

CITY OF SALEM

MASSACHUSETTS

FY 2025 Operating Budget & Capital Plan 2025 - 2029



Mayor Dominick Pangallo

Anna Freedman, Finance Director



City of Salem, Massachusetts

Fiscal Year 2025 Annual Operating Budget & Capital Plan 2025 - 2029

General Fund & Enterprise Funds
July 1, 2024 to June 30, 2025

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General Overview



CITY OF SALEM, MASSACHUSETTS

Dominick Pangallo
Mayor

Office of the Mayor

May 9, 2024

Salem City Council
93 Washington Street
Salem, MA 01970

Dear Councillors,

I am proud to submit for your consideration the proposed FY2025 City budget and the associated ordinances and orders necessary to implement it. Budgets reflect the values and priorities of a community, and Salem's is no exception. In developing the coming year's budget our focus was on advancing the three pillars of the FY2025 Strategic Plan: livability, improving services, and transparency. Focusing on affordability, sustainability and resilience, and equity will help us ensure a more livable and vibrant community for all. We want to provide municipal services, policies, and projects that are forward-looking, open to innovation and new approaches, and delivered efficiently and effectively. And City actions should be open, honest, evidence-based, and inclusive.

The FY2025 proposed budget is \$204,106,637, an increase of 4.1% over the previous year's budget. Most of the budgetary increase is due to increases in fixed costs. Fixed costs on the City side of the budget are increasing in FY2025 by \$3,383,766, exceeding the historical average: excepting the FY2021 pandemic-impacted budget the average increase in fixed costs on the City portion of the budget over the last decade was \$2,612,920. In other words, fixed costs on the City budget are nearly 30% more than the historical average. Fixed costs include health and retirement benefits for employees, debt payments, charges by the state, costs obligated by prior contracts, and utility costs. Many fixed costs have been driven up substantially by inflationary impacts from earlier in FY2024 and while our energy services contract and related sustainability work for City buildings and vehicles have lessened the impact of energy cost spikes (and will hopefully continue to do so), those overall costs have increased. Our largest single fixed-cost increase, however, is in health insurance for our employees, which will go up in FY2025 by \$1,655,721, almost 10% over FY2024. On the School side of the budget, fixed costs are increasing by \$3,156,472. Combined with the City amount, the total increase in fixed costs is \$6,540,238, which represents 81.4% of total budget increase. Put another way, for every dollar the budget increases, around 81-cents of that are from costs that are fixed and must be paid.

This is no doubt a challenging year for Salem and for many communities across Massachusetts. Balanced against these increases in fixed costs, the impacts of inflation, and rapidly increasing cost of personnel to ensure competitive wages and benefits, one-time revenues derived from federal funding related to the pandemic are ending. Salem wisely took steps earlier in FY2024 to mitigate the effects of that to an extent, but we will continue to feel some consequences from it into FY2025, particularly related to pandemic funding for public schools. The proposed FY2025 budget accounts for and manages these changes strategically and without compromising our focus on critical services and programs for our community and for our schools.

While the pressures are significant in this coming fiscal year, along with uncertainties related to local aid from the state – which is not finalized by the legislature at the time this budget is being filed – and the on-going negotiations for new contracts with five of our City’s eight public employee unions, there are reasons for optimism.

A strong local economy has bolstered revenue projections for a number of our local receipts and receipts reserved categories, and we are estimating a conservative, but positive, change in new growth for FY2025. Growth of our tax base is critical to mitigating the impact on existing property taxpayers and must remain a shared priority for City government. For context, our anticipated new growth is just slightly less than the increase in our health insurance costs alone. Without growth, fixed cost increases such as that will fall to existing property taxpayers.

The combination of high interest rates and large federal allocations in City accounts generated healthy levels of investment income in FY2024; while this is not a recurring revenue source, it is aiding us in reducing the impact that would come from abruptly ceasing ARPA and ESSER funded programs as those federal funding sources conclude. Lastly, a debt analysis exercise by the Finance Department has identified opportunities to redirect unused bond authorizations and remaining ARPA dollars to shovel-ready capital projects. That will greatly reduce the amount of borrowing necessary for the FY2025 capital program, helping the City avoid the impact of higher interest rates for debt (even with our record bond rating from Standard & Poor’s reaffirmed earlier this year, overall interest rates remain challenging), reduce future years’ debt payments, and potentially favorably impact water/sewer rates in the years ahead.

The proposed FY2025 budget includes a number of changes and additions worth highlighting. With changes in leadership in three departments – Public Services, Engineering, and Information Technology – those three departments are undertaking minor internal reorganizations. Those new structures are reflected in the Public Services and IT department budgets, but Engineering is still underway and will be revised in the coming months. Public Services and Engineering are accomplishing their reorganizations without any net increase in their personnel costs; IT is shifting some personnel costs to their expense budget through their restructuring. In other words, none of these administrative changes will bring a net increase in the overall City budget.

We are proposing a total addition of four new full-time positions (an increase in full-time personnel of 1.0%) and two new part-time positions an increase in part-time personnel of 1.2%) on the City (non-School) portion of the budget. To ensure we are meeting our goal of delivering services equitably, affordably, and efficiently, all of these positions are funded through the

proposed changes to local fees reflected in ordinances filed with this budget or previously filed with you this year, or through anticipated grants.

Department	Position	Revenue Off-Set
Health	Code Enforcement Officer (FT)	Short-term rental fee adjustment (previously filed)
Inspectional Services	Local Building/Code Enforcement Compliance Inspector (FT)	Permit fee adjustment (enclosed)
Electrical	Journeyman Electrician (FT)	Permit fee adjustment (enclosed)
Finance	Grants Coordinator/Budget Analyst (FT)	Anticipated grants
Solicitor	40U Hearing Officer (PT)	MGL 40U fines
Solicitor	Enforcement Officer (PT)	Public guide fee adjustment (previously filed)

As mentioned above, we are currently negotiating successor contracts with five of our collective bargaining units. As such, there may be additional FY2025 personnel costs that will require a future City Council vote to appropriate. Funding to manage those future costs is being budgeted within the City’s existing Salary Reserve account. That account also carries funds for a forthcoming accomplishment-based salary exercise for exempt employees. There are approximately 166 exempt (that is, non-union) City positions, including department heads. To more objectively ensure we are fairly compensating the employees in these positions, earlier this fiscal year we began a formal compensation study with an outside consultant. The FY2025 budget builds on the early results of that study, which is still on-going, by providing a cost-of-living adjustment and an added incremental adjustment to certain positions to begin moving them closer to a competitive salary range. The final report will outline a long-term classification plan to provide a roadmap for future adjustments to ensure a competitive workforce and improve employee retention, as well as a structure for accomplishment-based increases for exemplary employees. For FY2025, those merit-based increases will be funded out of the Salary Reserve, subject to City Council appropriation in early FY2025. For future years, exempt employee salary adjustments will be structured based on a COLA, the classification plan, and an accomplishment-based review conducted by department heads and the Mayor starting in February, so those changes can be fully reflected in the budget filed with the City Council in May.

Also new in the FY2025 proposed budget is funding to carry out the newly issued Language Access Policy. This policy sets standards for City departments for the translation of public-facing documents into Spanish, which was supported initially by an allocation from our ARPA funding. On an on-going basis, we are proposing to provide stipends to bilingual employees who pass a certification test and provide bilingual translation and interpretation to those contacting departments. This is similar to a policy utilized successfully by Salem Public Schools and we are

proud to be able to extend it to municipal departments now, as well.

Our schools' budget is \$74,592,616, an increase of \$3,438,474 or 4.83%, over the FY2024 school budget. This does not include school-related costs that appear elsewhere in the budget, such as school employee health insurance increases, unemployment costs, and debt for school building projects. It also does not include charter school tuition assessments or our assessment for the Essex North Shore Agricultural and Vocational Technical High School, which are also education-related expenditures by the City. When those factors are included, a substantial amount of Salem's budget is tied to our schools and our students, easily the largest single area of spending. The direct appropriation increase proposed for FY2025, however, \$3,438,474, is 72% more than the average increase over the past decade. The 4.83% boost to the City's appropriation to our schools exceeds the average increase of 3.26% of the previous decade and reflects our commitment to our public schools, our educators, and, most importantly, our students.

The enterprise fund budgets will increase by \$382,654, or 1.88%, over the FY2024 enterprise funds budget, due to increases in assessments for these services and the need for ongoing infrastructure maintenance and upgrades. Ordinances have been submitted to you establishing the water and sewer rates necessary to fund these budgets.

The FY2025 Capital Improvement Plan (CIP) is also included as part of this budget, as are the associated bond orders to fund these capital investments. I am proud that we continue to offer forward-looking capital plan in our budget each year, as a responsible and transparent way of planning for future obligations while meeting present-day needs to best serve Salem residents. The CIP reflects projects across most City departments and our public schools, and is funded through a wide diversity of funding sources, including bonds, short-term capital, grants and rebates, receipts, retained earnings, and more. As outlined above, for FY2025, we have sought to minimize debt costs by leveraging other funding sources for capital projects, in order to reduce future debt payment amounts and ease rate increases for water and sewer users. For example, the proposed FY2025 CIP derives \$8,028,761 from general fund and enterprise fund bonding, which is \$15,353,239 less than the total derived from bonding for the FY2024 CIP. The FY2025 CIP additionally aligns with our on-going energy service plan implementation to improve the sustainability of City facilities. These facts reflect the City's goal of investing in our critical capital needs to ensure a vibrant, resilient, and accessible community, but doing so in a strategic, thoughtful, and efficient manner.

The FY2025 CIP includes a multitude of important new projects, but to highlight just a few:

- Continuation of the smart traffic signal installations at Congress Street, Derby Street, and Hawthorne Boulevard (\$100,000).
- \$2,132,548 in both local and state funds for road paving and sidewalks.
- Continuation of the Boston Street corridor project to advance the design from the current 75% to 100% (\$625,000).
- Efficiency and accessibility projects and repairs to fire stations (\$110,305).
- Replacement of police and fire vehicles (\$426,000).
- An overhaul of the City website to provide easier and more accessible public engagement to critical information (\$70,000).

- \$434,365 for substantial upgrades to wireless and internet service at Collins Middle School and Salem High School.
- New and more efficient lighting and control system in the Salem Public Library (\$54,135).
- New electric vehicle charging stations at the Community Life Center (\$258,000).
- Three new vans for the Council on Aging, including two electric ones (\$65,619).
- Final phase of local funding of \$500,844 for the Salem Willows Pier signature park project.
- \$1,010,000 for the Jefferson Avenue/Willson Street intersection safety project.
- \$325,000 to design safety improvements for the Essex Street/Cambridge Street intersection.
- Improvements and repairs to public property adjacent to Salem Wharf on Blaney Street and the City's deep-water berth, and design phase for the new Ferry Terminal building (\$511,410).
- Phase 2 of the Salem Willows Signature Park Project (\$421,750).
- Phases 2-4 of the Dickson Chapel historic preservation and restoration project (\$350,000).
- Creation of a preservation and management plan for Fort Lee (\$32,000).
- Begin design of a multi-use path network along Highland Avenue (\$40,000).
- Finalize design for the Curtis Park improvement project (\$90,813).
- Advance development goals for Church Street parking lots through public engagement and technical analysis (\$25,000).
- Artist Row roof replacements (\$222,500).
- Phase 2 of the Old Town Hall restoration and renovation project, focused on exterior preservation and improvement work, including additional accessibility and sustainability elements (\$2,000,000).
- \$200,000 for replacement of the emergency backup generator at the Salem Police Department and \$170,000 to replace the one at Witchcraft Heights Elementary School.
- Installation of a Level 1 fast charger for the Salem Police Department's increasing number of electric vehicles (\$217,608) and a second one for other municipal departments utilizing electric vehicles (\$250,000).
- Installation of an emergency speaker system downtown (\$100,000).
- Efficiency and accessibility projects and repairs at the police station (\$360,801).
- Begin installation of permanent street sweeping signage (\$25,000).
- Begin Citywide sidewalk small repair initiative (\$750,000).
- \$500,000 to repair and refresh the Bates Elementary School pre-K playground.
- \$1,764,328 for a variety of efficiency and improvement projects at Salem Public Schools buildings aligned with the City's energy services plan.
- Continuation of public engagement and outreach work related to Resilient Together: El Punto (\$50,000).
- Update to the City's Hazard Mitigation Plan (\$50,000).

Salem should be proud of our record stabilization levels, bond rating, and considerable levy capacity. We have also enjoyed a low average tax bill increase relative to our region. In our budgeting practices, the taxpayers of Salem should be foremost in mind. This budget recognizes

and respects the impact of property taxes on residents. Salem’s average tax bill change over the last decade has been well below the average for our region and bolstered by the adoption of as many exemptions and abatements as practical, particularly focused on our neediest taxpayers, including lower income residents, seniors, veterans, and those living with disabilities, as well as through increasing the share of the cost burden being exported to visitors and non-residents through fees and excises. We continue to tax below our allowable levy limit; for FY2025, we will continue to maintain excess levy capacity – in the amount of \$7,816,157 – a further demonstration of our prudence and care with taxpayer dollars.

The financial challenges presented by fixed cost centers and the many externalities pressuring our fiscal conditions are very real and have a very real effect on our budget. Despite those pressures, I am proud that the FY2025 budget maintains our dedication to fiscal responsibility while making important investments to strengthen our community. Our fiscal practices have resulted in not only affirmation of our historic high AA bond rating for the last eleven years in a row, but also our regular receipt – for sixteen years in a row – of recognitions and awards from the Government Finance Officers’ Association, a national agency that provides professional guidelines for government budgets and fiscal practices. In its affirmation of the AA bond rating, S&P Global Ratings specifically cited Salem’s “strong financial management environment with a focus on long-term financial and capital planning...to support stable finances.”

Lastly, another key factor in enhancing our local economy and contributing to new revenues to help meet our budgetary needs are the public and private investments we continue to see in our community. These projects enhance our short- and long-term economic growth, create much needed housing, add to our tax base, and generate jobs. We are projecting the value increase of new growth for FY2025 at \$1 million. That is \$1 million less burden on existing Salem taxpayers. Without responsible new growth we cannot provide the services and improvements that our constituents rightly demand and deserve. Given the reliable increase in fixed costs to the City and the financial challenges of the past year, a reflexively anti-growth position is equivalent to endorsing substantial tax increases on Salem homeowners and reduction in critical City services like public safety, public schools, and public works. With appropriate new growth comes much needed housing, commercial enterprises with jobs, and new revenues to support the needs of Salem taxpayers and the ability of local government to deliver critical services.

In FY2025 we will continue to strive to exceed the service level expectations of our constituents, while simultaneously ensuring fiscal prudence in all expenditures. The mission of City government in Salem is to provide open, honest, and pro-active services effectively and efficiently, focusing on the needs of today, with a vision for the future. To accomplish this, the proposed budget aligns operations with strategic goals and objectives, while maintaining necessary fiscal controls and careful attention to our financial forecasts in our budgeting.

I appreciate the hard work and cooperation our department heads have put into the preparation of this year’s budget. I cannot say enough about the efforts made by our Finance Department especially. The department’s work ensured that the budget was ready for submission and in compliance with the high standards we set for ourselves pursuant to GFOA Distinguished Budget guidelines. This year the department was tasked with having the budget prepared earlier in May than usual, to afford Councillors as much time as possible to review this important

document. This goal, which the department achieved, put added pressure on the staff in that office and they stepped up to the challenge with incredible professionalism and dedication.

Salem is one of only a handful of Massachusetts communities who annually qualify for both a Certificate of Excellence for our Comprehensive Annual Financial Report and a Distinguished Budget Presentation Award from the GFOA. In furtherance of the GFOA's prioritization of improving transparency in public budgets, we are proud to offer a "Budget in Brief" summary that quickly highlights the most important parts of the FY2025 City budget.

The proposed FY2025 budget represents a strong commitment to the people we are fortunate enough to have been elected to serve. It continues our balanced and responsible approach to City finances. It invests in the critical services that make Salem a vibrant city and one with schools in which we can all take pride – in short, a livable, equitable, and vibrant city, with excellent municipal services and a commitment to transparency. I recommend adoption of the proposed FY2025 budget, CIP, and other associated budgetary measures and I look forward to working with you in the coming days to enact this proposed spending plan to continue ensuring that Salem is a financially strong and professionally administered community.

Sincerely,



Dominick Pangallo
Mayor
City of Salem

CC: Department heads
Salem School Committee members
State Senator Joan Lovely

Long and Short Term Strategic Plan Summary FY 2025

City of Salem FY2025 Strategic Plan Pillars

The three Pillars of the FY2025 Strategic Plan provide the foundation upon which City initiatives, operations, programs, policies, and projects are based. They are shaped by goals identified through other existing plans, surveys, and sources of feedback. At their core, the Pillars are critical to ensuring that Salem is forward-looking and a City that works for and welcomes everyone, where we build on the achievements of the past to create an even more vibrant and successful future.

First Pillar: Livability *By focusing on affordability, sustainability and resilience, and equity, Salem can be a livable community for all.*

Second Pillar: Improving Services *Municipal services, policies, and projects should be forward-looking, open to innovation and new approaches, and delivered effectively and efficiently.*

Third Pillar: Transparency *City actions should be open, honest, evidence-based, and inclusive.*

Within the Pillars there are unpinning *values* that are the core reason driving the Strategic Plan goals. Those values are affordability, equity, safety, sustainability and resilience, and vibrancy.

The FY2025 Strategic Plan for the City of Salem builds on the foundation of previous plans and refocuses efforts toward the City's shared vision as articulated by those plans and the City's mission statement.

In 2015 City leadership created the following mission statement, which continues to serve as a core principle in the provision of municipal services and pursuing policy: **the mission of Salem City government is to provide open, honest, and pro-active services effectively and efficiently, focusing on the needs of today, with a vision for the future.**

The goals of the FY2025 Strategic Plan Summary are outlined with the following:

Pillar - one of the key themes or values upon which the long-term objectives and the shorter-term initiatives and tactics of the City are all built: livability; improving services; and transparency.

Value - a series of core values unpinning the objectives of the City's activities, including affordability, sustainability/resilience, equity, safety, and vibrancy.

Scope - goals are either "broad" in scope, meaning other smaller departmental projects or initiatives might align within it, or they are "specific" in scope, meaning they are a more discrete priority or objective.

Division - the broad category of municipal government within which the goal falls.

Goal Number - a number by which departments can refer to the goal in a more abbreviated fashion. Goal Numbers appear in the narrative sections of departmental and capital budgets to illustrate alignment with the Strategic Plan. Goals are numbered in order by Division, Lead Department, Pillar, Timeline, Status, and (alphabetical) Goal Purpose.

Goal Description - a summary of the strategic goal, usually outlined as an achievable/measurable outcome or a more broad, ongoing goal.

Goal Purpose - why the City is pursuing the stated goal.

Timeline - short, medium, and long term timeframes generally refer to, respectively, goals that can be accomplished or achieved within the current fiscal year, the next two to three fiscal years, or ongoing/perpetual.

Plan Alignments - to ensure consistency in City actions, this section indicates where goals are in alignment with or reflective of other City plans, if any. Departmental and capital budgets should also indicate explicitly where budget items are reflective of City plans.

Lead Department - the department, division, or office of the City responsible for implementation to achieve the stated goal.

Other Key Partners/Stakeholders - entities that intersect with the stated goal or are impacted by its implementation/achievement, but are not directly responsible for it.

Status - the current state toward achieving the stated goal at the time this Strategic Plan Summary is published. Preliminary status are at the most conceptual stage; in planning status means some degree of planning has been started. A status of underway indicates some degree of implementation has begun, but the goal has not been

Long and Short Term Strategic Plan Summary FY 2025

Pillar	Value	Scope	Division	Goal Number	Goal Description	Goal Purpose	Timeline	Plan Alignments	Lead Department	Other Key Partners/Stakeholders	Status
Improving Services	Equity	Specific	Community Services	CS.1	Pilot holding some COA programs off-site in select locations.	Bring City services into the community and increase participation and diversity of participation in COA programs.	Short	Salem for All Ages	Council on Aging		Preliminary
Improving Services	Equity	Specific	Community Services	CS.2	Add a bilingual social worker to the COA staff.	Better meet the social service needs for non-English speaking older adult residents.	Short	Salem for All Ages	Council on Aging	Human Resources	Underway
Improving Services	Equity	Specific	Community Services	CS.3	Enable online registration for COA programs.	Ensure all residents have equitable access to City programs and services.	Short	Salem for All Ages	Council on Aging		Underway
Transparency	Equity	Specific	Community Services	CS.4	Expand distribution areas for Senior Power.	Ensure all residents have equitable access to City programs and services and increase awareness of and participation in programs.	Short	Salem for All Ages	Council on Aging	Mayor's Office	In planning
Improving Services	Equity	Specific	Community Services	CS.5	Automatic/opt-out library cards for Salem residents.	Increase resident utilization of the public library.	Medium		Library	Board of Library Trustees	Preliminary
Livability	Vibrancy	Broad	Community Services	CS.6	Continue implementation of the Signature Parks program for Salem Willows, Winter Island, Pioneer Village/Camp Naumkeag, Palmer Cove, Forest River Park, and Salem Common.		Medium		Mayor's Office	Parks, Recreation, and Community Services; Park and Recreation Commission; Planning and Community Development	Underway
Improving Services	Vibrancy	Specific	Community Services	CS.7	Study Park Wardens and Park Caretakers programs for reform/establishment.	Improve public safety, oversight, management, and maintenance of City parks.	Medium	Open Space and Recreation Plan	Parks, Recreation, and Community Services	Legal	Preliminary
Improving Services	Equity	Specific	Community Services	CS.8	Develop a Salem "Kid Card" for easier access to recreation programs and other events.	Increase youth participation in programs and activities.	Medium	Open Space and Recreation Plan	Parks, Recreation, and Community Services		Preliminary
Improving Services	Equity	Specific	Community Services	CS.9	Complete upgrades to Community Life Center kitchen facility.	To better meet building user's food needs, provide greater ability to conduct classes and programs.	Short	Salem for All Ages	Parks, Recreation, and Community Services	Capital	Underway
Livability	Equity	Specific	Community Services	CS.10	Install older adult recreational amenities in parks, including exercise equipment, bocce court, and similar installations.	Increase recreational utilization of parks by older adults, improving health outcomes.	Medium	Salem for All Ages	Parks, Recreation, and Community Services	Planning and Community Development; Capital	In planning
Livability	Vibrancy	Specific	Community Services	CS.11	Pilot off-leash seasonal sites for dogs.	Enhance quality of life for residents.	Short	Open Space and Recreation Plan	Parks, Recreation, and Community Services	Police Department; Park and Recreation Commission	Preliminary
Livability	Sustainability/Resilience	Specific	Community Services	CS.12	Complete Winter Island Resiliency project.	Ensure long-term access to Winter Island Park amenities.	Medium	Resilient Together; Open Space and Recreation Plan	Parks, Recreation, and Community Services; Sustainability Department	Public Services Department	Underway
Improving Services	Equity	Specific	Community Services	CS.13	Increase the number of Salem veterans accessing benefits.	Ensure Salem veterans are receiving all supports to which they are entitled.	Long		Veterans Services		Underway
Improving Services	Vibrancy	Specific	Community Services	CS.14	Increase access to and awareness of the Salem Woods.	Improve outdoor recreation and ecological awareness.	Medium	Open Space and Recreation Plan	Parks, Recreation, and Community Services	Friends of Salem Woods; Capital	Preliminary
Improving Services	Vibrancy	Specific	Education	E.1	Begin braiding Salem Public Schools' career and technical education offerings with future offshore wind industry needs.	Create pathways for economic success for students and for the industry.	Medium	Salem Public Schools Strategic Plan	Salem Public Schools		In planning
Improving Services	Equity	Specific	Education	E.2	Expand access to mental health support services for more students.	Help students achieve social/emotional needs and succeed academically.	Medium	Salem Public Schools Strategic Plan	Salem Public Schools		Preliminary
Improving Services	Equity	Specific	Education	E.3	Begin to apply successes from Middle School Pilot to more middle school classrooms in the district.	Advance student success and contribute to teacher retention.	Short	Salem Public Schools Strategic Plan	Salem Public Schools		In planning
Livability	Equity	Specific	Education	E.4	Identify opportunities to enrich the school day, move start times later in the morning, and add additional lunch/recess time at the elementary grades.	Create more equity across the district in the school day and allow more time for essential play/exercise and eating during formative years.	Medium	Salem Public Schools Strategic Plan	Salem Public Schools		Preliminary
Livability	Vibrancy	Specific	Education	E.5	Continue forward progress of Salem High School building project.	Create the best learning environment possible for future generations of Salem students.	Medium	Salem Public Schools Facility Master Plan	Salem Public Schools	Finance; Capital; Sustainability; Purchasing	Underway
Livability	Equity	Specific	Education	E.6	Maintain and, if possible, expand the Pre-K Partnership.	Increase access to high-quality pre-K to create foundation for future student success, improve educator retention, and create greater economic mobility for students.	Medium	Salem Public Schools Strategic Plan	Salem Public Schools	Mayor's Office; Children's Cabinet; Pre-K Partners; School Committee	Underway
Livability	Vibrancy	Specific	Education	E.7	Implement the 2023 Salem Public School Strategic Plan.	Meet the shared goals for Salem's students over the next five years.	Medium	Salem Public Schools Strategic Plan	Salem Public Schools	School Committee	Underway

General Overview
Long and Short Term Strategic Plan Summary FY 2025

Pillar	Value	Scope	Division	Goal Number	Goal Description	Goal Purpose	Timeline	Plan Alignments	Lead Department	Other Key Partners/Stakeholders	Status
Livability	Safety	Specific	Education	E.8	School safety measures including, but not limited to, radios, cameras, vestibules, and other measures as recommended.	Protect Salem students and educators.	Medium	Salem Public Schools Safety Analysis	Salem Public Schools	Police Department; Fire Department; School Committee	Underway
Livability	Safety	Specific	Education	E.9	Institute an anonymous school safety tip line.	Protect Salem students and educators.	Short	Salem Public Schools Safety Analysis	Salem Public Schools	Police Department	Preliminary
Livability	Equity	Specific	Education	E.10	Secure new location for alternative high school programs.	Better serve students in those programs and help address costs.	Short	Salem Public Schools Strategic Plan	Salem Public Schools	Mayor's Office; tenant facility	Underway
Improving Services	Equity	Specific	Education	E.11	Complete renovations of former OnPoint Center and relocate Family Engagement Center to the building.	Bring school services into the community and increase utilization of the Family Engagement Center by families in need.	Medium	Salem Public Schools Master Plan	Salem Public Schools; Parks, Recreation, and Community Services	Mayor's Office; Capital; Finance; Police Department; Sustainability Department; Inspectional Services Department	In planning
Livability	Vibrancy	Specific	Education	E.12	Grow participation in Early College and advanced coursework.	Increase academic rigor and success for students.	Medium	Salem Public Schools Master Plan	Salem Public Schools		Underway
Livability	Equity	Specific	Education	E.13	Reduce chronic absenteeism and disparate discipline metrics.	Improve equity and academic outcomes.	Short	Salem Public Schools Master Plan	Salem Public Schools		Underway
Livability	Vibrancy	Specific	Education	E.14	Strengthen educator workforce through diversity efforts, retention, professional development, and "grow your own" local educator pipeline.	Increase teacher retention and effectiveness in meeting student needs.	Medium	Salem Public Schools Master Plan	Salem Public Schools	Salem Teachers Union; Salem State University	In planning
Improving Services	Vibrancy	Specific	Economic Growth	EG.1	Pending development of state regulations, create local regulations regarding social consumption of cannabis establishments.	Regulate development of new business to manage impacts and comply with state regulations.	Medium		Legal Department	Police Department; Planning and Community Development; City Council	Preliminary
Livability	Vibrancy	Specific	Economic Growth	EG.2	Permit all restaurants in B1 zones.	Encourage economic growth and vitality.	Short		Legal Department	Mayor's Office; Planning and Community Development; City Council	In planning
Improving Services	Vibrancy	Specific	Economic Growth	EG.3	Implement the calendar, permitting fee, and ordinance changes recommended in the 2023 Main Streets report.	Facilitate easier processes for bringing festivals and special events to Salem, stimulating the local economy and supporting arts and cultural programming.	Short	Salem Main Streets Special Events in Salem	Mayor's Office	Department heads; Salem Main Streets; partner organizations	Preliminary
Livability	Sustainability/Resilience	Broad	Economic Growth	EG.4	Collaborate with project partners on implementation of the Salem Offshore Wind Terminal to create green jobs, support alternative/renewable energy, and grow the local economy and tax base, while managing impacts on the surrounding neighborhoods.		Long		Mayor's Office	Planning and Community Development; Legal; Harbormaster; Salem Harbor Port Authority; Inspectional Services; Police; Fire/Emergency Management	Underway
Livability	Vibrancy	Broad	Economic Growth	EG.5	Continue revitalization of Salem Harbor and the waterfront.		Long		Mayor's Office	Planning and Community Development; Legal; Harbormaster; Salem Harbor Port Authority	Underway
Livability	Vibrancy	Broad	Economic Growth	EG.6	Encourage responsible private development and new growth opportunities.		Long		Mayor's Office	Planning and Community Development; Finance; Legal	Underway
Livability	Vibrancy	Broad	Economic Growth	EG.7	Support the growth of new and existing private businesses, including enhanced recruitment efforts.		Long		Mayor's Office	Planning and Community Development; Finance; Legal	Underway
Livability	Vibrancy	Specific	Economic Growth	EG.8	Complete the Salem Wind Terminal project agreements, break ground, and complete the construction phase of the project.	Grow Salem's commercial tax base, create jobs, manage construction impacts on neighbors, and meet our climate goals.	Medium	Salem Harbor Master Plan	Mayor's Office	Planning and Community Development; Harbormaster; Legal Department; neighbors; Crowley Wind Services; community and labor partners; Salem Public Schools	Underway
Livability	Equity	Specific	Economic Growth	EG.9	Reform zoning to allow for grocery uses in more locations.	Grow the commercial tax base and meet food access needs.	Short	Salem Food for All	Mayor's Office	Health Department; Legal Department; Planning and Community Development	Preliminary
Livability	Equity	Specific	Economic Growth	EG.10	Create program for seasonal food truck siting in selected locations.	Create incubator for food service entrepreneurs and fill gaps in local dining needs.	Short		Mayor's Office; Legal	Planning and Community Development; business community; Health Department	In planning
Livability	Vibrancy	Specific	Economic Growth	EG.11	Work toward a plan for seasonal open streets.	Activate public ways to spur economic activity during shoulder seasons.	Medium		Mayor's Office; Transportation	Police Department; Fire Department; Public Services Department; business community	Preliminary
Livability	Equity	Specific	Economic Growth	EG.12	Begin planning for a BIPOC business incubator.	Grow BIPOC entrepreneurship and access to economic resources.	Medium	Race Equity Report	Planning and Community Development	Diversity, Equity, and Inclusion; Race Equity Commission	Preliminary
Livability	Equity	Specific	Economic Growth	EG.13	Enhance distribution and use of the North Shore Diversity Catalog.	Grow economic power for women and BIPOC owned businesses in the region.	Short	Race Equity Plan	Planning and Community Development	Diversity, Equity, and Inclusion	Underway
Improving Services	Vibrancy	Specific	Economic Growth	EG.14	Design and construction of an upgraded Port Terminal Building.	Improve Ferry passenger quality and provide facilities for the Harbor Port Authority.	Medium	Harbor Master Plan	Salem Harbor Port Authority	Harbormaster; Planning and Community Development	Preliminary
Transparency	Vibrancy	Broad	Finance and Administration	FA.1	Continue five year forecasting of capital improvement projects and needs.		Long		Capital	Finance Department; Mayor's Office	Underway

Pillar	Value	Scope	Division	Goal Number	Goal Description	Goal Purpose	Timeline	Plan Alignments	Lead Department	Other Key Partners/Stakeholders	Status
Livability	Equity	Broad	Finance and Administration	FA.2	Carry out Equity Audit	Meet the goals of the plan and publish results as achieved	Long	Equity Audit	Diversity, Equity, and Inclusion		Underway
Improving Services	Equity	Specific	Finance and Administration	FA.3	Review process for approving overtime and create policy for its use.	Ensure consistency and efficiency in use of overtime across departments, for cost and equity purposes.	Short		Finance	Mayor's Office; Human Resources; Diversity, Equity, and Inclusion	In planning
Improving Services	Affordability	Specific	Finance and Administration	FA.4	Adopt a payment plan ordinance.	Ensure more consistency and structure to payment plans offered by the City.	Short		Finance	Legal; City Council	In planning
Improving Services	Vibrancy	Specific	Finance and Administration	FA.5	Implement travel and reimbursement policy.	Ensure approved travel is reimbursed appropriately.	Short		Finance	Mayor's Office; Legal	Underway
Transparency	Affordability	Specific	Finance and Administration	FA.6	Comprehensive review of all fixed costs in the annual budget.	Ensure accuracy for cost and financial forecasting purposes.	Medium		Finance	Technology; Human Resources; Inspectional Services	Preliminary
Transparency	Vibrancy	Specific	Finance and Administration	FA.7	Delineate all school-related costs in the annual City budget document.	Provide greater transparency and understanding of school and education costs in the budget.	Short		Finance		In planning
Improving Services	Affordability	Broad	Finance and Administration	FA.8	Re-evaluate existing PILOT/SILOT and other agreements as they expire and implement existing tax agreements, CBAs, and ICAs.		Long		Finance Department	Mayor's Office; Legal Department	Underway
Improving Services	Vibrancy	Broad	Finance and Administration	FA.9	Limit long-term liability through the City's continued commitment to build reserve funds.		Long		Finance Department	Mayor's Office	Underway
Transparency	Vibrancy	Broad	Finance and Administration	FA.10	Continue to attain GFOA designation by maintaining the highest level of budgetary practices and finance policies.		Long		Finance Department	Mayor's Office	Underway
Transparency	Affordability	Broad	Finance and Administration	FA.11	Continue conservative budgeting policies to limit the impact on property tax levels.		Long		Finance Department	Capital; Mayor's Office	Underway
Improving Services	Vibrancy	Specific	Finance and Administration	FA.12	Conduct a comprehensive on-call contractor review.	Identify any opportunities to increase efficiency by bringing services in-house.	Medium		Finance Division	Department heads	Preliminary
Improving Services	Vibrancy	Specific	Finance and Administration	FA.13	Conduct a comprehensive fee study, including feasibility of tiered re-inspection fees.	Verify where fees are not reflective of the cost of service provision and correct them.	Short		Finance Division	Mayor's Office; department heads	Underway
Livability	Equity	Specific	Finance and Administration	FA.14	Student Opportunity Act reform in partnership with other minimum aid impacted communities.	Ensure minimum aid Gateway Cities are not penalized by inadvertent errors in the Student Opportunity Act formula.	Medium		Finance Division	Mayor's Office; legislative delegation; Salem Public Schools	Underway
Transparency	Equity	Specific	Finance and Administration	FA.15	Publish proposed budget earlier in the year, reformat to make more readable, and include summary statement.	Make the City budget more accessible.	Short		Finance Division	Mayor's Office; City Council; all Departments	Underway
Livability	Sustainability/Resilience	Specific	Finance and Administration	FA.16	Study establishment of a stormwater utility.	Address increasing costs for stormwater impacts and encourage greater sustainability in neighborhoods.	Medium	Resilient Together	Finance Division; Engineering	Capital; Legal; Mayor's Office	In planning
Improving Services	Equity	Specific	Finance and Administration	FA.17	Performance evaluation system for merit-based compensation increases.	Create an objective and consistent method for adjusting employee salaries.	Medium		Human Resources	Mayor's Office; Legal; Finance	Preliminary
Improving Services	Equity	Specific	Finance and Administration	FA.18	Expand where and how job opportunities are advertised.	Increase recruitment and applicant pools for vacancies.	Short	Equity Audit	Human Resources	Diversity, Equity, and Inclusion	In planning
Improving Services	Vibrancy	Specific	Finance and Administration	FA.19	Acquire and implement software for intaking and responding to job applications in a systematic manner.	Improve employee recruitment and retention efforts.	Short	Equity Audit	Human Resources	Legal Department; Technology	Preliminary
Improving Services	Equity	Specific	Finance and Administration	FA.20	Modify and make permanent the City's remote work and flexible schedule policies.	Broaden public hours for City offices while providing an employee benefit to more competitive attract and retain staff.	Short		Human Resources	Mayor's Office; Legal Department; Diversity, Equity, and Inclusion	Underway
Improving Services	Equity	Specific	Finance and Administration	FA.21	Conduct a comprehensive compensation study.	Ensure there are objective salary goals to improve employee recruitment and retention efforts.	Short		Human Resources	Mayor's Office; Finance; Legal Department	Underway
Transparency	Vibrancy	Specific	Finance and Administration	FA.22	Create policy requiring consistent use of the Employee Self Service portal for requesting and managing time off applications.	Ensure all staff are treated fairly in time off applications and that requests are appropriately reflected in weekly payroll and accounts.	Short		Human Resources	Technology; Legal; Diversity, Equity, and Inclusion	In planning
Transparency	Equity	Specific	Finance and Administration	FA.23	Develop an Employee Handbook and library of instructional employee videos on the Employee Self Service portal.	Ensure all staff are familiar with the policies, practices, and benefits that relate to their work for the City.	Short		Human Resources	Technology; Legal; Diversity, Equity, and Inclusion	Preliminary

Pillar	Value	Scope	Division	Goal Number	Goal Description	Goal Purpose	Timeline	Plan Alignments	Lead Department	Other Key Partners/Stakeholders	Status
Improving Services	Vibrancy	Specific	Finance and Administration	FA.24	Comprehensive space review of all City owned and leased office space compared against market rates.	Identify future opportunities to effectively meet space needs at minimal expense.	Medium		Inspectional Services	Capital	Preliminary
Improving Services	Equity	Specific	Finance and Administration	FA.25	Work on reverting to local authority in lieu of civil service control over public safety employees.	Allow for greater flexibility in hiring and managing public safety personnel.	Medium		Legal Department	Mayor's Office; Police Department; Fire Department; Human Resources; impacted collective bargaining units	Preliminary
Improving Services	Vibrancy	Specific	Finance and Administration	FA.26	Home rule petition to increase local lodging excise rate.	Utilize visitor dollars to fund impacts from the visitor economy.	Medium	Haunted Happenings After-Action Review	Mayor's Office	Legal; Finance	Preliminary
Improving Services	Vibrancy	Specific	Finance and Administration	FA.27	Create policy for documentation about job functions and projects/initiatives.	Ensure continuity of services and projects in the event of a change in personnel.	Short		Mayor's Office	Human Resources; Legal	Preliminary
Improving Services	Equity	Specific	Finance and Administration	FA.28	Conduct All Staff meetings, launch an Employee Newsletter, create opportunities for employee socializing, expand professional development offerings, and establish Employee Affinity Groups.	Cultivate a positive working environment to recruit and retain staff, and help them grow in their careers with the City.	Short		Mayor's Office	Human Resources; Diversity, Equity, and Inclusion; Legal Department	Underway
Transparency	Equity	Specific	Finance and Administration	FA.29	Publish City finance and human resource policies online.	Provide greater public access to critical municipal policies.	Short		Mayor's Office	Finance; Human Resources	In planning
Livability	Equity	Specific	Finance and Administration	FA.30	Work toward more diversity in City board membership and workforce demographics.	Create a municipal government more reflective of the population it serves.	Medium	Equity Audit	Mayor's Office; Diversity, Equity, and Inclusion	Human Resources; Legal; Race Equity Commission	Underway
Improving Services	Vibrancy	Specific	Finance and Administration	FA.31	Adopt an increased local cannabis excise via home rule petition.	Provide additional revenues from visitors to support City services utilized by visitors.	Short		Mayor's Office; Legal Department	Finance; legislative delegation	Preliminary
Improving Services	Equity	Specific	Finance and Administration	FA.32	Continue implementation of the "Massport Model" to diversify City procurement.	Support BIPOC businesses.	Short	Race Equity Report	Purchasing	Diversity, Equity, and Inclusion; Finance	Underway
Improving Services	Sustainability/Resilience	Specific	Finance and Administration	FA.33	Implement energy services contract.	Reduce municipal energy costs and carbon emissions from City buildings.	Medium	Resilient Together	Sustainability	Capital; Inspectional Services; Finance; Salem Public Schools; impacted department heads	Underway
Livability	Sustainability/Resilience	Specific	Finance and Administration	FA.34	Create a policy to leverage Direct Pay in all applicable municipal projects.	Save money while advancing green energy goals.	Short	Resilient Together	Sustainability	Finance; Capital; Legal	Underway
Transparency	Equity	Specific	Finance and Administration	FA.35	Establish a municipal Language Access Policy.	Provide greater translation and interpretive services to expand access to City documents and services to more residents.	Short	Equity Audit	Diversity, Equity, and Inclusion; Mayor's Office	Finance; Human Resources; Legal; Race Equity Commission	Underway
Improving Services	Sustainability/Resilience	Specific	Finance and Administration	FA.36	Prepare for conclusion of current solid waste contract and work to minimize cost increases and maximize diversion/recycling.	Manage cost increases while meeting service and sustainability goals.	Medium		Engineering	Sustainability; Legal; Finance	In planning
Improving Services	Affordability	Specific	Finance and Administration	FA.37	Improve leveraging of Inflation Reduction Act, Infrastructure and Jobs Act, and other federal funding opportunities to match to existing municipal program and project.	Reduce costs to taxpayers for funding critical local needs and increase the capacity of the City to complete projects.	Long		Finance	Capital; Sustainability; Mayor's Office; relevant department heads	Underway
Transparency	Affordability	Specific	Finance and Administration	FA.38	Work to gradually wind down ARPA program with final allocations and reporting.	Reduce abrupt cost impacts for ARPA-sustained programs while utilizing 100% of allocated ARPA funds before the Treasury deadline.	Medium		Finance	Capital; Mayor's Office; relevant department heads; funded organizations and entities	Underway
Improving Services	Vibrancy	Specific	Finance and Administration	FA.39	Carry out relocation of Technology and Health Departments.	Improve working environment for employees and more effectively and efficiently deliver services to the public and other stakeholders.	Medium		Inspectional Services	Health Department; Technology Department; Finance	In planning
Improving Services	Vibrancy	Broad	Finance and Administration	FA.40	Deliver City services more efficiently and effectively through the use of technology and performance measurement.		Long		Mayor's Office	Finance; Technology; department heads	Underway
Improving Services	Affordability	Broad	Finance and Administration	FA.41	Implement regionalized services where applicable in order to better utilize tax dollars.		Long		Mayor's Office	Finance; Legal	Underway
Improving Services	Vibrancy	Broad	Finance and Administration	FA.42	Expand implementation of performance improvement programs.		Long		Mayor's Office	Human Resources; Technology; Finance	Underway
Improving Services	Vibrancy	Specific	Finance and Administration	FA.43	Revamp and relaunch the SalemStat program.	Create a data-driven approach to identifying issues regarding service delivery and operations.	Short		Mayor's Office	Technology; Inspectional Services Department; Health Department; Public Services Department; Engineering; Police Department; Fire/Emergency Management Department	In planning

Pillar	Value	Scope	Division	Goal Number	Goal Description	Goal Purpose	Timeline	Plan Alignments	Lead Department	Other Key Partners/Stakeholders	Status
Improving Services	Vibrancy	Specific	Finance and Administration	FA.44	Reallocate and reorganize IT Department as the Department of Technology and Innovation and reorganize to focus on municipal and public safety IT and performance improvement and innovations.	Refocus technology support and increase autonomy of SPS IT, while providing a new emphasis on innovation in government through technology and process improvement.	Short		Mayor's Office	Technology; Human Resources; Legal; Finance	Preliminary
Improving Services	Vibrancy	Specific	Finance and Administration	FA.45	Complete renovation of City Hall Room 2 conference room.	Provide added capacity for constituent services meetings.	Short		Mayor's Office	Technology; Inspectional Services	Underway
Transparency	Equity	Specific	Finance and Administration	FA.46	Establish a policy to include a plain-language Fact Sheet with proposed ordinances and standardize a process for internal and public workshops to develop major ordinances.	Increase understanding of ordinances as they developed and access to shape them by impacted stakeholders, before the City Council process.	Short		Mayor's Office	Planning and Community Development; Legal; other department heads as necessary; City Council	In planning
Transparency	Equity	Specific	Finance and Administration	FA.47	Ordinance specifying one-year term for all board chairs unless otherwise specified in statute or code.	Create more opportunities for leadership development on municipal boards.	Short		Mayor's Office	Legal	Preliminary
Transparency	Vibrancy	Specific	Finance and Administration	FA.48	Rename the Department of Traffic and Parking as the Department of Transportation, and the Traffic and Parking Commission as the Transportation	More fully reflect the total scope of the department's portfolio of work and all modes of transportation.	Short		Mayor's Office	Transportation; Traffic and Parking Commission; City Council	Preliminary
Transparency	Equity	Specific	Finance and Administration	FA.49	Create a City Style Guide.	Ensure consistent and transparent language and formatting in documents intended for the public.	Short	ADA Transition Plan	Mayor's Office	Diversity, Equity, and Inclusion	Underway
Transparency	Equity	Specific	Finance and Administration	FA.50	Develop a new system for tracking board memberships, record board training video, broaden advertisement of board vacancies, and update Board web pages to include the board's purpose and list of current vacancies and how to	Increase applications for, diversity of, and capacity of board memberships.	Short	Equity Audit	Mayor's Office	Diversity, Equity, and Inclusion; Legal	Underway
Improving Services	Equity	Specific	Finance and Administration	FA.51	Implement pilot of Spanish-language interpretation program and carry out first phase of foundational document translations.	Provide greater translation and interpretive services to expand access to City documents and services to more residents.	Short	Equity Audit	Diversity, Equity, and Inclusion	Mayor's Office; Human Resources; Legal Department; Finance	Underway
Improving Services	Vibrancy	Specific	Finance and Administration	FA.52	Establish an Organizational Structure Task Force to review and report on proposed changes to administrative and departmental structures.	Ensure an evidence-based and fully-informed approach to requested or contemplated changes to the structure of departments.	Short		Mayor's Office	Human Resources; Finance; Legal	In planning
Improving Services	Equity	Specific	General Government	GG.1	Establish an Elections Commission and continue study of rank choice voting.	Improve transparency and representativeness of local elections.	Medium		City Council	Legal Department; City Clerk; Mayor's Office	Underway
Transparency	Equity	Specific	General Government	GG.2	Complete launch of online platform for Council business.	Expand public access to Council items, agendas, minutes, and more.	Short		City Council	City Clerk; Technology	In planning
Improving Services	Vibrancy	Broad	General Government	GG.3	Maintain high level of responsiveness and accessibility for community members with City departments.	Ensure timely response to issues and inquiries.	Long		Department heads		Underway
Livability	Equity	Broad	General Government	GG.4	Carry out Race Equity Plan	Meet the goals of the plan and publish results as achieved.	Long	Race Equity Plan	Diversity, Equity, and Inclusion	Mayor's Office; Finance; Human Resources; Legal Department	Underway
Livability	Equity	Specific	General Government	GG.5	Amend non-discrimination ordinance to include citizenship status and home or housing status.	Ensure all residents have equitable access to City programs and services.	Medium		Diversity, Equity, and Inclusion; Mayor's Office	Legal	Preliminary
Improving Services	Vibrancy	Specific	General Government	GG.6	Study Parking Benefits District, District Improvement Financing, and Business Improvement District opportunities.	Provide additional revenues from visitors to support City services utilized by visitors.	Medium		Mayor's Office	Planning and Community Development; Transportation; Legal; Finance; business community; Traffic and Parking Commission	In planning
Livability	Affordability	Broad	General Government	GG.7	Carry out Imagine Salem plan	Meet the goals of the plan and publish results as achieved.	Long	Imagine Salem plan	Mayor's Office	Planning and Community Development	Underway
Livability	Equity	Broad	General Government	GG.8	Carry out Salem for All Ages Plan	Meet the goals of the plan and publish results as achieved.	Long	Salem for All Ages Plan	Mayor's Office	Council on Aging	Underway
Livability	Equity	Broad	General Government	GG.9	Strengthening City's reputation as a welcoming, accessible, and inclusive community for all.		Long	Race Equity Plan; Equity Audit	Mayor's Office	Diversity, Equity, and Inclusion; department heads	Underway

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Livability	Affordability	Broad	General Government	GG.10	Advance policies and other measures to help Salem realize its community housing goals, including right-sizing supply and improving affordability and access.		Long		Mayor's Office	Planning and Community Development	Underway
Livability	Vibrancy	Broad	General Government	GG.11	Continue to improve upon management of Haunted Happenings and other community events.		Long	Haunted Happenings After-Action Review	Mayor's Office	Department heads; partner organizations	Underway
Livability	Vibrancy	Broad	General Government	GG.12	Expand implementation of SeeClickFix service request and work order system, and maintain integration with Salem 311.		Long		Mayor's Office	Technology; Public Services; Human Resources	Underway
Livability	Vibrancy	Specific	General Government	GG.13	Use planned road closures and curated performance zones through October weekends.	Mitigate noise and impacts, enable commuters to plan travel accordingly, and elevate quality of offerings for those downtown.	Medium	Haunted Happenings After-Action Review	Mayor's Office	Police Department; Transportation Department; Licensing; Public Services Department	In planning
Livability	Vibrancy	Specific	General Government	GG.14	Develop a plan for and install/conduct a COVID memorial	Honor the lives of Salem residents lost to the pandemic.	Medium		Mayor's Office	Planning and Community Development; Parks, Recreation, and Community Services	Preliminary
Livability	Vibrancy	Specific	General Government	GG.15	Continue preparing for Salem 400+	Celebrate the city's quadricentennial.	Medium		Mayor's Office	Salem 400+ stakeholders; department heads	Underway
Livability	Equity	Specific	General Government	GG.16	Achieve certification from Welcoming America	Ensure Salem is a welcoming community to all.	Medium	Race Equity Plan	Mayor's Office	Diversity, Equity, and Inclusion; Legal; community partners	Underway
Livability	Vibrancy	Specific	General Government	GG.17	Revise configuration of activities on Salem Common in October.	Better disperse crowds and minimize impacts	Short	Haunted Happenings After-Action Review	Mayor's Office	Parks, Recreation, and Community Services; Park and Recreation Commission; Legal; Public Services; surrounding residents and businesses; Concerning entities	In planning
Livability	Vibrancy	Specific	General Government	GG.18	Move Mayor's Night Out to final Friday of September.	Revert the event to a more resident-focused occasion, instead of visitor attended.	Short	Haunted Happenings After-Action Review	Mayor's Office		In planning
Livability	Affordability	Specific	General Government	GG.19	Establish a Human Services Task Force.	Coordinate service delivery and ensure residents most in need are getting access to services for which they are eligible.	Short		Mayor's Office	Planning and Community Development; Council on Aging; Health Department; Police Department; Assessor's Office	Underway
Livability	Equity	Specific	General Government	GG.20	Continue to achieve 100 on the HRC Municipal Equality Index	Ensure a welcoming and safe community for all residents.	Short		Mayor's Office	Diversity, Equity, and Inclusion; Human Rights Coalition	Underway
Livability	Affordability	Specific	General Government	GG.21	Conduct a Universal Basic Income micro-pilot	Identify tactics to help alleviate extreme poverty	Short		Mayor's Office	Planning and Community Development; Diversity, Equity, and Inclusion; Human Rights Coalition	Underway
Livability	Vibrancy	Specific	General Government	GG.22	Create a City Laureates program.	To celebrate all forms of public art and enrich the community.	Short	Public Art Master Plan	Mayor's Office	Planning and Community Development; local artists community and arts organizations; Salem Public Schools	Underway
Transparency	Equity	Broad	General Government	GG.23	Improve communication and transparency with residents.	Increase community members' awareness of City programs, services, and policies, and resident engagement in their creation.	Long		Mayor's Office	Department heads	Underway
Transparency	Equity	Broad	General Government	GG.24	Improve resident access to services and information.		Long		Mayor's Office		Underway
Transparency	Vibrancy	Specific	General Government	GG.25	Launch the Salem At Work public dashboard of key SalemStat data.	Increase public awareness of City operations and services, and hold the City accountable for achieving goals.	Medium		Mayor's Office	Technology	In planning
Transparency	Equity	Specific	General Government	GG.26	Establish Mobile Mayor's Office	Bring City services into the community.	Short		Mayor's Office		Underway
Transparency	Equity	Specific	General Government	GG.27	Expand City Hall to Go	Bring City services into the community.	Short		Mayor's Office	Department heads	Underway
Transparency	Equity	Specific	General Government	GG.28	Broaden distribution of New Resident guide to renters.	Ensure all residents are aware of City programs and services available to them.	Short		Mayor's Office		Underway
Transparency	Equity	Specific	General Government	GG.29	Extend required abutter notifications to include tenants.	Increase resident awareness of projects and activities that may impact them, whether or not they are homeowners.	Short		Mayor's Office	Planning and Community Development; Inspectional Services; Engineering; Public Services; Legal; Technology	Underway
Improving Services	Equity	Specific	General Government	GG.30	Continue advocacy for reforming SEDS PILOT.	Provide fair compensation to an environmental justice community hosting a regional sewage treatment plant.	Medium		Mayor's Office	Finance; legislative delegation	Underway
Improving Services	Equity	Specific	General Government	GG.31	Begin to offer Citizenship Application support services.	Create pathways for citizenship, residency, and economic success.	Medium	Equity Audit	Mayor's Office; Diversity, Equity, and Inclusion	Legal	Preliminary
Livability	Vibrancy	Specific	General Government	GG.32	Reform public guide ordinance and increase enforcement of walking tours and street performers/vendors.	Provide better management and mitigation of impacts from walking tours, street performers, and temporary vendors.	Short	Haunted Happenings After-Action Review	Mayor's Office; Legal; City Clerk	Destination Salem; Salem Chamber of Commerce; business community; downtown residents	Underway
Livability	Vibrancy	Broad	General Government	GG.33	Carry out Open Space and Recreation Plan	Meet the goals of the plan and publish results as achieved.	Long	Open Space and Recreation Plan	Parks, Recreation, and Community Services	Mayor's Office; Public Services; Planning and Community Development; Park and Recreation Commission	Underway
Livability	Vibrancy	Broad	General Government	GG.34	Carry out Public Art Master Plan	Meet the goals of the plan and publish results as achieved.	Long	Public Art Master Plan	Planning and Community Development	Public Art Commission	Underway

Pillar	Value	Scope	Division	Goal Number	Goal Description	Goal Purpose	Timeline	Plan Alignments	Lead Department	Other Key Partners/Stakeholders	Status
Livability	Affordability	Broad	General Government	GG.35	Carry out Housing Roadmap	Meet the goals of the plan and publish results as achieved	Long	Housing Roadmap	Planning and Community Development	Affordable Housing Trust Fund Board	Underway
Livability	Vibrancy	Broad	General Government	GG.36	Carry out Community Preservation Plan	Meet the goals of the plan and publish results as achieved	Long	Community Preservation Plan	Planning and Community Development	Community Preservation Committee	Underway
Livability	Affordability	Broad	General Government	GG.37	Carry out CDBG Plan	Meet the goals of the plan and publish results as achieved	Long	CDBG Plan	Planning and Community Development		Underway
Livability	Vibrancy	Broad	General Government	GG.38	Carry out Salem Harbor Master Plan	Meet the goals of the plan and publish results as achieved	Long	Salem Harbor Master Plan	Planning and Community Development	Salem Harbor Port Authority; harbor stakeholders; Harbormaster	Underway
Livability	Vibrancy	Broad	General Government	GG.39	Carry out CPA projects, historic preservation efforts as outlined in the historic preservation plan, and other community improvement projects.		Long	Historic Preservation Plan	Planning and Community Development	Mayor's Office; Community Preservation Committee; Historic Commission; Preservation Partners	Underway
Livability	Sustainability/Resilience	Specific	General Government	GG.40	Adopt Flood Hazard Overlay District and Climate Resiliency Overlay District	Raise the bar for resiliency considerations and oversight in	Short		Planning and Community Development	Engineering; Sustainability; Conservation Commission; City Council	Underway
Livability	Sustainability/Resilience	Specific	General Government	GG.41	Plant "no mow" designated pollinator areas and include educational signage	Support ecological integrity in the community.	Medium		Public Services	Sustainability	Preliminary
Livability	Vibrancy	Broad	General Government	GG.42	Advance reuse options for the Transfer Station site		Medium		Public Services	Engineering; Legal	Underway
Transparency	Vibrancy	Specific	General Government	GG.43	Launch a Public Services' Residents Academy modeled on the City, Police, and Fire Academies	Increase resident awareness of public services' operations.	Short		Public Services	Mayor's Office	Preliminary
Livability	Vibrancy	Broad	General Government	GG.44	Continue development and implementation of port activities and marketing, including revising Port Authority geographic jurisdiction and authority.		Long	Salem Harbor Master Plan	Salem Harbor Port Authority	Mayor's Office; Harbormaster; Crowley Wind Services	Underway
Improving Services	Sustainability/Resilience	Broad	General Government	GG.45	Continue efforts to address climate change and plan to mitigate carbon footprint through the Green Communities program, energy efficiency goals, the climate change action plan, and more.		Long	Resilient Together	Sustainability	Engineering; Sustainability, Energy, and Resilience Committee	Underway
Livability	Sustainability/Resilience	Broad	General Government	GG.46	Carry out Resilient Together plan	Meet the goals of the plan and publish results as achieved	Long	Resilient Together plan	Sustainability	Mayor's Office; Engineering; Inspectional Services; Sustainability, Energy, and Resilience Committee	Underway
Livability	Sustainability/Resilience	Specific	General Government	GG.47	Continue municipal fleet transition, including EV bus conversions, and install additional EV public and municipal facility charging	Meet Salem's local climate goals and ensure infrastructure is in place for future vehicles.	Medium	Resilient Together	Sustainability; Capital	Public Services; Salem Public Schools; Police Department; Fire Department	Underway
Improving Services	Vibrancy	Specific	General Government	GG.48	Re-issue RFP for high-speed fiber internet service to Salem.	Provide competition for residents and businesses, better serve students and workers relying on remote connections, increase economic activity, and allow for smart city	Medium		Technology; Engineering	Legal; Public Services; Mayor's Office	In planning
Livability	Sustainability/Resilience	Specific	General Government	GG.49	Adopt the specialized opt-in building code.	Reduce emissions from buildings and meet the city's climate goals	Short		Sustainability	City Council; Inspectional Services	Underway
Livability	Safety	Specific	General Government	GG.50	Expand participation in older adult lock box program.	Improve public safety and wellbeing for older adults and make Salem even more age-friendly	Short	Salem for All Ages	Mayor's Office	Police Department; Salem for All Ages	Underway
Livability	Vibrancy	Specific	General Government	GG.51	Update, publish, and distribute the Salem for All Ages Resource Guide and the Health & Wellness Guide, and revise the Salem for All Ages website.	Connect older adults with key resources and information about aging in place.	Short	Salem for All Ages	Mayor's Office	Health Department; Salem for All Ages	Underway
Livability	Equity	Specific	General Government	GG.52	Launch/continue Salem for All Age's public information campaigns related to behavioral health and age discrimination.	Make Salem even more age-friendly.	Short	Salem for All Ages	Mayor's Office	Salem for All Ages	Underway
Livability	Equity	Specific	General Government	GG.53	Re-launch the Age-Friendly Business Certification program.	Make Salem even more age-friendly.	Short	Salem for All Ages	Mayor's Office	Salem for All Ages	In planning
Livability	Vibrancy	Specific	General Government	GG.54	Reconvene the Salem for All Ages Leadership Council on an annual basis.	Connect key community stakeholders with the ongoing work of Salem for All Ages	Short	Salem for All Ages	Mayor's Office	Salem for All Ages; Leadership Council member organizations	In planning
Transparency	Equity	Broad	General Government	GG.55	Carry out ADA Transition Plan	Meet the goals of the plan and publish results as achieved.	Long	ADA Transition Plan	Human Resources	Mayor's Office; Finance; Legal Department; Capital; Diversity, Equity, and Inclusion; Disabilities Commission	Underway
Livability	Vibrancy	Specific	General Government	GG.56	Complete Charlotte Forten statue, shade structures, and park adjustments	Enliven a public space and celebrate Charlotte Forten's life and legacy	Short	Public Art Master Plan	Planning and Community Development	Partner organizations; Mayor's Office; Public Art Commission	Underway
Livability	Vibrancy	Specific	General Government	GG.57	Continue activation of Artists Row and Derby Square.	Enliven a public space and support local artists and creatives.	Short	Public Art Master Plan	Planning and Community Development	Partner organizations; Mayor's Office; Public Art Commission	Underway

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Pillar	Value	Scope	Division	Goal Number	Goal Description	Goal Purpose	Timeline	Plan Alignments	Lead Department	Other Key Partners/Stakeholders	Status
Livability	Sustainability/Resilience	Specific	General Government	GG.58	Increase participation in and awareness of Salem PowerChoice community electrical supply aggregation program.	Achieve the goal of regional clean energy supplying 100% of our municipal asset operations by 2030 and 100% of community-wide energy by 2040.	Medium	Resilient Together	Sustainability	Mayor's Office	Underway
Livability	Sustainability/Resilience	Specific	General Government	GG.59	Advance initiatives to achieve the goal of regional clean energy supplying 100% of our municipal asset operations by 2030 and 100% of community-wide energy by 2040.	Reduce carbon emissions as a community.	Medium	Resilient Together	Sustainability	Mayor's Office; department heads	Underway
Improving Services	Affordability	Specific	General Government	GG.60	Convene a Funding Partnerships Task Force.	Identify and leverage state, federal, and private funding opportunities and grants to the greatest extent feasible; ensure City staff have technical skills to compete for and manage grant	Short		Finance	Police; Fire; Sustainability; Engineering; Transportation; Public Works	In planning
Livability	Affordability	Specific	Housing	H.1	Adopt MGL 40U and make reforms to short-term rental ordinance.	Increase enforcement of and compliance with regulations to preserve rental housing stock.	Short	Housing Roadmap	Legal Department	Mayor's Office; Health Department; City Council; department heads	In planning
Livability	Affordability	Specific	Housing	H.2	Identify tactics to address unsheltered individuals homelessness in the community with a specific emphasis on developing low-threshold housing site(s) and alternative shelter capacity	Reduce the number of residents living without housing.	Long	Housing Roadmap	Mayor's Office	Police Department; Lifebridge and housing partner organizations; Essex County Outreach, Healthy Streets, and similar outreach organizations; Health Department; Legal Department	Underway
Livability	Affordability	Specific	Housing	H.3	Identify opportunities for essential workforce housing growth, such as the Salem High School campus, surface parking lots, under-utilized SSU properties, and Salem Hospital parking lots.	Create additional affordable housing and meet the city's housing supply needs.	Medium	Housing Roadmap	Mayor's Office	Planning and Community Development; Salem State University; Salem Hospital; Salem Public Schools; Sustainability; Salem Redevelopment Authority	Preliminary
Livability	Affordability	Specific	Housing	H.4	Identify opportunities to improve subsidized housing facilities, including utilizing owned but unbuilt property and investing in addressing deferred maintenance.	Increase availability of affordable housing and improve quality of subsidized housing.	Medium	Housing Roadmap	Mayor's Office	Planning and Community Development; Salem Housing Authority; tenants associations	Preliminary
Livability	Affordability	Specific	Housing	H.5	Review processes for permitting housing projects to identify opportunities for	Address housing supply shortage and reduce barriers to creation of needed	Short	Housing Roadmap	Mayor's Office	Planning and Community Development; Legal; Engineering; Inspectional Services; Fire Department	In planning
Livability	Affordability	Specific	Housing	H.6	Pending passage of Affordable Homes Act, adopt real estate transfer fee.	Fund affordable housing construction and preservation.	Short	Housing Roadmap	Mayor's Office	City Council; Planning and Community Development; Finance	In planning
Livability	Affordability	Specific	Housing	H.7	Pending adoption of special act regarding condo conversions, begin implementation.	Preserve existing affordable rental housing.	Short	Housing Roadmap	Mayor's Office	Planning and Community Development; Inspectional Services	In planning
Livability	Affordability	Specific	Housing	H.8	Study a Community Land Trust model for Salem.	Identify mechanisms to preserve and/or add to affordable housing supply in the community.	Medium	Housing Roadmap	Planning and Community Development	Mayor's Office; community housing partners; Affordable Housing Trust Fund Board	Preliminary
Livability	Affordability	Specific	Housing	H.9	Study tiny house and started home district options for Salem.	Potentially increase the supply of affordable housing for first-time home ownership.	Medium	Housing Roadmap	Planning and Community Development	Inspectional Services; Engineering; Fire Department	Preliminary
Livability	Affordability	Specific	Housing	H.10	Study the use of property tax abatements to secure deed-restricted affordability in rental units.	Preserve existing affordable rental housing and increase the quantity of such housing.	Medium	Housing Roadmap	Planning and Community Development	Legal Department; Assessing Department	Preliminary
Livability	Affordability	Specific	Housing	H.11	Complete adaptive reuse projects at 5 Broad Street and Superior Court/County Commissioners building.	Preserve iconic historic structures and create new housing and mixed-use spaces.	Medium	Housing Roadmap; Historic Preservation Plan	Planning and Community Development	Legal; Mayor's Office	Underway
Livability	Affordability	Specific	Housing	H.12	Study reforms to single occupancy zoning.	Reduce the number of residents living without housing.	Short	Housing Roadmap	Planning and Community Development	Mayor's Office; City Council; Affordable Housing Trust Fund Board	In planning
Livability	Affordability	Specific	Housing	H.13	Parking ratio study and reform.	More appropriately scale parking to need to ensure maximum land possible is available for housing.	Short	Housing Roadmap	Planning and Community Development	Affordable Housing Trust Fund Board; City Council; Traffic and Parking Commission	Underway
Livability	Affordability	Broad	Housing	H.14	Pursue policies and opportunities to add housing to meet demand, stabilize rents and prices, grow the tax base, and address housing insecurity		Long		Mayor's Office	Planning and Community Development	Underway

Pillar	Value	Scope	Division	Goal Number	Goal Description	Goal Purpose	Timeline	Plan Alignments	Lead Department	Other Key Partners/Stakeholders	Status
Livability	Affordability	Broad	Housing	H.15	Support the thoughtful advancement of public, private, and public/private projects that will help Salem achieve its housing goals		Long		Mayor's Office	Planning and Community Development	Underway
Livability	Affordability	Specific	Housing	H.16	Expand Right of First Refusal program.	Preserve existing affordable rental stock	Short	Housing Roadmap	Mayor's Office	Planning and Community Development	Underway
Livability	Affordability	Specific	Housing	H.17	Continue Landlord Expo and support program.	Help landlords better support tenants in need and maintain rental stock	Short	Housing Roadmap	Mayor's Office	Department heads; community partners	Underway
Livability	Affordability	Specific	Housing	H.18	Continue Housing Stability Service and increase participation/awareness	Connect residents in need with housing support services.	Short	Housing Roadmap	Mayor's Office	Planning and Community Development	Underway
Livability	Vibrancy	Specific	Housing	H.19	Continue and strengthen work of the Problem Properties Task Force.	Improve quality of life for residents and ensure safe housing for all community members	Short		Mayor's Office	Legal Department; Building Department; Fire Department; Police Department	Underway
Livability	Affordability	Specific	Housing	H.20	Reconvene the Mayor's Homelessness Task Force.	Reduce homelessness in Salem.	Short	Imagine Salem plan	Mayor's Office	Legal Department; Police Department; Health Department; Veterans Agent; Council on Aging	In planning
Livability	Safety	Specific	Public Infrastructure	PI.1	Commence complete streets improvement projects on Peabody Street and Ward Street, and advance proposal for Broad Street improvements	Improve conditions for drivers, pedestrians, and cyclists.	Medium	Complete Streets	Engineering	Transportation; Traffic and Parking Commission; Bicycling and Shared-Use Path Advisory Committee; City Council; impacted residents and businesses	Underway
Livability	Vibrancy	Specific	Public Infrastructure	PI.2	Carry out improvements to Salem Common including Phase 2 of the bandstand, study more suitable material for fence, repair/replace irrigation and address turf issues, replenish stone dust pathways and re-edge, and improve veterans	Ensure Salem Common remains vibrant for future generations to enjoy.	Medium		Mayor's Office	Planning and Community Development; Capital; Public Services Department; community groups and residents; nearby businesses	Underway
Livability	Vibrancy	Specific	Public Infrastructure	PI.3	Advance South Salem Commuter Rail Station and Ocean Avenue connection project toward completion and complete associated rezonings or other necessary land use changes.	Reduce vehicle traffic on Jefferson Avenue and Highland Avenue and catalyze growth opportunities.	Medium	South Salem Commuter Rail Station	Planning and Community Development; Salem Partnership	Mayor's Office; City Council; legislative delegation; Transportation	Underway
Improving Services	Vibrancy	Specific	Public Infrastructure	PI.4	Install permanent street sweeping signage and increase frequency of sweeping.	Reduce staff time spent on posting/removing temporary signage and enhance cleanliness of streets.	Medium		Public Services		In planning
Improving Services	Safety	Specific	Public Infrastructure	PI.5	Begin thermoplastic striping policy for new roadway striping.	Improve durability and visibility of road markings to increase safety.	Medium		Public Services	Engineering	Preliminary
Improving Services	Vibrancy	Specific	Public Infrastructure	PI.6	Adopt a regulation spelling out a specific street opening process (including abutter notifications and date-specific opening permits), and requiring roadway restoration conditions and medallion format following private utility work.	Require satisfactory restoration of the public way following private openings.	Medium		Public Services	Engineering; City Council	Preliminary
Improving Services	Vibrancy	Specific	Public Infrastructure	PI.7	Continue planning for Public Works facility relocation.	Improve working conditions for employees, ensure a facility better suited to serving the public, and leverage existing property to catalyze growth	Medium	South Salem Commuter Rail Station	Public Services	Planning and Community Development; Capital	Underway
Livability	Vibrancy	Specific	Public Infrastructure	PI.8	Design and install improvements to Lappin Park.	Ensure greater durability for a heavily-utilized open space.	Medium	Open Space and Recreation Plan	Public Services	Salem Redevelopment Authority/Design Review Board; surrounding businesses; Police Department	In planning
Livability	Sustainability/Resilience	Specific	Public Infrastructure	PI.9	Meet the City's Greening the Gateway Cities tree planting goals and maintain pace of plantings outside the DCR zone.	Expand the City's urban canopy.	Medium		Public Services	Engineering; Tree Commission	Underway
Livability	Sustainability/Resilience	Specific	Public Infrastructure	PI.10	Continue the Century Tree program.	Plant additional century trees in the lead up to Salem 100.	Medium		Public Services	Tree Commission	Underway
Livability	Safety	Specific	Public Infrastructure	PI.11	Zero out sidewalk repair requests.	Provide safer pedestrian routes to connect community	Medium	ADA Transition Plan	Public Services	City Council; Disabilities Commission; Engineering	Underway
Livability	Vibrancy	Specific	Public Infrastructure	PI.12	Identify alternative snow storage locations.	Minimize negative impacts to trees and abutting residential neighborhoods	Short		Public Services	Salem Public Schools; Parks, Recreation, and Community Services	Underway
Improving Services	Sustainability/Resilience	Specific	Public Infrastructure	PI.13	Expand participation in curbside compost	Reduce tonnage of solid waste	Short	Resilient Together	Engineering	Mayor's Office; Black Earth compost	Underway
Livability	Safety	Broad	Public Infrastructure	PI.14	Carry out the Pavement Management Plan	Meet the goals of the plan and publish results as achieved	Long	Pavement Management Plan	Engineering	Transportation; Public Services	Underway
Livability	Sustainability/Resilience	Broad	Public Infrastructure	PI.15	Maintain and upgrade City water and sewer systems		Long		Engineering	Capital; Mayor's Office	Underway

Pillar	Value	Scope	Division	Goal Number	Goal Description	Goal Purpose	Timeline	Plan Alignments	Lead Department	Other Key Partners/Stakeholders	Status
Livability	Safety	Broad	Public Infrastructure	PI.16	Maintain and upgrade City roads, sidewalks, open spaces as reflected by the City's complete streets policy, open space plan, and road and sidewalk master plan.		Long	Pavement Management Plan; Complete Streets	Engineering	Transportation; Capital; Traffic and Parking Commission; Bicycling and Shared Use Path Advisory Committee; Mayor's Office	Underway
Livability	Safety	Specific	Public Infrastructure	PI.17	Coordinate with MassDOT on small bridge projects at Leggs Hill Road and Barakka Street.	Ensure bridges are maintained in good and safe condition.	Medium		Engineering	Transportation; Fire Department	In planning
Livability	Safety	Specific	Public Infrastructure	PI.18	Improve sidewalk connections missing near parks and schools.	Provide safer pedestrian routes to schools and parks.	Medium	ADA Transition Plan	Engineering	Transportation; Disabilities Commission; City Council	In planning
Livability	Sustainability/Resilience	Specific	Public Infrastructure	PI.19	Coordinate with MassDOT on planning for North River Canal Culvert project.	Ensure the final design addresses flooding and access challenges in the neighborhood.	Medium	Resilient Together	Engineering	Sustainability; Transportation	Preliminary
Livability	Sustainability/Resilience	Broad	Public Infrastructure	PI.20	Develop long-range infrastructure plan for water and sewer infrastructure.		Medium		Engineering	Capital	Preliminary
Livability	Safety	Specific	Public Infrastructure	PI.21	Advance MassDOT corridor projects on Highland Avenue and Boston Street.	Improve conditions for drivers, pedestrians, and cyclists.	Medium	Complete Streets	Engineering	Transportation; Traffic and Parking Commission; Bicycling and Shared-Use Path Advisory Committee; City Council; impacted residents and businesses	Underway
Livability	Sustainability/Resilience	Specific	Public Infrastructure	PI.22	Continue to advance the Ocean Avenue pump station and Rosie's Pond projects.	Improve stormwater and flood control mitigation for high risk neighborhoods.	Medium	Resilient Together; Hazard Mitigation	Engineering	Sustainability; Capital; Finance	Underway
Livability	Sustainability/Resilience	Specific	Public Infrastructure	PI.23	Construct short-term modifications to Willow Avenue trunk sewer and continue pursuing long-term project funding.	Protect critical sanitary sewer infrastructure from climate change and ensure its future operability.	Medium	Resilient Together; Hazard Mitigation	Engineering	Public Services Department; Harbormaster	Underway
Transparency	Affordability	Specific	Public Infrastructure	PI.24	Amend regulations to allow for water sub-metering for residential units in mixed-use buildings.	More fairly assess residential water users for their share of cost.	Medium		Engineering	Legal Department; Finance	Preliminary
Transparency	Vibrancy	Specific	Public Infrastructure	PI.25	Finalize department's development regulations and present to City Council for adoption.	Create a consistent and transparent set of fair standards and requirements for development.	Short		Engineering	Mayor's Office; Legal Department; City Council	In planning
Improving Services	Vibrancy	Specific	Public Infrastructure	PI.26	Being planning for City Hall improvement project.	Meet sustainability goals and reduce emissions and energy costs, improve accessibility, enhance delivery and availability of services, preserve a historic City structure, and improve workplace environment for employees.	Medium	Resilient Together; ADA Transition Plan	Inspectional Services	Mayor's Office; Capital; Sustainability; Disabilities Commission	Preliminary
Livability	Vibrancy	Broad	Public Infrastructure	PI.27	Improve overall cleanliness of streets, parks and other public spaces.		Long		Public Services	Beautification Committee	Underway
Livability	Safety	Broad	Public Infrastructure	PI.28	Carry out the Complete Streets/Safe Streets for All Plan	Meet the goals of the plan and publish results as achieved.	Long	Complete Streets	Transportation	Engineering; Electrical; Public Services; Police Department; Traffic and Parking Commission; Bicycling and Shared Use Path Advisory Committee	Underway
Livability	Safety	Broad	Public Infrastructure	PI.29	Continue residential traffic calming program.		Long	Complete Streets	Transportation	Public Services; Engineering; Electrical	Underway
Improving Services	Vibrancy	Specific	Public Infrastructure	PI.30	Carry out Greenlawn improvement project.	Ensure compliance with state requirements for interment capacity while maintaining aesthetic and ecological value of Greenlawn.	Medium	Greenlawn Master Plan	Public Services	Historic Preservation; Cemetery Commission; Tree Commission	In planning
Livability	Safety	Specific	Public Infrastructure	PI.31	Carry out implementation of resiliency projects, including Resilient Together El Punto, Collins Cove, and Columbus Avenue Culvert projects.	Protect Salem against the impacts of the climate crisis.	Medium	Resilient Together; Hazard Mitigation	Engineering	Sustainability; Sustainability, Energy, and Resilience Committee	In planning
Livability	Sustainability/Resilience	Specific	Public Infrastructure	PI.32	Complete Forest River Park tree replanting project.	Keep the park green for future generations and maintain the urban canopy.	Short	Open Space and Recreation Plan	Public Services	Parks, Recreation, and Community Services; Tree Commission; Park and Recreation Commission	Underway
Livability	Sustainability/Resilience	Specific	Public Infrastructure	PI.33	Complete the South River drainage culvert upgrade project.	Ensure effective stormwater infrastructure reflective of climate change models.	Medium	Hazard Mitigation Plan	Engineering	Planning and Community Development	In planning
Livability	Safety	Specific	Public Infrastructure	PI.34	Complete Bicycling Master Plan infrastructure network.	Ensure safe streets for all users.	Medium	Bicycling Master Plan	Transportation	Engineering; Public Works; Police; Fire/Emergency Management Department; Bicycling and Shared Use Path Advisory Committee; Traffic and Parking Commission	In planning
Livability	Sustainability/Resilience	Specific	Public Infrastructure	PI.35	Continue SSES report implementation and elimination of illegal/illegal drain sources citywide.	Maintain integrity of City infrastructure and reduce illegal discharge.	Long		Engineering		Underway
Livability	Vibrancy	Specific	Public Infrastructure	PI.36	Advance remediation and improvement projects at Mansell Field, McGrath Park, and Furlong Park.	Clean up park sites and make them usable for future generations.	Medium	Open Space and Recreation Plan	Engineering	Planning and Community Development; Parks, Recreation, and Community Services; Park and Recreation Commission; Public Services; Legal	Underway

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Pillar	Value	Scope	Division	Goal Number	Goal Description	Goal Purpose	Timeline	Plan Alignments	Lead Department	Other Key Partners/Stakeholders	Status
Improving Services	Safety	Specific	Public Safety	PS.1	Ensure all municipal and school facilities have functioning back-up power generators.	Ensure continuity of service in the event of an emergency.	Medium	Hazard Mitigation Plan	Fire/Emergency Management Department	Salem Public Schools; Electrical; Technology; Police Department	Underway
Livability	Safety	Specific	Public Safety	PS.2	Begin study of Station 4 relocation given changing nature of the City's built environment.	Most quickly serve all Salem neighborhoods in the event of an emergency.	Medium		Fire/Emergency Management Department	Capital	Preliminary
Improving Services	Safety	Broad	Public Safety	PS.3	Further enhance the City's public health infrastructure to be responsive to evolving challenges.		Long		Health Department		Underway
Livability	Safety	Specific	Public Safety	PS.4	Establish a consistent policy for cancellations/closures during high heat or extreme cold events.	Protect the health and safety of City employees and members of the public and ensure a predictable approach to closures.	Short		Health Department	Department heads	Preliminary
Livability	Vibrancy	Specific	Public Safety	PS.5	Adopt an ordinance prohibiting rock crushing.	Improve quality of life for residents by reducing noise and dust issues.	Short		Inspection Services	Legal Department; City Council	Preliminary
Improving Services	Safety	Specific	Public Safety	PS.6	Expand access control card use, security systems, and weapon restrictions to all City buildings.	Protect Salem employees and members of the public accessing City facilities and offices.	Short		Mayor's Office	Legal; Human Resources; Inspectional Services	Underway
Livability	Safety	Broad	Public Safety	PS.7	Carry out Hazard Mitigation plan	Meet the goals of the plan and publish results as achieved.	Long	Hazard Mitigation plan	Mayor's Office	Fire/Emergency Department; Planning and Community Development; Engineering; Sustainability	Underway
Livability	Safety	Specific	Public Safety	PS.8	Access control and safety improvements to Essex Street Pedestrian Mall and enhancements to damaged surfaces and East India Square.	Improve safety conditions and the aesthetics of a key pedestrian area downtown.	Medium		Mayor's Office	Planning and Community Development; Salem Redevelopment Authority/Design Review Board; Police Department; Fire Department; business community; Peabody Essex Museum; National Park Service; Public Services Department	In planning
Improving Services	Safety	Specific	Public Safety	PS.9	Enhanced enforcement to prevent intersection blocking during October.	Improve roadway safety and lessen traffic congestion.	Short	Haunted Happenings After-Action Review	Police Department	Transportation	Preliminary
Improving Services	Safety	Specific	Public Safety	PS.10	Relocate CodeRED for emergency purposes to Police Dispatch/OIC.	Ensure more immediate broadcast of emergency notifications.	Short		Police Department	Mayor's Office	Underway
Livability	Safety	Specific	Public Safety	PS.11	Utilize crossing guards for critical pedestrian crossings during summer and October seasons.	Ensure greater pedestrian safety during busy traffic times.	Short	Haunted Happenings After-Action Review	Police Department	Traffic & Parking Department; Salem Public Schools	Preliminary
Livability	Safety	Specific	Public Safety	PS.12	Adopt an ordinance to make hit and run crossing jurisdictional lines arrestable.	Ensure greater traffic safety.	Short		Police Department	Legal; City Council	Preliminary
Improving Services	Safety	Broad	Public Safety	PS.13	Maintain high level of all public safety services.		Long		Police Department; Fire/Emergency Management Department; Livability		Underway
Improving Services	Safety	Broad	Public Safety	PS.14	Enhance use of technology in public safety.		Long		Police Department; Fire/Emergency Management Department; Livability	Technology; Transportation; Electrical; Salem Public Schools	Underway
Improving Services	Safety	Broad	Public Safety	PS.15	Improve traffic and parking enforcement.		Long		Transportation; Police Department		Underway
Improving Services	Safety	Specific	Public Safety	PS.16	Complete the Police/Fire radio system upgrade project.	Ensure continuity of service, interoperability, and consistent coverage in Salem's public safety radio communications system.	Short		Fire/Emergency Management Department	Police Department; Technology	Underway
Improving Services	Equity	Specific	Public Safety	PS.17	Increase proportion of women and BIPOC members in the Police and Fire Department ranks to be more reflective of the overall community.	Improve public safety relationships with the community they serve and achieve equity goals as a city.	Medium	Equity Audit	Police Department; Fire/Emergency Management Department	Diversity, Equity, and Inclusion; Human Resources	Underway
Livability	Safety	Specific	Public Safety	PS.18	Utilize opioid settlement funds to address substance use reduction challenges with greater Narcan distribution and education.	Reduce overdoses and deaths.	Long		Health Department	Police Department; Fire Department; Healthy Streets and other outreach organizations; Salem Hospital and medical provider partners	Underway
Livability	Safety	Specific	Public Safety	PS.19	Convene a Climate Resilience Task Force.	Improve inter-departmental communication and coordination to prepare for and respond to climate impacts including flooding and extreme weather (heat, cold, drought).	Short	Hazard Mitigation Plan; Resilient Together	Mayor's Office	Sustainability Department; Fire Department; Engineering Department; Public Works Department; Harbormaster	In planning
Improving Services	Vibrancy	Specific	Transportation	T.1	Demand-based, variable on-street parking rates.	Export cost burdens for the visitor economy onto visitors and better reflect/respond to parking demand to increase availability of parking.	Medium	Comprehensive Parking Plan	Transportation	Mayor's Office; Traffic and Parking Commission; Finance; Chamber of Commerce; business community and downtown employers	Preliminary
Improving Services	Vibrancy	Specific	Transportation	T.2	Extend Passport parking app functionality in City garages.	Increase convenience for those using the garage.	Medium	Comprehensive Parking Plan	Transportation	Technology; Finance	Preliminary

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Improving Services	Vibrancy	Specific	Transportation	T.3	Phase conversion of on-street single meters to multi-space meters/kiosks.	Reduce maintenance costs and improve aesthetics of downtown streetscapes.	Medium		Transportation	Electrical	Preliminary
Improving Services	Vibrancy	Specific	Transportation	T.4	Continuation of Garage Restoration project	Ensure long-term integrity of parking infrastructure.	Medium		Transportation	Finance; Capital; Traffic and Parking Commission; City Council	Underway
Improving Services	Vibrancy	Specific	Transportation	T.5	Complete Downtown Parking Study.	Improve availability of downtown parking and maximize opportunities to better utilize spaces/facilities.	Medium		Transportation	Traffic and Parking Commission; City Council; Police Department; Salem Redevelopment Authority/Design Review Board; business community; downtown residents	Underway
Improving Services	Sustainability/Resilience	Specific	Transportation	T.6	Introduce electric bikes into the Salem Bluebikes system	Provide more convenient options for cycling to reduce vehicle traffic.	Short	Bicycling Master Plan	Transportation	Planning and Community Development; Bicycling and Shared-Use Path Advisory Committee	In planning
Improving Services	Sustainability/Resilience	Specific	Transportation	T.7	Install parking capacity signage.	Improve availability of downtown parking and minimize circulating downtown traffic.	Short	Haunted Happenings After-Action Review	Transportation	Police Department; Public Services	Underway
Improving Services	Equity	Specific	Transportation	T.8	Continue working for sustainable funding of Skipper, expanding the service where possible and working toward EVs.	Provide affordable transportation options for community members and lessen single-passenger vehicle trips.	Short	Resilient Together	Transportation	Finance	Underway
Improving Services	Vibrancy	Specific	Transportation	T.9	Finalize implementation of resident parking reforms.	Provide objective, fair, and predictable method for controlling on-street parking.	Short	Comprehensive Parking Plan	Transportation	Traffic and Parking Commission; City Council; Police Department	Underway
Improving Services	Vibrancy	Specific	Transportation	T.10	Reform October Shuttle program to recover costs and expand as possible, including running on Indigenous Peoples	Reduce October cost impacts on residents and continue to mitigate October traffic congestion.	Short	Haunted Happenings After-Action Review	Transportation	Finance	Underway
Livability	Safety	Specific	Transportation	T.11	Complete construction of Derby Street path connector.	Add a safer pedestrian access to Salem Wharf from Derby Street.	Medium	Bicycling Master Plan	Transportation	Crowley Wind Services; Engineering	In planning
Livability	Safety	Specific	Transportation	T.12	Brown/New Liberty sidewalks and crossings upgrades.	Improve pedestrian safety along Brown Street and New Liberty Street at garage ramp areas.	Medium	Complete Streets	Transportation	Engineering; Peabody Essex Museum	In planning
Livability	Safety	Specific	Transportation	T.13	Improve safety conditions at high crash intersections and crossings (Jefferson/Wilson; Tremont/School; Cambridge/Essex; Winter Island/Fort; Essex/Essex)	Achieve Vision Zero.	Short	Complete Streets	Transportation	Engineering; Public Works; Police; Traffic & Parking Commission	Underway
Livability	Safety	Specific	Transportation	T.14	Carry out the Safe Streets for All study and begin planning for implementation.	Ensure safe streets for all users.	Medium	Complete Streets	Transportation	Electrical; Traffic and Parking Commission; Bicycling and Shared Use Path Advisory Committee; Planning and Community Development	Underway
Livability	Vibrancy	Specific	Transportation	T.15	Redesignate October parking to Autumn Parking, increase fines, post permanent signage, and begin implementation in mid-September to run through early November.	Preserve the availability of on-street parking in key residents during busy Autumn visitor season.	Short	Haunted Happenings After-Action Review	Transportation	City Council; Traffic and Parking Commission	In planning
Livability	Safety	Specific	Transportation	T.16	Create dedicated CIP line for traffic calming installations.	Add permanency and predictability to the traffic calming program.	Short	Complete Streets	Transportation	Finance; Capital; Traffic and Parking Commission; City Council	Preliminary
Livability	Safety	Specific	Transportation	T.17	Transform the existing complete streets policy into an ordinance.	Ensure safer streets for all users.	Short	Complete Streets	Transportation	City Council; Traffic and Parking Commission; Legal; Engineering; Bicycling and Shared Use Path Advisory Committee	Preliminary
Livability	Safety	Specific	Transportation	T.18	Incorporate public art into pavement work for traffic calming installations.	Increase visibility of calming modification to enhance their safety.	Short	Complete Streets; Public Art Master Plan	Transportation	Planning and Community Development; Traffic and Parking Commission	Preliminary
Livability	Safety	Specific	Transportation	T.19	Study downtown traffic circulation patterns, particularly on narrow feeder streets like Brown Street, Charter Street/Front Street, and parts of Essex Street.	Identify tactics to help alleviate congestion and improve safety conditions.	Short	Complete Streets	Transportation	Police Department; Traffic and Parking Commission	Underway
Livability	Safety	Specific	Transportation	T.20	Pedestrian safety through review of leading intervals, turning regulations, and continuation of smart signal network, rapid beacons, and	Achieve Vision Zero.	Short	Complete Streets	Transportation; Electrical	Police Department; Traffic and Parking Commission	Underway
Improving Services	Vibrancy	Specific	Transportation	T.21	Study feasibility of a regional water transportation program	Reduce vehicle traffic in the region and on Salem's entrance	Medium	Harbor Master Plan	Transportation; Mayor's Office	Harbormaster; Planning and Community Development; legislative delegation	Preliminary
Livability	Safety	Specific	Transportation	T.22	Begin planning for intersection improvements at future targeted locations (North/Essex; Lynde/North; Franklin/North; North/Essex)	Achieve Vision Zero.	Medium	Complete Streets	Transportation	Engineering; Public Works; Police; Traffic & Parking Commission	In planning
Livability	Safety	Specific	Transportation	T.23	Convene a Safe Streets Task Force.	Coordinate work related to safe streets and public ways.	Short	Complete Streets	Transportation	Engineering; Public Works; Police; Fire	In planning

City Overview

City Overview

Profile of the City

The City of Salem, which was incorporated as a town in 1630 and became a city on March 23, 1836, is situated on the Massachusetts coast, 16 miles northeast on Boston. The City has a population of approximately 44,722 and occupies a land area of approximately 8 square miles. The second city in the Commonwealth to be incorporated, it is the Shire City of Essex County. Salem has operated under the Plan B form of government, with a mayor and an eleven-person City Council, seven elected from wards, and four at-large, since 1915.

Historic Information

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



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

Governmental Structure

The Mayor is elected for four years in November of unevenly numbered years. The Mayor is the administrative head of the city and chairman ex-officio of the School Committee, the Board of Library Trustees, and the Board of Trust Fund Commissioners. The Mayor acts with the City Council and School Committee to carry out city business. The Mayor appoints his or her office staff, the City Solicitor, and the Assistant City Solicitor without City Council confirmation. The appointments of most city department heads, and members of the various boards and commissions, however, require City Council confirmation. The Mayor has the right to veto any order, resolution, or ordinance passed by the Council. However, a veto may be overturned by a two-thirds vote of all councilors. After reviewing and revising estimates prepared by department heads, the Mayor submits the budget to the City Council for final action. The Mayor approves all municipal payrolls, vouchers, contracts, and instruments; and recommends bond issues, legislations, and orders to the City Council; and represents the city with other levels of government. As the general administrator of all city departments, the Mayor is consulted by department heads pertaining to the city's welfare.



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

a majority of all the members of the Council is necessary for the adoption of any motion resolution, or ordinance. In some instance, adoption by a two-thirds vote of the members is required by statute.

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

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

Cultural and Historical Facilities

The City has numerous facilities of continuing cultural and/or historical significance. These facilities contribute to making Salem a unique place that appeals to residents and attracts visitors. The visitor-based economy is important in Salem and contributes jobs and tax revenue for the City of Salem.

In 1692, infamous witch hysteria created fear and superstition as the fantasies and allegations of a group of young girls led to accusations of witchcraft against ordinary citizens. Nineteen people were convicted for the crime of witchcraft and were put to their deaths. 1992 marked the 300th Anniversary of the now famous Salem Witch Trials. The City of Salem commemorated this event with many special exhibits and events planned by the City's Salem Witch Trials Tercentenary Committee. The major event of the year long commemoration was the design and construction of the Salem Witch Trials Memorial located adjacent to the CharterStreetCemetery. The Memorial

design was chosen through a nation-wide design competition. As part of a living memorial, the City also annually awards the Salem Award for Human Rights and Social Justice.

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

Peabody-Essex Museum: In 2003, the Peabody Essex Museum ("PEM") undertook the largest museum addition in America. The \$125 million expansion allows them to showcase their extensive collection of Oceanic and Asiatic art for the first time. The PEM houses a broad spectrum of artifacts representing centuries of Essex County life and industry, as well as treasures from across the world brought to the region by early navigators. The PEM consists of a downtown campus, four National Historic landmarks and several properties on the National Register of Historic Places, as well as the Yin Yu Tang, the only complete Qing Dynasty house outside China. The PEM enjoys an attendance of approximately 250,000 visitors per year. See the section on Economic Development for overview of PEM's expansion project.



The Salem Maritime National Historic Site and Derby Wharf Lighthouse: This 9.2-acre site, operated by the National Park Service, ("NPS") is comprised of several buildings, including the original Customs House, as well as several wharves and homes. The NPS has restored the wharves and buildings. The Friendship, a full-size replica of one of Salem's historic trading ships is berthed at the site. This \$6 million project was 75 percent federally funded and has become a major cultural attraction and educational tool. The National Park Service has recently relocated the historic Pedrick's Warehouse from Marblehead to Derby Wharf and installed a pile supported dock adjacent to the building to facilitate interpretive display of historic maritime functions.

El Punto Urban Art Museum: Twenty years ago, North Shore CDC produced two murals which have long been points of pride in the Point neighborhood. In 2015, North Shore CDC worked with the Point Neighborhood Association, the City of Salem and Salem-raised and South Florida-based artist Ruben Ubiera

on a crosswalk mural project. In 2017, North Shore CDC worked with 12 artists to create 15 large-scale outdoor murals and 12 large-scale wall murals within North Shore CDC’s office. In September 2017, the CDC secured permission from National Grid to paint a long wall on Peabody Street and invited 20 local artists to paint small murals.

By creating a walkable, curated arts district within three blocks with dozens of murals in the Point Neighborhood, the district will be readily accessible to all that downtown Salem already has to offer to over a million tourists per year. Bringing a fraction of those visitors to the Point neighborhood stands to be a transformative economic development boom to immigrant-owned businesses. It will also begin to break down the invisible barriers between the Point Neighborhood and the rest of Salem by creating a beautiful, walkable destination within the Point Neighborhood for people to visit.

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



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

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

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

The First Church: The First Church, located on Essex Street, was founded in 1629 and is one of the oldest, continuing Protestant congregations in North America and the first to be governed by congregational polity, a central feature of Unitarian Universalism.

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

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

Pioneer Village: Pioneer Village, situated in Forest River Park, is a living-history Museum that depicts life in Salem in 1630. Guides in historical costumes show visitors how early Puritans lived. The site contains a thatched cottage, historic gardens, wigwams, and animals.



Winter Island Park: Operated by the City of Salem, Winter Island is a former U. S. Coast Guard Air and Sea Rescue Station located on Salem Harbor. The site is a seasonal recreation site with RV and tent spaces. The site also has a beach, boat launch, wind surfing, scuba diving, picnic areas and a snack bar. Historic Fort Pickering and Fort Pickering Light are located within the site. Winter Island is now the home of “Sail Salem”, a community sailing program that provides free sailing lessons to Salem children.

Salem Wax Museum of Witches and Seafarers: The Wax Museum, opened in July of 1993, features a multi-media presentation and realistic wax figures depicting pirate and witch stories of Salem’s past. The Wax Museum also offers hands-on children’s activities

Salem Witch Trials Memorial: The Salem Witch Trials Memorial was dedicated on August 5, 1992 to commemorate the 300th anniversary of the now famous Salem Witch Trials of 1692. The memorial is located adjacent to the Charter Street Burial Ground. The 20-year old Memorial has now been restored with a rededication ceremony on September 9, 2012.



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

Salem Common: Salem Common has been public land since Salem's early days. Its eight acres were originally a swampy area, with several ponds and small hills. Salem's military heritage begins in 1636, when the first muster occurred on Salem Common. Today, the National Guard traces its roots to that first muster. Needing a place for regular military drills, it was voted in 1714 by the commoners to be "forever kept as a training field for the use of Salem". In 2016, the City completed Phase III of the historic fence's restoration and next phases to continue through 2026.

Baker's Island Lighthouse: The tower is located on the north end of the island. The lighthouse was automated in 1972. The island is closed to the public and is best seen by boat.



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

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

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

Proctor's Ledge: In 2017, the City constructed a memorial to honor the 18 victims of the Salem Witch Trials who were executed at Proctor's Ledge in 1692. The memorial, designed by Martha Lyon Landscape Architecture and constructed by The Patio Company, includes a landscaped slope down from the ledge where the executions are believed to have taken place and a semi-circular area for quiet contemplation surrounded by a granite block wall. The memorial was dedicated on July 19, 2017 on the 325th anniversary of the second day of executions held at the Ledge. This project was completed in 2017, funded with \$179,140 in FY16 Community Preservation Act funds.

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

Development and Investment

Salem Harbor Power Station/Footprint Power: Construction of the new natural gas facility is completed. The new state-of-the-art, 630-megawatt gas-fired plant began operating in June 2018. Site work was completed in 2020. The new plant was developed on one-third of the site, opening the remaining two-thirds of the 63-acre waterfront property to re-development opportunities. In June 2021, the City began collaborating with the Commonwealth of Massachusetts on the role the site could play in offshore

wind. In September 2021, the City announced a public-private partnership with Vineyard Wind and Crowley Maritime Corporation to establish the site as a major offshore wind port.



Port of Salem Expansion (Salem Wharf): This \$20 million project resulted in the construction of a multi-commercial wharf facility with supporting utilities and amenities for cruise ships, commercial fishing, transient, and charter vessels. A terminal building, harbor walk, dredging, and landside improvements are part of the project. During the project’s first phase undertaken in 2011, the City completed utility installation, seawall construction, base paving, and installation of an interim ferry terminal. In 2012 and 2013 a combination of state and federal Ferry Boat Discretionary (FBD) Funds enabled the City to construct the second phase of the project, which consisted of the first 260 feet of pier, wave fence and a portion of the seawall, install a gangway and ramp system, install utilities and begin dredging. The City has completed Phase 3 which includes final paving, landscaping, lighting, and construction of the harbor walk. In addition, the City has made improvements to the adjoining deep-water dock owned by Footprint Power and constructed a connecting walkway between Footprint’s dock and the City’s Blaney Street pier. Since construction of the cruise port, Salem has received visits from a number of cruise ships. Now that construction of the powerplant is complete, the Port of Salem can host a full schedule of ship visits. In 2017, the City completed dredging and construction of an 11-slip Commercial Marina at Blaney St. The Marina is home to seven marine businesses. It implements an important recommendation and goal of the City’s Municipal Harbor Plan by creating a multi-use commercial wharf facility with deep water access for ocean-going vessels. As a result of its construction, the Port of Salem is now a full service commercial and industrial port. *Salem Ferry:* The Salem to Boston Ferry is an alternative transportation option connecting two great cities. Named the Nathaniel Bowditch after the founder of modern maritime navigation and Salem’s native son, the ferry is a high-speed catamaran that carries 149 passengers, is entirely ADA accessible and makes the trip from Salem to Boston – where it docks at Long Wharf – in less than 45 minutes. The City of Salem and the Massachusetts Bay Transportation Association (MBTA) have an agreement which allows commuters to purchase a pass that can be used both on the Ferry commuter runs and on the commuter train, strengthening the Ferry’s viability as a transportation choice for daily commuters.



Institutional and Commercial Development

Salem enjoys a mix of businesses and markets. Markets for Salem businesses include the local population, the large tourist trade of over 1 million visitors, Salem State University, the North Shore Medical Center, and the J. Michael Ruane Judicial Center. Salem State University with its 10,000 students and large employment base generated over \$104 million for the City of Salem in direct and indirect spending, which is derived directly from employee salaries and benefits, purchased goods and services, and student spending. The North Shore Medical Center is expanding its facilities in Salem, and in 2017, the Family and Probate Court renovation project was completed marking the completion of the overall court complex on Federal Street.

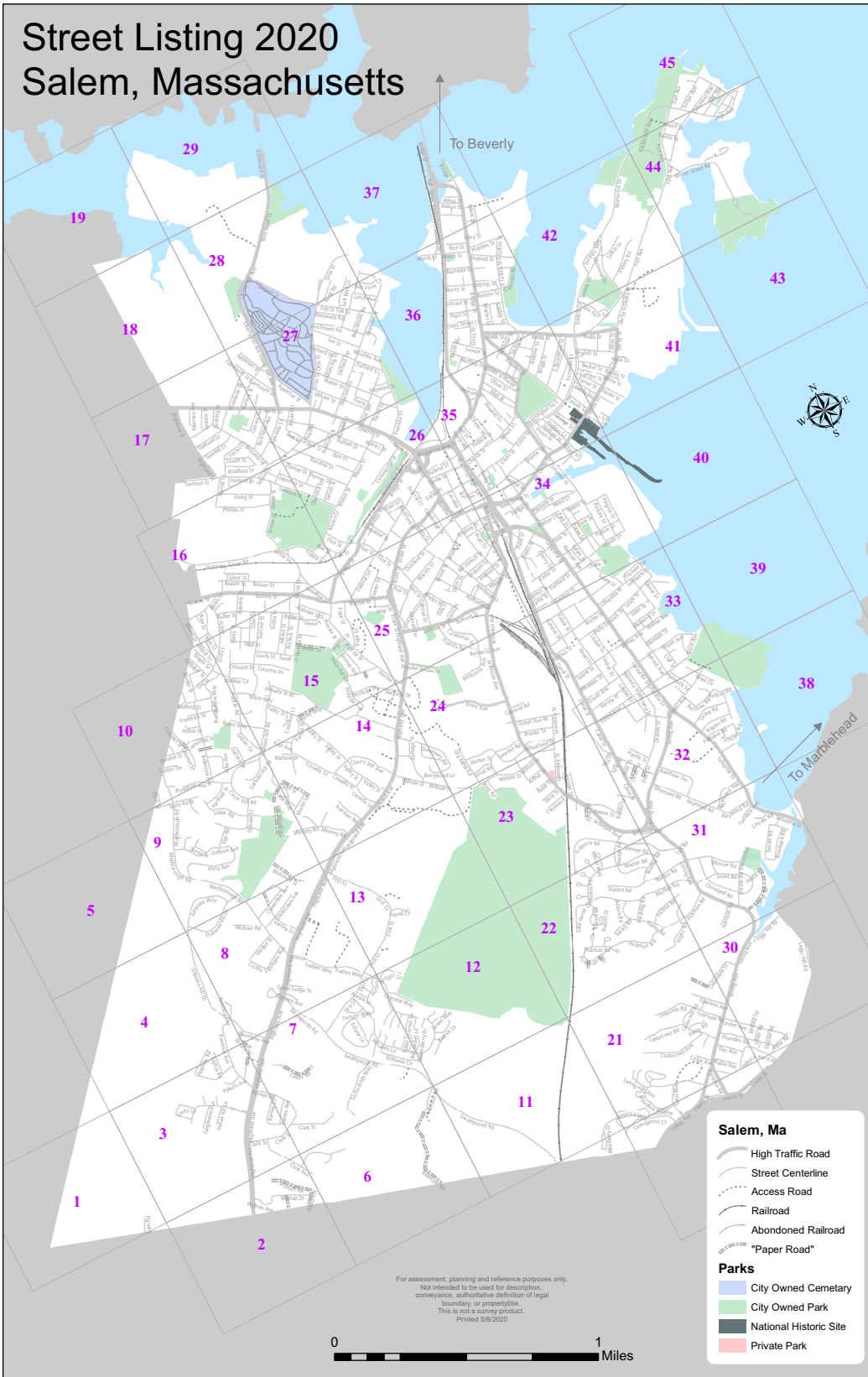
Artists’ Row: Artists’ Row, five stalls originally built as a marketplace, is located across from Old Town Hall and Derby Square. This area is at the heart of the city and continues to be an important public plaza and pedestrian way. In the spring of 2015, the City initiated the Creative Entrepreneur Program to utilize the four stalls as maker/gallery space from May to October. In spring of 2017, a group of graphic design students from Lesley University re-branded Artists’ Row. The scope included changing the paint colors of the stalls, new doors and windows for better visibility and new graphics for signage on the walls to the entrance of Artists’ Row. To further enliven activity on Artists’ Row, in 2017 the Public Art Commission initiated an Artist in Residence Pilot Program which resulted in weekly creative placemaking activities resulting in a community table and planted gardens.

Old Town Hall: The Old Town Hall is a beautiful federal style building located in the heart of downtown Salem. Old Town Hall is the crowning jewel of Derby Square and the earliest surviving municipal structure in Salem (dating from 1816-17). Our venue is a two-story, brick structure featuring Palladian windows, carved wood details, antique chandeliers, decorative columns, and wooden floors. The building is owned and managed by the City of Salem which programs both non-profit and private events. Old Town Hall is the summer/fall home to the Salem Museum, presenting hundreds of stories of Salem’s rich past and History Alive, a performance of the re-enactment of the

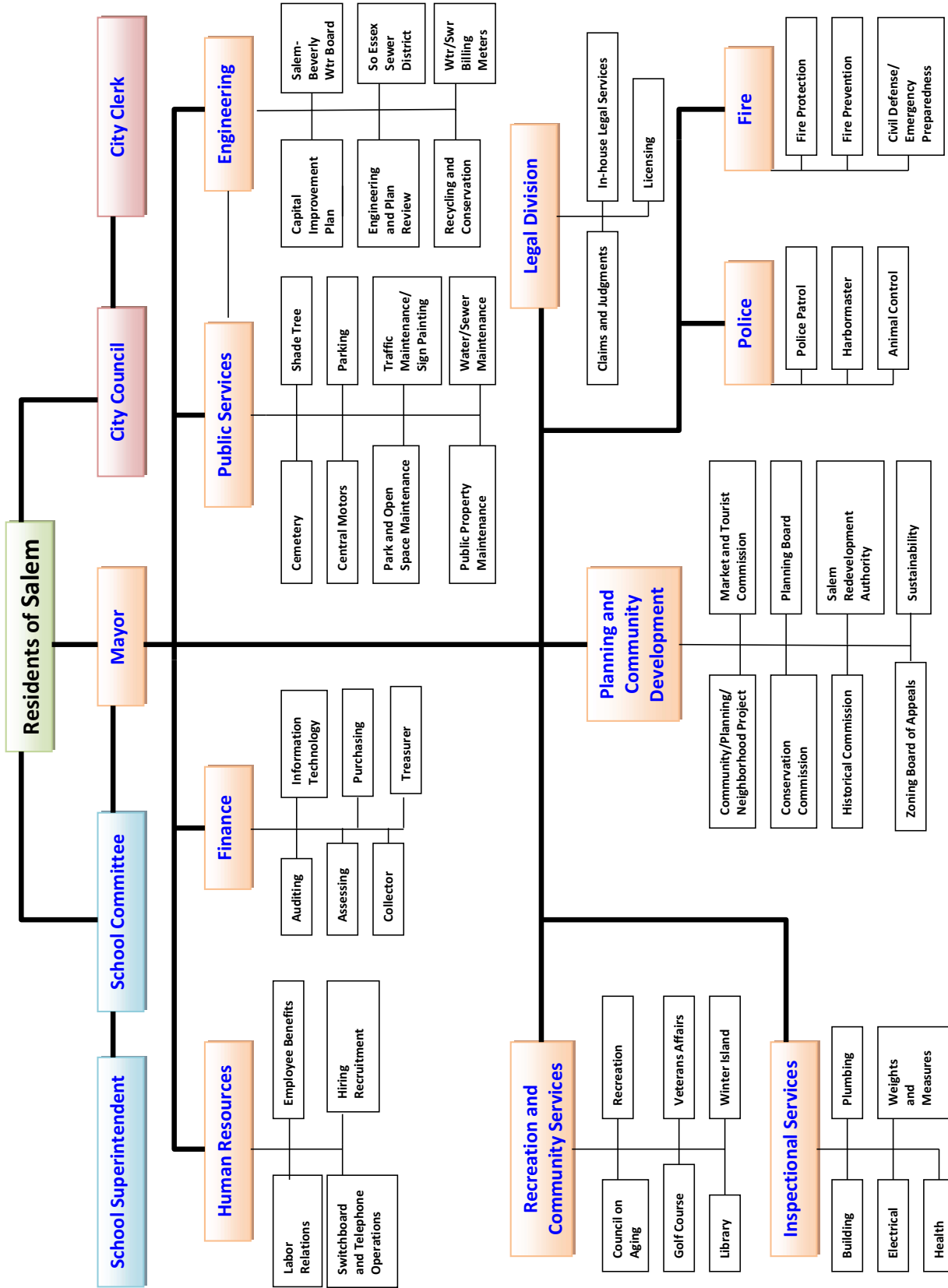
trial of Bridget Bishop accused of witchcraft. During the winter and spring, the building hosts musical performances, weddings, and civic events such as the Salem Arts Festival art exhibit.



Map of Salem



Organizational Chart



Organizational Summary - Department Heads

EXECUTIVE DIVISION

Mayor Mayor Dominick Pangallo 978-619-5600 mayor@salem.com

LEGISLATIVE DIVISION

City Clerk Ilene Simons 978-619-5610 isimons@salem.com

FINANCE DIVISION

Assessors Stephen Cortes 978-619-5607 scortes@salem.com
 Collector Bonnie Celi 978-619-5620 bceli@salem.com
 IT/GIS (Acting) Roberta Gansenberg 978-619-5645 rgansenberg@salem.com
 Finance Anna Freedman 978-619-5625 afreedman@salem.com
 Parking Department David Kucharsky 978-745-8120 dkucharsky@salem.com
 Purchasing Anthony Delaney 978-619-5695 adelaney@salem.com
 Treasurer Kristen Lindberg 978-619-5635 klindberg@salem.com

LEGAL DIVISION

Solicitor Elizabeth Rennard 978-619-5633 brennard@salem.com

HUMAN RESOURCE DIVISION

Human Resources Lisa Cammarata 978-619-5678 lcammarata@salem.com

FIRE DIVISION

Fire Chief Alan Dionne 978-744-6990 ADionne@Salem.com

POLICE DIVISION

Police Chief Lucas Miller 978-744-0171 lmiller@salempd.net
 Harbormaster Capt. William McHugh 978-741-0098 wmchugh@salem.com

INSPECTIONAL SERVICES DIVISION

Public Property Stavroula Orfanos 978-619-5640 sorfanos@salem.com
 Electrical John Giardi 978-745-6300 jgiardi@salem.com
 Health David Greenbaum 978-619-5656 dgreenbaum@salem.com

PLANNING & COMMUNITY DEVELOPMENT DIVISION

Planning Tom Daniel 978-619-5686 tdaniel@salem.com
 Sustainability & Resiliency Neal Duffy 978-745-9595 nduffy@salem.com

PUBLIC SERVICES DIVISION

Public Services - Snow & Ice Ray Jodoin 978-744-3302 rjodoin@salem.com
 Water & Sewer Enterprise

ENGINEERING DIVISION

Engineering Deb Duhamel 978-619-5670 dduhamel@salem.com
 Water, Sewer & Trash Enterprise

RECREATION & COMMUNITY SERVICES DIVISION

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

EDUCATION DIVISION

School Stephen Zrike, Superintendent 978-740-1212 szrike@salemk12.org

At-A-Glance Report for Salem

City of Salem
Essex County

Socioeconomic

Billing Cycle	Quarterly	Population	44,819	2021	DOR Income Per Capita	35,787	2020
Form of Government	Council And Alderman	Population Density	5,413	2021	State Average Income Per Capita	52,249	2020
School Structure	K-12	Land Area	8.28	2009	EQV Per Capita	173,656	2022
		Total Road Miles	100.77	2018	State Average EQV Per Capita	226,664	2022

FY2023 Tax Rate Data

Assessed Value by Class

Residential	Open Space	Commercial	Industrial	Personal Property	Total Assessed Value	R/O as a % of Total	CIP as a % of Total
6,558,258,053	0	641,590,725	375,963,052	265,961,700	7,841,773,530	83.63%	16.37%

Tax Rates by Class

Residential	Open Space	Commercial	Industrial	Personal Property
12.51	0.00	25.25	25.25	25.25

Tax Levies by Class

Residential	Open Space	Commercial	Industrial	Personal Property	Total Tax Levy	R/O Levy as a % of Total	CIP Levy as a % of Total
82,043,808	0	16,200,166	9,493,067	6,715,533	114,452,574	71.68%	28.32%

Average Single Family Tax Bill

Total Single Family Value	Single Family Parcel Count	Average Single Family Value	Residential Tax Rate	Average Single Family Tax Bill	Average State SFTB
2,590,163,009	5,018	516,174	12.51	6,457	7,056

Commercial, Industrial & Personal Property (CIP) Shift

CIP Value	Total Value	Lowest Residential Factor Allowed	Max CIP Shift	Residential Factor Selected	CIP Shift
1,283,515,477	7,841,773,530	0.85322	1.75	0.857	1.73

Proposition 2½ Levy Capacity

New Growth Applied to Levy Limit	Override	Debt Excluded on the DE-1	Maximum Levy Limit	Excess Levy Capacity	Excess Levy Capacity as % of Max Levy	Levy Ceiling	Override Capacity	Override Capacity as % of Levy Ceiling
1,828,203	0	0	121,530,005	7,077,431	5.82%	196,044,338	74,514,333	38.01%

Outstanding Receivables

Outstanding Receivables

Outstanding Receivables R/E 2023	Outstanding Receivables R/E 2022	Outstanding Receivables R/E 2021	Outstanding Receivables R/E 2020	All Other Outstanding Receivables R/E	Deferred Property Taxes	Taxes in Litigation	Tax Liens/ Tax Title	Tax Foreclosures/ Possessions
1,018,235	446	2,706	5,346	0	347,360	0	1,237,354	0

FY2023 Revenues

Revenues by Source

Tax Levy	State Aid	Local Receipts	Enterprise Funds	CPA	All Other	Total Budget
114,452,574	37,017,614	17,384,061	18,658,961	1,157,048	22,090,890	210,761,148

Revenues as a Percent of Total Budget

Tax Levy	State Aid	Local Receipts	Enterprise Funds	CPA	All Other
54.30%	17.56%	8.25%	8.85%	0.55%	10.48%

Revenues Per Capita

Tax Levy	State Aid	Local Receipts	Enterprise Funds	CPA	All Other
2,554	826	388	416	26	493

General Fund Spending By Function

General Government	Police	Fire	Other Public Safety	Education	Public Works	Human Services	Culture and Recreation	Fixed Costs	Inter-Government	Other Expenses	Debt Service	Total Expenditure
8,720,703	10,898,260	9,667,263	1,813,692	66,280,303	7,241,830	1,594,035	3,141,921	30,449,986	9,490,288	0	6,391,821	155,690,102

General Fund Spending as % of Total

General Government	Police	Fire	Other Public Safety	Education	Public Works	Human Services	Culture and Recreation	Fixed Costs	Inter-Government	Other Expenses	Debt Service
5.60%	7.00%	6.21%	1.16%	42.57%	4.65%	1.02%	2.02%	19.56%	6.10%	0.00%	4.11%

General Fund Spending Per Capita

General Government	Police	Fire	Other Public Safety	Education	Public Works	Human Services	Culture and Recreation	Fixed Costs	Inter-Government	Other Expenses	Debt Service
195	243	216	40	1,479	162	36	70	679	212	0	143

Other Financial Indicators

Reserve Funds			Debt			Bond Ratings	
Free Cash Amount as of 7/1/2022	FY2022 Stabilization Fund	FY2022 Special Purpose Stabilization Fund	FY2022 GF Debt Service	FY2022 Outstanding Debt	FY2022 GF Debt Service as % of Budget	Moody's Bond Rating	Standard & Poors Bond Rating
16,293,365	14,617,845	453,295	6,391,821	108,208,898	3.71%		AA

Demographics

Profile of General Demographic Characteristics
 Geographic Area: Salem, Massachusetts

Subject	2010		2020		Change	
	Number	Percent			Number	Percent
Total Population	41,340	100.0%	43,033	100.0%	1,693	
Sex and Age						
Male	19,233	46.5%	19,561	45.5%	328	-1.07%
Female	22,107	53.5%	23,472	54.5%	1,365	1.07%
Median Age (years)	37.6		37.0		1	
18 years and over	33,612	81.3%	36,023	83.7%	2,411	2.40%
Male	15,299	37.0%	16,183	37.6%	884	0.60%
Female	18,313	44.3%	19,840	46.1%	1,527	1.81%
21 years and over	31,131	75.3%	33,763	78.5%	2,632	3.15%
62 years and over	6,754	16.3%	8,327	19.4%	1,573	3.01%
65 years and over	5,342	12.9%	6,917	16.1%	1,575	3.15%
Male	2,135	5.2%	2,630	6.1%	495	0.95%
Female	3,207	7.8%	4,287	10.0%	1,080	2.20%
Race alone or in combination with one or more other races.						
White	34,826	84.2%	35,538	82.6%	712	-1.66%
Black or African American	2,694	6.5%	3,684	8.6%	990	2.04%
American Indian and Alaska native	434	1.0%	437	1.0%	3	-0.03%
Asian	1,344	3.3%	1,474	3.4%	130	0.17%
Native Hawaiia and other Pacific Islander	97	0.2%	236	0.5%	139	0.31%
Some other race	3,455	8.4%	3,565	8.3%	110	-0.07%
Hispanic or Latino (of any race)	6,465	15.6%	7,710	17.9%	1,245	2.28%
Not Hispanic or Latino	34,875	84.4%	35,323	82.1%	448	-2.28%
White alone	33,694	81.5%	30,955	71.9%	-2,739	-9.57%

Source: US Census Bureau, Census 2010, Census 2020

Salem's Top Employers

Rank 2022	Rank 2023	Rank 2024	Company Name	Nature of Business	Total Employees	Comment
1	1	1	North Shore Medical Center	Health Care	4,572	Salem Hospital, Mass General for Childrens, Salem Birthplace, Charter Professional Services, Outpatient Mental Health
2	2	2	City of Salem	Municipal Government	1,836	City Offices, School, Fire, Police - Full, Part and permanent
3	3	3	Salem State University	Higher Education	1,310	Full-time and part-time
4	4	4	Commonwealth of Massachusetts Offices	State Government	787	Dept of Social Services, Essex County Registry of Deeds, Committee for Public Housing, Dept of Mental Health, Dept of Children and Families, Facilities and Security, Probate and Family Court, Essex Sheriff's Department, Essex South Registry of Deeds, Sex Offender Registry, Dept of Trans Assistance, Eastern Essex DA, Office of Labor and Workforce Development, Executive Office of Public Safety, Mass Rehab Commission, Dept of Housing and Community Development, Salem District Court, Department of State Police, Superior Court, Children and Family Law, Youth Advocacy Department
5	5	5	Market Basket	Food Market	425	
6	6	6	Salem Five Savings Bank	Banking	365	
7	10	7	North Shore YMCA	Community/Education	263	
8	7	8	Peabody Essex Museum	Cultural/tourism	243	
9	8	9	Home Depot	Retail	206	
9	11	10	Rich's Products (formerly Jacqueline's Gourmet)	Manufacturer	180	Full-time and part-time
10	9	11	Excelitas Technologies	Technology	178	Full-time and part-time
11	13	12	Walmart	Retail	160	Full-time and part-time
12	12	13	Target	Retail	150	
14	14	14	Shaw's Supermarket	Food Market	105	
NR	NR	15	Amazon	Retail	90	

Source: Planning Department - March 2024
<https://www.salemma.gov/business-and-economic-development/pages/salems-top-employers-march-2024>

Salem's Top Taxpayers

<i>Rank 2023</i>	<i>Rank 2024</i>	<i>Company Name</i>	<i>Nature of Business</i>	<i>Total Assessed Valuation Fiscal Year 2023</i>	<i>Total Taxes Paid</i>	<i>%Total Levy</i>
1		Salem Harbor Power Development	Power Plant-Industrial	211,773,822	\$5,347,289.01	4.672
2		New England Power Co	Personal Property	75,577,600	\$1,908,334.40	1.667
3		National Grid	Personal Property	59,561,890	\$1,503,937.72	1.314
4		Prime Storage Shetland, LLC	Industrial & Commercial	59,534,600	\$1,503,248.65	1.313
5		Mass Electric	Personal Property	59,478,180	\$1,501,824.05	1.312
6		PMI Salem LLC (was Bell Fund V)	Apartments	81,135,300	\$1,015,002.60	0.887
7		Highlander Plaza Realty Trust	Commercial Property	32,495,500	\$820,511.38	0.717
8		Algonquin Gas Transmission Co	Personal Property	31,813,600	\$803,293.40	0.702
9		Princeton Crossing Apts	Apartments	59,723,100	\$751,264.38	0.656
10		MIREF Hawthorne LLC	Apartments	58,807,800	\$735,685.58	0.643
11		Traders Way Residential Holdings	Mixed Use	50,695,900	\$643,775.24	0.562
12		Bell Fund VI	Apartments	47,154,500	\$589,902.80	0.515
13		RCG, total properties	Mixed Use	28,702,709	\$536,700.82	0.469
14		Second Pickwick Trust	Commercial Property	19,528,900	\$493,104.73	0.431
15		Dodge Area LLC/Maine Course Hospitality	Mixed Use	24,599,000	\$449,855.13	0.393
16		DSF Salem Flint LLC	Apartments	33,973,200	\$425,004.73	0.371
17		HD Salem-GP LLC/Home Depot	Commercial Property	15,582,400	\$393,455.60	0.344
18		Pequot-Salem Limited Partnership	Apartments	24,683,400	\$308,789.33	0.270
19		New Creek II LLC/Ballard Group	Commercial Property	11,673,600	\$294,758.40	0.258
20		Route 107 Salem Assoc-Walmart bld	Commercial Property	9,490,600	\$239,637.65	0.209
				995,985,601	20,265,375.59	17.71



Budget Overview All Funds

Budget Calendar

Mayor & City Finance	Start Date	End Date	Mayor & School Committee	Start Date	End Date
Finance Director send out CIP requests to Departments.	12/19/2023		Finance Director send out CIP requests to Departments.	12/19/2023	
Departments submit completed CIP requests to Finance Department	1/19/2024		CIP Review - Superintendent, SBM, Principals, Directors	December	March
Mayor & Finance Director review CIP requests.	January	April	Finance Director, SBM & Super review CIP requests.	December	March
Finance Director prepares initial Revenue/Expenditure (FY25 RECAP) figures	December		Superintendent & SBM give Budgets to Principals	December	
Mayor issues BUDGET requests to departments with budget instructions, and City's long/short term goals	12/14/2023		Budget workshops with SBM, Principals & Directors.	January	
Budget salary workshops with Finance & Depts.	12/14/2023	to 1/17/2024	Principals compile budget & submit to School Business Office	January	to March
Departments compile BUDGETS & submit to Finance	12/14/2023	to 1/17/2024	Budget & CIP Review - Super, SBM, Principals, Directors	February	to March
Budgets Entered in MUNIS	12/14/2023	to 1/17/2024	Budge/CIP Review - Super, SBM, City Finance	February	March
Budget Review-Mayor, Finance, Department Heads	2/1/2024	to April	School Budget Submitted to School Committee & CIP Budget Submitted to Finance Director	March	
Budge & CIP Review By Mayor & Finance Director	2/1/2024	to April	School Committee Budget Review Meetings	March	to April
School Committee Approves School Budget	April		School Committee Approves School Budget	April	
School Budget to City Finance Department for processing for City Council	April		School Budget To City Finance Dept	April	
Finance Director Finalizes FY25 Revenue/Expenditures - Balanced Budget to Mayor	April				
Finance Department Prepares Final Budget for City Council	4/1/2024	to 5/7/2024			

City Council					
Capital Improvement Plan submitted to City Council					5/9/2024
Budget Submitted to City Council					5/9/2024
City Council Administration & Finance budget review process				5/9/2024	to June
City Council Vote on FY 2025 Capital Improvement Plan				6/13/2024	and 6/27/2024
City Council Vote on FY 2025 City Budget				6/13/2024	

Fiscal Year 2025 Budget Overview & Timeline

In December the Finance Department sent out budget packages to each non-school department requesting that they prepare a FY 2025 budget based on the following:

Level funded non-personnel budget - utilities should be funded to reflect any anticipated increase or decrease in charges or use a 3-year average.

Level service personnel budget should be funded to include contractual increases. AFSCME 1818, Police Patrol Union, Police Superiors, and Firefighters contracts have not been settled for FY2025.

The Mayor requested that the School Department submit a level service budget.

The departments were required to complete their FY 2025 Mission Statement and Goals, Budget Detail Reports, Revolving Fund budgets (if applicable) and Capital Requests. Pictures are submitted each year by departments which are put in the Mission Statements and throughout the budget.

The FY 2025 budget requests were entered into the cities computerized system by each department and reviewed by the finance department. A complete copy of the proposed budgets was prepared for the Mayor, Chief of Staff, and Finance Director.

The Finance Director prepared the five-year forecast, capital improvement plan for FY 2025, as well as a preliminary FY 2025 budget using the Governor proposed state aid figures, estimated local revenue, Real Estate & Personal

Property tax revenue estimates, and the budget figures submitted by the departments. During February, March and April, the Mayor, Chief of Staff, and Finance Director met with each department head to discuss their budgets and their capital improvement needs.

Once the budget was balanced, the Finance Department then prepared the proposed FY 2025 budget for the City Council. All information is reviewed carefully for accuracy and consistency to ensure that the budget contained all of the information that was necessary for the City Council to make an informed decision regarding the finances and the budget of the City of Salem for the FY 2025.

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

In late May, the FY 2025 budget was submitted to the City Council for their review and approval along with the FY 2025 Capital Improvement Projects. The budget will be sent to the Committee of Administration and Finance for their review and approval. During the months of June, the City Council subcommittee on Administration and Finance met with each department head, Mayor, Chief of Staff, and Finance Director to review each departmental budget.

Property Tax "101" - A Taxpayers Guide FY 2025

Introduction

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

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

Assessed Value & Tax Rate

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

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

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

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

How is Property Value Determined?

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

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

In periods when residential property sales information indicates an increase in property value, it is important to understand that your fiscal year assessment is based on sales information that took place more than a year before the new assessment appears on your bill. For instance, the FY2025 assessments are meant to reflect the value of your property on January 1st, 2024 and were derived from sales information obtained in calendar year 2023. They do not reflect the property's current value. The influence of the market place is always a year behind your annual property assessment. Unlike many "appraisals" that are meant to reflect current value, "assessments" are retrospective and look back in time to "arms length sales" that have already taken place.

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

What Makes a Tax Bill Go Up or Down?

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

These factors could also contribute to an increase:

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

These factors could contribute to a decrease:

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

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

What about Proposition 2 ¾?

Simply stated, Proposition 2 ¾ says that a community cannot collect any more than 2 ¾ % more than the maximum amount it was legally allowed to collect through property taxation in the previous year. This refers to the "total" amount that the City collects from the community and not the "individual" amount it collects from a taxpayer.

What is "Growth" and Why is it Important

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

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

What is the "Power Plant" Agreement

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

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

In the fall of 2011, the Mayor negotiated a "Hold Harmless Agreement" with the Department of Energy Resources (DOER), the group that oversees pollution control for the energy industry in Massachusetts, to keep the remittance for the Power Plant site at \$4.75 million through fiscal 2019. In September 2012 Footprint Power Salem became the new owner of the Salem Power Plant, continuing the use of the old plant until its closure on July 1, 2014. Footprint Power Salem started construction for a new power plant in 2015 and has now completed the new plant which is now fully operational. In December 2014, the Mayor, City Council and Footprint negotiated an 18 year agreement that started in 2015. In accordance with the "Hold Harmless Agreement", the Commonwealth will be making up any balance below the \$4.75 million paid through the Department of Energy Resources until fiscal 2020 when the new gas fired facility will be fully operational and on an increasing taxable plan established via the PILOT agreement. Starting in July 2019, (the start of FY 2020) the plant will pay \$5,002,000 to the city for Real Estate taxes. The tax amount will escalate 2.25% from 2020 to 2023, 2.50% from 2024 to 2027 and 2.75% 2028 to 2032 which is the end of the negotiated current PILOT with Footprint Power Salem.

Summary

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

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

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

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

What is Voted By City Council - Budget vs RECAP-FY 2025

WHAT IS VOTED BY CITY COUNCIL - BUDGET vs RECAP- FY 2025 Breakdown of Tax Recapitulation Report		DATE VOTED	
FY 2025 BUDGET - MAJOR FUNDS		Budget Meetings	
General Fund Budget Appropriations Submitted by Mayor			
City - Includes Charter School Transfers Out	107,274,426		
School	74,592,616		
Total General Fund Appropriations:	181,867,042		
Enterprise Fund Appropriations Submitted by Mayor:			
Sewer	8,419,114		
Water	7,435,140		
Trash	4,243,768		
Peg Access	691,250		
Total Enterprise Fund Appropriations:	20,789,272		
Total Budget to be voted - June (Submitted by Mayor)	202,656,314	June	
Other RECAP Items Voted at Tax Rate Setting - December		Tax Rate Meeting	
Cherry Sheet Offsets	600,323		
Snow & Ice Deficit - Estimated	-		
Overlay - Allowance for Abatements - Estimated	850,000		
Other			
Total Other Items on RECAP voted - December	1,450,322	November/December	
Total RECAP Expenditures	204,106,637		
Other Votes By Council - Major & Non-Major Funds		Regular Council Meetings	
Revolving Funds	1,992,000		June
Capital Improvement Projects - General Fund - Capital Outlay & OFS/Bonding	9,272,124		June
Capital Improvement Projects - Enterprise Funds - Retained Earnings & OFS/Bonding	2,700,155		June
Total Operating Budget, Capital and Debt Service --->	214,628,593		

Tax Rate Recapitulation (RECAP) Sheet

RECAP	PROJECTION	Change	% change
FY2024	FY2025	FY24-25	FY24-25

REVENUES

PROPERTY TAXES

PRIOR FISCAL YEAR LEVY LIMIT	121,530,005	125,749,807	4,219,802	3.47%
2 1/2% Increase	3,038,250	3,143,745	105,495	3.47%
Current New Growth (Value increases from new building)	1,181,552	1,000,000	(181,552)	-15.37%
LEVY LIMIT Subtotal (from DOR levy limit sheet)	125,749,807	129,893,552	4,143,745	3.30%
TAX LEVY Real & Personal Actual RECAP - Estimates on Current FY	117,433,650	122,077,395	4,643,745	3.95%
Excess Levy Capacity	8,316,157	7,816,157	(500,000)	-6.01%

LOCAL RECEIPTS

Motor Vehicle	4,550,000	4,550,000	-	0.00%
Hotel Motel Tax	1,775,000	2,000,000	225,000	12.68%
Meals Tax (Local Options)	1,278,500	1,428,500	150,000	11.73%
Boat Excise Tax	30,000	30,000	-	0.00%
Cannabis Excise	850,000	850,000	-	0.00%
Interest On Taxes	525,000	535,637	10,637	2.03%
Urb Rev CH121A	500,000	500,000	-	0.00%
In Lieu Of Taxes	785,000	803,200	18,200	2.32%
Marijuana Dispensary	0	0	-	0.00%
Short-Term Rental Impact Fee	0	75,000	75,000	-
Charges For Services/Fees	1,100,000	1,170,000	70,000	6.36%
Parking Fees	3,235,000	3,396,750	161,750	5.00%
Licenses And Permits	1,700,000	1,850,000	150,000	8.82%
Fines And Forfeits	900,000	975,000	75,000	8.33%
Investment Income	640,000	875,000	235,000	36.72%
Medicaid	750,000	650,000	(100,000)	-13.33%
Miscellaneous Recurring Income	255,000	500,000	245,000	96.08%
Miscellaneous Non-Recurring Income	0	0	-	#DIV/0!
Local Receipt Revenue Subtotal (pg. 2 recap IIIb. 1)	18,873,500	20,189,087	1,315,587	6.97%

ENTERPRISE FUNDS REVENUE

Sewer	10,788,897	10,879,949	91,052	0.84%
Water	6,358,068	6,532,873	174,805	2.75%
Trash	935,251	1,054,758	119,507	12.78%
Peg Access Cable	691,250	691,250	-	0.00%
Enterprise Funds Revenue Subtotal (pg. 2 recap IIIb. 3)	18,773,466	19,158,829	385,364	2.05%

OTHER REVENUES AND FINANCING SOURCES

Cherry Sheet Revenue (Pg. 2 Recap LIIa. 1)	37,745,626	40,185,714	2,440,088	6.46%
Massachusetts Sba Payments (Pg. 2 Recap LIIa. 2)			-	
Free Cash Used For:				
Level The Tax Rate (Pg. 2 Recap LIId. 1B.)	1,250,000	500,000	(750,000)	-60.00%
Overlay Surplus				
Ofs-To Reduce Tax Rate (Pg. 2 Recap LIId. 4)				
R/Res - Witch House	700,000	800,000	100,000	14.29%
R/Res - Golf Course	803,611	853,611	50,000	6.22%
R/Res - Harbormaster	230,000	230,000	-	0.00%
R/Res - Charter Street Cemetery	250,000	100,000	(150,000)	-60.00%
R/Res - Forest River Pool	12,000	12,000	-	0.00%
Estimated State + Other Revenue Subtotal	40,991,237	42,681,325	1,690,088	4.12%
TOTAL REVENUES	196,071,853	204,106,637	8,034,784	4.10%

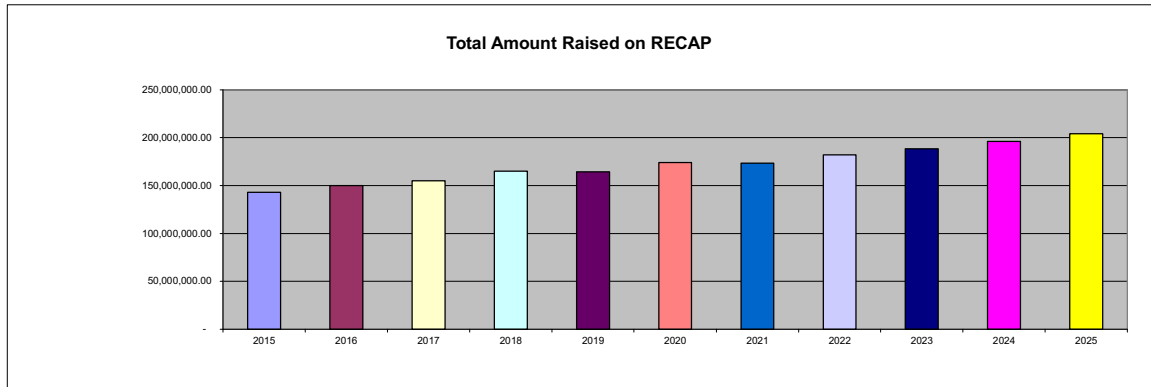
RECAP	PROJECTION	Change	% change
FY2024	FY2025	FY24-25	FY24-25

EXPENDITURES

General Government	10,175,114	10,963,574	788,460	7.75%
Public Safety	25,402,507	25,916,698	514,191	2.02%
Public Works And Facilities	4,454,120	4,426,945	(27,175)	-0.61%
Human Services	1,951,383	1,986,892	35,509	1.82%
Cultural And Recreational	4,146,913	4,286,818	139,905	3.37%
Debt Service - General Fund Including Schools	8,841,331	9,007,261	165,930	1.88%
Assessment-Essex Ns Agricultural & Vocational Tech	2,565,518	2,430,076	(135,442)	-5.28%
Assessment-Cherry Sheet	10,468,416	10,883,575	415,159	3.97%
Employee Benefits:				
Salem Retirement Board Assessment	14,930,794	15,734,481	803,687	5.38%
Non-Contributory Pensions	10,625	10,625	-	0.00%
Worker's Compensation	556,660	410,806	(145,854)	-26.20%
Unemployment Compensation	200,000	220,000	20,000	10.00%
Group Insurance - City, School & Retired Teachers	16,949,561	18,605,282	1,655,721	9.77%
Medicare	1,382,574	1,465,528	82,954	6.00%
P&C Insurance - City Only (School In Edu. Bdgt.)	335,397	345,865	10,468	3.12%
Budget Transfers Out:				
Retirement Anticipation Fund 8311 (City And School)	600,000	500,000	(100,000)	-16.67%
Salem 2026 Fund	50,000	80,000	30,000	60.00%
City Expenditure Subtotal	103,020,913	107,274,426	4,253,513	4.13%
Education - Public Schools	71,154,142	74,592,616	3,438,474	4.83%
Education Subtotal	71,154,142	74,592,616	3,438,474	4.83%
GENERAL FUND SUBTOTAL	174,175,055	181,867,042	7,691,987	4.42%
Sewer Enterprise Fund Budget (Net- Indirect Costs)	8,444,461	8,419,114	(25,347)	-0.30%
Water Enterprise Fund Budget (Net-Indirect Costs)	7,146,646	7,435,140	288,494	4.04%
Trash - Enterprise Fund Budget	4,124,261	4,243,768	119,507	2.90%
Peg Access Cable	691,250	691,250	-	0.00%
ENTERPRISE SUBTOTAL	20,406,618	20,789,272	382,654	1.88%
SUBTOTAL - GENERAL FUND + ENTERPRISE FUND	194,581,673	202,656,314	8,074,641	4.15%
ADD - OTHER EXPENDITURES:				
OTHER - Cherry Sheet Offset (pg. 2 llb5 of recap)	573,048	600,323	27,275	4.76%
Snow and Ice Deficit (pg. 2 llb9 of recap)	0	0	-	0.00%
Overlay (Allowance For Abatements)	878,750	850,000	(28,750)	-3.27%
Deficits to be raised	38,382	0	(38,382)	-100.00%
SUBTOTAL - OTHER EXPENDITURES	1,490,180	1,450,323	(39,857)	-2.67%
TOTAL EXPENDITURES	196,071,853	204,106,637	8,034,784	4.10%
Revenue vs Expenditures (Negative represents revenue deficit)	0	0		

Tax Rate Recapitulation (RECAP) Summary by Fiscal Year

TAX RATE RECAPITULATION (RECAP) SUMMARY BY FISCAL YEAR											
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 Est.
Total Estimated Receipts and other revenue from RECAP	63,823,509	68,788,229	69,263,807	75,296,544	74,431,631	70,424,621	66,031,160	71,774,297	74,016,211	78,610,688	82,029,242
Tax Levy	79,058,306	81,200,463	85,600,551	89,868,125	95,083,826	103,616,867	107,301,006	110,173,970	114,452,574	117,433,650.10	122,077,395
Total Amt Raised on RECAP	142,881,816	149,988,692	154,864,358	165,164,669	169,515,457	174,041,488	173,332,166	181,948,267	188,468,785	196,044,338	204,106,637
Prior FY Levy Limit	80,587,732	83,270,410	86,548,205	90,563,116	95,321,556	99,208,798	107,591,472	111,930,861	116,782,246	121,530,005	125,749,807
Amended Growth					3,204						
2.5% allowable Increase	2,014,693	2,081,760	2,163,705	2,264,078	2,383,119	2,480,220	2,689,787	2,798,272	2,919,556	3,038,250	3,143,745
New Growth	667,984	1,196,035	1,851,206	2,494,362	1,500,919	5,902,454	1,649,602	2,053,113	1,828,203	1,181,552	1,000,000
FY Levy Limit	83,270,410	86,548,205	90,563,116	95,321,556	99,208,798	107,591,472	111,930,861	116,782,246	121,530,005	125,749,807	129,893,552
RE & PP Total Value	4,208,675,856	4,534,079,631	4,710,256,289	5,067,583,077	5,470,468,285	6,125,184,869	6,608,838,388	7,118,656,790	7,841,773,530	8,675,689,947	-
Levy Ceiling (2.5% Total Value)	105,216,896	113,351,991	117,756,407	126,689,577	136,761,707	153,129,622	165,220,960	177,966,420	196,044,338	216,892,249	-
Equalized Value (EQV) as of 1/1	4,256,808,900	4,232,985,800	4,232,985,800	4,790,270,400	4,790,270,400	4,790,270,400	5,405,036,100	5,405,036,100	6,641,110,700	6,641,110,700	7,783,083,000



Revenue Overview

General Fund Budget Summary

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

The City does not have the statutory ability to change rates and formulas for many of its revenue sources. The rates and/or formulas for property tax and certain fines, for example, are set by the State. The City may set user fees, permits and licenses. In 1980, the voters approved a statewide property tax initiative, Proposition 2 1/2. Prop. 2 1/2 established, among several restrictions, a "2 ¾ percent cap" on property taxes increases in all local taxing districts in the State.

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

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

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

Levy Ceiling - The limit imposed by Proposition 2 ¾ that equals 2 ¾ % of the total full and fair cash value of all taxable property.

Levy Limit - The amount that a municipality may raise in taxes each year which is based on the prior year's limit plus 2 ¾% increases on that amount plus the amount certified by the State that results from "new growth".

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

Proposition 2 ¾ - Is the law which became effective on December 4, 1980. The two main components of the tax law relating to property taxes are: 1) the tax levy cannot exceed 2 ¾ % of the full and fair cash value, and 2) for cities and towns at or below the above limit, the tax levy cannot exceed the maximum tax levy allowed for the prior by more than 2 ¾ % (except in cases of property added to the tax rolls and for valuation increases of at least 50% other than as part of a general revaluation).

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

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

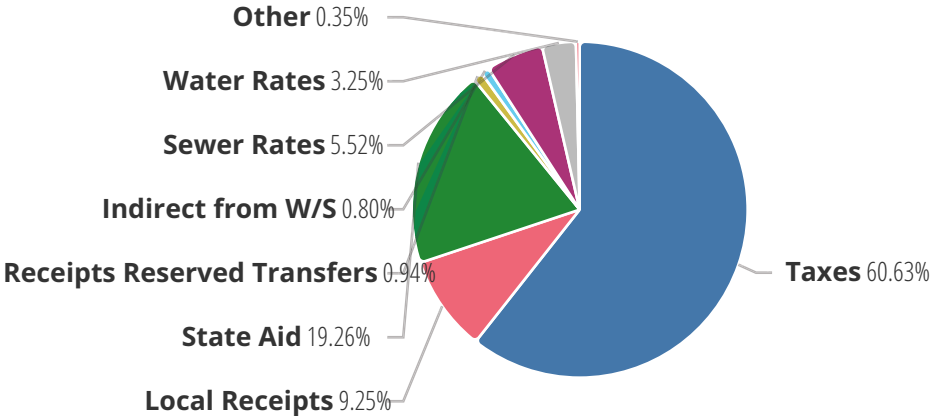
The following chart is a summary of the EQV, Tax Levy, Levy Ceiling, Levy Limit, 2 ¾% increase, and New Growth by fiscal year.

Revenue Summary

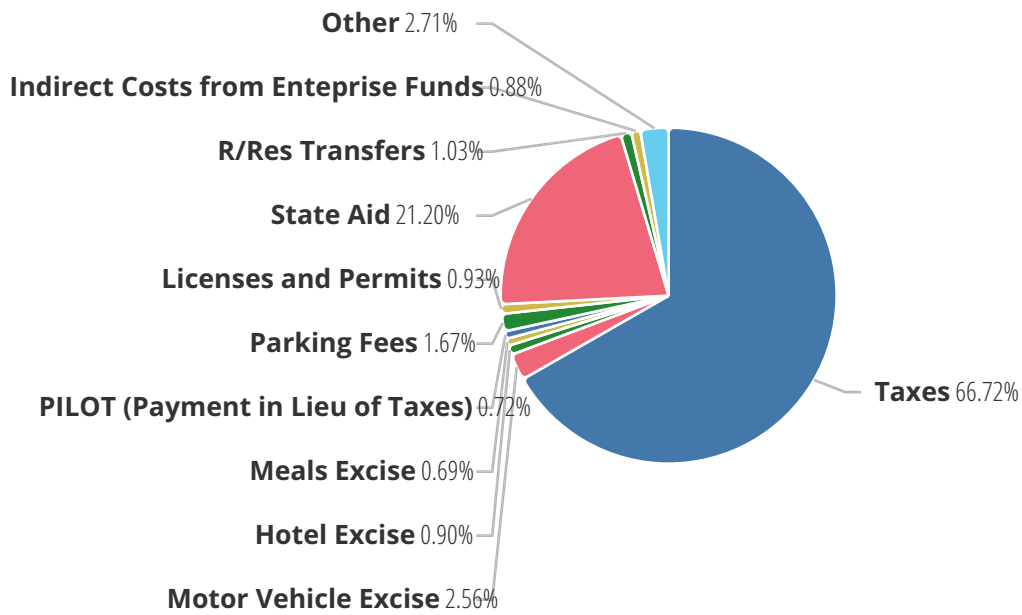
CITY OF SALEM REVENUE SUMMARY - GENERAL & ENTERPRISE FUNDS

	Actual FY2020	Actual FY2021	Actual FY2022	Actual FY2023	Recap FY2024	Budgeted FY2025	Increase % FY25 vs. FY24	Increase \$ FY25 vs. FY24
GENERAL FUND								
REAL AND PERSONAL Tax Levy	103,616,867	107,207,389	110,173,970	114,458,526	117,433,650	122,077,395	4.0%	4,643,745
MOTOR VEHICLE	4,379,374	4,638,752	4,544,784	4,515,000	4,550,000	4,550,000	0.0%	0
HOTEL EXCISE	978,595	553,706	1,836,111	1,290,000	1,775,000	2,000,000	12.7%	225,000
MEALS TAXES	1,074,851	889,035	1,344,412	1,000,000	1,278,500	1,428,500	11.7%	150,000
VESSEL EXCISE	573,595	31,049	30,000	30,000	30,000	30,000	0.0%	0
CANNABIS EXCISE	742,899	1,084,324	1,233,984	978,500	850,000	850,000	0.0%	0
INTEREST ON TAXES	527,615	712,224	570,755	550,000	525,000	535,637	2.0%	10,637
IN LIEU OF TAXES & CH 121A	1,294,385	1,412,210	1,070,755	1,285,000	1,285,000	1,303,200	1.4%	18,200
MARIJUANA DISPENSARY	1,288,454	1,437,950	1,958,624	194,000	-	-		0
SHORT-TERM RENTAL IMPACT FEE	-	-	-	-	-	75,000		75,000
CHARGES FOR SERVICES	2,405,034	3,026,130	1,607,437	1,500,000	1,100,000	1,170,000		70,000
PARKING FEES	2,913,363	2,664,368	3,643,446	2,880,000	3,235,000	3,396,750	5.0%	161,750
LICENSES AND PERMITS	500,935	364,074	1,504,769	1,170,000	1,700,000	1,850,000	8.8%	150,000
FINES AND FORFEITS	1,092,649	1,043,048	1,336,984	800,000	900,000	975,000	8.3%	75,000
INVESTMENT INCOME	491,574	161,258	122,518	90,000	640,000	875,000	36.7%	235,000
MISCELLANEOUS INCOME	568,944	819,712	885,577	376,560	255,000	500,000	96.1%	245,000
MEDICAID INCOME	0	-	1,122,371	725,000	750,000	650,000	-13.3%	(100,000)
MEDICAID PART D REIMBURSEMENT	0	594,700	-	-	-	-		
NON RECURRING (Hold Harmless Money)	730,139	95	0	0	0	0		
TOTAL LOCAL RECEIPTS	19,562,406	19,432,634	22,812,527	17,384,060	18,873,500	20,189,087	7.0%	1,315,587
NET MA CHERRY SHEET ASST.	34,506,150	34,372,256	35,244,772	37,017,614	37,745,626	40,185,714	6.5%	2,440,088
MSBA REIMBURSEMENTS	732,824	0	0	0	0	0		0
R/RES REDUCE TAX RATE	1,238,516	975,000	2,361,195	1,682,136	3,245,611	2,495,611	-23.1%	(750,000)
OFS/TRANSFERS IN	-	1,528,701	-	-	-	-		0
Indirect Costs	1,431,996	1,494,176	1,469,176	1,682,136	1,555,858	1,558,568	0.2%	2,710
TOTAL OTHER RECEIPTS	37,909,486	38,370,133	39,075,143	40,381,886	42,547,095	44,239,893	4.0%	1,692,798
GENERAL FUND TOTAL	161,088,759	165,010,156	172,061,640	172,224,472	178,854,245	186,506,375	4.3%	7,652,130
ENTERPRISE FUND								
SEWER RATES	9,902,960	10,182,959	10,547,323	10,787,266	10,788,897	10,879,949	0.8%	91,052
Other OFS/Retained Earnings								
TOTAL SEWER	9,902,960	10,182,959	10,547,323	10,787,266	10,788,897	10,879,949	0.8%	91,052
WATER RATES	5,481,367	5,695,306	5,729,664	5,854,891	6,358,068	6,532,873	2.7%	174,805
Other	-	-	-	-	-	-		0
WATER TRANS/OFS	-	100,000	1,523,153	1,669,401	1,250,000	1,000,000	-20.0%	(250,000)
TOTAL WATER	5,481,367	5,795,306	7,252,817	7,524,292	7,608,068	7,532,873	-1.0%	(75,195)
TRASH FEES	903,408	899,925	899,925	939,079	967,251	1,054,758	9.0%	87,506
OFS/Retained Earnings	2,730,164	2,836,362	3,062,518	3,082,519	3,189,010	3,189,010	0.0%	0
TOTAL TRASH	3,633,572	3,736,287	3,962,443	4,021,598	4,156,262	4,243,768	2.1%	87,506
ENTERPRISE FUND TOTAL	19,017,899	19,714,552	21,762,583	22,333,155	22,553,226	22,656,590	0.5%	103,363
GRAND TOTAL	180,106,658	184,724,708	193,824,223	194,557,628	201,407,471	209,162,965	3.9%	7,755,494

FY 2025 Estimated Revenues - All Funds



FY 2025 Estimated Revenues - General Fund



General Fund Revenue Detail & Graphs

TAXES

Real and Personal Property Tax

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

Factors influencing property taxes

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

1. Automatic 2.5% Increase (Prop 2 ¾) – The levy limit is the maximum amount that can be collected through real and personal property taxes by the municipality. Each year, a community's levy limit automatically increases by 2.5% over the previous year's levy limit. This increase does not require any action on the part of local officials.

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

3. Overrides/Exclusions – A community can permanently increase its levy limit by successfully voting an override. Debt and Capital exclusions, on the other hand, are temporary increases in a community's levy limit for the life of the project or debt service. Only a Debt or Capital exclusion can cause the tax levy to exceed the levy limit.

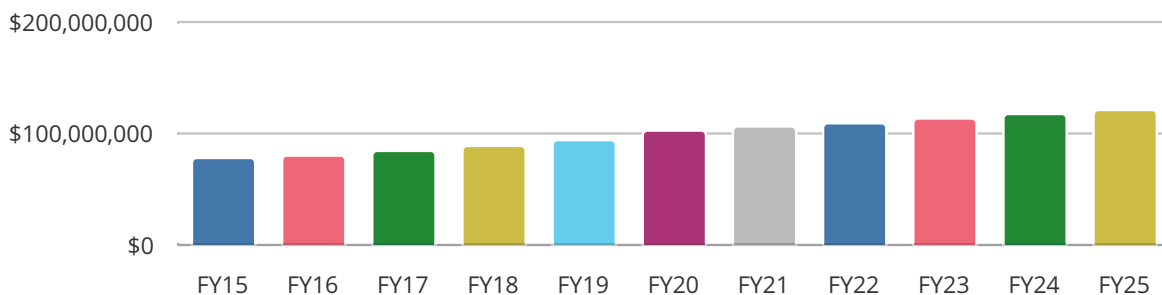
The levy limit for FY2025 is estimated to be \$129,893,552. The actual amount of revenue raised through the tax levy will be determined when the tax rate is set in the fall. The Tax Levy for FY2025 is estimated to be \$122,077,395 which is an increase of 4.06% over FY2024.

Real and Personal Property - Tax Levy

The property tax levy is the revenue the community can raise through real and personal property taxes. In Massachusetts, municipal revenues to support local spending for schools, public safety and other public services are raised

through the property tax levy, state aid, local receipts and other sources. The property tax levy is the largest source of revenue for most cities and towns, including the city of Salem.

Real and Personal Property - Tax Levy



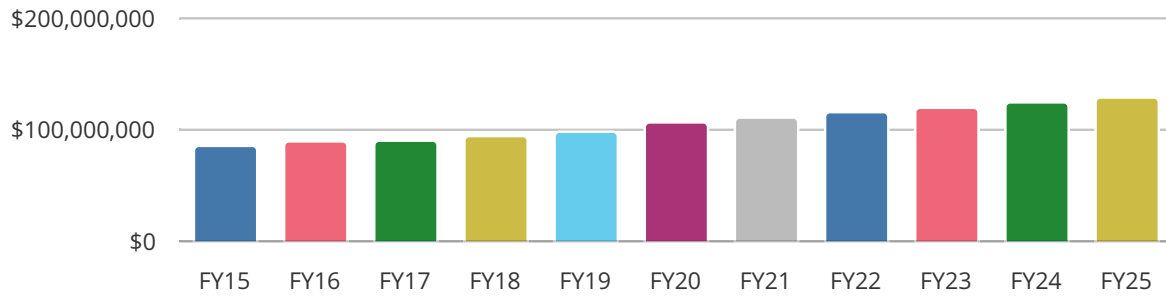
Real and Personal Property - Levy Limit

The amount that a municipality may raise in taxes each year which is based on the prior year's limit plus 2.5 percent increase on that amount plus the amount certified by the State that results from "new growth".

cannot levy more than 2.5 percent of the total full and fair cash value of all taxable real and personal property in the community. Second, a community's levy is also constrained in that it can only increase by a certain amount from year to year. The levy limit will always be below, or at most, equal to the levy ceiling. The levy limit may not exceed the levy ceiling.

A levy limit is a restriction on the amount of property taxes a community can levy. Proposition 2 1/2 established two types of levy limits: First, a community

Real and Personal Property - Levy Limit



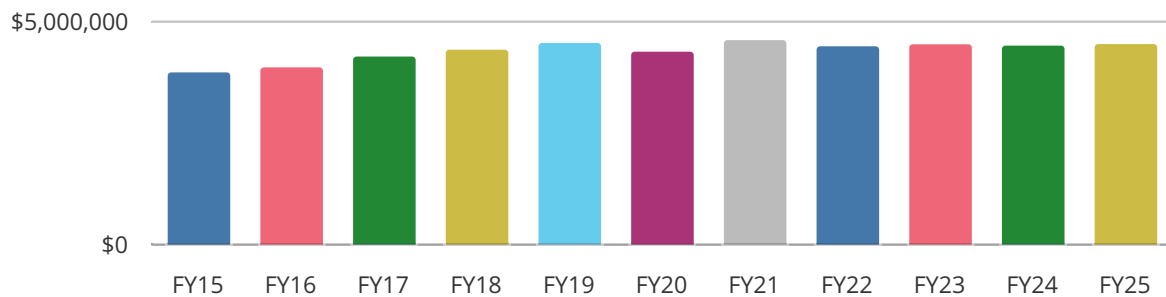
Motor Vehicle Excise

Local Receipts

Massachusetts General Law (MGL) Chapter 60A, Section 1 sets the motor vehicle excise rate at \$25 per \$1,000 valuation. The City collects this revenue based on data provided by the Massachusetts Registry of Motor Vehicles (RMV). The Registry, using a statutory formula based on a manufacturer's list price and year of manufacture, determines valuations. The City or Town in which a vehicle is principally garaged at the time of registration collects the motor vehicle excise tax.

Those residents who do not pay their excise taxes in a timely manner are not allowed to renew registrations and licenses through a 'marking' process at the RMV. The City of Salem notifies the Registry of delinquent taxpayers, through its deputy collector, who prepares excise delinquent files for the Registry of Motor Vehicles. We are anticipating a similar number of collections for FY 2025 based on prior and current fiscal year trends. Due to inflationary pressures, revenue collections for Motor Vehicle Excise have not been as strong the past two fiscal years.

Motor Vehicle Excise



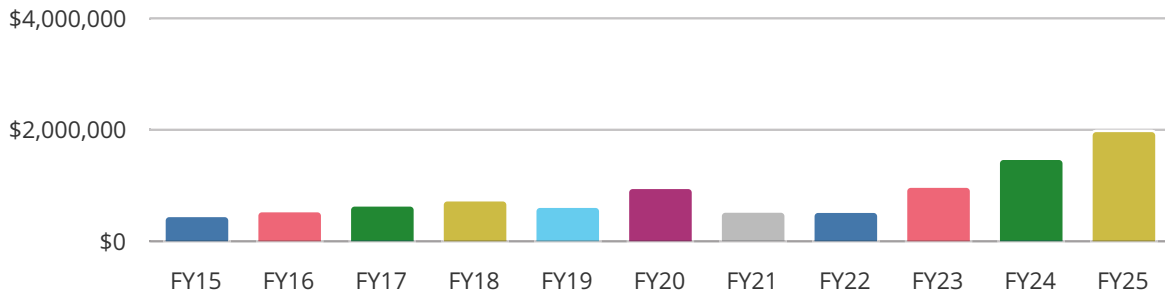
Hotel Excise Tax

Local Receipts

Room Occupancy Excise - MGL Chapter 64G. This category includes taxes received through the state that are collected from all hotels, motels, and other lodging houses within the City at a rate up to, but not exceeding, 6% of the

total amount of rent for each such occupancy. On April 22, 2010 the City Council approved by a 6-5 vote to pass the local options tax increases of .75% on meals and 1% on Hotel/Motels. In FY 2016 the hotel tax was increased from 5% to 6%. In FY 2025 we estimate an increase of 33.33% (\$500,000) due to robust economic recovery and short-term rentals.

Hotel Excise Tax

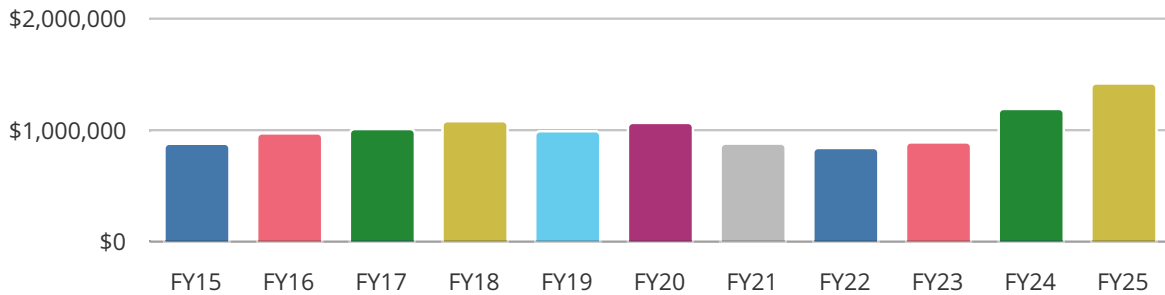


Meals Excise Tax

Local Receipts

MGL CH27 B60 and 156 of the Acts of 2009. This revenue was established in FY2011 as allowed by the Commonwealth of Massachusetts in FY 2010. We are anticipating a 19.04% increase (\$228,500) in meals tax for FY2025.

Meals Excise Tax

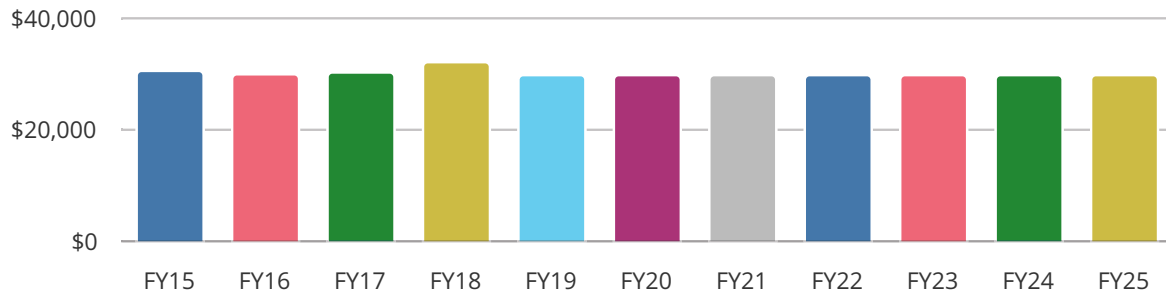


Boat Excise Tax

Local Receipts

As per MGL Chapter 60B Section 2, boat excise tax is levied by each city and town in each fiscal year on every vessel, and its equipment, for the privilege of using the waterways of the Commonwealth. We anticipate little to no increase in FY2025.

Boat Excise Tax



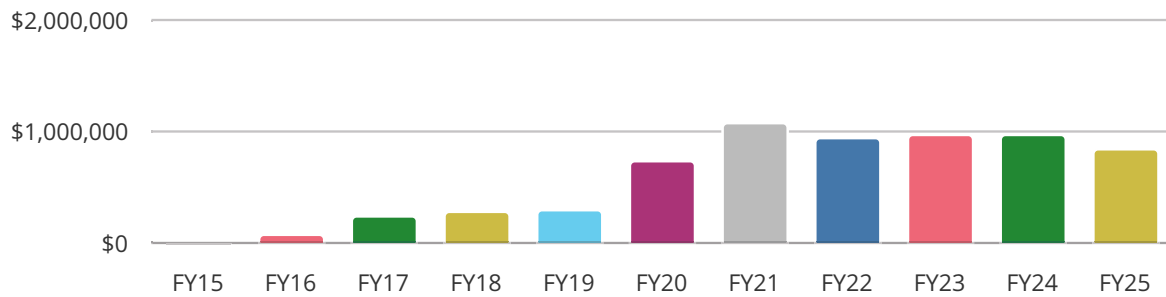
Marijuana Excise Tax

Local Receipts

A city or town may impose a local excise on the retail sale of marijuana for adult use by accepting G.L. c. 64N, § 3. The maximum excise rate communities may impose is 3%. If a city or town in which a marijuana retailer is located

accepts G.L. c. 64N, § 3, all sales by the marijuana retailer that are subject to the state excise on marijuana retail sales will also be subject to the host community's local excise. This excise is applicable to retail sales of marijuana for adult use on or after July 1, 2018. Salem is anticipating \$850,000 in collections for FY25 based on recent trends.

Marijuana Excise Tax

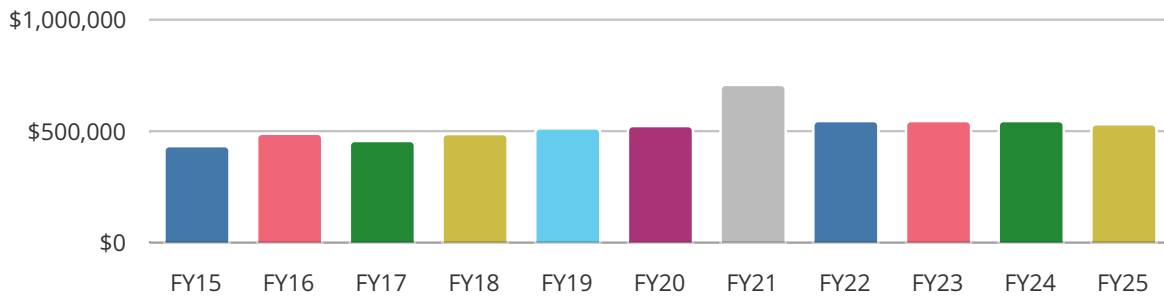


Penalties & Interest on Taxes

Local Receipts

This category includes delinquent interest and penalties on all taxes and tax title accounts. It also contains demand fees on real and personal property taxes as well as demands and warrants on late motor vehicle excise taxes and boat excise taxes. Demand fees were increased from \$15.00 to \$30.00 in FY2018. We anticipate a 2% increase in penalties and interest in FY2025.

Penalties & Interest on Taxes



Payment in Lieu of Taxes (PILOT)

Local Receipts

Many communities, Salem included, are not able to put all the property within its borders to productive, tax generating uses. Federal, state and municipal facilities, hospitals, churches and colleges are examples of uses that are typically exempt from local property tax payments. The City currently has

PILOT agreement with several entities, including the South Essex Sewerage District, North Shore Medical Center, and the Salem Housing Authority, Northeast Animal Shelter, as well as some Urban Redevelopment Corporations (MGL Chapter 121A).

Revenues are adjusted for FY2025 to reflect current PILOT agreements.

Charges for Services

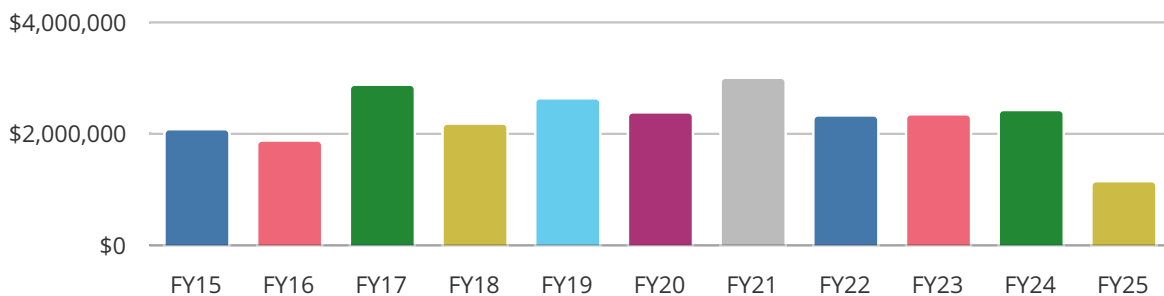
Local Receipts

Services / Charges / User Fees – Charges for services are a revenue source to assist municipalities to offset the cost of certain services provided to the community. Some of the fees within this category are board of health fees, building and plumbing permits, electrical fees, engineering inspections as well as park and recreational fees. In FY 2007 the trash fee was also added to

this category as well as passport and ferry fees. In FY08 the trash fee was moved to an enterprise fund, however police and fire administrative fees for detail work were added as a new revenue source.

In FY2025 we project a \$70,000 increase. This number is variable and can fluctuate up and down, based on a number of external factors.

Charges for Services



Parking Fees

Local Receipts

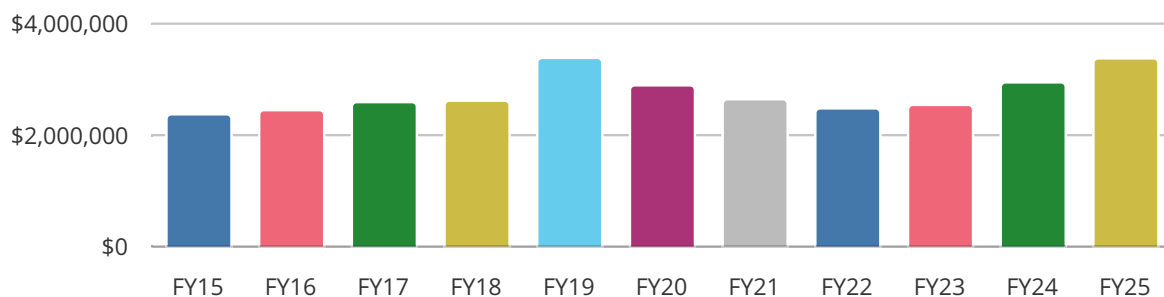
Parking revenues are from fees charged for parking at the Museum Place Mall Parking Garage, South Harbor Parking Garage, Church Street Lot, and all metered parking. Parking revenues are set by City Ordinance.

Revenue increase are anticipated from these adjustments to assist with ongoing maintenance and improvements of these facilities. In FY 2018 the Traffic and Parking director and staff worked with the Traffic and Parking Commission to review all parking rates, which have been largely unchanged for eight years, and utilization levels in the downtown area. It was determined that rates were low and should be increased in certain locations to better reflect value and utilization of parking.

In FY19, the City of Salem adopted a new parking fee structure of many key components of the parking department; including increases from \$1.00/hr. to \$1.50/hr. in the Museum Place Garage, from \$.25/hr. to \$.75/hr. in the South Harbor Garage, at the Church Street parking lots from \$1.00 per hour to \$1.50 per hour and other lots throughout the city from .50 to \$1.00-\$1.50. Residents are provided lower rates in many areas. In addition to the garage rates and meter changes, the price for a monthly parking pass in the Riley Plaza parking lot changed to \$35.00 per month, effective September 22, 2018.

Based on current trend analysis, we are projecting an increase of 5% in parking fee collections for FY25.

Parking Fees



Licenses & Permits

Local Receipts

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

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

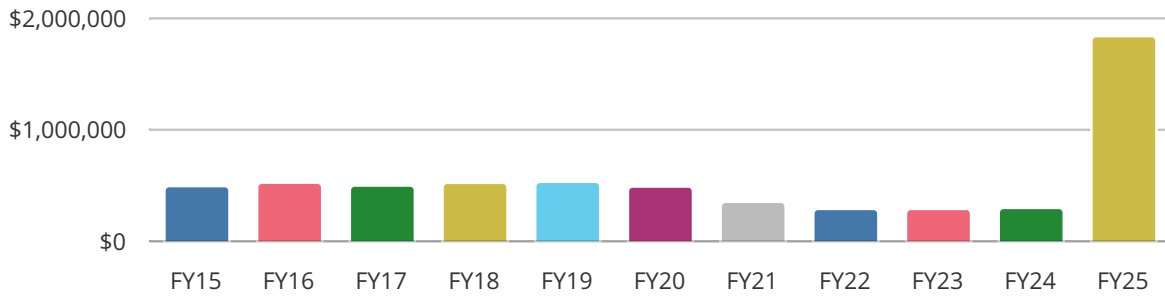
Entertainment - Entertainment licenses are issued for live performances, movie theaters, automatic amusement machines, billiard tables, bowling alleys, and several other forms of entertainment.

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

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

We anticipate an increase of \$150,000 in collections for license and permit fees for FY 2025 based on revenue trends and updated rates.

Licenses & Permits



Fines & Forfeits

Local Receipts

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

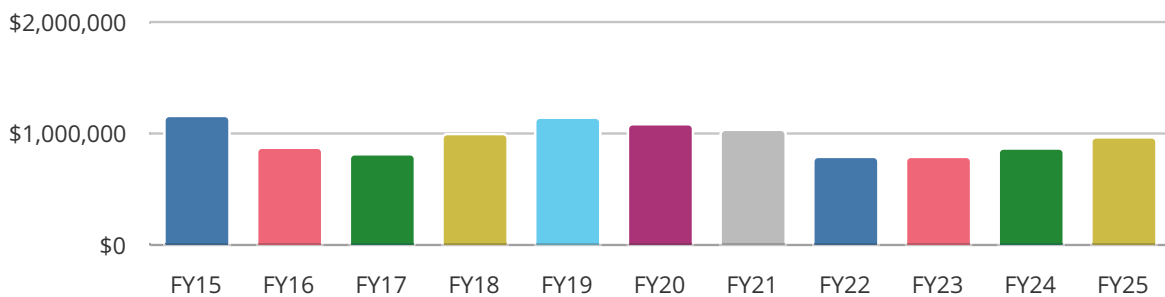
Parking Fines - The collection of outstanding parking fines continues to be an important source of revenue to the City. The timely collection of fines has been aided by automation, and by State law that violators are prohibited from renewing their driver’s licenses and registrations until all outstanding tickets are paid in full. Like Motor Vehicle Excise, those individuals who do not pay their parking tickets in a timely manner are not allowed to renew registrations

and licenses through a ‘marking’ process at the RMV. The City of Salem notifies the Registry of delinquent fine payers, through its deputy collector, who prepares parking ticket delinquent files for the Registry of Motor Vehicles.

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

In FY 2025 we anticipate an increase of \$75,000 (8.33%) in collections based on revenue trends.

Fines & Forfeits



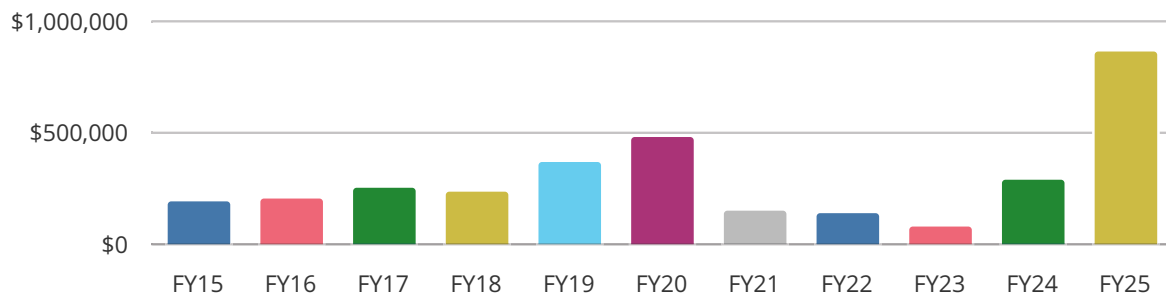
Investment Interest Income

Local Receipts

Under Chapter 44 Section 55B of the Mass. General Laws, all monies held in the name of the City which are not required to be kept liquid for purposes of distribution shall be invested in such manner as to require the payment of

interest on the money at the highest possible rate reasonably available. The investment decision must take into account safety, liquidity and yield. The City Treasurer looks to maximize our earning potential by evaluating investing options. In FY2025 we anticipate a 36.72% increase due to higher interest rates and higher than usual balances due to pandemic relief funds.

Investment Interest Income



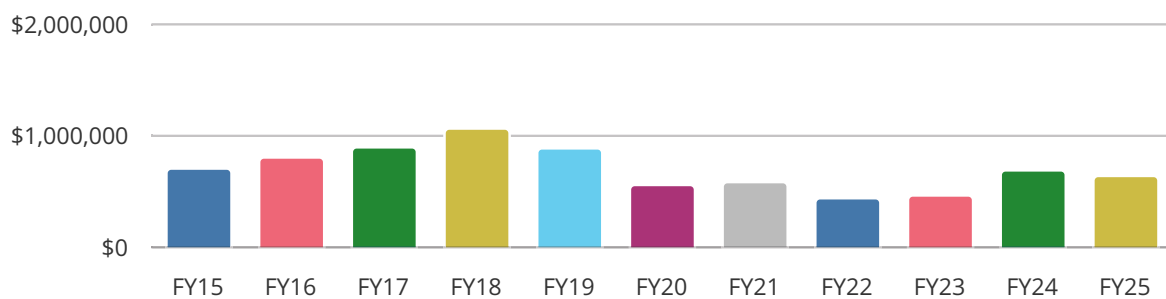
Medicaid Reimbursement

Local Receipts

Medicaid Reimbursements (SPED) – In accordance with laws and regulations governing the Medicaid program, school systems are mandated by the Individuals with Disabilities Education Act (IDEA) to provide health related services to their special education student population. They are permitted to file claims for partial federal reimbursement for both their student health

services and the administrative support expenditures incurred in providing those services. We receive both the Direct Student Expenditures reimbursement (school-based health services provided directly to the student) and the Administrative expenditures reimbursement (to assist in the delivery of Special Education (SPED) services to students.) In FY 2025 we anticipate a -13.33% decrease in SPED Medicaid based on revenue trends.

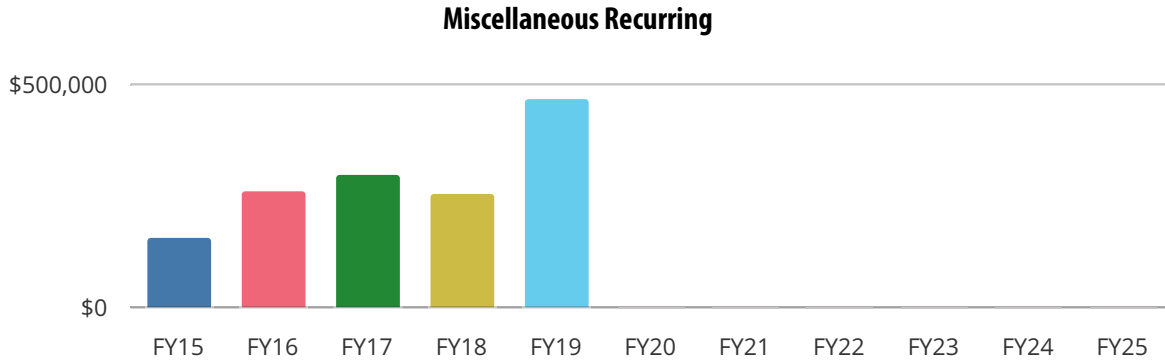
Medicaid Reimbursement



Miscellaneous Recurring

Local Receipts

This category is used for all 'other' non-categorized income such as revenue from sale of copies of reports generated by a department, sale of data from tax files, collector's fees, refunds, bad checks, etc.



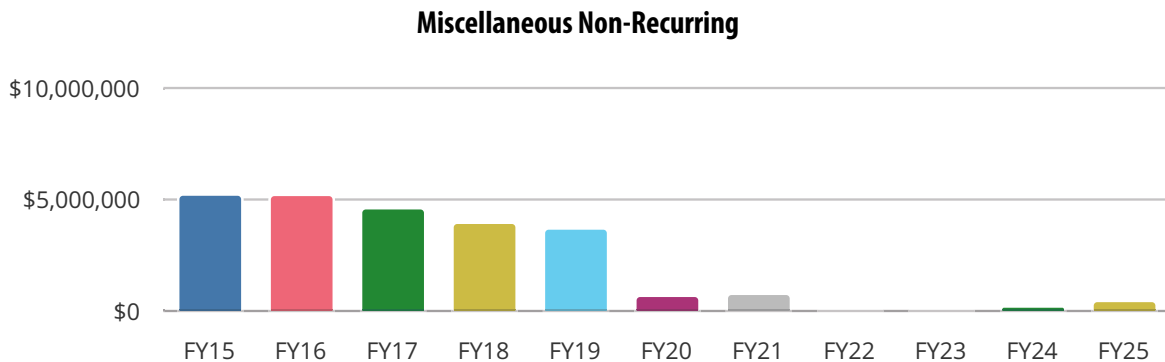
Miscellaneous Non-Recurring

Local Receipts

This category is used for all one-time income sources and revenues not considered common in municipalities.

In FY2015 much of the Host Fee money comes in as tax revenue and is part of the Tax Levy. Only 185K actually comes in as revenue outside of the tax levy. Massachusetts General Law (MGL) Chapter 21A, Section 33 allows for a

Reimbursement for Communities Affected by the Regional Greenhouse Gas Initiative (RGGI) also known as the 'Hold Harmless Agreement'. The reimbursement for FY 2020 amounted to 3.75 Million in hold harmless money based on the tax agreement with Footprint and the state. The City no longer collects the hold harmless monies in this category as the Power Plant is now on the tax base.



Chapter 70 (Education Aid)

INTERGOVERNMENTAL REVENUE – STATE AID (“CHERRY SHEET”)

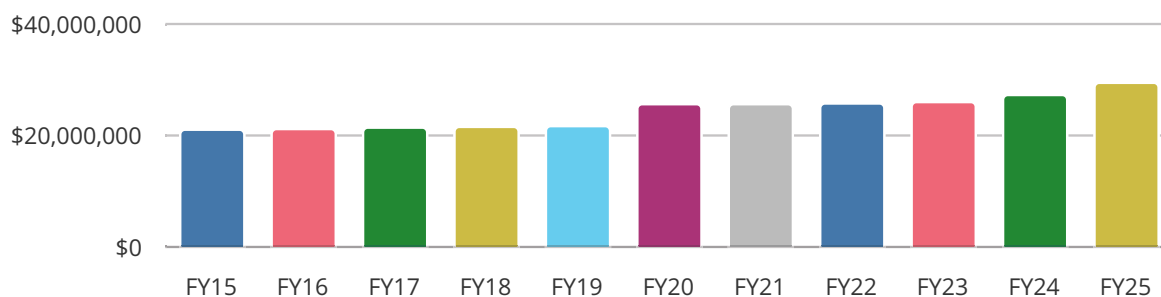
Cherry Sheet - Every year the Commonwealth sends out to each municipality a “Cherry Sheet”, named for the pink-colored paper on which it was originally printed. The Cherry sheet comes in two parts, one listing the State assessments to municipalities for Massachusetts Bay Transportation Authority (MBTA), Charter Schools, RMV non-renewal fees, Retired Teachers Health Insurance, air pollution control districts, and the other State programs; the other section lists the financial aid the City will receive from the State for funding local programs. Each Cherry Sheet receipt is detailed below. State Cherry Sheet revenue funds are the primary intergovernmental revenue and in the case of many cities, is the single largest source of annual revenue. Cherry Sheet revenue consists of direct school aid, local aid, and specific reimbursements and distributions such as aid to public libraries, veteran’s benefits, police career incentives, and a number of school related items. For a

complete copy of the Cherry Sheet Manual or the actual Cherry Sheet Local Receipts and/or Assessments go to: <http://www.mass.gov/dor/docs/dls/cherry/cherrysheetmanual.pdf>

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

For FY2025, the preliminary Chapter 70 amount for the City of Salem is \$29,642,316 an increase of \$2,186,436.

Chapter 70 (Education Aid)



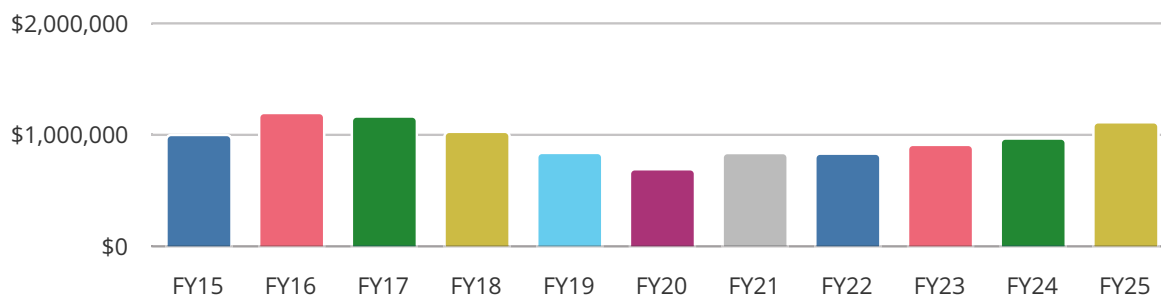
Charter School Reimbursement

INTERGOVERNMENTAL REVENUE – STATE AID (“CHERRY SHEET”)

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

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

Charter School Reimbursement



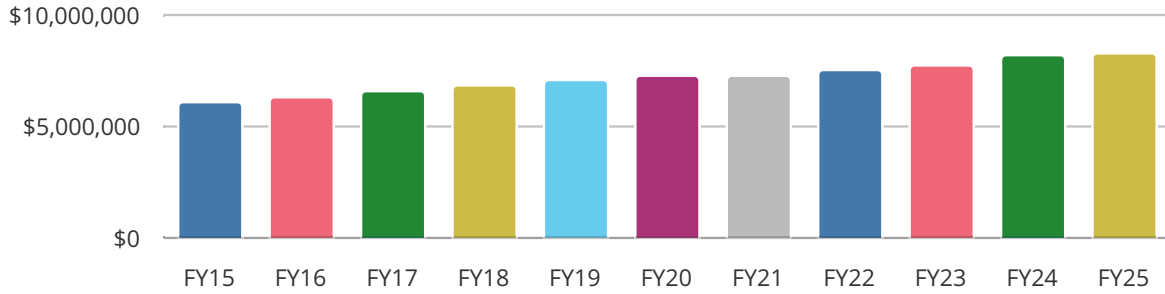
Unrestricted General Government Aid (UGGA)

INTERGOVERNMENTAL REVENUE – STATE AID (“CHERRY SHEET”)

In FY 2010 the state eliminated the Lottery Aid, General Fund Subsidy to Lottery, and Additional Assistance revenue and replaced it with this revenue called 'Unrestricted General Government Aid'. The FY 2006 to FY 2009 combines the three revenue sources no longer used (lottery, subsidy to lottery,

& additional assistance). The FY 2025 amount, based on the House FY2025 budget, is anticipated to be \$8,329,166, an increase of \$82,467. The Senate is still finalizing its budget. The final amount allocated to Salem will not be determined until after the state finalizes its FY2025 budget.

Unrestricted General Government Aid (UGGA)



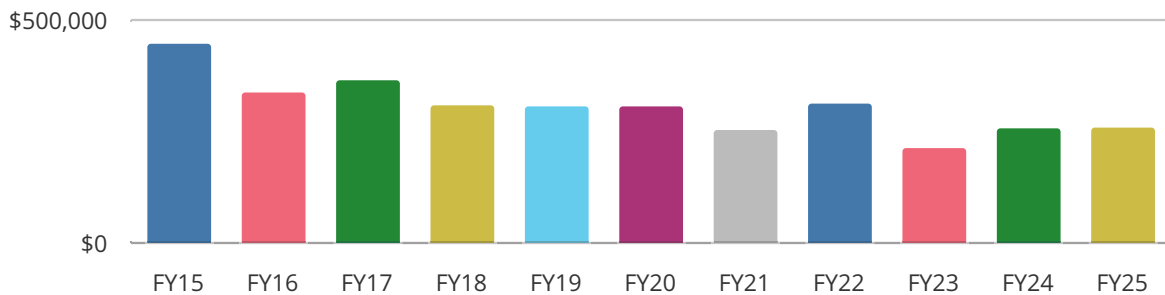
Veterans Benefits

INTERGOVERNMENTAL REVENUE – STATE AID (“CHERRY SHEET”)

Under Chapter 115, Section 6 municipalities receive a seventy-five percent (75%) State reimbursement on the total expenditures made on veterans'

financial, medical and burial benefits. The state anticipates a 0.65% (\$1,706) increase in reimbursement for FY 2025 based on prior fiscal year actual reimbursement submissions.

Veterans Benefits

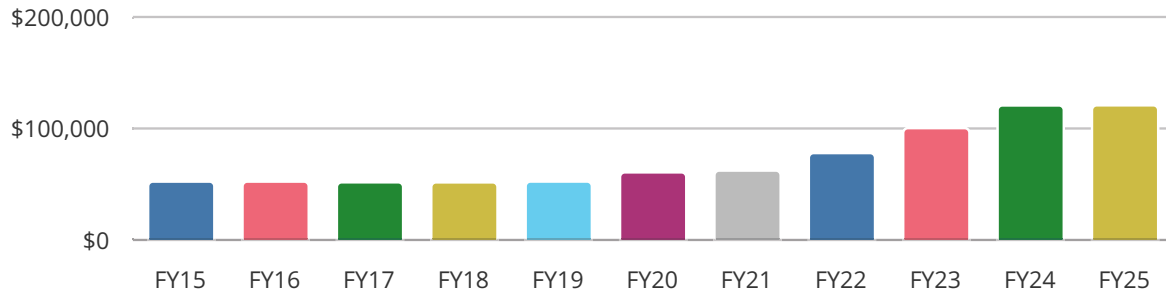


State Owned Land

INTERGOVERNMENTAL REVENUE – STATE AID (“CHERRY SHEET”)

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

State Owned Land



Exemptions - Vets, Blind, Spouses & Elderly

INTERGOVERNMENTAL REVENUE – STATE AID (“CHERRY SHEET”)

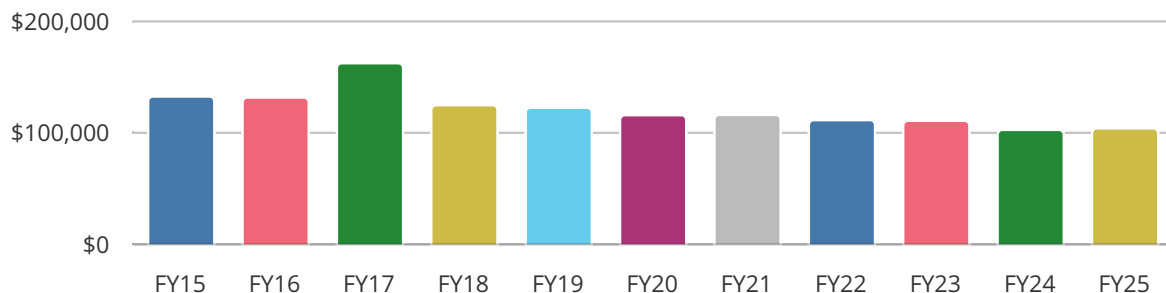
The State Cherry Sheet reimburses the City for loss of taxes due to real estate abatements to veterans, surviving spouses and the legally blind. The abatement categories are authorized by the State. The City is not empowered to offer abatements in other categories. Under Chapter 59, Section 5, of the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

Qualifying veterans or their surviving spouses receive an abatement of \$175 or \$2,000 in valuation times the tax rate, whichever is the greater. Chapter 59, Section 5, Clause 17d, of the General Laws, as amended by Section 2, Chapter

653 of the Acts of 1982, provides a flat \$175 in tax relief to certain persons over seventy, minors, and widows/widowers. Chapter 59, Section 5, Clause 37a, of the General Laws as amended by Section 258 of the Acts of 1982 provides an abatement of \$500 for the legally blind. Chapter 59, Section 5, Clause 41c, of the General Laws as amended by Section 5, of Chapter 653 of the Acts of 1982, qualifying persons over seventy years of age are eligible to receive a flat tax exemption of \$500.

In FY 2010 the state combined the elderly exemption with the veterans, blind and surviving spouse’s exemptions. In previous years, the elderly exemption was budgeted separately. FY 2025 shows an increase of \$102.

Exemptions - Vets, Blind, Spouses & Elderly



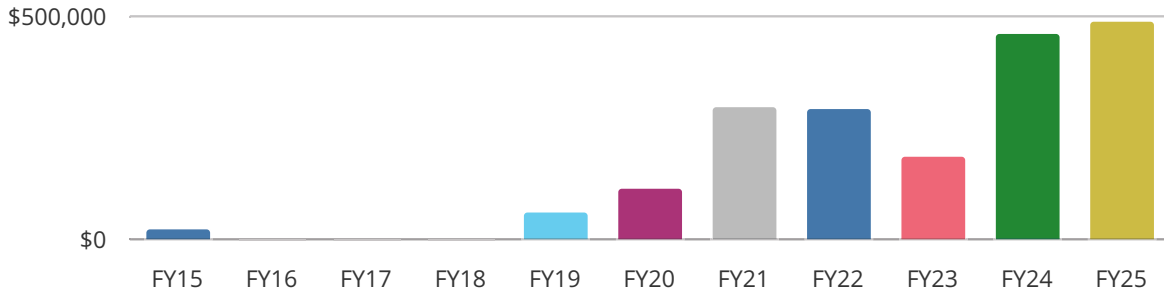
Offsets Receipts - School Choice Receiving Tuition

INTERGOVERNMENTAL REVENUE – STATE AID (“CHERRY SHEET”)

The state provides receipts that are paid directly to departments through state granting agencies, and are not part of the City’s General Fund Cherry Sheet Revenue. These revenues are for School Lunch and Public Library as shown in

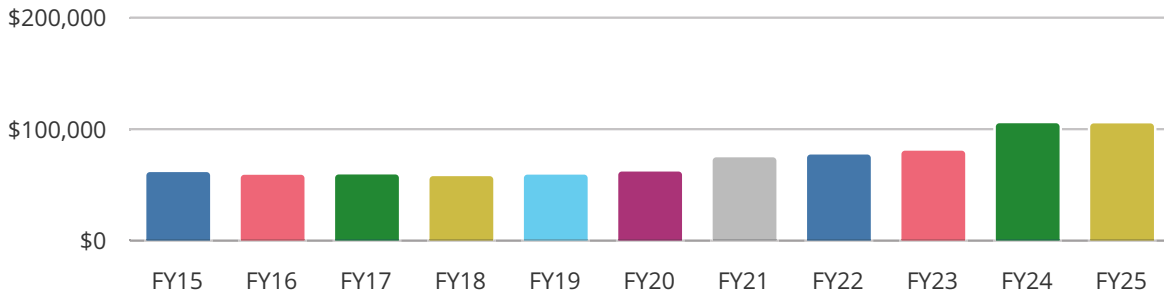
the charts below. For a description of Offset Receipts go to <http://www.mass.gov/dor/docs/dls/cherry/cherrysheetmanual.pdf>. The school lunch offset from the Cherry Sheet by DOR is an education offset that has no impact on the tax rate setting process. The Library Offset receipt, based on the amount allocated in the House FY2025 budget, was increase by \$27,421.

Offsets Receipts - School Choice Receiving Tuition



Offsets Receipts - Library Aid

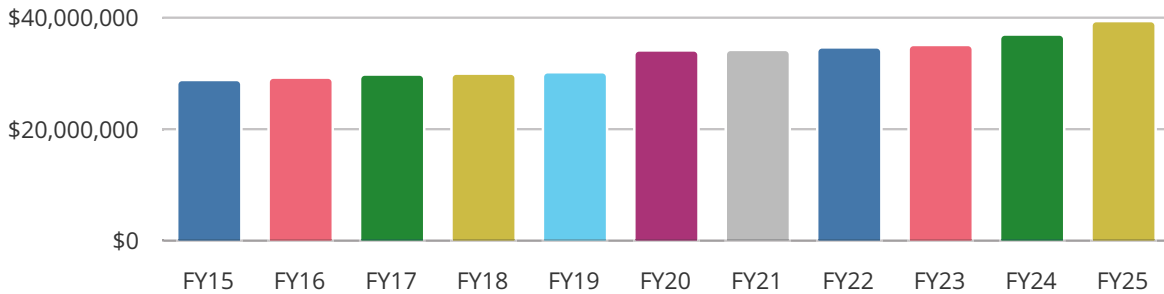
Offsets Receipts - Library Aid



Total Cherry Sheet Revenue (Net of Offsets)

The total of all cherry sheet revenue is listed below.

Total Cherry Sheet Revenue (Net of Offsets)



School Construction - School Building Authority (SBA)

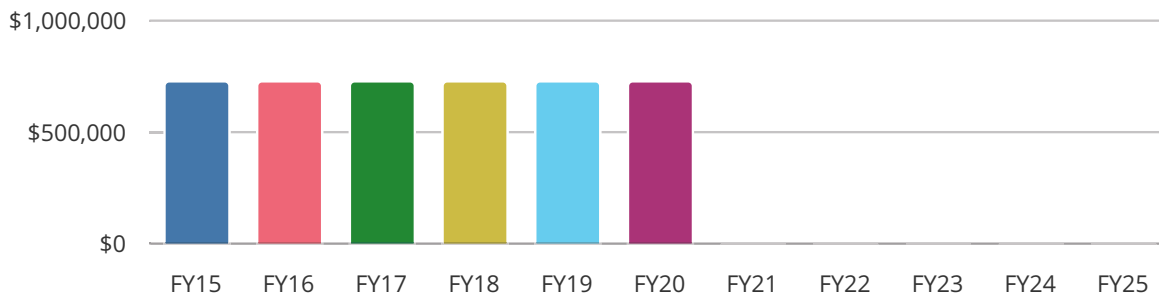
School Construction - The School Assistance Act, as amended, provides for the reimbursement of school construction projects that involve any of the following: The replacement of unsound or unsafe buildings; the prevention or elimination of overcrowding; prevention of the loss of accreditation; energy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

In July of 2004, the governor signed Chapter 208 and Chapter 210, of the Acts of 2004 into law, which makes substantial changes to the School Building Assistance (SBA) program. This legislation transfers responsibility for the SBA

program from the Department of Education to the Massachusetts School Building Authority (MSBA), under the Office of the State Treasurer. The authority is a new and independent governing body comprised of seven members. The legislation under Chapter 210 dedicates 1 percent of the sales tax receipts to help fund School Building projects. For more information go to www.mass.gov/msba

The City of Salem received some payments under the old SBA program. FY 2014 saw a significant reduction in SBA reimbursement of \$1.8M (71.1%) due to the payoff of the Bowditch, Saltonstall and part of Bates bonds. The SBA reimbursement chart is later in this section. Reimbursements stopped in FY2020.

School Construction - School Building Authority (SBA)



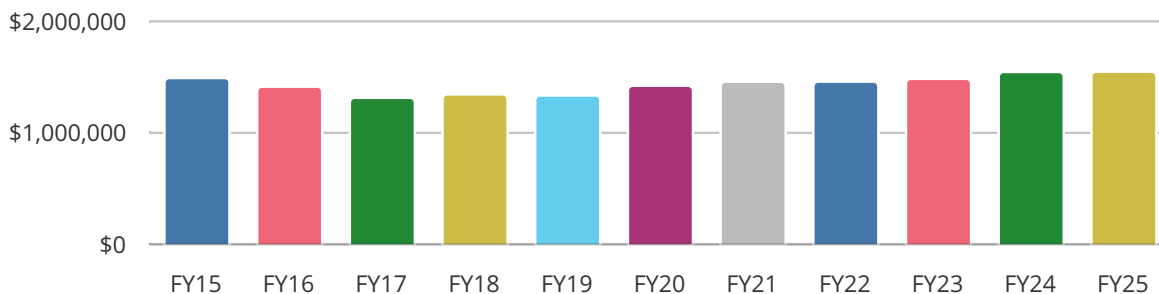
Indirect Costs from Enterprise Funds

Enterprise Fund Transfer - The Water and Sewer Enterprise Funds, financed by water and sewer usage charges, provide reimbursements for direct and indirect costs associated with a variety of City services, provided by Finance, Treasury, Human Resources, and other City Departments. Additionally, enterprise funds provide reimbursements to the general fund for all employee benefits (including fringe benefits) of those employees who work for the water and sewer departments, as well as costs for the maintenance of the Water and Sewer accounting and billing system. Finally, a portion of the City's

assessments for property/casualty insurance, unemployment and worker's compensation are also captured in the indirect costs of the enterprise funds of the water and sewer departments. The Trash Enterprise Fund is subsidized by the General Fund and therefore no indirect costs are reimbursed back to the General Fund from the Trash Enterprise Fund.

In FY2024 we implemented a new methodology of calculating indirect costs that has been approved by the auditors.

Indirect Costs from Enterprise Funds



Other Financial Sources

Receipts Reserved for Appropriation – The City of Salem has three Receipts' Reserved for Appropriation Funds for Harbormaster, Golf Course, Witch House, Forest River Poo, and Charter Street Cemetery. The revenue earned from these activities is credited to each of these special revenue funds. At the request of the Mayor, that money is appropriated by the City Council to the General Fund to cover both direct and indirect costs of each department in December for purposes of the certification of the City's tax rate by the Massachusetts Department of Revenue, as well as periodically throughout the year at the request of the department head of the Golf Course, Witch House, or Harbormasters Office to cover unforeseen or extraordinary expenses. We anticipate using the same amount as FY2024. These transfers will partially offset increases in associated expenditures.

Other Receipts Reserved – Not Budgeted. The City has three other receipts reserved accounts – Sale of Lots, Sale of Vaults, and Salem Common. The first two can only be used for the care and maintenance of graves in the City's cemetery, and the Salem Common money can only be used for care and maintenance of the Salem Common. This money is transferred to the General Fund by appropriation from the City Council as needed.

Other Sources of Revenue – The City of Salem has in the past used Free Cash, Stabilization, and overlay (abatement and exemption reserve) to balance the budget. In FY2025, we anticipate using \$500,000 to mitigate increases in taxes.

Department of Revenue - State Local Aid Revenue & Assessments Estimates (Cherry Sheet)

Estimated Receipts - Local Aid

PROGRAM	FY2023	FY2024	FY2025 (Governor's Budget "H2")	FY2025 HWM Budget	FY25 v. FY24
Education Receipts:					
Chapter 70	26,184,942	27,455,880	29,600,131	29,642,316	2,186,436
School Transportation	-	-	-	-	-
Charter Tuition Reimbursement	1,787,513	982,464	1,143,842	1,122,490	140,026
Smart Growth School Reimbursement	-	-	-	-	-
Offset Receipts:					
School Choice Receiving Tuition	527,931	465,662	493,083	493,083	27,421
Sub-Total, All Education Items:	28,500,386	28,904,006	31,237,056	31,257,889	2,353,883
General Government:					
Unrestricted Gen Gov't Aid	7,990,987	8,246,699	8,494,100	8,329,166	82,467
Local Share of Racing Taxes	-	-	-	-	-
Regional Public Libraries	-	-	-	-	-
Veterans Benefits	217,975	262,288	263,994	263,994	1,706
Exemp: VBS and Elderly	111,838	103,629	104,994	104,994	1,365
State Owned Land	101,272	121,618	122,196	121,750	132
Offset Receipts:					
Public Libraries	95,156	107,386	107,240	102,386	(5,000)
Sub-Total, All General Government:	8,517,228	8,841,620	9,093,235	8,927,114	85,494
Total Estimated Receipts:	37,017,614	37,745,626	40,330,291	40,185,003	2,439,377
Net of Offsets	36,394,527	37,172,578	39,729,968	39,589,534	2,416,956

Estimated State Assessments

PROGRAM	FY2023	FY2024	FY2025 (Governor's Budget "H2")	FY2025 HWM Budget	FY25 v. FY24
State Assessments and Charges:					
Mosquito Control Projects	54,265	56,255	58,377	58,387	2,132
Air Pollution Districts	13,956	14,733	15,102	15,087	354
Metropolitan Area Planning Council	24,843	25,974	26,623	26,579	605
Old Colony Planning Council	-	-	-	-	-
RMV Non-Renewal Surcharge	118,480	137,160	149,240	149,240	12,080
Sub-Total, State Assessments:	211,544	234,122	249,342	249,293	15,171
Transportation Authorities:					
MBTA	1,027,143	1,087,014	1,114,535	1,114,535	27,521
Sub-Total, Transp Authorities:	1,027,143	1,087,014	1,114,535	1,114,535	27,521
Annual Charges Against Receipts:					
Special Education	7,865	242	5,511	5,511	5,269
Sub-Total, Annual Charges:	7,865	242	5,511	5,511	5,269
Tuition Assessments:					
School Choice Sending Tuition	636,016	763,265	751,232	752,922	-10,343
Charter School Sending Tuition	7,906,278	8,383,773	8,746,231	8,761,314	377,541
Sub-Total, Tuition Assessments:	8,542,294	9,147,038	9,497,463	9,514,236	367,198
Total All Estimated Charges:	9,788,846	10,468,416	10,866,851	10,883,575	415,159
Net Receipts v. Charges:	26,605,681	26,704,162	28,863,117	28,705,959	2,001,797

FY 2025 Operating Budget Summary & Graphs

	ACTUAL EXPENDED FY 2023	FINAL BUDGET FY2024	DEPARTMENT BUDGET FY 2025	MAYOR BUDGET FY 2025	FY25 vs. FY24 Budget Inc/Decr	
					Amount	Percentage
GENERAL FUND						
GENERAL GOVERNMENT	9,726,875	10,175,114	11,247,010	10,963,574	788,460	7.75%
PUBLIC SAFETY	23,733,518	25,402,507	26,292,124	25,916,698	514,191	2.02%
PUBLIC WORKS & FACILITIES	4,321,670	4,454,120	4,559,718	4,426,945	(27,175)	-0.61%
HUMAN SERVICES	1,854,468	1,951,383	2,042,212	1,986,892	35,509	1.82%
CULTURAL & RECREATIONAL	3,737,537	4,146,913	4,321,431	4,286,818	139,905	3.37%
DEBT SERVICE	8,301,659	8,841,331	9,164,005	9,007,261	165,930	1.88%
ASSESSMENTS	12,349,366	13,033,934	13,296,927	13,313,651	279,717	2.15%
EMPLOYEE BENEFITS	33,016,269	34,030,214	36,626,083	36,446,722	2,416,508	7.10%
MUNICIPAL INSURANCE	373,500	335,397	345,865	345,865	10,468	3.12%
TRANSFERS OUT OF GENERAL FUND	650,000	650,000	650,000	580,000	(70,000)	-10.77%
CITY TOTAL	98,064,862	103,020,913	108,545,374	107,274,426	4,253,513	4.13%
EDUCATION-PUBLIC SCHOOLS	68,747,963	71,154,142	71,154,142	74,592,616	3,438,474	4.83%
EDUCATION TOTAL	68,747,963	71,154,142	71,154,142	74,592,616	3,438,474	4.83%
GENERAL FUND TOTAL	166,812,825	174,175,055	179,699,516	181,867,042	7,691,988	4.42%
ENTERPRISE FUNDS						
SEWER (net indirect costs)	8,348,323	8,444,461	8,444,802	8,419,114	(25,347)	-0.30%
WATER (net indirect costs)	6,736,263	7,146,646	7,146,987	7,435,140	288,494	4.04%
TRASH	4,015,663	4,124,261	4,124,261	4,243,768	119,507	2.90%
PEG ACCESS CABLE	691,250	691,250	691,250	691,250	-	0.00%
ENTERPRISE FUND TOTAL	19,791,499	20,406,618	20,407,301	20,789,272	382,654	1.88%
GRAND TOTAL ALL FUNDS	186,604,324	194,581,673	200,106,817	202,656,314	8,074,642	4.15%

	ACTUAL EXPENDED FY 2023	FINAL BUDGET FY2024	DEPARTMENT BUDGET FY 2025	MAYOR BUDGET FY 2025	FY25 vs. FY24 Budget Inc/Decr Amount Percentage	
GENERAL GOVERNMENT:						
CITY COUNCIL						
Legislative	250,288	253,607	258,230	258,300	4,693	1.85%
MAYOR						
Executive	697,454	573,898	703,862	703,862	129,964	22.65%
FINANCE/AUDITING						
Accounting	472,754	522,485	606,559	590,754	68,269	13.07%
PURCHASING						
Purchasing	181,593	209,137	216,677	213,594	4,457	2.13%
Fixed Costs	29,589	39,181	39,181	39,181	-	0.00%
ASSESSORS						
Board of Assessors	415,672	436,932	460,653	449,138	12,206	2.79%
TREASURER						
Treasury Services	414,983	415,009	431,194	425,622	10,613	2.56%
COLLECTOR						
Tax Collections	268,514	278,974	283,183	283,183	4,209	1.51%
SOLICITOR						
Legal Services/Licensing	456,204	571,887	593,960	593,210	21,323	3.73%
HUMAN RESOURCES						
Personnel	850,864	587,613	1,053,214	1,053,214	465,601	79.24%
	0		-	-		
Information Technology						
IT	841,680	894,546	814,220	814,220	(80,326)	-8.98%
Fixed Costs	874,261	860,750	975,750	960,745	99,995	11.62%
CITY CLERK						
Record Maintenance	352,225	364,119	378,739	374,162	10,043	2.76%
ELECTION/REGISTRATION						
Voting	348,433	304,826	321,527	313,847	9,021	2.96%

	ACTUAL EXPENDED FY 2023	FINAL BUDGET FY2024	DEPARTMENT BUDGET FY 2025	MAYOR BUDGET FY 2025	FY25 vs. FY24 Budget Inc/Decr	
					Amount	Percentage
CONSERVATION						
Active/Passive Conservation	28,495	31,679	37,183	33,743	2,064	6.52%
PLANNING BOARD						
Subdivision, Planning & Zoning	31,129	37,463	38,489	38,489	1,026	2.74%
APPEALS, BOARD OF						
Zoning Appeals	1,200	1,200	1,200	1,200	-	0.00%
PLANNING						
Planning & Community Development	714,865	736,774	871,038	820,846	84,072	11.41%
PUBLIC PROPERTY						
Public Prop-Fixed Costs	684,431	714,372	738,950	730,950	16,578	2.32%
TRANSPORTATION						
General Operations	1,505,091	1,610,539	1,820,919	1,695,134	84,595	5.25%
MARKET AND TOURIST COMM.						
Tourist Promotion	314,521	312,050	309,550	309,550	(2,500)	-0.80%
RESILIENCY AND SUSTAINABILITY						
Climate Change Initiatives Coordination	208,896	272,323	292,732	260,631	(11,692)	-4.29%
TOTAL GENERAL GOVERNMENT	9,726,875	10,175,114	11,247,010	10,963,574	788,460	7.75%
PUBLIC SAFETY:						
POLICE						
Citizen Protection	11,991,462	12,803,232	13,147,284	13,107,284	304,052	2.37%
FIRE						
Fire Suppression	9,994,026	10,497,626	10,844,768	10,610,705	113,079	1.08%
PUBLIC PROPERTY/BLDG INSP						
Building/Plumbing/Gas Inspection	695,235	785,312	870,859	819,646	34,334	4.37%
ELECTRICAL						
Electrical Inspection & Maintenance	764,512	882,391	987,654	939,656	57,265	6.49%
HARBORMASTER						
Harbormaster	389,320	433,946	441,558	439,407	5,461	1.26%
TOTAL PUBLIC SAFETY	23,733,518	25,402,507	26,292,124	25,916,698	514,191	2.02%

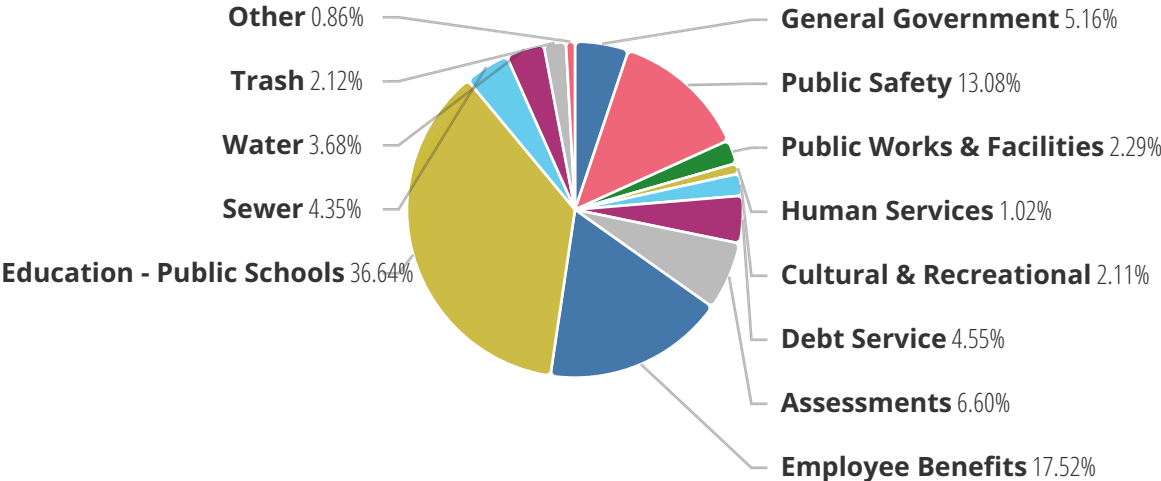
	ACTUAL EXPENDED FY 2023	FINAL BUDGET FY2024	DEPARTMENT BUDGET FY 2025	MAYOR BUDGET FY 2025	FY25 vs. FY24 Budget Inc/Decr Amount Percentage	
EDUCATION :						
City Public Schools	68,747,963	71,154,142	71,154,142	74,592,616	3,438,474	4.83%
TOTAL EDUCATION	68,747,963	71,154,142	71,154,142	74,592,616	3,438,474	4.83%
PUBLIC WORKS & FACILITIES:						
PUBLIC SERVICES						
Public Services-General/Park/Open Space/Cem Snow and Ice	3,657,265 1,724,126	3,808,220 458,935	3,894,437 458,935	3,822,836 458,935	14,616 -	0.38% 0.00%
ENGINEERING						
Engineering-General Admin	171,590	186,965	206,346	145,174	(41,791)	-22.35%
TOTAL PUBLIC WORKS & FACILITIES	4,321,670	4,454,120	4,559,718	4,426,945	(27,175)	-0.61%
HUMAN SERVICES:						
HEALTH, BOARD OF						
Administration & Support	613,795	721,614	785,055	752,656	31,042	4.30%
COUNCIL ON AGING						
Administration & Support	578,192	676,046	690,269	676,211	165	0.02%
VETERANS AGENT						
Administration & Support	515,813	553,723	566,888	558,025	4,302	0.78%
TOTAL HUMAN SERVICES	1,854,468	1,951,383	2,042,212	1,986,892	35,509	1.82%
CULTURAL & RECREATIONAL						
LIBRARY						
Administration & Support	1,471,261	1,606,751	1,668,205	1,665,740	58,989	3.67%

	ACTUAL EXPENDED FY 2023	FINAL BUDGET FY2024	DEPARTMENT BUDGET FY 2025	MAYOR BUDGET FY 2025	FY25 vs. FY24 Budget Inc/Decr	
					Amount	Percentage
RECREATION						
Administration & Support	768,684	976,952	989,135	987,111	10,159	1.04%
Golf Course	602,196	657,722	699,684	687,306	29,584	4.50%
Witch House	249,113	324,221	343,698	343,299	19,078	5.88%
Pioneer Village	24,004	26,900	26,980	26,980	80	0.30%
Winter Island	261,863	309,373	338,142	326,042	16,669	5.39%
Charter Street Cemetery	167,393	208,533	210,842	210,804	2,271	1.09%
HISTORICAL COMMISSION						
Historic Preservation	33,093	36,461	44,745	39,536	3,075	8.43%
TOTAL CULTURAL & RECREATIONAL	3,737,537	4,146,913	4,321,431	4,286,818	139,905	3.37%
DEBT SERVICE:						
Long Term Debt	7,646,137	8,560,828	8,858,153	8,755,889	195,061	2.28%
Short Term Debt	575,383	280,503	305,852	251,372	(29,131)	-10.39%
TOTAL DEBT SERVICE	8,301,659	8,841,331	9,164,005	9,007,261	165,930	1.88%
ASSESSMENTS:						
Essex NS Agricultural & Vocational School	2,599,910	2,565,518	2,430,076	2,430,076	(135,442)	-5.28%
State Assessments (Budgeted from RECAP)	10,092,708	10,352,002	10,866,851	10,883,575	531,573	5.13%
TOTAL ASSESSMENTS	12,349,366	12,917,520	13,296,927	13,313,651	396,131	3.07%
EMPLOYEE BENEFITS:						
Contributory Retirement	14,195,757	14,930,794	15,762,988	15,734,481	803,687	5.38%
Non-contributory Pensions	9,530	10,625	10,625	10,625	-	0.00%
Workmen's Compensation	520,372	556,660	561,660	410,806	(145,854)	-26.20%
Unemployment Compensation	99,864	200,000	220,000	220,000	20,000	10.00%
Group Insurance	15,253,616	16,949,561	18,605,282	18,605,282	1,655,721	9.77%
Medicare	1,404,554	1,382,574	1,465,528	1,465,528	82,954	6.00%
TOTAL EMPLOYEE BENEFITS	33,016,269	34,030,214	36,626,083	36,446,722	2,416,508	7.10%
MUNICIPAL INSURANCE :						
Municipal Insurance	419,049	335,397	345,865	345,865	10,468	3.12%
TOTAL Municipal Insurance	373,500	335,397	345,865	345,865	10,468	3.12%
BUDGET TRANSFERS OUT OF GF						
Retirement Stabilization & CIP Transfer	650,000	650,000	650,000	580,000	(70,000)	-10.77%
TOTAL Budget Transfers Out of GF	650,000	650,000	650,000	580,000	(70,000)	-10.77%
GENERAL FUND TOTAL	166,812,825	174,175,055	179,699,516	181,867,042	7,691,987	4.42%

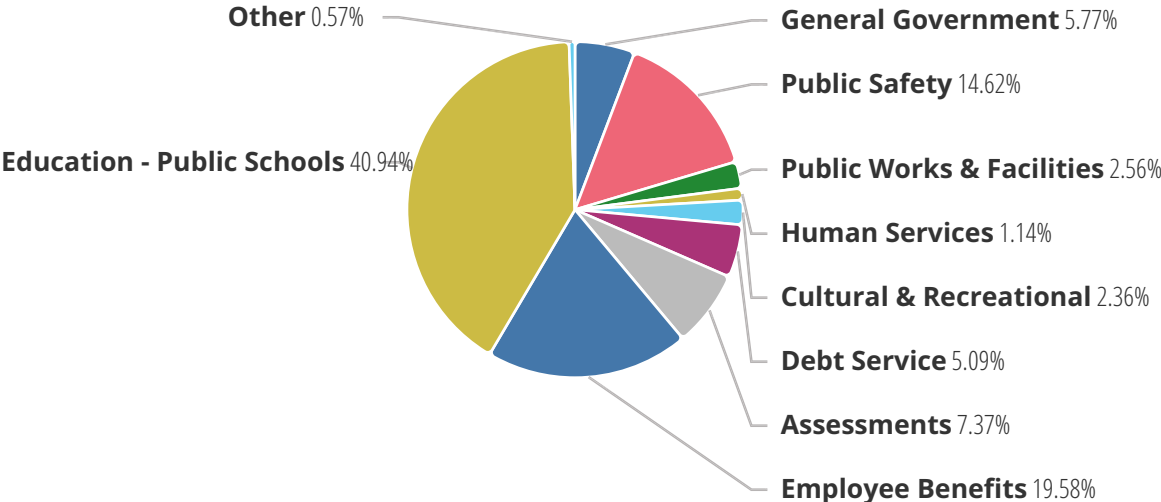
	ACTUAL EXPENDED FY 2023	FINAL BUDGET FY2024	DEPARTMENT BUDGET FY 2025	MAYOR BUDGET FY 2025	FY25 vs. FY24 Budget Inc/Decr Amount Percentage	
ENTERPRISE FUNDS						
SEWER :						
Sewer - Public Services	518,526	711,444	726,411	726,409	14,965	2.10%
Sewer - Engineering	1,245,286	1,217,396	1,233,905	1,231,040	13,644	1.12%
Long Term Debt	1,984,963	1,722,592	1,751,813	1,751,813	29,221	1.70%
Short Term Debt	765	51,414	55,256	55,256	3,842	7.47%
SESD Assessment	4,791,805	4,731,615	4,644,596	4,644,596	(87,019)	-1.84%
Sewer - Insurance Deduction	16,297	10,000	10,000	10,000	-	0.00%
TOTAL SEWER	8,348,323	8,444,461	8,421,981	8,419,114	-25,347	-0.30%
WATER :						
Water-Public Services	633,085	766,569	784,070	784,069	17,500	2.28%
Water-Engineering	839,245	952,296	1,020,180	1,017,315	65,019	6.83%
Long Term Debt	2,226,842	2,333,167	2,401,729	2,401,729	68,562	2.94%
Short Term Debt	1,679	72,278	79,415	79,415	7,137	9.87%
SBWS Assessment	2,906,306	3,017,336	3,147,612	3,147,612	130,276	4.32%
Water - Insurance Deduction	5,487	5,000	5,000	5,000	-	0.00%
TOTAL WATER	6,736,263	7,146,646	7,438,006	7,435,140	288,494	4.04%
Solid Waste :						
Solid Waste - Engineering	4,040,210	4,124,261	4,662,149	4,243,768	119,507	2.90%
TOTAL TRASH	4,015,663	4,124,261	4,662,149	4,243,768	119,507	2.90%
PEG Access :						
Access Cable	584,611	691,250	691,250	691,250	-	0.00%
TOTAL TRASH	691,250	691,250	691,250	691,250	-	0.00%
ENTERPRISE FUND TOTAL	19,791,500	20,406,618	21,213,385	20,789,272	382,654	1.88%
GRAND TOTAL ALL FUNDS	186,604,325	194,581,673	200,912,900	202,656,314	8,074,641	4.15%

		ACTUAL EXPENDED FY 2023	FINAL BUDGET FY2024	DEPARTMENT BUDGET FY 2025	MAYOR BUDGET FY 2025	FY25 vs. FY24 Budget Inc/Decr	
						Amount	Percentage
PERSONNEL & NON-PERSONNEL SUMMARIES							
City	Personnel	66,745,970	70,459,525	74,762,778	74,195,907	3,736,382	5.30%
	Non-Personnel	31,318,892	32,303,917	33,782,596	33,078,519	774,603	2.40%
	Total City	98,064,862	103,020,913	108,545,374	107,274,426	4,253,513	4.13%
Schools	Personnel	54,589,984	56,587,337	58,433,458	58,433,458	1,846,121	3.26%
	Non-Personnel	14,157,979	14,566,805	16,159,158	16,159,158	1,592,354	10.93%
	Total School	68,747,963	71,154,142	74,592,616	74,592,616	3,438,474	4.83%
TOTAL General Fund		166,812,825	173,917,583	183,137,990	181,867,042	7,949,459	4.57%
Sewer	Personnel	715,128	716,365	741,726	738,861	22,496	3.14%
	Non-Personnel	6,695,449	7,728,096	7,680,255	7,680,253	(47,843)	-0.62%
		8,348,323	8,444,461	8,421,981	8,419,114	-25,347	-0.30%
Water	Personnel	770,638	771,365	798,376	795,511	24,146	3.13%
	Non-Personnel	5,185,049	6,375,281	6,639,630	6,639,629	264,348	4.15%
		6,736,263	7,146,646	7,438,006	7,435,140	288,494	4.04%
Solid Waste	Personnel	80,563	83,426	124,179	120,873	37,447	44.89%
	Non-Personnel	3,941,035	4,040,835	4,537,970	4,122,895	82,060	2.03%
		4,021,598	4,124,261	4,662,149	4,243,768	119,507	2.90%
TOTAL Enterprise Fund		19,106,184	19,715,368	20,522,136	20,098,022	382,654	1.94%
GRAND TOTAL All Funds		185,919,009	193,632,951	203,660,126	201,965,064	8,332,113	4.30%

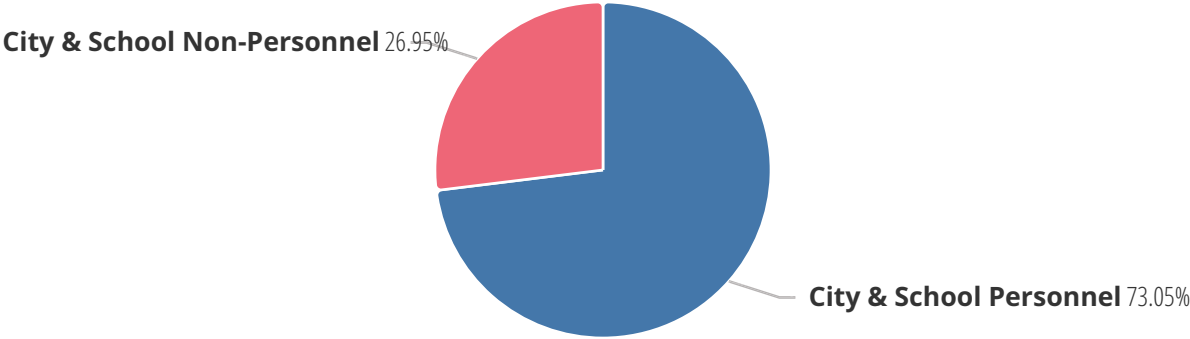
FY 2025 Proposed Operating Budget - All Funds



FY 2025 Proposed Operating Budget - General Fund



FY 2025 Proposed Operating Budget - General Fund Personnel and Expenses



Other Budgeted Items Voted by Council

Retirement Stabilization Trust Fund – Included in General Fund Budget

This trust fund was established in FY2009 in accordance with Massachusetts General Law – Chapter 46 sections 14 and 50 and Chapter 140 sections 19 and 137 of the Acts of 2003. The purpose of this trust fund is to fund retiring employees’ accrued sick and vacation buybacks as established by City Policy and contractual agreements.

In FY2025 the budget in the general fund to be transferred to the Retirement Stabilization Trust Fund is \$500,000. We may also transfer free cash at the end of FY2024 into this fund to cover retirements.

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

In FY2014 the Mayor established a special revenue fund to help fund the City’s 400th anniversary celebration. We budgeted \$80,000.00 this year to help prepare for events in 2026.

Revolving Funds – Separate Vote - Not in Budget

The Revolving Funds are submitted to the City Council as a separate order as a supplemental part of the annual budget process. Revolving funds are voted pursuant to the provisions of Massachusetts General Law Chapter 44, Section 53E ¾. Expenditures from these funds shall not exceed the amount of the funds received in the respective funds or the budget amount voted by council. A complete explanation of revolving funds can be found at <http://www.mass.gov/legis/laws/mgl/44-53e.5.htm>. A complete listing of all revolving accounts voted by council can be found in the following pages.

Revolving Funds - Overview & Detail

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

Most frequently, cities and towns create general departmental revolving funds under M.G.L. Ch. 44 Sec. 53E^{3/4} (see below). The fund is created with an initial city council or town meeting authorization that identifies which department's receipts are to be credited to the revolving fund and specifies the program or purposes for which money may be spent. It designates the department, board or official with authority to expend the funds and places a limit on the total amount of the annual expenditure. To continue the revolving fund in subsequent years, annual approval of a similar article is necessary. Managers are also required, each year, to report on the fund and program activities.

MGL - Section 53 E ^{3/4}

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

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

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

In any fiscal year the limit on the amount that may be spent from a revolving fund may be increased with the approval of the city council and mayor in a city, or with the approval of the selectmen and finance committee, if any, in a town; provided, however, that the one percent limit established by clause (4) of the third paragraph is not exceeded. The board, department or officer having charge of such revolving fund shall report to the annual town meeting or to the city council and the board of selectmen, the mayor of a city or city manager in a Plan E city or in any other city or town to the legislative body and the chief administrative or executive officer, the total amount of receipts and expenditures for each revolving fund under its control for the prior fiscal year and for the current fiscal year through December thirty-first, or such later date as the town meeting or city council may, by vote determine, and the amount of any increases in spending authority granted during the prior and current fiscal years, together with such other information as the town meeting or city council may by vote require.

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

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

Revolving Funds FY 2025

FY 2025 Revolving Fund

Dept.	Fund Name	Fund #	Programs & Purposes	Type of Receipts Credited	Authorization for Spending	FY 2025 Budget Request Maximum Annual Expenditures
COA	COA Programs	2374	To defray program costs including instructors, presenters, entertainment, decorations, food, etc.	Revenues and fees charged for programs	COA Director and Mayor	40,000.00
Electrical	Telecom	2376	To fund public information technology, telecommunication and electrical initiatives and projects	Application fees and rental revenue from telecommunications attachments pursuant to sections 12-125 and 12-170 of the City Ordinances	City Electrician and Mayor	50,000.00
Fire	R/A Local Emergency Planning Comm	2433	Training and special equipment needed to respond to hazardous materials incidents per CH 21E	Fees charged to persons spilling or releasing hazardous materials	Fire Chief and Mayor	40,000.00
Fire	R/A Confined Space Drills	2449	Confined space training for Firefighters.	Fee charged to Dominion Power Plant to cover OT costs for Firefighter Confined Space Drill training.	Fire Chief and Mayor	0.00
Harbormaster	R/A WI STORAGE	2368	To Fund Capital items for Harbormaster, maintenance costs of equipment and maritime access projects.	Fees charged for Boat and Float Storage at Winter Island and Kernwood Marina	Harbormaster and Mayor	85,000.00
Health Dept	Health Clinics	2364	To support vaccination program and other Health Promotion activities of the Health Department	Reimbursements from vaccination programs	Health Agent and Mayor	20,000.00
Mayor	Special Events	2361	To cover expenses for Fireworks, bands, portable potties and other unanticipated expenditures	Revenue from RFP's for services from vendors, and from misc sponsorships.	Mayor	275,000.00
Recreation	Winter Island Store	2362	To increase and replenish store inventory as needed and to enhance and maintain Winter Island Store & Facilities.	Revenue from sale of inventory/services at Winter Island.	Recreation Director and Mayor	40,000.00
Recreation	Proctor's Ledge	2384	For Maintenance of Proctor's Ledge site	Revenue of 25 cents from the sale of each ticket at the Witch House.	Recreation Director and Mayor	12,000.00
Recreation	Road Race Fees	2385	For Park Maintenance	Field rental fees and five percent of race and event registration fees.	Recreation Director and Mayor	35,000.00
Recreation	Dog Park	2435	Renovations and Maintenance of Dog Park at Leslie's Retreat Park.	Fee charged for pass to use dog park (pooch pass). \$25. annually for pass.	Recreation Director and Mayor	5,000.00
Recreation	Park & Rec Public Access	2452	To be used for the operation and maintenance of Winter Island and McCabe Marina	Parking and launch fees charged at McCabe Marina & Winter Island	Recreation Director and Mayor	50,000.00
Recreation	Salem Willows Meters	2459	Renovations and Maintenance of Willows Park.	Money generated from Willows Meters	Recreation Director and Mayor	50,000.00
Recreation	Witch House	2499	To support Salem Award committee and the Salem Witch Trial Memorial	25 cent surcharge to tickets beginning in May 2009	Recreation Director and Mayor	10,000.00
Planning & Community Development	Old Town Hall	2373	Maintenance costs of old town hall	Rental revenue of old town hall	Director of Planning and Mayor	85,000.00
Planning & Community Development	Derby Square/Artists' Row	2375	Improvements for Derby Square and Artists' Row including outdoor furniture, signage, lighting, public art, marketing and stipends for performers	Vendor fees from Derby Square Flea/Salvage Art Market, Rent and Vendor Fees at Artists Row	Director of Planning and Mayor	50,000.00
Planning & Community Development	Solar Renewable Energy Cert	2377	To be used for City projects or programs that reduce utility costs, use, and/or emissions. This would include personnel costs associated with municipal programs that generate the credits.	Credits or payments received for City projects or programs that specifically result in reduction in utility costs, use or emissions	Director of Planning and Mayor	400,000.00
Planning & Community Development	Charlotte Forten	NEW	Utility costs and maintenance costs for Charlotte Forten Park	Revenue from programming contract, vendor fees, event rentals	Director of Planning and Mayor	20,000.00
Planning & Community Development	Salem Ferry/Salem Wharf Operational	2453	Fund operational costs of the Salem Ferry and operating, maintenance, capital repairs, security, utilities related to Salem Wharf	Fees received during the season for leasing of the Salem Wharf, MBTA Salem Passes, and fuel reimbursements	Director of Planning and Mayor	500,000.00
Department of Transportation	Bike Sharing	2383	To receive and expend revenue from bike share program for system operation and promotion	Revenue from rentals and annual memberships	Director of Transportation and Mayor	50,000.00
Insp Services	Abandoned Prop Maint	2371	To maintain abandoned and foreclosing residential and commercial properties	Registration fees (\$300.00) for vacant and/or foreclosing residential properties.	Inspectional Services Director and Mayor	85,000.00
Public Services	Tree Replacement Fun	New 2330	To replace trees removed during construction as directed by the Tree Warden or Planning Board	Revenue from contributions per the Tree Ordinance or Planning Board decision	Director of Public Services And Mayor	30,000.00
Engineering	Traffic Island	2439	Projects related to City beautification events including Traffic Island, Beautification, and special events	Primarily from: Traffic Island Sponsorships, Special Events Revenues, Event and Beautification effort sponsors	City Engineer and Mayor	20,000.00
Treasurer	Tax Title	2388	Costs incurred for legal fees associated with tax title process	Any fees, charges and costs incurred under sections 15, 55, 62, 65, 68 or 79 of M.G.L. Chapter 60 and collected upon the redemption of tax titles and sales of real property acquired through foreclosures of tax titles	Treasurer and Mayor	40,000.00

Budget Overview-School

Salem Public Schools



FISCAL YEAR 2025 RECOMMENDED BUDGET

School Committee



MAYOR DOMINICK
PANGALLO, CHAIRPERSON



MANNY CRUZ,
VICE CHAIRPERSON



MARY MANNING



VERONCA MIRANDA



BETH ANNE CORNELL



AMANDA CAMPBELL



AJ HOFFMAN

Superintendent

Stephen K. Zrike, Ed.D.

District Executive Team

M. Kate Carbone, Deputy Superintendent
Elizabeth Pauley, Assistant Superintendent, Finance & Operations
Jen Doucette-Ly, Executive Director of Special Education
Ellen Wingard, Executive Director of Student Services
Marc LeBlanc, Executive Director of Instructional Technology
Chris O'Donnell, Director of Communications
Laura Assade, Director of Diversity, Equity, Inclusion & Engagement
Dr. Jill Conrad, Director of Human Resources
Dr. Kimberly Talbot, Executive Director of Academics

District Administrators

Zissis Alepakis, Director of Buildings and Grounds
Maureen Branconnier, Director of Out of District Placements
Eliza Cassella, Director of SEL, Culture and Climate
Vanessa Fagundes, Transportation Supervisor
André Fonseca, Director of Multilingual Learner Education
Sonia Lowe, Director of Curriculum, Instruction, and Assessment, Grades 6-12
Taylor MacDonald, Director of Extended Academics & Enrichment Services
Jane Morrissey, Director of Nursing and Health Services
Irvelt Perrin, Director of Food and Nutrition Services
Mia Riccio, Director of MTSS

School Administrators

Leanne Smith, Early Childhood Center
Susan Faria-Smith, Bates Elementary School
Elizabeth Rogers, Bentley Academy Innovation School
Lauren Weaver, Carlton Innovation School
Jill Tully, Horace Mann Laboratory School
Susan Carmona, Witchcraft Heights Elementary School
Bethann Jellison, Saltonstall K-8 School
Gavin Softic, Collins Middle School
Glenn Burns, Salem High School
Lisa O'Neill, *Acting Principal*, Salem Prep High School
Jamaal Camah, New Liberty Innovation School

Special thanks to Marcie Glick, Nichole Hagstrom, Jennifer Gariepy, Marc LeBlanc, Kathy Marino, Mindy Marino, Kayleigh Murray, Camila Salazar, and Meredith Vargas for their technical expertise, creative and analytical efforts, and overall assistance in developing the budget and this budget book.

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Our Values



Belonging

We believe all members of our **community** are valued and that our **relationships** are built on **empathy** and respect.

Equity



We believe in promoting **social justice** to ensure an **inclusive** school community where all members are **empowered** and **engaged**.



Opportunity

We believe all students should receive a **personalized** experience to achieve academic success, find **joy** in their learning, and have multiple choices for their post-secondary plans.

Priorities

Priority One: Elevate Learning

Build and maintain a district-wide culture of universally high academic expectations for every learner.

Priority Two: Empower Educators

Make the Salem Public Schools an inclusive district where student-centered, innovative, and highly-effective educators want to work, grow and stay.

Priority Three: Center Belonging

Build joyful, welcoming, and supportive school communities.

Priority Four: Strengthen Our Foundation

Develop consistent, reliable systems and structures to disrupt inequities and support the work of the district.

Mission & Vision

Mission

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

Vision

All students will be locally engaged, globally connected, and fully prepared to thrive in a diverse and changing world.

Equity Statement

Equity is a core value within the Salem Public Schools. We support each student's unique path to achieving high standards regardless of ethnicity, race, color, economic status, national origin, age, abilities, religion, parental or immigration status, political beliefs, sex, sexual orientation, language, gender identity, or gender expression. Valuing equity means that we:

- Reflect and embrace the greater diversity of our students and families
- Recognize that systems of oppression marginalize some populations and suppress some voices
- Bear a collective responsibility to recognize, interrupt, and transform educational inequities
- Champion access and inclusion for all students/families/staff
- Allocate resources so that the students/families/staff who need the most get the most
- Work to be an anti-racist and culturally responsive community
- Create a more just and equitable world for all our students.

Superintendent's Message



I am pleased to share the Salem Public Schools' (SPS) recommended budget for the 2025 fiscal year. The recommended budget of \$74,592,616 represents an increase of 4.83% from FY2024, a larger than average annual increase. We are grateful to Mayor Pangallo, the School Committee, and the City of Salem for their support and partnership on behalf of our students.

A budget is a statement of values, and this budget is no exception. We built this budget with our strategic priorities in mind: elevate learning, empower educators, center belonging and strengthen our foundation. We believe it will enable us to create a culture of belonging for all students that allows them to be locally engaged, globally connected, and fully prepared to thrive in a diverse and changing world.

This budget reflects a complex funding landscape. First, we are pleased to share that our student enrollment has grown, reflecting a recent trend. This increases the funding available to the district and expands the cultural wealth in our community. We are grateful to our staff and our schools for welcoming new families to our community. Simultaneously, we are losing significant relief funding: pandemic relief known as ESSER, is ending. The district received almost \$15 million over the last four years and that has allowed us to meet student needs by expanding or introducing innovative strategies and programs. We now must choose which of the important ESSER investments can be added to the budget.

To preserve some of the critical ESSER functions, including Pre-K classrooms and behavior specialists, to expand staffing in areas where enrollment is growing, including multilingual learning and special education, and to preserve our ability to pay competitive salaries for our employees, this budget includes right sizing - in staff and programs. We have recommended reducing investments in areas of declining enrollment or places with staffing levels that were based on larger historic enrollments, resulting in the recommended elimination of school- and central office-based positions.

Non-personnel expenses are increasing, especially in transportation, utilities, and out-of-district placements for students with disabilities. Our personnel costs and rapidly increasing non-personnel expenses are outpacing our annual appropriation. As a result, we have a structural deficit and are proposing to close our gaps by relying on one-time reserve funds to balance this budget. We do so knowing that cuts will need to be made next year, but that additional time and analysis will be needed in order to mitigate the impact and to make needed cuts equitably.

As always, I want to extend my gratitude to the community that comprises the Salem Public Schools - students, families, educators, and Salem taxpayers. I am confident that our collective efforts will provide Salem's young people with the first-class education they deserve.

-Stephen Zrike

Budget Summary

The pages that follow provide a detailed description of the Salem Public Schools' proposed \$74,592,616 FY25 budget, a budget designed to prioritize equity and opportunity while best advancing learning and well-being for each of the more than 3800 students. This proposed budget reflects a 4.83% increase above the current year's budget, an increase that is higher than the average annual budget increases for the Salem Public Schools (3.15%). We believe this budget will allow us to advance our strategic priorities: elevate learning, empower educators, center belonging, and strengthen our foundation.

Developing this year's budget was a challenge. As always, the largest investment is in personnel: the nearly 1,000 hard-working staff members who advance our goals and work to help students succeed every day. Personnel is nearly 80% of the budget (79.7%), so changes to compensation are a large part of the budget. Currently, Salem Public Schools is negotiating its collective bargaining agreements with our largest employee unions: the Salem Teachers Union and the Paraprofessional and Support Related Personnel Union. These employees comprise 73% of our employees and 82% of our personnel budget. We could not do our work without them, yet the timing of the contract negotiations presents an important budgeting consideration; having recently begun negotiations, compensation increases for the majority of our employees are unknown at this time. We will continue to work closely with the School Committee and the City of Salem to ensure that when the contract is settled, the Salem Public Schools is able to meet our commitments.

Another challenge within this budget is the sunseting of the pandemic relief known as ESSER. Salem received almost \$15 million in funds between 2021-2024 to help children recover from pandemic-related trauma. These funds were used for the safe reopening of schools in the early days of the pandemic, including HVAC supplies, personal protective equipment, and technology. Later, ESSER funds were used to support investments to help students recover and thrive, including behavior specialists, extra paraprofessionals, tutoring, summer programming, pre-Kindergarten expansion, and more. Altogether, more than 60 positions were funded through ESSER. With the conclusion of this funding, the Salem Public Schools has proposed to keep those ESSER investments that have been identified by schools and the community as critical to student success. Among these are continued funding for behavior specialists, building-based substitutes, and Pre-K. This has added 22 previously grant-funded positions onto the general fund.

This budget proposal also prioritizes expanding investments in areas in which student enrollment is growing, especially among our multilingual learners and students with disabilities. An additional 10 new positions have been added to sustain or expand pre-kindergarten, kindergarten, special education and multilingual services.

Budget Summary

In all, 32 new positions, totaling \$1,379,690 have been added to the general fund for FY25.

These positions are offset by personnel adjustments in other areas. Swaps are proposed to sustain or add eighteen high-priority positions, including behavior specialists (which are being re-imagined as engagement specialist positions), and Library/Digital Learning Specialists. Twenty-two ESSER funded positions, primarily part-time tutors and lunch paraprofessionals are being discontinued, and one other previously grant funded position, representing \$372,058.00. Another 16 general fund positions are being eliminated representing \$923,424. The cost savings from these changes are less than what is being added to the operating budget, however, so the net impact on the general fund budget will be to add \$456,266.00 for personnel costs, not including the additional increased personnel costs for school employees that are carried on the city side of the budget, such as health insurance for school employees.

In addition to the personnel challenges this year, Salem's non-personnel expenses are increasing rapidly. Costs including transportation, utilities, and special education tuition costs are large cost drivers to the annual budget, and this is especially true in FY25. Non-personnel expenses are increasing by roughly 17%.

Transportation costs are increasing for students experiencing homelessness and for students with disabilities. The population of students experiencing homelessness has grown dramatically in the last several years: in January 2024, there were 96 more students experiencing homelessness than there were in January 2023, and 142 more than in January of 2022. In FY24, Salem received supplemental funding from the state for students being sheltered at Salem State University's former dorms at South Campus, which has offset the costs of transporting students. The enrolled students are now counted in our state funding calculations, and there is no reason to expect that supplemental funding will continue. This will lead to an increase in transportation costs - the general fund costs are expected to rise from \$800,000 in FY24 to \$1.1 million in FY25, a 37.5% increase.

Transportation rates for students who enroll in special education schools outside of the Salem Public Schools have remained the same for almost eight years and though the rates will increase in FY25, we are budgeting for a level budget (\$1,105,650). We believe we can realize some savings through regional collaboration that will minimize the costs of the 25 vehicles that transport our students daily. In-district special education transportation will increase by \$243,232 because we have added 2 additional vehicles and because the cost of bus monitors is increasing.

Budget Summary

Other transportation costs will also increase. The cost for bus monitors on all regular day bus routes is projected to increase by 46%; combined with our contractual increases, our transportation costs will increase by \$357,000.

Special education tuition for students going out of district is projected to increase by \$1,969,297. This is due to rising tuition rates (depending on the placement, between 4.69%-14% this year) and an increase in the number of students going out of district (an increase of 10 students over the last year for a total of 65).

While these numbers are still lower than our pre-pandemic high of 93 students going out of district, it represents a growth of 15 students since 2021. It is Salem's legal and moral obligation to serve all students and we are required and committed to meet those obligations.

The City of Salem purchases its electricity supply under a fixed contracted rate. The current contract, which has saved the city and schools \$869,634 in calendar year 2023 compared to the National Grid basic rate, will expire in December 2024. The city has negotiated a new supply rate that will be roughly 20% more, but which will still provide approximately \$630,000 in savings compared to the National Grid basic rate. This contract also increases the percentage of MA Class I RECS in our electricity supply, an important goal for the city's climate action plan. Since the increase will apply to only half of the year, total electricity expenses will increase by around 10%. Our electricity budget will be \$1,270,040 in FY25. In FY26, we will need to budget for the full increase.

Last, insurance costs are increasing. Salem Public Schools pays for accident and workplace safety insurance and we are budgeting for an increase, and a total budget line of \$845,000. Health insurance for employees, which is not a cost that is included in the schools' budget but is a cost that is funded by the City of Salem, will increase by 9.5%. That affects the schools' budget because some of the funds available from the city to support the schools will need to absorb these rising insurance costs.

Because of these rising costs, we are balancing the budget through a combination of position changes and the limited use of reserve funds. We are proposing to use \$1,450,000 from reserves, which equals half of the funds from the school choice reserve, and 32 percent of the special education circuit breaker reserve as part of the path to balancing this budget.

Budget Summary

While the use of reserves and one-time funding to cover the gap between costs and the annual budget appropriation is ideally limited when developing a budget, this year it feels as though this is a necessary option. The Salem Public Schools budget includes a structural gap between operating costs and funding of over \$3 million. This imbalance has been built over time and to fully eliminate it in one year would necessitate dramatic cuts in mission critical staffing levels that would significantly alter the student experience. We believe using a portion of our reserves is the best option to prevent this.

Salem is not alone in this challenge; many school districts are facing similar challenges. Inflation and rising costs are sharply outpacing the state's funding formula. We are hopeful that the state will find a solution by increasing the inflation increment in the funding formula. Until then, this reliance on one-time reserve funds to close this year's budget gap is necessary, but we are also mindful that will likely create a larger budget gap for next year. However, tackling a structural deficit like this one, which was built over time, will require time, planning, and collective thinking. Without broad input and a longer-term strategy to structure the district to best meet student needs, cutting at the level required by this year's gap at one time would be irresponsible. In the near term, this budget will be balanced by reserves but it is imperative that the district and the city begin planning for ways to manage personnel and non-personnel expenses for FY26. Hard choices lie ahead.

As soon as this budget is approved, we must engage in active analysis about how to fund the FY26 budget while continuing to prioritize student success and remaining true to our values of equity, belonging and opportunity.

The looming financial choices are difficult ones, and we will continue to engage in partnership with staff, families, students and elected officials to realize the goals in our shared strategic plan so that we can continue to work together to ensure student success.

About this budget book..

The pages that follow describe the work of the Salem Public Schools, and the budget that supports it.

This budget's first purpose is for the School Committee and City Council to review & approve the planned uses of our \$74,592,616 appropriation.

We also prepare it for the Salem community - including students, staff, and families - to understand the costs & choices that are built into the budget that will support our work in FY25



This budget book looks different than in years past, less text & more graphics.

We hope this will increase transparency and make the information more accessible.

Please send feedback to:
spsbudget@salemk12.org

FY25: At A Glance



Highlights

PreK: preserving & expanding Pre-K

Libraries: expanding digital learning & library staff

Maintaining Essential ESSER positions: behavior specialists & building subs

Investing in educators: expanding multilingual learning & special education staff

Expanding the middle school pilot experience

Expanding our investment in Unified Sports

Total Appropriation:
\$74,592,616

+4.83%

Personnel: \$59,510,737.76

- 976 full-time & part-time permanent employees
- 2% COLA for non-union employees
- 2.75% COLA for AFSCME & SAA unions

74%

Non-Personnel: \$20,648,158.74

- Increasing by 17%
- Rising fixed costs
- A reserve fund for salary changes

26%

Position Changes

- 16 positions eliminated from the general fund
- 22 grant funded positions ending
- 33 positions added: 10 new & 23 previously grant funded
- +\$456,266.00 added to the budget

COST DRIVERS

PERSONNEL

- ✓ ESSER is ending so **22 positions** are being added to the general fund
- ✓ STU & PSRP contracts are not settled; together they comprise 73% of our staff; additional funds are included in a reserve
- ✓ The 95 non-union employee salaries projected to be increased by 2%
- ✓ SAA & AFSCME union increases are budgeted at 2.75%

TRANSPORTATION

- ✓ **Regular day transportation** costs will increase by \$357,000; this includes the contractual increase for our 13 buses and a 45% increase in the cost of monitors.
- ✓ **Homeless transportation** has been subsidized with \$672,743 in Emergency Assistance Homeless Families grants for migrant newcomers; these funds are ending.

SPECIAL EDUCATION

- ✓ 28% of students have an Individualized Education Plan (IEP)
- ✓ 5% increase in students with disabilities since last year
- ✓ Growing numbers of students with Autism
- ✓ 65 students need out-of-district placements (+10 since SY22-23); tuition will increase by nearly \$2 million

OTHER COSTS

- ✓ **Electricity** costs will increase by ~10% in December due to a new supply contract rate of \$0.12343 per kilowatt hour (up from \$0.9251/kWh). In FY26 this will be a 20% increase.
- ✓ **Insurance:** Student accident & workplace safety insurance will increase by 3%

EFFICIENCIES

SPECIAL EDUCATION

- ✓ Moved .5 SPLA from the high school to the Early Childhood Center to support growing needs.
- ✓ Moved “drive-in services” to schools with capacity, which meant we did not need to add additional staff.
- ✓ Unfilled positions were recategorized to meet the needs of new students
- ✓ Replaced costly contractors with staff
- ✓ Placed new students at Salem Prep instead of out of district

TRANSPORTATION

Efficiency: Brought regular day bus routing in-house & reduced costs

- ✓ In FY23: **1374 bus riders rode 14 buses**; with changes in routing, in **FY24: 1455 bus riders across 13 buses.**
- ✓ Accommodated 81 more students, and **saved \$75,750** (the cost of one bus, minus the cost of the routing software)

TRANSLATIONS

- ✓ Investing in bilingual certification for our staff is increasing our capacity for translation and interpretation:
 - 24% of the translation requests are done by in-house staff
 - 43% of the interpretation requests are done by in-house staff
- ✓ At this time last year, we had 415 translation requests & 330 interpretation requests; this year, we have had 677 translation requests (63% increase) & 913 interpretation requests (177% increase)

We are on track to spend ~\$20,000 more than last year, which is a \$17% increase in cost

FY25: Balancing the Budget

Personnel includes:

- Payroll for 976 full & part-time employees
- Salary reserve
- Stipends
- Tuition incentives
- Bilingual certification incentives

Non-Personnel includes:

- Utilities
- Transportation
- Out-of-district costs
- Curriculum
- Supplies

Personnel
\$59,510,737.76

+5%



Non-Personnel
\$20,648,158.74

+17%



\$80,158,896.50

+8%



FY25: Balancing the Budget



Direct Appropriation

\$74,592,616

This includes

- state aid
 - local contribution
- =
- the general fund
budget

This does not
include

- health insurance costs
- grants
- other revenue

Salem Public Schools has a **structural budget gap**, between operating costs (personnel and non-personnel expenses) and our annual direct appropriation from the city & state. This gap is over \$3 million.

Declining enrollment has contributed over the years to this gap. Today, the average class size in every school is below the contractually agreed upon average class size of 25 students (K-5) and no more than 30 students in middle and high school.

During the pandemic, however, more adults were needed to help students navigate the historic global pandemic. We maintained staffing levels and added new staff in order to best support students.

Post-pandemic, non-personnel and fixed costs are soaring, driving up on-personnel expenses. Meanwhile, students' needs continue to grow.

Combined with the sunset of flexible pandemic relief (ESSER), Salem's budget gap is significant. **This budget is balanced with position eliminations AND use of one-time funding, including approximately 40% of our reserves.**

FY25: Balancing the Budget

Our costs are greater than our appropriation;
here's how we will balance our budget:

What is the
additional
revenue?

Annual Revenue:
\$3,637,000

Circuit Breaker:
\$2,500,000
School Choice
\$493,000

Other Revenue:
\$184,000

Salem Prep Tuition:
\$260,000
Footprint:
\$200,000

**Reserves
&
One Time
Funding:**
\$2,450,000

Ch. 70:
\$29,600,131



Charter Reimbursement:
\$1,143,842



Local Contribution
\$43,846,914



Additional Revenue:
\$5,568,000



\$80,158,896.50

RIGHT SIZING

To meet student needs and balance the budget, we are proposing a number of position eliminations, new positions, and swaps. In making these changes, we will remain within our class size goals.

The ESSER positions being discontinued total \$372,058, but because they were never funded on the General Fund budget, they are not counted as a budget savings; the 16 positions that are being eliminated from the General Fund total \$923,424.

The net impact will add \$456,266 to the General Fund budget.



GENERAL FUND REDUCTIONS

The positions below have been previously budgeted on the general fund and are being eliminated in order to add other positions and respond to student need.

The total number of general fund positions being eliminated is 16.

Bentley

2 grade 3 teaching positions

Salem Prep

1 teaching position

Collins

1 music teaching position

1 math teaching position

1 STEM teaching position

Witchcraft Heights Elementary

1 Grade 2 teaching position

1 Grade 1 teaching position

1 STEM specialist position

1 Instructional para

HMLS

1 Grade 5 teaching position

Central

1 School Committee secretary

1 attendance & outreach

position

Salem High School

2 teaching positions

1 paraprofessional

ESSER & GRANTS REDUCTIONS

21 positions are being discontinued with sunsetting of the pandemic aid (ESSER) that funded them, including: 16 tutors, 5 lunch paraprofessionals. The majority of these valuable positions were part-time roles created during the pandemic to support student recovery. **1 position will end** (curriculum writer) with the ending of another grant.

Bates

1 ESSER lunch para*

Bentley

1 ESSER tutor*

1 DL curriculum writer

Carlton

4 ESSER tutors*

1 Lunch para*

Collins

3 ESSER tutors*

HMLS

2 ESSER tutors*

Saltonstall

4 ESSER tutors *

2 ESSER lunch para*

Witchcraft

2 ESSER tutors*

1 Lunch para*

*Indicates ESSER funded positions

10 NEW & 23 ESSER POSITIONS

33 positions are being added to the general fund. These include 23 positions that were previously grant funded, and 10 new positions created to respond to student need.

10 building-based substitutes:*

Bates, Bentley, Carlton, CMS (2), HMLS, Salem High School (2), Saltonstall, WHES

Bates

2 Pre-K teaching positions*
 3 Pre-K paraprofessional * positions

Bentley

1 DL language Pre-K teaching position (new)
 1 DL language paraprofessional (new)

Carlton

.5 ML teaching position (new)

NLIS

.5 ML teacher (new)

CMS

.5 ML teacher (new)

ECC

1 special education teaching position (new)
 2 paraprofessionals (new)
 1 specialist teacher*

HMLS

2 Pre-K teaching positions*
 3 Pre-K paraprofessional positions*

Saltonstall

1 health teaching position *

WHES

1 special education teaching position (new)
 2 paraprofessional positions (new)

Central

1 MSBA Liaison*
 .5 Float Nurse

*ESSER funded

SWAPS

Bates

1 paraprofessional position & a part-time dance specialist for 1 math tutor

Bentley

4 paraprofessional positions (non-special education paras) for 1 engagement specialist & 2 bilingual tutors

Carlton

.5 reading specialist position for 1 engagement specialist

Collins

1 TSP coordinator position for 1 dean of culture and climate
1 teaching position for 2 engagement specialist positions

HMLS

.5 curriculum enrichment position & 1 library paraprofessional position for 1 full-time library/digital learning specialist position
Non-personnel funds to keep 1 lunch paraprofessional & 2 teaching fellows

Saltonstall

1 hall monitor for 1 engagement specialist

WHES

1 ML para, 1 fellow, & \$10,000 from stipends for 1 restorative justice specialist
1 inclusion special ed teaching position for 1 intensive special ed teaching position
1 inclusion paraprofessional for 1 intensive para position

Instructional Technology

2 digital learning coaches & 1 library paraprofessional for 1 Director of Digital Learning & Library Services and 1 library/digital learning specialist

FY24: At A Glance

FY25: At A Glance

The Numbers

Total Budget

\$71,154,142, a 3.5% increase over FY23

Personnel

\$56,711,241.50
78.5% of the budget

Non-Personnel

\$15,557,900.03
21.5% of the budget

Position Cuts & Adds

Net of 16 cuts

The Numbers

Total Budget

\$74,592,616 appropriation, a 4.83% increase over FY24
\$80,158,896.50 planned budget; an 7.5% increase over the appropriation

Personnel

\$59,510,737.76
74% of the budget & a 5% increase over FY24

Non Personnel

\$20,648,158.74,
26% of the budget & a 33% increase over FY24

Position Cuts & Adds

16 cuts from the General Fund;
22 grant positions ending
33 positions added/sustained
Net of 5 positions cut
\$456,266 added to the General Fund

FY25 Recommended Budget By Cost Center

	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 RECOMMENDED	\$ Change	% Change
Early Childhood Center	\$ 1,777,288.98	\$ 1,893,509.61	\$ 2,153,591.83	\$ 2,281,995.01	\$ 128,403.18	
Bates Elementary School	\$ 3,225,611.62	\$ 3,499,094.91	\$ 3,585,955.83	\$ 3,746,928.73	\$ 160,972.90	
Bentley Academy Innovation Sc	\$ 3,590,799.83	\$ 3,241,968.19	\$ 3,356,981.32	\$ 3,578,825.86	\$ 221,844.54	
Carlton Innovation School	\$ 2,826,256.41	\$ 2,973,353.95	\$ 2,981,315.58	\$ 3,279,768.62	\$ 298,453.04	
Horace Mann Lab School	\$ 2,619,762.85	\$ 2,813,022.48	\$ 2,981,750.70	\$ 3,089,948.94	\$ 108,198.24	
Saltonstall K-8 School	\$ 4,095,569.77	\$ 4,109,817.99	\$ 4,262,615.16	\$ 4,735,872.52	\$ 473,257.36	
Witchcraft Heights Elementary	\$ 4,875,114.67	\$ 5,087,826.81	\$ 5,036,903.15	\$ 5,278,079.30	\$ 241,176.15	
Collins Middle School	\$ 6,558,461.72	\$ 6,882,940.72	\$ 7,185,576.60	\$ 7,528,222.70	\$ 342,646.10	
Salem High School	\$ 11,548,475.93	\$ 13,153,725.07	\$ 13,827,350.89	\$ 14,233,344.71	\$ 405,993.82	
New Liberty Innovation School	\$ 1,145,543.27	\$ 1,330,459.33	\$ 1,287,476.63	\$ 1,403,990.40	\$ 116,513.77	
Salem Prep High School	\$ 899,204.37	\$ 947,113.31	\$ 1,069,064.81	\$ 955,272.14	\$ (113,792.67)	
District Administration	\$ 2,790,459.35	\$ 3,083,185.00	\$ 3,416,957.15	\$ 4,197,792.41	\$ 780,835.26	
Regular Day	\$ 1,590,139.83	\$ 1,853,814.08	\$ 2,386,586.33	\$ 2,434,663.55	\$ 48,077.22	
Special Education	\$ 6,293,326.24	\$ 6,193,563.46	\$ 6,420,038.71	\$ 11,107,697.07	\$ 4,687,658.36	
Multilingual Learner Education	\$ 559,567.68	\$ 560,849.11	\$ 767,691.39	\$ 663,388.21	\$ (104,303.18)	
Student & Family Supports	\$ 1,970,351.82	\$ 2,553,896.56	\$ 2,440,870.47	\$ 2,856,647.27	\$ 415,776.80	
Instructional Technology	\$ 904,613.18	\$ 1,139,873.57	\$ 1,214,275.46	\$ 1,314,657.77	\$ 100,382.31	
Operation & Maintenance	\$ 5,513,506.60	\$ 6,184,595.67	\$ 6,779,139.99	\$ 7,471,801.29	\$ 692,661.30	
Total	\$ 62,784,054.12	\$ 67,502,609.82	\$ 71,154,142.00	\$ 80,158,896.50	\$ 9,004,754.50	13%

Recommended Personnel Budget

	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 RECOMMENDED	\$ Change	% Change
Early Childhood Center	\$ 1,771,276.97	\$ 1,873,808.61	\$ 2,136,784.83	\$ 2,265,188.01	\$ 128,403.18	
Bates Elementary School	\$ 3,204,157.13	\$ 3,474,703.41	\$ 3,544,455.83	\$ 3,715,428.73	\$ 170,972.90	
Bentley Academy Innovation Sc	\$ 3,557,953.04	\$ 3,178,280.89	\$ 3,281,981.32	\$ 3,503,825.86	\$ 221,844.54	
Carlton Innovation School	\$ 2,811,846.07	\$ 2,954,749.42	\$ 2,934,615.58	\$ 3,233,068.62	\$ 298,453.04	
Horace Mann Lab School	\$ 2,610,921.43	\$ 2,755,767.83	\$ 2,938,620.70	\$ 3,046,818.94	\$ 108,198.24	
Saltonstall K-8 School	\$ 4,077,224.56	\$ 4,078,760.18	\$ 4,207,711.16	\$ 4,690,968.52	\$ 483,257.36	
Witchcraft Heights Elementary	\$ 4,834,468.58	\$ 5,041,370.65	\$ 4,969,603.15	\$ 5,235,779.30	\$ 266,176.15	
Collins Middle School	\$ 6,496,958.31	\$ 6,807,443.29	\$ 7,099,376.60	\$ 7,442,022.70	\$ 342,646.10	
Salem High School	\$ 11,126,353.91	\$ 12,269,526.56	\$ 12,918,562.89	\$ 13,209,719.71	\$ 291,156.82	
New Liberty Innovation School	\$ 902,206.58	\$ 1,070,536.61	\$ 1,002,241.63	\$ 1,105,127.40	\$ 102,885.77	
Salem Prep High School	\$ 766,202.85	\$ 816,650.19	\$ 921,315.25	\$ 811,112.14	\$ (110,203.11)	
District Administration	\$ 1,692,098.39	\$ 1,908,295.15	\$ 2,000,596.50	\$ 2,774,692.41	\$ 774,095.91	
Regular Day	\$ 1,026,824.32	\$ 1,301,006.16	\$ 1,484,001.33	\$ 1,555,078.55	\$ 71,077.22	
Special Education	\$ 1,827,948.21	\$ 1,242,959.61	\$ 1,184,360.89	\$ 1,335,930.65	\$ 151,569.76	
Multilingual Learner Education	\$ 525,683.22	\$ 484,662.74	\$ 667,691.39	\$ 539,956.21	\$ (127,735.18)	
Student & Family Supports	\$ 1,067,317.74	\$ 1,072,444.14	\$ 1,140,970.47	\$ 1,242,658.27	\$ 101,687.80	
Instructional Technology	\$ 758,697.14	\$ 833,443.99	\$ 799,275.46	\$ 854,657.77	\$ 55,382.31	
Operation & Maintenance	\$ 2,187,212.90	\$ 2,313,413.10	\$ 2,570,536.24	\$ 2,948,703.97	\$ 378,167.73	
	\$ 51,245,351.35	\$ 53,477,822.53	\$ 55,802,701.22	\$ 59,510,737.76	\$ 3,708,036.54	7%

Recommended Expense Budget

	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 RECOMMENDED	\$ Change	% Change
Early Childhood Center	\$ 6,012.01	\$ 19,701.00	\$ 16,807.00	\$ 16,807.00	\$ -	
Bates Elementary School	\$ 21,454.49	\$ 24,391.50	\$ 41,500.00	\$ 31,500.00	\$ (10,000.00)	
Bentley Academy Innovation School	\$ 32,846.79	\$ 63,687.30	\$ 75,000.00	\$ 75,000.00	\$ -	
Carlton Innovation School	\$ 14,410.34	\$ 18,604.53	\$ 46,700.00	\$ 46,700.00	\$ -	
Horace Mann Lab School	\$ 8,841.42	\$ 57,254.65	\$ 43,130.00	\$ 43,130.00	\$ -	
Saltonstall K-8 School	\$ 18,345.21	\$ 31,057.81	\$ 54,904.00	\$ 44,904.00	\$ (10,000.00)	
Witchcraft Heights Elementary School	\$ 40,646.09	\$ 46,456.16	\$ 67,300.00	\$ 42,300.00	\$ (25,000.00)	
Collins Middle School	\$ 61,503.41	\$ 75,497.43	\$ 86,200.00	\$ 86,200.00	\$ -	
Salem High School	\$ 422,122.02	\$ 884,198.51	\$ 908,788.00	\$ 1,023,625.00	\$ 114,837.00	
New Liberty Innovation School	\$ 243,336.69	\$ 259,922.72	\$ 285,235.00	\$ 298,863.00	\$ 13,628.00	
Salem Prep High School	\$ 133,001.52	\$ 130,463.12	\$ 147,749.56	\$ 144,160.00	\$ (3,589.56)	
District Administration	\$ 1,098,360.96	\$ 1,174,889.85	\$ 1,416,360.65	\$ 1,423,100.00	\$ 6,739.35	
Regular Day	\$ 563,315.51	\$ 552,807.92	\$ 902,585.00	\$ 879,585.00	\$ (23,000.00)	
Special Education	\$ 4,465,378.03	\$ 4,950,603.85	\$ 5,235,677.82	\$ 9,771,766.42	\$ 4,536,088.60	
Multilingual Learner Education	\$ 33,884.46	\$ 76,186.37	\$ 100,000.00	\$ 123,432.00	\$ 23,432.00	
Student & Family Supports	\$ 903,034.08	\$ 1,481,452.42	\$ 1,014,200.00	\$ 1,351,989.00	\$ 337,789.00	
Diversity, Equity, Inclusion, Engagement	\$ -	\$ -	\$ 285,700.00	\$ 262,000.00	\$ (23,700.00)	
Instructional Technology	\$ 145,916.04	\$ 306,429.58	\$ 415,000.00	\$ 460,000.00	\$ 45,000.00	
Operation & Maintenance	\$ 3,326,293.70	\$ 3,871,182.57	\$ 4,208,603.75	\$ 4,523,097.32	\$ 314,493.57	
	\$ 11,538,702.77	\$ 14,024,787.29	\$ 15,351,440.78	\$ 20,648,158.74	\$ 5,296,717.96	35%

About Salem Public Schools

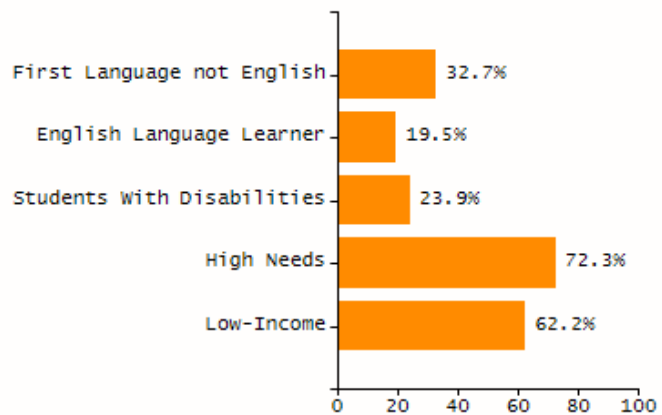


About Our Students



Student Demographics

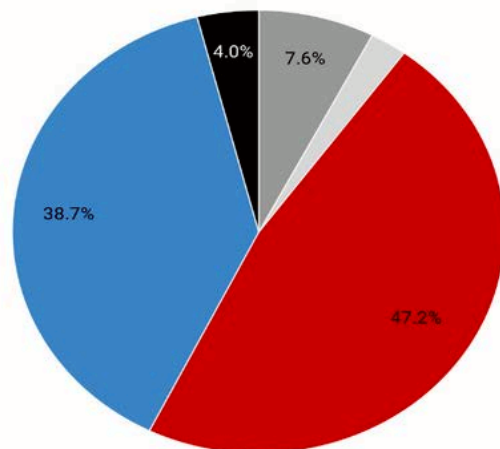
Salem's 3880 students reflect the cultural wealth of our community



Our students come to us speaking over 30 languages

Nearly half (47.2%) of our students identify as Hispanic

- African American
- Asian
- Hispanic
- White
- Multi-Race, Non-Hispanic



About the student experience

Salem Public Schools welcomes children in Prek-through a Promise Year/Post High after 12th grade.

170+ students enrolled in 3 Pre-K sites; each site has an extended day program

180+ students in afterschool programs at Collins, Bates, Bentley & Witchcraft

150+ students in elementary & middle school enrichment/clubs, including student voice, newspaper, Destination Imagination, music, dance

~900 students in summer programs in 2024

657 students Grades 4-12 take instrument/music elective
1301 take a general education music class, grades 4-8

90 students enrolled in a reimagining middle school pilot, with community partnerships & off-campus learning, personalized & project-based learning

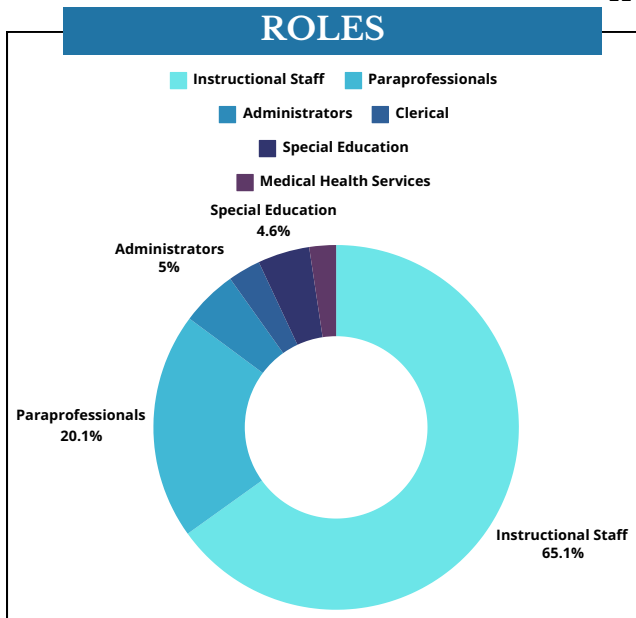
925 high school athletes in a fall, winter, or spring sport

593 students are enrolled in CTE at Salem High School

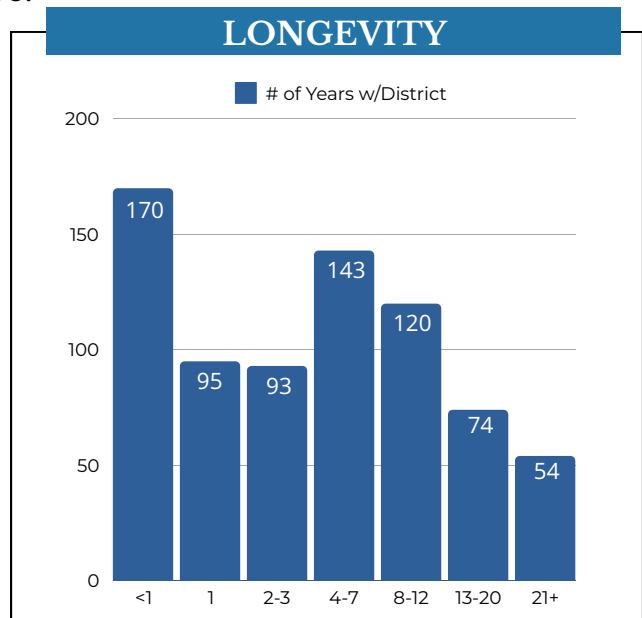
About Our Staff

Staff Demographics

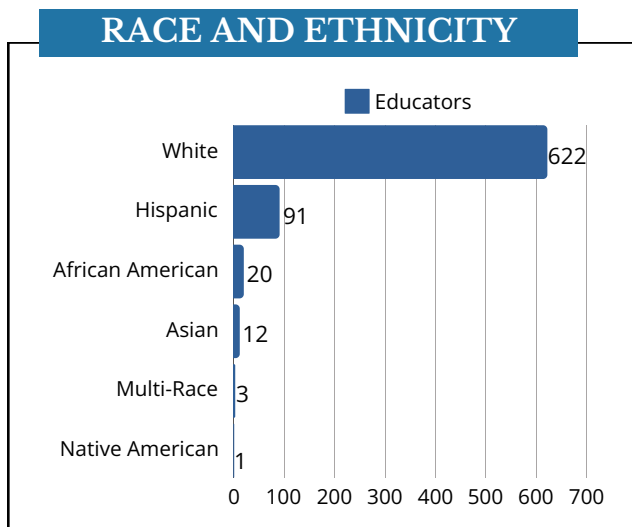
Salem Public Schools has 983 full-time and part-time permanent employees. The data below is based on a subset of those employees: this reflects only those included reports sent to the Department of Elementary and Secondary Education. Custodians and Food and Nutrition Services staff are not included here.



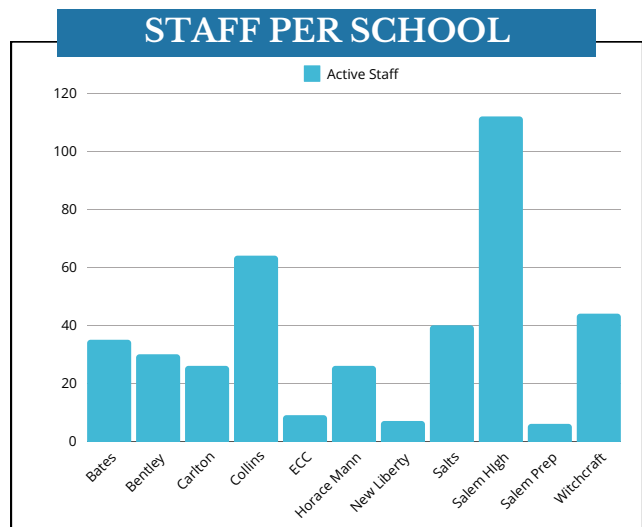
Source: Open Architects



Source: Open Architects



Source: Open Architects



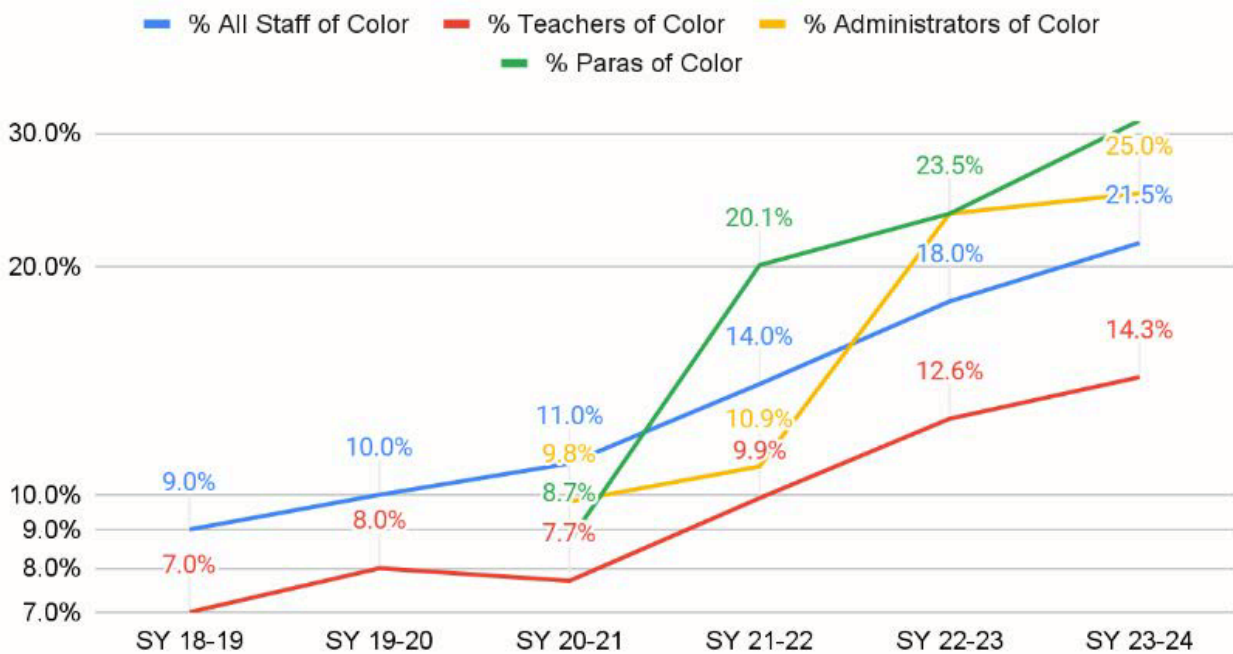
Source: Open Architects

About Our Staff

Diversifying Our Staff

Strategic Plan Goals (2023-2026)	25% Staff of Color	20% Teachers of Color	85% Retention Rate for Teachers of Color
<i>Current rates:</i>	21.5%	14.3%	TBD (est. 70%)

% Staff of Color (and by role) (SY 18-19 - SY 23-24 YTD)



61.4%

Students of Color

21.5%

Staff of Color

14.3%

Teachers of Color

Building the
Budget



Building the Budget

Funding Formula

Chapter 70:

The state funding formula is based on the number & demographics of enrolled students as of October 1, with increments for special programming.

Salem's CH70 is increasing because enrollment is increasing, especially among low income & multilingual learners.

+\$2.1M

The amount FY25 Ch70 aid will increase to \$29,600,131

Local Funds:

The city's portion of the budget ("Target Local Contribution") to be \$45.5 million. In FY19, that amount was \$35.4 million. In the last year, the required district contribution increased by 7.22%.

Salem's contribution includes the general fund appropriation and the cost of employee health insurance (among other costs). Health insurance and other costs are reflected on the city's budget.

60%

The % of Foundation Budget funded by the City of Salem

Our budget was shaped by these priorities:

Allocate resources equitably

Align funding to strategic priorities & values

Work closely with School Committee to promote stakeholder engagement

Prioritize positions & programs based on student & family needs

Partner with school leaders to flexibly & creatively allocate resources

Budget Process

October 1: DESE reports Salem’s official enrollment numbers; Ch70 aid is based on this enrollment.

December: SPS conducts a staffing analysis & calculates known contractual salary increases.

January: Internal budget meetings begin.

February & March: Host 3 budget forums including 1 staff forum; schools meet with school site councils, PTOs, and other stakeholder/advisory groups to develop budget priorities.

March: Preliminary budget requests shared with the School Committee Finance Subcommittee.

Ongoing: Community conversations.

Budget Timeline

Principals create preliminary budget priorities	December 1-18				
Midyear step-back check-ins to review this year and prioritize for next year		Jan 10-26			
HOUSE 1 & Preliminary Ch 70		week of Jan 22			
Principal meetings with School Site Councils		ongoing			
Meeting with the City/School Committee			2/5/2024		
1 Staff & 2 Public Budget Forums			February 6 (2) February 13		
SC Finance Subcommittee Meetings			2/27 & 2/29	March 5 & 6	
Internal Budget Development				March 11-28	
Initial Budget Presentation					April 8 week of April 22
Budget Hearing					April 29
School Committee Vote on the Budget					
Budget sent to City Hall for Mayor & City Council Approval					May 2

Community Input

To identify budget priorities, we

- hosted 3 public budget forums
- held discussions with 3 advisory committees (student, teacher & parent)
- met with principals & SPS executive leadership team
- met with School Committee's Finance Subcommittee

We disseminated a community survey
234 survey responses:

- PARENT/GUARDIAN: 108
- COMMUNITY: 17
- STAFF: 124
- STUDENT:13

(Note: respondents could identify in multiple categories)

Priority One: Elevate Learning

Build and maintain a district-wide culture of universally high academic expectations for every learner.



Priority Two: Empower Educators

Make the Salem Public Schools an inclusive district where student-centered, innovative, and highly-effective educators want to work, grow, and stay.



Ensure that all students have access to challenging and relevant instructional content, texts and tasks every day that are aligned to standards and are at or above grade level.	34.00%
Strengthen school culture by incorporating school-wide social and emotional learning universal supports into the academic calendar.	28.60%
Utilize targeted, high-leverage and evidenced-based instructional practices rooted in research to support multilingual learners and students with disabilities in all classrooms.	27.30%

Review and adjust salary schedule to be competitive with neighboring districts.	76.90%
Provide all teachers and specialists with the training, tools and resources necessary to effectively support the needs of multilingual learners and students with disabilities.	38.40%
Strengthen efforts to recruit a diverse pool of high-quality educators using anti-racist, anti-biased hiring practices.	25.60%

Priority Three: Center Belonging

Build joyful, welcoming, and supportive school communities.



Priority Four: Strengthen Our Foundation

Develop consistent, reliable systems and structures to disrupt inequities and support the work of the district.

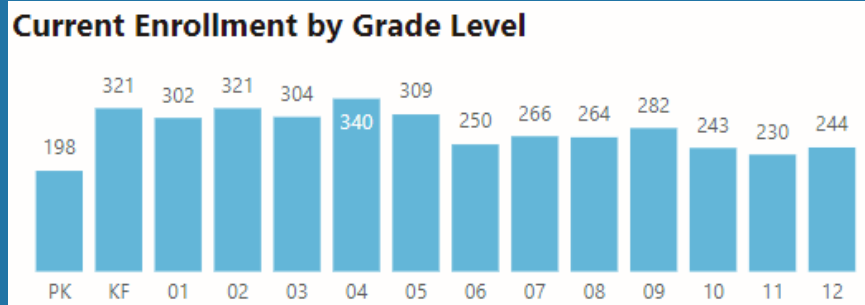


Effectively meet the needs of students experiencing significant social emotional and behavioral challenges by examining and adjusting the caseloads of school-based mental health providers.	43.60%
Expand access to quality K-12 physical and mental health services districtwide.	33.70%
Expand access to high-interest activities and programs during and after school for all students.	27.80%

Closely examine how the district is using its resources (people, time and money) to determine what is and is not working.	57.30%
Ensure all SPS buildings and facilities are safe, clean, accessible and welcoming.	41.00%
Evaluate the role of technology in student learning and develop a clearly articulated philosophy on its appropriateness, applicability, implementation and use by both teachers and students.	26.50%
Provide continuous access to safe, quality play spaces through implementation of Salem's playground master plan.	26.50%

**Budgets Begin
 with
 Enrollment**

25.2%
 Students With
 Disabilities



10/1 Enrollment: 3811
Current Enrollment: 3880

20.1%
 Multilingual
 Learners

For decades, Salem’s student enrollment was declining. A decade ago, there were 4336 students enrolled; by 2020-2021, that number had dropped to 3734.

Years of declining enrollment resulted in Salem receiving minimum aid from the state.

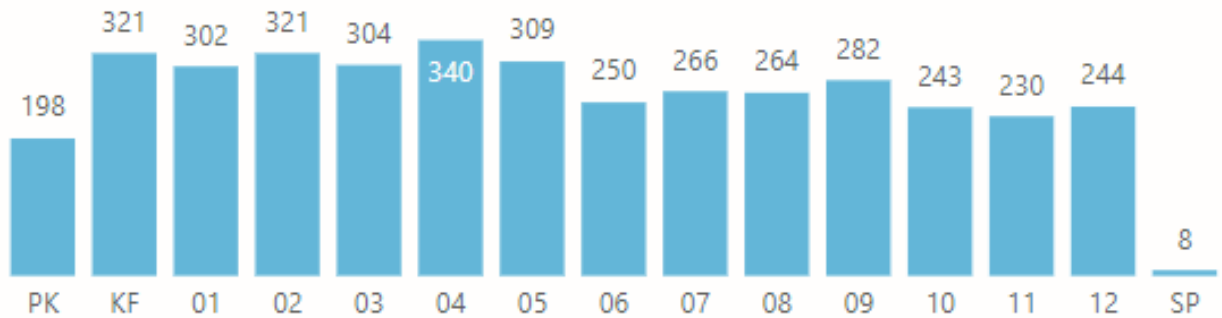
6.5%
 Experiencing
 Homelessness

For the last two budget cycles (FY23 & FY24) Salem’s enrollment has increased which has had a direct effect on our state funding (CH70).

Salem’s enrollment increased by 88 students, which is one of the reasons our CH70 increased by \$2,144,251 for FY25.

District Enrollment

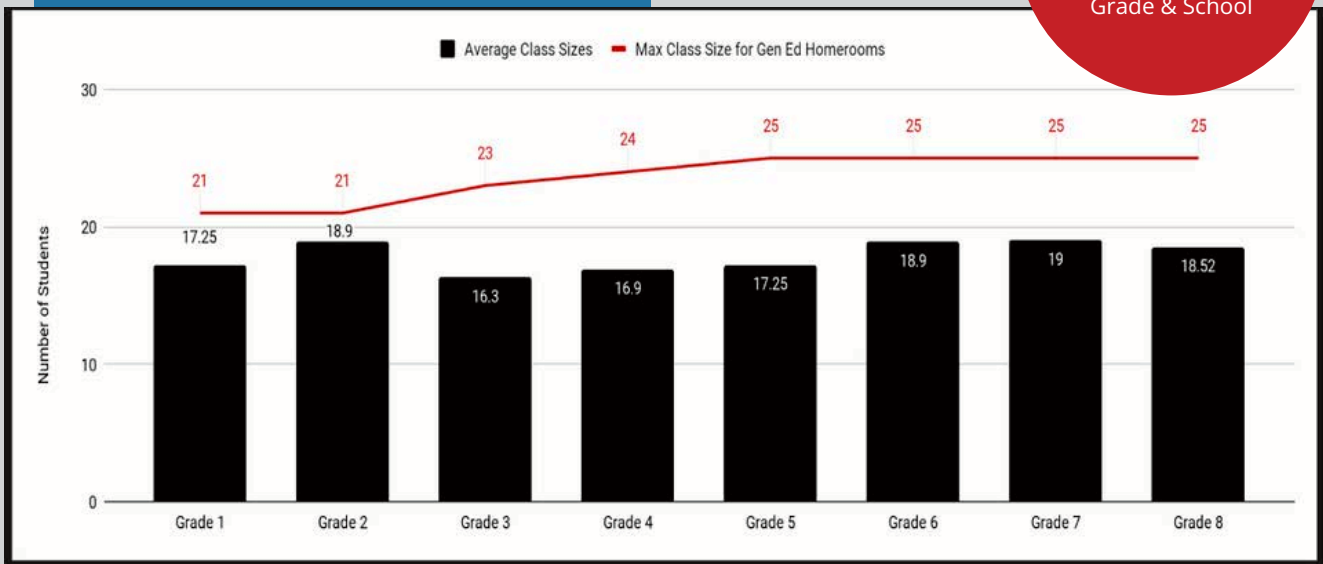
Current Enrollment by Grade Level



3880 students enrolled

Average Class Size Grades K-8

See Appendix C for Detailed FY24 Average & FY25 Projected Average by Grade & School



The average class sizes (black bar) across the district in grades 1-8; the class size maximums set by SPS for general education homerooms is shown by the horizontal red line.

FY25
Recommended
Budget Detail



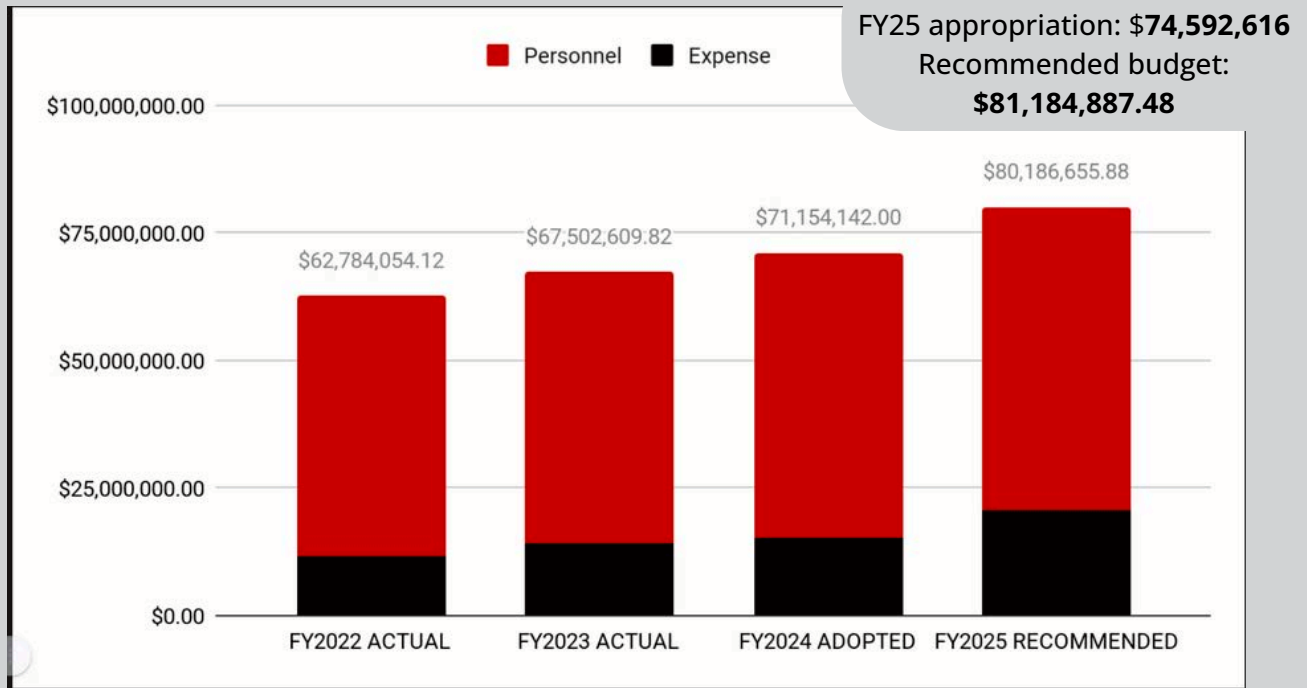
FY25 Recommended Budget

	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 RECOMMENDED	\$ Change	% Change
Early Childhood Center	\$ 1,777,288.98	\$ 1,893,509.61	\$ 2,153,591.83	\$ 2,312,416.85	\$ 158,825.02	
Bates Elementary School	\$ 3,225,611.62	\$ 3,499,094.91	\$ 3,585,955.83	\$ 3,746,928.73	\$ 160,972.90	
Bentley Academy Innovation Scho	\$ 3,590,799.83	\$ 3,241,968.19	\$ 3,356,981.32	\$ 3,578,825.86	\$ 221,844.54	
Carlton Innovation School	\$ 2,826,256.41	\$ 2,973,353.95	\$ 2,981,315.58	\$ 3,275,337.76	\$ 294,022.18	
Horace Mann Lab School	\$ 2,619,762.85	\$ 2,813,022.48	\$ 2,981,750.70	\$ 3,089,948.94	\$ 108,198.24	
Saltonstall K-8 School	\$ 4,095,569.77	\$ 4,109,817.99	\$ 4,262,615.16	\$ 4,735,872.52	\$ 473,257.36	
Witchcraft Heights Elementary Sch	\$ 4,875,114.67	\$ 5,087,826.81	\$ 5,036,903.15	\$ 5,278,079.30	\$ 241,176.15	
Collins Middle School	\$ 6,558,461.72	\$ 6,882,940.72	\$ 7,185,576.60	\$ 7,528,222.70	\$ 342,646.10	
Salem High School	\$ 11,548,475.93	\$ 13,153,725.07	\$ 13,827,350.89	\$ 14,233,344.71	\$ 405,993.82	
New Liberty Innovation School	\$ 1,145,543.27	\$ 1,330,459.33	\$ 1,287,476.63	\$ 1,403,990.40	\$ 116,513.77	
Salem Prep High School	\$ 899,204.37	\$ 947,113.31	\$ 1,069,064.81	\$ 955,272.14	\$ (113,792.67)	
District Administration	\$ 2,790,459.35	\$ 3,083,185.00	\$ 3,416,957.15	\$ 4,197,792.41	\$ 780,835.26	
Regular Day	\$ 1,590,139.83	\$ 1,853,814.08	\$ 2,386,586.33	\$ 2,434,663.55	\$ 48,077.22	
Special Education	\$ 6,293,326.24	\$ 6,193,563.46	\$ 6,420,038.71	\$ 11,107,697.07	\$ 4,687,658.36	
Multilingual Learner Education	\$ 559,567.68	\$ 560,849.11	\$ 767,691.39	\$ 663,388.21	\$ (104,303.18)	
Student & Family Supports	\$ 1,970,351.82	\$ 2,553,896.56	\$ 1,749,682.39	\$ 2,140,707.58	\$ 391,025.19	
Diversity, Equity, Inclusion, Engage	\$ -	\$ -	\$ 691,188.08	\$ 715,939.69	\$ 24,751.61	
Instructional Technology	\$ 904,613.18	\$ 1,139,873.57	\$ 1,214,275.46	\$ 1,314,657.77	\$ 100,382.31	
Operation & Maintenance	\$ 5,513,506.60	\$ 6,184,595.67	\$ 6,779,139.99	\$ 7,471,801.29	\$ 692,661.30	
Total	\$ 62,784,054.12	\$ 67,502,609.82	\$ 71,154,142.00	\$ 80,184,887.48	\$ 8,871,920.46	13%

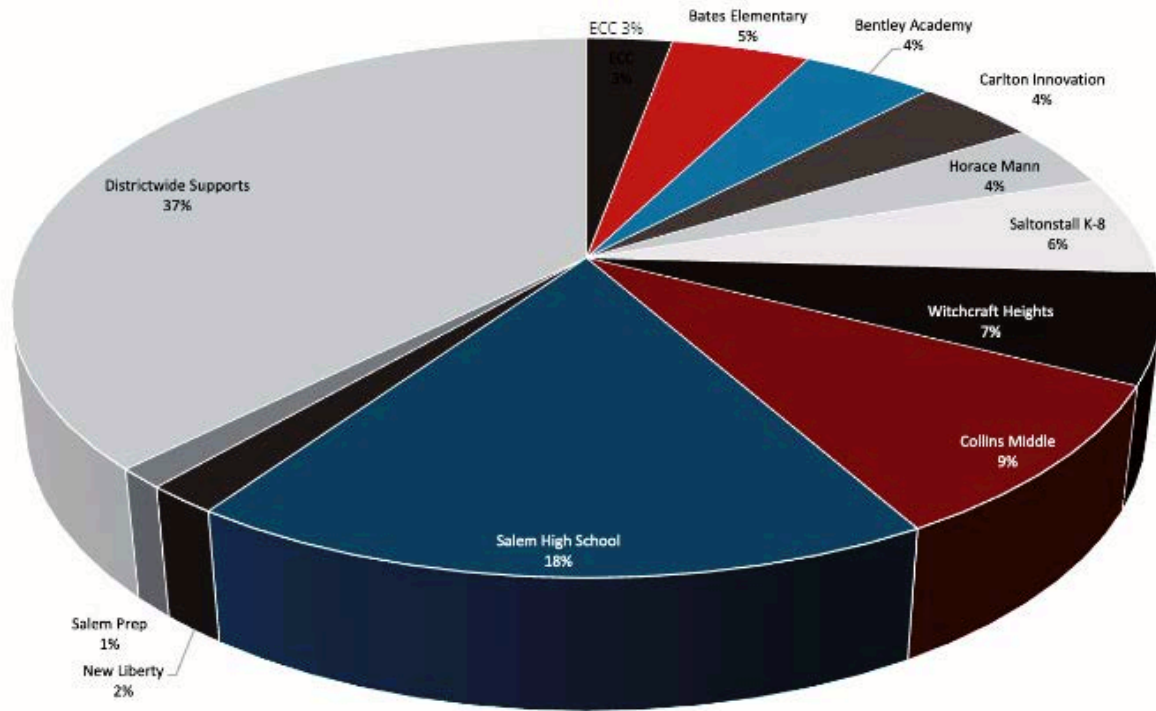
FY25 Expense & Personnel

	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 RECOMMENDED	\$ Change	% Change
Expense	\$ 11,538,702.77	\$ 14,024,787.29	\$ 15,351,440.78	\$ 20,648,158.74	\$ 5,296,717.96	35%
Personnel	\$ 51,245,351.35	\$ 53,477,822.53	\$ 55,802,701.22	\$ 59,536,728.74	\$ 3,734,027.52	7%
Grand Total	\$ 62,784,054.12	\$ 67,502,609.82	\$ 71,154,142.00	\$ 80,184,887.48	\$ 9,030,745.48	13%

Expense & Personnel, over time



FY25 Cost Centers as a % of the budget



Notes:

- Salem’s budget is organized into 18 cost centers. Here, all non-school cost centers are included as one (Districtwide Supports). Those 7 cost centers comprise 37% of the budget; Salem’s 11 schools comprise 63% of the budget.
- The largest school budget is Salem High School (18%), followed by Collins Middle School (9%) and Witchcraft Heights Elementary School (7%)

**FY25
Recommended
Budget Detail by
Cost Center**



Districtwide supports includes all personnel & non-personnel expenses that support schools, but are not included in school budgets. This includes custodians, coaches, district-level staff as well as curriculum, technology, transportation, afterschool programs, etc.

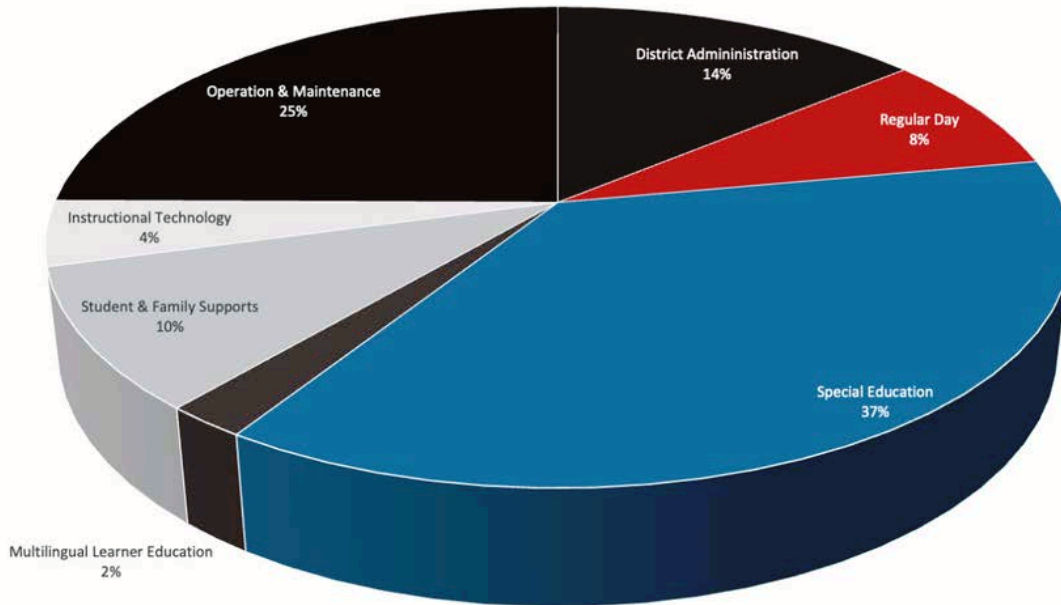
Districtwide Support Budgets - Summary

	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 RECOMMENDED	\$ Change	% Change
Operation & Maintenance	\$ 5,513,506.60	\$ 6,184,595.67	\$ 6,779,139.99	\$ 7,471,801.29	\$ 692,661.30	
Regular Day	\$ 1,590,139.83	\$ 1,853,814.08	\$ 2,386,586.33	\$ 2,434,663.55	\$ 48,077.22	
Special Education	\$ 6,293,326.24	\$ 6,193,563.46	\$ 6,420,038.71	\$ 11,107,697.07	\$ 4,687,658.36	
Student & Family Supports	\$ 1,970,351.82	\$ 2,553,896.56	\$ 1,749,682.39	\$ 2,140,707.58	\$ 391,025.19	
Instructional Technology	\$ 904,613.18	\$ 1,139,873.57	\$ 1,214,275.46	\$ 1,314,657.77	\$ 100,382.31	
Multilingual Learner Education	\$ 559,567.68	\$ 560,849.11	\$ 767,691.39	\$ 663,388.21	\$ (104,303.18)	
District Administration	\$ 2,790,459.35	\$ 3,083,185.00	\$ 3,416,957.15	\$ 4,197,792.41	\$ 780,835.26	
Diversity, Equity, Inclusion, Engagement	\$ -	\$ -	\$ 691,188.08	\$ 715,939.69	\$ 24,751.61	
Grand Total	\$ 19,621,964.70	\$ 21,569,777.45	\$ 23,425,559.50	\$ 30,046,647.57	\$ 6,621,088.07	28%

Districtwide Support Budgets - Personnel and Expense

	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 RECOMMENDED	\$ Change	% Change
Expense	\$ 10,536,182.78	\$ 12,413,552.56	\$ 13,578,127.22	\$ 18,794,969.74	\$ 5,216,842.52	38%
Operation & Maintenance	\$ 3,326,293.70	\$ 3,871,182.57	\$ 4,208,603.75	\$ 4,523,097.32	\$ 314,493.57	
Regular Day	\$ 563,315.51	\$ 552,807.92	\$ 902,585.00	\$ 879,585.00	\$ (23,000.00)	
Special Education	\$ 4,465,378.03	\$ 4,950,603.85	\$ 5,235,677.82	\$ 9,771,766.42	\$ 4,536,088.60	
Student & Family Supports	\$ 903,034.08	\$ 1,481,452.42	\$ 1,014,200.00	\$ 1,351,989.00	\$ 337,789.00	
Instructional Technology	\$ 145,916.04	\$ 306,429.58	\$ 415,000.00	\$ 460,000.00	\$ 45,000.00	
Multilingual Learner Education	\$ 33,884.46	\$ 76,186.37	\$ 100,000.00	\$ 123,432.00	\$ 23,432.00	
District Administration	\$ 1,098,360.96	\$ 1,174,889.85	\$ 1,416,360.65	\$ 1,423,100.00	\$ 6,739.35	
Diversity, Equity, Inclusion, Engagement	\$ -	\$ -	\$ 285,700.00	\$ 262,000.00	\$ (23,700.00)	
Personnel	\$ 9,085,781.92	\$ 9,156,224.89	\$ 9,847,432.28	\$ 11,251,677.83	\$ 1,404,245.55	14%
Operation & Maintenance	\$ 2,187,212.90	\$ 2,313,413.10	\$ 2,570,536.24	\$ 2,948,703.97	\$ 378,167.73	
Regular Day	\$ 1,026,824.32	\$ 1,301,006.16	\$ 1,484,001.33	\$ 1,555,078.55	\$ 71,077.22	
Special Education	\$ 1,827,948.21	\$ 1,242,959.61	\$ 1,184,360.89	\$ 1,335,930.65	\$ 151,569.76	
Student & Family Supports	\$ 1,067,317.74	\$ 1,072,444.14	\$ 735,482.39	\$ 788,718.58	\$ 53,236.19	
Instructional Technology	\$ 758,697.14	\$ 833,443.99	\$ 799,275.46	\$ 854,657.77	\$ 55,382.31	
Multilingual Learner Education	\$ 525,683.22	\$ 484,662.74	\$ 667,691.39	\$ 539,956.21	\$ (127,735.18)	
District Administration	\$ 1,692,098.39	\$ 1,908,295.15	\$ 2,000,596.50	\$ 2,774,692.41	\$ 774,095.91	
Diversity, Equity, Inclusion, Engagement	\$ -	\$ -	\$ 405,488.08	\$ 453,939.69	\$ 48,451.61	
Grand Total	\$ 19,621,964.70	\$ 21,569,777.45	\$ 23,425,559.50	\$ 30,046,647.57	\$ 6,621,088.07	28%

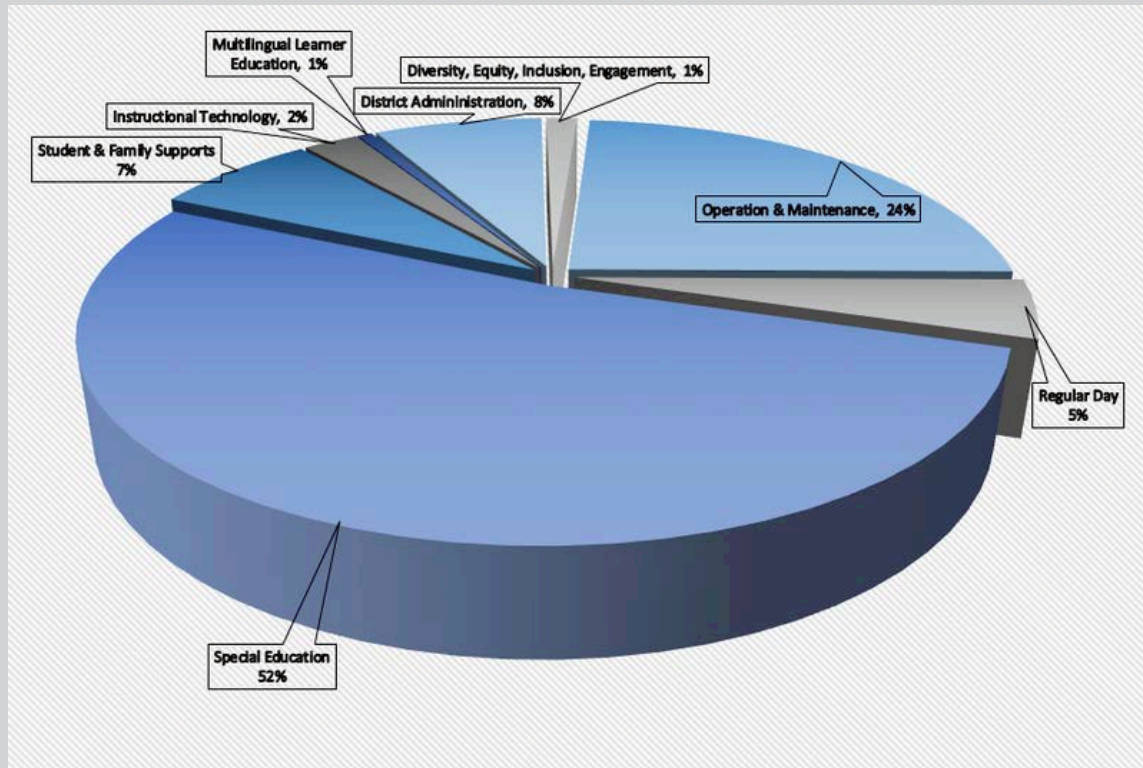
Districtwide Supports Total Budgets



Notes:

- Special Education is the largest cost center in the Districtwide Supports category (37%), followed by Operations & Maintenance (25%), and District Administration (14%)

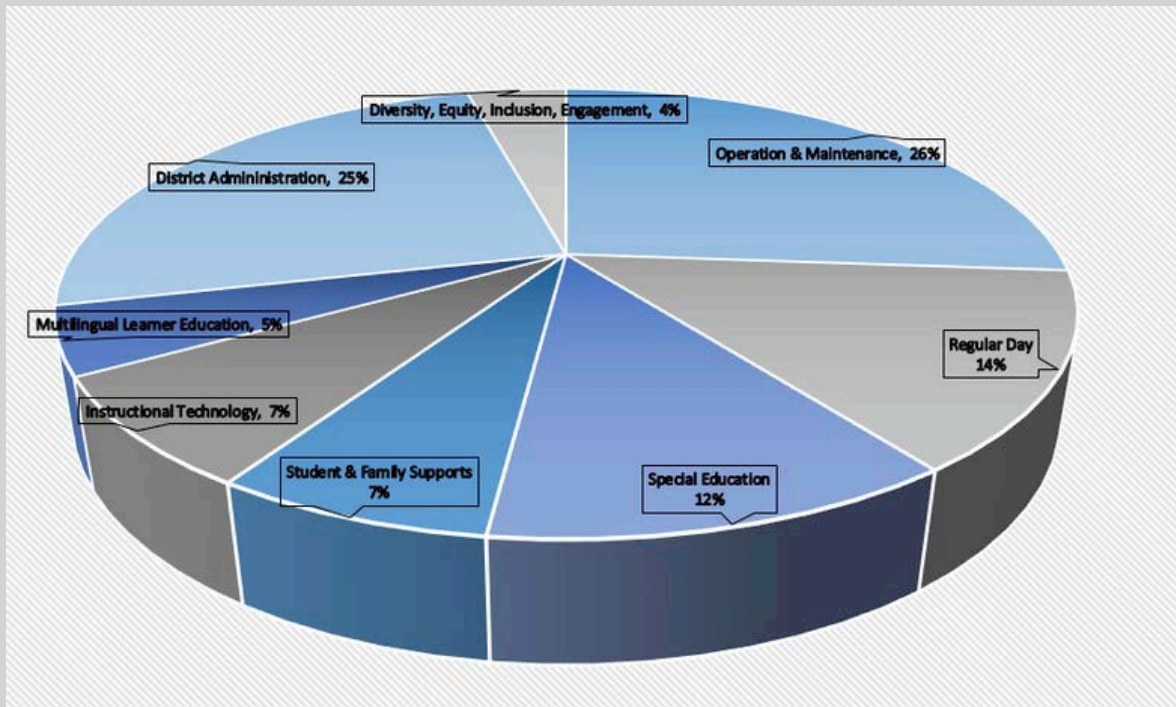
Districtwide Supports Budgets: Non-Personnel



Notes:

- Special Education (52%) includes out-of-district tuition as well as transportation (in-district and out-of-district)
- Operations & Maintenance (24%) includes utilities (electricity and gas) as well as all preventative maintenance to our buildings and grounds
- District Admin (8%) includes large Business Office expenses, including photocopiers (\$170,000), insurance (\$845,000)
- Student & Family Supports (7.19%) includes transportation for students experiencing homelessness

Districtwide Support Budgets: Personnel



Notes:

- Operations & Maintenance (26%) includes all custodians, as well as grounds & maintenance staff & transportation staff
- District Admin (25%) includes the salary reserve which increased by over 200% in anticipation of salary adjustments for staff, including the STU & PSRP members
- Regular Day (13.82%) includes academics, music, and out-of-school time staff

District Administration



At a Glance

District Admin. includes:

- School Committee
- Superintendent
- Public Relations
- Deputy Superintendent
- Business & Payroll
- Human Resources & Benefits

Successes:

- Invested in recruitment efforts, especially for hiring staff & teachers who reflect the diversity of our community
- Onboarded 120+ new staff, using new online systems
- Created new budget tools for transparency & managing the budget
- Hosted monthly trainings for clerks to ensure good financial practices

Looking Ahead:

- Continuing our efforts to actively recruit a diverse staff
- We will continue to look for ways to collaborate & strengthen our foundation

Major Cost Drivers for FY25:

- Photocopy machines (\$170,000)
- Insurance: Student Accident & Workplace Safety (\$845,000)
- Salary Reserve: (\$982,670.68)

District Administration

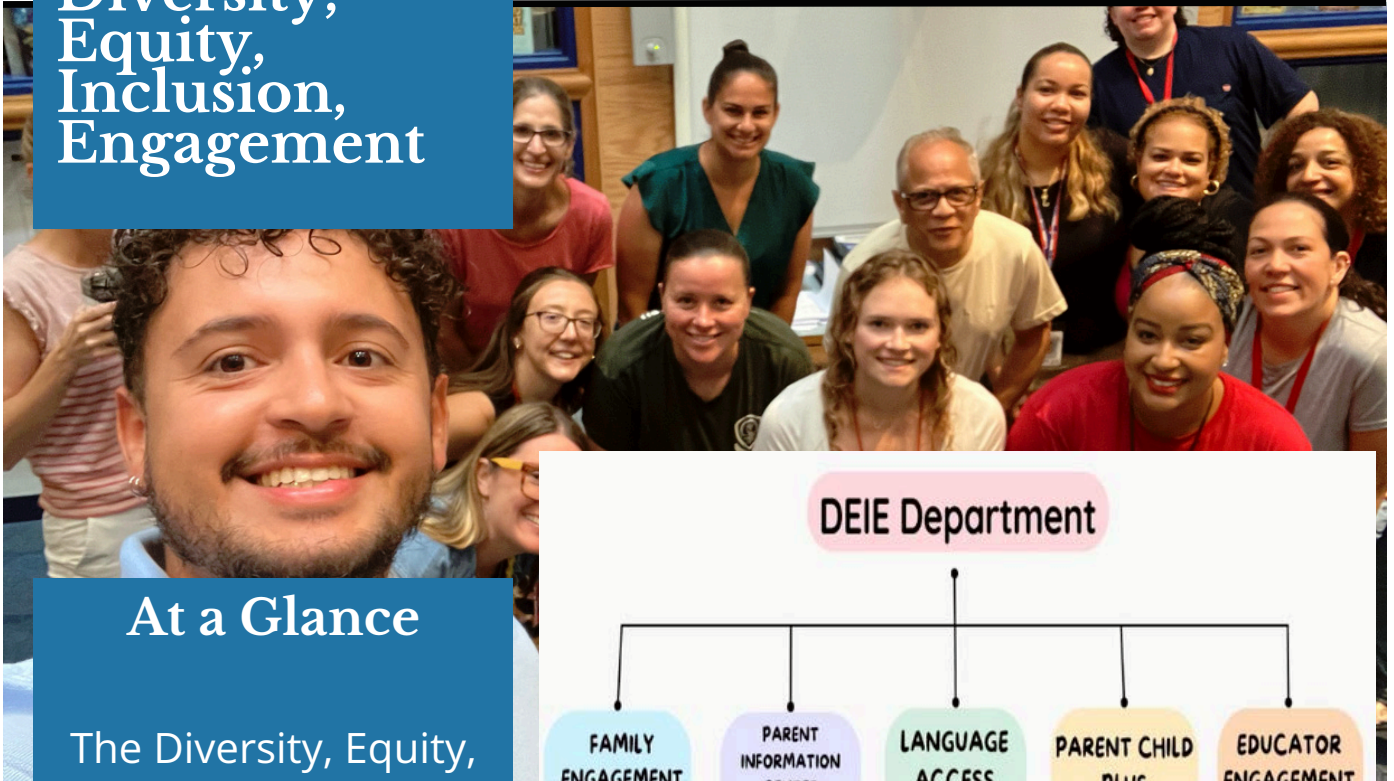
FY25 Budget

Expense	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025		
				RECOMMENDED	\$ Change	% Change
	\$ 1,098,360.96	\$ 1,174,889.85	\$ 1,416,360.65	\$ 1,423,100.00	\$ 6,739.35	0.5%
Advertising	\$ 11,344.62	\$ 15,246.61	\$ 19,500.00	\$ 15,000.00	\$ (4,500.00)	
Advertising/Promotional	\$ 130.46	\$ 3,014.65	\$ 6,500.00	\$ 4,500.00	\$ (2,000.00)	
Computer Software	\$ 426.00	\$ 426.00	\$ 600.00	\$ 600.00	\$ -	
Contracted Services	\$ 137,307.43	\$ 135,331.15	\$ 206,500.00	\$ 205,000.00	\$ (1,500.00)	
Dues And Sub	\$ 7,789.00	\$ 6,025.53	\$ 10,000.00	\$ 10,500.00	\$ 500.00	
Educational Training	\$ -	\$ 5,615.68	\$ 6,000.00	\$ 5,000.00	\$ (1,000.00)	
Insurance Premiums	\$ 673,479.00	\$ 689,015.76	\$ 742,510.65	\$ 845,000.00	\$ 102,489.35	
Legal Services	\$ -	\$ 11,136.94	\$ 18,900.00	\$ 25,000.00	\$ 6,100.00	
Medicaid Claiming Services	\$ 71,674.14	\$ 37,558.34	\$ 46,000.00	\$ 50,000.00	\$ 4,000.00	
Office Supplies	\$ 17,349.96	\$ 21,764.96	\$ 24,000.00	\$ 24,500.00	\$ 500.00	
Postage	\$ 25,673.16	\$ 11,145.19	\$ 30,000.00	\$ 15,000.00	\$ (15,000.00)	
Printing And Binding	\$ 369.88	\$ 975.15	\$ 1,000.00	\$ 3,000.00	\$ 2,000.00	
Professional Serv/Fees	\$ 2,982.87	\$ 57,497.70	\$ 50,000.00	\$ 50,000.00	\$ -	
Sc Expense Reimbursement	\$ 54,000.00	\$ 27,000.00	\$ 59,850.00		\$ (59,850.00)	
Superintendent's Fund	\$ -	\$ -	\$ -		\$ -	
Photocopy Machine Lease	\$ 95,834.44	\$ 153,136.19	\$ 195,000.00	\$ 170,000.00	\$ (25,000.00)	
Personnel	\$ 1,692,098.39	\$ 1,908,295.15	\$ 2,000,596.50	\$ 2,774,692.41	\$ 774,095.91	39%
Administrative	\$ 906,080.80	\$ 963,892.85	\$ 1,037,460.93	\$ 1,029,122.72	\$ (8,338.21)	
Clerical	\$ 638,508.51	\$ 678,641.29	\$ 593,609.12	\$ 615,891.39	\$ 22,282.27	
Collective Bargaining Reserve	\$ 133,314.77	\$ 218,978.04	\$ 303,904.85	\$ 980,902.28	\$ 676,997.43	
Fringe/Stipends	\$ 13,886.33	\$ 11,910.50	\$ 22,000.00	\$ 22,000.00	\$ -	
Overtime (General)	\$ 307.98	\$ 2,000.00	\$ 2,500.00	\$ 2,500.00	\$ -	
Paraprofessionals	\$ -	\$ 32,872.47	\$ 41,121.60	\$ 52,276.02	\$ 11,154.42	
Sc Stipends	\$ -	\$ -	\$ -	\$ 72,000.00	\$ 72,000.00	
Grand Total	\$ 2,790,459.35	\$ 3,083,185.00	\$ 3,416,957.15	\$ 4,197,792.41	\$ 780,835.26	23%

Budget Notes:

- Modest reductions in expense lines across public relations, business office, and human resources
- \$102,489 increase in insurance for students and workplace safety
- Moving School Committee stipends from an expense line to a stipend line
- Increase in the salary reserve in order to account for collective bargaining agreements as well as salary adjustments for non-union personnel and other salary changes

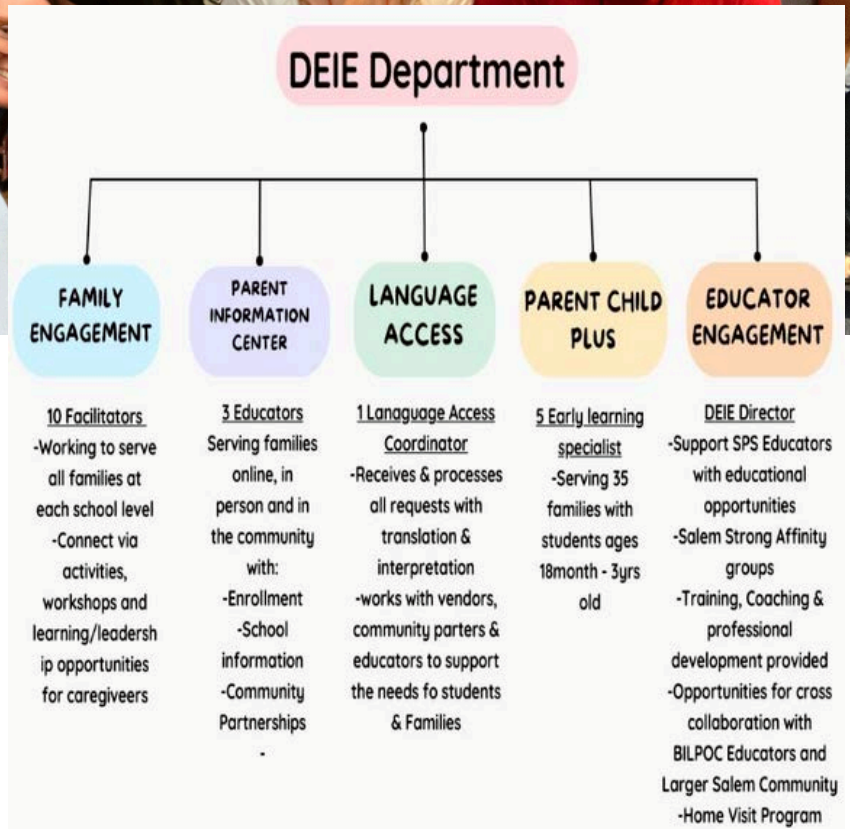
Diversity, Equity, Inclusion, Engagement



At a Glance

The Diversity, Equity, Inclusion, & Engagement (DEIE) office is committed to cultivating a sense of belonging in the climate of our schools, district, & the broader community.

The department will demonstrate that a **more inclusive school district and academic excellence are not mutually exclusive.**



Successes for FY24:

- Launched a home visiting program
- Hosted affinity group meet ups
- Formed a racial equity advisory team
- Expanded translation & interpretation services
- Conducted community outreach (District, FEFs & PIC)
- Hosted successful back-to-school fair

Diversity, Equity, Inclusion, Engagement

Looking ahead to FY25:

- Restructure the Parent Information Center & elevate staff
- Expand & hire for the Translation & Interpretation Department

FY25 Budget

	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025		% Change
				RECOMMENDED	\$ Change	
Expense	\$ -	\$ -	\$ 285,700.00	\$ 262,000.00	\$ (23,700.00)	-9%
Contract Services	\$ -	\$ -	\$ 6,000.00	\$ 10,000.00	\$ 4,000.00	
Contracted Services	\$ -	\$ -	\$ 222,700.00	\$ 200,000.00	\$ (22,700.00)	
Educational Training/Pd	\$ -	\$ -	\$ 55,000.00	\$ 50,000.00	\$ (5,000.00)	
Office Supplies	\$ -	\$ -	\$ 2,000.00	\$ 2,000.00	\$ -	
Personnel	\$ -	\$ -	\$ 405,488.08	\$ 453,939.69	\$ 48,451.61	11%
Administrative	\$ -	\$ -	\$ 100,000.00	\$ 104,040.00	\$ 4,040.00	
Clerical	\$ -	\$ -	\$ 49,122.32	\$ 52,660.40	\$ 3,538.08	
Family Engagement Facilitator	\$ -	\$ -	\$ 62,489.13	\$ 63,894.37	\$ 1,405.24	
Non-Inst Supervisor	\$ -	\$ -	\$ 72,800.63	\$ 73,894.92	\$ 1,094.29	
Stipends	\$ -	\$ -	\$ 54,000.00	\$ 75,000.00	\$ 21,000.00	
Translation Services	\$ -	\$ -	\$ 67,076.00	\$ 84,450.00	\$ 17,374.00	
Grand Total	\$ -	\$ -	\$ 691,188.08	\$ 715,939.69	\$ 24,751.61	3%

Budget Notes:

- Reducing home visiting expense line to increase personnel



Instructional Technology



At a Glance

- 5187 student devices
- 925 staff devices
- 350 piece of AV equipment
- 5075 completed Help Desk tickets
- 25 data dashboards available
- 11,470 dashboard views
- 647 unique users

Looking back: Reflections on FY24

- Made significant headway into selecting priority standards for digital learning
- Established a replacement cycle for student, educator and classroom hardware
- Rolled out the first version of a self-service, data aggregate system for educators
- Supported a new platform for district common assessments
- Designed a new reporting system for district common assessments

Priorities for FY25:

- Ensure that **all student, educator and classroom hardware** is up to date.
- Adopt a **new help desk ticketing system** to gain more department automation & data to make decisions
- **Reorganize digital learning and rethink library personnel & spaces**



Instructional Technology

FY25 Budget

Expense	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025		\$ Change	% Change
				RECOMMENDED			
Expense	\$ 145,916.04	\$ 306,429.58	\$ 415,000.00	\$ 460,000.00	\$ 45,000.00	10%	
Computer Hardware	\$ -	\$ -	\$ -	\$ -	\$ -		
Computer Software	\$ 122,547.97	\$ 171,261.61	\$ 190,000.00	\$ 205,000.00	\$ 15,000.00		
Contracted Services	\$ 2,950.00	\$ 93,273.55	\$ 10,000.00	\$ 110,000.00	\$ 100,000.00		
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -		
Hardware	\$ -	\$ -	\$ 170,000.00	\$ 100,000.00	\$ (70,000.00)		
Prof Def Expense	\$ -	\$ 1,650.00	\$ 5,000.00	\$ 5,000.00	\$ -		
Technology Supplies	\$ 20,418.07	\$ 40,244.42	\$ 40,000.00	\$ 40,000.00	\$ -		
Personnel	\$ 758,697.14	\$ 833,443.99	\$ 799,275.46	\$ 854,657.77	\$ 55,382.31	6%	
Administrative	\$ 115,000.08	\$ 117,587.60	\$ 120,527.70	\$ 122,338.04	\$ 1,810.34		
Clerical	\$ 391,739.87	\$ 533,050.90	\$ 486,140.00	\$ 537,646.00	\$ 51,506.00		
Dist Wide Teaching	\$ 251,957.19	\$ 182,805.49	\$ 190,607.76	\$ 192,673.73	\$ 2,065.97		
Stipends	\$ -	\$ -	\$ 2,000.00	\$ 2,000.00	\$ -		
Grand Total	\$ 904,613.18	\$ 1,139,873.57	\$ 1,214,275.46	\$ 1,314,657.77	\$ 100,382.31	8%	

Budget Notes:

- Aging student, staff, and school devices need to be replaced. The hardware line (budgeted here at \$100,000) will be supplemented with \$200,000 from the Footprint funds and a capital request to the city of \$500,000.

Regular Day



At a Glance:

Regular Day includes

- Academics
- Music
- Pre-K
- Out-of-School Time
- Substitute teachers

The Regular Day general fund budget is supplemented by:

- entitlement grants
- a large number of competitive grants, including **\$3,271,114 in FY24**

Successes:

- FY23 MCAS showed performance gains in English/Language Arts (ELA)
- Rolled out common Pre-K curriculum & assessments
- Offered a 4-part *Science of Reading* course for early education educators
- Expanded special education services to Pre-K students
- Offered an expanded day at all 3 Pre-K sites

Looking ahead:

- Expand high-quality curriculum materials to K-5 science
- Continue to expand the health education program
- Revitalize the world language program
- Accelerate math improvements for all students through systemic efforts: pathways to advanced math coursework, targeted math professional development, implementation of high-quality math instructional materials

Regular Day

FY25 Budget

	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 RECOMMENDED	\$ Change	% Change
Regular Day	\$ 1,323,122.16	\$ 1,467,865.13	\$ 1,887,676.33	\$ 1,934,463.55	\$ 46,787.22	2%
Expense	\$ 332,837.12	\$ 327,396.46	\$ 578,085.00	\$ 580,085.00	\$ 2,000.00	
Personnel	\$ 990,285.04	\$ 1,140,468.67	\$ 1,309,591.33	\$ 1,354,378.55	\$ 44,787.22	
Regular Day: OST	\$ 168,931.17	\$ 231,744.61	\$ 294,500.00	\$ 331,700.00	\$ 37,200.00	13%
Expense	\$ 168,931.17	\$ 168,282.97	\$ 219,500.00	\$ 219,500.00	\$ -	
Personnel	\$ -	\$ 63,461.64	\$ 75,000.00	\$ 112,200.00	\$ 37,200.00	
Regular Day: Professional Development	\$ 98,086.50	\$ 154,204.34	\$ 204,410.00	\$ 168,500.00	\$ (35,910.00)	-18%
Expense	\$ 61,547.22	\$ 57,128.49	\$ 105,000.00	\$ 80,000.00	\$ (25,000.00)	
Personnel	\$ 36,539.28	\$ 97,075.85	\$ 99,410.00	\$ 88,500.00	\$ (10,910.00)	
Grand Total	\$ 1,590,139.83	\$ 1,853,814.08	\$ 2,386,586.33	\$ 2,434,663.55	\$ 48,077.22	2%

Budget Notes:

- Regular Day (Academics) is roughly 3% of the general fund budget
- Recommended new positions include 1.5 multilingual learner FTEs (see ML Cost Center budget) and expansion of Dual Language to Pre-K (See Bentley Academy Innovation School budget)
- The building substitutes, formerly budgeted on ESSER, are added to this budget as a personnel expense but will be school-based and will be shifted to the school cost center once new budget lines are created
- Planned curriculum investments for FY25 have been shifted off of the general fund budget in order to balance the budget shortfall

Multilingual Learners



At a Glance

Salem's multilingual learner population has increased dramatically in the last 5 years.

Today, there are 279 more ML learners than there were 5 years ago.

Successes in FY24:

- Increased family engagement with ML learner families (November engagement night had 100+ families attend)
- 24 students earned the Global Seal of Biliteracy
- 25 students earned the MA Seal of Biliteracy
- 3 students earned the Seal of Biliteracy with Distinction
- Bentley had the highest SY23 ACCESS scores: 65% of students met progress benchmarks, exceeding the district & state average
- SPS districtwide ACCESS scores matched the state average
- Launched a dual language middle school task force to investigate ways to expand dual language education to middle school students by 2026

Multilingual Learners

Looking Ahead:

- Expand dual language program to PreK at Bentley
- Add 1.5 English language development teachers to meet the needs of Salem’s rapidly growing multilingual learner population

FY25 Budget

	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 RECOMMENDED	\$ Change	% Change
Expense	\$ 33,884.46	\$ 76,186.37	\$ 100,000.00	\$ 123,432.00	\$ 23,432.00	23%
Contracted Services	\$ 17,250.68	\$ 53,932.13	\$ 60,000.00	\$ 82,432.00	\$ 22,432.00	
Instructional Supplies	\$ 16,633.78	\$ 22,254.24	\$ 40,000.00	\$ 41,000.00	\$ 1,000.00	
Personnel	\$ 525,683.22	\$ 484,662.74	\$ 667,691.39	\$ 539,956.21	\$ (127,735.18)	-19%
Administrative	\$ 107,871.71	\$ 117,743.04	\$ 121,547.00	\$ 124,889.54	\$ 3,342.54	
Dist Wide Teaching	\$ 213,461.23	\$ 141,038.07	\$ 280,978.34	\$ 171,690.64	\$ (109,287.70)	
Elementary	\$ 81,386.96	\$ 83,594.88	\$ 113,440.75	\$ 88,637.71	\$ (24,803.04)	
Fringe/Stipends	\$ 11,688.75	\$ 25,426.58	\$ 42,150.00	\$ 42,150.00	\$ -	
Tutors/Translators	\$ 111,274.57	\$ 116,860.17	\$ 109,575.30	\$ 112,588.32	\$ 3,013.02	
Grand Total	\$ 559,567.68	\$ 560,849.11	\$ 767,691.39	\$ 663,388.21	\$ (104,303.18)	-14%

Budget Notes:

- Districtwide teaching and elementary lines appear to be reduced because staff are budgeted to schools instead of centrally; there are no reductions to ML staffing.
- Adding 1.5 ML teachers (budgeted to Carlton, NLIS, Collins)
- Adding 1 DL Pre-K teacher and 1 DL Pre-K paraprofessional to Bentley

Special Education (Districtwide)



Opportunities

Implement new IEP format focused on student transition, family involvement & inclusion

Continue to build & support a robust inclusion model

Provide stronger transition to adult services program for students with disabilities

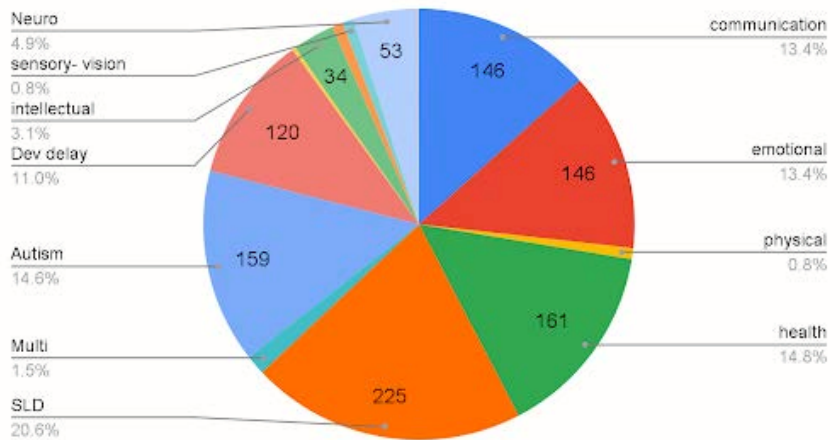
Support the growing intensive developmental & related disabilities population

Explore regional programs to expand offerings and support Salem students in the least restrictive environment

Expand tuition opportunities from surrounding districts

The Special Education Department works to support student growth in a way that promotes equity & removes barriers to learning.

Disability Type



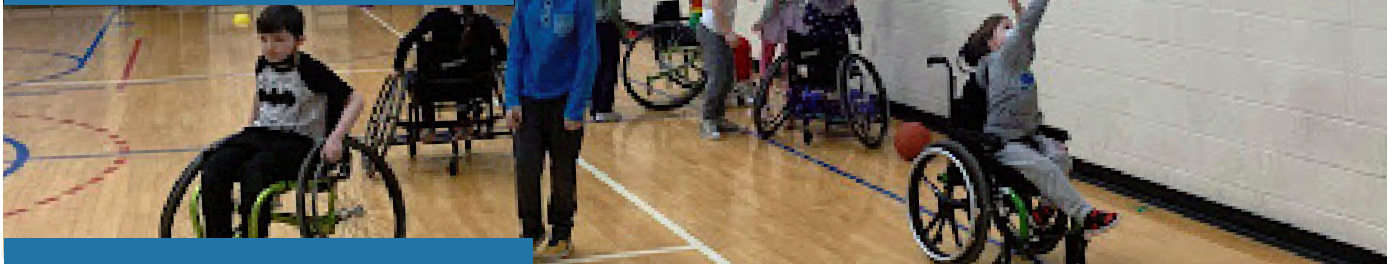
1091 students with an Individualized Education Plan

Enrollment is growing

Since the beginning of the 23-24 school year:

- Students with Autism +29
- Students with health concerns +24
- Students with developmental delays +19

Special Education (Districtwide)



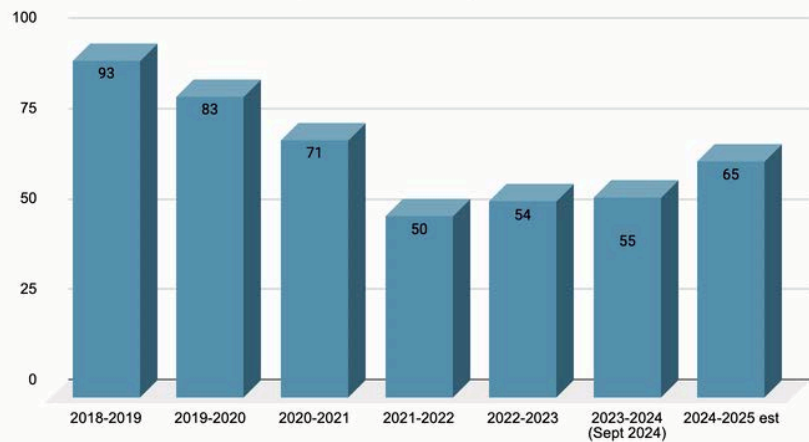
The number of students in out-of-district placements is growing.

Total costs for out-of-district tuitions are expected to rise by nearly \$2 million.

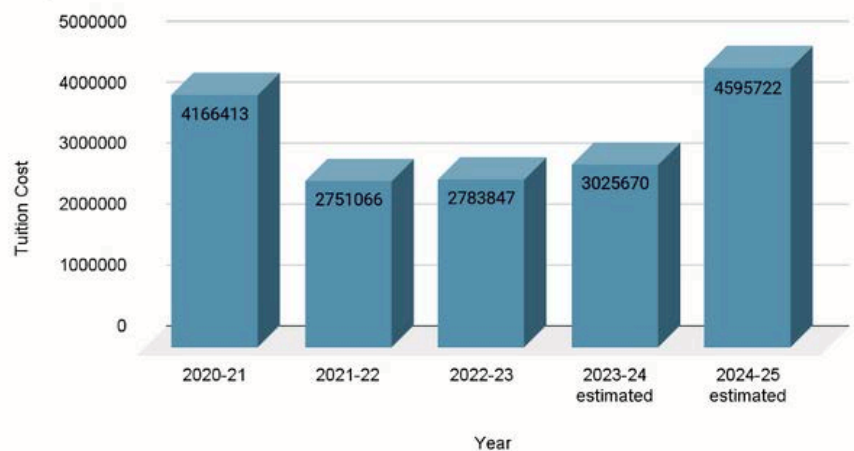
Costs for transportation are rising.

Out-of-District Students

Out of District Students (EOY numbers)



Expended and Estimated Private and Collaborative Tuition



Special Education (Districtwide)

FY25 Budget

Expense	FY2025					\$ Change	% Change
	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	RECOMMENDED			
Expense	\$ 4,465,378.03	\$ 4,950,603.85	\$ 5,235,677.82	\$ 9,771,766.42	\$ 4,536,088.60	43%	
Computer Software	\$ -	\$ 2,976.01	\$ 3,000.00	\$ 4,000.00	\$ 1,000.00		
Contracted Services	\$ 332,599.96	\$ 386,052.17	\$ 425,000.00	\$ 425,000.00	\$ -		
Education Evaluation	\$ 27,243.98	\$ 34,586.22	\$ 35,000.00	\$ 40,000.00	\$ 5,000.00		
Educational Training	\$ 12,065.92	\$ 14,359.82	\$ 28,000.00	\$ 40,000.00	\$ 12,000.00		
Equipment	\$ 23,292.96	\$ 14,624.00	\$ 22,000.00	\$ 31,000.00	\$ 9,000.00		
Instructional Supplies	\$ 21,855.41	\$ 27,733.70	\$ 30,250.00	\$ 40,000.00	\$ 9,750.00		
Medical Contractual	\$ 135,087.79	\$ 227,207.38	\$ 280,000.00	\$ 295,000.00	\$ 15,000.00		
Office Supplies	\$ 4,602.77	\$ 3,941.80	\$ 5,200.00	\$ 4,200.00	\$ (1,000.00)		
Other Expenses	\$ 532.70	\$ 1,173.91	\$ 1,200.00	\$ 1,600.00	\$ 400.00		
Tuition-Private	\$ 1,553,312.72	\$ 2,076,399.31	\$ 2,118,427.00	\$ 5,034,397.42	\$ 2,915,970.42		
Tuition-Collaborative	\$ 1,197,754.10	\$ 707,448.96	\$ 577,537.82	\$ 1,930,785.00	\$ 1,353,247.18		
Out of District Special Ed Transportation	\$ 631,602.22	\$ 876,532.30	\$ 1,133,161.00	\$ 1,105,650.00	\$ (27,511.00)		
In-District Special Ed Transportation	\$ 525,427.50	\$ 577,568.27	\$ 576,902.00	\$ 820,134.00	\$ 243,232.00		
Personnel	\$ 1,827,948.21	\$ 1,242,959.61	\$ 1,184,360.89	\$ 1,335,930.65	\$ 151,569.76	13%	
Administrative	\$ 273,568.89	\$ 274,202.47	\$ 226,970.07	\$ 275,219.74	\$ 48,249.67		
Clerical	\$ 110,115.70	\$ 109,402.19	\$ 110,773.00	\$ 118,150.61	\$ 7,377.61		
Dist Wide Teaching	\$ 870,747.80	\$ 445,268.80	\$ 410,287.82	\$ 473,974.61	\$ 63,686.79		
Extended Year Salary	\$ -	\$ 202,575.35	\$ 250,000.00	\$ 257,500.00	\$ 7,500.00		
Fringe/Stipends	\$ 241,939.65	\$ 2,976.54	\$ 25,000.00	\$ 25,000.00	\$ -		
Nurses	\$ -	\$ -	\$ -	\$ 62,710.45	\$ 62,710.45		
Substitute Teachers	\$ 102,877.45	\$ 78,478.38	\$ 75,000.00	\$ 80,000.00	\$ 5,000.00		
Transportation	\$ 192,816.67	\$ 100,973.38	\$ 61,330.00	\$ 43,375.24	\$ (17,954.76)		
Tutors	\$ 35,882.05	\$ 29,082.50	\$ 25,000.00	\$ -	\$ (25,000.00)		
Grand Total	\$ 6,293,326.24	\$ 6,193,563.46	\$ 6,420,038.71	\$ 11,107,697.07	\$ 4,687,658.36	37%	

Budget Notes:

- The actual increase in tuitions is 22%; the FY24 budgeted amount already assumes the Circuit Breaker offset. The FY25 amount does not already include the Circuit Breaker annual offset so that we can show true costs.
- 10 additional students have out-of-district placements; they have already arrived in Salem but FY25 will be the first year in which SPS is responsible for their full tuition
- Tuitions will increase between 4.69%-14%, depending on the placement
- In-district transportation is projected to increase by \$243,232, due to an increase in the number of vehicles that will be needed and also the rising cost of bus monitors.

Student Support Services & Health



In FY25, we will:
 Continue to meet the complex social, emotional, & mental health needs of students

SEL (Restorative Practices) *Maintain momentum for building restorative practices*

Physical & Mental Health Services: *Build systems for tracking & reporting on student health*

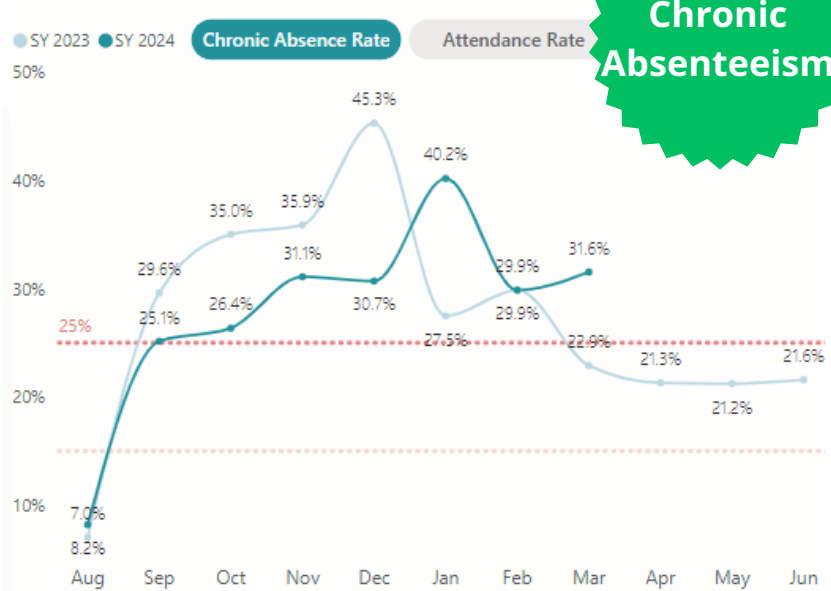
Behavior Specialists (now Engagement Specialists) *Work to define the role*

Attendance: *Continue to reduce student & staff absenteeism*

Successes in FY24

- Expanded Cartwheel partnership to serve 250 students with rapid access to tele-health
- Reduced district-wide chronic absenteeism by 5.5%
- Increased time on learning by reducing unnecessary health office visits
- Increased restorative practices & decreased exclusionary measures
- Re-energized the Wellness Committee
- Continued mental health screening for grades 6 & 9
- Prioritized school-based attention to routines & expectations for adults & students to foster safety & belonging

Chronic Absence Rate by Month



Student Support Services & Health

FY25 Budget

	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 RECOMMENDED	\$ Change	% Change
Health Services	\$ 344,246.65	\$ 294,266.99	\$ 255,538.88	\$ 364,038.17	\$ 108,499.29	30%
Expense	\$ 25,170.73	\$ 44,305.77	\$ 44,700.00	\$ 57,600.00	\$ 12,900.00	29%
Contracted Services	\$ 15,610.94	\$ 15,450.00	\$ 20,000.00	\$ 36,100.00	\$ 16,100.00	
Equipment	\$ -	\$ 2,421.75	\$ 3,000.00	\$ 3,000.00	\$ -	
Instructional Supplies	\$ 630.53	\$ 59.59	\$ 1,500.00	\$ -	\$ (1,500.00)	
Office Supplies	\$ 769.44	\$ 1,181.31	\$ 1,700.00	\$ 1,500.00	\$ (200.00)	
Other Expenses	\$ -	\$ 3,371.95	\$ 2,000.00	\$ 2,000.00	\$ -	
Professional Development	\$ -	\$ -	\$ 1,500.00	\$ -	\$ (1,500.00)	
Med & Surgical Supplies	\$ 8,159.82	\$ 21,821.17	\$ 15,000.00	\$ 15,000.00	\$ -	
Personnel	\$ 319,075.92	\$ 249,961.22	\$ 210,838.88	\$ 306,438.17	\$ 95,599.29	45%
Administrative	\$ 116,823.98	\$ 127,368.88	\$ 122,738.00	\$ 123,609.74	\$ 871.74	
Nurses	\$ 187,105.75	\$ 115,821.09	\$ 73,900.88	\$ 173,828.43	\$ 99,927.55	
Salaries-Full Time	\$ (0.06)	\$ -	\$ -	\$ -	\$ -	
Stipends	\$ -	\$ -	\$ 4,000.00	\$ 4,000.00	\$ -	
Substitutes Nurse	\$ 15,146.25	\$ 6,771.25	\$ 10,200.00	\$ 5,000.00	\$ (5,200.00)	
Student & Family Supports	\$ 1,626,105.17	\$ 2,259,629.57	\$ 1,494,143.51	\$ 1,776,669.41	\$ 282,525.90	16%
Expense	\$ 877,863.35	\$ 1,437,146.65	\$ 969,500.00	\$ 1,294,389.00	\$ 324,889.00	34%
Contract Services	\$ -	\$ 248,200.19	\$ 125,000.00	\$ 150,000.00	\$ 25,000.00	
Contracted Services	\$ 75,408.90	\$ -	\$ -	\$ -	\$ -	
Dare/Juvenile	\$ -	\$ -	\$ -	\$ -	\$ -	
Educational Training/Pd	\$ -	\$ 35,437.57	\$ 12,000.00	\$ 10,000.00	\$ (2,000.00)	
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	
Homeless Transportation	\$ 798,117.28	\$ 1,130,688.38	\$ 800,000.00	\$ 1,100,389.00	\$ 300,389.00	
Instructional Supplies	\$ -	\$ -	\$ 5,000.00	\$ 32,000.00	\$ 27,000.00	
Office Supplies	\$ 4,337.17	\$ 2,943.79	\$ 2,000.00	\$ 2,000.00	\$ -	
Text/Instructional Materials	\$ -	\$ 19,876.72	\$ 25,500.00	\$ -	\$ (25,500.00)	
Personnel	\$ 748,241.82	\$ 822,482.92	\$ 524,643.51	\$ 482,280.41	\$ (42,363.10)	-8%
Administrative	\$ 382,285.93	\$ 449,165.93	\$ 367,149.88	\$ 379,642.70	\$ 12,492.82	
Clerical	\$ 51,372.59	\$ 30,932.00	\$ -	\$ -	\$ -	
Dist Wide Teaching	\$ 138,594.12	\$ 104,742.42	\$ 84,557.38	\$ -	\$ (84,557.38)	
Family Engagement Facilitator	\$ 55,846.52	\$ 60,965.06	\$ -	\$ -	\$ -	
Non-Inst Supervisor	\$ 70,791.65	\$ 70,223.75	\$ -	\$ -	\$ -	
Salaries-Full Time	\$ 1,122.77	\$ 41,013.84	\$ 60,936.25	\$ -	\$ (60,936.25)	
Stipends	\$ -	\$ -	\$ 12,000.00	\$ 12,000.00	\$ -	
Translation Services	\$ 48,228.24	\$ 65,439.92	\$ -	\$ 90,637.71	\$ 90,637.71	
Grand Total	\$ 1,970,351.82	\$ 2,553,896.56	\$ 1,749,682.39	\$ 2,140,707.58	\$ 391,025.19	22%

Budget Notes:

- Contracted services includes additional funds for the SNAP Health Platform that will systematize student health data & allow staff to support student health & wellness
- .5 of 1 float nurse's salary was funded on a grant that has ended so this portion of her salary will be added to the general fund to ensure that schools always have access to a nurse
- Homeless transportation is increasing by \$300,389 (38%); in FY24 Emergency Migrant funds subsidized this expense (Salem received \$682,000 through this fund and roughly \$400,000 was budgeted to offset transportation costs.) These funds have ended so our costs are expected to increase significantly
- 1 attendance & outreach position will be eliminated

Operations & Maintenance



Major Cost Drivers

- Utilities
- Supplies
- Maintenance/ Preventative Maintenance

.....

- 13 Regular Day Buses & Monitors
- Software for Routing, Attendance & Tracking

Facilities & Grounds staff clean & serve in 9 buildings with 1.3 million square feet of building space and 160 acres of outdoor space

- 30 custodians
- 1 HVAC technician
- 1 maintenance technician
- 1 custodial/ maintenance foreperson
- 3 groundskeepers/maintenance

Transportation: 2.5 staff oversee school day transportation for all students, including special education, homeless transportation, late runs, field trips, athletics

- **1455 daily riders** on 13 regular day big buses
- **215 daily riders** on 9 small buses, 1 wheelchair van
- 163 field trips arranged
- 123 7D/MFSAB vehicle requests

Operations & Maintenance

FY25 Budget



	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 RECOMMENDED	\$ Change	% Change
Buildings and Grounds	\$ 4,184,215.56	\$ 4,655,713.51	\$ 5,160,677.24	\$ 5,657,663.50	\$ 496,986.26	9%
Expense	\$ 2,106,616.24	\$ 2,546,860.20	\$ 2,791,145.00	\$ 2,977,507.32	\$ 186,362.32	7%
Building Maintenance	\$ 183,447.03	\$ 216,926.51	\$ 235,067.00	\$ 206,451.00	\$ (28,616.00)	
Contracted Services	\$ 61,388.40	\$ 147,265.86	\$ 110,000.00	\$ 115,500.00	\$ 5,500.00	
Custodial Supplies	\$ 66,599.97	\$ 72,816.16	\$ 90,000.00	\$ 90,000.00	\$ -	
Electricity	\$ 886,836.89	\$ 1,099,465.00	\$ 1,129,500.00	\$ 1,270,040.00	\$ 140,540.00	
Ground Maintenance	\$ 55,654.37	\$ 81,216.80	\$ 88,315.00	\$ 93,000.00	\$ 4,685.00	
Inspections And Testing	\$ 51,710.90	\$ 53,617.93	\$ 145,000.00	\$ 153,000.00	\$ 8,000.00	
Natural Gas	\$ 446,860.06	\$ 428,377.76	\$ 467,312.00	\$ 518,716.32	\$ 51,404.32	
New Equipment	\$ 2,963.00	\$ 934.42	\$ 8,500.00	\$ 6,000.00	\$ (2,500.00)	
Office Supplies	\$ 275.39	\$ 269.55	\$ 750.00	\$ 750.00	\$ -	
Other Expenses	\$ 28,459.59	\$ 27,710.74	\$ 30,000.00	\$ 30,000.00	\$ -	
Preventative Maintenance	\$ 154,016.58	\$ 190,558.68	\$ 236,250.00	\$ 240,000.00	\$ 3,750.00	
Rental & Lease	\$ 5,040.00	\$ 1,909.99	\$ 8,201.00	\$ 5,000.00	\$ (3,201.00)	
Security	\$ 9,351.25	\$ 11,449.32	\$ 36,000.00	\$ 37,800.00	\$ 1,800.00	
Snow Removal	\$ -	\$ 4,909.65	\$ 10,000.00	\$ 10,000.00	\$ -	
Telephone	\$ 97,347.41	\$ 124,872.19	\$ 115,000.00	\$ 115,000.00	\$ -	
Equip Maintenance	\$ 1,625.50	\$ 23,517.66	\$ 5,000.00	\$ 5,250.00	\$ 250.00	
Maintenance Supplies	\$ 43,983.70	\$ 52,646.24	\$ 56,250.00	\$ 60,000.00	\$ 3,750.00	
Groundskeeping Supplies	\$ 11,056.20	\$ 8,395.74	\$ 20,000.00	\$ 21,000.00	\$ 1,000.00	
Personnel	\$ 2,077,599.32	\$ 2,108,853.31	\$ 2,369,532.24	\$ 2,680,156.18	\$ 310,623.94	13%
Clerical	\$ 60,396.80	\$ 56,455.04	\$ 58,678.80	\$ 65,261.36	\$ 6,582.56	
Custodial	\$ 1,547,724.79	\$ 1,508,203.54	\$ 1,702,808.56	\$ 1,788,311.19	\$ 85,502.63	
Custodial Detail	\$ -	\$ -	\$ 30,000.00	\$ 30,000.00	\$ -	
Maintenance	\$ 183,831.45	\$ 282,124.47	\$ 327,253.80	\$ 406,320.33	\$ 79,066.53	
Non-Inst Supervisor	\$ 102,980.73	\$ 111,999.94	\$ 115,791.08	\$ 255,263.30	\$ 139,472.22	
Overtime (General)	\$ 164,236.80	\$ 116,891.97	\$ 100,000.00	\$ 100,000.00	\$ -	
Seasonal Staff	\$ 18,428.75	\$ 33,178.35	\$ 35,000.00	\$ 35,000.00	\$ -	
Transportation	\$ 1,329,291.04	\$ 1,528,882.16	\$ 1,618,462.75	\$ 1,814,137.79	\$ 195,675.04	11%
Expense	\$ 1,219,677.46	\$ 1,324,322.37	\$ 1,417,458.75	\$ 1,545,590.00	\$ 128,131.25	9%
Contracted Services	\$ -	\$ 11,784.07	\$ 62,860.00	\$ 42,000.00	\$ (20,860.00)	
Office Supplies	\$ 395.00	\$ 585.90	\$ 2,500.00	\$ 3,000.00	\$ 500.00	
Pupil Transportation	\$ 1,077,788.89	\$ 1,169,066.00	\$ 1,143,558.00	\$ 1,500,590.00	\$ 357,032.00	
Salaries-Part Time	\$ 120,242.38	\$ 121,243.81	\$ 168,540.75	\$ -	\$ (168,540.75)	
Vehicle Repair And Maintenance	\$ 21,251.19	\$ 21,642.59	\$ 40,000.00	\$ -	\$ (40,000.00)	
Personnel	\$ 109,613.58	\$ 204,559.79	\$ 201,004.00	\$ 268,547.79	\$ 67,543.79	34%
Clerical	\$ 56,504.18	\$ 57,693.08	\$ 52,229.00	\$ 83,782.66	\$ 31,553.66	
Non-Inst Supervisor	\$ 65,647.04	\$ 72,499.96	\$ 80,025.00	\$ 98,640.00	\$ 18,615.00	
Overtime (General)	\$ 132.43	\$ 8,703.39	\$ 4,000.00	\$ 24,000.00	\$ 20,000.00	
Transportation	\$ (12,670.07)	\$ 65,663.36	\$ 64,750.00	\$ 62,125.13	\$ (2,624.87)	
Grand Total	\$ 5,513,506.60	\$ 6,184,595.67	\$ 6,779,139.99	\$ 7,471,801.29	\$ 692,661.30	9%

Budget Notes:

- The largest increases are the cost of **electricity** (+140,540) , and the increase in **regular day transportation** (+\$357,023, due to the annual escalator in our transportation contract and the 46% increase in the cost of bus monitors).
- Security costs are increasing, and we are looking to fund those with grants.



BATES ELEMENTARY

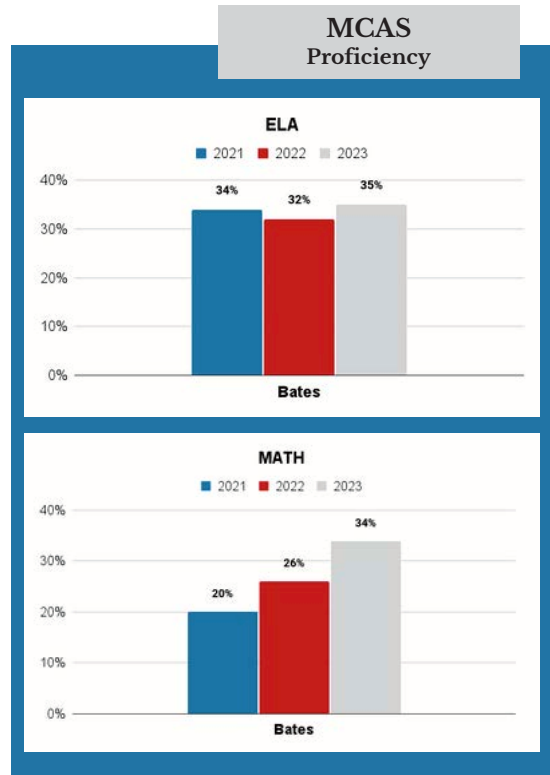
BELIEVE. BE YOU. BELONG.



Principal:
 Susan Faria-Smith
 Assistant Principal:
 Craig Macarelli

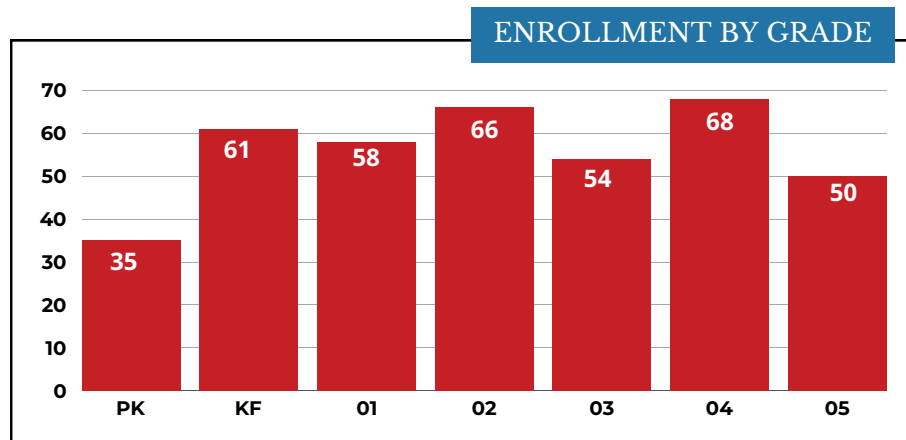
Grades PreK-5
spsbates.salemk12.org

FY2024 enrollment:
 397
 FY25 projected enrollment:
 405



Source : Department of Elementary and Secondary Education

Student Day:
 6 hours, 5 minutes

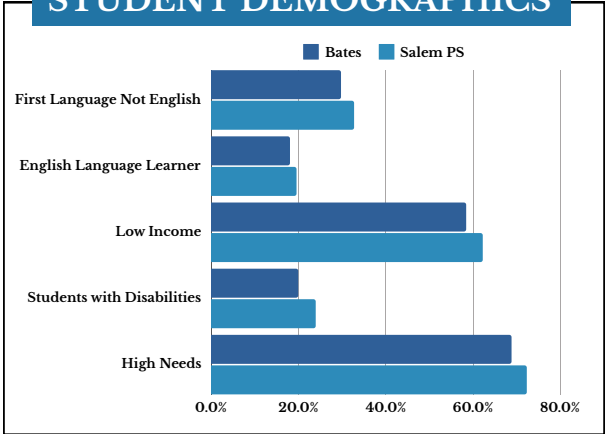


Source : Department of Elementary and Secondary Education - FY23-24

STUDENTS

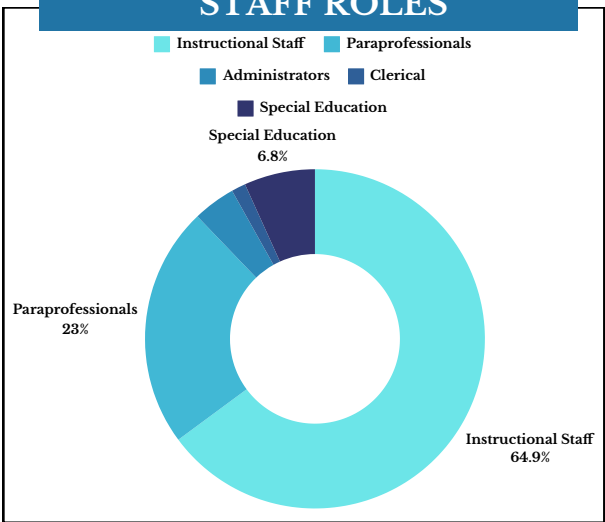
STAFF

STUDENT DEMOGRAPHICS



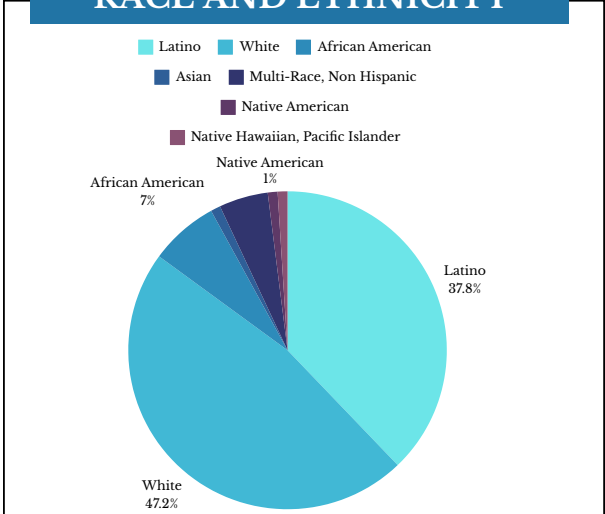
Source : Department of Elementary and Secondary Education

STAFF ROLES



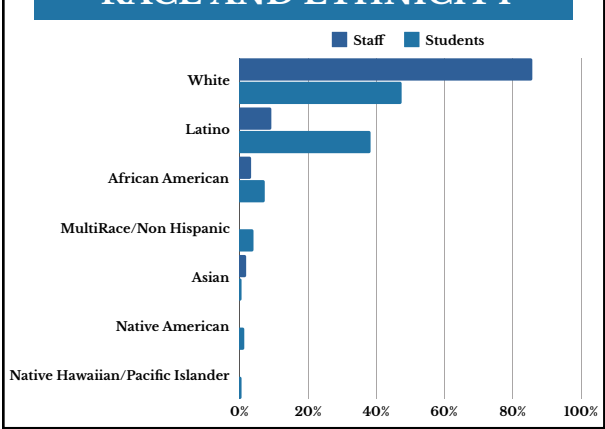
Source: Open Architects

RACE AND ETHNICITY



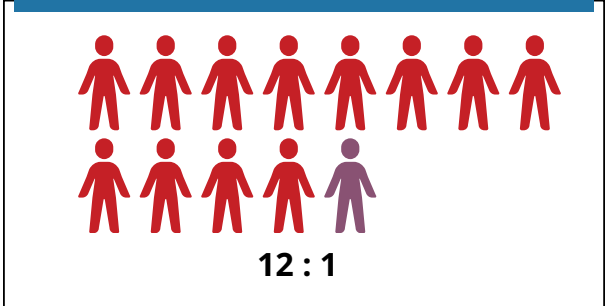
Source : Department of Elementary and Secondary Education

RACE AND ETHNICITY

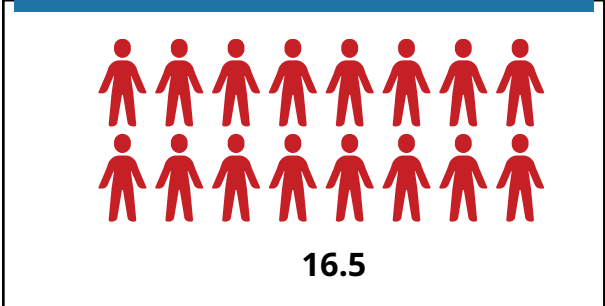


Source : Department of Elementary and Secondary Education

STUDENT TO TEACHER RATIO



AVERAGE CLASS SIZE



FY25 Budget

Expense	FY2025					
	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	RECOMMENDED	\$ Change	% Change
Expense	\$ 21,454.49	\$ 24,391.50	\$ 41,500.00	\$ 31,500.00	\$ (10,000.00)	-32%
Books-Library	\$ -	\$ -	\$ -	\$ -	\$ -	
Contracted Services	\$ 6,840.50	\$ 9,886.00	\$ 14,000.00	\$ 4,000.00	\$ (10,000.00)	
Dues And Memberships	\$ -	\$ -	\$ -	\$ -	\$ -	
Educational Training	\$ -	\$ 47.97	\$ 2,000.00	\$ 2,000.00	\$ -	
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	
Instructional Software	\$ -	\$ -	\$ -	\$ -	\$ -	
Instructional Supplies	\$ 8,847.80	\$ 11,544.61	\$ 15,000.00	\$ 15,000.00	\$ -	
Office Supplies	\$ 2,090.63	\$ 1,968.51	\$ 2,500.00	\$ 2,500.00	\$ -	
School Leadership Expense	\$ 138.56	\$ 944.41	\$ 4,000.00	\$ 4,000.00	\$ -	
Staff/Student Devices	\$ -	\$ -	\$ -	\$ -	\$ -	
Technology Equipment	\$ 3,537.00	\$ -	\$ 4,000.00	\$ 4,000.00	\$ -	
Textbooks	\$ -	\$ -	\$ -	\$ -	\$ -	
Personnel	\$ 3,204,157.13	\$ 3,474,703.41	\$ 3,544,455.83	\$ 3,715,428.73	\$ 170,972.90	5%
Adjustment Counselor	\$ 149,423.10	\$ 154,879.98	\$ 161,760.85	\$ 169,223.77	\$ 7,462.92	
Administrative	\$ 213,235.82	\$ 238,617.88	\$ 231,965.50	\$ 234,012.91	\$ 2,047.41	
Behavior Specialists	\$ 42,486.05	\$ 33,069.96	\$ 45,161.52	\$ 39,591.32	\$ (5,570.20)	
Clerical	\$ 42,609.33	\$ 40,899.40	\$ 42,088.33	\$ 54,390.00	\$ 12,301.67	
Dist Wide Teaching	\$ 305,897.77	\$ 301,636.36	\$ 318,126.44	\$ 328,208.34	\$ 10,081.90	
Elementary	\$ 2,024,590.41	\$ 2,187,124.91	\$ 2,170,346.28	\$ 2,195,602.70	\$ 25,256.42	
Family Engagement Facilitator	\$ 44,054.82	\$ 45,252.26	\$ 48,887.00	\$ 59,471.10	\$ 10,584.10	
Fringe/Stipends	\$ 13,814.52	\$ 23,700.00	\$ 20,050.00	\$ 20,050.00	\$ -	
Nurses	\$ 78,895.98	\$ 85,595.02	\$ 88,069.85	\$ 90,637.71	\$ 2,567.86	
Paraprofessionals	\$ 194,476.37	\$ 240,519.12	\$ 283,879.00	\$ 351,579.69	\$ 67,700.69	
Psychologist	\$ 94,672.96	\$ 123,408.52	\$ 134,121.06	\$ 137,520.53	\$ 3,399.47	
Tutors	\$ -	\$ -	\$ -	\$ 35,140.66	\$ 35,140.66	
Grand Total	\$ 3,225,611.62	\$ 3,499,094.91	\$ 3,585,955.83	\$ 3,746,928.73	\$ 160,972.90	4%

Budget Notes:

- Trading \$10,000 in non-personnel expenses as part of a swap to keep a math tutor (previously funded by ESSER)
- The clerk role has gone from school year to year-round
- Adding 1 building substitute
- Bates already had a behavior specialist funded on the general fund budget



BENTLEY ACADEMY INNOVATION SCHOOL

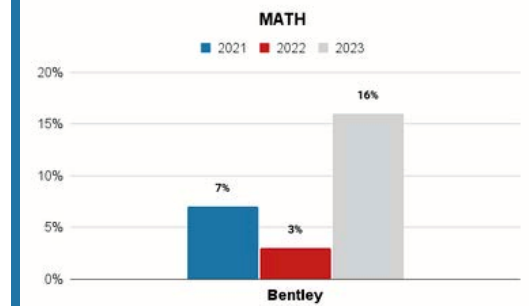
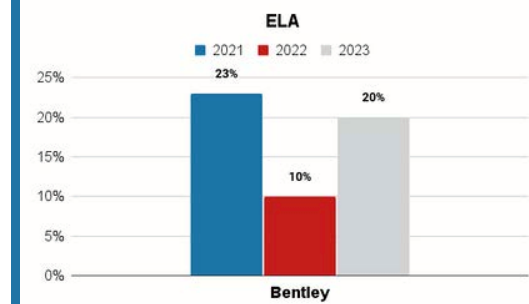


Principal:
Elizabeth Rogers
Dean of Students:
Clifford Exilhomme

Grades PreK-5
spsbentley.salemk12.org

FY2024 enrollment:
270
FY25 projected enrollment:
260

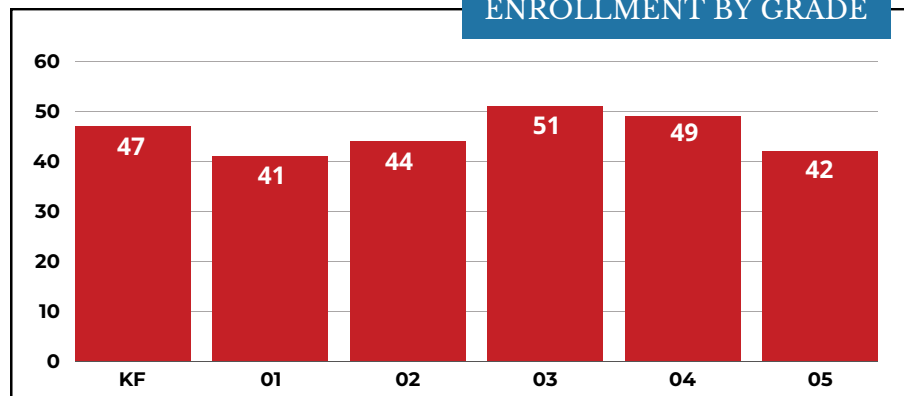
MCAS Proficiency



Source : Department of Elementary and Secondary Education

Student Day:
7 hours

ENROLLMENT BY GRADE

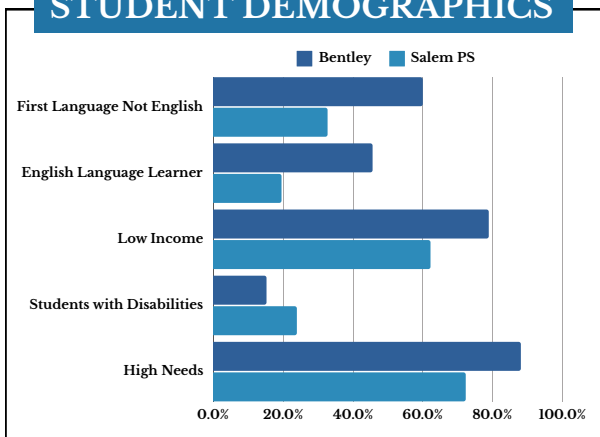


Source : Department of Elementary and Secondary Education - FY23-24

STUDENTS

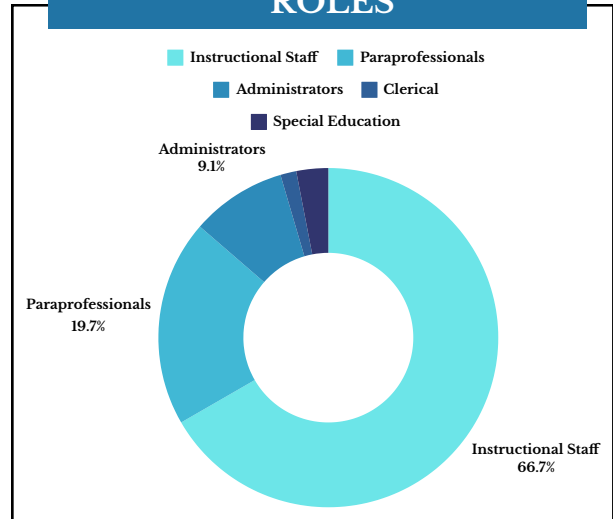
STAFF

STUDENT DEMOGRAPHICS



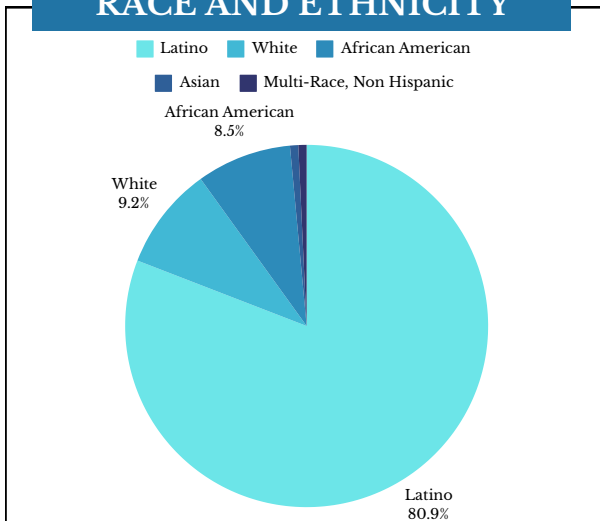
Source : Department of Elementary and Secondary Education

ROLES



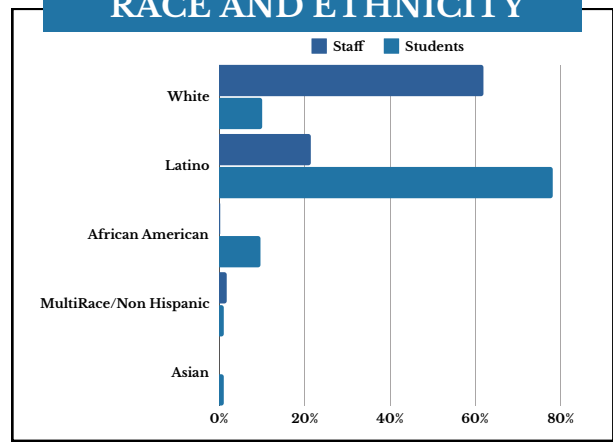
Source: Open Architects

RACE AND ETHNICITY



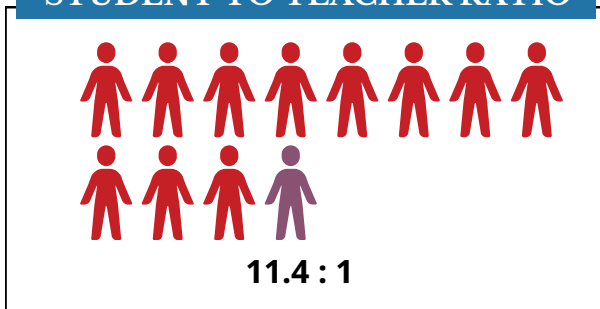
Source : Department of Elementary and Secondary Education

RACE AND ETHNICITY



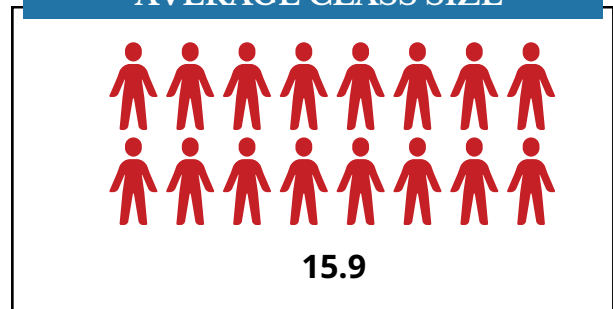
Source : Department of Elementary and Secondary Education

STUDENT TO TEACHER RATIO



Source : Department of Elementary and Secondary Education

AVERAGE CLASS SIZE



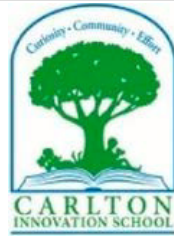
Source : Department of Elementary and Secondary Education

FY25 Budget

Expense	FY2025					
	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	RECOMMENDED	\$ Change	% Change
Expense	\$ 32,846.79	\$ 63,687.30	\$ 75,000.00	\$ 75,000.00	\$ -	0%
Books-Library	\$ -	\$ -	\$ -	\$ -	\$ -	
Contracted Services	\$ 14,468.38	\$ 30,874.84	\$ 45,000.00	\$ 38,000.00	\$ (7,000.00)	
Educational Training	\$ -	\$ -	\$ -	\$ -	\$ -	
Instructional Hardware	\$ -	\$ -	\$ -	\$ -	\$ -	
Instructional Software	\$ -	\$ -	\$ -	\$ -	\$ -	
Instructional Supplies	\$ 16,488.12	\$ 30,412.39	\$ 28,000.00	\$ 35,000.00	\$ 7,000.00	
Office Supplies	\$ 1,890.29	\$ 2,400.07	\$ 2,000.00	\$ 2,000.00	\$ -	
School Leadership	\$ -	\$ -	\$ -	\$ -	\$ -	
Staff/Student Devices	\$ -	\$ -	\$ -	\$ -	\$ -	
Textbooks	\$ -	\$ -	\$ -	\$ -	\$ -	
Personnel	\$ 3,557,953.04	\$ 3,178,280.89	\$ 3,281,981.32	\$ 3,503,825.86	\$ 221,844.54	6%
Adjustment Counselor	\$ 123,721.96	\$ 174,967.86	\$ 195,270.00	\$ 205,559.49	\$ 10,289.49	
Administrative	\$ 354,590.67	\$ 305,181.98	\$ 338,693.40	\$ 369,635.19	\$ 30,941.79	
Clerical	\$ 57,560.92	\$ 52,145.64	\$ 56,035.20	\$ 62,298.16	\$ 6,262.96	
Dist Wide Teaching	\$ 187,907.94	\$ 193,090.84	\$ 158,789.72	\$ 230,075.99	\$ 71,286.27	
Elementary	\$ 2,416,680.55	\$ 2,014,325.41	\$ 1,977,749.43	\$ 2,078,699.19	\$ 100,949.76	
Family Engagement Facilitator	\$ 30,476.49	\$ 53,478.36	\$ 55,146.00	\$ 59,471.10	\$ 4,325.10	
Fringe/Stipends	\$ 15,974.03	\$ 21,970.30	\$ 34,000.00	\$ 34,000.00	\$ -	
Nurses	\$ 74,743.37	\$ 86,681.66	\$ 91,466.04	\$ 97,540.72	\$ 6,074.68	
Paraprofessionals	\$ 296,297.11	\$ 238,706.88	\$ 329,847.03	\$ 201,730.95	\$ (128,116.08)	
Psychologist	\$ -	\$ 37,731.96	\$ 44,984.50	\$ 46,368.85	\$ 1,384.35	
Substitute Teachers	\$ -	\$ -	\$ -	\$ 44,898.22	\$ 44,898.22	
Tutors	\$ -	\$ -	\$ -	\$ 73,548.00	\$ 73,548.00	
Grand Total	\$ 3,590,799.83	\$ 3,241,968.19	\$ 3,356,981.32	\$ 3,578,825.86	\$ 221,844.54	6%

Budget Notes:

- As part of the rollout of the dual language program, Bentley will reduce to two 3rd grade classes
- Elementary teaching is increasing because more teachers were paid from that line than previously budgeted
- Adding a dual language Pre-K teacher and 1 Pre-K para
- Trading 4 paraprofessionals for 1 engagement specialist and 2 full-time bilingual tutors
- Adding 1 building substitute



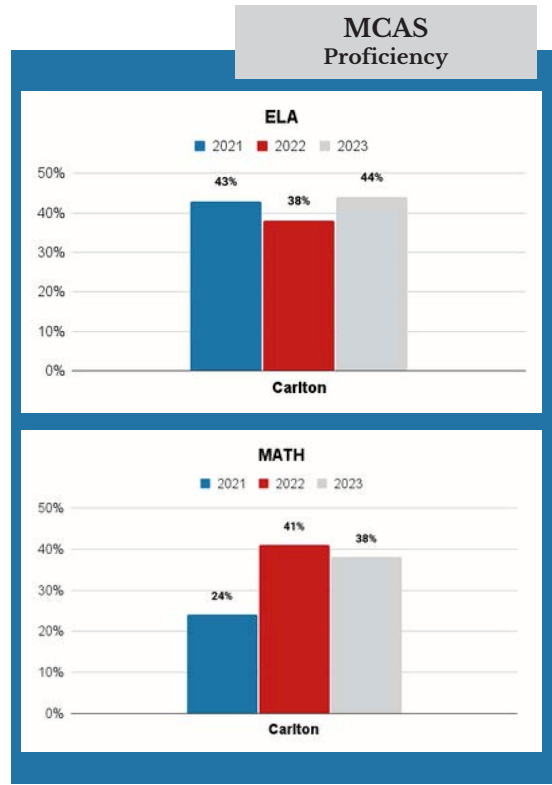
CARLTON INNOVATION SCHOOL



Principal:
 Lauren Weaver
Assistant Principal:
 Merry McKenna

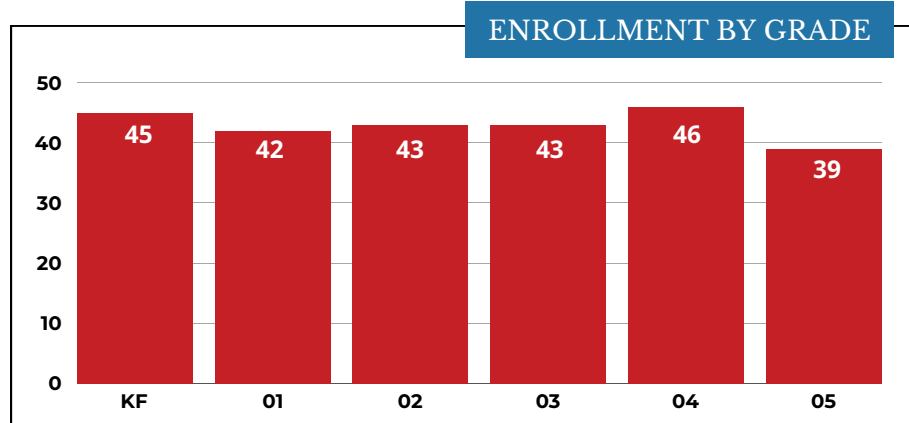
Grades K-5
spscarlton.salemk12.org

FY2024 enrollment:
 254
FY25 projected enrollment:
 263



Source : Department of Elementary and Secondary Education

Student Day:
 6 hours, 5 minutes

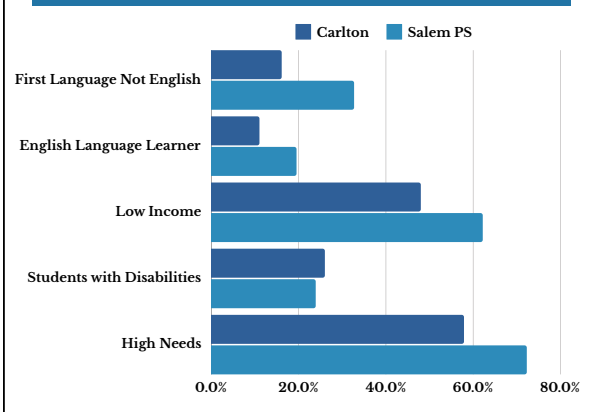


Source : Department of Elementary and Secondary Education - FY23-24

STUDENTS

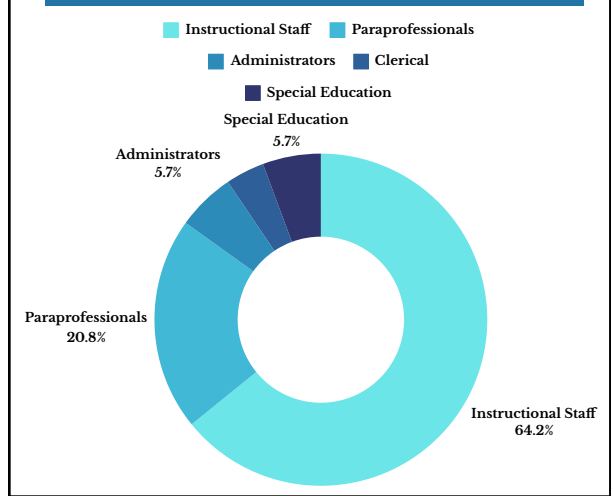
STAFF

STUDENT DEMOGRAPHICS



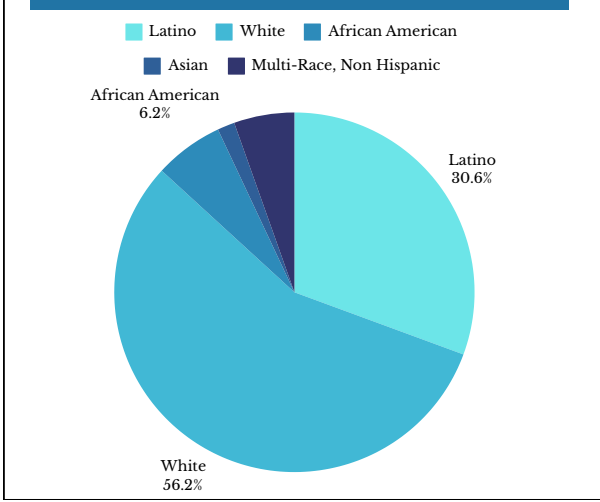
Source : Department of Elementary and Secondary Education

STAFF ROLES



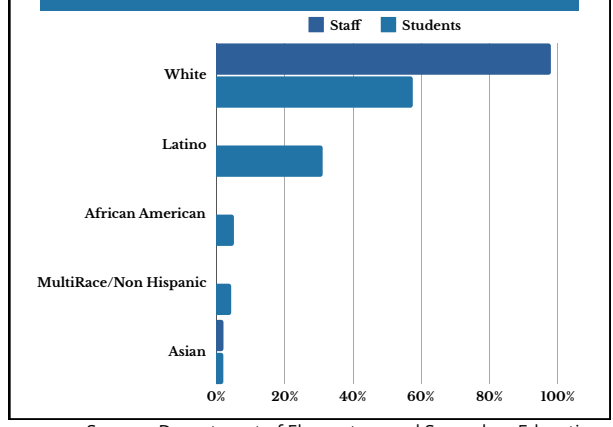
Source: Open Architects

RACE AND ETHNICITY



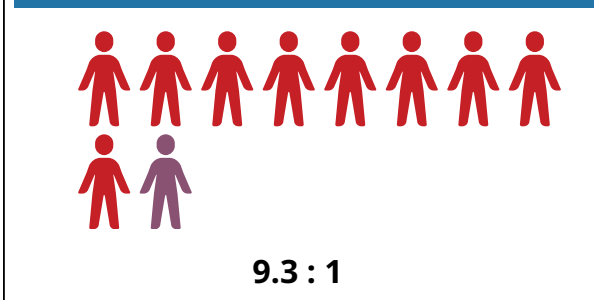
Source : Department of Elementary and Secondary Education

RACE AND ETHNICITY



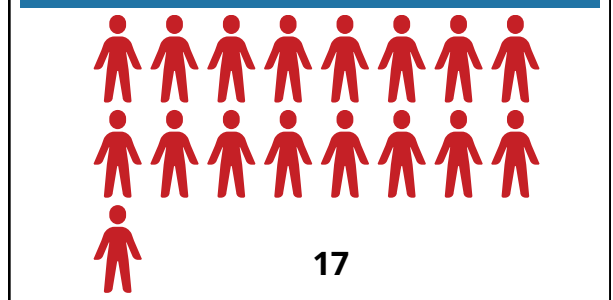
Source : Department of Elementary and Secondary Education

STUDENT TO TEACHER RATIO



Source : Department of Elementary and Secondary Education

AVERAGE CLASS SIZE



Source : Department of Elementary and Secondary Education

FY25 Budget

	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 RECOMMENDED	\$ Change	% Change
Expense	\$ 14,410.34	\$ 18,604.53	\$ 46,700.00	\$ 46,700.00	\$ -	0%
Books-Library	\$ 2,603.30	\$ 1,388.11	\$ 2,500.00	\$ 2,500.00	\$ -	
Contracted Services	\$ 509.32	\$ 5,194.50	\$ 6,000.00	\$ 8,000.00	\$ 2,000.00	
Dues And Memberships	\$ -	\$ -	\$ 1,000.00	\$ 1,000.00	\$ -	
Educational Training	\$ -	\$ -	\$ 10,000.00	\$ 10,000.00	\$ -	
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	
Instructional Software	\$ -	\$ -	\$ -	\$ -	\$ -	
Instructional Supplies	\$ 4,498.03	\$ 7,566.50	\$ 15,000.00	\$ 16,000.00	\$ 1,000.00	
Office Supplies	\$ 1,293.41	\$ 4,413.28	\$ 6,000.00	\$ 6,000.00	\$ -	
School Leadership Expense	\$ 855.78	\$ 42.14	\$ 1,200.00	\$ 1,200.00	\$ -	
Staff/Student Devices	\$ -	\$ -	\$ 3,000.00	\$ 1,000.00	\$ (2,000.00)	
Technology Equipment	\$ 4,650.50	\$ -	\$ 2,000.00	\$ 1,000.00	\$ (1,000.00)	
Textbooks	\$ -	\$ -	\$ -	\$ -	\$ -	
Personnel	\$ 2,811,846.07	\$ 2,954,749.42	\$ 2,934,615.58	\$ 3,233,068.62	\$ 298,453.04	9%
Adjustment Counselor	\$ 180,075.16	\$ 185,785.20	\$ 190,706.00	\$ 196,284.84	\$ 5,578.84	
Administrative	\$ 328,285.50	\$ 337,904.16	\$ 303,562.31	\$ 280,425.34	\$ (23,136.97)	
Clerical	\$ 49,068.78	\$ 45,896.52	\$ 41,056.72	\$ 56,842.33	\$ 15,785.61	
Dist Wide Teaching	\$ 242,776.05	\$ 191,268.83	\$ 168,080.35	\$ 254,119.08	\$ 86,038.73	
Elementary	\$ 1,647,542.50	\$ 1,716,842.98	\$ 1,758,047.00	\$ 1,924,731.04	\$ 166,684.04	
Family Engagement Facilitator	\$ 45,618.04	\$ 49,133.36	\$ 48,887.00	\$ 49,864.23	\$ 977.23	
Fringe/Stipends	\$ 25,751.73	\$ 25,430.00	\$ 26,000.00	\$ 26,000.00	\$ -	
Nurses	\$ 79,794.96	\$ 85,595.02	\$ 84,269.00	\$ 90,637.71	\$ 6,368.71	
Paraprofessionals	\$ 212,933.23	\$ 258,124.77	\$ 267,856.00	\$ 314,763.45	\$ 46,907.45	
Psychologist	\$ 0.12	\$ 37,913.68	\$ 46,151.20	\$ 39,400.60	\$ (6,750.60)	
Tutors	\$ -	\$ 20,854.90	\$ -	\$ -	\$ -	
Grand Total	\$ 2,826,256.41	\$ 2,973,353.95	\$ 2,981,315.58	\$ 3,279,768.62	\$ 298,453.04	9%

Budget Notes:

- Trading .5 reading specialist for an engagement specialist
- Districtwide teaching appears to be increasing because in FY24 an existing position was budgeted as a non-personnel expense and has been since filled as personnel role
- Adding a .5 ML teacher
- Adding 1 building substitute



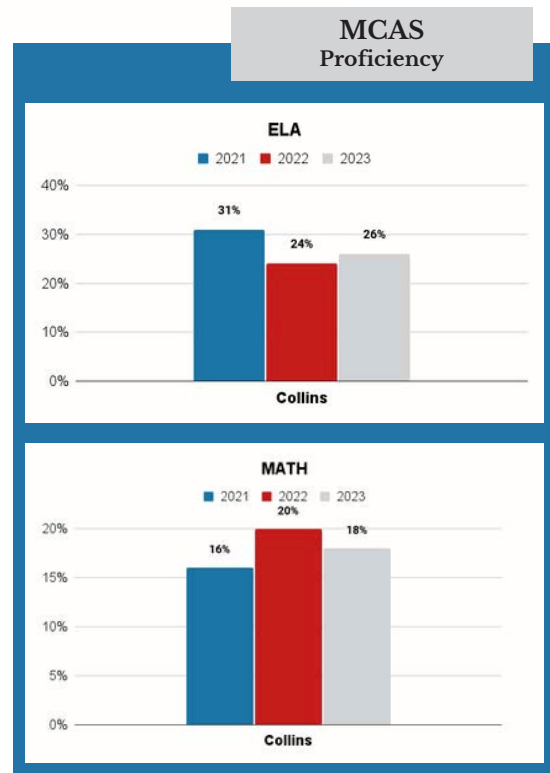
COLLINS MIDDLE SCHOOL



Principal:
Gavin Softic
Assistant Principals:
Johanny Canada-Hlatshwayo,
Shamus Mruk

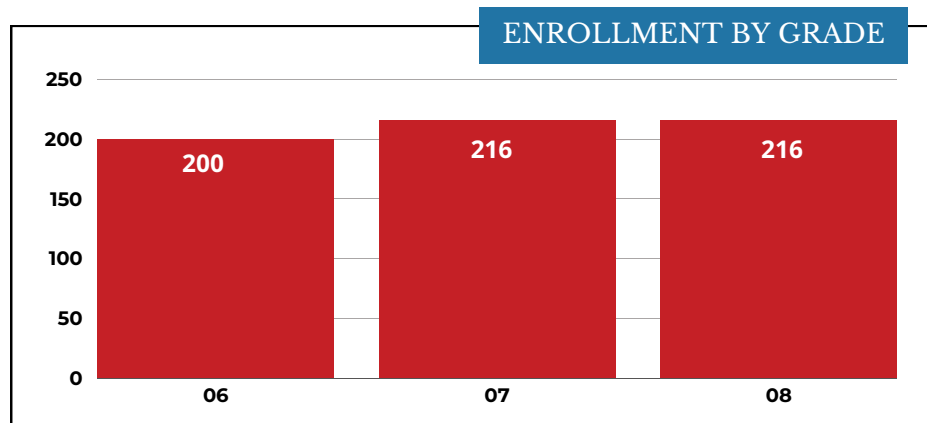
Grades 6-8
spcollins.salemk12.org

FY2024 enrollment:
625
FY25 projected enrollment:
606



Source : Department of Elementary and Secondary Education

Student day:
7 hours

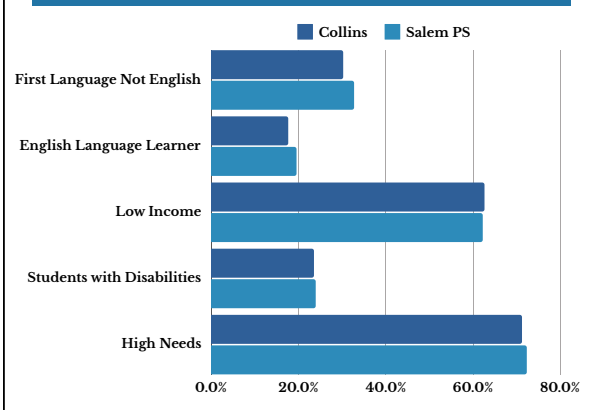


Source : Department of Elementary and Secondary Education - FY23-24

STUDENT

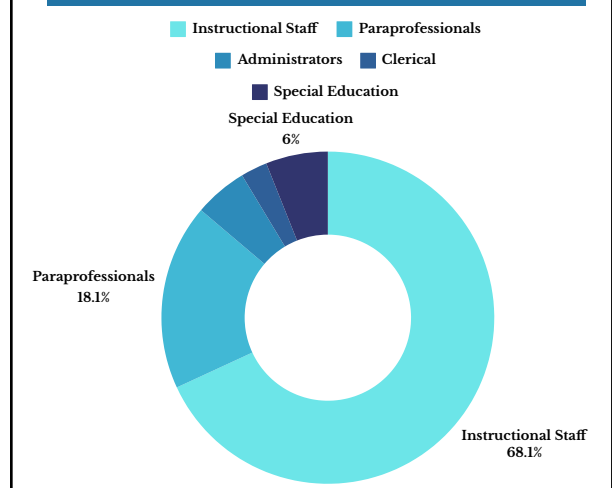
STAFF

STUDENT DEMOGRAPHICS



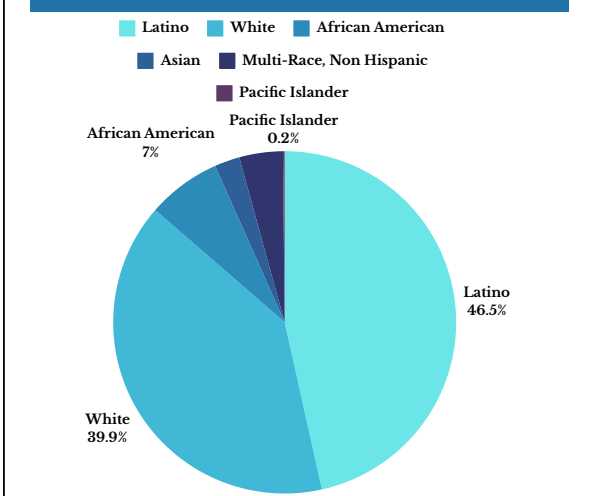
Source : Department of Elementary and Secondary Education

STAFF ROLES



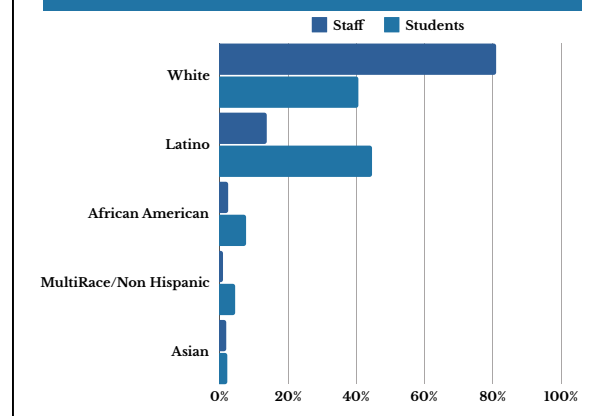
Source: Open Architects

RACE AND ETHNICITY



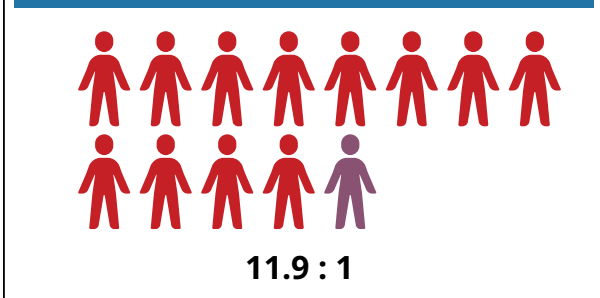
Source : Department of Elementary and Secondary Education

RACE AND ETHNICITY



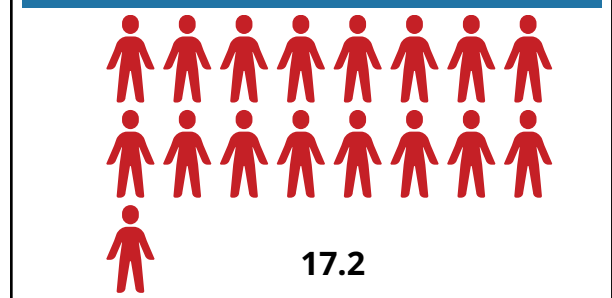
Source : Department of Elementary and Secondary Education

STUDENT TO TEACHER RATIO



Source : Department of Elementary and Secondary Education

AVERAGE CLASS SIZE



Source : Department of Elementary and Secondary Education

FY25 Budget

Expense	FY2025					
	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	RECOMMENDED	\$ Change	% Change
Expense	\$ 61,503.41	\$ 75,497.43	\$ 86,200.00	\$ 86,200.00	\$ -	0%
Books-Library	\$ 8,171.37	\$ 5,834.62	\$ 8,300.00	\$ 8,300.00	\$ -	
Contracted Services	\$ 12,987.98	\$ 4,875.00	\$ 12,500.00	\$ 12,500.00	\$ -	
Dues And Sub	\$ 1,889.00	\$ 1,841.67	\$ 1,900.00	\$ 1,900.00	\$ -	
Educational Training	\$ -	\$ -	\$ -	\$ -	\$ -	
Equipment	\$ 7,846.14	\$ 14,944.70	\$ 10,000.00	\$ 10,000.00	\$ -	
Instructional Hardware	\$ -	\$ -	\$ -	\$ -	\$ -	
Instructional Software	\$ 1,492.00	\$ -	\$ 5,000.00	\$ 5,000.00	\$ -	
Instructional Supplies	\$ 16,656.14	\$ 33,082.53	\$ 31,000.00	\$ 31,000.00	\$ -	
Misc Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	
Office Supplies	\$ 12,460.78	\$ 14,918.91	\$ 17,500.00	\$ 17,500.00	\$ -	
Printing And Binding	\$ -	\$ -	\$ -	\$ -	\$ -	
School Leadership Expense	\$ -	\$ -	\$ -	\$ -	\$ -	
Staff/Student Devices	\$ -	\$ -	\$ -	\$ -	\$ -	
Personnel	\$ 6,496,958.31	\$ 6,807,443.29	\$ 7,099,376.60	\$ 7,442,022.70	\$ 342,646.10	5%
Adjustment Counselor	\$ 388,568.91	\$ 442,394.27	\$ 437,970.00	\$ 438,154.93	\$ 184.93	
Administrative	\$ 563,677.62	\$ 520,669.75	\$ 551,209.20	\$ 561,727.19	\$ 10,517.99	
Behavior Specialists	\$ 49,693.97	\$ 50,585.37	\$ 100,033.30	\$ 103,180.57	\$ 3,147.27	
Clerical	\$ 56,135.38	\$ 52,294.12	\$ 50,908.40	\$ 56,827.88	\$ 5,919.48	
Co-Curric/Athletic Stipends	\$ 18,075.00	\$ 9,397.50	\$ 13,000.00	\$ 13,000.00	\$ -	
Dist Wide Teaching	\$ 250,037.01	\$ 209,123.16	\$ 215,175.20	\$ 380,987.76	\$ 165,812.56	
Family Engagement Facilitator	\$ 51,920.60	\$ 54,289.62	\$ 58,305.00	\$ 59,471.10	\$ 1,166.10	
Fringe/Stipends	\$ 21,762.78	\$ 33,936.25	\$ 34,000.00	\$ 34,000.00	\$ -	
Middle School	\$ 4,436,251.56	\$ 4,669,570.61	\$ 4,827,658.70	\$ 4,800,794.79	\$ (26,863.91)	
Nurses	\$ 83,584.84	\$ 105,092.40	\$ 161,094.00	\$ 147,169.63	\$ (13,924.37)	
Paraprofessionals	\$ 494,877.15	\$ 508,241.92	\$ 459,510.10	\$ 572,015.88	\$ 112,505.78	
Psychologist	\$ 50,975.89	\$ 135,031.71	\$ 155,899.70	\$ 90,537.71	\$ (65,361.99)	
Salaries-Full Time	\$ -	\$ -	\$ -	\$ 9,964.75	\$ 9,964.75	
Substitute Teachers	\$ -	\$ -	\$ -	\$ 137,396.80	\$ 137,396.80	
Tutors	\$ 31,397.60	\$ 16,816.61	\$ 34,613.00	\$ 36,793.71	\$ 2,180.71	
Grand Total	\$ 6,558,461.72	\$ 6,882,940.72	\$ 7,185,576.60	\$ 7,528,222.70	\$ 342,646.10	5%

Budget Notes:

- Cutting 3 teaching positions
- Trading a TSP Coordinator for a Dean of Culture and Climate
- Trading a teaching position for 2 engagement specialists
- Keeping 2 building substitutes



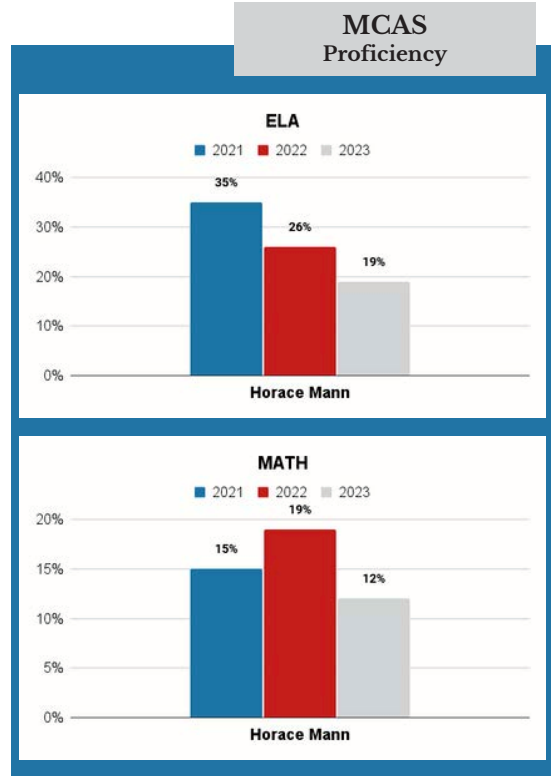
HORACE MANN LABORATORY SCHOOL



Principal:
Jill Tully
Assistant Principal:
Meghann McCarthy

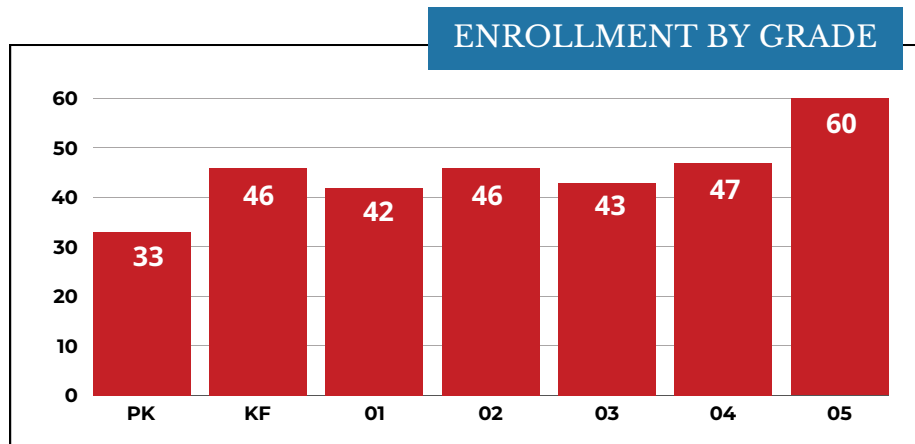
Grades PreK-5
spshmann.salemk12.org

FY2024 enrollment:
307
FY25 projected enrollment:
302



Source : Department of Elementary and Secondary Education

Student Day:
6 hours, 5 minutes

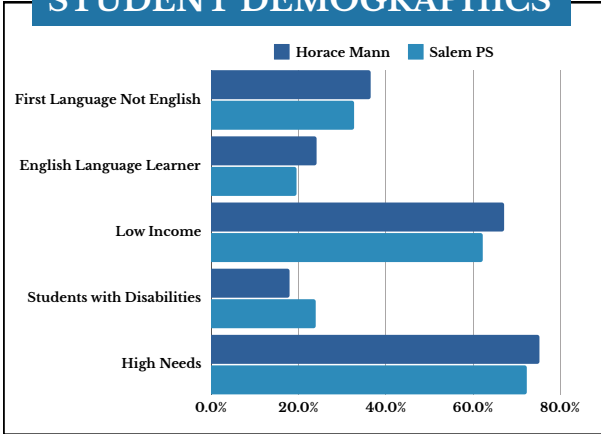


Source : Department of Elementary and Secondary Education - FY23-24

STUDENT

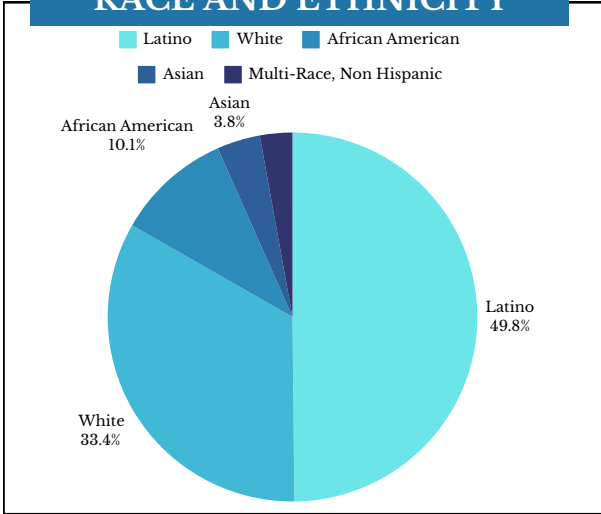
STAFF

STUDENT DEMOGRAPHICS



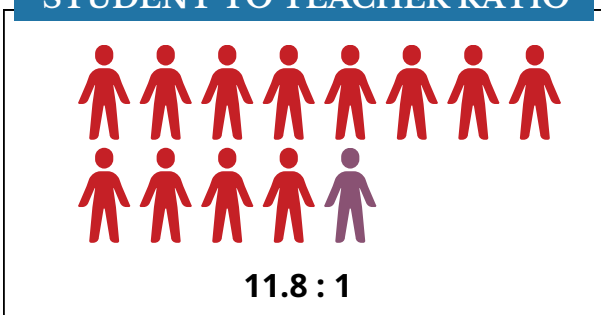
Source : Department of Elementary and Secondary Education

RACE AND ETHNICITY



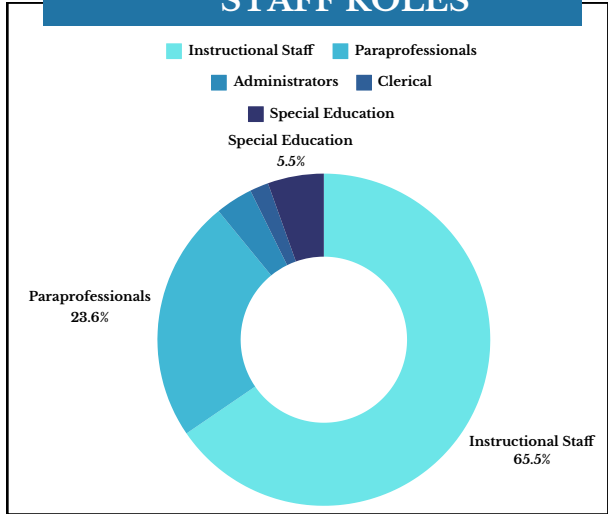
Source : Department of Elementary and Secondary Education

STUDENT TO TEACHER RATIO



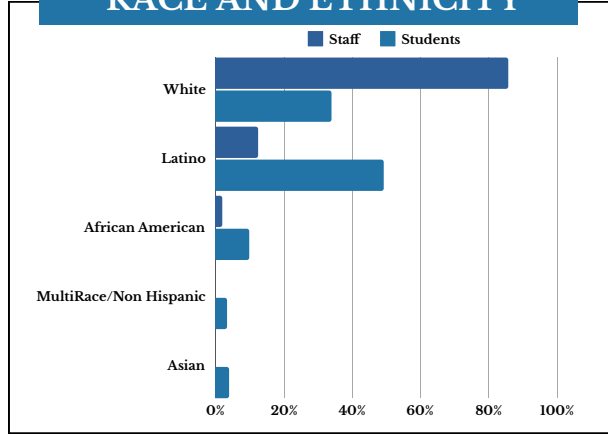
Source : Department of Elementary and Secondary Education

STAFF ROLES



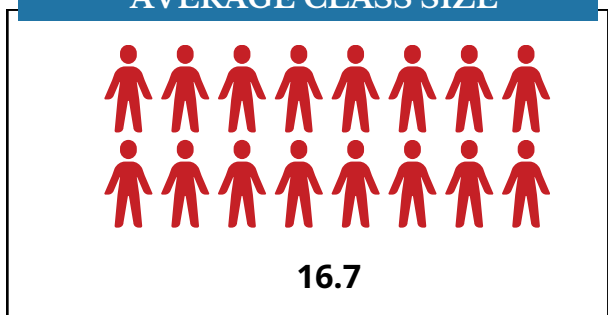
Source: Open Architects

RACE AND ETHNICITY



Source : Department of Elementary and Secondary Education

AVERAGE CLASS SIZE



Source : Department of Elementary and Secondary Education

FY25 Budget

Expense	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025		% Change
				RECOMMENDED	\$ Change	
Expense	\$ 8,841.42	\$ 57,254.65	\$ 43,130.00	\$ 43,130.00	\$ -	0%
Books-Library	\$ -	\$ 1,012.48	\$ -	\$ -	\$ -	-
Contracted Services	\$ 1,714.22	\$ 43,600.14	\$ 31,500.00	\$ 30,000.00	\$ (1,500.00)	-
Dues And Memberships	\$ 300.00	\$ 300.00	\$ -	\$ -	\$ -	-
Educational Training	\$ 1,318.00	\$ -	\$ 3,000.00	\$ 3,000.00	\$ -	-
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	-
Instructional Software	\$ -	\$ -	\$ -	\$ -	\$ -	-
Instructional Supplies	\$ 4,341.48	\$ 7,707.19	\$ 6,000.00	\$ 7,000.00	\$ 1,000.00	-
Office Supplies	\$ 1,167.72	\$ 4,634.84	\$ 2,630.00	\$ 3,130.00	\$ 500.00	-
School Leadership Expense	\$ -	\$ -	\$ -	\$ -	\$ -	-
Staff/Student Devices	\$ -	\$ -	\$ -	\$ -	\$ -	-
Technology Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	-
Textbooks	\$ -	\$ -	\$ -	\$ -	\$ -	-
Personnel	\$ 2,610,921.43	\$ 2,755,767.83	\$ 2,938,620.70	\$ 3,046,818.94	\$ 108,198.24	4%
Adjustment Counselor	\$ 141,436.00	\$ 154,664.78	\$ 157,255.00	\$ 163,086.90	\$ 5,831.90	-
Administrative	\$ 150,601.79	\$ 170,899.45	\$ 147,415.45	\$ 165,888.33	\$ 18,472.88	-
Behavior Specialists	\$ 43,710.70	\$ 32,491.95	\$ 44,018.00	\$ 48,639.74	\$ 4,621.74	-
Clerical	\$ 42,459.33	\$ 46,655.19	\$ 48,011.00	\$ 53,359.23	\$ 5,348.23	-
Dist Wide Teaching	\$ 184,806.44	\$ 176,259.43	\$ 253,859.29	\$ 265,229.03	\$ 11,369.74	-
Elementary	\$ 1,680,735.50	\$ 1,716,143.02	\$ 1,803,711.96	\$ 1,762,185.01	\$ (41,526.95)	-
Family Engagement Facilitator	\$ 38,427.23	\$ 45,555.87	\$ 48,887.00	\$ 59,471.10	\$ 10,584.10	-
Fringe/Stipends	\$ 77,313.04	\$ 78,530.50	\$ 58,500.00	\$ 58,500.00	\$ -	-
Nurses	\$ 61,695.90	\$ 64,971.10	\$ 68,418.00	\$ 72,649.19	\$ 4,231.19	-
Paraprofessionals	\$ 189,735.50	\$ 239,416.54	\$ 261,625.00	\$ 358,509.81	\$ 96,884.81	-
Psychologist	\$ -	\$ 30,180.00	\$ 46,920.00	\$ 39,300.60	\$ (7,619.40)	-
Grand Total	\$ 2,619,762.85	\$ 2,813,022.48	\$ 2,981,750.70	\$ 3,089,948.94	\$ 108,198.24	4%

Budget Notes:

- Eliminating a 5th grade teacher
- Swapping a .5 CE teacher and library para for a 1 FTE library digital media learning specialist
- The change in the psychologist line reflects a change in staff allocation from the previous year; HMLS has a .5 psychologist
- \$10,000 in non-personnel funds will be allocated to keep a lunch para & teaching fellow



NEW LIBERTY INNOVATION SCHOOL



Principal:
Jamaal Camah

Grades 9-12
nlis.salemk12.org

FY2024 enrollment:
45
FY25 projected enrollment:
52

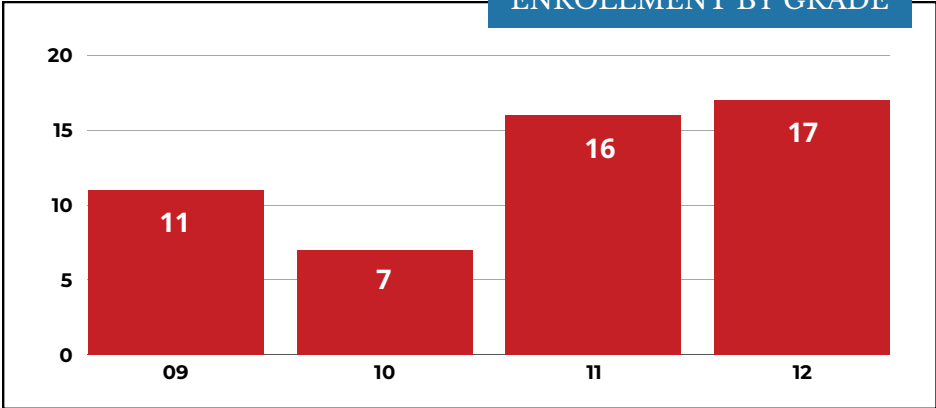
MCAS Proficiency

The number of students taking the MCAS at New Liberty did not meet the enrollment size threshold to be able to report the data.

Source : Department of Elementary and Secondary Education

Student Day:
6 hours, 45 minutes

ENROLLMENT BY GRADE

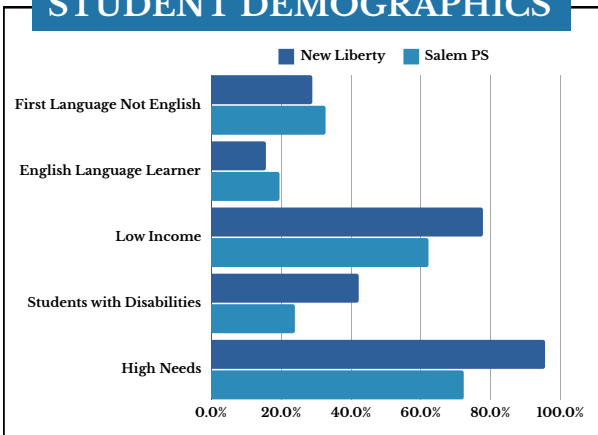


Source : Department of Elementary and Secondary Education - FY23-24

STUDENT

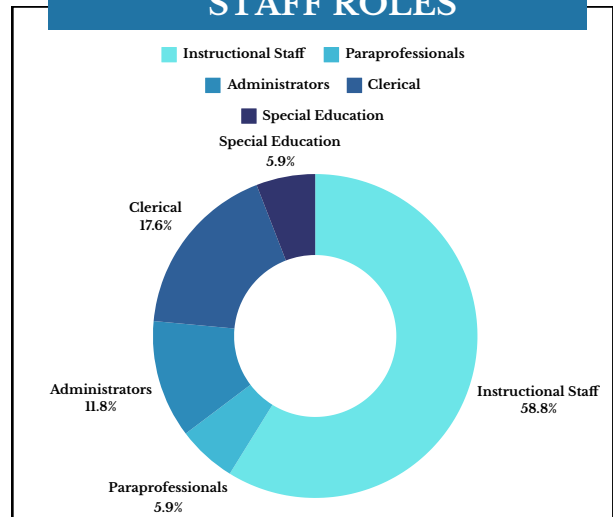
STAFF

STUDENT DEMOGRAPHICS



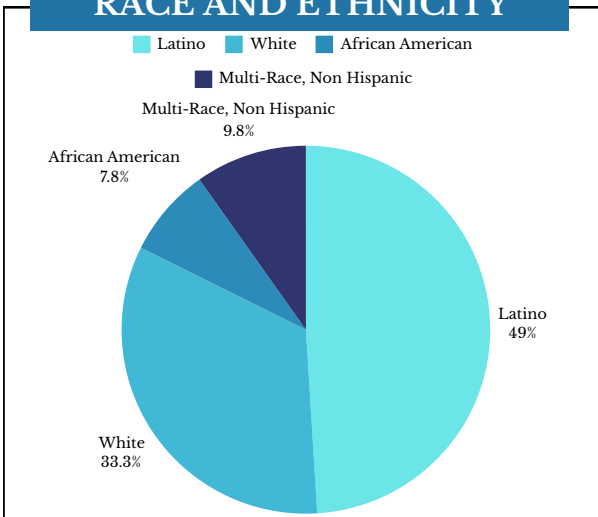
Source : Department of Elementary and Secondary Education

STAFF ROLES



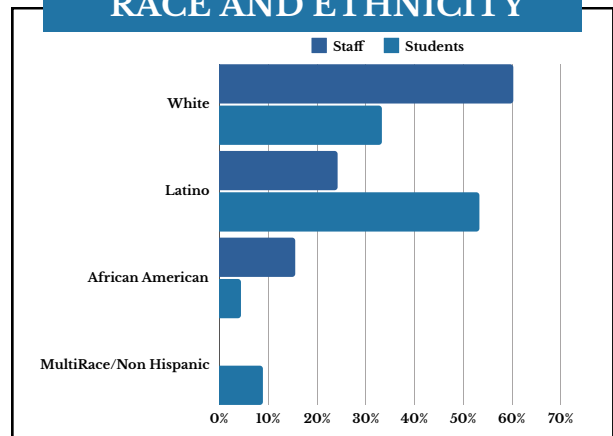
Source: Open Architects

RACE AND ETHNICITY



Source : Department of Elementary and Secondary Education

RACE AND ETHNICITY



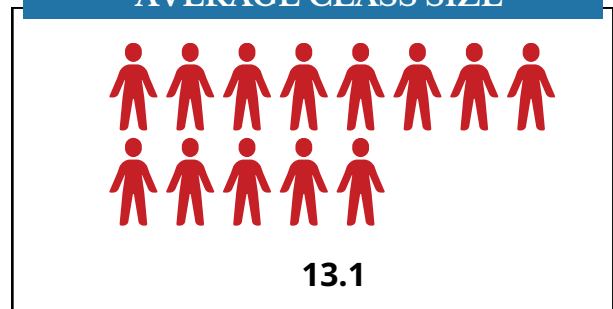
Source : Department of Elementary and Secondary Education

STUDENT TO TEACHER RATIO



Source : Department of Elementary and Secondary Education

AVERAGE CLASS SIZE



Source : Department of Elementary and Secondary Education

FY25 Budget

Expense	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025		% Change
				RECOMMENDED	\$ Change	
Expense	\$ 243,336.69	\$ 259,922.72	\$ 285,235.00	\$ 298,863.00	\$ 13,628.00	5%
Contracted Services	\$ 12,174.83	\$ 19,923.07	\$ 24,000.00	\$ 67,000.00	\$ 43,000.00	
Instructional Supplies	\$ 4,270.97	\$ 7,150.19	\$ 8,000.00	\$ 8,000.00	\$ -	
Office Supplies	\$ 1,890.96	\$ 3,949.46	\$ 4,000.00	\$ 4,000.00	\$ -	
Printing And Binding	\$ -	\$ 3,900.00	\$ 500.00	\$ 600.00	\$ 100.00	
Rental & Lease	\$ 224,999.93	\$ 225,000.00	\$ 245,000.00	\$ 219,263.00	\$ (25,737.00)	
Photocopy Machine Lease	\$ -	\$ -	\$ 3,735.00	\$ -	\$ (3,735.00)	
Personnel	\$ 902,206.58	\$ 1,070,536.61	\$ 1,002,241.63	\$ 1,105,127.40	\$ 102,885.77	9%
Adjustment Counselor	\$ 83,387.10	\$ 85,695.02	\$ 88,169.85	\$ 90,737.71	\$ 2,567.86	
Administrative	\$ 137,319.37	\$ 155,256.57	\$ 160,502.97	\$ 148,006.88	\$ (12,496.09)	
Clerical	\$ 132,986.39	\$ 153,257.83	\$ 152,827.00	\$ 174,181.62	\$ 21,354.62	
Dist Wide Teaching	\$ -	\$ 13,960.74	\$ 16,911.48	\$ 16,911.48	\$ -	
Fringe/Stipends	\$ 15,732.50	\$ 7,250.00	\$ 15,000.00	\$ 18,500.00	\$ 3,500.00	
Nurses	\$ 39,847.64	\$ 39,795.21	\$ 40,584.58	\$ 43,311.05	\$ 2,726.47	
Paraprofessionals	\$ 22,698.77	\$ 24,920.10	\$ 25,157.60	\$ 27,036.15	\$ 1,878.55	
Psychologist	\$ -	\$ -	\$ 26,252.76	\$ 17,507.54	\$ (8,745.22)	
Teaching	\$ 470,234.81	\$ 590,401.14	\$ 476,835.39	\$ 568,934.97	\$ 92,099.58	
Grand Total	\$ 1,145,543.27	\$ 1,330,459.33	\$ 1,287,476.63	\$ 1,403,990.40	\$ 116,513.77	8%

Budget Notes:

- New Liberty will be staying in its current location, and the rent will be decreasing
- Additional funds have been budgeted to non-personnel for dual enrollment
- Adding a (new position) .5 ML teacher



SALEM EARLY CHILDHOOD CENTER



Principal:
 Leanne Smith

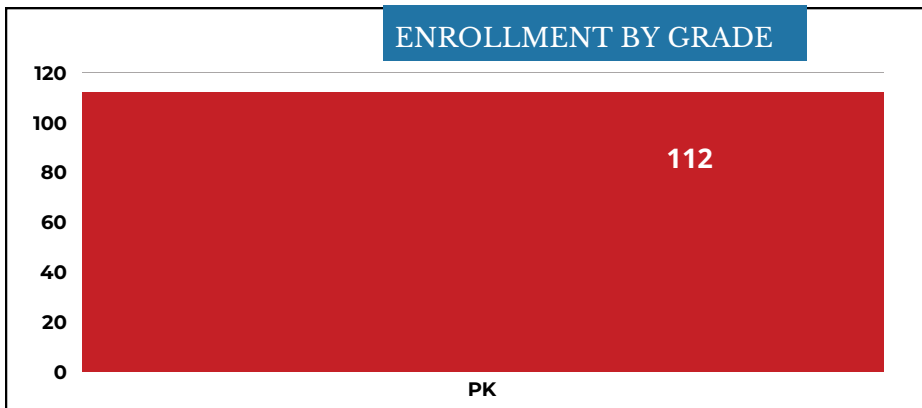
Preschool-PreK
spsecc.salemk12.org

FY2024 enrollment:
 112
FY25 projected enrollment:
 101

MCAS Proficiency

We have reported the 2023 MCAS results for the other district schools. There is no MCAS data for ECC (testing begins in grade 3.)

Source : Department of Elementary and Secondary Education



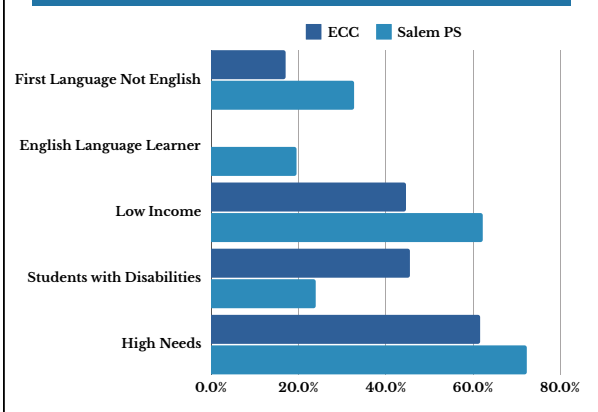
Student Day:
 6 hours, 5 minutes

Source : Department of Elementary and Secondary Education - FY23-24

STUDENT

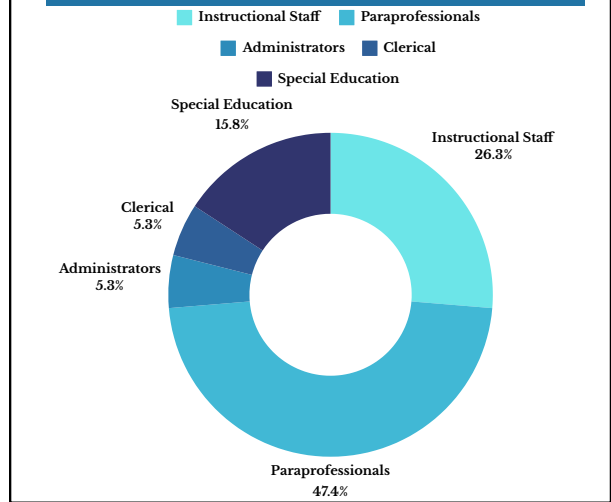
STAFF

STUDENT DEMOGRAPHICS



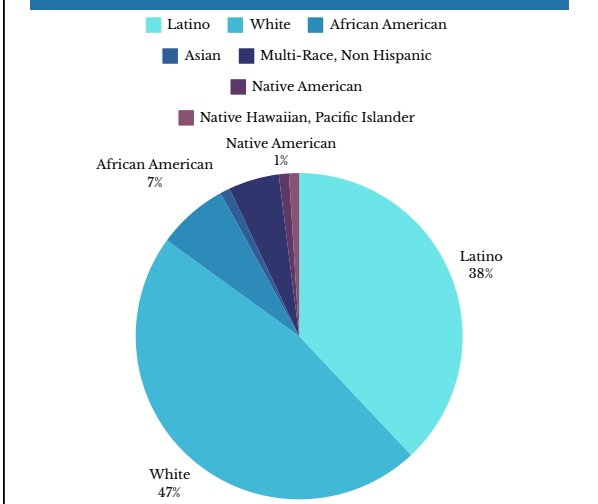
Source : Department of Elementary and Secondary Education

STAFF ROLES



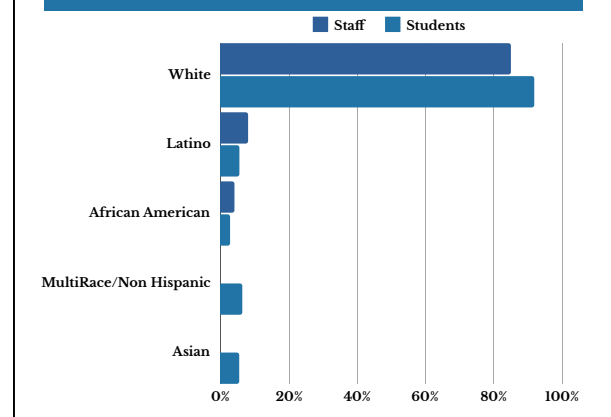
Source: Open Architects

RACE AND ETHNICITY



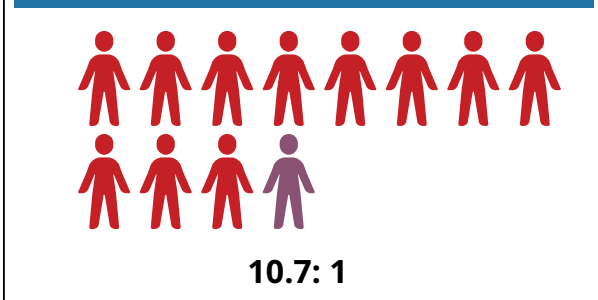
Source : Department of Elementary and Secondary Education

RACE AND ETHNICITY



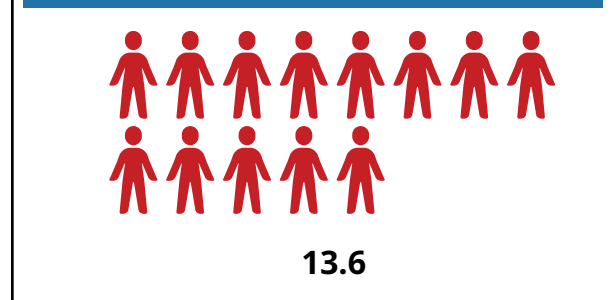
Source : Department of Elementary and Secondary Education

STUDENT TO TEACHER RATIO



Source : Department of Elementary and Secondary Education

AVERAGE CLASS SIZE



Source : Department of Elementary and Secondary Education

FY25 Budget

	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025 RECOMMENDED	\$ Change	% Change
Expense	\$ 6,012.01	\$ 19,701.00	\$ 16,807.00	\$ 16,807.00	\$ -	0%
Contracted Services	\$ -	\$ 2,319.67	\$ 2,036.00	\$ 2,036.00	\$ -	
Equipment	\$ -	\$ 456.98	\$ -	\$ -	\$ -	
Instructional Supplies	\$ 4,173.00	\$ 11,882.00	\$ 10,000.00	\$ 10,000.00	\$ -	
Office Supplies	\$ 1,749.33	\$ 3,753.12	\$ 3,271.00	\$ 3,271.00	\$ -	
Other Expenses	\$ -	\$ 1,289.23	\$ 1,500.00	\$ 1,500.00	\$ -	
Printing And Binding	\$ 89.68	\$ -	\$ -	\$ -	\$ -	
School Leadership Expense	\$ -	\$ -	\$ -	\$ -	\$ -	
Personnel	\$ 1,771,276.97	\$ 1,873,808.61	\$ 2,136,784.83	\$ 2,265,188.01	\$ 128,403.18	6%
Administrative	\$ 179,719.16	\$ 183,959.58	\$ 189,070.55	\$ 169,635.25	\$ (19,435.30)	
Clerical	\$ 39,867.65	\$ 35,946.94	\$ 36,668.79	\$ 60,150.63	\$ 23,481.84	
Dist Wide Teaching	\$ 363,861.26	\$ 357,522.00	\$ 255,527.42	\$ 270,567.44	\$ 15,040.02	
Early Childhood Teaching	\$ 720,111.33	\$ 710,945.37	\$ 822,158.10	\$ 910,644.51	\$ 88,486.41	
Family Engagement Facilitator	\$ -	\$ -	\$ 4,964.40	\$ -	\$ (4,964.40)	
Fringe/Stipends	\$ 5,250.00	\$ 7,402.70	\$ 9,000.00	\$ 9,000.00	\$ -	
Nurses	\$ 63,106.83	\$ 65,916.71	\$ 214,084.57	\$ 173,244.18	\$ (40,840.39)	
Paraprofessionals	\$ 314,302.62	\$ 386,213.81	\$ 468,620.00	\$ 531,195.84	\$ 62,575.84	
Psychologist	\$ 85,058.12	\$ 125,901.50	\$ 136,691.00	\$ 140,750.16	\$ 4,059.16	
Grand Total	\$ 1,777,288.98	\$ 1,893,509.61	\$ 2,153,591.83	\$ 2,281,995.01	\$ 128,403.18	6%

Budget Notes:

- A P.E. teacher previously funded by ESSER will be funded as part of the PreK investment
- A classroom nurse previously budgeted to ECC has been budgeted to the Special Ed department because their student no longer attends ECC
- A new classroom with 1 teacher and 2 paraprofessionals opened (in mid-FY24 and added to the budget for the first time in FY25)
- The clerk became a year-round position, increasing the salary and eliminating the stipend funds for family engagement
- FY25 admin costs are based on FY24 actual costs
- No change to non-personnel expenses



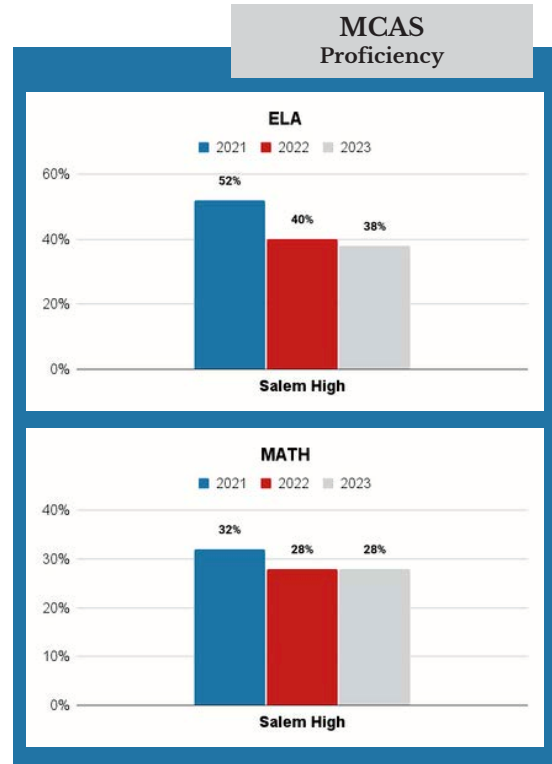
Salem High School



Principal:
Glenn Burns
Assistant Principals:
Lynne Mullen, Leanne DeRosa
Mel Roche-Laputka

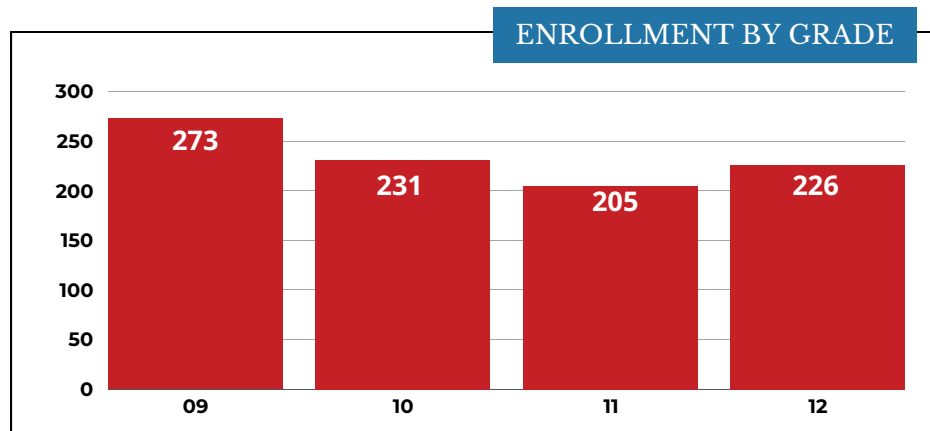
Grades 9-12
spssalemhs.salemk12.org

FY2024 enrollment:
948
FY25 projected enrollment:
972



Source : Department of Elementary and Secondary Education

Student Day:
6 hours, 50 minutes

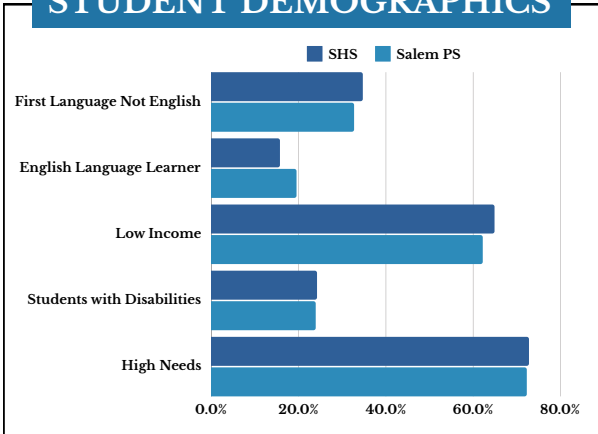


Source : Department of Elementary and Secondary Education - FY23-24

STUDENT

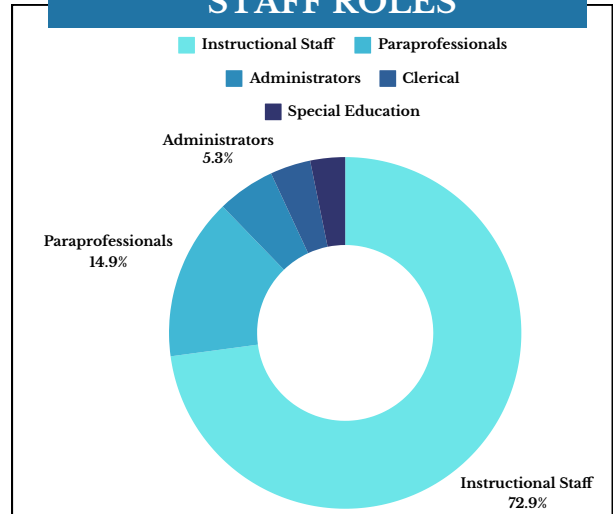
STAFF

STUDENT DEMOGRAPHICS



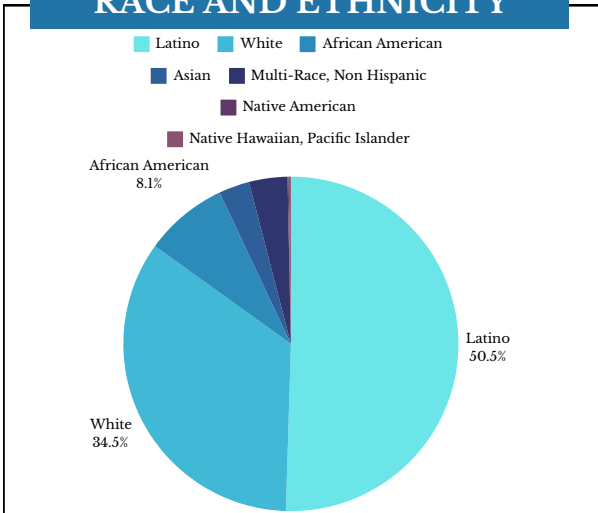
Source : Department of Elementary and Secondary Education

STAFF ROLES



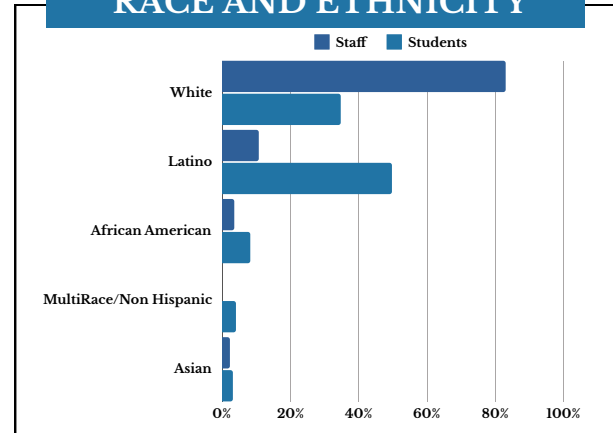
Source: Open Architects

RACE AND ETHNICITY



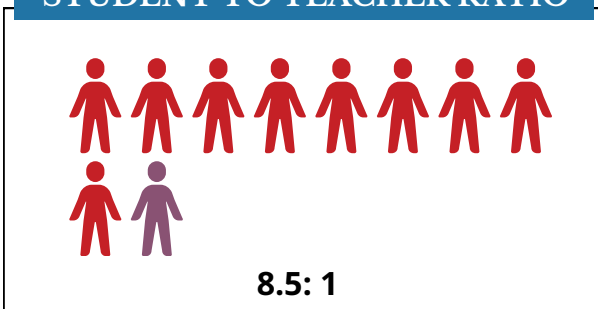
Source : Department of Elementary and Secondary Education

RACE AND ETHNICITY



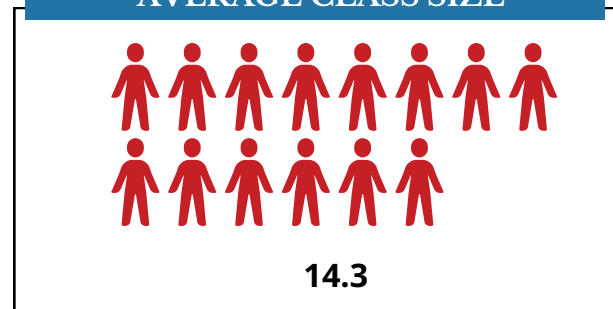
Source : Department of Elementary and Secondary Education

STUDENT TO TEACHER RATIO



Source : Department of Elementary and Secondary Education

AVERAGE CLASS SIZE



Source : Department of Elementary and Secondary Education

FY25 Budget

Expense	FY2025					
	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	RECOMMENDED	\$ Change	% Change
Expense	\$ 422,122.02	\$ 884,198.51	\$ 908,788.00	\$ 1,023,625.00	\$ 114,837.00	11%
Books-Library	\$ 10,935.29	\$ 16,434.88	\$ 17,000.00	\$ 17,000.00	\$ -	
Contracted Services	\$ 162,598.80	\$ 310,747.08	\$ 241,000.00	\$ 291,000.00	\$ 50,000.00	
Dues And Sub	\$ 27,968.78	\$ 32,300.00	\$ 32,300.00	\$ 32,300.00	\$ -	
Educational Training	\$ -	\$ 3,965.39	\$ 7,000.00	\$ 7,000.00	\$ -	
Equipment	\$ 7,584.53	\$ 24,967.36	\$ 15,000.00	\$ 15,000.00	\$ -	
Instructional Hardware	\$ 4,099.64	\$ -	\$ -	\$ -	\$ -	
Instructional Software	\$ 7,706.00	\$ 68,744.03	\$ 70,000.00	\$ 75,000.00	\$ 5,000.00	
Instructional Supplies	\$ 64,234.15	\$ 183,239.52	\$ 137,663.00	\$ 147,500.00	\$ 9,837.00	
Insurance-Athletic	\$ 11,558.00	\$ 11,558.00	\$ 12,600.00	\$ 12,600.00	\$ -	
Office Supplies	\$ 7,156.92	\$ 18,920.64	\$ 20,225.00	\$ 20,225.00	\$ -	
Other Expenses	\$ 2,030.97	\$ 22,255.97	\$ 30,000.00	\$ 30,000.00	\$ -	
Printing And Binding	\$ 393.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ -	
Rental & Lease	\$ 15,000.00	\$ 17,537.50	\$ 15,000.00	\$ 20,000.00	\$ 5,000.00	
School Leadership	\$ 5,268.59	\$ 3,960.25	\$ 10,000.00	\$ 10,000.00	\$ -	
Security	\$ 5,640.00	\$ 7,819.00	\$ 9,000.00	\$ 9,000.00	\$ -	
Transportation	\$ -	\$ -	\$ 85,000.00	\$ 115,000.00	\$ 30,000.00	
Tuition	\$ 26,000.00	\$ 92,209.83	\$ 53,000.00	\$ 53,000.00	\$ -	
Athletic Equipment	\$ 34,013.85	\$ 43,604.12	\$ 80,000.00	\$ 110,000.00	\$ 30,000.00	
Instructional Equipment	\$ -	\$ -	\$ 25,000.00	\$ -	\$ (25,000.00)	
Instructional/Educational Test	\$ 29,933.50	\$ 21,934.94	\$ 45,000.00	\$ 55,000.00	\$ 10,000.00	
Personnel	\$ 11,126,353.91	\$ 12,269,526.56	\$ 12,918,562.89	\$ 13,209,719.71	\$ 291,156.82	2%
Adjustment Counselor	\$ 272,435.59	\$ 322,612.02	\$ 332,151.00	\$ 345,694.02	\$ 13,543.02	
Administrative	\$ 1,160,509.37	\$ 1,125,544.54	\$ 1,091,929.00	\$ 1,111,732.77	\$ 19,803.77	
Behavior Specialists	\$ 27,184.24	\$ -	\$ -	\$ -	\$ -	
Clerical	\$ 267,169.76	\$ 270,784.04	\$ 370,764.80	\$ 345,922.06	\$ (24,842.74)	
Co-Curric/Athletic	\$ 261,979.43	\$ 295,504.13	\$ 290,000.00	\$ 290,000.00	\$ -	
Dist Wide Teaching	\$ 449,320.19	\$ 798,287.71	\$ 775,041.48	\$ 897,870.72	\$ 122,829.24	
Family Engagement Facilitator	\$ 30,219.58	\$ 12,690.33	\$ -	\$ 49,864.23	\$ 49,864.23	
Fringe/Stipends	\$ 73,636.49	\$ 130,395.16	\$ 136,000.00	\$ 136,000.00	\$ -	
High School	\$ 5,726,671.53	\$ 6,312,168.59	\$ 6,717,610.29	\$ 6,752,868.61	\$ 35,258.32	
Nurses	\$ 142,466.22	\$ 155,518.02	\$ 164,265.00	\$ 175,159.55	\$ 10,894.55	
Overtime (General)	\$ 3,660.00	\$ (300.00)	\$ -	\$ -	\$ -	
Paraprofessional	\$ 471,706.46	\$ 566,057.70	\$ 585,140.92	\$ 719,844.16	\$ 134,703.24	
Paraprofessionals	\$ 136,119.38	\$ 138,751.69	\$ 167,950.00	\$ 168,000.17	\$ 50.17	
Psychologist	\$ 182,132.32	\$ 196,162.99	\$ 191,406.00	\$ 173,810.60	\$ (17,595.40)	
Sped High Schl-Psnl	\$ 1,248,177.50	\$ 1,274,781.11	\$ 1,425,651.40	\$ 1,468,741.36	\$ 43,089.96	
Teaching	\$ 562,651.08	\$ 537,841.72	\$ 550,773.00	\$ 422,666.14	\$ (128,106.86)	
Transportation	\$ 965.58	\$ -	\$ -	\$ -	\$ -	
Tutors	\$ 109,349.19	\$ 132,726.81	\$ 119,880.00	\$ 151,545.32	\$ 31,665.32	
Grand Total	\$ 11,548,475.93	\$ 13,153,725.07	\$ 13,827,350.89	\$ 14,233,344.71	\$ 405,993.82	3%

Budget Notes:

- Cutting 2 teaching positions and 1 front desk paraprofessional position
- Maintaining CTE differentials (paid on a grant)
- Incorporating promise year & dual enrollment into grant funding & non-personnel expenses
- Adding 2 building substitutes

Athletics



- Boys Cross Country
- Girls Cross Country
- Boys Soccer
- Girls Soccer
- Football
- Football Cheerleading
- Girls Volleyball
- Co-Ed Golf
- Girls Basketball
- Boys Basketball
- Unified Basketball
- Gymnastics
- Wrestling
- Swimming and Diving
- Boys Indoor Track & Field
- Girls Indoor Track & Field
- Unified Track and Field
- Unified Strength & Conditioning
- Boys Ice Hockey
- Girls Ice Hockey
- Basketball Cheerleading
- Baseball
- Softball
- Boys Volleyball
- Boys Outdoor Track and Field
- Girls Outdoor Track and Field
- Girls Lacrosse
- Boys Lacrosse
- Sailing
- Boys Tennis
- Girls Tennis



31 High School Athletics Teams

Unified Sports has been budgeted to athletics & to the special education department.

In FY25, the entire Unified Sports budget will be budgeted to athletics, including a planned expansion to Collins Middle School.

The Unified Sports budget will increase by \$25,000

Fall

388 Athletes
Male: 182
Female: 206

Winter

282 Athletes
Male: 150
Female: 132

Spring

255 Athletes
Male: 141
Female: 113

Athletics

FY25 Budget

Expense	FY2025				\$ Change	% Change
	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	RECOMMENDED		
Expense	\$ 206,940.52	\$ 261,105.67	\$ 387,325.00	\$ 502,325.00	\$ 115,000.00	23%
Contracted Services	\$ 122,301.49	\$ 140,331.08	\$ 135,000.00	\$ 185,000.00	\$ 50,000.00	
Dues And Sub	\$ 16,284.18	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	\$ -	
Instructional Supplies	\$ -	\$ -	\$ 2,500.00	\$ 2,500.00	\$ -	
Insurance-Athletic	\$ 11,558.00	\$ 11,558.00	\$ 12,600.00	\$ 12,600.00	\$ -	
Office Supplies	\$ 112.03	\$ -	\$ 225.00	\$ 225.00	\$ -	
Other Expenses	\$ 2,030.97	\$ 22,255.97	\$ 30,000.00	\$ 30,000.00	\$ -	
Rental & Lease	\$ 15,000.00	\$ 17,537.50	\$ 15,000.00	\$ 20,000.00	\$ 5,000.00	
Security	\$ 5,640.00	\$ 7,819.00	\$ 9,000.00	\$ 9,000.00	\$ -	
Transportation	\$ -	\$ -	\$ 85,000.00	\$ 115,000.00	\$ 30,000.00	
Athletic Equipment	\$ 34,013.85	\$ 43,604.12	\$ 80,000.00	\$ 110,000.00	\$ 30,000.00	
Personnel	\$ 263,345.01	\$ 295,204.13	\$ 290,000.00	\$ 290,000.00	\$ -	0%
Co-Curric/Athletic	\$ 261,979.43	\$ 295,504.13	\$ 290,000.00	\$ 290,000.00	\$ -	
Overtime (General)	\$ 400.00	\$ (300.00)	\$ -	\$ -	\$ -	
Transportation	\$ 965.58	\$ -	\$ -	\$ -	\$ -	
Grand Total	\$ 470,285.53	\$ 556,309.80	\$ 677,325.00	\$ 792,325.00	\$ 115,000.00	15%

Budget Notes:

- Athletics is included in the high school budget; budget lines are shown here to show in detail what the costs are.
- Non-personnel costs are projected to increase, especially for the athletic trainer
- New equipment is needed (soccer goals, wrestling mats, etc.)
- Unified Sports will be budgeted fully to athletics
- Additional analysis is required before increasing the stipends for athletics coaches, although to be competitive, that may be a necessary increased cost in FY26



SALEM PREP HIGH SCHOOL



Acting Principal:
Lisa O'Neill

Grades 8-12
spssalemhsprep.salemk12.org

FY2024 enrollment:
17
FY25 projected enrollment:
16

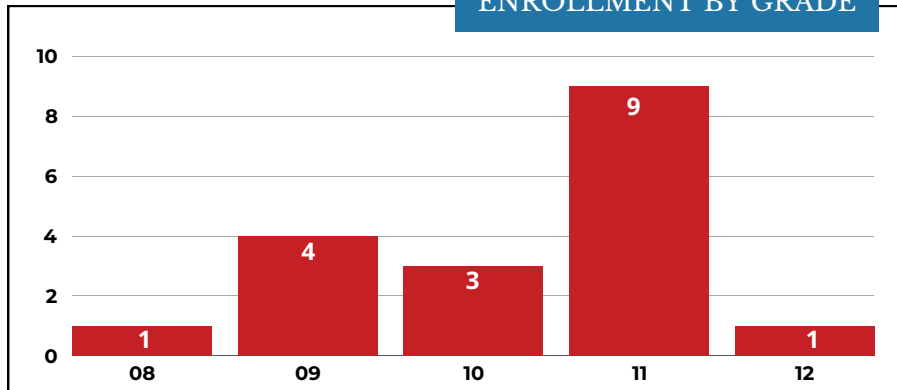
MCAS Proficiency

The number of students taking the MCAS at Salem Prep did not meet the enrollment size threshold to be able to report the data.

Source : Department of Elementary and Secondary Education

Student Day:
6 hours, 25 minutes

ENROLLMENT BY GRADE

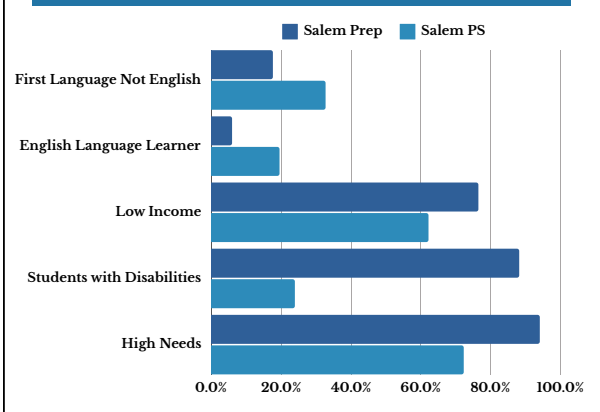


Source : Department of Elementary and Secondary Education - FY23-24

STUDENT

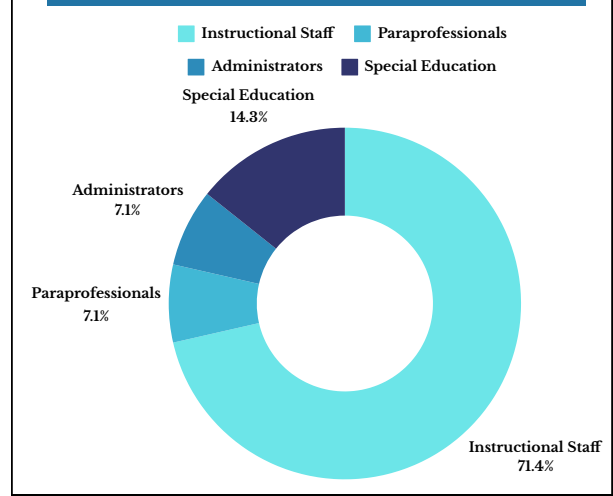
STAFF

STUDENT DEMOGRAPHICS



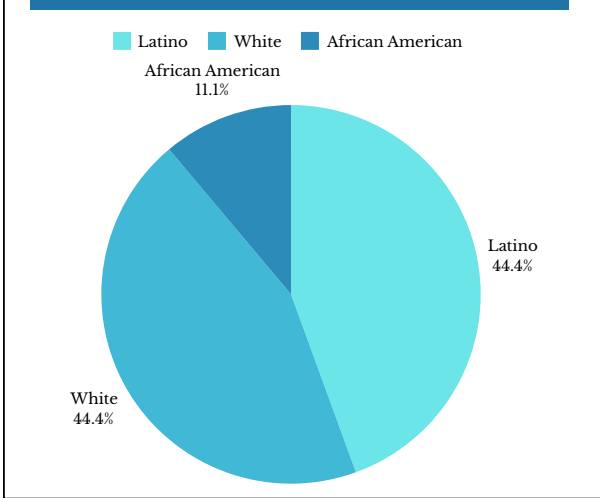
Source : Department of Elementary and Secondary Education

STAFF ROLES



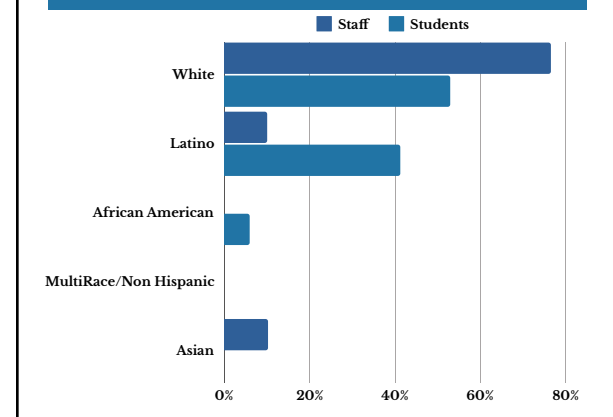
Source: Open Architects

RACE AND ETHNICITY



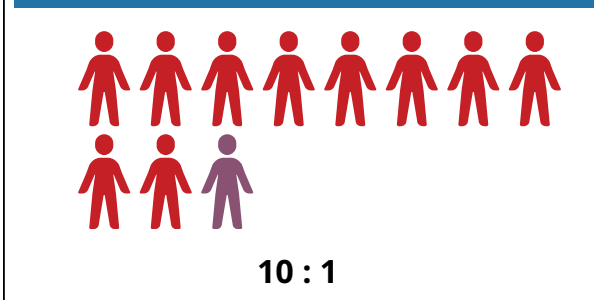
Source : Department of Elementary and Secondary Education

RACE AND ETHNICITY



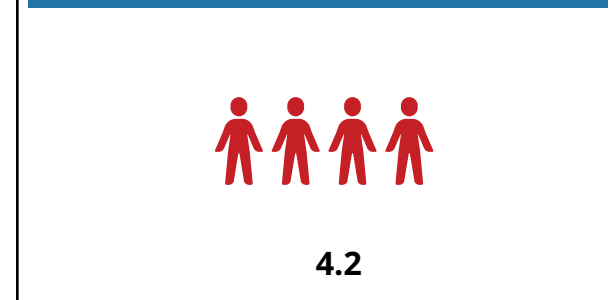
Source : Department of Elementary and Secondary Education

STUDENT TO TEACHER RATIO



Source : Department of Elementary and Secondary Education

AVERAGE CLASS SIZE



Source : Department of Elementary and Secondary Education

FY25 Budget

Expense	FY2025					
	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	RECOMMENDED	\$ Change	% Change
	\$ 133,001.52	\$ 130,463.12	\$ 147,749.56	\$ 144,160.00	\$ (3,589.56)	-2%
Contracted Services	\$ 755.00	\$ 1,041.00	\$ 2,100.00	\$ 12,000.00	\$ 9,900.00	
Educational Training	\$ 395.00	\$ -	\$ 250.00	\$ 250.00	\$ -	
Instructional Hardware	\$ -	\$ -	\$ 200.00	\$ 200.00	\$ -	
Instructional Supplies	\$ 5,128.86	\$ 2,333.36	\$ 7,000.00	\$ 7,000.00	\$ -	
Office Supplies	\$ 565.96	\$ 895.68	\$ 1,200.00	\$ 1,200.00	\$ -	
Other Expenses	\$ -	\$ 36.08	\$ 750.00	\$ 750.00	\$ -	
Rental & Lease	\$ 126,156.70	\$ 126,157.00	\$ 136,249.56	\$ 122,760.00	\$ (13,489.56)	
Personnel	\$ 766,202.85	\$ 816,650.19	\$ 921,315.25	\$ 811,112.14	\$ (110,203.11)	-14%
Administrative	\$ 158,628.90	\$ 154,001.55	\$ 159,215.97	\$ 122,707.02	\$ (36,508.95)	
Behavior Specialists	\$ 70,014.42	\$ 55,506.84	\$ 80,025.00	\$ 75,587.24	\$ (4,437.76)	
Dist Wide Teaching	\$ 14,141.52	\$ 15,940.62	\$ 43,164.24	\$ 17,507.54	\$ (25,656.70)	
Fringe/Stipends	\$ -	\$ -	\$ 7,500.00	\$ 15,000.00	\$ 7,500.00	
Nurses	\$ 39,847.38	\$ 39,794.95	\$ 41,720.04	\$ 43,311.05	\$ 1,591.01	
Paraprofessionals	\$ 27,224.39	\$ 36,408.51	\$ 31,133.00	\$ 27,738.35	\$ (3,394.65)	
Psychologist	\$ 75,615.20	\$ 144,963.79	\$ 181,922.00	\$ 166,107.92	\$ (15,814.08)	
Teaching	\$ 380,731.04	\$ 370,033.93	\$ 376,635.00	\$ 343,153.02	\$ (33,481.98)	
Grand Total	\$ 899,204.37	\$ 947,113.31	\$ 1,069,064.81	\$ 955,272.14	\$ (113,792.67)	-12%

Budget Notes:

- Eliminating 1 vacant teacher position
- The reduction to the administrator line reflects a cut made last year
- Districtwide teaching looks lower because of staff re-allocation.
- The behavior specialist line reflects staffing changes and changes to salaries.
- Salem Prep will stay in its current location and the rent will decrease.
- Actual admin salaries were lower than what was budgeted in FY24.



SALTONSTALL SCHOOL

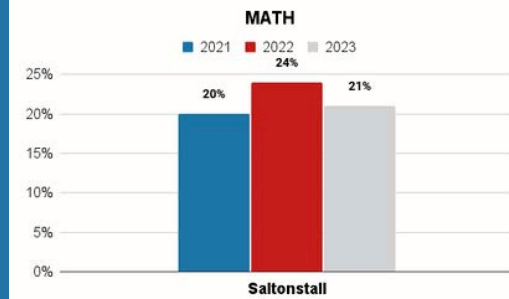
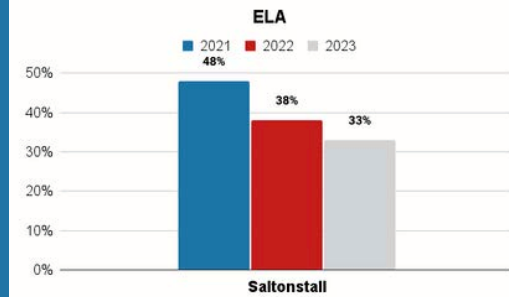


Principal:
Bethann Jellison
Assistant Principal:
Jes Eveleth

Grades K-8
spssaltonstall.salemk12.org

FY2024 enrollment:
390
FY25 projected enrollment:
392

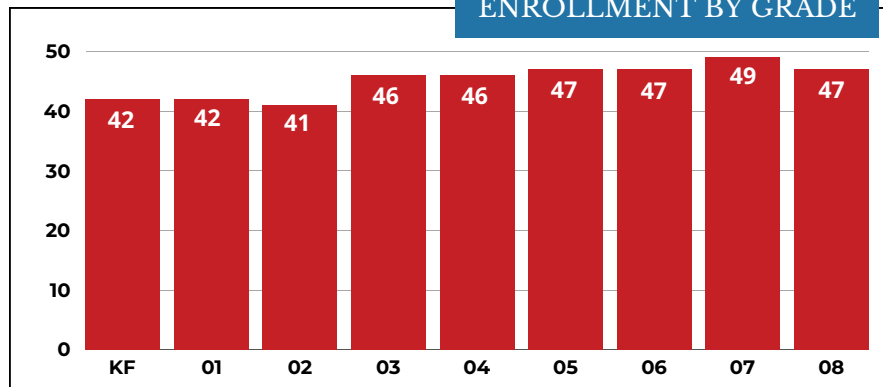
MCAS Proficiency



Source : Department of Elementary and Secondary Education

Student Day:
7 hours

ENROLLMENT BY GRADE

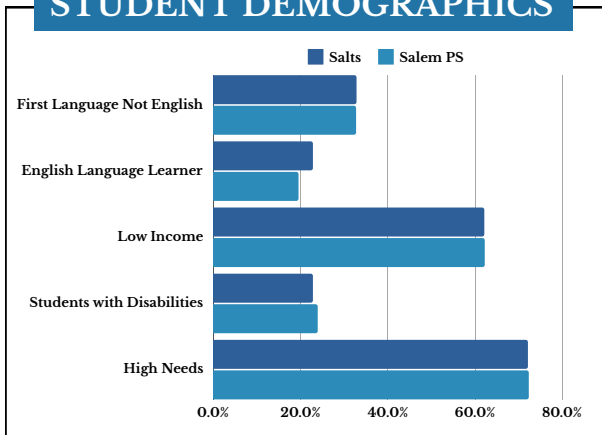


Source : Department of Elementary and Secondary Education - FY23-24

STUDENT

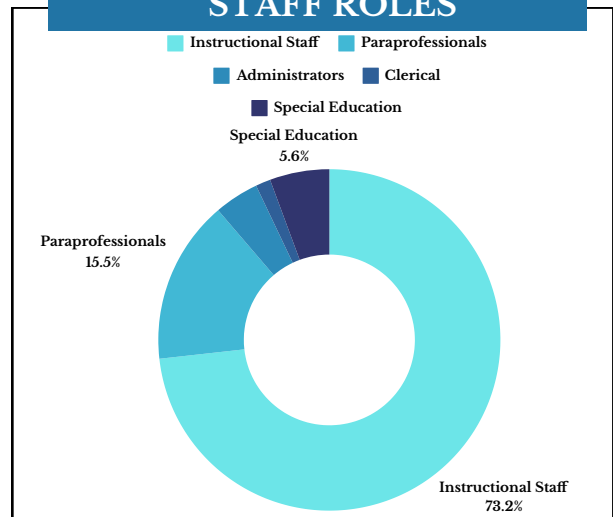
STAFF

STUDENT DEMOGRAPHICS



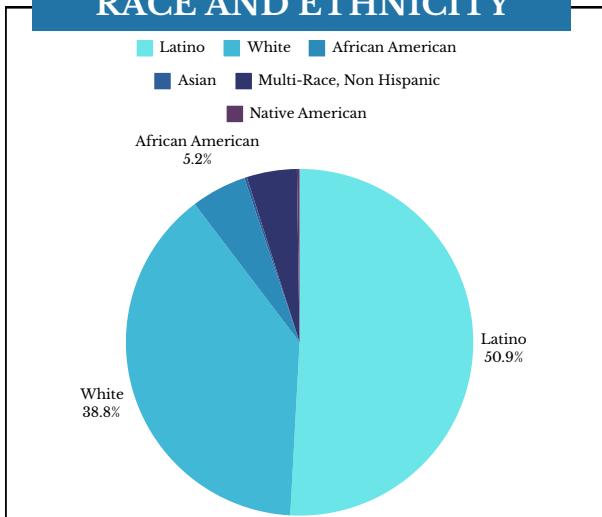
Source : Department of Elementary and Secondary Education

STAFF ROLES



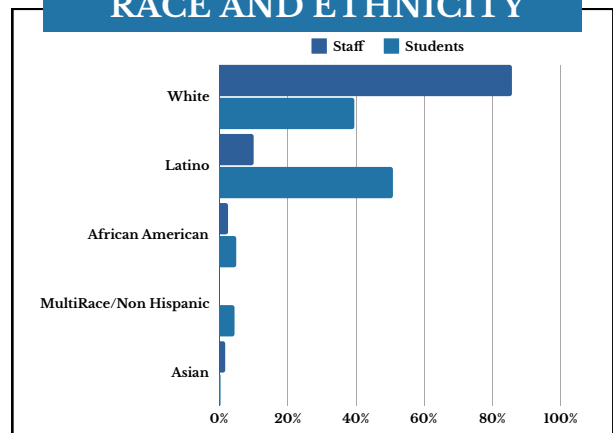
Source: Open Architects

RACE AND ETHNICITY



Source : Department of Elementary and Secondary Education

RACE AND ETHNICITY



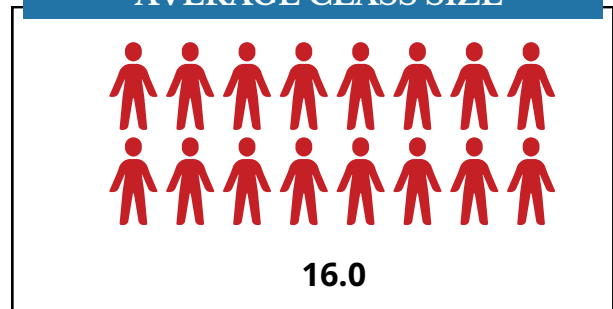
Source : Department of Elementary and Secondary Education

STUDENT TO TEACHER RATIO



Source : Department of Elementary and Secondary Education

AVERAGE CLASS SIZE



Source : Department of Elementary and Secondary Education

FY25 Budget

Expense	FY2025					
	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	RECOMMENDED	\$ Change	% Change
Expense	\$ 18,345.21	\$ 31,057.81	\$ 54,904.00	\$ 44,904.00	\$ (10,000.00)	-22%
Contracted Services	\$ 4,213.58	\$ 11,338.80	\$ 33,830.00	\$ 25,000.00	\$ (8,830.00)	
Dues And Sub	\$ -	\$ -	\$ 500.00	\$ 500.00	\$ -	
Equipment	\$ -	\$ 3,000.00	\$ 1,000.00	\$ 1,000.00	\$ -	
Instructional Supplies	\$ 11,216.60	\$ 12,486.48	\$ 14,494.00	\$ 15,154.00	\$ 660.00	
Office Supplies	\$ 2,109.34	\$ 2,240.34	\$ 2,250.00	\$ 2,250.00	\$ -	
Prof Dev Providers	\$ -	\$ 998.51	\$ 1,830.00	\$ -	\$ (1,830.00)	
School Leadership Expense	\$ 805.69	\$ 993.68	\$ 1,000.00	\$ 1,000.00	\$ -	
Personnel	\$ 4,077,224.56	\$ 4,078,760.18	\$ 4,207,711.16	\$ 4,690,968.52	\$ 483,257.36	10%
Adjustment Counselor	\$ 205,411.82	\$ 258,699.86	\$ 260,047.32	\$ 279,316.15	\$ 19,268.83	
Administrative	\$ 288,018.16	\$ 305,908.17	\$ 344,764.94	\$ 336,032.65	\$ (8,732.29)	
Behavior Specialists	\$ -	\$ 20,102.01	\$ -	\$ 52,766.00	\$ 52,766.00	
Clerical	\$ 60,630.80	\$ 59,067.69	\$ 58,778.80	\$ 59,159.51	\$ 380.71	
Dist Wide Teaching	\$ 390,118.36	\$ 372,192.71	\$ 362,336.41	\$ 404,270.20	\$ 41,933.79	
Elementary	\$ 2,653,720.77	\$ 2,561,938.93	\$ 2,657,181.68	\$ 2,982,011.98	\$ 324,830.30	
Family Engagement Facilitator	\$ 44,259.91	\$ 50,169.61	\$ 45,328.09	\$ 49,864.23	\$ 4,536.14	
Fringe/Stipends	\$ 9,271.45	\$ 7,836.09	\$ 5,000.00	\$ 15,000.00	\$ 10,000.00	
Nurses	\$ 85,830.68	\$ 88,109.32	\$ 90,662.68	\$ 93,311.86	\$ 2,649.18	
Paraprofessionals	\$ 293,956.39	\$ 301,388.04	\$ 341,596.49	\$ 374,074.91	\$ 32,478.42	
Psychologist	\$ 46,006.22	\$ 9,459.24	\$ 42,014.75	\$ 45,161.03	\$ 3,146.28	
Tutors	\$ -	\$ 43,888.51	\$ -	\$ -	\$ -	
Grand Total	\$ 4,095,569.77	\$ 4,109,817.99	\$ 4,262,615.16	\$ 4,735,872.52	\$ 473,257.36	10%

Budget Notes:

- Non-personnel expenses are \$10,000 because \$10,000 was moved into a stipend line to increase stipends
- 1 engagement specialist is budgeted (in the behavior specialist line - swapping into a position currently held by a hall monitor)
- Adding 1 building sub



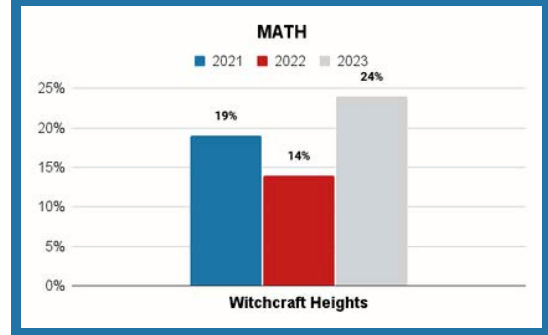
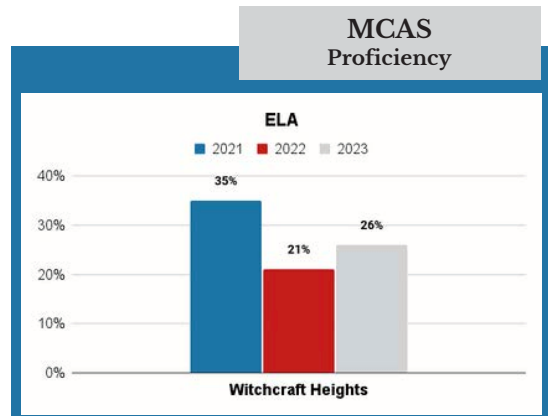
WITCHCRAFT HEIGHTS ELEMENTARY SCHOOL



Principal:
 Susan Carmona
 Assistant Principal:
 Nicole Brunelle

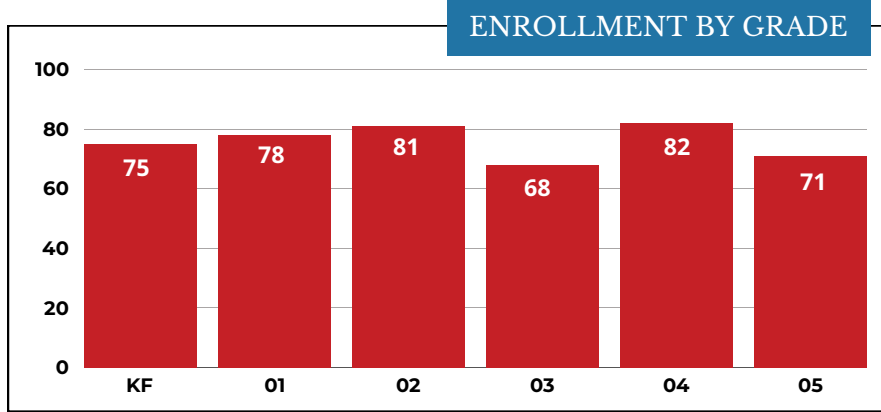
Grades K-5
spswhes.salemk12.org

Grades K-5
 FY2024 enrollment:
 446
 FY25 projected enrollment:
 452



Source : Department of Elementary and Secondary Education

Student Day:
 6 hours, 5 minutes

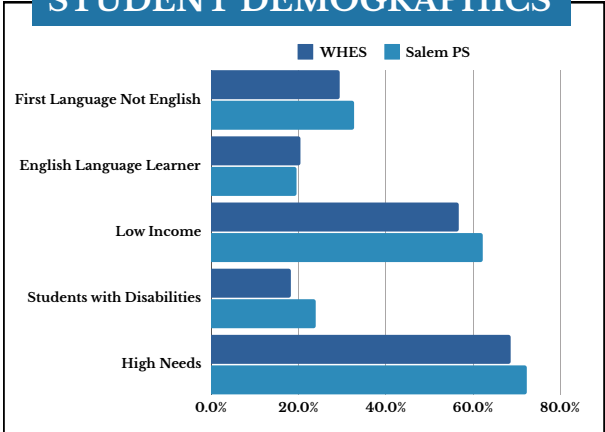


Source : Department of Elementary and Secondary Education - FY23-24

STUDENT

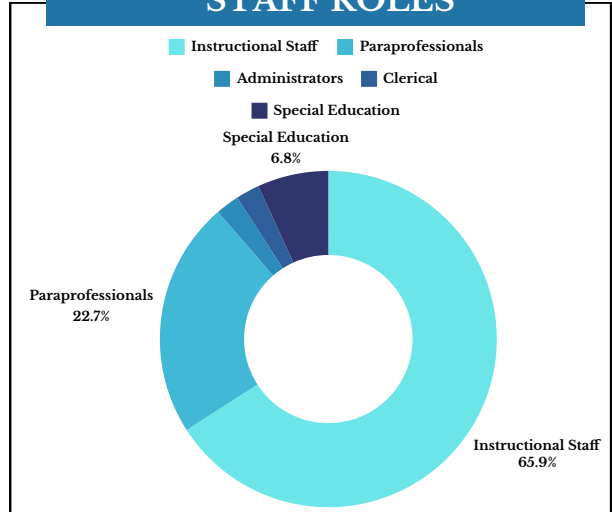
STAFF

STUDENT DEMOGRAPHICS



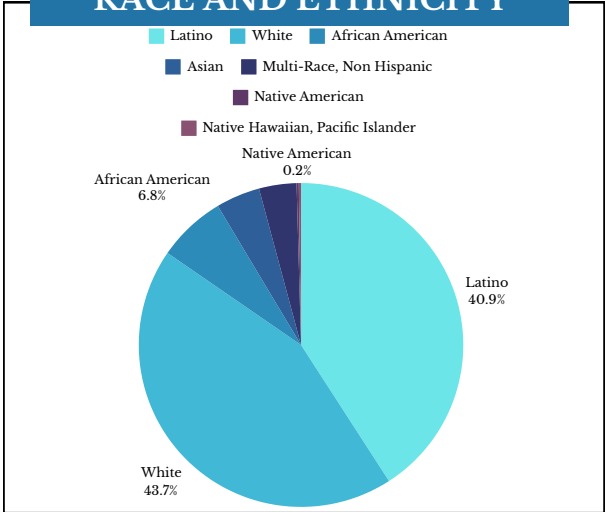
Source : Department of Elementary and Secondary Education

STAFF ROLES



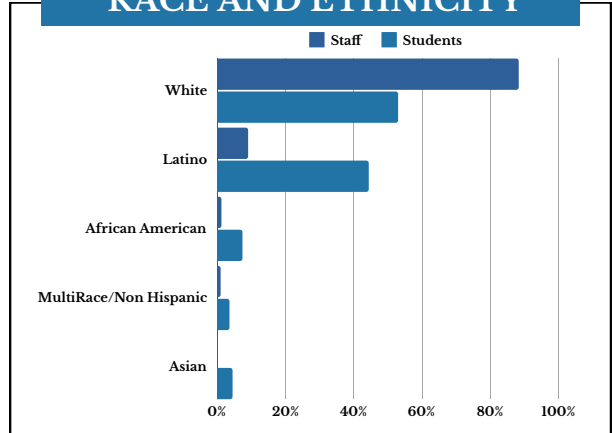
Source: Open Architects

RACE AND ETHNICITY



Source : Department of Elementary and Secondary Education

RACE AND ETHNICITY



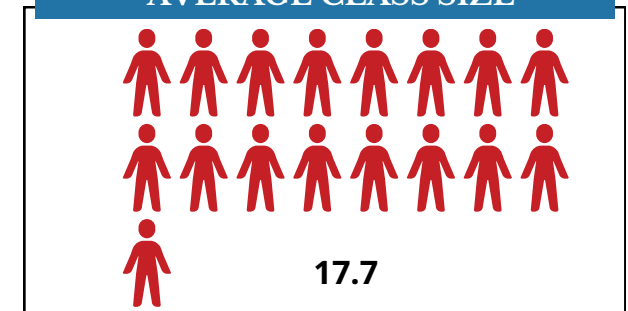
Source : Department of Elementary and Secondary Education

STUDENT TO TEACHER RATIO



Source : Department of Elementary and Secondary Education

AVERAGE CLASS SIZE



Source : Department of Elementary and Secondary Education

FY25 Budget

Expense	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 ADOPTED	FY2025		% Change
				RECOMMENDED	\$ Change	
Expense	\$ 40,646.09	\$ 46,456.16	\$ 67,300.00	\$ 42,300.00	\$ (25,000.00)	-59%
Books-Library	\$ -	\$ -	\$ 1,500.00	\$ 1,500.00	\$ -	
Contracted Services	\$ 39,792.00	\$ 19,520.00	\$ 38,600.00	\$ 13,600.00	\$ (25,000.00)	
Educational Training	\$ 114.95	\$ -	\$ -	\$ -	\$ -	
Equipment	\$ -	\$ 989.05	\$ 1,000.00	\$ 1,000.00	\$ -	
Instructional Supplies	\$ (388.92)	\$ 24,907.77	\$ 25,000.00	\$ 25,000.00	\$ -	
Office Supplies	\$ 960.06	\$ 1,039.34	\$ 1,200.00	\$ 1,200.00	\$ -	
Other Expenses	\$ 168.00	\$ -	\$ -	\$ -	\$ -	
Personnel	\$ 4,834,468.58	\$ 5,041,370.65	\$ 4,969,603.15	\$ 5,235,779.30	\$ 266,176.15	5%
Adjustment Counselor	\$ 301,278.60	\$ 245,892.07	\$ 285,897.30	\$ 250,364.51	\$ (35,532.79)	
Administrative	\$ 296,785.05	\$ 346,453.25	\$ 351,439.50	\$ 358,458.72	\$ 7,019.22	
Behavior Specialists	\$ -	\$ 25,724.36	\$ -	\$ -	\$ -	
Clerical	\$ 99,276.68	\$ 50,352.85	\$ 53,939.76	\$ 60,110.65	\$ 6,170.89	
Dist Wide Teaching	\$ 572,904.12	\$ 529,803.81	\$ 486,857.50	\$ 519,815.76	\$ 32,958.26	
Elementary	\$ 2,940,237.51	\$ 3,012,896.85	\$ 2,958,699.09	\$ 3,094,097.86	\$ 135,398.77	
Family Engagement Facilitator	\$ 46,265.59	\$ 51,707.12	\$ 48,887.00	\$ 47,162.56	\$ (1,724.44)	
Fringe/Stipends	\$ 21,447.43	\$ 45,830.00	\$ 38,600.00	\$ 28,600.00	\$ (10,000.00)	
Nurses	\$ 84,387.04	\$ 86,595.02	\$ 89,069.00	\$ 90,537.71	\$ 1,468.71	
Paraprofessionals	\$ 470,771.88	\$ 600,792.47	\$ 568,934.00	\$ 675,326.72	\$ 106,392.72	
Psychologist	\$ 1,114.68	\$ 45,322.85	\$ 59,880.00	\$ 66,406.59	\$ 6,526.59	
Substitute Teachers	\$ -	\$ -	\$ -	\$ 44,898.22	\$ 44,898.22	
Tutors	\$ -	\$ -	\$ 27,400.00	\$ -	\$ (27,400.00)	
Grand Total	\$ 4,875,114.67	\$ 5,087,826.81	\$ 5,036,903.15	\$ 5,278,079.30	\$ 241,176.15	5%

Budget Notes:

- The tutor line that appears to be cut was a line that was never used. This is an accounting shift.
- \$25,000 is being shifted from contracted services and \$10,000 from stipends to add a restorative justice specialist.
- 3 teaching positions are being eliminated: STEM specialist, grade 2, grade 1
- Adding a building-based substitute
- Trading an inclusion special education teacher and paraprofessional for an intensive special education teacher and paraprofessional



Appendix A: Grants

In addition to the general fund appropriation & budget, Salem annually receives grants from federal, state & local funders. These are not included in the budget figures.

Grant Awards by fiscal year, FY20-FY24

Federal, State & Local Grant Awards



Entitlement Grants, FY20-FY24

Federal Grant Name	FY20	FY21	FY22	FY23	FY24	FY23 to FY24 Inc (+) / Dec (-)
Title II A	\$ 167,931	\$ 182,123	\$ 168,872	\$ 163,899	\$ 142,289	\$ (21,610)
Title III	\$ 70,677	\$ 90,270	\$ 89,840	\$ 100,336	\$ 118,581	\$ 18,245
Title I	\$ 1,180,064	\$ 1,300,131	\$ 1,284,989	\$ 1,349,669	\$ 1,298,550	\$ (51,119)
Title IV A	\$ 79,477	\$ 85,947	\$ 88,434	\$ 91,945	\$ 98,901	\$ 6,956
ESSA TOTAL:	\$ 1,498,149	\$ 1,658,471	\$ 1,632,135	\$ 1,705,849	\$ 1,658,321	\$ (47,528)
IDEA	\$ 1,273,692	\$ 1,295,387	\$ 1,297,016	\$ 1,292,119	\$ 1,362,929	\$ 70,810
EC IDEA	\$ 52,391	\$ 52,525	\$ 52,819	\$ 54,367	\$ 55,162	\$ 795
IDEA TOTAL:	\$ 1,326,083	\$ 1,347,912	\$ 1,349,835	\$ 1,346,486	\$ 1,418,091	\$ 71,605
PERKINS V	\$ 63,428	\$ 61,869	\$ 55,986	\$ 60,151	\$ 58,863	\$ (1,288)
PERKINS TOTAL:	\$ 63,428	\$ 61,869	\$ 55,986	\$ 60,151	\$ 58,863	\$ (1,288)
ENTITLEMENT GRANTS TOTAL:	\$ 2,887,660	\$ 3,068,252	\$ 3,037,956	\$ 3,112,486	\$ 3,135,275	\$ 22,789

Appendix A: Grants

FY24 Grant Awards

Salem received \$13,533,259 in grant funds in FY24; grants support over 115 FTEs

GRANT AWARDS SUMMARY						
Grant Name	Type of Funding	Grant Type	FY24	FY25 PROJECTED	FY25 STATUS	
BARR FOUNDATION	OTHER	LOCAL	450,000	-	MULTI-YEAR	
BROOKLINE CENTER	OTHER	LOCAL	70,000	-	EXPIRED	
MASS CULTURAL COUNCIL - STARS RESIDENCY	OTHER	LOCAL	42,150	-	EXPIRED	
MIT PATHWAYS FOR ADVANCING COMPUTING EDUCATION	OTHER	LOCAL	2,000	-	EXPIRED	
MASS SAVE WORKFORCE	OTHER	LOCAL	46,800	-	EXPIRED	
LINDEN FOUNDATION PARENT CHILD PLUS PROGRAM	OTHER	LOCAL	22,500	22,500	CONTINUED	
PC+ PARTNERSHIP	OTHER	LOCAL	20,325	20,325	CONTINUED	
PLAY BALL FOUNDATION	OTHER	LOCAL	30,000	-	EXPIRED	
READ TRUST	OTHER	LOCAL	1,128,928	1,128,928	CONTINUED	
SALEM EDUCATION FOUNDATION	OTHER	LOCAL	12,846	12,846	CONTINUED	
SMITH FAMILY FOUNDATION	OTHER	LOCAL	37,500	-	EXPIRED	
SSU-SPS HMLS PRINCIPAL SALARY	OTHER	LOCAL	121,000	121,000	CONTINUED	
WPS PILOT PROGRAM	OTHER	LOCAL	434,575	434,575	CONTINUED	
ASOST	CONTINUATION	STATE	82,390	-	MULTI-YEAR	
CHRONIC ABSENTEEISM RECOVERY INITIATIVE	SUPPL APPROP	STATE	10,000	-	EXPIRED	
CIRCUIT BREAKER	REIMBURSEMENT	STATE	2,532,625	2,532,625	CONTINUED	
CIVICS TEACHING & LEARNING	COMPETITIVE	STATE	13,735	-	MULTI-YEAR	
COMMONWEALTH PRESCHOOL PARTNERSHIP INITIATIVE	CONTINUATION	STATE	739,837	739,837	CONTINUED	
COMPREHENSIVE SCHOOL HEALTH SERVICES	CONTINUATION	STATE	95,000	95,000	CONTINUED	
CTE PARTNERSHIP	COMPETITIVE	STATE	279,200	-	EXPIRED	
EARLY COLLEGE	TARGETED	STATE	84,713	-	MULTI-YEAR	
ENGLISH LEARNER EDUCATION SUPPORT	COMPETITIVE	STATE	268,614	-	EXPIRED	
EMERGENCY ASSISTANCE FOR HOMELESS FAMILIES	SUPPL APPROP	STATE	672,743	-	MULTI-YEAR	
GENOCIDE EDUCATION	COMPETITIVE	STATE	2,000	-	EXPIRED	
MA FARMING REINFORCES EDUCATION & STUDENT HEALTH	COMPETITIVE	STATE	17,050	-	MULTI-YEAR	
MA FOOD SECURITY INFRASTRUCTURE GRANT	COMPETITIVE	STATE	489,572	-	EXPIRED	
MYCAP DEVELOPMENT & IMPLEMENTATION	TARGETED	STATE	7,492	-	EXPIRED	
PROFICIENCY-BASED OUTCOMES IN LANGUAGES OTHER THAN ENGLISH	COMPETITIVE	STATE	22,000	-	EXPIRED	
HIGH SCHOOL & MIDDLE SCHOOL GYM FLOOR & PLAY SURFACES	EARMARK	STATE	25,000	-	EXPIRED	
SCHOOL CHOICE	LOCAL AID	STATE	493,079	493,079	CONTINUED	
STUDENT OPPORTUNITY ACT EVIDENCE-BASED PRACTICE	CONTINUATION	STATE	300,000	300,000	CONTINUED	
SFSP EXPANSION, ACCESS, TRAINING & START-UP	TARGETED	STATE	14,580	-	EXPIRED	
TARGETED ASSISTANCE GRANT	TARGETED	STATE	50,000	-	MULTI-YEAR	
TEACHER DIVERSIFICATION	COMPETITIVE	STATE	92,738	-	EXPIRED	
WITCHCRAFT HEIGHTS ELEMENTARY SCHOOL PLAYGROUND IMPROVEMENT	EARMARK	STATE	37,500	-	EXPIRED	
21ST CENTURY COMMUNITY LEARNING	CONTINUATION	FEDERAL	441,173	441,173	CONTINUED	
21ST CENTURY COMMUNITY LEARNING ENHANCED PROGRAMS FOR STUDENTS ON IE	CONTINUATION	FEDERAL	19,000	19,000	CONTINUED	
21ST CENTURY COMMUNITY LEARNING SY HIGH SCHOOL INTERNSHIPS	TARGETED	FEDERAL	30,000	-	EXPIRED	
21ST CENTURY COMMUNITY LEARNING SUPPORTING ADDITIONAL LEARNING TIME	COMPETITIVE	FEDERAL	150,000	150,000	CONTINUED	
21ST CENTURY COMMUNITY LEARNING SUMMER ENHANCEMENT	TARGETED	FEDERAL	45,000	-	EXPIRED	
DEVELOPMENT & EXPANSION OF HIGH QUALITY SUMMER LEARNING	CONTINUATION	FEDERAL	100,000	-	EXPIRED	
EARLY COLLEGE	TARGETED	FEDERAL	48,743	-	MULTI-YEAR	
EMERGENCY MANAGEMENT PLANNING	COMPETITIVE	FEDERAL	40,000	-	EXPIRED	
FRESH FRUIT & VEGETABLE PROGRAM	ENTITLEMENT	FEDERAL	113,465	113,465	CONTINUED	
GROWING LITERACY EQUITY ACROSS MASSACHUSETTS, COHORT 1 & COHORT 2	CONTINUATION	FEDERAL	319,500	-	MULTI-YEAR	
IDEA - SPECIAL EDUCATION	ENTITLEMENT	FEDERAL	1,362,929	1,362,929	MULTI-YEAR	
IDEA - EARLY CHILDHOOD SPECIAL EDUCATION	ENTITLEMENT	FEDERAL	55,162	55,162	MULTI-YEAR	
IDEA - SPECIAL EDUCATION PROGRAM IMPROVEMENT	TARGETED	FEDERAL	42,515	-	EXPIRED	
IMPROVING VENTILATION & AIR QUALITY	TARGETED	FEDERAL	680,151	-	MULTI-YEAR	
MATH ACCELERATION ACADEMIES	COMPETITIVE	FEDERAL	106,920	-	EXPIRED	
MCKINNEY-VENTO HOMELESS EDUCATION	CONTINUATION	FEDERAL	20,000	-	EXPIRED	
PERKINS V - STRENGTHENING CTE FOR 21ST CENTURY	ENTITLEMENT	FEDERAL	58,863	-	EXPIRED	
PERKINS EQUIPMENT & PROGRAM IMPROVEMENT	ENTITLEMENT	FEDERAL	30,480	-	EXPIRED	
SOCIAL EMOTION LEARNING, BEHAVIORIAL & MENTAL HEALTH	CONTINUATION	FEDERAL	94,700	-	EXPIRED	
STUDENT CELLPHONE USE PILOT	TARGETED	FEDERAL	25,000	-	EXPIRED	
TITLE I	ENTITLEMENT	FEDERAL	1,298,550	1,275,110	MULTI-YEAR	
TITLE II A	ENTITLEMENT	FEDERAL	142,289	142,289	MULTI-YEAR	
TITLE II B	ENTITLEMENT	FEDERAL	118,581	118,581	MULTI-YEAR	
TITLE IV A	ENTITLEMENT	FEDERAL	98,901	98,901	MULTI-YEAR	
TOTAL:			14,190,414	9,677,325		

Appendix B: Detailed Community Input

**FY25 BUDGET FORUM
FEEDBACK
RESPONSES: 234**

**ROLES:
PARENT/GUARDIAN: 108
COMMUNITY: 17
STAFF: 124
STUDENT:13**

Priority 1: Elevate Learning: What 3 initiatives would you prioritize for funding in FY25?

Ensure that all students have access to challenging and relevant instructional content, texts and tasks every day that are aligned to standards and are at or above grade level.	34.00%
Utilize targeted, high-leverage and evidenced-based instructional practices rooted in research to support multilingual learners and students with disabilities in all classrooms.	27.30%
Leverage frequent student work analysis meetings to disrupt inequities and eradicate learning gaps for our marginalized students.	7.50%
Cultivate independent learners by using personalized and engaging research-based instructional strategies.	26.00%
Consistently implement evidence-based programs and aligned assessments to support the ongoing development of SEL competencies and foster a sense of community and belonging.	15.00%
Support the development of independent learners by embedding developmentally-appropriate SEL competencies into daily lesson planning with time for students to reflect, set goals and monitor their own progress.	20.30%
Use SEL data to guide and inform universal and targeted classroom and small group supports	13.70%
Strengthen school culture by incorporating school-wide social and emotional learning universal supports into the academic calendar.	28.60%
Strengthen the mixed-delivery model for PreK programming with the City of Salem and community partners by framing a sustainable funding model and developing shared criteria and metrics for success.	15.00%
Implement district curricula with integrity and consistency through the use of agreed upon instructional models and priority instructional practices.	9.30%
Use grade-level standards to ensure that students are able to engage with grade-level text and write skillfully in different genres.	18.00%
Develop students' conceptual understanding and reasoning skills in math with a focus on increased computational fluency.	11.50%
Provide all students with the opportunity to be successful in advanced and demanding coursework aligned to higher-education expectations by offering scaffolded instruction and supports that are part of a coordinated and aligned MTSS	18.50%
Expand the CTE program to provide opportunities for students in grades 6-12.	17.00%
Learn from and develop the middle school pilot to identify, document and scale the most successful elements across all middle grades and/ or district wide.	14.50%
Support all students, especially our most marginalized, through the college and career preparation and application process and prepare them for success after high school.	17.00%
Provide students in grades 6-12 with high-quality world language experiences that account for the assets of native speakers.	11.50%

Priority 2: Empower Educators: What 3 initiatives would you prioritize for funding in FY25?

Strengthen efforts to recruit a diverse pool of high-quality educators using anti-racist, anti-biased hiring practices.	25.60%
Provide incentives and opportunities for high schoolers to explore teaching as a career option.	7.00%
Create and provide access to alternative licensure pathways for paraprofessionals, support staff and other non-traditional educators or administrators.	17.60%
Review and adjust salary schedule to be competitive with neighboring districts.	76.90%
Provide all teachers and specialists with the training, tools and resources necessary to effectively support the needs of multilingual learners and students with disabilities.	38.40%
Increase opportunities for staff to share feedback on quality and relevance of professional learning.	11.90%
Support schools to offer relevant and timely campus-specific professional development to close achievement gaps.	9.80%
Train educators on the methodology behind and meaning of standards-based practices and grading and on the use of district tools for communicating with parents.	9.70%
Ensure all staff hold all students to consistently high expectations and bear a collective responsibility to recognize, interrupt and call out signs of educational inequity.	17.00%
Provide guidance and training to leaders to ensure they are prepared to provide written and/or face-to-face feedback that is asset-based, actionable and growth-orientated.	7.50%
Create multiple avenues to build a culture that supports and encourages lateral, bottom-up and top-down feedback.	5.50%
Maintain and expand affinity groups that affirm our diverse educators and build their sense of connection, community and belonging.	3.50%
Engage all staff in creating new ways to elevate their voices in discussions related to school improvement and problem-solving and to inform decision-making.	11.90%
Create innovative leadership and learning opportunities to keep educators actively engaged.	10.10%
Continue to grow, expand and improve the New Hire Institute, as well as induction and mentoring programs.	7.00%
Build caring communities among staff that center connection, relational trust, mental health and well-being.	23.00%
Create norms for engagement and agreed upon practices that lead to a healthy work-life balance.	17.90%

Appendix B: Detailed Community Input

Priority 3: Center Belonging: What 3 initiatives would you prioritize for funding in FY25?

Restructure grade 6-12 student support/counseling services to align with national standards.	8.40%
Expand access to quality K-12 physical and mental health services districtwide.	33.70%
Effectively meet the needs of students experiencing significant social emotional and behavioral challenges by examining and adjusting the caseloads of school-based mental health providers.	43.60%
Provide students in grades 3-12 with developmentally-appropriate health education instruction.	17.50%
Equip educators with the knowledge, skills and systems to disrupt patterns of disproportionate exclusionary practices through professional development and coaching.	14.10%
Promote learning experiences that value each student and elevate their contributions to the community.	21.80%
Audit and align discipline policies and practices to ensure they are instructive, restorative, developmentally appropriate and equitably enforced consistently across the district.	24.40%
Ensure every student builds connections with at least one trusted adult and connects with their peers to promote social, emotional and academic development.	24.80%
Strengthen the efficacy of school-based attendance teams to aggressively monitor daily attendance and use data to inform a predictable, clearly communicated intervention response plan for students exhibiting a pattern of absences.	13.20%
Expand access to high-interest activities and programs during and after school for all students.	27.80%
Expand opportunities for learning outside the classroom during the school day, as well as during vacation weeks and summer.	18.40%
Strengthen alignment of and develop strong partnerships between the district, members of the community and external partners to build connections and support student learning.	11.00%
Engage students in their learning by creating leadership opportunities and hosting active listening sessions that also encourage them to contribute to school- and district-based policy level discussions.	11.00%
Leverage structures like the Parent Advisory Cabinet to create asset- based opportunities for parents to advocate for their students, inform decision-making and contribute to efforts to make school and district improvements.	5.30%
Create a Welcome Center for families that will provide resources for all, with a focus on new families, non-English speakers, multilingual families and newcomers.	13.70%
Offer opportunities and resources to help families and caregivers learn about and better understand how to navigate the Salem Public Schools.	12.80%

Priority 3: Center Belonging: What 3 initiatives would you prioritize for funding in FY25?

Conduct a districtwide equity audit of all policies that impact the student and staff experience.	12.00%
Closely examine how the district is using its resources (people, time and money) to determine what is and is not working.	57.30%
Build and implement an internal system for responding to incidents of bias, microaggressions and discrimination.	13.20%
Review existing transportation policies and invest in transportation solutions to best serve the community.	16.70%
Review and explore options to the controlled choice assignment policy to provide equitable access to all students and reduce costs.	6.60%
Evaluate the role of technology in student learning and develop a clearly articulated philosophy on its appropriateness, applicability, implementation and use by both teachers and students.	26.50%
Build a culture that encourages efficient, student-centered, cross- departmental collaboration.	25.20%
Develop and use consistent human resources systems for all employee engagement, beginning with onboarding, retention, development and evaluation.	9.00%
Ensure that financial systems are accurate, timely and transparent and can be used to inform decision-making at all levels.	9.00%
Establish standard operating school and district management policies, systems and expectations.*	12.30%
Redesign the high school/middle school facilities and rethink how all SPS facilities and spaces are used.	24.70%
Ensure all SPS buildings and facilities are safe, clean, accessible and welcoming.	41.00%
Effectively communicate about and enforce safety protocols in all facilities, schools and outdoor spaces.	9.30%
Strengthen and fully implement a preventive maintenance plan in collaboration with the City of Salem.	12.00%
Provide continuous access to safe, quality play spaces through implementation of Salem's playground master plan.	26.50%

Appendix C: Average Class Sizes by School & Grade, K-8



Average class size by school was shared at the 4/8 initial budget presentation. Detailed information by school for grades K-8 is provided on the pages that follow. Additional analysis on high school average class sizes is forthcoming.

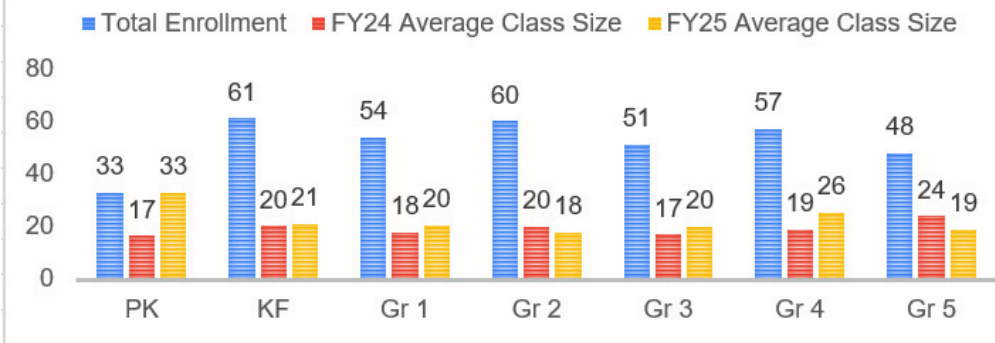
**FY25
 Projected
 Class Size**

Class Sizes

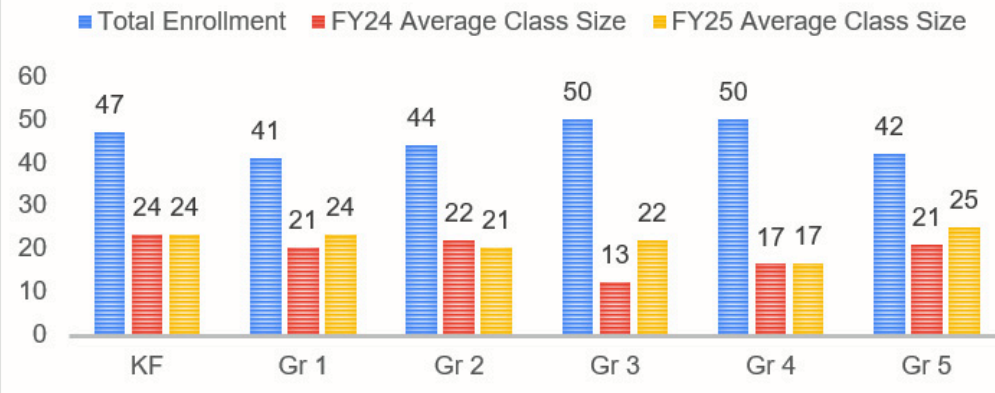
Schools	Bates	BAIS	Carlton	HMLS	Salts	WHES	CMS	SHS
Average Class Size FY25	20.4	21.8	20.4	21.3	21.6- Elem 24- MS	20.6	24.6	22.5



BATES FY24 ENROLLMENT & FY24 & FY25 PROJECTED AVERAGE CLASS SIZE

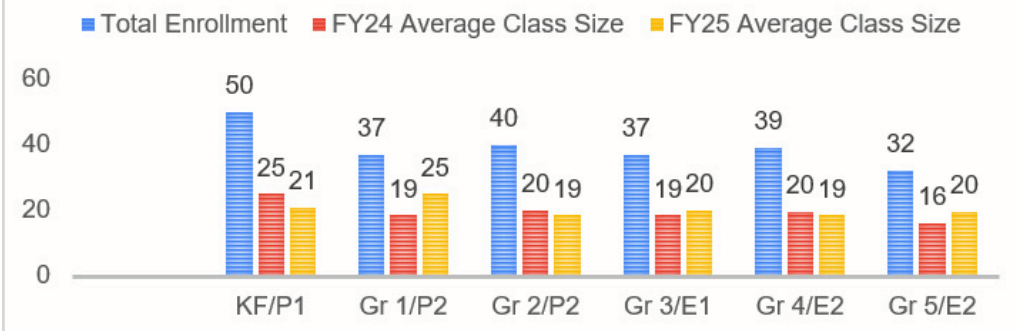


BAIS ENROLLMENT & FY24 & FY25 PROJECTED AVERAGE CLASS SIZE

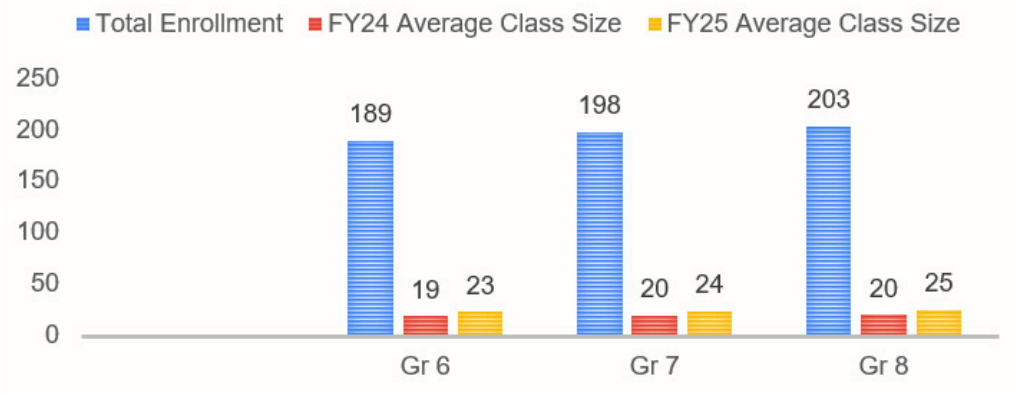




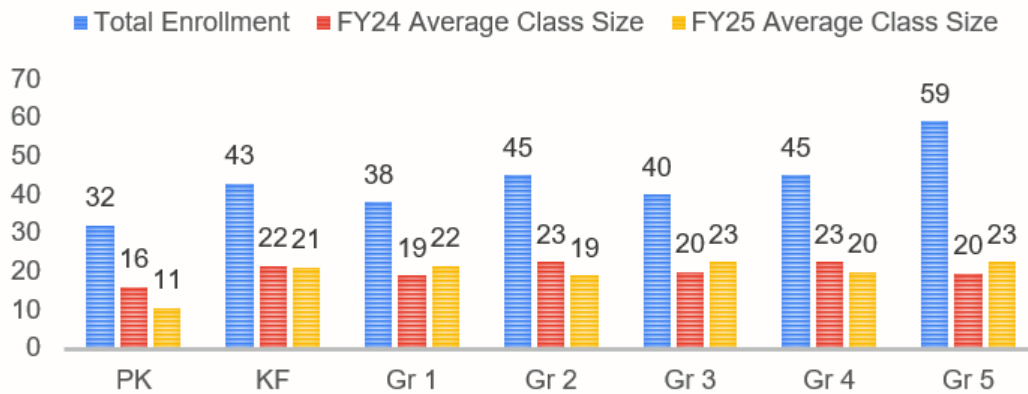
CARLTON ENROLLMENT & FY24 & FY25 PROJECTED AVERAGE CLASS SIZES



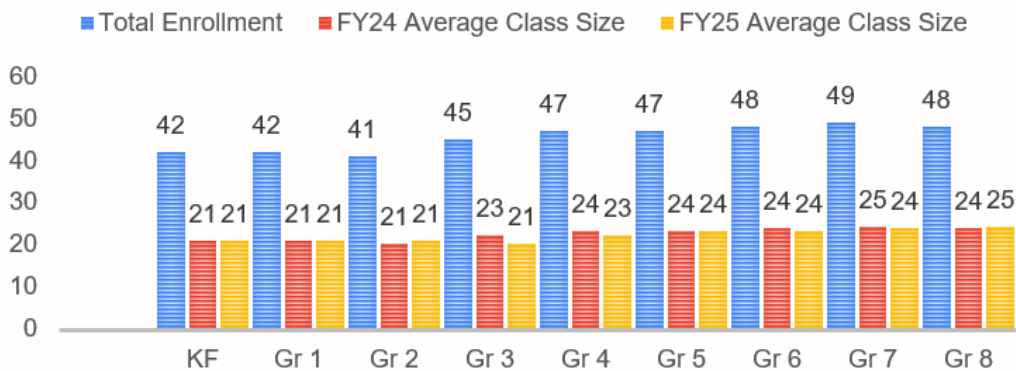
CMS ENROLLMENT & FY24 & FY25 PROJECTED AVERAGE CLASS SIZE



HMLS ENROLLMENT & FY24 & FY25 PROJECTED AVERAGE CLASS SIZE



SALTS ENROLLMENT & FY24 & FY25 PROJECTED AVERAGE CLASS SIZE





WHES ENROLLMENT & FY24 & FY25 AVERAGE CLASS SIZE





Budget Overview-Enterprise Funds

Enterprise Fund Overview

What is an Enterprise Fund?

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

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

History

The enterprise fund statute, MGL Ch 44 B 53F ¾ (formerly Chapter 41 B 39K), was enacted in 1986. Before that time, communities used special revenue funds authorized under various general laws or special acts in order to separately account for their business type services. These special revenue funds were limited, however, with regard to the services and costs covered. The funds were most commonly authorized for water, gas and electric utility departments and used primarily to account for annual operating costs, not the indirect costs, capital expenditures or fixed assets of the service. The purpose of the enterprise fund statute was to give communities the flexibility to account separately for all financial activities associated with a broader range of municipal services.

As part of the FY 2014 budget process the Mayor requested and the City Council approved the adoption of the Massachusetts Department of Revenue Division of Local Services bullet 1 in 2012-02B (page 3/7) which allows for the combining of water and sewer enterprise funds voted under MGL Ch 44 B53F ¾ into a single water-sewer fund. The combined funds will be treated the

same as the individual funds were and will have only one certified retained earnings. For operational and accounting purposes the water and sewer enterprise funds will remain separate and distinct funds but will be combined for the purpose of certifying retained earnings and for reporting on the annual Tax Recapitulation report which sets the annual tax rate. This will allow the City to use the Sewer Fund Balance to help offset Water revenue deficits and to help keep the water and sewer rate increases lower for rate payers.

Basis of Accounting

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

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

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

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

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

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

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

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

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

Water & Sewer Five Year Financial Forecast

	Desc	FY2024 Recap	FY2025 Budgeted	FY2026 Projected	FY2027 Projected
	<i>projected percent increase</i>	3.00%	3.00%	5.00%	5.00%
Sewer Rates	Residential	7.81	8.04	8.44	8.87
	Non-Residential < 25,000 cu ft	11.83	12.18	12.79	13.43
	Non-Residential > 25,000 cu ft	15.15	15.60	16.38	17.20
SEWER REVENUE					
	User Charges	10,763,774	11,086,687	11,641,021	12,223,072
	Penalties and Interest	37,000	37,000	37,000	37,000
	Sewer Liens	300,000	300,000	300,000	300,000
	Other Departmental Revenue				
	Investment Income				
	Intergovernmental-SESD				
	SEWER RATES	11,100,774	11,423,687	11,978,021	12,560,072
	Retained Earnings Appropriated				
	Other Enterprise Available Funds W/S Combine	(1,250,000)	(1,000,000)	(750,000)	(500,000)
	Premiums on Bonds				
	SESD PILOT SUBSIDY				
	SEWER OFS/Trans In	(1,250,000)	(1,000,000)	(750,000)	(500,000)
	TOTAL SEWER REVENUE	9,850,774	10,423,687	11,228,021	12,060,072
SEWER EXPENSES					
	3% Administration				
	3% Public Services	711,444	726,409	748,201	770,647
	9% Engineering	1,217,396	1,231,040	1,267,971	1,306,010
	Insurance Expenses (Deductibles)	10,000	10,000	10,300	10,609
	15% Long Term Debt (Principal and Interest)	1,722,592	1,751,813	1,804,367	1,858,498
	Short Term Debt BANS/Professional Fees	51,414	55,256	56,914	58,621
	2% SESD Assessment	4,731,615	4,644,596	4,748,058	4,890,500
	Subtotal	8,444,461	8,419,114	8,635,811	8,894,886
	10% Indirect Costs	844,386	827,245	852,063	877,625
	Subtotal	9,288,847	9,246,359	9,487,874	9,772,510
	TOTAL SEWER EXPENSES	9,288,847	9,246,359	9,487,874	9,772,510
	NET CHANGE IN SEWER FUND BALANCE (Projected)	561,927	1,177,327	1,740,147	2,287,562

Desc		FY2024	FY2025	FY2026	FY2027
		Budgeted	Projected	Projected	Projected
projected percent increase		9.00%	9.00%	9.00%	8.00%
Water Rates	Residential	4.06	4.42	4.82	5.21
	Non-Residential	5.49	5.99	6.53	7.05
WATER REVENUE					
	User Charges	6,021,150	6,563,053	7,153,728	7,726,026
	Interest and Penalties	30,000	30,000	30,000	30,000
2.0%	Other Department Revenue-Water Liens	208,080	212,242	216,486	220,816
2.0%	Water Meters and Misc. Revenue	31,212	31,836	32,473	33,122
2.0%	Backflow	67,626	68,979	70,358	71,765
WATER RATES		6,358,068	6,906,110	7,503,046	8,081,730
FB Reserved for Expenditures					
Retained Earnings					
	Subsidy from Sewer Fund Balance	1,250,000	1,000,000	750,000	500,000
	Other Enterprise Available Funds W/S Combined				
WATER OFS/Trans in		1,250,000	1,000,000	750,000	500,000
TOTAL WATER REVENUE		7,608,068	7,906,110	8,253,046	8,581,730
WATER EXPENSES					
5.0%	Administration				
3.0%	Public Services	766,569	784,069	807,591	831,819
3.0%	Engineering	952,296	1,017,315	1,047,834	1,079,269
	Insurance Expense (Deductibles)	5,000	5,000	5,150	5,305
8.0%	Long Term Debt (Principal and Interest)	2,333,167	2,401,729	2,473,781	2,547,994
5.0%	Short Term Debt (Interest Only)	72,278	79,415	81,797	84,251
4.0%	SBWSB Assessment	3,017,336	3,147,612	3,242,040	3,339,302
	Retained Earnings Expended				
	Reserve Fund				
	Other Financing Uses (OFU)				
	Subtotal	7,146,646	7,435,140	7,658,194	7,887,940
10%	Indirect Costs	711,472	731,322	753,262	775,860
	Subtotal	7,858,118	8,166,462	8,411,456	8,663,800
TOTAL WATER EXPENSES		7,858,118	8,166,462	8,411,456	8,663,800
NET CHANGE IN WATER FUND BALANCE					
(Projected)		(250,050)	(260,353)	(158,411)	(82,070)
NET CHANGE IN WATER/SEWER					
BALANCE (Projected)		311,877	916,975	1,581,737	2,205,492

Enterprise Fund A2 Summary & Graphs

CITY OF SALEM ENTERPRISE FUNDS A2 SUMMARY

	Actual FY2023	Estimated FY2024	Budgeted FY2025	Increase % FY25 v. FY24	Increase FY25 v. FY24
REVENUE					
SEWER RATES	10,692,213	10,763,774	11,086,687	3.02%	322,913
OTHER	256,268	337,000	337,000	0.00%	0
SEWER TRANS/OFS/WATER SUBSIDIES					
TOTAL SEWER REVENUE	10,948,482	11,100,774	11,423,687	2.9%	322,913
WATER RATES	5,906,043	6,021,150	6,563,053	9.18%	541,903
OTHER	196,250	336,918	343,056	3.13%	6,138
WATER TRANS/OFS/GF SUBSIDIES/SEWER SUBSIDY	1,085,194	1,250,000	1,000,000	-23.04%	(250,000)
TOTAL WATER REVENUE	7,187,487	7,608,068	7,906,110	4.15%	298,042
TRASH FEES	937,445	935,251	967,985	3.49%	32,734
OTHER			86,773		
TOTAL TRASH REVENUE	937,445	935,251	1,054,758	12.75%	119,507
TRASH TRANS/OFS/GF SUBSIDIES	3,082,519	3,189,010	3,189,010	0.00%	0
TOTAL TRASH REVENUE WITH GF SUBSIDY	3,082,519	3,189,010	3,189,010	0.00%	0
ENTERPRISE FUND TOTAL REVENUE	22,155,933	22,833,103	23,573,564	3.34%	740,462
EXPENDITURES					
SEWER ADMIN	1,657,874	1,938,840	1,967,449	1.73%	28,609
SEWER FIXED COSTS	6,690,449	6,505,621	6,451,665	-0.81%	(53,956)
TOTAL SEWER EXPENDITURES	8,348,323	8,444,461	8,419,114	-0.30%	(25,347)
Sewer -Indirect Costs/OTHER FINANCIAL USES	706,018	844,386	827,245	-2.43%	(17,141)
TOTAL SEWER EXPENDITURES WITH INDIRECT COSTS	9,054,341	9,288,847	9,246,359	-0.47%	(42,488)
WATER ADMIN	1,553,714	1,723,865	1,806,384	5.31%	82,519
WATER FIXED COSTS	5,182,549	5,422,781	5,628,756	3.97%	205,975
TOTAL WATER EXPENDITURES	6,736,263	7,146,646	7,435,140	4.28%	288,494
WATER -Indirect Costs/OTHER FINANCIAL USES	788,028	711,472	731,322	2.52%	19,850
TOTAL WATER EXPENDITURES WITH INDIRECT COSTS	7,524,291	7,858,118	8,166,462	4.10%	308,344
TRASH PERSONNEL	80,583	83,426	120,873	46.47%	37,447
TRASH NON-PERSONNEL	3,941,015	4,040,835	4,122,895	2.08%	82,060
TOTAL TRASH EXPENDITURES	4,021,598	4,124,261	4,243,768	2.97%	119,507
ENTERPRISE FUND TOTAL EXPENDITURES	20,600,231	21,271,226	21,656,590	1.87%	385,364
Net Incr/Decr	1,555,702.28	1,561,876.56	1,916,974.66		

Enterprise Fund Schedule A-2's - Sewer, Water, Trash

SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
SEWER ENTERPRISE FUND - FY25

	FY23	FY24	FY25	%
	Actuals	Estimated	Budgeted	Change
1. Enterprise Revenues & Available Funds				
User Charges	10,692,213	10,763,774	11,086,687	3.0%
Interest & Penalties	46,448	37,000	37,000	0.0%
Sewer Liens	209,821	300,000	300,000	0.0%
Other Departmental				
Bond Premium				
Total Revenues	10,948,482	11,100,774	11,423,687	2.9%
Retained Earnings Appropriated				
Other Enterprise Available Funds - WS Combined	\$ (1,669,401)	\$ (1,250,000)	\$ (1,000,000)	
OFS/TRANS IN/SESD Trans				
Total Revenue & Available Funds	9,279,081	9,850,774	10,423,687	5.8%
2. Total Costs Appropriated				
a. Costs appropriated in enterprise fund				
Public Services	518,526	711,444	726,409	2.1%
Engineering	1,323,671	1,217,396	1,231,040	1.1%
Long Term Debt (principal and interest)	1,984,963	1,722,592	1,751,813	1.7%
Short Term Debt (interest only)	765	51,414	55,256	7.5%
Other (SESD assessment)	4,971,805	4,731,615	4,644,596	-1.8%
Insurance Expense (Deductibles)	5,000	10,000	10,000	0.0%
OFU/Trans Out				
Total costs appropriated in enterprise fund	8,804,730	8,444,461	8,419,114	-0.3%
b. Costs appropriated in the general fund (Indirect Costs)	706,018	844,386	827,245	-2.0%
Total costs appropriated in the general fund	706,018	844,386	827,245	-2.0%
Total Costs	9,510,748	9,288,847	9,246,359	-0.5%
3. Calculation of General Fund Subsidy				
Revenue & available funds	9,279,081	9,850,774	10,423,687	5.8%
less: Total costs	9,510,748	9,288,847	9,246,359	-0.5%
less: Prior year deficit				
(Negative represents general fund subsidy)	-231,667	561,927	1,177,327	109.5%
4. Sources of Funding for Costs Appropriated in the Enterprise Fund				
a. Revenue & available funds	9,510,748	9,288,847	9,246,359	-0.5%
b. Taxation				
c. Free Cash				
d. Non-Enterprise available funds				
Total Sources of Funding for Costs Appropriated in Enterprise Fund	9,510,748	9,288,847	9,246,359	-0.5%
Total Revenue & Other Available Funds	9,279,081	9,850,774	10,423,687	5.8%
Total Costs	9,510,748	9,288,847	9,246,359	-0.5%
Variance	-231,667	561,927	1,177,327	109.5%

SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
WATER ENTERPRISE FUND - FY25

	FY23	FY24	FY25	%
	Actuals	Estimated	Budgeted	Change
1. Enterprise Revenues & Available Funds				
User Charges	5,703,641	6,021,150	6,563,053	9.0%
Interest & Penalties	26,622	30,000	30,000	0.0%
Water Liens	115,724	208,080	212,242	2.0%
Other Departmental - Connection Fees				
Bond Premiums				
Water Meters & Misc. Revenue	6,103	31,212	31,836	2.0%
Backflow	2,800	67,626	68,979	2.0%
Total Revenues	5,854,891	6,358,068	6,906,110	8.6%
Retained Earnings Appropriated	0	0	0	
Other Enterprise Available Funds W/S Combined OFS/Trans In	1,085,194	1,250,000	1,000,000	
Total Revenue & Available Funds	6,940,085	7,608,068	7,906,110	3.9%
2. Total Costs Appropriated				
a. Costs appropriated in enterprise fund				
Public Services	633,085	766,569	784,069	2.3%
Engineering	839,245	952,296	1,017,315	6.8%
Long Term Debt (principal and interest)	2,226,842	2,333,167	2,401,729	2.9%
Short Term Debt (interest only)	1,679	72,278	79,415	9.9%
Other (SBWSB assessment)	2,906,306	3,017,336	3,147,612	4.3%
Insurance Expense (Deductibles)	2,500	5,000	5,000	0.0%
Insurance Expense (Deductibles)				
OFU/Trans Out				
Total costs appropriated in enterprise fund	6,609,657	7,146,646	7,435,140	4.0%
b. Costs appropriated in the general fund - Indirect Costs	788,028	711,472	731,322	2.8%
Total costs appropriated in the general fund	788,028	711,472	731,322	2.8%
Total Costs	7,397,685	7,858,118	8,166,462	3.9%
3. Calculation of General Fund Subsidy				
Revenue & available funds	6,940,085	7,608,068	7,906,110	3.9%
less: Total costs	7,397,685	7,858,118	8,166,462	3.9%
less: Prior year deficit				
(Negative represents general fund subsidy)*	(457,599)	(250,050)	(260,353)	
4. Sources of Funding for Costs Appropriated in the Enterprise Fund				
a. Revenue & available funds	7,397,685	7,858,118	8,166,462	3.9%
b. Taxation				
c. Free Cash				
d. Non-Enterprise available funds				
Total Sources of Funding for Costs Appropriated in Enterprise Fund	7,397,685	7,858,118	8,166,462	3.9%

**SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
WATER & SEWER ENTERPRISE FUNDS COMBINED - FY25**

	FY23	FY24	FY25	%
	Actual	Estimated	Budgeted	Change
1. Enterprise Revenues & Available Funds				
User Charges	16,395,855	16,784,924	17,649,740	5.2%
Penalties & Interest	73,070	67,000	67,000	0.0%
Water/Sewer Liens	325,545	508,080	512,242	
Other Departmental Revenue	0	0	0	
Bond Premium	0	0	0	
Intergovernmental-SESD	6,103	0	0	0.0%
Water Backflow	2,800	98,838	100,815	2.0%
Total Revenues	16,803,373	17,458,842	18,329,797	5.0%
Retained Earnings	0	0	0	
Other Enterprise Available Funds - WS Combined	0	0	0	
OFS/Transfers in	0	0	0	
Total Revenue & Available Funds	16,803,373	17,458,842	18,329,797	5.0%

2. Total Costs Appropriated

a. Costs appropriated in enterprise fund

Public Services	1,151,611	1,478,013	1,510,478	2.2%
Engineering	2,162,915	2,169,692	2,248,355	3.6%
Long Term Debt (principal and interest)	4,211,805	4,055,759	4,153,542	2.4%
Short Term Debt (interest only)	2,444	123,692	134,671	8.9%
Other (SESD/SBWB assessment)	7,878,111	7,748,951	7,792,208	0.6%
Insurance Expense (Deductibles)	7,500	15,000	15,000	0.0%
OFU/Trans Out				
Total costs appropriated in enterprise fund	15,414,386	15,591,107	15,854,254	1.7%

b. Costs appropriated in the general fund - Indirect Costs

Total costs appropriated in the general fund	1,494,046	1,555,858	1,558,568	
Total Costs	16,908,432	17,146,965	17,412,822	1.6%

3. Calculation of General Fund Subsidy

Revenue & available funds	15,664,327	17,458,842	18,329,797	5.0%
less: Total costs	15,664,327	17,146,965	17,412,822	1.6%
less: Prior year deficit				
(Negative represents general fund subsidy)	0	311,877	916,975	

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

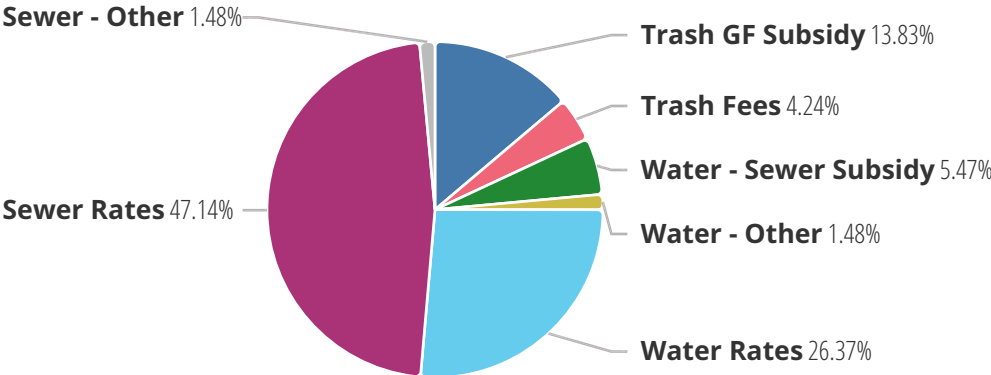
a. Revenue & available funds	16,908,432	17,146,965	17,412,822	1.6%
b. Taxation				
c. Free Cash				
d. Non-Enterprise available funds				

Total Sources of Funding for Costs

SCHEDULE A-2
ENTERPRISE FUNDS
SALEM
TRASH ENTERPRISE FUND - FY25

	FY23	FY24	FY25	%
	Actual	Estimated	Budgeted	Change
<u>1. Enterprise Revenues & Available Funds</u>				
User Charges	927,969	935,251	967,985	3.5%
Other Departmental Revenue	0	0	86,773	
Penalties and Interest	0	0	0	
Recycling Revenue	0	0	0	
Total Revenues	927,969	935,251	1,054,758	12.8%
Retained Earnings Appropriated**				
Other Enterprise Available Funds				
OFS/Transfers In				
Total Revenue & Available Funds	927,969	935,251	1,054,758	12.8%
<u>2. Total Costs Appropriated</u>				
a. Costs appropriated in enterprise fund				
Salaries	80,583	83,426	120,873	44.9%
Contracted Services - Collection and Disposal (flat fee)	3,941,015	4,040,835	4,122,895	2.0%
Recycling and Other Expenses				
Exp Trans/OFU				
Total costs appropriated in enterprise fund	4,021,598	4,124,261	4,243,768	2.9%
b. Costs appropriated in the general fund - Indirect Costs				
Total costs appropriated in the general fund	0			
Total Costs	4,021,598	4,124,261	4,243,768	2.9%
<u>3. Calculation of General Fund Subsidy</u>				
Revenue & available funds	927,969	935,251	1,054,758	12.8%
less: Total costs	4,021,598	4,124,261	4,243,768	2.9%
less: Prior year deficit				
(Negative represents general fund subsidy)	(3,093,629)	(3,189,010)	(3,189,010)	0.0%
<u>4. Sources of Funding for Costs Appropriated in the Enterprise Fund</u>				
a. Revenue & available funds	927,969	935,251	1,054,758	12.8%
b. Taxation	3,093,629	3,189,010	3,189,010	0.0%
c. Free Cash				
d. Non-Enterprise available funds				
Total Sources of Funding for Costs Appropriated in Enterprise Fund	4,021,598	4,124,261	4,243,768	2.9%

FY 2025 Estimated Revenues - Enterprise Funds



Enterprise Fund Revenue Detail & Graphs

In FY 2013 the City Council voted to combine the water and sewer enterprise funds as allowed by the Department of Revenue as outlined in bullet 1 in 2012-B (page 3/7). The water and sewer funds will remain in separate funds for accounting and budgeting purposes within the City. But they will be combined for reporting purposes on the City’s annual financial statements (CAFR) and for calculating Retained Earnings by the Department of Revenue.

Revenues for enterprise funds are derived from the following sources:

- **Charges and Fees** – Amounts paid by those who use the service. These include late charges, fees and interest incurred in the collection process.
- **Other Revenue Sources (OFS)** – Includes all other receipts such as state funding, grants, surplus from South Essex Sewer District (SESD) & the Salem Beverly Water Supply Board (SBWSB) and monies from apportioned and un-apportioned betterments and special assessments relating to the enterprise fund.
- **Retained Earnings** – The operating surplus of the enterprise fund. Based on the submission of a June 30 balance sheet, the retained earnings of an enterprise may be used for appropriations only after the

Bureau of Accounts certifies it as a surplus. This surplus may be used for capital projects or to offset the operating budget, which effectively reduces the user charges, rates, or general fund subsidy. Like free cash and other general fund reserves, the surplus must be appropriated before the subsequent June 20. After July 1, no appropriation can be made from the surplus until after it is certified by the Director of Accounts.

- **General Fund Subsidy** – Any revenue deficits in an enterprise fund can and should be funded by the general fund, either during the initial budgeting process (if anticipated) or raised on the Recap after year end.

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

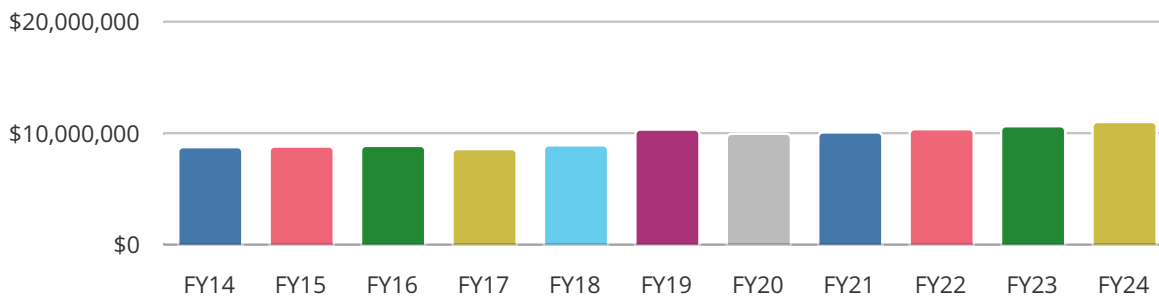
- **Sewer** – User fees, penalties and interest, sewer liens, other miscellaneous revenue and any fund balance surplus at the South Essex Sewerage District (SESD). SESD surpluses are the result of our assessment payment being more than the actual costs of running SESD.
- **Water** – User fees, penalties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

Sewer Enterprise Revenue

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

In FY 2025 the City is requesting an increase in sewer rates of 3.00%.

Sewer Enterprise Revenue

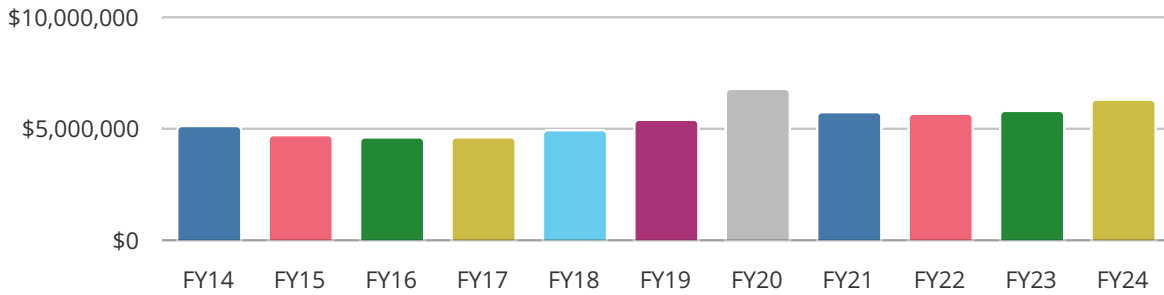


Water Enterprise Revenue

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

In FY 2025 the City is requesting an increase in water rates of 9.00%.

Water Enterprise Revenue

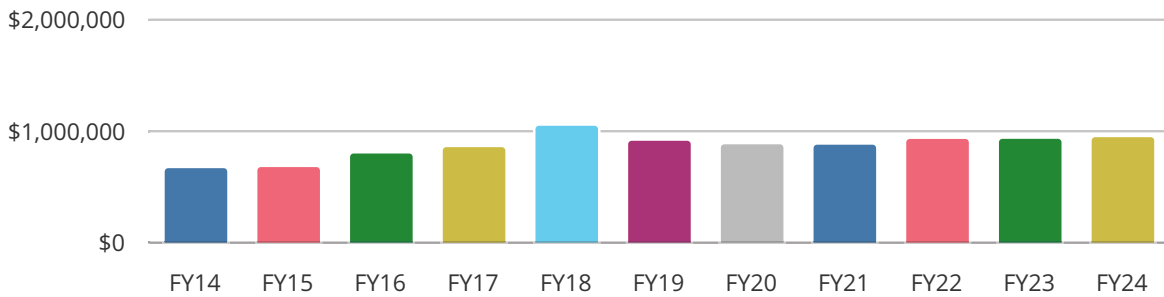


Solid Waste Enterprise Revenue

The trash revenues consist of penalties & interest and trash fee revenue. The general fund subsidizes 73% of the trash fund expenditures. In FY 2016 the City contracted with Waste Management to take over for North Side Carting due to North Side Carting’s inability to fulfill their contractual obligations. The Solid Waste Collection line increased in FY 2016 due to the change in vendor

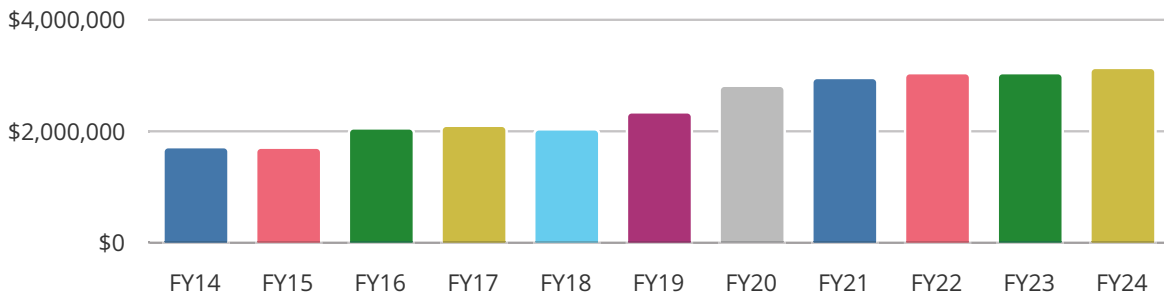
but leveled out in FY 2017 due to mandatory recycling which leveled out the solid waste disposal costs. In FY2025, the City is requesting an increase of 3.5%, commensurate with the increase in the solid waste management contract and other cost increases. In FY 2025 we anticipate no in the General Fund Subsidy to the Trash Enterprise Fund.

Solid Waste Enterprise Revenue

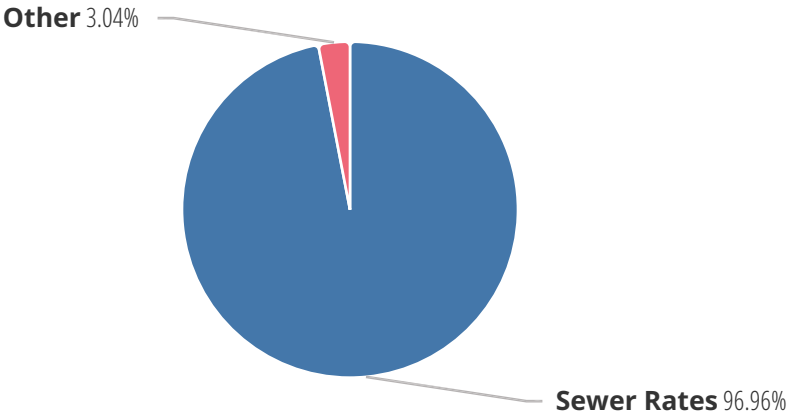


General Fund Subsidy to Solid Waste Enterprise Fund

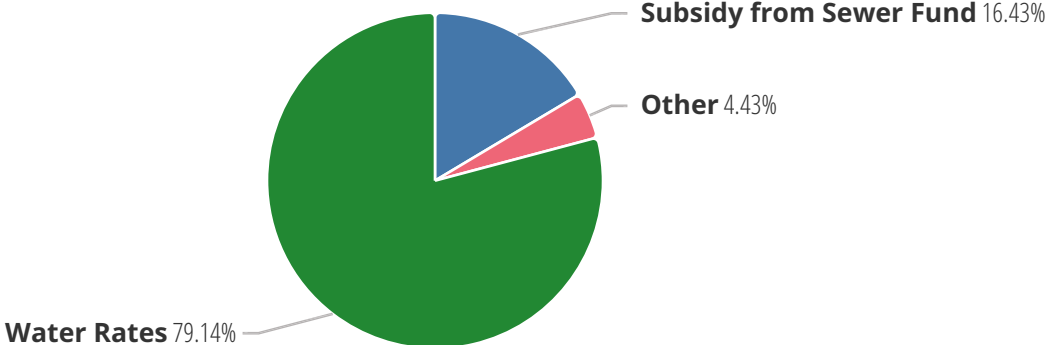
General Fund Subsidy to Solid Waste Enterprise Fund



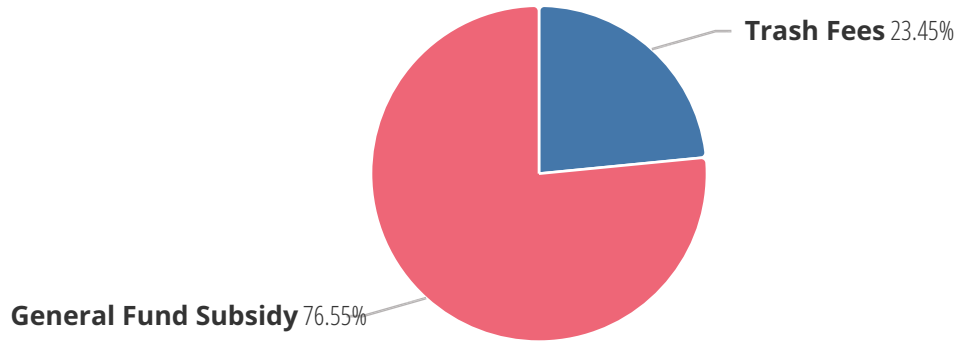
FY 2025 Estimated Revenues - Sewer



FY 2025 Estimated Revenues - Water



FY 2025 Estimated Revenues - Trash



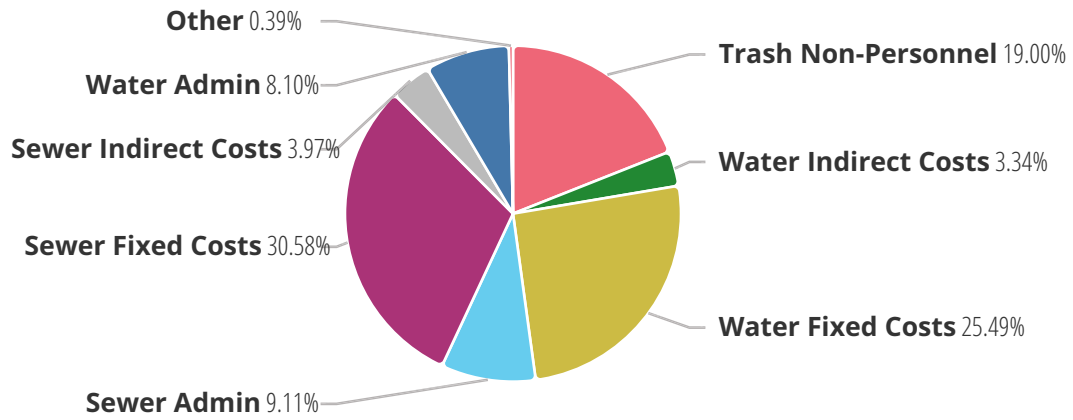
Enterprise Fund FY 2025 Operating Budget Summary

	ACTUAL	FINAL	DEPARTMENT	MAYOR	FY25 vs. FY24 Budget	
	EXPENDED FY2023	BUDGET FY2024	BUDGET FY 2025	BUDGET FY 2025	Amount	Percentage
ENTERPRISE FUNDS						
SEWER :						
Sewer - Public Services	518,526	711,444	726,411	726,409	14,965	2.10%
Sewer - Engineering	1,245,286	1,217,396	1,233,905	1,231,040	13,644	1.12%
Long Term Debt	1,984,963	1,722,592	1,751,813	1,751,813	29,221	1.70%
Short Term Debt	765	51,414	55,256	55,256	3,842	7.47%
SESD Assessment	4,791,805	4,731,615	4,644,596	4,644,596	(87,019)	-1.84%
Sewer - Insurance Deduction	16,297	10,000	10,000	10,000	-	0.00%
TOTAL SEWER	8,557,642	8,444,461	8,421,981	8,419,114	-25,347	-0.30%
WATER :						
Water-Public Services	633,085	766,569	784,070	784,069	17,500	2.28%
Water-Engineering	839,245	952,296	1,020,180	1,017,315	65,019	6.83%
Long Term Debt	2,226,842	2,333,167	2,401,729	2,401,729	68,562	2.94%
Short Term Debt	1,679	72,278	79,415	79,415	7,137	9.87%
SBWS Assessment	2,906,306	3,017,336	3,147,612	3,147,612	130,276	4.32%
Water - Insurance Deduction	5,487	5,000	5,000	5,000	-	0.00%
TOTAL WATER	6,612,644	7,146,646	7,438,006	7,435,140	288,494	4.04%
Solid Waste :						
Solid Waste - Engineering	4,021,598	4,124,261	4,662,149	4,243,768	119,507	2.90%
TOTAL TRASH	4,021,598	4,124,261	4,662,149	4,243,768	119,507	2.90%
ENTERPRISE FUND TOTAL	19,191,883	19,715,368	19,715,368	20,098,022	382,654	1.94%

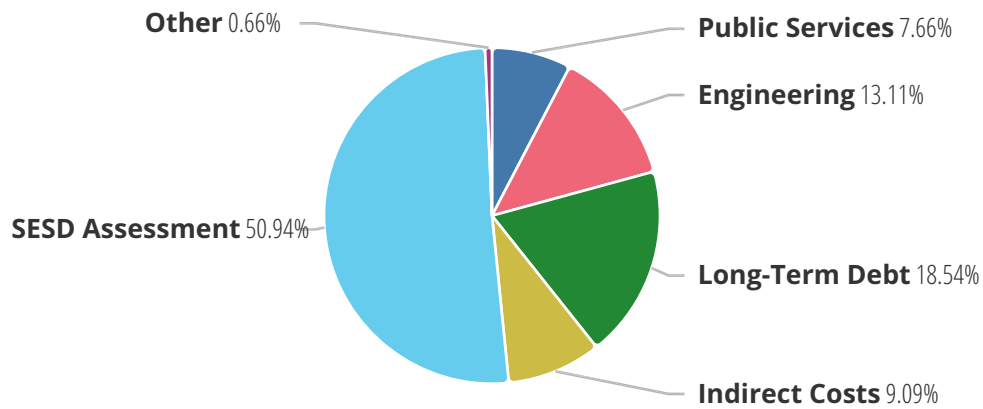
PERSONNEL & NON-PERSONNEL SUMMARIES

Sewer	Personnel	715,128	716,365	741,726	738,861	22,496	3.14%
	Non-Personnel	6,695,449	7,728,096	7,860,255	7,680,253	(47,843)	-0.62%
	TOTAL	8,348,323	8,444,461	8,444,461	8,419,114	-25,347	-0.30%
Water	Personnel	770,638	771,365	771,365	795,789	24,424	3.17%
	Non-Personnel	5,185,049	6,375,281	6,375,281	6,639,351	264,070	4.14%
	TOTAL	6,736,263	7,146,646	7,146,646	7,435,140	288,494	4.04%
Solid Waste	Personnel	80,563	83,426	124,179	120,873	37,447	44.89%
	Non-Personnel	3,941,035	4,040,835	4,537,970	4,122,895	82,060	2.03%
	TOTAL	4,021,598	4,124,261	4,662,149	4,243,768	119,507	2.90%
TOTAL Enterprise Fund	19,106,184	19,715,368	19,715,368	20,098,022	382,654	1.94%	

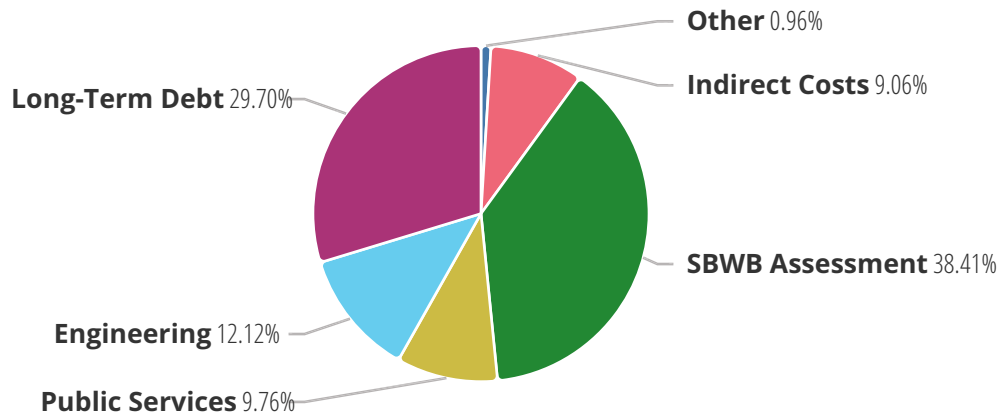
FY 2025 Proposed Budget - Enterprise Funds



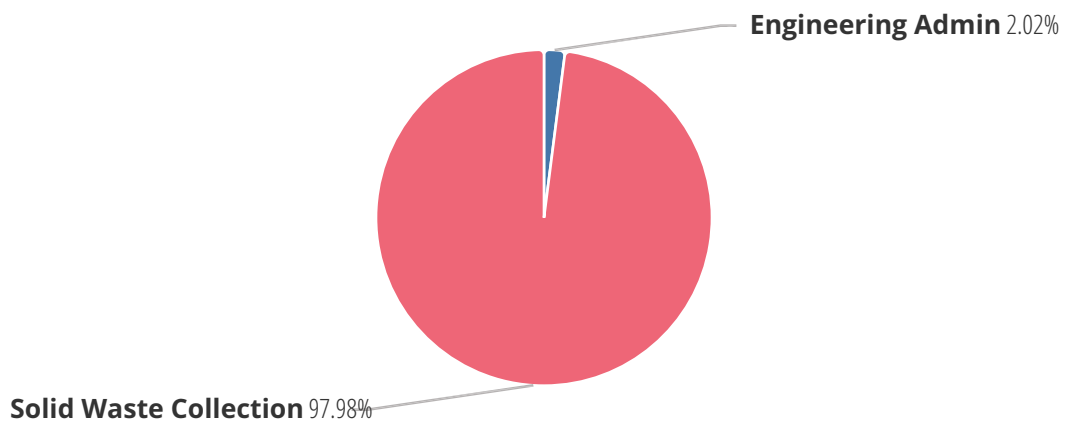
FY 2025 Proposed Budget - Sewer



FY 2025 Proposed Budget - Water



FY 2025 Proposed Budget - Trash



Water & Sewer Rate Comparisons

<u>FY2025 COMBINED RETAIL WATER AND SEWER RATE COMMUNITY CHARGE COMPARISON</u>												
	Water			Sewer			Discounts	Fund	Last Rate Adjustment	% change	Annual Cost per 120 HCF (approx 90,000 gallons)	
	Residential	Commercial		Residential	Commercial							
Salem - 7/1/2023 FY2023	\$ 4.06	\$ 5.49	HCF	\$ 7.81	\$ 11.83	0-250 HCF	yes	Enterprise Fund	8/1/2021	2.35%	Water:	\$ 487.20
					\$ 15.15	251+ HCF	10% water if pd. within 15 days	Water & Sewer			Sewer:	\$ 937.20
											Combined:	\$ 1,424.40
Salem - 7/1/2024 Proposed	\$ 4.42	\$ 5.99	HCF	\$ 8.04	\$ 12.18	0-250 HCF	yes	Enterprise Fund	8/1/2023	5.00%	Water:	\$ 530.40
					\$ 15.60	251+ HCF	10% water if pd. within 15 days	Water & Sewer			Sewer:	\$ 964.80
											Combined:	\$ 1,495.20
Beverly*	\$ 3.40	same	HCF	\$ 6.40	same	HCF	no	Enterprise	7/1/2018	2.50%	Water:	\$ 393.00
								Water & Sewer			Sewer:	\$ 748.00
											Combined:	\$ 1,141.00
Chelsea	\$ 5.97	same	0-10 HCF	\$ 9.95	same	0-10 HCF	no	Enterprise Fund	7/1/2023	1.53%	Water:	\$ 716.40
	\$ 7.29	same	> 10-25 HCF	\$ 10.85	same	> 10-25 HCF		Water & Sewer			Sewer:	\$ 1,194.00
	\$ 9.51	same	> 25HCF	\$ 13.86	same	> 25HCF					Combined:	\$ 1,910.40
Danvers	\$ 8.07	\$ 8.07	0-20 HCF R / 0-40 HCF C	\$ 8.02	\$ 8.02	0-20 HCF R / 0-40 HCF C	yes	General Fund	7/1/2023	3.50%	Water:	\$ 968.40
	\$ 9.08		20-24 HCF R	\$ 8.35		20-24 HCF					Sewer:	\$ 962.40
	\$ 11.64	\$ 9.08	balance	\$ 10.03	\$ 8.35	balance	15% water elderly/low	Water & Sewer			Combined:	\$ 1,930.80
Gloucester	\$ 10.42	same	kgal	\$ 18.16	same	kgal	no	Enterprise Fund	4/1/2022	7.50%	Water:	\$ 937.80
								Water & Sewer			Sewer:	\$ 1,634.40
											Combined:	\$ 2,572.20
Lynn	\$ 4.54	same	0-27 HCF	\$ 8.33	same	0-27 HCF	yes	Enterprise Fund	7/1/2023	3.96%	Water:	\$ 561.60
	\$ 4.68	same	27-45.65 HCF	\$ 8.61	same	27-45.65 HCF	owner occ.	Water & Sewer			Sewer:	\$ 1,033.20
	\$ 4.76	same	45.65-739.4 HCF	\$ 8.76	same	45.65-739.4 HCF	elderly/disabled				Combined:	\$ 1,594.80
	\$ 4.83	same	>2,812.45 HCF	\$ 8.82	same	>2,812.45 HCF	single @ 15%, 2-fam @ 7.5%, 3-Fam @ 5%					
Marblehead	\$ 6.80	same	0-30 HCF	\$ 11.00	same	0-30 HCF	no	Enterprise Fund	7/1/2023	1.16%	Water:	\$ 816.00
	\$ 9.75	same	>30 HCF	\$ 11.00	same	>30 HCF		Water & Sewer			Sewer:	\$ 1,320.00
											Combined:	\$ 2,136.00
Peabody*	\$ 3.97	\$ 4.99	0-15 HCF	\$ 5.73	\$ 6.94	0-15 HCF	no	General Fund	7/1/2023	29.72%	Water:	\$ 476.40
	\$ 4.56	\$ 5.68	16-25 HCF	\$ 6.64	\$ 4.56	16-25 HCF		Water & Sewer			Sewer:	\$ 687.60
	\$ 5.17	-	25-30	\$ 7.45	-	25-30					Combined:	\$ 1,164.00
	\$ 5.45	\$ 6.75	>30 HCF	\$ 8.00	\$ 9.09	>30 HCF						
Revere	\$ 4.41	\$ 7.32	HCF	\$ 13.31	\$ 21.96	HCF	yes	Enterprise Fund	7/1/2023	4.24%	Water:	\$ 529.20
							senior	Water & Sewer			Sewer:	\$ 1,597.20
											Combined:	\$ 2,126.40
Swampscott	\$ 7.70	same	0-25 HCF	\$ 6.04	same	0-25 HCF	no	Enterprise Fund	7/1/2023	2.53%	Water:	\$ 924.00
	\$ 7.98	same	25-250 HCF	\$ 6.83	same	25-250 HCF		Water & Sewer			Sewer:	\$ 724.80
	\$ 8.20	same	>250 HCF	\$ 7.56	same	>250 HCF					Combined:	\$ 1,648.80

NOTE: All data taken from MWRA Annual Water and Sewer Retail Rate Survey - 2023

Financial Forecasts, Policies and Debt

Five Year Financial Forecast

Executive Summary

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

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

The five-year financial forecast is also used as a communication tool for both the City Council and the public. The forecast is always evolving and is constantly updated as information becomes available.

Revenues

Tax Levy: \$125,749,807

The tax levy is the City's primary revenue source, comprising approximately 60% of the City's total general fund revenues to be raised in FY2023. Residential property values currently pay 73.16% of the total property taxes, while commercial, industrial, and personal property values pay 26.84%.

The City realizes an automatic 2.5% increase to the tax levy under Proposition 2 ¾, plus any increase due to "new growth" in the City. New growth includes new development, condominium conversions, and renovations/expansions to existing properties, to name a few. The City has typically averaged approximately \$1,000,000 per year in new growth; however, the final new growth number for FY22 was \$2,053,113 and \$1,828,203 in FY2023. For FY2025, new growth is expected to be closer to historical amounts at \$1,000,000. For forecasting purposes, the average of \$1,000,000 is used.

Local Receipts: \$20,184,581

Local receipts are locally generated revenues other than real and personal property taxes. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. The City is seeing a healthy recovery from COVID-19, particularly in its meals and hotel/motel excise taxes. Salem is projecting an increase of \$1,311,081 (6.95%) in Local Receipts over FY2024. Categories can be variable and the financial forecast notes the percentages that are used to project into future years based on trends.

Cherry Sheet Revenue (State Aid): \$40,185,714

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

This year, the Legislature (based on the House budget) has increased the estimated state aid to the City of Salem by approximately \$2,440,088 from the FY2024 amount. The Chapter 70 appropriation would be increased from \$27,455,880 in FY24 to \$29,642,316 in FY25, a 7.96% increase, which is the result of Salem maintaining foundation aid under the formula. Also, FY2025 will see an increase in Unrestricted General Government Aid (UGGA) by \$82,467 or 1.0%.

It is difficult to gauge the amount that the Commonwealth will allocate to the 351 municipalities due to the volatile economy. Nevertheless, we need to assume a figure for purposes of completing the five-year financial forecast. Therefore, it is predicted that the State will increase the FY2025 appropriation by 1% each year through FY2029. We hope that this is a conservative estimate; however, it could be the opposite.

School Building Assistance: \$0

The Massachusetts School Building Authority (MSBA) administers the school building assistance program that reimburses cities, towns, and regional school districts varying percentages of their school construction costs depending on the wealth of the community or district and the category of reimbursement. The City of Salem was lucky enough to receive 90% reimbursement for all its building projects. The City is not anticipating any School Building Assistance funds in FY2025.

Enterprise Fund Revenue: \$19,158,830

An enterprise fund, authorized by MGL Chapter 44, Section 53F ¾ is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any.

The City of Salem has three Enterprise Funds; water, sewer, and solid waste. The water and sewer enterprise funds, with estimated revenues of \$6,532,873 and \$10,879,949 respectively, strive for full cost recovery, including indirect costs that are appropriated in the general fund. Water and sewer enterprise fund revenues are estimated to have various increases over the next three fiscal years depending on the costs of assessments from the Salem Beverly Water Supply Board and the South Essex Sewer District, as well as the debt service from some of the major projects underway in the City.

In FY 2013, the City Council voted to combine the water and sewer enterprise funds for FY 2014, as allowed by the Department of Revenue as outlined in bullet 1 in 2012-B (page 3/7). Historically, the Water Enterprise fund revenue was not being sufficient to cover expenses and we have had to appropriate free cash to cover the deficits. By combining the funds, the City now utilizes sewer revenue to help offset the water deficit.

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

For FY25, the administration is recommending a water rate increase of 9% and sewer rate increase of 3%, for an overall increase of 5%.

The Solid Waste Enterprise fund, established in FY08, does not recoup all operating costs. However, the \$1,054,758 estimated revenues will cover approximately 24.85% of the total cost of \$4,243,768 in FY2025.

Other Financial Resources – Recurring: \$1,995,611

The City currently has five "receipts reserve" accounts; Harbormaster, Witch House, Golf Course, Charter Street Cemetery, and Forest River Pool. Receipts reserve accounts are accounts in which proceeds are earmarked by law and placed in separate accounts for appropriation for particular purposes. The City treats these accounts similar to Enterprise Funds, by which the fees charged cover the expenses of the particular program. It is estimated that the revenues generated will increase each year by 2.5% to keep up with rising costs of running each of the three departments.

Expenses

General Government: \$10,960,881

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

The expense increase for FY25 is 7.72%. This amount includes the impact of collective bargaining agreement settlements, increases for exempt staff, and initiatives supported by the Mayor's office. The estimated increases for FY2026-2029 is projected at approximately 3%.

Public Safety: \$25,916,698

Departments under Public Safety include Police, Fire, Inspectional Services, Electrical and Harbormaster. The estimated expense increase for public safety for the City will be 3% for police and fire and 3% for inspectional services, electrical and harbormaster for FY2026 through FY2029. These increases are expected due to the historical costs of collective bargaining agreements for

police and fire, including minimum staffing levels, as well as the rising costs of utilities for both electrical and harbormaster departments and public safety resource needs resulting from increases in tourism.

In FY2025, Public Safety is a 2.02% increase. This amount does not include upcoming collective bargaining agreements, funding for which is set aside in a salary reserve.

Public Works and Facilities: \$4,426,945

Departments under Public Works and Facilities include Public Services, Engineering, Snow and Ice Removal and the Parking Department. Estimated expense increase for public services is expected to increase at 3% per year through FY2029.

The FY2025 budget reflects an -.61% decrease for public works, reflecting the transfer of a position from Engineering to the Mayor's office, which is also partially offset increases in maintenance and other initiatives identified to improve services through the City. Engineering and Parking operating expenses are expected to increase by 3% per year through FY2029, and the Snow and Ice budget will be level funded through FY2029.

Human Services: \$1,985,893

Departments under Human Services include the Health Department, Council on Aging, and Veteran's Services. Although the benefits of veterans decreased this year due to less veterans applying for benefits, expenses in human services are still projected to increase by 3% per year due to normal increases in salaries and expenses, needs of an aging population, and the uncertainty of the number of veterans returning from war.

Cultural and Recreation: \$4,426,945

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

Fixed Costs: \$36,792,587

Fixed costs are costs that are legally or contractually mandated such as health insurance, retirement assessment, Medicare, worker's compensation, unemployment, and several other items. Fixed costs continue to be the biggest challenge in municipal budgets. Each fixed cost has its own projected increase over the five-year forecast that reflects the average costs municipalities are seeing in each category. The projected increases through FY2029 for each fixed cost are as follows:

- Health Insurance: 6%
 - As a member of state GIC, Salem will see an FY25 increase of 9.5%. To be conservative, the average increase for FY26-29 will be 6%.

- Retirement Assessment: 5.55%
 - Estimated increases needed to fully fund liability by 2032 per current funding schedule.
- Retirement Anticipation Stabilization Fund: Level funded
 - This fund is for those employees who retire and are due sick/vacation buyback.
- Medicare: 6%
 - Average increase in wages for City workers over the past several years.
- Municipal Insurance: 3%
 - Historical average of our increases since 2006.
- Worker’s Compensation: 3%
 - We are fully insured and expect rates to increase at this level.
 - FY25 we will continue to share the cost with the school department.
- Unemployment: 3%
 - Reasonable estimate base on current economic conditions.
- Non – Contributory Pension: 0%
 - No change due to the shrinking number of those retirees who are part of this group.

Fixed Costs – Debt Service: \$9,007,261 (Long Term - \$8,755,889 & Short Term - \$251,372)

Debt service is the repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue. The overall debt service for the City is scheduled to decrease for existing debt; however, as part of our capital planning and the current interest rate increases, we estimating a 1.9% increase in the total cost of debt service so that we can actively manage the replacement of vehicles and machinery, maintenance on existing buildings and infrastructure, and construction of new facilities.

Assessment – Essex Technical Vocational High School: \$2,430,076

The assessment to the City of Salem reflects the number of students attending the school and the associated costs. The assessment decreased in FY2025 resulting from lower enrollment numbers. To be conservative these assessments are projected to increase 2.5% through FY2029.

Education - Salem School District: \$74,592,616

The School Committee oversees the budget process for the schools, and it has a bottom-line budget of \$74,592,616 for FY25, an increase of 4.83% from FY24.

For financial forecasting purposes, we expect that the cost of education will increase the general fund budget by 2.5% per year in both personnel and non-personnel expenses. The City’s finance director and the School’s business

administrator continue to work on cost saving measures and shared services to ensure that the level of staff at the SPS will be adequate to provide quality education to its students.

Enterprise Fund Expenses: \$20,789,272

Expenses in the enterprise fund represent personnel, expenses, contracted services, assessments, and debt service costs for the three enterprise funds of the City: water, sewer, and solid waste. Expenses in the funds are projected to rise from FY2026 to FY2029 as follows:

- Water Enterprise
 - Personnel: 5%
 - Expenses: 5%
 - Assessments: 3.5%
 - Debt Service: per debt schedule (actual and projected)
- Sewer Enterprise
 - Personnel: 5%
 - Expenses: 5%
 - Assessments: 3.5%
 - Debt Service: per debt schedule (actual and projected)
- Solid Waste Enterprise
 - Personnel: 3%
 - Expenses: 3%
 - Contracted Services: 15%

Cherry Sheet Assessment: \$10,883,575

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

The categories of charges include mosquito control projects, RMV non-renewal surcharge, MBTA, and tuition assessment.

It is projected that the Cherry Sheet assessment from the Commonwealth will increase 6% from FY2026 to FY2029.

Other Expenditures: \$1,450,323

- Overlay: \$850,000
 - Overlay is an account established annually to fund anticipated property tax abatements exemptions and uncollected taxes in that year. It is

anticipated that overlay will vary in its increases due to the triennial certifications of values per the DOR and the increased values of properties throughout the City. Typically, a municipality will increase its overlay on certification years due to the adjustments typically made to conform to all Massachusetts General Laws for assessing property taxes.

- Snow and Ice Deficit \$0 – for FY2025 the city of Salem does not plan to raise a deficit on the tax recap.
- All amortized costs have been paid.
- Cherry Sheet Offset: \$600,323
 - Offset receipts are receipts from the Cherry Sheet that are to be used for a specific purpose (school lunch and public library). These obligations are expected to increase 3% for FY2026 to FY2029.

Conclusion

The City of Salem, like all municipalities throughout the Commonwealth, continue to struggle with rising fixed costs and contractual obligations that make balancing budgets very challenging. In most cases, Proposition 2 ¾, the

law that regulates the increases a municipality can increase its property taxes, does not allow for property tax revenue to keep up with the costs of doing business.

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

The five-year forecast, combined with the capital improvement program and FY2025 budget will continue to be the basis for all future financial planning for the City of Salem.

Projection

	% INC/DEC FY26-FY29	FY24 RECAP	FY25 BUDGETED	FY26 PROJECTED	FY27 PROJECTED	FY28 PROJECTED	FY29 PROJECTED
PROPERTY TAXES							
PRIOR YEAR LEVY LIMIT		121,530,005	125,749,807	129,893,552	134,140,891	138,494,413	142,956,774
PROPOSITION 2.5 INCREASE TO LEVY	2.50%	3,038,250	3,143,745	3,247,339	3,353,522	3,462,360	3,573,919
NEW GROWTH		1,181,552	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
TOTAL: LEVY LIMIT (not included in total)		125,749,807	129,893,552	134,140,891	138,494,413	142,956,774	147,530,693
REVENUES							
ACTUAL REAL ESTATE AND PERSONAL PRO	2.75%	117,433,650	122,077,395	126,324,734	130,678,256	135,140,616	139,714,536
LOCAL RECEIPTS							
MOTOR VEHICLE	3.00%	4,550,000	4,550,000	4,686,500	4,827,095	4,971,908	5,121,065
HOTEL MOTEL TAX	5.00%	1,775,000	2,000,000	2,100,000	2,205,000	2,315,250	2,431,013
MEALS TAX	3.00%	1,278,500	1,428,500	1,471,355	1,515,496	1,560,961	1,607,789
BOAT EXCISE TAX	1.00%	30,000	30,000	30,300	30,603	30,909	31,218
CANNABIS EXCISE TAX	Varies	850,000	850,000	850,000	850,000	850,000	850,000
INTEREST ON TAXES	1.00%	525,000	531,131	536,442	541,807	547,225	552,697
" Urban Renewal (Chap 121A)	0.00%	500,000	500,000	500,000	500,000	500,000	500,000
IN LIEU OF TAXES	1.00%	785,000	803,200	811,232	819,344	827,538	835,813
CANNABIS CBA	Varies	0	0	0	0	0	0
CHARGES FOR SERVICES	2.50%	1,100,000	1,170,000	1,199,250	1,229,231	1,259,962	1,291,461
PARKING FEES	3.00%	3,235,000	3,396,750	3,498,653	3,603,612	3,711,720	3,823,072
LICENSES AND PERMITS	2.00%	1,700,000	1,850,000	1,887,000	1,924,740	1,963,235	2,002,499
FINES & FORFEITS	2.00%	900,000	975,000	994,500	1,014,390	1,034,678	1,055,371
INVESTMENT INCOME	0.00%	640,000	875,000	875,000	875,000	875,000	875,000
MEDICAID	1.00%	750,000	650,000	656,500	663,065	669,696	676,393
MISC. RECURRING (INCLUDES MEDICAL)	2.00%	255,000	575,000	586,500	598,230	610,195	622,398
MISC. NON-RECURRING	0.00%	0	0	0	0	0	0
TOTAL: LOCAL RECEIPTS	Varies	18,873,500	20,184,581	20,683,232	21,197,613	21,728,275	22,275,790
CHERRY SHEET REVENUE	1.00%	37,745,626	40,185,714	40,587,571	40,993,447	41,403,381	41,817,415
OTHER FINANCIAL SOURCES - RECURRING	Varies	1,995,611	1,995,611	1,500,000	1,500,000	1,500,000	1,500,000
OTHER FINANCIAL SOURCES (OFS) - NON-RECURRING							
OVERLAY SURPLUS STABILIZATION FUND FREE CASH - for a particular purpose FREE CASH - level the tax rate		1,250,000	500,000	500,000	500,000	500,000	500,000
OFS - NON RECURRING	0.00%	1,250,000	500,000	500,000	500,000	500,000	500,000
ENTERPRISE FUNDS							
SEWER ENTERPRISE FUND REVENUE	2.00%	10,788,897	10,879,949	11,097,548	11,319,499	11,545,889	11,776,807
WATER ENTERPRISE FUND REVENUE	5.00%	6,358,068	6,532,873	6,859,517	7,202,492	7,562,617	7,940,748
TRASH ENTERPRISE FUND	3.00%	935,251	1,054,758	1,086,401	1,118,993	1,152,563	1,187,139
PEG ACCESS ENTERPRISE FUND		691,250	691,250	691,250	691,250	691,250	691,250
TOTAL ENTERPRISE FUND REVENUE	varies	18,773,466	19,158,830	19,734,715	20,332,234	20,952,319	21,595,944
TOTAL REVENUES		196,071,853	204,102,131	209,330,252	215,201,550	221,224,592	227,403,685

	% INC/DEC FY26-FY29	FY24 RECAP	FY25 BUDGETED	FY26 PROJECTED	FY27 PROJECTED	FY28 PROJECTED	FY29 PROJECTED
EXPENDITURES							
TOTAL: GENERAL GOVERNMENT	3.00%	10,175,114	10,960,881	11,289,707	11,628,399	11,628,399	11,977,251
TOTAL: PUBLIC SAFETY	3.50%	25,402,507	25,916,698	26,823,782	27,762,615	27,762,615	28,734,306
TOTAL: PUBLIC WORKS & FACILITIES	3.00%	4,454,120	4,426,945	4,559,753	4,696,546	4,837,442	4,982,566
TOTAL: HUMAN SERVICES	3.00%	1,951,383	1,985,893	2,045,470	2,106,834	2,106,834	2,170,039
TOTAL: CULTURAL AND RECREATIONAL	3.00%	4,146,913	4,286,004	4,414,584	4,547,022	4,547,022	4,683,432
FIXED COSTS							
CONTRIBUTORY RETIREMENT	5.50%	14,930,794	15,734,481	16,599,877	17,512,871	18,476,079	19,492,263
NON-CONTRIBUTORY PENSIONS	-3.00%	10,625	10,625	10,306	9,997	9,697	9,406
WORKMANS COMPENSATION CITY/SCHO	3.00%	556,660	410,806	423,130	435,824	448,899	462,366
UNEMPLOYMENT COMPENSATION	3.00%	200,000	220,000	226,600	233,398	240,400	247,612
GROUP INSURANCE	6.00%	16,949,561	18,605,282	19,721,599	20,904,895	22,159,189	23,488,740
MEDICARE	3.00%	1,382,574	1,465,528	1,509,494	1,554,779	1,601,422	1,649,465
MUNICIPAL INSURANCE- CITY ONLY	3.00%	335,397	345,865	356,241	366,928	377,936	389,274
HEALTH REIMBURSEMENT ACCOUNT		0	0	0	0	0	0
RETIREMENT ANTICIPATION STABILIZATI	3.00%	600,000	500,000	515,000	530,450	530,450	546,364
TRANSFER TO CPA FUND		0	0	0	0	0	0
SALEM 2026 FUND		50,000	80,000	80,000	100,000	0	0
TOTAL: FIXED COSTS		35,015,611	37,372,587	39,442,248	41,649,142	43,844,071	46,285,489
TOTAL: DEBT SERVICE	3.50%	8,841,331	9,007,261	9,322,515	9,648,803	9,986,511	10,336,039
TOTAL: ESSEX TECH ASSESSMENT	2.50%	2,565,518	2,430,076	2,490,828	2,553,099	2,553,099	2,616,926
CITY EXPENDITURE TOTAL	Varies	92,552,497	96,386,345	100,388,888	104,592,458	107,265,992	111,786,048
TOTAL: EDUCATION	2.75%	71,154,142	74,592,616	76,643,913	78,751,621	80,917,290	83,142,516
SCHOOL EXPENDITURE TOTAL	2.50%	71,154,142	74,592,616	76,643,913	78,751,621	80,917,290	83,142,516
TOTAL: SEWER ENTERPRISE	varies	8,444,461	8,419,114	8,671,687	8,931,838	9,199,793	9,475,787
TOTAL: WATER ENTERPRISE	varies	7,146,646	7,435,140	7,806,897	8,197,242	8,607,104	9,037,459
TOTAL: TRASH ENTERPRISE	3.00%	4,124,261	4,243,768	4,203,756	4,203,756	4,203,756	4,329,868
TOTAL: PEG ENTERPRISE	0.00%	691,250	691,250	691,250	691,250	691,250	691,250
ENTERPRISE FUND EXPENDITURE TOTAL		20,406,618	20,789,272	21,373,590	22,024,086	22,701,903	23,534,365
TOTAL - CITY, SCHOOL, AND ENTERPRISE		184,113,257	191,768,233	198,406,391	205,368,164	210,885,185	218,462,928
TOTAL: CHERRY SHEET ASSESSMENT	2.00%	10,468,416	10,883,575	11,101,247	11,323,271	11,549,737	11,780,732
OTHER EXPENDITURES							
CHERRY SHEET OFFSET	2.00%	573,048	600,323	612,329	624,576	637,068	649,809
OVERLAY	2.00%	878,750	850,000	867,000	884,340	902,027	920,067
SNOW AND ICE DEFICIT	various	38,382	0	0	0	0	0
Less S/I Ammortization							
Less S/I Stabilization							
Less S/I School Portion							
OTHER DEFICITS RAISED ON RECAP							
Prior Year Overlay Deficit							
TOTAL: OTHER EXPENDITURES		1,490,180	1,450,323	1,479,329	1,508,916	1,539,094	1,569,876
TOTAL EXPENDITURES		196,071,853	204,102,131	210,986,967	218,200,352	223,974,017	231,813,536
BUDGET GAP		0	0	-1,656,715	-2,998,802	-2,749,425	-4,409,851

Long Term Debt Service By Month

City of Salem, Massachusetts
Fiscal Year 2025 Projected Principal and Interest Payments

Aggregate Debt Service

		Part 1 of 8		
DATE	Issue / Purpose	PRINCIPAL	INTEREST	TOTAL P+I
07/15/2024	December 14 2006 DW-05-12 (O)	134,726.00	4,123.97	138,849.97
	Subtotal	\$134,726.00	\$4,123.97	\$138,849.97
09/01/2024	September 27 2012 : Water System Improvements (OSQ)	10,550.00	85,550.00	96,100.00
	September 27 2012 : Sewer Pump Station Upgrade (ISQ)	10,000.00	1,418.75	11,418.75
	September 27 2012 : South River Basin Upgrade (ISQ)	30,000.00	3,506.25	33,506.25
	September 27 2012 : South River Basin Upgrade 2 (ISQ)	20,000.00	2,612.50	22,612.50
	September 27 2012 : Forrester Street Drain Relief (ISQ)	20,000.00	2,762.50	22,762.50
	September 27 2012 : City Hall Roof (ISQ)	20,000.00	7,812.50	27,812.50
	September 27 2012 : City Hall Skylights (ISQ)	5,000.00	1,500.00	6,500.00
	September 27 2012 : City Hall Windows (ISQ)	10,000.00	4,031.25	14,031.25
	September 27 2012 : City Hall Masonry Repairs (ISQ)	25,000.00	10,071.88	35,071.88
	September 27 2012 : Roads, Sidewalks & Crosswalks (ISQ)	60,000.00	3,309.38	63,309.38
	September 27 2012 : Collins Cove Seawall (ISQ)	5,000.00	1,009.38	6,009.38
	September 27 2012 : Remediation (ISQ)	45,000.00	16,193.75	61,193.75
	September 27 2012 : Collins School (OSQ)	40,000.00	15,156.25	55,156.25
	September 27 2012 : Collins School 2 (OSQ)	155,000.00	63,290.63	218,290.63
	September 27 2012 : Saltonstall School (OSQ)	35,000.00	13,721.88	48,721.88
	September 27 2012 : Saltonstall School 2 (OSQ)	70,000.00	29,400.00	99,400.00
	November 18 2021 : Cur Ref of Oct 15 2010 Water Sys Improvement (O)	83,330.00	14,525.00	97,855.00
	November 18 2021 : Cur Ref of Oct 15 2010 Water Meters (O)	189,100.00	9,492.25	198,592.25
	November 18 2021 : Cur Ref of Oct 15 2010 Water Main (O)	125,120.00	15,306.00	140,426.00
	November 18 2021 : Cur Ref of Oct 15 2010 Sewer Pump Station (I)	8,900.00	1,125.00	10,025.00
	November 18 2021 : Cur Ref of Oct 15 2010 South River Basin (I)	66,340.00	9,453.75	75,793.75
	November 18 2021 : Cur Ref of Oct 15 2010 Fire Pumper Truck (I)	23,640.00	1,186.50	24,826.50
	November 18 2021 : Cur Ref of Oct 15 2010 School Infrastructure (I)	4,730.00	237.50	4,967.50
	November 18 2021 : Cur Ref of Oct 15 2010 Roads & Sidewalks (I)	101,770.00	2,544.25	104,314.25
	November 18 2021 : Cur Ref of Oct 15 2010 Furlong Park Remodeling (I)	19,390.00	484.75	19,874.75
	November 18 2021 : Cur Ref of Oct 15 2010 Roads & Sidewalks 2 (I)	9,460.00	474.75	9,934.75
	November 18 2021 : Cur Ref of Oct 15 Canal St Improvements Design (I)	28,370.00	1,424.00	29,794.00
	November 18 2021 : Cur Ref of Oct 15 School Ballfield Remodeling (I)	4,850.00	121.25	4,971.25
	November 18 2021 : Ash Landfill Closure Remediation (O)	5,000.00	1,000.00	6,000.00
	November 18 2021 : Fiber Optic Network (Phase II) (I)	5,000.00	1,625.00	6,625.00
	November 18 2021 : Ryan Brennan Memorial Skate Park (I)	5,000.00	1,550.00	6,550.00
	November 18 2021 : Salem Common Fence (I)	5,000.00	1,625.00	6,625.00
	November 18 2021 : Library Structural Upgrades (I)	5,000.00	1,000.00	6,000.00
	November 18 2021 : Bridge Light LED Conversion (I)	5,000.00	500.00	5,500.00
	November 18 2021 : Church Street Parking Reconfiguration (I)	5,000.00	750.00	5,750.00
	November 18 2021 : Common Fence (I)	5,000.00	750.00	5,750.00
	November 18 2021 : IT Equipment Life Cycle Management - City (I)	5,000.00	875.00	5,875.00
	November 18 2021 : IT Ongoing Digitization of Records (I)	5,000.00	1,375.00	6,375.00
	November 18 2021 : Recreation-Bertram Field Phase II (I)	85,000.00	54,478.13	139,478.13
	November 18 2021 : Recreation-Playground, Irrigation & Fence (I)	5,000.00	750.00	5,750.00
	November 18 2021 : Parking and Traffic-MP & SH Garage Maintenance (I)	5,000.00	1,000.00	6,000.00
	November 18 2021 : Planning-Gallows Hill Park Renovation (I)	10,000.00	2,125.00	12,125.00
	November 18 2021 : Planning-Palmer Cove Park Renovation (I)	5,000.00	1,000.00	6,000.00
	November 18 2021 : Police & Fire Radio Communication System (I)	5,000.00	1,000.00	6,000.00
	November 18 2021 : IT-Theft Detection System Replacement (I)	5,000.00	500.00	5,500.00
	November 18 2021 : Engineering - Willows Park Restoration (I)	5,000.00	1,450.00	6,450.00
	November 18 2021 : Engineering - Derby St Complete Streets (I)	25,000.00	8,600.00	33,600.00
	November 18 2021 : Engineering - Roads, Sidewalks & Crosswalks (I)	15,000.00	5,425.00	20,425.00
	November 18 2021 : Digitization (I)	5,000.00	1,375.00	6,375.00
	November 18 2021 : IT Lifecycle Management (School) (I)	5,000.00	1,250.00	6,250.00
	November 18 2021 : IT Lifecycle Management (City) (I)	5,000.00	1,000.00	6,000.00
	November 18 2021 : Fire Station - ADA Upgrades (I)	5,000.00	1,625.00	6,625.00
	November 18 2021 : City Wide Playground Equipment/Park Upgrades (I)	5,000.00	1,500.00	6,500.00
	November 18 2021 : Tractor/Loader/Backhoe (I)	10,000.00	1,125.00	11,125.00
	November 18 2021 : Apron Tee Greens Mower (I)	5,000.00	875.00	5,875.00
	November 18 2021 : Park+Rec Facilities Truck (I)	5,000.00	500.00	5,500.00
	November 18 2021 : Norman Summer Chestnut Roundabout Phase 4 (I)	15,000.00	4,375.00	19,375.00
	November 18 2021 : Traffic Calming Improvements (I)	5,000.00	1,000.00	6,000.00
	November 18 2021 : Garage Improvements - Annual Maintenance & ADA (I)	5,000.00	1,000.00	6,000.00
	November 18 2021 : Bicycle Infrastructure (I)	10,000.00	3,600.00	13,600.00
	November 18 2021 : Mansell Field Restoration (I)	5,000.00	1,668.75	6,668.75
	November 18 2021 : Palmer Cove Park Renovation Phase I (I)	5,000.00	3,756.25	8,756.25
	November 18 2021 : Willows Restoration & Park Improvements (I)	5,000.00	1,550.00	6,550.00
	November 18 2021 : Ford F350 Pickup (I)	5,000.00	750.00	5,750.00
	November 18 2021 : McGrath Park Soils Remediation (I)	5,000.00	1,350.00	6,350.00
	November 18 2021 : DPS Building Project (I)	5,000.00	2,584.38	7,584.38
	November 18 2021 : Boston Street Complete Upgrade (I)	15,000.00	5,250.00	20,250.00
	November 18 2021 : Derby Street Complete Street (I)	15,000.00	5,125.00	20,125.00
	November 18 2021 : Bridge Street Complete Street Flint-Boston (I)	30,000.00	9,125.00	39,125.00
	November 18 2021 : Forest River Pool & Associated Facilities (I)	20,000.00	14,043.75	34,043.75
	November 18 2021 : Citywide Seawall Improvements (I)	5,000.00	500.00	5,500.00
	November 18 2021 : Citywide Roads, Sidewalks, and Crosswalks (I)	45,000.00	14,550.00	59,550.00
	November 18 2021 : District Camera and Access Control (I)	15,000.00	1,500.00	16,500.00
	November 18 2021 : Signature Parks Improvement I (I)	205,000.00	132,850.00	337,850.00
	November 18 2021 : Signature Parks Improvement II (I)	30,000.00	10,050.00	40,050.00
	November 18 2021 : Schools-SHS Library Remodel (I)	5,000.00	250.00	5,250.00
	November 18 2021 : Schools - Access/ADA/Architectural Studies (I)	20,000.00	1,000.00	21,000.00
	November 18 2021 : Bentley Academy Boiler Replacement (I)	10,000.00	6,662.50	16,662.50
	November 18 2021 : Schools - ADA Upgrades / Studies / Repairs (I)	30,000.00	1,625.00	31,625.00
	November 18 2021 : School Capital Repairs (I)	40,000.00	2,000.00	42,000.00
	November 18 2021 : School Building and Strategic Master Plan (I)	15,000.00	750.00	15,750.00
	November 18 2021 : Sewer-Derby St at Congress 6 Drainage Repairs (O)	5,000.00	2,643.75	7,643.75
	November 18 2021 : Sewer- Bertram Field Phase 2 (O)	5,000.00	3,193.75	8,193.75
	November 18 2021 : Sewer-SSES report implementation (O)	5,000.00	2,743.75	7,743.75
	November 18 2021 : Canal Street SSU Flood Mitigation Phase 2 (O)	10,000.00	5,090.63	15,090.63
	November 18 2021 : Forest River Pool Sewer Line & Stormwater Sys (O)	5,000.00	3,193.75	8,193.75
	November 18 2021 : Derby/Congress St. Drainage System Repairs (O)	10,000.00	5,600.00	15,600.00
	November 18 2021 : Sewer - SSES Report Implementation 2 (O)	10,000.00	5,540.63	15,540.63
	November 18 2021 : Citywide Sewer Flushing & Pipe Replacements (O)	5,000.00	4,246.88	9,246.88
	November 18 2021 : Water Leak Detection, Flushing & GIS Admin (O)	20,000.00	3,875.00	23,875.00
	November 18 2021 : Water- Salem PS and Booster Station (O)	10,000.00	2,250.00	12,250.00
	November 18 2021 : Water-Bertram Field Phase 2 (O)	5,000.00	1,550.00	6,550.00
	November 18 2021 : Water - Citywide Flushing, Valves, Leaks (O)	5,000.00	1,450.00	6,450.00
	November 18 2021 : Forest River New Water Line (O)	5,000.00	1,550.00	6,550.00
	November 18 2021 : Water - Citywide Flushing, Valves, Leaks 2 (O)	5,000.00	4,246.88	9,246.88
	November 18 2021 : Water Distribution Main System (O)	5,000.00	4,246.88	9,246.88
	November 18 2021 : Water Transmission Main System (O)	5,000.00	2,793.75	7,793.75
	November 18 2021 : Highland Ave 16-inch Water Main (O)	5,000.00	1,350.00	6,350.00
	November 18 2021 : Vector Truck #18 Replacement (O)	30,000.00	5,625.00	35,625.00
	Subtotal	\$2 265 000.00	\$627 456.31	\$2 892 456.31

City of Salem, Massachusetts
Fiscal Year 2025 Projected Principal and Interest Payments

Aggregate Debt Service

		Part 2 of 8		
DATE	Issue - Purpose	PRINCIPAL	INTEREST	TOTAL P+I
09/15/2024	September 25 2019 : Senior Center Construction (I)	110,000.00	79,000.00	189,000.00
	September 25 2019 : Planning - Blaney Street Pier & Terminal 2 (I)	55,000.00	1,375.00	56,375.00
	September 25 2019 : Telephone System Replacement 2 (I)	10,000.00	250.00	10,250.00
	September 25 2019 : Bike Path Design/ Construction 1 (I)	5,000.00	125.00	5,125.00
	September 25 2019 : Boston Street Roadway Improvements (I)	5,000.00	1,225.00	6,225.00
	September 25 2019 : First Swampscott Rd Intersection Improvements2 (I)	15,000.00	4,375.00	19,375.00
	September 25 2019 : 370 Essex St. HVAC Design, & Construction (I)	10,000.00	5,925.00	15,925.00
	September 25 2019 : Boston Street Corridor Roadway Improvements 1 (I)	5,000.00	1,225.00	6,225.00
	September 25 2019 : Boston Street Corridor Roadway Improvements 2 (I)	5,000.00	2,275.00	7,275.00
	September 25 2019 : Bridge Street Massworks Roadway Improvements 2 (I)	5,000.00	1,675.00	6,675.00
	September 25 2019 : Canal Street Bike Path 1 (I)	10,000.00	2,650.00	12,650.00
	September 25 2019 : Canal Street Bike Path 2 (I)	20,000.00	5,775.00	25,775.00
	September 25 2019 : Canal Street Corridor Roadway Improvements 1 (I)	5,000.00	2,000.00	7,000.00
	September 25 2019 : Canal Street Corridor Roadway Improvements 2 (I)	10,000.00	2,475.00	12,475.00
	September 25 2019 : Essex St. Ped. & Vehicle Access Improvements 2 (I)	85,000.00	24,825.00	109,825.00
	September 25 2019 : First/Swampscott Rd Intersection Improvements 1(I)	40,000.00	11,225.00	51,225.00
	September 25 2019 : First/Swampscott Rd Intersection Improvements 2(I)	5,000.00	1,675.00	6,675.00
	September 25 2019 : Forest River Park and Pool Design (I)	5,000.00	1,575.00	6,575.00
	September 25 2019 : Forest River Park Seawall Replacement 1 (I)	70,000.00	27,300.00	97,300.00
	September 25 2019 : Forest River Park Seawall Replacement 2 (I)	25,000.00	9,900.00	34,900.00
	September 25 2019 : Roads, Sidewalks, & Crosswalks (I)	30,000.00	8,675.00	38,675.00
	September 25 2019 : Telephone System Replacements (Schools) 2 (I)	35,000.00	875.00	35,875.00
	September 25 2019 : Bertram Field Schematic Design Phase II 2 (I)	10,000.00	250.00	10,250.00
	September 25 2019 : High School College & Career Center Floor (I)	5,000.00	1,125.00	6,125.00
	September 25 2019 : Salerno Roof & Mechanical HVAC Replacement (I)	5,000.00	1,725.00	6,725.00
	September 25 2019 : Canal Street - Phase II (Sewer) 1 (I)	5,000.00	725.00	5,725.00
	September 25 2019 : Sewer Pump Station (O)	65,000.00	46,825.00	111,825.00
	September 25 2019 : Canal Street (Sewer) Phase II 1 (I)	5,000.00	1,525.00	6,525.00
	September 25 2019 : Canal Street (Sewer) Phase II 2 (I)	45,000.00	13,825.00	58,825.00
	September 25 2019 : MS4 Compliance/Illicit Connection Removal 2 (I)	5,000.00	2,550.00	7,550.00
	September 25 2019 : Pre-Paving Sewer/Drain Inspections (I)	5,000.00	375.00	5,375.00
	September 25 2019 : SSES Report Implementation 1 (O)	5,000.00	2,325.00	7,325.00
	September 25 2019 : 289 Derby Drain (O)	5,000.00	4,950.00	9,950.00
	September 25 2019 : Fowler & No Pine Street Sewer Rehabilitation 1 (O)	5,000.00	1,575.00	6,575.00
	September 25 2019 : Fowler & No Pine Street Sewer Rehabilitation 2 (O)	5,000.00	4,750.00	9,750.00
	September 25 2019 : Willow Ave Sewer Replacement (O)	5,000.00	1,575.00	6,575.00
	September 25 2019 : Rosie's Pond Flood Improvements (O)	15,000.00	10,975.00	25,975.00
	September 25 2019 : Water System Upgrades- Valves & Hydrants (O)	20,000.00	15,750.00	35,750.00
	September 25 2019 : Szetela Lane Water (O)	5,000.00	3,875.00	8,875.00
	September 25 2019 : Citywide Flushing, Valve Leak Detection, GIS (O)	5,000.00	3,425.00	8,425.00
	September 25 2019 : Citywide Water System Flushing, Maintenance (O)	10,000.00	6,325.00	16,325.00
	Subtotal	\$795,000.00	\$320,850.00	\$1,115,850.00
10/15/2024	November 17 2016 : Advance Refunding October 15 2007 High School (I)	315,000.00	24,640.00	339,640.00
	November 17 2016 : Adv Ref Oct 15 2007 Water System Improvements (O)	115,000.00	11,560.00	126,560.00
	November 17 2016 : Collins Middle School (O)	35,000.00	10,350.00	45,350.00
	November 17 2016 : Districtwide Computer Replacement (School) (I)	5,000.00	300.00	5,300.00
	November 17 2016 : Saltonstall School Parking/DropOff Area Improve(I)	10,000.00	1,400.00	11,400.00
	November 17 2016 : Salerno Automotive Roof Replace (School) (I)	5,000.00	300.00	5,300.00
	November 17 2016 : Folly Hill Tank Storage (Water) (O)	55,000.00	3,400.00	58,400.00
	November 17 2016 : Water Meter Replacement Program (O)	10,000.00	600.00	10,600.00
	November 17 2016 : Rehab Gallows Hill Water Tanks 1 (O)	160,000.00	6,600.00	166,600.00
	November 17 2016 : Rehab Gallows Hill Water Tanks 2 (O)	5,000.00	2,000.00	7,000.00
	November 17 2016 : Water System Upgrade (Valves & Hydrants) (O)	20,000.00	6,350.00	26,350.00
	November 17 2016 : Water System Improvements (O)	50,000.00	14,625.00	64,625.00
	November 17 2016 : Water Leak Protection, Flushing & GIS Admin 1 (O)	25,000.00	1,000.00	26,000.00
	November 17 2016 : Water Leak Protection, Flushing & GIS Admin 2 (O)	20,000.00	1,300.00	21,300.00
	November 17 2016 : Canal Street Sewer Phase 2 (I)	65,000.00	19,150.00	84,150.00
	November 17 2016 : Sewer Leak Detection, Flushing & GIS Admin (I)	20,000.00	5,150.00	25,150.00
	November 17 2016 : Sewer Illicit Connection Removal (O)	35,000.00	9,675.00	44,675.00
	November 17 2016 : Bikeway & Roadway Improvements (I)	20,000.00	3,400.00	23,400.00
	November 17 2016 : McGrath Park Paving/Concession Stand (I)	10,000.00	1,500.00	11,500.00
	November 17 2016 : Roads Sidewalk & Crosswalks (Non-Chapter 90) (I)	10,000.00	1,600.00	11,600.00
	November 17 2016 : Replace Fire Engine 2 or 5 (I)	70,000.00	2,800.00	72,800.00
	November 17 2016 : Citywide Computer Replacement (I)	15,000.00	600.00	15,600.00
	November 17 2016 : Blaney Street Pier & Terminal (City Match) (I)	20,000.00	2,900.00	22,900.00
	November 17 2016 : Mary Jane Lee Park (Phase II) (I)	5,000.00	500.00	5,500.00
	November 17 2016 : Old City Hall Window Replacement (I)	5,000.00	1,225.00	6,225.00
	November 17 2016 : Ford F550 6-wheel dump Truck (unit 71)(PubServ)(I)	10,000.00	400.00	10,400.00
	November 17 2016 : Ford F550 6-wheel Dump Truck (unit 71)(PubServ)(I)	10,000.00	400.00	10,400.00
	November 17 2016 : 2000 Int'l Dump Truck (unit 14)(PubServ)(I)	20,000.00	800.00	20,800.00
	November 17 2016 : Trash Packer (Public Services) (I)	10,000.00	400.00	10,400.00
	November 17 2016 : 2-Ton Propane Hot Box (Public Services) (I)	5,000.00	200.00	5,200.00
	November 17 2016 : Automation of South Harbor Garages (Parking) (I)	60,000.00	3,800.00	63,800.00
	November 17 2016 : Parking Garage Upgrades (I)	5,000.00	2,000.00	7,000.00
	November 17 2016 : Transfer Station Property Remediation (O)	30,000.00	8,175.00	38,175.00
	Subtotal	\$1,285,000.00	\$149,100.00	\$1,434,100.00
11/01/2024	December 2 2015 : Folly Hill Tank Storage I (O)	220,000.00	5,500.00	225,500.00
	December 2 2015 : Folly Hill Tank Storage II (O)	110,000.00	2,750.00	112,750.00
	December 2 2015 : System Flushing/Valve Maintenance (O)	40,000.00	1,000.00	41,000.00
	December 2 2015 : Meter Replacement Program (O)	10,000.00	250.00	10,250.00
	December 2 2015 : Valve Pipe Replacement (O)	10,000.00	250.00	10,250.00
	December 2 2015 : I/I Study, Design & Construction (I)	40,000.00	7,534.38	47,534.38
	December 2 2015 : Canal St. Phase II (I)	90,000.00	17,940.63	107,940.63
	December 2 2015 : Illicit Connection Removal (I)	5,000.00	1,040.63	6,040.63
	December 2 2015 : Line Extension, Rehab & Upgrades (I)	5,000.00	250.00	5,250.00
	December 2 2015 : Garage Updates (I)	10,000.00	1,290.63	11,290.63
	December 2 2015 : Kiosk Umbrellas (I)	5,000.00	125.00	5,125.00
	December 2 2015 : Computer Replacement Program (I)	20,000.00	500.00	20,500.00
	December 2 2015 : Saltonstall Elementary School I (O)	30,000.00	5,921.88	35,921.88
	December 2 2015 : Saltonstall Elementary School II (O)	15,000.00	2,331.25	17,331.25
	December 2 2015 : Collins Middle School I (O)	20,000.00	3,840.63	23,840.63
	December 2 2015 : Collins Middle School II (O)	40,000.00	8,325.00	48,325.00
	December 2 2015 : Collins Middle School III (O)	60,000.00	11,696.88	71,696.88
	December 2 2015 : Wrought Iron Fence (I)	5,000.00	250.00	5,250.00
	December 2 2015 : Blaney Street Terminal - City Match (I)	15,000.00	2,331.25	17,331.25
	December 2 2015 : Winter Island Pathway & Fort Restoration (I)	5,000.00	250.00	5,250.00
	December 2 2015 : DPS 1988 Ladder Replacement (I)	15,000.00	1,462.50	16,462.50
	December 2 2015 : DPS 2000 Dump Truck Replacement (I)	10,000.00	975.00	10,975.00
	December 2 2015 : Paving (I)	45,000.00	5,062.50	50,062.50
	December 2 2015 : Seawalls (I)	10,000.00	1,925.00	11,925.00
	Subtotal	\$635,000.00	\$82,803.16	\$917,803.16

City of Salem, Massachusetts
 Fiscal Year 2025 Projected Principal and Interest Payments

Aggregate Debt Service

		Part 3 of 8		
DATE	Issue / Purpose	PRINCIPAL	INTEREST	TOTAL P+I
11/15/2024	November 18 2020 : Recreation-Bertram Field Phase II (I)	25,000.00	14,340.63	39,340.63
	November 18 2020 : Recreation-Court Renovations (I)	5,000.00	875.00	5,875.00
	November 18 2020 : IT-Equipment Life-Cycle Mgmt Program (City) (I)	10,000.00	1,500.00	11,500.00
	November 18 2020 : IT-Equipment Life-Cycle Mgmt Program (School) (I)	20,000.00	3,125.00	23,125.00
	November 18 2020 : IT-View Permit Upgrade (I)	10,000.00	1,500.00	11,500.00
	November 18 2020 : Bridge Light LED Conversion (I)	10,000.00	1,500.00	11,500.00
	November 18 2020 : Smart Signalization Expansion (I)	5,000.00	875.00	5,875.00
	November 18 2020 : Electrical - Smart Signalization Expansion (I)	5,000.00	875.00	5,875.00
	November 18 2020 : Fire Station One Parapet (I)	5,000.00	1,531.25	6,531.25
	November 18 2020 : Winter Island Function Hall Deck/Accessibility (I)	5,000.00	1,531.25	6,531.25
	November 18 2020 : Court Renovations (I)	10,000.00	2,400.00	12,400.00
	November 18 2020 : Golf Course Cart Paths (I)	25,000.00	6,925.00	31,925.00
	November 18 2020 : Parking-Traffic Calming Improvements (I)	5,000.00	1,125.00	6,125.00
	November 18 2020 : Parking and Traffic-MP & SH Garage Maintenance (I)	5,000.00	875.00	5,875.00
	November 18 2020 : Museum Place Parking Garage (I)	15,000.00	10,775.00	25,775.00
	November 18 2020 : Common Fence (I)	5,000.00	1,425.00	6,425.00
	November 18 2020 : Planning-Gallows Hill Park Renovation (I)	5,000.00	1,828.13	6,828.13
	November 18 2020 : Furnace and Hot Water Replacement (Police) (I)	5,000.00	1,650.00	6,650.00
	November 18 2020 : Police Cameras (I)	5,000.00	750.00	5,750.00
	November 18 2020 : Police-Boiler and Heaters (I)	5,000.00	1,643.75	6,643.75
	November 18 2020 : Boston Street Corridor Roadway Improvements (I)	10,000.00	3,425.00	13,425.00
	November 18 2020 : Bridge Street (Massworks) Roadway Improvements (I)	5,000.00	1,775.00	6,775.00
	November 18 2020 : Forest River Park and Pool Design/Improvements (I)	5,000.00	3,162.50	8,162.50
	November 18 2020 : Willows Park Restoration (I)	5,000.00	1,768.75	6,768.75
	November 18 2020 : Derby St Complete Streets (I)	20,000.00	6,400.00	26,400.00
	November 18 2020 : Szetela Lance Shared Use Path (I)	20,000.00	5,525.00	25,525.00
	November 18 2020 : Roads, Sidewalks & Crosswalks (Non Ch 90) (I)	75,000.00	22,575.00	97,575.00
	November 18 2020 : School-Saltonstall Water Heaters (I)	5,000.00	1,425.00	6,425.00
	November 18 2020 : School-Witchcraft Chiller & Assoc. HVAC System (I)	10,000.00	5,034.38	15,034.38
	November 18 2020 : Bentley Academy Boiler Replacement (I)	10,000.00	5,568.75	15,568.75
	November 18 2020 : Canal Street SSU Flood Mitigation Phase II (I)	5,000.00	1,050.00	6,050.00
	November 18 2020 : Derby St Drainage System Repairs (I)	5,000.00	1,050.00	6,050.00
	November 18 2020 : SSES Report Implementation (Eliminate II) (I)	10,000.00	5,568.75	15,568.75
	November 18 2020 : City Wide Sewer System Flushing & Maintenance (I)	5,000.00	2,737.50	7,737.50
	November 18 2020 : Pre-Paving Sewer/Drain Inspections (I)	5,000.00	875.00	5,875.00
	November 18 2020 : City Wide Water System Flushing & Maintenance (O)	5,000.00	3,468.75	8,468.75
	November 18 2020 : Water-Distribution Main System Initiatives (O)	5,000.00	750.00	5,750.00
	November 18 2020 : Water- Transmission Main System Initiatives (O)	5,000.00	1,475.00	6,475.00
	November 17 2022 : Fiber Optic Network (Phase II) (I)	15,000.00	1,250.00	16,250.00
	November 17 2022 : Church Street Parking Reconfiguration I (I)	5,000.00	1,900.00	6,900.00
	November 17 2022 : Church Street Parking Reconfiguration II (I)	10,000.00	4,700.00	14,700.00
	November 17 2022 : Police-Cameras Community/Police (I)	5,000.00	250.00	5,250.00
	November 17 2022 : Bertram Field Phase II (I)	5,000.00	1,675.00	6,675.00
	November 17 2022 : Derby Street Complete Street Phase (I)	5,000.00	1,375.00	6,375.00
	November 17 2022 : Citywide Seawall Improvements (I)	5,000.00	1,675.00	6,675.00
	November 17 2022 : IT Lifecycle Management (City) (I)	5,000.00	1,625.00	6,625.00
	November 17 2022 : Garage Improvements - Annual Maintenance & ADA (I)	5,000.00	1,000.00	6,000.00
	November 17 2022 : OTH and Artists' Row Repairs, Minor Renovation (I)	5,000.00	625.00	5,625.00
	November 17 2022 : Artists Row Bathroom/OTH Basement Reno (I)	25,000.00	2,000.00	27,000.00
	November 17 2022 : Willows Restoration & Park Improvements (I)	30,000.00	20,418.75	50,418.75
	November 17 2022 : Cameras - Community/Police (I)	5,000.00	625.00	5,625.00
	November 17 2022 : Court Renovations (I)	5,000.00	2,215.63	7,215.63
	November 17 2022 : New 29 Passenger Buses (I)	15,000.00	1,375.00	16,375.00
	November 17 2022 : Signature Parks Improvement Program I (I)	35,000.00	25,340.63	60,340.63
	November 17 2022 : Signature Parks Improvement Program II (I)	5,000.00	1,775.00	6,775.00
	November 17 2022 : Signature Parks Improvement Program III (I)	5,000.00	625.00	5,625.00
	November 17 2022 : Roads Sidewalks Crosswalks (Non Chapter 90) I (I)	55,000.00	23,050.00	78,050.00
	November 17 2022 : Roads Sidewalks Crosswalks (Non Chapter 90) II (I)	10,000.00	5,675.00	15,675.00
	November 17 2022 : McGrath Park Soils Redemption (I)	50,000.00	3,875.00	53,875.00
	November 17 2022 : Derby Street Complete Project Phase 3 (I)	5,000.00	2,775.00	7,775.00
	November 17 2022 : Annual EquipmentLifeCycle Mgmt Program (City) (I)	5,000.00	750.00	5,750.00
	November 17 2022 : Traffic Calming Improvements (I)	5,000.00	1,575.00	6,575.00
	November 17 2022 : Museum Place Garage Renovation Phase 2 (I)	50,000.00	35,890.63	85,890.63
	November 17 2022 : South Harbor Garage Stair Replacement & ADA (I)	20,000.00	13,184.38	33,184.38
	November 17 2022 : MP & SH Garage Maintenance, Repairs, ADA (I)	5,000.00	1,864.38	6,864.38
	November 17 2022 : OTH Restorations & System design (I)	25,000.00	1,875.00	26,875.00
	November 17 2022 : Police & Fire Radio Communication System (I)	10,000.00	875.00	10,875.00
	November 17 2022 : Police Vehicle Replacement Program (I)	30,000.00	2,250.00	32,250.00
	November 17 2022 : Annual Small Repairs, DPS & Cemeteries (I)	5,000.00	250.00	5,250.00
	November 17 2022 : Salem DPS Salt Shed Project (I)	15,000.00	9,515.63	24,515.63
	November 17 2022 : Replace Primary Sweeper (I)	60,000.00	4,625.00	64,625.00
	November 17 2022 : Willows Pier (I)	10,000.00	7,675.00	17,675.00
	November 17 2022 : Citywide Roads, Sidewalks & Crosswalk non ch 90(I)	5,000.00	375.00	5,375.00
	November 17 2022 : JD Front Loader (replacement of loader #41) (I)	45,000.00	4,750.00	49,750.00
	November 17 2022 : Schools-Site/Field Studies & Small repairs (I)	5,000.00	375.00	5,375.00
	November 17 2022 : Schools-Life Safety Studies & Small Repairs (I)	5,000.00	250.00	5,250.00
	November 17 2022 : Schools-Access/ADA/Architectural Studies (I)	15,000.00	1,250.00	16,250.00
	November 17 2022 : IT Life cycle Management (School) (I)	10,000.00	2,500.00	12,500.00
	November 17 2022 : School Capital Repairs (I)	35,000.00	2,750.00	37,750.00
	November 17 2022 : School Building and Strategic Master Plan (I)	20,000.00	1,500.00	21,500.00
	November 17 2022 : Salem High Bathroom renovations (I)	5,000.00	4,471.88	9,471.88
	November 17 2022 : District Camera and Access Control (I)	30,000.00	2,250.00	32,250.00
	November 17 2022 : Collins Office Remodel (I)	10,000.00	6,084.38	16,084.38
	November 17 2022 : School Safety, MEP, Utility, Repairs, Study I (I)	15,000.00	1,125.00	16,125.00
	November 17 2022 : School Safety, MEP, Utility, Repairs, Study II (I)	5,000.00	875.00	5,875.00
	November 17 2022 : Collins Roof/Masonry Study/Repair (I)	5,000.00	750.00	5,750.00
	November 17 2022 : District Camera and Access Control II (I)	35,000.00	2,750.00	37,750.00
	November 17 2022 : Energy/Water Upgrades and Audits (I)	5,000.00	500.00	5,500.00
	November 17 2022 : Schools-ADA/Architectural/Interior repair study(I)	10,000.00	750.00	10,750.00
	November 17 2022 : Schools-Witchcraft Chiller & Assoc. HVAC (I)	5,000.00	1,778.13	6,778.13
	November 17 2022 : Schools-Witchcraft Heights Floor Replacement (I)	10,000.00	5,853.13	15,853.13
	November 17 2022 : School Safety, MEP, Utility, Roof studies (I)	5,000.00	250.00	5,250.00
	November 17 2022 : Moffat Drainage Easement Improvements (I)	5,000.00	250.00	5,250.00
	November 17 2022 : Canal Street SSU Flood Mitigation Improvements (O)	5,000.00	3,181.25	8,181.25
	November 17 2022 : SSES Report Implementation (O)	5,000.00	2,328.13	7,328.13
	November 17 2022 : Community Climate Change Model and Outreach (I)	10,000.00	1,000.00	11,000.00
	November 17 2022 : Citywide Drain & Sewer Flushing, Pipes, GIS (O)	50,000.00	32,934.38	82,934.38
	November 17 2022 : Ocean Ave, Sewer Pump Station Design (I)	25,000.00	2,000.00	27,000.00
	November 17 2022 : SSES Report Implementation (elim II) (O)	5,000.00	4,921.88	9,921.88
	November 17 2022 : Water Transmission Main System Improvements I (O)	10,000.00	6,437.50	16,437.50
	November 17 2022 : Highland Ave 16 inch Water Main (O)	5,000.00	2,653.13	7,653.13
	November 17 2022 : Citywide Flushing, Valve Excise, Leak Detect (O)	15,000.00	9,075.00	24,075.00
	November 17 2022 : Water Distribution Main System Improvements I (O)	25,000.00	18,115.63	43,115.63
	November 17 2022 : Water Transmission Main System Improvements II (O)	5,000.00	3,556.25	8,556.25

City of Salem, Massachusetts
Fiscal Year 2025 Projected Principal and Interest Payments

Aggregate Debt Service

					Part 4 of 8	
DATE	Issue - Purpose	PRINCIPAL	INTEREST	TOTAL P+I		
11/15/2024 continued	November 17 2022 : Loring Ave. 16-inch Water Main Replacement (O)	15,000.00	4,125.00	19,125.00		
	November 17 2022 : Water Distribution Main System Improvements II (O)	5,000.00	1,993.75	6,993.75		
	November 17 2023 : Smart Signalization Expansion (I)	7,256.00	1,106.62	8,362.62		
	November 17 2023 : Church Street Parking Reconfiguration (I)	6,508.00	3,654.98	10,162.98		
	November 17 2023 : Electrical - Smart Signalization Expansion (I)	19,500.00	4,450.14	23,950.14		
	November 17 2023 : Engineering - Derby St Complete Streets (I)	5,499.00	770.64	6,269.64		
	November 17 2023 : Parking Kiosk Purchase Install (I)	10,000.00	2,486.11	12,486.11		
	November 17 2023 : Annual Small Repairs, Studies and ADA Improve (I)	5,000.00	1,243.06	6,243.06		
	November 17 2023 : Electrical - Smart Signal Project (I)	14,600.00	3,709.28	18,309.28		
	November 17 2023 : SMART Signalization Expansion Phase 2 (I)	14,716.00	3,217.82	17,933.82		
	November 17 2023 : Fire Station 2 & 4 Facade Repair (I)	6,020.00	796.55	6,816.55		
	November 17 2023 : Library Repairs Roof Emergency Stairway (I)	6,241.00	1,304.76	7,545.76		
	November 17 2023 : Auditorium Seating and Flooring ADA Compliance (I)	8,000.00	1,640.83	9,640.83		
	November 17 2023 : Annual Equipment-Life-Cycle Mgmt Program City (I)	5,405.00	4,495.14	9,900.14		
	November 17 2023 : Annual Small Repairs, ADA - DPS & Cemeteries (I)	6,750.00	1,081.46	7,831.46		
	November 17 2023 : Bicycle Infrastructure (I)	7,047.00	1,344.84	8,391.84		
	November 17 2023 : City Wide Playground Equipment, Court, Parks (I)	3,416.00	4,445.96	7,861.96		
	November 17 2023 : Derby Street Complete Project Phase 3 (I)	15,571.00	21,060.89	36,631.89		
	November 17 2023 : MP & SH Garage Maintenance, Repairs, ADA (I)	5,583.00	774.82	6,357.82		
	November 17 2023 : Roads, Sidewalks & Crosswalks non Ch. 90 (I)	9,242.00	12,890.09	22,132.09		
	November 17 2023 : South Harbor Garage Stair Replacement & ADA (I)	6,700.00	12,409.42	19,109.42		
	November 17 2023 : Vehicle Replacement Program (I)	7,451.00	1,862.15	9,313.15		
	November 17 2023 : DPS Building Project (I)	5,000.00	11,405.03	16,405.03		
	November 17 2023 : JD Front Loader (I)	16,147.00	3,040.36	19,187.36		
	November 17 2023 : Traffic Division Utility Truck (I)	36,961.00	8,301.67	45,262.67		
	November 17 2023 : McGrath Park Soils Remediation (I)	5,000.00	13,673.61	18,673.61		
	November 17 2023 : Roads, Sidewalks & Crosswalks (Non-Ch 90) (I)	35,534.00	56,461.27	91,995.27		
	November 17 2023 : Police Headquarters 0 Flooring Replacement (I)	5,000.00	6,911.94	11,911.94		
	November 17 2023 : Energy and Water Upgrades (I)	5,000.00	8,785.10	13,785.10		
	November 17 2023 : Ash Landfill Closure (I)	4,999.00	4,648.98	9,647.98		
	November 17 2023 : Schools-Witchcraft Chiller & HVAC System (I)	4,112.00	453.07	4,565.07		
	November 17 2023 : ADA Upgrades, Studies, Repairs - Schools (I)	8,866.00	1,435.28	10,301.28		
	November 17 2023 : ADA Upgrades / Studies / Repairs - Schools 2 (I)	8,796.00	1,929.02	10,725.02		
	November 17 2023 : Collins Roof/Masonry Study/Repair (I)	4,600.00	4,187.85	8,787.85		
	November 17 2023 : District Camera and Access Control (I)	22,751.00	5,606.23	28,357.23		
	November 17 2023 : School Safety, MEP, Utility, Roof Repairs (I)	11,234.00	2,298.86	13,532.86		
	November 17 2023 : Witchcraft Heights Floor Replacement (I)	6,691.00	2,072.97	8,763.97		
	November 17 2023 : Bates Envelope Repair Project (I)	5,000.00	3,580.00	8,580.00		
	November 17 2023 : Collins Roof/Masonry Repair (I)	5,000.00	5,090.31	10,090.31		
	November 17 2023 : School Safety, MEP, Utility, Roof Repairs 2 (I)	4,866.00	7,136.63	12,002.63		
	November 17 2023 : Districtwide Sprinkler Repairs (I)	4,866.00	3,573.34	8,439.34		
	November 17 2023 : Bentley Academy Boiler Replacement (I)	3,320.00	2,899.80	6,219.80		
	November 17 2023 : Canal Street SSU Flood Mitigation Phase II (O)	5,025.00	3,997.67	9,022.67		
	November 17 2023 : Willow Ave. Sewer Line Replacement (O)	5,000.00	994.44	5,994.44		
	November 17 2023 : SSES Report Implementation eliminate I/ (O)	5,000.00	3,785.10	8,785.10		
	November 17 2023 : Citywide Drain & Sewer Cleaning, Inspection (O)	5,000.00	7,532.92	12,532.92		
	November 17 2023 : Palmer Cove Park Drain Outfall (O)	5,000.00	4,425.28	9,425.28		
	November 17 2023 : SSES Report Implementation eliminate II 2 (O)	7,504.00	15,146.83	22,650.83		
	November 17 2023 : Highland Ave. 16-inch Water Main (O)	4,510.00	3,157.86	7,667.86		
	November 17 2023 : Water Transmission Main System Improvements (O)	5,000.00	8,707.60	13,707.60		
November 17 2023 : Water Distribution Main System Improvements (O)	5,045.00	32,377.62	37,422.62			
November 17 2023 : Flushing, Valve Repair/Maintenance, Leak (O)	5,000.00	18,266.70	23,266.70			
Subtotal		\$1,860,000.00	\$782,147.94	\$2,642,147.94		
12/01/2024	December 19 2013 : Saltonstall School (OSQ)	80,000.00	17,868.75	97,868.75		
	December 19 2013 : Collins Middle School (OSQ)	165,000.00	36,856.25	201,856.25		
	December 19 2013 : School Building Repairs (ISQ)	10,000.00	853.13	10,853.13		
	December 19 2013 : Fire Equipment (ISQ)	90,000.00	6,343.75	96,343.75		
	December 19 2013 : Parks & Rec (ISQ)	10,000.00	1,675.00	11,675.00		
	December 19 2013 : Canal Street Utility Program (ISQ)	195,000.00	43,568.75	238,568.75		
	December 19 2013 : Adv Ref of Jan 1 2005 Witchcraft School (ISQ)	85,000.00	1,328.13	86,328.13		
	December 19 2013 : Adv Ref of Jan 1 2005 Carlton School (OSQ)	20,000.00	312.50	20,312.50		
	December 3 2014 : South River Basin Upgrade (I)	100,000.00	17,312.50	117,312.50		
	December 3 2014 : Drain Improvements (I)	15,000.00	2,596.88	17,596.88		
	December 3 2014 : Road Improvements (I)	200,000.00	4,000.00	204,000.00		
	December 3 2014 : Bertram Field (I)	105,000.00	8,006.25	113,006.25		
	December 3 2014 : Electric- Generator (I)	5,000.00	306.25	5,306.25		
	December 3 2014 : Parking- Water Proofing (I)	55,000.00	9,521.88	64,521.88		
	December 3 2014 : Planning- MBTA Station (I)	25,000.00	4,328.13	29,328.13		
	Subtotal		\$1,160,000.00	\$154,878.15	\$1,314,878.15	
	12/15/2024	June 27 2018 : Planning Blaney St Pier & Terminal (I)	-	1,506.25	1,506.25	
June 27 2018 : Old Town Hall Roof (I)		-	500.00	500.00		
June 27 2018 : Bike Path Master Plan Upgrades (I)		-	1,506.25	1,506.25		
June 27 2018 : Canal St Roadway & Bike Path Improvements II (I)		-	17,609.38	17,609.38		
June 27 2018 : Citywide Traffic Calming Improvements II (I)		-	725.00	725.00		
June 27 2018 : Essex St Roadway Improvements II (I)		-	375.00	375.00		
June 27 2018 : First/Swampscott Rd Intersection Improvement II (I)		-	1,381.25	1,381.25		
June 27 2018 : Seawall at Collins Cove (I)		-	1,415.63	1,415.63		
June 27 2018 : Playground Upgrades (I)		-	125.00	125.00		
June 27 2018 : Historic Wrought Iron Fence - Salem Commons II (I)		-	125.00	125.00		
June 27 2018 : Dickson Memorial Chapel Restoration (I)		-	500.00	500.00		
June 27 2018 : Roof Replacement Police II (I)		-	8,806.25	8,806.25		
June 27 2018 : First Swampscott Rd Intersection Improvements (I)		-	500.00	500.00		
June 27 2018 : Forest River Park & Pool Improvements (I)		-	500.00	500.00		
June 27 2018 : Loring & Lafayette Improvements (I)		-	2,206.25	2,206.25		
June 27 2018 : Roads & Sidewalks (I)		-	11,990.63	11,990.63		
June 27 2018 : IT Annual Inventory (City) (I)		-	1,000.00	1,000.00		
June 27 2018 : IT Document Management System (I)		-	2,125.00	2,125.00		
June 27 2018 : IT Facilities Assessment Software (I)		-	1,625.00	1,625.00		
June 27 2018 : Library HVAC Upgrades (I)		-	1,084.38	1,084.38		
June 27 2018 : Library Structural Upgrades (I)		-	500.00	500.00		
June 27 2018 : Basketball Court Renovations 2 (I)		-	1,506.25	1,506.25		
June 27 2018 : Traffic Signal Communication Upgrades (I)		-	500.00	500.00		
June 27 2018 : High School HVAC Upgrades (I)		-	500.00	500.00		
June 27 2018 : IT Annual Inventory Schools (I)		-	1,750.00	1,750.00		
June 27 2018 : Bentley School Roof Replacement (I)		-	625.00	625.00		
June 27 2018 : Water System Upgrades- Valves & Hydrants (O)		-	17,162.50	17,162.50		
June 27 2018 : Water Distribution System Improvements (O)		-	19,812.50	19,812.50		
June 27 2018 : Water System Flushing, Valves, Leak & GIS (O)		-	1,750.00	1,750.00		
June 27 2018 : Water System Transmission System (O)		-	1,750.00	1,750.00		
June 27 2018 : Water- Essex St Improvements (O)		-	2,865.63	2,865.63		
June 27 2018 : Sewer Pump Station I (O)		-	500.00	500.00		
June 27 2018 : Sewer Pump Station II (O)	-	56,871.88	56,871.88			
June 27 2018 : Sewer System Flushing, Valve, Leak & GIS I (I)	-	1,993.75	1,993.75			
June 27 2018 : Sewer System Flushing, Valve, Leak & GIS II (I)	-	4,625.00	4,625.00			
June 27 2018 : Sewer MSH Compliance/Connection Removal II (I)	-	9,781.25	9,781.25			
June 27 2018 : Canal St Sewer Upgrades Phase I (I)	-	5,300.00	5,300.00			
June 27 2018 : Sewer- Essex St Improvements (I)	-	2,865.63	2,865.63			
Subtotal		-	\$186,265.66	\$186,265.66		

City of Salem, Massachusetts
Fiscal Year 2025 Projected Principal and Interest Payments

Aggregate Debt Service

			Part 5 of 8		
DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I	
01/15/2025	December 14 2006 DW-05-12 (O)	-	2,776.71	2,776.71	
	Subtotal	-	\$2,776.71	\$2,776.71	
03/01/2025	September 27 2012 : Water System Improvements (OSQ)	-	9,612.50	9,612.50	
	September 27 2012 : Sewer Pump Station Upgrade (ISQ)	-	1,293.75	1,293.75	
	September 27 2012 : South River Basin Upgrade (ISQ)	-	3,131.25	3,131.25	
	September 27 2012 : South River Basin Upgrade 2 (ISQ)	-	2,362.50	2,362.50	
	September 27 2012 : Forrester Street Drain Relief (ISQ)	-	2,512.50	2,512.50	
	September 27 2012 : City Hall Roof (ISQ)	-	7,562.50	7,562.50	
	September 27 2012 : City Hall Skylights (ISQ)	-	1,437.50	1,437.50	
	September 27 2012 : City Hall Windows (ISQ)	-	3,906.25	3,906.25	
	September 27 2012 : City Hall Masonry Repairs (ISQ)	-	9,759.38	9,759.38	
	September 27 2012 : Roads, Sidewalks & Crosswalks (ISQ)	-	2,559.38	2,559.38	
	September 27 2012 : Collins Cove Seawall (ISQ)	-	946.88	946.88	
	September 27 2012 : Remediation (ISQ)	-	15,631.25	15,631.25	
	September 27 2012 : Collins School (OSQ)	-	14,656.25	14,656.25	
	September 27 2012 : Collins School 2 (OSQ)	-	61,353.13	61,353.13	
	September 27 2012 : Saltonstall School (OSQ)	-	13,284.38	13,284.38	
	September 27 2012 : Saltonstall School 2 (OSQ)	-	28,525.00	28,525.00	
	November 18 2021 : Cur Ref of Oct 15 2010 Water Sys Improvement (O)	-	12,441.75	12,441.75	
	November 18 2021 : Cur Ref of Oct 15 2010 Water Meters (O)	-	4,764.75	4,764.75	
	November 18 2021 : Cur Ref of Oct 15 2010 Water Main (O)	-	12,178.00	12,178.00	
	November 18 2021 : Cur Ref of Oct 15 2010 Sewer Pump Station (I)	-	902.50	902.50	
	November 18 2021 : Cur Ref of Oct 15 2010 South River Basin (I)	-	7,795.25	7,795.25	
	November 18 2021 : Cur Ref of Oct 15 2010 Fire Pumper Truck (I)	-	595.50	595.50	
	November 18 2021 : Cur Ref of Oct 15 2010 School Infrastructure (I)	-	119.25	119.25	
	November 18 2021 : Cur Ref of Oct 15 2010 Roads & Sidewalks 2 (I)	-	238.25	238.25	
	November 18 2021 : Cur Ref of Oct 15 Canal St Improvements Design (I)	-	714.75	714.75	
	November 18 2021 : Ash Landfill Closure Remediation (O)	-	875.00	875.00	
	November 18 2021 : Fiber Optic Network (Phase II) (I)	-	1,500.00	1,500.00	
	November 18 2021 : Ryan Brennan Memorial Skate Park (I)	-	1,425.00	1,425.00	
	November 18 2021 : Salem Common Fence (I)	-	1,500.00	1,500.00	
	November 18 2021 : Library Structural Upgrades (I)	-	875.00	875.00	
	November 18 2021 : Bridge Light LED Conversion (I)	-	375.00	375.00	
	November 18 2021 : Church Street Parking Reconfiguration (I)	-	625.00	625.00	
	November 18 2021 : Common Fence (I)	-	625.00	625.00	
	November 18 2021 : IT Equipment Life Cycle Management - City (I)	-	750.00	750.00	
	November 18 2021 : IT Ongoing Digitization of Records (I)	-	1,250.00	1,250.00	
	November 18 2021 : Recreation-Bertram Field Phase II (I)	-	52,353.13	52,353.13	
	November 18 2021 : Recreation-Playground, Irrigation & Fence (I)	-	625.00	625.00	
	November 18 2021 : Parking and Traffic-MP & SH Garage Maintenance (I)	-	875.00	875.00	
	November 18 2021 : Planning-Gallows Hill Park Renovation (I)	-	1,875.00	1,875.00	
	November 18 2021 : Planning-Palmer Cove Park Renovation (I)	-	875.00	875.00	
	November 18 2021 : Police & Fire Radio Communication System (I)	-	875.00	875.00	
	November 18 2021 : IT-Theft Detection System Replacement (I)	-	375.00	375.00	
	November 18 2021 : Engineering - Willows Park Restoration (I)	-	1,325.00	1,325.00	
	November 18 2021 : Engineering - Derby St Complete Streets (I)	-	7,975.00	7,975.00	
	November 18 2021 : Engineering - Roads, Sidewalks & Crosswalks (I)	-	5,050.00	5,050.00	
	November 18 2021 : Digitization (I)	-	1,250.00	1,250.00	
	November 18 2021 : IT Lifecycle Management (School) (I)	-	1,125.00	1,125.00	
	November 18 2021 : IT Lifecycle Management (City) (I)	-	875.00	875.00	
	November 18 2021 : Fire Station - ADA Upgrades (I)	-	1,500.00	1,500.00	
	November 18 2021 : City Wide Playground Equipment/Park Upgrades (I)	-	1,375.00	1,375.00	
	November 18 2021 : Tractor/Loader/Backhoe (I)	-	875.00	875.00	
	November 18 2021 : Apron Tee Greens Mower (I)	-	750.00	750.00	
	November 18 2021 : Park+Rec Facilities Truck (I)	-	375.00	375.00	
	November 18 2021 : Norman Summer Chestnut Roundabout Phase 4 (I)	-	4,000.00	4,000.00	
	November 18 2021 : Traffic Calming Improvements (I)	-	875.00	875.00	
	November 18 2021 : Garage Improvements - Annual Maintenance & ADA (I)	-	875.00	875.00	
	November 18 2021 : Bicycle Infrastructure (I)	-	3,350.00	3,350.00	
	November 18 2021 : Mansell Field Restoration (I)	-	1,543.75	1,543.75	
	November 18 2021 : Palmer Cove Park Renovation Phase I (I)	-	3,631.25	3,631.25	
	November 18 2021 : Willows Restoration & Park Improvements (I)	-	1,425.00	1,425.00	
	November 18 2021 : Ford F350 Pickup (I)	-	625.00	625.00	
	November 18 2021 : McGrath Park Soils Remediation (I)	-	1,225.00	1,225.00	
	November 18 2021 : DPS Building Project (I)	-	2,459.38	2,459.38	
	November 18 2021 : Boston Street Complete Upgrade (I)	-	4,875.00	4,875.00	
	November 18 2021 : Derby Street Complete Street (I)	-	4,750.00	4,750.00	
	November 18 2021 : Bridge Street Complete Street Flint-Boston (I)	-	8,375.00	8,375.00	
	November 18 2021 : Forest River Pool & Associated Facilities (I)	-	13,543.75	13,543.75	
	November 18 2021 : Citywide Seawall Improvements (I)	-	375.00	375.00	
	November 18 2021 : Citywide Roads, Sidewalks, and Crosswalks (I)	-	13,425.00	13,425.00	
	November 18 2021 : District Camera and Access Control (I)	-	1,125.00	1,125.00	
	November 18 2021 : Signature Parks Improvement I (I)	-	127,725.00	127,725.00	
	November 18 2021 : Signature Parks Improvement II (I)	-	9,300.00	9,300.00	
	November 18 2021 : Schools-SHS Library Remodel (I)	-	125.00	125.00	
	November 18 2021 : Schools - Access/ADA/Architectural Studies (I)	-	500.00	500.00	
	November 18 2021 : Bentley Academy Boiler Replacement (I)	-	6,412.50	6,412.50	
	November 18 2021 : Schools - ADA Upgrades / Studies / Repairs (I)	-	875.00	875.00	
	November 18 2021 : School Capital Repairs (I)	-	1,000.00	1,000.00	
	November 18 2021 : School Building and Strategic Master Plan (I)	-	375.00	375.00	
	November 18 2021 : Sewer-Derby St at Congress & Drainage Repairs (O)	-	2,518.75	2,518.75	
	November 18 2021 : Sewer- Bertram Field Phase 2 (O)	-	3,068.75	3,068.75	
	November 18 2021 : Sewer-SSES report implementation (O)	-	2,618.75	2,618.75	
	November 18 2021 : Canal Street SSS Flood Mitigation Phase 2 (O)	-	4,840.63	4,840.63	
	November 18 2021 : Forest River Pool Sewer Line & Stormwater Sys (O)	-	3,068.75	3,068.75	
	November 18 2021 : Derby/Congress St. Drainage System Repairs (O)	-	5,350.00	5,350.00	
	November 18 2021 : Sewer - SSES Report Implementation 2 (O)	-	5,290.63	5,290.63	
	November 18 2021 : Citywide Sewer Flushing & Pipe Replacements (O)	-	4,121.88	4,121.88	
	November 18 2021 : Water Leak Detection, Flushing & GIS Admin (O)	-	3,375.00	3,375.00	
	November 18 2021 : Water- Salem PS and Booster Station (O)	-	2,000.00	2,000.00	
	November 18 2021 : Water-Bertram Field Phase 2 (O)	-	1,425.00	1,425.00	
	November 18 2021 : Water - Citywide Flushing, Valves, Leaks (O)	-	1,325.00	1,325.00	
	November 18 2021 : Forest River New Water Line (O)	-	1,425.00	1,425.00	
	November 18 2021 : Water - Citywide Flushing, Valves, Leaks 2 (O)	-	4,121.88	4,121.88	
	November 18 2021 : Water Distribution Main System (O)	-	4,121.88	4,121.88	
	November 18 2021 : Water Transmission Main System (O)	-	2,668.75	2,668.75	
	November 18 2021 : Highland Ave 16-inch Water Main (O)	-	1,225.00	1,225.00	
	November 18 2021 : Vector Truck #18 Replacement (O)	-	4,875.00	4,875.00	
	Subtotal	-	\$578,643.81	\$578,643.81	

City of Salem, Massachusetts
Fiscal Year 2025 Projected Principal and Interest Payments

Aggregate Debt Service

		Part 6 of 8			
DATE	Issue : Purpose	PRINCIPAL	INTEREST	TOTAL P+I	
03/15/2025	September 25 2019 : Senior Center Construction (I)	-	76,250.00	76,250.00	
	September 25 2019 : Boston Street Roadway Improvements (I)	-	1,100.00	1,100.00	
	September 25 2019 : First Swampscott Rd Intersection Improvements2 (I)	-	4,000.00	4,000.00	
	September 25 2019 : 370 Essex St. HVAC Design, & Construction (I)	-	5,675.00	5,675.00	
	September 25 2019 : Boston Street Corridor Roadway Improvements 1 (I)	-	1,100.00	1,100.00	
	September 25 2019 : Boston Street Corridor Roadway Improvements 2 (I)	-	2,150.00	2,150.00	
	September 25 2019 : Bridge Street Massworks Roadway Improvements 2 (I)	-	1,550.00	1,550.00	
	September 25 2019 : Canal Street Bike Path 1 (I)	-	2,400.00	2,400.00	
	September 25 2019 : Canal Street Bike Path 2 (I)	-	5,275.00	5,275.00	
	September 25 2019 : Canal Street Corridor Roadway Improvements 1 (I)	-	1,875.00	1,875.00	
	September 25 2019 : Canal Street Corridor Roadway Improvements 2 (I)	-	2,225.00	2,225.00	
	September 25 2019 : Essex St. Ped. & Vehicle Access Improvements 2 (I)	-	22,700.00	22,700.00	
	September 25 2019 : First/Swampscott Rd Intersection Improvements 1(I)	-	10,225.00	10,225.00	
	September 25 2019 : First/Swampscott Rd Intersection Improvements 2(I)	-	1,550.00	1,550.00	
	September 25 2019 : Forest River Park and Pool Design (I)	-	1,450.00	1,450.00	
	September 25 2019 : Forest River Park Seawall Replacement 1 (I)	-	25,550.00	25,550.00	
	September 25 2019 : Forest River Park Seawall Replacement 2 (I)	-	9,275.00	9,275.00	
	September 25 2019 : Roads, Sidewalks, & Crosswalks (I)	-	7,925.00	7,925.00	
	September 25 2019 : High School College & Career Center Floor (I)	-	1,000.00	1,000.00	
	September 25 2019 : Salerno Roof & Mechanical HVAC Replacement (I)	-	1,600.00	1,600.00	
	September 25 2019 : Canal Street - Phase II (Sewer) 1 (I)	-	600.00	600.00	
	September 25 2019 : Sewer Pump Station (O)	-	45,200.00	45,200.00	
	September 25 2019 : Canal Street (Sewer) Phase II 1 (I)	-	1,400.00	1,400.00	
	September 25 2019 : Canal Street (Sewer) Phase II 2 (I)	-	12,700.00	12,700.00	
	September 25 2019 : MS4 Compliance/Illicit Connection Removal 2 (I)	-	2,425.00	2,425.00	
	September 25 2019 : Pre-Paving Sewer/Drain Inspections (I)	-	250.00	250.00	
	September 25 2019 : SSES Report Implementation 1 (O)	-	2,200.00	2,200.00	
	September 25 2019 : 289 Derby Drain (O)	-	4,825.00	4,825.00	
	September 25 2019 : Fowler & No Pine Street Sewer Rehabilitation 1 (O)	-	1,450.00	1,450.00	
	September 25 2019 : Fowler & No Pine Street Sewer Rehabilitation 2 (O)	-	4,625.00	4,625.00	
	September 25 2019 : Willow Ave Sewer Replacement (O)	-	1,450.00	1,450.00	
	September 25 2019 : Rosie's Pond Flood Improvements (O)	-	10,600.00	10,600.00	
	September 25 2019 : Water System Upgrades- Valves & Hydrants (O)	-	15,250.00	15,250.00	
	September 25 2019 : Szetela Lane Water (O)	-	3,750.00	3,750.00	
	September 25 2019 : Citywide Flushing, Valve Leak Detection, GIS (O)	-	3,300.00	3,300.00	
	September 25 2019 : Citywide Water System Flushing, Maintenance (O)	-	6,075.00	6,075.00	
	Subtotal		-	\$300,975.00	\$300,975.00
	04/15/2025	November 17 2016 : Advance Refunding October 15 2007 High School (I)	-	18,340.00	18,340.00
		November 17 2016 : Adv Ref Oct 15 2007 Water System Improvements (O)	-	8,660.00	8,660.00
		November 17 2016 : Collins Middle School (O)	-	9,650.00	9,650.00
November 17 2016 : Districtwide Computer Replacement (School) (I)		-	200.00	200.00	
November 17 2016 : Saltonstall School Parking/DropOff Area Improve(I)		-	1,200.00	1,200.00	
November 17 2016 : Salerno Automotive Roof Replace (School) (I)		-	200.00	200.00	
November 17 2016 : Folly Hill Tank Storage (Water) (O)		-	2,300.00	2,300.00	
November 17 2016 : Water Meter Replacement Program (O)		-	400.00	400.00	
November 17 2016 : Rehab Gallows Hill Water Tanks 1 (O)		-	3,400.00	3,400.00	
November 17 2016 : Rehab Gallows Hill Water Tanks 2 (O)		-	1,900.00	1,900.00	
November 17 2016 : Water System Upgrade (Valves & Hydrants) (O)		-	5,950.00	5,950.00	
November 17 2016 : Water System Improvements (O)		-	13,625.00	13,625.00	
November 17 2016 : Water Leak Protection, Flushing & GIS Admin 1 (O)		-	500.00	500.00	
November 17 2016 : Water Leak Protection, Flushing & GIS Admin 2 (O)		-	900.00	900.00	
November 17 2016 : Canal Street Sewer Phase 2 (I)		-	17,850.00	17,850.00	
November 17 2016 : Sewer Leak Detection, Flushing & GIS Admin (I)		-	4,750.00	4,750.00	
November 17 2016 : Sewer Illicit Connection Removal (O)		-	8,975.00	8,975.00	
November 17 2016 : Bikeway & Roadway Improvements (I)		-	3,000.00	3,000.00	
November 17 2016 : McGrath Park Paving/Concession Stand (I)		-	1,300.00	1,300.00	
November 17 2016 : Roads Sidewalk & Crosswalks (Non-Chapter 90) (I)		-	1,400.00	1,400.00	
November 17 2016 : Replace Fire Engine 2 or 5 (I)		-	1,400.00	1,400.00	
November 17 2016 : Citywide Computer Replacement (I)		-	300.00	300.00	
November 17 2016 : Blaney Street Pier & Terminal (City Match) (I)		-	2,500.00	2,500.00	
November 17 2016 : Mary Jane Lee Park (Phase II) (I)		-	400.00	400.00	
November 17 2016 : Old City Hall Window Replacement (I)		-	1,125.00	1,125.00	
November 17 2016 : Ford F550 6-wheel dump Truck (unit 71)(PubServ)(I)		-	200.00	200.00	
November 17 2016 : Ford F550 6-wheel Dump Truck (unit 71)(PubServ)(I)		-	200.00	200.00	
November 17 2016 : 2000 Int'l Dump Truck (unit 14)(PubServ)(I)		-	400.00	400.00	
November 17 2016 : Trash Packer (Public Services) (I)		-	200.00	200.00	
November 17 2016 : 2-Ton Propane Hot Box (Public Services) (I)		-	100.00	100.00	
November 17 2016 : Automation of South Harbor Garages (Parking) (I)	-	2,600.00	2,600.00		
November 17 2016 : Parking Garage Upgrades (I)	-	1,900.00	1,900.00		
November 17 2016 : Transfer Station Property Remediation (O)	-	7,575.00	7,575.00		
Subtotal		-	\$123,400.00	\$123,400.00	
05/01/2025	December 2 2015 : //I Study, Design & Construction (I)	-	6,534.38	6,534.38	
	December 2 2015 : Canal St. Phase II (I)	-	15,690.63	15,690.63	
	December 2 2015 : Illicit Connection Removal (I)	-	915.63	915.63	
	December 2 2015 : Line Extension, Rehab & Upgrades (I)	-	125.00	125.00	
	December 2 2015 : Garage Updates (I)	-	1,040.63	1,040.63	
	December 2 2015 : Saltonstall Elementary School I (O)	-	5,171.88	5,171.88	
	December 2 2015 : Saltonstall Elementary School II (O)	-	1,956.25	1,956.25	
	December 2 2015 : Collins Middle School I (O)	-	3,340.63	3,340.63	
	December 2 2015 : Collins Middle School II (O)	-	7,325.00	7,325.00	
	December 2 2015 : Collins Middle School III (O)	-	10,196.88	10,196.88	
	December 2 2015 : Wrought Iron Fence (I)	-	125.00	125.00	
	December 2 2015 : Blaney Street Terminal - City Match (I)	-	1,956.25	1,956.25	
	December 2 2015 : Winter Island Pathway & Fort Restoration (I)	-	125.00	125.00	
	December 2 2015 : DPS 1988 Ladder Replacement (I)	-	1,087.50	1,087.50	
	December 2 2015 : DPS 2000 Dump Truck Replacement (I)	-	725.00	725.00	
	December 2 2015 : Paving (I)	-	3,937.50	3,937.50	
December 2 2015 : Seawalls (I)	-	1,675.00	1,675.00		
Subtotal		-	\$61,928.16	\$61,928.16	

City of Salem, Massachusetts
Fiscal Year 2025 Projected Principal and Interest Payments

Aggregate Debt Service

DATE	Issue - Purpose	PRINCIPAL	INTEREST	Part 7 of 8
				TOTAL P+I
05/15/2025	November 18 2020 : Recreation-Bertram Field Phase II (I)	-	13,715.63	13,715.63
	November 18 2020 : Recreation-Court Renovations (I)	-	750.00	750.00
	November 18 2020 : IT-Equipment Life-Cycle Mgmt Program (City) (I)	-	1,250.00	1,250.00
	November 18 2020 : IT-Equipment Life-Cycle Mgmt Program (School) (I)	-	2,625.00	2,625.00
	November 18 2020 : IT-View Permit Upgrade (I)	-	1,250.00	1,250.00
	November 18 2020 : Bridge Light LED Conversion (I)	-	1,250.00	1,250.00
	November 18 2020 : Smart Signalization Expansion (I)	-	750.00	750.00
	November 18 2020 : Electrical - Smart Signalization Expansion (I)	-	750.00	750.00
	November 18 2020 : Fire Station One Parapet (I)	-	1,406.25	1,406.25
	November 18 2020 : Winter Island Function Hall Deck/Accessibility (I)	-	1,406.25	1,406.25
	November 18 2020 : Court Renovations (I)	-	2,150.00	2,150.00
	November 18 2020 : Golf Course Cart Paths (I)	-	6,300.00	6,300.00
	November 18 2020 : Parking-Traffic Calming Improvements (I)	-	1,000.00	1,000.00
	November 18 2020 : Parking and Traffic-MP & SH Garage Maintenance (I)	-	750.00	750.00
	November 18 2020 : Museum Place Parking Garage (I)	-	10,400.00	10,400.00
	November 18 2020 : Common Fence (I)	-	1,300.00	1,300.00
	November 18 2020 : Planning-Gallows Hill Park Renovation (I)	-	1,703.13	1,703.13
	November 18 2020 : Furnace and Hot Water Replacement (Police) (I)	-	1,525.00	1,525.00
	November 18 2020 : Police Cameras (I)	-	625.00	625.00
	November 18 2020 : Police-Boiler and Heaters (I)	-	1,518.75	1,518.75
	November 18 2020 : Boston Street Corridor Roadway Improvements (I)	-	3,175.00	3,175.00
	November 18 2020 : Bridge Street (Massworks) Roadway Improvements (I)	-	1,650.00	1,650.00
	November 18 2020 : Forest River Park and Pool Design/Improvements (I)	-	3,037.50	3,037.50
	November 18 2020 : Willows Park Restoration (I)	-	1,643.75	1,643.75
	November 18 2020 : Derby St Complete Streets (I)	-	5,900.00	5,900.00
	November 18 2020 : Szelata Lance Shared Use Path (I)	-	5,025.00	5,025.00
	November 18 2020 : Roads, Sidewalks & Crosswalks (Non Ch 90) (I)	-	20,700.00	20,700.00
	November 18 2020 : School-Saltonstall Water Heaters (I)	-	1,300.00	1,300.00
	November 18 2020 : School-Witchcraft Chiller & Assoc. HVAC System (I)	-	4,784.38	4,784.38
	November 18 2020 : Bentley Academy Boiler Replacement (I)	-	5,318.75	5,318.75
	November 18 2020 : Canal Street SSU Flood Mitigation Phase II (I)	-	925.00	925.00
	November 18 2020 : Derby St Drainage System Repairs (I)	-	925.00	925.00
	November 18 2020 : SSES Report Implementation (Eliminate I/I) (I)	-	5,318.75	5,318.75
	November 18 2020 : City Wide Sewer System Flushing & Maintenance (I)	-	2,612.50	2,612.50
	November 18 2020 : Pre-Paving Sewer/Drain Inspections (I)	-	750.00	750.00
	November 18 2020 : City Wide Water System Flushing & Maintenance (O)	-	3,343.75	3,343.75
	November 18 2020 : Water-Distribution Main System Initiatives (O)	-	625.00	625.00
	November 18 2020 : Water- Transmission Main System Initiatives (O)	-	1,350.00	1,350.00
	November 17 2022 : Fiber Optic Network (Phase II) (I)	-	875.00	875.00
	November 17 2022 : Church Street Parking Reconfiguration I (I)	-	1,775.00	1,775.00
	November 17 2022 : Church Street Parking Reconfiguration II (I)	-	4,450.00	4,450.00
	November 17 2022 : Police-Cameras Community/Police (I)	-	125.00	125.00
	November 17 2022 : Bertram Field Phase II (I)	-	1,550.00	1,550.00
	November 17 2022 : Derby Street Complete Street Phase (I)	-	1,250.00	1,250.00
	November 17 2022 : Citywide Seawall Improvements (I)	-	1,550.00	1,550.00
	November 17 2022 : IT Lifecycle Management (City) (I)	-	1,500.00	1,500.00
	November 17 2022 : Garage Improvements - Annual Maintenance & ADA (I)	-	875.00	875.00
	November 17 2022 : OTH and Artists' Row Repairs, Minor Renovation (I)	-	500.00	500.00
	November 17 2022 : Artists Row Bathroom/OTH Basement Reno (I)	-	1,375.00	1,375.00
	November 17 2022 : Willows Restoration & Park Improvements (I)	-	19,668.75	19,668.75
	November 17 2022 : Cameras - Community/Police (I)	-	500.00	500.00
	November 17 2022 : Court Renovations (I)	-	2,090.63	2,090.63
	November 17 2022 : New 29 Passenger Buses (I)	-	1,000.00	1,000.00
	November 17 2022 : Signature Parks Improvement Program I (I)	-	24,465.63	24,465.63
	November 17 2022 : Signature Parks Improvement Program II (I)	-	1,650.00	1,650.00
	November 17 2022 : Signature Parks Improvement Program III (I)	-	500.00	500.00
	November 17 2022 : Roads Sidewalks Crosswalks (Non Chapter 90) I (I)	-	21,675.00	21,675.00
	November 17 2022 : Roads Sidewalks Crosswalks (Non Chapter 90) II (I)	-	5,425.00	5,425.00
	November 17 2022 : McGrath Park Soils Redemption (I)	-	2,625.00	2,625.00
	November 17 2022 : Derby Street Complete Project Phase 3 (I)	-	2,650.00	2,650.00
	November 17 2022 : Annual EquipmentLifeCycle Mgmt Program (City) (I)	-	625.00	625.00
	November 17 2022 : Traffic Calming Improvements (I)	-	1,450.00	1,450.00
	November 17 2022 : Museum Place Garage Renovation Phase 2 (I)	-	34,640.63	34,640.63
	November 17 2022 : South Harbor Garage Stair Replacement & ADA (I)	-	12,684.38	12,684.38
	November 17 2022 : MP & SH Garage Maintenance, Repairs, ADA (I)	-	1,759.38	1,759.38
	November 17 2022 : OTH Restorations & System design (I)	-	1,250.00	1,250.00
	November 17 2022 : Police & Fire Radio Communication System (I)	-	625.00	625.00
	November 17 2022 : Police Vehicle Replacement Program (I)	-	1,500.00	1,500.00
	November 17 2022 : Annual Small Repairs, DPS & Cemeteries (I)	-	125.00	125.00
	November 17 2022 : Salem DPS Salt Shed Project (I)	-	9,140.63	9,140.63
	November 17 2022 : Replace Primary Sweeper (I)	-	3,125.00	3,125.00
	November 17 2022 : Willows Pier (I)	-	7,425.00	7,425.00
	November 17 2022 : Citywide Roads, Sidewalks & Crosswalk non ch 90(I)	-	250.00	250.00
	November 17 2022 : JD Front Loader (replacement of loader #41) (I)	-	3,625.00	3,625.00
	November 17 2022 : Schools-Site/Field Studies & Small repairs (I)	-	250.00	250.00
	November 17 2022 : Schools-Life Safety Studies & Small Repairs (I)	-	125.00	125.00
	November 17 2022 : Schools-Access/ADA/Architectural Studies (I)	-	875.00	875.00
	November 17 2022 : IT Life cycle Management (School) (I)	-	2,250.00	2,250.00
	November 17 2022 : School Capital Repairs (I)	-	1,875.00	1,875.00
	November 17 2022 : School Building and Strategic Master Plan (I)	-	1,000.00	1,000.00
	November 17 2022 : Salem High Bathroom renovations (I)	-	4,346.88	4,346.88
	November 17 2022 : District Camera and Access Control (I)	-	1,500.00	1,500.00
	November 17 2022 : Collins Office Remodel (I)	-	5,834.38	5,834.38
	November 17 2022 : School Safety, MEP, Utility, Repairs, Study I (I)	-	750.00	750.00
	November 17 2022 : School Safety, MEP, Utility, Repairs, Study II (I)	-	750.00	750.00
	November 17 2022 : Collins Roof/Masonry Study/Repair (I)	-	625.00	625.00
	November 17 2022 : District Camera and Access Control II (I)	-	1,875.00	1,875.00
	November 17 2022 : Energy/Water Upgrades and Audits (I)	-	375.00	375.00
	November 17 2022 : Schools-ADA/Architectural/Interior repair study(I)	-	500.00	500.00
	November 17 2022 : Schools-Witchcraft Chiller & Assoc. HVAC (I)	-	1,653.13	1,653.13
	November 17 2022 : Schools-Witchcraft Heights Floor Replacement (I)	-	5,603.13	5,603.13
	November 17 2022 : School Safety, MEP, Utility, Roof studies (I)	-	125.00	125.00
	November 17 2022 : Moffat Drainage Easement Improvements (I)	-	125.00	125.00
	November 17 2022 : Canal Street SSU Flood Mitigation Improvements (O)	-	3,056.25	3,056.25
	November 17 2022 : SSES Report Implementation (O)	-	2,203.13	2,203.13
	November 17 2022 : Community Climate Change Model and Outreach (I)	-	750.00	750.00
	November 17 2022 : Citywide Drain & Sewer Flushing, Pipes, GIS (O)	-	31,684.38	31,684.38
	November 17 2022 : Ocean Ave. Sewer Pump Station Design (I)	-	1,375.00	1,375.00
	November 17 2022 : SSES Report Implementation (elim I/I) (O)	-	4,796.88	4,796.88
	November 17 2022 : Water Transmission Main System Improvements I (O)	-	6,187.50	6,187.50
	November 17 2022 : Highland Ave 16 inch Water Main (O)	-	2,528.13	2,528.13
	November 17 2022 : Citywide Flushing, Valve Excise, Leak Detect (O)	-	8,700.00	8,700.00
	November 17 2022 : Water Distribution Main System Improvements I (O)	-	17,490.63	17,490.63
	November 17 2022 : Water Transmission Main System Improvements II (O)	-	3,431.25	3,431.25
	November 17 2022 : Loring Ave. 16-Inch Water Main Replacement (O)	-	3,750.00	3,750.00
	November 17 2022 : Water Distribution Main System Improvements II (O)	-	1,868.75	1,868.75

City of Salem, Massachusetts
Fiscal Year 2025 Projected Principal and Interest Payments

Aggregate Debt Service

DATE	Issue - Purpose	PRINCIPAL	INTEREST	Part 8 of 8	
				TOTAL P+I	
05/15/2025 continued	November 17 2023 : Church Street Parking Reconfiguration (I)	-	1,675.00	1,675.00	
	November 17 2023 : Electrical - Smart Signalization Expansion (I)	-	1,750.00	1,750.00	
	November 17 2023 : Engineering - Derby St Complete Streets (I)	-	250.00	250.00	
	November 17 2023 : Parking Kiosk Purchase Install (I)	-	1,000.00	1,000.00	
	November 17 2023 : Annual Small Repairs, Studies and ADA Improve (I)	-	500.00	500.00	
	November 17 2023 : Electrical - Smart Signal Project (I)	-	1,500.00	1,500.00	
	November 17 2023 : SMART Signalization Expansion Phase 2 (I)	-	1,250.00	1,250.00	
	November 17 2023 : Fire Station 2 & 4 Facade Repair (I)	-	250.00	250.00	
	November 17 2023 : Library Repairs Roof Emergency Stairway (I)	-	500.00	500.00	
	November 17 2023 : Auditorium Seating and Flooring ADA Compliance (I)	-	625.00	625.00	
	November 17 2023 : Annual Equipment-Life-Cycle Mgmt Program City (I)	-	2,125.00	2,125.00	
	November 17 2023 : Annual Small Repairs, ADA - DPS & Cemeteries (I)	-	375.00	375.00	
	November 17 2023 : Bicycle Infrastructure (I)	-	500.00	500.00	
	November 17 2023 : City Wide Playground Equipment, Court, Parks (I)	-	2,150.00	2,150.00	
	November 17 2023 : Derby Street Complete Project Phase 3 (I)	-	10,200.00	10,200.00	
	November 17 2023 : MP & SH Garage Maintenance, Repairs, ADA (I)	-	250.00	250.00	
	November 17 2023 : Roads, Sidewalks & Crosswalks non Ch. 90 (I)	-	6,250.00	6,250.00	
	November 17 2023 : South Harbor Garage Stair Replacement & ADA (I)	-	6,071.88	6,071.88	
	November 17 2023 : Vehicle Replacement Program (I)	-	750.00	750.00	
	November 17 2023 : DPS Building Project (I)	-	5,609.38	5,609.38	
	November 17 2023 : JD Front Loader (I)	-	1,125.00	1,125.00	
	November 17 2023 : Traffic Division Utility Truck (I)	-	3,250.00	3,250.00	
	November 17 2023 : McGrath Park Soils Remediation (I)	-	6,750.00	6,750.00	
	November 17 2023 : Roads, Sidewalks & Crosswalks (Non-Ch 90) (I)	-	27,500.00	27,500.00	
	November 17 2023 : Police Headquarters 6 Flooring Replacement (I)	-	3,300.00	3,300.00	
	November 17 2023 : Energy and Water Upgrades (I)	-	1,778.13	1,778.13	
	November 17 2023 : Ash Landfill Closure (I)	-	2,212.50	2,212.50	
	November 17 2023 : Schools-Witchcraft Chiller & HVAC System (I)	-	125.00	125.00	
	November 17 2023 : ADA Upgrades, Studies, Repairs - Schools (I)	-	500.00	500.00	
	November 17 2023 : ADA Upgrades / Studies / Repairs - Schools 2 (I)	-	750.00	750.00	
	November 17 2023 : Collins Roof/Masonry Study/Repair (I)	-	1,990.63	1,990.63	
	November 17 2023 : District Camera and Access Control (I)	-	2,250.00	2,250.00	
	November 17 2023 : School Safety, MEP, Utility, Roof Repairs (I)	-	875.00	875.00	
	November 17 2023 : Witchcraft Heights Floor Replacement (I)	-	875.00	875.00	
	November 17 2023 : Bates Envelope Repair Project (I)	-	1,675.00	1,675.00	
	November 17 2023 : Collins Roof/Masonry Repair (I)	-	2,434.38	2,434.38	
	November 17 2023 : School Safety, MEP, Utility, Roof Repairs 2 (I)	-	2,875.00	2,875.00	
	November 17 2023 : Districtwide Sprinkler Repairs (I)	-	1,675.00	1,675.00	
	November 17 2023 : Bentley Academy Boiler Replacement (I)	-	1,375.00	1,375.00	
	November 17 2023 : Canal Street SSU Flood Mitigation Phase II (O)	-	1,884.38	1,884.38	
	November 17 2023 : Willow Ave. Sewer Line Replacement (O)	-	375.00	375.00	
	November 17 2023 : SSES Report Implementation eliminate I/1 (O)	-	1,778.13	1,778.13	
	November 17 2023 : Citywide Drain & Sewer Cleaning, Inspection (O)	-	3,662.50	3,662.50	
	November 17 2023 : Palmer Cove Park Drain Outfall (O)	-	2,100.00	2,100.00	
	November 17 2023 : SSES Report Implementation eliminate I/1 2 (O)	-	7,428.13	7,428.13	
	November 17 2023 : Highland Ave. 16-Inch Water Main (O)	-	1,475.00	1,475.00	
	November 17 2023 : Water Transmission Main System Improvements (O)	-	4,253.13	4,253.13	
	November 17 2023 : Water Distribution Main System Improvements (O)	-	16,153.13	16,153.13	
	November 17 2023 : Flushing, Valve Repair/Maintenance, Leak (O)	-	9,059.38	9,059.38	
	Subtotal			\$570,809.52	\$570,809.52
06/01/2025	December 19 2013 : Saltonstall School (OSQ)	-	16,618.75	16,618.75	
	December 19 2013 : Collins Middle School (OSQ)	-	34,278.13	34,278.13	
	December 19 2013 : School Building Repairs (ISQ)	-	696.88	696.88	
	December 19 2013 : Fire Equipment (ISQ)	-	4,937.50	4,937.50	
	December 19 2013 : Parks & Rec (ISQ)	-	1,518.75	1,518.75	
	December 19 2013 : Canal Street Utility Program (ISQ)	-	40,521.88	40,521.88	
	December 3 2014 : South River Basin Upgrade (I)	-	15,312.50	15,312.50	
	December 3 2014 : Drain Improvements (I)	-	2,296.88	2,296.88	
	December 3 2014 : Bertram Field (I)	-	5,906.25	5,906.25	
	December 3 2014 : Electric- Generator (I)	-	206.25	206.25	
	December 3 2014 : Parking- Water Proofing (I)	-	8,421.88	8,421.88	
	December 3 2014 : Planning- MBTA Station (I)	-	3,828.13	3,828.13	
	Subtotal			\$134,543.78	\$134,543.78
	06/15/2025	June 27 2018 : Planning Blaney St Pier & Terminal (I)	5,000.00	1,506.25	6,506.25
June 27 2018 : Old Town Hall Roof (I)		5,000.00	500.00	5,500.00	
June 27 2018 : Bike Path Master Plan Upgrades (I)		5,000.00	1,506.25	6,506.25	
June 27 2018 : Canal St Roadway & Bike Path Improvements II (I)		75,000.00	17,609.38	92,609.38	
June 27 2018 : Citywide Traffic Calming Improvements II (I)		5,000.00	725.00	5,725.00	
June 27 2018 : Essex St Roadway Improvements II (I)		5,000.00	375.00	5,375.00	
June 27 2018 : First/Swampscott Rd Intersection Improvement II (I)		5,000.00	1,381.25	6,381.25	
June 27 2018 : Seawall at Collins Cove (I)		5,000.00	1,415.63	6,415.63	
June 27 2018 : Playground Upgrades (I)		5,000.00	125.00	5,125.00	
June 27 2018 : Historic Wrought Iron Fence- Salem Commons II (I)		5,000.00	125.00	5,125.00	
June 27 2018 : Dickson Memorial Chapel Restoration (I)		5,000.00	500.00	5,500.00	
June 27 2018 : Roof Replacement Police II (I)		35,000.00	8,806.25	43,806.25	
June 27 2018 : First Swampscott Rd Intersection Improvements (I)		5,000.00	500.00	5,500.00	
June 27 2018 : Forest River Park & Pool Improvements (I)		5,000.00	500.00	5,500.00	
June 27 2018 : Loring & Lafayette Improvements (I)		10,000.00	2,206.25	12,206.25	
June 27 2018 : Roads & Sidewalks (I)		50,000.00	11,990.63	61,990.63	
June 27 2018 : IT Annual Inventory (City) (I)		10,000.00	1,000.00	11,000.00	
June 27 2018 : IT Document Management System (I)		20,000.00	2,125.00	22,125.00	
June 27 2018 : IT Facilities Assessment Software (I)		15,000.00	1,625.00	16,625.00	
June 27 2018 : Library HVAC Upgrades (I)		5,000.00	1,084.38	6,084.38	
June 27 2018 : Library Structural Upgrades (I)		5,000.00	500.00	5,500.00	
June 27 2018 : Basketball Court Renovations 2 (I)		5,000.00	1,506.25	6,506.25	
June 27 2018 : Traffic Signal Communication Upgrades (I)		5,000.00	500.00	5,500.00	
June 27 2018 : High School HVAC Upgrades (I)		5,000.00	500.00	5,500.00	
June 27 2018 : IT Annual Inventory Schools (I)		15,000.00	1,750.00	16,750.00	
June 27 2018 : Bentley School Roof Replacement (I)		5,000.00	625.00	5,625.00	
June 27 2018 : Water System Upgrades- Valves & Hydrants (O)		20,000.00	17,162.50	37,162.50	
June 27 2018 : Water Distribution System Improvements (O)		25,000.00	19,812.50	44,812.50	
June 27 2018 : Water System Flushing, Valves, Leak & GIS (O)		15,000.00	1,750.00	16,750.00	
June 27 2018 : Water System Transmission System (O)		15,000.00	1,750.00	16,750.00	
June 27 2018 : Water- Essex St Improvements (O)		5,000.00	2,865.63	7,865.63	
June 27 2018 : Sewer Pump Station I (O)		5,000.00	500.00	5,500.00	
June 27 2018 : Sewer Pump Station II (O)		75,000.00	56,871.88	131,871.88	
June 27 2018 : Sewer System Flushing, Valve, Leak & GIS I (I)	5,000.00	1,993.75	6,993.75		
June 27 2018 : Sewer System Flushing, Valve, Leak & GIS II (I)	5,000.00	4,625.00	9,625.00		
June 27 2018 : Sewer MS4 Compliance/Connection Removal II (I)	10,000.00	9,781.25	19,781.25		
June 27 2018 : Canal St Sewer Upgrades Phase I (I)	5,000.00	5,300.00	10,300.00		
June 27 2018 : Sewer- Essex St Improvements (I)	5,000.00	2,865.63	7,865.63		
Subtotal		\$510,000.00	\$186,265.66	\$696,265.66	
Total		\$8,844,726.00	\$4,266,967.83	\$13,111,693.83	

Debt Policies & Aggregate Debt Service

City of Salem, Massachusetts

Total Long-Term Debt Outstanding as of June 30, 2023, Including Subsequent Issues

Aggregate Debt Service

DATE	PRINCIPAL	INTEREST	TOTAL P+I
06/30/2023	-	-	-
06/30/2024	8,132,058.00	4,484,526.97	12,616,584.97
06/30/2025	8,844,726.00	4,266,967.83	13,111,693.83
06/30/2026	8,232,447.00	3,725,710.81	11,958,157.81
06/30/2027	7,715,224.00	3,378,102.85	11,093,326.85
06/30/2028	7,080,000.00	3,057,172.47	10,137,172.47
06/30/2029	6,125,000.00	2,765,150.58	8,890,150.58
06/30/2030	6,020,000.00	2,500,625.58	8,520,625.58
06/30/2031	6,065,000.00	2,245,278.69	8,310,278.69
06/30/2032	5,890,000.00	2,001,406.76	7,891,406.76
06/30/2033	5,980,000.00	1,770,844.26	7,750,844.26
06/30/2034	5,670,000.00	1,549,178.64	7,219,178.64
06/30/2035	5,050,000.00	1,361,816.13	6,411,816.13
06/30/2036	4,400,000.00	1,210,716.08	5,610,716.08
06/30/2037	3,865,000.00	1,080,662.92	4,945,662.92
06/30/2038	3,425,000.00	964,956.70	4,389,956.70
06/30/2039	3,230,000.00	859,400.40	4,089,400.40
06/30/2040	3,215,000.00	756,469.09	3,971,469.09
06/30/2041	3,195,000.00	651,547.18	3,846,547.18
06/30/2042	3,280,000.00	544,147.15	3,824,147.15
06/30/2043	3,145,000.00	435,172.06	3,580,172.06
06/30/2044	1,995,000.00	350,868.87	2,345,868.87
06/30/2045	1,825,000.00	295,718.85	2,120,718.85
06/30/2046	1,870,000.00	244,225.06	2,114,225.06
06/30/2047	1,910,000.00	190,075.03	2,100,075.03
06/30/2048	1,970,000.00	133,887.50	2,103,887.50
06/30/2049	1,625,000.00	75,500.00	1,700,500.00
06/30/2050	1,215,000.00	38,087.50	1,253,087.50
06/30/2051	900,000.00	11,250.00	911,250.00
Total	\$121,869,455.00	\$40,949,465.96	\$162,818,920.96

Par Amounts Of Selected Issues

Part 1 of 5

December 14 2006 DW-05-12 (O).....	544,455.00
September 27 2012 -Water System Improvements (OSQ).....	815,000.00
September 27 2012 -Sewer Pump Station Upgrade (ISQ).....	110,000.00
September 27 2012 -South River Basin Upgrade (ISQ).....	275,000.00
September 27 2012 -South River Basin Upgrade 2 (ISQ).....	205,000.00
September 27 2012 -Forrester Street Drain Relief (ISQ).....	215,000.00
September 27 2012 -City Hall Roof (ISQ).....	505,000.00
September 27 2012 -City Hall Skylights (ISQ).....	100,000.00
September 27 2012 -City Hall Windows (ISQ).....	260,000.00
September 27 2012 -City Hall Masonry Repairs (ISQ).....	650,000.00
September 27 2012 -Roads, Sidewalks & Crosswalks (ISQ).....	315,000.00
September 27 2012 -Collins Cove Seawall (ISQ).....	75,000.00
September 27 2012 -Remediation (ISQ).....	1,055,000.00
September 27 2012 -Collins School (OSQ).....	990,000.00
September 27 2012 -Collins School 2 (OSQ).....	4,080,000.00
September 27 2012 -Saltonstall School (OSQ).....	895,000.00
September 27 2012 -Saltonstall School 2 (OSQ).....	1,895,000.00
December 19 2013 -Saltonstall School (OSQ).....	1,020,000.00
December 19 2013 -Collins Middle School (OSQ).....	2,110,000.00
December 19 2013 -School Building Repairs (ISQ).....	60,000.00
December 19 2013 -Fire Equipment (ISQ).....	460,000.00
December 19 2013 -Parks & Rec (ISQ).....	95,000.00
December 19 2013 -Canal Street Utility Program (ISQ).....	2,495,000.00
December 19 2013 -Adv Ref of Jan 1 2005 Witchcraft School (ISQ).....	175,000.00
December 19 2013 -Adv Ref of Jan 1 2005 Carlton School (OSQ).....	45,000.00
December 3 2014 -South River Basin Upgrade (I).....	1,200,000.00
December 3 2014 -Drain Improvements (I).....	180,000.00
December 3 2014 -Road Improvements (I).....	400,000.00
December 3 2014 -Bertram Field (I).....	630,000.00
December 3 2014 -Electric- Generator (I).....	25,000.00
December 3 2014 -Parking- Water Proofing (I).....	660,000.00
December 3 2014 -Planning- MBTA Station (I).....	300,000.00
December 2 2015 -Folly Hill Tank Storage I (O).....	440,000.00
December 2 2015 -Folly Hill Tank Storage II (O).....	220,000.00
December 2 2015 -System Flushing/Valve Maintenance (O).....	85,000.00
December 2 2015 -Meter Replacement Program (O).....	20,000.00
December 2 2015 -Valve Pipe Replacement (O).....	20,000.00
December 2 2015 -I/I Study, Design & Construction (I).....	470,000.00
December 2 2015 -Canal St. Phase II (I).....	1,120,000.00
December 2 2015 -Illicit Connection Removal (I).....	65,000.00
December 2 2015 -Line Extension, Rehab & Upgrades (I).....	15,000.00
December 2 2015 -Garage Updates (I).....	80,000.00
December 2 2015 -Kiosk Umbrellas (I).....	10,000.00
December 2 2015 -Computer Replacement Program (I).....	40,000.00
December 2 2015 -District-Wide Security Updates (I).....	5,000.00
December 2 2015 -HS Transformer Replacement (I).....	5,000.00
December 2 2015 -Saltonstall Elementary School I (O).....	370,000.00
December 2 2015 -Saltonstall Elementary School II (O).....	145,000.00
December 2 2015 -Collins Middle School I (O).....	240,000.00
December 2 2015 -Collins Middle School II (O).....	520,000.00
December 2 2015 -Collins Middle School III (O).....	730,000.00
December 2 2015 -Golf Course Equipment (I).....	10,000.00
December 2 2015 -Wrought Iron Fence (I).....	15,000.00
December 2 2015 -Blaney Street Terminal - City Match (I).....	145,000.00
December 2 2015 -Winter Island Pathway & Fort Restoration (I).....	15,000.00
December 2 2015 -Police Vehicle GPS Units (I).....	5,000.00

City of Salem, Massachusetts

Total Long-Term Debt Outstanding as of June 30, 2023, Including Subsequent Issues

Aggregate Debt Service

Par Amounts Of Selected Issues	Part 2 of 5
December 2 2015 -DPS 1988 Ladder Replacement (I).....	90,000.00
December 2 2015 -DPS 2000 Dump Truck Replacement (I).....	60,000.00
December 2 2015 -Paving (I).....	315,000.00
December 2 2015 -Seawalls (I).....	120,000.00
November 17 2016 -Advance Refunding October 15 2007 High School (I).....	1,547,000.00
November 17 2016 -Adv Ref Oct 15 2007 Water System Improvements (O).....	723,000.00
November 17 2016 -Collins Middle School (O).....	630,000.00
November 17 2016 -Districtwide Computer Replacement (School) (I).....	20,000.00
November 17 2016 -Saltonstall School Parking/DropOff Area Improve(I).....	80,000.00
November 17 2016 -Salerno Automotive Roof Replace (School) (I).....	20,000.00
November 17 2016 -Folly Hill Tank Storage (Water) (O).....	225,000.00
November 17 2016 -Water Meter Replacement Program (O).....	40,000.00
November 17 2016 -Rehab Gallows Hill Water Tanks 1 (O).....	485,000.00
November 17 2016 -Rehab Gallows Hill Water Tanks 2 (O).....	120,000.00
November 17 2016 -Water System Upgrade (Valves & Hydrants) (O).....	385,000.00
November 17 2016 -Water System Improvements (O).....	890,000.00
November 17 2016 -Water Leak Protection, Flushing & GIS Admin 1 (O).....	75,000.00
November 17 2016 -Water Leak Protection, Flushing & GIS Admin 2 (O).....	85,000.00
November 17 2016 -Canal Street Sewer Phase 2 (I).....	1,165,000.00
November 17 2016 -Sewer Leak Detection, Flushing & GIS Admin (I).....	310,000.00
November 17 2016 -Sewer Illicit Connection Removal (O).....	585,000.00
November 17 2016 -Bikeway & Roadway Improvements (I).....	190,000.00
November 17 2016 -McGrath Park Paving/Concession Stand (I).....	85,000.00
November 17 2016 -Roads Sidewalk & Crosswalks (Non-Chapter 90) (I).....	90,000.00
November 17 2016 -Replace Fire Engine 2 or 5 (I).....	205,000.00
November 17 2016 -Citywide Computer Replacement (I).....	45,000.00
November 17 2016 -Blaney Street Pier & Terminal (City Match) (I).....	160,000.00
November 17 2016 -Mary Jane Lee Park (Phase II) (I).....	30,000.00
November 17 2016 -Old City Hall Window Replacement (I).....	75,000.00
November 17 2016 -Ford F550 6-wheel dump Truck (unit 71)(PubServ)(I).....	30,000.00
November 17 2016 -Ford F550 6-wheel Dump Truck (unit 71)(PubServ)(I).....	30,000.00
November 17 2016 -2000 Int'l Dump Truck (unit 14)(PubServ)(I).....	60,000.00
November 17 2016 -Trash Packer (Public Services) (I).....	30,000.00
November 17 2016 -2-Ton Propane Hot Box (Public Services) (I).....	15,000.00
November 17 2016 -Automation of South Harbor Garages (Parking) (I).....	250,000.00
November 17 2016 -Parking Garage Upgrades (I).....	120,000.00
November 17 2016 -Transfer Station Property Remediation (O).....	500,000.00
June 27 2018 -Planning Blaney St Pier & Terminal (I).....	75,000.00
June 27 2018 -Old Town Hall Roof (I).....	25,000.00
June 27 2018 -Bike Path Master Plan Upgrades (I).....	75,000.00
June 27 2018 -Canal St Roadway & Bike Path Improvements II (I).....	870,000.00
June 27 2018 -Citywide Traffic Calming Improvements II (I).....	35,000.00
June 27 2018 -Essex St Roadway Improvements I (I).....	5,000.00
June 27 2018 -Essex St Roadway Improvements II (I).....	20,000.00
June 27 2018 -First/Swampscott Rd Intersection Improvement II (I).....	70,000.00
June 27 2018 -Seawall at Collins Cove (I).....	75,000.00
June 27 2018 -South Salem Walk & Downtown Walk (I).....	5,000.00
June 27 2018 -Basketball Court Renovations (I).....	5,000.00
June 27 2018 -Playground Upgrades (I).....	10,000.00
June 27 2018 -Historic Wrought Iron Fence- Salem Commons II (I).....	10,000.00
June 27 2018 -Dickson Memorial Chapel Restoration (I).....	25,000.00
June 27 2018 -Roof Replacement Police II (I).....	435,000.00
June 27 2018 -First Swampscott Rd Intersection Improvements (I).....	25,000.00
June 27 2018 -Forest River Park & Pool Improvements (I).....	25,000.00
June 27 2018 -Loring & Lafayette Improvements (I).....	110,000.00
June 27 2018 -Roads & Sidewalks (I).....	590,000.00
June 27 2018 -IT Annual Inventory (City) (I).....	50,000.00
June 27 2018 -IT Document Management System (I).....	105,000.00
June 27 2018 -IT Facilities Assessment Software (I).....	80,000.00
June 27 2018 -Library HVAC Upgrades (I).....	55,000.00
June 27 2018 -Library Structural Upgrades (I).....	25,000.00
June 27 2018 -Basketball Court Renovations 2 (I).....	75,000.00
June 27 2018 -Traffic Signal Communication Upgrades (I).....	25,000.00
June 27 2018 -High School HVAC Upgrades (I).....	25,000.00
June 27 2018 -IT Annual Inventory Schools (I).....	85,000.00
June 27 2018 -Bentley School Roof Replacement (I).....	30,000.00
June 27 2018 -Water System Upgrades- Valves & Hydrants (O).....	900,000.00
June 27 2018 -Water Distribution System Improvements (O).....	1,040,000.00
June 27 2018 -Water System Flushing, Valves, Leak & GIS (O).....	85,000.00
June 27 2018 -Water System Transmission System (O).....	85,000.00
June 27 2018 -Water- Essex St Improvements (O).....	150,000.00
June 27 2018 -Sewer Pump Station I (O).....	25,000.00
June 27 2018 -Sewer Pump Station II (O).....	2,980,000.00
June 27 2018 -Sewer System Flushing, Valve, Leak & GIS I (I).....	105,000.00
June 27 2018 -Sewer System Flushing, Valve, Leak & GIS II (I).....	245,000.00
June 27 2018 -Sewer MS4 Compliance/Connection Removal II (I).....	510,000.00
June 27 2018 -Canal St Sewer Upgrades Phase I (I).....	275,000.00
June 27 2018 -Sewer- Essex St Improvements (I).....	150,000.00
September 25 2019 -Senior Center Construction (I).....	4,705,000.00
September 25 2019 -Planning- Blaney Street Pier & Terminal 1 (I).....	15,000.00
September 25 2019 -Planning- Blaney Street Pier & Terminal 2 (I).....	105,000.00
September 25 2019 -Telephone System Replacement 1 (I).....	25,000.00
September 25 2019 -Telephone System Replacement 2 (I).....	20,000.00
September 25 2019 -Bike Path Design/ Construction 1 (I).....	10,000.00
September 25 2019 -Boston Street Roadway Improvements (I).....	60,000.00
September 25 2019 -First Swampscott Rd Intersection Improvements2 (I).....	220,000.00
September 25 2019 -370 Essex St. HVAC Design, & Construction (I).....	355,000.00
September 25 2019 -Boston Street Corridor Roadway Improvements 1 (I).....	60,000.00

City of Salem, Massachusetts

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Aggregate Debt Service

Par Amounts Of Selected Issues	Part 3 of 5
September 25 2019 -Canal Street Bike Path 1 (I).....	130,000.00
September 25 2019 -Canal Street Bike Path 2 (I).....	290,000.00
September 25 2019 -Canal Street Corridor Roadway Improvements 1 (I).....	95,000.00
September 25 2019 -Canal Street Corridor Roadway Improvements 2 (I).....	125,000.00
September 25 2019 -Essex St. Ped. & Vehicle Access Improvements 2 (I).....	1,240,000.00
September 25 2019 -First/Swampscott Rd Intersection Improvements 1(I).....	545,000.00
September 25 2019 -First/Swampscott Rd Intersection Improvements 2(I).....	85,000.00
September 25 2019 -Forest River Park and Pool Design (I).....	85,000.00
September 25 2019 -Forest River Park Seawall Replacement 1 (I).....	1,475,000.00
September 25 2019 -Forest River Park Seawall Replacement 2 (I).....	540,000.00
September 25 2019 -Roads, Sidewalks, & Crosswalks (I).....	420,000.00
September 25 2019 -Replacement School Bldg Grounds Equipment 1 (I).....	15,000.00
September 25 2019 -Annual Equipment Life Cycle Mngment(Schools) (I).....	60,000.00
September 25 2019 -Telephone System Replacements (Schools) 1 (I).....	95,000.00
September 25 2019 -Telephone System Replacements (Schools) 2 (I).....	70,000.00
September 25 2019 -Bertram Field Schematic Design Phase II 2 (I).....	20,000.00
September 25 2019 -High School College & Career Center Floor (I).....	55,000.00
September 25 2019 -Salerno Roof & Mechanical HVAC Replacement (I).....	95,000.00
September 25 2019 -Canal Street - Phase II (Sewer) 1 (I).....	35,000.00
September 25 2019 -Sewer Pump Station (O).....	2,790,000.00
September 25 2019 -Canal Street (Sewer) Phase II 1 (I).....	75,000.00
September 25 2019 -Canal Street (Sewer) Phase II 2 (I).....	690,000.00
September 25 2019 -MS4 Compliance/Illicit Connection Removal 2 (I).....	150,000.00
September 25 2019 -Pre-Paving Sewer/Drain Inspections (I).....	20,000.00
September 25 2019 -SSES Report Implementation 1 (O).....	135,000.00
September 25 2019 -289 Derby Drain (O).....	295,000.00
September 25 2019 -Fowler & No Pine Street Sewer Rehabilitation 1 (O).....	85,000.00
September 25 2019 -Fowler & No Pine Street Sewer Rehabilitation 2 (O).....	285,000.00
September 25 2019 -Willow Ave Sewer Replacement (O).....	85,000.00
September 25 2019 -Rosie's Pond Flood Improvements (O).....	660,000.00
September 25 2019 -Water System Upgrades- Valves & Hydrants (O).....	945,000.00
September 25 2019 -Szetela Lane Water (O).....	235,000.00
September 25 2019 -Citywide Flushing, Valve Leak Detection, GIS (O).....	205,000.00
September 25 2019 -Citywide Water System Flushing, Maintenance (O).....	380,000.00
November 18 2020 -Recreation-Bertram Field Phase II (I).....	975,000.00
November 18 2020 -Recreation-Court Renovations (I).....	40,000.00
November 18 2020 -IT-Equipment Life-Cycle Mgmt Program (City) (I).....	65,000.00
November 18 2020 -IT-Equipment Life-Cycle Mgmt Program (School) (I).....	145,000.00
November 18 2020 -IT-View Permit Upgrade (I).....	65,000.00
November 18 2020 -Bridge Light LED Conversion (I).....	65,000.00
November 18 2020 -Smart Signalization Expansion (I).....	40,000.00
November 18 2020 -Electrical - Smart Signalization Expansion (I).....	40,000.00
November 18 2020 -Fire Station One Parapet (I).....	90,000.00
November 18 2020 -Winter Island Function Hall Deck/Accessibility (I).....	90,000.00
November 18 2020 -Court Renovations (I).....	115,000.00
November 18 2020 -Golf Course Cart Paths (I).....	345,000.00
November 18 2020 -Parking-Traffic Calming Improvements (I).....	55,000.00
November 18 2020 -Parking and Traffic-MP & SH Garage Maintenance (I).....	40,000.00
November 18 2020 -Museum Place Parking Garage (I).....	735,000.00
November 18 2020 -Common Fence (I).....	75,000.00
November 18 2020 -Planning-Gallows Hill Park Renovation (I).....	115,000.00
November 18 2020 -Furnace and Hot Water Replacement (Police) (I).....	100,000.00
November 18 2020 -Police Cameras (I).....	35,000.00
November 18 2020 -Police-Boiler and Heaters (I).....	100,000.00
November 18 2020 -City Wide Traffic Calming Improvements (I).....	5,000.00
November 18 2020 -Boston Street Corridor Roadway Improvements (I).....	170,000.00
November 18 2020 -Bridge Street (Massworks) Roadway Improvements (I).....	90,000.00
November 18 2020 -Forest River Park and Pool Design/Improvements (I).....	190,000.00
November 18 2020 -Willows Park Restoration (I).....	110,000.00
November 18 2020 -Derby St Complete Streets (I).....	320,000.00
November 18 2020 -Szetela Lance Shared Use Path (I).....	280,000.00
November 18 2020 -Roads, Sidewalks & Crosswalks (Non Ch 90) (I).....	1,130,000.00
November 18 2020 -School-Saltonstall Water Heaters (I).....	75,000.00
November 18 2020 -School-Witchcraft Chiller & Assoc. HVAC System (I).....	340,000.00
November 18 2020 -Bentley Academy Boiler Replacement (I).....	385,000.00
November 18 2020 -Canal Street SSU Flood Mitigation Phase II (I).....	50,000.00
November 18 2020 -Derby St Drainage System Repairs (I).....	50,000.00
November 18 2020 -SSES Report Implementation (Eliminate II) (I).....	385,000.00
November 18 2020 -City Wide Sewer System Flushing & Maintenance (I).....	190,000.00
November 18 2020 -Pre-Paving Sewer/Drain Inspections (I).....	40,000.00
November 18 2020 -City Wide Water System Flushing & Maintenance (O).....	240,000.00
November 18 2020 -Water-Distribution Main System Initiatives (O).....	35,000.00
November 18 2020 -Water- Transmission Main System Initiatives (O).....	85,000.00
November 18 2021 -Cur Ref of Oct 15 2010 Water Sys Improvement (O).....	663,340.00
November 18 2021 -Cur Ref of Oct 15 2010 Water Meters (O).....	567,370.00
November 18 2021 -Cur Ref of Oct 15 2010 Water Main (O).....	736,720.00
November 18 2021 -Cur Ref of Oct 15 2010 Sewer Pump Station (I).....	53,860.00
November 18 2021 -Cur Ref of Oct 15 2010 South River Basin (I).....	444,180.00
November 18 2021 -Cur Ref of Oct 15 2010 Fire Pumper Truck (I).....	70,920.00
November 18 2021 -Cur Ref of Oct 15 2010 School Infrastructure (I).....	14,190.00
November 18 2021 -Cur Ref of Oct 15 2010 Roads & Sidewalks (I).....	202,680.00
November 18 2021 -Cur Ref of Oct 15 2010 Furlong Park Remodeling (I).....	38,610.00
November 18 2021 -Cur Ref of Oct 15 2010 Roads & Sidewalks 2 (I).....	28,370.00
November 18 2021 -Cur Ref of Oct 15 Canal St Improvements Design (I).....	85,110.00
November 18 2021 -Cur Ref of Oct 15 School Ballfield Remodeling (I).....	9,650.00
November 18 2021 -Ash Landfill Closure Remediation (O).....	45,000.00
November 18 2021 -Fiber Optic Network (Phase II) (I).....	70,000.00
November 18 2021 -Ryan Brennan Memorial Skate Park (I).....	95,000.00
November 18 2021 -Salem Common Fence (I).....	70,000.00

City of Salem, Massachusetts

Total Long-Term Debt Outstanding as of June 30, 2023, Including Subsequent Issues

Aggregate Debt Service

Par Amounts Of Selected Issues	Part 4 of 5
November 18 2021 -Church Street Parking Reconfiguration (I).....	35,000.00
November 18 2021 -Common Fence (I).....	35,000.00
November 18 2021 -IT Equipment Life Cycle Management - City (I).....	40,000.00
November 18 2021 -IT Ongoing Digitization of Records (I).....	60,000.00
November 18 2021 -Recreation-Bertram Field Phase II (I).....	3,835,000.00
November 18 2021 -Recreation-Playground, Irrigation & Fence (I).....	35,000.00
November 18 2021 -Parking and Traffic-MP & SH Garage Maintenance (I).....	45,000.00
November 18 2021 -Planning-Gallows Hill Park Renovation (I).....	95,000.00
November 18 2021 -Planning-Palmer Cove Park Renovation (I).....	45,000.00
November 18 2021 -Police & Fire Radio Communication System (I).....	45,000.00
November 18 2021 -IT-Theft Detection System Replacement (I).....	25,000.00
November 18 2021 -Engineering - Willows Park Restoration (I).....	85,000.00
November 18 2021 -Engineering - Derby St Complete Streets (I).....	455,000.00
November 18 2021 -Engineering - Roads, Sidewalks & Crosswalks (I).....	285,000.00
November 18 2021 -Digitization (I).....	60,000.00
November 18 2021 -IT Lifecycle Management (School) (I).....	55,000.00
November 18 2021 -IT Lifecycle Management (City) (I).....	45,000.00
November 18 2021 -Fire Station - ADA Upgrades (I).....	90,000.00
November 18 2021 -City Wide Playground Equipment/Park Upgrades (I).....	65,000.00
November 18 2021 -Tractor/Loader/Backhoe (I).....	55,000.00
November 18 2021 -Apron Tee Greens Mower (I).....	40,000.00
November 18 2021 -Park+Rec Facilities Truck (I).....	25,000.00
November 18 2021 -Norman Summer Chestnut Roundabout Phase 4 (I).....	230,000.00
November 18 2021 -Traffic Calming Improvements (I).....	45,000.00
November 18 2021 -Garage Improvements - Annual Maintenance & ADA (I).....	45,000.00
November 18 2021 -Bicycle Infrastructure (I).....	190,000.00
November 18 2021 -Mansell Field Restoration (I).....	105,000.00
November 18 2021 -Palmer Cove Park Renovation Phase I (I).....	265,000.00
November 18 2021 -Willows Restoration & Park Improvements (I).....	95,000.00
November 18 2021 -Ford F350 Pickup (I).....	35,000.00
November 18 2021 -McGrath Park Soils Remediation (I).....	75,000.00
November 18 2021 -DPS Building Project (I).....	180,000.00
November 18 2021 -Boston Street Complete Upgrade (I).....	275,000.00
November 18 2021 -Derby Street Complete Street (I).....	270,000.00
November 18 2021 -Bridge Street Complete Street Flint-Boston (I).....	480,000.00
November 18 2021 -Forest River Pool & Associated Facilities (I).....	990,000.00
November 18 2021 -Citywide Seawall Improvements (I).....	25,000.00
November 18 2021 -Citywide Roads, Sidewalks, and Crosswalks (I).....	770,000.00
November 18 2021 -District Camera and Access Control (I).....	70,000.00
November 18 2021 -Signature Parks Improvement I (I).....	9,365,000.00
November 18 2021 -Signature Parks Improvement II (I).....	530,000.00
November 18 2021 -Schools-SHS Library Remodel (I).....	15,000.00
November 18 2021 -Schools - Access/ADA/Architectural Studies (I).....	60,000.00
November 18 2021 -Bentley Academy Boiler Replacement (I).....	470,000.00
November 18 2021 -Schools - ADA Upgrades / Studies / Repairs (I).....	95,000.00
November 18 2021 -School Capital Repairs (I).....	115,000.00
November 18 2021 -School Building and Strategic Master Plan (I).....	40,000.00
November 18 2021 -Sewer-Derby St at Congress 6 Drainage Repairs (O).....	185,000.00
November 18 2021 -Sewer- Bertram Field Phase 2 (O).....	235,000.00
November 18 2021 -Sewer-SSES report implementation (O).....	195,000.00
November 18 2021 -Canal Street SSU Flood Mitigation Phase 2 (O).....	355,000.00
November 18 2021 -Forest River Pool Sewer Line & Stormwater Sys (O).....	235,000.00
November 18 2021 -Derby/Congress St. Drainage System Repairs (O).....	400,000.00
November 18 2021 -Sewer - SSES Report Implementation 2 (O).....	395,000.00
November 18 2021 -Citywide Sewer Flushing & Pipe Replacements (O).....	295,000.00
November 18 2021 -Water Leak Detection, Flushing & GIS Admin (O).....	175,000.00
November 18 2021 -Water- Salem PS and Booster Station (O).....	100,000.00
November 18 2021 -Water-Bertram Field Phase 2 (O).....	95,000.00
November 18 2021 -Water - Citywide Flushing, Valves, Leaks (O).....	85,000.00
November 18 2021 -Forest River New Water Line (O).....	95,000.00
November 18 2021 -Water - Citywide Flushing, Valves, Leaks 2 (O).....	295,000.00
November 18 2021 -Water Distribution Main System (O).....	295,000.00
November 18 2021 -Water Transmission Main System (O).....	200,000.00
November 18 2021 -Highland Ave 16-inch Water Main (O).....	75,000.00
November 18 2021 -Vector Truck #18 Replacement (O).....	250,000.00
November 17 2022 -Fiber Optic Network (Phase II) (I).....	65,000.00
November 17 2022 -Church Street Parking Reconfiguration I (I).....	83,122.00
November 17 2022 -Church Street Parking Reconfiguration II (I).....	203,539.00
November 17 2022 -Police-Cameras Community/Police (I).....	16,870.00
November 17 2022 -Bertram Field Phase II (I).....	73,764.00
November 17 2022 -Derby Street Complete Street Phase (I).....	57,400.00
November 17 2022 -Citywide Seawall Improvements (I).....	72,099.00
November 17 2022 -IT Lifecycle Management (City) (I).....	68,280.00
November 17 2022 -Garage Improvements - Annual Maintenance & ADA (I).....	45,959.00
November 17 2022 -OTH and Artists' Row Repairs, Minor Renovation (I).....	30,000.00
November 17 2022 -Artists Row Bathroom/OTH Basement Reno (I).....	100,005.00
November 17 2022 -Willows Restoration & Park Improvements (I).....	900,000.00
November 17 2022 -Cameras - Community/Police (I).....	27,727.00
November 17 2022 -Court Renovations (I).....	100,000.00
November 17 2022 -New 29 Passenger Buses (I).....	68,500.00
November 17 2022 -Signature Parks Improvement Program I (I).....	1,114,500.00
November 17 2022 -Signature Parks Improvement Program II (I).....	81,500.00
November 17 2022 -Signature Parks Improvement Program III (I).....	30,538.00
November 17 2022 -Roads Sidewalks Crosswalks (Non Chapter 90) I (I).....	986,860.00
November 17 2022 -Roads Sidewalks Crosswalks (Non Chapter 90) II (I).....	243,898.00
November 17 2022 -McGrath Park Soils Redemption (I).....	200,000.00
November 17 2022 -Derby Street Complete Project Phase 3 (I).....	119,429.00
November 17 2022 -Annual EquipmentLifeCycle Mgmt Program (City) (I).....	34,595.00
November 17 2022 -Traffic Calming Improvements (I).....	70,000.00

City of Salem, Massachusetts

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Part Amounts Of Selected Issues	Part 5 of 5
November 17 2022 -MP & SH Garage Maintenance, Repairs, ADA (I).....	84,417.00
November 17 2022 -OTH Restorations & System design (I).....	92,124.00
November 17 2022 -Police & Fire Radio Communication System (I).....	45,760.00
November 17 2022 -Police Vehicle Replacement Program (I).....	112,549.00
November 17 2022 -Annual Small Repairs, DPS & Cemeteries (I).....	16,410.00
November 17 2022 -Salem DPS Salt Shed Project (I).....	420,000.00
November 17 2022 -Replace Primary Sweeper (I).....	235,000.00
November 17 2022 -Willows Pier (I).....	337,585.00
November 17 2022 -Citywide Roads, Sidewalks & Crosswalk non ch 90(I).....	19,466.00
November 17 2022 -JD Front Loader (replacement of loader #41) (I).....	225,809.00
November 17 2022 -Schools-Site/Field Studies & Small repairs (I).....	18,499.00
November 17 2022 -Schools-Life Safety Studies & Small Repairs (I).....	14,629.00
November 17 2022 -Schools-Access/ADA/Architectural Studies (I).....	62,606.00
November 17 2022 -IT Life cycle Management (School) (I).....	108,825.00
November 17 2022 -School Capital Repairs (I).....	138,860.00
November 17 2022 -School Building and Strategic Master Plan (I).....	74,966.00
November 17 2022 -Salem High Bathroom renovations (I).....	199,912.00
November 17 2022 -District Camera and Access Control (I).....	113,104.00
November 17 2022 -Collins Office Remodel (I).....	270,000.00
November 17 2022 -School Safety, MEP, Utility, Repairs, Study I (I).....	60,419.00
November 17 2022 -School Safety, MEP, Utility, Repairs, Study II (I).....	43,347.00
November 17 2022 -Collins Roof/Masonry Study/Repair (I).....	35,400.00
November 17 2022 -District Camera and Access Control II (I).....	137,249.00
November 17 2022 -Energy/Water Upgrades and Audits (I).....	23,680.00
November 17 2022 -Schools-ADA/Architectural/Interior repair study(I).....	36,204.00
November 17 2022 -Schools-Witchcraft Chiller & Assoc. HVAC (I).....	79,784.00
November 17 2022 -Schools-Witchcraft Heights Floor Replacement (I).....	258,309.00
November 17 2022 -School Safety, MEP, Utility, Roof studies (I).....	16,083.00
November 17 2022 -Moffat Drainage Easement Improvements (I).....	14,073.00
November 17 2022 -Canal Street SSU Flood Mitigation Improvements (O).....	144,161.00
November 17 2022 -SSES Report Implementation (O).....	102,241.00
November 17 2022 -Community Climate Change Model and Outreach (I).....	50,000.00
November 17 2022 -Citywide Drain & Sewer Flushing, Pipes, GIS (O).....	1,450,000.00
November 17 2022 -Ocean Ave. Sewer Pump Station Design (I).....	105,000.00
November 17 2022 -SSES Report Implementation (elim I/II) (O).....	218,148.00
November 17 2022 -Water Transmission Main System Improvements I (O).....	282,499.00
November 17 2022 -Highland Ave 16 inch Water Main (O).....	120,000.00
November 17 2022 -Citywide Flushing, Valve Excise, Leak Detect (O).....	400,000.00
November 17 2022 -Water Distribution Main System Improvements I (O).....	800,000.00
November 17 2022 -Water Transmission Main System Improvements II (O).....	161,042.00
November 17 2022 -Loring Ave. 16-Inch Water Main Replacement (O).....	175,000.00
November 17 2022 -Water Distribution Main System Improvements II (O).....	89,955.00
November 17 2023 -Smart Signalization Expansion (I).....	22,256.00
November 17 2023 -Church Street Parking Reconfiguration (I).....	76,508.00
November 17 2023 -Electrical - Smart Signalization Expansion (I).....	89,500.00
November 17 2023 -Engineering - Derby St Complete Streets (I).....	15,499.00
November 17 2023 -Parking Kiosk Purchase Install (I).....	50,000.00
November 17 2023 -Annual Small Repairs, Studies and ADA Improve (I).....	25,000.00
November 17 2023 -Electrical - Smart Signal Project (I).....	74,600.00
November 17 2023 -SMART Signalization Expansion Phase 2 (I).....	64,716.00
November 17 2023 -Fire Station 2 & 4 Facade Repair (I).....	16,020.00
November 17 2023 -Library Repairs Roof Emergency Stairway (I).....	26,241.00
November 17 2023 -Auditorium Seating and Flooring ADA Compliance (I).....	33,000.00
November 17 2023 -Annual Equipment-Life-Cycle Mgmt Program City (I).....	90,405.00
November 17 2023 -Annual Small Repairs, ADA - DPS & Cemeteries (I).....	21,750.00
November 17 2023 -Bicycle Infrastructure (I).....	27,047.00
November 17 2023 -City Wide Playground Equipment, Court, Parks (I).....	93,416.00
November 17 2023 -Derby Street Complete Project Phase 3 (I).....	440,571.00
November 17 2023 -MP & SH Garage Maintenance, Repairs, ADA (I).....	15,583.00
November 17 2023 -Roads, Sidewalks & Crosswalks non Ch. 90 (I).....	269,242.00
November 17 2023 -South Harbor Garage Stair Replacement & ADA (I).....	271,700.00
November 17 2023 -Vehicle Replacement Program (I).....	37,451.00
November 17 2023 -DPS Building Project (I).....	250,000.00
November 17 2023 -JD Front Loader (I).....	61,147.00
November 17 2023 -Traffic Division Utility Truck (I).....	166,961.00
November 17 2023 -McGrath Park Soils Remediation (I).....	300,000.00
November 17 2023 -Roads, Sidewalks & Crosswalks (Non-Ch 90) (I).....	1,180,534.00
November 17 2023 -Police Headquarters Flooring Replacement (I).....	150,000.00
November 17 2023 -Energy and Water Upgrades (I).....	80,000.00
November 17 2023 -Ash Lanfill Closure (I).....	99,999.00
November 17 2023 -Schools-Witchcraft Chiller & HVAC System (I).....	9,112.00
November 17 2023 -ADA Upgrades, Studies, Repairs - Schools (I).....	28,866.00
November 17 2023 -ADA Upgrades / Studies / Repairs - Schools 2 (I).....	38,796.00
November 17 2023 -Collins Roof/Masonry Study/Repair (I).....	89,600.00
November 17 2023 -District Camera and Access Control (I).....	112,751.00
November 17 2023 -School Safety, MEP, Utility, Roof Repairs (I).....	46,234.00
November 17 2023 -Witchcraft Heights Floor Replacement (I).....	41,691.00
November 17 2023 -Bates Envelope Repair Project (I).....	75,000.00
November 17 2023 -Collins Roof/Masonry Repair (I).....	110,000.00
November 17 2023 -School Safety, MEP, Utility, Roof Repairs 2 (I).....	143,534.00
November 17 2023 -Districtwide Sprinkler Repairs (I).....	74,866.00
November 17 2023 -Bentley Academy Boiler Replacement (I).....	58,320.00
November 17 2023 -Canal Street SSU Flood Mitigation Phase II (O).....	85,025.00
November 17 2023 -Willow Ave. Sewer Line Replacement (O).....	20,000.00
November 17 2023 -SSES Report Implementation eliminate I/I (O).....	80,000.00
November 17 2023 -Citywide Drain & Sewer Cleaning, Inspection (O).....	165,000.00
November 17 2023 -Palmer Cove Park Drain Outfall (O).....	95,000.00
November 17 2023 -SSES Report Implementation eliminate I/I 2 (O).....	332,504.00
November 17 2023 -Highland Ave. 16-Inch Water Main (O).....	64,510.00
November 17 2023 -Water Transmission Main System Improvements (O).....	190,000.00
November 17 2023 -Water Distribution Main System Improvements (O).....	710,045.00
November 17 2023 -Flushing, Valve Repair/Maintenance, Leak (O).....	400,000.00

Financial Reserve Policies & Graphs

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 B5B). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax levy. The total of all stabilization fund balances shall not exceed ten percent of the community's equalized value, and any interest shall be added to and become a part of the funds. A two-thirds vote of the city council is required to establish, amend the purpose of, or appropriate money from the stabilization fund.

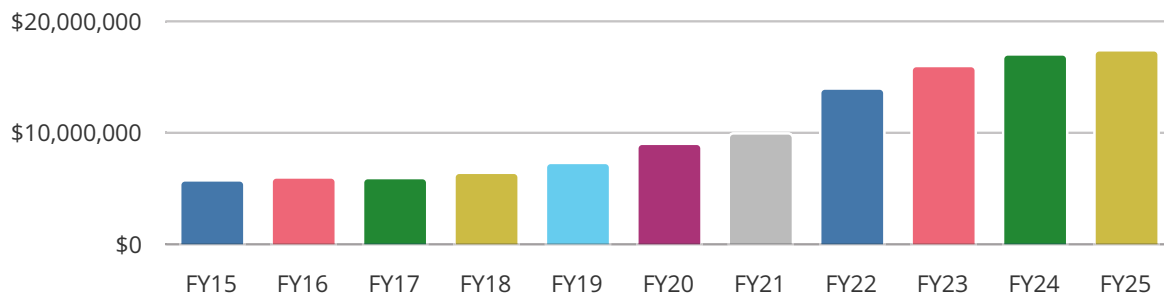
The City has set a target level for minimum Stabilization fund of 5% of the City's current general fund operating budget. The stabilization fund shall be funded by appropriations from free cash, operating budget appropriations when available, and other one-time non-recurring revenues that become available for appropriation per M.G.L.

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

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

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

Stabilization Fund



	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25
Stabilization Fund	\$5,831,296	\$6,092,766	\$6,037,015	\$6,511,290	\$7,397,757	\$9,111,337	\$10,043,960	\$14,067,845	\$16,088,656	\$17,129,435	\$17,500,000

Retirement Stabilization Fund (Budgeted)

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

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

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

Once Council approves the budget, the funds are then booked into the Retirement Stabilization Fund as voted. Appropriations both into and from the Retirement Stabilization Fund require a 2/3 vote of the City Council.

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

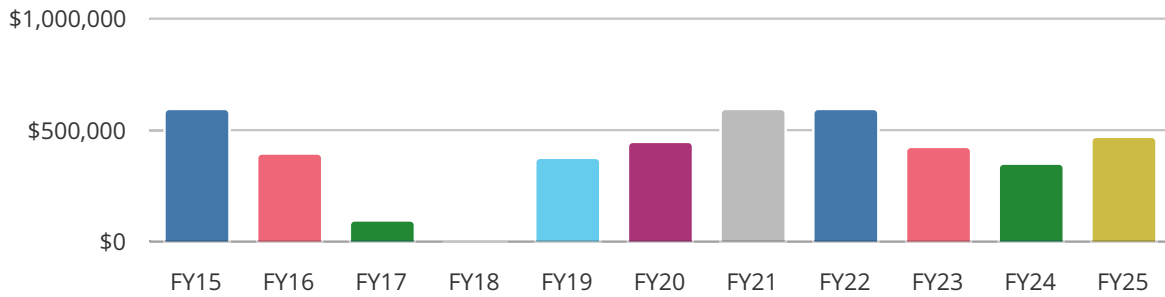
Any appropriations that are not used during the fiscal year will be carried over into the next fiscal year as a fund balance. All employees who are on the list will then be compensated at retirement for their accrued sick, vacation, and other benefits that they are entitled once approved by both Human Resources and the Department Head.

If an employee retires and was not budgeted for in the Retirement Stabilization Fund, the department head shall submit a request to the human resource department who will verify the buyback amounts and forward the

request to the Finance Department. The Finance Director will consider the request and fund it from surplus Retirement Stabilization funds or other available funds. It is the policy of the City to build up an adequate reserve in the retirement anticipation fund to cover those retirements that were not anticipated.

At the end of FY 2024 we may transfer some free cash into this fund to cover remaining FY 2025 retirements. In FY 2025 we are budgeting 500,000 to be transferred to this fund.

Retirement Stabilization Fund (Budgeted)



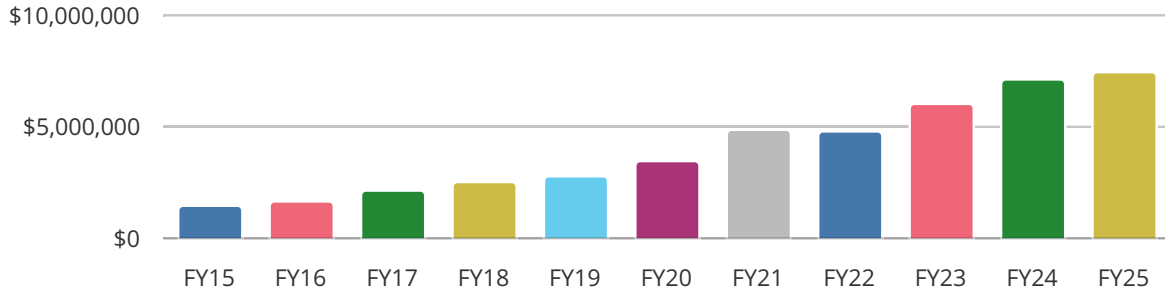
	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25
Retirement Stabilization Fund (Budgeted)	\$600,000	\$400,000	\$100,000	\$-	\$380,808	\$452,314	\$600,000	\$600,000	\$429,750	\$354,656	\$475,000

Other Post-Employment Benefits (OPEB) Fund

The City is mandated by the Governmental Accounting Standards Board (GASB) to start accounting for Other Post Employment Benefit (OPEB) as outlined in statement 45. In FY 2011 the City Council voted to establish an OPEB Stabilization Fund. We anticipate funding this account through annual appropriation from certified free cash (10%) as we do for our Capital Project and our Stabilization fund.

In FY 2015 the Mayor modified the policy to move 5% of free cash to OPEB and 5% of free cash to the Retirement Board to help offset the pension liability. Five percent (5%) of free cash certified will be allocated to the OPEB Reserve Fund for the future liability of current worker’s post-employment benefits (other than retirement pension). This includes the cost of health, life, and dental benefits. The amount to be funded for GASB 45 is to be determined by an actuarial study that is to be performed by an actuary that the City chooses (perhaps in conjunction with actuarial studies done by the Salem Contributory Retirement System).

Other Post-Employment Benefits (OPEB) Fund



	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25
Other Post-Employment Benefits (OPEB) Fund	\$1,507,000	\$1,701,917	\$2,189,299	\$2,572,670	\$2,830,000	\$3,511,488	\$4,914,890	\$4,843,161	\$6,076,933	\$7,173,953	\$7,500,000

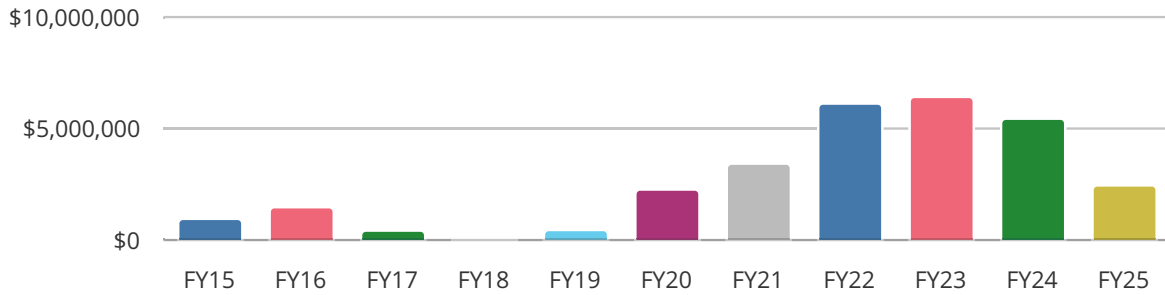
Capital Project Fund - Short Term

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

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

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

Capital Project Fund - Short Term



	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25
Capital Project Fund - Short Term	\$1,000,000	\$1,521,621	\$472,539	\$89,285	\$500,000	\$2,315,098	\$3,476,794	\$6,170,280	\$6,469,205	\$5,491,655	\$2,500,000

Free Cash

Free cash is the remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax rate recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is

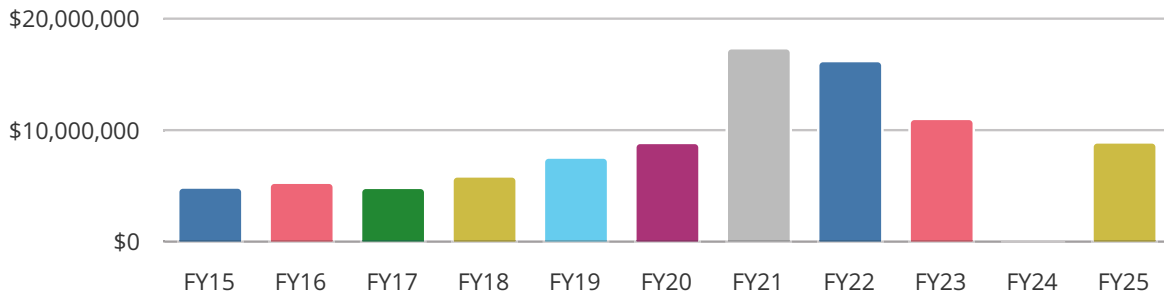
submitted by the community's auditor, accountant, or comptroller. Free cash is not available for appropriation until certified by the Massachusetts Director of Accounts. Free cash is the term used for a community's funds that are available for appropriation. Once free cash is certified, it is available for appropriation by City Council.

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

The City’s policy is to use free cash for reserves, capital, and special uses in accordance with the policies set forth by the Mayor and Finance Director as stated above. Any free cash available after funding the above may be used to

augment trust funds related to fringe benefits and un-funded liabilities related to employee benefits, Workers’ Compensation Fund, Unemployment Fund, and any health benefits payable through Police and Fire operating budgets (111f settlements). Free Cash available may also be used to augment general fund appropriations for expenses that increased due to extraordinary and/or unforeseen events as detailed by the department head of the affected budget.

Free Cash



	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25
Free Cash	\$4,949,767	\$5,380,858	\$4,922,937	\$5,949,483	\$7,638,739	\$8,951,313	\$17,444,553	\$16,293,365	\$11,108,367	\$-	\$9,000,000

Water-Sewer Retained Earnings

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

Retained earnings may be appropriated to:

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

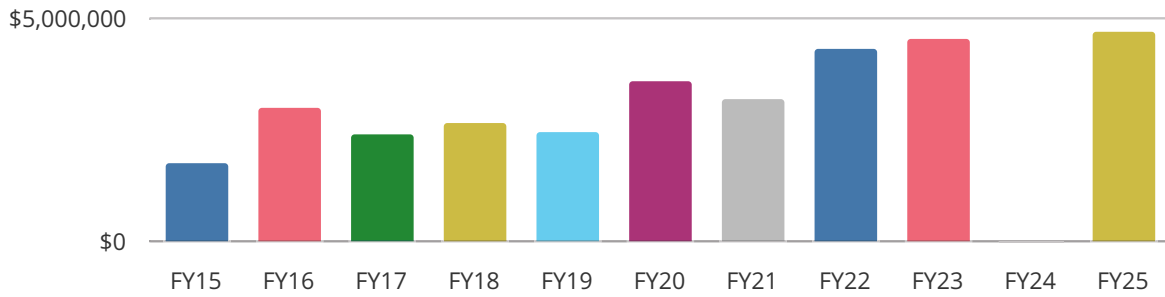
In FY 2013 the Mayor submitted a council order to request that the water and sewer enterprise funds be combined for FY 2014 as allowed by the Department of Revenue as outlined in bullet1in 2012-B (page 3/7). The Water

Enterprise fund revenues had been insufficient to cover expenses and the City had to appropriate free cash to cover the deficits. Part of the problem was the one time use of retained earnings in FY 2012 to supplement the revenue. That funding was not used in FY 2013 and the rate increases were insufficient to cover expenses. In FY 2013 we had to raise \$218,738 on the General Fund RECAP to cover the FY 2012 deficit. We also had to appropriate Free Cash to cover the June 30, 2013 deficit of \$307,522.50. By combining the funds we can use sewer revenue to help offset the water deficit.

The water and sewer funds will remain in separate funds for accounting and budgeting purposes within the City. However, they are combined for reporting purposes on the City’s annual comprehensive financial statements (ACFR), when calculating Retained Earnings by the Department of Revenue, and when filing the City’s annual Tax Recapitulation (RECAP).

The following are the Sewer and Water COMBINED retained earnings.

Water-Sewer Retained Earnings

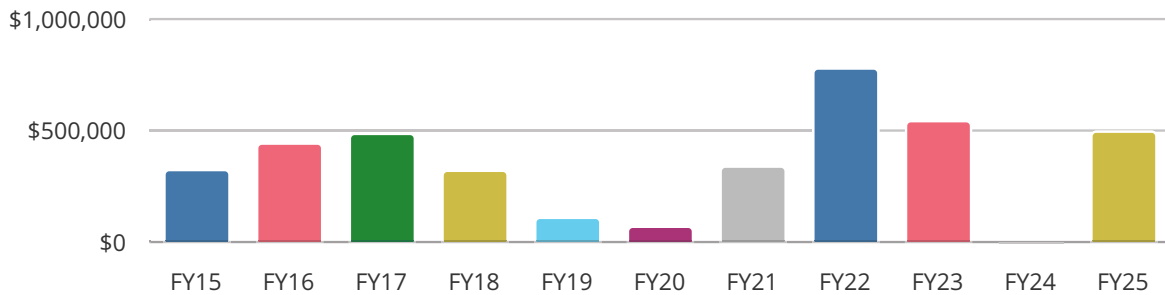


	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25
Water-Sewer Retained Earnings	\$1,803,130	\$3,044,317	\$2,449,470	\$2,703,564	\$2,500,000	\$3,640,860	\$3,239,564	\$4,366,572	\$4,589,838	\$-	\$4,750,000

Trash Retained Earnings

The Trash Enterprise fund is not a fully self-supporting fund but has generated retained earnings.

Trash Retained Earnings



	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25
Trash Retained Earnings	\$327,688	\$446,379	\$489,884	\$324,422	\$113,461	\$73,365	\$343,181	\$783,113	\$546,970	\$-	\$500,000

Investment Policies

Section I - The investment of General Funds, Special Revenue Funds, Enterprise Funds, and Capital Projects Funds.

Scope

This section of the policy applies only to short term operating funds such as general funds, special revenue funds, enterprise funds, and capital project funds. Section 2 will deal with trust funds, bond proceeds, and any other funds with special circumstances such as stabilization funds. A separate Contributory Retirement Board, either local or county, is responsible for the investment of the pension funds.

Objectives

Massachusetts General Laws, Chapter 44, section 55B requires the municipal/district treasurer to invest all public funds except those required to be kept uninvested for purposes of immediate distribution. Modern banking systems enable the public treasurer to maintain even these funds in interest bearing form until the date a disbursement order clears through the banking system.

The state law further requires that invested funds are to be placed at the highest possible rate of interest reasonably available, taking account of safety, liquidity and yield. Therefore, these guidelines are intended to further the objective of securing the highest return that is consistent with safety of principal while meeting the daily cash requirements for the operation of the entity's business.

Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital through the mitigation of credit risk and interest rate risk. The diversification and prudent selection of investment instruments and choice of depository shall mitigate these risks. Credit risk is the risk of loss due to the failure of the security issuer or backer. Interest rate risk is the risk that the market value of the security will fall due to changes in general interest rates.

Liquidity is the next most important objective. The overall investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Since all possible cash demands cannot be anticipated, the treasurer shall carry out investment activities in a manner that provides for meeting unusual cash demands without the liquidation of investments that could result in forfeiture of accrued interest earnings, and loss of principal in some cases.

Yield is the third, and last, objective. Investments shall be undertaken so as to achieve a fair market average rate of return, taking into account safety and liquidity constraints as well as all legal requirements.

Investment Instruments

The Treasurer may invest in the following instruments:

1. Massachusetts State pooled fund: Unlimited amounts (Pool is liquid)

The Massachusetts Municipal Depository Trust (MMDT), an investment pool for state, local, county and other independent governmental authorities, is under the auspices of the Massachusetts State Treasurer and currently managed by Fidelity Investments. It invests in Bankers Acceptances, Commercial Paper of high quality, Bank Certificates of Deposit, Repurchase agreements (Repos), and U. S. Treasury Obligations. It has Federal Deposit Insurance Corporation (F.D.I.C.) pass-through insurance on the CD's and takes delivery on the Repos and Treasuries. Under Government Accounting Standards Board Regulation (GASB III), it is not considered an uncollateralized product.

2. U. S. Treasuries that will be held to maturity: Unlimited amounts (Up to one-year maturity from date of purchase)
3. U.S. Agency obligations that will be held to maturity. Unlimited amounts (Up to one-year maturity from date of purchase)
4. Bank accounts or Certificates of Deposit, hitherto termed CD's. (Up to one year) which are fully collateralized through a third party agreement: Unlimited amounts
5. Bank accounts and CD's (Up to one year) fully insured by F.D.I.C. and in some cases also Depository Insurance Fund of Massachusetts (D.I.F.M): \$250,000 limit all bank accounts and CD's in one institution are considered in the aggregate to receive the \$250,000 insurance coverage.
6. Unsecured bank deposits of any kind such as other checking, savings, money market, or Certificates of Deposit accounts at Banks that do not fit the above categories. These investments are subject to the following limitations: These investments will be limited to no more than 5% of an institution's assets and no more than 10% of a municipality's cash. Their credit worthiness will be tracked by Veribanc, Sheshunoff, or other bank credit worthiness reporting systems. They will be diversified as much as possible. CD's will be purchased for no more than three months and will be reviewed frequently.
7. Money Market Mutual Funds that are registered with the Securities and Exchange Commission that have received the highest possible rating from at least one nationally recognized statistical rating organization and as otherwise referenced in the MGL 44 Section 55.

Risk Tolerance

Credit Risk is the risk that an issuer or other counterparty to an investment neither will fulfill its obligations. The City will manage credit risk several ways. There will be no limit to the amount of United States Treasury and United States Government Agency obligations, as they carry an AAA rating. In regards to other investments, the City will only purchase investment grade securities with a high concentration in securities rated A or better. The City may invest in the Massachusetts Municipal Depository Trust (MMDT) with no limit to the amount of funds placed in the fund.

Custodial Risk is the risk for deposits that in the event of the failure of a

depository financial institution, a municipality will not be able to recover deposits or will not be able to recover collateral securities that are in the possession of an outside party. The custodial credit risk for investments is the risk that, in the event of the failure of the counterparty to a transaction, a municipality will not be able to recover the value of investment or collateral securities that are in the possession of an outside party. The City will review the financial institution's financial statements and the background of the advisor. The intent of qualification is to limit the city's exposure to only those institutions with a proven financial strength, capital adequacy of the firm, and the overall affirmative reputation in the municipal industry. Further all securities not held directly by the city will be held in the city's name and tax identification number by a third party custodian approved by the Treasurer and evidenced by safekeeping receipts showing individual CUSIP numbers for each security.

Concentration of Credit Risk is the risk of loss attributed to the magnitude of a government's investment in a single issuer. The City will minimize concentration of credit risk by diversifying the investment portfolio so that the impact of potential losses from any one type of security or issuer will be minimized or not exist.

Interest Rate Risk is the risk that changes in interest rates will adversely affect the fair market value of an investment. The City will manage interest rate risk by managing duration in the account.

Foreign Currency Risk is the risk that changes in foreign monetary exchange rates will adversely affect the fair value of an investment. The City will not invest in any instrument exposed to foreign currency risk.

Diversification

Diversification should be interpreted in two ways: in terms of maturity as well as instrument type and issuer. The diversification concept should include prohibition against over concentration of maturities as well as concentration in a specific institution. With the exception of U.S. Treasury obligations or investments fully collateralized by U.S. Treasuries or agencies, and State pools (MMDT), no more than 10% of the Town's investments shall be invested in a single financial institution.

Authorization

The Treasurer has authority to invest municipality/district funds, subject to the statutes of the Commonwealth cited above.

Ethics

The Treasurer (and any Assistant Treasurers) shall refrain from any personal activity that may conflict with the proper execution of the investment program or which could impair or appear to impair ability to make impartial investment decisions. Said individuals shall disclose to the Chief Executive Officer any material financial interest in financial institutions that do business with the City. They shall also disclose any large personal financial investment positions or loans that could be related to the performance of the town's investments.

Relationship with Financial Institutions

Financial institutions should be selected first and foremost with regard to safety. Municipalities/Districts should subscribe to and use one or more of the recognized bank rating services, such as Veribanc or Sheshunoff. Brokers should be recognized, reputable dealers.

The Treasurer shall require any brokerage houses and broker/dealers, wishing to do business with the municipality, to supply the following information to the Treasurer:

- Audited financial statements
- Proof of National Association of Security Dealers certification
- A statement that the dealer has read the municipality's investment policy and will comply with it
- Proof of credit worthiness (minimum standards: at least five years in operation and a minimum capital of 10 million dollars)

Section II - The Investment of Trust Funds and Bond Proceeds

This section of the policy applies only to funds that could be invested long term, i.e. trust funds, stabilization funds and bond proceeds. For issues subject to arbitrage rebate, an arbitrage tracking system such as those available at banks and Mass Municipal Depository Trust (MMDT) will be used to track expenditures of and interest earned on borrowed funds. Alternative tracking systems should be approved by and used under the advice of Bond Counsel.

Arbitrage Regulations

Tax free debt may be issued by cities, towns, and districts, which means that they are able to borrow at rates well below market rates. At the same time, the federal government has issued regulations to prevent them from issuing debt with the goal of investing the borrowed funds at a higher rate of interest than that at which the money was borrowed, or committing arbitrage. If the federal regulations are not followed, there are fines and penalties, but even worse, the tax free status of the debt could be jeopardized. The following arbitrage regulations will be followed:

Unless debt is issued as a "small issuer," that is, an entity issuing less than \$10 million of tax exempt debt in a calendar year, the proceeds shall be used within certain prescribed time frames, or be subject to fines and penalties as described above.

Following are the general rules and time frames for spending borrowed funds in order to avoid having to pay a rebate to the Federal government on investment income earned on the borrowed funds. All funds must be used according to the following schedules or sooner:

CONSTRUCTION DEBT

- First six months: 10%
- First year: 45%

Eighteen months: 75%

Two years: 100%

CAPITAL EXPENDITURES DEBT OTHER THAN CONSTRUCTION PROJECTS

First six months: 15%

First year: 60%

Eighteen months: 100%

ALL OTHER MUNICIPAL PURPOSE DEBT

First six months: 100%

Trust Funds

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

Stabilization Funds

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

- National Banks
- Savings Banks

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

Reporting Requirements

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

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

The report should demonstrate the degree of compliance with the tenets set forth in the Investment Policy.

Debt Policies

Bond Ratings – Upgraded

Standard & Poor's Rating Services

On June 08, 2018 the City of Salem received notification from Standard and Poor's that they City's bond rating remains at AA/Stable based on their view of the City's financial management procedures and sound budgeting practices. The bond rating helps decrease the City's borrowing costs and sends a positive message regarding the City's approach to budgeting both operational and capital needs. S&P assigned the 'AA' long-term rating to the city's series back in 2016 and the City has maintained that rating. The outlook is stable.

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

Reasons for the rating cited by Standard and Poor's reflects their opinion of the city's:

- Very strong economy, with access to a broad and diverse metropolitan statistical area (MSA);
- Strong management, with "good" financial policies and practices under our financial management assessment (FMA) methodology;
- Strong budgetary performance, with a slight operating surplus in the general fund and operating surplus at the total-governmental – fund level in fiscal 2017
- Strong budgetary flexibility, with an available fund balance in fiscal 2017 of 9.5% of operating expenditures;
- Very strong liquidity, with total government available cash at 15.9% of total governmental fund expenditures and
- 5x governmental debt service, and access to external liquidity we consider strong;
- Adequate debt and contingent liability position, with debt service carrying charges at 3.2% of expenditures and net direct debt that is 35.8% of total governmental fund revenue, as well as low overall net debt at less than 3.0% of market value, but a large pension and other postemployment benefit (OPEB) obligation and the lack of a plan to sufficiently address the obligation; and
- Strong institutional framework score.

Capital Improvement Projects

When the city finances capital projects by issuing bonds, it will pay back the bonds within a period not to exceed the expected useful life of the project. Total net debt service payments from general obligation debt will not exceed five (5) percent of total annual operating budget as listed on part 1a of the annual tax rate recapitulation as submitted to the Department of Revenue. Per the total amount to be raised on the FY24 Tax Rate Recapitulation Sheet - \$204,732,591 this limit would be \$10,236,629. Debt will only be issued for capital that is valued greater than \$25,000 and has a depreciable life of five (5)

or more years. A cash flow statement will be required for each project funded with long term debt. Total general obligation debt will not exceed the limits provided in the state statutes.

Whenever possible, the city will use special revenue funds, special assessments, or other self-supporting bonds, instead of general obligation bonds. The city will not use long-term debt for current operations unless otherwise allowed via special legislation.

The city will maintain good communications with bond rating agencies about its financial condition. The city will follow a policy of full disclosure on every financial report and bond prospectus.

General Information on Debt Authorization and Legal Limit

Notes and notes including refunding notes are generally authorized on behalf of the City by vote of two-thirds of all the members of the City Council with the approval of the Mayor. Provision is made for a referendum on the filing of a petition bearing the requisite number of signatures. Borrowings for certain purposes require state administrative approval. When serial bonds or notes have been authorized, bond anticipation notes may be issued by the officers authorized to issue the serial bonds or notes Temporary loans in anticipation of certain state and county reimbursements are generally authorized by majority vote but provision is made for temporary loans in anticipation of current revenues and federal grants and for other purposes in certain circumstances without City Council authorization.

The general debt limit of the City consists of a normal debt limit and a double debt limit. The normal debt limit is 5 percent of the valuation of taxable property as last equalized by the State Department of Revenue. The City can authorize debt up to this amount without State approval. It can authorize debt up to twice this amount (the double debt limit) with the approval of the State's Municipal Finance Oversight Board. **Based on the City's equalized valuation (EQV) of \$7,783,083,000 effective January 1, 2023, its normal debt limit is \$389,154,150 and its double debt limit is \$778,308,300.**

There are many categories of general obligation debt which are exempt from and do not count against the general debt limit. Among others, these exempt categories include revenues anticipation notes and grant anticipation notes; emergency loans exempted by special laws, bonds for water (limited to 10 percent of equalized valuation), housing, urban renewal and economic development (subject to various debt limits) and electric, gas, community antenna television systems, and telecommunication systems (subject to separate limits. Revenue bonds and water pollution abatement revenue bonds are not subject to these debt limits. The general debt limit and the special debt limit for water bonds apply at the time debt is authorized. The other special debt limits generally apply at the time the debt is incurred.

The amount borrowed in each fiscal year by the issue of revenue anticipation notes is limited to the tax levy of the prior fiscal year, together with the net receipts in the prior fiscal year from the motor vehicle excise and certain

payments made by the Commonwealth in lieu of taxes. The fiscal year ends on June 30. Notes may mature in the following fiscal year, and notes may be refunded into the following fiscal year to the extent of the uncollected, unabated current tax levy and certain other items, including revenue deficits, overlay deficits, final judgments and lawful un-appropriated expenditures, which are to be added to the next tax levy, but excluding deficits arising from a failure to collect taxes of earlier years. In any event, the period from an original borrowing to its final maturity cannot exceed one year.

Types of Obligations

General Obligations - Massachusetts cities and towns are authorized to issue general obligation indebtedness of the following types:

Serial Bonds and Notes.- These are generally required to be payable in equal or diminishing annual principal amounts beginning no later than the end of the next fiscal year commencing after the date of issue and ending within the terms permitted by law. Level debt service is permitted for bonds and notes issued for certain purposes including self supporting enterprise purposes, certain state aided school projects and for projects for which debt service has been exempted from property tax limitations. The maximum terms vary from one year to 40 years, depending on the purpose of the issue. Most of the purposes are capital projects. Bonds or notes may be made callable and redeemed prior to their maturity, and a redemption premium may be paid. Refunding bonds or notes may be issued subject to the maximum term measured from the date of the original bonds or notes. Serial bonds may be issued as “qualified bonds” with the approval the state Municipal Finance Oversight Board consisting of the Attorney General, the State Treasurer, the State Auditor, and the Director of Accounts, subject to such conditions and limitations (including restrictions on future indebtedness) as may be required by the Board. Qualified bonds may mature in not less than 10 or more than 30 years from their dates and are not subject to the amortization requirements described above. The State Treasurer is required to pay the debt service on qualified bonds and thereafter to withhold the amount of the debt service from state aid or other state payments. Administrative costs and any loss of interest income to the State are to be assessed upon the city or town.

Bond Anticipation Notes (BAN). These generally must mature within two years of their original dates of issuance but may be refunded from time to time for a period not to exceed five years from their original dates of issuances, provided that (except for notes issued for certain school projects that have been approved for state school construction aid) for each year that the notes are refunded beyond the second year they must be paid in part from revenue funds in an amount at least equal to the minimum annual payment that would have been required if the bonds had been issued at the end of the second year. The maximum term of bonds issued to refund bond anticipation notes is measured from the date of the original issue of the notes, (except for certain school projects).

Revenue Anticipation Notes (RAN). These are issued to meet current expenses in anticipation of taxes and other revenues. They must mature within one year but, if payable in less than one year, may be refunded from time to time up to one year from the original date of issue. (Such notes may be extended beyond fiscal year end in an amount not exceeding current receivables.)

Grant Anticipation Notes (GAN). These are issued for temporary financing in anticipation of federal grants and state and county reimbursements. Generally they must mature within two years, but may be refunded from time to time as long as the municipality remains entitled to the grant or reimbursement.

Revenue Bonds - Cities and towns may issue revenue bonds for solid waste disposal facilities and for projects financed under the Commonwealth's Water Pollution Abatement or Drinking Water Revolving Loan Programs and for certain economic development projects supported by tax increment financing. In addition to general obligation bonds and notes, cities and towns having electric departments may issue electric revenue bonds, and notes in anticipation of such bonds, subject to the approval of the State Department of Telecommunications and Energy.

Anti-Fraud Policies

The City of Salem is committed to protecting its revenue, property, information, and other assets from any attempt, either by members of the public, contractors, vendors, agents or its own employees, to gain by deceit, financial or other benefits at the expense of the taxpayers.

City Officials and employees must, at all times, comply with all applicable laws and regulations. The City will not condone the activities of officials or employees who achieve results through violation of the law or unethical business dealings. The City does not permit any activity that fails to stand the closest possible public scrutiny.

This policy sets out specific guidelines and responsibilities regarding appropriate actions that must be followed for the investigation of fraud and other similar irregularities.

Definitions

Occupational fraud is defined by the Association of Certified Fraud Examiners as the use of one's occupation for personal enrichment through the deliberate misuse or misapplication of the employing organization's resources or assets. There are three major categories of occupational fraud.

Asset Misappropriations – Theft or misuse of an organization's assets.

Cash

- Fraudulent Disbursements – Perpetrator causes organization to disburse funds through some trick or device (e.g. submitting false invoices/time card/sheets, expense reimbursement schemes, check tampering, etc.)
- Skimming – Cash is stolen from an organization before it is recorded on the organization's books and records.
- Cash Larceny – Cash is stolen from an organization after it has been recorded on the organization's books and records.

Inventory and all other assets

- Misuse – Misuse of an organization's inventory or assets for personal use (e.g. City vehicles, computers, supplies, etc.)
- Larceny – Inventory or other assets are stolen from an organization.
- Corruption – Wrongfully use influence in a business transaction in order to procure some benefit for themselves or another person, contrary to duty to employer or the rights of another.
- Conflicts of Interest – An undisclosed economic or personal interest in a transaction that adversely affects the employer.
- Bribery – The offering, giving, receiving, or soliciting of anything of value to influence an official act or business decision.

- Illegal Gratuities – A party who benefits from an official act or a business decision gives a gift to a person who made the decision. An illegal gratuity does not require proof
- Economic Extortion – An employee demands that a vendor/contractor/etc. pay to influence an official act or a business decision.
- Fraudulent Statements – Falsification of an organization's financial statements.

Other similar irregularities is defined as any activity involving questionable behavior or business dealings by members of the public, contractors, vendors, agents or government employees, that put government revenue, property, information and other assets at risk of waste or abuse.

Applicability

This policy applies to all Elected Officials and employees of the City of Salem as well as any business or individual doing business with the government.

General Policy and Responsibility

It is the government's intent to fully investigate any suspected acts of fraud or other similar irregularity. An objective and impartial investigation will be conducted regardless of the position, title, and length of service, or relationship with the government of any party who might be or becomes involved in or becomes/is the subject of such investigation.

Each Elected Official, Department Head, Commissioner and Manager is responsible for instituting and maintaining a system of internal control to provide reasonable assurance for the prevention and detection of fraud, misappropriations and other irregularities. Management should be familiar with the types of improprieties that might occur within their area of responsibility and be alert for any indications of such conduct.

- The Finance Director has the primary responsibility for the investigation of all activity defined in this policy.
- The Finance Director will notify their Independent Auditing Firm and the Mayor of a reported allegation of fraudulent or irregular conduct upon the commencement of the investigation to the extent practical. Throughout the investigation the Mayor will be informed of pertinent investigative findings.
- In all circumstance where there are reasonable grounds to indicate that a fraud may have occurred, the Finance Department and/or Independent Auditor, subject to the advice of Mayor and City Solicitor, will contact the office of the District Attorney and/or the Salem Police.
- Upon conclusion of the investigation, the results will be reported to the Mayor and others as determined necessary.
- The City Solicitor will pursue every reasonable effort, including court ordered restitution, to obtain recovery of the City's losses from the offender, or other appropriate source.

Procedures

All Employees

Any employee who has knowledge of an occurrence of irregular conduct, or has reason to suspect that a fraud has occurred, shall immediately notify his/her supervisor. If the employee has reason to believe that their supervisor may be involved or does not feel comfortable reporting the occurrence to their supervisor, the employee shall immediately notify the OTA.

Employees have a duty to cooperate during an investigation. Employees who knowingly make false allegations will be subject to discipline and possible termination of employment.

City Management/Elected Officials/Board Members

Upon notification from an employee of suspected fraud, or if management has reason to suspect that a fraud has occurred, they shall immediately notify the Finance Director.

Office of the Mayor

Upon notification or discovery of a suspected fraud, the Finance Director and/or Independent Auditor will promptly investigate the suspected fraud. In all circumstances, where there are reasonable grounds to indicate that a fraud may have occurred, the Finance Director or Independent Auditor will inform the Mayor. Subject to the advice of the City Solicitor, the Finance Director or Independent Auditor will contact the Office of the District Attorney and/or the Salem Police.

Contacts/Protocols

After an initial review and a determination that the suspected fraud warrants additional investigation, the Finance Director or Independent Auditor will notify the Mayor. The Finance Director or Independent Auditor will coordinate the investigation with the Mayor and appropriate law enforcement officials.

Security of Evidence

Once a suspected fraud is reported, the Finance Director or Independent Auditor, in consultation with the City Solicitor, shall take immediate action to prevent the theft, alteration, or destruction of relevant records. Such actions include, but are not necessarily limited to, removing the records and placing them in a secure location, limiting access to the location where the records currently exist, and preventing the individual suspected of committing the fraud from having access to the records. The records must be adequately secured until the Finance Director or Independent Auditor obtains the records to begin the audit investigation.

Personnel Actions

If a suspicion of fraud is substantiated by the investigation, disciplinary action shall be taken by the Mayor, in consultation with the Personnel Director and the Finance Director or Independent Auditor.

Whistle-Blower Protection

Under Massachusetts General Law Chapter 149, paragraphs 148A, 185 and 187, no employer or person acting on behalf of an employer shall:

- Dismiss or threaten to dismiss an employee
- Discipline or suspend, or threaten to discipline or suspend, an employee
- Impose any penalty upon an employee; or
- Intimidate or coerce an employee because the employee has acted in accordance with the requirements of this policy. The violation of this section will result in discipline up to an including dismissal in accordance with the applicable federal, state, and local administrative laws.

Media Issues

Any City employee or elected official contacted by the media with respect to an audit investigation shall refer the media to the Mayor's Office at 978-619-5600. The alleged fraud or audit investigation shall not be discussed with the media by any person other than the through the Mayor's Office.

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

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

Documentation

At the conclusion of the investigation, the results will be reported to the Mayor and others as determined necessary. If the report concludes that the allegations are founded, the report will be forwarded to the Office of the District Attorney and/or the Salem Police.

Completion of the Investigation

Upon completion of the investigation, including all legal and personnel action, any records, documents and other evidentiary material will be returned by the Finance Director or Independent Auditor to the appropriate department.

Training

New employees are trained at the time of hiring about the City's Code of Conduct and Fraud Policy. This training explicitly covers expectations of all employees regarding

- Their duty to communicate certain matters;
- A list of the types of matters, including actual or suspected fraud, to be communicated along with specific examples; and
- Information on how to communicate those matters.

Capital Improvement Program

Capital Improvement Program Mayor's Message

Goals of the Capital Improvement Program (CIP)

The City of Salem relies on a five-year capital improvement program (CIP) and capital budget to ensure that capital needs are being addressed in a responsible manner based on priority and thoughtful planning. The capital budget outlines the upcoming year's spending plan for capital items and the five-year CIP forecasts and plans for capital needs beyond the capital budget. Both components are critical to the City's overall budget strategy. By formalizing a capital plan and capital budget, the City of Salem has the ability and knowledge to address the current and future needs of the City.

The CIP provides a working plan for improving Salem's infrastructure by combining strategic planning, financial forecasting, and physical development. When considering funding items in the CIP, the City strategically pursues available options from grants at the state and federal levels and utilizes monies available from water and sewer retained earnings to minimize or avoid the issuance of long-term debt where possible. From a financing perspective, priority is given to projects with grant revenues or other matching funds to offset the costs of borrowing, which have grown in recent years due to rising interest rates. Prioritizing a pay-as-you-go model in this year's CIP will lessen the burden of debt service payments on future operating budgets.

Maximizing the City's use of once-in-a-lifetime federal funds provided through the American Recovery Plan Act (ARPA), Bipartisan Infrastructure Law (BIL), and the Inflation Reduction Act (IRA) creates opportunities not otherwise possible. Addressing capital needs by leveraging all available funding sources will enable the City to reach its long-term goals, with project evaluation based on the following areas of prioritization:

- Emergency/life safety issues
- Alignment with existing city plans (i.e., Resilient Together, ADA Transition Plan, Equity Plan, Age Friendly Plan, Open Space and Recreation Plan, Hazard Mitigation Plan)
- Projects that create cost savings, particularly long term
- Projects with grant funding opportunities

Goals of the Mayor – FY2025 Capital Improvement Program (CIP)

As the first CIP under a new Administration, this year's CIP provides an opportunity to think strategically about how to address the City's capital needs in an equitable and efficient way. The Mayor's main goal for the FY2025 CIP is to strategically invest in capital projects and programs across departments and functions to ensure Salem is a forward-looking city that works for and welcomes everyone. These investments build on the achievements of the past to create an even more vibrant and successful future.

Projects in the FY2025 CIP enhance the livability of the City for all residents by investing in areas such as parks and green space, ADA improvements, and resilient infrastructure investments. Services to residents are improved by projects and initiatives in the FY2025 CIP such as renovating community centers and engaging in long-term planning for City buildings and spaces. Development of the FY2025 CIP is conducted in a transparent and evidence-based manner, identifying long-term project needs and responsible, equitable solutions.

FY2025 Capital Reforms and Initiatives

Affordability and Efficiency: The City is maximizing the use of pay-as-you-go funds, particularly for projects that leverage other financing opportunities and efficiency gains. The FY2025 CIP substantially reduces its reliance on bond-financing, which is becoming more costly due to rising interest rates. Reducing future debt service payments will allow for operational flexibility and mitigate increases to utility rates. The expanded portfolio of energy efficiency projects in FY2025 will also allow the City to operate more efficiently, all while reducing Salem's carbon footprint.

In FY2025, the City is finalizing the programming of its American Rescue Plan (ARPA) funding. The City has evaluated all current programs and projects to ensure that budget and timing goals are being met. For unallocated ARPA funds, eligible infrastructure projects in the FY2025 CIP have been prioritized to ensure the City utilizes its full allocation of federal funding within federal obligation and expenditure deadlines.

Long-term capital planning: For the FY2025 CIP, an added emphasis is being placed on developing a planning document that identifies capital projects and infrastructure improvements over the next five years. Benefits of taking a five-year planning approach include:

- **Prioritization:** a five-year framework allows the City to allocate limited resources systematically and prioritize projects based on urgency, feasibility, and impact.
- **Proactive decision-making:** long-term planning can alleviate reactive decision-making by identifying needs and priorities over a five-year period.
- **Financial stability:** identifying costs and timing over the life of a project allows the City to identify future debt service obligations and use operating budget resources effectively.
- **Project success:** project outcomes, including budget, timing, and results, can be enhanced through proactive long-term planning.

Capital Improvement Program Overview

A CIP is a blueprint for a community's capital expenditures over a multi-year period. With annual capital demands exceeding prudent financial capacity, developing a fiscally responsible CIP requires effective leadership and the involvement and cooperation of all municipal departments. A CIP based on affordability and sound policy will help the City in many ways, such as enhancing the City's credit rating, stabilizing debt service payments, and identifying the most economical means of financing capital projects. It will also help increase opportunities to obtain federal and state aid and help avoid duplication by overlapping governmental units.

The City has several ways to finance its CIP, including state and federal grants, appropriations from the City's Capital Outlay account, capital leases, and long-term borrowing. Depending on the cost and the useful life, the Finance Director will make recommendations to the Mayor for funding the City's capital needs. The City has been successful in securing various funding sources outside of the City's revenues, allowing Salem to pursue an expanded portfolio of capital projects for FY2025. These funding sources allow the City to maximize the CIP's impact on residents while maintaining the stability and affordability of the City's water and sewer and tax rates.

The City's Capital Outlay account typically funds items under \$250,000 but can be used to fund items over \$250,000 if it is deemed prudent. Funding capital improvements through the Capital Outlay account is beneficial because there are no borrowing or interest costs; you simply pay for the item in the year that it is purchased. In an environment of rising interest rates, maximizing the use of pay-as-you-go financing for capital projects can have long-term benefits to

the City's finances. For capital items that require long-term borrowing, a 2/3rd vote of the City Council upon recommendation of the Mayor is needed for authorization. While these costs will require the payment of interest, long-term bonding helps spread the costs of expensive capital improvements over their full useful life (per MGL Chapter 44/7 and Chapter 44/8).

The CIP dovetails into the City's five-year financial forecast for planning purposes. The CIP must be worked into the operational part of the budget so that both the operational and capital needs of municipal departments are met on a year-to-year basis. Oftentimes, increases in fixed costs such as health insurance and retirement assessments outpace revenue increases, placing greater pressure on the operational budget. However, it is incumbent upon the Mayor and Finance Director to ensure that both the operating budget and CIP are reasonable and attainable to ensure fiscal stability within the limitations of Proposition 2 ¾.

What is a Capital Asset?

Capital items are tangible assets or projects with a value of \$25,000 or more and must have a depreciable life of five (5) or more years.

Examples of Capital Assets are equipment, buildings (purchase or major renovations), and water and sewer infrastructure. Items that are NOT capital assets include services, painting rooms or buildings, books, field maintenance, and routine building maintenance.

FY 2025 CIP Executive Summary

FY 2025 CIP OVERVIEW

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

Proposed funding list for the CIP budget is as follows:

Loan Order (General Fund)	\$ 5,828,761.00
Loan Order (Enterprise Fund)	\$ 2,200,000.00
Capital Improvement Fund (Fund 2000)	\$ 3,253,363.00
Retained Earnings	\$ 500,155.00
ARPA	\$ 7,155,990.00
Grants & Other	\$ 1,353,228.00
Receipts Reserved	\$ 85,000.00
Community Preservation Act Funds	\$ 290,813.00
Revolving Funds	\$ 179,140.00
Free Cash	\$ 100,000.00
Unspent Bond Proceeds	\$ 200,000.00
Crane Pad Mitigation	\$ 521,410.00
Rebates	\$ 1,044,499.00
State Funding	\$ 1,332,548.00
E Rate	\$ 369,210.00

The total proposed list of CIP is----->	\$ 24,414,117.00
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FY 2025 CIP OVERVIEW

Project/Description	Amount
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FY 2025 Routine Debt

Routine debt is issued for items used during normal operations by City Departments. Vehicle replacement, departmental equipment, general repairs and maintenance are all considered routine. The debt service proposed for FY2025 that is routine in nature would be as follows:

Engineering (General Fund)	
Boston Street Improvements	\$625,000.00
Citywide Roads, Sidewalks, and Crosswalk Improvements (Non-Chapter 90)	\$1,300,000.00
Engineering (Enterprise Fund)	
Citywide Flushing, Valve Repair/Maintenance, Leak detection, GIS	\$400,000.00
Water Distribution Main System Improvements	\$800,000.00
Water Transmission Main System Improvements	\$1,000,000.00
Total Engineering	\$4,125,000.00
Salem DOT	
Essex @ Cambridge Crosswalk Improvements	\$ 325,000.00
Total Salem DOT	\$ 325,000.00
Police	
Vehicle Replacement Plan - Patrol and Non Patrol -	\$ 346,000.00
Total Police	\$ 346,000.00
Schools	
Lighting	\$ 591,388.00
Weatherization/Infiltration Reductions for all Schools (except for the High School)	\$ 134,396.00
Controls	\$ 556,977.00
Total Schools	\$ 1,282,761.00
Public Services	
DPS Sidewalk Implementation Project	\$ 750,000.00
Total Public Services	\$ 750,000.00
Planning	
Dickson Chapel Exterior Restoration Phases 2-4	350,000
Old Town Hall Restoration and Renovation - Phase 2: Exterior & Phase 3: Interior	\$ 850,000.00
Total Planning	\$ 1,200,000.00
General Fund Total	\$5,828,761.00
Enterprise Fund Total	\$2,200,000.00
GRAND TOTAL	\$8,028,761.00

Five-Year Capital Plan - All Funds

Capital Requests	FY25 Funding Source	Department Request FY25	FY 2026	FY 2027	FY 2028	FY 2029
Building						
ADA Compliance and Associated Improvements	Fund 2000	\$30,000	\$31,500	\$33,075	\$34,728	\$36,464
Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements	Fund 2000	\$50,000	\$80,000	\$80,000	\$85,000	\$90,000
Replacement Vehicle for Building Commissioner		\$0	\$60,000	\$0	\$0	\$0
Building Total		\$80,000	\$171,500	\$113,075	\$119,728	\$126,464
Electrical						
ADA Walk Signal Buttons	Fund 2000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Smart Signal Project Phase 3	Fund 2000	\$100,000	\$0	\$0	\$0	\$0
Traffic Light Infrastructure Improvements/Updates	Fund 2000	\$60,000	\$0	\$0	\$0	\$0
Electrical Total		\$170,000	\$10,000	\$10,000	\$10,000	\$10,000
Engineering Municipal						
Boston Street Improvements		\$625,000	\$0	\$0	\$0	\$0
Citywide Roads, Sidewalks, and Crosswalk Improvements (Non-Chapter 90)	GF Bond	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000
Citywide Roads, Sidewalks, and Crosswalks (Chapter 90)	Ch. 90	\$832,548	\$832,548	\$832,548	\$832,548	\$832,548
Furlong Park - Lot A	Fund 2000	\$200,000	\$0	\$0	\$0	\$0
McGrath Park Remediation	Fund 2000	\$250,000	\$0	\$0	\$0	\$0
Engineering Municipal Total		\$3,207,548	\$2,132,548	\$2,132,548	\$2,132,548	\$2,132,548
Engineering Sewer						
Citywide Drain & Sewer Cleaning, Inspection, Replacement, Engineering, GIS, Construction	ARPA	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Derby St. Interceptor Sewer Cleaning and Evaluation	Retained Earnings	\$260,000	\$0	\$0	\$0	\$0
Drain - Leval Road, Laurent Road, Old Road, Horton Street	ARPA	\$200,000	\$0	\$0	\$0	\$0
Drain - Siphon Repair - Police to Canal	ARPA	\$350,000	\$0	\$0	\$0	\$0
Sewer - Essex Street at Summer Street	ARPA	\$400,000	\$0	\$0	\$0	\$0
Sewer - Gardner Street	ARPA	\$250,000	\$0	\$0	\$0	\$0
SSES Report Implementation (eliminate I/I sources citywide)	ARPA	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
Stormwater Utility Study	Retained Earnings	\$50,000	\$0	\$0	\$0	\$0
Engineering Sewer Total		\$2,610,000	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000
Engineering Water						
Citywide Flushing, Valve Repair/Maintenance, Leak detection, GIS	Water Bond	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Water Distribution Main System Improvements	Water Bond	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000
Water Main - Leval, Laurent, Champlain, Story Road	ARPA	\$840,000	\$0	\$0	\$0	\$0

Capital Requests	FY25 Funding Source	Department Request FY25	FY 2026	FY 2027	FY 2028	FY 2029
Water Transmission Main System Improvements	Water Bond	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Engineering Water Total		\$3,040,000	\$2,200,000	\$2,200,000	\$2,200,000	\$2,200,000
Fire						
Lucas CPR Machine for Ladder 1	ARPA	\$20,047	\$0	\$0	\$0	\$0
ADA Compliance and Associated Repairs	Fund 2000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements	Fund 2000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Ceiling and Lighting improvements at Fire Headquarters		\$0	\$50,000	\$0	\$0	\$0
Fire Department Tower Ladder 2 Replacement		\$0	\$0	\$2,000,000	\$0	\$0
Fire Station Weather Infiltration Reduction	Fund 2000, Rebates	\$25,204	\$0	\$0	\$0	\$0
Lighting System Improvements	Fund 2000, Rebates	\$43,101	\$0	\$0	\$0	\$0
Rescue Squad Truck Replacement	Fund 2000	\$80,000	\$0	\$0	\$0	\$0
Fire Total		\$210,352	\$92,000	\$2,042,000	\$42,000	\$42,000
IT						
Category 2 School E-rate	E Rate, Retained Earnings	\$434,365	\$0	\$0	\$0	\$0
Digitization		\$0	\$25,000	\$25,000	\$25,000	\$25,000
IT Lifecycle Management (City)	Fund 2000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Position Control	ARPA	\$36,000	\$0	\$0	\$0	\$0
Website Upgrade	Fund 2000	\$70,000	\$0	\$0	\$0	\$0
IT Total		\$740,365	\$225,000	\$225,000	\$225,000	\$225,000
Library						
ADA Improvements and Associated Repairs at Library	Fund 2000	\$12,000	\$0	\$0	\$0	\$0
Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements	Fund 2000, Rebates	\$52,805	\$0	\$0	\$0	\$0
Lighting System Improvements & Controls	Fund 2000, Rebates	\$54,135	\$0	\$0	\$0	\$0
Library Total		\$118,940	\$0	\$0	\$0	\$0
Park & Recreation						
Annual Court, Field, Playground, Park Equipment, and Other Improvements	ARPA	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
CLC Charging Stations	Revolving Fund, Rebates	\$258,000	\$0	\$0	\$0	\$0
Court Resurfacing		\$0	\$60,000	\$0	\$0	\$0

Capital Requests	FY25 Funding Source	Department Request FY25	FY 2026	FY 2027	FY 2028	FY 2029
Groundmaster 4300	Receipts Reserved	\$85,000	\$0	\$0	\$0	\$0
John Deere Pro Gator		\$0	\$45,000	\$0	\$0	\$0
Park and Recreation ADA Compliance and Related Repairs	Fund 2000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Vans for the Council on Aging	Fund 2000	\$65,619	\$0	\$0	\$0	\$0
Willows Pier	ARPA	\$500,844	\$0	\$0	\$0	\$0
Winter Island Truck		\$0	\$64,000	\$0	\$0	\$0
Park & Recreation Total		\$1,019,463	\$279,000	\$110,000	\$110,000	\$110,000
Planning						
Artists' Row Roof Replacement Project	Fund 2000	\$222,500	\$0	\$0	\$0	\$0
Church Street Lots Development Goals	Fund 2000	\$25,000	\$0	\$0	\$0	\$0
Curtis Park Redevelopment	CPA	\$90,813	\$475,949	\$0	\$0	\$0
Dickson Chapel Exterior Restoration Phases 2-4	GF Bond	\$350,000	\$0	\$0	\$0	\$0
Fort Lee Preservation and Management Plan	Grant	\$32,000	\$0	\$0	\$0	\$0
Highland Avenue Area Trail Plan	Fund 2000	\$40,000	\$0	\$0	\$0	\$0
Old Town Hall & Artists' Row ADA Compliance and Associated Repairs	Revolving Fund	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Old Town Hall & Artists' Row Annual Repairs, Minor Renovations, Studies Etc. (non-ADA)	Revolving Fund	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Old Town Hall Restoration and Renovation - Phase 2: Exterior & Phase 3: Interior	GF Bond, Other	\$2,000,000	\$10,250,000	\$0	\$0	\$0
Planning, Policy, and Zoning Studies and Implementation	Fund 2000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Salem Ferry Terminal Building	Crane Pad Mitigation	\$10,000	\$9,000,000	\$0	\$0	\$0
Salem Port Improvements [FY21 PIDP Award]	Crane Pad Mitigation	\$511,410	\$0	\$0	\$0	\$0
Willows, Phase II	ARPA, CPA	\$421,750	\$0	\$0	\$0	\$0
Planning Total		\$3,793,473	\$19,815,949	\$90,000	\$90,000	\$90,000
Police						
Body Worn Cameras	ARPA	\$125,000	\$0	\$0	\$0	\$0
Cameras - Community/Police	Fund 2000	\$40,000	\$0	\$0	\$0	\$0
Downtown Outdoor Emergency Notification Outdoor Speakers	ARPA	\$100,000	\$0	\$0	\$0	\$0
Police Building Backup Generator Replacement	ARPA	\$200,000	\$0	\$0	\$0	\$0
Police Level 1 DC Fast Vehicle Chargers	Revolving Fund, Rebates	\$217,608	\$0	\$0	\$0	\$0
Police Portable Radio Replacement	Grant	\$49,999	\$0	\$0	\$0	\$0
Police Roof HVAC Units	ARPA	\$150,000	\$556,800	\$0	\$0	\$0
Police/Fire Motorola Radio Maintenance & Support Fees		\$0	\$86,756	\$88,774	\$90,874	\$93,059

Capital Requests	FY25 Funding Source	Department Request FY25	FY 2026	FY 2027	FY 2028	FY 2029
Salem Police Department Parking/Impound Lot Redesign		\$0	\$25,000	\$0	\$0	\$0
Salem Police Headquarters General Repairs, Upgrades, FF&E, Studies, and Associated Replacements	Fund 2000, Rebates	\$210,801	\$200,000	\$200,000	\$200,000	\$200,000
Small ADA Compliance and Associated Repairs		\$0	\$10,000	\$10,000	\$10,000	\$10,000
Vehicle Replacement Plan - Patrol and Non Patrol -	GF Bond	\$346,000	\$346,000	\$346,000	\$346,000	\$346,000
Police Total		\$1,439,408	\$1,224,556	\$644,774	\$646,874	\$649,059
Public Services						
ADA Improvements and Associated Repairs- DPS & Cemeteries	Fund 2000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Annual Small Repairs, DPS Building Studies - DPS & Cemeteries	Fund 2000	\$30,000	\$0	\$0	\$0	\$0
DPS Sidewalk Implementation Project	GF Bond	\$750,000	\$1,650,000	\$1,815,000	\$1,996,500	\$2,196,150
Lead Service Inventory.	Fund 2000	\$200,000	\$100,000	\$100,000	\$100,000	\$100,000
Permanent Street Sweeping Signage	Fund 2000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Szetela Lane	Fund 2000	\$100,000	\$0	\$0	\$0	\$0
Truck 121		\$0	\$95,000	\$0	\$0	\$0
Truck 550		\$0	\$0	\$100,000	\$0	\$0
Truck Number 86	ARPA	\$100,000	\$0	\$0	\$0	\$0
Public Services Total		\$1,225,000	\$1,890,000	\$2,060,000	\$2,141,500	\$2,341,150
Public Services - Sewer						
Sewer Infrastructure Repair	Retained Earnings	\$50,000	\$100,000	\$100,000	\$100,000	\$100,000
Public Services - Sewer Total		\$50,000	\$100,000	\$100,000	\$100,000	\$100,000
Public Services Water						
Water Infrastructure Repair and Replacement	Retained Earnings	\$75,000	\$200,000	\$200,000	\$200,000	\$200,000
Public Services Water Total		\$75,000	\$200,000	\$200,000	\$200,000	\$200,000
School						
ADA and Associated Repairs Schools	Fund 2000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Boiler Replacements		\$0	\$750,000	\$0	\$0	\$0
Controls	GF Bond, Rebates	\$688,770	\$1,429,315	\$0	\$0	\$0
Generators	ARPA	\$170,000	\$170,000	\$170,000	\$170,000	\$0
Gym Floors		\$0	\$250,000	\$250,000	\$250,000	\$0
HVAC - Chillers	ARPA	\$96,718	\$0	\$0	\$0	\$0
IT Life Cycle Management Staff/Infrastructure	ARPA	\$100,000	\$0	\$0	\$0	\$0
IT Life Cycle Management Student Devices	Fund 2000	\$250,000	\$350,000	\$200,000	\$50,000	\$0
Lighting	GF Bond, Rebates	\$719,473	\$570,000	\$0	\$0	\$0
MEP: preventative, repairs, upgrades & replacements		\$0	\$300,000	\$250,000	\$250,000	\$250,000

Capital Requests	FY25 Funding Source	Department Request FY25	FY 2026	FY 2027	FY 2028	FY 2029
Painting School Buildings		\$0	\$250,000	\$250,000	\$250,000	\$0
Playgrounds	State Funding	\$500,000	\$900,000	\$900,000	\$400,000	\$0
Roof Replacements and Repairs at Various School Buildings		\$0	\$7,085,000	\$0	\$0	\$0
Safety & Security	Fund 2000	\$225,000	\$150,000	\$150,000	\$0	\$0
Weatherization/Infiltration Reductions for all Schools (except for the High School)	GF Bond, Rebates	\$259,367	\$0	\$0	\$0	\$0
School Total		\$3,029,328	\$12,224,315	\$2,190,000	\$1,390,000	\$270,000
Sustainability						
City of Salem Fleet EV Fast Charger	Revolving Fund, Rebates	\$250,000	\$0	\$0	\$0	\$0
Hazard Mitigation Plan Update	Free Cash	\$50,000	\$0	\$0	\$0	\$0
Resilient Together: The Point/El Punto	Free Cash	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Sustainability Total		\$350,000	\$50,000	\$50,000	\$50,000	\$50,000
Transportation						
Bicycle Infrastructure Design, Implementation & Repairs/ Improvements	Fund 2000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Dynamic Garage Wayfinding Signs	ARPA	\$225,221	\$0	\$0	\$0	\$0
Essex @ Cambridge Crosswalk Improvements	GF Bond	\$325,000	\$0	\$0	\$0	\$0
Garage Improvements - Annual Repairs & ADA Compliance	Fund 2000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Jefferson - Willson Intersection Improvements	ARPA, Unspent Bond Proceeds	\$1,010,000	\$0	\$0	\$0	\$0
Museum Place Garage Lighting System Improvements	Rebates, Other	\$88,890	\$0	\$0	\$0	\$0
Parking Infrastructure Improvements, EV, and Equipment Install/Maintenance	Fund 2000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Restaurant Row Sidewalk Extension	ARPA	\$135,410	\$0	\$0	\$0	\$0
South Harbor Garage Lighting System Improvements	Rebates, Other	\$45,719	\$0	\$0	\$0	\$0
Traffic Calming Capital Improvements	Fund 2000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Washington @ Essex Fence Installation	ARPA	\$50,000	\$0	\$0	\$0	\$0
Washington Street Sidewalk Extension	ARPA	\$875,000	\$0	\$0	\$0	\$0
Transportation Total		\$3,255,240	\$500,000	\$500,000	\$500,000	\$500,000
Department Total		\$24,414,117	\$42,214,868	\$13,767,397	\$11,057,650	\$10,146,221

Capital Plan by Department

Department	Project ID	Project Description	Amount
Building			
Fund 2000	22025103	Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements	\$50,000
Fund 2000	22025104	ADA Compliance and Associated Improvements	\$30,000
Building Total			\$80,000
Electrical			
Fund 2000	08025106	Smart Signal Project Phase 3	\$100,000
Fund 2000	08025107	ADA Walk Signal Buttons	\$10,000
Fund 2000	18025105	Traffic Light Infrastructure Improvements/Updates	\$60,000
Electrical Total			\$170,000
Engineering Municipal			
Ch. 90	23525109	Citywide Roads, Sidewalks, and Crosswalks (Chapter 90)	\$832,548
Fund 2000	23525110	Furlong Park - Lot A	\$200,000
Fund 2000	23525112	McGrath Park Remediation	\$250,000
GF Bond	23525108	Citywide Roads, Sidewalks, and Crosswalk Improvements (Non-Chapter 90)	\$1,300,000
GF Bond	23525111	Boston Street Improvements	\$625,000
Engineering Municipal Total			\$3,207,548
Engineering Sewer			
ARPA	23525113	Citywide Drain & Sewer Cleaning, Inspection, Replacement, Engineering, GIS, Construction	\$500,000
ARPA	23525116	SSES Report Implementation (eliminate I/I sources citywide)	\$600,000
ARPA	23525117	Drain - Siphon Repair - Police to Canal	\$350,000
ARPA	23525118	Sewer - Essex Street at Summer Street	\$400,000
ARPA	23525119	Sewer - Gardner Street	\$250,000
ARPA	23525120	Drain - Leval Road, Laurent Road, Old Road, Horton Street	\$200,000
Retained Earnings	23525114	Stormwater Utility Study	\$50,000
Retained Earnings	23525115	Derby St. Interceptor Sewer Cleaning and Evaluation	\$260,000
Engineering Sewer Total			\$2,610,000
Engineering Water			
ARPA	23525124	Water Main - Leval, Laurent, Champlain, Story Road	\$840,000
Water Bond	23525121	Citywide Flushing, Valve Repair/Maintenance, Leak detection, GIS	\$400,000
Water Bond	23525122	Water Distribution Main System Improvements	\$800,000
Water Bond	23525123	Water Transmission Main System Improvements	\$1,000,000
Engineering Water Total			\$3,040,000
Fire			
ARPA	10025126	Lucas CPR Machine for Ladder 1	\$20,047

Department	Project ID	Project Description	Amount
Fund 2000	10025129	Rescue Squad Truck Replacement	\$80,000
Fund 2000	10025131	Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements	\$30,000
Fund 2000	10025132	ADA Compliance and Associated Repairs	\$12,000
Fund 2000, Rebates	10025125	Lighting System Improvements	\$43,101
Fund 2000, Rebates	10025127	Fire Station Weather Infiltration Reduction	\$25,204
Fire Total			\$210,352
IT			
ARPA	07025136	Position Control	\$36,000
E Rate, Retained Earnings	07025135	Category 2 School E-rate	\$434,365
Fund 2000	07025133	Website Upgrade	\$70,000
Fund 2000	07025137	IT Lifecycle Management (City)	\$200,000
IT Total			\$740,365
Library			
Fund 2000	14025139	ADA Improvements and Associated Repairs at Library	\$12,000
Fund 2000, Rebates	14025138	Lighting System Improvements & Controls	\$54,135
Fund 2000, Rebates	14025140	Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements	\$52,805
Library Total			\$118,940
Park & Recreation			
ARPA	17025147	Willows Pier	\$500,844
ARPA	17025148	Annual Court, Field, Playground, Park Equipment, and Other Improvements	\$100,000
Fund 2000	17025146	Vans for the Council on Aging	\$65,619
Fund 2000	17025149	Park and Recreation ADA Compliance and Related Repairs	\$10,000
Receipts Reserved	17025141	Groundmaster 4300	\$85,000
Revolving Fund, Rebates	17025145	CLC Charging Stations	\$258,000
Park & Recreation Total			\$1,019,463
Planning			
ARPA, CPA	20025164	Willows, Phase II	\$421,750
CPA	20025169	Curtis Park Redevelopment	\$90,813
Crane Pad Mitigation	20025162	Salem Port Improvements [FY21 PIDP Award]	\$511,410
Crane Pad Mitigation	20025163	Salem Ferry Terminal Building	\$10,000
Fund 2000	20025167	Highland Avenue Area Trail Plan	\$40,000
Fund 2000	20025168	Church Street Lots Development Goals	\$25,000
Fund 2000	20025170	Artists' Row Roof Replacement Project	\$222,500
Fund 2000	20025174	Planning, Policy, and Zoning Studies and Implementation	\$50,000
GF Bond	20025165	Dickson Chapel Exterior Restoration Phases 2-4	\$350,000
GF Bond, Other	20025171	Old Town Hall Restoration and Renovation - Phase 2: Exterior & Phase 3: Interior	\$2,000,000
Grant	20025166	Fort Lee Preservation and Management Plan	\$32,000
Revolving Fund	20025172	Old Town Hall & Artists' Row ADA Compliance and Associated Repairs	\$10,000

Department	Project ID	Project Description	Amount
Revolving Fund	20025173	Old Town Hall & Artists' Row Annual Repairs, Minor Renovations, Studies Etc. (non-ADA)	\$30,000
Planning Total			\$3,793,473
Police			
ARPA	21025176	Police Building Backup Generator Replacement	\$200,000
ARPA	21025178	Downtown Outdoor Emergency Notification Outdoor Speakers	\$100,000
ARPA	21025180	Police Roof HVAC Units	\$150,000
ARPA	21025183	Body Worn Cameras	\$125,000
Fund 2000	21025184	Cameras - Community/Police	\$40,000
Fund 2000, Rebates	21025185	Salem Police Headquarters General Repairs, Upgrades, FF&E, Studies, and Associated Replacements	\$210,801
GF Bond	21025187	Vehicle Replacement Plan - Patrol and Non Patrol -	\$346,000
Grant	21025175	Police Portable Radio Replacement	\$49,999
Revolving Fund, Rebates	21025177	Police Level 1 DC Fast Vehicle Chargers	\$217,608
Police Total			\$1,439,408
Public Services			
ARPA	23025188	Truck Number 86	\$100,000
Fund 2000	23025191	Permanent Street Sweeping Signage	\$25,000
Fund 2000	23025193	Lead Service Inventory.	\$200,000
Fund 2000	23025194	ADA Improvements and Associated Repairs- DPS & Cemeteries	\$20,000
Fund 2000	23025195	Annual Small Repairs, DPS Building Studies - DPS & Cemeteries	\$30,000
Fund 2000	23025196	Szetela Lane	\$100,000
GF Bond	23025192	DPS Sidewalk Implementation Project	\$750,000
Public Services Total			\$1,225,000
Public Services - Sewer			
Retained Earnings	23025197	Sewer Infrastructure Repair	\$50,000
Public Services - Sewer Total			\$50,000
Public Services Water			
Retained Earnings	23025198	Water Infrastructure Repair and Replacement	\$75,000
Public Services Water Total			\$75,000
School			
ARPA	25025205	HVAC- Chillers	\$96,718
ARPA	25025207	Generators	\$170,000
Fund 2000	25025210	Safety & Security	\$225,000
GF Bond, Rebates	25025200	Lighting	\$719,473
GF Bond, Rebates	25025203	Weatherization/Infiltration Reductions for all Schools (except for the High School)	\$259,367
GF Bond, Rebates	25025206	Controls	\$688,770

Department	Project ID	Project Description	Amount
State Funding	25025199	Playgrounds	\$500,000
School Total			\$2,659,328
Schools			
ARPA	25025211	IT Life Cycle Management Staff/Infrastructure	\$100,000
Fund 2000	25025212	IT Life Cycle Management Student Devices	\$250,000
Fund 2000	25025213	ADA and Associated Repairs Schools	\$20,000
Schools Total			\$370,000
Sustainability			
Free Cash	05525214	Resilient Together: The Point/El Punto	\$50,000
Free Cash	05525215	Hazard Mitigation Plan Update	\$50,000
Revolving Fund, Rebates	05525216	City of Salem Fleet EV Fast Charger	\$250,000
Sustainability Total			\$350,000
Transportation			
ARPA	18025151	Washington Street Sidewalk Extension	\$875,000
ARPA	18025152	Washington @ Essex Fence Installation	\$50,000
ARPA	18025154	Dynamic Garage Wayfinding Signs	\$225,221
ARPA	18025157	Restaurant Row Sidewalk Extension	\$135,410
ARPA, Unspent Bond Proceeds	18025150	Jefferson - Willson Intersection Improvements	\$1,010,000
Fund 2000	18025158	Bicycle Infrastructure Design, Implementation & Repairs/Improvements	\$100,000
Fund 2000	18025159	Garage Improvements - Annual Repairs & ADA Compliance	\$50,000
Fund 2000	18025160	Parking Infrastructure Improvements, EV, and Equipment Install/Maintenance	\$150,000
Fund 2000	18025161	Traffic Calming Capital Improvements	\$200,000
GF Bond	18025153	Essex @ Cambridge Crosswalk Improvements	\$325,000
Rebates, Other	18025155	Museum Place Garage Lighting System Improvements	\$88,890
Rebates, Other	18025156	South Harbor Garage Lighting System Improvements	\$45,719
Transportation Total			\$3,255,240
Department Total			\$24,414,117

Capital Plan by Funding Source

Funding Source	Project ID	Project Description	Amount
ARPA			
Engineering Sewer	23525113	Citywide Drain & Sewer Cleaning, Inspection, Replacement, Engineering, GIS, Construction	500,000
Engineering Sewer	23525116	SSES Report Implementation (eliminate I/I sources citywide)	600,000
Engineering Sewer	23525117	Drain - Siphon Repair - Police to Canal	350,000
Engineering Sewer	23525118	Sewer - Essex Street at Summer Street	400,000
Engineering Sewer	23525119	Sewer - Gardner Street	250,000
Engineering Sewer	23525120	Drain - Leval Road, Laurent Road, Old Road, Horton Street	200,000
Engineering Water	23525124	Water Main - Leval, Laurent, Champlain, Story Road	840,000
Fire	10025126	Lucus CPR Machine for Ladder 1	20,047
IT	07025136	Position Control	36,000
Park & Recreation	17025147	Willows Pier	500,844
Park & Recreation	17025148	Annual Court, Field, Playground, Park Equipment, and Other Improvements	100,000
Planning	20025164	Willows, Phase II	221,750
Police	21025176	Police Building Backup Generator Replacement	200,000
Police	21025178	Downtown Outdoor Emergency Notification Outdoor Speakers	100,000
Police	21025180	Police Roof HVAC Units	150,000
Police	21025183	Body Worn Cameras	125,000
Public Services	23025188	Truck Number 86	100,000
School	25025205	HVAC- Chillers	96,718
School	25025207	Generators	170,000
Schools	25025211	IT Life Cycle Management Staff/Infrastructure	100,000
Transportation	18025150	Jefferson - Willson Intersection Improvements	810,000
Transportation	18025151	Washington Street Sidewalk Extension	875,000
Transportation	18025152	Washington @ Essex Fence Installation	50,000
Transportation	18025154	Dynamic Garage Wayfinding Signs	225,221
Transportation	18025157	Restaurant Row Sidewalk Extension	135,410
ARPA Total			7,155,990
Ch. 90			
Engineering Municipal	23525109	Citywide Roads, Sidewalks, and Crosswalks (Chapter 90)	832,548
Ch. 90 Total			832,548
CPA			
Planning	20025164	Willows, Phase II	200,000
Planning	20025169	Curtis Park Redevelopment	90,813
CPA Total			290,813
Crane Pad Mitigation			
Planning	20025162	Salem Port Improvements [FY21 PIDP Award]	511,410

Funding Source	Project ID	Project Description	Amount
Planning	20025163	Salem Ferry Terminal Building	10,000
Crane Pad Mitigation Total			521,410
E Rate			
IT	07025135	Category 2 School E-rate	369,210
E Rate Total			369,210
Free Cash			
Sustainability	05525214	Resilient Together: The Point/El Punto	50,000
Sustainability	05525215	Hazard Mitigation Plan Update	50,000
Free Cash Total			100,000
Fund 2000			
Building	22025103	Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements	50,000
Building	22025104	ADA Compliance and Associated Improvements	30,000
Electrical	08025106	Smart Signal Project Phase 3	100,000
Electrical	08025107	ADA Walk Signal Buttons	10,000
Electrical	18025105	Traffic Light Infrastructure Improvements/Updates	60,000
Engineering Municipal	23525110	Furlong Park - Lot A	200,000
Engineering Municipal	23525112	McGrath Park Remediation	250,000
Fire	10025125	Lighting System Improvements	39,366
Fire	10025127	Fire Station Weather Infiltration Reduction	12,953
Fire	10025129	Rescue Squad Truck Replacement	80,000
Fire	10025131	Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements	30,000
Fire	10025132	ADA Compliance and Associated Repairs	12,000
IT	07025133	Website Upgrade	70,000
IT	07025137	IT Lifecycle Management (City)	200,000
Library	14025138	Lighting System Improvements & Controls	48,925
Library	14025139	ADA Improvements and Associated Repairs at Library	12,000
Library	14025140	Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements	50,000
Park & Recreation	17025146	Vans for the Council on Aging	65,619
Park & Recreation	17025149	Park and Recreation ADA Compliance and Related Repairs	10,000
Planning	20025167	Highland Avenue Area Trail Plan	40,000
Planning	20025168	Church Street Lots Development Goals	25,000
Planning	20025170	Artists' Row Roof Replacement Project	222,500
Planning	20025174	Planning, Policy, and Zoning Studies and Implementation	50,000
Police	21025184	Cameras - Community/Police	40,000
Police	21025185	Salem Police Headquarters General Repairs, Upgrades, FF&E, Studies, and Associated Replacements	175,000
Public Services	23025191	Permanent Street Sweeping Signage	25,000
Public Services	23025193	Lead Service Inventory.	200,000
Public Services	23025194	ADA Improvements and Associated Repairs- DPS & Cemeteries	20,000
Public Services	23025195	Annual Small Repairs, DPS Building Studies - DPS & Cemeteries	30,000

Funding Source	Project ID	Project Description	Amount
Public Services	23025196	Szetela Lane	100,000
School	25025210	Safety & Security	225,000
Schools	25025212	IT Life Cycle Management Student Devices	250,000
Schools	25025213	ADA and Associated Repairs Schools	20,000
Transportation	18025158	Bicycle Infrastructure Design, Implementation & Repairs/Improvements	100,000
Transportation	18025159	Garage Improvements - Annual Repairs & ADA Compliance	50,000
Transportation	18025160	Parking Infrastructure Improvements, EV, and Equipment Install/Maintenance	150,000
Transportation	18025161	Traffic Calming Capital Improvements	200,000
Fund 2000 Total			3,253,363
GF Bond			
Engineering Municipal	23525108	Citywide Roads, Sidewalks, and Crosswalk Improvements (Non-Chapter 90)	1,300,000
Engineering Municipal	23525111	Boston Street Improvements	625,000
Planning	20025165	Dickson Chapel Exterior Restoration Phases 2-4	350,000
Planning	20025171	Old Town Hall Restoration and Renovation - Phase 2: Exterior & Phase 3: Interior	850,000
Police	21025187	Vehicle Replacement Plan - Patrol and Non Patrol -	346,000
Public Services	23025192	DPS Sidewalk Implementation Project	750,000
School	25025200	Lighting	591,388
School	25025203	Weatherization/Infiltration Reductions for all Schools (except for the High School)	134,396
School	25025206	Controls	556,977
Transportation	18025153	Essex @ Cambridge Crosswalk Improvements	325,000
GF Bond Total			5,828,761
Grant			
Planning	20025166	Fort Lee Preservation and Management Plan	32,000
Police	21025175	Police Portable Radio Replacement	49,999
Grant Total			81,999
Other			
Planning	20025171	Old Town Hall Restoration and Renovation - Phase 2: Exterior & Phase 3: Interior	1,150,000
Transportation	18025155	Museum Place Garage Lighting System Improvements	79,280
Transportation	18025156	South Harbor Garage Lighting System Improvements	41,949
Other Total			1,271,229
Rebates			
Fire	10025125	Lighting System Improvements	3,735
Fire	10025127	Fire Station Weather Infiltration Reduction	12,251
Library	14025138	Lighting System Improvements & Controls	5,210
Library	14025140	Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements	2,805
Park & Recreation	17025145	CLC Charging Stations	200,000
Police	21025177	Police Level 1 DC Fast Vehicle Chargers	199,848

Funding Source	Project ID	Project Description	Amount
Police	21025185	Salem Police Headquarters General Repairs, Upgrades, FF&E, Studies, and Associated Replacements	35,801
School	25025200	Lighting	128,085
School	25025203	Weatherization/Infiltration Reductions for all Schools (except for the High School)	124,971
School	25025206	Controls	131,793
Sustainability	05525216	City of Salem Fleet EV Fast Charger	200,000
Transportation	18025155	Museum Place Garage Lighting System Improvements	9,610
Transportation	18025156	South Harbor Garage Lighting System Improvements	3,770
Rebates Total			1,057,879
Receipts Reserved			
Park & Recreation	17025141	Groundmaster 4300	85,000
Receipts Reserved Total			85,000
Retained Earnings			
Engineering Sewer	23525114	Stormwater Utility Study	50,000
Engineering Sewer	23525115	Derby St. Interceptor Sewer Cleaning and Evaluation	260,000
IT	07025135	Category 2 School E-rate	65,155
Public Services - Sewer	23025197	Sewer Infrastructure Repair	50,000
Public Services Water	23025198	Water Infrastructure Repair and Replacement	75,000
Retained Earnings Total			500,155
Revolving Fund			
Park & Recreation	17025145	CLC Charging Stations	58,000
Planning	20025172	Old Town Hall & Artists' Row ADA Compliance and Associated Repairs	10,000
Planning	20025173	Old Town Hall & Artists' Row Annual Repairs, Minor Renovations, Studies Etc. (non-ADA)	30,000
Police	21025177	Police Level 1 DC Fast Vehicle Chargers	17,760
Sustainability	05525216	City of Salem Fleet EV Fast Charger	50,000
Revolving Fund Total			165,760
State Funding			
School	25025199	Playgrounds	500,000
State Funding Total			500,000
Unspent Bond Proceeds			
Transportation	18025150	Jefferson - Willson Intersection Improvements	200,000
Unspent Bond Proceeds Total			200,000

Funding Source	Project ID	Project Description	Amount
Water Bond			
Engineering Water	23525121	Citywide Flushing, Valve Repair/Maintenance, Leak detection, GIS	400,000
Engineering Water	23525122	Water Distribution Main System Improvements	800,000
Engineering Water	23525123	Water Transmission Main System Improvements	1,000,000
Water Bond Total			2,200,000
Department Total			24,414,117

Department: Electrical

Smart Signal Project Phase 3

Project Number

08025106

Street or Building

Congress St Derby St & Hawthorne Blvd

Strategic Goals

2. Alignment with existing City plan

Division

Public Safety

Description

Smart Signal Citywide project - This part will be for Congress St, Derby St & Hawthorne Blvd.

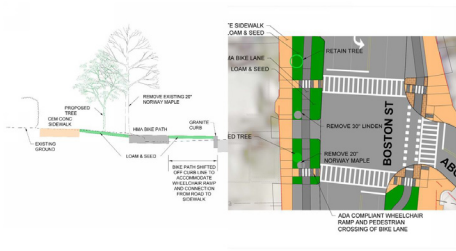
Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$100,000	\$0	\$0	\$0	\$0

Department: Engineering Municipal

Boston Street Improvements

Proposed sidewalk cross sections



Project Number

23525111

Division

Public Services /Infrastructure

Street or Building

Boston Street

Description

Design of improvements to the Boston Street corridor. Design reached 75% and was submitted to MassDOT in early 2024. Next steps include ROW process, coordination with MassDOT, and bringing design to 100% for bidding anticipated in March 2026.

Strategic Goals

2. Alignment with existing City plan
4. Grant funding may be available

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$625,000	\$0	\$0	\$0	\$0

Citywide Roads, Sidewalks, and Crosswalk Improvements (Non-Chapter 90)



Division

Public Services /Infrastructure

Street or Building

Citywide

Description

Pavement, sidewalk, and road improvements throughout the City included in pavement management plan. This fund is also used for other road/side walk related needs that occur during the year. Other funds come from National Grid mitigation related to trench restoration.

Strategic Goals

2. Alignment with existing City plan

Project Number

23525108

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000

Department: Fire

Rescue Squad Truck Replacement

Project Number

10025129

Division

Public Safety

Street or Building

48 Lafayette St., Fire Headquarters

Description

Salem Fire Squad 1 has reach the end of its useful life and needs to be replaced. The vehicle is a 2001 Chevy Silverado, it's frame is rusting out along with the body and many of its component including the Brake lines, engine coils etc. It has become cost prohibitive to continue to repair this vehicle while still relying on it's capability to reponed to emergencies.

Strategic Goals

1. Emergency/life safety issues

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$80,000	\$0	\$0	\$0	\$0

ADA Compliance and Associated Repairs



Project Number

10025131

Description

This is annual funding for repairs, small emergencies, small improvements, FF&E, etc.

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000

Department: Park & Recreation

CLC Charging Stations



Project Number

17025145

Division

Public Services /Infrastructure

Street or Building

Community Life Center

Description

2 Ev charging stations at the CLC.

Strategic Goals

4. Grant funding may be available

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$258,000	\$0	\$0	\$0	\$0

Council on Aging Vans



Street or Building

Community Life Center

Description

The Council on Aging Department is applying for three new vans; two electric vehicles and one 12-seater. As we assess the fleet, we are anticipating the need to retire two-three vans over the next year or so. It is not cost effective to put funds into repairs on a frequent basis.

Strategic Goals

3. Project creates cost savings

Project Number

17025146

Division

Park/Recreation /Community Service

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$65,619	\$0	\$0	\$0	\$0

Willows Pier



Street or Building

Citywide
Willows

Description

Additional funding dollars needed for Pier Project.

Strategic Goals

2. Alignment with existing City plan
4. Grant funding may be available

Project Number

17025147

Division

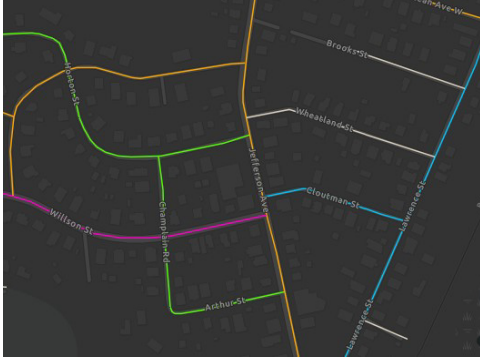
Park/Recreation /Community Service

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$500,844	\$0	\$0	\$0	\$0

Department: Transportation

Jefferson/Willson Intersection Improvements



Project Number
18025150

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$1,010,000	\$0	\$0	\$0	\$0

Division

Public Services /Infrastructure

Street or Building

Jefferson Ave
Willson St

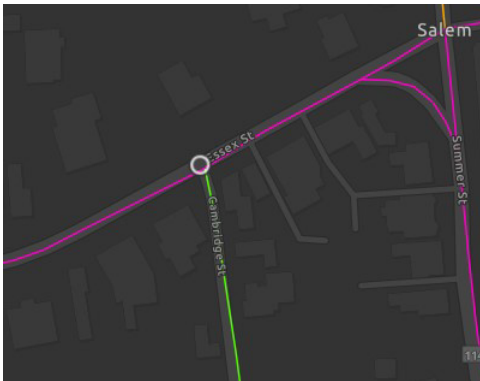
Description

Intersection project to improve safety and operations. Includes installation of fully actuated traffic signal and other geometric changes for enhanced pedestrian access.

Strategic Goals

1. Emergency/life safety issues
2. Alignment with existing City plan

Essex at Cambridge Crosswalk Improvements



Project Number
18025153

Division

Public Services /Infrastructure

Street or Building

Essex @ Cambridge

Description

Project seeks to design and construct ADA compliant crosswalks with bump outs and pedestrian activated signals to improve safety and accessibility for pedestrians.

Strategic Goals

1. Emergency/life safety issues

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$325,000	\$0	\$0	\$0	\$0

Department: Planning

Old Town Hall Restoration and Renovation



Project Number

20025171

Division

Public Services /Infrastructure

Street or Building

Old Town Hall

Description

Seeks to ensure this historic facility continues to be a viable, community-focused arts and cultural center. To achieve this goal, the building requires critical structural and historic preservation interventions; extensive advancements to the building’s energy efficiency, accessibility, technology and life safety systems among other enhancements; to support a broader and more dynamic mix of cultural uses and overall functionality.

Strategic Goals

1. Emergency/life safety issues
2. Alignment with existing City plan
3. Project creates cost savings
4. Grant funding may be available

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$2,000,000	\$10,250,000	\$0	\$0	\$0

Artist Row Roof Replacements

Project Number

20025170

Division

Park/Recreation /Community Service

Street or Building

Artist’s Row

Description

This request will fund the completion of the remaining alternative services (Alt 1 & Alt 2) as outlined in the City’s open procurement BID #24-32-PLAN for the repair of roofs on the City owned property known as Artists’ Row, 24 New Derby Street, Salem to address active water leaks, water damage, and visible rot and prevent further deterioration.

Strategic Goals

1. Emergency/life safety issues
2. Alignment with existing City plan
3. Project creates cost savings

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$222,500	\$0	\$0	\$0	\$0

Church Street Lots Development Goals

Project Number

20025168

Division

Public Services /Infrastructure

Street or Building

church street

Description

With the conclusion of the parking study in 2024, the next step will be to establish development goals for the Church Street Lots that are consistent with the parking system needs, the Downtown Renewal Plan, and the northern downtown vision context. Establishing development goals will require synthesis from existing plans as well as community engagement with visualizations.

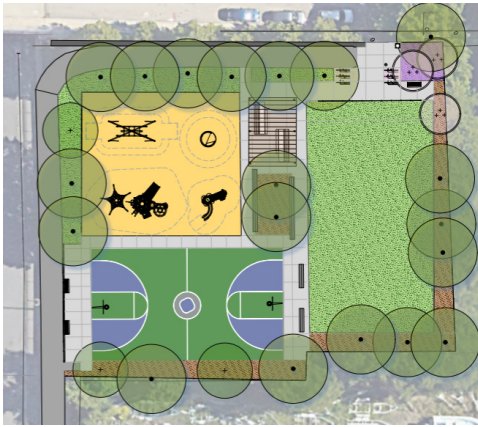
Strategic Goals

- 2. Alignment with existing City plan
- 4. Grant funding may be available

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$25,000	\$0	\$0	\$0	\$0

Curtis Park Improvement Project



Division

Park/Recreation /Community Service

Street or Building

Curtis Park Study

Description

In 2020, the City of Salem Parks, Recreation and Community Services Department, along with the Carlton Innovation School, Carlton School PTO and the Bridge Street Neck Neighborhood Association partnered together to submit a Community Preservation Act (CPA) funding application to the City Council to facilitate improvements needed to make Curtis Park a safe place to learn and grow physically, socially and emotionally.

Strategic Goals

- 4. Grant funding may be available

Project Number

20025169

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$90,813	\$475,949	\$0	\$0	\$0

Port Improvements

Project Number

20025162

Division

Public Services /Infrastructure

Street or Building

1 New Liberty Street; 12 1st Street; 10 Blaney St, 252 Bridge St; Rainbow Terrace

Description

The FY21 PIDP project includes both landside (revetment repair, walkway) and waterside (bollard) work. They federal share is \$2,403,000 and the total secured match identified in the grant application was \$737,000 (23.5%). There is \$225,590 of SEC funds reserved for this project, leaving a local matching funds amount of \$511,410.

Strategic Goals

- 2. Alignment with existing City plan

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$511,410	\$0	\$0	\$0	\$0

Willows Phase 2

Project Number

20025164

Division

Park/Recreation /Community Service

Street or Building

Willows

Description

The Willows, Phase II project involves reclaiming and restoring approximately 2 acres of the northwest tip of the park and includes upgrading pedestrian

pathways to meet ADA standards, removal of pavement, undergrounding of overhead wires, adding greenspace for recreation, plantings, trees, and bioretention basins, and coordinating the interface of the park with the soon-to-be replaced pier.

Strategic Goals

- 2. Alignment with existing City plan
- 4. Grant funding may be available

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$421,750	\$0	\$0	\$0	\$0

Dickson Chapel

Project Number

20025165

Division

Park/Recreation /Community Service

Street or Building

Dickson Memorial Chapel

Description

Complete exterior restoration of Dickson Chapel. Constructed in 1894, the Dickson Chapel is Salem’s only example of the High Victorian Gothic style and is a highly visible centerpiece of Greenlawn Cemetery and a beloved North

Salem landmark. In 2015, the Chapel was listed in the National Register of Historic Places. Despite work completed in 2017 to address emergency conditions and current project to restore the building’s stained glass windows, the Chapel continues to deteriorate with highly visible evidence of significant masonry spalling and cracking, mortar loss, and wood decay. Phase II of the Chapel restoration will focus on exterior restoration work, including repairs to the building’s rock-faced granite and Cleveland cream-colored sandstone, repointing and repair and repainting of wood trim.

Strategic Goals

4. Grant funding may be available

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$350,000	\$0	\$0	\$0	\$0

Fort Lee Preservation and Management Plan



Project Number

20025166

Division

Park/Recreation /Community Service

Street or Building

Fort Lee

Description

For this project, the City will contract with a qualified consultant team to develop a Preservation and Management Plan for Fort Lee. The purpose of the project is to document, assess, identify, and prioritize the preservation needs of the fort and to develop strategies to preserve and improve the historic site, retaining the fort’s historic integrity while at the same time maintaining and improving its public accessibility and environmental sustainability. The Project will update and expand the 2003 Fort Lee and Fort Pickering Conditions Assessment, Cultural Resource Survey, and Maintenance and Restoration Plan.

Strategic Goals

4. Grant funding may be available

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$32,000	\$0	\$0	\$0	\$0

Highland Avenue Area Trail Plan

Project Number

20025167

Division

Public Services /Infrastructure

Street or Building

Highland Avenue

Description

Objective 2.4 of the new Open Space and Rec Plan is to build out Salem’s multi-use path network for connectivity. The priority area of focus is Highland Avenue. By providing more and better ways for residents to get around without driving, this effort also advances a major goal of Resilient Together.

Strategic Goals

- 2. Alignment with existing City plan
- 4. Grant funding may be available

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$40,000	\$0	\$0	\$0	\$0

Department: Police

Downtown Outdoor Emergency Notification Speakers



Project Number

21025178

Division

Public Safety

Street or Building

32 Derby Square
 Across from T Station
 Artist’s Row
 City Hall
 City Annex
 Essex Street
 Museum Place Garage
 Riley Plaza

Description

We are requesting funding to design and install outdoor speakers in the downtown area of Salem for emergency notifications and to provide music.

Strategic Goals

- 1. Emergency/life safety issues
- 2. Alignment with existing City plan

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$100,000	\$0	\$0	\$0	\$0

Level I Fast Vehicle Chargers



Project Number

21025177

Division

Public Safety

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$217,608	\$0	\$0	\$0	\$0

Street or Building

95 Margin Street Salem Police Headquarters

Description

The Salem Police department has purchased two (2) fully electric vehicles in the past year and is in the process of purchasing an additional two (2) in this fiscal year. We are also submitting another CIP requesting an additional two (2) for a total of six(6) fully electric vehicles. In order to utilize these electric vehicles on a 24/7/365 basis, we will require the installation of a Level 1 DC fast vehicle charger which can charge a vehicle to 80% in 20-30 minutes.

Strategic Goals

1. Emergency/life safety issues
2. Alignment with existing City plan

Police Building Back-Up Generator Replacement



Project Number

21025176

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$200,000	\$0	\$0	\$0	\$0

Division

Public Services /Infrastructure

Street or Building

95 Margin Street Salem Police Headquarters

Description

On June 9th, 2023 the Police Building lost power. The backup generator started but failed to provide electricity to the building. It was later determined that the backup generator is in need of immediate replacement. We need to have an engineering firm to review all systems to assist with an RFP.

Strategic Goals

1. Emergency/life safety issues

Vehicle Replacement Plan - Patrol and Non Patrol



Project Number

21025187

Division

Public Safety

Street or Building

95 Margin Street Salem Police Headquarters

Description

Annual investment, including various Dept. vehicles. Some are hybrid. This is for 5 vehicles.

Strategic Goals

3. Project creates cost savings

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$346,000	\$346,000	\$346,000	\$346,000	\$346,000

Department: Public Services

Permanent Street Sweeping Signage



Division

Public Safety

Street or Building

5 Jefferson Ave

Description

to purchase and install permanent signage for street sweeping to decrease workload on traffic division. this will allow additional work to be added to the division.

Strategic Goals

2. Alignment with existing City plan

Project Number

23025191

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000

DPS Sidewalk Implementation Project



Project Number
23025192

Division
Public Safety

Street or Building
5 Jefferson Ave

Description
The DPS will schedule See Click Fix work orders every year for sidewalk repairs city wide.

Strategic Goals
1. Emergency/life safety issues

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$750,000	\$1,650,000	\$1,815,000	\$1,996,500	\$2,196,150

Department: School

Chillers Repairs

Project Number
25025205

Division
Education

Street or Building
Collins
Saltonstall
Schools

Description
Chillers at CMS & SALTS need significant repair beginning with coil replacement.

Strategic Goals
3. Project creates cost savings

School

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$96,718	\$0	\$0	\$0	\$0

Backup Generator

Project Number

25025207

Division

Education

Street or Building

Bentley Elementary School-
Collins Saltonstall School
Witchcraft Heights Elementary School

Description

SPS is in need of new generators to ensure safe operations of schools. We are proposing to purchase up to 4 new generators, beginning with WHES in FY25.

Strategic Goals

- 1. Emergency/life safety issues
- 3. Project creates cost savings

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$170,000	\$170,000	\$170,000	\$170,000	\$0

Bates Playground



Division

Education

Street or Building

All Schools
Bates School

Description

SPS is requesting \$500,000 for Playgrounds and Grounds. In FY25, we propose to use the funds to repair and refresh the Bates ES K playground, which was identified as the 2nd worst playground in the SPS. (The worst was WHES which was addressed in the FY24 capital budget.)

Strategic Goals

- 1. Emergency/life safety issues
- 2. Alignment with existing City plan

Project Number

25025199

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$500,000	\$900,000	\$900,000	\$400,000	\$0

Department: Sustainability

Resilient Together: The Point/El Punto



Project Number
05525214

Division

Public Safety

Street or Building

Point

Description

Funding to support continued climate resiliency outreach, engagement, education, and resource development in the Point/El Punto neighborhood.

Strategic Goals

- 1. Emergency/life safety issues
- 2. Alignment with existing City plan
- 4. Grant funding may be available

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000

Energy Efficiency Projects



Project Number

05525217

Division

Various

Street or Building

Various

Description

The FY2025 energy efficiency portfolio includes projects across the Fire, Library, Police, Transportation, and School departments. Projects include lighting system improvements, weather infiltration reduction, pipe insulation, and energy management systems.

Strategic Goals

- 2. Alignment with existing City plan

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$2,096,799	\$0	\$0	\$0	\$0

Hazard Mitigation Plan Update

Project Number

05525215

Division

Public Safety

Street or Building

various

Description

Required update to Salem’s Hazard Mitigation Plan.

Strategic Goals

- 1. Emergency/life safety issues
- 2. Alignment with existing City plan
- 4. Grant funding may be available

Five Year Capital Plan

Previously Approved	FY25 Requested	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
\$0	\$50,000	\$0	\$0	\$0	\$0

Impact of Capital Improvement Plan on Operating Budget

Department	Description	Funding	Cost	Impact
Building	Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements	Fund 2000	\$50,000	Asset Preservation/Maintenance Code Compliance Decreased Maintenance Improves Safety of Asset
Building	ADA Compliance and Associated Improvements	Fund 2000	\$30,000	Code Compliance Improves Safety of Asset
Electrical	Traffic Light Infrastructure Improvements/Updates	Fund 2000	\$60,000	Decreased Maintenance Improves Safety of Asset No Impact
Electrical	Smart Signal Project Phase 3	Fund 2000	\$100,000	Improves Safety of Asset
Electrical	ADA Walk Signal Buttons	Fund 2000	\$10,000	Improves Safety of Asset
Engineering Municipal	Citywide Roads, Sidewalks, and Crosswalk Improvements (Non-Chapter 90)	GF Bond	\$1,300,000	Decreased Maintenance Improves Safety of Asset
Engineering Municipal	Citywide Roads, Sidewalks, and Crosswalks (Chapter 90)	Chapter 90	\$832,548	Decreased Maintenance Improves Safety of Asset
Engineering Municipal	Furlong Park - Lot A	Fund 2000	\$200,000	Improves Safety of Asset
Engineering Municipal	Boston Street Improvements	GF Bond	\$625,000	Decreased Maintenance Improves Safety of Asset
Engineering Municipal	McGrath Park Remediation	Fund 2000	\$250,000	No Impact
Engineering Sewer	Citywide Drain & Sewer cleaning, inspection, replacement, engineering, GIS, construction	ARPA	\$500,000	Asset Preservation/Maintenance Decreased Maintenance Improves Safety of Asset
Engineering Sewer	Stormwater Utility Study	Retained Earnings	\$50,000	No Impact
Engineering Sewer	Derby St. Interceptor Sewer Cleaning and Evaluation	Retained Earnings	\$260,000	Asset Preservation/Maintenance Decreased Maintenance Improves Safety of Asset
Engineering Sewer	SSES Report Implementation (eliminate I/I sources citywide)	ARPA	\$600,000	Asset Preservation/Maintenance Decreased Maintenance Improves Safety of Asset
Engineering Sewer	Drain - Siphon Repair - Police to Canal	ARPA	\$350,000	Asset Preservation/Maintenance Decreased Maintenance Improves Safety of Asset
Engineering Sewer	Sewer - Essex Street at Summer Street	ARPA	\$400,000	Asset Preservation/Maintenance Improves Safety of Asset
Engineering Sewer	Sewer - Gardner Street	ARPA	\$250,000	Asset Preservation/Maintenance Decreased Maintenance Improves Safety of Asset Increased Efficiency
Engineering Sewer	Drain - Leval Road, Laurent Road, Old Road, Horton Street	ARPA	\$200,000	Asset Preservation/Maintenance Decreased Maintenance Improves Safety of Asset
Engineering Water	Citywide Flushing, Valve Repair/Maintenance, Leak detection, GIS	Water Bond	\$400,000	Asset Preservation/Maintenance Decreased Maintenance Improves Safety of Asset
Engineering Water	Water Distribution Main System Improvements	Water Bond	\$800,000	Asset Preservation/Maintenance Decreased Maintenance Improves Safety of Asset
Engineering Water	Water Transmission Main System Improvements	Water Bond	\$1,000,000	Asset Preservation/Maintenance Decreased Maintenance Improves Safety of Asset
Engineering Water	Water Main - Leval, Laurent, Champlain, Story Road	ARPA	\$840,000	Asset Preservation/Maintenance Decreased Maintenance Improves Safety of Asset
Fire	Lighting System Improvements - Four Fire Stations	Fund 2000	\$43,101	Decreased Maintenance Improves Safety of Asset Increased Efficiency
Fire	Purchase Advance Lucus CPR Machine for Ladder 1	ARPA	\$20,047	No Impact
Fire	Fire Station Weather Infiltration Reduction	Fund 2000	\$25,204	No Impact
Fire	Replace 22 year old Rescue Squad Truck	Fund 2000	\$80,000	Decreased Maintenance Improves Safety of Asset Increased Efficiency
Fire	Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements	Fund 2000	\$30,000	Asset Preservation/Maintenance Code Compliance Decreased Maintenance Improves Safety of Asset
Fire	ADA Compliance and Associated Repairs	Fund 2000	\$12,000	Asset Preservation/Maintenance Code Compliance Decreased Maintenance Improves Safety of Asset
IT	Website upgrade	Fund 2000	\$70,000	Increases Operational or Maintenance
IT	Category 2 School E-rate	Retained Earnings, E-Rate	\$434,365	Improves Safety of Asset Increased Efficiency
IT	Position Control	ARPA	\$36,000	Increased Efficiency
IT	IT Lifecycle Management (City)	Fund 2000	\$200,000	Asset Preservation/Maintenance Increased Efficiency
Library	Lighting System Improvements & Controls	Fund 2000	\$54,135	Increased Efficiency
Library	ADA Improvements and Associated Repairs at Library	Fund 2000	\$12,000	Asset Preservation/Maintenance Code Compliance Decreased Maintenance Improves Safety of Asset
Library	Annual Priority Small Repairs, Upgrades, FF&E & Associated Improvements	Fund 2000	\$52,805	Asset Preservation/Maintenance Code Compliance Decreased Maintenance Improves Safety of Asset
Park & Recreation	Groundmaster4300	Receipts Reserved	\$85,000	Increased Efficiency Increases Revenue
Park & Recreation	CLC_EV CHARGING STATIONS	Revolving Fund, Rebates	\$258,000	No Impact
Park & Recreation	Vans for the Council on Aging	Fund 2000	\$65,619	Increases Operational or Maintenance
Park & Recreation	Willows Pier	ARPA	\$500,844	Asset Preservation/Maintenance Increases Operational or Maintenance
Park & Recreation	Court/Field and Associated Renovations, City Wide Playground, Park Equipment replacement, Small Repairs, Site Furnishings, and Other Improvements	ARPA	\$100,000	Asset Preservation/Maintenance
Park & Recreation	Park and Recreation ADA Compliance and Related Repairs	Fund 2000	\$10,000	Asset Preservation/Maintenance Code Compliance Decreased Maintenance Improves Safety of Asset
Transportation	Jefferson - Wilson Intersection Improvements	ARPA, Bond Proceeds	\$1,010,000	Increases Operational or Maintenance
Transportation	Washington Street Sidewalk Extension	ARPA	\$875,000	New Investment for Economic Growth
Transportation	Washington @ Essex Fence Installation	ARPA	\$50,000	New Request
Transportation	Essex @ Cambridge Crosswalk Improvements	GF Bond	\$325,000	Improves Safety of Asset

Department	Description	Funding	Cost	Impact
Transportation	Dynamic Garage Wayfinding Signs	ARPA	\$225,221	No Impact
Transportation	Museum Place Garage Lighting System Improvements	Revolving Fund	\$88,890	No Impact
Transportation	South Harbor Garage Lighting System Improvements	Revolving Fund	\$45,719	No Impact
Transportation	Restaurant Row Sidewalk Extension	ARPA	\$135,410	New Investment for Economic Growth
Transportation	Bicycle Infrastructure Design, Implementation & Repairs/Improvements	Fund 2000	\$100,000	Asset Preservation/Maintenance Decreased Maintenance Improves Safety of Asset
Transportation	Garage Improvements - Annual Repairs & ADA Compliance	Fund 2000	\$50,000	Asset Preservation/Maintenance Code Compliance Decreased Maintenance Improves Safety of Asset
Transportation	Parking Infrastructure Improvements, EV, and Equipment Install/Maintenance	Fund 2000	\$150,000	Asset Preservation/Maintenance Decreased Maintenance Improves Safety of Asset
Transportation	Traffic Calming Capital Improvements	Fund 2000	\$200,000	Asset Preservation/Maintenance Decreased Maintenance Improves Safety of Asset
Planning	Salem Port Improvements [FY21 PIDP Award]	Mitigation Funding	\$511,410	New Investment for Economic Growth
Planning	Salem Ferry Terminal Building	Mitigation Funding	\$10,000	New Investment for Economic Growth
Planning	Willows, Phase II	ARPA, CPA	\$421,750	Code Compliance Improves Safety of Asset Increases Operational or Maintenance
Planning	Dickson Chapel Exterior Restoration Phases 2-4	GF Bond	\$350,000	Asset Preservation/Maintenance
Planning	Fort Lee Preservation and Management Plan	Grants	\$32,000	Asset Preservation/Maintenance
Planning	Highland Avenue Area Trail Plan	Fund 2000	\$40,000	No Impact
Planning	Church Street Lots Development Goals	Fund 2000	\$25,000	No Impact
Planning	Curtis Park Redevelopment	CPA	\$90,813	Asset Preservation/Maintenance
Planning	Artists' Row Roof Replacement Project	Fund 2000	\$222,500	Asset Preservation/Maintenance
Planning	Old Town Hall Restoration and Renovation - Phase 2: Exterior & Phase 3: Interior	GF Bond, Grants	\$2,000,000	Increases Operational or Maintenance
Planning	Old Town Hall & Artists' Row ADA Compliance and Associated Repairs	Revolving Fund	\$10,000	Asset Preservation/Maintenance Code Compliance Decreased Maintenance Improves Safety of Asset
Planning	Old Town Hall & Artists' Row Annual Repairs, Minor Renovations, Studies Etc. (non-ADA)	Revolving Fund	\$30,000	Asset Preservation/Maintenance Code Compliance Decreased Maintenance Improves Safety of Asset
Planning	Planning, Policy, and Zoning Studies and Implementation	Fund 2000	\$50,000	
Police	Police Portable Radio Replacement	Grants	\$49,999	Decreased Maintenance Increased Efficiency
Police	Police Building Backup Generator Replacement	ARPA	\$200,000	No Impact
Police	Police Level 1 DC fast vehicle chargers	Revolving Fund, Rebates	\$217,608	Increases Operational or Maintenance Costs
Police	Downtown Outdoor Emergency Notification Outdoor Speakers	ARPA	\$100,000	No Impact
Police	CIP24-POLICE-VAV ROOF UNITS	ARPA	\$150,000	Asset Preservation/Maintenance Improves Safety of Asset Increased Efficiency Increases Operational or Maintenance
Police	Body Worn Cameras	ARPA	\$125,000	No Impact
Police	Cameras - Community/Police	Fund 2000	\$40,000	No Impact
Police	Salem Police Headquarters General Repairs, Upgrades, FF&E, Studies, and Associated Replacements	Fund 2000	\$210,801	Asset Preservation/Maintenance Improves Safety of Asset Increased Efficiency Increases Operational or Maintenance
Police	Vehicle Replacement Plan - Patrol and Non Patrol - purchase of truck number 86	GF Bond	\$346,000	Decreased Maintenance
Public Services	permanent signage replacement for street sweeping annually.	ARPA	\$100,000	Increased Efficiency
Public Services	DPS Sidewalk Implementation project	Fund 2000	\$25,000	Increased Efficiency
Public Services	DPS Sidewalk Implementation project	GF Bond	\$750,000	Asset Preservation/Maintenance Decreased Maintenance Improves Safety of Asset
Public Services	lead service inventory.	Fund 2000	\$200,000	Code Compliance Improves Safety of Asset Increased Efficiency Increases Revenue
Public Services	ADA Improvements and Associated Repairs- DPS & Cemeteries	Fund 2000	\$20,000	Asset Preservation/Maintenance
Public Services	Annual Small Repairs, DPS Building Studies - DPS & Cemeteries	Fund 2000	\$30,000	Asset Preservation/Maintenance Code Compliance Decreased Maintenance Improves Safety of Asset
Public Services	Szetela Ln	Fund 2000	\$100,000	No Impact
Public Services - Sewer	sewer infrastructure repair	Retained Earnings	\$50,000	Asset Preservation/Maintenance Decreased Maintenance Improves Safety of Asset Increased Efficiency
Public Services Water	Water infrastructure repair and replacement	Retained Earnings	\$75,000	Decreased Maintenance Improves Safety of Asset Increased Efficiency
School	Playgrounds	ARPA, Earmark	\$500,000	No Impact
School	Lighting	GF Bond	\$719,473	Increased Efficiency Increases Operational or Maintenance Costs
School	Weatherization/infiltration reductions for all schools (except for the High School)	GF Bond	\$259,367	Asset Preservation/Maintenance Increased Efficiency
School	HVAC- Chillers	ARPA	\$96,718	Asset Preservation/Maintenance Increased Efficiency
School	Controls	GF Bond	\$688,770	Asset Preservation/Maintenance Improves Safety of Asset Increased Efficiency
School	Generators	ARPA	\$170,000	Asset Preservation/Maintenance Decreased Maintenance Improves Safety of Asset Increased Efficiency
School	Safety & Security	Fund 2000	\$225,000	Improves Safety of Asset
Schools	IT Life cycle Management Staff/Infrastructure	ARPA	\$100,000	Decreased Maintenance Increases Operational or Maintenance Costs
Schools	IT Life cycle Management Student Devices	Fund 2000	\$250,000	Decreased Maintenance Increases Operational or Maintenance

Capital Improvement Program

Capital Improvement Projects - Highlights: Sustainability Department

Department	Description	Funding	Cost	Impact
Schools	ADA and Associated Repairs Schools	Fund 2000	\$20,000	Asset Preservation/Maintenance Code Compliance Decreased Maintenance Improves Safety of Asset
Sustainability	Resilient Together: The Point/EI Punto	Free Cash	\$50,000	Asset Preservation/Maintenance Increases Operational or Maintenance Costs
Sustainability	Hazard Mitigation Plan Update	Free Cash	\$50,000	No Impact
Sustainability	City of Salem Fleet EV Fast Charger	Revolving Fund, Rebates	\$250,000	No Impact

Capital Improvement Policies

Budget Policies

- The city will make all capital purchases and improvements in accordance with the adopted capital improvement program.
- The city will develop a multi-year plan for capital improvements and update it annually.
- The city will enact an annual capital budget based on the multi-year capital improvement plan. Future capital expenditures necessitated by changes in population, changes in real estate development or changes in economic base will be calculated and included in capital budget projections.
- The city will coordinate development of the capital improvement budget with the development of the operating budget. Future operating costs associated with new capital improvement will be projected and included in operating budget forecasts.
- The city will use intergovernmental assistance to finance only those capital improvements that are consistent with the capital improvement plan and priorities, and whos' operating and maintenance costs have been included in operating budget forecasts.
- The city will maintain all its assets at a level adequate to protect the city's capital investment and to minimize future maintenance and replacement costs.
- The city, as part of its capital planning process, will project its equipment replacement and maintenance needs for the next several years and will update this projection each year. From this projection, a maintenance and replacement schedule will be developed and followed.
- The city will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to the City Council for approval.
- The city will determine the least costly financing method for all new projects.

Debt Policies

- The city will confine long-term borrowing to capital improvements or projects/equipment that cannot be finance from current revenues.
- When the city finances capital projects by issuing bonds, it will pay back the bonds within a period not to exceed the expected useful life of the project.
- Total net debt service from general obligation debt will not exceed five (5) percent of total annual operating budget as listed on part 1a of the annual tax rate recapitulation as submitted to the Department of Revenue.
- Debt will only be issued for capital that is valued greater than \$25,000 and has a depreciable life of five (5) or more years.
- Total general obligation debt will not exceed that provided in the state statutes.
- Whenever possible, the city will use special revenue funds, special assessments, or other self-supporting bonds, instead of general obligation bonds.
- The city will not use long-term debt for current operations unless otherwise allowed via special legislation.
- The city will retire bond anticipation debt within six months after completion of the project.
- The city will maintain good communications with bond rating agencies about its financial condition.
- The city will follow a policy of full disclosure on every financial report and bond prospectus.

Source: "Handbook 4, Financial Performance Goals", Evaluating Local Government Financial Condition, International City Management Association.

Departmental Budgets



Mayor

Mission Statement

Why We Exist

The Mayor is the Chief Executive Officer and administrative head of the City of Salem. In that capacity, he appoints department staff and board members, submits the annual budget to the City Council, approves all financial instruments and contracts, recommends bond issues, legislation, and orders to the City Council, and represents the City with other governmental entities. As the general administrator of all City departments he is responsible for the operations of City government in carrying out the people's work and ensuring the City's overall welfare. The Mayor chairs the Salem School Committee and the Salem Public Library Board of Trustees, and serves as a member of the Commonwealth's Seaport Economic Council. He is also a member of the Salem Affordable Housing Trust Fund Board, the Board of Trust Fund Commissioners, and the Salem Harbor Port Authority. In order to better serve the community, the Mayor has joined the National Mayor's Institute on Pedestrian Safety, the MMA Policy Committee on Personnel and Labor Relations, Mayors Against Illegal Guns, and Climate Mayors. The Office of the Mayor ensures that Salem's residents, businesses, and visitors receive the highest quality services and assistance that is available to them within the Mayor's jurisdiction. The Mayor's Office is accountable to all individuals and municipal employees within the City of Salem and provides constituent services in a concise and business friendly manner.



Goals and Objectives

- To make Salem a vibrant and livable community for all by focusing City efforts on affordability, sustainability and resilience, and equity.
- To deliver municipal services, policies, and projects that are forward-looking, open to innovation and new approaches, and implemented effectively and efficiently.
- To ensure that City actions are open, honest, evidence-based, and inclusive.

How FY 2025 Departmental Goals Relate to City's Overall Long & Short Term Goals

The goals of the Mayor's Office are identical to the City's overall strategic plan goals. As the most frequently utilized portal to local government by constituents, the Mayor's Office places a high priority on customer service,

responsiveness, and transparency. By seeking to reduce response times to constituent inquiries the Office aims to improve communication and maintain a high level of responsiveness and accessibility.

The Office is actively involved in the implementation of performance measurement and evaluation programs, transparency and resident engagement, and other improvement initiatives to meet the City's goals related to improving services, affordability, and equity. Communication and transparency are also achieved through the Neighborhood Improvement Advisory Council, which is made up of residents and is chaired by the Chief of Staff. It is also met through the deployment of innovative platforms and tools, such as SeeClickFix and the city's 311 phone line. This past year, the Mayor's Office introduced new initiatives designed to offer even more transparency and accessibility such as City Hall to Go, the Mobile Mayor's Office, and continued the constituent service's team's Wednesday Walks visiting small businesses and residents throughout Salem's neighborhoods. The Mayor's Office includes the City's Latino Affairs Coordinator and LGBTQIA+ Liaison, and oversees the Scholarship and Education Committee, the Salem Youth Commission, the Problem Properties Task Force, the Social Services Task Force, the Events Working Group, and the offshore wind port Community Benefits Agreement Working Group. The Mayor's Office develops the Mayor's annual budget and seeks to annually develop, in partnership with the Finance Department, an on-time, balanced budget and five-year capital plan that meet the GFOA's highest standards.

The Mayor and his staff are deeply engaged in advancing the City's housing and economic growth goals, development and implementation of City plans, and the creation of new policies and projects to ensure Salem remains livable and welcoming to all. The Mayor and his team are very involved in the planning and execution of special events that positively impact the local economy and build civic pride and engagement. Finally, the Mayor takes an active role in ensuring public infrastructure and facilities projects are advanced to improve the quality of life, safety, and functionality of the community, including roadway, sidewalk, and multi-use path improvement projects, park and open space improvements, capital facilities planning and buildings, infrastructure work, and climate change adaptation strategies and projects.

Significant Budget & Staffing Changes For FY 2025

Over the course of this past year, the City's previous Special Events Manager retired. This gave the City the opportunity to reimagine this role, and as a part of that process, the position was moved from the Engineering Department to the Mayor's Office. Because this was the transfer of an existing position, there is no net increase in the overall City budget from this change.

Thanks to a state grant received by the City, the Mayor's Office and School district created a new role – the Director of the Salem Children's Alliance - tasked with coordinating early education and child-facing issues across the community. Because this is a grant-funded position, there is no net increase in the overall City budget from this change.



Finally, with Salem’s 400th Anniversary approaching in 2026, the Mayor’s Office transitioned the role of the Salem 400+ Coordinator from part-time to full-time starting in late FY2024. Because this position is funded through a special fund, there is no net increase in the Mayor’s Office budget from this change.

Recent Accomplishments

Constituent Services and Office Administration

- Advanced the City’s efforts to become a Certified Welcoming Community through the completion of an audit.
- Continued the Salem City Academy.
- Has maintained “Wednesday Walks”, regular physical outreach to Salem’s small businesses and residential neighborhoods.
- Provided daily in person Spanish language interpretation.
- Continuously conducted outreach at the Community Life Center with monthly office hours.
- Assisted the Sustainability & Resiliency Department with consultation and outreach assistance for the Resilient Together: El Punto project.
- More CodeRED messages translated to Spanish.
- Provided case management and relief assistance to residents impacted by natural disasters.
- LGBTQIA+ Liaison continued regular attendance of monthly nAGLY meetings.
- Launched inaugural City of Salem Poet Laureate program and middle school poetry contest.
- Created, designed, and maintained the City Hall Little Free Banned Book Library.
- Participated in Council on Aging’s Boston University MetroBridge project.
- Partnered with the Welcome Immigrant Network on their Gateways for Growth grant program.
- Regularly updated SalemTogether community resources, COVID wastewater testing data, City board vacancies, and Affordable Housing Lottery pages on the Mayor’s Office website.

- Published a new Latino Affairs page on the City of Salem website.
- Launched the Salem Compass community newsletter.
- Through the adjusted FY2024 budget, the roles of Housing Stability Coordinator was made permanent. Below and in the Performance Measures are specific accomplishments related to the work of that position.

Housing Stability

- Promoted “Right of first Refusal” project and developed associated materials – and entered into agreements with nine properties.
- Advocated for Access to Counsel and Eviction Sealing policies.
- Created and hosted inaugural Landlord Expo, attended by 60 Salem landlords.
- Created the community-wide Demobilization Task Force to help 350 residents being relocated from the Commonwealth’s Family Emergency Shelter site at the Bates dorm complex. Participated in the bi-weekly service providers meeting to serve these residents throughout the first half of 2024. Created initiatives to help the residents engage with the community, including a “Trunk or Treat” event on Halloween.
- Participated as a panelist in five community workshops on housing stability.
- Created New Resident Rental Packets and delivered to affordable housing providers in the city, ensuring better access to city services and community resources for low-income residents.
- Serves as a member of the monthly Homelessness Task Force run by the Community Impact Unit of the Salem Police Department.
- Provided technical assistance on housing stability issues to local and regional housing providers, organizations, and municipal departments and boards.
- Secured more than \$33,800 in rental assistance from state and private resources on behalf of Salem residents.
- Developed emergency housing and food resource sheet in English and in Spanish for Mayor’s Office visitors in crisis.
- Proposed and signed into law inclusionary zoning ordinance.

Special Events Management

- Formed a community-wide Events Working Group, for local organizations to coordinate information and share resources related to year-round events.
- Revived the community-wide Haunted Happening Events Committee, focused on events in October.
- Developed walking tour and performance zone regulations.
- Engaged in more than 25 meetings with community event partners.
- Engaged with departments and community partners to improve the permitting process and equitable practices.
- Participated in the Destination Salem Planning and Marketing Committees.



- Researched and proposed future improvements for Haunted Happening based on data, as well as resident, business, and City department feedback.
- Organized new City of Salem events such as The Longest Table community meal and an expanded Juneteenth celebration.
- Planning for expanded Heritage Day Events in the future including the Bacon Fest, an Electronic Music concert, improved Touch-a-Truck, and the return of the Heritage Days Parade (in 2026).
- Coordinated filming with multiple productions in the City of Salem.
- Officially launched city-wide efforts to begin preparing for the Salem 400+ celebrations in 2026, including the creation of a new website commemorating the moment.
- Convened a stakeholder's group of representatives from more than 250 key organizations throughout the community to plan for the Salem 400+ festivities.
- Created a plan for celebrating Salem's 400th+ Anniversary in 2026, including a number of new and enhanced signature events hosted and created by the city, and a framework for inviting community organizations to celebrate the festivities with their events as well.
- Published a planned road closures schedule for the month of October, allowing residents, businesses, visitors and public safety officials to better plan ahead.

Improving Government

- Received twelfth Distinguished Budget Presentation Award.
- Reconfirmation of record AA bond rating by Standard & Poor's.
- Continuation of Neighborhood Improvement Advisory Council, and Scholarship and Education Committee.
- Continued internal Problem Properties Working Group and launched new working groups focused on social services, special events and festivals, and safe streets for all.
- Continuation of the Salem for All Ages initiative.
- Updated the annual New Resident Guide in English and Spanish and continued regular mailing to new Salem homeowners.
- Continued transparency initiative of posting of board and committee vacancies on a regular basis on the City website, in English and Spanish
- Continued transparency initiative of posting Mayor's filings with the City Council on website before every regular City Council meeting.
- Encouraged broader civic engagement through appointments to City boards and commissions.
- Participated again in the Human Rights Campaign's Municipal Equality Index and once again scored 100.
- Continued planning for achieving Welcoming City status.
- Continued and grew official City social media accounts to provide public information about City news, updates, and notifications.
- Continued implementation of SeeClickFix work orders for City departments.
- Continued the Salem311 service and migrated it from a temporary ARPA-funded initiative into a regular City program.
- Updated online Snow Emergency webpage with maps, guides, contact information, and other resources.



- Launched several employee resource groups in order to more robustly support city staff.
- Created an Employee Relations Committee designed to give staff members additional colleagues to turn to with questions and when facing chal-

lenges. The Employee Relations Committee also works to evaluate and update the employee handbook, and strengthen morale across city staff through a variety of initiatives including off-hours outings.

- Launched the Salem Spotlight, an internal monthly newsletter designed to help city staff get to know each other better, across departments and city buildings.
- Began convening city employees together around topics of interest and city updates at quarterly all-staff meetings. These meetings are an opportunity for employees to gather cross-departmentally, learn new skills and receive up-to-date information about City of Salem community initiatives.
- Invested in building safety, including cameras, locks, and alert buttons, as well as training to help employees better assist visitors in crisis, in order to benefit city employees and members of the public.
- Shared Salem’s data with the Boston Women’s Workforce Council’s Gender and Racial Wage Gaps study to help close disparities across the region.
- Engaged in a comprehensive salary survey for City of Salem employees

Public Improvement Initiatives

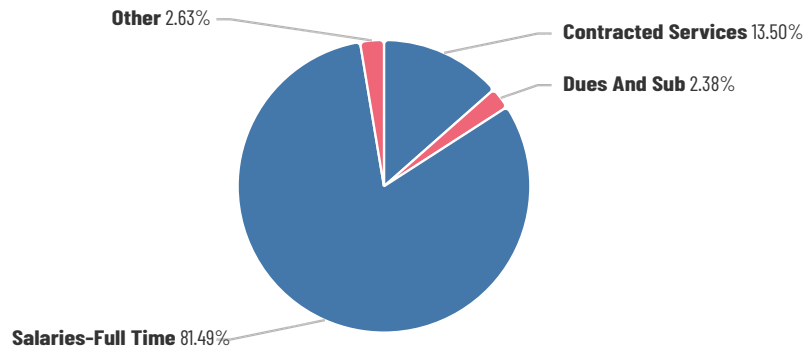
- Finalized agreements necessary to transform vacant industrial land on the coast of Salem into a port for assembling offshore wind turbines.
- Created the Massachusetts Coastal Communities Alliance, inviting the 75 mayors and town managers who lead coastal communities across Massachusetts to join collaboratively to share best practices, coordinated our actions related to resiliency, and leverage federal and state funding opportunities in the most strategic manner possible.
- Created the Resilient Infrastructure Task Force to work toward more sustainable choices in the City of Salem’s built environment.
- Launched the City of Salem Federal Funds Task Force in order to best access the federal funds currently available to municipalities for infrastructure projects.
- Convened a working group for South Salem MBTA commuter rail station, applied for federal grants for design funding and development, and coordinated with the MBTA to ensure the project aligns with rail electrification efforts.
- Continued to support on-demand “Salem Skipper” City shuttle service and expanded into regional communities in a pilot program utilizing federal funding.
- Continued studying future options related to the DPW building.
- Continued Signature Parks projects at Salem Willows, Palmer Cove, Winter Island, Salem Common, Camp Naumkeag/Pioneer Village, and Forest River Park.
- Continued complete streets projects throughout the City and design phase work for Boston Street roadway improvement project.
- Continued advocacy with MassDOT on state projects in Salem, including the North River culvert, Bridge Street, and Highland Avenue.
- Continued neighborhood traffic calming program pilots and permanent installations.

- Continued installation of bicycle infrastructure and expansion of the Blue-bikes program.
- Created a free cardboard recycling program for residents through the city’s transfer station.
- Enhanced the community’s curbside composting initiative, investing in an opportunity for residents to begin participating in the program at a lower cost.
- Continued Salem PowerChoice electrical aggregation program, saving Salem residents on their electric bills and reducing the community’s carbon footprint.
- Convened a working group to create a Universal Basic Income pilot program designed to help Salem’s most vulnerable residents.
- Invested in a comprehensive Equity Audit of the city in order to ensure that our goals around diversity, equity and inclusion are met.
- Shared the first annual State of the Environment public report on Earth Day, explaining the initiatives the city is currently undertaking to protect our planet, and the city’s upcoming goals to that end.
- Chosen to participate in the White House Challenge to End Hunger and Build Healthy Communities, further committing to eliminating food insecurity and increasing healthy eating and physical activity in Salem.
- Joined with Salem’s Human Rights Coalition to host the first City of Salem-sponsored Black History Month events throughout February.
- Engaged in extensive flooding relief efforts in Salem’s coastal neighborhoods following several severe storms and high tide events.
- Created a Lockbox registration program to give Salem’s older adults another tool to allow them to age in place when desired.
- Welcomed military Veterans to park for free throughout the year in the City of Salem.
- Eliminated all late fees and fines through the Salem Public Library.
- Created a Salem High School building committee in order to begin the work toward the creation of a new high school for the city.

Other Accomplishments

- Supported job creation and retention through private business expansion and job readiness programs.
- Advocated for and signed into law Wage Theft Ordinance.
- Continued development, updating, and implementation of City Plans.
- Continued efforts to support and grow Mack Park Food Farm and other food security, urban agriculture, and healthy eating initiatives.
- Worked with Salem Chamber of Commerce and Main Streets to organize and promote the Salem Farmers Market, Living Green, and other community and business events.
- Managed safe and successful Haunted Happenings.
- Continued preservation planning projects and convening of the Preservation Partners group.
- Received grants for programs, schools, public safety, recreation, parks and playgrounds, transportation and infrastructure needs, historic preservation, planning, energy initiatives, and more.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Submit balanced City budget on schedule	Yes	Yes	Yes	Yes	Yes
Total constituent contacts to office	1,855	2,123	1,723	1,855	1,877
Average business days to respond to constituent contact	0.35	0.33	0.25	0.25	0.24
Percentage of constituent contacts acknowledged on same business day	90%	89%	91%	94%	95%
Average business days to close constituent contact	0.66	0.54	0.4	0.62	0.55
SeeClickFix: iOtheri issues closed out	634	782	687	701	735
Board vacancies at end of FY	4	32	11	9	7
Board appointments and re-appointments	66	84	64	80	85
News and announcements subscribers	9,400	9,569	9,622	9,700	9,850
All salem.com subscribers	41,800	42,100	42,175	42,200	42,650
CodeRED registered phone numbers	40,000	41,125	41,130	40,741	41,500
CodeRED registered email addresses/texts	11,300	11,350	11,355	13,462	14,550
City of Salem Twitter followers	2,700	2,720	2,890	4,262	4,550
City of Salem Facebook page followers	5,400	6,900	10,241	11,766	12,500
City of Salem Instagram followers	3,100	3,225	3,230	6,277	7,500
City of Salem Threads followers	-	-	-	-	1,322
New Resident Guides sent out	593	-	-	540	565
Salem for All Ages Task Force meetings	11	11	12	10	12
NIAC meetings	12	12	10	12	12
Scholarship & Education Committee meetings	11	10	9	10	12
Trust Fund Commissioners Board meetings	11	11	12	7	11

Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Harbor Port Authority meetings	12	12	12	12	12
Constable appointments processed	8	6	8	8	6
Banner applications processed	40	32	38	25	31
Notarizations completed	42	44	44	85	95
Translated public facing documents into Spanish	-	-	-	23	30
Sent CodeRed messages to the public	-	-	-	46	55
City Hall to Go events hosted throughout the city	-	-	-	13	20
Mobile Mayors Office days hosted	-	-	-	4	4
Salem Compass Newsletter issues	-	-	-	21	26
Meetings with the Mayor regarding concerns of the public	-	-	-	694	725
Assisted residents facing housing instability	-	-	-	1025	1250
Delivered New Resident Rental Packets to affordable housing providers	-	-	-	72	115

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Mayor - Personnel											
11211	5111	Salaries-Full Time	407,302	483,033	449,498	489,498	573,578	573,578	0	124,080	27.60
			407,302	483,033	449,498	489,498	573,578	573,578	0	124,080	27.60
Mayor - Expenditures											
11212	5305	Accounting And Audit	23,000	132,220	0	0	0	0	0	0	0.00
11212	5317	Educational Training	0	0	0	0	2,000	2,000	0	2,000	0.00
11212	5320	Consult/Contracted Services	72,854	62,251	100,000	85,890	95,000	95,000	0	(5,000)	(5.00)
11212	5381	Printing And Binding	1,412	2,065	1,500	3,850	1,500	1,500	0	0	0.00
11212	5421	Office Supplies (Gen	4,527	2,795	5,000	4,000	5,000	5,000	0	0	0.00
11212	5710	In State Travel/Meetings	1,205	1,516	3,000	15,700	5,000	5,000	0	2,000	66.67
11212	5720	Out Of State Travel	0	0	0	0	5,000	5,000	0	5,000	0.00
11212	5730	Dues And Sub	11,082	13,574	14,900	16,900	16,784	16,784	0	1,884	12.64
11212	5780	Other Expenses Covid 19	8,764	0	0	0	0	0	0	0	0.00
	AA										
			122,845	214,421	124,400	126,340	130,284	130,284	0	5,884	4.73
		Department Total	530,147	697,454	573,898	615,838	703,862	703,862	0	129,964	22.65

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
Constituent Serv/Latino Coord	12/13/2022	68,675	1,380.77	1.00	1	72,436	72,436
Mayor	5/29/2023	150,000	2,884.62	1.00	1	150,577	150,577
Chief of Staff	5/29/2023	105,631	2,082.15	1.00	1	110,319	110,319
Office Director	5/29/2023		1,358.89	1.00	1	70,934	70,934
Constituent Serv/Sp Proj Asst	5/29/2023		887.01	1.00	1	46,997	46,997
Neighborhood Stability Coordinator	1/11/2023	40,000	1,407.41	0.54	1	40,000	40,000
Special Events Manager		-	1,576.92	1.00	1	82,315	82,315
Executive Secretary		77,864					
Constituent Services		47,328					
11211-5111		489,498		6.54		573,578	573,578
		489,498		6.54		573,578	573,578

Grants Detail

Job Description	Dept/Grant	Org/Obj	FTE	Amount
Salem 400th Coordinator	Mayor's Office	Salem 400th	1.00	63,700.00
Neighborhood Stability Coordinator	Mayor's Office	ARPA	0.46	34,568.48
Director of the Children's Alliance	Mayor's Office	CPPI Grant	1.00	118,328.37
Salem for All Ages Chair	Mayor's Office	Salem for All Ages	Monthly	Part-time

Budgeted Fund FTE

Full-Time Equivalent Employees:	FY2023	5.00
	FY2024	5.44
	FY2025	6.54
	Variance FY25 v. FY24	1.10

All Funds FTE

Full-Time Equivalent Employees:	FY2023	5.00
	FY2024	6.50
	FY2025	9.00
	Variance FY25 v. FY24	2.50

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
11212 Mayor-Expenses				
5317 Educational Training				
Employee Training Initiatives	0	2,000	2,000	0
5317 Educational Training Total	0	2,000	2,000	0
5320 Consult/Contracted Services				
Consulting, translation and constituent services, performance improvement and public engagement initiatives	80,000	75,000	75,000	0
Ota Japan - \$20,000	20,000	20,000	20,000	0
5320 Consult/Contracted Services Total	100,000	95,000	95,000	0
5381 Printing And Binding				
City Seals, Business Cards, Envelopes, Notices, etc.	1,500	1,500	1,500	0
5381 Printing And Binding Total	1,500	1,500	1,500	0
5421 Office Supplies (Gen				
General office supplies as needed	5,000	5,000	5,000	0
5421 Office Supplies (Gen Total	5,000	5,000	5,000	0
5710 In State Travel/Meetings				
Registrations and travel expenses for meetings and seminars	3,000	5,000	5,000	0
5710 In State Travel/Meetings Total	3,000	5,000	5,000	0
5720 Out Of State Travel				
Registrations and travel expenses for meetings and seminars	0	5,000	5,000	0
5720 Out Of State Travel Total	0	5,000	5,000	0
5730 Dues And Sub				
Massachusetts Municipal Associations	8,400	9,830	9,830	0
North Shore Mayors' Coalition (Metropolitan Area Planning Council)	1,500	1,500	1,500	0
U.S. Conference of Mayors	3,500	3,954	3,954	0
Welcoming America membership dues	1,500	1,500	1,500	0
5730 Dues And Sub Total	14,900	16,784	16,784	0
11212 Mayor-Expenses Total	124,400	130,284	130,284	0



City Council

Mission Statement

Why We Exist

The City of Salem is a Plan B form of Government. Per our City Charter, this is a city government and legislative body composed of a Mayor and City Council; the Councillors being elected partly at large and partly from wards of the City. Our City Council body consists of eleven members. There are seven Ward Councillors to represent each ward in the City of Salem, as well as four Councillors-At-Large. Councillors are elected to two-year terms in municipal elections held every two years in odd-numbered years. The Salem City Council enacts all legislation necessary for the effective operation of city government and to represent the citizens of Salem. They adopt all code of ordinances including traffic and zoning as well as resolutions and Home Rule Petitions. The council must hold public hearings for conduits and poles, extended hours, and zoning. Relative to Zoning, the city council must follow MGL. The Council approves appropriations and adopts the City budget and tax rate each year. The Council confirms Mayoral appointments. The City Council has 6 standing subcommittees: Administration and Finance, Community and Economic Development, Government Services, Ordinances, Licenses & Legal Affairs, Public Health, Safety and Environment, as well as Committee of the Whole. The Council also approves such licenses as public guides, taxi operators, vehicle for hire, second hand clothing & valuables, junk yards, seaworms, claims, drainlayer and contract operator licenses.

The City Clerk of the City Council attends all regular, special, emergency, executive sessions and public hearing meetings. Serves as the parliamentarian. Provides quality administrative support to the Council. Prepares agendas and backup documentation for the Council and the public by posting all documents online. Records the action taken by the City Council at meetings, records roll call votes. Processes all actions taken the following day by backing the inside and outside of Council matters following through on actions needed such as the advertising of all ordinances as required by City Charter, preparing all documents necessary to be sent to the Mayor for their signature, forwarding the appropriate documents to proper departments and agencies. Takes notes at the meeting, then prepares and post minutes online as well as hard copies in our minutes books. Indexes all minutes. Schedules all Council Subcommittee meetings, sends invitation to invitees, and post meetings in accordance with the Open Meeting Law. Prepares the paperwork for the subcommittees and post minutes online . Since 2020, responsible for zoom meetings, public testimony online and keeping of recordings.

Goals and Objectives

- Meet goal of learning and understanding and implementing agenda software by July 1, 2024.
- To research ways for the City Council meetings to be translated into Spanish at real-time on zoom and/or in person.
- Review ordinances pertaining to licenses/permits/applications to see if any need updating to reflect current times, changes and to speed up the licensing time frame.

- Continue to work with IT and SATV to tweak issues regarding hybrid meetings.
- To continue to restore and repair Council Furniture. Second Life has submitted a proposal to restore additional chairs and tables in the Council Chambers used by the public.
- To preserve older Council Books by having them rebound and re-stitched if necessary.
- Researching the ability to add the City Council sub-committee meetings audio recordings to the website.
- Continue to send all Ordinances to Municipal Code as they are passed so the website reflects the most up to date information.
- Keeping up to date on all Council Meeting Minutes.
- Provide training and workshops for Parliamentarian, Open Meeting Law and Conflict of Interest.
- Producing the 2024/2025 City Manual.

How FY 2025 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- Purchased new agenda software this will reduce the amount of time it takes to put the agenda together and should allow for the flow of items after the meeting to be processed quicker. Embrace Technology and professionalize city services.
- To have the ability for City Council meetings to be translated/spoken in Spanish in real time reflects our commitment to value diversity
- To shorten length of time to grant licenses will improve the time involved with processing them and will allow the petitioner to receive their license sooner. City Council amended the Tag Day ordinance for the City Clerk to approve. This eliminates the process of having to go through two Council Meeting for it to be granted. This will professionalize our City Services.
- To be able to tweak issues pertaining to hybrid meetings will allow us to continue embracing technology and upholding professional and ethical standards.
- To restore the antique furniture in the Council Chambers will bring back the splendor of this room. And will keep the public safe from injuries. .
- Maintaining and Archiving Council Records will preserve them for the future.
- Adding audio recording of Council & Subcommittee Meetings to our website will allow the public to acquire audio own their own. By improving this technology will improve citizen access to information more efficiently and effectively and it embraces technology and professionalizes city services.
- By continuing to send all ordinances to Municode as they pass, the public and department heads do not have to wait for the hard copies that are only sent once a year.
- By keeping up to date with posting Council Meetings will allow the public to access the actions taken by Council sooner than later and meets the sunshine ordinance requirement. This is up holding professional and ethic standards.

Significant Budget & Staffing Changes For FY 2025

No significant budget changes. Staffing Changes are as follows: Councillor Ty Hapworth was elected as Council President for the year 2024. Councillor Conrad Prosniewski has taken the seat of Dean of the Council. Councillor and former Acting Mayor Robert K. McCarthy chose not to run for re-election after a 14 years of serving Ward One residents. Cynthia Jerzylo was elected as the new Ward 1 Councillor, John Harvey was elected as the Ward 4 Councillor, and Kyle Davis was elected as a Councillor-At-Large. The chairpersons of the following standard subcommittees are: Councillor Alice Merkl, Administration and Finance, Councillor Megan Stott, Community and Economic Development, Councillor Andrew Varela, Government Services, Councillor Morsillo, Ordinances, Licenses and Legal Affairs, and Councillor Jeff Cohen, Public Health, Safety and Environment.

Recent Accomplishments

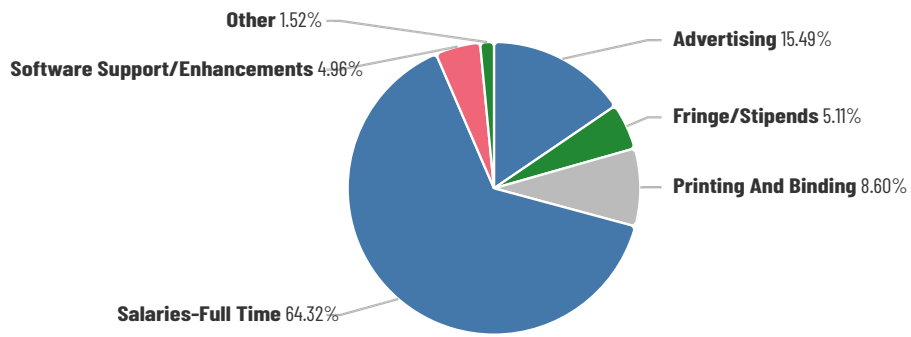
- This is the first in-person Inauguration since the pandemic. Managed all aspects of putting together the Inauguration, which was held on Monday, January 1, 2024 at 10:00 AM in the Council Chambers. This included attaining the clergy to give the invocation (Rabbi Alison Adler) and benediction (Reverend Nathan Ives), obtaining the Police and Fire Honor Guard, producing the Inaugural program, putting the agenda together, and outlining

step by step instructions for the entire ceremony, and holding a rehearsal walk through.

- Swore-in all City Councillors by giving them the oath.
- Continued training to all committee chairs on the technical side on how to run a hybrid meeting using the equipment.
- Held one-on-one meetings with the new Councillors to go over handbook.
- Putting together the process and procedure on how to approve the Tag Days in our office. Four have already been issued by the City Clerk.
- This past phase of re-doing the City Council Chambers we have had the crescent tables repaired and restored.
- Reorganized Council Records in the upstairs and downstairs vault for easier accessibility.
- All tracking forms and council matters referred to committee are in the shared drive
- Up to date on all Council Meeting Minutes
- Up to date on sending SATV the zoom subcommittee videos to put on their YouTube page.
- Brought in a Professional Registered Parliamentarian for a training on Roberts Rules with all the City Councillors. This brings us more inline with mainstream Committees and how they conduct meetings.



Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
City Council - Personnel											
11111	5111	Salaries-Full Time	167,300	168,751	178,700	178,700	166,137	166,137	0	(12,563)	(7.03)
11111	5150	Fringe/Stipends	0	1,650	0	0	13,200	13,200	0	13,200	0.00
			167,300	170,401	178,700	178,700	179,337	179,337	0	637	0.36
City Council - Expenditures											
11112	5306	Advertising	68,681	36,723	37,500	47,451	40,000	40,000	0	2,500	6.67
11112	5381	Printing And Binding	20,196	18,914	21,457	21,457	22,207	22,207	0	750	3.50
11112	5421	Office Supplies (Gen	189	29	250	250	436	435	0	185	74.00
11112	5520	Software Support/ Enhancements	12,630	22,520	12,200	20,920	12,820	12,820	0	620	5.08
11112	5710	In State Travel/Meetings/ Train	0	947	2,500	2,500	2,500	2,500	0	0	0.00
11112	5730	Dues And Sub	987	490	500	500	500	500	0	0	0.00
11112	5783	Midterm/Inaugural	0	264	500	500	500	500	0	0	0.00
11112	5846	Renovation & Repairs	18,480	0	0	0	0	0	0	0	0.00
			121,163	79,887	74,907	93,578	78,963	78,962	0	4,055	5.41
		Department Total	288,463	250,288	253,607	272,278	258,300	258,299	0	4,692	1.85

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
COUNCILLOR	1/1/2024	15,000.00	288.46		1	15,057.69	15,057.69
COUNCILLOR - PRESIDENT	1/1/2020	15,000.00	288.46		1	15,057.69	15,057.69
COUNCILLOR	1/1/2020	15,000.00	288.46		1	15,057.69	15,057.69
COUNCILLOR	1/1/2022	15,000.00	288.46		1	15,057.69	15,057.69
COUNCILLOR	1/1/2024	15,000.00	288.46		1	15,057.69	15,057.69
COUNCILLOR	1/1/2022	15,000.00	288.46		1	15,057.69	15,057.69
COUNCILLOR	1/1/2020	15,500.00	298.08		1	15,559.62	15,559.62
COUNCILLOR	1/1/2024	15,000.00	288.46		1	15,057.69	15,057.69
COUNCILLOR	1/1/2022	15,000.00	288.46		1	15,057.69	15,057.69
COUNCILLOR	1/1/2020	15,000.00	288.46		1	15,057.69	15,057.69
COUNCILLOR	1/1/2022	15,000.00	288.46		1	15,057.69	15,057.69
11111-5111		165,500.00		0.00		166,137	166,137
CLERK OF COUNCIL		4,000.00	4,000.00			4,000.00	4,000.00
CLERK OF COMMITTEE		500.00	500.00			500.00	500.00
ASST CLERK		4,000.00	4,000.00			4,000.00	4,000.00
BUDGET CLERK		700.00	700.00			700.00	700.00
NEW - MINUTE TAKER		4,000.00	4,000.00			4,000.00	4,000.00
11111-5150		13,200.00	13,200.00	0.00		13,200	13,200
		178,700.00		0.00		179,337	179,337

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	0.00
	FY2024	0.00
	FY2025	0.00
	Variance FY 25 v. FY24	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
11112 City Council-Expenses				
5306 Advertising				
Salem Evening News - Charter and M.G.L. mandated ordinance and joint public hearing advertising. Expense unpredictable due to adoption of all traffic, zoning and general code of ordinances and Bond Orders. Have no control over ordinances brought in by other departments	37,500	40,000	40,000	0
5306 Advertising Total	37,500	40,000	40,000	0
5381 Printing And Binding				
Annual fee of ordinances and online hosting	17,057	17,057	17,057	0
Bond paper for minutes, binders, binding of minutes (\$1,000)	1,000	1,000	1,000	0
City Manual printing costs \$3,000.00 Government cards (printed in-house) minimal cost for cardstock.	2,000	2,500	2,500	0
Colonial Engravers - City Council name plates, gavels, clocks (\$400)	400	0	0	0
Engravers - City Council name plates, gavels, clocks	0	650	650	0
Stationery and envelopes Bond Paper for ordinances and orders - to preserve record	0	1,000	1,000	0
Stationery and envelopes (\$1,000). Municipal Code Ordinances - hardcopy and online download* Municipal Code Zoning Ordinances - hard copy and online download* Municipal Code Traffic Ordinances - hard copy and online download** Due to increase in MuniCode pricing and Increase in Ordinances amended/created.	1,000	0	0	0
5381 Printing And Binding Total	21,457	22,207	22,207	0
5421 Office Supplies (Gen)				
General office supplies as needed	250	0	0	0
General office supplies, adobe license	0	436	435	0
5421 Office Supplies (Gen Total)	250	436	435	0
5520 Software Support/Enhancements				
Civic Plus agenda software	0	12,820	12,820	0
Quotes from Granicus (\$23,136) and Civic Plus (\$18,886)	12,200	0	0	0
5520 Software Support/Enhancements Total	12,200	12,820	12,820	0
5710 In State Travel/Meetings/Train				
	2,500	0	0	0
attend conferences, meetings, and trainings	0	2,500	2,500	0
5710 In State Travel/Meetings/Train Total	2,500	2,500	2,500	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5730 Dues And Sub				
International Institute of Municipal Clerks	135	120	120	0
Massachusetts City and Town Clerk’s Association	150	150	150	0
Massachusetts City Clerk’s Association	150	150	150	0
New England Association of City and Town Clerks	40	40	40	0
North Shore City and Town Clerk’s Association	25	40	40	0
5730 Dues And Sub Total	500	500	500	0
5783 Midterm/Inaugural				
Programs, flowers, etc.	500	500	500	0
5783 Midterm/Inaugural Total	500	500	500	0
11112 City Council-Expenses Total	74,907	78,963	78,962	0



City Clerk

Mission Statement

Why We Exist

The position of City Clerk in the Commonwealth of Massachusetts was originally modeled after a similar position in England. City Clerks are required to exercise wide authority and have extensive responsibilities and knowledge of state and local laws. The City Clerk holds department head status, and serves as the custodian and keeper of the City Seal and city records. The City Clerk is the official supervisor of the recording, reporting, and preserving of vital records, including births, deaths and marriages. These records are processed, indexed, corrected, certified, and administered by the City Clerk's Office. The City Clerk's Office issues all permits and licenses in accordance with State Laws and Ordinances, such as marriage intentions, marriage licenses, certified birth, death and marriage certificates, dog licenses, business certificates, yard sale permits and inflammables. The City Clerk administers the oath of office to elected and appointed City officials for all City Departments, Boards and Commissions and attests all official documents of the City with the City Seal. In addition, other duties and responsibilities under the City Clerk include disseminating the annual conflict of interest law and on-line ethics training, maintaining and processing non-criminal citations, and time-stamping posting meeting notices from all departments on the bulletin board. Other responsibilities include filing city contracts, Planning Board and Zoning Board of Appeals, petitions, decisions and notices of appeals. The City Clerk's office provides professional and courteous customer service either by phone, email or in person and is committed to ensuring the most accessible and equitable. Please refer to City Council and Elections for additional duties and responsibilities.



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

Goals and Objectives

- To allow more payments for permits, licenses and non-criminal fines to be made on-line in order to offer alternative methods of payment.
- To translate more forms into Spanish. Encourage my staff to take advantage of the Spanish classes offered by the city. And to have a Virtual Translator available when needed
- To encourage residents to register their dog by using the new on-line program to increase the number of dogs to get registered
- For staff and myself to attend City Clerk meetings, conferences and webinars in order to keep up with state changes, learn best practices, and to network with other city and town clerks.
- To learn how to use all the features on the new State Ethics Commission on-line program
- Continue to advocate for repairs to City Clerk's offices i.e., painting, rugs, ceilings, walls, etc.
- Purging of additional records per MA retention laws
- To continue to update our website with information and forms.
- Continue to provide courteous and accurate information to customers.
- Research and Update City Clerk Fees.

How FY 2025 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- Continue to add more on-line payments to our city page i.e. non-criminal fines and other permits and licenses will allow the public to pay at their convenience by not having to come downtown and park or if they work the same hours as we are open. This will allow us to modernize and embrace technology and continue to offer professional city services.
- Working with our DEI Director on the Spanish/English Language access policy and Document Translation Policy to have all of our customer facing forms in English and in Spanish which will allow customers to fill out paperwork easier and on their own. This reflects our commitment to our diversified community. Taking Spanish classes will allow my employees to assist and communicate with customers who do not speak or understand English. Having a virtual translator available for the office to use when necessary. This reflects our commitment to our diversified community and make customers more comfortable to visit City hall. At the same time this will embrace technology and provide professional services.
- Continuing to implement our dog friendly licensing software, residents are able to register their dog on their own time, as well as reducing the time the staff will have to spend in inputting the information manually. A resident may also come to our office and use our kiosk or if unable to we will still have the ability to register the dog for them. The goal by promoting and using this the new software is to increase the number of dogs that will be registered in our community. The Dog Officer will also have the ability to access the program and to look up names and addresses to see if dogs are registered.
- Learning the Commonwealth's new online Vital Processing System MAVRIC which is rolling out the Death this spring. We must keep up with any changes in order to implement them. Having fellow colleagues to call

when the State is not available, is very helpful. Attending workshops regarding vitals, inflammables and even first amendment audits are valuable. This will allow us to continue our professionalized services to customers and uphold ethical standards.

- Continue as a Department to stay current with the Artic Wolf online training videos against computer hacking and the dangers of cyber criminals.
- The Massachusetts Ethics Training “Skillburst” program allows City Employees, Board Members check on their status and will allow me to send email reminders and to view who has not completed their training which is required by State Law. Since this programs is available in 4 languages it values are inclusive and diversified work force and also allows us to embrace technology and uphold professional and ethical standards.
- Continue to repair, paint and upgrade the offices will make the rooms healthier and safer for the employees. It will also improve their morale which in turns will increase their productivity. It will also reflect on our professional city services when customers come into our office. Many customers have commented on the poor condition of our rooms.
- Purging of materials no longer needed will increase space needed, Shredding old files that we no longer need to keep per our retention schedule.
- Increasing accessible information on the website will allow the public to search and obtain information quicker. This will uphold professional city services and embrace technology.

- Continuing to provide excellent customer service will allow us to serve the public quickly and efficiently while providing correct information which will continue to professionalize city services.
- Researching other communities fees to compare our fees to see if they should be increased.

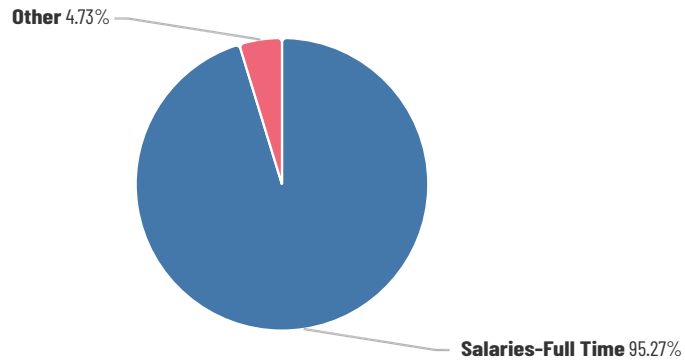
Significant Budget & Staffing Changes For FY 2025

No significant budget and staffing changes

Recent Accomplishments

- The on-line dog software program has continue to approve and be successful. This system will allow for residents to license their dogs and pay on-line with ease. This new program will reduce the time my staff will need to process and mail the dog licenses. My staff has notice a significant decrease in the number of “mail in” or “walk in” dog licenses. Residents are using the on-line dog program to register their dog with ease, and all my staff needs to do is mail out the dog tag, once the transaction is complete.
- Our Kitchen/Lunchroom was done over this past winter. New lighting, floor and walls and ceiling painted. This provides a safe and healthy environment for the employees to eat in.
- Transitioning our on-line marriage software to the new forms that are now required.
- The preservation of the Indian Deed has now started
- Freed up vault space by archiving and relocating council documents to our other storage room.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Copies of vital records	9000	9500	9800	9600	9700
Birth records recorded	1550	1272	1225	1250	1275
Death records recorded	550	660	625	650	514
Marriage Licenses	340	435	430	440	500
Affidavits of vital records	95	105	107	110	113
LICENSES					
Dog Licenses	3000	2100	2200	2250	2250
Business Certificates	320	287	300	310	312
Yard Sale permits	100	107	111	115	120

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
City Clerk - Personnel											
11611	5111	Salaries-Full Time	311,772	335,457	346,249	346,249	360,292	356,292	0	10,043	2.90
11611	5131	Overtime (General)	3,915	3,851	4,000	4,000	4,000	4,000	0	0	0.00
			315,688	339,308	350,249	350,249	364,292	360,292	0	10,043	2.87
City Clerk - Expenditures											
11612	5242	Office Equipment Rep	0	750	750	750	750	750	0	0	0.00
11612	5381	Printing And Binding	5,893	5,227	3,400	3,400	3,400	3,400	0	0	0.00
11612	5421	Office Supplies (Gen	1,302	1,481	1,500	1,500	1,500	1,500	0	0	0.00
11612	5450	Archival Supp & Equi	2,883	4,160	4,500	4,500	4,500	4,500	0	0	0.00
11612	5509	Dog Licenses	609	999	3,420	3,420	3,420	3,420	0	0	0.00
11612	5730	Dues And Sub	300	300	300	300	300	300	0	0	0.00
			10,988	12,917	13,870	13,870	13,870	13,870	0	0	0.00
Department Total			326,676	352,225	364,119	364,119	378,162	374,162	0	10,043	2.76

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
ASST CITY CLERK	9/21/2012	66,622	1,313.22	1.00	1	69,578	69,578
CITY CLERK	9/5/2000	109,950	2,210.64	1.00	1	115,395	115,395
AFSCME		169,677		3.00		175,319	171,319
11611-5111		346,249		5.00		360,292	356,292
OVERTIME		4,000	4,000.00			4,000	4,000
11611-5131		4,000				4,000	4,000
PART-TIME			\$17.00/HR		19	-	-
		350,249		5.00		364,292	360,292

Union Detail

Job Desc	Start Date	Job Grp	Approved Budget FY2024	FTE	Calc Period	Munis Budget FY2025	Step	Dept Req FY2025	Mayor FY2025
ASST REGISTRAR	6/1/2021	2	56,605	1.00	1,093.99	57,106.28	3	57,106.28	57,106.28
ASST REGISTRAR I/II	5/14/18	2	56,605	1.00	1,093.99	57,106.28	3	57,106.28	57,106.28
ASST REGISTRAR I	7/12/2021	2	56,466	1.00	1,093.99	57,106.28	3	57,106.28	57,106.28
BILINGUAL TRANSLATOR						4,000.00		4,000.00	-
			169,677	3.00		175,318.84		175,318.84	171,318.84

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	5.00
	FY2024	5.00
	FY2025	5.00
	Variance FY25 v. FY24	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
11612 City Clerk-Expenses				
5242 Office Equipment Rep				
repairs and maintenance on office equipment	0	750	750	0
simplex time recorder maintenance and typewriter maintenance (5 typewriters)	750	0	0	0
5242 Office Equipment Rep Total	750	750	750	0
5381 Printing And Binding				
Marriage Software = \$2,000.00 Book Binding (Index/Birth/Death/Marriage), Marriage Return Envelopes, City Clerk Envelopes, City Clerk Stationary, dog license inserts for census mailing (\$1,400.00)	3,400	3,400	3,400	0
5381 Printing And Binding Total	3,400	3,400	3,400	0
5421 Office Supplies (Gen				
General office supplies	1,500	1,500	1,500	0
5421 Office Supplies (Gen Total	1,500	1,500	1,500	0
5450 Archival Supp & Equi				
Birth, Death & Marriage certificate bond paper required by State for vital records, Vital Records Binders & Sleeves(Birth-Death-Marriage), Mylar sheets (Birth-Death-Marriage)	4,500	4,500	4,500	0
5450 Archival Supp & Equi Total	4,500	4,500	4,500	0
5509 Dog Licenses				
3,000 dog tags = \$1,000.00 Dog Software = \$2,420.00	3,420	3,420	3,420	0
5509 Dog Licenses Total	3,420	3,420	3,420	0
5730 Dues And Sub				
City Clerk Educational and Training Workshops	300	300	300	0
5730 Dues And Sub Total	300	300	300	0
11612 City Clerk-Expenses Total	13,870	13,870	13,870	0

Elections & Registrations

Mission Statement

Why We Exist

The City Clerk serves as the Chief Election Official for the City of Salem and also serves as a member of the Board of Registrars of Voters. The City Clerk is dedicated to protecting the integrity of the electoral process in accordance with federal, state, special and local laws and to conduct secure elections. On December 8, 2021, the City of Salem became subject to the bilingual election requirements of Section 203 of the Voting Rights Act 52 U.S.C Sec. 10503 with respect to persons of Hispanic heritage. All information and forms provided in English about the electoral process must be provided in Spanish. The Elections Department is responsible for the mass mailing of the annual city census and notifying non-respondents by mailing voter confirmation cards. The Election's Office maintains accurate voter registration records, by registering new voters whether from the RMV, other agencies, on-line, mailed, or in-person to keep the voter database accurate, changing voter's address or party affiliation, deleting voters when permitted, and inactivating others when necessary. Election responsibilities for preparing and conducting all include: inputting

VBM applications into the voter database, mailing ballots, receiving ballots by entering them in the voter database, sorting ballots by ward/precinct, printing active and inactive voter lists, testing voter tabulators, electronic poll pads, virtual packing ballots for election day, preparing all paperwork and supplies for the wardens and clerks including provisional ballots, write-in and hand counts. The City Clerk manages all staffing and operation of polling locations for election day as well as in-person early and Early Voting location(s). Conducts yearly training for poll relative to election laws and update them on any changes in laws or procedures. The Election's Office maintains accurate voter registration records, by registering new voters, changing voter's address or party affiliation, deleting voters when permitted, and inactivating others when necessary. Also organizes the set-up of precincts and maintains handicapped accessibility of all voting locations. . The Election's Department issues nominations papers to local candidates, certifies signatures of voters signing nomination papers and initiative petitions for ballot questions.

Goals and Objectives

- To run a successful election this year for the Presidential Primary, State Primary and Presidential Election, including managing those changes from the pandemic that were made permanent. This includes four weeks of In-Person Early voting (one week from Saturday to Friday for each primary and two consecutive weeks/ 14 continuous days for the Presidential, To incorporate what we do into formal policies and procedures.
- Promote the importance of the City Census.
- To manage the overlap of inputting the annual census forms that were mailed out in February along with inputting postcards and applications for ballots and mailing out and receiving in voted ballots. This occurs once every four years.
- Continue to post FAQs and voter information on the Elections website.
- To develop education and outreach regarding the electoral process, i.e. how to register, how to vote, what happens to your ballot, etc.
- LHS was awarded the RFP to purchase their voting equipment. Our current Accuvote machines were purchased in 1998 and replacement parts are no longer being produced. Demonstration from LHS and ES&S on their newest equipment were held. This is to uphold Professional and Ethical Standards and Embrace Technology. March 5, 2024 will be the last election using the Accuvote and September 2024 will be the first election to use the new ImageCast.
- To get Wardens and Clerks trained on these machines to open and close and to learn the other features. Would also like to train the other poll workers on these machines as well since one person is required to keep watch over the ballot box.
- To research purchasing end of night software. This would take the data directly from the memory cards to calculate each Ward and Precinct. This will Professionalize City Services by replacing the excel spreadsheet and chalk board.
- To lease a high-speed scanner to use for Early Depositing and a Central Tabulation Facility (CTF) on Election Day to tabulate mail in ballots, especially since Vote by Mail became permanent. This is to Professionalize City Services and embrace technology.
- Continue recruiting new poll workers including bilingual and student age groups by working with the Supt. of Schools, NSCDC and other organizations. This is to Value Diversity and to maximize professional services to the city.
- Continue Election Training for poll workers by using various scenarios to keep their interest i.e. mock elections, separate trainings for Wardens/ Clerks/Asst. and Inspectors/Translators. To eventually produce a poll worker training videotape. This is done to uphold Professional and Ethical Standards.
- Continue to meet with the following organizations: LLC, WLW, SSU Civic Engagement and Commission on Disabilities and to continue meeting and improving on ADA compliance, diversity, and non-English speaking residents and voters. To value diversity and uphold our professional city services.
- To conduct additional voter training & education, as well as, holding voter registration drives at the high school and other locations. Also to hold educational training with voters who are new to this process and to hold Spanish educational training for voters where English is not their first language. This will continue to professionalize city services and to value diversity
- To make our voter database as accurate as possible by finding ways to increase the return of City's Annual census forms, by more advertising, and possible doing a second mailing if budget allows. To include the impor-



tance of completing and returning your census form as part of the education process. This is to uphold professional and ethical standards.

- To attend more Naturalization Ceremonies in person when they occur in Salem. This shows how much we value diversity and professionalize our city services.
- Continue to purge certain documentation per retention schedule. By following the retention schedule we are upholding ethical standards.

How FY 2025 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- Purchased new voting equipment to replace current voting machines that are almost 30 years old. Need to get the new equipment certified with the State and the City Council.
- Election worker training on newly purchased voting equipment. To upgrade technology.
- Purchasing new reporting software will allow for the City's results to be generated faster and upgrade the way they are presented to the public. To lease a high speed scanner will be beneficial to process vote by mail ballots quicker and would not have to be sent to each precinct.
- Working collaboratively with outside organizations to recruit and mentor student aged poll workers will help foster relations in the hopes this age group stays for future elections and become our future Wardens and Clerks.
- Producing online poll worker training documents and/or video will free up time for me and my staff to not have to organize a date and to run a training course and it will allow poll workers to access the training when convenient to them.
- Positive Working Relationships with outside organizations will lead to better communication, feeling of inclusivity, less tensions, and to learn how to better realize and accommodate the needs of people with disabilities.
- The objective to hold voter education and registration drives outside of the office is to increase voter turnout, teach the voters the process of voting and why things are done a certain way, and to also give a face and positive image to the Election's Office.
- By increasing the number of census forms returned will keep our voter database as accurate as possible. A blank census form has been placed online in case a household has not received theirs.

- Continue to attend the Naturalization Ceremonies at the Settlement House. It's an amazing ceremony to be part of and you get to help brand new US citizens register to vote.
- Purging paper, documents, forms, etc. will give us much needed space to retain the increased paperwork due to VBM and other documents that are required to be retain.
- Preparing and becoming proficient with new Election equipment that opens, time stamps ballots and census envelopes we received in the office and addresses and seals ballot envelopes that are being mailed out of the office.
- Getting prepared for the March In-Person Early voting and Election Day, and thinking ahead for the September and November Elections on how to manage the volume and all other aspects relating to elections.

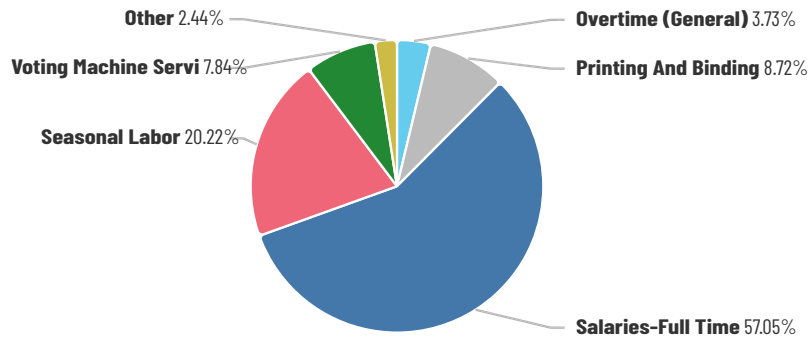
Significant Budget & Staffing Changes For FY 2025

No significant budget changes.

Recent Accomplishments

- Successfully administered 4 elections in 2023. Two being special elections for filling the vacancy of the Mayor. These were held in March and May, as well as local preliminary election in September and a local election November 2023 without incident.
- Since Vote By Mail Ballots and other election laws for the pandemic became permanent on June 22, 2022, the local elections in 2023 were the first time instituting these changes which were handled efficiently. For the local elections we made vote by mail available for all voters instead of opting-out.
- The Election's Office mailed 839 ballots for the March Special Mayoral Election and 1,225 for the May Special Mayoral Election, mailed 77 ballots for the September 2023 Preliminary and 1,239 ballots for the November 2023 Election.
- Was able to add one additional full-time employee to the Election's Office. Adding this one full-time employee (FTE) has helped tremendously. This will allow us to continue adding to our professional city services, uphold our professional standards and to value diversity.
- Developed a great rapport with the Salem Post Office Supervisors, Walter and Chris. Deliver ballots daily to them. They had them stay in house and given to the mail carriers without having to go to the central processing facility in Woburn and then back to us.
- The same four bilingual high school students still work Elections for the City of Salem.
- Began research and holding meetings for Elections Commission and Rank Choice Voting.
- Purchased 2 pieces of mailing equipment that has already been an asset to the office. The Omation 306 opens and time stamps envelopes i.e. ballots, census forms. The AS650 is used to print the name, address and bar code on the inner envelope that is sent with the ballot. We printed off over 3,500 inner envelopes in less than 30 mins. We will also be printing off the voter's mailing labels directly onto the outer envelope along with our return label for the September election. This will save time, money and resources by automating this piece of voting instead of workers manually putting on 3 labels. For example to send out 3,550 ballots workers would have to manually put on 10,650 labels.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
ELECTIONS (based on month of Nov.)					
# Registered Voters	32,495	32,257	33,217	33,217	33,500
# of Voters who voted	24,139	11,152	16,702	6,639	25,000
% of Voters who voted	74%	35%	50%	20%	71%
CENSUS					
Census forms mailed out and processed	-	-	21,800	22,252	22,800
# of New Registered Voters	3,361	2,613	3,315	2,135	2,500
# of Absentee Ballots Processed	-	-	-	117	115
# VBM Ballots Mailed	16,948	-	-	1,374	16,500
# of In-Person Early Voting	5,337	*868	*1,228	0	5,500
Voter Confirmation Cards Sent	6,548	8,875	8,500	7,053	7,500
# of Ballots Returned	15,941	-	-	1,239	11,100
# of Voters in Person	8,308	-	-	5,400	9,000
			*TOTAL AV/EV PROCESSED		
			reports could not generate this breakdown		

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Elections & Registrations - Personnel											
11621	5111	Salaries-Full Time	119,564	124,507	178,856	178,856	183,427	183,427	0	4,571	2.56
11621	5113	Salaries-Part Time	6,751	15,599	0	0	0	0	0	0	0.00
11621	5118	Seasonal Labor	41,649	116,454	62,320	62,320	65,000	62,320	0	0	0.00
11621	5131	Overtime (General)	8,164	27,319	7,000	7,000	12,000	7,000	0	0	0.00
11621	5150	Fringe/Stipends	0	0	0	0	4,450	4,450	0	4,450	0.00
			176,128	283,879	248,176	248,176	264,877	257,197	0	9,021	3.63
Elections & Registrations - Expenditures											
11622	5242	Office Equipment Rep	280	493	500	500	500	500	0	0	0.00
11622	5280	Polling Place Rent	0	0	300	300	300	300	0	0	0.00
11622	5306	Advertising	1,300	0	1,600	1,600	1,600	1,600	0	0	0.00
11622	5381	Printing And Binding	21,325	42,625	28,050	33,525	28,050	28,050	0	0	0.00
11622	5386	Voting Machine Servi	23,214	20,158	25,200	25,200	25,200	25,200	0	0	0.00
11622	5421	Office Supplies (Gen	745	1,279	1,000	1,000	1,000	1,000	0	0	0.00
			46,864	64,554	56,650	62,125	56,650	56,650	0	0	0.00
Department Total			222,991	348,433	304,826	310,301	321,527	313,847	0	9,021	2.96

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
BD REGISTRAR CHAIRMAN	9/17/2008	2,850	-			-	-
CLERK OF BOARD	9/5/2000	1,600	-			-	-
ASSISTANT CITY CLERK	9/26/2000	66,273	1,306.35	1.00	1	69,214	69,214
AFSCME		108,132		2.00		114,213	114,213
11621-5111		178,856		3.00		183,427	183,427
PT Election Clerk	8/6/18		-		19	-	-
11621-5113		-		0.00		-	-
OVERTIME		7,000				12,000	7,000
11621-5131		7,000		0.00		12,000	7,000
Seasonal Poll Workers		62,320				65,000	62,320
Training 140 p/w @\$50 x 2 TRAININGS							
In-Person EV for 3 Weeks							
2024 Elections - State Primary & Presidential Sept & Nov '24							
In-Office Extra Help							
11621-5118		62,320				65,000	62,320
STIPENDS							
BD REGISTRAR CHAIRMAN	3/9/08					700	700
BD REGISTRAR MEMBER	3/22/00					750	750
CLERK OF BOARD	9/5/2000					1,600	1,600
BD REGISTRAR MEMBER	9/5/2000					700	700
BD REGISTRAR MEMBER	11/19/2020					700	700
11621-5150		-				4,450	4,450
		248,176		3.00		264,877	257,197

Union Detail

Job Desc	Start Date	Job Grp	Approved Budget FY2024	FTE	Calc Period	Munis Budget FY2025	Step	Dept Req FY2025	Mayor FY2025
ASST REGISTRAR	2/19/2019	2	56,605	1.00	1,093.99	57,106.28	3	57,106.28	57,106.28
ASST REGISTRAR	7/1/2023		51,528	1.00	1,093.99	57,106.28	3	57,106.28	57,106.28
			108,132	2.00		114,212.56		114,212.56	114,212.56

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	2.50
	FY2024	3.00
	FY2025	3.00
	Variance FY25 v. FY24	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
11622 Elect & Reg-Expenses				
5242 Office Equipment Rep				
Time stamp ribbon & installation, printer cartridges	500	0	0	0
Time stamp, ink cartridges, ribbon, installation, printer cartridges, toners, vault maintenance	0	500	500	0
5242 Office Equipment Rep Total	500	500	500	0
5280 Polling Place Rent				
use of polling location for elections	300	300	300	0
5280 Polling Place Rent Total	300	300	300	0
5306 Advertising				
Salem Evening News advertising for last day to register to vote sessions. Ads have increased due to English & Spanish; this year also EV Ad	1,600	1,600	1,600	0
5306 Advertising Total	1,600	1,600	1,600	0
5381 Printing And Binding				
Printing of Annual Census Forms - \$9,300	28,050	28,050	28,050	0
Annual VCC cards - \$3,000				
Annual Poll Books - \$2,500				
printing of ballots for 2 city elections				
Early Voting Ballots - \$13,250				
Official Ballots - \$13,250				
5381 Printing And Binding Total	28,050	28,050	28,050	0
5386 Voting Machine Servi				
Poll Pad Maintenance - \$4,200	25,200	25,200	25,200	0
Tabulator Maintenance - \$4,800				
Coding/programming for 16 tabulators and 14 Automarks - \$5,600				
Translation Services - \$1,800				
Election day coverage - \$2,800/election X 3 elections for FY24 = \$8,400				
Election Supplies- special ribbons, ink, electrical cords, adapters, paper rolls, Toner for State Printer, paper for voting lists - \$400				
5386 Voting Machine Servi Total	25,200	25,200	25,200	0
5421 Office Supplies (Gen				
General office supplies as needed	1,000	1,000	1,000	0
5421 Office Supplies (Gen Total	1,000	1,000	1,000	0
11622 Elect & Reg-Expenses Total	56,650	56,650	56,650	0

Assessors

Mission Statement

Why We Exist

The duties and responsibilities of the Assessing Department remain essentially the same from year to year. The Assessors are required by Massachusetts General Law to value all real and personal property as well as prepare tax-billing commitments for both motor vehicle and boat excise tax. The Assessing Department team assists with customer inquiries when they call, email or come into the office as well as with our daily routine onsite inspections for the purposes of the state mandated cyclical inspections, building permit inspections and sales verification inspections to name a few. The Assessing Department also receives and processes a few hundred exemption and tax abatement applications. The office is open to the public and the staff is required to maintain the extensive databases needed to accomplish its mission.



Goals and Objectives

- To establish tax assessed values for Fiscal year 2025 on all Real and Personal Property that meet or exceed the standards of uniformity and equity established by the Commissioner of Revenue.
- Ensure that every effort is made to make taxpayer's dealings with the Assessing Department pleasant and efficient.
- To enhance the Assessors' portion of the City of Salem website with more online information available to the public.
- Continue to utilize the new software which indicates growth used in the calculations during the tax rate hearing.
- Continue our close working relationships with the Council on Aging and other departments to enhance the awareness of the Work-Off program and existing exemptions available to our senior and low income population.
- To have our FY2025 valuations certified by the end of September and be prepared to have our classification hearing by November.



How FY 2025 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- The Assessing Department continuously works on outreach, such as our exemption presentation at the Community Life Center, to spread awareness of all tax exemptions and programs geared toward helping the elderly and low-income population stay in their homes.
- The Assessors seek to continue providing updated information to the public via our enhanced section of the Salem website.
- Producing high quality work and implementing and conducting an aggressive database maintenance program remain our principal tasks. Since these elements are essential in maintaining the level of professionalism expected by Department of Revenue, the City and the public at large, it is the primary objective and continuous goal of the Department to achieve both.
- The Assessing Department plans to digitalize maps, documents, applications and forms as to keep up with modern means of accessing and retaining nonpublic and public requests and entries in accordance with the Public Record Laws. Foreseeable use of cutting-edge software and online databases will help utilize the staff more efficiently and will provide the City with a return on investment in the form of growth and transparency.



Significant Budget & Staffing Changes For FY 2025

With the staff changes last year, the Assessing Department continues to evolve in our skills and productivity with a budget increase request in the In State Travel/Meetings expenditure for the Assistant Assessor to pursue his mandatory Massachusetts Association of Assessors designation by attending workshops, courses and meetings.

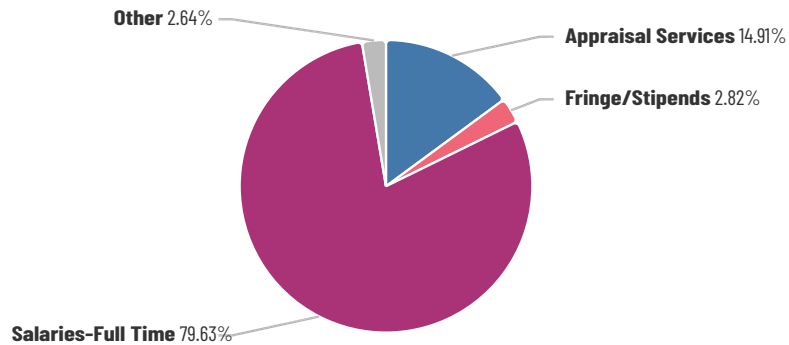
Also, we intend to relocate our physical copies of deeds from the public side of the counter into our working area to provide a more secure and accountable location of these historic data files. This security related request is for the purchase of two new custom cabinets that can fit our deed index cards in the only underutilized space in the office.

Lastly but certainly not least, the request for Munis Tax Bill implementation is high on our request with the FY25 budget changes. The Munis software was not initially designed as a tax billing system and as the company has shuffled and shifted employees over the past few years, this has resulted in glitches which have become insurmountable. The Assessing staff has spend holidays in the office working without pay to attempt workarounds for these unforeseen issues. This cannot happen again and to guarantee the bills are done properly and the property/business owners receive their tax bills in accordance with M.G.L., I request that Munis be tasked with implementation since the developers are in-house and the tech support for this essentially IT problem can be dealt with in a streamlined manner.

Recent Accomplishments

- With the help of the *Pushpin* and *Nearmap* programs, we have managed to collect \$1,181,552 in total new growth tax dollars for FY24.
- A smooth certification process and classification hearing was completed in December of 2023 for Fiscal Year 2024.
- We have implemented an annual re-inspection plan to inspect approximately 1,400 properties per year beyond the annual sales verification and building permit inspection already in place in preparation for Department of Revenue 9-10 year inspection cycle. We are well on our way to accomplishing this goal with the staff coordination and the inspection process managed by the entire office staff.
- Our return rate on the Personal Property Form of Lists and the Commercial/Industrial/Mixed Use property Income and Expense Forms continue to climb with continued outreach by our staff.
- The Assessors website renovations with additional and thoroughly detailed information has helped the public with understanding, transparency and trust in the department as well as the City.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Real Estate Billing - Bills done quarterly	13163	13209	13350	13376	*13441
Personal Property Bills- Billing done quarterly	798	793	842	859	*879
Auto Excise (Calendar Year)	36465	35316	36469	*36100	*36100
Boat Excise	1105	1096	1323	1220	*1220
Exemptions	344	317	296	*266	*266
Abatements received	67	50	78	51	*60
Personal Property inventory forms (required by law for abatements)	1000	1000	1000	1000	1000
ABC Forms - Tax exempts (required by law to qualify for status)	75	76	76	76	*74
Income & Expense Statements	1225	1268	1268	1530	*1530
*Estimates					

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Assessors - Personnel											
11411	5111	Salaries-Full Time	265,391	352,586	363,547	363,547	366,808	364,693	0	1,146	0.32
11411	5150	Fringe/Stipends	5,187	5,750	2,500	2,500	13,000	13,000	0	10,500	420.00
			270,579	358,336	366,047	366,047	379,808	377,693	0	11,646	3.18
Assessors - Expenditures											
11412	5308	Contracted Services	52,909	49,701	62,365	62,365	68,670	62,170	0	(195)	(0.31)
11412	5381	Printing And Binding	825	2,448	2,700	2,700	2,700	2,700	0	0	0.00
11412	5421	Office Supplies (Gen	1,967	2,743	2,500	2,500	5,400	2,500	0	0	0.00
11412	5710	In State Travel/Meetings	1,948	2,444	3,320	3,320	4,075	4,075	0	755	22.74
			57,648	57,335	70,885	70,885	80,845	71,445	0	560	0.79
		Department Total	328,227	415,672	436,932	436,932	460,653	449,138	0	12,206	2.79

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
ASST ASSESSOR	9/19/2011	70,040	1,380.59	1.00	1	73,148	73,148
ASST ASSESSOR	5/11/2022	65,000	1,281.25	1.00	1	70,000	67,884
DIR ASSESSING	10/10/12	104,797	2,065.71	1.00	1	109,448	109,448
Board Clerks		10,500					
AFSCME		113,210		2.00		114,213	114,213
11411-5111		363,547		5.00		366,808	364,693
Certified Assessor Stipends		2,000	2,000.00			2,000	2,000
Mileage Reimbursement - Assessors		500	500.00			500	500
BOARD CLERK	10/10/2023		-			1,500	1,500
BOARD MEMBER	11/5/1998		-			3,000	3,000
BOARD MEMBER	10/24/2019		-			3,000	3,000
BOARD MEMBER	4/1/2014		-			3,000	3,000
11411-5150		2,500		-		13,000	13,000
		366,047		5.00		379,808	377,693

Union Detail

Job Desc	Start Date	Job Grp	Approved Budget FY2024	FTE	Calc Period	Munis Budget FY2025	Step	Dept Req FY2025	Mayor FY2025
PRINCIPAL CLERK	10/10/2023	2	56,605.12	1.00	1,093.99	57,106.28	3	57,106.28	57,106.28
PRINCIPAL CLERK	03/22/1993	2	56,605.12	1.00	1,093.99	57,106.28	3	57,106.28	57,106.28
			113,210.24	2.00		114,212.56		114,212.56	114,212.56

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	5.00
	FY2024	5.00
	FY2025	5.00
	Variance FY25 v. FY24	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
11412 Assessors-Expenses				
5308 Contracted Services				
Contract assistance with tax bill processing and review of condo sales analysis and evaluation for FY24	10,000	0	0	0
Contract assistance with tax bill processing and review of condo sales analysis and evaluation for FY25	0	8,000	8,000	0
Heritage Paper Shredding	0	100	100	0
Legal services, professional opinions and representation with ATB cases and with TIF/PILOT agreements.	3,000	3,500	3,500	0
Maintenance fee for Patriot Property AssessPro, our CAMA software provider	20,165	20,770	20,770	0
Munis Tax Bill implementation	0	6,500	0	0
Posting of Form of List and 3ABC charitable information to the public for local business	50	0	0	0
Software subscriptions to: MLS for the review of sales data, Nearmap Imagery for areal images taken during plane flyovers of the entire city and PushPin software which detects changes in parcels utilizing nearmaps images.	9,700	10,350	10,350	0
Work-plan review by our provider (Patriot) for analysis and valuation with commercial and industrial properties. Start sales analysis and valuation in spring of 2023 for Dept of Revenue five year certification in affect Required for certification. Also 3 DOR mandated appraisals (Muddy River Advisors, LLC) for Salem's Utility companies: Mass Electric Nationalgrid and New England Power Company.	19,450	0	0	0
Work-plan review by our provider (Patriot) for analysis and valuation with commercial and industrial properties. Start sales analysis and valuation in spring of 2024 for Department of Revenue five year certification in affect required for certification. Also 3 DOR mandated appraisals (Muddy River Advisors, LLC) for Salem's Utility companies: Mass Electric Nationalgrid and New England Power Company.	0	19,450	19,450	0
5308 Contracted Services Total	62,365	68,670	62,170	0
5381 Printing And Binding				
This is used to pay for binding and printing of tax commitment books, envelopes, cards. Budget to pay for the printing of our tax maps = \$20 x 52 maps x 2 (two sets), assessing forms, letter head and business along with additional Street maps, Neighborhood maps, zoning maps.	0	2,700	2,700	0
Used to pay for binding and printing of tax commitment books, envelopes, assessing forms, letter head and business cards. Budget to pay for the printing of our tax maps = \$20 x 52 maps x 2 (two sets), along with additional Street maps, Neighborhood maps, zoning maps.	2,700	0	0	0
5381 Printing And Binding Total	2,700	2,700	2,700	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5421 Office Supplies (Gen				
General office supplies as needed. Water, toner and paper. Additional cost Assessors' inspection equipment.	2,500	5,400	2,500	0
5421 Office Supplies (Gen Total	2,500	5,400	2,500	0
5710 In State Travel/Meetings				
Used to pay for professional meetings, courses, workshops and seminars throughout the year. Eg., Mass. Assessors Association and Essex County Assessors Association, USPAP (uniform standards of appraisal practice), and Assessing Clerk's meetings. Also additional cost for the MAAO and ECAA dues.	3,320	4,075	4,075	0
5710 In State Travel/Meetings Total	3,320	4,075	4,075	0
11412 Assessors-Expenses Total	70,885	80,845	71,445	0



Collector

Mission Statement

Why We Exist

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



Goals and Objectives

- Maintain high collection rate.

- Continue to promote online payment system and continue to provide public education to increase usage of the system and encourage the e-billing option.
- Maintain quality service to customers by providing up to date information on their accounts.
- Record and post all payments to accounts accurately and efficiently.
- Continue educating members of the Collector's Office using guidelines established by the Department of Revenue and City Ordinance.



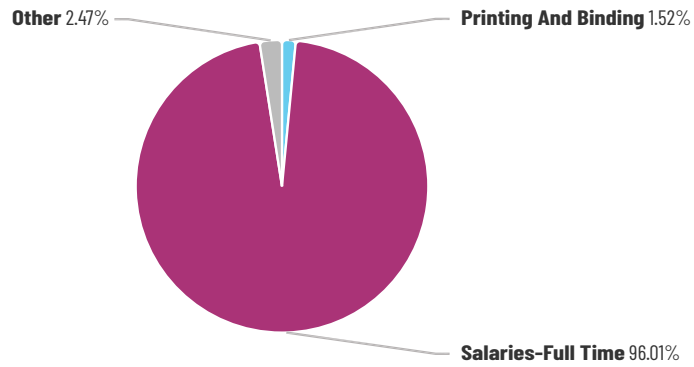
Significant Budget & Staffing Changes for FY 2025

The Collector's office anticipates no significant changes for FY 2025.

Recent Accomplishments

- Collector continues to attend annual school to maintain certification with MCTA.
- Assistant Collector to attend annual school to maintain certification with MCTA.
- Received passport re-certification for four members in the office.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Passports processed	169	307	320	325	325
Municipal Lien Certificates processed	1,786	1,404	851	900	900
Parking Tickets Collected	23,648	35,650	33,804	30,000	30,000
Online Payments				-	
Real Estate	7595	8,028	8,825	8,500	8,500
Personal Property	709	625	738	750	750
Water Sewer	16,267	17,580	19,178	19,000	19,000
Trash	6,007	6,232	6,613	6,500	6,500
Boat Excise Tax	312	482	482	500	500
Motor Vehicle Excise Tax	15,165	15,552	16,286	16,000	16,000

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Collector - Personnel											
11461	5111	Salaries-Full Time	248,101	260,421	267,674	267,674	271,883	271,883	0	4,209	1.57
11461	5131	Overtime (General)	789	1,235	1,000	1,000	1,000	1,000	0	0	0.00
11461	5150	Fringe/Stipends	3,750	2,000	2,000	2,000	2,000	2,000	0	0	0.00
			252,640	263,655	270,674	270,674	274,883	274,883	0	4,209	1.56
Collector - Expenditures											
11462	5317	Educational Training	664	875	1,000	1,000	1,000	1,000	0	0	0.00
11462	5381	Printing And Binding	3,594	1,114	4,300	4,300	4,300	4,300	0	0	0.00
11462	5421	Office Supplies (Gen	1,836	2,870	3,000	3,000	3,000	3,000	0	0	0.00
			6,094	4,859	8,300	8,300	8,300	8,300	0	0	0.00
Department Total			258,734	268,514	278,974	278,974	283,183	283,183	0	4,209	1.51

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
CITY COLLECTOR	2/01/2004	91,490	1,803.42	1.00	1	94,139	94,139
AFSCME		176,183		3.00		177,745	177,745
11461-5111		267,674		4.00		271,883	271,883
Certified Collector Stipends		2,000	2,000.00			2,000	2,000
11461-5150		2,000		0.00		2,000	2,000
OVERTIME		1,000	1,000.00			1,000	1,000
11461-5131		1,000		0.00		1,000	1,000
		270,674		4.00		274,883	274,883

Union Detail

Job Desc	Start Date	Job Grp	Approved Budget FY2024	FTE	Calc Period	Munis Budget FY2025	Step	Dept Req FY2025	Mayor FY2025
PRINCIPAL CLERK	4/3/17	2	56,605.12	1.00	1,093.99	57,106.28	3	57,106.28	57,106.28
PRINCIPAL CLERK	10/30/18	2	56,605.12	1.00	1,093.99	57,106.28	3	57,106.28	57,106.28
ASSISTANT COLLECTOR	11/08/2004	2	62,973.04	1.00	1,217.09	63,532.10	3	63,532.10	63,532.10
			176,183.28	3.00		177,744.66		177,744.66	177,744.66

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	4.00
	FY2024	4.00
	FY2025	4.00
	Variance FY25 v. FY24	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
11462 Collector-Expenses				
5317 Educational Training				
certification courses for collectors staff, continue classes for both Collector & Asst Collector to retain certification	1,000	1,000	1,000	0
5317 Educational Training Total	1,000	1,000	1,000	0
5381 Printing And Binding				
Inserts for real estate tax bills,	0	4,300	4,300	0
Inserts for real estate tax bills, Print resident parking stickers - reorder zone stickers and visitor passes, Print passes for monthly pass zone (100 per month) \$1.00 per pass	4,300	0	0	0
5381 Printing And Binding Total	4,300	4,300	4,300	0
5421 Office Supplies (Gen				
General office supplies as needed.	3,000	3,000	3,000	0
5421 Office Supplies (Gen Total	3,000	3,000	3,000	0
11462 Collector-Expenses Total	8,300	8,300	8,300	0



Finance

Mission Statement

Why We Exist

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



Goals and Objectives

- Implement sound fiscal policies and procedures.
- Work to close out ARPA program with final allocations and reporting.
- Submit for a payment plan ordinance for review.
- Comprehensive review of all fixed costs in the annual budget.
- Limit the City's long-term liabilities.
- Conduct long-term debt affordability analysis and determine recommended annual amount for capital planning.
- Delineate all school-related costs in the annual City budget document.
- Continue training programs for department staff in best practice use of MUNIS.
- Continue to improve the GFOA budget as per recommendations by GFOA review committee.
- Publish proposed budget earlier in the year, reformat to make more readable, and include summary document.
- Work collaboratively with the School Department, Business Manager, to address and implement new procedures to improve internal controls.
- Commence an annual fee review as part of the budget process and continue to review all departmental revenues with departments to make recommendations to the Mayor for potential revenue enhancements.
- Improve leveraging of Inflation Reduction Act, Infrastructure and Jobs Act, and other federal funding opportunities to match to existing municipal program and project needs.
- Continue to review departmental expenditures with each department and to identify areas for potential cost savings.
- Continue to enhance new procedures and formats in tracking the status of capital projects and management of debt borrowing and reporting.
- Continue to address Management letter recommendations offered by the audit firm.

- Ongoing collaboration with Human Resources and City Departments to enhance training and continuing education program for all Financial departments staff.



How FY 2025 Departmental Goals Relate to City's Overall Long & Short Term Goals

- The Finance Department will continue to work with the Mayor to implement sound fiscal policies and procedures, including adherence to the City's funding of the Stabilization, OPEB Liability and Capital Improvement Fund to ensure long term sustainability.
- The Finance Department will work on continuing five year forecasting of capital improvement projects and needs. (Mayor's Goal FA. 1)
- The Finance Department will review the processes for approving overtime and create policies to ensure consistency and efficiency in use of overtime across departments. (Mayor's Goal FA. 3)
- The Finance Department will work with all departments in developing and implementing Capital Improvement Programs that will not only maintain and upgrade City buildings, infrastructure, and vehicle fleet, but also maximize the use of grant dollars and other cost offsetting opportunities to ensure all City's assets are maintained and preserved.
- The Finance Department will continue to work with the Legal Department and City Council to adopt a payment plan ordinance to ensure more consistency and structure to payment plans offered by the City. (Mayor's Goal FA. 4)
- The Finance Department will work on limiting long-term liability through the City's continued commitment to build reserve funds. (Mayor's Goal FA. 9)
- The Finance Department will strive to continue to attain GFOA designation by maintaining the highest level of budgetary practices and finance policies. (Mayor's Goal FA. 10)
- The Finance Department, in conjunction with the Mayor and Department Heads, will continue to conduct a comprehensive fee study. This will help to verify where fees are not reflective of the cost of service provision and correct them. (Mayor's Goal FA. 13)
- The Finance Department will publish a more robust, readable, and user friendly budget earlier in the year. This will ensure the City's budget will be more accessible to all. (Mayor's Goal FA. 15)
- The Finance Department will work to improve leveraging of Inflation Reduction Act, Infrastructure and Jobs Act, and other federal funding opportunities to match to existing municipal program and project needs. This will reduce costs to taxpayers for funding critical local needs and increase the capacity of the City to complete projects. (Mayor's Goal FA. 37)

- The Finance Department will wind down ARPA program with final allocations and reporting. This practice will reduce abrupt cost impacts for ARPA-sustained programs while utilizing 100% of allocated ARPA funds before the Treasury deadline. (Mayor’s Goal FA. 38)

Significant Budget & Staffing Changes For FY 2025

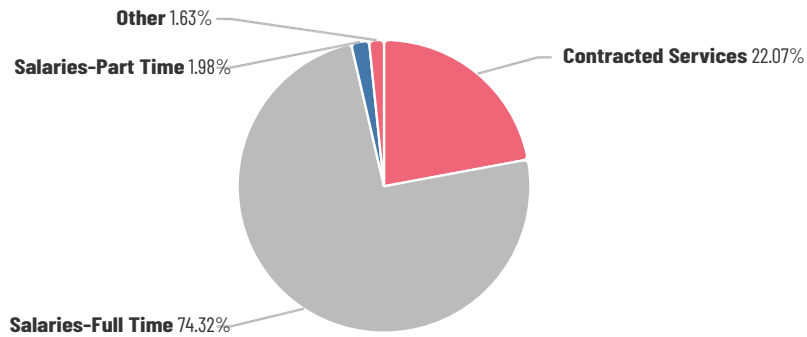
The Finance Department is currently fully staffed and expects to be fully staffed in FY2025. The department welcomed a Director of Capital Planning & Green Infrastructure Finance at the beginning of FY2024. Federal ARPA funds are being used to support this position. This position is noted as grant funded below. Additionally, the Finance Department seeks to add a Grant Coordinator/Budget Analyst in FY2025, which will aid the City in applying for and managing grants, increasing available resources overall.

Recent Accomplishments

- Closed out remaining COVID-19 federal reimbursement opportunities through FEMA, and implemented an accounting and reporting structure for the city’s American Rescue Plan Act (ARPA) allocation.
- Coordinated compensation study to inform annual budget process.
- Implemented travel and reimbursement policy to ensure approved travel is reimbursed appropriately.
- Implemented the use of MUNIS software for budget development and provided training to city departments and school to improve process efficiency and reduce potential error.

- Updated the annual budget book document to reflect recent GFOA requirement updates and enhance the understandability of the budget document.
- Reviewed and identified MUNIS processes, began training and implementation to improve on quarterly grant and account reconciliations.
- Continued to draft step by step training manuals for financial support processes.
- Received the GFOA Distinguished Budget Presentation Award for the FY2023 budget (15th year awarded to the city).
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting (ACFR) FY2023 budget (15th year awarded to the city).
- Increased the City’s stabilization fund to \$16 million dollars through sound fiscal policy.
- Collaborated to improve the Capital Improvement Project reporting, scheduling, and budgeting process.
- Worked with the School Business Manager to improve financial procedures as they related to internal controls and adherence to M.G.L.
- Reviewed and made suggestions in identifying areas to increase revenues.
- Continuing to develop, implement and execute new procedures and policies related to Accounts Payable and Purchasing, to ensure adherence to M.G.L. As part of this effort, additional training has been developed and offered to all City Departments.
- Addressed management letter recommendations, and implemented throughout departments.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Free Cash certified	8,951,313	17,444,553	11,108,367	9,000,000	9,000,000
Capital Improvement Project Fund End of Year Balance)	3,476,793	6,265,899	9,768,146	7,000,000	5,000,000
Stabilization Fund Balance (End of Year Balance)	10,043,960	14,196,557	16,088,656	16,750,000	16,950,000
OPEB Liability Fund (End of Year Balance)	4,914,890	5,184,191	6,076,932	6,300,000	6,500,000

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Finance - Personnel											
11351	5111	Salaries-Full Time	240,705	359,686	374,270	394,270	450,773	449,968	0	75,698	20.23
11351	5113	Salaries-Part Time	7,877	3,483	12,000	12,000	12,000	12,000	0	0	0.00
11351	5131	Overtime (General)	0	0	200	200	200	200	0	0	0.00
11351	5150	Fringe/Stipends	0	0	2,000	2,000	0	0	0	(2,000)	(100.00)
			248,582	363,169	388,470	408,470	462,973	462,168	0	73,698	18.97
Finance - Expenditures											
11352	5320	Contracted Services	153,348	106,043	124,300	124,300	133,871	118,871	0	(5,429)	(4.37)
11352	5421	Office Supplies (Gen	806	1,308	2,500	2,785	2,500	2,500	0	0	0.00
11352	5423	Budget Preparation	2,060	575	2,400	2,400	2,400	2,400	0	0	0.00
11352	5710	In State Travel/Meetings	0	1,400	3,000	3,000	3,000	3,000	0	0	0.00
11352	5730	Dues And Sub	835	260	1,815	1,815	1,815	1,815	0	0	0.00
			157,049	109,585	134,015	134,300	143,586	128,586	0	(5,429)	(4.05)
Department Total			405,631	472,754	522,485	542,770	606,559	590,754	0	68,269	13.07

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
Finance Director/Auditor	5/4/2021	147,544	2,908.32	1.00		151,814	151,814
Deputy Finance Director		99,960	1,970.36	1.00		102,853	102,853
Assistant Accountant/Budget Analyst	12/02/19	72,000	1,419.24	1.00	1	76,000	75,195
Grants Coordinator/Budget Analyst				1.00		63,000	63,000
AFSCME		54,766		1.00		57,106	57,106
11351-5111		374,270		5.00		450,773	449,968
TEMP PT STAFF/INTERNS		12,000	12,000.00			12,000	12,000
11351-5113		12,000		0.00		12,000	12,000
Stipend/Senior Part time support staff		2,000	2,000.00			-	-
11351-5150		2,000		0.00		-	-
Overtime		200	200.00			200	200
11351-5131		200		0.00		200	200
		388,470		5.00		462,973	462,168

Union Detail

Job Desc	Start Date	Job Grp	Approved Budget FY2024	FTE	Calc Period	Munis Budget FY2025	Step	Dept Req FY2025	Mayor FY2025
PRINC ACCT CLERK	1/26/2022	2	54,766.20	1.00	1,027.27	57,106.28	3	57,106.28	57,106.28
			54,766.20	1.00		57,106.28		57,106.28	57,106.28

Grants Detail

Job Description	Dept/Grant	Org/Obj	FTE	Amount
Director of Capital Planning and Green Infrastructure Finance	ARPA	25513-5111	1.00	111,125.77
Senior Accountant/Budget Analyst	FINANCE	NSWIB Grants		1,500.00

Budgeted Fund FTE

Full-Time Equivalent Employees:	FY2023	4.00
	FY2024	4.00
	FY2025	5.00
	Variance FY25 v. FY24	1.00

All Funds FTE		
Full-Time Equivalent Employees:	FY2023	4.00
	FY2024	6.00
	FY2025	6.00
	Variance FY25 v. FY24	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
11352 Finance-Expenses				
5320 Contracted Services				
Adobe Pro Licenses (2)	0	371	371	0
Annual City Audit (ACFR, Retirement System, and federal Single Audit). (Line item moved from Mayor's Office Audit & Accounting line in FY24)	61,800	64,000	64,000	0
Comprehensive Annual Financial Report filing fees. (Line item moved from Mayor's Office Audit & Accounting in FY24).	5,000	5,000	5,000	0
Contract Services Special Projects	5,000	5,000	5,000	0
Fraud Risk Audits per Management Letter	7,500	7,500	7,500	0
Funds to be used for operational audits of department to ensure compliance with Fed. State, and Local regulations and sound business practices. Fund actuarial report for GASB 45 - OPEB Report	25,000	25,000	10,000	0
MUNIS - Patternstream Budget Platform Tool	0	20,000	20,000	0
Patternstream Budget Platform Tool	15,000	0	0	0
Retirement Board Audit. (Line item moved from Mayor's Office Audit & Accounting line in FY24).	5,000	7,000	7,000	0
5320 Contracted Services Total	124,300	133,871	118,871	0
5421 Office Supplies (Gen				
General office supplies as needed.	2,500	2,500	2,500	0
5421 Office Supplies (Gen Total	2,500	2,500	2,500	0
5423 Budget Preparation				
Binders For Budget, Dividers/Cover Papers/File	2,400	2,400	2,400	0
5423 Budget Preparation Total	2,400	2,400	2,400	0
5710 In State Travel/Meetings				
Seminars and Training as needed - MUNIS, GFOA online classes, NEGFOA, MMA, MAPPO. Mileage, tolls, etc.	3,000	3,000	3,000	0
5710 In State Travel/Meetings Total	3,000	3,000	3,000	0
5730 Dues And Sub				
Eastern Massachusetts Municipal Auditors/Accountants Assoc	105	105	105	0
GFOA Membership	610	610	610	0
MAPPO Membership	175	175	175	0
MMAAA membership	700	700	700	0
Publications - Financial, GASB, GAO, MMA, MGFOA, etc.	225	225	225	0
5730 Dues And Sub Total	1,815	1,815	1,815	0
11352 Finance-Expenses Total	134,015	143,586	128,586	0



Purchasing - General Administration

Mission Statement

Why We Exist

The Purchasing Department is responsible for ensuring compliance with federal, state, and local law in the procurement and disposition of all goods, services, and real property. The Department helps other departments achieve their goals by procuring goods and services for the best value to the City. The Department also drafts and administers City contracts, oversees vendors, reports to state and federal authorities, and approves requisitions for goods, services, and construction-related activities.



MCPPO
Excellence in Public Procurement

Goals and Objectives

- Assist the Finance Office in reviewing City's property, casualty, and automotive insurance policies and schedules by October 31, 2024.
- With Legal Department, develop supplier diversity standards and program for all projects by December 31, 2024.
- Conduct training for local businesses on taking advantage of supplier diversity opportunities with the City and State by March 30, 2025.

How FY2025 Departmental Goals Related to City's Overall Long- & Short-term Goals

- Maintain a high level of accessibility to and responsiveness for City Departments.
- Continue to make improvements to the layout and contents of the website making information more accessible.
- Notify vendors and constituents electronically of bidding opportunities and will maintain a page of bid results and current contract available for viewing via the Department website.
- Maintain an online registration form for procurement solicitations which populates an automated plan holder list.
- Deliver City services more efficiently and effectively through the use of technology.
- Through maintaining electronic procurement files, efficiently share information among departments and with the public.

- Expand the use of electronic purchase orders.
- Implement regionalized services where applicable to better utilize tax dollars.
- The Department has engaged in, and will continue to seek, collective purchasing options with other communities and/or purchasing groups, including state and federal contracts.



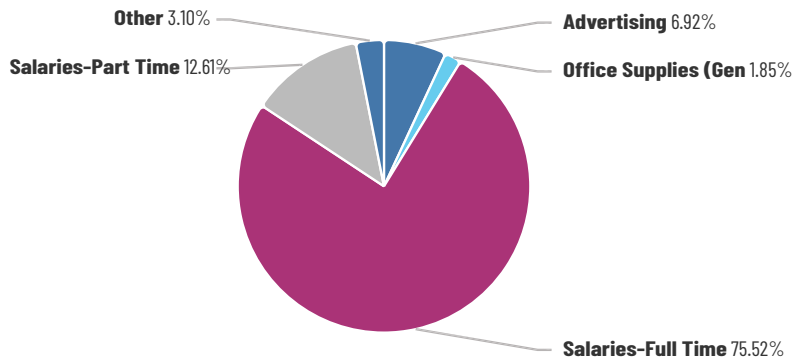
Significant Budget & Staffing Changes For FY 2025

None

Recent Accomplishments

- Developed central database of all City contracts.
- With Health and Sustainability departments, implemented new sustainable purchasing policy.
- Participated in equity audit under DEI Director.
- Joined the Salem High School Building Committee.
- Renewed MCPPO certification for Chief Procurement Officer.
- Conducted Citywide training on new Munis software features, new procurement rules, and procurement best practices.
- Participated in cooperative bidding opportunities and other collective purchasing arrangements, including state and federal contracts.
- Signed up more departments to make online purchases with Amazon Business for greater savings through their products purchased under the national purchasing cooperative of U.S. Communities.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Invitations for Bid and Requests for Proposals	42	60	58	80	80
Purchase Orders	8780	8450	8708	8800	9000
Disadvantaged business vendors identified	-	-	100	100	100
Vendors signed up for EFT	-	39	78	100	150

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Purchasing - General Administration - Personnel											
11381	5111	Salaries-Full Time	138,381	152,575	157,813	157,813	163,628	163,295	0	5,482	3.47
11381	5113	Salaries-Part Time	13,097	10,636	25,928	25,928	27,324	26,574	0	646	2.49
11381	5150	Fringe/Stipends	500	0	0	0	0	0	0	0	0.00
			151,978	163,212	183,741	183,741	190,952	189,869	0	6,128	3.34
Purchasing - General Administration - Expenditures											
11382	5306	Advertising	9,356	11,950	15,000	15,861	15,000	15,000	0	0	0.00
11382	5320	Contracted Services	0	2,639	2,771	2,771	3,100	3,100	0	329	11.87
11382	5421	Office Supplies (Gen	2,976	1,153	4,000	4,000	4,000	2,000	0	(2,000)	(50.00)
11382	5710	In State Travel/Meetings	0	2,043	2,700	2,700	2,700	2,700	0	0	0.00
11382	5730	Dues And Sub	1,516	595	925	925	925	925	0	0	0.00
			13,847	18,381	25,396	26,257	25,725	23,725	0	(1,671)	(6.58)
Department Total			165,825	181,593	209,137	209,998	216,677	213,594	0	4,457	2.13

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
PURCHASING AGENT	8/23/2021	98,588	1,943.32	1.00		101,441	101,441
ASST PURCHASING AGENT	10/27/2022	59,225	1,167.41	1.00		62,186	61,853
11381-5111		157,813		2.00		163,628	163,295
PT ADMIN ASSISTANT	12/20/2021	25,928	27.66	0.50	19	27,324	26,574
11381-5113		25,928		0.50		27,324	26,574
		183,741		2.50		190,952	189,868

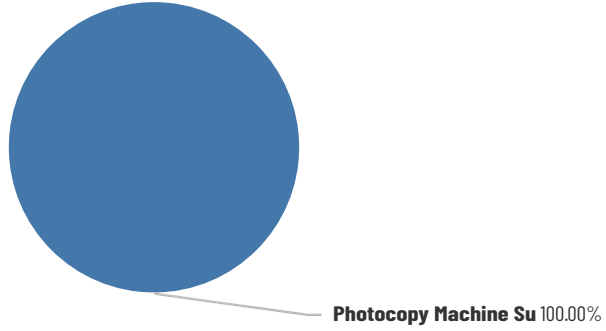
Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	2.50
	FY2024	2.50
	FY2025	2.50
	Variance FY25 v. FY24	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
11382 Purchasing-Expenses				
5306 Advertising				
Required legal notices for solicitation of bids and proposals	15,000	15,000	15,000	0
5306 Advertising Total	15,000	15,000	15,000	0
5320 Contracted Services				
Electronic signature software	2,771	3,100	3,100	0
5320 Contracted Services Total	2,771	3,100	3,100	0
5421 Office Supplies (Gen				
Office supplies as needed	2,000	2,000	2,000	0
Sit/stand desks for City Hall departments (one time purchase for FY20)	2,000	2,000	0	0
5421 Office Supplies (Gen Total	4,000	4,000	2,000	0
5710 In State Travel/Meetings				
MCPPO Certification and Re-certification Courses	2,000	2,000	2,000	0
Travel Reimbursement for MAPPO Meetings	700	700	700	0
5710 In State Travel/Meetings Total	2,700	2,700	2,700	0
5730 Dues And Sub				
ICMA Membership	250	250	250	0
Massachusetts Association of Public Purchasing Officials Yearly Membership Dues	675	675	675	0
5730 Dues And Sub Total	925	925	925	0
11382 Purchasing-Expenses Total	25,396	25,725	23,725	0

Purchasing - Fixed Costs

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Purchasing - Fixed Costs - Expenditures											
11392	5341	Telephone-Wireless	45,585	2,782	0	0	0	0	0	0	0.00
11392	5422	Copiers & Supplies	35,054	26,807	39,181	53,831	39,181	39,181	0	0	0.00
			80,639	29,589	39,181	53,831	39,181	39,181	0	0	0.00
		Department Total	80,639	29,589	39,181	53,831	39,181	39,181	0	0	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
11392 Purchasing-Fixed Costs				
5422 Copiers & Supplies				
Assessor/Collector	1,596	1,596	1,596	0
Clerk 1	3,096	3,096	3,096	0
Clerk 2	2,548	2,548	2,548	0
Finance	3,071	3,071	3,071	0
Health	1,980	1,980	1,980	0
Inspectional Services	2,351	2,351	2,351	0
Mayor	2,088	2,088	2,088	0
Planning	2,419	2,419	2,419	0
Purchasing/Legal	1,915	1,915	1,915	0
Supplies (Toner, Staples, Copy Paper)	3,000	3,000	3,000	0
Treasurer	1,915	1,915	1,915	0
Usage and Overage Charges	13,200	13,200	13,200	0
5422 Copiers & Supplies Total	39,181	39,181	39,181	0
11392 Purchasing-Fixed Costs Total	39,181	39,181	39,181	0



Treasurer - General Admin

Mission Statement

Why We Exist

The primary function of the Treasurer's Office is to preserve, protect and manage the financial resources of the City. The Treasurer is responsible for the receipt, deposit and disbursement of City funds, the accurate accounting and prudent investment of City funds in order to maximize yields while maintaining adequate liquidity and ensure compliance with Massachusetts General Laws, with the Charter and Ordinances of the City of Salem. The Treasurer prepares and submits quarterly employment tax forms to the State and Federal governments. The Treasurer undertakes continual maintenance of the City's operating and investment funds and completes a monthly reconciliation of the City's bank and cash accounts. The Treasurer in conjunction with the Finance Director negotiates municipal borrowings (both long and short term) for capital related projects. The Department is also responsible for accounts and properties in the Tax Title process, and for the public auction of foreclosed properties. The Treasurer for the City of Salem is also the Treasurer for the Salem Contributory Retirement system and the Salem/Beverly Water Supply Board.



Goals and Objectives

- Strive to maintain quality fiscal management and reporting.
- Continue to train staff and to take advantage of professional training and education when available and practical.
- Continue to maximize investment earnings by working with current and new financial institutions.
- Review debt management policies and make recommendations and updates as needed.

- Address gaps in the process to best utilize staff expertise and contribute to sustaining positive staff morale and productivity.
- Continue to update policies and procedures to comply with current laws and regulations.
- Discussions with Finance Director regarding the implementation of the Treasurer's Cash Management module within Munis to post Treasurer's receipts more efficiently.
- Comprehensive analysis of credit card fees and meetings with individual departments and merchants to discuss possible way to reduce these costs.

How FY 2025 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- The Treasurer's Office will work with the Mayor and Finance Department to maintain or possibly increase the City's bond rating.
- The Treasurer's Office will oversee the management of the City's Stabilization, OPEB Liability and Capital Improvement investments.
- The Treasurer's Office will reconcile and manage cash accounts resulting in accountability and transparency.
- Promote integrity, transparency, and accountability by ensuring that all financial transactions in the Treasurer's Office are clearly documented.
- Ensure all expenditures are accounted for within the Treasurer's budget.

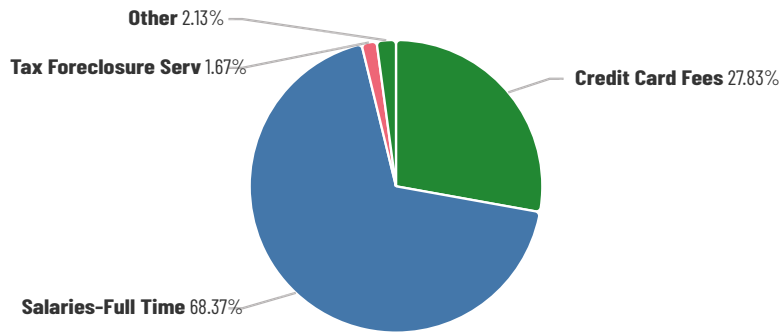
Significant Budget & Staffing Changes For FY 2025

- Replacement of the Principal Account Clerk who retired April 11, 2024.

Recent Accomplishments

- Continued to supervise and enhance the Payroll Coordinator position.
- Supervised payroll functions for weekly and bi-weekly payroll.
- Prepared monthly reconciliation for the GIC Health Insurance previously completed by a consultant.
- Maximized Investment Earnings.
- Participated in the City's review process resulting in an upgraded bond rating from Standard & Poors.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Total Revenue Processed	249,008,774.94	291,785,418.09	270,286,649.26	261,756,739.90	261,756,739.90
Tax Title Collected	595,580.28	464,185.35	567,632.90	301,510.00	301,510.00
FTE Payolls Processed	32,191,368.66	34,470,710.43	38,085,121.63	39,727,643.38	40,522,196.25
Bank Accounts Reconciled	38	37	34	34	40

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Treasurer - General Admin - Personnel											
11451	5111	Salaries-Full Time	253,965	248,740	286,908	286,908	294,819	292,497	0	5,589	1.95
11451	5150	Fringe/Stipends	1,000	750	1,000	1,000	1,000	1,000	0	0	0.00
			254,965	249,490	287,908	287,908	295,819	293,497	0	5,589	1.94
Treasurer - General Admin - Expenditures											
11452	5317	Educational Training	594	681	1,170	1,620	1,670	1,670	0	500	42.74
11452	5320	Contracted Services	832	33,560	1,426	1,426	1,300	1,300	0	(126)	(8.84)
11452	5388	Tax Foreclosure Serv	7,184	6,054	0	0	7,200	5,000	0	5,000	0.00
11452	5421	Office Supplies (Gen	1,522	2,108	1,500	1,050	2,200	1,150	0	(350)	(23.33)
11452	5425	Checks/Forms	2,645	2,399	2,660	2,660	2,660	2,660	0	0	0.00
11452	5709	Credit Card/Eft Fees	110,914	120,410	120,000	120,000	120,000	120,000	0	0	0.00
11452	5730	Dues And Sub	280	280	345	345	345	345	0	0	0.00
			123,971	165,493	127,101	127,101	135,375	132,125	0	5,024	3.95
Department Total			378,936	414,983	415,009	415,009	431,194	425,622	0	10,613	2.56

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
Payroll Coordinator		65,180	1,284.80	1.00	1	70,395	68,073
Assistant Treasurer	4/5/21	70,840	1,396.37	1.00	1	73,984	73,984
Treasurer	3/1/2023	94,000	1,889.95	1.00		98,655	98,655
AFSCME		56,887		1.00		51,785	51,785
11451-5111		286,908		4.00		294,819	292,497
Certified Treasurer's Stipend		1,000.00	-			1,000	1,000
11451-5150		1,000.00				1,000	1,000
		287,908		4.00		295,819	293,497

Union Detail

Job Desc	Start Date	Job Grp	Approved Budget FY2024	FTE	Calc Period	Munis Budget FY2025	Step	Dept Req FY2025	Mayor FY2025
PRINCIPAL CLERK	3/11/96	2	56,887		1,093.99	57,106.28	3	-	-
PRINCIPAL CLERK	TBD	2		1.00		-	1	51,785	51,785
			56,887	1.00	1,093.99	57,106.28		51,785	51,785

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	4.00
	FY2024	4.00
	FY2025	4.00
	Variance FY25 v. FY24	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
11452 Treasurer-Expenses				
5317 Educational Training				
Professional Training/Education	1,170	1,670	1,670	0
5317 Educational Training Total	1,170	1,670	1,670	0
5320 Contracted Services				
Document Shredding (500lbs @ \$.90/lb)	0	450	450	0
Financial Consulting Services	0	850	850	0
Financial Consulting Services 7.7 Hrs. @ 130.00	850	0	0	0
QuickBooks Upgrade (\$27.50 x 3 months plus \$55.00 x 9 months)	576	0	0	0
5320 Contracted Services Total	1,426	1,300	1,300	0
5388 Tax Foreclosure Serv				
Cost of Required Advertising	0	7,200	5,000	0
5388 Tax Foreclosure Serv Total	0	7,200	5,000	0
5421 Office Supplies (Gen				
General Office supplies as needed	1,500	2,200	1,150	0
5421 Office Supplies (Gen Total	1,500	2,200	1,150	0
5425 Checks/Forms				
18000 Blue C fold pressure seal checks @ \$85.00 per 1000 \$1,530	2,210	2,210	2,210	0
500 1099M \$50, 500 1095 \$50, and 1000 W's \$125 plus shipping, \$100	450	450	450	0
5425 Checks/Forms Total	2,660	2,660	2,660	0
5709 Credit Card/Eft Fees				
Bank fees associated with credit card machines and meters located throughout the City	100,000	100,000	100,000	0
Transaction Fees	20,000	20,000	20,000	0
5709 Credit Card/Eft Fees Total	120,000	120,000	120,000	0
5730 Dues And Sub				
MCTA 2 members @ \$140 each	280	280	280	0
Treasurer's Association dues Eastern Mass Treasurer's Collector's Association	65	65	65	0
5730 Dues And Sub Total	345	345	345	0
11452 Treasurer-Expenses Total	127,101	135,375	132,125	0

Treasurer - Long Term Debt Service

Mission Statement

Treasurer – Long Term Debt Service

This expenditure covers the cost of the total principal and interest payments of the City's General Fund bonded debt. Short-term debt service and Water & Sewer Enterprise Fund debt service appear separately in the Treasurer's budget.

In FY25 the total General Fund long-term debt service is \$13,011,695. This includes principal of \$8,744,726 and interest of \$4,266,969. Short-term debt service and Water & Sewer Enterprise Fund debt service is broken down as follows:

- Water Enterprise Fund principal \$1,816,831 - Water Enterprise interest \$584,898
- Sewer Enterprise Fund principal \$997,769 - Sewer Enterprise Fund interest \$754,044

In FY24 the City's total long-term debt service was \$12,616,587. This includes principal of \$8,132,058 and interest of \$4,484,529. Short-term debt service and Water & Sewer Enterprise Fund debt service is broken down as follows:

- Water Enterprise Fund principal \$1,725,054 - Water Enterprise interest \$608,113
- Sewer Enterprise Fund principal \$933,513 - Sewer Enterprise Fund interest \$789,078

In FY23 the City's total long-term debt service was \$11,847,942. This includes principal of \$7,704,443 and interest of \$4,143,499. Short-term debt service and Water & Sewer Enterprise Fund debt service is broken down as follows:

- Water Enterprise Fund principal \$1,599,572 - Water Enterprise interest \$650,021
- Sewer Enterprise Fund principal \$1,025,694 - Sewer Enterprise Fund interest \$828,098
- General Fund capital improvements and equipment principal \$4,949,177 - General Fund capital improvements interest \$2,795,379

In FY22 the City's total long-term debt service was \$10,570,317. This includes principal of \$7,106,880 and interest of \$3,463,437. Short-term debt service and Water & Sewer Enterprise Fund debt service is broken down as follows:

- Water Enterprise Fund principal \$1,621,880 - Water Enterprise interest \$547,428
- Sewer Enterprise Fund principal \$1,108,000 - Sewer Enterprise Fund interest \$822,488
- General Fund capital improvements and equipment principal \$4,395,000 - General Fund capital improvements interest \$2,075,521

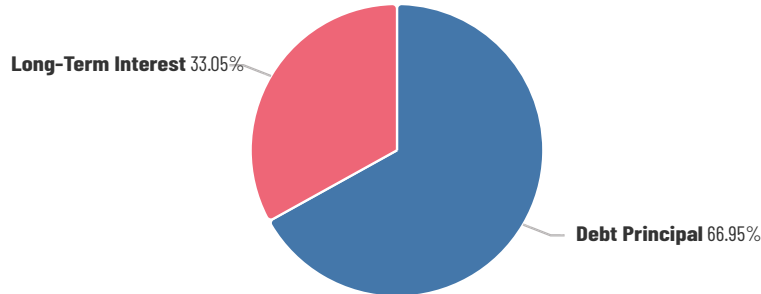
In FY21 the City's total long-term debt service was \$10,642,540. This includes principal of \$7,324,368 and interest of \$3,318,172. Short-term debt service and Water & Sewer Enterprise Fund debt service is broken down as follows:

- Water Enterprise Fund principal \$1,773,165 - Water Enterprise interest \$644,424
- Sewer Enterprise Fund principal \$975,269 - Sewer Enterprise Fund interest \$807,276
- General Fund capital improvements and equipment principal \$4,580,934 - General Fund capital improvements interest \$1,861,472

In FY22 the City refinanced the October 15, 2010, bonds (the remaining, non-called portions). Based on market rates the refunding produced approximately \$373,548 in budgetary savings over the remaining life of the bonds being refunded, which is 8.98% on a present value basis. (The standard threshold for refunding transactions is to have present value savings of at least 3% of refunded principal). The refunding bonds totaling \$3,527,790 were included in the 11/19/21 \$29,010,000 bond issue. A premium of \$2,859,160 was received and used to paydown debt service. The long-term debt bond proceeds were used to pay a \$27,482,818 BAN.

Per the Municipal Finance Oversight Board of the Commonwealth of Massachusetts the City in accordance with provisions of Chapter 44A of the General Laws is entitled to issue state qualified bonds from time to time in increments not to exceed sixty-two million twenty-four thousand eight hundred fifty-nine dollars (\$62,024,859).

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Treasurer - Long Term Debt Service - Expenditures											
17102	5908	16-High School-Prin (07) H	320,000	315,000	0	0	0	0	0	0	0.00
17102	5908I	Witchcraft-Prin (14 Ref)	95,000	90,000	0	0	0	0	0	0	0.00
17102	5908K	Bowditch-Prin (14 Ref)	80,000	80,000	0	0	0	0	0	0	0.00
17102	5908L	Carlton-Prin (14 Ref)	60,000	60,000	0	0	0	0	0	0	0.00
17102	5908	Carlton-Prin (14 Ref) M	25,000	25,000	0	0	0	0	0	0	0.00
17102	5910	Debt Principal	0	617,828	5,473,491	5,473,491	5,930,126	5,827,862	0	354,371	6.47
17102	5915	Long-Term Interest	0	670,659	3,087,337	3,087,337	2,928,027	2,928,027	0	(159,310)	(5.16)
17102	5919F	Saltonstall Prin (2013)	170,000	175,000	0	0	0	0	0	0	0.00
17102	5919	Collins Prin (2013) G	350,000	375,000	0	0	0	0	0	0	0.00
17102	5919	Mcgrath Prin (2013) H	40,000	40,000	0	0	0	0	0	0	0.00
17102	5948	16-High School-Int (07) H	80,880	68,180	0	0	0	0	0	0	0.00
17102	5948	Saltonstall Int (2013) N	139,581	132,681	0	0	0	0	0	0	0.00
17102	5948	Collins Int (2013) O	288,706	274,206	0	0	0	0	0	0	0.00
17102	5948P	Mcgrath Int (2013)	36,388	34,788	0	0	0	0	0	0	0.00

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
17102	5948	Witchcraft-Int (14 Ref) Q	11,756	8,056	0	0	0	0	0	0	0.00
17102	5948S	Bowditch-Int (14 Ref)	4,900	2,413	0	0	0	0	0	0	0.00
17102	5948T	Carlton-Int (14 Ref)	3,600	2,513	0	0	0	0	0	0	0.00
17102	5948	Carlton-Int (14 Ref) U	3,125	0	0	0	0	0	0	0	0.00
17102	5949	Cip 2009-Int (11) A	5,400	0	0	0	0	0	0	0	0.00
17102	5949	Cip 2010-Int (11) B	17,500	0	0	0	0	0	0	0	0.00
17102	5949C	Cip 2009-Prin (12)	30,000	0	0	0	0	0	0	0	0.00
17102	5949	Cip 2010-Prin (12) D	130,000	0	0	0	0	0	0	0	0.00
17102	5949E	Cip 2011 Int	7,900	0	0	0	0	0	0	0	0.00
17102	5949F	Cip 2011-Prin	40,000	0	0	0	0	0	0	0	0.00
17102	5949	Cip 2012-Prin G	97,000	120,000	0	0	0	0	0	0	0.00
17102	5949	Cip 2012-Int H	14,287	62,869	0	0	0	0	0	0	0.00
17102	5949I	Cip 2013-Prin	150,000	150,000	0	0	0	0	0	0	0.00
17102	5949J	Cip 2013-Int	30,744	49,488	0	0	0	0	0	0	0.00
17102	5949K	Cip 2014-Prin	85,000	390,000	0	0	0	0	0	0	0.00
17102	5949L	Cip 2014-Int	34,078	101,951	0	0	0	0	0	0	0.00
17102	5949	Cip 2015-Prin M	185,000	175,000	0	0	0	0	0	0	0.00
17102	5949	Cip 2015-Int N	49,969	40,969	0	0	0	0	0	0	0.00
17102	5949	Cip 2016-Prin O	345,000	299,827	0	0	0	0	0	0	0.00
17102	5949P	Cip 2016-Int	106,925	84,633	0	0	0	0	0	0	0.00
17102	5949	Cip-Bertram-Prin Q	105,000	0	0	0	0	0	0	0	0.00
17102	5949R	Cip-Bertram-Int	26,512	0	0	0	0	0	0	0	0.00
17102	5949S	Cip-Roadways 2014-Prin	200,000	0	0	0	0	0	0	0	0.00
17102	5949T	Cip-Roadways 2014-Int	28,000	0	0	0	0	0	0	0	0.00
17102	5949	Cip 2017 Prin U	615,174	375,000	0	0	0	0	0	0	0.00
17102	5949	Cip 2017 Int V	127,812	148,754	0	0	0	0	0	0	0.00
17102	5949	Cip 2018 Prin W	325,000	422,593	0	0	0	0	0	0	0.00
17102	5949X	Cip 2018 Int	104,324	282,929	0	0	0	0	0	0	0.00
17102	5949Y	Cip-289 Derby St-Prin	45,000	45,000	0	0	0	0	0	0	0.00
17102	5949Z	Cip-289 Derby St-Int	22,131	19,881	0	0	0	0	0	0	0.00

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
17102	5949Z	Cip 2019-Prin A	645,000	705,894	0	0	0	0	0	0	0.00
17102	5949Z	Cip 2019-Int B	425,618	396,403	0	0	0	0	0	0	0.00
17102	5949Z	Cip-Clc-Prin C	95,000	100,000	0	0	0	0	0	0	0.00
17102	5949Z	Cip-Clc-Int D	170,625	84,125	0	0	0	0	0	0	0.00
17102	5949Z	Museum Pl Garage Prin G	4,000	0	0	0	0	0	0	0	0.00
17102	5949Z	Museum Pl Garage Int H	34,581	0	0	0	0	0	0	0	0.00
17102	5949Z	Cip 2020 Prin I	140,826	323,035	0	0	0	0	0	0	0.00
17102	5949Z	Cip 2020 Interest J	239,472	296,463	0	0	0	0	0	0	0.00
			6,391,814	7,646,137	8,560,828	8,560,828	8,858,153	8,755,889	0	195,061	2.28
Department Total			6,391,814	7,646,137	8,560,828	8,560,828	8,858,153	8,755,889	0	195,061	2.28

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
17102 Debt Service-Expenses				
5910 Debt Principal				
General Fund long-term debt service principal	5,473,491	5,930,126	5,827,862	0
5910 Debt Principal Total	5,473,491	5,930,126	5,827,862	0
5915 Long-Term Interest				
General Fund long-term debt service interest	3,087,337	2,928,027	2,928,027	0
5915 Long-Term Interest Total	3,087,337	2,928,027	2,928,027	0
17102 Debt Service-Expenses Total	8,560,828	8,858,153	8,755,889	0

Treasurer - Short Term Debt Service

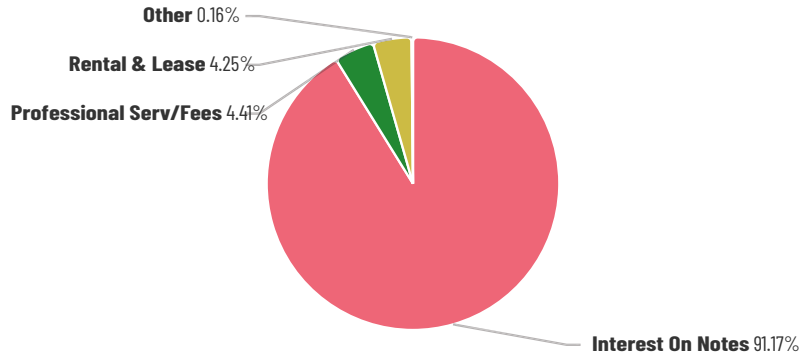
Mission Statement

Treasurer – Short Term Debt Service

The expenditure covers the cost of the City’s Short-term borrowing, including principal and interest on any Bond Anticipation Notes, Tax Anticipation Notes, Revenue Anticipation Notes, Grant Anticipation Notes and State Aid Anticipation Note.

Note: A Bond Anticipation Note (BAN) is a short-term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be reissued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 S17). Principal payments on school-related BANs may be deferred up to seven years if has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Treasurer - Short Term Debt Service - Expenditures											
17522	5270	Lease Payments	606,853	374,501	13,010	13,010	13,010	13,010	0	0	0.00
17522	5304	Prof Services/Fees	2,500	6,220	13,500	13,500	13,500	9,020	0	(4,480)	(33.19)
17522	5925	Interest On Bans	106,878	185,142	253,493	253,493	278,842	228,842	0	(24,651)	(9.72)
17522	5927	Interest On Leases	29,705	9,520	500	500	500	500	0	0	0.00
			745,936	575,383	280,503	280,503	305,852	251,372	0	(29,131)	(10.39)
		Department Total	745,936	575,383	280,503	280,503	305,852	251,372	0	(29,131)	(10.39)

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
17522 Short Term Debt Int-Expense				
5270 Lease Payments				
Police department - 2 motorcycles	13,010	13,010	13,010	0
5270 Lease Payments Total	13,010	13,010	13,010	0
5304 Prof Services/Fees				
Fees for Hilltop Securities and Legal Services	13,500	13,500	9,020	0
5304 Prof Services/Fees Total	13,500	13,500	9,020	0
5925 Interest On Bans				
Interest on BAN (4.5%)	0	278,842	228,842	0
Interest on BAN (5%)	253,493	0	0	0
5925 Interest On Bans Total	253,493	278,842	228,842	0
5927 Interest On Leases				
PD Motorcycles	500	500	500	0
5927 Interest On Leases Total	500	500	500	0
17522 Short Term Debt Int-Expense Total	280,503	305,852	251,372	0

Essex Tech & Voc Assessment

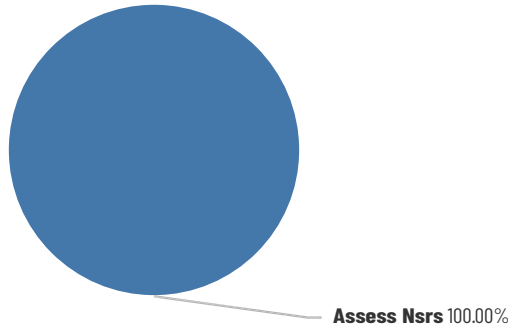
Mission Statement

Treasurer - Essex North Shore Agricultural & Technical School District

A portion (23%) of the funding for the ENSTAD comes from the State through Chapter 70 School Aid and Regional Transportation Reimbursement. The majority (77%) is made up by assessments from each of the 17 member

communities in the school district. The amount of a community's assessment is determined by the size of its enrollment. As of October 2021, Salem had 190 students in the regional system. There will be debt service principal and interest payment in FY23 included in the assessment.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Essex Tech & Voc Assessment - Expenditures											
18202	5641	Essex Tech & Voc Assessment	2,597,484	2,599,910	2,565,518	2,565,518	2,430,076	2,430,076	0	(135,442)	(5.28)
			2,597,484	2,599,910	2,565,518	2,565,518	2,430,076	2,430,076	0	(135,442)	(5.28)
		Department Total	2,597,484	2,599,910	2,565,518	2,565,518	2,430,076	2,430,076	0	(135,442)	(5.28)

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
18202 School Assessments				
5641 Essex Tech & Voc Assessment				
Essex Aggie & Technical School	2,565,518	2,430,076	2,430,076	0
5641 Essex Tech & Voc Assessment Total	2,565,518	2,430,076	2,430,076	0
18202 School Assessments Total	2,565,518	2,430,076	2,430,076	0

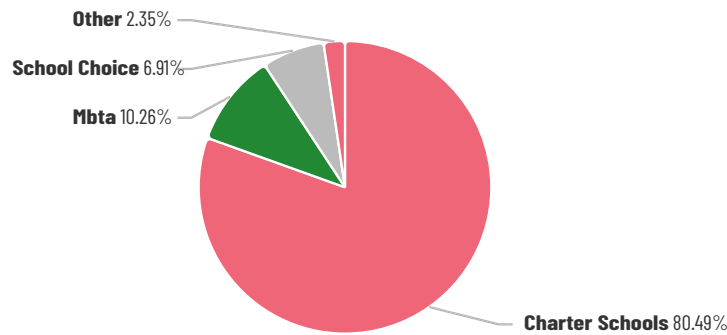
State Assessments (Cherry Sheet)

Mission Statement

Treasurer – State Assessments (Cherry Sheet)

The State assess the municipalities for certain functions including Mass Teachers Retirement, Air Pollution Control, Mosquito Control, MBTA, Metropolitan Area Planning Council, RMV Non-Renewal Surcharges, School Choice Charter Schools and Special Ed. A complete description of each assessment can be found on the DOR website.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
State Assessments (Cherry Sheet) - Expenditures											
18302	5630	Mbta	978,993	1,027,143	1,087,014	1,087,014	1,114,535	1,114,535	0	27,521	2.53
18302	5631	Special Education	7,419	232	242	242	5,511	5,511	0	5,269	2,177.27
18302	5637	Air Pollution Contr	13,547	13,956	14,733	14,733	15,102	15,087	0	354	2.40
18302	5638	Met Area Planning Co	23,814	24,843	25,974	25,974	26,623	26,579	0	605	2.33
18302	5640	Rmv Nonrenewal Sur	118,480	137,160	137,160	137,160	149,240	149,240	0	12,080	8.81
18302	5643	School Choice	601,049	738,807	685,602	693,365	751,232	752,922	0	67,320	9.82
18302	5644	Charter Schools	7,694,316	8,096,302	8,345,022	8,383,773	8,746,231	8,761,314	0	416,292	4.99
18302	5646	Ne Mass Mosquito Con	52,670	54,265	56,255	56,255	58,377	58,387	0	2,132	3.79
			9,490,288	10,092,708	10,352,002	10,398,516	10,866,851	10,883,575	0	531,573	5.13
Department Total			9,490,288	10,092,708	10,352,002	10,398,516	10,866,851	10,883,575	0	531,573	5.13

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
18302 State Assessments-Expenses				
5630 Mbta				
State Assessment amounts are derived from Massachusetts Department of Revenue	1,087,014	1,114,535	1,114,535	0
5630 Mbta Total	1,087,014	1,114,535	1,114,535	0
5631 Special Education				
State Assessment amounts are derived from Massachusetts Department of Revenue	242	5,511	5,511	0
5631 Special Education Total	242	5,511	5,511	0
5637 Air Pollution Contr				
State Assessment amounts are derived from Massachusetts Department of Revenue	14,733	15,102	15,087	0
5637 Air Pollution Contr Total	14,733	15,102	15,087	0
5638 Met Area Planning Co				
State Assessment amounts are derived from Massachusetts Department of Revenue	25,974	26,623	26,579	0
5638 Met Area Planning Co Total	25,974	26,623	26,579	0
5640 Rmv Nonrenewal Sur				
State Assessment amounts are derived from Massachusetts Department of Revenue	137,160	149,240	149,240	0
5640 Rmv Nonrenewal Sur Total	137,160	149,240	149,240	0
5643 School Choice				
State Assessment amounts are derived from Massachusetts Department of Revenue	685,602	751,232	752,922	0
5643 School Choice Total	685,602	751,232	752,922	0
5644 Charter Schools				
State Assessment amounts are derived from Massachusetts Department of Revenue	8,345,022	8,746,231	8,761,314	0
5644 Charter Schools Total	8,345,022	8,746,231	8,761,314	0
5646 Ne Mass Mosquito Con				
State Assessment amounts are derived from Massachusetts Department of Revenue	56,255	58,377	58,387	0
5646 Ne Mass Mosquito Con Total	56,255	58,377	58,387	0
18302 State Assessments-Expenses Total	10,352,002	10,866,851	10,883,575	0

Contributory Retirement

Mission Statement

Treasurer – Contributory Retirement

The Salem Contributory Retirement System includes employees of the City of Salem, the South Essex Sewer District, the Salem/Beverly Water Supply Board, the Essex North Shore Agricultural and Technical High School and the Salem

Housing Authority. It provides pension and annuity payments to 633 retirees, 99 survivors, and 16 quadros. The retirement system collects pension contributions from 1088 active employees, a decrease of 73 from FY 21, and there are 199, incomplete or on leave members as of March 17, 2022. There were 22 transfers, 27 refunds, 1 death refund and 8 rollovers.

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Contributory Retirement - Expenditures											
19101	5178	Pension Asses (Contr	13,458,711	14,195,757	14,930,794	14,930,794	15,762,988	15,734,481	0	803,687	5.38
			13,458,711	14,195,757	14,930,794	14,930,794	15,762,988	15,734,481	0	803,687	5.38
		Department Total	13,458,711	14,195,757	14,930,794	14,930,794	15,762,988	15,734,481	0	803,687	5.38

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
19101 Contrib Retirement - Personnel				
5178 Pension Asses (Contr				
City Contributory Retirement. Less Fringe (\$200K) from grants.	14,930,794	15,762,988	15,734,481	0
5178 Pension Asses (Contr Total	14,930,794	15,762,988	15,734,481	0
19101 Contrib Retirement - Personnel Total	14,930,794	15,762,988	15,734,481	0

Non-Contributory Pensions

Mission Statement

Treasurer – Non-Contributory Pensions

As of February 27 2024, the City continues to provide a pension benefit for one non-contributory retiree. This includes a pension payment that is paid weekly.

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Non-Contributory Pensions - Expenditures											
19111	5176	Pensions-Non Contrib	9,530	9,530	10,625	10,625	10,625	10,625	0	0	0.00
			9,530	9,530	10,625	10,625	10,625	10,625	0	0	0.00
		Department Total	9,530	9,530	10,625	10,625	10,625	10,625	0	0	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
19111 Non-Contrib Retire-Personnel				
5176 Pensions-Non Contrib				
City Non-Contributory Retirement based on current payments annualized. Weekly \$192.59 X 52 weeks 1 pensioners.	10,625	10,625	10,625	0
5176 Pensions-Non Contrib Total	10,625	10,625	10,625	0
19111 Non-Contrib Retire-Personnel Total	10,625	10,625	10,625	0

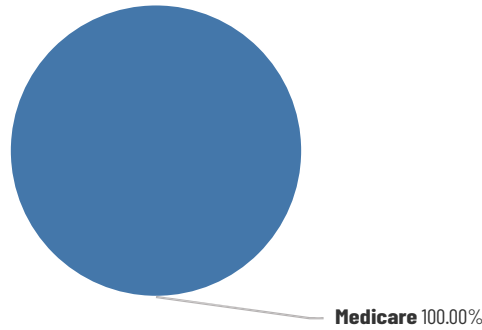
Medicare

Mission Statement

Treasurer – Medicare

The Medicare budget calculation is based on prior year number of employees and is adjusted for inflation and contract settlements. There is no indication that there will be enough of a change in the employment level for FY25, thus FY25 is based upon actual FY24 plus 6%.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Medicare - Expenditures											
19191	5177	Medicare	1,310,135	1,404,554	1,382,574	1,382,574	1,465,528	1,465,528	0	82,954	6.00
			1,310,135	1,404,554	1,382,574	1,382,574	1,465,528	1,465,528	0	82,954	6.00
		Department Total	1,310,135	1,404,554	1,382,574	1,382,574	1,465,528	1,465,528	0	82,954	6.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
19191 Medicare-Personnel				
5177 Medicare				
The Medicare budget is based on the number of employees and there is no indication that there will be a significant change in the employment level for FY25. There will be retro wages for settled contracts, thus FY25 is funded based on the prior year amount budgeted plus 6%.	0	1,465,528	1,465,528	0
The Medicare budget is based on the number of employees and there is no indication that there will be enough of a change in the employment level for FY24. There will be retro wages for settled contracts, thus FY 24 is funded based on the prior year amount budgeted plus 6%.	1,382,574	0	0	0
5177 Medicare Total	1,382,574	1,465,528	1,465,528	0
19191 Medicare-Personnel Total	1,382,574	1,465,528	1,465,528	0

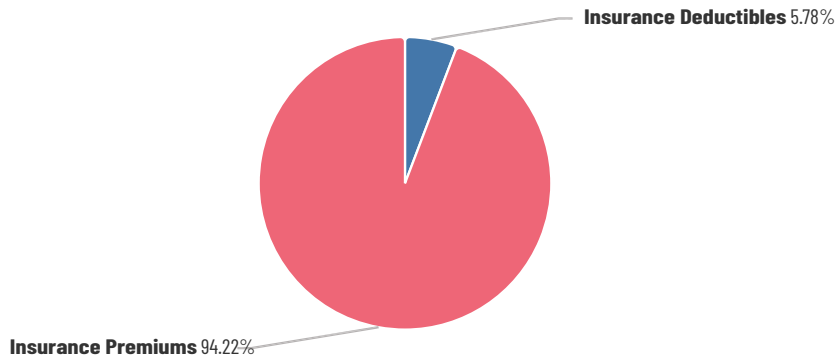
Municipal Insurance

Mission Statement

Treasurer – Municipal Insurance

The City’s Liability Insurance is currently with Massachusetts Inter-local Insurance Association (MIIA).

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Municipal Insurance - Expenditures											
19452	5740	Insurance Premiums	384,080	371,250	315,397	315,397	325,865	325,865	0	10,468	3.32
19452	5740	Insurance Deductibles	3,880	47,799	20,000	20,000	20,000	20,000	0	0	0.00
		A									
			387,960	419,049	335,397	335,397	345,865	345,865	0	10,468	3.12
		Department Total	387,960	419,049	335,397	335,397	345,865	345,865	0	10,468	3.12

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
19452 Municipal Insurance-Expense				
5740 Insurance Premiums				
Additional Participation Credits	(15,000)	(15,000)	(15,000)	0
Annual municipal insurance costs Property & Casualty and Professional Liability. 2.5% increase per rate guarantee letter.	712,897	0	0	0
Annual municipal insurance costs Property & Casualty and Professional Liability. 3% increase	0	723,365	733,810	0
Less 2.5% Early Pay	(17,500)	(17,500)	(18,345)	0
Less School Portion	(320,000)	(320,000)	(329,600)	0
Rewards Credits	(45,000)	(45,000)	(45,000)	0
5740 Insurance Premiums Total	315,397	325,865	325,865	0
5740A Insurance Deductibles				
Deductibles - estimated	20,000	20,000	20,000	0
5740A Insurance Deductibles Total	20,000	20,000	20,000	0
19452 Municipal Insurance-Expense Total	335,397	345,865	345,865	0



Department of Transportation

Mission Statement

Why We Exist

The mission of the Traffic and Parking Department is to provide an efficient, reliable, multimodal transportation system throughout the City of Salem, designing and building complete streets that accommodate all users – pedestrians, bicyclists, transit riders, and drivers – and to provide pleasant and secure parking services to residents, businesses, and visitors while maintaining courteous and helpful assistance to the general public. To better reflect the total scope of the Department’s mission and responsibilities it will be renamed the Department of Transportation.

An efficient, reliable, and well-maintained transportation and parking system of choice is critical to the quality of life for Salem residents and for the overall economic prosperity of the city. As such, the Department aims to coordinate efforts with other relevant departments to prioritize and implement projects that improve safety, connectivity, mobility, and accessibility at the local and regional level for persons of all ages and abilities. The Department oversees the Salem Skipper, a city-wide on-demand rideshare service, as well as the BlueBikes bike share program. Investments in technology and infrastructure are also being made that improve traffic safety and parking capacity, and which provide extensive data collection opportunities to track the effectiveness of various initiatives and better plan projects to meet current and future needs throughout the city.

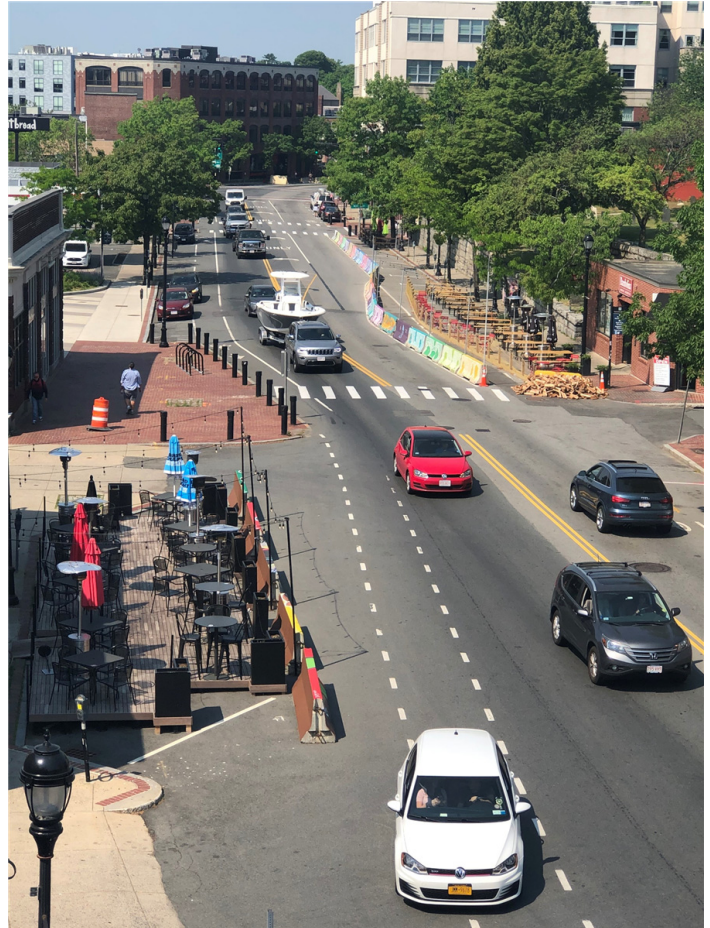
Goals and Objectives

Transportation Goals & Objectives

- Begin development of a Safe Streets for All Safety Action Plan
- Continue to evaluate and implement measures to enhance safety as part of the Neighborhood Traffic Calming Program.
- Continue to build ridership and partnerships with the Salem Skipper service.
- Continue implementation of items identified in Bicycle Master Plan.
- Support efforts to maintain BlueBikes bike share program and explore opportunities to introduce e-bikes.
- Continue to implement Complete Streets measures when roads are reconstructed or repaved through coordination with the Engineering Department.
- Study downtown circulation patterns, particularly on narrow streets such as Brown Street, Charter Street, Front Street, and portions of Essex Street.

Parking Goals & Objectives

- Finalize efforts to implement license plate recognition software to assist with administration and enforcement of resident permit parking.
- Evaluate Sewall St Lot to improve circulation and drainage as well as replace older parking meters with multi-space payment kiosks.
- Complete activities to repave Crombie St and Salem Green parking lots which which may involve addressing any ADA or drainage issues.



- Complete fabrication and installation of garage wayfinding signs to assist with reducing congestion and improving circulation Downtown.
- Continue efforts to implement structural repairs to other levels of the Museum Place Garage as well as put into action some preventative maintenance measures.
- Develop plans to address additional maintenance issues in the South Harbor Garage.

How FY 2025 Departmental Goals Relate to City’s FY 2025 Strategic Plan Pillars

Livability

- Carry out the Complete Streets/Safe Streets for All Plan (PI.28)
- Continue residential traffic calming program (PI.29)
- Complete Bicycling Master Plan infrastructure network (PI.34)
- Carry out the Safe Streets for All study and begin planning for implementation (T.14)
- Study downtown traffic circulation patterns (T.19)
- Convene a Safe Streets Task Force (T.23)

Improving Services

- Improve traffic and parking enforcement (PS.15)
- Continuation of Garage Restoration project (T.4)

- Complete Downton Parking Study (T.5)
- Introduce electric bikes into the Salem Bluebikes system (T.6)
- Install parking capacity signage (T.7)
- Continue working for sustainable funding of Skipper, expanding the service where possible and working toward EVs (T.8)
- Continue working for Finalize implementation of resident permit parking reforms (T.9)

Transparency

- Rename the Department of Traffic & Parking as the Department of Transportation and the Traffic and Parking Commission as the Transportation Commission (FA.48)



Significant Budget & Staffing Changes For FY 2025

Overall staffing remained unchanged in FY24 with the exception of a parking enforcement vacancy. The Department Director is monitoring whether the position is needed given the recent introduction of two patrol vehicles for parking enforcement as well as the ongoing effort to migrate to a license plate based system for resident permits. Given the ongoing increase in Department responsibilities, the FY25 budget seeks to increase salaries for two staffers focused on transportation efforts including the city's Safe Streets for All Action Plan and ongoing Traffic Calming program. The FY25 budget also reflects a salary increase for one of our garage supervisors that will be taking on more responsibilities associated with the migration to a license plate based system. An increase in the overtime budget is being requested to ensure supervisor coverage at the two city garages. Changes to the Department's operating budget are related to support the operations of the bike share program as well as other contracted services for outside contractors and consultants.

Recent Accomplishments

- Awarded a \$200,000 Federal Highway Association Safe Streets and Roads for All grant to help Department and City develop a Vision Zero Action Plan.

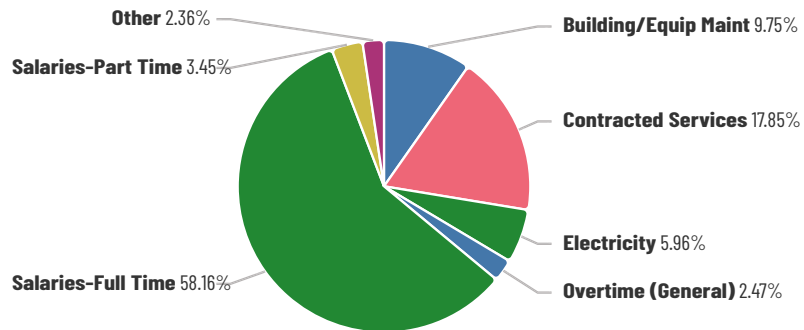
- Awarded a \$127,500 Community Development Block Grant (CDBG) to assist with the reconstruction and pedestrian safety improvements on Salem Street, from Chase Street to Lafayette Place, behind the Saltonstall School.
- Awarded a \$500,000 MassDOT Complete Streets grant for the reconstruction of the Fort Avenue at Columbus Avenue/Winter Island Road intersection. Construction is underway and is expected to be completed Summer/Fall 2024.
- Constructed new crosswalks and ADA bus landings on North Street to bring the North Street for All project to completion.
- Continued to work with the Electrical Department to install the smart signals along the North Street corridor (anticipated installation spring/summer 2024).
- Finalized the design plans and bid documents for the Jefferson Avenue/Willson Street intersection redesign. Work to install a fully actuated traffic signal and pedestrian improvements will commence in 2024.
- Began analyzing Brown Street (from New Liberty Street to N Washington Square) and Essex Street (from Hawthorne Boulevard to Washington Square East) to determine if each roadway could be converted to one-way travel.
- Installed temporary traffic calming elements along 7 streets throughout the City as well as the second series of permanent speed humps in South Salem on Cedar Street and Fairfield Street, with Gardner Street to follow in spring/summer 2024 once utility work is complete.
- Continued to update the revised traffic calming prioritization tool that incorporates various criteria, including demographics, proximity to certain land uses, crash data, and vehicle speed and volume (count) data to generate scores. These scores are one of several factors that will be considered when determining how the Department allocates funding and resources through the Program.
- Completed installation of 18 BlueBikes stations within the city which has been used to complete over 27,000 trips since launching in June 2021. During October free monthly BlueBikes memberships for Salem residents (2nd year) and employees (1st year) were distributed. A total of 236 residents and 15 employees participated in this program.
- Installed additional bicycle racks throughout Downtown as well as areas along North and Bridge streets.
- Expanded and oversaw the Satellite Shuttle Services during all five weekends in October, Indigenous Peoples' Day, and October 30 & 31 (Salem High School lot only).
- The Salem Skipper broke several ride records this year, completing 2,354 rides in one week and 458 rides in one day, as utilization of the service by Salem residents and visitors continues to grow. Since launching in December 2020 the service has provided over 223,800 rides. Department is overseeing an expansion of the service to Beverly and Danvers as part of a \$2.3M Federal Omnibus Spending Bill grant awarded to the 3 communities.
- Installed over 10 Electric Vehicle (EV) spaces in downtown locations including the Crombie Lot, Salem Green Lot, and Church Street Lot, as well as

drafted language for an Electric Vehicle Charging Ordinance that was adopted by the City Council.

- Expanded the number of reserved spaces available for purchase at the Museum Place and South Harbor garages,
- Drafted and submitted ordinance amendments as part of an ongoing effort to evaluate utilization of the Riley Plaza parking lot.
- Continued efforts to update the City's resident permit parking program to a license plated based system with the goal of improving enforcement and administration of the program.
- As part of an ongoing effort to reduce congestion and improve circulation downtown, the Department began working with a consultant to fabricate and install several dynamic wayfinding signs intended to instruct motorists on when downtown garages are open or full..



Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Parking Fines collected	\$846,053.50	\$1,198,465.67	\$1,265,051.83	\$1,300,000.00	\$1,400,000.00
Parking Garage revenue	\$1,087,162.49	\$1,685,578.20	\$1,406,949.31	\$1,700,000.00	\$1,800,000.00
Parking Lot / Meter revenue	\$1,549,781.99	\$1,851,120.38	\$1,726,456.88	\$2,100,000.00	\$2,200,000.00
Parking citations issued	27,072	43,999	39,165	42,500	44,000
Parking citation dollar value	\$705,395.00	\$1,166,485.00	\$1,105,125.00	\$1,150,000.00	\$1,200,000.00

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Department of Transportation - Personnel											
14811	5111	Salaries-Full Time	901,000	967,946	1,078,932	1,053,932	1,059,077	1,058,292	0	(20,640)	(1.91)
14811	5113	Salaries-Part Time	45,324	47,473	61,072	61,072	62,807	62,807	0	1,735	2.84
14811	5131	Overtime (General)	23,558	30,896	17,500	42,500	45,000	45,000	0	27,500	157.14
14811	5150	Fringe/Stipends	4,000	8,000	8,000	8,000	8,000	8,000	0	0	0.00
			973,881	1,054,315	1,165,504	1,165,504	1,174,884	1,174,099	0	8,595	0.74
Department of Transportation - Expenditures											
14812	5211	Electricity	84,102	101,684	108,500	108,500	108,500	108,500	0	0	0.00
14812	5255	Building/Equip Maint	162,408	185,628	177,535	142,567	177,535	177,535	0	0	0.00
14812	5320	Contracted Services	169,154	141,809	124,000	241,830	325,000	200,000	0	76,000	61.29
14812	5341	Telephone	10,929	8,501	19,500	19,601	19,500	19,500	0	0	0.00
14812	5381	Printing And Binding	6,942	7,000	8,000	2,500	8,000	8,000	0	0	0.00
14812	5421	Office Supplies (Gen	3,000	3,000	3,000	3,000	3,000	3,000	0	0	0.00
14812	5710	In State Travel/Meetings	0	154	1,500	120	1,500	1,500	0	0	0.00
14812	5860	Equipment	3,123	3,000	3,000	4,880	3,000	3,000	0	0	0.00
			439,658	450,776	445,035	522,998	646,035	521,035	0	76,000	17.08
		Department Total	1,413,540	1,505,091	1,610,539	1,688,502	1,820,919	1,695,134	0	84,595	5.25

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
TRANSPORTATION DATA ANALYST	07/16/2019	52,601	1,036.84	1.00		54,935	54,935
SHIFT SUPERVISOR	11/21/2018	42,965	930.31	1.00		49,291	49,291
DIR OF PARKING & TRAFFIC	12/6/2018	108,532	2,139.33	1.00	1	111,673	111,673
SHIFT SUPERVISOR	2/17/2014	50,645	1,018.83	1.00		53,981	53,981
SHIFT SUPERVISOR	4/10/2023	42,965	896.50	1.00		47,499	47,499
SHIFT SUPERVISOR	3/1/2021	50,031	986.18	1.00		52,251	52,251
ASST PARKING DIRECTOR	7/22/2003	63,952	1,260.60	1.00	1	65,803	65,803
SHIFT SUPERVISOR	1/3/2019	42,965	930.31	1.00		49,291	49,291
ASST. TRANSP DIRECTOR	11/08/2021	78,413	1,545.64	1.00		82,334	81,893
TRANSP PLANNER	01/03/2022	61,200	1,206.35	1.00		64,260	63,916
SHIFT SUPERVISOR (SOUTH HARBOR)	5/24/2023	42,965	854.09	1.00		45,252	45,252
		13,991			4	-	-
AFSCME		427,706		7.00		382,508	382,508
		1,078,932		18.00		1,059,077	1,058,292
				Wks	# Pos		
SEASONAL WORKER		12,854	12,854.40	52.2	1	13,230	13,230
PT METER CONTROL		16,068	16,068.00	52.2	1	16,537	16,537
SECURITY & SUPPORT		15,265	15,264.60	52.2	1	15,710	15,710
SECURITY		15,265	15,264.60	52.2	1	15,710	15,710
BOARD CLERK	10/16/2019	1,620	1,620.00			1,620	1,620
PT SHIFT SUPERVISOR		-	-			-	-
14811-5113		61,072				62,807	62,807
OVERTIME		17,500	10,000.00			45,000	45,000
14811-5131		17,500				45,000	45,000
RES PARKING STICKER Stipend		3,000	3,000.00			3,000	3,000
AICP CERTIFICATION Stipend		2,000	2,000.00			2,000	2,000
Parking Ticket Hearing Officer Stipend		3,000	3,000.00			3,000	3,000
14811-5150		8,000				8,000	8,000
		1,165,504		18.00		1,174,884	1,174,099

Union Detail

Job Desc	Start Date	Job Grp	Approved Budget FY2024	FTE	Calc Period	Munis Budget FY2025	Step	Dept Req FY2025	Mayor FY2025
METER CONTROL I/II	11/6/2018	1	53,591.20	-	-	-	3	-	-
METER REPAIR	3/6/2023	1	52,600.78	1.00	1,054.01	55,468.97	2	55,468.97	55,468.97
METER REPAIR I/II	01/02/2019	1	56,545.84	1.00	1,092.86	57,047.29	3	57,047.29	57,047.29
PK GARAGE MAINT	01/03/2019	1	51,126.40	1.00	988.13	51,580.39	3	51,580.39	51,580.39
METER CONTROL	08/27/2001	1	53,591.20	1.00	1,035.73	54,065.11	3	54,065.11	54,065.11
METER CONTROL I/II	2/21/2023	1	49,868.66	1.00	999.08	52,648.51	2	52,648.51	52,648.51
METER CONTROL I/II	08/04/2021		53,407.34	1.00	1,035.73	54,065.11	3	54,065.11	54,065.11
METER CONTROL I/II	08/04/2021		53,407.34	1.00	1,035.73	54,065.11	3	54,065.11	54,065.11
	1/2/2019		200.00			200.00		200.00	200.00
			420.00			420.00		420.00	420.00
			2,947.28			2,947.28		2,947.28	2,947.28
			427,706.04	7.00		382,507.77		382,507.77	382,507.77

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	18.00
	FY2024	18.00
	FY2025	18.00
	Variance FY25 v. FY24	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
14812 Parking Department-Expenses				
5211 Electricity				
Church St, Sewall St, Charter & Crombie	18,000	0	0	0
Church St, Sewall St, Charter, Crombie, Salem Green	0	18,000	18,000	0
Museum Place	55,500	55,500	55,500	0
South Harbor Garage	35,000	35,000	35,000	0
5211 Electricity Total	108,500	108,500	108,500	0
5255 Building/Equip Maint				
Amano McGann Garage Systems Maintenance Service	25,524	0	0	0
Elevator Contract	10,011	10,011	10,011	0
Garage repairs	30,000	30,000	30,000	0
Garage Systems Maintenance Service	0	25,524	25,524	0
General building maintenance & custodial supplies. Striping parking stalls, flushing storm pipes on an annual basis.	55,000	55,000	55,000	0
High pressure water jet to clean facility.	45,000	45,000	45,000	0
Parking lot kiosk communication/data fees	12,000	12,000	12,000	0
5255 Building/Equip Maint Total	177,535	177,535	177,535	0
5320 Contracted Services				
Bike Share Operations	0	150,000	75,000	0
Consultants	0	75,000	75,000	0
Ride Share Operations	0	100,000	50,000	0
Transportation & Parking Operations	124,000	0	0	0
5320 Contracted Services Total	124,000	325,000	200,000	0
5341 Telephone				
Communication Fees	3,300	3,300	3,300	0
Credit Card Transaction Communication Fees	3,900	3,900	3,900	0
Monthly Verizon Kiosk Fees	7,300	7,300	7,300	0
T-Mobile Smart Phones	5,000	5,000	5,000	0
5341 Telephone Total	19,500	19,500	19,500	0
5381 Printing And Binding				
Garage & Lot Tickets, & parking stamps	8,000	8,000	8,000	0
5381 Printing And Binding Total	8,000	8,000	8,000	0
5421 Office Supplies (Gen				
General Office Supplies	3,000	3,000	3,000	0
5421 Office Supplies (Gen Total	3,000	3,000	3,000	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5710 In State Travel/Meetings				
Training and meetings; certifications & membership dues	1,500	1,500	1,500	0
5710 In State Travel/Meetings Total	1,500	1,500	1,500	0
5860 Equipment				
Misc. office equipment replacement as needed	3,000	3,000	3,000	0
5860 Equipment Total	3,000	3,000	3,000	0
14812 Parking Department-Expenses Total	445,035	646,035	521,035	0



IT - General Admin

Mission Statement

Why We Exist

The Office of Information Technology provides and supports the resources which facilitate the flow of information within and between departments and expands the reach and usefulness of technology to staff, residents, and the public schools. This includes the enterprise network, telephone system and wireless access across 28 city & school sites, as well as all essential business systems and hardware.

Goals and Objectives

- Continue training and development for technology staff through the UdeMy platform
- Continue Windows 11 upgrade with new workstation installs.
- Increase utilization of the online permitting system by updating and adding new applications
- Redesign help system front end for streamlined user interface December 2024
- Expand the use of Alloy discovery; a network auditing tool. October 2024
- Implement the next phase of document scanning to include Police & additional documents in Assessing, City Clerks, Planning, and Building. April 2025
- Upgrade phone system backend infrastructure by September 2024.
- Continue to promote laptops with docking stations as a work station option.
- Replace aging network switches by December 2024.
- Expansion of database storage and use to include GIS data for standardization. March 2025
- Munis upgrade to allow for new 2025 tax forms. December 2024

How FY 2025 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- The department remains committed to the City's overall goal to be a healthier place to live, work, and do business in. To that extent, we have implemented as many "green" initiatives as possible with the digitization and preservation of city records & e-delivery of documents providing excellent examples.
- The department supports the mission to provide open, honest, and proactive services effectively and efficiently, focusing on the needs of today with a vision for the future by pursuing and implementing improvements.
- The department continues to pursue all means to provide a secure environment, protecting critical systems, data, and infrastructure from unauthorized access and digital attacks.



Significant Budget & Staffing Changes For FY 2025

In FY2024 the department experienced significant staff turnover. Currently there are 3 vacant positions in the IT Department. The positions are posted and the city hopes to fill the vacancies soon. The IT department will focus on streamlining services, innovation and supporting officials and departments in integrating and aligning technology.

In FY2025, to meet the ever-increasing GIS needs across the city, a GIS position will be created within the IT Department. The cloud services administrator position which has been vacant for over 2 years will be eliminated and absorbed into the current IT staff. Budget changes reflect the ever-increasing needs for cyber security protection, website, phone system, and infrastructure upgrades, and GIS investments.

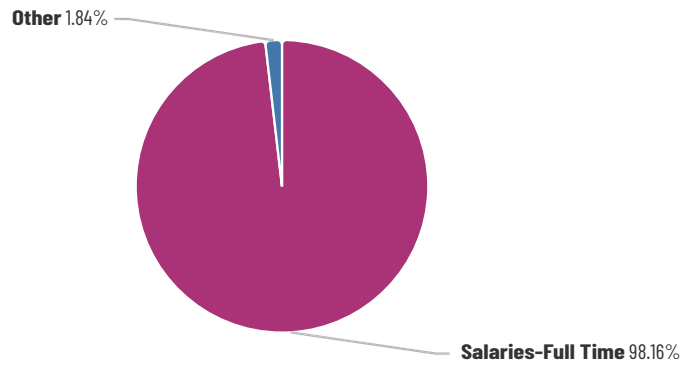
Recent Accomplishments

- Developed a plan for the upgrade of SPS wireless and switch infrastructure and applied for E-rate to fund the project.
- Implemented Laserfiche repository for Assessor's documents working archive.
- Installation of CPUs with mounted large monitors in each firehouse that display the status of each fire company as well as address and information when an emergency call is dispatched. See picture
- Continued version upgrades of the Munis financial system .
- Promoted laptops with docking stations as a work station option
- Upgraded Fire HQ dispatch with new and additional monitors. see picture
- Brought the Fire Department into the Salem Domain.
- Expanded data collection in Laserfiche forms for public and employee use. Business System Analyst, Rob Banks was selected the winner of the 2024 solution Marketplace Submission of the Year Run Smarter Award
- Strengthened our cybersecurity posture by expanding employee training, and implementing continuous monitoring. Training session reporting provided to departments by email and dynamic site.
- Expanded hybrid meeting capacity to include Room 2 at City Hall.
- Partnered with SFD to expand access to the NexGen CAD system.
- Assisted MassHire/NSWIB office moves and network relocation.
- Partnered with the HR office to complete and print year end 1095 forms
- Partnered with Treasurer's office to complete and print year end W2 tax forms.
- Implemented MFA system, DUO, enhancing system security.
- Expanded online permitting system to include the implementation of a new permitting process for Outdoor Dining
- Completed SharePoint project, including trainings with staff on its use and operation. SharePoint is used across departments as a secure place to back up, store, organize, share, and access information.
- Implemented new internal GIS server to replace vendor provided mapping tools to relieve unnecessary vendor payments
- Created a Salem Munis user group. Hosting meetings to share information and demonstrate best practices.
- Piloted the use of internal cellular modems in police vehicle tablets. Eliminating external modems as a point of failure.

- Reinforcement and expansion of the helpdesk system to include the expansion of the knowledge base library for both internal and external use.



Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Help Desk Tickets Received and Resolved	3,152	2,596	2,616	2,650	2,700
Website Hits	3,620,284	3,460,897	1,803,400	2,000,000	2,800,000
Website Sessions	1,309,141	1,291,368	890,000	700,000	750,000
Website Subscribers	42,037	43,317	47,000	50,000	55,000

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
IT - General Admin - Personnel											
11551	5111	Salaries-Full Time	720,828	823,962	879,546	879,546	799,220	799,220	0	(80,326)	(9.13)
11551	5113	Salaries-Part Time	0	3,000	2,500	2,500	2,500	2,500	0	0	0.00
			720,828	826,962	882,046	882,046	801,720	801,720	0	(80,326)	(9.11)
IT - General Admin - Expenditures											
11552	5317	Educational Training	6,000	6,475	6,500	6,500	6,500	6,500	0	0	0.00
11552	5421	Office Supplies (Gen	1,331	718	1,000	1,000	1,000	1,000	0	0	0.00
11552	5520	Software Support/ Enhancements	3,500	3,500	0	0	0	0	0	0	0.00
11552	5582	Data Processing Supp	0	2,706	3,000	3,000	3,000	3,000	0	0	0.00
11552	5710	In State Travel/Meetings	1,514	1,044	1,500	1,500	1,500	1,500	0	0	0.00
11552	5730	Dues And Sub	500	275	500	600	500	500	0	0	0.00
			12,845	14,718	12,500	12,600	12,500	12,500	0	0	0.00
Department Total			733,673	841,680	894,546	894,646	814,220	814,220	0	(80,326)	(8.98)

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
NETWORK ADMINISTRATOR		63,227	1,215.90	1.00	1	63,470	63,470
GIS MANAGER	9/24/2018	73,899	-	1.00	1	70,000	70,000
ERP SYSTEMS MANAGER	8/22/2016	83,204	1,640.07	1.00	1	87,612	87,612
NETWORK MANAGER	10/29/2018	83,852	1,655.76	1.00	1	86,431	86,431
TECHNOLOGY MANAGER	8/15/1998	92,719	1,827.63	1.00	1	95,402	95,402
Technical Support Analyst		59,160	1,182.70	1.00	1	62,663	62,663
NETWORK ADMINISTRATOR	8/2/16	63,667	1,254.97	1.00	1	66,492	66,492
CHIEF INFO OFFICER		133,747	-	1.00	1	125,000	125,000
SUPPORT DESK ANALYST	9/19/2011	62,110	1,224.28	1.00	1	63,907	63,907
Technical Support Analyst		57,868	-		1	-	-
BUSINESS SYSTEMS ANALYST	5/2/2022	71,094	1,401.37	1.00	1	76,152	76,152
Technical Support Analyst		-	1,222.12	0.03	1	2,091	2,091
MICROSOFT 365 ADMINISTRATOR		35,000	673.08		1	-	-
11551-5111		879,546		10.03		799,220	799,220
Interns		2,500	2,500.00			2,500	2,500
Innovation Team (stipends)		-	-			-	-
11551-5113		2,500		0.00		2,500	2,500
		882,046		10.03		801,720	801,720

Grants Detail

Job Description	Dept/Grant	Org/Obj	FTE	Amount
Technical Support Analyst	NSWIB	Various	0.97	62,659.87

Budgeted Fund FTE

Full-Time Equivalent Employees:	FY2023	12.00
	FY2024	12.00
	FY2025	10.03
	Variance FY25 v. FY24	(1.97)

All Funds FTE

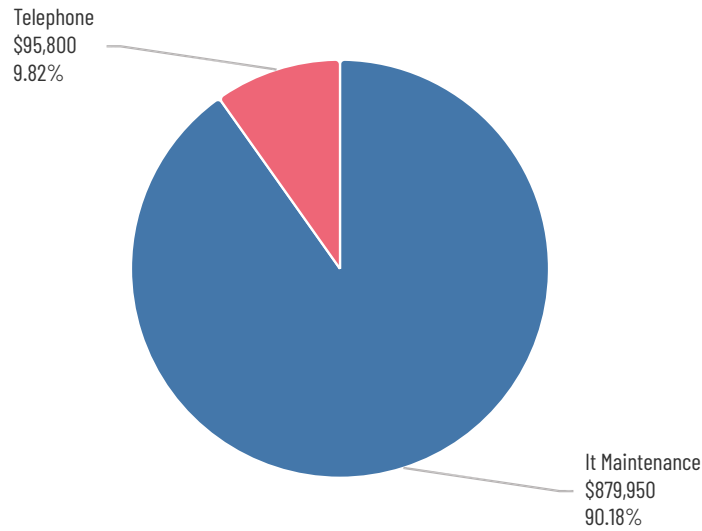
Full-Time Equivalent Employees:	FY2023	12.00
	FY2024	12.00
	FY2025	11.00
	Variance FY25 v. FY24	(1.00)

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
11552 IT/GIS-Expenses				
5317 Educational Training				
Technology Training & Certification	6,500	6,500	6,500	0
5317 Educational Training Total	6,500	6,500	6,500	0
5421 Office Supplies (Gen				
General office supplies as needed	1,000	1,000	1,000	0
5421 Office Supplies (Gen Total	1,000	1,000	1,000	0
5582 Data Processing Supp				
Plotter supplies	3,000	3,000	3,000	0
5582 Data Processing Supp Total	3,000	3,000	3,000	0
5710 In State Travel/Meetings				
IT/GIS Meetings & Conferences; Registration, Travel & Gas	1,500	1,500	1,500	0
5710 In State Travel/Meetings Total	1,500	1,500	1,500	0
5730 Dues And Sub				
Professional memberships, subscriptions	500	500	500	0
5730 Dues And Sub Total	500	500	500	0
11552 IT/GIS-Expenses Total	12,500	12,500	12,500	0

IT - Fixed Costs

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
IT - Fixed Costs - Expenditures											
11562	5243	It/Gis Maintenance	894,559	783,545	764,950	775,792	879,950	864,945	0	99,995	13.07
11562	5341	Phone/Dsl/ Communications	36,873	90,716	95,800	103,687	95,800	95,800	0	0	0.00
			931,432	874,261	860,750	879,479	975,750	960,745	0	99,995	11.62
		Department Total	931,432	874,261	860,750	879,479	975,750	960,745	0	99,995	11.62

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
11562 IT/GIS-Fixed Costs				
5243 It/Gis Maintenance				
Adobe Pro licensing - all departments	5,500	5,500	5,500	0
Antivirus, email security and response	20,000	20,000	20,000	0
Backup and disaster recovery services	13,000	13,000	13,000	0
City and PD website hosting and support	9,500	9,500	9,500	0
Cybersecurity	0	102,000	22,995	0
Dashboard software licensing and support	2,500	2,500	2,500	0
Data center A/C maintenance	1,000	1,000	1,000	0
Domain registration services	250	250	250	0
Electronic document management system licensing, support and public portal	21,000	21,000	21,000	0
ESRI desktop licensing - Engineering, IT, Parking, and Planning - consolidated FY24	12,000	12,000	12,000	0
ESRI server licensing	11,500	11,500	11,500	0
Facilities work order and DPS mobile 311 system	41,000	41,000	41,000	0
Help Desk and inventory system	7,000	7,000	7,000	0
Microsoft software licensing	104,000	104,000	104,000	0
MyCivic Citizen Engagement	8,500	8,500	8,500	0
Network systems maintenance, licensing and support	65,000	69,000	69,000	0
Online meeting software and video conferencing	10,000	10,000	10,000	0
Permitting system licensing and maintenance	55,000	55,000	55,000	0
Public Safety IT Support Consultant	0	0	64,000	0
Remote Computer Assistance & Administration	2,200	2,200	2,200	0
Smartsheet and data uploader module	25,500	25,500	25,500	0
SPD - surveillance camera maint. & support	60,000	60,000	60,000	0
Technology Equipment Repair	3,000	3,000	3,000	0
Tyler Technologies - Munis licensing and application services	280,000	285,000	285,000	0
Veterans - federal records document imaging system	500	500	500	0
Website chatbot AI	7,000	7,000	7,000	0
Website Upgrade	0	4,000	4,000	0
5243 It/Gis Maintenance Total	764,950	879,950	864,945	0
5341 Phone/Dsl/Communications				
Cellular phone service - Cemetery, City Clerk, Electrical, Engineer, Finance, Health, Legal, Mayor, Park, Parking, Planning, Public Property, Public Services, Veterans	40,000	40,000	40,000	0
Internet/Network: Internet services, City & Schools	14,000	14,000	14,000	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
Internet/Phone/PBX: City-wide telephone services	34,000	34,000	34,000	0
Mobile device data services - ITS, Public Property, Electrical, DPW, Park	7,500	7,500	7,500	0
TV: Digital Transport Adaptors for city buildings	300	300	300	0
5341 Phone/Dsl/Communications Total	95,800	95,800	95,800	0
11562 IT/GIS-Fixed Costs Total	860,750	975,750	960,745	0



Solicitor & Licensing Board

Mission Statement

Why We Exist

The Solicitor's office is responsible for providing representation and advice to the City and its officials in numerous areas including but not limited to zoning issues, employment law, collective bargaining, civil rights, civil service, contract actions, real estate, workmen's compensation and tort actions involving personal injury and property damage claims. Members of the legal department regularly attend and provide advice at meetings of the City Council and sub-committees thereof and to several City boards and commissions. In addition to drafting ordinances and other legal documents, numerous verbal and written opinions are rendered to the City Council and Department Heads.

The Licensing Board issues and oversees licenses for the following activities: auto dealerships, fortunetelling, liquor, vending, common victualer, lodging houses and entertainment.



Goals and Objectives

FY 2025

- Goal: Successfully defend claims against city and its officers
Objective: Maximize resources, including insurance coverage to defend claims as needed
- Goal: Revise existing ordinances to address any inefficiencies
Objective: Conduct quarterly review of Ordinance with Department Heads
- Goal: Address local needs/neighborhood concerns
Objective: Create or amend Ordinances to provide tools to address needs/concerns as needed
- Goal: Maximize MIIA rewards programs
Objective: Assign staff to attend monthly programs
- Goal: Assist Licensing Board in regulating licenses
Objective: Create specific regulations for the board by end of calendar year
- Goal: Improve vendor management and offerings
Objective: Work as part of a team to improve quality of vendors each October
- Goal: Ensure all liquor licenses are fully utilized

Objective: Work with Boards, businesses and Chamber of Commerce annually

- Goal: Redevelop Transfer Station Site
Objective: Develop DEP approved plan to see site is remediated by 2025
- Goal: Redevelop municipally controlled properties
Objective: Assist in redevelopment of properties as they become available
- Goal: Have an inclusive workplace, prevent discrimination suits and promptly address complaints
Objective: Continue to oversee DEI Director training and promptly address complaints
- Goal: Improve process for identifying and reducing the number of problem properties
Objective: Work with team to step up enforcement, collect data and take legal action when necessary
- Goal: Conduct performance appraisals for union staff
Objective: Negotiate/implement inclusion of performance reviews with unions
- Goal: Ensure success of new Diversity, Equity and Inclusion office
Objective: Work with new DEI director to ensure annual training and change in policy to increase equity and diversity

How FY 2025 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

The Legal Department's goals include several of the short and long-term goals of the City. These shared goals include:

1. Encouraging responsible private development and new growth opportunities;
2. Continuing to improve upon management of Haunted Happenings and other community events;
3. Maintaining a high level of accessibility to and responsiveness to the public;
4. Overseeing successful disposition and remediation of the transfer station site, 5 Broad St., and other sites; and
5. Strengthen city's reputation as a welcoming, accessible, and inclusive community through work of new DEI role and Licensing Board policy and regulation.

Significant Budget & Staffing Changes For FY 2025

Salary adjustments made to reflect survey results and added responsibilities of Asst. Solicitor and DEI Director



Salary adjustment to reflect annual cost for a Clerk to take minutes for the Race Equity Commission

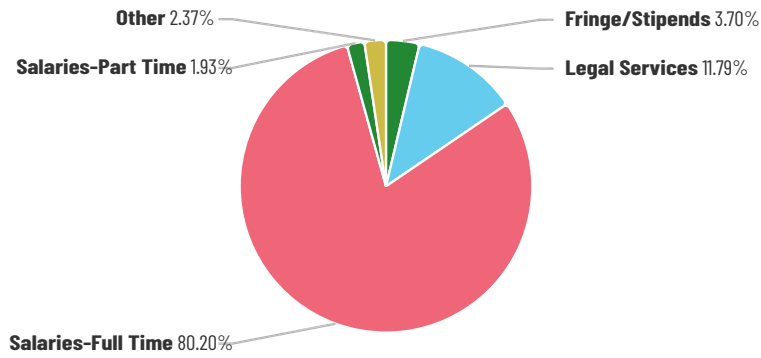
New positions of 40U hearing officer and PT Licensing Bd. enforcement officer

Recent Accomplishments

- Prepared multiple amendments to the City's Ordinances
- Prepared multiple Zoning Ordinance amendments
- Advised various boards and commissions regarding state and local laws as well as case law
- Prepared contracts, license agreements and mutual aid agreements

- Prepared Opinions for boards and commissions
- Managed claims against city
- Defended lawsuits against the city and its Boards
- Worked with various departments on solicitations for bids and requests for proposals
- Served as part of team to interview prospective senior staff
- Advised HR and department heads on various personnel matters
- Advised School Department on various personnel and policy matters
- Investigated and advised departments on personnel infractions and prepared disciplinary documents
- Drafted various easements and rights of entry agreements
- Prepared legal documents for disposition of city property
- Prepared deed restrictions for CPA-funded projects
- Prepared various home rule petitions
- Assisted the Licensing Board in conducting hearings and establishing policy
- Worked with DEI Director and HR Director to implement new employee policies, complete an internal equity audit and DEI Report
- Worked with DEI Dir. to manage two grants for the completion of an external equity audit and diverse workforce program development
- Participating on team of city officials from five communities to develop a Commonwealth model for increasing diversity in development

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
% MIAA REWARDS ACHIEVED	90%	92%	100%	98.00%	98.00%
MIIA REWARD SAVINGS	\$50,700	\$53,200	\$56,000	\$57,000	58,000

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Solicitor & Licensing Board - Personnel											
11511	5111	Salaries-Full Time	354,029	395,544	483,087	483,087	476,376	476,376	0	(6,711)	(1.39)
11511	5113	Salaries-Part Time	0	0	0	0	11,484	11,484	0	11,484	0.00
11511	5131	Overtime (General)	2,682	2,345	3,000	3,000	3,000	3,000	0	0	0.00
11511	5150	Fringe/Stipends	2,000	3,500	4,700	4,700	22,000	21,250	0	16,550	352.13
			358,711	401,389	490,787	490,787	512,860	512,110	0	21,323	4.34
Solicitor & Licensing Board - Expenditures											
11512	5303	Legal Services	65,247	49,057	70,000	105,903	70,000	70,000	0	0	0.00
11512	5306	Advertising	0	0	200	200	200	200	0	0	0.00
11512	5381	Printing And Binding	0	0	100	100	100	100	0	0	0.00
11512	5421	Office Supplies (Gen	500	293	2,250	2,250	2,250	2,250	0	0	0.00
11512	5730	Dues And Sub	3,804	3,539	4,550	5,479	4,550	4,550	0	0	0.00
11512	5760	Judgments	4,071	1,927	4,000	6,072	4,000	4,000	0	0	0.00
			73,622	54,815	81,100	120,004	81,100	81,100	0	0	0.00
Department Total			432,333	456,204	571,887	610,791	593,960	593,210	0	21,323	3.73

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
SOLICITOR	4/1/2004	132,273	2,607.31	1.00	1	136,102	136,102
PARALEGAL	6/28/06	58,708	1,157.21	1.00	1	61,313	61,313
ASSISTANT SOLICITOR	9/1/2023	105,000	2,463.95	1.00	1	128,618	128,618
DIRECTOR OF DIVERSITY, EQUITY, AND INCLUSION	4/11/2022	89,301	1,786.15	1.00	1	93,237	93,237
ASSISTANT SOLICITOR		31,500	-			-	-
LICENSING BOARD MEMBERS/CHAIR		6,700				-	-
CLERK OF BOARD		3,000				-	-
AFSCME		56,605		1.00		57,106	57,106
11511-5111		483,087		5.00		476,376	476,376
			Hourly rate				
HEARING OFFICER (40U - CIVIL INFRACTIONS)			33.00	0.07	10	3,960	3,960
PT ENFORCEMENT OFFICER			33.00	0.54	19	7,524	7,524
11511-5113		-		0.61		11,484	11,484
Overtime		3,000	3,000.00			3,000	3,000
11511-5131		3,000				3,000	3,000
PUBLIC RECORD OFFICER STIPEND		3,500	3,500.00			4,000	3,750
CLERK OF RACE EQUITY COMMISSION		1,200	1,200.00			1,800	1,800
EMPLOYEE RESOURCE GROUP STIPENDS						6,000	6,000
BOARD MEMBER			2,100.00			2,100	2,100
CLERK OF BOARD			3,000.00			3,500	3,000
BOARD CHAIRMAN			2,500.00			2,500	2,500
BOARD MEMBER			2,100.00			2,100	2,100
11511-5150		4,700				22,000	21,250
		490,787		5.61		512,860	512,110

Union Detail

Job Desc	Start Date	Job Grp	Approved Budget FY2024	FTE	Calc Period	Munis Budget FY2025	Step	Dept Req FY2025	Mayor FY2025
PRINCIPAL CLERK	6/19/06	2	56,605.12	1.00	1,093.99	57,106.28	3	57,106.28	57,106.28
			56,605.12	1.00		57,106.28		57,106.28	57,106.28

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	5.30
	FY2024	5.30
	FY2025	5.61
	Variance FY25 v. FY24	0.31

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
11512 Solicitor-Licensing-Expenses				
5303 Legal Services				
Outside legal services - labor, litigation, environmental Surveying, title Examinations, Etc. arbitration fees - filing and arbitrator fees. Memberships and Publications. Expenses incurred for travel and meetings.	70,000	70,000	70,000	0
5303 Legal Services Total	70,000	70,000	70,000	0
5306 Advertising				
Advertisement for Alcohol Licensing	200	200	200	0
5306 Advertising Total	200	200	200	0
5381 Printing And Binding				
Licenses and Forms as needed (alcohol, auto dealers, etc.) Envelopes, Business Cards, Letterhead Stationary.	100	100	100	0
5381 Printing And Binding Total	100	100	100	0
5421 Office Supplies (Gen				
General office supplies as needed	1,500	1,500	1,500	0
Training Refreshments and Materials	750	750	750	0
5421 Office Supplies (Gen Total	2,250	2,250	2,250	0
5730 Dues And Sub				
Bar membership/ dues	1,050	1,050	1,050	0
Lexis service	2,500	2,500	2,500	0
Subscriptions & publications; Cont. legal ed.	1,000	1,000	1,000	0
5730 Dues And Sub Total	4,550	4,550	4,550	0
5760 Judgments				
Judgments	4,000	4,000	4,000	0
5760 Judgments Total	4,000	4,000	4,000	0
11512 Solicitor-Licensing-Expenses Total	81,100	81,100	81,100	0



HR - General Admin

Mission Statement Why We Exist

The City of Salem Human Resources Department (HR) is a department of four full-time employees. Along with myself, we have an Office Manager/Assistant, Alicia Brady, a Personnel Aide, Amy O'Keefe, and a Benefits Manager position which is currently open. The part-time switchboard operator, Joe Freitas also falls under our Department, and our Department coordinates the remaining hours at the switchboard with volunteers to have full coverage.

The City of Salem Human Resources Department (HR) is responsible for many matters relative to employees and retirees, some of which are the following:

- Posting vacant positions
- Scheduling and conducting interviews
- Hiring full/part-time/temporary/seasonal employees
- Participating in negotiations and administering various collective bargaining agreements
- Monitor and administer Workers' Compensation and Unemployment for the City and the SPS
- Ensuring new and existing employees are processed timely and paid correctly
- Ensuring employees and retirees are contributing correctly for their insurances
- Resolving and hearing grievances
- Interpreting existing and drafting new policies and procedures
- Monitoring and administering health, life, dental and several other voluntary insurances for employees (including MassHire), retirees, and survivors.
- Receiving and resolving employee matters and concerns.

FY 2025 Goals and Objectives Increase recruitment efforts.

- Post vacant positions online to all relevant websites. We are not experiencing the difficulty in hiring we experienced during and immediately after the pandemic, yet there are times we cannot attract candidates.
- Highlight the benefits of working for a municipality, especially the City of Salem, not only the rewarding work and career growth, but also our generous other benefits offered: employee paid FSA fees, HRA reimbursements, educational incentives, onsite Spanish classes, employee resource groups, robust leave time, sign on bonuses (in some roles) and an inclusive environment where we are committed to making everyone feel welcome.
- Implement a pathway for entry level employees to obtain their CDL licenses and implement a partnership with the SPS Automotive Department. We have met with them to assist us in recruitment and internships with their students, and we are working out details with them. A partnership with them will help us expand our Public Services Motor Pool deliverables.

Focus on employee wellness, interaction, and job satisfaction (employee retention)

- Partner with our EAP provider to offer options for wellness and work-balance training and activities.
- Hold quarterly meetings with new staff to check in with them.
- Ensure our salaries are competitive by maintaining salary schedules.
- Encourage more employee participation in off-hour employee gatherings.
- Offer ASL classes to employees, similar to the Spanish class model.
- Work with the Commission on Disabilities to continue to wisely use the funds generated from the Handicap Violations. As a member of the Commission's subcommittee for this purpose, I am in the position to ensure purchases are in compliance with the statute allowing the Commission to utilize these funds.
- Work with our MIIA Risk Manager and promote trainings through MIIA to assist us in earning rewards towards our WC Premium. Establish a solid safety committee ensure we are doing all we can to minimize our financial risks with regard to all of our insurance premiums.
- Review our City policies, revise as necessary for compliance, and negotiate implementation as required. Develop Employee Handbook. Update procedure manual, for this Department.
- Seek out and encourage training for various topics, departments, and positions, in addition to those designed to minimize risks,
- Work with the IT and Payroll department to automate our onboarding and internal personnel actions and offer MUNIS training to all end users.

How FY 2025 Departmental Goals Relate to City's Overall Long & Short Term Goals

July 1, 2024 starts the second and final year with the GIC. Given that we and the Public Employee Committee (PEC) are committed to providing quality, affordable health care to our employees and retirees, even though we may not always agree, we will do our due diligence before we decide upon a health care carrier for FY'26 and beyond.

The City is very supportive of staff development, and as such, we will be taking advantage of opportunities to ensure all staff members are as effective as they can be in the City. Some of these training will require additional funding, and some are offered free to us through MIIA.

Our dedication to a productive, efficient, positive and consistent workforce begins with employee morale. Once an employee is hired, we need to foster the individual's growth in the workplace. The City is committed to strong employee relations and partnerships, and as such, this goal is directly related to the City's long and short-term goals.

Significant Budget & Staffing Changes for FY 2025

Budget increases this year for HR are seen in the same line we see increases in every fiscal year: health insurance and workers' compensation insurance. Our current staff size is sufficient, and we will fill our vacant position soon.

We will be offering Spanish Conversational classes again this fiscal year. These classes have been very successful by giving employees tools to communicate with our non-English speaking constituents giving them a chance to meet and “hablan Espanol” with coworkers they may not have ever met before the classes. We are getting ready to offer a Spanish II class for employees who want to expand their knowledge base.

Recent Accomplishments:

- Successfully produced our 1095Cs and submitted verification of the same without errors to the IRS for calendar year 2023.
- Responded to and provided a defense for a second IRS 1095 audit with the expectation of absolving the City of a \$15K plus penalty.
- Promoted our Employee Assistance Program from MIIA, a completely free and confidential program for all employees. EAP is a resource for employees with any number of needs for assistance.
- Implemented check-in meetings with SPS to discuss unemployment claims, and biweekly meetings with the SPS to discuss employees retiring from the school department who will become our insureds.
- Maintained our practice of performative exercises as part of the interview process to ensure we hire the most qualified candidates for our open positions. Performatives are a valuable tool in our evaluation of candidates for employment. Depending upon the position, we can determine the candidate’s ability to either drive our vehicles and trucks or examine an AP batch for accuracy.
- Posted and filled many positions within the City, and we conducted many interviews over the fiscal year. In some areas, we have been unable to fill certain positions. However, in other areas we have been successful, specifically:

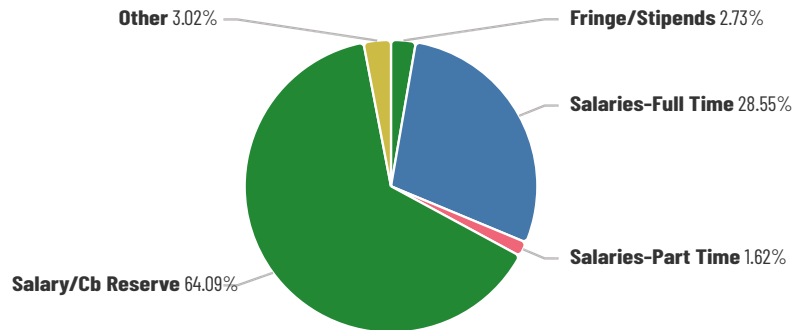
Since July 1, 2023 we have interviewed, processed, hired and onboarded hired 40 full time employees:

- Engineering: Business Manager/Water Registrar, Roadway Project Manager.
- Building: Local Inspector
- Park/Recreation/CLC: Administrative Assistant, Two Principal Account Clerks, Forest River Event Manager/Recreation Assistant
- Police: Three Patrol Officers, Records Clerk
- Traffic and Parking: Meter Repair
- Mayor: Event Manager, Director of Salem Children’s Alliance
- Health: Code Enforcement Officer, Regional Community Health Worker, Regional Sanitarian, Regional Field Trainer, Regional Public Health Nurse.
- Fire: Five Fire Fighters, Fire Alarm Operator
- IT: Tech Support Analyst
- Legal: Assistant City Solicitor
- Sustainability & Resiliency: Energy Manager, Sustainability Manager
- Planning: Sr. Planner, Planner
- Finance: Director of Capital Planning and Green Infrastructure Finance

With summer approaching, we will be processing additional seasonal employees in the next few weeks.

Our partnership with MassHire Northshore Career Center causes us to be involved in their hirings, onboarding and benefit administration; since July 1, 2023, eight employees were processed by HR.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
HR misc.					
CORI checks (employees, volunteers, interns)	255	198	155	125	160
Labor service applications	45	39	26	19	30
Resumes rec'd/processed	350	400	485	377	400
Retirement buybacks processed					
City (includes contractual buybacks for post 1/1/2023 hires)	61	67	78	88	90
SPS (includes contractual buybacks for post 1/1/2023 hires)	80	66	47	38	40
New hires					
Part-time	21	126	101	62	100
Full-time	30	45	56	40	30
Audit preparation/etc.					
City (compensated absences for all employees, rosters and salaries)	1	1	1	1	1
GASB 45	1	1	1	1	1
Provision of all information regarding employees' and their post-employment benefits for OPEB liability; census for City and SPS	1	1	1	1	1

Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Workers' Compensation					
Open cases (pre-MIIA)	5	5	5	4	4
Salaries	167,262.95	179,848.03	189,410.32	89,814.36	121,000.00
Medicals (pre-MIIA)	3,300.00	4,300.00	4,336.11	39,066.16	45,000.00
Claims					
SPS	33	103	82	71	85
City	22	29	19	13	15
Trainings					
Workers' Compensation	1	1	1	1	2
DEI training coordination and preparation	n/a	n/a	2	2	2
Conversational Spanish Classes	1	n/a	n/a	2	3
Emergency Prparede	n/a	n/a	4	8	8
Insurance					
PEC meetings	6	6	6	2	6
Unemployment					
City (percentage of budget)	covid, #s not accurate	16%	10%	10%	10%
SPS (percentage of budget)	covid, #s not accurate	84%	90%	90%	90%
Fraudulent claims					
City	116	0	14	4	8
SPS	190	0	15	3	8
ID Badges					
City Hall and Annex	n/a	n/a	n/a	175	25
DPS	n/a	n/a	n/a	39	15
Library	n/a	n/a	n/a	n/a	35
CLC	n/a	n/a	n/a	n/a	30

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
HR - General Admin - Personnel											
11521	5111	Salaries-Full Time	259,379	279,380	290,103	290,103	300,645	300,645	0	10,542	3.63
11521	5113	Salaries-Part Time	14,593	16,736	15,710	15,710	17,019	17,019	0	1,309	8.33
11521	5150	Fringe/Stipends	0	0	0	3,750	28,750	28,750	0	28,750	0.00
11521	5161	Retroactive Wages	783,722	531,389	0	0	0	0	0	0	0.00
11521	5171	Salary/Cb Reserve	0	0	250,000	250,000	675,000	675,000	0	425,000	170.00
	A										
			1,057,694	827,505	555,813	559,563	1,021,414	1,021,414	0	465,601	83.77
HR - General Admin - Expenditures											
11522	5300	Purchase Of Services	12,000	9,854	12,000	13,130	12,000	12,000	0	0	0.00
11522	5303	Legal Services/Abritation	50	0	1,000	1,000	1,000	1,000	0	0	0.00
11522	5306	Advertising	1,605	825	2,000	2,825	2,000	2,000	0	0	0.00
11522	5317	Educational Training	2,763	10,353	15,000	15,069	15,000	15,000	0	0	0.00
11522	5421	Office Supplies (Gen	1,701	2,327	1,700	1,700	1,700	1,700	0	0	0.00
11522	5710	In State Travel/Meetings	0	0	100	100	100	100	0	0	0.00
			18,120	23,359	31,800	33,824	31,800	31,800	0	0	0.00
Department Total			1,075,813	850,864	587,613	593,387	1,053,214	1,053,214	0	465,601	79.24

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
OFFICE MANAGER	8/7/2007	62,153	1,225.13	1.00	1	63,952	63,952
PERSONNEL DIRECTOR	3/5/07	111,718	2,202.14	1.00	1	115,527	115,527
BENEFITS MANAGER	12/02/19	63,408	-	1.00	1	66,000	66,000
PERSONNEL AIDE/ASST	8/29/16	52,823	1,041.22	1.00	28	55,167	55,167
11521-5111		290,103		4.00		300,645	300,645
PT SWITCHBOARD	7/16/13	15,710	-	0.54	19	17,019	17,019
11521-5113		15,710		0.54		17,019	17,019
FRINGE/STIPENDS							
311 STIPENDS						3,750	3,750
LANGUAGE ACCESS STIPENDS						25,000	25,000
11521-5150		-		0.00		28,750	28,750
Salary/Collective Bargaining Reserve		250,000	250,000.00			675,000	675,000
11521-5171A		250,000				675,000	675,000
		555,813		4.54		1,021,414	1,021,414

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	4.54
	FY2024	4.54
	FY2025	4.54
	Variance FY25 v. FY24	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
11522 Human Resources-Expenses				
5300 Purchase Of Services				
Custom Drug Testing, random CDL license holder testing, 4x per year \$350.00-\$550.00 per event. Pre-employment physicals for all new employees. Shredding services with Heritage Industries.	12,000	12,000	12,000	0
5300 Purchase Of Services Total	12,000	12,000	12,000	0
5303 Legal Services/Abritation				
Fees to AAA; filing fee \$275.00, case fee between \$500 and \$1000 per case.	1,000	1,000	1,000	0
5303 Legal Services/Abritation Total	1,000	1,000	1,000	0
5306 Advertising				
Advertising of vacant positions within the City via various media: Mass Municipal Association, position related publications, Boston Globe	2,000	2,000	2,000	0
5306 Advertising Total	2,000	2,000	2,000	0
5317 Educational Training				
Union and non-union tuition reimbursement, licenses for City employees. Miscellaneous training courses for employees. Conversational/work-based Spanish classes for employees	15,000	15,000	15,000	0
5317 Educational Training Total	15,000	15,000	15,000	0
5421 Office Supplies (Gen				
Paper, toner cartridges, envelopes	1,700	1,700	1,700	0
5421 Office Supplies (Gen Total	1,700	1,700	1,700	0
5710 In State Travel/Meetings				
Periodic MMA, MIIA and MMPA seminars and training	100	100	100	0
5710 In State Travel/Meetings Total	100	100	100	0
11522 Human Resources-Expenses Total	31,800	31,800	31,800	0

Workers Comp

Mission Statement – Overview

We are insured with MIIA for our Workers' Compensation (WC) claims, and we have been with them since 2008. Having an insurance carrier for administering this important City responsibility is invaluable. Once a claim is filed, the decision-making is not left to staff here at the City, rather, an insurance company looking out for our best interests and those of the injured employee follows the claim and maintains communication with all parties along the way. Our relationship with MIIA has allowed us to minimize our premium increases. WC insurance is not inexpensive; however, in-house administration and oversight of this process is a less desirable alternative.

Additionally, our involvement with the MIIA Rewards Program has enabled us to keep our other premiums somewhat affordable as our internal practices (best practices, policies, procedures and trainings) earn us credits towards our premiums.

We meet with our WC representative from MIIA on a regular basis and have numerous discussions over the phone to monitor the progress of our injured employees. We encourage MIIA to pursue all claims aggressively to assist our employees in returning to work in a timely manner.



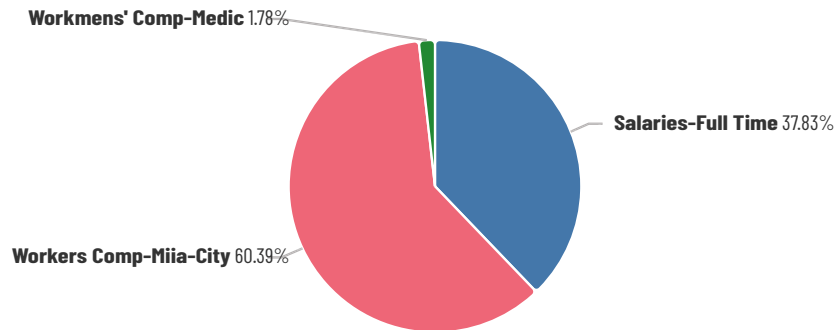
Goals and Objectives

- Meet with City and SPS Management Teams to explain the process of WC from initial injury to employee's (hopeful) return to work. This will include injury reporting, investigation, remedial action, and follow-up. Timely claim reporting is key in staying on top of our claims to ensure our injured employees are provided the most effective and efficient care and treatment.
- Meet with MIIA and the (new) leadership at the School Department prior to the start of the new school year this Fall to promote training to prevent on the job injuries that ultimately affect our premium rates.
- Promote the MIIA sponsored safety trainings, which will help keep employee injuries to a minimum, which will ultimately and hopefully influence our annual premium with MIIA.
- Work with our Risk Manager to implement a strong safety/risk committee comprised of City and SPS key staff.
- Obtain a 111F coverage carrier for our Public Safety employees
- Work with our Public Safety Chiefs and our Finance Director to review, analyze, and determine a process to secure a third-party administrator for such coverage. Public Safety employees are not covered with our MIIA WC insurance. The benefit of an outside carrier would be as valuable as our MIIA coverage is for our non-Public Safety employees.
- Encourage all Department Heads, managerial staff, and the SPS to implement light duty or roles with restrictions for injured employees who are not fully cleared to return to their jobs. Studies show the longer an employee is out of work, the lower the chances for their return. Allowing an employee to return to work just makes sense as we budget for salary, and indemnity costs will affect our premiums. Furthermore, getting back to work in even a lesser capacity is a benefit to the injured employee's overall well-being.

Significant Budget Changes for FY 2025

- Our WC premium is a big number in our budget every year. It's based on estimated payrolls, risk codes assigned to each position, and our experience. As such, the premium is the most significant change for this year; however, we'll continue to do our due diligence in our MUNIS system to make sure that all positions are assigned the correct risk code

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Workers Comp - Expenditures											
19121	5111	Salaries-Full Time	179,848	189,410	212,460	192,460	212,460	152,460	0	(60,000)	(28.24)
19121	5172	Workmens' Comp-Medic	3,312	4,336	5,000	61,153	10,000	10,000	0	5,000	100.00
19121	5179	Workers Comp-Miia Premium	315,103	326,626	339,200	339,200	339,200	248,346	0	(90,854)	(26.78)
			498,263	520,372	556,660	592,813	561,660	410,806	0	(145,854)	(26.20)
Department Total			498,263	520,372	556,660	592,813	561,660	410,806	0	(145,854)	(26.20)

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
19121 Workmens' Comp-Personnel				
5111 Salaries-Full Time				
Wages paid to former employees of the City and School Department who were injured on the job. These are pre-Miia Workers' Compensation coverage. COLA increase 10/1/2023 anticipated, weekly payroll increase.	212,460	0	0	0
Wages paid to former employees of the City and School Department who were injured on the job. These are pre-Miia Workers' Compensation coverage. COLA increase 10/1/2024 anticipated, weekly payroll increase.	0	212,460	152,460	0
5111 Salaries-Full Time Total	212,460	212,460	152,460	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5172 Workmens' Comp-Medic				
Medical invoices for injuries incurred prior to 7/1/2008	5,000	10,000	10,000	0
5172 Workmens' Comp-Medic Total	5,000	10,000	10,000	0
5179 Workers Comp-Miia Premium				
FY24 Premium Estimate from MIIA	760,000	0	0	0
FY25 Premium Estimate from MIIA - increase of 3%	0	760,000	782,800	0
Less 2.5% Early Pay	(18,000)	(18,000)	(19,570)	0
School Workers Comp in School Budget 53% . Claims - School 80% City 20%	(402,800)	0	0	0
School Workers Comp in School Budget (70% of premium)	0	(402,800)	(514,884)	0
5179 Workers Comp-Miia Premium Total	339,200	339,200	248,346	0
19121 Workmens' Comp-Personnel Total	556,660	561,660	410,806	0

Unemployment Compensation



- With the maximum weekly benefit currently at \$1033.00 (26 weeks = \$26,858.00), along with a \$25.00 dependent allowance, it is imperative that we remain vigilant on all claims filed by former City and SPS employees.

Overview and Recent Accomplishments

We have seen an uptick in fraudulent unemployment claims. They had ceased for about a year, and as soon as we received one, we realized they were starting up again. We got ahead of the wave and notified all employees (City and Salem Public Schools) of the resurgence, with instructions on what to do if they fall victim to a fraudulent claim. The fraudulent claims have no discretion, and we are vigilant, as we are notified of every claim.

We monitor our bill every month for accuracy, and make sure that erroneous charges drop off completely. We still review every claim for legitimacy, and we gather any and all information from either City Departments or the School Department to answer the claim. An unanswered claim results in an approved claim.

We still protest claims we believe are meritless. Our diligence out of the gate with accurate information lends to our success in that area. Furthermore, with a potential maximum weekly benefit of \$1015.00 (up \$41.00 from last year plus dependent allowances of \$25.00 each) it is in our best interest to review every claim.

Goals and Objectives

- Stay current on the ever-changing landscape of unemployment; that includes monitoring unemployment rates which can trigger extensions and fraudulent claims.
- Communicate with the SPS to obtain the most accurate information when it comes to employee terminations, resignations, and non-renewals. Since many employees are terminated at the end of the school year, ensuring issuance of Reasonable Assurance letters is the most effective way for us to minimize and prevent financial liability. Nearly 90% of our claims are due to SPS former employees.

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Unemployment Compensation - Expenditures											
19131	5173	Unemployment Compens	133,196	99,864	200,000	273,762	220,000	220,000	0	20,000	10.00
			133,196	99,864	200,000	273,762	220,000	220,000	0	20,000	10.00
		Department Total	133,196	99,864	200,000	273,762	220,000	220,000	0	20,000	10.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
19131 Unemployment Comp-Personnel				
5173 Unemployment Compens				
Payments to Department of Unemployment Assistance for unemployment wages paid to former City and School Department employees. School 94%, City 6% baseline	200,000	220,000	220,000	0
5173 Unemployment Compens Total	200,000	220,000	220,000	0
19131 Unemployment Comp-Personnel Total	200,000	220,000	220,000	0

Employee Insurance Benefits

Mission Statement

Health Insurance:

July 1, 2024 marks the start of the second and final year of our current contract with the GIC. We have been with the GIC since July 2012, and since then, analysis has consistently validated that GIC coverage offers our employees, retirees and survivors the most diverse and affordable health care options.

As of March 31, 2024, we had 1851 enrollees in our health insurance plans. All but 562 of those enrollees are administered in the HR department. As noted above, given our utilization and trends with rate increases, I am still confident our move to the GIC was the best move for the City. It has not been without its challenges; however, the coverage we offer is excellent in quality and offers employees, retirees, and survivors choices, rather than a one-size fits all model.

Life Insurance:

Our life insurance carrier, Boston Mutual, has held our rate again this year. We offer a basic life insurance policy to all benefit eligible employees (\$10,000.00; \$20,000.00 for AD&D), along with a voluntary term, and critical illness coverage. As of March 31, 2024, we have 343 City employees enrolled in basic life, 175 enrolled in voluntary plans. We have 306 City retirees enrolled in Basic Life, 391 retired teachers, and 140 City employees and retirees enrolled in voluntary life insurance plans with Boston Mutual. We also administer voluntary plans with Trustmark, AFLAC, American Heritage, and Legal Shield.

Dental Insurance:

We have negotiated a 4% rate increase with Altus Dental, our dental carrier, for our FY'25 rate with a 4% rate cap for FY'26. Dental insurance is becoming more important to our employees and retirees, and we are pleased to have secured this rate. The calendar year maximum of \$2000.00 is appreciated by all of our enrollees. As of March 31, 2024, we have 469 City employees enrolled in our dental plans.

Altus Dental is our carrier for retiree dental. This plan has no increase for FY'25, and as of March 31, 2024, we have 138 City retirees enrolled in the plan, and 129 retired teachers enrolled in the plan.

Goals and Objectives

Offer affordable health care to our employees, retirees, and survivors:

- Over the next several months and prior to the end of this calendar year, we will work with our Public Employee Committee (PEC) to review costs, and plan for our health insurance coverage for FY'26 and beyond. That work will include requesting our utilization from the GIC, holding meetings, developing an RFP for quotes from other carriers, reviewing proposals, and interviewing prospective carriers,

Educate our enrollees:

- Questions come up all the time, whether they be about mail order prescriptions, bills, deductibles, or how to get reimbursed for a co-pay through the City's reimbursement program. We will continue to offer assistance in those areas.
- The process can be confusing for some, if not many, and that is why we are happy to assist with all phases of health care issues. We are used to the process, and the 'insurance language' lingo and processes that are confusing to others, so we help whenever we can.

Offer additional benefits:

- Within the next few months, we will be offering Vision Insurance. This voluntary benefit will allow our employees to supplement vision benefits offered through their health insurance. We have been asked about this benefit over the last few years, and we are looking forward to offering it to our employees.

Significant Budget & Staffing Changes For FY 2025

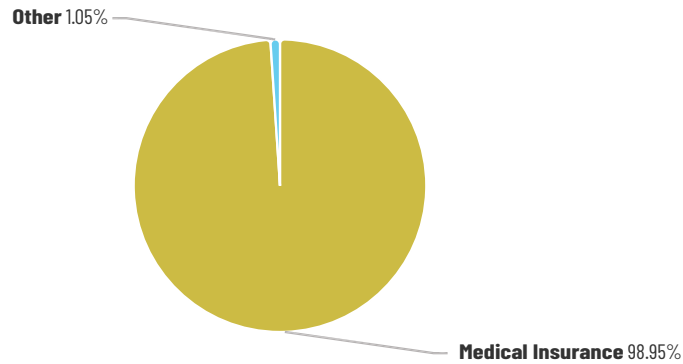
The only budgetary changes are related to our rates. We are never pleased with rate increases on our offered health plans; however, not all premiums increased at the same percentage rate. We are pleased that FY'25 sees no plan design changes at all. Except for the name change from Unicare to Wellpoint, there are no changes relative to coverage, co-pays, or deductibles.



Commonwealth of Massachusetts Group Insurance Commission

*Your
Benefits
Connection*

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Employee Insurance Benefits - Expenditures											
19141	5174	Medical Insurance	14,490,947	15,085,276	16,756,561	16,756,561	18,409,402	18,409,402	0	1,652,841	9.86
19141	5181	Dental Insurance	41,431	32,886	48,000	48,000	50,880	50,880	0	2,880	6.00

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
19141	5182	Life Insurance	101,720	113,005	120,000	120,000	120,000	120,000	0	0	0.00
19141	5186	Opt Out Program	18,100	22,450	25,000	25,000	25,000	25,000	0	0	0.00
			14,652,198	15,253,616	16,949,561	16,949,561	18,605,282	18,605,282	0	1,655,721	9.77
Department Total			14,652,198	15,253,616	16,949,561	16,949,561	18,605,282	18,605,282	0	1,655,721	9.77

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
19141 Group Insurance-Personnel				
5174 Medical Insurance				
City share of health insurance costs for City and School employees and Retirees. Estimate for FY 2024. (School active/retiree costs approximately 60% of appropriation. Estimate for school-related costs in FY24 is \$9,814,505)	16,921,561	0	0	0
City share of health insurance costs for City and School employees and Retirees. Estimate for FY 2025. (School active/retiree costs approximately 60% of appropriation. Estimate for school-related costs in FY25 is \$10,775,641)	0	18,574,402	18,574,402	0
HRA Copay	35,000	35,000	35,000	0
Less Fringe from WIB, School Grants, CDBG, less fringe	(200,000)	(200,000)	(200,000)	0
5174 Medical Insurance Total	16,756,561	18,409,402	18,409,402	0
5181 Dental Insurance				
City share of dental insurance costs for City and School employees	48,000	0	0	0
City share of dental insurance costs for City and School employees.	0	50,880	50,880	0
5181 Dental Insurance Total	48,000	50,880	50,880	0
5182 Life Insurance				
City share of employee basic term life insurance premiums - City and School	80,000	80,000	80,000	0
City share of retiree basic term life insurance premiums - City and School	40,000	40,000	40,000	0
5182 Life Insurance Total	120,000	120,000	120,000	0
5186 Opt Out Program				
Program to pay for employees who opt-out of City-offered health insurance. Individual = 2,400; Family = 6,000 paid out in four installments.	25,000	25,000	25,000	0
5186 Opt Out Program Total	25,000	25,000	25,000	0
19141 Group Insurance-Personnel Total	16,949,561	18,605,282	18,605,282	0



Fire

Mission Statement

The primary mission of the Salem Fire Department is to provide a range of programs designed to protect the lives and property of the citizens of Salem from the adverse effects of fire, sudden medical emergencies, or exposure to dangerous conditions created by either man or nature.



The Salem Fire Department operates out of five fire stations, manning four engines and two ladder companies. The department employs 89 firefighters, five full-time dispatchers, and one office department manager. The department responded to 7790 calls for service in 2023. Fire Dispatch fielded 22,862 calls for information, assistance, or emergency service. The department also operates a Fire Prevention division, the Salem Emergency Management Division, and oversees the city's private ambulance contractor. 85 department members are EMTs, and 2 are paramedics; fire companies have all the capabilities of a BLS ambulance unit without the transport function and respond to all priority medical calls in the city. Due to the strategic positioning of the fire stations throughout the city, firefighters are well-situated to respond to all types of calls for service promptly. The Salem Fire Department is one of the oldest in the nation, steep in history – its ranks consist of true professionals who are always ready to serve and very proud of what they do.



Massachusetts Firefighting Academy

Career Recruit Class #311 Graduation • June 2, 2023

Goals and Objectives

- **Fire Prevention:** The Fire Prevention Division is integral to the Salem Fire Department. The goal of this division is to ensure fire codes are strictly enforced and to educate the public on the importance of good code enforcement and fire safety.
- **Objectives**
 - Code enforcement: code enforcement and inspections are a critical part of any modern fire department and are the most essential functions within the fire prevention division. The division not only completes

inspections daily but also oversees inspections within the fire companies and assigns inspections to be completed daily. The fire department strives to complete 1200 – 1300 inspections annually.

- **New Construction:** Growth in our community is still increasing, and the fire department is responsible for working with the building department to ensure builders comply with today's engineering standards, providing the best fire protection available. As always, our firefighters will routinely check existing buildings to ensure regulations are followed and all buildings are safe.

- Formally located at Station 6 on Fort Ave, the Fire Prevention Division has been relocated to the administrative wing at Salem Fire Headquarters at 48 Lafayette St. This move was undertaken to consolidate assets and to better serve the public with full-time business hours, Monday to Friday.



● **Emergency Medical Services:**

- Modern-day emergency medical services are one of the most essential parts of the Salem Fire Department’s mission. Firefighters in Salem responded to 4468 medical calls in 2023 – 90% of all firefighters in Salem are EMTs – many with more than 20 years of experience in the emergency medical field. The department aims to continue expanding the community’s medical services and increase access to life-saving equipment and expert medical care.
- Salem Fire has the most advanced emergency medical equipment available on every apparatus in the city, including advanced CPR machines and automatic defibrillators (AEDs) with the latest technology. These devices are game changers for persons suffering cardiac arrest and have proven to be invaluable to the emergency medical service nationwide. See online “STRYKER LUCAS 3 chest compression system” for more information. Salem fire apparatus has all the capabilities of ambulances without transport capabilities.
- Presently underway is a program developed to allow for the placement of city-owned AEDs in 60 businesses in the city. This will allow for better access to AEDs throughout the community. Rapid medical interventions using an AED have been proven to increase the chances of surviving a sudden cardiac emergency by 60%. Anyone can use these devices even if they have little or no training or experience.

● **Special Operations:**

- Special operations continue to be a priority of the Fire Department. Firefighters are called on to respond to more than just fires and medical calls. Every department member is trained to fill many roles, including vehicle extrication, electrical emergencies, alarm system troubleshoot-

ing, forcible entry, and elevator rescues, to name a few. Footprint Power, SESD, National Grid LNG, and soon to arrive, the Off Shore Wind Terminal are all examples of high-risk specialty hazards within the city limits. On occasion, department members are called to perform very specialized tasks to affect a rescue or mitigate a challenging scene in these facilities– The Salem Fire Department Special Operation Team expands on the department’s ability by training for high-risk, low-frequent emergency incidents. These might include but are not limited to confined space rescues and high and low-angle rescues. Team members participate in up to three annual full-day training events at regional industrial sites funded by private partners with equipment provided by these private community partners. This specialized skill set is then returned to the department and shared with the remaining members through daily training and drills. Special Operation Team members are evenly spread throughout the department’s four divisions to make this specialized skill set always available to the department. This year, the goal for the particular operation team is to add more department members to the team and expand the training programs to include the new hazards that will be associated with the new Off Shore Wind Terminal and the many vessels that will be working at our port and in the Harbor.

● **Building Maintenance:**

- The city of Salem has 5 active fire stations; these buildings require a substantial amount of maintenance and repairs annually. Some upkeep is challenging since many buildings are over a hundred years old. The department’s primary goal is to continue to make repairs as needed to keep all 5 stations operational and work to modernize the buildings whenever possible. Last year saw a substantial amount of completed projects.



- CDBG: \$150,000 funding is still being used to fund the exterior partial remodel of Station 5 on Loring Ave, as described above.



- Significant projects completed last year include the complete exterior property renovation at Station 5 on Loring Ave, including the apparatus ramp, sidewalks, rear driveway, handicap access, signage, and lighting. Phase two will begin, including new apparatus overhead doors, building access doors, and interior electrical work. At fire headquarters, a project to construct a handicap-accessible bathroom in the administration wing and a new women’s locker room. is underway. The interior and exterior drainage system for station 4 was rehabbed entirely and repaired, ending years of basement flooding and damage.
- Sustainability – The Fire Department is part of a more considerable citywide effort to increase efficiency and sustainability in all five fire stations. This initiative will include modern lighting, new heating and air conditioning, new windows, insulation & weatherization. The department’s fire stations are a vital asset to the community and must be maintained and modernized to continue serving the community indefinitely.
- Firefighters take great pride in the department and have worked tirelessly to complete many projects in the stations; without the generous efforts of the firefighters, many of these projects would not be possible.

● **Apparatus and Equipment:**

- The department has established a goal in the form of a 20-year capital plan to better anticipate the replacement of the department apparatus and vehicles. The city presently operates 5 fire pumps, 2 ladder trucks, 3 inspection vehicles, 2 heavy-duty pickup trucks, 3 frontline response command vehicles, two UTV all-terrain vehicles, and 2 boats. This plan anticipates the year that a truck or department vehicle will need to be replaced and works to spread these purchases over the years to avoid purchasing multiple vehicles in the same year. The plan’s objectives will involve closely monitoring all department vehicle assets and adjusting the plan accordingly. The plan will be provided to the city finance director and integrated with other city departments to ensure efficient management of vehicle replacement costs over a prolonged time.
- In May, Salem Fire took delivery of a new 2023 Ferrara Fire Pumper – This truck was the third truck purchased from Ferrara Apparatus Inc. it replaced an aging truck in our fleet and will be assigned to Fire Headquarters and run as Salem Engine 1 – the new pump is identical to our existing Engine 2 and Engine 5. There are many advantages to keeping the trucks all the same – significantly reducing the time for repairs – every effort will be made to keep an inventory of parts for these specific trucks to minimize downtime – firefighters will be accustomed to one type of apparatus, increasing safety and performance.
- In August of 2023, the department took delivery of a new ladder truck to replace ladder 1, which was retired due to significant issues related to its age in 2022. Both Fire Prevention vehicles were replaced by hybrid cars the city already owned.
- Engine 4 is due to be replaced in 2025. A new apparatus has been ordered and is scheduled to be manufactured at the end of this year. A good stock of reliable equipment comes with the continued effort to modernize the department’s apparatus fleet. These vehicles will serve

● **Funding and Grant Writing:**

- Grants are a significant source of funding for the Salem Fire Department. In 2024, the department has already been successful and awarded substantial grant funding:
- Mass Emergency Management Grant of \$21,150 will be used to purchase new high-visibility protective jackets for all department members
- Mass SAFE Education and Prevention Grant \$6000 for the children’s education in the schools and afterschool programs.
- MEMA/FEMA SAFER Equipment Grant for \$18,000 to replace aging firefighter turnout gear.

the community well, all while saving money by reducing repair costs and the need to borrow or lease vehicles while old trucks are out of service.

● **Communications:**

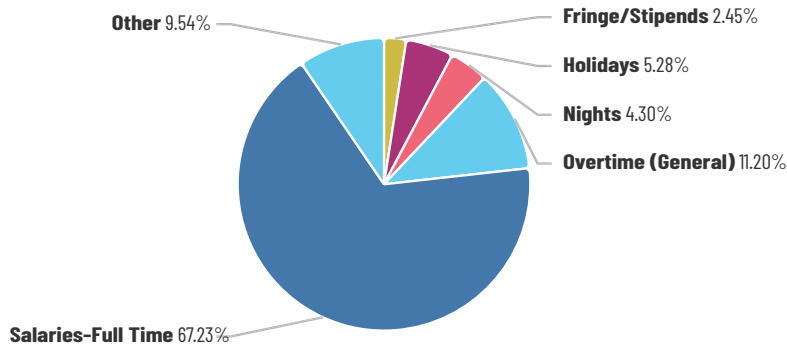
- Significant changes have been completed at the Fire Department dispatch center to modernize call-taking and synergize the dispatch effort with Police and private ambulances. Moving forward, goals include refining the department’s city-wide property database, including “persons to notify” (PTNs), property access data, and better national reporting. With the recent implementation of a computer-aided dispatch system (CAD), this information is now available to both police and fire departments instead of both maintaining their own system.
- The project to replace the radio dispatch infrastructure for the entire city for both fire and police is well underway. Six aging radio repeaters will be replaced with two state-of-the-art units that will serve the whole city – station receivers will be upgraded, and all infrastructure will be modernized to ensure a reliable radio network for the city for the foreseeable future. The new system will operate using microwave transmitters and fiber optics. Police and Fire will maintain separate frequencies but will no longer have independent radio repeaters and networks – instead, both will share one system, allowing for better reliability and significant savings. This project is now in the construction phase and will move to completion by the end of 2024.



FY 2025 Departmental Goals Relating to the City’s Overall Long- & Short-Term Goals:

- The Fire Department will continue to work towards modernizing everywhere possible: better technology will streamline operations, save money, and further the capabilities of the department, which will have a direct benefit for the community. In emergency services, time is everything – technology saves time.
- A red and blue initiative between police and fire over the past two years has shown how much more can be accomplished when agencies combine their efforts. Better communication between dispatch is inevitable with the new equipment and technology installed – better-combined training between both agencies will increase performance and safety – a spirit of teamwork between police and fire will help to create a better public safety work experience for all.
- Sustainability is an essential goal for the city: The fire department is part of a design study to replace antiquated heating, lighting, windows, overhead doors, etc. – this will have a significant impact on buildings’ efficiency and significantly reduce cost.
- Community involvement and partnerships have been integral to the department’s overall plan. So often, people and organizations are willing to get involved – our department will work to identify and use these available resources. We have always relied on outside funding from community partners for special operations teams, special vehicles, and equipment - we will continue to foster the relations necessary for their continued support. Community partnership is a two-way street; our department will continue participating in special community events and activities that improve the overall city life experience.
- Training and special hazard preparation will continue to be one of the daily activities of this department. We are only as strong as our weakest link – a synergistic approach to training will be made to include all department members at all levels – consistency in training is essential.
- Quality equipment and technology are essential to a modern-day fire-fighting/EMS force. With the recent purchase of new AEDs, CPR machines, new dispatch equipment & software, and a soon-to-be-delivered fire pump, the Salem Fire Department is well-positioned to complete its mission and provide the highest level of service to the community for many years.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Fires TR	170	118	137	116	-
Emergency Medical Calls	2614	3780	4043	4468	-
Hazrdous Condition Calls	280	364	344	311	-
Service/Assistance Calls	640	792	802	671	-
Investigations	382	328	476	528	-
Alarm Activations/Investigat Alarm	1432	1667	1545	966	-
Weather Related Calls	22	10	12	45	-
Other	2	4	4	8	-
Hazardous Materials Calls	48	84	99	75	-
Structure Fires	58	31	35	38	-
Vehicle Fires	8	7	8	7	-
Vegitation Fires	62	36	89	53	-
Motor Vehicle Accidents	212	197	257	205	-
Automobile Extrications	12	19	21	16	-
Rescues Other Types	48	48	82	61	-
Receive Mutual Aid	26	37	44	33	-
Provide Mutual Aid	31	41	32	36	-

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Fire - Personnel											
12201	5111	Salaries-Full Time	6,205,135	6,602,501	7,094,026	7,094,026	7,290,605	7,237,943	0	143,917	2.03
12201	5113	Salaries-Part Time	37,486	56,376	65,684	65,684	52,939	29,000	0	(36,684)	(55.85)
12201	5131	Overtime (General)	1,479,017	1,219,549	1,150,874	1,150,874	1,214,362	1,199,362	0	48,488	4.21
12201	5133	Emt	39,106	44,427	50,400	50,400	50,400	50,400	0	0	0.00
12201	5136	Holidays	468,248	504,239	553,438	553,438	573,038	542,000	0	(11,438)	(2.07)
12201	5138	Out Of Grade	75,367	77,511	80,000	80,000	85,000	85,000	0	5,000	6.25
12201	5139	Nights	390,198	429,370	429,701	429,701	466,701	466,701	0	37,000	8.61
12201	5141	Longevity	134,096	140,718	155,450	155,450	152,450	138,000	0	(17,450)	(11.23)
12201	5143	Firefighter Rank Stipend	20,800	34,200	29,000	29,000	29,000	29,000	0	0	0.00
12201	5145	Education Incentive	69,444	106,258	60,000	60,000	88,000	88,000	0	28,000	46.67
12201	5150	Fringe/Stipends	287,377	274,546	298,850	298,850	265,850	259,850	0	(39,000)	(13.05)
12201	5154	Specialty Stipend	6,000	7,750	8,000	8,000	8,000	8,000	0	0	0.00
			9,212,274	9,497,445	9,975,423	9,975,423	10,276,346	10,133,256	0	157,833	1.58

Fire - Expenditures

12202	5211	Electricity	38,619	53,339	42,869	46,869	58,700	58,700	0	15,831	36.93
12202	5215	Natural Gas	21,261	21,531	28,000	27,428	30,800	30,800	0	2,800	10.00
12202	5216	Oil Heat	19,711	19,847	15,000	17,500	22,000	22,000	0	7,000	46.67
12202	5241	Building Maintenance	35,981	32,145	35,000	36,152	35,000	35,000	0	0	0.00
12202	5258	Fire Equipment Repai	46,092	60,198	52,000	74,964	60,500	60,500	0	8,500	16.35
12202	5277	Photocopy Machine Le	4,444	4,296	6,000	6,163	6,000	5,000	0	(1,000)	(16.67)
12202	5284	Equipment Lease	87,972	87,972	87,973	87,973	87,973	0	0	(87,973)	(100.00)
12202	5294	Fire Prot Clothing	35,198	77,202	47,700	77,700	47,700	47,700	0	0	0.00
12202	5300	Purchase Of Services	20,091	29,958	36,200	37,443	48,289	48,288	0	12,088	33.39
12202	5317	Educational Training	27,161	14,917	42,187	24,212	42,187	42,187	0	0	0.00
12202	5318	Dental/Medical Servi	42,779	26,451	17,600	17,930	17,600	17,600	0	0	0.00
12202	5318R	Dental/Medical Servi	3,161	5,577	25,000	16,830	25,000	25,000	0	0	0.00
12202	5320	Contracted Services	0	0	5,216	5,216	5,216	5,216	0	0	0.00
12202	5341	Telephone	19,567	22,698	23,028	23,672	23,028	21,028	0	(2,000)	(8.69)
12202	5421	Office Supplies (Gen	5,021	4,966	6,500	5,531	6,500	6,500	0	0	0.00
12202	5451	Custodial Supplies	9,207	6,440	9,500	9,039	9,500	9,500	0	0	0.00
12202	5510	Fire Prevention	8,319	6,403	14,500	12,719	14,500	14,500	0	0	0.00
12202	5513	Emergency Management	562	409	1,000	629	1,000	1,000	0	0	0.00
12202	5586	Fire Suppression Sup	28,255	20,233	24,930	15,217	24,930	24,930	0	0	0.00
12202	5730	Dues And Sub	2,000	2,000	2,000	2,000	2,000	2,000	0	0	0.00
			455,402	496,581	522,203	545,186	568,423	477,449	0	(44,754)	(8.57)

Department Total			9,667,675	9,994,026	10,497,626	10,520,609	10,844,768	10,610,705	0	113,079	1.08
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Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
CHIEF		167,963	3,230.05	1.00	40	172,825	172,825
DEPUTY CHIEFS		630,867		5.00	5	539,686	539,528
CAPTAINS		850,912		9.00	9	844,497	847,451
LIEUTENANTS		1,290,093		16.00	16	1,315,547	1,307,980
FIRE FIGHTERS-4		3,343,660		36.00	49	3,117,590	2,956,905
FIRE FIGHTERS-3		(181,221)		11.00	0	533,059	494,031
FIRE FIGHTERS-2		478,563		7.00	8	186,353	271,884
FIRE FIGHTERS-1		53,906		4.00	1	112,455	183,081
MECHANIC	1/1/2014	76,289	1,467.10	1.00	40	77,063	77,063
OFFICE MANAGER	9/2021	62,472	1,231.42	1.00	35	64,280	64,280
STEP INCREASES (ADDED TO BASE ABOVE)		-	-			-	-
FIRE PREVENTION (ADDED TO BASE ABOVE)		7,500		3.00		7,500	
Adjust for & Rounding		-				-	3,164
AFSCME		313,021		5.00		319,751	319,751
12201-5111		7,094,026		99.00		\$7,290,605	\$7,237,943
EVENING AP CLERK		8,745	454.80	1.00	16	5,000	-
FAO's - PART TIME		25,000	383.14		19	15,000	10,000
EMERGENCY MGMT CLERK		31,939	516.08	1.00	8	32,939	19,000
12201-5113		65,684		2.00		\$52,939	\$29,000
OT FF CONTRACTUAL-88 & MECHANIC		1,000,000	1,000,000.00		88	1,000,589	1,000,589
OT - FAO'S		45,000	45,000.00		5	60,000	50,000
OT - FF NON-CONTRACTUAL		60,000	60,000.00			90,000	85,000
OT - HAUNTED HAPENINGS		17,100	17,100.00			34,000	34,000
OT - COMMUNITY EVENTS		6,300	6,300.00			6,300	6,300
OT - RECRUITS TO ACADEMY		22,474	22,473.60			23,474	23,474
12201-5131		1,150,874		0.00		\$1,214,362	\$1,199,362
EMT		50,400	600.00			\$50,400	\$50,400
HOLIDAYS FF		553,438	Varies			\$573,038	\$542,000
OUT OF GRADE		80,000	Varies			\$85,000	\$85,000
NIGHTS FIREFIGHTERS		429,701	Varies			\$466,701	\$466,701
LONGEVITY - FF & Mechanic		155,450	Varies			\$152,450	\$138,000
FF RANK DUTY RECOGNITION		29,000	500.00		58	\$29,000	\$29,000
EDUCATION INCENTIVE STIPEND		60,000	Varies			\$88,000	\$88,000
SENIOR/MASTER/VETERAN		298,850	Varies			\$265,850	\$259,850

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
SPECIALTY PAY		8,000	Varies			\$8,000	\$8,000
		1,664,839				\$1,718,439	\$1,666,951
		9,975,423		101.00		\$10,276,346	\$10,133,256

Union Detail

Job Desc	Start Date	Job Grp	Approved Budget FY2024	FTE	Calc Period	Munis Budget FY2025	Step	Dept Req FY2025	Mayor FY2025
FIRE ALARM OP SUPERV	11/11/1994	2	65,812.18	1.00	1,265.62	66,065.36	3	66,395.27	66,395.27
			416.00			566.37		566.89	566.89
FIRE ALARM OPERATOR	5/22/2021	2	59,116.72	1.00	1,136.84	59,343.05	2/3	59,640.59	59,640.59
			5,736.64			5,892.34		5,919.48	5,919.48
FIRE ALARM OPERATOR	3/20/2010	2	59,116.72	1.00	1,136.84	59,343.05	3	59,640.59	59,640.59
			5,320.64			5,474.74	3	5,501.88	5,501.88
FIRE ALARM OPERATOR		2	57,001.88	1.00	-	55,180.62	1/2	57,507.17	57,507.17
			2,055.04			2,528.57		2,617.31	2,617.31
FIRE ALARM OPERATOR			57,001.88	1.00	-	57,221.12	1/2	59,640.59	59,640.59
			1,443.52			2,188.75		2,281.14	2,281.14
			313,021.21	5.00		313,803.97		319,710.91	319,710.91

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	98.00
	FY2024	101.00
	FY2025	101.00
	Variance FY25 v. FY24	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
12202 Fire-Expenses				
5211 Electricity				
Electric service for five stations.	42,869	58,700	58,700	0
5211 Electricity Total	42,869	58,700	58,700	0
5215 Natural Gas				
Gas service for heating, cooking, hot water in five stations.	28,000	30,800	30,800	0
5215 Natural Gas Total	28,000	30,800	30,800	0
5216 Oil Heat				
Fuel oil for heat at Stations 4 & 6.	15,000	22,000	22,000	0
5216 Oil Heat Total	15,000	22,000	22,000	0
5241 Building Maintenance				
Repair of overhead doors, springs, and motors. General station maintenance/ repairs, exhaust recovery system/ Plymovent in all 4 stations Repairs to plumbing, toilets & sinks.	35,000	35,000	35,000	0
5241 Building Maintenance Total	35,000	35,000	35,000	0
5258 Fire Equipment Repai				
Air compressors service & repairs air and breathing air	3,850	3,850	3,850	0
Equipment - valves, hose repairs, plumbing	4,000	7,000	7,000	0
Ladder testing Aerial Trucks	3,500	3,500	3,500	0
Ladder testing ground ladders	2,000	2,000	2,000	0
Pump testing and repairs	2,500	2,500	2,500	0
Spark plugs, filters, small parts for trucks & other vehicles, brakes, & other misc. parts & supplies	10,500	13,000	13,000	0
Tires - cars & trucks, Batteries, motor oil, vehicle glass repairs, inspection stickers	7,650	7,650	7,650	0
Transmission, body work (apparatus) & engine work	17,000	20,000	20,000	0
Truck lighting equipment	1,000	1,000	1,000	0
5258 Fire Equipment Repai Total	52,000	60,500	60,500	0
5277 Photocopy Machine Le				
Machine lease and service calls - two copiers (Administration & Fire Prevention)	6,000	6,000	5,000	0
5277 Photocopy Machine Le Total	6,000	6,000	5,000	0
5284 Equipment Lease				
Lease payment 5 of 7 for Station 5 Pump Truck	87,973	0	0	0
Lease payment 7 of 7 for Station 5 Pump Truck	0	87,973	0	0
5284 Equipment Lease Total	87,973	87,973	0	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5294 Fire Prot Clothing				
Badges, PBI hoods, rubber & leather boots, suspenders, gloves	7,000	7,000	7,000	0
helmets, new jackets, new pants for new & existing FF per contract - new replacement gear every 10 years.	0	27,000	27,000	0
helmets..	27,000	0	0	0
Purchase of replacement Personal Protective Equipment (PPE) boots, gloves, turnout gear,	11,700	11,700	11,700	0
Repairs to PPE (jackets & trousers)	2,000	2,000	2,000	0
5294 Fire Prot Clothing Total	47,700	47,700	47,700	0
5300 Purchase Of Services				
Call back/detail program: CrewSense	5,200	5,200	5,200	0
Computer upgrades, hardware, servers	5,500	5,500	5,500	0
First Due NIFIRs reporting Software	16,000	16,800	16,800	0
LEXIPOL Policy Management and Development	0	11,289	11,288	0
1st year with development \$26,687.70 Year two annual cost \$11,288.70				
Radio service- consoles, mobiles, portables, repeaters, batteries	9,500	9,500	9,500	0
5300 Purchase Of Services Total	36,200	48,289	48,288	0
5317 Educational Training				
New Officer training, EMT Recertifications, Classes, Training Seminars	10,500	10,500	10,500	0
Reimbursement for academic expenses for continuing education	31,687	31,687	31,687	0
5317 Educational Training Total	42,187	42,187	42,187	0
5318 Dental/Medical Servi				
Provides for medical expenses for active personnel - job-related medical expenses.	17,600	17,600	17,600	0
5318 Dental/Medical Servi Total	17,600	17,600	17,600	0
5318R Dental/Medical Servi				
Provides for medical expenses incurred by retired personnel who were retired on a line of duty medical disability.	25,000	25,000	25,000	0
5318R Dental/Medical Servi Total	25,000	25,000	25,000	0
5320 Contracted Services				
Cleaning Service For the Fire Department Administrative wing.	5,216	5,216	5,216	0
5320 Contracted Services Total	5,216	5,216	5,216	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5341 Telephone				
Long distance provider	1,500	1,500	1,500	0
Telephone lines from repeaters/channel 2 added	4,000	4,000	4,000	0
Verizon (Local & Regional)	15,200	15,200	13,200	0
Verizon Inspection I pads	2,328	2,328	2,328	0
5341 Telephone Total	23,028	23,028	21,028	0
5421 Office Supplies (Gen				
General Office Supplies as needed	6,500	6,500	6,500	0
5421 Office Supplies (Gen Total	6,500	6,500	6,500	0
5451 Custodial Supplies				
General Custodial Supplies as needed	9,500	9,500	9,500	0
5451 Custodial Supplies Total	9,500	9,500	9,500	0
5510 Fire Prevention				
Citizen Academy	10,000	10,000	10,000	0
Fire Prevention seminars / meetings/expenses	500	500	500	0
Fire Prevention supplies	1,000	1,000	1,000	0
Grounds care/ lawn service	1,000	1,000	1,000	0
NFPA code updates	2,000	2,000	2,000	0
5510 Fire Prevention Total	14,500	14,500	14,500	0
5513 Emergency Management				
Emergency management expenses: Multi gas meter replacement	1,000	1,000	1,000	0
5513 Emergency Management Total	1,000	1,000	1,000	0
5586 Fire Suppression Sup				
Hand and gas tool repair and replace	2,000	2,000	2,000	0
Hose & nozzles	5,000	5,000	5,000	0
Mask fit testing	3,100	3,100	3,100	0
Mobil radio parts, microphones, cases	4,500	4,500	4,500	0
Self-contained breathing apparatus (SCBA) repair, face piece, flo testing	3,000	3,000	3,000	0
Sensors for 4-gas meters	3,200	3,200	3,200	0
Supplies laundering PPE	1,630	1,630	1,630	0
Tools and Equipment	2,500	2,500	2,500	0
5586 Fire Suppression Sup Total	24,930	24,930	24,930	0
5730 Dues And Sub				
Membership dues - professional organizations: ECFC/ FPdivision FCAM, NFPA	2,000	2,000	2,000	0
5730 Dues And Sub Total	2,000	2,000	2,000	0
12202 Fire-Expenses Total	522,203	568,423	477,449	0



Police

Mission Statement

Why We Exist

To protect the people of Salem and its visitors and to fairly uphold the law.



Goals and Objectives

Maintain a high level of public safety: Police and Fire

Objectives

1. The Massachusetts Peace Officers Standards and Training (POST) Commission was established in 2020 and charged with creating a mandatory certification process for police officers. The Department has met all POST reporting requirements and all current Salem Police officers are POST-certified.
2. The Massachusetts Police Accreditation Commission (MPAC) offers an accreditation process for police agencies across the Commonwealth. The accreditation process consists of two major components: (1) the establishment of a body of professional standards for police agencies to meet, and (2) a voluntary assessment process by which agencies can be publicly recognized for meeting those standards considered best practices for the profession. The Salem Police Department has been fully accredited by MPAC since 2013 and has been reaccredited every three years since then.

3. In order to maintain a professional and responsive police agency, the Department must invest in training for its officers. Our requested training budget includes \$46,800.00 for training costs for FY25. In addition to the mandated training requirements for currently servicing officers, this line item includes training and associated fees for three (3) recruits to attend basic police academy training. Additionally, \$23,823.00 is being requested to cover personnel overtime costs for mandated training in Diversity, Equity, and Inclusion (DEI).
4. In mid-FY23, the Police Department assumed responsibility for overall management, training and supervision of the school crossing guard program from the Salem Public Schools. Our budget submission reflects costs associated with staffing the school crossing guard program (\$163,500.00).
5. We have increased our Community Impact Unit (CIU) by adding two additional officers, bringing the complement to a sergeant, six officers, one full-time and one part-time mental health clinicians. To increase visibility, and decrease response time to incidents in the downtown area, the two newly assigned officers will primarily operate on bicycles during the spring, summer and fall months.
6. In 2022, the Department acquired its first Community Resource Dog, "Derby", who is specifically trained to comfort victims of crime and, alongside his handler, engages in police-community building at events and in the school system. In 2023, "Derby" was joined by K9 "Madden", an explosive detection dog, and K9 "Liberty", a narcotics detection dog.

Improve traffic and parking enforcement

Objectives

7. 6,640 motor vehicle traffic stops were conducted in calendar year 2023 (compared to 5,364 in calendar year 2022) Selective enforcement operations are a tool utilized by both the Patrol and Traffic Divisions to address residents' concerns and traffic safety issues identified by the Department. 67 selective enforcement operations were conducted in calendar year 2023 (compared to 29 in calendar year 2022). The Department has enlarged the Traffic Division to one lieutenant and four patrol officers.
8. E-ticket modules have been installed in front line Patrol Division and Traffic Division cruisers which enables patrol officers to issue motor vehicle citations electronically, negating the need to handwrite the citation and to immediately file the citation with the Registry of Motor Vehicles (RMV) and the Massachusetts Department of Transportation (DOT). A total of 6,344 citations were issued in calendar year 2023, 70% of which (4,456) were E-ticket citations and 30% (1,888) were paper tickets, compared to calendar year 2022 when 64% (3,249) were E-ticket citations and 36% (1,809) were paper tickets. Our goal going forward is to increase the use of E-ticket citations and reduce the number of paper tickets issued.
9. In FY24, the Department received \$32,000.00 through the Municipal Road Safety Grant, which is administered by Massachusetts Department of Transportation. This grant funding is utilized for selective enforcement



operations, traffic enforcement equipment and safety outreach presentations focused on bicycle and pedestrian safety.

10. In support of Haunted Happenings 2023, the Traffic Department worked closely with the Massachusetts State Police to conduct intensive parking enforcement operations throughout neighborhoods abutting the downtown area. During October, 2023, 1,469 parking tickets were issued and 293 illegally parked cars were towed (compared to 1,231 parking tickets and 294 tows in calendar year 2022).

11. The Department maintains six (6) traffic data collection units that are deployed in response to residents' complaints and in support of road improvement projects. These units collect data such as speed and time-of-day traffic counts, etc., and analysis of data enables the Department, working in coordination with the Traffic and Parking Commission, to address issues and design solutions to identified traffic problems. Since mid-2019, the data collection units have been deployed to 346 locations throughout the City.



Enhanced use of technology in public safety

Objectives

1. Through a combination of City funding and state and federal grants, all Salem police officers have been equipped with body-worn cameras (BWC) and the program has been fully implemented.
2. The Salem Police Department serves as the City's Public Service Answering Point (PSAP) for incoming 9-1-1 calls. The current configuration of the Dispatch Center allows for three personnel to handle incoming calls, monitor the City camera system and perform the myriad of dispatching functions. In FY23, the Department received approval from the Massachusetts State 9-1-1 program for a fourth 9-1-1 answering position. The necessary equipment has been received, however, due to radio equipment delays, the installation is anticipated to occur in late FY24 or early FY25.
3. Expansion of the City-wide community camera program, which is designed to aid in crime prevention, investigation of vandalism and other criminal acts, traffic monitoring and assist in public safety planning and response during large-scale public events and criminal incidents, continues. Coverage during FY25 will include the off-shore wind assembly facility on Derby Street.
4. The Department began procuring hybrid cruisers in FY21 and they have proven satisfactory for both patrol and administrative use. We currently operate eight hybrid vehicles (5 in Patrol, 2 for use by the School Resource Officers and 1 administrative use vehicle). In FY23, we took possession of an all-electric pickup truck for use in the Traffic Division and an all-electric vehicle for use by our Criminal Investigations Division (CID).

Significant Budget & Staffing Changes For FY 2025



Personnel

Chief: 1 (Lucas Miller)

Superior Officers: 27

Patrol Officers: 66 (65 onboard, 1 in academy)

FY24 Retirements

Lieutenant John Doyle, Detective Robert Cunningham, Officer William Riley

FY24 Promotions

Lieutenant Deni Gaito, Sergeant Kristina Monk, Master Detective Charlene Sano, Detective Ian Canty

FY24 Academy Graduates

Patrol Officers Michael Belfiore, Jorge Sonora

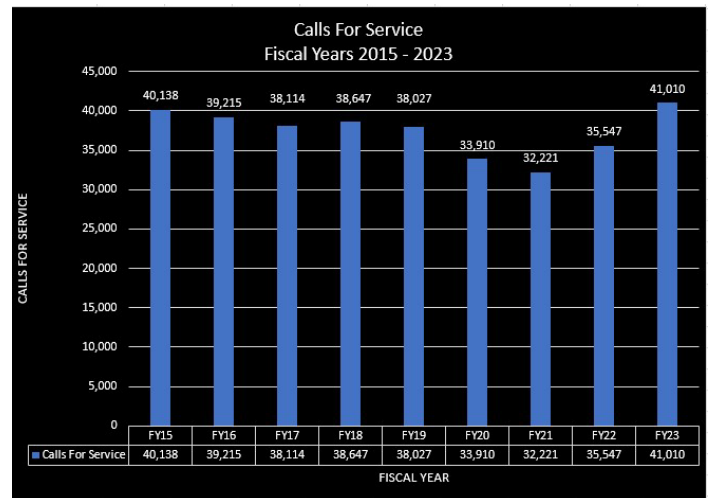
FY24 Police Academy Cadets

Cadets Thomas Musumeci

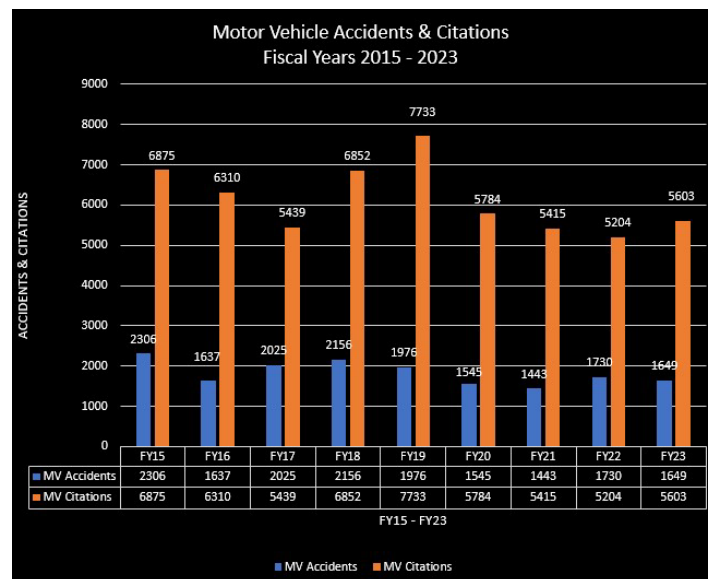
FY24 Leave of Absence (attending Massachusetts State Police Academy)

Patrol Officer Jennifer Galvin

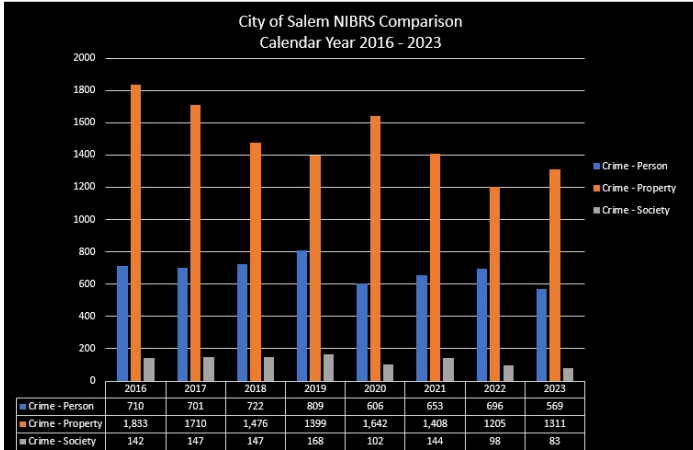
With the departure of officers through normal attrition, the Department anticipates hiring three (3) patrol officers during FY25.



FY23 saw a 15.3% increase in calls for service from FY22.



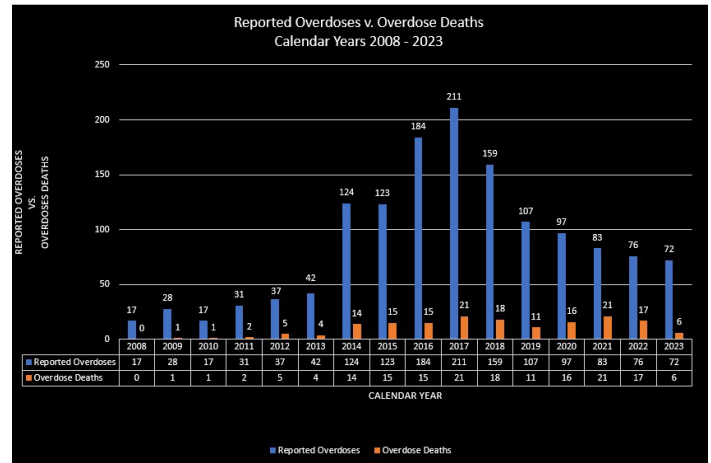
Motor vehicle accidents saw a 4.68% decrease increase from FY22 to FY23, while motor vehicle citations saw a 7.2% increase.



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

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

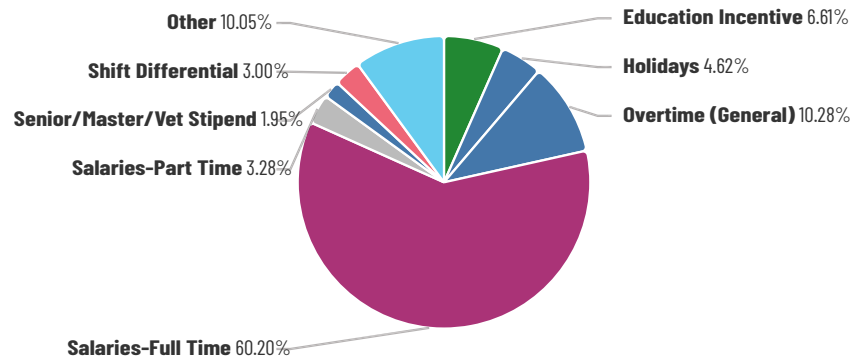
Crimes against society include drug and narcotic offenses, prostitution, weapon law violations, etc.



The number of overdoses responded to by the police in calendar year 2023 saw a 5.26% decrease from calendar year 2022, continuing the downward trend seen since the high point in calendar year 2017.

The number of overdose fatalities decreased 64.74 % from 17 in calendar year 2022 to 6 in calendar year 2023.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Calls for Service	32,221	35,547	41,010	42,250	-
Arrests (Court Action Taken)/PC	1,579	1,848	1,916	1,950	-
Robberies	15	10	10	10	-
Breaking and Entering	50	75	43	43	-
Sexual Assaults	26	19	16	16	-
MV Thefts	31	38	41	40	-
Larceny	519	568	655	580	-
Assaults	545	567	516	510	-
MV Accidents	1,443	1,730	1,649	1,607	-
MV Citation Violations	5,415	5,204	5,603	5,802	-
Neighborhood Meetings	18	37	10	40	-

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Police - Personnel											
12101	5111	Salaries-Full Time	6,673,557	7,378,619	7,883,223	7,868,860	7,914,218	7,914,218	0	30,995	0.39
12101	5113	Salaries-Part Time	204,523	228,494	238,417	238,417	431,330	431,330	0	192,913	80.91
12101	5131	Overtime (General)	1,069,288	1,160,826	1,328,242	1,328,242	1,352,065	1,352,065	0	23,823	1.79
12101	5136	Holidays	544,219	626,471	619,873	619,873	607,960	607,960	0	(11,913)	(1.92)
12101	5138	Out Of Grade	11,129	11,553	15,000	26,000	17,500	17,500	0	2,500	16.67
12101	5141	Longevity	78,000	74,000	80,100	80,100	76,000	76,000	0	(4,100)	(5.12)
12101	5142	Elections	19,211	45,205	23,000	26,363	35,500	35,500	0	12,500	54.35
12101	5145	Education Incentive	577,454	890,513	902,046	902,046	869,032	869,032	0	(33,014)	(3.66)
12101	5151	Wellness	4,250	250	0	0	0	0	0	0	0.00
12101	5153	Senior/Master/Vet Stipend	259,025	245,200	266,450	266,450	256,550	256,550	0	(9,900)	(3.72)
12101	5154	Specialty Stipend	75,325	114,818	114,750	114,750	145,150	145,150	0	30,400	26.49
12101	5156	Shift Differential	333,056	339,557	375,032	375,032	394,319	394,319	0	19,287	5.14
			9,849,035	11,115,505	11,846,133	11,846,133	12,099,624	12,099,624	0	253,491	2.14

Police - Expenditures

12102	5211	Electricity	84,631	86,890	85,300	97,800	94,600	94,600	0	9,300	10.90
12102	5215	Natural Gas	20,293	19,141	29,325	35,325	32,200	32,200	0	2,875	9.80
12102	5253	Radio & Vehicle Maint	357,692	65,731	118,735	169,465	132,285	127,285	0	8,550	7.20
12102	5272	Technology	92,451	108,363	128,774	131,669	137,530	137,530	0	8,756	6.80
12102	5284	Equipment Lease	6,451	4,760	6,500	7,034	7,310	7,310	0	810	12.46
12102	5300	Building Maint & Services	81,545	116,294	89,500	100,914	99,500	97,500	0	8,000	8.94
12102	5317	Training And Education	59,493	70,778	47,549	48,769	46,800	46,800	0	(749)	(1.58)
12102	5318	Medical - Active	51,789	59,085	43,000	35,837	43,000	43,000	0	0	0.00
12102	5319	Dental/Medical - Retirees	0	0	7,000	7,000	7,000	7,000	0	0	0.00
12102	5320	Contracted Services	28,304	1,531	35,000	29,000	73,000	48,000	0	13,000	37.14
12102	5326	Dive Team Expenses	8,468	5,876	6,000	6,000	6,000	6,000	0	0	0.00
12102	5341	Telephone & Communications	79,714	72,287	90,588	91,135	88,588	88,588	0	(2,000)	(2.21)
12102	5381	Printing And Binding	8,910	6,118	8,750	8,750	8,750	8,750	0	0	0.00
12102	5384	Animal Care & Control	7,202	5,877	7,000	13,024	13,000	10,000	0	3,000	42.86
12102	5421	Office Supplies (Gen	29,437	27,104	32,000	35,430	32,000	32,000	0	0	0.00
12102	5585	Arms And Ammunition	7,686	57,198	35,000	35,131	35,000	35,000	0	0	0.00
12102	5710	In State Travel/Meetings	317	620	1,000	1,261	1,000	1,000	0	0	0.00
12102	5720	Out Of State Travel	345	3,850	5,000	5,000	5,000	5,000	0	0	0.00
12102	5730	Dues And Sub	13,027	13,323	18,700	19,146	18,719	18,719	0	19	0.10
12102	5775	Community Events	64,366	51,595	72,400	62,900	77,400	72,400	0	0	0.00
12102	5862	Police Equipment	47,102	99,534	89,978	95,315	88,978	88,978	0	(1,000)	(1.11)
			1,049,223	875,956	957,099	1,035,905	1,047,660	1,007,660	0	50,561	5.28

Department Total			10,898,258	11,991,462	12,803,232	12,882,038	13,147,284	13,107,284	0	304,052	2.37
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Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
CHIEF		200,000	3,846.15	1.00	1	206,792	206,792
CAPTAINS		438,801	-	4.00	4	440,489	440,489
LIEUTENANTS		757,724	-	8.00	8	760,639	760,639
SERGEANTS		1,226,966	-	15.00	15	1,231,685	1,231,685
PATROLMEN STEP 5		3,268,886	-	45.00	43	3,002,186	3,002,186
PATROLMEN STEP 4		69,312	-	6.00	6	416,601	416,601
PATROLMEN STEP 3		409,284	-	4.00	4	274,613	274,613
PATROLMEN STEP 2		331,758	-	10.00	10	676,098	676,098
PATROLMEN STEP 1		648,998	-	3.00	3	196,404	196,404
Academy - full year (4)		-	-	0.00	0	-	-
Academy - 9 months (2)		-	-	0.00	0	-	-
Academy - 6 months (2)		-	-	1.50	3	94,578	94,578
Academy - 3 months (1)		-	-	0.00	0	-	-
Anticipated Retirees		(68,862)				-	-
ADMIN ASSISTANT	12/06/2010	56,558	1,140.25	1.00	1	59,521	59,521
ADMIN ASSISTANT		54,928	1,102.95	1.00	1	57,862	57,862
OFFICE MANAGER	6/12/17	65,691	1,299.85	1.00	1	67,852	67,852
JR CLERK	10/23/2017	45,159	893.42	1.00	1	46,637	46,637
AFSCME		377,394		6.20		382,262	382,262
12101-5111		7,883,223		107.70		7,914,218	7,914,218
ANIMAL CONTROL	3/1/76	20,917	-	0.50	19	24,795	24,795
FINGERPRINT EXPERT	10/17/06	31,328	-	0.46	16	31,328	31,328
PER DIEM DISPATCHERS	Avg/P/wk.	40,000	55,000.00	Varies	0.23	42,162	42,162
Civilians - O'Donnell/Makros/Ruiz		114,972		Varies		115,414	115,414
PT ACO		-		0.50	19	22,811	22,811
PT Custodian		24,700		0.50	19	24,795	24,795
Custodian - seasonal		6,500				6,525	6,525
Crossing Guards (18)		-				163,500	163,500
12101-5113		238,417		1.96		431,330	431,330
OVERTIME		690,000	690,000.00			690,000	690,000
TRAINING		132,000	132,000.00			132,000	132,000
OT COURT		132,000	132,000.00			132,000	132,000
OT-EVENTS		52,000	52,000.00			52,000	52,000
OT HH		297,242	297,242.47			297,242	297,242
OT - DISPATCHERS		25,000	25,000.00			25,000	25,000
OT - DEI TRAINING						23,823	23,823

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
12101-5131		1,328,242				1,352,065	1,352,065
HOLIDAYS Officers & Dispatch		619,873	619,872.96			607,960	607,960
OUT OF GRADE		15,000	15,000.00			17,500	17,500
LONGEVITY		80,100	80,100.00			76,000	76,000
ELECTIONS		23,000	23,000.00			35,500	35,500
SENIOR/MASTER/VETERAN		266,450	266,450.00			256,550	256,550
SPECIALTY STIPEND		114,750	114,750.00			140,650	140,650
OIC - SPECIALTY STIPEND		4,500	4,500.00		OIC - 900 per year X 5 = 4,500	4,500	4,500
		1,123,673				1,138,660	1,138,660
EDUCATION INCENTIVE-Old QUINN		387,546	387,546.40			348,532	348,532
EDUCATION INCENTIVE-New Hires		514,500	514,500.00			520,500	520,500
12101-5145		902,046				869,032	869,032
SHIFT DIFFERENTIAL		375,032	375,032.35			394,319	394,319
Night/Weekend Differential-Dispatchers		-			Include d in AFSCM E FT Amoun t	-	-
12101-5156		375,032				394,319	394,319
		11,850,633		109.66		12,099,626	12,099,624

Union Detail

Job Desc	Start Date	Job Grp	Approved Budget FY2024	FTE	Calc Period	Munis Budget FY2025	Step	Dept Req FY2025	Mayor FY2025
Sr. Building Manager	02/18/20		57,526.19	1.00	1,111.78	58,034.92	3	58,034.92	58,034.92
Police Dispatcher		2	24,669.38	0.70	1,142.52	59,639.54		59,639.54	59,639.54
Base Rate X 9%			2,220.25		-	5,367.57		5,367.57	5,367.57
PRIN CLERK	3/10/2016		56,605.13	1.00	1,094.00	57,106.80	3	57,106.80	57,106.80
Police Dispatcher	10/3/2015	2	41,380.89	0.70	1,142.52	59,639.54	3	59,639.54	59,639.54
Base Rate X 9%			-		-	-		-	-
Police Dispatcher	2/2/2019	2	41,380.89	0.70	1,142.52	59,639.54	3	59,639.54	59,639.54

Union Detail

Job Desc	Start Date	Job Grp	Approved Budget FY2024	FTE	Calc Period	Munis Budget FY2025	Step	Dept Req FY2025	Mayor FY2025
Base Rate X 9%			3,724.28		-	5,367.57		5,367.57	5,367.57
Police Dispatch Supervisor	9/26/2010	2	46,068.53	0.70	1,271.95	66,395.79	3	66,395.79	66,395.79
Police Dispatcher	11/11/2019	2	41,380.89	0.70	1,142.52	59,639.54	3	59,639.54	59,639.54
Base Rate X 9%			(0.00)		-	-		-	-
Police Dispatcher		2	-	-	-	-		-	-
			1,560.00			-		-	-
			359,829.83	6.20		496,741.77		496,741.77	496,741.77

Grants Detail

Job Description	Dept/Grant	Org/Obj	FTE	Amount
	Police 911 Support Grant	25343-5111	0.30	114,480.00
	Police Budget	12101-5111	0.70	267,120.00

Budgeted Fund FTE

Full-Time Equivalent Employees:	FY2023	111.71
	FY2024	109.41
	FY2025	109.66
	Variance FY25 v. FY24	0.25

All Funds FTE

Full-Time Equivalent Employees:	FY2023	111.71
	FY2024	109.41
	FY2025	109.96
	Variance FY25 v. FY24	0.55

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
12102 Police-Expenses				
5211 Electricity				
Costs for OnPoint Building shifting to School	(1,700)	0	0	0
National Grid (95 Margin Street/50 Leavitt Street) Electric	87,000	0	0	0
National Grid - Electricity - 95 Margin Street	0	94,600	94,600	0
5211 Electricity Total	85,300	94,600	94,600	0
5215 Natural Gas				
Costs for OnPoint Building shifting to Schools	(875)	0	0	0
National Grid Gas for 95 Margin Street and 50 Leavitt Street - Direct Energy for 95 Margin Street and 50 Leavitt Street	30,200	0	0	0
National Grid/NRG - Gas - 95 Margin Street	0	32,200	32,200	0
5215 Natural Gas Total	29,325	32,200	32,200	0
5253 Radio & Vehicle Maint				
All Comm contract maintenance & repair radios	34,800	34,800	34,800	0
All Comm repair of portable, mobile and base radios	4,000	4,000	4,000	0
Car washes for a fleet of over 50 vehicles	500	0	0	0
Car washes for vehicles	0	500	500	0
ELSAG SELEX License Plate Reader software	4,435	2,985	2,985	0
Normal maintenance of 50+ vehicles and deductibles	75,000	0	0	0
Normal maintenance of vehicles and deductibles	0	90,000	85,000	0
5253 Radio & Vehicle Maint Total	118,735	132,285	127,285	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5272 Technology				
ADOBE PRO	2,752	2,412	2,412	0
AFFIX Technologies (Fingerprint)	6,383	0	0	0
AFFIX Technologies (Fingerprint) AWARE, Inc.	0	6,660	6,660	0
AKAMI/LINODE (Website Yearly Contract)	480	576	576	0
Cellebrite (Cell phone extraction)	4,300	6,100	6,100	0
Community cameras maintenance contract (Bridgewave)	50,000	50,000	50,000	0
Flock (License Plate Reader)	15,000	0	0	0
Flock Cameras	0	25,000	25,000	0
GiM Security Monthly maintenance/support fee	2,500	2,500	2,500	0
Idemia Morpho Trust (Live Scan)	4,771	4,771	4,771	0
Integration Partners (Approved Vendor for CJIS)	730	730	730	0
NexGen (CAD/RMS)	23,997	24,835	24,835	0
NexGen (Licenses) PLUS - Net motion Maintenance and Apeon Maintenance	4,182	4,182	4,182	0
PMAM	5,504	5,504	5,504	0
Transcor GPS (Trackstar Software)	3,975	0	0	0
TransUnion - Identity verification capabilities	4,200	4,260	4,260	0
5272 Technology Total	128,774	137,530	137,530	0
5284 Equipment Lease				
Seacoast Harley/Motorcycle Lease	0	810	810	0
XEROX - Lease 2 Copiers (color/black) OIC and Muster Room	6,500	6,500	6,500	0
5284 Equipment Lease Total	6,500	7,310	7,310	0
5300 Building Maint & Services				
Bldg. Services & maintenance not covered by contract	22,000	22,000	22,000	0
Custodial Supplies - Home Depot, Coast, Winer, Hayden,	20,000	25,000	25,000	0
Falite (maintenance)	30,000	0	0	0
General Inspections and services (Boiler, Elevator and Cells- Sprinklers etc.)	12,100	12,100	12,100	0
HVAC and Boiler preventative maintenance	0	35,000	33,000	0
Outdoor Equip./Grounds Maint./Landscaping-Lawn mower, snowblower, sprinklers	4,000	4,000	4,000	0
Terminix (pest control)	1,400	1,400	1,400	0
5300 Building Maint & Services Total	89,500	99,500	97,500	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5317 Training And Education				
Academy Training for 2 new recruits Tuition	8,000	0	0	0
Academy Tuition for 3 recruits	0	12,000	12,000	0
Apple computers/Books for 2 New Recruits	600	0	0	0
FUJI MATS	4,149	0	0	0
Leadership and Supervisory Training	13,500	13,500	13,500	0
MA Police Accreditation	3,300	3,300	3,300	0
Mandated Training & Supplemental (Legal Updates/K-9 In-service Training)	5,000	5,000	5,000	0
MGL updates, mandated posters, Printed, Legal Updates, I.D. Manuals	5,500	5,500	5,500	0
MPI In-service training	7,500	7,500	7,500	0
5317 Training And Education Total	47,549	46,800	46,800	0
5318 Medical - Active				
Psychological consults, medical costs and drug screens-Active	43,000	43,000	43,000	0
5318 Medical - Active Total	43,000	43,000	43,000	0
5319 Dental/Medical - Retirees				
RETIRED OFFICERS MEDICAL EXPENSES	7,000	7,000	7,000	0
5319 Dental/Medical - Retirees Total	7,000	7,000	7,000	0
5320 Contracted Services				
A1 Data Shred (3 SPD - 1 Courthouse)	0	3,000	3,000	0
Assessment Centers - Lieutenant and Sergeants	0	20,000	20,000	0
Evidence Audit	0	20,000	0	0
Kelli From Boston - Media Management	0	5,000	0	0
Outreach Specialist/Language Specialist	30,000	20,000	20,000	0
SJ Contractor/David Shea - Snow/Ice removal/general cleaning	5,000	5,000	5,000	0
5320 Contracted Services Total	35,000	73,000	48,000	0
5326 Dive Team Expenses				
Replacement and repair of Robotics & tanks & truck repair/equip	6,000	6,000	6,000	0
5326 Dive Team Expenses Total	6,000	6,000	6,000	0
5341 Telephone & Communications				
Code Red Weather	588	588	588	0
Code Red Yearly maintenance	19,000	19,000	19,000	0
Comcast Internet Services / Cable / DCJIS Access - 95 Margin Street	0	5,000	5,000	0
Comcast Internet Services / Cable / DCJIS Access - 95 Margin Street and 50 Leavitt Street	7,000	0	0	0
Verizon Wireless & AT&T Mobility	50,000	50,000	50,000	0
Verizon/ AT&T - avg monthly	14,000	14,000	14,000	0
5341 Telephone & Communications Total	90,588	88,588	88,588	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5381 Printing And Binding				
Bus. cards, Detail Slips, Warnings, Property Tags, Taxi Medallions, Public Safety Campaigns Taxi/Constable card maker system, Overtime cards, etc.	8,500	8,500	8,500	0
Oversize document printing - uptown charge	250	250	250	0
5381 Printing And Binding Total	8,750	8,750	8,750	0
5384 Animal Care & Control				
K9 supplies, food, training, vet costs as needed for 2 K9 dogs and one comfort dog	0	6,000	3,000	0
Temporary housing for stray/dangerous animals & transportation- City of Salem	7,000	7,000	7,000	0
5384 Animal Care & Control Total	7,000	13,000	10,000	0
5421 Office Supplies (Gen				
General office supplies as needed	32,000	32,000	32,000	0
5421 Office Supplies (Gen Total	32,000	32,000	32,000	0
5585 Arms And Ammunition				
Ammo for mandatory state qualification and training of all officers/ new recruits	35,000	35,000	35,000	0
5585 Arms And Ammunition Total	35,000	35,000	35,000	0
5710 In State Travel/Meetings				
In-State conferences, training, investigations, etc. - travel, EZ Pass, parking, fees, etc.	1,000	1,000	1,000	0
5710 In State Travel/Meetings Total	1,000	1,000	1,000	0
5720 Out Of State Travel				
Any travel out of state for conferences, training, investigations, etc.	1,000	1,000	1,000	0
Chief to Attend IACP Training/Boston FBI National Conference/Colorado	0	4,000	4,000	0
Chief to Attend IACP Training/San Diego FBI National Conference/Colorado	4,000	0	0	0
5720 Out Of State Travel Total	5,000	5,000	5,000	0
5730 Dues And Sub				
All police affiliations, dues, investigative databases subscriptions	18,500	18,500	18,500	0
Plymouth County Commissioner- Vehicle Bid	200	219	219	0
5730 Dues And Sub Total	18,700	18,719	18,719	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5775 Community Events				
4th of July, Halloween (Boston PD, NEMLEC, local PD's & Sheriff's Dept. etc)	60,000	60,000	60,000	0
Archival Social (Social Media Archiving)	5,900	5,900	5,900	0
Citizen's Police Academy	3,500	0	0	0
Citizen's Police Academy - Spring and Fall - buses, speakers, office supplies, graduation ceremony	0	3,500	3,500	0
Gaylord Archival (Archive boxes for Archives)	1,000	1,000	1,000	0
Heroin Outreach	2,000	0	0	0
Pop up tents at 5 Divisions/Haunted Happenings and other community events	0	5,000	0	0
Substance Abuse Outreach	0	2,000	2,000	0
5775 Community Events Total	72,400	77,400	72,400	0
5862 Police Equipment				
Chief Miller uniform/equipment allowance	1,000	1,000	1,000	0
Crossing Guards (jackets, signs, ponchos, etc.) We have a total of 18 crossing guards.	0	5,000	5,000	0
Gen. equip, radar & Sign Board maint, AED Batteries, Repl, Tint Meters, badges, uniforms, etc.	29,000	29,000	29,000	0
Lidar (2 @ \$1,989)	3,978	0	0	0
Lidar (2)	0	3,978	3,978	0
Motorola Solutions (batteries/microphones/chargers)	10,000	0	0	0
Motorola Solutions (new radios for new hires)	15,000	0	0	0
Portable radios (batteries/microphones/chargers)	0	10,000	10,000	0
Portable radios (new radios for new hires)	0	15,000	15,000	0
Salem Cycle - 4 bikes	6,800	0	0	0
Shield and Entry Tool	15,000	15,000	15,000	0
Simons (academy uniforms for new recruits - \$800 ea.)	1,600	0	0	0
Simons Uniform - Academy uniforms for new recruits	0	2,400	2,400	0
Simons/Salem Police Merchandise (Dispatcher clothing allowance)	2,600	2,600	2,600	0
Taser Supplies	5,000	5,000	5,000	0
5862 Police Equipment Total	89,978	88,978	88,978	0
12102 Police-Expenses Total	957,099	1,047,660	1,007,660	0

Harbormaster

Mission Statement

Why We Exist

The primary mission of the Harbormaster Department is the preservation of life and protection of property in the waters and on the Islands of the City of Salem, including the enforcement of local, state, and in some cases, federal laws. Additionally, the department implements and maintains MTSA mandated security, provides management of the port area, public boating piers, gangways and floats as well as supervises the proper mooring of vessels and collection of associated fees within the jurisdiction.



- Leverage waterway assets to enhance public access and waterway transportation.
- Collaborate with local port partners to help facilitate improvements within the DPA to promote marine commerce and job creation.
- Employ best practices and tactics to promote sustainability and resiliency.

Goals and Objectives

- Coordinate vessel movement associated with the Salem Wind Terminal Project to ensure safe, efficient and equitable use of the waterway for all users.
- Complete the necessary design and engineering work by June of 2025, for the construction of a new Ferry/Marine Terminal Building .
- Commission a gangway and float system at Kernwood Marina that will be accessible for all no later than summer of 2025.
- Revitalize a harbor launch/ water taxi operation within Salem Harbor to commence service no later than August 2024.
- Work collaboratively with the Commonwealth's Department of Fish and Game to complete a new Salem Willows Fishing Pier by November of 2024.
- Re-draft and renew MTSA mandated Facility Security Plan for USCG approval no later than September of 2024.
- Enhance experience for ridership at Ferry Terminal. Improvements to service offerings to be implemented no later than August 2024.
- Relocate Harbormaster Watch Office by June of 2025.

How FY 2025 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Continue to implement/utilize technology for efficient waterway management and enhanced public safety.
- Revitalize Salem's waterfront and port area for the benefit of all stakeholders.



Significant Budget & Staffing Changes For FY 2025

There are no significant budget or staffing changes proposed for FY 2025. However, attracting candidates for employment with requisite training or the ability to participate in necessary

and/or mandated training is challenging.

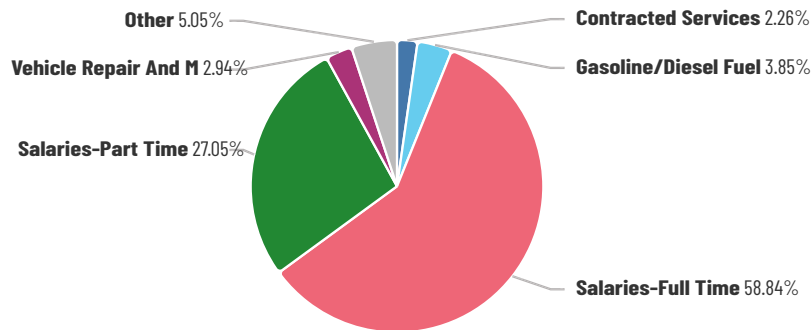
Recent Accomplishments

- Sponsored and completed mandated training to ensure eligible Harbor-master Personnel could obtain POST Certification .

- Executed Security Plan and provided/supervised logistics for the first port call of a Wind Turbine Installation Vessel.
- Coordinated bid and award with DMF for the construction of a new Salem Willows Fishing Pier.
- Led Port through regulatory Annual Compliance Exam.
- Collaborated with colleagues to secure agreements to protect city assets and fund future waterfront activity and improvements.



Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
MOORINGS RECORDS	1355	1370	1386	1458	1420
MOORINGS CATALOGED	1035	1035	975	1065	1000
SLIPS CATALOGED	320	335	411	393	420
MOORING / SLIP FEE'S COLLECTED	1344	1370	1386	1458	1420
WARNING TAGS ISSUED	98	100	95	20	75
MOORING CALLS (UNAUTHORIZED USE OR BOATS HITTING)	22	30	26	15	20
POWER PLANT SERVICE					
FACILITY SECURITY RESPONSE	18	40	52	50	100
COMMERCIAL VESSEL ACTIVITY					
VESSEL ESCORT & ASSIST	0	2	2	0**	35
LAW ENFORCEMENT					
FOUND/LOST/STOLEN BOATS	28	35	32	15	30
BREAKING AND ENTERING	3	2	2	1	2
ABANDONED BOATS	2	2	1	1	1
FUEL SPILLS	12	10	8	5	7
DOMESTICS/ PUBLIC COMPLAINT	17	10	12	10	10
LARCENY	6	5	2	2	1
MOVING & CITY VIOLATIONS	1/2	5/5	7/2	10/10	-
CASES THAT REACH COURT	1	2	3	5	3
WARNING/SAFETY STOP	71	90	101	75	85
LEAVING SCENE OF/ ACCIDENT	1	2	1	2	1

Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
ARREST/PROTECTIVE CUSTODY	0	0	0	0	0
SAR RESPONSES (SEARCH & RESCUE)					
FATALITIES	0	0	1	0	0
MAYDAYS	38	35	29	35	35
GROUNDINGS SOFT	11	15	22	15	18
TOWS	53	45	51	45	45
DEWATERINGS (PREVENT SINKING)	55	60	71	60	60
FLARE SIGHTINGS	1	3	4	5	5
COLLISIONS	15	3	4	5	5
FIRES	7	5	2	3	3
MANOVERBOARD	2	5	3	5	5
MED AID	32	25	18	25	25
OVERDUE	9	5	11	5	5
MUTUAL AID REQUESTS					
MARBLEHEAD	14	15	21	20	15
BEVERLY	18	15	16	15	15
MANCHESTER	2	3	4	3	3
COAST GUARD	33	10	17	10	15
MEP	7	5	4	5	5
OTHER CALLS	788	600	732	600	800

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Harbormaster - Personnel											
12951	5111	Salaries-Full Time	240,607	240,331	252,452	252,452	259,814	257,663	0	5,211	2.06
12951	5113	Salaries-Part Time	103,915	102,295	119,445	119,445	119,445	119,445	0	0	0.00
12951	5150	Fringe/Stipends	0	0	2,000	2,000	2,000	2,000	0	0	0.00
			344,522	342,625	373,897	373,897	381,259	379,108	0	5,211	1.39
Harbormaster - Expenditures											
12952	5211	Electricity	2,271	1,847	2,500	2,500	2,750	2,750	0	250	10.00
12952	5244	Vehicle Repair And M	10,756	11,907	13,000	13,563	13,000	13,000	0	0	0.00
12952	5317	Educational Training	2,989	3,000	3,000	3,000	2,975	2,975	0	(25)	(0.83)
12952	5320	Contracted Services	1,515	0	9,999	9,999	9,999	9,999	0	0	0.00
12952	5341	Telephone	5,280	5,091	5,500	5,500	5,500	5,500	0	0	0.00
12952	5353	Hauling Floats/Boats	4,424	4,480	4,500	4,500	4,500	4,500	0	0	0.00
12952	5381	Printing And Binding	775	825	850	850	875	875	0	25	2.94
12952	5421	Office Supplies (Gen	1,670	1,118	1,500	1,500	1,500	1,500	0	0	0.00
12952	5481	Gasoline/Diesel Fuel	11,527	16,255	17,000	17,000	17,000	17,000	0	0	0.00
12952	5791	Uniforms	3,255	2,173	2,200	2,200	2,200	2,200	0	0	0.00
			44,464	46,695	60,049	60,612	60,299	60,299	0	250	0.42
Department Total			388,985	389,320	433,946	434,509	441,558	439,407	0	5,461	1.26

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
Harbormaster	7/12/2011	98,258	1,936.81	1.00	1	101,101	101,101
Port Authority Director		-	-			-	-
Office Manager/Asst Hrbmstr	7/1/13	64,194	1,265.37	1.00	1	69,194	67,043
Port Authority Deputy Planner	08/12/19	90,000	1,714.91	1.00	1	89,518	89,518
12951-5111		252,452		3.00		259,814	257,663
Pump Out Operators		7,920			504	7,920	7,920
Deckhand/Utility		22,044			1336	22,044	22,044
Assistant Harbormaster		71,992			3511	71,992	71,992
Clerk		2,550			150	2,550	2,550
Ramp-Public Access Attendant		14,939			925	14,939	14,939
12951-5113		119,445		0.00		119,445	119,445
AICP Stipend		2,000	2,000.00			2,000	2,000
12951-5150		2,000				2,000	2,000
		373,897		3.00		381,259	379,108

Grants Detail

Job Description	Dept/Grant	Org/Obj	FTE	Amount
HARBORMASTER	HARBORMASTER	12951-5111	0.95	95,743.10
Footprint - CBA Money		12951-5111	0.05	5,358.38

Budgeted Fund FTE			
Full-Time Equivalent Employees:		FY2023	3.00
		FY2024	3.00
		FY2025	3.00
		Variance FY25 v. FY24	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
12952 Harbormaster-Expenses				
5211 Electricity				
General electrical costs	2,500	2,750	2,750	0
5211 Electricity Total	2,500	2,750	2,750	0
5244 Vehicle Repair And M				
These funds allow for department vessels and their trailers to receive routine maintenance and repairs from mechanical or electrical failure. Due to the harsh salt water environment, all equipment suffer adverse effects even with proactive maintenance.	13,000	13,000	13,000	0
5244 Vehicle Repair And M Total	13,000	13,000	13,000	0
5317 Educational Training				
Dues to the Harbormaster Association and CHAMP (\$450) for Harbormaster and Assistants. Organization(s) provides training and the nexus for state recognized certification. Also, this item provides for Law Enforcement Training through the Massachusetts Police Training Council and USCG License Ed.	3,000	2,975	2,975	0
5317 Educational Training Total	3,000	2,975	2,975	0
5320 Contracted Services				
These funds are to be utilized for ongoing harbor management software and vendor support which includes billing, collection and enforcement of mooring permits as well as data used for vessel excise. Also, this software improves tracking of data used for the verification of mandated mooring maintenance compliance, which enhances waterway safety.	9,999	9,999	9,999	0
5320 Contracted Services Total	9,999	9,999	9,999	0
5341 Telephone				
The office phone equipment operates on a 3-phone line "rollover" system . This allows multiple calls to be transferred to open lines for timely dispatch of units in an emergency. Also, this line item funds Department mobile devices. A mobile phone is assigned to the Harbormaster and Watch Officer (s), for a total of three (3) units as well as a tablet which is activated on a seasonal basis to audit/enforce mooring permit compliance. In addition to redundant direct communication between watch-standers, mobile phones allow for call forwarding and direct dispatch/response on a 24/7/365 basis. With the increased popularity of paddle craft, many calls for service are received by telephone in place of VHF marine radio. Also, office internet costs are funded with this item.	5,500	5,500	5,500	0
5341 Telephone Total	5,500	5,500	5,500	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5353 Hauling Floats/Boats				
Hauling Floats money moved from Park & Rec budget - FY 2015	3,500	3,500	3,500	0
These funds are used to pay marine trucking contractors to haul out and properly secure abandoned boats on land before they become a hazard. Legal action is taken against derelict owners. If the vessels are deemed abandoned by the court, they are auctioned or destroyed depending on condition. Also parts and minor repairs to City floats and ground tackle.	1,000	1,000	1,000	0
5353 Hauling Floats/Boats Total	4,500	4,500	4,500	0
5381 Printing And Binding				
Mooring and slip permit decals are funded through this item.	850	875	875	0
5381 Printing And Binding Total	850	875	875	0
5421 Office Supplies (Gen				
General Office & Medical Supplies as needed	1,500	1,500	1,500	0
5421 Office Supplies (Gen Total	1,500	1,500	1,500	0
5481 Gasoline/Diesel Fuel				
Fuel and oil to operate the department's boats.	17,000	17,000	17,000	0
5481 Gasoline/Diesel Fuel Total	17,000	17,000	17,000	0
5791 Uniforms				
Defrays costs to employees for uniforms, duty equipment and survival gear.	2,200	2,200	2,200	0
5791 Uniforms Total	2,200	2,200	2,200	0
12952 Harbormaster-Expenses Total	60,049	60,299	60,299	0

Building/Plumb/Gas Inspectors

Mission Statement

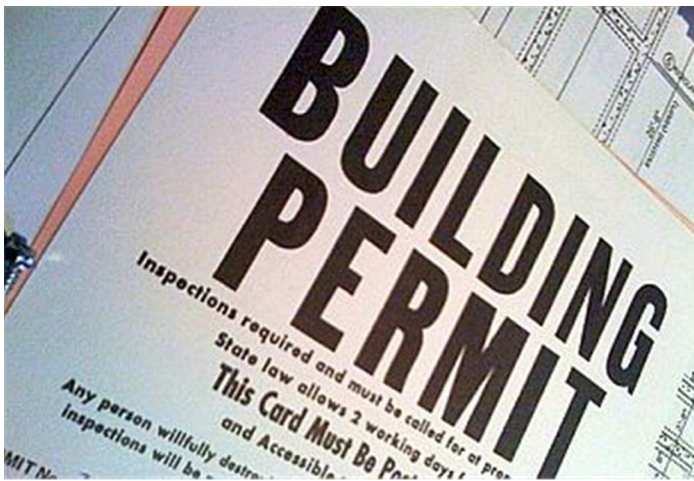
Why We Exist

The Inspectional Services office is currently staffed with 5 inspectors, 2 administrative and 3 maintenance/facilities personnel. The Building Commissioner is responsible for the day-to-day management and operation of the department, as well as serving as the Zoning Officer.

The Department issues building, accessory dwelling unit, street/right of way, tent and outdoor seating, HVAC, and plumbing and gas permits that allow for construction, alteration, repair/replacement, installation, and demolition of buildings and structures throughout the City. Inspectional Services is also responsible for inspecting day care centers, places of assembly, restaurants, lodging/rooming houses, and new businesses. Certificates of Occupancy are solely issued through this department for new construction, total building renovations, change of business use, short-term rentals, and accessory dwelling units.

The Inspectional Services Department is responsible for:

- Ensuring that buildings are constructed and repaired safely and according to building code and City ordinances.
- Ensuring that buildings, structures, and land are used properly and according to City zoning ordinances.
- Responding to public questions concerning permits, materials, building codes and land use.
- Repair and maintenance of City buildings, as well as implementing projects under the City's capital improvement budget and program.
- Adherence to ADA compliance of City buildings and infrastructure.



Goals and Objectives

- The Goal: Relocation of IT and Health Departments
- The Objective: Prepare a viable plan with estimated costs within the next 3-6 months

- The Goal: Provide more responsive service to the community by developing a more streamlined permitting process with updated permits that more clearly outline required information and data.
- The Objective: Continue working on improving Inspectional Services permits throughout the year.
- The Goal: Begin planning for City Hall Improvement project which meets the City's sustainability goals, accessibility, safety and productivity
- The Objective: Begin this project once the new Facilities Director is on board.
- The Goal: Support the community by better enforcement of code and zoning violations.
- The Objective: Add needed staff to address code complaints, nuisance issues, and zoning violations in FY25.
- The Goal: Develop a comprehensive space review of City owned and leased office space relative to department needs.
- The Objective: Identify future opportunities and cost savings over FY25 for future implementation.

How FY 2025 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

This Department's goal is to continue assisting the community by responding to permit and zoning questions, processing permits as speedily as possible, and addressing nuisance and building safety complaints. Further, this department is committed to supporting City departments through implementing improved work spaces that enhance work and energy efficiencies, accessibility, and safety.

Significant Budget & Staffing Changes For FY 2025

In November 2023, Stavroula ("Voula") Orfanos took on the role as the new Building Commissioner and has led the department in accomplishing a number of projects some of which are highlighted below. John Doyle who served as the City's Sealer of Weights and Measures for 15 years retired in March 2024. Leonard Rose, who has over 17 years of experience as a Sealer in nearby communities, accepted John's position and has hit the job running. A new Local Building Inspector, Gail Kubik, is joining the department shortly and a new Facilities Director is expected to join towards the end of FY 24. We hope to continue to grow the department to better serve the community by adding a Code Enforcement Inspector who will work closely with the Health Department and a Zoning Review and Enforcement Assistant who will support the Commissioner in reviewing zoning questions and ensuring that projects adhere to City zoning ordinances.

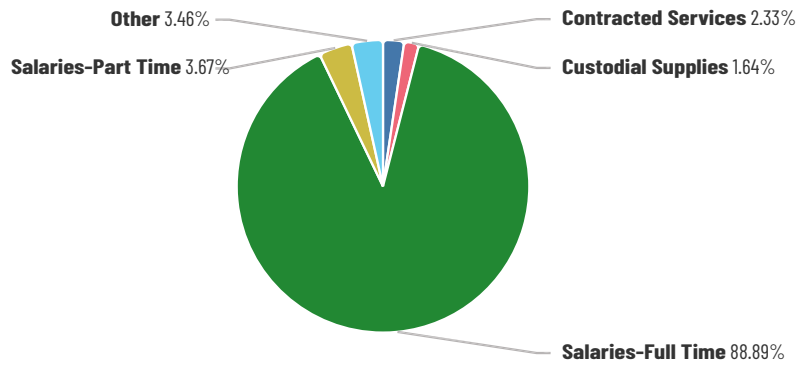
Recent Accomplishments

- Assisted Fire, Health, Police, Electrical and many other Departments with numerous inspections and miscellaneous issues.
- Carried out the relocation of the Sustainability and Resiliency department to their new improved location within the City Hall Annex.
- Implemented repairs and renovations to spaces within the City Clerks offices, as well as repairs to other areas within City Hall.



- Completed upgrades to security measures within City Hall and Annex.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Number of permits--- Building, plumbing and Gas and certificates of inspection	3210	1672	3174	3200	3250
Revenue	\$1,534,139	\$ 950,000	\$1,047,189	\$1,650,000	\$1,750,000

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Building/Plumb/Gas Inspectors - Personnel											
12411	5111	Salaries-Full Time	542,149	634,785	697,613	697,613	774,103	733,440	0	35,827	5.14
12411	5113	Salaries-Part Time	28,653	29,556	30,915	30,915	31,964	31,964	0	1,049	3.39
12411	5131	Overtime (General)	1,331	4,426	5,000	5,000	5,000	5,000	0	0	0.00
			572,133	668,767	733,528	733,528	811,067	770,404	0	36,876	5.03
Building/Plumb/Gas Inspectors - Expenditures											
12412	5295	Safety Gear	615	656	1,500	2,040	1,500	1,500	0	0	0.00
12412	5320	Contracted Services	29,708	3,963	20,334	26,984	20,334	13,684	0	(6,650)	(32.70)
12412	5381	Printing And Binding	395	603	450	450	450	450	0	0	0.00
12412	5421	Office Supplies (Gen	1,156	1,690	4,500	4,500	4,708	4,708	0	208	4.62
12412	5451	Custodial Supplies	10,688	8,934	9,500	9,566	14,300	11,900	0	2,400	25.26
12412	5710	In State Travel/Meetings	11,244	9,971	12,500	12,645	12,500	12,500	0	0	0.00
12412	5713C	Expenses-Clean It/Lien It	100	212	2,000	2,000	5,000	3,500	0	1,500	75.00
12412	5778	Sealer Weights & Measurers Exp	541	438	1,000	1,000	1,000	1,000	0	0	0.00
			54,446	26,468	51,784	59,184	59,792	49,242	0	(2,542)	(4.91)
Department Total			626,579	695,235	785,312	792,712	870,859	819,646	0	34,334	4.37

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
LOCAL BLDG INSP	3/13/2023	65,650	1,294.06	1.00	1	68,563	68,563
PLUMBING & GAS INSP	8/08/2022	69,010	1,360.30	1.00	1	72,072	72,072
FACILITIES DIRECTOR		92,000	-	1.00	1	95,000	95,000
INSPECTIONAL SERV DIR	4/30/2018	109,657	1,971.16	1.00	1	110,000	104,438
LOCAL BLDG INSP	4/2/1998	-	-	1.00	1	65,650	65,650
ASST BUILDING INSPEC		70,040				-	-
LOCAL BLDG/CODE COMPL INSP		-	-	1.00	1	59,800	29,900
AFSCME		291,256		5.00		303,017	297,817
12411-5111		697,613		11.00		774,103	733,440
			Hourly				
SEALER WEIGHTS/MEAS	1/2/2008	30,915	32.23		19	31,964	31,964
12411-5113		30,915				31,964	31,964
OVERTIME - GENERAL		5,000				5,000	5,000
12411-5131		5,000				5,000	5,000
		733,528		11.00		811,067	770,404

Union Detail

Job Desc	Start Date	Job Grp	Approved Budget FY2024	FTE	Calc Period	Munis Budget FY2025	Step	Dept Req FY2025	Mayor FY2025
SR BLDG CUST	7/25/2016	1	57,526.04	1.00	1,111.80	58,035.96	3	58,035.96	58,035.96
PRINCIPAL CLERK	11/21/2022	2	52,618.64	1.00	1,093.99	57,106.28	2	57,106.28	57,106.28
PRINCIPAL CLERK	05/17/2010	2	56,604.60	1.00	1,093.99	57,106.28	3	62,306.28	57,106.28
BLDG CUSTODIAN	1/09/2023	1	53,589.64	1.00	1,035.73	54,065.11	3	54,065.11	54,065.11
Base Rate X 9%			4,864.43		4,864.43	4,864.43	3	4,864.43	4,864.43
WORKING FOREMAN	12/4/1999	1	66,053.00	1.00	1,276.61	66,639.04	3	66,639.04	66,639.04
			291,256.35	5.00		297,817.10		303,017.10	297,817.10

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	11.00
	FY2024	10.00
	FY2025	11.00
	Variance FY25 v. FY24	1.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
12412 Bldg/Gas/Plumb Insp - Expenses				
5295 Safety Gear				
Hard hats, protective eyewear, etc. for inspectors	1,500	1,500	1,500	0
5295 Safety Gear Total	1,500	1,500	1,500	0
5320 Contracted Services				
Contract Services-Enforcement support for short term rental properties	6,650	6,650	0	0
Hamari-short term rental enforcement				
Contracted Services - Temp Plumbing Inspector to cover vacations/sick/etc.	4,000	4,000	4,000	0
Professional Building Cleaning Services	9,684	9,684	9,684	0
5320 Contracted Services Total	20,334	20,334	13,684	0
5381 Printing And Binding				
For printing and binding of zoning book and maps, as well as letterhead, envelopes, signs and placards.	450	450	450	0
5381 Printing And Binding Total	450	450	450	0
5421 Office Supplies (Gen				
4 sets of International Building Code Books and 1 Plumbing Code Book.	2,500	2,500	2,500	0
General Office Supplies - as needed	1,500	1,500	1,500	0
New time and date stamp	500	0	0	0
Up-codes	0	708	708	0
5421 Office Supplies (Gen Total	4,500	4,708	4,708	0
5451 Custodial Supplies				
Coast Maintenance - Custodial Supplies	7,200	0	0	0
Custodial Chemicals	0	1,000	1,000	0
Custodial Supplies	0	12,000	9,600	0
Delandes Supply - Electrical Supplies	300	0	0	0
Electrical Supplies	0	300	300	0
Misc Supplies	0	1,000	1,000	0
State Chemical - Custodial Chemicals	1,000	0	0	0
Winer Bros - Misc Supplies	1,000	0	0	0
5451 Custodial Supplies Total	9,500	14,300	11,900	0
5710 In State Travel/Meetings				
Mileage and seminar reimbursements	0	12,500	12,500	0
Mileage and seminar reimbursements for 4 full time and one part time inspector plus mileage for Director of Facilities.	12,500	0	0	0
5710 In State Travel/Meetings Total	12,500	12,500	12,500	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5713C Expenses-Clean It/Lien It				
Clean it or lien it- Monies to secure vacant buildings etc. Monies expended are recovered through a lien on the property.	2,000	5,000	3,500	0
5713C Expenses-Clean It/Lien It Total	2,000	5,000	3,500	0
5778 Sealer Weights & Measurers Exp				
Misc. supplies	1,000	1,000	1,000	0
5778 Sealer Weights & Measurers Exp Total	1,000	1,000	1,000	0
12412 Bldg/Gas/Plumb Insp - Expenses Total	51,784	59,792	49,242	0

Public Property - Fixed Costs

Mission Statement

Why We Exist

To ensure that City facilities are adequately maintained, their condition enhanced where needed, and their useful life preserved in the most efficient and cost effective manner possible. Support the City of Salem's departments through clean, energy efficient, and ADA compliant facilities that directly support the vision and mission of the City.

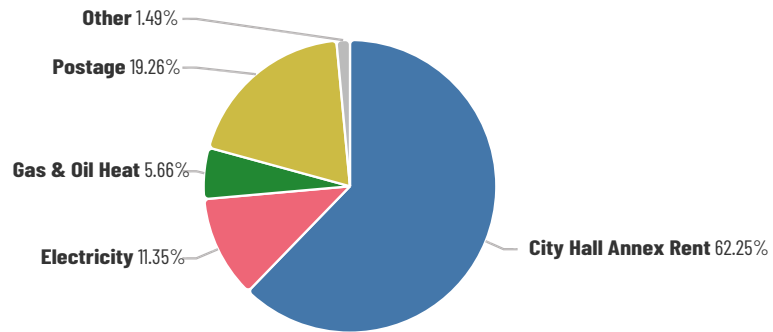
Fixed costs are related to rental costs and utilities for City Hall, City Hall Annex, and Council on Aging. Additionally, city wide postage is included in this section.

Significant Budget & Staffing Changes For FY 2025

No significant changes.



Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Public Property - Fixed Costs - Expenditures											
11962	5211	Electricity	77,479	72,274	73,872	73,872	83,850	83,850	0	9,978	13.51
11962	5212	Hvac/Water-120 Washington St	2,323	1,467	2,000	2,000	2,000	2,000	0	0	0.00
11962	5216	Oil Heat	31,785	31,684	40,000	45,447	41,800	41,800	0	1,800	4.50
11962	5271	City Hall Annex	443,973	442,898	460,000	460,000	460,000	460,000	0	0	0.00
11962	5341	Telephone	9,094	6,743	9,000	9,000	9,000	9,000	0	0	0.00
11962	5342	Postage	115,864	129,365	129,500	139,563	142,300	134,300	0	4,800	3.71
			680,519	684,431	714,372	729,882	738,950	730,950	0	16,578	2.32
		Department Total	680,519	684,431	714,372	729,882	738,950	730,950	0	16,578	2.32

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
11962 Public Prop-Fixed Costs				
5211 Electricity				
98 Washington Street	19,925	41,650	41,650	0
City Hall	30,047	16,300	16,300	0
Council on Aging	23,900	24,600	24,600	0
Poles	0	1,300	1,300	0
5211 Electricity Total	73,872	83,850	83,850	0
5212 Hvac/Water-120 Washington St				
Water 98 Washington street	2,000	2,000	2,000	0
5212 Hvac/Water-120 Washington St Total	2,000	2,000	2,000	0
5216 Oil Heat				
Gas CLC Bridge street	0	13,200	13,200	0
Gas COA 401 Bridge Street	12,000	0	0	0
Gas for 98 Washington	6,000	6,600	6,600	0
Oil 93 Washington Street	22,000	22,000	22,000	0
5216 Oil Heat Total	40,000	41,800	41,800	0
5271 City Hall Annex				
Rent - 98 Washington St	425,000	425,000	425,000	0
Taxes - 98 Washington St 69% of building	35,000	35,000	35,000	0
5271 City Hall Annex Total	460,000	460,000	460,000	0
5341 Telephone				
TELEPHONE	9,000	9,000	9,000	0
5341 Telephone Total	9,000	9,000	9,000	0
5342 Postage				
External Mailing Services (Census, Excise bills, Property Tax bills, etc.)	54,000	64,000	56,000	0
Postage for City Hall Mailings	70,000	72,800	72,800	0
Postal Meter Lease & Postal Supplies (tape, ink cartridges, glue, etc.)	5,500	5,500	5,500	0
5342 Postage Total	129,500	142,300	134,300	0
11962 Public Prop-Fixed Costs Total	714,372	738,950	730,950	0

Zoning Board of Appeals

Mission Statement

Why We Exist

The Building Department is responsible for reviewing and issuing Building permits and to inspect these projects for compliance with both the State Building Code as well as the Architectural Access Board Regulations. We also enforce Salem Zoning. Under this Department are our Plumbing and Gas Inspector and the part time Sealer of weights and measures. We frequently assist other Inspectional teams, (Electrical, Fire and Health as well as Salem P.D) on several life safety and quality of life issues. This Department also consults on construction projects throughout the City.

Goals and Objectives

To continue the on-line applications and streamlining the process.

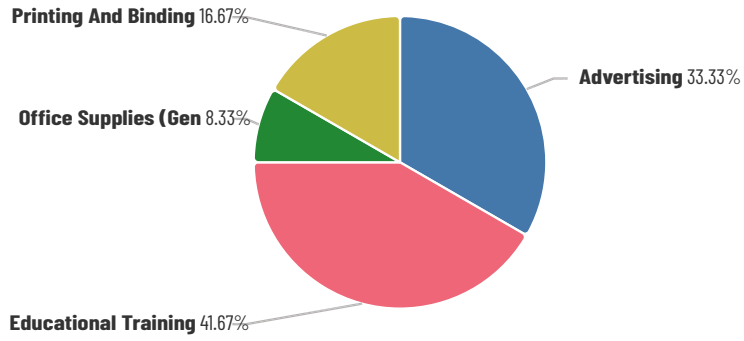
Significant Budget & Staffing Changes For FY 2025

No significant changes.

Recent Accomplishments

Online applications have recently become available.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Zoning Board of Appeals - Expenditures											
11762	5306	Advertising	0	362	400	400	400	400	0	0	0.00
11762	5317	Educational Training	0	0	500	500	500	500	0	0	0.00
11762	5381	Printing And Binding	0	0	200	200	200	200	0	0	0.00
11762	5421	Office Supplies (Gen	0	0	100	100	100	100	0	0	0.00
			0	362	1,200	1,200	1,200	1,200	0	0	0.00
		Department Total	0	362	1,200	1,200	1,200	1,200	0	0	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
11762 Board of Appeals-Expenses				
5306 Advertising				
Advertising for meetings.	400	400	400	0
5306 Advertising Total	400	400	400	0
5317 Educational Training				
Professional development, board trainings , etc.	500	500	500	0
5317 Educational Training Total	500	500	500	0
5381 Printing And Binding				
Letter head, envelopes.	200	200	200	0
5381 Printing And Binding Total	200	200	200	0
5421 Office Supplies (Gen				
Miscellaneous office supplies as needed	100	100	100	0
5421 Office Supplies (Gen Total	100	100	100	0
11762 Board of Appeals-Expenses Total	1,200	1,200	1,200	0



Health

Mission Statement

Why We Exist

The mission of the Salem Board of Health is to deliver public health services to residents, businesses, and visitors to benefit the culturally diverse population of the City of Salem. Public health includes preventing and monitoring disease, providing health education, and enforcing public health codes and regulations. This mission is accomplished through the core values of public health which are to prevent, promote, and protect.



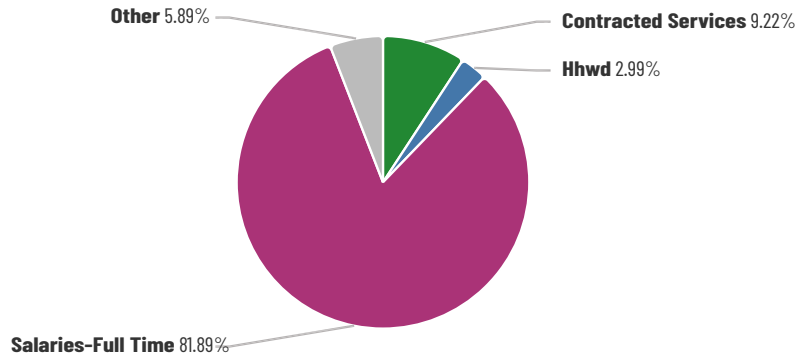
Goals and Objectives

- GOAL: Continue Community Health Improvement Plan geared towards reducing chronic disease risks within Salem.
- OBJECTIVE: The Health and Wellness Coordinator will evaluate programs to include in the Community Health Improvement plan throughout the year.
- GOAL: The Health and Wellness Coordinator will continue working on the Mack Park Food Farm improvement plan.
- OBJECTIVE: Through a variety of funding sources including donations and grants continue making improvements to the Mack Park Food Farm throughout the year.
- GOAL: Continue ongoing Staff development to improve the service delivery to the community.
- OBJECTIVE: By attending educational seminars and trainings to increase staff development within the allotted budget. This will be ongoing.
- GOAL: Improve communication with residents to resolve citizen concerns.
- OBJECTIVE: Using technology to keep residents informed of public health activities throughout the year.
- GOAL: Improve deficiencies in complaint tracking, inspection, and enforcement.
- OBJECTIVE: Through the use of technology close gaps in complaint tracking and inspections. This will be ongoing throughout the year.
- GOAL: Limit the exposure and incidence of infectious diseases.
- OBJECTIVE: By using the MAVEN system and through ongoing detection, investigation, and prevention of communicable diseases in the community.
- GOAL: Hire an Opioid Use Disorder (OUD) Coordinator.
- OBJECTIVE: Use funds from the Distributor and Janssen/J&J settlement for staff and efforts to reduce opioid use disorder in the community.
- GOAL: Continue working to reduce opioid use and opioid related overdoses in the community.
- OBJECTIVE: By utilizing opioid settlement funds to provide harm reduction tools and services to the community and by continuing to participate in opiate risk reduction programs with our regional partners.
- GOAL: Reduce the risk of communicable diseases in the community.
- OBJECTIVE: Maintain an inventory of vaccines and biologics for City sponsored clinics.
- GOAL: Continue preparing for public health emergencies.
- OBJECTIVE: Work with our regional partners to drill and prepare for public health emergencies throughout the year.
- GOAL: Disseminate information regarding public health activities and events.
- OBJECTIVE: Through the use of the media, including social media platforms, inform the community of public health activities throughout the year.
- GOAL: Continue to provide shared public health services to Salem and our regional partners through the administration of the Public Health Excellence/Regional Field Training Hub Grant from the MA Department of Public Health.
- OBJECTIVE: Continue managing the regional Public Health Excellence/Regional Field Training Hub grant of over \$1,250,000.

How FY 2025 Departmental Goals Relate to City's Overall Long-Term & Short-Term Goals

- Reduce the number of trash complaints through education, increased staffing and active enforcement of regulations and ordinances to reduce the number of trash complaints citywide.
- Reduce the number of housing complaints through landlord outreach, scheduled inspections, and education as required under the Certificate of Fitness Ordinance.
- Hire a temporary Full Time Code Enforcement Officer to increase the number of Certificates of Fitness issued on an annual basis.
- Continue working on Problem Properties task force with other municipal departments to address blighted properties and get them addressed or placed into receivership.
- Increase programs that will reduce risk factors and the impact of chronic disease.
- Increase delivery of services and response by increasing use of technology.
- Enhance skill sets of the departmental staff that will better impact public health protections for community.
- Participate in Youth Substance use and reduction project with Lynn, Marblehead, and Swampscott to inform and educate youth and parents on developing coping skills to face the challenges of substance use in the community.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Number of inspections (not all inspections listed below)	4000	7500	7500	7250	8000
Number of permits issued from the Board of Health	2000	2500	3100	3500	5000
Number of Death Certificates processed/issued	681	720	850	850	900
Number of trash and general nuisance inspections	400	600	700	700	800
Number of Certificate of Fitness inspections/re-inspections (Including Short-Term Rentals	650	750	765	650	1000
Number of food establishment inspections/re-inspections	550	650	640	650	800
Temporary Food Establishments /permits	200	300	250	300	300
Body art establishments	15	20	25	25	25
Recreational camp inspections	25	35	35	35	35
Pool inspections	25	35	35	35	35
Swimming beach sampling	120	150	100	125	125
Total number of communicable disease investigations	400	1000	7425	5000	5000
Flu Shots Administered	350	400	430	450	450

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Health - Personnel											
15101	5111	Salaries-Full Time	510,124	557,756	572,334	572,334	642,916	613,017	0	40,683	7.11
15101	5113	Salaries-Part Time	22,583	2,504	15,141	15,141	0	0	0	(15,141)	(100.00)
15101	5131	Overtime (General)	6,485	6,212	5,000	5,000	7,500	5,000	0	0	0.00
15101	5150	Fringe/Stipends	5,625	6,000	6,000	6,000	8,000	8,000	0	2,000	33.33
			544,817	572,472	598,475	598,475	658,416	626,017	0	27,542	4.60
Health - Expenditures											
15102	5218	Hhwd	16,138	13,317	20,000	20,000	23,500	23,500	0	3,500	17.50
15102	5306	Advertising	620	770	1,000	1,000	1,000	1,000	0	0	0.00
15102	5318	Dental/Medical Servi	680	1,452	3,600	3,600	3,600	3,600	0	0	0.00
15102	5320	Contracted Services	15,206	7,249	72,379	74,399	72,379	72,379	0	0	0.00
15102	5396	Environmental Health	1,949	1,720	11,550	11,550	10,470	10,470	0	(1,080)	(9.35)
15102	5421	Office Supplies (Gen	969	2,117	2,500	2,500	2,500	2,500	0	0	0.00
15102	5710	In State Travel/Meetings	35	29	810	810	810	810	0	0	0.00
15102	5730	Dues And Sub	0	0	0	0	1,080	1,080	0	1,080	0.00
15102	5785	Rodent Control	8,640	14,670	10,500	10,675	10,500	10,500	0	0	0.00
15102	5786	Beach Water Analysis	171	0	800	800	800	800	0	0	0.00
			44,408	41,324	123,139	125,334	126,639	126,639	0	3,500	2.84
Department Total			589,225	613,795	721,614	723,809	785,055	752,656	0	31,042	4.30

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
BOARD CLERK		2,000	-			-	-
HEALTH AGENT	1/30/2019	106,336	2,096.04	1.00	1	108,463	109,413
HEALTH & WELLNESS CO-ORD	7/1/2019	61,222	1,206.78	1.00	1	63,939	63,939
AFSCME		402,776		7.00		470,514	439,664
15101-5111		572,334		9.00		642,916	613,017
PT CODE ENFORCEMENT OFFICER	9/21/2007	15,141	-	0.50	19.0	-	-
15101-5113		15,141		0.50		-	-
Overtime		5,000	5,000.00			7,500	5,000
15101-5131		5,000				7,500	5,000
Mileage stipend		6,000	6,000.00			6,000	6,000
BOARD CLERK		-	2,000.00			2,000	2,000
15101-5150		6,000				8,000	8,000
		598,475		9.50		658,416	626,017

Union Detail

Job Desc	Start Date	Job Grp	Approved Budget FY2024	FTE	Calc Period	Munis Budget FY2025	Step	Dept Req FY2025	Mayor FY2025
SANITARIAN	4/27/15	3	67,776.28	1.00	1,309.91	68,377.30	3	68,377.30	68,377.30
PUB HLTH NURSE	8/19/2016	3	72,642.96	1.00	1,403.99	73,288.28	3	73,288.28	73,288.28
PRINCIPAL CLERK	4/24/2007	2	56,605.12	1.00	1,093.99	57,106.28	3	57,106.28	57,106.28
SR. SANITARIAN	1/7/2008	3	72,642.96	1.00	1,403.99	73,288.28	3	73,288.28	73,288.28
SANITARIAN - Step II/III	10/19/16	3	67,776.28	1.00	1,309.91	68,377.30	3	68,377.30	68,377.30
SANITARIAN - Step 1	10/19/16	3	65,332.28	1.00	1,309.91	68,377.30	3	68,377.30	68,377.30
			-	1.00				61,699.36	30,849.68
			402,775.88	7.00		408,814.74		470,514.10	439,664.42

Grants Detail

Job Description	Dept/Grant	Org/Obj	FTE	Amount
Regional Coordinator	Public Health Excellence	25V23-5111	1.00	73,106.35
Regional Epidemiologist	Public Health Excellence	25V23-5111	1.00	80,771.97

Grants Detail

Job Description	Dept/Grant	Org/Obj	FTE	Amount
Regional Sanitarian	Public Health Excellence	25V23-5111	1.00	65,777.88
Regional Public Health Nurse	Public Health Excellence	25V23-5113	0.50	35,735.96
Reginal Field Trainer - Food	Public Health Excellence/ RFTH	25V23-5111	1.00	77,170.26
Director	Tobacco and Public Health Policy Programs	25X13-5111	1.00	97,749.52
Youth Stipends	Tobacco and Public Health Policy Programs	25X13-5111	1.00	1,600.00

Budgeted Fund FTE

Full-Time Equivalent Employees:	FY2023	9.50
	FY2024	9.50
	FY2025	9.50
	Variance FY25 v. FY24	0.00

All Funds FTE

Full-Time Equivalent Employees:	FY2023	9.50
	FY2024	14.50
	FY2025	19.00
	Variance FY25 v. FY24	4.50

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
15102 Health-Expenses				
5218 Hhwd				
Cost of disposal of Hazardous waste from residents event shared with the City of Beverly. Salem residents access Beverly Household Hazardous Waste day in Spring	20,000	20,000	20,000	0
Sharps Disposal	0	3,500	3,500	0
5218 Hhwd Total	20,000	23,500	23,500	0
5306 Advertising				
Public Health alerts, such as for Seasonal Flu, Avian Flu, other contagious diseases and legal notices required for regulations.	1,000	1,000	1,000	0
5306 Advertising Total	1,000	1,000	1,000	0
5318 Dental/Medical Servi				
General medical supplies as needed.	0	3,600	3,600	0
General medical supplies as needed. Increase to accommodate the \$2000.00 to participate in the NSVMP coalition as agreed upon in the contract with MAPC.	3,600	0	0	0
5318 Dental/Medical Servi Total	3,600	3,600	3,600	0
5320 Contracted Services				
Mack Park Food Farm	49,000	49,000	49,000	0
Rental property inspections per City Ordinance	23,379	23,379	23,379	0
5320 Contracted Services Total	72,379	72,379	72,379	0
5396 Environmental Health				
Beach signs, pool test kits, instructional videos, & Training	450	450	450	0
Codes from Mass DEP and MDPH	270	270	270	0
Educational Conferences: Contagious diseases, inspections, emergency preparedness,	630	630	630	0
Educational Materials	360	360	360	0
Fees for expert consultant to review plans and specs as needed.	360	360	360	0
Inspectional Equipment such as stem type thermometers, flashlights, batteries,	450	450	450	0
litmus paper, file, cameral supplies, hardware supplies	450	450	450	0
Mack Park Operating Expenses	7,500	7,500	7,500	0
Professional Membership for 7 employees: MHOA, APHA, MPHA, NEHA, NALBOH, MAHB, MEHA	1,080	0	0	0
5396 Environmental Health Total	11,550	10,470	10,470	0
5421 Office Supplies (Gen				
General Office Supplies as needed	2,500	2,500	2,500	0
5421 Office Supplies (Gen Total	2,500	2,500	2,500	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5710 In State Travel/Meetings				
Mileage reimbursement for travel outside of Salem	360	360	360	0
Nurse Travelling	450	450	450	0
5710 In State Travel/Meetings Total	810	810	810	0
5730 Dues And Sub				
Professional Membership for 7 employees: MHOA, APHA, MPHA, NEHA, NALBOH, MAHB, MEHA	0	1,080	1,080	0
5730 Dues And Sub Total	0	1,080	1,080	0
5785 Rodent Control				
60 professional exterminations @ \$175 each	10,500	10,500	10,500	0
5785 Rodent Control Total	10,500	10,500	10,500	0
5786 Beach Water Analysis				
Bacterial analysis of swimming water	800	800	800	0
5786 Beach Water Analysis Total	800	800	800	0
15102 Health-Expenses Total	123,139	126,639	126,639	0

Electrical

Mission Statement

Why We Exist

The Mission of the Electrical Department is to protect the safety and welfare of the City's residents and its visitors. More specifically, the department will enforce all laws, bylaws, and regulations in accordance with the City and State of Massachusetts Electrical Codes. The Electrical Department will assist our residents as to any concern that they might have about their safety and well-being. The Electrical department now maintains all the Roadway lighting in the City, Traffic signals and Fire Alarm System.



Goals and Objectives

Completed with the Planning Department on Gallows Hill Park Improvements adding a new electrical service and additional lighting.

- Working on Phase two of a comprehensive traffic improvement plan to move traffic quicker and safely from Downtown heading west bound along New Derby Street to North and Essex Street then to North and Federal Street, North and Mason Streets, and through School and North Streets. This program is ongoing and the plan is to have the North Street corridor completed by September 2024



- Working with Engineering to Make Derby Street improvements for Traffic Signals
- Upgrading lighting on our main Streets such as North Street, some additional lights have been installed. Broad Street additional lighting has been installed.
- To have all our traffic signals and hardware painted at all of our major intersections as well as all our Decorative Street lighting throughout the City. This is an on going project. We have been assisted with Anthony Delaney. This will fall under CIP
- To Keep building our Smart Traffic system and to become more ADA compliant. Citywide. Riley Plaza has been fully upgraded for ADA. We are working on North Street now with the Smart Signal program.
- To paint fireboxes in different locations through out the City. This is an ongoing project.
- To install new Fire Alarm cable from Gardner Street to Holly Street. We hope to have this completed by the end of this fiscal year 2023
- To complete all the pole transfers for the City's Street luminaires and Fire Alarm cable. This project is moving along and will go into fiscal 2024 We have roughly 80 transfers left.
- To step up maintenance in potential problem areas with our Fire Alarm System and our traffic control system.
- Working with the Planning Department to light up our Statues.

- Working on completion of our Capital improvement projects.
- Working on a comprehensive short term and long-term plan to move people and traffic faster and safely throughout the City of Salem with the Smart traffic control system.
- We are looking into the future of traffic control. This is called Adaptive traffic control. This system adjusts the flow of traffic between intersections. It continuously monitors the traffic count. Everything we are doing on the smart signal program will get us ready for the next step which is adaptive traffic control. Currently Mass Dot is building a system on RTE 107 Highland Avenue.
- The Electrical Department has two LED rebuilding projects that need updating and they are North Street and Leslie Retreat Park. The First generation of LED luminaires are losing their output and should be replaced. The department will be adding more street lighting along the corridors Some parts of the roadway are dark. Jefferson Avenue, Boston Street, Lafayette Street are also being considered for LED replacement Luminaires because of life expectancy is just about finished.



Significant Budget & Staffing Changes For FY 2025

The Electrical department is asking that we replace 1 full-time employee Mr. Parent the working foreman The departments workload has increased significantly along with the City of Salem's growth. The number of streetlights, Roadway lights and traffic signals that have been added. The department also maintains The Fire Alarm System wiring throughout the City.

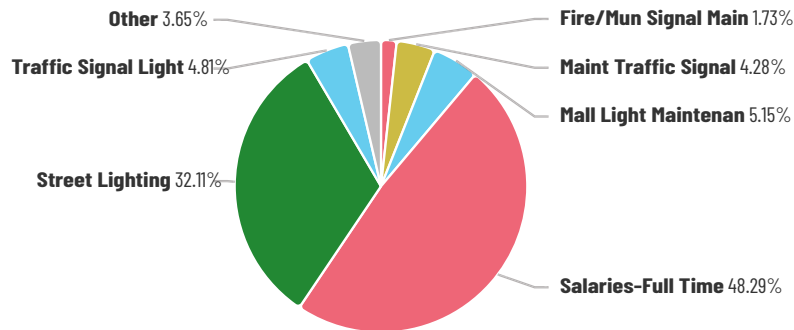


Recent Accomplishments

- The Woodlands Road project has been completed and City of Salem, MA has its first Solar Powered Radio-Controlled Fire Alarm Street Box.
- Worked with Mass. Highway for Adaptive signals On RTE 107 Highland Avenue and the project is almost completed. It should be operational hopefully before fiscal 2024 begins.
- Installation of wireless technology to control our Emergency Snow light Beacons.
- The Traffic control smart system Phase two is in progress
- The Smart signal Phase 2 is still underway. We have installed concurrent signals at the intersection of School and North Streets and at Essex and North Streets The current plan is to incorporate making Essex and North Streets intersection a hybrid intersection We are still working out details on this phase. We intend to add count down timers at all the intersections on North Street and make them all ADA compliant.
- Continue to assist Salem P.D. installing surveillance cameras throughout the City and moving them when required. This is a continuous operation.
- Installed new splice kits in the hand holes in Leslie Retreat Park for the Park lighting system.
- Maintaining lighting at Blaney Street.
- Maintaining lighting at the Salem Willows Park.
- The next phase (3) of the smart signal Program will include Congress Street at New Derby Street up to Hawthorne Boulevard
- Maintaining lighting on the Bridge Street Bypass Roadway.

- Bridge Street, and Flint Street Traffic Signal upgrades have been completed
- Maintaining lighting on Route 107 Bridge Street.
- Rebuilt luminaires and maintaining them at the Common also keeping Hubie Halloween display up to date
- Repairing Rapid Flashing signals at various locations for the Parking Department.
- Installed all new LED Luminaires from Riley Plaza to Congress Street as promised completed.
- Maintaining all our Roadway lighting.
- Working with Verizon and National Grid to transfer the City's Fire Alarm Cables to the new poles being installed throughout the City and removing the double poles.
- Holiday lighting throughout the City's business district and downtown has been maintained minimally.
- Continually maintaining our Traffic signals and controllers throughout the City.
- The Electrical Department is maintaining all streetlights throughout the City.
- Continue to offer the highest quality customer/constituent services and responsiveness with Click Fix
- Helped complete improvements to Forest River Park Pool and Surrounding area.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
ELECTRICAL PERMITS ISSUED	2110	1018	952	1000	1100
ELECTRICAL INSPECTIONS PERFORMED	1600	1200	1505	1600	1600
FIRE ALARM MASTERBOX PLUG OUT AND SYSTEM RESETS	750	800	800	750	750
TRAFFIC SIGNAL REPAIRS	500	525	525	475	475
DECORATIVE STREET LIGHT REPAIRS	220	300	300	200	250
COBRAHEAD STREET LIGHT REPAIRS	350	350	350	450	450
BOARD OF HEALTH ELEC. COMPLAINTS	5	5	5	5	3
FIRE PREVENTION ELEC. COMPLAINTS	10	10	10	10	5
ELECTRICAL REPAIRS TO PUBLIC BLDGS	25	25	25	10	10
FIRE ALARM OPEN CIRCUITS / REPAIR	200	250	250	320	250
MAINTAIN FOUNTAIN PUMPS	2	2	2	2	2
FIRE ALARM POLE TRANSFERS	50	75	75	100	80
ROADWAY BANNERS HUNG	150	200	200	150	150
DECORATED CHRISTMAS TREES	100	100	100	65	65

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Electrical - Personnel											
12451	5111	Salaries-Full Time	372,637	378,053	426,394	426,394	476,926	461,041	0	34,647	8.13
12451	5131	Overtime (General)	4,424	6,285	10,000	10,000	10,000	10,000	0	0	0.00
			377,061	384,338	436,394	436,394	486,926	471,041	0	34,647	7.94
Electrical - Expenditures											
12452	5213	Street Lighting	268,984	288,200	288,200	288,200	317,088	298,200	0	10,000	3.47
12452	5214	Traffic Signal Light	41,239	35,725	43,197	43,197	47,516	45,516	0	2,319	5.37
12452	5254	Street Lighting Maint	53,455	10,435	48,400	78,674	50,820	50,820	0	2,420	5.00
12452	5255	Building/Equip Maint	11,783	9,383	13,200	15,871	13,200	13,200	0	0	0.00
12452	5256	Fire/Mun Signal Main	7,449	11,466	13,200	14,233	17,079	17,079	0	3,879	29.39
12452	5257	Maint Traffic Signal	33,670	21,403	33,000	45,225	42,225	35,000	0	2,000	6.06
12452	5301	Police Detail	1,200	0	2,000	2,000	8,000	4,000	0	2,000	100.00
12452	5324	Training & Certification	755	981	1,000	1,000	1,000	1,000	0	0	0.00
12452	5341	Telephone	432	385	1,000	1,000	1,000	1,000	0	0	0.00
12452	5421	Office Supplies (Gen	1,890	1,819	2,200	2,550	2,200	2,200	0	0	0.00
12452	5710	In State Travel/Meetings	210	378	600	675	600	600	0	0	0.00
			421,067	380,174	445,997	492,625	500,728	468,615	0	22,618	5.07
Department Total			798,128	764,512	882,391	929,019	987,654	939,656	0	57,265	6.49

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
CITY ELECTRICIAN	6/4/1984	94,790	1,868.46	1.00	1	97,534	97,534
AFSCME		331,604		6.00		379,393	363,508
12451-5111		426,394		7.00		476,926	461,041
Overtime		10,000	10,000.00			10,000	10,000
	12451-5131	436,394		7.00		486,926	471,041

Union Detail

Job Desc	Start Date	Job Grp	Approved Budget FY2024	FTE	Calc Period	Munis Budget FY2025	Step	Dept Req FY2025	Mayor FY2025
SIGNAL MAINTAINER	3/29/21	1	58,702.80	1.00	1,176.64	61,420.61	3	61,420.61	61,420.61
PRINCIPAL CLERK	2/6/17	2	56,605.12	1.00	1,093.99	57,106.28	3	57,106.28	57,106.28
WIRE INSPECTOR	4/30/2001	1	67,776.28	1.00	1,309.91	68,377.30	3	68,377.30	68,377.30
SIGNAL MAINTAINER	10/28/2002	1	60,881.08	1.00	1,176.64	61,420.61	3	61,420.61	61,420.61
WIRE INSPECTOR/ELECTRICIAN			28,865.75	1.00	-	-	1	63,540.97	47,655.73
WIRE INSPECTOR	10/31/2022		58,772.48	1.00	1,262.67	67,526.98	2	67,526.98	67,526.98
			331,603.51	6.00		248,324.80		379,392.75	363,507.51

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	6.50
	FY2024	6.50
	FY2025	7.00
	Variance FY25 v. FY24	0.50

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
12452 Electrical-Expenses				
5213 Street Lighting				
ELECTRICITY FOR ROADWAY AND DECORATIVE LIGHTING THROUGHOUT THE CITY	288,200	317,088	298,200	0
5213 Street Lighting Total	288,200	317,088	298,200	0
5214 Traffic Signal Light				
TRAFFIC SIGNAL ENERGY COSTS	43,197	47,516	45,516	0
5214 Traffic Signal Light Total	43,197	47,516	45,516	0
5254 Street Lighting Maint				
REPLACEMENT OF POLES, LUMINAIRES, WIRING, TRANSFORMERS, LAMPS, LENSES, MAINTENANCE FOR ADDITIONAL LUMINAIRES PURCHASED FROM NATIONAL GRID. ALSO DECORATIVE STYLE POLES AND LUMINAIRES	48,400	50,820	50,820	0
5254 Street Lighting Maint Total	48,400	50,820	50,820	0
5255 Building/Equip Maint				
FACILITY REPAIRS, EQUIPMENT, AND MAINTENANCE	13,200	13,200	13,200	0
5255 Building/Equip Maint Total	13,200	13,200	13,200	0
5256 Fire/Mun Signal Main				
MAINTAIN FIRE ALARM CABLE & FIREBOXES OVERHEAD AND UNDERGROUND.	13,200	17,079	17,079	0
5256 Fire/Mun Signal Main Total	13,200	17,079	17,079	0
5257 Maint Traffic Signal				
TRAFFIC CONTROLLERS, SIGNALS, CONDUITS AND LIGHTING MAINTENANCE. WE HAVE ADDED A LOT MORE HARDWARE TO THE SYSTEM	33,000	42,225	35,000	0
5257 Maint Traffic Signal Total	33,000	42,225	35,000	0
5301 Police Detail				
POLICE DETAIL FOR ROADWAY WORK AS NEEDED	2,000	8,000	4,000	0
5301 Police Detail Total	2,000	8,000	4,000	0
5324 Training & Certification				
ESSEX CTY SIGNAL ASSOC., IMSA NFPA LED CERTIFICATION, MUN ELEC INSP ASSOC., TRAFFIC SIGNAL SCHOOL, COMP COURSES, SIGNAL MAINTENANCE SCHOOL CERTIFICATION FOR NEW EMPLOYEE	1,000	1,000	1,000	0
5324 Training & Certification Total	1,000	1,000	1,000	0
5341 Telephone				
2 BUSINESS PHONE LINES @ 120.MO & LONG DISTANCE @ 82.50 X 12 MOS	1,000	1,000	1,000	0
5341 Telephone Total	1,000	1,000	1,000	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5421 Office Supplies (Gen				
GENERAL OFFICE SUPPLIES AS NEEDED	2,200	2,200	2,200	0
5421 Office Supplies (Gen Total	2,200	2,200	2,200	0
5710 In State Travel/Meetings				
PROGRAMS AND SEMINARS, INTERNATIONAL ASSOCIATION OF ELECTRICAL INSPECTORS PAUL REVERE CHAPTER, MUNICIPAL ELECTRICAL INSPECTORS MEETINGS, MEMBERSHIP DUES AND EXPENSES HAVE INCREASED	600	600	600	0
5710 In State Travel/Meetings Total	600	600	600	0
12452 Electrical-Expenses Total	445,997	500,728	468,615	0

Conservation Commission

Mission Statement

Why We Exist

The mission of the Salem Conservation Commission is to protect wetlands, waterways, and riverfront areas through the administration of the Wetlands Protection Act, the Rivers Protection Act, Stormwater Management regulations, and the local Wetlands Protection and Conservation Ordinance, and to promote conservation awareness and practice.



Goals and Objectives

Goal – To improve application review

Objectives:

- Perform a thorough review of applications through site inspections, public hearings, and issuance of determinations of applicability and orders of conditions.
- Review applications and issue decisions in a timely manner.
- Inspect and resolve reported violations in a timely manner.
- Maintain expertise of Conservation Commission membership.
- Maintain expertise of the Conservation Agent by supporting attendance at appropriate workshops, seminars, certification courses, etc.

Goal – To protect wetlands

Objectives:

- Identify ways to prevent and minimize the spread and encroachment of invasive species.
- Identify and plan for acquisition of key wetland and buffer properties.
- Identify ways to restore filled wetlands and provide natural floodplain protection.
- Identify the best path to strengthening the Salem Wetlands Protection and Conservation Ordinance and its associated regulations and incorporating nature-based stormwater solutions.

Goal – To protect open space

Objectives:

- Protect examples of Salem’s ecological diversity.
- Revise local land use regulations to address open space preservation and protection.
- Support establishment of “friends of” groups to help maintain open spaces.
- Participate in the long-range planning for protection of open spaces.
- To work with other departments to incrementally implement the goals and objectives of the Open Space and Recreation Plan.

Goal – To undertake consistent public outreach

Objectives:

- Participate in public education activities to inform the public of the responsibilities of the Conservation Commission.
- Provide information to the public regarding the City’s open spaces and land owned by the Conservation Commission, including but not limited to trail maps, open space maps, etc.

How FY 2025 Departmental Goals Relate to City’s Overall Long & Short Term Goals

- See Planning – General Administration

Significant Budget & Staffing Changes For FY 2025

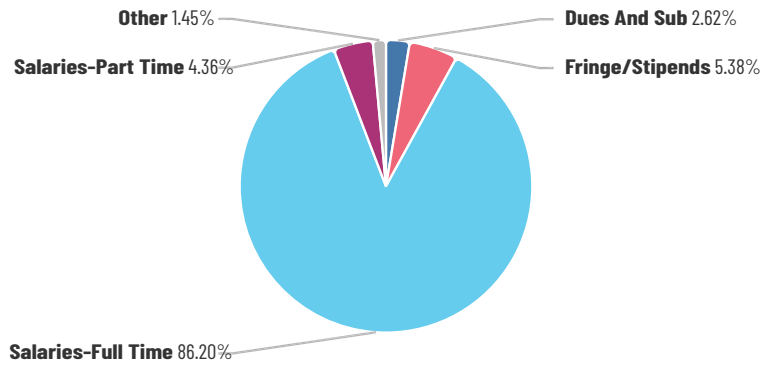
There are no significant budget or staffing changes. Please note that Clerk compensation has been moved from Full-Time to Part-Time.

Recent Accomplishments

- In accordance with the Commission’s mission, from July 1, 2022 through June 30, 2023, the Commission:
 - Issued 10 Determinations of Applicability;
 - Issued 31 Orders of Conditions; and
 - Issued Certificates of Compliance.

- The Conservation Agent and Commission members attended various workshops throughout the fiscal year on topics related to wetlands protection and conservation of open space.
- The updated Salem Wetlands Protection Ordinance, adopted in March 2022, and its implementing regulations adopted by the Conservation Commission in April 2022, have provided a new review of applications and a lens into where the update may be working well, and where there may need to be adjustments. Vernal pools and isolated vegetated wetlands are now protected resource areas, and there is an application currently before the Commission where these additional inland protections are under way.
- The updated Wetlands Ordinance was adopted by City Council in March of 2022. The ordinance and its implementing regulations provide substantial protections beyond what is currently in place through the state's Wetlands Protection Act and Salem's existing ordinance. They establish a new 25' no-disturb area as well as a 50' mitigation zone. Vernal pools and isolated vegetated wetlands are now protected resource areas. And by adding climate change adaptation and mitigation as a resource area value, the Conservation Commission for the first time has the explicit authority to incorporate climate considerations into its review. Peer Review services were used this past year for assistance in review and compliance with the updated wetlands ordinance and implementing regulations.
- Commission staff has worked with Greenscapes and Salem Sound Coast Watch on implementation of LID and Nature Based Approaches. Staff has also attended various workshops and trainings including Stone Living Lab on implementation of Nature Based Solutions, Preservation in a Changing Climate, FEMA and MScFRM training workshops. Commissioners participated in MACC workshops.
- The Commission continued its contribution towards the City's membership to Greenscapes North Shore Coalition. Greenscapes educates homeowners about maintaining attractive lawns and The Commission continued its contribution towards the City's membership to Greenscapes North Shore Coalition. Greenscapes educates homeowners about maintaining attractive lawns and gardens while protecting rivers, waterways, beaches, harbor and coast. As a member, Salem residents benefited from free workshops, newsletters, and discounts on various plants from local nurseries.
- The Commission continues to work toward supporting the goals of the Open Space & Recreation Plan. The Open Space and Recreation Plan is in the process of the 2023-2029 plan update.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Request for Determination of Applicability (RDA) applications reviewed/acted upon (Does the wetlands act apply)	15	18	10	12	12
Notices of Intent considered	18	20	35	32	25
Orders of Conditions issued	18	20	31	30	30
Full Certificates of Compliance issued	15	12		20	15

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Conservation Commission - Personnel											
11711	5111	Salaries-Full Time	26,737	27,564	27,186	27,186	32,050	28,610	0	1,424	5.24
11711	5113	Salaries-Part Time	0	0	1,080	1,080	1,620	1,620	0	540	50.00
11711	5150	Fringe/Stipends	0	0	2,000	2,000	2,000	2,000	0	0	0.00
			26,737	27,564	30,266	30,266	35,670	32,230	0	1,964	6.49
Conservation Commission - Expenditures											
11712	5421	Office Supplies (Gen	27	0	90	90	90	90	0	0	0.00
11712	5710	In State Travel/Meetings	0	348	450	450	450	450	0	0	0.00
11712	5730	Dues And Sub	0	583	873	873	973	973	0	100	11.45
			27	931	1,413	1,413	1,513	1,513	0	100	7.08
Department Total			26,764	28,495	31,679	31,679	37,183	33,743	0	2,064	6.52

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
Planner/Con Com Agent	3/22/21	27,186	-	0.50		32,050	28,610
11711-5111		27,186		0.50		32,050	28,610
CLERK	10/27/21	1,080	-		3.0	1,620	1,620
11711-5113		1,080		-		1,620	1,620
AICP Certification		2,000	2,000.00			2,000	2,000
11711-5150		2,000				2,000	2,000
		30,266		0.50		35,670	32,230

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	0.50
	FY2024	0.50
	FY2025	0.50
	Variance FY25 v. FY24	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
11712 Conservation Comm-Expenses				
5421 Office Supplies (Gen				
GENERAL OFFICE SUPPLIES AS NEEDED	90	90	90	0
5421 Office Supplies (Gen Total	90	90	90	0
5710 In State Travel/Meetings				
MILEAGE, PARKING FEES AND REGISTRATION FEES AS NEEDED	450	450	450	0
5710 In State Travel/Meetings Total	450	450	450	0
5730 Dues And Sub				
AMERICAN PLANNING ASSOCIATION MEMBERSHIP	260	293	293	0
Membership for Conservation Commission Board Members to the Massachusetts Association of Conservation Commissions and Handbooks	613	680	680	0
5730 Dues And Sub Total	873	973	973	0
11712 Conservation Comm-Expenses Total	1,413	1,513	1,513	0

Planning Board

Mission Statement

Why We Exist

To guide development in accordance with the Salem Zoning Ordinance, state statute and the subdivision regulations, review and comment on proposed zoning amendments, and to work on long-range community planning efforts to ensure that new development and redevelopment will promote the health, safety, convenience, and welfare of the city.

Goals and Objectives

Goal – To ensure that proposed private development projects are done in a manner that best protects the interests of the City

Objectives:

- To professionally review development proposals and make recommendations to the Planning Board.
- To ensure compliance with state laws and local ordinances.
- To work closely with the Design Review Board on specific development projects to ensure that the architecture and site design is compatible with and enhances the historic character of the city.
- To effectively work with other local boards and commissions reviewing development projects.

Goal – To enhance the future development of the City

Objectives:

- To work on long-range community planning efforts.
- To review and comment on proposed zoning amendments.
- To obtain training which can further the skills and knowledge of Board members, keep Board members up to date on current practices, and assist Board members in making effective land-use decisions.

How FY 2025 Departmental Goals Relate to City's Overall Long & Short Term Goals

- See Planning – General Administration

Significant Budget & Staffing Changes For FY 2025

Elena Eimert left the Planner position supporting the Planning Board and Dan Laroe provided interim support until new staff was hired. Robyn Lee is now the Planner supporting the Planning Board.

Recent Accomplishments

- Between July 1, 2022 and January 31, 2024, the Planning Board approved eleven (13) Site Plan Review (SPR) applications and amendments.
- In January 2023, the Planning Board reviewed and approved an application for Site Plan Review, Planned Unit Development special permit, and Flood Hazard Overlay District special permit for development at 252 Bridge

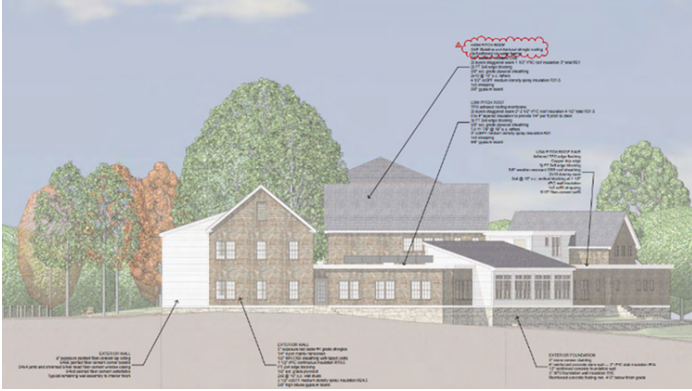
Street. This project consists of two phases. Phase 1 will include the construction of a mixed-use building with parking on the ground level, commercial and amenity space on the first level, and one hundred twenty (120) residential units on the floors above, all located at 252 Bridge Street, which is currently a surface parking lot adjacent to the MBTA Commuter Rail station. Phase 2 of the project will consist of the redevelopment and preservation of the historic County Commissioner's Building and Superior Court Building which are located at 32 and 34 Federal Street.



- In July 2023, the Planning Board reviewed and approved an application for Site Plan Review, Planned Unit Development special permit, and Flood Hazard Overlay District special permit for development of Canal Street Station located at 266 Canal Street. The new development is striving for Passive House design and will have two hundred and fifty units (250), of which 20% will be affordable at 60% Area Median Income. The project will also keep nine acres of conservation land and improve conditions of the adjacent wetlands.



- In July of 2023, Plummer Youth Promise Incorporated was granted a special permit through Site Plan Review and Flood Hazard Overlay District to construct a new residential building that will include two independent youth residential programs. Site improvements including "Passive House" utility installation and a new storm water management system are planned.



- In December of 2023, the Planning Board reviewed and approved an application for Site Plan Review and Flood Hazard Overlay District Special permit for the project located at 67 Derby Street. The proposal will create an offshore wind (OSW) marshalling terminal where turbine components will be partially assembled and then deployed to offshore wind farms. Freighters, barges and other marine vessels will be used to deliver these components to marshalling terminals. These will also be used to transfer the partially assembled turbines to offshore wind project locations for their full assembly and installation. In addition, there will be improvements to the upland, shoreline and watershed areas of the project site.

Zoning Ordinance Changes: Between July 1, 2022 and January 31, 2024, the Board discussed and voted on recommendations to the City Council for the following zoning applications:

Zoning Text Amendments:

7/8/22 – Recommended that the City Council approve an amendment to Section 8.0 of the Salem Zoning Ordinance to establish the Halloween Parking Overlay District to allow permitted off-street parking in non-residential

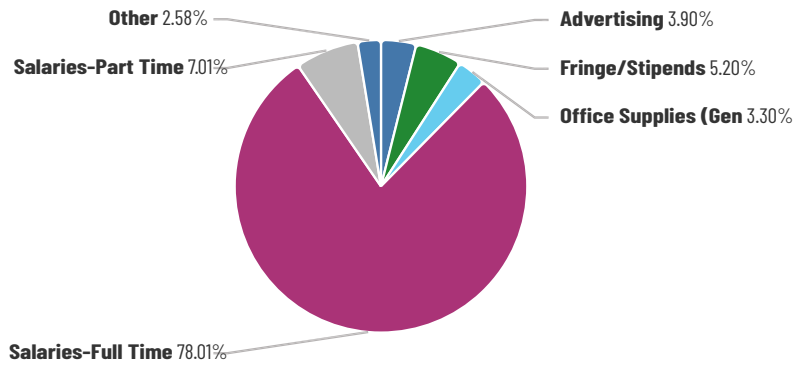


parking lots in the downtown area during the period beginning on the Friday preceding October 1 and ending on the first Monday after October 31 of each year, subject to regulations to be established by the Traffic and Parking Commission.

12/20/22 – Recommended that the City Council approve an amendment to Section 3.2 of the Salem Zoning Ordinance to clarify the requirement that exterior stairways to an affordable accessory dwelling unit above the first floor shall be located on the rear or side of the dwelling; to remove the bedroom restriction; to allow new detached structures and require detached structures to comply with the setback requirements of an accessory structure; and to remove the owner occupancy requirement.

12/5/23 – Recommended that the City Council approve the Inclusionary Housing Ordinance. This would amend Section 5.4 of the Salem Zoning Ordinance for the purposes of establishing an Inclusionary Housing ordinance in the City. The Planning Board also recommended that City Council measure the half-mile distance from a commuter rail station, for purposes of eligibility for a parking reduction, by the approach that yields the most expansive inclusionary envelope.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Form A - Not Requiring Approval under the Subdivision Control Law	2	7	3	2	2
Form C - Subdivision	2	1	1	1	0
Site Plan Review	3	7	12	5	11
Flood Hazard Overly District Special Permit	3	3	6	3	7
North River Canal Corridor Special Permit	0	1	1	1	4
Zoning Amendment Recommendations	1	6	5	3	1
Municipal or Religious Reuse Special Permit	0	0	1	0	1

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Planning Board - Personnel											
11751	5111	Salaries-Full Time	25,835	29,940	29,033	29,033	30,026	30,026	0	993	3.42
11751	5113	Salaries-Part Time	0	0	2,700	2,700	2,700	2,700	0	0	0.00
11751	5150	Fringe/Stipends	0	0	2,000	2,000	2,000	2,000	0	0	0.00
			25,835	29,940	33,733	33,733	34,726	34,726	0	993	2.94
Planning Board - Expenditures											
11752	5306	Advertising	522	773	1,500	1,500	1,500	1,500	0	0	0.00
11752	5421	Office Supplies (Gen	0	0	270	270	1,270	1,270	0	1,000	370.37
11752	5426	Reproductions	1,000	5	1,000	1,095	0	0	0	(1,000)	(100.00)
11752	5710	In State Travel/Meetings	140	161	450	450	450	450	0	0	0.00
11752	5730	Dues And Sub	0	251	510	510	543	543	0	33	6.47
			1,662	1,189	3,730	3,825	3,763	3,763	0	33	0.88
Department Total			27,497	31,129	37,463	37,558	38,489	38,489	0	1,026	2.74

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
Planner-Planning Board	01/xx/24	29,033	1,133.41	0.50		29,900	30,026
11751-5111		29,033		0.50		29,900	30,026
CLERK	10/27/21	2,700			2.5	2,700	2,700
11751-5113		2,700				2,700	2,700
AICP Certification		2,000	2,000.00			2,000	2,000
11751-5150		2,000				2,000	2,000
		33,733		0.50		34,600	34,726

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	0.50
	FY2024	0.50
	FY2025	0.50
	Variance FY25 v. FY24	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
11752 Planning Board-Expenses				
5306 Advertising				
JOINT PUBLIC HEARINGS - CITY COUNCIL AND PLANNING BD (5 PER YEAR)	1,500	1,500	1,500	0
5306 Advertising Total	1,500	1,500	1,500	0
5421 Office Supplies (Gen				
General office supplies as needed	270	1,270	1,270	0
5421 Office Supplies (Gen Total	270	1,270	1,270	0
5426 Reproductions				
COURIER SERVICES	200	0	0	0
MANILA ENVELOPES	200	0	0	0
PAPER AND TONER FOR LARGE SCALE PRINTS	200	0	0	0
PLANNING BOARD ENVELOPES	400	0	0	0
5426 Reproductions Total	1,000	0	0	0
5710 In State Travel/Meetings				
Mileage, parking fees and registration fees as needed	450	450	450	0
5710 In State Travel/Meetings Total	450	450	450	0
5730 Dues And Sub				
AMERICAN PLANNING ASSOCIATION MEMBERSHIP (w/AICP)	260	293	293	0
CITIZEN PLANNER TRAINING COLLABORATIVE; SALEM NEWS	250	250	250	0
5730 Dues And Sub Total	510	543	543	0
11752 Planning Board-Expenses Total	3,730	3,763	3,763	0

Planning - General Administration

Mission Statement

Why We Exist

To provide a strong, comprehensive approach for the future development of the city through a wide range of activities, including economic development, land use planning, housing policy, transportation projects, historic preservation, open space conservation, neighborhood improvement efforts, and art and culture initiatives.

Goals and Objectives

Goal – To improve general government

Objectives:

- Maintain a high level of accessibility to and responsiveness by the Planning & Community Development Department.
- Look for ways to deliver City services more efficiently and effectively through the use of technology and performance management.
- Work with other City departments to continue efforts to address climate change and plan to mitigate carbon footprint through the Green Communities program, energy efficiency goals, and the Resilient Together Plan.
- Successfully implement the twelfth year of the voter-approved Community Preservation Act.
- Keep the community informed and share information through full utilization of the City's website and other online tools.
- Continue to provide high quality technical assistance to the various land use boards and commissions.

Goal – To encourage appropriate economic development and achieve community housing goals

Objectives:

- Continue implementation of Salem Municipal Harbor Plan and Designated Port Area Master Plan.
- Collaborate with project partners on implementation of offshore wind infrastructure development at the former Salem Harbor Station Power Plant site that helps create green jobs, supports alternative/renewable energy, and grows the local economy and tax base, while managing impacts on the surrounding neighborhoods.
- Continue revitalization of Salem Harbor and the waterfront, downtown, and other economic centers and corridors.
- Support the growth of new and existing private businesses, including enhanced recruiting efforts.
- Continue implementation of Housing Road Map.
- Encourage responsible private development and new growth opportunities.

- Oversee the preservation and redevelopment of the Superior Court buildings and 5 Broad Street.
- Pursue policies and opportunities to add housing to meet demand, stabilize rents and prices, grow the tax base, and address housing insecurity issues.
- Advance policies and other measures to help Salem realize its community housing goals, including right-sizing supply and improving affordability and access.
- Support the thoughtful advancement of public, private, and public/private projects that will help Salem achieve its housing goals.

Goal – To improve recreation and quality of life

Objectives:

- Continue implementation of Salem for All Ages, the ADA Transition Plan, Historic Preservation Plan, and Open Space and Recreation Plan.
- Work with Park and Recreation to carry out the Signature Parks program for the Willows, Winter Island, Pioneer Village/Camp Naumkeag, Palmer Cove, and Salem Common.
- Complete Charlotte Forten memorial and shade structure in Charlotte Forten Park.
- Carry out CPA projects, historic preservation efforts as outlined in the historic preservation plan, and other community improvement projects.

Goal – To enhance travel and tourism

Objectives:

- Establish Salem as a dynamic year-round arts and cultural destination.
- Continue implementation of the Public Art Master Plan.
- Continue working with the Chamber of Commerce, Salem Main Streets, and other partners on the successful execution of events and festivals that provide vitality to the city.



- Continue exploring opportunities for public activations at Old Town Hall, Derby Square, and Charlotte Forten Park.
- Continue development of new ferry terminal building and cruise port activities and marketing.

Goal – To improve infrastructure and facilities

Objectives:

- Work with Engineering to upgrade City water and sewer systems.

- Work with Engineering to maintain and upgrade City roads, sidewalks, and open spaces.
- Work with Engineering to continue to advance Highland Avenue and Boston Street improvement projects and the Boston/Bridge intersection project.
- Continue working with the Salem Partnership to advocate for a South Salem MBTA commuter rail stop.
- Work with Engineering and Traffic to continue implementation of complete streets policy and encouragement of alternatives to car use, including micromobility, the new on-demand shuttle service, and community car share pilot.
- Continue supporting the significant reuse and preservation of Old Town Hall as a year-round Community Center for Arts and Culture.
- Complete adoption and implementation of Flood Hazard Overlay District and Climate Resiliency Overlay District.

How FY 2025 Departmental Goals Relate to City’s Overall Long & Short Term Goals

- The Department’s goal to improve general government is part of the Strategic Plan’s Second Pillar: Improving Services and Third Pillar: Transparency.



Flood Hazard Overlay District Ordinance
Amendment

- The Department’s goal to encourage appropriate economic development and achieve community housing goals is part of the Strategic Plan’s First Pillar: Livability.
- The Department’s goal to improve recreation and quality of life is part of the Strategic Plan’s First Pillar: Livability.
- The Department’s goal to enhance travel and sustainable tourism is part of the Strategic Plan’s First Pillar: Livability.
- The Department’s goal to improve infrastructure, facilities, and sustainability is part of the Strategic Plan’s First Pillar: Livability.

The Department of Planning and Community Development is the lead department on the following items in the FY2025 Strategic Plan.

Pillar	Value	Scope	Division	Goal Number	Goal Description	Goal Purpose	Timeline	Status
Livability	Equity	Specific	Economic Growth	EG.12	Begin planning for a BIPOC business incubator	Grow BIPOC entrepreneurship and access to economic success	Medium	Preliminary
Livability	Equity	Specific	Economic Growth	EG.13	Enhance distribution and use of the North Shore Diversity Catalog	Grown economic power for women and BIPOC owned businesses in the region	Short	Underway
Livability	Vibrancy	Broad	General Government	GG.34	Carry out Public Art Master Plan	Meet the goals of the plan and publish results as achieved	Long	Underway
Livability	Affordability	Broad	General Government	GG.35	Carry out Housing Roadmap	Meet the goals of the plan and publish results as achieved	Long	Underway
Livability	Vibrancy	Broad	General Government	GG.36	Carry out Community Preservation Plan	Meet the goals of the plan and publish results as achieved	Long	Underway

Livability	Affordability	Broad	General Government	GG.37	Carry out CDBG Plan	Meet the goals of the plan and publish results as achieved	Long	Underway
Livability	Vibrancy	Broad	General Government	GG.38	Carry out Salem Harbor Master Plan	Meet the goals of the plan and publish results as achieved	Long	Underway
Livability	Vibrancy	Broad	General Government	GG.39	Carry out CPA project, historic preservation efforts as outlined in the historic preservation plan, and other community improvement projects		Long	Underway
Livability	Sustainability/Resilience	Specific	General Government	GG.40	Adopt Flood Hazard Overlay District and Climate Resiliency Overlay District ordinances	Raise the bar for resiliency considerations and oversight in development	Short	Underway
Livability	Vibrancy	Specific	General Government	GG.56	Complete Charlotte Forten statue, shade structures, and park activations	Enliven a public space and celebrate Charlotte Forten's life and legacy	Short	Underway
Livability	Vibrancy	Specific	General Government	GG.57	Continue activation of Artists' Row and Derby Square	Enliven a public space and support local artists and creatives	Short	Underway
Livability	Affordability	Specific	Housing	H.8	Study a Community Land Trust model for Salem	Identify mechanisms to preserve and/or add to affordable housing supply in the community	Medium	Preliminary
Livability	Affordability	Specific	Housing	H.9	Study tiny house and started home district options for Salem	Potentially increase the supply of affordable housing for first-time homeownership	Medium	Preliminary

Livability	Affordability	Specific	Housing	H.10	Study the use of property tax abatements to secure deed-restricted affordability in rental units	Preserve existing affordable rental housing and increase the quantity of such housing	Medium	Preliminary
Livability	Affordability	Specific	Housing	H.11	Complete adaptive reuse projects at 5 Broad Street and Superior Court/ County Commissioners Building	Preserve iconic historic structures and create new housing and mixed-use spaces	Medium	Underway
Livability	Affordability	Specific	Housing	H.12	Study reforms to single occupancy zoning	Reduce the number of residents living without housing	Short	In Planning
Livability	Affordability	Specific	Housing	H.13	Parking ratio study and reform	More appropriately scale parking to need to ensure maximum land possible is available for housing	Short	Underway
Livability	Vibrancy	Specific	Public Infrastructure	PI.3	Advance South Salem Commuter Rail Station and Ocean Avenue connection project toward completion and complete associated rezonings or other necessary land use changes	Reduce vehicle traffic on Jefferson Avenue and Highland Avenue and catalyze growth opportunities	Medium	Underway

Significant Budget & Staffing Changes For FY 2025

For FY2025, we are moving funding for Public Art and Culture Programs from the Market and Tourism section of the budget to the Planning – General Administration section of the budget. Expenses for Artists’ Row remain in the Market and Tourism section.

In June 2023, Elena Eimert left her position as Planner supporting the Planning Board, and in July 2023, Cassie Moskos left her position as Senior Planner. In August, Elena returned to the Department and filled the Senior Planner position Cassie had vacated. In February 2024, Robyn Lee joined the Department in the Planner role. During the eight months the Planner position

was vacant, Dan Laroe did extra duty and covered the Planning Board. The Department is continuing to try to fill a vacant Senior Planner position. Despite adding a hiring incentive to this position, we have not been able to attract qualified candidates. Through these recent hiring processes, we have learned that starting salaries for comparable positions are higher than what was budgeted. The volume and complexity of work in the Department continues to be high. The Department strives to retain skilled talent and reduce turnover to effectively manage projects and planning initiatives. Our goal is to meet City needs while providing opportunities for planning staff advancement with appropriate compensation

Recent Accomplishments

(Note: If you are interested in reading a more detailed version of the Recent Accomplishments, please go [DPCD Detailed Accomplishments](#))

Plans, Studies, and Policies

- DPCD continued developing and implementing plans and policies including:
- Imagine Salem (2018): DPCD uses the guiding vision and principles to inform future work.
- Hazard Mitigation Plan (2020): DPCD is assisting Sustainability and Resiliency with planning its update for 2025.
- Housing Road Map (2022): In 2023, the City advanced several strategies identified in the Road Map, including an inclusionary housing ordinance, condominium conversion ordinance, and a variety of tenant protection efforts.
- Resilient Together: El Punto (2022): DPCD is assisting Sustainability and Resiliency with current phase—continued engagement within the community and the advancement of preferred adaptation alternatives to enhance Palmer Cove Park resiliency to flood risk. This phase includes short-term design, permitting, and construction (2022-2024) and long-term analysis with feasibility and community engagement.
- Shetland Park Redevelopment Study (2023): The 2022 effort had expanded community engagement and dialog and the goal of having a shared framework that could advance the owner's and community's needs. The study summarizes the engagement process along with findings and additional studies needed.
- North Street Connector Study (2023): Working with Traffic and Parking, grant funding was used to advance design of pedestrian and bicycle improvements at the North Street overpass to better connect the surrounding neighborhoods and integrate downtown and the MBTA Commuter Rail station into the region's expanding multiuse path network. Issues with the railroad crossing need to be addressed before additional work can be undertaken.
- Municipal Harbor Plan and Designated Port Area Master Plan (2023): The Harbor Plan update guides future development along Salem Harbor, most notably the reuse of the 42 acres of undeveloped.
- Open Space and Recreation Plan (2024): The new plan will guide decisions relative to park and recreation facilities and programming and maintain the community's eligibility for state grant funding for park and open space projects.
- Disposition Ordinance (October 2022): The purpose of the amended ordinance is to prioritize affordable housing when disposing of public property; create a clear and transparent process when disposing of public property; and better align local rules with state procurements requirements (Chp 30B and Chp 60).
- Accessory Dwelling Unit Ordinance (February 2023): The amendment provides more flexibility within the ADU ordinance, for example, it allows ADUs in new detached structures.
- Commonwealth Development Compact (May 2023): DPCD collaborated with the Builders of Color Coalition (BCC), the Civic Action Project (CAP) and the cities of Boston, Cambridge, Lynn, and Somerville to design a pilot compact to build economic opportunity for minority and women-owned firms who have historically been vastly underrepresented in private real estate development in Massachusetts. In September of 2023, DPCD staff started collected DEI disclosure forms from private development. The data is reported to the Compact.
- Section 3A Compliance (December 2023): In September of 2022, the City participated in the initial round of technical assistance with the Massachusetts Housing Partnership (MHP) to evaluate whether the Central Business (B5) zoning district is in compliance with the MBTA Communities law, Section 3A. MHP concluded that it appears the B5 is in compliance. In January of 2023, DPCD staff submitted an action plan to the Executive Office of Housing and Livable Communities (EOHLC) proposing that the existing B5 zoning district would comply with Section 3A. EOHLC approved the action plan in March of 2023. In May of 2023, staff submitted a district compliance application to EOHLC. In December of 2023, EOHLC announced that Salem is the first community in the state to demonstrate compliance with the Section 3A.
- Inclusionary Housing (December 2023): Working from the ordinance that had been proposed in 2021, DPCD and MAPC updated the financial feasibility analysis and made changes to the proposed policy supported by the analysis' findings. The ordinance ensures that all developments which create six or more new residential units will provide some amount of units affordable at 60% Area Median Income and/or pay a fractional fee to the AHTF to be used in support of affordable housing.
- Condominium Conversion Ordinance (not yet approved): A draft of the complete ordinance was completed in 2023. As of January 2024, DPCD is awaiting action by the state legislature on the associated Home Rule Petition, which must be approved prior to local consideration of the ordinance.
- Flood Resiliency and Climate Resilience Ordinances (not yet approved): Since 2022, DPCD has been developing these zoning ordinances to address flooding projected to worsen as a result of climate change. This work, building upon climate vulnerability assessments and community engagement conducted since 2014, will result in a streamlined Flood Hazard Overlay District permit that meets new state and federal requirements and a new Planning Board review of projects in the 2070 flood zone to ensure that what Salem builds to meet its housing, economic development, and mobility goals will be resilient to projected worsening flooding.
- Subdivision Regulations (not yet approved): The update to the subdivision regulations will advance several strategies outlined in the City of Salem's



successful Climate Change Vulnerability Assessment and Adaptation Plan. Strategies that will be advanced as part of the update include preventing or managing flooding through low impact development (LID) standards and expanding the urban forest.

Projects, Programs, and Initiatives

- **Offshore Wind:** In September 2021, the City partnered with Crowley on the redevelopment of the 42 acres of waterfront land surrounding the power plant. The property will be used as a construction staging facility for offshore wind turbine installations south of Cape Cod and in the Gulf of Maine. The City continues to work closely with Crowley as they advance redevelopment plans toward a target completion date of 2026. In 2022, the project received over \$110 million dollars in state and federal funding to support this goal including a \$34 million federal grant through the City. Local permitting with the Conservation Commission and Planning Board was completed in 2023, and the City Council approved a Tax Increment Financing agreement with Crowley. The City, Crowley, and MassCEC are expected to execute project agreements—including a Community Benefits Agreement—in February 2024. Upon closing, the City will own the deepwater berth and an adjacent five acres of land which will be subleased back to Crowley. DPCD is also working with MassHire and regional partners on a \$1.25 million pre-apprenticeship job training grant focused on members of environmental justice communities. Lastly, DPCD is working with the Northshore Alliance for Economic Development and other partners to support supply chain development.
- **Historic Courthouses and Crescent Lot:** The SRA continues to work with WinnDevelopment on the restoration and revitalization of the historic Federal Street court buildings and on the ground-up construction of a mixed-use building with a significant residential affordability component. Permitting is complete for the Crescent Lot and is expected to begin for the Courthouses in April 2024.



- **Downtown Development and Businesses:** DPCD worked with the SRA to review several development projects in the downtown including: the Crescent Lot (110 residential units at varying levels of affordability); El Centro (North Shore Community Health Center and 19 units of affordable, age-restricted housing (with an additional 36 units at 9 Peabody Street)); 301 Essex Street (18 residential units located in a 3 ¾ story addition), and the installation of solar panels on the historic properties of The Salem Inn. Smaller projects include facade improvements to Barrio, Dunkin Donuts, and Funhouse Donuts and the review of signs for new and existing businesses.
- **Small Business Assistance:** DPCD continued its suite of small business assistance tools and programs. Highlights include an updated Doing Business in

Salem Guide, revamped Storefront Improvement Program, maintenance of the Salem Commercial Properties inventory and www.salemforbusiness.com website, and three CDBG small business loans to Couch Dog Brewing, Daily Table, and Funhouse Donuts. DPCD also supported the Salem Small Business Loan Fund managed by Mill Cities Community Investments that also provided loans to Couch Dog Brewing and Funhouse Donuts. DPCD provides referral services to the Enterprise Center, Salem Main Streets, the Chamber of Commerce, the North Shore CDC, the Small Business Association, MassDevelopment, the MA Office of Business Development, Mill Cities Community Investments, and facilitates the Economic Development Recovery and Revitalization (EDRR) Task Force. DPCD partners with the Executive Directors of Salem Main Streets and the Chamber of Commerce as a Business Recruitment Team to expand the diversity of local businesses.



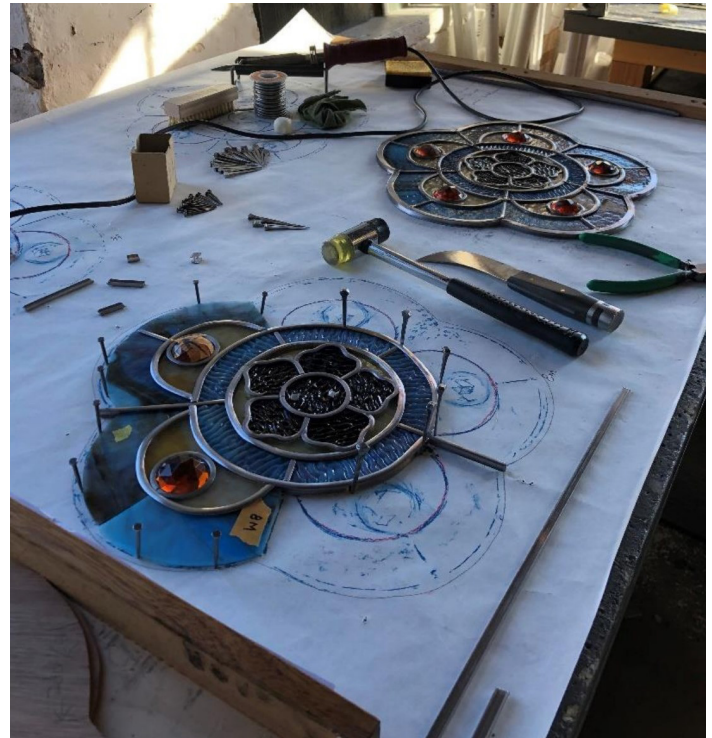
- **EDA Recovery Grant:** DPCD completed the implementation of the \$662,922 federal grant. To assist in this work, the City sub-contracted with Salem Main Streets (event support and management), Destination Salem (local and regional tourism campaigns), The Enterprise Center (technical assistance to tourism businesses), and the North Shore Workforce Board (NSWB, economic diversification strategy with a focus on the offshore wind industry).
- **South Salem Commuter Rail Stop:** DPCD and the Salem Partnership secured \$372,000 through a 2022 US House Bill Community Project Funding allocation to develop a 15% conceptual design and have applied for a \$1,760,000 federal RAISE grant application to fund 100% design. DPCD also submitted a US EPA grant application for \$500,000 to conduct environmental assessment and reuse planning for brownfields proximate to the planned station location.
- **Port Improvements:** The City is planning to use a \$2.4 million federal grant to conduct waterside and landside improvements that increase cruise capacity at the port. DPCD staff are also using state grant funding to begin design and permitting of a new ferry terminal building.
- **Leefort Terrace Redevelopment:** Staff worked with Zoning Board of Appeals to facilitate the approval of a friendly 40B development application for Salem Housing Authority. This project includes the removal of the existing 50 units to be replaced with a multi-story building that has 124 total units. Staff also worked with the developer and Salem Housing Authority to develop an Urban Center Housing Tax Increment Financing (UCH-TIF) plan and TIF agreement. The City Council approved the plan and TIF agreement in January 2023.
- **Affordable Housing Trust Fund Board:** In 2023, the City allocated \$1 million in ARPA funds to the Board. DPCD worked with the Board and awarded \$100,000 to the City's Health Department to increase the volume of Certificate of Inspections conducted in Salem. The Board awarded two \$250,000 grants to two shovel-ready projects that will create new affordable rental

units. The Board also launched a broader grant program that offers funding for housing services as well as the creation, preservation, and rehabilitation of affordable housing units.

- **Mansell Field:** In January 2024, the EPA completed \$1,841,00 worth of arsenic remediation under a workshare agreement that DPCD coordinated through the City Solicitor and outside counsel. The City will complete the remaining remediation and park restoration work through 2024.
- **Salem Willows Park:** Design and permitting are complete for the reconstruction of the Salem Willows Pier. The design and permitting of the Willows Phase II improvements located landward of the pier replacement project was significantly advanced in 2023. Improvements include the removal of excess asphalt, reorientation and resurfacing of pedestrian pathways, planting of new trees, and other plantings that will improve stormwater infiltration, environmental resilience, and accessibility.
- **Palmer Cove Park:** Phase II includes a second basketball court, conversion of the baseball diamond to a multiuse field, a new play area, additional trees and site furnishings, and completion of the park's path network. Work will be completed in 2024.
- **Charlotte Forten Park:** DPCD is working to design and install a shade structure in the park in 2024. Staff ran an RFP process to identify a year-round programmer for the park. The Anthem Group was selected and will begin programming in 2024.



- **Curtis Memorial Park.** The Park and Recreation Commission approved conceptual plans and DPCD staff will apply for PARC grant funding in 2024.
- **Harmony Grove Trail:** Work continued to design and permit a multiuse path through the Harmony Gove area along the North River. The project will connect Salem and Peabody's expanding path networks and address a gap in the region's expanding "New Hampshire Border to Boston" trail system.
- **Bluebikes:** DPCD collaborated with Traffic and Parking Department staff to expand the bikeshare system in June 2023 to a total of 18 stations.
- **Almy's Clock:** DPCD completed restoration of the clock that was installed in ca. 1910 by the Almy, Bigelow & Washburn Department Store.
- **Dickson Chapel at Greenlawn Cemetery:** DPCD continues efforts to restore the chapel. Current focus is the restoration of the building's floral motif stained glass windows. Reinstallation is expected in spring 2024.



- **Historic Cemeteries:** DPDC's current focus is a three-year headstone conservation project in Broad Street Cemetery.
- **Salem Deed:** DPCD staff is working with the City Clerk and the Massachusetts Tribe on efforts to conserve and interpret the 1686 parchment document that is used as evidence of the conveyance of the land known as Salem from the Massachusetts Tribe to English Settlers. The document was recently transported to a certified conservator for repairs, conservation and digitization. The work is expected to be completed by June 2024.
- **Historical Commission's Design Guidelines Notebook:** The notebook serves as guidance for the Historical Commission as well as for the City's design review boards and historic property owners and was updated with support from a 2021 MHC Survey and Planning Grant.
- **Mack Park Neighborhood Historic Survey Inventory:** DPCD is managing the documentation of the historic and architectural significance of the neighborhood's buildings and landscapes with completion expected by June 2024.
- **Fort Lee:** DPCD is working to secure funding to develop a preservation management plan to protect and preserve the historic fort while maintaining public access to the site.
- **"Preserving Salem" website:** DPCD continues to update and enhance the site which provides information on the City's historic resources and provides information on ongoing City-sponsored preservation projects and events.
- **Salem Preservation Partners:** The Preservation Planner continues to coordinate meetings of this group to collaborate on educational and advocacy initiatives. The Partners also discuss strategies to address climate change impacts on historic resources and has hosted daylong Preservation in a

Changing Climate conferences on this topic in 2021, 2022, and 2023 and is now planning for the 2024 event.

- Old Town Hall Restoration and Renovation Project: The City has been working toward reimagining Old Town Hall as a thriving year-round Community Arts and Culture facility. During FY2023, the City worked with Mills Whitaker Architects and Anser Advisory to complete community informed design and cost estimating phases of the project. The scope includes improvements to accessibility, energy efficiency upgrades, new HVAC systems, fire suppression systems, acoustical enhancements, restroom replacements, and other related interior work to maximize safety, occupancy, and usability. The improvements would allow for the building to be activated more often and the infrastructure improvements would ensure the facility is on stable footing for the next 100 years. Due to costs, construction has been separated into two phases with the initial exterior work being planned for FY25. DPCD is working to develop a fundraising strategy for the interior work.
- Public Art Work Plan: The 2023 Plan resulted in the creation of approximately 43 paid artist opportunities, 23 original works of art, and numerous partnerships with local artists and organizations. Highlights include:
 - Installation and dedication of the Naumkeag Portrait in Council Chambers in December 2022 in collaboration with the Massachusetts Tribal Council.



- "Layers of Time," an artist designed splash pad located at Forest River Outdoor Recreation and Nature Center. This work represents the first ever fully integrated site-specific piece of contemporary public art in Salem's collection and is paired with its sister piece "Rivers of Time", a three-dimensional mural made of glass and brass.
- Through a robust artist review and community input process, selected Humanity Memorial Inc. as the awardee for the Charlotte Forten Memorial public art commission. The life size bronze statue being created in the likeness of Charlotte Forten is anticipated to be installed in the fall of 2024.

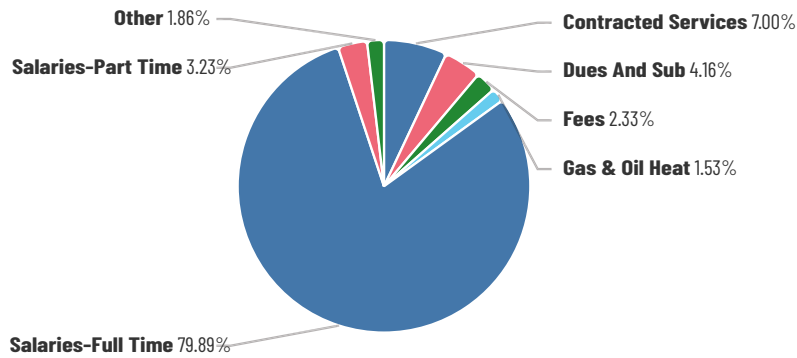
- Installed the third annual Rotating Sculpture Garden, a collection of five (5) large sculptural works by different artists, on long term loan to the City on display at Leslie's Retreat from April 2023 through April 2024.
- Commissioned five (5) new ArtBox installations and conducted conservation and restoration of ten (10) existing works of art in our ArtBox Collection in the fall of 2022 and spring/summer of 2023.
- Commissioned Salem-based first generation Filipino American artist Anna Dugan to design and paint a community informed mural entitled "The Seasons of Salem" for the Great Room at the Salem Community Life Center, completed in March 2023
- Commissioned and installed "The Power of Three", a long-term temporary public art installation at Patten Park.
- Conducted cleanings as well as conversation, and restoration work on both the Kenny Scharf mural on the exterior of the Downtown Parking Garage and the Unity Path ground mural on Artist Row by artist Liz LaManche.
- Launched the Public Art Commission Mini-Grant Program in September 2023 resulting in over \$5,000 being put into the hands of local artists to create art in the public realm ranging from performances to temporary public art.
- Derby Square: In addition to many reoccurring events, Derby Square brought a total of 33 activations to the area from July 2022-June 2023, sometimes working in tandem with events taking place inside Old Town Hall.
- Charlotte Forten Park: The Park hosted a total of 31 events from July 2022-June 2023 including theatrical and music performances, bingo nights, dance lessons, and more. In December 2022 and 2023 the park was home to Frozen Fire, Salem's newly launched winter festival.
- Old Town Hall Programming: In order to allow the community new ways to engage with the building, DPCD launched new policies and programs in 2023 including the Arts and Culture Multi-Day Event Policy, the Arts-Community-Access Membership Program, and an RFP calling for a single partner to reimagine, activate, and engage the space for the full month of October 2023. For FY23, Old Town Hall hosted 388 event bookings. These bookings collectively brought over 800 separate points of activation to the facility, approximately 350 of which were free and open to the community.

Activations included an array of one-off events such as private receptions, weddings, vendor markets, lessons and workshops, rehearsals and more as well as multi-day activations such as conferences, theatrical performances, and art exhibitions.

- CPA Funding: Working with other departments and the Community Preservation Committee, the ninth round of CPA funding awards was made in spring 2023. Eight projects were recommended for funding and approved by Council. For more detailed information, see the CPA FY24 Community Preservation Plan and FY23 Annual Report.
- CDBG: Between July 1, 2022 and June 30, 2023 CDBG and CDBG-CV funds have been used to assist 28 social service programs which assisted 24,990 people, including at least 843 youth and 276 older adults with CDBG and

CDBG-CV. CDBG funded lead abatement at the Mack Park Caretakers house, tree planting in low/moderate income neighborhoods, and several infrastructure projects that are currently underway including: Gallows Hill Park, Prince Street improvements, Old Town Hall pre-development, and Curtis Park. DPCD staff continued to manage the Housing Rehabilitation Loan Program and First Time Home Buyer Program. Community partners were funded to support with emergency rental assistance and payment of rental arrearages to avoid eviction, and a free housing stability service program assisted 237 persons. CDBG supported economic development work with 56 new, existing, or prospective businesses resulting in 16 new jobs for low/moderate income individuals. For more detailed information, see the annual CAPER report

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Community Development Block Grants Received	1,065,891	1,098,710	1,056,224	1,050,000	1,025,000
HOME funds received	145,619	179,885	210,145	200,000	200,000
CDBG CARES Act funds received	\$537,651	0	0	0	0
Studies and Reports Completed	1	1	1	1	1
Neighborhood improvement projects completed	4	4	5	4	4
Rental housing subsidies provided (first/last/security)	3	14	12	12	12
Homeless persons provided housing through Housing First	39	7	3	7	7
Affordable housing units assisted (HOME)	8	11	19	15	15
First-time homebuyers assisted	18	3	1	1	1
Housing Units rehabilitated	2	1	2	2	2
Social service programs assisted	3	35	28	30	30
Technical assistance to businesses	25	109	56	56	56
Financial assistance to businesses	50	0	2	2	2
Street trees planted	1	18	0*	18	18
Old Town Hall activations	TBD	754	442	400	450
Grants (applied/pending and actively managed)	24	26	35	38	30
Emergency Rental Assistance due to COVID-19 impacts		6	13	10	0
Emergency Public Service Programs due to COVID-19 Impacts		4	9	1	0

*Tree Warden vacancy impacted the number of street trees planted.

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Planning - General Administration - Personnel											
11821	5111	Salaries-Full Time	587,380	631,918	621,614	621,614	695,886	650,694	0	29,080	4.68
11821	5113	Salaries-Part Time	0	0	16,005	16,005	28,140	28,140	0	12,135	75.82
11821	5150	Fringe/Stipends	8,000	8,000	8,000	8,000	8,000	8,000	0	0	0.00
			595,380	639,918	645,619	645,619	732,026	686,834	0	41,215	6.38
Planning - General Administration - Expenditures											
11822	5216	Heat & Electricity-Old Town Ha	6,799	7,339	13,300	13,300	13,300	13,300	0	0	0.00
11822	5320	Contracted Services	55,558	18,162	22,500	26,475	60,998	60,998	0	38,498	171.10
11822	5387	Fees - Dep Admin	4,320	12,670	15,550	15,550	20,325	20,325	0	4,775	30.71
11822	5421	Office Supplies (Gen	3,617	3,123	4,000	4,000	4,180	4,180	0	180	4.50
11822	5426	Reproductions	180	0	180	180	0	0	0	(180)	(100.00)
11822	5710	In State Travel/Meetings	1,105	2,754	3,000	3,130	4,000	4,000	0	1,000	33.33
11822	5730	Dues And Sub	29,709	30,899	32,625	32,625	36,209	31,209	0	(1,416)	(4.34)
			101,287	74,947	91,155	95,260	139,012	134,012	0	42,857	47.02
Department Total			696,667	714,865	736,774	740,879	871,038	820,846	0	84,072	11.41

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
Sr. Planner - Public Art and Culture	10/1/19	72,150	1,422.19	1.00	1	80,808	74,238
Planner - Planning Board	01/XX/25	29,033	1,133.41	0.50	1	30,026	30,026
Director of Planning	8/8/16	97,902	2,573.08	0.75	1	109,651	100,736
Sr. Planner	3/4/2010	72,001	1,419.26	1.00	1	82,081	75,196
Planning Asst	01/20/20	44,342	874.04	1.00	1	50,549	46,309
Planner - Con Com	3/22/21	27,186	1,071.74	0.50	1	31,263	28,610
Sr. Planner - Historic Preservation	1/4/16	33,473	1,319.60	0.50	1	40,167	34,958
Budget Coordinator	12/14/1979	61,111	1,547.36	0.78	1	67,353	67,353
Principal Planner	1/2/19	4,636	1,523.00	0.06	1	5,192	4,770
Deputy Director of Planning	9/10/15	21,820	1,870.03	0.23	1	24,438	24,438
Sr. Planner	10/15/21	67,958	1,340.38	1.00	1	74,800	71,018
Planner - ZBA	11/17/20	57,502	1,133.46	1.00	1	62,102	60,054
Sr. Planner		32,500	1,281.25	0.50	1	37,454	32,988
11821-5111		621,614		8.82		695,886	650,694
Zoning Board Clerk	10/16/19	1,485			2.75	1,485	1,485
Public Art Commission Clerk	5/3/2021	1,215			2.25	1,215	1,215
Planning Asst	XX/XX/23	11,183		0.54	1	25,440	25,440
11821-5113		13,883		0.54		28,140	28,140
AICP Certificattion		8,000				8,000	8,000
11821-5150		8,000				8,000	8,000
		643,496		9.36		732,025.46	686,834

Grants Detail

Job Description	Dept/Grant	Org/Obj	FTE	Amount
Principal Planner	CDBG - Grant	25513-5111	0.94	74,730.38
	Planning Budget	11821-5111	0.06	4,770.02
PLANNER/CD DIRECTOR	CDBG - Grant	25513-5111	0.25	33,578.69
	Planning Budget	11821-5111	0.75	100,736.08
HOUSING COORD	CDBG - Grant	25513-5111	1.00	60,076.72
Assistant CD Director	CDBG - Grant	25513-5113	0.20	21,000.00
Planner- Con Com	Planning Con Com	11711-5111	0.50	28,609.62
	Planning Budget	11821-5111	0.50	28,609.62
Sr. Planner/Historic	Planning Budget	11821-5111	0.50	34,958.14
	Historic Comm Budget	16911-5111	0.50	34,958.14
Budget Coordinator	CDBG - Grant	25513-5111	0.22	17,769.89
	Planning Budget	11821-5111	0.78	63,002.32
Planner/PI Bd	Planning Budget	11821-5111	0.50	30,025.82

Grants Detail

Job Description	Dept/Grant	Org/Obj	FTE	Amount
	Planning BOARD	11751-5111	0.50	30,025.82
Deputy Dir of Planning	CDBG	25513-5111	0.77	75,163.85
	Planning Budget	11821-5111	0.23	22,451.54
Con Com Board	Planning Con Com	11711-5113	12 meetings	1,080.00
Planning Board	Planning Board	11751-5113	24 meetings	2,700.00
SRA/DRB	CDBG	25513-5113	24 meetings	1,080.00
HisCom Board	Historic Comm Budget	16911-5113	12 meetings	900.00
Senior Planner	CDBG	25513-5111	0.50	32,987.50
	Planning Budget	11821-5111	0.50	32,987.50

Budgeted Fund FTE

Full-Time Equivalent Employees:	FY2023	10.11
	FY2024	9.38
	FY2025	9.36
	Variance FY25 v. FY24	(0.02)

All Funds FTE

Full-Time Equivalent Employees:	FY2023	13.29
	FY2024	13.24
	FY2025	13.24
	Variance FY25 v. FY24	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
11822 Planning-Expenses				
5216 Heat & Electricity-Old Town Ha				
For heat and electricity costs at Old Town Hall	13,300	13,300	13,300	0
5216 Heat & Electricity-Old Town Ha Total	13,300	13,300	13,300	0
5320 Contracted Services				
\$20,000 General Consulting Services	20,000	0	0	0
\$30,000 Flood Plain Policy Development				
General Consulting Services	0	20,000	20,000	0
Public Art and Culture Programs (e.g., utility box, sculpture series, murals, placemaking, permanent installations, maintenance)	0	35,498	35,498	0
Seasonal install and deinstall of shade sails at Charlotte Forten Park	0	3,000	3,000	0
Spanish language interpretation and translation	2,500	2,500	2,500	0
5320 Contracted Services Total	22,500	60,998	60,998	0
5387 Fees - Dep Admin				
Furlong Park	2,455	2,455	2,455	0
Gonyea Park	4,320	4,320	4,320	0
Mansell Field	4,320	4,320	4,320	0
McGrath Park	0	4,320	4,320	0
Palmer Cove	2,455	2,455	2,455	0
Szetela Lane	2,000	2,455	2,455	0
5387 Fees - Dep Admin Total	15,550	20,325	20,325	0
5421 Office Supplies (Gen				
General Office supplies as needed	4,000	4,180	4,180	0
5421 Office Supplies (Gen Total	4,000	4,180	4,180	0
5426 Reproductions				
Copying and Binding of Studies	180	0	0	0
5426 Reproductions Total	180	0	0	0
5710 In State Travel/Meetings				
Mileage, EZ pass, parking fees and registration fees as needed (4x\$650 SNEAPA, \$1,400 other)	0	4,000	4,000	0
Mileage, parking fees and registration fees as needed (4x\$600 SNEAPA, 2x\$250 MAPD, \$1,100 other)	3,000	0	0	0
5710 In State Travel/Meetings Total	3,000	4,000	4,000	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5730 Dues And Sub				
Adobe Pro licenses (8)	1,452	1,484	1,484	0
American Planning Association w/AICP (4 staff)	1,935	2,537	2,537	0
Americans for the Arts Membership	75	75	75	0
Arc Pro GIS	0	5,000	0	0
Boston Globe subscription	360	360	360	0
Citizen Housing and Planning Association	85	85	85	0
Economic Development Platform	0	1,500	1,500	0
Economic Development Platform (e.g., Local intel)	2,900	0	0	0
Imagine Salem website hosting	168	168	168	0
North Shore Alliance Membership	5,000	5,000	5,000	0
Salem Partnership Membership	20,000	20,000	20,000	0
Urban Land Institute	650	0	0	0
5730 Dues And Sub Total	32,625	36,209	31,209	0
11822 Planning-Expenses Total	91,155	139,012	134,012	0

Market & Tourism

Mission Statement

Why We Exist

Our goals are to establish Salem as a dynamic year-round arts and culture destination; identify new markets and a fresh message; and explore and expand partnerships with the Boston tourism industry.

The City's Arts and Culture Programs endeavor to boost the local creative economy by generating new markets for local artists through a variety of means including ongoing efforts to redevelop Old Town Hall into a more active venue for live performances and the visual arts and through the continued successful operation of Artists' Row. Additionally, we strive to form partnerships with local non-profits, cultural organizations, and individual artists to carry out festivals and community events, celebrate the power of the arts to activate spaces, start conversations, bring people together in an urban environment, and generally support the work of artists and arts/culture organizations based in Salem.

FY 2025 Goals and Objectives

Goal - Boost the local creative economy by promoting the local arts community, generating new markets for local artists, and generating additional economic activity in the downtown.

Objectives:

- Lease the Artists' Row stalls to "Creative Entrepreneurs" under the new model, to bring engaging high-craft and unique products that appeal to residents and tourists.
- Activate Artists' Row with performances, workshops, artist talks, and public art installation facilitated by the tenants and PAiR.
- Solicit proposals and identify new tenants for 2025/2026 Artist Row Season
- Conduct critically necessary roof repairs on Artists' Row units.

Goal – Market Salem as a year-round destination, utilizing the data accessed through Placer.ai to strategically target overnight travelers and visitors looking for an authentic New England experience.

Objectives:

- Continue to collaborate with Destination Salem to clearly communicate with residents regarding the importance of tourism to the Salem economy.
- Collaborate with Salem Hospitality Stakeholders to create a holistic and sustainable year-round tourism plan for Salem.

- Use public relations and marketing tools to promote special events and festivals throughout the year to local and regional audiences.
- Engage public relations consultants to generate earned media and do outreach around the best practices for visiting Salem in October.
- Maximize the new Visitor Information Center to communicate with visitors.
- Support the mission and efforts of Destination Salem through continued financial support from the hotel/motel tax and acquisition of grant funding.
- Support Destination Salem during their period of change while finding a new Executive Director and creating a strategic plan for the organization.

How FY 2025 Departmental Goals Relate to City's Overall Long & Short Term Goals

- See Planning - General Administration

Significant Budget & Staffing Changes For FY 2025

For FY2025, we are moving funding for Public Art and Culture Programs from the Market and Tourism section of the budget to the Planning – General Administration section of the budget. Expenses for Artists' Row remain in the Market and Tourism section. As such, the budget narrative below corresponds to the FY2025 budget scope. Other Art and Culture Program accomplishments are listed in the Planning – General Administration budget narrative.

Recent Accomplishments

Artists' Row

The Artists' Row Program provides space in the heart of downtown at below-market rates for creative entrepreneurs to develop their businesses. The tenants are selected for a two-year lease term. In addition to being provided with prime space to create, showcase, and sell their works, tenants also participate in technical assistance programs, business development workshops, and other professional development opportunities and forge connections with local organizations like Salem Main Streets, the Salem Chamber of Commerce, The Creative Collective and more.

In June 2023, the City collaborated with the Salem Arts Festival by hosting the annual Mural Slam where twelve (12) artists were paid an honorarium to create original works of art on 4'x8' plywood panels on the back of Artists' Row stalls and showcased to the community for one year.

During the reporting period of July 1, 2022 through January 31, 2024 which includes nearly two full 'market seasons', Artists' Row was host to the creative businesses ShinDig, Robber's Daughter/Melon Rose, and Chagall Performing Arts Collaborative.

From May to December 2022, Artists' Row hosted the City's third annual Public Artist in Residence (PAiR), Maia Mattson. Maia offered workshops and created installations by inviting the community to tell stories about their favorite natural spaces and places in Salem. Participants helped her dye fabrics and create images using found, foraged, and upcycled local botanicals. These engagements culminated in an immersive art installation at Old Town Hall in December 2022 through January 2023.

In May 2023 through December 2023, local artist and architect Claudia Paraschiv of Studioful Design assumed the mantle of Public Arts in Residence. In her role and through her interactive and iterative project entitled City of Care and Wonder, Claudia conducted deep community engagement and meaningful policy development work to explore way in which we can build a city and community of care and wonder together. Claudia's term as PAiR culminated with an immersive art installation at Old Town Hall in January 2024.



The PAiR Program, now entering its fifth year, is an eight-month residency for an experienced artist working in the public realm. The City provides the PAiR with a stipend and a free space in which to work on Artists' Row. The PAiR imbeds community engagement and activation in the day-to-day activities of Artists' Row and culminates in a large-scale public art project that is reflective of the imbedded community process.

Destination Salem

Destination Salem is the official destination marketing organization (DMO) for the City of Salem. Founded in 1998 and reestablished in 2008, the organization cooperatively markets, promotes and manages tourism in Salem. Destination Salem advocates the kind of tourism which improves the quality of life for Salem residents and provides the greatest economic benefits to Salem's taxpayers. Destination Salem strives to take a leadership position in the development and promotion of high-end, year-round tourism.

Destination Salem worked with 192 businesses to execute the mission of the organization to increase year-round tourism during FY23.



In October 2022, Destination Salem opened a new Visitor Information Center at 245 Derby Street in the South Harbor Garage, and committed to maintaining a visitor center that is open daily, year-round. The City's new public restrooms, which were opened in August 2022, are adjacent to the new visitor information center. Per agreement with the City of Salem, Destination Salem is responsible for the cleaning of the restrooms and has contracted with SJ Services to execute that service. Since being opened in 2022 the Visitor Center has welcomed 63,334 visitors, and in 2023 Destination Salem welcomed 55,550 visitors.

The organization's staff currently includes two full-time staff members: Assistant Director Stacia Cooper, and Communications Manager Kathryn Horrigan. After the departure of long-time Executive Director, Kate Fox, the organization retained a part time Interim Director, Kara McLaughlin. They also hired a part-time Visitor Center Manager Sharon Driscoll. The organization staffs the visitor information with an additional 10 and 16 part-time information specialists depending on the season. In addition to staff, Destination Salem works with consultants and agencies to achieve its goals, including Sperling Interactive for digital marketing, Kristen Villalongo Design for creative services, Kristen Levesque PR for Public Relations, MuseumTastic for history and content development, and LocalIQ for digital ads.

Recent Accomplishments Include:

- Local hotel/motel tax collections continued to grow in FY23. After collecting \$1,836,110 in FY22 the city collected \$2,124,418 in FY23, an increase of \$288,308 or 15.7%. The City has collected \$1,805,131 in local option hotel/motel tax during the first six months of FY24. This amount is almost equal to the amount that was collected for all of FY22!
- Destination Salem budgeted \$882,500 in revenue and \$5,200 in operating income for FY23. Revenue exceeded projections by more than \$150,000 due to better than expected advertisement sales as well as some additional grant funding. Expense associated with the grants coupled with lower than expected retail sales resulted in an operating loss



of approximately \$27k. (These figures are unaudited as of the time of this report.)

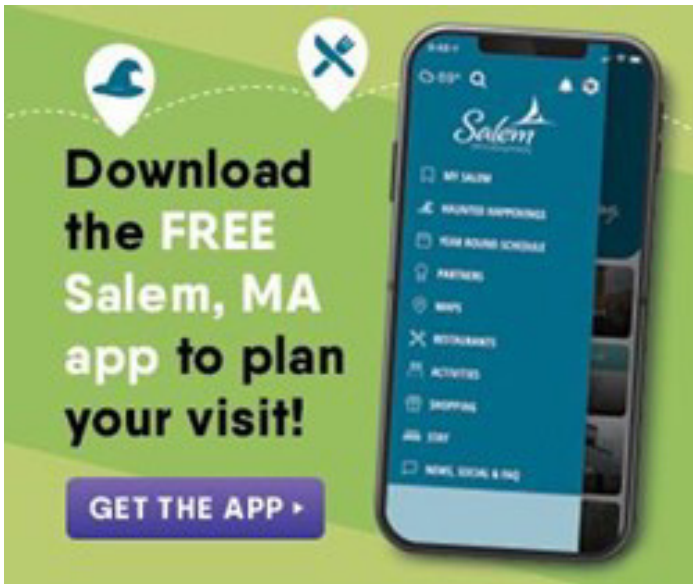
- The FY24 budget forecasts \$972,545 in revenue.
- In FY23, Destination Salem generated \$314K in private investment through advertising investments from 199 businesses.
- Destination Salem received an FY22 Travel and Tourism Recovery Grant in the amount of \$47,500 from the Massachusetts Office of Travel & Tourism and used the funds to update Salem.org, and create a new advertising campaign to promote Salem as a walkable destination. These projects are still being utilized today in FY 24 with the promotion of the Salem Heritage Trail and our Year-round slate of festivals.
- Destination Salem used recovery marketing grant funds from the EDA to conduct consumer research, develop a new ad campaign, and invest in television, radio, print, and digital advertising campaigns that invite visitors to “Make your destination Salem.”. In FY 24 we are continuing to see the benefits of these campaigns: our radio ad buys, co-op advertising throughout the region, and re-runs of our NESN tv ad segments.
- The annual Salem City Guide & Map continues to be printed with a distribution of 275,000. Print brochures are distributed via direct mail, through CTM Media, and through AAA offices, visitor centers, and tourism businesses throughout New England and along the I-95 corridor in Connecticut.
- The annual Salem Haunted Happenings brochure has a distribution of 150,000 and is also distributed through direct mail, CTM Media, AAA Offices and visitor centers. Salem Haunted Happenings brochure distribution focuses on the greater Boston and New England areas.
- Destination Salem also maintains the Destination Salem app, which was downloaded 51,484 times in 2023 and continues to be an important

communications tool, especially in October when push notifications are used to communicate parking, traffic, public safety, and event updates in real time.

- Social media marketing is done via a mix of sponsored content and organic posts on Facebook, Twitter, Instagram, and TikTok, under the handles @destsaalem and @hauntdhappenings.
- Public relations efforts included hosting familiarization tours and developing itineraries for travel journalists, television content, and online content creators. Press releases were distributed throughout the year to provide festival and special event support, and Destination Salem collaborated on crisis communications during October 2023 when visitation exceeded the City’s downtown capacity.
- Destination Salem’s public relations work in 2023 generated media mentions that reached an audience of more than 553 million consumers and had an ad value of \$5.1 million with 867 mentions. The organization’s press releases and links to selected media coverage can be reviewed at saalem.org/media-kit.
- Traditional media coverage in 2023 included The Today Show, Wall Street Journal, Travel & Leisure, WGBH- Boston, New England Traveler, The Salem News, The Boston Globe, Connecticut Magazine, AAA North-east, WBZ, and Conde Nast.
- Destination Salem fulfilled 23,000 direct mail requests for the 2023 Salem City Guide, which represented a 30% increase over printed guide requests in FY22.
- Traffic on Salem.org saw 1,164,413 million users in 2023, generating 1,616,534 million sessions, and 4,279,521 million pageviews
- Maintaining Haunted Happenings.org, which saw 623K visitors, generated 2.4 million pageviews between January 1 - October 31, 2023 with 863K sessions
- Communicating with an opt-in email database of more than 78K subscribers that includes consumers, tourism industry representatives, concierge, and media.
- Distribution of the weekly “Salem Industry Weekly” with updates on openings, closings, tour times, and niche business needs.
- Destination Salem follows consumer trends and visitor profiles through subscribing to Placer.ai and conducting an annual consumer survey. The data gathered through Placer and surveys helps the organization better understand and market to Salem’s visitors. Through Placer.ai, we know 2.1M visitors came to Salem in 2023, with a visitor frequency of 2.4, which generated 4.9M individual visits to Salem. 2023 visitation was 2.9% higher than 2019.

Additional Initiatives

Destination Salem continues to collaborate with City of Salem offices on execution and marketing of the following initiatives:



- Preservation in a Changing Climate conference, as organized by the Preservation Partners
- Salem Film Office
- Salem Haunted Happenings logistics and public safety
- Salem Heritage Trail
- Salem 400+
- Revolution 250th

Representation and Collaboration

Destination Salem supports membership and participation with the following organizations and collaboratives:

- American Bus Association
- Cape Cod Chamber of Commerce
- Discover New England (international marketing)
- Greater Boston Concierge Association

- Greater Boston Convention & Visitors Bureau
- Massachusetts DMO Group
- Merrimack Valley Convention & Visitors Bureau
- North of Boston Convention & Visitors Bureau Board of Directors
- North of Boston Wedding Group
- Salem Chamber of Commerce Board of Directors
- Salem Main Streets Steering Committee
- Salem Partnership
- Salem Preservation Partners
- See Plymouth



The following Tourism Economic Impact Data for Salem has been provided by the Massachusetts Office of Travel & Tourism and US Travel Association. The first table is 2022 data and the second table is data from 2021 to demonstrate economic growth provided by tourism in Salem. The top portion of data is the current information regarding 2023 tax information. Keep in mind that this data is baked off of tourists that have either traveled over a 50 mile radius to visit Salem, or have stayed overnight at a paid for accommodation.

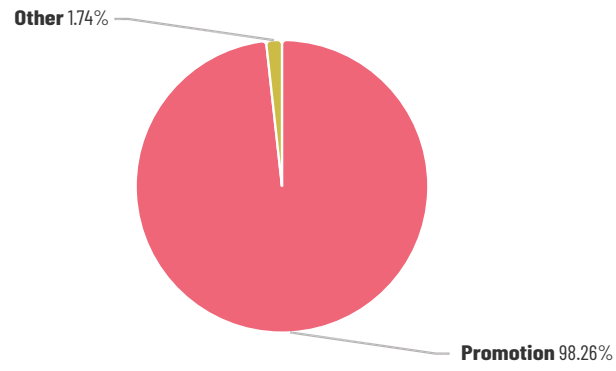
Salem Current Data		FY2023	FY2022	Increase
Local Rooms Tax Collections	(\$\$ 000)	2.12	1.84	15.2%
Local Meals Tax Collections	(\$\$ mil)	1.53	1.34	14.2%

2022	Expenditures	Payroll	Jobs Supported	State Taxes	Local Taxes
Salem					
Domestic	\$139,462,956	\$29,662,570	859	\$8,907,324	\$4,200,009
International	\$10,206,018	\$1,576,244	34	\$482,825	\$269,550
Total	\$149,668,974	\$31,238,814	893	\$9,390,149	\$4,469,560

2021	Expenditures	Payroll	Jobs Supported	State Taxes	Local Taxes
Salem					
Domestic	\$113,119,375	\$26,490,178	792	\$7,302,660	\$3,143,223
International	\$3,724,824	\$935,456	22	\$189,343	\$102,882
Total	\$116,844,199	\$27,425,634	814	\$7,492,003	\$3,246,105

2020	Expenditures	Payroll	Jobs Supported	State Taxes	Local Taxes
Salem					
Domestic	\$74,342,967	\$23,689,676	695	\$4,902,327	\$1,975,166
International	\$3,104,020	4779,547	18	\$157786	\$85,735
Total					

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Market & Tourism - Expenditures											
11992	5211	Electricity	787	1,400	1,400	1,400	1,900	1,900	0	500	35.71
11992	5306	Advertising	150	150	150	150	0	0	0	(150)	(100.00)
11992	5389	Promotion & Marketing	290,996	309,543	307,000	342,899	304,150	304,150	0	(2,850)	(0.93)
11992	5846	Renovation & Repairs	3,055	3,428	3,500	3,562	3,500	3,500	0	0	0.00
			294,989	314,521	312,050	348,011	309,550	309,550	0	(2,500)	(0.80)
		Department Total	294,989	314,521	312,050	348,011	309,550	309,550	0	(2,500)	(0.80)

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
11992 Market & Tour-Expenses				
5211 Electricity				
Electrical services for Artists' Row Marketplace (bathrooms and PAiR unit).	0	1,900	1,900	0
ELECTRICAL SERVICES FOR MARKET PLACE	1,400	0	0	0
5211 Electricity Total	1,400	1,900	1,900	0
5306 Advertising				
ADVERTISEMENT FOR RFP'S FOR MARKET PLACE STALLS	150	0	0	0
5306 Advertising Total	150	0	0	0
5389 Promotion & Marketing				
Destination Salem Funding	250,000	282,000	282,000	0
Downtown Programming	15,000	15,150	15,150	0
Free Trolley Rides for Salem Residents - July, August, Sept	7,000	7,000	7,000	0
Public Art - programs (e.g., utility box, sculpture series, murals, placemaking) and permanent installations and maintenance (e.g., bike path marker, park sculpture, CLC art)	35,000	0	0	0
5389 Promotion & Marketing Total	307,000	304,150	304,150	0
5846 Renovation & Repairs				
\$3,500 for renovations, repairs and upkeep to buildings as needed.	3,500	0	0	0
New \$10,000 request for restroom attendant during October as was done in 2022. Ideally, this funding would go to DPS since they manage the contract.				
\$3,500 for renovations, repairs and upkeep to buildings as needed.	0	3,500	3,500	0
5846 Renovation & Repairs Total	3,500	3,500	3,500	0
11992 Market & Tour-Expenses Total	312,050	309,550	309,550	0

Historic Commission

Mission Statement

Why We Exist

The mission of the Salem Historical Commission is to provide regulatory design review within Salem's four local historic districts and to undertake community-wide historic preservation planning.

Goals and Objectives

Goals - To provide regulatory design review within Salem's four local historic districts and to undertake community-wide historic preservation planning.

Objectives:

- Goals - To provide regulatory design review within Salem's four local historic districts and to undertake community-wide historic preservation planning.
- Objectives:
- Continue implementing recommendations of the 2015 Historic Preservation Plan Update.
- Ensure that the Salem Historical Commission Ordinance is legally enforced.
- Ensure that the recently revised Demolition Delay Ordinance is legally enforced.
- Explore options for strengthening the City's historic preservation regulations.
- Conduct public hearings and issue decisions for projects within local historic districts.
- Comment on projects that may impact historic resources.
- Prepare grant applications for funding to implement various preservation related projects through the Department of Planning & Community Development.
- Continue to collaborate with Salem's Preservation Partners on educational and advocacy activities such as Preservation Month events.
- Administer the Certified Local Government Program.
- Provide information to property owners within historic districts and to owners of historic properties outside of the districts.
- Obtain training that can further the skills and knowledge of staff and Commission members, keep Commission members up to date on current practices, and assist Commission members in making decisions and recommendations.
- Continue to work with the State, the Salem Redevelopment Authority and other interested parties on the reuse of the Superior Court and County Commissioner's Building.
- Continue to update and enhance the Salem Historical Commission's web page on the City's website and the www.preservingsalem.com website.



How FY 2025 Departmental Goals Relate to City's Overall Long & Short Term Goals

- See Planning – General Administration

Significant Budget & Staffing Changes For FY 2025

There are no significant budget or staffing changes.

Recent Accomplishments

- Published the Salem Historical Commission Design Guidelines Notebook with assistance from a Massachusetts Historical Commission grant.
- Revised the Demolition Review for Historically Significant Buildings Ordinance.
- The Preserving Salem website (www.preservingsalem.com) continues to serve as a valuable resource for information on Salem's historic buildings

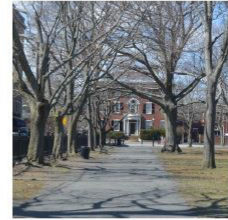
and districts, local historic district administration, as well as current City-sponsored restoration projects and upcoming preservation events.

- The Historical Commission continues to collaborate with the Salem Preservation Partners group on preservation activities including Preservation Month celebrations. Group is currently planning the fourth annual conference related to protecting historic resources from climate change impacts.
- The Historical Commission issued 149 decisions on projects in local historic districts.
- The Commission reviewed and acted on 14 requests under the Demolition Delay Ordinance.
- The Commission provided letters of support for:
 - City of Salem CPA Application for Salem Willows Phase II
 - The House of the Seven Gables Coastal Zone Management Grant Application
 - Hamilton Hall CPA Application for Exterior Restoration
 - City of Salem Coastal Zone Management Grant Application for Winter Island Coast Bank Stabilization
 - City of Salem CPA Application for Fort Lee Preservation Management Plan
- The Commission provided comment letters for:
 - FY23 update of the Community Preservation Plan

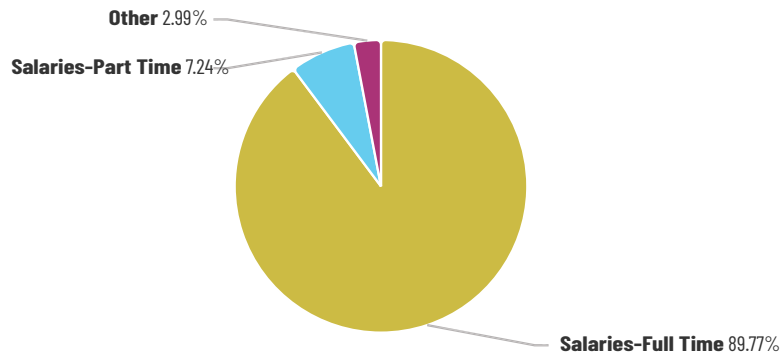
SALEM HISTORICAL COMMISSION GUIDELINES NOTEBOOK

City of Salem, Massachusetts
 Salem Historical Commission

2022



Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Regular meetings of the Salem Historical Commission	24	21	24	24	24
Applications received for approval	165	140	155	163	175
# of Certificates of Non-Applicability to be issued	80	56	70	60	75
# of Certificates of Appropriateness to be issued	80	76	80	88	100
# of Certificates of Hardship to be issued	5	2	2	1	2
# of Requests for a Waiver of the Demolition Delay Ordinance	10	2	3	14	15
Workshops/seminars/trainings related to historic preservation issues to be attended by Staff and Commission members	30	22	25	30	40

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Historic Commission - Personnel											
16911	5111	Salaries-Full Time	31,904	32,641	33,473	33,473	40,167	34,958	0	1,485	4.44
16911	5113	Salaries-Part Time	0	0	1,800	1,800	3,240	3,240	0	1,440	80.00
			31,904	32,641	35,273	35,273	43,407	38,198	0	2,925	8.29
Historic Commission - Expenditures											
16912	5342	Postage	0	0	200	200	0	0	0	(200)	(100.00)
16912	5421	Office Supplies (Gen	0	0	90	90	470	470	0	380	422.22
16912	5583	Photography Supplies	0	0	180	180	0	0	0	(180)	(100.00)
16912	5710	In State Travel/Meetings	449	352	450	450	450	450	0	0	0.00
16912	5730	Dues And Sub	0	100	268	268	418	418	0	150	55.97
			449	452	1,188	1,188	1,338	1,338	0	150	12.63
Department Total			32,353	33,093	36,461	36,461	44,745	39,536	0	3,075	8.43

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
SR PLANNER/HISTORIC	1/4/16	33,473	1,319.60	0.50		40,167	34,958
16911-5111		33,473		0.50		40,167	34,958
BOARD CLERK	9/1/17	900	-		3	1,620	1,620
BOARD CLERK	5/3/21	900	-		3	1,620	1,620
16911-5113		1,800		0.00		3,240	3,240
		35,273		0.50		43,407	38,198

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	0.50
	FY2024	0.50
	FY2025	0.50
	Variance FY25 v. FY24	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
16912 Historical Comm-Expenses				
5342 Postage				
Postage & labels as needed	200	0	0	0
5342 Postage Total	200	0	0	0
5421 Office Supplies (Gen				
General office supplies as needed	90	470	470	0
5421 Office Supplies (Gen Total	90	470	470	0
5583 Photography Supplies				
General photography supplies as needed	180	0	0	0
5583 Photography Supplies Total	180	0	0	0
5710 In State Travel/Meetings				
Mileage, parking fees and registration fees as needed	450	450	450	0
5710 In State Travel/Meetings Total	450	450	450	0
5730 Dues And Sub				
Dues and subscriptions	0	250	250	0
National Alliance of Preservation Commissions	100	0	0	0
Preserving Salem website hosting	168	168	168	0
5730 Dues And Sub Total	268	418	418	0
16912 Historical Comm-Expenses Total	1,188	1,338	1,338	0



Sustainability

Mission Statement

The Sustainability & Resiliency Department (“SRD”) oversees sustainability, energy, and resiliency efforts within the municipal government, directly managing programs and projects, and coordinating with other departments. In addition, the SRD engages and supports Salem residents, businesses, property owners, and non-profits to participate in activities that further the goals of *Resilient Together*, Salem’s Climate Action Plan, and The Beverly Salem Energy Challenge. The mission of the Sustainability and Resiliency Department is to align with or exceed the State of Massachusetts’ goal of carbon neutrality by 2050. Salem is a leader in Sustainability and Resiliency, and we want to continue to be a leader in the face of climate change by working to reach our 70+ climate action plan goals.



Savings and Revenue

Our department manages many projects and programs that save money or generate revenue for the City of Salem or its residents and businesses.

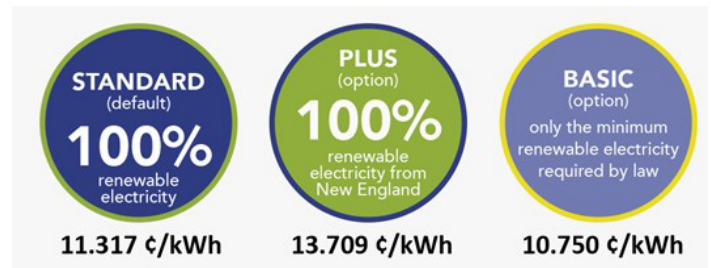
Through our Utility Savings Revolving Loan fund, our Department works to monitor and process payments from utilities, the renewable energy credit market, demand response, and other programs to help fund programs, projects, and efforts to reduce energy use and emissions. In addition to generating revenues, these projects provide direct savings (efficiency, solar, etc.) to municipal operations. A portion of the funds are used for the salaries for staff needed to administer the participating programs. These funds are also used to support specific projects that benefit the City or its Departments.

Staff support capital projects and work with National Grid to ensure that we maximize utility incentives. Our work has resulted in a 3-year “Community Solutions” program with National Grid which has set specific energy savings

targets of 525,000 kWh and 20,000 therms (roughly 5% of municipal building energy use). If we meet these goals the City will get incentives of up to \$208,000. This program also targets small businesses.

Salem Power Choice Program

SRD manages an energy aggregation program which allows the City to purchase aggregated electric energy supply on behalf of residents and small businesses. Our program has resulted in significant savings for residents, along with reduced emissions as we purchase cleaner electricity. Rates below are fixed through December 2024 meter reads. National Grid meets the basic renewable electricity required by law, equivalent to the Basic rate in Salem Power Choice. Since the program launched in January 2016, Salem Power Choice participants have saved more than \$16 million on electricity costs and, because of the program’s commitment to renewable electricity, reduced the related emissions of the City’s electric supply by 196,266 metric tons of CO₂, the equivalent of removing 39,621 passenger vehicles from the road for one year. Because National Grid prices change and future prices are not known, future cost savings for Power Choice participants compared with National Grid cannot be guaranteed.



City of Salem Energy Supply:

The Department manages the procurement process for electricity and gas supply for the City and Schools. This bulk purchase results in savings compared to the National Grid Basic Service rates. The current contract expires in December, 2024 and includes a fixed rate for general accounts of \$0.10/kWh and a fixed rate for the 7 large school accounts of \$0.09/kWh plus capacity charges, which equates to on average an estimated \$0.10/kWh. When compared to National Grid Basic Service rates which averaged about \$0.17/kWh for the last three years, the contract saved \$869,634 in calendar year 2023. The Sustainability and Resiliency Department worked with Finance and Administration, Purchasing and the Mayor’s office to lock in another three year contract beginning in December, 2024. Though it includes an increase in rates of about \$0.2/kWh, we timed this contract at a low point in the market and can anticipate continued savings compared to National Grid Basic Service in the coming year. The new contract also doubled the percentage of additional Class I MA Renewable Energy Certificates (RECs) from 5% to 10%. The State required amount of MA Class 1 RECs is approximately 27%, these additional make Salem’s total approximately 38% over the three-year contract period. For Natural Gas, starting June 1st, 2023, a new 48-month agreement with Direct Energy began at \$0.767/Therm. This also provided savings (\$4,934) compared to the basic rates offered by National Grid.

In addition, the staff organizes and monitors municipal energy use, finding issues and credits related to incorrect accounts or charges. During FY24 this work lead to the discovery of over \$30,000 in unused National Grid credits dating back to our 2015 streetlight conversion. These funds have since been transferred back to the appropriate accounts.

FY 2025 Goals & Objectives

Goal: Reduce Municipal Greenhouse Gas Emissions, Energy Use, and increase the use of Renewable Energy.

- Complete the Investment Grade Audit (IGA) for an Energy Performance Contract where all City and School Facilities will be evaluated. The SRD will work with all departments to review the findings of the IGA, which will propose upgrading all systems in the facilities. We anticipate starting the first construction phase in FY 25. The goal for the whole project is a 40-50% emission reduction.
- Complete installation of at least two electric vehicle DCFC stations for use by electric municipal vehicles.
- Pursue MA Department of Energy Resources Climate Leaders designation, which includes developing a decarbonization roadmap and an electric first vehicle purchase policy, and provides grant funding eligibility.
- Continue participating in demand response and utility incentive programs.
- Ensure all City projects receive incentives and maximize energy use reduction.
- Develop, support, and implement city policies and ordinances that align with Resilient Together.
- Capitalize on Federal grant programs available through the Inflation Reduction Act and Bipartisan Infrastructure Law.

Significant Budget & Staffing Changes For FY 2025

The department does not anticipate any significant budget or staffing changes for FY 2025. The activities of the Sustainability staff over the years have saved, on average, over \$500,000 annually for the City, and brought in over \$250,000 in revenue annually. Our goal is to increase those savings. In addition, the City as a whole spends over \$19M on electricity alone annually. By working with residents and businesses, we can save just 10% of electricity, which would be \$1.9M annually, or per capita around \$40 a year.

FY24 Accomplishments:

A Framework For Action - Resilient Together: Salem and Beverly's Climate Action Plan

- Established an internal "Green Team" or *Resilient Together* Ambassadors from every department to coordinate the goals and actions of the City's Climate Action Plan.
- Municipal Aggregation (Salem PowerChoice) has approximately 69% participation rate.

Goal: Equitable Outreach and Engagement with Salem Residents to Assist them in improving their sustainability and resiliency and taking advantage of grants and other programs.

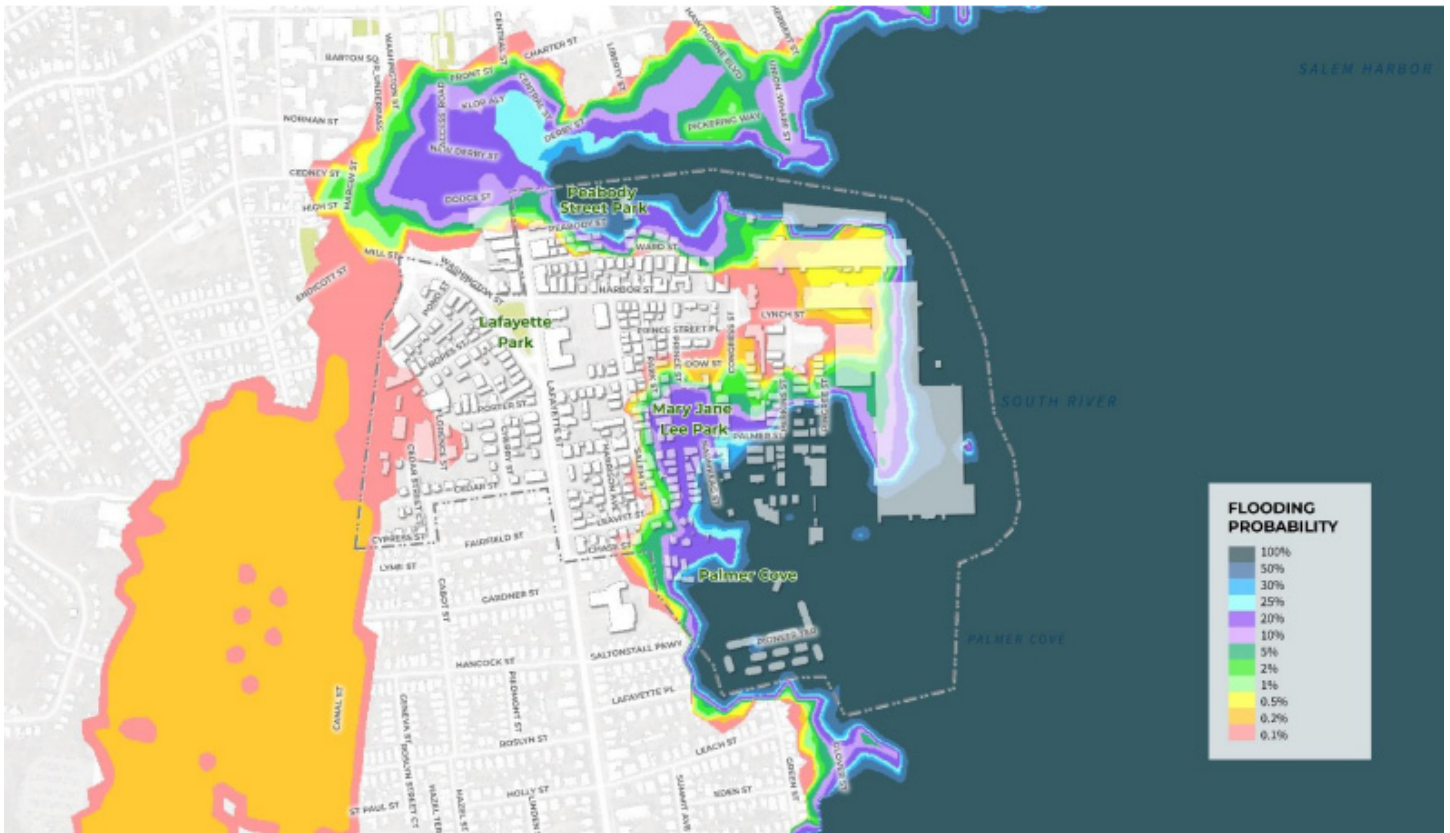
- Memorandum Of Understanding with National Grid to Increase use of Mass Save .
- Increase participation of residents within environmental justice and low-income neighborhoods.
- Provide materials and information on sustainability programs, opportunities, and technologies.

Goal: To Reduce Overall Greenhouse Gas Emissions in the City of Salem.

- Continue to work with residents and businesses to implement energy-saving projects to complete annual Community First Partnership/Beverly Salem Energy Challenge Goals:
 - 2000 Home Energy Assessments
 - 700 Weatherization Projects
 - Installation of 20 Heat Pumps

Goal: Improve Salem's Resiliency to current and future climate change

- Continue the work of Resilient Together: The Point, a community lead resiliency initiative in the Point neighborhood.
- Update the City's Hazard Mitigation Plan
- Establish an inter-departmental resiliency task force to develop and focus city strategies.
- Apply for MA Executive Office of Environmental Affairs (EEA) MVP 2.0 program which funds local resiliency and adaptation projects.
- Integrate resiliency into all City projects
- Through a Coastal Zone Management (CZM) grant, developed a preferred option for a flood mitigation barrier in the Palmer Cove Park area of the Point neighborhood, as well as resiliency related materials for Point neighborhood residents.
- Supported the adoption of the Specialized Energy Code, a more stringent option that will ensure all new construction meets the standards necessary for a NetZero Salem in 2050.
- Continued the Comprehensive Energy Project with Ameresco, which involved coordinating with all departments and facilities managers to identify energy efficiency and greenhouse gas emissions reducing projects. Worked with National Grid to identify and maximize incentives. Anticipating a first phase of energy efficiency work in multiple city and school facilities in fiscal year 2025.
- Regional Partnerships, ongoing communication efforts, and ongoing partnership with the City of Beverly.
- Stretch and Specialized energy code training for developers, contractors, city staff, and building officials from surrounding municipalities.

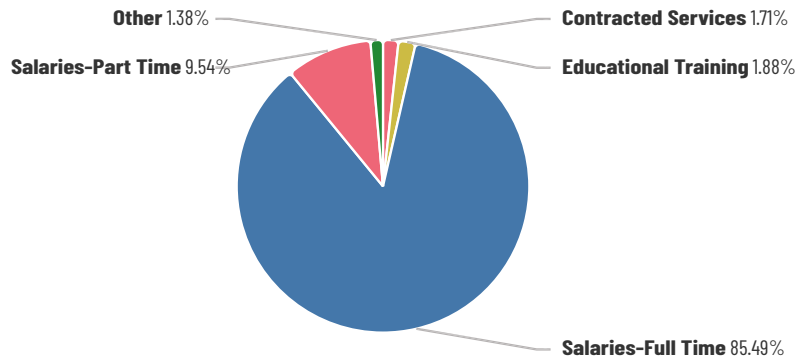


- Through a MA DOER Green Communities grant, completed the installation of 5 publicly accessible electric vehicle charging stations in downtown parking lots, and 1 charging station for use by the Police Department.
- Established a fee for charging electric vehicles at publicly accessible, city-owned charging stations. Fee is used to offset, but not cover completely, the expense of ownership.

Community Outreach, Engagement, and Education Efforts

Department staff members provided webinars, workshops, local group presentations, neighborhood and business canvassing, and a presence at fairs and expos throughout the fiscal year, including but not limited to the Living Green Expo, Salem Farmers Market, Preservation in a Changing Climate conference at the Peabody Essex Museum, Fiesta en la Calle, Drive Electric Event at Beverly High School, & National Grid’s Community First Partnership program.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Grant awards	\$160,024	\$494,485	\$100,000	\$126,000	\$100,000
Outreach and Engagement events	29	19	25	28	25
EV charging stations installed (municipal/school owned)	13	2	6	6	4
City/school solar installations	2	3	0	0	0
Municipal Electric Vehicles	1	3	2	0	2
Air source heat pump installs - community wide	14	56	N/A	22 (as of 2/1/24)	40
Solar installations - community wide	122	126	N/A	68 (as of 2/1/24)	100
EV charging station permits - community wide	7	10	N/A	11 (as of 2/1/24)	10
Municipal and School energy use (MMBTUs)	108,687	98,537	100,000	65,000 (est. as of 4/1/24)	100,000
Electric & plug-in electric vehicles registered in Salem	248	368	480	463 (as of 1/1/24)	600

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Sustainability - Personnel											
11791	5111	Salaries-Full Time	184,894	161,387	220,947	220,947	250,248	222,297	0	1,350	0.61
11791	5113	Salaries-Part Time	0	35,358	30,676	30,676	27,929	27,929	0	(2,747)	(8.95)
			184,894	196,745	251,623	251,623	278,177	250,226	0	(1,397)	(0.56)
Sustainability - Expenditures											
11792	5306	Advertising	583	90	650	650	650	650	0	0	0.00
11792	5317	Educational Training	3,006	772	2,250	4,250	5,515	5,515	0	3,265	145.11
11792	5320	Contracted Services	6,250	10,250	16,000	14,000	5,000	1,000	0	(15,000)	(93.75)
11792	5381	Printing And Binding	170	420	100	100	100	100	0	0	0.00
11792	5421	Office Supplies (Gen	522	248	250	250	500	350	0	100	40.00
11792	5710	In State Travel/Meetings	55	56	200	200	200	200	0	0	0.00
11792	5730	Dues And Sub	186	316	1,250	1,250	2,590	2,590	0	1,340	107.20
			10,772	12,151	20,700	20,700	14,555	10,405	0	(10,295)	(49.73)
Department Total			195,666	208,896	272,323	272,323	292,732	260,631	0	(11,692)	(4.29)

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
Sustainability & Resiliency Project Manager	8/14/2023	75,000	1,379.80	1.00	1	72,386	72,386
Director	2/27/2023	88,740	1,749.20	1.00	1	91,308	91,308
Sustainability Engagement Coordinator	8/2/2021	29,019	1,030.42	0.56	1	30,307	30,307
Energy Manager	11/2/2021	28,187	1,084.13	0.50	1	42,099	28,296
11791-5111		220,947		3.06		236,100	222,297
Administrative Assistant PT	4/20/2022	26,676	25,777.44	0.50	1	27,929	27,929
11791-5113		26,676		0.50		27,929	27,929
		247,623		3.56		264,029	250,226

Grants Detail

Job Description	Dept/Grant	Org/Obj	FTE	Amount
Energy Manager	SUSTAINABILITY	11791-5111	.5	28,295.79
	Revolving Funds	23773-5111	.5	28,295.79
Engagement Coordinator	SUSTAINABILITY	11791-5111	.56	30,306.83
El Punto Climate Ambassador	SUSTAINABILITY	27B03-511	0.5	\$25/hr

Budgeted Fund FTE

Full-Time Equivalent Employees:	FY2023	3.50
	FY2024	3.56
	FY2025	3.56
	Variance FY 25 v. FY24	0.00

All Funds FTE

Full-Time Equivalent Employees:	FY2023	3.50
	FY2024	5.00
	FY2025	5.00
	Variance FY 25 v. FY24	(0.00)

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
11792 SUSTAIN/RESILIENCY EXPENSES				
5306 Advertising				
Related to the promotion of Mass Save, Resilient Together, Municipal Aggregation, Sustainability and Resiliency Programs, etc.	0	650	650	0
Related to the promotion of Mass Save, Resilient Together, Municipal Aggregation, Sustainability Programs, etc.	650	0	0	0
5306 Advertising Total	650	650	650	0
5317 Educational Training				
Other Depts training related to Sustainability, Energy Efficiency, etc.	500	0	0	0
Supports BOC, ACEEE, NESEA, etc., trainings and conferences for internal staff and other departments.	0	5,515	5,515	0
Supports BOC, ACEEE, NESEA, usgbc, etc. for internal staff and other departments.	1,750	0	0	0
5317 Educational Training Total	2,250	5,515	5,515	0
5320 Contracted Services				
Contracted services related to Resilient Together dashboard, reporting, and calculations. Sustainability related contracted services.	16,000	5,000	1,000	0
5320 Contracted Services Total	16,000	5,000	1,000	0
5381 Printing And Binding				
Business Cards, Envelopes, Notices, Mailers etc.	100	100	100	0
5381 Printing And Binding Total	100	100	100	0
5421 Office Supplies (Gen				
General Office Supplies as needed	250	500	350	0
5421 Office Supplies (Gen Total	250	500	350	0
5710 In State Travel/Meetings				
Registrations and travel expenses for meetings and seminars	200	200	200	0
5710 In State Travel/Meetings Total	200	200	200	0
5730 Dues And Sub				
Dues for Power Options	1,000	2,500	2,500	0
Other dues	250	90	90	0
5730 Dues And Sub Total	1,250	2,590	2,590	0
11792 SUSTAIN/RESILIENCY EXPENSES Total	20,700	14,555	10,405	0



Public Services - General Admin

Mission Statement

Why We Exist

The Department of Public Services (DPS) provides professional quality maintenance, repair and construction services while maintaining ninety (90) miles of streets, thirty-four (34) parks, twenty-eight (28) playgrounds, forty-two (42) common areas and five (5) cemeteries. DPS is also responsible for the ongoing maintenance of the water, sewer and drainage systems, and the city vehicle fleet and equipment.

Additionally, the DPS is responsible for prompt response to all snow, ice and other inclement weather emergencies and situations. The department also enforces water, sewer and snow by-laws. Lastly, we play a significant role in the daily operation of other city departments in responding to requests for service. The department budget is divided into four divisions: Public Works

(General Administration), Snow and Ice, and Water and Sewer Enterprise.

Goals and Objectives

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

operations and management, and developing options for expansion of interment sites.

- Continue to work with planning office to assist the restaurant community to set up safe eateries to help stabilize local business.
- Work with traffic, planning, and engineering on setting up safe bike lanes, multi-use pathways throughout the city and maintaining them.
- Working with DCR in Planting trees as part of the Greening the Gateway Cities project.
- Working with Park and Recreation on making ADA improvements according to the ADA transition plan throughout city parks.

How FY 2025 Departmental Goals Relate to City's Overall Long & Short Term Goals

- Utilizing See Click Fix (SCF) we have completed over 1600 requests for the current fiscal year. We are estimating to close a total of 1800 by the end of the fiscal year. Between our department employees and Contractors, we have continued to paint crosswalks, stop bars and centerlines. The Department continues to work with engineering in the delivery of replacement and new trash and recycling toppers.
- Work continues to identify capital needs in the short and long term and to identify the best means to meet those needs of equipment which in some instances are dangerously close to the end of its useful life.

Significant Budget & Staffing Changes For FY 2025

With the separation of DPS and Engineering there has been some restructuring of staffing levels to meet the needs of the division.

Recent Accomplishments

- Continued restructuring of the department to improve efficiency.
- The department continues to inspect and conduct sidewalk work on sidewalks identified as high priority and promptly fixing them.
- DPS continues to utilize the Salem-Stat program to document and measure work and performance metrics throughout the department. Meetings are held to review the data and discuss ways to improve operations based on information being provided.
- DPS Continues to make improvements to its 2025 street sweeping program. The annual city-wide spring and fall sweeping effort (pushing back fall start date until after October 31st) and added more frequent (every third Wednesday in the B5 district) sweeping in the downtown area from April to September. DPS has also added twice per month street sweeping in the point area starting from April to October 31st.
- Department employees and contractors continued to paint crosswalks, stop bars and centerlines.
- The department continues to work with engineering to deliver replacement and newly issued trash and recycling toppers.
- DPS staff also continued to manage our residential leaf and brush drop-off at the old incinerator site on Swampscott Road. We expect to manage 7,200 cubic yards of leaves and brush in FY 2025.
- The Haunted Happenings events were successful with the DPS providing preparation and cleanup for many activities. This department also pro-

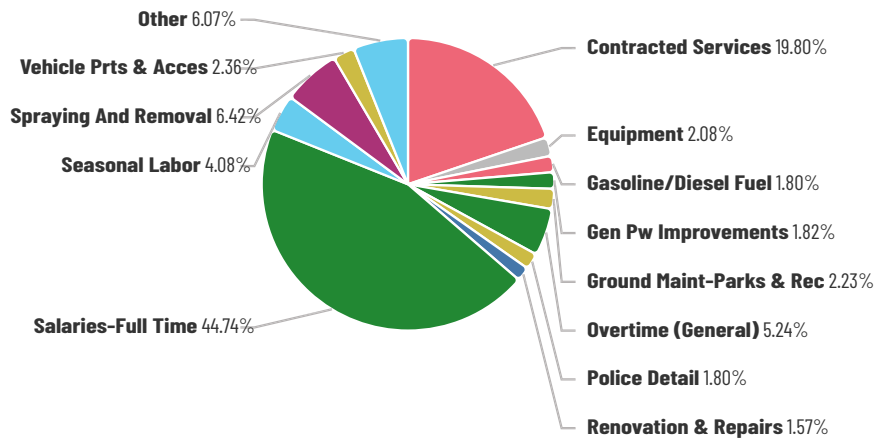
vided coverage and assistance during many other events including elections.

- City-wide, the amount of trash collected and disposed of by City personnel from public parks and open spaces has seen a marked increase. In FY 2025 we expect the tonnage to be close to 220 tons, compared with last year's tonnage of 200 tons.
- The DPS Cemetery Division continues some in-house grave digging while utilizing expanded usage of contractors.
- The Open Space and Tree Divisions planted new trees in 2023. The city recently was designated as a "Tree City USA" for the 18 consecutive year, in

recognition of the City's commitment to a cleaner, safer environment with the aid of its beautiful trees throughout the city.

- The Open Space Division continues to help in removing illegally dumped items throughout the city also including removing unwanted items from camp sites.
- Between DPS Open Space Division employees and contractors, we have made improvements to the overall cleanliness of the downtown area.
- Worked with other city departments to set up parklets and safe eateries to benefit our restaurant community.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Sidewalk Repairs	123	115	163	120	130
Pothole Fills (Repairs)	628	650	614	630	630
Catch Basin Repairs	37	30	30	32	32
Sink Holes	45	35	33	45	40
Trenches	85	55	103	90	85
Sign Repair	202	185	200	190	196
Trees/Open Space/Cemetery					
Trees Planted	130	120	116	264	137
Tree Issues	591	511	580	726	602
Full Burials and cremations	69	72	70	47	65
Cremation	73	49	59	60	60
Foundations	70	70	70	70	70
Lots Sold	41	43	43	42	43

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Public Services - General Admin - Personnel											
14111	5111	Salaries-Full Time	1,504,925	1,527,088	1,703,155	1,641,155	1,742,444	1,737,843	0	34,688	2.04
14111	5113	Salaries-Part Time	22,817	43,794	49,046	49,046	50,349	50,349	0	1,303	2.66
14111	5118	Seasonal Labor	138,901	142,515	154,169	154,169	158,794	158,794	0	4,625	3.00
14111	5131	Overtime (General)	219,880	212,952	154,000	216,000	204,000	179,000	0	25,000	16.23
			1,886,522	1,926,350	2,060,370	2,060,370	2,155,587	2,125,986	0	65,616	3.18

Public Services - General Admin - Expenditures											
14112	5211	Electricity	8,362	4,684	10,000	15,316	11,000	11,000	0	1,000	10.00
14112	5215	Natural Gas	5,206	5,177	7,700	9,585	7,700	7,700	0	0	0.00
14112	5216	Oil Heat	2,990	2,800	2,800	2,800	2,800	2,800	0	0	0.00
14112	5241	Building Maint-Dpw	16,613	21,298	22,000	22,489	22,000	22,000	0	0	0.00
14112	5249	Ground Maintenance-Cemetery	3,703	2,970	5,000	5,418	5,000	5,000	0	0	0.00
14112	5249R	Ground Maint-Parks & Rec	40,830	39,062	46,800	56,184	86,800	46,800	0	0	0.00
14112	5253	Radio Maint & Parts	1,300	2,100	2,100	2,100	2,100	2,100	0	0	0.00
14112	5270	Rental & Lease	27,206	38,065	30,400	30,911	27,000	27,000	0	(3,400)	(11.18)
14112	5301	Police Detail	40,842	67,155	70,000	78,969	70,000	70,000	0	0	0.00
14112	5304	Professional Serv/Fees	7,714	7,158	9,600	10,400	9,600	9,600	0	0	0.00
14112	5317	Educational Training	4,001	1,542	4,000	5,456	4,000	4,000	0	0	0.00
14112	5320	Contracted Services	610,176	802,814	786,000	837,874	771,000	771,000	0	(15,000)	(1.91)
14112	5341	Telephone	5,241	5,597	9,000	12,170	5,000	5,000	0	(4,000)	(44.44)
14112	5383	Burial Services	40,220	70,297	0	62,060	0	0	0	0	0.00
14112	5391	Tree Planting, Removal & Maint	325,703	256,818	250,000	275,599	250,000	250,000	0	0	0.00
14112	5421	Office Supplies (Gen	1,997	1,988	2,000	2,000	2,000	2,000	0	0	0.00
14112	5451	Custodial Supplies	2,767	3,221	3,300	3,300	4,000	4,000	0	700	21.21
14112	5461	Grounds Maint & Supplies	10,902	10,737	11,050	11,050	12,050	12,050	0	1,000	9.05
14112	5481	Gasoline/Diesel Fuel	52,496	64,946	70,000	72,850	70,000	70,000	0	0	0.00
14112	5483	Vehicle Parts-Dpw	79,734	81,891	90,000	90,418	92,000	91,000	0	1,000	1.11
14112	5483	Vehicle Parts-Police	20,000	19,829	20,000	20,000	20,000	20,000	0	0	0.00
14112	5483	Vehicle Parts-Other	20,107	17,024	20,000	20,250	22,000	21,000	0	1,000	5.00
14112	5485	Street Sweeping & Brooms	19,539	17,704	19,700	19,700	19,700	19,700	0	0	0.00
14112	5710	In State Travel/Meetings	1,028	765	1,000	1,095	1,000	1,000	0	0	0.00
14112	5717	Prof License Reimb	1,744	1,499	7,400	9,360	7,100	7,100	0	(300)	(4.05)
14112	5730	Dues And Sub	540	829	2,000	2,000	2,000	2,000	0	0	0.00
14112	5843	Improvements Pw & Park	71,315	45,360	70,000	84,686	71,000	71,000	0	1,000	1.43

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
14112	5846	Repairs/Renov/Sidewalks	55,251	49,554	60,000	64,319	61,000	61,000	0	1,000	1.67
14112	5860	Equipment Purchase & Repair	222,907	88,031	116,000	143,841	81,000	81,000	0	(35,000)	(30.17)
			1,700,434	1,730,915	1,747,850	1,972,200	1,738,850	1,696,850	0	(51,000)	(2.92)
		Department Total	3,586,956	3,657,265	3,808,220	4,032,570	3,894,437	3,822,836	0	14,616	0.38

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
GENERAL FOREMAN	03/12/17	82,882	1,633.73	1.00		89,882	85,281
DPS DIRECTOR	01/29/07	34,919	2,483.65	0.34		44,741	44,741
City Engineer-DPS Director		22,234	-	0.00		-	-
GENERAL FOREMAN	02/27/23	27,744	1,608.46	0.34		32,504	32,504
MANAGEMENT ANALYST		27,460	-	0.00		-	-
DEPUTY DIRECTOR				0.34		34,093	34,093
ADMINISTRATIVE ASSISTANT				0.34		20,456	20,456
SENIOR PROGRAM MANAGER		25,598	1,447.86	0.34		25,911	25,911
AFSCME		1,482,318		24.38		1,494,857	1,494,857
14111-5111		1,703,155		27.08		1,742,444	1,737,843
PT ADMIN ASSISTANT	1/4/11	24,878	490.38	0.54	19	26,088	26,088
motorpool invotory control		24,168	464.77	0.54	19	24,261	24,261
TRANSFER STATION ATTENDENT		-	-			-	-
14111-5113		49,046		1.09		50,349	50,349
SEASONAL LABOR-OS		15,600	15,600.00			16,068	16,068
SEASONAL-Park		15,600	15,600.00			16,068	16,068
SEASONAL -Park Trash Weekends		-	-			-	-
WKEND/SEASONAL TRASH		80,400	80,400.00			82,812	82,812
TRANSFER STATION		-	-			-	-
2nd shift trash / dps street		7,680	7,680.00			7,910	7,910
motor pool assistant		34,889	34,889.40			35,936	35,936
14111-5118		154,169				158,794	158,794
Overtime-Park		32,000	32,000.00			42,000	37,000
Overtime-Public Services		30,000	30,000.00			40,000	35,000
Overtime-Haunted Happenings		52,000	52,000.00			82,000	67,000
Overtime-Cemetery & Trees		40,000	40,000.00			40,000	40,000
Overtime-Motor Pool		-	-			-	-
14111-5131		154,000				204,000	179,000
		2,060,370		28.17		2,155,588	2,125,986
OVERTIME (GENERAL)		50,000	50,000.00			50,000	50,000
		50,000		-		50,000	50,000

Union Detail

Job Desc	Start Date	Job Grp	Approved Budget FY2024	FTE	Calc Period	Munis Budget FY2025	Step	Dept Req FY2025	Mayor FY2025
WORKING FOREMAN	03/06/2000	1	66,159.60	1.00	1,276.61	66,639.04	3	66,639.04	66,639.04
LABORER	6-28-21	1	52,210.08	1.00	1,009.06	52,672.93	3	52,672.93	52,672.93
WORKING FOREMAN	4/7/15	1	66,160.12	1.00	1,276.61	66,639.04	3	66,639.04	66,639.04
HEAD WORKING FOREMAN	4/12/2021	1	24,699.48	0.34	1,403.99	24,918.02	3	24,918.02	24,918.02
PRIN ACCT	11/14/2022		17,767.33	0.34	1,032.42	18,997.46	2	18,997.46	18,997.46
MASON	9/8/2000	1	60,882.12	1.00	1,776.64	92,740.61	3	92,740.61	92,740.61
LABORER	8/17/2015	1	52,208.52	1.00	1,009.06	52,672.93	3	52,672.93	52,672.93
ME REPAIR	7-12-21	1	22,213.33	0.34	1,265.01	22,451.40	3	22,451.40	22,451.40
LABORER	11/2/2020	1	52,210.08	1.00	1,009.06	52,672.93	3	52,672.93	52,672.93
HEO	3/2/2020	1	58,636.02	1.00	1,134.55	61,378.52	2	61,378.52	61,378.52
HEAD FOREMAN	04081996	1	72,642.96	1.00	1,403.99	73,288.28	3	73,288.28	73,288.28
WORKING FOREMAN	06211999	1	22,458.28	0.34	1,276.61	22,657.27	3	22,657.27	22,657.27
HEMO	8/12/2013	1	56,545.84	1.00	1,092.86	57,047.29	3	57,047.29	57,047.29
LABORER	1-2-23	1	48,944.95	1.00	973.44	51,746.81	2	51,746.81	51,746.81
HEAD FOREMAN II/III	7/23/1998	1	24,698.44	0.34	1,403.99	24,918.02	3	24,918.02	24,918.02
MAINT CRAFTS	8/21/2000	1	56,545.84	1.00	1,092.86	57,047.29	3	57,047.29	57,047.29
TREE CLIMBER	TRANSFERR ED	1	58,649.38	-	-	-	1	-	-
TREE CLIMBER	RETIRED	1	60,881.08	-	-	-	3	-	-
TRAFF MAINT/ SIGN PAINTER	06/24/19	1	56,545.84	1.00	1,092.86	57,047.29	3	57,047.29	57,047.29
PESTICIDE GROUNDSKEEPER	6/2/14	1	60,881.08	1.00	1,176.64	61,420.61	3	61,420.61	61,420.61
LABORER	7/1/2016	1	52,208.52	1.00	1,009.06	52,672.93	3	52,672.93	52,672.93
LABORER	12/17/2021	1	50,698.14	1.00	973.44	51,818.05	2	51,818.05	51,818.05
TREE CLIMBER	RETIRED	1	60,881.08	-	-	-	3	-	-
HEO	03/02/2020	1	60,881.08	1.00	1,176.64	61,420.61	3	61,420.61	61,420.61
ME REPAIR	RETIRED	1	22,253.92	-	-	-	3	-	-
TREE CLIMBER	4-4-2022	1	54,015.18	1.00	1,134.55	61,336.43	2	61,336.43	61,336.43
HEO	TRANSFERR ED	1	57,924.73	-	-	-	3	-	-
MAINT CRAFTS	1/3/2022	1	54,399.90	1.00	1,054.01	56,930.74	2	56,930.74	56,930.74
HEO STREET	11-1-21	1	59,673.17	1.00	1,176.64	61,420.61	3	61,420.61	61,420.61
ME REPAIR			-	0.34	-	-		21,394.00	21,394.00
ME REPAIR			-	0.34	-	-		21,394.00	21,394.00
HEO CEMETERY				1.00				58,839.69	58,839.69
TREE CLIMBER				1.00				58,839.69	58,839.69
HEMO STREET				1.00				54,392.92	54,392.92
			13,441.80		-	13,441.80		13,441.80	13,441.80
			4,000.00		-	4,000.00		4,000.00	4,000.00
			1,482,317.89	24.38		1,279,996.90		1,494,857.20	1,494,857.20

Grants Detail

Job Description	Dept/Grant	Org/Obj	FTE	Amount
General Foreman	Public Services	14111-5111	0.34	\$32,504.00
	Sewer Fund	600031-5111	0.33	\$31,548.00
	Water Fund	610031-5111	0.33	\$31,548.00
DIRECTOR dps	Public Services	14111-5111	0.34	\$44,740.96
	Sewer Fund	600031-5111	0.33	\$43,425.05
	Water Fund	610031-5111	0.33	\$43,425.05
General Foreman	Public Services	14111-5111	1.00	\$89,881.95
	Sewer Fund	600031-5111	0	\$-
	Water Fund	610031-5111	0	\$-
Senior program Manger	Public Services	14111-5111	0.34	\$25,910.79
	Sewer Fund	600031-5111	0.33	\$25,148.71
	Water Fund	610031-5111	0.33	\$25,148.71
DEPTUY Director DPS	Public Services	14111-5111	0.34	\$34,093.15
	Sewer Fund	600031-5111	0.33	\$33,090.41
	Water Fund	610031-5111	0.33	\$33,090.41
ADMINISTRATIVE ASSISTANT	Public Services	14111-5111	0.34	\$20,455.89
	Sewer Fund	600031-5111	0.33	\$19,854.25
	Water Fund	610031-5111	0.33	\$19,854.25
				\$553,719.57

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	30.17
	FY2024	28.17
	FY2025	28.17
	Variance FY25 v. FY24	(0.00)

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
14112 Public Services/General-Exp				
5211 Electricity				
National Grid - poles	10,000	11,000	11,000	0
5211 Electricity Total	10,000	11,000	11,000	0
5215 Natural Gas				
Direct Energy Market, National Grid and UGI	7,700	7,700	7,700	0
5215 Natural Gas Total	7,700	7,700	7,700	0
5216 Oil Heat				
Booma - Yearly Maintenance for 4 oil burners	400	400	400	0
PC/VAULTS OR LOTS TO SUPPLEMENT	(8,300)	(8,300)	(8,300)	0
Stadium Oil - Burner service for City Hall and Old Town Hall	700	700	700	0
Stadium Oil - Oil heat for 93 Washington street	5,000	5,000	5,000	0
Stadium Oil - Oil heat for maintenance garages (\$1,100.00 x 6 months)	5,000	5,000	5,000	0
5216 Oil Heat Total	2,800	2,800	2,800	0
5241 Building Maint-Dpw				
a-1 exterminators, asap drains , Boston fire extinguisher, Delandes lighting supply , Halley elevator , Haden safe and lock, home depot , O'Connell plumbing, winner brothers, F.W Webb, stadium oil, common wealth of Massachusetts, citron hygiene	22,000	22,000	22,000	0
5241 Building Maint-Dpw Total	22,000	22,000	22,000	0
5249 Ground Maintenance-Cemetery				
Danvers Farm & Home, Home Depot, Winer, Mastriani, Northeast, Rent All northeast nursery, DiLisio bros	5,000	5,000	5,000	0
5249 Ground Maintenance-Cemetery Total	5,000	5,000	5,000	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5249R Ground Maint-Parks & Rec				
Fastenal, FWW, Hayden, John Deer, Lesco, Motor Parks, , Northeast, J.C Fence, Rent All, Shrewsbury, Stateline, Site One, home depot, sandmark hard wear	8,000	0	0	0
Annual restoration for the Salem Common	0	40,000	0	0
Beach cleaning every two weeks memorial to labor day	0	10,300	10,300	0
beach cleaning Mc Ginnis Paving memorial day to labor day every two weeks	10,300	0	0	0
forest river / Mack park bathrooms cleaning services S& J Services/ Citron cleaning	14,000	14,000	14,000	0
Forest river seed and fertilize program for base ball field 50/50 split with park and rec	2,500	2,500	2,500	0
Home depot , coast maintance ,- Park and rec facility supplies (trash bags rubber bans, trash pickers)	3,500	0	0	0
McGrath Field seed and Fertilizer program 50/50 split with park and rec	8,500	8,500	8,500	0
Misc vendors - fields	0	8,000	8,000	0
Park and rec facility supplies	0	3,500	3,500	0
5249R Ground Maint-Parks & Rec Total	46,800	86,800	46,800	0
5253 Radio Maint & Parts				
Northeast Two-Way -rental of two way radio repeater	2,100	0	0	0
Rental of two way radio repeater	0	2,100	2,100	0
5253 Radio Maint & Parts Total	2,100	2,100	2,100	0
5270 Rental & Lease				
Rags, Gloves, Goggles & Safety Equipment	900	900	900	0
Rain gear - 15 @ \$100 per union contract Article 20 section A the city agrees to provide all material, equipment and tools to preform the duties assigned to them .	1,500	1,500	1,500	0
UNIFORMS Article 20 section B the city agrees to provide uniforms to union employees (Moved from HR)	28,000	24,600	24,600	0
5270 Rental & Lease Total	30,400	27,000	27,000	0
5301 Police Detail				
Details for line painting, street open, paving	22,000	22,000	22,000	0
Details for street sweeping	42,000	42,000	42,000	0
Details for tree work	6,000	6,000	6,000	0
5301 Police Detail Total	70,000	70,000	70,000	0
5304 Professional Serv/Fees				
Bobs Tire Company, David Porter, HAWK, Leahy Landscape, Mitchell, Rockport, Safety Clean, Tank ology	9,600	0	0	0
professional services/fees	0	9,600	9,600	0
5304 Professional Serv/Fees Total	9,600	9,600	9,600	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5317 Educational Training				
License reimbursements, Misc. licenses per union agreements, seminars & training to maintain licenses. Article 22 misc. provisions section J the city agrees to reimburse members for the cost of licenses and the cost of any required training or medical Examinations.	4,000	4,000	4,000	0
5317 Educational Training Total	4,000	4,000	4,000	0
5320 Contracted Services				
Overhead door main, etc. at DPS 5 Jefferson Ave	18,000	0	0	0
artist row bathroom cleaning and stock	14,000	14,000	14,000	0
Downtown Maintenance / cleaning services	150,000	125,000	125,000	0
Halloween bathroom cleaning	10,000	10,000	10,000	0
Line Painting	67,000	120,000	120,000	0
Lot Maintenance spoil piles stored at dpw facility and transfer station logs and wood chips	125,000	100,000	100,000	0
Mowing and maintenance of Open Spaces	237,000	237,000	237,000	0
ROCA services	125,000	125,000	125,000	0
Weekend coverage and staffing to operate transfer station	40,000	40,000	40,000	0
5320 Contracted Services Total	786,000	771,000	771,000	0
5341 Telephone				
Rockport Technology - Telephone system maintenance	3,000	0	0	0
T-Mobile GPS tracking for DPW Trucks 50 Vehicles at \$675/ month 12 month (1/3)	6,000	3,000	3,000	0
Telephone system maintenance	0	2,000	2,000	0
5341 Telephone Total	9,000	5,000	5,000	0
5391 Tree Planting, Removal & Maint				
Emergency Services 15%	20,000	20,000	20,000	0
Equipment Maint. And purchase	5,000	5,000	5,000	0
Removal of hazard tree 35%	75,000	75,000	75,000	0
tree planting and after care 40%	150,000	150,000	150,000	0
5391 Tree Planting, Removal & Maint Total	250,000	250,000	250,000	0
5421 Office Supplies (Gen				
General office supplies as needed, including Belmont Springs	2,000	2,000	2,000	0
5421 Office Supplies (Gen Total	2,000	2,000	2,000	0
5451 Custodial Supplies				
Coast Maintenance, DPS building supplies	3,300	0	0	0
DPS building supplies	0	4,000	4,000	0
5451 Custodial Supplies Total	3,300	4,000	4,000	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5461 Grounds Maint & Supplies				
Ground maintenance	0	12,050	12,050	0
One Way Lumber, Winer, Home Depot, northeast nursery, coast, arc mate, dan Konen	11,050	0	0	0
5461 Grounds Maint & Supplies Total	11,050	12,050	12,050	0
5481 Gasoline/Diesel Fuel				
Burke - Diesel per state bid	60,000	0	0	0
Diesel per state bid	0	60,000	60,000	0
Global Companies - Unleaded per the state bid	10,000	0	0	0
Unleaded per the state bid	0	10,000	10,000	0
5481 Gasoline/Diesel Fuel Total	70,000	70,000	70,000	0
5483 Vehicle Parts-Dpw				
All Welding, CC Auto, Goodyear, J's Warehouse, Schmidt, Motor Part Sales, etc.	90,000	0	0	0
Vehicle parts	0	92,000	91,000	0
5483 Vehicle Parts-Dpw Total	90,000	92,000	91,000	0
5483A Vehicle Parts-Police				
C&C Auto, Goodyear, Kelly Jeep, Liberty Chevrolet, Lyons Enterprises, Stoneham, etc.	20,000	0	0	0
Vehicle parts - police	0	20,000	20,000	0
5483A Vehicle Parts-Police Total	20,000	20,000	20,000	0
5483B Vehicle Parts-Other				
Bouchard & Sons, C&C, Goodyear, Hub Starters	20,000	0	0	0
Vehicle parts - other depts	0	22,000	21,000	0
5483B Vehicle Parts-Other Total	20,000	22,000	21,000	0
5485 Street Sweeping & Brooms				
Brooms, gutter brooms, misc. parts ,	0	19,700	19,700	0
Brooms, gutter brooms, misc. parts , Contractors include Atlantic Broom, CN Wood, J's Automotive	19,700	0	0	0
5485 Street Sweeping & Brooms Total	19,700	19,700	19,700	0
5710 In State Travel/Meetings				
Tolls, Parking, Seminars	1,000	1,000	1,000	0
5710 In State Travel/Meetings Total	1,000	1,000	1,000	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5717 Prof License Reimb				
Article 8 Pay classification Sec B, licenses. Article 22 misc. provisions section J the city agrees to reimburse members for the cost of licenses and the cost of any required training or medical Examinations.	2,400	2,100	2,100	0
Reimbursement for operator licenses as per AFSCME agreement: to maintain license	5,000	5,000	5,000	0
5717 Prof License Reimb Total	7,400	7,100	7,100	0
5730 Dues And Sub				
Essex County, Mass Highway, Society of Arborist, National Arbor Day, MAPO NWWA , Mass Arborist association, ECHA, Mass Highway Association	2,000	2,000	2,000	0
5730 Dues And Sub Total	2,000	2,000	2,000	0
5843 Improvements Pw & Park				
Asphalt, aggregate, manhole, trash bags, catch basin, concrete, line painting, traffic sign supplies, tree beds.	0	71,000	71,000	0
Asphalt, aggregate, manhole, trash bags, catch basin, concrete, line painting, traffic sign supplies, tree beds. Contractors include Aggregate, Benevento, Brox, Dilision, Eastern Bag, EJ Prescott, Franklin, Home Depot, Permaline, Rent a TOOK, Rowley, Voss, Winer	70,000	0	0	0
5843 Improvements Pw & Park Total	70,000	71,000	71,000	0
5846 Repairs/Renov/Sidewalks				
Aggregate Industries, Benevento, Dilision, Home Depot, McLellan, Rent a Tool, Rowley Cement. Asphalt, aggregate, concrete, misc. street items. Additional Funding for sidewalks in Capital Improvement Projects (CIP) Budget	60,000	0	0	0
Asphalt, aggregate, concrete, misc. street items. Additional Funding for sidewalks in Capital Improvement Projects (CIP) Budget	0	61,000	61,000	0
5846 Repairs/Renov/Sidewalks Total	60,000	61,000	61,000	0
5860 Equipment Purchase & Repair				
dps camra install at DPS facility for safety and security	36,000	0	0	0
emergency purchase of equipment	36,000	37,000	37,000	0
motor pool inventory program updates	40,000	40,000	40,000	0
motor pool upgrades	4,000	4,000	4,000	0
5860 Equipment Purchase & Repair Total	116,000	81,000	81,000	0
14112 Public Services/General-Exp Total	1,747,850	1,738,850	1,696,850	0

Snow & Ice

Mission Statement

Why We Exist

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



Goals and Objectives

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

- work with BETA on route optimization for upcoming year.
- work on installing brine station to cut down on road salt use across city.

How FY 2025 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

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



Significant Budget & Staffing Changes For FY 2025

No significant budget or staffing changes for FY 2025.

Recent Accomplishments

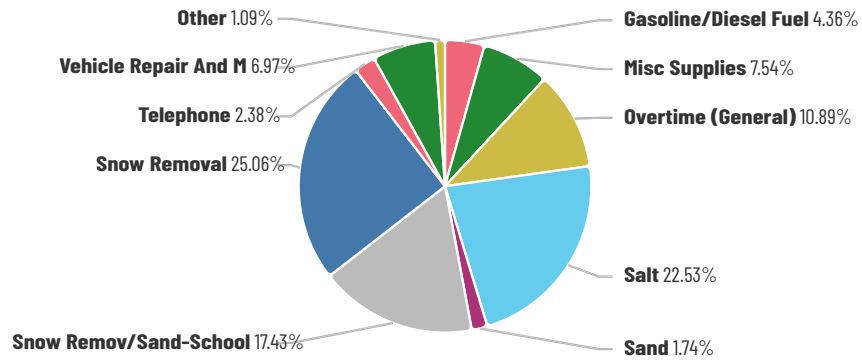
- Improved oversight of contractor services; increased supervision and spot checking of the condition of city roads during snow events.
- Continued utilization of reverse 911 and web site for up-to-date snow emergency related announcements.
- Continued use of Snow Ops software to schedule employees and contractors for storm events and track associated costs.
- The city has contracts with twenty-four (24) contractors who provide 113 vehicles to assist during snow plowing events. Streamlined plowing operation by organizing driver locations and assigning DPS personnel to provide oversight of contractors in their locations. The 113 vehicles include nine (9) sidewalk clearing machines that are always utilized throughout storm events. This equipment is used to keep the downtown sidewalks and school and transit sidewalks passable for commuters and school children.
- Problem plow routes for city and contractor personnel have been identified with complaints being tracked by storm with the goal being to reduce persistent issues at certain locations.

- DPS added a Snow-Central page to our webpage that explains our improved 2020 snow & ice program. The webpage includes an updated Snow Brochure, information on where to park during snow events, requirements for private sidewalk snow and ice removal, driveway clearing, and the shoveling assistance program. Maps have been created and added that identify road, sidewalk and shared use path plowing priorities, as well as parking locations during snow events.
- The Department has identified snow plowing priority routes along with identifying city personnel and contractors assigned to every road within

the city. Snow plowing complaints are being logged and addressed to reduce the number of persistent complaints.

- Identified downtown locations where youth groups could assist the City of Salem in clearing snow at crosswalks.
- Improved GPS tracking of Department of Public Services' fleet to allow for improved response during snow events.
- purchase of a brine making machine with application equipment. this is a phased implementation hoping to overall cut down on the need of road salt.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Snow & Ice - Personnel											
14231	5131	Overtime (General)	101,305	86,289	50,000	50,000	50,000	50,000	0	0	0.00
			101,305	86,289	50,000	50,000	50,000	50,000	0	0	0.00
Snow & Ice - Expenditures											
14232	5244	Vehicle Repair And M	315,886	262,630	32,000	32,000	32,000	32,000	0	0	0.00
14232	5292	Snow Removal	751,008	271,134	115,000	115,000	115,000	115,000	0	0	0.00
14232	5292S	Snow Remov/Sand-School	87,183	58,678	80,000	80,000	80,000	80,000	0	0	0.00
14232	5341	Telephone	6,179	15,633	10,930	13,805	10,930	10,930	0	0	0.00
14232	5429	Misc Supplies	215,907	305,914	34,600	34,600	34,600	34,600	0	0	0.00
14232	5481	Gasoline/Diesel Fuel	158,529	179,162	20,000	20,000	20,000	20,000	0	0	0.00
14232	5534	Salt	360,018	320,580	103,405	103,405	103,405	103,405	0	0	0.00
14232	5535	Caclium Chloride	4,238	221,542	5,000	5,000	5,000	5,000	0	0	0.00
14232	5536	Sand	0	2,563	8,000	8,000	8,000	8,000	0	0	0.00
			1,898,947	1,637,837	408,935	411,810	408,935	408,935	0	0	0.00
Department Total			2,000,252	1,724,126	458,935	461,810	458,935	458,935	0	0	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
14232 Snow & Ice-Expenses				
5244 Vehicle Repair And M				
General line for repairs and parts for DPS vehicles in preparation and during winter snow events	32,000	32,000	32,000	0
5244 Vehicle Repair And M Total	32,000	32,000	32,000	0
5292 Snow Removal				
For payment to snow contractors for services to aid in sanding and plowing of city streets, sidewalks and parking lots	115,000	115,000	115,000	0
5292 Snow Removal Total	115,000	115,000	115,000	0
52925 Snow Remov/Sand-School				
Snow removal and sanding for school department	80,000	80,000	80,000	0
52925 Snow Remov/Sand-School Total	80,000	80,000	80,000	0
5341 Telephone				
T-Mobile GPS tracking for DPW Trucks 50 Vehicles at \$675/ month 12 month (1/3)	10,930	10,930	10,930	0
5341 Telephone Total	10,930	10,930	10,930	0
5429 Misc Supplies				
Aggregate Industries, Benevento and Bronx - Cold patch for potholes	30,600	0	0	0
Cold patch for potholes	0	30,600	30,600	0
Home Depot, Permaline, Precision Weather Forecasting, Winer. Parking and warning signs, weather forecasting, etc.	4,000	4,000	4,000	0
5429 Misc Supplies Total	34,600	34,600	34,600	0
5481 Gasoline/Diesel Fuel				
Estimate at \$2250.00 per storm x 8 storms	20,000	20,000	20,000	0
5481 Gasoline/Diesel Fuel Total	20,000	20,000	20,000	0
5534 Salt				
Salt product purchased under state bid - \$51.00 per ton	103,405	103,405	103,405	0
5534 Salt Total	103,405	103,405	103,405	0
5535 Cadium Chloride				
Fill up of Calcium Chloride Product in tanks 5 Jefferson Ave under state bid	5,000	5,000	5,000	0
5535 Cadium Chloride Total	5,000	5,000	5,000	0
5536 Sand				
Sand product purchased from Aggregate for sanding of streets.	8,000	8,000	8,000	0
5536 Sand Total	8,000	8,000	8,000	0
14232 Snow & Ice-Expenses Total	408,935	408,935	408,935	0

Engineering - General Admin

Mission Statement

Why We Exist

The Engineering Department provides technical expertise, guidance and plan review to various city boards and departments for public infrastructure improvements and private development projects. Engineering, through its GIS technician, manages the data associated with its various infrastructure assets including water, sewer, drain, roadways and sidewalks. Engineering is responsible for implementing the city-wide pavement management system, including management of the Chapter 90 paving program, and other state and federally funded roadway re-construction (TIP) projects. In addition, Engineering is also responsible for the city's capital improvement program (CIP) relative to infrastructure and provides guidance from the city's perspective to larger projects/developments. The Engineering Department works cooperatively with the Department of Public Services (DPS) to provide trouble shooting and solutions for infrastructure related concerns. The department also reviews, and issues, street opening, and trench permits for various contractors, including coordination and management of the city's licensed drainlayers. Curb cut permits are initiated in the Engineering Department. Funding for the efforts described herein is derived from the city's general fund. The Engineering Department also includes Water, Sewer and Solid Waste enterprise funds and departments.



Goals and Objectives

- The City will continue advancing design for Boston Street corridor roadway and sidewalk improvements and advocating for state funding through the TIP process.
- Derby Street - Continue construction of the phased approach with sidewalk improvements including paving from Orange Street to Hardy Street.
- In addition to Chapter 90 roadway repairs city-wide, the city is anticipating the following major projects to start this year and reach completion in FY2024:

- Continue to manage the City's Chapter 90 roadway improvement program to maximize the cost effectiveness of the City's re-investment into its roadway infrastructure.
- Implementing Complete Streets into all roadway projects to provide safe and accessible options for all travel modes – walking, biking, driving and transit.
- Continue to improve the City-wide roadway improvement program by implementing long term planning of road and sidewalk repairs.
- Continue workflow development and implementation of ViewPoint Cloud forms for other Engineering, Water & Sewer and Trash applications forms used by the Department.

How FY 2025 Departmental Goals Relate to City's Overall Long & Short-Term Goals

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



Significant Budget & Staffing Changes For FY 2025

No significant budget changes for FY 2025, but the department did have some staffing changes and vacancies in FY 2024. The department will continue to improve customer relations, city-wide communications and efficiencies.

Recent Accomplishments

- Managed the City-wide paving program – utilizing the pavement management program and Chapter 90 funds. We managed bidding Salem's improvements for the City sidewalks and paved roads at a cost of \$860,000.
- With Boston Street reconstruction project advancing through the 75% design level, we have continued to work with the state on coordinating with local utility companies, ensuring Salem's continued successful

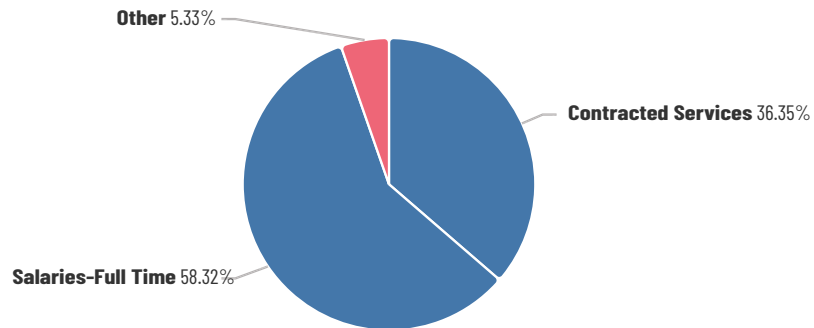


involvement in the TIP program. This project is programmed to start construction in 2025.

- Issued over 275 street opening permits and actively involved in review and coordination for over thirty-five (35) development projects, including review and comment on projects before the Planning Board.

- The Department's construction inspector continued providing clerk of works services to many development projects city-wide.
- Department, through a consultant, re-surveyed the city streets as part of an update to the city-wide pavement management data base.
- Continued coordination and discussion on the Columbus Avenue seawall improvement project as well as assessed the condition of other City seawalls.
- Evaluating the impacts of a number of large developments on the City's infrastructure and developing an alternative methodology for water, sewer and drainage impacts fees.
- Create, update and maintain GIS data, maps, and interactive web apps/ maps for engineering, DPS, other departments and public viewing.
- Create and support GIS field applications for DPS Staff for viewing municipal utility data and creating new GIS layers for use by DPS.
- Continued to work with the IT Department to open 11 applications on the City's online public permitting system, including the street opening permit application, curb cut opening/ sidewalk modification application, application for temporary water use during constructions, backflow design data sheet, water meter sizing worksheet, and the drainage alternation.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Number of street permits issued	550	700	650	275	300
Drain layer licenses issued	42	45	40	39	40
Commercial Backflow tests completed	1450	1600	1500	1500	1500
Backflow surveys completed	300	300	250	275	275
Number of linear miles streets paved	3.5	2	3	0	3
Number of linear miles sidewalk reconstructed	3.5	2	2.5	1	0

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Engineering - General Admin - Personnel											
14121	5111	Salaries-Full Time	178,685	145,212	160,965	160,965	120,346	119,174	0	(41,791)	(25.96)
			178,685	145,212	160,965	160,965	120,346	119,174	0	(41,791)	(25.96)
Engineering - General Admin - Expenditures											
14122	5317	Educational Training	2,104	752	2,500	2,575	2,500	2,500	0	0	0.00
14122	5320	Contracted Services	55,468	20,250	15,000	15,000	75,000	15,000	0	0	0.00
14122	5421	Office Supplies (Gen	1,379	1,596	1,500	1,656	1,500	1,500	0	0	0.00
14122	5710	In State Travel/Meetings	425	812	1,000	1,070	1,000	1,000	0	0	0.00
14122	5730	Dues And Sub	1,519	1,293	3,000	3,000	3,000	3,000	0	0	0.00
14122	5780	Other Expenses	0	857	1,500	2,072	1,500	1,500	0	0	0.00
14122	5851	Office Equipment	1,500	819	1,500	1,500	1,500	1,500	0	0	0.00
			62,396	26,378	26,000	26,873	86,000	26,000	0	0	0.00
Department Total			241,081	171,590	186,965	187,838	206,346	145,174	0	(41,791)	(22.35)

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
ADMIN ASSISTANT	9/26/85	59,855	1,474.80			-	-
Assistant Engineer	5/28/18	38,842	114,241.18	0.34		38,842	38,842
City Engineer	5/21/2007	16,676	2,582.21	0.25		33,698	33,698
GIS	11/01/2021	21,746	1,260.75	0.34		23,884	22,711
BUSINESS MGR/WTR REG	10/14/2019	23,846	1,833.17	0.25		23,923	23,923
		160,965		1.18		120,346	119,174
		160,965		1.18		120,346	119,174

Grants Detail

Job Description	Dept/Grant	Org/Obj	FTE	Amount
City Engineer	ENGINEERING	14121-5111	0.25	33,697.86
	SEWER	600131-5111	0.25	33,697.86
	WATER	610131-5111	0.25	33,697.86
	TRASH	620031-5111	0.25	33,697.86
Business Manager/Water Reg	ENGINEERING	14121-5111	0.25	23,922.91
	SEWER	600131-5111	0.25	23,922.91
	WATER	610131-5111	0.25	23,922.91
	TRASH	620031-5111	0.25	23,922.91
Assistant City Engineer	ENGINEERING	14121-5111	0.34	38,080.11
	SEWER	600131-5111	0.33	36,960.00
	WATER	610131-5111	0.33	36,960.00
GIS Tech	ENGINEERING	14121-5111	0.34	22,711.43
	SEWER	600131-5111	0.33	22,043.45
	WATER	610131-5111	0.33	22,043.45
CLERK OF WORKS	Capital Projects	VARIOUS	1.00	81,029.21
ROADWAY PROJECT ENGINEER	Capital Projects	VARIOUS	1.00	90,000.00
CONSTRUCTION INSPECTOR	Capital Projects	VARIOUS	1.00	67,479.63
SECRETARY	SEWER	600131-5111	0.33	17,996.20
	WATER	610131-5111	0.33	17,996.20
	TRASH	620031-5111	0.34	18,541.54
Waste Reduction Coordinator	RECYCLING GRANT	25433-5111	0.69	43,237.19
	TRASH	620031-5111	0.31	19,425.40
Co-op/Intern	SEWER	600131-5111	0.34	1,858.67
	WATER	610131-5111	0.33	1,804.00
	TRASH	620031-5111	0.33	2,256.58

Budgeted Fund FTE

Full-Time Equivalent Employees:	FY2023	1.85
	FY2024	1.85
	FY2025	1.18
	Variance FY25 v. FY24	(0.67)

All Funds FTE

Full-Time Equivalent Employees:	FY2023	4.85
	FY2024	4.85
	FY2025	4.87
	Variance FY25 v. FY24	0.02

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
14122 Engineering-Expenses				
5317 Educational Training				
APWA National Congress	1,000	1,000	1,000	0
Management training seminars, exhibits, and training opportunities	1,500	1,500	1,500	0
5317 Educational Training Total	2,500	2,500	2,500	0
5320 Contracted Services				
DEP Fee	0	10,000	0	0
Interpretation services for code red, meeting notices etc.	5,000	5,000	5,000	0
Ordinance review	0	50,000	0	0
Program Support	10,000	10,000	10,000	0
5320 Contracted Services Total	15,000	75,000	15,000	0
5421 Office Supplies (Gen				
General office supplies as needed	1,500	1,500	1,500	0
5421 Office Supplies (Gen Total	1,500	1,500	1,500	0
5710 In State Travel/Meetings				
Tolls, Parking, Seminars, Seminars on Stormwater, etc.	1,000	1,000	1,000	0
5710 In State Travel/Meetings Total	1,000	1,000	1,000	0
5730 Dues And Sub				
Dues and subscriptions	0	3,000	3,000	0
ENR, American Society of Civil Engineers, Essex County Highway Assoc., Mass Highway, MMAAA	3,000	0	0	0
5730 Dues And Sub Total	3,000	3,000	3,000	0
5780 Other Expenses				
Staff apparel for office staff and field staff.	1,500	1,500	1,500	0
5780 Other Expenses Total	1,500	1,500	1,500	0
5851 Office Equipment				
Equipment, toner, computer supplies, etc.	1,500	1,500	1,500	0
5851 Office Equipment Total	1,500	1,500	1,500	0
14122 Engineering-Expenses Total	26,000	86,000	26,000	0



Parks & Rec - General Admin

Mission Statement

Why We Exist

The goal of the Salem Park and Recreation Department Staff and Administration is to continually improve the availability and effectiveness of recreational, athletic, educational and park services that benefit all Salem Residents. Maximum participation, enjoyment and affordability are criteria for assessing the effectiveness of our programs.



Goals and Objectives

- Implementing the 7 year Open Space Master Plan for the City
- Construction work on Palmer Cove phase II
- Begin Salem Willows Phase II
- Replace Winter Island Playground
- Updated tree planting plan for Salem Willows
- Progressing Signature Park project work getting ready for Salem's 400th
- Continued Design work on Pioneer Village relocation site
- Continue collaboration with Salem States Office of Civic Engagement and Sherriff's department for park improvement projects
- Study Wardens and Park Caretaker programs for re-establishment/reform and continue to enable volunteer groups to participate in the enhancement of our parks and facilities
- Continually improve social media, marketing and website to make it more user friendly and encourage Salem Residents to register through www.salemma.myrec.com
- To provide affordable summer and after school programs for Salem youth and teens, while maintaining the high level of participation and quality for our special events and summer field trips. Continue to expand and improve our offsite program venues and provide more family orientated programs.
- Work with Salem State, Salem High and others to provide internship, volunteer and employment opportunities.

- Offer intergenerational programs in collaboration with the Council on Aging
- Develop and work with local agencies to provide educational and information sessions on various topics of interest to teens and adults
- To continue to work with Park Foreman to Establish a priority list and maintenance plan – short and long term for park and playground improvement including accessibility.
- Friends of Park and Recreation Golf Tournament (5th annual event) to raise funds to support free and reduced rates

How FY 2025 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- **Mayor's Goal: Parks & Recreation; undertake a field assessment of existing facilities citywide, and develop the framework for the creation of a Park Ambassador program.**
- **Recreation Goal:** *"To continue to enable volunteer groups to participate in the enhancement of our parks and facilities".* An assessment of City fields and facilities will be used to inform plans for repairs and enhancements, as well as recreational programming. Increasing volunteer participation, especially through refinement of the Park Ambassador program, will boost Recreation Department awareness of park and playground conditions and enhance their enjoyment.
- **Recreation Goal:** *"To use updated Open Space Plan and anticipated city-wide field assessment to address problems and take advantage of possibilities at parks and playgrounds."*
- **Mayor's Goal: Economic Development; Continue implementation of The Point Vision and Action Plan, which includes "providing a variety of quality recreational options for people of all ages."**
- **Recreation Goal:** *"Continue to grow the Mary Jane Lee Park program in The Point neighborhood by offering community events."* The goal of expanding and diversifying quality recreational opportunities for all City residents is designed to increase participation, including at parks and playgrounds in The Point.
- **Mayor's Goal: General Government; To maintain a high level of responsiveness and accessibility to City departments and employees.**
- **Recreation Goals:** *Staff development, program enhancement, online program registration.* All aspects of Recreation Department goals are designed to increase the level of engagement with Salem residents, as well as people from other communities who may participate in our activities and events. Such goals will be achieved by being aware of demand, sensitive to feedback and open to suggestion.
- **Mayor's Goal: General Government; Look for ways to deliver City services more effectively and efficiently through the use of technology.**
- **Recreation Goal:** Publicize and promote awareness of the Department's Web site that enables people to review, register for and pay for recreational activities, as well as to acquire parking stickers.



Significant Budget & Staffing Changes For FY 2025

No significant changes

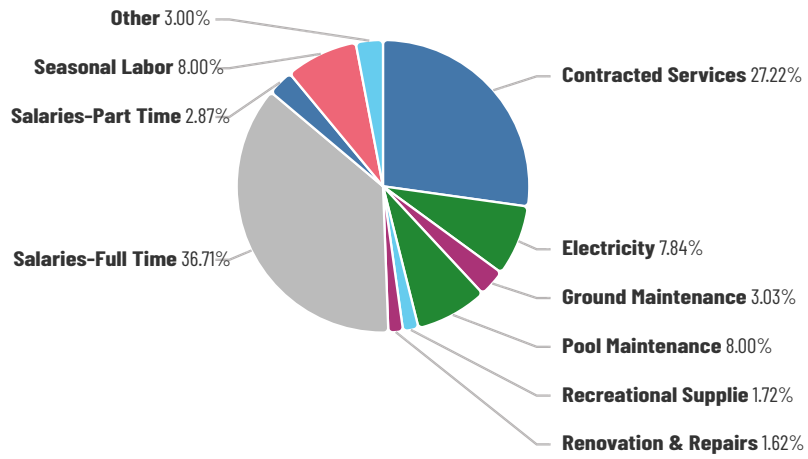
Recent Accomplishments

- Host monthly Salem Community Meet and Eats collaboration with Roots
- Broke ground lateral construction for New Winter Island Playground
- Completion of Phase 1 of Salem Willows
- Completion of Mack Park House de-leading project
- Significant work aerating, super-seeding and restoring grass at McGrath Park in partnership with Salem Youth Soccer
- Tree replacement plan for Forest River, dead tree removal and stump grinding and soil prep.
- Tree plantings for Salem Common, replenishing lost trees and adding to the canopy/tree-line.
- Replaced Collins Cove swing set
- MJ Lee ADA accessible surfacing
- Worked with Salem State Recreational Management Department to offer student led programs.
- Collaborative work with Spaulding Adaptive Rehabilitation to offer adaptive recreation programs at the CLC and Parks
- Continue to grow our Pickleball Program to include teen and adult lessons.
- Offered free youth and teen 1st Sat monthly hikes through Salem Woods (in partnership with the Friends of Salem Woods)
- Applied and received a grant through the City of Salem Department of Planning and Community Development and the U.S. Department of Housing and Urban Development to provide free enrichment programs for Salem youth at Palmer Cove Park and Mack Park. Programs included Girls and Boys Lacrosse, After School Drama, Hip Hop, Volleyball Clinic, Saturday Morning Art Classes, a week- long Art Workshop, Yoga, and Meditation.
- Offered a free 3- hour Summer Playground Program during the summer. Staff traveled to 12 different Salem playgrounds to offer traditional playground crafts and games.
- Collaborated with the Ipswich River Watershed Floating Classroom to provide nature and conservation activities to the children in our playground programs.
- Continued to work with Coast to Coast Paddle to offer and expand paddle board lessons at the Salem Willows. We offered 8 weeks of Kids Paddle and 2 weeks of Teen Paddle at full capacity (10) each week. This was a total of 100 individual lessons.
- Utilized Salem Willows and Winter Island as outdoor locations to provide early morning and sunset yoga programs.
- Our Junior Scientist and Artist Club held their programs at Pioneer Village and the Forest River Conservation Area this summer. Children participated in a two-day session that included investigating nature at Pioneer Village, learning about common herbs planted in the garden and creating containers for an egg drop.
- Our youth and adult tennis programs at Salem High School were filled to capacity this summer. Fall included adding adult cardio tennis.
- Continued to partner with the Salem High Golf Team and coaches to provide a Junior Golf League at Olde Salem Greens.
- Willows, Winter Island hosted outdoor early morning and sunset yoga programs
- The deck at Olde Salem Greens Golf Course, WI function hall, and Salem Willows Shell served as locations for outdoor painting and art classes for all ages.
- Worked with local dance instructor, Greg Coles, to provide Pop Up Salsa lessons at the Salem Ferry Landing and Charlotte Forten Park.
- Held our 1st Family Bingo Game at Charlotte Forten Park. Family bingo at CLC
- Record breaking 88 participants for cribbage tournament
- Worked with local dance instructor Greg Coles to provide pop up Salsa dancing at the Ferry.
- Collaborated with the Salem Public Schools Summer Meals Program to offer crafts and face painting during some meal distributions at Mary Jane Lee Park.

- Continued a collaboration with Code Wiz to provide coding classes to youth ages 7-17.
- Organized online contests through our Facebook page.
- Added program for teens for a weeklong teen filmmaking program with Filmmakers Collaborative.
- Partnered with the House of the Seven Gables to offer activities during the Salem So Sweet Festival.
- Partnered with our Veterans' Services Department to organize a Valentine's for Veteran's program.
- Adult offerings were enhanced by adding Calligraphy, Cardio Boxing and kick boxing, Yoga, Ukelele with performances at the Farmers market and CLC
- Hosted Friday Fun nights at CLC – crafts, games, pizza and movies
- Field Trip to Endicott Park – hayride and barn tour
- Travel basketball
- Presentations include: New England Birds of Prey, Robothink workshop and curious creatures
- Applied and received a grant through the City of Salem Department of Planning and Community Development and the U.S. Department of Housing and Urban Development to provide free enrichment programs for Salem youth at Palmer Cove Park and Mack Park. This year our programs included both Girls and Boys Lacrosse, Dance and Fitness, Plein Air class for teens, Yoga, Fun Sports and Games, and Children's Art Classes.
- Worked with published author, Shane Robitaille to offer two writing workshops for adults.
- Co-sponsored with the Salem Bicycling Advisory Committee a Pedal Through Salem Program. Residents were encouraged to get their families outside during April and journey through Salem using bike paths and lanes. Participants received a Bike Facilities Map to guide them. Residents sent pictures of their rides to be posted on our Facebook page.
- Sponsored a various social media Spirit contests – Red Sox, Celtics, Halloween. Salem residents were asked to post pictures
- Utilized Forest River for a Summer Solstice Family Scavenger Hunt.
- Collaborated with the Salem Police Department to host a field day for children in our playground programs. Officers brought safety vehicles for children to explore, played games, had lunch and a visit from the City's comfort dog Derby
- We offered summer field trips to the Franklin Park Zoo and to the Ipswich Watershed Association. At the Ipswich trip, children and staff traveled down the Ipswich River via canoes or kayaks.
- Continued to collaborate with Coast to Coast Paddle to offer and expand paddle board lessons at the Salem Willows. We offered 9 weeks of Kids Paddle and 3 weeks of Teen Paddle at full capacity (10) each week. This was a total of 120 individual lessons. Also added Teen Kayak Adventure.
- Collaborated with the Salem YMCA to provide free swim lessons for youth and adults
- Continued to partner with the Salem High Golf Team and coaches to provide a Junior Golf League at Olde Salem Greens. 26 young golfers participated this year.
- Hosted several Friday Fun Nights at the Community Life Center for children ages 6-12. We offered crafts, games, pizza and a movie.
- 18th Annual Derby Street Mile Event
- Worked with Blue Hills to provide a Kite Making Workshop at the new education room at Forest River
- Organized a Thanksgiving Cheer program whereby residents could create Thanksgiving cards for seniors. These cards were delivered to seniors with their Thanksgiving meal.
- Had over 100 families visit Santa during our annual Santa on the Common event.
- Partnered with the House of the Seven Gables to offer activities during the Salem So Sweet Festival. Participants were able to make valentines, explore the grounds of the House of the Seven Gables and partake in a chocolate themed Scavenger Hunt.



Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Overall Programs		146	170	175	180
*Special Events Participants		450	1500	1500	1700
Pooch Passes Sold		55	117	125	100
Parking Stickers Sold		3,006	3,121	3,100	3200

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Parks & Rec - General Admin - Personnel											
16501	5111	Salaries-Full Time	222,864	265,525	370,199	370,199	363,118	363,094	0	(7,105)	(1.92)
16501	5113	Salaries-Part Time	0	2,787	30,088	30,088	28,397	28,397	0	(1,691)	(5.62)
16501	5118	Seasonal Labor	80,253	83,423	79,416	79,416	79,171	79,171	0	(245)	(0.31)
16501	5131	Overtime (General)	0	166	2,000	2,000	2,000	2,000	0	0	0.00
16501	5150	Fringe/Stipends	0	0	0	0	6,700	6,700	0	6,700	0.00
			303,117	351,901	481,703	481,703	479,386	479,362	0	(2,341)	(0.49)
Parks & Rec - General Admin - Expenditures											
16502	5211	Electricity	25,250	38,648	67,000	69,559	77,500	77,500	0	10,500	15.67
16502	5217	Gas/Oil Heat	9,701	7,446	4,500	9,032	6,500	6,500	0	2,000	44.44
16502	5249	Park & Ground Maint	22,953	27,569	30,000	34,061	30,000	30,000	0	0	0.00
16502	5251	Utility Serv Rep & M	0	0	600	600	600	600	0	0	0.00
16502	5320	Contracted Services	140,663	272,743	269,199	276,111	269,199	269,199	0	0	0.00
16502	5341	Telephone	1,256	2,913	4,500	4,810	4,500	4,500	0	0	0.00
16502	5352	Pool Maintenance	0	42,882	79,100	81,618	79,100	79,100	0	0	0.00
16502	5381	Printing And Binding	1,493	1,160	1,800	1,800	1,800	1,800	0	0	0.00
16502	5421	Office Supplies (Gen	4,505	4,546	5,000	5,451	5,000	5,000	0	0	0.00
16502	5588	Recreational Supplie	8,758	5,701	17,000	17,951	17,000	17,000	0	0	0.00
16502	5710	In State Travel/Meetings	0	0	700	700	700	700	0	0	0.00
16502	5730	Dues And Sub	1,079	662	1,850	1,850	1,850	1,850	0	0	0.00
16502	5846	Renovation & Repairs	9,365	12,513	14,000	15,213	16,000	14,000	0	0	0.00
16502	5860	Equipment	3,549	0	0	0	0	0	0	0	0.00
			228,572	416,783	495,249	518,756	509,749	507,749	0	12,500	2.52
Department Total			531,690	768,684	976,952	1,000,459	989,135	987,111	0	10,159	1.04

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
RECEPTIONIST	4/24/2023	3,944	699.76	0.11	1	4,078	4,078
FACILITIES MANAGER	3/21/2017	49,658	1,398.34	0.70	1	51,862	51,862
REC ACTIVITIES ASST	6/25/2018	40,643	808.17	1.00	1	41,820	41,820
P/R COMMISSION CLERK		1,200				-	-
PROGRAM MANAGER	6/11/2015	22,616	1,350.89	0.33	1	23,294	23,270
SUPERINTENDENT	4/4/2016	103,342	2,037.02	1.00	1	106,332	106,332
FOREST RIVER MANAGER	11/14/22	53,040	-	1.00	1	53,040	53,040
SIGNATURE PARKS MANAGER		13,005				-	-
AFSCME		82,751		1.50		82,691	82,691
16501-5111		370,199		5.64		363,118	363,094
PT Custodian		14,820	-		19	14,877	14,877
PT Support Staff		15,268	-		14	13,520	13,520
16501-5113		30,088				28,397	28,397
					Hours		
LEAGUE DIRECTORS		5,500					
FOREST RIVER MAINTENANCE		5,760	-		12	5,760	5,760
PARK INSTRUCTORS		19,979	17.00		193	26,248	26,248
SUMMER SITE COORD		3,515	19.00		19	3,610	3,610
BASKETBALL REFS		7,200	-		20	7,200	7,200
WILLOWS LABOR		14,725	-		38	14,725	14,725
PARK RANGERS - WKE		8,680	-		28	8,680	8,680
REC LABOR		14,058	-		19	12,948	12,948
16501-5118		79,416				79,171	79,171
16501-5131		2,000	2,000.00			2,000	2,000
16501-5131		2,000				2,000	2,000
BOARD CLERK		-				1,200	1,200
LEAGUE DIRECTORS		-	-			5,500	5,500
16501-5150		-				6,700	6,700
		481,703		5.64		479,385	479,362

Union Detail

Job Desc	Start Date	Job Grp	Approved Budget FY2024	FTE	Calc Period	Munis Budget FY2025	Step	Dept Req FY2025	Mayor FY2025
PRINCIPAL CLERK	8/7/2023	2	55,624.12	1.00	995.88	53,673.08	2	53,673.08	53,673.08
SR BLDG CUST	06/17/2022	1	27,127.02	0.50	1,111.80	58,035.96	3	29,017.98	29,017.98
			82,751.14	1.50		111,709.04		82,691.06	82,691.06

Grants Detail

Job Description	Dept/Grant	Org/Obj	FTE	Amount
FACILITIES MANAGER	Rec Budget	16501-5111	0.70	51,861.71
	Golf Budget	16511-5111	0.15	11,113.22
	Witch House Budget	16521-5111	0.15	11,113.22
RECEPTIONIST	Rec Budget	16501-5111	0.11	4,078.28
	COA Budget	15411-5111	0.89	32,996.96
PROGRAM MANAGER	COA Budget	15411-5111	0.67	47,245.85
	Rec Budget	16501-5111	0.33	23,270.34

Budgeted Fund FTE

Full-Time Equivalent Employees:	FY2023	5.14
	FY2024	5.79
	FY2025	5.64
	Variance FY25 v. FY24	(0.15)

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
16502 Recreation-Expenses				
5211 Electricity				
Utility costs for all meters associated with Park and Rec land	67,000	77,500	77,500	0
5211 Electricity Total	67,000	77,500	77,500	0
5217 Gas/Oil Heat				
Mack Park Garage / Park Houses for oil delivery if vacant, yearly maintenance on furnaces	4,500	6,500	6,500	0
5217 Gas/Oil Heat Total	4,500	6,500	6,500	0
5249 Park & Ground Maint				
Paper & janitorial supplies for park restrooms, misc. hardware, basketball & soccer netting, backboards, field paint, turfus, chemicals for weeding playground safe chemicals for weeding, wood for repair of benches, playground certified mulch etc.	30,000	30,000	30,000	0
5249 Park & Ground Maint Total	30,000	30,000	30,000	0
5251 Utility Serv Rep & M				
Service Repairs, Alarms Repairs	600	600	600	0
5251 Utility Serv Rep & M Total	600	600	600	0
5320 Contracted Services				
Alarm Company Park property	600	600	600	0
Comcast for Forest River Pool Site	3,000	3,000	3,000	0
Conway Office copier billing	3,000	3,000	3,000	0
Pool Opening Costs	20,600	20,600	20,600	0
Porto potty rentals	850	850	850	0
Save-A-Tree	2,800	2,800	2,800	0
YMCA - Beach staffing	42,000	42,000	42,000	0
YMCA - Out of Contract Season Weekend Services (June Weekends)	4,200	4,200	4,200	0
YMCA - Pool Program Servcies	192,149	192,149	192,149	0
5320 Contracted Services Total	269,199	269,199	269,199	0
5341 Telephone				
All Park & Rec Telephone Lines, Parks, Pool, Garage, Kernwood Credit Card lines & Faxes	4,500	4,500	4,500	0
5341 Telephone Total	4,500	4,500	4,500	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5352 Pool Maintenance				
Building Repair/Maintenance	3,000	3,000	3,000	0
Comcast	3,000	3,000	3,000	0
CPO	400	400	400	0
Estimated Chemical Cost / Misc supplies for Pool and splash pad	39,000	39,000	39,000	0
Plumbing spring set up / winterization	10,000	10,000	10,000	0
Professional Cleaning Bathroom and showers once a month, cleaning, stock, supplies	14,000	14,000	14,000	0
Software program for splash pad	1,200	1,200	1,200	0
Weston and Samson / Garinos Pools	8,500	8,500	8,500	0
5352 Pool Maintenance Total	79,100	79,100	79,100	0
5381 Printing And Binding				
Letterhead, Envelopes, Brochures, Park Stickers, etc...	1,800	1,800	1,800	0
5381 Printing And Binding Total	1,800	1,800	1,800	0
5421 Office Supplies (Gen				
General Office supplies as needed	5,000	5,000	5,000	0
5421 Office Supplies (Gen Total	5,000	5,000	5,000	0
5588 Recreational Supplie				
Athletic Supplies (Balls, nets, Etc...),	6,000	6,000	6,000	0
Miscellaneous supplies needed (replacement swings, etc.)	6,000	6,000	6,000	0
Purchasing American Flags for Parks	5,000	5,000	5,000	0
5588 Recreational Supplie Total	17,000	17,000	17,000	0
5710 In State Travel/Meetings				
(Mileage, registration, food)	700	700	700	0
5710 In State Travel/Meetings Total	700	700	700	0
5730 Dues And Sub				
National Park and Recreation Association	650	650	650	0
Salem Chamber of Commerce, Annual Dues, Subscriptions, etc...	1,200	1,200	1,200	0
5730 Dues And Sub Total	1,850	1,850	1,850	0
5846 Renovation & Repairs				
Hardware Supplies & Equipment, Plumbing, Electrical, etc.. Needed for upkeep of all Parks Buildings, houses, Garages, Kernwood Marina, Willows Cottages, etc. Renovations of all parks	9,000	11,000	9,000	0
Updates, Upgrades, Emergency repairs to the Park rental houses	5,000	5,000	5,000	0
5846 Renovation & Repairs Total	14,000	16,000	14,000	0
16502 Recreation-Expenses Total	495,249	509,749	507,749	0

Golf Course

Mission Statement

Why We Exist

The mission of Olde Salem Greens Golf Course is to provide an excellent golfing experience at a reasonable price, while promoting friendly relationships within our community. Also promoting the learning of golf to all from Salem and surrounding communities.



Goals and Objectives

- Complete 2nd phase of cart path installation. Estimate cost \$652,000. By fall 2024. Includes 3 brook crossings and extensive drainage installation.
- Install safety fence for the new back tee on the 9th hole. By the summer of 2024.
- Seed and grow in construction areas from the 1st phase cart path project. Spring of 2024.
- Pressure wash and stain the clubhouse. Estimated cost \$30,000, by the fall of 2024.
- Replace greens mower. Cost \$59,439, by fall 2024.
- Replace rough mower. Cost \$78,114, by spring 2025.
- Replace utility vehicle. Cost \$36,215. By spring 2025.
- Continue to add/update irrigation to improve turf conditions. Holes 2,4,5,6,8,9.

How FY 2025 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- **Mayor's Goal:** Infrastructure and Facilities; Maintain and upgrade ... open spaces.
- **Golf Course Goal:** Various course improvements, landscaping and renovations. The acquiring of new equipment, the upgrading of landscaping and natural features are intended to make golfing at Olde Salem Greens more appealing and enjoyable.

Significant Budget & Staffing Changes For FY 2025

- No significant staffing changes.



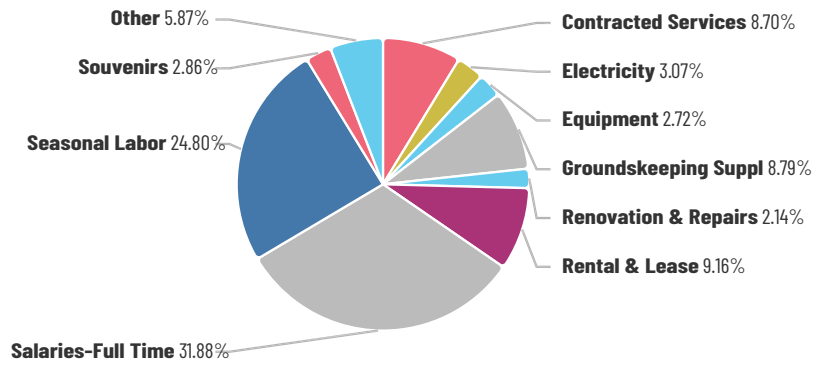
Recent Accomplishments

- Continued improvements to our turf maintenance program for improved conditions.
- Continued to work with the community with our entry in the Halloween parade.
- Increased available merchandise in the pro shop for better customer service and increased revenue.
- Installed new brook crossing bridges at the 6th fairway. Spring of 2023.
- Finished new cart path preparations: Tree/brush clearing and at holes 3, 4, 5, 6 and 7.
- Changed gas golf cart fleet over to electric.

- Installed charging stations for electric golf carts.
- Finished greens expansions back to there original size and shapes. Including some irrigation upgrades.
- Installed weather station at 2 tee/8 green. Accessible weather data to all through "Ambient Weather Network" app.
- Purchased impermeable greens covers to protect greens from winter ice damage. Greens 2,3,6.



Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Season passes sold	137	169	217	195	195
Rounds played daily fee	36,092	29,538	29,512	30,500	31000
Rounds played season pass holders	7,583	9,065	12,141	10,500	10500
Total Rounds played	41,979	38,603	41,653	41,000	41500
Cart Income	\$246,755	\$209,268	\$215,000	\$225,000	\$235,000
Pro Shop Sales	\$28,294	\$26,194	\$32,344	\$29,000	\$29,500
Gift Certificates	\$7,615	\$10,334	\$11,056	\$10,500	\$10,500
Total Revenue	\$1,041,979	\$910,965	\$1,017,936	\$1,000,000	\$1,010,000

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Golf Course - Personnel											
16511	5111	Salaries-Full Time	144,938	203,997	214,981	214,981	223,085	222,997	0	8,016	3.73
16511	5118	Seasonal Labor	149,981	144,298	173,521	173,521	173,521	173,521	0	0	0.00
16511	5131	Overtime (General)	6,494	2,821	6,000	6,000	6,000	6,000	0	0	0.00
			301,414	351,115	394,502	394,502	402,606	402,518	0	8,016	2.03
Golf Course - Expenditures											
16512	5211	Electricity	13,786	17,684	21,300	25,916	21,513	21,513	0	213	1.00
16512	5217	Gas/Oil Heat	7,400	7,837	9,400	10,187	9,840	9,840	0	440	4.68
16512	5270	Rental & Lease	33,294	38,928	47,362	47,362	64,086	64,086	0	16,724	35.31
16512	5320	Contracted Services	47,710	57,535	62,495	88,375	60,885	60,885	0	(1,610)	(2.58)
16512	5341	Telephone	5,299	4,323	5,100	5,642	5,610	5,610	0	510	10.00
16512	5354	Irrigation System Ma	3,740	9,052	7,200	7,200	7,200	7,200	0	0	0.00
16512	5421	Office Supplies (Gen	2,414	3,574	3,000	3,000	3,000	3,000	0	0	0.00
16512	5431	Bldg Rep/Maint Suppl	6,345	5,228	5,600	5,655	5,600	5,600	0	0	0.00
16512	5461	Groundskeeping Suppl	49,555	53,348	55,935	55,935	61,516	58,726	0	2,791	4.99
16512	5581	Souvenirs/Merchandise	22,441	22,095	20,000	20,000	20,000	20,000	0	0	0.00
16512	5710	In State Travel/Meetings	0	91	900	900	900	900	0	0	0.00
16512	5730	Dues And Sub	855	985	1,728	1,728	1,728	1,728	0	0	0.00
16512	5791	Uniforms	0	0	1,200	1,200	1,200	1,200	0	0	0.00
16512	5846	Renovation & Repairs	12,365	10,304	10,000	45,923	15,000	12,500	0	2,500	25.00
16512	5860	Equipment	16,103	20,097	12,000	78,113	19,000	12,000	0	0	0.00
			221,307	251,081	263,220	397,136	297,078	284,788	0	21,568	8.19
Department Total			522,720	602,196	657,722	791,638	699,684	687,306	0	29,584	4.50

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
FACILITIES MANAGER	3/21/2017	10,641	1,351.05	0.15	1	11,113	11,113
GOLF COURSE SUPT	7/11/2011	82,609	1,628.35	1.00	1	85,087	85,000
AFSCME		121,731	1,170.79	2.00		126,884	126,884
16511-5111		214,981		3.15		223,085	222,997
						-	-
16511-5113		-				-	-
LABORERS		50,960	50,960.00		91	50,960	50,960
LABORERS		20,480	20,480.00		32	20,480	20,480
CARTS		17,640	17,640.00		42	17,640	17,640
STARTER		35,805	35,805.00		77	35,805	35,805
CASHIER		32,256	32,256.00		63	32,256	32,256
RANGER		16,380	16,380.00		42	16,380	16,380
16511-5118		173,521	173,521.00			173,521	173,521
OVERTIME		6,000	6,000.00			6,000	6,000
16511-5131		6,000				6,000	6,000
		394,502		3.15		402,606	402,518

Union Detail

Job Desc	Start Date	Job Grp	Approved Budget FY2024	FTE	Calc Period	Munis Budget FY2025	Step	Dept Req FY2025	Mayor FY2025
Sr Pesticide/Groundskeeper	4/17/07	1	60,881.08	1.00	1,176.64	61,420.61	3	61,420.61	61,420.61
Mechanic	8/15/2022		60,850.40	1.00	1,219.76	65,463.77	2	65,463.77	65,463.77
			121,731.48	2.00		126,884.38		126,884.38	126,884.38

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	3.15
	FY2024	3.15
	FY2025	3.15
	Variance FY25 v. FY24	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
16512 Golf Course-Expenses				
5211 Electricity				
Golf Course, Clubhouse, workshop, Garage, pumphouse	21,300	0	0	0
Golf Course, Clubhouse, workshop, Garage, pumphouse, 10% increase	0	21,513	21,513	0
5211 Electricity Total	21,300	21,513	21,513	0
5217 Gas/Oil Heat				
Heating Oil for Maintenance Building 1000 gal/year	4,400	0	0	0
Heating Oil for Maintenance Building 1000 gal/year, 10% increase	0	4,840	4,840	0
Natural Gas for Club House	5,000	5,000	5,000	0
5217 Gas/Oil Heat Total	9,400	9,840	9,840	0
5270 Rental & Lease				
Gas cylinder rental	0	600	600	0
Golf Cars Lease Contract 2024-2026	0	61,836	61,836	0
Golf Cars Lease Contract	46,162	0	0	0
Middlesex Gases, Gas cylinder rental	600	0	0	0
Porta Potty Rental	150	1,200	1,200	0
Rent All- Compressor Rental for blowing out irrigation System	450	450	450	0
5270 Rental & Lease Total	47,362	64,086	64,086	0
5320 Contracted Services				
Bathroom Cleaning Services	12,200	12,200	12,200	0
Fire Extinguisher Service	250	250	250	0
Golf Cart Contract Service	4,000	4,000	4,000	0
Instant Alarm Contract	3,302	3,332	3,332	0
MyRec.com Software	1,121	1,121	1,121	0
Portable Toilet Service	2,300	500	500	0
POS Register Service	1,800	1,800	1,800	0
Proshop Manager Contract	36,882	36,882	36,882	0
Yearly Heating/AC unit Service	640	800	800	0
5320 Contracted Services Total	62,495	60,885	60,885	0
5341 Telephone				
Phone/Internet,/TV- Clubhouse, Register, Computers, Maintenance Bldg	5,100	5,610	5,610	0
5341 Telephone Total	5,100	5,610	5,610	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5354 Irrigation System Ma				
Irrigation Parts, PVC, Sprinkler heads, wiring, valves, electronics.	7,200	7,200	7,200	0
5354 Irrigation System Ma Total	7,200	7,200	7,200	0
5421 Office Supplies (Gen				
Copier Paper, Printing of Tickets, Paper, Pens, Toner Cartridges, Register Tape, membership Cert. WB Mason	3,000	3,000	3,000	0
5421 Office Supplies (Gen Total	3,000	3,000	3,000	0
5431 Bldg Rep/Maint Suppl				
Bathroom and water cooler supplies	3,500	3,500	3,500	0
Building Maintenance	2,100	2,100	2,100	0
5431 Bldg Rep/Maint Suppl Total	5,600	5,600	5,600	0
5461 Groundskeeping Suppl				
Bunker Sand, 2 Tractor trailer loads	2,900	3,045	3,045	0
Greens topdressing sand, Tee Divot mix, Black Sand, Loam	7,000	7,718	7,718	0
Grounds keeping Supplies- Pesticides, fertilizer, grass seed.	0	50,753	47,963	0
Groundskeeping Supplies- Pesticides, fertilizer, grass seed. Pesticides- \$25,000 Fertilizer- \$15,000 Seed- \$4000	46,035	0	0	0
5461 Groundskeeping Suppl Total	55,935	61,516	58,726	0
5581 Souvenirs/Merchandise				
ProShop Merchandise for resale.	20,000	20,000	20,000	0
5581 Souvenirs/Merchandise Total	20,000	20,000	20,000	0
5710 In State Travel/Meetings				
Reimbursement of superintendents private vehicle use. Seminar reimbursements.	900	900	900	0
5710 In State Travel/Meetings Total	900	900	900	0
5730 Dues And Sub				
Licenses & Dues Pesticide License \$153.52 x 3= \$462 GCSAA Dues \$430 GCSANE Dues \$236 Hoisting Licenses \$300	1,728	1,728	1,728	0
5730 Dues And Sub Total	1,728	1,728	1,728	0
5791 Uniforms				
Per union contract	1,200	1,200	1,200	0
5791 Uniforms Total	1,200	1,200	1,200	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5846 Renovation & Repairs				
Equipment parts/repairs. Equipment/vehicle repairs, parts, tools.	10,000	0	0	0
Equipment/vehicle service parts/repairs.	0	15,000	12,500	0
5846 Renovation & Repairs Total	10,000	15,000	12,500	0
5860 Equipment				
New Equipment needed to maintain the Golf Course. Blowers, string trimmers, chainsaws, tools. Specialty golf course equipment.	12,000	12,000	12,000	0
Sod Cutter	0	7,000	0	0
5860 Equipment Total	12,000	19,000	12,000	0
16512 Golf Course-Expenses Total	263,220	297,078	284,788	0

Witch House

Mission Statement

Why We Exist

The Witch House, a property of the City of Salem Park and Recreation Department, is a historic site offering public tours, educational programs, and historical interpretation. It is dedicated to preserving and interpreting the social history and material culture of the seventeenth century, as well as providing information about the Salem witchcraft trials of 1692 and their connection to the house's long-time owner, Judge Jonathan Corwin. The Witch House, which is listed on the National Register of Historic Places as part of Salem's historic McIntire District, was built between 1642 and 1675 and is the only home standing in modern-day Salem with direct ties to the witchcraft trials of 1692. It was restored to its seventeenth-century appearance in 1945 by Historic Salem, Incorporated, and opened to the public in 1947. The Witch House is committed to providing an exemplary program of public access that interprets the history, architecture, and collections of the house in a relevant, educational, and engaging way.



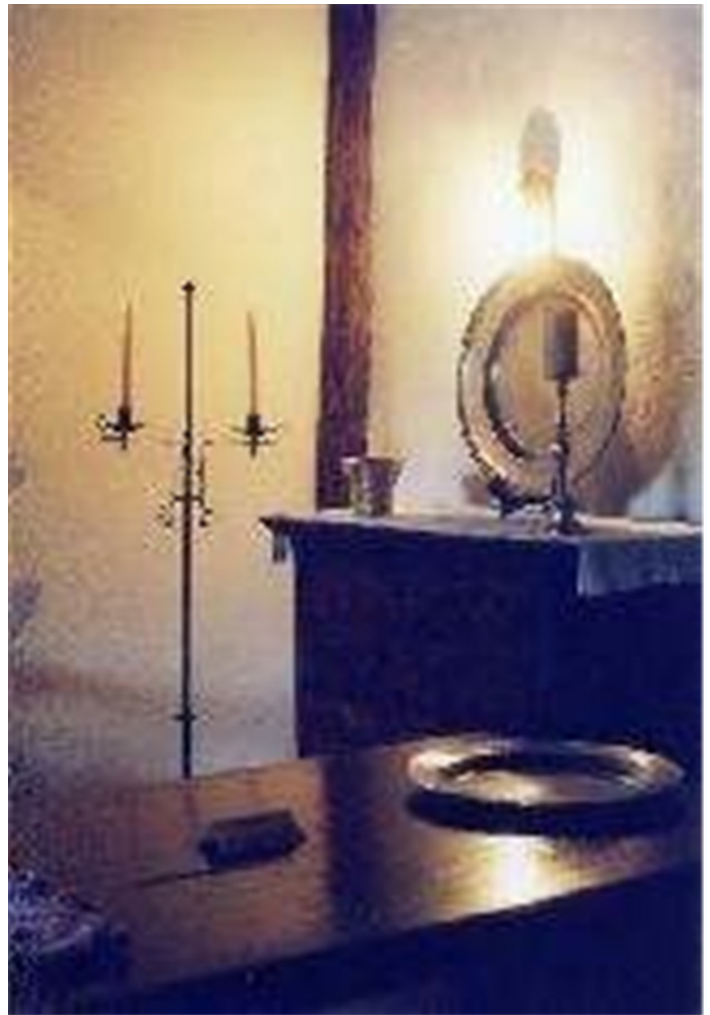
Goals and Objectives

- Review safety needs for staff and site in preparation of an even busier October in 2024. Communicate with law enforcement, HH planning group to ensure our site is supported and protected.
- Continue schedule of repairs by addressing all necessary clapboard repair for South side of house, as well as maintaining our interior repair schedule.

- Interview artists and request quotes to move forward with the first phase of our AR interactive tour element implementation.

How FY 2025 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- **Mayor's Goal:** Travel and Tourism; Continue to improve upon management of Haunted Happenings and other community events.
- **Witch House Goal:** Actively request quotes from AR artists and firms to move forward with the implementation of augmented reality components to the visitor experience. Such a multi-media installation would allow visitors to access auditory and visual elements through their phones or devices. This will include portals for educators to access our site for "pre" or "post" visit educational opportunities.



Significant Budget & Staffing Changes For FY 2025

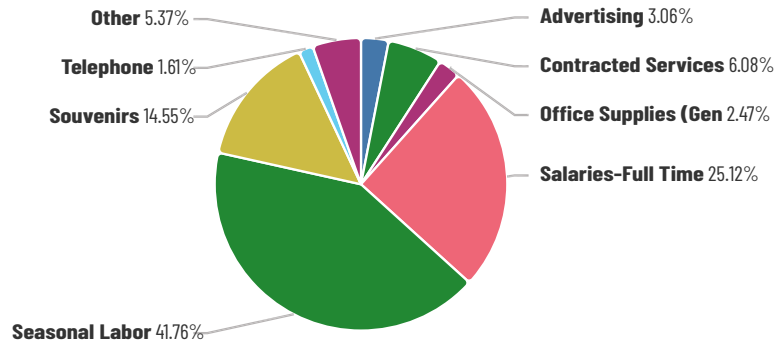
Increased budget requests for increased hourly wages

Recent Accomplishments

- Established a timed entry system that met the increasing concerns and demands of our busiest Halloween yet.

- Continued hosting lectures, special exhibits, and educational programming.
- Continued relationship building with local creatives, featuring local art in the gift shop.
- Continued schedule of repairs and maintenance to the house.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Revenues	\$211,672.85	\$473,468.25	\$620,799.31	\$620,000	\$640,000
Visitation	23,519	52,607	68,997	68,888	71,111

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Witch House - Personnel											
16521	5111	Salaries-Full Time	69,375	79,471	81,625	81,625	86,325	85,926	0	4,301	5.27
16521	5118	Seasonal Labor	93,519	71,144	135,616	135,616	143,520	143,520	0	7,904	5.83
			162,895	150,615	217,241	217,241	229,845	229,446	0	12,205	5.62
Witch House - Expenditures											
16522	5211	Electricity	4,011	3,160	4,300	5,345	4,730	4,730	0	430	10.00
16522	5215	Natural Gas	1,322	1,284	3,100	3,416	3,410	3,410	0	310	10.00
16522	5241	Building Maintenance	5,000	5,000	5,000	5,000	5,000	5,000	0	0	0.00
16522	5306	Advertising	10,432	9,970	10,500	11,020	10,500	10,500	0	0	0.00
16522	5320	Contracted Services	18,310	44,085	20,880	22,559	20,880	20,880	0	0	0.00
16522	5341	Telephone	4,961	4,913	4,400	5,177	5,533	5,533	0	1,133	25.75
16522	5381	Printing And Binding	1,640	2,210	2,300	2,450	2,300	2,300	0	0	0.00
16522	5421	Office Supplies (Gen	7,008	5,294	8,500	11,080	8,500	8,500	0	0	0.00
16522	5581	Souvenirs	26,736	22,581	45,000	58,843	50,000	50,000	0	5,000	11.11
16522	5846	Renovation & Repairs	0	0	3,000	6,400	3,000	3,000	0	0	0.00
			79,419	98,497	106,980	131,290	113,853	113,853	0	6,873	6.42
Department Total			242,314	249,113	324,221	348,531	343,698	343,299	0	19,078	5.88

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
WITCH HOUSE MANAGER	7/6/12	34,444	1,409.88	0.50	1	36,836	36,798
FACILITIES MANAGER	3/21/2017	10,641	1,398.34	0.15	1	11,269	11,113
ADMINISTRATIVE SUPPORT	9/5/2023	36,540	717.50	1.00	1	38,220	38,015
16521-5111		81,625		1.65		86,325	85,926
Hours							
Admin Support (1)		-				-	-
Guest Services In-Season (Mar-Nov)(7)		97,920	18.00		160.00	103,680	103,680
Guest Services Off-Season (3)		10,880	18.00		40.00	11,520	11,520
Shift Supervisor (1)		22,464	19.00		24.00	23,712	23,712
Weekend Visitor services (Sept/Oct)		4,352	18.00		32.00	4,608	4,608
16521-5118		135,616		0.00		143,520	143,520
		217,241		1.65		229,845	229,446

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	1.65
	FY2024	1.65
	FY2025	1.65
	Variance FY25 v. FY24	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
16522 Witch House-Expenses				
5211 Electricity				
National Grid Electric	4,300	4,730	4,730	0
5211 Electricity Total	4,300	4,730	4,730	0
5215 Natural Gas				
All Energy - Gas supplier	3,100	3,410	3,410	0
5215 Natural Gas Total	3,100	3,410	3,410	0
5241 Building Maintenance				
General building maintenance, supplies	3,000	3,000	3,000	0
Maintenance/Replacement	2,000	2,000	2,000	0
5241 Building Maintenance Total	5,000	5,000	5,000	0
5306 Advertising				
Visitors Guide, Trolley, Essex National Heritage Maps, Destination Salem, Haunted Happenings, Best Maps	10,500	10,500	10,500	0
5306 Advertising Total	10,500	10,500	10,500	0
5320 Contracted Services				
Comcash	1,500	1,500	1,500	0
Historic programming, Events, Lecturers, Honorarium, All Participants, etc.	19,380	19,380	19,380	0
5320 Contracted Services Total	20,880	20,880	20,880	0
5341 Telephone				
Verizon phone, wireless Comcast, Charge card Line, Fax & Internet	4,400	5,533	5,533	0
5341 Telephone Total	4,400	5,533	5,533	0
5381 Printing And Binding				
Promotional materials	2,300	2,300	2,300	0
5381 Printing And Binding Total	2,300	2,300	2,300	0
5421 Office Supplies (Gen				
General office supplies as needed	8,500	8,500	8,500	0
5421 Office Supplies (Gen Total	8,500	8,500	8,500	0
5581 Souvenirs				
Gift shop inventory for resale	45,000	50,000	50,000	0
5581 Souvenirs Total	45,000	50,000	50,000	0
5846 Renovation & Repairs				
	0	3,000	3,000	0
Witch House sign replacement	3,000	0	0	0
5846 Renovation & Repairs Total	3,000	3,000	3,000	0
16522 Witch House-Expenses Total	106,980	113,853	113,853	0

Pioneer Village

Mission Statement

Why We Exist

Pioneer Village was created to commemorate the 1630 arrival of the Winthrop Fleet to Salem's shores. We are committed to the maintenance, preservation and continued public accessibility of the site. Through tours, events and programming, we will ensure the accurate and relevant educational interpretation of our earliest colonial history.



could connect to the Witch House, Charter Street, Fort Lee, Fort Pickering Indigenous/Naumkeag Trail, Heritage Trail to offer our community/visitors an encapsulated pre-colonial and colonial inventory of Salem's 17th century municipally owned remaining sites within the context of modern day Salem.



Goals and Objectives

- To safely return to normal operations.
- To populate the calendar with more in-person events and programming.

How FY 2025 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

Mayor's Goal: Cultural; Continue to improve upon management of Haunted Happenings and other community events.

Pioneer Village Goal: To design and implement an Augmented Reality (AR) offering a very robust and unexpected new way to experience the village through sights and sounds of colonial and Indigenous Salem. This installation

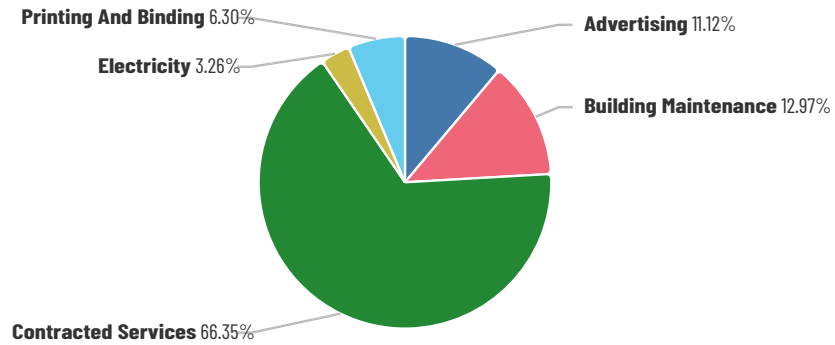
Significant Budget & Staffing Changes For FY 2025

No additional fund requests.

Recent Accomplishments

- Managed a record breaking season with over \$102,000 in revenue
- Continued to move forward with the Pioneer Village/Camp Naumkeag relocation project.
- Maintained a continued schedule of repairs
- Operated successful programming and events with local schools, businesses and the Indigenous community.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Pioneer Village - Expenditures											
16532	5211	Electricity	540	516	800	884	880	880	0	80	10.00
16532	5241	Building Maintenance	2,501	3,541	3,500	4,100	3,500	3,500	0	0	0.00
16532	5306	Advertising	3,000	2,190	3,000	3,800	3,000	3,000	0	0	0.00
16532	5320	Contracted Services	8,333	16,056	17,900	20,227	17,900	17,900	0	0	0.00
16532	5381	Printing And Binding	0	1,700	1,700	3,400	1,700	1,700	0	0	0.00
			14,374	24,004	26,900	32,411	26,980	26,980	0	80	0.30
		Department Total	14,374	24,004	26,900	32,411	26,980	26,980	0	80	0.30

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
16532 Pioneer Village-Expenses				
5211 Electricity				
National Grid Electric. Increased usage and rates.	800	880	880	0
5211 Electricity Total	800	880	880	0
5241 Building Maintenance				
General repairs and supplies.	3,500	3,500	3,500	0
5241 Building Maintenance Total	3,500	3,500	3,500	0
5306 Advertising				
Advertising.	3,000	3,000	3,000	0
5306 Advertising Total	3,000	3,000	3,000	0
5320 Contracted Services				
Programming and Events	9,900	9,900	9,900	0
Souvenirs	5,000	5,000	5,000	0
Tribal Council Consultation. The collaboration and consultation of the Indigenous community is necessary to accurately share the museum’s history and also integrate Indigenous representation throughout various city signage projects.	3,000	3,000	3,000	0
5320 Contracted Services Total	17,900	17,900	17,900	0
5381 Printing And Binding				
Promotional Materials	1,700	1,700	1,700	0
5381 Printing And Binding Total	1,700	1,700	1,700	0
16532 Pioneer Village-Expenses Total	26,900	26,980	26,980	0

Winter Island

Mission Statement

Why We Exist

Provide quality recreational facilities and services at Winter Island Park, offering a diverse range of maritime activities, focusing on equity, safety, improving services and affordability in accordance with the three pillars of the City of Salem FY2025 Strategic Plan, while maintaining economic self-sufficiency and compatibility with community standards and expectations.



Goals and Objectives

- Continue to foster relationship with Sail Salem.
- Continue to foster relationships with Salem Cub Scout Packs and Salem Boy Scout Troops as they prepare for future community service projects at Winter Island Park.
- Support the Salem COA by offering the Function Hall and outdoor Pavilion as possible off-site locations for some COA programs. (Improving Services)
- Add a bilingual seasonal employee to work in the Office/Store with the goal purpose of better meeting the needs for non-English speaking camping guests and visitors to Winter Island Park as well as those folks renting either of Winter Island Park's special event venues. (Improving Services)
- Pilot installation of recreational amenities at Winter Island Park for older adults with the goal purpose of increasing recreational utilization by older adults. (Livability)
- Complete Winter Island Resiliency project as it applies to ensuring long-term access to Winter Island Park amenities. (Livability)
- Pilot carry in/carry out trash policy at Winter Island Park during the months the campground is non-operational, November thru April. (Livability)
- Apply stain/wood preservative to the interior roof of the outdoor Pavilion. The goal to complete objective is within 10 months.
- Purchase building materials to repair existing and build additional seasonal storage racks for the Dinghy/Kayak Rack Program. Project completion date within 6 months.
- Purchase and install a storm door to the Office/Store within the next 10 months.
- Upgrade to the new enhanced citywide telephone system.
- Remove the existing concrete deck foundation located alongside the old seaplane hangar and resurface the area with asphalt. Goal to complete objective is November 2024.
- Replace steel door on the gatehouse at the entrance to Winter Island Park within the next 10 months.
- Remove existing and purchase and install a new energy efficient Hot Dawg replacement heater inside the Office/Store in the Fall 2024.
- Complete needed sewer system upgrade at the Winter Island Park bathhouse which includes excavating trench and installing 6" PVC sewer pipe from pump station to outlet at rear of bathhouse. Goal to complete objective is July / August 2024.
- Remove and replace roof on wooden gazebo which overlooks waterfront adjacent to main parking lot within next 10 months.
- Conduct feasibility study and research practicality of building a new gazebo at the end of sidewalk leading to Waikiki Beach. Goal to complete study / research objective, within 10 months.
- Purchase and mount large screen Smart TV on the wall in the Function Hall and make it available for meetings and events. Goal to complete objective July / August 2024.
- Purchase six 60" round commercialite tables for set-up of functions and events. Goal to complete objective July / August 2024.
- Purchase six rectangle commercialite banquet tables for set-up of functions and events. Goal to complete objective July / August 2024.
- Purchase 3 new pedestal grills and install them on select tent sites that have grills that need replacing. Goal to complete objective is within the next 10 months.
- Purchase steel frames and lumber to construct 6 traditional picnic tables for camping sites. Goal to complete objective is within next 10 months.
- Remove wooden exterior trim around all eight windows at the Function Hall and replace it with new PVC trim. Goal to objective is Fall 2024.
- Purchase and replace hot water heater in the bathhouse. Goal to objective is July / August 2024.
- Repair or replace the damaged overhead door in the garage. Goal to objective is within the next 10 months.
- Purchase and install three outdoor rated ceiling fans in the outdoor Pavilion. Goal to objective is within the next 10 months.
- Purchase a new Ford F350 XL Supercab pickup truck with 6.75 ft bed and complete with installed lift gate and Fisher snow plow truck-side wiring and controller.

Significant Budget & Staffing Changes For FY 2025

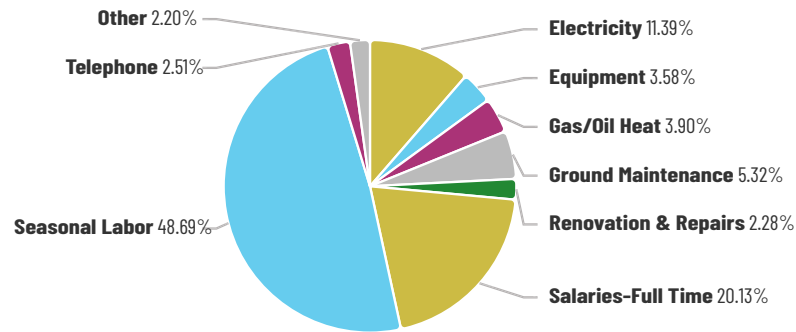
No Significant Budget or Staffing Changes anticipated for FY 2025.



Recent Accomplishments

- Worked in collaboration with Sail Salem program for children and adults.
- Sold a total of 1,839 Salem Resident vehicle stickers and 35 Non-Resident vehicle stickers for entrance to Winter Island Park, Forest River Park and McCabe Marina & Recreation Area, and designated Salem Willows parking spaces between May 1 - Nov 1, 2023.
- Rented the Function Hall and outdoor Pavilion a total of 118 and 45 times respectively for special functions and events.
- Continued good relationships with the Salem Cub Scout Packs and Salem Boy Scout Troops as they completed community service projects at Winter Island Park.
- Continued efforts in collaboration with Volunteers in mitigating invasive species at Winter Island Park.
- Maintained bi-weekly commercial beach raking on Waikiki Beach between Memorial Day and Labor Day.
- Publicly promoted our beach wheelchair, available for loan at no charge, making it possible for any person with a mobility impairment to visit – and enjoy – Waikiki Beach.
- One porta-potty (handicapped model) made available during the 'off-season' (November through April) for Winter Island Park visitors and guests.
- Purchased and installed a new Miracle playground which meets the latest safety standards and ADA guidelines.
- Restriped all vehicle and boat trailer parking spaces in the main parking lot.
- Restriped all HANDICAPPED PARKING spaces including VAN ACCESSIBLE spaces and installed new ADA compliant signs at each location.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Revenue at Winter Island	\$348,210	\$381,611	\$341,777	\$375,000	380,000
Rentals	29	108	163	160	155

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Winter Island - Personnel											
16991	5111	Salaries-Full Time	63,838	65,097	66,145	66,145	68,059	68,059	0	1,914	2.89
16991	5118	Seasonal Labor	130,946	129,019	155,503	155,503	164,658	164,658	0	9,155	5.89
			194,784	194,116	221,648	221,648	232,717	232,717	0	11,069	4.99
Winter Island - Expenditures											
16992	5211	Electricity	27,375	24,565	35,000	40,435	38,500	38,500	0	3,500	10.00
16992	5217	Gas/Oil Heat	8,293	8,797	12,000	12,000	13,200	13,200	0	1,200	10.00
16992	5249	Ground Maintenance	5,764	8,063	7,000	7,000	18,000	7,000	0	0	0.00
16992	5306	Advertising	0	0	500	500	500	500	0	0	0.00
16992	5320	Contracted Services	1,800	1,800	2,500	2,500	3,700	3,700	0	1,200	48.00
16992	5341	Telephone	5,412	5,378	8,500	9,390	8,500	8,500	0	0	0.00
16992	5381	Printing And Binding	834	1,525	2,000	2,000	2,000	2,000	0	0	0.00
16992	5421	Office Supplies (Gen	1,048	2,138	2,000	2,000	1,000	1,000	0	(1,000)	(50.00)
16992	5730	Dues And Sub	0	207	225	225	225	225	0	0	0.00
16992	5846	Renovation & Repairs	2,765	9,666	7,000	7,191	7,700	7,700	0	700	10.00
16992	5860	Equipment	10,829	5,608	11,000	12,547	12,100	11,000	0	0	0.00
			64,121	67,747	87,725	95,789	105,425	93,325	0	5,600	6.38
Department Total			258,904	261,863	309,373	317,437	338,142	326,042	0	16,669	5.39

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
MANAGER	3/14/11	66,145	1,303.81	1.00		68,059	68,059
16991-5111		66,145		1.00		68,059	68,059
					Hours		
GATEKEEPERS		42,545	16.50		113	44,748	44,748
OFFICE/STORE		29,279	16.00		77	30,800	30,800
ASSISTANT MANAGER		18,330	17.75		40	20,520	20,520
MAINTENANCE		44,109	16.00		116	46,400	46,400
HEAD MAINTENANCE		5,280	17.50		20	5,440	5,440
OFFICE MANAGER & Weekends		15,960	16.75		40	16,750	16,750
16991-5118		155,503				164,658	164,658
		221,647		1.00		232,717	232,717

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	1.00
	FY2024	1.00
	FY2025	1.00
	Variance FY25 v. FY24	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
16992 Winter Island-Expenses				
5211 Electricity				
Winter Island Road street lights, Office/Store, Function Hall, Pavilion, RV camp sites (29), bath house, hangar, garage, park lights, 10 accounts	35,000	38,500	38,500	0
5211 Electricity Total	35,000	38,500	38,500	0
5217 Gas/Oil Heat				
Propane Gas for Office/Store and Function Hall	12,000	13,200	13,200	0
5217 Gas/Oil Heat Total	12,000	13,200	13,200	0
5249 Ground Maintenance				
Bathhouse sewer system upgrade	0	11,000	0	0
Exterminators Services	1,000	1,000	1,000	0
Grounds maintenance supplies, custodial supplies, paper goods	6,000	6,000	6,000	0
5249 Ground Maintenance Total	7,000	18,000	7,000	0
5306 Advertising				
Salem Maps, Salem Tourism & Cultural Advertising	500	500	500	0
5306 Advertising Total	500	500	500	0
5320 Contracted Services				
COMCASH - POS	2,500	2,500	2,500	0
RB - Productions Myrec software	0	1,200	1,200	0
5320 Contracted Services Total	2,500	3,700	3,700	0
5341 Telephone				
Verizon, Comcast, Credit Card Lines, security cameras	8,500	8,500	8,500	0
5341 Telephone Total	8,500	8,500	8,500	0
5381 Printing And Binding				
Day passes, camping check-in cards/stickers, campground brochures and maps, RV wastewater disposal instructions and tickets	2,000	2,000	2,000	0
5381 Printing And Binding Total	2,000	2,000	2,000	0
5421 Office Supplies (Gen				
General office supplies, ink cartridges, office furniture	2,000	1,000	1,000	0
5421 Office Supplies (Gen Total	2,000	1,000	1,000	0
5730 Dues And Sub				
SALEM CHAMBER OF COMMERCE - SPLIT WITH REC	225	225	225	0
5730 Dues And Sub Total	225	225	225	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5846 Renovation & Repairs				
Repairs to equipment, camp sites, Function Hall, Office/Store, Hangar, Bathhouse, etc...	7,000	7,700	7,700	0
5846 Renovation & Repairs Total	7,000	7,700	7,700	0
5860 Equipment				
Equipment needed for groundskeeping & upkeep of Winter Island Park property including all camp sites, maintenance and upkeep of 2011 Ford F350 pickup truck	11,000	12,100	11,000	0
5860 Equipment Total	11,000	12,100	11,000	0
16992 Winter Island-Expenses Total	87,725	105,425	93,325	0

Charter Street

Mission Statement

Why We Exist

The primary purpose of the Charter Street Cemetery Welcome Center, located in the historic Pickman House at 43 Charter Street, is to protect and support the preservational efforts of Charter Street Cemetery, the oldest graveyard in Salem and one of the oldest cemeteries in the United States, circa 1637. The City of Salem and the Peabody Essex Museum have partnered to bring this unique opportunity to provide interpretation and historic programming to enrich the community of Salem and our visitor's experience of this nationally significant site.

Goals and Objectives

- Review procedures to ensure safety of staff and site in preparation for Haunted Happenings 2024.
- Begin utilizing revenue to repair damaged stones
- Continue developing database of headstones and corresponding biographical information
- Continue events and programming

Significant Budget & Staffing Changes For FY 2025

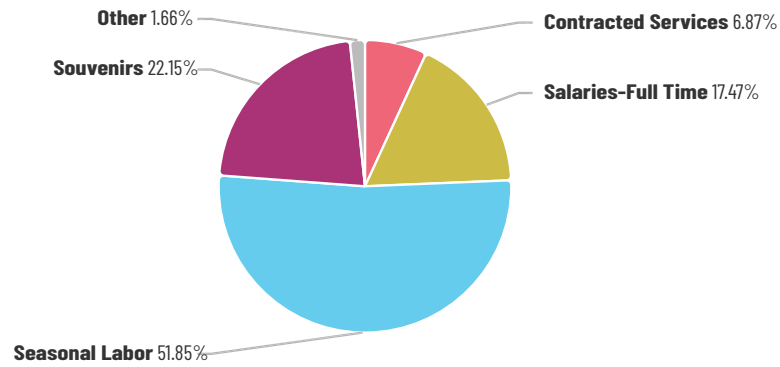
- Requested increase in hourly staff wages



Recent Accomplishments

- Increased revenue at \$193,393.00
- Hosted a variety of demonstrations and lectures

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Revenue	-	\$105,135	\$193,394	\$195,000	\$195,000
Visitation	-	100,000	110,000	120,000	120,000

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Charter Street - Personnel											
16981	5111	Salaries-Full Time	0	34,444	35,900	35,900	36,836	36,798	0	898	2.50
16981	5118	Seasonal Labor	99,504	103,060	112,943	112,943	109,316	109,316	0	(3,627)	(3.21)
			99,504	137,504	148,843	148,843	146,152	146,114	0	(2,729)	(1.83)
Charter Street - Expenditures											
16982	5306	Advertising	2,500	2,190	2,500	2,800	2,500	2,500	0	0	0.00
16982	5320	Contracted Services	3,643	3,394	14,490	15,890	14,490	14,490	0	0	0.00
16982	5421	Office Supplies (Gen	997	913	1,000	1,087	1,000	1,000	0	0	0.00
16982	5581	Souvenirs	31,661	23,391	41,700	57,071	46,700	46,700	0	5,000	11.99
			38,801	29,889	59,690	76,848	64,690	64,690	0	5,000	8.38
		Department Total	138,305	167,393	208,533	225,691	210,842	210,804	0	2,271	1.09

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
Manager	7/6/12	35,900	1,409.88	0.50	1.0	36,836	36,798
16981-5111		35,900		0.50		36,836	36,798
Hours							
Guest Services (In Season)		54,096	16.00		112	51,408	51,408
Guest Services (Off Season)		18,000	16.00		40	17,000	17,000
Shift Supervisor (1)		18,711	17.00		19	17,784	17,784
Admin Support (1)		17,784	18.00		19	18,772	18,772
Weekend Guest Services (Sept/Oct)		4,352	16.00		32	4,352	4,352
16981-5118		112,943				109,316	109,316
		148,843		0.50		146,152	146,114

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	0.50
	FY2024	0.50
	FY2025	0.50
	Variance FY25 v. FY24	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
16982 Charter St. Cemetery-Expense				
5306 Advertising				
	2,500	2,500	2,500	0
5306 Advertising Total	2,500	2,500	2,500	0
5320 Contracted Services				
Programming	14,490	14,490	14,490	0
POS subscription				
Maintenance Expenses				
5320 Contracted Services Total	14,490	14,490	14,490	0
5421 Office Supplies (Gen				
General office supplies as needed	1,000	1,000	1,000	0
5421 Office Supplies (Gen Total	1,000	1,000	1,000	0
5581 Souvenirs				
Gift shop inventory for resale	40,000	45,000	45,000	0
Telephone and Internet	1,700	1,700	1,700	0
5581 Souvenirs Total	41,700	46,700	46,700	0
16982 Charter St. Cemetery-Expense Total	59,690	64,690	64,690	0

Council On Aging

Mission Statement

Why We Exist

The mission of the Salem Council on Aging is to develop and offer inclusive programs for all seniors (60 and older) and younger disabled residents of Salem, regardless of their race, faith, culture, gender identity or sexuality, that affirm life and independence, challenge creativity, enhance socialization and promote spiritual, psychological, and physical wellness. Although most programs and services are offered at the Community Life Center, the Salem Council on Aging is also committed to serving the needs of the homebound, socially isolated and culturally diverse older adults and younger disabled individuals of Salem.

Goals and Objectives

- Goal: Bring COA programming into the community to increase participation and diversity of participants.
- Objective: Meet the socialization needs of diverse cultures by first quarter FY'25.
- Goal: Hire a bilingual Spanish/English Social Worker.
- Objective: Begin to meet social service needs of Spanish-speaking seniors by first quarter FY'25.
- Goal: Offer online registration for classes and events.
- Objective: Through our statistic tracking system, *My Senior Center*, work with developers to educate staff and seniors to an online registration option by second quarter FY'25.
- Goal: Promote COA offerings and services more widely in the community through the newsletter; *Senior Power*.
- Objective: Deliver *Senior Power* to more hubs, gathering places in the community and grow number by 15% of those who receive newsletter electronically by the end of first quarter FY'25.
- Goal: Enhance collaboration with Salem for All Ages Health subcommittee and Advocates for Positive Aging.
- Objective: Co-sponsor events that educate on Ageism/Positive Aging & Wellness by second quarter FY'25.
- Goal: Continue and expand community partnerships and services.
- Objective: Schedule one new offering or class per quarter such as lectures, Salem State University Nursing and Occupational Therapy Departments healthy living resource events, implement new wellness classes.
- Goal: Begin construction of the new Community Life Center kitchen.
- Objective: Work closely with City departments involved; Purchasing, Building, Health Departments, etc. to gain project momentum, complete design phase by second quarter of FY'25.
- Goal: Continue and expand Memory Cafe' and Caregiver Support Group participation.
- Objective: Offer additional resources, experiences and workshops for more people living with memory loss and their caregivers by second quarter FY'25.
- Goal: Through the \$100,000 Digital Literacy grant, train 65+ seniors who have had no technology experience.

- Objective: 65+ seniors will receive 15 hours of training, a new computer and free internet access for one year by the end of second quarter FY'25.
- Goal: Expand monthly *Spirituality Series-Heart & Soul Conversations*-topics; social isolation, spirituality and more.
- Objective: Grow the number of older adults by 10% who benefit from group conversations and workshops that address emotional and spiritual voids quarterly.
- Goal: Add two electric vehicles to support Transportation services.
- Objective: Create Transportation efficiency in line with City's overarching Sustainability goals by the third quarter of FY'25.

How FY 2025 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- **Mayor's Goal:** Pilot holding some COA programs off-site at selected locations.
- **COA Goal:** COA staff will bring programs, including those tailored to Spanish-speaking older adults, into community settings.
- **Mayor's Goal:** Add a bilingual social worker to the staff.
- **COA Goal:** Work with Human Resources to attract appropriate candidates who can serve the Spanish-speaking older adults of Salem.
- **Mayor's Goal:** Enable online registration for COA programs.
- **COA Goal:** By working with the creator of *My Senior Center*, increase online access to programs.
- **Mayor's Goal:** Expand distribution areas for *Senior Power*, the COA monthly newsletter, both English and Spanish versions.
- **COA Goal:** Ensure equitable access of programs and services including the expansion of electronic delivery.



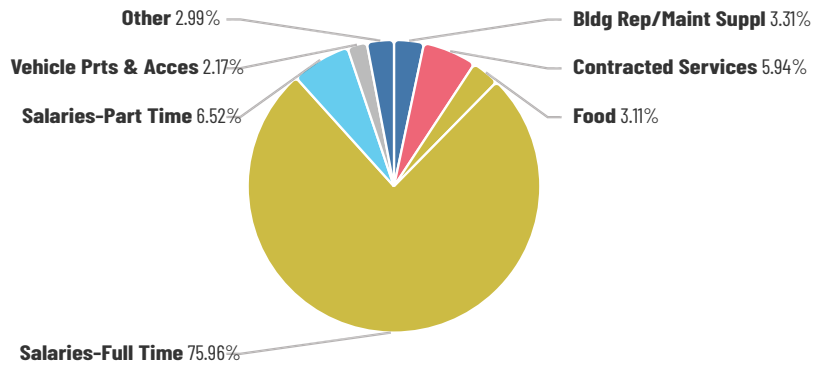
Significant Budget & Staffing Changes For FY 2025

-As of this writing, the COA is working to hire a Spanish-speaking Social Worker to better serve the Spanish-speaking older adults of Salem by ensuring access to health insurance, food security, housing and more. This is to fill a vacant position but now with the requirement to speak Spanish.

Recent Accomplishments in FY 2024

- The Council on Aging Board continue to be vital in supporting the COA leadership and staff and serve as strong advocates for additional subsidized senior housing.
- The Friends of the COA continue to support programs through the Annual Appeal as well as sponsoring 300 Thanksgiving meals and 350 Easter dinners for homebound and isolated seniors. Each year, the Friends sponsor large events like the Father's Day luncheon.
- Post pandemic, we are in full swing adding classes that often have wait lists. The popularity of several of our wellness classes speaks to the excellent offerings and quality of instructors.
- Social Services continues to be part of North Shore React and collaborates with the Community Impact Unit on shared cases of concern for elders at risk.
- The Memory Cafe' has grown and we were awarded \$10,000 for FY'24 to grow our efforts to offer programs for those living with dementia as well as a caregiver support group.
- The Salem Pantry visits once a week to offer surplus food to seniors and others. We still work with Farm Direct Co-Op for distribution of their surplus organic produce in season.
- The Social Services team and Activities Coordinator helped to coordinate AARP's Tax-Aide program, a free service to area seniors.
- On average, 30-35 seniors joined us each day at the center for congregate meals with increased participation for our monthly *Brunch and a Movie* offering. Dining Services continues to offer occasional self-cook meals and we await the ability to offer more cafe'-setting meals when the kitchen enhancement is complete.
- As in each year, 2500+ seniors receive counseling and support services for such topics as health and insurance benefits including Medicare, housing, surplus food distributions to prevent food insecurity and more.
- The COA Director serves as a Board member of AgeSpan, the Aging Service Access Point, that serves Salem seniors as well as the Civic Engagement Council at Salem State University.
- The R U OK? wellness check program continues in collaboration with the Salem Police Department. The Lockbox program continues in partnership with the Police Department and with support from Salem for All Ages.
- Transportation offers 1100-1200 one-way rides per month to Salem seniors and those living with a disability to medical appointments, grocery shopping and other destinations including the North Shore Mall and Trader Joe's.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Total number of senior citizens served through COA (unduplicated)	2223	2567	2806	2850	2900
Congregate Meals (duplicated)	5800	5830	6634	6650	6660
Social Services (unduplicated/duplicated)	1525/7434	1700/8050	1871/9429	1875/6977	1900/8000
Tax work-off participants (60 maximum allowed)	60	42	36	38	40
Transportation Van rides, point-to-point	15360	13200	13250	13250	13300
Volunteers	130	92	77	80	85

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Council On Aging - Personnel											
15411	5111	Salaries-Full Time	438,371	465,631	516,790	516,790	524,304	524,077	0	7,287	1.41
15411	5113	Salaries-Part Time	34,407	40,517	42,006	42,006	44,983	35,152	0	(6,854)	(16.32)
15411	5131	Overtime (General)	207	30	500	500	500	500	0	0	0.00
15411	5150	Fringe/Stipends	0	0	0	0	3,700	3,700	0	3,700	0.00
			472,985	506,177	559,296	559,296	573,487	563,429	0	4,133	0.74
Council On Aging - Expenditures											
15412	5320	Contracted Services	18,849	18,589	49,000	55,902	41,002	41,002	0	(7,998)	(16.32)
15412	5341	Telephone	0	0	0	0	350	350	0	350	0.00
15412	5351	Recreational Activit	3,894	4,292	6,000	6,250	6,250	6,250	0	250	4.17
15412	5381	Printing And Binding	1,450	874	1,500	1,500	1,500	1,500	0	0	0.00
15412	5421	Office Supplies (Gen	4,311	4,747	4,000	4,000	4,000	4,000	0	0	0.00
15412	5431	Bldg Rep/Maint Suppl	13,514	17,746	21,300	21,931	22,830	22,830	0	1,530	7.18
15412	5483	Vehicle Prts & Acces	9,833	8,142	15,000	15,000	15,000	15,000	0	0	0.00
15412	5491	Food	3,339	15,775	15,600	15,600	21,500	17,500	0	1,900	12.18
15412	5710	In State Travel/Meetings	172	320	1,500	1,500	1,500	1,500	0	0	0.00
15412	5730	Dues And Sub	1,761	1,530	2,850	2,850	2,850	2,850	0	0	0.00
			57,124	72,014	116,750	124,533	116,782	112,782	0	(3,968)	(3.40)
Department Total			530,109	578,192	676,046	683,829	690,269	676,211	0	165	0.02

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
COA Director	10/2/2017	88,027	1,735.14	1.00	1	91,027	91,027
OUTREACH SOCIAL WORKER	3/5/1993	25,631	1,202.91	0.42	1	26,768	26,768
RECEPTIONIST	4/24/2023	31,911	699.76	0.89	1	32,997	32,997
ACTIVITIES COORDINATOR	8/19/14	40,304	863.54	0.92	1	42,093	42,093
SOCIAL SERVICE COORDINATOR	12/18/1995	64,759	1,276.50	1.00	1	67,633	67,633
TRANSPORTATION COORD	6/15/2017	59,560	1,174.01	1.00	1	61,347	61,284
PROGRAM MANAGER	6/11/2015	45,917	1,350.89	0.67	1	47,294	47,131
SOCIAL WORKER		45,202	-	1.00	1	45,000	45,000
DINING SERVICES COORDINATOR		28,047	833.25	0.67	1	29,142	29,142
KAY WALSH - INTERN COA/SOCIAL WORK INTERN		2,500					
BOARD CLERK-STIPEND		1,200					
AFSCME		70,722		1.50		81,003	81,003
15411-5111		503,780		9.07		524,304	524,077
P/T VAN DRIVER		11,830	-	0.40	14	13,548	13,548
P/T VAN DRIVER/DISPATCHER				0.54	19	19,588	19,588
P/T VAN DRIVER				0.13	18	2,015	2,015
DINING SERVICES ASSISTANT		-	7,411.19	0.54	19	9,832	-
15411-5113		42,006		1.61		44,984	35,152
BOARD CLERK-STIPEND	10/19/22		-			1,200	1,200
STIPEND/FRINGE		-	-			-	-
15411-5150		-		-		3,700	3,700
OVERTIME		500				500	500
15411-5131		500				500	500
		546,286		10.68		573,488	563,429

Union Detail

Job Desc	Start Date	Job Grp	Approved Budget FY2024	FTE	Calc Period	Munis Budget FY2025	Step	Dept Req FY2025	Mayor FY2025
PRINCIPAL CLERK			56,605.12	1.00	995.88	51,984.94	1	51,984.94	51,984.94
SR BLDG CUST	06/17/2022	1	14,116.77	0.50	555.90	29,017.98	3	29,017.98	29,017.98
			70,721.89	1.50		81,002.92		81,002.92	81,002.92

Grants Detail

Job Description	Dept/Grant	Org/Obj	FTE	Amount
DINING SERVICES COORD	TITLE III C	25763-5111	0.32	13,918.66
	COA Budget	15411-5111	0.64	27,837.32
	EOEA Formula Grant	24603-5111	0.04	1,739.83
P/T VAN DRIVER	EOEA Formula Grant	24603-5111	0.51	14,906.16
P/T VAN DRIVER	TITLE III B	25753-5113	0.40	11,809.98
P/T VAN DRIVER	EOEA Formula Grant	24603-5113	0.46	11,809.98
P/T VAN DRIVER	CDBG	24613-5113	0.38	13,892.24
	COA Budget	15411-5113	0.13	2,075.85
				15,968.09
PT SOCIAL WORKER	State Formula	24603-5111	0.58	36,965.62
	COA Budget	15411-5111	0.42	26,768.21
				63,733.83
RECEPTIONIST	Rec Budget	16501-5111	0.11	4,078.28
	COA Budget	15411-5111	0.89	32,996.96
				37,075.24
ACTIVITIES COORD	COA Budget	15411-5111	0.92	42,092.81
	EOEA State Formula	24603-5111	0.08	3,660.24
				45,753.05
PROGRAM MANAGER	COA Budget	15411-5111	0.67	47,130.61
	Rec Budget	16501-5111	0.33	23,213.59
	EOEA State Formula	24603-5111	0.46	18,000.00

Budgeted Fund FTE

Full-Time Equivalent Employees:	FY2023	10.23
	FY2024	10.60
	FY2025	10.68
	Variance FY25 v. FY24	0.08

All Funds FTE

Full-Time Equivalent Employees:	FY2023	10.93
	FY2024	13.85
	FY2025	13.91
	Variance FY25 v. FY24	0.06

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
15412 Council On Aging-Expenses				
5320 Contracted Services				
Copier Leases	0	3,500	3,500	0
Lahey Landscaping contract-CLC	32,000	0	0	0
Landscaping contract-CLC	0	14,002	14,002	0
Preventative Maintenance for HVAC Equipment at CLC	11,000	20,000	20,000	0
Service contract Base Rate and Copies	0	3,500	3,500	0
Service contract with Conway Technology Group Base Rate and Copies	3,000	0	0	0
Wells Fargo Copier Leases	3,000	0	0	0
5320 Contracted Services Total	49,000	41,002	41,002	0
5341 Telephone				
Fax line for COA/CLC	0	350	350	0
5341 Telephone Total	0	350	350	0
5351 Recreational Activit				
Guest Lectures, Musical programs, Holiday events.	3,000	3,250	3,250	0
Recreational activities for Salem Seniors	3,000	3,000	3,000	0
5351 Recreational Activit Total	6,000	6,250	6,250	0
5381 Printing And Binding				
Business cards, Board nameplates, stationery and envelope printing	400	400	400	0
Printing of flyers for major events and brochures as needed	1,100	1,100	1,100	0
5381 Printing And Binding Total	1,500	1,500	1,500	0
5421 Office Supplies (Gen				
Misc. office supplies as needed	4,000	4,000	4,000	0
5421 Office Supplies (Gen Total	4,000	4,000	4,000	0
5431 Bldg Rep/Maint Suppl				
Misc. building maintenance supplies as needed.	0	6,330	6,330	0
Misc. building maintenance supplies as needed. Costs for custodian's uniform.	6,300	0	0	0
monthly service charge for elevator, repairs to elevator, yearly certification	15,000	16,500	16,500	0
5431 Bldg Rep/Maint Suppl Total	21,300	22,830	22,830	0
5483 Vehicle Prts & Acces				
parts and general repairs for aging fleet	15,000	15,000	15,000	0
5483 Vehicle Prts & Acces Total	15,000	15,000	15,000	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5491 Food				
Food/refreshments for special events separate from usual kitchen operations.	3,600	3,500	3,500	0
Purchase of food and smaller wares to offer more self-cook offerings as we get closer to and when the new CLC kitchen is expanded.	12,000	18,000	14,000	0
5491 Food Total	15,600	21,500	17,500	0
5710 In State Travel/Meetings				
MCOA fall conference (2) social workers and COA Director	1,000	1,000	1,000	0
Travel for COA Director, three social workers, Dining Services Coordinator and occasionally other COA staff	500	500	500	0
5710 In State Travel/Meetings Total	1,500	1,500	1,500	0
5730 Dues And Sub				
Annual membership for Mass Council on Aging Association, Salem News, Beeyonder Travel and Motion Picture Licensing.	2,850	2,850	2,850	0
5730 Dues And Sub Total	2,850	2,850	2,850	0
15412 Council On Aging-Expenses Total	116,750	116,782	112,782	0

Library

How FY 2025 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

- The Salem Public Library is open seven days a week and prioritizes excellent customer service in person, over the phone, and online to maintain a high level of accessibility and responsiveness to Salem's citizens.
- The Pop Up Library is a mobile team of librarians tasked with bringing services into the community to expand library access and reach more residents. The number of Pop Up visits increases each year and includes regularly scheduled events, school open houses, and community events.
- The Library champions equity and offers online registration for e-cards, granting full access to the Salem Public Library's digital collections. The library no longer charges overdue fines, programs are free, and printing and copying services are offered at a discounted fee of \$0.10 per page. One-on-one technology appointments are available and residents can drop by anytime for technical assistance and instruction.
- We strive to make our building a welcoming place for all residents and visitors. We celebrate inclusiveness with ongoing efforts to improve accessibility, by cultivating diverse collections, and by developing partnerships to better reach members of the community.
- As a member of NOBLE (North of Boston Library Exchange), a cooperative effort of 25 area libraries, the Salem Public Library stretches tax dollars with services a single library could not afford to provide on its own. This regionalized service enables NOBLE libraries to share a common catalog, circulation system, internet access, e-book and audio collections, online resources, computer reservation and printing software, staff training resources, and more. NOBLE negotiates group purchases of databases, services, and computer equipment at affordable prices. With a library card, Salem citizens can check out material in any library in Massachusetts, or request an item be delivered to their home library for pick up.
- Many online options are available to deliver services more efficiently. Library services that are always available online include: e-card registration, library account management, renewals, requests for library materials, lost item payments, research databases, tutorials, museum pass booking, program registration, downloadable e-books and audiobooks, language learning programs, and test preparation. Mobile printing allows patrons to print directly from their own devices.
- The Salem Public Library is a strong supporter of the Salem Schools and actively works toward strengthening partnerships to support students and families. Databases, books, e-books, and digital audiobooks are purchased by the Salem Public Library to support the school curriculum. The Library offers tours for school groups, classroom registration for library cards, and classroom visits for preschool through 5th grade. Each year the library organizes an author visit for 4th Grade students and the 5th Grade Read program, and purchases copies of the books for the classrooms to encourage the enjoyment of reading. The Overdrive Connect program allows students to borrow Salem Public Library ebooks and digital audiobooks through Sora using their student credentials, at no cost to the schools. The Library also offers programs and activities for students of all ages to promote learning, creativity, and socialization.



Mission Statement

Why We Exist

To provide quality public library service at the Salem Public Library in a reliable, caring, and cost-effective manner; delivering a level of library service that exceeds our patrons' expectations and to achieve consistent upward growth in the total quality of our Salem Public Library services and collections.

Goals and Objectives

- Maintain emphasis on excellent customer service in person, over the phone, and online.
- Continue to evaluate and improve the accessibility of the building, collections, services, and programs.
- Develop partnerships to expand access to library services and support community organizations.
- Pursue opportunities to engage with and support the schools.
- Increase number of Pop Up Library visits in the community.
- Curate a Portuguese language collection in the Children's Room by September 2024.
- Initiate planning for a plant seed library by November 2024.
- Plan second phase of the redesign of Reference Floor by December 2024.
- Complete IRS certification to host VITA tax preparation services and recruit volunteers by February 2025.
- Reevaluate collection names and locations and implement changes by May 2025.
- Integrate MBTA information into digital display by June 2025.



Significant Budget & Staffing Changes For FY 2025

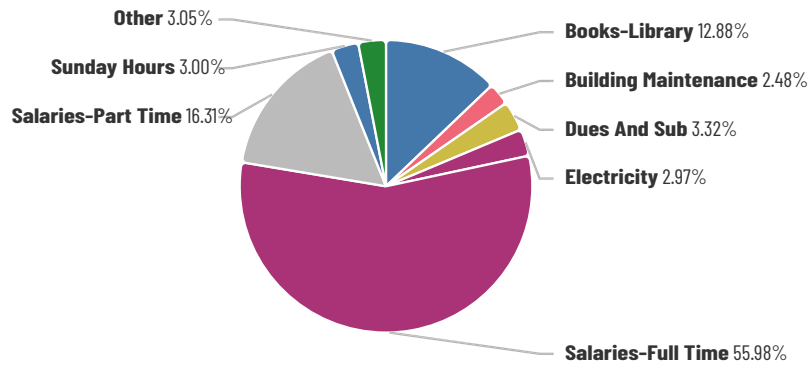
This budget request meets the State’s mandated Municipal Appropriation Requirement (MAR), the amount needed to be certified by the Massachusetts Board of Library Commissioners. Certification allows the library to be eligible to receive State Aid grant money (\$107,448 in FY24), gives Salem residents borrowing privileges at area libraries, and allows materials to be borrowed from other libraries and delivered to Salem. There are no staffing level changes for FY25.

Recent Accomplishments

- Introduced innovative programs including Family Circle Time to Celebrate Neurodiversity, Chess for all ages, STEM Storytime, Nailed It Cupcake Decorating, and Read to a Dog.
- Created a “Calm Corner” in the Children’s Room for kids experiencing sensory issues with comfortable bean bag seating, fidget toys, a weighted blanket, and a set of noise cancelling headphones.
- Hosted special events including Family Fun Night, Teen Night, Keepy Uppy Party, Baby Rave, Statewide Read-In, After Hours Ghosts at the Library, Noodle Boat Races, and Half Day Hooray programs on school early release days.

- Implemented 1,000 Books Before Kindergarten program.
- Increased outreach efforts to include Pop Up Library visits at the Community Life Center, community events, and school events.
- Introduced regularly scheduled offsite storytimes including monthly Pop Up bilingual storytimes at the Salem Community Child Care Centers and the Fresh Express Laundry, and weekly Pop Up storytime at the Salem Farmers’ Market.
- Upgraded public computers on the Reference Floor with new PCs and larger 24 inch monitors, and added two new microfilm research PCs.
- Added Strawberry Banke museum pass.
- Expanded e-book and digital audio collections.
- Organized the Salem Literary Festival Children’s Day event in partnership with the Salem Athenaeum featuring Raul The Third, Betsy Ellor, and Jamie Michalak, and installed a storywalk in the Ropes Garden.
- Expanded the Library of Things collection to include a portable DVD player, CD player, and karaoke machine.
- Engaged in partnerships with Salem Council on Aging, AgeSpan, Salem Literary Festival, Salem Pantry, Salem State University, CFCE of the North Shore, North Shore CDC, National Park Service, Pathways for Children, the Peabody Essex Museum, the House of Seven Gables, the YMCA, and the schools.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Volumes in Circulation	161,690	168,637	242,424	250,000	260,000
Total Volumes Borrowed	154,458	235,498	250,601	270,000	290,000
Total Electronic Usage	26,478	34,274	42,339	45,000	47,000
Attendance in Library	7,776	87,353	100,266	102,000	104,000
Number of Salem Library Cardholders	17,006	16,343	16,660	17,200	18,000
Number of Reference Questions Asked	26,760	40,932	40,196	41,500	42,000
Number of Programs Held	351	272	277	280	290
Number of Internet Computer Sessions	0	6,448	8,268	8,500	8,700
Number of Wireless Sessions	19,066	58,549	60,845	63,000	65,000
Offsite Outreach Programs	0	12	42	50	55

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Library - Personnel											
16101	5111	Salaries-Full Time	820,684	848,648	905,074	905,074	933,926	931,961	0	26,887	2.97
16101	5113	Salaries-Part Time	197,964	222,242	257,899	257,899	272,164	272,164	0	14,265	5.53
16101	5115	Sunday Hours	27,960	39,185	47,074	47,074	50,074	50,074	0	3,000	6.37
16101	5131	Overtime (General)	3,364	2,990	4,000	4,000	4,000	4,000	0	0	0.00
			1,049,972	1,113,065	1,214,047	1,214,047	1,260,164	1,258,199	0	44,152	3.64
Library - Expenditures											
16102	5211	Electricity	41,756	37,974	45,000	51,802	49,500	49,500	0	4,500	10.00
16102	5216	Oil & Gas Heating Fuel	12,620	12,147	14,500	20,036	15,950	15,950	0	1,450	10.00
16102	5241	Building Maintenance	32,143	38,292	37,729	38,729	41,386	41,386	0	3,657	9.69
16102	5284	Equipment Lease	0	0	0	0	3,240	3,240	0	3,240	0.00
16102	5317	Educational Training	0	0	1,000	350	1,000	1,000	0	0	0.00
16102	5341	Telephone	2,838	2,427	3,380	3,762	2,600	2,600	0	(780)	(23.08)
16102	5421	Office Supplies (Gen	0	0	0	0	8,760	8,760	0	8,760	0.00
16102	5451	Custodial Supplies	6,637	6,393	7,400	7,400	7,400	7,400	0	0	0.00
16102	5512	Books & Materials	199,046	201,014	209,834	211,668	214,784	214,784	0	4,950	2.36
16102	5516	Microfilm Subscripti	487	487	500	500	500	500	0	0	0.00
16102	5517	Periodicals	4,866	5,098	7,000	7,000	7,500	7,000	0	0	0.00
16102	5730	Dues And Sub	54,436	54,364	66,361	63,011	55,421	55,421	0	(10,940)	(16.49)
			354,827	358,196	392,704	404,258	408,041	407,541	0	14,837	3.78
		Department Total	1,404,799	1,471,261	1,606,751	1,618,305	1,668,205	1,665,740	0	58,989	3.67

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
Director	9/10/2012	103,908	2,048.19	1.00	1	107,450	107,450
Assistant Director	06/30/2022	76,789	1,513.64	1.00	1	78,714	79,407
Spec Library Assistant/MLS	1/28/2019	52,793	1,040.64	1.00	1	57,793	55,136
Tech Serv Computer	10/16/17	71,380	1,407.00	1.00	1	73,445	73,445
Dept Head MLS/Tech Serv Catalog	05301989	61,753	1,217.30	1.00	1	63,543	63,543
Staff Librarian II	5/25/2018	48,376	953.40	1.00	1	49,767	49,767
Dept Head MLS/Reference Librarian	8/19/13	61,753	1,217.30	1.00	1	63,543	63,543
Staff Librarian III MLS	10/23/17	53,035	1,045.45	1.00	1	54,572	54,572
Staff Librarian I	11/28/18	44,863	884.45	1.00	1	46,168	46,168
Dept Head MLS/Children's Librarian	12/13/10	61,753	1,217.30	1.00	1	63,543	63,543
Dept Head/Circulation Librarian	1/22/18	59,441	1,171.45	1.00	1	61,150	61,150
Staff Librarian II	5/2/2022	46,956	925.40	1.00	1	48,306	48,306
Staff Librarian III	09111995	50,687	999.25	1.00	1	52,161	52,161
Staff Librarian I	06/27/2022	43,534	858.20	1.00	1	44,798	44,798
SHIFT DIFFERENTIAL		-	-			-	-
MLIS Certification		2,000	2,000.00			2,000	2,000
AFSCME		66,053		1.00		66,971	66,971
16101-5111		905,074		15.00		933,926	931,961
Library Assistant II	11/16/15	18,096	356.64	0.46	16.0	18,617	18,617
Library Assistant I	11/13/2023		160.74	0.24	8.5	8,390	8,390
Library Assistant I	8/22/15	8,145	160.56	0.23	8.0	8,381	8,381
Library Assistant I	1/26/05	18,164	358.05	0.50	17.5	18,690	18,690
Library Assistant I	09/08/2022	17,290	340.90	0.50	17.5	17,795	17,795
Library Assistant I	11/14/2022	3,458	68.18	0.10	3.5	3,559	3,559
Library Assistant I	8/10/11	2,565	50.55	0.07	2.5	2,639	2,639
Library Assistant I	9/4/07	10,898	214.83	0.30	10.5	11,214	11,214
Library Assistant I	4/12/2022	7,904			0.0	-	-
Library Assistant II MLS	10/04/2006	20,326	400.64	0.46	16.0	20,913	20,913
Staff Librarian III	08/01/1985	30,412	599.55	0.60	21.0	31,297	31,297
Library Assistant II MLS	3/11/16	14,377	283.32	0.26	9.0	14,789	14,789
Library Assistant I	11/21/19	16,291	331.16	0.34	16.5	17,286	17,286
16101-5113		167,926		4.05		173,571	173,571
LIBRARY PAGE	7/25/2022	6,344	120.00	0.22	8.0	6,264	6,264
LIBRARY PAGE		8,723	78.75	0.08	3.0	4,111	4,111

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
LIBRARY PAGE	10/01/19	6,032	120.00	0.22	8.0	6,264	6,264
LIBRARY PAGE	08/11/16	7,930	150.00	0.28	10.0	7,830	7,830
LIBRARY PAGE	8/30/2021	3,172	60.00	0.11	4.0	3,132	3,132
LIBRARY PAGE	9/21/2021	4,758	120.00	0.22	8.0	6,264	6,264
LIBRARY PAGE	9/26/2022	4,758	120.00	0.22	8.0	6,264	6,264
LIBRARY PAGE	9/25/2023		60.00	0.11	4.0	3,132	3,132
-							
Substitute Library Asst. I	06/10/2019	-	-				
Substitute Library Asst. I	7/01/14	-	-			-	-
Substitute Library Asst. I	4/12/2022					-	-
Substitute Library Asst. I	8/31/2009	-	-			-	-
-							
JR. BLDG CUSTODIAN	03/15/2018	14,560	280.00	0.46	16.0	16,704	16,704
JR. BLDG CUSTODIAN		936	18.00	0.02	1.0	1,044	1,044
JR. BLDG CUSTODIAN	9/19/2022	10,920	210.00	0.34	12.0	12,528	12,528
JR. BLDG CUSTODIAN	1/21/17	10,920	210.00	0.34	12.0	12,528	12,528
JR. BLDG CUSTODIAN	12/5/2022	10,920	210.00	0.34	12.0	12,528	12,528
-							
16101-5113		89,973		2.96		98,593	98,593
-							
Sunday Hours		47,074	45,027.42			50,074	50,074
Overtime		4,000	4,000.00			4,000	4,000
-							
		1,214,047		22.01		1,260,164	1,258,199

Union Detail

Job Desc	Start Date	Job Grp	Approved Budget FY2024	FTE	Calc Period	Munis Budget FY2025	Step	Dept Req FY2025	Mayor FY2025
LIBRARY CUSTODIAN	9/15/14	1	66,053.00	1.00	1,276.61	66,639.04	2	66,971.03	66,971.03
			66,053.00	1.00		66,639.04		66,971.03	66,971.03

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	22.01
	FY2024	22.01
	FY2025	22.01
	Variance FY25 v. FY24	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
16102 Library-Expenses				
5211 Electricity				
National Grid, Constellation	45,000	49,500	49,500	0
5211 Electricity Total	45,000	49,500	49,500	0
5216 Oil & Gas Heating Fuel				
National Grid, UGI	14,500	15,950	15,950	0
5216 Oil & Gas Heating Fuel Total	14,500	15,950	15,950	0
5241 Building Maintenance				
3Phase Elevator (monthly maintenance fees, inspection fees, repairs, etc.)	5,980	0	0	0
A-1 Exterminators (\$132 per month, maintenance etc.)	1,584	0	0	0
ATCO (HVAC maintenance) *required for warranty	9,800	9,800	9,800	0
Bibliotheca software (library theft detection system and occupancy counters)	625	0	0	0
Bibliotheca software and security gate maintenance (library theft detection system and occupancy counters)	0	3,762	3,762	0
Carpet Cleaning (MLSA Union Contract and required for warranty)	4,300	4,300	4,300	0
Citron (OSHA disposal services)	1,255	1,255	1,255	0
Cunningham Security (yearly monitoring, maintenance)	1,600	1,600	1,600	0
Elevator (monthly maintenance fees, inspection fees, repairs, etc.)	0	6,500	6,500	0
Elevator monitoring	0	2,650	2,650	0
Exterminators	0	1,584	1,584	0
Fire sprinkler system	0	3,935	3,935	0
General Repairs	6,000	6,000	6,000	0
Hiller Companies (fire sprinkler system) & Talbot electric	3,935	0	0	0
Keane Fire & Safety Equipment, Lyons Plumbing, Patriot Alarm (Elevator Monitoring)	2,650	0	0	0
5241 Building Maintenance Total	37,729	41,386	41,386	0
5284 Equipment Lease				
Copier Lease	0	3,240	3,240	0
5284 Equipment Lease Total	0	3,240	3,240	0
5317 Educational Training				
MLSA UNION CONTRACT	1,000	1,000	1,000	0
5317 Educational Training Total	1,000	1,000	1,000	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5341 Telephone				
740-4533 \$32.00 x 12 mos, 744-0860 \$18.00 x 12 mos, 744-0863 \$28.00 X 12 mos	836	0	0	0
740-4533, 744-0860, 744-0863	0	836	836	0
744-4143 \$99.00 x 12 mos, 744-3931/744-9667 80 per mo x 12 mos	2,148	0	0	0
744-4143, 744-3931, 744-9667	0	1,368	1,368	0
744-5442 \$18.00 x 12 mos, 744-3931 long distance \$32.00 x 12 mos	396	396	396	0
5341 Telephone Total	3,380	2,600	2,600	0
5421 Office Supplies (Gen				
Office Supplies & Marketing Materials	0	4,260	4,260	0
Toner Supplies	0	4,500	4,500	0
5421 Office Supplies (Gen Total	0	8,760	8,760	0
5451 Custodial Supplies				
General custodial supplies	0	7,400	7,400	0
General Custodial supplies (Staples, Home Depot, Winer Bros., etc.)	7,400	0	0	0
5451 Custodial Supplies Total	7,400	7,400	7,400	0
5512 Books & Materials				
Amazon, Baker & Taylor, Ingram, e-books, databases	201,934	0	0	0
E-books, databases	0	205,934	205,934	0
Museum Passes	4,700	5,350	5,350	0
Program Supplies	3,200	3,500	3,500	0
5512 Books & Materials Total	209,834	214,784	214,784	0
5516 Microfilm Subscripti				
New England Micrographics	500	500	500	0
5516 Microfilm Subscripti Total	500	500	500	0
5517 Periodicals				
North Shore News, Amazon, etc.	7,000	0	0	0
Periodicals	0	7,500	7,000	0
5517 Periodicals Total	7,000	7,500	7,000	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5730 Dues And Sub				
Copier Lease and Office Supplies	11,000	0	0	0
NOBLE (bid) - North of Boston Library Exchange consortium of 17 public libraries, 7 colleges, 1 private high school library, and 1 special library.	54,821	0	0	0
North of Boston Library Exchange consortium of 17 public libraries, 7 colleges, 1 private high school library, and 1 special library.	0	54,821	54,821	0
Website hosting fees for salempl.org	0	600	600	0
Zoom Subscription	540	0	0	0
5730 Dues And Sub Total	66,361	55,421	55,421	0
16102 Library-Expenses Total	392,704	408,041	407,541	0



Veterans

Mission Statement

Why We Exist

The Veterans' Services Department's primary responsibility is to provide Mass. state benefits for eligible veterans and their dependents provided under M.G.L. 115. 75% of these benefits costs are reimbursed to the City of Salem. Additional responsibilities include coordination for the city's Memorial Day and Veteran Day activities, assist veterans and dependents in obtaining federal VA compensation and/or pensions, advocacy to reduce veteran homelessness, assist in employment searches, enrollment into the VA health care system, and educational benefits.



Goals and Objectives

- A new location that better suits the Veterans Department with increased privacy and space remains a priority.
- Establish a committee to redo the Salem Common War Memorial in anticipation of the 400th Anniversary of the city in 2026.
- To help finalize the new Massachusetts National Guard Museum.

How FY 2025 Departmental Goals Relate to City's Overall Long & Short -Term Goals

- The veteran's department goals remain consistent with the Mayors goals of improving communication and transparency with our veterans, veteran dependent population, and citizens. All donation account information and basic reimbursable expenses are open to view by all citizens of Salem.
- Continue outreach to all the area neighborhood associations and public housing units.
- We will continue our outreach through the Community Life Center to help identify those veterans and families that are still not known to us.



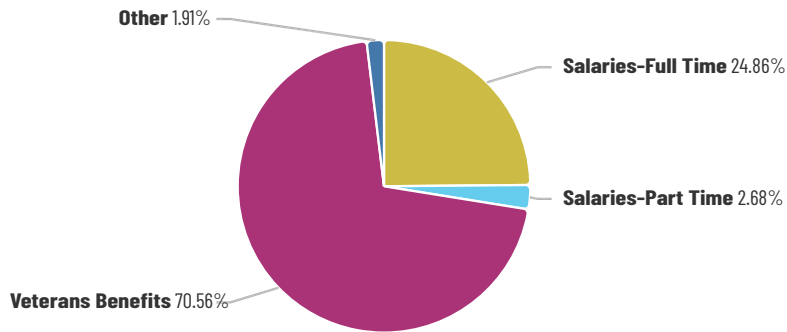
Significant Budget & Staffing Changes For FY 2025

There will be no significant veteran department staffing changes for 2025 and we expect to work within the level funding guidelines. We will continue to adjust to the veteran community needs through volunteers and Veteran Administrative Work Study students from North Shore Community College and Salem State University.

Recent Accomplishments

- Helped facilitate the 387th anniversary of the First Muster ceremony conducted by the Massachusetts National Guard.
- Managed over 285 Chapter 115 claim benefits, VA compensation, health-care applications, and various education and homeless claims. Among a numerous variety of veteran and widow questions.
- Conducted over 25 veterans information coffees and neighborhood groups meetings.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Number of Cases	502	516	530	515	515
Dollars in Benefits expended	\$313,062	\$340,000	\$365,000	\$375,000	\$400,000
Amount reimbursed to the city from the State	\$234,796	\$255,000	\$273,750	\$281,250	\$300,000
% Authorized by the State (75% max. allowed)	\$234,796	\$255,000	\$273,750	\$281,250	\$300,000

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Veterans - Personnel											
15431	5111	Salaries-Full Time	109,800	123,021	128,103	128,103	140,913	132,050	0	3,947	3.08
15431	5113	Salaries-Part Time	13,758	14,490	14,820	14,820	15,175	15,175	0	355	2.40
			123,558	137,511	142,923	142,923	156,088	147,225	0	4,302	3.01
Veterans - Expenditures											
15432	5249	Ground Maintenance	3,652	1,303	3,780	3,780	3,780	3,780	0	0	0.00
15432	5421	Office Supplies (Gen	761	1,222	900	900	900	900	0	0	0.00
15432	5710	In State Travel/Meetings	2,559	1,402	2,970	2,970	2,970	2,970	0	0	0.00
15432	5770	Veterans Benefits	341,462	372,540	400,000	400,000	400,000	400,000	0	0	0.00
15432	5788	Veterans Events	2,710	1,836	3,150	3,150	3,150	3,150	0	0	0.00
			351,145	378,302	410,800	410,800	410,800	410,800	0	0	0.00
Department Total			474,703	515,813	553,723	553,723	566,888	558,025	0	4,302	0.78

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
VETERANS AGENT	11/12/10	81,622	1,608.89	1.00	1	89,784	83,984
ADMIN ASSISTANT	10/1/15	46,481	916.22	1.00	1	51,129	48,066
15431-5111		128,103		2.00		140,913	132,050
PART TIME DRIVER		14,820	-	0.54	19	15,175	15,175
15431-5113		14,820		0.54		15,175	15,175
		142,923		2.54		156,088	147,225

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	2.54
	FY2024	2.54
	FY2025	2.54
	Variance FY25 v. FY24	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
15432 Veterans Services-Expenses				
5249 Ground Maintenance				
Ground maintenance/decorations	3,780	3,780	3,780	0
5249 Ground Maintenance Total	3,780	3,780	3,780	0
5421 Office Supplies (Gen				
General Office Supplies as needed	900	900	900	0
5421 Office Supplies (Gen Total	900	900	900	0
5710 In State Travel/Meetings				
MVSOA/State mandated conferences; transportation & tolls	2,970	2,970	2,970	0
5710 In State Travel/Meetings Total	2,970	2,970	2,970	0
5770 Veterans Benefits				
Chapter 115 State mandated benefits	400,000	400,000	400,000	0
5770 Veterans Benefits Total	400,000	400,000	400,000	0
5788 Veterans Events				
Memorial Day and other events	3,150	3,150	3,150	0
5788 Veterans Events Total	3,150	3,150	3,150	0
15432 Veterans Services-Expenses Total	410,800	410,800	410,800	0



Education - Salem Public Schools



The Salem Public Schools [FY25 Budget Book](#) provides a detailed description of the

Total Appropriation:
\$74,592,616

+4.83%

Personnel: \$59,510,737.76

- 976 full-time & part-time permanent employees
- 2% COLA for non-union employees
- 2.75% COLA for AFSCME & SAA unions

74%

Non-Personnel: \$20,648,158.74

- Increasing by 17%
- Rising fixed costs
- A reserve fund for salary changes

26%

Position Changes

- 16 positions eliminated from the general fund
- 22 grant funded positions ending
- 33 positions added: 10 new & 23 previously grant funded
- +\$456,266.00 added to the budget

Salem Public Schools' **proposed**

\$74,592,616 FY25

budget allocation, a

budget designed to

prioritize equity and

opportunity while

best advancing

learning and

well-being for each of

the more than 3800

students.

This proposed budget

reflects a **4.83%**

increase above the

current year's

budget, an increase

that is higher than

the average annual

budget increases for

the Salem Public

Schools (3.15%).

Rapidly increasing fixed costs necessitate the use of reserves and one-time funding to cover the gap between overall expenditures and the annual appropriation. Salem is not alone in this challenge; many school districts are facing similar challenges.

Inflation and rising costs are sharply outpacing the state's funding formula.

Consequently, the annual appropriation will be supplemented with additional revenue of \$5,568,000.



Rising Costs

- ✓ **Transportation:** Budgeted at \$4,641,763.00 across all types of transportation (+21%)
- ✓ **Special Education Tuitions:** 2nd year in row costs are increasing between 4.69%-14% depending on the placement (+1.9M)
- ✓ **Utilities:** Budgeted at \$1,788,756.32 (+12%)
- ✓ **Unknown Personnel Increases:** the Salem Teachers' Union & Paraprofessional & Support Related Personnel unions comprise 73% of our employees

Even within the context of these cost increases, we believe this budget will allow us to advance our strategic priorities: **elevate learning, empower educators, center belonging, and strengthen our foundation.** We are grateful to Mayor Pangallo, the School Committee, the City Council, and the City of Salem for their support and partnership on behalf of our students.

Strategic Plan (2023-26): Core Priorities

Priority One: Elevate Learning

Build and maintain a district-wide culture of universally high academic expectations for every learner.



Priority Three: Center Belonging

Build joyful, welcoming, and supportive school communities.



Priority Two: Empower Educators

Make the Salem Public Schools an inclusive district where student-centered, innovative, and highly-effective educators want to work, grow, and stay.



Priority Four: Strengthen Our Foundation

Develop consistent, reliable systems and structures to disrupt inequities and support the work of the district.



Budget Transfer Out of General Fund

Transfers Out

Significant Budget & Staffing Changes For FY 2024

Budget Transfer Out

No changes for FY2024 – the transfers are level funded with FY2023.

Retirement Stabilization Trust Fund

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

Salem 2026 – 400 Anniversary Fund

In FY 2014 the Mayor established a new special revenue fund to help fund the City's 400th anniversary celebration. The Mayor has appropriated funds each year to plan for anticipated cost of events related to the 2026 400th anniversary of the City of Salem.

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Transfers Out - Expenditures											
120	5965	Trans To Retirement Stab-8311	600,000	600,000	600,000	600,000	600,000	500,000	0	(100,000)	(16.67)
120	5969	Trans To Salem 2026 Fund	50,000	50,000	50,000	50,000	80,000	80,000	0	30,000	60.00
			650,000	650,000	650,000	650,000	680,000	580,000	0	(70,000)	(10.77)
Department Total			650,000	650,000	650,000	650,000	680,000	580,000	0	(70,000)	(10.77)

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
120 BUDGET TRANSFERS OUT OF GF				
5965 Trans To Retirement Stab-8311				
	600,000	600,000	500,000	0
5965 Trans To Retirement Stab-8311 Total	600,000	600,000	500,000	0
5969 Trans To Salem 2026 Fund				
	50,000	80,000	80,000	0
5969 Trans To Salem 2026 Fund Total	50,000	80,000	80,000	0
120 BUDGET TRANSFERS OUT OF GF Total	650,000	680,000	580,000	0



Sewer Enterprise

Public Services

Mission Statement

Why We Exist

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



Goals and Objectives

Utilize GIS mapping system to indicate areas of focus and track repeated similar issues for consideration of CIP improvement/replacement project.

- Continue to utilize closed circuit television inspection of sewers and drains to diagnose trouble areas.
- Maintain sewer system to help reduce sewer backups.
- Replace and secure manhole rims and covers to eliminate nuisances to residents.
- Continue routine cleaning of catch basins to reduce flooding and increase water quality.

- Leak detection efforts to continue to identify areas of weakness in the infrastructure and implement repairs and maintenance of, minimizing sewer and drain leaks and breaks.
- Continue to investigate and remove sources of infiltration and inflow (I/I) throughout the city sewer system.

How FY 2025 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

The Department of Public Services is committed to addressing any residential or business issue as soon as possible to reduce any public health risk. DPS personnel continue to work with the residents and businesses to identify and determine responsibility for any sewer issue while promptly working to fix any issue that is the city's responsibility.

Significant Budget & Staffing Changes for FY 2025

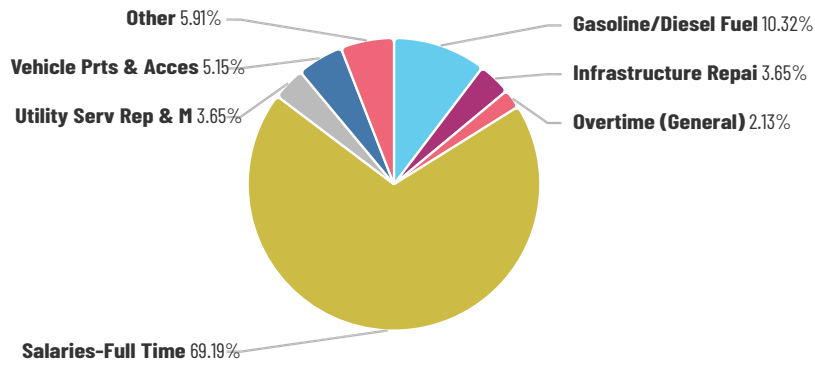
DPS is asking for a 10% increase in our motor pool repair budget line, a 4 % increase in sweeper part and repair, and a 3% increase in our infrastructure repair lines all due to material cost going up in the FY 25 budget season.



Recent Accomplishments

- Responded to over Fifty (50) sewer backups.
- Rebuilt over Thirty-two (32) sewer manholes and catch basins.
- Repaired more than Eighty five (85) trenches.
- Cleaned over Sixty-one (61) catch basins.
- Used web site to share sewer related notifications.
- Continued to retain sewer inspection records for future reference.
- Work order system implementation to allow for improved response time.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Sewer Back-Up (City)	27	20	22	24	25
Sewer Back-Up (Resident)	35	19	28	36	26

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Public Services - Personnel											
600031	5111	Salaries-Full Time	360,272	351,391	494,119	494,119	502,583	502,583	0	8,464	1.71
600031	5131	Overtime (General)	1,606	12,708	15,000	15,000	15,450	15,450	0	450	3.00
			361,878	364,099	509,119	509,119	518,033	518,033	0	8,914	1.75
Public Services - Expenditures											
600032	5211	Electricity	5,180	8,250	9,075	9,075	9,983	9,982	0	907	9.99
600032	5215	Natural Gas	4,494	5,190	7,000	8,885	7,000	7,000	0	0	0.00
600032	5251	Utility Serv Rep & Maint	21,816	18,325	25,750	29,167	26,523	26,522	0	772	3.00
600032	5301	Police Detail	2,143	533	5,000	5,000	5,000	5,000	0	0	0.00
600032	5317	Educational Training	1,000	504	1,000	1,000	1,000	1,000	0	0	0.00
600032	5320	Contracted Services	2,500	900	5,000	5,000	5,000	5,000	0	0	0.00
600032	5341	Telephone	4,987	2,184	4,000	5,638	4,000	4,000	0	0	0.00
600032	5421	Office Supplies (Gen	741	0	750	750	750	750	0	0	0.00
600032	5481	Gasoline/Diesel Fuel	75,400	71,166	75,000	75,000	75,000	75,000	0	0	0.00
600032	5483	Vehicle Prts & Acces	21,526	23,489	34,000	34,376	37,400	37,400	0	3,400	10.00
600032	5485	Street Sweeper Broom	4,000	3,846	5,000	5,274	5,200	5,200	0	200	4.00
600032	5839	Infrastructure Repai	23,123	20,040	25,750	32,657	26,523	26,522	0	772	3.00
600032	5860	Equipment	0	0	5,000	5,000	5,000	5,000	0	0	0.00
			166,909	154,427	202,325	216,822	208,378	208,376	0	6,051	2.99
Department Total			528,787	518,526	711,444	725,941	726,411	726,409	0	14,965	2.10

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
GENERAL FOREMAN		23,624.00	-	-		-	-
DPS Director	9-12-2005	34,918.94	2,483.65	0.33		43,425	43,425
GENERAL FOREMAN	02/27/23	28,398.27	1,608.46	0.33		31,548	31,548
MANAGEMENT ANALYST		26,002.08	-			-	-
SENIOR PROGRAM MANGER		24,750.00	1,442.31	0.33		25,149	25,149
DEPUTY DIRECTOR				0.33		33,090	33,090
ADMINISTRATIVE ASSISTANT				0.33		19,854	19,854
AFSCME		356,426		5.31		349,516	349,516
600031-5111		494,119	5,534.42	6.96		502,583	502,583
OVERTIME		15,000	15,000.00			15,450	15,450
		509,119		6.96		518,033	518,033

Union Detail

Job Desc	Start Date	Job Grp	Approved Budget FY2024	FTE	Calc Period	Munis Budget FY2025	Step	Dept Req FY2025	Mayor FY2025
HEAD FOREMAN I/II	3/2/2001	1	36,322.00	0.50	1,403.99	36,644.14	3	36,644.14	36,644.14
HEAD WORKING FOREMAN	4/12/2021	1	23,972.52	0.33	1,403.99	24,185.13	3	24,185.13	24,185.13
PRIN ACCT	11/14/2022	2	17,244.53	0.33	1,032.42	18,438.71	2	18,438.71	18,438.71
ME REPAIR	7-12-21	1	21,559.85	0.33	1,265.01	21,791.06	3	21,791.06	21,791.06
St/Sidewalk Foreman	06/21/99	1	21,797.88	0.33	1,276.61	21,990.88	3	21,990.88	21,990.88
HEO	retired	1	28,920.20	-	-	-	2	-	-
HEAD FOREMAN II/III	07/23/98	1	23,972.52	0.33	1,403.99	24,185.13	3	24,185.13	24,185.13
HEO	6/7/2021	1		0.50	1,176.64	30,592.64	3	30,592.64	30,592.64
HEO	11/30/2009	1	30,440.28	0.50	1,176.64	30,710.31	3	30,710.31	30,710.31
WATER CRAFT SPEC' ST	8/7/17	1	30,440.28	0.50	1,176.64	30,710.31	3	30,710.31	30,710.31
ME REPAIR	retired	1	21,599.76	-	-	-	3	-	-
Shift Differential Base Rate X 9%					52.95	2,763.93	-	2,763.93	2,763.93
HEO 2nd shift	4/25/2022			0.50	1,176.64	30,710.31	3	30,710.31	30,710.31
HME0 I/II	10-11-22	1	26,822.15	0.50	1,054.01	28,232.27	2	28,232.27	28,232.27
ME REPAIR		1	19,207.24	0.33	-	20,258.64	-	20,258.64	20,258.64
ME REPAIR		1	19,207.24	0.33	-	20,258.64	-	20,258.64	20,258.64
Shift Differential Base Rate X 9%			2,213.12	-	-	-	-	-	-
HME0 2nd shift			24,662.04	-	-	-	-	-	-
			7,294.00			7,294.00		7,294.00	7,294.00
			750.00			750.00		750.00	750.00
			356,425.61	5.31		349,516.09		349,516.09	349,516.09

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	7.13
	FY2024	6.96
	FY2025	6.96
	Variance FY 25 v. FY24	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
600032 Sewer-Pub Serv-Expenses				
5211 Electricity				
National Grid	5,225	6,133	6,132	0
TransCanada. Split with DPW/Water/Sewer	3,850	3,850	3,850	0
5211 Electricity Total	9,075	9,983	9,982	0
5215 Natural Gas				
Direct Energy Marketing	3,000	3,000	3,000	0
National Grid	4,000	4,000	4,000	0
5215 Natural Gas Total	7,000	7,000	7,000	0
5251 Utility Serv Rep & Maint				
additional funds need for aging infrastructure and rising cost	13,750	13,750	13,750	0
Sewer supplies: manhole, asphalt, pipe, valves, covers, frames, gaskets, rentals.	0	12,773	12,772	0
Sewer supplies: manhole, asphalt, pipe, valves, covers, frames, gaskets, rentals. Contractors: Dilisio Brothers, Aggregate, EJ, FW, RentAll, Home Depot, Winer, Green Pro.	12,000	0	0	0
5251 Utility Serv Rep & Maint Total	25,750	26,523	26,522	0
5301 Police Detail				
Details needed for road work during sewer line repairs in roads	5,000	5,000	5,000	0
5301 Police Detail Total	5,000	5,000	5,000	0
5317 Educational Training				
Misc. training courses as needed	1,000	1,000	1,000	0
5317 Educational Training Total	1,000	1,000	1,000	0
5320 Contracted Services				
Cleaning, inspection and repairs of sewer linesBmc , Spencer contracting, Tom Mackey	5,000	5,000	5,000	0
5320 Contracted Services Total	5,000	5,000	5,000	0
5341 Telephone				
T-Mobile GPS tracking for DPW Trucks 50 Vehicles at \$675/ month 12 month (1/3)	4,000	4,000	4,000	0
5341 Telephone Total	4,000	4,000	4,000	0
5421 Office Supplies (Gen				
General Office supplies as needed	750	750	750	0
5421 Office Supplies (Gen Total	750	750	750	0
5481 Gasoline/Diesel Fuel				
Fuel for Sewer/Water Vehicles	75,000	75,000	75,000	0
5481 Gasoline/Diesel Fuel Total	75,000	75,000	75,000	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5483 Vehicle Prts & Acces				
Oil products, tires, starters, alternators, sewer hoses, truck services, inspections.	0	37,400	37,400	0
Oil products, tires, starters, alternators, sewer hoses, truck services, inspections. Vendors include Dennis Burke, Maplewood, NE Muni, R&S, Unlimited Auto, C&C Auto.	34,000	0	0	0
5483 Vehicle Prts & Acces Total	34,000	37,400	37,400	0
5485 Street Sweeper Broom				
Associated costs for sweeper repairs	2,120	2,320	2,320	0
Associated costs for third sweep in annual year	2,880	2,880	2,880	0
5485 Street Sweeper Broom Total	5,000	5,200	5,200	0
5839 Infrastructure Repai				
Manhole asphalt, pipe, valves, covers, frames, gaskets, contract work.	0	26,523	26,522	0
Manhole asphalt, pipe, valves, covers, frames, gaskets, contract work. Contractors include Aggregate, EJ Prescott, Grandees, Waterworks.	25,750	0	0	0
5839 Infrastructure Repai Total	25,750	26,523	26,522	0
5860 Equipment				
emergency equipment purchase	5,000	5,000	5,000	0
5860 Equipment Total	5,000	5,000	5,000	0
600032 Sewer-Pub Serv-Expenses Total	202,325	208,378	208,376	0

Engineering

Mission Statement

Why We Exist

The Engineering Department offers technical expertise concerning connections to and expansions of the municipal wastewater collection system. It oversees all sewer infrastructure improvement projects and manages the city's eight wastewater pumping stations and one stormwater pumping station, along with the mechanical tide gates at the Forest River outlet to Salem Harbor. The City Engineer represents Salem on the board of directors of the South Essex Sewerage District (SESD), which operates the regional wastewater treatment plant serving Danvers, Peabody, Beverly, Marblehead, and Salem.

Moreover, the Engineering Department administers the city's annual city-wide catch basin cleaning program to enhance flood mitigation and stormwater quality. It is also responsible for billing all wastewater expenses, based on water usage, to institutional, commercial, and residential properties connected to the municipal collection system, totaling over 10,000 accounts. The sewer department provides timely and professional customer service for billing inquiries, account management, scheduling meter technician appointments, identifying accounts needing service, and processing monthly water and sewer bills, with approximately 10% requiring analysis and estimation.

Funding for these endeavors is sourced from the Sewer Enterprise System.

Goals and Objectives

- Continue illicit connection detection and removal program city-wide.
- Continue to coordinate on the MS4 permit including performing activities required for compliance and development of the Annual Report.
- Continue resolving flooding and collection system deficiencies City-wide.
- Continue with Infiltration & Inflow removal efforts to remove extraneous flows from the collection system.
- Manage the contractor operator of the City's wastewater and stormwater pump stations.
- Advance the Rosie's Pond Flood Mitigation project and replacement of the Ocean Ave West Stormwater Pump Station CIP projects.
- Continue to partner with Salem Sound Coastwatch and seek grant opportunities toward clean water initiatives.
- Develop hydrologic/hydraulic models for watersheds in Salem to assist with decision making relative to infrastructure and resiliency.

How FY 2025 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

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

City's wastewater and stormwater collection and conveyance infrastructure.

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

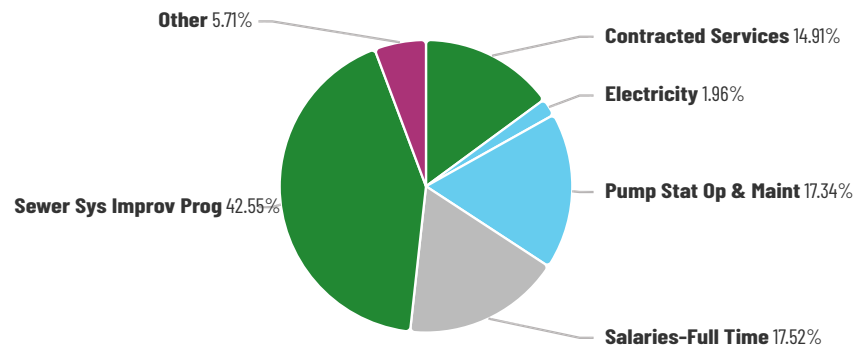
Significant Budget & Staffing Changes For FY 2025

No significant budget or staffing changes are planned for FY 2025; however, due to inflation, costs for contracted services (pump station operation and maintenance, backflow testing) have risen and additional costs are reflected in the budget. New regulations related to the reduction of fats, oils, and grease (FOG) buildup in the collection system from Food Service Establishments were approved this year and costs for this new program are included in the budget.

Recent Accomplishments

- Continued to integrate the 1,600 annual backflow surveys, testing, and design approval costs into our Munis Water and Sewer billing system, with bills issued annually and semiannually.
- Persisted in scrutinizing accounts with water but no sewer usage, taking necessary actions as warranted.
- Maintained ongoing initiatives to detect and eliminate illicit (direct sanitary) connections to the city's drainage systems, adhering to the City's EPA NPDES General Permits for Stormwater Dischargers from Small Municipal Storm Sewer Systems in Massachusetts (MS4).
- Reviewed and coordinated the development of the city's annual MS4 permit.
- Continued oversight of liens on overdue utility bills, ensuring they are reflected in 3rd quarter real estate tax bills.
- Initiated grant applications from various regulatory agencies for the relocation of the Willow Avenue (pipe beach) truck sewer in Salem Harbor.
- Progressed with CIP funded projects aimed at alleviating flooding issues and addressing stormwater collection system deficiencies City-wide, such as the Rosie's Pond Flood Mitigation project and replacement of the Ocean Ave West Stormwater Pump Station.
- Managed the catch basin cleaning contract to mitigate flooding and enhance water quality.
- Continued efforts to streamline the water and sewer billing system, facilitating prompt resolution of billing disputes in a customer-friendly manner, leveraging meter software for improved customer service.
- Continued troubleshooting of non-billable and non-read meter locations by scheduling appointments with residents to access meters within their buildings.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Engineering - Personnel											
600131	5111	Salaries-Full Time	150,667	156,323	199,779	199,779	216,226	213,361	0	13,582	6.80
600131	5113	Salaries-Part Time	0	2,173	5,467	5,467	5,467	5,467	0	0	0.00
600131	5131	Overtime (General)	7,873	23,474	2,000	2,000	2,000	2,000	0	0	0.00
			158,541	181,970	207,246	207,246	223,693	220,828	0	13,582	6.55

Engineering - Expenditures											
600132	5211	Electricity-Pump Station	17,821	21,067	24,200	24,200	24,200	24,200	0	0	0.00
600132	5277	Photocopy Machine Le	0	0	5,000	5,000	5,000	5,000	0	0	0.00
600132	5278	Telephone Equip-Pump Station	7,133	9,159	16,500	19,526	16,500	16,500	0	0	0.00
600132	5283	Sewer Line Lease	945	945	1,200	1,200	1,200	1,200	0	0	0.00
600132	5305	Accounting And Audit	2,000	2,000	2,500	2,500	2,562	2,562	0	62	2.48
600132	5317	Educational Training	1,618	903	4,000	4,278	4,000	4,000	0	0	0.00
600132	5320	Contracted Services-Maint	8,456	63,519	184,000	184,000	184,000	184,000	0	0	0.00
600132	5342	Postage	11,097	16,709	13,000	15,238	13,000	13,000	0	0	0.00
600132	5375	Pump Stat Op & Maint	86,254	187,933	214,000	276,013	214,000	214,000	0	0	0.00
600132	5381	Printing And Binding	1,848	1,025	2,000	2,975	2,000	2,000	0	0	0.00
600132	5421	Office Supplies (Gen	3,107	3,329	3,750	4,230	3,750	3,750	0	0	0.00
600132	5445	Pump Station Suppl	1,634	3,228	5,000	5,600	5,000	5,000	0	0	0.00
600132	5520	Software Support/Enhancements	6,573	9,756	4,500	4,500	4,500	4,500	0	0	0.00
600132	5710	In State Travel/Meetings	76	282	2,500	2,663	2,500	2,500	0	0	0.00
600132	5837	Sewer Sys Improv Prog	120,145	739,874	525,000	567,061	525,000	525,000	0	0	0.00
600132	5869	Computer Equip/Tech	1,143	3,587	3,000	4,200	3,000	3,000	0	0	0.00
600132	5877	Point Area Neigh Catch Basin	0	45,385	0	54,615	0	0	0	0	0.00
600132	5878	Derby St Intercept Sewer Clean	0	33,000	0	23,019	0	0	0	0	0.00
600132	5880	Loring/Cedar Drain Improvement	0	0	0	250,000	0	0	0	0	0.00
600132	5881	Willow Ave Beach Sewer Pipe	0	0	0	300,000	0	0	0	0	0.00
			269,851	1,141,701	1,010,150	1,750,818	1,010,212	1,010,212	0	62	0.01
Department Total			428,392	1,323,671	1,217,396	1,958,064	1,233,905	1,231,040	0	13,644	1.12

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
SECRETARY	8/13/08	17,490	1,044.71	0.33		17,996	17,996
ADMIN ASSISTANT	9/26/85	7,482				-	-
Assistant Engineer	5/28/18	37,700	2,196.94	0.33		38,769	36,960
City Engineer	5/21/2007	18,065	2,582.21	0.25		33,698	33,698
GIS		21,107	1,260.75	0.33		23,099	22,043
BUSINESS MGR/WTR REG	10/14/2019	23,846	1,833.17	0.25		23,923	23,923
AFSCME		74,090		1.33		78,741	78,741
600131-5111		199,780	8,917.78	2.82		216,226	213,361
PT INTERN		5,467				5,467	5,467
600131-5113		5,467	-			5,467	5,467
OVERTIME		2,000	2,000.00			2,000	2,000
600131-5131		2,000	2,000.00			2,000	2,000
		207,247	10,917.78	2.82		223,692	220,828

Union Detail

Job Desc	Start Date	Job Grp	Approved Budget FY2024	FTE	Calc Period	Munis Budget FY2025	Step	Dept Req FY2025	Mayor FY2025
WATER METER READER			25,915.58	0.50	1,087.42	28,381.66	3	28,381.66	28,381.66
PRINCIPAL CLERK	12/18/17	2	18,679.44	0.33	1,088.56	18,751.53	3	18,751.53	18,751.53
ASST WATER REG			29,494.57	0.50	-	-	3	31,607.62	31,607.62
			74,089.59	1.33		47,133.19		78,740.81	78,740.81

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	2.80
	FY2024	2.80
	FY2025	2.82
	Variance FY 25 v. FY24	0.02

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
600132 Sewer-Engineer-Expenses				
5211 Electricity-Pump Station				
Ravenna Ave, Highland Ave, Wilson Street, Forrest River Park, March St/Rice St, Ocean Ave West/Jefferson Ave, Home Street, Swampscott Road Pump.	24,200	24,200	24,200	0
5211 Electricity-Pump Station Total	24,200	24,200	24,200	0
5277 Photocopy Machine Le				
New copier lease	5,000	5,000	5,000	0
5277 Photocopy Machine Le Total	5,000	5,000	5,000	0
5278 Telephone Equip-Pump Station				
ATT lease for ARM system-data collectors	16,000	16,000	16,000	0
Various alarms to support sewer pumping stations	500	500	500	0
5278 Telephone Equip-Pump Station Total	16,500	16,500	16,500	0
5283 Sewer Line Lease				
Fees charge by MBTA for use of lines under commuter rail tracks	1,200	1,200	1,200	0
5283 Sewer Line Lease Total	1,200	1,200	1,200	0
5305 Accounting And Audit				
Annual service for audits, contracted through Finance Dept.	2,500	2,562	2,562	0
5305 Accounting And Audit Total	2,500	2,562	2,562	0
5317 Educational Training				
APWA National Congress	500	500	500	0
Attending Professional organization seminars and meetings-WEF and NEWEA	1,600	1,600	1,600	0
Munis training and support, SSCW, MMAAA	1,900	1,900	1,900	0
5317 Educational Training Total	4,000	4,000	4,000	0
5320 Contracted Services-Maint				
Annual Catch Basin cleaning	92,000	92,000	92,000	0
Fats, Oils and Grease (FOG) Program	92,000	92,000	92,000	0
5320 Contracted Services-Maint Total	184,000	184,000	184,000	0
5342 Postage				
Total cost of postage for mailing w/s bills @ 50% W&S Depts.	13,000	13,000	13,000	0
5342 Postage Total	13,000	13,000	13,000	0
5375 Pump Stat Op & Maint				
Pump Station Maintenance	208,000	208,000	208,000	0
Stand by generator annual maintenance	6,000	6,000	6,000	0
5375 Pump Stat Op & Maint Total	214,000	214,000	214,000	0
5381 Printing And Binding				
Collector's office includes printing costs; this represents annual inserts	2,000	2,000	2,000	0
5381 Printing And Binding Total	2,000	2,000	2,000	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5421 Office Supplies (Gen)				
Plotter Ink and Paper-previously under IT	1,250	1,250	1,250	0
Printer paper - \$500 Misc. general office supplies purchased under State Bid, supplies for office machines: fax, printers, toner, color printer.	2,500	2,500	2,500	0
5421 Office Supplies (Gen Total)	3,750	3,750	3,750	0
5445 Pump Station Suppl				
50% of costs for pump station op and Main. Will be shared with water	5,000	5,000	5,000	0
5445 Pump Station Suppl Total	5,000	5,000	5,000	0
5520 Software Support/Enhancements				
GIS and Autocad licensing-part previously under IT	4,500	4,500	4,500	0
5520 Software Support/Enhancements Total	4,500	4,500	4,500	0
5710 In State Travel/Meetings				
Meter Repair annual mileage	2,000	2,000	2,000	0
tolls, parking, seminars, etc.	500	500	500	0
5710 In State Travel/Meetings Total	2,500	2,500	2,500	0
5837 Sewer Sys Improv Prog				
Annual cleaning and maintenance of sewer and drain siphons	0	300,000	300,000	0
Annual cleaning of sewer and drain siphons	300,000	0	0	0
Year 11 Annual Report	225,000	225,000	225,000	0
5837 Sewer Sys Improv Prog Total	525,000	525,000	525,000	0
5869 Computer Equip/Tech				
Laptop	1,500	1,500	1,500	0
Scanner maintenance-discuss with IT	1,500	1,500	1,500	0
5869 Computer Equip/Tech Total	3,000	3,000	3,000	0
600132 Sewer-Engineer-Expenses Total	1,010,150	1,010,212	1,010,212	0

Treasurer Sewer Enterprise SESD Assessment

Mission Statement

Treasurer – Sewer Enterprise – SESD Assessment

Pursuant to Chapter 339 of the Acts of 1925, the South Essex Sewerage Board determines the estimated cost of operations/maintenance and debt service for the Fiscal Year and apportions this amount to the cities, towns, county, and Commonwealth served by the District.

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Treasurer - Expenditures											
600033	5649	Sesd Assessment	4,733,829	4,791,805	4,731,615	4,731,615	4,644,596	4,644,596	0	(87,019)	(1.84)
			4,733,829	4,791,805	4,731,615	4,731,615	4,644,596	4,644,596	0	(87,019)	(1.84)
		Department Total	4,733,829	4,791,805	4,731,615	4,731,615	4,644,596	4,644,596	0	(87,019)	(1.84)

Sewer Enterprise SESD Assessment Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
600033 Sewer Assessments				
5649 Sesd Assessment				
City's portion of South Essex Sewerage District operating budget	4,731,615	4,644,596	4,644,596	0
5649 Sesd Assessment Total	4,731,615	4,644,596	4,644,596	0
600033 Sewer Assessments Total	4,731,615	4,644,596	4,644,596	0

Sewer Enterprise Long Term Debt

Mission Statement

Treasurer—Sewer Enterprise—Long Term Debt

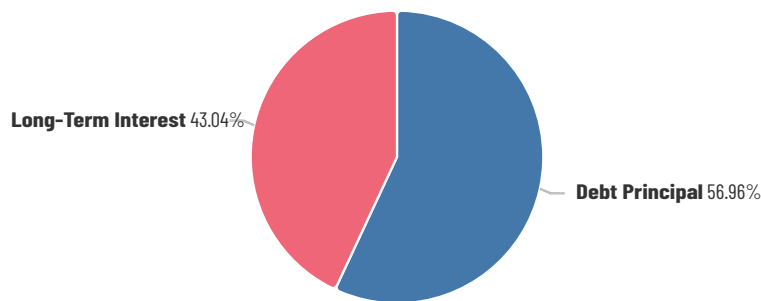
On November 18, 2021, the City issued a bond for Canal Street Phase II, sewer leaks and flushing, sewer illicit connection removal, Derby Street/Congress Street drainage system repairs, Forest River pool sewer line and stormwater systems and, sewer Bertram Field for a total of \$2,349,014

On November 19, 2020, the City issued a bond for Canal Street Phase II, sewer leaks and flushing, sewer illicit connection removal, bikeway and roadway improvements for a total of \$826,500.

On November 17, 2016, the City issued a bond for Canal Street Phase II, sewer leaks and flushing, sewer illicit connection removal, bikeway and roadway improvements for a total of \$2,950,000.

On December 2, 2015, the City issued a bond for a 1/1 study, design and construction, Canal Street phase II, illicit connection removal and line extension, rehabilitation and upgrades in the amount of \$540,000.

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change	
Treasurer - Expenditures												
600034	5740	Insurance Deductibles	4,784	10,000	0	0	0	0	0	0	0.00	
	A											
600034	5908	Canal St-Prin (2014)	175,000	180,000	0	0	0	0	0	0	0.00	
	N											
600034	5910	Debt Principal	0	66,680	933,513	933,513	997,769	997,769	0	64,256	6.88	
600034	5915	Long-Term Interest	0	22,197	789,079	789,079	754,044	754,044	0	(35,035)	(4.44)	
600034	5920	Cip - 2009-Prin (11)	190,000	50,000	0	0	0	0	0	0	0.00	
	A											

Budget Summary

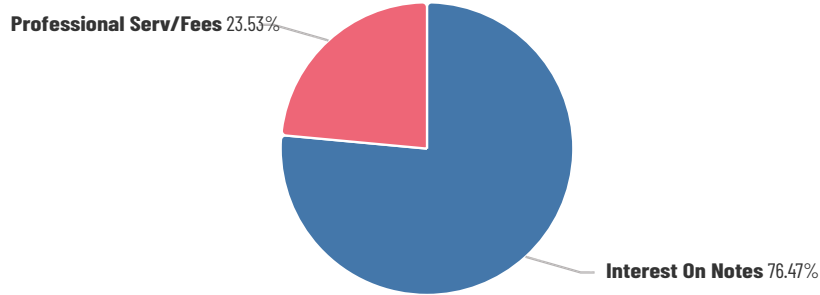
Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
600034	5948	Canal St-Int (2014) V	105,438	98,294	0	0	0	0	0	0	0.00
600034	5949	Cip 2009-Int (11) A	121,755	18,275	0	0	0	0	0	0	0.00
600034	5949	Cip 2012-Prin G	20,000	0	0	0	0	0	0	0	0.00
600034	5949	Cip 2012-Int H	7,525	3,163	0	0	0	0	0	0	0.00
600034	5949K	Cip 2014-Prin	125,000	125,000	0	0	0	0	0	0	0.00
600034	5949L	Cip 2014-Int	55,150	48,706	0	0	0	0	0	0	0.00
600034	5949	Cip 2015-Prin M	130,000	130,000	0	0	0	0	0	0	0.00
600034	5949	Cip 2015-Int N	67,200	60,700	0	0	0	0	0	0	0.00
600034	5949	Cip 2016-Prin O	110,000	180,000	0	0	0	0	0	0	0.00
600034	5949P	Cip 2016-Int	174,144	231,569	0	0	0	0	0	0	0.00
600034	5949	Cip 2017 Prin U	105,000	85,000	0	0	0	0	0	0	0.00
600034	5949	Cip 2017 Int V	78,650	55,675	0	0	0	0	0	0	0.00
600034	5949	Cip 2018 Prin W	5,000	8,563	0	0	0	0	0	0	0.00
600034	5949X	Cip 2018 Int	6,481	11,731	0	0	0	0	0	0	0.00
600034	5949Z	Cip 2019-Prin A	110,000	130,000	0	0	0	0	0	0	0.00
600034	5949Z	Cip 2019-Int B	108,276	121,525	0	0	0	0	0	0	0.00
600034	5949Z	Cip-Canal St Repurpose- E Prin	120,000	120,000	0	0	0	0	0	0	0.00
600034	5949Z	Cip-Canal St Repurpose-Int F	62,725	56,725	0	0	0	0	0	0	0.00
600034	5949Z	Cip 2020 Prin I	18,000	64,014	0	0	0	0	0	0	0.00
600034	5949Z	Cip 2020 Interest J	35,144	107,147	0	0	0	0	0	0	0.00
			1,935,272	1,984,963	1,722,592	1,722,592	1,751,813	1,751,813	0	29,221	1.70
Department Total			1,935,272	1,984,963	1,722,592	1,722,592	1,751,813	1,751,813	0	29,221	1.70

Sewer Enterprise Long Term Debt Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
600034 Sewer Debt Service				
5910 Debt Principal				
Sewer long-term debt service principal	933,513	997,769	997,769	0
5910 Debt Principal Total	933,513	997,769	997,769	0
5915 Long-Term Interest				
Sewer long-term debt service interest	789,079	754,044	754,044	0
5915 Long-Term Interest Total	789,079	754,044	754,044	0
600034 Sewer Debt Service Total	1,722,592	1,751,813	1,751,813	0

Sewer Enterprise Short Term Debt

Expenditure by Department



Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Treasurer - Expenditures											
600035	5304	Professional Serv/Fees	0	765	13,000	13,000	13,000	13,000	0	0	0.00
600035	5925	Interest On Notes	0	0	38,414	38,414	42,256	42,256	0	3,842	10.00
			0	765	51,414	51,414	55,256	55,256	0	3,842	7.47
		Department Total	0	765	51,414	51,414	55,256	55,256	0	3,842	7.47

Sewer Enterprise Short Term Debt Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
600035 Sewer-Short Term Debt Int-Exp				
5304 Professional Serv/Fees				
Bond and BAN Admin costs	13,000	13,000	13,000	0
5304 Professional Serv/Fees Total	13,000	13,000	13,000	0
5925 Interest On Notes				
Interest on BAN (5%)	38,414	42,256	42,256	0
5925 Interest On Notes Total	38,414	42,256	42,256	0
600035 Sewer-Short Term Debt Int-Exp Total	51,414	55,256	55,256	0

Sewer Enterprise Insurance Deduction

Mission Statement

Treasurer – Sewer Enterprise – Insurance Deductible

The City has taken an insurance policy to protect itself for City-at-fault sewerage back-ups into private structures. The City pays a deductible on each claim.

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Treasurer - Expenditures											
600037	5740	Insurance Deductibles	0	16,297	10,000	10,000	10,000	10,000	0	0	0.00
	A										
			0	16,297	10,000	10,000	10,000	10,000	0	0	0.00
		Department Total	0	16,297	10,000	10,000	10,000	10,000	0	0	0.00

Sewer Enterprise Insurance Deduction Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
600037 Sewer Enterprise Fund-Ins Dedu				
5740A Insurance Deductibles				
Estimated amount for insurance deductibles related to Sewer claims	10,000	10,000	10,000	0
5740A Insurance Deductibles Total	10,000	10,000	10,000	0
600037 Sewer Enterprise Fund-Ins Dedu Total	10,000	10,000	10,000	0



Water Enterprise

Public Services

Mission Statement

Why We Exist

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

- Continue to identify areas of weakness in the infrastructure and implement repairs and maintenance of minimizing water loss, leaks and breaks.
- Rebid catch basin cleaning. ?



Goals and Objectives

- Improve system flow and reduce leaks through leak detection.
- Reestablish an aggressive hydrant flushing program.
- Work with engineering to add and/or replace failed water main valves.
- Continue exercising system valves.
- Paint, repair or replace hydrants when necessary.
- Work with city engineer on system improvements.

Recent Accomplishments

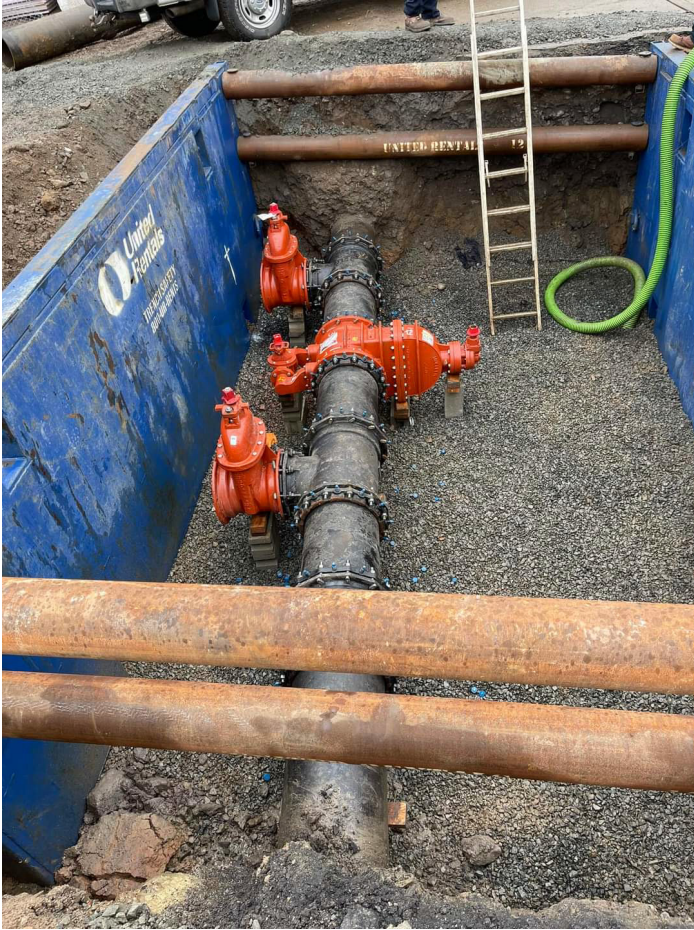
- The Water Department continues to support contractors working on large CIP improvement projects in the city. The same support is given to developers improving the city. We also respond to every water break emergency and restore service to the residents and businesses as soon as possible.
- The Department repairs water curb stops.
- Assisted private contractors with fire hydrant flow tests and perform tests as required.
- Continue to utilize web site to disseminate water emergency notifications.
- Utilize leak detection services to find leaks and weaknesses, and eliminate them, in the water distribution system.
- Replaced or repaired over twenty (20) hydrants damaged during the year.

How FY 2025 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

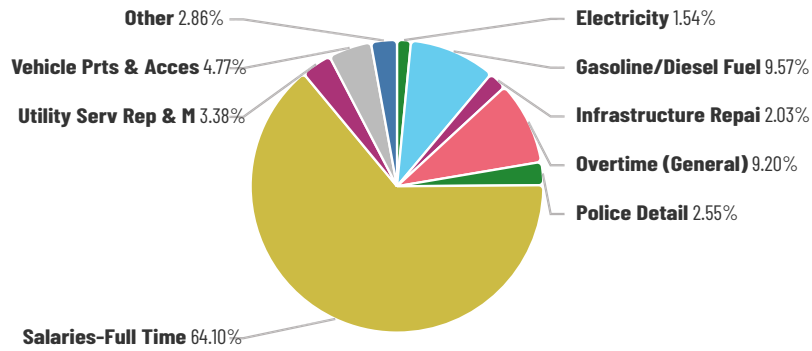
The Department of Public Services is committed to addressing any residential or business issue as soon as possible to reduce the public health risk. DPS personnel continue to work with the residents and businesses to identify and determine responsibility for any water issue while promptly working to fix any issue that is the city's responsibility.

Significant Budget & Staffing Changes for FY 2025

No significant budget or staffing changes for FY 2025.



Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Water Main Breaks	21	29	42	32	39
Services	12	12	21	19	9
Valve Repair	4	1	1	2	3

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Public Services - Personnel											
610031	5111	Salaries-Full Time	360,273	383,214	494,119	494,119	502,583	502,583	0	8,464	1.71
610031	5131	Overtime (General)	59,243	86,085	70,000	70,000	72,100	72,100	0	2,100	3.00
			419,517	469,300	564,119	564,119	574,683	574,683	0	10,564	1.87
Public Services - Expenditures											
610032	5211	Electricity	6,375	9,900	11,000	11,000	12,100	12,100	0	1,100	10.00
610032	5215	Natural Gas	4,494	5,189	7,000	8,885	7,700	7,700	0	700	10.00
610032	5251	Utility Serv Rep & Maint	24,573	23,576	25,750	27,033	26,523	26,522	0	772	3.00
610032	5301	Police Detail	13,005	13,065	20,000	20,015	20,000	20,000	0	0	0.00
610032	5317	Educational Training	1,500	846	1,500	1,500	1,500	1,500	0	0	0.00
610032	5320	Contracted Services	76,046	1,000	3,000	3,000	3,500	3,500	0	500	16.67
610032	5341	Telephone	4,987	2,184	4,000	5,638	4,000	4,000	0	0	0.00
610032	5421	Office Supplies (Gen	750	745	750	750	750	750	0	0	0.00
610032	5481	Gasoline/Diesel Fuel	82,729	72,005	75,000	75,016	75,000	75,000	0	0	0.00
610032	5483	Vehicle Prts & Acces	22,307	23,998	34,000	34,516	37,400	37,400	0	3,400	10.00
610032	5836	Meter Program	0	0	0	200,000	0	0	0	0	0.00
610032	5839	Infrastructure Repai	15,001	11,276	15,450	19,632	15,914	15,914	0	464	3.00
610032	5860	Equipment	0	0	5,000	5,000	5,000	5,000	0	0	0.00
610032	5879	Replace Water Sewer Util Truck	0	0	0	179,330	0	0	0	0	0.00
			251,769	163,786	202,450	591,315	209,387	209,386	0	6,936	3.43
Department Total			671,285	633,085	766,569	1,155,434	784,070	784,069	0	17,500	2.28

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
GENERAL FOREMAN		23,624	-	-		-	-
City Engineer-DPS Director	9-12-2005	34,919	2,483.65	0.33		43,425	43,425
GENERAL FOREMAN	06/03/19	28,398	1,608.46	0.33		31,548	31,548
MANAGEMENT ANALYST		26,002	-			-	-
SENIOR PROGRAM MANGER		24,750	1,442.31	0.33		25,149	25,149
DEPUTY DIRECTOR				0.33		33,090	33,090
ADMINISTRATIVE ASSISTANT				0.33		19,854	19,854
AFSCME		356,426		5.31		349,516	349,516
610031-5111		494,119		6.96		502,583	502,583
OVERTIME		70,000	70,000.00			72,100	72,100
		564,119		6.96		574,683	574,683

Union Detail

Job Desc	Start Date	Job Grp	Approved Budget FY2024	FTE	Calc Period	Munis Budget FY2025	Step	Dept Req FY2025	Mayor FY2025
HEAD FOREMAN I/II	3/2/2001	1	36,322.00	0.50	1,403.99	36,644.14	3	36,644.14	36,644.14
HEAD WORKING FOREMAN	4/12/2021	1	23,972.52	0.33	1,403.99	24,185.13	3	24,185.13	24,185.13
PRIN ACCT	11/14/2022	2	17,244.53	0.33	1,032.42	18,438.71	2	18,438.71	18,438.71
ME REPAIR	7-12-21	1	21,559.85	0.33	1,265.01	21,791.06	3	21,791.06	21,791.06
St/Sidewalk Foreman	06/21/99	1	21,797.88	0.33	1,276.61	21,990.88	3	21,990.88	21,990.88
HEO	retired	1	28,920.20	-	-	-	2	-	-
HEAD FOREMAN II/III	07/23/98	1	23,972.52	0.33	1,403.99	24,185.13	3	24,185.13	24,185.13
HEO	6/7/2021	1		0.50	1,176.64	30,592.64	3	30,592.64	30,592.64
HEO	11/30/2009	1	30,440.28	0.50	1,176.64	30,710.31	3	30,710.31	30,710.31
WATER CRAFT SPEC' ST	8/7/17	1	30,440.28	0.50	1,176.64	30,710.31	3	30,710.31	30,710.31
ME REPAIR	retired	1	21,599.76	-	-	-	3	-	-
Shift Differential Base Rate X 9%					52.95	2,763.93	-	2,763.93	2,763.93
HEO 2nd shift	4/25/2022			0.50	1,176.64	30,710.31	3	30,710.31	30,710.31
HME0 I/II	10-11-22	1	26,822.15	0.50	1,054.01	28,232.27	2	28,232.27	28,232.27
ME REPAIR		1	19,207.24	0.33	-	20,258.64	-	20,258.64	20,258.64
ME REPAIR		1	19,207.24	0.33	-	20,258.64	-	20,258.64	20,258.64
Shift Differential Base Rate X 9%			2,213.12	-	-	-	-	-	-
HME0 2nd shift			24,662.04	-	-	-	-	-	-
			7,294.00			7,294.00		7,294.00	7,294.00
			750.00			750.00		750.00	750.00
			356,425.61	5.31		349,516.09		349,516	349,516

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	7.13
	FY2024	6.96
	FY2025	6.96
	Variance FY25 v. FY24	0.00

Sewer Enterprise Insurance Deduction Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
610032 Water-Pub Serv-Expenses				
5211 Electricity				
National Grid	4,400	5,500	5,500	0
TransCanada. Split with DPW/Water/Sewer	6,600	6,600	6,600	0
5211 Electricity Total	11,000	12,100	12,100	0
5215 Natural Gas				
National grid , Direct energy , UGI	7,000	7,700	7,700	0
5215 Natural Gas Total	7,000	7,700	7,700	0
5251 Utility Serv Rep & Maint				
additional funds need for aging infrastructure and rising cost. Contractors: Dilisio Brothers, Aggregate, EJ, FW, RentAll, Home Depot, Winer.	5,750	5,750	5,750	0
Supplies: manhole, asphalt, pipe, valves, covers, frames, gaskets, rentals	20,000	20,773	20,772	0
5251 Utility Serv Rep & Maint Total	25,750	26,523	26,522	0
5301 Police Detail				
Details needed for road work during water line repairs in roads	20,000	20,000	20,000	0
5301 Police Detail Total	20,000	20,000	20,000	0
5317 Educational Training				
License Reimbursements & membership dues NWWA , Mass Arborist association, ECHA, Mass Highway Association, New England Sewer Association	500	500	500	0
New England Water Works - \$150 per course average x 10 = \$1,000	1,000	1,000	1,000	0
5317 Educational Training Total	1,500	1,500	1,500	0
5320 Contracted Services				
Leak detection	3,000	3,500	3,500	0
5320 Contracted Services Total	3,000	3,500	3,500	0
5341 Telephone				
T mobile , Amazon, any GPS upgrades	4,000	4,000	4,000	0
5341 Telephone Total	4,000	4,000	4,000	0
5421 Office Supplies (Gen				
General office supplies as needed	750	750	750	0
5421 Office Supplies (Gen Total	750	750	750	0
5481 Gasoline/Diesel Fuel				
Fuel for Sewer/Water Vehicles	75,000	75,000	75,000	0
5481 Gasoline/Diesel Fuel Total	75,000	75,000	75,000	0

Sewer Enterprise Insurance Deduction Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5483 Vehicle Prts & Acces				
Oil products, tires, starters, alternators, sewer hoses, truck services, inspections.	0	37,400	37,400	0
Oil products, tires, starters, alternators, sewer hoses, truck services, inspections. Vendors include Dennis Burke, Maplewood, NE Muni, R&S, Unlimited Auto, C&C Auto	34,000	0	0	0
5483 Vehicle Prts & Acces Total	34,000	37,400	37,400	0
5839 Infrastructure Repai				
Manhole asphalt, pipe, valves, covers, frames, gaskets, contract work.	0	15,914	15,914	0
Manhole asphalt, pipe, valves, covers, frames, gaskets, contract work. Contractors include Aggregate, EJ Prescott, Granese, Waterworks. EJ Prescott - Sewer supplies: pipe, valves, covers, frames, gaskets, etc.	15,450	0	0	0
5839 Infrastructure Repai Total	15,450	15,914	15,914	0
5860 Equipment				
for emergency equipment purchase for equipment not covered under CIP request	5,000	5,000	5,000	0
5860 Equipment Total	5,000	5,000	5,000	0
610032 Water-Pub Serv-Expenses Total	202,450	209,387	209,386	0

Engineering

Mission Statement

Why We Exist

The Engineering Department is the primary source of technical guidance for connections to and expansions of the municipal water distribution system. It oversees all water infrastructure enhancement projects within the city. The City Engineer serves as Salem's representative on the Salem Beverly Water Supply Board (SBWSB), which is responsible for treating Salem's public drinking water. Additionally, the Engineering Department manages the contracted operations and maintenance of the city's two water pumping stations and two covered storage reservoirs, including utility and supply expenses. It is also accountable for billing water usage to over 10,000 institutional, commercial, and residential properties connected to the municipal collection system. With a monthly volume of approximately 3,500 water and sewer billings, around 10% of which require analysis and estimation, the department ensures prompt and professional customer service for billing inquiries, account management, appointment scheduling for meter readings, and identifying accounts needing service. Moreover, the department handles billing for mandatory backflow device testing and water turn on/off fees performed by DPS crews. Furthermore, the Engineering Department offers technical support to the Public Services Divisions' Water Operations regarding the condition and location of the city's water infrastructure. Ensuring the integrity of the transmission mains conveying Salem water from SBWSB to the city remains a top priority for the department. Funding for these initiatives is sourced from the Water Enterprise System.

Goals and Objectives

- Implement a system for sending continuous water usage notifications to property owners, alerting them to potential leaks within their buildings.
- Evaluate the viability of utilizing the "Estimate" meter reading feature in Munis software to automate water/sewer billing and reduce human involvement.
- Initiate the installation of new meter interface units (MIUs) to replace failing units, enhancing accuracy and enabling walk-by readings when necessary.
- Enhance public awareness of water conservation through initiatives like Earth Day, Swap and Drop events, COA presentations, and collaborations with external organizations.
- Decrease the percentage of 'unaccounted for water' through improved reporting, leak detection, meter upgrades, and Capital Improvement Project (CIP) implementations.
- Provide enhanced customer service by evaluating leaks, usage, etc., on water and sewer accounts.
- Reinstate city-wide leak detection programs to further reduce 'unaccounted for' water loss.

- Supervise the contract operator responsible for managing the City's water pump stations and storage facilities.
- Utilize letters to residents for notifying issues with water meters, eliminating the need for door tags and enabling more efficient troubleshooting and appointments.
- Enhance tracking of water meter troubleshooting through the Viewpoint Cloud platform, including documentation of meter setups, readings, and MIU ID numbers.
- Revise procedures for placing liens on condominiums, addressing challenges with current billing software related to parcel identification.
- Explore alternative methods for collecting overdue accounts receivables, such as requiring condo associations to pay delinquent funds upon unit sale.
- Update policies and streamline dispute resolution processes related to estimated water usage and meter troubleshooting periods.
- Identify and implement more efficient, modern, and cost-effective metering solutions.
- Manage the Cross Connection Control Program to meet all Drinking water regulatory requirements.
- Continue to complete water improvement projects to upgrade the City infrastructure with a focus on area with history of issues and further reduce the City's unaccounted for water.
- Continue to work with City consultants to design the repairs needed to be able to bring the 3rd water transmission main back on service.

How FY 2025 Departmental Goals Relate to City's Overall Long- & Short-Term Goals

The department's objective to reinvest in and rehabilitate the City's water transmission and distribution infrastructure aligns with both the City's long- and short-term goals for sustainable infrastructure, ensuring they are achieved.

Recent Accomplishments

- Sent informative letters to residents regarding water meter issues, scheduling and completing troubleshooting for approximately 20 locations weekly, doubling efficiency in some cases compared to the prior year.
- Eliminated the necessity for meter technicians to post door tags for resident appointment scheduling.
- Issued continuous water usage letters to properties, aiding residents in identifying leaks such as running toilets, thus fostering water conservation awareness.
- Transitioned the final water and trash reading application to the Viewpoint cloud platform.
- Successfully completed the lien process for water, sewer, and trash despite software-related challenges.
- Improved the process for estimating water bills for "T" codes.

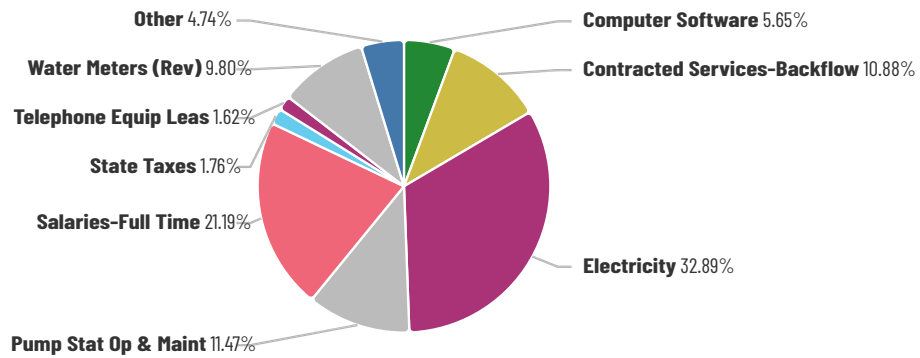
- Maintained efficient billing and meter repair services, minimizing issues with water consumption billing.
- Collaborated with the Department of Public Services on leak detection initiatives.
- Oversaw the City's contract operator for water pumping stations and storage facilities.

- Managed the City's backflow inspection, testing, and survey program.

Significant Budget & Staffing Changes For FY 2025

There are no significant budget or staffing alterations anticipated for FY 2025. However, due to inflation, costs for contracted services for backflow testing have risen, and additional expenses related to meters nearing expiration of their warranty are also factored into the budget.

Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Number of new 5/8 inch meters installed	28	58	20	20	-
Number of over 5/8 inch meters installed	13	7	5	5	-
Number of MIUís installed	565	335	400	500	-
Number of on-site appointments	705	542	600	800	-
Number of meters installed from ARM program	1	2	5	2	-
Troubleshooting on-site visits/drive by	1175	975	1500	1400	-

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Engineering - Personnel											
610131	5111	Salaries-Full Time	150,668	148,118	199,779	199,779	216,226	213,361	0	13,582	6.80
610131	5113	Salaries-Part Time	0	2,173	5,467	5,467	5,467	5,467	0	0	0.00
610131	5131	Overtime (General)	7,874	23,474	2,000	2,000	2,000	2,000	0	0	0.00
			158,541	173,765	207,246	207,246	223,693	220,828	0	13,582	6.55
Engineering - Expenditures											
610132	5211	Electricity-Pump Station	240,328	280,667	305,000	305,369	335,500	335,500	0	30,500	10.00
610132	5233	Computer Maintenance	0	10,876	750	750	1,000	1,000	0	250	33.33
610132	5277	Photocopy Machine Le	0	0	5,000	5,000	5,000	5,000	0	0	0.00
610132	5278	Telephone Equip-Pump Station	5,590	4,796	16,500	18,724	16,500	16,500	0	0	0.00
610132	5305	Accounting And Audit	2,500	2,500	2,500	2,500	2,563	2,563	0	63	2.52
610132	5317	Educational Training	1,670	2,519	4,200	4,200	4,200	4,200	0	0	0.00
610132	5320	Contracted Services	0	40,204	0	4,796	0	0	0	0	0.00
610132	5321	Contracted Serv-Backflow	82,301	120,123	111,000	125,877	111,000	111,000	0	0	0.00
610132	5342	Postage	11,097	16,017	13,000	14,717	13,000	13,000	0	0	0.00
610132	5375	Pump Stat Op & Maint	57,903	75,237	117,000	119,393	117,000	117,000	0	0	0.00
610132	5381	Printing And Binding	778	950	1,500	2,050	1,500	1,500	0	0	0.00
610132	5421	Office Supplies (Gen	1,809	3,209	3,750	4,203	3,750	3,750	0	0	0.00
610132	5445	Pump Station Suppl	1,934	3,661	5,000	5,600	5,000	5,000	0	0	0.00
610132	5519	Computer Software	34,574	38,283	37,000	37,000	57,624	57,624	0	20,624	55.74
610132	5538	Water Meters (Rev)	19,516	43,756	100,000	100,000	100,000	100,000	0	0	0.00
610132	5692	State Taxes	16,530	19,212	18,000	19,076	18,000	18,000	0	0	0.00
610132	5710	In State Travel/Meetings	199	1,205	2,100	2,263	2,100	2,100	0	0	0.00
610132	5717	Prof License Reimb	190	0	500	500	500	500	0	0	0.00
610132	5869	Computer Equip/Tech	1,858	2,265	2,250	2,250	2,250	2,250	0	0	0.00
			478,776	665,480	745,050	774,268	796,487	796,487	0	51,437	6.90
Department Total			637,317	839,245	952,296	981,514	1,020,180	1,017,315	0	65,019	6.83

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
SECRETARY	8/13/08	17,490	1,044.71	0.33		17,996	17,996
ADMIN ASSISTANT	9/26/85	7,482				-	-
Assistant Engineer	5/28/18	37,700	2,196.94	0.33		38,769	36,960
City Engineer	5/21/2007	18,065	2,582.21	0.25		33,698	33,698
GIS		21,107	1,260.75	0.33		23,099	22,043
BUSINESS MGR/WTR REG	10/14/2019	23,846	1,833.17	0.25		23,923	23,923
AFSCME		74,090		1.33		78,741	78,741
610131-5111		199,780		2.82		216,226	213,361
PT INTERN		5,467				5,467	5,467
610131-5113		5,467		0.00		5,467	5,467
OVERTIME		2,000	2,000.00			2,000	2,000
600131-5131		2,000		0.00		2,000	2,000
		207,247		2.82		223,692	220,828

Union Detail

Job Desc	Start Date	Job Grp	Approved Budget FY2024	FTE	Calc Period	Munis Budget FY2025	Step	Dept Req FY2025	Mayor FY2025
WATER METER READER			25,916	0.50	1,087.42	28,381.66	3	28,381.66	28,381.66
PRINCIPAL CLERK	12/18/17	2	18,679	0.33	1,088.56	18,751.53	3	18,751.53	18,751.53
ASSISTANT WATER REGISTRAR			29,495	0.50	605.51	31,607.62	3	31,607.62	31,607.62
			74,090	1.33		78,740.81		78,740.81	78,740.81

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	2.80
	FY2024	2.80
	FY2025	2.82
	Variance FY25 v. FY24	0.02

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
610132 Water-Engineer-Expenses				
5211 Electricity-Pump Station				
Salem’s share of electricity for Salem/Beverly Water Board based on water usage; also based on generation charges which fluctuate with fuel costs	305,000	335,500	335,500	0
5211 Electricity-Pump Station Total	305,000	335,500	335,500	0
5233 Computer Maintenance				
Ongoing support for Ti Sales/Neptune computer program	750	1,000	1,000	0
5233 Computer Maintenance Total	750	1,000	1,000	0
5277 Photocopy Machine Le				
New Copier Lease	5,000	5,000	5,000	0
5277 Photocopy Machine Le Total	5,000	5,000	5,000	0
5278 Telephone Equip-Pump Station				
ATT lease for ARM system-data collectors	16,000	16,000	16,000	0
Various alarms to support sewer pumping stations	500	500	500	0
5278 Telephone Equip-Pump Station Total	16,500	16,500	16,500	0
5305 Accounting And Audit				
Annual service for audits, contracted through Finance Dept.	2,500	0	0	0
Annual service for audits, contracted through Finance Dept. Requested increase of 2.5%	0	2,563	2,563	0
5305 Accounting And Audit Total	2,500	2,563	2,563	0
5317 Educational Training				
APWA National Congress	500	500	500	0
Attending Professional organization seminars and meetings-AWWA, NEWWA	1,800	1,800	1,800	0
Munis training and support, SSCW	1,900	1,900	1,900	0
5317 Educational Training Total	4,200	4,200	4,200	0
5321 Contracted Serv-Backflow				
Contract for Weston & Sampson to conduct backflow testing.	111,000	111,000	111,000	0
5321 Contracted Serv-Backflow Total	111,000	111,000	111,000	0
5342 Postage				
Total cost of postage for mailing w/s bills @ 50% W&S Depts.	13,000	13,000	13,000	0
5342 Postage Total	13,000	13,000	13,000	0
5375 Pump Stat Op & Maint				
Stand by generator annual maintenance	5,000	5,000	5,000	0
Water Department (60% sewer, 40% water)	112,000	112,000	112,000	0
5375 Pump Stat Op & Maint Total	117,000	117,000	117,000	0

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5381 Printing And Binding				
Collector's office includes printing costs; this represents annual inserts	1,500	1,500	1,500	0
5381 Printing And Binding Total	1,500	1,500	1,500	0
5421 Office Supplies (Gen				
General Office supplies as needed	2,500	2,500	2,500	0
Plotter Ink and Paper-previously under IT	1,250	1,250	1,250	0
5421 Office Supplies (Gen Total	3,750	3,750	3,750	0
5445 Pump Station Suppl				
50% of costs for pump station op and Maint. Will be shared with Sewer	5,000	5,000	5,000	0
5445 Pump Station Suppl Total	5,000	5,000	5,000	0
5519 Computer Software				
Annual Maintenance Fee Neptune 360	20,000	0	0	0
GIS and AutoCAD licensing-part previously under IT	4,500	4,500	4,500	0
Neptune 360 Advanced Module Annual Subscription	0	40,624	40,624	0
Ti Sales maintenance agreement for meter software; and repairs of field tool- from CIP	12,500	12,500	12,500	0
5519 Computer Software Total	37,000	57,624	57,624	0
5538 Water Meters (Rev)				
Misc. water meters for replacements (ECODER), meter supplies: MIU's, Transponders, meter heads, freeze plates, flanges, seals.	100,000	100,000	100,000	0
5538 Water Meters (Rev) Total	100,000	100,000	100,000	0
5692 State Taxes				
State fee charged per capita annually for water usage & taxes for Danvers Folly Hill	18,000	18,000	18,000	0
5692 State Taxes Total	18,000	18,000	18,000	0
5710 In State Travel/Meetings				
Meter Repair annual mileage	2,000	2,000	2,000	0
Tolls, parking, seminars, etc.	100	100	100	0
5710 In State Travel/Meetings Total	2,100	2,100	2,100	0
5717 Prof License Reimb				
City Engineer and Assistant Engineer PE Renewal	500	500	500	0
5717 Prof License Reimb Total	500	500	500	0
5869 Computer Equip/Tech				
Laptop/tablet for Junior Engineer	1,500	1,500	1,500	0
Scanner maintenance	750	750	750	0
5869 Computer Equip/Tech Total	2,250	2,250	2,250	0
610132 Water-Engineer-Expenses Total	745,050	796,487	796,487	0

Treasurer Water Enterprise Long Term Debt

Mission Statement

Treasurer–Water Enterprise–Long Term Debt

The Massachusetts Water Pollution Abatement Trust (MWPAT) was established in 1989 pursuant to Title VI of the Federal Clean Water Act. It was later amended in 1998 to encompass the provisions of Title XIV of the Federal Safe Drinking Water Act. The Trust’s mission is to fund the implementation of water pollution control and drinking water projects in the Commonwealth through a revolving fund loan program. In March 2006, MWPAT approved a loan commitment to the City of Salem in the amount of \$7,640,000. The Loan Interest Rate is 2%. On March 13, 2003, the Salem City Council approved the authorization of \$12,000,000 in principal amount to be borrowed to finance anticipated water projects. Of this amount, \$7,640,000 would be funded through the MWPAT Loan Commitment and \$4,360,000 would be raised through future bond issues. In December 2006, the City raised funding through an MWPAT 2% Loan in the amount of \$2,330,656 to finance Contract No. 1, the Loring Avenue Water Main Improvements. This project was completed in the spring of 2007. The \$2,330,656 MWPAT 2% Loan will be paid

off in semi-annual principal payments through July 2026. For FY23 there is a principal and interest payment of \$136,181.98 due on July 15, 2022, and an interest-only payment of \$5,444.55 due in January 2023.

On November 18, 2021, the City issued a bond for water leak detection, flushing and GIS administration, Salem PS and booster station, Bertram Field phase II, Forest River new water, water distribution main system improvements, water transmission main improvements, vector truck and Highland Ave. 16 inch water main for a total of \$1,759,369.

On November 19, 2020, the City issued a bond for Canal Street Phase II, sewer leaks and flushing, sewer illicit connection removal, bikeway and roadway improvements for a total of \$420,000.

On November 17, 2016, the City issued a \$4,095,000 bond. The bond is for the Folly Hill storage tank, water meter replacement, rehabilitation of Gallows Hill Water Tank II, water system upgrades and improvements, water leak detection, flushing and GIS administration.

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Treasurer - Expenditures											
610034	5910	Debt Principal	0	460,129	1,725,054	1,725,054	1,816,831	1,816,831	0	91,777	5.32
610034	5915	Long-Term Interest	0	144,450	608,113	608,113	584,898	584,898	0	(23,215)	(3.82)
610034	5916	Water Bond 1 - Prin-Mwpat	126,880	129,443	0	0	0	0	0	0	0.00
610034	5920	Water Bond 2 - Prin	145,000	145,000	0	0	0	0	0	0	0.00
610034	5936	Water Bond 1 - Int-Mwpat	14,747	12,184	0	0	0	0	0	0	0.00
610034	5939	Water Bond 2 - Int	37,620	31,820	0	0	0	0	0	0	0.00
610034	5949	Cip 2009-Int (11)	138,913	25,300	0	0	0	0	0	0	0.00
	A										
610034	5949C	Cip 2009-Prin (12)	505,000	70,000	0	0	0	0	0	0	0.00
610034	5949E	Cip 2011 Int	32,800	0	0	0	0	0	0	0	0.00
610034	5949F	Cip 2011-Prin	150,000	0	0	0	0	0	0	0	0.00
610034	5949K	Cip 2014-Prin	330,000	0	0	0	0	0	0	0	0.00
610034	5949L	Cip 2014-Int	33,000	0	0	0	0	0	0	0	0.00
610034	5949	Cip 2015-Prin	65,000	0	0	0	0	0	0	0	0.00
	M										
610034	5949	Cip 2015-Int	11,125	3,125	0	0	0	0	0	0	0.00
	N										

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
610034	5949	Cip 2016-Prin O	170,000	695,000	0	0	0	0	0	0	0.00
610034	5949P	Cip 2016-Int	96,700	134,763	0	0	0	0	0	0	0.00
610034	5949	Cip 2017 Prin U	70,000	110,000	0	0	0	0	0	0	0.00
610034	5949	Cip 2017 Int V	91,950	76,381	0	0	0	0	0	0	0.00
610034	5949	Cip 2018 Prin W	10,000	20,000	0	0	0	0	0	0	0.00
610034	5949X	Cip 2018 Int	6,981	6,481	0	0	0	0	0	0	0.00
610034	5949Z	Cip 2019-Prin A	35,000	40,000	0	0	0	0	0	0	0.00
610034	5949Z	Cip 2019-Int B	63,625	61,750	0	0	0	0	0	0	0.00
610034	5949Z	Cip 2020 Prin I	15,000	15,000	0	0	0	0	0	0	0.00
610034	5949Z	Cip 2020 Interest J	19,968	46,016	0	0	0	0	0	0	0.00
			2,169,308	2,226,842	2,333,167	2,333,167	2,401,729	2,401,729	0	68,562	2.94
Department Total			2,169,308	2,226,842	2,333,167	2,333,167	2,401,729	2,401,729	0	68,562	2.94

Water Enterprise Long Term Debt Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
610034 Water Debt Service				
5910 Debt Principal				
Water long-term debt service principal	1,725,054	1,816,831	1,816,831	0
5910 Debt Principal Total	1,725,054	1,816,831	1,816,831	0
5915 Long-Term Interest				
Water long-term debt service interest	608,113	584,898	584,898	0
5915 Long-Term Interest Total	608,113	584,898	584,898	0
610034 Water Debt Service Total	2,333,167	2,401,729	2,401,729	0

Water Enterprise Short Term Debt

Mission Statement

Treasurer—Water Enterprise—Short Term Debt

The expenditure covers the cost of the City's Short-term borrowing, including principal and interest on any Bond Anticipation Notes, Tax Anticipation Notes, Revenue Anticipation Notes, Grant Anticipation Notes and State Aid Anticipation Note.

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Treasurer - Expenditures											
610035	5304	Professional Serv/Fees	1,106	1,679	914	914	914	914	0	0	0.00
610035	5925	Interest On Notes	0	0	71,364	71,364	78,501	78,501	0	7,137	10.00
			1,106	1,679	72,278	72,278	79,415	79,415	0	7,137	9.87
Department Total			1,106	1,679	72,278	72,278	79,415	79,415	0	7,137	9.87

Water Enterprise Short Term Debt Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
610035 Water-Short Term Debt Int-Exp				
5304 Professional Serv/Fees				
WMPAT Annual Service Fees	914	914	914	0
5304 Professional Serv/Fees Total	914	914	914	0
5925 Interest On Notes				
Interest on BAN (5%)	71,364	78,501	78,501	0
5925 Interest On Notes Total	71,364	78,501	78,501	0
610035 Water-Short Term Debt Int-Exp Total	72,278	79,415	79,415	0

Water Enterprise SBWSB Assessment

Mission Statement

establishes the proportions on which the cities pay their expenses for the operation of the Water Board. The assessment for Fiscal Year 2023 is \$2,906,306.

Treasurer-Water Enterprise-SBWSB

Chapter 700 of the Acts of 1913 requires the Salem/Beverly Water Supply Board to annually determine the volume of water supplied to the cities of Salem and Beverly during the three years prior to September 30. This data

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Treasurer - Expenditures											
610033	5650	Sbwsb Assessment	2,785,009	2,906,306	3,017,336	3,017,336	3,147,612	3,147,612	0	130,276	4.32
			2,785,009	2,906,306	3,017,336	3,017,336	3,147,612	3,147,612	0	130,276	4.32
		Department Total	2,785,009	2,906,306	3,017,336	3,017,336	3,147,612	3,147,612	0	130,276	4.32

Water Enterprise SBWSB Assessment Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
610033 Water Assessments				
5650 Sbwsb Assessment				
Salem Beverly Water Supply Board Annual Operating Assessment	3,017,336	3,147,612	3,147,612	0
5650 Sbwsb Assessment Total	3,017,336	3,147,612	3,147,612	0
610033 Water Assessments Total	3,017,336	3,147,612	3,147,612	0

Water Enterprise Insurance Deductibles

Mission Statement

Treasurer-Water Enterprise-Insurance Deductible

The City has taken an insurance policy to protect itself for City-at-fault water back-ups into private structures. The City pays a deductible on each claim.

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Treasurer - Expenditures											
610037	5740	Insurance Deductibles	2,500	5,487	5,000	5,000	5,000	5,000	0	0	0.00
	A										
			2,500	5,487	5,000	5,000	5,000	5,000	0	0	0.00
		Department Total	2,500	5,487	5,000	5,000	5,000	5,000	0	0	0.00

Water Enterprise Insurance Deductibles Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
610037 Water Enterprise Fund-Ins Dedu				
5740A Insurance Deductibles				
Estimated amount for insurance deductibles related to water claims	5,000	5,000	5,000	0
5740A Insurance Deductibles Total	5,000	5,000	5,000	0
610037 Water Enterprise Fund-Ins Dedu Total	5,000	5,000	5,000	0

Trash/Solid Waste Enterprise

Engineering - Trash/Solid Waste Disposal

Mission Statement

Why We Exist

The Engineering Department provides management oversight of the City's curbside, weekly solid waste and bi-weekly recycling collection program and is responsible for developing and managing the trash fee collection program, implementing new policies and procedures as they arise, and resolving any problems with the program. Any solid waste related complaint calls received are also resolved. The Department's Waste Reduction Coordinator also coordinates and staffs the City's volunteer recycling committee, SalemRecycles, and manages their numerous events to promote diversion, reduction, reuse, repair and recycling throughout the year. The Department continues to process billing to approximately 1,783 accounts monthly: generating over \$950,000 in income annually including the liens process during the third property tax billing period. Funding for the efforts described herein is derived from the Solid Waste Enterprise System.

Goals and Objectives

- Decrease solid waste tonnage (current rate is \$81.46/ton of trash set to increase to \$83.50/ton in FY2025)
- Continue to successfully manage the solid waste collection and recycling program, continuing to reduce solid waste and increase diversion and recycling including many educational initiatives.
- Expand popular reuse and recycle events to include twice a year Styrofoam recycling collection, twice a year Free Book Swaps, three times a year Repair Café, return of the Free Swap N Drop, and a new Zero Waste series of events to include Salem State University and Salem businesses.
- Continue to manage contracts for solid waste and recycling collection, transportation, and disposal.
- Continue to make it easy for residents to recycle hard-to-recycle items accepted by TerraCycle.
- Manage the mattress and box spring curbside recycling program with Tough Stuff Recycling that began November 2022.
- Continue with liens process for delinquent bills.
- Continue quarterly electronic waste recycling collection at Salem High School.
- Manage sharps collection and solid waste orange overflow bag programs.
- Continue to promote the subscription based curbside compost collection program with intent to expand the compost drop off sites in more locations throughout the city.
- Continue to educate the public in the benefits of recycling, waste reduction, composting and implement the DEP mandatory recycling enforcement plan.
- Continue to enforce the mandatory recycling enforcement ordinance through the efforts of the Waste Reduction Coordinator and conducting recycle bin checks to educate residents about contaminants in the recycling. Communicating with thousands of residents monthly about best recycling practices.

- Collaborating with SalemSound Coastwatch, Keep Salem Beautiful, the Salem Beautification Committee, Change is Simple, SAFE, and others on litter reduction initiatives and beautification of the City.



How FY 2025 Departmental Goals Relate to City's Overall Long & Short-Term Goals

- Both the City's long and short-term goals for sustainable infrastructure will be met with the department's goals, by investing in and promoting recycling and food waste collection programs.
- Department continues to monitor the service of the current MSW & recycling contract and has been preparing an RFP for next contract that will begin July 1, 2025.
- Continued support of SalemRecycles, the City's all volunteer recycling committee, which continues to promote waste reduction education and offer important initiatives such as Repair Cafes, Textile Recycling, Book Swaps, Public Events, and mandatory recycling.
- To reduce solid waste tonnage, it is imperative that we continue to expand participation in curbside residential composting, public drop off sites, and introduce composting to Salem Public Schools.
- Continue to explore new initiatives such as increased public recycling, curbside compost, TerraCycle recycling, textile recycling, soft plastic drop-off, and recycling in schools to support the Green Communities designation.
- Continue to improve customer service through use of the Waste Management 800 number, See Click Fix, contract monitoring, and educational outreach.

Recent Accomplishments

- Implemented school composting at the Carlton Innovation School and working on expanding this program in all Salem Public Schools. By doing so, solid waste dumpsters are being serviced less frequently, rodents will have less access to trash, less plastic bags are being used, students are learning about the importance to divert food organics from the solid waste

stream, and neighbors of the school are experiencing less odor and no swill spilling onto their properties from the solid waste dumpsters.

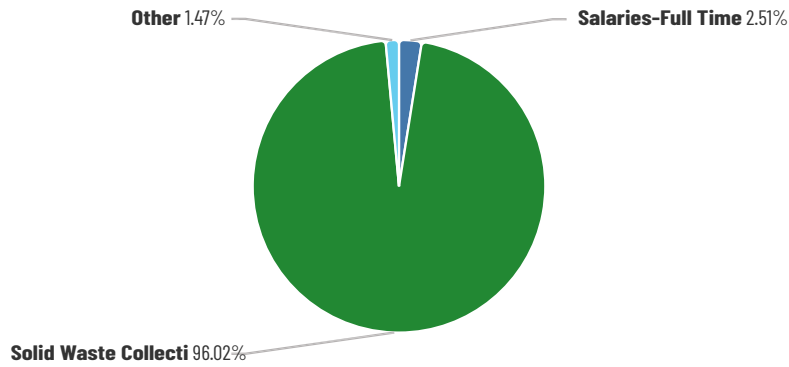
- Working with Housing Authority to educate residents on proper curbside recycling, reducing waste and introducing compost initiatives.
- Implemented a temporary cardboard recycling option for Salem businesses and residents.
- Meeting with Salem Academy students to discuss recycling, solid waste, and litter mitigation in the community.
- Continue to manage the solid waste and recycling contracts and working on the next contract which will be implemented July 1, 2025.
- Implemented fee for bulk items and offering a hardship waiver for residents unable to pay for the service.
- Added soft plastic recycling drop off to three City locations- City Hall Annex, Salem Public Library, and the Community Life Center. Continued education that these items are not curbside recyclable.
- Mandatory Recycling Enforcement has continued through monitoring recycling output, enforcement, and education.
- Continue to grow the Curbside Composting Program which is currently a subscription program involving 906 paid subscribers. Announced the incentive for residents to enroll in a paid curbside subscription which resulted in 50 new subscribers in 3 months.
- Maintained the compost drop-off station at Mack Park for residents who do not want to or are unable to pay for a monthly subscription with intent to grow this program to other areas throughout the city.
- Continue to promote the 'Adopt a Cigarette Butt Bin' Program with Salem Sound Coastwatch and placing receptacles in more appropriate locations.
- Increase of Recycling Committee members and volunteers. This committee and their volunteers continue to be instrumental in developing and implementing educational programs for trash reduction including community outreach, website updates, TerraCycle recycling, textile recycling and drives, compost initiatives, Repair Cafés, monthly newsletter, recycling market education, elimination of single use plastic bags and Styrofoam, etc.
- Diverted 6,425 tons of materials from waste stream through curbside recycling, textiles initiative, composting, yard waste, white goods, and e-waste collections.
- Executed November 2023 Textiles Recycling event, collected 7,305 lbs of textiles during a 5-hour event. Working with two different companies to ensure year-round textiles recycling options are available at public and private schools and churches. Promoting textile reuse, repair, donation, recycling and exploring new partnerships to increase diversion.
- Continue to partner with HELPSY to provide curbside textile pick up to residents who make an appointment online, in 2023 13,059 lbs. were collected in the curbside service.
- Continue TerraCycle Recycling, an opportunity for residents to recycle materials that would otherwise be trash including razors, Swiffer pads, toothpaste tubes and brushes, deodorant tubes, and Brita products. Installed a permanent collection bin at City Hall Annex and collected material at various events.
- Continued quarterly e-waste turnkey events at Salem High School.
- SalemRecycles continues to be regarded as a premier regional leader regarding their various initiatives, and continues to support other communities in their efforts to start Repair Cafes, Book Swaps, etc.
- Promoted Salem Recycles activities on Facebook, Instagram, Tik Tok, PATCH, SATV, monthly newsletters and through GreenSalem.com on a regular basis.
- Maintained GreenSalem.com as a resource for residents, in particular the A-Z Guide.
- Continued to process letters for new owners of residential properties; which has resulted in several dozen new trash accounts each year; currently billing almost 2,000 accounts at nearly \$946,000 annualized rate.
- Continued to improve public recycling through community awareness and 'greening' public events – including collecting compost at community events.
- Managed for the eighth year a city-wide effort to implement liens program, where properties with trash fees 180 days in arrears were liened to the 3rd quarter real estate tax bill. Over one hundred (100) accounts were liened yielding over \$30,000.
- Fielded thousands of calls to educate public on curbside trash, recycling, and yard-waste pick-up and continued to provide information on best ways to dispose of difficult items
- Received \$42,000 in DEP grant funds to continue funding the Waste Reduction Coordinator position.
- Received \$10,000 in DEP grant funds to purchase a container to store illegally dumped mattresses (currently only being used by DPW).
- Increased volunteer participation with the Beautification Committee to maintain public green space.
- Increased traffic island sponsorship from local businesses to help pay and maintain public green space.
- Grew Lady of Salem public art installation sponsorship
- Implemented monthly litter cleanups with Beautification Committee and Keep Salem Beautiful with hundreds of volunteers involved in these efforts.

Significant Budget & Staffing Changes For FY 2025

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



Expenditure by Department



Outcomes and Performance Measures	Actual FY2021	Actual FY2022	Actual FY2023	Estimated FY2024	Estimated FY2025
Tons of trash	10,973	12,004	12,300	12,100	
Tons of recycling	3,556	3,891	4,000	4,000	
Diverting recycling items from waste stream, in tons-CY:					
Textiles	139	184	200	200	
E-Waste (includes white goods)	51	45	52	55	
Books	67	40	68	70	
Educational materials distributed by Recycling Coordinator	2,400	2,400	2,600	2,500	
Cost of Trash disposal	0.85	0.86	0.87	0.95	
Cost of Recycling disposal	0.3	0.31	0.32	0.32	
Cost of Trash collection contract, in \$ Millions	2.3	2.3	2.45	2.475	

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Engineering - Trash/Solid Waste Disposal - Personnel											
620031	5111	Salaries-Full Time	71,170	55,918	77,460	77,460	116,841	114,907	0	37,447	48.34
620031	5113	Salaries-Part Time	8,674	8,644	5,466	5,466	6,838	5,466	0	0	0.00
620031	5131	Overtime (General)	0	0	500	500	500	500	0	0	0.00
			79,844	64,562	83,426	83,426	124,179	120,873	0	37,447	44.89
Engineering - Trash/Solid Waste Disposal - Expenditures											
620032	5291	Solid Waste Collecti	3,562,155	3,927,363	3,979,600	4,275,185	4,476,735	4,061,660	0	82,060	2.06
620032	5298	Trash Removal-Bakers Island	18,714	18,525	25,935	33,345	25,935	25,935	0	0	0.00
620032	5305	Accounting And Audit	2,500	2,500	2,500	2,500	2,500	2,500	0	0	0.00
620032	5317	Educational Training	100	1,000	1,500	1,500	1,500	1,500	0	0	0.00
620032	5342	Postage	8,848	9,228	10,500	12,533	10,500	10,500	0	0	0.00
620032	5381	Printing And Binding	596	1,154	1,000	1,231	1,000	1,000	0	0	0.00
620032	5421	Office Supplies (Gen	515	275	600	755	600	600	0	0	0.00
620032	5780	Recycling Expenses	12,738	15,603	19,200	73,970	19,200	19,200	0	0	0.00
620032	5854	Trash Truck	0	0	0	160,000	0	0	0	0	0.00
			3,606,166	3,975,648	4,040,835	4,561,019	4,537,970	4,122,895	0	82,060	2.03
Department Total			3,686,010	4,040,210	4,124,261	4,644,445	4,662,149	4,243,768	0	119,507	2.90

Personnel Summary

Job Description	Hire Date	Approved Budget FY2024	Calc Pay Period FY25	FTE	# Hours	Dept Request FY2025	Mayor Proposed FY2025
EXECUTIVE SECRETARY	8/13/2008	18,020	1,045	0.34		18,542	18,542
City Engineer	5/21/2007	16,349	2,582	0.25		33,698	33,698
BUSINESS MGR/WTR REG	10/14/2019	23,846	1,833	0.25		23,923	23,923
Waste Red. Coord.			1,171	0.31		21,359	19,425
AFSCME		19,246		0.34		19,320	19,320
620031-5111		77,460		1.49		116,841	114,907
PT INTERN		5,466	6,838			6,838	5,466
620031-5113		5,466				6,838	5,466
OVERTIME		500	500			500	500
620031-5131		83,426		1.49		124,179	120,873

Union Detail

Job Desc	Start Date	Job Grp	Approved Budget FY2024	FTE	Calc Period	Munis Budget FY2025	Step	Dept Req FY2025	Mayor FY2025
PRINCIPAL CLERK	12/18/17	2	19,246	0.34	370.11	19,319.74	3	19,319.74	19,319.74
			19,246	0.34		19,319.74		19,319.74	19,319.74

Budgeted Fund FTE		
Full-Time Equivalent Employees:	FY2023	1.05
	FY2024	1.05
	FY2025	1.49
	Variance FY 25 v. FY24	0.44

Water Enterprise Insurance Deductibles Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
620032 SOLID WASTE Ent-Expenses				
5291 Solid Waste Collecti				
Additional Christmas Tree Pickup	8,700	8,660	8,660	0
Bulk Item Collections: 3200 items Mattresses - 1,500 Composting municipal buildings and all public schools.	0	117,800	117,800	0
Bulk Item Collections: mattresses and Bulk Items estimate 13k annual	180,000	0	0	0
DPS events/event dumpsters	18,500	84,000	20,000	0
One extra week yard waste pick-up	15,900	19,875	19,875	0
Recycling processing, assume 4,020 tons at \$90/ton (changes/month pay up to 93/month)	371,000	371,000	389,550	0
Replacement Carts-1,000 Annual-\$46 each Trash(500)/Recycle \$58 (500)	75,000	75,000	75,000	0
Sharps Disposal-twice per month	3,500	0	0	0
Transfer Station Yard Waste Removal-3 times annually	80,000	88,000	88,000	0
Waste Management-weekly solid waste and bi weekly recycling pick-up (2.5% incr.)	2,255,000	2,681,000	2,311,375	0
WM Disposal-\$81.00/ton at 12,000 tons (2.5% increase)	972,000	0	0	0
WM Disposal-\$85.95/ton at 12,000 tons (2.5% increase)	0	1,031,400	1,031,400	0
5291 Solid Waste Collecti Total	3,979,600	4,476,735	4,061,660	0
5298 Trash Removal-Bakers Island				
Baker's Island Trash	25,935	25,935	25,935	0
5298 Trash Removal-Bakers Island Total	25,935	25,935	25,935	0
5305 Accounting And Audit				
Annual service for audits, contracted through Finance Dept.	2,500	2,500	2,500	0
5305 Accounting And Audit Total	2,500	2,500	2,500	0
5317 Educational Training				
Attending Professional organization seminars and meetings, along with training opportunities	1,500	1,500	1,500	0
5317 Educational Training Total	1,500	1,500	1,500	0
5342 Postage				
Costs of mailing monthly trash bills to consumers	10,500	10,500	10,500	0
5342 Postage Total	10,500	10,500	10,500	0
5381 Printing And Binding				
printing for brochures, etc. and annual recycling calendars	1,000	1,000	1,000	0
5381 Printing And Binding Total	1,000	1,000	1,000	0
5421 Office Supplies (Gen				
General office supplies as needed	600	600	600	0
5421 Office Supplies (Gen Total	600	600	600	0

Water Enterprise Insurance Deductibles Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
5780 Recycling Expenses				
Constant Contact-electronic newsletter license	1,000	1,000	1,000	0
E-Waste collection-pick up from DPS quarterly for dumped e-waste	5,500	5,500	5,500	0
Funds for Waste Reduction Coordinator Mileage	2,000	2,000	2,000	0
General Expenses for events such as Clean Salem-Green Salem, Science Fairs, rentals, etc. banners, supplies, handouts, displays, etc.	5,000	5,000	5,000	0
Mass Recycle Membership	1,000	1,000	1,000	0
police details- for 4 E-Waste events	1,200	1,200	1,200	0
Public Stewardship, organization memberships	2,000	2,000	2,000	0
Website hosting and support-GreenSalem.com-per IT's request-not part of IT	1,500	1,500	1,500	0
5780 Recycling Expenses Total	19,200	19,200	19,200	0
620032 SOLID WASTE Ent-Expenses Total	4,040,835	4,537,970	4,122,895	0

PEG Access Enterprise

Solicitor & Licensing Board - PEG Access

Budget Summary

Org	Obj	Account Description	FY2022 Actuals	FY2023 Actuals	FY2024 Adopted Budget	FY2024 Adjusted Budget	FY2025 Dept.	FY2025 Mayor	Approved Budget FY2025	Variance	% Change
Solicitor & Licensing Board - PEG Access - Expenditures											
6300302	5713	Expenses	583,799	584,611	691,250	691,250	691,250	691,250	0	0	0.00
			583,799	584,611	691,250	691,250	691,250	691,250	0	0	0.00
		Department Total	583,799	584,611	691,250	691,250	691,250	691,250	0	0	0.00

Budget Detail

Description	Approved Budget FY2024	Department Request FY2025	Mayor FY2025	Approved Budget FY2025
6300302 COMCAST PEG ACCESS ENT-EXPENSE				
5713 Expenses				
Fiber Equipment (part of quarterly payment paid to city for fiber)	31,250	31,250	31,250	0
SATV - Salem Television Access Fees (quarterly payments)	660,000	660,000	660,000	0
5713 Expenses Total	691,250	691,250	691,250	0
6300302 COMCAST PEG ACCESS ENT-EXPENSE Total	691,250	691,250	691,250	0



Full-Time Equivalent Employees (FTE's)

	FY2023	FY2024	FY2025	Change From Prior FY
EXECUTIVE DIVISION				
Mayor	5.00	6.50	9.00	2.50
LEGISLATIVE DIVISION				
City Clerk				
City Council	0.00	0.00	0.00	0.00
City Clerk-Record Maint	5.00	5.00	5.00	0.00
Elections & Registrations	2.50	3.00	3.00	0.00
FINANCE DIVISION				
Assessors	5.00	5.00	5.00	0.00
Collector	4.00	4.00	4.00	0.00
Data Processing - IT/GIS General Admin	12.00	12.00	11.00	-1.00
Finance	4.00	6.00	6.00	0.00
Parking Department	18.00	18.00	18.00	0.00
Purchasing	2.50	2.50	2.50	0.00
Treasurer	4.00	4.00	4.00	0.00
LEGAL DIVISION				
Solicitor	5.30	5.30	5.61	0.31
HUMAN RESOURCE DIVISION				
Human Resources	4.54	4.54	4.54	0.00
FIRE DIVISION				
Fire	98.00	101.00	101.00	0.00
POLICE DIVISION				
Police	111.71	109.41	109.96	0.55
Harbormaster	3.00	3.00	3.00	0.00
INSPECTIONAL SERVICES DIVISION				
Public Property - Inspections	11.00	10.00	11.00	1.00
Electrical	6.50	6.50	7.00	0.50
Health	9.50	14.50	19.00	4.50
PLANNING & COMMUNITY DEVELOPMENT DIVISION				
Planning - General Admin	13.29	13.24	13.24	0.00

PUBLIC SERVICES DIVISION

Public Services - General Admin	30.17	28.17	28.17	0.00
Sewer Enterprise Fund	7.13	6.96	6.96	0.00
Water Enterprise Fund	7.13	6.96	6.96	0.00

ENGINEERING DIVISION

Engineering - General Fund	4.85	4.85	4.87	0.02
Sewer Enterprise Fund	2.80	2.80	2.82	0.02
Water Enterprise Fund	2.80	2.80	2.82	0.02
Trash Enterprise Fund	1.05	1.05	1.49	0.44

RECREATION & COMMUNITY SERVICES DIVISION

Council On Aging	10.93	13.85	13.91	0.06
Library	22.01	22.01	22.01	0.00
Recreation - General Admin	5.14	5.79	5.64	-0.15
Golf Course	3.15	3.15	3.15	0.00
Witch House	1.65	1.65	1.65	0.00
Charter Street	0.50	0.50	0.50	0.00
Winter Island	1.00	1.00	1.00	0.00
Veterans	2.54	2.54	2.54	0.00

SUSTAINABILITY & RESILIENCY DEPARTMENT

Sustainability & Resiliency - General Admin	3.50	5.00	5.00	0.00
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City Grand Totals

432.69	444.07	452.84	8.77
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Full-Time Equivalent Employee Comparisons

Appendix

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, 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 bullet1 in 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.

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

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.

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 purposed. These funds are used mostly for donations, state, federal, and other intergovernmental revenue, and expenditures.

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.

Debt Service Funds – to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Proprietary Funds

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.

Internal Service Funds – to account for the financing of good 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

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

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

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

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

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

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

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

Annual Audits

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

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

Fund Financial Statements

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

Major Fund Criteria

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

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

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

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

Measurement Focus, Basis of Accounting and Financial Statement Presentation

Government-Wide Financial Statements

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

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

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

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

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

Fund Financial Statements

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

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

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

The following major governmental funds are reported:

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

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

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

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

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

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

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

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

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

The following major proprietary funds are reported:

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

- The *trash enterprise fund* is used to account for the solid waste disposal activities.

Additionally, the following proprietary fund type is reported:

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

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

The following fiduciary fund types are reported:

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

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

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

Government-Wide and Fund Financial Statements

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

Major & Non-Major Funds Overview

General Fund - 100

MAJOR

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
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	17,188,121.00	4,965,114.00	41%
2022	17,188,121.00	16,856,224.00	(331,897.00)	-2%
2023	16,856,224.00	19,356,224.00	2,500,000.00	15%
2024	19,356,224.00	19,856,224.00	500,000.00	3%

Est.

The objective of the General Fund is to raise revenue to cover expenses for the fiscal year. FY 2023 saw an increase due in local receipts, cannabis, excise tax, parking fees and FY 2024 is projected to be more steady state.

Sewer Enterprise Fund - 6000

MAJOR

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
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	4,475,939.79	664,316.79	17%
2022	4,475,939.79	5,084,653.00	608,713.21	14%
2023	5,084,653.00	6,528,289.00	1,443,636.00	28%
2024	6,528,289.00	7,528,289.00	1,000,000.00	15%

Est.

Rate increases 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
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	-	207,489.96	207,489.96	0%
2023	207,489.96	-	(207,489.96)	0%
2024	-	-	-	100%

Est.

Rate increases to cover expenditures, Sewer Fund transfers into Water at year-end to cover any deficits.

Trash Enterprise Fund - 6200

MAJOR

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
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	760,533.71	233,555.71	44%
2022	760,533.71	1,088,192.00	327,658.29	43%
2023	1,088,192.00	1,306,579.00	218,387.00	20%
2024	1,306,579.00	1,506,579.00	200,000.00	15%

Est.

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

Stabilization Fund - 8301

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY End Fund Bal	% Var in FB
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	14,067,845.00	4,023,884.99	40%
2023	14,067,845.00	16,300,000.00	2,232,155.00	16%
2024	16,300,000.00	16,950,000.00	650,000.00	4%

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
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	107,590.48	(627,120.13)	-85%
2023	107,590.48	453,295.37	345,704.89	321%
2024	453,295.37	235,000.00	(218,295.37)	-48%

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
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	6,170,279.92	2,693,486.28	77%
2023	6,170,279.92	9,768,145.74	3,597,865.82	58%
2024	9,768,145.74	5,000,000.00	(4,768,145.74)	-49%

Est.

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 (per finance policies) to cover those capital needs.

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
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	5,197,511.10	282,620.88	6%
2023	5,197,511.10	6,076,932.80	879,421.70	17%
2024	6,076,932.80	6,500,000.00	423,067.20	7%

Est.

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

Departmental Fund Relationships

Departmental Fund Relationships

			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
Department	Sub Department	Index #	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 School	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											

Departmental Fund Relationships

			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
Department	Sub Department	Index #	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														

Departmental Fund Relationships

			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
Department	Sub Department	Index #	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				

Performance Management & Measures

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 – Department Budgets.

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.



Glossary of Terms

Abatement

A complete or partial cancellation of a tax levy imposed by a governmental unit and administered by the local board of assessors.

Accounting Period

A period at the end of which, and for which, financial statements are prepared. Also known as a fiscal period.

Accounting System

A system of financial record keeping that records, classifies and reports information on the financial status and operation of an organization.

Accrual

A method of accounting that recognizes income when earned and expenses when incurred regardless of when cash is received or disbursed.

Activity

A specific and distinguishable line of work performed by one or more organization components of a governmental unit for the purpose of accomplishing a function for which the governmental unit is responsible.

Adopted Budget

The resulting budget that has been approved by the City Council.

Allocation

The distribution of available monies, personnel, buildings, and equipment among various City departments, divisions or cost centers.

Annual Budget

An estimate of expenditures for specific purposes during the fiscal year (July 1-June 30) and the proposed means (estimated revenues) for financing those activities.

Appropriation

An authorization granted by the City Council to incur liabilities for purposes specified in the appropriation act.

Arbitrage

Investing funds borrowed at a lower interest cost in investments providing a higher rate of return.

Assessed Valuation

A valuation set upon real or personal property by the local board of assessors as a basis for levying taxes.

Audit

An examination of documents, records, reports, system of internal control, accounting and financial procedures to ensure that financial records are fairly presented and in compliance with all legal requirements for handling of public funds, including state and federal laws and the City charter.

Balanced Budget

A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and towns.

Bond Anticipation Notes (BAN)

Notes issued in anticipation of later issuance of bonds, usually payable from the proceeds of the sale of the bonds or renewal notes.

Budget

A plan of financial operation embodying an estimate of proposed expenditures for a given time period and the proposed means of financing them. The term usually indicates a financial plan for a single fiscal year.

Budget Calendar

A schedule of certain steps to be followed in the budgeting process and the dates by which each step must be complete.

Budget Document

The instrument used by the Mayor to present a comprehensive financial program to the appropriating body.

Budget Message

A general discussion of the submitted budget presented in writing by the Mayor to the legislative body as part of the budget document.

Capital Budget

A plan of proposed outlays for acquiring long-term assets and the means of financing those acquisitions during the current fiscal period.

Capital Improvement Program (CIP)

A plan for capital expenditure to be incurred each year over a fixed period of years to meet capital needs arising from the long term work program. It sets forth each project and specifies the full resources estimated to be available to finance the projected expenditures.

Charges for Service

(Also called User Charges or Fees) the charges levied on the users of particular goods or services provided by local government requiring individuals to pay for the private benefits they receive. Such charges reduce the reliance on property tax funding.

Cherry Sheet

A form showing all state and county charges and reimbursements to the City as certified by the state director of accounts. Years ago this document was printed on cherry colored paper, hence the name. A copy of this manual can be found at the following online address: <http://www.mass.gov/dor/local-officials/municipal-databank-and-local-aid-unit/cherry-sheet-reports.html>.

Community Benefits Agreement (CBA) or Community Host Agreement (CHA). Typically a contract signed by a developer/business/group and a municipality that requires the business/developer/group to provide specific amenities and/or mitigations to the local community or neighborhood.

Community Preservation Act (CPA)

The CPA allows communities to create a local Community Preservation Fund to raise money through a surcharge of up to 3% of the real estate tax levy on real property for open space protections, historic preservation and the provision of affordable housing. The act also creates a significant state matching fund, which serves as an incentive to communities to pass the CPA.

Cost Center

The lowest hierarchical level of allocating monies. Often referred to as a program, project or operation.

Debt Limits

The general debt limit of a City consists of normal debt limit, which is 2 ¾ percent of the valuation of taxable property and a double debt limit which is 5 % of that valuation. Cities and towns may authorize debt up to the normal limit without state approval. It should be noted that there are certain categories of debt which are exempt from these limits.

Debt Service

Payment of interest and repayment of principal to holders of a government's debt instruments.

Deficit or Budget Deficit

The excess of budget expenditures over receipts. City and State laws require a balance budget.

Department

A principal, functional and administrative entity created by statute and the Mayor to carry out specified public services.

Encumbrance

An account used to record the estimated amount of purchase orders, contract, or salary commitments chargeable to an appropriation. The account is credited when goods or services are received and the actual expenditure of the appropriation is known.

Enterprise Fund

A fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the full costs of providing the goods or services be financed primarily through charges and fees thus removing the expenses from the tax rate. Governmentally owned utilities and hospitals are ordinarily accounted for by enterprise funds.

Equalized Value (EQV)

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

Exemptions

A statutory reduction in the assessed valuation of taxable property accorded to certain taxpayers, such as senior citizens, widows, and war veterans.

Expenditures

The amount of money, cash or checks, actually paid or obligated for payment from the treasury when liabilities are incurred pursuant to authority given in an appropriation.

Fiduciary Funds

contain resources held by a government but belonging to individuals or entities other than the government. A prime example is a trust fund for a public employee pension plan. Governmental funds account for everything else.

Financial Accountability

The obligation of government to justify the raising of public resources and what those resources were expended for.

Financial Condition

The probability that a government will meet its financial obligations as they become due and its service obligations to constituencies, both currently and in the future.

Financing Plan

The estimate of revenues and their sources that will pay for the service programs outlined in the annual budget.

Fiscal Period

Any period at the end of which a governmental unit determines its financial position and the results of its operations.

Fiscal Year

The 12-month financial period used by all Massachusetts municipalities this begins July 1st and ends June 30th of the following calendar year. The year is represented by the date on which it ends. Example: July 1, 2006 to June 30, 2007 would be FY 07.

Fixed Asset

Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Full and Fair Market Valuation

The requirement, by State Law, that all real and personal property be assessed at 100% of market value for taxation purposes.

“Proposition 2 ¾“ laws set the City’s tax levy limit at 2 ¾ % of the full market (assessed) value of all taxable property.

Fund

A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities, and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance

The portion of Fund Equity available for appropriation.

Fund Equity

The excess of fund assets and resources over fund liabilities. A portion of the equity of a governmental fund may be reserved or designated; the remainder is referred to as Fund Balance.

General Fund

A fund used to account for all transactions of a governmental unit that is not accounted for in another fund. The General Fund is used to account for the ordinary operations of a governmental unit that are financed from taxes and other general revenues.

Government Accounting Standards Board (GASB)

The Governmental Accounting Standards Board (GASB) was organized in 1984 as an operating entity of the Financial Accounting Foundation (FAF) to establish standards of financial accounting and reporting for state and local governmental entities. Its standards guide the preparation of external financial reports of those entities. The Foundation’s Trustees are responsible for selecting the members of the GASB and its Advisory Council, funding their activities and exercising general oversight with the exception of the GASB resolution of technical issues. The GASB function is important because external financial reporting can demonstrate financial accountability to the public and is the basis for investment, credit and many legislative and regulatory decisions. The mission of the Governmental Accounting Standards Board is to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports. More information, including all statements, can be found at www.gasb.org.

Government Finance Officers Association (GFOA)

The Government Finance Officers Association (or GFOA) is a professional association of approximately 17,500 state, provincial, and local government finance officers in the United States

and Canada. GFOA is headquartered in downtown Chicago. More information can be found at www.gfoa.org.

Governmental Funds

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

Grant

A contribution of assets by one governmental unit to another unit. Typically, these contributions are made to local governments from the state and federal government. The contribution is usually made to aid in the support of a specified function (for example, education), but it is sometimes also for general purposes, or for the acquisition or construction of fixed assets.

Group Insurance Commission (GIC)

The group insurance commission was established by the Legislature in 1955 to provide and administer health insurance and other benefits to the Commonwealth of Massachusetts employees and retirees, and their dependents and survivors. The GIC also covers housing and redevelopment authorities' personnel, participating municipalities, and retired municipal employees and teachers in certain governmental units.

Inter-fund Transactions

Payments from one administrative budget fund to another or from one trust fund to another, which result in the recording of a receipt and an expenditure.

Intra-fund Transactions

Financial transactions between activities within the same fund. An example would be a budget transfer.

Levy

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

Levy Ceiling

The limit imposed by Proposition 2 ¾ that equals 2 ¾ % of the total full and fair cash value of all taxable property.

Levy Limit

The amount that a municipality may raise in taxes each year which is based on the prior year's limit plus 2 ¾ % increase on that amount plus the amount certified by the State that results from "new growth".

License and Permit Fees

The charges related to regulatory activities and privileges granted by government in connection with regulations. Line-item Budget - A format of budgeting which organizes costs by object of expenditure such as supplies, equipment, maintenance or salaries.

MBTA-Massachusetts Bay Transportation Authority

The Massachusetts Bay Transportation Authority is the state authority responsible for all aspects of transportation throughout the Commonwealth of Massachusetts. An description of the assessment charged to municipalities can be found in the cherry sheet manual located on-line at <http://www.mass.gov/dor/local-officials/municipal-databank-and-local-aid-unit/cherry-sheet-reports.html>.

MGL-Massachusetts General Law

The General Laws of the Commonwealth of Massachusetts. These laws can be found at <http://www.mass.gov/legis/>.

MSBA-Massachusetts School Building Authority

The MSBA is the state authority that oversees all school building projects and funding. The web site is www.mass.gov/msba.

Major Funds

There are two types of major governmental funds – General Funds and Enterprise Funds. These funds are voted as part of the annual city budget. The General Fund is the major operating fund of municipal governments, and it accounts for the vast majority of municipal operations. The General Fund is supported by revenues from real estate and personal property taxes, state and federal aid, excise taxes, investment income, fines and forfeitures, and fees and charges. Most of the municipal departments, including the schools, are supported in whole or in part by the General Fund. Enterprise funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided the periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

Modified Accrual Basis

Under the modified accrual basis of accounting, required for use by governmental funds, revenue are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

New Growth

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

Non-expendable Trust Fund

A fund, the principal, and sometimes also the earnings, of which may not be expended.

Non-Tax Revenue

All revenue coming from non-tax sources including licenses and permits, intergovernmental revenue, charges for service, fines and forfeits and various other miscellaneous revenue.

Other Financing Sources (OFS)

An Operating statement classification, in which financial inflows other than revenues are reported, for example, proceeds of long-term debt and operating transfers-in.

Other Financing Uses (OFU)

An Operating statement classification in which financial outflows other than expenditures are reported, for example, operating transfers-out.

Other Post Employment Benefits (OPEB)

Other Postemployment Benefits (or OPEB) are benefits (other than pensions) that U.S. state and local governments provide to their retired employees. These benefits principally involve health care benefits, but also may include life insurance, disability, legal and other services.

Operating Budget

A budget that applies to all outlays other than capital outlays. See Budget.

Overlay The amount raised by the assessors in excess of appropriation and other charges for the purpose of creating a fund to cover abatements and exemptions.

Overlay Surplus

Any balance in the overlay account of a given year in excess of the amount remaining to be collected or abated can be trans-

ferred into this account. Overlay surplus may be appropriated for any lawful purpose.

Performance Indicator

Variables measuring the degree of goal and objective fulfillment achieved by programs.

Performance Standard

A statement of the conditions that will exist when a job is well done.

PILOT – Payment in Lieu of Taxes

Money received from exempt (non-profit) organizations who are otherwise not obligated to pay property taxes. Federal, state, municipal facilities, hospitals, churches and colleges are examples of tax exempt properties.

Policy

A definite course of action adopted after a review of information and directed at the realization of goals.

Priority

A value that ranks goals and objectives in order of importance relative to one another.

Procedure

A method used in carrying out a policy or plan of action.

Program

Collections of work related activities initiated to accomplish a desired end.

Program Budget

A budget format which organizes expenditures and revenues around the type of activity or service provided and specifies the extent or scope of service to be provided, stated whenever possible in precise units of measure.

Proposition 2 $\frac{3}{4}$

A law which became effective on December 4, 1980. The two main components of the tax law relating to property taxes are: 1) the tax levy cannot exceed 2 $\frac{3}{4}$ % of the full and fair cash value, and 2) for cities and towns at or below the above limit, the tax levy cannot exceed the maximum tax levy allowed for the prior by more than 2 $\frac{3}{4}$ % (except in cases of property added to the tax rolls and for valuation increases of at least 50% other than as part of a general revaluation).

Purchase Order

A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for a stated estimated price. Outstanding purchase orders are called encumbrances.

Rating Agencies

This term usually refers to Moody's Investors Service and Standard and Poor's Corporation. These services are the two major agencies which issue credit ratings on municipal bonds.

Registered Bonds

Bonds that are registered on the books of the issuer as to ownership; the transfer of ownership must also be recorded on the books of the issuer. Recent changes in federal tax laws mandate that all municipal bonds be registered if their tax exempt status is to be retained.

Reserves

An account used to indicate that portion of fund equity which is legally restricted for a specific purpose or not available for appropriation and subsequent spending.

Reserve for Contingencies

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

Retained Earnings

The accumulated earnings of an Enterprise or Internal Service Fund that have been retained in the fund and are not reserved for any specific purpose.

Revenue

Additions to the City's financial assets (such as taxes and grants) other than from interfund transfers and debt issue proceeds.

Revolving Fund

A fund established to finance a continuing cycle of operations in which receipts are available for expenditure without further action by the City Council.

RMV-Registry of Motor Vehicles

The Registry of Motor Vehicles in Massachusetts is responsible for all aspects of motor vehicles including but not limited to registration, sales tax, and licensing.

Service Level

The extent or scope of the City's service to be provided in a given budget year. Whenever possible, service levels should be stated in precise units of measure.

Special Revenue Fund (SRF)

A fund used to account for revenues from specific revenue sources that by law are designed to finance particular functions or activities of government.

Submitted Budget

The proposed budget that has been approved by the Mayor and forwarded to the City Council for their approval. The City Council must act upon the submitted budget within prescribed guidelines and limitations according to statute and the City charter.

Supplemental Appropriations

Appropriation's requested by the Mayor and approved by the City Council after an initial appropriation to cover expenditures beyond original estimates.

Tax Anticipation Notes (TAN)

Notes issued in anticipation of collection of taxes, usually retired only from tax collections, and only from the proceeds of the tax levy whose collection they anticipate.

Tax Levy

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

Tax Rate

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

Unit Cost

A term used in cost accounting to denote the cost of producing a unit of product or rendering a unit of service, for example, the cost of treating and purifying a thousand gallons of sewage.

Valuation (100%)

Requirement that the assessed valuation must be the same as the market value for all properties.

Warrant

An order drawn by a municipal officer directing the treasurer of the municipality to pay a specified amount to the bearer, either after the current or some future date.

Warrant Payable

The amount of warrants outstanding and unpaid.