



# Salem Board of Education Budget Presentation SY2024-2025

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Salem Board of Finance Meeting  
March 7, 2024

# Percentage of Town Spending on Education

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Year	Town Total	BOE	Total Budget	BOE % of Total Budget
2012-13	\$4,261,079.00	\$10,118,255.00	\$14,379,334.00	70.37%
2017-18	\$4,521,626.00	\$10,548,225.00	\$15,069,851.00	69.99%
2018-19	\$4,665,183.00	\$10,324,295.00	\$14,989,478.00	68.88%
2019-20	\$4,926,214.00	\$10,425,292.00	\$15,351,506.00	67.91%
2020-21	\$5,144,002.00	\$10,975,886.00	\$16,119,888.00	68.09%
2021-22	\$5,322,796.00	\$11,050,886.00	\$16,373,682.00	67.49%
2022-23	\$5,397,143.00	\$11,327,158.00	\$16,724,301.00	67.73%
2023-24	\$5,911,093.00	\$11,304,501.00	\$17,215,594.00	65.66%



*"Salem inspires learning, creativity, critical thinking, personal integrity, and citizenship."*

Salem School District  
BOE Approved Budget  
SY2024-25

SALEM SCHOOL DISTRICT  
200 Hartford Road  
Salem, CT 06320  
(860) 892-1223  
[www.salemschools.org](http://www.salemschools.org)

2/5/24

Consistent with our Mission Statement, "Salem inspires learning, creativity, critical thinking, personal integrity, and citizenship", the following budget priorities are aligned to our [BOE Approved Strategic Plan](#).

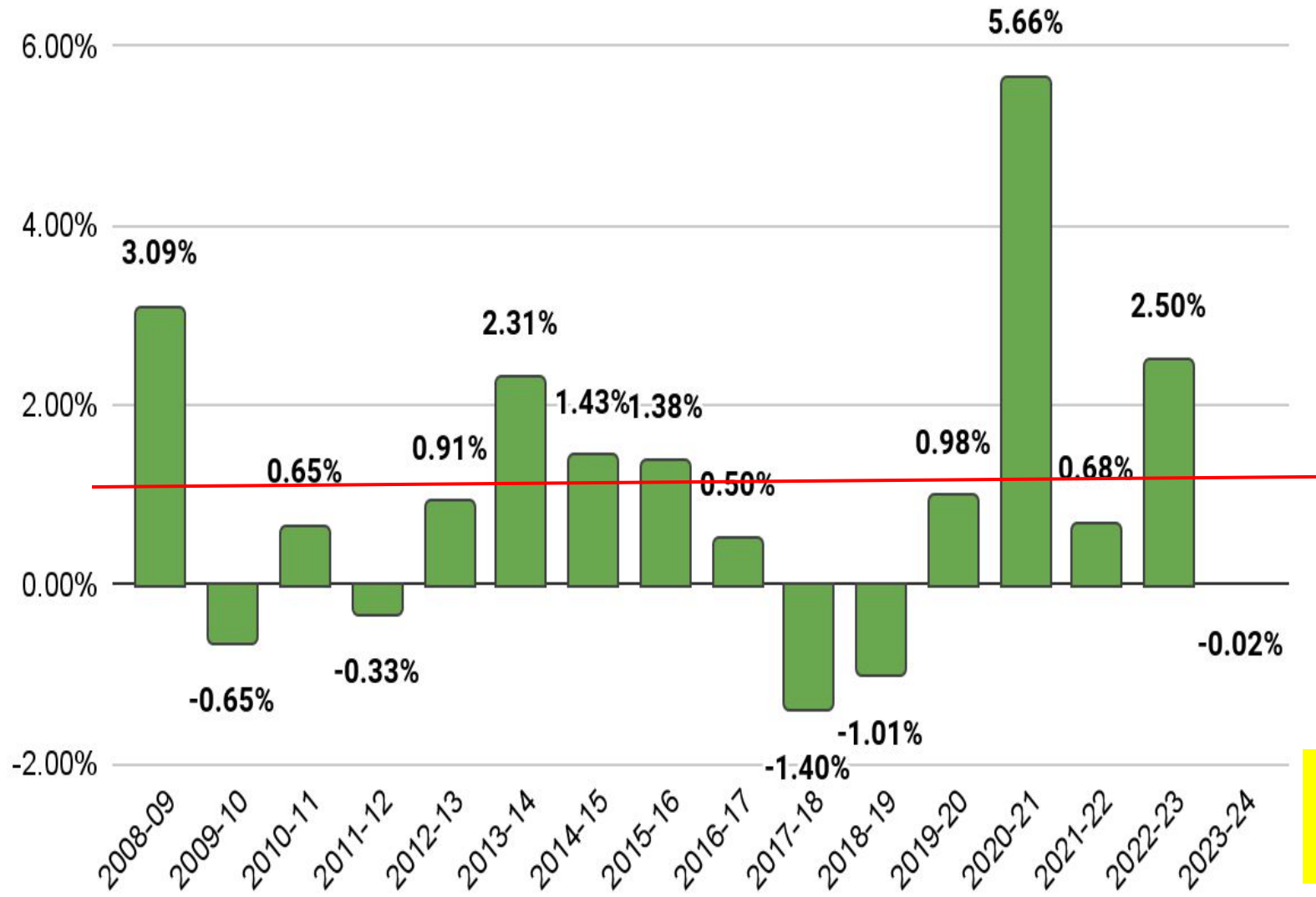
**Maintenance of Effort Budget** increase is 5.20%. This increase represents rolling up our current staffing and programming model that supports the Salem Board of Education Strategic Plan. This increase excludes the below **program enhancements** and includes assumptions for TBD **variables** for service contracts and non-certified labor agreement.

- **Program enhancements** - Included in the budget detail are program enhancements that support the priorities of the Board's Strategic Plan. The breakout of enhancements is below. The net % increase to the budget is 1.11% for all enhancements (total cost and respective budget increase are broken out below).
  - Special Education Programming - increase of staffing model to add 1.0 School Psychologist, 1 Registered Behavior Technician. These positions have the potential to reduce outplacement and offer supplemental support throughout the school in the areas of talented & gifted testing support as well as proactive student behavioral support (\$128,059 & 1.06%).
  - LEARN Human Resources Support (\$6,000 & 0.05 %).
- **Variables** - unknown variables include the following and may positively or negatively impact the Maintenance of Effort Budget:
  - Non-Certified Contract
  - Transportation Contract
  - Technology Contract
  - Special Education Outplacements/Transportation
  - Early Notification of Retirement Incentive
  - Health Insurance
- Projected total budget increase of 6.31%

# \$12,017,833.00

## *6.31% increase over current budget*

# Salem BOE Approved Budget History



24-25  
TBD

# Proactive Cost Savings/Cost Avoidance

- Early notification 24-25 Savings of \$19,429
- 5 year bus contract future savings of \$15,120
- Shared Services East Lyme Partnerships and outreach to Bozrah for shared service Superintendent that would provide revenue to Salem (similar to shared service models w/ East Lyme Food Service/Facilities and Security



**SALEM SCHOOL DISTRICT**

200 Hartford Road, Salem, CT 06420

To: Michel Leask, Chair, Bozrah Board of Education  
From: Sean Reith, Chair, Salem Board of Education  
Date: January 23, 2024  
Re: Shared Service Agreement for Interim Superintendent

I have recently become aware of Bozrah needing an interim Superintendent, effective February 8 to replace your outgoing Superintendent.

We are sending this communication to explore the possibility of our Superintendent, Brian Hendrickson, operating in a shared service capacity with Bozrah for the remainder of the school year. We are interested in exploring this idea because of the unique opportunity it presents. Specifically this potential short term arrangement could have longer term and mutually beneficial results in the form of potential shared services.

As Salem and Bozrah are both independent PK-8 schools with declining enrollments and financial pressures of small Towns with limited tax base, being open to and pursuing potential shared service agreements seems to be in the best interests of Salem and Bozrah taxpayers. And, just as importantly, both communities' dedication to and support for excellence in their respective schools provide common ground and a starting point for collaboration.

Please contact me at your earliest convenience if you would like to discuss this possibility in more detail. Cell Phone: [REDACTED]

Thank you in advance for your time and consideration.

# **SY2023-24: Why are we \$288,486.00 unencumbered?**

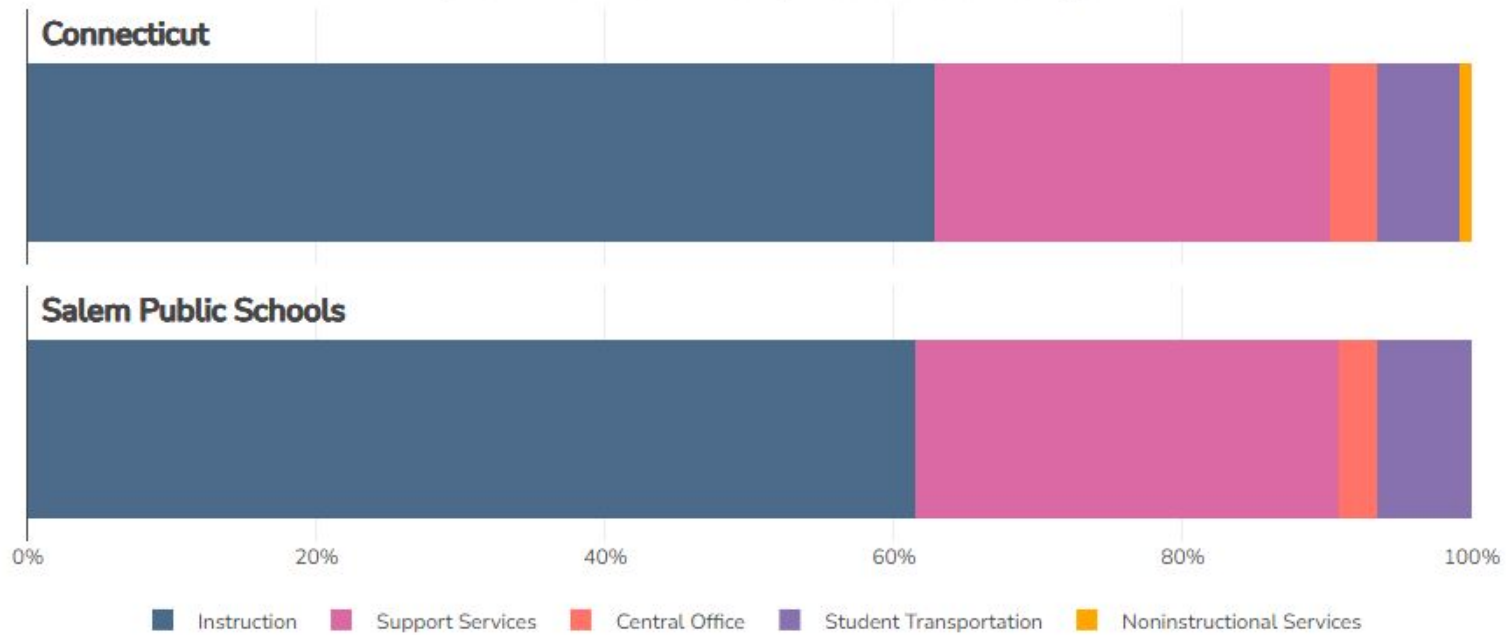
## **Key Drivers for this Dynamic:**

- Enrollment Decrease at ELHS (6 SPED & 4 Reg Ed) \$252,792
- Savings with Step Placement New Hires \$85,898

Select a District

Salem Public Schools

## Expenditures for Salem Compared to State Average



Source: Connecticut State Department of Education. (2023). EdSight - Fiscal Resources: Per Pupil Expenditures by Function (District), 2021-22. Retrieved from <https://public-edsight.ct.gov/overview/per-pupil-expenditures-by-function---district>.

# Budget Variables

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*Unknown variables include the following and may positively or negatively impact the Maintenance of Effort Budget:*

- Non-Certified Contract (Spring, 2024)
- Technology Contract (Spring, 2024)
- Special Education Outplacements/Transportation - varies, no timeline
- Health Insurance Rates (April, 2024)



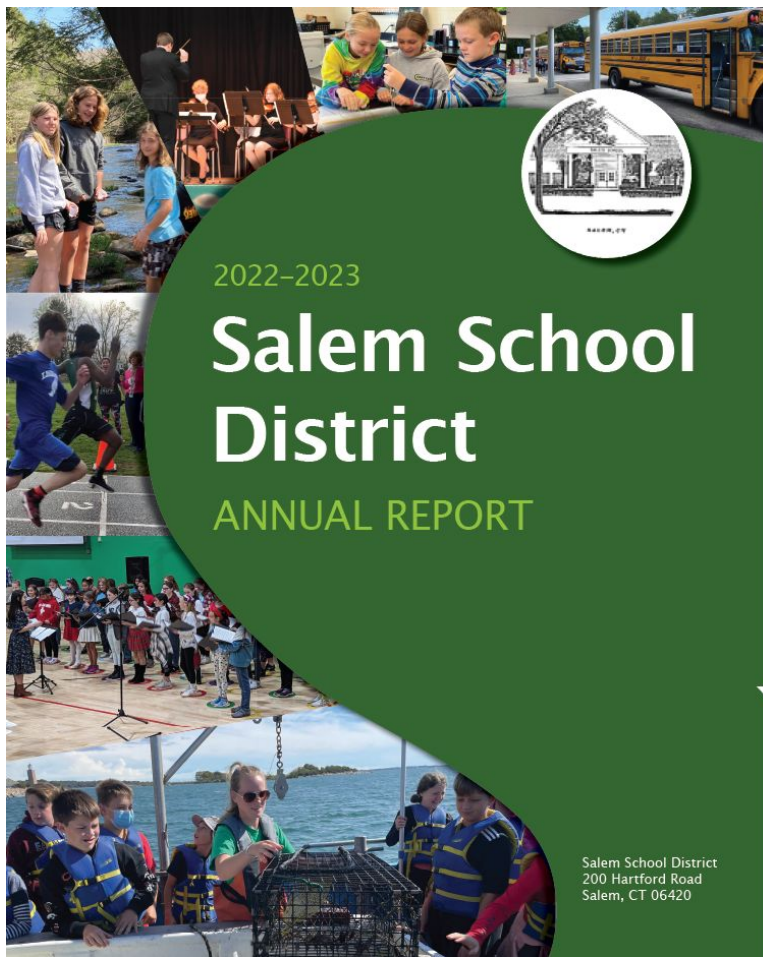


***Questions***

***???***

# Why Choose Salem?

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2022-2023

# Salem School District

## ANNUAL REPORT

Salem School District  
200 Hartford Road  
Salem, CT 06420

## FOCUS AREAS KEY ACTION STEPS AND STRATEGIES



### SAFE AND SUPPORTIVE SCHOOL CLIMATE

Creating safe and supportive environments emphasizes aspects of the school environment that encourage students to be more engaged in their school life and feel connected to important adults at school and at home. Key action steps/strategies under this focus area are:

- Develop and implement student focus groups for elementary, middle and high school grades aimed at providing feedback on how to strengthen the school community and learning environments.
- Develop and implement a Safe School & District Climate plan to assess current school status, identify areas needing improvement, measurables to determine improvement, and appropriate timelines to reach those goals.
- Initiate connectedness audit for all students and make adjustments to programming based on data review.



### HIGH QUALITY TEACHING AND LEARNING

The rationale for this focus area is to keep the district's focus on specific strategies teachers can use in the classroom to increase student engagement. Key action steps/strategies under this focus area are:

- Develop Vision of the Graduate for Salem School. (Articulates and instills creativity, curiosity and innovation as well as the responsible use of social media and technology.)
- Develop and implement clearly articulated process for academic intervention and progress monitoring to better assist teachers in knowing the individual needs of their students.
- Increase alignment across grade levels by monitoring scope and sequence and grading practices for all academic subjects K-8.



### EFFICIENT OPERATIONS

This focus area emphasizes how the backend district operations and investments in human capital allow the district to make strides. Key action steps/strategies under this focus area are:

- Continue to review and modify staffing (including organizational charts/job descriptions) to best meet the needs of the Salem School District.
- Investigate and implement school scheduling models that are consistent with bargaining contracts while maximizing resources and programming for students.
- Align District and School Leadership Goals to the Strategic Plan.



### ADVOCACY: STATE, DISTRICT AND TOWN

We recognize our responsibility to advocate for the legislation, resources, and conditions to carry out our mission. Key action steps/strategies under this focus area are:

- Engage membership organizations (CABE, CCM, CAPSS, LEARN) to help increase advocacy for the needs of small school districts.
- Design and implement a legislative agenda to better advocate for the needs of the Salem School District.
- Advocate at local, regional, and state level for equitable education funding.

## Culture and Climate Highlights

99%

Students say they feel safe in the classroom

91%

Students feel they have an adult that cares about them

87%

Students feel they have an adult they can go to if something is bothering them



88%

Staff feel comfortable going to at least one member of the administrative team if they have a problem

84%

Staff feel respected by students

90%

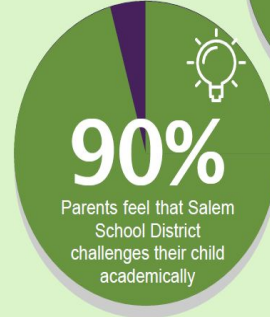
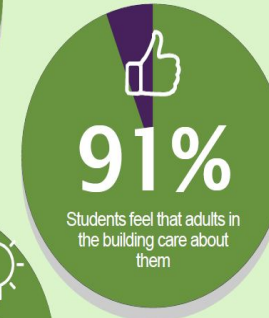
Teachers feel safe at this school



Statistics taken from fall 2023-24 climate survey results

## Salem School Clubs and Activities

During SY2022-23, 51% of Salem students (Gr. 5-8) participated in a school club/activity



Fine and Performing Arts:  
Choral/Theater Club  
Jazz Band  
Orchestra Band  
Concert Band  
Symphonic Band

Athletics:  
Soccer  
Cross Country  
Basketball  
Track  
Ski Club

Academic:  
NJHS  
Math Counts  
Yearbook  
Student Council  
Broadcast





# RETURN ON INVESTMENT



## Return on Investment

NICHE <https://www.niche.com/k12/solem-elementary-school-salem-ct/>  
1/3/24

### Salem Elementary School

#1 in Best Public Middle Schools in New London County  
Overall Grade • Public • PK, K-8 • SALEM, CT • Add Your Review

**Report Card**  
About  
Rankings  
Academics  
Map  
Home Listings  
Living in the Area  
Students  
Preschool

**Overall Niche Grade**  
How are grades calculated? Data Sources

A Academics  
A Teachers  
B- Diversity

**Best Public Middle Schools in New London County**  
#1 of 21

Salem Elementary School is a highly rated, public school located in SALEM, CT. It has 386 students in grades PK, K-8 with a student-teacher ratio of 11 to 1. According to state test scores, 69% of students are at least proficient in math and 77% in reading.

### Salem

#1 in Best Places to Raise a Family in New London County  
Overall Grade • ★★★★★ 7 reviews

**Report Card**  
About  
Real Estate  
Map  
Home Listings  
Rankings  
Crime & Safety  
Residents  
Working in the Area  
Schools  
Similar Places  
Reviews

**Overall Niche Grade**  
How are grades calculated? Data Sources

A Public Schools  
B+ Housing  
A Good for Families  
B- Nightlife  
Diversity  
Crime & Safety

**Best Public Elementary Schools in New London County**  
#3 of 40

Salem is a with a population of 4,186. Salem is in New London County and is one of the best places to live in Connecticut. Living in Salem offers residents a rural feel and most residents own their homes. Many families and young professionals live in Salem and residents tend to have moderate political views. The public schools in Salem are highly rated.

# Return on Investment

SURROUNDING TOWN COMPARISON

Salem places a high value on teachers to get excellent outcomes for our students.



SY2022-23 Top Step Teacher Salary	
District	Top Step
Region 18	\$99,624
Salem	\$93,125
Colchester	\$93,116
Montville	\$92,910
East Lyme	\$89,823

SY2022-23 Per Pupil Spending		
District	Per Pupil Spend CSDE Bureau of Fiscal Services	Median Income CSDE Division of Finance and Internal Operations
Region 18	\$23,081.30	\$74,149 (Old Lyme) \$76,154 (Lyme)
EL	\$20,688.74	\$49,485
Colchester	\$18,791.81	\$48,144
Montville	\$18,770.85	\$37,615
Salem	\$19,177.55	\$51,289



## Salem Elementary School

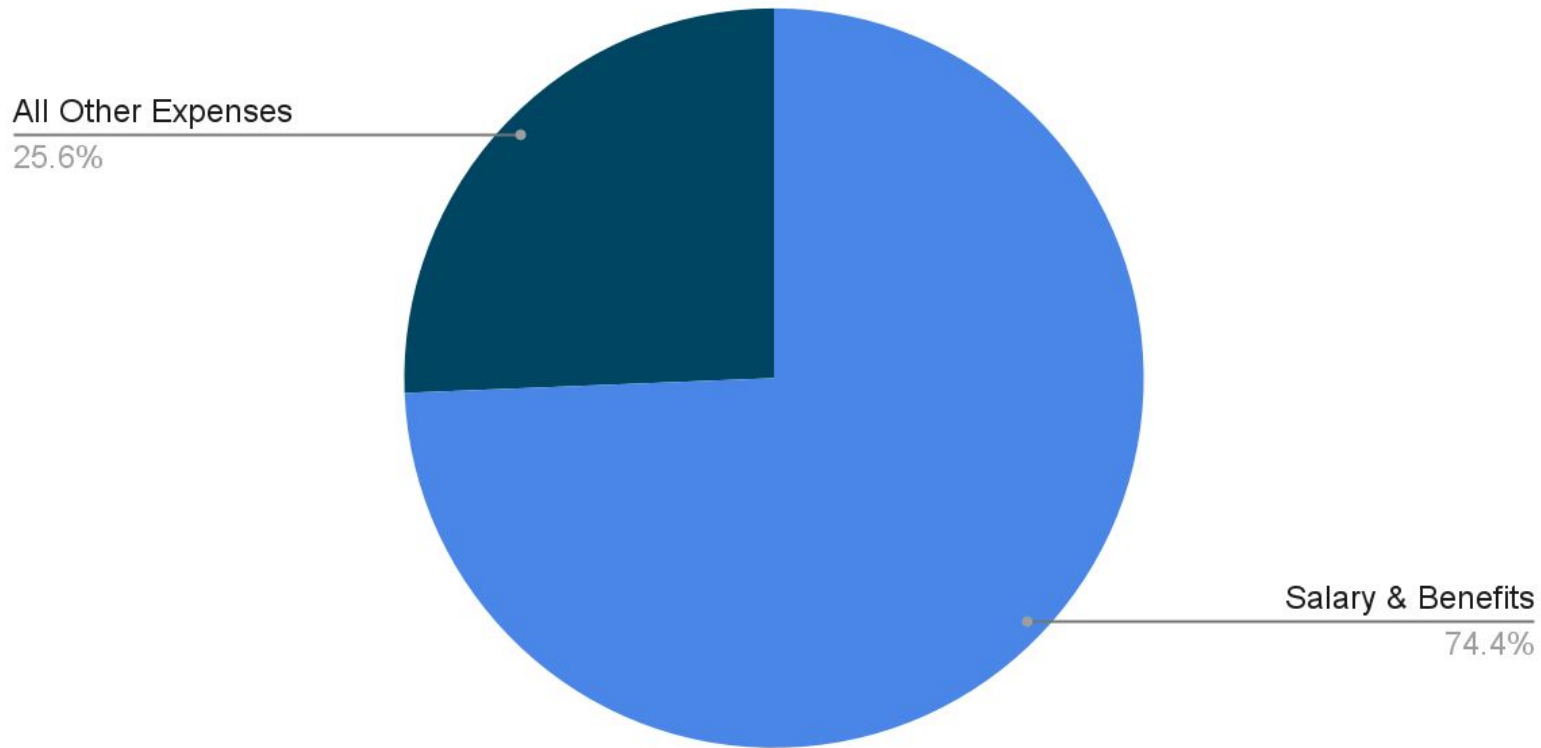
200 Hartford Rd., Salem, CT 06420 | (860) 859-0267 | Website

Badge Eligible

#74 in Connecticut Elementary Schools

#4 in Connecticut Middle Schools

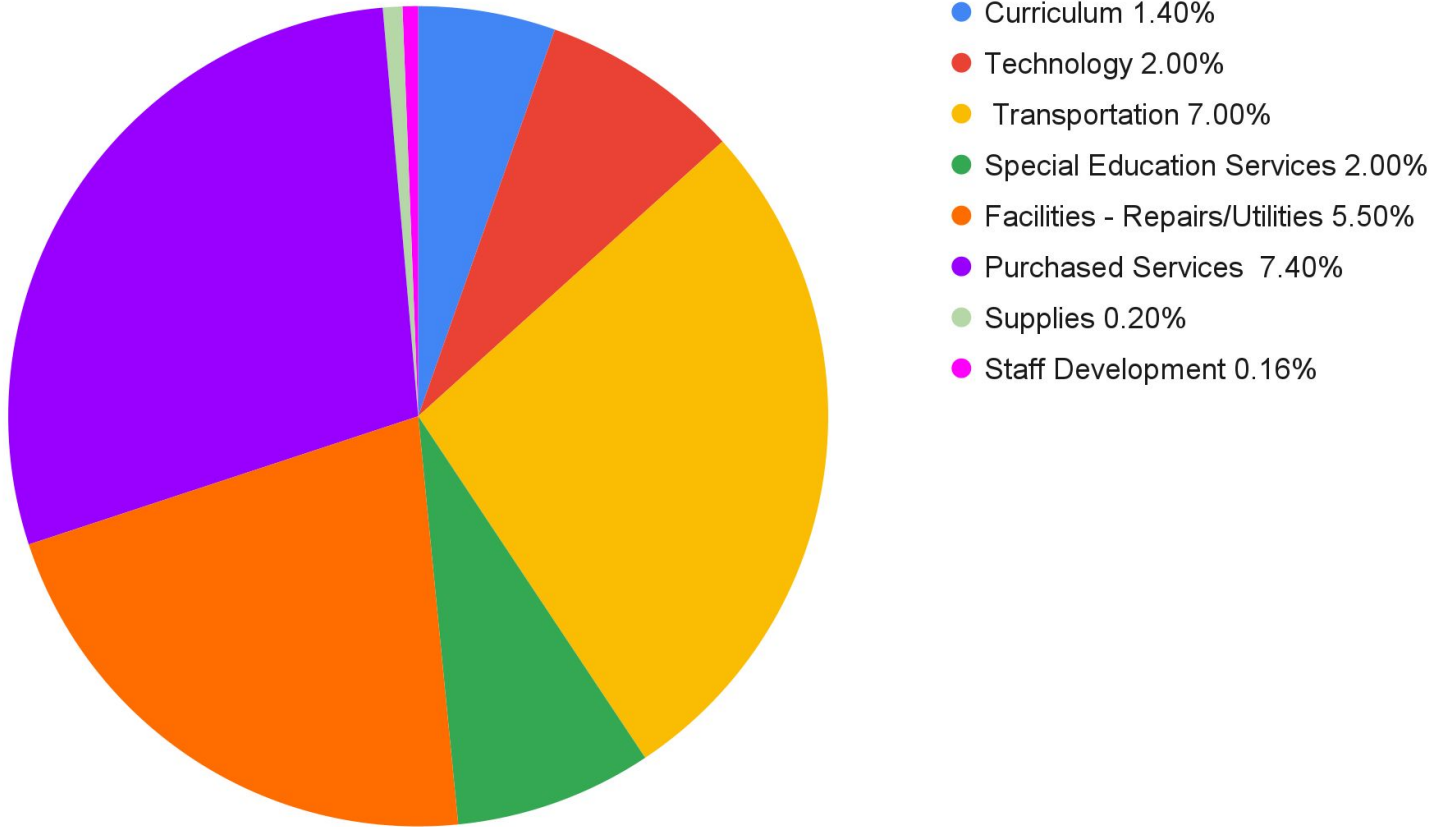
## 2024-2025 Salary & Benefits of Total Budget (includes ELHS and OOD)



***This chart represents all salary and benefits for a total of \$8,935,352.00. Salem salary and benefits only is \$5,904,825.00, which is 49.13% of total budget.***

# SY2024-25 Breakout of All Other Expenses (25.6% of Total Budget)

2024-2025 Budget Amount





# DRG C (Budget %)

District	DRG	2024-25 BOE Budget %	2023-24 Adopted	2-year average
Andover Public Schools	C	TBD	4.49	TBD
Barkhamsted School	C	2.64	2.84	2.74
Bethany Public Schools	C	5.44	3.58	3.01
Bolton Public Schools	C	3.52	6.27	4.90
Canton Public Schools	C	TBD	7.93	TBD
Columbia Public Schools	C	TBD	4.63	TBD
Ellington Public Schools	C	4.05	4.83	2.96
Hebron Public Schools	C	7.37	4.85	4.08
Mansfield Board of Education	C	TBD	3.50	TBD
Marlborough Public Schools	C	2.72	4.82	2.52
New Hartford Public School	C	TBD	4.12	TBD
Oxford Public Schools	C	5.45	3.27	4.36
Pomfret Community School	C	TBD		TBD
Regional School District #04	C	TBD	2.62	TBD
Regional School District #07	C	TBD	2.42	TBD
Regional School District #08	C	TBD	2.85	TBD
Regional School District #10	C	TBD	2.91	TBD
Regional School District #12	C	TBD	5.26	TBD
Regional School District #13	C	TBD	3.98	TBD
Regional School District #14	C	TBD	3.91	TBD
Regional School District #17	C	TBD		TBD
Regional School District #18	C	3.00	2.91	1.98
Regional School District #19	C	TBD	TBD	TBD
Salem Board of Education	C	6.31	-0.20	3.06
Sherman School District	C	TBD	2.77	TBD
Somers Public Schools	C	6.48	4.34	5.41
Suffield Public Schools	C	TBD	5.69	TBD
Tolland Public Schools	C	6.35	3.00	4.68
<b>AVERAGE</b>		<b>4.85</b>	<b>3.90</b>	<b>4.38</b>

# Recent Enrollment Projections & Actuals

Grade Level	Projected 2020-21	Actual 2020-21	Projected 2021-22	Actual 2021-22	Projected 2022-23	Actual 2022-23	Projected 2023-24	Actual 2023-24	Projected 2024-25
PK	15	14	14	15	18	22	16	20	22
K	45	34	58	44	39	26	47	32	52
1	52	52	34	34	44	45	26	28	32
2	42	42	52	54	34	35	45	44	28
3	39	35	42	38	54	53	35	38	44
4	50	48	35	36	38	41	53	53	38
5	44	40	48	44	36	43	41	39	53
6	42	36	40	41	44	43	43	39	39
7	39	39	36	40	41	45	43	40	39
8	42	41	39	40	40	45	45	48	40
<b>Total</b>	<b>410</b>	<b>381</b>	<b>398</b>	<b>386</b>	<b>388</b>	<b>396</b>	<b>394</b>	<b>381</b>	<b>387</b>

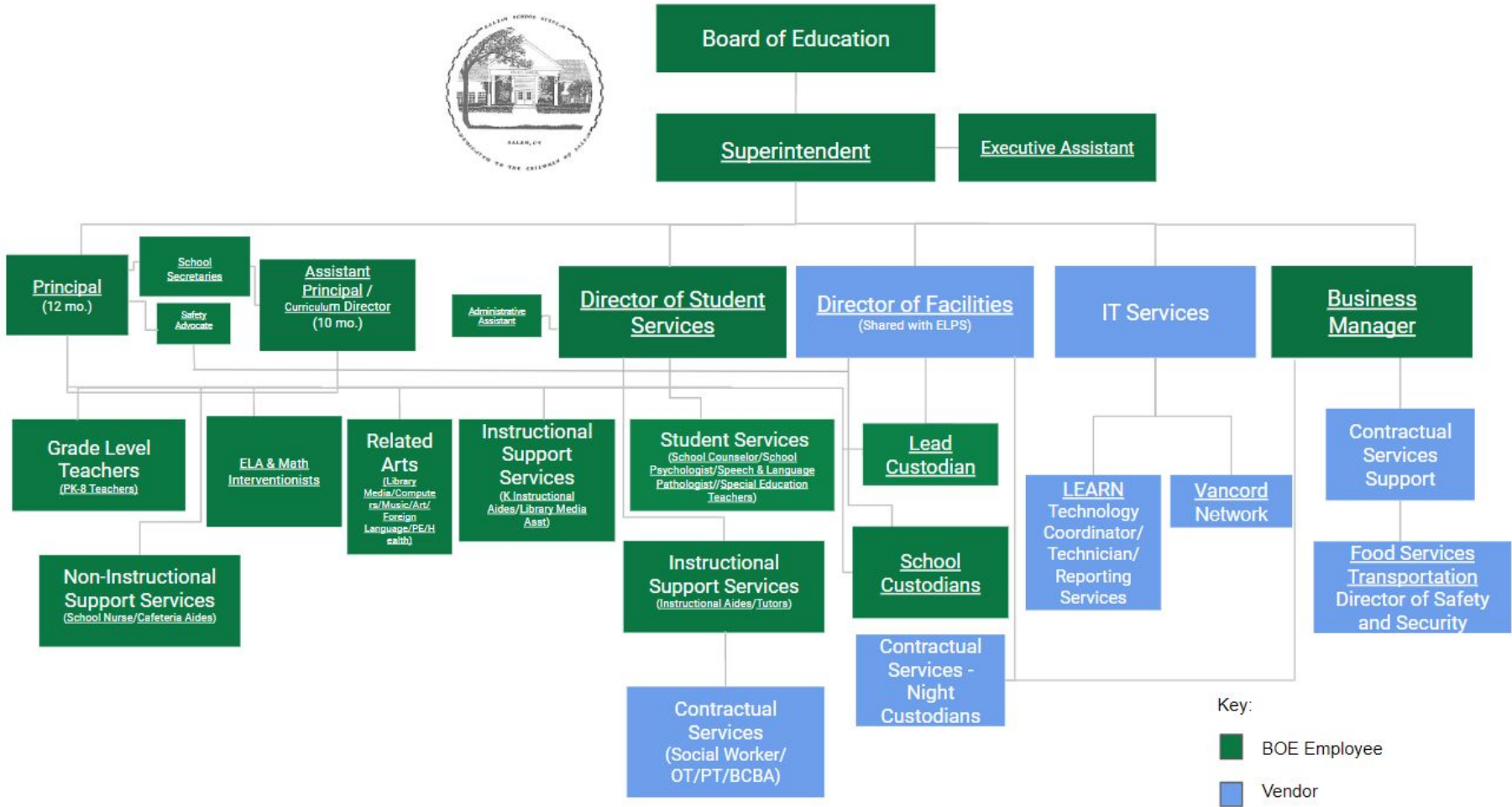
= NESDEC projections
  = October 1, 2023 roll forward

# Shared Services with the Town of Salem

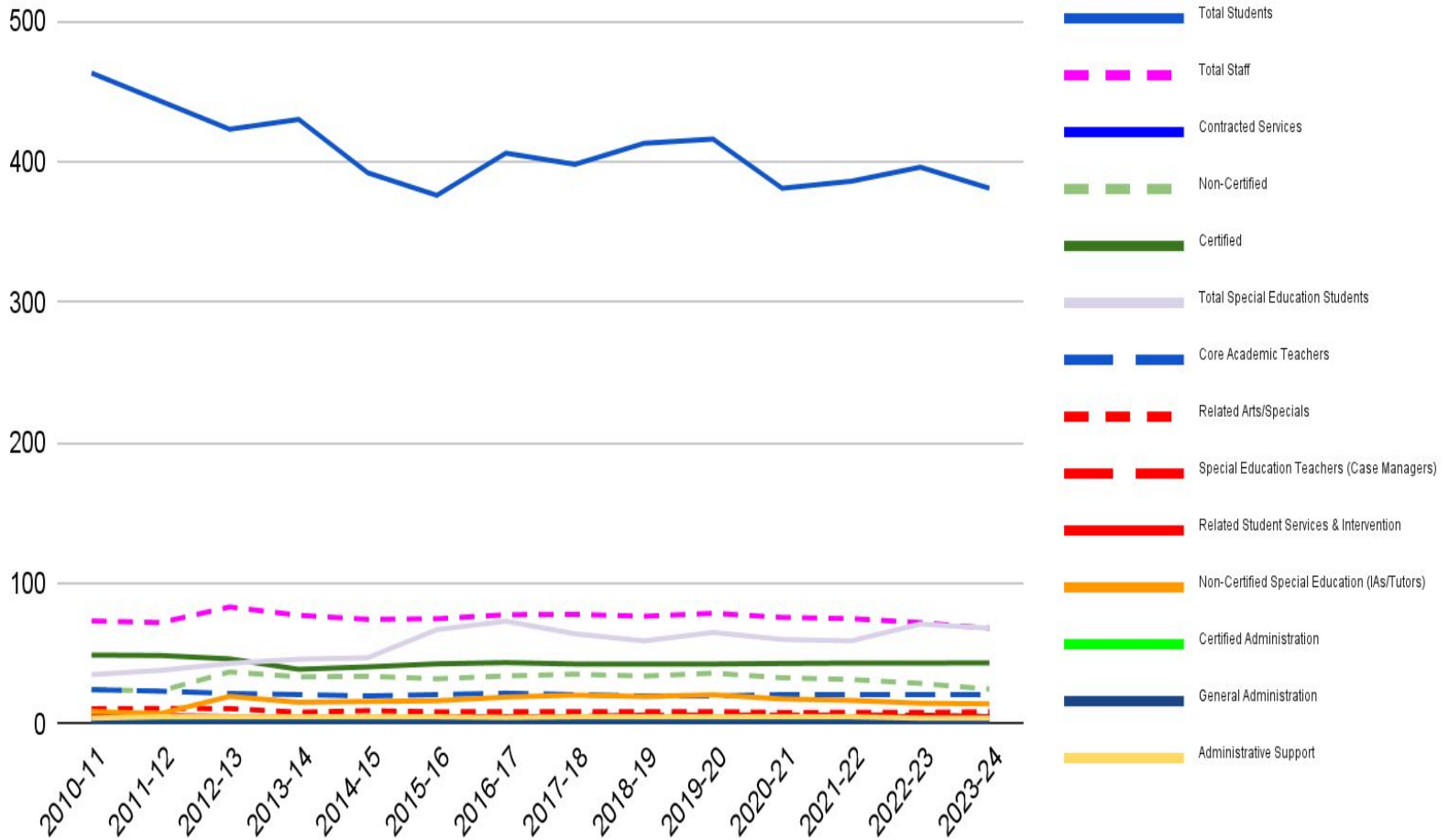
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- **Liability, Property & Workers' Compensation Insurance** - The Board and Town of Salem have shared policies for liability, property and workers' compensation. This has been in effect for over ten years. Allocation of expenses is determined by the Town. Each entity receives a separate bill for its portion.
- **Auditing Services** - The Board and Town share a contract for auditing services. Expenses are allocated between the district and town based on time spent. Each entity receives a separate bill for its portion.
- **Building Maintenance** - In addition to taking care of the District's buildings, the Board's custodians are also responsible for cleaning the town offices and library. The Board does not allocate any charges to the Town for this service.
- **Grounds Maintenance** - Maintenance of school property is shared between the Board and Town. The Town is responsible for plowing the school parking lots and sanding them when necessary. Board employees are responsible for clearing the school sidewalks. Board employees also clear snow from the sidewalks in front of the school. There is no allocation of charges from the town to the Board's budget. However, these charges are reported as in-kind services on the District's annual EFS submission. The District uses the old "dirt lot" for staff parking. The parking lot is Town property. Even though it is Town property, the District pays the electric bill for the lights from the Board budget. Eversource bills these charges separately and they are paid for by the Board.
- **Weekend Maintainers** - Salem School is used for many public activities, including activities provided by the Salem Recreation Department. The Board hires employees to be here on both Saturday and Sunday from November through mid-April for this purpose. These expenses are charged to the Town.
- **Health Insurance** - In 2014-15 the Board voted to allow the Town employees to become part of our insurance group under Anthem BCBS. This allowed the Town to reduce their medical insurance premiums.
- **Co-Operative Purchasing, Consortiums & RESCs** - The District purchases heating oil and diesel fuel through a consortium of school districts throughout Connecticut. The Town also participates in this consortium. However, the decision is an individual one. The school communicates to the Town when we lock in a purchase, but that does not obligate the Town to do the same. The District purchases copier paper through another consortium run by CREC (a RESC). The Town may also purchase through this consortium. There is also a consortium of school districts that purchase electricity. Salem school is part of the consortium. Again, this allows us to lock into an electric rate for a set period of time. Since the pricing is based on a number of districts within the state purchasing as a unit, we are able to get more favorable pricing than would be possible if we were on our own. All Districts are required to offer adult education opportunities. Salem partners with Norwich Adult Education Co-operative to offer these services. This is more economical than if we were to offer the service on our own in Salem.
- **Finance Services** - The Business Manager works with the Town Treasurer with banking. If this function were done by the District, another employee would be needed which would be an additional expense in the Board's budget. The Town does not allocate charges to the District for this function. However, these charges are reported as in-kind services on the District's annual EFS submission.

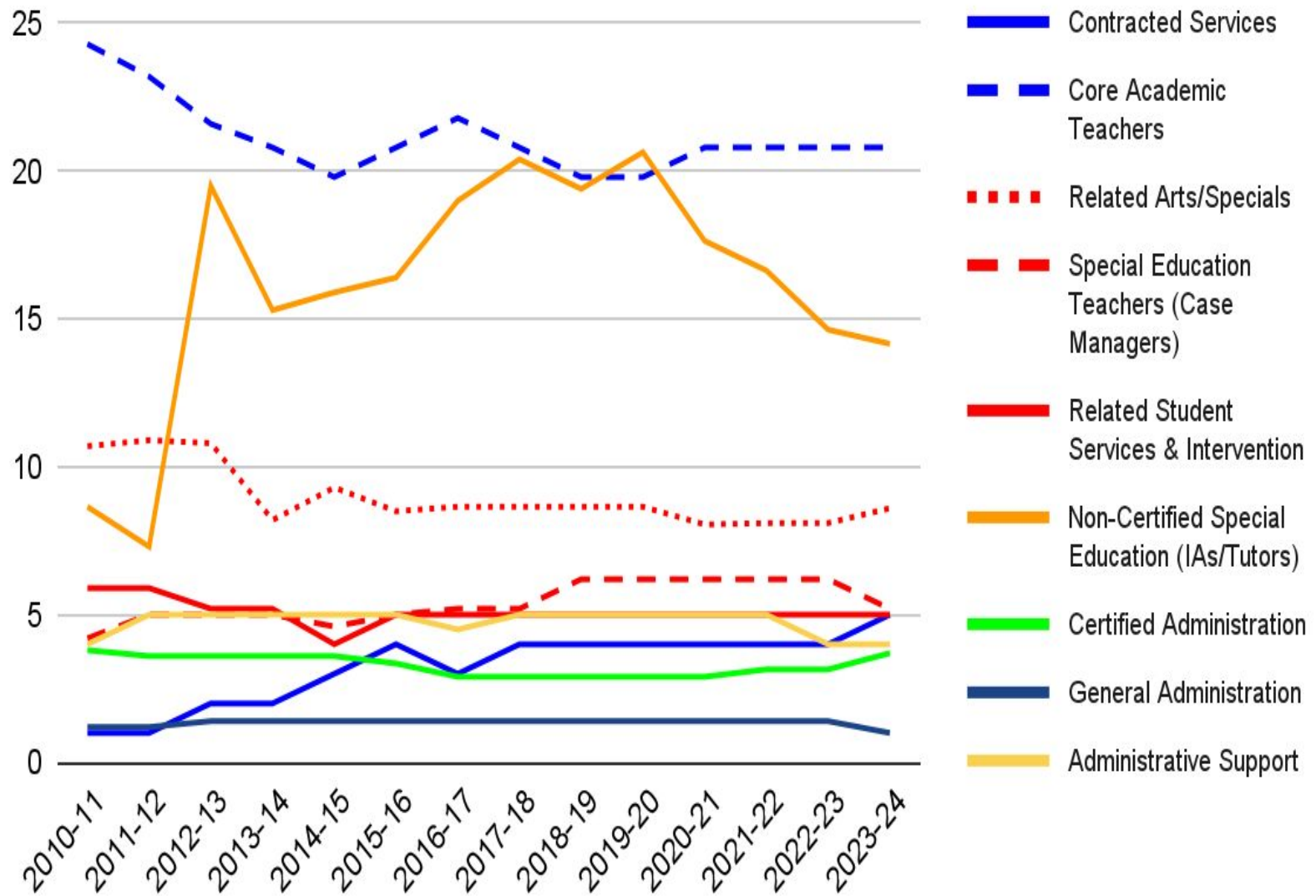
# Salem School District Organizational Chart - 2023-2024



# Staffing Levels and Student Enrollment



# Staffing Levels





## Budget Information

2024-2025 Budget

2023-2024 Budget

2022-2023 Budget

2021-2022 Budget

2020-2021 Budget

2019-2020 Budget


2018-2019 Budget

2017-2018 Budget

2016-2017 Budget

2015-2016 Budget

## 2024-2025 Budget

 [BOE Approved SY2024-25 Budget - February 5, 2024](#)

 [Press Release - Salem BOE Adopts SY2024-25 Budget](#)

 [Superintendent's Proposed Budget - February 5, 2024](#)

 [Budget Subcommittee Presentation - November 27, 2023](#)

 [Superintendent's Proposed Budget - January 8, 2024](#)

 [Superintendent's Budget Presentation - January 8, 2024](#)

## Budget Calendar

[Budget Calendar for SY2024-2025 Budget:](#)

- November 27, 2023 - Superintendent's Preliminary Budget Discussion with Budget/Finance Subcommittee
- January 4, 2024 - Budget/Finance Subcommittee Budget Workshop
- January 8, 2024 - Superintendent Presents Budget to BOE
- January 22, 2024 - BOE Special Meeting - Budget Workshop
- January 2024 - BOF Acts on Capital Plan
- January 29, 2024 - BOE Budget/Finance Subcommittee Meeting
- February 5, 2024 - BOE Budget/Finance Subcommittee Meeting
- February 5, 2024 - BOE Regular Meeting (BOE Approves Budget)
- February 26, 2024 - BOE Budget/Finance Subcommittee Meeting
- March 4, 2024 - BOE Regular Meeting
- March 7, 2024 - BOE Budget/Finance Subcommittee Meeting (Presentation)
- April 10, 2024 - Public Hearing
- May 1, 2024 - Town Meeting
- May 8, 2024 - Referendum

# BOE Budget Questions & Answers

BUDGET QUESTIONS SY2023-24	
<b>Question #1</b>	Can we investigate cost of funding field trips for the upcoming fiscal year
<b>Answer</b>	Yes, currently we fund Project O (Grade 5 & 7) and the Fantastic Band Competition in the budget. (Budget book 4/4a) The estimated cost to fund field trips (without including PTO funding) is approximately \$10,301.00 annually.
<b>Question #2</b>	Where is the Gifted and Talented/Enrichment Teacher 1.0 FTE in the budget document? What is the estimated cost?
<b>Answer</b>	Total estimated cost is \$90,120. Breakdown is as follows: Salary = \$80,321 (M13); Medicare = \$1,165; Health ins. = \$12,490; Life ins. = \$144
<b>Question #3</b>	What has been budgeted for the Stipend for Director of Curriculum? please describe the concept more fully - ie time commitment, expectations.
<b>Answer</b>	The proposed stipend job description was discussed at Personnel and we are in the process of streamlining the document. Key points are: PDEC (professional development and teacher evaluation committee), TEAM (State Certification process/induction program for all new teachers), Curriculum Committee, Talented & Gifted/Enrichment programming. Time commitment is significant and key areas of responsibility would go throughout the year. The stipend is \$10,000.
<b>Question #4</b>	Please explain the interventionist support positions. Would these be certified or non-certified positions? Please explain the concept and why these positions are needed.
<b>Answer</b>	These are non-certified positions that will work under the direction of the Interventionists/teachers/administration and would be working with students who are receiving academic intervention.
<b>Question #5</b>	Usually, the Variance is not Salary adjusted. Is it possible to add the columns for comparison to the Budget approved 2022-23 (i.e. \$ Variance 23-24 to Budget approved 22-23 and % Variance 23-24 to Budget approved 22-23)?
<b>Answer</b>	The salary adjusted column was added because non-union employee increases for 22-23 were not in the line items. There was a separate line item that was divided among those employees at year end. If the variance is not adjusted for the salary increase, we would show an increase that would represent 2 years. This could cause a serious misunderstanding.
<b>Question #6</b>	Explain the tutors/Instructional Aides line items. Are the total number of tutors/instructional aides staying the same?
<b>Answer</b>	The IA and tutor line items are split by regular versus special education. Then further divided by BOE budget funded versus grant funded. The number of tutors and IA's remains the same as this year.
<b>Question #7</b>	Where is the school security position in the budget book? How much would it cost? Please describe the position and why it is needed.
<b>Answer</b>	The School Security position is in the "Office/Media Support Personnel line item. It also includes single health insurance coverage of \$11,823.
<b>Question #8</b>	Please detail the amount for the new stipend positions included in the draft budget: Leadership Team, Data Manager and STEAM.
<b>Answer</b>	<a href="#">See detail attached.</a>
<b>Question #9</b>	Please review the Teachers - Student Services/Prof Staff increase of \$146,236
<b>Answer</b>	This is the line item that contains the new Talented & Gifted teacher. The salary is \$80,321.
<b>Question #10</b>	Is the health insurance brokerage fee (\$10,000) expected to be a one time or yearly expense? Please explain.
<b>Answer</b>	It is an annual expense. One Digital will also be happy to review their services during their presentation on Tuesday.
<b>Question #11</b>	Software Licenses across the different areas add up to over \$100,000. Is it possible to have a report at some point (not at this Budget discussion) on these different software programs?
<b>Answer</b>	<a href="#">See detail attached.</a>
<b>Question #12</b>	What is the budget assumption reduction of a certified retirement? Please explain the possible addition for Curriculum writing hours of +\$8,517. What exactly would this line item cover? Who would be paid (one person or several people)
<b>Answer</b>	The reduction depends upon where the certified employee is teaching. A classroom teacher could save approximately \$35,000.
<b>Question #13</b>	Why has the Office/Media Support Personnel increased by 6%?
<b>Answer</b>	The increase reflects the potential increase for the security position. The additional funds would put the salary at the top of the range to accommodate the appropriate candidate.



# PK-8 Districts with Full Time Directors of Special Education

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## Special Education Enrollment PK-Age 23 (as of 3/6/24)

Westbrook: 92

North Stonington: TBD

Columbia: 91

Salem: 98

# Unanticipated Special Education Costs



## SALEM SCHOOL DISTRICT

200 Hartford Road, Salem, CT 06420

William "Skip" Dickson, Chairman  
Salem Board of Finance  
270 Hartford Road  
Salem, CT 06420

September 14, 2022

Dear Mr. Dickson,

Included with this correspondence is a letter letting you know that the Board of Education is returning \$106,651.95 in unexpended funds from the 2021-2022 budget. Once again, we would like to discuss creating a non-lapsing account for the unexpended funds.

Currently, there are a significant number of towns that have established unexpended funds provisions. Funds are used for special education, capital, technology, and others. Some of the districts that have non-lapsing accounts are Montville, Lebanon, Putnam, Stonington, Sterling, East Haddam, Region #4, Region #13, and Westbrook.

Enclosed is a proposal from the Board of Education that would allow Salem to set up a non-lapsing account. The proposal is based on CT statute Section 285-Chapter 10-248a. It proposes the process that would be used to request permission from the Board of Finance to access the funds. We would be happy to meet with the Board of Finance regarding this proposal.

Sincerely,

Sean Reith  
Chairman, Salem Board of Education

SR/jlk

cc: BOF Members  
BOE Members  
Ed Chmielewski, Salem First Selectman  
Kim Gadaree, Salem School District Business Manager

Phone: 860-892-1223

[www.salemschools.org](http://www.salemschools.org)

Fax: 860-836-2130

*"Salem inspires learning, creativity, critical thinking, personal integrity, and citizenship."*

## Administrative Salary Data for Principal and Assistant Principal 23-24 Data

District	ES Principal Salary	MS Principal Salary	ES Assistant Principal Salary	MS Assistant Principal	Administrator Annuity	Top Step Teacher Salary
East Lyme	\$155,029	\$168,223	\$145,029 (12-mo) \$131,213 (10-mo)		\$4,500	\$91,395 (6th yr)
Colchester	\$147,211	\$151,632	\$133,171	\$136,967	\$3,500	\$94,978 (6th yr +15)
Montville	\$154,653	\$163,8	\$123,191		2.5% of salary	Not available
Region 18	\$164,462	\$172,198	\$150,991		\$4,000	\$101,617 (6th yr)
Salem	\$133,521		\$99,425		\$2,000 (after yr. 6)	\$95,872 (6th yr)