

FISCAL YEAR

# 2022

CITY OF *Salem*  
AT YOUR SERVICE



Salem Police Station • *Equitas*, by artist Blessing Hancock

# ADOPTED BUDGET



# City of Salem

## Officials and Administrative Staff

Mayor  
Chuck Bennett

City Manager  
Steve Powers

### City Council

Virginia Stapleton  
Tom Andersen  
Trevor Philips  
Jackie Leung  
Jose Gonzalez  
Chris Hoy  
Vanessa Nordyke  
Jim Lewis

Ward 1  
Ward 2  
Ward 3  
Ward 4  
Ward 5  
Ward 6  
Ward 7  
Ward 8  
At Large

### Citizens Budget Committee

Paul Tigan  
Roz Shirack  
April Davis  
Steve McCoid  
Irvin Brown  
William Andersen  
Reid Sund  
Derik Milton  
Dianne Docarmo

### Leadership Team

Robert Barron  
Dan Atchison  
Norman Wright  
Mike Niblock  
Krishna Namburi  
Trevor Womack  
Peter Fernandez  
Kristin Retherford  
Chief Financial Officer  
City Attorney  
Community Development Director  
Fire Chief  
Human Resources /  
Information Technology Director  
Police Chief  
Public Works Director  
Urban Development Director

Municipal Judge  
Jane Aiken

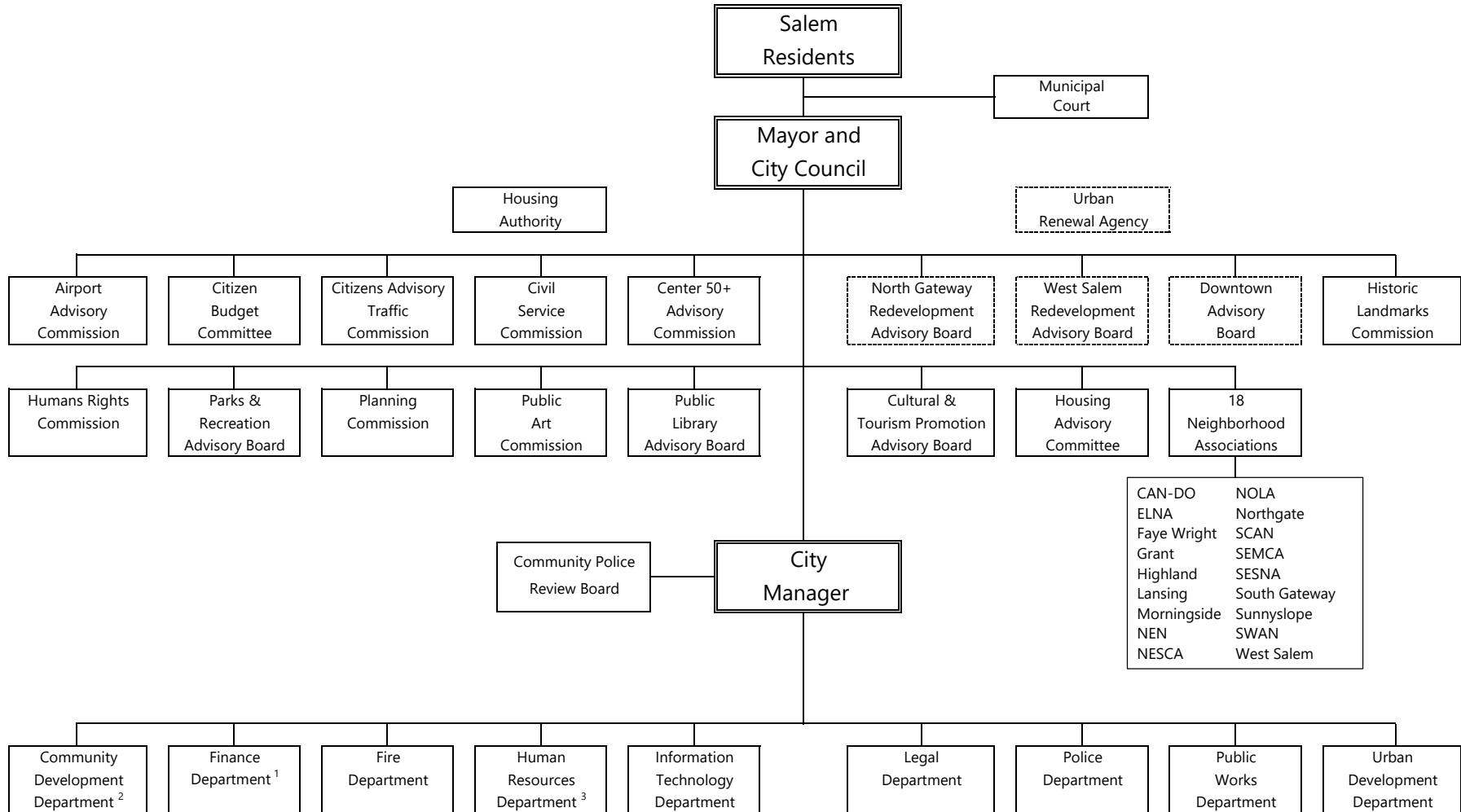
### Budget Staff

Josh Eggleston  
Ryan Zink  
Kali Leinenbach  
Kelli Blechschmidt  
Itayi Chipanera  
Budget Officer  
Franchise and Budget Analyst  
Senior Fiscal Analyst  
Management Analyst I  
Management Analyst I



# Organization of the City of Salem, Oregon

July 2021



1. The Finance Department includes Municipal Court as a functional division.

2. The Community Development Department includes the Salem Public Library as a functional division.

3. The Human Resources Department includes Fleet and Facilities Services as functional divisions.



**MAYOR:**  
**CHUCK BENNETT**

**CITY COUNCIL MEMBERS:**

**WARD 1 - VIRGINIA STAPLETON**  
**WARD 2 - TOM ANDERSEN**  
**WARD 3 - TREVOR PHILLIPS**  
**WARD 4 - JACKIE LEUNG**  
**WARD 5 - JOSE GONZALEZ**  
**WARD 6 - CHRIS HOY**  
**WARD 7 - VANESSA NORDYKE**  
**WARD 8 - JIM LEWIS**

# CITY OF SALEM WARDS

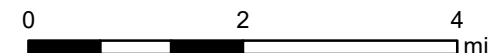
**FISCAL YEAR 2021 - 2022**



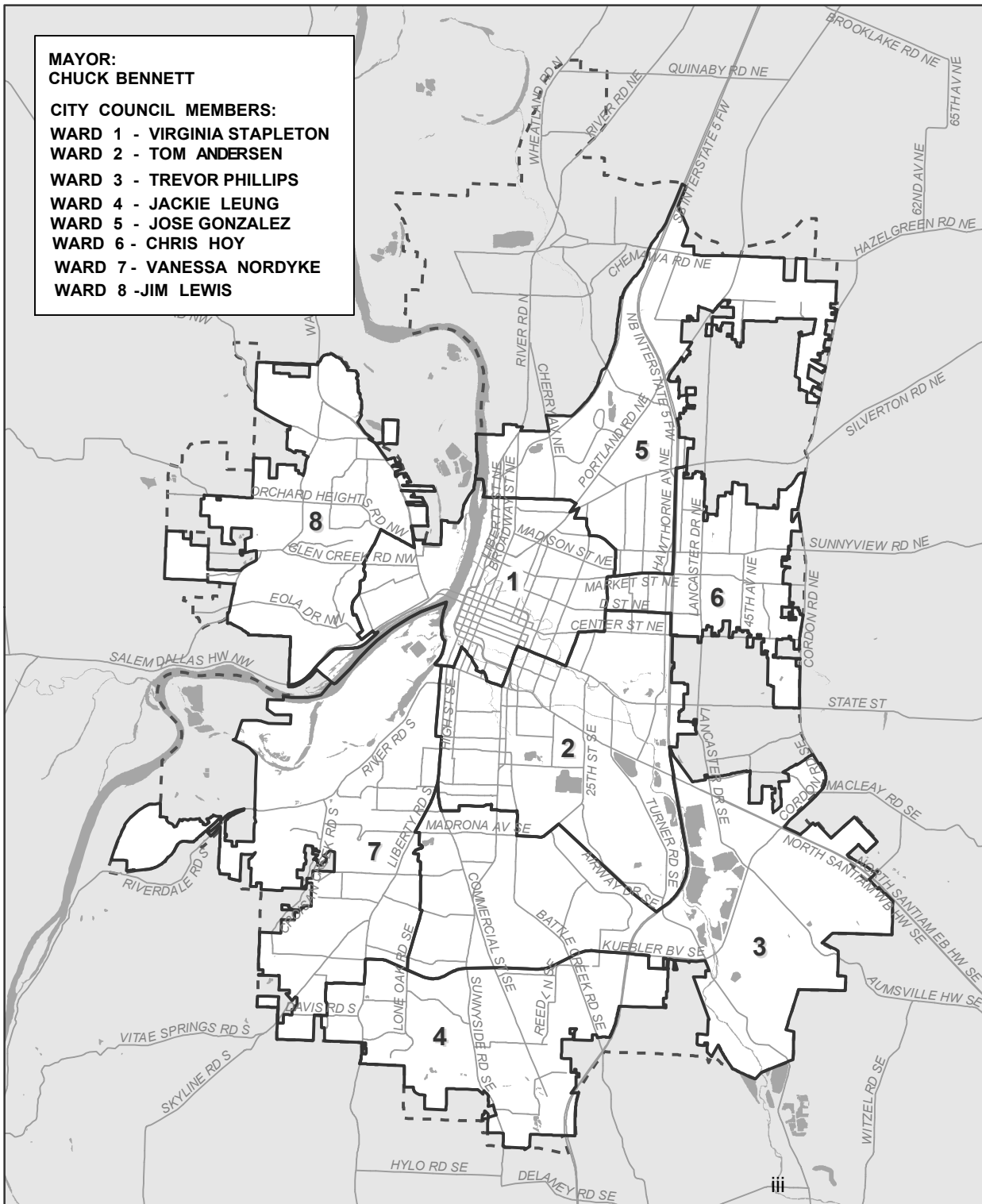
Salem Public Works Department

## LEGEND

	Ward
	Major street
	Urban Growth Boundary
	Water
	City Limit
	Outside City Limit



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July 1, 2021

## City of Salem Adopted FY 2022 Budget Message

I am pleased to present the adopted FY 2022 Budget for July 1, 2021 to June 30, 2022. The budget is the City's financial plan to provide services for our community. Budget development is guided by the Salem Strategic Plan, City Council's 2021 Policy Agenda, and City policies. The recently updated Salem Strategic Plan and Policy Agenda focus on issues of top concern for Salem residents. The adopted FY 2022 budget continues implementation of City Council priorities.

Salem, the capital city of Oregon, is a full-service City that provides services to Salem residents, businesses, and visitors. Those services include public safety, community and urban development, library, parks and recreation, street maintenance, and water, wastewater, and stormwater utility services.

### I. Budgeting for Results

The adopted FY 2022 budget is organized around the priorities of the community that are supported by the City's vision, mission, and values statements in its Strategic Plan. The City Council provides the City management with its expectations for results to be achieved in six distinct areas.

The City's proposed expenditure budget is a total of \$674.9 million which has been defined into over 460 specific programs that

support these six result areas. Priority Based Budgeting is a tool that allows the City Manager, Leadership Team, City Council, and the Budget Committee to consider a program's alignment with the following six result areas:



#### 1. Safe Community

Providing emergency services while proactively addressing the impact of crime, fire, natural disasters and health emergencies to residents, businesses, and property owners.

The Safe Community result area has an operating budget of \$138.9 million or 20.6% of the total budget that includes the Police Department, Fire Department, 9-1-1 call center, Municipal Court, Building and Safety, and other safety programs.



#### 2. Welcoming and Livable Community

Salem is safe and clean, with a mix of quality housing with access to parks, recreation, historic and cultural resources, and the arts.

The Welcoming and Livable Community result area has an operating budget of \$57.8 million or 8.6% of the total budget that includes Parks and Recreation, Neighborhood Enhancement, Code Compliance, Planning, Library, Cultural and Tourism grants, Public Art, Community Development Block Grants (CDBG), HOME Investment Partnerships Program (HOME), housing and social service grants, the Homeless Rental Assistance Program (HRAP), and the Library Construction project. Recent grants provided from



the State and Federal governments will be used in part to address the needs of the unsheltered in Salem.



### 3. Natural Environment Stewardship

Protect natural resources including healthy streams and the Willamette River, and reduce impact from the built environment and City operations on our environment.

The Natural Environment Stewardship result area has an operating budget of \$20.3 million or 3.0% of the total budget that includes efforts protecting our environment and watersheds, flood control areas, stormwater, and wastewater treatment.

The City of Salem staff recently completed a Climate Actions Audit, which documents the City of Salem's work over the past decade to reduce greenhouse gas emissions through City projects, practices, programs, and plans. Funding for completing and implementing the Climate Action Plan for the City of Salem is included in the Budget.



### 4. Safe, Reliable, and Efficient Infrastructure

An integrated municipal asset system of streets, bridges and sidewalks, civic buildings, technology and utility systems.

The Safe Reliable and Efficient Infrastructure result area has an operating budget of \$313.6 million, including construction million or 46.5% of the total budget. Salem owns and operates a valuable network of infrastructure including buildings, streets, pipes, dams,

properties, parking garages, recreation facilities, airport runways and taxiways, and equipment.



### 5. Strong and Diverse Economy

A diverse economic base, robust job growth, business retention and recruitment, and a thriving downtown.

The Strong and Diverse Economy result area has an operating budget of \$22.5 million or 3.3% of the total budget that includes Economic Development, Parking Services, Salem Municipal Airport, City Tourism Promotion, Leasehold Services, Real Property Services, and construction.



### 6. Good Governance

The enterprise is managed to be fiscally sustainable, provide quality services, proactively engage residents, be forward thinking, and build capacity and partnerships to prepare for the future.

The Good Governance result area has an operating budget of \$121.8 million or 18.0% of the total budget and includes expenditures for the City Manager, Human Resources, Legal, Information Technology, Finance, and Non-Departmental expenses along with the City's debt service, capital outlay, contingency and interfund transfers.



## II. State of the City's Budget

The adopted FY 2022 Budget presents an optimistic recovery from the fiscal impacts of the COVID-19 pandemic. Federal CARES and American Rescue Plan Act (ARPA) funds have led to a stable budget in FY 2022. There is always some degree of uncertainty for any budget, and even more so during a global pandemic, but for now, the future post-pandemic fiscal year looks positive. Most revenues impacted by COVID-19 are currently projected to return to normal levels by the fall of 2021.

The US Treasury has released detailed guidance for the ARPA funds. The City of Salem's final allocation is \$34.12 million from the ARPA, which will be split into two rounds. The first installment arrived in May 2021, and the second is expected within the next year.

Stabilizing local government budgets impacted by COVID-19 is one of the eligible uses identified in the current guidance of the ARPA funds. This is an essential component of the Act to ensure that essential community services can continue at current levels. The adopted FY 2022 budget assumes that \$17.7 million of the ARPA funds will replace revenue in several pandemic impacted funds including the General, Cultural and Tourism, Transportation Services, Downtown Parking, and Utility funds to continue current services. The balance of the relief funds will be held in reserve for future use on programs or projects identified within the City's framework for ARPA funds.

The City's most immediate concern for fiscal sustainability includes the three funds most impacted by the pandemic: Cultural / Tourism

(TOT) Fund, the General Fund, and the Transportation Services Fund. We have opportunities, through the American Rescue Plan Act, to replace lost revenue and bridge the gap until the economy and City revenues return to pre-pandemic levels. However, even with this replacement of lost revenue, the General Fund's structural imbalance remains. While the City Operations Fee addressed the deficit in the short term, expenditures continue to outpace revenues for General Fund services. The City's large street system has ongoing pavement maintenance and rehabilitation needs that exceed the resources available, and projected, in the Transportation Services Fund.

### *General Fund*

The General Fund provides for City services such as police, fire, library, parks and recreation, neighborhood services, municipal court, and departments that provide a citywide benefit. The structural imbalance between revenues and expenditures has taken time to develop. The imbalance is rooted in property tax ballot measures from the early 1990s, which capped property tax revenues for taxing jurisdictions. As a result, money the City receives from property taxes does not keep pace with general inflation, population or development growth, and the increasing costs of providing City services to meet that growth.

The City has been able to sustain General Fund services in the short-term with the January 2020 implementation of the City Operations Fee. Recognizing the revenue challenge, in the fall of 2018, the City Council appointed a task force consisting of both residents, community stakeholders and Council members to provide recommendations on revenue sources to help achieve a



structural balance. The task force recommendations were provided to City Council on April 15, 2019. Based on their recommendations, the City Council implemented the City Operations Fee and placed an employee-paid payroll tax measure on the May 2020 primary ballot to address public safety needs. The measure was withdrawn due to the COVID-19 pandemic.

The General Fund will need additional revenue in the next few years in order to continue providing services at current levels. In addition to current staffing, the City's General Fund has significant unfunded needs in both ongoing services and infrastructure. The employee-paid payroll tax would have addressed a portion of the identified public safety need, but this represents a small portion pressure on the fund. Some identified needs include:

#### Police Department

The recently completed Police Performance Audit identified an additional 60 officers are needed to service the City's growing population. The adopted budget added one sworn officer position, a Lieutenant, who will focus on community engagement.

#### Fire Department

The Fire Department has experienced significant increases in call volumes and has fallen below targeted response times as a result of increased call volume.

#### Parks and Recreation

The City's developed parks acreage and facilities have continued to increase without an increase in staffing to maintain them. In

addition to standard parks service, the staff have had to respond to increased impacts of unsheltered individuals in City parks.

#### Internal Services

The need for support services continue to have increased needs as other portions of the City organization grow. As staffing and technology needs increase, the impact is felt in Human Resources and Information Technology.

#### Infrastructure

The City's infrastructure systems cover many square miles and require ongoing maintenance. Currently, there is a large amount of deferred maintenance for City facilities. The Facilities Services division does a great job maximizing available resources to accomplish some maintenance, but additional support is needed.

Even prior to the pandemic, the City anticipated difficulty in funding current services at a sustainable level in the coming years as expenses continue to escalate at a faster pace than revenues.

Apart from the pandemic, there are several other significant impacts General Fund revenues in this budget:

- Measure 110 that passed in the November 2020 election diverted a large portion of the City's State shared marijuana revenue. The expected annual reduction is estimated to be approximately \$660,000.
- The Salem-Keizer School District opted to not renew the contract for School Resource Officers. The City will retain these officers but will not receive approximately \$623,000



annual reimbursement from the Salem Keizer School District.

- Polk County reduced their contribution to the Mobile Response Unit to \$120,000.

### *Other Funds*

Most City funds are in strong financial positions with adequate reserve levels. Reserves, or fund balance, are important for various requirements. Some of purposes of reserves are to:

- Meet statutorily required amounts based on an actuarial study;
- Maintain stabilization reserves to offset fluctuations in volatile revenue sources or the economy;
- Meet borrowing requirements for a specific cash reserve amount;
- Mitigate the potential impact on the City's bond rating or the corresponding cost of borrowing;
- Mitigate the potential need to borrow for immediate one-time expenditures to repair / replace infrastructure;
- Meet cash flow requirements of the General Fund, where one of the main purposes for the reserve is to provide money to cover expenses from July to the end of the November, when the City and other jurisdictions receive property tax revenue.

One indication of strong financial management is a favorable bond rating. In 2021, the City received an Aa2 rating from Moody's for the City's Streets and Bridges \$25.6 bond refunding. Additionally, in February 2020, the City's Utility also received an Aa2 rating for the issuance of \$56.9 million revenue bonds for Utility projects.

## III. FY 2022 General Fund Budget New and Ongoing Initiatives

The budget document provides financial information oriented around services rather than accounting structures. Programs and services are organized within the Salem Strategic Plan's six priority result areas. This section highlights some new or ongoing initiatives by result areas; it is not a comprehensive list. In recognition of the impact to revenues due to the COVID-19 pandemic, most General Fund programs are maintaining current service levels unless a specified and imperative need was identified.



### 1. Safe Community

Providing emergency services while proactively addressing the impact of crime, fire, natural disasters and health emergencies to residents, businesses, and property owners.

#### ➤ Ongoing Initiative: Emergency Operations Center

In early March 2021, the Emergency Operations Center (EOC) was activated in response to the COVID-19 pandemic. Coordinated through the Fire Department in partnership with staff from across the City, the EOC was a vital asset this year, navigating the pandemic, wildfires and the February 2021 ice storm. The EOC remains through the end of the pandemic. No new staff were hired to support emergency operations.



- New Enhancement: Additional Patrol Officers, \$1.0 million

The termination of the school resource officer program with the Salem Keizer School District has a budgetary impact of \$623,000. The 9 school resource officers were stationed at schools 9 months of the year. The City will retain 6 officers for patrol, 2 officers for criminal sexual investigations, and 1 officer for the Professional Standard Unit.

- New Enhancement: Body Worn Cameras, \$816,400

The Budget Committee added the Body Worn Camera program with the City Council allocating \$816,400 to the program. The amount will fund four non-sworn positions in the department and the hardware/software for the cameras.

- New Enhancement: Additional Police Efficiencies, \$315,000

Two additional Police positions were added to the budget by the City Council, a Lieutenant that will focus on community engagement and an Administrative Analyst to work on the Police Fleet program. This will allow the current sworn officer position to move to Patrol.

- New Enhancement: Mobile Response Unit grant match, \$135,000

The Budget Committee added a grant match for a mobile response unit. The unit would respond to calls for service where there could be someone experiencing a mental health crisis. The grant match is anticipated to pair with State or Federal funds.



## 2. Welcoming and Livable Community

Salem is safe and clean, with a mix of quality housing with access to parks, recreation, historic and cultural resources, and the arts.

### ➤ Ongoing Initiatives:

- Homeless Rental Assistance Program, \$560,000 / 2021 Policy Agenda and Strategic Plan Item

The budget continues General Fund support for a housing first program, called Homeless Rental Assistance Program (HRAP), operated by the Salem Housing Authority. These funds support direct service to the unsheltered population. Program funding is budgeted for FY 2022 at \$560,000 Assistance under the program will continue to include 12 months of rental assistance; funding for security deposits, personal care items, and medical needs to remove the initial barriers to housing; and intensive case management and life skills training. The proposed General Fund support reflects current program limitations caused by caseloads and the rental inventory in Salem.



- Wallace Marine and Cascades Gateway Parks Restoration, \$300,000

The proposed budget includes funds to restore areas used to shelter persons during the height of the COVID-19 pandemic.

➤ New Enhancement: Homelessness and Sheltering Coordination

In recognition of the work being performed by the City, a new program has been established in the City Manager's Office to aid in outreach to community partners to support the identification of resources for our unsheltered neighbors and to coordinate City responses and assistance to unsheltered persons. No new staff have been hired to support this work.

➤ New Enhancement: CC Media Simulcast, \$25,000

To make City Council meetings more accessible to members of the community, the Budget Committee added funding for the simulcasting of these meetings in Spanish and American Sign Language.

➤ New Enhancement: CAREcorps, \$35,000

Additional funding was added by the Budget Committee for the CAREcorps program. The CAREcorp program

connects young people in the community with volunteer and service opportunities.



### 3. Natural Environment Stewardship

Protect natural resources including healthy streams and the Willamette River, and reduce impact from the built environment and City operations on our environment.

➤ Ongoing Initiative: Climate Action Plan, 2020 Policy Agenda and Strategic Plan Item

In FY 2022 the Climate Action Plan for the City of Salem will be completed. The plan will be a continuation of the work on the Climate Actions Audit and the Greenhouse Gas Emission inventory conducted with the Our Salem project. No new staff have been hired to support this effort.



### 4. Safe, Reliable, and Efficient Infrastructure

An integrated municipal asset system of streets, bridges and sidewalks, civic buildings, technology and utility systems.

➤ Ongoing Initiative: Addressing Capital Needs, Civic Center Campus, \$375,010/ Strategic Plan Item

The budget provides for \$375,010 of debt service expense for an internal borrowing from the Utility Fund.



This total borrowing of \$3.46M over ten years will fund multiple infrastructure projects at the Civic Center Campus. The projects include: City Hall first floor reconfiguration, transformer replacement, lower parking lighting upgrade, security installation and elevator replacement. Some of these projects were completed this past year, such as the elevator replacement.



### 5. Strong and Diverse Economy

A diverse economic base, robust job growth, business retention and recruitment, and a thriving downtown.

- Ongoing Initiative: Economic Development, \$1.0M/ Strategic Plan Item

Pursuing activities identified in the City's Strategic Plan and economic development strategy:

- Contracting with the Strategic Economic Development Corporation (SEDCOR) to serve as the primary recruitment contact and enterprise zone manager for Salem;
- Continuing efforts to support business retention and expansion and grow minority-owned businesses with targeted outreach efforts and align resources to meet their needs;
- Strengthening efforts to support and facilitate business start-up and business incubator networking activities in

the community and pursuing continued and new partnerships to support this work;

- Continuing to fund assistance programs for those seeking to start their own business with a goal of creating long-term economic sustainability, profitability, and self-sufficiency.



### 6. Good Governance

The enterprise is managed to be fiscally sustainable, provide quality services, proactively engage residents, be forward thinking, and build capacity and partnerships to prepare for the future.

- Ongoing Initiative: Organizational Enhancement, \$250,000

Over the past three years, the City organization has been shifting its management practices toward a One City enterprise approach to help achieve the goals and outcomes of the Salem Strategic Plan and improve the equity, effectiveness, and efficiency of City services.

- New Enhancement: Website Upgrade, \$93,000

The City's website is its primary communication tool. In order to provide the City and community with a website that is more self-service oriented, user friendly and secure, an upgrade to our current website is needed. As a result, staff anticipate there will be long-term savings in staff time and resources previously dedicated to making digital content available to our community, compared to the current website.



- New Enhancement: Diversity, Equity and Inclusion Coordinator, \$142,930

In order to address employee recruitment practices focused on diversity, equity and inclusion, a limited duration program coordinator was added to the Human Resources department by the Budget Committee.

- New Enhancement: Chief Security Officer, \$160,100

A new Chief Security Officer position in our IT Department to enhance security programs, procedures, policies, and management to address technological security threats.

#### IV. Adopted FY 2022 Budget for Other City Funds

##### New and Ongoing Initiatives



##### 1. Safe Community

Providing emergency services while proactively addressing the impact of crime, fire, natural disasters and health emergencies to residents, businesses, and property owners.

##### *Emergency Medical Services*

- Cardiac Monitors / Defibrillators, \$1.4 million

The City is planning to replace 27 Advanced Life Support cardiac monitors / defibrillators that are used by Fire staff during emergency medical calls. These lifesaving monitors were last replaced in 2013, are past their seven-year life cycle and no longer under warranty. These monitors see significant use and are a vital item for the community. This purchase is funded using reserves in the Emergency Medical Services Fund and will be replenished over several years.



##### 2. Welcoming and Livable Community

Salem is safe and clean, with a mix of quality housing with access to parks, recreation, historic and cultural resources, and the arts.

##### *Capital Improvements Fund.*

- Ongoing Project: Salem Public Library Seismic Upgrades and Improvements, \$5.85 million, 2020 Policy Agenda Item

The Adopted FY 2022 Budget demonstrates the final stages of the Salem Public Library seismic upgrades and improvements, funded by the 2018 voter-approved bond measure. Patrons will return to the “new” library this fall – COVID-19 restrictions withstanding.





### 3. Natural Environment Stewardship

Protect natural resources including healthy streams and the Willamette River, and reduce impact from the built environment and City operations on our environment.

#### *Utility Fund and Utility Projects in the Capital Improvements Fund and the System Development Charges Fund*

##### ➤ Ongoing Project: Citywide Tree Planting, \$155,000

A street tree-planting program began in FY 2019 to strategically plant trees throughout the City in public rights-of-way and City-owned properties. In addition to improving the quality of life for our residents, increasing the tree canopy will also result in reduced stormwater runoff, lower stream temperatures, and improvements in water and air quality. The program includes planning, planting, monitoring, and maintaining the trees during a three-year establishment period with periodic evaluation and reporting. This project is funded through Stormwater rates. In addition the budget continues the contract with Friends of Trees to that conducts tree planting throughout the community through volunteer events.



### 4. Safe, Reliable, and Efficient Infrastructure

An integrated municipal asset system of streets, bridges and sidewalks, civic buildings, technology and utility systems.

#### *Transportation Fund and Transportation Projects in the Capital Improvements Fund and System Development Charge Fund*

##### ➤ Ongoing Initiatives:

- Pedestrian Safety Improvements, \$689,200, 2020 Policy Agenda Item
  - These projects are funded through a variety of funding sources such as the Urban Renewal Agency, State grants, federal grants, and General Obligation bonds. Various pedestrian improvement projects throughout the City, such as:
    - Broadway St. NE and Locust St. NE
    - Macleay Rd. SE and Caplinger Rd. SE
    - Sunnyview Rd. NE and Hollywood Dr. NE
- Streetlight Improvements, \$500,000
  - Replacement of current downtown installations with new LED-powered decorative streetlights;
  - Installation of new streetlights in areas with deficient lighting;
  - Streetlight Pole Rehabilitation. These projects are funded with the City's Streetlight Fee.
- Sidewalk Program, \$1.66 million

The annual sidewalk program is maintained at the current service level and includes a crew working on access to places of public accommodation and on identified Americans with Disabilities Act (ADA) preferred routes, as well as small, mobile teams providing select spot repairs in neighborhoods



throughout our community. This program is funded through State highway funds.

*Utility Fund and Utility Projects in the Capital Improvements Fund and System Development Charge Fund*

- Enhancements: Water Quality and Distribution, Improvements, \$66.4 million

Projects to enhance drinking water quality and storage in the Adopted FY 2022 Budget are funded with utility rates and include:

- Constructing an ozone treatment facility, flood protection barriers and integration of new and existing control systems at Geren Island;
- Constructing a 10 million gallon per day ground water well at Gerent Island;
- Improvements to Woodmansee Park Aquifer Storage and Recovery (ASR) system to remove residual chlorine; and Reconstruction of Filter 2 at Geren Island. This project is partially funded with a \$20 million grant from the State of Oregon.

- New Initiative: Navigation Center, \$3.0M /2021 Policy Agenda and Strategic Plan Item

To meet the needs of the unsheltered in the community, a piece of property at 1185 22<sup>nd</sup> St NE was purchased. Over the next several months, renovations will take place to get the space prepared for service. Purchase and

renovations are funded through part of the City's American Rescue Plan Act allocation.



## 5. Strong and Diverse Economy

A diverse economic base, robust job growth, business retention and recruitment, and a thriving downtown.

### *Downtown Parking Fund*

- Ongoing Project: Parking Structure Operations, \$249,550

Fiscal year 2022 will reflect the ongoing maintenance and operations of the City's three free parkades (Chemeketa, Liberty and Marion) despite a severe loss of revenue from parking rents paid by businesses as a result of the COVID-19 pandemic. The City remains committed to providing clean and operating parkades for visitors to downtown and supporting businesses through this effort. This budget replaces Pandemic-related lost revenue with funds from American Rescue Plan.



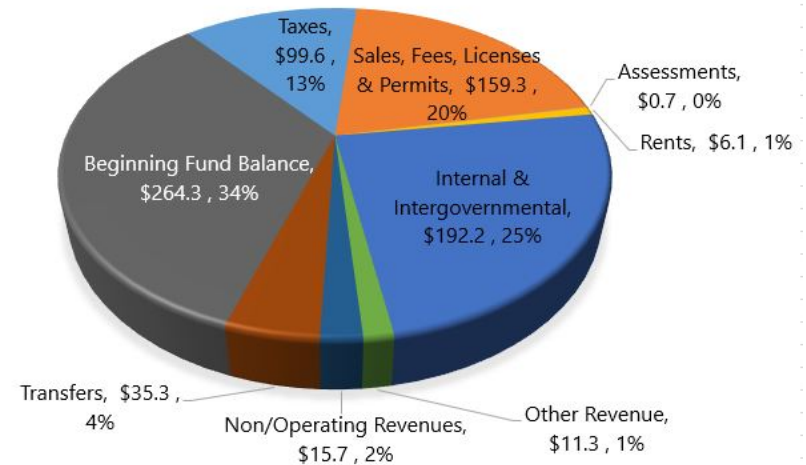
## V. Budget Overview – By the Numbers

### Citywide

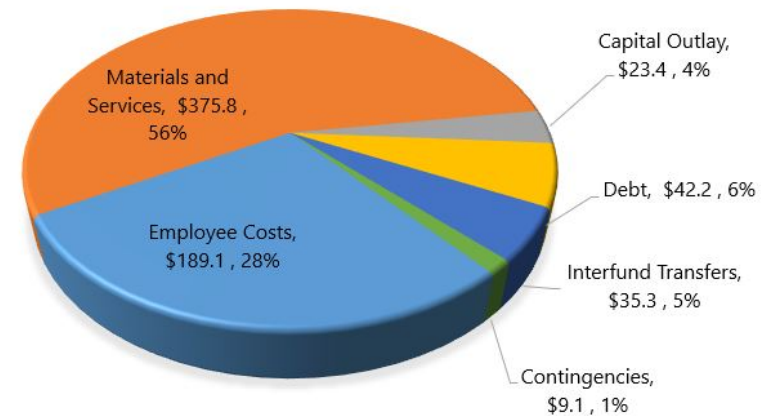
The Adopted FY 2022 Budget reflects an ongoing commitment to provide valued services for the community with a foundation of fiscal health and stewardship.

Total resources in FY 2022 for all City funds are \$784.5 million representing a 3.9% increase as compared to the FY 2021 fiscal budget. Expenditures total \$674.9 million, a decrease of .12%. For more in-depth information about resources and expenditures and the factors that influence the year-over-year changes, please access the *Financial Summaries* section of this document.

FY 2022 Resources – Citywide – \$784.5 *Chart in Millions*



FY 2022 Expenditures – Citywide – \$674.9 *Chart in Millions*





## General Fund

The Adopted FY 2022 Budget for the General Fund reflects current revenues of \$159.4 million with expenditures of \$161.2 million. The numeric table below compares the FY 2021 adopted budget plus any Council-approved changes during the year) with the budget for FY 2022.

<b>General Fund Budget Comparison (In Millions)</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Adopted</b>	<b>% Change</b>
<i>Current Revenues</i>	\$ 141.9	\$ 159.4	12.3%
<i>Beginning Working Capital</i>	23.4	30.9	32.1%
<i>Total Budgeted Resources</i>	\$ 165.3	\$ 190.3	15.1%
<i>Total Budgeted Expenditures</i>	\$ 149.1	\$ 161.2	8.1%

Aligning services with available resources is a strategic plan goal. As previously mentioned, additional resources will be needed in future years to meet the increased demand for current programs let alone expansion of current programs or providing of new services.

## VI. What's Next?

The adopted FY 2022 Budget continues the work to align anticipated revenues and anticipated expenditures. A key focus for FY 2022, will be the prudent use of non-recurring America's Rescue Plan Act funds and consideration of additional revenue to support recurring service needs. In order to ensure fiscal sustainability and adequate service levels to meet the community's needs today and in the future, there is more work to be done.

We will continue to have conversations about what funding levels are right for our community, where the funding should be prioritized and consider a multi-year vision for Salem to guide how we grow and change within our means. Long-term alignment, over five to ten years, will involve additional updates to the City's Strategic Plan. City Council's final decisions regarding the *Our Salem* comprehensive plan update will also provide policy guidance. There is much work ahead for the City Council, staff, and the community to collaboratively develop and initiate strategies to solve the continued fiscal challenges.

All the analysis and planning represented in this budget is a product of dedicated City staff, an engaged and involved community, and the City Council's leadership to develop, responsively refine, and finally approve a continuum of plans, strategies, and policies that guide City operations and the future of Salem. Each element is essential to our success in delivering high quality services, improving Salem's infrastructure, supporting the quality of life our residents value, and managing it all within sound fiscal practices.

My thanks to the Budget Committee for your service on behalf of the community and for your work on the City's budget.

Sincerely,



Steven D. Powers  
City Manager



## Supplement to FY 2022 Budget Message

### Personal Services Cost Factors and Work Force Changes

Salem is a service organization, and services are provided by employees. Various factors have been applied in the FY 2022 Budget to accurately estimate expenses for employees. The cost factors include the following.

#### Salary and Wage Increases

The below table provides the salary adjustments employed in the budget for each work unit. Wage increases associated with current labor agreements appear in italicized text. Outside of a current agreement, a 2.0 percent factor is used. For most work units, rate increases are effective July 1. SPEU's agreement for the police unit and IAFF for the firefighter unit has escalations at six-month intervals.

<b>Work Unit</b>	<b>% Increase</b>
<i>AFSCME*</i>	2.00%
<i>Attorneys (SCABU)</i>	3.00%
<i>Police (SPEU)**</i>	1.50% / 1.50%
<i>Fire (IAFF)</i>	1.50% / 1.50%
<i>Fire Battalion Chiefs (IAFF)**</i>	3.00% / 1.50%
<i>Non-represented</i>	3.00%
<i>PCEA (9-1-1)</i>	3.00%

\*Unit currently in negotiations\*\*Increases July 1 and January 1

#### PERS Costs and Employer Rate Increases

The PERS rates used for the FY 2022 budget are 24.21 percent for Tiers 1 and 2, 21.76 percent for Oregon Public Service Retirement Plan (OPSRP) / Fire and Police, and 17.40 percent for OPSRP / General Service.

#### Health Benefits

The City's rates are developed annually with the assistance of a consultant knowledgeable in the industry. The rate analysis is based on a review of national and statewide health care cost trends, legislated health care reforms, the required cash reserves to meet obligations year-over-year and the City's claims activity from previous years. The rate of increase for health benefits premium costs is 2.5 percent for the City's PPO plan. Dental plans and the vision plan remain unchanged.

A view of Citywide personal services costs for the FY 2022 Budget compared to the FY 2021 fiscal budget appears on the next page.



# FY 2022 Budget – Citywide Personal Services Costs

## City of Salem Budget Personal Services FY 2022

### Citywide Personal Services

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
51010	SALARIES AND WAGES	\$ 88,955,750	\$ 84,032,183	\$ 91,954,030	\$ 86,509,198	\$ 97,431,100	\$100,595,910	\$100,595,910	\$101,049,260	\$ 3,618,160.00	3.7%
51015	PREMIUM PAY	-	-	-	-	-	1,000	1,000	1,000	1,000	-
51020	SEASONAL AND RELIEF	2,509,400	2,176,460	2,452,590	1,310,941	1,927,510	1,988,750	1,988,750	1,988,760	61,250	3.2%
51025	HOLIDAY - REGULAR	196,000	247,291	209,730	256,355	220,500	225,510	225,510	225,480	4,980	2.3%
51030	OVERTIME	3,919,740	4,759,797	4,150,830	5,166,130	4,749,390	5,062,650	5,062,650	5,062,640	313,250	6.6%
51080	STANDBY	458,070	203,842	445,450	251,632	424,220	433,570	433,570	433,570	9,350	2.2%
51090	DIFFERENTIAL	117,640	99,348	125,760	98,541	126,370	135,360	135,360	135,360	8,990	7.1%
51100	INCENTIVES	2,745,430	2,918,460	2,997,560	3,024,968	3,030,610	3,249,060	3,249,060	3,248,920	218,310	7.2%
51120	LEAVE PAYOFF	1,149,020	1,177,165	1,126,250	1,292,988	1,254,490	1,296,780	1,296,780	1,296,810	42,320	3.4%
51130	CAR ALLOWANCE	33,840	31,598	32,820	33,665	33,840	34,920	34,920	34,920	1,080	3.2%
51135	CELL PHONE ALLOWANCE	3,010	3,422	3,360	4,135	2,820	4,220	4,220	4,220	1,400	49.6%
51140	CLOTHING ALLOWANCE	26,120	23,808	35,880	23,964	37,370	25,300	25,300	25,280	(12,090)	-32.4%
51145	MOVING ALLOWANCE	-	4,622	-	12,772	-	-	-	-	-	-
51150	DEPT HEAD ANNUITY	93,470	88,483	91,800	90,257	93,620	90,240	90,240	90,240	(3,380)	-3.6%
51195	OTHER PAY / BENEFITS	194,680	-28,854	321,900	-80,746	157,250	261,980	261,980	261,980	104,730	66.6%
51210	FICA AND MEDICARE	7,625,840	7,124,487	7,874,460	7,276,815	8,305,930	8,596,820	8,596,820	8,631,630	325,700	3.9%
51221	WORKERS' COMP PREMIUM	1,807,920	1,807,920	1,804,370	1,804,370	-	1,345,320	1,345,320	1,345,290	1,345,290	-
51222	WORKERS' COMP STATE ASSMT	36,040	31,267	38,170	26,717	38,370	38,340	38,340	38,320	(50)	-0.1%
51225	PAID FAMIL LEAVE - STATE ASSMT	-	-	-	-	-	565,350	565,350	565,410	565,410	-
51230	UNEMPLOYMENT	204,110	182,693	229,010	101,461	156,000	200,550	200,550	200,550	44,550	28.6%
51240	EMPLOYER - RETIREMENT PERS	16,702,390	15,335,683	21,391,070	19,920,656	22,329,060	23,075,870	23,075,870	23,159,970	830,910	3.7%
51243	PERS UNFUNDED LIABILITY	5,091,960	5,091,950	5,296,110	5,296,110	5,499,520	5,719,570	5,719,570	5,719,600	220,080	4.0%
51245	EMPLOYER - PERS PICKUP	5,967,520	5,455,922	6,138,690	5,621,555	6,493,510	6,711,950	6,711,950	6,739,190	245,680	3.8%
51246	EMPLR - PERS IAP OPTION	-	-	-	-	-	396,480	396,480	396,480	396,480	-
51250	INSURANCE - MEDICAL	21,708,460	19,867,529	22,456,380	20,239,609	23,415,700	24,153,810	24,153,810	24,328,390	912,690	3.9%
51255	INSURANCE - VISION	580,050	532,897	578,070	525,478	595,180	584,470	584,470	588,740	(6,440)	-1.1%
51260	INSURANCE - DENTAL	1,946,440	1,787,665	1,951,430	1,780,634	2,023,450	2,029,330	2,029,330	2,043,720	20,270	1.0%
51265	INSURANCE - LIFE	154,590	155,057	174,420	163,374	184,590	274,210	274,210	276,010	91,420	49.5%
51270	INSURANCE - DISABILITY	202,920	197,068	203,930	196,825	212,930	255,530	255,530	256,920	43,990	20.7%
51275	OTHER HEALTH BENEFITS	431,940	412,622	435,510	423,204	856,410	884,700	884,700	885,910	29,500	3.4%
51310	PHYSICAL EXAMINATIONS	-	18,675	-	7,894	-	33,600	33,600	33,600	33,600	-
Total Personal Services		\$162,862,350	\$153,739,057	\$172,519,580	\$161,379,501	\$179,599,740	\$188,271,150	\$188,271,150	\$189,068,170	\$ 9,468,430	5.3%



## Work Force Changes

The FY 2022 Budget includes a net increase 7.80 full-time equivalent (FTE) positions as compared to the FY 2021 adopted budget. Year-over-year changes are demonstrated in the adjacent table. Change for the General Fund is an increase of 6.80 positions. All other City funds add 1 position.

For more information about work force changes, each department section of the six *Result Areas* contains a detailed explanation.

Detailed information on staffing and position salaries for all City departments is provided in the *Miscellaneous* section of the budget document.

<i>Adopted FY 2021 Budget Positions</i>		1,281.92
<u>FY 2022 Budget Position Changes</u>		
General Fund:		
City Manager's Office		2.00
Community Development		(3.20)
Information Technology		1.00
Parks Operations		1.00
Police Department		6.00
Total General Fund		6.80
Other Funds / Departments:		
Utility / Public Works		1.00
Total Other Funds		1.00



# FY 2022 Budget

## City of Salem Overview

### About City Government

#### Council–Manager Governance

Salem operates under the council–manager form of city government. The Mayor and the City Councilors are elected by the citizens and they develop the policies that will direct the operation of the City. The Mayor and Council hire the City Manager to implement their policy direction and manage operations. The *City Charter* provides the authority under which the City operates and outlines the roles of the Mayor, Council, and City Manager. *Salem Revised Codes* establish rules for governance and land use regulations.

#### Salem’s Mayor and City Council

City Council consists of the Mayor and eight City Councilors, each representing one of the eight designated wards of the City. Registered voters in each ward elect a Councilor, who resides in the ward, to represent them on the Council. The term of office for each Councilor is four years, with half of the Councilors standing for election every two years. The Mayor stands for election in all eight wards of the City and serves a two-year term. The wards are as equal in population as possible and may be adjusted every ten years when the census data become available. Each member of Council,

including the Mayor, has one vote. The Mayor and all Council members are unpaid volunteers who give their time to serve the community.

#### Managing City Operations

While the City Council and Mayor set laws, policies and goals for the City of Salem, the City Manager and City departments implement them. City departments and agencies provide services in specific areas to create a livable community and business-friendly environment. The City Manager directs the day-to-day administration of the City through Department Directors, who manage City government operations based on City Council direction, state and federal law, and City ordinance.

The City Manager is also the Chief Executive Officer of three separate municipal corporations – the City of Salem, the Salem Urban Renewal Agency, and Salem Housing Authority. The lines of business are as varied as the needs of the community. Each of these corporations is governed by a board. The City Manager reports to the boards and is their only employee.



## Council's Other Roles

In Salem, the City Council also serves as the governing board for Salem's Urban Renewal Agency and Salem Housing Authority and participates on the Budget Committee.

- The *Urban Renewal Agency* of the City of Salem is a separate municipal corporation responsible for governing Salem's urban renewal areas. In Salem, the Urban Renewal Agency Board is constituted by the Mayor and City Council. The City Manager serves as the Executive Director of the Urban Renewal Agency.
- The *Salem Housing Authority* is a separate municipal corporation responsible for administering housing assistance to low- and moderate-income households in Salem. The Commission approves Salem Housing

Authority actions related to matters of policy in program operation, housing development, and resident services. In Salem, the Housing Authority Commission is constituted by the City Council and resident representative. The City Manager serves as the Executive Director of the Salem Housing Authority.

- On an annual basis beginning in April, nine residents join the Mayor and City Council to form the *Budget Committee* and develop a recommendation for the City's budget. The group looks carefully at the City's estimates for revenue, and costs of services and capital projects, to develop a recommendation to City Council on the budget to cover the period from July 1 through June 30 of the next fiscal year.



## Mayor and Council – Mission, Vision, and Values

The Salem Strategic Plan, adopted by City Council in October 2017, articulates the mission, vision, values, and goals of the City organization. Salem's Strategic Plan establishes policy priorities for the next three-to-five years and defines expectations of the Council and community for the services the City should provide. In early 2021, The City Council began the process of updating the Salem Strategic Plan for the next three-to-five years.

During the creation of the 2017 Strategic Plan, a culmination of extensive community input on issues, followed by discussion and vetting of actions that would advance the policy issues by Council-led work groups, the Strategic Plan identifies seven broad areas the community faces today and for which the Council and community expect to see progress in the near future:

- Vision for Growth and Development
- Affordable Housing, Homelessness, and Social Services
- Economic Development and Vibrant Downtown
- Critical Infrastructure
- Sustainable Services
- Public Transportation
- Environmental Action

### Role of the City and Community Partners

To achieve measurable progress in each of these areas, the City will engage others and rely on partnerships with

residents and businesses in our community who volunteer their time and support to our community. In some policy issue areas of interest to Council and the community, the City relies on the expertise, capacity and resources of our local utilities, educational institutions, and State agencies to achieve broader outcomes.

### Policy Agenda

City Council's Policy Agenda draws from the Council and community defined priorities set forth in Salem's Strategic Plan. Through its annual Policy Agenda, City Council agrees on its specific priorities for action in the coming year and provides direction on aligning resources towards the Strategic Plan result areas through the City's budgeting process.

The Policy Agenda is organized around result areas—the community's and Council's expectations of services from the City. These result areas are derived from the vision, mission, and values in the Strategic Plan and provide the framework for the presentation of the FY 2022 budget.

### Annual Cycle

The Policy Agenda is part of an annual cycle of developing the budget, policy and program evaluation, financial forecasting and reporting on progress. Each year, following input from residents, neighborhood associations, advisory



boards and commissions, and the community at-large, the City Council will evaluate its policy priorities and progress toward its Strategic Plan outcomes. Through the City Council Policy Agenda, City Council agrees on specific priorities for action in the coming year and makes those priorities clear to staff and the community. The City of Salem's budget will reflect priorities in the Policy Agenda. Staff then manage

programs and activities, efficiently and effectively, and the City's financial and human resources toward those outcomes. Each fall, staff will provide an annual community report on progress.

### Salem Residents Remain Satisfied with City Services

According to the annual Residential Satisfaction Survey, Salem residents expressed satisfaction with core City services such as emergency response, parks, and street lighting. Consistent with responses since 2016, about nine out of ten residents are generally satisfied with the services the City provides. Residents also expressed satisfaction with essential city services such as fire and emergency services, parks, street lighting, Utility, 911 and police services.

Residents voiced concerns about homelessness and housing affordability. Homelessness was a concern in 2016 at 7 percent, while the most recent survey from 2020 had 49 percent of residents saying it is the most important issue for Salem. Although homelessness and housing affordability remains a top concern for residents, satisfaction with the City's response to the homeless crisis in the community has increase 5 percent from 20 percent to 25 percent. Continuously, satisfaction with the access the City has provided increased by 8 percent from 27 percent to 24 percent.

The Salem City council commissioned the Residential Satisfaction Survey to better understand residents' priorities. The insights drawn from the survey and other outreach activities helps City leaders plan for the future of Salem. Residential Satisfaction Survey results are on input into the City Council's annual work plan and direction to the organization, the City Council Policy Agenda.



## Municipal Government Services

Salem is a full-service city. The City of Salem provides its residents with services protecting health, safety, and welfare. Through day-to-day operations, as a regulating agency, and as a large employer, the City impacts many facets of our community.

Day-to-day, the City provides residents, visitors and businesses with services such as police protection and emergency response, sewage collection and treatment, and safe drinking water. As a regulator, Salem provides planning and permitting to help manage growth, while simultaneously supporting job creation and development. Through franchise agreements, the City provides access to the rights-of-way for public utilities and oversight of solid waste collection. The City owns, operates, and plans for infrastructure like streets, sidewalks, bike facilities, bridges, parking facilities, parks, and water and sewer pipes to meet community needs today and in the future. Other services go beyond the basics to provide amenities that increase quality of life, including recreation, libraries and educational programs, housing and social services, public spaces, streetscaping, and public art.

This year's budget is organized around the community's and Council's expectations of services from the City. These six expectations, or result areas, are derived from the vision, mission, and values in the Strategic Plan and provide the framework for the presentation of the FY 2022 budget.



### Good Governance

The enterprise is managed to be fiscally sustainable, provide quality services, proactively engage residents, be forward thinking, and build capacity and partnerships to prepare for the future. To achieve this outcome, Salem does the following:

- Ensures stewardship and sustainability of the City's financial, human, information and technology, and physical assets;
- Clearly communicates responsive, accurate, and accessible information and services;
- Strengthens community and regional partnerships;
- Provides assurance of regulatory compliance to minimize and mitigate risk; and
- Maintains transparent, ethical, inclusive and accountable leadership and collaboration.

The primary services Salem provides to ensure Good Governance are as follows:

- City administration and support to the Mayor and City Council, public communications, and community partnerships to deliver services sought by the community and Council;



- Engaging and supporting Salem’s volunteer advisory boards and commissions, including facilitation of community member appointments to Salem’s Board and Commissions;
- Preparing the annual budget in collaboration with the 18-member Budget Committee and long-range planning for future capital needs and funding required to sustain the municipal corporation;
- Daily financial operations like employee payroll accounting and banking/investment services;
- Maintaining and repairing vehicles and equipment;
- Providing access to public records, supporting local elections processes, and offering legal counsel to all City departments;
- Managing all aspects of employment, including recruitment, labor relations, and employee training, development, and benefits;
- Managing, planning, operating and maintaining the technology infrastructure to support operations; and
- Maintaining and preserving City-owned facilities while providing tenants with a clean and safe work environment.



## Natural Environment Stewardship

Protect natural resources including healthy streams and the Willamette River, and reduce impact from the built

environment and City operations on our environment. To achieve this outcome, Salem does the following:

- Reduces the carbon footprint of City operations and conserves energy;
- Protects and enhances watersheds, natural areas, and natural resources;
- Plans and designs the City's growth to minimize emissions and other environmental impacts;
- Provides education to the community to protect and preserve the natural environment; and
- Mitigates and abates threats to the environment.

To ensure its stewardship of the natural environment, Salem focuses primarily on providing the following services:

- Treating wastewater to meet water quality requirements;
- Monitoring and complying with environmental regulations;
- Supplying high quality drinking water to residents and businesses;
- Promoting and implementing environmental best practices, outreach and environmental education; and
- Constructing watershed, wetlands and fish ladder projects.





## Safe Community

Provide emergency services while proactively addressing the impact of crime, fire, natural disasters, and health emergencies to residents, businesses, and property owners. Salem achieves this outcome in the following manner:

- Fosters a climate of safety for individuals in homes, businesses, neighborhoods, and public places;
- Plans for and provides timely and effective response to emergencies and natural disasters;
- Encourages partnerships to proactively prevent crime, and provide education on personal and community safety;
- Encourages sustainable community redevelopment and rehabilitation practices; and
- Investigates and endeavors to solve crimes and address the needs of crime victims.

The primary services Salem provides to ensure a Safe Community include the following:

- Responding to emergencies by Police, Fire, 9-1-1 and ambulance services;
- Preparing within the community for natural and other emergencies;
- Ensuring buildings in our community are safe to occupy;

- Removal or abatement of nuisances or neglected property and graffiti abatement; and
- Administering a municipal court, prosecuting crimes, and adjudicating violations.



## Safe, Reliable, and Efficient Infrastructure

An integrated municipal asset system of streets, bridges and sidewalks, civic buildings, technology and utility systems. Salem achieves this outcome through the following:

- Optimizes the use of City assets;
- Manages water, stormwater, and wastewater safely and responsibly; and
- Supports a balanced transportation system that reflects effective land use and reduces congestion.
- Designs, constructs, and maintains an interconnected and multimodal transportation network that is safe, accessible, and sustainable; and
- Plans, operates, and maintains infrastructure networks.

Salem ensures a Safe, Reliable and Efficient Infrastructure, by:

- Operating, maintaining, planning, and constructing improvements to a multi-modal transportation network of streets, bridges, and pathways; and



- Operating, maintaining, planning, and constructing improvements to stormwater, water, and wastewater utilities.



## Strong and Diverse Economy

A diverse economic base with robust job growth, business retention and recruitment, and a thriving downtown. Salem strives to achieve this outcome through the following activities:

- Creates opportunities for development, entrepreneurship, and economic innovation;
- Invests in programs, incentives, and technology that support business attraction, growth, and retention;
- Fosters community networks to act, connect, advocate, and cross-pollinate ideas across business sectors;
- Supports housing options, educational opportunities, and amenities that attract and develop a skilled and quality work force; and
- Fosters regional and public / private collaboration to contribute to economic stability.

The primary services Salem provides to ensure a Strong and Diverse Economy include the following:

- Permitting private, commercial, and residential development;

- Marketing and promoting Salem's tourism, cultural activities, downtown area, and the Convention Center;
- Working with economic development partners to expand local economic opportunities and grow local companies and jobs through business growth, retention and attraction;
- Offering capital projects and grant programs to support development and redevelopment within Salem's South Waterfront, West Salem, Riverfront Downtown, McGilchrist, Mill Creek, North Gateway Jory Apartments and Fairview urban renewal areas;
- Operating the Salem Municipal Airport; and
- Permitting parking and enforcing parking regulations to ensure spaces are available for commerce.



## Welcoming and Livable Community

Neighborhoods are safe and clean, with a mix of quality housing with access to parks, recreation, historic and cultural resources, and the arts. To achieve this outcome, Salem:

- Supports a long-term vision for future growth and development with the community;
- Promotes an inclusive and vibrant community offering diverse housing options and well-kept neighborhoods.



- Creates and maintains open public spaces to offer activities that connect, benefit, and reflect our community;
- Supports the arts, historically and culturally significant buildings and sites, and community events; and
- Enhances multi-generational community enrichment and meaningful volunteer and neighborhood engagement.

To ensure a Welcoming and Livable Community, Salem focuses primarily on providing the following services:

- Long-range planning for future growth, reviewing development plans and land use cases,
- Supporting eighteen neighborhood associations;
- Offering multi-generational programming and access to physical and virtual collections at the Salem Public Library;

- Maintaining and developing Salem's park system, coordinating community volunteers and special events, managing the City's recreation programs and Center 50+;
- Administering projects and programs to enhance Salem's downtown and programs to support low to moderate income households;
- Allocating federal funds granted to the City to assist low-income individuals and families with affordable housing or starting a business; and
- Acquiring and maintaining the Salem Public Art Collection.



## Living in Salem



Located centrally in the Willamette Valley, Salem was incorporated as a municipal corporation in 1860, just one year following Oregon's admittance into the United States. Like most towns with a working riverfront, Salem's central business core sprang up adjacent to the Willamette River with relatively small lot residential neighborhoods surrounding it.

The City encompasses 49 square miles and is located in both Marion and Polk counties. Salem is the state capital of Oregon and the county seat of Marion County. Salem's population, based on Portland State University's 2020 certified estimate, is 168,970, which establishes it as the third largest city in Oregon behind Portland and Eugene.

The City government provides a full range of municipal services. As of July 2020, the municipal corporation has 1,281 full-time equivalent positions, equating to approximately 7.6 employees per 1,000 residents.

Salem is home to:

- State government and about 20,000 State employees working here;
- Willamette University, the oldest university in the West, which hosts nearly 2,300 students;
- The region's health care facility, which is Salem's top private company, employing almost 4,900; and
- Historic downtown and numerous historic and cultural attractions.

### Living in Salem – Economy and Employment

Salem is home to a wide range of industries and private employers, with business-friendly taxes and fees and proven strengths in traded industry sectors. As the State's capital, the local economy is relatively stable and enjoys a wide variety of employment. In addition to agricultural production, the area is also a strong manufacturing and distribution region with a prime location on Interstate 5 between California and Washington. Stable, low-cost infrastructure and development costs characterize the area's business climate. Abundant, high quality water, stable electrical supply, and low-cost shovel-ready land are available to industrial and business customers.



The addition of high tech to the local economy has provided steady growth in manufacturing. Other industries include trade, transportation, utilities, agriculture, food and beverage processing, education, health services, and professional and business services. Major employers, in addition to government and the hospital, include Kettle Foods, Garmin, Yamasa, West Salem Machinery, Gilgamesh Brewing, T-Mobile, Walmart and Amazon.

Business tax structure is an important item for deciding where to expand or locate a business. Unlike most states, Oregon income taxes are calculated solely on relative Oregon sales, according to *Business Oregon*. And Oregon has no sales tax.

The area is within one hour of 80,000 college students from Portland to the north and Eugene to the south. Thirty-eight of the largest state agencies are based in Salem. Private sector employers and public officials collaborate on creative, industry-driven, and proactive approaches to supporting the work force development needs of the region's employers.

The City's leading private employer, Salem Hospital, offers and has been recognized for exceptional medical services. Recent awards include a ranking as a top cardiovascular hospital for the past five years, a 2019-20 Best Hospital by U.S. News and World Report, a nationally recognized provider for joint replacement care and recognition as a top work place in Oregon.

## Living in Salem – Cultural Amenities and Recreation

Salem is an exceptional community for living and working with new and well-established neighborhoods. Residents represent many cultural and religious groups resulting in a vibrant and diverse community. Many who live in the Salem area do so because of its family-friendly ambiance. Not surprisingly, in fiscal years 2019 and 2020 dwelling building permit activity increased substantially and is at a peak since the recession.

### Cultural Amenities

Salem offers unique historical attractions and cultural arts including non-profit theater, music, dance, literature, art associations, historical museums, and art galleries. Salem's Riverfront Park hosts a variety of events and is home to an outdoor amphitheater which is currently being updated, Salem's Riverfront Carousel, and Gilbert House Children's Museum. Salem's downtown features distinctive boutiques, restaurants, breweries, cideries, and bakeries. Salem's very successful convention center anchors a southwest corner of the downtown adjacent to the Civic Center campus.

### Outdoor Recreation

Outdoor enthusiasts enjoy Salem's more than 2,300 acres of parkland and outdoor activities including golfing, cycling, fishing, and boating. Salem earned bronze Bicycle Friendly Community status and was ranked by Bicycle Magazine as one of the top 50 cities in the United States for biking. The



completion of the Minto Island bicycle and pedestrian bridge in 2018 was the final link in a network connecting three of Salem's largest parks, two bicycle and pedestrian bridges, and more than 20 miles of off-road trails.

Sports enthusiasts enjoy watching Willamette University sports, minor-league baseball at the Salem-Keizer Volcanoes Stadium, or catching the Portland Timbers U23 soccer team at McCulloch Stadium. Wallace Sports Complex hosts local, regional, and national softball and soccer competitions, bringing in over \$3.5 million to the local economy during non-pandemic years.

Salem's public parks are a source of fun, beauty, and economic benefits. Salem's reservable facilities provide the perfect option for a company picnic, group outing, family reunion, or other special event.

## Living in Salem – Education

Salem has an excellent K-12 school system, including public, parochial, and private schools, educating over 41,000 students each year. Grammy Award-winning music programs and high-performing athletes make the district unique.

In addition to Willamette University, which is adjacent to the state capitol, located within an hour of Salem are several universities, colleges, and vocational schools that provide undergraduate and graduate programs as well as work force training. Salem's Career and Technology Education Center, a new and growing public / private educational partnership, links students with training in key emerging sectors.



## FY 2022 Budget

### Budget Process and Financial Policies

#### The Municipal Budget

A budget for a municipal corporation, like the City of Salem, is a legal document that provides the City the authority to spend public money in accordance with local budget law.

In addition, the budget is

- a financial plan for the City for one fiscal year based upon estimates for resources and expenditures;
- an internal control mechanism that is referenced by City Council, the City's executive management, and City auditors;
- a policy document that reflects the plans and priorities of the City; and
- a public communication document that expresses the City's goals to our citizens.

A balanced annual budget is required by Oregon Budget Law (Chapter 294 of the Oregon Revised Statutes).

The law establishes standard procedures for preparing, presenting, and administering the budget. The law also requires citizen involvement in preparation of the budget – the role of the Budget Committee – and public disclosure of the budget before its formal adoption.

In addition to the budget for the municipal corporation, the City of Salem also has an Urban Renewal Agency and follows the same

guidelines in Oregon Budget Law for preparation and adoption of the Agency budget. The City of Salem Budget Committee also serves as the Agency committee.

Under Oregon Budget Law, a fiscal year is a 12-month period, beginning July 1 and ending June 30.

#### Role of the Budget Committee

Budget committees are required in Oregon's Local Budget Law, which can be found in the Oregon Revised Statutes (ORS) beginning with 294.305. The City of Salem's 18-member Budget Committee is comprised of 9 elected officials and 9 appointed volunteers. In Salem, there is one elected official and one appointed volunteer from each ward and two at-large members. The committee is the fiscal planning advisory board to the City Council. In its advisory role, the committee reviews quarterly financial reports and the City Manager's five-year financial forecast in the winter. Each spring, the committee receives quarterly financial reports, the City Manager's budget message and reviews and deliberates the City Manager's recommended upcoming fiscal year budget, while providing the public an opportunity to comment on it. The culmination of this work is setting the City's tax levy and recommending a budget to the City Council.



**Preparing the Budget** The “annual budget process” for the City of Salem, its City Council, executive management, managers, and financial analysts is continuous – a 12-month cycle that includes preparation, adoption, implementation, monitoring, and management.

The 9 steps listed on the next page have been identified by the Oregon Department of Revenue as necessary to meet the requirements in law for budget adoption. The period of budget preparation to adoption for the City is approximately 7 months.

#### *Step 1 – Budget Officer Appointed*

For Salem, this is an employee supervised by the Chief Financial Officer.

#### *Step 2 – Preparing the Proposed Budget*

The Budget Officer supervises the preparation of the proposed budget in conformance with the City Council’s policy agenda and direction, and with the City Manager’s guidance and oversight and the involvement and assistance of all City departments. City Council’s policy agenda is also informed each year by resident satisfaction surveying. In advance of this period of budget preparation (generally January through March each year), the City Manager presents a five-year financial forecast for the City’s General Fund and several other funds of particular note.

#### *Step 3 – Public Meeting Notice*

Budget law prescribes the method, timing, and content of the public notice for Budget Committee meetings. The City of Salem includes in the notice the location, date, and time of the meeting

for the presentation of the City Manager’s budget message, as well as all subsequent meetings scheduled for review of the proposed budget.

#### *Step 4 – Budget Committee Meetings*

At least one meeting must be held to receive the budget message and allow the public to provide comment. During April and May each year, the City of Salem holds several meetings, the first of which includes the presentation of the budget message. In the Spring of 2020, the City of Salem held all their Budget Committee meetings virtually for the first time. The City will continue this practice for the Budget Committee meetings this year.

#### *Step 5 – Committee Approves the Budget*

The final meeting during the April – May period is designated for the Budget Committee to provide its recommendation to the City Council. As the City of Salem budget requires an ad valorem tax to be in balance, the Budget Committee also must approve an amount or rate of total ad valorem property taxes to be certified by the county assessor. The City’s permanent tax rate is \$5.8315 per \$1,000 of assessed valuation. In addition, the Budget Committee approves the tax levy for general obligation bonds. This amount varies annually depending on debt repayment needs.

#### *Step 6 – Budget Summary and Notice of Budget Hearing*

After the budget is approved by the Budget Committee, the City’s governing body – the City Council – must hold a public hearing. Once again, budget law prescribes the method, timing, and content of the notice for this meeting. In the City, this notice is



referred to as the “legal ad,” and it comprises summary budget information at the fund level – and in some cases, the department level – for operating expenditures and non-operating expenditures, as well as resources (beginning cash balance and anticipated new revenues).

### *Step 7 – Budget Public Hearing*

The budget public hearing must be held by the City Council on the date specified in the public notice. The purpose of this hearing is to receive public testimony on the budget approved by the Budget Committee.

### *Step 8 – Budget Adopted, Taxes Declared, Appropriations Set*

Following the public hearing, the City Council adopts the budget establishing appropriation authority – the amount that can be

spent – in each fund and setting and categorizing the tax levy. While the City Council can make changes to the budget approved by the Budget Committee prior to adoption, the tax levy may not be changed and appropriations may not be increased by more than ten percent. The budget is adopted through a resolution no later than June 30.

### *Step 9 – Budget Filed and Certified*

By July 15 of the new fiscal year, the City must submit tax levy certification to both Marion and Polk county assessors and copies of the budget resolution.



## FALL/WINTER

### **Annual Community Report**

How we measure progress

### **Forecasting**

### **Residential Satisfaction Survey**

## WINTER (January)

### **City Council Policy Agenda**

How does the City achieve its strategic priorities and ensure success?



## SPRING (April, May)

### **City of Salem Budget**

The cycle of reporting and surveying; aligning community priorities and strategic goals through the City Council's policy agenda; and then developing and presenting the annual budget.



## Financial Policies

City Council policies represent an official position of the Council established by a majority vote of the Council. A policy establishes direction and guidance for the City's actions and response to a specific problem, issue, or need. Salem's City Council has 16 financial policies; a brief summary appears below. The complete index of City Council financial policies is available at: <https://www.cityofsalem.net/Pages/council-policy.aspx>

### *Policy C-1 – Transient Occupancy Tax (TOT) Funding*

Commonly known as a hotel / motel tax or lodging tax, the TOT is a nine percent tax charged for an overnight stay. The TOT is based on the nightly rate paid by the occupant and is collected for the City by the lodging operator or the booking / hosting service. The purpose of this policy is to provide guidance to the City Manager and the Cultural and Tourism Promotion Advisory Board for recommendations to the City Council for the use of TOT funds.

### *Policy C-2 – Debt Management*

The City of Salem's debt management policy guides issuance of the City's debt obligations, retention or improvement of the City's existing bond rating, and maintenance of the City's ability and capacity to incur debt and other long-term obligations at favorable interest rates for capital improvements, facilities and equipment beneficial to the City and necessary for essential services.

### *Policy C-4 – Selection of Auditors*

It is essential that the City Council trust and have confidence in the City's external auditor. The City Council, in compliance with State and City public contracting rules, participates in the selection of the City's auditor.

### *Policy C-5 – Capitalization Level for Reporting General Fixed Assets*

The capitalization level for recording general fixed assets is \$10,000.

### *Policy C-6 – Reimbursable Expenses for Travel, Training, Professional Development, and Other City Business*

Procedures in this policy guide reimbursement to the Mayor and members of the City Council for expenses that may occur while conducting City business.

### *Policy C-7 – Investment Policy and Portfolio Guidelines*

The Investment Policy establishes investment objectives, provides guidelines, and sets forth responsibilities and reporting procedures necessary for the prudent management and investment of City of Salem funds.

### *Policy C-8 – Budget and Revenue Policies*

Council Policy C-8 provides citywide operating budget guidance, including the adoption of a structurally balanced budget where operating revenues are equal to, or exceed, operating



expenditures. Policy C-8 also includes guidance on user fees, use of one-time resources, and grants.

The Salem Strategic Plan and City Council 2018 Policy Agenda identified goals and actions to achieve this structural balance and provide for sustainable service delivery. In 2020, the City Operations Fee went into effect on City Utility bills to support ongoing library, park maintenance, police, fire, emergency and social services, and other essential services.

#### *Policy C-9 – Capital Improvement Program*

One of the primary responsibilities of local governments is the creation and preservation of a community's physical infrastructure including roads and bridges; water, wastewater and stormwater systems; public buildings; parks and open spaces; and, communication and information management systems. As this infrastructure requires a significant commitment of public resources, planning for capital improvements is a matter of prudent financial management. Policy C-9 provides the general principles under which the City's Capital Improvement Program (CIP) is developed and implemented.

#### *Policy C-10 – Building and Safety Fund Balance / Reserve*

This policy establishes the components and uses of the fund balance for the Building and Safety Fund. Sound financial management practices include establishing designated and undesignated fund balances sufficient to provide:

- resources for events and service needs that were unanticipated during budget development;
- covering cash flow needs during a fiscal year; and
- providing a source of funds to sustain services during a temporary slowing in revenue and / or a source of bridge funding to allow transition to sustainable service levels.

#### *Policy C-11 – General Fund Balance / Reserve Policy*

This policy establishes a working capital or fund balance goal for the General Fund. Consistent with Policy C-10, this policy is guided by sound financial management practices related to the purposes for establishing and maintaining designated and undesignated fund balances.

The fund balance goal for the General Fund is 15 percent of current budgeted revenues. For purposes of preparing the budget, the fund balance consists of the contingency, service stabilization reserve and unappropriated ending fund balance. Funds appropriated and available to meet unanticipated events, service needs or revenue shortfalls during a current fiscal year. The proposed fiscal year 2022 budgets \$3.0 million in contingency which satisfies the contingency and reserve requirements of the policy. The remaining portion of the fund balance is unappropriated.



### *Policy C-12 – Fund Balance / Reserve Policy for the Emergency Services Fund*

The City's contract with Falck Ambulance is managed in the Emergency Services Fund. A service stabilization reserve equivalent to a minimum of six months of operating expenses, a contingency appropriation, and a set aside for capital equipment are included in this policy. The minimum operating reserve would be sufficient to cover the cost for the City to resume ambulance service as the primary provider, if necessary.

### *Policy C-13 – Identity Theft Prevention Program*

The City's Identity Theft Prevention Program guides compliance with the Red Flag Rule and Oregon Consumer Identity Theft Protection Act (OCITPA) through detection, prevention, and mitigation of identity theft in connection with the opening of a new covered account or with an existing covered account with the City.

### *Policy C-14 – Water and Sewer Fund Financial Policy*

Salem provides water, wastewater, and stormwater services to all Salem residents. In addition, Salem provides water and / or wastewater services to other communities in the Willamette Valley. Meeting the funding needs for the maintenance and reinvestment in each system is critical.

This policy guides forecasting and rate proposal development for sound financial management of the fund. The policy includes the establishment of an operating reserve (equal to 120 days of operations) and debt reserve (one year of outstanding debt service)

levels, a subordinate debt coverage ratio (funding to make debt payments), and capital funding strategies to support fund management.

### *Policy C-15 – Use of City Resources for Marijuana Based Activities*

Policy concerning the use of City resources, including City property and City funds for marijuana based activities.

### *Policy C-16 – Employee Benefits Self Insurance Fund Balance*

The City manages its own health benefits self-insurance program. Policy C-16 provides for a rate stabilization reserve equaling 12 months of budgeted operating expense plus 10 percent of budget claims; a claims reserve based on an actuarial review; and a contingency account.

### *Policy C-17 – Risk Self Insurance Fund Balance*

The City's self-insured Workers' Compensation and Liability programs are combined in this fund with a rate stabilization reserve equaling the minimum of the combined deductibles for each program and two times the property deductible for catastrophic losses; a claims reserve based on an actuarial review of the program; and a contingency account.



## City of Salem Fiscal and Accounting Structure

The City's fiscal and accounting structure begins with a fund, which is used to record estimated resources (beginning working capital and current revenues) and requirements (all expenditure types plus unappropriated ending working capital) for specific activities or to meet certain objectives for a specific regulation.

Within a fund, the financial organization begins with a department (Police, Fire, and Community Development as examples) and can be further refined: Fund → Department → Division → Section → Cost Center. In the City's vernacular, this hierarchy is simply referred to as a "cost center."

The City's General Fund expenditure budget is adopted at the department level within the designation of operating expenditures (personal services, materials and services, and capital outlay) and non-operating expenditures (debt service, transfers, contingencies). Budgets for other City funds are adopted at the fund level with the same operating / non-operating expenditure designations.

### City of Salem Fund Types

Financial activities of the City are accounted for in 24 funds, which are grouped into 8 fund types.

### *Capital Project Fund Type*

*What: Records activities to build or acquire capital facilities*

Most capital improvement projects of the City, including streets, parks, airport, and utility facilities and infrastructure are recorded in this type of fund. Principal sources of financing are bond proceeds, water and sewer use charges, system development charges, federal grants, and transfers from other City funds.

### *Debt Service Fund Type*

*What: Records repayment of debt*

This type of fund is established to account for voter-approved, general long-term debt principal and interest payments supported by property tax. In addition, the City manages its pension obligation debt in this type of fund with the cost of the principal and interest payments covered by the nine City funds that include staff.

### *Enterprise Fund Type*

*What: Records activities for operating / maintaining a self-supporting service*

This fund type is generally self-supporting with expenses covered by user charges or fees. An example of an enterprise fund is the City's Utility Fund, which accounts for the operation of the utilities with the primary revenue source of user charges.



### *General Fund Type*

*What: Records general activities of the City*

This fund supports the general activities of the City with principal revenue sources of property taxes, franchise fees, state shared revenues, and charges for services to the public and other funds in the City organization.

### *Internal Service Fund Type*

*What: Records activities of centralized support services*

Centralized functions like management of the City's fleet or the self-insurance program are recorded in this fund type. Principal revenue sources are rates charged to other City departments.

### *Reserve Fund Type*

*What: Accumulates funds to pay for services, projects, property, or equipment*

Reserve funds are used to account for funding that is set aside for a specific purpose that supports the City's operations. The newly established Equipment Replacement Reserve Fund focuses on vehicle and equipment replacement with revenues derived from charges to other City departments.

### *Special Revenue Fund Type*

*What: Records activities supported by revenues designated for a specific purpose*

Revenues for this fund type are generally considered limited in terms of the services that can be supported. Examples of designated uses of "special revenues" include state highway gas taxes supporting street maintenance, airport lease fees funding operation of McNary Field, and building permit charges covering the cost of inspections.

### *Trust and Agency Fund Type*

*What: Records funds held in trust for various groups and specific purposes*

The City maintains several dozen separate funds for managing resources of various groups and / or for special purposes. The Trust and Agency fund type is also used by the City for the temporary holding of funds when the City acts as a pass-through agency. Examples of trust funds managed by the City include "Library Gifts" for receiving donations for library purposes, "K-9 Trust" for supporting the Police Department's service dog unit, and "Future Public Works Projects" for receiving funds from development to be applied to localized public improvements. For purposes of budget adoption, the City groups all of the trust and agency funds into one reporting unit. However, for accounting purposes, the funds are tracked separately.







# The Adopted FY 2022 Budget *Wayfinding*

## PBB Result Area Program Summary Displays

Using Priority Based Budgeting (PBB), the adopted FY 2022 Budget displays the budget across the six distinct result areas that were previously outlined; Natural Environment Stewardship, Safe Community, Strong and Diverse Economy, Welcoming and Livable Community, Good Governance, and Safe, Reliable and Efficient Infrastructure.

### *Result Area Summaries*

Alignment					
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Each result area has a summary of services and programs section that includes detailed program information. Each City program lists the adopted FY 2021 Budget, the adopted FY 2022 Budget, and the full time employee (FTE) count for the FY 2022 Budget. For each program overall alignment is also displayed. A check mark icon (✓) under a Result Area icon means that the program referenced has some level of influence on that result area. The alignment column describes the overall influence (Most, More, Less, Least) as determined by the combined program score for all result areas and basic program attributes (BPAs). It is important to note that a "Less" or "Least" alignment does not mean that a program is not important or that the City should stop providing that service. A "Less" or "Least" alignment shows that a program does not have a strong influence in multiple result areas and basic program attributes, but it may still be essential to accomplishing the goals of one or more result areas.

### *Governance Results*

Alignment					
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Programs included in the Good Governance result area are generally internal facing programs. For governance programs the information display is similar to that of the other result areas. Instead of result area icons, initializations are used and are defined as follows: SS = Stewardship and Sustainability; CC = Clearly Communicates; SP = Strengthens Partnerships; RC = Regulatory Compliance; and LC = Leadership and Collaboration. Some examples of programs in this category include Accounts Payable, Employee Development, and IT Service Desk Support.



City of Salem Budget  
RESULT AREA SUMMARY

All Funds  
FY 2022

		Result Areas						
Fund		Good	Natural	Safe	Safe, Reliable,	Strong and	Welcoming and	
No.	Fund Name	Governance	Environment	Safe	and Efficient	Diverse	Livable	Total
			Stewardship	Community	Infrastructure	Economy	Community	
101	General	\$ 33,808,660	\$ 510	\$ 94,202,480	\$ 271,220	\$ 4,485,800	\$ 28,452,010	\$ 161,220,680
155	Transportation Services	-	-	-	17,506,640	-	-	17,506,640
156	Streetlight	-	-	-	2,082,060	-	-	2,082,060
160	Airport	-	-	-	-	2,277,290	-	2,277,290
165	Community Renewal	-	-	-	-	-	11,076,710	11,076,710
170	Downtown Parking	-	-	-	-	1,299,380	-	1,299,380
175	Cultural and Tourism	314,650	-	-	-	2,787,160	469,810	3,571,620
176	Public Art	-	-	-	-	-	42,370	42,370
177	Tourism Promotion Area	696,030	-	-	-	-	-	696,030
180	Leasehold	-	-	-	-	1,076,270	-	1,076,270
185	Building and Safety	793,920	-	5,456,390	-	173,920	-	6,424,230
190	Traffic Safety	-	-	1,379,120	-	-	-	1,379,120
210	General Debt Service	5,719,380	-	-	16,819,090	-	-	22,538,470
310	Utility	2,518,350	20,319,800	-	100,313,390	-	573,310	123,724,850
320	Emergency Services	-	-	2,423,990	-	-	-	2,423,990
330	Willamette Valley Comm. Center	-	-	14,534,230	-	-	-	14,534,230
335	Police Regional Records System	-	-	346,950	-	-	-	346,950
355	City Services	10,309,620	-	5,531,020	-	-	-	15,840,640
365	Self Insurance Benefits	37,966,260	-	-	-	-	-	37,966,260
366	Self Insurance Risk	11,946,330	-	-	-	-	-	11,946,330
388	Equipment Replacement Reserve	9,960,930	-	7,975,420	-	927,080	-	18,863,430
400	Trust (Special Revenue)	7,753,870	5,000	1,367,300	387,800	2,400	3,584,700	13,101,070
Total Operating		\$ 121,788,000	\$ 20,325,310	\$ 133,216,900	\$ 137,380,200	\$ 13,029,300	\$ 44,198,910	\$ 469,938,620
255	Capital Improvements	\$ -	\$ -	\$ 5,650,290	\$ 126,557,540	\$ 9,503,030	\$ 1,978,050	\$ 143,688,910
260	Extra Capacity Facilities	-	-	-	41,361,660	-	11,605,020	52,966,680
275	Development District	-	-	-	8,301,620	-	-	8,301,620
Total Construction		\$ -	\$ -	\$ 5,650,290	\$ 176,220,820	\$ 9,503,030	\$ 13,583,070	\$ 204,957,210
Total Budget		\$ 121,788,000	\$ 20,325,310	\$ 138,867,190	\$ 313,601,020	\$ 22,532,330	\$ 57,781,980	\$ 674,895,830



# Good Governance

## Vision

A safe and livable capital city with a sustainable economy and environment that is open to all.

## Mission

The City of Salem provides fiscally sustainable and quality services to enrich the lives of present and future residents, the quality of our environment and neighborhoods, and the vitality of our economy.



## Values

Opportunity

*Salem is proactive and forward-thinking*

Compassion

*Salem is fair, equitable, and safe*

Responsiveness

*Salem is at your service, with capacity and partnerships to prepare for the future*

Accessibility

*Salem is open and inclusive*





# Good Governance

*The enterprise is managed to be fiscally sustainable, provide quality services, proactively engage residents, be forward thinking, and build capacity and partnerships to prepare for the future.*

**Supporting City Departments** | City Manager's Office • Finance • Human Resources • Information Technology • Legal

## Summary of City Services

The mission of the City is to provide fiscally sustainable and quality services to enrich the lives of present and future residents, the quality of our environment and neighborhoods, and the vitality of the economy. The half-billion-dollar municipal corporation operates under the council–manager form of city government. As of July 2019, the municipal corporation has 1,237.75 full-time equivalent positions, equating to approximately 7.5 employees per 1,000 residents.





# Good Governance



## City Manager

*General Fund - supports the City Manager's Office administration*

## Equipment Replacement

*Equipment and Asset Replacement Reserve Fund - supports the purchase of new vehicles and equipment citywide*

## Employee Services

*City Services Fund, Facilities Services - maintaining safe, common exterior areas for operations at the City shops complex*

*City Services Fund, Fleet Services - fleet administration, operates a citywide fueling station, and maintains and repairs vehicles and equipment*

*General Fund, Human Resources - provides employee relations, labor relations, specialized training, and recruitment to all City departments*

*General Fund, Facilities Services - building maintenance, repair, asset management, and custodial services*

*Self Insurance Fund, Health Benefits - manages and coordinates employee medical, dental, vision, life, and disability benefits programs*

*Self Insurance Fund, Risk - oversees workers' compensation and liability claims for all departments*

## Finance

*General Fund- budget, finance and purchasing services*

## Information Technology

*City Services Fund, Connectivity / Telecomm - operation and maintenance of the City's telecommunication system; expansion of infrastructure*

*City Services Fund, Document Services - provides copy, mail, document production, messenger / courier, and archival services to all City departments*

## Legal

*General Fund - provides legal advice and counsel to all City departments, prosecutes a variety of misdemeanor crimes, defends the City against claims in court, manages access to public records, and administers the local elections process*

## Mayor and Council

*General Fund - supports meetings, special events, and training for the Mayor and City Councilors, the financial audit process, and hearings officer services*

## Non-Departmental

*General Fund - expenses that provide a citywide benefit or that are not easily allocated to a specific department*

Opportunity • Compassion • Responsiveness • Accessibility





# Good Governance

The enterprise is managed to be fiscally sustainable, provide quality services, proactively engage residents, be forward thinking, and build capacity and partnerships to prepare for the future.

Ensures  
stewardship and  
sustainability of  
the City's financial,  
human,  
information, and  
physical assets

Clearly communicates  
responsive, accurate,  
and accessible  
information and  
services

Strengthens  
community and  
regional partnerships

Provides assurance of  
regulatory compliance  
to minimize and  
mitigate risk

Maintains  
transparent,  
ethical, inclusive,  
and accountable  
leadership and  
collaboration

## Service Area Statistics

Service Provider Department	Statistic Description	The Number	
City Manager	Community members assisted with discrimination-related complaints in 2020	19 (with 19 complaints)	
City Manager	Facebook / Twitter follower growth and percentage of growth	5,671 / 1,941	220% / 93.9%
City Manager	Increase in number of Flashalert subscribers and percentage of growth	1,610	3%
City Manager	Average number of monthly website visits and percentage of growth	122,375	21%
Finance	Maintain City's favorable bond ratings	GO: Aa2, Revenue: Aa2	
Finance	Finance customers served in person and online	79,689 and 483,693	
Finance	Payments issued to employees and vendors	59,063	
Finance	Purchasing transactions	24,000	
Employee Services	Total employment applications processed	8,849	
Employee Services	Percentage minority employees of total employees	15.6%	
Employee Services	Total number of recruitments	299	
Employee Services	Total career and seasonal / part-time hires	125 career / 78 seasonal / p-t	





# Good Governance

The enterprise is managed to be fiscally sustainable, provide quality services, proactively engage residents, be forward thinking, and build capacity and partnerships to prepare for the future.

Ensures  
stewardship and  
sustainability of  
the City's financial,  
human,  
information, and  
physical assets

Clearly communicates  
responsive, accurate,  
and accessible  
information and  
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Strengthens  
community and  
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Provides assurance of  
regulatory compliance  
to minimize and  
mitigate risk

Maintains  
transparent,  
ethical, inclusive,  
and accountable  
leadership and  
collaboration

## Service Area Statistics

Service Provider Department	Statistic Description	The Number
Employee Services	Liability claims paid (calendar year 2020)	17
Employee Services	Liability claims filed (calendar year 2020)	119
Employee Services	Liability reported incidents	374
Employee Services - Facilities	Square feet of service area	2,235,000
Employee Services - Facilities	Total square feet cleaned by custodial crew each shift	424,000 (up to this amount)
Legal	Public Record Requests received in 2020	680
Legal	Misdemeanor charges filed in 2020	1,521
Legal	Misdemeanor cases adjudicated in 2020	1,366

During the City's first year of implementing Priority Based Budgeting, programs in the result area of Good Governance were scored against the result area definitions noted at the top of this page along with program attributes of demand, mandate, reliance, cost recovery, and population served. The program pages of the Good Governance section of the budget document include a checkmark indicating in which of the Good Governance definitions a program was scored. The definition symbols in this section are: SS = Stewardship and Sustainability; CC = Clearly Communicates; SP = Strengthens Partnerships; RC = Regulatory Compliance; and LC = Leadership and Collaboration. Throughout the budget document, there are programs -- Operating and Technology Transfers, as an example -- that were not scored.







## Good Governance FY 2022 Fund Overview

The City's financial activity is accounted for in various funds and are then grouped by the type of expenditure. The below table summarizes the result area expenditure budget by Fund, Department, and account group.

	Personal Services	Materials and Services	Capital	Interfund Transfers	Debt Service	Contingencies	Total
<b>General Fund</b>							
Mayor & Council	\$ -	\$ 243,410	\$ -	\$ -	\$ -	\$ -	\$ 243,410
City Manager	1,061,300	103,180	-	-	-	-	1,164,480
Human Resources	1,585,830	468,520	-	-	-	-	2,054,350
Legal	2,536,790	301,830	-	-	-	-	2,838,620
Finance	3,920,460	367,470	-	-	-	-	4,287,930
Facilities Services	3,464,690	1,491,530	10,000	115,260	-	-	5,081,480
Community Development	665,390	49,570	-	-	-	-	714,960
Library	111,730	1,460	-	-	-	-	113,190
Information Technology	8,724,440	1,734,420	148,270	-	-	-	10,607,130
Urban Development	411,790	20,560	-	-	-	-	432,350
Non Departmental	95,000	2,649,260	-	151,490	375,010	3,000,000	6,270,760
General Fund Total	\$ 22,577,420	\$ 7,431,210	\$ 158,270	\$ 266,750	\$ 375,010	\$ 3,000,000	\$ 33,808,660
<b>Cultural Tourism Fund</b>							
Non Departmental	\$ -	\$ 314,650	\$ -	\$ -	\$ -	\$ -	\$ 314,650
Cultural Tourism Fund Total	\$ -	\$ 314,650	\$ -	\$ -	\$ -	\$ -	\$ 314,650
<b>Tourism Promotion Area Fund</b>							
Non Departmental	\$ -	\$ 665,060	\$ -	\$ 30,970	\$ -	\$ -	\$ 696,030
Tourism Promotion Area Fund Total	\$ -	\$ 665,060	\$ -	\$ 30,970	\$ -	\$ -	\$ 696,030
<b>Building and Safety Fund</b>							
Community Development	\$ 41,540	\$ 752,380	\$ -	\$ -	\$ -	\$ -	\$ 793,920
Building and Safety Fund Total	\$ 41,540	\$ 752,380	\$ -	\$ -	\$ -	\$ -	\$ 793,920
<b>General Debt Fund</b>							
Non Departmental	\$ -	\$ -	\$ -	\$ -	\$ 5,719,380	\$ -	\$ 5,719,380
General Debt Fund Total	\$ -	\$ -	\$ -	\$ -	\$ 5,719,380	\$ -	\$ 5,719,380



## Good Governance FY 2022 Fund Overview

The City's financial activity is accounted for in various funds and are then grouped by the type of expenditure. The below table summarizes the result area expenditure budget by Fund, Department, and account group.

	Personal Services	Materials and Services	Capital	Interfund Transfers	Debt Service	Contingencies	Total
<b>City Services Fund</b>							
Fleet Services	\$ 1,856,130	\$ 4,710,250	\$ -	\$ 300,000	\$ -	\$ -	\$ 6,866,380
Facilities Services	-	173,900	-	-	-	-	173,900
Information Technology	507,770	884,570	18,000	-	-	-	1,410,340
Public Works	-	1,809,000	-	50,000	-	-	1,859,000
City Services Fund Total	\$ 2,363,900	\$ 7,577,720	\$ 18,000	\$ 350,000	\$ -	\$ -	\$ 10,309,620
<b>Utility Fund</b>							
Public Works	\$ 1,700,290	\$ 758,060	\$ 60,000	\$ -	\$ -	\$ -	\$ 2,518,350
Utility Fund Total	\$ 1,700,290	\$ 758,060	\$ 60,000	\$ -	\$ -	\$ -	\$ 2,518,350
<b>Self Insurance Benefits Fund</b>							
Human Resources	\$ 552,480	\$ 37,413,780	\$ -	\$ -	\$ -	\$ -	\$ 37,966,260
Self Insurance Benefits Fund Total	\$ 552,480	\$ 37,413,780	\$ -	\$ -	\$ -	\$ -	\$ 37,966,260
<b>Self Insurance Risk Fund</b>							
Human Resources	\$ 816,160	\$ 11,130,170	\$ -	\$ -	\$ -	\$ -	\$ 11,946,330
Self Insurance Risk Fund Total	\$ 816,160	\$ 11,130,170	\$ -	\$ -	\$ -	\$ -	\$ 11,946,330
<b>Equipment Replacement Fund</b>							
Equipment Replacement	\$ -	\$ 3,290	\$ 9,957,640	\$ -	\$ -	\$ -	\$ 9,960,930
Equipment Replacement Fund Total	\$ -	\$ 3,290	\$ 9,957,640	\$ -	\$ -	\$ -	\$ 9,960,930
<b>Trust Fund</b>							
Non Departmental	\$ -	\$ 2,698,480	\$ 500,000	\$ 4,555,390	\$ -	\$ -	\$ 7,753,870
Trust Fund Total	\$ -	\$ 2,698,480	\$ 500,000	\$ 4,555,390	\$ -	\$ -	\$ 7,753,870
<b>Result Area Total</b>	<b>\$ 28,051,790</b>	<b>\$ 68,744,800</b>	<b>\$ 10,693,910</b>	<b>\$ 5,203,110</b>	<b>\$ 6,094,390</b>	<b>\$ 3,000,000</b>	<b>\$ 121,788,000</b>



## Good Governance FY 2022 Department Overview

The City's financial activity is accounted for in various funds and are then grouped by the type of expenditure. The below table summarizes the result area expenditure budget by department and account group.

	Personal Services	Materials and Services	Capital	Interfund Transfers	Debt Service	Contingencies	Total
1. City Manager	\$ 1,061,300	\$ 103,180	\$ -	\$ -	\$ -	\$ -	\$ 1,164,480
2. Debt Service	-	-	-	-	5,719,380	-	5,719,380
3. Employee Services	8,275,290	55,388,150	10,000	415,260	-	-	64,088,700
4. Equipment Replacement	-	3,290	9,957,640	-	-	-	9,960,930
5. Finance	3,920,460	367,470	-	-	-	-	4,287,930
6. Information Technology	9,232,210	2,618,990	166,270	-	-	-	12,017,470
7. Legal	2,536,790	301,830	-	-	-	-	2,838,620
8. Mayor & Council	-	243,410	-	-	-	-	243,410
9. Non Departmental	95,000	6,327,450	500,000	4,737,850	375,010	3,000,000	15,035,310
10. Shared Governance	2,930,740	3,391,030	60,000	50,000	-	-	6,431,770
<b>Result Area Total</b>	<b>\$ 28,051,790</b>	<b>\$ 68,744,800</b>	<b>\$ 10,693,910</b>	<b>\$ 5,203,110</b>	<b>\$ 6,094,390</b>	<b>\$ 3,000,000</b>	<b>\$ 121,788,000</b>

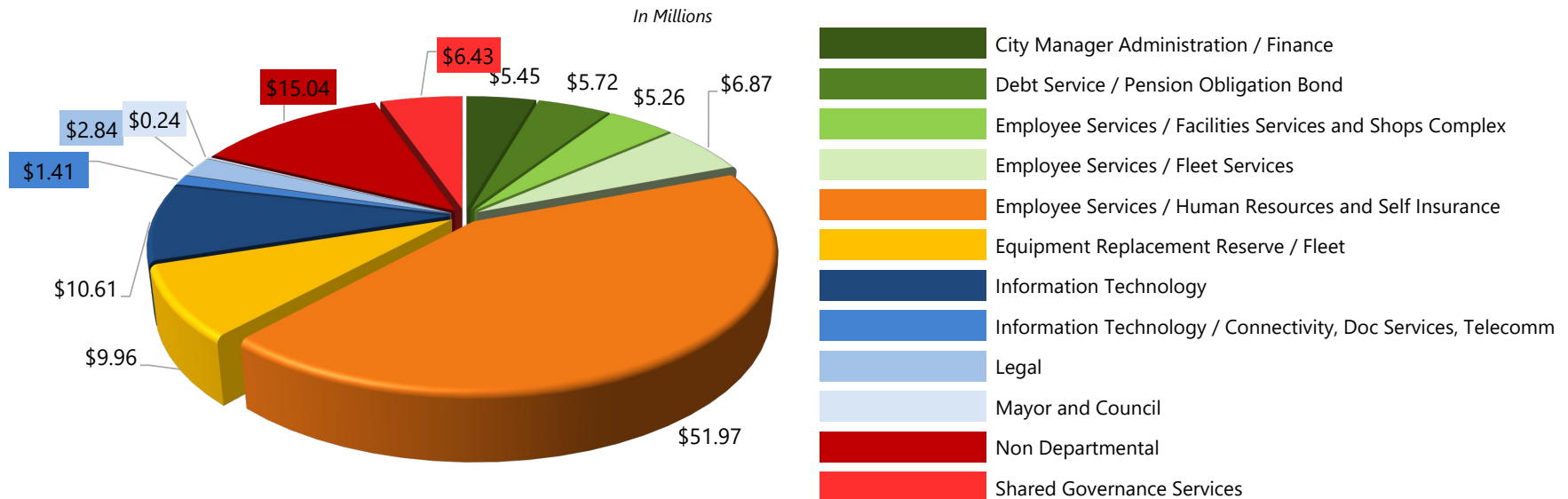


## Good Governance FY 2022 Budget Overview

The City is required to display all phases of the FY 2022 budget - the initial proposal from the City Manager, the recommendation of the Budget Committee, and the result adopted by the City Council. The columns in the numeric table will be populated with numbers when each phase of the budget process is completed. Capital projects appear in the Capital Improvements section of the budget document.

Expenditures	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	% of Total
<b>Service Area - All Funds</b>				
Personal Services	\$ 27,909,120	\$ 28,059,120	\$ 28,051,790	23.0%
Materials and Services	\$ 65,419,810	65,444,810	68,744,800	56.4%
Capital Outlay	\$ 10,193,910	10,193,910	10,693,910	8.8%
Debt Service	\$ 6,094,390	6,094,390	6,094,390	5.0%
Contingencies	\$ 3,000,000	3,000,000	3,000,000	2.5%
Transfers	\$ 647,720	647,720	5,203,110	4.3%
<b>Total Expenditures - All Funds</b>	<b>\$ 113,264,950</b>	<b>\$ 113,439,950</b>	<b>\$ 121,788,000</b>	
<i>Total Number of Positions</i>	<i>217.89</i>	<i>217.89</i>	<i>217.89</i>	

### Good Governance Result Area Expenditures by Department / Program





# 1. City Manager Summary of Services and Programs

## Summary of Services

The City Manager's Office (CMO) provides organization-wide administration, facilitates public communication, sustains community relationships, and coordinates citywide special projects. To make our community a more diverse and welcoming place, the City ensures compliance with federal regulations pertaining to social justice and manages issues surrounding discrimination, prejudice, and human rights.

## General Fund Programs and FTE

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment	CC	LC	RC	SS	SP
Boards and Commissions Support - CMO Admin	26,240	30,270	0.25	Less	✓	✓	✓	✓	✓
City Council Support	203,860	211,410	1.20	Most	✓	✓	✓	✓	✓
City Right-of-Way Administration	11,000	-	0.00	More	✓	✓	✓	✓	✓
Citywide Planning and Initiatives	134,600	177,390	0.55	More	✓	✓	✓	✓	✓
Communications Strategy and Delivery	308,770	281,770	2.00	Less	✓	✓	✓	✓	✓
Community Partnerships and Engagement	127,500	126,900	0.60	Less	✓	✓	✓	✓	✓
Diversity, Equity, and Inclusion	153,860	29,580	0.15	More	✓	✓	✓	✓	✓
Organizational Management	282,100	288,240	1.35	More	✓	✓	✓	✓	✓
Policy Analysis	25,990	18,920	0.10	Less	✓	✓	✓	✓	✓
Total General Fund	\$ 1,273,920	\$ 1,164,480	6.20						



## 2. Debt Service Summary of Services and Programs

### Summary of Services

In 2005, the City of Salem bonded a portion of its PERS liability which has resulted in annual cost savings related to the City's full PERS obligation. To date, the City has saved approximately \$17 million from issuing this debt.

The funding source for the debt repayment is calculated as part of the City's personal services costs and is paid by funds / departments with employees. The debt service for the PERS pension obligation bond in FY 2022 is \$5,719,380.

For more information about the City's debt service obligations, see the Debt Service section of the budget document.

### Debt Service Fund Program

	FY 2021		FY 2022	
	Program Budget		Program Budget	
Pension Obligation Bond		5,499,230		5,719,380
Total Debt Service Fund	\$	5,499,230	\$	5,719,380



### 3. Employee Services Department Summary of Services and Programs

#### Summary of Services

The encompassing title of Employee Services is used for the purpose of expressing the scope managed by the Human Resources Department. Used in this context, Employee Services can be described as services that support and enhance the capacity of employees within the City organization to perform their job duties. Employee services include facilities maintenance and custodial, vehicle and motorized equipment maintenance and fueling, employee relations and records management, labor negotiations, employee benefits, and property casualty insurance.

#### Facilities Services

This division of Employee Services maintains and preserves the City's assets while providing tenants with a clean and safe work environment that reduces barriers to productivity.



The FY 2021 budget included funding for improvements for Council Chambers. While the Civic Center was closed to the public due to the COVID-19 pandemic, enhancements included, roof replacement, restroom upgrades, and HVAC upgrades to improve air quality and energy usage / cost. See louvers installed as part of the HVAC upgrades. (Photo above)

The division is comprised of three primary sections - building systems, building maintenance and services, and asset management. The primary function of building systems is to maintain and operate the heating, ventilation, and cooling (HVAC), lighting, and plumbing systems in 57 facilities. This includes managing automated controls along with turning wrenches. Maintenance and services includes preventive maintenance and minor system repairs due to failure. It also includes custodial services, who clean and sanitize work areas occupied by City staff and public areas accessed by the community through 6-day-per-week services using the industry's greenest cleaning methods and best practices. The asset management program area cost-efficiently addresses the full life cycle of City assets. This includes construction, management of installation of new and existing building operating systems, building repairs, and operational efficiencies.



Also adopted in FY 2021 was funding for additional maintenance and custodial staff to support the operations of the new Salem Police facility. Facilities nighttime maintenance and custodial staff were able to tour the new facility and get familiar with the latest City of Salem addition. (Photo above)



### 3. Employee Services Department Summary of Services and Programs

#### Fleet Services

Programs and services of Fleet Services include preventive maintenance; inspections; remedial repairs; road calls; vehicle and equipment modifications / rebuilds; fueling service; and bidding, purchasing, and upfitting new and replacement fleet inventory.

#### Human Resources and Self Insurance / Risk Management

Human Resources provides professional administrative support to all City staff through employee relations, policy development, specialized training and analyses, employee records management, and recruitment. Staff also coordinates / manages negotiation activities with each of the five collective bargaining groups.

The Self Insurance Benefits program area manages and coordinates all employee benefit and wellness activities, PERS eligibility, and deferred compensation, and ensures compliance with all state and federal laws.

The two program areas of Risk Management - Workers' Compensation and Liability - require the coordination and management of claims. The focus of the Workers' Compensation program is early return to work and effective safety, training, and loss prevention practices. Liability services include analysis of risk and exposure, investigations, coordination of tort claim defense, negotiation of additional insurance contracts, and consultation with City departments on contractual insurance requirements.

#### Work Force Changes

During the Budget Committee meetings, a limited duration position was added to the Human Resources budget to work on Citywide diversity, equity and inclusion programs and recruitment.



The two elevators at City Hall along with one at the Library, all installed in 1972 when Civic Center campus was constructed, were originally equipped with "drive and control" systems that have since become obsolete as critical components are no longer manufactured. In order to keep the City Hall elevators functioning, parts from the Library elevator were used while the Library has been closed for seismic construction. Both the City Hall and Library elevators were showing considerable wear and active leaking due to their age and use. New elevators have been installed with a machine driving system, and ropes and sheaves are currently being replaced with modern machine room less (MRL) technology. The City Hall elevator is currently active, and the Library elevator will be up and running when the Library reopens to the public.



### 3. Employee Services Department Summary of Services and Programs

#### General Fund Programs and FTE

	FY 2021	FY 2022							
	Program Budget	Program Budget	Staff	Alignment	CC	LC	RC	SS	SP
Classification and Compensation	137,490	149,200	0.98	More	✓	✓	✓	✓	
Contracts and Purchasing - HR	19,390	22,200	0.20	More	✓	✓	✓	✓	✓
Employee Development	115,260	129,980	0.45	Less	✓	✓	✓	✓	✓
Employee Orientation	54,220	52,970	0.35	Less	✓	✓	✓	✓	
Employee Relations	207,460	245,000	1.05	Most	✓	✓	✓	✓	✓
Fair Labor Standards Act (FLSA) Compliance	46,540	44,930	0.25	Less	✓	✓	✓	✓	
Human Resources Communications	146,830	148,950	1.08	Least	✓	✓	✓	✓	
Labor Management and Negotiations	202,770	238,310	1.05	More	✓	✓	✓	✓	✓
Performance Review Management	93,130	159,250	0.38	Less	✓	✓	✓	✓	
Protected Leave and ADA	81,950	83,450	0.50	Less	✓	✓	✓	✓	✓
Records Management - HR	134,920	164,610	1.34	Most	✓	✓	✓	✓	✓
Recruitment and Hiring	233,210	240,240	1.48	More	✓	✓	✓	✓	✓
Unemployment Claims	21,140	22,070	0.13	Least		✓	✓	✓	
Workforce Planning and Organization Development	76,090	42,090	0.23	Less	✓	✓	✓	✓	
Other Service Support	119,140	77,220	0.54						
Diversity, Equity, and Inclusion	-	233,880	1.00	More	✓	✓	✓	✓	✓
Total Human Resources \$				1,689,540	\$	2,054,350	10.00		

Budget Analysis and Oversight - Facilities	71,380	80,490	0.45	More	✓	✓	✓	✓	✓
Budget Analysis and Oversight - HR	8,000	10,440	0.05	Most	✓	✓	✓	✓	✓
Building Maintenance	801,110	915,840	5.45	Least		✓	✓	✓	✓
Building Operating Systems Maintenance	1,061,830	1,036,980	5.15	Least		✓	✓	✓	
Building Services	598,950	618,820	4.00	Least		✓	✓	✓	✓
Capital Improvements Transfer - Governance	113,000	115,260	0.00	Capital improvement transfers not scored					
Construction Project Delivery - Facilities	305,620	334,010	2.25	Least		✓	✓	✓	✓



### 3. Employee Services Department Summary of Services and Programs

#### General Fund Programs and FTE

	FY 2021	FY 2022							
	Program Budget	Program Budget	Staff	Alignment	CC	LC	RC	SS	SP
Contracts and Purchasing - Facilities	182,230	205,800	1.45	More	✓	✓	✓	✓	✓
Custodial Services	1,117,770	1,196,980	11.90				✓	✓	
Energy Use Management	540,190	508,950	0.95	Least			✓	✓	
Shops Complex Facilities Maintenance	11,310	8,890	0.05	Least		✓	✓	✓	
Space Planning and Accessibility	41,000	49,020	0.30	Least	✓	✓	✓	✓	
Total Facilities Services	\$ 4,852,390	\$ 5,081,480	32.00						
Total General Fund	\$ 6,541,930	\$ 7,135,830	42.00						

#### City Services Fund Programs and FTE

Equipment Maintenance and Repair	952,960	2,824,850	3.42	Less	✓	✓	✓	✓	✓
Fire Emergency Response Vehicle Maintenance and Repair	802,340	353,400	2.89	More	✓	✓	✓	✓	✓
Fuel Management	2,314,900	2,240,550	0.68	Least	✓	✓	✓	✓	✓
Light-Duty Vehicle Maintenance and Repair	850,870	330,880	2.42	Less	✓	✓	✓	✓	✓
Operating and Technology Transfers	300,000	300,000	0.00	Operating / technology transfers not scored					
Parts and Inventory Management	501,940	262,500	2.56	Least	✓	✓	✓	✓	✓
Police Vehicle Maintenance and Repair	652,970	355,050	2.68	Less	✓	✓	✓	✓	✓
Vehicle / Equipment Acquisition and Disposal	308,360	199,150	1.35	Less	✓	✓	✓	✓	✓
Total Fleet Services, City Services Fund	\$ 6,684,340	\$ 6,866,380	16.00						



### 3. Employee Services Department Summary of Services and Programs

#### General Fund Programs and FTE

	FY 2021	FY 2022							
	Program Budget	Program Budget	Staff	Alignment	CC	LC	RC	SS	SP

Shops Complex Facilities Maintenance	179,100	173,900	0.00	Least		✓	✓	✓	
Total Shops Facilities, City Services Fund	\$ 179,100	\$ 173,900	16.00						
Total City Services Fund	\$ 6,863,440	\$ 7,040,280	32.00						

#### Self Insurance Benefits Fund Programs and FTE

COBRA / Retiree Benefits Management	35,430	38,880	0.30	Least	✓		✓	✓	
Employee Benefits Management and Coordination	26,614,320	27,294,040	0.70	More	✓	✓	✓	✓	✓
Employee Health Clinic	540,160	605,040	0.10	Least		✓	✓	✓	
Employee Relations	58,080	61,990	0.35	Most	✓	✓	✓	✓	✓
Employee Retirement Benefits Management	52,360	56,080	0.45	More	✓	✓	✓	✓	✓
Employee Wellness Program	247,980	258,830	1.10	Least	✓	✓	✓	✓	✓
Human Resources Communications	78,570	87,690	0.70	Least	✓	✓	✓	✓	
Records Management - HR	32,530	36,050	0.30	Most	✓	✓	✓	✓	✓
Reserve - Insurance	10,751,670	9,527,660	0.00	Reserve not soled					
Total Risk Self Insurance Benefits Fund	\$ 38,411,100	\$ 37,966,260	4.00						



### 3. Employee Services Department Summary of Services and Programs

#### General Fund Programs and FTE

	FY 2021	FY 2022		
	Program	Program		
	Budget	Budget	Staff	Alignment
				<div>CC</div> <div>LC</div> <div>RC</div> <div>SS</div> <div>SP</div>

#### Risk Self Insurance Fund Programs and FTE

Liability / Property Insurance and Claim Management	2,177,470	2,452,850	1.15	More	✓	✓	✓	✓	✓
Litigation Management	164,160	174,530	1.25	Less	✓	✓	✓	✓	
Reserve - Insurance	6,606,380	7,013,860	0.00	Reserve not soled					
Safety and Loss Prevention	284,120	282,010	2.35	More	✓	✓	✓	✓	✓
Workers' Compensation	2,271,310	2,023,080	1.25	Less	✓	✓	✓	✓	

Total Risk Self Insurance Fund \$ 11,503,440 \$ 11,946,330 6.00

Total Employee Services \$ 63,319,910 \$ 64,088,700 84.00



## 4. Equipment Replacement Reserve Summary of Services and Programs

### Summary of Services

Considered a financial best practice, a reserve is the set aside of funding designated for a specific purpose to support City operations. To fund the Equipment Replacement Reserve, City departments are assessed charges to cover the cost of vehicle replacement. For more information about vehicles and equipment scheduled for replacement in fiscal year 2022, see the equipment replacement list in the Equipment Replacement Reserve Fund pages of the Financial Summaries section.

Long-term forecasting for vehicle replacement is employed in this fund to help plan for future expenses and balance those costs in department operational budgets against the goal of maintaining adequate reserves for the future.

### Replacement Reserve Program

	FY 2021 Program Budget	FY 2022 Program Budget
Equipment Replacement Reserve	3,339,540	3,024,290
Reserve - Fleet	8,320,990	6,936,640
Total Equipment Replacement Reserve Fund	\$ 11,660,530	\$ 9,960,930



## 5. Finance Department Summary of Services and Programs

### Summary of Services

The Budget, Finance, and Purchasing divisions collectively make up the Finance Department. In FY 2021, the Municipal Court was added to the department as a separate functional division. The Department maintains the City's financial operations, efficiently manages public funds, and provides transparent financial reporting information. To accomplish these goals, staff ensures there is an annual spending plan, produces financial forecasts, manages citywide purchasing activities, and creates long-term strategies for the financial health of the organization. Daily financial operations of the City include banking and payment transactions, financial analysis, managing investment portfolios, payroll and assistance with purchasing requirements. Services also include creation of financial statements and monthly reports, issuance of payment to the City's vendors and suppliers, financial audits, annual contracting, and issuing bond debt.

### Work Force Changes

In the past year, the department has realized the need for additional accounting resources. With the various regional and global events, there has been greater reporting needs for tracking of federal and state revenues received. In response, the department is reclassifying a vacant Accounting Assistant position to an Accountant I to meet additional long-term reporting requirements of the City.





## 5. Finance Department Summary of Services and Programs

General Fund Programs and FTE	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment	CC	LC	RC	SS	SP
Accounts Payable	208,720	181,590	1.65	More	✓	✓	✓	✓	✓
Accounts Receivable	291,480	287,610	1.80	More	✓	✓	✓	✓	✓
Analytic Support and Special Projects	120,580	141,360	0.90	Least		✓	✓	✓	✓
Annual Reporting and Annual Audit	199,450	211,060	1.45	Most	✓	✓	✓	✓	✓
Boards and Commissions Support - Budget	29,330	30,330	0.15	Most	✓	✓	✓	✓	✓
Boards and Commissions Support - Finance	32,480	32,860	0.20	More	✓	✓	✓	✓	✓
Budget Analysis and Oversight	98,660	125,810	0.70	Most	✓	✓	✓	✓	✓
Budget Analysis and Oversight - Finance	9,540	5,940	0.05	Most	✓	✓	✓	✓	✓
Budget Development and Preparation	261,700	274,730	1.90	Most	✓	✓	✓	✓	✓
Budget Development and Preparation - Finance	12,070	10,600	0.05	Most	✓	✓	✓	✓	✓
Capital Improvement Plan	44,500	50,950	0.25	Less	✓	✓	✓	✓	✓
Cashiering - Finance	330,530	334,860	3.70	More	✓	✓	✓	✓	✓
City Right-of-Way Administration	127,730	130,840	0.70	More	✓	✓	✓	✓	✓
Contracts and Procurements (Purchasing)	433,640	456,400	3.00	More	✓	✓	✓	✓	✓
Downtown Parking Management	39,800	41,950	0.40	Less	✓	✓	✓	✓	✓
Emergency Operations and Preparation	53,510	60,700	0.45	More	✓	✓	✓	✓	✓
Financial Accounting and Reporting	700,850	745,550	5.40	Most	✓	✓	✓	✓	✓
Financial Forecasting	82,280	80,370	0.50	More	✓	✓	✓	✓	✓
Financial Planning and Analysis	116,760	80,900	0.30	Most	✓	✓	✓	✓	✓
Payroll and Employee Benefits	461,950	515,480	4.20	More	✓	✓	✓	✓	
Policy, Procedures, and Internal Control	53,750	43,580	0.20	More	✓	✓	✓	✓	✓
Records Management - Finance	23,450	44,430	0.32	Most	✓	✓	✓	✓	✓
Transient Occupancy Tax	75,550	96,440	0.85	More	✓	✓	✓	✓	✓
Treasury	334,170	303,590	1.88	More	✓	✓	✓	✓	✓
Total Finance Department \$ 4,142,480 \$ 4,287,930 31.00									



## 6. Information Technology Department Summary of Services and Programs

### Summary of Services

#### Information Technology

The Information Technology (IT) Department is dedicated to keeping technology infrastructure up and running, maintaining a secure network free of malicious intrusions, instituting best practices for application development and maintenance, and providing equipment for City staff to conduct daily business. The IT Department strives to be innovative and provide creative solutions to meet the needs of City departments, be a partner to customers to help meet their goals, and also be good stewards of City funding through contract management, acquisition negotiation, and optimal management of equipment, infrastructure, software, and application life cycles.

The FY 2022 budget supports the IT Department's current portfolio of applications and infrastructure. The strategic emphasis of this fiscal year's budget is evaluating cost and operational efficiencies, improving digital service delivery to the community, increasing focus on robust security, and providing flexibility of service to customers.

Technology industry trends are causing software licensing costs to increase. The IT Department has updated the current portfolio of software and expanded functionality to meet communication needs while working to mitigate budgetary impacts. This is done through strategic infrastructure management, life cycle extensions, equipment consolidations, and process improvements. This strategy has allowed the IT Department to increase efficiencies of software solutions through consolidation, technology streamlining, reduced licensing costs, contract negotiations, and revised policies and procedures. This budget also includes the absorbed licensing and maintenance costs for several enterprise systems initiated by other departments and centralized system management.

#### Document Services

Document Services, a division of the Information Technology Department, provides copy, mail, print production, graphic design, messenger / courier, and image / archive services to all City departments. This City service helps to reduce overall costs, control timelines, and provide high-quality services with little lead time. The City-wide fleet of multi-function devices are contracted and managed centrally.

On demand products and services delivered internally help to eliminate the need for outsourcing, resulting in overall cost reductions and greater control of timelines. This good governance model allows the City to manage communication standards consistently and provides more control for just-in-time deliveries. Document Services operations strive to maximize the efficiency of City operations, provide a green approach to sustainability, and control and reduce costs whenever possible.

Several imaging and archiving projects have been completed to support departments as they move from paper to digital records and processes. Document Services continues to support this work as more departments are transitioning to a paperless record storage environment.

#### Work Force Changes

One full-time position is requested in this budget for a Chief Security Officer to meet growing technology security needs.



## 6. Information Technology Summary of Services and Programs

General Fund Programs and FTE	FY 2021	FY 2022	Staff	Alignment	CC	LC	RC	SS	SP
	Program Budget	Program Budget							
Application Development Services and Support	792,710	934,070	5.05	More	✓	✓	✓	✓	✓
Building Access and Video Surveillance	220,960	197,470	1.00	Least		✓	✓	✓	✓
Business Operations	992,130	1,101,660	5.05	Less	✓	✓	✓	✓	✓
Communications Interconnect System	25,960	25,740	0.14	More	✓	✓	✓	✓	✓
Data Security Infrastructure Management	745,270	954,420	4.13	More	✓	✓	✓	✓	✓
Document and Mail Services	54,960	37,150	0.25	Least	✓	✓	✓	✓	
Enterprise Application Support	3,714,430	3,442,690	17.10	Most	✓	✓	✓	✓	✓
Geographic Information Systems Infrastructure Management	863,320	1,152,810	7.40	More	✓	✓	✓	✓	✓
IT Telecommunications Operations	161,940	106,130	0.70	Less	✓	✓	✓	✓	✓
Network Communications Infrastructure Management	541,560	870,620	4.08	Most	✓	✓	✓	✓	✓
Server and Storage Infrastructure Management	733,230	688,620	3.08	Most	✓	✓	✓	✓	✓
Service Desk Support	745,150	679,990	4.45	Least	✓	✓	✓	✓	✓
Technology Infrastructure Management	309,540	415,760	2.34	Less	✓	✓	✓	✓	✓
Total General Fund \$ 9,901,160 \$ 10,607,130 54.75									

### City Services Fund Programs and FTE

Business Operations	271,140	29,660	0.30	Less	✓	✓	✓	✓	✓
Communications Interconnect System	35,100	35,100	0.00	More	✓	✓	✓	✓	✓
Document and Mail Services	844,440	1,048,600	5.55	Least	✓	✓	✓	✓	
Enterprise Application Support	14,230	14,830	0.15	Most	✓	✓	✓	✓	✓
IT Telecommunications Operations	389,940	282,150	0.00	Less	✓	✓	✓	✓	✓
Total Document Services, City Services Fund \$ 1,554,850 \$ 1,410,340 6.00									
Total Information Technology Department \$ 11,456,010 \$ 12,017,470 60.75									



## 7. Legal Department Summary of Services and Programs

### Summary of Services

The Legal Department supports the City Council and other City departments in achieving policy goals, while ensuring compliance with the law, through providing excellent and timely legal advice and representation. Attorneys collaborate with departments to draft ordinances, administrative rules, real estate documents, contracts, and agreements. Litigators represent and defend the City in civil rights actions, and property and personal injury claims. The City Recorder supports City Council, the Urban Renewal Agency and Salem Housing Authority meetings, manages the public record request process, acts as the custodian for all City records and serves as the City elections officer.

### What's New in This Budget

The Legal Department is in the process of replacing their file maintenance system that supports Prosecution, Litigation and General Counsel. The current system, JustWare, is being de-supported by the vendor effective June 30, 2021. A Request for Proposal (RFP) was issued and reviewed. Vendors who scored high enough have been invited to demo their products and answer specific questions about their product. We expect to select a vendor, execute a contract by July 1, 2021 and begin the implementation process, which can take six to nine months to complete.

### General Fund Programs and FTE

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment	CC	LC	RC	SS	SP
Boards and Commissions Support - Legal	118,360	148,320	0.65	More	✓	✓	✓	✓	✓
Budget Analysis and Oversight - Legal	38,460	58,060	0.20	Most	✓	✓	✓	✓	✓
City Elections	22,850	41,550	0.15	Less		✓	✓	✓	✓
Civil Defense	189,270	213,610	1.10	Less		✓	✓	✓	✓
Civil Forfeitures	17,290	33,780	0.10	Less		✓	✓	✓	
Civil Litigation	160,680	181,060	1.00	Least		✓	✓	✓	
Criminal Prosecution	710,670	756,000	4.57	Less		✓	✓	✓	✓
General Counsel Administrative Representation	162,160	213,920	0.70	Less	✓	✓	✓	✓	✓
General Counsel Advice	779,600	782,700	3.80	More	✓	✓	✓	✓	✓
Meeting Agenda Management	163,860	180,900	0.90	Less	✓	✓	✓	✓	
Public Records Requests	106,960	132,230	0.70	More	✓	✓	✓	✓	✓
Records Management - Citywide	73,930	96,490	0.50	Most	✓	✓	✓	✓	✓
Total Legal Department	\$ 2,544,090	\$ 2,838,620	14.37						



## 8. Mayor and Council Summary of Services and Programs

### Summary of Services

The Mayor and Council budget supports community activities, partnerships, meetings, and training for the City Council. It also funds a Citywide financial audit and hearings officer services. Comprised of the Mayor and eight City Councilors elected by residents, the City Council develops and decides on policies that affect the City government and Salem. All members of Council are unpaid volunteers who give their time to serve the community.

### What's New in this Budget?

During the Budget Committee, \$25,000 was added to the Mayor and Council budget to allow for Spanish and American Sign Language (ASL) simulcasting of City Council meetings.



	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment	CC	LC	RC	SS	SP
Mayor and Council	214,580	243,410	0.00	More	✓	✓	✓	✓	✓
Total Mayor and Council, General Fund	\$ 214,580	\$ 243,410	0.00						



## 9. Non Departmental Summary of Services and Programs

### Summary of Services

Non Departmental expenses serve a broad base of departments within the City. Several expenses in the Non Departmental budget are distributed among other service areas. As an example, the City's support for the Salem Housing Authority's Homeless Rental Assistance Program and the continuum of care homeless initiative are included in the service area, Welcoming and Livable Community.

The balance of expenses in Non Departmental, which are not distributed to other service areas, are noted below, and contribute to the outcome of Good Governance. Expenses include \$50,000 for community surveying; \$250,000 for ongoing enterprise consulting services related to the City's strategic plan, organizational assessment, customer service center analysis and other organizational needs; \$30,000 for enhancements to the City's budget, CIP, and fee schedule data system. Also included in Non-Departmental is the annual allocation to support cable television public access channels, a total of \$700,000.

The Non Departmental budget also includes the General Fund's debt service payment of \$375,010 for the loan between the Utility and the General Fund for the Civic Center Campus capital needs including: replacement of two transformers, security upgrades, renovation of the Civic Center first floor, elevator modernization at both the Salem Public Library and Civic Center, and lower parking lot lighting upgrades at Civic Center.

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment	CC	LC	RC	SS	SP
Cable Television Public Access Channels	700,000	700,000	0.00	Least					
Capital Improvements Transfer - Governance	-	-	0.00	Capital improvement transfers not scored					
Citywide Memberships, Services, and Subscriptions	1,071,660	1,949,260	0.00	Not scored					
General Fund Contingencies	3,000,000	3,000,000	0.00	Contingencies not scored					
Debt Service - Miscellaneous	690,440	375,010	0.00	Debt service not scored					
Operating and Technology Transfers	382,450	151,490	0.00	Operating / technology transfers not scored					
Unemployment Claims	86,000	95,000	0.00	Least		✓	✓	✓	
<b>Total General Fund</b>	<b>\$ 5,930,550</b>	<b>\$ 6,270,760</b>	<b>0.00</b>						
Tourism Promotion Area Support	46,500	34,800	0.00	Operating / technology transfers not scored					
Tourism Promotion Area Fee Pass Through	883,500	661,230	0.00	Operating / technology transfers not scored					
<b>Total Tourism Promotion Area Fund</b>	<b>\$ 930,000</b>	<b>\$ 696,030</b>	<b>0.00</b>						



	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment	CC	LC	RC	SS	SP
Cultural and Tourism Administration	275,140	314,650	0.00	Operating / technology transfers not scored					
Total Cultural and Tourism Fund	\$ 275,140	\$ 314,650	0.00						
Unanticipated	500,000	500,000	0.00	Trust funds not scored					
American Rescue Plan Act - Reserve	-	7,253,870	0.00	Trust funds not scored					
Total Trust	\$ 500,000	\$ 7,753,870	0.00						
Total Non Departmental	\$ 7,360,550	\$ 15,035,310	0.00						



## 10. Shared Governance Summary of Services and Programs

### Summary of Services

Several departments, with primarily community-facing programs, opted to acknowledge services that more closely align with the definitions of Good Governance. In many cases, the programs listed on this and the following page from the Community Development, Public Works, and Urban Development departments have counterparts elsewhere in the Good Governance section.

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment	CC	LC	RC	SS	SP
Community Development Department Programs and FTE									
Boards and Commissions Support - Cultural and Tourism	89,860	101,570	0.65	More	✓	✓	✓	✓	✓
Boards and Commissions Support - Planning / Historic Landmarks	135,840	163,970	1.10	More	✓	✓	✓	✓	✓
Budget Analysis and Oversight - CD	149,600	147,710	0.80	Most	✓	✓	✓	✓	✓
Department Administration - CD	269,380	301,710	1.50	Less	✓	✓	✓	✓	✓
Total General Fund Community Development	\$ 644,680	\$ 714,960	4.05						
Boards and Commissions Support - Library	89,570	92,060	0.67	Less	✓	✓	✓	✓	✓
Budget Analysis and Oversight - Library	25,370	21,130	0.16	Most	✓	✓	✓	✓	✓
Total General Fund Library	\$ 114,940	\$ 113,190	0.83						
Total General Fund	\$ 759,620	\$ 828,150	4.88						
Budget Analysis and Oversight - Building and Safety	360,660	793,920	0.20	Most	✓	✓	✓	✓	✓
Total Building and Safety Fund	\$ 360,660	\$ 793,920	0.20						
Total Community Development Department	\$ 1,120,280	\$ 1,622,070	5.08						



FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment	CC	LC	RC	SS	SP
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## Public Works Department Programs and FTE

Operating and Technology Transfers	50,000	-	0.00	Operating / technology transfers not scored				
Purchasing and Warehouse - PW	1,755,000	1,859,000	0.00	Less	✓	✓	✓	✓
Total City Services Fund	\$ 1,805,000	\$ 1,859,000	0.00					

Budget Analysis and Oversight - PW	1,283,880	1,743,010	7.16	Most	✓	✓	✓	✓
Financial Support Services	209,850	225,290	2.10	More	✓	✓	✓	✓
Purchasing and Warehouse - PW	536,960	550,050	4.00	Less	✓	✓	✓	✓
Total Utility Fund	\$ 2,030,690	\$ 2,518,350	13.26					

Total Public Works Department \$ 3,835,690 \$ 4,377,350 13.26

## Urban Development Department Programs and FTE

Accounts Payable	104,120	106,890	1.00	More	✓	✓	✓	✓
Budget Analysis and Oversight	187,760	151,440	1.00	Most	✓	✓	✓	✓
Contracts and Purchasing	130,260	136,270	1.00	More	✓	✓	✓	✓
Parking Management	36,450	37,750	0.20	Less	✓	✓	✓	✓
Total General Fund	\$ 458,590	\$ 432,350	3.20					

Total Urban Development Department \$ 458,590 \$ 432,350 3.20

Total \$ 5,414,560 \$ 6,431,770 21.54



## Good Governance *At Your Service*



### Employee Health Hub - Keeping Employees and the Community Safe

This past year, the Employee Health Hub has been busy meeting the needs of City of Salem employees and their families. The COVID-19 pandemic presented a unique challenge to Health Hub staff who rose to the occasion. The Health Hub administered COVID-19 testing to hundreds of employees and their family members. Staff also administered both first and second round of COVID-19 vaccines to first responders including police, fire and EMS employees.

Since opening their doors, the Health Hub has had 2,027 in-person appointments, 849 phone consultations, and see an average of 119 patients a month! (Photo at left)

The number of workers compensation claims remained well below the City's historical average this past year. [Liability](#) claims expenses remained below budgeted amounts and near the prior year's record lower number. The City's self-insurance program is helping to reduce the impact of rising insurance costs throughout the industry. This year, property, liability and [workers' compensation](#) insurance premiums are all expected to see double digit increases. Our ability to self-insure and self-administer much of our program will help to contain these costs within the current budget.



[Human Resources](#) and [IT](#) worked together on several projects this past year, including data integration and new employee onboarding to improve administrative efficiencies related to recruitment, performance management, and onboarding functions. Data integrations between the City's financial information management system (FIMS) and the NEOGOV cloud-based application used for recruitment reduces duplication of work and provides more real-time update of employee information changes. The new employee onboarding program in process of implementation will streamline multiple hiring processes and will automate new employee hiring information. These projects continue to improve efficiencies and administrative processes for human resources functions and supervisors in the areas of hiring,



# Good Governance

## *At Your Service*

### Technology Updates and Services

In 2021, the Information Technology (IT) Department focused on infrastructure, application, and security improvements to support adaptation to the City's rapidly evolving technological and business needs. This effort was critical when responding to the shift to a largely remote work environment for a great number of City staff due to the COVID-19 pandemic. IT also focused on improving the City's operational efficiencies by implementing digital services, new applications, improving processes, and enhancing functionalities of various systems. The IT Department has made significant improvements to remote workforce and digital services during the COVID-19 pandemic.

To make technological solutions available to the City staff, the IT Department created the employee self - service portal in summer of 2020. Internal distribution of paystubs and W-2s are now electronic. This step has improved City services to the staff, eliminated a paper-based process, and reduced the City's operational expenses.

IT continues to strategically replace and consolidate infrastructure systems when possible to reduce the cost. For an effective disaster recovery and business continuity plan, a new backup system was implemented to ensure data integrity and efficient information transfer. Data storage capacity was added to support the City's growing digital support needs while maintaining security expectations.

The IT Department deployed, or is in the process of deploying, several systems to improve our constituents' experience. The GovQA electronic public records request system was successfully implemented this past year to improve the flow of information between the City and members of the public requesting records. Improvements were also made to several application interfaces, such as those between case management systems to improve the accuracy of Court hearings and sentencing conditions.

Several improvements were made to the City's website to increase performance and functionality, such as printer-friendly designs, real-time data access through GIS integration, and increased ADA compatibility. An upgrade for the City's document retention system was completed allowing the City to improve information accessibility and advance paperless initiatives.

Several public safety improvements were completed, including departmental activity tracking applications, updates to improve data access and integration, and paper forms / processes were converted into electronic forms. The IT Department also supported a successful move of the Police Department to the new facility which included hardware installation of computers, monitors, screens, laptops and other items.

IT will continue to expand on efficient service delivery through implementation of an IT Governance program and committee. The primary goal of this committee is to align enterprise technology strategies with the departmental and community needs.



## Good Governance *At Your Service*

### *Ciudad de Salem Facebook page launch*

In 2020, the City of Salem launched the Spanish Facebook page, *Ciudad de Salem* to connect with our community. The page has gained 1,323 followers in 10 months! We shared City news and information about events during the past year when communication about various important happenings impacting the community such as COVID-19, the ice storm or wildfires, was immediately necessary. City staff was able to use this page as a tool to get out timely information in an easily accessible manner.



Government Finance Officers Association

### Certificate of Achievement for Excellence in Financial Reporting

Presented to

**City of Salem  
Oregon**

### Communications

Period	Fast Facts	Data
2020	Average number of press releases / month	9.75
2020	Facebook growth in followers	5,671
Mar. 20- Feb. 21	People visiting City website	970,990
Mar. 20- Feb. 21	Number of times website pages viewed	2,652,284
Mar. 20- Feb. 21	Number of times website was visited	1,470,756
<i>Top five sources of web traffic from outside the US</i>	1. India	
	2. Canada	
	3. Pakistan	
	4. Philippines	
	5. United Kingdom	

### *Another year, another financial reporting award!*

In the fall of 2020, the City's Finance Department was notified by the Government Financial Officers Association that they were the recipient of the Certificate of Achievement for Excellence in Financial Reporting for the 22nd time for their work on the fiscal year 2019 audit. This award is the highest honor for government accounting and demonstrates the thoroughness, accuracy and diligence in Finance accounting staff to maintain the City's finances. The City will be applying for this award again soon for their work on the fiscal year 2020 audit.



## Good Governance *At Your Service*

Whatever your preferred platform, you can follow us!

The City of Salem is active on multiple social media platforms including Facebook, Twitter, Instagram, NextDoor, and LinkedIn. City staff update these platforms frequently to inform the community of important notices, upcoming events, helpful and fun facts and other engaging material. The City has a combined following of more than 35,740 individuals who either track the primary City Facebook or Twitter accounts. Several departments such as Fire and Police have their own social media networks which provide additional specified outreach to the community.



### Maintaining Safe and Sanitary Public Walkways

Daytime maintenance and custodial staff have worked diligently with other departments and community partners to maintain a level of cleanliness on downtown sidewalks and in parking structures. This work often includes clearing of walkways through the gathering and disposal of abandoned items. When possible, washing of sidewalks takes place at night to limit the disruption to the public. Images below display a before and after view of such a clean-up of Marion Parkade.





## Good Governance *At Your Service*

### Updates for Public Records Requests

In 2020, the City launched GovQA to provide an online public records request portal. The online portal has simplified the request process and put more control in the hands of users. Each requester creates an account where they can submit requests, check on the status of their requests and make payments using a debit or credit card. This software has increased efficiencies for both the customer and City staff who fulfill these requests and has made the public records process more user friendly. The public is able to access records and receive correspondence from staff on their personal computer, tablet, or smart phone. (Graphic below)

[Submit a public records request](#)

Original 1970 Doors



New 2021 Doors



### New Council Chamber Doors

The original Council Chamber doors at Civic Center were beginning to malfunction and not shutting properly, posing a security issue. New doors were installed this year providing a new look and enhanced security to Council Chambers. Facilities staff coordinated and completed this project.

The original doors are considered a piece of public art - known as the Bronze Panels by Wayne Tayson and will be maintained as part of the City's public art collection. The Public Arts Commission will be working on a new display for the panels. (Photos at left)



# Natural Environment Stewardship

## Vision

A safe and livable capital city with a sustainable economy and environment that is open to all.

## Mission

The City of Salem provides fiscally sustainable and quality services to enrich the lives of present and future residents, the quality of our environment and neighborhoods, and the vitality of our economy.



## Values

Opportunity

*Salem is proactive and forward-thinking*

Compassion

*Salem is fair, equitable, and safe*

Responsiveness

*Salem is at your service, with capacity and partnerships to prepare for the future*

Accessibility

*Salem is open and inclusive*





# Natural Environment Stewardship

*Salem protects natural resources including healthy streams and the Willamette River, and works to reduce impact from the built environment and City operations on our environment.*

**Supporting City Departments** | Community Development • Public Works • Urban Development

## Summary of City Services

Cities impact the environment and natural resources directly through operations, services, and infrastructure (such as transportation, pathways, urban nature, and walkable neighborhoods), through development, and resident and business use of water, energy, and waste systems. Many Salem activities protecting our environment, drinking water, flooding, stormwater, and wastewater treatment are the subject of state or federal laws to which the City must comply and may incorporate into local regulations. Salem also prepares and works to reduce flooding; supports an education program to keep streams clean; invests in parks, open spaces and the urban tree canopy; balances land use needs today and into the future; plans for infrastructure needs as the community grows and changes; incents Brownfield clean up and development; invests in energy efficient operations; and plans for resiliency of services to our community.





# Natural Environment Stewardship



## Public Works

*Utility Fund - operates and maintains the wastewater treatment processes at Willow Lake Water Pollution Control Facility, samples and tests water quality, manages stormwater to reduce pollutants entering local waters, monitors the flood warning system, and provides environmental education*

*Trust Fund - donations to offset the cost of environmental programs such as watershed, wetlands, and fish ladder projects; outreach; and education*

## General Fund

*General Fund - Climate Action Plan and activities, promotes and implements environmental best practices*

Opportunity • Compassion • Responsiveness • Accessibility







# Natural Environment Stewardship

Protect natural resources including healthy streams and the Willamette River, and reduce the impact from the built environment and City operations on the environment.

Reduces the carbon footprint of City operations and conserves energy

Protects and enhances watersheds, natural areas, and natural resources

Plans and designs the City's growth to minimize emissions and other environmental impacts

Provides education to the community to protect and preserve the natural environment

Mitigates and abates threats to the environment

## Service Area Statistics

Service Provider Department	Statistic Description	The Number	
Public Works	Business and public agency attendees at the annual Erosion Control and Stormwater Summit, which is a cooperative training organized through local partnerships and government agencies with the City of Salem.	149	
Public Works	Gauges providing near real-time reports for rain (R), streams (S), and water quality (WQ) for use in flood forecasting models and water quality trends	15 18 10	R S WQ
Public Works	Flow monitors - wastewater only	75	
Public Works	Industries inspected for compliance with Categorical Industrial Users (CIUs) and Significant Industrial Users (SIUs)	66	CY 2020
Public Works	Sanitary sewer overflows reported to the Oregon Department of Environmental Quality (compliance with NPDES Permit)	10	
Public Works	Number of Youth Environmental Education Program classroom presentations reaching nearly 5,341 students annually	225	
Public Works	Pounds of prescription drugs collected for disposal in partnership with the Police Department	497	CY 2020





# Natural Environment Stewardship

Protect natural resources including healthy streams and the Willamette River, and reduce the impact from the built environment and City operations on the environment.

Reduces the carbon footprint of City operations and conserves energy

Protects and enhances watersheds, natural areas, and natural resources

Plans and designs the City's growth to minimize emissions and other environmental impacts

Provides education to the community to protect and preserve the natural environment

Mitigates and abates threats to the environment

## Service Area Statistics

Service Provider Department	Statistic Description	The Number
Public Works	Billion gallons of wastewater treated	12.3
Public Works	Mechanical, electrical, instrumentation and facility corrective work orders	645
Public Works	Mechanical, electrical, instrumentation and facility preventive maintenance work orders	7,015
Public Works	Dry tons of biosolids products produced	2,919
Public Works	Laboratory analyses conducted	52,300
Public Works	Trees and shrubs planted by 275 volunteers to increase streamside shade, reduce stormwater runoff, provide wildlife habitat and reduce erosion	2,795

During the City's first year of implementing Priority Based Budgeting, programs in Natural Environment Stewardship were scored against the result area descriptions and definitions for all five community-facing result areas along with program attributes of demand, mandate, reliance, cost recovery, and population served. The Natural Environment Stewardship section has been identified as the "home" result area for the programs on the succeeding pages. Adjacent to program budgets and FTE counts is a matrix of checkmarks indicating scoring in the other four community-facing result areas. This same matrix will be featured throughout the result area sections. Also, throughout the budget document, there are programs -- Operating and Technology Transfers, as an example -- that were not scored.







## Natural Environment Stewardship FY 2022 Fund Overview

The City's financial activity is accounted for in various funds and are then grouped by the type of expenditure. The below table summarizes the result area expenditure budget by Fund, Department, and account group.

	Personal Services	Materials and Services	Capital	Interfund Transfers	Total
<b>General Fund</b>					
Urban Development	\$ 510	\$ -	\$ -	\$ -	\$ 510
<b>General Fund Total</b>	<b>\$ 510</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 510</b>
<b>Utility Fund</b>					
Public Works	\$ 12,102,990	\$ 7,859,580	\$ 357,230	\$ -	\$ 20,319,800
<b>Utility Fund Total</b>	<b>\$ 12,102,990</b>	<b>\$ 7,859,580</b>	<b>\$ 357,230</b>	<b>\$ -</b>	<b>\$ 20,319,800</b>
<b>Trust Fund</b>					
Public Works	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
<b>Trust Fund Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>
<b>Result Area Total</b>	<b>\$ 12,103,500</b>	<b>\$ 7,859,580</b>	<b>\$ 357,230</b>	<b>\$ 5,000</b>	<b>\$ 20,325,310</b>

## Natural Environment Stewardship FY 2022 Department Overview

The City's financial activity is accounted for in various funds and are then grouped by the type of expenditure. The below table summarizes the result area expenditure budget by Department and account group.

	Personal Services	Materials and Services	Capital	Interfund Transfers	
1. Public Works	\$ 12,102,990	\$ 7,859,580	\$ 357,230	\$ 5,000	\$ 20,324,800
2. Urban Development	510	-	-	-	510
<b>Result Area Total</b>	<b>\$ 12,103,500</b>	<b>\$ 7,859,580</b>	<b>\$ 357,230</b>	<b>\$ 5,000</b>	<b>\$ 20,325,310</b>



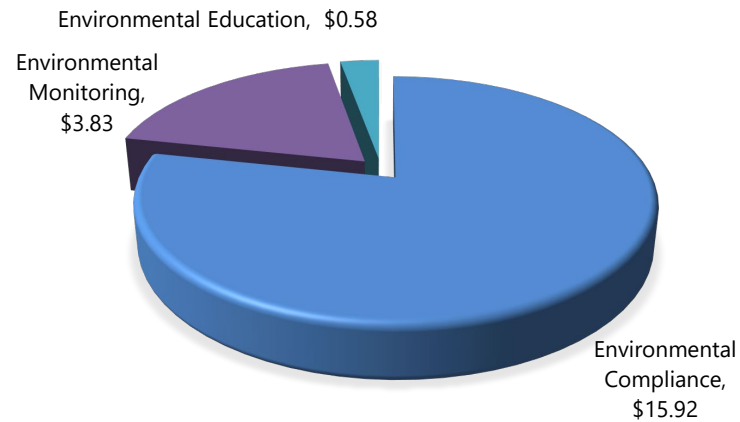
# Natural Environment Stewardship FY 2022 Budget Overview

The City is required to display all phases of the FY 2022 budget - the initial proposal from the City Manager, the recommendation of the Budget Committee, and the result adopted by the City Council. The columns in the numeric table (below) will be populated with numbers when each phase of the budget process is completed. Capital projects appear in the Capital Improvements section of the budget document.

Expenditures	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	% of Total
Result Area - All Funds				
Personal Services	\$ 12,103,500	\$ 12,103,500	\$ 12,103,500	59.5%
Materials and Services	7,642,800	7,642,800	7,859,580	38.7%
Capital Outlay	289,000	289,000	357,230	1.8%
Interfund Transfers	5,000	5,000	5,000	0.0%
Total Expenditures - All Funds	\$ 20,040,300	\$ 20,040,300	\$ 20,325,310	
Total Number of Positions	93.13	93.13	93.13	

## Natural Environment Stewardship Result Area Expenditures by Program Grouping

*In Millions*





# 1. Public Works Department Summary of Services and Programs

## Summary of Services

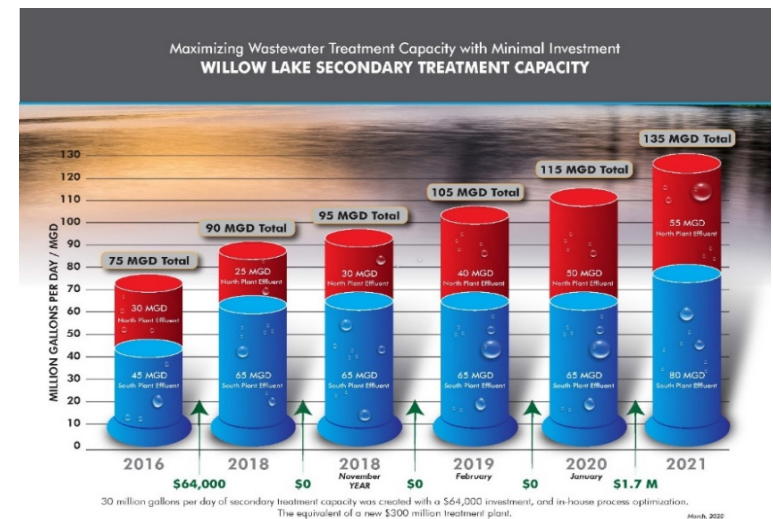
The Public Works Department is dedicated to environmental stewardship and preservation through responsible wastewater treatment, careful natural resource management, and community-wide educational outreach. To protect Salem's natural environment, Public Works staff ensures environmental compliance with state and federal permits, completes water quality monitoring, detects and eliminates illicit discharges, implements industrial pretreatment programs, and provides 24-hour incident response support to the City's Public Works, Fire, and Police departments on environmental issues.

## Environmental Compliance

**Wastewater Treatment Operations.** The Willow Lake Water Pollution Control Facility serves an area that comprises more than 60 square miles, including the cities of Salem, Turner, Keizer, and the urbanized unincorporated areas of east Salem. The Wastewater Biosolids section ensures that all residual biosolids generated by wastewater treatment processes are beneficially reused in a manner consistent with regulatory guidelines as fertilizer and soil amendments on non-food chain crops. The Willow Lake Laboratory provides laboratory analyses for operation of the wastewater plant and collection system, drinking water plant and distribution system, stormwater system, and environmental compliance. The results are used to determine compliance with regulatory requirements, wastewater rates, process control, identify unknown substances, and analyze drinking water quality.



**Increases in Treatment Capacity.** In FY 2021 - 22, the Willow Lake Water Pollution Control Facility will make design improvements that will increase secondary capacity to 135 million gallons per day (MGD). Over the next five years, secondary capacity is projected to increase by 60 MGD at a cost of less than \$4 million. This is equivalent to constructing a new \$550 million treatment facility.





# 1. Public Works Department Summary of Services and Programs

## Environmental Compliance, continued

**Cogeneration Facility at Willow Lake Wastewater Treatment Facility.** The new cogeneration facility produces up to 1,200 kilowatts of renewable power by burning the biogas that is a byproduct of wastewater treatment at the City's Willow Lake Water Pollution Control Facility. The cogeneration system produces enough electricity to supply half of the WLWPCF power needs and reduces the City's reliance on non-renewable power sources. The cogeneration facility keeps 5,000 metric tons per year of pollution-causing gases from being released into the atmosphere.

(Photo at right)



**Stormwater Management.** In 2021, the City anticipates a new 1200-Z industrial stormwater permit for its Airport Operations and a new Municipal Separate Storm Sewer System (MS4) Phase 1 permit for its municipal stormwater discharges. The Oregon Department of Environmental Quality (DEQ) issues these permits to ensure municipalities follow the federal Clean Water Act to reduce the amount of pollutants entering waters of the state. Staff maintain a network of wetlands, natural areas, and green stormwater infrastructure, as well as conduct water quality sampling and environmental assessments. In addition, environmental monitoring personnel operate and maintain a network of rain and stream gauges as part of the early flood warning system. (Photo at left)

**Erosion Prevention and Sediment Control.** The Engineering Division implements the DEQ's 1200-C construction stormwater general permit, which oversees the application, inspection, and enforcement of erosion control requirements. This program exists to ensure that groundbreaking development does not negatively impact natural resources in the Salem. An example of this work includes the Pringle Creek Daylighting and Restoration Project. (Photo at right)





# 1. Public Works Department Summary of Services and Programs

## Environmental Compliance, continued

**Total Maximum Daily Load Plan for Stream Temperatures.** The Public Works Department is responsible for development and implementation of strategies to minimize and address the discharge of Total Maximum Daily Load (TMDL) pollutants into the Willamette River, Little Pudding River, and numerous tributaries within the City limits. These rivers and streams do not currently meet water quality standards for several parameters, including bacteria, mercury, pesticides, metals, and temperature. The current TMDL plan focuses on strategies to address temperature as a nonpoint TMDL pollutant not regulated under a National Pollutant Discharge Elimination System (NPDES) permit. All other pollutants are addressed in the City's MS4 permit. The City is in the final year of its temperature TMDL plan and is expected to have a new plan beginning in FY 2021-22. (Photo at right)



## Environmental Monitoring

**North Santiam Watershed Monitoring.** The Public Works Department conducts watershed monitoring to protect the community's source of drinking water in the North Santiam watershed. Staff monitor changing water quality conditions impacted by Harmful Algal Blooms (HABs) and the 2020 Beachie Creek Fire within Detroit and Big Cliff Reservoirs and the North Santiam River. Efforts to anticipate HABs through a collaboration with Oregon State University's Prediction Lab provide the City with additional resources to identify and monitor algae and toxin levels in source water. (Photo at right)

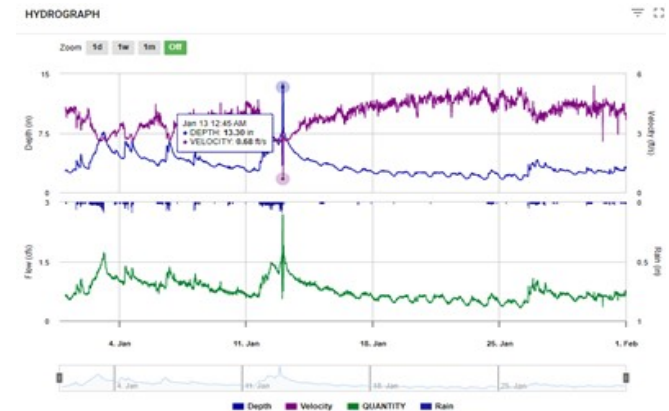




# 1. Public Works Department Summary of Services and Programs

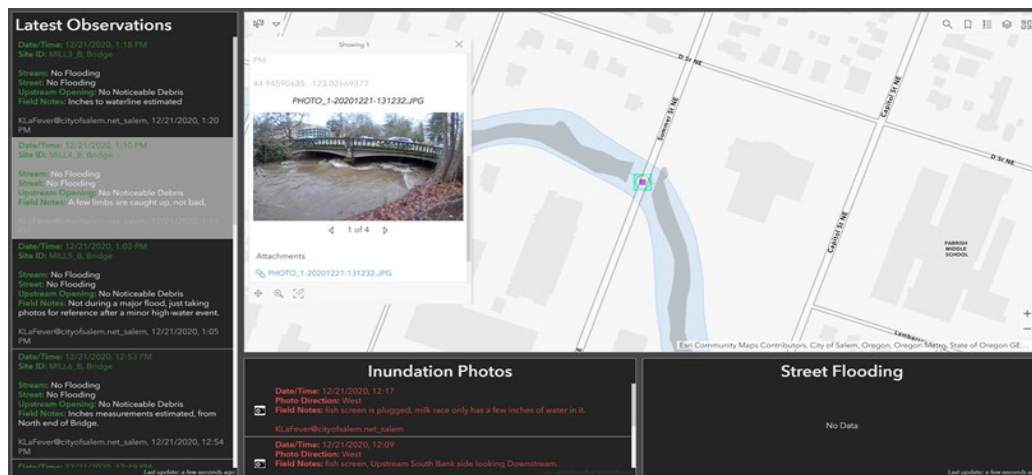
## Environmental Monitoring, continued

**Sewer Flow Monitoring Network.** Responsible wastewater management is achieved through a network of real-time flow monitoring gauges within the wastewater collection system to optimize system capacity and reduce sanitary sewer overflows. This network allows collection system operators to observe and forecast potential sewer flows during rain events, which informs adjustments to the treatment process at both Willow Lake Water Pollution Control Facility and North River Road Wet Weather Facility. (Graphic at right)



**Early Flood Warning System.** The City's early flood warning system consists of 15 rain gauges and 18 stream gauges throughout the City and into the upper Mill Creek watershed. This network of gauges provides the City, its partners, and residents with valuable information and lead time to prepare for flood fight operations. This system allows staff to establish thresholds for a variety of storm intensities and associated response actions. Together, the City's early flood warning system and flood response plan contribute to a discount in the City's flood insurance program through the National Flood Insurance Program's Community Rating System. (Graphic below)

**Stormwater Quality Monitoring.** The City's environmental permits require ongoing monitoring of in-stream and in-pipe water quality. Monitoring staff collect monthly in-stream samples at 24 sites on 11 streams and the Willamette River, maintain a system of 10 continuous water quality monitoring stations, and conduct storm event sampling as well as dry-weather outfall sampling. (Photo below)

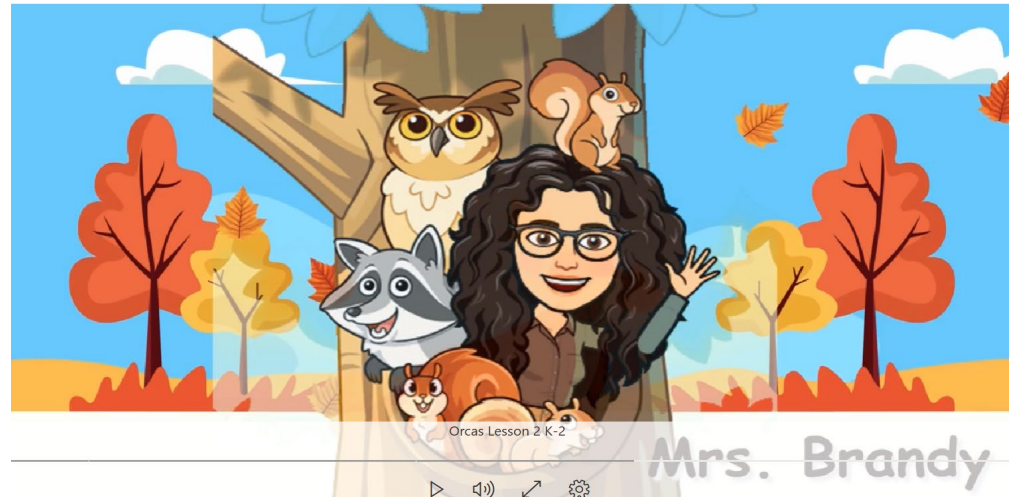




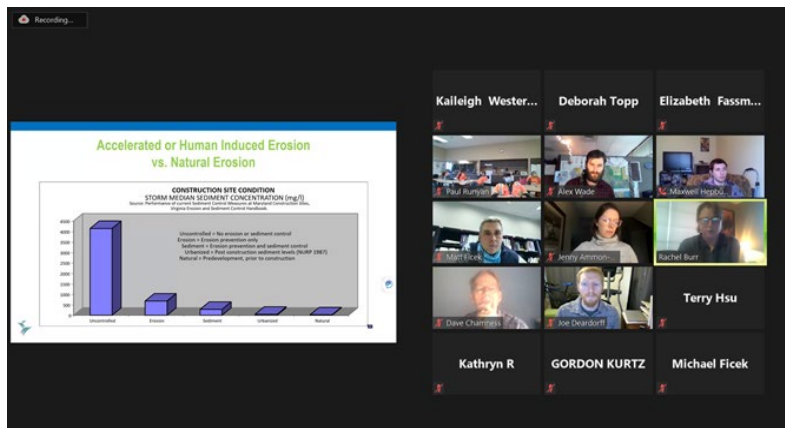
# 1. Public Works Department Summary of Services and Programs

## Environmental Education

**Youth Education.** The youth environmental educators strive to build environmental stewardship in the community through education, engagement, and action. For the past years, the Youth Environmental Education Program (YEEP) has provided classroom presentations and discovery hikes at local parks to over 10,000 students annually. The programs, funded through classroom fees, the City's Environmental Program Donations trust, and the Aldrich Fund, include the Adopt-A-Stream program, Water World events, environmental STEM (science, technology, engineering, and math) afterschool program, eSTEM school nights, and summer camps. Due to restrictions from COVID-19, the programs were halted in March 2020. Staff took the opportunity to revise the programs and are currently developing online lesson series for grades K-5 as well as expanded environmental education opportunities that include science labs and afterschool science clubs. An example of an online series is displayed on the right.



**Clean Streams Initiative.** The Clean Streams initiative was developed to educate and engage residents and business owners to take action to protect stream health by reducing pollution. The initiative incorporates programs and campaigns to specific audiences and the general public as well as developing resident-led projects. Programs and events under the initiative include the storm drain marking program, the Capital Canine Club, the Watershed Protection and Preservation Grant, the annual Erosion Control and Stormwater Management Summit, and volunteer streamside tree-planting projects with Friends of Trees. These outreach and education groups are significantly involved in community events. Outreach events and opportunities for the Clean Streams Initiative were heavily impacted by COVID-19 restrictions. Consequently, outreach efforts have a greater online presence this year and the annual Erosion Control and Stormwater Management Summit was hosted virtually. Streamside planting events with Friends of Trees have continued without volunteers this year. (Photo at left)





# 1. Public Works Department Summary of Services and Programs

## What's New In This Budget

### Environmental Compliance

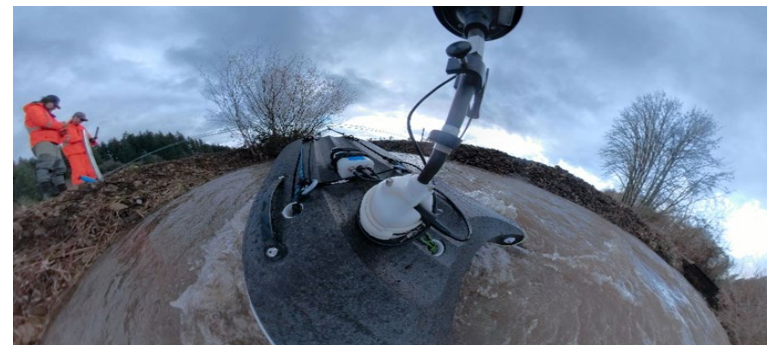
**Waste Processing Facility Scales.** In FY 2019-20, the Waste Processing Facility generated \$1.4 million in fee revenue for receiving waste from septic haulers and landfill leachate. An additional \$35,000 was generated from street sweeping and vector waste from Marion County. To enhance customer service and improve billing accuracy, the facility installed large truck scales to measure the tipping weight of incoming haulers. The number of haulers and amount of debris are anticipated to increase in the upcoming fiscal year. (Photo at right)



**Stormwater Management.** The Natural Areas and Green Stormwater Infrastructure workgroup is responsible for the operation and maintenance of roughly 200 acres of streams corridors, oak savannas, wetlands, and mitigation projects across the city, as well as over 400 vegetated facilities. City staff utilize work crews of adults-in-custody in addition to full time staff to help maintain these large swaths of natural areas, rain gardens, street planters, and detention basins. (Photo at left)

### Environmental Monitoring

**Flood Warning System Expansion.** Staff will continue to expand the physical network of rain and stream gauges as needed, collect in-stream flow data to calibrate a flood forecast model, develop data-driven automated alerts, implement the City's flood response operations plan, and develop processes for external warning. The benefits of this program include a reduction in flood insurance rates, data collection to support future structural flood control options, and a better understanding of the impacts of climate change. (Photo at right)





# 1. Public Works Department Summary of Services and Programs

## Environmental Education

### Mayor's Monarch Pledge.

The City of Salem continues its pledge to increase monarch butterfly and other pollinator habitat on city properties, starting with the Mayor issuing a new proclamation in March 2021 to continue to raise awareness about the monarch butterfly. Three pollinator gardens have been established, two at parks and one at Civic Center. Each new park master plan includes areas for pollinator habitat, and each year pollinator habitat is expanded. (Photo at right)



### Tree Canopy.

In spring 2021, Public Works staff will be conducting two tree canopy surveys. The first will be a streamside shade survey with results to be compared to the survey conducted in 2009 to determine the degree of change in riparian shade and to help identify future planting sites. The results from the second survey regarding public awareness and values will aid with creation of an outreach plan for the City's future tree planting efforts. (Photo at left)

### Climate Action Plan.






Public Works staff is leading the effort to develop a Salem Climate Action Plan to reduce greenhouse gases and build resiliency and adaptations for climate change. The Plan is anticipated to be approved in December 2021 and begin implementation in 2022. (Graphic at right)





# 1. Public Works Department Summary of Services and Programs

## Utility Fund Programs and FTE

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment					
Chemical Handling and Disposal	100,110	105,900	0.45	Most	✓	✓	✓	✓	✓
Environmental Compliance for Outside Departments / Agencies	226,480	221,670	1.24	More	✓	✓	✓	✓	
Environmental Monitoring	1,401,260	1,538,120	6.58	More	✓	✓	✓	✓	✓
Flow Monitoring	999,480	972,480	4.58	Most	✓	✓	✓	✓	✓
Geographic Information Systems Infrastructure Management	1,485,840	1,521,010	9.70	More					
Green Stormwater Infrastructure Maintenance	429,580	611,640	2.40	More	✓	✓	✓	✓	✓
Industrial Wastewater Pretreatment	577,990	636,660	3.97	Most	✓	✓	✓	✓	✓
Laboratory Testing and Analysis	1,326,700	1,460,550	8.15	Most	✓	✓	✓	✓	✓
Natural Areas Management	379,710	381,600	1.70	Most	✓	✓	✓	✓	✓
Natural Resources Education and Outreach	596,540	575,070	3.20	Less	✓	✓	✓	✓	✓
Sanitary Sewer Quality Monitoring	89,020	95,650	0.59	More	✓	✓	✓	✓	
Stormwater Facility Inspections	167,610	254,950	2.09	Most	✓	✓	✓	✓	✓
Stormwater Quality Monitoring	181,100	188,350	1.14	More	✓	✓	✓	✓	
Technical Systems Analysis and Monitoring	323,440	393,830	1.10	More	✓	✓	✓	✓	✓
Wastewater Treatment Byproduct Reuse	1,266,370	1,198,990	3.10	Less	✓		✓	✓	✓
Wastewater Treatment Plant Maintenance	4,057,190	4,443,770	15.89	Most	✓	✓	✓	✓	✓
Wastewater Treatment Plant Operations	5,320,760	5,719,560	27.25	Most	✓	✓	✓	✓	✓
Operational and Technology Transfers	20,000	-	0.00	Operating / technology transfers not scored					
Total Utility Fund	\$ 18,949,180	\$ 20,319,800	93.13						

## Trust Fund Programs and FTE

Environmental Program Donations	5,000	5,000	0.00	Trust funds not scored					
Total Trust Fund	\$ 5,000	\$ 5,000	0.00						

Total Public Works Department \$ 18,954,180 \$ 20,324,800 93.13








## 2. General Fund Summary of Services and Programs

### Summary of Services

**Climate Action Plan.** Based on the recommendations in the completed Climate Actions Audit from FY 2020, Public Works is leading the effort to develop Salem's Climate Action Plan to mitigate future greenhouse gas emissions and build resiliency and adaptations for climate change.  
(Photo at right)



### General Fund Programs and FTE

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment					
Climate Action Plan	150,000	-	0.00	Less	✓	✓	✓		✓
Implement Environmental Best Practices	-	510	0.00	Less					
Total General Fund	\$ 150,000	\$ 510	0.00						



# Natural Environment Stewardship

## *At Your Service*

### Environmental Compliance

#### Willow Lake Water Pollution Control Facility (WLWPCF)

**Improvements.** The laboratory at WLPCF gained accreditation by the Oregon Environmental Laboratory Accreditation Program (ORELAP) for cylindrospermopsin analysis in 2020. The laboratory is now accredited for microcystin and cylindrospermopsin cyanotoxin analyses. In FY 2019-20, the lab performed a total of 865 cylindrospermopsin and microcystin analyses on samples collected at Detroit Lake and in the City's watershed. In FY 2020-21, the number of samples collected will correspond to the degree of algae bloom within the watershed. A room which can house both cyanotoxin testing machines was created through reuse of space previously occupied by the Salem Police Department crime lab before relocation to the new downtown facility. This testing room increases efficiency by enabling one technician to run analyses on both cyanotoxin testing machines concurrently. (Photo at right)



**Willow Lake's Biosolids Program.** In the spring of 2020 Willow Lake's Biosolids section started a local outreach program to promote the use of residual biosolids on farmland in the Willamette Valley. Due to its success, Willow Lake was able to achieve the goal of 100 percent local biosolid application a full year ahead of schedule. Through internal hauling efforts and onsite biosolids storage during the winter months, Willow Lake reduced transportation, storage, and application costs by \$97,000 in FY 2020 and \$242,000 in FY 2021. In FY 2021-22, Willow Lake will continue to promote the biosolids program and plans to add more local acreage to the application area. (Graphic at left)



# Natural Environment Stewardship

## *At Your Service*

### Environmental Compliance, continued

**Materials Management - Waste Processing Facility.** The total cost to construct the Waste Processing Facility was \$8 million, including \$1.2 million for the installation of the septic hauler station. Since its operation beginning in August of 2017, the facility has realized gross revenues of \$4.3 million from septic and leachate waste and created additional savings as street sweeping waste is dewatered and transported dry to disposal sites. (Photo at right)



**Natural Areas & Green Infrastructure.** Natural Areas and Green Stormwater Infrastructure staff in the Stormwater Quality Section coordinated the field work of work crews of adults-in-custody in the enhancement of the Battle Creek Natural Area, Fairview Wetlands, and several mitigation sites and vegetated stormwater quality facilities. Management activities in these natural areas include invasive species removal, replanting of native species, brush clearing, and trash and debris cleanup. (Photo at left)

**Pringle Creek Rehabilitation.** In September 2020, ENR Northwest magazine granted the Pringle Creek rehabilitation project the Water / Environment Award of Merit. In addition, the American Public Works Association declared the project the 2020 winner of the Best Project of the Year for Projects Under \$5 Million in the Environmental Category. The City continues to seek grant funding opportunities to continue its plans for the trail on the north bank of the restoration which will connect the already existing paths along the east of Pringle Creek with the City's Riverfront Park and Minto Brown Island Park. (Photo at right)





# Natural Environment Stewardship

## *At Your Service*

### Environmental Compliance, continued

**Stormwater Flow Control and Treatment Facilities.** Stormwater Quality Inspection staff inspected 1,896 public and private stormwater treatment facilities and flow control structures during 2020, enabling prioritization of maintenance for the growing number of these facilities. As development increases, so do the number of stormwater treatment facilities requiring inspection and maintenance, and more staff is needed to keep up with this permit requirement. (Photo at right)

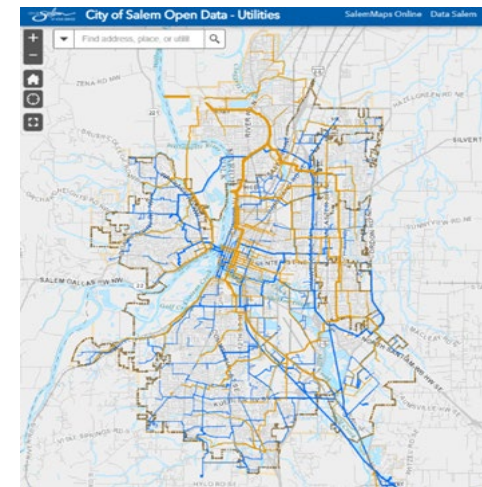


### Environmental Monitoring

**Open Data Portal.** Utilizing the City's new data portal, [data.cityofsalem.net](http://data.cityofsalem.net), all utility data is now public, raising the bar for public transparency and efficiency. Data sets include information about watersheds and creeks in Salem. More data sets are anticipated to be published in 2021. (Graphics at right and below)

# DATA SALEM

Search for Apps and Data





# Natural Environment Stewardship

## *At Your Service*

### Environmental Education

**Educator of the Year Award.** Brandy (Nelson) Slawik received the Educator of the Year Award presented by Marion County Environmental Services at the Salem Environmental Education Sustainability and Green Awards for her work as the City's Youth Environmental Educator. (Photo at right)



**Youth Clean Streams Superhero Activity Book.** The Youth Clean Streams Superhero Activity Book was compiled in response to COVID-19 classroom restrictions and was promoted heavily during the EcoChallenge as an activity that families could participate in while socially distancing. It is available for download on the City's webpage at: <https://www.cityofsalem.net/CityDocuments/clean-streams-superhero-activity-book.pdf> (Graphic at left)



#### Clean Streams Initiative (Environmental Outreach Programs).

- Staff conducted a priority audience survey via EnviroIssues for the *Social Marketing Proposal Targeting Stormwater Pollutant: Toxins*, which had a good response rate of 25 percent. This information is being used to develop a toxics reduction outreach campaign.
- Due to COVID-19, the annual training for the 1200-Z permit was moved to an online format, and training was completed by required personnel.
- Two outreach staff have completed certification for community-based social marketing.
- Before all outreach events were cancelled due to COVID-19, staff attended one in-person event in which 1,000 people participated.









# Safe Community

## Vision

A safe and livable capital city with a sustainable economy and environment that is open to all.

## Mission

The City of Salem provides fiscally sustainable and quality services to enrich the lives of present and future residents, the quality of our environment and neighborhoods, and the vitality of our economy.



## Values

Opportunity

*Salem is proactive and forward-thinking*

Compassion

*Salem is fair, equitable, and safe*

Responsiveness

*Salem is at your service, with capacity and partnerships to prepare for the future*

Accessibility

*Salem is open and inclusive*





# Safe Community

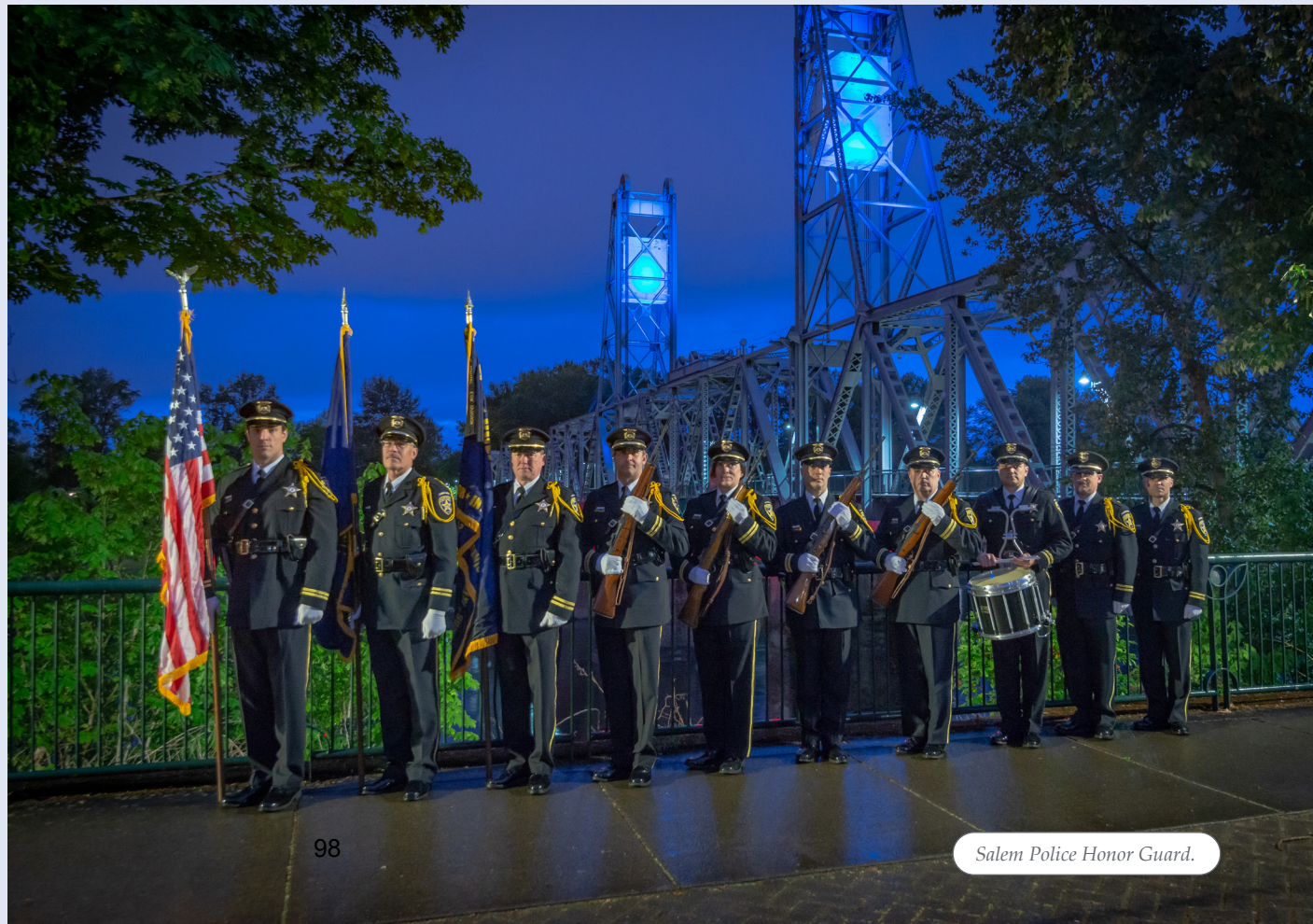
*Salem provides emergency services while proactively addressing the impact of crime, fire, natural disasters and health emergencies to residents, businesses, and property owners.*

**Supporting City Departments** | Police • Fire • Municipal Court • Community Development • Public Works

## Summary of City Services

Public safety is a critical function of local government. In Salem, our 9-1-1 call center sends Police, Fire, and emergency medical services to those in need and keeps Salem safe by protecting residents, visitors, and properties from harm in the event of a natural disaster or other emergency.

In addition to responding directly, we plan and prepare our community for situations that may threaten health or safety. Salem also has a Municipal Court, responsible for protecting the rights of individuals and prosecuting crimes that impact the quality of life in Salem.





# Safe Community



## Finance

*General Fund - municipal court administration, judicial resources, criminal adjudication, and violations bureau*

## Community Development

*Building and Safety Fund - building permits, plans review, and construction inspection to meet State Building Codes, on-site evaluation of dangerous buildings*

## Equipment Replacement

*Equipment and Asset Replacement Reserve Fund - supports the purchase of new vehicles and equipment Citywide*

## Fire

*General Fund - fire administration, emergency operations, and fire and life safety*

*Emergency Medical Services Fund - administration, advanced life support, emergency medical transport, and EMT training*

*Fire Trust Fund - fire prevention / education / donations*

*Kingwood Water Tower used for mounting telecommunications and radio equipment*

*Radio Communications, City Services Fund - operation and maintenance of the City's radio communication infrastructure*

*Willamette Valley Communication Center (WVCC) Fund - 9-1-1 call-taking and dispatch for 29 Police, Fire, and EMS agencies*

## Non Departmental

*Traffic Safety Fund - new fund for the expansion of photo red light enforcement and the addition of "speed on green" photo enforcement*

## Police

*General Fund - police administration, support, investigations, and patrol*

*Police Trust Funds - Property income for police purposes from unclaimed and abandoned property, evidence funds transferred through court order / donations received for the support of the Police Department's "K9" unit / restitution and other revenue dedicated to law enforcement use / donations to purchase materials for students participating in the D.A.R.E Program / donations for installation of neighborhood watch signs / proceeds from forfeited assets*

*Regional Records Management System Fund - automated police records field reporting and management system for 12 law enforcement agencies*

Opportunity • Compassion • Responsiveness • Accessibility







# Safe Community

Provide emergency services while proactively addressing the impact of crime, fire, natural disasters, and health emergencies to residents, businesses, and property owners.

Fosters a climate of safety for individuals in homes, businesses, neighborhoods, and public places

Plans for and provides timely and effective response to emergencies and natural disasters

Encourages partnerships or offers activities to proactively prevent crime, and provide education on personal and community safety

Encourages sustainable community redevelopment and rehabilitation practices

Investigates and endeavors to solve crimes and address the needs of crime victims

## Service Area Statistics

Service Provider Department	Statistic Description	The Number	
Finance / Municipal Court	Court filings by type for a total of 35,493 in 2020	Violations	17,386
		Misdemeanors	1,221
		Parking Citations	16,886
Community Development	Number of single family (single family, duplex, and multifamily) housing units	1,141	FY 2020
Community Development	Number of structural, mechanical, electrical, and plumbing inspections performed	25,611	FY 2020
Community Development	Number of structural, mechanical, electrical, and plumbing permits issued	8,972	FY 2020
Community Development	Number of structural, mechanical, electrical, and plumbing plans reviewed	2,742	FY 2020
Fire Department	Respond to priority emergencies within 5.5 minutes, 85% of the time	65.4% / 4.4% decrease	
Fire Department	Response unit en route within 60 seconds from receipt of alarm, 85% of the time	91.3% / 1.5% decrease	
Fire Department	Deliver effective response force to structure fire within 10 minutes, 85% of the time	75.0% / 0.5% decrease	





# Safe Community

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Encourages sustainable community redevelopment and rehabilitation practices

Investigates and endeavors to solve crimes and address the needs of crime victims

## Service Area Statistics

Service Provider Department	Statistic Description	The Number
Fire Department	Cardiac save rate of 71%, based on CARES / Utstein bystander data	17.6% / 38% decrease
Fire Department	Calls for service (annual, total number and comparison to 2019)	25, 952 / 1.5% decrease
Fire Department - WVCC	911 calls answered for our 29 member agencies	203, 253 / 8.1% decrease
Fire Department - WVCC	Non-emergency calls answered for our 29 member agencies	175, 000 / 5.4% increase
Police Department	Response times for priority 1 and 2 calls	8 min, 02 sec
Police Department	Average number of calls responded to by Salem police officers (daily / monthly)	285 / 8,687
Police Department	Total number of calls responded to by Salem police officers in 2020	104,240
Police Department	Graffiti abatement in 2020	1,758
Police Department	Domestic Violence Response Team aid to victims (number of victims served)	529
Police Department	Reported person crimes, (annual /average per month)	1,820 / 152
	The following are component is included in the reported person crime total:	
	Aggravated assault (annual), total number and comparison to prior year	553 / 7.6% increase





# Safe Community

Provide emergency services while proactively addressing the impact of crime, fire, natural disasters, and health emergencies to residents, businesses, and property owners.

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Encourages partnerships or offers activities to proactively prevent crime, and provide education on personal and community safety

Encourages sustainable community redevelopment and rehabilitation practices

Investigates and endeavors to solve crimes and address the needs of crime victims

## Service Area Statistics

Service Provider Department	Statistic Description	The Number
Police Department	Reported property crimes, (annual / average per month)	12,440 / 1,037
	The following are components and included in the reported property crime total:	
	Burglaries (annual), total number and comparison to prior year	688 / 7.9% decrease
	Motor vehicle thefts (annual), total number and comparison to prior year	1,095 / 11.9% increase
	Robberies (annual), total number and comparison to prior year	147 / 162.5% increase
Police Department	Reported society crimes (annual / average per month)	6,113 / 509

During the City's first year of implementing Priority Based Budgeting, programs in Safe Community were scored against the result area descriptions and definitions for all five community-facing result areas along with program attributes of demand, mandate, reliance, cost recovery, and population served. The Safe Community section has been identified as the "home" result area for the programs on the succeeding pages. Adjacent to program budgets and FTE counts is a matrix of checkmarks indicating scoring in the other four community-facing result areas. This same matrix will be featured throughout the result area sections. Also, throughout the budget document, there are programs -- Operating and Technology Transfers, as an example -- that were not scored.



## Safe Community FY 2022 Fund Overview

The City's financial activity is accounted for in various funds and are then grouped by the type of expenditure. The below table summarizes the result area expenditure budget by Fund, Department, and account group.

	Personal Services	Materials and Services	Capital	Interfund Transfers	Contingencies	Total
<b>General Fund</b>						
Municipal Court	\$ 1,649,750	\$ 695,190	\$ -	\$ -	\$ -	\$ 2,344,940
Police	41,861,880	9,771,650	130,000	-	-	51,763,530
Fire	34,877,000	5,082,010	-	-	-	39,959,010
Non Departmental	-	135,000	-	-	-	135,000
General Fund Total	\$ 78,388,630	\$ 15,683,850	\$ 130,000	\$ -	\$ -	\$ 94,202,480
<b>Building and Safety Fund</b>						
Community Development	\$ 3,809,410	\$ 846,980	\$ -	\$ 500,000	\$ 300,000	\$ 5,456,390
Building and Safety Fund Total	\$ 3,809,410	\$ 846,980	\$ -	\$ 500,000	\$ 300,000	\$ 5,456,390
<b>Traffic Safety Fund</b>						
Non Departmental	\$ -	\$ 779,970	\$ -	\$ 599,150	\$ -	\$ 1,379,120
Traffic Safety Fund Total	\$ -	\$ 779,970	\$ -	\$ 599,150	\$ -	\$ 1,379,120
<b>Emergency Medical Services Fund</b>						
Fire	\$ 442,490	\$ 521,500	\$ 1,400,000	\$ -	\$ 60,000	\$ 2,423,990
Emergency Medical Services Fund Total	\$ 442,490	\$ 521,500	\$ 1,400,000	\$ -	\$ 60,000	\$ 2,423,990
<b>WVCC Fund</b>						
Fire	\$ 10,521,140	\$ 2,078,090	\$ 35,000	\$ 1,400,000	\$ 500,000	\$ 14,534,230
WVCC Fund Total	\$ 10,521,140	\$ 2,078,090	\$ 35,000	\$ 1,400,000	\$ 500,000	\$ 14,534,230
<b>Regional Records System Fund</b>						
Police	\$ -	\$ 275,080	\$ -	\$ -	\$ 71,870	\$ 346,950
Regional Records System Fund Total	\$ -	\$ 275,080	\$ -	\$ -	\$ 71,870	\$ 346,950
<b>City Services Fund</b>						
Fire	\$ 463,290	\$ 991,880	\$ 102,000	\$ 3,973,850	\$ -	\$ 5,531,020
City Services Fund Total	\$ 463,290	\$ 991,880	\$ 102,000	\$ 3,973,850	\$ -	\$ 5,531,020



## Safe Community FY 2022 Fund Overview

The City's financial activity is accounted for in various funds and are then grouped by the type of expenditure. The below table summarizes the result area expenditure budget by Fund, Department, and account group.

	Personal Services	Materials and Services	Capital	Interfund Transfers	Contingencies	Total
<b>Equipment Reserve Fund</b>						
Equipment Replacement	\$ -	\$ 4,688,960	\$ 3,286,460	\$ -	\$ -	\$ 7,975,420
Equipment Reserve Fund Total	\$ -	\$ 4,688,960	\$ 3,286,460	\$ -	\$ -	\$ 7,975,420
<b>Trust Fund</b>						
Police	\$ -	\$ 1,247,000	\$ -	\$ -	\$ -	\$ 1,247,000
Fire	-	120,300	-	-	-	120,300
Trust Fund Total	\$ -	\$ 1,367,300	\$ -	\$ -	\$ -	\$ 1,367,300
<b>Result Area Total</b>	<b>\$ 93,624,960</b>	<b>\$ 27,233,610</b>	<b>\$ 4,953,460</b>	<b>\$ 6,473,000</b>	<b>\$ 931,870</b>	<b>\$ 133,216,900</b>



## Safe Community FY 2022 Department Overview

The City's financial activity is accounted for in various funds and are then grouped by the type of expenditure. The below table summarizes the result area expenditure budget by department and account group.

Section	Personal Services	Materials and Services	Capital	Interfund Transfers	Contingencies	Total
1 Community Development	\$ 3,809,410	\$ 846,980	\$ -	\$ 500,000	\$ 300,000	\$ 5,456,390
2 Equipment Replacement	-	4,688,960	3,286,460	-	-	7,975,420
3 Finance / Municipal Court	1,649,750	695,190	-	-	-	2,344,940
4 Fire	46,303,920	8,673,480	1,537,000	5,373,850	560,000	62,448,250
5 Non Departmental	-	914,970	-	599,150	-	1,514,120
6 Police	41,861,880	10,046,730	130,000	-	71,870	52,110,480
7 Trust - Fire	-	120,300	-	-	-	120,300
8 Trust - Police	-	1,247,000	-	-	-	1,247,000
<b>Result Area Total</b>	<b>\$ 93,624,960</b>	<b>\$ 27,233,610</b>	<b>\$ 4,953,460</b>	<b>\$ 6,473,000</b>	<b>\$ 931,870</b>	<b>\$ 133,216,900</b>

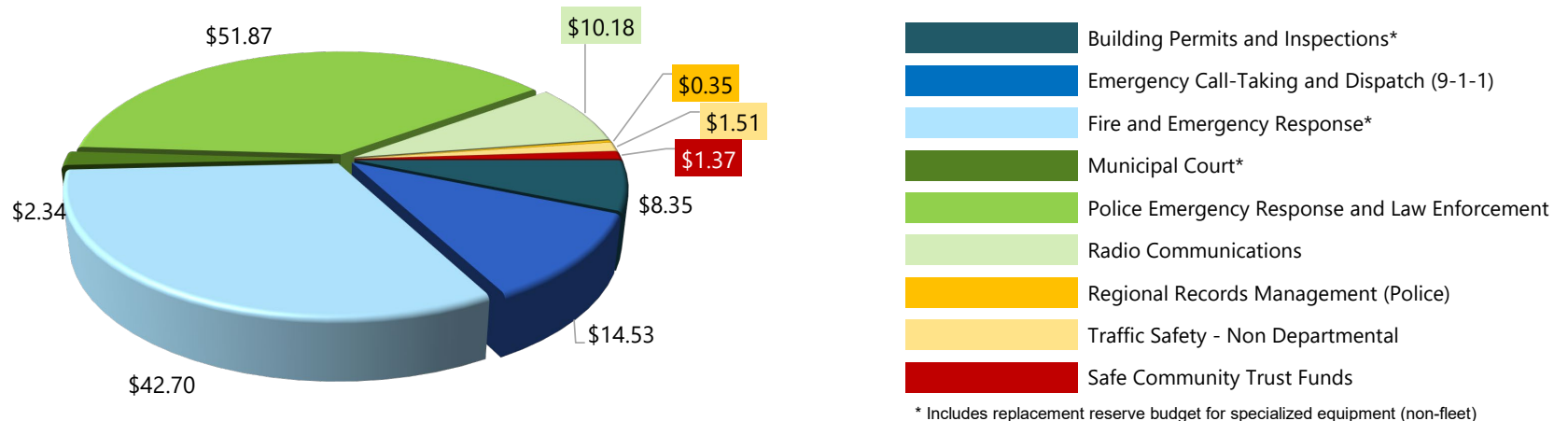


## Safe Community FY 2022 Budget Overview

The City is required to display all phases of the FY 2022 budget - the initial proposal from the City Manager, the recommendation of the Budget Committee, and the result adopted by the City Council. The columns in the numeric table below will be populated with numbers when each phase of the budget process is completed.

Expenditures	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	% of Total
<b>Result Area - All Funds</b>				
Personal Services	\$ 92,970,610	\$ 92,970,610	\$ 93,624,960	70.3%
Materials and Services	26,286,270	26,286,270	27,233,610	20.4%
Capital Outlay	4,953,460	4,953,460	4,953,460	3.7%
Contingencies	931,870	931,870	931,870	0.7%
Transfers	6,473,000	6,473,000	6,473,000	4.9%
<b>Total Expenditures - All Funds</b>	<b>\$ 131,615,210</b>	<b>\$ 131,615,210</b>	<b>\$ 133,216,900</b>	
<i>Total Number of Positions</i>	<i>548.36</i>	<i>548.36</i>	<i>554.36</i>	

Safe Community  
Result Area Expenditures by Program / Department





# 1. Community Development Department Summary of Services and Programs

## Summary of Services

### Building and Safety Division

Building codes are enacted to protect public health, safety, and general welfare related to the construction and occupancy of buildings. The Building and Safety Division works with the construction industry, other City departments, and the State Building Codes Division to ensure safe building construction.

The division administers State of Oregon building codes and City of Salem revised codes, which provide uniform standards that ensure newly constructed residential and commercial buildings are safe.

The division performs a comprehensive structural plan review for all permitted construction within Salem's city limits. Adherence to the approved plans after review is verified during all phases of construction by one of the division's certified inspectors. (Photo below).

All plans examiners and inspectors are certified in multiple disciplines, which provides efficient processing of construction projects and ensures a detailed and well-rounded review and inspection in all areas.






Additionally, the division provides specialized coordination for construction projects with valuation over \$10 million by providing clients with a single point-of-contact and coordination between other City departments and the State of Oregon. This service allows for all details of large project plan review and inspection to be routed and coordinated through one person to ensure a very high level of oversight during all phases of construction.





# 1. Community Development Department Summary of Services and Programs

## Building and Safety Fund Programs and FTE

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment					
Capital Improvements Transfer	-	-	0.00	Capital improvement transfers not scored					
Commercial Building Permitting and Inspection	1,647,130	1,465,860	9.63	More	✓	✓		✓	✓
Contingencies	300,000	300,000	0.00	Contingencies not scored					
Electrical Permitting and Inspection	330,290	330,000	2.00	More	✓	✓		✓	✓
Mechanical Permitting and Inspection	319,870	289,950	1.86	More	✓	✓		✓	✓
Operational and Technology Transfers	1,245,830	1,185,320	0.00	Operating / technology transfers not scored					
Permit Application Center	780,960	829,870	6.72	More		✓	✓	✓	✓
Plumbing and Permitting Inspection	298,530	275,170	1.71	More	✓	✓		✓	✓
Residential Building Permitting and Inspection	910,210	780,220	5.46	More	✓	✓		✓	✓
Total Building and Safety Fund	\$ 5,832,820	\$ 5,456,390	27.38						

Total Community Development Department \$ 5,832,820 \$ 5,456,390 27.38



## 2. Equipment Replacement Reserve Summary of Services and Programs

### Summary of Services

Establishing reserves for future costs is considered a financial best practice. The City maintains both a fleet reserve for replacement of vehicle and motorized equipment and a reserve for non-motorized or unique motorized equipment. Examples of reserves for non-motorized equipment include specialized software system replacements or safety equipment for police officers and firefighters.

### Equipment Replacement Reserve Programs

	FY 2021 Program Budget	FY 2022 Program Budget	Staff
Fire and EMS Equipment Reserve	313,810	319,560	0.00
Radio Equipment Reserve	-	4,653,600	0.00
Permitting System Replacement Reserve	2,348,740	2,897,200	0.00
Police Equipment Reserve	358,420	71,060	0.00
Police Technology Reserve	34,000	34,000	0.00
Total Equipment Replacement Reserve	\$ 3,054,970	\$ 7,975,420	0.00








### 3. Finance / Municipal Court Department Summary of Services and Programs

#### Summary of Services

As a separate function of City government, the Municipal Court's mission is to provide fair and accessible justice services that protect the rights of individuals, preserve a safe and livable community, and inspire public confidence. The court's role and purposes are to do individual justice in individual cases; provide a neutral forum for the resolution of legal disputes within the scope of the court's limited jurisdiction; protect individuals from the arbitrary use of government power; provide a formal record of legal status; and deter criminal behavior.

The City Charter, Salem Revised Code, and the constitution of the State of Oregon establish the range of offenses heard by the court. Cases are filed with the court by the City's Legal Department, Salem police officers, code enforcement officers, and parking enforcement officers. The Municipal Judge is an elected officer of the City of Salem, who serves full time and is assisted by pro tempore judges, who preside over courtroom dockets and serve in the elected judge's absence. The Violations Bureau also has authority granted by judicial order to adjudicate certain parking and minor traffic citations and reduce fines according to a reduction table based on an individual's driving record. Court staff interact with defendants and the public in person, by telephone, and by mail.

#### General Fund Programs and FTE

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment					
Community Service Monitoring	125,160	115,920	0.79	Less	✓	✓			✓
Court Customer Service	230,860	240,670	2.49	Least		✓			✓
Court Proceedings - Criminal	834,340	966,630	3.57	Less		✓		✓	✓
Court Proceedings - Violations	295,120	311,410	2.24	Less		✓			✓
Court Security	87,640	75,680	0.11	Least		✓			
Criminal Court Jury Coordination	63,270	80,830	0.39	Least		✓			
Probation / DUII Diversion Monitoring	135,610	137,330	1.04	Less		✓			✓
Records Management - Court	171,210	180,150	1.69	Least		✓			
Violations Bureau	237,830	236,320	2.72	Least		✓			✓
Total General Fund	\$ 2,181,040	\$ 2,344,940	15.00						
Total City Manager / Municipal Court Department	\$ 2,181,040	\$ 2,344,940	15.00						



## 4. Fire Department Summary of Services and Programs

### Summary of Services

Salem Fire Department's mission of "Protecting lives, property, and the environment, placing safety and service above all" supports the service area of Safe Community.



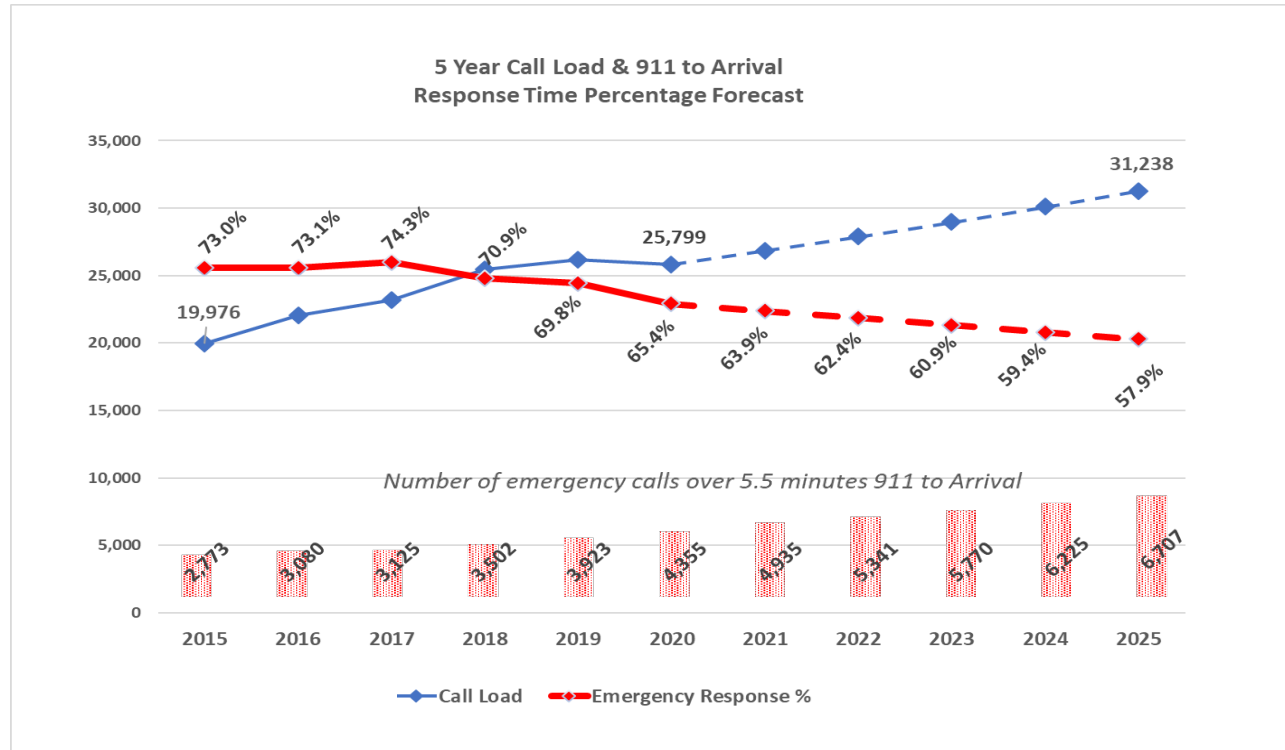
Salem Fire is an all-hazard response agency that provides continuous 24-hour fire suppression, rescue, special hazard mitigations, emergency management, and emergency medical response to situations that threaten life, property, and the environment. In addition, the Fire Marshal's Office investigates and determines the cause of fires and promotes fire and hazard prevention through public education, code enforcement, and building plans review.

Emergency response services are delivered from 11 fire stations strategically placed throughout the community's service area. Mutual aid agreements with neighboring communities increase Salem Fire's capacity to respond during times of peak demand.

Ambulance transport services, supporting pre-hospital advanced life (ALS) operations, are provided through a public / private partnership with Falck Ambulance while additional backup ambulance transport services are provided by Salem Fire. The Emergency Medical Services and Training Division provides cutting-edge, in-house training to all paramedics and emergency medical technicians to ensure all educational requirements are current and our staff have the latest information on medical practices and pre-hospital patient care. As the primary emergency medical service provider in the City of Salem, we actively administer all patient care activities, protocol development and implementation to ensure the best and highest level of emergency medical care is provided to Salem residents and visitors.



## 4. Fire Department Summary of Services and Programs



### Response Time Forecast

The chart to the left is based on an estimated annual call volume growth of 3.9 percent. The department has experienced an average annual call growth of 4.5 percent from 2015-2020. With the department's current emergency response resources, based on estimated call growth, in 2025 the ability to meet the current City Council response time standard will fall to 57.9 percent. This response time percentage means over 6,700 emergency calls for services will not receive assistance within the 5.5-minute response time.

## What's New In This Budget

### Welcome to the Fire family WVCC and Radio!

In order to more efficiently organize public safety services, Willamette Valley Communication Center (WVCC) and Radio Communication have moved from Police to Fire Departments. These two sections will continue to deliver their programs, just in a new department! WVCC provides emergency 911 call answering and dispatch services for 29 police, fire and ambulance service providers in Marion, Polk and Lincoln counties. Radio Communication is responsible for the operation and maintenance of the City's radio communication infrastructure.






### New Cardiac / Defibrillator Monitors

This year's budget includes \$1.4 million for replacement of 27 cardiac and defibrillator monitors from the Emergency Medical Services (EMS) Fund. These heavily used monitors are more than seven years old, no longer under warranty and are in need of upgrade to maintain lifesaving efforts by first responders.



## 4. Fire Department Summary of Services and Programs






### General Fund Programs and FTE

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment					
Aircraft Firefighting and Rescue Response	78,620	85,550	0.22	More	✓	✓	✓	✓	✓
Ambulance Transport and On-Scene Patient Treatment Administration	148,800	207,220	0.75	Less		✓		✓	✓
Career Development and Promotional Processes	279,890	239,640	0.90	Less	✓	✓			✓
Community Emergency Response Team (CERT)	36,600	51,250	0.20	Less	✓	✓		✓	✓
Confined Space / Trench Rescue Emergency Response	118,880	-	0.00	More		✓	✓	✓	✓
CPR in Schools	45,850	55,060	0.25	Least		✓			✓
Data Analysis, Reporting, and Records Management	171,380	145,050	0.95	Less		✓			✓
Disaster Planning	31,250	35,270	0.20	More	✓	✓	✓	✓	✓
Emergency Management Performance Grant Administration	15,980	16,320	0.10	Less		✓			✓
Emergency Operations Center (EOC)	62,760	52,880	0.20	More	✓	✓	✓	✓	✓
Emergency Preparedness Training and Exercises	25,660	26,250	0.15	More	✓	✓	✓	✓	✓
Exempt Jurisdiction Compliance and Reporting	188,980	198,510	0.80	Less		✓	✓	✓	✓
Fire Investigations	203,820	223,100	1.11	Less		✓		✓	✓
Fire Safety Systems Inspections and Code Enforcement	441,990	563,750	2.65	More	✓	✓	✓	✓	✓
Fire Safety Systems New Construction Plan Review	421,390	273,440	1.21	Most	✓	✓	✓	✓	✓
Fire, Emergency Medical, and Rescue Incident Response	30,769,100	33,125,550	155.91	Most	✓	✓	✓	✓	✓
Fire, Emergency Medical, and Rescue Incident Response - Mutual Aid Agencies	270,160	288,210	1.43	Most	✓	✓	✓	✓	✓
Fire, Emergency Medical, and Rescue Incident Response - Salem Suburban Rural Fire Protection District	1,032,260	1,126,610	5.00	Most	✓	✓	✓	✓	✓
Hazardous Materials Emergency Response	179,790	236,180	1.05	Most	✓	✓	✓	✓	✓
Intergovernmental Agreements and Other Agency Coordination	13,570	14,280	0.08	Less	✓	✓		✓	✓
National Incident Management System (NIMS) Compliance and Training	15,870	16,320	0.10	Least		✓			
Operational and Technology Transfers	1,809,180	1,943,510	0.00	Operating / technology transfers not scored					



## 4. Fire Department Summary of Services and Programs

### General Fund Programs and FTE

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment					
Public Education and Outreach	130,730	137,530	0.68	Least	✓	✓			✓
Public Information Coordination and Outreach	24,720	34,810	0.10	Less	✓	✓		✓	✓
Special Use Permits and Inspections	128,640	175,620	0.90	More	✓	✓	✓	✓	
Special Weapons and Tactics Medics	102,100	109,090	0.44	Less		✓		✓	✓
State Conflagration Incident Response	-	-	0.00	Less	✓	✓		✓	✓
Urban Search and Rescue	73,890	162,240	0.53	More	✓	✓	✓	✓	✓
Training and Certifications	288,280	298,820	0.75	Less	✓	✓			✓
Youth Fire Prevention and Intervention	42,790	41,430	0.20	Least	✓	✓			✓
Water Rescue	-	75,520	0.15	More	✓	✓	✓	✓	✓
Total General Fund \$ 37,152,930 \$ 39,959,010 176.99									

### Emergency Services (EMS) Fund Programs and FTE

Ambulance Transport and On-Scene Patient Treatment Administration	813,410	2,418,990	2.00	Less		✓		✓	✓
Contingencies	60,000	-	0.00	Contingencies not scored					
Operational and Technology Transfers	182,760	-	0.00	Operating / technology transfers not scored					
Special Weapons and Tactics Medics	5,000	5,000	0.00	Less		✓		✓	✓
Total Emergency Services Fund \$ 1,061,170 \$ 2,423,990 2.00									

### City Services Fund Programs and FTE

Operational and Technology Transfers	-	3,973,850	0.00	Operating / technology transfers not scored					
Radio Communications	1,526,730	1,557,170	4.00	More		✓	✓	✓	✓
Total Radio Communications, City Services Fund \$ 1,526,730 \$ 5,531,020 4.00									



## 4. Fire Department Summary of Services and Programs

### General Fund Programs and FTE

FY 2021  
Program  
Budget

FY 2022  
Program  
Budget

Staff

Alignment



### Willamette Valley Communication Center (WVCC) Fund Programs and FTE

Capital Improvements Transfer	1,000,000	1,400,000	0.00	Capital improvement transfers not scored					
Contingencies	500,000	500,000	0.00	Contingencies not scored					
Operational and Technology Transfers	100,610	-	0.00	Operating / technology transfers not scored					
Public Safety Call Taking and Dispatch	11,791,270	12,634,230	75.60	Most	✓	✓	✓	✓	✓

Total WVCC Fund \$ 13,391,880 \$ 14,534,230 75.60

Total Fire Department \$ 53,132,710 \$ 62,448,250 258.59



## 5. Non Departmental Summary of Services and Programs

### Summary of Services - Traffic Safety Fund

As part of the City's goal to increase traffic safety and improve driver behavior and awareness, the Traffic Safety Fund programs pay for the digital photo enforcement of traffic laws at multiple intersections, reserve officer services to review the digital files and for a position in the Municipal Court through a budgeted transfer.

Speed-on-green photo enforcement was deployed at one location during FY 2020. After almost a year of testing, in April 2021 three intersections (Commercial Street at Madrona SE, Commercial Street at Kuebler SE and Center Street at Hawthorne NE) were added locations. Potential additional features may be added at more intersections as resources allow.

### What's New in this Budget?

During the Budget Committee, \$135,000 was added to the Safe Community result area budget to be used as a grant match for a Mobile Response Unit. The budget authority will be housed in the Non-Departmental section of the result area.

### Traffic Safety Fund Programs

Contingencies	-	-	0.00
Digital Photo Enforcement	420,000	420,000	0.00
Operational and Technology Transfers	748,950	959,120	0.00
Total Traffic Safety Fund	\$ 1,168,950	\$ 1,379,120	0.00

### General Fund Programs

Council Grants - Safe Community	-	135,000	0.00
Total General Fund	\$ -	\$ 135,000	0.00

Total Non Departmental \$ 1,168,950 \$ 1,514,120 -



## 6. Police Department Summary of Services and Programs

The men and women of the Salem Police Department are dedicated to keeping Salem safe by providing superior police service. These men and women provide emergency response 24 hours a day, everyday to keep our citizens safe. Our officers also provide public safety services to address ongoing issues dealing with criminal activity, personal safety and livability issues. Our special units like the Downtown Enforcement Team, Behavioral Health Unit and others help to supplement the efforts of our Patrol officers.

Many officers perform additional duties outside their primary work assignments such as serving as an instructor for one of the many survival disciplines such as defensive tactics and firearms training that are taught to sworn personnel or being a member of an emergency operations team (SWAT, Negotiators, Hazardous Devices and Mobile Response). Other officers take on additional duties as members or Peer Support or Recruiting teams, or as Honor Guard officers.

In furtherance of the department's mission in support of the Safe Community service area, the Salem Police Department is organized into four divisions that work cohesively to provide high caliber and timely police services to the public. These divisions are: Patrol, Investigations, , Support, and Administration.

### Work Force Changes

The FY 2021-22 budget includes six new positions and reflects changes to the organization through the movement of the Willamette Valley Communications Center and Radio Operations from the Police Department to the Fire Department. The six new positions include five that will be dedicated to the body camera program and one sworn officer position (a Lieutenant) who will be focused on community engagement.

Additionally, the positions previously active in the Salem-Keizer School District will be integrated to support other operational needs in the department after the school district opted not to renew their contract in March, 2020. The loss in General Fund revenue previously used to partially fund these positions is approximately \$630,000 in FY 2022.



The SRO reassignments were directed primarily toward patrol response to emergency and priority calls.





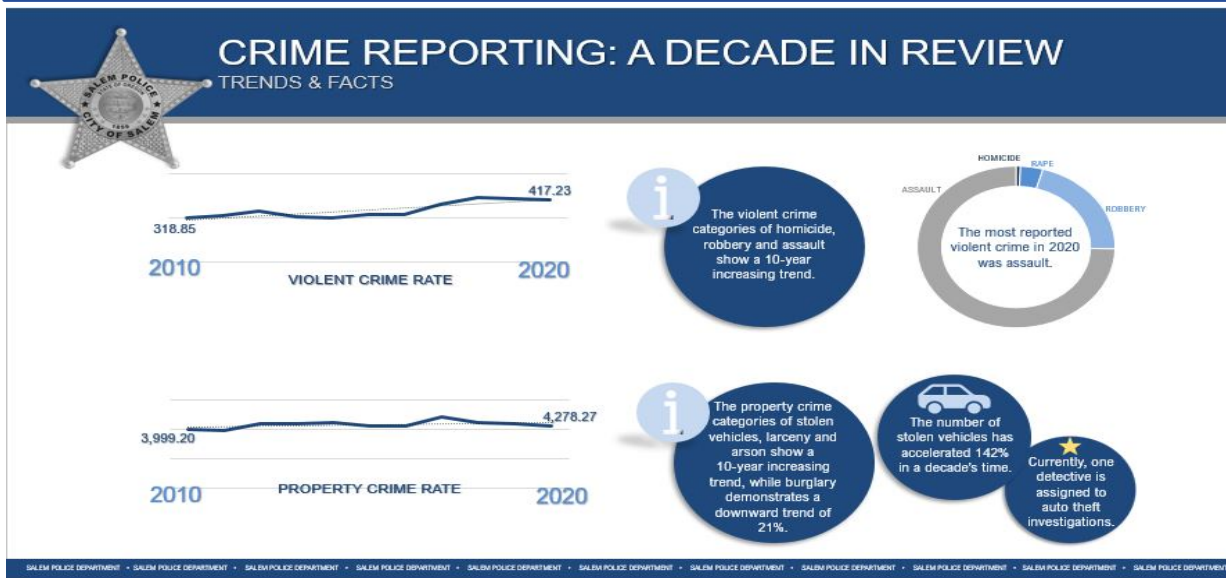
## 6. Police Department Summary of Services and Programs

### Challenges

As with other departments this past year, the Salem Police Department was faced with challenges among which included the COVID-19 pandemic and maintaining public safety while also supporting the First Amendment right of individuals to assemble.

Between May 2020 and January 2021 more than one hundred demonstrations and events took place at the Oregon State Capitol building and grounds. Being the State Capitol, the City of Salem is in a unique position during such large events of maintaining public safety in the City while partnering with other agencies such as Oregon State Police who have jurisdiction over the Capitol grounds and building. These events proved extremely demanding and resource intensive. Officers throughout the department were pulled away from regular duties to manage these events - taking them away from other important and valued services provided by the Department.

The COVID-19 pandemic imposed challenges to services and programs provided by the department. While much of the City of Salem was able to pivot to remote or virtual operations, due to the nature of Police Department's services, officers and staff continue to provide essential in-person services. At a time when engagement and dialogue were most critical for law enforcement and the community, events and activities such as *Coffee with a Cop*, *Gladiators Club*, *Halloween Dress Rehearsal*, *National Night Out*, and *Plática con la Policía (Conversation with the Police)* were paused in February, 2020.








The graphic to the left demonstrates the various types of crimes reported in the past decade, from 2010 through 2020. As demonstrated in the charts, both violent crime and property crime rates have experienced an increase.



## 6. Police Department Summary of Services and Programs






### General Fund Programs and FTE

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment					
Accreditation	114,000	182,850	1.07	Less		✓		✓	✓
Body Worn Cameras	-	853,740	4.00	New Program - will be scored in FY 2022					
Behavioral Health Team	781,080	845,480	4.25	More		✓		✓	✓
Community Engagment	-	206,570	1.00						
Community Service Officers	304,290	355,420	4.80	More	✓	✓		✓	✓
Computer Forensics Lab	461,490	488,160	2.00	Less		✓		✓	✓
Crime Analysis	318,500	177,670	1.07	Less		✓		✓	✓
Crime Lab	445,550	473,360	2.50	Less		✓		✓	✓
Custody and Transport	71,230	75,460	0.00	Least		✓			✓
Domestic Violence Response	174,360	187,380	1.60	Less		✓			✓
Downtown Enforcement	1,391,370	1,491,810	7.25	Most	✓	✓	✓	✓	✓
Drug Enforcement Unit	873,360	910,080	3.92	More	✓	✓		✓	✓
Fleet Management	252,560	176,510	1.07	Less		✓			✓
Graffiti Removal	144,570	141,360	2.00	Operating / technology transfers not scored					
Internal Affairs	319,340	425,350	2.07	Less		✓			✓
Operational and Technology Transfers	3,674,910	6,839,420	0.00						
Patrol	23,784,920	21,440,850	118.32	More		✓		✓	✓
Person Crime Investigations	2,432,480	2,553,690	12.25	More		✓		✓	✓
Photo Redlight	260,400	270,590	0.00	Less		✓	✓		✓
Police K9	1,270,310	1,310,450	6.00	Less		✓		✓	✓
Police Reception and Customer Service	2,140,590	2,117,580	19.00	Less		✓		✓	✓
Problem Oriented Policing	583,880	620,410	3.00	More	✓	✓		✓	✓
Property and Evidence	773,630	950,830	7.07	Less	✓	✓			✓
Property Crime Investigations	1,851,340	1,945,080	9.25	More		✓		✓	✓
Public Relations and Crime Prevention	519,460	706,690	4.07	Less		✓		✓	✓



## 6. Police Department Summary of Services and Programs

### General Fund Programs and FTE

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment					
Special Teams	283,160	293,480	0.00	Less		✓		✓	✓
Street Crimes Unit	1,906,550	1,902,680	8.92	Less		✓		✓	✓
Telephone Reporting - Non-Emergency Crimes	280,130	291,530	3.00	Least		✓		✓	✓
Traffic Enforcement	1,643,060	1,675,950	7.25	More	✓	✓	✓	✓	✓
Volunteer Coordination - Police	149,170	158,420	1.00	Less		✓		✓	✓
Youth Services	1,687,820	1,694,680	9.67	Less		✓		✓	✓
Total General Fund	\$ 48,893,510	\$ 51,763,530	247.40						

### Regional Records System Fund Programs

Contingencies	71,870	71,870	0.00	Contingencies not scored					
Operational and Technology Transfers	-	139,380	0.00	Operating / technology transfers not scored					
Police Regional Records Management System	479,140	135,700	0.00	More		✓	✓		✓
Total Regional Records System	\$ 551,010	\$ 346,950	0.00						
Total Police Department	\$ 49,444,520	\$ 52,110,480	247.40						



## 7. Trust Funds Summary

The City's trust funds are special accounts that hold donations and other revenue sources for various purposes or for the temporary holding of funds for which the City acts as a collection or escrow entity.

The trust accounts in the Safe Community result area are organized by department with the account name serving as the descriptor. More information about the City's trust accounts can be found in the Financial Summaries section of the budget document.

Fire Department	FY 2021 Budget	FY 2022 Budget
Fire - Prevention/Education/Trauma	100,000	100,000
Kingwood Tower	25,050	20,300
Total Fire	<u>\$ 125,050</u>	<u>\$ 120,300</u>

Police Department	FY 2021 Budget	FY 2022 Budget
Police Property Income	300,000	300,000
K-9 Trust	2,000	500
Police - Other Income	350,000	250,000
Police - Misc. Donations	123,000	50,000
Police - Other Income	40,000	40,000
Neighborhood Watch	5,000	5,000
Federal and State Forfeitures	700,400	601,500
Total Police	<u>\$ 1,520,400</u>	<u>\$ 1,247,000</u>



## Safe Community *At Your Service*

### Come Connect with Community Connect!

The Salem Fire Department is always looking for ways to better serve our community. In 2020, the department implemented a new program to protect both residents and first responders in the most easy and effective way possible - Community Connect! Community Connect is a free, secure, and easy to use platform that allows residents to share critical information and voluntary self-report COVID-19 information, even people who are asymptomatic or have tested negative. This provides first responders critical information to protect themselves and the community when entering a residence or other establishment to provide vital services. Data provided through Community Connect is 100% secure, voluntary and is used only for the purpose of better serving citizens during such emergency situations. Beside aiding first responders with information about COVID-19, Community Connect also allows residents to share other potentially important information a first responder may need to know including: pets in the home, specific needs someone may have, family members, and property details.

To sign up for Community Connect, please visit: <https://www.communityconnect.io/info/or-salem>

### Community Partnerships

2020 offered many opportunities for the Salem Fire Department to grow established and new partnerships. Department paramedics began assisting at Salem Health vaccination's clinics to aid in and increase capacity for administering vaccinations to eligible persons. These efforts will continue as eligibility expands under Oregon Health Authority vaccine phasing guidance.

In the fall, The Salem Fire Department also provided personnel and equipment to support firefighting and incident command to surrounding communities from the Santiam Canyon/Beachie Creek area to the Columbia Gorge. Personnel and equipment were also deployed to California, at the request of the State, to support containment efforts during the catastrophic wildfire season. (Photos at right)





## Safe Community *At Your Service*

### City of Salem's Emergency Operations Center

In March 2020, the City's Emergency Operations Center (EOC) was initially activated to deal with the City's response to the COVID-19 pandemic. Once activated, the EOC tracked and coordinated Centers for Disease Control (CDC), Oregon Health Authority (OHA), and Marion County Public Health guidance on pandemic response, restrictions, reopening procedures and vaccinations. The EOC assessed and developed information from these sources and developed plans on how to implement them for the City of Salem. The EOC was also used as a resource to the City and community during the canyon wildfires, flooding and ice storm events, and Capitol building protests.

There are many sections in the EOC, a couple highlights from four sections, Logistics, Finance, Operations and Communications, are provided below:



**Logistics:** Tracked and managed all the Personal Protective Equipment (PPE) that has been used and ordered as replacement throughout the pandemic.



**Finance:** Tracked all expenses, and time allocated to the response, for the CARES Act reimbursement of \$7.1 million, the full amount that could be allocated to the City.



**Operations:** Worked with partners within our community to provide help and guidance including to the unsheltered populations and networks in response to COVID - 19.



**Communications:** Communicated with the community and internal employees with all the guidance, safety information, and other necessary information for health and well-being of employees.





## Safe Community *At Your Service*

### Salem's New Police Station

#### Welcome Home SPD!

A little more than three years after voters approved a \$61.8 million bond to construct a new police station, officers and staff of the Salem Police Department made the big move to the new building! After more than 50 years in Civic Center, the Salem Police Department moved to their new home at 333 Division Street NE in the fall of 2020.

The building was designed for a balance of functionality while also sending a welcoming message to the community. Features include an accessible, inviting front plaza and community room, a transparent lobby and a secure, protective site and building design for day-to-day operations. (Photos at right and below)



The official ribbon-cutting was held on October 10, 2020. In November, 241 employees made the move bringing together all staff, services and equipment to one location—the first time in decades.







Sustainability elements including daylighting and views are prioritized for most staff and community areas.

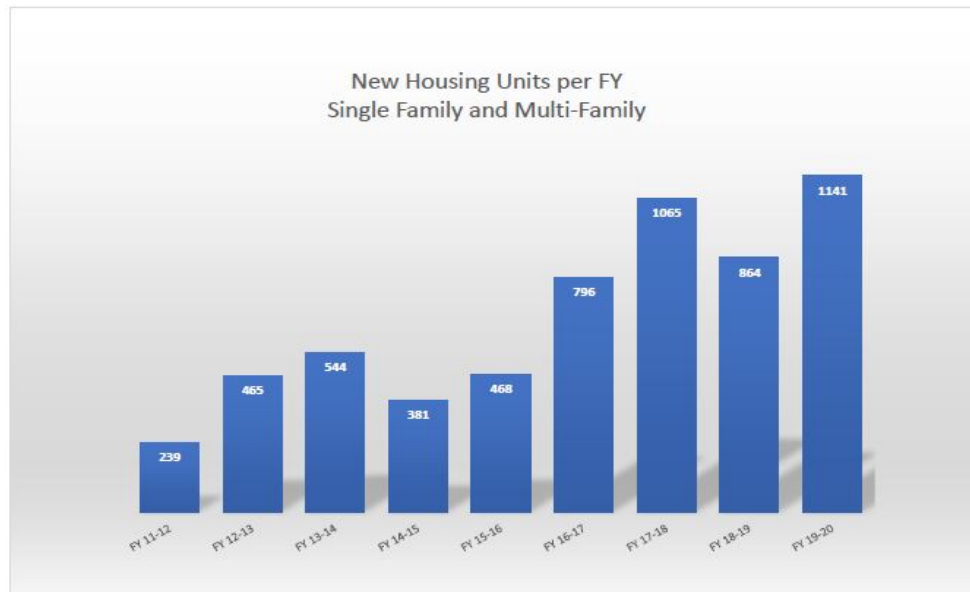




## Safe Community *At Your Service*

### Building and Safety

-  Salem's Building and Safety division provides exceptional customer service to the community and works to promote a positive business climate within the city and the state. In a recent audit by the International Accreditation Services, BAS stakeholders described the division as: *service oriented, positive in their approach to issues, flexible without compromising code requirements, and problem solvers.*
-  Salem's Building and Safety Division remains the only building department in Oregon to be accredited by the International Accreditation Services. This accreditation signifies that the division operates in full conformance with recognized best practices in building departments.
-  Building and Safety established plan review service goals in collaboration with industry partners and stakeholders and met the goals at a rate of 99.3 percent for residential projects and 100 percent for commercial projects in FY 2020.
-  City of Salem maintains an Insurance Services Organization (ISO) rating of 2 for both residential and commercial property code enforcement.









# Safe, Reliable, and Efficient Infrastructure

## Vision

A safe and livable capital city with a sustainable economy and environment that is open to all.

## Mission

The City of Salem provides fiscally sustainable and quality services to enrich the lives of present and future residents, the quality of our environment and neighborhoods, and the vitality of our economy.



## Values

### Opportunity

*Salem is proactive and forward-thinking*

### Compassion

*Salem is fair, equitable, and safe*

### Responsiveness

*Salem is at your service, with capacity and partnerships to prepare for the future*

### Accessibility

*Salem is open and inclusive*





# Safe, Reliable, and Efficient Infrastructure

*Salem provides an integrated municipal asset system of streets, bridges and sidewalks, civic buildings, technology and utility systems.*

**Supporting City Departments** | Community Development • Information Technology • Public Works • Urban Development

## Summary of City Services

Salem owns and operates a valuable network of infrastructure including buildings, streets, pipes, dams, properties, parking garages, recreation facilities, airport runways and taxiways, and equipment. Our current Capital Improvement Program identifies \$208 million in infrastructure construction projects, with 86.2 percent of the project funding dedicated to the City's utility and transportation system. A large number of critical infrastructure projects are known—most are listed in the City's infrastructure master plans—but are not yet funded. In addition to the needs of existing infrastructure, the City needs to provide for new residents as the community grows and changes.



Mid-block landscaping project, Downtown Salem.



# Safe, Reliable, and Efficient Infrastructure



## Non-Departmental

*Debt Service Fund - debt service payments for infrastructure projects funded by tax-supported general obligation bonds*

*General Fund - transfers from the General Fund supporting Information Technology and Facilities Services infrastructure projects*

## Public Works

*Streetlight Fund - operation, maintenance, modernization, and expansion of the City's streetlight system*

*Transportation Services Fund - operation and maintenance of the City's transportation infrastructure*

*Utility Fund - operation and maintenance of the City's stormwater, water, and wastewater utility; management of infrastructure projects*

*Trust Funds - for donations and funds held in trust for localized public improvements, reservoirs, and the Mill Creek Corporate Center*

Opportunity • Compassion • Responsiveness • Accessibility







# Safe, Reliable, and Efficient Infrastructure

An integrated municipal asset system of streets, bridges and sidewalks, civic buildings, technology and utility systems.

Optimizes the use of  
City assets

Manages water,  
stormwater, and  
wastewater safely and  
responsibly

Supports a balanced  
transportation system  
that reflects effective  
land use and reduces  
congestion

Designs, constructs,  
and maintains an  
interconnected and  
multimodal  
transportation  
network that is safe,  
accessible, and  
sustainable

Plans, operates, and  
maintains  
infrastructure networks

## Service Area Statistics

Service Provider Department	Statistic Description	The Number
Public Works	Curb miles of street sweeping annually	10,232
Public Works	Miles of street surfaces maintained	640
Public Works	Street signs in our system	31,200
Public Works	Lane miles of line painted and striping maintained annually	434
Public Works	Total square feet of sidewalk repaired	58,667
Public Works	Miles of sidewalk inspected	35
Public Works	Utility bills issued annually	671,122





# Safe, Reliable, and Efficient Infrastructure

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sustainable

Plans, operates, and  
maintains  
infrastructure networks

## Service Area Statistics

Service Provider Department	Statistic Description	The Number
Public Works	Willow Lake Water Pollution Control Facility flow in gallons	12,340,310,000
Public Works	Miles of water mains	771
Public Works	Tons of scrap metal sold (by Warehouse Services)	63.43

During the City's first year of implementing Priority Based Budgeting, programs in Safe, Reliable, and Efficient Infrastructure were scored against the result area descriptions and definitions for all five community-facing result areas along with program attributes of demand, mandate, reliance, cost recovery, and population served. The Safe, Reliable, and Efficient Infrastructure section has been identified as the "home" result area for the programs on the succeeding pages. Adjacent to program budgets and FTE counts is a matrix of checkmarks indicating scoring in the other four community-facing result areas. This same matrix will be featured throughout the result area sections. Also, throughout the budget document, there are programs -- Operating and Technology Transfers, as an example -- that were not scored.



# Safe, Reliable, and Efficient Infrastructure FY 2022 Budget Overview

The City's financial activity is accounted for in various funds and are then grouped by the type of expenditure. The below table summarizes the result area expenditure budget by Fund, Department, and account group.

	Personal Services	Materials and Services	Capital	Interfund Transfers	Debt Service	Contingencies	Total
<b>General Fund</b>							
Non Departmental	\$ -	\$ -	\$ -	\$ 232,500	\$ -	\$ -	\$ 232,500
Parks and Recreation	38,720	-	-	-	-	-	38,720
General Fund Total	\$ 38,720	\$ -	\$ -	\$ 232,500	\$ -	\$ -	\$ 271,220
<b>Transportation Services Fund</b>							
Public Works	\$ 7,278,980	\$ 8,826,690	\$ 294,000	\$ 606,970	\$ -	\$ 500,000	\$ 17,506,640
Transportation Services Fund Total	\$ 7,278,980	\$ 8,826,690	\$ 294,000	\$ 606,970	\$ -	\$ 500,000	\$ 17,506,640
<b>Streetlight Fund</b>							
Public Works	\$ -	\$ 1,170,140	\$ -	\$ 500,000	\$ 211,920	\$ 200,000	\$ 2,082,060
Streetlight Fund Total	\$ -	\$ 1,170,140	\$ -	\$ 500,000	\$ 211,920	\$ 200,000	\$ 2,082,060
<b>Debt Service Fund</b>							
Non Departmental	\$ -	\$ -	\$ -	\$ -	\$ 16,819,090	\$ -	\$ 16,819,090
Debt Service Fund Total	\$ -	\$ -	\$ -	\$ -	\$ 16,819,090	\$ -	\$ 16,819,090
<b>Utility Fund</b>							
Public Works	\$ 28,657,390	\$ 29,976,510	\$ 519,350	\$ 19,100,000	\$ 19,060,140	\$ 3,000,000	\$ 100,313,390
Utility Fund Total	\$ 28,657,390	\$ 29,976,510	\$ 519,350	\$ 19,100,000	\$ 19,060,140	\$ 3,000,000	\$ 100,313,390
<b>Trust Fund</b>							
Public Works	\$ -	\$ 387,800	\$ -	\$ -	\$ -	\$ -	\$ 387,800
Trust Fund Total	\$ -	\$ 387,800	\$ -	\$ -	\$ -	\$ -	\$ 387,800
<b>Result Area Total</b>	<b>\$ 35,975,090</b>	<b>\$ 40,361,140</b>	<b>\$ 813,350</b>	<b>\$ 20,439,470</b>	<b>\$ 19,272,060</b>	<b>\$ 3,700,000</b>	<b>\$ 137,380,200</b>



## Safe, Reliable, and Efficient Infrastructure FY 2022 Department Overview

The City's financial activity is accounted for in various funds and are then grouped by the type of expenditure. The below table summarizes the result area expenditure budget by department and account group.

	Personal Services	Materials and Services	Capital	Interfund Transfers	Debt Service	Contingencies	Total
1. Non Departmental	\$ 38,720	\$ -	\$ -	\$ 232,500	\$ 16,819,090	\$ -	\$ 17,090,310
2. Public Works - Transportation	7,278,980	9,996,830	294,000	1,106,970	211,920	700,000	19,588,700
3. Public Works - Utility	28,657,390	29,976,510	519,350	19,100,000	19,060,140	3,000,000	100,313,390
4. Trust Funds	-	387,800	-	-	-	-	387,800
<b>Result Area Total</b>	<b>\$ 35,975,090</b>	<b>\$ 40,361,140</b>	<b>\$ 813,350</b>	<b>\$ 20,439,470</b>	<b>\$ 36,091,150</b>	<b>\$ 3,700,000</b>	<b>\$ 137,380,200</b>

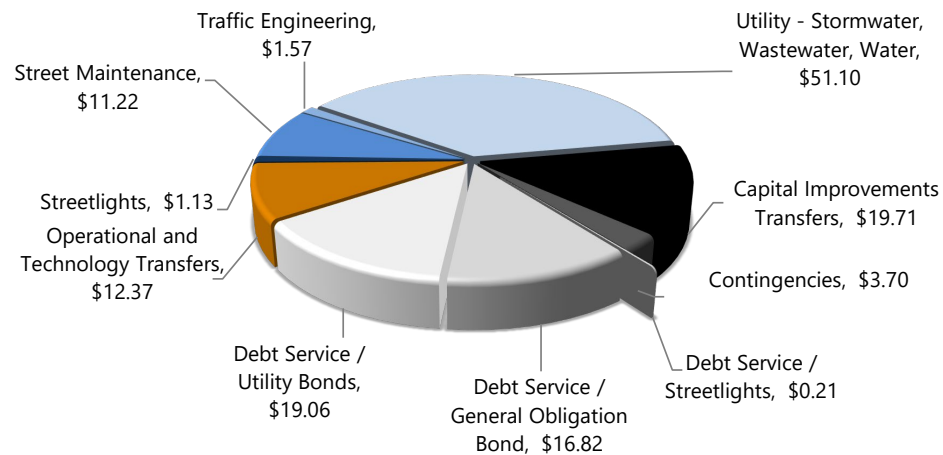


# Safe, Reliable, and Efficient Infrastructure FY 2022 Budget Overview

The City is required to display all phases of the FY 2022 budget - the initial proposal from the City Manager, the recommendation of the Budget Committee, and the result adopted by the City Council. The columns in the numeric table (below) will be populated with numbers when each phase of the budget process is completed. Capital projects appear in the Capital Improvements section of the budget document.

Expenditures	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	% of Total
Service Area - All Funds				
Personal Services	\$ 35,975,090	\$ 35,975,090	\$ 35,975,090	26.2%
Materials and Services	40,313,040	40,313,040	40,361,140	29.4%
Capital Outlay	573,350	573,350	813,350	0.6%
Debt Service	36,091,150	36,091,150	36,091,150	26.3%
Contingencies	3,700,000	3,700,000	3,700,000	2.7%
Interfund Transfers	20,439,470	20,439,470	20,439,470	14.9%
Total Expenditures - All Funds	\$ 137,092,100	\$ 137,092,100	\$ 137,380,200	
Total Number of Positions	282.83	282.83	282.83	

## Safe, Reliable, and Efficient Infrastructure Result Area Expenditures by Program / Type





# 1. Non Departmental Summary of Services and Programs

## Summary of Services

Payment of debt in this service area accounts for general obligation (GO) bonds, which must be approved by voters. The bonds are repaid with property tax levies, which cover annual debt service payments. Infrastructure projects funded through GO bonds include multi-year streets and bridges improvement projects, construction of the new police station, and seismic upgrades and other improvements to the Salem Public Library.

The transfers noted in the General Fund support engineering services provided by Public Works for projects with a General Fund nexus. An example of the type of project work from the recent past would be the initial planning for the new police station. Also included are transfers for information technology and facilities capital improvement projects.

## Debt Service Fund Programs

	FY 2021 Program Cost	FY 2022 Program Cost
Debt Service - General Obligation	16,331,030	16,819,090
Total Debt Service	\$ 16,331,030	\$ 16,819,090

## General Fund Programs

Operational and Technology Transfers	1,097,370	232,500
Storm Sewer Pipe Cleaning	36,640	38,720
Total General Fund	\$ 1,134,010	\$ 271,220

Total Non Departmental \$ 17,465,040 \$ 17,090,310



## 2. Public Works Department Summary of Services and Programs

### Summary of Services

The Public Works Department provides safe, reliable, and efficient infrastructure to Salem residents through operation, maintenance, and improvement of the water, wastewater, stormwater, transportation, parks, and streetlight systems.

### Transportation – Traffic Engineering

The Traffic Engineering section provides transportation planning and engineering services and performs analysis of traffic flow for development and land use proposals. The section operates and maintains the regional traffic control center, 269 traffic signals, 223 school speed zone flashers, and approximately 11,500 streetlights to ensure safety of all users of the City's transportation systems. The section budget includes transfers of state highway revenue for transportation system improvement projects and reimbursements to the General Fund and Utility Fund for services provided.

### Transportation – Streets

The Streets section maintains the signage, striping and marking, and pavements and shoulders for 640 miles of streets and 929 miles of sidewalks in the City. The section removes over 3,400 cubic yards of leaves from the street system and coordinates the Adopt-A-Street litter collection program. In addition, the section responds to weather events and provides street sweeping and right-of-way mowing services.

### Streetlights

The Streetlight Fund provides funding for all expenditures related to the operation, maintenance, modernization, and expansion of the streetlight system. Savings from lower power costs related to the light emitting diode (LED) re-lamping project are being used to install streetlights in underserved areas of the City.

### What's New In This Budget

#### Pedestrian Safety

Design and construction of a median island crossing with street lighting for pedestrian safety at the following locations:



Sunnyview Road NE and Hollywood Drive NE



Broadway Street NE and Locust Street NE



Macleay Road SE and Caplinger Road SE

#### Intersection Improvements



Design and construction of missing curb and sidewalk roadway improvements on the east side of Commercial Street SE along with a new traffic signal at Ratcliff Drive SE

#### Street Improvements

Design and construction of street improvements along the south side of two segments of Orchard Heights Road NW:








Snowbird Drive NW to Schoolhouse Court NW



Chapman Hill Drive NW to Westhaven Avenue NW








## 2. Public Works Department Transportation Summary of Services and Programs

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment					
Transportation Services Fund Programs and FTE									
Alley Maintenance	122,990	130,720	0.72	Less	✓	✓	✓	✓	✓
Capital Improvements Transfer	806,670	606,970	0.00	Capital improvement transfers not scored					
Contingencies	500,000	500,000	0.00	Contingencies not scored					
Infrastructure Planning	441,910	450,340	2.00	Most	✓	✓	✓	✓	✓
Operational and Technology Transfers	3,786,840	3,923,270	0.00	Operating / technology transfers not scored					
Right-of-Way Maintenance	502,290	453,630	1.69	More	✓	✓	✓	✓	✓
Road Surface Maintenance	3,022,760	2,787,780	9.27	More	✓	✓	✓	✓	✓
Sidewalk Maintenance	1,544,420	1,656,000	9.33	More	✓	✓	✓	✓	✓
Sign and Post Maintenance and Installations	808,340	848,840	5.79	More		✓	✓	✓	✓
Street Sweeping	909,740	935,810	6.47	Most	✓	✓	✓	✓	✓
Traffic Control Center	579,050	367,270	2.00	Most	✓	✓	✓	✓	✓
Traffic Engineering and Permitting	725,500	750,680	4.00	More	✓	✓	✓	✓	✓
Traffic Markings	614,400	689,100	2.47	More		✓	✓	✓	✓
Traffic Signal Maintenance	1,978,600	2,192,810	5.00	More	✓	✓	✓	✓	✓
Utility Trench Patching	1,112,890	1,213,420	11.27	Less			✓	✓	✓
Total Transportation Services Fund \$ 17,456,400 \$ 17,506,640 60.01									



## 2. Public Works Department Transportation Summary of Services and Programs

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment					
<b>Streetlight Fund Program</b>									
Capital Improvements Transfer	500,000	500,000	0.00	Capital improvement transfers not scored					
Contingencies	200,000	200,000	0.00	Contingencies not scored					
Debt Service - Streetlights	240,430	211,920	0.00	Debt Service not scored					
Operational and Technology Transfers	37,080	41,690	0.00	Operating / technology transfers not scored					
Streetlight Maintenance and Installation	1,144,850	1,128,450	0.00	More	✓	✓	✓	✓	✓
Total Streetlight Fund	\$ 2,122,360	\$ 2,082,060	0.00						
Total Public Works Department	\$19,578,760	\$19,588,700	60.01						



### 3. Public Works Department Summary of Services and Programs

#### Summary of Services

The Public Works Department provides safe, reliable, and efficient infrastructure to Salem residents through operation, maintenance, and improvement of the water, wastewater, stormwater, transportation, parks, and streetlight systems.

#### Public Works Administration

This division provides overall direction and support services to the department and all program areas through coordination of financial processes; management of the legislative review process, department policies, intergovernmental agreements, and administrative rule and code changes; and provision of code enforcement, emergency preparedness planning, department dispatch services, and communications. The division budget also includes expenses not directly related to a specific program in the Utility Fund such as reimbursements to the General Fund for services provided, debt service payments, transfers of utility rate funds for capital improvement projects, and contingencies.

#### What's New In This Budget

**Public Works Operations Building.** The City's Shop Complex, located on 22nd Street SE, houses the technical and administrative staff and equipment needed to operate and maintain the utility, transportation, and park infrastructure. Many of the buildings onsite are at the end of their useful life, and maintenance costs are increasing steadily. In fall of 2021, sitework will begin for a new Public Works Operations Building to replace existing Buildings 2 and 14. The new building will provide a modern, efficient headquarters for Public Works Operations and will include a convenient and welcoming space to access services provided by the Public Works Department. Building completion is expected in 2023.

**Utility Billing Assistance.** In April 2020, City Council adopted a resolution which included action and assistance for customers experiencing economic hardship as a result of COVID-19. Changes to the Emergency Utility Assistance Program increased program funding to \$500,000, increased the maximum annual assistance per account to \$500, and expanded income-based eligibility criteria for customers pre-qualified by other agencies. As a result, as of March 2021, over \$135,000 in assistance has been provided to qualifying customers during the first year of the pandemic.

Trouble Paying Your Utilities? Help is Available



### 3. Public Works Department Summary of Services and Programs

#### Summary of Services

##### Planning and Development

Serving as the primary interface between the community and private development activities, the Planning and Development Division coordinates review of development applications to ensure adequacy of public works infrastructure and verify compliance with applicable regulations. The division establishes development requirements for land use applications, public facilities construction, and site work for building permit projects, and supports key development-related activities for Public Works, including urban growth management, major project realization, franchise utility permitting, system development charge assessment, permit fee determination, floodplain management implementation, and revisions to associated codes and administrative rules. In addition, the division applies for funding for capital projects through regional, state and nationally competitive grant programs. The division also develops and refines master plans for water, wastewater, stormwater, parks, and transportation systems and coordinates natural resource planning, permitting, and project management.

##### Engineering and Project Management

The Public Works Engineering Division prepares and manages the annual construction budget, develops the five-year capital improvement program, administers design standards and construction specifications, and completes construction plan approval. Division staff perform full-service project management of all City capital improvement projects from inception to completion.



The FY 2020-21 adoption of the first phases of the Stormwater Master Plan amendments is an example of recent Utility Master Planning work. The Stormwater Master Plan includes Salem stormwater basins like Mill Creek. (Photo at right).

#### What's New In This Budget

##### Utility Master Planning

In FY 2021-22, a multiyear endeavor to update the water system master plan will be completed, and a multiyear project to update the wastewater conveyance system master plan will commence. Updates to the stormwater master plan will continue with planning studies focused on the Upper Claggett, West Bank, and Glenn Gibson basins.





### 3. Public Works Department Summary of Services and Programs

#### Summary of Services

##### Utility Operations




The Water, Wastewater, and Stormwater Utility Operations group constructs, repairs, operates, and maintains water, wastewater, and stormwater infrastructure for the City. Water services treats and delivers safe drinking water from the Geren Island Treatment Facility to customers in the City of Salem, City of Turner, Suburban East Salem Water District, and Orchard Heights Water District and installs and maintains fire hydrants and meters. Wastewater services operates and maintains wastewater collection lines throughout the metropolitan area. Stormwater services manages City stormwater pipelines, manholes, catch basins, drainage ditches, streams, and local and regional detention facilities.

##### Work Force Changes




One full-time Systems Technician position is included in the budget to support maintenance needs of the utility's reservoirs and pump stations.

#### What's New In This Budget



##### Water Construction Projects

-  Reservoir Safety Improvements at College, Kurth, Mader and Seeger Reservoirs
-  Sleepy Hollow Waterline
-  Turner Pump Station

##### Wastewater Construction Projects

-  Boiler Replacement at Willow Lake Wastewater Treatment Facility
-  Boone Road Sanitary Sewer Extension
-  Hayesville Pump Station Replacement

##### Stormwater Construction Projects

-  Mill Race Deck Improvements
-  Shelton Ditch Sediment Removal








The design and construction to replace the aged timber on the Mill Race Deck is an outlined Stormwater project








### 3. Public Works Department Utility Summary of Services and Programs

#### Utility Fund Programs and FTE

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment					
Capital Improvements Transfer	23,248,440	19,100,000	0.00	Capital improvement transfers not scored					
Capital Planning	349,260	308,310	1.58	Most	✓	✓	✓	✓	✓
Code Compliance - PW	123,890	128,900	1.00	More	✓	✓	✓	✓	✓
Construction Project Delivery	7,440,140	7,561,280	40.68	Most	✓	✓	✓	✓	✓
Contingencies	3,000,000	3,000,000	0.00	Contingencies not scored					
Debt Service - Utility	19,023,240	19,060,140	0.00	Debt Service not scored					
Desktop Publishing - PW	155,510	166,670	2.00	Least	✓	✓		✓	✓
Fire Hydrant Installation	569,430	573,140	3.30	Most		✓	✓	✓	✓
Floodplain Management and Regulatory Compliance	410,840	369,100	1.10	Most	✓	✓	✓	✓	✓
Infrastructure Planning	2,580,100	3,154,260	8.90	Most	✓	✓	✓	✓	✓
Leak Detection Program	292,820	271,070	1.95	Less	✓	✓	✓	✓	
Operational and Technology Transfers	8,214,530	8,169,310	0.00	Operating / technology transfers not scored					
Private Infrastructure Plan Review and Permitting	1,249,210	1,088,480	7.20	Most	✓	✓	✓	✓	✓
Public Information Coordination and Outreach - PW	164,020	206,060	1.25	Less	✓	✓	✓	✓	✓
Public Works Dispatch	887,380	922,790	8.05	Most	✓	✓	✓	✓	✓
Public Works Emergency Operations Management	107,740	81,990	0.40	More	✓	✓	✓	✓	✓
Reservoir and Well Maintenance	418,350	675,200	1.87	Most	✓	✓	✓	✓	✓
Road Surface Maintenance	444,200	475,360	2.93	More	✓	✓	✓	✓	✓
Sanitary Sewer Pipe Cleaning and Maintenance	1,600,170	1,591,440	7.77	Most	✓	✓	✓	✓	✓
Sewer Collection System Maintenance	2,669,910	2,552,310	9.81	Most	✓	✓	✓	✓	✓
Sewer Construction Permit Services	302,230	315,430	2.92	More	✓	✓	✓	✓	
Sewer Pipe Grouting	431,980	426,560	3.14	Least	✓		✓	✓	
Sewer Pipe Inspection	577,230	584,090	4.27	More	✓	✓	✓	✓	✓
Storm Sewer Pipe Cleaning	666,190	585,240	4.53	Most	✓	✓	✓	✓	✓
Stormwater Open Channel System Maintenance	2,304,440	2,266,020	7.21	Most	✓	✓	✓	✓	✓
Stormwater Pipe Inspection	678,820	918,010	4.33	Most	✓	✓	✓	✓	✓
Stormwater Pipe Maintenance	1,457,550	1,276,970	4.64	Most	✓	✓	✓	✓	✓



### 3. Public Works Department Utility Summary of Services and Programs

Utility Fund Programs and FTE	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment					
Capital Improvements Transfer	23,248,440	19,100,000	0.00	Capital improvement transfers not scored					
Street Sweeping	270,000	280,000	0.00	Most	✓	✓	✓	✓	✓
Survey Plat / Infrastructure Plan Review and Inspection	1,957,710	2,246,980	9.84	Most	✓	✓	✓	✓	✓
Traffic Engineering and Permitting	23,710	23,260	0.10	More	✓	✓	✓	✓	✓
Utility Billing and Customer Service	2,470,240	2,886,560	7.35	Less			✓	✓	
Utility Billing Field Support	634,690	552,650	4.90	Less			✓	✓	
Utility Franchise Fee Payment	3,811,270	3,906,020	0.00	Operating / technology transfers not scored					
Utility Locate	618,080	619,980	5.00	More	✓	✓	✓	✓	
Waste Processing Facility Operation	370,200	355,460	1.09	More	✓	✓	✓	✓	✓
Wastewater Lift Station Maintenance	1,248,420	1,173,420	3.76	Most	✓	✓	✓	✓	✓
Water and Wastewater System Controls	578,070	395,970	1.62	Most	✓	✓	✓	✓	✓
Water Aquifer Storage and Recovery Operations	254,790	283,610	0.68	More	✓	✓	✓	✓	✓
Water Distribution System Maintenance and Improvements	3,994,280	4,077,120	20.22	More		✓	✓	✓	✓
Water Meter Reading	631,310	603,200	5.35	Less	✓		✓	✓	
Water Meter Replacement	1,047,590	1,119,180	5.20	Less			✓	✓	
Water Pump Station Maintenance	1,122,310	1,135,200	3.00	Most	✓	✓	✓	✓	✓
Water Quality Backflow Prevention	397,950	428,300	2.61	Less		✓	✓		
Water Quality Monitoring	436,620	365,940	1.47	More	✓	✓	✓	✓	✓
Water Reservoir Operations	257,560	344,840	2.33	More	✓	✓	✓	✓	✓
Water System New Service Installation	1,095,440	1,088,010	6.05	Most		✓	✓	✓	✓
Water Treatment Facility Maintenance	193,340	180,620	0.83	Most	✓	✓	✓	✓	✓
Water Treatment Operations	3,107,710	1,897,410	7.81	Most	✓	✓	✓	✓	✓
Watershed Monitoring	534,470	521,530	2.28	Most	✓	✓	✓	✓	✓
Total Public Works Utility \$ 104,423,380 \$ 100,313,390 222.32									



## 4. Trust Funds Summary

The City's trust funds are special accounts that hold donations and other revenue sources for various purposes or for the temporary holding of funds for which the City acts as a collection, escrow, or custodial entity.

The trust accounts in the Safe, Reliable, and Efficient Infrastructure service area are organized by department with the account name serving as the descriptor. More information about the City's trust accounts can be found in the Financial Summaries section of the budget document.

Public Works	FY 2021 Budget	FY 2022 Budget
Street Right-of-Way	292,500	307,000
Future Public Works Projects	80,800	80,800
Total Public Works	<u>\$ 373,300</u>	<u>\$ 387,800</u>



## Safe, Reliable, and Efficient Infrastructure *At Your Service*

### Salem Police Facility

A ribbon cutting ceremony celebrating completion of the new \$58 million, 103,000 square-foot Police Station was held last fall, and the Police Department moved into their new home and were fully operational just after the Thanksgiving holiday. The new station at 333 Division Street NE brings the Police Department together under one roof in a modern facility with public amenities, including a community meeting room and public plaza. Improvements were also made to the local street system to improve access and upgrade on-street parking, sidewalks, and bike lanes. (Photo at right).



Newly opened Police Station

### American Public Works Association Accreditation

In October 2020, the Salem Public Works Department proudly became the 161st agency in the nation to achieve full accreditation by the American Public Works Association. This award formally acknowledges that Salem complies with 471 best management practices.



### Rosemont Street and Sidewalk Improvements

Improvements on Rosemont Avenue NW between 8<sup>th</sup> Street NW and Cascade Drive NW are now complete. The project replaced the retaining wall, asphalt pavement, curb, sidewalk, and railing on the east side of Rosemont Avenue NW. The project was funded through the City of Salem's 2008 *Keep Salem Moving!* Streets and Bridges Bond savings. The new improvements enhance safety and accessibility. (Photo at right)



# Safe, Reliable, and Efficient Infrastructure *At Your Service*



## Pedestrian Safety Crossing Improvements

Pedestrian safety improvements continued in FY 2021 including multimodal safety crossings at Scotsman Lane NE, Jones Road SE, Copper Glen Drive SE, Norway Street NE, and Broadway Street NE and safety crossings on Liberty Road S. (Photo at left)

## FEMA Community Rating System (CRS)

Fiscal year 2021 efforts, including creation of a watershed management plan, a levee and dam breach inundation analysis, and a base flood elevation analysis for approximate flood zones, satisfied the Class 4 Prerequisites of the Federal Emergency Management Agency (FEMA) Community Rating System (CRS). These efforts will result in a 30 percent discount on FEMA flood insurance premiums for affected properties in Salem by the end of 2021, with a goal of improving Salem's CRS rating of a Class 3 by the end of 2023 and increasing the premium discount to 35 percent.



## Geren Island Ozone Treatment Facility

The Frank Mauldin Ozone Treatment Facility construction will be substantially complete by June 2021 and will be another effective tool to ensure the City continues to provide safe water for the community. Utility rates and a revenue bond provided the funding for this critical investment. (Photo at right)





# Strong and Diverse Economy

## Vision

A safe and livable capital city with a sustainable economy and environment that is open to all.

## Mission

The City of Salem provides fiscally sustainable and quality services to enrich the lives of present and future residents, the quality of our environment and neighborhoods, and the vitality of our economy.



## Values

Opportunity

*Salem is proactive and forward-thinking*

Compassion

*Salem is fair, equitable, and safe*

Responsiveness

*Salem is at your service, with capacity and partnerships to prepare for the future*

Accessibility

*Salem is open and inclusive*





# Strong and Diverse Economy

*Salem supports a diverse economic base, robust job growth, business retention and recruitment, and a thriving downtown.*

**Supporting City Departments** | Community Development • Public Works • Urban Development

## Summary of City Services

Salem is home to a wide range of industries and private employers. As the state's capital, the local economy is relatively stable with strong agricultural production, manufacturing, and distribution. The addition of high tech to the local economy has provided steady growth. Major employers, in addition to government and Salem Health, include Kettle Foods, Garmin, Yamasa, West Salem Machinery, Gilgamesh Brewing, and Amazon. In economic development and job creation, our role is to provide infrastructure and development services, support the area's business climate, and promote programs, services, and economic incentives offered by the City of Salem and Urban Renewal Agency. We leverage these funds and work with economic development partners and the development community to actively promote investment in our community.





# Strong and Diverse Economy



## Community Development

*Cultural and Tourism Fund - use transient occupancy tax to support cultural activities, City-owned historic properties, and tourism promotion in Salem*

*Building and Safety Fund - process permit applications for parking and issue business or vocational licenses*

## Urban Development

*General Fund - overall department administration, department-wide program coordination and support, and parking services*

*Airport Fund - operation of the Salem Municipal Airport*

*Downtown Parking Fund - economic promotion and public parking in downtown Salem*

*Leasehold Fund - management of tenant lease spaces in two City parking garage buildings*

*Equipment Replacement Fund - reserve for parking meter equipment*

Opportunity • Compassion • Responsiveness • Accessibility







# Strong and Diverse Economy

A diverse economic base, robust job growth, business retention and recruitment, and a thriving downtown.

Creates opportunities for development, entrepreneurship, and economic innovation

Invests in programs, incentives, and technology that support business attraction, growth, and retention

Fosters community networks to act, connect, advocate, and cross-pollinate ideas across business sectors

Supports housing options, educational opportunities, and amenities that attract and develop a skilled and quality work force

Fosters regional and public / private collaboration to contribute to economic stability

## Service Area Statistics

Service Provider Department	Statistic Description	The Number	
Community Development	Business and vocational licenses issued	168	FY 2020
Community Development	Parking permits issued	1,934	FY 2020
Community Development	Transient occupancy tax receipts	\$3,374,954	FY 2020
Community Development	Grants for cultural / tourism facility and special event operators	37	FY 2020
Urban Development	Grant funds committed to help businesses locate and expand	\$4,013,150	
Urban Development	Businesses provided microenterprise training / technical assistance	44	
Urban Development	Annual airport operations (take-offs and landings)	39,800	

During the City's first year of implementing Priority Based Budgeting, programs in Strong and Diverse Economy were scored against the result area descriptions and definitions for all five community-facing result areas along with program attributes of demand, mandate, reliance, cost recovery, and population served. The Strong and Diverse Economy section has been identified as the "home" result area for the programs on the succeeding pages. Adjacent to program budgets and FTE counts is a matrix of checkmarks indicating scoring in the other four community-facing result areas. This same matrix will be featured throughout the result area sections. Also, throughout the budget document, there are programs -- Operating and Technology Transfers, as an example -- that were not scored.



## Strong and Diverse Economy FY 2022 Fund Overview

The City's financial activity is accounted for in various funds and are then grouped by the type of expenditure. The below table summarizes the result area expenditure budget by Fund, Department, and account group.

	Personal Services	Materials and Services	Capital	Interfund Transfers	Debt Service	Contingencies	Total
<b>General Fund</b>							
Urban Development	\$ 3,259,280	\$ 1,087,270	\$ -	\$ 139,250	\$ -	\$ -	\$ 4,485,800
General Fund Total	\$ 3,259,280	\$ 1,087,270	\$ -	\$ 139,250	\$ -	\$ -	\$ 4,485,800
<b>Airport Fund</b>							
Urban Development	\$ 527,760	\$ 896,880	\$ -	\$ -	\$ 44,410	\$ 808,240	\$ 2,277,290
Airport Fund Total	\$ 527,760	\$ 896,880	\$ -	\$ -	\$ 44,410	\$ 808,240	\$ 2,277,290
<b>Downtown Parking Fund</b>							
Urban Development	\$ -	\$ 1,137,310	\$ -	\$ -	\$ -	\$ 162,070	\$ 1,299,380
Downtown Parking Fund Total	\$ -	\$ 1,137,310	\$ -	\$ -	\$ -	\$ 162,070	\$ 1,299,380
<b>Cultural Tourism Fund</b>							
Non Departmental	\$ -	\$ 1,266,270	\$ -	\$ 1,400,890	\$ -	\$ 120,000	\$ 2,787,160
Cultural Tourism Fund Total	\$ -	\$ 1,266,270	\$ -	\$ 1,400,890	\$ -	\$ 120,000	\$ 2,787,160
<b>Parking Leasehold Fund</b>							
Urban Development	\$ -	\$ 535,740	\$ -	\$ 200,000	\$ -	\$ 340,530	\$ 1,076,270
Parking Leasehold Fund Total	\$ -	\$ 535,740	\$ -	\$ 200,000	\$ -	\$ 340,530	\$ 1,076,270
<b>Building and Safety Fund</b>							
Community Development	\$ 157,420	\$ 16,500	\$ -	\$ -	\$ -	\$ -	\$ 173,920
Building and Safety Fund Total	\$ 157,420	\$ 16,500	\$ -	\$ -	\$ -	\$ -	\$ 173,920
<b>Equipment Replacement Fund</b>							
Equipment Replacement	\$ -	\$ 390	\$ 926,690	\$ -	\$ -	\$ -	\$ 927,080
Equipment Replacement Fund Total	\$ -	\$ 390	\$ 926,690	\$ -	\$ -	\$ -	\$ 927,080
<b>Trust Fund</b>							
Urban Development	\$ -	\$ 2,400	\$ -	\$ -	\$ -	\$ -	\$ 2,400
Trust Fund Total	\$ -	\$ 2,400	\$ -	\$ -	\$ -	\$ -	\$ 2,400
<b>Result Area Total</b>	<b>\$ 3,944,460</b>	<b>\$ 4,942,760</b>	<b>\$ 926,690</b>	<b>\$ 1,740,140</b>	<b>\$ 44,410</b>	<b>\$ 1,430,840</b>	<b>\$ 13,029,300</b>



## Strong Economy FY 2022 Department Overview

The City's financial activity is accounted for in various funds and are then grouped by the type of expenditure. The below table summarizes the result area expenditure budget by department and account group.

	Personal Services	Materials and Services	Capital	Interfund Transfers	Debt Service	Contingencies	Total
1. Community Development - Building and Safety	\$ 157,420	\$ 16,500	\$ -	\$ -	\$ -	\$ -	\$ 173,920
2. Community Development - Cultural / Tourism Fund	-	1,266,270	-	1,400,890	-	120,000	2,787,160
3. Urban Development - General Fund	3,259,280	1,087,270	-	139,250	-	-	4,485,800
4. Urban Development - Other Funds	527,760	2,572,720	926,690	200,000	44,410	1,310,840	5,582,420
<b>Result Area Total</b>	<b>\$ 3,944,460</b>	<b>\$ 3,676,490</b>	<b>\$ 926,690</b>	<b>\$ 339,250</b>	<b>\$ 44,410</b>	<b>\$ 1,310,840</b>	<b>\$ 13,029,300</b>

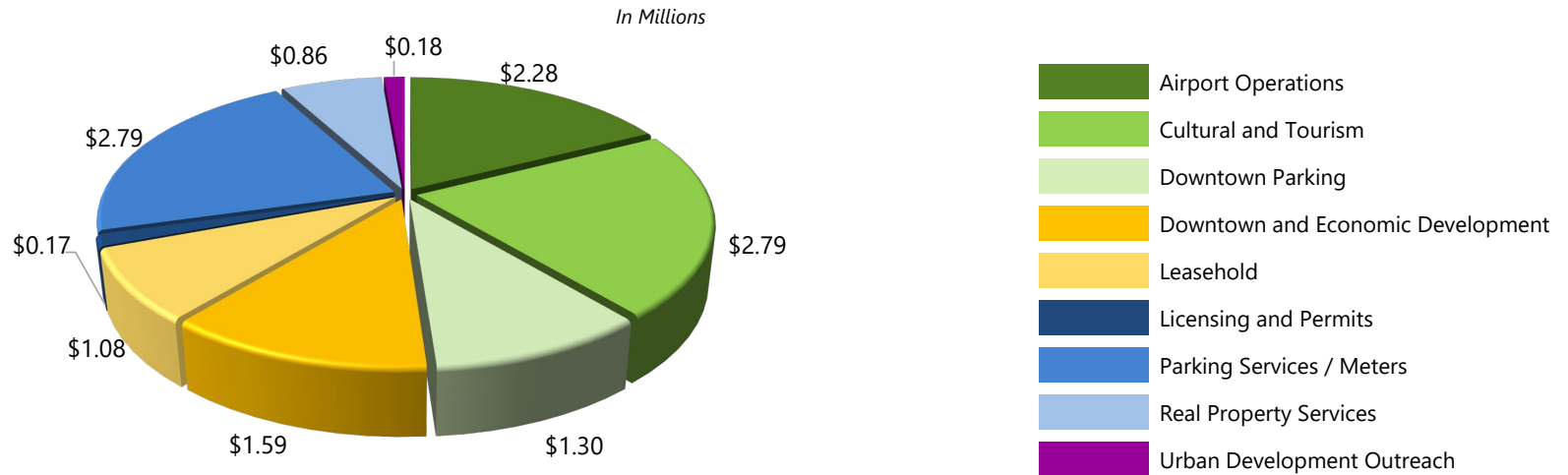


## Strong and Diverse Economy FY 2022 Budget Overview

The City is required to display all phases of the FY 2022 budget - the initial proposal from the City Manager, the recommendation of the Budget Committee, and the result adopted by the City Council. The columns in the numeric table (below left) will be populated with numbers when each phase of the budget process is completed. Capital projects appear in the Capital Improvements section of the budget document.

Expenditures	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	% of Total
<b>Service Area - All Funds</b>				
Personal Services	\$ 3,944,460	\$ 3,944,460	\$ 3,944,460	30.3%
Materials and Services	4,748,020	4,748,020	4,942,760	37.9%
Capital Outlay	926,690	926,690	926,690	7.1%
Debt Service	44,410	44,410	44,410	0.3%
Contingencies	1,430,840	1,130,840	1,430,840	11.0%
Interfund Transfers	1,740,140	2,040,140	1,740,140	13.4%
<b>Total Expenditures - All Funds</b>	<b>\$ 12,834,560</b>	<b>\$ 12,834,560</b>	<b>\$ 13,029,300</b>	
<i>Total Number of Positions</i>	<i>31.21</i>	<i>31.21</i>	<i>31.21</i>	

### Strong and Diverse Economy Result Area Expenditures by Department / Program Grouping










# 1. Community Development Department Summary of Services and Programs

## Summary of Services

Most of the activities and services of the Building and Safety Division are contained within the service area of Safe Community. However, two programs - Licensing and Parking Permits - have a nexus with other programs in the service area of Strong and Diverse Economy.

The Permit Application Center, located in City Hall, provides access to licensing required to perform various types of activities in Salem including street vendor, mobile food unit, pawnbroker, tree trimmer, vehicle for hire agency, junk or second hand dealer, and marijuana-related businesses. The Permit Application Center also processes payments, but does not issue the licenses, related to multi-family dwellings and annual Oregon Liquor Control Commission requirements.

While the centralized location of the Permit Application Center makes it an appropriate choice for managing the sale of parking permits, the Building and Safety Fund is reimbursed the cost of the program by the General Fund and the Downtown Parking Fund.

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment					
<b>Building and Safety Fund Programs and FTE</b>									
Business and Vocational Licenses	60,230	49,990	0.43	Less		✓		✓	✓
Parking Permit Issuance	144,110	123,930	1.00	Less		✓	✓	✓	✓
Total Building and Safety Fund	\$ 204,340	\$ 173,920	1.43						








## 2. Community Development Department Summary of Services and Programs

### Summary of Services

Salem has maintained a lodging tax since the 1970s. The tax, which is currently 9 percent, is charged on overnight rental accommodations in the City. Salem Revised Code Chapter 37 governs the management of the tax collection. The City receives the tax from lodging operators and accounts for it in the Cultural and Tourism Fund. The tax revenues, which the City refers to with the acronym, TOT (for transient occupancy tax), support cultural activities, City-owned historic properties, convention center marketing, the promotion of tourism in Salem, and landscape maintenance at significant City parks like Bush's Pasture Park and Riverfront Park.

The Salem Cultural and Tourism Promotion Advisory Board, an advisory board to the City Council, encourages development of a unified approach to promoting Salem for tourism, recommends an annual budget in the Cultural and Tourism Fund to implement tourism activities, and reviews the performance of facility and special event operators funded by TOT collected from overnight stays.

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment					
<b>Cultural and Tourism Fund Programs</b>									
City Owned Historic Building Maintenance	169,410	134,120	0.00	Least				✓	✓
City Programs	35,000	20,160	0.00	Operating / technology transfers not scored					
City Tourism Promotion	795,090	783,030	0.00	Least				✓	✓
Contingencies	64,500	120,000	0.00	Contingencies not scored					
Convention Center Support	309,090	313,210	0.00	Operating / technology transfers not scored					
Operational and Technology Transfers	1,377,830	1,416,640	0.00	Operating / technology transfers not scored					
Total Cultural and Tourism Fund	\$ 2,750,920	\$ 2,787,160	0.00						



### 3. Urban Development Department Summary of Services and Programs

#### Summary of Services

The Urban Development Department administers and oversees a variety of programs and services aimed at strengthening Salem's economy including Salem's eight urban renewal areas. These programs are managed within multiple City and Urban Renewal Agency funds.

In addition, the department facilitates economic opportunities and reinvestment; invests in economic empowerment for individual prosperity and small business growth; issues commercial loans and grants; performs real property management, acquisition, sales and leasing services for the City; manages downtown parking services and revitalization; manages Salem's Municipal Airport; and functions as the liaison to community organizations, businesses, and City Council and Agency Board appointed advisory groups.



The Urban Development Department helps to achieve the outcome of a Strong and Diverse Economy by:

Pursuing activities identified in the City's Strategic Plan, updating the City's economic development strategy to support the community's recovery from COVID-19, and contracting with the Strategic Economic Development Corporation (SEDCOR) to serve as the primary recruitment contact and enterprise zone manager for Salem;

Continuing efforts to support business retention and expansion and grow BIPOC-owned (black, indigenous, people of color) businesses with targeted outreach efforts and align resources to meet their needs;

Strengthening efforts to support and facilitate business start-up and business incubator networking activities in the community and pursuing continued and new partnerships to support this work;






Continuing to fund micro-enterprise technical assistance programs for those seeking to start their own business with a goal of creating long-term economic sustainability, profitability, and self-sufficiency; and

Implementing an Airport Business Plan and Market Analysis to more strategically target resources, partnerships, and business recruitment / retention efforts, and supporting recruitment of airport-related businesses to lease and shrink vacant / underutilized airport land.



### 3. Urban Development Department Summary of Services and Programs

#### General Fund Programs and FTE

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment					
Business Retention and Recruitment / City	562,820	334,390	1.60	Less	✓	✓		✓	✓
Business Retention and Recruitment / SEDCOR	-	202,830	0.00	Less	✓	✓		✓	✓
Increase Developable Land Supply	271,290	276,340	1.62	Less	✓	✓		✓	✓
Infrastructure Expansion and Public Improvements	836,540	941,830	5.41	More	✓	✓	✓	✓	✓
Manage City and Agency Owned Assets	101,010	104,750	0.57	Less		✓	✓	✓	✓
Parking Enforcement	1,104,660	1,341,580	10.30	More		✓	✓	✓	✓
Parking Meters	704,360	462,270	1.70	Less		✓	✓	✓	✓
Parking Permit Administration	74,240	62,250	0.00	Least		✓		✓	✓
Property Acquisition	423,100	436,000	2.74	More	✓	✓	✓	✓	✓
Public Information and Outreach	164,470	175,710	1.00	Less	✓	✓		✓	✓
Revitalize Downtown	101,810	105,070	0.61	More	✓	✓	✓	✓	✓
Surplus Property	40,820	42,780	0.24	Less	✓	✓			✓
Total General Fund	\$ 4,385,120	\$ 4,485,800	25.79						



## 4. Urban Development Department Summary of Services and Programs

### Summary of Services

#### Airport Fund

Salem's municipal airport - McNary Field - is owned and operated by the City of Salem and supports nearly 40,000 airport operations annually. The 751-acre airport has more than 130 aircraft hangars and businesses as well as the Oregon National Guard's Army Aviation Support Facility.

Airport operations and maintenance includes everything from Federal Aviation Administration-required maintenance of runways, taxiways, lighting, airport buildings and grounds to air service development and community aviation awareness, are managed by a staff of four.

There are seventeen businesses located on the Airport grounds, employing over 500 people.



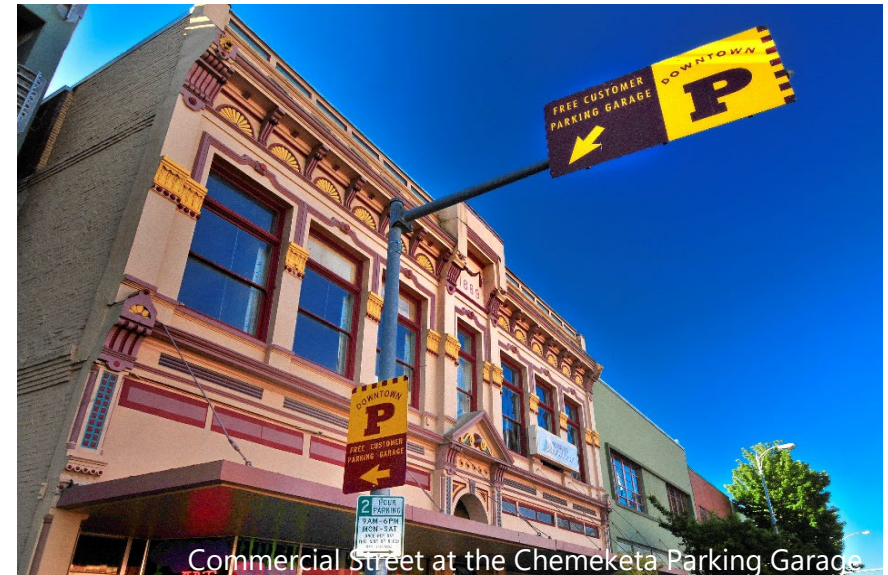
Fueling up for take off from McNary Field

#### Downtown Parking Fund

Management of the City's parking system is performed by staff in the General Fund. In the Downtown Parking Fund, the primary revenue sources of daily and monthly parking permits and the downtown parking tax support maintenance and operation of three City-owned parking garages, police bicycle patrol, and a variety of cleanliness and beautification services for the downtown area.

#### Leasehold Fund






The City manages tenant lease spaces on the ground floor of the Chemeketa and Liberty parking garages. Revenues in the fund are derived from tenant lease payments and payment for shared expenses - electricity, utility fees, taxes, and janitorial services. In addition to the general management of leased space, the budget also assumes expenses for tenant improvements as occupancy changes in the two buildings.



Commercial Street at the Chemeketa Parking Garage



## 4. Urban Development Department Summary of Services and Programs

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment					
<b>Airport Fund Programs and FTE</b>									
Airport Operations	2,079,280	2,277,290	4.00	More	✓	✓	✓	✓	✓
Operational and Technology Transfers	300,000	-	0.00	Operating / technology transfers not scored					
Total Airport Fund	\$ 2,379,280	\$ 2,277,290	4.00						

### Downtown Parking Fund Programs






Contingencies	48,920	162,070	0.00	Contingencies not scored					
Downtown Clean Team	75,000	-	0.00	Less	✓	✓		✓	✓
Downtown Promotion	3,500	3,500	0.00	Least				✓	✓
Operational and Technology Transfers	-	62,260	0.00	Operating / technology transfers not scored					
Parking Structure Operations	774,140	834,920	0.00	More		✓	✓	✓	✓
Police Services	200,000	200,000	0.00	Operating / technology transfers not scored					
Refuse Management	33,630	36,630	0.00	Less	✓	✓		✓	✓
Total Downtown Parking Fund	\$ 1,135,190	\$ 1,299,380	0.00						

### Parking / Leasehold Fund Programs

Leasehold Operations	905,870	1,076,270	0.00	More	✓	✓	✓	✓	✓
Total Parking / Leasehold Fund	\$ 905,870	\$ 1,076,270	0.00						



## 4. Urban Development Department Summary of Services and Programs

FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment					
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### Equipment Replacement Fund Programs

Parking Meter Replacement Reserve	758,860	927,080	0.00	Equipment Replacement not scored				
Total Equipment Replacement Fund	\$ 758,860	\$ 927,080	0.00					

### Trust Fund Program - Enterprise Zone

Enterprise Zone	73,450	2,400	0.00	Trust Funds not scored				
Total Trust Fund - Enterprise Zone	\$ 73,450	\$ 2,400	0.00					

Total Urban Development Department \$ 5,252,650 \$ 5,582,420 4.00



## Strong and Diverse Economy *At Your Service*

### Don Froylan Creamery's Expansion in Salem

The City's Economic Development Division staff began working with Francisco Ochoa in 2017 to find sites and funding for the expansion of his Albany creamery in Salem. The City supported Francisco's move to Salem and expansion at the 3310 Portland Road NE with a \$300,000 grant from the North Gateway Urban Renewal Area as well as funding for site due diligence from the City's Site Reuse and Revitalization Grant Program. This long vacant site is now home to a growing business. Customers can purchase one of the dozen cheeses they produce, including hand stretched Queso Oaxaca, as well as ice cream, and quesadillas. (Photo at right)



### Welcome to Fork Forty!

The complete internal and external restoration of the 12,168 square foot historic 440 State Street Building (known now as Fork Forty) was completed in late summer 2020. The renovations took formerly unusable basement and second floor space and created rentable commercial/retail units, storage, and five second-floor rental housing units.






The ground floor space is home to seven micro-restaurants and a bar, similar to a "Food Hall" providing a new unique eating experience in downtown Salem.



## Strong and Diverse Economy

### *At Your Service*

#### Economic Development Progress

-  Purchased one downtown parcel and have under contract a second parcel that are both identified as downtown redevelopment opportunity sites.
-  Continued to engage local business retention and expansion program and made 46 retention visits to local businesses.
-  Responded to 25 inquiries from site selectors with information about locating businesses in Salem and the region.
-  Six companies began receiving the Enterprise Zone benefit in the 20-21 tax year, totaling 1,214 new jobs and \$98,196,635 in private investment
-  Spent \$1.5 million to grade 23 acres for wetland mitigation and stormwater detention, allowing for future development of the southern Mill Creek Corporate Center.



#### Downtown Mixed-Use Development

The Court Yard Apartments, located at 211 Court St. NE is a recent addition to mixed-use development in the downtown. Riverfront-Downtown Urban Renewal Agency funds partially funded project which contains 40 units of market rate rental housing with ground floor space that is available for commercial opportunities. The project was completed in 2019. (Photo at left).



## Strong and Diverse Economy *At Your Service*

### Promoting Salem for Tourism



Santa at the Carousel looked different this year, but families enjoyed seeing Santa, even from behind plexiglass! Photos above.

In the last quarter of FY 2020, the tourism industry came to a standstill as the COVID-19 pandemic created regional, state and federal limitations on travel and gathering. As a result, revenues coming into the Cultural / Tourism Fund (also known as the TOT Fund) from the overnight stays in hotels, motels, and short-term rentals located in Salem dropped. By fiscal year end of 2020, revenues had dropped \$713,000 from the year before and continue to be below normal levels.

Despite the pandemic, grant recipients still operating were able to collect their awards for cultural events or facilities. Some events pictured reflect those events and some are from prior years.

The City is hopeful that the decrease in infections rates nationally and the increase in vaccines will provide for an increase in revenues in FY 2021-22. The federal American Rescue Plan Act which passed in March of 2021 will allow for some lost revenues to be reimbursed.





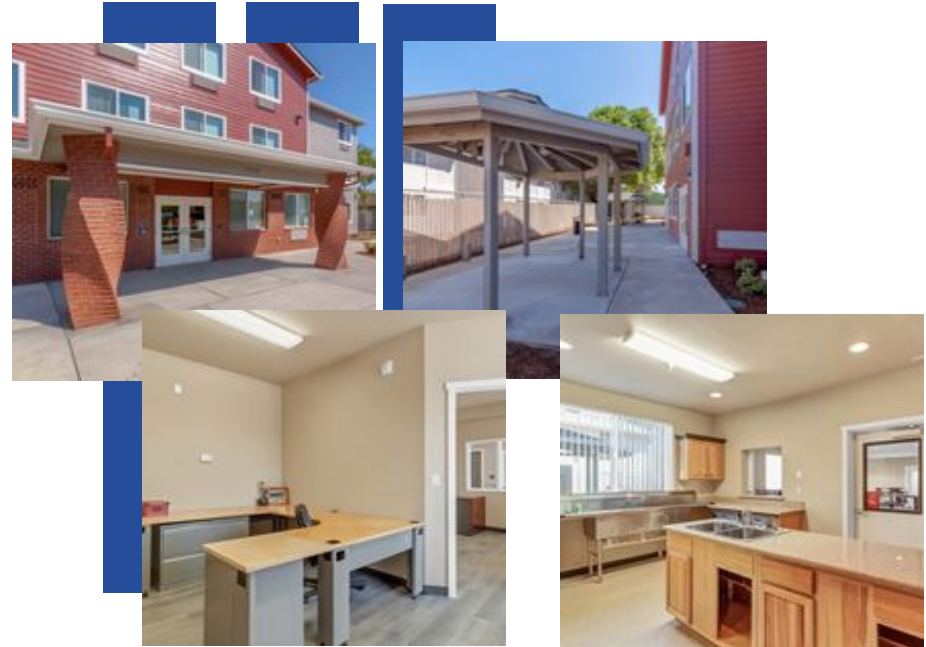
## Strong and Diverse Economy

### *At Your Service*

#### Affordable Housing - Redwood Crossings

In 2020, Salem proudly opened Redwood Crossings, the community's newest collaborative affordable housing project designed to address homelessness in our community, including permanent supportive housing and transitional respite care.

The 37-unit permanent supportive housing complex for the chronically homeless is the first of its kind in Salem. It includes six respite units being leased by Salem Health for chronically homeless patients that need additional recovery time. The ARCHES program is providing support services onsite with the assistance of additional partners. (Photos at right).



#### Social Services

The City has assisted 165 households to retain or obtain housing through the security deposit and tenant-based rental assistance programs. Additionally, the City has provided funding to create or renovate over 145 affordable housing units while also providing funding for emergency food services. The food service funding has helped over 42,000 low income residents in Salem.

The crisis hotline assistance program with Northwest Human Services has reached 16,881 persons in need of general reassurance, service referrals, crisis intervention, suicide assessment, and support.



# Welcoming and Livable Community

## Vision

A safe and livable capital city with a sustainable economy and environment that is open to all.

## Mission

The City of Salem provides fiscally sustainable and quality services to enrich the lives of present and future residents, the quality of our environment and neighborhoods, and the vitality of our economy.



## Values

Opportunity

*Salem is proactive and forward-thinking*

Compassion

*Salem is fair, equitable, and safe*

Responsiveness

*Salem is at your service, with capacity and partnerships to prepare for the future*

Accessibility

*Salem is open and inclusive*





# Welcoming and Livable Neighborhoods

*Salem is safe and clean, with a mix of quality housing with access to parks, recreation, historic and cultural resources, and the arts.*

**Supporting City Departments** | Community Development • Public Works • Urban Development • City Manager's Office

## Summary of City Services

To ensure Salem residents have access to parks, recreation, and historic and cultural opportunities, we're actively working with our community today to build a long-term vision for future growth and development. We also work with the private and non-profit sectors to develop a diverse range of housing options. Together, we create and maintain public spaces to offer activities that connect, benefit, and reflect our community, and support the arts, historically, and culturally significant buildings and sites, and community events.





# Welcoming and Livable Community



## City Manager's Office

*General Fund - supports neighborhood associations, youth and houseless residents through programs and resources*

*Neighborhood enhancement trust - donations to neighborhoods*

## Community Development

*General Fund - supports department administration, long-range planning for future growth, oversees land use cases and development plan review, property maintenance, building safety, code compliance and all programs at the Salem Public Library*

*Community Development Trust Funds - reserves for earthquake damage assessments and blight to bright projects*

*Library Trust Funds - donations to buy library materials and funds to upgrade and maintain the Salem Public Library*

## Fire

*Fire Trust Fund - donations to restore and care for historic fire vehicles*

## Non-Departmental

*Public Art Fund - acquisition of public art, and management and maintenance of the public art collection*

## Public Works

*General Fund - maintains Salem's park system, coordinates volunteers and special events, manages City recreation programs and Center 50+*

*Public Works Trust Funds - donations and other funds held in reserve to support projects and improvements to existing parks and acquisition of new parks*

## Urban Development

*General Fund - administers projects and programs to enhance Salem's downtown and funds programs to support low to moderate income households*

*Community Renewal Fund - federal funds granted to the City to assist low-income individuals and families with affordable housing or starting a business*

*Urban Development Trust Fund - donations to support the railroad pedestrian bridge over the Willamette River*

Opportunity • Compassion • Responsiveness • Accessibility







# Welcoming and Livable Community

Salem is safe and clean, with a mix of quality housing with access to parks, recreation, historic and cultural resources, and the arts.

Supports a long-term vision for future growth and development within the community

Promotes an inclusive and vibrant community offering diverse housing options and well-kept neighborhoods

Creates and maintains public spaces to offer activities that connect, benefit, and reflect our community

Supports the arts, historically significant buildings and sites, and community events

Enhances multi-generational community enrichment and meaningful volunteer and neighborhood engagement

## Service Area Statistics

Service Provider Department	Statistic Description	The Number	
Community Development	Annual planning cases	1,938	FY 2020
Community Development	Annual planning information desk inquiries	4,752	FY 2020
Community Development	Number of dangerous / derelict buildings within the city limits	10 / 9	As of Mar. 2021
Community Development	Programs available at the Library annually	308	
Community Development	eBooks accessed by community members annually	286,783	
Non-Departmental	Homeless individuals assisted by the Homeless Rental Assistance Program	308	
Public Works	Number of registered recreation participant including softball/kickball and sport/neighborhood programs	2,515	
Public Works	Miles of walkways and trails in parks and open spaces	66.0	
Public Works	Acres of park land	2,338	





# Welcoming and Livable Community

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Promotes an inclusive and vibrant community offering diverse housing options and well-kept neighborhoods

Creates and maintains public spaces to offer activities that connect, benefit, and reflect our community

Supports the arts, historically significant buildings and sites, and community events

Enhances multi-generational community enrichment and meaningful volunteer and neighborhood engagement

## Service Area Statistics

Service Provider Department	Statistic Description	The Number
Public Works	Pieces of playground equipment	239
Public Works	Average daily attendance at Center 50+	800
Public Works	Street trees in the medians and right-of-way	43,292
Urban Development	Individuals helped through crisis intervention and support	16,881
Urban Development	Emergency food baskets provided to low-income families	42,000

During the City's first year of implementing Priority Based Budgeting, programs in Welcoming and Livable Community were scored against the result area descriptions and definitions for all five community-facing result areas along with program attributes of demand, mandate, reliance, cost recovery, and population served. The Welcoming and Livable Community section has been identified as the "home" result area for the programs on the succeeding pages. Adjacent to program budgets and FTE counts is a matrix of checkmarks indicating scoring in the other four community-facing result areas. This same matrix will be featured throughout the result area sections. Also, throughout the budget document, there are programs -- Operating and Technology Transfers, as an example -- that were not scored.



# Welcoming and Livable Community FY 2022 Fund Overview

The City's financial activity is accounted for in various funds and are then grouped by the type of expenditure. The below table summarizes the result area expenditure budget by Fund, Department, and account group.

	Personal Services	Materials and Services	Capital	Interfund Transfers	Total
<b>General Fund</b>					
Non Departmental	\$ -	\$ 6,609,770	\$ -	\$ 60,000	\$ 6,669,770
City Manager	387,390	160,230	-	-	547,620
Community Development	3,577,120	613,070	-	10,000	4,200,190
Library	4,463,080	1,130,020	-	-	5,593,100
Parks and Recreation	6,000,940	4,473,170	70,790	57,500	10,602,400
Urban Development	414,600	424,330	-	-	838,930
General Fund Total	\$ 14,843,130	\$ 13,410,590	\$ 70,790	\$ 127,500	\$ 28,452,010
<b>Community Renewal Fund</b>					
Urban Development	\$ -	\$ 11,076,710	\$ -	\$ -	\$ 11,076,710
Community Renewal Fund Total	\$ -	\$ 11,076,710	\$ -	\$ -	\$ 11,076,710
<b>Cultural Tourism Fund</b>					
Non Departmental	\$ -	\$ 469,810	\$ -	\$ -	\$ 469,810
Cultural Tourism Fund Total	\$ -	\$ 469,810	\$ -	\$ -	\$ 469,810
<b>Public Art Fund</b>					
Non Departmental	\$ -	\$ 42,370	\$ -	\$ -	\$ 42,370
Public Art Fund Total	\$ -	\$ 42,370	\$ -	\$ -	\$ 42,370
<b>Utility Fund</b>					
Public Works	\$ 525,240	\$ 48,070	\$ -	\$ -	\$ 573,310
Utility Fund Total	\$ 525,240	\$ 48,070	\$ -	\$ -	\$ 573,310



## Welcoming and Livable Community FY 2022 Fund Overview

The City's financial activity is accounted for in various funds and are then grouped by the type of expenditure. The below table summarizes the result area expenditure budget by Fund, Department, and account group.

	Personal Services	Materials and Services	Capital	Interfund Transfers	Total
<b>Trust Fund</b>					
Non Departmental	\$ -	\$ 2,500,000	\$ -	\$ -	\$ 2,500,000
Community Development	-	265,420	-	-	265,420
Parks and Recreation	-	179,000	-	-	179,000
Library	-	243,180	-	-	243,180
Fire	-	30,000	-	-	30,000
Public Works	-	86,600	-	230,000	316,600
Urban Development	-	50,500	-	-	50,500
Trust Fund Total	\$ -	\$ 3,354,700	\$ -	\$ 230,000	\$ 3,584,700
<b>Result Area Total</b>	<b>\$ 15,368,370</b>	<b>\$ 28,402,250</b>	<b>\$ 70,790</b>	<b>\$ 357,500</b>	<b>\$ 44,198,910</b>



# Welcoming and Livable Community FY 2022 Department Overview

The City's financial activity is accounted for in various funds and are then grouped by the type of expenditure. The below table summarizes the result area expenditure budget by department and account group.

	Personal Services	Materials and Services	Capital	Interfund Transfers	Total
1. City Manager	\$ 387,390	\$ 160,230	\$ -	\$ -	\$ 547,620
2. Community Development	8,040,200	1,743,090	-	10,000	9,793,290
3. Non Departmental	-	9,621,950	-	60,000	9,681,950
4. Public Works	6,526,180	4,521,240	70,790	57,500	11,175,710
5. Urban Development	414,600	11,501,040	-	-	11,915,640
6. Trusts	-	854,700	-	230,000	1,084,700
<b>Result Area Total</b>	<b>\$ 14,980,980</b>	<b>\$ 28,242,020</b>	<b>\$ 70,790</b>	<b>\$ 297,500</b>	<b>\$ 44,198,910</b>



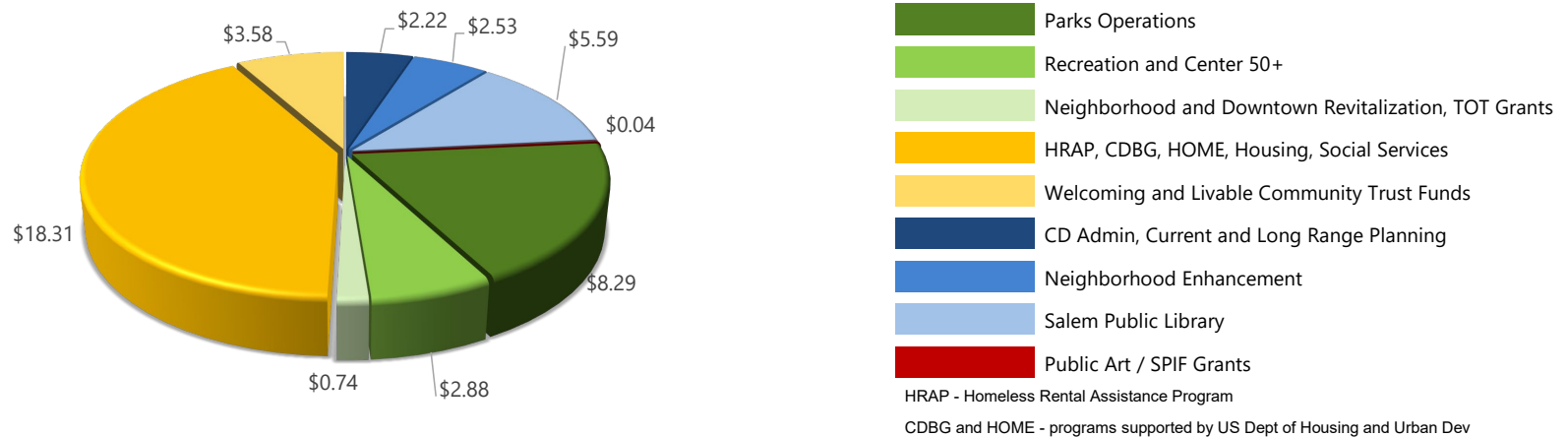
## Welcoming and Livable Community FY 2022 Budget Overview

The City is required to display all phases of the FY 2022 budget - the initial proposal from the City Manager, the recommendation of the Budget Committee, and the result adopted by the City Council. The columns in the numeric table below will be populated with numbers when each phase of the budget process is completed. Capital projects appear in the Capital Improvements section of the budget document.

Expenditures	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	% of Total
<b>Result Area - All Funds</b>				
Personal Services	\$ 15,368,370	\$ 15,368,370	\$ 15,368,370	34.8%
Materials and Services	17,111,540	17,111,540	28,402,250	64.3%
Capital Outlay	51,000	51,000	70,790	0.2%
Transfers	357,500	357,500	357,500	0.8%
<b>Total Expenditures - All Funds</b>	<b>\$ 32,888,410</b>	<b>\$ 32,888,410</b>	<b>\$ 44,198,910</b>	
<i>Total Number of Positions</i>	<i>134.52</i>	<i>134.52</i>	<i>134.52</i>	

Welcoming and Livable Community  
Expenditures by Program / Department Grouping

In Millions





# 1. City Manager's Office Summary of Services and Programs

## Summary of Services

Integrating the areas of civic involvement, youth development, strong neighborhoods, sheltering needs and community relationships, the programs that fall within the Welcoming and Livable Community area are pivotal aspects of a robust City.

### Neighborhood Services

Salem proudly has eighteen active neighborhood associations, each with their own governing boards, elected board members and meeting procedures. Although not governed or directed by the City, maintaining and providing resources to the neighborhood associations enriches civic involvement and engagement. Neighborhood Services programs help neighborhood associations build connections among neighbors, tailored to their ideas for action and need. This can range from coordinating meetings to hosting large annual events.

### Youth Services

The goal of the Youth Services programs is to engage Salem youth in civic leadership, create a positive environment for youth through community programs and partnering with providers to meet these goals. Popular programs include the ILEAD teen summit which was hosted virtually this past year.

### Homeless and Sheltering Coordination

Provides the coordination and outreach regarding resources for our houseless residents. Works to partner with other local agencies to increase support for sheltering and affordable housing needs in the Salem community.

## What's New In This Budget

This next fiscal year, the City Manager's Office will be welcoming two "new" staff members - our City's Neighbor Services Coordinator and Youth Services Liaison. Previously housed in the Community Development Department, these two positions were moved to the City Manager's Office with the goals of coordinating and centralizing community and civic engagement. Staff will continue to provide their programs to the community - just in a new home!

The City Manager's Office has also established a new program for Homeless and Sheltering Coordination in acknowledgement of the work City staff have been performing in this area.








The annual free ILEAD Youth Summit was held virtually with "sunshine vibes" in February 2021. Focusing on effective communication, teen advocacy, goal setting and more, the summit is a popular event for young people in the community.



# 1. City Manager's Office Summary of Services and Programs

## General Fund Programs and FTE

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment					
Neighborhood Association Outreach	-	8,910	0.05	Least	✓	✓		✓	✓
Neighborhood Association Support	-	143,990	0.95	Less	✓	✓		✓	✓
Youth Development Out of School Support	-	96,550	0.15	Least		✓		✓	✓
Youth Development Special Outreach	-	24,630	0.05	Least		✓		✓	✓
Youth Development Teen Action Team	-	129,260	0.80	Least		✓		✓	✓
Homeless and Sheltering Coordination	-	144,280	0.80	New Program					
Total City Manager's Office	\$ -	\$ 547,620	2.80						



## 2. Community Development Department Summary of Services and Programs

### Summary of Services

The Community Development Department provides a wide range of services to keep our community moving forward and thriving. From operating a child-friendly library with open spaces and seating to enjoy reading a book or magazine, to reviewing structural plans and inspecting buildings, to supporting neighborhoods through code enforcement and engagement, these services make Salem more livable and vibrant.

#### Planning

City planners enhance the quality of life for residents by ensuring current development proposals align with the community's overall vision for Salem. Long-range projects help guide future growth and development. Planning staff educate and engage the community about planning projects and processes and assist applicants during the land use process. Recent projects removed regulatory burdens for housing development to support the City's housing goals and introduced improved requirements for bicycle parking and pedestrian paths across commercial developments.

#### Code Enforcement

With a focus on education and compliance, Code Enforcement provides administration of the Park Ranger, Multifamily Inspection, and Coded Compliance programs addressing nuisances, housing, and other property maintenance issues.

#### Salem Public Library

The Main Library and West Salem Branch Library provide access to books, DVDs, audiobooks, and magazines in physical and electronic format, public-use computers, meeting spaces and a wide variety of programs for youth and adults.

### What's New In This Budget






Due to a retirement in the former Neighborhood Enhancement Division, the programs housed in this division were carefully reassessed. Each program in the division carries direct connections to the City Council's goals and priorities outlined in the Strategic Plan. Each program deserves the best possible support to continue the current level of performance. Thus the Neighborhood Association programs and the Youth Development programs will be moved to the City Manager's Office while code compliance, Park Ranger and the Multifamily Inspection programs will remain in the Community Development Department under the umbrella of Code Enforcement.





## 2. Community Development Department Summary of Services and Programs






### General Fund Programs and FTE

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment					
Abandoned and Junk Vehicle Enforcement	104,760	127,300	1.05	More	✓	✓	✓	✓	✓
Abandoned Consignments	30,220	28,560	0.25	Least		✓		✓	
Application and Permit Review	1,531,680	1,241,410	7.55	Most	✓	✓	✓	✓	✓
Area / Corridor / Neighborhood Plans	97,990	274,880	1.40	More	✓	✓	✓	✓	✓
Code Compliance Enforcement Priority 1 / B2B	180,420	192,200	1.23	More	✓	✓		✓	✓
Code Compliance Enforcement Priority 2	593,940	554,750	4.40	More	✓	✓		✓	✓
Code Compliance Enforcement Priority 3	201,020	198,250	1.55	Less	✓	✓		✓	✓
Code Compliance Outreach	38,480	26,450	0.17	Least	✓	✓			✓
Historic Preservation	278,340	296,110	1.65	Less	✓	✓		✓	✓
Maintain Comprehensive Plan	227,970	125,670	0.65	Most	✓	✓	✓	✓	✓
Maintain Zoning Code	290,560	326,150	2.55	Most	✓	✓	✓	✓	✓
Multi-Unit Inspection	266,510	274,120	2.25	More	✓	✓		✓	✓
Multi-Unit Licensing	91,020	95,980	0.85	Less	✓	✓		✓	✓
Neighborhood Association Outreach	54,350	-	0.00	Least	✓	✓		✓	✓
Neighborhood Association Support	132,580	-	0.00	Less	✓	✓		✓	✓
Park Ranger Patrol	127,740	133,030	1.04	Less	✓	✓		✓	✓
Park Ranger Special Outreach	16,550	21,370	0.21	Less	✓	✓			✓
Planner Information Desk	177,030	264,610	2.05	More	✓	✓	✓	✓	✓
State Reporting	14,170	19,350	0.10	Least					
Youth Development Out of School Support	69,940	-	0.00	Least		✓		✓	✓
Youth Development Special Outreach	46,220	-	0.00	Least		✓		✓	✓



## 2. Community Development Department Summary of Services and Programs

### General Fund Programs and FTE

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment					
Youth Development Teen Action Team	148,000	-	0.00	Least		✓		✓	✓
Total General Fund	\$ 4,719,490	\$ 4,200,190	28.95						

### Salem Public Library

Collection Management	791,160	801,150	2.44	Less	✓	✓		✓	✓
Collection Movement and Fulfillment	674,140	758,080	7.61	Less	✓	✓		✓	✓
Collection Processing	345,530	382,270	3.73	Least	✓			✓	✓
Customer Assistance	1,309,620	1,469,260	14.47	Less	✓	✓		✓	✓
Engagement and Outreach	458,180	411,050	3.34	Less	✓	✓		✓	✓
Learning and Exploration	264,940	219,000	2.12	Least	✓	✓		✓	✓
Strategic and Innovative Planning	369,060	331,610	1.88	Least		✓		✓	✓
Strengthen Community through Local Arts and Culture	160,490	164,930	1.40	Least	✓	✓		✓	✓
Technology Access	333,270	430,500	2.71	Less	✓	✓		✓	✓
Volunteer Coordination - Library	133,600	140,320	1.50	Less	✓	✓		✓	✓
Welcoming Library Spaces	313,490	484,930	2.53	Less	✓	✓	✓	✓	✓
Total General Fund	\$ 5,153,480	\$ 5,593,100	43.73						

Total Community Development Department \$ 9,872,970 \$ 9,793,290 72.68



### 3. Non Departmental Summary of Services and Programs

#### Summary of Services

Non Departmental expenses benefit all service areas or cannot be easily allocated to a particular department. The Non Departmental programs highlighted below support the result area of a Welcoming and Livable Community.

Supported by the [General Fund](#), the Homeless Rental Assistance Program uses a housing first strategy designed to house and provide supportive services to chronically homeless individuals in Salem. The FY 2022 budget includes \$1.29 million for this program. Assistance under the program will continue to include up to 12 months of rental assistance and funding for security deposits, utilities, basic personal care items, and medical services.

The [Public Art Fund](#) supports the public art collection and is funded by donations and grants, and through the dedication of one-half of one percent of eligible publicly-funded capital improvement project costs. The Public Art Commission oversees the public art collection, approves new art acquisition, and manages, maintains, and deaccessions current pieces in the collection. Salem's public art collection is valuable, includes well-known local and northwest artists, and reflects a historical progression of the Salem area. Public art brings beauty and unique character to our public spaces, and positively impacts quality of life.








Grants to area non-profits for operating tourist attraction facilities, cultural facilities, or special events that attract tourists and enhance the quality of life for Salem residents are included in the result area of Welcoming and Livable Community. The grants are supported by the [Cultural and Tourism Fund](#). The fund also has programs in the result area of Strong and Diverse Economy.





### 3. Non Departmental Summary of Services and Programs

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment					
General Fund Program									
Homeless Rental Assistance Program	1,570,000	1,290,000	0.00	Less	✓	✓		✓	✓
Homeless Programs and Grants	-	5,379,770	0.00	New program.					
Total General Fund	\$ 1,570,000	\$ 6,669,770	0.00						
Cultural / Tourism Fund Program									
Cultural and Tourism Grants	573,530	469,810	0.00	Least				✓	✓
Total Cultural / Tourism Fund	\$ 573,530	\$ 469,810	0.00						
Public Art Fund Program									
Public Art Collection	67,910	42,370	0.00	Least			✓		✓
Total Public Art Fund	\$ 67,910	\$ 42,370	0.00						
Total Non-Departmental	\$ 2,211,440	\$ 7,181,950	0.00						



## 4. Public Works Department Summary of Services and Programs

### Summary of Services

The Public Works Department Parks and Recreation section provides people opportunities to participate in sports and outdoor activities, enjoy the beauty of nature in public green spaces, attend classes that teach arts or craftsmanship, and connect people with similar interests.

### Recreation Services

The Recreation Services section manages the use of parks, streets and open spaces, and coordinates City resources to support community events in Salem. Staff directs overall operations of Salem's softball programs at the Wallace Marine Park Softball Complex and coordinates youth recreation programs provided by the City including sports camps, Summer in the Parks, and COUNTRY Kids Relays.

### Center 50+

As a nationally accredited senior center, Center 50+ provides programs and services to approximately 800 individuals daily. Every dollar of City funding is matched with nearly four dollars in program fees, volunteer labor, in-kind contributions, and financial support from partners such as Friends of Center 50+, businesses, and local residents.

### Parks Operations

Salem's park system, street trees and median plantings are maintained and landscaped by Parks Operations. Services also include landscaping for 12 tourist attractions, historic properties, and cultural facilities, and set-up and clean-up for special events. Parks Operations programs benefit greatly through the coordination of volunteer programs representing over 81,000 hours or the equivalent of 39 full-time employees.

## Work Force Changes



Friends of Center 50+ has received grant funds on behalf of Center 50+ to expand outreach services, including the Wellness on Wheels (WOW) Van and Center 50+ Village Network. These funds will allow Center 50+ to hire a limited duration full-time program coordinator, and two part-time office assistants in support of enhanced outreach services. The new WOW van, pictured left, is ready to serve the community!

The Parks Operations budget includes conversion of one seasonal Laborer to a Parks Maintenance Operator due to the ongoing difficulty in securing seasonal hires over the last two fiscal years. New park developments, several active master plans, and the addition of the Gerry Frank Rotary Amphitheater in Riverfront Park and the North restroom all require additional Parks support. The addition of this position will help in this effort.



## 4. Public Works Department Summary of Services and Programs

### What's New In This Budget

#### Parks Planning Projects

##### Bailey Ridge Neighborhood Park Master Plan

Bailey Ridge Neighborhood Park is a 5.5-acre neighborhood located in South Salem. A master planning effort will begin in fall 2021 to engage with the surrounding neighborhood to assess potential new features for the park. (Photo at right)



##### Comprehensive Park System Master Plan

The Comprehensive Park System Master Plan (CPSMP) is the guiding document for system-wide park planning and development in Salem and is also a major component of the Salem Comprehensive Plan. The last update to the CPSMP was in 2013. An update to the 2013 plan will begin following the City's Comprehensive Plan adoption.

New construction projects for parks and recreation facilities:



##### Master Plans

Comprehensive Park System Master Plan



##### Acquisitions

North Campus property, approximately 5.75 acres - completed fiscal year 2021

Fisher Road Park property, approximately 2 acres - completed fiscal year 2021

Reed Road Park property, approximately 7 acres - completed fiscal year 2021



##### Parks Development and Construction Projects

Minto Brown Island Park restoration projects

Bill Riegel Park projects

Fairview Park Development - Lindberg Road Construction

Geer Park Phase One Development






Lindberg Road is currently being built along the west edge of Fairview Park. As this frontage road is being built, a perimeter path and utility services are being put in to serve future park development. (Photo at right)



The planning and design of the Geer Park skate park, bike trail and bike park enhancements will be conducted in 2021-2022. These features are included in the Geer Park Master Plan Update adopted in spring 2021. (Photo above)








## 4. Public Works Department Summary of Services and Programs

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment					
<b>General Fund Programs and FTE</b>									
<b>Parks</b>									
City Tree Maintenance	808,240	874,770	6.14	More	✓	✓	✓	✓	✓
Community Event Coordination and Support	854,790	648,100	4.52	Less		✓	✓	✓	✓
Operational and Technology Transfers	424,500	645,200	0.00	Operating / technology transfers not scored					
Parks Landscape and Facilities Maintenance	5,223,250	5,833,510	28.81	Most	✓	✓	✓	✓	✓
Total Parks	\$ 7,310,780	\$ 8,001,580	39.47						
<b>Recreation Services</b>									
Center 50+ Facility Rentals and Maintenance	189,490	288,310	1.15	Least		✓	✓	✓	✓
Center 50+ Programs and Classes	522,560	540,070	3.21	Least		✓		✓	✓
Center 50+ Wellness	435,390	533,840	2.25	Less		✓		✓	✓
Softball / Kickball Leagues and Tournaments	622,140	667,290	2.00	Least		✓		✓	✓
Volunteer Coordination - PW	294,240	274,830	1.97	Less	✓	✓	✓		✓
Youth Sports and Recreation	269,930	296,480	1.00	Least		✓		✓	✓
Total Recreation Services	\$ 2,333,750	\$ 2,600,820	11.58						
Total General Fund	\$ 9,644,530	\$ 10,602,400	51.05						



## 4. Public Works Department Summary of Services and Programs

FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment					
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### Utility Fund - Parks and Recreation Support

Center 50+ Programs and Classes	30,870	32,680	0.18	Least		✓		✓	✓
Community Event Coordination and Support	82,000	91,340	0.91	Less		✓	✓	✓	✓
Parks Landscape and Facilities Maintenance	267,330	289,440	2.22	Most	✓	✓	✓	✓	✓
Softball / Kickball Leagues and Tournaments	71,240	79,890	0.83	Least		✓		✓	✓
Youth Sports and Recreation	71,280	79,960	0.83	Least		✓		✓	✓

Total Parks and Recreation Support \$ 522,720 \$ 573,310 4.97

Total Utility Fund \$ 522,720 \$ 573,310 4.97

Total Public Works \$ 10,167,250 \$ 11,175,710 56.02



## 5. Urban Development Department Summary of Services and Programs

### Summary of Services

To accommodate the wide variety of services provided by the Urban Development Department, programs are shown in multiple City funds and service areas.

Programs managed in the General Fund provide assistance to low-income individuals and families. Funding, for social service and other aid programs serving low-income individuals, help with emergency food baskets, homeless education and case management services, services for homeless youth, and utility support.

Activities in the downtown such as grants for building improvements, historic asset rehabilitation, circulation of vehicles and multimodal transportation options, and marketing of the Salem Convention Center are also supported by staff in the General Fund.

### Community Development Block Grant

Federal grants support small business creation and expansion; fund social service agencies that provide services to homeless, near-homeless, and low-income families; and help stabilize affordable housing units.

### HOME Investment Partnership






Federal grants provide rental assistance to low-income individuals and families, support rehabilitation of affordable housing units, and help fund local organizations to create more affordable housing.

### Work Force Changes

The Urban Development Department has added a limited duration full-time employee to the federal programs team that monitor and work on the Community Development Block Grants (CDBG) and HOME Investment Partnerships. Due to the COVID-19 pandemic, the City was awarded additional CDBG funds for disbursement into the community. An additional, temporary staff person is necessary to quickly and successfully get funds into the community while meeting federal reporting requirements in an accurate and timely manner.



## 5. Urban Development Department Summary of Services and Programs

	FY 2021 Program Budget	FY 2022 Program Budget	Staff	Alignment					
General Fund Programs and FTE									
Affordable Housing	234,810	362,520	2.53	More	✓	✓		✓	✓
Economic Development	19,600	21,170	0.14	Less				✓	✓
Social Services	433,090	455,240	0.35	Less	✓	✓		✓	✓
Total General Fund	\$ 687,500	\$ 838,930	3.02						
Community Renewal Fund Programs									
Community Development Block Grant	4,262,480	5,056,980	0.00	More	✓	✓		✓	✓
Home Program	3,004,160	5,769,730	0.00	More	✓	✓		✓	✓
Neighborhood Stabilization Program	250,000	250,000	0.00	Operating / technology transfers not scored					
Operational and Technology Transfers	91,270	-	0.00	Operating / technology transfers not scored					
Total Community Renewal Fund	\$ 7,607,910	\$ 11,076,710	0.00						
Total Urban Development Department	\$ 8,295,410	\$ 11,915,640	3.02						



## 6. Trust Funds Summary

The City's trust funds are special accounts that hold donations and other revenue sources for various purposes or for the temporary holding of funds for which the City acts as a collection or escrow entity.

The trust accounts in the Welcoming and Livable Community result area are organized by department with the account name serving as the descriptor. More information about the City's trust accounts can be found in the Miscellaneous section of the budget document.

Community Development	FY 2021 Budget	FY 2022 Budget
Seismic Response	31,200	31,600
SESNA Neighborhood Response	1,610	1,710
Blight to Bright	390,900	195,140
Memorial Book Fund	32,500	40,000
LAB Controlled Donations	25,000	30,100
Library Gifts	28,000	102,000
Lost and Damaged Books	25,000	25,030
R2R Early Literacy	30,000	40,000
Nora Anderson Estate	-	10
Dr. Helen Pearce Music	1,000	1,010
Rise Estate	4,000	5,010
Rutter Bond Donation	-	10
J. Wesley Sullivan Trust	-	10
<b>Total Community Development</b>	<b>\$ 569,210</b>	<b>\$ 471,630</b>

City Manager's Office	FY 2021 Budget	FY 2022 Budget
Neighborhood Enhancements	37,480	36,970
<b>Total City Manager's Office</b>	<b>\$ 37,480</b>	<b>\$ 36,970</b>

Fire	FY 2021 Budget	FY 2022 Budget
Antique Fire Apparatus	30,000	30,000
<b>Total Fire</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>

Public Works	FY 2021 Budget	FY 2022 Budget
Pioneer Cemetery	15,000	15,000
Parks Facilities Reserves	71,600	71,600
Woodmansee Park	50,000	230,000
Senior Center	30,000	179,000
<b>Total Public Works</b>	<b>\$ 166,600</b>	<b>\$ 495,600</b>

Urban Development	FY 2021 Budget	FY 2022 Budget
Railroad Bridge Maintenance	50,500	50,500
<b>Total Urban Development</b>	<b>\$ 50,500</b>	<b>\$ 50,500</b>

Non Departmental	FY 2021 Budget	FY 2022 Budget
Navigation Center Operations	-	2,500,000
<b>Total Non Departmental</b>	<b>\$ -</b>	<b>\$ 2,500,000</b>



## Welcoming and Livable Community *At Your Service*

### *Our Salem Project*

Salem's new vision for future growth and development is advancing after more than a year and half of community outreach. This vision lays the foundation for updating our Comprehensive Plan by the end of this year. This work will guide how Salem grows for decades to come, and it will hopefully help Salem meet many of our challenges ahead, including addressing our housing crisis and reducing our greenhouse gas emissions.

This past year, staff met with members of the public and community partners virtually in order to receive input on the project. Before the COVID-19 pandemic, such meetings were held in person as is displayed to the right. Community Development staff quickly pivoted to virtual outreach to keep the project on track while still involving the public.



### *Opportunities at the Library*

In November of 2017, the City of Salem community passed an \$18.6 million bond to fund seismic, safety, accessibility and system improvements to the Main Salem Public Library and parking structure. The construction phase for the retrofit is nearing completion. The Main Library renovation is a City of Salem capital project which currently includes architecture and design services by Hacker Architects, general contractor Howard S. Wright and owner's representative project manager Day CPM.







The Salem Public Library team is optimistic that the Main Library branch renovation will reinvent the facility, reconnect the Library to the City, and transform library services. There is excitement as the project continues and anticipation for opening day when the community can visit an inviting, dynamic, and modern space that is responsive and strongly connected to the City.

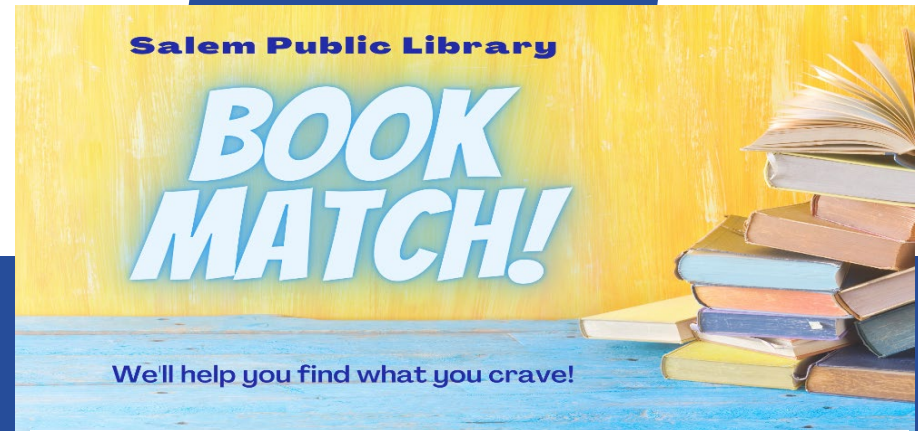


## Welcoming and Livable Community *At Your Service*

### Library Services

As was the case for many organizations around the world, ingenuity, reinvention, and flexibility were the themes for Salem Public Library in 2020. In January and early February, the Salem Public Library first slowed operations to prepare for a move to a temporary building, closed to complete the move, opened for service in a much smaller temporary space, and then - four weeks later - closed its buildings due to COVID-19 precautions. Since then, adaptations to the realities of a pandemic-driven lockdown have included:

-  Deploying a contactless Curbside Service
-  Shifting funds to respond to increased demand for downloadable eBooks and eAudiobooks
-  Hosting special events and programs in online environments
-  Building "Take & Make" craft kits for children for curbside distribution
-  Development of the Books4Kids program which provides books and other materials in backpacks to children to keep
-  Reinventing Operation Bookshelf deliveries for homebound patrons as Operation Front Porch



Book Match is a new custom reader's advisory service launched in October 2020. In response to a quick survey, our team of librarians help connect patrons to the library materials they need and want most. The service has served 113 patrons since its launch and is growing every day!



One platform popular among patrons and staff is Animal Crossing! Due to the COVID-19 pandemic, Library staff have come up with creative ways to keep younger patrons engaged with the Library.



## Welcoming and Livable Community *At Your Service*

### Kitchen Complete! Now What's on the Menu?

After years of design and construction, the Salem Convention Center completed the final phases of the kitchen remodel. The remodel included new and expanded equipment to meet the demand on kitchen staff during normal year events. The Salem Convention Center is excited to utilize the new kitchen for various hosted events once it is safe to do so post pandemic. The Salem Convention Center is pictured right.



### Recreation Programs - A Variety of Choices!

The Recreation program provided services to 900 youth participants this past year due to the pandemic, in comparison to the typical 6,000+ participants in previous years. The program continues to look for ways to provide youth with recreation opportunities while adhering to State health and safety guidelines. The photo to the left shows an outdoors children's program conducted this past year - masks all around!

### Softball Program

The City of Salem will host the USA Softball Girls' 14A Fastpitch Western National Championship Tournament that was postponed from summer 2020 to 2021. More than 40 teams are anticipated to participate, continuing the long tradition of softball in Salem. The City will continue to mitigate risks associated with the pandemic by following State guidelines as the upcoming season approaches.



The City of Salem is looking forward to its next "normal" season - once it is safe to do so! Photo at left.



# Welcoming and Livable Community *At Your Service*

## Parks Planning

### Bush's Pasture Park and Deepwood Cultural Landscape Plan

A cultural landscape management plan has been developed in order to manage change while protecting the character and history of these iconic properties. Three virtual open houses and presentations to neighborhood groups and the Salem Parks and Recreation Advisory Board were held to allow the public to review and comment on proposed landscape management recommendations. Several stakeholder groups were involved to ensure the cultural, historic, recreational, and horticultural interests were taken into consideration. (Photo at right)



### Woodmansee Park Master Plan Update

The master plan update for Woodmansee Park was completed in spring 2021. Three virtual open houses and presentations to neighborhood groups and the Salem Parks and Recreation Advisory Board were held to allow the public to review and provide comments on proposed features. The planning effort was done in conjunction with improvements to the Aquifer Storage and Recovery System located at the park that provides a backup source of treated drinking water for Salem residents. (Photo at left)



### Geer Park Master Plan Update

The master plan for Geer Park was updated in 2021 to assess potential new park features such as ballfields and a skate park. Three virtual open houses and presentations to neighborhood groups and the Salem Parks and Recreation Advisory Board were held to allow the public to review and provide comment on proposed features.



# Welcoming and Livable Community

## *At Your Service*

### Parks Planning, Cont



#### Secor Park Phase 1 Park Development

As part of the implementation of the Secor Park Master Plan, Phase 1 improvements have been completed including a new playground, pedestrian bridge, lighting, and new paved and unpaved paths. Funding for the first phase of development comes from Parks System Development Charges. The new improvements provide a welcoming and safe environment for neighbors of all ages. (Photo at left).

#### Updates at Riverfront Park

Construction of the Gerry Frank Salem Rotary Amphitheater will be completed spring / summer 2021. Salem Rotary funded the cost of the amphitheater, and the City funded the cost of the walkways, park lighting, entrance plaza, additional parking, amphitheater seating, utilities, and landscaping. (Photo at right)

An eight-room unisex restroom facility was constructed at the north end of Riverfront Park in spring 2021 with funding assistance through an Oregon Parks and Recreation Department Local Government grant.





## Welcoming and Livable Community *At Your Service*

### Parks Operations

#### Orchard Heights Park Tennis Court Reconstruction

Reconstruction of the tennis courts at Orchard Heights Park consisted of rehabilitation of existing playing surfaces of the tennis courts; removal and replacement of the existing fencing and concrete perimeter edging; replacement of court lighting; and the rehabilitation and conversion of the adjacent multi-purpose asphalt court into pickleball courts. The reconstruction project provided an opportunity to upgrade the courts to allow for United States Tennis Association (USTA) sanctioned tournament play on the courts, as well as, the inclusion of pickleball courts. The completed project resulted in four stand-alone tennis courts, two stand-alone pickleball courts, and two courts with blended lines to allow for tennis and / or pickleball play. (Photo to right)



#### Response to Unsheltered in City Parks

The Council approved approximately \$350,000 from General fund contingency in FY 2021 for maintenance and cleaning of City parks serving as camping areas for the unsheltered population during the pandemic. The FY 2022 budget continues \$124,200 for chemical toilets, handwashing stations, and additional garbage services to continue supporting these efforts. Camping in City parks is anticipated to end in the summer 2021, and restoration costs will be evaluated at that time.



## Welcoming and Livable Community *At Your Service*





### Volunteering in Parks and at Center 50+

Community members provided 81,000 volunteer hours to the City parks, the same hours as 39 full-time equivalent (FTE) employees, this past year through service opportunities in the parks. Supplemental labor crews for the same year equals approximately 110,400 hours, or the equivalent of 53 FTE. (Photo at left)






More than 400 seniors and more than 50 community groups provided 83,000 hours of service to support the direct programs, services, and operations at Center 50+, as well as offered a hand of support to other local non-profits and agency partners on behalf of Center 50+. (Photo below)

### Wellness on Wheels

Due to the COVID-19 pandemic and the need for seniors to safely stay at home, Center 50+ pivoted services from a primarily in-person, facility-driven operation to delivering programs virtually and through front porch delivery. Wellness on Wheels (WOW) and Outreach Services delivered support programs and activities to more than 1,000 seniors each week since March 2020, thanks to volunteers and community partners. The WOW Van delivers the following services:

-  Food / care box emergency delivery
-  Birthday deliveries



-  Fitness and wellness programs, personal training, improving mobility, nutrition, education and more
-  Activities such as arts and crafts, brain health, puzzles, games, lifelong learning and more
-  Technology tutoring through front door / front porch service
-  Fix-it Brigade, fall prevention and home safety inspections
-  Friendly Visitor program through front door / front porch short visits



# Capital Project Expenditure Summary

## FY 2022

FY 2019 Actual	FY 2020 Actual	Description	FY 2021 Budget	FY 2022 Adopted
<b>Capital Improvements Fund</b>				
<b>Community Facilities</b>				
\$ 183,940	\$ 10	Historic City-Owned Structures (TOT)	\$ 15,000	\$ 15,000
1,261,834	520,153	Parks	2,236,080	1,963,050
721,733	4,808,910	Salem Public Library	19,530,750	5,852,100
<b>Municipal Facilities</b>				
3,179,480	1,073,932	Airport	2,583,570	3,533,680
368,113	463,485	Civic Center	4,967,070	2,472,480
12,049,651	33,008,834	Police Station	28,297,050	1,387,310
328,164	407,516	Information Systems	350,000	151,490
-	-	Navigation Center	-	3,000,000
228,220	224,232	Parking Structures	1,861,230	2,083,160
30,491	88,566	Pringle Creek	591,920	-
1,994,206	1,385,106	Safe Community Technology	3,728,110	4,262,980
22,647	38,279	Salem Business Campus	4,154,620	3,886,190
-	183,889	Shops Complex	4,608,960	13,549,700
-	-	Other Construction	-	-
<b>Transportation</b>				
1,145,506	6,042,200	Streets and Bridges	10,634,630	8,229,370
49,811	512,945	Streetlight	1,423,360	1,709,350
1,206,103	655,570	Transportation	12,272,280	11,558,150
2,138,598	2,868,594	Utilities - Stormwater	4,915,770	5,118,540
8,467,939	8,839,858	Utilities - Wastewater	18,453,630	18,775,430
8,721,854	12,772,509	Utilities - Water	64,884,400	56,140,930
<b>\$ 42,098,290</b>	<b>\$ 73,894,587</b>	<b>Total Capital Improvements Fund</b>	<b>\$ 185,508,430</b>	<b>\$ 143,688,910</b>



## Capital Project Expenditure Summary

### FY 2022

FY 2019 Actual	FY 2020 Actual	Description	FY 2021 Budget	FY 2022 Adopted
<b>Extra Capacity Facilities Fund</b>				
<b>Community Facilities</b>				
\$ 2,008,209	\$ 1,341,621	Parks - System Development Charge	\$ 17,700,700	\$ 11,605,020
<i>Included in Community Facilities - Parks project descriptions</i>				
<b>Transportation</b>				
3,695,367	3,035,499	Streets - System Development Charge	9,617,460	16,544,890
<i>Included in Transportation project descriptions</i>				
<b>Utilities - Stormwater</b>				
116,414	417,853	Stormwater - System Development Charge	2,051,540	2,791,930
<i>Included in Utilities - Stormwater project descriptions</i>				
<b>Utilities - Wastewater</b>				
1,959,358	2,095,506	Wastewater - System Development Charge	8,072,570	11,797,470
<i>Included in Utilities - Wastewater project descriptions</i>				
<b>Utilities - Water</b>				
675,106	4,093,851	Water - System Development Charge	8,080,200	10,227,370
<i>Included in Utilities - Water project descriptions</i>				
<b>\$ 8,454,454</b>	<b>\$ 10,984,330</b>	<b>Total Extra Capacity Facilities Fund</b>	<b>\$ 45,522,470</b>	<b>\$ 52,966,680</b>
<b>Development District Fund</b>				
\$ 447,539	\$ 8,374	Mill Creek	\$ 4,781,460	\$ 7,435,620
21,492	280,480	Sustainable Fairview	1,000,000	866,000
<b>\$ 469,031</b>	<b>\$ 288,854</b>	<b>Total Development District Fund</b>	<b>\$ 5,781,460</b>	<b>\$ 8,301,620</b>
<b>\$ 51,021,775</b>	<b>\$ 85,167,771</b>	<b>Total All Capital Funds</b>	<b>\$236,812,360</b>	<b>\$204,957,210</b>








# COMMUNITY FACILITIES AND PARKS

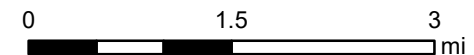
FISCAL YEAR 2021 - 2022



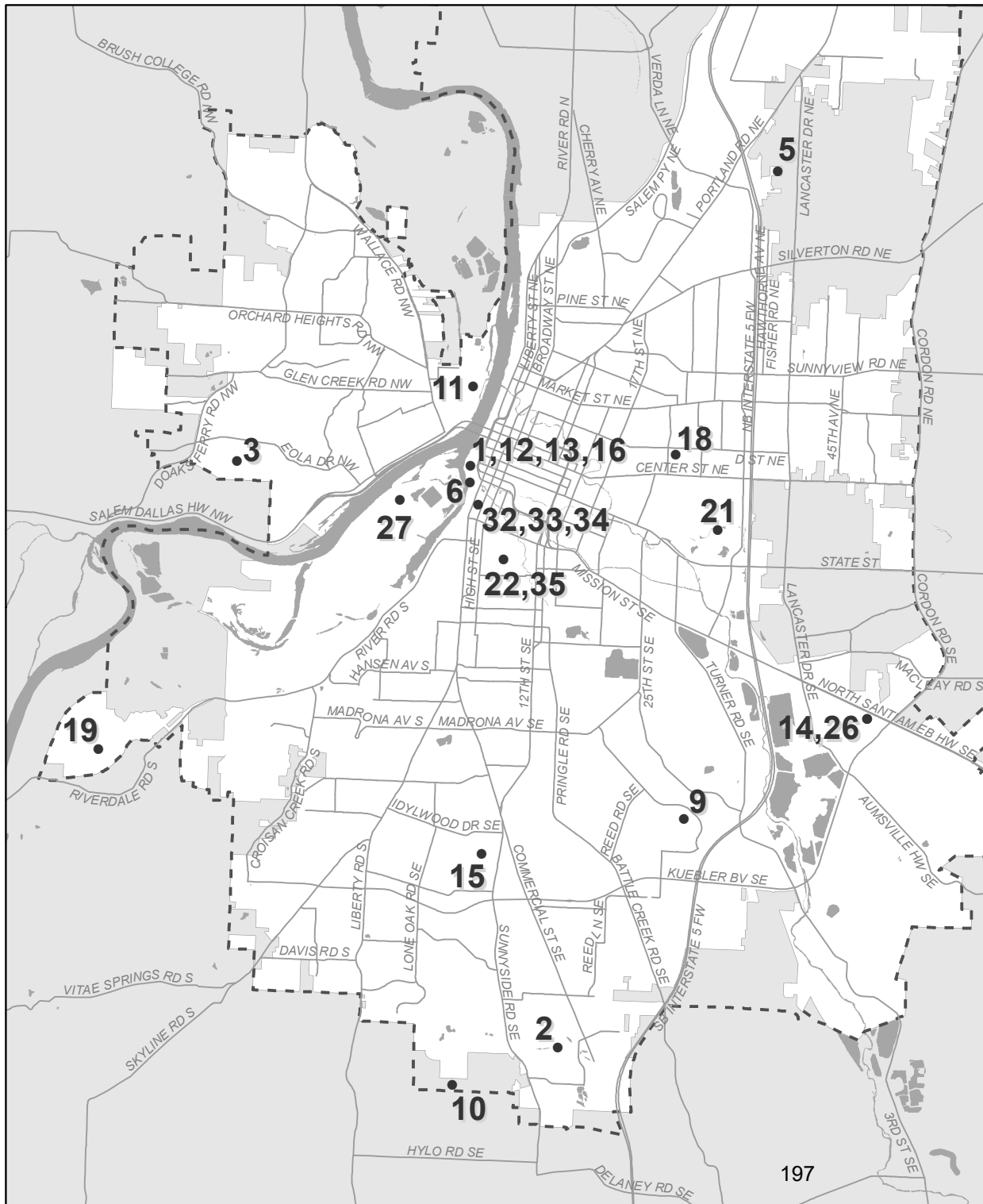
Salem Public Works Department

## LEGEND

-  Project
-  Major street
-  Urban Growth Boundary
-  Water
-  City Limit



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## Parks Capital Improvements

The City of Salem operates and maintains a diverse system of parks for Salem residents and visitors that includes 88 park properties and 2,302 acres of total park land. Funds in this section are allocated to plan, design, acquire property, and construct projects that improve or expand Salem's public parks system. Projects are funded from Parks System Development Charges (SDC), Transient Occupancy Tax (TOT) funds, Oregon Parks and Recreation grants, Oregon Watershed Enhancement Board (OWEB) grants, Salem Parks Foundation donations, other State and local agencies, donations, or a combination of funding sources.



Parks improvement projects support the service area of Welcoming and Livable Community.

					Sources of Funding				
	Project No.	Budget / CIP Year	Neighborhood and Ward	General Fund	SDC Fees	Transient Occupancy Tax	Other Revenues	Total Funding	Funding Notes
FY 2022 New Projects									
1.	Riverfront Electrical Improvements Design and construction of electrical improvements per the adopted parks master plan.	721400	2022	CAN-DO Ward 1	\$ -	\$ 280,000	\$ -	\$ -	\$ 280,000
2.	Battle Creek Park Improvements Design of improvements per the adopted parks master plan.	721403	2022	SGNA Ward 4	-	50,000	-	-	50,000
3.	Eagles View Park Improvements Design of improvements per the adopted parks master plan.	721404	2022	West Salem Ward 8	-	40,000	-	-	40,000
4.	Comprehensive Park System Master Plan Updates Update of the Comprehensive Park System Master Plan.	721405	2022	Citywide / All Wards	-	60,000	-	-	60,000
5.	Fisher Road Park Expansion Property acquisition for a park property located on Ibex St that is an addition to Fisher Road Park. The property is currently outside the City limits. This project was created mid-year in FY 2021 and is included in the budget for the first time.	719414	FY 2021	Outside City	-	100,000	-	-	100,000
6.	Willamette Slough / Pringle Creek Property Donation Project provides funding for donated property due diligence, testing, and environmental investigations. This project was created mid-year in FY 2021 and is included in the budget for the first time.	719415	FY 2021	CAN-DO Ward 1	-	100,000	-	-	100,000



				Sources of Funding						
	Project No.	Budget / CIP Year	Neighborhood and Ward	General Fund	SDC Fees	Transient Occupancy Tax	Other Revenues	Total Funding	Funding Notes	
7.	Salem Park Improvement Funds (SPIF)	998696	FY 2020	Citywide / All Wards	75,330	-	-	130,330	205,660	Donations
Local park improvement projects initiated by Salem's neighborhood associations and funded with local donations and City match funds. Current projects are:										
<ul style="list-style-type: none"><li>• CAN-DO park mutt mitt / bike fix-it station</li><li>• Stephens-Yoshikai Park amenities addition of picnic tables / receptacles</li><li>• Clark Creek Park landscape restoration in playground area</li><li>• Sunnyslope Park crack repair and resurfacing of multi-purpose court</li><li>• Daniel Chandler Nature Park removal of invasive plants, improvements to walking trail, and installation of new culverts</li><li>• Lansing Park memorial bench for Virginia Barker</li></ul>										
				\$ 75,330	\$ 630,000	\$ -	\$ 130,330	\$ 835,660		
FY 2022 Carryover Projects										
Park Improvements										
8.	Playground Equipment Replacement	716409	FY 2017	Citywide / All Wards	\$ 50,000	\$ -	\$ -	\$ 133,960	\$ 183,960	Fund Balance
9.	Fairview Park Development, Phase I	717400	FY 2018	Morningside	-	1,999,760	-	843,620	2,843,380	Development District
		719405	Ward 3							
10.	Rees Hill Road Park	717415	FY 2019	Outside City	-	22,930	-	-	22,930	
11.	Wallace Marine Park Soccer Area Playground Facilities	718406	FY 2019	Citywide / All Wards	-	-	173,000	-	173,000	
12.	Riverfront Park Amphitheater	720400	FY 2019	CAN-DO Ward 1	-	400,000	-	-	400,000	
13.	Riverfront Park North Restroom Facilities	719400	FY 2020	CAN-DO Ward 1	-	74,540	-	-	74,540	OPRD
14.	Bill Riegel Park Development, Phase II	719402	FY 2020	SEMCA Ward 3	-	882,960	-	-	882,960	
15.	Woodmansee Park Tennis Court Reconstruction	720405	FY 2021	Faye Wright Ward 3	-	-	-	280,000	280,000	Trust
16.	Riverfront Park Improvements	720401	FY 2021	CAN-DO Ward 1	-	50,000	-	-	50,000	
17.	Future Development of a Neighborhood Park	720402	FY 2021	Citywide / All Wards	-	120,000	-	-	120,000	
18.	North Campus Park	720403	FY 2018	Other Ward 2	-	1,504,610	-	-	1,504,610	
				\$ 50,000	\$ 5,054,800	\$ 173,000	\$ 1,257,580	\$ 6,535,380		



				Sources of Funding					
	Project No.	Budget / CIP Year	Neighborhood and Ward	General Fund	SDC Fees	Transient Occupancy Tax	Other Revenues	Total Funding	Funding Notes
Master Plans									
19. Bailey Ridge Park Master Plan	712409	FY 2012	SWAN Ward 7	\$ -	\$ 59,800	\$ -	\$ -	\$ 59,800	
20. Master Plan Updates (Annual Program)	718402 721401	FY 2019	Citywide / All Wards	-	176,880	-	-	176,880	
21. Geer Park Master Plan Update and Phase 2 Development	719401 721402	FY 2020	NESCA Ward 2	-	945,080	-	-	945,080	
22. Bush's Pasture Park Master Plan	719403	FY 2020	SCAN Ward 2	-	59,250	-	-	59,250	
23. Future Linear Park / Connector Trail Master Plan	719404	FY 2020	Citywide / All Wards	-	81,970	-	-	81,970	
				\$ -	\$ 1,322,980	\$ -	\$ -	\$ 1,322,980	
Land Acquisitions									
24. Future Park Property Acquisitions	717404 719406	FY 2018	Citywide / All Wards	\$ -	\$ 1,283,890	\$ -	\$ -	\$ 1,283,890	
				\$ -	\$ 1,283,890	\$ -	\$ -	\$ 1,283,890	
Other									
25. City Entranceways	716403	FY 2017	Citywide / All Wards	\$ -	\$ -	\$ 78,680	\$ -	\$ 78,680	
26. Riegel Park Surplus Lot	719411	FY 2020	SEMCA Ward 3	-	-	-	30,000	30,000	Interest
27. Minto Floodplain Forest Restoration	719412 720404	FY 2020	Citywide / All Wards	-	-	-	281,000	281,000	Meyer Trust Bonneville Power
				\$ -	\$ -	\$ 78,680	\$ 311,000	\$ 389,680	
General									
28. Parks - Unspecified	998689 998694 998713		Citywide / All Wards	\$ -	\$ 1,225,350		\$ 130,750	\$ 1,356,100	Interest
29. Minto Brown Island Park - Unspecified	998697		Citywide / All Wards	-	-	-	100,000	100,000	Conservation Services Grant
30. Parks - SDC Administration	279505		Citywide / All Wards	-	244,380	-	-	244,380	
31. Opportunity Grant	998690 998695		Citywide / All Wards	-	-	-	1,500,000	1,500,000	Various
				\$ -	\$ 1,469,730	\$ -	\$ 1,730,750	\$ 3,200,480	
Total Funding by Source				\$ 125,330	\$ 9,761,400	\$ 251,680	\$ 3,429,660		
Total Resources								\$ 13,568,070	
Total Project Expenditures								\$ 13,568,070	
Unappropriated Balance								\$ -	



## Salem Public Library Capital Improvements

In November of 2017, City of Salem residents passed an \$18.6 million bond to fund seismic, safety, accessibility and system improvements to the Salem Public Library building and parking garage to ensure continued use of this community resource for decades to come. The bond premium provides for proceeds in excess of the \$18.6 million.



					Sources of Funding							
					Project No.	Budget / CIP Year	Neighborhood and Ward	Other Revenues	Working Capital	Total Funding	Funding Notes	
FY 2021 Carryover Projects												
32. Salem Library Improvements					720600	FY 2021	Citywide / Wards	All	\$ 216,730		\$ 216,730	
33. Library Seismic Upgrades and Improvements					717601	FY 2018	Citywide / Wards	All	-	4,905,640	4,905,640	
34. Library Relocation					717602	FY 2018	Citywide / Wards	All	-	729,730	729,730	
									\$ 216,730	\$ 5,635,370	\$ 5,852,100	
									\$ 216,730	\$ 5,635,370	\$ 5,852,100	
					Total Funding by Source							
					Total Resources							\$ 5,852,100
					Total Project Expenditures							\$ 5,852,100
					Unappropriated Balance							\$ -



## Historic City-Owned Structures Capital Improvements

The City of Salem owns and maintains several historic structures - the Bush House and Barn, Deepwood Estate, and the Gilbert, Parrish, and Rockenfield houses on the A.C. Gilbert Discovery Village campus. The primary source of funding for capital improvement projects at these sites is lodging tax revenue (known as TOT) from the Cultural and Tourism Fund.



The result areas of Welcoming and Livable Community and Strong and Diverse Economy are both represented with these projects. The funding source of lodging tax and the tourism it represents is an economic driver in the community. While the historic locations are considered tourist attractions, ongoing maintenance and repair of the structures and surrounding grounds contributes to the livability of the community.



			Sources of Funding				
Project No.	Budget / CIP Year	Neighborhood and Ward	General Fund	Donations	Transient Occupancy Tax	Working Capital	Total Funding
FY 2022 Carryover Projects							
35. Historic Structure Improvements	TBD	FY 2020					
Completion of projects at City-owned historic properties will continue to preserve the integrity and condition of the structures.			\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000
- Bush House low slope metal roof restoration							
			\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000
Total Funding by Source			\$ -	\$ -	\$ -	\$ 15,000	
Total Resources							\$ 15,000
Total Project Expenditures							\$ 15,000
Unappropriated Balance							\$ -







## Airport Capital Improvements

Salem's municipal airport - McNary Field - is owned and operated by the City of Salem. The 751-acre airport has more than 130 aircraft hangars and businesses as well as the Oregon National Guard's Army Aviation Support Facility. The primary funding source for capital improvement projects at the airport is Federal Aviation Administration grants. The operations fund for the airport supplies the required grant match through an interfund transfer.

The result areas of Strong and Diverse Economy and Safe, Efficient, and Reliable Infrastructure are both represented with airport capital improvement projects. McNary Field is part of the City's infrastructure; however, emphasis is placed on the airport as it contributes to the local economy.



				Sources of Funding		
Project No.	Budget / CIP Year	Neighborhood and Ward	Federal / State Grants	Working Capital	Total Funding	
FY 2022 New Projects						
1. Airport Master Plan Update Update to the Airport master plan which is a comprehensive study that provides aviation and facility forecasts and describes short, medium, and long-term projects for Airport development.	TBD FY 2022	SEMCA SESNA Wards 2, 3	\$ 500,000	\$ 55,560	\$ 555,560	
FY 2022 Carryover / General Projects						
2. Weather Building Improvements	TBD FY 2021	SEMCA SESNA Wards 2, 3	-	192,000	192,000	
3. Taxiway C Resurfacing	TBD FY 2021	SEMCA SESNA Wards 2, 3	1,895,000	-	1,895,000	
4. Opportunity Funds for Unanticipated Projects	TBD Ongoing	SEMCA SESNA Wards 2, 3	500,000	391,120	891,120	
			\$ 2,895,000	\$ 638,680	\$ 3,533,680	
Total Funding by Source			\$ 2,895,000	\$ 638,680		
Total Resources					\$ 3,533,680	
Total Project Expenditures					\$ 3,533,680	
Unappropriated Balance					\$ -	



## Civic Center Capital Improvements

Salem's City Hall is one of three buildings, including the Salem Public Library and City Council Chambers, that comprise the Civic Center campus. The campus was constructed in 1972 and is the seat of the municipal government with many City services centrally located on site. By extension, this project list also includes the West Salem Branch Library.

The result areas of Good Governance and Safe, Efficient, and Reliable Infrastructure are both represented with these projects. The Civic Center campus is considered part of the City's infrastructure. The Good Governance icon acknowledges the access to government services afforded the community with this centralized location.



				Sources of Funding		
Project No.	Budget / CIP Year	Neighborhood and Ward	Interfund Transfers	Working Capital	Total Funding	
<b>FY 2022 New Projects</b>						
5. City Hall Resurface Drive-Through	TBD	FY 2022	Citywide / All Wards	\$ 82,500	\$ -	\$ 82,500
The drive-through underneath the Council Chambers is failing and in poor condition. Work includes removing several inches of asphalt and replacing with new crushed compacted rock and new asphalt.						
6. Council Chambers HVAC and Roof Replacement	TBD	FY 2022	Citywide / All Wards	-	120,000	120,000
<b>FY 2022 Carryover / General Projects</b>						
7. Municipal Building System Improvements	Multiple	FY 2021	Citywide / All Wards	115,260	68,800	184,060
8. City Hall Security Installation	670016	FY 2021	Citywide / All Wards	-	485,000	485,000
9. City Hall and Central Library Elevator Modernization	TBD	FY 2021	Citywide / All Wards	-	19,800	19,800
10. City Hall First Floor Reconfiguration	TBD	FY 2021	Citywide / All Wards	-	958,000	958,000
11. City Hall Domestic Water Line Replacement	670005	FY 2019	Citywide / All Wards	-	518,120	518,120
12. City Hall Storefront Door and ADA Operator Replacement	670006	FY 2019	Citywide / All Wards	-	105,000	105,000
				<b>\$ 197,760</b>	<b>\$ 2,274,720</b>	<b>\$ 2,472,480</b>
Total Funding by Source				<b>\$ 197,760</b>	<b>\$ 2,274,720</b>	
Total Resources					\$ 2,472,480	
Total Project Expenditures					\$ 2,472,480	
Unappropriated Balance					\$ -	



## Navigation Center Capital Improvement

A navigation center is a low-barrier shelter with intensive case management to connect houseless individuals to public benefits, health services, and permanent housing. In May 2021, the State of Oregon awarded an operating grant for a navigation center in Salem. In response, the City allocated funding for the purchase and improvement to an existing building to site the navigation center which will include up to 50 shelter beds.

The service area symbols of Welcoming and Livable Community and Safe, Efficient, and Reliable Infrastructure are both represented with this project. Major capital projects, like this building, are considered part of the City's infrastructure. The addition of the Welcoming and Livable Community icon is acknowledgement of the purpose of the building.



	Project No.	Budget / CIP Year	Neighborhood and Ward	Working Capital	Total Funding	Other Fund Source	
FY 2022 New Project							
Buildings							
13.	Navigation Center	TBD	FY 2022	Citywide / All Wards	\$ 3,000,000	\$ 3,000,000	\$ -
Acquisition and renovation of an existing building at 1185 22nd Street SE to serve as a low-barrier shelter with intensive case management services for homeless individuals.							
Total Funding by Source					\$ 3,000,000	\$ 3,000,000	
Total Resources					\$	3,000,000	
Total Project Expenditures					\$	3,000,000	
Unappropriated Balance					\$		



## Police Station Capital Improvement

In May of 2017, the residents of Salem passed a bond measure to finance the development of a police station where the Salem Police Department can conduct business efficiently and safely. The site selected for the new facility is on the corner of Commercial and Division Streets NE, formally the location of the O'Brien Auto Group. Site demolition of the existing buildings is nearing completion and construction could start as early as summer 2018 with the department moving operations in the fall of 2020.

The service area symbols of Safe Community and Safe, Efficient, and Reliable Infrastructure are both represented with this project. Major capital projects, like this new building, are considered part of the City's infrastructure. The addition of the Safe Community icon is acknowledgement of the purpose of the building.



	Project No.	Budget / CIP Year	Neighborhood and Ward	Working Capital	Total Funding	Other Fund Source	
FY 2022 Carryover Projects							
Buildings							
14.	Salem Police Station	717600	FY 2018	Citywide / All Wards	\$ 1,387,310	\$ 1,387,310	\$ -
Design and construction of a new police station at the 700 block of Commercial Street. The facility will provide a central location for police administration, officers, and staff. The new facility will be constructed to current building code and seismic standards.							
Total Funding by Source				\$ 1,387,310	\$ 1,387,310		
Total Resources						\$ 1,387,310	
Total Project Expenditures						\$ 1,387,310	
Unappropriated Balance						\$ -	



## Shops Complex Capital Improvements

The City's Shops Complex, located on 22nd Street SE, is used primarily by the City of Salem to operate and maintain its infrastructure, including streets, parks, and utilities. Also located within the complex are employees and buildings focused on the maintenance and repair of the City's inventory of vehicles, motorized equipment, historic buildings, municipal buildings, and radio communications infrastructure and equipment. Many of the buildings onsite are at the end of their useful life and maintenance costs are increasing. Redevelopment of the site will begin with construction of a new Public Works Operations Building located just west of 23rd Street SE. The new two-story building will provide a modern, efficient headquarters for Public Works Operations to replace the existing Building 2 and other outdated facilities for technical and administrative staff. The new building will include a convenient and welcoming space to access services provided by the Public Works Department. The project will also demolish or relocate other existing buildings at the Shops Complex along with the construction of parking, landscaping, and infrastructure improvements to support the new building. Site work for the new building is scheduled to begin in the fall of 2021 with completion scheduled in 2023.



The result areas of Good Governance and Safe, Efficient, and Reliable Infrastructure are both represented with Shops Complex projects. The complex is considered part of the City's infrastructure and many of the services co-located there focus on maintenance of the infrastructure. The Good Governance icon reflects the importance of

			Sources of Funding				
Project No.	Budget / CIP Year	Neighborhood and Ward	Utility Rates	Other City Funds	Other Revenues	Working Capital	Total Funding
FY 2022 Carryover Project							
15. Shops Complex Building 2 and 14 Replacement	FY 2020	SESNA Ward 2	\$ 13,549,700	\$ -	\$ -	\$ -	\$ 13,549,700
Evaluation, design, and construction of a new Public Works Administrative Building to replace Operations Building No. 2 and Building No. 14. Construction of the new facility will be consistent with the phased approach for redevelopment recommended in the Shops Complex Master Plan.							
			\$ 13,549,700	\$ -	\$ -	\$ -	\$ 13,549,700
Total Funding by Source			\$ 13,549,700	\$ -	\$ -	\$ -	
			Total Resources	\$	13,549,700		
			Total Project Expenditures	\$	13,549,700		
			Unappropriated Balance	\$	-		



## Information Technology Capital Improvements

The City's Information Technology (IT) Department is responsible for the central services and technological infrastructure required to support the multiple "lines of business" operated by nine City departments. IT provides network services, PC support, business application development and maintenance, geographic information systems, and telecommunications.



The result areas of Good Governance and Safe, Efficient, and Reliable Infrastructure are both represented with IT projects. IT's various services and programs align with the outcomes defined for the Good Governance result, while the infrastructure icon acknowledges the access to government services supported by technology.

			Sources of Funding	
Project No.	Budget / CIP Year	Neighborhood and Ward	Interfund Transfers	Total Funding
FY 2022 New Project				
16. Expand Windows for Unix Data	TBD	FY 2022	Citywide / All Wards	
Additional storage required for Windows/Vmware to meet demand and data growth expectations. All virtual storage housed on this hardware contains file shares, specialized applications, some enterprise applications, production systems, test databases, development databases, and other daily operating functions utilized by City staff. □			\$ 151,490	\$ 151,490
			\$ 151,490	\$ 151,490
Total Funding by Source			\$ 151,490	
Total Resources			\$	151,490
Total Project Expenditures			\$	151,490
ated Balance			\$	-



## Parking Structure Capital Improvements

The City of Salem owns and maintains six parking structures in downtown Salem. Three "parkades" - Chemeketa, Liberty, and Marion - consist of 764,000 square feet of parking, tenant occupied spaces, and nine elevators. Operation of these parkades is managed within the Downtown Parking Fund. The projects budgeted here will help preserve and maintain the overall functionality and condition of the structures and operating systems. The remaining three parkades - Pringle, City Hall, and Central Library - have more than 350,000 square feet of parking space with two elevators. Operations and maintenance are managed within



The result areas of Strong and Diverse Economy and Safe, Efficient, and Reliable Infrastructure are both represented with parking structure projects. While the parking structures are part of the City's infrastructure, parking services contribute to the economic outcomes defined in the Strong and Diverse Economy result area.

Sources of Funding							
Project No.	Budget / CIP Year	Neighborhood and Ward	Interfund Transfers	Working Capital	Interest	Total Funding	
FY 2022 New Project							
17. Pringle Parkade Security Lighting Improvements	TBD	FY 2022	CANDO, Grant Wards 1, 2, 7	\$ 150,000	\$ -	\$ -	\$ 150,000
FY 2022 Carryover / General Projects							
18. Capital Improvement Reserve	TBD	Ongoing	CANDO, Grant Wards 1, 2, 7	200,000	1,718,160	15,000	1,933,160
				\$ 350,000	\$ 1,718,160	\$ 15,000	\$ 2,083,160
Total Funding by Source				\$ 350,000	\$ 1,718,160	\$ 15,000	
Total Resources							\$ 2,083,160
Total Project Expenditures							\$ 2,083,160
Unappropriated Balance							\$ -

*\*Working capital derived from previous transfers from the Downtown Parking and Leasehold funds to build the capital improvement reserve in this fund.*

\*Working capital derived from previous transfers from the Downtown Parking and Leasehold funds to build the capital improvement reserve in this fund.



## Safe Community Technology Improvements

The projects in this display include replacing the City's radio communications infrastructure and peripheral components to provide a fully interoperable and accessible system, as well as replacing the City's 9-1-1 computer-aided dispatch (CAD) system.

The result areas of Safe Community and Safe, Efficient, and Reliable Infrastructure are both represented with the radio system and CAD system capital improvements. The systems are part of the City's communication infrastructure where reliability and effectiveness have significant implications for services represented in the result area of Safe Community.



				Sources of Funding				
				Interest	Interfund Transfer	Working Capital	Total Funding	
FY 2022 Carryover Project								
19.	Radio System Replacement	359001	FY 2015	Citywide / All Wards	\$ -	\$ -	\$ 1,016,910	\$ 1,016,910
20.	9-1-1 Computer-Aided Dispatch System	TBD	FY 2020	Citywide / All Wards	\$ 17,740	\$ 1,400,000	\$ 1,828,330	\$ 3,246,070
					\$ 17,740	\$ 1,400,000	\$ 2,845,240	\$ 4,262,980
Total Funding by Source					\$ 17,740	\$ 1,400,000	\$ 2,845,240	
Total Resources								\$ 4,262,980
Total Project Expenditures								\$ 4,262,980
Unappropriated Balance								\$ -



## Salem Business Campus

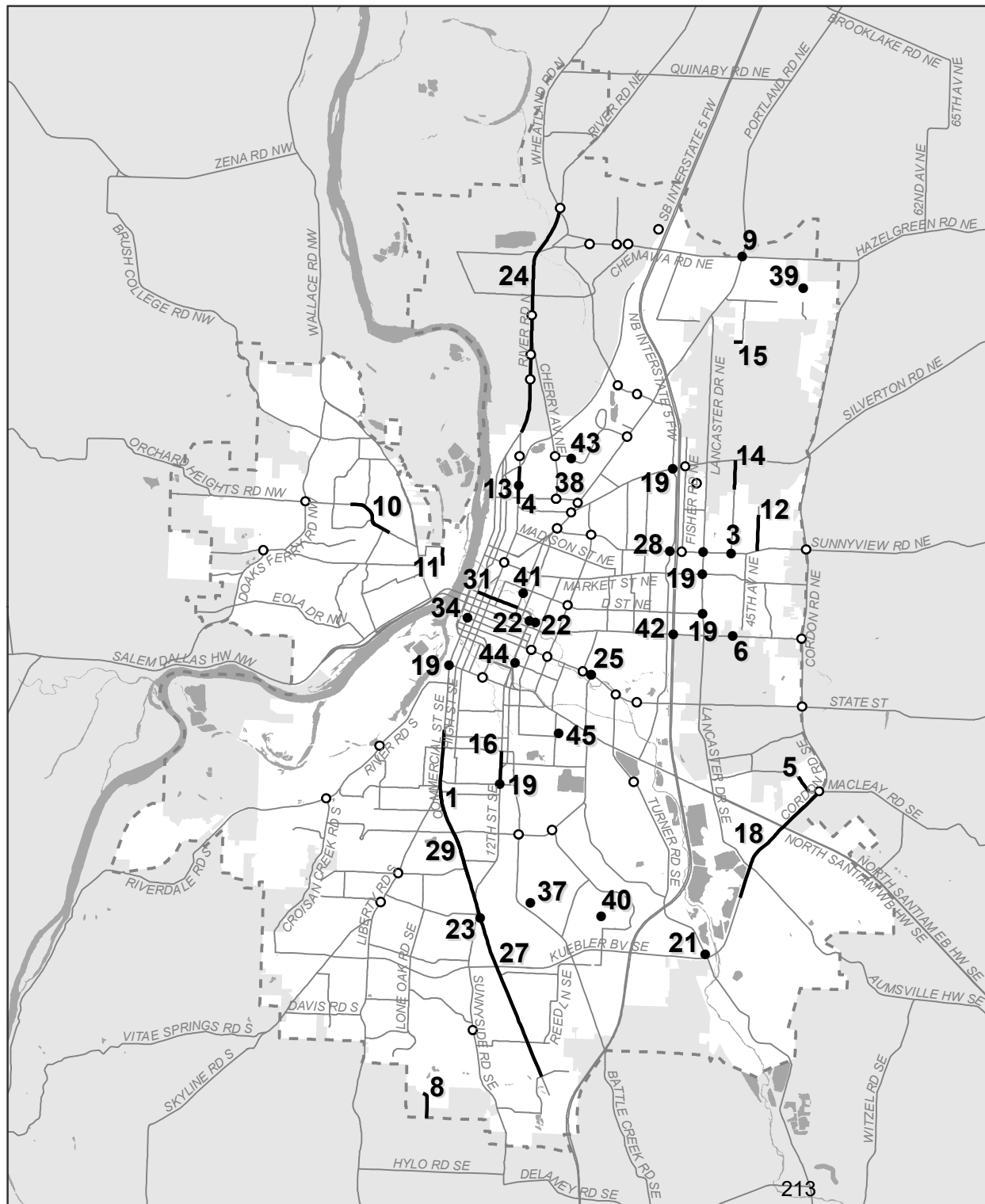
The Salem Business Campus, comprising 80 acres of industrial land. The property is subdivided into a mixture of small (2 to 5 acre) and mid-size (10 acre or larger) lots for industrial, technology, and corporate office use. The site is certified as permit ready.

The result areas of Strong and Diverse Economy and Safe, Efficient, and Reliable Infrastructure are both represented with projects at the business campus. The projects funded here reflect infrastructure improvements to support development, while development of the campus is intended to be an economic driver.



					Sources of Funding		
Project No.	Budget / CIP Year	Neighborhood and Ward	Sale of Assets		Working Capital	Interest	Total Funding
<b>FY 2022 New Project</b>							
21. Gaia Street SE, Phase II, Salem Renewable Energy and Technology Center (SRETC)	TBD	FY 2022	SEMCA Ward 2	\$ 1,200,000	\$ 2,167,000	\$ -	\$ 3,367,000
The first phase of Gaia Street, the north-south street at the Salem Renewable Energy and Technology Center, was completed in 2009. The remaining approximately 800 feet of street and related utilities will need to be constructed when development of the northern 25 acres occurs. Funds were budgeted in FY 2015 for design and a portion for construction. Urban Development will not initiate design until a buyer and development requires the second phase of the road.							
<b>FY 2022 Carryover / General Projects</b>							
22. Salem Business Campus Reserve for Future Projects	TBD	Ongoing	SEMCA Ward 2	-	471,480	10,000	481,480
23. Salem Business Campus Project Management	649210	Ongoing	SEMCA Ward 2	-	37,710	-	37,710
				\$ 1,200,000	\$ 2,676,190	\$ 10,000	\$ 3,886,190
Total Funding by Source				\$ 1,200,000	\$ 2,676,190	\$ 10,000	
Total Resources							\$ 3,886,190
Total Project Expenditures							\$ 3,886,190
Unappropriated Balance							\$ -





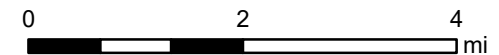
## TRANSPORTATION

**FISCAL YEAR 2021 - 2022**

Salem Public Works Department

## LEGEND

- Project
- Project 20
- Major street
- - - Urban Growth Boundary
- Water
- City Limit



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## Transportation

The City of Salem operates and maintains an extensive system of streets, traffic signals, and supporting infrastructure. Funds in this section are allocated to plan, design, acquire property, and construct projects that improve or expand Salem's transportation system. Projects are funded with State Highway Revenue, System Development Charges (SDC), Federal Highway Administration grants, Oregon Department of Transportation grants, other State or local agency funds, or a combination of funding sources.



Transportation improvement projects support the service area of Safe, Reliable, and Efficient Infrastructure.

				Sources of Funding					
	Project No.	Budget / CIP Year	Neighborhood and Ward	GO Bond	SDC Fees	State Highway Revenue	Other	Total Funding	Funding Notes
FY 2022 New Projects									
1.	Commercial Street SE: Vista St SE to Ratcliff Drive SE - Intersection Improvement Design, right-of-way acquisition, and construction of missing curb and sidewalk roadway improvements on the east side of Commercial St SE along with a new traffic signal at Ratcliff Dr SE.	721501	FY 2022	Faye Wright, SCAN Wards 2, 3	\$ -	\$ -	\$ 100,000	\$ 817,250	\$ 917,250
2.	FY 2022 Pavement Slurry / Crack Sealing Design and construction of slurry seal asphalt resurfacing and / or crack sealing on various City collector and residential streets.	721502	FY 2022	Citywide / All Wards	-	-	242,000	-	242,000
3.	Sunnyview Road NE and Hollywood Drive NE Pedestrian Crossing Improvements Design of a new median island crossing of Sunnyview Rd NE with street lighting for improved pedestrian crosswalk and ramps.	721504	FY 2022	NOLA Ward 6	-	-	20,000	-	20,000
4.	Broadway Street NE and Locust Street NE Pedestrian Crossing Improvements Design of a new median island crossing of Broadway St NE with street lighting for improved pedestrian crosswalk and ramps.	721505	FY 2022	Highland Wards 1, 5	-	-	29,200	-	29,200
5.	Macleay Road SE and Caplinger Road SE Pedestrian Crossing Improvements Design, right-of-way acquisition, and construction for a new crossing with pedestrian island, lighting, and a new sidewalk on the west side of Macleay Rd SE from 150 linear feet south of Periwinkle Dr SE to 100 linear feet south of Gaffin Rd SE and the south side of Caplinger Rd SE from Macleay Rd SE to 750 feet easterly to connect to the existing sidewalk.	721506	FY 2022	SEMCA Ward 3	-	120,000	-	-	120,000



				Sources of Funding					
	Project No.	Budget / CIP Year	Neighborhood and Ward	GO Bond	SDC Fees	State Highway Revenue	Other	Total Funding	Funding Notes
6.	Center Street NE Roadway Improvements	721507	FY 2022	SEMCA Ward 2	-	100,000	-	100,000	
Design and construction of approximately 210 linear feet of roadway improvements to the 4300 block of Center St NE in association with an adjacent project by Marion County.									
7.	FY 2022 New Streetlight Installations	721508	FY 2022	Citywide / All Wards	-	-	-	400,000	400,000
Design, right-of-way / easement acquisition, and installation of new streetlights and / or poles in areas that have deficient lighting.									
8.	Lone Oak Road SE Street Improvement - Sahalee Drive to Rees Hill Road Developer Reimbursement	721509	FY 2022	SGNA Ward 4	-	320,000	-	-	320,000
Anticipated reimbursements (pass-through credits) to the Devon Estates developer for 1,800 linear feet of Lone Oak Rd SE as a collector street improvement from Sahalee Dr to Rees Hill Rd.									
9.	Portland Road NE / Hazelgreen Road NE Intersection Improvements	721510	FY 2022	Northgate Ward 5	-	600,000	-	-	600,000
Anticipated reimbursements (pass-through credits) to the Northstar Subdivision developer for improvements to the Portland Rd NE / Hazelgreen Rd NE intersection that may include northbound double left-turn lanes and an additional westbound receiving lane, and a separate eastbound right-turn-only lane.									
10.	Orchard Heights Road NW Street Improvements	721511	FY 2022	West Salem Ward 8	-	-	-	426,220	426,220
FHWA									
Design and construction of street improvements along the south side of two segments of Orchard Heights Rd NW. Segment 1 is from Snowbird Dr NW to Schoolhouse Ct NW and is the frontage of the City-owned water reservoir. Segment 2 is from Chapman Hill Dr NW to Westhaven Ave NW. Work includes constructing missing curb, sidewalks, and widening Orchard Heights Rd NW to provide a pedestrian median island at Parkway Dr NW and a westbound left-turn pocket from Orchard Heights Rd NW onto Parkway Dr NW. This project includes federal funding administered by the Oregon Department of Transportation and provides for City match funding and anticipated federal grant reimbursement of City expenses.									
				\$ -	\$ 1,140,000	\$ 391,200	\$ 1,643,470	\$ 3,174,670	



				Sources of Funding						
Project No.		Budget / CIP Year	Neighborhood and Ward	GO Bond	SDC Fees	State Highway Revenue	Other	Total Funding	Funding Notes	
FY 2022 Carryover Projects										
Street Improvements / Widenings										
11.	Marine Drive NW	711503	FY 2012	West Salem Ward 1	\$ 2,553,000	\$ -	\$ -	\$ -	\$ 2,553,000	FHWA
12.	Brown Road NE Widening Improvements (San Francisco Street to Sunnyview Road)	713507	FY 2015	NOLA Ward 6	22,000	-	-	-	22,000	
13.	Broadway Street NE Roadway Safety Improvements: Spruce Street NE to Salem Parkway	717507 720511	FY 2018	Highland Wards 1, 5	272,080	400,000	-	1,098,990	1,771,070	
14.	Hollywood Drive NE Roadway Improvements	720501	FY 2021	NOLA Ward 6	-	-	94,000	-	94,000	
15.	Hayesville Street Improvements	720505	FY 2021	Northgate Ward 5	-	-	65,020	-	65,020	
				\$ 2,847,080	\$ 400,000	\$ 159,020	\$ 1,098,990	\$ 4,505,090		



				Sources of Funding								
				Project No.	Budget / CIP Year	Neighborhood and Ward	GO Bond	SDC Fees	State Highway Revenue	Other	Total Funding	Funding Notes
Intersections / Signal Improvements												
16.	12th Street SE Right-Turn Lane Improvements at Fairview Avenue	713501	FY 2014	Morningside Ward 2	\$ -	\$ 400,000	\$ -	\$ -	\$ 400,000			FHWA
17.	Flashing Yellow Signal Upgrades at Various Locations	714501	FY 2015	Citywide / All Wards	-	21,310	-	-	21,310			
18.	Cordon Road SE and Kuebler Boulevard Traffic Signal Interconnect	716509	FY 2018	SEMCA Ward 3	-	55,000	-	-	55,000			
19.	Traffic Signal Enhancements along Lancaster Drive, 12th Street, Silverton Road, and Commercial Street (Unit 1)	717502	FY 2018	CAN-DO, ELNA, Lansing, Morningside, NOLA, Northgate, NESCA Wards 1, 2, 5, 6, 7	-	66,470	-	669,120	735,590			ODOT
20.	Traffic Signal Enhancements at Various Locations (Unit 2)	717503	FY 2018	Citywide / All Wards	-	108,740	-	1,375,800	1,484,540			FHWA
21.	Kuebler Boulevard SE at Turner Road SE - Southbound Right-Turn Lane	717505	FY 2018	SEMCA Wards 3	42,610	-	-	558,700	601,310			ODOT
22.	12th Street NE Traffic Signal Improvements and 13th Street NE at Marion Street NE Pedestrian Improvements	717506	FY 2018	CAN-DO, NEN Ward 1	44,650	-	-	400,460	445,110			ODOT
23.	Hilfiker Lane SE at Commercial Street SE Intersection Improvements	718500	FY 2019	Faye Wright, Morningside Ward 3	-	511,770	-	1,929,200	2,440,970			FHWA
24.	River Road N Traffic Signal Interconnect (Shangri-La Avenue to Wheatland Road)	718506	FY 2019	Outside City Ward Other	-	-	-	2,335,740	2,335,740			City of Keizer FHWA
25.	State Street at 25th Street Intersection Improvements	720502	2021	NEN, SESNA Ward 2	-	-	18,000	137,130	155,130			FHWA
26.	Downtown Signal Improvements	720504	2021	CAN-DO Ward 1	-	-	28,000	237,190	265,190			FHWA
27.	Commercial Street SE: Madrona Avenue SE to Robins Lane SE Signal Improvements	720506	2021	Faye Wright, Morningside, SGNA, Wards 3, 4	-	-	22,000	163,140	185,140			FHWA
28.	Hawthorne Avenue NE / Sunnyview Road NE Intersection Widening	720507	FY 2021	Grant Ward 1	-	2,000,000	-	-	2,000,000			
					\$ 87,260	\$ 3,163,290	\$ 68,000	\$ 7,806,480	\$ 11,125,030			



				Sources of Funding						
	Project No.	Budget / CIP Year	Neighborhood and Ward	GO Bond	SDC Fees	State Highway Revenue	Other	Total Funding	Funding Notes	
Pedestrian / Bikeway Improvements										
29.	Commercial Street SE Buffered Bike Lanes (Oxford Street to Madrona Avenue)	717504	FY 2018	Faye Wright, Morningside, SCAN, SWAN Wards 2, 3, 7	\$ 145,500	\$ -	\$ -	\$ 1,610,820	\$ 1,756,320	FHWA
30.	Pedestrian Safety Crossings Program	718503	FY 2019	Citywide / All Wards	500,000	-	125,000	-	625,000	
31.	Central Salem Mobility - Phase IB of Union Street Family Friendly Bikeway	720500								
31.	Central Salem Mobility - Phase IB of Union Street Family Friendly Bikeway	718509	FY 2019	CAN-DO Ward 1	-	-	-	2,050,000	2,050,000	FHWA
32.	Pedestrian Safety Crossing Improvements Package 2022	720503	FY 2021	ELNA, NEN, NESCA, NOLA, SESNA Wards 1, 2, 6	-	-	42,960	233,300	276,260	FHWA
				\$ 645,500	\$ -	\$ 167,960	\$ 3,894,120	\$ 4,707,580		
Streetlights										
33.	Streetlight Pole Rehabilitation	718502	FY 2019	Citywide / All Wards	\$ -	\$ -	\$ -	\$ 392,000	\$ 392,000	Streetlight Fee
34.	Downtown Decorative Streetlight Replacement	719503	FY 2020	Citywide / All Wards	-	-	-	116,480	116,480	Streetlight Fee
35.	FY 2020-21 New Streetlight Installations	720512	FY 2021	Citywide / All Wards	-	-	-	550,000	550,000	Streetlight Fee
				\$ -	\$ -	\$ -	\$ 1,058,480	\$ 1,058,480		
Developer Reimbursements										
36.	Street Capacity Improvements, Developer Reimbursement, Pass-Through	998667	-	Citywide / All Wards	\$ -	\$ 400,000	\$ -	\$ -	\$ 400,000	
37.	Battle Creek Road SE - Developer Reimbursement	716500	FY 2017	SGNA Ward 4	-	200,000	-	-	200,000	
38.	Cherry Street NE and Pine Street NE - Intersection Improvements - Developer Reimbursement	720508	FY 2021	Highland Wards 1, 5	-	150,000	-	-	150,000	
39.	Northstar Development - Street Improvements - Developer Reimbursement	720509	FY 2021	Northgate Ward 5	-	1,320,000	-	-	1,320,000	
				\$ -	\$ 2,070,000	\$ -	\$ -	\$ 2,070,000		



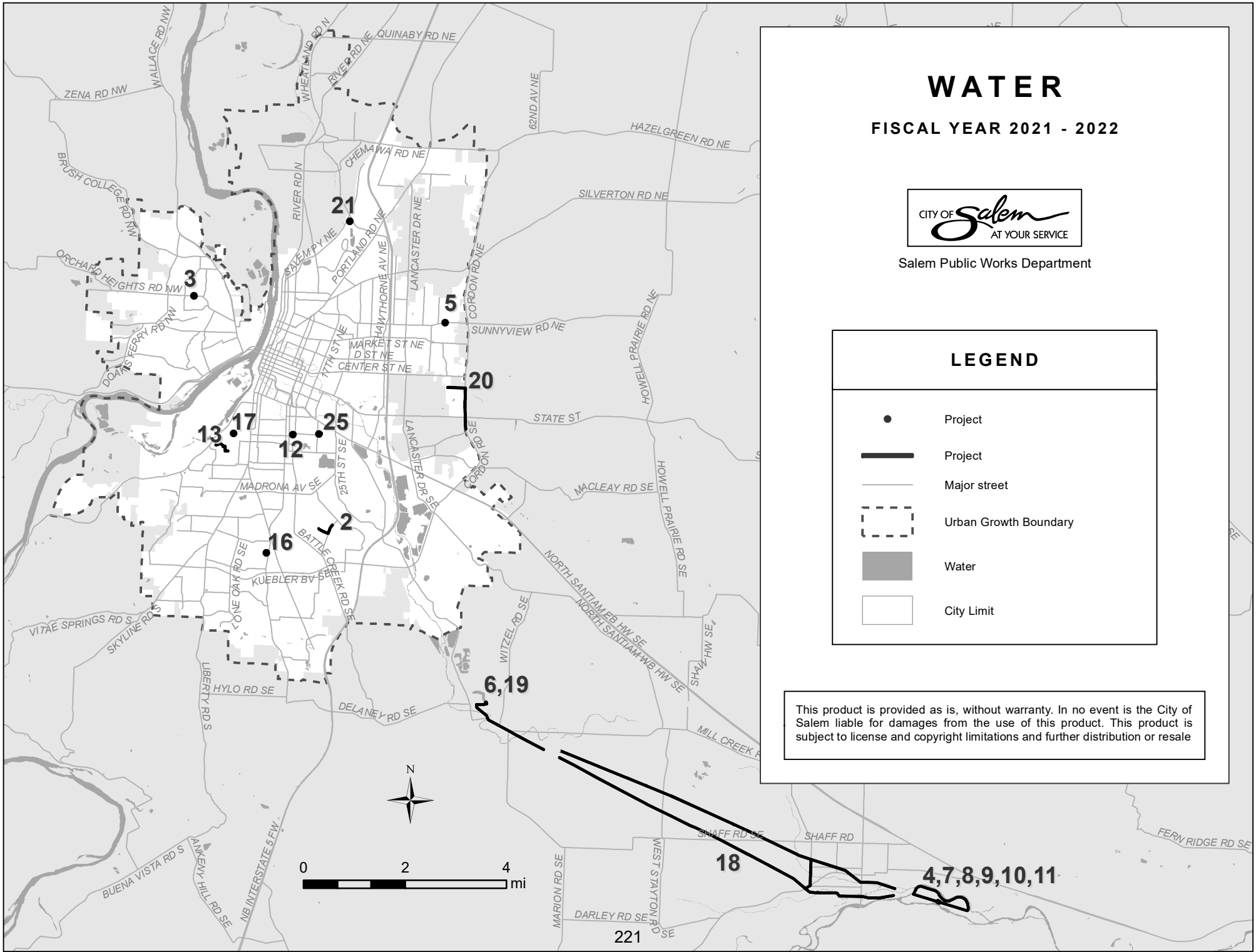
				Sources of Funding						
	Project No.	Budget / CIP Year	Neighborhood and Ward	GO Bond	SDC Fees	State Highway Revenue	Other	Total Funding	Funding Notes	
Other										
40.	Right-of-Way Purchase for 27th Street SE at Strong Road Intersection	714508	FY 2015	Morningside Ward 3	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	Interest
41.	Fish Passage Monitoring	715506	FY 2018	Citywide / All Wards	25,370	-	-	-	25,370	
42.	Center Street Bridge Seismic Evaluation Coordination	716511	FY 2018	CAN-DO, West Salem Ward 1	15,020	-	-	-	15,020	
43.	Salem Industrial Drive NE at the Burlington Northern Santa Fe Railroad Crossing Safety Improvements	717500	FY 2018	Northgate Ward 5	-	-	-	120,500	120,500	FHWA
44.	Mill Street SE at the Union Pacific Railroad Pedestrian Crossing Improvements	718504	FY 2019	SESNA Ward 2	-	-	7,500	-	7,500	
45.	Building Expansion at City Shops Complex	718507	FY 2019	SESNA Ward 2	-	-	100,000	-	100,000	
				\$ 40,390	\$ -	\$ 107,500	\$ 130,500	\$ 278,390		
General										
46.	Transportation - Unspecified	998515 998523 998661 998698		Citywide / All Wards	\$ 848,170	\$ 4,621,480	\$ 50,000	\$ 794,320	\$ 6,313,970	Interest
47.	Bikeway / Pedestrian - Unspecified	998526		Citywide / All Wards	-	-	404,860	-	404,860	
48.	Opportunity Funds	998632		Citywide / All Wards	-	-	-	3,500,000	3,500,000	Other Agencies Interest
49.	Transportation - CIP Management	998658 998662 998699		Citywide / All Wards	92,000	-	-	69,620	161,620	
50.	Transportation - SDC Administration	998670		Citywide / All Wards	-	176,000	-	-	176,000	
51.	Tree Establishment for Transportation Projects	998679		Citywide / All Wards	-	-	-	16,070	16,070	Various
52.	Transportation Design and Analysis	998693 998709		Citywide / All Wards	-	150,000	-	50,000	200,000	Interest
53.	Opportunity Right-of-Way Purchase	998710		Citywide / All Wards	-	350,000	-	-	350,000	
				\$ 940,170	\$ 5,297,480	\$ 454,860	\$ 4,430,010	\$ 11,122,520		
Total Funding by Source				\$ 4,560,400	\$ 12,070,770	\$ 1,348,540	\$ 20,062,050			

Total Resources \$ 38,041,760  
Total Project Expenditures \$ 38,041,760  
Unappropriated Balance \$ -











## Water

The City of Salem provides potable water services to a service area that comprises more than 55 square miles, with a peak demand of approximately 50 million gallons per day. Funds in this section are allocated to plan, design, acquire property, and construct projects that improve or expand Salem's water source and delivery systems. Projects are funded with Water Rates, System Development Charges (SDC), grants from State or local agencies, or a combination of funding sources.



Water improvement projects support the service area of Safe, Reliable, and Efficient Infrastructure.

				Sources of Funding					
	Project No.	Budget / CIP Year	Neighborhood and Ward	Water Rates	SDC Fees	Revenue Bond	Other Agencies	Total Funding	Funding Notes
FY 2022 New Projects									
1.	Reservoir Safety Improvements at College Reservoir, Kurth Reservoir, Mader Reservoir and Seeger Reservoir Design and construction of safety upgrades, including Occupational Safety and Health Administration (OSHA) compliant ladders, railings, and tie-offs.	721000	FY 2022	Morningside, SEMCA, SGNA, Sunnyslope Wards 3, 4, 7	\$ 700,000	\$ -	\$ -	\$ -	\$ 700,000
2.	Reed Road SE Water Main - Strong Road to Coburn Grand View Subdivision - Developer Reimbursement Anticipated reimbursements (excess of credits) to the Grove Apartments Phase 2 developer for design and construction of 2,300 linear feet of 18-inch water main in Reed Rd SE associated with Reed Rd SE street improvements from Strong Rd SE to Coburn Grand View subdivision.	721002	FY 2022	Morningside Ward 3	-	500,000	-	-	500,000
3.	Orchard Heights NW Street Improvements Provides for companion funding for a project in Transportation, PN 720511.	721003	FY 2022	West Salem Ward 8	70,000	-	-	-	70,000
4.	Geren Island Water Treatment Facility Filter No. 2 Reconstruction Design and construction of the existing roughing filter including reconstruction of influent and effluent structures, construction of new walls to split the filter into two cells for greater operational flexibility, lining the filter to prevent seepage to groundwater, new underdrain piping, and new filter media. This project was created mid-year in FY 2021 and is included in the budget for the first time.	720015	FY 2021	Citywide / All Wards	-	-	-	20,000,000	20,000,000 <i>Legislature</i>



Sources of Funding								
	Project No.	Budget / CIP Year	Neighborhood and Ward	Water Rates	SDC Fees	Revenue Bond	Other Agencies	Total Funding
5. Sleepy Hollow Waterline	720014	FY 2021	Northgate Ward 5	1,100,000	-	-	-	1,100,000
Construction of approximately 2,000 linear feet of 8-inch waterline, 650 feet of 4-inch waterline, new fire hydrants, and service connections to 41 houses to disconnect the residents from the private well system. This project was created mid-year in FY 2021 and is included in the budget for the first time.								
6. Turner Water Pump Station	720013	FY 2021	Citywide / All Wards	1,000,000	-	-	-	1,000,000
Design and construction of a new water pump station to supply water to the City of Turner from Franzen Reservoir. This will allow Salem more flexibility with operating the water transmission mains between the Geren Island Water Treatment Facility and the City of Salem. This project was created mid-year in FY 2021 and is included in the budget for the first time.								
7. Geren Island Fire Impact Analysis	720012	FY 2021	Citywide / All Wards	57,510	-	-	-	57,510
Provides funding for technical support to Geren Island operational staff to assist them to prepare for possible impacts caused by runoff from the burned areas in the watershed due to the 2020 wildfires. This project was created mid-year in FY 2021 and is included in the budget for the first time.								
				\$ 2,927,510	\$ 500,000	\$ -	\$ 20,000,000	\$ 23,427,510
FY 2022 Carryover Projects								
Water Treatment								
8. Geren Island Ozone Treatment Facility	718010	FY 2019	Citywide / All Wards	\$ 3,095,730	\$ -	\$ 2,058,960	\$ -	\$ 5,154,690
9. Operational Improvements at Geren Island	719005	FY 2020	Citywide / All Wards	362,400	-	-	-	362,400
10. Roughing Filter No. 2 Resanding	720002	FY 2021	Citywide / All Wards	700,000	-	-	-	700,000
11. Geren Island Groundwater Wells	720006	FY 2022	Citywide / All Wards	-	192,500	8,369,630	-	8,562,130
	721001							
				\$ 4,158,130	\$ 192,500	\$ 10,428,590	\$ -	\$ 14,779,220



				Sources of Funding					
	Project No.	Budget / CIP Year	Neighborhood and Ward	Water Rates	SDC Fees	Revenue Bond	Other Agencies	Total Funding	Funding Notes
Pipelines									
12.	Oxford Street SE 30-inch Mainline Repair at Pringle Creek Crossing	715003	FY 2016	SESNA Ward 2	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
13.	Crestview Apartments - 18-inch Waterline Upsizing	720000	FY 2021	SWAN Ward 7	228,000	712,000	-	-	940,000
14.	Miscellaneous Water R&R Improvements	720003	FY 2021	Citywide / All Wards	500,000	-	-	-	500,000
15.	Miscellaneous Water Operations Projects	720010	FY 2021	Citywide / All Wards	160,000	-	-	-	160,000
				\$ 988,000	\$ 712,000	\$ -	\$ -	\$ 1,700,000	
Pump Stations / Reservoirs									
16.	Aquifer Storage and Recovery (ASR)	719000	FY 2020	Citywide / All Wards	\$ -	\$ 585,440	\$ 7,220,000	\$ -	\$ 7,805,440
17.	Seismic Valve Upgrades at Fairmount Reservoir	720007	FY 2021	SCAN Ward 7	480,000	-	-	-	480,000
				\$ 480,000	\$ 585,440	\$ 7,220,000	\$ -	\$ 8,285,440	
Transmission Lines									
18.	36-inch to 54-inch Transmission Line Interties	715004	FY 2016	Citywide / All Wards	\$ 687,840	\$ -	\$ -	\$ -	687,840
19.	54-inch Waterline Repairs - Santiam Water District	716000	FY 2017	Citywide / All Wards	191,010	-	-	-	191,010
				\$ 878,850	\$ -	\$ -	\$ -	\$ 878,850	
Developer Reimbursements									
20.	Cordon Road NE and Auburn Road NE Water Main System Improvements - Developer Reimbursement	720008	FY 2021	ELNA Ward 6	\$ -	\$ 1,800,000	\$ -	\$ -	\$ 1,800,000
21.	Hyacinth Drive NE and Mainline Drive NE Water Main System Improvements - Developer Reimbursement	720009	FY 2021	Northgate Ward 5	-	30,000	-	-	30,000
22.	Water Capacity Improvements, Developer Reimbursement	998668		Citywide / All Wards	-	400,000	-	-	400,000
				\$ -	\$ 2,230,000	\$ -	\$ -	\$ 2,230,000	

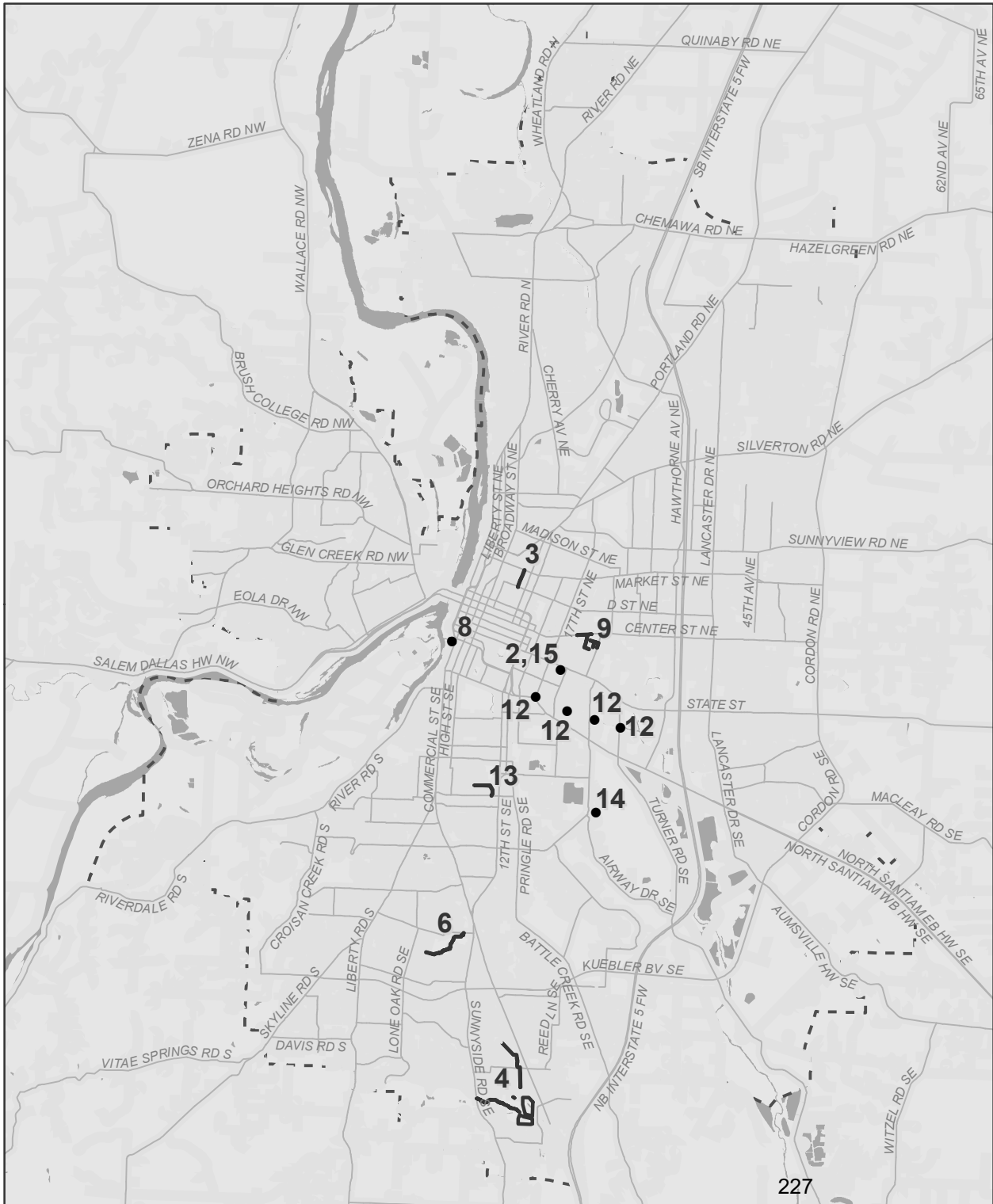


Sources of Funding								
Project No.	Budget / CIP Year	Neighborhood and Ward	Water Rates	SDC Fees	Revenue Bond	Other Agencies	Total Funding	Funding Notes
Other								
23. Street Restoration for Water Projects	709005	FY 2011	Citywide / All Wards	\$ 8,500	\$ -	\$ -	\$ -	\$ 8,500
24. Fire Hydrant Replacement Program	718001	FY 2019	Citywide / All Wards	63,460	-	-	-	63,460
25. Building Expansion at City Shops Complex	718002	FY 2019	SESNA Ward 2	395,000	-	-	-	395,000
			\$ 466,960	\$ -	\$ -	\$ -	\$ -	\$ 466,960
General								
26. Water - Unspecified	998552 998538	Citywide / All Wards	\$ 5,091,470	\$ 4,501,530	\$ -	\$ -	\$ 9,593,000	Includes Geren Island Contingency Various
27. Opportunity Grant	998634 998668	Citywide / All Wards	-	-	-	3,500,000	3,500,000	
28. Water - CIP Management	998659	Citywide / All Wards	399,700	-	-	-	399,700	
29. Water - Design and Analysis	998673 998675	Citywide / All Wards	101,720	147,090	-	-	248,810	
30. Water - SDC Administration	998664	Citywide / All Wards	-	356,600	-	-	356,600	
31. Water Master Plan Property Acquisition	940214	Citywide / All Wards	-	502,210	-	-	502,210	
			\$ 5,592,890	\$ 5,507,430	\$ -	\$ 3,500,000	\$ 14,600,320	
Total Funding by Source			\$ 15,492,340	\$ 9,727,370	\$ 17,648,590	\$ 23,500,000	\$ 66,368,300	
Total Resources								\$ 66,368,300
Total Project Expenditures								\$ 66,368,300
Unappropriated Balance								\$ -









# STORMWATER

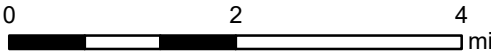
FISCAL YEAR 2021 - 2022



Salem Public Works Department

## LEGEND

- Project
- Major street
- Urban Growth Boundary
- Water
- City Limit



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## Stormwater

The City of Salem owns and maintains an extensive system of stormwater collection, treatment, and detention systems to control and treat stormwater for 13 urban watersheds that cover more than 48 square miles. Funds in this section are allocated to plan, design, acquire property, and construct projects that improve or expand Salem's stormwater systems. Projects are funded with Stormwater Rates, System Development Charges (SDC), grants from State or local agencies, or a combination of funding sources.



Stormwater improvement projects support the service area of Safe, Reliable, and Efficient Infrastructure.

				Sources of Funding				
	Project No.	Budget / CIP Year	Neighborhood and Ward	Stormwater Rates	SDC Fees	Other Agencies	Total Funding	Funding Notes
FY 2022 New Projects								
1.	Stormwater Opportunity Property Purchase	721200	FY 2022	Citywide / All Wards	\$ 154,500	\$ -	\$ -	\$ 154,500
	Acquisition of property from the developing parcels as needed to improve storage and conveyance of stormwater.							
2.	Mill Race Deck Improvements	721201	FY 2022	SESNA Ward 2	250,000	-	-	250,000
	Design and construction to replace the deteriorated timber deck on the Mill Race along Ferry St SE in the vicinity of 14th St SE and 15th St SE.							
3.	Winter Street NE Pipe Bursting	720203	FY 2022	GRANT Ward 1	23,000	-	-	23,000
	Construction of 1,000 linear feet of HDPE pipe burst of the 22-inch vitrified clay pipe storm mainline with 22-inch DR17 HDPE pipe on Winter St NE from Market St NE to D St NE.							
					\$ 427,500	\$ -	\$ -	\$ 427,500

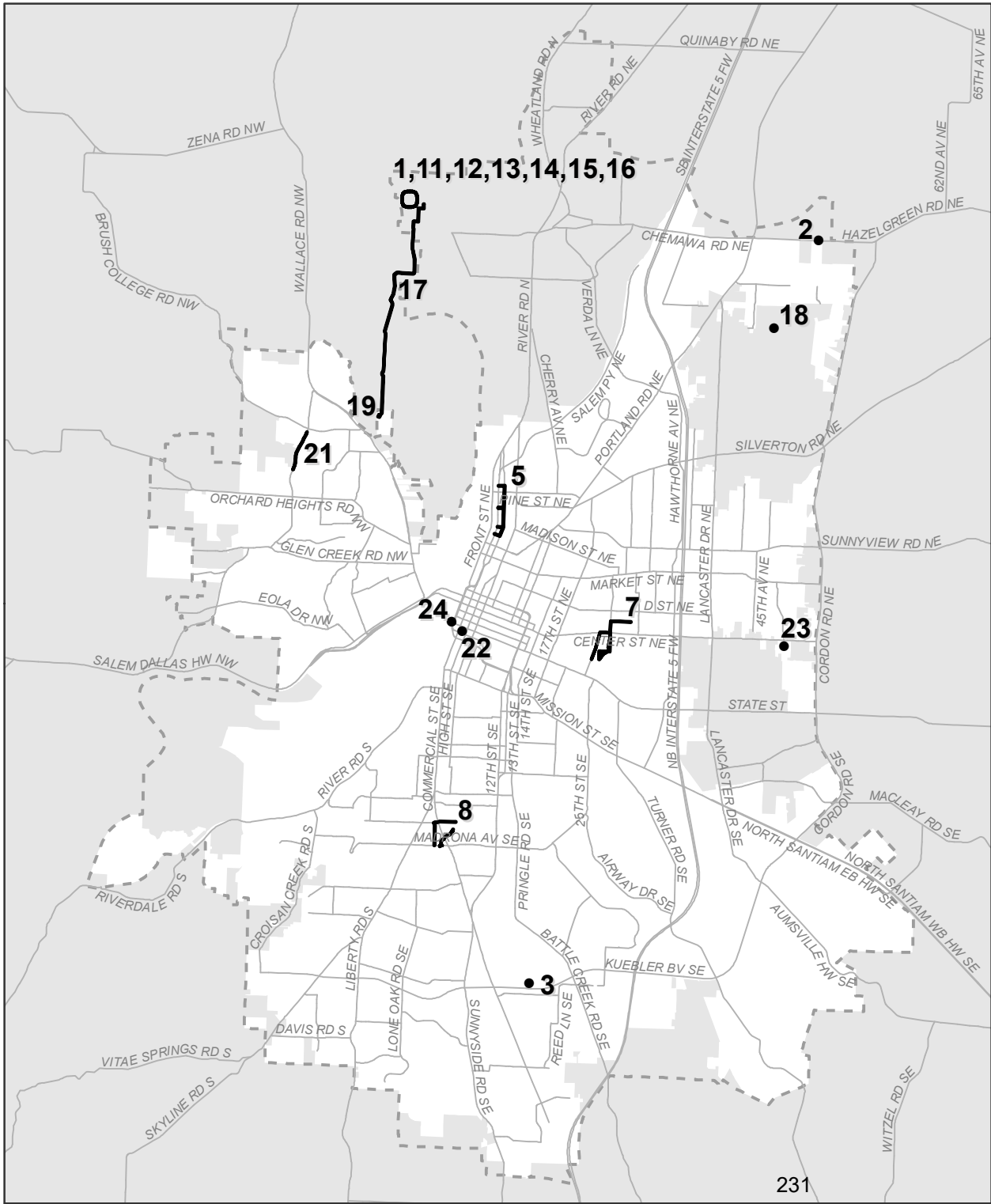


					Sources of Funding				
		Project No.	Budget / CIP Year	Neighborhood and Ward	Stormwater Rates	SDC Fees	Other Agencies	Total Funding	Funding Notes
FY 2022 Carryover Projects									
Water Quality									
4.	Waln Creek / Battle Creek Mitigation Monitoring	713208	FY 2015	SGNA Ward 4	\$ 24,650	\$ -	\$ -	\$ 24,650	Urban Renewal
5.	Implementation of DEQ Retrofit Plan - Various Locations	716200	FY 2017	Citywide / All Wards	248,730	-	-	248,730	
6.	Total Maximum Daily Load (TMDL) Implementation Plan Projects - Pringle Creek (Jones Road SE to Idylwood Drive SE)	716201	FY 2017	Citywide / All Wards	171,220	-	-	171,220	
7.	Stream Bank Restoration Mitigation for Various Projects	716202	FY 2017	Citywide / All Wards	184,780	-	-	184,780	
8.	Pringle Creek North Block Slab Demolition	717204	FY 2017	CAN-DO Ward 1	-	-	216,680	216,680	
9.	Center Street Pipe Relocation, Phase A	718200	FY 2019	SEMCA Ward 2	45,000	-	-	45,000	
10.	Tree Planting Program	718203	FY 2019	Citywide / All Wards	183,580	-	-	183,580	
11.	Willamette Slough / Pringle Creek Property Donation	719202	FY 2020	CAN-DO Ward 1	111,910	-	-	111,910	
12.	Shelton Ditch Sediment Removal	720200	FY 2021	SESNA Ward 2	1,508,000	-	-	1,508,000	
					\$ 2,477,870	\$ -	\$ 216,680	\$ 2,694,550	



				Sources of Funding				
	Project No.	Budget / CIP Year	Neighborhood and Ward	Stormwater Rates	SDC Fees	Other Agencies	Total Funding	Funding Notes
Replacement / Rehabilitation / New Facilities								
13.	Cedar Way SE Stormwater Improvements	717201	FY 2018	SCAN Ward 2	\$ 35,120	\$ -	\$ 35,120	
14.	Airport Stormwater Improvements and Curb Realignment	717206	FY 2018	SEMCA Ward 2	235,930	-	235,930	
15.	Waller Dam Improvements	717208	FY 2018	SEMCA Ward 2	411,070	-	411,070	
16.	Miscellaneous Stormwater Operations Projects	720201	FY 2021	Citywide / All Wards	285,000	-	285,000	
17.	Miscellaneous Stormwater System R&R Improvements	720202	FY 2021	Citywide / All Wards	250,000	-	250,000	
				\$ 1,217,120	\$ -	\$ -	\$ 1,217,120	
Developer Reimbursements								
18.	Stormwater Capacity Improvements - Developer Reimbursement	998666	Citywide / All Wards	\$ -	\$ 300,000	\$ -	300,000	
				\$ -	\$ 300,000	\$ -	\$ 300,000	
General								
19.	Stormwater - Unspecified	998654	Citywide / All Wards	\$ 172,050	\$ 2,201,140	\$ -	\$ 2,373,190	Various
20.	Opportunity Grant	998656	Citywide / All Wards	-	-	500,000	500,000	
21.	Stormwater - CIP Management	998653	Citywide / All Wards	67,730	-	-	67,730	
22.	Stormwater - Design and Analysis	998655	Citywide / All Wards	39,590	77,370	-	116,960	
		998672	Citywide / All Wards					
23.	Stormwater - SDC Administration	998671	Citywide / All Wards	-	213,420	-	213,420	
				\$ 279,370	\$ 2,491,930	\$ 500,000	\$ 3,271,300	
Total Funding by Source				\$ 4,401,860	\$ 2,791,930	\$ 716,680	\$ 7,910,470	
Total Resources								\$ 7,910,470
Total Project Expenditures								\$ 7,910,470
Unappropriated Balance								\$










# WASTEWATER

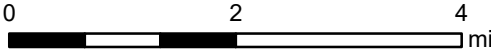
FISCAL YEAR 2021 - 2022



Salem Public Works Department

## LEGEND

-  Project
-  Major street
-  Urban Growth Boundary
-  Water
-  City Limit



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## Wastewater

The City of Salem provides wastewater collection and treatment services to an area that comprises more than 60 square miles, including the City of Salem, City of Turner, and City of Keizer. Funds in this section are allocated to plan, design, acquire property, and construct projects that improve or expand Salem's wastewater collection and treatment systems including the Willow Lake Water Pollution Control Facility (WLWPCF) and the River Road Wet Weather Treatment Facility. Projects are funded with Wastewater Rates, System Development Charges (SDC), grants from State or local agencies, or a combination of funding sources.



Wastewater improvement projects support the service area of Safe, Reliable, and Efficient Infrastructure.

				Sources of Funding					
	Project No.	Budget / CIP Year	Neighborhood and Ward	Wastewater Rates	SDC Fees	Revenue Bond	Other Agencies	Total Funding	Funding Notes
FY 2022 New Projects									
1.	Willow Lake Boiler Replacement Replacement of boilers used for digester heating, which are at the end of their useful life and associated electrical and control upgrades.	721102	FY 2022	Citywide / All Wards	\$ 1,200,000	\$ -	\$ -	\$ -	\$ 1,200,000
2.	Northstar Pump Station - Developer Reimbursement Anticipated reimbursements (pass-through credits) to the Northstar Subdivision developer for construction of a sewer pump station located at the corner of 49th Ave NE and Hazelgreen Ave NE.	721104	FY 2022	Northgate Ward 5	-	650,000	-	-	650,000
3.	Boone Road SE Sanitary Sewer Extension  Design and construction of 560 linear feet of 8-inch wastewater pipe along Boone Rd SE east of Stroh Ln SE to serve properties without access to the City sanitary sewer utilities. This project was created mid-year in FY 2021 and is included in the budget for the first time.	720111	FY 2021	SEMCA Ward 3	310,000	-	-	-	310,000
				\$ 1,510,000	\$ 650,000	\$ -	\$ -	\$ 2,160,000	



				Sources of Funding								
				Project No.	Budget / CIP Year	Neighborhood and Ward	Wastewater Rates	SDC Fees	Revenue Bond	Other Agencies	Total Funding	Funding Notes
FY 2022 Carryover Projects												
Pipelines												
4.	Street Restoration for Wastewater Projects	709108	FY 2011	Citywide / All Wards	\$ 47,100	\$ -	\$ -	\$ -	\$ -	\$ -	47,100	
5.	Hickory Street NE and Liberty Street NE Pipe Replacement	714103	FY 2015	Grant, Highland Wards 1, 5	97,970	-	-	-	-	-	97,970	
6.	Abandonment of Obsolete Sewer Mains	717100	FY 2018	Citywide / All Wards	59,990	-	-	-	-	-	59,990	
7.	Oregon State Hospital North Campus Wastewater Main Extension	718101	FY 2019	Other Ward 2	267,190	-	-	-	-	-	267,190	
8.	Madrona Sanitary Sewer Overflows - Capacity Improvements	720103	2021	Faye Wright, Morningside, SCAN Wards 2, 3	2,050,000	-	-	-	-	-	2,050,000	
9.	Miscellaneous Wastewater Operations Projects	720104	2021	Citywide / All Wards	258,220	-	-	-	-	-	258,220	
10.	Miscellaneous Wastewater R&R Improvements	720105	2021	Citywide / All Wards	600,000	-	-	-	-	-	600,000	
					\$ 3,380,470	\$ -	\$ -	\$ -	\$ -	\$ -	3,380,470	
Willow Lake Water Pollution Control Facility												
11.	Cogeneration Facility Upgrade	715105	FY 2016	Citywide / All Wards	\$ -	\$ -	\$ -	\$ 224,110	\$ -	\$ -	224,110	Oregon Energy Trust
12.	Solids Handling Facility	716101 717106	FY 2017	Citywide / All Wards	1,267,000	520,000	-	-	-	1,787,000		
13.	Trickling Filter Arm Replacements	717105	FY 2018	Citywide / All Wards	558,920	-	-	-	-	558,920		
14.	Willow Lake WPCF - Hydraulic Improvements	719101	FY 2020	Citywide / All Wards	-	2,695,000	-	-	-	2,695,000		
15.	Willow Lake WPCF - Headworks 4th Bar Screen	720101	FY 2021	Citywide / All Wards	-	1,682,000	-	-	-	1,682,000		
16.	North Secondary Clarifier Improvements	720102 721101	2021	Citywide / All Wards	2,681,820	507,500	-	-	-	3,189,320		
					\$ 4,507,740	\$ 5,404,500	\$ -	\$ 224,110	\$ 10,136,350			



Sources of Funding							
Project No.	Budget / CIP Year	Neighborhood and Ward	Stormwater Rates	SDC Fees	Other Agencies	Total Funding	Funding Notes
Replacement / Rehabilitation / New Facilities							
13. Cedar Way SE Stormwater Improvements	717201	FY 2018	SCAN Ward 2	\$ 35,120	\$ -	\$ -	\$ 35,120
14. Airport Stormwater Improvements and Curb Realignment	717206	FY 2018	SEMCA Ward 2	235,930	-	-	235,930
15. Waller Dam Improvements	717208	FY 2018	SEMCA Ward 2	411,070	-	-	411,070
16. Miscellaneous Stormwater Operations Projects	720201	FY 2021	Citywide / All Wards	285,000	-	-	285,000
17. Miscellaneous Stormwater System R&R Improvements	720202	FY 2021	Citywide / All Wards	250,000	-	-	250,000
			\$ 1,217,120	\$ -	\$ -	\$ 1,217,120	
Developer Reimbursements							
18. Stormwater Capacity Improvements - Developer Reimbursement	998666		Citywide / All Wards	\$ -	\$ 300,000	\$ -	300,000
			\$ -	\$ 300,000	\$ -	\$ 300,000	
General							
19. Stormwater - Unspecified	998654		Citywide / All Wards	\$ 172,050	\$ 2,201,140	\$ -	\$ 2,373,190
20. Opportunity Grant	998656		Citywide / All Wards	-	-	500,000	500,000 Various
21. Stormwater - CIP Management	998653		Citywide / All Wards	67,730	-	-	67,730
22. Stormwater - Design and Analysis	998655		Citywide / All Wards	39,590	77,370	-	116,960
23. Stormwater - SDC Administration	998672		Citywide / All Wards	-	213,420	-	213,420
			\$ 279,370	\$ 2,491,930	\$ 500,000	\$ 3,271,300	
Total Funding by Source			\$ 4,401,860	\$ 2,791,930	\$ 716,680	\$ 7,910,470	
Total Resources							\$ 7,910,470
Total Project Expenditures							\$ 7,910,470
Unappropriated Balance							\$ -



## Development Districts

The City has two development district cost centers - Sustainable Fairview and Mill Creek. Both support infrastructure improvements in specific geographic areas. Improvements at Sustainable Fairview are paid by fees from developers / builders. The Mill Creek cost center is used to provide funding for infrastructure improvements at the Mill Creek Corporate Center that are not eligible for urban renewal funds. (See the Urban Renewal Agency FY 2022 Budget for more information about the Mill Creek Urban Renewal Area.)



Sustainable Fairview and Mill Creek development districts support the result area of Safe, Reliable, and Efficient Infrastructure.

				Sources of Funding	
Project No.	Budget / CIP Year	Neighborhood and Ward	Other Revenues	Working Capital	Total Funding
<b>FY 2022 Administration</b>					
1.	Development District Fund Administration		\$ -	\$ 6,000	\$ 6,000
	Banking and investment fees for the fund.		\$ -	\$ 6,000	\$ 6,000
<b>FY 2021 Sustainable Fairview Projects / Carryover Projects</b>					
2.	Sustainable Fairview Unspecified Improvements	TBD Ongoing	\$ 860,000	\$ -	\$ 860,000
	Project provides appropriation authority for infrastructure improvement projects in the development district paid by fees.	Morningside Ward 3			
			\$ 860,000	\$ 6,000	\$ 866,000



				Sources of Funding	
Project No.	Budget / CIP Year	Neighborhood and Ward	Other Revenues	Working Capital	Total Funding
FY 2021 Mill Creek / Carryover Projects					
3. Phase 2A North / South Sewer Main "A" Street through Phase 2 from Mill Creek Dr, 1,100 linear feet of 10-inch main.	649110	SEMCA Ward 3	\$ -	\$ 67,550	\$ 67,550
4. Phase 2A East / West Sewer Main Mill Creek Dr to Deer Park Dr, 500 linear feet of 8-inch and 1,700 feet of 10-inch main.	649111	SEMCA Ward 3	-	115,530	115,530
5. Deer Park Dr Sewer Main Deer Park Dr from Mill Creek Dr, 500 linear feet of 10-inch main.	649112	SEMCA Ward 3	-	242,510	242,510
6. Phase 1C North / South St Construct street from Aumsville Hwy to Phase 2A, approximately 2,000 linear feet.	649114	SEMCA Ward 3	-	470,910	470,910
7. Depot Court at Aumsville Highway Intersection Widen existing intersection to accommodate for larger truck turning traffic.	649115	SEMCA Ward 3	-	1,350,000	1,350,000
8. Turner Rd Full Street Improvements Construct full-street improvement from Mill Creek Bridge to Deer Park Dr (2,500 LF).	649118	SEMCA Ward 3	-	1,142,400	1,142,400
9. Phase 1A North/South Sewer Main Construct approximately 2,300 LF of 10-inch sewer main from existing trunk sewer to Turner Rd.	649117	SEMCA Ward 3	-	184,900	184,900
10. Mill Creek Unspecified Improvements Funding for future infrastructure improvements.	TBD	SEMCA Ward 3	2,672,400	1,189,420	3,861,820
			\$ 2,672,400	\$ 4,763,220	\$ 7,435,620
Total Funding by Source			\$ 3,532,400	\$ 4,769,220	\$ 8,301,620
Total Resources				\$	8,301,620
Total Project Expenditures				\$	8,301,620
Unappropriated Balance				\$	-



## City of Salem Debt Service Summary of Activity

The majority of the City's debt service obligations are categorized in the service area of Safe, Reliable and Efficient Infrastructure. Proceeds from internal loans, revenue bonds, and general obligation bonds support streetlight replacement, construction of new and seismic retrofitting of existing fire stations, multi-year streets and bridges improvement projects, rate-supported replacement and rehabilitation of the utility infrastructure, construction of a new police station, and seismic upgrades and other improvements to Salem Public Library. The total of Safe, Reliable and Efficient Infrastructure debt service is \$36,091,150.

Debt service expense that supports the service area of Strong and Diverse Economy includes an Section 108 loan supported construction of the Salem Convention Center in 2005. The debt payment, which has been supported by the Community Renewal Fund, is \$385,350 resulting in a remaining principal balance of \$77,000. The Airport benefited from two internal loans to fund electrical upgrades to the airfield and support an environmental assessment. Debt service in FY 2022 for the two loans is \$44,410 with a remaining principal balance of \$43,660.

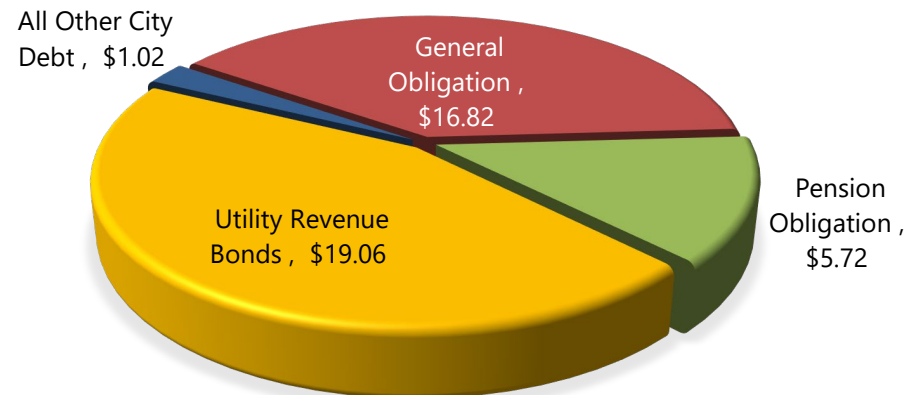
In 2005, the City of Salem bonded a portion of its PERS liability which has resulted in annual cost savings related to the City's full PERS obligation. The funding source for the debt repayment is calculated as part of the City's personal services costs and is paid by funds / departments with employees. The debt service for the PERS obligation bond in FY 2022 is \$5,719,380

Note: Debt service for the utility, airport, streetlights, and parking technology is paid from, respectively, the Utility Fund, Airport Fund, Streetlight Fund, and General Fund. All general obligation bond and pension obligation bond debt service payments are managed in the General Debt Fund.

### City of Salem Debt Service Expense by Funding Type

\$42,615,300

FY 2022 Budget







## City of Salem Debt Service Schedule FY 2022

	Issue/ Maturity	Original Amount	Balance 6/30/2021 Outstanding	FY 2022 Payments			Balance 6/30/2022 Outstanding
				Principal	Interest	Total	
<b>General Fund - Fund 101</b>							
Civic Center Campus Infrastructure Internal Loan	7/2020 - 6/2030	\$ 3,463,000	\$ 3,114,920	\$ 322,930	\$ 52,080	\$ 375,010	\$ 2,791,990
<b>Total General Fund</b>		<b>\$ 3,463,000</b>	<b>\$ 3,114,920</b>	<b>\$ 322,930</b>	<b>\$ 52,080</b>	<b>\$ 375,010</b>	<b>\$ 2,791,990</b>
<b>Streetlight Fund - Fund 156</b>							
Streetlight LED Replacement Internal Loan	12/2016 - 12/2026	\$ 2,000,000	\$ 1,203,350	\$ 192,090	\$ 19,830	\$ 211,920	\$ 1,011,260
<b>Total Streetlight Fund</b>		<b>\$ 2,000,000</b>	<b>\$ 1,203,350</b>	<b>\$ 192,090</b>	<b>\$ 19,830</b>	<b>\$ 211,920</b>	<b>\$ 1,011,260</b>
<b>Airport Fund - Fund 160</b>							
Airfield Electrical Internal Loan	12/2012 - 12/2022	\$ 298,500	\$ 70,450	\$ 34,920	\$ 1,220	\$ 36,140	\$ 35,530
Environmental Assessment Internal Loan	12/2012 - 12/2022	295,700	16,120	7,990	280	8,270	8,130
<b>Total Airport Fund</b>		<b>\$ 594,200</b>	<b>\$ 86,570</b>	<b>\$ 42,910</b>	<b>\$ 1,500</b>	<b>\$ 44,410</b>	<b>\$ 43,660</b>
<b>Community Renewal Fund - Fund 165</b>							
HUD Section 108 - Convention Center	02/2004 - 08/2023	\$ 7,200,000	\$ 456,000	\$ 379,000	\$ 6,350	\$ 385,350	\$ 77,000
<b>Total Community Renewal Fund</b>		<b>\$ 7,200,000</b>	<b>\$ 456,000</b>	<b>\$ 379,000</b>	<b>\$ 6,350</b>	<b>\$ 385,350</b>	<b>\$ 77,000</b>

The Section 108 loan payment for FY 2022 is \$385,343. All CDBG program income and Riverfront Downtown commercial loan repayments are placed into the 108 Loan Payment Account in order to ensure payments can be made in years when program income received is less than required to meet scheduled debt service.




<b>General Obligation Debt - Fund 210</b>							
Series 2012 Streets and Bridges	01/2012 - 06/2026	25,000,000	6,950,000	1,260,000	182,090	1,442,090	5,690,000
Series 2013 Streets and Bridges	08/2013 - 06/2024	43,665,000	20,180,000	6,070,000	672,900	6,742,900	14,110,000
Series 2017 Public Safety Facility & SB Refunding	08/2017 - 06/2037	78,960,000	62,555,000	4,660,000	2,349,550	7,009,550	57,895,000
Series 2018 Library Seismic & Improvements	03/2018 - 06/2031	18,600,000	16,645,000	870,000	754,550	1,624,550	15,775,000
<b>Total GO Debt Fund 210</b>		<b>\$ 166,225,000</b>	<b>\$ 106,330,000</b>	<b>\$ 12,860,000</b>	<b>\$ 3,959,090</b>	<b>\$ 16,819,090</b>	<b>\$ 93,470,000</b>

Series 2017 - General Obligation Bond debt service for the Public Safety Facility, and Advance Refunding of the 2009 Streets and Bridges issuance. The unrefunded portion of the 2009 Streets and Bridges series matured on 6/1/19.





## City of Salem Debt Service Schedule FY 2022

	Issue/ Maturity	Original Amount	Balance 6/30/2021 Outstanding	FY 2022 Payments			Balance 6/30/2022 Outstanding
				Principal	Interest	Total	
<b>Other Debt - Fund 210</b>							
Pension Obligation Bond Series 2005	09/2005 - 06/2028	\$ 61,685,000	\$ 34,460,000	\$ 3,995,000	\$ 1,724,380	\$ 5,719,380	\$ 30,465,000
Total Other Debt Fund 210		\$ 61,685,000	\$ 34,460,000	\$ 3,995,000	\$ 1,724,380	\$ 5,719,380	\$ 30,465,000
<b>Utility Fund - Fund 310</b>							
Series 2012A Water / Sewer Revenue Refunding	10/2012 - 06/2025	\$ 63,360,000	\$ 15,988,000	\$ 5,423,000	\$ 354,940	\$ 5,777,940	\$ 10,565,000
Series 2017 Water / Sewer Revenue Refunding	07/2017 - 06/2027	65,135,000	39,440,000	7,115,000	1,881,750	8,996,750	32,325,000
Series 2020 Water / Sewer Revenue	02/2020 - 06/2039	56,925,000	55,515,000	1,885,000	2,400,450	4,285,450	53,630,000
Total Utility Fund		\$ 185,420,000	\$ 110,943,000	\$ 14,423,000	\$ 4,637,140	\$ 19,060,140	\$ 96,520,000
Series 2017 - Refinancing of outstanding 2009 Full Faith & Credit bond, removing pledge from the General Fund. Revenue bond debt service pledged solely from water and sewer rate revenue. Debt service includes unrefunded principal and interest for series maturing before the call date of 6/1/19.							
<b>TOTAL DEBT SERVICE</b>		\$ 426,587,200	\$ 256,593,840	\$ 32,214,930	\$ 10,400,370	\$ 42,615,300	\$ 224,378,910



City of Salem Budget  
FY 2022  
Fund No. 210  
General Obligation Bond Debt

General Obligation Bond Debt Resources

Resource Type	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg from FY 2021
Property Tax - Current	\$ 15,450,820	\$ 15,710,674	\$ 14,746,320	\$ 14,811,440	\$ 15,600,080	\$ 16,673,960	\$ 16,673,960	\$ 16,673,960	\$ 1,073,880	6.9%
Property Tax - All Other Years	347,650	464,827	331,790	271,717	367,450	280,460	280,460	280,460	(86,990)	-23.7%
All Other Revenues	-	154,939	-	156,511	-	-	-	-	-	-
Beginning Working Capital	493,730	850,650	1,294,210	1,732,365	1,252,740	435,400	1,252,740	1,252,740	-	-
Total Resources	\$ 13,944,550	\$ 14,405,112	\$ 16,372,320	\$ 16,972,033	\$ 17,220,270	\$ 17,389,820	\$ 18,207,160	\$ 18,207,160	\$ 986,890	5.7%

General Obligation Bond Debt Expenditures

Expenditure Type	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg from FY 2021
Debt Service	\$ 15,450,820	\$ 15,448,724	\$ 15,765,610	\$ 15,765,603	\$ 16,331,030	\$ 16,819,090	\$ 16,819,090	\$ 16,819,090	\$ 488,060	3.0%
Total Expenditures	\$ 15,450,820	\$ 15,448,724	\$ 15,765,610	\$ 15,765,603	\$ 16,331,030	\$ 16,819,090	\$ 16,819,090	\$ 16,819,090	\$ 488,060	3.0%



City of Salem Budget  
FY 2022  
Fund No. 210  
Pension Obligation Bond Debt

Pension Obligation Bond Debt Resources

Resource Type	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg from FY 2021
Interfund - Special Transfers	\$ 5,091,950	\$ 5,091,950	\$ 5,297,000	\$ 5,296,110	\$ 5,499,530	\$ 5,719,550	\$ 5,719,550	\$ 5,719,550	\$ 220,020	4.0%
All Other Revenues	-	38,319	-	38,599	-	20,000	20,000	20,000	20,000	-
Beginning Working Capital	50,980	73,037	51,040	111,420	149,650	172,670	172,670	172,670	23,020	15.4%
Total Resources	\$ 5,142,930	\$ 5,203,306	\$ 5,348,040	\$ 5,446,129	\$ 5,649,180	\$ 5,912,220	\$ 5,912,220	\$ 5,912,220	\$ 263,040	4.7%

Pension Obligation Bond Debt Expenditures

Expenditure Type	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg from FY 2021
Debt Service	\$ 5,091,890	\$ 5,091,886	\$ 5,296,470	\$ 5,296,461	\$ 5,499,230	\$ 5,719,380	\$ 5,719,380	\$ 5,719,380	\$ 220,150	4.0%
Total Expenditures	\$ 5,091,890	\$ 5,091,886	\$ 5,296,470	\$ 5,296,461	\$ 5,499,230	\$ 5,719,380	\$ 5,719,380	\$ 5,719,380	\$ 220,150	4.0%









## The Adopted FY 2022 Budget *Wayfinding*

The Adopted FY 2022 Budget book offers two displays of financial data; one which is more traditional in format and another that utilizes Priority Based Budgeting to display the City budget. In the page immediately following this Budget Wayfinding section, there is a table that combines both formats to offer a unique display of fund expenditures by Result Area.

### Financial Summaries

After the result area summary, there is the more traditional presentation of financial information, both in an enterprise level and individual fund level. This portion of the financial summaries section provides a roll up view of the City's revenues and expenditures by funds in comparison to other City funds. Then, there are individual, fund level one page summaries for the funds, a graphic and a brief summary of changes between the FY 21 Budget, and the FY 22 Proposed Budget for the individual expenses and/or revenues of that particular fund. This allows the reader an opportunity to compare funds as well as provide a deeper dive in fund metrics

In this section, and elsewhere in the budget document, abbreviations are used when space is limited. In numeric and graphic displays the fiscal year is displayed, as an example, FY 2022, meaning the 2021-22 fiscal year. In graphs, the letter, A, is used with the fiscal year - *FY 2019 A*, meaning 2018-19 fiscal year actual results. *FY 2021 B* means the 2020-21 fiscal year budget, and *FY 2022* means the 2021-22 fiscal year budget. The abbreviation, *Mgr Rec*, is used to describe the City Manager's Proposed FY 2022 Budget. *BC Rec FY 2022* and *Adopted FY 2022* represent the Budget Committee's recommendation and the City Council's budget adoption, respectively. The abbreviation YE means year end estimate.

Graphs in the fund summaries display with two axes. The legend on each graph provides clues that the left axis defines revenues and expenditures, while the right axis defines working capital.







City of Salem Budget  
RESULT AREA SUMMARY  
(Including construction by fund)  
All Funds  
FY 2022

		Result Areas						
Fund No.	Fund Name	Good Governance	Natural Environment Stewardship	Safe Community	Safe, Reliable, and Efficient Infrastructure	Strong and Diverse Economy	Welcoming and Livable Community	Total
101	General	\$ 33,808,660	\$ 510	\$ 94,202,480	\$ 271,220	\$ 4,485,800	\$ 28,452,010	\$ 161,220,680
155	Transportation Services	-	-	-	17,506,640	-	-	17,506,640
156	Streetlight	-	-	-	2,082,060	-	-	2,082,060
160	Airport	-	-	-	-	2,277,290	-	2,277,290
165	Community Renewal	-	-	-	-	-	11,076,710	11,076,710
170	Downtown Parking	-	-	-	-	1,299,380	-	1,299,380
175	Cultural and Tourism	314,650	-	-	-	2,787,160	469,810	3,571,620
176	Public Art	-	-	-	-	-	42,370	42,370
177	Tourism Promotion Area	696,030	-	-	-	-	-	696,030
180	Leasehold	-	-	-	-	1,076,270	-	1,076,270
185	Building and Safety	793,920	-	5,456,390	-	173,920	-	6,424,230
190	Traffic Safety	-	-	1,379,120	-	-	-	1,379,120
210	General Debt Service	5,719,380	-	-	16,819,090	-	-	22,538,470
255	Capital Improvements	-	-	5,650,290	126,557,540	9,503,030	1,978,050	143,688,910
260	Extra Capacity Facilities	-	-	-	41,361,660	-	11,605,020	52,966,680
275	Development District	-	-	-	8,301,620	-	-	8,301,620
310	Utility	2,518,350	20,319,800	-	100,313,390	-	573,310	123,724,850
320	Emergency Services	-	-	2,423,990	-	-	-	2,423,990
330	Willamette Valley Comm. Center	-	-	14,534,230	-	-	-	14,534,230
335	Police Regional Records System	-	-	346,950	-	-	-	346,950
355	City Services	10,309,620	-	5,531,020	-	-	-	15,840,640
365	Self Insurance Benefits	37,966,260	-	-	-	-	-	37,966,260
366	Self Insurance Risk	11,946,330	-	-	-	-	-	11,946,330
388	Equipment Replacement Reserve	9,960,930	-	7,975,420	-	927,080	-	18,863,430
400	Trust (Special Revenue)	7,753,870	5,000	1,367,300	387,800	2,400	3,584,700	13,101,070
<b>Total</b>		<b>\$ 121,788,000</b>	<b>\$ 20,325,310</b>	<b>\$ 138,867,190</b>	<b>\$ 313,601,020</b>	<b>\$ 22,532,330</b>	<b>\$ 57,781,980</b>	<b>\$ 674,895,830</b>



City of Salem Budget  
SUMMARY OF RESOURCES AND REQUIREMENTS  
All Funds  
FY 2022

Fund No.	Fund Name	Beginning Balance	Revenues	Expenditures	(Use) / Addition Fund Balance	Unappropriated Ending Balance
101	General	\$ 30,893,040	\$ 159,438,350	\$ 161,220,680	\$ (1,782,330)	\$ 29,110,710
155	Transportation Services	4,329,390	16,803,090	17,506,640	(703,550)	3,625,840
156	Streetlight	1,159,640	1,963,190	2,082,060	(118,870)	1,040,770
160	Airport	988,120	1,289,170	2,277,290	(988,120)	-
165	Community Renewal	-	11,076,710	11,076,710	-	-
170	Downtown Parking	170,820	1,128,560	1,299,380	(170,820)	-
175	Cultural and Tourism	1,395,440	4,789,590	3,571,620	1,217,970	2,613,410
176	Public Art	42,070	300	42,370	(42,070)	-
177	Tourism Promotion Area	-	696,030	696,030	-	-
180	Leasehold	457,990	618,280	1,076,270	(457,990)	-
185	Building and Safety	13,202,380	6,710,340	6,424,230	286,110	13,488,490
190	Traffic Safety	-	1,455,850	1,379,120	76,730	76,730
210	General Debt Service	608,070	22,693,970	22,538,470	155,500	763,570
255	Capital Improvements	62,749,970	77,692,870	140,442,840	(62,749,970)	-
260	Extra Capacity Facilities	34,659,470	18,307,210	52,966,680	(34,659,470)	-
275	Development District	4,769,220	3,532,400	8,301,620	(4,769,220)	-
310	Utility	50,041,230	116,374,820	123,724,850	(7,350,030)	42,691,200
320	Emergency Services	3,262,770	862,270	2,423,990	(1,561,720)	1,701,050
330	Willamette Valley Comm. Center	3,369,090	14,641,920	17,780,300	(3,138,380)	230,710
335	Police Regional Records System	991,300	468,170	346,950	121,220	1,112,520
355	City Services	8,911,530	10,392,140	15,840,640	(5,448,500)	3,463,030
365	Self Insurance Benefits	10,928,210	27,038,050	37,966,260	(10,928,210)	-
366	Self Insurance Risk	8,280,510	3,665,820	11,946,330	(8,280,510)	-
388	Equipment Replacement Reserve	10,015,510	8,847,920	18,863,430	(10,015,510)	-
400	Trust	13,118,850	9,670,980	13,071,070	(3,400,090)	9,718,760
Total		\$ 264,344,620	\$ 520,158,000	\$ 674,865,830	\$ (154,707,830)	\$ 109,636,790



City of Salem Budget  
RECAP OF EXPENDITURES  
All Funds  
FY 2021 and FY 2022

Fund No.	Fund Name	Adopted FY 2021	Adopted FY 2022	Increase (Decrease)	Percent Change
101	General	\$ 150,944,730	\$ 161,220,680	\$ 10,275,950	6.8%
155	Transportation Services	17,456,400	17,506,640	50,240	0.3%
156	Streetlight	2,122,360	2,082,060	(40,300)	-1.9%
160	Airport	2,379,280	2,277,290	(101,990)	-4.3%
165	Community Renewal	8,468,270	11,076,710	2,608,440	30.8%
170	Downtown Parking	1,135,190	1,299,380	164,190	14.5%
175	Cultural and Tourism	3,599,590	3,571,620	(27,970)	-0.8%
176	Public Art	67,910	42,370	(25,540)	-37.6%
177	Tourism Promotion Area	930,000	696,030	(233,970)	-25.2%
180	Leasehold	905,870	1,076,270	170,400	18.8%
185	Building and Safety	6,397,820	6,424,230	26,410	0.4%
190	Traffic Safety	1,168,950	1,379,120	210,170	18.0%
210	General Debt Service	21,830,260	22,538,470	708,210	3.2%
255	Capital Improvements	185,508,430	140,442,840	(45,065,590)	-24.3%
260	Extra Capacity Facilities	45,522,470	52,966,680	7,444,210	16.4%
275	Development District	5,781,460	8,301,620	2,520,160	43.6%
310	Utility	125,925,970	123,724,850	(2,201,120)	-1.7%
320	Emergency Services	1,061,170	2,423,990	1,362,820	128.4%
330	Willamette Valley Comm. Center	13,391,880	17,780,300	4,388,420	32.8%
335	Police Regional Records System	551,010	346,950	(204,060)	-37.0%
355	City Services	11,750,020	15,840,640	4,090,620	34.8%
365	Self Insurance Benefits	38,411,100	37,966,260	(444,840)	-1.2%
366	Self Insurance Risk	11,503,440	11,946,330	442,890	3.9%
388	Equipment Replacement Reserve	15,474,360	18,863,430	3,389,070	21.9%
400	Trust (Special Revenue)	3,450,990	13,071,070	9,620,080	278.8%
Total		\$ 675,738,930	\$ 674,865,830	\$ (873,100)	-0.1%



City of Salem Budget  
REQUIREMENTS BY OBJECT CATEGORY

All Funds  
FY 2022

Fund No	Fund Name	Personal Services	Materials and Services	Capital Outlay	Transfers	Debt	Contingencies	Total Expenditures
101	General	\$ 119,107,690	\$ 37,612,920	\$ 359,060	\$ 766,000	\$ 375,010	\$ 3,000,000	\$ 161,220,680
155	Transportation Services	7,278,980	8,826,690	294,000	606,970	-	500,000	17,506,640
156	Streetlight	-	1,170,140	-	500,000	211,920	200,000	2,082,060
160	Airport	527,760	896,880	-	-	44,410	808,240	2,277,290
165	Community Renewal	-	11,076,710	-	-	-	-	11,076,710
170	Downtown Parking	-	1,137,310	-	-	-	162,070	1,299,380
175	Cultural and Tourism	-	2,050,730	-	1,400,890	-	120,000	3,571,620
176	Public Art	-	42,370	-	-	-	-	42,370
177	Tourism Promotion Area	-	665,060	-	30,970	-	-	696,030
180	Leasehold	-	535,740	-	200,000	-	340,530	1,076,270
185	Building and Safety	4,008,370	1,615,860	-	500,000	-	300,000	6,424,230
190	Traffic Safety	-	779,970	-	599,150	-	-	1,379,120
210	General Debt Service	-	-	-	-	22,538,470	-	22,538,470
255	Capital Improvements	-	137,442,840	3,000,000	-	-	-	140,442,840
260	Extra Capacity Facilities	-	51,898,750	342,930	725,000	-	-	52,966,680
275	Development District	-	7,941,620	-	360,000	-	-	8,301,620
310	Utility	42,985,910	38,642,220	936,580	19,100,000	19,060,140	3,000,000	123,724,850
320	Emergency Services	442,490	521,500	1,400,000	-	-	60,000	2,423,990
330	Willamette Valley Comm. Center	10,521,140	3,074,160	2,285,000	1,400,000	-	500,000	17,780,300
335	Police Regional Records System	-	275,080	-	-	-	71,870	346,950
355	City Services	2,827,190	8,569,600	120,000	4,323,850	-	-	15,840,640
365	Self Insurance Benefits	552,480	37,413,780	-	-	-	-	37,966,260
366	Self Insurance Risk	816,160	11,130,170	-	-	-	-	11,946,330
388	Equipment Replacement Reserve	-	4,692,640	14,170,790	-	-	-	18,863,430
400	Trust (Special Revenue)	-	7,780,680	500,000	4,790,390	-	-	13,071,070
<b>Total</b>		<b>\$ 189,068,170</b>	<b>\$ 375,793,420</b>	<b>\$ 23,408,360</b>	<b>\$ 35,303,220</b>	<b>\$ 42,229,950</b>	<b>\$ 9,062,710</b>	<b>\$ 674,865,830</b>



City of Salem Budget  
REVENUES BY OBJECT CATEGORY

All Funds

FY 2022

Fund No	Fund Name	Taxes	Sales, Fees, Licenses & Permits	Assessments	Rents	Internal & Intergov.	Other Revenue	Non/Operating Revenues	Transfers	Total Revenues
101	General	\$ 79,500,800	\$ 32,169,590	\$ 2,500	\$ 1,509,180	\$ 36,904,070	\$ 2,765,810	\$ -	\$ 6,586,400	\$ 159,438,350
155	Transportation Services	-	208,640	5,300	2,040	16,476,040	36,070	-	75,000	16,803,090
156	Streetlight	-	1,946,660	-	-	-	16,530	-	-	1,963,190
160	Airport	-	46,100	-	1,225,070	-	18,000	-	-	1,289,170
165	Community Renewal	-	-	-	-	10,382,150	694,560	-	-	11,076,710
170	Downtown Parking	-	24,830	-	846,790	253,510	3,430	-	-	1,128,560
175	Cultural and Tourism	3,132,120	-	-	-	1,642,970	14,500	-	-	4,789,590
176	Public Art	-	-	-	-	-	300	-	-	300
177	Tourism Promotion Area	-	-	696,030	-	-	-	-	-	696,030
180	Leasehold	-	-	-	611,280	-	7,000	-	-	618,280
185	Building and Safety	-	6,401,400	-	-	124,510	184,430	-	-	6,710,340
190	Traffic Safety	-	-	-	-	76,730	1,379,120	-	-	1,455,850
210	General Debt Service	16,954,420	-	-	-	5,719,550	20,000	-	-	22,693,970
255	Capital Improvements	-	-	-	-	43,308,550	301,730	12,841,770	21,240,820	77,692,870
260	Extra Capacity Facilities	-	11,473,090	-	-	6,474,120	-	-	360,000	18,307,210
275	Development District	-	3,472,400	-	-	-	60,000	-	-	3,532,400
310	Utility	-	102,618,050	7,440	21,000	8,926,700	1,405,030	2,686,200	710,400	116,374,820
320	Emergency Services	-	721,270	-	-	10,000	131,000	-	-	862,270
330	Willamette Valley Comm. Center	-	20,800	-	-	13,163,380	57,740	-	1,400,000	14,641,920
335	Police Regional Records System	-	-	-	-	458,980	9,190	-	-	468,170
355	City Services	-	-	-	1,225,150	9,044,390	122,600	-	-	10,392,140
365	Self Insurance Benefits	-	-	-	-	25,294,050	1,744,000	-	-	27,038,050
366	Self Insurance Risk	-	-	-	-	3,525,820	140,000	-	-	3,665,820
388	Equipment Replacement Reserve	-	-	-	679,750	2,923,030	150,780	181,260	4,913,100	8,847,920
400	Trust (Special Revenue)	-	150,000	-	-	7,500,980	2,002,500	-	17,500	9,670,980
Total		\$ 99,587,340	\$ 159,252,830	\$ 711,270	\$ 6,120,260	\$192,209,530	\$ 11,264,320	\$ 15,709,230	\$ 35,303,220	\$ 520,158,000



City of Salem  
SUMMARY OF RESOURCES  
General Fund  
FY 2019 to FY 2022

Actual FY 2019	Actual FY 2020	Adopted FY 2021	Resources Category	Adopted FY 2022	Percent of Total	Percent Increase
\$ 25,024,409	\$ 22,198,336	\$ 23,407,760	Cash Balance	\$ 30,893,040	16.2%	32.0%
2,683,179	1,353,392	1,631,400	Previously Levied Taxes	1,140,500	0.6%	-30.1%
1,004,285	1,160,850	1,154,800	Local Sales Tax	1,532,730	0.8%	32.7%
18,003,359	18,091,467	17,835,360	Franchise Fees	18,284,150	9.6%	2.5%
3,934,664	7,122,188	12,450,380	Fees for Services / Other Fees	11,944,140	6.3%	-4.1%
1,520,311	1,404,942	1,881,860	Licenses and Permits	1,941,300	1.0%	3.2%
938,772	1,039,536	838,380	Other Revenue	748,480	0.4%	-10.7%
2,161,366	1,582,858	2,197,060	Rents	1,509,180	0.8%	-31.3%
6,797,043	6,795,935	8,237,920	Intra / Interfund Services	8,469,490	4.4%	2.8%
8,277,510	9,021,290	8,737,020	Allocated Overhead	9,251,620	4.9%	5.9%
6,240,284	6,800,456	7,093,610	State Shared Revenues	7,431,890	3.9%	4.8%
2,235,899	2,238,489	2,271,440	Other Agencies	1,768,930	0.9%	-22.1%
479,543	3,875,901	681,820	State / Federal Grants	9,982,140	5.2%	1364.0%
2,977,913	2,039,690	2,437,030	Fines, Penalties and Forfeitures	2,017,330	1.1%	-17.2%
1,320,470	1,625,201	1,936,070	Interfund Transfers	6,586,400	3.5%	240.2%
<u>\$ 83,599,007</u>	<u>\$ 86,350,531</u>	<u>\$ 92,791,910</u>	Sub-Total	<u>\$ 113,501,320</u>	<u>59.6%</u>	<u>22.3%</u>
<u>\$ 67,345,574</u>	<u>\$ 69,793,377</u>	<u>\$ 72,506,700</u>	Property Taxes-Current Year	<u>\$ 76,827,570</u>	<u>40.4%</u>	<u>6.0%</u>
<u>\$ 150,944,580</u>	<u>\$ 156,143,908</u>	<u>\$ 165,298,610</u>	Total Operations	<u>\$ 190,328,890</u>	<u>100.0%</u>	<u>15.1%</u>
<u>\$ 150,944,580</u>	<u>\$ 156,143,908</u>	<u>\$ 165,298,610</u>	Grand Total	<u>\$ 190,328,890</u>	<u>100.0%</u>	<u>15.1%</u>



City of Salem  
SUMMARY OF EXPENDITURES  
General Fund  
FY 2019 to FY 2022

Actual FY 2019	Actual FY 2020	Adopted FY 2021	Department	Adopted FY 2022	Percent of Total	Percent Increase
\$ 3,182,097	\$ 3,064,256	\$ 3,454,960	City Manager	\$ 4,057,040	2.5%	17.4%
4,403,544	4,262,783	5,364,170	Community Development	4,915,150	3.0%	-8.4%
3,613,335	3,603,843	4,142,480	Finance	4,287,930	2.7%	3.5%
33,554,144	35,557,511	38,752,930	Fire	39,959,010	24.8%	3.1%
5,718,585	5,628,418	6,741,930	Human Resources	7,135,830	4.4%	5.8%
8,289,045	8,879,406	9,901,160	Information Technology	10,607,130	6.6%	7.1%
2,183,213	2,404,320	2,544,090	Legal	2,838,620	1.8%	11.6%
4,928,089	4,492,947	5,268,420	Library	5,706,290	3.5%	8.3%
186,567	180,165	214,580	Mayor and Council	243,410	0.2%	13.4%
4,459,661	3,789,402	8,365,220	Non-Departmental	10,308,030	6.4%	23.2%
9,270,644	9,199,613	11,712,070	Parks and Recreation	10,641,120	6.6%	-9.1%
44,280,879	45,160,051	48,893,510	Police	51,763,530	32.1%	5.9%
4,677,849	4,964,439	5,531,210	Urban Development	5,757,590	3.6%	4.1%
-	-	58,000	Contingencies	3,000,000	1.9%	5072.4%
<u>\$ 128,747,652</u>	<u>\$ 131,187,153</u>	<u>\$ 150,944,730</u>	<u>Total Operations</u>	<u>\$ 161,220,680</u>	<u>100.0%</u>	<u>6.8%</u>







## City of Salem Budget Airport Fund Assumptions and Trends FY 2022

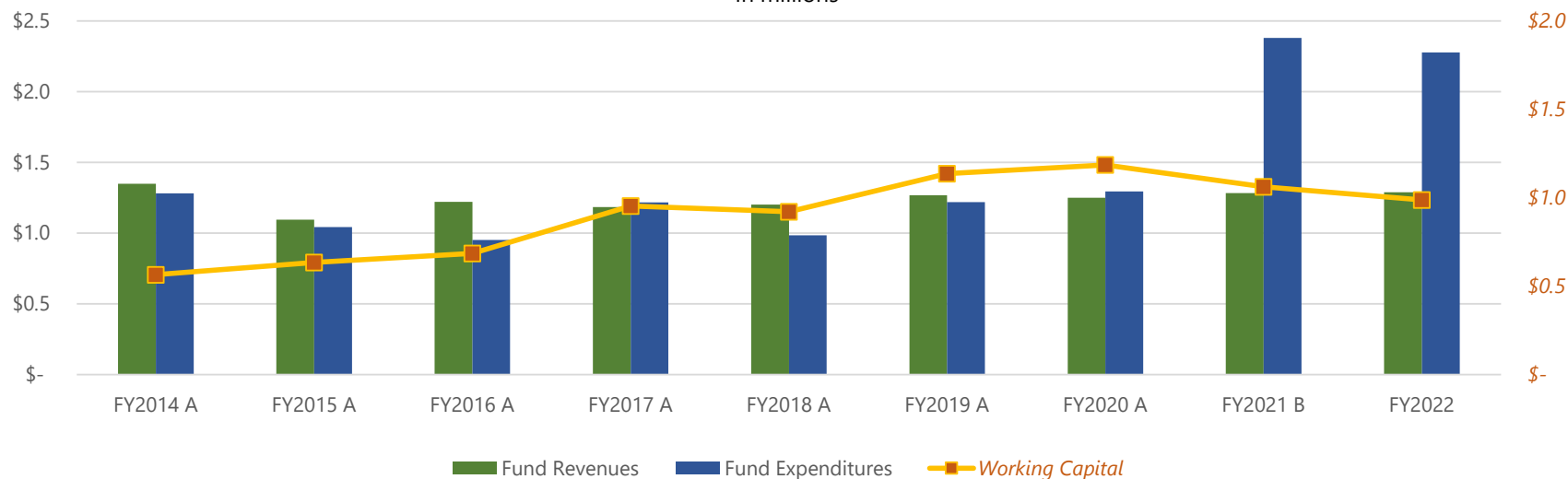
Account	Assumption	Amount	Account	Assumption	Amount
32646	Proceeds from airport sales and fees Fuel Fee: sale of fuel, estimating a 10.6% decrease over the FY 2021 Budget	\$ 38,000	34110	Proceeds from airport rental Land / Room Rental: commercial lease space, estimating a 1.7% increase over the FY 2021 Budget	\$ 1,168,670
32648	Tie Down Fee: storage for transient aircraft (tie down), estimating a no change over the FY 2021 Budget	\$ 2,500	34148	Parking Rent - Meters: revenue from the Airport surface lot, estimating a 19.9% decrease from the FY 2021 Budget	\$ 27,800
32650	Landing Fee: private and commercial aircraft landing, estimating a 15.0% increase over the FY 2021 Budget	\$ 4,600	34295	Parking Rent - Other: revenue from the vehicle per day parking rate of \$5.00, estimating a 14.6% decrease over the FY 2021 Budget	\$ 28,600

Not all revenues included on the next page are highlighted here.

See the result area of *Strong and Diverse Economy* for more information about Airport Fund program expenses.

### Airport Fund Revenues, Expenditures, and Working Capital - Multi-Year View

In millions



The significant variance between revenues and expenditures for the adopted FY 2021 budget and the proposed FY 2022 budget is a large contingency, which serves as an appropriated reserve for the fund.



City of Salem Budget  
Airport Fund  
FY 2022

Airport Fund Resources

Account Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
32495 OTHER CHARGE FOR SERVICE	\$ 1,000	\$ 900	\$ 1,000	\$ 900	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	-
32646 FUEL FEE	40,000	34,315	37,250	33,427	42,500	38,000	38,000	38,000	(4,500)	-10.6%
32648 TIE DOWN FEE	2,100	1,800	2,050	2,377	2,500	2,500	2,500	2,500	-	-
32650 LANDING FEE	3,560	3,993	3,610	4,426	4,000	4,600	4,600	4,600	600	15.0%
Total Sales, Fees, Licenses, Permits	\$ 46,660	\$ 41,007	\$ 43,910	\$ 42,298	\$ 50,000	\$ 46,100	\$ 46,100	\$ 46,100	\$ (3,900)	-7.8%
34110 LAND / BUILDING RENT	\$ 1,069,590	\$ 1,158,228	\$ 1,087,790	\$ 1,136,895	\$ 1,149,170	\$ 1,168,670	\$ 1,168,670	\$ 1,168,670	\$ 19,500	1.7%
34148 PARKING RENT - METERS	35,000	26,127	21,000	21,844	34,700	27,800	27,800	27,800	(6,900)	-19.9%
34295 PARKING RENT - OTHER	15,000	28,581	19,100	25,598	33,500	28,600	28,600	28,600	(4,900)	-14.6%
Total Rents	\$ 1,119,590	\$ 1,212,936	\$ 1,127,890	\$ 1,184,337	\$ 1,217,370	\$ 1,225,070	\$ 1,225,070	\$ 1,225,070	\$ 7,700	0.6%
35510 STATE GRANTS	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ (35,000)	-100.0%
Total Internal / Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ (35,000)	-100.0%
35630 US FEDERAL AVIATION ADMIN (FAA)	\$ -	\$ -	\$ -	\$ 69,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
35641 US DEPT OF THE TREASURY	-	-	-	104	-	-	-	-	-	-
Total Federal Grants	\$ -	\$ -	\$ -	\$ 69,104	\$ -	\$ -	\$ -	\$ -	\$ -	-
36210 INTEREST	\$ 12,000	\$ 14,242	\$ 15,000	\$ 23,421	\$ 15,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 3,000	20.0%
Total Other Revenues	\$ 12,000	\$ 14,242	\$ 15,000	\$ 23,421	\$ 15,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 3,000	20.0%
39910 BEGINNING WORKING CAPITAL	\$ 1,096,160	\$ 1,136,719	\$ 1,014,400	\$ 1,185,564	\$ 1,061,910	\$ 988,120	\$ 988,120	\$ 988,120	\$ (73,790)	-6.9%
Total Beginning Balance	\$ 1,096,160	\$ 1,136,719	\$ 1,014,400	\$ 1,185,564	\$ 1,061,910	\$ 988,120	\$ 988,120	\$ 988,120	\$ (73,790)	-6.9%
Total Resources	\$ 2,274,410	\$ 2,404,904	\$ 2,201,200	\$ 2,504,725	\$ 2,379,280	\$ 2,277,290	\$ 2,277,290	\$ 2,277,290	\$ (101,990)	-4.3%



City of Salem Budget  
Airport Fund  
FY 2022

Airport Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
51010	SALARIES AND WAGES	\$ 267,920	\$ 270,633	\$ 279,980	\$ 280,010	\$ 289,990	\$ 298,910	\$ 298,910	\$ 298,910	\$ 8,920	3.1%
51025	HOLIDAY - REGULAR	-	173	-	-	-	-	-	-	-	-
51030	OVERTIME	2,550	3,746	3,000	3,030	3,500	3,500	3,500	3,500	-	-
51080	STANDBY	16,320	17,442	17,500	18,469	17,000	18,000	18,000	18,000	1,000	5.9%
51120	LEAVE PAYOFF	5,100	421	5,000	-	9,500	3,000	3,000	3,000	(6,500)	-68.4%
51130	CAR ALLOWANCE	1,080	586	-	(25)	-	-	-	-	-	-
51210	FICA AND MEDICARE	22,410	22,118	23,370	22,758	24,480	24,740	24,740	24,740	260	1.1%
51221	WORKERS' COMP PREMIUM	17,460	17,460	2,020	2,020	-	1,550	1,550	1,550	1,550	-
51222	WORKERS' COMP STATE ASSMT	120	93	120	83	120	120	120	120	-	-
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	1,620	1,620	1,620	1,620	-
51240	EMPLOYER - RETIREMENT PERS	35,070	35,119	50,130	49,800	52,510	56,270	56,270	56,270	3,760	7.2%
51243	PERS UNFUNDED LIABILITY	15,620	15,620	15,380	15,380	16,230	16,430	16,430	16,430	200	1.2%
51245	EMPLOYER - PERS PICKUP	17,580	17,618	18,330	18,099	19,200	19,400	19,400	19,400	200	1.0%
51250	INSURANCE - MEDICAL	68,750	68,717	72,840	71,403	73,190	75,670	75,670	75,670	2,480	3.4%
51255	INSURANCE - VISION	1,240	1,239	1,240	1,239	1,240	1,240	1,240	1,240	-	-
51260	INSURANCE - DENTAL	5,870	5,847	5,920	5,966	6,050	6,100	6,100	6,100	50	0.8%
51265	INSURANCE - LIFE	500	601	600	642	600	900	900	900	300	50.0%
51270	INSURANCE - DISABILITY	280	305	300	313	310	310	310	310	-	-
	Total Personal Services	\$ 477,870	\$ 477,739	\$ 495,730	\$ 489,190	\$ 513,920	\$ 527,760	\$ 527,760	\$ 527,760	\$ 13,840	2.7%
52110	SUBSCRIPTIONS AND BOOKS	\$ 450	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
52120	MAIL	350	72	150	35	100	100	100	100	-	-
52130	SUPPLIES	10,000	6,445	10,000	8,251	10,000	8,500	8,500	8,500	(1,500)	-15.0%
52320	ADVERTISING	1,200	-	-	326	-	-	-	-	-	-
52360	RECRUITMENT FEES	250	-	250	-	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	2,690	2,661	2,450	2,516	2,210	2,300	2,300	2,300	90	4.1%
52410	TELEPHONE - CELLULAR	1,500	1,617	1,500	2,322	1,750	1,600	1,600	1,600	(150)	-8.6%
52460	COMMUNICATION - OTHER	1,000	-	-	-	-	-	-	-	-	-
52510	TRAINING	6,630	3,345	8,830	2,281	10,230	9,330	9,330	9,330	(900)	-8.8%
52550	MILEAGE	150	-	50	314	450	300	300	300	(150)	-33.3%
52560	REGISTRATION	-	-	-	300	-	200	200	200	200	-
52620	CONSTRUCTION CONTRACTS	120,000	-	120,000	19,694	115,000	115,000	115,000	115,000	-	-
52640	ENGINEERING / ARCHITECT SERVICES	18,630	-	10,000	-	20,000	20,000	20,000	20,000	-	-
52670	OTHER PROFESSIONAL SERVICES	164,320	126,407	215,030	219,945	243,250	206,800	206,800	206,800	(36,450)	-15.0%
52710	MEMBERSHIP DUES	3,500	3,895	3,500	4,743	3,600	3,600	3,600	3,600	-	-
52720	LICENSES / CERTIFICATIONS	1,000	150	500	300	500	250	250	250	(250)	-50.0%
52740	PERMITS	-	1,080	-	2,229	1,200	1,500	1,500	1,500	300	25.0%
52810	SMALL TOOLS	-	120	-	-	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	790	717	2,370	2,469	2,430	1,630	1,630	1,630	(800)	-32.9%
52820	SMALL EQUIPMENT AND SUPPLIES	2,500	-	500	204	500	300	300	300	(200)	-40.0%
52830	COMPUTER SOFTWARE AND LICENSES	930	925	900	908	950	960	960	960	10	1.1%
52910	DIESEL FUEL	3,500	128	2,500	325	1,500	800	800	800	(700)	-46.7%
52930	GASOLINE	4,000	2,009	3,000	2,147	3,000	2,000	2,000	2,000	(1,000)	-33.3%



City of Salem Budget  
Airport Fund  
FY 2022

Airport Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
53210	INSURANCE	-	3,679	-	3,777	-	-	-	-	-	-
53211	LIABILITY INSURANCE	6,150	6,150	4,150	4,150	2,760	6,150	6,150	6,150	3,390	122.8%
53310	VEHICLE MAINTENANCE	10,000	3,832	5,000	13,900	8,000	8,300	8,300	8,300	300	3.8%
53320	EQUIPMENT MAINTENANCE	5,000	900	5,000	12,745	10,000	8,750	8,750	8,750	(1,250)	-12.5%
53340	FACILITIES MAINTENANCE	-	-	-	1,168	-	-	-	-	-	-
53380	OTHER MAINTENANCE AND REPAIRS	10,000	2,930	7,500	7,053	7,500	7,000	7,000	7,000	(500)	-6.7%
53530	OUTSIDE RENTAL	-	498	-	285	-	-	-	-	-	-
53610	GAS	5,000	5,016	6,000	4,278	6,000	6,000	6,000	6,000	-	-
53620	ELECTRIC	25,900	26,722	27,500	26,255	27,500	27,500	27,500	27,500	-	-
53630	WATER	-	593	-	819	500	700	700	700	200	40.0%
53650	REFUSE DISPOSAL	1,650	1,475	2,500	1,628	2,500	2,400	2,400	2,400	(100)	-4.0%
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	500	-	800	-	800	800	800	800	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	-	136	-	63	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	1,000	709	1,000	1,174	1,000	1,000	1,000	1,000	-	-
53770	BAD DEBT - WRITE OFF	5,000	-	5,000	-	5,000	5,000	5,000	5,000	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	95,780	46,643	103,590	58,217	61,980	71,580	71,580	71,580	9,600	15.5%
53813	INTRA CITY - BUDGETED TRANSFERS	118,240	118,240	119,680	119,680	123,020	129,430	129,430	129,430	6,410	5.2%
53815	INTRA CITY - INTERDEPARTMENTAL BILLINGS	1,000	53,006	36,870	65,963	39,250	44,230	44,230	44,230	4,980	12.7%
53830	RADIO	570	570	890	890	-	890	890	890	890	-
53840	MOTOR POOL RENTAL	17,500	17,500	12,840	12,840	15,100	14,910	14,910	14,910	(190)	-1.3%
53841	EQUIPMENT REPLACEMENT CHARGE	-	-	15,000	32,500	15,000	15,000	15,000	15,000	-	-
53851	COPY	500	256	500	10	350	350	350	350	-	-
53854	PHOTOCOPIES	1,000	1,336	1,500	835	1,250	1,250	1,250	1,250	-	-
53860	BUILDING SERVICES	21,840	12,221	42,580	29,527	3,470	3,830	3,830	3,830	360	10.4%
53900	SUPPORT SERVICES CHARGE	109,990	109,990	92,430	92,430	126,210	131,640	131,640	131,640	5,430	4.3%
54850	OTHER SPECIAL PAYMENTS	50,000	150	50,000	1,199	50,000	35,000	35,000	35,000	(15,000)	-30.0%
	Total Materials and Services	\$ 830,010	\$ 562,125	\$ 921,860	\$ 760,694	\$ 923,860	\$ 896,880	\$ 896,880	\$ 896,880	\$ (26,980)	-2.9%
60120	PRINCIPAL	\$ 40,600	\$ 40,593	\$ 40,700	\$ 40,696	\$ 42,410	\$ 42,910	\$ 42,910	\$ 42,910	\$ 500	1.2%
60130	INTEREST	3,900	3,884	4,700	4,690	2,040	1,500	1,500	1,500	(540)	-26.5%
	Total Debt Service	\$ 44,500	\$ 44,476	\$ 45,400	\$ 45,386	\$ 44,450	\$ 44,410	\$ 44,410	\$ 44,410	\$ (40)	-0.1%
61110	CONTINGENCIES	\$ 787,030	\$ -	\$ 738,210	\$ -	\$ 597,050	\$ 808,240	\$ 808,240	\$ 808,240	\$ 211,190	35.4%
	Total Contingencies	\$ 787,030	\$ -	\$ 738,210	\$ -	\$ 597,050	\$ 808,240	\$ 808,240	\$ 808,240	\$ 211,190	35.4%
62110	TRANSFERS TO OTHER FUNDS	\$ 135,000	\$ 135,000	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ (300,000)	-100.0%
	Total Interfund Transfers	\$ 135,000	\$ 135,000	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ (300,000)	-100.0%
	Total Expenditures	\$ 2,274,410	\$ 1,219,340	\$ 2,201,200	\$ 1,295,269	\$ 2,379,280	\$ 2,277,290	\$ 2,277,290	\$ 2,277,290	\$ (101,990)	-4.3%



## City of Salem Budget Building and Safety Fund Assumptions and Trends FY 2022

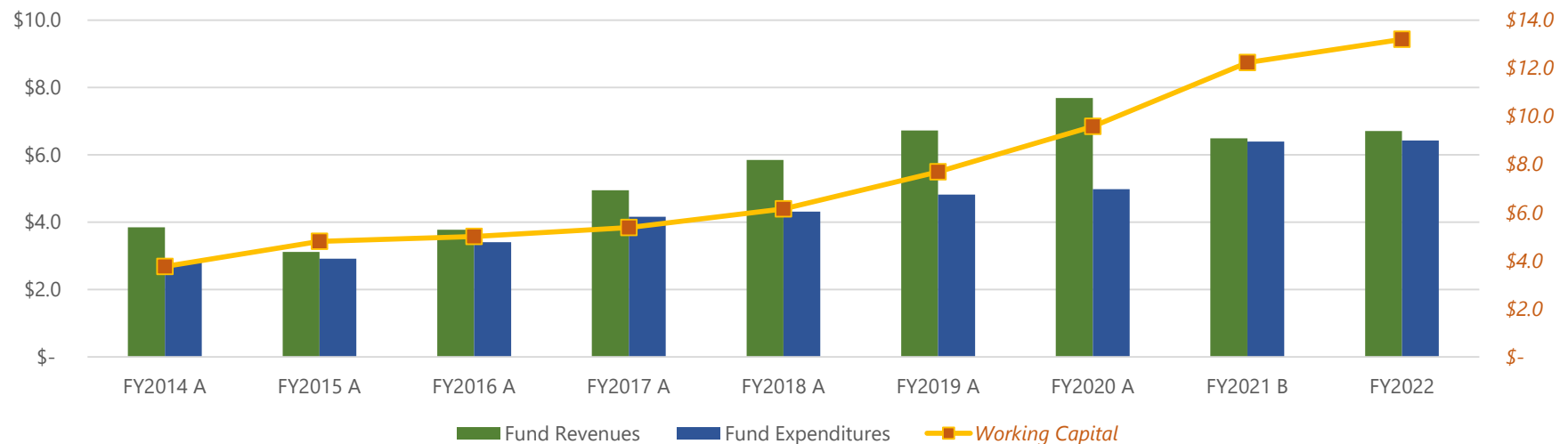
Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from the Building Permit Program and Permit Application Center activities					
32835	Building Permits: building permit and plan review fees for residential / commercial new construction and alterations, estimating a 3.0% increase over the FY 2021 Budget	\$ 4,961,990	32850	Plumbing Permits: residential / commercial construction projects, estimating a 3.0% increase over the FY 2021 Budget	\$ 453,610
32840	Electrical Permits: residential / commercial construction projects, estimating a 3.0% increase over the FY 2021 Budget	\$ 510,420	32895	Other Permits: non-construction permits and licenses including business vocational licenses, estimating a 48.5% decrease from the FY 2021 Budget	\$ 26,940
32845	Mechanical Permits: residential / commercial construction projects, estimating a 3.0% increase over the FY 2021 Budget	\$ 425,440			

Not all revenues included on the next page are highlighted here.

See the result areas of *Safe Community* and *Strong and Diverse Economy* for more information about Building and Safety Fund program expenses.

### Building and Safety Fund Revenues, Expenditures, and Working Capital - Multi-Year View

In millions





City of Salem Budget  
Building and Safety Fund  
FY 2022

Building and Safety Fund Resources

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
32320	DOCUMENT SALES	\$ 4,030	\$ 356	\$ 4,030	\$ 396	\$ 500	\$ 500	\$ 500	\$ 500	\$ -	-
32347	MARIJUANA APPLICATION FEE	-	-	-	-	-	-	-	-	-	-
32644	PROCESSING FEE	24,360	17,253	25,000	15,637	22,500	22,500	22,500	22,500	-	-
32835	BUILDING PERMITS	3,502,470	4,847,663	3,752,470	5,547,321	4,817,470	4,961,990	4,961,990	4,961,990	144,520	3.0%
32840	ELECTRICAL PERMITS	450,340	509,099	450,500	580,967	495,550	510,420	510,420	510,420	14,870	3.0%
32845	MECHANICAL PERMITS	375,480	444,072	375,500	545,878	413,050	425,440	425,440	425,440	12,390	3.0%
32850	PLUMBING PERMITS	396,330	551,762	400,330	636,265	440,400	453,610	453,610	453,610	13,210	3.0%
32895	OTHER PERMITS	66,400	52,262	53,780	25,347	52,300	26,940	26,940	26,940	(25,360)	-48.5%
	Total Sales, Fees, Licenses, Permits	\$ 4,819,410	\$ 6,422,467	\$ 5,061,610	\$ 7,351,812	\$ 6,241,770	\$ 6,401,400	\$ 6,401,400	\$ 6,401,400	\$ 159,630	2.6%
35212	INTRAFUND - DIRECT CHG (LABOR)	\$ -	\$ -	\$ -	\$ 1,472	\$ -	\$ -	\$ -	\$ -	\$ -	-
35213	INTRAFUND - BUDGETED TRANSFERS	135,210	135,210	132,120	132,120	148,480	124,510	124,510	124,510	(23,970)	-16.1%
	Total Internal / Intergovernmental	\$ 135,210	\$ 135,210	\$ 132,120	\$ 133,592	\$ 148,480	\$ 124,510	\$ 124,510	\$ 124,510	\$ (23,970)	-16.1%
35641	US DEPT OF THE TREASURY	\$ -	\$ -	\$ -	\$ 4,785	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Federal Grants	\$ -	\$ -	\$ -	\$ 4,785	\$ -	\$ -	\$ -	\$ -	\$ -	-
36210	INTEREST	\$ 73,880	\$ 163,057	\$ 87,000	\$ 196,235	\$ 97,370	\$ 184,430	\$ 184,430	\$ 184,430	\$ 87,060	89.4%
36815	WAGE RECOVERY	-	-	-	3,854	-	-	-	-	-	-
36895	OTHER REVENUE	-	(2)	-	46	-	-	-	-	-	-
	Total Other Revenue	\$ 73,880	\$ 163,056	\$ 87,000	\$ 200,134	\$ 97,370	\$ 184,430	\$ 184,430	\$ 184,430	\$ 87,060	89.4%
39910	BEGINNING WORKING CAPITAL	\$ 7,409,060	\$ 7,689,863	\$ 8,000,540	\$ 9,587,795	\$ 12,237,360	\$ 13,180,810	\$ 13,180,810	\$ 13,202,380	\$ 965,020	7.9%
	Total Beginning Balance	\$ 7,409,060	\$ 7,689,863	\$ 8,000,540	\$ 9,587,795	\$ 12,237,360	\$ 13,180,810	\$ 13,180,810	\$ 13,202,380	\$ 965,020	7.9%
	Total Resources	\$ 12,437,560	\$ 14,410,596	\$ 13,281,270	\$ 17,278,118	\$ 18,724,980	\$ 19,891,150	\$ 19,891,150	\$ 19,912,720	\$ 1,187,740	6.3%



City of Salem Budget  
Building and Safety Fund  
FY 2022

Building and Safety Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
51010	SALARIES AND WAGES	\$ 1,800,720	\$ 1,714,604	\$ 1,946,900	\$ 1,749,892	\$ 2,098,920	\$ 2,183,320	\$ 2,183,320	\$ 2,183,320	\$ 84,400	4.0%
51020	SEASONAL AND RELIEF	71,350	18,391	72,780	3,420	73,310	51,650	51,650	51,650	(21,660)	-29.5%
51025	HOLIDAY - REGULAR	-	144	-	(144)	-	-	-	-	-	-
51030	OVERTIME	43,800	30,697	45,000	51,270	61,990	63,560	63,560	63,560	1,570	2.5%
51100	INCENTIVES	43,990	86,180	130,410	114,811	115,220	120,320	120,320	120,320	5,100	4.4%
51120	LEAVE PAYOFF	25,500	22,812	25,500	7,660	80,000	26,540	26,540	26,540	(53,460)	-66.8%
51130	CAR ALLOWANCE	1,080	1,084	1,090	1,084	1,090	1,090	1,090	1,090	-	-
51195	OTHER PAY / BENEFITS	2,710	-	2,700	-	5,400	2,700	2,700	2,700	(2,700)	-50.0%
51210	FICA AND MEDICARE	151,970	139,770	169,930	144,170	185,570	186,910	186,910	186,910	1,340	0.7%
51221	WORKERS' COMP PREMIUM	15,040	15,040	18,360	18,360	-	12,880	12,880	12,880	12,880	-
51222	WORKERS' COMP STATE ASSMT	700	572	750	523	830	850	850	850	20	2.4%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	12,210	12,210	12,210	12,210	-
51230	UNEMPLOYMENT	14,740	1,296	15,010	1,086	15,000	15,390	15,390	15,390	390	2.6%
51240	EMPLOYER - RETIREMENT PERS	322,410	274,354	439,970	342,984	455,090	461,670	461,670	461,670	6,580	1.4%
51243	PERS UNFUNDED LIABILITY	102,380	102,380	104,870	104,870	114,250	120,970	120,970	120,970	6,720	5.9%
51245	EMPLOYER - PERS PICKUP	119,190	104,117	133,290	109,018	145,830	146,780	146,780	146,780	950	0.7%
51250	INSURANCE - MEDICAL	423,790	411,000	512,220	415,642	528,380	536,540	536,540	536,540	8,160	1.5%
51255	INSURANCE - VISION	11,470	11,219	13,290	10,858	13,530	13,130	13,130	13,130	(400)	-3.0%
51260	INSURANCE - DENTAL	37,790	36,143	43,640	35,128	44,350	44,520	44,520	44,520	170	0.4%
51265	INSURANCE - LIFE	2,900	3,176	3,750	3,498	4,020	6,130	6,130	6,130	2,110	52.5%
51270	INSURANCE - DISABILITY	1,060	1,115	1,140	1,167	1,180	1,210	1,210	1,210	30	2.5%
	Total Personal Services	\$ 3,192,590	\$ 2,974,093	\$ 3,680,600	\$ 3,115,297	\$ 3,943,960	\$ 4,008,370	\$ 4,008,370	\$ 4,008,370	\$ 64,410	1.6%
52110	SUBSCRIPTIONS AND BOOKS	\$ 7,210	\$ 5,007	\$ 20,460	\$ 6,058	\$ 8,500	\$ 15,000	\$ 15,000	15,000	\$ 6,500	76.5%
52120	MAIL	2,500	2,664	2,330	6,204	6,500	6,940	6,940	6,940	440	6.8%
52130	SUPPLIES	17,490	13,458	17,630	14,274	19,500	19,500	19,500	19,500	-	-
52140	PRINTING AND DUPLICATION	1,000	620	1,060	231	460	460	460	460	-	-
52150	RECORDING FEES	250	-	250	-	250	250	250	250	-	-
52320	ADVERTISING	2,000	-	2,000	-	2,000	2,000	2,000	2,000	-	-
52340	EMPLOYEE RECOGNITION	520	-	-	1,004	4,000	4,000	4,000	4,000	-	-
52360	RECRUITMENT FEES	1,900	210	2,000	20	1,500	500	500	500	(1,000)	-66.7%
52405	TELEPHONE - OFFICE	12,730	13,327	12,640	12,998	14,000	11,960	11,960	11,960	(2,040)	-14.6%
52410	TELEPHONE - CELLULAR	12,490	15,641	15,300	15,200	18,280	17,830	17,830	17,830	(450)	-2.5%
52510	TRAINING	41,340	39,826	55,810	31,762	61,000	61,000	61,000	61,000	-	-
52540	MEALS	250	651	240	855	1,300	1,300	1,300	1,300	-	-
52550	MILEAGE	500	-	-	-	-	-	-	-	-	-
52660	TEMP EMPLOYMENT SERVICES	45,000	38,850	43,090	21,155	15,000	15,000	15,000	15,000	-	-
52670	OTHER PROFESSIONAL SERVICES	56,800	18,542	22,200	2,402	36,900	37,900	37,900	50,800	13,900	37.7%
52710	MEMBERSHIP DUES	3,670	3,901	3,270	2,604	3,270	5,040	5,040	5,040	1,770	54.1%
52720	LICENSES / CERTIFICATIONS	2,190	1,398	3,980	2,443	2,500	5,020	5,020	5,020	2,520	100.8%
52810	SMALL TOOLS	1,000	-	1,000	13	710	700	700	700	(10)	-1.4%
52815	CONTROLLED EQUIPMENT	54,610	53,947	102,420	28,503	109,200	71,000	71,000	77,680	(31,520)	-28.9%
52820	SMALL EQUIPMENT AND SUPPLIES	670	-	700	155	4,200	4,200	4,200	4,200	-	-
52830	COMPUTER SOFTWARE AND LICENSES	12,600	15,216	11,580	12,926	14,390	44,480	44,480	46,470	32,080	222.9%
52865	OTHER TECHNICAL SUPPLIES	-	-	-	146	-	-	-	-	-	-
52930	GASOLINE	11,980	10,630	14,530	10,371	12,050	14,550	14,550	14,550	2,500	20.7%



City of Salem Budget  
Building and Safety Fund  
FY 2022

Building and Safety Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
53211	LIABILITY INSURANCE	17,240	17,240	16,370	16,370	18,330	15,470	15,470	15,470	(2,860)	-15.6%
53310	VEHICLE MAINTENANCE	6,300	3,625	6,300	8,670	8,700	15,300	15,300	15,300	6,600	75.9%
53380	OTHER MAINTENANCE AND REPAIRS	-	-	-	-	6,640	6,640	6,640	6,640	-	-
53510	BUILDING RENTAL	-	-	-	1,209	2,280	1,310	1,310	1,310	(970)	-42.5%
53731	CLOTHING - UNIFORMS (TAXABLE)	-	-	-	3,278	-	-	-	-	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	-	27	-	971	4,500	4,500	4,500	4,500	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	5,000	3,838	4,000	977	2,000	2,000	2,000	2,000	-	-
53767	BANKING AND INVESTMENT FEES	3,000	8,242	8,090	9,439	9,000	9,000	9,000	9,000	-	-
53768	DIRECT BANKING FEES	2,000	1,177	1,300	1,133	1,500	1,000	1,000	1,000	(500)	-33.3%
53769	CARD PROCESSING FEES	70,300	83,132	101,520	97,244	102,520	100,000	100,000	100,000	(2,520)	-2.5%
53770	BAD DEBT - WRITE OFF	1,000	-	1,000	-	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	500	149	500	26,957	500	500	500	500	-	-
53813	INTRA CITY - BUDGETED TRANSFERS	573,340	532,717	606,380	606,380	745,330	685,320	685,320	685,320	(60,010)	-8.1%
53830	RADIO	20,510	20,510	20,170	20,170	19,030	19,800	19,800	19,800	770	4.0%
53840	MOTOR POOL RENTAL	7,720	7,720	8,180	8,180	9,620	12,200	12,200	12,200	2,580	26.8%
53841	EQUIPMENT REPLACEMENT CHARGE	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	-	-
53851	COPY	26,000	22,070	29,000	3,586	7,000	7,000	7,000	7,000	-	-
53852	MICROFILM	-	8,333	-	17,903	28,820	57,200	57,200	57,200	28,380	98.5%
53854	PHOTOCOPIES	1,400	1,556	2,060	754	1,500	1,500	1,500	1,500	-	-
53900	SUPPORT SERVICES CHARGE	354,410	354,420	325,250	325,250	301,080	266,920	266,920	266,920	(34,160)	-11.3%
	Total Materials and Services	\$ 1,427,420	\$ 1,348,708	\$ 1,512,610	\$ 1,367,795	\$ 1,653,860	\$ 1,594,290	\$ 1,594,290	\$ 1,615,860	\$ (38,000)	-2.3%
55150	FLEET REPLACEMENT	\$ -	\$ -	\$ 26,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Capital Outlay	\$ -	\$ -	\$ 26,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
61110	CONTINGENCIES	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	-
	Total Contingencies	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	-
62110	INTERFUND TRANSFERS	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	-
	Total Interfund Transfers	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	-
	Total Expenditures	\$ 5,420,010	\$ 4,822,801	\$ 6,019,210	\$ 4,983,092	\$ 6,397,820	\$ 6,402,660	\$ 6,402,660	\$ 6,424,230	\$ 26,410	0.4%



# City of Salem Budget

## Capital Improvements Fund Assumptions and Trends

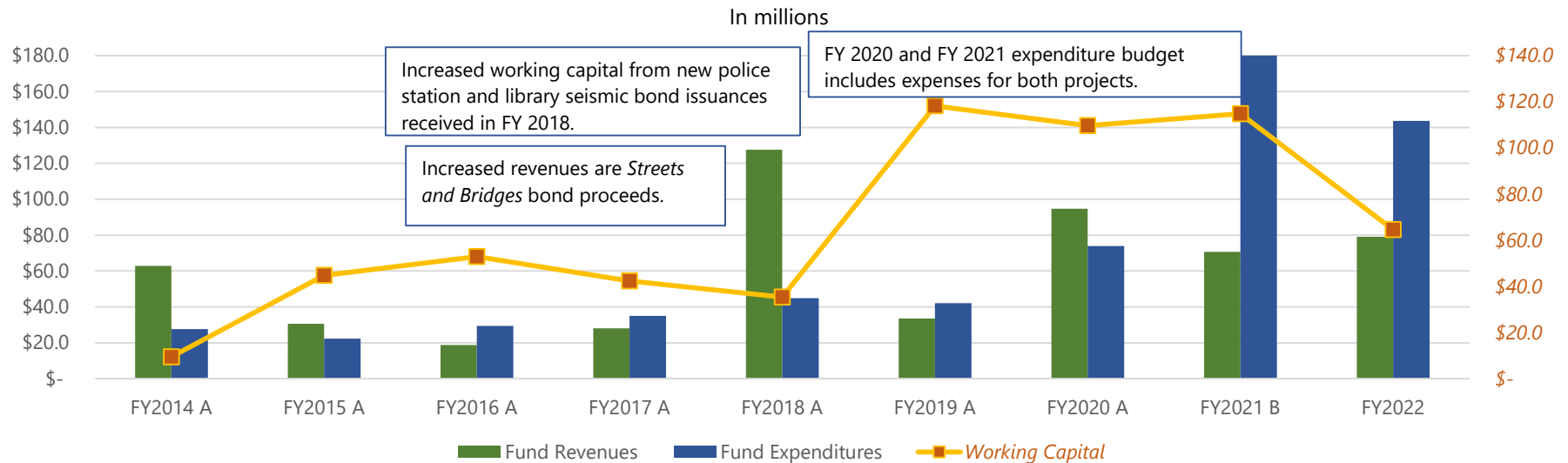
### FY 2022

Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from various sources to support projects in the Capital Improvement Fund					
35395	Other Government Agencies: for construction project funding, estimating a 11.2% increase over the FY 2021 Budget	\$ 30,000,000	39102- 39115	Interfund Transfers: to fund construction projects, estimating a 16.3% decrease over the FY 2021 Budget	\$ 22,640,820
35510- 35519	State Grants: grants anticipated for construction project funding, estimating a 55.8% decrease from the FY 2021 Budget	\$ 1,183,270			
35610- 35641	Other Grants - Federal: grants anticipated for construction project funding, estimating a 5.2% increase from the FY 2021 Budget	\$ 11,885,340			

Not all revenues included on the next page are highlighted here.

See the Capital Improvements section for more information about Capital Improvement Fund projects.

## Capital Improvements Fund Revenues, Expenditures, and Working Capital - Multi-Year View





City of Salem Budget  
Capital Improvements Fund  
FY 2022

Capital Improvements Fund Resources

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
32310	ACCIDENT AND FIRE RECOVERY	\$ -	\$ 3,542	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
34110	LAND / BUILDING RENT	-	875	-	21,815	-	-	-	-	-	-
35367	CITY OF KEIZER	38,000	-	202,320	-	202,070	239,940	239,940	239,940	37,870	18.7%
35212	INTRAFUND - DIRECT CHG (LABOR)	-	1,596	-	-	-	-	-	-	-	-
35361	STATE REIMBURSEMENT	-	482,410	-	-	-	-	-	-	-	-
35395	OTHER GOVERNMENT AGENCIES	11,500,000	-	11,300,000	9,928,847	26,988,190	30,000,000	30,000,000	30,000,000	3,011,810	11.2%
35495	OTHER AGENCIES	-	81,337	-	1,820	-	-	-	-	-	-
35510	STATE GRANTS	-	161,365	-	35,811	-	-	-	-	-	-
35515	STATE-DEPT OF ADMIN SERVICES (DAS)	141,990	-	-	-	-	-	-	-	-	-
35516	STATE-ENERGY TRUST OF OREGON (OET)	3,025,000	155,217	2,580,130	500,000	1,010,650	224,110	224,110	224,110	(786,540)	-77.8%
35519	STATE-DEPT OF TRANSPORTATION (ODOT)	363,250	-	1,222,380	122,239	1,668,260	959,160	959,160	959,160	(709,100)	-42.5%
35615	OTHER FEDERAL GRANTS	-	-	-	-	1,000,000	-	-	-	(1,000,000)	-100.0%
35630	US FEDERAL AVIATION ADMIN (FAA)	2,215,000	2,862,409	3,498,330	932,824	974,420	2,895,000	2,895,000	2,895,000	1,920,580	197.1%
35632	US FEDERAL HIGHWAY ADMIN (FHWA)	5,773,370	142,846	8,952,240	158,690	9,318,790	8,990,340	8,990,340	8,990,340	(328,450)	-3.5%
35633	US FEDERAL HIGHWAY TRANSPORTATION	-	301,410	-	1,632,276	-	-	-	-	-	-
35655	OTHER GRANTS	3,000,000	690,000	250,000	238,856	-	-	-	-	-	-
	Total Internal / Intergovernmental	\$ 26,056,610	\$ 4,883,007	\$ 28,005,400	\$ 13,573,177	\$ 41,162,380	\$ 43,308,550	\$ 43,308,550	\$ 43,308,550	\$ 2,146,170	5.2%
36210	INTEREST	\$ 7,000	\$ 2,041,816	\$ 10,000	\$ 1,865,724	\$ 1,853,110	\$ 42,740	\$ 42,740	\$ 42,740	\$ (1,810,370)	-97.7%
36310	LOAN PRINCIPAL	20,050	455,800	435,630	-	-	-	-	-	-	-
36315	LOAN INTEREST	16,260	14,329	-	-	-	-	-	-	-	-
36820	DONATIONS	60,000	2,000	60,000	495,590	560,000	276,730	276,730	276,730	(283,270)	-50.6%
36825	ENERGY INCENTIVES	-	73,502	-	-	-	-	-	-	-	-
36895	OTHER REVENUE	-	-	-	260,856	-	-	-	-	-	-
38710	BOND PROCEEDS	-	-	11,770,000	56,925,000	-	11,641,770	11,641,770	11,641,770	11,641,770	-
38712	BOND ISSUANCE PREMIUM	-	-	-	3,617,677	-	-	-	-	-	-
38715	LOAN PROCEEDS	-	-	1,100,000	-	95,430	-	-	-	(95,430)	-100.0%
38755	SALE OF ASSETS	-	-	1,629,150	-	-	1,200,000	1,200,000	1,200,000	1,200,000	-
	Total Other Revenue	\$ 103,310	\$ 2,587,447	\$ 15,004,780	\$ 63,164,847	\$ 2,508,540	\$ 13,161,240	\$ 13,161,240	\$ 13,161,240	\$ 10,652,700	424.7%
39102	INTERFUND TRANSFERS - RATES	\$ 21,450,000	\$ 21,450,000	\$ 14,650,000	\$ 14,650,000	\$ 19,485,440	\$ 19,100,000	\$ 19,100,000	\$ 19,100,000	\$ (385,440)	-2.0%
39105	INTERFUND TRANSFERS - GENERAL FUND	442,000	267,000	679,510	679,510	4,663,000	609,250	609,250	609,250	(4,053,750)	-86.9%
39107	INTERFUND TRANSFERS - BIKEWAY	120,090	120,090	88,070	123,070	131,670	129,570	129,570	129,570	(2,100)	-1.6%
39108	INTERFUND TRANSFERS - TOT	398,000	398,000	75,000	75,000	-	-	-	-	-	-
39110	INTERFUND TRANSFERS	3,318,820	3,778,820	2,572,000	2,478,000	2,755,000	2,802,000	2,802,000	2,802,000	47,000	1.7%
	Total Interfund Transfers	\$ 25,728,910	\$ 26,013,910	\$ 18,064,580	\$ 18,005,580	\$ 27,035,110	\$ 22,640,820	\$ 22,640,820	\$ 22,640,820	\$ (4,394,290)	-16.3%
39910	BEGINNING WORKING CAPITAL	\$ 120,530,060	\$ 118,207,234	\$ 115,534,440	\$ 109,593,310	\$ 114,802,400	\$ 61,378,860	\$ 61,378,860	\$ 64,578,300	\$ (50,224,100)	-43.7%
	Total Beginning Balance	\$ 120,530,060	\$ 118,207,234	\$ 115,534,440	\$ 109,593,310	\$ 114,802,400	\$ 61,378,860	\$ 61,378,860	\$ 64,578,300	\$ (50,224,100)	-43.7%
	Total Resources	\$ 172,418,890	\$ 151,691,599	\$ 176,609,200	\$ 204,336,915	\$ 185,508,430	\$ 140,489,470	\$ 140,489,470	\$ 143,688,910	\$ (41,819,520)	-22.5%



City of Salem Budget  
Capital Improvements Fund  
FY 2022

Capital Improvements Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52120	MAIL	\$ -	\$ 1,723	\$ -	\$ 2,096	\$ -	\$ -	\$ -	\$ -	\$ -	-
52130	SUPPLIES	-	3,832	-	2,958	-	-	-	-	-	-
52140	PRINTING AND DUPLICATION	-	506	-	115	-	-	-	-	-	-
52150	RECORDING FEES	-	1,685	-	1,007	-	-	-	-	-	-
52320	ADVERTISING	-	8,893	-	4,519	-	-	-	-	-	-
52340	EMPLOYEE RECOGNITION	-	44	-	-	-	-	-	-	-	-
52460	COMMUNICATION - OTHER	-	-	-	9,794	-	-	-	-	-	-
52510	TRAINING	-	1,244	-	4	-	-	-	-	-	-
52520	TRAVEL	-	1,913	-	-	-	-	-	-	-	-
52540	MEALS	-	2,585	-	1,918	-	-	-	-	-	-
52550	MILEAGE	-	183	-	-	-	-	-	-	-	-
52620	CONSTRUCTION CONTRACTS	121,210,070	21,528,870	148,196,180	56,307,223	157,624,130	112,597,260	112,597,260	112,727,060	(44,897,070)	-28.5%
52640	ENGINEERING / ARCHITECT SERVICES	21,379,210	7,862,567	1,750,000	7,635,782	191,190	165,960	165,960	165,960	(25,230)	-13.2%
52650	LEGAL / COURT SERVICES	-	52,627	-	3,414	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	1,721,080	5,603,056	4,577,940	3,609,897	6,344,360	2,177,900	2,177,900	2,247,540	(4,096,820)	-64.6%
52720	LICENSES / CERTIFICATIONS	-	-	-	50	-	-	-	-	-	-
52740	PERMITS	-	851,934	-	632,371	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	-	-	-	368,862	-	-	-	-	-	-
52820	SMALL EQUIPMENT AND SUPPLIES	-	1,032	-	12,740	-	-	-	-	-	-
52830	COMPUTER SOFTWARE AND LICENSES	-	24,414	100,000	74,300	-	-	-	-	-	-
53375	CHEMICALS	-	1,274	-	54	-	-	-	-	-	-
53380	OTHER MAINTENANCE AND REPAIRS	-	112,234	-	226,004	-	-	-	-	-	-
53530	OUTSIDE RENTAL	-	4,191	-	1,024	-	-	-	-	-	-
53620	ELECTRIC	-	156	-	14,036	-	-	-	-	-	-
53650	REFUSE DISPOSAL	-	10	-	540	-	-	-	-	-	-
53720	TAXES AND ASSESSMENTS	-	169	-	976	-	-	-	-	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	-	33	-	-	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	-	37,470	-	40,106	-	-	-	-	-	-
53790	CONSTRUCTION - UNSPECIFIED	17,296,270	-	16,453,840	-	15,949,090	19,103,130	19,103,130	19,103,130	3,154,040	19.8%
53812	INTRA CITY - DIRECT CHG (LABOR)	4,655,820	3,549,501	4,472,470	3,385,436	755,590	1,218,420	1,218,420	1,218,420	462,830	61.3%
53815	INTRA CITY - INTERDEPART. BILLINGS	-	270,581	-	253,977	-	-	-	-	-	-
53840	MOTOR POOL RENTAL	-	-	-	1,039	-	-	-	-	-	-
53851	COPY	-	7,464	-	3,851	-	-	-	-	-	-
53860	BUILDING SERVICES	80,890	3,358	-	3,332	-	-	-	-	-	-
53900	SUPPORT SERVICES CHARGE	347,950	347,950	308,770	308,770	358,070	423,800	423,800	423,800	65,730	18.4%
54810	SPECIAL PAYMENTS - RIGHT OF WAY	-	8,000	-	390	3,536,000	2,553,000	2,553,000	2,553,000	(983,000)	-27.8%
54811	SPECIAL PAYMENTS - PERM. EASEMENT	-	48,525	-	64,292	-	-	-	-	-	-
Total Materials and Services		\$ 166,691,290	\$ 40,338,024	\$ 175,859,200	\$ 72,970,876	\$ 184,758,430	\$ 138,239,470	\$ 138,239,470	\$ 138,438,910	\$ (46,319,520)	-25.1%



City of Salem Budget  
Capital Improvements Fund  
FY 2022

Capital Improvements Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
55110	LAND	\$ -	\$ 20,000	\$ -	\$ 23,900	\$ -	\$ -	\$ -	\$ -	\$ -	-
55120	BUILDINGS AND IMPROVEMENTS	-	-	-	-	-	-	-	3,000,000	3,000,000	-
55130	EQUIPMENT AND MACHINERY	5,677,600	1,690,266	750,000	899,811	750,000	2,250,000	2,250,000	2,250,000	1,500,000	200.0%
	Total Capital Outlay	\$ 5,677,600	\$ 1,710,266	\$ 750,000	\$ 923,711	\$ 750,000	\$ 2,250,000	\$ 2,250,000	\$ 5,250,000	\$ 4,500,000	600.0%
62110	INTERFUND TRANSFERS	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Interfund Transfers	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Expenditures	\$ 172,418,890	\$ 42,098,290	\$ 176,609,200	\$ 73,894,587	\$ 185,508,430	\$ 140,489,470	\$ 140,489,470	\$ 143,688,910	\$ (41,819,520)	-22.5%



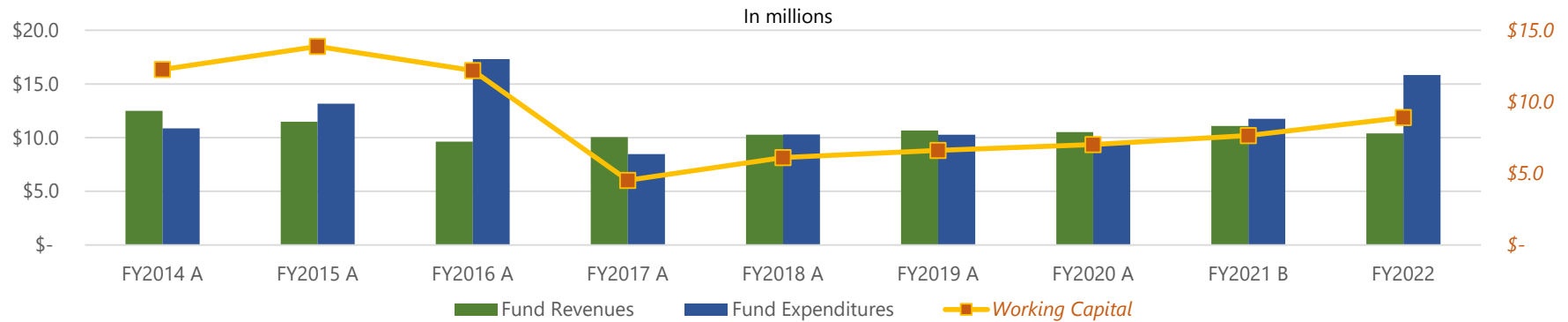
## City of Salem Budget City Services Fund Assumptions and Trends FY 2022

Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from the various "lines of business" in the City Services Fund					
35105	Internal Usage Revenue: Internal charges from City Services provided to departments. Estimated to decrease 1.1% over the FY 2021 Budget	\$ 8,085,090	34120	Radio Rent: Radio rental rate revenue charged to various funds and users, a 34.8% decrease over the FY 2021 Budget	\$ 1,118,620
35213	Intrafund Budgeted Transfers: Shops Facilities Maintenance, Telecommunications Services, and Document Services revenues received from benefitting funds, a 3.3% increase from the FY 2021 Budget	\$ 796,450			

Not all revenues included on the next page are highlighted here.

See the result areas of *Good Governance*; *Safe Community*; and *Safe, Reliable, and Efficient Infrastructure* for more information about City Services Fund programs.

### City Services Fund Revenues, Expenditures, and Working Capital - Multi-Year View



Multiple internal services are housed in the City Services Fund - fleet, radio communications, document services, shops facilities maintenance, the City's warehouse, and new cost centers for telecommunications and communications interconnectivity. The significant expense in FY 2015 and subsequent drop in working capital for FY 2016 is the result of an \$8.3 million transfer from the radio communication cost center in the City Services Fund to a related cost center in the Capital Improvements Fund for the radio system replacement project that was completed in 2021.



City of Salem Budget  
City Services Fund  
FY 2022

City Services Fund Resources and Expenditures

	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Resources</b>										
Sales, Fees, Licenses & Permits	\$ -	\$ 6,624	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Rents	1,738,870	1,795,169	1,800,150	1,819,714	1,821,340	1,225,150	1,225,150	1,225,150	(596,190)	-32.7%
Internal and Intergovernmental	8,601,100	8,621,933	8,855,500	8,463,814	9,149,260	9,044,390	9,044,390	9,044,390	(104,870)	-1.1%
Other Revenue	107,180	235,760	90,750	223,532	89,820	122,600	122,600	122,600	32,780	36.5%
Transfers	270,000	-	-	-	25,000	-	-	-	(25,000)	-100.0%
Beginning Working Capital	5,593,040	6,611,187	6,269,640	7,007,622	7,640,660	8,795,750	8,795,750	8,911,530	1,270,870	16.6%
<b>Total Resources</b>	<b>\$ 16,310,190</b>	<b>\$ 17,270,674</b>	<b>\$ 17,016,040</b>	<b>\$ 17,514,682</b>	<b>\$ 18,726,080</b>	<b>\$ 19,187,890</b>	<b>\$ 19,187,890</b>	<b>\$ 19,303,670</b>	<b>\$ 577,590</b>	<b>3.1%</b>
<b>Expenditures</b>										
Personal Services	\$ 2,640,240	\$ 2,261,266	\$ 2,711,440	\$ 2,266,395	\$ 2,696,740	\$ 2,827,190	\$ 2,827,190	\$ 2,827,190	\$ 130,450	4.8%
Materials and Services	8,558,910	7,593,949	8,549,320	6,936,234	8,549,280	8,453,820	8,453,820	8,569,600	20,320	0.2%
Capital	40,000	57,836	118,000	756	154,000	120,000	120,000	120,000	(34,000)	-22.1%
Interfund Transfers	400,000	350,000	503,000	188,000	350,000	4,323,850	4,323,850	4,323,850	3,973,850	1135.4%
	<b>\$ 11,639,150</b>	<b>\$ 10,263,052</b>	<b>\$ 11,881,760</b>	<b>\$ 9,391,385</b>	<b>\$ 11,750,020</b>	<b>\$ 15,724,860</b>	<b>\$ 15,724,860</b>	<b>\$ 15,840,640</b>	<b>\$ 4,090,620</b>	<b>34.8%</b>



City of Salem Budget  
City Services Fund - Fleet Services  
FY 2022

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Resources</b>											
32310	ACCIDENT AND FIRE RECOVERY	\$ -	\$ 6,624	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Sales, Fees, Licenses, Permits	\$ -	\$ 6,624	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
35105	INTERNAL USAGE REVENUE	\$ 5,024,040	\$ 5,144,521	\$ 5,220,370	\$ 5,185,183	\$ 5,563,980	\$ 5,552,270	\$ 5,552,270	\$ 5,552,270	\$ (11,710)	-0.2%
35335	STATE GAS TAX REFUND	1,500	-	1,500	-	1,500	1,500	1,500	1,500	-	-
35367	CITY OF KEIZER	-	14,594	-	13,533	9,500	9,500	9,500	9,500	-	-
35370	MARION COUNTY	-	84,483	-	22,367	9,500	9,500	9,500	9,500	-	-
35395	OTHER GOVERNMENT AGENCIES	-	888	-	-	-	-	-	-	-	-
	Total Internal / Intergovernmental	\$ 5,025,540	\$ 5,244,486	\$ 5,221,870	\$ 5,221,083	\$ 5,584,480	\$ 5,572,770	\$ 5,572,770	\$ 5,572,770	\$ (11,710)	-0.2%
35641	US DEPT OF THE TREASURY	\$ -	\$ -	\$ -	\$ 533	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Federal Grants	\$ -	\$ -	\$ -	\$ 533	\$ -	\$ -	\$ -	\$ -	\$ -	-
36210	INTEREST	\$ -	\$ 70,847	\$ -	\$ 74,611	\$ -	\$ -	\$ -	\$ -	\$ -	-
36815	WAGE RECOVERY	-	-	-	665	-	-	-	-	-	-
36830	CORPORATE CARD REBATE	-	92	-	4,555	-	-	-	-	-	-
36895	OTHER REVENUE	25,000	44,704	-	13,315	-	-	-	-	-	-
	Total Other Revenue	\$ 25,000	\$ 115,644	\$ -	\$ 93,145	\$ -	\$ -	\$ -	\$ -	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 2,910,270	\$ 3,430,829	\$ 3,467,320	\$ 3,431,879	\$ 3,071,290	\$ 3,064,050	\$ 3,064,050	\$ 3,175,070	\$ 103,780	3.4%
	Total Beginning Balance	\$ 2,910,270	\$ 3,430,829	\$ 3,467,320	\$ 3,431,879	\$ 3,071,290	\$ 3,064,050	\$ 3,064,050	\$ 3,175,070	\$ 103,780	3.4%
	Total Resources	\$ 7,960,810	\$ 8,797,582	\$ 8,689,190	\$ 8,746,640	\$ 8,655,770	\$ 8,636,820	\$ 8,636,820	\$ 8,747,840	\$ 92,070	1.1%

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Expenditures</b>											
51010	SALARIES AND WAGES	\$ 952,180	\$ 832,556	\$ 938,320	\$ 902,309	\$ 990,030	\$ 1,035,570	\$ 1,035,570	\$ 1,035,570	\$ 45,540	4.6%
51020	SEASONAL AND RELIEF	-	-	-	17,274	17,720	18,070	18,070	18,070	350	2.0%
51025	HOLIDAY - REGULAR	-	24	-	79	-	-	-	-	-	-
51030	OVERTIME	10,200	9,235	10,200	2,167	10,200	10,450	10,450	10,450	250	2.5%
51080	STANDBY	1,020	165	1,000	-	1,010	1,030	1,030	1,030	20	2.0%
51090	DIFFERENTIAL	5,610	7,308	6,990	7,074	7,190	7,370	7,370	7,370	180	2.5%
51100	INCENTIVES	20,810	12,102	16,460	12,527	9,380	24,710	24,710	24,710	15,330	163.4%
51120	LEAVE PAYOFF	5,100	14,169	5,000	679	5,010	5,190	5,190	5,190	180	3.6%
51130	CAR ALLOWANCE	1,080	-	-	-	-	-	-	-	-	-
51135	CELL PHONE ALLOWANCE	430	-	-	-	-	-	-	-	-	-
51195	OTHER PAY / BENEFITS	-	-	2,850	-	6,280	6,880	6,880	6,880	600	9.6%
51210	FICA AND MEDICARE	76,230	65,197	74,820	68,274	79,600	84,330	84,330	84,330	4,730	5.9%
51221	WORKERS' COMP PREMIUM	11,480	11,480	10,940	10,940	-	7,870	7,870	7,870	7,870	-
51222	WORKERS' COMP STATE ASSMT	480	359	480	329	470	470	470	470	-	-



City of Salem Budget  
City Services Fund - Fleet Services  
FY 2022

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	5,510	5,510	5,510	5,510	-
51230	UNEMPLOYMENT	-	10,268	-	-	-	-	-	-	-	-
51240	EMPLOYER - RETIREMENT PERS	153,240	99,582	170,790	142,400	178,420	196,780	196,780	196,780	18,360	10.3%
51243	PERS UNFUNDED LIABILITY	55,230	55,230	54,720	54,720	54,400	55,990	55,990	55,990	1,590	2.9%
51245	EMPLOYER - PERS PICKUP	59,790	43,391	58,680	48,139	61,370	65,060	65,060	65,060	3,690	6.0%
51250	INSURANCE - MEDICAL	286,190	261,240	304,220	256,986	279,720	293,970	293,970	293,970	14,250	5.1%
51255	INSURANCE - VISION	7,560	7,056	7,870	6,754	7,270	7,460	7,460	7,460	190	2.6%
51260	INSURANCE - DENTAL	25,790	23,794	26,930	22,919	24,920	25,700	25,700	25,700	780	3.1%
51265	INSURANCE - LIFE	1,800	1,801	2,170	1,952	2,190	3,230	3,230	3,230	1,040	47.5%
51270	INSURANCE - DISABILITY	480	411	440	449	460	490	490	490	30	6.5%
51310	PHYSICAL EXAMINATIONS	-	430	-	-	-	-	-	-	-	-
	Total Personal Services	\$ 1,674,700	\$ 1,455,800	\$ 1,692,880	\$ 1,555,972	\$ 1,735,640	\$ 1,856,130	\$ 1,856,130	\$ 1,856,130	\$ 120,490	6.9%
52110	SUBSCRIPTIONS AND BOOKS	\$ -	\$ 527	\$ -	\$ 99	\$ -	\$ -	\$ -	\$ -	\$ -	-
52120	MAIL	2,100	1,055	1,010	197	1,030	1,030	1,030	1,030	-	-
52130	SUPPLIES	9,500	14,608	8,990	13,860	9,120	9,120	9,120	9,120	-	-
52320	ADVERTISING	5,200	40	500	206	500	500	500	500	-	-
52340	EMPLOYEE RECOGNITION	-	88	-	-	-	-	-	-	-	-
52360	RECRUITMENT FEES	-	253	-	20	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	5,240	5,252	4,890	4,473	4,960	4,960	4,960	4,960	-	-
52410	TELEPHONE - CELLULAR	670	2,860	4,010	2,917	4,070	4,070	4,070	4,070	-	-
52460	COMMUNICATION - OTHER	-	-	-	190	-	-	-	-	-	-
52510	TRAINING	7,940	8,693	7,010	14,837	7,870	7,870	7,870	7,870	-	-
52520	TRAVEL	-	-	-	801	-	-	-	-	-	-
52530	LODGING	-	112	-	716	-	-	-	-	-	-
52540	MEALS	100	119	-	1,003	-	-	-	-	-	-
52550	MILEAGE	-	267	-	-	-	-	-	-	-	-
52620	CONSTRUCTION CONTRACTS	-	92	-	-	-	-	-	-	-	-
52640	ENGINEERING / ARCHITECT SERVICES	-	2,458	-	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	10,000	11,745	10,000	724	30,000	16,850	16,850	16,850	(13,150)	-43.8%
52710	MEMBERSHIP DUES	1,200	739	900	1,562	910	910	910	910	-	-
52720	LICENSES / CERTIFICATIONS	5,200	11,430	8,990	8,209	9,120	9,120	9,120	9,120	-	-
52740	PERMITS	1,050	630	1,500	784	1,510	2,510	2,510	2,510	1,000	66.2%
52810	SMALL TOOLS	9,100	21,093	9,100	9,078	9,120	9,120	9,120	9,120	-	-
52815	CONTROLLED EQUIPMENT	5,490	10,515	10,400	3,821	10,800	2,400	2,400	2,400	(8,400)	-77.8%
52820	SMALL EQUIPMENT AND SUPPLIES	19,500	11,176	9,780	14,797	9,930	9,940	9,940	9,940	10	0.1%
52830	COMPUTER SOFTWARE AND LICENSES	35,270	13,314	86,560	17,030	275,370	140,630	140,630	140,630	(134,740)	-48.9%
52840	AUTOMOTIVE PARTS	525,000	566,033	600,000	741,243	610,000	610,000	610,000	610,000	-	-
52850	TIRES AND TUBES	300,000	223,398	300,000	284,588	226,500	226,500	226,500	226,500	-	-
52860	OTHER AUTO SUPPLIES	19,520	25,203	19,510	27,003	19,830	19,830	19,830	19,830	-	-
52910	DIESEL FUEL	656,240	389,055	656,240	337,449	656,340	656,340	656,340	656,340	-	-
52930	GASOLINE	1,088,940	619,937	1,506,200	558,519	1,465,680	1,465,680	1,465,680	1,465,680	-	-
52940	LP / CNG GAS	8,600	3,565	8,600	2,863	8,580	8,580	8,580	8,580	-	-
52950	LUBRICANTS	33,000	34,037	33,020	37,344	35,050	35,050	35,050	35,050	-	-
53211	LIABILITY INSURANCE	72,400	72,400	71,300	71,300	10,150	83,840	83,840	83,840	73,690	726.0%
53310	VEHICLE MAINTENANCE	750,000	1,079,776	800,010	935,305	810,000	810,000	810,000	810,000	-	-
53320	EQUIPMENT MAINTENANCE	25,000	-	25,000	-	24,990	24,990	24,990	24,990	-	-



City of Salem Budget  
City Services Fund - Fleet Services  
FY 2022

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
53340	FACILITIES MAINTENANCE	-	13,620	-	32,125	-	-	-	111,020	111,020	-
53380	OTHER MAINTENANCE AND REPAIRS	-	12,946	-	52	-	-	-	-	-	-
52560	REGISTRATION	-	-	-	35	-	-	-	-	-	-
53610	GAS	8,000	5,772	4,010	6,170	4,200	4,200	4,200	4,200	-	-
53620	ELECTRIC	29,340	16,400	14,000	11,884	14,980	14,980	14,980	14,980	-	-
53720	TAXES AND ASSESSMENTS	-	300	-	-	-	-	-	-	-	-
53731	CLOTHING - UNIFORMS (TAXABLE)	-	1,376	1,010	-	900	900	900	900	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	-	86	210	-	-	-	-	-	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	2,500	509	-	-	-	-	-	-	-	-
53740	CLOTHING - CLEANING CHARGES	7,000	12,593	11,000	11,587	12,950	12,950	12,950	12,950	-	-
53767	BANKING AND INVESTMENT FEES	-	3,584	-	3,564	-	-	-	-	-	-
53769	CARD PROCESSING FEES	-	-	-	44	-	-	-	-	-	-
53799	OTHER EXPENSES	-	10,128	-	1,308	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	-	8,708	-	3,410	770	-	-	-	(770)	-100.0%
53830	RADIO	4,200	4,200	3,690	3,690	3,640	3,570	3,570	3,570	(70)	-1.9%
53840	MOTOR POOL RENTAL	-	-	-	1,563	-	-	-	-	-	-
53851	COPY	1,020	343	1,020	97	1,030	1,290	1,290	1,290	260	25.2%
53854	PHOTOCOPIES	2,700	1,481	2,710	1,470	2,030	2,240	2,240	2,240	210	10.3%
53855	SHOPS FACILITIES MAINTENANCE	25,330	25,330	19,130	19,130	19,480	21,040	21,040	21,040	1,560	8.0%
53860	BUILDING SERVICES	-	-	-	-	15,210	16,980	16,980	16,980	1,770	11.6%
53900	SUPPORT SERVICES CHARGE	317,180	317,180	454,610	454,610	332,080	361,240	361,240	361,240	29,160	8.8%
	Total Materials and Services	\$ 3,993,530	\$ 3,565,026	\$ 4,694,910	\$ 3,641,677	\$ 4,648,700	\$ 4,599,230	\$ 4,599,230	\$ 4,710,250	\$ 61,550	1.3%
55130	EQUIPMENT AND MACHINERY	\$ -	\$ 44,875	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
55150	FLEET REPLACEMENT	-	2	-	756	-	-	-	-	-	-
	Total Capital Outlay	\$ -	\$ 44,877	\$ -	\$ 756	\$ -	\$ -	\$ -	\$ -	\$ -	-
62110	TRANSFERS TO OTHER FUNDS	\$ 300,000	\$ 300,000	\$ 453,000	\$ 153,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	-
	Total Interfund Transfers	\$ 300,000	\$ 300,000	\$ 453,000	\$ 153,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	-
	Total Expenditures	\$ 5,968,230	\$ 5,365,703	\$ 6,840,790	\$ 5,351,405	\$ 6,684,340	\$ 6,755,360	\$ 6,755,360	\$ 6,866,380	\$ 182,040	2.7%



City of Salem Budget  
City Services Fund - Shops Facilities Maintenance  
FY 2022

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Resources</b>											
35213	INTRAFUND - BUDGETED TRANSFERS	\$ 146,130	\$ 146,130	\$ 121,150	\$ 121,150	\$ 128,630	\$ 138,920	\$ 138,920	\$ 138,920	\$ 10,290	8.0%
	Total Internal / Intergovernmental	\$ 146,130	\$ 146,130	\$ 121,150	\$ 121,150	\$ 128,630	\$ 138,920	\$ 138,920	\$ 138,920	\$ 10,290	8.0%
36210	INTEREST	\$ 400	\$ 1,365	\$ 600	\$ 2,155	\$ 800	\$ 1,500	\$ 1,500	\$ 1,500	\$ 700	87.5%
	Total Other Revenue	\$ 400	\$ 1,365	\$ 600	\$ 2,155	\$ 800	\$ 1,500	\$ 1,500	\$ 1,500	\$ 700	87.5%
39910	BEGINNING WORKING CAPITAL	\$ 33,980	\$ 58,623	\$ 66,530	\$ 88,161	\$ 90,150	\$ 48,500	\$ 48,500	\$ 48,500	\$ (41,650)	-46.2%
	Total Beginning Balance	\$ 33,980	\$ 58,623	\$ 66,530	\$ 88,161	\$ 90,150	\$ 48,500	\$ 48,500	\$ 48,500	\$ (41,650)	-46.2%
	Total Resources	\$ 180,510	\$ 206,118	\$ 188,280	\$ 211,465	\$ 219,580	\$ 188,920	\$ 188,920	\$ 188,920	\$ (30,660)	-14.0%
Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Expenditures</b>											
52130	SUPPLIES	\$ -	\$ -	\$ -	\$ 78	\$ -	\$ -	\$ -	\$ -	\$ -	-
52670	OTHER PROFESSIONAL SERVICES	-	-	-	4,820	14,000	-	-	-	(14,000)	-100.0%
52810	SMALL TOOLS	-	-	-	129	-	-	-	-	-	-
53310	VEHICLE MAINTENANCE	-	5	-	227	200	200	200	200	-	-
53320	EQUIPMENT MAINTENANCE	300	-	200	-	-	-	-	-	-	-
53380	OTHER MAINTENANCE AND REPAIRS	-	2,656	7,000	-	20,000	15,000	15,000	15,000	(5,000)	-25.0%
53620	ELECTRIC	17,250	15,578	17,500	16,059	17,500	17,500	17,500	17,500	-	-
53650	REFUSE DISPOSAL	12,500	15,032	13,750	18,105	15,130	19,000	19,000	19,000	3,870	25.6%
53734	SAFETY CLOTHING AND EQUIPMENT	-	-	-	92	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	100	68	120	104	110	110	110	110	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	-	3,771	-	2,498	1,360	-	-	-	(1,360)	-100.0%
53815	INTRA CITY - INTERDEPARTMENTAL BILLING	107,300	71,187	80,870	80,088	99,100	102,800	102,800	102,800	3,700	3.7%
53840	MOTOR POOL RENTAL	150	530	530	1,210	530	1,210	1,210	1,210	680	128.3%
53851	COPY	-	-	-	24	-	-	-	-	-	-
53900	SUPPORT SERVICES CHARGE	9,130	9,130	7,030	7,030	11,170	18,080	18,080	18,080	6,910	61.9%
	Total Materials and Services	\$ 146,730	\$ 117,957	\$ 127,000	\$ 130,463	\$ 179,100	\$ 173,900	\$ 173,900	\$ 173,900	\$ (5,200)	-2.9%
	Total Expenditures	\$ 146,730	\$ 117,957	\$ 127,000	\$ 130,463	\$ 179,100	\$ 173,900	\$ 173,900	\$ 173,900	\$ (5,200)	-2.9%



City of Salem Budget  
City Services Fund - Radio Communications  
FY 2022

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Resources</b>											
34110	LAND / BUILDING RENT	\$ 101,100	\$ 116,649	\$ 103,120	\$ 119,984	\$ 105,000	\$ 106,530	\$ 106,530	\$ 106,530	\$ 1,530	1.5%
34120	RADIO RENT	1,637,770	1,678,520	1,697,030	1,699,730	1,716,340	1,118,620	1,118,620	1,118,620	(597,720)	-34.8%
	Total Rent	\$ 1,738,870	\$ 1,795,169	\$ 1,800,150	\$ 1,819,714	\$ 1,821,340	\$ 1,225,150	\$ 1,225,150	\$ 1,225,150	\$ (596,190)	-32.7%
35212	INTRAFUND - DIRECT CHG (LABOR)	\$ 20,000	\$ 38,787	\$ 24,000	\$ 11,584	\$ 20,000	\$ 23,920	\$ 23,920	\$ 23,920	\$ 3,920	19.6%
35367	CITY OF KEIZER	31,790	29,665	34,970	35,371	42,930	-	-	-	(42,930)	-100.0%
35395	OTHER GOVERNMENT AGENCIES	-	-	-	-	-	75,930	75,930	75,930	75,930	-
35495	OTHER AGENCIES	64,710	65,595	71,180	72,491	79,730	-	-	-	(79,730)	-100.0%
	Total Internal / Intergovernmental	\$ 116,500	\$ 134,047	\$ 130,150	\$ 119,445	\$ 142,660	\$ 99,850	\$ 99,850	\$ 99,850	\$ (42,810)	-30.0%
35641	US DEPT OF THE TREASURY	\$ -	\$ -	\$ -	\$ 9	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Federal Grants	\$ -	\$ -	\$ -	\$ 9	\$ -	\$ -	\$ -	\$ -	\$ -	-
36210	INTEREST	\$ 26,000	\$ 52,097	\$ 25,000	\$ 62,423	\$ 25,000	\$ 60,450	\$ 60,450	\$ 60,450	\$ 35,450	141.8%
36815	WAGE RECOVERY	-	-	-	1,002	-	-	-	-	-	-
	Total Other Revenue	\$ 26,000	\$ 52,097	\$ 25,000	\$ 63,426	\$ 25,000	\$ 60,450	\$ 60,450	\$ 60,450	\$ 35,450	141.8%
39110	INTERFUND TRANSFERS	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ (25,000)	-100.0%
	Total Interfund Transfers	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ (25,000)	-100.0%
39910	BEGINNING WORKING CAPITAL	\$ 1,680,840	\$ 2,049,410	\$ 2,454,860	\$ 2,664,939	\$ 3,634,230	\$ 4,812,500	\$ 4,812,500	\$ 4,816,500	\$ 1,182,270	32.5%
	Total Beginning Balance	\$ 1,680,840	\$ 2,049,410	\$ 2,454,860	\$ 2,664,939	\$ 3,634,230	\$ 4,812,500	\$ 4,812,500	\$ 4,816,500	\$ 1,182,270	32.5%
	Total Resources	\$ 3,562,210	\$ 4,030,723	\$ 4,410,160	\$ 4,667,533	\$ 5,648,230	\$ 6,197,950	\$ 6,197,950	\$ 6,201,950	\$ 553,720	9.8%
Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Expenditures</b>											
51010	SALARIES AND WAGES	\$ 254,890	\$ 193,604	\$ 260,270	\$ 142,873	\$ 253,250	\$ 262,450	\$ 262,450	\$ 262,450	\$ 9,200	3.6%
51030	OVERTIME	7,140	419	7,000	1,869	5,000	5,130	5,130	5,130	130	2.6%
51100	INCENTIVES	-	-	-	-	2,000	-	-	-	(2,000)	-100.0%
51120	LEAVE PAYOFF	1,020	14,576	16,000	268	10,000	10,250	10,250	10,250	250	2.5%
51210	FICA AND MEDICARE	20,120	16,598	21,670	10,938	20,670	21,250	21,250	21,250	580	2.8%
51221	WORKERS' COMP PREMIUM	2,030	2,030	1,870	1,870	-	1,300	1,300	1,300	1,300	-
51222	WORKERS' COMP STATE ASSMT	120	69	120	43	120	120	120	120	-	-
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	1,390	1,390	1,390	1,390	-
51240	EMPLOYER - RETIREMENT PERS	38,460	33,778	53,830	23,302	44,350	48,340	48,340	48,340	3,990	9.0%
51243	PERS UNFUNDED LIABILITY	15,320	15,320	14,900	14,900	15,330	14,460	14,460	14,460	(870)	-5.7%
51245	EMPLOYER - PERS PICKUP	15,780	13,169	17,000	8,498	16,220	16,670	16,670	16,670	450	2.8%
51250	INSURANCE - MEDICAL	74,760	43,324	69,020	37,657	86,890	73,170	73,170	73,170	(13,720)	-15.8%
51255	INSURANCE - VISION	2,040	1,230	1,850	1,047	2,250	1,850	1,850	1,850	(400)	-17.8%
51260	INSURANCE - DENTAL	6,810	4,109	6,230	3,524	7,580	6,190	6,190	6,190	(1,390)	-18.3%
51265	INSURANCE - LIFE	390	328	490	256	490	720	720	720	230	46.9%
	Total Personal Services	\$ 438,880	\$ 338,554	\$ 470,250	\$ 247,044	\$ 464,150	\$ 463,290	\$ 463,290	\$ 463,290	\$ (860)	-0.2%



City of Salem Budget  
City Services Fund - Radio Communications  
FY 2022

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52110	SUBSCRIPTIONS AND BOOKS	\$ 300	\$ -	\$ -	\$ -	\$ 300	\$ -	\$ -	\$ -	\$ (300)	-100.0%
52120	MAIL	520	9	500	62	-	100	100	100	100	-
52130	SUPPLIES	5,150	197	7,690	23	5,000	2,000	2,000	2,000	(3,000)	-60.0%
52140	PRINTING AND DUPLICATION	90	-	-	-	-	-	-	-	-	-
52320	ADVERTISING	500	-	-	-	-	-	-	-	-	-
52340	EMPLOYEE RECOGNITION	100	-	-	-	-	-	-	-	-	-
52360	RECRUITMENT FEES	250	-	250	-	250	-	-	-	(250)	-100.0%
52405	TELEPHONE - OFFICE	3,150	3,063	3,200	4,263	4,400	3,000	3,000	3,000	(1,400)	-31.8%
52410	TELEPHONE - CELLULAR	840	1,005	1,000	-	1,000	2,000	2,000	2,000	1,000	100.0%
52460	COMMUNICATION - OTHER	18,000	17,102	20,000	15,558	20,000	16,800	16,800	16,800	(3,200)	-16.0%
52510	TRAINING	10,680	1,028	10,000	2,207	10,000	12,000	12,000	12,000	2,000	20.0%
52550	MILEAGE	200	95	-	132	300	-	-	-	(300)	-100.0%
52640	ENGINEERING / ARCHITECT SERVICES	30,000	-	30,000	-	30,000	30,000	30,000	30,000	-	-
52670	OTHER PROFESSIONAL SERVICES	40,000	4,716	40,000	1,897	40,000	40,000	40,000	40,000	-	-
52710	MEMBERSHIP DUES	600	50	500	135	500	500	500	500	-	-



City of Salem Budget  
City Services Fund - Radio Communications  
FY 2022

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52720	LICENSES / CERTIFICATIONS	1,000	130	500	-	500	-	-	-	(500)	-100.0%
52810	SMALL TOOLS	1,320	-	1,500	-	1,500	1,500	1,500	1,500	-	-
52815	CONTROLLED EQUIPMENT	670,000	497,284	190,000	105,530	203,630	31,500	31,500	31,500	(172,130)	-84.5%
52820	SMALL EQUIPMENT AND SUPPLIES	30,000	45,106	30,000	40,104	30,000	50,000	50,000	50,000	20,000	66.7%
52830	COMPUTER SOFTWARE AND LICENSES	15,500	662	14,810	557	14,810	54,270	54,270	54,270	39,460	266.4%
52865	OTHER TECHNICAL SUPPLIES	-	45	-	-	-	-	-	-	-	-
52910	DIESEL FUEL	100	-	100	-	100	100	100	100	-	-
52930	GASOLINE	1,400	878	1,500	556	1,500	1,500	1,500	1,500	-	-
52940	LP / CNG GAS	400	-	400	-	400	400	400	400	-	-
53211	LIABILITY INSURANCE	3,980	3,980	3,320	3,320	3,460	3,340	3,340	3,340	(120)	-3.5%
53310	VEHICLE MAINTENANCE	1,200	3,285	1,500	562	1,500	1,500	1,500	1,500	-	-
53320	EQUIPMENT MAINTENANCE	197,500	159,998	197,500	162,314	197,500	388,380	388,380	392,380	194,880	98.7%
53340	FACILITIES MAINTENANCE	500	-	500	-	500	-	-	-	(500)	-100.0%
53380	OTHER MAINTENANCE AND REPAIRS	-	71	-	-	-	500	500	500	500	-
53510	BUILDING RENTAL	73,130	36,147	73,130	69,612	73,130	77,300	77,300	77,300	4,170	5.7%
53610	GAS	4,100	2,333	5,000	1,671	5,000	3,000	3,000	3,000	(2,000)	-40.0%
53620	ELECTRIC	16,020	15,789	16,000	18,835	19,000	19,000	19,000	19,000	-	-
53720	TAXES AND ASSESSMENTS	15,500	12,527	16,000	12,739	16,000	16,000	16,000	16,000	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	300	37	300	2	300	300	300	300	-	-
53767	BANKING AND INVESTMENT FEES	2,000	2,629	3,000	2,993	3,000	3,000	3,000	3,000	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	16,000	9,041	25,000	1,253	25,000	15,000	15,000	15,000	(10,000)	-40.0%
53813	INTRA CITY - BUDGETED TRANSFERS	94,390	94,390	108,290	108,290	113,100	116,500	116,500	116,500	3,400	3.0%
53815	INTRA CITY - INTERDEPARTMENTAL BILLING	3,000	1,026	3,000	-	3,000	1,500	1,500	1,500	(1,500)	-50.0%
53830	RADIO	740	740	-	-	2,050	450	450	450	(1,600)	-78.0%
53840	MOTOR POOL RENTAL	3,110	3,110	4,080	4,080	2,190	4,600	4,600	4,600	2,410	110.0%
53841	EQUIPMENT REPLACEMENT CHARGE	30,000	30,000	30,000	30,000	30,000	6,000	6,000	6,000	(24,000)	-80.0%
53851	COPY	600	-	500	12	500	100	100	100	(400)	-80.0%
53854	PHOTOCOPIES	-	83	100	37	100	100	100	100	-	-
53855	SHOPS FACILITIES MAINTENANCE	3,660	3,660	2,880	2,880	2,810	3,040	3,040	3,040	230	8.2%
53860	BUILDING SERVICES	6,500	5,746	6,500	7,202	6,500	8,500	8,500	8,500	2,000	30.8%
53900	SUPPORT SERVICES CHARGE	71,270	71,270	80,500	80,500	93,750	74,100	74,100	74,100	(19,650)	-21.0%
	Total Materials and Services	\$ 1,373,600	\$ 1,027,230	\$ 929,050	\$ 677,327	\$ 962,580	\$ 987,880	\$ 987,880	\$ 991,880	\$ 29,300	3.0%
55130	EQUIPMENT AND MACHINERY	\$ 40,000	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ 102,000	\$ 102,000	\$ 102,000	\$ 2,000	2.0%
	Total Capital Outlay	\$ 40,000	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ 102,000	\$ 102,000	\$ 102,000	\$ 2,000	2.0%
62110	TRANSFERS TO OTHER FUNDS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,973,850	\$ 3,973,850	\$ 3,973,850	\$ 3,973,850	-
	Total Interfund Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,973,850	\$ 3,973,850	\$ 3,973,850	\$ 3,973,850	-
	Total Expenditures	\$ 1,852,480	\$ 1,365,784	\$ 1,499,300	\$ 924,371	\$ 1,526,730	\$ 5,527,020	\$ 5,527,020	\$ 5,531,020	\$ 4,004,290	262.3%



City of Salem Budget  
City Services Fund - Telecommunications Services and Interconnect  
FY 2022

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Resources</b>											
35105	INTERNAL USAGE REVENUE	\$ -	\$ 391,281	\$ -	\$ 365,962	\$ -	\$ -	\$ -	\$ -	\$ -	-
35213	INTRAFUND - BUDGETED TRANSFERS	393,760	-	378,130	-	334,890	351,290	351,290	351,290	16,400	4.9%
35395	OTHER GOVERNMENT AGENCIES	36,000	-	36,000	-	36,000	36,000	36,000	36,000	-	-
	Total Internal / Intergovernmental	\$ 429,760	\$ 391,281	\$ 414,130	\$ 365,962	\$ 370,890	\$ 387,290	\$ 387,290	\$ 387,290	\$ 16,400	4.4%
36210	INTEREST	\$ 1,700	\$ 7,776	\$ 7,200	\$ 4,016	\$ 4,400	\$ 2,740	\$ 2,740	\$ 2,740	\$ (1,660)	-37.7%
36310	LOAN PRINCIPAL	39,300	40,593	41,500	40,696	40,700	42,910	42,910	42,910	2,210	5.4%
36315	LOAN INTEREST	3,540	3,884	3,950	4,690	4,700	1,500	1,500	1,500	(3,200)	-68.1%
	Total Other Revenue	\$ 44,540	\$ 52,252	\$ 52,650	\$ 49,402	\$ 49,800	\$ 47,150	\$ 47,150	\$ 47,150	\$ (2,650)	-5.3%
39110	INTERFUND TRANSFERS	\$ 270,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Interfund Transfers	\$ 270,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 266,240	\$ 261,355	\$ -	\$ 21,185	\$ 23,800	\$ 262,790	\$ 262,790	\$ 262,790	\$ 238,990	1004.2%
	Total Beginning Balance	\$ 266,240	\$ 261,355	\$ -	\$ 21,185	\$ 23,800	\$ 262,790	\$ 262,790	\$ 262,790	\$ 238,990	1004.2%
	Total Resources	\$ 1,010,540	\$ 704,888	\$ 466,780	\$ 436,549	\$ 444,490	\$ 697,230	\$ 697,230	\$ 697,230	\$ 252,740	56.9%

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Expenditures</b>											
52130	SUPPLIES	\$ -	\$ 27	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
52405	TELEPHONE - OFFICE	115,530	115,570	101,200	103,326	101,200	103,220	103,220	103,220	2,020	2.0%
52510	TRAINING	-	7,191	5,000	-	5,000	-	-	-	(5,000)	-100.0%
52550	MILEAGE	-	224	-	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	35,000	3,329	35,000	26,873	70,800	35,000	35,000	35,000	(35,800)	-50.6%
52815	CONTROLLED EQUIPMENT	-	37	10,000	10,123	10,000	10,000	10,000	10,000	-	-
52820	SMALL EQUIPMENT AND SUPPLIES	10,000	-	1,000	-	1,000	1,000	1,000	1,000	-	-
52830	COMPUTER SOFTWARE AND LICENSES	328,750	366,632	71,340	620	71,340	670	670	670	(70,670)	-99.1%
52865	OTHER TECHNICAL SUPPLIES	-	1,034	3,000	3,601	3,500	5,000	5,000	5,000	1,500	42.9%
53320	EQUIPMENT MAINTENANCE	31,550	67,388	25,000	-	25,000	25,000	25,000	25,000	-	-
53767	BANKING AND INVESTMENT FEES	-	188	100	191	100	110	110	110	10	10.0%
53799	OTHER EXPENSES	55,000	-	-	-	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	126,990	-	10,000	-	10,000	10,000	10,000	10,000	-	-
53815	INTRA CITY - INTERDEPARTMENTAL BILLING	-	122,084	111,750	116,118	120,000	123,600	123,600	123,600	3,600	3.0%
53851	COPY	100	-	100	-	100	100	100	100	-	-
53900	SUPPORT SERVICES CHARGE	-	-	-	-	7,000	3,550	3,550	3,550	(3,450)	-49.3%
	Total Materials and Services	\$ 702,920	\$ 683,704	\$ 373,490	\$ 260,853	\$ 425,040	\$ 317,250	\$ 317,250	\$ 317,250	\$ (107,790)	-25.4%
	Total Expenditures	\$ 702,920	\$ 683,704	\$ 373,490	\$ 260,853	\$ 425,040	\$ 317,250	\$ 317,250	\$ 317,250	\$ (107,790)	-25.4%



City of Salem Budget  
City Services Fund - Document Services  
FY 2022

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Resources</b>											
35105	INTERNAL USAGE REVENUE	\$ 654,550	\$ 748,320	\$ 794,270	\$ 849,342	\$ 760,650	\$ 682,820	\$ 682,820	\$ 682,820	\$ (77,830)	-10.2%
35212	INTRAFUND - DIRECT CHG (LABOR)	-	-	-	244	-	-	-	-	-	-
35213	INTRAFUND - BUDGETED TRANSFERS	307,450	307,450	197,300	197,300	307,450	306,240	306,240	306,240	(1,210)	-0.4%
35335	STATE GAS TAX REFUND	-	-	-	-	-	-	-	-	-	-
35355	HOUSING AUTHORITY	2,000	37	-	1,352	500	-	-	-	(500)	-100.0%
	Total Internal / Intergovernmental	\$ 964,000	\$ 1,055,807	\$ 991,570	\$ 1,048,238	\$ 1,068,600	\$ 989,060	\$ 989,060	\$ 989,060	\$ (79,540)	-7.4%
36210	INTEREST	\$ 3,940	\$ 9,919	\$ 8,300	\$ 10,351	\$ 8,720	\$ 8,000	\$ 8,000	\$ 8,000	\$ (720)	-8.3%
36895	OTHER REVENUE	500	54	500	-	500	500	500	500	-	-
	Total Other Revenue	\$ 4,440	\$ 9,973	\$ 8,800	\$ 10,351	\$ 9,220	\$ 8,500	\$ 8,500	\$ 8,500	\$ (720)	-7.8%
39910	BEGINNING WORKING CAPITAL	\$ 346,010	\$ 432,088	\$ -	\$ 479,144	\$ 479,140	\$ 323,110	\$ 323,110	\$ 323,870	\$ (155,270)	-32.4%
	Total Beginning Balance	\$ 346,010	\$ 432,088	\$ -	\$ 479,144	\$ 479,140	\$ 323,110	\$ 323,110	\$ 323,870	\$ (155,270)	-32.4%
	Total Resources	\$ 1,314,450	\$ 1,497,868	\$ 1,000,370	\$ 1,537,734	\$ 1,556,960	\$ 1,320,670	\$ 1,320,670	\$ 1,321,430	\$ (235,530)	-15.1%

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Expenditures</b>											
51010	SALARIES AND WAGES	\$ 283,800	\$ 280,417	\$ 289,210	\$ 272,319	\$ 293,550	\$ 303,260	\$ 303,260	\$ 303,260	\$ 9,710	3.3%
51020	SEASONAL AND RELIEF	46,430	-	46,210	-	-	-	-	-	-	-
51030	OVERTIME	850	700	600	552	700	600	600	600	(100)	-14.3%
51120	LEAVE PAYOFF	3,050	121	2,100	1,872	2,200	1,500	1,500	1,500	(700)	-31.8%
51195	OTHER PAY / BENEFITS	2,700	-	2,700	-	5,410	5,410	5,410	5,410	-	-
51210	FICA AND MEDICARE	25,560	20,967	25,860	20,523	22,680	23,360	23,360	23,360	680	3.0%
51221	WORKERS' COMP PREMIUM	2,870	2,870	3,130	3,130	-	1,470	1,470	1,470	1,470	-
51222	WORKERS' COMP STATE ASSMT	180	137	120	113	180	180	180	180	-	-
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	1,530	1,530	1,530	1,530	-
51240	EMPLOYER - RETIREMENT PERS	34,440	33,621	47,910	41,810	48,650	53,130	53,130	53,130	4,480	9.2%
51243	PERS UNFUNDED LIABILITY	16,000	16,000	16,180	16,180	16,620	16,470	16,470	16,470	(150)	-0.9%
51245	EMPLOYER - PERS PICKUP	17,260	16,867	17,510	15,184	17,790	18,330	18,330	18,330	540	3.0%
51250	INSURANCE - MEDICAL	82,880	84,589	85,930	81,844	79,230	73,080	73,080	73,080	(6,150)	-7.8%
51255	INSURANCE - VISION	2,250	2,247	2,250	2,046	2,040	1,830	1,830	1,830	(210)	-10.3%
51260	INSURANCE - DENTAL	7,520	7,518	7,580	6,901	6,870	6,160	6,160	6,160	(710)	-10.3%
51265	INSURANCE - LIFE	700	695	850	733	850	1,260	1,260	1,260	410	48.2%
51270	INSURANCE - DISABILITY	170	164	170	172	180	200	200	200	20	11.1%
	Total Personal Services	\$ 526,660	\$ 466,912	\$ 548,310	\$ 463,379	\$ 496,950	\$ 507,770	\$ 507,770	\$ 507,770	\$ 10,820	2.2%
52120	MAIL	\$ 136,500	\$ 140,655	\$ 148,040	\$ 191,336	\$ 162,360	\$ 164,000	\$ 164,000	\$ 164,000	\$ 1,640	1.0%
52130	SUPPLIES	6,700	6,613	7,900	5,235	7,900	7,790	7,790	7,790	(110)	-1.4%
52140	PRINTING AND DUPLICATION	9,200	8,975	9,200	9,796	9,500	8,550	8,550	8,550	(950)	-10.0%



City of Salem Budget  
City Services Fund - Document Services  
FY 2022

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52360	RECRUITMENT FEES	-	-	-	10	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	2,640	3,949	2,420	4,312	2,970	3,100	3,100	3,100	130	4.4%
52410	TELEPHONE - CELLULAR	620	637	650	641	650	660	660	660	10	1.5%
52510	TRAINING	100	-	-	15	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	15,500	13,041	7,000	14,362	7,000	5,000	5,000	5,000	(2,000)	-28.6%
52815	CONTROLLED EQUIPMENT	31,900	38,242	31,800	31,126	44,010	46,900	46,900	47,660	3,650	8.3%
52820	SMALL EQUIPMENT AND SUPPLIES	1,000	201	1,000	-	500	500	500	500	-	-
52830	COMPUTER SOFTWARE AND LICENSES	3,390	4,034	3,360	4,274	4,360	6,460	6,460	6,460	2,100	48.2%
52930	GASOLINE	4,080	3,184	4,080	3,320	3,400	3,250	3,250	3,250	(150)	-4.4%
53211	LIABILITY INSURANCE	7,430	7,430	2,810	2,810	2,870	6,990	6,990	6,990	4,120	143.6%
53310	VEHICLE MAINTENANCE	500	1,145	800	2,262	800	500	500	500	(300)	-37.5%
53320	EQUIPMENT MAINTENANCE	57,670	56,107	59,070	79,576	62,270	65,600	65,600	65,600	3,330	5.3%
53610	GAS	910	767	910	822	930	960	960	960	30	3.2%
53620	ELECTRIC	1,890	-	-	-	-	-	-	-	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	-	29	-	98	-	-	-	-	-	-
53750	INVENTORY PURCHASES	69,000	76,686	77,000	85,174	80,000	77,990	77,990	77,990	(2,010)	-2.5%
53767	BANKING AND INVESTMENT FEES	540	737	1,000	494	1,000	600	600	600	(400)	-40.0%
53812	INTRA CITY - DIRECT CHG (LABOR)	-	-	-	244	-	-	-	-	-	-
53830	RADIO	140	140	-	-	-	-	-	-	-	-
53840	MOTOR POOL RENTAL	4,030	4,030	3,570	3,570	4,120	2,800	2,800	2,800	(1,320)	-32.0%
53851	COPY	1,000	30	600	1,072	600	600	600	600	-	-
53855	SHOPS FACILITIES MAINTENANCE	1,690	1,690	1,390	1,390	1,460	1,580	1,580	1,580	120	8.2%
53900	SUPPORT SERVICES CHARGE	170,530	170,530	189,640	189,640	182,160	162,730	162,730	162,730	(19,430)	-10.7%
	Total Materials and Services	\$ 526,960	\$ 538,852	\$ 552,240	\$ 631,579	\$ 578,860	\$ 566,560	\$ 566,560	\$ 567,320	\$ (11,540)	-2.0%
55130	EQUIPMENT AND MACHINERY	\$ -	\$ 12,959	\$ 18,000	\$ -	\$ 54,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ (36,000)	-66.7%
	Total Capital Outlay	\$ -	\$ 12,959	\$ 18,000	\$ -	\$ 54,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ (36,000)	-66.7%
	Total Expenditures	\$ 1,053,620	\$ 1,018,723	\$ 1,118,550	\$ 1,094,957	\$ 1,129,810	\$ 1,092,330	\$ 1,092,330	\$ 1,093,090	\$ (36,720)	-3.3%



City of Salem Budget  
City Services Fund - Warehouse Services  
FY 2022

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Resources</b>											
35105	INTERNAL USAGE REVENUE	\$ 1,915,170	\$ 1,639,289	\$ 1,972,630	\$ 1,580,225	\$ 1,850,000	\$ 1,850,000	\$ 1,850,000	\$ 1,850,000	\$ -	-
35355	HOUSING AUTHORITY	-	-	-	1,387	-	-	-	-	-	-
35395	OTHER GOVERNMENT AGENCIES	4,000	10,893	4,000	5,770	4,000	6,500	6,500	6,500	2,500	62.5%
	Total Internal / Intergovernmental	\$ 1,919,170	\$ 1,650,182	\$ 1,976,630	\$ 1,587,382	\$ 1,854,000	\$ 1,856,500	\$ 1,856,500	\$ 1,856,500	\$ 2,500	0.1%
35641	US DEPT OF THE TREASURY	\$ -	\$ -	\$ -	\$ 12	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Federal Grants	\$ -	\$ -	\$ -	\$ 12	\$ -	\$ -	\$ -	\$ -	\$ -	-
36210	INTEREST	\$ 6,800	\$ 19	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
36895	OTHER REVENUE	-	4,411	3,500	5,052	5,000	5,000	5,000	5,000	-	-
	Total Other Revenue	\$ 6,800	\$ 4,429	\$ 3,700	\$ 5,052	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 355,700	\$ 378,883	\$ 280,930	\$ 322,315	\$ 342,050	\$ 284,800	\$ 284,800	\$ 284,800	\$ (57,250)	-16.7%
	Total Beginning Balance	\$ 355,700	\$ 378,883	\$ 280,930	\$ 322,315	\$ 342,050	\$ 284,800	\$ 284,800	\$ 284,800	\$ (57,250)	-16.7%
	Total Resources	\$ 2,281,670	\$ 2,033,494	\$ 2,261,260	\$ 1,914,761	\$ 2,201,050	\$ 2,146,300	\$ 2,146,300	\$ 2,146,300	\$ (54,750)	-2.5%

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Expenditures</b>											
52130	SUPPLIES	\$ -	\$ -	\$ -	\$ 1,398	\$ -	\$ -	\$ -	\$ -	\$ -	-
53380	OTHER MAINTENANCE AND REPAIRS	-	91	-	-	-	-	-	-	-	-
53750	INVENTORY PURCHASES	1,815,170	1,657,196	1,869,630	1,590,965	1,750,000	1,805,000	1,805,000	1,805,000	55,000	3.1%
53767	BANKING AND INVESTMENT FEES	-	1	-	-	-	-	-	-	-	-
53851	COPY	-	3,892	3,000	1,973	5,000	4,000	4,000	4,000	(1,000)	-20.0%
	Total Materials and Services	\$ 1,815,170	\$ 1,661,180	\$ 1,872,630	\$ 1,594,336	\$ 1,755,000	\$ 1,809,000	\$ 1,809,000	\$ 1,809,000	\$ 54,000	3.1%
62110	TRANSFERS TO OTHER FUNDS	\$ 100,000	\$ 50,000	\$ 50,000	\$ 35,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	-
	Total Interfund Transfers	\$ 100,000	\$ 50,000	\$ 50,000	\$ 35,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	-
	Total Expenditures	\$ 1,915,170	\$ 1,711,180	\$ 1,922,630	\$ 1,629,336	\$ 1,805,000	\$ 1,859,000	\$ 1,859,000	\$ 1,859,000	\$ 54,000	3.0%







# City of Salem Budget

## Community Renewal Fund Assumptions and Trends

### FY 2022

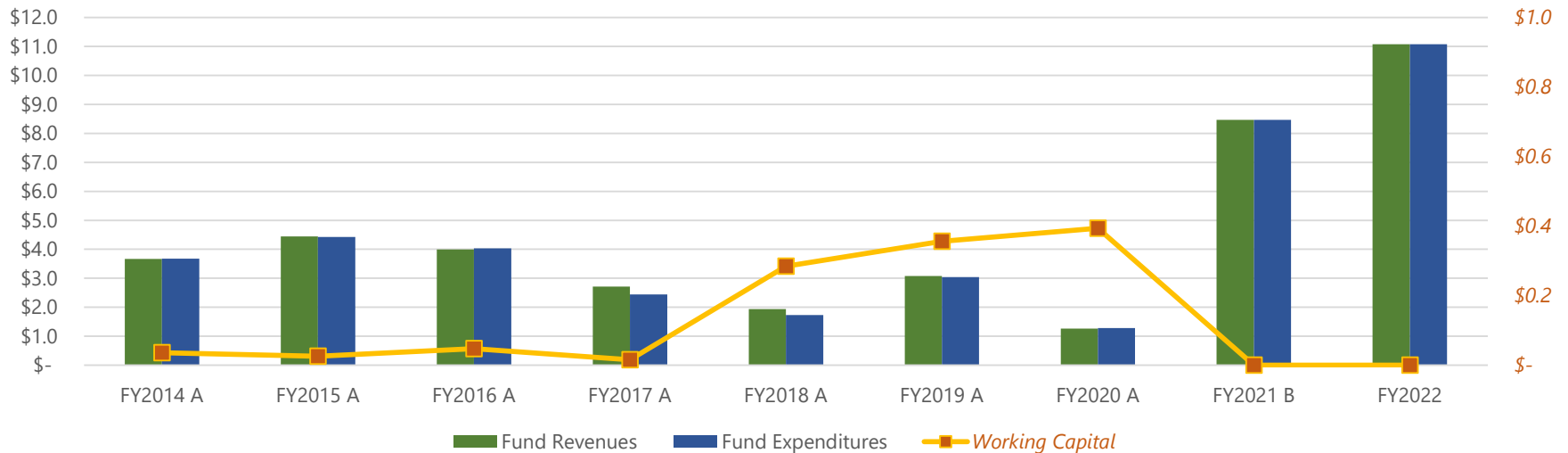
Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from or expenses of Community Renewal Fund program activities					
35610	Block Grants: Community Development Block Grant entitlement, estimating a 33.9% increase over the FY 2021 Budget	\$10,382,150	52670	Other Professional Services: Fair housing program and social service contracts, estimating a 3.5% increase from the FY 2021 Budget	\$ 249,340
35637					
36310	Loan Principal: payments on housing loans, estimating a 3.3% decrease over the FY 2021 Budget	\$ 580,000	54850	Other Special Payments: special housing projects, estimating a 33.5% increase over the FY 2021 Budget	\$ 10,428,480
36315	Loan Interest: payments on housing loans, estimating a 1.4% decrease from the FY 2021 Budget	\$ 114,560			

Not all revenues and expenses included on the following pages are highlighted here.

See the result area of *Welcoming and Livable Community* for more information about Community Renewal Fund program expenses.

## Community Renewal Fund Revenues, Expenditures, and Working Capital - Multi-Year View

In millions





City of Salem Budget  
Community Renewal Fund  
FY 2022

Community Renewal Fund Resources

Account Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
32644 PROCESSING FEE	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Sales, Fees, Licenses, Permits	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
35610 BLOCK GRANTS	\$ 4,144,060	\$ -	\$ 2,270,930	\$ -	\$ 2,750,510	\$ 5,444,800	\$ 5,444,800	\$ 5,475,170	\$ 2,724,660	99.1%
35637 US DEPT OF HOUSING AND URBAN DEV (BLOCK GRANT)	436,390	1,938,725	2,198,460	621,667	5,001,540	1,415,870	4,798,860	4,906,980	(94,560)	-1.9%
Total Internal / Intergovernmental	\$ 4,580,450	\$ 1,938,725	\$ 4,469,390	\$ 621,667	\$ 7,752,050	\$ 6,860,670	\$ 10,243,660	\$ 10,382,150	\$ 2,630,100	33.9%
36310 LOAN PRINCIPAL	\$ 378,500	\$ 1,095,757	\$ 560,000	\$ 407,458	\$ 600,000	\$ 580,000	\$ 580,000	\$ 580,000	\$ (20,000)	-3.3%
36315 LOAN INTEREST	61,500	40,960	140,000	33,982	116,220	114,560	114,560	114,560	(1,660)	-1.4%
Total Other Revenue	\$ 440,000	\$ 1,136,717	\$ 700,000	\$ 441,441	\$ 716,220	\$ 694,560	\$ 694,560	\$ 694,560	\$ (21,660)	-3.0%
39115 INTRAFUND TRANSFERS IN	\$ -	\$ -	\$ -	\$ 197,414	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Transfers	\$ -	\$ -	\$ -	\$ 197,414	\$ -	\$ -	\$ -	\$ -	\$ -	-
39910 BEGINNING WORKING CAPITAL	\$ -	\$ 356,502	\$ -	\$ 393,832	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Beginning Balance	\$ -	\$ 356,502	\$ -	\$ 393,832	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Resources	\$ 5,020,450	\$ 3,433,943	\$ 5,169,390	\$ 1,654,353	\$ 8,468,270	\$ 7,555,230	\$ 10,938,220	\$ 11,076,710	\$ 2,608,440	30.8%



# City of Salem Budget Community Renewal Fund

FY 2022

## Community Renewal Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52110	SUBSCRIPTIONS AND BOOKS	\$ 610	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
52120	MAIL	450	167	200	198	200	200	200	200	-	-
52130	SUPPLIES	-	-	-	3	-	-	-	-	-	-
52150	RECORDING FEES	1,500	1,302	1,000	1,070	1,000	1,000	1,000	1,000	-	-
52320	ADVERTISING	3,000	8,070	3,500	3,022	3,500	3,500	3,500	3,500	-	-
52510	TRAINING	5,120	1,671	7,660	849	7,660	7,660	7,660	7,660	-	-
52550	MILEAGE	500	209	100	-	100	100	100	100	-	-
52610	AUDIT SERVICES	6,660	7,860	7,500	8,371	8,000	8,000	8,000	8,000	-	-
52670	OTHER PROFESSIONAL SERVICES	218,900	52,585	268,740	214,119	240,930	249,340	249,340	249,340	8,410	3.5%
52710	MEMBERSHIP DUES	1,850	-	1,850	100	1,850	1,850	1,850	1,850	-	-
52740	PERMITS	-	135	-	-	-	-	-	-	-	-
52830	COMPUTER SOFTWARE AND LICENSES	7,780	7,780	7,800	7,780	10,800	10,800	10,800	10,800	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	266,870	314,656	281,790	249,926	307,010	296,600	296,600	296,600	(10,410)	-3.4%
53851	COPY	1,000	-	650	2,719	650	650	650	650	-	-
53854	PHOTOCOPIES	700	-	100	-	100	100	100	100	-	-
53900	SUPPORT SERVICES CHARGE	78,950	78,960	75,970	75,970	77,720	68,430	68,430	68,430	(9,290)	-12.0%
54811	SPECIAL PAYMENTS - PERMANENT EASEMEN	-	(100)	-	-	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	4,426,560	2,566,817	4,512,530	516,565	7,808,750	6,907,000	10,289,990	10,428,480	2,619,730	33.5%
	Total Materials and Services	\$ 5,020,450	\$ 3,040,112	\$ 5,169,390	\$ 1,080,691	\$ 8,468,270	\$ 7,555,230	\$ 10,938,220	\$ 11,076,710	\$ 2,608,440	30.8%
62115	INTRAFUND TRANSFERS OUT	\$ -	\$ -	\$ -	\$ 197,414	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Transfers	\$ -	\$ -	\$ -	\$ 197,414	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Expenditures	\$ 5,020,450	\$ 3,040,112	\$ 5,169,390	\$ 1,278,105	\$ 8,468,270	\$ 7,555,230	\$ 10,938,220	\$ 11,076,710	\$ 2,608,440	30.8%



Community Development Block Grant - FY 2022 Project Budget		Adopted	Adopted
	Project No.	Budget FY 2021	Budget FY 2022
<b>Resources</b>			
Entitlement - 2021 and 2022		\$ 2,094,690	\$ 1,374,900
Entitlement and program income from prior years (unallocated)		234,570	960,360
Carried forward admin allocation			108,120
Entitlement from prior years (rebudgeted projects)		1,811,920	2,463,600
Program income from loan repayments		182,750	150,000
		<u>\$ 4,323,930</u>	<u>\$ 5,056,980</u>
Neighborhood Stabilization Program - program income		250,000	250,000
		<u>\$ 4,573,930</u>	<u>\$ 5,306,980</u>
<b>Expenditures</b>			
<b>Administration and Program Support</b>			
CDBG program administration (Urban Development)	621000 / 262	\$ 232,120	\$ 351,570
Support services charge (indirect cost allocation)	621000	50,200	36,500
Human Rights and Relations Commission / Fair Housing (contracted services)	621250	20,600	25,030
Statutorily Capped Total		<u>\$ 302,920</u>	<u>\$ 413,100</u>
<b>Repayment</b>			
Neighborhood Stabilization Program - repaid loan funds to CDBG program		\$ -	\$ 250,000
		<u>\$ -</u>	<u>\$ 250,000</u>
<b>Social Service Programs</b>			
Center for Hope & Safety - Case Management FY 2021	621271	\$ 90,000	\$ -
MWVCAA - HOME Youth Case Management FY 2020, FY 2021	621277	55,000	68,470
Northwest Human Services - HOST Emergency Housing FY 2021	621279	32,450	-
Women @ the Well - Case Management FY 2021	621282	44,300	-
Center for Hope and Safety Prevention of Domestic Violence, FY 2021	621254	-	79,370
Congregations Helping People Interim Housing Assistance, FY 2019 and FY 2020	621255	10,000	-
Mid-Willamette Valley Community Action Agency Warming Center Network, FY 2020	621256	52,000	-
Salem Interfaith Hospitality Network - Case Management FY 2020, FY 2021	621280	70,000	70,000
St Francis Shelter - Tenant Based Rental Assistance Case Management FY 2020, FY 2021	621281	40,000	40,000
St Francis Shelter Rental Assistance (CV3)	621287	-	100,000
NWHS Rent, Utility & Mortgage Assistance (CV3)	621288	-	200,000
Island Boy Camp Rent Assistance (CV3)	621289	-	136,000
Early Learning HUB Child Care (CV3)	621290	-	200,000
JD Health & Wellness Case Mgmt, HVAC Rehab, Med/PPE Equipment (CV3)	621291	-	51,350



Community Development Block Grant - FY 2022 Project Budget		Adopted	Adopted
	Project No.	Budget FY 2021	Budget FY 2022
Salvation Army of Marion and Polk Counties - Rental Assistance (CV3)	621292	-	197,480
Marion Polk Food Share Meals on Wheels FY 2021	621263 / 621276	-	149,370
		\$ 393,750	\$ 1,292,040
<b>New Program Funding</b>			
Marion Polk Food Share Meals on Wheels FY 2021	621263 / 621276	\$ 170,000	\$ -
Salem Housing Authority Mortgage Assistance Program FY 2021	621264	100,000	-
Travel Salem - Tourism Marketing FY 2021	621265	50,000	-
Willamette Workforce Partnership - Business Assistance FY 2020	621266	200,000	-
Seed of Faith Rent & Utility Assistance FY 2020, 2021	621267	100,000	250,000
Mano a Mano Rent & Utility Assistance FY 2020	621268	75,000	55,000
Salem Housing Authority Rent & Utility Assistance FY 2020	621269	100,000	-
Island Boy Camp Rent & Utility Assistance FY 2020	621270	50,000	-
Center for Hope & Safety - HOPE Plaza FY 2021	621272	300,000	-
Congregations Helping People Rent, Security Deposit & Utility Assistance FY 2021	621273	100,000	-
Garten Services - Baler Replacement FY 2021	621274	170,000	17,000
Integrated Supports for Living - Rehabilitation FY 2021	621275	144,730	-
MWVCAA - Salem Warming Network FY 2021	621278	100,000	-
YMCA Track and Lift for Pool FY 2021	621293	-	300,000
Unallocated	-	820,640	394,290
		\$ 2,480,370	\$ 1,016,290
<b>Rebudgeted Projects</b>			
WestCare Veterans Housing Facility Upgrades, FY 2020, FY 2021	621257	\$ 69,980	\$ 130,720
Integrated Supports for Living Fisher/Sizemore Apartments FY 2020, FY 2021	621258	182,890	246,270
Polk CDC Owner Occupied Housing Rehabilitation FY 2020	621259	180,530	180,530
MERIT Microenterprise, FY 2020	621261	106,800	52,690
Salem Housing Authority Yaquina Rehabilitation, FY 2018, FY 2019, FY 2020	621237 / 45 / 60	648,040	1,153,040
Garten Services Equipment Purchase, FY 2019	621242	208,650	-
MWVCAA - Salem Warming Network FY 2020	621278	-	100,000
Center for Hope & Safety - HOPE Plaza FY 2021	621272	-	300,000
Center for Hope & Safety - Case Management FY 2021	621271	-	20,000
Marion Polk Food Share Meals on Wheels FY 2021	621276	-	8,000
Women at the Well - Case Management FY 2021	621282	-	44,300
Salem Housing Authority Mortgage Assistance Program FY 2021	621264	-	100,000
		\$ 1,396,890	\$ 2,335,550
		\$ 4,573,930	\$ 5,306,980
		\$ -	\$ -



## HOME Community Renewal - FY 2022 Project Budget

		Adopted Budget FY 2021	Adopted Budget FY 2022
	Project No.		
<b>Resources</b>			
Entitlement - 2021		\$ 778,210	\$ 648,200
Entitlement from the American Rescue Plan Act		-	2,349,370
Entitlement from prior years (unallocated)		106,290	106,290
Entitlement from prior years (rebudgeted projects)		1,866,010	2,371,310
Anticipated program income		283,470	294,560
		<u>\$ 3,033,980</u>	<u>\$ 5,769,730</u>
<b>Expenditures</b>			
<b>Administration and Program Support</b>			
HOME program administration	625000	\$ 78,650	\$ 414,750
Indirect cost allocation plan	625000	27,520	31,930
Statutorily Capped Total		<u>\$ 106,170</u>	<u>\$ 446,680</u>
<b>New Program Funding</b>			
Development Northwest Operating Funds FY 2022	625329	\$ 30,000	\$ 30,000
Applegate Terrace Veterans Housing (48) (Applegate LLC)	-	-	500,000
Salem Housing Authority - Sequoia Crossings	-	-	100,000
MidWillamette Valley Community Action Agency Tenant Based Rental Assistance FY 2021	625330	300,000	-
St Francis Shelter Tenant Based Rental Assistance FY 2021	625331	100,000	-
Community Housing Development Organization Set Aside FY 2022	-	393,540	300,000
Unallocated	-	238,260	1,964,740
		<u>\$ 1,061,800</u>	<u>\$ 2,894,740</u>



## HOME Community Renewal - FY 2022 Project Budget

	Project No.	Adopted Budget FY 2021	Adopted Budget FY 2022
<b>Rebudgeted Projects</b>			
Salem Interfaith Hospitality Network Tenant Based Rental Assistance, FY 2019, FY 2020, FY 2021	625320 / 625326	\$ 416,510	\$ 232,090
Salem Housing Authority Security Deposit Program, FY 2019, FY 2020 and FY 2021	625322 / 625327	160,970	100,220
Willamette Neighborhood Housing Services Nueva Luz Construction, FY 2019 and FY 2020	625328	180,000	
MidWillamette Valley Community Action Agency Warming Network, FY 2020	625332	193,000	193,000
Salem Housing Authority Yaquina Hall, FY 2019	625321	400,000	400,000
Willamette Neighborhood Housing Nueva Luz Apartments, FY 2019	625323	485,530	
Willamette Neighborhood Housing Operating Funds, FY 2019	625325	30,000	-
MWVCAA-TBRA FY 20-21	625330	-	300,000
St Francis Shelter-TBRA FY 20-21	625331	-	100,000
DevNW Cottage Apts Funds FY 19, 20, 21	625323 / 328 / 331	-	1,059,000
DevNW Cottage Apts Project Delivery Costs	625334		44,000
		<b>\$ 1,866,010</b>	<b>\$ 2,428,310</b>
<b>Total Expenditures</b>		<b>\$ 3,033,980</b>	<b>\$ 5,769,730</b>
<b>Unappropriated Ending Balance</b>		<b>\$ -</b>	<b>\$ -</b>

*All funding awards subject to allocation of funds from the U.S. Department of Housing and Urban Development*







# City of Salem Budget

## Cultural and Tourism Fund Assumptions and Trends

(Also known as the TOT Fund)

### FY 2022

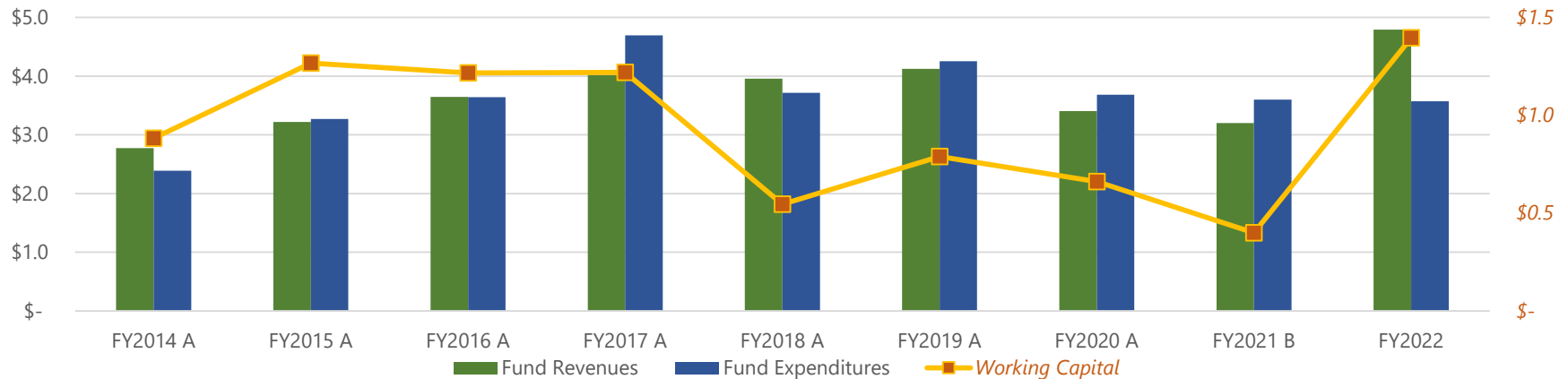
Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from or expenses of Cultural and Tourism Fund program activities					
31310	Transient Occupancy Tax: 9% lodging tax paid on overnight accommodations in Salem; estimating a 1.5% decrease from the FY 2021 Budget	\$ 3,132,120	52670	Other Professional Services: expenses for Travel Salem's annual contract and maintenance services at City-owned historic facilities, estimating a 3.4% decrease over the FY 2021 Budget	\$ 822,630
			54850	Other Special Payments: 31 grants and several sponsorships to operate cultural and tourism facilities and special events and perform capital improvements; the 17.8 % decrease from the FY 2021 Budget.	\$ 471,310

Not all revenues and expenditures included on the following pages are highlighted here.

See the result area of *Strong and Diverse Economy* and the project budgets in this section for more information about Cultural and Tourism Fund program expenses.

### TOT Fund Revenues, Expenditures, and Working Capital - Multi-Year View

In millions



In FY 2022, working capital increase due to anticipated revenue-replacement funds from American Rescue Plan Act (ARPA)



City of Salem Budget  
Cultural and Tourism (TOT) Fund  
FY 2022

TOT Fund Resources

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
31310	TRANSIENT OCCUPANCY TAX*	\$ 4,443,500	\$ 4,088,110	\$ 4,137,870	\$ 3,374,954	\$ 3,180,370	\$ 3,132,120	\$ 3,132,120	\$ 3,132,120	\$ (48,250)	-1.5%
	Total Taxes	\$ 4,443,500	\$ 4,088,110	\$ 4,137,870	\$ 3,374,954	\$ 3,180,370	\$ 3,132,120	\$ 3,132,120	\$ 3,132,120	\$ (48,250)	-1.5%
35495	OTHER AGENCIES	\$ 5,800	\$ 7,539	\$ 5,400	\$ 3,670	\$ 5,400	\$ 5,400	\$ 5,400	\$ 5,400	\$ -	-
	Total Internal / Intergovernmental	\$ 5,800	\$ 7,539	\$ 5,400	\$ 3,670	\$ 5,400	\$ 5,400	\$ 5,400	\$ 5,400	\$ -	-
35641	US DEPT OF THE TREASURY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,232,030	\$ 1,232,030	\$ 1,637,570	\$ 1,637,570	-
	Total Federal Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,232,030	\$ 1,232,030	\$ 1,637,570	\$ 1,637,570	-
36210	INTEREST	\$ 4,100	\$ 10,965	\$ 2,500	\$ 15,184	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	-
36895	OTHER REVENUE	12,000	17,000	12,000	12,000	12,000	12,000	12,000	12,000	-	-
	Total Other Revenue	\$ 16,100	\$ 27,965	\$ 14,500	\$ 27,184	\$ 14,500	\$ 14,500	\$ 14,500	\$ 14,500	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 662,000	\$ 789,396	\$ 473,000	\$ 660,962	\$ 399,320	\$ 1,800,980	\$ 1,800,980	\$ 1,395,440	\$ 996,120	249.5%
	Total Beginning Balance	\$ 662,000	\$ 789,396	\$ 473,000	\$ 660,962	\$ 399,320	\$ 1,800,980	\$ 1,800,980	\$ 1,395,440	\$ 996,120	249.5%
	Total Resources	\$ 5,127,400	\$ 4,913,010	\$ 4,630,770	\$ 4,066,769	\$ 3,599,590	\$ 6,185,030	\$ 6,185,030	\$ 6,185,030	\$ 2,585,440	71.8%

\*Also known as Hotel / Motel Tax or Lodging Tax



City of Salem Budget  
Cultural and Tourism (TOT) Fund  
FY 2022

TOT Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52120	MAIL	\$ -	\$ -	\$ -	\$ 27	\$ -	\$ -	\$ -	\$ -	\$ -	-
52130	SUPPLIES	-	730	-	495	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	-	428	-	0	-	-	-	-	-	-
52540	MEALS	-	44	-	99	-	-	-	-	-	-
52650	LEGAL / COURT SERVICES	-	-	-	63	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	1,147,460	1,064,895	1,071,480	866,894	851,690	822,630	822,630	822,630	(29,060)	-3.4%
52740	PERMITS	-	461	-	-	-	-	-	-	-	-
53375	CHEMICALS	-	15	-	-	-	-	-	-	-	-
53380	OTHER MAINTENANCE AND REPAIRS	-	51	-	0	-	-	-	-	-	-
53610	GAS	9,500	8,665	9,740	8,356	10,270	9,180	9,180	9,180	(1,090)	-10.6%
53620	ELECTRIC	44,060	48,896	45,160	37,747	46,000	41,800	41,800	41,800	(4,200)	-9.1%
53734	SAFETY CLOTHING AND EQUIPMENT	-	18	-	-	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	-	556	-	725	-	-	-	-	-	-
53768	DIRECT BANKING FEES	-	-	-	93	-	-	-	-	-	-
53769	CARD PROCESSING FEES	-	-	-	17,813	25,000	18,660	18,660	18,660	(6,340)	-25.4%
53812	INTRA CITY - DIRECT CHG (LABOR)	179,570	145,089	100,630	125,039	102,750	116,350	116,350	116,350	13,600	13.2%
53813	INTRA CITY - BUDGETED TRANSFERS	116,860	116,860	120,370	120,370	113,980	123,980	123,980	123,980	10,000	8.8%
53815	INTRA CITY - INTERDEPARTMENTAL BILLINGS	312,830	307,680	319,270	314,544	309,090	313,210	313,210	313,210	4,120	1.3%
53840	MOTOR POOL RENTAL	660	-	-	-	-	-	-	-	-	-
53851	COPY	-	1,924	-	3,850	-	-	-	-	-	-
53860	BUILDING SERVICES	10,790	6,057	11,100	11,299	11,340	11,340	11,340	11,340	-	-
53900	SUPPORT SERVICES CHARGE	121,780	121,780	146,930	146,930	106,360	122,270	122,270	122,270	15,910	15.0%
54850	OTHER SPECIAL PAYMENTS	781,790	616,430	692,300	579,874	573,530	471,310	471,310	471,310	(102,220)	-17.8%
	Total Materials and Services	\$ 2,725,300	\$ 2,440,578	\$ 2,516,980	\$ 2,234,215	\$ 2,150,010	\$ 2,050,730	\$ 2,050,730	\$ 2,050,730	\$ (99,280)	-4.6%
61110	CONTINGENCIES	\$ 120,000	\$ -	\$ 120,000	\$ -	\$ 64,500	\$ 120,000	\$ 120,000	\$ 120,000	\$ 55,500	86.0%
	Total Contingencies	\$ 120,000	\$ -	\$ 120,000	\$ -	\$ 64,500	\$ 120,000	\$ 120,000	\$ 120,000	\$ 55,500	86.0%
62110	INTERFUND TRANSFERS	\$ 1,826,470	\$ 1,811,470	\$ 1,509,080	\$ 1,450,080	\$ 1,385,080	\$ 1,400,890	\$ 1,400,890	\$ 1,400,890	\$ 15,810	1.1%
	Total Interfund Transfers	\$ 1,826,470	\$ 1,811,470	\$ 1,509,080	\$ 1,450,080	\$ 1,385,080	\$ 1,400,890	\$ 1,400,890	\$ 1,400,890	\$ 15,810	1.1%
	Total Expenditures	\$ 4,671,770	\$ 4,252,048	\$ 4,146,060	\$ 3,684,295	\$ 3,599,590	\$ 3,571,620	\$ 3,571,620	\$ 3,571,620	\$ (27,970)	-0.8%



Cultural and Tourism Fund - FY 2022 Project Budget		Adopted Budget FY 2021	Adopted Budget FY 2022
Total Resources		\$ 3,599,590	\$ 6,185,030
Expenditures			
Convention Center Support (175-60911000)			
Convention Center marketing		\$ 309,090	\$ 313,210
		<u>\$ 309,090</u>	<u>\$ 313,210</u>
Convention and Tourism Marketing (175-60912000)			
Travel Salem annual contract - 25% of tax revenue		\$ 795,090	\$ 783,030
		<u>\$ 795,090</u>	<u>\$ 783,030</u>
City Programs (175-60913000)			
Projects transferred to Capital Improvements Fund (255)			
Deepwood chimney seismic upgrade and slope metal roof restoration		\$ 15,000	\$ -
July 4th celebration		2,000	1,500
Credit card fees for online payments		25,000	18,660
Support for public art acquisition, maintenance, administration (Fund 176)		10,000	-
		<u>\$ 52,000</u>	<u>\$ 20,160</u>
Historic Building Maintenance			
Building and park electricity and natural gas charges		\$ 56,270	\$ 50,980
Bush House/Barn Complex		31,620	31,620
Deepwood House		33,760	18,760
Gilbert House		14,390	14,390
Parrish House		9,250	9,250
Rockenfield House		9,120	9,120
		<u>\$ 154,410</u>	<u>\$ 134,120</u>



Cultural and Tourism Fund - FY 2022 Project Budget		Adopted Budget FY 2021	Adopted Budget FY 2022
Historic and City Landscape Maintenance			
Lord and Schryver Gardens		\$ 15,750	\$ 15,750
Transfer to General Fund to support parks maintenance		1,360,080	1,400,890
		<u>\$ 1,375,830</u>	<u>\$ 1,416,640</u>
Total City Programs		<u>\$ 1,582,240</u>	<u>\$ 1,570,920</u>
Administration (175-60913500)			
Board staff support / materials		\$ 30,710	\$ 34,550
City services at community events (State Fair)		-	19,760
Contract administrator for Salem Convention Center		24,090	14,090
Convention and tourism promotion contract administration		13,550	13,550
Cultural / historic and event contract administration		12,920	12,920
Support services charge (indirect cost allocation)		106,360	122,270
Riverfront Park special events management		52,590	52,590
Softball tournament bids		34,920	44,920
		<u>\$ 275,140</u>	<u>\$ 314,650</u>
Major Tourist Attractions and Cultural Facilities (175-60914000)			
Facility Operating Grants			
A.C. Gilbert's Discovery Village		\$ 43,170	\$ 29,540
Bush House Museum		37,000	30,740
Friends of Deepwood		41,300	31,780
Hallie Ford Museum of Art		41,300	30,740
Historic Elsinore Theatre		38,010	30,810
Salem Art Association		42,550	31,970
Salem's Multicultural Institute		45,210	31,480
Salem's Riverfront Carousel		33,630	28,190
Willamette Art Center / Friends of the Visual Arts		38,790	29,690
Willamette Heritage Center		39,570	30,440
		<u>\$ 400,530</u>	<u>\$ 305,380</u>



Cultural and Tourism Fund - FY 2022 Project Budget		Adopted Budget FY 2021	Adopted Budget FY 2022
Special Event / Project Grants			
Bush House Museum - Exploration Days	\$	2,000	\$ -
Capital Futbol Club - Capital Cup Soccer Tournament		10,000	7,500
Capital Futbol Club - Timbers U23		10,000	7,500
Ceili of the Valley Society - Celtic Festival		-	2,000
Chris Roche Management LLC - Capitol City Classic		2,000	2,000
Deepwood Museum and Gardens - 125th Birthday Celebration		-	2,000
Englewood Forest Festival		-	3,000
ENLACE - Beautification of Forgiveness and Peace Garden		2,000	-
ENLACE - Hispanic Heritage Month Celebration 2021		-	2,000
Festival Chorale of Oregon - Alzheimer's Stories by Robert Cohen		10,000	7,500
Friends of the Visual Arts - Oregon State Fair Artisans Village		-	7,500
Gilbert House Children's Museum - Re-Opening		-	7,500
Gilbert House Children's Museum - Halloween Re-Engineered		-	7,500
Helping Hands Resources - Quiltopia 2021		-	2,000
Hoopla Association - CherryFest NW		10,000	7,500
Hoopla Association - Hoopla		10,000	7,500
Mano-a-Mano Family Center - 10th Annual Urban Art Festival		5,000	-
Odyssey - Downtown Salem Alley Soiree		-	2,000
Oregon State Capitol Foundation - Cherry Blossom Days		-	7,000
Oregon Symphony Association in Salem - Concerts in Salem		10,000	7,500
Oregon Symphony Association in Salem - Youth Concerts		10,000	7,500
Press Play Salem - Bimonthly Magazine and Website and Online Calendar		2,000	2,000
Salem Art Association - Salem Art Festival		-	7,500
Salem Foundation - Make Music Day Event		-	5,430
Salem Multi-Cultural Institute - World Beat Festival		10,000	7,500
Salem Public Library Foundation - Salem Reads		10,000	7,500
Salem's Riverfront Carousel - Santa at the Carousel		10,000	7,500
Willamette Heritage Center - Heritage Rail Day		10,000	7,500
Willamette Master Chorus - Holiday Concert with the Trailband		10,000	7,500
Willamette Master Chorus - 17th Annual Veterans Concert		-	7,500
	\$	133,000	\$ 156,930



Cultural and Tourism Fund - FY 2022 Project Budget		Adopted Budget FY 2021	Adopted Budget FY 2022
Capital Improvement / Outlay Grants			
A.C. Gilbert's Discovery Village - Children's Museum Learning Playground	\$	-	\$ -
A.C. Gilbert's Discovery Village - Children's Museum Learning Playground Phase II	\$	10,000	\$ -
Historic Elsinore Theatre - Façade Replacement, Phase 1 Removal		-	-
Historic Elsinore Theatre - Concession and Box Office Renovation		10,000	-
Willamette Art Center - New Kiln		10,000	-
Willamette Heritage Center - 1909 Caboose #507 Exhibit		10,000	-
Willamette Heritage Center - Replace HVAC		-	7,500
	\$	40,000	\$ 7,500
Total Major Tourist Attractions and Cultural Facilities Grants	\$	573,530	\$ 469,810
Contingencies		\$ 64,500	\$ 120,000
Total Fund Expenditures	\$	3,599,590	\$ 3,571,620
Unappropriated Ending Balance	\$	-	\$ 2,613,410





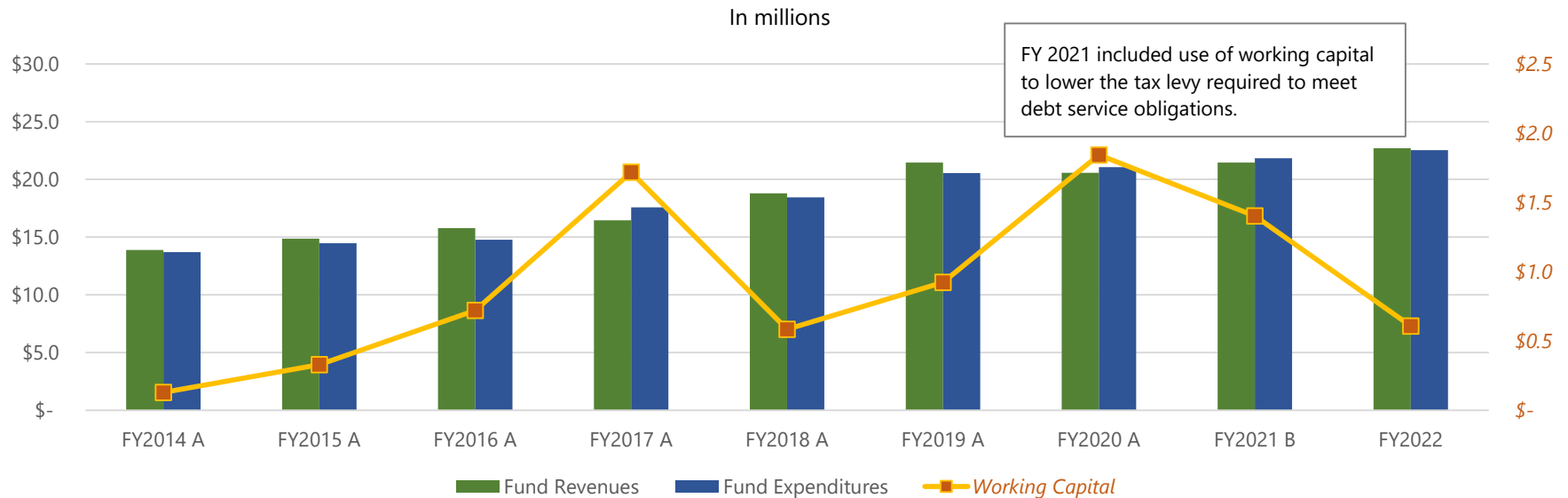


## City of Salem Budget Debt Service Fund Assumptions and Trends FY 2022

Account	Assumption	Amount	Account	Assumption	Amount
Revenues for General Obligation Bonds			Revenues for Pension Obligation Bonds		
31110	Current Year Property Taxes: from voter-approved bond measures, estimating 6.9% increase over the FY 2021 Budget	\$ 16,673,960	35211	Interfund Special Transfers: payments received from City departments for the annual debt service on the City's pension obligation bond, estimating a 4.0% increase over the FY 2021 Budget	\$ 5,719,550
31120	Property Taxes: from voter-approved bond measures owed for				
31130	all prior years, estimating a 23.7% decrease over the FY 2021	\$ 280,460			
31140	Budget				

See the Debt Service section of the budget document for more information.

### Debt Service Fund Revenues, Expenditures, and Working Capital - Multi-Year View





City of Salem Budget  
Debt Service Fund  
FY 2022

Debt Service Fund Resources

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
31110	PROPERTY TAX - CURRENT	\$ 15,450,820	\$ 15,710,674	\$ 14,746,320	\$ 14,811,440	\$ 15,600,080	\$ 16,673,960	\$ 16,673,960	\$ 16,673,960	\$ 1,073,880	6.9%
31120	PROPERTY TAX - FIRST PRIOR YEAR	154,510	117,502	147,460	144,023	163,320	152,970	152,970	152,970	(10,350)	-6.3%
31130	PROPERTY TAX - SECOND PRIOR YEAR	77,260	51,236	73,730	55,182	81,650	42,500	42,500	42,500	(39,150)	-47.9%
31140	PROPERTY TAX - ALL OTHER PRIOR YEARS	115,880	72,905	110,600	72,512	122,480	84,990	84,990	84,990	(37,490)	-30.6%
31150	PROPERTY TAX - OTHER	-	223,184	-	-	-	-	-	-	-	-
	Total Taxes	\$ 15,798,470	\$ 16,175,501	\$ 15,078,110	\$ 15,083,157	\$ 15,967,530	\$ 16,954,420	\$ 16,954,420	\$ 16,954,420	\$ 986,890	6.2%
35211	INTERFUND - SPECIAL TRANSFERS	\$ 5,091,950	\$ 5,091,950	\$ 5,297,000	\$ 5,296,110	\$ 5,499,530	\$ 5,719,550	\$ 5,719,550	\$ 5,719,550	\$ 220,020	4.0%
	Total Internal / Intergovernmental	\$ 5,091,950	\$ 5,091,950	\$ 5,297,000	\$ 5,296,110	\$ 5,499,530	\$ 5,719,550	\$ 5,719,550	\$ 5,719,550	\$ 220,020	4.0%
36210	INTEREST	\$ -	\$ 193,258	\$ -	\$ 195,110	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	-
	Total Other Revenue	\$ -	\$ 193,258	\$ -	\$ 195,110	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	-
39910	BEGINNING WORKING CAPITAL	\$ 544,710	\$ 923,686	\$ 1,345,250	\$ 1,843,785	\$ 1,402,390	\$ 608,070	\$ 608,070	\$ 608,070	\$ (794,320)	-56.6%
	Total Beginning Balance	\$ 544,710	\$ 923,686	\$ 1,345,250	\$ 1,843,785	\$ 1,402,390	\$ 608,070	\$ 608,070	\$ 608,070	\$ (794,320)	-56.6%
	Total Resources	\$ 21,435,130	\$ 22,384,395	\$ 21,720,360	\$ 22,418,163	\$ 22,869,450	\$ 23,302,040	\$ 23,302,040	\$ 23,302,040	\$ 432,590	1.9%

Debt Service Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
60120	PRINCIPAL	\$ 12,856,280	\$ 12,847,211	\$ 14,029,210	\$ 14,029,208	\$ 15,405,000	\$ 16,855,000	\$ 16,855,000	\$ 16,855,000	\$ 1,450,000	9.4%
60130	INTEREST	7,686,430	7,693,399	7,032,870	7,032,856	6,425,260	5,683,470	5,683,470	5,683,470	(741,790)	-11.5%
	Total Debt Service	\$ 20,542,710	\$ 20,540,610	\$ 21,062,080	\$ 21,062,064	\$ 21,830,260	\$ 22,538,470	\$ 22,538,470	\$ 22,538,470	\$ 708,210	3.2%
	Total Expenditures	\$ 20,542,710	\$ 20,540,610	\$ 21,062,080	\$ 21,062,064	\$ 21,830,260	\$ 22,538,470	\$ 22,538,470	\$ 22,538,470	\$ 708,210	3.2%

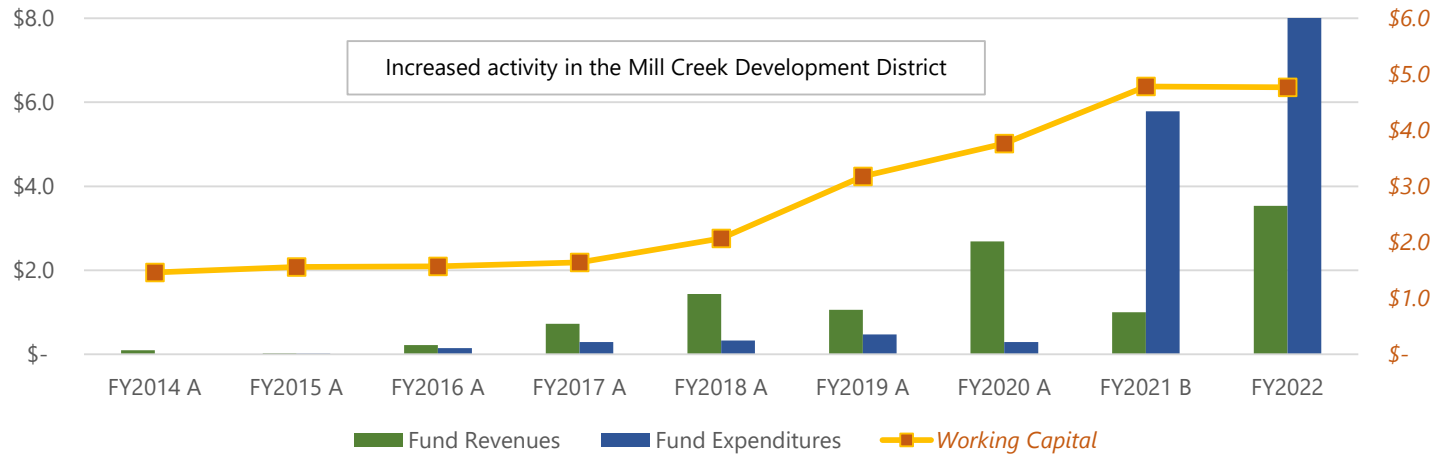


## City of Salem Budget Development District Fund Assumptions and Trends FY 2022

Account	Assumption	Amount	Account	Assumption	Amount
Proceeds and expenses to support capital projects in the Development District Fund					
32280	Development District Fee: development district revenue, estimating a 247.2% increase from the FY 2021 Budget	\$ 3,472,400	52620	Construction Contracts: budgeted development district projects, estimating a 55.5% increase over the FY 2021 Budget	\$ 7,435,620

Not all revenues and expenses included on the next page are highlighted here.  
See the Capital Improvements section for more information about Development District Fund projects.

### Development District Fund Revenues, Expenditures, and Working Capital - Multi-Year View In millions





City of Salem Budget  
Development District Fund  
FY 2022

Development District Fund Resources

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
32280	DEVELOPMENT DISTRICT FEE	\$ 3,472,970	\$ 967,137	\$ 1,312,220	\$ 2,308,237	\$ 1,000,000	\$ 3,472,400	\$ 3,472,400	\$ 3,472,400	\$ 2,472,400	247.2%
32282	REIMBURSEMENT DISTRICT FEE	-	21,492	-	279,692	-	-	-	-	-	-
	Total Sales, Fees, Licenses, Permits	\$ 3,472,970	\$ 988,629	\$ 1,312,220	\$ 2,587,929	\$ 1,000,000	\$ 3,472,400	\$ 3,472,400	\$ 3,472,400	\$ 2,472,400	247.2%
36210	INTEREST	\$ 15,000	\$ 66,406	\$ 25,000	\$ 99,263	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	-
	Total Other Revenue	\$ 15,000	\$ 66,406	\$ 25,000	\$ 99,263	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	-
39910	BEGINNING WORKING CAPITAL	\$ 3,569,670	\$ 3,175,925	\$ 3,360,670	\$ 3,761,930	\$ 4,781,460	\$ 4,719,220	\$ 4,719,220	\$ 4,769,220	\$ (12,240)	-0.3%
	Total Beginning Balance	\$ 3,569,670	\$ 3,175,925	\$ 3,360,670	\$ 3,761,930	\$ 4,781,460	\$ 4,719,220	\$ 4,719,220	\$ 4,769,220	\$ (12,240)	-0.3%
	Total Resources	\$ 7,057,640	\$ 4,230,961	\$ 4,697,890	\$ 6,449,121	\$ 5,781,460	\$ 8,251,620	\$ 8,251,620	\$ 8,301,620	\$ 2,520,160	43.6%

Development District Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52620	CONSTRUCTION CONTRACTS	\$ 6,557,640	\$ 443,000	\$ 4,197,890	\$ -	\$ 4,781,460	\$ 7,385,620	\$ 7,385,620	\$ 7,435,620	\$ 2,654,160	55.5%
53767	BANKING AND INVESTMENT FEES	-	3,360	-	4,302	-	6,000	6,000	6,000	6,000	-
53768	DIRECT BANKING FEES	-	23	-	26	-	-	-	-	-	-
53769	CARD PROCESSING FEES	-	1,156	-	2,041	-	-	-	-	-	-
53790	CONSTRUCTION - UNSPECIFIED	500,000	-	500,000	-	500,000	500,000	500,000	500,000	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	-	-	-	2,793	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	-	21,492	-	279,692	-	-	-	-	-	-
	Total Materials and Services	\$ 7,057,640	\$ 469,031	\$ 4,697,890	\$ 288,854	\$ 5,281,460	\$ 7,891,620	\$ 7,891,620	\$ 7,941,620	\$ 2,660,160	50.4%
62110	INTERFUND TRANSFERS	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ (140,000)	-28.0%
	Total Interfund Transfers	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ (140,000)	-28.0%
	Total Expenditures	\$ 7,057,640	\$ 469,031	\$ 4,697,890	\$ 288,854	\$ 5,781,460	\$ 8,251,620	\$ 8,251,620	\$ 8,301,620	\$ 2,520,160	43.6%



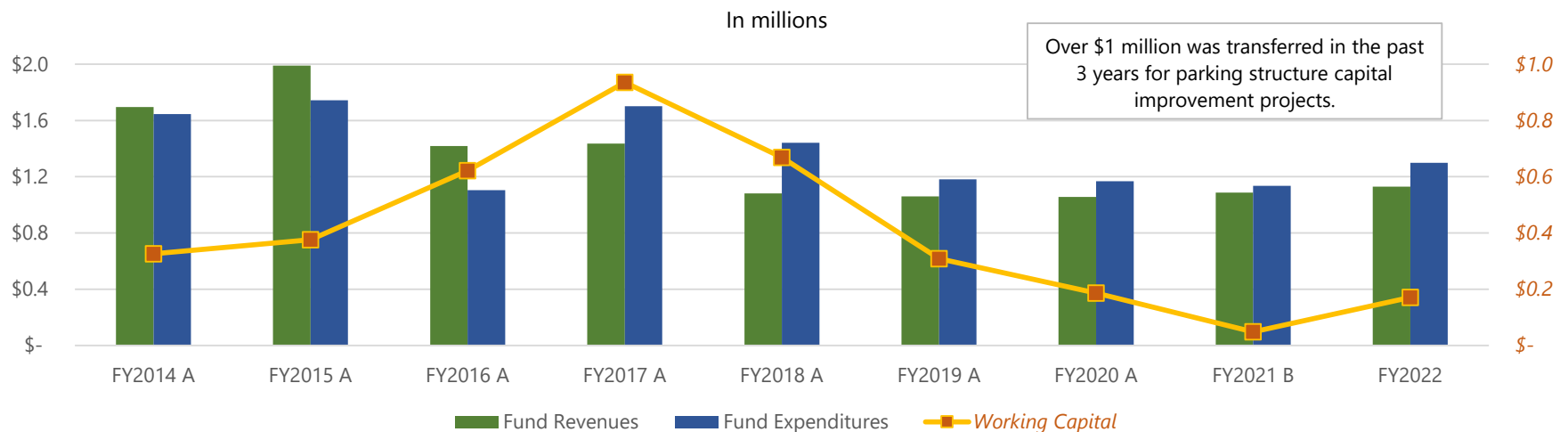
## City of Salem Budget Downtown Parking Fund Assumptions and Trends FY 2022

Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from Downtown Parking Fund program activities					
34128	Downtown Parking Tax: assessments to downtown businesses to support the free customer program in the Downtown Parking District, estimating a 9.2% decrease from the FY 2021 Budget	\$ 365,840	34138	Parking Rent - Liberty Square Parkade Monthly Rent: revenue from daily and monthly parking permit sales at the Liberty Parkade, estimating a 16.4% decrease from the FY 2021 Budget	\$ 213,590
34130	Parking Rent - Riverfront Monthly Rent: revenue from daily and monthly parking permit sales at the Riverfront Park, estimating a 228.2% decrease from the FY 2021 Budget	\$ 10,990	34140	Parking Rent - Marion Parkade Monthly Rent: revenue from daily and monthly parking permit sales at the Marion Parkade, estimating a 30.3% decrease from the FY 2021 Budget	\$ 105,350
34136	Parking Rent - Chemeketa Parkade Monthly Rent: revenue from daily and monthly parking permit sales at the Chemeketa Parkade, estimating a 24.4% decrease from the FY 2021 Budget	\$ 124,900			

Not all revenues included on the next page are highlighted here.

See the result area of *Strong and Diverse Economy* for more information about Downtown Parking Fund program expenses.

### Downtown Parking Fund Revenues, Expenditures, and Working Capital - Multi-Year View





City of Salem Budget  
Downtown Parking Fund  
FY 2022

Downtown Parking Fund Resources

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
32310	ACCIDENT AND FIRE RECOVERY	\$ -	\$ -	\$ -	\$ 870	\$ -	\$ -	\$ -	\$ -	\$ -	-
32895	OTHER PERMITS	9,750	12,684	10,000	30,086	22,500	24,830	24,830	24,830	2,330	10.4%
	Total Sales, Fees, Licenses, Permits	\$ 9,750	\$ 12,684	\$ 10,000	\$ 30,955	\$ 22,500	\$ 24,830	\$ 24,830	\$ 24,830	\$ 2,330	10.4%
34128	DOWNTOWN PARKING TAX	\$ 428,880	\$ 422,739	\$ 410,570	\$ 418,018	\$ 402,710	\$ 365,840	\$ 365,840	\$ 365,840	\$ (36,870)	-9.2%
34130	PARKING RENT - RIVERFRONT	24,430	13,719	21,830	10,611	15,300	10,990	10,990	10,990	(4,310)	-28.2%
34136	PARKING RENT - CHEMEKETA	197,590	170,073	195,010	140,294	165,270	124,900	124,900	124,900	(40,370)	-24.4%
34138	PARKING RENT - LIBERTY	257,210	248,023	258,360	253,878	255,470	213,590	213,590	213,590	(41,880)	-16.4%
34140	PARKING RENT - MARION	176,950	159,472	179,990	133,874	151,130	105,350	105,350	105,350	(45,780)	-30.3%
34148	PARKING RENT - METERS	-	17,669	-	53,686	65,000	26,120	26,120	26,120	(38,880)	-59.8%
34295	PARKING RENT - OTHER	5,000	-	-	-	-	-	-	-	-	-
	Total Rent	\$ 1,090,060	\$ 1,031,695	\$ 1,065,760	\$ 1,010,361	\$ 1,054,880	\$ 846,790	\$ 846,790	\$ 846,790	\$ (208,090)	-19.7%
35641	US DEPT OF THE TREASURY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 211,590	\$ 211,590	\$ 253,510	\$ 253,510	-
	Total Federal Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 211,590	\$ 211,590	\$ 253,510	\$ 253,510	-
36210	INTEREST	\$ 10,000	\$ 12,046	\$ 7,500	\$ 7,886	\$ 6,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ (5,000)	-83.3%
36810	BAD DEBT RECOVERY	5,000	3,383	3,500	4,216	3,500	2,430	2,430	2,430	(1,070)	-30.6%
36895	OTHER REVENUE	-	-	-	1,781	-	-	-	-	-	-
	Total Other Revenue	\$ 15,000	\$ 15,430	\$ 11,000	\$ 13,883	\$ 9,500	\$ 3,430	\$ 3,430	\$ 3,430	\$ (6,070)	-63.9%
39910	BEGINNING BALANCE	\$ 344,370	\$ 308,185	\$ 196,370	\$ 186,451	\$ 48,310	\$ 212,740	\$ 212,740	\$ 170,820	\$ 122,510	253.6%
	Total Beginning Balance	\$ 344,370	\$ 308,185	\$ 196,370	\$ 186,451	\$ 48,310	\$ 212,740	\$ 212,740	\$ 170,820	\$ 122,510	253.6%
	Total Resources	\$ 1,459,180	\$ 1,367,993	\$ 1,283,130	\$ 1,241,651	\$ 1,135,190	\$ 1,299,380	\$ 1,299,380	\$ 1,299,380	\$ 164,190	14.5%



City of Salem Budget  
Downtown Parking Fund  
FY 2022

Downtown Parking Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52120	MAIL	\$ 500	\$ -	\$ 100	\$ 5	\$ 50	\$ 40	\$ 40	\$ 40	\$ (10)	-20.0%
52130	SUPPLIES	-	2,380	-	1,668	-	-	-	-	-	-
52320	ADVERTISING	5,000	-	-	-	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	1,090	-	-	-	-	-	-	-	-	-
52460	COMMUNICATION - OTHER	-	2,167	2,220	2,300	2,220	2,500	2,500	2,500	280	12.6%
52620	CONSTRUCTION CONTRACTS	5,000	-	5,000	-	15,800	1,000	1,000	1,000	(14,800)	-93.7%
52660	TEMP EMPLOYMENT SERVICES	92,940	9,128	69,070	-	75,000	75,000	75,000	75,000	-	-
52670	OTHER PROFESSIONAL SERVICES	47,160	91,143	57,460	105,354	13,500	8,500	8,500	8,500	(5,000)	-37.0%
52740	PERMITS	-	-	-	186	-	-	-	-	-	-
52820	SMALL EQUIPMENT AND SUPPLIES	-	866	-	-	-	-	-	-	-	-
52830	COMPUTER SOFTWARE AND LICENSES	-	-	-	1,563	-	-	-	-	-	-
53211	LIABILITY INSURANCE	31,250	31,250	34,350	34,350	34,350	38,750	38,750	38,750	4,400	12.8%
53380	OTHER MAINTENANCE AND REPAIRS	-	2,998	-	176	-	-	-	-	-	-
53620	ELECTRIC	70,710	60,712	71,350	56,030	62,500	58,500	58,500	58,500	(4,000)	-6.4%
53630	WATER	-	-	-	-	-	-	-	-	-	-
53650	REFUSE DISPOSAL	31,500	36,418	32,000	31,469	33,000	36,000	36,000	36,000	3,000	9.1%
53734	SAFETY CLOTHING AND EQUIPMENT	-	86	-	68	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	7,500	1,820	2,000	1,834	2,000	1,800	1,800	1,800	(200)	-10.0%
53768	DIRECT BANKING FEES	-	3,665	4,000	3,225	4,000	2,800	2,800	2,800	(1,200)	-30.0%
53769	CARD PROCESSING FEES	-	4,992	6,000	5,415	8,000	5,800	5,800	5,800	(2,200)	-27.5%
53770	BAD DEBT - WRITE OFF	35,000	31,716	35,000	25,080	35,000	10,000	10,000	10,000	(25,000)	-71.4%
53812	INTRA CITY - DIRECT CHG (LABOR)	121,290	129,697	138,010	120,842	145,290	120,050	120,050	120,050	(25,240)	-17.4%
53813	INTRA CITY - BUDGETED TRANSFERS	391,460	391,460	406,080	406,080	274,240	262,260	262,260	262,260	(11,980)	-4.4%
53815	INTRA CITY - INTERDEPARTMENTAL BILLING	2,060	3,637	1,810	2,575	4,730	2,130	2,130	2,130	(2,600)	-55.0%
53840	MOTOR POOL RENTAL	1,530	-	-	-	-	-	-	-	-	-
53851	COPY	1,600	38	500	290	250	500	500	500	250	100.0%
53860	BUILDING SERVICES	147,990	112,239	142,680	146,520	156,670	249,550	249,550	249,550	92,880	59.3%
53900	SUPPORT SERVICES CHARGE	165,130	165,130	199,950	199,950	219,670	262,130	262,130	262,130	42,460	19.3%
54850	OTHER SPECIAL PAYMENTS	-	-	-	22,461	-	-	-	-	-	-
	Total Materials and Services	\$ 1,158,710	\$ 1,081,542	\$ 1,207,580	\$ 1,167,441	\$ 1,086,270	\$ 1,137,310	\$ 1,137,310	\$ 1,137,310	\$ 51,040	4.7%
61110	CONTINGENCIES	\$ 200,470	\$ -	\$ 75,550	\$ -	\$ 48,920	\$ 162,070	\$ 162,070	\$ 162,070	\$ 113,150	231.3%
	Total Contingencies	\$ 200,470	\$ -	\$ 75,550	\$ -	\$ 48,920	\$ 162,070	\$ 162,070	\$ 162,070	\$ 113,150	231.3%
62110	INTERFUND TRANSFERS	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Interfund Transfers	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Expenditures	\$ 1,459,180	\$ 1,181,542	\$ 1,283,130	\$ 1,167,441	\$ 1,135,190	\$ 1,299,380	\$ 1,299,380	\$ 1,299,380	\$ 164,190	14.5%



Downtown Parking Fund - FY 2022 Project Budget	Adopted Budget FY 2021	Adopted Budget FY 2022
Total Resources	\$ 1,135,190	\$ 1,299,380

## Expenditures

### Regular Maintenance / Operation of Structures

Electricity	\$ 62,500	\$ 58,500
Insurance	34,350	38,750
Landscape maintenance (Parks Operations)	3,000	1,000
Miscellaneous downtown repairs	5,000	1,000
Fire riser/valve replacement - Chemeketa Parkade	10,800	-
Routine maintenance - Chemeketa Parkade	118,570	120,000
Routine maintenance - Liberty Parkade	46,240	55,490
Routine maintenance - Marion Parkade	97,970	180,000
Striping, meters (Transportation Services)	1,100	500
	<u>\$ 379,530</u>	<u>\$ 455,240</u>

### Maintenance of District

Refuse disposal	\$ 33,000	\$ 36,000
Refuse container maintenance (Transportation Services)	630	630
	<u>\$ 33,630</u>	<u>\$ 36,630</u>



Downtown Parking Fund - FY 2022 Project Budget		Adopted Budget FY 2021	Adopted Budget FY 2022
Police			
Police services provided downtown		\$ 200,000	\$ 200,000
		\$ 200,000	\$ 200,000
Administration and Overhead			
Administration and board support (Urban Development)		\$ 55,700	\$ 27,550
Support Services Charge (indirect cost allocation plan)		219,670	262,130
Parking permit administration (Building and Safety Division)		74,240	62,260
		\$ 349,610	\$ 351,940
Downtown Contracted Services			
Downtown Clean Team		\$ 75,000	\$ 75,000
Downtown pressure washing services		-	-
Marketing and promotions		-	-
Parking sensor maintenance		-	-
Parkade security services during winter holidays		10,000	5,000
Seasonal banners		3,500	3,500
		\$ 88,500	\$ 83,500
Total Operating Expenditures		\$ 1,051,270	\$ 1,127,310
Bad Debt Write Off		\$ 35,000	\$ 10,000
Capital Improvements / Reserve (to Fund 255)		-	-
Contingencies		48,920	162,070
Total Expenditures		\$ 1,135,190	\$ 1,299,380
Unappropriated Ending Balance		\$ -	\$ -







# City of Salem Budget

## Emergency Medical Services (EMS) Fund Assumptions and Trends

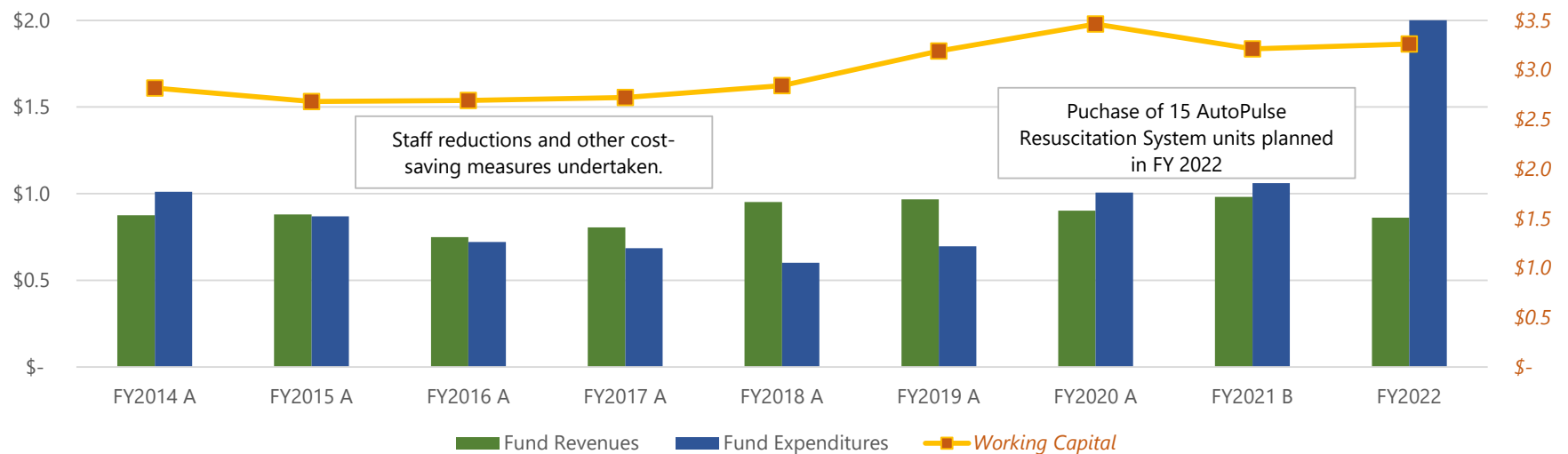
### FY 2022

Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from Emergency Medical Services Fund program activities					
32385	Ambulance Service: fees charged for City of Salem ambulance service, estimating a 4.8% decrease over the FY 2021 Budget	\$ 90,180	32642	Ambulance Subscription Fee: fees charged for Capital FireMed Subscription, estimating 58.3% decrease from the FY 2021 Budget	\$ 1,050
32391	Ambulance Contractor Fee: payment from Falck Ambulance NW, the City's ambulance transport service provider, estimating a 9.1% decrease over the FY 2021 Budget	\$ 630,040			

Not all revenues included on the next page are highlighted here.  
See the result area of *Safe Community* for more information about Emergency Medical Services Fund program expenses.

### EMS Fund Revenues, Expenditures, and Working Capital - Multi-Year View

In millions





City of Salem Budget  
Emergency Medical Services Fund  
FY 2022

EMS Fund Resources

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
32385	AMBULANCE SERVICE	\$ 62,250	\$ 94,089	\$ 90,000	\$ 73,085	\$ 94,770	\$ 90,180	\$ 90,180	\$ 90,180	\$ (4,590)	-4.8%
32391	AMBULANCE CONTRACTOR FEE	655,510	655,507	673,210	673,047	693,240	630,040	630,040	630,040	(63,200)	-9.1%
32642	AMBULANCE SUBSCRIPTION FEE	2,700	1,317	2,520	1,431	2,520	1,050	1,050	1,050	(1,470)	-58.3%
	Total Sales, Fees, Licenses, Permits	\$ 720,460	\$ 750,913	\$ 765,730	\$ 747,563	\$ 790,530	\$ 721,270	\$ 721,270	\$ 721,270	\$ (69,260)	-8.8%
35212	INTRAFUND - DIRECT CHG (LABOR)	\$ -	\$ 10,244	\$ 10,000	\$ 2,165	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	-
	Total Internal / Intergovernmental	\$ -	\$ 10,244	\$ 10,000	\$ 2,165	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	-
35641	US DEPT OF THE TREASURY	\$ -	\$ -	\$ -	\$ 18,530	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Federal Grants	\$ -	\$ -	\$ -	\$ 18,530	\$ -	\$ -	\$ -	\$ -	\$ -	-
36195	OTHER FINES AND FORFEITS	\$ 64,000	\$ 131,700	\$ 120,000	\$ 55,250	\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ (50,000)	-50.0%
36210	INTEREST	25,000	73,416	50,000	77,507	80,000	80,000	80,000	80,000	-	-
36810	BAD DEBT RECOVERY	1,000	571	1,000	1,312	1,000	1,000	1,000	1,000	-	-
36895	OTHER REVENUE	-	285	-	141	-	-	-	-	-	-
	Total Other Revenue	\$ 90,000	\$ 205,972	\$ 171,000	\$ 134,210	\$ 181,000	\$ 131,000	\$ 131,000	\$ 131,000	\$ (50,000)	-27.6%
39910	BEGINNING WORKING CAPITAL	\$ 2,989,350	\$ 3,192,131	\$ 3,293,100	\$ 3,462,864	\$ 3,212,990	\$ 3,254,130	\$ 3,254,130	\$ 3,262,770	\$ 49,780	1.5%
	Total Beginning Balance	\$ 2,989,350	\$ 3,192,131	\$ 3,293,100	\$ 3,462,864	\$ 3,212,990	\$ 3,254,130	\$ 3,254,130	\$ 3,262,770	\$ 49,780	1.5%
	Total Resources	\$ 3,799,810	\$ 4,159,260	\$ 4,239,830	\$ 4,365,332	\$ 4,194,520	\$ 4,116,400	\$ 4,116,400	\$ 4,125,040	\$ (69,480)	-1.7%



City of Salem Budget  
Emergency Medical Services Fund  
FY 2022

EMS Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
51010	SALARY AND WAGES	\$ 211,890	\$ 198,946	\$ 214,070	\$ 216,823	\$ 220,490	\$ 228,670	\$ 228,670	\$ 228,670	\$ 8,180	3.7%
51025	HOLIDAY - REGULAR	-	-	-	-	-	2,500	2,500	2,500	2,500	-
51030	OVERTIME	15,000	21,177	15,010	15,462	15,000	20,000	20,000	20,000	5,000	33.3%
51100	INCENTIVES	14,530	20,743	14,980	18,590	15,450	18,000	18,000	18,000	2,550	16.5%
51120	LEAVE PAYOFF	-	3,630	-	3,878	10,000	1,000	1,000	1,000	(9,000)	-90.0%
51210	FICA AND MEDICARE	18,470	18,956	18,680	19,439	19,890	20,670	20,670	20,670	780	3.9%
51221	WORKERS' COMP PREMIUM	1,850	1,850	1,780	1,780	-	1,250	1,250	1,250	1,250	-
51222	WORKERS' COMP STATE ASSMT	60	51	60	44	60	60	60	60	-	-
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	1,350	1,350	1,350	1,350	-
51240	EMPLOYER - RETIREMENT PERS	45,780	47,839	56,920	59,422	60,870	62,070	62,070	62,070	1,200	2.0%
51243	PERS UNFUNDED LIABILITY	12,790	12,790	12,910	12,910	13,140	13,180	13,180	13,180	40	0.3%
51245	EMPLOYER - PERS PICKUP	14,490	15,164	14,650	15,278	15,660	16,210	16,210	16,210	550	3.5%
51246	EMPLR - PERS IAP OPTION	-	-	-	-	-	5,380	5,380	5,380	5,380	-
51250	INSURANCE - MEDICAL	30,470	30,454	32,280	28,415	24,120	44,460	44,460	44,460	20,340	84.3%
51255	INSURANCE - VISION	820	819	810	734	610	1,010	1,010	1,010	400	65.6%
51260	INSURANCE - DENTAL	2,740	2,740	2,760	2,477	2,050	3,400	3,400	3,400	1,350	65.9%
51265	INSURANCE - LIFE	200	197	180	197	200	290	290	290	90	45.0%
51275	OTHER HEALTH BENEFITS	2,160	2,160	2,150	2,202	2,160	2,590	2,590	2,590	430	19.9%
51310	PHYSICAL EXAMINATIONS	-	-	-	-	-	400	400	400	400	-
	Total Personal Services	\$ 371,250	\$ 377,516	\$ 387,240	\$ 397,649	\$ 399,700	\$ 442,490	\$ 442,490	\$ 442,490	\$ 42,790	10.7%
52110	SUBSCRIPTIONS AND BOOKS	\$ 1,000	\$ 676	\$ 1,000	\$ 616	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	-
52120	MAIL	-	22	-	-	100	100	100	100	-	-
52130	SUPPLIES	2,500	1,839	1,980	91	2,000	2,000	2,000	2,000	-	-
52405	TELEPHONE - OFFICE	3,060	3,010	2,460	2,827	2,480	2,480	2,480	2,480	-	-
52410	TELEPHONE - CELLULAR	2,400	2,408	2,400	2,175	2,400	2,400	2,400	2,400	-	-
52460	COMMUNICATION - OTHER	14,900	12,843	13,860	11,566	13,840	13,840	13,840	13,840	-	-
52510	TRAINING	7,500	1,901	5,000	6,786	6,000	6,000	6,000	6,000	-	-
52550	MILEAGE	100	-	-	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	3,000	5,572	6,000	3,773	6,000	5,000	5,000	5,000	(1,000)	-16.7%
52710	MEMBERSHIP DUES	50	-	60	-	50	50	50	50	-	-
52720	LICENSES / CERTIFICATIONS	24,310	24,305	840	590	26,310	1,100	1,100	1,100	(25,210)	-95.8%
52815	CONTROLLED EQUIPMENT	38,490	-	17,000	23,023	3,000	140,000	140,000	140,000	137,000	4566.7%
52820	SMALL EQUIPMENT AND SUPPLIES	58,130	4,719	75,500	20,049	57,500	56,000	56,000	64,640	7,140	12.4%
52830	COMPUTER SOFTWARE AND LICENSES	55,390	35,150	57,250	24,412	55,580	56,300	56,300	56,300	720	1.3%
52865	OTHER TECHNICAL SUPPLIES	-	53	-	-	-	-	-	-	-	-
52910	DIESEL FUEL	500	505	560	363	560	560	560	560	-	-
52930	GASOLINE	2,800	2,582	2,580	2,600	2,570	2,570	2,570	2,570	-	-
53211	LIABILITY INSURANCE	4,850	4,850	4,020	4,020	4,170	4,550	4,550	4,550	380	9.1%
53310	VEHICLE MAINTENANCE	2,500	4,388	3,600	7,982	3,600	4,800	4,800	4,800	1,200	33.3%
53320	EQUIPMENT MAINTENANCE	11,750	5,227	15,000	1,564	19,000	23,500	23,500	23,500	4,500	23.7%
53610	GAS	3,500	2,807	3,180	2,828	3,150	3,100	3,100	3,100	(50)	-1.6%
53620	ELECTRIC	4,800	5,028	5,280	3,361	5,280	5,500	5,500	5,500	220	4.2%
53650	REFUSE DISPOSAL	-	446	-	448	-	-	-	-	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	-	-	-	536	-	-	-	-	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	-	-	-	32	20,000	-	-	-	(20,000)	-100.0%



City of Salem Budget  
Emergency Medical Services Fund  
FY 2022

EMS Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
53763	MEDICAL - SUPPLIES	22,000	25,471	24,000	33,962	35,500	53,000	53,000	53,000	17,500	49.3%
53767	BANKING AND INVESTMENT FEES	-	3,714	-	3,700	-	-	-	-	-	-
53770	BAD DEBT - WRITE OFF	15,000	(4,753)	15,000	14,391	15,000	15,000	15,000	15,000	-	-
53771	BAD DEBT - MEDICARE WRITE OFF	15,000	23,280	28,000	25,885	28,000	28,000	28,000	28,000	-	-
53772	BAD DEBT - MEDICAID WRITE OFF	15,000	20,466	28,000	24,600	28,000	28,000	28,000	28,000	-	-
53773	BAD DEBT - AMBULANCE SUBS. WRITE OFF	2,700	1,859	2,700	4,454	2,700	2,700	2,700	2,700	-	-
53830	RADIO	10,760	10,760	10,800	10,800	10,800	10,800	10,800	10,800	-	-
53840	MOTOR POOL RENTAL	7,320	7,320	9,230	9,220	10,120	9,660	9,660	9,660	(460)	-4.5%
53851	COPY	2,000	1,081	1,500	-	2,000	2,000	2,000	2,000	-	-
53853	PRINTING	500	-	490	-	500	500	500	500	-	-
53854	PHOTOCOPIES	1,020	152	1,020	38	1,000	1,000	1,000	1,000	-	-
53900	COST ALLOCATION PLAN	36,200	36,200	37,250	37,250	32,760	30,850	30,850	30,850	(1,910)	-5.8%
	Total Materials and Services	\$ 369,030	\$ 243,880	\$ 375,560	\$ 283,940	\$ 401,470	\$ 512,860	\$ 512,860	\$ 521,500	\$ 120,030	29.9%
55130	EQUIPMENT AND MACHINERY	\$ -	\$ -	\$ 250,000	\$ 249,684	\$ -	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	-
55150	FLEET REPLACEMENT	-	-	-	-	50,000	-	-	-	(50,000)	-100.0%
	Total Capital Outlay	\$ -	\$ -	\$ 250,000	\$ 249,684	\$ 50,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,350,000	2700.0%
61110	CONTINGENCIES	\$ 60,000	\$ -	\$ 60,000	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	-
	Total Contingencies	\$ 60,000	\$ -	\$ 60,000	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	-
62110	INTERFUND TRANSFERS	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 150,000	\$ -	\$ -	\$ -	\$ (150,000)	-100.0%
	Total Interfund Transfers	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 150,000	\$ -	\$ -	\$ -	\$ (150,000)	-100.0%
	Total Expenditures	\$ 875,280	\$ 696,396	\$ 1,147,800	\$ 1,006,273	\$ 1,061,170	\$ 2,415,350	\$ 2,415,350	\$ 2,423,990	\$ 1,362,820	128.4%



# City of Salem Budget

## Equipment Replacement Reserve Fund Assumptions and Trends

### FY 2022

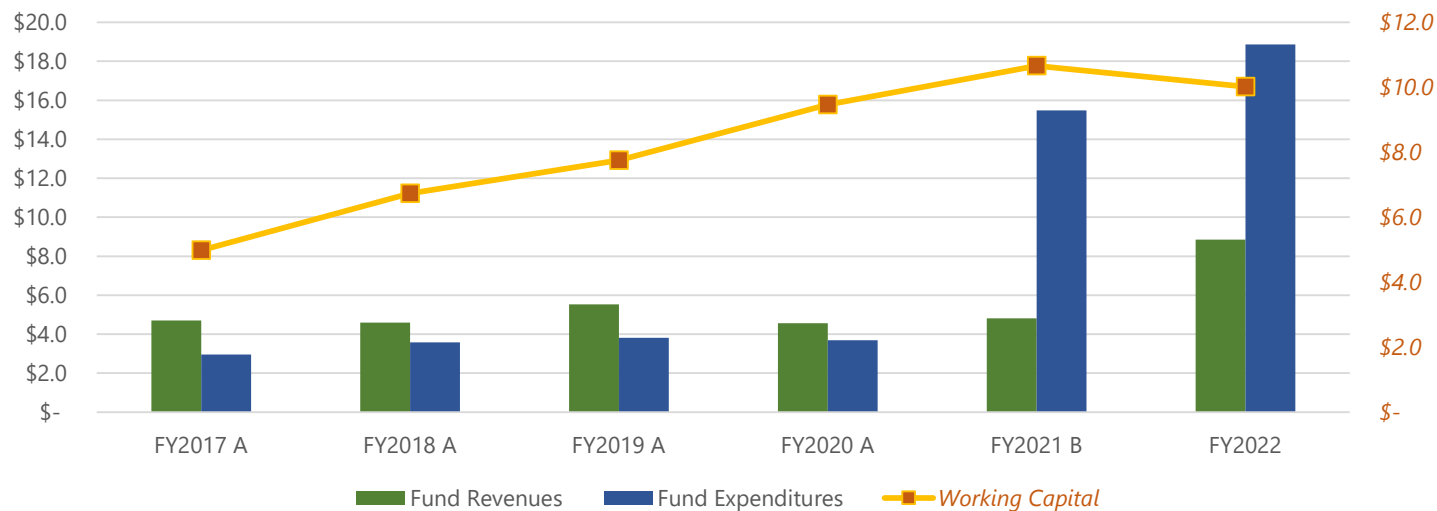
Account	Assumption	Amount	Account	Assumption	Amount
35105	Internal Usage Revenue: for fleet equipment replacement charges collected from departments, a 13.2% decrease from the FY 2021 Budget	\$ 2,923,030	39110	Interfund Transfer: operating budget transfers into the reserve, a 351.1% increase from the FY 2021 Budget	\$ 4,913,100

Not all revenues included on the next page are highlighted here.

See the result areas of *Good Governance*, *Safe Community*, and *Strong and Diverse Economy* for more information about this fund's program expenses.

## Equipment Replacement Reserve Fund Revenues, Expenditures, and Working Capital - Multi-Year View

In millions



The disparity between budgeted expenditures and revenues is the result of fully appropriating the reserve balance.

Long-term forecasting for vehicle replacement is employed in this fund to help plan for future expenses and balance those costs in department operational budgets against the goal of maintaining adequate reserves for the future.



City of Salem Budget  
Equipment Replacement Reserve Fund  
FY 2022

Equipment Replacement Reserve Fund Resources

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
32310	ACCIDENT AND FIRE RECOVERY	\$ -	\$ 58,307	\$ -	\$ 58,405	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Sales, Fees, Licenses, Permits	\$ -	\$ 58,307	\$ -	\$ 58,405	\$ -	\$ -	\$ -	\$ -	\$ -	-
34120	RADIO RENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 679,750	\$ 679,750	\$ 679,750	\$ 679,750	-
	Total Rent Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 679,750	\$ 679,750	\$ 679,750	\$ 679,750	-
35105	INTERNAL USAGE REVENUE	\$ 2,773,000	\$ 3,603,000	\$ 3,395,000	\$ 3,359,000	\$ 3,366,510	\$ 2,923,030	\$ 2,923,030	\$ 2,923,030	\$ (443,480)	-13.2%
35615	OTHER FEDERAL GRANTS	250,000	-	-	-	-	-	-	-	-	-
35635	US DEPT OF HOMELAND SECURITY	-	250,000	-	-	-	-	-	-	-	-
	Total Internal / Intergovernmental	\$ 3,023,000	\$ 3,853,000	\$ 3,395,000	\$ 3,359,000	\$ 3,366,510	\$ 2,923,030	\$ 2,923,030	\$ 2,923,030	\$ (443,480)	-13.2%
36210	INTEREST	\$ 42,020	\$ 179,029	\$ 108,670	\$ 219,155	\$ 158,540	\$ 150,780	\$ 150,780	\$ 150,780	\$ (7,760)	-4.9%
36820	DONATIONS	100,000	100,000	-	2,339	-	-	-	-	-	-
36895	OTHER REVENUE	-	2,378	-	4,215	-	-	-	-	-	-
38755	SALE OF ASSETS	139,670	332,160	181,260	211,052	200,040	181,260	181,260	181,260	(18,780)	-9.4%
	Total Other Revenue	\$ 281,690	\$ 613,567	\$ 289,930	\$ 436,760	\$ 358,580	\$ 332,040	\$ 332,040	\$ 332,040	\$ (26,540)	-7.4%
39110	INTERFUND TRANSFERS	\$ 1,014,250	\$ 1,014,250	\$ 1,514,250	\$ 714,250	\$ 1,089,250	\$ 4,913,100	\$ 4,913,100	\$ 4,913,100	\$ 3,823,850	351.1%
39111	TRANSFER OF ASSET DISPOSAL PROCEEDS	-	-	-	-	-	-	-	-	-	-
	Total Interfund Transfers	\$ 1,014,250	\$ 1,014,250	\$ 1,514,250	\$ 714,250	\$ 1,089,250	\$ 4,913,100	\$ 4,913,100	\$ 4,913,100	\$ 3,823,850	351.1%
39910	BEGINNING WORKING CAPITAL	\$ 6,424,510	\$ 7,751,081	\$ 8,560,280	\$ 9,466,425	\$ 10,660,020	\$ 10,015,510	\$ 10,015,510	\$ 10,015,510	\$ (644,510)	-6.0%
	Total Beginning Balance	\$ 6,424,510	\$ 7,751,081	\$ 8,560,280	\$ 9,466,425	\$ 10,660,020	\$ 10,015,510	\$ 10,015,510	\$ 10,015,510	\$ (644,510)	-6.0%
	Total Resources	\$ 10,743,450	\$ 13,290,205	\$ 13,759,460	\$ 14,034,840	\$ 15,474,360	\$ 18,863,430	\$ 18,863,430	\$ 18,863,430	\$ 3,389,070	21.9%



City of Salem Budget  
Equipment Replacement Reserve Fund  
FY 2022

Equipment Replacement Reserve Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52130	SUPPLIES	\$ -	\$ -	\$ -	\$ 724	\$ -	\$ -	\$ -	\$ -	\$ -	-
52670	OTHER PROFESSIONAL SERVICES	-	2,550	-	-	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	-	-	-	137,773	125,790	4,687,600	4,687,600	4,687,600	4,561,810	3626.5%
52830	COMPUTER SOFTWARE AND LICENSES	-	-	-	4,546	-	-	-	-	-	-
53310	VEHICLE MAINTENANCE	-	119	-	-	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	1,900	9,044	6,580	10,530	6,870	5,040	5,040	5,040	(1,830)	-26.6%
	Total Materials and Services	\$ 1,900	\$ 11,713	\$ 6,580	\$ 153,573	\$ 132,660	\$ 4,692,640	\$ 4,692,640	\$ 4,692,640	\$ 4,559,980	3437.3%
55130	EQUIPMENT AND MACHINERY	\$ 2,454,630	\$ 638,870	\$ 2,824,080	\$ -	\$ 3,686,710	\$ 4,213,150	\$ 4,213,150	\$ 4,213,150	\$ 526,440	14.3%
55150	FLEET REPLACEMENT	3,491,720	3,099,718	3,319,000	3,530,649	3,334,000	3,021,000	3,021,000	3,021,000	(313,000)	-9.4%
55151	EQUIPMENT REPLACEMENT - RESERVE	4,582,050	-	7,609,800	-	8,320,990	6,936,640	6,936,640	6,936,640	(1,384,350)	-16.6%
	Total Capital Outlay	\$ 10,528,400	\$ 3,738,588	\$ 13,752,880	\$ 3,530,649	\$ 15,341,700	\$ 14,170,790	\$ 14,170,790	\$ 14,170,790	\$ (1,170,910)	-7.6%
62110	TRANSFERS TO OTHER FUNDS	\$ 73,480	\$ 73,480	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Interfund Transfers	\$ 73,480	\$ 73,480	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Expenditures	\$ 10,603,780	\$ 3,823,781	\$ 13,759,460	\$ 3,684,222	\$ 15,474,360	\$ 18,863,430	\$ 18,863,430	\$ 18,863,430	\$ 3,389,070	21.9%



## FY 2022 Fleet Replacement List

The City's Fleet Replacement Reserve includes department / division specific accounts for the management of equipment replacement funds and other revenue sources for fleet replacement purposes.

Adjustments may be made to the replacement list due to unforeseen circumstances such as vehicle collisions or mechanical failures. Surplus vehicles will be sold and the proceeds used to fund future replacements.

Number	Equipment No. and Description	Estimated Replacement		Primary User	Primary User Fund
			Cost		
1	Eq# 10445 - Pickup mid-sz 4x2 x-cab Colorado	\$	33,000	Parking Services	General Fund
2	Eq# 3654 - Pickup 1/2T 4X2 x-cab	\$	33,000	Compliance Services	General Fund
3	Eq# 10302 - Sedan compact hybrid 4dr Prius	\$	32,000	Police	General Fund
4	Eq# 10299 - Sedan compact hybrid 4dr Prius	\$	32,000	Police	General Fund
5	Eq# 10749 - Sedan mid-sz 4-dr Impala	\$	32,000	Police	General Fund
6	Eq# 10636 - Sedan Mid-sz 4dr Hybrid Ford Fusion	\$	32,000	Police	General Fund
7	Eq# 11009 - MOTORCYCLE	\$	41,000	Police	General Fund
8	Eq# 11094 - Patrol Car	\$	47,500	Police	General Fund
9	Eq# 11246 - Patrol Car	\$	47,500	Police	General Fund
10	Eq# 11259 - Patrol Car	\$	47,500	Police	General Fund
11	Eq# 10746 - Patrol Car	\$	47,500	Police	General Fund
12	Eq# 10886 - Patrol Car - K9	\$	51,000	Police	General Fund
13	Eq# 11083 - Patrol Car	\$	47,500	Police	General Fund
14	Eq# 11247 - Patrol Car	\$	47,500	Police	General Fund
15	Eq# 10627 - Pickup 3/4t 4x4 crewcab F250 CSO	\$	32,000	Police	General Fund
16	Eq# 10619 - Pickup mid-sz 4x4 Crew Cab Colorado	\$	32,000	Police	General Fund
17	Eq# 5804 - Van 1/2T Cargo	\$	27,000	Police	General Fund
18	Eq# 5106 - Ford F350 XL Super Duty 1 ton, 4x2	\$	65,000	Parks Operations	General Fund
19	Eq# 4302 - Sterling L7500 Chip Truck	\$	130,000	Parks Operations	General Fund
20	Eq# 10515 - Toro Riding Mower 4x4 72" deck	\$	83,000	Parks Operations	General Fund
21	Eq# 642 - Utility Trailer - Pressure Washer	\$	18,000	Parks Operations	General Fund
22	Eq# 10848 - ATV 4x4 AWD Gator OffRoad-John Deere	\$	16,000	Parks Operations	General Fund
23	Eq# 10422 - Traffic Control Service Truck F550	\$	75,000	Public Works	Transportation Services Fund
24	Eq# 10926 - Tractor-Mounted Flail Mower	\$	22,000	Public Works	Transportation Services Fund
25	Eq# 10323 - Chevrolet Silverado 1/2 T Pick-up 4x2 standard cab	\$	34,000	Public Works	Utility Fund
26	Eq# 10593 - Ford F150 1/2 T Pick-up Truck 4x4 X-Cab	\$	40,000	Public Works	Utility Fund
27	Eq# 5701 - Walton 40kgvw 2-axle Trailer	\$	32,000	Public Works	Utility Fund
28	Eq# 5702 - Walton 40kgvw 2-axle Trailer	\$	32,000	Public Works	Utility Fund
29	Eq# 10421 - F550 4x2 Diesel Service Truck w/Utility Service body	\$	99,000	Public Works	Utility Fund



## FY 2022 Fleet Replacement List

The City's Fleet Replacement Reserve includes department / division specific accounts for the management of equipment replacement funds and other revenue sources for fleet replacement purposes.

Adjustments may be made to the replacement list due to unforeseen circumstances such as vehicle collisions or mechanical failures. Surplus vehicles will be sold and the proceeds used to fund future replacements.

Number	Equipment No. and Description	Estimated Replacement		Primary User	Primary User Fund
			Cost		
30	Eq# 10969 - Aqua Tech Combination Vactor Sewer Cleaning Truck	\$	442,000	Public Works	Utility Fund
31	Eq# 10398 - TV Inspection Cube Truck C4500 17500gvw	\$	312,000	Public Works	Utility Fund
32	Eq# 1181 - Ford F350 1 ton Pick-up Truck	\$	50,000	Public Works	Utility Fund
33	Eq# 11263 - Schwarze A7000 Regenerative Air Street Sweeper	\$	280,000	Public Works	Utility Fund
34	Eq# 10850 - Ford F-150 1/2 ton Pick-up Truck	\$	34,000	Public Works	Utility Fund
35	Eq# 10300 - Ford 350 1 ton Super Duty 12 passenger Van	\$	47,000	Public Works	Utility Fund
36	Eq# 3913 - GMC MOD960 Flatbed Crane Truck w/3933 15-ton cap	\$	248,000	Public Works	Utility Fund
37	Eq# 97859 - Caterpillar IT14G Front End Loader	\$	300,000	Public Works	Utility Fund
Total		\$	3,021,000		







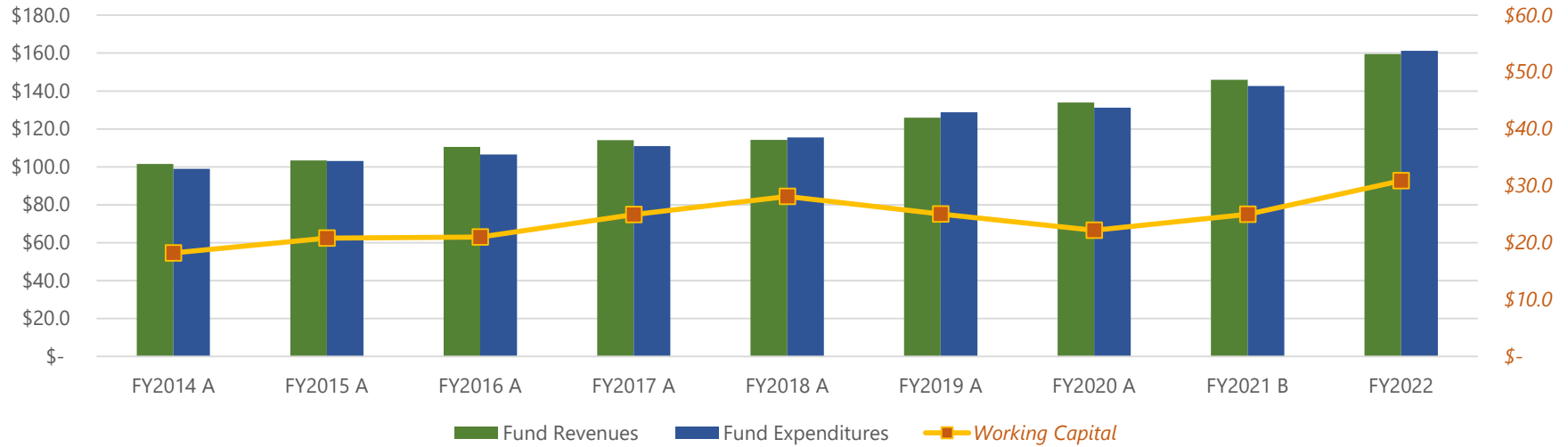
# City of Salem Budget

## General Fund Assumptions and Trends

### FY 2022

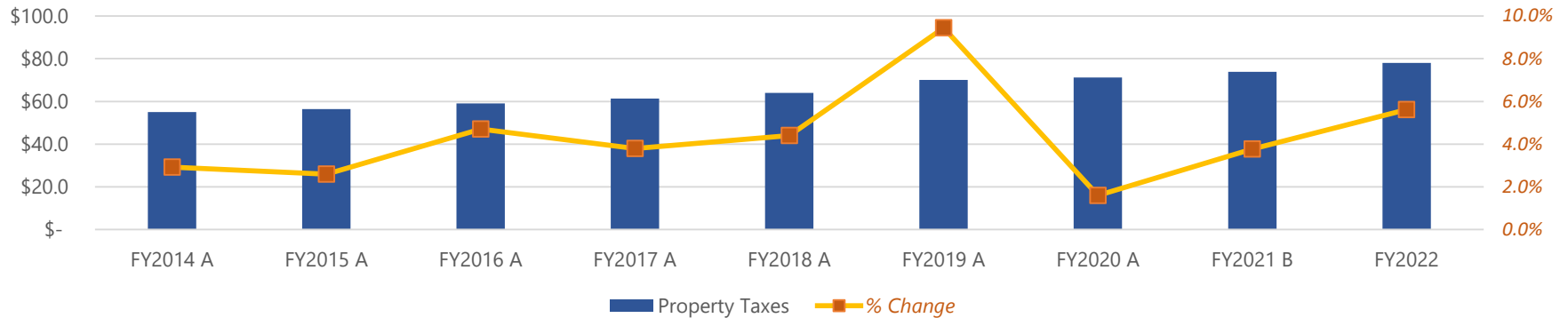
#### General Fund Revenues, Expenditures, and Working Capital - Multi-Year View

In millions



#### General Fund Property Tax Revenue - Multi-Year View

In millions





# City of Salem Budget

## General Fund Assumptions and Trends

### FY 2022

YEE = Year End Estimate

Category	Account	Description	Amount	% Chg from FY 2021 YEE
<b>Taxes</b>				
	31110	Property Taxes: the General Fund's single largest revenue source, estimating a 5.6% increase or an additional \$4.14 million over the FY		
	31120	2021 YEE. The City's permanent operating tax rate is \$5.83 per \$1,000 of assessed value. Under Measure 50, assessed property values are		
	31130	allowed to increase a maximum of 3 percent per year. In addition, new construction and annexations can increase the City's assessed	\$ 77,968,070	5.6%
	31140	property values.		
	31410	Marijuana Sales Tax: 3 percent on sales within the City limits, estimating a 6.0% increase over the FY 2021 YEE.	\$ 1,532,730	6.0%
<b>Franchise Fees</b>				
	32110	Electric Franchise Fee: paid by both Portland General Electric (PGE) and Salem Electric representing 5 percent of their gross revenues to Salem, estimating a 1.6% increase over the FY 2021 YEE.	\$ 6,866,290	1.6%
	32120	Telecommunications Franchise Fee: paid by fifty-seven telecommunications providers to the City of Salem. While the largest telecommunication franchise providers are CenturyLink and Comcast, other telecommunication providers, including Advanced Telecom, Clearwire, Integra, Level 3, and the State of Oregon pay 7 percent of gross revenues for franchise fees. Some telecommunications providers do not serve customers within the City and pay a flat, per foot fee annually. Estimating a 1.2% increase from the FY 2021 YEE.	\$ 1,368,670	1.2%
	32130	Natural Gas Franchise Fee: paid by Northwest Natural Gas to the City of Salem and represents 5 percent of their gross revenues, estimating a 2.9% increase from the FY 2021 YEE due to rate reductions.	\$ 1,849,420	2.9%
	32140	Refuse Franchise Fee: paid by the six refuse collection services – or haulers – operating under franchise agreements in Salem that pay a franchise fee of 7 percent on gross revenue, estimating an decrease of 2.3% over the FY 2021 YEE.	\$ 2,523,920	-2.3%
	32150	Cable TV Franchise: Comcast currently pays a franchise fee of 5 percent on gross revenues from services provided over its cable network. The revenue estimate for FY 2022 anticipates that cable rates will remain steady. The City receives the entire payment from Comcast, then pays the equivalent of 40 percent to the Mid-Valley Cable Regulatory Commission (MVCRC). The budget reflects the total to be received from the cable services at \$1,769,830 with \$1,061,900 retained by the City, and \$707,930 budgeted as an expense to be paid to the MVCRC. Estimating a 3.0 increase from the FY 2021 YEE.	\$ 1,769,830	3.0%
	32160	Stormwater / Wastewater / Water Franchise Fees: received from the City's Utility Fund and are assessed at 5 percent of water, wastewater, and stormwater receipts. Estimated to increase 3.2% over the FY 2021 YEE.	\$ 3,906,020	3.2%



# City of Salem Budget

## General Fund Assumptions and Trends

### FY 2022

YEE = Year End Estimate

Category	Account	Description	Amount	% Chg from FY 2021 YEE
<b>Fees for Services</b>				
	32315	Community Events: park use fees and charges for event special use permits, estimating a 397.6% increase over the FY 2021 YEE.	\$ 42,300	397.6%
	32320	Document Sales: copies of City documents to requesting individuals. Most document fees occur within the Police Department when providing records requests. Estimating a 15.8% decrease over the FY 2021 YEE.	\$ 122,230	-15.8%
	32335	Fire Protection: paid by the Salem Suburban Rural Fire Protection District (SSRFPD) to the City of Salem for fire protection. There is a contract in place for these services, which bases the SSRFPD payment to the City on its total revenues for the fiscal year, which are primarily property taxes. Estimating a 3.0% increase over the FY 2021 YEE.	\$ 1,081,060	3.0%
	32345	Code Compliance Cost Recovery: penalties paid by property owners for City elimination of nuisances or improper care of vacant and abandoned buildings. Also included in this revenue are fees for inspecting and enforcing remediation of buildings deemed dangerous. Estimating a 50% increase from the FY 2021 YEE as it is a base amount; actual receipts can fluctuate significantly from year to year. Additionally, civil penalties associated with derelict buildings are accounted for in the revenue account, 36130.	\$ 22,500	50.0%
	32350	Planning Fees: collected for processing and reviewing various land use planning applications, estimating a 91.2% decrease from the FY 2021 YEE.	\$ 2,520	-91.2%
	32351- 32353	Site Plan Review, Dwelling Plan Review and Design Review: revenues that highlight specific functions within the broader category of planning fees, estimating a 3.0% increase over the FY 2021 YEE.	\$ 860,340	3.0%
	32356- 32361	Annexation Fees, Land Development Fees, Natural Resources Application Fees, Pre-application Fees, and Zoning fees: revenues that highlight specific functions within the broader category of planning fees, estimating a 33.2% increase over the FY 2021 YEE.	\$ 1,001,090	33.2%
	32365	Security Service: payments received for the provision of Salem police services for protective details and other security requests, estimating a 300% increase from the FY 2021 YEE.	\$ 20,000	300.0%
	32391	Ambulance: this revenue records funds received from Salem's subcontracted ambulance service provider. Funds received offset expenses associated with Advanced Life Support (ALS) engine response to medical emergencies. ALS responses assist the ambulance services provider in meeting its contract obligations for response times. Dispatch services are also offset with a portion of these revenues. Estimating a 10% increase from the FY 2021 YEE.	\$ 219,960	10.0%



# City of Salem Budget

## General Fund Assumptions and Trends

### FY 2022

YEE = Year End Estimate

Category	Account	Description	Amount	% Chg from FY 2021 YEE
	32490	Lien Search Fee: accounts for funds received from title companies seeking property lien information from City records via the internet. The amount reflects total receipts, which are offset by expenses in the Budget, Finance, and Purchasing Division budget for services received from the vendor. Estimating a 3.7% increase over the FY 2021 YEE.	\$ 200,900	3.7%
	32610	Senior Center Fees: program charges at Center 50+, estimating a 132.5% increase over the FY 2021 YEE.	\$ 232,500	132.5%
	32615	Recreation Fees: collected from participants in recreation programs such as youth sports camps for basketball, soccer, and tennis, as well as the summer parks program, estimating a 8.0% decrease over the FY 2021 YEE.	\$ 46,000	-8.0%
	32621	Softball Program Fees: collected from participants for tournament fees and rentals, league fees, and concessions, estimating a 65.4% increase from the FY 2021 YEE.	\$ 210,000	65.4%
	32625	Parks Reservations: fee revenue from the reservation of City parks and Pringle Hall, estimating a 400% increase over the FY 2021 YEE.	\$ 100,000	400.0%
	32630 32633	Library: grouping of Library fees includes collections made for overdue materials, art / book rental, and out-of-city library cards. No library fees collected during FY 2021 due to COVID-19 hence there is no year end estimate. Rather, staff estimate a 36.1% increase over the FY 2021 budget.	\$ 66,050	-
	32636	Towing: paid to retrieve vehicles towed when the driver is cited for lack of insurance, driving in violation of license restrictions, driving under the influence of intoxicants, or if the vehicle is used in violation of prostitution laws. Estimating a 18.8% increase over the FY 2021 YEE.	\$ 95,000	18.8%
Licenses and Permits				
	32805	Marijuana Licenses: licensing involved with an allowed facility. Estimating a 37.1% decrease from the FY 2021 YEE.	\$ 2,200	-37.1%
	32806	Tree Permit: for planting, removal, pruning, and other activities related to trees on City property. Estimating a 78% decrease from the FY 2021 YEE.	\$ 5,510	-78.0%
	32810	Apartment Licenses: for multi-family housing of three or more units, estimating a 5.0% decrease from the FY 2021 YEE.	\$ 375,100	-5.0%
	32825	Fire Safety: permits issued by the Salem Fire Department to businesses containing extra hazardous uses as required by the Uniform Fire Code, estimating a 24.2% increase over the FY 2021 YEE.	\$ 1,031,070	24.2%



# City of Salem Budget

## General Fund Assumptions and Trends

### FY 2022

YEE = Year End Estimate

Category	Account	Description	Amount	% Chg from FY 2021 YEE
	32830	Automation Surcharge: assessed on each building, public works, and parking permit for the purpose of offsetting the annual maintenance cost of software supporting permit issuance, estimating a 3.1% decrease from the FY 2021 YEE.	\$ 95,500	-3.1%
	32855	Sign Permits: revenue collected to cover the costs for approving, issuing, and inspecting all business signs to ensure safe installation and maintenance of signs, estimating a 28% increase over the FY 2021 YEE.	\$ 204,850	28.0%
Rents				
	34110	Land / Building: payments the City receives for rental of City-owned property. Most revenues are the result of Center 50+, Salem Public Library, and the Riverfront Park boat dock facility rentals, estimating a 56.9% increase over the FY 2021 YEE.	\$ 81,890	56.9%
	34132 34134	Parking Rent: collections from employee and monthly permit holder parking fees for their use of a parking space at the Civic Center, Library, and Pringle parking structures. Estimating a 129.6% increase from the FY 2021 YEE.	\$ 246,140	129.6%
	34146	Parking Carpool: revenue represents collection of fees derived from carpool parking permits in and around downtown Salem, estimating a 64.1% increase over the FY 2021 YEE.	\$ 166,850	64.1%
	34148	Parking Meters: Salem has coin-operated parking meters, electronic meters, or electronic pay stations located in four parking structures as well as the library, the downtown perimeter, and State Capitol area, estimating a 273.7% increase over the FY 2021 YEE.	\$ 934,300	273.7%
Internal Charges				
	35130	Support Services Charge (Indirect Cost Allocation or Allocated Overhead): includes funds received through use of the indirect cost allocation plan. This plan, updated annually, accounts for the value of services provided by General Fund departments in support of all other City funds, a 5.9% increase from the FY 2021 YEE.	\$ 9,251,620	5.9%
	35212	Intrafund - Direct Charge: generated when one department and / or fund performs work for another City department and / or fund. In particular, these revenues are captured when General Fund employees perform salaried work for other funds. For example, much of the work performed by the Urban Development Department for the Urban Renewal Agency is reimbursed through this labor charge. Estimating an increase of 55.7% over the FY 2021 YEE. The FY 2021 YEE anticipates lowered receipts due to position vacancies, which create expenditure savings and less revenue as the result. The FY 2022 budget demonstrates full reimbursement because the budget reflects the full cost of positions without anticipating vacancies.	\$ 2,837,350	55.7%



# City of Salem Budget

## General Fund Assumptions and Trends

### FY 2022

YEE = Year End Estimate

Category	Account	Description	Amount	% Chg from FY 2021 YEE
	35213	Intrafund - Budgeted Transfers: revenues received as budgeted and generally will bring in exactly the amount planned. One twelfth of the budget amount is recorded each month. Within the General Fund, these monies are received due to assessment of General Fund department administrative overhead charges reallocated to the particular funds for which the General Fund provides oversight.	\$ 3,383,830	-5.4%
	35215	Intrafund - Interdepartmental Reimbursements: charges occur after all General Fund costs for a project are accumulated then assessed or "billed" to the benefiting department.	\$ 2,248,310	25.1%
	39110	Interfund Transfers: accounts for financial activity between two funds.	\$ 6,586,400	266.8%
<b>State Shared Revenue</b>				
	35315	Alcoholic Beverage: Each month Oregon cities receive 20 percent of the net proceeds from the Oregon Liquor Control Commission's (OLCC) sale of alcoholic beverages. These funds are distributed based on population, estimating an increase of 5.0% over the FY 2021 YEE.	\$ 3,363,210	5.0%
	35320	Cigarette Tax: Cigarette taxes are received by cities based on population through the state imposed tax on cigarette sales, estimating a 1.0% decrease from the FY 2021 YEE.	\$ 163,920	-1.0%
	35325	State Revenue Sharing: Each quarter, cities receive 14 percent of the total receipts collected by the OLCC on the sale of alcoholic beverages. Again, these revenues are allocated to cities based on population with an adjustment for local taxing effort. Estimating an increase of 4.0% over the FY 2021 YEE.	\$ 2,267,520	4.0%
	35326	State Marijuana Tax: A 17 percent sales tax is imposed by the State on recreational marijuana sales, cities receive a 10% share of the net tax revenue based on population and number of licensees in their jurisdiction, estimating a decrease of 75.7% over the FY 2021 YEE due to Measure 110, passed in November 2020, which diverted a large portion of the City's State-shared marijuana revenue.	\$ 160,000	-75.7%
	35330	State 911: cities receive proceeds from a \$1.25 per month assessment on each telephone subscriber receiving local telephone services. These receipts are dedicated to funding emergency telephone and dispatch services provided by the Willamette Valley Communications Center. HB 2449 increased the tax from \$.75 to \$1.00 on January 1, 2020, and again to \$1.25 on January 1, 2021. Estimated to increase 25.2% over the FY 2021 YEE.	\$ 1,477,240	25.2%
<b>Other Agencies</b>				
	35350	Chemeketa Community College: reimbursement to Salem for the Chemeketa Cooperative Regional Library Service (CCRLS). Estimated to decrease by 12.8% from the FY 2021 YEE.	\$ 587,460	-12.8%



# City of Salem Budget

## General Fund Assumptions and Trends

### FY 2022

YEE = Year End Estimate

Category	Account	Description	Amount	% Chg from FY 2021 YEE
	35355	Housing Authority: costs for legal and payroll services provided to the Housing Authority. Estimating no change from the FY 2021 YEE.	\$ 50,000	0.0%
	35361	State Reimbursement: costs incurred for hazmat regional team training, stimating a 73.8% decrease over the FY 2021 YEE.	\$ 150,000	-73.8%
	35370	Marion County: reimbursement from Marion County for costs associated with the Mobile Crisis Response Team, estimating a 11% decrease over the FY 2021 YEE.	\$ 323,300	-11.0%
	35385	Payment in Lieu of Taxes: revenue received from federal housing authorities in lieu of property tax payments. Both Marion and Polk counties contain housing authorities, estimating a 2.5% increase over the FY 2021 YEE.	\$ 145,120	2.5%
	35395	Other Government Agencies: all other agencies that pay for the cost of services provided by Salem, estimating a 125.7% increase over the FY 2021 YEE.	\$ 377,070	125.7%
	35495	Other Agencies: all other agencies that provide grant funds or pay for the cost of services performed by City departments, estimating a 6.5% increase from the FY 2021 YEE.	\$ 15,980	6.5%
	35510	State Grants: received from the State of Oregon for specific programs / services provided by the City of Salem.	\$ 4,750	-5.0%
	35615- 35641	Federal Grants: awarded from the federal government to accomplish specific programs or services. Estimating a 11.8% decrease from the FY 2021 YEE. The FY 2022 estimate represents a base amount of grant funding. The number of awards and grant amounts can vary from year to year. Staff currently estimate total reciepts of \$10,970,450 in FY 2021 from the Coronavirus Aid, Relief, and Economic Securities Act (2020) and \$10,079,890 from the American Rescue Plan Act (2021) in FY 2022.	\$ 9,977,390	-2.9%
<b>Fines, Forfeitures, and Penalties</b>				
	36110	Parking Fines: collected for violation of Salem's parking ordinances, estimating a 58.4% increase over the FY 2021 YEE.	\$ 714,290	58.4%
	36115	Court Fines: collected through the Municipal Court for violation of traffic and criminal codes are recognized here, estimating a 24.2% increase over the FY 2021 YEE.	\$ 1,134,140	24.2%



# City of Salem Budget

## General Fund Assumptions and Trends

### FY 2022

YEE = Year End Estimate

Category	Account	Description	Amount	% Chg from FY 2021 YEE
	36130	Civil Penalties: collected as the result of penalties imposed for code violations, estimating no change from the FY 2021 YEE.	\$ 70,000	0.0%
<hr/>				
<b>Beginning Working Capital</b>				
	39910	Beginning Working Capital: Beginning working capital (or beginning fund balance) is used as a resource to balance the General Fund operating budget. It represents the amount of funds left over from one year to the next, funding operations until property tax revenues are received in October and November. Working capital is accumulated as a result of additional revenue exceeding budget estimates, projected expenditure savings occurring throughout the year, or funds reappropriated to support a project that was not completed in the prior fiscal year. Beginning working capital is anticipated to increase by 23.7% from the FY 2021 YEE.	\$ 30,893,040	23.7%

Not all revenues included on the next pages are highlighted here.



City of Salem Budget  
General Fund  
FY 2022

General Fund Resources

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Estimate FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
31110	PROPERTY TAX - CURRENT	\$ 67,347,710	\$ 67,345,574	\$ 69,788,290	\$ 69,793,377	\$ 72,506,700	\$ 72,622,711	\$ 76,827,570	\$ 76,827,570	\$ 76,827,570	\$ 4,204,859	5.8%
31120	PROPERTY TAX - FIRST PRIOR YEAR	673,480	561,905	697,880	617,370	725,100	638,088	691,050	691,050	691,050	52,962	8.3%
31130	PROPERTY TAX - SECOND PRIOR YEAR	336,740	280,559	348,940	263,884	362,500	264,625	191,960	191,960	191,960	(72,665)	-27.5%
31140	PROPERTY TAX - ALL OTHER PRIOR YEARS	505,110	456,494	523,410	472,137	543,800	299,090	257,490	257,490	257,490	(41,600)	-13.9%
31150	PROPERTY TAX - OTHER	-	1,384,221	-	-	-	-	-	-	-	-	-
	Total Property Taxes	\$ 68,863,040	\$ 70,028,752	\$ 71,358,520	\$ 71,146,768	\$ 74,138,100	\$ 73,824,514	\$ 77,968,070	\$ 77,968,070	\$ 77,968,070	\$ 4,143,556	5.6%
31410	MARIJUANA SALES TAX	\$ 723,630	\$ 1,004,285	\$ 969,830	\$ 1,160,850	\$ 1,154,800	\$ 1,445,970	\$ 1,532,730	\$ 1,532,730	\$ 1,532,730	\$ 86,760	6.0%
	Total Sales Tax	\$ 723,630	\$ 1,004,285	\$ 969,830	\$ 1,160,850	\$ 1,154,800	\$ 1,445,970	\$ 1,532,730	\$ 1,532,730	\$ 1,532,730	\$ 86,760	6.0%
32110	ELECTRIC FRANCHISE FEE	\$ 6,935,530	\$ 6,705,601	\$ 6,868,280	\$ 6,769,349	\$ 6,899,900	\$ 6,761,360	\$ 6,866,290	\$ 6,866,290	\$ 6,866,290	\$ 104,930	1.6%
32120	TELEPHONE FRANCHISE FEE	1,935,680	1,853,581	1,945,820	1,659,738	1,061,880	1,351,779	1,368,670	1,368,670	1,368,670	16,891	1.2%
32130	NATURAL GAS FRANCHISE FEE	1,876,990	1,814,021	1,814,660	1,883,507	1,920,880	1,797,660	1,849,420	1,849,420	1,849,420	51,760	2.9%
32140	REFUSE FRANCHISE FEE	2,274,030	2,272,210	2,517,210	2,388,798	2,476,280	2,582,890	2,523,920	2,523,920	2,523,920	(58,970)	-2.3%
32150	CABLE TV FRANCHISE FEE	1,868,840	1,759,039	1,773,550	1,729,592	1,665,150	1,718,310	1,769,830	1,769,830	1,769,830	51,520	3.0%
32160	WATER / SEWER FRANCHISE FEE	3,545,280	3,598,906	3,681,540	3,660,483	3,811,270	3,786,270	3,906,020	3,906,020	3,906,020	119,750	3.2%
	Total Franchise Fees	\$ 18,436,350	\$ 18,003,359	\$ 18,601,060	\$ 18,091,467	\$ 17,835,360	\$ 17,998,269	\$ 18,284,150	\$ 18,284,150	\$ 18,284,150	\$ 285,881	1.6%
32305	CITY OPERATIONS FEE	\$ -	\$ -	\$ -	\$ 3,563,046	\$ 7,218,050	\$ 7,082,300	\$ 7,401,000	\$ 7,401,000	\$ 7,401,000	\$ 318,700	4.5%
32310	ACCIDENT AND FIRE RECOVERY	34,990	14,977	17,760	19,256	21,000	20,000	10,000	10,000	10,000	(10,000)	-50.0%
32315	COMMUNITY EVENTS	55,000	63,132	66,510	51,954	68,100	8,500	42,300	42,300	42,300	33,800	397.6%
32320	DOCUMENT SALES	118,530	121,425	122,350	120,274	121,090	145,168	122,230	122,230	122,230	(22,938)	-15.8%
32335	FIRE PROTECTION	964,340	976,704	1,006,750	1,003,174	1,049,570	1,049,570	1,081,060	1,081,060	1,081,060	31,490	3.0%
32345	COMMUNITY ENFORCEMENT FEES	150,000	5,072	22,500	113,827	59,600	15,000	22,500	22,500	22,500	7,500	50.0%
32350	PLANNING FEES	616,090	32,998	21,400	30,052	25,200	28,500	2,520	2,520	2,520	(25,980)	-91.2%
32351	SITE PLAN REVIEW	355,400	267,178	250,730	307,395	581,350	650,000	568,240	568,240	568,240	(81,760)	-12.6%
32352	DWELLING PLAN REVIEW	102,170	157,681	173,400	140,558	178,340	140,000	215,560	215,560	215,560	75,560	54.0%
32353	DESIGN REVIEW	-	42,515	32,800	24,876	111,340	45,000	76,540	76,540	76,540	31,540	70.1%
32356	ANNEXATION FEES	-	37,720	34,860	21,231	68,590	50,000	37,410	37,410	37,410	(12,590)	-25.2%
32357	LAND DEVELOPMENT FEES	-	332,209	458,460	179,703	409,610	260,000	431,730	431,730	431,730	171,730	66.1%
32358	NATURAL RESOURCES APPLICATION FEES	-	19,215	20,460	15,808	38,230	24,000	38,220	38,220	38,220	14,220	59.3%
32359	PRE-APPLICATION FEES	-	50,929	43,330	32,465	81,410	35,000	97,290	97,290	97,290	62,290	178.0%
32361	ZONING FEES	-	168,294	134,730	223,636	287,010	299,800	396,440	396,440	396,440	96,640	32.2%
32365	SECURITY SERVICE	25,000	30,908	28,730	20,199	25,000	5,000	20,000	20,000	20,000	15,000	300.0%
32391	AMBULANCE CONTRACTOR FEE	219,960	219,960	219,960	219,960	219,960	199,960	219,960	219,960	219,960	20,000	10.0%
32490	LIEN SEARCH FEE	219,600	176,000	209,580	189,285	213,360	193,800	200,900	200,900	200,900	7,100	3.7%
32495	OTHER CHARGE FOR SERVICE	-	29,193	-	3,404	1,000	3,000	-	-	-	(3,000)	-100.0%
32610	SENIOR CENTER FEE	301,840	268,650	310,040	226,285	310,000	100,000	232,500	232,500	232,500	132,500	132.5%
32615	RECREATION FEE	53,720	91,229	86,820	42,994	92,000	50,000	46,000	46,000	46,000	(4,000)	-8.0%
32621	SOFTBALL PROGRAM FEES	327,720	304,241	300,000	156,049	300,000	127,000	210,000	210,000	210,000	83,000	65.4%
32625	PARKS RESERVATION FEE	190,610	185,856	183,810	100,755	184,800	20,000	100,000	100,000	100,000	80,000	400.0%
32630	LIBRARY FEE	117,100	104,988	124,740	34,308	45,360	-	62,370	62,370	62,370	62,370	-
32632	LIBRARY - NON-RESIDENT FEE	5,520	3,679	4,480	1,975	3,170	-	3,680	3,680	3,680	3,680	-
32636	TOWING FEE	130,550	102,375	113,250	86,650	92,420	80,000	95,000	95,000	95,000	15,000	18.8%
32644	PROCESSING FEE	101,130	97,299	95,890	179,259	165,800	175,000	185,500	185,500	185,500	10,500	6.0%
32655	ENTERPRISE ZONE APPLICATION FEE	-	-	-	-	-	825	-	-	-	(825)	-100.0%
32695	OTHER FEE	15,600	28,109	27,940	11,762	20,000	10,000	20,000	20,000	20,000	10,000	100.0%
32801	LICENSE FEES	-	2,129	1,860	2,048	9,020	2,200	7,050	7,050	7,050	4,850	220.5%
32805	MARIJUANA LICENSING FEE	2,460	4,100	2,800	2,100	2,200	3,500	2,200	2,200	2,200	(1,300)	-37.1%
32806	TREE PERMIT	6,640	3,993	6,500	5,886	4,000	25,000	5,510	5,510	5,510	(19,490)	-78.0%
32810	APARTMENT LICENSES	363,270	367,375	358,760	371,694	382,380	395,000	375,100	375,100	375,100	(19,900)	-5.0%



City of Salem Budget  
General Fund  
FY 2022

General Fund Resources

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Estimate FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
32825	FIRE SAFETY PERMITS	710,760	945,294	985,500	844,443	1,031,070	830,000	1,031,070	1,031,070	1,031,070	201,070	24.2%
32830	AUTOMATION SURCHARGE	105,410	104,465	106,800	95,780	101,010	98,600	95,500	95,500	95,500	(3,100)	-3.1%
32835	BUILDING PERMITS	-	9,465	9,410	18,313	147,030	50,000	210,260	210,260	210,260	160,260	320.5%
32855	SIGNS PERMITS	77,470	84,374	89,960	65,841	213,140	160,000	204,850	204,850	204,850	44,850	28.0%
32895	OTHER PERMITS	1,470	1,245	2,820	885	1,030	900	14,950	14,950	14,950	14,050	1561.1%
	Total Sales, Fees, Licenses, and Permits	\$ 5,372,350	\$ 5,454,975	\$ 5,675,690	\$ 8,527,130	\$ 13,882,240	\$ 12,382,623	\$ 13,885,440	\$ 13,885,440	\$ 13,885,440	\$ 1,502,817	12.1%
33115	ASSESSMENT - INTEREST	\$ -	\$ 1,409	\$ -	\$ 10,405	\$ 5,200	\$ 1,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 1,000	66.7%
	Total Assessments	\$ -	\$ 1,409	\$ -	\$ 10,405	\$ 5,200	\$ 1,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 1,000	66.7%
34110	LAND / BUILDING RENT	\$ 81,120	\$ 77,332	\$ 92,030	\$ 63,850	\$ 83,700	\$ 52,200	\$ 81,890	\$ 81,890	\$ 81,890	\$ 29,690	56.9%
34132	PARKING RENT - CIVIC CENTER	91,920	90,668	93,390	65,500	50,400	-	93,390	93,390	93,390	93,390	-
34134	PARKING RENT - PRINGLE CREEK	159,360	181,732	187,440	196,024	216,400	107,198	152,750	152,750	152,750	45,552	42.5%
34146	PARKING RENT - CARPOOL	188,780	213,869	211,360	207,682	208,560	101,660	166,850	166,850	166,850	65,190	64.1%
34148	PARKING RENT - METERS	1,227,450	1,515,718	1,226,690	1,015,540	1,558,000	250,000	934,300	934,300	934,300	684,300	273.7%
34295	PARKING RENT - OTHER	90,550	82,047	75,000	34,263	80,000	12,000	80,000	80,000	80,000	68,000	566.7%
	Total Rents	\$ 1,839,180	\$ 2,161,366	\$ 1,885,910	\$ 1,582,858	\$ 2,197,060	\$ 523,058	\$ 1,509,180	\$ 1,509,180	\$ 1,509,180	\$ 986,122	188.5%
35130	SUPPORT SERVICES CHARGE (ICAP)	\$ 8,277,510	\$ 8,277,510	\$ 9,021,130	\$ 9,021,290	\$ 8,737,020	\$ 8,737,020	\$ 9,251,620	\$ 9,251,620	\$ 9,251,620	\$ 514,600	5.9%
35212	INTRAFUND - DIRECT CHG (LABOR)	2,314,710	2,042,159	2,373,110	2,102,814	2,591,100	1,822,700	2,837,350	2,837,350	2,837,350	1,014,650	55.7%
35213	INTRAFUND - BUDGETED TRANSFERS	4,589,800	4,506,747	4,750,190	4,432,268	3,662,190	3,576,970	3,383,830	3,383,830	3,383,830	(193,140)	-5.4%
35215	INTRAFUND - INTERDEPARTMENTAL BILLINGS	186,280	248,137	210,740	260,853	1,984,630	1,796,500	2,248,310	2,248,310	2,248,310	451,810	25.1%
	Total Internal Charges	\$ 15,368,300	\$ 15,074,553	\$ 16,355,170	\$ 15,817,225	\$ 16,974,940	\$ 15,933,190	\$ 17,721,110	\$ 17,721,110	\$ 17,721,110	\$ 1,787,920	11.2%
35315	STATE ALCOHOLIC BEVERAGE	\$ 2,720,230	\$ 2,741,561	\$ 2,857,230	\$ 2,958,664	\$ 2,977,260	\$ 3,203,060	\$ 3,363,210	\$ 3,363,210	\$ 3,363,210	\$ 160,150	5.0%
35320	STATE CIGARETTE TAX	213,320	188,963	180,820	181,244	191,680	165,580	163,920	163,920	163,920	(1,660)	-1.0%
35325	STATE REVENUE SHARING	1,776,830	1,815,025	1,890,680	2,007,407	1,974,130	2,180,310	2,267,520	2,267,520	2,267,520	87,210	4.0%
35326	STATE MARIJUANA TAX	385,010	645,834	690,770	815,607	806,070	659,310	160,000	160,000	160,000	(499,310)	-75.7%
35330	STATE 911	835,610	848,901	873,820	837,533	1,144,470	1,179,550	1,477,240	1,477,240	1,477,240	297,690	25.2%
	Total State Shared Revenue	\$ 5,931,000	\$ 6,240,284	\$ 6,493,320	\$ 6,800,456	\$ 7,093,610	\$ 7,387,810	\$ 7,431,890	\$ 7,431,890	\$ 7,431,890	\$ 44,080	0.6%
35350	CHEMEKETA COMM COLLEGE	\$ 635,860	\$ 637,066	\$ 656,610	\$ 657,372	\$ 673,670	\$ 674,037	\$ 587,460	\$ 587,460	\$ 587,460	\$ (86,577)	-12.8%
35355	HOUSING AUTHORITY	41,680	61,740	42,910	66,796	58,500	50,000	50,000	50,000	50,000	-	-
35361	STATE REIMBURSEMENT	375,880	326,230	86,000	154,394	88,000	572,000	150,000	150,000	150,000	(422,000)	-73.8%
35370	MARION COUNTY	150,900	149,626	150,900	288,385	338,300	363,300	323,300	323,300	323,300	(40,000)	-11.0%
35375	POLK COUNTY	150,900	150,940	150,900	150,000	154,300	154,300	120,000	120,000	120,000	(34,300)	-22.2%
35380	SCHOOL DISTRICT	580,270	596,216	617,530	617,867	622,590	-	-	-	-	-	-
35385	PAYMENT IN LIEU OF TAXES	123,030	134,763	138,130	122,921	141,580	141,580	145,120	145,120	145,120	3,540	2.5%
35395	OTHER GOVERNMENT AGENCIES	147,800	149,830	154,500	166,530	177,070	167,080	377,070	377,070	377,070	209,990	125.7%
35495	OTHER AGENCIES	28,800	29,488	30,290	14,224	17,430	15,000	15,980	15,980	15,980	980	6.5%
	Total Other Agencies	\$ 2,235,120	\$ 2,235,899	\$ 2,027,770	\$ 2,238,489	\$ 2,271,440	\$ 2,137,297	\$ 1,768,930	\$ 1,768,930	\$ 1,768,930	\$ (368,367)	-17.2%



City of Salem Budget  
General Fund  
FY 2022

General Fund Resources

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Estimate FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
35510	STATE GRANTS	\$ 31,350	\$ 21,504	\$ 4,700	\$ -	\$ 242,700	\$ 5,000	\$ 4,750	\$ 4,750	\$ 4,750	\$ (250)	-5.0%
35615	OTHER FEDERAL GRANTS	206,480	21,964	167,570	11,500	28,000	10,000	70,000	70,000	70,000	60,000	600.0%
35629	US ENVIRONMENTAL PROTECTION AGENCY	-	53,934	-	15,962	-	-	-	-	-	-	-
35633	US FEDERAL HIGHWAY TRANSPORTATION	102,600	48,645	58,750	38,840	29,000	42,500	29,000	29,000	29,000	(13,500)	-31.8%
35635	US DEPT OF HOMELAND SECURITY	17,290	161,179	147,700	117,722	152,300	120,800	171,060	171,060	171,060	50,260	41.6%
35640	US DEPT OF JUSTICE (OTHER)	224,120	165,761	124,120	524,441	229,820	174,120	150,000	150,000	150,000	(24,120)	-13.9%
35641	US DEPT OF THE TREASURY	-	-	-	3,140,536	-	9,925,329	9,557,330	9,557,330	9,557,330	(367,999)	-3.7%
35655	OTHER GRANTS	-	6,556	-	26,900	-	-	-	-	-	-	-
	Total Grants	\$ 581,840	\$ 479,543	\$ 502,840	\$ 3,875,901	\$ 681,820	\$ 10,277,749	\$ 9,982,140	\$ 9,982,140	\$ 9,982,140	\$ (295,609)	-2.9%
36110	PARKING FINES	\$ 839,990	\$ 916,241	\$ 884,020	\$ 692,508	\$ 892,860	\$ 450,933	\$ 714,290	\$ 714,290	\$ 714,290	\$ 263,357	58.4%
36115	COURT FINES	1,510,130	1,426,944	1,510,730	1,176,046	1,417,670	912,910	1,134,140	1,134,140	1,134,140	221,230	24.2%
36116	PHOTO RED LIGHT FINES	485,480	522,557	-	-	-	-	-	-	-	-	-
36130	CIVIL PENALTIES	-	25,836	150,000	72,025	35,000	-	70,000	70,000	70,000	70,000	-
36195	OTHER FINES AND FORFEITS	98,380	86,336	84,020	99,111	91,500	85,000	98,900	98,900	98,900	13,900	16.4%
36210	INTEREST	413,360	767,042	494,000	699,802	615,780	552,000	546,480	546,480	546,480	(5,520)	-1.0%
36310	LOAN PRINCIPAL	-	-	-	-	-	-	-	-	-	-	-
36315	LOAN INTEREST	12,000	(126)	-	302	-	300	-	-	-	(300)	-100.0%
36810	BAD DEBT RECOVERY	15,000	5,581	6,000	25,936	6,300	4,500	4,500	4,500	4,500	-	-
36815	WAGE RECOVERY	32,000	85	1,000	124,298	25,000	55,000	20,000	20,000	20,000	(35,000)	-63.6%
36820	DONATIONS	78,000	81,862	100,000	99,314	103,500	30,000	103,500	103,500	103,500	73,500	245.0%
36830	CORPORATE CARD REBATE	-	4,855	-	6,304	-	6,500	-	-	-	(6,500)	-100.0%
36895	OTHER REVENUE	124,060	79,473	85,000	83,579	87,800	80,000	74,000	74,000	74,000	(6,000)	-7.5%
	Total Other Revenue	\$ 3,608,400	\$ 3,916,686	\$ 3,314,770	\$ 3,079,226	\$ 3,275,410	\$ 2,177,143	\$ 2,765,810	\$ 2,765,810	\$ 2,765,810	\$ 588,667	27.0%
39110	INTERFUND TRANSFERS	\$ 1,420,470	\$ 1,320,470	\$ 1,672,440	\$ 1,625,201	\$ 1,936,070	\$ 1,795,850	\$ 2,031,010	\$ 2,031,010	\$ 6,586,400	\$ 4,790,550	266.8%
	Total Interfund Transfers	\$ 1,420,470	\$ 1,320,470	\$ 1,672,440	\$ 1,625,201	\$ 1,936,070	\$ 1,795,850	\$ 2,031,010	\$ 2,031,010	\$ 6,586,400	\$ 4,790,550	266.8%
39910	BEGINNING WORKING CAPITAL	\$ 25,879,730	\$ 25,024,409	\$ 21,192,270	\$ 22,198,336	\$ 23,407,760	\$ 24,967,160	\$ 28,194,020	\$ 28,194,020	\$ 30,893,040	\$ 5,925,880	23.7%
	Total Beginning Balance	\$ 25,879,730	\$ 25,024,409	\$ 21,192,270	\$ 22,198,336	\$ 23,407,760	\$ 24,967,160	\$ 28,194,020	\$ 28,194,020	\$ 30,893,040	\$ 5,925,880	23.7%
	Total Resources	\$ 150,259,410	\$ 150,945,989	\$ 150,049,590	\$ 156,154,312	\$ 164,853,810	\$ 170,852,133	\$ 183,076,980	\$ 183,076,980	\$ 190,331,390	\$ 19,479,257	11.4%



City of Salem Budget  
General Fund  
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General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Estimate FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
51010	SALARIES AND WAGES	\$ 55,171,290	\$ 52,753,481	\$ 56,751,990	\$ 53,986,634	\$ 60,042,290	\$ 57,497,027	\$ 61,723,280	\$ 61,873,280	\$ 62,239,310	\$ 4,742,283	8.2%
51015	PREMIUM PAY	-	-	-	-	-	600	1,000	1,000	1,000	400	66.7%
51020	SEASONAL AND RELIEF	1,616,080	1,537,830	1,529,320	865,607	1,048,910	845,000	1,092,590	1,092,590	1,092,590	247,590	29.3%
51025	HOLIDAY - REGULAR	119,800	130,888	125,800	131,372	135,600	139,600	136,660	136,660	136,660	(2,940)	-2.1%
51030	OVERTIME	2,815,290	3,340,766	2,961,030	3,755,155	3,482,060	4,973,345	3,773,150	3,773,150	3,773,150	(1,200,195)	-24.1%
51080	STANDBY	48,970	20,051	66,430	68,715	79,870	129,500	99,650	99,650	99,650	(29,850)	-23.1%
51090	DIFFERENTIAL	61,270	48,487	65,160	43,122	69,140	40,890	73,260	73,260	73,260	32,370	79.2%
51100	INCENTIVES	2,628,110	2,744,489	2,773,270	2,782,995	2,796,360	2,870,330	2,996,940	2,996,940	2,996,790	126,460	4.4%
51110	FLSA - FIRE CONTRACT	-	-	-	-	-	-	-	-	-	-	-
51120	LEAVE PAYOFF	785,420	848,973	762,100	897,928	770,500	944,530	877,160	877,160	877,160	(67,370)	-7.1%
51130	CAR ALLOWANCE	18,300	18,342	19,440	19,771	20,460	19,930	20,470	20,470	20,470	540	2.7%
51135	CELL PHONE ALLOWANCE	1,290	1,228	970	2,381	940	2,200	2,340	2,340	2,340	140	6.4%
51140	CLOTHING ALLOWANCE	26,120	23,808	35,880	23,964	37,370	25,000	25,280	25,280	25,280	280	1.1%
51145	MOVING ALLOWANCE	-	1,622	-	12,772	-	8,950	-	-	-	(8,950)	-100.0%
51150	DEPT HEAD ANNUITY	84,710	80,120	83,020	81,560	84,780	80,596	80,700	80,700	80,700	105	0.1%
51195	OTHER PAY / BENEFITS	37,890	(43,422)	61,820	(106,733)	74,330	(110,000)	84,380	84,380	84,380	194,380	-176.7%
51210	FICA AND MEDICARE	4,820,970	4,567,026	4,941,840	4,636,661	5,196,350	5,088,449	5,384,330	5,384,330	5,412,450	324,001	6.4%
51221	WORKERS' COMP PREMIUM	1,392,870	1,392,870	1,380,700	1,380,700	-	-	979,180	979,180	979,180	979,180	-
51222	WORKERS' COMP STATE ASSMT	21,200	19,413	22,400	16,377	22,480	17,470	22,420	22,420	22,420	4,950	28.3%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	-	354,570	354,570	354,570	354,570	-
51230	UNEMPLOYMENT	105,320	99,973	100,000	58,589	86,000	86,000	95,000	95,000	95,000	9,000	10.5%
51240	EMPLOYER - RETIREMENT PERS	10,986,290	10,267,518	13,840,140	13,231,310	14,538,670	14,236,415	15,017,440	15,017,440	15,086,350	849,935	6.0%
51243	PERS UNFUNDED LIABILITY	3,166,660	3,166,650	3,312,460	3,312,460	3,412,160	3,412,161	3,555,830	3,555,830	3,555,830	143,669	4.2%
51245	EMPLOYER - PERS PICKUP	3,775,600	3,517,073	3,838,400	3,613,396	4,077,420	4,192,451	4,230,860	4,230,860	4,252,860	60,409	1.4%
51246	EMPLR - PERS IAP OPTION	-	-	-	-	-	357,410	391,100	391,100	391,100	33,690	9.4%
51250	INSURANCE - MEDICAL	12,963,530	11,975,056	13,232,050	12,224,674	13,852,310	13,091,483	14,444,200	14,444,200	14,593,840	1,502,357	11.5%
51255	INSURANCE - VISION	347,280	321,799	341,300	318,010	351,960	333,627	346,160	346,160	349,820	16,193	4.9%
51260	INSURANCE - DENTAL	1,172,970	1,088,493	1,158,120	1,084,600	1,203,870	1,140,937	1,217,970	1,217,970	1,230,310	89,373	7.8%
51265	INSURANCE - LIFE	90,700	89,968	98,840	93,712	105,820	94,760	157,010	157,010	158,450	63,690	67.2%
51270	INSURANCE - DISABILITY	157,720	155,649	157,730	153,645	164,010	157,081	205,100	205,100	206,250	49,169	31.3%
51275	OTHER HEALTH BENEFITS	429,780	410,462	433,360	421,003	854,250	763,000	882,110	882,110	883,320	120,320	15.8%
51310	PHYSICAL EXAMINATIONS	-	18,245	-	7,894	-	2,500	33,200	33,200	33,200	30,700	1228.0%
	Total Personal Services	\$ 102,845,430	\$ 98,596,858	\$ 108,093,570	\$ 103,118,276	\$ 112,507,910	\$ 110,441,241	\$ 118,303,340	\$ 118,453,340	\$ 119,107,690	\$ 8,666,449	7.8%
52110	SUBSCRIPTIONS AND BOOKS	\$ 495,040	\$ 496,562	\$ 520,830	\$ 463,609	\$ 548,060	\$ 445,620	\$ 529,600	\$ 529,600	\$ 529,600	\$ 83,980	18.8%
52120	MAIL	96,480	108,834	103,480	163,115	125,410	96,550	129,650	129,650	129,650	33,100	34.3%
52130	SUPPLIES	744,550	794,244	808,640	770,645	852,320	841,280	855,070	855,070	929,230	87,950	10.5%
52140	PRINTING AND DUPLICATION	4,000	4,394	5,000	1,750	2,000	1,050	2,030	2,030	2,030	980	93.3%
52150	RECORDING FEES	540	1,191	1,140	1,907	940	940	990	990	990	50	5.3%
52320	ADVERTISING	58,490	33,309	55,590	34,988	61,270	28,200	61,620	61,620	61,620	33,420	118.5%
52340	EMPLOYEE RECOGNITION	8,950	8,900	9,440	8,648	12,600	9,350	14,500	14,500	14,500	5,150	55.1%
52360	RECRUITMENT FEES	71,260	72,507	48,910	68,149	52,610	74,100	51,100	51,100	51,100	(23,000)	-31.0%
52405	TELEPHONE - OFFICE	240,630	240,565	229,270	229,678	207,860	200,942	213,290	213,290	213,290	12,348	6.1%
52410	TELEPHONE - CELLULAR	207,820	220,700	223,960	237,877	229,990	240,460	238,540	238,540	238,540	(1,920)	-0.8%
52430	PAGERS	1,100	1,120	1,100	1,709	1,200	1,200	1,200	1,200	1,200	-	-
52460	COMMUNICATION - OTHER	161,120	194,045	154,470	187,947	181,870	188,990	199,600	199,600	199,600	10,610	5.6%
52510	TRAINING	581,160	474,871	592,010	350,586	624,150	271,900	582,810	582,810	663,400	391,500	144.0%
52520	TRAVEL	22,500	7,315	24,900	6,830	21,210	170	18,800	18,800	18,800	18,630	10958.8%
52530	LODGING	500	1,448	500	41	-	-	-	-	-	-	-
52540	MEALS	27,910	26,911	23,230	21,314	25,630	15,250	23,390	23,390	23,390	8,140	53.4%
52550	MILEAGE	20,300	11,460	24,760	10,620	23,300	7,900	12,910	12,910	12,910	5,010	63.4%



City of Salem Budget  
General Fund  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Estimate FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52560	REGISTRATION	-	630	-	475	-	1,000	-	-	-	(1,000)	-100.0%
52610	AUDIT SERVICES	66,000	66,052	67,980	67,729	69,610	69,690	72,000	72,000	72,000	2,310	3.3%
52620	CONSTRUCTION CONTRACTS	-	-	-	5	-	-	-	-	-	-	-
52640	ENGINEERING / ARCHITECT SERVICES	20,000	15,315	50,430	12,197	20,000	18,900	20,000	20,000	20,000	1,100	5.8%
52650	LEGAL / COURT SERVICES	401,250	375,216	378,290	313,389	387,330	266,800	491,840	491,840	491,840	225,040	84.3%
52660	TEMP EMPLOYMENT SERVICES	26,990	69,296	40,000	56,428	10,000	63,000	-	-	-	(63,000)	-100.0%
52670	OTHER PROFESSIONAL SERVICES	4,261,560	4,153,100	4,475,070	3,947,147	4,878,310	5,293,710	4,327,970	4,487,970	4,892,470	(401,240)	-7.6%
52710	MEMBERSHIP DUES	192,950	170,794	180,190	176,177	187,740	184,920	196,730	196,730	196,730	11,810	6.4%
52720	LICENSES / CERTIFICATIONS	19,740	22,077	21,860	21,534	18,760	17,260	19,260	19,260	19,260	2,000	11.6%
52740	PERMITS	6,370	6,988	6,910	2,698	7,220	5,090	6,990	6,990	6,990	1,900	37.3%
52810	SMALL TOOLS	21,500	21,939	21,860	28,077	21,860	15,300	22,040	22,040	22,040	6,740	44.1%
52815	CONTROLLED EQUIPMENT	449,160	483,843	427,280	455,986	424,360	451,700	424,770	424,770	601,120	149,420	33.1%
52820	SMALL EQUIPMENT AND SUPPLIES	380,940	410,535	365,200	462,294	616,240	582,500	422,750	422,750	644,770	62,270	10.7%
52830	COMPUTER SOFTWARE AND LICENSES	1,511,210	1,395,736	1,655,910	1,734,286	1,628,780	1,810,650	2,409,140	2,409,140	2,747,660	937,010	51.7%
52850	TIRES AND TUBES	-	-	-	21	-	-	-	-	-	-	-
52865	OTHER TECHNICAL SUPPLIES	13,000	3,866	7,000	9,752	7,000	9,500	8,540	8,540	8,540	(960)	-10.1%
52910	DIESEL FUEL	169,100	166,708	172,800	124,981	168,850	108,100	138,500	138,500	138,500	30,400	28.1%
52930	GASOLINE	489,070	471,595	518,230	492,086	525,450	374,640	526,570	526,570	526,570	151,930	40.6%
52940	LP / CNG GAS	100	52	100	120	50	120	50	50	50	(70)	-58.3%
52950	LUBRICANTS	370	177	370	124	380	70	380	380	380	310	442.9%
53210	INSURANCE	1,460	1,387	6,980	32,157	1,460	31,960	7,070	7,070	7,070	(24,890)	-77.9%
53211	LIABILITY INSURANCE	1,097,200	1,097,200	1,164,430	1,164,430	1,305,190	1,305,190	1,302,720	1,302,720	1,302,720	(2,470)	-0.2%
53310	VEHICLE MAINTENANCE	656,140	740,511	737,520	861,440	768,010	742,010	828,960	828,960	828,960	86,950	11.7%
53320	EQUIPMENT MAINTENANCE	330,300	368,978	311,550	359,304	358,260	256,800	352,030	352,030	494,370	237,570	92.5%
53330	FACILITIES SERVICES	-	13	-	-	-	-	-	-	-	-	-
53340	FACILITIES MAINTENANCE	1,650	5,004	-	41,699	-	-	-	-	-	-	-
53370	HYDRANT REPAIRS	1,750	242	2,100	960	1,750	700	1,750	1,750	1,750	1,050	150.0%
53375	CHEMICALS	42,500	63,989	67,900	85,649	67,900	67,000	67,900	67,900	67,900	900	1.3%
53380	OTHER MAINTENANCE AND REPAIRS	376,480	471,028	575,730	377,880	501,150	326,200	471,910	471,910	471,910	145,710	44.7%
53510	BUILDING RENTAL	192,110	184,000	191,320	185,126	192,260	170,250	168,470	168,470	168,470	(1,780)	-1.0%
53520	LAND RENTAL	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	-	-
53530	OUTSIDE RENTAL	54,740	59,923	51,080	77,651	132,680	37,080	48,080	48,080	48,080	11,000	29.7%
53610	GAS	104,510	113,966	119,300	118,666	139,410	151,400	140,500	140,500	140,500	(10,900)	-7.2%
53620	ELECTRIC	721,580	700,460	612,180	512,801	737,820	545,900	710,220	710,220	710,220	164,320	30.1%
53650	REFUSE DISPOSAL	66,210	110,190	113,090	95,174	128,800	117,830	132,470	132,470	132,470	14,640	12.4%
53720	TAXES AND ASSESSMENTS	-	-	-	1,213	-	1,260	1,350	1,350	1,350	90	7.1%
53731	CLOTHING - UNIFORMS (TAXABLE)	10,250	9,352	10,150	7,131	11,340	9,400	11,070	11,070	11,070	1,670	17.8%
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	190,250	158,994	167,820	136,020	182,350	158,600	169,590	169,590	174,310	15,710	9.9%
53734	SAFETY CLOTHING AND EQUIPMENT	514,840	453,038	465,800	303,460	479,710	380,950	406,440	406,440	691,060	310,110	81.4%
53740	CLOTHING - CLEANING CHARGES	2,970	162	2,970	342	2,900	350	2,900	2,900	2,900	2,550	728.6%
53750	INVENTORY PURCHASES	-	11	-	-	-	-	-	-	-	-	-
53760	LABORATORY - SUPPLIES	4,000	2,835	4,000	780	4,000	4,500	4,000	4,000	4,000	(500)	-11.1%
53763	MEDICAL - SUPPLIES	-	-	-	21,464	-	41,840	-	-	-	(41,840)	-100.0%
53767	BANKING AND INVESTMENT FEES	91,590	57,939	73,290	49,238	65,790	39,000	55,790	55,790	55,690	16,690	42.8%
53768	DIRECT BANKING FEES	4,320	3,462	6,100	3,528	5,960	4,750	6,160	6,160	6,160	1,410	29.7%
53769	CARD PROCESSING FEES	24,100	113,810	100,480	107,455	115,490	57,400	113,380	113,380	113,380	55,980	97.5%
53770	BAD DEBT - WRITE OFF	9,500	10,518	11,000	9,054	11,000	7,940	14,000	14,000	14,000	6,060	76.3%
53799	OTHER EXPENSES	-	212	-	1,018	-	1,175	-	-	-	(1,175)	-100.0%
53812	INTRA CITY - DIRECT CHG (LABOR)	11,000	33,850	21,700	66,553	21,500	35,750	20,700	20,700	20,700	(15,050)	-42.1%
53813	INTRA CITY - BUDGETED TRANSFERS	5,762,650	5,762,650	5,870,670	5,870,670	6,471,380	6,471,380	6,854,400	6,854,400	6,854,400	383,020	5.9%



City of Salem Budget  
General Fund  
FY 2022

General Fund Expenditures

		Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Estimate FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference	
Account	Description												
53815	INTRA CITY - INTERDEPARTMENTAL BILLINGS	317,320	387,475	278,990	261,977	293,360	245,000	293,360	293,360	293,360	48,360	19.7%	
53830	RADIO	1,271,900	1,271,944	1,277,800	1,277,800	1,218,600	1,281,600	1,281,050	1,281,050	1,281,050	62,450	5.1%	
53832	MOBILE DATA COMM SYSTEM	78,000	78,000	78,000	78,000	129,630	129,630	181,490	181,490	181,490	51,860	40.0%	
53840	MOTOR POOL RENTAL	928,640	931,679	1,009,810	1,009,907	1,042,420	1,042,420	1,040,650	1,040,650	1,040,650	(1,770)	-0.2%	
53841	EQUIPMENT REPLACEMENT CHARGE	884,000	1,109,000	923,000	923,000	985,500	985,500	980,000	980,000	980,000	(5,500)	-0.6%	
53851	COPY	184,570	177,107	203,590	223,256	201,380	111,950	205,790	205,790	205,790	93,840	83.8%	
53852	MICROFILM	-	2,755	-	14,094	-	-	5,000	5,000	5,000	5,000	-	-
53853	PRINTING	100	65	2,500	257	1,250	50	1,250	1,250	1,250	1,200	2400.0%	
53854	PHOTOCOPIES	134,470	138,705	134,450	114,242	136,450	72,850	133,390	133,390	133,390	60,540	83.1%	
53855	SHOPS FACILITIES MAINTENANCE	24,690	24,690	20,780	20,780	22,210	22,210	23,920	23,920	23,920	1,710	7.7%	
53860	BUILDING SERVICES	80,010	66,222	22,870	15,775	10,000	2,000	10,100	10,100	10,100	8,100	405.0%	
54810	SPECIAL PAYMENTS - RIGHT OF WAY	-	-	-	111	-	-	-	-	-	-	-	-
54811	SPECIAL PAYMENTS - PERMANENT EASEMENT	-	600	-	400	-	-	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	3,375,820	2,312,478	2,597,070	1,865,863	3,962,210	3,068,910	2,877,890	2,877,890	7,653,710	4,584,800	149.4%	
	Total Materials and Services	\$ 28,324,280	\$ 27,557,738	\$ 28,453,730	\$ 26,762,246	\$ 31,652,480	\$ 29,563,587	\$ 30,949,380	\$ 31,109,380	\$ 37,612,920	\$ 8,049,333	27.2%	
55130	EQUIPMENT AND MACHINERY	\$ 1,362,990	\$ 524,238	\$ 314,740	\$ 189,302	\$ 565,190	\$ 687,580	\$ 339,270	\$ 339,270	\$ 359,060	\$ (328,520)	-47.8%	
55150	FLEET REPLACEMENT	-	55,350	-	627	50,000	45,000	-	-	-	(45,000)	-100.0%	
	Total Capital Outlay	\$ 1,362,990	\$ 579,588	\$ 314,740	\$ 189,928	\$ 615,190	\$ 732,580	\$ 339,270	\$ 339,270	\$ 359,060	\$ (373,520)	-51.0%	
												-	-
60120	PRINCIPAL	\$ 261,690	\$ 261,689	\$ 272,150	\$ 272,147	\$ 634,250	\$ 600,000	\$ 322,930	\$ 322,930	\$ 322,930	\$ (277,070)	-46.2%	
60130	INTEREST	20,830	20,829	13,300	13,295	56,190	50,000	52,080	52,080	52,080	2,080	4.2%	
	Total Debt Service	\$ 282,520	\$ 282,519	\$ 285,450	\$ 285,442	\$ 690,440	\$ 650,000	\$ 375,010	\$ 375,010	\$ 375,010	\$ (274,990)	-42.3%	
61110	CONTINGENCIES	\$ 1,473,530	\$ -	\$ 1,823,200	\$ -	\$ 2,358,000	\$ -	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	-	-
	Total Contingencies	\$ 1,473,530	\$ -	\$ 1,823,200	\$ -	\$ 2,358,000	\$ -	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	-	-
62110	TRANSFERS TO OTHER FUNDS	\$ 2,000,950	\$ 1,730,950	\$ 831,260	\$ 831,260	\$ 1,270,710	\$ 1,270,710	\$ 766,000	\$ 766,000	\$ 766,000	\$ (504,710)	-39.7%	
	Total Interfund Transfers	\$ 2,000,950	\$ 1,730,950	\$ 831,260	\$ 831,260	\$ 1,270,710	\$ 1,270,710	\$ 766,000	\$ 766,000	\$ 766,000	\$ (504,710)	-39.7%	
	Total Expenditures	\$ 136,289,700	\$ 128,747,652	\$ 139,801,950	\$ 131,187,153	\$ 149,094,730	\$ 142,658,118	\$ 153,733,000	\$ 154,043,000	\$ 161,220,680	\$ 18,562,562	13.0%	



City of Salem Budget  
General Fund - City Manager  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Expenditures</b>											
51010	SALARIES AND WAGES	\$ 1,241,540	\$ 1,056,716	\$ 1,042,890	\$ 629,110	\$ 709,060	\$ 881,270	\$ 881,270	\$ 881,270	\$ 172,210	24.3%
51020	SEASONAL AND RELIEF	-	-	31,280	-	-	-	-	-	-	-
51030	OVERTIME	600	-	1,000	-	1,020	-	-	-	(1,020)	-100.0%
51100	INCENTIVES	-	-	-	-	-	2,830	2,830	2,830	2,830	-
51120	LEAVE PAYOFF	3,000	59,003	5,120	4,365	2,200	4,510	4,510	4,510	2,310	105.0%
51130	CAR ALLOWANCE	7,140	6,554	6,540	5,997	6,000	6,000	6,000	6,000	-	-
51150	DEPT HEAD ANNUITY	23,050	19,672	13,700	13,089	13,800	13,440	13,440	13,440	(360)	-2.6%
51195	OTHER PAY / BENEFITS	2,190	-	-	-	-	-	-	-	-	-
51210	FICA AND MEDICARE	85,820	72,944	77,020	42,282	48,770	63,160	63,160	63,160	14,390	29.5%
51221	WORKERS' COMP PREMIUM	8,270	8,270	8,950	6,310	-	3,550	3,550	3,550	3,550	-
51222	WORKERS' COMP STATE ASSMT	330	243	370	133	220	200	200	200	(20)	-9.1%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	4,540	4,540	4,540	4,540	-
51240	EMPLOYER - RETIREMENT PERS	201,070	177,346	220,480	143,363	158,310	186,970	186,970	186,970	28,660	18.1%
51243	PERS UNFUNDED LIABILITY	62,680	62,680	70,620	49,680	40,340	39,770	39,770	39,770	(570)	-1.4%
51245	EMPLOYER - PERS PICKUP	76,510	65,324	65,990	38,805	43,930	54,470	54,470	54,470	10,540	24.0%
51250	INSURANCE - MEDICAL	235,650	195,672	218,380	99,338	120,820	166,820	166,820	166,820	46,000	38.1%
51255	INSURANCE - VISION	6,520	5,379	6,660	2,622	3,090	3,690	3,690	3,690	600	19.4%
51260	INSURANCE - DENTAL	21,670	17,867	18,220	8,751	10,340	12,390	12,390	12,390	2,050	19.8%
51265	INSURANCE - LIFE	2,590	2,533	2,540	1,561	1,690	3,100	3,100	3,100	1,410	83.4%
51270	INSURANCE - DISABILITY	2,740	2,609	2,580	1,513	1,670	1,980	1,980	1,980	310	18.6%
	Total Personal Services	\$ 1,981,370	\$ 1,752,812	\$ 1,792,340	\$ 1,046,918	\$ 1,161,260	\$ 1,448,690	\$ 1,448,690	\$ 1,448,690	\$ 287,430	24.8%
52110	SUBSCRIPTIONS AND BOOKS	\$ 900	\$ 1,031	\$ 1,450	\$ 728	\$ 990	\$ 280	\$ 280	\$ 280	\$ (710)	-71.7%
52120	MAIL	100	-	50	-	50	250	250	250	200	400.0%
52130	SUPPLIES	3,100	1,797	2,400	3,700	3,000	6,850	6,850	6,850	3,850	128.3%
52320	ADVERTISING	8,800	4,889	6,800	775	1,000	1,000	1,000	1,000	-	-
52340	EMPLOYEE RECOGNITION	50	68	50	-	-	200	200	200	200	-
52360	RECRUITMENT FEES	-	3,708	-	60	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	4,810	4,280	4,410	2,633	2,360	3,900	3,900	3,900	1,540	65.3%
52410	TELEPHONE - CELLULAR	600	746	600	1,226	1,560	2,880	2,880	2,880	1,320	84.6%
52460	COMMUNICATION - OTHER	-	-	-	-	-	760	760	760	760	-
52510	TRAINING	17,120	7,237	19,470	4,730	9,800	5,250	5,250	5,250	(4,550)	-46.4%
52520	TRAVEL	4,500	30	4,500	-	-	-	-	-	-	-
52540	MEALS	3,200	2,662	2,800	867	2,000	1,000	1,000	1,000	(1,000)	-50.0%
52550	MILEAGE	400	151	350	206	180	600	600	600	420	233.3%
52670	OTHER PROFESSIONAL SERVICES	73,720	87,963	38,200	63,843	35,000	25,000	25,000	38,000	3,000	8.6%
52710	MEMBERSHIP DUES	3,650	2,570	4,050	1,295	2,400	2,000	2,000	2,000	(400)	-16.7%
52720	LICENSES / CERTIFICATIONS	-	40	40	-	50	50	50	50	-	-
52815	CONTROLLED EQUIPMENT	6,300	6,630	2,370	3,238	5,370	1,000	1,000	1,000	(4,370)	-81.4%
52820	SMALL EQUIPMENT AND SUPPLIES	-	589	-	1,367	-	400	400	400	400	-
52830	COMPUTER SOFTWARE AND LICENSES	57,300	67,390	67,210	41,498	40,500	41,450	41,450	41,450	950	2.3%
53211	LIABILITY INSURANCE	4,700	4,700	5,100	3,600	2,800	2,680	2,680	2,680	(120)	-4.3%
53320	EQUIPMENT MAINTENANCE	-	245	200	-	-	-	-	-	-	-
53510	BUILDING RENTAL	-	-	-	-	-	2,250	2,250	2,250	2,250	-
53812	INTRA CITY - DIRECT CHG (LABOR)	-	171	-	-	-	-	-	-	-	-



City of Salem Budget  
General Fund - City Manager  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
53830	RADIO	770	770	670	670	-	-	-	-	-	-
53851	COPY	10,650	16,933	12,100	1,151	1,600	2,000	2,000	2,000	400	25.0%
53854	PHOTOCOPIES	3,100	3,270	3,200	3,192	4,000	5,500	5,500	5,500	1,500	37.5%
54850	OTHER SPECIAL PAYMENTS	2,500	3,739	-	-	-	84,680	84,680	145,110	145,110	-
	Total Materials and Services	\$ 206,270	\$ 221,609	\$ 176,020	\$ 134,781	\$ 112,660	\$ 189,980	\$ 189,980	\$ 263,410	\$ 150,750	133.8%
	Total Expenditures	\$ 2,187,640	\$ 1,974,421	\$ 1,968,360	\$ 1,181,699	\$ 1,273,920	\$ 1,638,670	\$ 1,638,670	\$ 1,712,100	\$ 438,180	34.4%



City of Salem Budget  
General Fund - Community Development  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Expenditures</b>											
51010	SALARIES AND WAGES	\$ 2,339,010	\$ 2,128,953	\$ 2,337,110	\$ 2,140,267	\$ 2,658,940	\$ 2,542,600	\$ 2,542,600	\$ 2,542,600	\$ (116,340)	-4.4%
51020	SEASONAL AND RELIEF	-	20,117	-	(549)	-	-	-	-	-	-
51025	HOLIDAY - REGULAR	-	366	-	637	-	-	-	-	-	-
51030	OVERTIME	5,440	17,661	8,310	26,024	22,510	12,700	12,700	12,700	(9,810)	-43.6%
51090	DIFFERENTIAL	-	575	990	200	1,200	1,230	1,230	1,230	30	2.5%
51100	INCENTIVES	6,210	6,083	6,170	6,118	8,760	4,010	4,010	4,010	(4,750)	-54.2%
51120	LEAVE PAYOFF	10,210	14,764	7,530	15,736	12,490	12,820	12,820	12,820	330	2.6%
51130	CAR ALLOWANCE	3,300	2,792	2,230	2,204	2,230	2,230	2,230	2,230	-	-
51135	CELL PHONE ALLOWANCE	430	767	480	1,912	470	1,410	1,410	1,410	940	200.0%
51150	DEPT HEAD ANNUITY	7,160	6,932	7,440	7,372	7,480	8,040	8,040	8,040	560	7.5%
51195	OTHER PAY / BENEFITS	2,700	-	2,130	-	3,140	3,440	3,440	3,440	300	9.6%
51210	FICA AND MEDICARE	179,760	162,396	179,770	163,011	205,570	195,670	195,670	195,670	(9,900)	-4.8%
51221	WORKERS' COMP PREMIUM	32,690	32,690	33,680	33,680	-	13,420	13,420	13,420	13,420	-
51222	WORKERS' COMP STATE ASSMT	950	761	1,010	640	1,030	1,020	1,020	1,020	(10)	-1.0%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	13,430	13,430	13,430	13,430	-
51240	EMPLOYER - RETIREMENT PERS	345,180	315,724	440,160	392,306	490,570	477,180	477,180	477,180	(13,390)	-2.7%
51243	PERS UNFUNDED LIABILITY	124,280	124,280	133,300	133,300	134,530	150,080	150,080	150,080	15,550	11.6%
51245	EMPLOYER - PERS PICKUP	142,290	129,485	142,230	126,934	162,860	155,120	155,120	155,120	(7,740)	-4.8%
51250	INSURANCE - MEDICAL	578,630	513,483	604,040	501,513	678,980	575,750	575,750	575,750	(103,230)	-15.2%
51255	INSURANCE - VISION	15,390	13,953	15,930	13,436	17,410	14,570	14,570	14,570	(2,840)	-16.3%
51260	INSURANCE - DENTAL	50,720	45,326	51,670	43,714	58,200	48,300	48,300	48,300	(9,900)	-17.0%
51265	INSURANCE - LIFE	4,280	4,283	4,980	4,589	5,740	7,510	7,510	7,510	1,770	30.8%
51270	INSURANCE - DISABILITY	1,600	1,597	1,600	1,806	2,360	1,980	1,980	1,980	(380)	-16.1%
	Total Personal Services	\$ 3,850,230	\$ 3,542,989	\$ 3,980,760	\$ 3,614,849	\$ 4,474,470	\$ 4,242,510	\$ 4,242,510	\$ 4,242,510	\$ (231,960)	-5.2%
52110	SUBSCRIPTIONS AND BOOKS	\$ 2,220	\$ 2,361	\$ 2,360	\$ 1,473	\$ 2,370	\$ 2,350	\$ 2,350	\$ 2,350	\$ (20)	-0.8%
52120	MAIL	17,380	33,615	27,000	50,764	50,500	50,000	50,000	50,000	(500)	-1.0%
52130	SUPPLIES	16,600	75,390	24,120	38,835	28,680	25,550	25,550	25,550	(3,130)	-10.9%
52140	PRINTING AND DUPLICATION	-	2,841	-	80	-	-	-	-	-	-
52150	RECORDING FEES	500	755	500	1,143	500	550	550	550	50	10.0%
52320	ADVERTISING	25,000	14,589	25,400	11,728	25,450	20,450	20,450	20,450	(5,000)	-19.6%
52340	EMPLOYEE RECOGNITION	-	44	-	430	3,250	2,950	2,950	2,950	(300)	-9.2%
52360	RECRUITMENT FEES	-	118	200	509	500	500	500	500	-	-
52405	TELEPHONE - OFFICE	15,430	16,464	13,830	16,997	18,650	14,860	14,860	14,860	(3,790)	-20.3%
52410	TELEPHONE - CELLULAR	3,600	4,512	7,880	13,868	11,610	10,660	10,660	10,660	(950)	-8.2%
52460	COMMUNICATION - OTHER	5,400	9,146	5,620	1,823	6,110	5,260	5,260	5,260	(850)	-13.9%
52510	TRAINING	20,930	21,188	21,100	12,453	22,190	22,190	22,190	22,190	-	-
52520	TRAVEL	-	125	-	138	-	-	-	-	-	-
52540	MEALS	1,230	2,009	2,300	3,247	3,750	3,750	3,750	3,750	-	-
52550	MILEAGE	1,150	886	1,130	1,174	1,430	880	880	880	(550)	-38.5%
52640	ENGINEERING / ARCHITECT SERVICES	-	-	-	292	-	-	-	-	-	-
52660	TEMP EMPLOYMENT SERVICES	20,790	14,368	-	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	517,260	344,016	324,890	145,283	164,350	49,350	49,350	86,350	(78,000)	-47.5%
52710	MEMBERSHIP DUES	4,830	4,039	5,450	4,596	5,470	5,900	5,900	5,900	430	7.9%



City of Salem Budget  
General Fund - Community Development  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52720	LICENSES / CERTIFICATIONS	200	1,849	2,300	-	2,300	1,500	1,500	1,500	(800)	-34.8%
52810	SMALL TOOLS	-	25	-	-	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	14,080	17,055	10,920	20,252	19,500	19,500	19,500	19,500	-	-
52820	SMALL EQUIPMENT AND SUPPLIES	-	1,194	-	(243)	-	-	-	-	-	-
52830	COMPUTER SOFTWARE AND LICENSES	14,420	18,605	17,630	26,026	29,300	31,450	31,450	31,450	2,150	7.3%
52865	OTHER TECHNICAL SUPPLIES	-	72	-	-	-	-	-	-	-	-
52930	GASOLINE	8,010	9,003	8,350	11,128	9,800	10,640	10,640	10,640	840	8.6%
52950	LUBRICANTS	-	-	-	3	-	-	-	-	-	-
53211	LIABILITY INSURANCE	22,630	22,630	23,270	23,270	143,600	147,400	147,400	147,400	3,800	2.6%
53310	VEHICLE MAINTENANCE	5,120	7,526	5,120	10,894	5,120	5,120	5,120	5,120	-	-
53320	EQUIPMENT MAINTENANCE	2,000	-	2,050	-	12,050	2,250	2,250	2,250	(9,800)	-81.3%
53380	OTHER MAINTENANCE AND REPAIRS	-	2,508	-	2,315	-	-	-	-	-	-
53510	BUILDING RENTAL	-	966	-	3,949	4,190	2,170	2,170	2,170	(2,020)	-48.2%
53650	REFUSE DISPOSAL	-	1,820	-	-	-	-	-	-	-	-
53731	CLOTHING - UNIFORMS (TAXABLE)	-	70	-	-	-	-	-	-	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	4,120	1,922	4,120	410	-	-	-	-	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	-	3,399	-	9,519	4,120	4,120	4,120	4,120	-	-
53768	DIRECT BANKING FEES	3,300	1,742	3,300	1,632	3,300	3,300	3,300	3,300	-	-
53769	CARD PROCESSING FEES	9,900	12,837	10,900	17,485	14,700	16,530	16,530	16,530	1,830	12.4%
53770	BAD DEBT - WRITE OFF	7,500	7,235	9,500	7,358	9,500	9,500	9,500	9,500	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	-	1,786	-	8,200	-	-	-	-	-	-
53830	RADIO	22,650	22,650	20,280	20,280	21,130	21,720	21,720	21,720	590	2.8%
53840	MOTOR POOL RENTAL	11,680	17,050	12,120	12,110	19,660	14,500	14,500	14,500	(5,160)	-26.2%
53841	EQUIPMENT REPLACEMENT CHARGE	20,000	20,000	20,000	20,000	20,000	25,000	25,000	25,000	5,000	25.0%
53851	COPY	35,060	48,003	41,540	71,165	58,350	56,890	56,890	56,890	(1,460)	-2.5%
53852	MICROFILM	-	-	-	9,488	-	5,000	5,000	5,000	5,000	-
53854	PHOTOCOPIES	16,900	11,142	14,780	7,712	17,480	14,500	14,500	14,500	(2,980)	-17.0%
53860	BUILDING SERVICES	-	710	-	1,304	-	-	-	-	-	-
54811	SPECIAL PAYMENTS - PERMANENT EASEME	-	-	-	200	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	84,830	58,098	85,430	53,643	89,830	19,350	19,350	19,350	(70,480)	-78.5%
	Total Materials and Services	\$ 934,720	\$ 836,361	\$ 753,390	\$ 642,934	\$ 828,740	\$ 625,640	\$ 625,640	\$ 662,640	\$ (166,100)	-20.0%
55130	EQUIPMENT AND MACHINERY	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ (50,000)	-100.0%
55150	FLEET REPLACEMENT	-	19,195	-	-	-	-	-	-	-	-
	Total Capital Outlay	\$ -	\$ 19,195	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ (50,000)	-100.0%
62110	TRANSFERS TO OTHER FUNDS	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 10,960	\$ 10,000	\$ 10,000	\$ 10,000	\$ (960)	-8.8%
	Total Interfund Transfers	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 10,960	\$ 10,000	\$ 10,000	\$ 10,000	\$ (960)	-8.8%
	Total Expenditures	\$ 4,789,950	\$ 4,403,544	\$ 4,739,150	\$ 4,262,783	\$ 5,364,170	\$ 4,878,150	\$ 4,878,150	\$ 4,915,150	\$ (449,020)	-8.4%



City of Salem Budget  
General Fund - Finance  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Expenditures</b>											
51010	SALARIES AND WAGES	\$ 1,800,260	\$ 1,665,949	\$ 1,908,120	\$ 1,993,662	\$ 2,286,870	\$ 2,354,960	\$ 2,354,960	\$ 2,354,960	\$ 68,090	3.0%
51020	SEASONAL AND RELIEF	7,650	-	-	-	-	-	-	-	-	-
51030	OVERTIME	-	10,615	-	6,376	5,000	13,290	13,290	13,290	8,290	165.8%
51100	INCENTIVES	4,320	7,681	9,240	9,217	9,750	10,220	10,220	10,220	470	4.8%
51120	LEAVE PAYOFF	-	28,238	1,300	33,582	11,840	25,100	25,100	25,100	13,260	112.0%
51130	CAR ALLOWANCE	-	1,002	2,820	2,571	3,290	3,290	3,290	3,290	-	-
51145	MOVING ALLOWANCE	-	-	-	7,772	-	-	-	-	-	-
51150	DEPT HEAD ANNUITY	-	433	7,140	7,853	8,030	8,330	8,330	8,330	300	3.7%
51195	OTHER PAY / BENEFITS	2,950	-	3,780	-	3,820	5,430	5,430	5,430	1,610	42.1%
51210	FICA AND MEDICARE	138,640	126,881	146,390	153,538	175,540	182,740	182,740	182,740	7,200	4.1%
51221	WORKERS' COMP PREMIUM	15,390	15,390	12,980	15,620	-	11,480	11,480	11,480	11,480	-
51222	WORKERS' COMP STATE ASSMT	870	600	930	578	960	950	950	950	(10)	-1.0%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	11,990	11,990	11,990	11,990	-
51240	EMPLOYER - RETIREMENT PERS	245,550	228,196	347,420	355,809	413,600	446,150	446,150	446,150	32,550	7.9%
51243	PERS UNFUNDED LIABILITY	103,090	103,090	102,420	123,360	130,980	128,300	128,300	128,300	(2,680)	-2.0%
51245	EMPLOYER - PERS PICKUP	108,270	99,308	115,670	116,920	139,500	144,880	144,880	144,880	5,380	3.9%
51250	INSURANCE - MEDICAL	410,480	375,149	439,240	440,604	548,150	506,810	506,810	506,810	(41,340)	-7.5%
51255	INSURANCE - VISION	11,080	10,363	10,790	11,727	14,080	12,630	12,630	12,630	(1,450)	-10.3%
51260	INSURANCE - DENTAL	36,540	33,358	39,150	38,415	46,670	42,030	42,030	42,030	(4,640)	-9.9%
51265	INSURANCE - LIFE	3,790	3,753	4,570	4,611	5,470	8,190	8,190	8,190	2,720	49.7%
51270	INSURANCE - DISABILITY	2,420	2,404	2,560	3,171	3,630	3,690	3,690	3,690	60	1.7%
	Total Personal Services	\$ 2,891,300	\$ 2,712,408	\$ 3,154,520	\$ 3,325,386	\$ 3,807,180	\$ 3,920,460	\$ 3,920,460	\$ 3,920,460	\$ 113,280	3.0%
52110	SUBSCRIPTIONS AND BOOKS	\$ 7,000	\$ 455	\$ 2,000	\$ 170	\$ 2,450	\$ 3,300	\$ 3,300	\$ 3,300	\$ 850	34.7%
52120	MAIL	20,000	17,694	19,850	18,869	20,460	23,850	23,850	23,850	3,390	16.6%
52130	SUPPLIES	26,000	21,982	25,310	16,182	26,110	23,610	23,610	23,610	(2,500)	-9.6%
52150	RECORDING FEES	40	32	40	43	40	40	40	40	-	-
52320	ADVERTISING	1,000	-	1,000	1,678	7,000	7,000	7,000	7,000	-	-
52340	EMPLOYEE RECOGNITION	-	64	-	37	-	-	-	-	-	-
52360	RECRUITMENT FEES	500	950	530	715	540	540	540	540	-	-
52405	TELEPHONE - OFFICE	13,140	13,145	11,900	13,266	11,910	12,070	12,070	12,070	160	1.3%
52510	TRAINING	18,800	11,235	15,400	12,178	35,810	38,490	38,490	38,490	2,680	7.5%
52540	MEALS	1,200	1,650	1,200	541	2,200	1,890	1,890	1,890	(310)	-14.1%
52550	MILEAGE	500	-	530	-	150	-	-	-	(150)	-100.0%
52650	LEGAL / COURT SERVICES	-	204	-	-	-	5,000	5,000	5,000	5,000	-
52670	OTHER PROFESSIONAL SERVICES	99,700	78,443	97,700	76,962	103,600	106,750	106,750	106,750	3,150	3.0%
52710	MEMBERSHIP DUES	2,530	7,214	7,360	7,100	7,140	7,410	7,410	7,410	270	3.8%
52720	LICENSES / CERTIFICATIONS	1,000	-	1,000	1,970	2,000	2,040	2,040	2,040	40	2.0%
52815	CONTROLLED EQUIPMENT	14,990	25,405	5,470	9,402	10,390	8,360	8,360	8,360	(2,030)	-19.5%
52820	SMALL EQUIPMENT AND SUPPLIES	5,820	6,370	2,000	17,756	2,000	2,000	2,000	2,000	-	-
52830	COMPUTER SOFTWARE AND LICENSES	19,480	15,804	21,190	49,409	45,330	63,040	63,040	63,040	17,710	39.1%
53211	LIABILITY INSURANCE	7,690	7,690	7,330	8,830	9,170	8,710	8,710	8,710	(460)	-5.0%
53320	EQUIPMENT MAINTENANCE	510	504	510	860	530	530	530	530	-	-
53380	OTHER MAINTENANCE AND REPAIRS	-	380	-	3,701	-	-	-	-	-	-



City of Salem Budget  
General Fund - Finance  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
53510	BUILDING RENTAL	2,500	2,288	2,510	2,392	2,510	2,500	2,500	2,500	(10)	-0.4%
53734	SAFETY CLOTHING AND EQUIPMENT	-	-	-	238	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	19,020	214	10,000	-	5,000	5,000	5,000	5,000	-	-
53799	OTHER EXPENSES	-	1,072	-	1,061	-	-	-	-	-	-
53851	COPY	20,000	17,668	18,600	28,784	32,600	36,600	36,600	36,600	4,000	12.3%
53854	PHOTOCOPIES	10,000	6,511	8,240	6,313	8,360	8,740	8,740	8,740	380	4.5%
	Total Materials and Services	\$ 291,420	\$ 236,974	\$ 259,670	\$ 278,457	\$ 335,300	\$ 367,470	\$ 367,470	\$ 367,470	\$ 32,170	9.6%
	Total Expenditures	\$ 3,182,720	\$ 2,949,382	\$ 3,414,190	\$ 3,603,843	\$ 4,142,480	\$ 4,287,930	\$ 4,287,930	\$ 4,287,930	\$ 145,450	3.5%



City of Salem Budget  
General Fund - Fire  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Expenditures</b>											
51010	SALARIES AND WAGES	\$ 15,568,930	\$ 15,150,395	\$ 16,043,310	\$ 15,377,327	\$ 16,707,250	\$ 17,015,760	\$ 17,015,760	\$ 17,015,760	\$ 308,510	1.8%
51020	SEASONAL AND RELIEF	-	(1,426)	-	-	-	-	-	-	-	-
51025	HOLIDAY - REGULAR	-	-	-	35	3,990	3,020	3,020	3,020	(970)	-24.3%
51030	OVERTIME	1,489,920	1,700,287	1,461,900	2,134,131	1,759,390	2,401,000	2,401,000	2,401,000	641,610	36.5%
51080	STANDBY	37,540	12,668	38,710	10,092	54,000	41,260	41,260	41,260	(12,740)	-23.6%
51100	INCENTIVES	1,122,170	1,155,907	1,095,720	1,075,808	1,026,040	1,086,930	1,086,930	1,086,930	60,890	5.9%
51120	LEAVE PAYOFF	156,800	56,379	135,990	150,463	75,780	146,350	146,350	146,350	70,570	93.1%
51145	MOVING ALLOWANCE	-	1,622	-	5,000	-	-	-	-	-	-
51150	DEPT HEAD ANNUITY	8,400	8,256	8,400	8,586	8,490	9,140	9,140	9,140	650	7.7%
51195	OTHER PAY / BENEFITS	-	(13,256)	-	(75,092)	1,080	1,080	1,080	1,080	-	-
51210	FICA AND MEDICARE	1,397,550	1,348,096	1,427,100	1,388,493	1,493,810	1,573,180	1,573,180	1,573,180	79,370	5.3%
51221	WORKERS' COMP PREMIUM	446,570	446,570	508,810	508,810	-	377,250	377,250	377,250	377,250	-
51222	WORKERS' COMP STATE ASSMT	4,920	5,826	5,310	4,863	5,320	5,290	5,290	5,290	(30)	-0.6%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	103,510	103,510	103,510	103,510	-
51240	EMPLOYER - RETIREMENT PERS	3,554,850	3,391,861	4,379,210	4,375,488	4,556,090	4,742,070	4,742,070	4,742,070	185,980	4.1%
51243	PERS UNFUNDED LIABILITY	887,970	887,960	969,890	969,890	1,004,090	1,033,660	1,033,660	1,033,660	29,570	2.9%
51245	EMPLOYER - PERS PICKUP	1,103,020	1,062,793	1,127,040	1,116,074	1,178,100	1,242,200	1,242,200	1,242,200	64,100	5.4%
51246	EMPLR - PERS IAP OPTION	-	-	-	-	-	391,100	391,100	391,100	391,100	-
51250	INSURANCE - MEDICAL	3,390,200	3,253,763	3,535,490	3,366,524	3,670,650	3,998,700	3,998,700	3,998,700	328,050	8.9%
51255	INSURANCE - VISION	90,500	86,939	89,590	87,020	92,140	91,310	91,310	91,310	(830)	-0.9%
51260	INSURANCE - DENTAL	303,580	293,040	304,180	294,737	313,400	331,890	331,890	331,890	18,490	5.9%
51265	INSURANCE - LIFE	18,510	18,035	19,050	17,993	19,150	28,260	28,260	28,260	9,110	47.6%
51270	INSURANCE - DISABILITY	2,360	2,113	2,420	2,333	2,430	2,470	2,470	2,470	40	1.6%
51275	OTHER HEALTH BENEFITS	177,660	160,469	182,530	170,480	182,540	218,370	218,370	218,370	35,830	19.6%
51310	PHYSICAL EXAMINATIONS	-	18,245	-	7,894	-	33,200	33,200	33,200	33,200	-
	Total Personal Services	\$ 29,761,450	\$ 29,046,542	\$ 31,334,650	\$ 30,996,948	\$ 32,153,740	\$ 34,877,000	\$ 34,877,000	\$ 34,877,000	\$ 2,723,260	8.5%
52110	SUBSCRIPTIONS AND BOOKS	\$ 8,800	\$ 1,972	\$ 14,310	\$ 3,330	\$ 12,750	\$ 13,400	\$ 13,400	\$ 13,400	\$ 650	5.1%
52120	MAIL	2,200	1,006	1,490	1,236	1,500	1,400	1,400	1,400	(100)	-6.7%
52130	SUPPLIES	58,500	50,033	67,730	56,769	51,700	61,700	61,700	61,700	10,000	19.3%
52140	PRINTING AND DUPLICATION	-	-	1,000	-	-	-	-	-	-	-
52320	ADVERTISING	1,100	722	-	-	1,000	500	500	500	(500)	-50.0%
52340	EMPLOYEE RECOGNITION	3,400	808	3,400	1,014	3,400	5,400	5,400	5,400	2,000	58.8%
52360	RECRUITMENT FEES	31,240	34,211	14,000	20,988	15,500	10,500	10,500	10,500	(5,000)	-32.3%
52405	TELEPHONE - OFFICE	40,170	43,565	37,720	39,402	31,960	34,070	34,070	34,070	2,110	6.6%
52410	TELEPHONE - CELLULAR	23,980	24,104	25,420	28,116	26,300	26,800	26,800	26,800	500	1.9%
52430	PAGERS	-	-	-	212	-	-	-	-	-	-
52460	COMMUNICATION - OTHER	81,910	55,723	58,240	61,017	58,790	52,760	52,760	52,760	(6,030)	-10.3%
52510	TRAINING	76,200	43,666	84,200	30,920	78,500	72,900	72,900	72,900	(5,600)	-7.1%
52540	MEALS	750	2,229	750	2,638	780	500	500	500	(280)	-35.9%
52550	MILEAGE	1,500	39	500	48	600	500	500	500	(100)	-16.7%
52650	LEGAL / COURT SERVICES	-	-	-	25	-	-	-	-	-	-
52660	TEMP EMPLOYMENT SERVICES	-	-	-	30	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	129,660	146,237	145,120	196,771	141,710	164,470	164,470	164,470	22,760	16.1%



City of Salem Budget  
General Fund - Fire  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52710	MEMBERSHIP DUES	2,210	1,559	2,350	2,794	2,630	3,090	3,090	3,090	460	17.5%
52720	LICENSES / CERTIFICATIONS	700	5,310	700	5,664	900	900	900	900	-	-
52740	PERMITS	-	-	-	138	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	10,340	14,178	28,910	23,091	18,800	17,200	17,200	17,820	(980)	-5.2%
52820	SMALL EQUIPMENT AND SUPPLIES	246,620	223,623	232,280	184,098	285,020	247,330	247,330	251,160	(33,860)	-11.9%
52830	COMPUTER SOFTWARE AND LICENSES	111,170	74,194	93,550	85,837	112,600	138,200	138,200	138,200	25,600	22.7%
52850	TIRES AND TUBES	-	-	-	21	-	-	-	-	-	-
52910	DIESEL FUEL	135,000	140,999	138,000	95,452	140,000	110,000	110,000	110,000	(30,000)	-21.4%
52930	GASOLINE	17,400	15,701	21,360	13,555	21,350	21,420	21,420	21,420	70	0.3%
52940	LP / CNG GAS	-	32	-	52	-	-	-	-	-	-
52950	LUBRICANTS	-	13	-	-	-	-	-	-	-	-
53210	INSURANCE	-	-	-	25,266	-	-	-	-	-	-
53211	LIABILITY INSURANCE	190,060	190,060	150,950	150,950	143,840	159,050	159,050	159,050	15,210	10.6%
53310	VEHICLE MAINTENANCE	247,600	329,397	322,990	479,366	366,160	407,900	407,900	407,900	41,740	11.4%
53320	EQUIPMENT MAINTENANCE	21,850	27,855	21,470	19,794	24,350	24,350	24,350	24,350	-	-
53370	HYDRANT REPAIRS	1,750	238	2,100	960	1,750	1,750	1,750	1,750	-	-
53375	CHEMICALS	500	-	500	-	500	500	500	500	-	-
53380	OTHER MAINTENANCE AND REPAIRS	500	40	500	-	500	500	500	500	-	-
53510	BUILDING RENTAL	16,650	16,650	17,150	15,721	19,000	-	-	-	(19,000)	-100.0%
53530	OUTSIDE RENTAL	1,000	-	1,000	-	1,000	1,000	1,000	1,000	-	-
53610	GAS	27,000	20,325	27,050	20,902	27,200	27,000	27,000	27,000	(200)	-0.7%
53620	ELECTRIC	108,000	118,926	115,500	109,948	115,500	115,000	115,000	115,000	(500)	-0.4%
53650	REFUSE DISPOSAL	9,400	10,140	9,830	13,566	10,730	10,700	10,700	10,700	(30)	-0.3%
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	104,060	66,809	80,300	59,579	97,440	83,190	83,190	87,910	(9,530)	-9.8%
53734	SAFETY CLOTHING AND EQUIPMENT	358,520	321,960	320,900	161,037	291,900	259,890	259,890	286,590	(5,310)	-1.8%
53740	CLOTHING - CLEANING CHARGES	1,500	-	1,500	-	1,500	1,500	1,500	1,500	-	-
53768	DIRECT BANKING FEES	500	91	260	118	260	250	250	250	(10)	-3.8%
53769	CARD PROCESSING FEES	3,000	5,815	6,500	8,347	7,000	8,000	8,000	8,000	1,000	14.3%
53770	BAD DEBT - WRITE OFF	-	88	-	88	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	9,000	19,770	19,000	12,708	19,000	20,000	20,000	20,000	1,000	5.3%
53813	INTRA CITY - BUDGETED TRANSFERS	1,603,520	1,603,520	1,665,070	1,665,070	1,790,180	1,923,510	1,923,510	1,923,510	133,330	7.4%
53830	RADIO	528,020	528,020	533,640	533,640	521,270	509,270	509,270	509,270	(12,000)	-2.3%
53840	MOTOR POOL RENTAL	343,030	343,016	416,210	416,031	482,330	487,610	487,610	487,610	5,280	1.1%
53841	EQUIPMENT REPLACEMENT CHARGE	-	-	-	-	1,500	-	-	-	(1,500)	-100.0%
53851	COPY	4,400	2,159	4,620	1,965	3,090	4,630	4,630	4,630	1,540	49.8%
53853	PRINTING	100	-	-	-	-	-	-	-	-	-
53854	PHOTOCOPIES	8,500	8,765	12,490	7,619	12,400	12,400	12,400	12,400	-	-
53860	BUILDING SERVICES	22,250	14,034	8,840	4,673	5,000	5,100	5,100	5,100	100	2.0%
Total Materials and Services		\$ 4,593,560	\$ 4,507,602	\$ 4,709,400	\$ 4,560,563	\$ 4,949,190	\$ 5,046,140	\$ 5,046,140	\$ 5,082,010	\$ 132,820	2.7%
55150	FLEET REPLACEMENT	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ (50,000)	-100.0%
Total Capital Outlay		\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ (50,000)	-100.0%
Total Expenditures		\$ 34,355,010	\$ 33,554,144	\$ 36,044,050	\$ 35,557,511	\$ 37,152,930	\$ 39,923,140	\$ 39,923,140	\$ 39,959,010	\$ 2,806,080	7.6%



City of Salem Budget  
General Fund - Facilities Services  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Expenditures</b>											
51010	SALARIES AND WAGES	\$ 1,537,130	\$ 1,457,765	\$ 1,586,440	\$ 1,491,427	\$ 1,821,100	\$ 1,889,530	\$ 1,889,530	\$ 1,889,530	\$ 68,430	3.8%
51020	SEASONAL AND RELIEF	34,050	-	-	-	-	-	-	-	-	-
51025	HOLIDAY - REGULAR	-	-	-	131	-	-	-	-	-	-
51030	OVERTIME	7,460	8,209	7,100	6,636	7,460	7,310	7,310	7,310	(150)	-2.0%
51080	STANDBY	500	-	490	-	520	-	-	-	(520)	-100.0%
51090	DIFFERENTIAL	16,200	16,034	18,400	17,922	18,940	25,450	25,450	25,450	6,510	34.4%
51100	INCENTIVES	-	2,084	3,820	3,890	4,080	4,300	4,300	4,300	220	5.4%
51120	LEAVE PAYOFF	11,750	15,370	7,000	22,962	10,000	10,000	10,000	10,000	-	-
51130	CAR ALLOWANCE	3,240	1,778	-	(75)	-	-	-	-	-	-
51195	OTHER PAY / BENEFITS	-	-	2,700	-	2,710	2,710	2,710	2,710	-	-
51210	FICA AND MEDICARE	123,190	112,738	124,180	115,755	142,470	148,160	148,160	148,160	5,690	4.0%
51221	WORKERS' COMP PREMIUM	39,020	39,020	13,410	13,410	-	17,780	17,780	17,780	17,780	-
51222	WORKERS' COMP STATE ASSMT	810	595	810	517	810	810	810	810	-	-
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	9,700	9,700	9,700	9,700	-
51240	EMPLOYER - RETIREMENT PERS	264,700	244,002	338,870	319,098	374,170	386,460	386,460	386,460	12,290	3.3%
51243	PERS UNFUNDED LIABILITY	86,460	86,460	87,840	87,840	91,390	102,340	102,340	102,340	10,950	12.0%
51245	EMPLOYER - PERS PICKUP	96,620	87,037	97,410	91,789	111,740	116,190	116,190	116,190	4,450	4.0%
51250	INSURANCE - MEDICAL	459,050	431,441	464,840	462,483	621,160	665,910	665,910	665,910	44,750	7.2%
51255	INSURANCE - VISION	12,520	11,964	12,510	12,505	16,140	16,120	16,120	16,120	(20)	-0.1%
51260	INSURANCE - DENTAL	40,660	39,131	41,280	41,389	53,880	53,980	53,980	53,980	100	0.2%
51265	INSURANCE - LIFE	3,100	3,286	3,850	3,559	4,420	6,670	6,670	6,670	2,250	50.9%
51270	INSURANCE - DISABILITY	940	1,055	1,190	1,153	1,270	1,270	1,270	1,270	-	-
	Total Personal Services	\$ 2,737,400	\$ 2,557,967	\$ 2,812,140	\$ 2,692,391	\$ 3,282,260	\$ 3,464,690	\$ 3,464,690	\$ 3,464,690	\$ 182,430	5.6%
52120	MAIL	\$ 720	\$ -	\$ 650	\$ 29	\$ 580	\$ 560	\$ 560	\$ 560	\$ (20)	-3.4%
52130	SUPPLIES	74,870	87,373	77,120	86,920	94,120	94,120	94,120	94,120	-	-
52140	PRINTING AND DUPLICATION	-	245	-	-	-	-	-	-	-	-
52320	ADVERTISING	3,100	469	1,000	263	1,000	1,000	1,000	1,000	-	-
52360	RECRUITMENT FEES	-	170	-	-	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	8,400	7,879	6,470	5,905	3,450	3,540	3,540	3,540	90	2.6%
52410	TELEPHONE - CELLULAR	9,900	9,919	11,400	9,965	11,400	11,400	11,400	11,400	-	-
52510	TRAINING	2,500	654	5,000	238	5,000	5,000	5,000	5,000	-	-
52550	MILEAGE	-	1,343	4,000	2,209	3,600	3,060	3,060	3,060	(540)	-15.0%
52640	ENGINEERING / ARCHITECT SERVICES	20,000	13,430	50,430	6,442	20,000	20,000	20,000	20,000	-	-
52660	TEMP EMPLOYMENT SERVICES	6,200	54,928	40,000	56,398	10,000	-	-	-	(10,000)	-100.0%
52670	OTHER PROFESSIONAL SERVICES	485,720	601,212	387,200	433,310	413,770	409,500	409,500	479,500	65,730	15.9%
52720	LICENSES / CERTIFICATIONS	-	150	-	-	-	-	-	-	-	-
52740	PERMITS	3,070	3,086	3,160	1,259	3,320	2,990	2,990	2,990	(330)	-9.9%
52810	SMALL TOOLS	3,500	5,605	3,500	10,060	3,500	3,680	3,680	3,680	180	5.1%
52815	CONTROLLED EQUIPMENT	2,000	2,945	2,640	2,855	2,640	14,600	14,600	14,600	11,960	453.0%
52820	SMALL EQUIPMENT AND SUPPLIES	-	467	-	11,288	-	-	-	-	-	-
52830	COMPUTER SOFTWARE AND LICENSES	18,910	18,904	22,270	20,184	20,000	21,200	21,200	21,200	1,200	6.0%
52910	DIESEL FUEL	300	-	-	-	-	-	-	-	-	-
52930	GASOLINE	16,000	13,645	16,000	15,854	16,000	16,000	16,000	16,000	-	-



City of Salem Budget  
General Fund - Facilities Services  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52950	LUBRICANTS	120	3	120	7	130	130	130	130	-	-
53210	INSURANCE	1,460	1,387	1,460	1,388	1,460	1,460	1,460	1,460	-	-
53211	LIABILITY INSURANCE	45,210	45,210	44,580	44,580	103,470	134,440	134,440	134,440	30,970	29.9%
53310	VEHICLE MAINTENANCE	12,000	8,601	12,000	12,628	12,000	12,000	12,000	12,000	-	-
53320	EQUIPMENT MAINTENANCE	1,000	18	2,000	23	500	500	500	500	-	-
53375	CHEMICALS	2,000	2,656	2,400	4,899	2,400	2,400	2,400	2,400	-	-
53380	OTHER MAINTENANCE AND REPAIRS	139,900	164,838	159,660	170,308	168,690	159,660	159,660	159,660	(9,030)	-5.4%
53530	OUTSIDE RENTAL	5,000	3,863	5,500	42,654	5,500	5,500	5,500	5,500	-	-
53610	GAS	33,000	44,107	41,250	45,452	42,410	43,700	43,700	43,700	1,290	3.0%
53620	ELECTRIC	434,400	373,985	337,300	266,759	337,300	322,690	322,690	322,690	(14,610)	-4.3%
53650	REFUSE DISPOSAL	15,000	20,198	18,000	19,082	18,000	19,000	19,000	19,000	1,000	5.6%
53731	CLOTHING - UNIFORMS (TAXABLE)	3,000	2,182	2,700	556	2,700	2,430	2,430	2,430	(270)	-10.0%
53734	SAFETY CLOTHING AND EQUIPMENT	5,000	3,316	5,000	2,394	4,500	4,500	4,500	4,500	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	2,000	(801)	2,000	(683)	1,800	-	-	-	(1,800)	-100.0%
53830	RADIO	12,650	12,650	12,550	12,550	4,540	3,460	3,460	3,460	(1,080)	-23.8%
53840	MOTOR POOL RENTAL	25,600	28,880	27,420	27,325	22,610	27,690	27,690	27,690	5,080	22.5%
53841	EQUIPMENT REPLACEMENT CHARGE	38,000	38,000	60,000	60,000	50,000	64,000	64,000	64,000	14,000	28.0%
53851	COPY	1,300	989	1,180	976	1,120	1,120	1,120	1,120	-	-
53854	PHOTOCOPIES	2,200	2,284	2,320	2,164	2,320	2,320	2,320	2,320	-	-
53855	SHOPS FACILITIES MAINTENANCE	8,060	8,060	6,680	6,680	7,300	7,880	7,880	7,880	580	7.9%
	Total Materials and Services	\$ 1,442,090	\$ 1,582,847	\$ 1,374,960	\$ 1,382,918	\$ 1,397,130	\$ 1,421,530	\$ 1,421,530	\$ 1,491,530	\$ 94,400	6.8%
55130	EQUIPMENT AND MACHINERY	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ (50,000)	-83.3%
	Total Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ (50,000)	-83.3%
62110	TRANSFERS TO OTHER FUNDS	\$ 125,600	\$ 125,600	\$ 110,860	\$ 110,860	\$ 113,000	\$ 115,260	\$ 115,260	\$ 115,260	\$ 2,260	2.0%
	Total Interfund Transfers	\$ 125,600	\$ 125,600	\$ 110,860	\$ 110,860	\$ 113,000	\$ 115,260	\$ 115,260	\$ 115,260	\$ 2,260	2.0%
	Total Expenditures	\$ 4,305,090	\$ 4,266,414	\$ 4,297,960	\$ 4,186,170	\$ 4,852,390	\$ 5,011,480	\$ 5,011,480	\$ 5,081,480	\$ 229,090	4.7%



City of Salem Budget  
General Fund - Human Resources  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Expenditures</b>											
51010	SALARIES AND WAGES	\$ 764,560	\$ 744,174	\$ 794,360	\$ 778,384	\$ 871,090	\$ 801,500	\$ 951,500	\$ 951,500	\$ 80,410	9.2%
51030	OVERTIME	1,270	465	1,500	615	1,340	1,490	1,490	1,490	150	11.2%
51100	INCENTIVES	3,260	3,228	3,400	3,392	9,310	3,830	3,830	3,830	(5,480)	-58.9%
51120	LEAVE PAYOFF	5,840	6,699	-	4,445	-	10,020	10,020	10,020	10,020	-
51130	CAR ALLOWANCE	1,140	1,144	1,130	1,144	1,130	1,130	1,130	1,130	-	-
51135	CELL PHONE ALLOWANCE	430	(9)	-	-	-	-	-	-	-	-
51150	DEPT HEAD ANNUITY	7,790	7,515	7,780	7,816	7,920	-	-	-	(7,920)	-100.0%
51195	OTHER PAY / BENEFITS	2,700	-	-	-	-	2,720	2,720	2,720	2,720	-
51210	FICA AND MEDICARE	57,600	55,325	59,840	57,943	65,980	74,050	74,050	74,050	8,070	12.2%
51221	WORKERS' COMP PREMIUM	6,710	6,710	6,210	6,210	-	6,850	6,850	6,850	6,850	-
51222	WORKERS' COMP STATE ASSMT	270	208	270	189	270	260	260	260	(10)	-3.7%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	4,800	4,800	4,800	4,800	-
51240	EMPLOYER - RETIREMENT PERS	124,190	119,637	163,330	158,441	177,770	181,350	181,350	181,350	3,580	2.0%
51243	PERS UNFUNDED LIABILITY	43,680	43,680	43,530	43,530	45,630	48,860	48,860	48,860	3,230	7.1%
51245	EMPLOYER - PERS PICKUP	47,060	45,105	48,490	46,289	53,430	58,080	58,080	58,080	4,650	8.7%
51250	INSURANCE - MEDICAL	149,510	152,964	173,110	154,543	181,270	211,670	211,670	211,670	30,400	16.8%
51255	INSURANCE - VISION	3,980	4,186	4,570	4,075	4,670	5,290	5,290	5,290	620	13.3%
51260	INSURANCE - DENTAL	13,280	13,430	15,130	13,292	15,560	17,670	17,670	17,670	2,110	13.6%
51265	INSURANCE - LIFE	1,910	1,779	2,090	1,860	2,320	3,630	3,630	3,630	1,310	56.5%
51270	INSURANCE - DISABILITY	2,040	2,017	2,140	2,080	2,350	2,630	2,630	2,630	280	11.9%
	Total Personal Services	\$ 1,237,220	\$ 1,208,257	\$ 1,326,880	\$ 1,284,248	\$ 1,440,040	\$ 1,435,830	\$ 1,585,830	\$ 1,585,830	\$ 145,790	10.1%
52110	SUBSCRIPTIONS AND BOOKS	\$ 800	\$ -	\$ 800	\$ -	\$ 800	\$ 800	\$ 800	\$ 800	\$ -	-
52120	MAIL	1,100	2,793	1,470	2,090	1,540	1,470	1,470	1,470	(70)	-4.5%
52130	SUPPLIES	10,600	3,671	10,650	2,790	9,660	9,660	9,660	9,660	-	-
52360	RECRUITMENT FEES	22,570	23,703	5,000	8,475	5,000	5,000	5,000	5,000	-	-
52405	TELEPHONE - OFFICE	4,070	4,160	3,940	3,935	3,920	3,570	3,570	3,570	(350)	-8.9%
52410	TELEPHONE - CELLULAR	2,000	2,896	2,100	5,693	3,080	4,140	4,140	4,140	1,060	34.4%
52510	TRAINING	30,000	33,442	35,000	15,942	39,000	35,000	35,000	115,590	76,590	196.4%
52530	LODGING	-	-	-	70	-	-	-	-	-	-
52540	MEALS	-	538	-	284	-	-	-	-	-	-
52550	MILEAGE	600	-	600	45	560	-	-	-	(560)	-100.0%
52670	OTHER PROFESSIONAL SERVICES	106,780	87,645	72,240	42,684	72,240	210,010	210,010	210,010	137,770	190.7%
52710	MEMBERSHIP DUES	1,330	308	1,330	696	1,330	1,330	1,330	1,330	-	-
52815	CONTROLLED EQUIPMENT	5,660	5,125	-	-	2,640	7,100	7,100	7,100	4,460	168.9%
52830	COMPUTER SOFTWARE AND LICENSES	64,440	59,196	102,100	56,273	93,000	93,000	93,000	93,000	-	-
53211	LIABILITY INSURANCE	3,480	3,480	3,150	3,150	3,150	3,320	3,320	3,320	170	5.4%
53530	OUTSIDE RENTAL	-	-	840	560	840	840	840	840	-	-
53851	COPY	4,240	763	3,920	1,241	3,920	3,920	3,920	3,920	-	-
53854	PHOTOCOPIES	10,260	16,195	10,200	14,072	8,820	8,770	8,770	8,770	(50)	-0.6%
	Total Materials and Services	\$ 267,930	\$ 243,914	\$ 253,340	\$ 158,000	\$ 249,500	\$ 387,930	\$ 387,930	\$ 468,520	\$ 219,020	87.8%
	Total Expenditures	\$ 1,505,150	\$ 1,452,171	\$ 1,580,220	\$ 1,442,248	\$ 1,689,540	\$ 1,823,760	\$ 1,973,760	\$ 2,054,350	\$ 364,810	21.6%



City of Salem Budget  
General Fund - Information Technology  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Expenditures</b>											
51010	SALARIES AND WAGES	\$ 4,445,620	\$ 4,101,362	\$ 4,461,730	\$ 4,434,304	\$ 5,094,290	\$ 5,305,600	\$ 5,305,600	\$ 5,305,600	\$ 211,310	4.1%
51020	SEASONAL AND RELIEF	122,610	166,622	155,130	86,026	97,800	100,130	100,130	100,130	2,330	2.4%
51025	HOLIDAY - REGULAR	-	104	-	-	-	-	-	-	-	-
51030	OVERTIME	2,390	1,519	2,450	4,963	2,540	3,300	3,300	3,300	760	29.9%
51120	LEAVE PAYOFF	13,000	13,761	7,910	24,831	41,690	38,400	38,400	38,400	(3,290)	-7.9%
51130	CAR ALLOWANCE	1,140	1,643	2,200	2,254	2,220	2,230	2,230	2,230	10	0.5%
51150	DEPT HEAD ANNUITY	7,840	7,572	7,860	7,875	7,950	8,550	8,550	8,550	600	7.5%
51195	OTHER PAY / BENEFITS	5,650	-	16,690	-	18,860	13,010	13,010	13,010	(5,850)	-31.0%
51210	FICA AND MEDICARE	348,940	318,765	352,600	339,926	398,800	415,090	415,090	415,090	16,290	4.1%
51221	WORKERS' COMP PREMIUM	32,040	32,040	32,840	32,840	-	26,110	26,110	26,110	26,110	-
51222	WORKERS' COMP STATE ASSMT	1,380	1,157	1,480	1,051	1,580	1,580	1,580	1,580	-	-
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	26,780	26,780	26,780	26,780	-
51240	EMPLOYER - RETIREMENT PERS	700,830	613,086	884,070	856,792	1,000,750	1,039,880	1,039,880	1,039,880	39,130	3.9%
51243	PERS UNFUNDED LIABILITY	237,470	237,470	252,910	252,910	254,070	285,300	285,300	285,300	31,230	12.3%
51245	EMPLOYER - PERS PICKUP	273,730	242,555	274,440	259,175	314,790	327,480	327,480	327,480	12,690	4.0%
51250	INSURANCE - MEDICAL	868,340	729,574	811,280	764,723	938,580	1,007,900	1,007,900	1,007,900	69,320	7.4%
51255	INSURANCE - VISION	22,080	18,216	19,890	18,910	22,970	24,600	24,600	24,600	1,630	7.1%
51260	INSURANCE - DENTAL	77,680	62,460	68,910	65,320	81,050	84,780	84,780	84,780	3,730	4.6%
51265	INSURANCE - LIFE	5,510	6,018	6,620	6,904	7,610	11,620	11,620	11,620	4,010	52.7%
51270	INSURANCE - DISABILITY	1,180	1,454	1,540	1,590	1,780	2,100	2,100	2,100	320	18.0%
	Total Personal Services	\$ 7,167,430	\$ 6,555,379	\$ 7,360,550	\$ 7,160,394	\$ 8,287,330	\$ 8,724,440	\$ 8,724,440	\$ 8,724,440	\$ 437,110	5.3%
52110	SUBSCRIPTIONS AND BOOKS	\$ 2,000	\$ 12,912	\$ 20,510	\$ 16,381	\$ 18,670	\$ 16,500	\$ 16,500	\$ 16,500	\$ (2,170)	- 6%
52120	MAIL	200	145	100	94	100	100	100	100	-	-
52130	SUPPLIES	7,100	6,354	6,500	6,570	6,500	4,550	4,550	4,550	(1,950)	-30.0%
52320	ADVERTISING	-	470	-	-	-	-	-	-	-	-
52340	EMPLOYEE RECOGNITION	-	1,053	-	840	-	-	-	-	-	-
52360	RECRUITMENT FEES	400	215	-	195	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	19,950	21,634	20,280	21,424	19,560	19,540	19,540	19,540	(20)	-0.1%
52410	TELEPHONE - CELLULAR	9,360	9,553	7,800	10,024	9,840	10,140	10,140	10,140	300	3.0%
52460	COMMUNICATION - OTHER	11,580	35,766	11,880	31,652	41,760	40,670	40,670	40,670	(1,090)	-2.6%
52510	TRAINING	11,030	33,722	-	37,817	9,440	20,950	20,950	20,950	11,510	121.9%
52520	TRAVEL	-	1,029	-	417	1,410	-	-	-	(1,410)	-100.0%
52540	MEALS	-	452	-	619	-	-	-	-	-	-
52550	MILEAGE	2,300	1,424	1,920	1,403	1,920	-	-	-	(1,920)	-100.0%
52670	OTHER PROFESSIONAL SERVICES	178,640	185,084	124,480	136,552	170,480	72,200	72,200	138,590	(31,890)	-18.7%
52710	MEMBERSHIP DUES	1,350	-	-	-	-	-	-	-	-	-
52720	LICENSES / CERTIFICATIONS	-	285	-	-	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	58,100	100,642	36,300	53,416	44,990	53,870	53,870	87,590	42,600	94.7%
52820	SMALL EQUIPMENT AND SUPPLIES	-	5,005	-	839	-	-	-	-	-	-
52830	COMPUTER SOFTWARE AND LICENSES	892,250	840,486	971,050	1,066,911	894,870	1,159,860	1,159,860	1,159,860	264,990	29.6%
52865	OTHER TECHNICAL SUPPLIES	9,500	3,530	7,000	9,514	7,000	8,540	8,540	8,540	1,540	22.0%
52910	DIESEL FUEL	350	-	350	-	350	-	-	-	(350)	-100.0%
52930	GASOLINE	500	399	500	377	500	230	230	230	(270)	-54.0%



City of Salem Budget  
General Fund - Information Technology  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
53211	LIABILITY INSURANCE	19,770	19,770	21,510	21,510	20,770	21,750	21,750	21,750	980	4.7%
53310	VEHICLE MAINTENANCE	200	7	200	-	200	150	150	150	(50)	-25.0%
53320	EQUIPMENT MAINTENANCE	109,830	200,217	78,640	128,526	95,330	109,110	109,110	109,110	13,780	14.5%
53340	FACILITIES MAINTENANCE	-	4,756	-	-	-	-	-	-	-	-
53380	OTHER MAINTENANCE AND REPAIRS	-	165	-	-	-	-	-	-	-	-
53510	BUILDING RENTAL	28,450	27,664	28,720	29,713	31,860	34,230	34,230	34,230	2,370	7.4%
53610	GAS	-	-	700	1,341	700	700	700	700	-	-
53620	ELECTRIC	-	-	75,000	64,007	75,000	58,670	58,670	58,670	(16,330)	-21.8%
53767	BANKING AND INVESTMENT FEES	820	-	1,600	-	1,600	1,600	1,600	1,600	-	-
53768	DIRECT BANKING FEES	-	48	-	42	-	-	-	-	-	-
53769	CARD PROCESSING FEES	-	1,124	-	1,125	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	-	2,535	-	(916)	-	-	-	-	-	-
53830	RADIO	230	230	-	-	-	-	-	-	-	-
53840	MOTOR POOL RENTAL	360	360	230	230	270	280	280	280	10	3.7%
53841	EQUIPMENT REPLACEMENT CHARGE	-	25,000	-	-	-	-	-	-	-	-
53851	COPY	800	431	300	128	540	200	200	200	(340)	-63.0%
53854	PHOTOCOPIES	1,800	1,686	1,560	1,365	1,560	470	470	470	(1,090)	-69.9%
	Total Materials and Services	\$ 1,366,870	\$ 1,544,152	\$ 1,417,130	\$ 1,642,117	\$ 1,455,220	\$ 1,634,310	\$ 1,634,310	\$ 1,734,420	\$ 279,200	19.2%
55110	LAND	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
55130	EQUIPMENT AND MACHINERY	\$ 77,200	\$ 189,515	\$ 170,660	\$ 76,896	\$ 158,610	\$ 148,270	\$ 148,270	\$ 148,270	\$ (10,340)	-6.5%
55150	FLEET REPLACEMENT	-	-	-	-	-	-	-	-	-	-
	Total Capital Outlay	\$ 77,200	\$ 189,515	\$ 170,660	\$ 76,896	\$ 158,610	\$ 148,270	\$ 148,270	\$ 148,270	\$ (10,340)	-6.5%
	Total Expenditures	\$ 8,611,500	\$ 8,289,045	\$ 8,948,340	\$ 8,879,406	\$ 9,901,160	\$ 10,507,020	\$ 10,507,020	\$ 10,607,130	\$ 705,970	7.1%



City of Salem Budget  
General Fund - Legal  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Expenditures</b>											
51010	SALARIES AND WAGES	\$ 1,399,110	\$ 1,301,520	\$ 1,417,680	\$ 1,441,553	\$ 1,523,420	\$ 1,552,660	\$ 1,552,660	\$ 1,552,660	\$ 29,240	1.9%
51020	SEASONAL AND RELIEF	18,390	18,490	18,780	76	-	-	-	-	-	-
51030	OVERTIME	5,000	279	3,990	156	4,000	4,000	4,000	4,000	-	-
51100	INCENTIVES	5,310	4,082	3,380	3,294	3,540	3,760	3,760	3,760	220	6.2%
51120	LEAVE PAYOFF	-	5,689	-	3,726	-	23,000	23,000	23,000	23,000	-
51130	CAR ALLOWANCE	1,140	1,726	2,240	3,363	3,310	3,310	3,310	3,310	-	-
51150	DEPT HEAD ANNUITY	8,940	8,481	8,940	8,820	9,000	9,670	9,670	9,670	670	7.4%
51195	OTHER PAY / BENEFITS	4,380	-	5,710	-	9,000	9,600	9,600	9,600	600	6.7%
51210	FICA AND MEDICARE	105,690	97,137	107,210	106,364	113,030	117,550	117,550	117,550	4,520	4.0%
51221	WORKERS' COMP PREMIUM	11,520	11,520	10,280	10,280	-	7,640	7,640	7,640	7,640	-
51222	WORKERS' COMP STATE ASSMT	460	333	440	293	440	450	450	450	10	2.3%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	8,000	8,000	8,000	8,000	-
51240	EMPLOYER - RETIREMENT PERS	223,240	211,758	281,540	290,947	312,910	334,850	334,850	334,850	21,940	7.0%
51243	PERS UNFUNDED LIABILITY	77,360	77,360	79,820	79,820	81,550	85,490	85,490	85,490	3,940	4.8%
51245	EMPLOYER - PERS PICKUP	85,170	78,378	86,170	84,896	92,600	95,780	95,780	95,780	3,180	3.4%
51250	INSURANCE - MEDICAL	232,630	225,262	253,370	222,042	222,610	246,240	246,240	246,240	23,630	10.6%
51255	INSURANCE - VISION	6,550	6,194	6,730	5,813	5,910	6,340	6,340	6,340	430	7.3%
51260	INSURANCE - DENTAL	20,450	19,370	20,900	18,537	19,250	20,870	20,870	20,870	1,620	8.4%
51265	INSURANCE - LIFE	3,150	3,090	2,470	3,418	3,510	3,950	3,950	3,950	440	12.5%
51270	INSURANCE - DISABILITY	3,330	3,197	2,840	3,557	3,630	3,630	3,630	3,630	-	-
	Total Personal Services	\$ 2,211,820	\$ 2,073,867	\$ 2,312,490	\$ 2,286,955	\$ 2,407,710	\$ 2,536,790	\$ 2,536,790	\$ 2,536,790	\$ 129,080	5.4%
52110	SUBSCRIPTIONS AND BOOKS	\$ 14,000	\$ 10,986	\$ 15,000	\$ 12,569	\$ 12,230	\$ 13,480	\$ 13,480	\$ 13,480	\$ 1,250	10.2%
52120	MAIL	2,000	1,671	2,000	1,915	2,000	2,000	2,000	2,000	-	-
52130	SUPPLIES	8,000	7,808	8,000	1,946	8,000	10,000	10,000	10,000	2,000	25.0%
52360	RECRUITMENT FEES	500	250	-	-	-	5,000	5,000	5,000	5,000	-
52405	TELEPHONE - OFFICE	6,260	6,283	6,080	6,060	5,370	5,530	5,530	5,530	160	3.0%
52510	TRAINING	16,420	7,681	16,850	7,488	14,350	14,100	14,100	14,100	(250)	-1.7%
52520	TRAVEL	-	20	-	-	-	-	-	-	-	-
52540	MEALS	-	35	-	21	-	-	-	-	-	-
52550	MILEAGE	-	150	100	36	-	-	-	-	-	-
52650	LEGAL / COURT SERVICES	600	718	700	806	750	7,250	7,250	7,250	6,500	866.7%
52670	OTHER PROFESSIONAL SERVICES	8,500	6,025	9,500	19,529	15,590	18,000	18,000	18,000	2,410	15.5%
52710	MEMBERSHIP DUES	1,500	1,529	1,580	1,818	1,870	2,020	2,020	2,020	150	8.0%
52720	LICENSES / CERTIFICATIONS	4,780	4,151	4,610	5,190	4,980	6,080	6,080	6,080	1,100	22.1%
52815	CONTROLLED EQUIPMENT	3,250	804	6,500	6,277	8,100	9,500	9,500	9,500	1,400	17.3%
52830	COMPUTER SOFTWARE AND LICENSES	43,320	42,330	44,470	41,974	43,990	113,100	113,100	193,100	149,110	339.0%
53211	LIABILITY INSURANCE	5,910	5,910	5,860	5,860	5,750	5,770	5,770	5,770	20	0.3%
53510	BUILDING RENTAL	-	-	-	-	2,400	-	-	-	(2,400)	-100.0%
53769	CARD PROCESSING FEES	-	-	500	-	-	-	-	-	-	-
53851	COPY	7,000	7,421	9,000	3,733	7,500	7,000	7,000	7,000	(500)	-6.7%
53852	MICROFILM	-	2,755	-	-	-	-	-	-	-	-
53854	PHOTOCOPIES	4,000	2,821	4,000	2,141	3,500	3,000	3,000	3,000	(500)	-14.3%
	Total Materials and Services	\$ 126,040	\$ 109,346	\$ 134,750	\$ 117,365	\$ 136,380	\$ 221,830	\$ 221,830	\$ 301,830	\$ 165,450	121.3%
Total Expenditures		\$ 2,337,860	\$ 2,183,213	\$ 2,447,240	\$ 2,404,320	\$ 2,544,090	\$ 2,758,620	\$ 2,758,620	\$ 2,838,620	\$ 294,530	11.6%



City of Salem Budget  
General Fund - Library  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Expenditures</b>											
51010	SALARIES AND WAGES	\$ 2,078,040	\$ 2,065,703	\$ 2,382,810	\$ 2,289,759	\$ 2,633,760	\$ 2,706,840	\$ 2,706,840	\$ 2,706,840	\$ 73,080	2.8%
51020	SEASONAL AND RELIEF	284,000	330,376	261,780	65,984	65,550	60,790	60,790	60,790	(4,760)	-7.3%
51025	HOLIDAY - REGULAR	-	486	-	779	-	-	-	-	-	-
51030	OVERTIME	-	480	-	769	250	800	800	800	550	220.0%
51090	DIFFERENTIAL	26,820	11,508	23,000	5,435	24,000	24,080	24,080	24,080	80	0.3%
51100	INCENTIVES	14,010	14,958	10,720	16,588	12,100	19,920	19,920	19,920	7,820	64.6%
51120	LEAVE PAYOFF	35,710	42,871	35,700	27,271	36,000	37,150	37,150	37,150	1,150	3.2%
51130	CAR ALLOWANCE	-	498	1,070	1,109	1,070	1,070	1,070	1,070	-	-
51140	CLOTHING ALLOWANCE	-	-	-	-	1,070	-	-	-	(1,070)	-100.0%
51195	OTHER PAY / BENEFITS	9,630	-	16,340	-	10,330	10,900	10,900	10,900	570	5.5%
51210	FICA AND MEDICARE	209,500	185,362	207,720	180,853	212,200	218,070	218,070	218,070	5,870	2.8%
51221	WORKERS' COMP PREMIUM	20,070	20,070	22,580	22,580	-	16,240	16,240	16,240	16,240	-
51222	WORKERS' COMP STATE ASSMT	1,330	1,112	1,270	894	1,270	1,280	1,280	1,280	10	0.8%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	14,250	14,250	14,250	14,250	-
51240	EMPLOYER - RETIREMENT PERS	365,970	314,497	463,250	416,159	499,660	525,670	525,670	525,670	26,010	5.2%
51243	PERS UNFUNDED LIABILITY	137,030	137,030	135,190	135,190	136,680	147,440	147,440	147,440	10,760	7.9%
51245	EMPLOYER - PERS PICKUP	147,280	127,313	147,110	131,967	162,510	167,390	167,390	167,390	4,880	3.0%
51250	INSURANCE - MEDICAL	526,960	444,618	551,020	489,493	555,980	551,010	551,010	551,010	(4,970)	-0.9%
51255	INSURANCE - VISION	13,720	11,606	14,030	12,896	14,600	13,770	13,770	13,770	(830)	-5.7%
51260	INSURANCE - DENTAL	46,170	37,756	46,860	41,096	47,230	46,250	46,250	46,250	(980)	-2.1%
51265	INSURANCE - LIFE	5,200	4,996	6,050	5,687	6,930	10,270	10,270	10,270	3,340	48.2%
51270	INSURANCE - DISABILITY	1,460	1,504	1,560	1,564	1,620	1,620	1,620	1,620	-	-
	Total Personal Services	\$ 3,922,900	\$ 3,752,745	\$ 4,328,060	\$ 3,846,075	\$ 4,422,810	\$ 4,574,810	\$ 4,574,810	\$ 4,574,810	\$ 152,000	3.4%
52110	SUBSCRIPTIONS AND BOOKS	\$ 452,730	\$ 450,574	\$ 452,730	\$ 413,644	\$ 482,230	\$ 467,730	\$ 467,730	\$ 467,730	\$ (14,500)	-3.0%
52120	MAIL	2,600	1,581	2,500	1,163	2,500	2,500	2,500	2,500	-	-
52130	SUPPLIES	32,910	34,513	33,020	32,035	33,020	33,020	33,020	83,510	50,490	152.9%
52140	PRINTING AND DUPLICATION	-	313	-	-	-	-	-	-	-	-
52320	ADVERTISING	410	276	1,560	-	1,560	1,560	1,560	1,560	-	-
52340	EMPLOYEE RECOGNITION	-	271	490	223	500	500	500	500	-	-
52360	RECRUITMENT FEES	500	2,253	2,040	1,509	2,040	2,040	2,040	2,040	-	-
52405	TELEPHONE - OFFICE	20,800	19,436	16,680	17,070	15,090	16,590	16,590	16,590	1,500	9.9%
52410	TELEPHONE - CELLULAR	2,120	2,248	4,560	5,339	6,000	6,000	6,000	6,000	-	-
52460	COMMUNICATION - OTHER	2,840	3,501	3,000	3,700	5,000	5,000	5,000	5,000	-	-
52510	TRAINING	20,940	21,783	22,620	11,417	25,850	25,850	25,850	25,850	-	-
52540	MEALS	500	394	650	604	650	650	650	650	-	-
52550	MILEAGE	750	2,297	1,560	871	1,560	1,560	1,560	1,560	-	-
52670	OTHER PROFESSIONAL SERVICES	21,070	61,865	26,550	15,485	90,300	15,300	15,300	158,060	67,760	75.0%
52710	MEMBERSHIP DUES	1,810	1,457	2,040	575	2,040	2,040	2,040	2,040	-	-
52740	PERMITS	-	-	-	231	-	-	-	-	-	-
52810	SMALL TOOLS	-	-	-	2,111	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	25,500	27,487	25,470	24,242	31,250	35,090	35,090	36,820	5,570	17.8%
52820	SMALL EQUIPMENT AND SUPPLIES	14,580	16,709	16,500	17,659	30,880	30,410	30,410	204,370	173,490	561.8%
52830	COMPUTER SOFTWARE AND LICENSES	7,730	10,727	12,500	5,492	12,500	15,060	15,060	15,060	2,560	20.5%



City of Salem Budget  
General Fund - Library  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52865	OTHER TECHNICAL SUPPLIES	-	265	-	237	-	-	-	-	-	-
52910	DIESEL FUEL	350	244	350	219	350	350	350	350	-	-
52930	GASOLINE	250	162	350	450	350	350	350	350	-	-
53211	LIABILITY INSURANCE	15,660	15,660	14,410	14,410	13,800	12,110	12,110	12,110	(1,690)	-12.2%
53310	VEHICLE MAINTENANCE	720	4,425	1,000	354	1,000	1,000	1,000	1,000	-	-
53320	EQUIPMENT MAINTENANCE	7,000	10,491	7,560	245	13,560	13,560	13,560	13,560	-	-
53340	FACILITIES MAINTENANCE	-	248	-	-	-	-	-	-	-	-
53520	LAND RENTAL	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	-	-
53610	GAS	25,400	30,790	31,000	29,961	18,000	18,000	18,000	18,000	-	-
53620	ELECTRIC	6,000	4,355	6,000	6,526	21,000	21,000	21,000	21,000	-	-
53731	CLOTHING - UNIFORMS (TAXABLE)	-	90	500	170	500	500	500	500	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	500	1,398	500	-	500	500	500	500	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	-	37	100	800	100	100	100	100	-	-
53767	BANKING AND INVESTMENT FEES	3,800	-	4,000	-	-	-	-	-	-	-
53769	CARD PROCESSING FEES	-	2,666	3,000	1,433	3,000	3,000	3,000	3,000	-	-
53830	RADIO	4,400	4,400	5,300	5,300	3,170	3,090	3,090	3,090	(80)	-2.5%
53840	MOTOR POOL RENTAL	4,080	4,080	3,970	3,940	4,360	5,130	5,130	5,130	770	17.7%
53851	COPY	2,070	4,806	4,950	2,851	4,950	4,950	4,950	4,950	-	-
53854	PHOTOCOPIES	10,800	16,488	11,960	9,495	12,000	12,000	12,000	12,000	-	-
53860	BUILDING SERVICES	5,000	2,652	5,000	6,123	5,000	5,000	5,000	5,000	-	-
	Total Materials and Services	\$ 694,820	\$ 761,944	\$ 725,420	\$ 636,885	\$ 845,610	\$ 762,540	\$ 762,540	\$ 1,131,480	\$ 285,870	33.8%
55130	EQUIPMENT AND MACHINERY	\$ -	\$ -	\$ 10,000	\$ 9,987	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Capital Outlay	\$ -	\$ -	\$ 10,000	\$ 9,987	\$ -	\$ -	\$ -	\$ -	\$ -	-
62110	TRANSFERS TO OTHER FUNDS	\$ 413,400	\$ 413,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Interfund Transfers	\$ 413,400	\$ 413,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Expenditures	\$ 5,031,120	\$ 4,928,089	\$ 5,063,480	\$ 4,492,947	\$ 5,268,420	\$ 5,337,350	\$ 5,337,350	\$ 5,706,290	\$ 437,870	8.3%



City of Salem Budget  
General Fund - Mayor and Council  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Expenditures</b>											
52110	SUBSCRIPTIONS AND BOOKS	\$ -	\$ 118	\$ -	\$ 34	\$ -	\$ -	\$ -	\$ -	\$ -	-
52120	MAIL	1,500	491	800	277	500	500	500	500	-	-
52130	SUPPLIES	4,000	2,138	2,100	1,901	2,400	2,760	2,760	2,760	360	15.0%
52150	RECORDING FEES	-	400	600	400	400	400	400	400	-	-
52320	ADVERTISING	800	396	700	-	700	700	700	700	-	-
52405	TELEPHONE - OFFICE	1,840	1,674	1,690	1,442	1,320	1,220	1,220	1,220	(100)	-7.6%
52410	TELEPHONE - CELLULAR	480	897	1,340	1,694	1,340	1,340	1,340	1,340	-	-
52510	TRAINING	15,900	262	5,100	475	5,100	5,100	5,100	5,100	-	-
52520	TRAVEL	5,000	-	4,500	1,763	9,000	8,000	8,000	8,000	(1,000)	-11.1%
52540	MEALS	17,550	12,396	12,000	7,744	12,140	12,140	12,140	12,140	-	-
52550	MILEAGE	400	-	100	120	200	200	200	200	-	-
52560	REGISTRATION	-	-	-	475	-	-	-	-	-	-
52610	AUDIT SERVICES	66,000	66,000	67,980	67,729	69,610	72,000	72,000	72,000	2,390	3.4%
52670	OTHER PROFESSIONAL SERVICES	88,900	73,633	86,250	69,277	83,250	84,250	109,250	109,250	26,000	31.2%
52710	MEMBERSHIP DUES	1,870	570	1,870	570	1,870	1,870	1,870	1,870	-	-
52815	CONTROLLED EQUIPMENT	2,400	1,258	1,500	1,220	1,500	1,800	1,800	1,800	300	20.0%
52830	COMPUTER SOFTWARE AND LICENSES	10,500	9,000	9,280	9,390	9,550	10,030	10,030	10,030	480	5.0%
52865	OTHER TECHNICAL SUPPLIES	500	-	-	-	-	-	-	-	-	-
53851	COPY	15,000	17,333	14,700	15,553	14,800	15,300	15,300	15,300	500	3.4%
53854	PHOTOCOPIES	-	0	-	1	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	1,800	-	1,300	100	900	800	800	800	(100)	-11.1%
Total Materials and Services		\$ 234,440	\$ 186,567	\$ 211,810	\$ 180,165	\$ 214,580	\$ 218,410	\$ 243,410	\$ 243,410	\$ 28,830	13.4%
Total Expenditures		\$ 234,440	\$ 186,567	\$ 211,810	\$ 180,165	\$ 214,580	\$ 218,410	\$ 243,410	\$ 243,410	\$ 28,830	13.4%



City of Salem Budget  
General Fund - Municipal Court  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Expenditures</b>											
51010	SALARIES AND WAGES	\$ 810,900	\$ 772,302	\$ 869,740	\$ 835,519	\$ 907,350	\$ 927,360	\$ 927,360	\$ 927,360	\$ 20,010	2.2%
51020	SEASONAL AND RELIEF	112,690	83,931	117,780	62,223	116,020	115,520	115,520	115,520	(500)	-0.4%
51025	HOLIDAY - REGULAR	-	-	-	176	-	-	-	-	-	-
51030	OVERTIME	8,510	473	8,510	1,249	8,530	8,500	8,500	8,500	(30)	-0.4%
51100	INCENTIVES	3,770	(68)	-	-	-	-	-	-	-	-
51120	LEAVE PAYOFF	3,060	4,367	5,000	3,036	5,000	5,000	5,000	5,000	-	-
51150	DEPT HEAD ANNUITY	6,130	6,172	6,240	6,296	6,420	6,420	6,420	6,420	-	-
51195	OTHER PAY / BENEFITS	4,050	-	5,400	-	5,400	4,060	4,060	4,060	(1,340)	-24.8%
51210	FICA AND MEDICARE	72,180	64,522	77,060	67,297	79,660	81,300	81,300	81,300	1,640	2.1%
51221	WORKERS' COMP PREMIUM	12,760	12,760	12,620	12,620	-	5,430	5,430	5,430	5,430	-
51222	WORKERS' COMP STATE ASSMT	420	329	420	310	510	510	510	510	-	-
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	5,310	5,310	5,310	5,310	-
51240	EMPLOYER - RETIREMENT PERS	113,560	100,077	160,370	150,459	167,190	176,180	176,180	176,180	8,990	5.4%
51243	PERS UNFUNDED LIABILITY	46,650	46,650	46,600	46,600	50,370	51,280	51,280	51,280	910	1.8%
51245	EMPLOYER - PERS PICKUP	49,920	43,413	53,330	48,343	55,610	56,730	56,730	56,730	1,120	2.0%
51250	INSURANCE - MEDICAL	186,400	166,918	193,650	158,748	184,970	182,280	182,280	182,280	(2,690)	-1.5%
51255	INSURANCE - VISION	5,040	3,924	4,840	3,553	4,430	4,240	4,240	4,240	(190)	-4.3%
51260	INSURANCE - DENTAL	16,830	15,037	16,860	13,719	15,960	15,310	15,310	15,310	(650)	-4.1%
51265	INSURANCE - LIFE	1,950	1,897	2,460	2,233	2,480	3,690	3,690	3,690	1,210	48.8%
51270	INSURANCE - DISABILITY	600	602	590	634	630	630	630	630	-	-
	Total Personal Services	\$ 1,455,420	\$ 1,323,307	\$ 1,581,470	\$ 1,413,016	\$ 1,610,530	\$ 1,649,750	\$ 1,649,750	\$ 1,649,750	\$ 39,220	2.4%
52110	SUBSCRIPTIONS AND BOOKS	\$ 1,500	\$ 787	\$ 1,500	\$ 689	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	-
52120	MAIL	12,600	14,693	13,860	14,868	14,170	14,170	14,170	14,170	-	-
52130	SUPPLIES	8,000	13,991	8,000	12,472	9,040	9,040	9,040	9,040	-	-
52360	RECRUITMENT FEES	-	78	-	89	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	8,140	8,754	10,290	13,960	8,220	8,530	8,530	8,530	310	3.8%
52510	TRAINING	8,740	6,189	8,740	4,785	8,740	8,740	8,740	8,740	-	-
52540	MEALS	-	36	-	-	-	-	-	-	-	-
52550	MILEAGE	-	17	-	-	-	-	-	-	-	-
52650	LEGAL / COURT SERVICES	400,650	374,250	377,590	312,558	386,580	479,590	479,590	479,590	93,010	24.1%
52670	OTHER PROFESSIONAL SERVICES	60,320	48,674	60,320	38,799	60,320	70,320	70,320	90,070	29,750	49.3%
52710	MEMBERSHIP DUES	1,420	1,122	1,420	847	1,420	1,420	1,420	1,420	-	-
52740	PERMITS	-	412	-	-	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	5,780	7,300	5,780	5,403	7,240	7,240	7,240	7,240	-	-
52820	SMALL EQUIPMENT AND SUPPLIES	2,160	2,266	2,160	440	2,340	2,340	2,340	2,340	-	-
52830	COMPUTER SOFTWARE AND LICENSES	49,730	33,865	49,730	33,831	36,030	36,030	36,030	36,030	-	-
53211	LIABILITY INSURANCE	3,900	3,900	4,070	4,070	3,860	3,890	3,890	3,890	30	0.8%
53320	EQUIPMENT MAINTENANCE	1,000	1,252	1,000	1,958	1,000	1,000	1,000	1,000	-	-
53510	BUILDING RENTAL	4,740	4,235	4,740	4,625	4,830	4,830	4,830	4,830	-	-
53530	OUTSIDE RENTAL	-	385	-	-	-	-	-	-	-	-
53650	REFUSE DISPOSAL	-	570	-	480	-	-	-	-	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	900	-	900	-	900	900	900	900	-	-
53740	CLOTHING - CLEANING CHARGES	670	36	670	-	600	600	600	600	-	-



City of Salem Budget  
General Fund - Municipal Court  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
53768	DIRECT BANKING FEES	-	20	-	138	-	-	-	-	-	-
53770	BAD DEBT - WRITE OFF	-	58	-	18	-	-	-	-	-	-
53830	RADIO	-	-	-	-	-	1,580	1,580	1,580	1,580	-
53851	COPY	14,000	15,376	14,000	10,121	14,280	14,280	14,280	14,280	-	-
53854	PHOTOCOPIES	9,260	9,599	9,260	8,979	9,440	9,440	9,440	9,440	-	-
54850	OTHER SPECIAL PAYMENTS	-	458	-	410	-	-	-	-	-	-
Total Materials and Services		\$ 593,510	\$ 548,322	\$ 574,030	\$ 469,540	\$ 570,510	\$ 675,440	\$ 675,440	\$ 695,190	\$ 124,680	21.9%
Total Expenditures		\$ 2,048,930	\$ 1,871,629	\$ 2,155,500	\$ 1,882,556	\$ 2,181,040	\$ 2,325,190	\$ 2,325,190	\$ 2,344,940	\$ 163,900	7.5%



City of Salem Budget  
General Fund - Non Departmental  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Expenditures</b>											
51230	UNEMPLOYMENT	\$ 105,320	\$ 99,973	\$ 100,000	\$ 58,589	\$ 86,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 9,000	10.5%
	Total Personal Services	\$ 105,320	\$ 99,973	\$ 100,000	\$ 58,589	\$ 86,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 9,000	10.5%
52110	SUBSCRIPTIONS AND BOOKS	\$ -	\$ 5,464	\$ -	\$ 5,464	\$ -	\$ -	\$ -	\$ -	\$ -	-
52120	MAIL	-	-	-	19,941	-	-	-	-	-	-
52130	SUPPLIES	-	-	-	1,415	-	-	-	-	-	-
52320	ADVERTISING	2,080	-	2,150	575	2,150	2,500	2,500	2,500	350	16.3%
52540	MEALS	-	-	-	184	-	-	-	-	-	-
52640	ENGINEERING / ARCHITECT SERVICES	-	1,798	-	3,131	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	215,500	34,236	1,158,300	383,193	1,243,000	429,000	564,000	619,600	(623,400)	-50.2%
52710	MEMBERSHIP DUES	151,580	136,549	138,370	141,507	147,960	152,910	152,910	152,910	4,950	3.3%
52720	LICENSES / CERTIFICATIONS	10,600	5,356	10,920	5,881	6,000	6,200	6,200	6,200	200	3.3%
52820	SMALL EQUIPMENT AND SUPPLIES	-	-	-	12,324	154,620	-	-	42,630	(111,990)	-72.4%
52830	COMPUTER SOFTWARE AND LICENSES	43,500	41,488	43,000	41,319	39,800	396,000	396,000	416,000	376,200	945.2%
53720	TAXES AND ASSESSMENTS	-	-	-	1,213	-	1,350	1,350	1,350	1,350	-
53763	MEDICAL - SUPPLIES	-	-	-	21,464	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	-	48,012	50,000	42,681	50,000	40,000	40,000	39,900	(10,100)	-20.2%
53770	BAD DEBT - WRITE OFF	-	-	-	1,150	-	3,000	3,000	3,000	3,000	-
53799	OTHER EXPENSES	-	(859)	-	(42)	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	-	-	700	-	700	700	700	700	-	-
53813	INTRA CITY - BUDGETED TRANSFERS	382,450	382,450	272,300	272,300	382,450	381,240	381,240	381,240	(1,210)	-0.3%
53815	INTRA CITY - INTERDEPARTMENTAL BILLING	270,850	344,148	237,460	218,041	246,670	246,670	246,670	246,670	-	-
53830	RADIO	3,590	3,590	3,550	3,550	4,430	4,060	4,060	4,060	(370)	-8.4%
53851	COPY	10,400	-	10,710	24,423	5,700	5,000	5,000	5,000	(700)	-12.3%
54811	SPECIAL PAYMENTS - PERMANENT EASEME	-	200	-	-	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	3,256,190	2,241,537	2,496,840	1,752,007	3,855,300	2,756,880	2,756,880	7,472,270	3,616,970	93.8%
	Total Materials and Services	\$ 4,346,740	\$ 3,243,969	\$ 4,424,300	\$ 2,951,720	\$ 6,138,780	\$ 4,425,510	\$ 4,560,510	\$ 9,394,030	\$ 3,255,250	53.0%
55130	EQUIPMENT AND MACHINERY	\$ 1,016,470	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Capital Outlay	\$ 1,016,470	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
60120	PRINCIPAL	\$ 261,690	\$ 261,689	\$ 272,150	\$ 272,147	\$ 634,250	\$ 322,930	\$ 322,930	\$ 322,930	\$ (311,320)	-49.1%
60130	INTEREST	20,830	20,829	13,300	13,295	56,190	52,080	52,080	52,080	(4,110)	-7.3%
	Total Debt Service	\$ 282,520	\$ 282,519	\$ 285,450	\$ 285,442	\$ 690,440	\$ 375,010	\$ 375,010	\$ 375,010	\$ (315,430)	-45.7%
61110	CONTINGENCIES	\$ 1,473,530	\$ -	\$ 1,823,200	\$ -	\$ 2,358,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 642,000	27.2%
	Total Interfund Transfers	\$ 1,473,530	\$ -	\$ 1,823,200	\$ -	\$ 2,358,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 642,000	27.2%
62110	TRANSFERS TO OTHER FUNDS	\$ 1,103,200	\$ 833,200	\$ 493,650	\$ 493,650	\$ 950,000	\$ 443,990	\$ 443,990	\$ 443,990	\$ (506,010)	-53.3%
	Total Interfund Transfers	\$ 1,103,200	\$ 833,200	\$ 493,650	\$ 493,650	\$ 950,000	\$ 443,990	\$ 443,990	\$ 443,990	\$ (506,010)	-53.3%
	Total Expenditures	\$ 8,327,780	\$ 4,459,661	\$ 7,126,600	\$ 3,789,402	\$ 10,223,220	\$ 8,339,510	\$ 8,474,510	\$ 13,308,030	\$ 3,084,810	30.2%



City of Salem Budget  
General Fund - Parks and Recreation  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Expenditures</b>											
51010	SALARIES AND WAGES	\$ 2,724,220	\$ 2,480,645	\$ 2,780,780	\$ 2,645,094	\$ 2,882,650	\$ 3,040,820	\$ 3,040,820	\$ 3,040,820	\$ 158,170	5.5%
51020	SEASONAL AND RELIEF	655,670	530,192	643,070	375,882	501,080	541,980	541,980	541,980	40,900	8.2%
51025	HOLIDAY - REGULAR	-	2,429	-	3,148	-	-	-	-	-	-
51030	OVERTIME	19,710	41,397	50,110	21,944	43,220	37,570	37,570	37,570	(5,650)	-13.1%
51080	STANDBY	2,930	343	18,230	713	16,150	15,390	15,390	15,390	(760)	-4.7%
51090	DIFFERENTIAL	650	692	770	1,224	-	-	-	-	-	-
51100	INCENTIVES	1,700	12,910	1,740	11,135	1,790	13,470	13,470	13,470	11,680	652.5%
51120	LEAVE PAYOFF	24,630	43,061	12,790	20,537	12,500	11,290	11,290	11,290	(1,210)	-9.7%
51195	OTHER PAY / BENEFITS	-	-	-	7,656	8,110	5,410	5,410	5,410	(2,700)	-33.3%
51210	FICA AND MEDICARE	253,990	233,682	263,000	231,152	264,490	277,550	277,550	277,550	13,060	4.9%
51221	WORKERS' COMP PREMIUM	104,880	104,880	63,350	63,350	-	54,080	54,080	54,080	54,080	-
51222	WORKERS' COMP STATE ASSMT	1,480	1,517	2,030	1,278	1,830	1,820	1,820	1,820	(10)	-0.5%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	18,350	18,350	18,350	18,350	-
51240	EMPLOYER - RETIREMENT PERS	483,580	395,230	604,810	497,286	580,110	634,150	634,150	634,150	54,040	9.3%
51243	PERS UNFUNDED LIABILITY	153,310	153,310	156,020	156,020	162,380	163,770	163,770	163,770	1,390	0.9%
51245	EMPLOYER - PERS PICKUP	200,230	158,058	189,240	151,957	184,870	198,150	198,150	198,150	13,280	7.2%
51250	INSURANCE - MEDICAL	824,720	736,782	867,530	782,164	837,270	913,250	913,250	913,250	75,980	9.1%
51255	INSURANCE - VISION	21,940	19,727	22,320	20,139	21,110	22,390	22,390	22,390	1,280	6.1%
51260	INSURANCE - DENTAL	71,800	63,908	72,580	66,446	70,630	75,350	75,350	75,350	4,720	6.7%
51265	INSURANCE - LIFE	6,140	5,865	7,310	6,487	7,760	12,060	12,060	12,060	4,300	55.4%
51270	INSURANCE - DISABILITY	2,240	2,083	2,320	2,327	2,550	2,810	2,810	2,810	260	10.2%
	Total Personal Services	\$ 5,553,820	\$ 4,986,712	\$ 5,758,000	\$ 5,065,939	\$ 5,598,500	\$ 6,039,660	\$ 6,039,660	\$ 6,039,660	\$ 441,160	7.9%
52110	SUBSCRIPTIONS AND BOOKS	\$ 560	\$ 844	\$ 950	\$ 964	\$ 1,030	\$ 1,010	\$ 1,010	\$ 1,010	\$ (20)	-1.9%
52120	MAIL	7,680	2,690	6,680	5,787	4,510	5,480	5,480	5,480	970	21.5%
52130	SUPPLIES	148,150	154,358	153,950	186,438	145,350	172,360	172,360	172,360	27,010	18.6%
52320	ADVERTISING	11,950	10,965	11,960	11,792	13,910	18,610	18,610	18,610	4,700	33.8%
52340	EMPLOYEE RECOGNITION	-	466	-	162	100	100	100	100	-	-
52360	RECRUITMENT FEES	3,300	3,325	3,110	4,147	3,350	3,070	3,070	3,070	(280)	-8.4%
52405	TELEPHONE - OFFICE	26,570	28,090	28,290	27,655	26,970	26,710	26,710	26,710	(260)	-1.0%
52410	TELEPHONE - CELLULAR	25,380	33,215	34,460	39,042	34,460	40,790	40,790	40,790	6,330	18.4%
52430	PAGERS	-	-	-	328	-	-	-	-	-	-
52460	COMMUNICATION - OTHER	1,260	1,955	2,780	2,211	2,730	2,250	2,250	2,250	(480)	-17.6%
52510	TRAINING	31,480	25,710	31,360	11,768	18,740	20,430	20,430	20,430	1,690	9.0%
52520	TRAVEL	7,000	5,550	7,000	4,059	5,400	5,400	5,400	5,400	-	-
52530	LODGING	-	145	-	-	-	-	-	-	-	-
52540	MEALS	2,480	2,315	2,480	1,615	2,230	1,580	1,580	1,580	(650)	-29.1%
52550	MILEAGE	10,750	3,767	12,040	3,337	11,450	4,460	4,460	4,460	(6,990)	-61.0%
52620	CONSTRUCTION CONTRACTS	-	-	-	5	-	-	-	-	-	-
52640	ENGINEERING / ARCHITECT SERVICES	-	-	-	2,333	-	-	-	-	-	-
52650	LEGAL / COURT SERVICES	-	45	-	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	1,126,100	1,401,079	958,460	1,345,735	1,242,620	1,725,600	1,725,600	1,725,600	482,980	38.9%
52710	MEMBERSHIP DUES	3,880	1,764	4,520	2,550	3,500	3,750	3,750	3,750	250	7.1%
52720	LICENSES / CERTIFICATIONS	1,850	4,233	1,910	2,310	2,130	2,130	2,130	2,130	-	-
52740	PERMITS	3,300	3,489	3,750	1,071	3,900	4,000	4,000	4,000	100	2.6%



City of Salem Budget  
General Fund - Parks and Recreation  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52810	SMALL TOOLS	18,000	16,309	18,360	15,907	18,360	18,360	18,360	18,360	-	-
52815	CONTROLLED EQUIPMENT	10,130	38,190	9,840	57,112	29,610	11,800	11,800	78,270	48,660	164.3%
52820	SMALL EQUIPMENT AND SUPPLIES	75,000	112,869	80,380	168,515	100,200	104,700	104,700	104,700	4,500	4.5%
52830	COMPUTER SOFTWARE AND LICENSES	3,900	3,932	3,480	21,874	12,480	15,610	15,610	15,610	3,130	25.1%
52910	DIESEL FUEL	29,000	22,577	29,000	26,390	24,000	24,000	24,000	24,000	-	-
52930	GASOLINE	90,500	79,382	95,140	83,453	85,140	85,600	85,600	85,600	460	0.5%
52940	LP / CNG GAS	-	-	-	16	-	-	-	-	-	-
52950	LUBRICANTS	250	141	250	101	250	250	250	250	-	-
53210	INSURANCE	-	-	5,520	5,503	-	5,610	5,610	5,610	5,610	-
53211	LIABILITY INSURANCE	95,440	95,440	135,650	135,650	183,830	78,450	78,450	78,450	(105,380)	-57.3%
53310	VEHICLE MAINTENANCE	90,000	74,931	90,000	108,049	80,000	101,000	101,000	101,000	21,000	26.3%
53320	EQUIPMENT MAINTENANCE	1,500	6,166	-	19,225	3,000	10,000	10,000	10,000	7,000	233.3%
53330	FACILITIES SERVICES	-	13	-	-	-	-	-	-	-	-
53340	FACILITIES MAINTENANCE	1,650	-	-	41,699	-	-	-	-	-	-
53370	HYDRANT REPAIRS	-	3	-	-	-	-	-	-	-	-
53375	CHEMICALS	40,000	61,332	65,000	80,750	65,000	65,000	65,000	65,000	-	-
53380	OTHER MAINTENANCE AND REPAIRS	223,080	297,337	405,820	182,907	323,460	299,800	299,800	299,800	(23,660)	-7.3%
53530	OUTSIDE RENTAL	16,000	19,272	16,000	17,523	98,600	14,000	14,000	14,000	(84,600)	-85.8%
53610	GAS	18,510	17,993	18,700	20,046	20,500	20,500	20,500	20,500	-	-
53620	ELECTRIC	171,780	201,227	77,580	64,525	76,720	80,560	80,560	80,560	3,840	5.0%
53650	REFUSE DISPOSAL	39,810	76,809	83,760	59,866	90,070	92,170	92,170	92,170	2,100	2.3%
53731	CLOTHING - UNIFORMS (TAXABLE)	7,250	7,010	6,950	6,355	8,140	8,140	8,140	8,140	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	-	-	-	-	-	-	-	-	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	25,300	41,454	30,200	30,247	20,150	20,150	20,150	20,150	-	-
53750	INVENTORY PURCHASES	-	11	-	-	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	2,950	1,091	1,190	1,053	1,190	1,190	1,190	1,190	-	-
53768	DIRECT BANKING FEES	520	279	520	297	400	360	360	360	(40)	-10.0%
53769	CARD PROCESSING FEES	8,950	7,658	10,500	8,363	9,340	10,750	10,750	10,750	1,410	15.1%
53770	BAD DEBT - WRITE OFF	-	1,836	-	-	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	-	9,157	-	9,765	-	-	-	-	-	-
53813	INTRA CITY - BUDGETED TRANSFERS	478,660	478,660	505,910	505,910	549,600	563,390	563,390	563,390	13,790	2.5%
53815	INTRA CITY - INTERDEPARTMENTAL BILLING	18,880	22,510	18,880	18,953	23,150	24,310	24,310	24,310	1,160	5.0%
53830	RADIO	47,650	47,694	48,250	48,250	47,290	39,860	39,860	39,860	(7,430)	-15.7%
53840	MOTOR POOL RENTAL	287,130	281,757	300,400	301,389	320,860	301,040	301,040	301,040	(19,820)	-6.2%
53841	EQUIPMENT REPLACEMENT CHARGE	261,000	261,000	298,000	298,000	335,000	312,000	312,000	312,000	(23,000)	-6.9%
53851	COPY	30,150	20,970	41,810	29,694	26,230	27,120	27,120	27,120	890	3.4%
53853	PRINTING	-	65	-	257	-	-	-	-	-	-
53854	PHOTOCOPIES	7,750	9,482	8,050	7,445	8,050	8,050	8,050	8,050	-	-
53855	SHOPS FACILITIES MAINTENANCE	15,660	15,660	13,300	13,300	14,070	15,200	15,200	15,200	1,130	8.0%
53860	BUILDING SERVICES	-	295	8,530	3,675	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	28,500	6,200	12,000	5,800	10,000	10,000	10,000	10,000	-	-
	Total Materials and Services	\$ 3,556,590	\$ 4,020,715	\$ 3,702,670	\$ 4,051,174	\$ 4,107,070	\$ 4,406,700	\$ 4,406,700	\$ 4,473,170	\$ 366,100	8.9%



City of Salem Budget  
General Fund - Parks and Recreation  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
55130	EQUIPMENT AND MACHINERY	\$ 55,000	\$ 48,718	\$ -	\$ -	\$ 99,000	\$ 51,000	\$ 51,000	\$ 70,790	\$ (28,210)	-28.5%
	Total Capital Outlay	\$ 55,000	\$ 48,718	\$ -	\$ -	\$ 99,000	\$ 51,000	\$ 51,000	\$ 70,790	\$ (28,210)	-28.5%
62110	TRANSFERS TO OTHER FUNDS	\$ 214,500	\$ 214,500	\$ 82,500	\$ 82,500	\$ 57,500	\$ 57,500	\$ 57,500	\$ 57,500	\$ -	-
	Total Interfund Transfers	\$ 214,500	\$ 214,500	\$ 82,500	\$ 82,500	\$ 57,500	\$ 57,500	\$ 57,500	\$ 57,500	\$ -	-
	Total Expenditures	\$ 9,379,910	\$ 9,270,644	\$ 9,543,170	\$ 9,199,613	\$ 9,862,070	\$ 10,554,860	\$ 10,554,860	\$ 10,641,120	\$ 779,050	7.9%



City of Salem Budget  
General Fund - Police  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Expenditures</b>											
51010	SALARIES AND WAGES	\$ 18,333,210	\$ 17,870,044	\$ 18,940,140	\$ 17,977,079	\$ 19,674,480	\$ 20,295,740	\$ 20,295,740	\$ 20,661,770	\$ 987,290	5.0%
51015	PREMIUM PAY	-	-	-	-	-	1,000	1,000	1,000	1,000	-
51020	SEASONAL AND RELIEF	381,020	375,641	301,500	276,841	268,460	274,170	274,170	274,170	5,710	2.1%
51025	HOLIDAY - REGULAR	119,800	127,246	125,800	126,083	131,610	133,640	133,640	133,640	2,030	1.5%
51030	OVERTIME	1,266,320	1,558,469	1,407,660	1,552,006	1,620,800	1,281,700	1,281,700	1,281,700	(339,100)	-20.9%
51080	STANDBY	8,000	7,040	9,000	57,910	9,200	43,000	43,000	43,000	33,800	367.4%
51090	DIFFERENTIAL	17,600	14,943	18,000	15,652	20,000	18,000	18,000	18,000	(2,000)	-10.0%
51100	INCENTIVES	1,467,360	1,533,872	1,639,080	1,647,819	1,714,800	1,841,170	1,841,170	1,841,020	126,220	7.4%
51120	LEAVE PAYOFF	483,160	554,259	505,530	576,617	529,850	537,040	537,040	537,040	7,190	1.4%
51140	CLOTHING ALLOWANCE	26,120	23,808	35,880	23,964	36,300	25,280	25,280	25,280	(11,020)	-30.4%
51150	DEPT HEAD ANNUITY	8,400	8,256	8,400	6,536	8,500	9,140	9,140	9,140	640	7.5%
51195	OTHER PAY / BENEFITS	-	(30,166)	5,400	(39,296)	8,100	22,140	22,140	22,140	14,040	173.3%
51210	FICA AND MEDICARE	1,682,470	1,641,108	1,749,390	1,643,007	1,819,060	1,852,280	1,852,280	1,880,400	61,340	3.4%
51221	WORKERS' COMP PREMIUM	630,990	630,990	599,400	599,400	-	387,430	387,430	387,430	387,430	-
51222	WORKERS' COMP STATE ASSMT	7,020	6,069	7,120	5,074	7,300	7,310	7,310	7,310	10	0.1%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	121,690	121,690	121,690	121,690	-
51240	EMPLOYER - RETIREMENT PERS	4,038,140	3,865,482	5,115,970	4,887,890	5,350,730	5,410,190	5,410,190	5,479,100	128,370	2.4%
51243	PERS UNFUNDED LIABILITY	1,084,150	1,084,150	1,112,800	1,112,800	1,154,220	1,192,030	1,192,030	1,192,030	37,810	3.3%
51245	EMPLOYER - PERS PICKUP	1,314,430	1,266,647	1,356,490	1,285,588	1,437,590	1,467,500	1,467,500	1,489,500	51,910	3.6%
51250	INSURANCE - MEDICAL	4,579,350	4,313,556	4,621,800	4,332,009	4,734,050	4,857,810	4,857,810	5,007,450	273,400	5.8%
51255	INSURANCE - VISION	124,770	118,042	120,940	114,010	121,720	118,120	118,120	121,780	60	0.0%
51260	INSURANCE - DENTAL	428,820	409,079	419,190	399,641	423,790	422,200	422,200	434,540	10,750	2.5%
51265	INSURANCE - LIFE	29,500	29,625	31,260	29,931	33,060	49,150	49,150	50,590	17,530	53.0%
51270	INSURANCE - DISABILITY	132,960	131,372	132,590	128,381	136,140	176,060	176,060	177,210	41,070	30.2%
51275	OTHER HEALTH BENEFITS	252,120	249,993	250,830	250,522	671,710	663,740	663,740	664,950	(6,760)	-1.0%
	Total Personal Services	\$ 36,415,710	\$ 35,789,525	\$ 38,514,170	\$ 37,009,464	\$ 39,911,470	\$ 41,207,530	\$ 41,207,530	\$ 41,861,880	\$ 1,950,410	4.9%
52110	SUBSCRIPTIONS AND BOOKS	\$ 2,080	\$ 3,351	\$ 1,710	\$ 2,216	\$ 1,250	\$ 1,240	\$ 1,240	\$ 1,240	(10)	-0.8%
52120	MAIL	26,000	31,906	26,000	26,880	26,000	26,030	26,030	26,030	30	0.1%
52130	SUPPLIES	322,720	297,997	355,510	304,053	400,460	367,810	367,810	391,480	(8,980)	-2.2%
52140	PRINTING AND DUPLICATION	4,000	995	4,000	1,670	2,000	2,030	2,030	2,030	30	1.5%
52320	ADVERTISING	4,000	227	3,500	1,963	6,000	6,300	6,300	6,300	300	5.0%
52340	EMPLOYEE RECOGNITION	5,500	6,126	5,500	5,941	5,350	5,350	5,350	5,350	-	-
52360	RECRUITMENT FEES	11,000	3,507	23,000	31,353	24,920	23,450	23,450	23,450	(1,470)	-5.9%
52405	TELEPHONE - OFFICE	59,000	53,952	56,760	49,858	50,000	54,000	54,000	54,000	4,000	8.0%
52410	TELEPHONE - CELLULAR	124,400	125,752	122,400	115,588	116,000	115,990	115,990	115,990	(10)	0.0%
52430	PAGERS	1,100	1,120	1,100	1,168	1,200	1,200	1,200	1,200	-	-
52460	COMMUNICATION - OTHER	54,440	81,371	64,470	81,322	60,250	85,810	85,810	85,810	25,560	42.4%
52510	TRAINING	295,860	240,363	309,190	187,884	333,650	290,090	290,090	290,090	(43,560)	-13.1%
52520	TRAVEL	2,000	541	3,000	103	-	-	-	-	-	-
52530	LODGING	500	1,303	500	(29)	-	-	-	-	-	-
52540	MEALS	1,000	2,161	1,050	2,907	1,880	1,880	1,880	1,880	-	-
52550	MILEAGE	1,600	1,365	1,600	1,172	1,450	1,450	1,450	1,450	-	-
52560	REGISTRATION	-	180	-	-	-	-	-	-	-	-



City of Salem Budget  
General Fund - Police  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52640	ENGINEERING / ARCHITECT SERVICES	-	87	-	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	363,150	299,199	216,980	240,983	207,220	229,630	229,630	229,630	22,410	10.8%
52710	MEMBERSHIP DUES	5,690	4,863	6,050	6,119	7,810	9,890	9,890	9,890	2,080	26.6%
52720	LICENSES / CERTIFICATIONS	610	703	380	479	400	360	360	360	(40)	-10.0%
52815	CONTROLLED EQUIPMENT	271,710	227,260	268,780	241,991	213,430	209,990	209,990	283,800	70,370	33.0%
52820	SMALL EQUIPMENT AND SUPPLIES	36,350	33,731	31,300	47,847	39,560	35,440	35,440	37,040	(2,520)	-6.4%
52830	COMPUTER SOFTWARE AND LICENSES	164,650	155,210	166,740	207,232	205,720	230,480	230,480	469,000	263,280	128.0%
52865	OTHER TECHNICAL SUPPLIES	3,000	-	-	-	-	-	-	-	-	-
52910	DIESEL FUEL	4,100	2,888	5,100	2,921	4,150	4,150	4,150	4,150	-	-
52930	GASOLINE	350,910	347,736	371,030	362,218	386,560	386,580	386,580	386,580	20	0.0%
52940	LP / CNG GAS	100	20	100	52	50	50	50	50	-	-
52950	LUBRICANTS	-	20	-	13	-	-	-	-	-	-
53211	LIABILITY INSURANCE	668,760	668,760	734,420	734,420	657,760	713,490	713,490	713,490	55,730	8.5%
53310	VEHICLE MAINTENANCE	296,000	312,372	301,710	247,097	299,030	296,290	296,290	296,290	(2,740)	-0.9%
53320	EQUIPMENT MAINTENANCE	46,450	20,935	48,810	13,364	58,410	51,190	51,190	51,190	(7,220)	-12.4%
53380	OTHER MAINTENANCE AND REPAIRS	6,000	4,565	6,000	6,618	6,000	6,020	6,020	6,020	20	0.3%
53510	BUILDING RENTAL	28,500	20,841	26,500	19,751	17,350	12,350	12,350	12,350	(5,000)	-28.8%
53530	OUTSIDE RENTAL	32,740	36,403	27,740	16,914	26,740	26,740	26,740	26,740	-	-
53610	GAS	600	753	600	964	30,600	30,600	30,600	30,600	-	-
53620	ELECTRIC	1,400	1,967	800	1,035	112,300	112,300	112,300	112,300	-	-
53650	REFUSE DISPOSAL	2,000	654	1,500	2,179	10,000	10,600	10,600	10,600	600	6.0%
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	76,800	84,546	77,000	74,528	78,100	78,050	78,050	78,050	(50)	-0.1%
53734	SAFETY CLOTHING AND EQUIPMENT	126,020	82,802	109,600	99,100	158,940	117,680	117,680	375,600	216,660	136.3%
53740	CLOTHING - CLEANING CHARGES	800	126	800	342	800	800	800	800	-	-
53760	LABORATORY - SUPPLIES	4,000	2,835	4,000	780	4,000	4,000	4,000	4,000	-	-
53767	BANKING AND INVESTMENT FEES	5,000	8,622	6,500	5,504	8,000	8,000	8,000	8,000	-	-
53768	DIRECT BANKING FEES	-	3	20	3	-	-	-	-	-	-
53769	CARD PROCESSING FEES	2,250	848	1,580	832	100	100	100	100	-	-
53770	BAD DEBT - WRITE OFF	-	1	-	-	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	-	57	-	4,195	-	-	-	-	-	-
53813	INTRA CITY - BUDGETED TRANSFERS	3,230,410	3,230,410	3,361,330	3,361,330	3,674,910	3,924,010	3,924,010	3,924,010	249,100	6.8%
53830	RADIO	625,930	625,930	627,790	627,790	598,950	682,500	682,500	682,500	83,550	13.9%
53832	MOBILE DATA COMM SYSTEM	78,000	78,000	78,000	78,000	129,630	181,490	181,490	181,490	51,860	40.0%
53840	MOTOR POOL RENTAL	247,940	247,716	238,990	238,959	187,740	200,880	200,880	200,880	13,140	7.0%
53841	EQUIPMENT REPLACEMENT CHARGE	550,000	750,000	530,000	530,000	564,000	564,000	564,000	564,000	-	-
53851	COPY	23,000	21,525	21,650	16,487	22,200	22,250	22,250	22,250	50	0.2%
53852	MICROFILM	-	-	-	4,606	-	-	-	-	-	-
53853	PRINTING	-	-	2,500	-	1,250	1,250	1,250	1,250	-	-
53854	PHOTOCOPIES	40,000	41,506	40,000	38,041	40,000	40,000	40,000	40,000	-	-
53855	SHOPS FACILITIES MAINTENANCE	970	970	800	800	840	840	840	840	-	-
54850	OTHER SPECIAL PAYMENTS	1,500	2,113	1,500	-	1,500	1,500	1,500	1,500	-	-
	Total Materials and Services	\$ 8,210,540	\$ 8,169,193	\$ 8,295,890	\$ 8,047,541	\$ 8,784,460	\$ 9,176,130	\$ 9,176,130	\$ 9,771,650	\$ 987,190	11.2%



City of Salem Budget  
General Fund - Police  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
55130	EQUIPMENT AND MACHINERY	\$ 214,320	\$ 286,006	\$ 134,080	\$ 102,419	\$ 197,580	\$ 130,000	\$ 130,000	\$ 130,000	\$ (67,580)	-34.2%
55150	FLEET REPLACEMENT	-	36,155	-	627	-	-	-	-	-	-
	Total Capital Outlay	\$ 214,320	\$ 322,161	\$ 134,080	\$ 103,046	\$ 197,580	\$ 130,000	\$ 130,000	\$ 130,000	\$ (67,580)	-34.2%
	Total Expenditures	\$ 44,840,570	\$ 44,280,879	\$ 46,944,140	\$ 45,160,051	\$ 48,893,510	\$ 50,513,660	\$ 50,513,660	\$ 51,763,530	\$ 2,870,020	5.9%



City of Salem Budget  
General Fund - Urban Development  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
<b>Expenditures</b>											
51010	SALARIES AND WAGES	\$ 2,128,760	\$ 1,957,952	\$ 2,186,880	\$ 1,953,149	\$ 2,272,030	\$ 2,408,640	\$ 2,408,640	\$ 2,408,640	\$ 136,610	6.0%
51020	SEASONAL AND RELIEF	-	13,886	-	(875)	-	-	-	-	-	-
51025	HOLIDAY - REGULAR	-	257	-	383	-	-	-	-	-	-
51030	OVERTIME	8,670	912	8,500	286	6,000	1,490	1,490	1,490	(4,510)	-75.2%
51090	DIFFERENTIAL	-	4,735	4,000	2,690	5,000	4,500	4,500	4,500	(500)	-10.0%
51100	INCENTIVES	-	3,752	-	5,733	6,190	6,500	6,500	6,500	310	5.0%
51120	LEAVE PAYOFF	38,260	4,511	38,230	10,359	33,150	16,480	16,480	16,480	(16,670)	-50.3%
51130	CAR ALLOWANCE	1,200	1,205	1,210	1,205	1,210	1,210	1,210	1,210	-	-
51135	CELL PHONE ALLOWANCE	430	470	490	470	470	930	930	930	460	97.9%
51150	DEPT HEAD ANNUITY	7,000	6,832	7,120	7,317	7,190	7,970	7,970	7,970	780	10.8%
51195	OTHER PAY / BENEFITS	3,640	-	3,670	-	3,780	3,880	3,880	3,880	100	2.6%
51210	FICA AND MEDICARE	165,640	148,069	170,560	147,040	176,970	185,530	185,530	185,530	8,560	4.8%
51221	WORKERS' COMP PREMIUM	31,960	31,960	55,590	55,590	-	51,920	51,920	51,920	51,920	-
51222	WORKERS' COMP STATE ASSMT	960	663	940	556	940	940	940	940	-	-
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	12,220	12,220	12,220	12,220	-
51240	EMPLOYER - RETIREMENT PERS	325,430	290,622	440,660	387,271	456,810	476,340	476,340	476,340	19,530	4.3%
51243	PERS UNFUNDED LIABILITY	122,530	122,530	121,520	121,520	125,930	127,510	127,510	127,510	1,580	1.3%
51245	EMPLOYER - PERS PICKUP	131,070	111,657	134,790	114,659	139,890	146,890	146,890	146,890	7,000	5.0%
51250	INSURANCE - MEDICAL	521,610	435,875	498,300	450,490	557,820	560,050	560,050	560,050	2,230	0.4%
51255	INSURANCE - VISION	13,190	11,306	12,500	11,303	13,690	13,090	13,090	13,090	(600)	-4.4%
51260	INSURANCE - DENTAL	44,770	38,733	43,190	39,542	47,910	46,950	46,950	46,950	(960)	-2.0%
51265	INSURANCE - LIFE	5,070	4,807	5,590	4,880	5,680	8,910	8,910	8,910	3,230	56.9%
51270	INSURANCE - DISABILITY	3,850	3,642	3,800	3,534	3,950	4,230	4,230	4,230	280	7.1%
	Total Personal Services	\$ 3,554,040	\$ 3,194,375	\$ 3,737,540	\$ 3,317,103	\$ 3,864,610	\$ 4,086,180	\$ 4,086,180	\$ 4,086,180	\$ 221,570	5.7%
52110	SUBSCRIPTIONS AND BOOKS	\$ 2,450	\$ 5,708	\$ 7,510	\$ 5,947	\$ 11,790	\$ 8,010	\$ 8,010	\$ 8,010	\$ (3,780)	-32.1%
52120	MAIL	2,400	549	1,030	19,202	1,000	1,340	1,340	1,340	340	34.0%
52130	SUPPLIES	24,000	36,840	34,230	18,619	34,280	34,040	34,040	34,040	(240)	-0.7%
52150	RECORDING FEES	-	5	-	321	-	-	-	-	-	-
52320	ADVERTISING	250	306	1,520	6,214	1,500	2,000	2,000	2,000	500	33.3%
52360	RECRUITMENT FEES	1,250	20	1,030	109	760	1,000	1,000	1,000	240	31.6%
52405	TELEPHONE - OFFICE	12,050	11,250	10,930	10,072	9,080	9,160	9,160	9,160	80	0.9%
52410	TELEPHONE - CELLULAR	6,000	6,858	6,000	7,322	8,400	8,400	8,400	8,400	-	-
52460	COMMUNICATION - OTHER	3,690	6,583	8,480	6,222	7,230	7,090	7,090	7,090	(140)	-1.9%
52510	TRAINING	15,240	21,739	17,980	12,491	17,980	18,720	18,720	18,720	740	4.1%
52520	TRAVEL	4,000	19	5,900	350	5,400	5,400	5,400	5,400	-	-
52540	MEALS	-	33	-	41	-	-	-	-	-	-
52550	MILEAGE	350	20	330	-	200	200	200	200	-	-
52560	REGISTRATION	-	450	-	-	-	-	-	-	-	-
52610	AUDIT SERVICES	-	52	-	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	786,540	697,787	768,880	738,741	834,860	718,590	718,590	718,590	(116,270)	-13.9%
52710	MEMBERSHIP DUES	9,300	7,250	3,800	5,710	2,300	3,100	3,100	3,100	800	34.8%
52720	LICENSES / CERTIFICATIONS	-	-	-	40	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	18,920	9,563	22,800	7,486	28,900	27,720	27,720	27,720	(1,180)	-4.1%



City of Salem Budget  
General Fund - Urban Development  
FY 2022

General Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52820	SMALL EQUIPMENT AND SUPPLIES	410	7,711	580	404	1,620	130	130	130	(1,490)	-92.0%
52830	COMPUTER SOFTWARE AND LICENSES	9,910	4,606	31,710	27,035	33,110	44,630	44,630	44,630	11,520	34.8%
52930	GASOLINE	5,500	5,566	5,500	5,051	5,750	5,750	5,750	5,750	-	-
53211	LIABILITY INSURANCE	13,990	13,990	14,130	14,130	13,390	11,660	11,660	11,660	(1,730)	-12.9%
53310	VEHICLE MAINTENANCE	4,500	3,253	4,500	3,052	4,500	5,500	5,500	5,500	1,000	22.2%
53320	EQUIPMENT MAINTENANCE	139,160	101,295	149,310	175,311	149,530	139,540	139,540	281,880	132,350	88.5%
53380	OTHER MAINTENANCE AND REPAIRS	7,000	1,195	3,750	12,030	2,500	5,930	5,930	5,930	3,430	137.2%
53510	BUILDING RENTAL	111,270	111,356	111,700	108,975	110,120	110,140	110,140	110,140	20	0.0%
53731	CLOTHING - UNIFORMS (TAXABLE)	-	-	-	50	-	-	-	-	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	3,870	4,318	5,000	1,503	5,410	6,950	6,950	6,950	1,540	28.5%
53734	SAFETY CLOTHING AND EQUIPMENT	-	71	-	125	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	60,000	-	-	-	-	-	-	-	-	-
53768	DIRECT BANKING FEES	-	1,280	2,000	1,299	2,000	2,250	2,250	2,250	250	12.5%
53769	CARD PROCESSING FEES	-	82,864	67,500	69,869	81,350	75,000	75,000	75,000	(6,350)	-7.8%
53770	BAD DEBT - WRITE OFF	2,000	1,301	1,500	440	1,500	1,500	1,500	1,500	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	-	1,176	-	33,284	-	-	-	-	-	-
53813	INTRA CITY - BUDGETED TRANSFERS	67,610	67,610	66,060	66,060	74,240	62,250	62,250	62,250	(11,990)	-16.2%
53815	INTRA CITY - INTERDEPARTMENTAL BILLING	27,590	20,817	22,650	24,982	23,540	22,380	22,380	22,380	(1,160)	-4.9%
53830	RADIO	26,010	26,010	25,770	25,770	17,820	15,510	15,510	15,510	(2,310)	-13.0%
53840	MOTOR POOL RENTAL	8,820	8,820	10,470	9,923	4,590	3,520	3,520	3,520	(1,070)	-23.3%
53841	EQUIPMENT REPLACEMENT CHARGE	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-	-
53851	COPY	6,500	2,730	4,510	14,986	4,500	4,530	4,530	4,530	30	0.7%
53854	PHOTOCOPIES	9,900	8,956	8,390	5,704	8,520	8,200	8,200	8,200	(320)	-3.8%
53860	BUILDING SERVICES	52,760	48,531	500	-	-	-	-	-	-	-
54811	SPECIAL PAYMENTS - PERMANENT EASEME	-	400	-	200	-	-	-	-	-	-
54810	SPECIAL PAYMENTS - RIGHT OF WAY	-	-	-	111	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	500	333	-	53,903	4,680	4,680	4,680	4,680	-	-
Total Materials and Services		\$ 1,458,740	\$ 1,344,223	\$ 1,440,950	\$ 1,508,085	\$ 1,527,350	\$ 1,389,820	\$ 1,389,820	\$ 1,532,160	\$ 4,810	0.3%
62110	TRANSFERS TO OTHER FUNDS	\$ 139,250	\$ 139,250	\$ 139,250	\$ 139,250	\$ 139,250	\$ 139,250	\$ 139,250	\$ 139,250	\$ -	-
Total Interfund Transfers		\$ 139,250	\$ 139,250	\$ 139,250	\$ 139,250	\$ 139,250	\$ 139,250	\$ 139,250	\$ 139,250	\$ -	-
Total Expenditures		\$ 5,152,030	\$ 4,677,849	\$ 5,317,740	\$ 4,964,439	\$ 5,531,210	\$ 5,615,250	\$ 5,615,250	\$ 5,757,590	\$ 226,380	4.1%



## City of Salem Budget Leasehold Fund Assumptions and Trends FY 2022

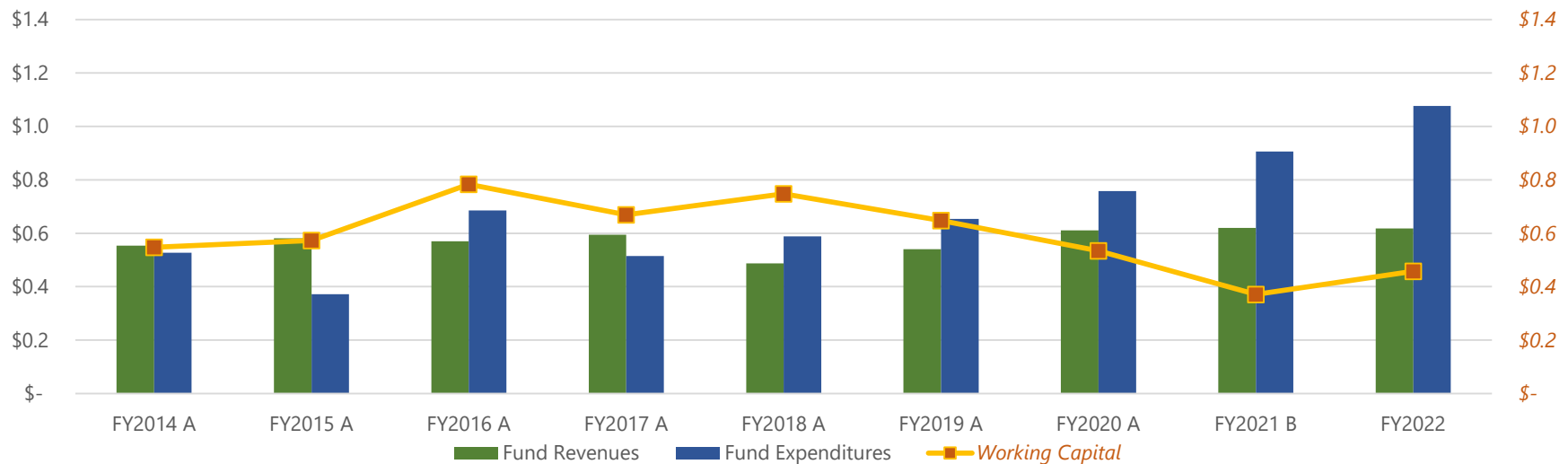
Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from or expenses of Leasehold Fund program activities					
Resources			Expenditures		
34410	Land / Building Rent: lease payment for tenant spaces on the ground floor of Chemeketa and Liberty parking garages, a 1.3% increase over FY 2021 Budget	\$ 461,620	52620	Construction Contracts: improvement projects to tenant spaces, a 20.6% decrease from FY 2021 Budget	\$ 125,000
34160	Common Area Rent: common area charges for tenant spaces, a 1.0% increase from FY 2021 Budget	\$ 149,660	53900	Support Services Charge: for centralized services, a 33.3% increase from the FY 2021 Budget	\$ 67,270

Not all revenues and expenses included on the following pages are highlighted here.

See the result area, *Strong and Diverse Economy*, and the project budgets in this section for more information about Leasehold Fund program expenses.

### Leasehold Fund Revenues, Expenditures, and Working Capital - Multi-Year View

In millions





City of Salem Budget  
Leasehold Fund  
FY 2022

Leasehold Fund Resources

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
32310	ACCIDENT AND FIRE RECOVERY	\$ -	\$ 3,168	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Sales, Fees, Licenses and Permits	\$ -	\$ 3,168	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
34110	LAND / BUILDING RENT	\$ 405,830	\$ 389,378	\$ 442,520	\$ 455,709	\$ 455,570	\$ 461,620	\$ 461,620	\$ 461,620	\$ 6,050	1.3%
34160	COMMON AREA RENT	122,240	132,560	151,360	143,232	151,100	149,660	149,660	149,660	(1,440)	-1.0%
	Total Rent	\$ 528,070	\$ 521,938	\$ 593,880	\$ 598,942	\$ 606,670	\$ 611,280	\$ 611,280	\$ 611,280	\$ 4,610	0.8%
36210	INTEREST	\$ 9,500	\$ 14,872	\$ 13,000	\$ 11,159	\$ 13,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ (6,000)	-46.2%
36895	OTHER REVENUE	-	-	-	699	-	-	-	-	-	-
	Total Other Revenue	\$ 9,500	\$ 14,872	\$ 13,000	\$ 11,858	\$ 13,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ (6,000)	-46.2%
39910	BEGINNING WORKING CAPITAL	\$ 805,560	\$ 647,411	\$ 504,640	\$ 534,108	\$ 371,200	\$ 407,990	\$ 407,990	\$ 457,990	\$ 86,790	23.4%
	Total Beginning Balance	\$ 805,560	\$ 647,411	\$ 504,640	\$ 534,108	\$ 371,200	\$ 407,990	\$ 407,990	\$ 457,990	\$ 86,790	23.4%
	Total Resources	\$ 1,343,130	\$ 1,187,389	\$ 1,111,520	\$ 1,144,908	\$ 990,870	\$ 1,026,270	\$ 1,026,270	\$ 1,076,270	\$ 85,400	8.6%



City of Salem Budget  
Leasehold Fund  
FY 2022

Leasehold Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52110	SUBSCRIPTIONS AND BOOKS	\$ 300	\$ -	\$ -	\$ 95	\$ -	\$ -	\$ -	\$ -	\$ -	-
52120	MAIL	150	-	50	-	50	50	50	50	-	-
52130	SUPPLIES	700	638	500	240	750	800	800	800	50	6.7%
52320	ADVERTISING	800	-	500	-	500	500	500	500	-	-
52620	CONSTRUCTION CONTRACTS	430,200	35,497	160,000	-	157,400	125,000	125,000	125,000	(32,400)	-20.6%
52670	OTHER PROFESSIONAL SERVICES	-	26,450	-	4,019	-	-	-	50,000	50,000	-
52860	OTHER AUTO SUPPLIES	-	59	-	-	-	-	-	-	-	-
53211	LIABILITY INSURANCE	5,060	5,050	5,550	5,550	8,720	6,260	6,260	6,260	(2,460)	-28.2%
53380	OTHER MAINTENANCE AND REPAIRS	-	3,559	-	-	-	-	-	-	-	-
53620	ELECTRIC	71,140	66,818	73,500	63,774	71,590	72,390	72,390	72,390	800	1.1%
53630	WATER	14,350	15,609	14,500	18,981	17,000	20,400	20,400	20,400	3,400	20.0%
53650	REFUSE DISPOSAL	-	55	-	771	-	1,600	1,600	1,600	1,600	-
53720	TAXES AND ASSESSMENTS	35,850	38,191	39,340	37,331	38,460	39,760	39,760	39,760	1,300	3.4%
53767	BANKING AND INVESTMENT FEES	550	756	450	530	750	550	550	550	(200)	-26.7%
53768	DIRECT BANKING FEES	-	-	-	1,598	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	120,560	100,261	118,520	96,293	123,840	129,580	129,580	129,580	5,740	4.6%
53840	MOTOR POOL RENTAL	710	-	-	-	-	-	-	-	-	-
53851	COPY	50	-	-	-	-	-	-	-	-	-
53854	PHOTOCOPIES	650	-	100	-	100	100	100	100	-	-
53860	BUILDING SERVICES	46,940	63,597	23,050	17,479	23,570	21,480	21,480	21,480	(2,090)	-8.9%
53900	SUPPORT SERVICES CHARGE	60,740	60,740	64,260	64,260	50,450	67,270	67,270	67,270	16,820	33.3%
54850	OTHER SPECIAL PAYMENTS	-	36,000	-	47,085	-	-	-	-	-	-
	Total Materials and Services	\$ 788,750	\$ 453,281	\$ 500,320	\$ 358,006	\$ 493,180	\$ 485,740	\$ 485,740	\$ 535,740	\$ 42,560	8.6%
61110	CONTINGENCIES	\$ 354,380	\$ -	\$ 211,200	\$ -	\$ 197,690	\$ 340,530	\$ 340,530	\$ 340,530	\$ 142,840	72.3%
	Total Contingencies	\$ 354,380	\$ -	\$ 211,200	\$ -	\$ 197,690	\$ 340,530	\$ 340,530	\$ 340,530	\$ 142,840	72.3%
62110	INTERFUND TRANSFERS	\$ 200,000	\$ 200,000	\$ 400,000	\$ 400,000	\$ 215,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ (15,000)	-7.0%
	Total Interfund Transfers	\$ 200,000	\$ 200,000	\$ 400,000	\$ 400,000	\$ 215,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ (15,000)	-7.0%
	Total Expenditures	\$ 1,343,130	\$ 653,281	\$ 1,111,520	\$ 758,006	\$ 905,870	\$ 1,026,270	\$ 1,026,270	\$ 1,076,270	\$ 170,400	18.8%



Chemeketa Leasehold - FY 2022 Project Budget		Adopted	Adopted
	Project	Budget FY 2021	Budget FY 2022
<b>Resources</b>		\$ 680,210	\$ 783,860
<b>Expenditures</b>			
<b>Capital Improvements</b>			
Fire riser/valve replacement	-	\$ 32,400	\$ -
Unanticipated tenant improvements	641009	75,000	75,000
		<u>\$ 107,400</u>	<u>\$ 75,000</u>
<b>Regular Maintenance</b>			
Regular maintenance (Facilities Services Division)	641003	\$ 42,320	\$ 42,320
		<u>\$ 42,320</u>	<u>\$ 42,320</u>
<b>Administration and Overhead</b>			
Lease management and administration (Urban Development)	641000	\$ 42,660	\$ 43,790
Support Services Charge (Indirect Cost Allocation Plan)	641001	36,870	43,310
		<u>\$ 79,530</u>	<u>\$ 87,100</u>
<b>Common Area Expenses</b>			
Electricity	641002	\$ 58,200	\$ 59,000
Insurance	641002	3,190	3,600
Janitorial services	641002	9,700	9,990
Property taxes	641002	23,850	24,710
Refuse disposal	641002	-	1,600
Water	641002	13,500	16,900
		<u>\$ 108,440</u>	<u>\$ 115,800</u>
<b>Transfers and Reimbursements:</b>			
Transfer to parking structure capital projects reserve (Fund 255)	641004	\$ 215,000	\$ 200,000
		<u>\$ 215,000</u>	<u>\$ 200,000</u>
<b>Contingencies</b>		<u>\$ 127,520</u>	<u>\$ 263,640</u>
<b>Total Expenditures</b>		<u>\$ 680,210</u>	<u>\$ 783,860</u>
<b>Unappropriated Ending Balance</b>		\$ -	\$ -



Liberty Leasehold - FY 2022 Project Budget		Adopted	Adopted
	Project	Budget FY 2021	Budget FY 2022
Resources		\$ 225,660	\$ 292,410
Expenditures			
Capital Improvements			
Tenant improvements		\$ 50,000	\$ 100,000
		\$ 50,000	\$ 100,000
Regular Maintenance			
Regular maintenance (Facilities Services Division)	642003	\$ 13,670	\$ 14,170
		\$ 13,670	\$ 14,170
Administration and Overhead			
Lease management and administration (Urban Development)	642000	\$ 33,310	\$ 34,330
Support Services Charge (Indirect Cost Allocation)	642001	13,580	23,960
		\$ 46,890	\$ 58,290
Common Area Expenses			
Electricity	642002	\$ 13,390	\$ 13,390
Insurance	642002	5,530	2,660
Janitorial services	642002	7,900	8,460
Property taxes	642002	14,610	15,050
Water	642002	3,500	3,500
		\$ 44,930	\$ 43,060
Contingencies		\$ 70,170	\$ 76,890
Total Expenditures		\$ 225,660	\$ 292,410
Unappropriated Ending Balance		\$ -	\$ -







# City of Salem Budget

## Police Regional Records Management System (PRRMS) Fund Assumptions and Trends

(Previously PRIORS Fund)

### FY 2022

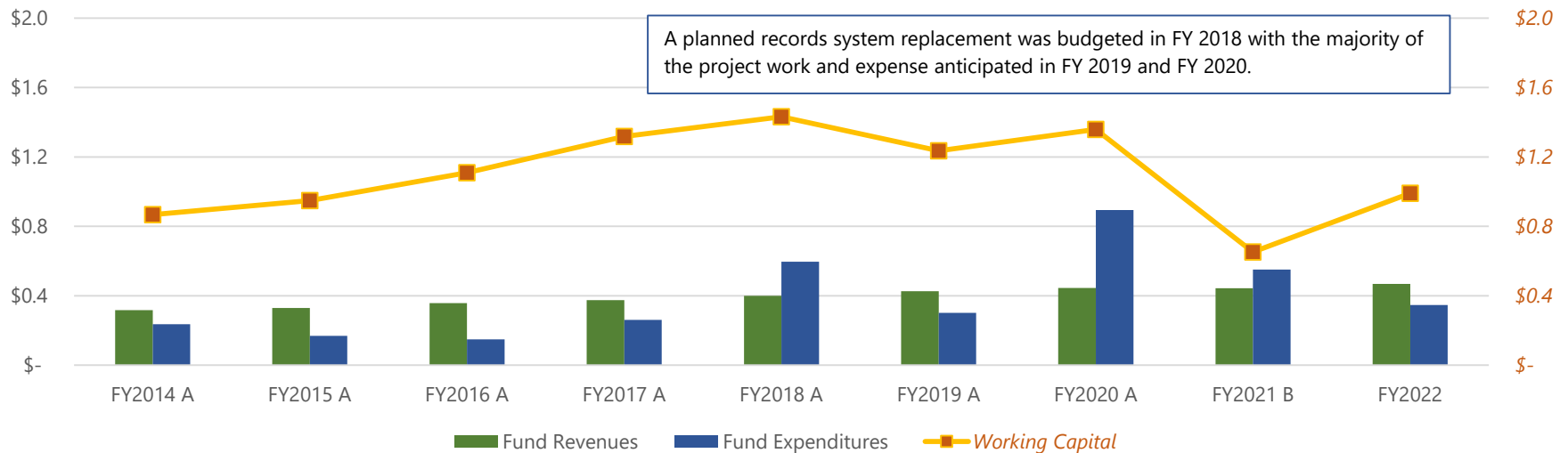
Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from PRRMS Fund program activities					
35213	Intrafund - Budgeted Transfers: annual fees paid by the Salem Police Department, an increase of 5% over the FY 2021 Budget	\$ 265,080	35375	Polk County: annual fees paid by the county, an increase of 5% over the FY 2021 Budget	\$ 28,970
35367	City of Keizer: annual fees paid by the city, an increase of 5% over the FY 2021 Budget	\$ 46,800	35395	Other Government Agencies: annual fees paid by participating government agencies, an increase of 5% over the FY 2021 Budget	\$ 118,130

Not all revenues included on the next page are highlighted here.

See the result area of *Safe Community* for more information about PRRMS Fund program expenses.

### PRRMS Fund Revenues, Expenditures, and Working Capital - Multi-Year View

In millions





City of Salem Budget  
Police Regional Records Management System Fund  
FY 2022

PRRMS Fund Resources

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
35213	INTRAFUND - BUDGETED TRANSFERS	\$ 228,990	\$ 228,990	\$ 240,440	\$ 240,440	\$ 252,460	\$ 265,080	\$ 265,080	\$ 265,080	\$ 12,620	5.0%
35367	CITY OF KEIZER	40,430	40,430	42,450	42,450	44,570	46,800	46,800	46,800	2,230	5.0%
35375	POLK COUNTY	25,030	25,030	26,280	26,280	27,590	28,970	28,970	28,970	1,380	5.0%
35395	OTHER GOVERNMENT AGENCIES	102,050	102,300	107,150	107,400	112,500	118,130	118,130	118,130	5,630	5.0%
	Total Internal / Intergovernmental	\$ 396,500	\$ 396,750	\$ 416,320	\$ 416,570	\$ 437,120	\$ 458,980	\$ 458,980	\$ 458,980	\$ 21,860	5.0%
36210	INTEREST	\$ 12,170	\$ 29,331	\$ 13,670	\$ 27,697	\$ 6,520	\$ 9,190	\$ 9,190	\$ 9,190	\$ 2,670	41.0%
	Total Other Revenue	\$ 12,170	\$ 29,331	\$ 13,670	\$ 27,697	\$ 6,520	\$ 9,190	\$ 9,190	\$ 9,190	\$ 2,670	41.0%
39910	BEGINNING WORKING CAPITAL	\$ 1,216,990	\$ 1,235,020	\$ 1,368,050	\$ 1,359,309	\$ 651,960	\$ 991,300	\$ 991,300	\$ 991,300	\$ 339,340	52.0%
	Total Beginning Balance	\$ 1,216,990	\$ 1,235,020	\$ 1,368,050	\$ 1,359,309	\$ 651,960	\$ 991,300	\$ 991,300	\$ 991,300	\$ 339,340	52.0%
	Total Resources	\$ 1,625,660	\$ 1,661,101	\$ 1,798,040	\$ 1,803,577	\$ 1,095,600	\$ 1,459,470	\$ 1,459,470	\$ 1,459,470	\$ 363,870	33.2%

PRRMS Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52130	SUPPLIES	\$ -	\$ -	\$ -	\$ 528	\$ -	\$ -	\$ -	\$ -	\$ -	-
52510	TRAINING	2,000	-	2,000	-	2,000	2,000	2,000	2,000	-	-
52540	MEALS	-	466	-	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	8,840	9,849	11,820	-	264,190	11,820	11,820	11,820	(252,370)	-95.5%
52820	SMALL EQUIPMENT AND SUPPLIES	-	724	-	-	-	-	-	-	-	-
52830	COMPUTER SOFTWARE AND LICENSES	20,920	10,224	27,660	18,592	124,830	119,680	119,680	119,680	(5,150)	-4.1%
52865	OTHER TECHNICAL SUPPLIES	-	457	-	-	-	-	-	-	-	-
53320	EQUIPMENT MAINTENANCE	-	262	-	1,673	2,000	2,200	2,200	2,200	200	10.0%
53767	BANKING AND INVESTMENT FEES	1,220	1,484	650	1,316	1,000	1,000	1,000	1,000	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	16,380	58,256	20,000	32,172	30,000	25,000	25,000	25,000	(5,000)	-16.7%
53813	INTRA CITY - BUDGETED TRANSFERS	234,220	192,110	86,310	86,310	84,650	76,190	76,190	76,190	(8,460)	-10.0%
53900	SUPPORT SERVICES CHARGE	27,950	27,960	33,590	33,590	(29,530)	37,190	37,190	37,190	66,720	-225.9%
	Total Materials and Services	\$ 311,530	\$ 301,791	\$ 182,030	\$ 174,181	\$ 479,140	\$ 275,080	\$ 275,080	\$ 275,080	\$ (204,060)	-42.6%
55130	EQUIPMENT AND MACHINERY	\$ 960,000	\$ -	\$ 960,000	\$ 720,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Capital Outlay	\$ 960,000	\$ -	\$ 960,000	\$ 720,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
61110	CONTINGENCIES	\$ 127,100	\$ -	\$ 113,900	\$ -	\$ 71,870	\$ 71,870	\$ 71,870	\$ 71,870	\$ -	-
	Total Contingencies	\$ 127,100	\$ -	\$ 113,900	\$ -	\$ 71,870	\$ 71,870	\$ 71,870	\$ 71,870	\$ -	-
	Total Expenditures	\$ 1,398,630	\$ 301,791	\$ 1,255,930	\$ 894,181	\$ 551,010	\$ 346,950	\$ 346,950	\$ 346,950	\$ (204,060)	-37.0%



# City of Salem Budget

## Public Art Fund Assumptions and Trends

### FY 2022

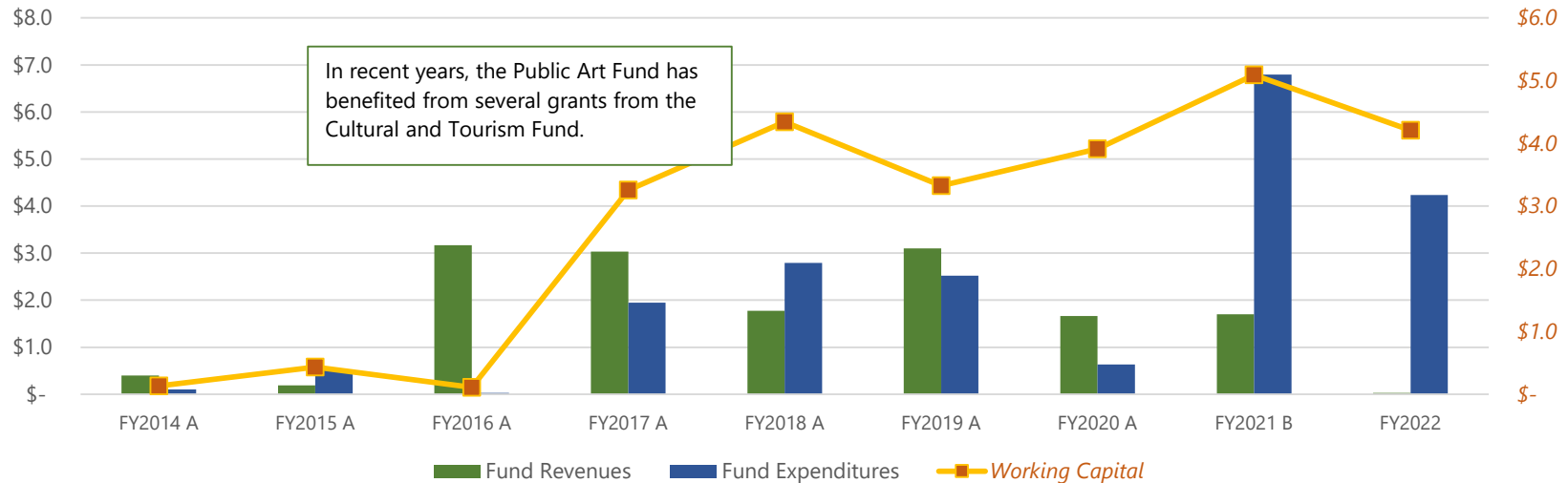
Account	Assumption	Amount	Account	Assumption	Amount
Proceeds for Public Art Fund program activities					
39110	Interfund Transfer: from the Cultural and Tourism Fund of transient occupancy tax revenue. Due to the status of the Cultural and Tourism Fund, this transfer was not budgeted for FY 2022	\$ -			

Not all revenues included on the next page are highlighted here.

See the result area of *Welcoming and Livable Community* for more information about Public Art Fund program expenses.

## Public Art Fund Revenues, Expenditures, and Working Capital - Multi-Year View

In ten thousands





City of Salem Budget  
Public Art Fund  
FY 2022

Public Art Fund Resources

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
36210	INTEREST	\$ 480	\$ 1,029	\$ 440	\$ 1,053	\$ 1,050	\$ 300	\$ 300	\$ 300	\$ (750)	-71.4%
36820	DONATION	15,000	15,000	-	-	-	-	-	-	-	-
	Total Other Revenue	\$ 15,480	\$ 16,029	\$ 440	\$ 1,053	\$ 1,050	\$ 300	\$ 300	\$ 300	\$ (750)	-71.4%
39110	INTERFUND TRANSFERS	\$ 15,000	\$ 15,000	\$ 15,570	\$ 15,565	\$ 15,960	\$ -	\$ -	\$ -	\$ (15,960)	-100.0%
	Total Interfund Transfers	\$ 15,000	\$ 15,000	\$ 15,570	\$ 15,565	\$ 15,960	\$ -	\$ -	\$ -	\$ (15,960)	-100.0%
39910	BEGINNING WORKING CAPITAL	\$ 48,600	\$ 33,242	\$ 42,200	\$ 39,098	\$ 50,900	\$ 42,070	\$ 42,070	\$ 42,070	\$ (8,830)	-17.3%
	Total Beginning Balance	\$ 48,600	\$ 33,242	\$ 42,200	\$ 39,098	\$ 50,900	\$ 42,070	\$ 42,070	\$ 42,070	\$ (8,830)	-17.3%
	Total Resources	\$ 79,080	\$ 64,271	\$ 58,210	\$ 55,716	\$ 67,910	\$ 42,370	\$ 42,370	\$ 42,370	\$ (25,540)	-37.6%

Public Art Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52130	SUPPLIES	\$ -	\$ -	\$ -	\$ 67	\$ -	\$ -	\$ -	\$ -	\$ -	-
52670	OTHER PROFESSIONAL SERVICES	20,040	21,986	7,510	6,207	5,650	20,000	20,000	20,000	14,350	254.0%
52740	PERMITS	-	189	-	-	-	-	-	-	-	-
53380	OTHER MAINTENANCE AND REPAIRS	5,520	-	1,280	-	110	-	-	-	(110)	-100.0%
53767	BANKING AND INVESTMENT FEES	-	52	-	50	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	-	726	-	-	-	-	-	-	-	-
53851	COPY	-	2,221	-	-	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	53,520	-	49,420	-	62,150	22,370	22,370	22,370	(39,780)	-64.0%
	Total Materials and Services	\$ 79,080	\$ 25,173	\$ 58,210	\$ 6,325	\$ 67,910	\$ 42,370	\$ 42,370	\$ 42,370	\$ (25,540)	-37.6%
	Total Expenditures	\$ 79,080	\$ 25,173	\$ 58,210	\$ 6,325	\$ 67,910	\$ 42,370	\$ 42,370	\$ 42,370	\$ (25,540)	-37.6%



# City of Salem Budget

## System Development Charges (SDCs) Fund Assumptions and Trends

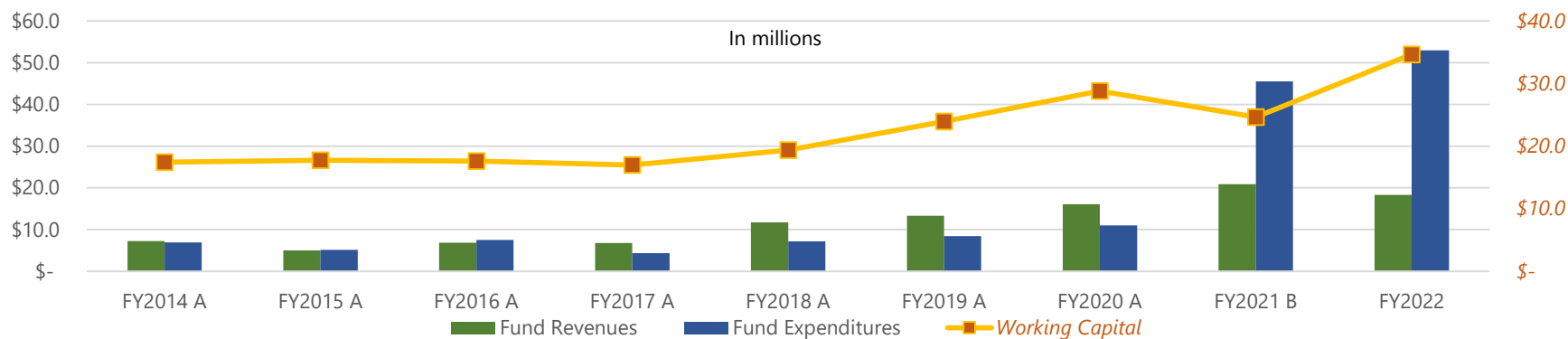
(Also known as Extra Capacity Facilities Fund)

### FY 2022

Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from system development charges to support capital projects in the SDCs Fund					
32218	SDC - Water Improvement: fees collected from new growth at the time of connection to the system, estimating no change over the FY 2021 Budget	\$ 2,900,000	32235	SDC - Stormwater Improvement: fees collected from new growth at the time of connection to the system, estimating 3.4% decrease over the FY 2021 Budget	\$ 483,090
32226	SDC - Sewer Improvement: fees collected from new growth at the time of connection to the system, a no increase over the FY 2021 Budget	\$ 2,300,000	35395	Other Government Agencies: opportunity grant funds, estimating no change over the FY 2021 Budget	\$ 2,500,000
32228	SDC - Parks: fees collected from new growth at the time of connection to the system, estimating a 30.3% decrease over the FY 2021 Budget	\$ 2,490,000	35510-35519	States Grants: Oregon Department of Transportation and Oregon Parks and Recreation Department, estimating a 60.6% decrease from the FY 2021 Budget	\$ 669,120
32231	SDC - Transportation Improvement: fees collected from new growth at the time of connection to the system, estimating a 25.8% decrease over the FY 2021 Budget	\$ 3,300,000	35632	US Federal Highway Administration: federal grants expected to be awarded for construction project funding, estimating a 608.3% increase from the FY 2021 Budget.	\$ 3,305,000

Not all revenues included on the next page are highlighted here. See the Capital Improvements section for more information about System Development Charges Fund projects.

### System Development Charges Fund Revenues, Expenditures, and Working Capital - Multi-Year View



For the purposes of budgeting, the SDC budget is fully appropriated; there is no unappropriated ending working capital. This accounts for the large disparity between actual expenditures for the period of FY 2014 through FY 2020 and the budgeted expenditures for FY 2021 and FY 2022.



City of Salem Budget  
System Development Charges (SDCs) Fund  
FY 2022

SDCs Fund Resources

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
32210	SDC SEWER - KEIZER	\$ -	\$ 9,227	\$ -	\$ 11,343	\$ -	\$ -	\$ -	\$ -	\$ -	-
32212	SDC SEWER - EAST SALEM DISTRICT	-	4,074	-	12,079	-	-	-	-	-	-
32218	SDC WATER IMPROVEMENT	1,000,000	2,703,799	1,400,000	3,450,430	2,900,000	2,900,000	2,900,000	2,900,000	-	-
32226	SDC SEWER IMPROVEMENT	1,443,000	2,089,211	2,260,000	2,818,609	2,300,000	2,300,000	2,300,000	2,300,000	-	-
32228	SDC PARKS	1,735,000	3,011,003	2,150,000	3,687,106	3,575,000	2,490,000	2,490,000	2,490,000	(1,085,000)	-30.3%
32231	SDC TRANSPORTATION IMPROVEMENT	1,400,000	2,065,505	1,777,560	3,667,830	4,448,980	3,300,000	3,300,000	3,300,000	(1,148,980)	-25.8%
32235	SDC STORMWATER IMPROVEMENT	250,000	604,009	250,000	645,304	500,000	483,090	483,090	483,090	(16,910)	-3.4%
32273	SDC SEWER - TURNER	-	24,444	-	63,124	-	-	-	-	-	-
	Total Sales, Fees, Licenses, Permits	\$ 5,828,000	\$ 10,511,270	\$ 7,837,560	\$ 14,355,825	\$ 13,723,980	\$ 11,473,090	\$ 11,473,090	\$ 11,473,090	\$ (2,250,890)	-16.4%
33115	ASSESSMENT - INTEREST	\$ -	\$ 92,027	\$ -	\$ 108,707	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Assessments	\$ -	\$ 92,027	\$ -	\$ 108,707	\$ -	\$ -	\$ -	\$ -	\$ -	-
34110	LAND / BUILDING RENT	\$ -	\$ 50,625	\$ -	\$ 30,941	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Rent	\$ -	\$ 50,625	\$ -	\$ 30,941	\$ -	\$ -	\$ -	\$ -	\$ -	-
35395	OTHER GOVERNMENT AGENCIES	\$ 500,000	\$ -	\$ 2,500,000	\$ -	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ -	-
35518	STATE-PARKS & REC DEPT (OPRD)	-	-	400,000	17,240	631,580	-	-	-	(631,580)	-100.0%
35519	STATE-DEPT OF TRANSPORTATION (ODOT)	1,185,870	59,620	1,768,890	719,027	1,067,810	669,120	669,120	669,120	(398,690)	-37.3%
35632	US FEDERAL HIGHWAY ADMIN (FHWA)	2,476,060	1,976,446	942,010	138,683	466,600	3,305,000	3,305,000	3,305,000	2,838,400	608.3%
	Total Internal / Intergovernmental	\$ 4,161,930	\$ 2,036,066	\$ 5,610,900	\$ 874,950	\$ 4,665,990	\$ 6,474,120	\$ 6,474,120	\$ 6,474,120	\$ 1,808,130	38.8%
39110	INTERFUND TRANSFERS	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ (140,000)	-28.0%
39115	INTRAFUND TRANSFERS IN	-	-	-	-	1,985,000	-	-	-	(1,985,000)	-100.0%
	Total Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ 2,485,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ (2,125,000)	-85.5%
36210	INTEREST	\$ -	\$ 572,815	\$ -	\$ 681,496	\$ -	\$ -	\$ -	\$ -	\$ -	-
36895	OTHER REVENUE	-	14,067	-	54,590	-	-	-	-	-	-
38755	SALE OF ASSETS	-	50,684	-	-	-	-	-	-	-	-
	Total Other Revenue	\$ -	\$ 637,566	\$ -	\$ 736,086	\$ -	\$ -	\$ -	\$ -	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 22,873,650	\$ 23,927,938	\$ 22,328,480	\$ 28,801,038	\$ 24,647,500	\$ 34,659,470	\$ 34,659,470	\$ 34,659,470	\$ 10,011,970	40.6%
	Total Beginning Balance	\$ 22,873,650	\$ 23,927,938	\$ 22,328,480	\$ 28,801,038	\$ 24,647,500	\$ 34,659,470	\$ 34,659,470	\$ 34,659,470	\$ 10,011,970	40.6%
	Total Resources	\$ 32,863,580	\$ 37,255,493	\$ 35,776,940	\$ 44,907,547	\$ 45,522,470	\$ 52,966,680	\$ 52,966,680	\$ 52,966,680	\$ 7,444,210	16.4%



City of Salem Budget  
System Development Charges (SDCs) Fund  
FY 2022

SDCs Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52120	MAIL	\$ -	\$ 944	\$ -	\$ 7,322	\$ -	\$ -	\$ -	\$ -	\$ -	-
52130	SUPPLIES	-	128	-	297	-	-	-	-	-	-
52150	RECORDING FEES	-	5,043	-	984	-	-	-	-	-	-
52320	ADVERTISING	-	980	-	1,509	-	-	-	-	-	-
52540	MEALS	-	720	-	1,784	-	-	-	-	-	-
52620	CONSTRUCTION CONTRACTS	14,349,180	4,974,198	23,240,850	6,768,112	31,839,130	35,488,900	35,488,900	35,488,900	3,649,770	11.5%
52640	ENGINEERING / ARCHITECT SERVICES	217,090	400,541	237,090	914,585	240,000	59,250	59,250	59,250	(180,750)	-75.3%
52650	LEGAL / COURT SERVICES	-	730	-	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	-	60,933	-	721,207	10,000	60,000	60,000	60,000	50,000	500.0%
52740	PERMITS	-	7,825	-	37,901	-	-	-	-	-	-
53380	OTHER MAINTENANCE AND REPAIRS	-	4,360	-	49,974	-	-	-	-	-	-
53530	OUTSIDE RENTAL	-	1,891	-	-	-	-	-	-	-	-
53630	WATER	-	939	-	4,003	-	-	-	-	-	-
53640	SEWER	-	-	-	4,811	-	-	-	-	-	-
53650	REFUSE DISPOSAL	-	40	-	-	-	-	-	-	-	-
53720	TAXES AND ASSESSMENTS	-	3,523	-	3,569	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	63,080	28,945	85,220	32,356	-	-	-	-	-	-
53768	DIRECT BANKING FEES	-	1,276	-	1,273	-	-	-	-	-	-
53769	CARD PROCESSING FEES	-	92,851	-	111,122	-	-	-	-	-	-
53770	BAD DEBT - WRITE OFF	-	-	-	17,304	-	-	-	-	-	-
53790	CONSTRUCTION - UNSPECIFIED	12,975,660	-	5,855,030	-	8,341,390	14,472,360	14,472,360	14,472,360	6,130,970	73.5%
53812	INTRA CITY - DIRECT CHG (LABOR)	1,606,020	547,858	1,845,050	1,124,052	931,550	1,468,240	1,468,240	1,468,240	536,690	57.6%
53851	COPY	-	3,598	-	14,461	-	-	-	-	-	-
53853	PRINTING	-	130	-	408	-	-	-	-	-	-
54810	SPECIAL PAYMENTS - RIGHT OF WAY	649,000	56,809	300,000	656,024	429,190	350,000	350,000	350,000	(79,190)	-18.5%
54811	SPECIAL PAYMENTS - PERMANENT EASEMENT	-	160,675	-	4,501	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	-	426,527	-	431,774	-	-	-	-	-	-
Total Materials and Services		\$ 29,860,030	\$ 6,781,463	\$ 31,563,240	\$ 10,909,330	\$ 41,791,260	\$ 51,898,750	\$ 51,898,750	\$ 51,898,750	\$ 10,107,490	24.2%
55110	LAND	\$ 2,928,550	\$ 1,597,992	\$ 4,138,700	\$ -	\$ 1,371,210	\$ 342,930	\$ 342,930	\$ 342,930	\$ (1,028,280)	-75.0%
Total Capital Outlay		\$ 2,928,550	\$ 1,597,992	\$ 4,138,700	\$ -	\$ 1,371,210	\$ 342,930	\$ 342,930	\$ 342,930	\$ (1,028,280)	-75.0%
62110	INTERFUND TRANSFERS	\$ 75,000	\$ 75,000	\$ 75,000	75,000	\$ 375,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 350,000	93.3%
62115	INTRA FUND TRANSFERS OUT	-	-	-	-	1,985,000	-	-	-	(1,985,000)	-100.0%
Total Interfund Transfers		\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 2,360,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ (1,635,000)	-69.3%
Total Expenditures		\$ 32,863,580	\$ 8,454,454	\$ 35,776,940	\$ 10,984,330	\$ 45,522,470	\$ 52,966,680	\$ 52,966,680	\$ 52,966,680	\$ 7,444,210	16.4%







# City of Salem Budget

## Self Insurance Benefits Fund Assumptions and Trends

### FY 2022

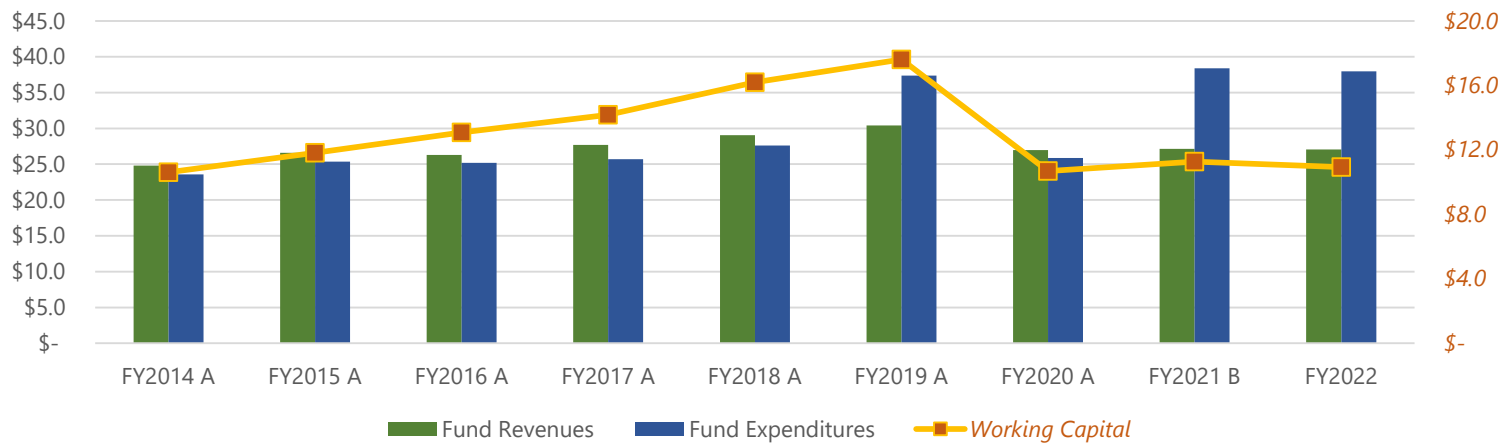
Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from and expenses of the Self Insurance Fund program activities					
35135	Insurance Premiums - COBRA / Retirees: premium income received from Comprehensive Omnibus Budget Reconciliation Act (COBRA) participants and retirees	\$ 816,580	35145	Insurance Premiums - Employer: premium income billed back to departments for medical, dental, and vision	\$ 23,253,610
35140	Insurance Premiums - Employee: premium income received for employee share of benefits not covered by the City	\$ 1,223,860	53710	Claims and Damages: expense paid by the City for medical, dental, and vision self insurance programs	\$ 19,706,750

Not all revenues and expenses included on the following pages are highlighted here.

See the result area of *Good Governance* for more information about Self Insurance Fund program expenses.

## Self Insurance Fund Revenues, Expenditures, and Working Capital - Multi-Year View

In millions



For the purposes of budgeting, the Self Insurance Fund reserves are fully appropriated, which causes the spike in expense for the two budget years.

FY 2020 reflects the move of the Risk programs to the Self Insurance Risk Fund.



City of Salem Budget  
Self Insurance Benefits Fund Recap  
FY 2022

	Benefits Admin	Medical	Dental	Vision	Total Benefits
<b>Resources</b>					
Beginning Balance	\$ -	\$ 8,198,140	\$ 1,666,720	\$ 1,063,350	\$ 10,928,210
Interest Earnings	-	107,000	26,000	21,000	154,000
Other Revenue	-	1,590,000	-	-	1,590,000
Premiums - paid by employees	-	1,117,250	79,410	27,200	1,223,860
Premiums - billed to departments	-	21,227,890	1,508,870	516,850	23,253,610
Premiums - COBRA / Retirees	-	781,120	27,030	8,430	816,580
	\$ -	\$ 33,021,400	\$ 3,308,030	\$ 1,636,830	\$ 37,966,260
<b>Expenditures</b>					
Services Provided by the General Fund (support services charge / cost allocation)	\$ 259,890	\$ -	\$ -	\$ -	\$ 259,890
Third Party Administration	-	443,030	96,450	20,660	560,140
Insurance Premiums	-	6,231,350	248,360	-	6,479,710
Claims Expenses	-	17,906,720	1,388,030	412,000	19,706,750
Appropriated Claims Expense Reserve	9,527,660	-	-	-	9,527,660
Wellness Program / Clinic	100,000	605,040	-	-	705,040
Employee Assistance Program	36,850	-	-	-	36,850
Contracted Programs	87,000	-	-	-	87,000
Other Operating Expenses	606,570	(3,350)	-	-	603,220
	\$ 10,617,970	\$ 25,182,790	\$ 1,732,840	\$ 432,660	\$ 37,966,260
Unappropriated Balance	\$ (10,617,970)	\$ 7,838,610	\$ 1,575,190	\$ 1,204,170	\$ -



City of Salem Budget  
Self Insurance Benefits Fund  
FY 2022

Self Insurance Benefits Fund Resources

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
32695	OTHER FEE	\$ -	\$ 600	\$ -	\$ 375	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Sales, Fees, Licenses, Permits	\$ -	\$ 600	\$ -	\$ 375	\$ -	\$ -	\$ -	\$ -	\$ -	-
35135	INSURANCE PREMIUM - COBRA / RETIREE	\$ 1,044,310	\$ 1,154,035	\$ 2,350,910	\$ 1,049,004	\$ 1,107,370	\$ 816,580	\$ 816,580	\$ 816,580	\$ (290,790)	-26.3%
35140	INSURANCE PREMIUM - EMPLOYEE	880,590	1,241,676	1,061,530	1,271,238	1,040,740	1,223,860	1,223,860	1,223,860	183,120	17.6%
35145	INSURANCE PREMIUM - EMPLOYER	24,695,520	26,160,411	23,755,240	22,546,512	23,332,580	23,253,610	23,253,610	23,253,610	(78,970)	-0.3%
35212	INTRAFUND - DIRECT CHG (LABOR)	-	11,062	-	23,579	-	-	-	-	-	-
	Total Internal / Intergovernmental	\$ 26,620,420	\$ 28,567,183	\$ 27,167,680	\$ 24,890,333	\$ 25,480,690	\$ 25,294,050	\$ 25,294,050	\$ 25,294,050	\$ (186,640)	-0.7%
35641	US DEPT OF THE TREASURY	\$ -	\$ -	\$ -	\$ 157	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Federal Grants	\$ -	\$ -	\$ -	\$ 157	\$ -	\$ -	\$ -	\$ -	\$ -	-
36210	INTEREST	\$ 81,800	\$ 374,413	\$ 79,000	\$ 228,097	\$ 114,000	\$ 154,000	\$ 154,000	\$ 154,000	\$ 40,000	35.1%
36835	STOPLOSS REIMBURSEMENT	-	1,298,741	1,100,000	1,486,031	1,544,060	1,590,000	1,590,000	1,590,000	45,940	3.0%
36895	OTHER REVENUE	550,000	189,390	-	346,100	-	-	-	-	-	-
	Total Other Revenue	\$ 631,800	\$ 1,862,544	\$ 1,179,000	\$ 2,060,228	\$ 1,658,060	\$ 1,744,000	\$ 1,744,000	\$ 1,744,000	\$ 85,940	5.2%
39910	BEGINNING WORKING CAPITAL	\$ 16,111,080	\$ 17,613,913	\$ 10,739,460	\$ 10,685,150	\$ 11,272,350	\$ 10,928,210	\$ 10,928,210	\$ 10,928,210	\$ (344,140)	-3.1%
	Total Beginning Balance	\$ 16,111,080	\$ 17,613,913	\$ 10,739,460	\$ 10,685,150	\$ 11,272,350	\$ 10,928,210	\$ 10,928,210	\$ 10,928,210	\$ (344,140)	-3.1%
	Total Resources	\$ 43,363,300	\$ 48,044,241	\$ 39,086,140	\$ 37,636,242	\$ 38,411,100	\$ 37,966,260	\$ 37,966,260	\$ 37,966,260	\$ (444,840)	-1.2%

FY 2020 reflects the move of the workers' compensation and liability programs to the Self Insurance Risk Fund.



City of Salem Budget  
Self Insurance Benefits Fund  
FY 2022

Self Insurance Benefits Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
51010	SALARIES AND WAGES	\$ 656,970	\$ 620,963	\$ 285,000	\$ 303,489	\$ 310,710	\$ 327,910	\$ 327,910	\$ 327,910	\$ 17,200	5.5%
51020	SEASONAL AND RELIEF	-	11,260	-	(595)	-	-	-	-	-	-
51030	OVERTIME	-	-	1,010	-	1,010	910	910	910	(100)	-9.9%
51100	INCENTIVES	2,950	2,928	3,060	3,017	3,150	3,210	3,210	3,210	60	1.9%
51120	LEAVE PAYOFF	3,720	3,681	3,000	2,119	3,010	2,510	2,510	2,510	(500)	-16.6%
51130	CAR ALLOWANCE	1,080	586	-	-	-	-	-	-	-	-
51135	CELL PHONE ALLOWANCE	430	1,255	950	470	460	460	460	460	-	-
51195	OTHER PAY / BENEFITS	2,700	7,256	-	-	-	-	-	-	-	-
51210	FICA AND MEDICARE	50,890	46,825	22,400	22,229	24,350	25,630	25,630	25,630	1,280	5.3%
51221	WORKERS' COMP PREMIUM	4,120	4,120	2,000	2,000	-	1,580	1,580	1,580	1,580	-
51222	WORKERS' COMP STATE ASSMT	210	201	120	83	110	110	110	110	-	-
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	1,670	1,670	1,670	1,670	-
51240	EMPLOYER - RETIREMENT PERS	87,220	72,608	48,090	49,391	52,240	58,300	58,300	58,300	6,060	11.6%
51243	PERS UNFUNDED LIABILITY	31,600	31,600	16,070	16,070	16,400	17,450	17,450	17,450	1,050	6.4%
51245	EMPLOYER - PERS PICKUP	39,910	32,538	17,590	17,980	19,100	20,100	20,100	20,100	1,000	5.2%
51250	INSURANCE - MEDICAL	179,430	160,247	87,720	72,004	70,920	81,680	81,680	81,680	10,760	15.2%
51255	INSURANCE - VISION	4,860	4,404	2,220	1,915	1,820	2,020	2,020	2,020	200	11.0%
51260	INSURANCE - DENTAL	15,830	14,186	7,290	6,283	6,040	6,800	6,800	6,800	760	12.6%
51265	INSURANCE - LIFE	1,690	1,477	780	712	800	1,230	1,230	1,230	430	53.8%
51270	INSURANCE - DISABILITY	1,840	1,731	800	830	880	910	910	910	30	3.4%
	Total Personal Services	\$ 1,085,450	\$ 1,017,865	\$ 498,100	\$ 497,998	\$ 511,000	\$ 552,480	\$ 552,480	\$ 552,480	\$ 41,480	8.1%
52110	SUBSCRIPTIONS AND BOOKS	\$ -	\$ -	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	-
52120	MAIL	1,600	1,156	1,000	2,751	2,500	3,500	3,500	3,500	-	40.0%
52130	SUPPLIES	3,700	10,217	1,200	6,370	8,000	8,200	8,200	8,200	-	2.5%
52340	EMPLOYEE RECOGNITION	-	-	-	96	-	1,500	1,500	1,500	-	-
52360	RECRUITMENT FEES	-	7,727	-	-	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	2,170	2,385	650	992	920	910	910	910	-	-1.1%
52410	TELEPHONE - CELLULAR	1,020	684	-	898	-	1,000	1,000	1,000	-	-
52510	TRAINING	6,460	11,067	1,560	102	5,560	5,560	5,560	5,560	-	-
52540	MEALS	-	13	-	-	-	-	-	-	-	-
52550	MILEAGE	680	1,006	180	-	-	-	-	-	-	-
52650	LEGAL / COURT SERVICES	19,000	-	-	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	1,549,550	1,296,507	1,278,100	1,261,666	1,291,230	1,323,270	1,323,270	1,323,270	-	2.5%
52710	MEMBERSHIP DUES	210	843	-	-	-	420	420	420	-	-
52815	CONTROLLED EQUIPMENT	7,380	8,944	1,190	294	1,190	1,600	1,600	1,600	-	34.5%
52830	COMPUTER SOFTWARE AND LICENSES	14,900	45,301	680	-	680	1,910	1,910	1,910	-	180.9%
52930	GASOLINE	-	800	-	-	-	-	-	-	-	-
53210	INSURANCE	5,620,640	6,105,545	5,464,960	5,561,075	5,536,050	6,479,710	6,479,710	6,479,710	-	17.0%
53211	LIABILITY INSURANCE	2,340	2,340	1,380	1,380	1,130	1,190	1,190	1,190	-	5.3%
53220	INSURANCE-RESERVE	3,114,300	-	11,178,550	-	10,751,670	9,527,660	9,527,660	9,527,660	-	-11.4%
53510	BUILDING RENTAL	-	-	-	-	-	48,000	48,000	48,000	-	-
53530	OUTSIDE RENTAL	-	-	-	70	-	-	-	-	-	-
53710	CLAIMS AND DAMAGES	19,226,280	15,575,844	18,183,390	14,782,921	16,896,170	16,600,030	16,600,030	16,600,030	-	-1.8%
53711	PRESCRIPTION CLAIMS	2,000,000	2,839,326	2,120,000	3,350,079	3,106,720	3,106,720	3,106,720	3,106,720	-	-
53720	TAXES AND ASSESSMENTS	7,000	5,074	7,000	7,450	7,210	7,210	7,210	7,210	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	400	-	-	-	-	-	-	-	-	-



City of Salem Budget  
Self Insurance Benefits Fund  
FY 2022

Self Insurance Benefits Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
53763	MEDICAL - SUPPLIES	-	-	-	-	-	5,000	5,000	5,000	-	-
53767	BANKING AND INVESTMENT FEES	23,130	19,865	17,960	10,924	10,500	11,500	11,500	11,500	-	9.5%
53799	OTHER EXPENSES	-	500	-	197	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	-	11,062	-	32,907	-	12,000	12,000	12,000	-	-
53830	RADIO	130	130	-	-	-	-	-	-	-	-
53851	COPY	5,500	5,164	2,500	6,206	6,000	7,000	7,000	7,000	-	16.7%
53854	PHOTOCOPIES	800	51	-	-	-	-	-	-	-	-
53900	SUPPORT SERVICES CHARGE	620,660	620,660	327,740	327,740	274,570	259,890	259,890	259,890	-	-5.3%
	Total Materials and Services	\$ 32,227,850	\$ 26,572,211	\$ 38,588,040	\$ 25,354,170	\$ 37,900,100	\$ 37,413,780	\$ 37,413,780	\$ 37,413,780	\$ (486,320)	-1.3%
62110	TRANSFERS TO OTHER FUNDS	\$ 10,050,000	\$ 9,769,015	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Interfund Transfers	\$ 10,050,000	\$ 9,769,015	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Expenditures	\$ 43,363,300	\$ 37,359,091	\$ 39,086,140	\$ 25,852,167	\$ 38,411,100	\$ 37,966,260	\$ 37,966,260	\$ 37,966,260	\$ (444,840)	-1.2%

FY 2020 reflects the move of the workers' compensation and liability programs to the Self Insurance Risk Fund.







# City of Salem Budget

## Self Insurance Risk Fund Assumptions and Trends

### FY 2022

Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from and expenses of the Self Insurance Fund program activities					
35145	Insurance Premiums - Employer: premium income billed back to departments for liability and workers compensation	\$ 3,525,820	53710	Claims and Damages: expense paid by the City for workers' compensation and liability self insurance programs	\$ 1,976,000

Not all revenues and expenses included on the following pages are highlighted here.

See the result area of *Good Governance* for more information about Self Insurance Fund program expenses.

The workers' compensation and liability programs were transferred to this new fund for FY 2020 to acknowledge the differences between the *benefits* and *risk* components of self insurance. In anticipating the separation of the fund accounting for the self insurance programs and prior to developing the new fund, the City Council adopted fund policies for each.

The history is contained in the original Self Insurance Fund, which has been re-purposed for the City's health benefits programs.



City of Salem Budget  
Self Insurance Risk Fund Assumptions and Trends  
FY 2022

	Workers Compensation	Liability and Casualty	Total Risk
<b>Resources</b>			
Beginning Balance	\$ 5,261,200	\$ 3,019,310	\$ 8,280,510
Interest Earnings	92,000	48,000	140,000
Premiums - billed to departments	1,345,290	2,180,530	3,525,820
	<u>\$ 6,698,490</u>	<u>\$ 5,247,840</u>	<u>\$ 11,946,330</u>
<b>Expenditures</b>			
Services Provided by the General Fund (support services charge / cost allocation)	\$ 80,140	\$ -	\$ 80,140
Third Party Administration / Contracted Services	129,990	117,260	247,250
Insurance Premiums	265,000	1,184,860	1,449,860
Claims Expenses	1,329,000	647,000	1,976,000
Appropriated Claims Expense Reserve	4,505,810	2,608,050	7,113,860
Other Operating Expenses	388,550	690,670	1,079,220
	<u>\$ 6,698,490</u>	<u>\$ 5,247,840</u>	<u>\$ 11,946,330</u>
Unappropriated Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



City of Salem Budget  
Self Insurance Risk Fund Assumptions and Trends  
FY 2022

Self Insurance Fund Resources

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
35145	INSURANCE PREMIUM - EMPLOYER	\$ -	\$ -	\$ 3,947,020	\$ 3,945,970	\$ 2,141,590	\$ 3,525,820	\$ 3,525,820	\$ 3,525,820	\$ 1,384,230	64.6%
	Total Internal / Intergovernmental	\$ -	\$ -	\$ 3,947,020	\$ 3,945,970	\$ 2,141,590	\$ 3,525,820	\$ 3,525,820	\$ 3,525,820	\$ 1,384,230	64.6%
35212	INTRAFUND - DIRECT CHG (LABOR)	\$ -	\$ -	\$ -	\$ 1,780	\$ -	\$ -	\$ -	\$ -	\$ -	-
		\$ -	\$ -	\$ -	\$ 1,780	\$ -	\$ -	\$ -	\$ -	\$ -	-
36210	INTEREST	\$ -	\$ 1,606	\$ 75,000	\$ 207,816	\$ 120,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 20,000	16.7%
36895	OTHER REVENUE	\$ -	\$ -	\$ -	\$ 9	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Other Revenue	\$ -	\$ 1,606	\$ 75,000	\$ 207,825	\$ 120,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 20,000	16.7%
39110	INTERFUND TRANSFERS	\$ -	\$ 9,669,015	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Beginning Balance	\$ -	\$ 9,669,015	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ -	\$ -	\$ 9,509,820	\$ 9,670,621	\$ 9,241,850	\$ 8,280,510	\$ 8,280,510	\$ 8,280,510	\$ (961,340)	-10.4%
	Total Beginning Balance	\$ -	\$ -	\$ 9,509,820	\$ 9,670,621	\$ 9,241,850	\$ 8,280,510	\$ 8,280,510	\$ 8,280,510	\$ (961,340)	-10.4%
	Total Resources	\$ -	\$ 9,670,621	\$ 13,631,840	\$ 13,926,197	\$ 11,503,440	\$ 11,946,330	\$ 11,946,330	\$ 11,946,330	\$ 442,890	3.9%



City of Salem Budget  
Self Insurance Risk Fund Assumptions and Trends  
FY 2022

Self Insurance Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
51010	SALARIES AND WAGES	\$ -	\$ -	\$ 391,020	\$ 357,027	\$ 458,900	\$ 483,520	\$ 483,520	\$ 483,520	\$ 24,620	5.4%
51020	SEASONAL AND RELIEF	-	-	-	113	-	-	-	-	-	-
51120	LEAVE PAYOFF	-	-	6,000	6,854	9,050	6,400	6,400	6,400	(2,650)	-29.3%
51130	CAR ALLOWANCE	-	-	-	(25)	-	-	-	-	-	-
51135	CELL PHONE ALLOWANCE	-	-	480	542	480	480	480	480	-	-
51195	OTHER PAY / BENEFITS	-	-	-	-	3,140	3,440	3,440	3,440	300	9.6%
51210	FICA AND MEDICARE	-	-	30,420	26,535	35,840	37,500	37,500	37,500	1,660	4.6%
51221	WORKERS' COMP PREMIUM	-	-	2,660	2,660	-	2,290	2,290	2,290	2,290	-
51222	WORKERS' COMP STATE ASSMT	-	-	150	91	150	150	150	150	-	-
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	2,460	2,460	2,460	2,460	-
51240	EMPLOYER - RETIREMENT PERS	-	-	73,210	60,510	85,360	91,860	91,860	91,860	6,500	7.6%
51243	PERS UNFUNDED LIABILITY	-	-	21,290	21,290	22,430	25,680	25,680	25,680	3,250	14.5%
51245	EMPLOYER - PERS PICKUP	-	-	23,860	19,028	28,090	29,420	29,420	29,420	1,330	4.7%
51250	INSURANCE - MEDICAL	-	-	107,920	82,715	129,780	116,380	116,380	116,380	(13,400)	-10.3%
51255	INSURANCE - VISION	-	-	2,830	2,241	3,440	3,040	3,040	3,040	(400)	-11.6%
51260	INSURANCE - DENTAL	-	-	9,240	7,528	11,620	10,270	10,270	10,270	(1,350)	-11.6%
51265	INSURANCE - LIFE	-	-	1,080	830	1,270	1,940	1,940	1,940	670	52.8%
51270	INSURANCE - DISABILITY	-	-	1,070	967	1,270	1,330	1,330	1,330	60	4.7%
Total Personal Services		\$ -	\$ -	\$ 671,230	\$ 588,905	\$ 790,820	\$ 816,160	\$ 816,160	\$ 816,160	\$ 25,340	3.2%
52120	MAIL	\$ -	\$ -	\$ 600	\$ 7	\$ 600	\$ 600	\$ 600	\$ 600	\$ -	-
52130	SUPPLIES	-	-	2,500	2,304	2,500	2,500	2,500	2,500	-	-
52360	RECRUITMENT FEES	-	-	-	20	-	40	40	40	40	-
52405	TELEPHONE - OFFICE	-	-	1,370	1,339	1,240	1,220	1,220	1,220	(20)	-1.6%
52410	TELEPHONE - CELLULAR	-	-	220	1,111	220	540	540	540	320	145.5%
52510	TRAINING	-	-	4,900	3,617	5,900	5,900	5,900	5,900	-	-
52550	MILEAGE	-	-	1,000	937	1,000	1,200	1,200	1,200	200	20.0%
52650	LEGAL / COURT SERVICES	-	-	-	2,242	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	-	-	252,730	189,840	242,730	247,250	247,250	247,250	4,520	1.9%
52710	MEMBERSHIP DUES	-	-	-	170	-	90	90	90	90	-
52815	CONTROLLED EQUIPMENT	-	-	6,190	23,250	9,400	7,500	7,500	7,500	(1,900)	-20.2%
52820	SMALL EQUIPMENT AND SUPPLIES	-	-	-	230	-	-	-	-	-	-
52830	COMPUTER SOFTWARE AND LICENSES	-	-	51,230	44,564	52,070	52,700	52,700	52,700	630	1.2%
53210	INSURANCE	-	-	842,000	1,043,476	987,660	1,449,860	1,449,860	1,449,860	462,200	46.8%
53211	LIABILITY INSURANCE	-	-	2,940	2,940	1,560	1,730	1,730	1,730	170	10.9%
53220	INSURANCE-RESERVE	-	-	8,870,640	-	6,606,380	7,013,860	7,013,860	7,013,860	407,480	6.2%
53710	CLAIMS AND DAMAGES	-	-	2,450,000	1,511,737	2,450,000	1,976,000	1,976,000	1,976,000	(474,000)	-19.3%
53734	SAFETY CLOTHING AND EQUIPMENT	-	-	-	528	-	600	600	600	600	-
53767	BANKING AND INVESTMENT FEES	-	-	7,500	9,951	7,500	7,500	7,500	7,500	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	-	-	-	4,889	-	-	-	-	-	-
53851	COPY	-	-	1,100	-	1,000	1,000	1,000	1,000	-	-
53854	PHOTOCOPIES	-	-	300	13	300	300	300	300	-	-
53900	SUPPORT SERVICES CHARGE	-	-	465,390	465,390	342,560	359,780	359,780	359,780	17,220	5.0%
Total Materials and Services		\$ -	\$ -	\$ 12,960,610	\$ 3,308,554	\$ 10,712,620	\$ 11,130,170	\$ 11,130,170	\$ 11,130,170	\$ 417,550	3.9%
Total Expenditures		\$ -	\$ -	\$ 13,631,840	\$ 3,897,460	\$ 11,503,440	\$ 11,946,330	\$ 11,946,330	\$ 11,946,330	\$ 442,890	3.9%

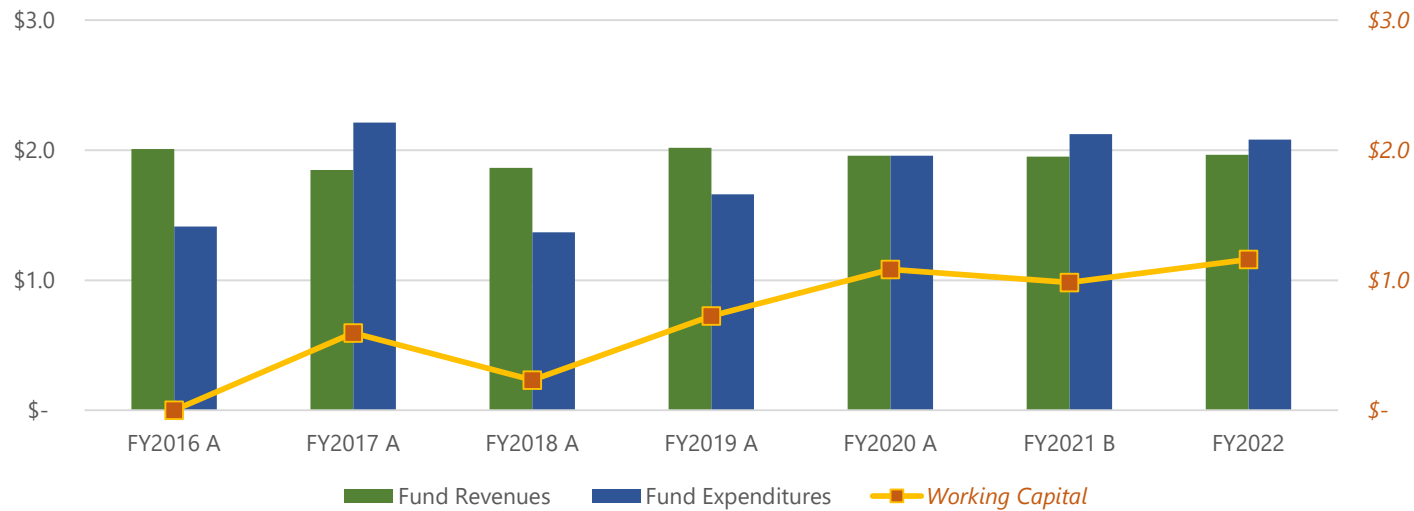


## City of Salem Budget Streetlight Fund Assumptions and Trends FY 2022

Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from or expenses of Streetlight Fund program activities					
32381	Streetlight Fee: charged to utility account customers in Salem based on customer classification and number of dwelling units	\$ 1,939,660	53620	Electricity: power for streetlights, estimating a 6% increase from the FY 2021 budget	\$ 982,620

Not all revenues and expenses included on the following pages are highlighted here.  
See the result area *Safe, Reliable, and Efficient Infrastructure* for more information about Streetlight Fund program expenses.

### Streetlight Fund Revenues, Expenditures, and Working Capital - Multi-Year View In millions





City of Salem Budget  
Streetlight Fund  
FY 2022

Streetlight Fund Resources

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
32310	ACCIDENT AND FIRE RECOVERY	\$ -	\$ 5,399	\$ 5,000	\$ 11,639	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	-
32381	STREETLIGHT FEE	1,856,000	1,876,772	1,869,000	1,924,335	1,928,900	1,939,660	1,939,660	1,939,660	10,760	0.6%
32895	OTHER PERMITS	-	950	-	2,480	-	2,000	2,000	2,000	2,000	-
	Total Sales, Fees, Licenses, Permits	\$ 1,856,000	\$ 1,883,121	\$ 1,874,000	\$ 1,938,454	\$ 1,933,900	\$ 1,946,660	\$ 1,946,660	\$ 1,946,660	\$ 12,760	0.7%
36210	INTEREST	\$ 3,000	\$ 12,737	\$ 8,000	\$ 18,379	\$ 16,500	\$ 16,530	\$ 16,530	\$ 16,530	\$ 30	0.2%
36895	OTHER REVENUE	-	121,190	-	-	-	-	-	-	-	-
	Total Other Revenue	\$ 3,000	\$ 133,927	\$ 8,000	\$ 18,379	\$ 16,500	\$ 16,530	\$ 16,530	\$ 16,530	\$ 30	0.2%
39910	BEGINNING WORKING CAPITAL	\$ 788,830	\$ 725,098	\$ 1,011,080	\$ 1,082,254	\$ 982,400	\$ 1,159,640	\$ 1,159,640	\$ 1,159,640	\$ 177,240	18.0%
	Total Beginning Balance	\$ 788,830	\$ 725,098	\$ 1,011,080	\$ 1,082,254	\$ 982,400	\$ 1,159,640	\$ 1,159,640	\$ 1,159,640	\$ 177,240	18.0%
	Total Resources	\$ 2,647,830	\$ 2,742,146	\$ 2,893,080	\$ 3,039,087	\$ 2,932,800	\$ 3,122,830	\$ 3,122,830	\$ 3,122,830	\$ 190,030	6.5%



City of Salem Budget  
Streetlight Fund  
FY 2022

Streetlight Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52670	OTHER PROFESSIONAL SERVICES	\$ 50,000	\$ 337	\$ 51,500	\$ 9,016	\$ 53,050	\$ 15,000	\$ 15,000	\$ 15,000	\$ (38,050)	-71.7%
52810	SMALL TOOLS	-	15	-	-	-	-	-	-	-	-
53380	OTHER MAINTENANCE AND REPAIRS	184,930	247,986	154,500	73,152	159,140	125,000	125,000	125,000	(34,140)	-21.5%
53620	ELECTRIC	828,000	769,543	1,135,800	889,091	927,000	982,620	982,620	982,620	55,620	6.0%
53650	REFUSE DISPOSAL	-	-	-	88	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	50	642	250	879	260	270	270	270	10	3.8%
53769	CARD PROCESSING FEES	-	-	-	36	-	-	-	-	-	-
53770	BAD DEBT - WRITE OFF	5,300	5,000	5,240	3,843	5,400	5,560	5,560	5,560	160	3.0%
53812	INTRA CITY - DIRECT CHG (LABOR)	-	7,408	10,000	4,516	10,400	11,020	11,020	11,020	620	6.0%
53900	SUPPORT SERVICES CHARGE	36,190	36,190	35,580	35,580	26,680	30,670	30,670	30,670	3,990	15.0%
	Total Materials and Services	\$ 1,104,470	\$ 1,067,121	\$ 1,392,870	\$ 1,016,201	\$ 1,181,930	\$ 1,170,140	\$ 1,170,140	\$ 1,170,140	\$ (11,790)	-1.0%
60120	PRINCIPAL	\$ 199,030	\$ 199,027	\$ 197,280	\$ 197,280	\$ 218,890	\$ 192,090	\$ 192,090	\$ 192,090	\$ (26,800)	-12.2%
60130	INTEREST	33,750	33,744	43,120	43,119	21,540	19,830	19,830	19,830	(1,710)	-7.9%
	Total Debt Service	\$ 232,780	\$ 232,772	\$ 240,400	\$ 240,399	\$ 240,430	\$ 211,920	\$ 211,920	\$ 211,920	\$ (28,510)	-11.9%
										-	-
61110	CONTINGENCIES	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	-
	Total Contingencies	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	-
62110	TRANSFERS TO OTHER FUNDS	\$ 360,000	\$ 360,000	\$ 700,000	\$ 700,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	-
	Total Interfund Transfers	\$ 360,000	\$ 360,000	\$ 700,000	\$ 700,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	-
	Total Expenditures	\$ 1,897,250	\$ 1,659,892	\$ 2,533,270	\$ 1,956,600	\$ 2,122,360	\$ 2,082,060	\$ 2,082,060	\$ 2,082,060	\$ (40,300)	-1.9%







# City of Salem Budget

## Tourism Promotion Area Assumptions and Trends

### FY 2022

#### Tourism Promotion Area Revenues and Expenditures

In millions

Account	Assumption	Amount	Account	Assumption	Amount
33110	Assessment: collections of the Tourism Promotion Area fee, a 2% charge on overnight stays in Hotels/Motels and bookings made through intermediaries in Salem.	\$ 696,030	54850	Other Special Payments: payment of 95% of collections of the Tourism Promotion Area fee are returned to the City's destination marketing organization	\$ 661,230
			62110	Transfers To Other Funds: payment to cover the City's administration of the fee.	\$ 30,970

In the 2019 Policy Agenda, City Council identified a Tourism Promotion Area (or TPA) as a goal for the following year. In November, 2019, City Council approved the TPA and established a 2% fee on overnight stays in Salem that were booked through third party intermediaries and in hotel/motels. The revenues from the TPA are paid to the City's Destination Marketing Organization (DMO), currently Travel Salem, for marketing activities related to tourism such as sponsorship of events that would attract out of town visitors. Per ORS 223, every five years the TPA will be reviewed and a public hearing held on its impact and effectiveness.



City of Salem Budget  
Tourism Promotion Area  
FY 2022

Tourism Promotion Area Fund Resources

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
33110	ASSESSMENT - PRINCIPAL	\$ -	\$ -	\$ 700,000	\$ 243,643	\$ 930,000	\$ 696,030	\$ 696,030	\$ 696,030	\$ (233,970)	-25.2%
	Total Assessments	\$ -	\$ -	\$ 700,000	\$ 243,643	\$ 930,000	\$ 696,030	\$ 696,030	\$ 696,030	\$ (233,970)	-25.2%
39910	BEGINNING WORKING CAPITAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Resources	\$ -	\$ -	\$ 700,000	\$ 243,643	\$ 930,000	\$ 696,030	\$ 696,030	\$ 696,030	\$ (233,970)	-25.2%

Tourism Promotion Area Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
53768	DIRECT BANKING FEES	\$ -	\$ -	\$ -	\$ 13	\$ 100	\$ 60	\$ 60	\$ 60	\$ (40)	-40.0%
53769	CARD PROCESSING FEES	-	-	-	1,158	4,790	3,770	3,770	3,770	(1,020)	-21.3%
54850	OTHER SPECIAL PAYMENTS	-	-	665,000	231,526	883,500	661,230	661,230	661,230	(222,270)	-25.2%
	Total Materials and Services	\$ -	\$ -	\$ 665,000	\$ 232,697	\$ 888,390	\$ 665,060	\$ 665,060	\$ 665,060	\$ 432,363	-25.1%
62110	TRANSFERS TO OTHER FUNDS	\$ -	\$ -	\$ 35,000	\$ 10,945	\$ 41,610	\$ 30,970	\$ 30,970	\$ 30,970	\$ (10,640)	-25.6%
	Total Interfund Transfers	\$ -	\$ -	\$ 35,000	\$ 10,945	\$ 41,610	\$ 30,970	\$ 30,970	\$ 30,970	\$ 20,025	-25.6%
	Total Expenditures	\$ -	\$ -	\$ 700,000	\$ 243,643	\$ 930,000	\$ 696,030	\$ 696,030	\$ 696,030	\$ 452,387	-25.2%



# City of Salem Budget

## Traffic Safety Fund

### FY 2022

Account	Assumption	Amount	Account	Assumption	Amount
36116	Photo Red Light Fines: collected through the use of the photo red light installations are recorded here; four approaches (one side of an intersection) are monitored with an anticipated implementation of three more approaches, a 32.7% increase from the FY 2021 Budget	\$ 853,070	52670	Other Professional Services: includes payments to the vendor for photo red light and speed-on-green citation issues, no change from the FY 2021 Budget	\$ 420,000
36117	Speed-On-Green Fines: collected through the use of the digital photo enforcement installations are recorded here; the amount is estimated based on a partial implementation of the speed-on-green intersections, no change from the FY 2021 Budget	\$ 526,050	53813	Intra City - Budgeted Transfers: expense for reserve officer citation review and to support additional capacity in Municipal Court and offset the expense of a Finance position to address the volume of work from increased citations, a 16.4% decrease from the FY 2021 Budget	\$ 359,970
			62110	Transfers To Other Funds: includes a transfer to the General Fund equating to an estimate of net revenue previously realized in the fund from the photo red light program, a 88.1% increase from the FY 2021 Budget	\$ 599,150

Not all revenues and expenses included on the following pages are highlighted here.

See the result area *Safe Community* for more information about Traffic Safety Fund program expenses.

The City is implementing a multi-year plan to improve traffic safety through the expansion of the digital traffic enforcement system. In FY 2020, the City used a new fund to segregate the revenues and program costs associated with current photo red light efforts and a planned expansion of this safety service. In April 2021, after almost a year of testing, three additional intersections (Commercial Street at Madrona SE, Commercial Street at Kuebler SE and Center Street at Hawthorne NE) were added locations. Potential additional features may be added at more intersections as resources allow.



City of Salem Budget  
Traffic Safety Fund  
FY 2022

Traffic Safety Fund Resources

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
35641	US DEPT OF THE TREASURY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 76,730	\$ 76,730	-
	Total Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 76,730	\$ 76,730	-
36116	PHOTO RED LIGHT FINES	\$ -	\$ -	\$ 844,710	\$ 445,827	\$ 642,900	\$ 853,070	\$ 853,070	\$ 853,070	\$ 210,170	32.7%
36117	SPEED-ON-GREEN FINES	-	-	1,268,010	131,247	526,050	526,050	526,050	526,050	-	-
	Total Sales, Fees, Licenses, and Permits	\$ -	\$ -	\$ 2,112,720	\$ 577,074	\$ 1,168,950	\$ 1,379,120	\$ 1,379,120	\$ 1,379,120	\$ 210,170	18.0%
36210	INTEREST	\$ -	\$ -	\$ -	\$ 1,211	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Other Revenue	\$ -	\$ -	\$ -	\$ 1,211	\$ -	\$ -	\$ -	\$ -	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 76,730	\$ 76,730	\$ -	\$ -	-
	Total Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 76,730	\$ 76,730	\$ -	\$ -	-
	Total Resources	\$ -	\$ -	\$ 2,112,720	\$ 578,284	\$ 1,168,950	\$ 1,455,850	\$ 1,455,850	\$ 1,455,850	\$ 286,900	24.5%

Traffic Safety Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52620	CONSTRUCTION CONTRACTS	\$ -	\$ -	\$ -	\$ 116	\$ -	\$ -	\$ -	\$ -	\$ -	-
52670	OTHER PROFESSIONAL SERVICES	-	-	567,520	209,247	420,000	420,000	420,000	420,000	-	-
53620	ELECTRIC	-	-	3,600	944	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	-	-	-	61	-	-	-	-	-	-
53813	INTRA CITY - BUDGETED TRANSFERS	-	-	324,480	113,730	430,340	359,970	359,970	359,970	(70,370)	-16.4%
	Total Materials and Services	\$ -	\$ -	\$ 895,600	\$ 324,098	\$ 850,340	\$ 779,970	\$ 779,970	\$ 779,970	\$ (70,370)	-8.3%
61110	CONTINGENCIES	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Contingencies	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
62110	TRANSFERS TO OTHER FUNDS	\$ -	\$ -	\$ 812,360	\$ 254,176	\$ 318,610	\$ 599,150	\$ 599,150	\$ 599,150	\$ 280,540	88.1%
	Total Interfund Transfers	\$ -	\$ -	\$ 812,360	\$ 254,176	\$ 318,610	\$ 599,150	\$ 599,150	\$ 599,150	\$ 280,540	88.1%
	Total Expenditures	\$ -	\$ -	\$ 1,907,960	\$ 578,274	\$ 1,168,950	\$ 1,379,120	\$ 1,379,120	\$ 1,379,120	\$ 210,170	18.0%



# City of Salem Budget

## Transportation Services Fund Assumptions and Trends

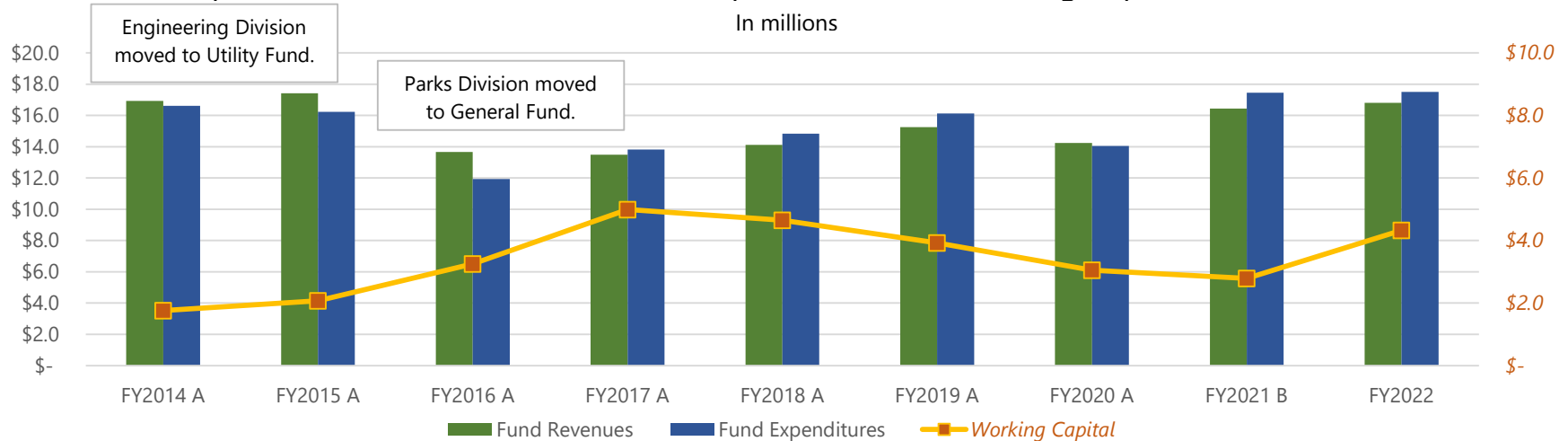
### FY 2022

Account	Assumption	Amount	Account	Assumption	Amount
Proceeds for Transportation Fund program activities					
32820	Street Use Permits: for use of public right-of-way including lane closures, estimating no change over FY 2020 Budget	\$ 177,170	32515	Intrafund Interdept. Billings: internal to the City as a reimbursement for expenses paid, estimating a 3.8% decrease over the FY 2021 Budget	\$ 368,270
35212	Intrafund Direct Chg (Labor): internal to the City charging fund-to-fund for labor, estimating a 3.3% increase over the FY 2021 Budget	\$ 1,030,530	35310	State Highway Revenue: Salem's share of certain net revenues collected by the Motor Vehicles Division, Highway Division, and Public Utility Commissioner; estimating a 1.6% decrease over FY 2021 Budget	\$ 12,957,240
35213	Intrafund Budgeted Transfers: internal to the City charging monthly for a set amount to support certain services, estimating a 5.8% increase from the FY 2021 Budget	\$ 1,164,290			

Not all revenues included on the next page are highlighted here.

See the result area *Safe, Reliable, and Efficient Infrastructure* for more information about Transportation Fund program expenses.

### Transportation Services Fund Revenues, Expenditures, and Working Capital - Multi-Year View





City of Salem Budget  
Transportation Services Fund Resources  
FY 2022

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
32310	ACCIDENT AND FIRE RECOVERY	\$ 10,000	\$ 37,707	\$ 10,000	\$ 43,081	\$ 10,300	\$ 10,610	\$ 10,610	\$ 10,610	\$ 310	3.0%
32320	DOCUMENT SALES	1,000	1,389	1,000	1,681	1,030	1,060	1,060	1,060	30	2.9%
32355	SIGN REPAIRS / INSTALL	500	6,300	3,000	4,493	3,090	3,180	3,180	3,180	90	2.9%
32640	PW SERVICE FEE	14,700	7,996	5,050	22,055	9,400	11,920	11,920	11,920	2,520	26.8%
32695	OTHER FEE	-	30	-	-	-	-	-	-	-	-
32820	STREET USE PERMITS	152,000	163,834	172,000	140,921	172,000	177,170	177,170	177,170	5,170	3.0%
32895	OTHER PERMITS	7,500	4,035	4,500	6,944	4,640	4,700	4,700	4,700	60	1.3%
	Total Sales, Fees, Licenses, Permits	\$ 185,700	\$ 221,290	\$ 195,550	\$ 219,175	\$ 200,460	\$ 208,640	\$ 208,640	\$ 208,640	\$ 8,180	4.1%
33110	ASSESSMENT - PRINCIPAL	\$ 8,000	\$ 4,183	\$ 4,000	\$ 129	\$ 4,120	\$ 4,240	\$ 4,240	\$ 4,240	\$ 120	2.9%
33115	ASSESSMENT - INTEREST	1,000	561	1,000	178	1,030	1,060	1,060	1,060	30	2.9%
	Total Assessments	\$ 9,000	\$ 4,743	\$ 5,000	\$ 306	\$ 5,150	\$ 5,300	\$ 5,300	\$ 5,300	\$ 150	2.9%
34110	LAND / BUILDING RENT	\$ 2,100	\$ 2,036	\$ 2,040	\$ 1,602	\$ 2,040	\$ 2,040	\$ 2,040	\$ 2,040	\$ -	-
	Total Rent	\$ 2,100	\$ 2,036	\$ 2,040	\$ 1,602	\$ 2,040	\$ 2,040	\$ 2,040	\$ 2,040	\$ -	-
35211	INTERFUND - SPECIAL TRANSFERS	\$ -	\$ -	\$ -	\$ 54	\$ -	\$ -	\$ -	\$ -	\$ -	-
35212	INTRAFUND - DIRECT CHG (LABOR)	945,890	802,320	971,010	853,347	997,470	1,030,530	1,030,530	1,030,530	33,060	3.3%
35213	INTRAFUND - BUDGETED TRANSFERS	1,071,710	1,093,890	850,330	850,330	1,100,720	1,164,290	1,164,290	1,164,290	63,570	5.8%
35215	INTRAFUND - INTERDEPARTMENTAL BILLINGS	326,580	438,476	347,870	288,084	382,690	368,270	368,270	368,270	(14,420)	-3.8%
35310	STATE HIGHWAY REVENUE	12,008,810	12,053,359	12,318,060	11,389,569	13,167,040	12,957,240	12,957,240	12,957,240	(209,800)	-1.6%
35350	CHEMEKETA COMM COLLEGE	1,720	2,226	1,500	2,275	1,550	1,600	1,600	1,600	50	3.2%
35361	STATE REIMBURSEMENT	114,960	105,164	126,500	113,066	130,300	134,210	134,210	134,210	3,910	3.0%
35367	CITY OF KEIZER	27,500	33,474	51,000	66,175	34,480	35,510	35,510	35,510	1,030	3.0%
35370	MARION COUNTY	25,000	30,141	19,500	20,073	30,140	31,040	31,040	31,040	900	3.0%
35395	OTHER GOVERNMENT AGENCIES	-	2,125	-	430	-	-	-	-	-	-
35519	STATE-DEPT OF TRANSPORTATION (ODOT)	53,500	51,637	-	1,863	-	-	-	-	-	-
35615	OTHER FEDERAL GRANTS	207,330	-	-	-	-	-	-	-	-	-
35633	US FEDERAL HIGHWAY TRANSPORTATION	3,100	260,827	271,860	270,480	280,020	288,420	288,420	288,420	8,400	3.0%
35641	US DEPT OF THE TREASURY	-	-	-	16,937	-	464,930	464,930	464,930	464,930	-
	Total Internal / Intergovernmental	\$ 14,786,100	\$ 14,873,639	\$ 14,957,630	\$ 13,872,683	\$ 16,124,410	\$ 16,476,040	\$ 16,476,040	\$ 16,476,040	\$ 351,630	2.2%
36210	INTEREST	\$ 50,000	\$ 59,508	\$ 32,000	\$ 51,098	\$ 32,960	\$ 33,950	\$ 33,950	\$ 33,950	\$ 990	3.0%
36810	BAD DEBT RECOVERY	-	636	-	508	-	-	-	-	-	-
36815	WAGE RECOVERY	-	-	-	18,070	-	-	-	-	-	-
36895	OTHER REVENUE	2,000	9,735	2,000	5,922	2,060	2,120	2,120	2,120	60	2.9%
	Total Other Revenue	\$ 52,000	\$ 69,879	\$ 34,000	\$ 75,598	\$ 35,020	\$ 36,070	\$ 36,070	\$ 36,070	\$ 1,050	3.0%
39110	INTERFUND TRANSFERS	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	-
	Total Interfund Transfers	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 3,027,450	\$ 3,922,216	\$ 2,575,000	\$ 3,047,206	\$ 2,790,670	\$ 4,059,390	\$ 4,059,390	\$ 4,329,390	\$ 1,538,720	55.1%
	Total Beginning Balance	\$ 3,027,450	\$ 3,922,216	\$ 2,575,000	\$ 3,047,206	\$ 2,790,670	\$ 4,059,390	\$ 4,059,390	\$ 4,329,390	\$ 1,538,720	55.1%
	Total Resources	\$ 18,137,350	\$ 19,168,804	\$ 17,844,220	\$ 17,291,570	\$ 19,232,750	\$ 20,862,480	\$ 20,862,480	\$ 21,132,480	\$ 1,899,730	9.9%



City of Salem Budget  
Transportation Services Fund Expenditures  
FY 2022

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
51010	SALARY AND WAGES	\$ 3,328,550	\$ 3,210,452	\$ 3,525,080	\$ 3,264,406	\$ 3,792,440	\$ 3,880,280	\$ 3,880,280	\$ 3,880,280	\$ 87,840	2.3%
51020	SEASONAL AND RELIEF	302,270	155,775	280,620	123,685	241,610	249,410	249,410	249,410	7,800	3.2%
51025	HOLIDAY - REGULAR	-	738	-	2,248	-	-	-	-	-	-
51030	OVERTIME	95,750	159,881	106,610	112,996	109,360	121,310	121,310	121,310	11,950	10.9%
51080	STANDBY	53,300	30,205	41,130	29,514	39,630	36,410	36,410	36,410	(3,220)	-8.1%
51090	DIFFERENTIAL	7,620	7,263	10,510	7,374	10,610	10,690	10,690	10,690	80	0.8%
51100	INCENTIVES	7,660	7,326	9,570	7,531	7,950	8,090	8,090	8,090	140	1.8%
51120	LEAVE PAYOFF	17,760	27,882	30,460	19,768	26,560	30,130	30,130	30,130	3,570	13.4%
51195	OTHER PAY / BENEFITS	8,860	-	11,770	-	10,800	5,390	5,390	5,390	(5,410)	-50.1%
51210	FICA AND MEDICARE	290,030	270,812	306,300	269,015	323,480	331,730	331,730	331,730	8,250	2.6%
51221	WORKERS' COMP PREMIUM	40,940	40,940	70,700	70,700	-	61,800	61,800	61,800	61,800	-
51222	WORKERS' COMP STATE ASSMT	1,560	1,413	1,870	1,172	1,720	1,720	1,720	1,720	-	-
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	21,680	21,680	21,680	21,680	-
51230	UNEMPLOYMENT	29,000	12,905	29,000	7,432	-	20,000	20,000	20,000	20,000	-
51240	EMPLOYER - RETIREMENT PERS	580,310	515,078	773,740	667,001	779,030	797,210	797,210	797,210	18,180	2.3%
51243	PERS UNFUNDED LIABILITY	186,670	186,670	194,680	194,680	208,290	218,400	218,400	218,400	10,110	4.9%
51245	EMPLOYER - PERS PICKUP	228,780	202,259	240,240	204,877	244,970	245,140	245,140	245,140	170	0.1%
51250	INSURANCE - MEDICAL	950,960	812,202	904,940	824,992	1,003,330	1,105,480	1,105,480	1,105,480	102,150	10.2%
51255	INSURANCE - VISION	25,330	21,537	23,170	20,890	24,750	26,590	26,590	26,590	1,840	7.4%
51260	INSURANCE - DENTAL	84,550	71,623	77,860	71,394	85,850	92,100	92,100	92,100	6,250	7.3%
51265	INSURANCE - LIFE	6,630	7,112	8,080	7,587	8,510	12,610	12,610	12,610	4,100	48.2%
51270	INSURANCE - DISABILITY	2,530	2,419	2,600	2,683	2,720	2,810	2,810	2,810	90	3.3%
	Total Personal Services	\$ 6,249,060	\$ 5,744,491	\$ 6,648,930	\$ 5,909,944	\$ 6,921,610	\$ 7,278,980	\$ 7,278,980	\$ 7,278,980	\$ 357,370	5.2%
52110	SUBSCRIPTIONS AND BOOKS	\$ 1,200	\$ 1,932	\$ 1,320	\$ 831	\$ 1,850	\$ 1,350	\$ 1,350	\$ 1,350	\$ (500)	-27.0%
52120	MAIL	1,700	57	1,700	213	1,300	250	250	250	(1,050)	-80.8%
52130	SUPPLIES	36,200	36,993	36,500	33,656	42,100	42,100	42,100	42,100	-	-
52150	RECORDING FEES	600	-	600	-	600	400	400	400	(200)	-33.3%
52320	ADVERTISING	16,800	1,357	10,000	2,997	6,800	8,200	8,200	8,200	1,400	20.6%
52340	EMPLOYEE RECOGNITION	-	126	-	69	-	-	-	-	-	-
52360	RECRUITMENT FEES	200	368	420	236	550	1,450	1,450	1,450	900	163.6%
52405	TELEPHONE - OFFICE	300	357	350	298	350	350	350	350	-	-
52410	TELEPHONE - CELLULAR	39,270	38,968	44,110	40,500	45,820	46,510	46,510	46,510	690	1.5%
52460	COMMUNICATION - OTHER	-	480	600	457	600	500	500	500	(100)	-16.7%
52510	TRAINING	18,150	14,333	19,700	9,998	22,700	21,900	21,900	21,900	(800)	-3.5%
52540	MEALS	750	1,253	250	88	750	750	750	750	-	-
52550	MILEAGE	-	-	1,000	-	1,510	-	-	-	(1,510)	-100.0%
52640	ENGINEERING / ARCHITECT SERVICES	44,450	25,257	-	-	75,000	75,000	75,000	75,000	-	-
52670	OTHER PROFESSIONAL SERVICES	688,640	708,408	568,400	575,198	693,710	724,900	724,900	724,900	31,190	4.5%
52710	MEMBERSHIP DUES	10,900	8,905	11,220	10,885	11,100	13,060	13,060	13,060	1,960	17.7%
52720	LICENSES / CERTIFICATIONS	4,660	5,104	4,370	3,578	3,960	5,780	5,780	5,780	1,820	46.0%
52740	PERMITS	-	118	-	1,846	-	-	-	-	-	-
52810	SMALL TOOLS	11,500	18,484	14,080	16,255	16,980	19,980	19,980	19,980	3,000	17.7%
52815	CONTROLLED EQUIPMENT	15,000	22,384	19,000	29,516	28,000	17,500	17,500	17,500	(10,500)	-37.5%
52820	SMALL EQUIPMENT AND SUPPLIES	10,500	43,857	12,400	10,064	19,100	28,800	28,800	28,800	9,700	50.8%
52830	COMPUTER SOFTWARE AND LICENSES	63,710	53,514	57,640	28,931	53,420	67,170	67,170	67,170	13,750	25.7%
52865	OTHER TECHNICAL SUPPLIES	-	264	-	55	-	-	-	-	-	-
52910	DIESEL FUEL	151,140	123,833	165,000	120,390	165,000	144,000	144,000	144,000	(21,000)	-12.7%



City of Salem Budget  
Transportation Services Fund Expenditures  
FY 2022

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52930	GASOLINE	62,810	64,199	67,000	72,368	70,000	75,000	75,000	75,000	5,000	7.1%
52940	LP / CNG GAS	3,450	3,230	3,800	3,102	3,800	3,750	3,750	3,750	(50)	-1.3%
52950	LUBRICANTS	240	62	130	124	180	140	140	140	(40)	-22.2%
53210	INSURANCE	31,050	-	-	-	-	-	-	-	-	-
53211	LIABILITY INSURANCE	240,820	259,650	124,100	124,100	204,830	180,200	180,200	180,200	(24,630)	-12.0%
53310	VEHICLE MAINTENANCE	203,020	271,122	202,000	296,941	253,330	308,000	308,000	308,000	54,670	21.6%
53320	EQUIPMENT MAINTENANCE	37,490	22,205	15,590	6,175	13,310	13,020	13,020	13,020	(290)	-2.2%
53330	FACILITIES SERVICES	-	18	-	-	-	-	-	-	-	-
53340	FACILITIES MAINTENANCE	-	-	-	545	-	-	-	-	-	-
53350	RADIO MAINTENANCE	400	-	1,150	-	400	-	-	-	(400)	-100.0%
53375	CHEMICALS	-	441	30	-	530	500	500	500	(30)	-5.7%
53380	OTHER MAINTENANCE AND REPAIRS	2,001,630	1,447,935	1,843,670	1,216,886	1,898,090	1,900,960	1,900,960	1,930,960	32,870	1.7%
53530	OUTSIDE RENTAL	16,870	13,597	19,650	8,160	40,250	59,300	59,300	59,300	19,050	47.3%
53610	GAS	4,480	3,899	4,550	5,062	4,350	3,990	3,990	3,990	(360)	-8.3%
53620	ELECTRIC	147,860	162,225	153,160	156,190	168,350	178,740	178,740	178,740	10,390	6.2%
53650	REFUSE DISPOSAL	28,200	25,305	28,700	35,169	29,700	40,500	40,500	40,500	10,800	36.4%
53720	TAXES AND ASSESSMENTS	-	-	-	700	-	-	-	-	-	-
53731	CLOTHING - UNIFORMS (TAXABLE)	1,100	1,856	1,180	1,413	1,410	2,040	2,040	2,040	630	44.7%
53734	SAFETY CLOTHING AND EQUIPMENT	25,250	33,606	27,800	18,072	34,130	34,130	34,130	34,130	-	-
53740	CLOTHING - CLEANING CHARGES	800	706	800	854	950	950	950	950	-	-
53767	BANKING AND INVESTMENT FEES	10,300	4,176	13,500	3,760	6,060	6,510	6,510	6,510	450	7.4%
53768	DIRECT BANKING FEES	700	28	200	14	50	50	50	50	-	-
53769	CARD PROCESSING FEES	-	2,080	2,000	2,387	2,200	2,200	2,200	2,200	-	-
53770	BAD DEBT - WRITE OFF	-	3,262	-	-	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	9,660	26,960	11,380	19,903	9,760	14,000	14,000	14,000	4,240	43.4%
53813	INTRA CITY - BUDGETED TRANSFERS	2,701,410	2,701,410	2,611,170	2,498,988	1,011,280	1,049,500	1,049,500	1,049,500	38,220	3.8%
53815	INTRA CITY - INTERDEPARTMENTAL BILLINGS	137,490	125,429	127,490	145,074	1,907,090	1,964,300	1,964,300	1,964,300	57,210	3.0%
53830	RADIO	112,730	112,730	102,190	102,190	112,960	91,530	91,530	91,530	(21,430)	-19.0%
53840	MOTOR POOL RENTAL	504,640	504,636	504,920	504,980	522,440	526,660	526,660	526,660	4,220	0.8%
53841	EQUIPMENT REPLACEMENT CHARGE	599,000	599,000	661,000	625,000	575,000	190,000	190,000	190,000	(385,000)	-67.0%
53851	COPY	3,800	1,317	5,300	1,702	3,800	5,020	5,020	5,020	1,220	32.1%
53853	PRINTING	400	-	250	-	250	100	100	100	(150)	-60.0%
53854	PHOTOCOPIES	-	-	-	430	-	-	-	-	-	-
53855	SHOPS FACILITIES MAINTENANCE	27,510	27,510	23,970	23,970	26,710	28,180	28,180	28,180	1,470	5.5%
53860	BUILDING SERVICES	1,000	2,423	2,000	16,927	2,000	2,000	2,000	2,000	-	-
53900	SUPPORT SERVICES CHARGE	734,900	734,900	820,650	820,650	853,310	895,470	895,470	895,470	42,160	4.9%
	Total Materials and Services	\$ 8,764,680	\$ 8,262,267	\$ 8,347,990	\$ 7,599,761	\$ 8,947,720	\$ 8,796,690	\$ 8,796,690	\$ 8,826,690	\$ (121,030)	-1.4%
55120	BUILDINGS AND IMPROVEMENTS	\$ -	\$ 7,193	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
55130	EQUIPMENT AND MACHINERY	745,500	582,158	315,500	89,730	275,000	54,000	54,000	294,000	19,000	6.9%
55150	FLEET REPLACEMENT	-	-	-	286	-	-	-	-	-	-
	Total Capital Outlay	\$ 745,500	\$ 589,350	\$ 315,500	\$ 90,016	\$ 275,000	\$ 54,000	\$ 54,000	\$ 294,000	\$ 19,000	6.9%
61110	CONTINGENCIES	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	-
	Total Contingencies	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	-
62110	TRANSFERS TO OTHER FUNDS	\$ 1,525,490	\$ 1,525,490	\$ 453,470	\$ 453,470	\$ 812,070	\$ 606,970	\$ 606,970	\$ 606,970	\$ (205,100)	-25.3%
	Total Interfund Transfers	\$ 1,525,490	\$ 1,525,490	\$ 453,470	\$ 453,470	\$ 812,070	\$ 606,970	\$ 606,970	\$ 606,970	\$ (205,100)	-25.3%
	Total Expenditures	\$ 17,784,730	\$ 16,121,598	\$ 16,265,890	\$ 14,053,192	\$ 17,456,400	\$ 17,236,640	\$ 17,236,640	\$ 17,506,640	\$ 50,240	0.3%



## City of Salem Budget Trust Fund Assumptions and Trends FY 2022

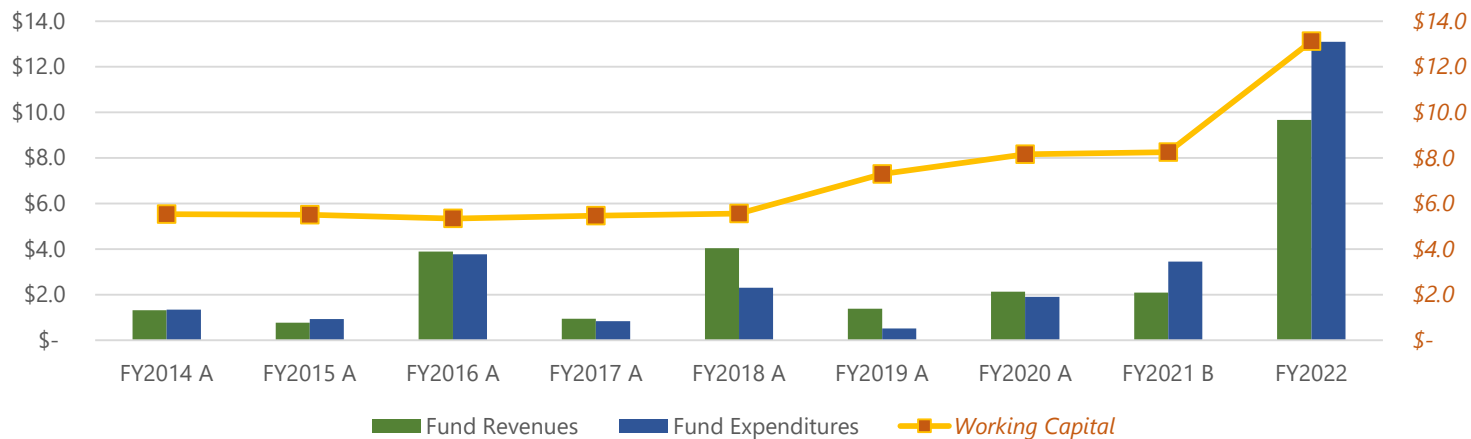
Account	Assumption	Amount	Account	Assumption	Amount
32345	Community Enforcement Fee: revenue derived from the remediation of blighted properties in Salem; estimating no change from the FY 2021 Budget	\$ 75,000	36895	Other Revenues: includes \$500,000 of appropriation authority for unanticipated revenues, also forfeited funds held in several trust accounts; estimating a 0.8% decrease over the FY 2021 Budget	\$ 1,428,580
32640	PW Service Fee: developer fees held in trust for Public Works projects; estimating a 31.8% decrease from the FY 2021 Budget	\$ 75,000	39110	Interfund Transfers: includes transfers for the senior center and historical residential toolbox grants; estimating no change over the FY 2021 Budget	\$ 17,500
35641	US Dept of the Treasury: grant revenue from the American Rescue Plan Act	\$ 2,500,980			

Not all revenues included on the next page are highlighted here.

See all six result areas and the Miscellaneous section of the budget document for more information about trust fund resources and expenses.

### Trust Fund Revenues, Expenditures, and Working Capital - Multi-Year View

In millions



FY 2018 actual expenses include a transfer to the Information Technology Construction Fund for the telephone system replacement project.

FY 2022 increase is primarily due to the receipt of funds from the American Rescue Plan Act. These monies make up part of the amount held in fund 404.



Trust Funds  
FY 2022

Actual Cash Balance		Account Number	Trust Account Title	Estimated Cash Bal. 6/30/2021	Anticipated FY 2021-22			Projected Cash Bal. 6/30/2022
7/1/2019	7/1/2020				Receipts	Total Res	Disbursements	
\$ 565	\$ 565	401 10980400	Civic Center Trust	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	404 60981010	Misc. Federal and State Grants	4,752,890	7,500,980	12,253,870	9,753,870	2,500,000
18,938	19,343	421 20981700	Kingwood Tower	20,000	300	20,300	20,300	-
69,891	71,384	429 64989700	Enterprise Zone	2,300	100	2,400	2,400	-
29,429	30,108	430 25989800	Seismic Response	31,150	450	31,600	31,600	-
816	833	435 60982000	Youth Commission	-	-	-	-	-
12,811	6,475	436 58982600	Pioneer Cemetery Trust	17,520	14,200	31,720	15,000	16,720
48,664	69,518	440 21983500	Senior Center	73,250	164,700	237,950	179,000	58,950
3,335	3,155	445 25984000	SESNA Neighborhood Response	3,270	50	3,320	1,710	1,610
411,140	395,152	446 64989800	Railroad Bridge Maintenance	409,990	6,700	416,690	50,500	366,190
198,939	211,519	447 589831--	Parks Facilities Reserves	275,940	41,480	317,420	71,600	245,820
15,407	210,837	448 25985---	Neighborhood Enhancement	141,660	97,890	239,550	232,110	7,440
15,115	17,371	460 33982200	Friends of SPL	37,470	32,740	70,210	40,000	30,210
938,927	957,913	461 3398----	Library Gifts	930,400	125,070	1,055,470	197,130	858,340
13,827	14,122	462 33984200	Nora Anderson Estate	14,590	150	14,740	10	14,730
9,377	9,004	463 33985900	Dr. Helen Pearce Music Fund	8,750	100	8,850	1,010	7,840
23,023	21,826	464 33986400	Rise Estate	21,270	200	21,470	5,010	16,460
8,455	8,636	465 33986500	Rutter Bond Donation	8,920	100	9,020	10	9,010
238,052	317,413	467 35981700	Police Property Income	330,000	225,000	555,000	300,000	255,000
12,071	2,342	469 35981200	K-9 Trust	1,500	500	2,000	500	1,500
308,876	316,654	470 35981400	Police - Other Income	350,000	100,000	450,000	250,000	200,000
12,757	16,069	472 35982900	Police - Misc. Donations	28,000	100,000	128,000	50,000	78,000
6,179	288	473 35983800	Police Training	5,000	40,100	45,100	40,000	5,100
7,313	2,069	474 35983900	D.A.R.E. Program	-	-	-	-	-
2,982	3,402	475 35987100	Neighborhood Watch	4,000	1,000	5,000	5,000	-
2,500	2,856	477 37987500	Fire - Prevention / Education / Trauma	2,540	100,000	102,540	100,000	2,540
379,525	699,365	479 35983---	Federal and State Forfeitures	351,500	415,000	766,500	601,500	165,000
64,778	66,162	483 37987200	Antique Fire Apparatus	65,470	30,000	95,470	30,000	65,470
281,841	286,137	486 58981900	Street Right-of-Way	307,490	6,550	314,040	307,000	7,040
3,955,215	4,141,649	490 589887--	Future Public Works Projects	4,694,960	149,800	4,844,760	80,800	4,763,960
6,935	5,301	493 58982210	Environmental Program Donations	3,840	4,140	7,980	5,000	2,980
-	-	500 60989500	Unanticipated	-	500,000	500,000	500,000	-
185,631	240,345	560 58985100	Woodmansee Park	216,420	13,580	230,000	230,000	-
8,300	8,477	570 33984700	J. Wesley Sullivan Trust	8,760	100	8,860	10	8,850
\$ 7,294,859	\$ 8,159,606			\$ 13,118,850	\$ 9,670,980	22,789,830	\$ 13,101,070	\$ 9,688,760



City of Salem Budget  
Trust Fund  
FY 2022

Trust Fund Resources

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
32310	ACCIDENT AND FIRE RECOVERY	\$ -	\$ 1,298	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
32345	COMMUNITY ENFORCEMENT FEES	-	80,824	100,000	186,598	75,000	75,000	75,000	75,000	-	-
32610	SENIOR CENTER FEE	-	14,545	-	13,472	-	-	-	-	-	-
32633	LIBRARY - DAMAGED AND LOST MATERIALS	25,000	34,776	-	10,678	-	-	-	-	-	-
32640	PW SERVICE FEE	180,000	113,000	135,000	61,000	110,000	75,000	75,000	75,000	(35,000)	-31.8%
	Total Sales, Fees, Licenses, Permits	\$ 205,000	\$ 244,443	\$ 235,000	\$ 271,748	\$ 185,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ (35,000)	-18.9%
35510	STATE GRANTS	\$ 30,000	\$ 26,177	\$ 30,000	\$ 29,187	\$ 30,000	\$ -	\$ -	\$ 5,000,000	\$ 4,970,000	16566.7%
35515	STATE-DEPT OF ADMIN SERVICES (DAS)	-	-	1,000,000	1,000,000	-	-	-	-	-	-
35640	US DEPT OF JUSTICE (OTHER)	-	50,423	-	19,683	-	-	-	-	-	-
	Total Internal / Intergovernmental	\$ 30,000	\$ 76,600	\$ 1,030,000	\$ 1,048,870	\$ 30,000	\$ -	\$ -	\$ 5,000,000	\$ 4,970,000	16566.7%
33115	ASSESSMENT - INTEREST	\$ -	\$ 8,302	\$ -	\$ 32,841	\$ -	\$ -	\$ -	\$ -	\$ -	-
34110	LAND / BUILDING RENT	-	2,187	-	2,116	-	-	-	-	-	-
35641	US DEPT OF THE TREASURY	-	-	-	-	-	4,357,850	4,357,850	2,500,980	2,500,980	-
36106	TREE CODE VIOLATION	7,000	3,985	3,660	34,453	4,000	10,000	10,000	10,000	6,000	150.0%
36130	CIVIL PENALTIES	-	(750)	-	1,050	-	-	-	-	-	-
36210	INTEREST	117,620	181,870	136,260	190,708	218,410	203,180	203,180	203,280	(15,130)	-6.9%
36315	LOAN INTEREST	-	2,586	3,000	-	-	-	-	-	-	-
36820	DONATIONS	257,180	72,913	296,700	120,303	222,500	260,640	260,640	360,640	138,140	62.1%
36830	CORPORATE CARD REBATE	-	277	-	448	-	-	-	-	-	-
36895	OTHER REVENUE	1,301,150	632,383	1,139,800	407,983	1,417,500	928,580	928,580	1,428,580	11,080	0.8%
	Total Other Revenue	\$ 1,682,950	\$ 903,753	\$ 1,579,420	\$ 789,902	\$ 1,862,410	\$ 5,760,250	\$ 5,760,250	\$ 4,503,480	\$ 140,090	141.8%
39110	INTERFUND TRANSFERS	\$ 162,500	\$ 162,500	\$ 12,500	\$ 12,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ -	-
39115	INTRAFUND TRANSFERS IN	-	-	-	3,967	-	-	-	-	-	-
	Total Interfund Transfers	\$ 162,500	\$ 162,500	\$ 12,500	\$ 16,467	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 7,156,980	\$ 7,294,859	\$ 8,031,860	\$ 8,159,606	\$ 8,257,180	\$ 13,486,780	\$ 13,486,780	\$ 13,118,850	\$ 4,861,670	58.9%
	Total Beginning Balance	\$ 7,156,980	\$ 7,294,859	\$ 8,031,860	\$ 8,159,606	\$ 8,257,180	\$ 13,486,780	\$ 13,486,780	\$ 13,118,850	\$ 4,861,670	58.9%
	Total Resources	\$ 9,237,430	\$ 8,682,156	\$ 10,888,780	\$ 10,286,593	\$ 10,352,090	\$ 19,414,530	\$ 19,414,530	\$ 22,789,830	\$ 9,936,760	120.1%



City of Salem Budget  
Trust Fund  
FY 2022

Trust Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52110	SUBSCRIPTIONS AND BOOKS	\$ 25,000	\$ 71,249	\$ -	\$ 53,345	\$ -	\$ -	\$ -	\$ -	\$ -	-
52120	MAIL	-	245	-	221	-	-	-	-	-	-
52130	SUPPLIES	80,000	28,597	15,000	23,889	15,000	-	-	-	(15,000)	-100.0%
52140	PRINTING AND DUPLICATION	-	789	-	-	-	-	-	-	-	-
52320	ADVERTISING	-	1,240	-	717	-	-	-	-	-	-
52340	EMPLOYEE RECOGNITION	-	134	-	213	-	-	-	-	-	-
52510	TRAINING	-	15,615	-	7,435	-	-	-	-	-	-
52520	TRAVEL	-	1,674	-	-	-	-	-	-	-	-
52540	MEALS	-	298	-	561	-	-	-	-	-	-
52550	MILEAGE	-	43	-	-	-	-	-	-	-	-
52560	REGISTRATION	-	-	-	1,625	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	117,000	49,864	145,000	33,009	260,250	264,000	264,000	284,000	23,750	9.1%
52810	SMALL TOOLS	-	742	-	-	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	56,140	93,115	-	30,238	-	-	-	1,100	1,100	-
52820	SMALL EQUIPMENT AND SUPPLIES	-	5,539	-	17,481	55,250	59,000	59,000	59,000	3,750	6.8%
52830	COMPUTER SOFTWARE AND LICENSES	7,460	85,033	33,000	66,565	-	-	-	-	-	-
52865	OTHER TECHNICAL SUPPLIES	-	3,352	-	-	-	-	-	-	-	-
52910	DIESEL FUEL	-	204	-	-	-	-	-	-	-	-
52930	GASOLINE	-	(448)	-	105	-	-	-	-	-	-
53310	VEHICLE MAINTENANCE	-	195	-	-	-	-	-	-	-	-
53320	EQUIPMENT MAINTENANCE	-	2,495	4,270	-	-	-	-	-	-	-
53380	OTHER MAINTENANCE AND REPAIRS	-	29,414	-	4,309	-	-	-	-	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	-	200	-	-	-	-	-	-	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	-	7,600	-	1,271	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	7,560	4,922	7,560	5,080	6,590	6,760	6,760	6,760	170	2.6%
53768	DIRECT BANKING FEES	-	14	-	13	-	-	-	-	-	-
53769	CARD PROCESSING FEES	-	1,233	-	1,266	-	-	-	-	-	-
53770	BAD DEBT - WRITE OFF	-	499	-	324	-	-	-	-	-	-
53799	OTHER EXPENSES	1,166,880	49,065	2,480,820	33,715	2,313,130	2,010,940	2,010,940	2,113,340	(199,790)	-8.6%
53812	INTRA CITY - DIRECT CHG (LABOR)	33,000	21,925	5,000	11,061	5,000	5,000	5,000	5,000	-	-
53815	INTRA CITY - INTERDEPARTMENTAL BILLINGS	-	-	-	-	-	143,000	143,000	143,000	143,000	-
53851	COPY	-	2,128	-	3,108	-	-	-	-	-	-
54811	SPECIAL PAYMENTS - PERMANENT EASEMENT	-	1,000	-	-	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	-	29,577	1,000,000	1,067,476	-	9,502,070	9,502,070	5,198,480	5,198,480	-
	Total Materials and Services	\$ 1,493,040	\$ 507,550	\$ 3,690,650	\$ 1,363,026	\$ 2,655,220	\$ 11,990,770	\$ 11,990,770	\$ 7,810,680	\$ 5,155,460	194.2%
55130	EQUIPMENT AND MACHINERY	\$ 1,086,000	\$ 10,000	\$ 918,500	\$ 432,932	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ -	-
	Total Capital Outlay	\$ 1,086,000	\$ 10,000	\$ 918,500	\$ 432,932	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ -	-
62110	TRANSFERS TO OTHER FUNDS	\$ 105,000	\$ 5,000	\$ 105,570	\$ 105,565	\$ 295,770	\$ 235,000	\$ 235,000	\$ 4,790,390	\$ 4,494,620	1519.6%
62115	INTRAFUND TRANSFERS OUT	-	-	-	3,967	-	-	-	-	-	-
	Total Interfund Transfers	\$ 105,000	\$ 5,000	\$ 105,570	\$ 109,532	\$ 295,770	\$ 235,000	\$ 235,000	\$ 4,790,390	\$ 4,494,620	1519.6%
	Total Expenditures	\$ 2,684,040	\$ 522,550	\$ 4,714,720	\$ 1,905,489	\$ 3,450,990	\$ 12,225,770	\$ 12,225,770	\$ 13,101,070	\$ 9,650,080	279.6%



## City of Salem Trust Funds FY 2022

*Trust fund budgets are aggregated for the purposes of adoption. This page and the following two pages are a comprehensive view of all trust fund activity. Department or division-assigned trust funds also appear in the Financial Summaries and the Service Area sections of the budget document.*

Department		
or Division	Cost Center	Description
Budget	401-10980400:	Pursuant to City resolution, proceeds from the receipt of gifts, legacies, and donations are held for purpose of providing improvements to the Civic Center.
Budget	404-6098101-:	To receive, hold, and disburse funds received for miscellaneous federal and state grants.
Information Technology	420-59980500:	The City of Salem owns the telephone system serving City offices. This account receives funds from City departments and outside agencies using this system. Proceeds fund management of the telephone system and replacement of equipment.
Police	421-20981700:	To receive rent from Salem Cellular Telephone Company's use of the Kingwood Tower and to provide associated maintenance.
Urban Development	429-64989700:	To receive payments in lieu of taxes from firms that failed to either meet the required level of investment or the required number of new jobs under the Enterprise Zone Program. Expenditure of enterprise zone in lieu of tax payments is restricted by state statute to certain activities which are supportive of the economic development objective.
Community Development	430-25989800:	To receive, hold, and disburse funds through assessment of one percent of building plan checks and building permit costs to pay for contracted architects and engineers performing damage assessments as a result of earthquakes.
Budget	435-60982000:	Pursuant to City Ordinance, funds are held by the City serving as the fiscal agent for the Youth Commission.
Parks	436-58982600:	Only the interest earnings can be expended for maintenance of Pioneer Cemetery.
Recreation	440-21983500:	To receive, hold, and disburse donations and requests for the benefit of the Center 50+ (Salem Senior Center).
Community Development	445-25984000:	To receive funds donated for project materials and newsletters for the Southeast Salem Neighborhood Association (SESNA) response effort.
Public Works	446-64989800:	To receive funds donated for funding maintenance of the railroad pedestrian bridge over the Willamette River.
Parks	447-589831-:	To receive private donations in support of city trees, park facilities, and recreation programs. To account for reserve funds for maintenance at Riverfront Park, Wallace Marine Park Softball Complex, and Pringle Hall Facility.
Community Development / City Manager's Office	448-2598-:	To receive, hold and disburse private donations and other funds for the benefit of neighborhoods, youth, historic preservation, and the City's tree canopy. This trust fund includes the Blight to Bright Program.
Library	460-33982200:	This account receives and disburses donations from the Friends of the Salem Public Library.
Library	461-33982400:	Created by Ordinance 71-43, this account receives monies that are used for Salem Public Library purposes. The expenditure of funds is subject to approval of the Library Advisory Board.
Library	462-33984200:	To receive funds donated for library purposes and expended at the direction of the Library Board.
Library	463-33985900:	Donations received from a settlement to be used to keep the library collection current through additions and replacements of books and music.
Library	464-33986400:	Funds received through settlement of a will to be used to purchase library materials pertaining to a variety of topics.



## City of Salem Trust Funds FY 2022

*Trust fund budgets are aggregated for the purposes of adoption. This page and the following two pages are a comprehensive view of all trust fund activity. Department or division-assigned trust funds also appear in the Financial Summaries and the Service Area sections of the budget document.*

Department		
or Division	Cost Center	Description
Library	465-33986500:	Mr. and Mrs. Haddon Rutter donated three City of Salem Bonds in exchange for a kiss from then-mayor Sue Miller. Most recently the funds were used for capital expenditures at the West Salem Library.
Police	467-35981700:	To account for the receipt of funds restricted for law enforcement use, to include: unclaimed and abandoned property, or evidence funds that are transferred to the City through court order.
Police	469-35981002:	Donations received for the exclusive support and use of the Police Department's K9 unit.
Police	470-35981400:	To account for the receipt of funds restricted for law enforcement use, to include: restitution and other revenue dedicated to law enforcement use.
Police	472-35982900:	To receive donations for the Buddy Bear Program and other miscellaneous donations made to the Police Department. Funds to be used for police purposes.
Police	473-35-98-38:	To receive funds from the State Board on Police Standards and Training and other sources. Funds are used to reimburse the City for police academy and other police training expenses.
Police	474-35983900:	To receive private sector donations to purchase materials for students participating in the D.A.R.E. program.
Police	475-35987100:	Receives contributions from citizens; proceeds are used to install neighborhood watch signs in residential areas.
Fire	477-37987500:	Receives donations from citizens; proceeds are used for Fire Department prevention and education programs.
Police	479-359831--:	Proceeds are received from the federal government through the sharing of seized assets under the drug enforcement program. Proceeds are restricted for law enforcement use.
Police	479-35983610:	Proceeds from assets seized by the Police Department under state law. Proceeds are restricted for law enforcement use.
Police	479-359837--:	Proceeds from assets seized by the Police Department under state law. Proceeds are restricted for law enforcement use.
Fire	483-37987200:	Established to restore, care for, and store older fire vehicles of historic value.
Public Works	486-58981900:	Pursuant to City resolution, proceeds from the sale of vacated right-of-way are held in this account until required to purchase new right-of-way.
Public Works	490-589887--:	To receive and hold funds resulting from development to be applied to localized public works improvements, reservoirs, and the Mill Creek Corporate Center.
Public Works	493-58982210:	This account accepts donations that will be used to offset annual expenses for environmental programs such as watershed projects, environmental construction projects (wetlands, fish ladders), outreach, and education.
Budget	551-10983100:	Pursuant to City resolution to receive gifts donations and bequests for the Willard Marshall Special Citizen Award.
Public Works	560-58985100:	Funds are held by Pioneer Trust with interest only paid to the City to be used for maintenance at Woodmansee Park.
Library	570-33984700:	To receive contribution in honor of J. Wesley Sullivan, former Library Board Chairman. The annual interest income is to be used to purchase books for the Salem Library.



# City of Salem Budget

## Utility Fund Assumptions and Trends

### FY 2022

Account	Assumption	Amount	Account	Assumption	Amount
32160	Water / Wastewater / Stormwater Franchise Fees: five percent fee assessed on utility revenue for use of the City's right-of-way, estimating a 2.5% increase over the FY 2021 Budget	\$ 3,906,030	32639	Hauled Waste Fees: to treat waste hauled to treatment plant under contract, estimating a 28% increase over the FY 2021 Budget	\$ 480,000
32236	Wastewater Connection: fees on new permitted development, estimating a 3.2% increase over the FY 2021 Budget	\$ 21,250	32640	Public Works Service Fees: for permits and agreements, estimating a 13.9% decrease over the FY 2021 Budget	\$ 48,760
32238	New Service Install Water: connection and testing fees, estimating a 3% decrease from the FY 2021 Budget	\$ 297,010	32644	Processing Fee: for utility customer account activation and reactivation, estimating a 59.3% decrease over the FY 2021 Budget	\$ 178,010
32244	Delay Assessment Connection Charge: for new connections to existing water and wastewater infrastructure on properties located in assessment district established prior to 1989, change in methodology includes connection fee in SCD fees	\$ -	32815	Public Works Construction Permits: for site development / construction permits, estimating a 3% increase over the FY 2021 Budget	\$ 1,379,210
32330	Fire Service: monthly fees for properties with fire suppression systems, estimating no increase from the FY 2021 Budget	\$ 125,000	32895	Other Permits: for industrial waste discharge	\$ 24,490
32354	Development Plan Review: for permitted development plan and plat review, estimating a 3% increase over the FY 2021 Budget	\$ 518,820	35212	Intrafund - Direct Chg (Labor): for management, engineering support, and services to construction projects, estimating a 0.6% increase over the FY 2021 Budget	\$ 4,479,830
32370	Water: sales revenue, estimating a 0.4% decrease over the FY 2021 Budget	\$ 30,562,490	35213	Intrafund - Budgeted Transfers: for administration and support by the Utility Fund to other funds, estimating a 0.1% decrease over the FY 2021 Budget	\$ 1,443,760
32376	Wastewater: rate revenue, estimating a 2.8% increase over the FY 2021 Budget	\$ 48,762,100	35215	Intrafund - Interdepartmental Billings: internal billings for services provided by the Utility Fund, estimating a 16.7% decrease over the FY 2021 Budget	\$ 415,200
32377	Stormwater: rate revenue, estimating a 5.6% increase over the FY 2020 Budget	\$ 15,156,970	36310	Loan Principal: repayments, estimating a 35.8% decrease over the FY 2021 Budget	\$ 577,030
32637	Backflow Program Fees: for backflow prevention assembly compliance, estimating a 0.3% increase over the FY 2021 Budget	\$ 218,550	36315	Loan Interest: from repayments, estimating a 23.7% decrease over the FY 2021 Budget	\$ 78,470
32638	Septic Waste Fees: to treat septage from chemical toilets and septic tanks, estimating a 12% increase over the FY 2021 Budget	\$ 840,000	38755	Sale of Assets: Willamette River water rights sale to the City of Hillsboro	\$ 2,686,200

Not all revenues included on the next page are highlighted here.



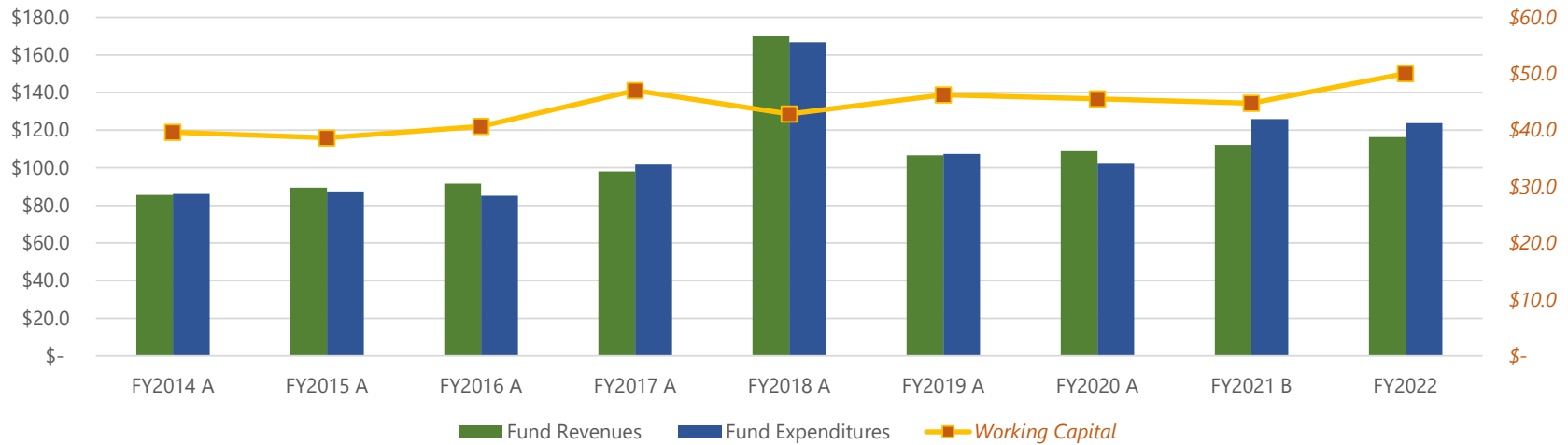
# City of Salem Budget

## Utility Fund Assumptions and Trends

### FY 2022

#### Utility Fund Revenues, Expenditures, and Working Capital - Multi-Year View

In millions



The bond refinancing in FY 2018 is included in this chart as the supporting information of revenue - *bond proceeds* - and expenditures - *payments to escrow agents* - appear in the succeeding line item budget displays.

See the result areas of *Natural Environment Stewardship* and *Safe, Reliable, and Efficient Infrastructure* for more information about Utility Fund program expenses.



City of Salem Budget  
Utility Fund  
FY 2022

Utility Fund Resources

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
32160	WATER / SEWER FRANCHISE FEE	\$ 3,546,280	\$ 3,598,906	\$ 3,681,540	\$ 3,660,483	\$ 3,811,270	\$ 3,906,030	\$ 3,906,030	\$ 3,906,030	\$ 94,760	2.5%
32236	SEWER CONNECTION	31,530	41,630	20,000	49,788	20,600	21,250	21,250	21,250	650	3.2%
32238	NEW SERVICE INSTALL WATER	284,310	292,080	280,000	493,295	288,400	297,010	297,010	297,010	8,610	3.0%
32244	DELAY ASSMT - CONNECT CHARGE	126,010	61,314	80,000	(21,142)	-	-	-	-	-	-
32310	ACCIDENT AND FIRE RECOVERY	-	7,997	10,000	21,226	20,300	21,300	21,300	21,300	1,000	4.9%
32320	DOCUMENT SALES	1,510	1,288	1,500	223	1,550	1,000	1,000	1,000	(550)	-35.5%
32330	FIRE SERVICE	126,700	124,116	127,160	126,245	125,000	125,000	125,000	125,000	-	-
32354	DEVELOPMENT PLAN REVIEW	473,830	593,586	489,030	916,848	503,700	518,820	518,820	518,820	15,120	3.0%
32370	WATER	28,489,180	29,969,242	29,502,950	28,922,831	30,671,510	30,562,490	30,562,490	30,562,490	(109,020)	-0.4%
32376	WASTEWATER	45,088,150	45,099,130	45,839,200	46,099,290	47,442,240	48,762,100	48,762,100	48,762,100	1,319,860	2.8%
32377	STORMWATER	12,487,320	12,770,962	13,328,300	13,426,849	14,359,130	15,156,970	15,156,970	15,156,970	797,840	5.6%
32495	OTHER CHARGE FOR SERVICE	13,790	16,167	16,000	7,424	16,000	16,000	16,000	16,000	-	-
32637	BACKFLOW PROGRAM FEE	187,000	217,176	216,000	225,227	218,000	218,550	218,550	218,550	550	0.3%
32638	SEPTIC WASTE FEE	553,450	737,966	700,000	842,085	750,000	840,000	840,000	840,000	90,000	12.0%
32639	HAULED WASTE FEE	440,310	336,718	300,000	629,603	375,000	480,000	480,000	480,000	105,000	28.0%
32640	PW SERVICE FEE	49,870	55,409	55,000	46,014	56,640	48,760	48,760	48,760	(7,880)	-13.9%
32644	PROCESSING FEE	401,060	405,780	425,000	293,007	437,750	178,010	178,010	178,010	(259,740)	-59.3%
32695	OTHER FEE	24,710	42,778	25,000	72,108	50,000	61,060	61,060	61,060	11,060	22.1%
32815	PW CONSTRUCTION PERMITS	1,106,220	1,252,903	1,300,000	1,742,712	1,339,000	1,379,210	1,379,210	1,379,210	40,210	3.0%
32895	OTHER PERMITS	3,270	26,448	24,990	24,254	25,780	24,490	24,490	24,490	(1,290)	-5.0%
	Total Sales, Fees, Licenses, Permits	\$ 93,434,500	\$ 95,651,594	\$ 96,421,670	\$ 97,578,368	\$ 100,511,870	\$ 102,618,050	\$ 102,618,050	\$ 102,618,050	\$ 2,106,180	2.1%
33110	ASSESSMENT - PRINCIPAL	\$ 5,350	\$ 20,952	\$ 5,500	\$ 176,882	\$ 5,670	\$ 5,840	\$ 5,840	\$ 5,840	\$ 170	3.0%
33115	ASSESSMENT - INTEREST	220	2,059	1,500	1,139	1,550	1,600	1,600	1,600	50	3.2%
	Total Assessments	\$ 5,570	\$ 23,011	\$ 7,000	\$ 178,022	\$ 7,220	\$ 7,440	\$ 7,440	\$ 7,440	\$ 220	3.0%
34110	LAND / BUILDING RENT	\$ 17,990	\$ 24,586	\$ 18,000	\$ 21,197	\$ 18,450	\$ 21,000	\$ 21,000	\$ 21,000	\$ 2,550	13.8%
	Total Rent	\$ 17,990	\$ 24,586	\$ 18,000	\$ 21,197	\$ 18,450	\$ 21,000	\$ 21,000	\$ 21,000	\$ 2,550	13.8%
35212	INTRAFUND - DIRECT CHG (LABOR)	\$ 4,315,760	\$ 4,339,482	\$ 4,345,820	\$ 4,528,286	\$ 4,453,330	\$ 4,479,830	\$ 4,479,830	\$ 4,479,830	\$ 26,500	0.6%
35213	INTRAFUND - BUDGETED TRANSFERS	1,307,950	1,307,950	1,388,350	1,388,350	1,445,500	1,443,760	1,443,760	1,443,760	(1,740)	-0.1%
35215	INTRAFUND - INTERDEPARTMENTAL BILLINGS	522,210	363,331	484,490	391,815	498,560	415,200	415,200	415,200	(83,360)	-16.7%
35395	OTHER GOVERNMENT AGENCIES	4,990	3,397	5,000	5,652	5,000	5,000	5,000	5,000	-	-
35495	OTHER AGENCIES	13,900	9,409	10,000	12,779	10,000	10,000	10,000	10,000	-	-
35516	STATE-ENERGY TRUST OF OREGON (OET)	-	-	-	2,190	-	-	-	-	-	-
	Total Internal / Intergovernmental	\$ 6,164,810	\$ 6,023,569	\$ 6,233,660	\$ 6,329,071	\$ 6,412,390	\$ 6,353,790	\$ 6,353,790	\$ 6,353,790	\$ (58,600)	-0.9%
35510	STATE GRANTS	\$ -	\$ -	\$ -	\$ 38,002	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Internal / Intergovernmental	\$ -	\$ -	\$ -	\$ 38,002	\$ -	\$ -	\$ -	\$ -	\$ -	-
35641	US DEPT OF THE TREASURY	\$ -	\$ -	\$ -	\$ 119,043	\$ -	\$ 614,330	\$ 614,330	\$ 2,572,910	\$ 2,572,910	-
	Total Federal Grants	\$ -	\$ -	\$ -	\$ 119,043	\$ -	\$ 614,330	\$ 614,330	\$ 2,572,910	\$ 2,572,910	-



City of Salem Budget  
Utility Fund  
FY 2022

Utility Fund Resources

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
35655	OTHER GRANTS	\$ -	\$ -	\$ -	\$ 485	\$ -	\$ -	\$ -	\$ -	\$ -	-
36210	INTEREST	539,930	1,322,020	1,008,840	1,244,199	980,930	531,270	531,270	531,270	(449,660)	-45.8%
36310	LOAN PRINCIPAL	523,720	548,314	544,430	560,997	899,000	577,030	577,030	577,030	(321,970)	-35.8%
36315	LOAN INTEREST	38,780	54,573	67,810	60,717	102,880	78,470	78,470	78,470	(24,410)	-23.7%
36810	BAD DEBT RECOVERY	145,380	130,673	130,000	153,050	145,000	146,450	146,450	146,450	1,450	1.0%
36815	WAGE RECOVERY	-	12,236	15,000	1,284	15,450	15,910	15,910	15,910	460	3.0%
36825	ENERGY INCENTIVES	-	3,200	-	-	-	-	-	-	-	-
36830	CORPORATE CARD REBATE	-	1,988	-	1,817	-	-	-	-	-	-
36895	OTHER REVENUE	18,020	67,355	21,200	25,948	48,000	55,900	55,900	55,900	7,900	16.5%
38755	SALE OF ASSETS	2,686,200	2,686,200	2,686,200	2,941,823	2,686,200	2,686,200	2,686,200	2,686,200	-	-
	Total Other Revenue	\$ 3,952,030	\$ 4,826,560	\$ 4,473,480	\$ 4,990,320	\$ 4,877,460	\$ 4,091,230	\$ 4,091,230	\$ 4,091,230	\$ (786,230)	-16.1%
39110	INTERFUND TRANSFERS	\$ 110,400	\$ 60,400	\$ 60,400	\$ 45,400	\$ 360,400	\$ 710,400	\$ 710,400	\$ 710,400	\$ 350,000	97.1%
	Total Interfund Transfers	\$ 110,400	\$ 60,400	\$ 60,400	\$ 45,400	\$ 360,400	\$ 710,400	\$ 710,400	\$ 710,400	\$ 350,000	97.1%
39910	BEGINNING WORKING CAPITAL	\$ 49,716,690	\$ 46,252,556	\$ 40,784,290	\$ 45,545,914	\$ 44,795,160	\$ 51,696,700	\$ 51,696,700	\$ 50,041,230	\$ 5,246,070	11.7%
	Total Beginning Balance	\$ 49,716,690	\$ 46,252,556	\$ 40,784,290	\$ 45,545,914	\$ 44,795,160	\$ 51,696,700	\$ 51,696,700	\$ 50,041,230	\$ 5,246,070	11.7%
	Total Resources	\$ 153,401,990	\$ 152,862,276	\$ 147,998,500	\$ 154,845,337	\$ 156,982,950	\$ 166,112,940	\$ 166,112,940	\$ 166,416,050	\$ 9,433,100	6.0%



City of Salem Budget  
Utility Fund  
FY 2022

Utility Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
51010	SALARIES AND WAGES	\$ 21,024,660	\$ 19,371,492	\$ 22,007,000	\$ 20,309,787	\$ 23,326,530	\$ 24,156,280	\$ 24,156,280	\$ 24,156,280	\$ 829,750	3.6%
51020	SEASONAL AND RELIEF	377,470	335,659	425,340	200,234	438,970	467,280	467,280	467,280	28,310	6.4%
51025	HOLIDAY - REGULAR	-	47,268	12,170	49,389	10,250	9,800	9,800	9,800	(450)	-4.4%
51030	OVERTIME	429,160	500,189	501,370	458,467	540,370	530,830	530,830	530,830	(9,540)	-1.8%
51080	STANDBY	326,460	124,714	306,190	125,711	272,960	264,390	264,390	264,390	(8,570)	-3.1%
51090	DIFFERENTIAL	43,140	36,291	43,100	40,971	39,430	44,040	44,040	44,040	4,610	11.7%
51100	INCENTIVES	9,070	18,056	9,440	25,991	23,110	24,090	24,090	24,090	980	4.2%
51120	LEAVE PAYOFF	226,150	178,037	192,980	227,180	247,410	249,850	249,850	249,850	2,440	1.0%
51130	CAR ALLOWANCE	11,220	11,000	12,290	12,860	12,290	13,360	13,360	13,360	1,070	8.7%
51145	MOVING ALLOWANCE	-	3,000	-	-	-	-	-	-	-	-
51150	DEPT HEAD ANNUITY	8,760	8,363	8,780	8,697	8,840	9,540	9,540	9,540	700	7.9%
51195	OTHER PAY / BENEFITS	139,820	7,312	234,660	25,137	49,190	153,780	153,780	153,780	104,590	212.6%
51210	FICA AND MEDICARE	1,707,570	1,539,802	1,791,210	1,594,659	1,898,780	1,965,110	1,965,110	1,965,110	66,330	3.5%
51221	WORKERS' COMP PREMIUM	274,990	274,990	266,130	266,130	-	239,990	239,990	239,990	239,990	-
51222	WORKERS' COMP STATE ASSMT	9,220	7,076	9,780	6,170	9,880	9,870	9,870	9,870	(10)	-0.1%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	128,810	128,810	128,810	128,810	-
51230	UNEMPLOYMENT	37,000	57,809	55,000	1,641	25,000	50,000	50,000	50,000	25,000	100.0%
51240	EMPLOYER - RETIREMENT PERS	3,523,830	3,119,821	4,661,170	4,134,767	4,831,000	4,979,070	4,979,070	4,979,070	148,070	3.1%
51243	PERS UNFUNDED LIABILITY	1,186,640	1,186,640	1,219,780	1,219,780	1,291,060	1,335,930	1,335,930	1,335,930	44,870	3.5%
51245	EMPLOYER - PERS PICKUP	1,337,950	1,181,508	1,407,070	1,229,395	1,481,690	1,517,940	1,517,940	1,517,940	36,250	2.4%
51250	INSURANCE - MEDICAL	5,397,900	4,946,016	5,866,480	5,026,644	5,997,660	6,081,290	6,081,290	6,081,290	83,630	1.4%
51255	INSURANCE - VISION	143,310	132,009	150,350	130,305	153,510	149,740	149,740	149,740	(3,770)	-2.5%
51260	INSURANCE - DENTAL	474,680	435,846	502,410	434,498	512,810	506,570	506,570	506,570	(6,240)	-1.2%
51265	INSURANCE - LIFE	40,530	41,454	48,530	44,651	50,510	75,440	75,440	75,440	24,930	49.4%
51270	INSURANCE - DISABILITY	20,600	19,156	21,330	19,865	22,470	22,910	22,910	22,910	440	2.0%
	Total Personal Services	\$ 36,750,130	\$ 33,583,508	\$ 39,752,560	\$ 35,592,928	\$ 41,243,720	\$ 42,985,910	\$ 42,985,910	\$ 42,985,910	\$ 1,742,190	4.2%
52110	SUBSCRIPTIONS AND BOOKS	\$ 12,370	\$ 11,564	\$ 11,760	\$ 8,104	\$ 13,420	\$ 12,200	\$ 12,200	\$ 12,200	\$ (1,220)	-9.1%
52120	MAIL	502,970	365,874	433,860	377,660	390,330	390,060	390,060	390,060	(270)	-0.1%
52130	SUPPLIES	384,720	250,400	317,000	232,911	395,820	402,310	402,310	402,310	6,490	1.6%
52140	PRINTING AND DUPLICATION	21,900	18,786	9,900	5,272	9,300	9,300	9,300	9,300	-	-
52150	RECORDING FEES	1,600	1,673	1,600	2,905	11,000	11,000	11,000	11,000	-	-
52320	ADVERTISING	67,100	35,557	72,700	23,256	64,520	35,770	35,770	35,770	(28,750)	-44.6%
52340	EMPLOYEE RECOGNITION	100	1,796	440	751	1,060	1,310	1,310	1,310	250	23.6%
52360	RECRUITMENT FEES	9,050	5,936	8,050	2,147	9,670	31,350	31,350	31,350	21,680	224.2%
52405	TELEPHONE - OFFICE	143,840	142,903	146,670	132,173	117,830	122,290	122,290	122,290	4,460	3.8%
52410	TELEPHONE - CELLULAR	151,290	160,380	145,930	162,001	174,220	188,800	188,800	188,800	14,580	8.4%
52420	TELEMETERING	97,850	40,319	96,140	67,268	58,860	59,260	59,260	59,260	400	0.7%
52460	COMMUNICATION - OTHER	53,190	53,602	53,750	75,938	57,900	75,000	75,000	75,000	17,100	29.5%
52510	TRAINING	183,420	128,212	215,390	82,825	236,190	224,510	224,510	224,510	(11,680)	-4.9%
52520	TRAVEL	-	10	-	-	-	-	-	-	-	-
52530	LODGING	-	417	-	-	-	-	-	-	-	-
52540	MEALS	5,960	6,729	6,650	2,238	6,950	6,550	6,550	6,550	(400)	-5.8%
52550	MILEAGE	3,240	2,020	3,260	446	3,020	2,970	2,970	2,970	(50)	-1.7%
52640	ENGINEERING / ARCHITECT SERVICES	1,670,000	621,559	1,998,600	1,165,037	2,177,000	2,533,000	2,533,000	2,533,000	356,000	16.4%
52660	TEMP EMPLOYMENT SERVICES	-	92	-	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	6,224,840	3,971,368	5,928,700	5,017,039	5,333,520	5,323,790	5,323,790	5,398,790	65,270	1.2%
52710	MEMBERSHIP DUES	52,060	45,583	53,880	46,139	57,890	78,300	78,300	78,300	20,410	35.3%
52720	LICENSES / CERTIFICATIONS	38,110	41,051	37,150	27,815	42,610	40,650	40,650	40,650	(1,960)	-4.6%
52740	PERMITS	132,770	141,255	156,620	201,952	209,670	240,040	240,040	240,040	30,370	14.5%



City of Salem Budget  
Utility Fund  
FY 2022

Utility Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
52810	SMALL TOOLS	104,100	91,713	106,500	73,400	111,570	111,700	111,700	111,700	130	0.1%
52815	CONTROLLED EQUIPMENT	310,340	361,483	511,340	464,385	548,250	562,920	562,920	601,700	53,450	9.7%
52820	SMALL EQUIPMENT AND SUPPLIES	180,450	211,672	178,270	231,987	196,300	191,510	191,510	191,510	(4,790)	-2.4%
52830	COMPUTER SOFTWARE AND LICENSES	563,130	481,474	620,580	573,471	694,580	776,980	776,980	776,980	82,400	11.9%
52850	TIRES AND TUBES	-	-	-	6	-	-	-	-	-	-
52865	OTHER TECHNICAL SUPPLIES	-	89	-	218	-	-	-	-	-	-
52910	DIESEL FUEL	194,320	173,978	192,180	180,533	185,360	199,950	199,950	199,950	14,590	7.9%
52930	GASOLINE	154,080	133,801	153,220	131,357	143,430	141,340	141,340	141,340	(2,090)	-1.5%
52940	LP / CNG GAS	1,120	754	1,120	646	1,240	1,320	1,320	1,320	80	6.5%
52950	LUBRICANTS	26,100	20,242	23,250	21,027	23,250	22,280	22,280	22,280	(970)	-4.2%
53210	INSURANCE	6,590	5,143	6,590	5,334	5,420	5,920	5,920	5,920	500	9.2%
53211	LIABILITY INSURANCE	600,390	600,390	647,350	647,350	484,590	462,760	462,760	462,760	(21,830)	-4.5%
53310	VEHICLE MAINTENANCE	397,150	414,925	402,050	466,389	400,470	427,980	427,980	427,980	27,510	6.9%
53320	EQUIPMENT MAINTENANCE	1,671,990	1,669,606	1,534,550	1,251,362	1,830,810	1,799,690	1,799,690	1,920,790	89,980	4.9%
53340	FACILITIES MAINTENANCE	806,780	1,447,672	542,900	388,498	455,550	753,750	753,750	753,750	298,200	65.5%
53375	CHEMICALS	1,140,240	867,076	1,375,410	1,292,385	2,027,060	1,494,850	1,494,850	1,494,850	(532,210)	-26.3%
53380	OTHER MAINTENANCE AND REPAIRS	2,405,140	1,518,367	2,172,260	1,410,014	1,754,680	1,740,840	1,740,840	1,740,840	(13,840)	-0.8%
53510	BUILDING RENTAL	267,100	279,332	297,700	290,162	302,600	312,990	312,990	312,990	10,390	3.4%
53520	LAND RENTAL	281,540	281,540	281,540	281,540	281,540	242,960	242,960	242,960	(38,580)	-13.7%
53530	OUTSIDE RENTAL	157,030	105,364	128,440	85,181	105,940	125,440	125,440	125,440	19,500	18.4%
53610	GAS	89,670	60,552	93,590	60,163	100,340	75,460	75,460	75,460	(24,880)	-24.8%
53620	ELECTRIC	2,040,930	1,926,188	1,907,960	1,870,900	2,034,290	2,163,840	2,163,840	2,163,840	129,550	6.4%
53630	WATER	8,450	20,261	25,450	27,184	19,450	24,850	24,850	24,850	5,400	27.8%
53640	SEWER	3,280	2,701	3,520	2,848	3,470	3,930	3,930	3,930	460	13.3%
53650	REFUSE DISPOSAL	264,700	165,955	199,000	256,500	297,860	325,300	325,300	325,300	27,440	9.2%
53720	TAXES AND ASSESSMENTS	9,910	4,959	7,430	3,788	4,030	4,170	4,170	4,170	140	3.5%
53731	CLOTHING - UNIFORMS (TAXABLE)	7,680	3,753	7,370	3,904	8,140	8,670	8,670	8,670	530	6.5%
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	7,000	12	-	-	-	-	-	-	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	90,970	63,685	100,380	74,879	105,280	111,670	111,670	111,670	6,390	6.1%
53740	CLOTHING - CLEANING CHARGES	23,200	18,718	25,480	18,899	26,330	28,080	28,080	28,080	1,750	6.6%
53760	LABORATORY - SUPPLIES	42,700	55,118	45,500	59,415	50,750	53,000	53,000	53,000	2,250	4.4%
53767	BANKING AND INVESTMENT FEES	70,000	57,536	73,000	53,589	65,000	65,000	65,000	65,000	-	-
53768	DIRECT BANKING FEES	157,210	138,658	135,700	144,689	135,950	156,050	156,050	156,050	20,100	14.8%
53769	CARD PROCESSING FEES	300,000	320,113	350,000	351,541	357,880	405,000	405,000	405,000	47,120	13.2%
53770	BAD DEBT - WRITE OFF	502,980	538,600	475,500	314,328	475,500	850,500	850,500	850,500	375,000	78.9%
53775	BAD DEBT - COLLECTION	-	103	-	-	-	-	-	-	-	-
53780	FRANCHISE FEES - UTILITY	3,546,280	3,598,906	3,681,540	3,660,483	3,811,270	3,906,020	3,906,020	3,906,020	94,750	2.5%
53799	OTHER EXPENSES	-	-	-	1	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	912,810	783,860	907,610	899,085	1,001,110	984,040	984,040	984,040	(17,070)	-1.7%
53813	INTRA CITY - BUDGETED TRANSFERS	2,180,610	2,202,790	1,985,400	1,985,400	2,653,140	2,480,690	2,480,690	2,480,690	(172,450)	-6.5%
53815	INTRA CITY - INTERDEPARTMENTAL BILLINGS	20,230	366	19,330	-	20,000	20,000	20,000	20,000	-	-
53830	RADIO	148,600	148,600	171,150	171,150	174,500	151,210	151,210	151,210	(23,290)	-13.3%
53840	MOTOR POOL RENTAL	630,160	602,918	565,430	563,044	600,830	562,950	562,950	562,950	(37,880)	-6.3%
53841	EQUIPMENT REPLACEMENT CHARGE	1,815,000	1,815,000	1,716,000	1,716,000	1,711,010	1,682,030	1,682,030	1,682,030	(28,980)	-1.7%
53851	COPY	193,450	124,416	174,870	136,355	162,870	165,610	165,610	165,610	2,740	1.7%
53853	PRINTING	4,250	-	1,750	-	1,250	1,000	1,000	1,000	(250)	-20.0%
53854	PHOTOCOPIES	37,690	53,093	47,310	62,309	46,940	55,970	55,970	55,970	9,030	19.2%
53855	SHOPS FACILITIES MAINTENANCE	63,250	63,250	53,000	53,000	55,960	62,010	62,010	62,010	6,050	10.8%
53860	BUILDING SERVICES	173,980	10,733	26,900	2,238	44,300	9,300	9,300	9,300	(35,000)	-79.0%



City of Salem Budget  
Utility Fund  
FY 2022

Utility Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
53900	SUPPORT SERVICES CHARGE	4,250,740	4,250,740	4,695,380	4,695,380	4,649,530	4,767,350	4,767,350	4,767,350	117,820	2.5%
54811	SPECIAL PAYMENTS - PERMANENT EASEMENT	-	5,643	-	1,296	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	110,000	32,638	110,000	577,173	110,000	120,000	120,000	120,000	10,000	9.1%
	Total Materials and Services	\$ 36,729,700	\$ 31,781,573	\$ 36,478,850	\$ 33,194,663	\$ 37,650,400	\$ 38,407,340	\$ 38,407,340	\$ 38,642,220	\$ 991,820	2.6%
55110	LAND	\$ -	\$ -	\$ -	\$ 352,341	\$ -	\$ -	\$ -	\$ -	\$ -	-
55120	BUILDINGS AND IMPROVEMENTS	-	-	-	-	-	15,750	15,750	15,750	15,750	-
55130	EQUIPMENT AND MACHINERY	1,309,760	1,118,867	1,059,070	545,247	1,415,560	455,040	455,040	523,270	(892,290)	-63.0%
55150	FLEET REPLACEMENT	-	42,848	-	-	-	-	-	-	-	-
55160	WATER METERS	242,550	280,137	285,550	283,404	344,610	397,560	397,560	397,560	52,950	15.4%
	Total Capital Outlay	\$ 1,552,310	\$ 1,441,851	\$ 1,344,620	\$ 1,180,991	\$ 1,760,170	\$ 868,350	\$ 868,350	\$ 936,580	\$ (823,590)	-46.8%
60120	PRINCIPAL	\$ 15,273,000	\$ 15,273,000	\$ 17,147,440	\$ 14,806,000	\$ 13,803,000	\$ 14,423,000	\$ 14,423,000	\$ 14,423,000	\$ 620,000	4.5%
60130	INTEREST	3,666,290	3,666,289	4,042,030	3,201,746	5,220,240	4,637,140	4,637,140	4,637,140	(583,100)	-11.2%
60135	PAYMENTS TO ESCROW AGENTS	-	-	-	-	-	-	-	-	-	-
	Total Debt Service	\$ 18,939,290	\$ 18,939,289	\$ 21,189,470	\$ 18,007,746	\$ 19,023,240	\$ 19,060,140	\$ 19,060,140	\$ 19,060,140	\$ 36,900	0.2%
61110	CONTINGENCIES	\$ 600,000	\$ -	\$ 3,000,000	\$ -	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ -	-
	Total Contingencies	\$ 600,000	\$ -	\$ 3,000,000	\$ -	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ -	-
62110	TRANSFERS TO OTHER FUNDS	\$ 21,570,140	\$ 21,570,140	\$ 14,650,000	\$ 14,650,000	\$ 23,248,440	\$ 19,100,000	\$ 19,100,000	\$ 19,100,000	\$ (4,148,440)	-17.8%
	Total Interfund Transfers	\$ 21,570,140	\$ 21,570,140	\$ 14,650,000	\$ 14,650,000	\$ 23,248,440	\$ 19,100,000	\$ 19,100,000	\$ 19,100,000	\$ (4,148,440)	-17.8%
	Total Expenditures	\$ 116,141,570	\$ 107,316,361	\$ 116,415,500	\$ 102,626,329	\$ 125,925,970	\$ 123,421,740	\$ 123,421,740	\$ 123,724,850	\$ (2,201,120)	-1.7%







# City of Salem Budget

## Willamette Valley Communication Center (WVCC) Fund Assumptions and Trends

### FY 2022

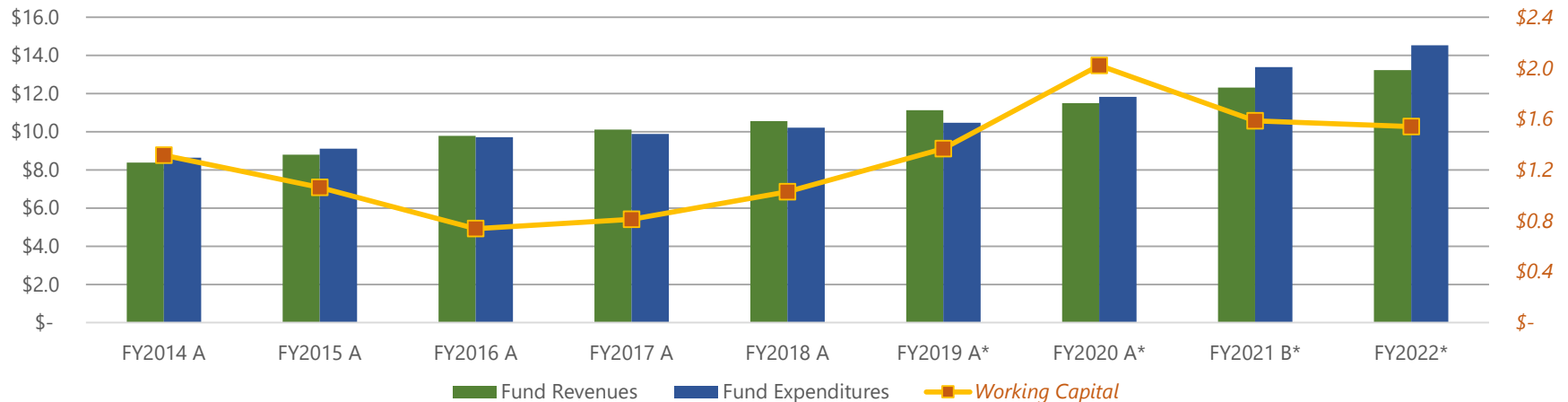
Account	Assumption	Amount	Account	Assumption	Amount
35213	Intrafund - Budgeted Transfers: support from the Radio Communications Division and member rate payments from the Police and Fire departments, increase of 7.0% over the FY 2021 Budget	\$ 5,698,940	35495	Other Agencies: annual member rates budgeted for the participating non-government agencies, estimating a 7.9% increase over the FY 2021 Budget	\$ 289,330
35370-35395	Other Government Agencies: annual member rates budgeted for the participating government agencies, estimating a 6.3% increase over the FY 2021 Budget	\$ 7,007,110			

Not all revenues included on the next page are highlighted here.

See the result area of *Safe Community* for more information about Willamette Valley Communication Center Fund program expenses.

### WVCC Fund Revenues, Expenditures, and Working Capital - Multi-Year View

In millions



\*Includes transfers to the construction fund for the replacement of the computer aided dispatch (CAD) system.



## FY 2022 Willamette Valley Communication Center Participating Agencies

The Willamette Valley Communication Center provides emergency dispatch services to 29 police, fire, and emergency medical service agencies in Marion, Polk, and Lincoln counties. Following is a list of participating organizations, including both government and non-government agencies.

Account	Description	FY 2022
35213	INTRA CITY BUDGETED TRANSFERS	
	Radio Communications Division support (355-35450000)	\$ 116,500
	Salem Police Department (101-35201030)	3,658,930
	Salem Fire Department (101-37202500)	1,923,510
		<hr/>
		\$ 5,698,940
35395	OTHER GOVERNMENT AGENCIES	
	Following are the annual fees budgeted for the participating government agencies:	
	Central Coast Fire and Ambulance	\$ 58,030
	Dallas Fire	201,510
	Dallas Police	305,720
	Depoe Bay Rural Fire Protection District	45,730
	Falls City 911 Answering	4,580
	Falls City Fire	12,250
	Gervais Police	42,390
	Grand Ronde Tribal Police	42,250
	Independence Police	157,670
	Keizer Police	703,070
	Lincoln City CAD services	37,580
	Lincoln County Sheriff	890,010
	Marion County Rural Fire Protection District 1	549,790
	Marion County Sheriff	1,998,770
	Monmouth Police	156,250
	Keizer Rural Fire Protection District	364,840
	Newport Fire	103,640
	Newport Police	529,810
	Polk County Rural Fire Protection District 1	206,540
	Polk County Sheriff	390,680
	Salem Suburban Rural Fire Protection District	62,270
	Seal Rock Rural Fire Protection District	22,790



## FY 2022 Willamette Valley Communication Center Participating Agencies

The Willamette Valley Communication Center provides emergency dispatch services to 29 police, fire, and emergency medical service agencies in Marion, Polk, and Lincoln counties. Following is a list of participating organizations, including both government and non-government agencies.

Account	Description	FY 2022
35395	OTHER GOVERNMENT AGENCIES, continued	
	Siletz Valley Rural Fire Protection District	18,840
	Southwest Polk Rural Fire Protection District	61,570
	Spring Valley Rural Fire Protection District	9,590
	Yachats Rural Fire Protection District	30,940
		<u>          \$ 7,007,110</u>
35495	OTHER AGENCIES	
	Following are the annual fees budgeted for the participating non-government agencies:	
	Pacific West Ambulance	\$ 275,640
	South Lincoln Ambulance	13,690
		<u>          \$ 289,330</u>



City of Salem Budget  
Willamette Valley Communication Center Fund  
FY 2022

WVCC Fund Resources

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
32320	DOCUMENT SALES	\$ 2,000	\$ 2,986	\$ 3,000	\$ 3,175	\$ 3,300	\$ 3,300	\$ 3,300	\$ 3,300	\$ -	-
32495	OTHER CHARGE FOR SERVICE	20,000	18,928	19,000	17,738	19,500	17,500	17,500	17,500	(2,000)	-10.3%
	Total Sales, Fees, Licenses, Permits	\$ 22,000	\$ 21,914	\$ 22,000	\$ 20,913	\$ 22,800	\$ 20,800	\$ 20,800	\$ 20,800	\$ (2,000)	-8.8%
34110	LAND / BUILDING RENT	\$ 16,650	\$ 16,650	\$ 17,480	\$ 15,721	\$ 8,760	\$ -	\$ -	\$ -	\$ (8,760)	-100.0%
	Total Rent	\$ 16,650	\$ 16,650	\$ 17,480	\$ 15,721	\$ 8,760	\$ -	\$ -	\$ -	\$ (8,760)	-100.0%
35212	INTRAFUND - DIRECT CHG (LABOR)	\$ 13,400	\$ 8,163	\$ -	\$ 4,195	\$ -	\$ -	\$ -	\$ -	\$ -	-
35213	INTRAFUND - BUDGETED TRANSFERS	4,699,330	4,699,330	4,894,250	4,894,250	5,325,730	5,698,940	5,698,940	5,698,940	373,210	7.0%
35361	STATE REIMBURSEMENT	183,000	187,882	168,010	69,240	33,600	168,000	168,000	168,000	134,400	400.0%
35370	MARION COUNTY	-	-	-	1,859	-	-	-	-	-	-
35395	OTHER GOVERNMENT AGENCIES	5,888,270	5,888,270	6,175,570	6,175,570	6,591,900	7,007,110	7,007,110	7,007,110	415,210	6.3%
35495	OTHER AGENCIES	238,940	238,940	253,580	253,580	268,030	289,330	289,330	289,330	21,300	7.9%
	Total Internal / Intergovernmental	\$ 11,022,940	\$ 11,022,585	\$ 11,491,410	\$ 11,398,693	\$ 12,219,260	\$ 13,163,380	\$ 13,163,380	\$ 13,163,380	\$ 944,120	7.7%
35641	US DEPT OF THE TREASURY	\$ -	\$ -	\$ -	\$ 1,507	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Federal Grants	\$ -	\$ -	\$ -	\$ 1,507	\$ -	\$ -	\$ -	\$ -	\$ -	-
36210	INTEREST	\$ 23,000	\$ 46,806	\$ 39,010	\$ 54,721	\$ 60,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ (20,000)	-33.3%
36830	CORPORATE CARD REBATE	-	174	-	238	-	-	-	-	-	-
36895	OTHER REVENUE	-	19,965	-	3,385	-	-	-	-	-	-
	Total Other Revenue	\$ 23,000	\$ 66,945	\$ 39,010	\$ 58,343	\$ 60,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ (20,000)	-33.3%
39910	BEGINNING WORKING CAPITAL	\$ 1,142,920	\$ 1,366,529	\$ 1,894,210	\$ 2,021,688	\$ 1,586,610	\$ 1,493,300	\$ 1,493,300	\$ 1,540,760	\$ (45,850)	-2.9%
	Total Beginning Balance	\$ 1,142,920	\$ 1,366,529	\$ 1,894,210	\$ 2,021,688	\$ 1,586,610	\$ 1,493,300	\$ 1,493,300	\$ 1,540,760	\$ (45,850)	-2.9%
	Total Resources	\$ 12,227,510	\$ 12,494,623	\$ 13,464,110	\$ 13,516,865	\$ 13,897,430	\$ 14,717,480	\$ 14,717,480	\$ 14,764,940	\$ 867,510	6.2%



City of Salem Budget  
Willamette Valley Communication Center Fund  
FY 2022

WVCC Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference	
51010	SALARIES AND WAGES	\$ 5,002,880	\$ 4,585,034	\$ 5,065,190	\$ 4,723,627	\$ 5,354,000	\$ 5,649,780	\$ 5,649,780	\$ 5,649,780	\$ 295,780	5.5%	
51020	SEASONAL AND RELIEF	95,800	117,545	98,320	101,203	106,990	109,760	109,760	109,760	2,770	2.6%	
51025	HOLIDAY - REGULAR	76,200	68,055	71,760	73,411	74,650	76,520	76,520	76,520	1,870	2.5%	
51030	OVERTIME	500,000	679,060	500,000	740,602	520,200	533,200	533,200	533,200	13,000	2.5%	
51080	STANDBY	12,000	11,265	13,200	9,222	13,750	14,090	14,090	14,090	340	2.5%	
51100	INCENTIVES	18,310	26,636	40,370	59,508	57,990	53,710	53,710	53,710	(4,280)	-7.4%	
51120	LEAVE PAYOFF	76,200	62,862	78,110	124,782	81,250	83,280	83,280	83,280	2,030	2.5%	
51135	CELL PHONE ALLOWANCE	860	940	960	742	940	940	940	940	-	-	
51195	OTHER PAY / BENEFITS	-	-	5,400	850	2,700	-	-	-	(2,700)	-100.0%	
51210	FICA AND MEDICARE	441,620	416,415	447,960	441,616	474,240	497,950	497,950	497,950	23,710	5.0%	
51221	WORKERS' COMP PREMIUM	44,270	44,270	44,080	44,080	-	34,130	34,130	34,130	34,130	-	-
51222	WORKERS' COMP STATE ASSMT	2,190	1,882	2,200	1,690	2,250	2,250	2,250	2,250	-	-	
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	32,610	32,610	32,610	32,610	-	-
51230	UNEMPLOYMENT	18,050	443	30,000	32,713	30,000	20,160	20,160	20,160	(9,840)	-32.8%	
51240	EMPLOYER - RETIREMENT PERS	895,340	836,366	1,175,170	1,117,958	1,202,870	1,268,920	1,268,920	1,268,920	66,050	5.5%	
51243	PERS UNFUNDED LIABILITY	303,050	303,050	312,870	312,870	319,210	328,810	328,810	328,810	9,600	3.0%	
51245	EMPLOYER - PERS PICKUP	341,190	312,219	352,070	322,663	366,170	391,280	391,280	391,280	25,110	6.9%	
51250	INSURANCE - MEDICAL	1,249,800	1,074,684	1,180,760	1,116,632	1,290,170	1,252,830	1,252,830	1,252,830	(37,340)	-2.9%	
51255	INSURANCE - VISION	33,890	29,337	30,890	29,439	32,760	31,010	31,010	31,010	(1,750)	-5.3%	
51260	INSURANCE - DENTAL	111,890	97,364	103,450	99,417	111,440	105,600	105,600	105,600	(5,840)	-5.2%	
51265	INSURANCE - LIFE	8,550	8,249	9,070	8,604	9,330	13,810	13,810	13,810	4,480	48.0%	
51270	INSURANCE - DISABILITY	18,240	16,119	18,350	16,733	19,450	20,500	20,500	20,500	1,050	5.4%	
	Total Personal Services	\$ 9,250,330	\$ 8,691,795	\$ 9,580,180	\$ 9,378,360	\$ 10,070,360	\$ 10,521,140	\$ 10,521,140	\$ 10,521,140	\$ 450,780	4.5%	
52110	SUBSCRIPTIONS AND BOOKS	\$ 300	\$ 411	\$ 400	\$ 426	\$ 400	\$ 400	\$ 400	\$ 400	\$ -	-	
52120	MAIL	1,000	704	1,000	793	1,000	1,000	1,000	1,000	-	-	
52130	SUPPLIES	14,600	10,299	14,870	14,201	14,870	15,000	15,000	15,000	130	0.9%	
52340	EMPLOYEE RECOGNITION	800	160	2,000	990	2,000	2,000	2,000	2,000	-	-	
52360	RECRUITMENT FEES	31,800	16,721	21,700	11,628	19,000	15,000	15,000	15,000	(4,000)	-21.1%	
52405	TELEPHONE - OFFICE	60,000	61,203	73,800	50,512	69,300	67,260	67,260	67,260	(2,040)	-2.9%	
52460	COMMUNICATION - OTHER	10,320	12,173	11,730	17,954	15,720	18,500	18,500	18,500	2,780	17.7%	
52510	TRAINING	27,000	27,968	27,990	12,868	28,000	28,000	28,000	28,000	-	-	
52540	MEALS	-	205	-	-	-	-	-	-	-	-	
52550	MILEAGE	3,000	3,751	3,510	1,730	3,510	3,500	3,500	3,500	(10)	-0.3%	
52670	OTHER PROFESSIONAL SERVICES	16,200	25,893	17,000	18,178	17,200	95,000	95,000	105,930	88,730	515.9%	
52710	MEMBERSHIP DUES	1,700	1,307	1,700	1,443	1,700	1,700	1,700	1,700	-	-	
52720	LICENSES / CERTIFICATIONS	150	40	200	-	200	200	200	200	-	-	
52810	SMALL TOOLS	1,000	-	1,000	48	1,000	1,000	1,000	1,000	-	-	
52815	CONTROLLED EQUIPMENT	44,700	42,166	46,000	13,892	46,000	46,000	46,000	59,890	13,890	30.2%	
52820	SMALL EQUIPMENT AND SUPPLIES	8,300	12,332	8,300	21,779	8,300	8,300	8,300	8,300	-	-	
52830	COMPUTER SOFTWARE AND LICENSES	365,900	368,486	424,690	370,144	400,000	404,750	404,750	409,110	9,110	2.3%	
52910	DIESEL FUEL	400	-	400	-	400	400	400	400	-	-	
53211	LIABILITY INSURANCE	23,610	23,610	23,410	23,410	23,280	23,090	23,090	23,090	(190)	-0.8%	
53320	EQUIPMENT MAINTENANCE	66,300	37,008	86,300	28,125	86,300	118,290	118,290	136,570	50,270	58.3%	
53380	OTHER MAINTENANCE AND REPAIRS	-	439	-	-	-	-	-	-	-	-	
53510	BUILDING RENTAL	195,100	200,649	202,010	194,158	202,000	208,760	208,760	208,760	6,760	3.3%	
53610	GAS	3,200	3,208	3,310	2,431	3,300	3,300	3,300	3,300	-	-	



City of Salem Budget  
Willamette Valley Communication Center Fund  
FY 2022

WVCC Fund Expenditures

Account	Description	Budget FY 2019	Actual FY 2019	Budget FY 2020	Actual FY 2020	Budget FY 2021	Mgr Rec FY 2022	BC Rec FY 2022	Adopted FY 2022	Difference from FY 2021	% Chg Difference
53620	ELECTRIC	39,900	31,402	38,400	30,636	36,690	35,000	35,000	35,000	(1,690)	-4.6%
53650	REFUSE DISPOSAL	1,600	2,000	1,610	2,357	1,600	3,400	3,400	3,400	1,800	112.5%
53767	BANKING AND INVESTMENT FEES	1,180	2,358	1,200	2,805	1,200	2,400	2,400	2,400	1,200	100.0%
53812	INTRA CITY - DIRECT CHG (LABOR)	33,100	92,009	73,000	58,198	73,000	70,000	70,000	70,000	(3,000)	-4.1%
53813	INTRA CITY - BUDGETED TRANSFERS	91,940	91,940	94,160	94,160	100,610	123,420	123,420	123,420	22,810	22.7%
53830	RADIO	30,240	30,240	35,040	35,040	47,950	57,170	57,170	57,170	9,220	19.2%
53840	MOTOR POOL RENTAL	1,000	90	1,000	-	1,000	1,000	1,000	1,000	-	-
53851	COPY	1,700	397	1,700	877	1,700	1,700	1,700	1,700	-	-
53854	PHOTOCOPIES	8,600	5,171	6,570	5,475	6,560	5,000	5,000	5,000	(1,560)	-23.8%
53860	BUILDING SERVICES	13,000	6,850	12,010	6,259	12,000	8,000	8,000	8,000	(4,000)	-33.3%
53900	SUPPORT SERVICES CHARGE	638,040	638,050	531,290	531,290	525,730	662,090	662,090	662,090	136,360	25.9%
	Total Materials and Services	\$ 1,735,680	\$ 1,749,239	\$ 1,767,300	\$ 1,551,806	\$ 1,751,520	\$ 2,030,630	\$ 2,030,630	\$ 2,078,090	\$ 326,570	18.6%
55130	EQUIPMENT AND MACHINERY	\$ 33,000	\$ 31,901	\$ 35,000	\$ -	\$ 130,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ (95,000)	-73.1%
	Total Capital Outlay	\$ 33,000	\$ 31,901	\$ 35,000	\$ -	\$ 130,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ (95,000)	-73.1%
62110	TRANSFERS TO OTHER FUNDS	\$ -	\$ -	\$ 900,000	\$ 900,000	\$ 1,000,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 400,000	40.0%
	Total Transfers to Other Funds	\$ -	\$ -	\$ 900,000	\$ 900,000	\$ 1,000,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 400,000	40.0%
61110	CONTINGENCIES	\$ 440,000	\$ -	\$ 500,000	\$ -	\$ 440,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 60,000	13.6%
	Total Contingencies	\$ 440,000	\$ -	\$ 500,000	\$ -	\$ 440,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 60,000	13.6%
	Total Expenditures	\$ 11,459,010	\$ 10,472,935	\$ 12,782,480	\$ 11,830,166	\$ 13,391,880	\$ 14,486,770	\$ 14,486,770	\$ 14,534,230	\$ 1,142,350	8.5%



City of Salem  
Estimated Assessed Property Value  
FY 2021-22

County	Actual 2020-21 Values	Estimated Increase	Estimated 2021-22 Values	% Increase <sup>1</sup>
Marion	\$ 10,934,659,516	\$ 449,289,614	\$ 11,383,949,130	4.1%
Polk	2,253,363,754	92,587,516	2,345,951,270	4.1%
Total	<u>\$ 13,188,023,270</u>	<u>\$ 541,877,130</u>	<u>\$ 13,729,900,400</u>	<u>4.1%</u>

<sup>1</sup> Estimated increase in assessed property value includes two factors:

1. Changing market values of the existing property base, and
2. Property base expansion through new construction.



City of Salem  
Property Tax Levy Summary  
FY 2021-22

	2020-21 Levy	2021-22 Levy	Loss Due To Compression	Less 2.44% Delinquent	Less 2.57% of Levy Discounted	Net Collection Current Levy appx. 95%	Plus Prior Years	Total Budgeted Collections
A. Tax Base Levy <sup>1</sup>	\$76,531,050	\$80,065,910	(\$378,555)	(\$1,953,608)	(\$2,057,694)	76,827,570	1,140,500	77,968,070
B. Debt Service	16,420,010	17,559,180	-	(429,130)	(452,040)	16,673,960	249,680	16,923,640
TOTAL LEVY	<u>\$92,951,060</u>	<u>\$97,625,090</u>	<u>(\$378,555)</u>	<u>(\$2,382,738)</u>	<u>(\$2,509,734)</u>	<u>\$93,501,530</u>	<u>\$1,390,180</u>	<u>\$94,891,710</u>

<sup>1</sup> Tax Base Levy - The 2020-21 levy shown is an estimate. Actual amounts collected are at a rate of \$5.8315 per \$1,000 of assessed value.

NOTE: Proceeds from these levies are budgeted in the following funds:

A. Tax Base Levy - General Fund (Fund 101)

B. Debt Service Levy - General Debt Fund (Fund 210)

City of Salem  
Estimated Property Tax Rates  
FY 2021-22

	Actual Rates 2020-21	Estimated Rates 2021-22
A. Permanent Rate - Operations	\$5.8315	\$5.8315
B. Debt Service	<u>1.1795</u>	<u>1.2789</u>
TOTAL - City of Salem	<u><u>\$7.0110</u></u>	<u><u>\$7.1104</u></u>



## City of Salem Budget FY 2022 Fee Adjustments

In FY 2019, the City produced its first master fee schedule. The Master Fee Schedule provides some standardization, where possible, in the methodologies for fee increases. The master fee schedule is the definitive data source for fee information. The below information is not representative of all City fees but is intended to enhance understanding of fee increases and resulting revenue.

The FY 2022 master fee schedule can be found at the below weblink. It was adopted in June of 2021.

<https://www.cityofsalem.net/CityDocuments/city-of-salem-fees.pdf>

FY 2022 revenue estimates anticipate the following fee adjustments:

	Previous Fee or Rate	FY 2022 Fee or Rate	Change to Resources
A. General Fund (101)			
Community Development - planning fees cost recovery increase	Various	1.44%	\$129,430 / estimate
All Planning fees are increasing by the CPI - All Urban Consumers, West Region (All Items), 1.44 percent. Also, specific planning fees are being adjusted to achieve 100 percent cost recovery for current planning services.			
City Operations Fee	Various	4.22%	\$182,950 / estimate
The City Operations Fee was implemented in January of 2020 and was scheduled to be adjusted in January of 2021, but was delayed due to the pandemic. The proposed adjustment this year includes the combined CPI from last year (2.78%) and this year's (1.44%).			



## City of Salem Budget FY 2022 Fee Adjustments

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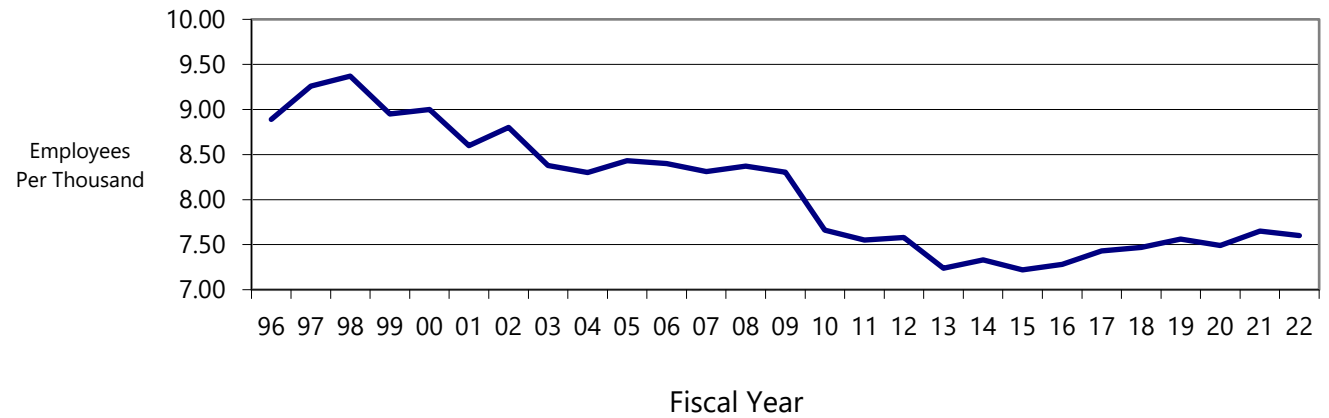
<https://www.cityofsalem.net/CityDocuments/city-of-salem-fees.pdf>

FY 2022 revenue estimates anticipate the following fee adjustments:

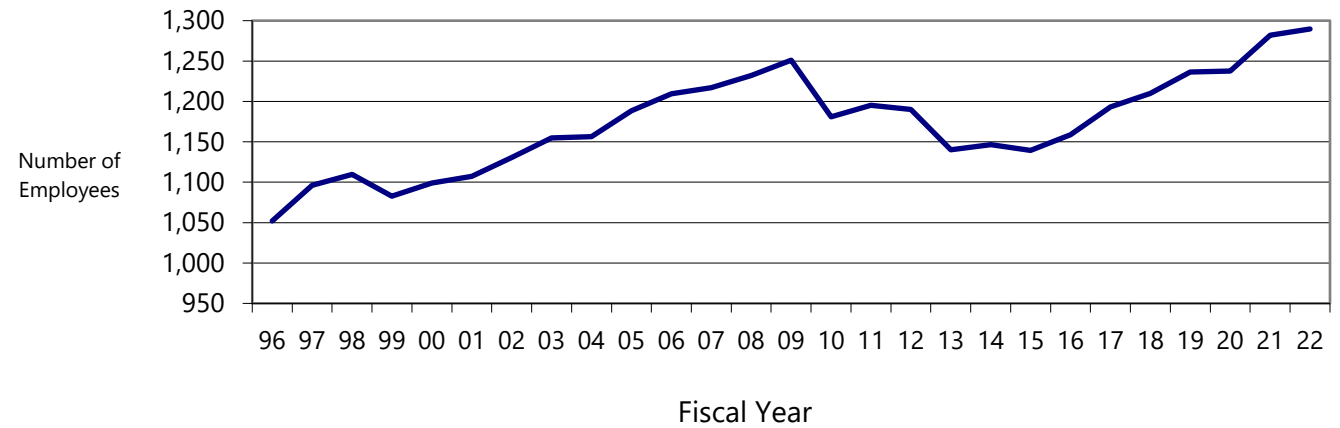
		Previous Fee or Rate	FY 2022 Fee or Rate	Change to Resources
B.	Utility Fund (310)			
	Public Works - development, planning, permit fees	Various	Various	
	Utility rates: The FY 2022 budget reflects the anticipated revenues derived from the following rate increases (with effective dates) approved by the City Council:			See Utility Fund budget in Financial Summaries section for revenue estimates, year-to-year changes.
	Stormwater      5.0 percent, January 1, 2021 and January 1, 2022	5.00%	5.00%	
	Wastewater      3.0 percent, January 1, 2021 and January 1, 2022	3.00%	3.00%	
	Water            3.0 percent, January 1, 2021 and January 1, 2022	3.00%	3.00%	
C.	Emergency Medical Services Fund (320)			
	Fire - pre-hospital treatment and / or transport			
	Fees charged by Salem Fire Department for City-provided treatment and ambulance services. Fee increases will be based on the CPI-W for medical care, December to December.	Various	Various	Less than \$2,500



## Number of Employees Per Thousand Population



## Permanent Position Recap



### Notes

Line chart FTE counts are based on budget adoption.

During FY 2020, seasonal positions decreased as many were converted into permanent positions

Portland State University 2020 certified population estimate of 168,980 for FY 2022 in comparisons.



## City of Salem Position Summary - Authorized FTE

Reflects changes in full time equivalent position authority as positions are added or eliminated through the annual budget adoption.

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Adopted FY 2022	Change from 2021
<b>General Fund</b>							
City Manager's Office	11.00	7.00	8.00	7.00	7.00	9.00	2.00
Finance <sup>1</sup>	30.00	32.00	32.00	32.00	31.00	31.00	0.00
Municipal Court	14.00	14.00	14.00	15.00	15.00	15.00	0.00
Human Resources (Employee Services)	8.00	9.00	9.00	9.00	10.00	10.00	0.00
Facilities Services	27.00	27.00	27.00	27.00	32.00	32.00	0.00
Legal	15.00	15.00	15.00	14.00	14.37	14.37	0.00
Parks Operations	38.50	39.00	39.00	39.00	39.00	40.00	1.00
Recreation Services	10.70	10.70	10.70	10.70	11.55	11.55	0.00
Community Development <sup>3</sup>	31.20	31.20	34.20	33.20	36.20	33.00	(3.20)
Library	44.70	43.70	42.60	41.35	44.55	44.55	0.00
Police	230.00	233.00	234.00	233.00	241.40	247.40	6.00
Fire	164.00	165.00	177.00	177.00	177.00	177.00	0.00
Information Technology	42.00	47.00	50.00	48.00	53.75	54.75	1.00
Urban Development	32.50	32.50	31.50	31.00	31.00	31.00	0.00
<b>Total General Fund</b>	<b>698.60</b>	<b>706.10</b>	<b>724.00</b>	<b>717.25</b>	<b>743.82</b>	<b>750.62</b>	<b>6.80</b>
Transportation Services Fund	53.00	53.00	56.00	57.00	60.00	60.00	0.00
Airport Fund	4.00	4.00	4.00	4.00	4.00	4.00	0.00
Building and Safety Fund	23.00	25.00	25.00	27.00	29.00	29.00	0.00
Utility Fund	303.80	309.80	317.30	322.50	331.50	332.50	1.00
Emergency Services Fund	2.00	2.00	2.00	2.00	2.00	2.00	0.00
Willamette Valley Communications Center Fund	73.00	73.00	73.00	73.00	75.60	75.60	0.00
City Services Fund	29.00	29.00	26.00	26.00	26.00	26.00	0.00
Self Insurance Fund	7.00	8.00	9.00	9.00	10.00	10.00	0.00
<b>Total All Funds</b>	<b>1,193.40</b>	<b>1,209.90</b>	<b>1,236.30</b>	<b>1,237.75</b>	<b>1,281.92</b>	<b>1,289.72</b>	<b>7.80</b>

<sup>1</sup> Budget and Purchasing sections were transferred to the City Manager's Office in FY 2017 and then moved to the Finance department for FY 2020.

<sup>2</sup> Municipal Court section was transferred to the Finance Department from the City Manager's Office in FY 2021.

<sup>3</sup> Community Development transferred two employees to the City Manager's Office beginning in FY 2022.



## Analysis of Positions and Wages

The "Analysis of Positions and Wages" reflects full time equivalent position authority and corresponding budgeted salary and wages expense. In some cases, a position's relationship to a new classification is illustrated with a directional arrow. Other changes seen here could be the result of new positions being added or reclassification of existing positions.

		Adopted FY 2021				FY 2022		
Pay Grade	Job Title	FTE	Amount	Pay Grade Change	Job Title Change	Mgr Rec FTE	Adopted FTE	Amount
DEPARTMENT: FINANCE		DIVISION: MUNICIPAL COURT						
K11	Municipal Judge	1.00	128,390			1.00	1.00	128,700
B27	Manager II	1.00	110,200			1.00	1.00	113,500
A19	Administrative Analyst I	1.00	62,220			1.00	1.00	52,180
A16	Court Operations Specialist, Sr.	5.00	270,160			5.00	5.00	278,770
A14	Court Operations Specialist	7.00	336,380			7.00	7.00	354,230
DIVISION TOTAL		15.00	907,350			15.00	15.00	927,380
DEPARTMENT: CITY MANAGER		DIVISION: ADMINISTRATIVE SERVICES						
J05	City Manager	1.00	230,060			1.00	1.00	223,890
B29	Manager III	2.00	208,090			2.00	2.00	224,720
B21	Program Manager II	2.00	148,310			2.00	2.00	162,040
B05	Executive Assistant	2.00	122,610	B13	Outreach / Education Coordinator II <sup>1</sup>	1.00	1.00	84,150
				A16	Community Services Liason <sup>1</sup>	1.00	1.00	56,380
DIVISION TOTAL		7.00	709,070			9.00	9.00	881,260
<sup>1</sup> Positions moved from Community Development in FY 2022								
DEPARTMENT: FINANCE		DIVISION: BUDGET OFFICE						
				B37	Manager, Division	-	1.00	116,440
B36	Manager V	1.00	106,540			1.00	-	-
B25	Fiscal Analyst, Senior	2.00	187,320			2.00	2.00	195,500
B21	Management Analyst II	1.00	77,590			1.00	1.00	68,650
B17	Management Analyst I	1.00	65,520			1.00	1.00	71,440
DIVISION TOTAL		5.00	436,970			5.00	5.00	452,030
DEPARTMENT: FINANCE		DIVISION: PURCHASING						
B25	Supervisor V	1.00	104,980			1.00	1.00	108,140
B17	Management Analyst I	1.00	74,600			1.00	1.00	79,220
A21	Buyer	1.00	61,400			1.00	1.00	65,060
DIVISION TOTAL		3.00	240,980			3.00	3.00	252,420
DEPARTMENT: FINANCE		DIVISION: FINANCE						
K12	Chief Financial Officer	1.00	160,980			1.00	1.00	166,980
				B37	Manager, Division		1.00	103,690
B36	Manager V	1.00	122,260			1.00	-	-
B19	Supervisor III	3.00	271,290			3.00	3.00	282,150
B06	Payroll Specialist	3.00	191,090			3.00	3.00	200,630
A30	Accountant II	2.00	159,230			2.00	2.00	162,400
A23	Accountant	3.00	205,130			4.00	4.00	270,190
A19	Administrative Analyst II	1.00	58,060			1.00	1.00	54,910
A14	Accounting Assistant	9.00	440,880			8.00	8.00	410,340
DIVISION TOTAL		23.00	1,608,920			23.00	23.00	1,651,290



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		Adopted FY 2021				FY 2022		
Pay Grade	Job Title	FTE	Amount	Pay Grade Change	Job Title Change	Mgr Rec FTE	Adopted FTE	Amount
DEPARTMENT: HUMAN RESOURCES		DIVISION: ADMINISTRATION						
K09	Director, Human Resources	1.00	158,400	B39	Assistant Director	1.00	1.00	113,270
B25	Human Resources Analyst, Sr	4.00	372,930			4.00	4.00	392,600
B17	Management Analyst I	1.00	76,310	B21	Management Analyst II	1.00	1.00	80,950
B13	Human Resources Coordinator	1.00	62,930	B19	Program Manager I	1.00	1.00	66,770
B08	Human Resources Specialist	3.00	200,540			3.00	3.00	210,600
DIVISION TOTAL		10.00	871,110			10.00	10.00	864,190
DEPARTMENT: HUMAN RESOURCES		DIVISION: FACILITIES SERVICES						
				B33	Manager IV	-	1.00	119,040
B29	Manager III	1.00	112,470			1.00	-	-
B21	Management Analyst II	1.00	85,160			1.00	1.00	90,340
B19	Supervisor III	2.00	182,910			2.00	2.00	188,370
B19	Program Manager	1.00	75,040			1.00	1.00	70,080
A25	Project Leader II	2.00	144,220			2.00	2.00	147,100
A22	Facility HVAC Tech	3.00	198,210			3.00	3.00	202,150
A21	Facility Maintenance Tech	3.00	188,090			3.00	3.00	197,390
A21	Project Leader I	1.00	67,510			1.00	1.00	68,860
A19	Administrative Analyst I	1.00	57,880			1.00	1.00	61,410
A15	Facility Maintenance II	4.00	204,630			4.00	4.00	203,830
A11	Custodial Worker II	5.00	203,990			5.00	5.00	224,390
A09	Custodial Worker I	8.00	301,000			8.00	8.00	316,560
DIVISION TOTAL		32.00	1,821,110			32.00	32.00	1,889,520
DEPARTMENT: LEGAL		DIVISION: ATTORNEY						
K01	City Attorney	1.00	179,990			1.00	1.00	193,350
B39	Deputy City Attorney	2.00	287,460			2.00	2.00	295,960
W01	Assistant City Attorney II	5.00	597,430			5.00	5.00	597,620
				B25	Manager I	-	1.00	98,260
B21	Management Analyst II	1.00	95,400			1.00	-	-
B08	Legal Assistant	4.00	276,950			4.00	4.00	276,650
A22	Administrative Analyst II	1.00	67,280			1.00	1.00	71,520
A14	Staff Assistant I	0.37	18,930			0.37	0.37	19,310
DIVISION TOTAL		14.37	1,523,440			14.37	14.37	1,552,670
DEPARTMENT: PUBLIC WORKS		DIVISION: RECREATION SERVICES						
B25	Manager I	1.00	97,750			1.00	1.00	103,690
B19	Program Manager I	1.00	91,450			1.00	1.00	94,190
B13	Recreation / Education Coordinator II	3.00	221,260			3.00	3.00	232,290
B05	Recreation / Education Coordinator I	2.00	120,050			2.00	2.00	127,410
A22	Program Coordinator	1.00	61,680			1.00	1.00	61,690



## Analysis of Positions and Wages

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		Adopted FY 2021				FY 2022		
Pay Grade	Job Title	FTE	Amount	Pay Grade Change	Job Title Change	Mgr Rec FTE	Adopted FTE	Amount
PUBLIC WORKS RECREATION SERVICES, continued								
A14	Staff Assistant I	1.70	85,720			1.70	1.70	88,710
A12	Office Assistant	0.85	37,210			0.85	0.85	38,610
A09	Laborer	1.00	41,230			1.00	1.00	43,080
DIVISION TOTAL		11.55	756,350			11.55	11.55	789,670
DEPARTMENT: PUBLIC WORKS		DIVISION: PARKS OPERATIONS						
B25	Manager I	1.00	100,330			1.00	1.00	106,560
B19	Supervisor III	3.00	211,750			3.00	3.00	232,550
B19	Program Manager I	1.00	75,380			1.00	1.00	80,060
A19	Parks Project Coordinator	9.00	523,280			9.00	9.00	538,990
A16	Tree Trimmer	4.00	210,370			4.00	4.00	212,720
A15	Parks Maint Operator	17.00	853,770			18.00	18.00	920,560
A09	Laborer	4.00	151,430			4.00	4.00	159,720
DIVISION TOTAL		39.00	2,126,310			40.00	40.00	2,251,160
DEPARTMENT: COMMUNITY DEVELOPMENT		DIVISION: ADMINISTRATION						
K02	Director, Community Development	1.00	149,660			1.00	1.00	160,760
B21	Management Analyst II	1.00	95,400			1.00	1.00	98,260
A14	Staff Assistant I	1.00	51,160			1.00	1.00	52,180
DIVISION TOTAL		3.00	296,220			3.00	3.00	311,200
DEPARTMENT: COMMUNITY DEVELOPMENT		DIVISION: PLANNING						
B39	Assistant Director	1.00	137,610			1.00	1.00	145,980
B27	Manager II	1.00	81,970			1.00	1.00	96,920
B25	Program Manager III	2.00	176,880			2.00	2.00	203,280
A28	Planner III	2.00	179,090			3.00	3.00	254,610
A25	Planner II	6.00	438,520			5.00	5.00	360,090
A23	Code Enforcement Officer	2.00	119,680			2.00	2.00	122,060
A21	Planner I	1.00	59,490			1.00	1.00	63,100
A19	Administrative Analyst I	2.00	102,310			2.00	2.00	117,620
DIVISION TOTAL		17.00	1,295,550			17.00	17.00	1,363,660
DEPARTMENT: COMMUNITY DEVELOPMENT		DIVISION: NEIGHBORHOOD ENHANCEMENT						
B27	Manager II <sup>1</sup>	1.00	110,200			-	-	-
B19	Supervisor III	1.00	79,430	B25	Manager I	-	1.00	84,360
B13	Recreation / Education Coordinator II <sup>2</sup>	1.00	81,700			1.00	-	-
A23	Code Enforcement Officer 2	8.00	544,590			10.00	10.00	691,640
A18	Community Svcs Liaison II <sup>3</sup>	1.20	65,100			-	-	-
A14	Code Enforcement Officer 1	2.00	92,530			-	-	-
A14	Staff Assistant I	2.00	93,400			2.00	2.00	91,730
DIVISION TOTAL		16.20	1,066,950			13.00	13.00	867,730

<sup>1</sup> Position elimination

<sup>2</sup> 1.0 FTE moved to City Manager's Office FY 2022.

<sup>3</sup> 1.0 FTE moved to City Manager's Office FY 2022. 0.20 FTE is eliminated in this budget



## Analysis of Positions and Wages

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		Adopted FY 2021				FY 2022		
Pay Grade	Job Title	FTE	Amount	Pay Grade Change	Job Title Change	Mgr Rec FTE	Adopted FTE	Amount
DEPARTMENT: COMMUNITY DEVELOPMENT		DIVISION: LIBRARY						
B39	City Librarian	1.00	124,080	B27	Manager II	1.00	1.00	131,640
B21	Management Analyst II	1.00	95,400			1.00	1.00	84,440
B19	Supervisor III	4.00	365,820			4.00	4.00	376,760
A24	Librarian, Sr	5.00	381,170			5.00	5.00	389,500
A21	Librarian	5.00	299,900			5.00	5.00	317,980
A17	Library Assistant, Senior	13.65	710,920			13.65	13.65	734,040
A14	Staff Assistant I	1.00	46,740			1.00	1.00	49,650
A12	Library Assistant	10.90	489,790			10.90	10.90	500,450
A09	Custodial Worker I	1.00	42,240			1.00	1.00	43,080
A04	Security Officer	2.00	77,720	2.00	2.00	79,260		
DIVISION TOTAL		44.55	2,633,780			44.55	44.55	2,706,800
DEPARTMENT: POLICE		DIVISION: ADMINISTRATION						
K04	Police Chief	1.00	169,990	F03	Lieutenant	1.00	1.00	182,720
						-	1.00	124,530
B13	Supervisor I	1.00	75,110			1.00	1.00	79,690
A12	Office Assistant	1.00	47,150			1.00	1.00	48,090
DIVISION TOTAL		3.00	292,250			3.00	4.00	435,030
DEPARTMENT: POLICE		DIVISION: SUPPORT						
F04	Deputy Police Chief	1.00	147,680			1.00	1.00	159,710
F03	Lieutenant	1.00	129,560			1.00	1.00	140,100
F01	Sergeant <sup>1</sup>	3.00	322,910			3.00	4.00	359,170
E12	Police Officer	3.00	249,450			3.00	3.00	253,320
B25	Manager I	2.00	193,890			2.00	2.00	204,450
B21	Management Analyst II	1.00	95,400			1.00	1.00	86,240
B21	Program Manager II	1.00	95,400			1.00	1.00	98,260
B17	Management Analyst I	1.00	81,500			1.00	1.00	86,570
B11	Supvsr, Police Records Shift	3.00	214,230			3.00	3.00	212,750
A34	Dept Tech Support Analyst II	1.00	89,990			1.00	1.00	91,790
A22	Administrative Analyst II	1.00	68,810			1.00	1.00	71,740
A22	Crime Analyst	1.00	70,340			1.00	1.00	71,740
A21	Buyer	1.00	62,770			1.00	1.00	66,690
A19	Administrative Analyst I	1.00	56,130			1.00	2.00	111,850
A18	Police Evidence & Property Tech	4.00	212,190			4.00	5.00	273,170
A17	Police Records Technician	14.00	771,720			14.00	16.00	874,580
A14	Staff Assistant I	1.00	51,160			1.00	2.00	95,260
A09	Laborer	2.00	74,820			2.00	2.00	75,850
A08	Clerk-Messenger	0.50	17,290			0.50	0.50	17,630
DIVISION TOTAL		42.50	3,005,240			42.50	48.50	3,350,870

<sup>1</sup> Sergeant position moved from Police Patrol Division



## Analysis of Positions and Wages

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Pay Grade	Job Title	FTE	Adopted	Pay Grade	Job Title Change	Mgr Rec	FY 2022	
			FY 2021				Adopted	Amount
			Amount				FTE	Amount
DEPARTMENT: POLICE			DIVISION: INVESTIGATIONS					
F04	Deputy Police Chief	1.00	147,680			1.00	1.00	159,710
F03	Lieutenant	2.00	259,120			2.00	2.00	280,200
F01	Sergeant	5.00	558,960			5.00	5.00	604,450
E24	Police Lab Technician	2.50	234,680			2.50	2.50	241,290
E16	Corporal	4.00	346,610			4.00	4.00	351,970
E12	Police Officer	32.00	2,563,550			32.00	32.00	2,677,970
A17	Police Records Technician	1.00	57,520			1.00	1.00	58,670
A14	Staff Assistant I	1.00	51,160			1.00	1.00	52,180
DIVISION TOTAL		48.50	4,219,280			48.50	48.50	4,426,440
DEPARTMENT: POLICE			DIVISION: PATROL					
F04	Deputy Police Chief	1.00	147,680			1.00	1.00	159,710
F03	Lieutenant	5.00	622,740			5.00	5.00	680,410
F01	Sergeant <sup>1</sup>	16.00	1,758,230			16.00	15.00	1,881,330
E16	Corporal	14.00	1,214,220			14.00	14.00	1,228,010
E12	Police Officer	101.00	7,946,170			101.00	101.00	8,011,500
A22	Program Coordinator	1.00	70,340			1.00	1.00	71,740
A18	Telephone Report Specialist, Sr	1.00	59,840			1.00	1.00	61,030
A16	Telephone Report Specialist	2.00	104,100			2.00	2.00	108,240
A14	Staff Assistant I	1.00	51,160			1.00	1.00	52,180
P68	Community Service Officer	5.40	193,600			5.40	5.40	197,230
DIVISION TOTAL		147.40	12,168,080			147.40	146.40	12,451,380
<sup>1</sup> Sergeant moved to Police Support Division								
DEPARTMENT: FIRE			DIVISION: ADMINISTRATION					
K10	Fire Chief	1.00	169,980			1.00	1.00	182,720
B21	Management Analyst II	1.00	95,400			1.00	1.00	98,260
B17	Management Analyst I	2.00	172,680			2.00	2.00	180,490
A14	Staff Assistant I	2.00	97,690			2.00	2.00	95,260
DIVISION TOTAL		6.00	535,750			6.00	6.00	556,730
DEPARTMENT: FIRE			DIVISION: EMERGENCY OPERATIONS					
D07	Deputy Fire Chief	2.00	295,370			2.00	2.00	319,420
C04	Battalion Chief	6.00	741,560			6.00	6.00	788,640
C99	Training Officer	1.00	113,460			1.00	1.00	114,340
C50	Fire Apparatus Operator	45.00	4,018,680			45.00	45.00	4,050,000
C10	Firefighter-Medic	62.00	5,195,510			62.00	62.00	5,118,440
C09	Fire Captain	46.00	4,922,840			46.00	46.00	5,097,640
A14	Staff Assistant I	1.00	49,130			1.00	1.00	52,180
DIVISION TOTAL		163.00	15,336,550			163.00	163.00	15,540,660



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Pay Grade	Job Title	FTE	Adopted FY 2021	Pay Grade	Job Title Change	Mgr Rec FTE	FY 2022	
			Amount	Change			Adopted FTE	Amount
DEPARTMENT: FIRE			DIVISION: FIRE AND LIFE SAFETY (PREVENTION SERVICES)					
D10	Asst Fire Chief of Operations	1.00	156,470			1.00	1.00	169,230
				C95	Deputy Fire Marshall, Sr	1.00	1.00	116,950
C93	Deputy Fire Marshall	6.00	581,530			5.00	5.00	529,060
B25	Program Manager III	1.00	96,970			1.00	1.00	102,990
	DIVISION TOTAL	8.00	834,970			8.00	8.00	918,230
DEPARTMENT: INFORMATION TECHNOLOGY								
K06	Director, Information Technology	1.00	158,880			1.00	1.00	170,810
B37	IT Division Mgr	1.00	134,700	B37	Manager, Division	1.00	1.00	142,890
B33	Manager IV	1.00	123,500			2.00	2.00	222,580
B29	Manager III	1.00	112,720			1.00	1.00	119,040
B25	Supervisor V	1.00	104,980			1.00	1.00	108,140
B17	Management Analyst I	1.00	65,520			1.00	1.00	71,600
A40	Solutions Architect	1.00	110,730			1.00	1.00	112,940
A39	IT Programmer Analyst	8.00	764,070			8.00	8.00	779,250
A38	Oracle Database Admin	3.00	336,530			3.00	3.00	347,910
A38	Oracle Programmer Analyst, Lead	1.00	113,690			1.00	1.00	115,970
A38	Systems Analyst, Lead	1.00	113,690			1.00	1.00	115,970
A37	IT GIS Programmer Analyst, Lead	1.00	108,330			1.00	1.00	110,500
A37	IT Programmer Analyst, Lead	2.00	216,650			2.00	2.00	197,070
A37	Oracle Programmer Analyst	2.00	216,250			2.00	2.00	221,000
A37	System Analyst, Sr	0.75	81,240			0.75	0.75	82,870
A36	Network Analyst, Sr	3.00	294,890			3.00	3.00	302,240
A35	IT GIS Programmer Analyst	3.00	275,330			3.00	3.00	283,710
A35	Network Analyst	3.00	281,610			3.00	3.00	293,280
A34	Department Tech Support Analyst II	4.00	330,930			4.00	4.00	339,730
A33	Network Technician	5.00	377,390			5.00	5.00	371,450
A29	Enterprise Business Systems Analyst	5.00	438,670			5.00	5.00	446,000
A24	GIS Analyst	2.00	148,610			2.00	2.00	154,690
A22	Administrative Analyst II	1.00	60,570			1.00	1.00	64,310
A22	GIS Technician	1.00	64,060			1.00	1.00	68,180
A19	Administrative Analyst I	1.00	60,750			1.00	1.00	63,480
	DIVISION TOTAL	53.75	5,094,290			54.75	54.75	5,305,610



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		Adopted FY 2021				FY 2022		
Pay Grade	Job Title	FTE	Amount	Pay Grade Change	Job Title Change	Mgr Rec FTE	Adopted FTE	Amount
DEPARTMENT: URBAN DEVELOPMENT		DIVISION: URBAN DEVELOPMENT SERVICES						
K07	Urban Development Director	1.00	144,380			1.00	1.00	159,890
B33	Manager IV	1.00	123,780			1.00	1.00	127,490
B29	Manager III	2.00	231,140			2.00	2.00	238,080
				B27	Manager II	1.00	1.00	84,440
B25	Program Manager III	5.00	504,510			4.00	4.00	417,470
B21	Program Manager II	1.00	91,460			1.00	1.00	98,260
B19	Program Manager I	3.00	226,260			3.00	3.00	229,330
B17	Management Analyst I	1.00	65,940			1.00	1.00	70,300
B13	Supervisor I	1.00	76,660			1.00	1.00	81,340
A27	Real Property Services Specialist	1.00	86,110			1.00	1.00	87,820
A14	Accounting Assistant	1.00	51,000			1.00	1.00	52,180
A14	Staff Assistant I	1.00	51,160			1.00	1.00	52,180
A12	Office Assistant	1.00	42,360			1.00	1.00	44,790
DIVISION TOTAL		19.00	1,694,760			19.00	19.00	1,743,570
DEPARTMENT: URBAN DEVELOPMENT		DIVISION: PARKING SERVICES						
B17	Supervisor II	1.00	75,200			1.00	1.00	79,770
A14	Enforcement Officer, Lead	1.00	51,160			1.00	1.00	52,180
				A14	Parking Meter Tech	-	1.00	49,440
A13	Parking Enforcement Officer	10.00	450,930			10.00	9.00	411,510
DIVISION TOTAL		12.00	577,290			12.00	12.00	592,900
DEPARTMENT: PUBLIC WORKS		DIVISION: TRANSPORTATION						
B34	Engineer 4	1.00	121,970			1.00	1.00	131,360
B31	Engineer 3	2.00	232,230			2.00	2.00	246,420
B25	Engineer 2	1.00	101,960			1.00	1.00	108,140
B25	Manager I	1.00	98,770			1.00	1.00	108,140
B25	Program Manager III	1.00	101,960			1.00	1.00	108,140
B21	Supervisor IV	1.00	89,950			1.00	1.00	98,260
B19	Supervisor III	3.00	214,990			3.00	3.00	246,110
A28	Planner III	1.00	87,590			1.00	1.00	91,790
A27	Electrician II	1.00	83,810			1.00	1.00	71,740
A25	Electrician I	3.00	228,410			3.00	3.00	243,600
A22	Traffic Technician, Sr	1.00	68,470			1.00	1.00	71,740
A20	Traffic Technician	1.00	62,870			1.00	1.00	65,900
A21	PW Project Leader	5.00	311,320			5.00	5.00	333,510
A19	Administrative Analyst I	1.00	60,370			1.00	1.00	63,480
A19	PW Crew Leader	5.00	286,370			5.00	5.00	302,470
A16	PW Maint Operator II	11.00	513,240			13.00	13.00	703,650
A15	PW Signs and Markings Worker	5.00	246,330			5.00	5.00	253,330
A14	PW Maint Operator I	11.00	498,710			9.00	9.00	439,890



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Pay Grade	Job Title	FTE	Adopted	Pay Grade	Job Title Change	FY 2022		
			FY 2021			Mgr Rec	Adopted	Amount
			Amount	Change		FTE	FTE	Amount
PUBLIC WORKS RECREATION SERVICES, continued								
A09	Laborer	5.00	115,780			5.00	5.00	192,630
DIVISION TOTAL		60.00	3,525,100			60.00	60.00	3,880,300
DEPARTMENT: URBAN DEVELOPMENT		DIVISION: AIRPORT						
B29	Manager III	1.00	115,570			1.00	1.00	119,040
A22	Administrative Analyst II	1.00	70,340			1.00	1.00	71,740
A15	Airport Maintenance Operator	2.00	104,080			2.00	2.00	108,130
DIVISION TOTAL		4.00	289,990			4.00	4.00	298,910
DEPARTMENT: COMMUNITY DEVELOPMENT		DIVISION: BUILDING AND SAFETY						
B36	Manager V	1.00	131,340			1.00	1.00	139,350
B34	Engineer 4	1.00	108,640			1.00	1.00	115,250
B25	Manager I	1.00	98,310			1.00	1.00	104,280
B19	Program Manager I	1.00	91,450			1.00	1.00	94,190
A28	Bldg Inspector, Senior	4.00	359,950			4.00	4.00	367,160
A27	Comml. Electrical Inspector 3	1.00	82,060			1.00	1.00	87,040
A27	Comml Plumbing Inspector 3	1.00	86,110			1.00	1.00	87,820
A27	Plans Examiner II	5.00	351,890			5.00	5.00	361,010
A25	Inspector I	2.00	156,740			2.00	2.00	162,400
A25	Comml. Mech Inspector 2	1.00	79,620			1.00	1.00	81,200
A21	Planner II	1.00	57,180			1.00	1.00	60,850
A19	Administrative Analyst I	2.00	117,840			2.00	2.00	122,510
A17	Permit Technician	3.00	152,200			4.00	4.00	205,050
A15	Permit Specialist	4.00	185,690			3.00	3.00	149,830
A12	Office Assistant	1.00	39,900			1.00	1.00	45,340
DIVISION TOTAL		29.00	2,098,920			29.00	29.00	2,183,280
DEPARTMENT: PUBLIC WORKS UTILITY		DIVISION: ADMINISTRATION						
K03	Director, Public Works	1.00	177,220			1.00	1.00	190,350
B39	Assistant Director	1.00	147,810			1.00	2.00	281,090
B36	Engineer 5	1.00	135,300			1.00	1.00	139,350
B36	Manager V	1.00	117,750			1.00	-	-
B25	Engineer 2	1.00	104,980			1.00	1.00	108,140
B25	Manager I	1.00	93,290			1.00	1.00	98,970
B25	Program Manager III	2.00	189,230			2.00	2.00	200,730
B21	Management Analyst II	2.00	190,800			2.00	2.00	196,520
B21	Program Manager II	3.00	259,680			3.00	3.00	269,660
B19	Program Manager I	2.00	154,620			2.00	2.00	163,730
B17	Management Analyst I	2.00	167,180			2.00	2.00	174,750
B13	Supervisor I	3.00	215,260			3.00	3.00	226,890
B05	Executive Assistant	1.00	66,110			1.00	1.00	70,130



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		Adopted FY 2021				FY 2022		
Pay Grade	Job Title	FTE	Amount	Pay Grade Change	Job Title Change	Mgr Rec FTE	Adopted FTE	Amount
PUBLIC WORKS ADMINISTRATION, continued								
A28	Planner III	1.00	82,300			2.00	2.00	161,990
A25	Planner II	1.00	74,430			1.00	1.00	79,290
A22	Program Coordinator	5.00	341,850			4.00	4.00	286,960
A21	Buyer	1.00	67,510			1.00	1.00	68,860
A17	Permit Technician	2.00	100,930			2.00	2.00	107,130
A16	Desktop Publishing Specialist	2.00	102,010			2.00	2.00	106,030
A15	Permit Specialist	3.00	147,560			3.00	3.00	155,400
A14	Staff Assistant I	11.00	528,850			11.00	11.00	548,740
A12	Parts and Supply Clerk	2.00	94,290			2.00	2.00	96,180
DIVISION TOTAL		49.00	3,558,960			49.00	49.00	3,730,890
DEPARTMENT: PUBLIC WORKS UTILITY		DIVISION: ENGINEERING						
B39	City Engineer	1.00	144,830			1.00	1.00	152,240
B36	Engineer 5	3.00	402,570			3.00	3.00	418,050
B34	Engineer 4	7.00	891,460			7.00	7.00	885,900
B31	Engineer 3	8.00	862,780			8.00	8.00	872,650
B27	Manager II	1.00	99,260			1.00	1.00	105,430
B25	Engineer 2	5.00	444,370			5.00	5.00	488,700
B23	Engineer 1	3.00	263,090			3.00	3.00	236,780
B21	Supervisor IV	1.00	95,400			1.00	1.00	98,260
B21	Program Manager II	1.00	95,400			1.00	1.00	98,260
B19	Supervisor III	2.00	161,540			2.00	2.00	162,680
B17	Management Analyst I	1.00	78,600			1.00	1.00	83,380
A25	Inspector I	7.00	545,740			7.00	7.00	562,380
A24	Civil Engineer Assistant	3.00	213,640			3.00	3.00	219,280
A22	CADD Technician	1.00	70,340			1.00	1.00	71,740
A22	Program Coordinator	2.00	119,380			2.00	2.00	127,780
A22	Engr Tech III	3.00	198,210			3.00	3.00	207,140
A14	Staff Assistant I	3.00	146,340			3.00	3.00	141,810
DIVISION TOTAL		52.00	4,832,950			52.00	52.00	4,932,460
DEPARTMENT: PUBLIC WORKS UTILITY		DIVISION: WASTEWATER TREATMENT						
				B39	Assistant Director	-	1.00	128,900
B36	Manager V	2.00	229,050			2.00	1.00	149,800
B25	Supervisor V	1.00	104,980			1.00	1.00	108,140
B21	Supervisor IV	1.00	95,400			1.00	1.00	98,260



## Analysis of Positions and Wages

The "Analysis of Positions and Wages" reflects full time equivalent position authority and corresponding budgeted salary and wages expense. In some cases, a position's relationship to a new classification is illustrated with a directional arrow. Other changes seen here could be the result of new positions being added or reclassification of existing positions.

Pay Grade	Job Title	FTE	Adopted	Pay Grade	Job Title Change	Mgr Rec	FY 2022	
			FY 2021				Change	Adopted
			Amount			FTE	FTE	
PUBLIC WORKS WASTEWATER TREATMENT, continued								
B19	Supervisor III	4.00	322,370			4.00	4.00	337,800
B19	Program Manager I	1.00	91,450			1.00	1.00	94,190
B17	Management Analyst I	1.00	65,970			1.00	1.00	71,120
A34	Dept Tech Support Analyst II	1.00	89,990			1.00	1.00	91,790
A27	Electrician 2	1.00	86,110			1.00	1.00	87,820
A26	Instrument Technician	3.00	248,370			3.00	3.00	253,320
A25	Electrician 1	2.00	159,230			2.00	2.00	162,400
A23	WTP Technician II	2.00	146,450			2.00	2.00	147,450
A23	WTP Operator 3	8.00	568,210			8.00	8.00	585,370
A22	Laboratory Technician II	3.00	211,030			3.00	3.00	212,780
A21	WTP Technician I	3.00	199,840			3.00	3.00	194,100
A21	WTP Operator 2	13.00	797,520			13.00	13.00	814,750
A19	Laboratory Technician I	4.00	231,220			4.00	4.00	226,870
A18	WTP Operator 1	2.00	119,680			2.00	2.00	111,140
A15	PW Facility Maintenance Operator	2.00	96,860			1.00	1.00	54,140
				A12	Parts and Supply Clerk	1.00	1.00	48,090
DIVISION TOTAL		54.00	3,863,730			54.00	54.00	3,978,230
DEPARTMENT: PUBLIC WORKS UTILITY		DIVISION: OPERATIONS						
B39	Assistant Director	1.00	147,810			1.00	1.00	152,240
B36	Manager V	1.00	131,340			1.00	1.00	139,350
B29	Manager III	1.00	115,570			1.00	1.00	119,040
B25	Manager I	1.00	104,980			1.00	1.00	108,140
B21	Supervisor IV	7.00	591,660			7.00	7.00	675,660
B19	Supervisor III	8.00	708,500			8.00	8.00	720,570
B17	Management Analyst I	1.00	88,050			1.00	1.00	90,700
B17	Supervisor II	1.00	88,050			1.00	1.00	90,700
B13	Outreach/Education Coordinator II	1.00	81,700			1.00	1.00	84,150
B13	Supervisor I	1.00	68,920			1.00	1.00	73,180
A34	Dept Tech Support Analyst II	3.00	244,050			3.00	3.00	258,850
A26	Instrument Technician	2.00	150,290			2.00	2.00	153,300
A25	Inspector I	2.00	151,850			2.00	2.00	157,990
A25	Project Leader II	1.00	78,870			1.00	1.00	81,200
A24	Environmental Compliance Specialist	5.00	368,330			5.00	5.00	385,050
A24	GIS Analyst	4.00	256,330			4.00	4.00	274,500
A23	Flow Monitoring Analyst	3.00	206,290			3.00	3.00	224,070
A23	Systems Technician	4.00	292,900			5.00	5.00	356,180



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Pay Grade	Job Title	FTE	Adopted	Pay Grade	Job Title Change	FY 2022		
			FY 2021 Amount			Mgr Rec FTE	Adopted FTE	Amount
PUBLIC WORKS OPERATIONS, continued								
A23	Water Treatment Operator	9.00	561,850			9.00	9.00	542,750
A22	GIS Technician	3.00	180,970			4.00	4.00	239,300
A22	Natural Infrastructure Specialist	1.00	70,340			1.00	1.00	61,690
A22	Program Coordinator	2.00	138,500			2.00	2.00	143,480
A22	Engineering Technician III	1.00	57,520			1.00	1.00	58,670
A21	Flow Monitoring Technician	3.00	202,520			3.00	3.00	188,740
A21	Project Leader I	3.00	201,850			3.00	3.00	206,580
A19	Administrative Analyst I	2.00	114,360			4.00	4.00	238,680
A19	PW Crew Leader	29.00	1,746,350			29.00	30.00	1,792,530
A19	Engineering Technician II	2.00	124,440			1.00	1.00	63,480
A19	Parks Project Coordinator	1.00	55,610			1.00	1.00	59,030
A18	Environmental Compliance Tech	1.00	59,840			1.00	1.00	61,030
A18	Water Quality Technician	2.00	116,590			2.00	2.00	121,250
A16	Customer Service Rep 2	6.00	319,410			4.00	5.00	221,340
A16	Accounts Specialist, Sr.	6.00	313,770			6.00	4.00	310,440
A16	Flow Monitoring Operator	2.00	107,900			2.00	2.00	102,650
A16	PW Maintenance Operator II	17.00	925,140			17.00	17.00	920,410
A15	PW Facility Maintenance Operator	1.00	43,790			1.00	1.00	44,660
A14	Clerk Dispatcher	6.50	309,650			6.50	6.50	315,090
A14	Customer Service Rep 1	3.00	153,470			3.00	3.00	156,540
A14	PW Maintenance Operator I	28.00	1,349,770			28.00	28.00	1,390,060
A09	Laborer	1.00	41,740			1.00	1.00	43,080
DIVISION TOTAL		176.50	11,070,870			177.50	177.50	11,426,350
DEPARTMENT: FIRE								
DIVISION: EMERGENCY MEDICAL SERVICES								
C99	EMS Coordinator	1.00	113,460			1.00	1.00	114,340
C99	EMS Trainer	1.00	107,030			1.00	1.00	114,340
DIVISION TOTAL		2.00	220,490			2.00	2.00	228,680
DEPARTMENT: FIRE								
DIVISION: COMMUNICATIONS & INFORMATION (9-1-1)								
V06	Director, Public Safety Comm	1.00	145,390			1.00	1.00	157,230
V03	Manager, Comm Center Operations	1.00	92,870			1.00	1.00	113,450
B33	Manager IV	1.00	117,190			1.00	1.00	94,860
V01	Manager, Comm Center Support Svc	1.00	79,490	B21	Management Analyst II	1.00	1.00	98,260
U01	Supvsr, Communications Shift	7.00	694,870			7.00	7.00	691,360
Q04	9-1-1 Call Taker	9.00	477,070			9.00	9.00	516,640
Q03	Communications Specialist III	4.00	334,150			4.00	4.00	334,310
Q02	Communications Specialist II	43.00	2,895,410			43.00	43.00	3,104,700
Q01	Communications Specialist I	5.00	278,020			5.00	5.00	296,850
A34	Dept Tech Support Analyst II	1.00	73,230			1.00	1.00	71,520



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Pay Grade	Job Title	FTE	Adopted	Pay Grade	Job Title Change	FY 2022		
			FY 2021			Mgr Rec	Adopted	Amount
			Amount	Change		FTE	FTE	Amount
FIRE COMMUNICATIONS & INFORMATION (911), continued								
A25	Dept Tech Support Analyst I	1.00	79,620			1.00	1.00	81,200
A19	Administrative Analyst I	1.00	62,220			1.00	1.00	63,480
A12	Office Assistant	0.60	24,470			0.60	0.60	25,850
DIVISION TOTAL		75.60	5,354,000			75.60	75.60	5,649,710
DEPARTMENT: HUMAN RESOURCES		DIVISION: FLEET SERVICES						
B29	Manager III	1.00	93,330			1.00	1.00	99,010
B19	Program Manager I	1.00	77,470			1.00	1.00	82,270
A29	Enterprise Business Sys Analyst	1.00	78,500			1.00	1.00	83,320
A22	Administrative Analyst II	1.00	70,340			1.00	1.00	71,740
A21	Fleet Services Lead Technician	2.00	135,010			2.00	2.00	137,720
A20	Fleet Services Technician	7.00	399,570			7.00	7.00	419,390
A14	Staff Assistant I	1.00	46,190			1.00	1.00	49,100
A12	Parts & Supply Clerk	2.00	89,620			2.00	2.00	93,000
DIVISION TOTAL		16.00	990,030			16.00	16.00	1,035,550
DEPARTMENT: FIRE		DIVISION: RADIO COMMUNICATIONS						
				A24	Communications Tech	-	4.00	262,450
A24	Communications Analyst	2.00	138,590			2.00	-	-
A21	Communication Technician II	1.00	67,510			1.00	-	-
A17	Communications Technician I	1.00	47,150			1.00	-	-
DIVISION TOTAL		4.00	253,250			4.00	4.00	262,450
DEPARTMENT: INFORMATION TECHNOLOGY		DIVISION: PRINTING & REPROGRAPHICS						
B13	Supervisor I	1.00	65,410			1.00	1.00	69,460
A16	Reprographics Specialist	2.00	110,540			2.00	2.00	112,760
A08	Clerk Messenger	3.00	117,600			3.00	3.00	121,050
DIVISION TOTAL		6.00	293,550			6.00	6.00	303,270
DEPARTMENT: HUMAN RESOURCES		DIVISION: SELF INSURANCE - BENEFITS						
B29	Manager III	1.00	101,070			1.00	1.00	107,340
B19	Program Manager I	1.00	80,430			1.00	1.00	85,330
				B17	Management Analyst I	-	1.00	71,290
B08	Human Resources Specialist	1.00	67,110			1.00	1.00	63,960
B02	Human Resources Assistant	1.00	62,100	B08	Human Resources Specialist	1.00	-	-
DIVISION TOTAL		4.00	310,710			4.00	4.00	327,920
DEPARTMENT: HUMAN RESOURCES		DIVISION: SELF INSURANCE - RISK MANAGEMENT						
B29	Manager III	1.00	109,940			1.00	1.00	116,770
B17	Management Analyst I	1.00	68,810			1.00	1.00	73,010
B19	Program Manager I	2.00	159,480			2.00	2.00	167,450
B08	Human Resources Specialist	2.00	120,670			2.00	2.00	126,290
DIVISION TOTAL		6.00	458,900			6.00	6.00	483,520



## City of Salem Budget Glossary

**Adopted budget.** The financial plan adopted by the governing body which forms a basis for appropriations.

**Ad valorem tax.** A property tax computed as a percentage of the value of taxable property. See *Assessed value*.

**Appropriation.** Based on an adopted budget, an authorization for spending specific amounts of money for specific purposes during specific periods of time. Presented in a resolution or ordinance adopted by the governing body.

**Assessed value.** The portion of value of real or personal property which is taxable. It is the lesser of the property's real market value or the constitutional value limit (maximum assessed value-MAV). The value limit may increase 3 percent annually unless qualifying improvements or changes are made to the property. These improvements or changes allow the value limit to increase by more than 3 percent.

**Beginning working capital.** See *Resources*.

**Biennial budget period.** A 24-month period beginning July 1 and ending June 30 of the second succeeding year.

**Budget.** Written report showing the local government's comprehensive financial plan for one fiscal year. Must include a balanced statement of actual revenues and expenditures during each of the last two years, estimated revenues and expenditures for the current and upcoming year.

**Budget committee.** Fiscal planning board of a local government, consisting of the governing body plus an equal number of legal voters from the district.

**Budget message.** An explanation of the budget and local government's financial priorities. Prepared by or under the direction of the executive officer or presiding officer of the governing body.

**Budget officer.** Person appointed by the governing body to assemble budget material and information, prepare the proposed budget, and oversee the budget process.

**Capital outlay.** Items which generally have a useful life of one or more years, such as machinery, land, furniture, equipment or buildings.

**District.** See *Local government*.

**Expenditures.** Decrease in net financial resources if accounts are kept on an accrual or modified accrual basis; total amount paid if accounts are kept on a cash basis.

**Fiscal year.** A 12-month period beginning July 1 and ending June 30.

**Fund.** A division in a budget segregating independent fiscal and accounting requirements. An entity within a government's financial plan designated to carry on specific activities or to reach certain objectives.

**Governing body.** County court, board of commissioners, city council, school board, board of trustees, board of directors or other governing board of a local government.

**Line-item budget.** The traditional form of budgeting, where proposed expenditures are based on individual objects of expense within a department or division.

**Local government.** Any city, county, port, school district, public or quasi-public corporation (including a municipal utility or dock commission) operated by a separate board or commission.



**Municipality.** See *Local government*.

**Ordinance.** Written directive or act of a governing body. Has the full force and effect of law within the local government's boundaries, provided it does not conflict with a state statute or constitutional provision. See *Resolution*.

**Organizational unit.** Any administrative subdivision of a local government, especially one charged with carrying on one or more specific functions (such as a department, office or division).

**Payroll expenses.** Health and accident insurance premiums, Social Security and retirement contributions, and civil service assessments, for example.

**Permanent rate limit.** A district's permanent ad valorem property tax rate for operating purposes. This rate levied against the assessed value of property raises taxes for general operations. Permanent tax rate limits were either computed by the Department of Revenue for districts existing prior to 1997-1998 or are voter-approved for districts formed in 1997-1998 and later.

**Program.** A group of related activities to accomplish a major service or function for which the local government is responsible.

**Property taxes.** Amounts imposed on taxable property by a local government within its operating rate limit, levied under local option authority, or levied to repay bonded debt.

**Proposed budget.** Financial and operating plan prepared by the budget officer, submitted to the public and budget committee for review.

**Real market value.** Value at which a property would be sold by an informed seller to an informed buyer on the appraisal date. Value set on real and personal property on a basis for testing the (Measure 5) constitutional limits.

**Reserve fund.** Established to accumulate money from one fiscal year to another for a specific purpose.

**Resolution.** An order of a governing body. Requires less legal formality and has lower legal status than an ordinance. Statutes or charter will specify actions that must be made by ordinance and actions that may be by resolution. (For cities, revenue raising measures such as taxes, special assessments and service charges always require ordinances.) See *Ordinance*.

**Resources.** Estimated working capital (fund balance) on hand at the beginning of the fiscal year, plus all anticipated revenues.

**Revenues.** Monies received or anticipated by a local government from either tax or non-tax sources during the fiscal year.

**Supplemental budget.** Prepared to meet unexpected needs or to spend revenues not anticipated at the time the regular budget was adopted. Cannot be used to increase a tax levy.

**Tax levy.** Taxes imposed by a local government unit through a rate or amount.

**Transfers.** Amounts distributed from one fund to finance activities in another fund. Shown as a requirement in the originating fund and a revenue in the receiving fund.

**Unappropriated ending fund balance.** Amount set aside in the budget to be used as a cash carryover to the next year's budget, to provide the local government with a needed cash flow until other money is received. This amount cannot be transferred by resolution or used through a supplemental budget during the fiscal year it is budgeted unless there is a significant calamity or natural disaster.

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# **Budget Adoption**



**PUBLIC NOTICE**  
**NOTICE OF PUBLIC**  
**HEARING**

**NOTICE OF BUDGET COMMITTEE MEETINGS FOR THE CITY OF SALEM, OREGON AND THE URBAN RENEWAL AGENCY OF THE CITY OF SALEM, OREGON**

A virtual public meeting of the Budget Committee of the City of Salem and the Urban Renewal Agency of the City of Salem, Marion/Polk County, State of Oregon, will take place on April 14, 2021 at 6:00 p.m. to discuss the budget for the fiscal year July 1, 2021 to June 30, 2022. It will be viewable via Comcast Cable CC:Media channel 21 and the CC:Media YouTube channel. The purpose of the meeting is to receive the budget message and public comment on the City's proposed budget. The Urban Renewal Agency Budget will be reviewed during the public meeting on April 21, 2021. A copy of this public notice can also be found on the City of Salem's website at <http://www.cityofsalem.net/budget>.

A copy of the complete budget document may be viewed or obtained on and after April 9, 2021 at the Salem Civic Center, Room 230, on normal working days, between the hours of 8:00 a.m. and 5:00 p.m. Due to the COVID-19 pandemic, we request those wishing to view a copy of the budget document contact the budget office by information below to schedule a day and time. The budget will also be available on the City's website on and after April 9, 2021 at: <http://www.cityofsalem.net/Pages/View-the-city-budget.aspx>.

Listed below are the dates of additional virtual Budget Committee meetings, where the public may comment, and deliberation of the Budget Committee will take place. Any person may provide comment on the proposed programs to the Budget Committee. To sign up to provide oral public comment via video conference or to submit electronic written comment, please email: [budgetoffice@cityofsalem.net](mailto:budgetoffice@cityofsalem.net).

The following Budget Committee meetings will begin at 6:00 p.m.  
April 21, 2021  
April 28, 2021  
May 5, 2021  
May 12, 2021 (alternating)

For additional information or to schedule a budget viewing, contact Josh Eggleston at (503)588-6130 or [jeggleston@cityofsalem.net](mailto:jeggleston@cityofsalem.net). Americans with Disabilities Act accommodations shall be provided upon request with 24 hours advance notice.

*Salem Journal*  
April 1, 2021



**FORM LB-1**

**NOTICE OF BUDGET HEARING**

A meeting of the Salem City Council will be held on June 14, 2021 at 6:00 pm. This is a virtual meeting where deliberation of the budget for the fiscal year beginning July 1, 2021 as approved by the City of Salem Budget Committee will take place. Any person may provide written testimony regarding the Budget Committee approved budget. A summary of the budget is presented below. A copy of the complete budget can be found on the City's website at <http://www.cityofsalem.net/budget>. This budget was prepared on a basis of accounting that is consistent with the basis of accounting used during the preceding year. Major changes, if any, and their effect on the budget are explained below. This budget is for an annual period. Americans with Disabilities Act accommodations for the June 14, 2021 meeting shall be provided upon request with 24 hours advance notice.

Contact: **Josh Eggleston**

Telephone: **503-588-6130**

Email: [jeggleston@cityofsalem.net](mailto:jeggleston@cityofsalem.net)

FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM			
TOTAL OF ALL FUNDS		FINANCIAL SUMMARY - RESOURCES	
	Actual Amount 2019-20	Adopted Budget This Year 2020-21	Approved Budget Next Year 2021-22
Beginning Fund Balance / Net Working Capital	280,294,868	284,302,360	260,507,030
Fees, Licenses, Permits, Fines, Assessments and Other Service Charges	161,393,463	167,984,530	169,540,810
Federal, State and All Other Grants, Gifts, Allocations and Donations	48,715,214	85,504,070	107,996,580
Revenue from Bonds and Other Debt	60,542,677	95,430	11,641,770
Interfund Transfers / Internal Service Reimbursements	95,789,812	108,098,090	109,837,280
All Other Resources Except Current Year Property Taxes	19,752,315	18,727,520	16,720,170
Current Year Property Taxes (Estimated to be Received, FY 2020-21 and FY 2021-22)	84,604,817	88,106,780	93,501,530
<b>Total Resources</b>	<b>751,093,166</b>	<b>752,818,780</b>	<b>769,745,150</b>

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	161,354,941	179,599,740	188,413,820
Materials and Services	193,051,677	373,212,450	345,720,850
Capital Outlay	7,318,667	20,947,270	19,580,340
Debt Service	39,641,038	41,828,820	42,229,950
Interfund Transfers	20,593,496	31,262,290	30,747,830
Contingencies	0	7,638,030	9,062,710
Special Payments	6,347,701	17,415,330	26,882,860
Unappropriated Ending Balance and Reserved for Future Expenditure	322,785,646	80,914,850	107,106,790
<b>Total Requirements</b>	<b>751,093,166</b>	<b>752,818,780</b>	<b>769,745,150</b>

FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM			
Name of Organizational Unit or Program			
City Manager's Office	1,181,720	1,298,970	1,658,970
FTE	7.00	7.00	9.00
Community Development	9,383,939	14,571,920	14,423,430
FTE	60.20	65.20	62.00
Finance	3,603,843	4,142,480	4,287,930
FTE	32.00	31.00	31.00
Fire	36,563,919	38,657,910	67,355,440
FTE	179.00	179.00	258.60
Human Resources	44,401,955	75,180,440	73,788,020
FTE	61.00	68.00	68.00
Information Technology	10,642,732	11,806,010	12,068,090
FTE	54.00	59.75	60.75
Legal	2,404,320	2,544,090	2,758,620
FTE	14.00	14.37	14.37
Library	9,406,687	24,944,670	11,432,630
FTE	41.35	44.55	44.55
Mayor & Council	180,733	214,580	243,410
FTE	0.00	0.00	0.00
Municipal Court	1,882,556	2,181,040	2,325,190
FTE	15.00	15.00	15.00
Non-Departmental	31,011,386	47,710,960	62,121,570
FTE	0.00	0.00	0.00
Police	93,916,831	98,301,110	57,807,220
FTE	310.00	321.00	241.40
Public Works	172,995,436	317,074,320	313,364,200
FTE	429.20	442.05	444.05
Urban Development	10,731,461	33,275,430	39,003,640
FTE	35.00	35.00	35.00
<b>Total Requirements</b>	<b>428,307,520</b>	<b>671,903,930</b>	<b>662,638,360</b>
<b>Total FTE</b>	<b>1,237.75</b>	<b>1,281.92</b>	<b>1,283.72</b>



**STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING**

**CHANGES IN ACTIVITY**

**Net citywide full-time equivalent position increase of 1.8 FTE, which includes a net change of 0.8 FTE in the General Fund and an increase of 1.0 FTE for all other City funds. Where no year-to-year changes in activity are noted, cost increases or decreases are related to general operations.**

**City Manager's Office** -- Increased costs due to the transfer of 2.0 FTE positions from the Community Development Department to the City Manager's Office.

**Community Development** -- The total position decrease of 3.2 FTE positions reflects the move of two positions to the City Manager's Office and the elimination 1.2 FTE.

**Finance** -- Increased costs due to general operations.

**Fire** -- Increased costs due to the Willamette Valley Communications Center (9-1-1) and Radio Communications moving to the Fire Department from the Police Department.

**Human Resources** -- Increased costs due to general operations are offset by a reduction in equipment replacement reserve.

**Information Technology** -- The budget reflects the increase of 1.0 FTE position in the General Fund .

**Legal** -- Increased costs due to general operations .

**Library** -- Decreased costs as the seismic upgrades to the library are projected to be completed in 2021. Non-construction costs increased due to general operations.

**Municipal Court** -- Increased costs due to general operations .

**Police** -- Decreased costs due to the Willamette Valley Communications Center (9-1-1) and Radio Communications moving from the Police Department to the Fire Department.

**Public Works** -- 1.0 FTE position addition in the Utility Fund, and 1.0 FTE position in Parks Operations.

**SOURCES OF FINANCING**

**Fees, Licenses, Permits, Fines, Assessments, Other Charges** -- **Overall increase** in this category with most significant gains in development district fees, utility/rate revenues, franchise fees, and various construction-related permits, offset by substantial decreases in system development charges, parking-related revenues, and court fines.

**Federal and State Grants, All Other Gifts / Donations / Allocations** -- Increased revenues primarily due to the American Rescue Plan Act and other federal grants (FAA, FHWA, HUD). Significant decreases to gas tax and state shared marijuana tax, and fewer expected state grants as well as the elimination of funding from the school district for school resource officers.

**Revenue from Bonds and Other Debt** -- Proceeds from utility revenue bonds for design and construction of enhanced water treatment and storage facilities.

**Interfund Transfers / Internal Service Reimbursements** -- Increased transfers for insurance premiums and allocated overhead are somewhat offset by decreased internal usage revenues and General Fund transfers to support construction projects.

**Current Year Property Tax** -- Statutorily-limited increase to assessed valuation and anticipation of some new growth.

**PROPERTY TAX LEVIES**

	Rate or Amount Imposed 2019-20	Rate or Amount Approved 2020-21	Rate or Amount Approved 2021-22
Permanent Rate Levy (rate limit \$5.8315 per \$1,000)	\$5.8315	\$5.8315	\$5.8315
Local Option Levy	\$0	\$0	\$0
Levy For General Obligation Bonds	\$15,521.658	\$16,420,010	\$17,559,180

**STATEMENT OF INDEBTEDNESS**

LONG-TERM DEBT	Estimated Debt Outstanding on July 1	Estimated Debt Authorized, But Not Incurred on July 1
General Obligation Bonds	\$106,330,000	\$0
Other Bonds	\$145,403,000	\$0
Other Borrowings	\$4,860,840	\$0
<b>Total</b>	<b>\$256,593,840</b>	<b>\$0</b>



## RESOLUTION NO. 2021-27

A RESOLUTION ADOPTING THE BUDGET OF THE CITY OF SALEM, OREGON, FOR FISCAL YEAR 2021-2022, MAKING APPROPRIATIONS, AND IMPOSING AND CATEGORIZING TAXES

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SALEM, OREGON, RESOLVES AS FOLLOWS:

**Section 1.** The City Council of the City of Salem, Oregon (the “Council”), as the governing body of the City of Salem, Oregon (the “City”), hereby adopts the expenditure budget for the City for the fiscal year beginning July 1, 2021, and ending June 30, 2022, in the sum of \$674,895,830 plus an unappropriated ending fund balance of \$109,606,790 for a total of \$784,502,620.

**Section 2.** The Council hereby determines, makes, declares and imposes ad valorem property taxes, categorized as follows, upon all taxable property within Salem:

### **Government Operations Other than Public School System Operations**

Permanent tax rate limit of \$5.8315 per \$1,000 of assessed value.

### **Exempt Bonded Indebtedness**

In the amount of \$17,559,180 (not subject to the Limits of Section 11b, Article XI of the Oregon Constitution).

### **Special Levies**

Riverfront Downtown, Option One as provided in ORS 457.435(2)(a)

Amount to collect from division of taxes: 100%

Amount to collect from special levy: 100%.

The special levy shall be categorized for government operations other than public school systems.



**Section 3.** The amounts set forth in “Exhibit A,” attached hereto and incorporated herein by this reference, are hereby appropriated for the purposes set forth therein for the fiscal year beginning July 1, 2021.



**Section 4.** This resolution is effective upon adoption.

ADOPTED by the City Council this 28<sup>th</sup> day of June, 2021.

ATTEST:

  
City Recorder  
Approved by City Attorney:  \_\_\_\_\_

Checked by: J. Eggleston



City of Salem  
FY 2022

Final Budget Expenditure Appropriations

Fund / Department	Operating Budget			Non-Operating Budget			Total
	Personal Services	Materials & Services	Capital Outlay	Debt Service	Interfund Transfers	Contingency	
GENERAL FUND (By Department):							
City Manager's Office				\$ 1,712,100	\$ -	\$ -	\$ 1,712,100
Community Development Department				4,905,150	-	10,000	4,915,150
Finance Department				4,287,930	-	-	4,287,930
Fire Department				39,959,010	-	-	39,959,010
Human Resources Department				2,054,350	-	-	2,054,350
Human Resources				4,966,220	-	115,260	5,081,480
Facilities Services				10,607,130	-	-	10,607,130
Information Technology Department				2,838,620	-	-	2,838,620
Legal Department				5,706,290	-	-	5,706,290
Library				243,410	-	-	243,410
Mayor and Council				2,344,940	-	-	2,344,940
Municipal Court				51,763,530	-	-	51,763,530
Police Department				10,583,620	-	57,500	10,641,120
Parks and Recreation Services				5,618,340	-	139,250	5,757,590
Urban Development Department				-	-	-	-
Non-Departmental <sup>1</sup>	95,000	9,394,030	-	375,010	443,990	3,000,000	13,308,030
TOTAL GENERAL FUND	\$ 95,000	\$ 9,394,030	\$ -	\$ 147,590,640	\$ 375,010	\$ 766,000	\$ 161,220,680
OTHER FUNDS (By Fund Number):							
TRANSPORTATION SERVICES				\$ 16,399,670	\$ -	\$ 606,970	\$ 17,506,640
STREETLIGHT				1,170,140	211,920	500,000	2,082,060
AIRPORT				1,424,640	44,410	-	2,277,290
COMMUNITY RENEWAL				11,076,710	-	-	11,076,710
DOWNTOWN PARKING				1,137,310	-	-	162,070
CULTURAL AND TOURISM				2,050,730	-	1,400,890	3,571,620
PUBLIC ART FUND				42,370	-	-	42,370
TOURISM PROMOTION AREA				665,060	-	30,970	696,030
LEASEHOLD				535,740	-	200,000	1,076,270
BUILDING AND SAFETY				5,624,230	-	500,000	6,424,230
TRAFFIC SAFETY				779,970	-	599,150	1,379,120
DEBT SERVICE				-	22,538,470	-	22,538,470
CAPITAL IMPROVEMENTS				143,688,910	-	-	143,688,910
SYSTEM DEVELOPMENT CHARGE <sup>2</sup>				52,241,680	-	725,000	52,966,680
DEVELOPMENT DISTRICT				7,941,620	-	360,000	8,301,620
UTILITY				82,564,710	19,060,140	19,100,000	123,724,850
EMERGENCY SERVICES				2,363,990	-	-	2,423,990
COMMUNICATIONS CENTER				12,634,230	-	1,400,000	14,534,230
POLICE REGIONAL RECORDS				275,080	-	-	346,950
CITY SERVICES <sup>3</sup>				-	-	-	-
Document Services				1,093,090	-	-	1,093,090
Fleet Services				6,566,380	-	300,000	6,866,380
IT Interconnect / Telecommunications				317,250	-	-	317,250
Radio Communications				1,557,170	-	3,973,850	5,531,020
Shops Facilities Maintenance				173,900	-	-	173,900
Warehouse Services				1,809,000	-	50,000	1,859,000
SELF INSURANCE BENEFITS				37,966,260	-	-	37,966,260
SELF INSURANCE RISK				11,946,330	-	-	11,946,330
EQUIPMENT REPLACEMENT RESERVE				18,863,430	-	-	18,863,430
TRUST <sup>4</sup>	-	8,310,780	-	-	4,790,290	-	13,101,070
TOTAL ALL FUNDS	\$ 95,000	\$ 17,704,810	\$ -	\$ 570,500,240	\$ 42,229,950	\$ 35,303,120	\$ 9,062,710
							\$ 674,895,830

City of Salem budget expenses are described as operating and non-operating and are adopted at the program level for the General Fund and for all other funds with a few exceptions. The exceptions are noted in the exhibit table and explained below.

Operating expenses include the object categories of personal services, materials and services, and capital outlay. Non-operating expenses represent the object categories of debt service, interfund transfers, and contingencies.

1. The General Fund Non Departmental budget supports expenses that have a General Fund-wide benefit. As it does not represent a specific program area, the budget is presented by object category.

2. Fund also known as Extra Capacity Facility

3. The City Services Fund budget includes seven separate internal service program areas -- Document Services, Fleet Services, IT Communications Interconnect and IT Telecommunications, Radio Communications, Shops Maintenance, and Warehouse Services. The program area budgets are displayed as operating and non operating expenses.

4. Expenses in the City's Trust budget represent a variety of program areas and are presented by object category.



Notice of Property Tax and Certification of Intent to Impose a  
Tax, Fee, Assessment or Charge on Property

FORM LB-50  
2021-2022

To assessor of Marion / Polk County

- Be sure to read instructions in the Notice of Property Tax Levy Forms and Instruction booklet

☐ Check here if this is  
an amended form.

The City of Salem has the responsibility and authority to place the following property tax, fee, charge or assessment  
on the tax roll of Marion / Polk County. The property tax, fee, charge or assessment is categorized as stated by this form.

Mailing Address of District 555 Liberty St. SE City Salem State OR ZIP code 97301 Date 7/1/2021  
County Name Marion / Polk  
Contact Person Josh Eggleston Title Budget Officer Daytime Telephone 503-588-6130 [jeggleston@cityofsalem.net](mailto:jeggleston@cityofsalem.net)  
Contact Person E-Mail

**CERTIFICATION - You must check one box if your district is subject to Local Budget Law.**

- ☒ The tax rate or levy amounts certified in Part I are within the tax rate or levy amounts approved by the budget committee.  
☐ The tax rate or levy amounts certified in Part I were changed by the governing body and republished as required in ORS 294.456.

**PART I: TAXES TO BE IMPOSED**

	Subject to General Government Limits	
	Rate -or- Dollar Amount	
1. Rate per \$1,000 or Total dollar amount levied (within permanent rate limit) . .	1 5.8315	
2. Local option operating tax . . . . .	2	
3. Local option capital project tax . . . . .	3	
4. City of Portland Levy for pension and disability obligations . . . . .	4	Excluded from Measure 5 Limits Dollar Amount of Bond Levy
5a. Levy for bonded indebtedness from bonds approved by voters prior to October 6, 2001 . . . . .	5a.	0
5b. Levy for bonded indebtedness from bonds approved by voters on or after October 6, 2001 . . . . .	5b.	17,559,180
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b) . . . . .	5c.	17,559,180

**PART II: RATE LIMIT CERTIFICATION**

6. Permanent rate limit in dollars and cents per \$1,000 . . . . .	6	5.8315
7. Election date when your new district received voter approval for your permanent rate limit . . . . .	7	
8. Estimated permanent rate limit for newly merged/consolidated district . . . . .	8	

**PART III: SCHEDULE OF LOCAL OPTION TAXES - Enter all local option taxes on this schedule. If there are more than two taxes, attach a sheet showing the information for each.**

Purpose (operating, capital project, or mixed)	Date voters approved local option ballot measure	First tax year levied	Final tax year to be levied	Tax amount -or- rate authorized per year by voters

**Part IV. SPECIAL ASSESSMENTS, FEES AND CHARGES\***

Description	ORS Authority**	Subject to General Government Limitation	Excluded from Measure 5 Limitation
1			
2			

\*If fees, charges, or assessments will be imposed on specific property within your district, you must attach a complete listing of properties, by assessor's account number, to which fees, charges, or assessments will be imposed. Show the fees, charges, or assessments uniformly imposed on the properties. If these amounts are not uniform, show the amount imposed on each property.

\*\*The ORS authority for putting these assessments on the roll must be completed if you have an entry in Part IV.