoffs and reducing personnel

Strongly support	2.3%
Support	6.8%
Somewhat support	26.2%
Do not support	64.7%

Pursue non-tax revenue sources (i.e. grants, PILOTs, etc.)

Strongly support	42.0%
Support	36.8%

Somewhat support	16.6%
Do not support	4.6%

Offer fewer City services

Strongly support	1.4%
Support	5.0%
Somewhat support	24.0%
Do not support	69.7%

Furlough personnel until things stabilize or improve

Strongly support	3.1%
Support	11.3%
Somewhat support	39.0%
Do not support	46.6%

Reduce the hours of operation at City offices

Strongly support	4.3%
Support	24.0%
Somewhat support	42.7%
Do not support	29.0%

44. How long have you lived in Salem?

Less than a year	5.9%
1-5 years	19.9%
5-15 years	25.2%
More than 15 years	49.0%

45. Which neighborhood of Salem do you live in?

Boston Street/Blubber Hollow	1.3%
Bridge Street Neck	6.8%
Castle Hill	3.1%
Derby Street neighborhood	5.1%
Downtown Salem	10.0%
Gallows Hill	2.4%
Greater Endicott Street	3.5%
Highland Avenue	7.3%
McIntire Historic District	7.3%
North Salem	13.7%
The Point	2.6%
Salem Common	6.1%
Salem Willows/Juniper Point	3.9%
South Salem	15.4%
Witchcraft Heights	4.9%
Vinnin Square	2.2%
Other	4.3%

46. What is your gender identity?

Man/Non-Transgender Man	28.5%
Man/Transgender Man	0.3%

Woman/Non-Transgender Woman	58.7%
Woman/Transgender Woman	1.1%
Non-binary	1.2%
Prefer not to answer	9.5%
Additional gender category/identity	1.5%

47. Do you have children in the Salem Public Schools?

Yes	12.6%
No, I don't have children	68.9%
No, my child attends school elsewhere	10.9%
No, my child is not yet in school	7.6%

48. What grade is your child or children in? (Asked of those who answered "Yes" or "No, my child/children attend school elsewhere" to Q47)

Kindergarten through 4th Grade	50.6%
5th Grade through 8th Grade	31.4%
9th Grade through 12th Grade	37.8%

49. What age group are you in?

Less than 18 years old	0.1%
18-30 years old	5.9%
31-40 years old	22.2%
41-50 years old	17.4%
51-64 years old	28.9%
65 years old or older	25.5%

50. Do you own your home or rent?

Own	78.9%
Rent	20.3%
Other	0.7%

FYI Salem Newsletters: Volume 7 (through May 17, 2021)

On the pages below are the covers of the FYI Salem newsletters from the Office of the Mayor for 2021 (to date). The newsletter is published periodically and sent out via email, social media, and posted to the City website at www.salem.com/fyisalemnewsletter, where you can find all of the below issues, as well as past issues from previous years. Since the first issue was published in December 2014, a total of 125 issues of FYI Salem have been published.

Starting in May 2016, an accompanying podcast, also called FYI Salem, has been published by the Office. To date, 112 episodes of the podcast have been made and they can be found at www.salem.com/fyisalempodcast and on most podcast streaming services, including Apple podcasts, Soundcloud, Stitcher, TuneIn, and Spotify, by searching for “FYI Salem.”



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FYI SALEM

VOLUME 7, ISSUE 1

JANUARY 4, 2021

From the Mayor's Desk



Dear Salem resident,

Happy New Year!

The new year brings an opportunity for us to reflect on the past, and, just as important, an opportunity to think about the future.

I want you to know that City officials are working hard for you- day in and day out- to help make sure Salem remains a vibrant and welcoming community offering a high quality of life to those of us fortunate enough to live here.

As we turn the page to a new year, we also look ahead to the resolution of this pandemic.

To date, one out of every 16 Salem residents has had COVID-19 at some point last year and public health officials expect case numbers to continue to climb over the coming weeks.

But there is good news: here in Salem and across the Commonwealth we're now starting vaccinations.

Several hundred Salem residents have received the vaccine so far and starting January 11th we'll be working with our surrounding communities to vaccinate our first responders.

My greatest wish for the new year is that it brings us happiness and an opportunity to, once again – after far too long – gather together in person – we've got a lot of making up to do!

So much energy and effort has gone into Salem's response to COVID-19 over the last ten months, if we can be vigilant for a few more weeks, as more residents are vaccinated, we'll be closer to the new normal we all seek.

As I reflect on the last 10 months, I think our community's greatest accomplishment may very well be the resilience, strength, and compassion of our residents themselves.

Thank you for making this City the special place that it is and I hope you have a happy, healthy and restful New Year.

Kim Driscoll
Mayor
City of Salem



FYI SALEM

VOLUME 7, ISSUE 2

JANUARY 25, 2021

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From the Mayor's Desk



Dear Salem resident,

As part of the City's ongoing response to the COVID-19 pandemic, we are focusing a great deal on equitable and rapid distribution of the COVID-19 vaccine, in accordance with the state's distribution plan and timetable.

Phase 2 of the state's vaccination program starts on February 1st and it begins with residents over the age of 75, as well as some other categories of residents. You can find more details at www.mass.gov/vaccine.

Information about who can get vaccinated when is changing quickly. To find the most up to date infor-

mation, including links to book an appointment if you are eligible to receive the vaccine, you can visit www.salem.com/vaccine. Over 2,000 Salem residents have been vaccinated as of today and our weekly count of new vaccinations outpaces the weekly count of new COVID-19 cases.

The COVID-19 vaccine is safe and effective – and it's how we will finally be able to put this pandemic behind us. Please plan to get the vaccine as soon as you are eligible to receive it.

But we cannot rely on vaccination alone to help slow the spread of COVID-19. We are still seeing high case counts in excess of the numbers we experienced last Spring. It is now more important than ever that we continue to remain vigilant and follow those basic practices that have been proven to slow the spread of the virus and save lives:

- Wear a mask.
- Avoid gatherings.
- Keep 6' from others.

In addition to our efforts to protect lives, however, we are continuing our City's efforts to protect our resident's livelihoods. While close to 70% of those who lost their jobs at the outset of the pandemic have now returned to employment, we still have work to do to support our local businesses and employers. You can help by shopping locally. Read more inside about our new crowd-sourced "eat local" take-out restaurant map.

We're also continuing our efforts to support and assist our most vulnerable residents. You can still find a list of many community resources at www.salem.com/together. Read more in this newsletter, as well, about our new telehealth service for veterans.

Thank you for your help in keeping our community, your neighbors, and your own loved ones safe. And, as always, thank you for reading the FYI Salem newsletter!

Kim Driscoll

Kim Driscoll
Mayor
City of Salem



FYI SALEM

VOLUME 7, ISSUE 3

FEBRUARY 8, 2021

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From the Mayor's Desk



Dear Salem resident,

As you may know by now, all Salem residents over the age of 75 are eligible to get a free COVID-19 vaccination. To do so, you must make an appointment at a vaccination clinic. Appointments can be made online by clicking "Where can I get the COVID-19 vaccine?" at www.salem.com/vaccine or by calling 2-1-1. If you're having problems with 2-1-1, try dialing 877-211-MASS (6277).

A volunteer has also put together <https://vaccinatema.com>, which lets you search for clinics near you and shows you how many available appointments they have open in the coming days.

A few quick things about the vaccine: first, whichever brand you receive, they are safe and

effective.

Second, appointments at clinics are based on available doses, which are provided by the federal government and get disbursed to us through the state. Appointments are added on a rolling basis as more doses are received.

Third, this means you should not book multiple appointments if you are eligible to get the vaccine. When you do that, you are taking away dose of the vaccine that someone else might be able to get. Please only make one appointment.

Salem has a regional clinic site at Salem State's South Campus, in a partnership with Beverly, Danvers, Marblehead, and Swampscott. However, if you are an eligible Salem resident, you aren't required to get your vaccination from this clinic. You can also go to most other clinic sites throughout the state.

We're working with our Council on Aging social work staff, our Board of Health, and our contracted EMT company to set up a system for vaccinating eligible residents who are homebound.

The next group to become eligi-

ble in the state's vaccine plan—Phase 2/Group 2—are residents over the age of 65, residents and staff of low income and affordable senior housing, and any resident with two more qualifying medical conditions. You can find a list of qualifying medical conditions by clicking on "Qualifying medical conditions for Phase 2 groups" at www.salem.com/vaccine. While we do not know when the state will open up eligibility for Phase 2/Group 2, we will notify Salem residents using our CodeRED reverse notification system and post the announcement on the City website and social media accounts as soon as they do.

The availability of vaccinations provides an opportunity for hope and a return to normalcy in the very near future – but only if enough of our neighbors receive the vaccine. The resilience and compassion of Salem residents have carried us through many challenging months to this point. I'm optimistic that same spirit and dedication will see us through the pivotal next few weeks. Know that your City is here for you, doing all that we can to help bring this awful pandemic to an end.

Kim Driscoll
Mayor



FYI SALEM

VOLUME 7, ISSUE 4

FEBRUARY 26, 2021

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From the Mayor's Desk



Dear Salem resident,

As you likely know by now, Massachusetts is now in "Group 2" of Phase 2 of the state's vaccine program.

This group includes all residents over the age of 65, anyone who lives or works in affordable senior housing buildings, and anyone with two more specific medical conditions – regardless of their age. You can find a list of those medical conditions at salem.com/vaccine.

You can also visit that website to find links to

vaccine clinics here in Salem and in our surrounding communities, where you can make an appointment to get the vaccine.

Please note that appointments at all clinics are only posted when they have vaccine doses available.

Be sure to check all the clinic sites listed at salem.com/vaccine to find one that works for you.

We've also added links to other useful online tools for finding available vaccine appointments in our area, frequently asked questions about the vaccine, and much more.

At present the federal government is providing the state with limited vaccine amounts of approximately 100,000 vaccine doses per week. This latest group of eligible Massachusetts residents is estimated at 1 million people. We ask for your

patience as until the federal government begins releasing more doses of the vaccine, the Commonwealth has a very limited supply.

This is a marathon, not a sprint, and we're all in it together. Please be patient, plan to get vaccinated when it's your time, and, if it takes you a couple of weeks to find an appointment, don't give up. A lot more people are looking for appointments right now than our state has vaccine for—but that's changing daily.

As additional vaccines become available, we'll be ready to vaccinate more people at the local level!

Thanks for your patience and stay safe.

Kim Driscoll
Mayor
City of Salem



FYI SALEM

VOLUME 7, ISSUE 5

MARCH 19, 2021

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From the Mayor's Desk



Dear Salem resident,

One year ago today we received confirmation of the first three cases of COVID-19 in Salem. Since that day more than 4,200 of our neighbors have become sick from the virus and, sadly, 78 of them have died from it.

As a community, we should be proud of how Salem pulled together over the last 12 months of this crisis. From food and housing assistance, to emergency public health measures; from volunteer community outreach, to business recovery efforts; from innovative testing in our neighborhoods and our schools, to pursuing greater vaccine access, our city has consistently risen to the challenges that this pandemic brought to our door.

Today, one year in, hope is on the horizon. More than half of Salem residents who lost their jobs because of the pandemic are now back to work. One in four Salem residents have received the COVID vaccine and, thankfully, those numbers are increasing daily.

We aren't going to let up now.

And we aren't going to forget the lives lost.

78 of our neighbors were stolen from us by COVID. On April 4th—the anniversary of the first of those deaths—we invite all Salem residents who may know or lost someone to this virus, to join us in placing a light in a window of their house where everyone can see it. At City Hall, we'll have one light in our front windows for each person that our community lost. Later this spring we'll announce details about a more permanent memorial plan that will celebrate the memory of those taken from us by COVID.

Early in the pandemic, when we launched the Salem Together volunteer initiative, I said that Salem—as it has throughout its history—was united in the face of adversity. We support and care for each other always.

This may have been a year without precedent, but it's not been a year without hope.

Volunteers delivering meals to homebound seniors and the sick. Church and neighborhood groups making masks for those who need them. Local institutions offering temporary housing and quarantine space. Residents volunteering to make thousands of well-being calls to Salem seniors. Small business owners pivoting and supporting their employees. City and school staff going above and beyond their normal jobs to help those in need. Medical retirees and students volunteering for testing and vaccine clinics.

It has not been easy, but we have not been alone on this journey.

We can look back on this past year with sorrow—and certainly a measure of exhaustion—but not without pride, too. Pride in how we came together, lifted each other up, and always, always, cared for one another.

We'll get all the way through this Salem, together.

Kim Driscoll
Mayor
City of Salem



FYI SALEM

VOLUME 7, ISSUE 6

MARCH 30, 2021

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From the Mayor's Desk



Dear Salem resident,

If you know and lost someone to COVID-19, please join us on the evening of Sunday, April 4th in placing a candle or other light in the window of your home as a celebration of their life.

April 4th is the anniversary of the first death of a Salem resident from COVID-19. Vitalina Williams was just 59 years old when she was taken from her family and our community.

In writing about her, WBUR's Anthony Brooks said "Vitalina Williams was not a doctor, a nurse or an EMT, but she died on the front lines of the coronavirus pandemic. She was an immigrant from Guatemala who worked at Market Basket in Salem, and at Walmart in Lynn—until she got sick."

She left behind her husband, David, of 19 years, as well as an extended family Guatemala.

Since that date, 77 more of our neighbors have been stolen from us by this virus. While vaccination numbers are on the rise, we're also seeing a leveling-out of new positive cases over the last few weeks, a change from the rapid decline in cases we saw back in February.

We're taking steps to increase our vigilance as a community, setting out free mask and hand sanitizer dispensers, posting new high-visibility signage about mask requirements, and launching new vaccination efforts, including our homebound mobile vaccine program.

I'm also pleased that the number of available vaccination sites in our region has increased greatly. We're adding links to all vaccination clinic locations in and around Salem to www.salem.com/vaccine as they become available.

In addition, free COVID-19 testing has been extended through the end of June at both Salem High School and Old Town Hall. Visit www.salem.com/

stopthespread to find out more about those testing sites.

I know that many are tired with the challenges and hardships that this pandemic has brought to our door. We're done with Zoom, done with distancing, done with masks, and done with not seeing one another. But if we let up too much now, so much of our efforts over the past months will be undone.

As we reflect on the one-year anniversary of the first COVID-19 death here in Salem, it's an opportunity for us to rededicate ourselves to our shared well-being and safety.

Hope is on the horizon, but we're not quite there yet. Please stay vigilant. And, if you have lost someone to COVID-19, please join us in placing a light in your window on April 4th, in their memory.

Thank you, and be well.

Kim Driscoll
Mayor
City of Salem



FYI SALEM

VOLUME 7, ISSUE 7

APRIL 16, 2021

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From the Mayor's Desk



Dear Salem resident,

As you may have heard by now, I have appointed Lucas Miller to be the next Chief of the Salem Police Department.

Miller is a thirty-year veteran of the New York Police Department, including 16 years in supervisory capacities, and has been a Detective Lieutenant in that department since 2017.

In that role he currently serves as a task force manager for the NYPD FBI Joint Terrorism Task Force, where he oversees a staff of 33 and all the administrative command functions of the unit.

al Academy, Detective Lieutenant Miller started in policing with the Wellfleet Police Department before moving on to the NYPD in 1991.

In his three decades with NYPD he has served as a detective squad commander in both the NYPD Detective Bureau and the Intelligence Bureau, as well as homicide supervisor, patrol supervisor, narcotics investigator, and community policing officer.

Detective Lieutenant Miller is also a counterterrorism instructor for the NYPD Police Academy.

Detective Lieutenant Miller excelled in the assessment evaluation of applicants for this important position and, after meeting with him, hearing the feedback from our diverse group of community stakeholders who interviewed him, and speaking with those who worked with and for him in the past, I am confident he will be a strong leader for the department.

Policing in America has changed, even in just the past

year, and we justifiably expect our law enforcement officers to approach their work with a commitment to equity.

I'm confident Detective Lieutenant Miller will do just that. Detective Lieutenant Miller additionally has extensive command experience in large scale events and with community policing, both of which are especially relevant here in Salem.

I look forward to welcoming him to Salem and into this extremely important role in our community.

Detective Lieutenant Miller will be sworn in as Salem's Chief of Police at a ceremony to take place later this spring. Due to COVID-19 restrictions, attendance at the swearing-in ceremony will be by invitation only, however the event will be streamed live online and broadcast on Salem Access TV.

Thank you, and be well.

Kim Driscoll
Mayor
City of Salem



FYI SALEM

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From the Mayor's Desk



Dear Salem resident,

As of yesterday, April 29th, 21,514 Salem residents have received at least one shot of the COVID-19 vaccine. While we've made remarkable progress in just a few short months, we know there is still more work to do.

We're encouraged by the positive trends in the public health data and the increasing numbers of vaccinated residents.

Nevertheless as a community that has a large visitor population we want to be extremely cautious and thoughtful in our approach to reopening.

Over the next several days our own local experts and Board of Health members will be reviewing the state's recently announced reopening proce-

dures and evaluating which, if any, of our own local health orders may be modified as a result.

We continue to encourage visitors to Salem to follow all posted guidance, to wear masks and practice social distancing, and to be respectful of our local businesses and their employees.

And, as always, we also encourage all residents to get the COVID vaccine as soon as possible. The more of us who are vaccinated, the faster we'll all be able to get back to normal.

North Shore Community Health recently held a mobile clinic at the Salem Academy Charter School and the City's mobile vaccination program for home-bound residents is nearly complete.

We also recently received the good news that the state has finally approved our regional vaccine clinic, proposed for Salem State University's O'Keefe Center. Once that site opens, which we expect to happen in early May, thousands of additional vaccination appointments will become available to our residents.

In addition to all these options, the federal pharmacy vaccination sites continue to grow in number and available appointments.

Where it had been difficult and frustrating to book a vaccine appointment just a couple of months ago, today it's growing easier every day. You can find links to all the vaccination sites in our area online at www.salem.com/vaccine.

And, if you're hesitant or reluctant to get the COVID vaccine, please know that it has been tested by thousands and taken by millions. Until enough of us have the vaccine, we won't be able to get back to all activities we used to enjoy and we won't be able to safely see our friends, family, and loved ones.

It's on us to put this pandemic behind us. Please—get the vaccine, any one of the authorized vaccines, as soon as you are able. And then, continue to wear your mask, practice safe distancing, and be respectful of one another.

Thank you, and be well.

Kim Driscoll
Mayor, City of Salem



FYI SALEM

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From the Mayor's Desk



Dear Salem resident,

Spring is in full swing and, with the return of warmer weather, we are also able to enjoy a slow return to normalcy from the pandemic.

May is Mental Health Awareness Month and we are proud to shine a light on the needs and challenges of those in our community who struggle with mental health conditions.

Salem has worked hard to provide supports and services for those dealing with mental health issues. For example, the Our Salem, Our Kids initiative was built around a focus on improving emotional health and well-being among our children. Salem Hospital, recognizing the same needs, has invested substantially in expanding their psychiatric and behavioral health options. And, starting in 2011,

we added a mental health clinician to the staff at the Salem Police Department, to help provide better and more effective response to calls for service more appropriate to a clinician than a police officer. I'm excited to share with you that we will be expanding that department's mental health staff by an additional one to two clinicians in the coming year, as well.

All of us have a role to play in reducing the stigma directed toward those suffering from mental health challenges. If you think you do not know anyone struggling with the burden of a mental health condition, it is most likely because they are trying not to disclose it. One in five Americans live with mental health issues and that number has likely increased because of the pandemic. By standing together to say we respect every resident facing these challenges, without judgment or bias, we can help bring their struggles out of the shadows and give them the care they deserve.

May is also American and Pacific Islander Heritage Month. The thousands of Salem residents of Asian American and Pacific Islander descent have made our city a stronger and more vibrant community. As a City that welcomes and includes all, we are proud to celebrate the contribu-

tions and impact of these residents and their predecessors.

In the past year, especially, Asian Americans have been increasingly targeted by discrimination and even outright violence, as a result of the COVID-19 pandemic. Since March 2020 there have been 110 documented incidents of anti-Asian American hate crime incidents across the nation, but according to a *New York Times* analysis earlier this spring that number is likely only a fraction of the real number, as many incidents are not reported or not formally classified as a hate crime. In that analysis, New York City alone saw an over 800% increase in anti-Asian American incidents between 2019 and 2020.

Discrimination against any group of people based on their race or ethnicity is not only wrong, it is detrimental to our forward progress as a community.

This month, let's join together in celebrating our Asian American neighbors and all that they have accomplished, and continue to contribute, to our community, our Commonwealth, and our country.

Kim Driscoll
Mayor
City of Salem