



Gerry Frank Salem Rotary Amphitheater

Adopted Budget



City of Salem

Officials and Administrative Staff

Mayor
Chuck Bennett

Interim City Manager
Kristin Retherford

City Council

Virginia Stapleton
Tom Andersen
Trevor Philips
Jackie Leung
Jose Gonzalez
Chris Hoy
Vanessa Nordyke
Micki Varney

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
Vacant
Andrew Cohen
Irvin Brown
William Andersen
Evan Sorce
Derik Milton
Stacey Vieyra-Braendle

Municipal Judge
Jane Aiken

Leadership Team

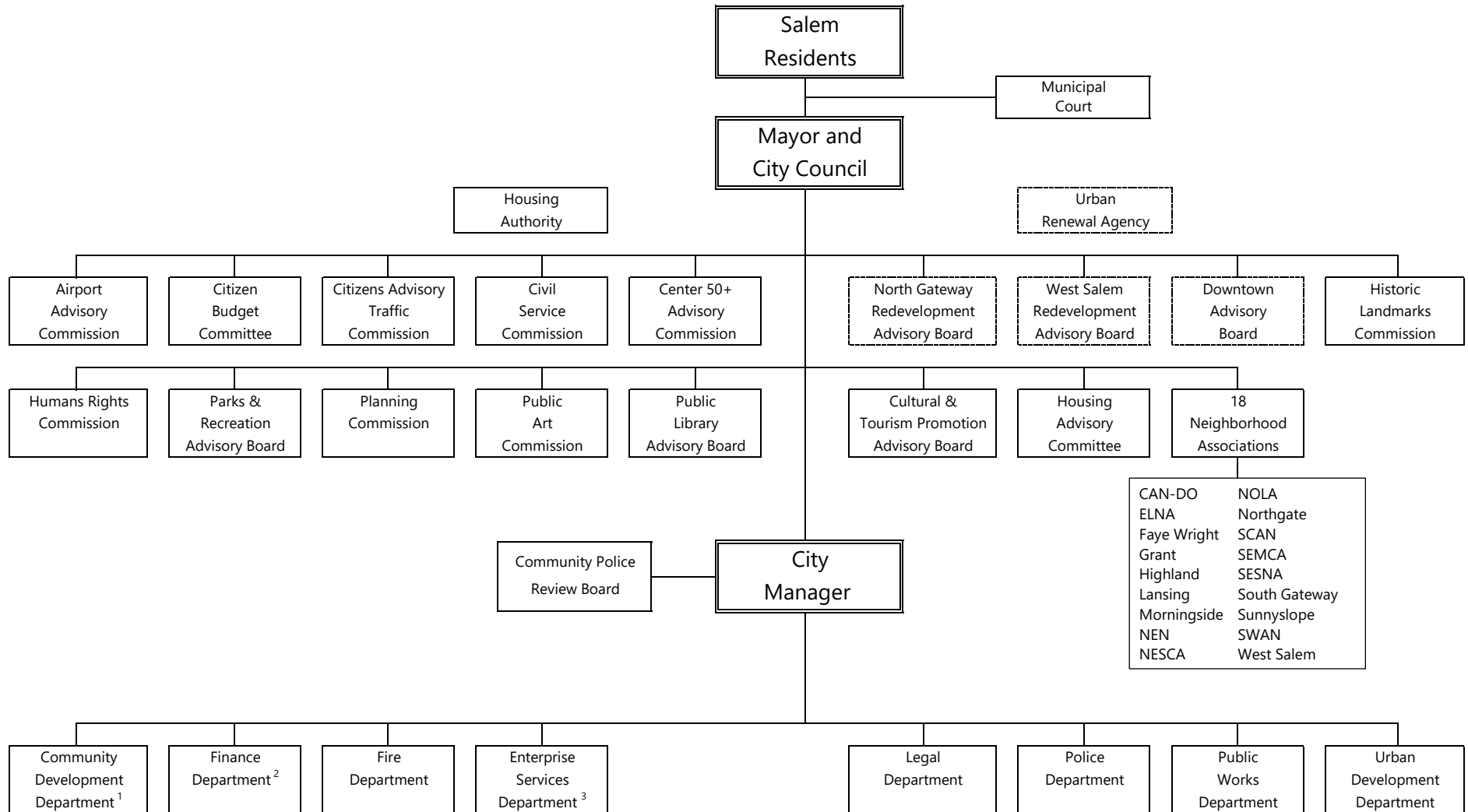
Dan Atchison	City Attorney
Josh Eggleston	Chief Financial Officer
Krishna Namburi	Enterprise Services Director
Kristin Retherford	Urban Development Director
Mike Niblock	Fire Chief
Norman Wright	Community Development Director
Peter Fernandez	Public Works Director
Trevor Womack	Police Chief

Budget Staff

Ryan Zink	Franchise and Budget Analyst
Kali Leinenbach	Senior Fiscal Analyst
Kelli Blechschmidt	Management Analyst I
James Wharton-Hess	Management Analyst II

Organization of the City of Salem, Oregon

July 2022



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

2. The Finance Department includes the Municipal Court as a functional division.

3. The Enterprise Services Department includes Human Resources, Fleet, Information Technology 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 - MICKI VARNEY


CITY OF SALEM WARDS

FISCAL YEAR 2022 - 2023



Salem Public Works Department

LEGEND

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



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City of Salem

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July 1, 2022

City of Salem Adopted FY 2023 Budget Message

I am pleased to present the Adopted FY 2023 Budget for July 1, 2022 to June 30, 2023. The budget is the City's financial plan to provide services for our community. Budget development is guided by the 2021 – 2026 Salem Strategic Plan, City Council's 2022 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 2023 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 2023 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 adopted expenditure budget is a total of \$742.7 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 and Healthy Community

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

The Safe and Healthy Community result area has an operating budget of \$142.1 million or 19.1% 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

Develop Salem to be a safe and well-maintained City with a mix of quality housing to all residents, access to parks, recreation, historic and cultural resources, and the arts.

The Welcoming and Livable Community result area has an operating budget of \$75.6 million or 10.2% 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, and the Homeless Rental Assistance Program (HRAP).



3. Natural Environment Stewardship

Protect natural resources including all waterways, tree canopy, and our natural ecosystem, and reduce the impact from the built environment and City operations on both the environment and all residents.

The Natural Environment Stewardship result area has an operating budget of \$21.8 million or 2.9% 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 the initial implementation of 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, bike paths, sidewalks, civic buildings, technology and utility infrastructure.

The Safe Reliable and Efficient Infrastructure result area has an operating budget of \$354.3 million, including construction, or 47.7% of the total budget. Salem owns and operates a valuable network of infrastructure including buildings, streets, sidewalks, 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, resilient downtown.

The Strong and Diverse Economy result area has an operating budget of \$22.1 million or 3.0% 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

Manage the enterprise to be fiscally sustainable, provide quality service equitably across our community, proactively engage all residents, be forward thinking, and build capacity and partnerships to prepare for the future.

The Good Governance result area has an operating budget of \$126.9 million or 17.1% of the total budget and includes expenditures for the City Manager's Office, Human Resources, Legal, Information Technology, Finance, and expenses that are not assigned to a department including the City's debt service, capital outlay, contingency and interfund transfers.

II. State of the City's Budget

The Adopted Fiscal Year (FY) 2023 Budget reflects supportive funds from outside agencies due to the COVID-19 pandemic. Federal Coronavirus Aid, Relief and Economic Security Act (CARES) and American Rescue Plan Act (ARPA) funds have led to a stable budget in FY 2023. Most revenues impacted by COVID-19 are projected to be at pre-pandemic levels for the FY 2023 Budget.

The majority of the City's ARPA funding is anticipated to be expended by the end of FY 2022. The ARPA funding was allocated in the FY 2022 Budget:

- Revenue Replacement – Sustaining government services
 - \$17.7 million
 - General Fund - \$9.9 M
 - Cultural and Tourism Fund - \$3.2 M
 - Transportation Services Fund - \$1.6 M
 - Downtown Parking Fund - \$.5 M
 - Utility Fund - \$2.6 M
- COVID-19 Response
 - \$5.7 million
 - Fire and Emergency Medical Response
 - Personal Protective Equipment
 - Materials and Supplies
- Sheltering Programs
 - \$8.1 million
 - Project Turnkey Hotel Contribution (FY 2021)
 - Navigation Center purchase (FY 2022)
 - Two Micro Shelter Villages (FY 2022)

- Hotel Extension Program (FY 2022)
- Safe Sleep Expansion (FY 2023)
- Center for Hope and Safety Grant (FY 2023)
- Affordable Housing
 - \$2.3 million
 - West Salem property purchase

The ARPA revenue replacement funding addressed the immediate concern for fiscal sustainability in order to maintain services. By using these funds, the City bridged the gap until the economy and City revenues returned to pre-pandemic levels. However, even with this replacement of lost revenue, the General Fund's structural imbalance between on-going revenues and expenses remains. The City Operations Fee, implemented in FY 2020, addressed this deficit in the short term, but due to property tax limitations of Measures 5 and 50, the General Fund will continue to experience this imbalance without another source of long-term, sustainable revenue. This is explored in more detail in the next section. Other funds are experiencing similar circumstances. The City's large street system has ongoing pavement maintenance and rehabilitation needs that exceed current and projected resources available 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 1990s, which capped property tax revenues for

taxing jurisdictions. As a result, money the City receives from property taxes does not keep pace with inflation, population or development growth, and the increasing costs of providing City services.

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 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 of the pressure on the fund. Staffing levels in the General Fund have not recovered from the reductions made during the great recession. Services being provided by the General Fund are at a critical point and staff are stretched extremely thin. If staffing had continued to increase at similar levels as the 1990s and early 2000s there would be an additional 300 positions in the General Fund.

Some of the identified needs to address the current and increasing demands include:

Police Department

The recently completed Police Performance Audit identified an additional 60 officers are needed to service the City's growing population.

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. An additional 10 fire companies would be required to meet the current response time standard across the City.

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 were needed to respond to increased impacts of unsheltered individuals in City parks.

Code Enforcement

Additional support is needed for Code Enforcement to meet increased demand in the community.

Internal Services

Support services continues to have increased needs as other portions of the City organization grow. As staffing, technology, and other City needs increase, the impact is felt

in Human Resources, Information Technology, Finance, Legal, and the City Manager's Office.

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.

New Services

The City has continued to respond to new needs in the community by starting programs such as the Homeless Rental Assistance Program (HRAP), Safe Park Programs, and Micro Shelter Villages. The City is also in the process of opening a low barrier navigation center and staffing a Community Sanitation Response Team. The majority of these investments have been made using *one-time funding* either from ARPA or from State grants. In order to sustain these programs into the future, additional revenue will be needed. Currently, staff project that funding will last until June of 2024 for these programs.

Prior to the pandemic and before the addition of new programs, the City already anticipated difficulty in funding current services at a sustainable level as expenses continue to escalate at a faster pace than revenues in the coming years.

Other Funds

In contrast to the General Fund, many City funds are in strong financial positions with adequate reserve levels. However, costs are increasing at a higher rate and continue to put pressure on fee or rate structures.

III. FY 2023 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

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

➤ Ongoing Initiative: Police Department Training

Over the last several years, Salem has experienced an increased demand for service for behavioral health calls in the community. With this increased need, the Salem Police Department increased Critical Incident Tactics training for sworn officers. This training provides officers with de-escalation tools and other situational tactics when contacting residents who may be experiencing a mental health crisis.

➤ New Enhancement: Lease and Purchase Agreement Fire Apparatus, \$500,000

In the 2022 fiscal year, the City entered into a 10-year lease / purchase agreement to acquire one ladder truck and one fire engine to provide continued emergency response capabilities. The first payment will occur in fiscal year 2023.

➤ New Enhancement: 6 additional police officers, \$483,630

During the budget adoption process, City Council added 6 new police officers to the City budget. These positions will begin in January 2023. Funding for these positions will come from General Fund working capital.



2. Welcoming and Livable Community

Develop Salem to be a safe and well-maintained City, with a mix of quality housing for all residents, access to parks, recreation, historic and cultural resources, and the arts.

➤ Ongoing Initiatives:

- Homeless Rental Assistance Program, \$885,000 / 2023 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 2023 at \$885,000. 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 adopted General Fund support reflects current program limitations caused by caseloads and the rental inventory in Salem.

➤ New Enhancement: Community Sanitation Response Team, \$939,360

In recognition of the work being performed by the City, in fiscal year 2022, the City Council approved a cross-departmental team that will provide cleaning services to unsheltered sites, communicate and provide outreach to the unsheltered community and outside partners, and have a staff presence to maintain safety during times of enforcement. These costs will be new as part of the annual budget for 2023.

➤ New Enhancement: Council Grant for youth bus passes, \$150,000

During the budget adoption process, the City Council added funding for bus passes with Cherriots for youth. Funding for this addition will come from general fund working capital.

➤ New Enhancement: Neighborhood Association communication funds, \$50,000

During the budget adoption process, the City Council added additional funding Neighborhood Association communication funds in the City Manager's Office. Funding for this additional will come from general fund working capital.



3. Natural Environment Stewardship

Protect natural resources including all waterways, tree canopy, and our natural ecosystem, and reduce the impact from the built environment and City operations on both the environment and all residents.

➤ Ongoing Initiative: Climate Action Plan, 2020 Policy Agenda and Strategic Plan Item, \$200,000

In FY 2023 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, bike paths, 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 modernization. The elevator modernization and transformer upgrade projects were completed during fiscal year 2022.



5. Strong and Diverse Economy

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

- Ongoing Initiative: Economic Development, \$989,550 / 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

Manage the enterprise to be fiscally sustainable, provide quality service equitably across our community, proactively engage all residents, be forward thinking, and build capacity and partnerships to prepare for the future.

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

Over the past four 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.

IV. Adopted FY 2023 Budget for Other City Funds

New and Ongoing Initiatives



1. Safe Community

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

Building and Safety

- Plans Examiners, Building Inspector and Building Division Manager, \$566,110

The Building and Safety Division of Community Development works to make sure building codes are being enacted and followed to protect public health, safety and general welfare related to the construction and occupancy of buildings in Salem. Due to an increase of activity, the Building and Safety fund will be adding four new full-time equivalent positions that will work with the construction industry, other City departments, and the State Building Codes Division to ensure safe building construction.



2. Welcoming and Livable Community

Develop Salem to be a safe and well-maintained City, with a mix of quality housing for all residents with access to parks, recreation, historic and cultural resources, and the arts.

Public Art Fund and Capital Improvements Fund.

New Enhancement, \$412,000: Public Art Commission Allocation and Eco Earth Globe Structure Restoration

The adopted FY 2023 Budget includes an increase in the allocation for the Public Art Fund to allow the Public Art Commission to contract for maintenance of the City's art collection. Also, in partnership with community donations funds have been allocated for design and construction for the rehabilitation of the Eco-Earth Globe at Riverfront Park.

- New Enhancement: 24/7 Safe Parking Spaces (40), \$750,000

During the budget adoption process, the City Council allocated part of the State Sheltering Grant funds in the FY 2023 budget for an additional safe parking location at NW corner of Front Street and Hood Street. This site will provide case management, and a warming area for access to heat, electricity, self-serve water and clean out hookups for RVs. This will only provide approximately one year of funding.



3. Natural Environment Stewardship

Protect natural resources including all waterways, tree canopy, and our natural ecosystem, and reduce the impact from the built environment and City operations on both the environment and all residents.

- New Enhancement: Stormwater Quality, Engineering Tech II and Parks Maintenance Operator, \$204,900

The FY 2023 adopted budget includes the Public Works department adding two full-time equivalent employees to work on the inspection and documentation of stormwater facilities and support maintenance of the growing number of publicly owned green stormwater infrastructure facilities.

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

- Ongoing Project: Citywide Tree Planting, \$171,320

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 conduct tree planting throughout the community through volunteer events.



4. Safe, Reliable, and Efficient Infrastructure

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

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

- Ongoing Initiatives:

- Pedestrian Safety Improvements, 2020 Policy Agenda Item, \$250,000
 - 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:
 - Lancaster Dr. NE and Watson Ave 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, \$2.11 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, \$48.8 million

Projects to enhance drinking water quality, storage, and transmission in the Adopted FY 2023 Budget are funded with utility rates and include:

- Center Street Bridge Waterline and Seismic Improvements;
- Franzen Reservoir Property Acquisitions;
- Reconstruction of Filter 2 at Geren Island. This project is partially funded with a \$20 million grant from the State of Oregon.

- New Enhancement: Addressing Unsheltered Needs, Navigation Center, \$4,900,000 / Strategic Plan Item

The budget provides for \$4.9M of expense for tenant improvement costs associated with the City Navigation Center. The building is located on SE 22nd Street and will

provide wrap around services for unsheltered members of the community. The upgrades to the building include a new roof, HVAC upgrades, restroom / shower facilities, a commercial kitchen, additional fire sprinklers and other improvements. Funding for this project comes through grants provided by the State and Marion County.



5. Strong and Diverse Economy

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

Downtown Parking Fund

- Ongoing Project: Parking Structure Operations, \$991,020

Fiscal year 2023 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 the American Rescue Plan Act.

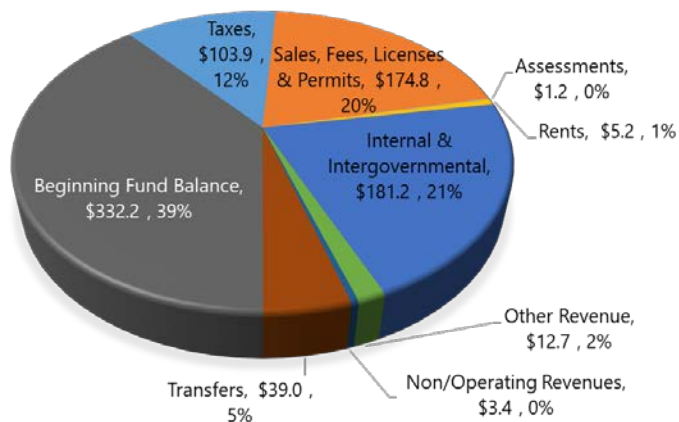
V. Budget Overview – By the Numbers

Citywide

The adopted FY 2023 budget reflects an ongoing commitment to provide valued services for the community with a foundation of fiscal health and stewardship.

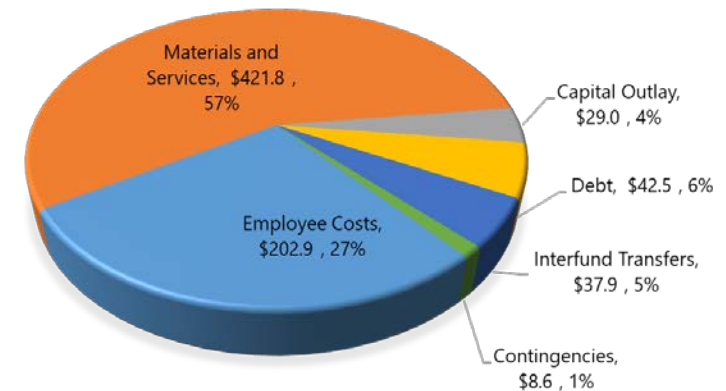
Total resources in FY 2023 for all City funds are estimated at \$853.5 million representing a 5.7% increase as compared to the FY 2022 fiscal budget. Expenditures total \$742.7 million, an increase of 6.6%. For more in-depth information about resources and expenditures and the factors that influence the year-over-year changes, please access the *Financial Summaries* section of this document.

FY 2023 Resources – Citywide – \$853.5 *Chart in Millions*



FY 2023 Expenditures – Citywide – \$742.7

Chart in Millions



General Fund

The adopted FY 2023 budget for the General Fund reflects current revenues of \$154.6 million with expenditures of \$167.9 million. The numeric table below compares the FY 2022 adopted budget (plus any Council-approved changes during the year) with the budget for FY 2023.

General Fund Budget Comparison (In Millions)	FY 2022 Adopted	FY 2023 Adopted	% Change
Current Revenues	\$ 161.3	\$ 154.5	-4.2%
Beginning Working Capital	30.9	42.5	37.7%
Total Budgeted Resources	\$ 192.2	\$ 197.1	2.6%
Total Budgeted Expenditures	\$ 162.7	\$ 167.9	3.2%

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, and even more will be required for expansion of current programs or the provision of new services.

VI. What's Next?

The adopted FY 2023 budget continues the work to align anticipated revenues and anticipated expenditures. A key focus for FY 2023, will be the prudent use of non-recurring 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 across all service areas, 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,

A handwritten signature in blue ink, appearing to read 'KR', is positioned above the printed name.

Kristin Retherford
Interim City Manager

Supplement to FY 2023 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 2023 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 3.0 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.

Work Unit	% Increase
AFSCME	3.00%
Attorneys (SCABU)	3.00%
Police (SPEU)**	1.50% / 1.50%
<i>Fire (IAFF)**</i>	3.00% / 3.50%
<i>Fire Battalion Chiefs (IAFF)**</i>	3.00% / 3.50%
Non-represented	3.00%
PCEA (9-1-1)	10.00%

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

PERS Costs and Employer Rate Increases

The PERS rates used for the FY 2023 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 4 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 2023 Budget compared to the FY 2022 fiscal budget appears on the next page.

FY 2023 Budget – Citywide Personal Services Costs

Citywide Personal Services

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
51010	SALARIES AND WAGES	\$ 91,954,030	\$ 86,509,198	\$ 97,431,100	\$ 90,694,225	\$101,432,360	\$108,982,750	\$108,982,750	\$109,206,300	\$ 7,773,940.00	7.7%
51015	PREMIUM PAY				2,720	1,000				(1,000)	-100.0%
51020	SEASONAL AND RELIEF	2,452,590	1,310,941	1,927,510	1,029,321	1,988,760	1,613,220	1,613,220	1,613,220	(375,540)	-18.9%
51025	HOLIDAY - REGULAR	209,730	256,355	220,500	283,319	225,480	219,390	219,390	219,390	(6,090)	-2.7%
51030	OVERTIME	4,150,830	5,166,130	4,749,390	6,505,793	5,412,640	5,234,900	5,234,900	5,234,920	(177,720)	-3.3%
51080	STANDBY	445,450	251,632	424,220	319,091	433,570	452,350	452,350	452,350	18,780	4.3%
51090	DIFFERENTIAL	125,760	98,541	126,370	98,178	135,360	173,990	173,990	174,000	38,640	28.5%
51100	INCENTIVES	2,997,560	3,024,968	3,030,610	3,446,319	3,248,920	3,592,610	3,592,610	3,605,960	357,040	11.0%
51120	LEAVE PAY OFF	1,126,250	1,292,988	1,254,490	1,349,047	1,296,810	1,451,860	1,451,860	1,451,900	155,090	12.0%
51130	CAR ALLOWANCE	32,820	33,665	33,840	33,384	34,920	34,760	34,760	34,770	(150)	-0.4%
51135	CELL PHONE ALLOWANCE	3,360	4,135	2,820	4,102	4,220	4,800	4,800	4,800	580	13.7%
51140	CLOTHING ALLOWANCE	35,880	23,964	37,370	24,504	25,280	25,920	25,920	25,920	640	2.5%
51145	MOVING ALLOWANCE		12,772		3,949					-	-
51150	DEPT HEAD ANNUITY	91,800	90,257	93,620	87,799	90,240	95,490	95,490	95,490	5,250	5.8%
51195	OTHER PAY / BENEFITS	321,900	-80,746	157,250	-54,522	261,980	469,160	469,160	469,160	207,180	79.1%
51210	FICA AND MEDICARE	7,874,460	7,276,815	8,305,930	7,652,404	8,631,630	9,213,660	9,213,660	9,224,420	592,790	6.9%
51221	WORKERS' COMP PREMIUM	1,804,370	1,804,370			1,345,290	1,473,910	1,473,910	1,473,920	128,630	9.6%
51222	WORKERS' COMP STATE ASSMT	38,170	26,717	38,370	25,922	38,320	38,220	38,220	38,260	(60)	-0.2%
51225	PAID FAMIL LEAVE - STATE ASSMT					565,410	591,280	591,280	592,430	27,020	4.8%
51230	UNEMPLOYMENT	229,010	101,461	156,000	185,331	200,550	195,400	195,400	195,400	(5,150)	-2.6%
51240	EMPLOYER - RETIREMENT PERS	21,391,070	19,920,656	22,329,060	20,781,235	23,159,970	24,645,230	24,645,230	24,696,470	1,536,500	6.6%
51243	PERS UNFUNDED LIABILITY	5,296,110	5,296,110	5,499,520	5,499,520	5,719,600	5,949,630	5,949,630	5,949,650	230,050	4.0%
51245	EMPLOYER - PERS PICKUP	6,138,690	5,621,555	6,493,510	5,932,991	6,739,190	7,242,750	7,242,750	7,256,880	517,690	7.7%
51246	EMPLR - PERS IAP OPTION				392,555	396,480	395,030	395,030	395,030	(1,450)	-0.4%
51250	INSURANCE - MEDICAL	22,456,380	20,239,609	23,415,700	20,730,951	24,328,390	26,032,340	26,032,340	26,113,190	1,784,800	7.3%
51255	INSURANCE - VISION	578,070	525,478	595,180	519,825	588,740	603,260	603,260	605,190	16,450	2.8%
51260	INSURANCE - DENTAL	1,951,430	1,780,634	2,023,450	1,778,970	2,043,720	2,062,280	2,062,280	2,068,790	25,070	1.2%
51265	INSURANCE - LIFE	174,420	163,374	184,590	167,964	276,010	281,260	281,260	281,690	5,680	2.1%
51270	INSURANCE - DISABILITY	203,930	196,825	212,930	203,736	256,920	267,250	267,250	269,450	12,530	4.9%
51275	OTHER HEALTH BENEFITS	435,510	423,204	856,410	797,944	885,910	1,065,280	1,065,280	1,076,580	190,670	21.5%
51310	PHYSICAL EXAMINATIONS		7,894		97,936	33,600	100,820	100,820	100,820	67,220	200.1%
Total Personal Services		\$172,519,580	\$161,379,501	\$179,599,740	\$168,594,513	\$189,801,270	\$202,508,800	\$202,508,800	\$202,926,350	\$ 13,125,080	6.9%

Work Force Changes

The FY 2023 Budget includes a net increase 25.85 full-time equivalent (FTE) positions as compared to the FY 2022 adopted budget. Year-over-year changes are demonstrated in the adjacent table. Change for the General Fund is an increase of 13.85 positions. All other City funds add 12 positions.

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.

Adopted FY 2022 Budget Positions 1,296.72
FY 2023 Budget Position Changes

General Fund:	
City Manager's Office	0.00
Community Development	11.00
Enterprise Services (<i>Customer Service Center</i>)	8.00
Enterprise Services (<i>Facilities Services</i>)	1.00
Enterprise Services (<i>Human Resources</i>)	5.00
Enterprise Services (<i>Info Tech</i>)	1.00
Fire	3.00
Finance	(8.00)
Library	(0.70)
Parks Operations	0.00
Police Department	5.00
Recreation Services	0.05
Urban Development	(11.50)
Total General Fund	13.85
Other Funds / Departments:	
Building and Safety / Community Development	5.00
Self Insurance / Enterprise Services	1.50
Transportation / Public Works	4.00
Utility Fund / Public Works	1.50
Total Other Funds	12.00

FY 2023 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 March 2021, 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.

During the creation of the 2021 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 five broad areas the community faces today and for which the Council and community expect to see progress in the near future:

- Addressing Homelessness
- Creating Community Resilience
- Increasing Equitable Delivery of City Services
- Building Great Neighborhoods
- Taking Action on Climate Change

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 2023 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. About seven 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 2021 had 58 percent of residents saying it is the most important issue for Salem. Satisfaction with the City's response to the homeless crisis in the community has decreased 9 percent from 25 percent to 16 percent. Satisfaction with the access the City has provided decreased by 8 percent from 34 percent to 26 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 an 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 2023 budget.



Good Governance

The enterprise is managed to be fiscally sustainable, provide quality services equitably across our community, proactively engage all 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 physical assets;
- Clearly communicates responsive, accurate, and accessible information and services;
- Strengthens and encourages community and regional partnerships;
- Provides assurance of regulatory compliance to minimize and mitigate risk; and
- Maintains transparent, ethical, inclusive and accountable leadership and inclusive 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 all waterways, tree canopy, and our natural ecosystem, and reduce impact from

the built environment and City operations on both the environment and all residents. To achieve this outcome, Salem does the following:

- Reduces the carbon footprint of the City and its operations in line with the City's climate goals and conserves energy and natural resources;
- Protects and enhances watersheds, natural areas, and natural resources;
- Plans and designs the City's growth to achieve the City's climate goals and minimize harmful environmental impacts;
- Provides leadership and education to the community to protect and preserve the natural environment; and
- Mitigates and abates natural and human caused 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 and Healthy Community

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

- Fosters a climate of safety and inclusivity for all individuals where they live, work, and gather;
- Plans for and provides timely and effective response to emergencies and natural disasters;
- Actively engages with the community to proactively prevent crime, provide education on personal and community safety, and strengthen community preparedness;
- 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, bike paths, sidewalks, civic buildings, technology, and utility infrastructure. Salem achieves this outcome through the following:

- Uses City property and infrastructure for the public good;
- Manages water, stormwater, and wastewater safely and responsibly;
- Supports a balanced, accessible transportation system that reflects effective land use and reduces traffic congestion;
- Designs, constructs, and maintains an interconnected and multimodal transportation network that is safe, accessible, and sustainable for all; 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, robust job growth, business retention and recruitment, and a thriving, resilient downtown. Salem strives to achieve this outcome through the following activities:

- Creates opportunities for development, entrepreneurship, job creation, 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 diverse 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

Develop Salem to be a safe and well-maintained City with a mix of quality housing for all residents, 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 that strengthens, connects, and completes all neighborhoods within the community;
- Promotes an inclusive and vibrant community offering diverse and affordable housing options across the City;
- Creates and maintains parks, recreation areas, and other 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 access to multi-generational community enrichment and meaningful volunteer and neighborhood engagement opportunities.

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 2021 certified estimate, is 177,694, which establishes it as the second largest city in Oregon behind Portland.

The City government provides a full range of municipal services. As of July 2021, the municipal corporation has 1,290 full-time equivalent positions, equating to approximately 7.3 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 2021-22 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.

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 was recently 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 2023 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 nine elected officials and nine 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 nine 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

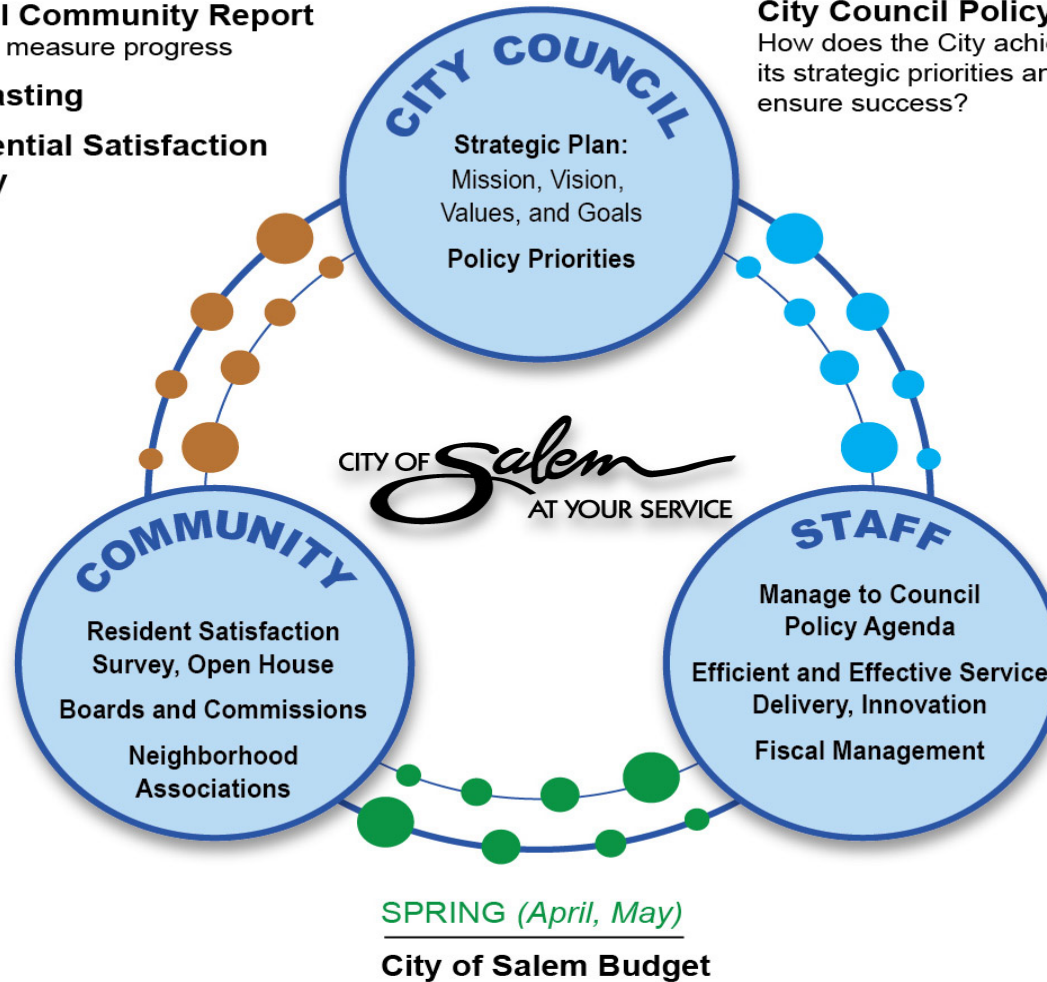
Forecasting

**Residential Satisfaction
Survey**

WINTER (January)

City Council Policy Agenda

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



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 2021-2026 Salem Strategic Plan and City Council 2022 Policy Agenda identified goals and actions to achieve this structural balance and provide for sustainable service delivery.

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 2023 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 – Utility 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 eight 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 2023 Budget *Wayfinding*

PBB Result Area Program Summary Displays

Using Priority Based Budgeting (PBB), the Adopted FY 2023 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 FY 2022 Adopted Budget, the FY 2023 Adopted Budget, and the full time employee (FTE) count for each year. 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 2023

		Result Areas						
Fund No.	Fund Name	Good Governance	Natural Environment Stewardship	Safe and Healthy Community	Safe, Reliable, and Efficient Infrastructure	Strong and Diverse Economy	Welcoming and Livable Community	Total
101	General	\$ 35,916,070	\$ 200,410	\$ 100,925,750	\$ 682,480	\$ 4,418,340	\$ 25,765,890	\$ 167,908,940
155	Transportation Services	-	-	-	20,896,580	-	-	20,896,580
156	Streetlight	-	-	-	2,269,020	-	-	2,269,020
160	Airport	-	-	-	-	2,076,970	-	2,076,970
165	Community Renewal	-	-	-	-	-	13,166,220	13,166,220
170	Downtown Parking	-	-	-	-	1,173,850	-	1,173,850
175	Cultural and Tourism	526,920	-	-	-	3,579,490	557,750	4,664,160
176	Public Art	-	-	-	-	-	46,000	46,000
177	Tourism Promotion Area	1,164,590	-	-	-	-	-	1,164,590
180	Leasehold	-	-	-	-	767,250	-	767,250
185	Building and Safety	526,330	-	6,895,950	-	69,620	-	7,491,900
210	General Debt Service	5,949,470	-	-	16,802,600	-	-	22,752,070
310	Utility	2,758,650	21,604,460	-	114,080,040	-	375,290	138,818,440
320	Emergency Services	-	-	1,229,120	-	-	-	1,229,120
330	Willamette Valley Comm. Center	-	-	15,276,460	-	-	-	15,276,460
335	Police Regional Records System	-	-	279,200	-	-	-	279,200
355	City Services	11,125,360	-	1,915,340	-	-	-	13,040,700
365	Self Insurance Benefits	38,375,810	-	-	-	-	-	38,375,810
366	Self Insurance Risk	14,890,820	-	-	-	-	-	14,890,820
388	Equipment Replacement Reserve	10,260,340	-	8,699,540	-	995,780	-	19,955,660
400	Trust (Special Revenue)	2,590,740	5,000	1,345,900	541,300	2,450	19,682,250	24,167,640
Total Operating		\$ 124,085,100	\$ 21,809,870	\$ 136,567,260	\$ 155,272,020	\$ 13,083,750	\$ 59,593,400	\$ 510,411,400
255	Capital Improvements	2,777,480	-	5,512,310	130,323,980	8,988,900	3,118,060	150,720,730
260	Extra Capacity Facilities	-	-	-	48,635,660	-	12,911,940	61,547,600
275	Development District	-	-	-	20,022,660	-	-	20,022,660
Total Construction		\$ 2,777,480	\$ -	\$ 5,512,310	\$ 198,982,300	\$ 8,988,900	\$ 16,030,000	\$ 232,290,990
Total Budget		\$ 126,862,580	\$ 21,809,870	\$ 142,079,570	\$ 354,254,320	\$ 22,072,650	\$ 75,623,400	\$ 742,702,390



Supporting City Departments

City Manager's Office

Finance

Human Resources

Information Technology

Legal

Good Governance

Manage the enterprise to be fiscally sustainable, provide quality service equitably across our community, proactively engage all residents, be forward thinking, and build capacity and partnerships to prepare for the future.

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 2021, the municipal corporation has 1,289.72 full-time equivalent positions, equating to approximately 7.6 employees per 1,000 residents.



Civic Center, Downtown Salem (2021)

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

Enterprise Services

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

City Services Fund, Fleet Services - maintains and repairs City vehicles and equipment used for daily operations and operates a Citywide fueling station

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

General Fund, Facilities Services - performs building maintenance, repair, asset management, and custodial services at City owned and / or managed facilities

Self Insurance Fund, Health Benefits - manages and coordinates employee medical, dental, vision, life, disability benefits programs and the City sponsored health clinic

Self Insurance Fund, Risk - provides risk and safety consultation services and oversees workers' compensation and liability claims for all City departments

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

Finance

General Fund- budget, finance and purchasing services

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

Community-focused • Inclusive • Proactive • Accountable • Respectful





Good Governance

The enterprise is managed to be fiscally sustainable, provide quality services equitably across our community, proactively engage all 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 and
encourages
community and
regional partnerships

Provides assurance of
regulatory compliance
to minimize and
mitigate risk

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

Service Area Statistics

Service Provider Department	Statistic Description	The Number	
City Manager	Community members assisted with discrimination-related complaints in 2021	5 (with 5 complaints)	
City Manager	Facebook / Twitter follower growth and percentage of growth	109 / 508	0.2% / 5.30%
City Manager	Increase in number of Flashalert subscribers and percentage of growth	1,743	8%
City Manager	Average number of monthly website visits and percentage change Y-O-Y	109,208	-11%
Finance	Maintain City's favorable bond ratings	GO: Aa2, Revenue: Aa2	
Finance	Finance customers served in person and online	53,756 and 512,744	
Finance	Payments issued to vendors	16,383	
Finance	Purchasing transactions	22,600	
Enterprise Services - HR	Total employment applications processed	5,779	
Enterprise Services - HR	Percentage minority employees of total employees	16.4%	
Enterprise Services - HR	Total number of recruitments	361	
Enterprise Services - HR	Total career and seasonal / part-time hires	134 career / 102 seasonal / p-t	



Good Governance

The enterprise is managed to be fiscally sustainable, provide quality services equitably across our community, proactively engage all 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 and
encourages
community and
regional partnerships

Provides assurance of
regulatory compliance
to minimize and
mitigate risk

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

Service Area Statistics

Service Provider Department	Statistic Description	The Number
Enterprise Services - Risk	Liability claims paid (calendar year 2021)	8
Enterprise Services - Risk	Liability claims filed (calendar year 2021)	82
Enterprise Services - Risk	Liability reported incidents	185
Enterprise Services - Facilities	Square feet of service area	2,303,158
Enterprise Services - Facilities	Total square feet cleaned by custodial crew each shift	427,483 (up to this amount)
Legal	Public Record Requests received Citywide in 2021	12,572
Legal	Misdemeanor charges filed in 2021	1,252
Legal	Misdemeanor cases adjudicated in 2021	1,306

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 2023 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
General Fund							
Mayor & Council	\$ -	\$ 259,780	\$ -	\$ -	\$ -	\$ -	\$ 259,780
City Manager	1,185,060	59,270	-	-	-	-	1,244,330
Enterprise Services	15,984,840	3,919,670	406,730	121,150	-	-	20,432,390
Legal	2,629,020	302,270	-	-	-	-	2,931,290
Finance	3,329,210	369,400	-	-	-	-	3,698,610
Community Development	689,430	58,500	-	-	-	-	747,930
Library	191,900	70,250	-	-	-	-	262,150
Urban Development	387,140	20,660	-	-	-	-	407,800
Non Departmental	90,000	2,126,780	-	340,000	375,010	3,000,000	5,931,790
General Fund Total	\$ 24,486,600	\$ 7,186,580	\$ 406,730	\$ 461,150	\$ 375,010	\$ 3,000,000	\$ 35,916,070
Cultural Tourism Fund							
Non Departmental	\$ -	\$ 526,920	\$ -	\$ -	\$ -	\$ -	\$ 526,920
Cultural Tourism Fund Total	\$ -	\$ 526,920	\$ -	\$ -	\$ -	\$ -	\$ 526,920
Tourism Promotion Area Fund							
Non Departmental	\$ -	\$ 1,116,350	\$ -	\$ 48,240	\$ -	\$ -	\$ 1,164,590
Tourism Promotion Area Fund Total	\$ -	\$ 1,116,350	\$ -	\$ 48,240	\$ -	\$ -	\$ 1,164,590
Building and Safety Fund							
Community Development	\$ 195,940	\$ 330,390	\$ -	\$ -	\$ -	\$ -	\$ 526,330
Building and Safety Fund Total	\$ 195,940	\$ 330,390	\$ -	\$ -	\$ -	\$ -	\$ 526,330
General Debt Fund							
Non Departmental	\$ -	\$ -	\$ -	\$ -	\$ 5,949,470	\$ -	\$ 5,949,470
General Debt Fund Total	\$ -	\$ -	\$ -	\$ -	\$ 5,949,470	\$ -	\$ 5,949,470

Good Governance FY 2023 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
Utility Fund							
Public Works	\$ 1,751,570	\$ 1,007,080	\$ -	\$ -	\$ -	\$ -	\$ 2,758,650
Utility Fund Total	\$ 1,751,570	\$ 1,007,080	\$ -	\$ -	\$ -	\$ -	\$ 2,758,650
City Services Fund							
Enterprise Services	\$ 2,542,780	\$ 5,987,810	\$ -	\$ -	\$ -	\$ -	\$ 8,530,590
Public Works	-	2,554,770	-	40,000	-	-	2,594,770
City Services Fund Total	\$ 2,542,780	\$ 8,542,580	\$ -	\$ 40,000	\$ -	\$ -	\$ 11,125,360
Self Insurance Benefits Fund							
Enterprise Services	\$ 655,060	\$ 37,720,750	\$ -	\$ -	\$ -	\$ -	\$ 38,375,810
Self Insurance Benefits Fund Total	\$ 655,060	\$ 37,720,750	\$ -	\$ -	\$ -	\$ -	\$ 38,375,810
Self Insurance Risk Fund							
Enterprise Services	\$ 1,022,920	\$ 13,867,900	\$ -	\$ -	\$ -	\$ -	\$ 14,890,820
Self Insurance Risk Fund Total	\$ 1,022,920	\$ 13,867,900	\$ -	\$ -	\$ -	\$ -	\$ 14,890,820
Equipment Replacement Fund							
Equipment Replacement	\$ -	\$ 3,290	\$ 10,257,050	\$ -	\$ -	\$ -	\$ 10,260,340
Equipment Replacement Fund Total	\$ -	\$ 3,290	\$ 10,257,050	\$ -	\$ -	\$ -	\$ 10,260,340
Trust Fund							
Non Departmental	\$ -	\$ 1,890,130	\$ 500,000	\$ 200,600	\$ -	\$ -	\$ 2,590,730
Mayor & Council	-	10	-	-	-	-	10
Trust Fund Total	\$ -	\$ 1,890,140	\$ 500,000	\$ 200,600	\$ -	\$ -	\$ 2,590,740
Result Area Total	\$ 30,654,870	\$ 72,191,980	\$ 11,163,780	\$ 749,990	\$ 6,324,480	\$ 3,000,000	\$ 124,085,100

Good Governance FY 2023 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.

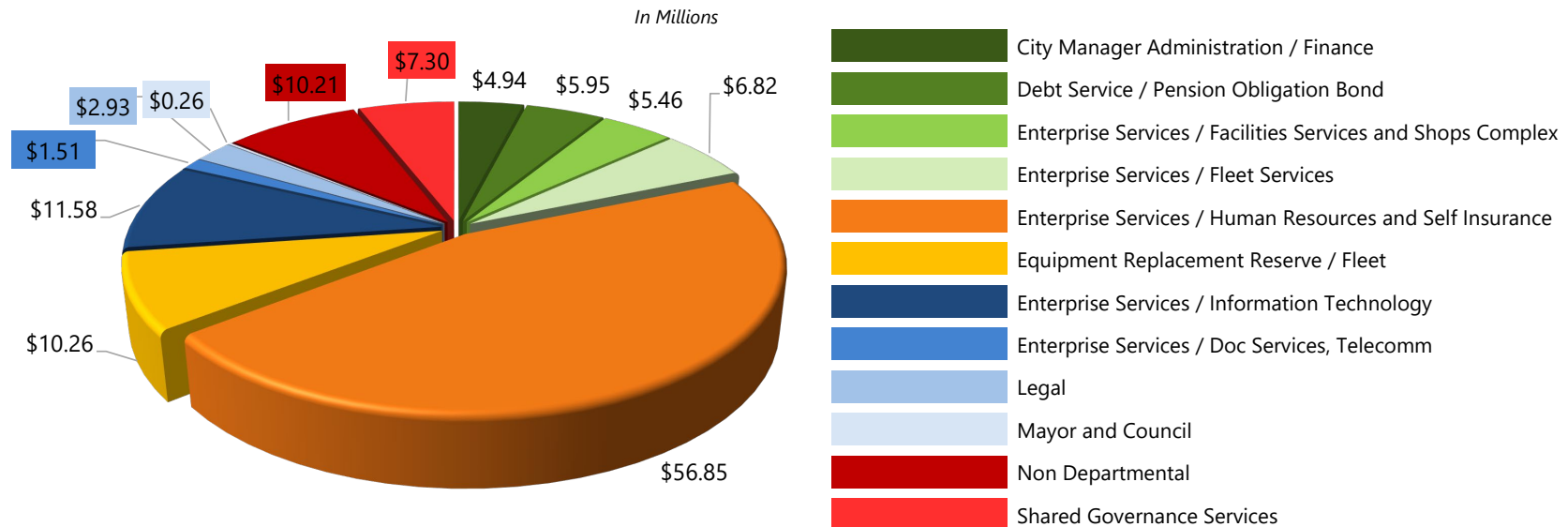
	Personal Services	Materials and Services	Capital	Interfund Transfers	Debt Service	Contingencies	Total
1. City Manager	\$ 1,185,060	\$ 59,270	\$ -	\$ -	\$ -	\$ -	\$ 1,244,330
2. Debt Service	-	-	-	-	5,949,470	-	5,949,470
3. Enterprise Services	15,984,840	3,919,670	406,730	121,150	-	-	82,229,610
4. Equipment Replacement	-	3,290	10,257,050	-	-	-	10,260,340
5. Finance	3,329,210	369,400	-	-	-	-	3,698,610
6. Legal	2,629,020	302,270	-	-	-	-	2,931,290
7. Mayor & Council	-	259,790	-	-	-	-	259,790
8. Non Departmental	90,000	5,660,180	500,000	588,840	375,010	3,000,000	10,214,030
9. Shared Governance	3,215,980	4,041,650	-	40,000	-	-	7,297,630
Result Area Total	\$ 26,434,110	\$ 14,615,520	\$ 11,163,780	\$ 749,990	\$ 6,324,480	\$ 3,000,000	\$ 124,085,100

Good Governance FY 2023 Budget Overview

The City is required to display all phases of the 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 2023	BC Rec FY 2023	Adopted FY 2023	% of Total
Service Area - All Funds				
Personal Services	\$ 30,658,400	\$ 30,658,400	\$ 30,654,870	24.7%
Materials and Services	71,729,120	71,729,120	72,191,980	58.2%
Capital Outlay	11,085,840	11,085,840	11,163,780	9.0%
Debt Service	6,324,480	6,324,480	6,324,480	5.1%
Contingencies	3,000,000	3,000,000	3,000,000	2.4%
Transfers	749,990	749,990	749,990	0.6%
Total Expenditures - All Funds	\$ 123,547,830	\$ 123,547,830	\$ 124,085,100	
<i>Total Number of Positions</i>	<i>211.62</i>	<i>211.62</i>	<i>211.62</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 and neighborhood 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 2022		FY 2023		Alignment	CC	LC	RC	SS	SP
	Program Budget	Staff	Program Budget	Staff						
Boards and Commissions Support	30,270	0.25	31,070	0.25	Less	✓	✓	✓	✓	✓
City Council Support	211,410	1.20	232,570	1.25	Most	✓	✓	✓	✓	✓
Citywide Planning and Initiatives	177,390	0.55	138,830	0.50	More	✓	✓	✓	✓	✓
Communications Strategy and Delivery	281,770	2.00	294,730	2.00	Less	✓	✓	✓	✓	✓
Community Partnerships and Engagement	126,900	0.60	162,870	0.65	Less	✓	✓	✓	✓	✓
Diversity, Equity, and Inclusion	29,580	0.15	63,900	0.40	More	✓	✓	✓	✓	✓
Organizational Management	288,240	1.35	300,720	1.35	More	✓	✓	✓	✓	✓
Policy Analysis	18,920	0.10	19,640	0.10	Less	✓	✓	✓	✓	✓
Total General Fund	\$ 1,164,480	6.20	\$ 1,244,330	6.50						

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 \$19 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 2023 is \$5,949,470.

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

Debt Service Fund Program

	FY 2022		FY 2023	
	Program Budget		Program Budget	
Pension Obligation Bond		5,719,380		5,949,470
Total Debt Service Fund	\$	5,719,380	\$	5,949,470

3. Enterprise Services Department Summary of Services and Programs

Summary of Services

The encompassing title of Enterprise Services is a newly formed department for the 2023 fiscal year. This department consolidates services in support of business continuity and Citywide strategic initiatives. The Enterprise Services Department includes functional divisions or organizations of Information Technology, Human Resources, Payroll Services, Self Insurance Benefits, Risk, Customer Service Center, Document Services, Fleet and Facilities.

Department Mission: Connect and unify City services through technology solutions, employee development, succession planning, strong partnerships, and exceptional customer experience with a focus on providing a safe, secure and inclusive environment for the City of Salem employees.

Department Vision: People and Technology Shaping the Future Together



Customer Service Center

The new Customer Service Center (CSC) is designed to be a central location where residents can access a comprehensive menu of services. The goal of the CSC is to provide an improved and streamlined customer service experience for the community. The CSC is scheduled to open in 2023 on the first floor of the Civic Center. A total of eight employees will work out of the CSC - four positions moving from the Finance Department and four from the Public Works Department.

Fleet Services

The Fleet Services division provides preventive maintenance, inspections, remedial repairs, road calls and vehicle and equipment modifications / rebuilds. Fleet Services also provides fueling services, bidding, purchasing and upfitting new replacement fleet inventory.

Fleet Services follows the program methodologies of Asset Management, Strategic Management and User Services. Asset Management includes addressing the full life cycle of the City's fleet through cost efficiencies, preventative maintenance, inspections and remedial repairs to the City's fleet. User Services includes making road calls, vehicles and equipment modifications / rebuilds and a complete fueling station. Strategic Management is the long-term planning, administration and business operations which includes procuring goods and services, contractors of record, developing policies and procedures and creating and monitoring the annual budget.

Fleet Services provides robust maintenance services to the City's vehicles - including the Fire Department's Apparatus fleet. Pictured on the left is an example of the work that Fleet Services provides in a shop that has been in operation since 1945.

3. Enterprise Services Department Summary of Services and Programs

Human Resources, Payroll and Self Insurance

Human Resources provides professional administrative support to all City staff through employee relations, policy development, specialized training and analyses, employee records management, recruitment, and payroll services; all with focused attention on diversity, equity, and inclusion. Staff also coordinate and manage negotiation activities with each of the City's five collective bargaining groups. The Self Insurance Benefits program area manages and coordinates all employee benefit and wellness activities, including the Health Hub, PERS eligibility, and deferred compensation, and ensures compliance with all state and federal laws.

Risk Services

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

Enterprise Strategy and Employee Development

The Enterprise Strategy and Employee Development division works to foster strategies that emphasize relationships, partnerships, and efficiencies across the enterprise. The division is comprised of four program areas: Business Analysis and Portfolio Management Office (PMO); Budget, Procurement, and Analysis; Employee Talent Acquisition and Retention; and Training.

The Business Analyst team and the PMO will provide support for IT projects and workflow improvements for the entire City. This structure will provide additional oversight and resource planning to a long list of projects initiated throughout the City to provide increased efficiencies and operating cost reductions for the delivery of services to the community. Centralized budget, procurement, and analysis across the department will create standards, increase transparency, and support data-driven decisions. The Employee Talent Acquisition, Retention, and Training sections will provide a focus on the employee experience, specifically on onboarding, hiring, skill development, and enhancement. These efforts will allow the division to focus on strategies that improve recruitment success, develop employees in their current role as well as assist in meeting career path objectives, and further develop supervisor and management skills.

Work Force Changes

Risk Services is adding an Assistant City Attorney dedicated to employment and labor relations. The position will be housed in Legal and is intended to lower City costs associated with employment investigations and claims. Human Resources is adding a Senior Human Resources Analyst dedicated to recruiting and retaining employee talent for Public Works. This position is also expected to support seasonal hiring needs, strengthen onboarding processes, and assist with succession planning strategies. Self Insurance Benefits is adding a part-time Human Resources Assistant to focus on specialized needs and processes for benefits enrollment, maintenance, and organizational support. The position is also intended to provide additional support for increased demand in document management. Facilities Services is adding a HVAC Tech dedicated to providing services to the new Navigation Center. This position is also intended to ensure appropriate maintenance of the City facility in support of unsheltered residents' assistance.

3. Enterprise Services Department Summary of Services and Programs

Facilities Services

Facilities Services maintains and preserves the City's assets while providing a clean and safe work environment for City employees and departments. Facilities Services is comprised of three primary program areas: Asset Management, User Services and Strategic Management.

The Asset Management team focuses on addressing the full life cycle of City assets through cost efficiency and preventive maintenance. This includes design, construction, installation, repairs, modification and management of new and existing building operating systems and structures. It also includes daily operations of the building's operating systems such as heating, ventilation, and cooling (HVAC); lighting; electrical; and plumbing systems. As part of this service, staff also perform preventive maintenance and minor system repairs such as repair to concrete, roofs, overhead doors, damage/vandalism, elevators, and floor covering, among other trade disciplines.

User Services is defined as work performed to keep buildings safe, secure, and hygienic with aesthetic appeal. This includes custodial services, which provides 6-day-per-week service to clean and sanitize work areas occupied by City staff and public areas accessed by the community. Requests by facility users, such as moving office furniture, building walls, hanging shelves, painting, adjusting keyboard trays, etc. are also included in User Services.

Finally, Strategic Management is the long-term planning, administration, and business operations side of Facilities. These staff procure goods and services, retain contractors of record, develop policies and procedures, and create and monitor the annual budget.



Facilities Services works on projects at all City buildings, including the Salem Airport. In 2021, work began to replace the building's roof, siding and windows. A picture of the entrance to the Airport before these repairs is pictured above with the final result pictured below.



3. Enterprise Services Department Summary of Services and Programs

Summary of Services

Information Technology

The Information Technology (IT) division of the Enterprise Services 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 division 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 2023 budget supports the IT division'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 continuing to increase software licensing costs. The IT division 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 division to increase efficiencies of software solutions through consolidation, technology streamlining, reduced licensing costs, contract negotiations, and revised policies and procedures.

Document Services

Document Services 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. If you are reading a physical copy of this document, it was made by staff in this section.

The Citywide fleet of multi-function devices are contracted and managed centrally in Document Services. Several imaging and record 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 moving from the Police Department to the IT division of Enterprise Services Department as a Dept Tech Support Analyst II to support the technology for the police body worn camera program.

3. Enterprise Services Summary of Services and Programs

FY 2022		FY 2023		Alignment	CC	LC	RC	SS	SP
Program Budget	Staff	Program Budget	Staff						

General Fund Programs and FTE

Accounts Receivable	-	0.00	90,920	0.80	More	✓	✓	✓	✓	✓
Cashiering - Finance	-	0.00	818,230	7.20	More	✓	✓	✓	✓	✓
Total Customer Service Center	\$ -	0.00	\$ 909,150	8.00						

Budget Analysis and Oversight - Facilities	80,490	0.45	-	0.00	More	✓	✓	✓	✓	✓
Budget Analysis and Oversight - HR	10,440	0.05	-	0.00	Most	✓	✓	✓	✓	✓
Building Maintenance	915,840	5.45	236,780	0.00	Least		✓	✓	✓	✓
Building Operating Systems Maintenance	1,036,980	5.15	41,000	0.00	Least		✓	✓	✓	
Building Services	618,820	4.00	-	0.00	Least		✓	✓	✓	✓
Capital Improvements Transfer - Governance	115,260	0.00	121,150	0.00	Capital improvement transfers not scored					
Construction Project Delivery - Facilities	334,010	2.25	-	0.00	Least		✓	✓	✓	✓
Contracts and Purchasing - Facilities	205,800	1.45	-	0.00	More	✓	✓	✓	✓	✓
Custodial Services	1,196,980	11.90	-	0.00				✓	✓	
Energy Use Management	508,950	0.95	-	0.00	Least			✓	✓	
Shops Complex Facilities Maintenance	8,890	0.05	-	0.00	Least		✓	✓	✓	
Space Planning and Accessibility	49,020	0.30	-	0.00	Least	✓	✓	✓	✓	
Building Maintenance and Repair	-	0.00	2,745,020	14.22	New program, will be scored for FY 2024					
User Services	-	0.00	1,779,150	16.78	New program, will be scored for FY 2024					
Strategic Management	-	0.00	340,180	2.00	New program, will be scored for FY 2024					
Total Facilities Services	\$ 5,081,480	32.00	\$ 5,263,280	33.00						

Building Maintenance	14,910	0.08	-	0.00	Least		✓	✓	✓	✓
Classification and Compensation	149,200	0.98	-	0.00	More	✓	✓	✓	✓	
COBRA / Retiree Benefits Management	10,830	0.10	-	0.00	Least	✓		✓	✓	
Contracts and Purchasing - HR	22,200	0.20	-	0.00	More	✓	✓	✓	✓	✓

3. Enterprise Services Summary of Services and Programs

	FY 2022		FY 2023		Alignment	CC	LC	RC	SS	SP
	Program Budget	Staff	Program Budget	Staff						
Diversity, Equity, and Inclusion	233,880	1.00	-	0.00	More	✓	✓	✓	✓	✓
Employee Benefits Management and Coordination	10,830	0.10	-	0.00	More	✓	✓	✓	✓	✓
Employee Development	129,980	0.45	-	0.00	Less	✓	✓	✓	✓	✓
Employee Orientation	52,970	0.35	-	0.00	Less	✓	✓	✓	✓	
Employee Relations	245,000	1.05	-	0.00	Most	✓	✓	✓	✓	✓
Employee Retirement Benefits Management	10,830	0.10	-	0.00	More	✓	✓	✓	✓	✓
Equipment Maintenance and Repair	14,910	0.08	-	0.00	Less	✓	✓	✓	✓	✓
Fair Labor Standards Act (FLSA) Compliance	44,930	0.25	-	0.00	Less	✓	✓	✓	✓	
Human Resources Communications	148,950	1.08	-	0.00	Least	✓	✓	✓	✓	
Labor Management and Negotiations	238,310	1.05	-	0.00	More	✓	✓	✓	✓	✓
Liability / Property Insurance and Claim Management	14,910	0.08	-	0.00	More	✓	✓	✓	✓	✓
Performance Review Management	159,250	0.38	-	0.00	Less	✓	✓	✓	✓	
Protected Leave and ADA	83,450	0.50	-	0.00	Less	✓	✓	✓	✓	✓
Records Management - HR	164,610	1.34	-	0.00	Most	✓	✓	✓	✓	✓
Recruitment and Hiring	240,240	1.48	8,900	0.00	More	✓	✓	✓	✓	✓
Unemployment Claims	22,070	0.13	-	0.00	Least		✓	✓	✓	
Workforce Planning and Organization Development	42,090	0.23	-	0.00	Less	✓	✓	✓	✓	
Data Analysis and Reporting	-	0.00	224,060	1.61	New program, will be scored for FY 2024					
Emergency Operations and Preparation	-	0.00	13,120	0.10	More	✓	✓	✓	✓	✓
Employee Experience	-	0.00	573,190	2.30	New program, will be scored for FY 2024					
Financial Accounting and Reporting	-	0.00	24,910	0.20	Most	✓	✓	✓	✓	✓
Leadership Development	-	0.00	451,230	1.29	New program, will be scored for FY 2024					
Payroll and Employee Benefits	-	0.00	423,540	3.50	New program, will be scored for FY 2024					
Policy Development and Communication	-	0.00	182,370	1.20	New program, will be scored for FY 2024					

3. Enterprise Services Summary of Services and Programs

	FY 2022		FY 2023		Alignment	CC	LC	RC	SS	SP
	Program Budget	Staff	Program Budget	Staff						
Records Management - HR	-	0.00	27,860	0.20	Most	✓	✓	✓	✓	✓
Recruiting and Talent Management	-	0.00	416,060	2.70	New program, will be scored for FY 2024					
Stakeholder Partnership	-	0.00	330,670	1.90	New program, will be scored for FY 2024					
Total Human Resources	\$ 2,054,350	11.01	\$ 2,675,910	15.00						
Application Development Services and Support	934,070	5.05	1,255,210	7.10	More	✓	✓	✓	✓	✓
Building Access and Video Surveillance	197,470	1.00	197,440	0.75	Least		✓	✓	✓	✓
Business Operations	1,101,660	5.05	1,965,210	10.75	Less	✓	✓	✓	✓	✓
Communications Interconnect System	25,740	0.14	91,180	0.45	More	✓	✓	✓	✓	✓
Data Security Infrastructure Management	954,420	4.13	816,600	3.16	More	✓	✓	✓	✓	✓
Document and Mail Services	37,150	0.25	-	0.00	Least	✓	✓	✓	✓	
Enterprise Application Support	3,442,690	17.10	3,334,620	14.25	Most	✓	✓	✓	✓	✓
Geographic Information Systems Infrastructure Management	1,152,810	7.40	928,650	5.70	More	✓	✓	✓	✓	✓
IT Telecommunications Operations	106,130	0.70	203,510	1.20	Less	✓	✓	✓	✓	✓
Network Communications Infrastructure Management	870,620	4.08	710,730	2.60	Most	✓	✓	✓	✓	✓
Server and Storage Infrastructure Management	688,620	3.08	453,120	2.44	Most	✓	✓	✓	✓	✓
Service Desk Support	679,990	4.45	671,110	3.80	Least	✓	✓	✓	✓	✓
Technology Infrastructure Management	415,760	2.34	956,670	3.55	Less	✓	✓	✓	✓	✓
Total Information Technology	\$ 10,607,130	54.77	\$ 11,584,050	55.75						
Total General Fund	\$ 17,742,960	97.78	\$ 20,432,390	111.75						

3. Enterprise Services Summary of Services and Programs

City Services Fund Programs and FTE	FY 2022		FY 2023		Alignment	CC	LC	RC	SS	SP
	Program Budget	Staff	Program Budget	Staff						
Equipment Maintenance and Repair	2,824,850	3.42	-	0.00	Less	✓	✓	✓	✓	✓
Fire Emergency Response Vehicle Maintenance and Repair	353,400	2.89	-	0.00	More	✓	✓	✓	✓	✓
Fuel Management	2,240,550	0.68	2,003,230	0.00	Least	✓	✓	✓	✓	✓
Light-Duty Vehicle Maintenance and Repair	330,880	2.42	-	0.00	Less	✓	✓	✓	✓	✓
Operating and Technology Transfers	300,000	0.00	-	0.00	Operating / technology transfers not scored					
Parts and Inventory Management	262,500	2.56	-	0.00	Least	✓	✓	✓	✓	✓
Police Vehicle Maintenance and Repair	355,050	2.68	-	0.00	Less	✓	✓	✓	✓	✓
Vehicle / Equipment Acquisition and Disposal	199,150	1.35	-	0.00	Less	✓	✓	✓	✓	✓
Vehicle Maintenance and Repair	-	0.00	4,122,560	12.60	New program, will be scored for FY 2024					
Strategic Management	-	0.00	460,030	2.30	New program, will be scored for FY 2024					
User Services	-	0.00	231,980	1.10	New program, will be scored for FY 2024					
Administration, Fleet Acquisition and Disposal	-	0.00	-	0.00	New program, will be scored for FY 2024					
Total Fleet Services, City Services Fund	\$ 6,866,380	16.00	\$ 6,817,800	16.00						
Shops Complex Facilities Maintenance	173,900	0.00	200,710	0.00	Least		✓	✓	✓	
Total Shops Facilities, City Services Fund	\$ 173,900	0.00	\$ 200,710	0.00						

3. Enterprise Services Summary of Services and Programs

	FY 2022		FY 2023		Alignment	CC	LC	RC	SS	SP
	Program Budget	Staff	Program Budget	Staff						
Business Operations	29,660	0.30	26,270	0.25	Less	✓	✓	✓	✓	✓
Communications Interconnect System	35,100	0.00	35,100	0.00	More	✓	✓	✓	✓	✓
Document and Mail Services	1,048,600	5.55	1,051,740	4.50	Least	✓	✓	✓	✓	
Enterprise Application Support	14,830	0.15	100,280	1.25	Most	✓	✓	✓	✓	✓
IT Telecommunications Operations	282,150	0.00	298,690	0.00	Less	✓	✓	✓	✓	✓
Total Document Services, City Services Fund	\$ 1,410,340	6.00	\$ 1,512,080	6.00						
Total City Services Fund	\$ 8,450,620	22.00	\$ 8,530,590	22.00						

Self Insurance Benefits Fund Programs and FTE

COBRA / Retiree Benefits Management	38,880	0.30	112,720	0.43	Least	✓		✓	✓	
Employee Benefits Management and Coordination	27,294,040	0.70	26,952,820	0.75	More	✓	✓	✓	✓	✓
Employee Health Clinic	605,040	0.10	599,430	0.15	Least		✓	✓	✓	
Employee Relations	61,990	0.35	272,060	1.75	Most	✓	✓	✓	✓	✓
Employee Retirement Benefits Management	56,080	0.45	119,800	0.48	More	✓	✓	✓	✓	✓
Employee Wellness Program	258,830	1.10	158,210	0.95	Least	✓	✓	✓	✓	✓
Human Resources Communications	86,840	0.70	-	0.00	Least	✓	✓	✓	✓	
Records Management - HR	36,050	0.30	-	0.00	Most	✓	✓	✓	✓	✓
Reserve - Insurance	9,527,660	0.00	10,160,770	0.00	Reserve not scored					
Total Risk Self Insurance Benefits Fund	\$ 37,965,410	4.00	\$ 38,375,810	4.50						

3. Enterprise Services Summary of Services and Programs

FY 2022		FY 2023		Alignment	CC	LC	RC	SS	SP
Program Budget	Staff	Program Budget	Staff						

Risk Self Insurance Fund Programs and FTE

Liability / Property Insurance and Claim Management	2,452,850	1.15	2,926,870	3.65	More	✓	✓	✓	✓	✓
Litigation Management	174,530	1.25	3,370	0.00	Less	✓	✓	✓	✓	
Reserve - Insurance	7,013,860	0.00	9,732,700	0.00	Reserve not scored					
Safety and Loss Prevention	282,010	2.35	458,260	1.60	More	✓	✓	✓	✓	✓
Workers' Compensation	2,023,080	1.25	1,769,620	1.75	Less	✓	✓	✓	✓	

Total Risk Self Insurance Fund \$ 11,946,330 6.00 \$ 14,890,820 7.00

Total Employee Services \$ 76,105,320 129.78 \$ 82,229,610 145.25

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 2023, 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 2022 Program Budget	FY 2023 Program Budget
Equipment Replacement Reserve	3,024,290	3,246,190
Reserve - Fleet	6,936,640	7,014,150
Total Equipment Replacement Reserve Fund	\$ 9,960,930	\$ 10,260,340

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, budgets for the City and URA, 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 reconciliations, financial analysis, managing investment portfolios, 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 gone through a reorganization as part of a Citywide effort to provide enhanced customer service and efficiencies. Four accounting assistant positions have been reclassified to Customer Service Specialists to be a part of the new Customer Service Center in Enterprise Services. Also, four payroll employees have moved to be part of the Human Resources section of the Enterprise Services Department.



5. Finance Department Summary of Services and Programs

General Fund Programs and FTE

	FY 2022		FY 2023		Alignment	CC	LC	RC	SS	SP
	Program Budget	Staff	Program Budget	Staff						
Accounts Payable	181,590	1.65	193,120	1.70	More	✓	✓	✓	✓	✓
Accounts Receivable	287,610	1.80	287,080	1.55	More	✓	✓	✓	✓	✓
Analytic Support and Special Projects	141,360	0.90	95,260	0.60	Least		✓	✓	✓	✓
Annual Reporting and Annual Audit	211,060	1.45	256,090	1.60	Most	✓	✓	✓	✓	✓
Boards and Commissions Support - Budget	30,330	0.15	40,850	0.20	Most	✓	✓	✓	✓	✓
Boards and Commissions Support - Finance	32,860	0.20	37,350	0.25	More	✓	✓	✓	✓	✓
Budget Analysis and Oversight	125,810	0.70	177,370	0.95	Most	✓	✓	✓	✓	✓
Budget Analysis and Oversight - Finance	5,940	0.05	8,800	0.10	Most	✓	✓	✓	✓	✓
Budget Development and Preparation	274,730	1.90	327,980	1.85	Most	✓	✓	✓	✓	✓
Budget Development and Preparation - Finance	10,600	0.05	10,800	0.05	Most	✓	✓	✓	✓	✓
Capital Improvement Plan	50,950	0.25	39,060	0.20	Less	✓	✓	✓	✓	✓
Cashiering - Finance	334,860	3.70	8,320	0.05	More	✓	✓	✓	✓	✓
City Right-of-Way Administration	130,840	0.70	157,320	0.75	More	✓	✓	✓	✓	✓
Contracts and Procurements (Purchasing)	456,400	3.00	481,500	3.00	More	✓	✓	✓	✓	✓
Downtown Parking Management	41,950	0.40	40,540	0.40	Less	✓	✓	✓	✓	✓
Emergency Operations and Preparation	60,700	0.45	47,570	0.30	More	✓	✓	✓	✓	✓
Financial Accounting and Reporting	745,550	5.40	770,160	5.10	Most	✓	✓	✓	✓	✓
Financial Forecasting	80,370	0.50	110,590	0.60	More	✓	✓	✓	✓	✓
Financial Planning and Analysis	80,900	0.30	64,980	0.25	Most	✓	✓	✓	✓	✓
Payroll and Employee Benefits	515,480	4.20	26,380	0.30	More	✓	✓	✓	✓	
Policy, Procedures, and Internal Control	43,580	0.20	56,010	0.25	More	✓	✓	✓	✓	✓
Records Management - Finance	44,430	0.32	53,420	0.35	Most	✓	✓	✓	✓	✓
Transient Occupancy Tax	96,440	0.85	123,830	0.90	More	✓	✓	✓	✓	✓
Treasury	303,590	1.88	284,230	1.70	More	✓	✓	✓	✓	✓
Total Finance Department	\$ 4,287,930	31.00	\$ 3,698,610	23.00						

6. Legal Department Summary of Services and Programs

Summary of Services

The Legal Department supports the City Council and 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. The City's attorneys also prosecute crimes in the Salem Municipal Court, 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 has completed the Request for Proposal (RFP) process to replace the file maintenance system that supports the Prosecution, Litigation and General Counsel sections of the department. The contract will be signed by June of 2022 with the implementation process beginning in fiscal year 2023 and a "go-live" date in June of 2023.

Work Force Changes

A new Assistant City Attorney paid out of the Self Insurance Fund is being added to the department in 2023. The position will be dedicated to employment and labor relation issues. This addition will free up capacity for other attorneys in the office to provide enhanced services to the City.

General Fund Programs and FTE

	FY 2022		FY 2023		Alignment	CC	LC	RC	SS	SP
	Program Budget	Staff	Program Budget	Staff						
Boards and Commissions Support - Legal	148,320	0.65	64,950	0.15	More	✓	✓	✓	✓	✓
Budget Analysis and Oversight - Legal	58,060	0.20	111,600	0.45	Most	✓	✓	✓	✓	✓
City Elections	41,550	0.15	49,630	0.16	Less		✓	✓	✓	✓
Civil Defense	213,610	1.10	177,370	0.98	Less		✓	✓	✓	✓
Civil Forfeitures	33,780	0.10	24,850	0.04	Less		✓	✓	✓	
Civil Litigation	181,060	1.00	179,190	0.98	Least		✓	✓	✓	
Criminal Prosecution	756,000	4.57	742,100	4.24	Less		✓	✓	✓	✓
General Counsel Administrative Representation	213,920	0.70	866,000	3.90	Less	✓	✓	✓	✓	✓
General Counsel Advice	782,700	3.80	295,590	1.15	More	✓	✓	✓	✓	✓
Meeting Agenda Management	180,900	0.90	163,660	0.87	Less	✓	✓	✓	✓	
Public Records Requests	132,230	0.70	129,050	0.65	More	✓	✓	✓	✓	✓
Records Management - Citywide	96,490	0.50	127,300	0.81	Most	✓	✓	✓	✓	✓
Total Legal Department	\$ 2,838,620	14.37	\$ 2,931,290	14.37						

7. 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 2022 Budget Committee, funds were added to the budget to allow for Spanish and American Sign Language (ASL) simulcasting of City Council meetings. These services have continued funding in the FY 2023 budget.



	FY 2022 Program Budget	FY 2023 Program Budget	Alignment	CC	LC	RC	SS	SP
Mayor and Council General Fund	243,410	259,780	More	✓	✓	✓	✓	✓
Mayor and Council Trust	-	10	Trust funds not scored					
Total Mayor and Council	\$ 243,410	\$ 259,790						

8. Non Departmental Summary of Services and Programs

Summary of Services

Non Departmental expenses are not easily attributable to specific 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: \$885,000 for the Housing Rental Assistance Program (HRAP); \$394,650 for unsheltered program grant funding, \$460,000 for unsheltered programs like Safe Park, vehicle repair and the Warming Network, \$100,000 for environmental and hazardous waste clean-up, \$200,000 for Climate Action activities, and \$45,000 for community surveying. 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 includes the General Fund's debt service payment of \$465,010 for the internal loan from the Utility Fund for 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 2022		FY 2023		Alignment	CC	LC	RC	SS	SP
	Program Budget	Staff	Program Budget	Staff						
Cable Television Public Access Channels	700,000	0.00	700,000	0.00	Least					
Citywide Memberships, Services, and Subscriptions	1,949,260	0.00	1,426,780	0.00	Not scored					
General Fund Contingencies	3,000,000	0.00	3,000,000	0.00	Contingencies not scored					
Debt Service - Miscellaneous	375,010	0.00	375,010	0.00	Debt service not scored					
Operating and Technology Transfers	151,490	0.00	340,000	0.00	Operating / technology transfers not scored					
Unemployment Claims	95,000	0.00	90,000	0.00	Least		✓	✓	✓	
Total General Fund	\$ 6,270,760	0.00	\$ 5,931,790	0.00						
Tourism Promotion Area Support	34,800	0.00	55,230	0.00	Operating / technology transfers not scored					
Tourism Promotion Area Fee Pass Through	661,230	0.00	1,109,360	0.00	Operating / technology transfers not scored					
Total Tourism Promotion Area Fund	\$ 696,030	0.00	\$ 1,164,590	0.00						

	FY 2022		FY 2023		Alignment	CC	LC	RC	SS	SP
	Program Budget	Staff	Program Budget	Staff						
Cultural and Tourism Administration	314,650	0.00	526,920	0.00	Operating / technology transfers not scored					
Total Cultural and Tourism Fund	\$ 314,650	0.00	\$ 526,920	0.00						
Unanticipated	500,000	0.00	750,000	0.00	Trust funds not scored					
American Rescue Plan Act - Reserve	7,253,870	0.00	1,840,730	0.00	Trust funds not scored					
Total Trust	\$ 7,753,870	0.00	\$ 2,590,730	0.00						
Total Non Departmental	\$ 15,035,310	0.00	\$ 10,214,030	0.00						

9. 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 2022			FY 2023								
Program			Program			Alignment	CC	LC	RC	SS	SP
Budget		Staff	Budget		Staff						
Community Development Department Programs and FTE											
Boards and Commissions Support - Cultural and Tourism	101,570	0.65	107,680	0.70	More	✓	✓	✓	✓	✓	
Boards and Commissions Support - Planning / Historic Landmarks	163,970	1.10	179,820	1.05	More	✓	✓	✓	✓	✓	
Budget Analysis and Oversight - CD	147,710	0.80	109,760	0.55	Most	✓	✓	✓	✓	✓	
Department Administration - CD	301,710	1.50	350,670	1.75	Less	✓	✓	✓	✓	✓	
Total General Fund Community Development	\$ 714,960	4.05	\$ 747,930	4.05							
Boards and Commissions Support - Library	92,060	0.67	110,840	0.72	Less	✓	✓	✓	✓	✓	
Budget Analysis and Oversight - Library	21,130	0.16	151,310	0.51	Most	✓	✓	✓	✓	✓	
Total General Fund Library	\$ 113,190	0.83	\$ 262,150	1.23							
Total General Fund	\$ 828,150	4.88	\$ 1,010,080	5.28							
Budget Analysis and Oversight - Building and Safety	793,920	0.20	526,330	1.65	Most	✓	✓	✓	✓	✓	
Total Building and Safety Fund	\$ 793,920	0.20	\$ 526,330	1.65							
Total Community Development Department	\$ 1,622,070	5.08	\$ 1,536,410	6.93							

FY 2022		FY 2023		Alignment	CC	LC	RC	SS	SP
Program	Staff	Program	Staff						
Budget		Budget							

Public Works Department Programs and FTE

Operating and Technology Transfers	-	0.00	40,000	0.00	Operating / technology transfers not scored				
Purchasing and Warehouse - PW	1,859,000	0.00	2,554,770	0.00	Less	✓	✓	✓	✓
Total City Services Fund	\$ 1,859,000	0.00	\$ 2,594,770	0.00					

Budget Analysis and Oversight - PW	1,743,010	7.16	1,871,710	5.93	Most	✓	✓	✓	✓
Financial Support Services	225,290	2.10	215,290	1.65	More	✓	✓	✓	✓
Purchasing and Warehouse - PW	550,050	4.00	671,650	5.30	Less	✓	✓	✓	✓
Total Utility Fund	\$ 2,518,350	13.26	\$ 2,758,650	12.88					

Total Public Works Department \$ 4,377,350 13.26 \$ 5,353,420 12.88

Urban Development Department Programs and FTE

Accounts Payable	106,890	1.00	59,690	0.50	More	✓	✓	✓	✓
Budget Analysis and Oversight	151,440	1.00	166,620	1.00	Most	✓	✓	✓	✓
Contracts and Purchasing	136,270	1.00	143,380	1.00	More	✓	✓	✓	✓
Parking Management	37,750	0.20	38,110	0.19	Less	✓	✓	✓	✓
Total General Fund	\$ 432,350	3.20	\$ 407,800	2.69					

Total Urban Development Department \$ 432,350 3.20 \$ 407,800 2.69

Total \$ 6,431,770 21.54 \$ 7,297,630 22.50

Good Governance *At Your Service*



Fleet Services - Lifting vehicles and banners!

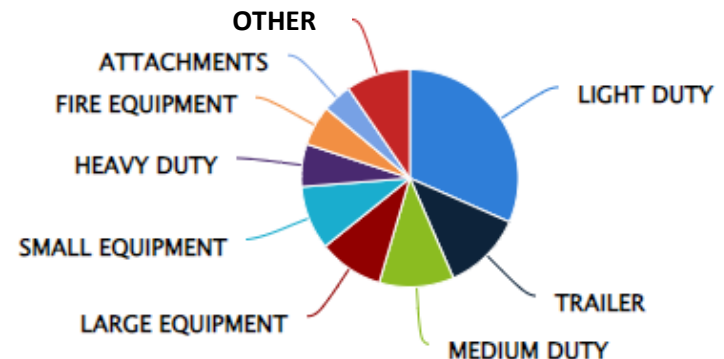
For a third consecutive year, the Fleet Services division of the Enterprise Services Department has been recognized by the National Association of Fleet Administrators (NAFA) as a top fleet management program. Between 2020 and 2021, the City's Fleet Services division went from number 100 in ranking to number 13. The ranking is based on 12 criteria of excellence which include accountability, use of technology and information, timing requirements and staff development growth programs.

The 2022 Top 100 fleets will be announced in April by the NAFA.

Fleet Services - Did you know?

The Fleet Services Division maintains, repairs and retrofits over 1,100 Citywide vehicle and equipment assets. To the right is a chart showing the total assets the division works on by type.

Although a relatively small portion of the entire assets managed by Fleet, the Fire equipment is one of the largest consumers of the staff time and resources with two of the nine fleet technicians dedicated to all 64 Fire assets. These assets were responsible for 23% of total direct staff hours in 2021. The City as part of their November 2022 General Obligation Bond measure is looking to replace this equipment, which is more than 15 years old. New equipment would allow of more Fleet staff time dedicated to other City assets.



Good Governance

At Your Service

Technology Updates and Services

In 2022, the Information Technology (IT) division of the Enterprise Services Department focused on continued infrastructure, application, and security improvements in support of the City's constantly evolving technological and business needs. This effort has continued to be critical to maintaining flexibility when responding to ever-changing occupational safety and health needs for a great number of City staff due to the COVID-19 pandemic. IT has also focused on improving the City's operational efficiencies and meeting the Community's expectations by supporting expansion of digital services, new applications, improving processes, and enhancing functionalities of various systems.

To make technological solutions available to the City staff, the IT division upgraded the employee self-service portal (help ticket system) in the fall of 2021. The IT division also partnered with the Human Resources division of their department to provide enterprise-wide training solutions for various levels of organizational leadership to assist with talent retention initiatives.

IT continues to strategically replace and consolidate infrastructure and systems when possible to reduce the cost. Disaster recovery and business continuity continues to be a challenge. Off-site data backups were evaluated and expanded 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.

To maintain adaptability and stay ahead of newly-emerging security threats, IT has developed an improved Security

Program in conjunction with implementation of Citywide cyber security training. IT continues to improve the security of existing applications, network, and infrastructure through secure protocols and monitoring system performance.

IT deployed, or is in the process of deploying, several systems to improve our constituents' service experience. ArcGIS Enterprise system was successfully implemented this past year to provide a more efficient, streamlined approach to GIS data security and maintenance in support of daily City management and strategy. A new virtual permit application center portal was implemented to provide a more convenient solution for permitting during COVID and beyond. IT partnered with other departments for improved financial reporting, application interfaces, external performance measure matrix delivery, and transparency in the data-driven decision making process.

The IT Leadership team worked on developing a City of Salem IT strategy roadmap that includes key initiatives designed to improve service delivery, application ownership and deployment, and process improvements. IT is also working to deliver several workflow improvements to support service and records digitization of HR, Payroll and Finance.

IT continued to expand on efficient service delivery through the successful development of the IT Governance program framework 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*

Performance Management and Budgeting

Between 2021 and 2022, the City of Salem upgraded their budgeting software to provide users with improved features and an integrated database to show changes in real time. The web-based system is more user friendly and intuitive. Additionally, this software upgrade features a performance management community portal that will be accessible through the City's website. The portal will display results of performance measures and a Citywide scorecard by result area. Budget data, priority based budgeting information, and other measures and metrics departments track will also be featured in this module.



Government Finance Officers Association

Certificate of Achievement for Excellence in Financial Reporting

Presented to

**City of Salem
Oregon**

Another year, another financial reporting award!

In the fall of 2021, 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 23rd time for their work on the fiscal year 2020 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 has applied for this award again for their work on the fiscal year 2021 audit and expects to receive a response on this application in the fall of 2022.

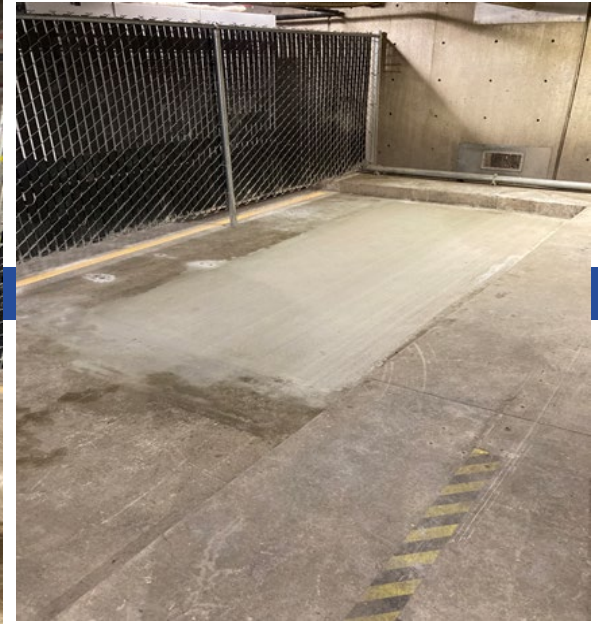
Communications

Period	Fast Facts	Data
2021	Average number of press releases / month	14.7
Mar. 21- Feb. 22	People visiting City website	788,782
Mar. 21- Feb. 22	Number of times website pages viewed	2,699,676
Mar. 21- Feb. 22	Number of times website was visited	1,310,498
<i>Top five sources of web traffic from outside the US</i>	1. India	
	2. Canada	
	3. Philippines	
	4. Pakistan	

Good Governance *At Your Service*

What is that buried under Civic Center?

In the past year, the Facilities Services Division of the Enterprise Services Department decommissioned the Civic Center retired generator's underground fuel tank. The fuel tank was original to the Civic Center when it was built in the early 1970's and was more than 50 years old. The soil beneath the aged fuel tank was analyzed and found to be contaminated. Per OARs 340-150 and 340-122, Facilities properly disposed of the contaminated soil for environmental safety. The site was then backfilled, compacted and patched with concrete. Pictures below (from left to right) show tank exposure, tank removal and project completion.







Supporting City Departments

Community Development

Public Works

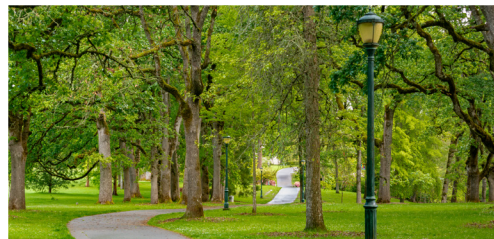
Urban Development

Natural Environment Stewardship

Protect natural resources including all waterways, tree canopy, and our natural ecosystem, and reduce the impact from the built environment and City operations on both the environment and all residents.

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; encourages Brownfield clean up and development; invests in energy efficient operations; and plans for resiliency of services to our community.



Bush's Pasture Park



Water testing (2018)



Pringle Creek restoration (2019)

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

Community-focused • Inclusive • Proactive • Accountable • Respectful





Natural Environment Stewardship

Protect natural resources including all waterways, tree canopy, and our natural ecosystem, and reduce the impact from the built environment and City operations on both the environment and all residents.

Reduces the carbon footprint of City operations in line with the City's climate goals and conserves energy and natural resources

Protects and enhances watersheds, natural areas, and natural resources

Plans and designs the City's growth to achieve the City's climate goals and minimize harmful environmental impacts

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

Mitigates and abates natural and human caused threats to the environment

Service Area Statistics

Service Provider Department	Statistic Description	The Number	
Public Works	Industries inspected for compliance with Categorical Industrial Users (CIU) and Significant Industrial Users (SIU)	59	CY 2021
Public Works	Number of Best Management Practices (BMP) and NPDES Permit elements met	66	
Public Works	Number of outreach events attended	5	
Public Works	Audience reached through outreach events	16,992	CY 2021
Public Works	Sanitary sewer overflows reported to the Oregon Department of Environmental Quality (compliance with NPDES Permit)	19	
Public Works	Number of attendees at Erosion Control & Stormwater Management Summit	117	
Public Works	Pounds of prescription drugs collected for disposal in partnership with the Police Department	124	CY 2021
Public Works	Number of people signed up to receive the new Stream Currents monthly newsletter	252	
Public Works	Number of knotweed sites treated	20	
Public Works	Number of small-stock trees and shrubs planted	1,189	
Public Works	Number of volunteers for tree planting events	99	
Public Works	Rain gauges providing real-time reports	15	
Public Works	Stream gauges used for flood forecasting	18	



Natural Environment Stewardship

Protect natural resources including all waterways, tree canopy, and our natural ecosystem, and reduce the impact from the built environment and City operations on both the environment and all residents.

Reduces the carbon footprint of City operations in line with the City's climate goals and conserves energy and natural resources

Protects and enhances watersheds, natural areas, and natural resources

Plans and designs the City's growth to achieve the City's climate goals and minimize harmful environmental impacts

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

Mitigates and abates natural and human caused threats to the environment

Service Area Statistics

Service Provider Department	Statistic Description	The Number
Public Works	Water quality monitors used for modeling water quality trends	10
Public Works	Number of wastewater flow monitors	80
Public Works	Billion gallons of wastewater treated	8.2
Public Works	Mechanical, electrical, instrumentation and facility corrective work orders	439
Public Works	Mechanical, electrical, instrumentation and facility preventive maintenance work orders	5,063
Public Works	Dry tons of biosolids products produced	1,781
Public Works	Laboratory analyses conducted	49,500

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 2023 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
General Fund					
Non Departmental	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000
Urban Development	-	410	-	-	410
General Fund Total	\$ -	\$ 200,410	\$ -	\$ -	\$ 200,410
Utility Fund					
Public Works	\$ 12,890,890	\$ 8,460,670	\$ 252,900	\$ -	\$ 21,604,460
Utility Fund Total	\$ 12,890,890	\$ 8,460,670	\$ 252,900	\$ -	\$ 21,604,460
Trust Fund					
Public Works	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
Trust Fund Total	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
Result Area Total	\$ 12,890,890	\$ 8,661,080	\$ 252,900	\$ 5,000	\$ 21,809,870

Natural Environment Stewardship FY 2023 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	\$ 12,890,890	\$ 8,460,670	\$ 252,900	\$ 5,000	\$ 21,609,460
2. Urban Development	-	410	-	-	410
2. Non Departmental	-	200,000	-	-	200,000
Result Area Total	\$ 12,890,890	\$ 8,661,080	\$ 252,900	\$ 5,000	\$ 21,809,870

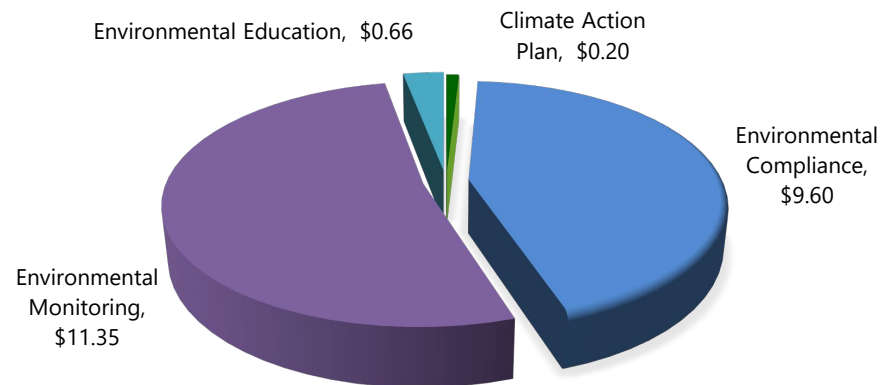
Natural Environment Stewardship FY 2023 Budget Overview

The City is required to display all phases of the 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 2023	BC Rec FY 2023	Adopted FY 2023	% of Total
Result Area - All Funds				
Personal Services	\$ 12,892,300	\$ 12,892,300	\$ 12,890,890	59.1%
Materials and Services	8,177,290	8,177,290	8,661,080	39.7%
Capital Outlay	173,020	173,020	252,900	1.2%
Interfund Transfers	5,000	5,000	5,000	0.0%
Total Expenditures - All Funds	\$ 21,247,610	\$ 21,247,610	\$ 21,809,870	
<i>Total Number of Positions</i>	<i>93.84</i>	<i>93.84</i>	<i>93.84</i>	

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 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 data generated is utilized to monitor compliance with regulatory requirements, analyze drinking water quality, identify unknown substances, complete process control and determine wastewater rates.



Erosion Prevention and Sediment Control. The City's Engineering Division implements the Department of Environmental Quality (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 city.

Stormwater Management. To ensure municipalities are following the Federal Clean Water Act to reduce the number of pollutants entering waters of the state, the Oregon Department of Environmental Quality issues Municipal Separate Storm Sewer System (MS4) permits, and 1200-Z Industrial Stormwater Permits to cities. The Stormwater Management section ensures that Salem remains in compliance with MS4 permit requirements throughout the City and 1200-Z Industrial Stormwater Permit requirements at the Salem Municipal Airport. 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.

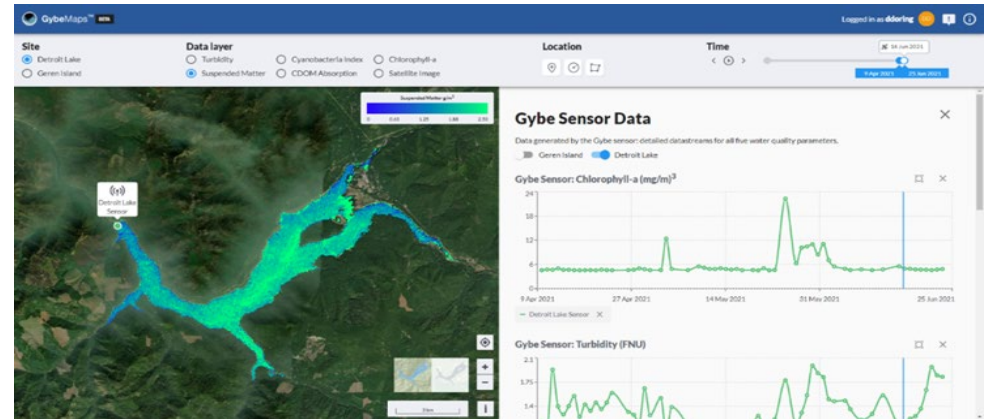
1. Public Works Department Summary of Services and Programs

Environmental Monitoring

Water Quality Monitoring and Analysis. Technical Services implements technologies to monitor water quality and watershed health (particularly harmful algal blooms) including remote monitoring, data analytics, and visualization. The section provides the Water Quality workgroup with cutting edge tools and techniques for monitoring the community's vital resource. (Photo at right)



Early Flood Warning System. The City's early flood warning system consists of rain gauges and 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. (Photo above).



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 allows adjustments to the treatment process at both the Willow Lake Water Pollution Control Facility and the River Road Wet Weather Treatment Facility.

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 multiple sites on local streams and the Willamette River, maintain a system of continuous water quality monitoring stations, and conduct storm event sampling as well as dry-weather outfall sampling.

1. Public Works Department Summary of Services and Programs

Environmental Education

Youth Education. The City's youth environmental education programs strive to build environmental stewardship in the community through education, engagement, and action. In previous years, the Youth Environmental Education Program (YEEP) provided classroom presentations and Discovery Hikes at local parks to over 10,000 students annually. Due to the COVID-19 pandemic, most in-person activities halted, and staff turned to virtual outreach. As more in-person activity continues into the next year, staff will return to live classroom presentations in the community.

YEEP is funded through classroom fees, the City's Environmental Program Donations, and the Aldrich Fund. Youth Education Programs also include the Adopt-A-Stream program, environmental STEM (science, technology, engineering, and math) afterschool programs, and Water World events. (Photo at right)



Clean Streams Initiative. The outreach and education groups are significantly involved with in-person community events. Outreach events and opportunities for the Clean Streams Initiative were heavily impacted by COVID-19 restrictions. Staff continue to provide virtual and online resources and will participate in in-person programming when available. An example of this in-person outreach is displayed in the photo at left.

Workforce Changes. The 2023 budget adds a total of two new positions. The Stormwater Management section includes the addition of one full-time Engineering Tech II to support compliance with MS4 requirements for inspection and documentation of stormwater facilities and one full-time Stormwater Maintenance Operator to support maintenance of the growing number of publicly owned green stormwater infrastructure facilities.

1. Public Works Department Summary of Services and Programs

What's New In This Budget

Environmental Compliance

Green Stormwater Infrastructure and Natural Areas Management.

In addition to the regular maintenance of several hundred public stormwater quality facilities and various natural areas / mitigation sites, staff are replanting a raingarden on Boundary Drive S. and reclaiming the Wendy Kroger Demonstration Wetlands from invasive weeds. By the end of FY 2022-23, all the Filterra installations will be rehabilitated and restoration of the rain garden at Bush's Pasture Park will be completed. (Photo at right)



Willow Lake Water Pollution Control Facility Improvements. The 2023 fiscal year brings the following improvements to the wastewater treatment facility at Willow Lake: north secondary clarifiers, aeration basin hydraulic improvements, bar screen improvements, boiler installation project, UV upgrades to the River Road Wet Weather Treatment Facility, switchboard replacement, and National Pollutant Discharge Elimination System Permit (NPDES) renewal.



Fats, Oils and Grease (FOG) Program. Fats, oils, and grease (FOG) pollution prevention measures require food service establishments to install and properly maintain grease removal devices. The City of Salem runs a FOG program to prevent fats, oils, and grease from clogging sewer lines. In order to optimize FOG compliance reporting, the City is developing a web portal to enhance service to food service providers and help determine the effectiveness of grease interceptors in reducing grease-related blockages and sanitary sewer overflows. (Photo at left)

1. Public Works Department Summary of Services and Programs

Environmental Monitoring






Wastewater Monitoring System Pilot Project. In FY 2023, the City will begin a sewer system monitoring pilot project through the placement of three organic consumption sensors. If the pilot is successful, the City will install additional sensors to create a network of streaming online monitors in the sewer system. This network will help protect workers and Salem residents, manage the impact of wastewater on the collection system pipes, and serve as an early warning system for any unusual pollutants discharged into the system that could disrupt the wastewater treatment process. By providing real-time insight into the characteristics of wastewater, the sensor system will ensure that the most appropriate treatment options are implemented, and the City remains in compliance with Department of Environmental Quality standards and requirements.



Temperature TMDL Plan - Tree Planting. The City submitted its new Temperature Total Maximum Daily Load (TMDL) Plan to the Oregon Department of Environmental Quality for the period of 2021-2026. The updated plan contains 22 measurable goals to address over the next five years. In FY 2022-23, work toward meeting these goals will commence through updating and implementation of a riparian outreach plan, development of a backyard buffer program, and planting of native trees and shrubs along streams on City-owned properties. A tree planting event is pictured above.

1. Public Works Department Summary of Services and Programs

Utility Fund Programs and FTE

	FY 2022		FY 2023		Alignment					
	Program Budget	Staff	Program Budget	Staff						
Chemical Handling and Disposal	105,900	0.45	119,430	0.45	Most	✓	✓	✓	✓	✓
Environmental Compliance for Outside Departments / Agencies	221,670	1.24	232,700	1.24	More	✓	✓	✓	✓	
Environmental Monitoring	1,538,120	6.58	1,098,560	5.64	More	✓	✓	✓	✓	✓
Flow Monitoring	972,480	4.58	945,880	4.58	Most	✓	✓	✓	✓	✓
Geographic Information Systems Infrastructure Management	1,521,010	9.70	1,816,340	10.40	More					
Green Stormwater Infrastructure Maintenance	611,640	2.40	43,990	0.00	More	✓	✓	✓	✓	✓
Industrial Wastewater Pretreatment	636,660	3.97	653,690	3.97	Most	✓	✓	✓	✓	✓
Laboratory Testing and Analysis	1,460,550	8.15	1,340,810	8.20	Most	✓	✓	✓	✓	✓
Natural Areas Management	381,600	1.70	-	0.00	Most	✓	✓	✓	✓	✓
Natural Resources Education and Outreach	575,070	3.20	652,260	4.21	Less	✓	✓	✓	✓	✓
Operational and Technology Transfers	-	0.00	20,000	0.00	Operating / technology transfers not scored					
Sanitary Sewer Quality Monitoring	95,650	0.59	99,770	0.59	More	✓	✓	✓	✓	
Stormwater Facility Inspections	254,950	2.09	396,060	2.10	Most	✓	✓	✓	✓	✓
Stormwater Quality Monitoring	188,350	1.14	195,840	1.14	More	✓	✓	✓	✓	
Technical Systems Analysis and Monitoring	393,830	1.10	361,220	0.40	More	✓	✓	✓	✓	✓
Wastewater Treatment Byproduct Reuse	1,198,990	3.10	1,499,810	3.20	Less	✓		✓	✓	✓
Wastewater Treatment Plant Maintenance	4,443,770	15.89	4,038,990	15.20	Most	✓	✓	✓	✓	✓
Wastewater Treatment Plant Operations	5,719,560	27.25	6,462,260	27.10	Most	✓	✓	✓	✓	✓
Green Stormwater Infrastructure and Natural Areas	0.00	0.00	1,052,990	4.41	New program, will be scored for FY 2024					
Stormwater Regulatory Coordination	0.00	0.00	308,690	0.65	New program, will be scored for FY 2024					
Stream Cleaning	0.00	0.00	265,170	0.36	New program, will be scored for FY 2024					
Total Utility Fund	\$ 20,319,800	93.13	\$ 21,604,460	93.84						

Trust Fund Programs and FTE

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

Total Public Works Department \$ 20,324,800 93.13 \$ 21,609,460 93.84






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

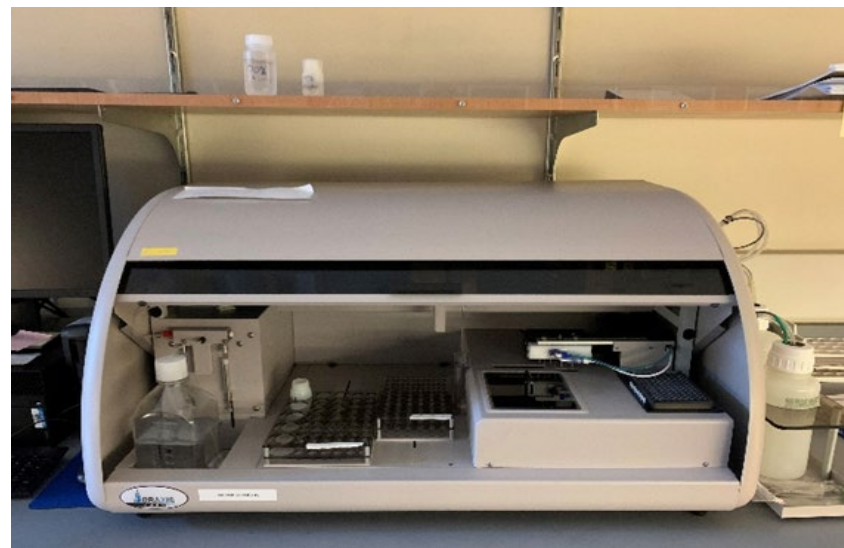
	FY 2022		FY 2023		Alignment					
	Program Budget	Staff	Program Budget	Staff						
Climate Action Plan	-	0.00	200,000	0.00	Less	✓	✓	✓		✓
Implement Environmental Best Practices	510	0.00	410	0.00	Less					
Total General Fund	\$ 510	0.00	\$ 200,410	0.00						

Natural Environment Stewardship

At Your Service

Environmental Compliance

Willow Lake Water Pollution Control Facility (WLWPCF) Improvements. The laboratory at Willow Lake Water Pollution Control Facility maintains accreditation through the Oregon Environmental Laboratory Accreditation Program (ORELAP) for microcystin and cylindrospermopsin analyses. Accreditation is sustained annually by participating in blind proficiency testing conducted on unknown samples provided by an outside vendor and by receiving passing results. In FY 2020-21, the lab performed a total of 878 cylindrospermopsin and microcystin analyses on samples collected at Detroit Lake and in the City's watershed. During the cyanotoxin season, defined by Oregon Health Authority (OHA) as May 1 – October 31, the number of cyanotoxin samples collected corresponds to the degree of algae blooms within the watershed. (Photo at right)



Willow Lake's Biosolids Program. Stackable concrete blocks were placed to increase the storage capacity for biosolids "cake" at Willow Lake. These biosolids are used within regulatory guidelines as fertilizer and soil amendments on non-food chain crops. The purchase of a new front wheel loader provided crews the ability to stack the cake even higher. In 2021, staff worked with local farmers and regulators to permit an additional 1,500 acres in the area for biosolids application. The promotion and expansion of the biosolids program will continue in the upcoming year to add more local acreage to the application area. (Photo at left)

Natural Environment Stewardship

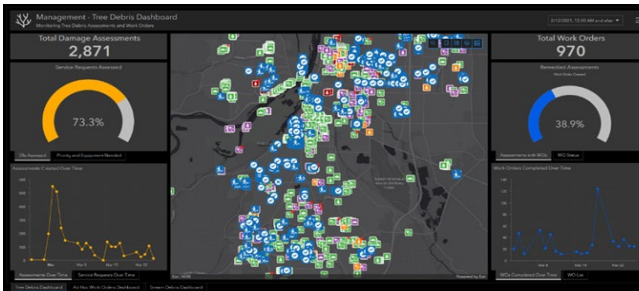
At Your Service

Environmental Compliance, continued

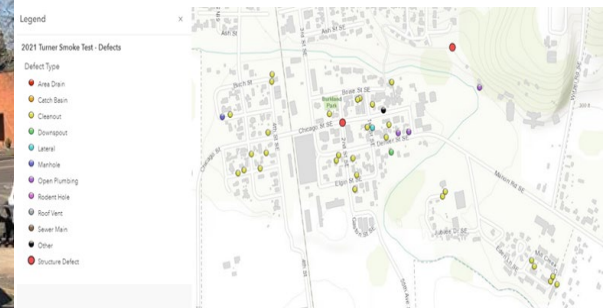
Green Stormwater Infrastructure and Natural Areas Management. City staff and contractors planted a newly installed rain garden and rehabilitated 14 water quality planters, one water quality detention basin, two water quality detention ponds that were full of sediment, and over half of the Filterra units in the City. Staff also took over maintenance of the Pringle Creek Mitigation site, planted additional willow trees at the Waln Creek Stream Mitigation Bank site, and made substantial progress in removal of invasive species prior to future planting at Gaia Oak Savanna as part of an ongoing grant project. Staff aided in the planning and oversight of the Mill Creek Corporate Center Wetlands planting and irrigation start up and will assume management of the site in several years.

Environmental Monitoring

Ice Storm Response and Recovery. Technical Services performed a critical role in monitoring and documenting the response and ongoing recovery efforts related to the February 2021 ice storm. The Geographic Information Systems (GIS) team functionality was vital for documenting damages and clean-up efforts, which was necessary in applying for insurance reimbursement and Federal Emergency Management Agency (FEMA) assistance. (Photos at below and right)



Turner Smoke Testing. Technical Services assisted the City of Turner in smoke testing half of the jurisdiction's wastewater collection system. Salem staff conducted the testing and submitted the results to Turner staff to assist them in reducing inflow and infiltration (I/I) into the wastewater collection system. (Photo below)

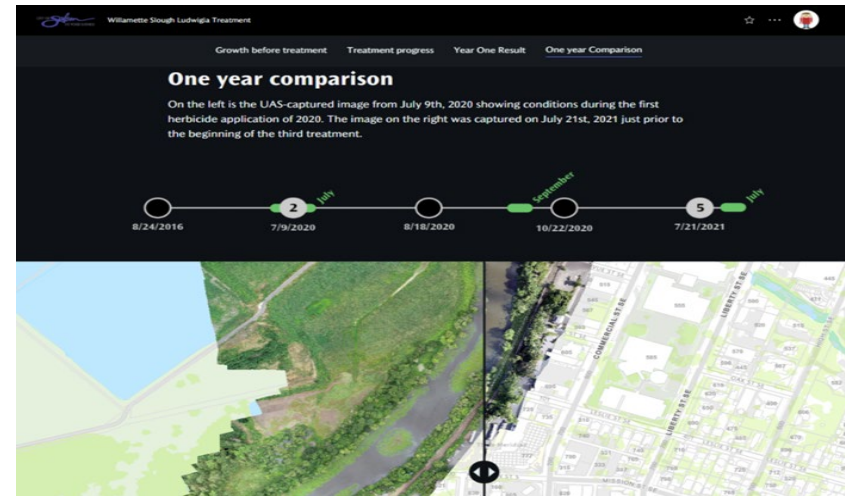


Natural Environment Stewardship

At Your Service

Environmental Monitoring, continued

Willamette River Slough Ludwigia Monitoring. Technical Services manages the Public Works Department's aerial drone program. Among other projects, the drones are used remotely to monitor the efficacy of the City's ongoing treatment plan to curtail and control the invasive aquatic plant, Ludwigia, or water primrose. The drone's aerial reconnaissance is an inexpensive and efficient way to monitor large areas such as the Willamette Slough at Minto-Brown Island Park. The analysis shows that the City's treatment plan continues to be effective in the control of this invasive aquatic species. (Photo at right)



Environmental Education

Clean Streams Initiative (Environmental Outreach Programs). The *Dump No Waste, Drains to Creek* program resulted in 157 storm drains being marked. The program was switched to a virtual and contact-free platform this year, and an online interactive map was created that allows volunteers to not only locate drains that need to be marked, but also input drain locations that have been marked. The annual Erosion Control and Stormwater Management Summit, which was hosted virtually in January 2022, had 117 attendees. Ninety-nine volunteers participated in two riparian planting events coordinated by Friends of Trees in FY 2021-22. Staff attended five outreach events, like the Yard and Garden Show and Earth Day events. As restrictions lift, it is anticipated that outreach events will reach an audience of nearly 17,000 people this year. (Photo at right)



Natural Environment Stewardship

At Your Service

Environmental Education, continued



Mayor's Monarch Pledge. In a March 2022 proclamation, the mayor reaffirmed the City's commitment to increasing awareness and habitat for monarch butterflies and other pollinators in Salem. Pollinator habitat has now been established at six parks and the Civic Center, as well as in multiple roadside green stormwater facilities and rights-of-way. Each year new locations for pollinator habitat are identified and planted on City property, and City staff continue to raise private landowners' and residents' awareness about pollinator habitat establishment through social media outreach, volunteer planting events, and seed giveaways. (Photo at left)

Tree Canopy. In FY 2022-23, the City will continue tree planting efforts in parks, along streets, and within riparian areas, with a focus on planting in low canopy areas. In the FY 2021-22 planting season, the City initiated a pilot program with the goal of planting more trees on private property, specifically in front yards. Staff will utilize information gained from the 2021 tree survey regarding public awareness and values to improve outreach for the tree planting pilot program and other related programs. (Photo below)

Climate Action Plan. In February 2022, City Council accepted the Salem Climate Action Plan. The plan provides over 180 strategies to reduce greenhouse gas (GHG) emissions, achieve two Council goals for GHG emissions, increase Salem's resiliency to climate change, and address issues related to equity and inclusion. The plan is the product of collaboration between City staff, a 41-member task force, and many other stakeholders.







Safe and Healthy 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

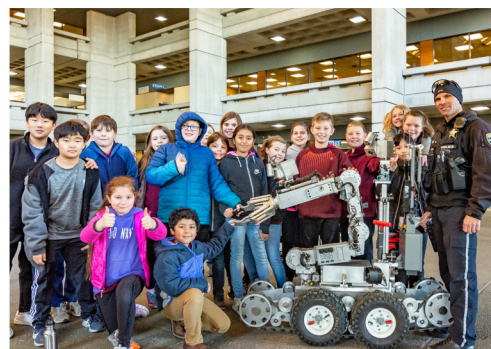
Municipal Court

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.



Bomb detection robot tour (2019)



Drinking water distribution (2018)



Fire Department -
"Take your Child to Work" Day (2018)

Safe and Healthy 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

Community-focused • Inclusive • Proactive • Accountable • Respectful





Safe and Healthy Community

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

Fosters a climate of safety and inclusivity for all individuals where they live, work and gather

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

Actively engages with the community to proactively prevent crime, provide education on personal and community safety, and strengthen community preparedness

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 offenses by type for a total of 60,753 in 2021	Violations	31,281
		Misdemeanors and DUII	1,400
		Parking Citations	28,072
Finance / Municipal Court	Court filings by type for a total of 50,237 in 2021	Violations	26,556
		Misdemeanors and DUII	1,210
		Parking Citations	22,471
Community Development	Number of single family (single family, duplex, and multifamily) housing units	1,266	FY 2021
Community Development	Number of structural, mechanical, electrical, and plumbing inspections performed	30,934	FY 2021
Community Development	Number of structural, mechanical, electrical, and plumbing permits issued	11,127	FY 2021
Community Development	Number of structural, mechanical, electrical, and plumbing plans reviewed	2,396	FY 2021
Fire Department	Respond to priority emergencies within 5.5 minutes, 85% of the time	61.6% / 6.2% decrease	
Fire Department	Response unit en route within 60 seconds from receipt of alarm, 85% of the time	88.2% / 3.1% decrease	



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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	Deliver effective response force to structure fire within 10 minutes, 85% of the time	67.2% / 11.6% decrease
Fire Department	Cardiac save rate of 71%, based on CARES / Utstein bystander data	60% / 300% increase
Fire Department	Calls for service (annual, total number and comparison to 2020)	30,223 / 16.5% increase
Fire Department - WVCC	911 calls answered for our 29 member agencies	220,569 / 8.5% increase
Fire Department - WVCC	Non-emergency calls answered for our 29 member agencies	180,322 / 3% increase
Police Department	Response times for priority 1 and 2 calls	6 min, 35 sec
Police Department	Average number of calls responded to by Salem police officers (daily / monthly)	314 / 9,561
Police Department	Total number of calls responded to by Salem police officers in 2021	114,739
Police Department	Graffiti abatement in 2021	1,435
Police Department	Domestic Violence Response Team aid to victims (number of victims served)	541



Safe and Healthy Community

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Service Area Statistics

Service Provider Department	Statistic Description	The Number
Police Department	Reported person crimes, (annual / average per month)	2,149 / 179
	The following are component is included in the reported person crime total:	
	Aggravated assault (annual), total number and comparison to prior year	630 / 18.9% increase
Police Department	Reported property crimes, (annual / average per month)	12,083 / 1,006
	The following are components and included in the reported property crime total:	
	Burglaries (annual), total number and comparison to prior year	697 / 0.3% increase
	Motor vehicle thefts (annual), total number and comparison to prior year	1,027 / 7.4% decrease
	Robberies (annual), total number and comparison to prior year	167/ 12.1% increase
Police Department	Reported society crimes (annual / average per month)	5,987 / 498

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 and Healthy Community FY 2023 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
General Fund						
Municipal Court	\$ 1,738,540	\$ 699,750	\$ -	\$ -	\$ -	\$ 2,438,290
Police	43,655,330	10,661,290	174,700	-	-	54,491,320
Fire	37,482,510	5,778,630	250,000	-	-	43,511,140
Non Departmental	-	485,000	-	-	-	485,000
General Fund Total	\$ 82,876,380	\$ 17,624,670	\$ 424,700	\$ -	\$ -	\$ 100,925,750
Building and Safety Fund						
Community Development	\$ 4,876,440	\$ 1,169,510	\$ 50,000	\$ 500,000	\$ 300,000	\$ 6,895,950
Building and Safety Fund Total	\$ 4,876,440	\$ 1,169,510	\$ 50,000	\$ 500,000	\$ 300,000	\$ 6,895,950
Emergency Medical Services Fund						
Fire	\$ 518,740	\$ 650,380	\$ -	\$ -	\$ 60,000	\$ 1,229,120
Emergency Medical Services Fund Total	\$ 518,740	\$ 650,380	\$ -	\$ -	\$ 60,000	\$ 1,229,120
WVCC Fund						
Fire	\$ 11,424,580	\$ 2,309,880	\$ 42,000	\$ 1,000,000	\$ 500,000	\$ 15,276,460
WVCC Fund Total	\$ 11,424,580	\$ 2,309,880	\$ 42,000	\$ 1,000,000	\$ 500,000	\$ 15,276,460
Regional Records System Fund						
Police	\$ -	\$ 239,200	\$ -	\$ -	\$ 40,000	\$ 279,200
Regional Records System Fund Total	\$ -	\$ 239,200	\$ -	\$ -	\$ 40,000	\$ 279,200
City Services Fund						
Fire	\$ 553,270	\$ 1,262,070	\$ 100,000	\$ -	\$ -	\$ 1,915,340
City Services Fund Total	\$ 553,270	\$ 1,262,070	\$ 100,000	\$ -	\$ -	\$ 1,915,340

Safe and Healthy Community FY 2023 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
Equipment Reserve Fund						
Equipment Replacement	\$ -	\$ 5,552,820	\$ 3,146,720	\$ -	\$ -	\$ 8,699,540
Equipment Reserve Fund Total	\$ -	\$ 5,552,820	\$ 3,146,720	\$ -	\$ -	\$ 8,699,540
Trust Fund						
Police	\$ -	\$ 1,245,900	\$ -	\$ -	\$ -	\$ 1,245,900
Fire	-	-	100,000	-	-	100,000
Trust Fund Total	\$ -	\$ 1,245,900	\$ 100,000	\$ -	\$ -	\$ 1,345,900
Result Area Total	\$ 100,249,410	\$ 30,054,430	\$ 3,863,420	\$ 1,500,000	\$ 900,000	\$ 136,567,260

Safe and Healthy Community FY 2023 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.

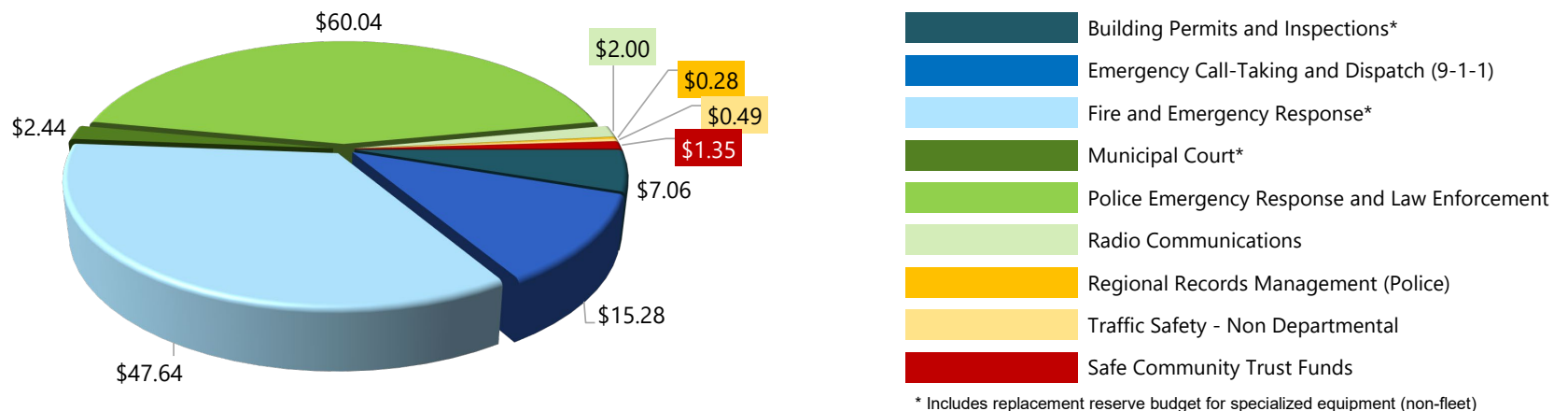
Section	Personal Services	Materials and Services	Capital	Interfund Transfers	Contingencies	Total
1. Community Development	\$ 4,876,440	\$ 1,169,510	\$ 50,000	\$ 500,000	\$ 300,000	\$ 6,895,950
2. Equipment Replacement	-	5,552,820	3,146,720	-	-	8,699,540
3. Municipal Court	1,738,540	699,750	-	-	-	2,438,290
4. Fire	49,979,100	10,000,960	492,000	1,000,000	560,000	62,032,060
5. Non Departmental	-	485,000	-	-	-	485,000
6. Police	43,655,330	10,900,490	174,700	-	40,000	54,770,520
7. Trust - Fire	-	-	-	-	-	-
8. Trust - Police	-	1,245,900	-	-	-	1,245,900
Result Area Total	\$ 100,249,410	\$ 30,054,430	\$ 3,813,420	\$ 1,500,000	\$ 900,000	\$ 136,567,260

Safe and Healthy Community FY 2023 Budget Overview

The City is required to display all phases of the 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 2023	BC Rec FY 2023	Adopted FY 2023	% of Total
Result Area - All Funds				
Personal Services	\$ 99,831,660	\$ 99,831,660	\$ 100,249,410	73.4%
Materials and Services	29,153,280	29,153,280	30,054,430	22.0%
Capital Outlay	3,843,720	3,843,720	3,863,420	2.8%
Contingencies	900,000	900,000	900,000	0.7%
Transfers	500,000	500,000	1,500,000	1.1%
Total Expenditures - All Funds	\$ 134,228,660	\$ 134,228,660	\$ 136,567,260	
<i>Total Number of Positions</i>	<i>557.77</i>	<i>557.77</i>	<i>563.77</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.

Work Force Changes

The Building and Safety division will add four new staff members to meet growing permit volumes and create opportunities for succession planning. The new positions include two plans examiners, a senior building inspector and a new assistant building division manager. Dangerous building enforcement will be consolidated with the inspection program by moving a dedicated senior code enforcement officer to the division from the General Fund that will work closely with the senior building inspectors as they address the city's derelict and dangerous buildings.

1. Community Development Department Summary of Services and Programs

Building and Safety Fund Programs and FTE	FY 2022		FY 2023		Alignment					
	Program Budget	Staff	Program Budget	Staff						
Commercial Building Permitting and Inspection	1,465,860	9.63	2,292,750	11.50	More	✓	✓		✓	✓
Contingencies	300,000	0.00	300,000	0.00	Contingencies not scored					
Electrical Permitting and Inspection	330,000	2.00	495,940	2.11	More	✓	✓		✓	✓
Mechanical Permitting and Inspection	289,950	1.86	469,240	2.06	More	✓	✓		✓	✓
Operational and Technology Transfers	1,185,320	0.00	500,000	0.00	Operating / technology transfers not scored					
Permit Application Center	829,870	6.72	823,270	6.54	More		✓	✓	✓	✓
Plumbing and Permitting Inspection	275,170	1.71	402,900	1.95	More	✓	✓		✓	✓
Residential Building Permitting and Inspection	780,220	5.46	1,611,850	7.61	More	✓	✓		✓	✓
Total Building and Safety Fund	\$ 5,456,390	27.38	\$ 6,895,950	31.77						
Total Community Development Department	\$ 5,456,390	27.38	\$ 6,895,950	31.77						

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 2022 Program Budget	FY 2023 Program Budget
Permitting System Replacement Reserve	2,897,200	2,897,870
Police Equipment Reserve	71,060	83,760
Fire and EMS Equipment Reserve	319,560	166,450
Radio Equipment Reserve	4,653,600	4,907,210
Mobile Data Computer Equipment Reserve	-	610,250
Police Technology Reserve	34,000	34,000
Total Equipment Replacement Reserve	\$ 7,975,420	\$ 8,699,540






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

Summary of Services

As a separate arm 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 2022		FY 2023		Alignment					
	Program Budget	Staff	Program Budget	Staff						
Community Service Monitoring	115,920	0.79	98,200	0.54	Less	✓	✓			✓
Court Customer Service	240,670	2.49	248,890	2.44	Least		✓			✓
Court Proceedings - Criminal	966,630	3.57	1,039,930	3.96	Less		✓		✓	✓
Court Proceedings - Violations	311,410	2.24	275,360	1.64	Less		✓			✓
Court Security	75,680	0.11	81,420	0.11	Least		✓			
Criminal Court Jury Coordination	80,830	0.39	66,120	0.39	Least		✓			
Probation / DUII Diversion Monitoring	137,330	1.04	118,390	0.79	Less		✓			✓
Records Management - Court	180,150	1.69	199,390	1.79	Least		✓			
Violations Bureau	236,320	2.72	310,590	3.36	Least		✓			✓
Total General Fund	\$ 2,344,940	15.00	\$ 2,438,290	15.00						
Total Finance / Municipal Court Department	\$ 2,344,940	15.00	\$ 2,438,290	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.



Work Force Changes

The fire department is adding three new Firefighter / Medics during fiscal year 2023. These positions are to maintain service in the community while balancing staffing needs.

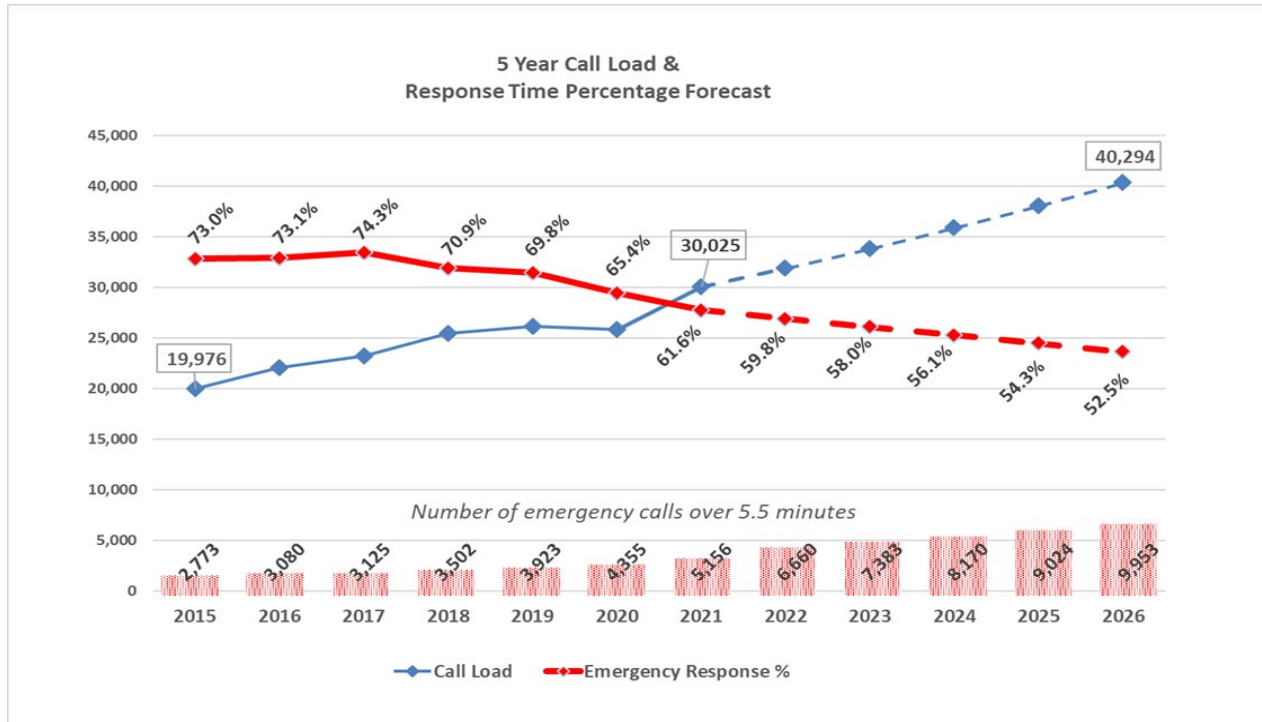
Salem Fire is an all-hazard response agency that provides continuous 24-hour fire suppression, rescue, special hazard mitigations, emergency management, and emergency medical response to situations that threaten life, property, and the environment. The Fire Department also houses the Willamette Valley Communications Center which provides emergency 911 call answering and dispatch services for 29 police, fire and ambulance services providers.

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.

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.

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 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, the Fire Department actively administers all patient care activities including development and implementation of protocol 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 6.1 percent. The department has experienced an average annual call growth of 6.4 percent since 2016 and a 6.1 percent in the last 10 years. With the department's current emergency response resources, based on estimated call growth, in 2026 the ability to meet the current City Council response time standard will fall to 52.5 percent. This response time percentage means over 9,900 emergency calls for services will not receive assistance within the 5.5-minute response time.






What's New In This Budget

New Lease / Purchase Agreement - One Ladder Truck and One Fire Engine

In FY 2022, the City entered into a 10-year lease / purchase agreement to acquire one ladder truck and one fire engine. This financing allowed the department to order the additional apparatus immediately with the 1st payment due in FY 2023. Anticipated in-service date for the equipment is early 2023. The additional apparatus will allow for continued emergency response capabilities in the event of critical equipment failure. Currently the department relies on a 30-year-old ladder truck to be placed in service when Ladder 2/4 is out of service.






The Salem Fire Department's fleet of fire apparatus is approximately 15 years old and has been experiencing on-going increases in response vehicle downtimes and critical failures due to fleet nearing end-of-service life. A full new fleet for the Fire Department is part of the General Obligation bond anticipated to be before voters in November 2022.

4. Fire Department Summary of Services and Programs

General Fund Programs and FTE	FY 2022		FY 2023		Alignment					
	Program Budget	Staff	Program Budget	Staff						
Aircraft Firefighting and Rescue Response	85,550	0.22	94,010	0.20	More	✓	✓	✓	✓	✓
Ambulance Transport and On-Scene Patient Treatment Administration	207,220	0.75	257,560	0.75	Less		✓		✓	✓
Career Development and Promotional Processes	239,640	0.90	252,400	0.82	Less	✓	✓			✓
Community Emergency Response Team (CERT)	51,250	0.20	52,620	0.20	Less	✓	✓		✓	✓
CPR in Schools	55,060	0.25	61,250	0.30	Least		✓			✓
Data Analysis, Reporting, and Records Management	145,050	0.95	157,240	0.85	Less		✓			✓
Disaster Planning	35,270	0.20	39,410	0.20	More	✓	✓	✓	✓	✓
Emergency Management Performance Grant Administration	16,320	0.10	18,010	0.10	Less		✓			✓
Emergency Operations Center (EOC)	52,880	0.20	53,310	0.20	More	✓	✓	✓	✓	✓
Emergency Preparedness Training and Exercises	26,250	0.15	33,270	0.15	More	✓	✓	✓	✓	✓
Exempt Jurisdiction Compliance and Reporting	198,510	0.80	202,320	0.84	Less		✓	✓	✓	✓
Fire Investigations	223,100	1.11	268,020	1.23	Less		✓		✓	✓
Fire Safety Systems Inspections and Code Enforcement	563,750	2.65	599,920	2.55	More	✓	✓	✓	✓	✓
Fire Safety Systems New Construction Plan Review	273,440	1.21	313,060	1.30	Most	✓	✓	✓	✓	✓
Fire, Emergency Medical, and Rescue Incident Response	33,125,550	155.91	35,850,990	157.42	Most	✓	✓	✓	✓	✓
Fire, Emergency Medical, and Rescue Incident Response - Mutual Aid Agencies	288,210	1.43	295,390	1.10	Most	✓	✓	✓	✓	✓
Fire, Emergency Medical, and Rescue Incident Response -Salem Suburban Rural Fire Protection District	1,126,610	5.00	1,169,560	5.10	Most	✓	✓	✓	✓	✓
Hazardous Materials Emergency Response	236,180	1.05	251,230	0.95	Most	✓	✓	✓	✓	✓
Intergovernmental Agreements and Other Agency Coordination	14,280	0.08	13,430	0.05	Less	✓	✓		✓	✓

4. Fire Department Summary of Services and Programs

General Fund Programs and FTE

	FY 2022		FY 2023		Alignment					
	Program Budget	Staff	Program Budget	Staff						
National Incident Management System (NIMS) Compliance and Training	16,320	0.10	19,390	0.10	Least		✓			
Operational and Technology Transfers	1,943,510	0.00	2,017,290	0.00	Operating / technology transfers not scored					
Public Education and Outreach	137,530	0.68	161,060	0.72	Least	✓	✓			✓
Public Information Coordination and Outreach	34,810	0.10	33,100	0.10	Less	✓	✓		✓	✓
Special Use Permits and Inspections	175,620	0.90	190,260	0.75	More	✓	✓	✓	✓	
Special Weapons and Tactics Medics	109,090	0.44	125,450	0.65	Less		✓		✓	✓
State Conflagration Incident Response	-	0.00	307,670	1.47	Less	✓	✓		✓	✓
Training and Certifications	298,820	0.75	362,800	0.85	Less	✓	✓			✓
Urban Search and Rescue	162,240	0.53	175,330	0.45	More	✓	✓	✓	✓	✓
Water Rescue	75,520	0.15	89,550	0.40	More	✓	✓	✓	✓	✓
Youth Fire Prevention and Intervention	41,430	0.20	46,240	0.20	Least	✓	✓			✓
Total General Fund	\$ 39,959,010	177.01	\$ 43,511,140	180.00						






Emergency Services (EMS) Fund Programs and FTE

Ambulance Transport and On-Scene Patient Treatment Administration	2,418,990	2.00	1,135,150	2.00	Less		✓		✓	✓
Contingencies	-	0.00	60,000	0.00	Contingencies not scored					
Operational and Technology Transfers	-	0.00	28,970	0.00	Operating / technology transfers not scored					
Special Weapons and Tactics Medics	5,000	0.00	5,000	0.00	Less		✓		✓	✓
Total Emergency Services Fund	\$ 2,423,990	2.00	\$ 1,229,120	2.00						

City Services Fund Programs and FTE

Operational and Technology Transfers	3,973,850	0.00	-	0.00	Operating / technology transfers not scored					
Radio Communications	1,557,170	4.00	1,915,340	4.00	More		✓	✓	✓	✓
Total Radio Communications, City Services Fund	\$ 5,531,020	4.00	\$ 1,915,340	4.00						

4. Fire Department Summary of Services and Programs

General Fund Programs and FTE	FY 2022		FY 2023		Alignment					
	Program		Program							
	Budget	Staff	Budget	Staff						

Willamette Valley Communication Center (WVCC) Fund Programs and FTE										
Capital Improvements Transfer	1,400,000	0.00	1,000,000	0.00	Capital improvement transfers not scored					
Contingencies	500,000	0.00	500,000	0.00	Contingencies not scored					
Public Safety Call Taking and Dispatch	12,634,230	75.60	13,776,460	75.60	Most	✓	✓	✓	✓	✓
Total WVCC Fund	\$ 14,534,230	75.60	\$ 15,276,460	75.60						
Total Fire Department	\$ 62,448,250	258.61	\$ 61,932,060	261.60						

5. Non Departmental Summary of Services and Programs

Summary of Services - Traffic Safety Fund

The Traffic Safety Fund is being dissolved through the FY 2023 budget. The program is being returned to the General Fund and will be tracked using projects and unique account codes.

What's New in this Budget?

During the FY 2022 Budget cycle, \$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 is housed in the Non Departmental section of the result area and is being rebudgeted for FY 2023.

Traffic Safety Fund Programs

FY 2022

FY 2023

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

General Fund Programs

Council Grants - Safe Community	135,000	135,000
Digital Photo Enforcement	-	350,000
Total General Fund	\$ 135,000	\$ 485,000
Total Non Departmental	\$ 1,514,120	\$ 485,000

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, every day to keep our residents safe. Officers also provide public safety services to address ongoing issues dealing with criminal activity, personal safety and livability issues. Police special units like the Downtown Enforcement Team, Behavioral Health Unit and others help to supplement the efforts of 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 of Peer Support or Recruiting teams, or as Honor Guard officers.

In furtherance of the department's mission in support of the Safe and Healthy 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. Salem Police also maintains a police records management system for twelve police agencies in the three monitored counties.

Work Force Changes

In late fiscal year 2022, the City Council added a cross-departmental work group called the Community Sanitation Response Team. This team includes two police officers, and the program will provide cleaning services, notifications of alternative locations and staff presence to maintain safety for private property owners during trespassing enforcement. These positions can be found in the Welcoming and Livable result area.

For fiscal year 2023, a Police Records Technician will move from the Police Department to the Enterprise Services Department's IT Division and reclassified to a Dept Tech Support Analyst II. This position will help on the technical side of the new Body Worn Camera program for the Police Department. The Body Worn Camera program will be implemented after vendor testing and selection. The positions approved by the Budget Committee last year will be filled in preparation for records and evidence processing that will result from the program.

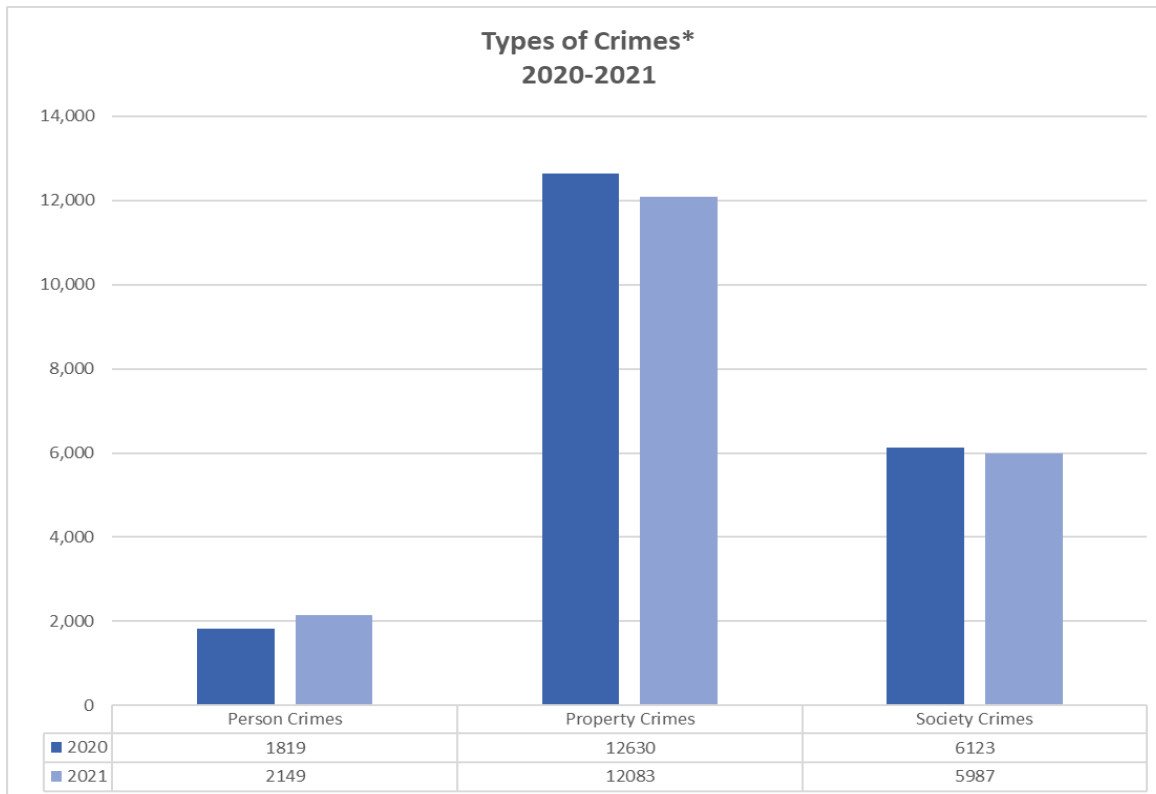
During the budget adoption process, City Council added six police officers effective January 1, 2023.



6. Police Department Summary of Services and Programs

Challenges

Staffing continues to be a challenge for Salem Police Department. A recently completed staffing study conducted by consultant company Hillard Heintze stated that a minimum of 60 new sworn officer positions are needed to maintain current service levels in the community. Over the past 10 years, Salem's population has grown from approximately 155,700 to over 177,600, a 14% increase. The number of sworn police positions has not kept up proportionately with the rate of population increase. With population growth comes increasing service demands, which require prioritization and determination of resource availability by staff.








* The graphic to the left demonstrates the various types of crimes reported in the past year between 2020 and 2021. These statistics are reported to the Federal Bureau of Investigation's National Incident Reporting System (NIBRS).

The photo above shows the annual "Shop with a Cop" from 2021 with two officers - one human and one K9!






6. Police Department Summary of Services and Programs

General Fund Programs and FTE

	FY 2022		FY 2023		Alignment					
	Program Budget	Staff	Program Budget	Staff						
Accreditation	182,850	1.07	257,680	1.25	Less		✓		✓	✓
Behavioral Health Team	845,480	4.25	952,820	4.75	More		✓		✓	✓
Body Worn Cameras	853,740	4.00	721,650	3.00	New program, will score for FY 2024					
Community Engagement	206,570	1.00	265,510	1.00	New program, will score for FY 2024					
Community Service Officers	355,420	4.80	398,660	4.80	More	✓	✓		✓	✓
Computer Forensics Lab	488,160	2.00	516,440	2.00	Less		✓		✓	✓
Crime Analysis	177,670	1.07	157,390	1.00	Less		✓		✓	✓
Crime Lab	473,360	2.50	489,710	2.50	Less		✓		✓	✓
Custody and Transport	75,460	0.00	80,320	0.00	Least		✓			✓
Domestic Violence Response	187,380	1.60	190,670	1.60	Less		✓			✓
Downtown Enforcement	1,491,810	7.25	2,114,720	9.75	Most	✓	✓	✓	✓	✓
Drug Enforcement Unit	910,080	3.92	974,820	4.25	More	✓	✓		✓	✓
Fleet Management	176,510	1.07	174,160	1.30	Less		✓			✓
Graffiti Removal	141,360	2.00	154,210	2.00	Less	✓	✓		✓	✓
Internal Affairs	425,350	2.07	613,750	2.40	Less		✓			✓
Operational and Technology Transfers	6,839,420	0.00	4,807,660	0.50	Operating / technology transfers not scored					
Patrol	21,440,850	118.32	25,723,940	131.14	More		✓		✓	✓
Person Crime Investigations	2,553,690	12.25	3,457,460	15.25	More		✓		✓	✓
Photo Redlight	270,590	0.00	338,410	0.20	Less		✓	✓		✓
Police K9	1,310,450	6.00	1,363,190	6.00	Less		✓		✓	✓
Police Reception and Customer Service	2,117,580	19.00	2,132,320	18.50	Less		✓		✓	✓
Problem Oriented Policing	620,410	3.00	-	0.00	More	✓	✓		✓	✓
Property and Evidence	950,830	7.07	1,010,860	5.83	Less	✓	✓			✓
Property Crime Investigations	1,945,080	9.25	1,786,060	7.25	More		✓		✓	✓
Public Relations and Crime Prevention	706,690	4.07	474,890	2.33	Less		✓		✓	✓

6. Police Department Summary of Services and Programs

General Fund Programs and FTE

	FY 2022		FY 2023		Alignment					
	Program Budget	Staff	Program Budget	Staff						
Special Teams	293,480	0.00	759,240	0.00	Less		✓		✓	✓
Street Crimes Unit	1,902,680	8.92	2,210,640	9.25	Less		✓		✓	✓
Telephone Reporting - Non-Emergency Crimes	291,530	3.00	306,800	3.00	Least		✓		✓	✓
Traffic Enforcement	1,675,950	7.25	1,887,420	7.55	More	✓	✓	✓	✓	✓
Volunteer Coordination - Police	158,420	1.00	169,920	1.00	Less		✓		✓	✓
Youth Services	1,694,680	9.67	-	0.00	Less		✓		✓	✓
Total General Fund	\$ 51,763,530	247.40	\$ 54,491,320	249.40						

Regional Records System Fund Programs

Contingencies	71,870	0.00	-	0.00	Contingencies not scored					
Operational and Technology Transfers	139,380	0.00	88,580	0.00	Operating / technology transfers not scored					
Police Regional Records Management System	135,700	0.00	190,620	0.00	More		✓	✓		✓
Total Regional Records System	\$ 346,950	0.00	\$ 279,200	0.00						
Total Police Department	\$ 52,110,480	247.40	\$ 54,770,520	249.40						

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 2022 Budget	FY 2023 Budget
Fire - Prevention/Education/Trauma	100,000	100,000
Kingwood Tower	20,300	-
Total Fire	<u>\$ 120,300</u>	<u>\$ 100,000</u>

Police Department	FY 2022 Budget	FY 2023 Budget
Police Property Income	300,000	300,000
K-9 Trust	500	500
Police - Other Income	250,000	250,000
Police - Misc. Donations	50,000	50,000
Police - Other Income	40,000	40,000
Neighborhood Watch	5,000	5,000
Federal and State Forfeitures	601,500	600,400
Total Police	<u>\$ 1,247,000</u>	<u>\$ 1,245,900</u>

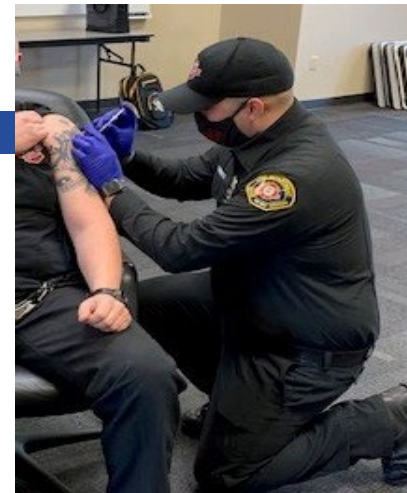
Safe and Healthy Community *At Your Service*

COVID - 19 Vaccination Clinics

January 2021 was a busy time for the Fire Department as they began staffing City-sponsored vaccine clinics that prioritized at risk City employees and family members. High risk employees from every department were able to receive their first and second doses of the Moderna vaccine totaling into the hundreds. The department proceeded to provide monthly clinics for first, second, and boosters every month since, with the last clinic ending February of 2022. Simultaneously, through a community partnership with Salem Health, the Fire Department began to help with vaccine administration at the State Fairgrounds by providing care to the general population. The department continued with vaccinating the general population for three months. (Photo below).

COVID-19 Staffing Impacts

The Fire Department was on the front lines working with COVID-19 patients daily, providing necessary aid. To recognize the direct risk of the pandemic on City employees and front-line workers like the Fire Department, the City created COVID-19 Leave to allow employees who contract the virus to be able to recover and not expose others by coming into work. Over the last 26 months, the COVID-19 pandemic has required the Fire Department to utilize 10,000 hours of COVID Leave. The shifts missed by staff on leave were filled by others without a degradation of services, allowing affected employees to heal with no impact to their leave balances and return to work when ready to continue providing service to residents. With the highly contagious Omicron Variant, services provided by the Fire Department never slowed down even with 40% of the 10,000 hours of COVID-19 Leave used in December of 2021 and January 2022. As the community progresses away from this pandemic, the Department is thankful to be working towards ending the need for COVID Leave and to be able to provide service to residents.



International Association of Firefighters Contract Agreement

In partnership with Enterprise Services Department, the City and IAFF Local 314 reached a one-year labor agreement for FY 2023.

Safe and Healthy Community *At Your Service*

Police Department's Strategic Plan - Looking Toward the Future

From June 2021 through January 2022, Chief Womack led the development of a three-year Strategic Plan for the Salem Police Department, with three overarching priorities: Safety, Legitimacy, and Excellence. The Salem Police Department Strategic Plan for 2022 - 2024 is a commitment to the Salem community to improve the way the department serves. Future year fiscal requests will be aligned with these priorities and will guide internal budget decision-making. An example of the Strategic Plan priority Legitimacy is the standardizing of Procedural Justice training for all Salem Police employees, both sworn and professional. This has been accomplished through annual inservice training modules. All staff will have annual training renewals in order to stay current on Procedural Justice issues.



Above is a photo of the outside of the newly opened Police Station. With a new home, police staff are heavily focused on the implementation of the Salem Police Department Strategic Plan which included both employee input and community feedback.





Salem Police Department Training

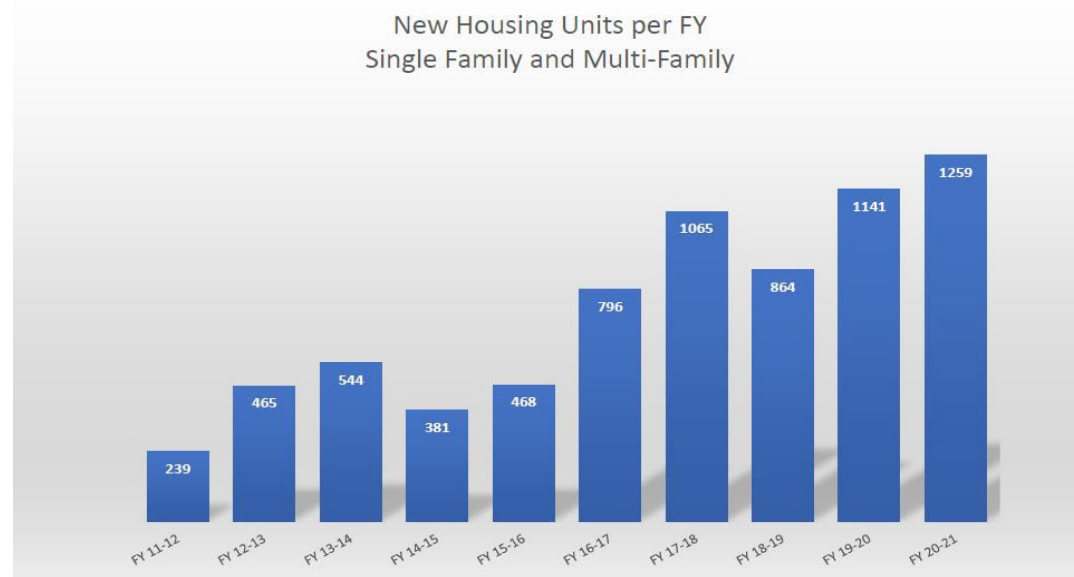
Over the last several years, there has been an increased demand for service for behavioral health calls in the community. With this increased need, the Salem Police Department has also increased Critical Incident Tactics training has grown for sworn officers. This training provides officers with de-escalation tools and other situational tactics when contacting residents who may be experiencing a mental health crisis.



Safe and Healthy 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 100 percent for residential projects and 100 percent for commercial projects in FY 2021.
-  City of Salem maintains an Insurance Services Organization (ISO) rating of 2 for both residential and commercial property code enforcement.







Supporting City Departments

Community Development
Information Technology
Public Works
Urban Development

Safe, Reliable, and Efficient Infrastructure

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

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 proposed Capital Improvement Plan identifies \$271 million in infrastructure construction projects, with 79.0 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.



Gerry Frank | Salem Rotary Amphitheater under construction (2021)

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

Community-focused • Inclusive • Proactive • Accountable • Respectful





Safe, Reliable, and Efficient Infrastructure

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

Uses City property and infrastructure for the public good

Manages water, stormwater, and wastewater safely and responsibly

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

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

Plans, operates, and maintains infrastructure networks

Service Area Statistics

Service Provider Department	Statistic Description	The Number
Public Works	Curb miles of street sweeping annually	18,689
Public Works	Miles of street surfaces maintained	650
Public Works	Street signs in our system	31,300
Public Works	Lane miles of line painted and striping maintained annually	480
Public Works	Total square feet of sidewalk repaired	41,116
Public Works	Miles of sidewalk inspected	37
Public Works	Utility bills issued annually	671,122
Public Works	Willow Lake Water Pollution Control Facility flow in gallons	8,242,990,000
Public Works	Miles of water mains	771



Safe, Reliable, and Efficient Infrastructure

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

Uses City property and infrastructure for the public good

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

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

Plans, operates, and maintains infrastructure networks

Service Area Statistics

Service Provider Department	Statistic Description	The Number
Public Works	Tons of scrap metal sold (by Warehouse Services)	63.00
Public Works	Rapid flashing beacons	20
Public Works	School speed zone flashers	223
Public Works	Number of streetlights	11,500
Public Works	Miles of sidewalk	929
Public Works	Cubic yards of leaves removed from the street system annually	2,798
Public Works	Linear feet of curb replaced	2,609
Public Works	Americans with Disabilities Act (ADA) ramps replaced	80
Public Works	Traffic signals	271

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 2023 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
General Fund							
Non Departmental	\$ -	\$ -	\$ -	\$ 633,250	\$ -	\$ -	\$ 633,250
Parks and Recreation	49,230	-	-	-	-	-	49,230
General Fund Total	\$ 49,230	\$ -	\$ -	\$ 633,250	\$ -	\$ -	\$ 682,480
Transportation Services Fund							
Public Works	\$ 7,666,860	\$ 10,241,080	\$ 440,000	\$ 2,048,640	\$ -	\$ 500,000	\$ 20,896,580
Transportation Services Fund Total	\$ 7,666,860	\$ 10,241,080	\$ 440,000	\$ 2,048,640	\$ -	\$ 500,000	\$ 20,896,580
Streetlight Fund							
Public Works	\$ -	\$ 1,257,100	\$ -	\$ 600,000	\$ 211,920	\$ 200,000	\$ 2,269,020
Streetlight Fund Total	\$ -	\$ 1,257,100	\$ -	\$ 600,000	\$ 211,920	\$ 200,000	\$ 2,269,020
Debt Service Fund							
Non Departmental	\$ -	\$ -	\$ -	\$ -	\$ 16,802,600	\$ -	\$ 16,802,600
Debt Service Fund Total	\$ -	\$ -	\$ -	\$ -	\$ 16,802,600	\$ -	\$ 16,802,600
Utility Fund							
Public Works	\$ 30,354,140	\$ 32,319,720	\$ 719,980	\$ 28,608,800	\$ 19,077,400	\$ 3,000,000	\$ 114,080,040
Utility Fund Total	\$ 30,354,140	\$ 32,319,720	\$ 719,980	\$ 28,608,800	\$ 19,077,400	\$ 3,000,000	\$ 114,080,040
Trust Fund							
Public Works	\$ -	\$ 541,300	\$ -	\$ -	\$ -	\$ -	\$ 541,300
Trust Fund Total	\$ -	\$ 541,300	\$ -	\$ -	\$ -	\$ -	\$ 541,300
Result Area Total	\$ 38,070,230	\$ 44,359,200	\$ 1,159,980	\$ 31,890,690	\$ 19,289,320	\$ 3,700,000	\$ 155,272,020

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.

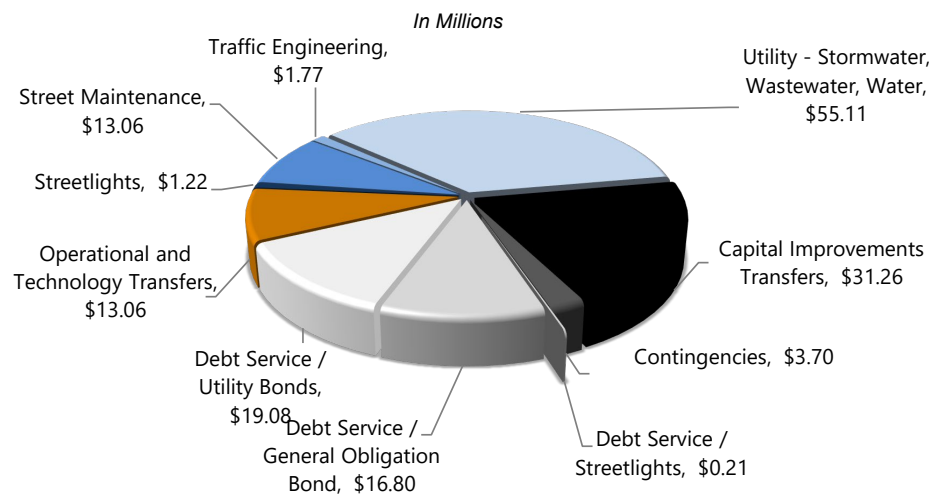
	Personal Services	Materials and Services	Capital	Interfund Transfers	Debt Service	Contingencies	Total
1. Non Departmental	\$ 49,230	\$ -	\$ -	\$ 633,250	\$ 16,802,600	\$ -	\$ 17,485,080
2. Public Works - Transportation	7,666,860	11,498,180	440,000	2,648,640	211,920	700,000	23,165,600
3. Public Works - Utility	30,354,140	32,319,720	719,980	28,608,800	19,077,400	3,000,000	114,080,040
4. Trust Funds	-	541,300	-	-	-	-	541,300
Result Area Total	\$ 38,070,230	\$ 44,359,200	\$ 1,159,980	\$ 31,890,690	\$ 36,091,920	\$ 3,700,000	\$ 155,272,020

Safe, Reliable, and Efficient Infrastructure FY 2023 Budget Overview

The City is required to display all phases of the 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 2023	BC Rec FY 2023	Adopted FY 2023	% of Total
Service Area - All Funds				
Personal Services	\$ 38,064,110	\$ 38,064,110	\$ 38,070,230	24.5%
Materials and Services	43,056,630	43,056,630	44,359,200	28.6%
Capital Outlay	1,057,690	1,057,690	1,159,980	0.7%
Debt Service	36,091,920	36,091,920	36,091,920	23.2%
Contingencies	3,700,000	3,700,000	3,700,000	2.4%
Interfund Transfers	31,890,690	31,890,690	31,890,690	20.5%
Total Expenditures - All Funds	\$ 153,861,040	\$ 153,861,040	\$ 155,272,020	
<i>Total Number of Positions</i>	<i>289.04</i>	<i>289.04</i>	<i>289.04</i>	

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 result 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 seismic work at the Salem Public Library. Also included are transfers for information technology and facilities capital improvement projects.

Debt Service Fund Programs

	FY 2022	FY 2023
	Program Cost	Program Cost
Debt Service - General Obligation	16,819,090	16,802,600
Total Debt Service	\$ 16,819,090	\$ 16,802,600

General Fund Programs

Operational and Technology Transfers	232,500	633,250
Storm Sewer Pipe Cleaning	38,720	49,230
Total General Fund	\$ 271,220	\$ 682,480

Total Non Departmental \$ 17,090,310 \$ 17,485,080

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, traffic signals, school speed zone flashers, and streetlights to ensure safety of all users of the City's transportation systems. The 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, markings, pavements, shoulders, streets, and sidewalks in the City. Thousands of pounds of leaves are removed annually from the street system. In addition, the section responds to weather events, provides street sweeping and right-of-way mowing services, and coordinates the Adopt-A-Street litter collection program.

Streetlights


The Streetlight Fund provides funding for all expenditures related to the operation, maintenance, modernization, and expansion of the streetlight system. Lower electricity expenses resulting from conversion to light emitting diode (LED) lamps allow funding to be directed toward the installation of 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, ADA ramps, and a rectangular rapid flashing beacon for pedestrian safety at:

 Lancaster Drive NE and Watson Avenue NE Intersection

Intersection Improvements Design of a new intersection to accommodate existing and future development in South Salem:

 Lone Oak Road SE and Rees Hill Road SE






Street Improvements Additional funding has been added to install new streetlights in areas that have deficient lighting.

Neighborhood Solutions Funds have been added to preserve and enhance neighborhood livability and safety by constructing engineering measures that address the impact of excessive vehicle speeds and cut-through traffic on neighborhood streets.






Salem Transportation System Plan Update This budget includes funding to embark on an update to the Salem Transportation System Plan to align with the goals and objectives of the Our Salem project.

Work Force Changes: Four PW Maintenance Operator I positions have been added in the Streets sections through conversion of seasonal to full-time equivalent positions. Previously focusing on seasonal activities, these positions will be supporting programs year-round. This change increases support for the paving and crack seal programs and will provide support for the Fall Leaf Haul, installation of signs and markings, and preventative bridge maintenance activities.

2. Public Works Department Transportation Summary of Services and Programs

	FY 2022		FY 2023		Alignment					
	Program Budget	Staff	Program Budget	Staff						
Transportation Services Fund Programs and FTE										
Alley Maintenance	130,720	0.72	174,150	0.88	Less	✓	✓	✓	✓	✓
Capital Improvements Transfer	606,970	0.00	2,048,640	0.00	Capital improvement transfers not scored					
Contingencies	500,000	0.00	500,000	0.00	Contingencies not scored					
Infrastructure Planning	450,340	2.00	502,470	2.00	Most	✓	✓	✓	✓	✓
Operational and Technology Transfers	3,923,270	0.00	3,854,060	0.00	Operating / technology transfers not scored					
Right-of-Way Maintenance	453,630	1.69	647,250	4.25	More	✓	✓	✓	✓	✓
Road Surface Maintenance	2,787,780	9.27	2,959,420	10.00	More	✓	✓	✓	✓	✓
Sidewalk Maintenance	1,656,000	9.33	2,119,940	11.39	More	✓	✓	✓	✓	✓
Sign and Post Maintenance and Installations	848,840	5.79	755,500	5.47	More		✓	✓	✓	✓
Street Sweeping	935,810	6.47	1,080,940	6.56	Most	✓	✓	✓	✓	✓
Traffic Control Center	367,270	2.00	372,030	2.00	Most	✓	✓	✓	✓	✓
Traffic Engineering and Permitting	750,680	4.00	894,000	4.00	More	✓	✓	✓	✓	✓
Traffic Markings	689,100	2.47	1,038,190	2.23	More		✓	✓	✓	✓
Traffic Signal Maintenance	2,192,810	5.00	2,578,860	5.00	More	✓	✓	✓	✓	✓
Utility Trench Patching	1,213,420	11.27	1,371,130	10.22	Less			✓	✓	✓
Total Transportation Services Fund	\$ 17,506,640	60.01	\$ 20,896,580	64.00						

2. Public Works Department Transportation Summary of Services and Programs

	FY 2022		FY 2023							
	Program Budget	Staff	Program Budget	Staff	Alignment					
Streetlight Fund Program										
Capital Improvements Transfer	500,000	0.00	600,000	0.00	Capital improvement transfers not scored					
Contingencies	200,000	0.00	200,000	0.00	Contingencies not scored					
Debt Service - Streetlights	211,920	0.00	211,920	0.00	Debt Service not scored					
Operational and Technology Transfers	41,690	0.00	38,610	0.00	Operating / technology transfers not scored					
Streetlight Maintenance and Installation	1,128,450	0.00	1,218,490	0.00	More	✓	✓	✓	✓	✓
Total Streetlight Fund	\$ 2,082,060	0.00	\$ 2,269,020	0.00						
Total Public Works Department	\$19,588,700	60.01	\$23,165,600	64.00						

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, legislative review, department policies, intergovernmental agreements, administrative rule and code changes, code enforcement, emergency preparedness planning, Public Works 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

Asset Management and Utility Billing Systems. An interdisciplinary Public Works team has begun implementation of a new asset management solution and a separate utility billing application, both of which are based on a Geographic Information Systems (GIS) foundation and are compatible with mobile devices to support field work.

Work Force Changes. One Manager I and three Permit Specialist positions were moved from the Public Works Department to the new Customer Services Center which will be managed by the Enterprise Services Department. The Customer Service Center is anticipated to open to the public in 2023. A PW Communications Dispatcher position has been increased from half-time to full-time to assist with increased workload and shift coverage in the Public Works Dispatch Center.



The Salem Public Works Department is an American Public Works Association accredited agency. The department was first accredited in 2020.

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.



What's New in This Budget?

Utility Master Planning

In FY 2023, funding will continue for both the wastewater conveyance system master plan and the stormwater basins master plans. Additional funding is identified for monitoring and analysis to address inflow and infiltration (I/I) into the wastewater collection system.

Navigation Center

Engineering's project managers will continue to manage the renovation of a building on SE 22nd Street that will serve as a Navigation Center providing services for the unsheltered. The City hired an architectural firm to begin design for the renovated building, which will include a new roof, HVAC upgrades, restroom / shower facilities, a commercial kitchen, additional fire sprinklers, and other tenant improvements. Construction is expected to begin in summer 2022.

3. Public Works Department Summary of Services and Programs

What's New in This Budget, continued

New Project Management Software

Engineering's Project Management team will acquire new software which will improve project tracking, reporting, and administration of the Capital Improvement Program (CIP). The CIP acts as a planning document for the City's infrastructure including utilities, municipal facilities and historic buildings.

Civic Center Master Planning

Master planning of the updated Civic Center will continue this fiscal year, with increased stakeholder involvement from Finance, Community Development, Public Works, and the Enterprise Services Departments. This planning effort includes updates to the first floor which is now vacant with the Police Department move in October of 2020 to their new facility. The construction of the Customer Service Center, in what is currently the employee cafe, will provide various services in one central location and will be housed in the Enterprise Services Department.



Workforce Changes

One Engineer III has been added to support project delivery and decrease the backlog of capital improvement and operations projects; and one Program Coordinator has been added to support administration of federally-funded projects and development of the Capital Improvement Plan (CIP).



Pictured above is a photo of the Woodmansee Park Aquifer Storage and Recovery (ASR) Treatment Facility, which was designed in consultation with the Engineering Division. No well upgrades were included in this phase of the project, but ASR well improvements are part of the larger water supply redundancy planning by the Public Works Engineering Division.

Pictured to the left is a new City building project assigned to the Engineering Division. The new City Navigation Center will be housed in a former State of Oregon Department of Human Services building off 22nd St S near the Public Works Shops Complex. To make it usable as a Navigation Center, the Engineering Division worked to produce a list of needed improvements.

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 within 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 Supervisor III position has been added in Stormwater Operations and Maintenance to improve administration of programs and ensure state and federal stormwater permit compliance.

To the right is a rendering of the new Public Works Operations Building that will open in 2023. The building will be located at the same site of the current Operations Building between SE 22nd and 23rd streets. The building will house Public Works staff from several divisions.

What's New In This Budget



Water Construction Projects

- Center Street Bridge Waterline and Seismic Improvements
- Franzen Reservoir Property Acquisition
- Geren Island Water Treatment Facility Filter No. 2 Reconstruction
- Sleepy Hollow Water Improvements
- Hayesville Waterline Improvements



Wastewater Construction Projects

- Sanitary Sewer Extension to Serve Properties on Failing Septic Systems
 - McGilchrist Street SE at 22nd Street SE
 - Sunnyside Road SE between Alvina Street SE and Baxter Road SE
- Hayesville Pump Station Relocation and Upgrade
- Wastewater System Repair and Rehabilitation Projects
- Shelton Ditch Sediment Removal








Stormwater Projects

- Goldcrest Brook NW Stormwater Improvements
- Stormwater System Repair and Rehabilitation Projects








3. Public Works Department Utility Summary of Services and Programs

Utility Fund Programs and FTE

Utility Fund Programs and FTE	FY 2022		FY 2023							
	Program Budget	Staff	Program Budget	Staff	Alignment					
Capital Improvements Transfer	19,100,000	0.00	28,608,800	0.00	Capital improvement transfers not scored					
Capital Planning	308,310	1.58	358,410	1.88	Most	✓	✓	✓	✓	✓
Code Compliance - PW	128,900	1.00	137,270	1.00	More	✓	✓	✓	✓	✓
Construction Project Delivery	7,561,280	40.68	8,279,670	42.02	Most	✓	✓	✓	✓	✓
Contingencies	3,000,000	0.00	3,000,000	0.00	Contingencies not scored					
Debt Service - Utility	19,060,140	0.00	19,077,400	0.00	Debt Service not scored					
Desktop Publishing - PW	166,670	2.00	202,610	2.00	Least	✓	✓		✓	✓
Fire Hydrant Installation	573,140	3.30	539,090	3.20	Most		✓	✓	✓	✓
Floodplain Management and Regulatory Compliance	369,100	1.10	418,870	1.10	Most	✓	✓	✓	✓	✓
Infrastructure Planning	3,154,260	8.90	4,566,460	6.90	Most	✓	✓	✓	✓	✓
Leak Detection Program	271,070	1.95	294,470	2.05	Less	✓	✓	✓	✓	
Operational and Technology Transfers	8,169,310	0.00	8,538,060	0.00	Operating / technology transfers not scored					
Private Infrastructure Plan Review and Permitting	1,088,480	7.20	1,369,380	9.20	Most	✓	✓	✓	✓	✓
Public Information Coordination and Outreach - PW	206,060	1.25	217,570	1.25	Less	✓	✓	✓	✓	✓
Public Works Dispatch	922,790	8.05	1,087,300	8.55	Most	✓	✓	✓	✓	✓
Public Works Emergency Operations Management	81,990	0.40	20,420	0.00	More	✓	✓	✓	✓	✓
Reservoir and Well Maintenance	675,200	1.87	746,710	1.87	Most	✓	✓	✓	✓	✓
Road Surface Maintenance	475,360	2.93	451,860	2.55	More	✓	✓	✓	✓	✓
Sanitary Sewer Pipe Cleaning and Maintenance	1,591,440	7.77	1,184,810	7.77	Most	✓	✓	✓	✓	✓
Sewer Collection System Maintenance	2,552,310	9.81	2,646,680	9.64	Most	✓	✓	✓	✓	✓
Sewer Construction Permit Services	315,430	2.92	310,720	2.92	More	✓	✓	✓	✓	
Sewer Pipe Grouting	426,560	3.14	423,170	3.14	Least	✓		✓	✓	
Sewer Pipe Inspection	584,090	4.27	601,700	4.27	More	✓	✓	✓	✓	✓
Storm Sewer Pipe Cleaning	585,240	4.53	642,200	4.78	Most	✓	✓	✓	✓	✓
Stormwater Open Channel System Maintenance	2,266,020	7.21	2,660,490	7.30	Most	✓	✓	✓	✓	✓
Stormwater Pipe Inspection	918,010	4.33	661,480	4.58	Most	✓	✓	✓	✓	✓

3. Public Works Department Utility Summary of Services and Programs

Utility Fund Programs and FTE

	FY 2022		FY 2023		Alignment					
	Program Budget	Staff	Program Budget	Staff						
Stormwater Pipe Maintenance	1,276,970	4.64	1,254,770	4.89	Most	✓	✓	✓	✓	✓
Street Sweeping	280,000	0.00	1,110	0.01	Most	✓	✓	✓	✓	✓
Survey Plat / Infrastructure Plan Review and Inspection	2,246,980	9.84	2,463,770	10.20	Most	✓	✓	✓	✓	✓
Traffic Engineering and Permitting	23,260	0.10	24,320	0.10	More	✓	✓	✓	✓	✓
Utility Billing and Customer Service	2,886,560	7.35	2,858,240	7.35	Less			✓	✓	
Utility Billing Field Support	552,650	4.90	559,070	4.90	Less			✓	✓	
Utility Franchise Fee Payment	3,906,020	0.00	4,154,210	0.00	Operating / technology transfers not scored					
Utility Locate	619,980	5.00	626,680	4.95	More	✓	✓	✓	✓	
Waste Processing Facility Operation	355,460	1.09	392,680	1.09	More	✓	✓	✓	✓	✓
Wastewater Lift Station Maintenance	1,173,420	3.76	1,511,050	3.76	Most	✓	✓	✓	✓	✓
Water and Wastewater System Controls	395,970	1.62	437,590	1.62	Most	✓	✓	✓	✓	✓
Water Aquifer Storage and Recovery Operations	283,610	0.68	291,930	0.62	More	✓	✓	✓	✓	✓
Water Distribution System Maintenance and Improvements	4,077,120	20.22	3,982,660	19.40	More		✓	✓	✓	✓
Water Meter Reading	603,200	5.35	652,840	5.35	Less	✓		✓	✓	
Water Meter Replacement	1,119,180	5.20	1,140,180	4.90	Less			✓	✓	
Water Pump Station Maintenance	1,135,200	3.00	1,245,500	3.00	Most	✓	✓	✓	✓	✓
Water Quality Backflow Prevention	428,300	2.61	408,030	2.40	Less		✓	✓		
Water Quality Monitoring	365,940	1.47	364,870	1.41	More	✓	✓	✓	✓	✓
Water Reservoir Operations	344,840	2.33	451,760	2.29	More	✓	✓	✓	✓	✓
Water System New Service Installation	1,088,010	6.05	1,167,780	6.05	Most		✓	✓	✓	✓
Water Treatment Facility Maintenance	180,620	0.83	233,700	0.83	Most	✓	✓	✓	✓	✓
Water Treatment Operations	1,897,410	7.81	2,250,320	9.36	Most	✓	✓	✓	✓	✓
Watershed Monitoring	521,530	2.28	561,380	2.10	Most	✓	✓	✓	✓	✓
Total Public Works Utility \$ 100,313,390 222.32 \$ 114,080,040 224.54										

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.

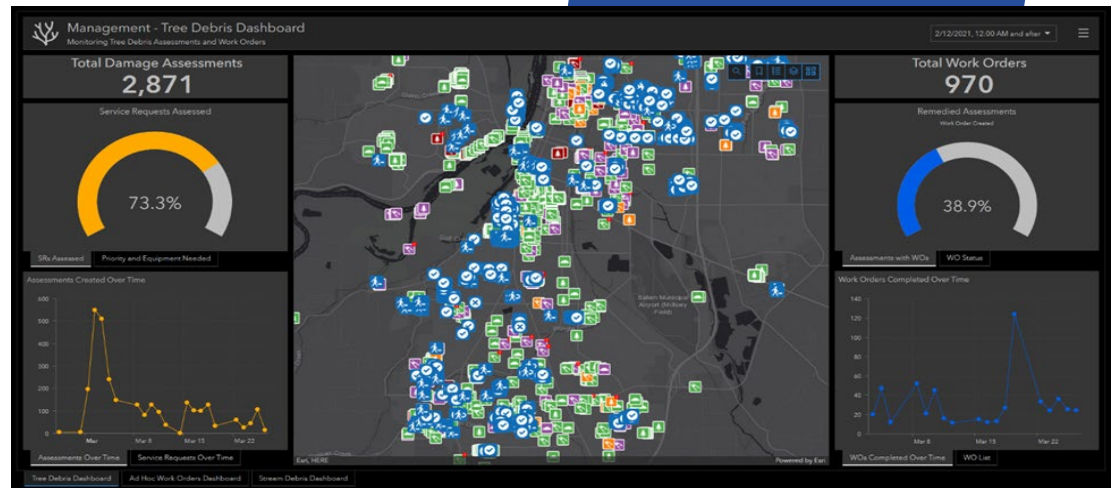
The trust accounts in the Safe, Reliable, and Efficient Infrastructure service area are organized by department with the account name serving as the descriptor. More information about the City's trust accounts can be found in the Financial Summaries section of the budget document.

Public Works	FY 2022 Budget	FY 2023 Budget
Street Right-of-Way	307,000	335,000
Future Public Works Projects	80,800	206,300
Total Public Works	<u>\$ 387,800</u>	<u>\$ 541,300</u>

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

Ice Storm Reimbursements

The February 2021 winter ice storm caused approximately \$6 million in damages to City property, infrastructure, and trees. Emergency cleanup and recovery required multiple crews and heavy equipment and lasted for months. Financial Services worked with Technical Services, Support Services, and field crews to accurately track and detail cleanup and recovery efforts. Through this detailed accounting work, the City was able to receive insurance reimbursements of \$2.5 million and will be submitting remaining eligible expenses to FEMA for reimbursement. (Photo at right).



New Streetlight Installations

Each year, the City issues a contract for the installation of lights and poles in underserved areas. The most recent contract installed 36 new lights and 26 new poles.



Federal Emergency Management Agency (FEMA) Community Rating System (CRS)

The City received official notification that it will be designated as a Class 4 community under FEMA's Community Rating System. This means that every resident of Salem is eligible to receive a 30 percent discount on flood insurance premiums. To put this achievement in perspective, as of October 1, 2021, there were 1,730 communities nationwide participating in the CRS program out of approximately 23,000 eligible communities. Of these, only 21 had achieved a CRS rating of 4 or better. The new Class 4 CRS rating puts Salem in the top two percent of CRS communities and in the top 0.1 percent of eligible communities nationwide. (Graphic at left).

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

Woodmansee Park Aquifer Storage and Recovery (ASR) Well Improvements

The \$12 million project to improve the Aquifer Storage and Recovery (ASR) facilities in South Salem was initiated based on an Oregon Health Authority determination that the ASR wells needed corrosion control treatment. The project consisted of constructing a new treatment building within Woodmansee Park, including the consolidation of chlorine injection of all ASR wells to a single feed system, chlorine reduction, and corrosion control treatment using sodium hydroxide. The project is scheduled to be completed and placed into service in spring 2022.



Public Works Operations Building

The Public Works Department has completed design of a new Public Works Operations Building located at the City Shops Complex. Constructed with locally-sourced mass timber framing, the new building will provide a modern, seismically resilient headquarters for the Operations and Engineering Divisions and will serve as a hub for the Department's operations during emergencies. The facility will also provide improved access to services within the building's welcoming new lobby located off 23rd Street SE and a large meeting room available for public use. A groundbreaking ceremony was held on January 20 with construction to continue throughout 2022. The Department will move into the new building in the summer of 2023. Both the General Fund and the Transportation Services Fund have been allocated a portion of the of the new building costs based on the portion of office space allocated to staff in Parks Operations and Streets. In FY 2023, the Transportation Services Fund will contribute \$1.5M, and beginning in FY 2024, the General Fund is anticipated to begin a multiyear payment plan to contribute \$2.1M.

Salem Public Library Improvements

In October 2021, the Salem Public Library reopened its doors after nearly 19 months of construction. The 2017 Library Improvements Bond approved by Salem voters allowed for critical seismic upgrades, accessibility upgrades, building system improvements, as well as new windows and lighting throughout the building. A generous gift from the Salem Public Library Foundation allowed for additional dramatic changes including new west-facing windows, a new main staircase, relocating the Discovery Room, and a new main entry plaza. These changes ensure that the Salem Public Library will continue to be a resource for the Salem community for decades to come. (Photo above)

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



Boone Road Water Pump Station Upgrade

To ensure uninterrupted water service to South Salem customers, Public Works completed the Boone Road Water Pump Station upgrade project, which resulted in the installation of three new pumps and motors, a generator, a new electrical building, and control valves. (Photo at right).

Emergency Generator Addition / Replacement Project

To ensure uninterrupted water and wastewater pumping capabilities during power outages, the Public Works Department installed backup generators at the Rockridge Water Pump Station and Labish Sewer Pump Station. Crews also replaced a failing generator at the Chemawa Sewer Pump Station. (Photo at left).



Union Street Sewer Pump Station Upgrade

Public Works completed the installation of a new control panel, antenna, and radio system, in addition to performing an electrical upgrade at the Union Street Sewer Pump Station. (Photo below).



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



Pedestrian Safety Crossing Improvements

The Safer Pedestrian Crossings Program continues to guide Public Works' efforts to make Salem's streets safer for pedestrians. Salem residents have used this program to request improved pedestrian crossings at 132 separate locations. In 2021, construction was completed on the crossing of Marion Street NE at 13th Street, creating a safer connection for people walking between North Salem High School, the surrounding neighborhoods and business center. Funding for additional crossing improvements is included in the upcoming budget and 5-year Capital Improvement Plan. (Photo at left).

Frank Mauldin Ozone Treatment Facility

The new Frank Mauldin Ozone Water Treatment System was completed this year at the Geren Island Water Treatment Facility. Ozone treatment was chosen as the preferred water treatment process because of its ability to effectively treat algal toxins and other contaminants. Algal toxin levels have increased in the City's watershed as evidenced by the impacts to the City's water supply in 2018. The City has invested over \$45 million in the Ozone system to ensure safe, clean drinking water for decades to come. (Photo at right).





Strong and Diverse Economy

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

Supporting City Departments

Community Development

Public Works

Urban Development

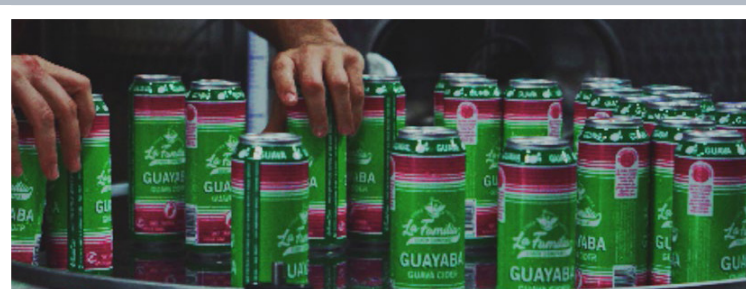
Urban Renewal Agency

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.



Garmin



La Familia Cider Company

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

Community-focused • Inclusive • Proactive • Accountable • Respectful





Strong and Diverse Economy

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

Creates opportunities for development, entrepreneurship, job development 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 diverse 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	135	FY 2021
Community Development	Parking permits issued	2,061	FY 2021
Community Development	Transient occupancy tax receipts	\$3,095,121	FY 2021
Community Development	Grants for cultural / tourism facility and special event operators	36	FY 2021
Urban Development	Grant funds committed to help businesses locate and expand	\$1,490,373	FY 2022 YTD
Urban Development	Businesses provided microenterprise training / technical assistance	7	FY 2022
Urban Development	Annual airport operations (take-offs and landings)	45,000	FY 2022

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 2023 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
General Fund							
Urban Development	\$ 2,273,420	\$ 449,810	\$ -	\$ -	\$ -	\$ -	\$ 2,723,230
Community Development	1,151,050	404,810	-	139,250	-	-	1,695,110
General Fund Total	\$ 3,424,470	\$ 854,620	\$ -	\$ 139,250	\$ -	\$ -	\$ 4,418,340
Airport Fund							
Urban Development	\$ 543,650	\$ 939,030	\$ -	\$ -	\$ 44,230	\$ 550,060	\$ 2,076,970
Airport Fund Total	\$ 543,650	\$ 939,030	\$ -	\$ -	\$ 44,230	\$ 550,060	\$ 2,076,970
Downtown Parking Fund							
Urban Development	\$ -	\$ 1,010,040	\$ -	\$ -	\$ -	\$ 163,810	\$ 1,173,850
Downtown Parking Fund Total	\$ -	\$ 1,010,040	\$ -	\$ -	\$ -	\$ 163,810	\$ 1,173,850
Cultural Tourism Fund							
Non Departmental	\$ -	\$ 1,629,570	\$ -	\$ 1,749,920	\$ -	\$ 200,000	\$ 3,579,490
Cultural Tourism Fund Total	\$ -	\$ 1,629,570	\$ -	\$ 1,749,920	\$ -	\$ 200,000	\$ 3,579,490
Parking Leasehold Fund							
Urban Development	\$ -	\$ 487,970	\$ -	\$ 200,000	\$ -	\$ 79,280	\$ 767,250
Parking Leasehold Fund Total	\$ -	\$ 487,970	\$ -	\$ 200,000	\$ -	\$ 79,280	\$ 767,250
Building and Safety Fund							
Community Development	\$ 69,620	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 69,620
Building and Safety Fund Total	\$ 69,620	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 69,620
Equipment Replacement Fund							
Equipment Replacement	\$ -	\$ 390	\$ 995,390	\$ -	\$ -	\$ -	\$ 995,780
Equipment Replacement Fund Total	\$ -	\$ 390	\$ 995,390	\$ -	\$ -	\$ -	\$ 995,780
Trust Fund							
Urban Development	\$ -	\$ 2,450	\$ -	\$ -	\$ -	\$ -	\$ 2,450
Trust Fund Total	\$ -	\$ 2,450	\$ -	\$ -	\$ -	\$ -	\$ 2,450
Result Area Total	\$ 4,037,740	\$ 4,924,070	\$ 995,390	\$ 2,089,170	\$ 44,230	\$ 993,150	\$ 13,083,750

Strong and Diverse Economy FY 2023 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.

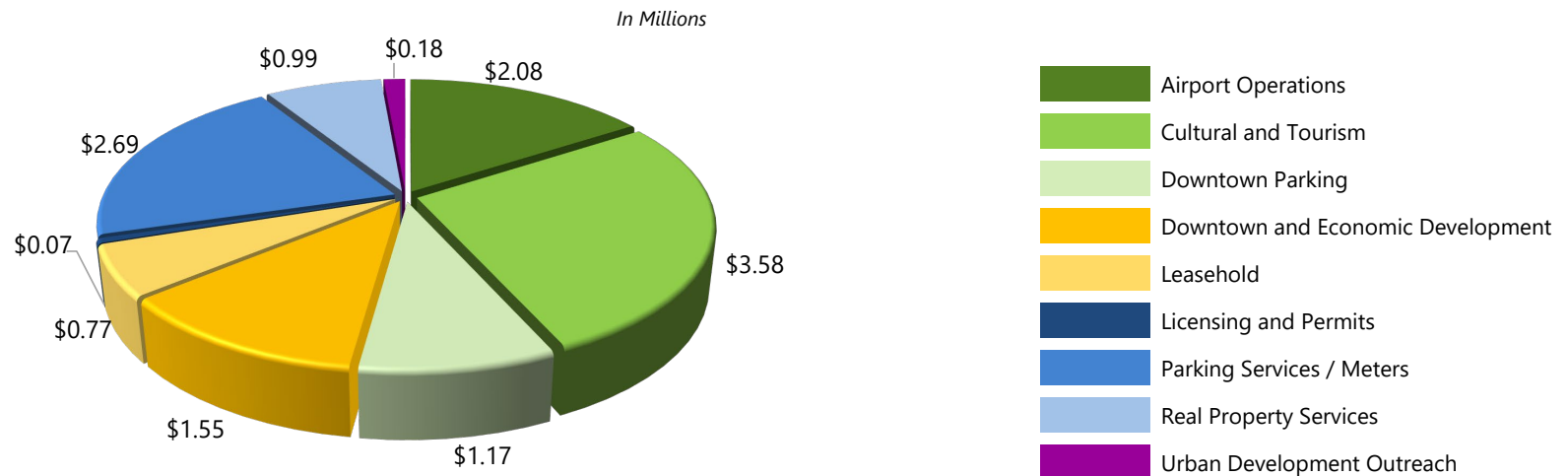
	Personal Services	Materials and Services	Capital	Interfund Transfers	Debt Service	Contingencies	Total
1. Community Development - Building and Safety / Parking Services	\$ 1,220,670	\$ 404,810	\$ -	\$ 139,250	\$ -	\$ -	\$ 1,764,730
2. Community Development - Cultural / Tourism Fund	-	1,629,570	-	1,749,920	-	200,000	3,579,490
3. Urban Development - General Fund	2,273,420	449,810	-	-	-	-	2,723,230
4. Urban Development - Other Funds	543,650	2,439,880	995,390	200,000	44,230	793,150	5,016,300
Result Area Total	\$ 4,037,740	\$ 3,294,500	\$ 995,390	\$ 339,250	\$ 44,230	\$ 793,150	\$ 13,083,750

Strong and Diverse Economy FY 2023 Budget Overview

The City is required to display all phases of the 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 2023	BC Rec FY 2023	Adopted FY 2023	% of Total
Service Area - All Funds				
Personal Services	\$ 4,037,740	\$ 4,037,740	\$ 4,037,740	30.9%
Materials and Services	4,844,890	4,844,890	4,924,070	37.6%
Capital Outlay	995,390	995,390	995,390	7.6%
Debt Service	44,230	44,230	44,230	0.3%
Contingencies	993,150	993,150	993,150	7.6%
Interfund Transfers	2,089,170	2,089,170	2,089,170	16.0%
Total Expenditures - All Funds	\$ 13,004,570	\$ 13,004,570	\$ 13,083,750	
<i>Total Number of Positions</i>	<i>30.00</i>	<i>30.00</i>	<i>30.00</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, the Permit Application Center (PAC), located in City Hall, is the Building & Safety Division's pride and joy.

The PAC 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 PAC also processes payments, but does not issue the licenses, related to multi-family dwellings and annual Oregon Liquor Control Commission requirements. The PAC helps building strong businesses operate in Salem by providing quality and timely licensing services both online and in person at Civic Center.

Work Force Changes. The Parking Services division will be moving in the new fiscal year from the Urban Development Department to the Community Development Department for organizational service alignment.






	FY 2022		FY 2023		Alignment					
	Program Budget	Staff	Program Budget	Staff						
General Fund Programs and FTE										
Parking Enforcement	-	0.00	1,021,190	9.60	More		✓	✓	✓	✓
Parking Meters	-	0.00	470,810	1.30	Less		✓	✓	✓	✓
Parking Permit Administration	-	0.00	203,110	1.10	Least		✓		✓	✓
Total General Fund	\$ -	0.00	\$ 1,695,110	12.00						
Building and Safety Fund Programs and FTE										
Business and Vocational Licenses	49,990	0.43	69,620	0.58	Less		✓		✓	✓
Parking Permit Issuance	123,930	1.00	-	0.00	Less		✓	✓	✓	✓
Total Building and Safety Fund	\$ 173,920	1.43	\$ 69,620	0.58						
Equipment Replacement Fund Programs										
Parking Meter Replacement Reserve	927,080	0.00	995,780	0.00	Equipment Replacement not scored					
Total Equipment Replacement Fund	\$ 927,080	0.00	\$ 995,780	0.00						
Total Community Development Department	\$ 173,920	1.43	\$ 2,760,510	12.58						

2. Community Development Department Summary of Services and Programs

Summary of Services

Salem has maintained a lodging tax since 1974. 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 2022		FY 2023		Alignment					
	Program Budget	Staff	Program Budget	Staff						
Cultural and Tourism Fund Programs										
City Owned Historic Building Maintenance	134,120	0.00	193,970	0.00	Least				✓	✓
City Programs	20,160	0.00	26,500	0.00	Operating / technology transfers not scored					
City Tourism Promotion	783,030	0.00	1,047,930	0.00	Least				✓	✓
Contingencies	120,000	0.00	200,000	0.00	Contingencies not scored					
Convention Center Support	313,210	0.00	419,170	0.00	Operating / technology transfers not scored					
Parks Maintenance Support	1,416,640	0.00	1,691,920	0.00						
Total Cultural and Tourism Fund	\$ 2,787,160	0.00	\$ 3,579,490	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






The airport continues to prepare and market its vacant property for long-term land leases and will embark upon an Airport Master Plan update in 2022.

Work Force Changes

The Parking Services division will be moving in the new fiscal year from the Urban Development Department to the Community Development Department for organizational service alignment.

3. Urban Development Department Summary of Services and Programs

General Fund Programs and FTE

	FY 2022		FY 2023		Alignment					
	Program Budget	Staff	Program Budget	Staff						
Business Retention and Recruitment / City	334,390	1.60	341,900	1.49	Less	✓	✓		✓	✓
Business Retention and Recruitment / SEDCOR	202,830	0.00	200,400	0.00	Less	✓	✓		✓	✓
Increase Developable Land Supply	276,340	1.62	343,040	1.51	Less	✓	✓		✓	✓
Infrastructure Expansion and Public Improvements	941,830	5.41	897,490	5.06	More	✓	✓	✓	✓	✓
Manage City and Agency Owned Assets	104,750	0.57	106,740	0.53	Less		✓	✓	✓	✓
Parking Enforcement	1,341,580	10.30	-	0.00	More		✓	✓	✓	✓
Parking Meters	462,270	1.70	-	0.00	Less		✓	✓	✓	✓
Parking Permit Administration	62,250	0.00	-	0.00	Least		✓		✓	✓
Property Acquisition	436,000	2.74	499,740	3.04	More	✓	✓	✓	✓	✓
Public Information and Outreach	175,710	1.00	184,310	1.00	Less	✓	✓		✓	✓
Revitalize Downtown	105,070	0.61	106,940	0.57	More	✓	✓	✓	✓	✓
Surplus Property	42,780	0.24	42,670	0.22	Less	✓	✓			✓
Total General Fund	\$ 4,485,800	25.79	\$ 2,723,230	13.42						

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 more than 40,000 airport operations annually. The 751-acre airport has more than 130 aircraft hangars, several businesses, and 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, which are managed by a staff of four. There are seventeen businesses located on the Airport grounds, employing over 600 people.

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.








Fueling up for takeoff from McNary Field



Liberty Street at the Pringle Parking Garage

4. Urban Development Department Summary of Services and Programs

	FY 2022		FY 2023		Alignment					
	Program Budget	Staff	Program Budget	Staff						
Airport Fund Programs and FTE										
Airport Operations	2,277,290	4.00	2,032,740	4.00	More	✓	✓	✓	✓	✓
Debt Service - Airport	-	0.00	44,230	0.00	Debt service not scored					
Total Airport Fund	\$ 2,277,290	4.00	\$ 2,076,970	4.00						
Downtown Parking Fund Programs										
Contingencies	162,070	0.00	-	0.00	Contingencies not scored					
Downtown Clean Team	-	0.00	80,750	0.00	Less	✓	✓		✓	✓
Downtown Promotion	3,500	0.00	540	0.00	Least				✓	✓
Operational and Technology Transfers	62,260	0.00	-	0.00	Operating / technology transfers not scored					
Parking Structure Operations	834,920	0.00	1,054,830	0.00	More		✓	✓	✓	✓
Police Services	200,000	0.00	-	0.00	Operating / technology transfers not scored					
Refuse Management	36,630	0.00	37,730	0.00	Less	✓	✓		✓	✓
Total Downtown Parking Fund	\$ 1,299,380	0.00	\$ 1,173,850	0.00						
Parking / Leasehold Fund Programs										
Leasehold Operations	1,076,270	0.00	767,250	0.00	More	✓	✓	✓	✓	✓
Total Parking / Leasehold Fund	\$ 1,076,270	0.00	\$ 767,250	0.00						
Trust Fund Program - Enterprise Zone										
Enterprise Zone	2,400	0.00	2,450	0.00	Trust Funds not scored					
Total Trust Fund - Enterprise Zone	\$ 2,400	0.00	\$ 2,450	0.00						
Total Urban Development Department	\$ 4,655,340	4.00	\$ 4,020,520	4.00						

Strong and Diverse Economy *At Your Service*

Acquisition and Redevelopment of UGM block

The Union Gospel Mission's new facility was completed in July 2021, in north downtown. The facility is located across from the new Salem Police Station which opened in October of 2020. The Salem Urban Renewal Agency (URA) purchased 13 lots including the former UGM building and adjoining properties and plans to prepare for demolition of the buildings in spring 2022 and will follow with a Request for Qualifications process, seeking development interest in the block. A portion of the property will be set aside for affordable and workforce housing. City staff work to implement Salem URA projects such as this purchase.

(Photo at right)








Grant Funding for New Downtown Hotel

Construction of a new hotel on the former Marion Auto Garage began in July 2021, with help from a \$749,000 Riverfront Downtown Urban Renewal grant. A seven story, 129-room Hilton Tapestry hotel is planned for the location. About a quarter of the rooms will include kitchenettes for extended stay guests. The hotel is expected to open in 2023. This \$38 million investment will be a great asset for visitors to the City's downtown area such as the Convention Center, family and guests of area college and university students, and those visiting the surrounding wine region. (Photo at left)

Strong and Diverse Economy *At Your Service*

Economic Development Progress

-  Purchased 13 lots, including the former Union Gospel Mission, and adjoining properties.
-  Continued to engage local business retention and expansion program and made 60 retention visits to local businesses.
-  Responded to 10 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.
-  Adopted an update to the City's Economic Development Strategy focused on economic recovery from the impacts of the COVID-19 Pandemic



Downtown Mixed-Use Development

With support from the Riverfront Downtown Urban Renewal Area through grant funding, a new mixed use building known as 990 Broadway Building was completed. The building includes 23 rental units and ground floor commercial space to allow for needed housing and encourage business development Downtown.

(Photo at left).

Strong and Diverse Economy *At Your Service*

Promoting Salem for Tourism



Halloween Re-Engineered Event



Willamette Art Center Transient Occupancy Tax sponsored event Empty Bowls (photo above).

While the COVID-19 Pandemic had a significant impact on tourism throughout most of 2020 and the first half of 2021, the City have seen a pent-up demand for people to get out and travel. The second half of 2021 saw the lifting of outdoor restrictions and several cultural events were held. Some of these events included Salem's first Iron Man marathon and the annual State Fair.

Increased rates of vaccination, herd immunity and precautions like social distancing, sanitizing and masking allowed these events to take place and bring tourism to the community. These events demonstrate the general population's desire to get back to a new normal and have helped drive a bounce back to pre-pandemic tourism levels. While the Cultural and Tourism fund still shows signs of the pandemic's impact, staff is hopeful that the Fund will correspondingly return to pre-pandemic levels.



Willamette Art Center Artisan Village Event



Bush House Museum

Photo by Frank Miller



Deepwood Estate

Strong and Diverse Economy *At Your Service*

Affordable Housing - Yaquina

In February 2022, a groundbreaking occurred for Yaquina Hall's renovation of the former nurses' dormitory at the Oregon State Hospital North Campus. The renovation will result in 52 affordable, one bedroom units. Twenty of those units will be reserved for individuals needing permanent supportive housing. Rent amounts for all units will be based on income. Income limits will be at 60 percent or less of the Salem area median income. Staff currently estimates an opening date in 2023, a completion of a several years long project for the City. (Photos at right).



Social Services

The City has assisted 60,374 low-income residents in Salem through the Urban Development Department's social service programs. The crisis hotline assistance program run by Northwest Human Services supported 3,731 individuals in need of service referrals, crisis intervention, suicide assessment, and support. Funding for The Center for Hope and Safety served 440 individuals experiencing domestic violence with resources like counseling, temporary safe housing and other support. The City assisted 223 households with retaining or obtaining housing through tenant based rental assistance and other support. Additional Federal Community Development Block Grant (CDBG) COVID funding allowed 472 community youth to participate in summer sports programs and other activities.



Supporting City Departments

Community Development

Public Works

Urban Development

City Manager's Office

Welcoming and Livable Neighborhoods

Develop Salem to be a safe and well-maintained City with a mix of quality housing for all residents, access to parks, recreation, historic and cultural resources, and the arts.

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.



Oregon Artist Series public art



New housing options



Neighborhood meeting (2021)

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

Community-focused • Inclusive • Proactive • Accountable • Respectful





Welcoming and Livable Community

Develop Salem to be a safe and well-maintained City with a mix of quality housing for all residents, access to parks, recreation, historic and cultural resources, and the arts.

Supports a long-term vision for future growth and development that strengthen, connect and complete all neighborhoods within the community

Promotes an inclusive and vibrant community offering diverse housing options and across the City

Creates and maintains parks, recreation areas, and other public spaces to offer activities that connect, benefit, and reflect our community

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

Enhances access to multi-generational community enrichment and meaningful volunteer and neighborhood engagement opportunities

Service Area Statistics

Service Provider Department	Statistic Description	The Number	
Community Development	Annual planning cases	2,038	FY 2021
Community Development	Annual planning information desk inquiries	4,095	FY 2021
Community Development	Number of dangerous / derelict buildings within the City limits	7 / 8	As of Mar 1, 2022
Community Development	Visitors at the Salem Public Library annually	31,853	
Community Development	Programs available at the Library annually	154	
Community Development	eBooks accessed by community members annually	298,133	
Non-Departmental	Homeless individuals assisted by the Homeless Rental Assistance Program	374	
Public Works	Number of registered recreation participants including softball / kickball and sport / neighborhood programs	6,648	
Public Works	Miles of walkways and trails in parks and open spaces	66.0	



Welcoming and Livable Community

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Enhances access to multi-generational community enrichment and meaningful volunteer and neighborhood engagement opportunities

Service Area Statistics

Service Provider Department	Statistic Description	The Number
Public Works	Acres of park land	2,335
Public Works	Pieces of playground equipment	241
Public Works	Number of volunteer hours at Center 50+	29,000
Public Works	Number of unique participants in Center 50+ programs / classes	23,900
Public Works	Average daily attendance at Center 50+	119
Public Works	Street trees in the medians and rights-of-way	50,000
Urban Development	Individuals helped through crisis intervention and support	3,731
Urban Development	Emergency food baskets provided to low-income families	60,374

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 2023 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
General Fund					
Non Departmental	\$ -	\$ 1,955,600	\$ -	\$ -	\$ 1,955,600
City Manager	501,760	180,130	-	-	681,890
Community Development	3,660,890	639,230	-	10,000	4,310,120
Library	4,705,640	905,250	-	-	5,610,890
Parks and Recreation	7,047,470	4,667,770	199,000	82,500	11,996,740
Police	258,940	29,380	-	-	288,320
Urban Development	500,510	421,820	-	-	922,330
General Fund Total	\$ 16,675,210	\$ 8,799,180	\$ 199,000	\$ 92,500	\$ 25,765,890
Community Renewal Fund					
Urban Development	\$ -	\$ 13,166,220	\$ -	\$ -	\$ 13,166,220
Community Renewal Fund Total	\$ -	\$ 13,166,220	\$ -	\$ -	\$ 13,166,220
Cultural Tourism Fund					
Non Departmental	\$ -	\$ 557,750	\$ -	\$ -	\$ 557,750
Cultural Tourism Fund Total	\$ -	\$ 557,750	\$ -	\$ -	\$ 557,750
Public Art Fund					
Non Departmental	\$ -	\$ 46,000	\$ -	\$ -	\$ 46,000
Public Art Fund Total	\$ -	\$ 46,000	\$ -	\$ -	\$ 46,000
Utility Fund					
Public Works	\$ 348,000	\$ 27,290	\$ -	\$ -	\$ 375,290
Utility Fund Total	\$ 348,000	\$ 27,290	\$ -	\$ -	\$ 375,290

Welcoming and Livable Community FY 2023 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
Trust Fund					
Non Departmental	\$ -	\$ 17,187,330	\$ -	\$ 939,360	\$ 18,126,690
Community Development	-	189,170	-	95,000	284,170
Parks and Recreation	-	213,400	-	-	213,400
Library	-	457,660	-	-	457,660
Fire	-	30,000	-	-	30,000
Public Works	-	494,830	-	-	494,830
Urban Development	-	75,500	-	-	75,500
Trust Fund Total	\$ -	\$ 18,647,890	\$ -	\$ 1,034,360	\$ 19,682,250
Result Area Total	\$ 17,023,210	\$ 41,244,330	\$ 199,000	\$ 1,126,860	\$ 59,593,400

Welcoming and Livable Community FY 2023 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.

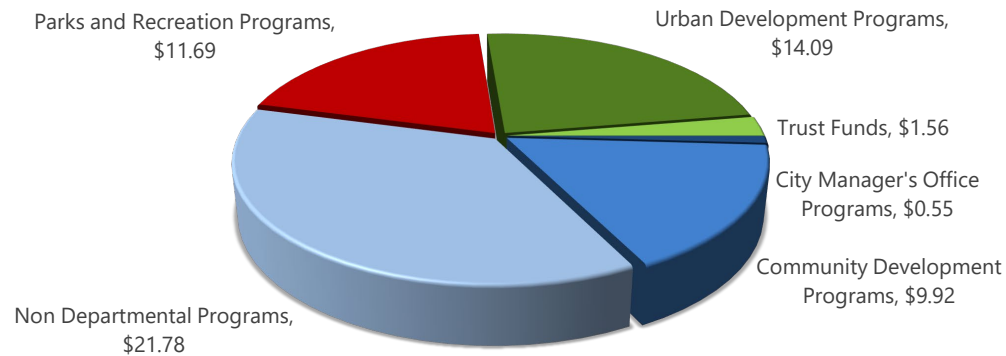
	Personal Services	Materials and Services	Capital	Interfund Transfers	Total
1. City Manager	\$ 501,760	\$ 180,130	\$ -	\$ -	\$ 681,890
2. Community Development	8,366,530	1,544,480	-	10,000	9,921,010
3. Non Departmental	258,940	19,776,060	-	939,360	20,974,360
4. Public Works	7,395,470	4,695,060	199,000	82,500	12,372,030
5. Urban Development	500,510	13,588,040	-	-	14,088,550
6. Department Trusts	-	1,460,560	-	95,000	1,555,560
Result Area Total	\$ 17,023,210	\$ 41,244,330	\$ 199,000	\$ 1,126,860	\$ 59,593,400

Welcoming and Livable Community FY 2023 Budget Overview

The City is required to display all phases of the 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 2023	BC Rec FY 2023	Adopted FY 2023	% of Total
Result Area - All Funds				
Personal Services	\$ 17,024,540	\$ 17,024,540	\$ 17,023,210	28.6%
Materials and Services	40,297,780	40,297,780	41,244,330	69.2%
Capital Outlay	42,000	42,000	199,000	0.3%
Transfers	1,126,860	1,126,860	1,126,860	1.9%
Total Expenditures - All Funds	\$ 58,491,180	\$ 58,491,180	\$ 59,593,400	
Total Number of Positions	128.73	128.73	128.73	

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 enrich 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

This program provides the coordination and outreach of resources for our unsheltered residents. It encourages partnerships between 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 have a new position to be part of the Community Sanitation Response Team. This team was established at the end of fiscal year 2022 through Council action and will work to provide cleaning services, notifications of alternative locations and staff presence to maintain safety for private property owners during trespassing enforcement. The total team consists of seven positions across three departments. The position in the City Manager's Office will be key to communicate with the community's houseless residents regarding resources and outreach. This position will help with the growing community need for this communication and outreach service.






During the budget adoption process, City Council added \$50,000 to the FY 2023 budget to enhance Neighborhood Association communication and further outreach efforts.



The annual free ILEAD Youth Summit was held virtually with a focus on the future in December 2021. Focusing on effective communication, teen advocacy, goal setting and more, the summit is a popular free event for young people in the community.

1. City Manager's Office Summary of Services and Programs

General Fund Programs and FTE

	FY 2022		FY 2023		Alignment					
	Program Budget	Staff	Program Budget	Staff						
Homeless and Sheltering Coordination	144,280	0.80	183,330	1.00	More	✓	✓	✓	✓	✓
Neighborhood Association Outreach	8,910	0.05	53,790	0.45	Least	✓	✓		✓	✓
Neighborhood Association Support	143,990	0.95	149,570	0.45	Less	✓	✓		✓	✓
Youth Development Out of School Support	96,550	0.15	61,560	0.15	Least		✓		✓	✓
Youth Development Special Outreach	24,630	0.05	78,300	0.45	Least		✓		✓	✓
Youth Development Teen Action Team	129,260	0.80	24,430	0.00	Least		✓		✓	✓
Total City Manager's Office	\$ 547,620	2.80	\$ 550,980	2.50						

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, 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 include the adoption of regulations to implement House Bill 2001 which supports the City's housing goals by allowing a variety of housing types on residential land throughout Salem.

Code Enforcement

With a focus on education and compliance, Code Enforcement provides administration of the Park Ranger, Multifamily Inspection, and Code 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

Work Force Changes. For the next fiscal year, a code enforcement officer will be moving from the Code Enforcement section of the General Fund to the Building and Safety division of Community Development. The position will be focused on derelict and dangerous buildings as well as Blight to Bright projects.



2. Community Development Department Summary of Services and Programs

General Fund Programs and FTE






	FY 2022		FY 2023		Alignment					
	Program Budget	Staff	Program Budget	Staff						
Abandoned and Junk Vehicle Enforcement	127,300	1.05	154,160	1.10	More	✓	✓	✓	✓	✓
Abandoned Consignments	28,560	0.25	41,110	0.34	Least		✓		✓	
Application and Permit Review	1,241,410	7.55	1,302,990	7.65	Most	✓	✓	✓	✓	✓
Area / Corridor / Neighborhood Plans	274,880	1.40	261,520	1.50	More	✓	✓	✓	✓	✓
Code Compliance Enforcement Priority 1 / B2B	192,200	1.23	168,340	1.33	More	✓	✓		✓	✓
Code Compliance Enforcement Priority 2	554,750	4.40	602,280	3.80	More	✓	✓		✓	✓
Code Compliance Enforcement Priority 3	198,250	1.55	146,460	1.15	Less	✓	✓		✓	✓
Code Compliance Outreach	26,450	0.17	14,970	0.12	Least	✓	✓			✓
Historic Preservation	296,110	1.65	293,340	1.60	Less	✓	✓		✓	✓
Maintain Comprehensive Plan	125,670	0.65	126,510	0.60	Most	✓	✓	✓	✓	✓
Maintain Zoning Code	326,150	2.55	437,760	3.00	Most	✓	✓	✓	✓	✓
Multi-Unit Inspection	274,120	2.25	271,200	2.10	More	✓	✓		✓	✓
Multi-Unit Licensing	95,980	0.85	98,850	0.90	Less	✓	✓		✓	✓
Park Ranger Patrol	133,030	1.04	142,550	1.10	Less	✓	✓		✓	✓
Park Ranger Special Outreach	21,370	0.21	7,990	0.06	Less	✓	✓			✓
Planner Information Desk	264,610	2.05	226,900	1.50	More	✓	✓	✓	✓	✓
State Reporting	19,350	0.10	13,190	0.10	Least					
Total General Fund \$ 4,200,190 28.95 \$ 4,310,120 27.95										

Salem Public Library

Collection Management	801,150	2.44	917,570	3.21	Less	✓	✓		✓	✓
Collection Movement and Fulfillment	758,080	7.61	931,070	7.85	Less	✓	✓		✓	✓
Collection Processing	382,270	3.73	446,390	4.41	Least	✓			✓	✓
Customer Assistance	1,469,260	14.47	1,489,930	14.45	Less	✓	✓		✓	✓
Engagement and Outreach	411,050	3.34	564,980	4.01	Less	✓	✓		✓	✓

2. Community Development Department Summary of Services and Programs

General Fund Programs and FTE

	FY 2022		FY 2023		Alignment					
	Program Budget	Staff	Program Budget	Staff						
Learning and Exploration	219,000	2.12	182,620	1.50	Least	✓	✓		✓	✓
Salem Public Library West Salem Branch	-	0.00	26,000	0.00	New program, will be scored FY 2024					
Strategic and Innovative Planning	331,610	1.88	208,900	0.87	Least		✓		✓	✓
Strengthen Community through Local Arts and Culture	164,930	1.40	247,140	1.10	Least	✓	✓		✓	✓
Technology Access	430,500	2.71	220,210	1.53	Less	✓	✓		✓	✓
Volunteer Coordination - Library	140,320	1.50	129,660	1.21	Less	✓	✓		✓	✓
Welcoming Library Spaces	484,930	2.53	246,420	2.50	Less	✓	✓	✓	✓	✓
Total General Fund	\$ 5,593,100	43.73	\$ 5,610,890	42.62						
Total Community Development Department	\$ 9,793,290	72.68	\$ 9,921,010	70.57						

3. Non Departmental Summary of Services and Programs

Summary of Services

Non Departmental expenses benefit all result 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 2023 budget includes \$885,000 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. Additionally, City Council added \$150,000 to the FY 2023 budget to provide free bus passes for Salem youth.






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. The FY 2023 budget includes an increase to \$25,000 for maintenance of the City's art 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 2022		FY 2023		Alignment					
	Program Budget	Staff	Program Budget	Staff						
General Fund Programs										
Homeless and Sheltering Coordination	5,379,770	0.00	660,600	0.00	More	✓	✓	✓	✓	✓
Homeless Rental Assistance Program	1,290,000	0.00	1,285,000	0.00	Less	✓	✓		✓	✓
Independence Day Fireworks	10,000	0.00	10,000	0.00	Not Scored					
Community Sanitation Response Team - Police	-	0.00	288,320	2.00	New Program, will be scored for FY 2024					
Community Sanitation Response Team - Parks	-	0.00	678,920	4.00	New Program, will be scored for FY 2024					
Community Sanitation Response Team - City Manager's Office	-	0.00	130,910	1.00	New Program, will be scored for FY 2024					
Total General Fund	\$ 6,679,770	0.00	\$ 3,053,750	7.00						
Trust Fund Programs										
Homeless and Sheltering Coordination	-	0.00	13,146,440	0.00	More	✓	✓	✓	✓	✓
Navigation Center Operations	2,500,000	0.00	4,980,250	0.00	New Program, will be scored for FY 2024					
Total General Fund	\$ 2,500,000	0.00	\$ 18,126,690	0.00						
Cultural / Tourism Fund Program										
Cultural and Tourism Grants	469,810	0.00	557,750	0.00	Least				✓	✓
Total Cultural / Tourism Fund	\$ 469,810	0.00	\$ 557,750	0.00						
Public Art Fund Program										
Public Art Collection	42,370	0.00	46,000	0.00	Least			✓		✓
Total Public Art Fund	\$ 42,370	0.00	\$ 46,000	0.00						
Total Non-Departmental	\$ 9,691,950	0.00	\$ 21,784,190	7.00						

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.

Parks and Natural Resources Planning

Planning for Salem's parks and natural resources is performed by the Parks and Natural Resources Planning section. Services include developing park master plans for urban, community and neighborhood parks, engaging the public in the master planning process, writing grants, and allocating funding for park development. Planning also develops strategic plans for tree canopy, wildlife, and Goal 5 natural resources, as well as assists with natural resource permits for City projects.

Center 50+

As a nationally accredited senior center, Center 50+ provides programs and services to thousands of community members. 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 residents.

Parks Operations

Salem's park system, street trees and median plantings are maintained and landscaped by Parks Operations. Services also include landscaping for 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 and supplemental labor programs.

Workforce Changes. Three limited duration Parks Maintenance Operators have been added to Parks Operations for the support of the Tree Replanting program. These positions are funded through insurance proceeds as a result of the February 2021 ice storm. In Center 50+, an additional .05 full-time equivalent authority has been added to an existing part-time career Office Assistant in support of the wellness program.

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 park located in the Illahe area of South Salem. A master planning effort began in early 2022 to engage with the surrounding neighborhood to assess potential new features for the park. (Photo at right)



Stephens - Yoshikai Community Park Master Plan

Park master planning for the 13-acre community park will begin in fall 2022. This park, located between two public schools, has an existing cricket pitch but is otherwise undeveloped. The master plan will include outreach to the community, the neighborhood association and other stakeholders on desired future park features.

Geer Park Skatepark Outreach and Design

Following the completion of the Geer Park Master Plan update in summer 2021, initial public outreach began in fall 2021 regarding the design of the new skatepark feature. Public surveys about desired skate features and potential designs will lead to final design and refined cost estimates for construction. Construction of the Phase 2 park development project is anticipated to begin in 2024. (Photo at right)



Fisher Road Neighborhood Park Master Plan

The master plan for this 7-acre neighborhood park will begin in the spring of 2023. Located in a rapidly developing area of northeast Salem, the park will provide future recreational features, such as a playground and walking paths. The master plan will include outreach to neighbors, the neighborhood association, and other stakeholders on desired future park features.

Brown Road Park Phase 1

In the spring of 2022, a grant application will be submitted for an Oregon Parks and Recreation Department grant for Brown Road Park improvements. If the grant is awarded, design will begin for several neighborhood park features identified in the approved park master plan, including playgrounds, a picnic shelter, walkways, and accessible community garden plots. Construction will begin in summer of 2023 and be completed by 2024.

4. Public Works Department Summary of Services and Programs

New construction projects and acquisitions for [parks](#) and [recreation](#) facilities:

Acquisitions

Fairview Park Donation Addition, approximately 1.7 acres

Fairview "Woods" Property Donation Acquisition, approximately 14 acres

Parks Development and Construction Projects

Bill Riegel Park

Improvements to Bill Riegel Park in summer 2022 will include additional play equipment, a picnic shelter, concrete plaza and walks, and landscape vegetation. These improvements will complete development of the park.

(Photo at right)

Wallace Marine Park Playground Equipment Replacement






Improvements to Wallace Marine Park will include the construction of replacement playground equipment in the area adjacent to the soccer fields.

Woodmansee Park Phase 1 Improvements






Following the master plan update in 2021, new construction will commence on the Phase 1 improvements, including tennis court re-construction, a new picnic shelter, an irrigated multiuse field, walkways, and trees. The park improvements will be constructed in 2022.



4. Public Works Department Summary of Services and Programs

		FY 2022		FY 2023							
		Program Budget	Staff	Program Budget	Staff	Alignment					
General Fund Programs and FTE											
Parks and Recreation											
Center 50+ Facility Rentals and Maintenance	288,310	1.15	238,230	1.38	Least		✓	✓	✓	✓	
Center 50+ Programs and Classes	540,070	3.21	762,210	4.20	Least		✓		✓	✓	
Center 50+ Wellness	533,840	2.25	439,050	1.28	Less		✓		✓	✓	
City Tree Maintenance	874,770	6.14	1,314,910	6.15	More	✓	✓	✓	✓	✓	
Community Event Coordination and Support	648,100	4.52	902,080	4.85	Less		✓	✓	✓	✓	
Operational and Technology Transfers	645,200	0.00	498,660	0.00	Operating / technology transfers not scored						
Parks Landscape and Facilities Maintenance	5,833,510	28.81	5,916,330	28.47	Most	✓	✓	✓	✓	✓	
Softball / Kickball Leagues and Tournaments	667,290	2.00	689,450	2.00	Least		✓		✓	✓	
Volunteer Coordination - PW	274,830	1.97	258,120	1.78	Less	✓	✓	✓		✓	
Youth Sports and Recreation	296,480	1.00	298,780	1.00	Least		✓		✓	✓	
Total Parks and Recreation	\$ 10,602,400	51.05	\$ 11,317,820	51.10							
Total General Fund	\$ 10,602,400	51.05	\$ 11,317,820	51.10							

4. Public Works Department Summary of Services and Programs

FY 2022		FY 2023		Alignment					
Program	Staff	Program	Staff						
Budget		Budget							

Utility Fund - Parks and Recreation Support

Center 50+ Programs and Classes	32,680	0.18	34,780	0.18	Least		✓		✓	✓
Community Event Coordination and Support	91,340	0.91	24,510	0.16	Less		✓	✓	✓	✓
Parks Landscape and Facilities Maintenance	289,440	2.22	288,640	2.24	Most	✓	✓	✓	✓	✓
Softball / Kickball Leagues and Tournaments	79,890	0.83	15,100	0.08	Least		✓		✓	✓
Youth Sports and Recreation	79,960	0.83	12,260	0.08	Least		✓		✓	✓

Total Parks and Recreation Support \$ 573,310 4.97 \$ 375,290 2.74

Total Utility Fund \$ 573,310 4.97 \$ 375,290 2.74

Total Public Works \$ 11,175,710 56.02 \$ 11,693,110 53.84

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 replaced a limited duration full-time employee with a permanent full-time position on the federal programs team that works to monitor 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, permanent staff person is necessary to quickly and successfully distribute 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 2022		FY 2023		Alignment					
	Program Budget	Staff	Program Budget	Staff						
General Fund Programs and FTE										
Affordable Housing	362,520	2.53	253,410		More	✓	✓		✓	✓
Economic Development	21,170	0.14	50,070	0.33	Less				✓	✓
Social Services	455,240	0.35	618,850	1.49	Less	✓	✓		✓	✓
Total General Fund	\$ 838,930	3.02	\$ 922,330	1.82						
Community Renewal Fund Programs										
Community Development Block Grant	5,056,980	0.00	5,714,820	0.00	More	✓	✓		✓	✓
Home Program	5,769,730	0.00	7,351,400	0.00	More	✓	✓		✓	✓
Neighborhood Stabilization Program	250,000	0.00	100,000	0.00	Operating / technology transfers not scored					
Total Community Renewal Fund	\$ 11,076,710	0.00	\$ 13,166,220	0.00						
Total Urban Development Department	\$ 11,915,640	3.02	\$ 14,088,550	1.82						

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 2022 Budget	FY 2023 Budget
Seismic Response	31,600	32,050
SESNA Neighborhood Response	1,710	1,710
Blight to Bright	195,140	195,260
Memorial Book Fund	40,000	50,020
LAB Controlled Donations	30,100	55,160
Library Gifts	102,000	243,350
Lost and Damaged Books	25,030	37,540
R2R Early Literacy	40,000	65,020
Nora Anderson Estate	10	20
Dr. Helen Pearce Music	1,010	1,510
Rise Estate	5,010	5,020
Rutter Bond Donation	10	10
J. Wesley Sullivan Trust	10	10
Total Community Development	\$ 471,630	\$ 686,680

City Manager's Office	FY 2022 Budget	FY 2023 Budget
Neighborhood Enhancements	36,970	55,150
Total City Manager's Office	\$ 36,970	\$ 55,150

Fire	FY 2022 Budget	FY 2023 Budget
Antique Fire Apparatus	30,000	30,000
Total Fire	\$ 30,000	\$ 30,000
Public Works	FY 2022 Budget	FY 2023 Budget
Pioneer Cemetery	15,000	32,000
Parks Facilities Reserves	71,600	445,550
Woodmansee Park	230,000	17,280
Senior Center	179,000	213,400
Total Public Works	\$ 495,600	\$ 708,230
Urban Development	FY 2022 Budget	FY 2023 Budget
Railroad Bridge Maintenance	50,500	75,500
Total Urban Development	\$ 50,500	\$ 75,500

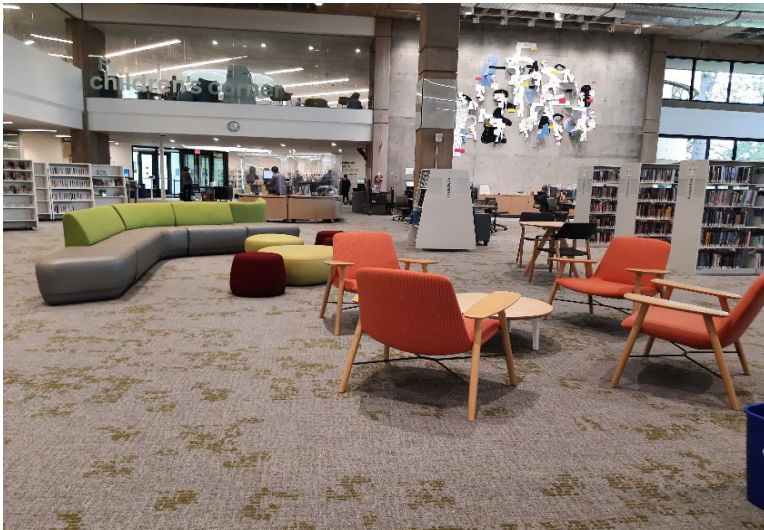
Welcoming and Livable Community *At Your Service*

Our Salem Project

Salem's new Comprehensive Plan is in the final adoption stages after more than three years of community outreach. This work will guide how Salem grows for decades to come, and it will help Salem meet many of our challenges ahead, including addressing our housing crisis and reducing our greenhouse gas emissions.

This past year, the project moved from visioning and broad community outreach, City Council and work group input, into the final stages of adoption. The City Council is expected to vote on the new Comprehensive Plan in mid-2022 and direct staff to carry this vision forward into other plans in the coming years. A cover of the draft plan is shown on the right.

SALEM AREA COMPREHENSIVE PLAN



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. In October of 2021, the new doors of the Main Salem Public Library reopened to patrons. Guests now experience a bright, modern, and welcoming space which invites browsing, relaxing with something to read (from the print or digital collections), studying, and computer use. (Photo on left).

Patrons can reserve one of our new study rooms with digital technology that allows for collaborative work. The computer lab has been relocated to the first floor. Improved meeting rooms with new technology to accommodate virtual and in-person meetings are available for community members to reserve using the new online booking system.

Welcoming and Livable Community *At Your Service*

Library Services

The Salem Public Library hopes to resume regular programming and offer new programs throughout the coming months as a way to invite the community back into this amazing new space. Beginning April 5, 2022, the Main Library will expand to full-service hours as provided pre-COVID. Meeting rooms will be available to the public in May. In-person programming will resume in June. In addition to the enhancements listed on the previous page at the Main Library, multi-generation space improvements include:



The Teen Scene has been moved to the second floor, close to the Children's Corner. With couches and gaming chairs, the Teen Scene has become the ultimate destination for teens to work on school projects, play video games, hang out with friends, and make new friends.

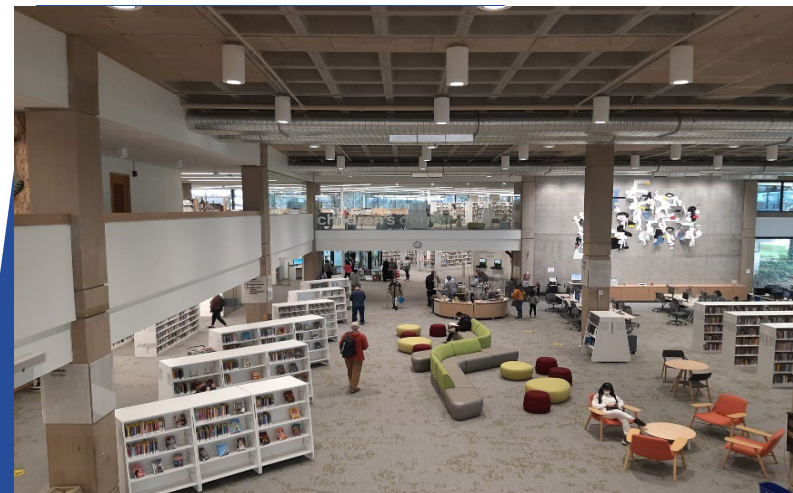


The Children's Corner features a Tiny Tot area, iPads with kid-friendly games, and a new and improved Discovery Room featuring rotating displays and interactive exhibits.

Meanwhile, the West Salem branch will also reopen with limited hours on April 5, 2022, serving patrons from 12 PM – 4 PM on Tuesdays and Thursdays. Additional service hours will be added as staffing challenges are met with the hiring of new full-time and on-call staff. In the meantime, the Library is exploring additional services to provide more accessibility at the West Salem location. This includes book lockers for 24-hour access a'la curbside services.



New Tiny Tot area in the Children's Corner is shown above. It allows room for small children to have their own interactive space at the Salem Public Library. Below is a photo of the Main Library floor.



Welcoming and Livable Community *At Your Service*

Recreation Services

Recreation Programs

The various Recreation programs provided services to 2,140 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.

Softball Program

The City of Salem is currently getting ready to host the USA Softball Girls' 10B Fastpitch Western National Tournament this summer in July 2022. More than 40 teams are anticipated to participate, continuing the long tradition of softball in Salem. The City will mitigate risks associated with the pandemic by following state health and safety guidelines.



Parks Planning

Riverfront Park Amphitheater Opening

The Gerry Frank | Salem Rotary Amphitheater opened in 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. An event manager was hired to promote and coordinate events at the new amphitheater.

Riverfront Park North Restroom

An eight-stall restroom was constructed at the north end of Riverfront Park and funded in-part through a grant from Oregon Parks and Recreation Department. Funding was awarded in 2020 and construction completed fall 2021. (Photo at left).

D Street Park Frontage Improvements

This new park property resulted from the subdivision of the former north campus of the Oregon State Hospital. In 2021, the City built sidewalks and made other improvements on the edges of the new property to prepare it for park use. The City also put in a new sewer line to serve the future park. A community-involved park master plan process is scheduled to begin in FY 2025-26.

Welcoming and Livable Community *At Your Service*

Parks Developments and Construction Projects

Minto-Brown Island Park Restoration Projects

Two large restoration projects continue to be implemented at Minto-Brown Island Park. The Minto Island Conservation Area Phase 2 and Phase 3 projects were both awarded Bonneville Power Administration and Meyer Memorial Trust grants in 2019. Phase 1 restoration previously concluded in 2020. The three-year Phase 2 project, conducted in partnership with Willamette Riverkeeper, focuses on controlling the invasive aquatic plant, water primrose (Ludwigia), that has been choking Willamette Slough in recent years. Phase 2 will be completed in 2022. Phase 3 is a five-year floodplain restoration project, which consists of controlling invasive plants within 48 acres along the northwest side of the Minto Island Conservation Area and replanting approximately 27.5 of those acres with native plants (the remaining acreage is already forested). Approximately 47,000 native trees and shrubs were planted during the first week of March 2021, and 18,000 herbaceous plants will be planted in spring 2022. Planting will be followed by two years of site maintenance to ensure plant establishment is successful. (Photo below).



Welcoming and Livable Community *At Your Service*

Parks Operations



Parks Volunteers

This past year through the various service opportunities in the parks, community members provided over 52,500 volunteer hours to the City parks system. This equates to 25 full-time equivalent (FTE) employees! Supplemental contracted labor crews provided approximately 56,700 hours or the equivalent of 27 FTE. Volunteers are an integral part of the parks system. (Photo at left).



Woodmansee Park Tennis Court Reconstruction

Reconstruction of the two tennis courts at Woodmansee Park consists of the rehabilitation of existing playing surfaces of the tennis courts; removal and replacement of the existing fencing and concrete perimeter edging; and the rehabilitation of the adjacent multi-purpose asphalt court. The reconstruction project provided an opportunity to upgrade the courts, as well as the inclusion of pickleball courts for mixed use play. The completed project will result in two courts with blended lines to allow for tennis and / or pickleball play. (Photo at right).



Welcoming and Livable Community *At Your Service*

Center 50+

Connection Center and the Connection Café

To help visitors navigate Center 50+ programs, activities, and services with ease, a new customer service center was created. The Connection Center and Connection Café provides a single point of entry for customers to register for a class or a trip, sign up to be a volunteer, reserve a computer or receive technical support from the lending library, access resources, and connect to Center 50+ Outreach Services - all while sipping a cup of coffee! (Photo at right)



Wellness on Wheels

Due to the ongoing pandemic and the need for seniors to safely stay at home, Center 50+ continued to deliver programs and services virtually and through front porch delivery. Wellness on Wheels (WOW) and Outreach Services have delivered support programs and activities to more than 1,000 seniors each week since March 2020, thanks to volunteers and community partners. The two WOW vans deliver the following services:

- Food / care box emergency delivery
- Fitness and wellness programs, nutrition education, personal and mobility training, and more
- Activities such as arts and crafts, brain health and lifelong learning resources, puzzles, games, and more
- Fix-it Brigade, fall prevention, and home safety inspections
- Friendly Visitor program (front door / front porch short visits)
- Technology tutoring (front door / front porch service)
- Birthday deliveries



Capital Project Expenditure Summary

FY 2023

FY 2020 Actual	FY 2021 Actual	Description	FY 2022 Budget	FY 2023 Adopted
Capital Improvements Fund				
Community Facilities				
\$ 10	\$ 24	Historic City-Owned Structures (TOT)	\$ 15,000	\$ 50,000
520,153	637,318	Parks	1,963,050	2,448,040
4,808,910	15,471,594	Salem Public Library	5,852,100	50,000
Municipal Facilities				
1,073,932	271,726	Airport	3,533,680	4,189,790
463,485	2,100,152	Civic Center and Other Buildings	2,642,480	2,777,480
407,516	259,784	Information Systems	1,181,490	1,520,520
-	-	Navigation Center	7,900,000	4,900,000
224,232	94,257	Parking Structures	2,083,160	1,764,280
33,008,834	17,890,906	Police Station	1,387,310	1,437,000
88,566	664	Pringle Creek	-	620,020
1,385,106	1,377,416	Safe Community Technology	4,262,980	4,075,310
38,279	197,523	Salem Business Campus	3,886,190	3,034,830
183,889	940,257	Shops Complex	13,549,700	31,614,210
Transportation				
6,042,200	3,086,729	Streets and Bridges	8,229,370	5,988,600
512,945	321,319	Streetlight	1,709,350	1,965,350
655,570	1,217,578	Transportation	11,558,150	14,117,210
2,868,594	1,277,103	Utilities - Stormwater	5,118,540	6,036,870
8,839,858	9,076,866	Utilities - Wastewater	15,590,160	16,429,590
12,772,509	3,347,293	Utilities - Water	38,492,340	37,374,770
-	38,352,580	Utilities - Revenue Bond - Water and Wastewater	20,833,860	10,326,860
\$ 73,894,587	\$ 95,921,090	Total Capital Improvements Fund	\$ 128,955,050	\$ 150,720,730

Capital Project Expenditure Summary

FY 2023

FY 2020 Actual	FY 2021 Actual	Description	FY 2022 Budget	FY 2023 Adopted
Extra Capacity Facilities Fund				
Community Facilities				
\$ 1,341,621	\$ 9,710,004	Parks - System Development Charge	\$ 11,605,020	\$ 12,911,940
<i>Included in Community Facilities - Parks project descriptions</i>				
Transportation				
3,035,499	702,471	Streets - System Development Charge	16,544,890	21,547,500
<i>Included in Transportation project descriptions</i>				
Utilities - Stormwater				
417,853	163,000	Stormwater - System Development Charge	2,791,930	3,261,940
<i>Included in Utilities - Stormwater project descriptions</i>				
Utilities - Wastewater				
2,095,506	396,713	Wastewater - System Development Charge	11,797,470	12,427,690
<i>Included in Utilities - Wastewater project descriptions</i>				
Utilities - Water				
4,093,851	1,571,239	Water - System Development Charge	10,227,370	11,398,530
<i>Included in Utilities - Water project descriptions</i>				
\$ 10,984,330	\$ 12,543,427	Total Extra Capacity Facilities Fund	\$ 52,966,680	\$ 61,547,600
Development District Fund				
\$ 8,374	\$ 39,182	Mill Creek	\$ 7,441,620	\$ 18,522,660
280,480	686,540	Sustainable Fairview	860,000	1,500,000
\$ 288,854	\$ 725,722	Total Development District Fund	\$ 8,301,620	\$ 20,022,660
\$ 85,167,771	\$ 109,190,239	Total All Capital Funds	\$ 190,223,350	\$ 232,290,990

COMMUNITY FACILITIES AND PARKS

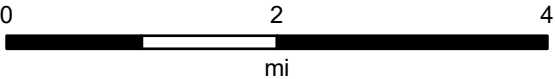
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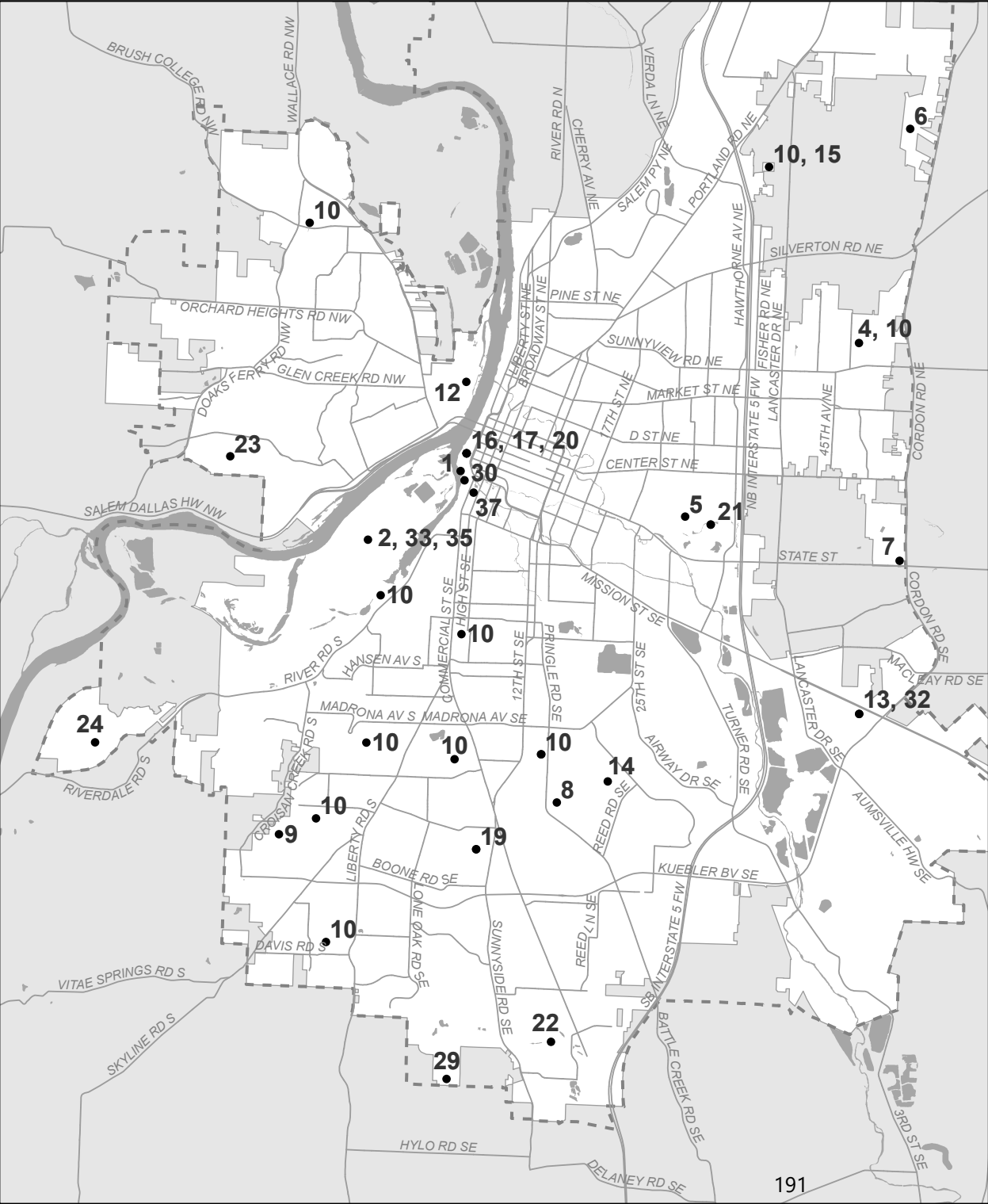
Salem Public Works Department

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 90 park properties and 2,335 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.	Fiscal / CIP Year	Neighborhood and Ward	General Fund	SDC Fees	Transient Occupancy Tax	Other Revenues	Total Funding	Funding Notes
FY 2023 New Projects										
1.	Eco-Earth Globe Rehabilitation at Riverfront Park Design and construction of the Eco-Earth Globe.	722401	2023	CAN-DO Ward 1	\$ -	\$ -	\$ 112,000	\$ 300,000	\$ 412,000	Donations
2.	Minto-Brown Island Park - Parking Lot Rehabilitation Design and construction to rehabilitate parking lots.	722402	2023	Citywide / All Wards	110,000	-	-	-	110,000	
3.	Sport Court Overlay Rehabilitation Design and construction for the rehabilitation of sport courts in community and / or neighborhood parks. Sites to be rehabilitated will be determined based on the current condition of the court and cost.	722403	2023	Citywide / All Wards	25,000	-	-	-	25,000	
4.	Brown Road Park Development Design and construction of improvements based on the adopted park master plan.	722405	2023	NOLA Ward 6	-	200,000	-	-	200,000	
5.	Geer Park Land Trade Survey work and land use coordination and permits associated with land trade between the City of Salem and State of Oregon in which City land (the "Geer Line") that runs next to the Oregon State Penitentiary will be exchanged for City ownership of Geer Park, a private section of Park Ave NE, and a public access easement for pedestrian access to Geer Park through the State Hospital campus. This land trade involves twelve separate lot line adjustments, legal description updates, and coordination with the Oregon Department of Administrative Services and Oregon Department of Justice.	722406	2023	Other Ward 2	-	200,000	-	-	200,000	
6.	Stephens-Yoshikai Park Master Plan Master planning for a community park located within northeast Salem.	722407	2023	Northgate Ward 5	-	200,000	-	-	200,000	

				Sources of Funding					Funding Notes
	Project No.	Fiscal / CIP Year	Neighborhood and Ward	General Fund	SDC Fees	Transient Occupancy Tax	Other Revenues	Total Funding	
7. State Street and Cordon Road NE Park Acquisition Land acquisition for a future urban park located near State St and Cordon Rd NE. The property is located in phase 3 of the East Park Planned Unit Development.	722409 717404	2023	ELNA Ward 6	-	1,750,000	-	-	1,750,000	
8. Fairview Woods Natural Area Property Land acquisition for a future natural area property located near Battle Creek Rd SE and Pringle Rd SE. This piece of land is known as the "Fairview Woods" property and will be donated to the City. The property is approximately 14 acres and is extensively wooded. This project was created mid-year in FY 2022 and is included in the budget for the first time.	721406	2023	Morningside Ward 3	-	20,000	-	-	20,000	
9. Skyline Trail Connection - Sprague High School to Joplin Court S Design and construction of approximately 40 linear feet of recreational trail. The trail connection will be located within unopened public right-of-way. This project was created mid-year in FY 2022 and is included in the budget for the first time.	722407	2023	Sunnyslope Ward 7	-	150,000	-	-	150,000	
10. Salem Park Improvement Funds (SPIF) Local park improvement projects initiated by Salem's neighborhood associations and funded with local donations and City match funds. Current projects are: • Brown Road Park bike racks • McKinley School Park landscape and benches • CAN-DO area park mutt mitt / bike fix-it station • Secor Park information kiosk • Morningside Park picnic tables • Hillview Park soft walking trail rehabilitation and improvements • Fircrest Park information kiosk • Minto-Brown Island Park bike fix-it station • Brush College Park trail system rehabilitation and improvement, picnic tables, disk golf practice area, and park entrance sign • Fisher Road Park trail system rehabilitation and improvement, picnic tables, and mutt mitt dispenser	998696	2023	Citywide / All Wards	60,000	-	-	166,670	226,670	Donations Interest
				\$ 195,000	\$ 2,520,000	\$ 112,000	\$ 466,670	\$ 3,293,670	
FY 2023 Carryover Projects Park Improvements									
11. Playground Equipment Replacement	716409	2017	Citywide / All Wards	\$ 50,000	\$ -	\$ -	\$ 173,510	\$ 223,510	Interest
12. Wallace Marine Park Soccer Area Playground Facilities	718406	2019	Citywide / All Wards	-	-	70,000	157,030	227,030	Interest
13. Bill Riegel Park Development, Phase II	719402	2020	SEMCA Ward 3	-	830,000	-	-	830,000	

				Sources of Funding					Funding Notes
	Project No.	Fiscal / CIP Year	Neighborhood and Ward	General Fund	SDC Fees	Transient Occupancy Tax	Other Revenues	Total Funding	
14. Fairview Park Development, Phase I	719405	2020	Morningside Ward 3	-	2,276,600	-	-	2,276,600	
15. Fisher Road Park Expansion	719414	2020	Outside City	-	260,450	-	-	260,450	
16. Riverfront Park Amphitheater	720400	2021	CAN-DO Ward 1	-	119,120	-	-	119,120	
17. Riverfront Park Improvements	720401	2021	CAN-DO Ward 1	-	50,000	-	-	50,000	
18. Future Development of a Neighborhood Park	720402	2021	Citywide / All Wards	-	120,000	-	-	120,000	
19. Woodmansee Park Tennis Court Reconstruction	720405 722404	2021	Faye Wright Ward 3	-	600,000	-	168,940	768,940	Trust
20. Riverfront Park Electrical Improvements	721400 722400	2022	CAN-DO Ward 1	-	680,000	50,000	-	730,000	
21. Geer Park Improvements, Phase II	721402 719402	2022	Other Ward 2	-	1,920,000	-	-	1,920,000	
22. Battle Creek Park Improvements	721403	2022	South Gateway Ward 4	-	300,000	-	-	300,000	
23. Eagles View Park Development, Phase I	721404	2022	West Salem Ward 8	-	50,000	-	-	50,000	
				\$ 50,000	\$ 7,206,170	\$ 120,000	\$ 499,480	\$ 7,875,650	
Master Plans									
24. Bailey Ridge Park Master Plan and Phase 1 Development	712409 722408	2022	SWAN Ward 7	\$ -	\$ 199,630	\$ -	\$ -	\$ 199,630	
25. Master Plan Updates (Annual Program)	718402 721401	2019	Citywide / All Wards	-	226,880	-	-	226,880	
26. Future Linear Park / Connector Trail Master Plan	719404	2020	Citywide / All Wards	-	100,000	-	-	100,000	
27. Comprehensive Park System Master Plan Updates	721405	2022	Citywide / All Wards	-	60,000	-	-	60,000	
				\$ -	\$ 586,510	\$ -	\$ -	\$ 586,510	
Land Acquisitions									
28. Future Park Property Acquisitions	717404 719406	2018	Citywide / All Wards	\$ -	\$ 470,000	\$ -	\$ -	\$ 470,000	
29. Rees Hill Road Park Property Acquisition	717415	2019	South Gateway Ward 4	-	22,200	-	-	22,200	
30. Willamette Slough / Pringle Creek Property Donation	719415	2021	CAN-DO Ward 1	-	102,200	-	-	102,200	
				\$ -	\$ 594,400	\$ -	\$ -	\$ 594,400	

				Sources of Funding					
	Project No.	Fiscal / CIP Year	Neighborhood and Ward	General Fund	SDC Fees	Transient Occupancy Tax	Other Revenues	Total Funding	Funding Notes
Other									
31. City Entranceways	716403	2017	Citywide / All Wards	\$ -	\$ -	\$ -	\$ 44,110	\$ 44,110	
32. Riegel Park Surplus Lot	719411	2020	SEMCA Ward 3	-	-	-	31,360	31,360	Interest
33. Minto Island Conservation Area Restoration, Phase 3	719412	2020	Citywide / All Wards	-	-	-	156,890	156,890	Meyer Trust Bonneville Power
				\$ -	\$ -	\$ -	\$ 232,360	\$ 232,360	
General									
34. Parks - Unspecified	998689 998694 998713		Citywide / All Wards	\$ -	\$ 667,860		\$ 172,530	\$ 840,390	Interest
35. Minto-Brown Island Park - Unspecified	998697		Citywide / All Wards	-	-	-	100,000	100,000	Conservation Services Grant
36. Parks - SDC Administration	279505 998714		Citywide / All Wards	-	337,000	-	-	337,000	
37. Opportunity Grant	998690 998695 998715		Citywide / All Wards	-	1,000,000	-	500,000	1,500,000	Various
				\$ -	\$ 2,004,860	\$ -	\$ 772,530	\$ 2,777,390	
Total Funding by Source				\$ 245,000	\$ 12,911,940	\$ 232,000	\$ 1,971,040		
Total Resources								\$ 15,359,980	
Total Project Expenditures								\$ 15,359,980	
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 provided for proceeds in excess of the \$18.6 million.

The Salem Public Library's annual statistics acknowledge 364,000 visitors. The Library hosts almost 1,600 programs for children, teens, and adults every year. Additionally, the Library makes five meeting rooms and the Loucks Auditorium available for the community's use.



				Sources of Funding				
	Project No.	Fiscal / CIP Year	Neighborhood and Ward	Other Revenues	Working Capital	Total Funding	Funding Notes	
FY 2023 Carryover Project								
38. Library Seismic Upgrades and Improvements	717601	2018	Citywide / All Wards	\$ -	\$ 50,000	\$ 50,000		
				\$ -	\$ 50,000	\$ 50,000		
				Total Funding by Source	\$ -	\$ 50,000	\$ 50,000	
				Total Resources			\$	50,000
				Total Project Expenditures			\$	50,000
				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.	Fiscal / CIP Year	Neighborhood and Ward	General Fund	Donations	Transient Occupancy Tax	Working Capital	Total Funding
FY 2023 New Project							
39. Roof Condition Assessment	TBD	2023					
The historic structures will be assessed to determine the condition and sequencing of repair or replacement of the roofs in a strategic manner.		Citywide / All Wards	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000
			\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000
Total Funding by Source			\$ -	\$ -	\$ 50,000	\$ -	
Total Resources							\$ 50,000
Total Project Expenditures							\$ 50,000
Unappropriated Balance							\$ -



MUNICIPAL FACILITIES

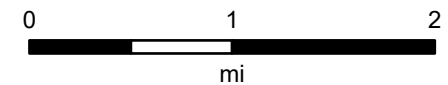
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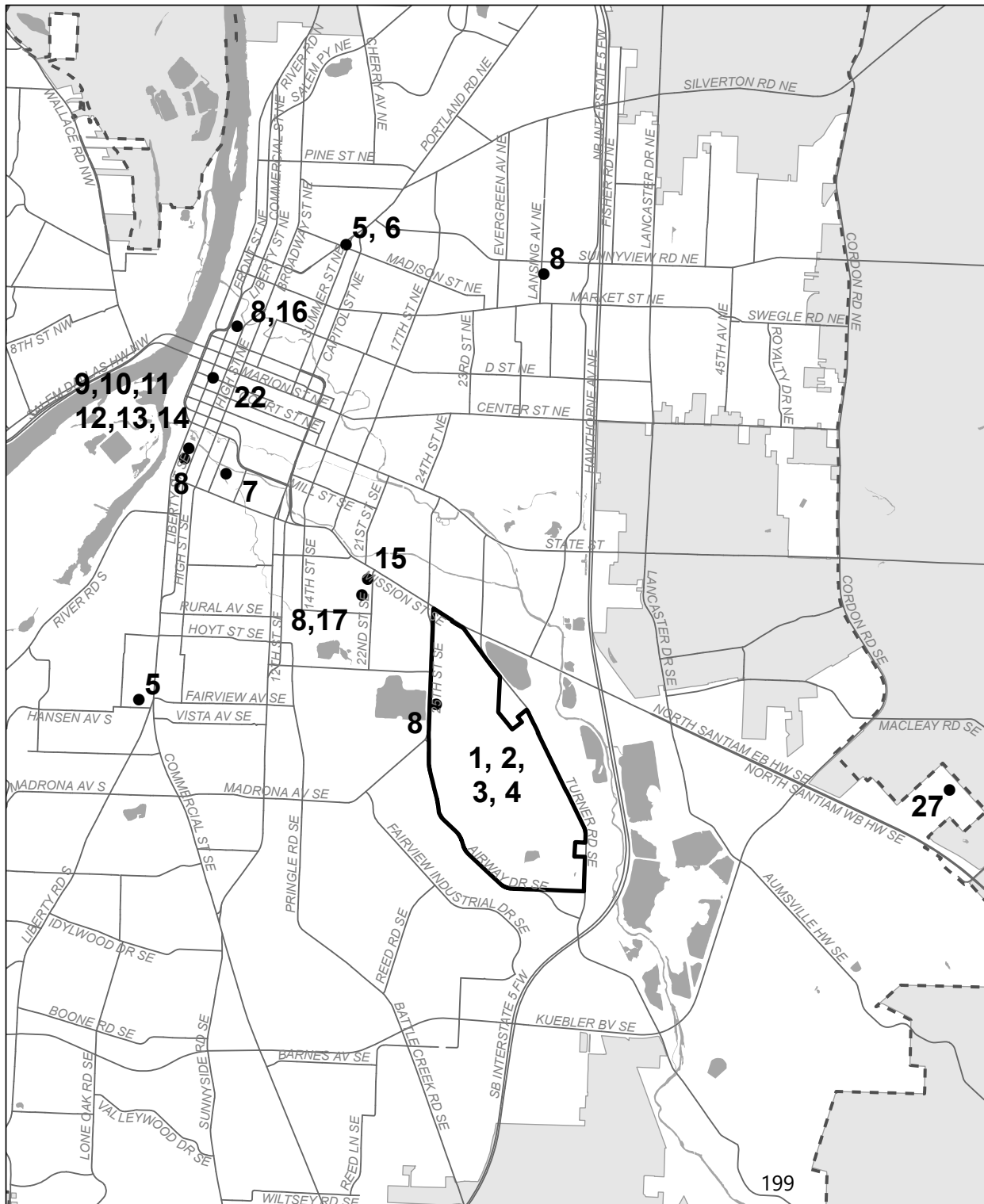
Salem Public Works Department

LEGEND

- Project
- ▭ Airport Projects
- Major street
- - - Urban Growth Boundary
- Water
- City Limit



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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.	Fiscal / CIP Year	Neighborhood and Ward	Federal / State Grants	Working Capital	Total Funding
FY 2023 New Project						
1.	Airport Terminal Building HVAC Replacement of the main HVAC unit at the Airport terminal building.	TBD	2023	SEMCA SESNA Wards 2, 3	\$ -	\$ 28,580
FY 2023 Carryover / General Projects						
2.	Airport Master Plan Update	TBD	2022	SEMCA SESNA Wards 2, 3	540,560	15,000
3.	Rehabilitate Taxiway C	649320	2021	SEMCA SESNA Wards 2, 3	3,170,570	-
4.	Opportunity Funds for Unanticipated Projects	TBD	Ongoing	SEMCA SESNA Wards 2, 3	-	435,080
				\$ 3,711,130	\$ 478,660	\$ 4,189,790
Total Funding by Source				\$ 3,711,130	\$ 478,660	
Total Resources						\$ 4,189,790
Total Project Expenditures						\$ 4,189,790
Unappropriated Balance						\$ -

Civic Center and Other Municipal Building 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. Projects for other locations reflect the City's obligation for improvement and upkeep of all municipal buildings.

The result areas of Good Governance and Safe, Efficient, and Reliable Infrastructure are both represented with these projects. Municipal buildings are considered part of the City's infrastructure. The Good Governance icon acknowledges the access to government services afforded the community within these locations.



				Sources of Funding			
	Project No.	Fiscal / CIP Year	Neighborhood and Ward	Interfund Transfers	Working Capital	Total Funding	
FY 2023 New Projects							
5.	Fire Stations No. 2 and No. 4 Floor Resurfacing	TBD	2023	Highland, SWAN Wards 1, 2	\$ 110,000	\$ - \$ 110,000	
	Fire stations 2 and 4 both have deteriorating bay floors caused by vehicle traffic wearing through the coating and creating slippery spots of bare concrete on the floors. The heavy vehicles have also caused damage to the concrete slab. This project includes shot blasting the slab, removing the old coating, crack preparation and sealing, installing two coats of base mortar, and installing one non-skid polymer epoxy topcoat.						
6.	Fire Station No. 2 Flat Roof Replacement	TBD	2023	Highland / Ward 1	57,000	- 57,000	
	The flat roof at Fire Station No. 2 was installed in 1995, has a 20-year useful life, and is in poor condition. Water intrusion in the staff quarters has been repaired, but additional patching is no longer a viable solution. This project includes demolition of the existing roof and flashing, replacement of damaged sheeting underlayment and insulation, and installation of new sheeting and roofing material with a 20-year material manufacturer's warranty.						
7.	Pringle Community Hall HVAC Replacement	TBD	2023	CAN-DO / Ward 2	54,000	- 54,000	
	The general condition of the heating and cooling system at Pringle Community Hall is poor due to its 18-year age. This project includes replacing three gas furnaces and condensers, upgrading one air conditioner and cased coil for the small conference room, and adding computer controls to have the ability to remotely monitor and control the equipment. The new models will be energy efficient and have increased fresh air intakes.						
8.	Municipal Building System Improvements	Multiple	2023	Citywide / All Wards	121,150	- 121,150	
	Multiple City buildings require replacement of or upgrade to heating, ventilation, and air conditioning (HVAC) and fire alarm safety systems. Current projects include: Shops Building No. 14 HVAC and roof replacement, Fire Station No. 6 gas pack HVAC replacement, Fire Station No. 3 gate operator replacement, Police Department remote test switches installation, and Main library roof exhaust fan modifications.						

		Project No.	Fiscal / CIP Year	Neighborhood and Ward	Interfund Transfers	Working Capital	Total Funding
FY 2023 Carryover / General Projects							
9.	Council Chambers Audio Visual System Upgrade	670030	2022	Citywide / All Wards	-	159,990	159,990
10	City Hall Security Installation	670016	2021	Citywide / All Wards	-	470,050	470,050
11.	City Hall Resurface Drive-Through	TBD	2021	Citywide / All Wards	-	82,500	82,500
12.	City Hall First Floor Reconfiguration	670025	2021	Citywide / All Wards	352,250	763,420	1,115,670
13.	City Hall Domestic Water Line Replacement	670005	2019	Citywide / All Wards	-	518,120	518,120
14.	City Hall Storefront Door and ADA Operator Replacement	670006	2019	Citywide / All Wards	-	89,000	89,000
					\$ 694,400	\$ 2,083,080	\$ 2,777,480
Total Funding by Source					\$ 694,400	\$ 2,083,080	
					Total Resources	\$ 2,777,480	
					Total Project Expenditures	\$ 2,777,480	
					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 addition, the City is receiving a grant from Marion County and the State Legislature totaling \$4.9 million for tenant improvements at the purchased building.

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.	Fiscal / CIP Year	Neighborhood and Ward	Working Capital	State / County Grants	Total Funding	
FY 2023 New Project							
Buildings							
15.	Navigation Center Renovation	609030	2023	Citywide / All Wards	\$ 4,900,000	\$ -	\$ 4,900,000
Renovation of the Navigation Center building at 1185 22nd Street SE which will serve as a low-barrier shelter with intensive case management services for houseless individuals. This project is funded by grants through the State of Oregon and Marion County received in FY 2022.							
Total Funding by Source				\$ 4,900,000	\$ -	\$ 4,900,000	
Total Resources				\$ 4,900,000			
Total Project Expenditures				\$ 4,900,000			
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. Construction is complete and the building is operating. There are some outstanding expenses before the project is closed.

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.



FY 2023 Carryover Project

Buildings

16. Salem Police Station

Project No.	Fiscal / CIP Year	Neighborhood and Ward	Working Capital	Other Funding Source	Total Funding
717600	2018	Citywide / All Wards	\$ 1,437,000	\$ -	\$ 1,437,000
Total Funding by Source			\$ 1,437,000	\$ -	\$ 1,437,000

Total Resources	\$ 1,437,000
Total Project Expenditures	\$ 1,437,000
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.



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 the City's stewardship of these resources.

Sources of Funding

FY 2023 Carryover Project	Project No.	Fiscal / CIP Year	Neighborhood and Ward	Sources of Funding			
				Utility Rates	Other City Funds	Working Capital	Total Funding
17. Public Works Operations Building	719600	2020	SESNA Ward 2	\$ 21,205,760	\$ 1,464,200	\$ 8,944,250	\$ 31,614,210
				\$ 21,205,760	\$ 1,464,200	\$ 8,944,250	\$ 31,614,210
Total Funding by Source				\$ 21,205,760	\$ 1,464,200	\$ 8,944,250	
Total Resources							\$ 31,614,210
Total Project Expenditures							\$ 31,614,210
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.	Fiscal / CIP Year	Neighborhood and Ward	Interfund Transfers	Working Capital	Total Funding
FY 2023 New Projects									
18.	Court Management System Replacement	TBD	2023	Citywide / All Wards	\$	250,000	\$	-	\$ 250,000
The current Court Management System was purchased in 2006 and has limited functionality and reporting capabilities. A new Court Management System will be more stable, intuitive, flexible, and user friendly. The new system will also support increased automation and move currently manual processes to the system.									
19.	Enterprise Storage Array	609031	2023	Citywide / All Wards		90,000		-	90,000
This equipment was purchased in 2017 and is due to be retired at end-of-life. It is used primarily to operate 13 servers running enterprise applications including financial services, cash handling, parking, utility billing, police records, and other city records flagged for retention purposes. This array includes physical servers to manage test, development and production systems for daily operating functions utilized by City staff.									
FY 2023 Carryover Projects									
20.	Public Works Utility Billing System	609029	2022	Citywide / All Wards		-		654,520	654,520
21.	Public Works Asset Management System	TBD	2022	Citywide / All Wards		146,000		380,000	526,000
					\$	486,000	\$	1,034,520	\$ 1,520,520
				Total Funding by Source		\$	486,000	\$ 1,034,520	
				Total Resources		\$			1,520,520
				Total Project Expenditures		\$			1,520,520
				Unappropriated 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 General Fund.



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.	Fiscal / CIP Year	Neighborhood and Ward	Interfund Transfers	Working Capital*	Interest	Total Funding	
FY 2023 Carryover / General Project								
22.	Chemeketa Parkade Elevators Hydraulic Unit Replacement	TBD	Ongoing	CAN-DO, Grant Wards 1, 2, 7	\$ -	\$ 64,000	\$ -	\$ 64,000
23.	Capital Improvement Reserve	TBD	Ongoing	CAN-DO, Grant Wards 1, 2, 7	200,000	1,485,280	15,000	1,700,280
					\$ 200,000	\$ 1,549,280	\$ 15,000	\$ 1,764,280
Total Funding by Source					\$ 200,000	\$ 1,549,280	\$ 15,000	
Total Resources								\$ 1,764,280
Total Project Expenditures								\$ 1,700,280
Unappropriated Balance								\$ 64,000

*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.

Pringle Creek Capital Improvements

The geographic area for this project group mirrors the now-closed Pringle Creek Urban Renewal Area. Funds remaining in the capital improvement cost center of the urban renewal area were transferred to the City. Projects will continue to be identified and funded using proceeds from a loan repayment.

Capital projects in this area support the outcomes noted in the Welcoming and Livable Community result area.



				Sources of Funding			
Project No.	Fiscal / CIP Year	Neighborhood and Ward		Other Revenues	Loan Proceeds	Working Capital	Total Funding
FY 2023 Carryover Projects							
24. Pringle Creek Unspecified Improvements	TBD	2023	CAN-DO Ward 1	\$ 6,000	\$ -	\$ 614,020	\$ 620,020
Funding available for future projects.							
				\$ 6,000	\$ -	\$ 614,020	\$ 620,020
Total Funding by Source				\$ 6,000	\$ -	\$ 614,020	
Total Resources							\$ 620,020
Total Project Expenditures							\$ 620,020
Unappropriated Balance							\$ -

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			
Project No.	Fiscal / CIP Year	Neighborhood and Ward	Interest	Interfund Transfer	Working Capital	Total Funding
FY 2023 Carryover Projects						
25. Radio System Replacement	FY 2015	Citywide / All Wards	\$ 5,000	\$ -	\$ 880,000	\$ 885,000
26. 9-1-1 Computer-Aided Dispatch System	FY 2020	Citywide / All Wards	21,130	1,000,000	2,169,180	3,190,310
			\$ 26,130	\$ 1,000,000	\$ 3,049,180	\$ 4,075,310
Total Funding by Source			\$ 26,130	\$ 1,000,000	\$ 3,049,180	
Total Resources						\$ 4,075,310
Total Project Expenditures						\$ 4,075,310
Unappropriated Balance						\$ -

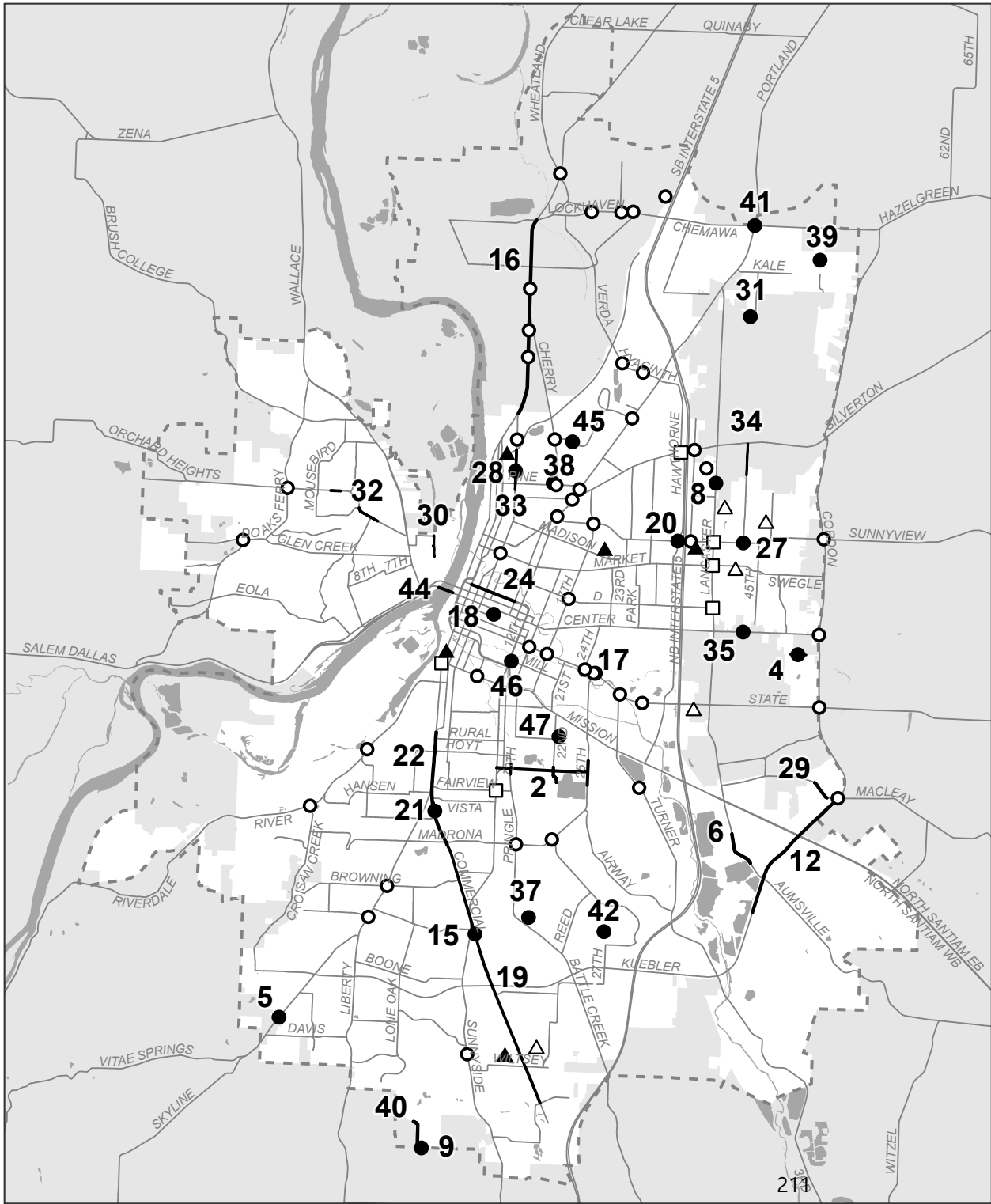
Salem Business Campus

The Salem Business Campus, comprising 80 acres of industrial land, 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.	Fiscal / CIP Year	Neighborhood and Ward	Sale of Assets	Working Capital	Interest	Total Funding
FY 2023 Carryover / General Projects											
27.	Gaia Street SE, Phase II, Salem Renewable Energy and Technology Center (SRETC)				649218	FY 2022	SEMCA Ward 2	\$ 2,030,050	\$ -	\$ -	\$ 2,030,050
28.	Wetlands Mitigation				649221	Ongoing	SEMCA Ward 2	-	213,310	-	213,310
29.	Salem Business Campus Reserve for Future Projects				TBD	Ongoing	SEMCA Ward 2	-	750,280	-	750,280
30.	Salem Business Campus Project Management				649210	Ongoing	SEMCA Ward 2	-	41,190	-	41,190
								\$ 2,030,050	\$ 1,004,780	\$ -	\$ 3,034,830
Total Funding by Source								\$ 2,030,050	\$ 1,004,780	\$ -	
Total Resources										\$ 3,034,830	
Total Project Expenditures										\$ 3,034,830	
Unappropriated Balance										\$ -	



TRANSPORTATION

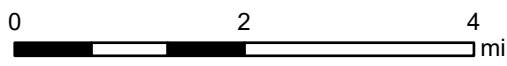
FISCAL YEAR 2022 - 2023



Salem Public Works Department

LEGEND

- Project
- Project 13
- Project 14
- ▲ Project 49
- △ Project 50
- Project
- 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.	Fiscal / CIP Year	Neighborhood and Ward	GO Bond	SDC Fees	State Highway Revenue	Other	Total Funding	Funding Notes
FY 2023 New Projects									
1.	FY 2023 Pavement Slurry / Crack Sealing Design and construction of slurry seal asphalt resurfacing and / or crack sealing on various City collector and residential streets.	722500	2023	Citywide / All Wards	\$ -	\$ -	\$ 270,000	\$ -	\$ 270,000
2.	McGilchrist Street SE Corridor Improvements Project provides companion funding for design, right-of-way acquisition, and construction to improve McGilchrist St SE to minor arterial standards with proper travel lane widths, bike lanes, curbs, gutters, sidewalks, and drainage systems.	722501	2023	SESNA Ward 2	-	1,000,000	-	-	1,000,000
3.	Transportation System Plan Initiate update to the Salem Transportation System Plan, the City's long-range master plan for transportation. Updates are needed to advance policy objectives established through the Our Salem project and to address new state requirements anticipated in amendments to the State Transportation Planning Rule.	722502	2023	Citywide / All Wards	-	400,000	-	-	400,000
4.	East Park Phase 1 - Developer Reimbursement Anticipated reimbursement (pass-through credits) to the developer for design and construction of three-quarter street improvements along the frontage of Auburn Rd NE as required for East Park Phase 1.	722503	2023	ELNA Ward 6	-	260,000	-	-	260,000
5.	Quail Run Lane S - Developer Reimbursement Anticipated reimbursement in excess of credits to the developer for design and construction of half street improvements on Skyline Rd S at Quail Run Ln S.	722504	2023	Sunnyslope Ward 7	-	120,000	-	-	120,000

					Sources of Funding					
		Project No.	Fiscal / CIP Year	Neighborhood and Ward	GO Bond	SDC Fees	State Highway Revenue	Other	Total Funding	Funding Notes
6.	Lancaster Drive NE between Eden Street SE and Sylvia Street SE - Developer Reimbursement, Excess of Credits Anticipated reimbursement in excess of credits to the developer for design and construction of interim minor street improvements for Lancaster Dr NE between Eden St SE and Sylvia St SE.	722505	2023	SEMCA Ward 3	-	100,000	-	-	100,000	
7.	FY 2023 New Streetlight Installations Design, right-of-way / easement acquisition, and installation of new streetlights and / or poles in areas that have deficient lighting.	722506	2023	Citywide / All Wards	-	-	-	500,000	500,000	Streetlight Fee
8.	Lancaster Drive NE and Watson Avenue NE Pedestrian Safety Crossing Design and construction of a median island, American with Disabilities Act (ADA) ramps, Rectangular Rapid Flashing Beacons (RRFB), and improved street lighting at the intersection of Lancaster Dr NE and Watson Ave NE as part of the Pedestrian Safety Crossings Program.	722507	2023	NOLA Ward 6	-	-	250,000	-	250,000	
9.	Lone Oak Road SE at Rees Hill Road SE - Intersection Improvements Design and right-of-way acquisition of intersection improvements that include a lengthened left-turn lane and an acceleration lane on Rees Hill Rd SE to accommodate sight distance limitations at the intersection.	722508	2023	South Gateway Ward 4	-	350,000	-	-	350,000	
10.	Neighborhood Solutions Funds will be allocated to preserve and enhance neighborhood livability and safety for all users. Funds will be used to construct engineering measures that address vehicle speed and volume appropriate to the functional classification of neighborhood streets, primarily those classified as local. Projects will be selected consistent with the Neighborhood Traffic Management Element of the Salem Transportation System Plan, with an emphasis on improving safety for vulnerable roadway users by addressing impacts from excessive speeds or cut-through traffic.	722509	2023	Citywide / All Wards	-	-	-	500,000	500,000	ODOT
					\$ -	\$ 2,230,000	\$ 520,000	\$ 1,000,000	\$ 3,750,000	

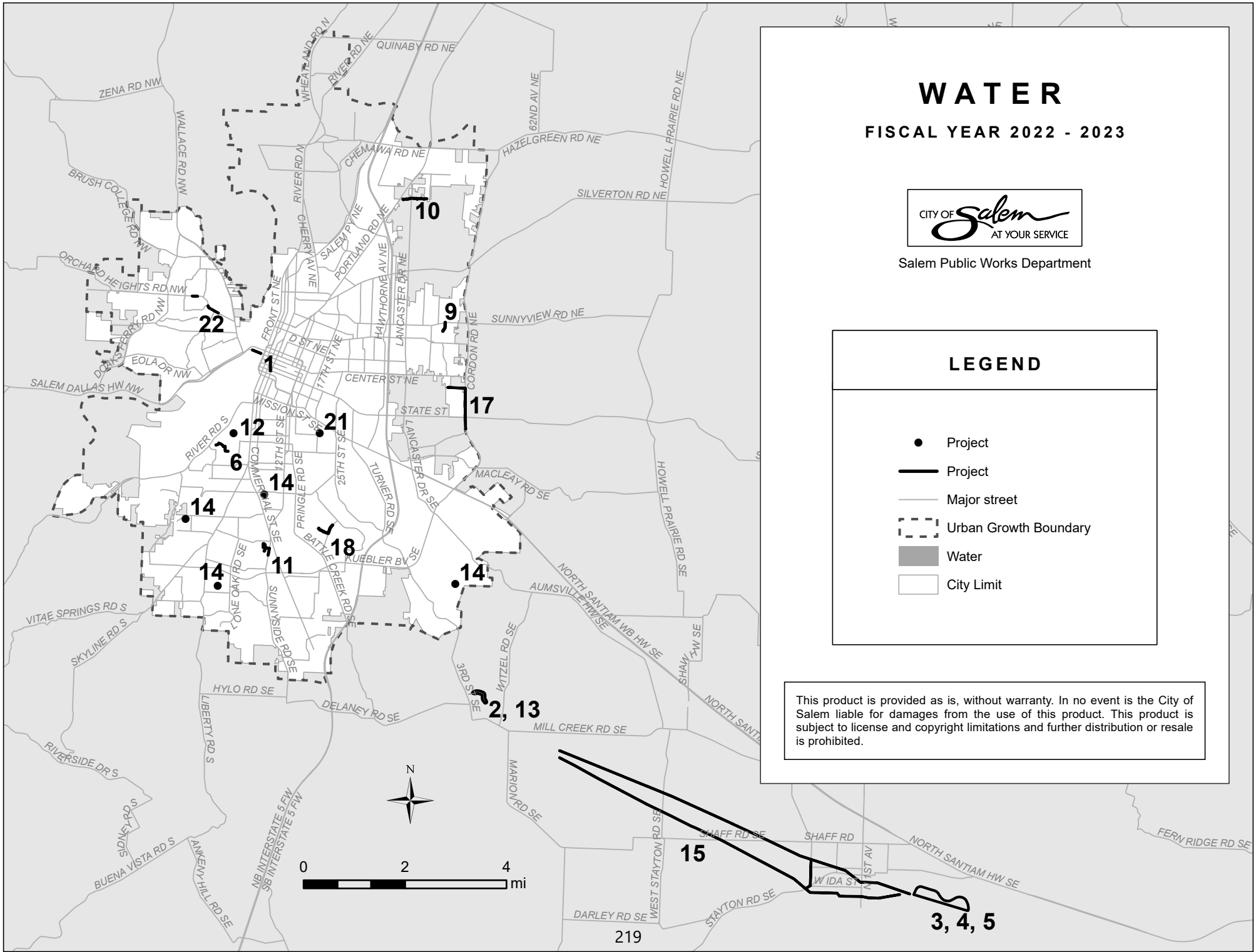
				Sources of Funding						
	Project No.	Fiscal / CIP Year	Neighborhood and Ward	GO Bond	SDC Fees	State Highway Revenue	Other	Total Funding	Funding Notes	
FY 2023 Carryover Projects										
Intersections / Signal Improvements										
11.	Flashing Yellow Signal Upgrades at Various Locations	714501	2015	Citywide / All Wards	\$ -	\$ 21,310	\$ -	\$ -	\$ 21,310	
12.	Cordon Road SE and Kuebler Boulevard Traffic Signal Interconnect	716509	2018	SEMCA Ward 3	-	80,130	-	-	80,130	
13.	Traffic Signal Enhancements along Lancaster Drive, 12th Street SE, Silverton Road NE, and Commercial Street SE (Unit 1)	717502	2018	CAN-DO, ELNA, Lansing, Morningside, NOLA, Northgate, NESCA Wards 1, 2, 5, 6, 7	-	41,500	-	667,270	708,770	ODOT
14.	Traffic Signal Enhancements at Various Locations (Unit 2)	717503	2018	Citywide / All Wards	-	31,430	-	1,370,600	1,402,030	FHWA
15.	Hilfiker Lane SE at Commercial Street SE Intersection Improvements	718500	2019	Faye Wright, Morningside Ward 3	-	1,372,820	-	1,875,010	3,247,830	FHWA
16.	River Road N Traffic Signal Interconnect (Shangri-La Avenue N to Wheatland Road N)	718506	2019	Outside City Ward Other	-	-	-	2,740,790	2,740,790	City of Keizer FHWA
17.	State Street at 25th Street SE Intersection Improvements	720502	2021	NEN, SESNA Ward 2	-	-	137,130	56,340	193,470	FHWA
18.	Downtown Signal Improvements	720504	2021	CAN-DO Ward 1	-	-	1,016,260	101,420	1,117,680	FHWA
19.	Commercial Street SE: Madrona Avenue SE to Robins Lane SE Signal Improvements	720506	2021	Faye Wright, Morningside, South Gateway, Wards 3, 4	-	-	163,140	24,000	187,140	FHWA
20.	Hawthorne Avenue NE / Sunnyview Road NE Intersection Modification	720507	2021	Grant Ward 1	-	2,530,000	-	-	2,530,000	
21.	Commercial Street SE: Vista St SE to Ratcliff Drive SE - Intersection Improvement	721501	2022	Faye Wright, SCAN Wards 2, 3	-	-	817,250	100,000	917,250	
				\$ -	\$ 4,077,190	\$ 2,133,780	\$ 6,935,430	\$ 13,146,400		

				Sources of Funding						
	Project No.	Fiscal / CIP Year	Neighborhood and Ward	GO Bond	SDC Fees	State Highway Revenue	Other	Total Funding	Funding Notes	
Pedestrian / Bikeway Improvements										
22.	Commercial Street SE Buffered Bike Lanes (Oxford Street SE to Madrona Avenue SE)	717504	2018	Faye Wright, Morningside, SCAN, SWAN Wards 2, 3, 7	\$ 395,820	\$ -	\$ 1,516,600	\$ -	\$ 1,912,420	FHWA
23.	Pedestrian Safety Crossings Program	718503	2019	Citywide / All Wards	-	-	-	442,960	442,960	ODOT
24.	Central Salem Mobility - Phase IB of Union Street Family Friendly Bikeway	718509	2019	CAN-DO Ward 1	-	-	1,732,300	-	1,732,300	FHWA
25.	Pedestrian Safety Crossing Improvements Package 2022	720503	2021	ELNA, NEN, NESCA, NOLA, SESNA Wards 1, 2, 6	-	-	291,620	52,170	343,790	FHWA
26.	Pedestrian Crossing Program	721500	2022	Citywide / All Wards	650,000	-	-	-	650,000	
27.	Sunnyview Road NE and Hollywood Drive NE Pedestrian Crossing	721504	2022	NOLA Ward 6	-	-		174,930	174,930	ODOT
28.	Broadway Street NE and Locust Street NE Pedestrian Crossing Improvements	721505	2022	Highland Wards 1, 5	-	-	132,000	28,570	160,570	
29.	Macleay Road SE and Caplinger Road SE Pedestrian Crossing Improvements	721506	2022	SEMCA Ward 3	-	556,800	-	1,763,200	2,320,000	ODOT
				\$ 1,045,820	\$ 556,800	\$ 3,672,520	\$ 2,461,830	\$ 7,736,970		
Street Improvements / Widenings										
30.	Marine Drive NW	711503	2012	West Salem Ward 1	\$ 828,370	\$ -	\$ -	\$ -	\$ 828,370	
31.	Hayesville Drive NE Street Improvements	720505	2021	Northgate Ward 5	-	-	-	105,500	105,500	
32.	Orchard Heights Road NW Street Improvements	721511	2022	West Salem Ward 8	-	-	426,200		426,200	FHWA
				\$ 828,370	\$ -	\$ 426,200	\$ 105,500	\$ 1,360,070		
Roadway Improvements										
33.	Broadway Street NE Roadway Safety Improvements: Spruce Street NE to Salem Parkway	717507 720511	2018	Highland Wards 1, 5	\$ 225,080	\$ 400,000	\$ -	\$ 1,009,510	\$ 1,634,590	FHWA
34.	Hollywood Drive NE Roadway Improvements	720501	2021	NOLA Ward 6	-	-	70,000	-	70,000	
35.	Center Street NE Roadway Improvements	721506	2022	ELNA Ward 6	-	100,000	-	-	100,000	
				\$ 225,080	\$ 500,000	\$ 70,000	\$ 1,009,510	\$ 1,804,590		

				Sources of Funding						
	Project No.	Fiscal / CIP Year	Neighborhood and Ward	GO Bond	SDC Fees	State Highway Revenue	Other	Total Funding	Funding Notes	
Developer Reimbursements										
36.	Street Capacity Improvements, Developer Reimbursement, Pass-Through, and Excess of Credits	998667	-	Citywide / All Wards	\$ -	\$ 400,000	\$ -	\$ -	\$ 400,000	
37.	Battle Creek Road SE - Developer Reimbursement	716500	2017	South Gateway Ward 4	-	200,000	-	-	200,000	
38.	Cherry Street NE and Pine Street NE - Intersection Improvements - Developer Reimbursement	720508	2021	Highland Wards 1, 5	-	150,000	-	-	150,000	
39.	Northstar Development - Street Improvements - Developer Reimbursement	720509	2021	Northgate Ward 5	-	1,320,000	-	-	1,320,000	
40.	Lone Oak Road SE Street Improvements - Sahalee Drive SE to Rees Hill Road SE - Developer Reimbursement		2022	South Gateway Ward 4	-	320,000	-	-	320,000	
41.	Portland Road NE / Hazelgreen Road NE Intersection Improvements - Developer Reimbursement		2022	Northgate Ward 5	-	1,000,000	-	-	1,000,000	
				\$ -	\$ 3,390,000	\$ -	\$ -	\$ 3,390,000		
Other										
42.	Right-of-Way Purchase for 27th Street SE at Strong Road Intersection	714508	2015	Morningside Ward 3	\$ -	\$ -	\$ -	10,000	\$ 10,000	Interest
43.	Fish Passage Monitoring	715506	2018	Citywide / All Wards	25,370	-	-	-	25,370	
44.	Center Street Bridge Seismic Evaluation Coordination	716511	2018	CAN-DO, West Salem Ward 1	15,020	-	-	-	15,020	
45.	Salem Industrial Drive NE at the Burlington Northern Santa Fe Railroad Crossing Safety Improvements	717500	2018	Northgate Ward 5	-	-	-	111,130	111,130	FHWA
46.	Mill Street SE at the Union Pacific Railroad Pedestrian Crossing Improvements	718504	2019	SESNA Ward 2	-	-	-	8,000	8,000	
47.	Building Expansion at City Shops Complex	718507	2019	SESNA Ward 2		100,000			100,000	
48.	Market / Swegle Property Surplus	720513	2021	ELNA Ward 6	10,000	-	-	-	10,000	
				\$ 50,390	\$ -	\$ 100,000	\$ 129,130	\$ 279,520		
Streetlights										
49.	FY 2022 New Streetlight Installations	721508	2022	Citywide / All Wards	\$ -	\$ -	\$ -	608,840	\$ 608,840	Streetlight Fee
50.	Streetlight Rehabilitation	718502	2019	Citywide / All Wards	-	-	-	699,610	699,610	Streetlight Fee
				\$ -	\$ -	\$ -	\$ 1,308,450	\$ 1,308,450		

			Sources of Funding						
	Project No.	Fiscal / CIP Year	Neighborhood and Ward	GO Bond	SDC Fees	State Highway Revenue	Other	Total Funding	Funding Notes
General									
51.	Transportation - Unspecified	998523 998530 998661 998698	Citywide / All Wards	\$ 1,189,070	\$ 3,790,280	\$ -	\$ 902,690	\$ 5,882,040	Interest Streetlight Fee
52.	Bikeway / Pedestrian - Unspecified	998526	Citywide / All Wards	-	-	370,490	-	370,490	
53.	Opportunity Grant	998632 998711	Citywide / All Wards	-	-	-	3,500,000	3,500,000	Other Agencies
54.	Transportation - CIP Management	998658 998662 998699	Citywide / All Wards	123,760	-	-	73,130	196,890	Interest Streetlight Fee
55.	Transportation - SDC Administration	998670	Citywide / All Wards	-	251,000	-	-	251,000	
56.	Tree Establishment for Transportation Projects	998679	Citywide / All Wards	-	-	-	16,070	16,070	Various
57.	Transportation Design and Analysis	998693 998709	Citywide / All Wards	-	190,540	-	50,000	240,540	Interest
58.	Opportunity Right-of-Way Purchase	998710	Citywide / All Wards	-	385,610	-	-	385,610	
				\$ 1,312,830	\$ 4,617,430	\$ 370,490	\$ 4,541,890	\$ 10,842,640	
Total Funding by Source				\$ 3,462,490	\$ 15,371,420	\$ 7,292,990	\$ 17,491,740		
Total Resources								\$ 43,618,640	
Total Project Expenditures								\$ 43,618,640	
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.

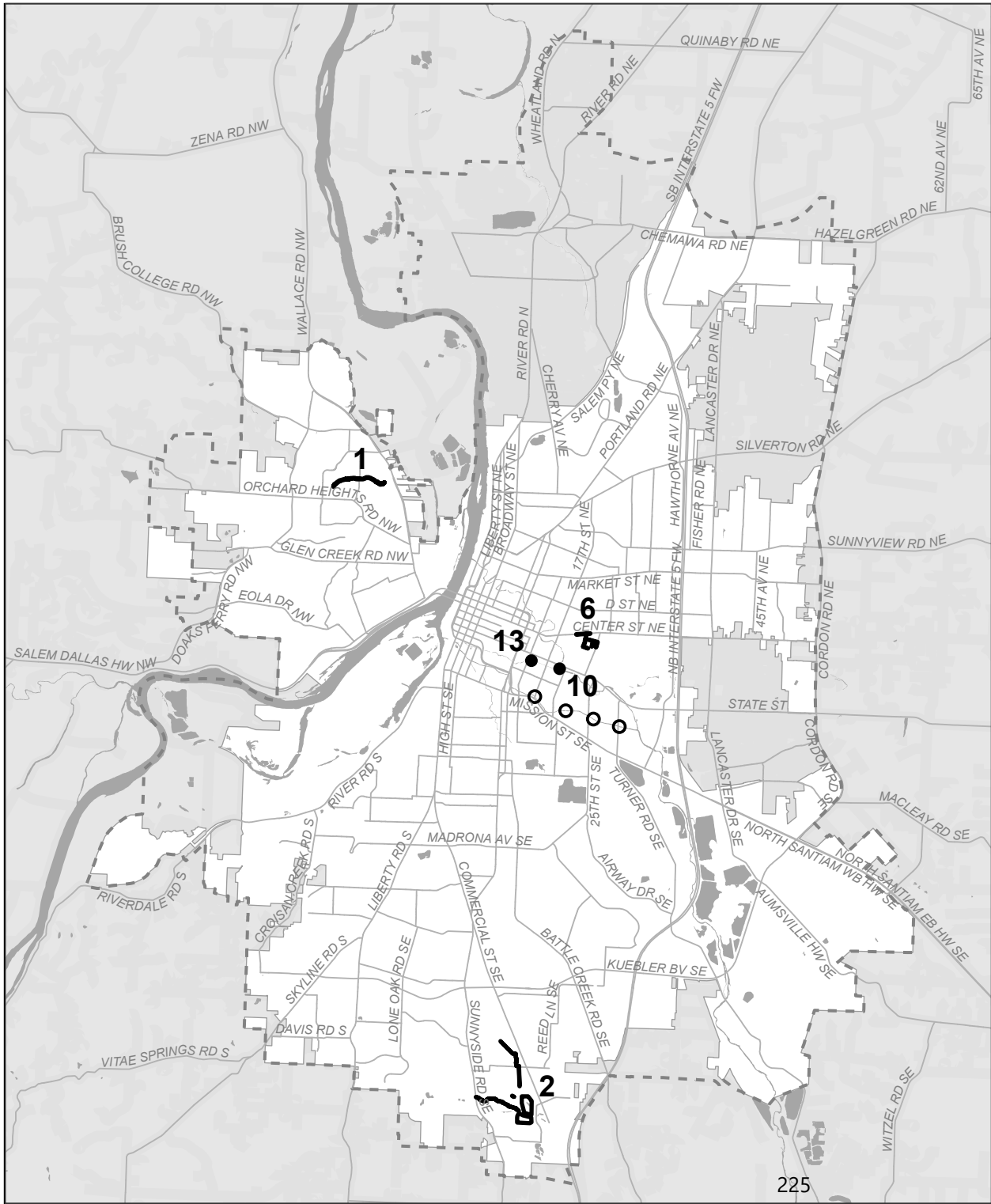
				Sources of Funding								
				Project No.	Fiscal / CIP Year	Neighborhood and Ward	Water Rates	SDC Fees	Revenue Bond	Other Agencies	Total Funding	Funding Notes
FY 2023 New Projects												
1.	Center Street Bridge Waterline and Seismic Improvements Design and construction for the replacement and / or seismic retrofitting of an existing 22-inch waterline on the Center Street Bridge over the Willamette River. The project will be done in conjunction with the Oregon Department of Transportation's (ODOT) scheduled seismic retrofit of the bridge. The Center Street Bridge waterline is one of three waterlines crossing the Willamette River which supply Salem's water distribution system in West Salem; all three waterlines have been identified as vulnerable to a major seismic event. ODOT's project to seismically retrofit Center Street Bridge provides Salem a beneficial opportunity to replace and / or retrofit the waterline and provide increased seismic resiliency for water supply to West Salem.	722000	2023	CAN-DO, West Salem Ward 1	\$ 636,540	\$ -	\$ -	\$ -	\$ 636,540			
2.	Franzen Reservoir Property Acquisitions Property acquisitions and / or slope easements around the perimeter of Franzen Reservoir to protect the steep slopes below and above the reservoir. A December 2021 geological assessment indicated that while the existing slopes are currently stable, they should be protected from future development activity which could be destabilizing.	722002	2023	Citywide / All Wards	700,000	-	-	-	700,000			
					\$ 1,336,540	\$ -	\$ -	\$ -	\$ 1,336,540			

				Sources of Funding								
				Project No.	Fiscal / CIP Year	Neighborhood and Ward	Water Rates	SDC Fees	Revenue Bond	Other Agencies	Total Funding	Funding Notes
FY 2023 Carryover Projects												
Water Treatment												
3.	Geren Island Ozone Treatment Facility			718010	2019	Citywide / All Wards	\$ 60,330	\$ -	\$ -	\$ -	\$ 60,330	
4.	Geren Island Groundwater Wells			720006	2021	Citywide / All Wards	-	-	5,051,860	-	5,051,860	
5.	Geren Island Water Treatment Facility Filter No. 2 Reconstruction			720015 722001	2021	Citywide / All Wards	4,750,000	1,400,000	-	19,693,990	25,843,990	State of Oregon Grant
							\$ 4,810,330	\$ 1,400,000	\$ 5,051,860	\$ 19,693,990	\$ 30,956,180	
Pipelines												
6.	Crestview Apartments - 18-inch Waterline Upsizing			720000 720001	2021	SWAN Ward 7	\$ 258,000	\$ 1,269,000	\$ -	\$ -	\$ 1,527,000	
7.	Miscellaneous Water R&R Improvements			720003	2021	Citywide / All Wards	925,000	-	-	-	925,000	
8.	Miscellaneous Water Operations Projects			720010	2021	Citywide / All Wards	303,140	-	-	-	303,140	
9.	Sleepy Hollow Waterline Improvements			720014	2021	ELNA Ward 6	544,700	-	-	-	544,700	
10.	Hayesville Waterline Improvements			721005 721006	2021	Northgate Ward 5	487,010	59,100	-	-	546,110	
							\$ 2,517,850	\$ 1,328,100	\$ -	\$ -	\$ 3,845,950	
Pump Stations / Reservoirs												
11.	Aquifer Storage and Recovery (ASR)			719000 720007	2020	Citywide / All Wards	\$ -	\$ 564,260	\$ 1,295,180	\$ -	\$ 1,859,440	
12.	Seismic Valve Upgrades at Fairmount Reservoir			720001	2021	SCAN Ward 7	490,000	-	-	-	490,000	
13.	Turner Water Booster Pump Station			720013	2021	Outside City	939,480				939,480	
14.	Reservoir Safety Improvements at College Reservoir, Kurth Reservoir, Mader Reservoir and Seeger Reservoir			721000	2022	Morningside, SEMCA, Sunnyslope Wards 3, 4, 7	625,000	-	-	-	625,000	
							\$ 2,054,480	\$ 564,260	\$ 1,295,180	\$ -	\$ 3,913,920	
Transmission Lines												
15.	36-inch to 54-inch Transmission Line Interties			715004	2016	Citywide / All Wards	\$ 633,850	\$ -	\$ -	\$ -	\$ 633,850	
							\$ 633,850	\$ -	\$ -	\$ -	\$ 633,850	

				Sources of Funding										
				Project No.	Fiscal / CIP Year	Neighborhood and Ward	Water Rates	SDC Fees	Revenue Bond	Other Agencies	Total Funding	Funding Notes		
Developer Reimbursements														
16.	Water Capacity Improvements, Developer Reimbursement, Pass-Through, and Excess of Credits					998668		Citywide / All Wards	\$ -	\$ 400,000	\$ -	\$ -	\$ 400,000	
17.	Cordon Road NE and Auburn Road NE Water Main System Improvements - Developer Reimbursement					720016	2021	ELNA Ward 6	-	1,200,000	-	-	1,200,000	
18.	Reed Road SE Water Main - Strong Road SE to Coburn Grand View Subdivision- Developer Reimbursement					721002	2022	Morningside Ward 3	-	650,000	-	-	650,000	
								\$ -	\$ 2,250,000	\$ -	\$ -	\$ 2,250,000		
Other														
19.	Street Restoration for Water Projects					709005	2011	Citywide / All Wards	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000	
20.	Fire Hydrant Replacement Program					718001	2019	Citywide / All Wards	116,120	-	-	-	116,120	
21.	Building Expansion at City Shops Complex					718002	2019	SESNA Ward 2	400,000	-	-	-	400,000	
22.	Orchard Heights Road NW Street Improvements					721003	2022	West Salem Ward 8	70,000	-	-	-	70,000	
								\$ 596,120	\$ -	\$ -	\$ -	\$ -	\$ 596,120	

			Sources of Funding						
	Project No.	Fiscal / CIP Year	Neighborhood and Ward	Water Rates	SDC Fees	Revenue Bond	Other Agencies	Total Funding	Funding Notes
General									
26.	Water - Unspecified	998538 998552 998717	Citywide / All Wards	\$ 2,161,870	\$ 4,611,880	\$ 894,550	\$ -	\$ 7,668,300	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	446,120	-	-	-	446,120	
30.	Water - SDC Administration	998664	Citywide / All Wards	-	165,150	-	-	165,150	
31.	Water Master Plan Property Acquisition	940214	Citywide / All Wards	-	502,210	-	-	502,210	
29.	Water - Design and Analysis	998673 998675	Citywide / All Wards	123,620	76,930	-	-	200,550	
				\$ 2,731,610	\$ 5,356,170	\$ 894,550	\$ 3,500,000	\$ 12,482,330	
Total Funding by Source				\$ 14,680,780	\$ 10,898,530	\$ 7,241,590	\$ 23,193,990	\$ 56,014,890	
Total Resources									\$ 56,014,890
Total Project Expenditures									\$ 56,014,890
Unappropriated Balance									\$ -





STORMWATER

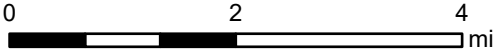
FISCAL YEAR 2022 - 2023



Salem Public Works Department

LEGEND

- Project 8
- Project
- Project
- - - Urban Growth Boundary
- Major street
- 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.

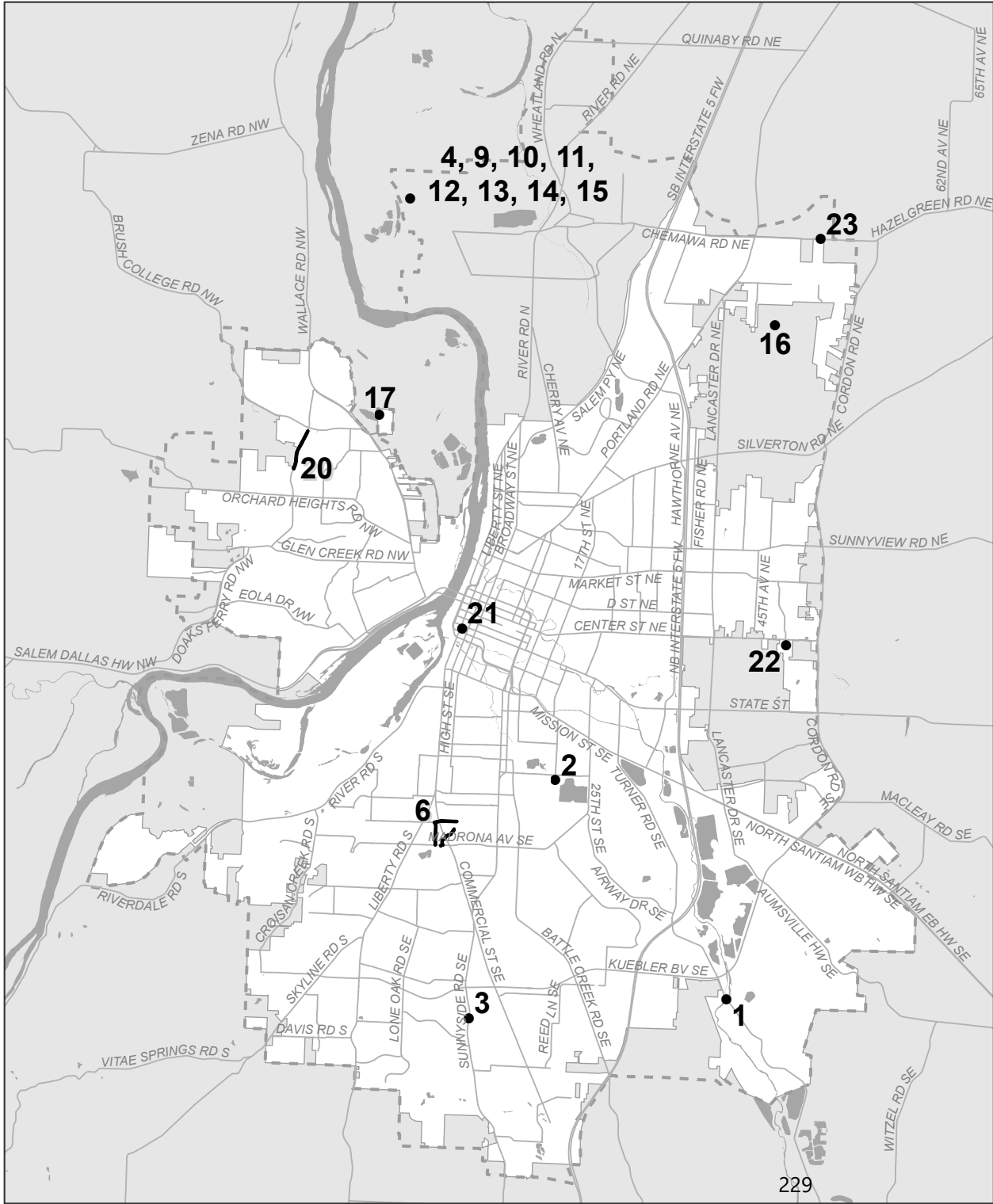


Stormwater improvement projects support the service area of Safe, Reliable, and Efficient Infrastructure.

					Sources of Funding								
					Project No.	Fiscal / CIP Year	Neighborhood and Ward	Stormwater Rates	SDC Fees	Other Agencies	Total Funding	Funding Notes	
FY 2023 New Project													
1.	Goldcrest Brook Stormwater Improvements	722200	2023	West Salem Ward 8	\$	400,000	\$	-	\$	-	\$	400,000	
Design and construction of improvements along portions of Goldcrest Brook to stabilize the channel and banks from erosion and restore habitat function.													
					\$	400,000	\$	-	\$	-	\$	400,000	
FY 2023 Carryover Projects													
Water Quality													
2.	Waln Creek / Battle Creek Mitigation Monitoring	713208	2015	South Gateway Ward 4	\$	19,650	\$	-	\$	-	\$	19,650	
3.	Implementation of Department of Environmental Quality Retrofit Plan - Various Locations	716200	2017	Citywide / All Wards		293,730		-		-		293,730	
4.	Total Maximum Daily Load (TMDL) Implementation Plan Projects - Pringle Creek (Jones Road SE to Idylwood Drive SE)	716201	2017	Citywide / All Wards		216,220		-		-		216,220	
5.	Stream Bank Restoration Mitigation for Various Projects	716202	2017	Citywide / All Wards		208,790		-		-		208,790	
6.	Center Street Pipe Relocation, Phase A	718200	2019	SEMCA Ward 2		50,000		-		-		50,000	
7.	Tree Planting Program	718203	2019	Citywide / All Wards		171,320		-		-		171,320	
8.	Shelton Ditch Sediment Removal	720200	2021	SESNA Ward 2		1,493,920		-		-		1,493,920	
9.	Stormwater Opportunity Property Purchase	721200	2022	Citywide / All Wards		247,300		-		-		247,300	
					\$	2,700,930	\$	-	\$	-	\$	2,700,930	

				Sources of Funding				
	Project No.	Fiscal / CIP Year	Neighborhood and Ward	Stormwater Rates	SDC Fees	Other Agencies	Total Funding	Funding Notes
Replacement / Rehabilitation / New Facilities								
10. Waller Dam Improvements	717208	2018	SEMCA Ward 2	\$ 421,070	\$ -	\$ -	\$ 421,070	
11. Miscellaneous Stormwater Operations Projects	720201	2021	Citywide / All Wards	513,740	-	-	513,740	
12. Miscellaneous Stormwater System R&R Improvements	720202	2021	Citywide / All Wards	432,300	-	-	432,300	
13. Mill Race Deck Improvements	721201	2022	SESNA Ward 2	250,000	-	-	250,000	
				\$ 1,617,110	\$ -	\$ -	\$ 1,617,110	
Developer Reimbursements								
14. Stormwater Capacity Improvements - Developer Reimbursement, Pass-Through, Excess of Credits	998666		Citywide / All Wards	\$ -	\$ 300,000	\$ -	300,000	
				\$ -	\$ 300,000	\$ -	\$ 300,000	
General								
15. Stormwater - Unspecified	998654 998811		Citywide / All Wards	\$ 690,950	\$ 2,438,260	\$ -	\$ 3,129,210	Various
16. Opportunity Grant	998656		Citywide / All Wards	-	-	500,000	500,000	
17. Stormwater - CIP Management	998653		Citywide / All Wards	61,160	-	-	61,160	
18. Stormwater - SDC Administration	998671		Citywide / All Wards	-	456,310	-	456,310	
19. Stormwater - Design and Analysis	998655 998672		Citywide / All Wards	66,720	67,370	-	134,090	
				\$ 818,830	\$ 2,961,940	\$ 500,000	\$ 4,280,770	
Total Funding by Source				\$ 5,536,870	\$ 3,261,940	\$ 500,000	\$ 9,298,810	
Total Resources								\$ 9,298,810
Total Project Expenditures								\$ 9,298,810
Unappropriated Balance								\$ -





WASTEWATER

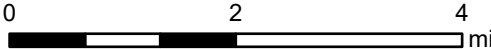
FISCAL YEAR 2022 - 2023



Salem Public Works Department

LEGEND

- Project
- 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.

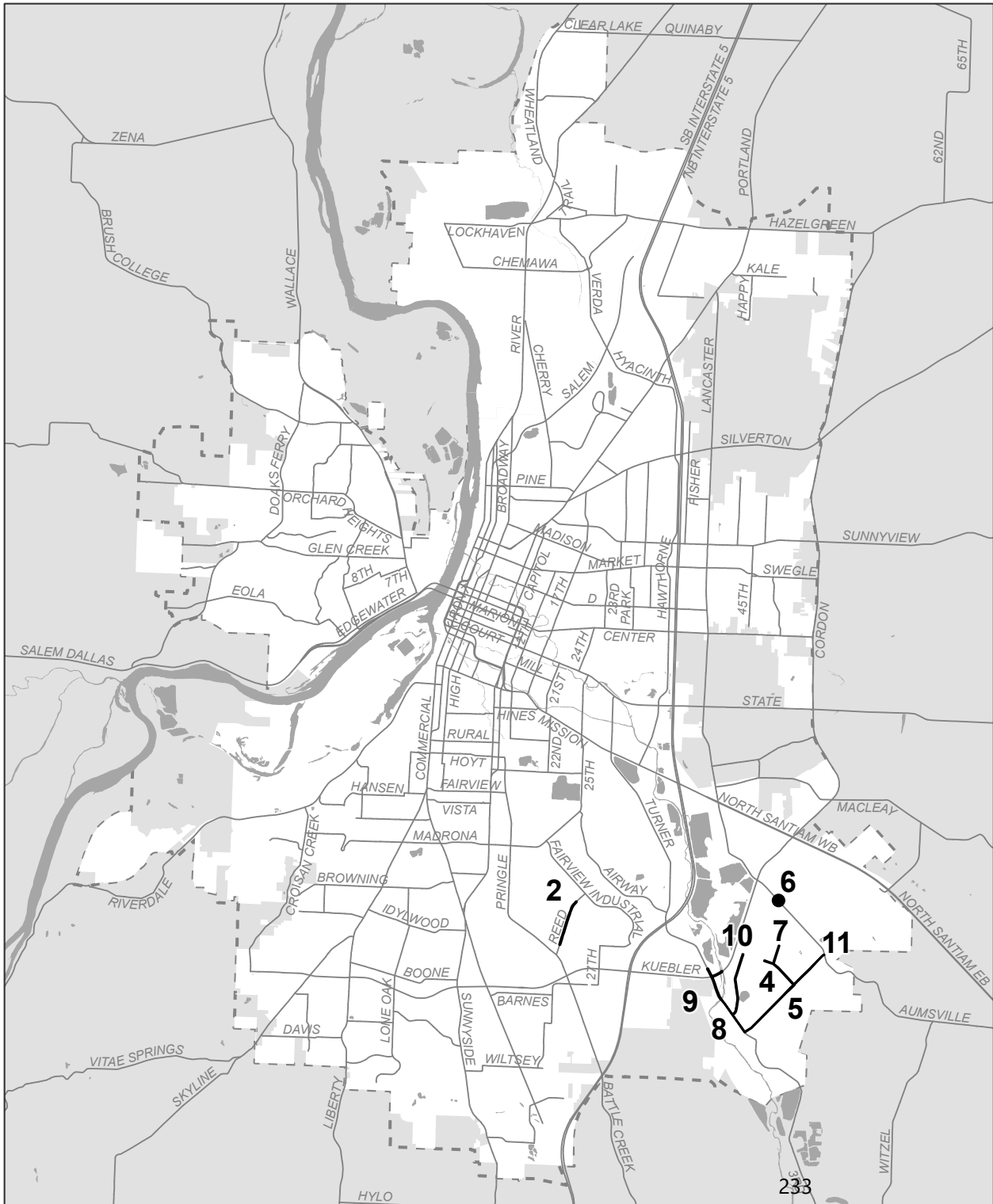


Wastewater improvement projects support the service area of Safe, Reliable, and Efficient Infrastructure.

				Sources of Funding								
				Neighborhood								
				Project No.	Fiscal / CIP Year	and Ward	Wastewater Rates	SDC Fees	Revenue Bond	Other Agencies	Total Funding	Funding Notes
FY 2023 New Projects												
1.	Turner Force Main Permanent Repair	722100	2023	Outside City	\$ 190,000	\$ -	\$ -	\$ -	\$ 190,000			
Design and construction to replace the failing 14-inch force main pipe on the Turner Rd SE bridge over Mill Creek.												
2.	McGilchrist Street at 22nd Street SE - Sanitary Sewer	722101	2023	SESNA Ward 2	160,000	-	-	-	160,000			
Construction of a new sanitary line from McGilchrist St SE approximately 450 linear feet south along the new 22nd St SE alignment to provide service to the five parcels on the west side of 22nd St SE.												
3.	Sunnyside Road SE - Sanitary Sewer	722102	2023	South Gateway Ward 4	300,000	-	-	-	300,000			
Design and construction to extend the existing 8-inch sewer line approximately 500 linear feet along Sunnyside Rd SE between Alvina St SE and Baxter Rd SE to serve three properties on septic systems.												
4.	NPDES Permit Renewal	722103	2023	Citywide / All Wards	200,000	-	-	-	200,000			
Obtain consultant assistance to navigate and negotiate the National Pollutant Discharge Elimination System (NPDES) permit issuance; interpret the permit requirements; develop an implementation plan; and scope and estimate improvements necessary to comply with the regulatory mandate.												
					\$ 850,000	\$ -	\$ -	\$ -	\$ 850,000			

				Sources of Funding					
	Project No.	Fiscal / CIP Year	Neighborhood and Ward	Wastewater Rates	SDC Fees	Revenue Bond	Other Agencies	Total Funding	Funding Notes
FY 2023 Carryover Projects									
Pipelines									
5.	Abandonment of Obsolete Sewer Mains	717100	2018	Citywide / All Wards	\$ 51,560	\$ -	\$ -	\$ -	\$ 51,560
6.	Madrona Sanitary Sewer Overflows - Capacity Improvements	720103	2021	Faye Wright, Morningside, SCAN Wards 2, 3	2,017,300	-	-	-	2,017,300
7.	Miscellaneous Wastewater Operations Projects	720104	2021	Citywide / All Wards	295,920	-	-	-	295,920
8.	Miscellaneous Wastewater Repair and Rehabilitation Improvements	720105	2021	Citywide / All Wards	970,000	-	-	-	970,000
				\$ 3,334,780	\$ -	\$ -	\$ -	\$ 3,334,780	
Willow Lake Water Pollution Control Facility									
9.	Cogeneration Facility Upgrade	715105	2016	Citywide / All Wards	\$ 95,130	\$ -	\$ -	\$ -	\$ 95,130
10.	Solids Handling Facility	716101	2017	Citywide / All Wards	213,000	-	-	-	213,000
11.	Trickling Filter Arm Replacements	717105	2018	Citywide / All Wards	300,000	-	-	-	300,000
12.	Hydraulic Improvements	719101	2020	Citywide / All Wards	-	2,592,900	-	-	2,592,900
13.	Headworks 4th Bar Screen	720101	2021	Citywide / All Wards	-	1,462,700	-	-	1,462,700
14.	North Secondary Clarifier Improvements	720102	2021	Citywide / All Wards	2,857,600	207,500	-	-	3,065,100
15.	Boiler Replacement	720102	2021	Citywide / All Wards	1,325,700	-	-	-	1,325,700
				\$ 4,791,430	\$ 4,263,100	\$ -	\$ -	\$ 9,054,530	
Pump Stations									
16.	Hayesville Pump Station Relocation and Upgrade	717101	2018	Northgate Ward 5	\$ 1,236,540	\$ -	\$ 3,085,270	\$ -	\$ 4,321,810
17.	West Salem Wastewater Pump Station and Force Main Planning	719102	2020	West Salem Ward 8	71,130	-	-	-	71,130
				\$ 1,307,670	\$ -	\$ 3,085,270	\$ -	\$ 4,392,940	

				Sources of Funding							
		Project No.	Fiscal / CIP Year	Neighborhood and Ward	Wastewater Rates	SDC Fees	Revenue Bond	Other Agencies	Total Funding	Funding Notes	
Other											
18.	Street Restoration for Wastewater Projects	709108	2011	Citywide / All Wards	\$ 47,100	\$ -	\$ -	\$ -	\$ 47,100		
					\$ 47,100	\$ -	\$ -	\$ -	\$ 47,100		
Developer Reimbursements											
20.	Wastewater Capacity Improvements - Developer Reimbursements	998665		Citywide / All Wards	\$ -	\$ 400,000	\$ -	\$ -	\$ 400,000		
21.	Doaks Ferry Road NW Wastewater System Improvements - Developer Reimbursement	719100	2020	West Salem Ward 8	-	1,486,000	-	-	1,486,000		
22.	State Street and Commercial Street SE Wastewater System Improvements - Developer Reimbursement	720106	2021	CAN-DO Ward 1	-	400,000	-	-	400,000		
23.	Auburn Pump Station - Developer Reimbursement	720107	2021	ELNA Ward 6	-	820,000	-	-	820,000		
24.	Northstar Pump Station - Developer Reimbursement	721104	2021	Northgate Ward 5	-	650,000	-	-	650,000		
					\$ -	\$ 3,756,000	\$ -	\$ -	\$ 3,756,000		
General											
25.	Wastewater - Unspecified	998525		Citywide / All Wards	\$ 2,766,140	\$ 3,013,540	\$ -	\$ -	\$ 5,779,680		
26.	Opportunity Grant	998549		Citywide / All Wards	-	500,000	-	3,000,000	3,500,000	Various	
		998712		Citywide / All Wards							
27.	Wastewater - CIP Management	998660		Citywide / All Wards	221,360	-	-	-	221,360		
29.	Wastewater - Design and Analysis	998674		Citywide / All Wards	111,110	195,630	-	-	306,740		
		998677		Citywide / All Wards							
28.	Wastewater - SDC Administration	998663		Citywide / All Wards	-	699,420	-	-	699,420		
					\$ 3,098,610	\$ 4,408,590	\$ -	\$ 3,000,000	\$ 10,507,200		
Total Funding by Source					\$ 13,429,590	\$ 12,427,690	\$ 3,085,270	\$ 3,000,000	\$ 31,942,550		
										Total Resources	\$ 31,942,550
										Total Project Expenditures	\$31,942,550
										Unappropriated Balance	\$ -



DEVELOPMENT DISTRICTS

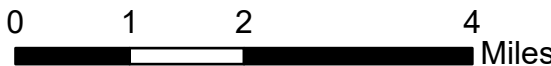
FISCAL YEAR 2022 - 2023



Salem Public Works Department

LEGEND

- Project
- Project
- Major street
- - - Urban Growth Boundary
- City Limit



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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 2023 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
FY 2023 Administration					
1.	Development District Fund Administration		\$ -	\$ 6,000	\$ 6,000
	Banking and investment fees for the fund.				
			\$ -	\$ 6,000	\$ 6,000
FY 2023 Sustainable Fairview Projects / Carryover Projects					
2.	Sustainable Fairview Unspecified Improvements	589052 Ongoing	\$ 420,000	\$ 149,000	\$ 569,000
	Anticipated reimbursement to developers for construction of qualified public improvements as defined in SRC 41.100. Funding is limited to the amount of Development District funds budgeted in this project.				
3.	Reed Road SE - Developer Reimbursement	721600 Ongoing	-	925,000	925,000
	Reimbursement for a portion of street and sidewalk improvements on Reed Rd SE between Fairview Dr SE and a point 500 feet east of Battle Creek Rd SE.	Morningside Ward 3			
			\$ 420,000	\$ 1,074,000	\$ 1,494,000
FY 2023 Mill Creek Projects / Carryover Projects					
4.	Phase 2A East / West Sewer Main	649111	\$ 107,090	\$ -	\$ 107,090
	Construct approximately 500 linear feet of 8-inch and 1,700 linear feet of 10-inch sewer main in Mill Creek Dr SE through Phase 2 to Deer Park Dr SE.	SEMCA Ward 3			
5.	Deer Park Dr Sewer Main	649112	264,990	-	264,990
	Construct approximately 500 linear feet of 10-inch sewer main in Deer Park Dr SE from Mill Creek Dr SE.	SEMCA Ward 3			

				Sources of Funding		
	Project No.	Budget / CIP Year	Neighborhood and Ward	Other Revenues	Working Capital	Total Funding
6.	Depot Court at Aumsville Highway Intersection Widen existing intersection to accommodate for larger truck turning traffic.	649115	SEMCA Ward 3	-	1,150,000	1,150,000
7.	Phase 1A North / South Sewer Main Construct approximately 2,300 linear feet of 10-inch sewer main from existing trunk sewer to Turner Rd SE.	649117	SEMCA Ward 3	-	202,050	202,050
8.	Turner Road Street Improvements Construct full-street improvement from Mill Creek Bridge to Deer Park Dr SE.	649118	SEMCA Ward 3	-	1,223,850	1,223,850
9.	Turner Road SE Improvements - Kuebler Construct 1,500 linear feet of full-street improvements on Turner Rd SE from Kuebler Blvd SE to Mill Creek Bridge. Work also includes 500 linear feet of half-street improvements on the south side of Kuebler Blvd SE from Turner Rd SE to Mill Creek bridge, including signal modifications.	TBD	SEMCA Ward 3	2,208,400	-	2,208,400
10.	Logistics Street SE Improvements Construct a new street from Mill Creek Dr SE to Turner Rd SE.	TBD	SEMCA Ward 3	435,010	79,930	514,940
11.	Deer Park Drive SE Street Improvements Construct full-street improvements from Aumsville Hwy SE to Turner Rd SE. Work includes one travel lane in each direction, left-turn pockets, curbs, and sidewalks.	TBD	SEMCA Ward 3	2,866,770	-	2,866,770
12.	Mill Creek Unspecified Improvements Funding for future infrastructure improvements.	TBD	SEMCA Ward 3	6,444,370	3,534,200	9,978,570
13.	Development District Fund Administration Banking and investment fees for the fund.	TBD	SEMCA Ward 3	-	6,000	6,000
				\$ 12,326,630	\$ 6,196,030	\$ 18,522,660
Total Funding by Source				\$ 12,746,630	\$ 7,276,030	\$ 20,022,660
				Total Resources	\$	20,022,660
				Total Project Expenditures	\$	20,022,660
				Unappropriated Balance	\$	-



City of Salem Debt Service Summary of Activity

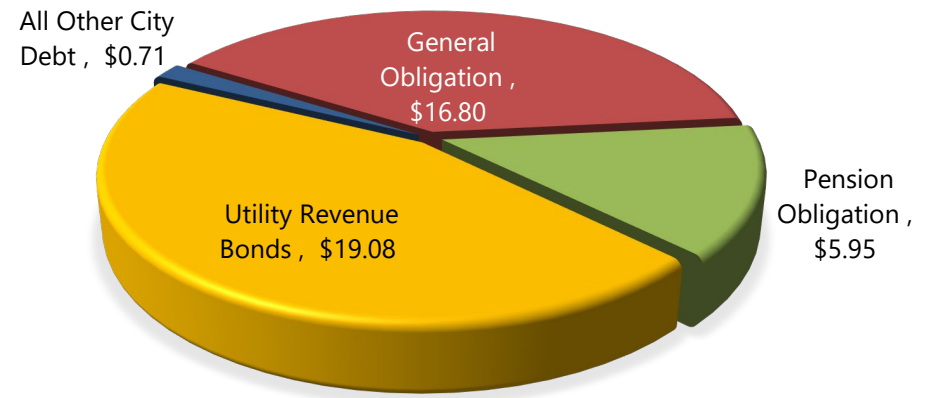
The majority of the City's debt service obligations are categorized in the result area of Safe, Reliable and Efficient Infrastructure. Proceeds from internal loans, revenue bonds, and general obligation bonds support streetlight replacement, construction of new and seismic retrofitting of existing fire 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 \$36,091,920.

Debt service expense that supports the result area of Strong and Diverse Economy includes a Section 108 loan funded construction of the Salem Convention Center in 2005. The debt payment, which has been supported by the Community Renewal Fund, is \$76,960 resulting in a remaining principal balance of \$1,000. The Airport benefited from two internal loans to fund electrical upgrades to the airfield and support an environmental assessment. Debt service in FY 2023 for the two loans is \$44,230 and will be paid off by year end.

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 2023 is \$5,949,470.

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
\$42,537,590
FY 2023 Budget





City of Salem Debt Service Schedule FY 2023

	Issue/ Maturity	Original Amount	Balance 6/30/2022 Outstanding	FY 2023 Payments			Balance 6/30/2023 Outstanding
				Principal	Interest	Total	
General Fund - Fund 101							
Civic Center Campus Infrastructure Internal Loan	7/2020 - 6/2030	\$ 3,463,000	\$ 2,791,990	\$ 340,260	\$ 34,750	\$ 375,010	\$ 2,451,730
Total General Fund		\$ 3,463,000	\$ 2,791,990	\$ 340,260	\$ 34,750	\$ 375,010	\$ 2,451,730
Streetlight Fund - Fund 156							
Streetlight LED Replacement Internal Loan	12/2016 - 12/2026	\$ 2,000,000	\$ 1,011,260	\$ 199,580	\$ 12,340	\$ 211,920	\$ 811,680
Total Streetlight Fund		\$ 2,000,000	\$ 1,011,260	\$ 199,580	\$ 12,340	\$ 211,920	\$ 811,680
Airport Fund - Fund 160							
Airfield Electrical Internal Loan	12/2012 - 12/2022	\$ 298,500	\$ 35,530	\$ 35,530	\$ 460	\$ 35,990	\$ -
Environmental Assessment Internal Loan	12/2012 - 12/2022	295,700	8,130	8,130	110	8,240	\$ -
Total Airport Fund		\$ 594,200	\$ 43,660	\$ 43,660	\$ 570	\$ 44,230	\$ -
Community Renewal Fund - Fund 165							
HUD Section 108 - Convention Center	02/2004 - 08/2023	\$ 7,200,000	\$ 77,000	\$ 76,000	\$ 960	\$ 76,960	\$ 1,000
Total Community Renewal Fund		\$ 7,200,000	\$ 77,000	\$ 76,000	\$ 960	\$ 76,960	\$ 1,000
General Obligation Debt - Fund 210							
Series 2017 Public Safety Facility & SB Refunding	08/2017 - 06/2037	\$ 74,775,000	\$ 57,895,000	\$ 4,820,000	\$ 2,116,550	\$ 6,936,550	\$ 53,075,000
Series 2018 Library Seismic & Improvements	03/2018 - 06/2031	18,600,000	15,775,000	960,000	711,050	1,671,050	14,815,000
Series 2021 Streets and Bridges Refunding	06/2021 - 06/2026	24,735,000	18,000,000	7,295,000	900,000	8,195,000	10,705,000
Total GO Debt Fund 210		\$ 118,110,000	\$ 91,670,000	\$ 13,075,000	\$ 3,727,600	\$ 16,802,600	\$ 78,595,000

The Section 108 loan payment for FY 2023 is \$76,959. 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.

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. Series 2021 - General Obligation Bond debt service for refunding 2012 and 2013 Streets and Bridges issuance.



City of Salem Debt Service Schedule FY 2023

			Balance	FY 2023 Payments			Balance
	Issue/ Maturity	Original Amount	6/30/2022 Outstanding	Principal	Interest	Total	6/30/2023 Outstanding
Other Debt - Fund 210							
Pension Obligation Bond Series 2005	09/2005 - 06/2028	\$ 61,685,000	\$ 30,465,000	\$ 4,425,000	\$ 1,524,470	\$ 5,949,470	\$ 26,040,000
Total Other Debt Fund 210		\$ 61,685,000	\$ 30,465,000	\$ 4,425,000	\$ 1,524,470	\$ 5,949,470	\$ 26,040,000
Utility Fund - Fund 310							
Series 2012A Water / Sewer Revenue Refunding	10/2012 - 06/2025	\$ 63,360,000	\$ 10,565,000	\$ 5,543,000	\$ 234,550	\$ 5,777,550	\$ 5,022,000
Series 2017 Water / Sewer Revenue Refunding	07/2017 - 06/2027	55,990,000	32,325,000	7,470,000	1,526,000	8,996,000	24,855,000
Series 2020 Water / Sewer Revenue	02/2020 - 06/2039	56,925,000	53,630,000	1,975,000	2,306,200	4,281,200	51,655,000
OBDD 2023 Loan	12/2022 - 12/2052	602,810	602,810	20,080	2,570	22,650	582,730
Total Utility Fund		\$ 176,877,810	\$ 97,122,810	\$ 15,008,080	\$ 4,069,320	\$ 19,077,400	\$ 82,114,730
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.							
TOTAL DEBT SERVICE		\$ 369,930,010	\$ 223,181,720	\$ 33,167,580	\$ 9,370,010	\$ 42,537,590	\$ 190,014,140

City of Salem Budget
FY 2023
Fund No. 210
General Obligation Bond Debt

General Obligation Bond Debt Resources

Resource Type	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg from FY 2022
Property Tax - Current	\$ 14,746,320	\$ 14,811,440	\$ 15,600,080	\$ 15,755,574	\$ 16,673,960	\$ 16,802,600	\$ 16,802,600	\$ 16,802,600	\$ 128,640	0.8%
Property Tax - All Other Years	331,790	271,717	367,450	265,116	280,460	277,250	277,250	277,250	(3,210)	-1.1%
Bond Proceeds	-	-	-	24,626,285	-	-	-	-	-	-
Bond Issuance Premium	-	-	-	2,843,359	-	-	-	-	-	-
All Other Revenues	-	156,511	-	113,983	-	110,000	110,000	110,000	110,000	-
Beginning Working Capital	1,294,210	1,732,365	1,252,740	1,206,431	435,400	1,256,440	1,256,440	1,256,440	821,040	188.6%
Total Resources	\$ 13,944,550	\$ 14,405,112	\$ 17,220,270	\$ 44,810,748	\$ 17,389,820	\$ 18,446,290	\$ 18,446,290	\$ 18,446,290	\$ 1,056,470	6.1%

General Obligation Bond Debt Expenditures

Expenditure Type	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg from FY 2022
Debt Service	\$ 15,765,610	\$ 15,765,603	\$ 16,331,030	\$ 16,330,000	\$ 16,819,090	\$ 16,802,600	\$ 16,802,600	\$ 16,802,600	\$ (16,490)	-0.1%
Payments to Escrow Agents	-	-	-	27,469,644	-	-	-	-	-	-
Total Expenditures	\$ 15,765,610	\$ 15,765,603	\$ 16,331,030	\$ 43,799,644	\$ 16,819,090	\$ 16,802,600	\$ 16,802,600	\$ 16,802,600	\$ (16,490)	

City of Salem Budget
FY 2023
Fund No. 210
Pension Obligation Bond Debt

Pension Obligation Bond Debt Resources

Resource Type	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg from FY 2022
Interfund - Special Transfers	\$ 5,297,000	\$ 5,296,110	\$ 5,499,530	\$ 5,499,520	\$ 5,719,550	\$ 5,949,630	\$ 5,949,630	\$ 5,949,630	\$ 230,080	4.0%
All Other Revenues	-	38,599	-	26,858	20,000	21,000	21,000	21,000	1,000	5.0%
Beginning Working Capital	51,040	111,420	149,650	149,668	172,670	196,950	196,950	196,950	24,280	14.1%
Total Resources	\$ 5,348,040	\$ 5,446,129	\$ 5,649,180	\$ 5,676,046	\$ 5,912,220	\$ 6,167,580	\$ 6,167,580	\$ 6,167,580	\$ 255,360	4.3%

Pension Obligation Bond Debt Expenditures

Expenditure Type	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg from FY 2022
Debt Service	\$ 5,296,470	\$ 5,296,461	\$ 5,499,230	\$ 5,499,272	\$ 5,719,380	\$ 5,949,470	\$ 5,949,470	\$ 5,949,470	\$ 230,090	4.0%
Total Expenditures	\$ 5,296,470	\$ 5,296,461	\$ 5,499,230	\$ 5,499,272	\$ 5,719,380	\$ 5,949,470	\$ 5,949,470	\$ 5,949,470	\$ 230,090	4.0%





The Adopted FY 2023 Budget *Wayfinding*

The Adopted FY 2023 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 22 Budget, and the FY 23 Adopted 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 2023, meaning the 2022-23 fiscal year. In graphs, the letter, A, is used with the fiscal year - *FY 2020 A*, meaning 2019-20 fiscal year actual results. *FY 2022 B* means the 2021-22 fiscal year budget, and *FY 2023* means the 2022-23 fiscal year budget. The abbreviation, *Mgr Rec*, is used to describe the City Manager's Proposed FY 2023 Budget. *BC Rec FY 2023* and *Adopted FY 2023* represent the Budget Committee's recommendation and the City Council's budget adoption, respectively.

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 2023

		Result Areas						
Fund No.	Fund Name	Good Governance	Natural Environment Stewardship	Safe and Healthy Community	Safe, Reliable, and Efficient Infrastructure	Strong and Diverse Economy	Welcoming and Livable Community	Total
101	General	\$ 35,916,070	\$ 200,410	\$ 100,925,750	\$ 682,480	\$ 4,418,340	\$ 25,765,890	\$ 167,908,940
155	Transportation Services	-	-	-	20,896,580	-	-	20,896,580
156	Streetlight	-	-	-	2,269,020	-	-	2,269,020
160	Airport	-	-	-	-	2,076,970	-	2,076,970
165	Community Renewal	-	-	-	-	-	13,166,220	13,166,220
170	Downtown Parking	-	-	-	-	1,173,850	-	1,173,850
175	Cultural and Tourism	526,920	-	-	-	3,579,490	557,750	4,664,160
176	Public Art	-	-	-	-	-	46,000	46,000
177	Tourism Promotion Area	1,164,590	-	-	-	-	-	1,164,590
180	Leasehold	-	-	-	-	767,250	-	767,250
185	Building and Safety	526,330	-	6,895,950	-	69,620	-	7,491,900
210	General Debt Service	5,949,470	-	-	16,802,600	-	-	22,752,070
255	Capital Improvements	2,777,480	-	5,512,310	130,323,980	8,988,900	3,118,060	150,720,730
260	Extra Capacity Facilities	-	-	-	48,635,660	-	12,911,940	61,547,600
275	Development District	-	-	-	20,022,660	-	-	20,022,660
310	Utility	2,758,650	21,604,460	-	114,080,040	-	375,290	138,818,440
320	Emergency Services	-	-	1,229,120	-	-	-	1,229,120
330	Willamette Valley Comm. Center	-	-	15,276,460	-	-	-	15,276,460
335	Police Regional Records System	-	-	279,200	-	-	-	279,200
355	City Services	11,125,360	-	1,915,340	-	-	-	13,040,700
365	Self Insurance Benefits	38,375,810	-	-	-	-	-	38,375,810
366	Self Insurance Risk	14,890,820	-	-	-	-	-	14,890,820
388	Equipment Replacement Reserve	10,260,340	-	8,699,540	-	995,780	-	19,955,660
400	Trust (Special Revenue)	2,590,740	5,000	1,345,900	541,300	2,450	19,682,250	24,167,640
Total		\$ 126,862,580	\$ 21,809,870	\$ 142,079,570	\$ 354,254,320	\$ 22,072,650	\$ 75,623,400	\$ 742,702,390

City of Salem Budget
SUMMARY OF RESOURCES AND REQUIREMENTS
All Funds
FY 2023

Fund No.	Fund Name	Beginning Balance	Revenues	Expenditures	(Use) / Addition Fund Balance	Unappropriated Ending Balance
101	General	\$ 42,528,530	\$ 154,577,140	\$ 167,908,940	\$ (13,331,800)	\$ 29,196,730
155	Transportation Services	7,693,900	17,406,230	20,896,580	(3,490,350)	4,203,550
156	Streetlight	1,352,930	1,968,650	2,269,020	(300,370)	1,052,560
160	Airport	789,250	1,287,720	2,076,970	(789,250)	-
165	Community Renewal	-	13,166,220	13,166,220	-	-
170	Downtown Parking	228,020	945,830	1,173,850	(228,020)	-
175	Cultural and Tourism	2,047,540	4,216,130	4,664,160	(448,030)	1,599,510
176	Public Art	20,570	25,430	46,000	(20,570)	-
177	Tourism Promotion Area	-	1,164,590	1,164,590	-	-
180	Leasehold	142,880	633,680	767,250	(133,570)	9,310
185	Building and Safety	14,316,670	6,608,880	7,491,900	(883,020)	13,433,650
210	General Debt Service	1,453,390	23,160,480	22,752,070	408,410	1,861,800
255	Capital Improvements	69,491,620	81,229,110	150,720,730	(69,491,620)	-
260	Extra Capacity Facilities	41,071,520	20,476,080	61,547,600	(41,071,520)	-
275	Development District	10,142,800	9,879,860	20,022,660	(10,142,800)	-
310	Utility	64,446,980	117,788,500	138,818,440	(21,029,940)	43,417,040
320	Emergency Services	2,549,850	1,086,810	1,229,120	(142,310)	2,407,540
330	Willamette Valley Comm. Center	1,584,550	13,860,540	15,276,460	(1,415,920)	168,630
335	Police Regional Records System	1,066,640	492,590	279,200	213,390	1,280,030
355	City Services	5,141,280	11,364,920	13,040,700	(1,675,780)	3,465,500
365	Self Insurance Benefits	10,937,010	27,438,800	38,375,810	(10,937,010)	-
366	Self Insurance Risk	8,161,930	6,728,890	14,890,820	(8,161,930)	-
388	Equipment Replacement Reserve	16,529,160	3,426,500	19,955,660	(16,529,160)	-
400	Trust	30,479,450	2,417,390	24,167,640	(21,750,250)	8,729,200
Total		\$ 332,176,470	\$ 521,350,970	\$ 742,702,390	\$ (221,351,420)	\$ 110,825,050

City of Salem Budget
RECAP OF EXPENDITURES
All Funds
FY 2022 and FY 2023

Fund No.	Fund Name	Adopted FY 2022	Adopted FY 2023	Increase (Decrease)	Percent Change
101	General	\$ 162,714,030	\$ 167,908,940	\$ 5,194,910	3.2%
155	Transportation Services	17,506,640	20,896,580	3,389,940	19.4%
156	Streetlight	2,082,060	2,269,020	186,960	9.0%
160	Airport	2,277,290	2,076,970	(200,320)	-8.8%
165	Community Renewal	11,076,710	13,166,220	2,089,510	18.9%
170	Downtown Parking	1,299,380	1,173,850	(125,530)	-9.7%
175	Cultural and Tourism	4,021,620	4,664,160	642,540	16.0%
176	Public Art	42,370	46,000	3,630	8.6%
177	Tourism Promotion Area	896,030	1,164,590	268,560	30.0%
180	Leasehold	1,076,270	767,250	(309,020)	-28.7%
185	Building and Safety	6,424,230	7,491,900	1,067,670	16.6%
190	Traffic Safety	1,729,120	-	(1,729,120)	-100.0%
210	General Debt Service	22,538,470	22,752,070	213,600	0.9%
255	Capital Improvements	149,788,910	150,720,730	931,820	0.6%
260	Extra Capacity Facilities	52,966,680	61,547,600	8,580,920	16.2%
275	Development District	8,301,620	20,022,660	11,721,040	141.2%
310	Utility	123,724,850	138,818,440	15,093,590	12.2%
320	Emergency Services	3,117,990	1,229,120	(1,888,870)	-60.6%
330	Willamette Valley Comm. Center	14,534,230	15,276,460	742,230	5.1%
335	Police Regional Records System	346,950	279,200	(67,750)	-19.5%
355	City Services	15,840,640	13,040,700	(2,799,940)	-17.7%
365	Self Insurance Benefits	37,966,260	38,375,810	409,550	1.1%
366	Self Insurance Risk	11,946,330	14,890,820	2,944,490	24.6%
388	Equipment Replacement Reserve	18,863,430	19,955,660	1,092,230	5.8%
400	Trust (Special Revenue)	25,520,670	24,167,640	(1,353,030)	-5.3%
Total		\$ 696,602,780	\$ 742,702,390	\$ 46,099,610	6.6%

City of Salem Budget
REQUIREMENTS BY OBJECT CATEGORY

All Funds
FY 2023

Fund No	Fund Name	Personal Services	Materials and Services	Capital Outlay	Transfers	Debt	Contingencies	Total Expenditures
101	General	\$ 127,511,890	\$ 34,665,460	\$ 1,030,430	\$ 1,326,150	\$ 375,010	\$ 3,000,000	\$ 167,908,940
155	Transportation Services	7,666,860	10,241,080	440,000	2,048,640	-	500,000	20,896,580
156	Streetlight	-	1,257,100	-	600,000	211,920	200,000	2,269,020
160	Airport	543,650	939,030	-	-	44,230	550,060	2,076,970
165	Community Renewal	-	13,166,220	-	-	-	-	13,166,220
170	Downtown Parking	-	1,010,040	-	-	-	163,810	1,173,850
175	Cultural and Tourism	-	2,714,240	-	1,749,920	-	200,000	4,664,160
176	Public Art	-	46,000	-	-	-	-	46,000
177	Tourism Promotion Area	-	1,116,350	-	48,240	-	-	1,164,590
180	Leasehold	-	487,970	-	200,000	-	79,280	767,250
185	Building and Safety	5,142,000	1,499,900	50,000	500,000	-	300,000	7,491,900
210	General Debt Service	-	-	-	-	22,752,070	-	22,752,070
255	Capital Improvements	-	141,159,080	9,561,650	-	-	-	150,720,730
260	Extra Capacity Facilities	-	59,222,080	1,755,520	570,000	-	-	61,547,600
275	Development District	-	20,022,660	-	-	-	-	20,022,660
310	Utility	45,344,600	41,814,760	972,880	28,608,800	19,077,400	3,000,000	138,818,440
320	Emergency Services	518,740	650,380	-	-	-	60,000	1,229,120
330	Willamette Valley Comm. Center	11,424,580	2,309,880	42,000	1,000,000	-	500,000	15,276,460
335	Police Regional Records System	-	239,200	-	-	-	40,000	279,200
355	City Services	3,096,050	9,804,650	100,000	40,000	-	-	13,040,700
365	Self Insurance Benefits	655,060	37,720,750	-	-	-	-	38,375,810
366	Self Insurance Risk	1,022,920	13,867,900	-	-	-	-	14,890,820
388	Equipment Replacement Reserve	-	5,556,500	14,399,160	-	-	-	19,955,660
400	Trust (Special Revenue)	-	22,327,680	600,000	1,239,960	-	-	24,167,640
Total		\$ 202,926,350	\$ 421,838,910	\$ 28,951,640	\$ 37,931,710	\$ 42,460,630	\$ 8,593,150	\$ 742,702,390

City of Salem Budget
REVENUES BY OBJECT CATEGORY

All Funds

FY 2023

Fund No	Fund Name	Taxes	Sales, Fees, Licenses & Permits	Assessments	Rents	Internal & Intergov.	Other Revenue	Non/Operating Revenues	Transfers	Total Revenues
101	General	\$ 82,612,390	\$ 34,899,550	\$ 1,400	\$ 1,145,680	\$ 28,830,510	\$ 4,361,490	\$ -	\$ 2,726,120	\$ 154,577,140
155	Transportation Services	-	215,920	5,460	2,050	17,070,650	37,150	-	75,000	17,406,230
156	Streetlight	-	1,952,120	-	-	-	16,530	-	-	1,968,650
160	Airport	-	48,100	-	1,221,620	-	18,000	-	-	1,287,720
165	Community Renewal	-	-	-	-	12,666,220	500,000	-	-	13,166,220
170	Downtown Parking	-	30,000	-	904,080	-	11,750	-	-	945,830
175	Cultural and Tourism	4,191,730	-	-	-	5,400	19,000	-	-	4,216,130
176	Public Art	-	130	-	-	-	300	-	25,000	25,430
177	Tourism Promotion Area	-	-	1,164,590	-	-	-	-	-	1,164,590
180	Leasehold	-	-	-	631,380	-	2,300	-	-	633,680
185	Building and Safety	-	6,398,900	-	-	-	209,980	-	-	6,608,880
190	Traffic Safety	-	-	-	-	-	-	-	-	-
210	General Debt Service	17,079,850	-	-	-	5,949,630	131,000	-	-	23,160,480
255	Capital Improvements	-	-	-	-	44,566,030	556,130	2,030,050	34,076,900	81,229,110
260	Extra Capacity Facilities	-	12,300,000	-	-	8,176,080	-	-	-	20,476,080
275	Development District	-	9,339,860	-	-	-	540,000	-	-	9,879,860
310	Utility	-	108,607,800	7,670	25,000	6,063,880	1,405,940	1,132,810	545,400	117,788,500
320	Emergency Services	-	881,650	-	-	10,000	195,160	-	-	1,086,810
330	Willamette Valley Comm. Center	-	23,000	-	-	13,801,560	35,980	-	-	13,860,540
335	Police Regional Records System	-	-	-	-	481,920	10,670	-	-	492,590
355	City Services	-	-	-	1,312,930	9,960,730	91,260	-	-	11,364,920
365	Self Insurance Benefits	-	-	-	-	25,466,700	1,972,100	-	-	27,438,800
366	Self Insurance Risk	-	-	-	-	6,581,250	147,640	-	-	6,728,890
388	Equipment Replacement Reserve	-	-	-	-	1,571,700	165,300	201,900	1,487,600	3,426,500
400	Trust (Special Revenue)	-	135,000	-	1,500	-	2,263,390	-	17,500	2,417,390
Total		\$ 103,883,970	\$ 174,832,030	\$ 1,179,120	\$ 5,244,240	\$181,202,260	\$ 12,691,070	\$ 3,364,760	\$ 38,953,520	\$ 521,350,970

City of Salem
SUMMARY OF RESOURCES
General Fund
FY 2020 to FY 2023

Actual FY 2020	Actual FY 2021	Adopted FY 2022	Resources Category	Adopted FY 2023	Percent of Total	Percent Increase
\$ 22,198,336	\$ 24,967,159	\$ 30,893,040	Cash Balance	\$ 42,528,530	21.6%	37.7%
1,353,392	1,327,822	1,140,500	Previously Levied Taxes	1,310,750	0.7%	14.9%
1,160,850	1,584,048	1,532,730	Local Sales Tax	1,862,340	0.9%	21.5%
18,091,467	18,818,078	18,284,150	Franchise Fees	19,983,430	10.1%	9.3%
7,122,188	11,126,659	11,946,000	Fees for Services / Other Fees	12,918,200	6.6%	8.1%
1,404,942	1,587,062	1,939,440	Licenses and Permits	1,997,920	1.0%	3.0%
1,049,940	704,937	750,980	Other Revenue	714,700	0.4%	-4.8%
1,582,858	538,882	1,509,180	Rents	1,145,680	0.6%	-24.1%
6,795,935	7,087,614	8,469,490	Intra / Interfund Services	8,276,130	4.2%	-2.3%
9,021,290	8,766,530	9,251,620	Allocated Overhead	9,000,800	4.6%	-2.7%
6,800,456	7,576,469	7,431,890	State Shared Revenues	7,711,460	3.9%	3.8%
2,238,489	2,043,528	1,768,930	Other Agencies	1,610,370	0.8%	-9.0%
3,859,939	10,644,562	10,462,140	State/Federal Grants	2,231,750	1.1%	-78.7%
2,039,690	1,631,719	2,017,330	Fines, Penalties and Forfeitures	3,648,190	1.9%	80.8%
1,625,201	1,894,460	7,949,750	Interfund Transfers	2,726,120	1.4%	-65.7%
<u>\$ 86,344,973</u>	<u>\$ 100,299,531</u>	<u>\$ 115,347,170</u>	Sub-Total	<u>\$ 117,666,370</u>	<u>59.7%</u>	<u>2.0%</u>
<u>\$ 69,793,377</u>	<u>\$ 73,208,446</u>	<u>\$ 76,827,570</u>	Property Taxes-Current Year	<u>\$ 79,439,300</u>	<u>40.3%</u>	<u>3.4%</u>
<u>\$ 156,138,350</u>	<u>\$ 173,507,977</u>	<u>\$ 192,174,740</u>	Total Operations	<u>\$ 197,105,670</u>	<u>100.0%</u>	<u>2.6%</u>
<u>\$ 156,138,350</u>	<u>\$ 173,507,977</u>	<u>\$ 192,174,740</u>	Grand Total	<u>\$ 197,105,670</u>	<u>100.0%</u>	<u>2.6%</u>

City of Salem
SUMMARY OF EXPENDITURES
General Fund
FY 2020 to FY 2023

Actual FY 2020	Actual FY 2021	Adopted FY 2022	Department	Adopted FY 2023	Percent of Total	Percent Increase
\$ 1,181,699	\$ 1,211,330	\$ 1,759,620	City Manager's Office	\$ 1,926,220	1.1%	9.5%
4,262,783	4,692,136	4,915,150	Community Development	6,753,160	4.0%	37.4%
14,507,824	15,554,118	17,742,960	Enterprise Services	20,432,390	12.2%	15.2%
3,603,843	3,644,254	4,287,930	Finance	3,698,610	2.2%	-13.7%
35,557,511	37,884,776	40,309,010	Fire	43,511,140	25.9%	7.9%
2,404,320	2,372,658	2,838,620	Legal	2,931,290	1.7%	3.3%
4,492,947	4,666,929	5,706,290	Library	5,873,040	3.5%	2.9%
180,165	173,973	243,410	Mayor and Council	259,780	0.2%	6.7%
1,882,556	1,858,131	2,344,940	Municipal Court	2,438,290	1.5%	4.0%
3,789,402	6,908,971	13,308,030	Non-Departmental	9,205,640	5.5%	-30.8%
9,199,613	11,356,572	11,652,060	Parks and Recreation	12,045,970	7.2%	3.4%
45,160,051	47,367,696	51,848,420	Police	54,779,640	32.6%	5.7%
4,964,439	4,906,925	5,757,590	Urban Development	4,053,770	2.4%	-29.6%
<u>\$ 131,187,153</u>	<u>\$ 142,598,470</u>	<u>\$ 162,714,030</u>	Total Operations	<u>\$ 167,908,940</u>	100.0%	3.2%

City of Salem Budget Airport Fund Assumptions and Trends FY 2023

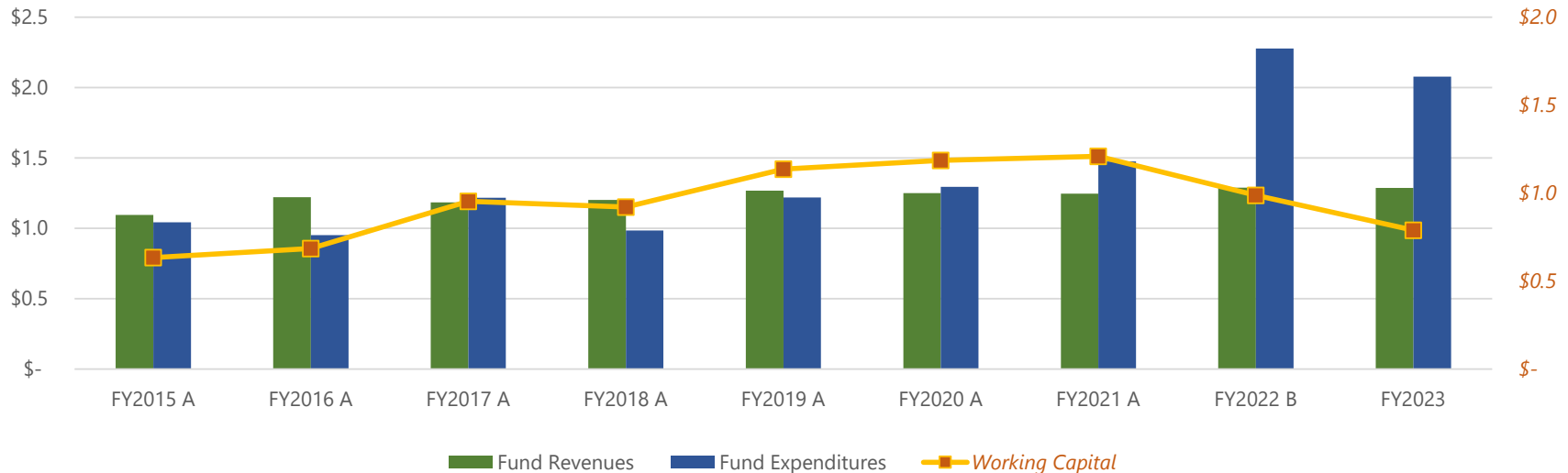
Account	Assumption	Amount	Account	Assumption	Amount
32646	Proceeds from airport sales and fees Fuel Fee: sale of fuel, estimating a 5.3% increase over the FY 2022 Budget	\$ 40,000	34110	Proceeds from airport rental Land / Room Rental: commercial lease space, estimating a 0.9% increase over the FY 2022 Budget	\$ 1,179,070
32648	Tie Down Fee: storage for transient aircraft (tie down), estimating no change over the FY 2022 Budget	\$ 2,500	34148	Parking Rent - Meters: revenue from the Airport surface lot, estimating a 15.6% increase from the FY 2022 Budget	\$ 32,150
32650	Landing Fee: private and commercial aircraft landing, estimating no increase over the FY 2022 Budget	\$ 4,600	34295	Parking Rent - Other: revenue from the vehicle per day parking rate of \$5.00, estimating a 63.6% decrease from the FY 2022 Budget	\$ 10,400

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 2022 budget and the proposed FY 2023 budget is a large contingency, which serves as an appropriated reserve for the fund.

City of Salem Budget
Airport Fund
FY 2023

Airport Fund Resources

Account Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
32310 ACCIDENT AND FIRE RECOVERY	\$ -	\$ 1,168	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
32495 OTHER CHARGE FOR SERVICE	1,000	900	1,000	900	1,000	1,000	1,000	1,000	-	-
32646 FUEL FEE	37,250	33,427	42,500	35,856	38,000	40,000	40,000	40,000	2,000	5.3%
32648 TIE DOWN FEE	2,050	2,377	2,500	1,830	2,500	2,500	2,500	2,500	-	-
32650 LANDING FEE	3,610	4,426	4,000	5,773	4,600	4,600	4,600	4,600	-	-
Total Sales, Fees, Licenses, Permits	\$ 43,910	\$ 42,298	\$ 50,000	\$ 44,358	\$ 46,100	\$ 48,100	\$ 48,100	\$ 48,100	\$ 2,000	4.3%
34110 LAND / BUILDING RENT	\$ 1,087,790	\$ 1,136,895	\$ 1,149,170	\$ 1,160,508	\$ 1,168,670	\$ 1,179,070	\$ 1,179,070	\$ 1,179,070	\$ 10,400	0.9%
34148 PARKING RENT - METERS	21,000	21,844	34,700	5,759	27,800	32,150	32,150	32,150	4,350	15.6%
34295 PARKING RENT - OTHER	19,100	25,598	33,500	11,880	28,600	10,400	10,400	10,400	(18,200)	-63.6%
Total Rents	\$ 1,127,890	\$ 1,184,337	\$ 1,217,370	\$ 1,178,147	\$ 1,225,070	\$ 1,221,620	\$ 1,221,620	\$ 1,221,620	\$ (3,450)	-0.3%
35510 STATE GRANTS	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Internal / Intergovernmental	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
35630 US FEDERAL AVIATION ADMIN (FAA)	\$ -	\$ 69,000	\$ -	\$ 23,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
35641 US DEPT OF THE TREASURY	-	104	-	131	-	-	-	-	-	-
Total Federal Grants	\$ -	\$ 69,104	\$ -	\$ 23,131	\$ -	\$ -	\$ -	\$ -	\$ -	-
36210 INTEREST	\$ 15,000	\$ 23,421	\$ 15,000	\$ 24,215	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ -	-
Total Other Revenues	\$ 15,000	\$ 23,421	\$ 15,000	\$ 24,215	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ -	-
39910 BEGINNING WORKING CAPITAL	\$ 1,014,400	\$ 1,185,564	\$ 1,061,910	\$ 1,209,456	\$ 988,120	\$ 715,990	\$ 715,990	\$ 789,250	\$ (198,870)	-20.1%
Total Beginning Balance	\$ 1,014,400	\$ 1,185,564	\$ 1,061,910	\$ 1,209,456	\$ 988,120	\$ 715,990	\$ 715,990	\$ 789,250	\$ (198,870)	-20.1%
Total Resources	\$ 2,201,200	\$ 2,504,725	\$ 2,379,280	\$ 2,479,307	\$ 2,277,290	\$ 2,003,710	\$ 2,003,710	\$ 2,076,970	\$ (200,320)	-8.8%

City of Salem Budget
Airport Fund
FY 2023

Airport Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
51010	SALARIES AND WAGES	\$ 279,980	\$ 280,010	\$ 289,990	\$ 289,970	\$ 298,910	\$ 309,840	\$ 309,840	\$ 309,840	\$ 10,930	3.7%
51025	HOLIDAY - REGULAR	-	-	-	-	-	250	250	250	250	-
51030	OVERTIME	3,000	3,030	3,500	2,148	3,500	3,000	3,000	3,000	(500)	-14.3%
51080	STANDBY	17,500	18,469	17,000	19,341	18,000	19,000	19,000	19,000	1,000	5.6%
51120	LEAVE PAYOFF	5,000	-	9,500	443	3,000	-	-	-	(3,000)	-100.0%
51130	CAR ALLOWANCE	-	(25)	-	-	-	-	-	-	-	-
51210	FICA AND MEDICARE	23,370	22,758	24,480	23,548	24,740	25,410	25,410	25,410	670	2.7%
51221	WORKERS' COMP PREMIUM	2,020	2,020	-	-	1,550	1,690	1,690	1,690	140	9.0%
51222	WORKERS' COMP STATE ASSMT	120	83	120	78	120	120	120	120	-	-
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	1,620	1,660	1,660	1,660	40	2.5%
51240	EMPLOYER - RETIREMENT PERS	50,130	49,800	52,510	51,139	56,270	57,780	57,780	57,780	1,510	2.7%
51243	PERS UNFUNDED LIABILITY	15,380	15,380	16,230	16,230	16,430	16,960	16,960	16,960	530	3.2%
51245	EMPLOYER - PERS PICKUP	18,330	18,099	19,200	18,698	19,400	19,930	19,930	19,930	530	2.7%
51250	INSURANCE - MEDICAL	72,840	71,403	73,190	73,188	75,670	79,590	79,590	79,590	3,920	5.2%
51255	INSURANCE - VISION	1,240	1,239	1,240	1,239	1,240	1,240	1,240	1,240	-	-
51260	INSURANCE - DENTAL	5,920	5,966	6,050	6,015	6,100	5,950	5,950	5,950	(150)	-2.5%
51265	INSURANCE - LIFE	600	642	600	648	900	910	910	910	10	1.1%
51270	INSURANCE - DISABILITY	300	313	310	322	310	320	320	320	10	3.2%
	Total Personal Services	\$ 495,730	\$ 489,190	\$ 513,920	\$ 503,009	\$ 527,760	\$ 543,650	\$ 543,650	\$ 543,650	\$ 15,890	3.0%
52120	MAIL	\$ 150	\$ 35	\$ 100	\$ 76	\$ 100	\$ 100	\$ 100	\$ 100	\$ -	-
52130	SUPPLIES	10,000	8,251	10,000	7,763	8,500	8,500	8,500	8,500	-	-
52320	ADVERTISING	-	326	-	1,264	-	-	-	-	-	-
52360	RECRUITMENT FEES	250	-	-	-	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	2,450	2,516	2,210	2,192	2,300	2,610	2,610	2,610	310	13.5%
52410	TELEPHONE - CELLULAR	1,500	2,322	1,750	1,599	1,600	1,600	1,600	1,600	-	-
52510	TRAINING	8,830	2,281	10,230	480	9,330	8,130	8,130	8,130	(1,200)	-12.9%
52550	MILEAGE	50	314	450	-	300	300	300	300	-	-
52560	REGISTRATION	-	300	-	100	200	200	200	200	-	-
52620	CONSTRUCTION CONTRACTS	120,000	19,694	115,000	-	115,000	115,000	115,000	150,290	35,290	30.7%
52640	ENGINEERING / ARCHITECT SERVICES	10,000	-	20,000	6,859	20,000	30,000	30,000	30,000	10,000	50.0%
52670	OTHER PROFESSIONAL SERVICES	215,030	219,945	243,250	107,917	256,800	184,000	184,000	221,970	(34,830)	-13.6%
52710	MEMBERSHIP DUES	3,500	4,743	3,600	4,875	3,600	3,600	3,600	3,600	-	-
52720	LICENSES / CERTIFICATIONS	500	300	500	300	250	-	-	-	(250)	-100.0%
52740	PERMITS	-	2,229	1,200	1,257	1,500	-	-	-	(1,500)	-100.0%
52815	CONTROLLED EQUIPMENT	2,370	2,469	2,430	4,374	1,630	-	-	-	(1,630)	-100.0%
52820	SMALL EQUIPMENT AND SUPPLIES	500	204	500	-	300	-	-	-	(300)	-100.0%
52830	COMPUTER SOFTWARE AND LICENSES	900	908	950	1,169	960	1,160	1,160	1,160	200	20.8%
52910	DIESEL FUEL	2,500	325	1,500	-	800	800	800	800	-	-
52930	GASOLINE	3,000	2,147	3,000	1,342	2,000	2,000	2,000	2,000	-	-
53210	INSURANCE	-	3,777	-	3,777	-	-	-	-	-	-
53211	LIABILITY INSURANCE	4,150	4,150	2,760	2,760	6,150	6,820	6,820	6,820	670	10.9%
53310	VEHICLE MAINTENANCE	5,000	13,900	8,000	8,474	8,300	-	-	-	(8,300)	-100.0%

City of Salem Budget
Airport Fund
FY 2023

Airport Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
53320	EQUIPMENT MAINTENANCE	5,000	12,745	10,000	1,080	8,750	-	-	-	(8,750)	-100.0%
53340	FACILITIES MAINTENANCE	-	1,168	-	-	-	-	-	-	-	-
53380	OTHER MAINTENANCE AND REPAIRS	7,500	7,053	7,500	5,345	7,000	-	-	-	(7,000)	-100.0%
53530	OUTSIDE RENTAL	-	285	-	1,071	-	-	-	-	-	-
53610	GAS	6,000	4,278	6,000	5,026	6,000	6,000	6,000	6,000	-	-
53620	ELECTRIC	27,500	26,255	27,500	23,748	27,500	27,500	27,500	27,500	-	-
53630	WATER	-	819	500	1,114	700	1,000	1,000	1,000	300	42.9%
53650	REFUSE DISPOSAL	2,500	1,628	2,500	1,801	2,400	2,400	2,400	2,400	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	800	-	800	-	800	-	-	-	(800)	-100.0%
53734	SAFETY CLOTHING AND EQUIPMENT	-	63	-	-	-	1,000	1,000	1,000	1,000	-
53767	BANKING AND INVESTMENT FEES	1,000	1,174	1,000	1,441	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)	103,590	58,217	61,980	76,704	71,580	103,860	103,860	103,860	32,280	45.1%
53813	INTRA CITY - BUDGETED TRANSFERS	119,680	119,680	123,020	123,020	129,430	114,730	114,730	114,730	(14,700)	-11.4%
53815	INTRA CITY - INTERDEPARTMENTAL BILLINGS	36,870	65,963	39,250	13,510	44,230	51,220	51,220	51,220	6,990	15.8%
53830	RADIO	890	890	-	-	890	1,130	1,130	1,130	240	27.0%
53840	MOTOR POOL RENTAL	12,840	12,840	15,100	15,100	14,910	22,150	22,150	22,150	7,240	48.6%
53841	EQUIPMENT REPLACEMENT CHARGE	15,000	32,500	15,000	15,000	15,000	20,000	20,000	20,000	5,000	33.3%
53851	COPY	500	10	350	-	350	-	-	-	(350)	-100.0%
53854	PHOTOCOPIES	1,500	835	1,250	914	1,250	1,000	1,000	1,000	(250)	-20.0%
53860	BUILDING SERVICES	42,580	29,527	3,470	-	3,830	4,820	4,820	4,820	990	25.8%
53900	SUPPORT SERVICES CHARGE	92,430	92,430	126,210	126,210	131,640	100,640	100,640	100,640	(31,000)	-23.5%
54850	OTHER SPECIAL PAYMENTS	50,000	1,199	50,000	59,185	35,000	37,500	37,500	37,500	2,500	7.1%
	Total Materials and Services	\$ 921,860	\$ 760,694	\$ 923,860	\$ 626,846	\$ 946,880	\$ 865,770	\$ 865,770	\$ 939,030	\$ (7,850)	-0.8%
60120	PRINCIPAL	\$ 40,700	\$ 40,696	\$ 42,410	\$ 42,406	\$ 42,910	\$ 43,660	\$ 43,660	\$ 43,660	\$ 750	1.7%
60130	INTEREST	4,700	4,690	2,040	2,039	1,500	570	570	570	(930)	-62.0%
	Total Debt Service	\$ 45,400	\$ 45,386	\$ 44,450	\$ 44,446	\$ 44,410	\$ 44,230	\$ 44,230	\$ 44,230	\$ (180)	-0.4%
61110	CONTINGENCIES	\$ 738,210	\$ -	\$ 597,050	\$ -	\$ 758,240	\$ 550,060	\$ 550,060	\$ 550,060	\$ (208,180)	-27.5%
	Total Contingencies	\$ 738,210	\$ -	\$ 597,050	\$ -	\$ 758,240	\$ 550,060	\$ 550,060	\$ 550,060	\$ (208,180)	-27.5%
62110	TRANSFERS TO OTHER FUNDS	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Interfund Transfers	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Expenditures	\$ 2,201,200	\$ 1,295,269	\$ 2,379,280	\$ 1,474,300	\$ 2,277,290	\$ 2,003,710	\$ 2,003,710	\$ 2,076,970	\$ (200,320)	-8.8%

City of Salem Budget

Building and Safety Fund Assumptions and Trends

FY 2023

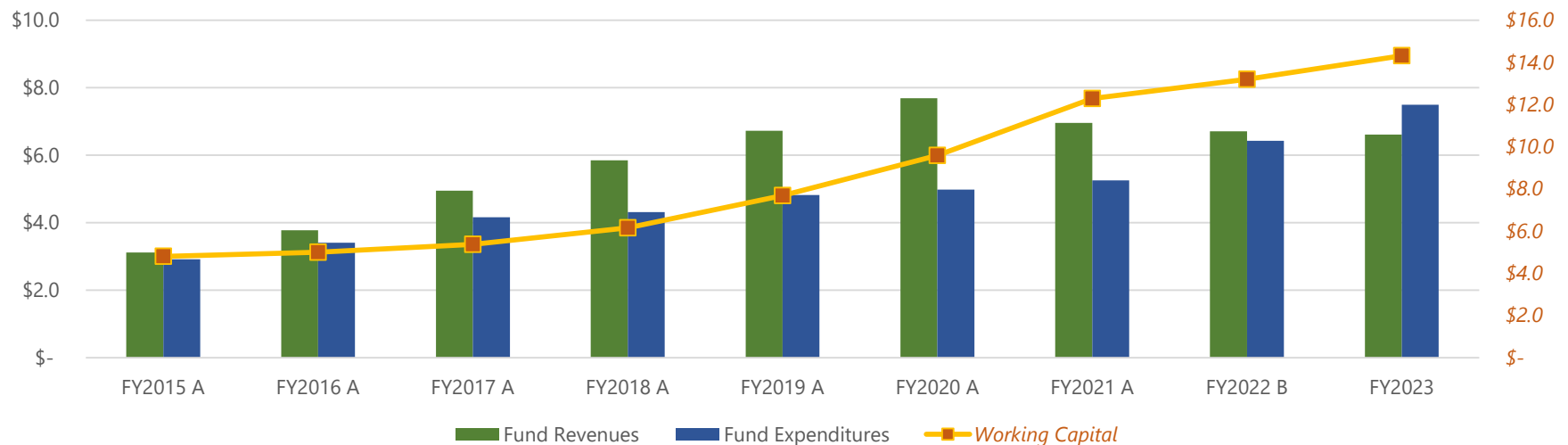
Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from the Building Permit Program and Permit Application Center activities					
32835	Building Permits: building permit and plan review fees for residential / commercial new construction and alterations, estimating no increase from the FY 2022 Budget	\$ 4,961,990	32850	Plumbing Permits: residential / commercial construction projects, estimating no increase over the FY 2022 Budget	\$ 453,610
32840	Electrical Permits: residential / commercial construction projects, estimating no increase over the FY 2022 Budget	\$ 510,420	32895	Other Permits: non-construction permits and licenses including business vocational licenses, estimating no increase from the FY 2022 Budget	\$ 26,940
32845	Mechanical Permits: residential / commercial construction projects, estimating no increase over the FY 2022 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 2023

Building and Safety Fund Resources

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
32320	DOCUMENT SALES	\$ 4,030	\$ 396	\$ 500	\$ 214	\$ 500	\$ 500	\$ 500	\$ 500	\$ -	-
32347	MARIJUANA APPLICATION FEE	-	-	-	-	-	-	-	-	-	-
32644	PROCESSING FEE	25,000	15,637	22,500	14,565	22,500	20,000	20,000	20,000	(2,500)	-11.1%
32835	BUILDING PERMITS	3,752,470	5,547,321	4,817,470	5,040,467	4,961,990	4,961,990	4,961,990	4,961,990	-	-
32840	ELECTRICAL PERMITS	450,500	580,967	495,550	517,614	510,420	510,420	510,420	510,420	-	-
32845	MECHANICAL PERMITS	375,500	545,878	413,050	436,480	425,440	425,440	425,440	425,440	-	-
32850	PLUMBING PERMITS	400,330	636,265	440,400	585,977	453,610	453,610	453,610	453,610	-	-
32895	OTHER PERMITS	53,780	25,347	52,300	24,663	26,940	26,940	26,940	26,940	-	-
	Total Sales, Fees, Licenses, Permits	\$ 5,061,610	\$ 7,351,812	\$ 6,241,770	\$ 6,619,979	\$ 6,401,400	\$ 6,398,900	\$ 6,398,900	\$ 6,398,900	\$ (2,500)	0.0%
35212	INTRAFUND - DIRECT CHG (LABOR)	\$ -	\$ 1,472	\$ -	\$ 408	\$ -	\$ -	\$ -	\$ -	\$ -	-
35213	INTRAFUND - BUDGETED TRANSFERS	132,120	132,120	148,480	148,480	124,510	-	-	-	(124,510)	-100.0%
	Total Internal / Intergovernmental	\$ 132,120	\$ 133,592	\$ 148,480	\$ 148,888	\$ 124,510	\$ -	\$ -	\$ -	\$ (124,510)	-100.0%
35641	US DEPT OF THE TREASURY	\$ -	\$ 4,785	\$ -	\$ 384	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Federal Grants	\$ -	\$ 4,785	\$ -	\$ 384	\$ -	\$ -	\$ -	\$ -	\$ -	-
36210	INTEREST	\$ 87,000	\$ 196,235	\$ 97,370	\$ 187,365	\$ 184,430	\$ 209,980	\$ 209,980	\$ 209,980	\$ 25,550	13.9%
36815	WAGE RECOVERY	-	3,854	-	-	-	-	-	-	-	-
36895	OTHER REVENUE	-	46	-	-	-	-	-	-	-	-
	Total Other Revenue	\$ 87,000	\$ 200,134	\$ 97,370	\$ 187,365	\$ 184,430	\$ 209,980	\$ 209,980	\$ 209,980	\$ 25,550	13.9%
39910	BEGINNING WORKING CAPITAL	\$ 8,000,540	\$ 9,587,795	\$ 12,237,360	\$ 12,295,027	\$ 13,202,380	\$ 14,316,670	\$ 14,316,670	\$ 14,316,670	\$ 1,114,290	8.4%
	Total Beginning Balance	\$ 8,000,540	\$ 9,587,795	\$ 12,237,360	\$ 12,295,027	\$ 13,202,380	\$ 14,316,670	\$ 14,316,670	\$ 14,316,670	\$ 1,114,290	8.4%
	Total Resources	\$ 13,281,270	\$ 17,278,118	\$ 18,724,980	\$ 19,251,641	\$ 19,912,720	\$ 20,925,550	\$ 20,925,550	\$ 20,925,550	\$ 1,012,830	5.1%

City of Salem Budget
Building and Safety Fund
FY 2023

Building and Safety Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
51010	SALARIES AND WAGES	\$ 1,946,900	\$ 1,749,892	\$ 2,098,920	\$ 1,853,033	\$ 2,183,320	\$ 2,726,500	\$ 2,726,500	\$ 2,726,500	\$ 543,180	24.9%
51020	SEASONAL AND RELIEF	72,780	3,420	73,310	-	51,650	55,940	55,940	55,940	4,290	8.3%
51025	HOLIDAY - REGULAR	-	(144)	-	-	-	-	-	-	-	-
51030	OVERTIME	45,000	51,270	61,990	40,790	63,560	65,150	65,150	65,150	1,590	2.5%
51100	INCENTIVES	130,410	114,811	115,220	118,125	120,320	291,510	291,510	291,510	171,190	142.3%
51120	LEAVE PAYOFF	25,500	7,660	80,000	13,371	26,540	27,200	27,200	27,200	660	2.5%
51130	CAR ALLOWANCE	1,090	1,084	1,090	1,084	1,090	2,170	2,170	2,170	1,080	99.1%
51135	CELL PHONE ALLOWANCE	-	-	-	-	-	490	490	490	490	-
51195	OTHER PAY / BENEFITS	2,700	-	5,400	-	2,700	2,680	2,680	2,680	(20)	-0.7%
51210	FICA AND MEDICARE	169,930	144,170	185,570	152,101	186,910	242,170	242,170	242,170	55,260	29.6%
51221	WORKERS' COMP PREMIUM	18,360	18,360	-	-	12,880	12,720	12,720	12,720	(160)	-1.2%
51222	WORKERS' COMP STATE ASSMT	750	523	830	505	850	840	840	840	(10)	-1.2%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	12,210	14,380	14,380	14,380	2,170	17.8%
51230	UNEMPLOYMENT	15,010	1,086	15,000	19,985	15,390	15,400	15,400	15,400	10	0.1%
51240	EMPLOYER - RETIREMENT PERS	439,970	342,984	455,090	373,927	461,670	596,700	596,700	596,700	135,030	29.2%
51243	PERS UNFUNDED LIABILITY	104,870	104,870	114,250	114,250	120,970	125,980	125,980	125,980	5,010	4.1%
51245	EMPLOYER - PERS PICKUP	133,290	109,018	145,830	120,022	146,780	190,120	190,120	190,120	43,340	29.5%
51250	INSURANCE - MEDICAL	512,220	415,642	528,380	422,488	536,540	696,040	696,040	696,040	159,500	29.7%
51255	INSURANCE - VISION	13,290	10,858	13,530	10,629	13,130	15,560	15,560	15,560	2,430	18.5%
51260	INSURANCE - DENTAL	43,640	35,128	44,350	35,317	44,520	51,690	51,690	51,690	7,170	16.1%
51265	INSURANCE - LIFE	3,750	3,498	4,020	3,605	6,130	7,260	7,260	7,260	1,130	18.4%
51270	INSURANCE - DISABILITY	1,140	1,167	1,180	1,205	1,210	1,500	1,500	1,500	290	24.0%
	Total Personal Services	\$ 3,680,600	\$ 3,115,297	\$ 3,943,960	\$ 3,280,436	\$ 4,008,370	\$ 5,142,000	\$ 5,142,000	\$ 5,142,000	\$ 1,133,630	28.3%
52110	SUBSCRIPTIONS AND BOOKS	\$ 20,460	\$ 6,058	\$ 8,500	\$ 7,538	\$ 15,000	\$ 12,970	\$ 12,970	12,970	\$ (2,030)	-13.5%
52120	MAIL	2,330	6,204	6,500	3,812	6,940	6,940	6,940	6,940	-	-
52130	SUPPLIES	17,630	14,274	19,500	11,895	19,500	13,000	13,000	13,000	(6,500)	-33.3%
52140	PRINTING AND DUPLICATION	1,060	231	460	-	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	-	1,004	4,000	1,529	4,000	2,000	2,000	2,000	(2,000)	-50.0%
52360	RECRUITMENT FEES	2,000	20	1,500	10	500	500	500	500	-	-
52405	TELEPHONE - OFFICE	12,640	12,998	14,000	11,331	11,960	16,630	16,630	16,630	4,670	39.0%
52410	TELEPHONE - CELLULAR	15,300	15,200	18,280	17,632	17,830	16,800	16,800	16,800	(1,030)	-5.8%
52510	TRAINING	55,810	31,762	61,000	29,670	61,000	78,930	78,930	78,930	17,930	29.4%
52540	MEALS	240	855	1,300	-	1,300	1,300	1,300	1,300	-	-
52550	MILEAGE	-	-	-	-	-	200	200	200	200	-
52660	TEMP EMPLOYMENT SERVICES	43,090	21,155	15,000	-	15,000	15,000	15,000	15,000	-	-
52670	OTHER PROFESSIONAL SERVICES	22,200	2,402	36,900	41,468	50,800	12,900	12,900	12,900	(37,900)	-74.6%
52710	MEMBERSHIP DUES	3,270	2,604	3,270	2,925	5,040	3,360	3,360	3,360	(1,680)	-33.3%
52720	LICENSES / CERTIFICATIONS	3,980	2,443	2,500	1,028	5,020	2,900	2,900	2,900	(2,120)	-42.2%
52810	SMALL TOOLS	1,000	13	710	-	700	700	700	700	-	-
52815	CONTROLLED EQUIPMENT	102,420	28,503	109,200	29,444	77,680	71,000	71,000	71,000	(6,680)	-8.6%
52820	SMALL EQUIPMENT AND SUPPLIES	700	155	4,200	1,605	4,200	1,000	1,000	1,000	(3,200)	-76.2%
52830	COMPUTER SOFTWARE AND LICENSES	11,580	12,926	14,390	25,424	46,470	21,070	21,070	21,070	(25,400)	-54.7%
52865	OTHER TECHNICAL SUPPLIES	-	146	-	-	-	-	-	-	-	-

City of Salem Budget
Building and Safety Fund
FY 2023

Building and Safety Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
52930	GASOLINE	14,530	10,371	12,050	7,436	14,550	14,550	14,550	14,550	-	-
53211	LIABILITY INSURANCE	16,370	16,370	18,330	18,330	15,470	18,670	18,670	18,670	3,200	20.7%
53310	VEHICLE MAINTENANCE	6,300	8,670	8,700	9,709	15,300	8,760	8,760	8,760	(6,540)	-42.7%
53380	OTHER MAINTENANCE AND REPAIRS	-	-	6,640	-	6,640	6,640	6,640	6,640	-	-
53510	BUILDING RENTAL	-	1,209	2,280	1,308	1,310	1,420	1,420	1,420	110	8.4%
53731	CLOTHING - UNIFORMS (TAXABLE)	-	3,278	-	-	-	-	-	-	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	-	971	4,500	1,973	4,500	4,500	4,500	4,500	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	4,000	977	2,000	1,175	2,000	1,730	1,730	1,730	(270)	-13.5%
53767	BANKING AND INVESTMENT FEES	8,090	9,439	9,000	11,354	9,000	9,000	9,000	9,000	-	-
53768	DIRECT BANKING FEES	1,300	1,133	1,500	828	1,000	1,000	1,000	1,000	-	-
53769	CARD PROCESSING FEES	101,520	97,244	102,520	90,823	100,000	100,000	100,000	100,000	-	-
53770	BAD DEBT - WRITE OFF	1,000	-	-	-	-	-	-	-	-	-
53799	OTHER EXPENSES	-	-	-	-	-	12,000	12,000	12,000	12,000	-
53812	INTRA CITY - DIRECT CHG (LABOR)	500	26,957	500	-	500	500	500	500	-	-
53813	INTRA CITY - BUDGETED TRANSFERS	606,380	606,380	745,330	745,330	685,320	577,000	577,000	577,000	(108,320)	-15.8%
53830	RADIO	20,170	20,170	19,030	19,030	19,800	20,070	20,070	20,070	270	1.4%
53840	MOTOR POOL RENTAL	8,180	8,180	9,620	9,620	12,200	19,970	19,970	19,970	7,770	63.7%
53841	EQUIPMENT REPLACEMENT CHARGE	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	-	-
53851	COPY	29,000	3,586	7,000	4,105	7,000	6,000	6,000	6,000	(1,000)	-14.3%
53852	MICROFILM	-	17,903	28,820	14,701	57,200	57,200	57,200	57,200	-	-
53854	PHOTOCOPIES	2,060	754	1,500	256	1,500	1,500	1,500	1,500	-	-
53900	SUPPORT SERVICES CHARGE	325,250	325,250	301,080	301,080	266,920	309,480	309,480	309,480	42,560	15.9%
	Total Materials and Services	\$ 1,512,610	\$ 1,367,795	\$ 1,653,860	\$ 1,472,368	\$ 1,615,860	\$ 1,499,900	\$ 1,499,900	\$ 1,499,900	\$ (115,960)	-7.2%
55130	EQUIPMENT AND MACHINERY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	-
55150	FLEET REPLACEMENT	26,000	-	-	-	-	-	-	-	-	-
	Total Capital Outlay	\$ 26,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	-
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	\$ 6,019,210	\$ 4,983,092	\$ 6,397,820	\$ 5,252,803	\$ 6,424,230	\$ 7,491,900	\$ 7,491,900	\$ 7,491,900	\$ 1,067,670	16.6%

City of Salem Budget

Capital Improvements Fund Assumptions and Trends

FY 2023

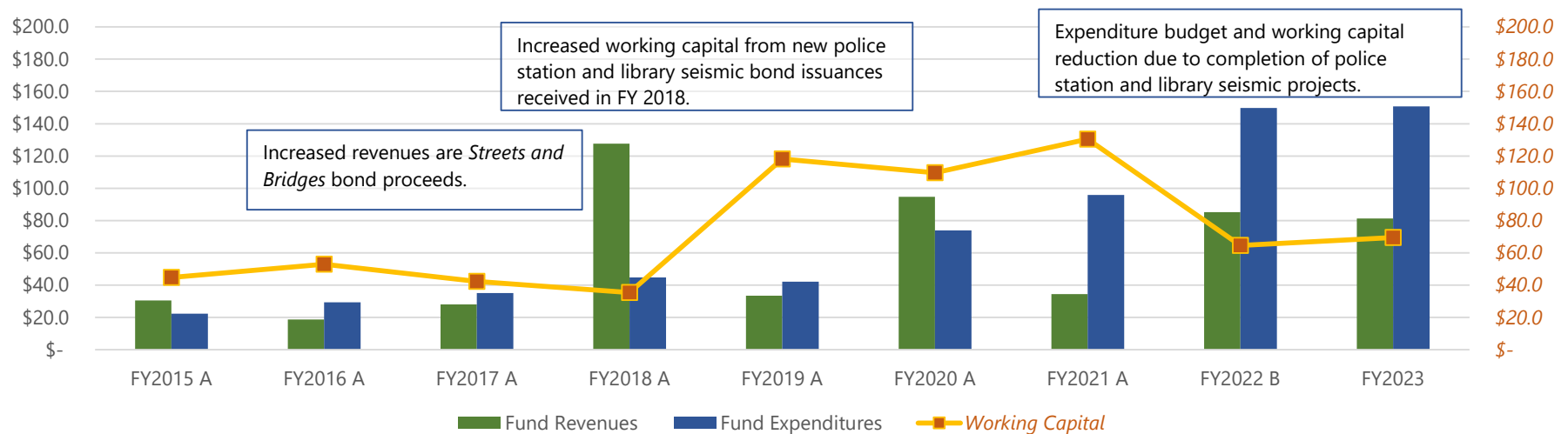
Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from various sources to support projects in the Capital Improvement Fund					
35395	Other Government Agencies: for construction project funding, estimating a 67% decrease from the FY 2022 Budget	\$ 10,000,000	39102- 39115	Interfund Transfers: to fund construction projects, estimating a 42.9% increase over the FY 2022 Budget	\$ 34,076,900
35510- 35519	State Grants: grants anticipated for construction project funding, estimating a 20% decrease from the FY 2022 Budget	\$ 942,960			
35610- 35641	Other Grants - Federal: grants anticipated for construction project funding, estimating a 14.5% increase from the FY 2022 Budget	\$ 13,604,420			

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

In millions



City of Salem Budget
Capital Improvements Fund
FY 2023

Capital Improvements Fund Resources

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
32695	OTHER FEE	\$ -	\$ -	\$ -	\$ 3,253	\$ -	\$ -	\$ -	\$ -	\$ -	-
34110	LAND / BUILDING RENT	-	21,815	-	21,815	-	-	-	-	-	-
35367	CITY OF KEIZER	202,320	-	202,070	-	239,940	284,100	284,100	284,100	44,160	18.4%
35395	OTHER GOVERNMENT AGENCIES	11,300,000	9,928,847	26,988,190	-	30,000,000	10,000,000	10,000,000	10,000,000	(20,000,000)	-66.7%
35495	OTHER AGENCIES	-	1,820	-	-	-	-	-	-	-	-
35510	STATE GRANTS	-	35,811	-	101,885	1,900,000	19,734,550	19,734,550	19,734,550	17,834,550	938.7%
35516	STATE-ENERGY TRUST OF OREGON (OET)	2,580,130	500,000	1,010,650	1,225,000	224,110	-	-	-	(224,110)	-100.0%
35519	STATE-DEPT OF TRANSPORTATION (ODOT)	1,222,380	122,239	1,668,260	664,484	959,160	942,960	942,960	942,960	(16,200)	-1.7%
35615	OTHER FEDERAL GRANTS	-	-	1,000,000	-	-	3,170,570	3,170,570	3,170,570	3,170,570	-
35627	US DEPARTMENT OF ENERGY	-	-	-	45,240	-	-	-	-	-	-
35630	US FEDERAL AVIATION ADMIN (FAA)	3,498,330	932,824	974,420	73,790	2,895,000	500,000	500,000	500,000	(2,395,000)	-82.7%
35632	US FEDERAL HIGHWAY ADMIN (FHWA)	8,952,240	158,690	9,318,790	68,001	8,990,340	9,933,850	9,933,850	9,933,850	943,510	10.5%
35633	US FEDERAL HIGHWAY TRANSPORTATION	-	1,632,276	-	1,297,602	-	-	-	-	-	-
35655	OTHER GRANTS	250,000	238,856	-	3,000,000	3,000,000	-	-	-	(3,000,000)	-100.0%
Total Internal / Intergovernmental		\$ 28,005,400	\$ 13,573,177	\$ 41,162,380	\$ 6,501,070	\$ 48,208,550	\$ 44,566,030	\$ 44,566,030	\$ 44,566,030	\$ (3,642,520)	-7.6%
36210	INTEREST	\$ 10,000	\$ 1,865,724	\$ 1,853,110	\$ 860,738	\$ 42,740	\$ 241,030	\$ 241,030	\$ 196,130	\$ 153,390	358.9%
36310	LOAN PRINCIPAL	435,630	-	-	-	-	-	-	-	-	-
36820	DONATIONS	60,000	495,590	560,000	127,800	276,730	360,000	360,000	360,000	83,270	30.1%
36895	OTHER REVENUE	-	260,856	-	150,744	-	-	-	-	-	-
38710	BOND PROCEEDS	11,770,000	56,925,000	-	108,715	11,641,770	-	-	-	(11,641,770)	-100.0%
38712	BOND ISSUANCE PREMIUM	-	3,617,677	-	-	-	-	-	-	-	-
38715	LOAN PROCEEDS	1,100,000	-	95,430	3,463,000	-	-	-	-	-	-
38755	SALE OF ASSETS	1,629,150	-	-	-	1,200,000	2,030,050	2,030,050	2,030,050	830,050	69.2%
Total Other Revenue		\$ 15,004,780	\$ 63,164,847	\$ 2,508,540	\$ 4,710,997	\$ 13,161,240	\$ 2,631,080	\$ 2,631,080	\$ 2,586,180	\$ (10,575,060)	-80.4%
39102	INTERFUND TRANSFERS - RATES	\$ 14,650,000	\$ 14,650,000	\$ 19,485,440	\$ 19,485,440	\$ 20,130,000	\$ 28,523,130	\$ 28,523,130	\$ 28,462,800	\$ 8,332,800	41.4%
39105	INTERFUND TRANSFERS - GENERAL FUND	679,510	679,510	4,663,000	310,000	779,250	1,189,400	1,279,400	1,279,400	500,150	64.2%
39107	INTERFUND TRANSFERS - BIKEWAY	88,070	123,070	131,670	131,670	129,570	154,180	154,180	154,180	24,610	19.0%
39108	INTERFUND TRANSFERS - TOT	75,000	75,000	-	-	-	282,000	282,000	282,000	282,000	-
39110	INTERFUND TRANSFERS	2,572,000	2,478,000	2,755,000	3,263,000	2,802,000	3,853,620	3,853,620	3,898,520	1,096,520	39.1%
Total Interfund Transfers		\$ 18,064,580	\$ 18,005,580	\$ 27,035,110	\$ 23,190,110	\$ 23,840,820	\$ 34,002,330	\$ 34,092,330	\$ 34,076,900	\$ 10,236,080	42.9%
39910	BEGINNING WORKING CAPITAL	\$ 115,534,440	\$ 109,593,310	\$ 114,802,400	\$ 130,442,328	\$ 64,578,300	\$ 68,806,230	\$ 68,716,230	\$ 69,491,620	\$ 4,913,320	7.6%
Total Beginning Balance		\$ 115,534,440	\$ 109,593,310	\$ 114,802,400	\$ 130,442,328	\$ 64,578,300	\$ 68,806,230	\$ 68,716,230	\$ 69,491,620	\$ 4,913,320	7.6%
Total Resources		\$ 176,609,200	\$ 204,336,915	\$ 185,508,430	\$ 164,844,504	\$ 149,788,910	\$ 150,005,670	\$ 150,005,670	\$ 150,720,730	\$ 931,820	0.6%

City of Salem Budget
Capital Improvements Fund
FY 2023

Capital Improvements Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
52120	MAIL	\$ -	\$ 2,096	\$ -	\$ 2,190	\$ -	\$ -	\$ -	\$ -	\$ -	-
52130	SUPPLIES	-	2,958	-	8,547	-	-	-	-	-	-
52140	PRINTING AND DUPLICATION	-	115	-	-	-	-	-	-	-	-
52150	RECORDING FEES	-	1,007	-	1,395	-	-	-	-	-	-
52320	ADVERTISING	-	4,519	-	5,676	-	-	-	-	-	-
52460	COMMUNICATION - OTHER	-	9,794	-	22,854	-	-	-	-	-	-
52510	TRAINING	-	4	-	-	-	-	-	-	-	-
52520	TRAVEL	-	-	-	1,406	-	-	-	-	-	-
52540	MEALS	-	1,918	-	-	-	-	-	-	-	-
52550	MILEAGE	-	-	-	177	-	-	-	-	-	-
52620	CONSTRUCTION CONTRACTS	148,196,180	56,307,223	157,624,130	78,068,705	117,627,060	116,728,480	116,728,480	117,222,550	(404,510)	-0.3%
52640	ENGINEERING / ARCHITECT SERVICES	1,750,000	7,635,782	191,190	6,236,693	165,960	411,110	411,110	411,110	245,150	147.7%
52650	LEGAL / COURT SERVICES	-	3,414	-	6,328	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	4,577,940	3,609,897	6,344,360	4,102,616	2,247,540	2,269,150	2,269,150	2,485,620	238,080	10.6%
52720	LICENSES / CERTIFICATIONS	-	50	-	-	-	-	-	-	-	-
52740	PERMITS	-	632,371	-	536,081	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	-	368,862	-	279,918	-	90,000	90,000	90,000	90,000	-
52820	SMALL EQUIPMENT AND SUPPLIES	-	12,740	-	52,901	-	-	-	-	-	-
52830	COMPUTER SOFTWARE AND LICENSES	100,000	74,300	-	170,960	-	400,000	400,000	400,000	400,000	-
53320	EQUIPMENT MAINTENANCE	-	-	-	28,503	-	-	-	-	-	-
53375	CHEMICALS	-	54	-	-	-	-	-	-	-	-
53380	OTHER MAINTENANCE AND REPAIRS	-	226,004	-	27,897	-	-	-	-	-	-
53530	OUTSIDE RENTAL	-	1,024	-	1,856	-	-	-	-	-	-
53620	ELECTRIC	-	14,036	-	4,633	-	-	-	-	-	-
53650	REFUSE DISPOSAL	-	540	-	120	-	-	-	-	-	-
53720	TAXES AND ASSESSMENTS	-	976	-	3,507	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	-	40,106	-	26,820	-	-	-	-	-	-
53790	CONSTRUCTION - UNSPECIFIED	16,453,840	-	15,949,090	-	19,103,130	18,336,140	18,336,140	18,336,140	(766,990)	-4.0%
53812	INTRA CITY - DIRECT CHG (LABOR)	4,472,470	3,385,436	755,590	3,084,081	1,218,420	1,706,900	1,706,900	1,706,900	488,480	40.1%
53815	INTRA CITY - INTERDEPART. BILLINGS	-	253,977	-	243,221	-	-	-	-	-	-
53840	MOTOR POOL RENTAL	-	1,039	-	-	-	-	-	-	-	-
53851	COPY	-	3,851	-	4,259	-	-	-	-	-	-
53853	PRINTING	-	-	-	202	-	-	-	-	-	-
53860	BUILDING SERVICES	-	3,332	-	(5)	-	-	-	-	-	-
53900	SUPPORT SERVICES CHARGE	308,770	308,770	358,070	358,070	423,800	506,760	506,760	506,760	82,960	19.6%
54810	SPECIAL PAYMENTS - RIGHT OF WAY	-	390	3,536,000	30,000	2,553,000	-	-	-	(2,553,000)	-100.0%
54811	SPECIAL PAYMENTS - PERM. EASEMENT	-	64,292	-	16,047	-	-	-	-	-	-
54812	SPECIAL PAYMENTS - TEMPORARY EASEME	-	-	-	1,500	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	-	-	-	1,783	-	-	-	-	-	-
Total Materials and Services		\$ 175,859,200	\$ 72,970,876	\$ 184,758,430	\$ 93,329,222	\$ 143,338,910	\$ 140,448,540	\$ 140,448,540	\$ 141,159,080	\$ (2,179,830)	-1.5%

City of Salem Budget
Capital Improvements Fund
FY 2023

Capital Improvements Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
55105	ART	\$ -	\$ -	\$ -	\$ 81,500	\$ -	\$ -	\$ -	\$ -	\$ -	-
55110	LAND	-	23,900	-	82,687	-	675,000	675,000	675,000	675,000	-
55120	BUILDINGS AND IMPROVEMENTS	-	-	-	-	3,000,000	4,900,000	4,900,000	4,900,000	1,900,000	63.3%
55125	IMPROVEMENTS OTHER THAN BUILDINGS	-	-	-	1,267,031	-	-	-	-	-	-
55130	EQUIPMENT AND MACHINERY	750,000	899,811	750,000	1,160,651	3,450,000	3,982,130	3,982,130	3,986,650	536,650	15.6%
	Total Capital Outlay	\$ 750,000	\$ 923,711	\$ 750,000	\$ 2,591,868	\$ 6,450,000	\$ 9,557,130	\$ 9,557,130	\$ 9,561,650	\$ 3,111,650	48.2%
	Total Expenditures	\$ 176,609,200	\$ 73,894,587	\$ 185,508,430	\$ 95,921,090	\$ 149,788,910	\$ 150,005,670	\$ 150,005,670	\$ 150,720,730	\$ 931,820	0.6%

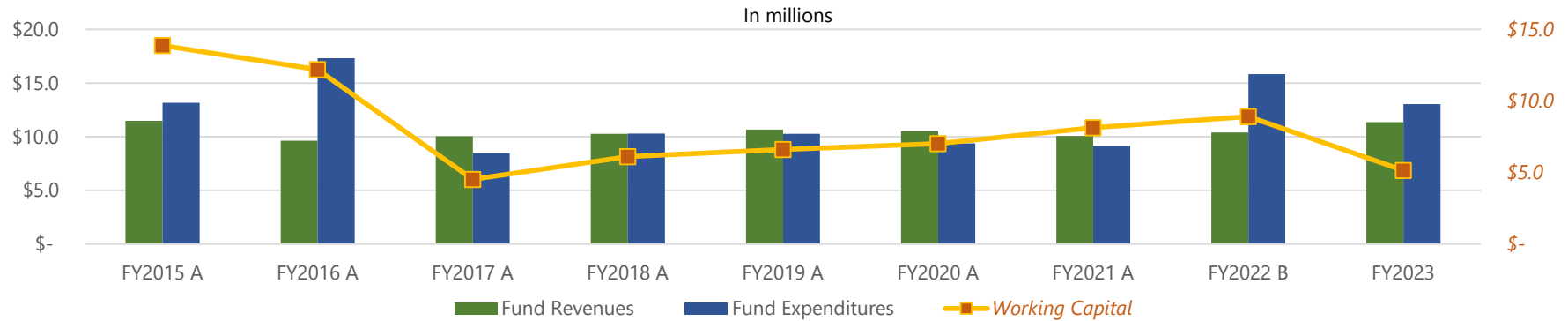
City of Salem Budget City Services Fund Assumptions and Trends FY 2023

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 increase 14.9% from the FY 2022 Budget	\$ 9,289,980	34120	Radio Rent: Radio rental rate revenue charged to various funds and users, a 4.0% increase from the FY 2022 Budget	\$ 1,163,030
35213	Intrafund Budgeted Transfers: Shops Facilities Maintenance, Telecommunications Services, and Document Services revenues received from benefitting funds, a 42.3% decrease from the FY 2022 Budget	\$ 459,910			

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 2023

City Services Fund Resources and Expenditures

	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Resources										
Sales, Fees, Licenses & Permits	\$ -	\$ -	\$ -	\$ 80	\$ -	\$ -	\$ -	\$ -	\$ -	-
Rents	1,800,150	1,819,714	1,821,340	1,840,025	1,225,150	1,312,930	1,312,930	1,312,930	87,780	7.2%
Internal and Intergovernmental	8,855,500	8,463,814	9,149,260	8,058,043	9,044,390	9,960,730	9,960,730	9,960,730	916,340	10.1%
Other Revenue	90,750	223,532	89,820	174,443	122,600	91,260	91,260	91,260	(31,340)	-25.6%
Transfers	-	-	25,000	-	-	-	-	-	-	-
Beginning Working Capital	6,269,640	7,007,622	7,640,660	8,123,296	8,911,530	4,206,390	4,206,390	5,141,280	(3,770,250)	-42.3%
Total Resources	\$ 17,016,040	\$ 17,514,682	\$ 18,726,080	\$ 18,195,887	\$ 19,303,670	\$ 15,571,310	\$ 15,571,310	\$ 16,506,200	\$ (2,797,470)	-14.5%
Expenditures										
Personal Services	\$ 2,711,440	\$ 2,266,395	\$ 2,696,740	\$ 2,389,896	\$ 2,827,190	\$ 3,096,050	\$ 3,096,050	\$ 3,096,050	\$ 268,860	9.5%
Materials and Services	8,549,320	6,936,234	8,549,280	6,680,570	8,569,600	9,762,620	9,762,620	9,804,650	1,235,050	14.4%
Capital	118,000	756	154,000	-	120,000	100,000	100,000	100,000	(20,000)	-16.7%
Interfund Transfers	503,000	188,000	350,000	50,000	4,323,850	40,000	40,000	40,000	(4,283,850)	-99.1%
	\$ 11,881,760	\$ 9,391,385	\$ 11,750,020	\$ 9,120,466	\$ 15,840,640	\$ 12,998,670	\$ 12,998,670	\$ 13,040,700	\$ (2,799,940)	-17.7%

City of Salem Budget
City Services Fund - Fleet Services
FY 2023

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Resources											
35105	INTERNAL USAGE REVENUE	\$ 5,220,370	\$ 5,185,183	\$ 5,563,980	\$ 4,861,778	\$ 5,552,270	\$ 5,448,170	\$ 5,448,170	\$ 5,448,170	\$ (104,100)	-1.9%
35335	STATE GAS TAX REFUND	1,500	-	1,500	-	1,500	-	-	-	(1,500)	-100.0%
35367	CITY OF KEIZER	-	13,533	9,500	10,552	9,500	10,770	10,770	10,770	1,270	13.4%
35370	MARION COUNTY	-	22,367	9,500	13,296	9,500	13,570	13,570	13,570	4,070	42.8%
	Total Internal / Intergovernmental	\$ 5,221,870	\$ 5,221,083	\$ 5,584,480	\$ 4,885,627	\$ 5,572,770	\$ 5,472,510	\$ 5,472,510	\$ 5,472,510	\$ (100,260)	-1.8%
35641	US DEPT OF THE TREASURY	\$ -	\$ 533	\$ -	\$ 1,170	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Federal Grants	\$ -	\$ 533	\$ -	\$ 1,170	\$ -	\$ -	\$ -	\$ -	\$ -	-
36210	INTEREST	\$ -	\$ 74,611	\$ -	\$ 53,937	\$ -	\$ -	\$ -	\$ -	\$ -	-
36815	WAGE RECOVERY	-	665	-	-	-	-	-	-	-	-
36830	CORPORATE CARD REBATE	-	4,555	-	306	-	-	-	-	-	-
36895	OTHER REVENUE	-	13,315	-	1,095	-	510	510	510	510	-
	Total Other Revenue	\$ -	\$ 93,145	\$ -	\$ 55,337	\$ -	\$ 510	\$ 510	\$ 510	\$ 510	-
39910	BEGINNING WORKING CAPITAL	\$ 3,467,320	\$ 3,431,879	\$ 3,071,290	\$ 3,395,236	\$ 3,175,070	\$ 2,704,130	\$ 2,704,130	\$ 2,720,370	\$ (454,700)	-14.3%
	Total Beginning Balance	\$ 3,467,320	\$ 3,431,879	\$ 3,071,290	\$ 3,395,236	\$ 3,175,070	\$ 2,704,130	\$ 2,704,130	\$ 2,720,370	\$ (454,700)	-14.3%
	Total Resources	\$ 8,689,190	\$ 8,746,640	\$ 8,655,770	\$ 8,337,370	\$ 8,747,840	\$ 8,177,150	\$ 8,177,150	\$ 8,193,390	\$ (554,450)	-6.3%

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Expenditures											
51010	SALARIES AND WAGES	\$ 938,320	\$ 902,309	\$ 990,030	\$ 933,807	\$ 1,035,570	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000	\$ 56,430	5.4%
51020	SEASONAL AND RELIEF	-	17,274	17,720	-	18,070	18,800	18,800	18,800	730	4.0%
51025	HOLIDAY - REGULAR	-	79	-	-	-	-	-	-	-	-
51030	OVERTIME	10,200	2,167	10,200	3,312	10,450	10,440	10,440	10,440	(10)	-0.1%
51080	STANDBY	1,000	-	1,010	425	1,030	1,020	1,020	1,020	(10)	-1.0%
51090	DIFFERENTIAL	6,990	7,074	7,190	7,358	7,370	7,700	7,700	7,700	330	4.5%
51100	INCENTIVES	16,460	12,527	9,380	25,163	24,710	33,590	33,590	33,590	8,880	35.9%
51120	LEAVE PAYOFF	5,000	679	5,010	4,680	5,190	5,190	5,190	5,190	-	-
51195	OTHER PAY / BENEFITS	2,850	-	6,280	-	6,880	3,930	3,930	3,930	(2,950)	-42.9%
51210	FICA AND MEDICARE	74,820	68,274	79,600	71,193	84,330	89,410	89,410	89,410	5,080	6.0%
51221	WORKERS' COMP PREMIUM	10,940	10,940	-	-	7,870	8,100	8,100	8,100	230	2.9%
51222	WORKERS' COMP STATE ASSMT	480	329	470	295	470	470	470	470	-	-
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	5,510	5,680	5,680	5,680	170	3.1%
51240	EMPLOYER - RETIREMENT PERS	170,790	142,400	178,420	166,909	196,780	208,560	208,560	208,560	11,780	6.0%
51243	PERS UNFUNDED LIABILITY	54,720	54,720	54,400	54,400	55,990	58,660	58,660	58,660	2,670	4.8%
51245	EMPLOYER - PERS PICKUP	58,680	48,139	61,370	57,244	65,060	69,000	69,000	69,000	3,940	6.1%
51250	INSURANCE - MEDICAL	304,220	256,986	279,720	269,877	293,970	340,160	340,160	340,160	46,190	15.7%

City of Salem Budget
City Services Fund - Fleet Services
FY 2023

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
51255	INSURANCE - VISION	7,870	6,754	7,270	6,909	7,460	8,360	8,360	8,360	900	12.1%
51260	INSURANCE - DENTAL	26,930	22,919	24,920	23,528	25,700	27,160	27,160	27,160	1,460	5.7%
51265	INSURANCE - LIFE	2,170	1,952	2,190	1,975	3,230	3,250	3,250	3,250	20	0.6%
51270	INSURANCE - DISABILITY	440	449	460	457	490	500	500	500	10	2.0%
	Total Personal Services	\$ 1,692,880	\$ 1,555,972	\$ 1,735,640	\$ 1,627,533	\$ 1,856,130	\$ 1,991,980	\$ 1,991,980	\$ 1,991,980	\$ 135,850	7.3%
52110	SUBSCRIPTIONS AND BOOKS	\$ -	\$ 99	\$ -	\$ 85	\$ -	\$ -	\$ -	\$ -	\$ -	-
52120	MAIL	1,010	197	1,030	172	1,030	1,190	1,190	1,190	160	15.5%
52130	SUPPLIES	8,990	13,860	9,120	11,521	9,120	10,330	10,330	10,330	1,210	13.3%
52320	ADVERTISING	500	206	500	790	500	520	520	520	20	4.0%
52340	EMPLOYEE RECOGNITION	-	-	-	88	-	-	-	-	-	-
52360	RECRUITMENT FEES	-	20	-	10	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	4,890	4,473	4,960	3,971	4,960	3,930	3,930	3,930	(1,030)	-20.8%
52410	TELEPHONE - CELLULAR	4,010	2,917	4,070	2,659	4,070	4,610	4,610	4,610	540	13.3%
52460	COMMUNICATION - OTHER	-	190	-	-	-	-	-	-	-	-
52510	TRAINING	7,010	14,837	7,870	10,135	7,870	8,070	8,070	8,070	200	2.5%
52520	TRAVEL	-	801	-	-	-	-	-	-	-	-
52530	LODGING	-	716	-	-	-	-	-	-	-	-
52540	MEALS	-	1,003	-	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	10,000	724	30,000	25,295	16,850	9,320	9,320	9,320	(7,530)	-44.7%
52710	MEMBERSHIP DUES	900	1,562	910	998	910	940	940	940	30	3.3%
52720	LICENSES / CERTIFICATIONS	8,990	8,209	9,120	6,474	9,120	10,070	10,070	10,070	950	10.4%
52740	PERMITS	1,500	784	1,510	230	2,510	1,760	1,760	1,760	(750)	-29.9%
52810	SMALL TOOLS	9,100	9,078	9,120	7,391	9,120	8,460	8,460	8,460	(660)	-7.2%
52815	CONTROLLED EQUIPMENT	10,400	3,821	10,800	40,196	2,400	2,480	2,480	9,920	7,520	313.3%
52820	SMALL EQUIPMENT AND SUPPLIES	9,780	14,797	9,930	(87)	9,940	9,220	9,220	9,220	(720)	-7.2%
52830	COMPUTER SOFTWARE AND LICENSES	86,560	17,030	275,370	253,229	140,630	144,480	144,480	144,480	3,850	2.7%
52840	AUTOMOTIVE PARTS	600,000	741,243	610,000	646,360	610,000	691,280	691,280	691,280	81,280	13.3%
52850	TIRES AND TUBES	300,000	284,588	226,500	198,012	226,500	249,360	249,360	249,360	22,860	10.1%
52860	OTHER AUTO SUPPLIES	19,510	27,003	19,830	33,945	19,830	20,420	20,420	20,420	590	3.0%
52910	DIESEL FUEL	656,240	337,449	656,340	362,174	656,340	804,730	804,730	804,730	148,390	22.6%
52920	FUEL TAX	-	-	-	-	-	890	890	890	890	-
52930	GASOLINE	1,506,200	558,519	1,465,680	533,223	1,465,680	1,182,220	1,182,220	1,182,220	(283,460)	-19.3%
52940	LP / CNG GAS	8,600	2,863	8,580	6,635	8,580	7,260	7,260	7,260	(1,320)	-15.4%
52950	LUBRICANTS	33,020	37,344	35,050	35,289	35,050	32,500	32,500	32,500	(2,550)	-7.3%
53211	LIABILITY INSURANCE	71,300	71,300	10,150	10,150	83,840	102,580	102,580	102,580	18,740	22.4%
53310	VEHICLE MAINTENANCE	800,010	935,305	810,000	1,106,124	810,000	923,020	923,020	923,020	113,020	14.0%
53320	EQUIPMENT MAINTENANCE	25,000	-	24,990	-	24,990	5,140	5,140	5,140	(19,850)	-79.4%
53340	FACILITIES MAINTENANCE	-	32,125	-	2,598	111,020	125,790	125,790	134,590	23,570	21.2%
53380	OTHER MAINTENANCE AND REPAIRS	-	52	-	23	-	150	150	150	150	-
52560	REGISTRATION	-	35	-	-	-	-	-	-	-	-
53610	GAS	4,010	6,170	4,200	6,133	4,200	4,770	4,770	4,770	570	13.6%
53620	ELECTRIC	14,000	11,884	14,980	15,430	14,980	14,950	14,950	14,950	(30)	-0.2%
53731	CLOTHING - UNIFORMS (TAXABLE)	1,010	-	900	-	900	930	930	930	30	3.3%
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	210	-	-	-	-	-	-	-	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	-	-	-	177	-	40	40	40	40	-
53740	CLOTHING - CLEANING CHARGES	11,000	11,587	12,950	7,174	12,950	12,010	12,010	12,010	(940)	-7.3%

City of Salem Budget
City Services Fund - Fleet Services
FY 2023

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
53767	BANKING AND INVESTMENT FEES	-	3,564	-	3,237	-	570	570	570	570	-
53769	CARD PROCESSING FEES	-	44	-	-	-	-	-	-	-	-
53799	OTHER EXPENSES	-	1,308	-	659	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	-	3,410	770	3,677	-	310	310	310	310	-
53815	INTRA CITY - INTERDEPARTMENTAL BILLING	-	-	-	1,696	-	-	-	-	-	-
53830	RADIO	3,690	3,690	3,640	3,640	3,570	3,540	3,540	3,540	(30)	-0.8%
53840	MOTOR POOL RENTAL	-	1,563	-	400	-	-	-	-	-	-
53851	COPY	1,020	97	1,030	8	1,290	1,070	1,070	1,070	(220)	-17.1%
53854	PHOTOCOPIES	2,710	1,470	2,030	1,311	2,240	1,880	1,880	1,880	(360)	-16.1%
53855	SHOPS FACILITIES MAINTENANCE	19,130	19,130	19,480	19,480	21,040	21,890	21,890	21,890	850	4.0%
53860	BUILDING SERVICES	-	-	15,210	19,593	16,980	17,480	17,480	17,480	500	2.9%
53900	SUPPORT SERVICES CHARGE	454,610	454,610	332,080	332,080	361,240	369,420	369,420	369,420	8,180	2.3%
	Total Materials and Services	\$ 4,694,910	\$ 3,641,677	\$ 4,648,700	\$ 3,712,382	\$ 4,710,250	\$ 4,809,580	\$ 4,809,580	\$ 4,825,820	\$ 115,570	2.5%
55150	FLEET REPLACEMENT	\$ -	\$ 756	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Capital Outlay	\$ -	\$ 756	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
62110	TRANSFERS TO OTHER FUNDS	\$ 453,000	\$ 153,000	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ (300,000)	-100.0%
	Total Interfund Transfers	\$ 453,000	\$ 153,000	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ (300,000)	-100.0%
	Total Expenditures	\$ 6,840,790	\$ 5,351,405	\$ 6,684,340	\$ 5,339,915	\$ 6,866,380	\$ 6,801,560	\$ 6,801,560	\$ 6,817,800	\$ (48,580)	-0.7%

City of Salem Budget
City Services Fund - Shops Facilities Maintenance
FY 2023

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Resources											
35213	INTRAFUND - BUDGETED TRANSFERS	\$ 121,150	\$ 121,150	\$ 128,630	\$ 128,630	\$ 138,920	\$ 144,480	\$ 144,480	\$ 144,480	\$ 5,560	4.0%
	Total Internal / Intergovernmental	\$ 121,150	\$ 121,150	\$ 128,630	\$ 128,630	\$ 138,920	\$ 144,480	\$ 144,480	\$ 144,480	\$ 5,560	4.0%
36210	INTEREST	\$ 600	\$ 2,155	\$ 800	\$ 1,402	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	-
	Total Other Revenue	\$ 600	\$ 2,155	\$ 800	\$ 1,402	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 66,530	\$ 88,161	\$ 90,150	\$ 81,003	\$ 48,500	\$ 68,000	\$ 68,000	\$ 79,250	\$ 30,750	63.4%
	Total Beginning Balance	\$ 66,530	\$ 88,161	\$ 90,150	\$ 81,003	\$ 48,500	\$ 68,000	\$ 68,000	\$ 79,250	\$ 30,750	63.4%
	Total Resources	\$ 188,280	\$ 211,465	\$ 219,580	\$ 211,034	\$ 188,920	\$ 213,980	\$ 213,980	\$ 225,230	\$ 36,310	19.2%
Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Expenditures											
52130	SUPPLIES	\$ -	\$ 78	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
52670	OTHER PROFESSIONAL SERVICES	-	4,820	14,000	7,560	-	-	-	11,250	11,250	-
52810	SMALL TOOLS	-	129	-	-	-	-	-	-	-	-
53310	VEHICLE MAINTENANCE	-	227	200	245	200	220	220	220	20	10.0%
53320	EQUIPMENT MAINTENANCE	200	-	-	-	-	-	-	-	-	-
53380	OTHER MAINTENANCE AND REPAIRS	7,000	-	20,000	-	15,000	15,000	15,000	15,000	-	-
53620	ELECTRIC	17,500	16,059	17,500	15,806	17,500	17,500	17,500	17,500	-	-
53650	REFUSE DISPOSAL	13,750	18,105	15,130	17,462	19,000	19,000	19,000	19,000	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	-	92	-	-	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	120	104	110	84	110	100	100	100	(10)	-9.1%
53812	INTRA CITY - DIRECT CHG (LABOR)	-	2,498	1,360	749	-	-	-	-	-	-
53815	INTRA CITY - INTERDEPARTMENTAL BILLING	80,870	80,088	99,100	84,072	102,800	106,800	106,800	106,800	4,000	3.9%
53840	MOTOR POOL RENTAL	530	1,210	530	1,420	1,210	2,410	2,410	2,410	1,200	99.2%
53851	COPY	-	24	-	-	-	-	-	-	-	-
53900	SUPPORT SERVICES CHARGE	7,030	7,030	11,170	11,170	18,080	28,430	28,430	28,430	10,350	57.2%
	Total Materials and Services	\$ 127,000	\$ 130,463	\$ 179,100	\$ 138,567	\$ 173,900	\$ 189,460	\$ 189,460	\$ 200,710	\$ 26,810	15.4%
	Total Expenditures	\$ 127,000	\$ 130,463	\$ 179,100	\$ 138,567	\$ 173,900	\$ 189,460	\$ 189,460	\$ 200,710	\$ 26,810	15.4%

City of Salem Budget
City Services Fund - Radio Communications
FY 2023

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Resources											
34110	LAND / BUILDING RENT	\$ 103,120	\$ 119,984	\$ 105,000	\$ 123,663	\$ 106,530	\$ 149,900	\$ 149,900	\$ 149,900	\$ 43,370	40.7%
34120	RADIO RENT	1,697,030	1,699,730	1,716,340	1,716,362	1,118,620	1,163,030	1,163,030	1,163,030	44,410	4.0%
	Total Rent	\$ 1,800,150	\$ 1,819,714	\$ 1,821,340	\$ 1,840,025	\$ 1,225,150	\$ 1,312,930	\$ 1,312,930	\$ 1,312,930	\$ 87,780	7.2%
35212	INTRAFUND - DIRECT CHG (LABOR)	\$ 24,000	\$ 11,584	\$ 20,000	\$ 13,393	\$ 23,920	\$ 20,000	\$ 20,000	\$ 20,000	\$ (3,920)	-16.4%
35367	CITY OF KEIZER	34,970	35,371	42,930	36,267	-	-	-	-	-	-
35395	OTHER GOVERNMENT AGENCIES	-	-	-	-	75,930	87,070	87,070	87,070	11,140	14.7%
35495	OTHER AGENCIES	71,180	72,491	79,730	79,238	-	33,930	33,930	33,930	33,930	-
	Total Internal / Intergovernmental	\$ 130,150	\$ 119,445	\$ 142,660	\$ 128,898	\$ 99,850	\$ 141,000	\$ 141,000	\$ 141,000	\$ 41,150	41.2%
35641	US DEPT OF THE TREASURY	\$ -	\$ 9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Federal Grants	\$ -	\$ 9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
36210	INTEREST	\$ 25,000	\$ 62,423	\$ 25,000	\$ 58,909	\$ 60,450	\$ 30,300	\$ 30,300	\$ 30,300	\$ (30,150)	-49.9%
36815	WAGE RECOVERY	-	1,002	-	-	-	-	-	-	-	-
	Total Other Revenue	\$ 25,000	\$ 63,426	\$ 25,000	\$ 58,909	\$ 60,450	\$ 30,300	\$ 30,300	\$ 30,300	\$ (30,150)	-49.9%
39110	INTERFUND TRANSFERS	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Interfund Transfers	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 2,454,860	\$ 2,664,939	\$ 3,634,230	\$ 3,743,162	\$ 4,816,500	\$ 1,147,750	\$ 1,147,750	\$ 1,147,750	\$ (3,668,750)	-76.2%
	Total Beginning Balance	\$ 2,454,860	\$ 2,664,939	\$ 3,634,230	\$ 3,743,162	\$ 4,816,500	\$ 1,147,750	\$ 1,147,750	\$ 1,147,750	\$ (3,668,750)	-76.2%
	Total Resources	\$ 4,410,160	\$ 4,667,533	\$ 5,648,230	\$ 5,770,993	\$ 6,201,950	\$ 2,631,980	\$ 2,631,980	\$ 2,631,980	\$ (3,569,970)	-57.6%
Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Expenditures											
51010	SALARIES AND WAGES	\$ 260,270	\$ 142,873	\$ 253,250	\$ 168,446	\$ 262,450	\$ 314,080	\$ 314,080	\$ 314,080	\$ 51,630	19.7%
51030	OVERTIME	7,000	1,869	5,000	2,736	5,130	5,230	5,230	5,230	100	1.9%
51100	INCENTIVES	-	-	2,000	-	-	-	-	-	-	-
51120	LEAVE PAYOFF	16,000	268	10,000	793	10,250	10,250	10,250	10,250	-	-
51210	FICA AND MEDICARE	21,670	10,938	20,670	12,734	21,250	25,210	25,210	25,210	3,960	18.6%
51221	WORKERS' COMP PREMIUM	1,870	1,870	-	-	1,300	1,410	1,410	1,410	110	8.5%
51222	WORKERS' COMP STATE ASSMT	120	43	120	50	120	120	120	120	-	-
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	1,390	1,650	1,650	1,650	260	18.7%
51240	EMPLOYER - RETIREMENT PERS	53,830	23,302	44,350	23,629	48,340	57,340	57,340	57,340	9,000	18.6%
51243	PERS UNFUNDED LIABILITY	14,900	14,900	15,330	15,330	14,460	15,000	15,000	15,000	540	3.7%
51245	EMPLOYER - PERS PICKUP	17,000	8,498	16,220	8,639	16,670	19,770	19,770	19,770	3,100	18.6%
51250	INSURANCE - MEDICAL	69,020	37,657	86,890	40,634	73,170	92,660	92,660	92,660	19,490	26.6%
51255	INSURANCE - VISION	1,850	1,047	2,250	1,090	1,850	2,250	2,250	2,250	400	21.6%
51260	INSURANCE - DENTAL	6,230	3,524	7,580	3,618	6,190	7,580	7,580	7,580	1,390	22.5%
51265	INSURANCE - LIFE	490	256	490	308	720	720	720	720	-	-
	Total Personal Services	\$ 470,250	\$ 247,044	\$ 464,150	\$ 278,007	\$ 463,290	\$ 553,270	\$ 553,270	\$ 553,270	\$ 89,980	19.4%

City of Salem Budget
City Services Fund - Radio Communications
FY 2023

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
52110	SUBSCRIPTIONS AND BOOKS	\$ -	\$ -	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
52120	MAIL	500	62	-	144	100	500	500	500	400	400.0%
52130	SUPPLIES	7,690	23	5,000	171	2,000	500	500	500	(1,500)	-75.0%
52140	PRINTING AND DUPLICATION	-	-	-	-	-	-	-	-	-	-
52320	ADVERTISING	-	-	-	-	-	-	-	-	-	-
52340	EMPLOYEE RECOGNITION	-	-	-	-	-	-	-	-	-	-
52360	RECRUITMENT FEES	250	-	250	-	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	3,200	4,263	4,400	3,203	3,000	2,700	2,700	2,700	(300)	-10.0%
52410	TELEPHONE - CELLULAR	1,000	-	1,000	998	2,000	1,730	1,730	1,730	(270)	-13.5%
52460	COMMUNICATION - OTHER	20,000	15,558	20,000	9,164	16,800	2,400	2,400	2,400	(14,400)	-85.7%
52510	TRAINING	10,000	2,207	10,000	366	12,000	12,000	12,000	12,000	-	-
52550	MILEAGE	-	132	300	-	-	500	500	500	500	-
52640	ENGINEERING / ARCHITECT SERVICES	30,000	-	30,000	1,615	30,000	60,000	60,000	60,000	30,000	100.0%
52670	OTHER PROFESSIONAL SERVICES	40,000	1,897	40,000	5,681	40,000	50,000	50,000	50,000	10,000	25.0%
52710	MEMBERSHIP DUES	500	135	500	135	500	500	500	500	-	-
52720	LICENSES / CERTIFICATIONS	500	-	500	-	-	-	-	-	-	-
52810	SMALL TOOLS	1,500	-	1,500	-	1,500	1,000	1,000	1,000	(500)	-33.3%
52815	CONTROLLED EQUIPMENT	190,000	105,530	203,630	21,566	31,500	33,500	33,500	33,500	2,000	6.3%
52820	SMALL EQUIPMENT AND SUPPLIES	30,000	40,104	30,000	30,896	50,000	60,000	60,000	60,000	10,000	20.0%
52830	COMPUTER SOFTWARE AND LICENSES	14,810	557	14,810	13,781	54,270	154,060	154,060	154,060	99,790	183.9%
52865	OTHER TECHNICAL SUPPLIES	-	-	-	-	-	-	-	-	-	-
52910	DIESEL FUEL	100	-	100	-	100	400	400	400	300	300.0%
52930	GASOLINE	1,500	556	1,500	465	1,500	1,500	1,500	1,500	-	-
52940	LP / CNG GAS	400	-	400	-	400	-	-	-	(400)	-100.0%
53211	LIABILITY INSURANCE	3,320	3,320	3,460	3,460	3,340	4,220	4,220	4,220	880	26.3%
53310	VEHICLE MAINTENANCE	1,500	562	1,500	1,230	1,500	1,500	1,500	1,500	-	-
53320	EQUIPMENT MAINTENANCE	197,500	162,314	197,500	110,449	392,380	540,100	540,100	540,100	147,720	37.6%
53340	FACILITIES MAINTENANCE	500	-	500	-	-	-	-	-	-	-
53380	OTHER MAINTENANCE AND REPAIRS	-	-	-	20	500	-	-	-	(500)	-100.0%
53510	BUILDING RENTAL	73,130	69,612	73,130	59,280	77,300	66,530	66,530	66,530	(10,770)	-13.9%
53610	GAS	5,000	1,671	5,000	3,271	3,000	3,300	3,300	3,300	300	10.0%
53620	ELECTRIC	16,000	18,835	19,000	18,796	19,000	20,000	20,000	20,000	1,000	5.3%
53720	TAXES AND ASSESSMENTS	16,000	12,739	16,000	13,200	16,000	-	-	-	(16,000)	-100.0%
53734	SAFETY CLOTHING AND EQUIPMENT	300	2	300	-	300	300	300	300	-	-
53767	BANKING AND INVESTMENT FEES	3,000	2,993	3,000	3,576	3,000	4,500	4,500	4,500	1,500	50.0%
53812	INTRA CITY - DIRECT CHG (LABOR)	25,000	1,253	25,000	824	15,000	5,000	5,000	5,000	(10,000)	-66.7%
53813	INTRA CITY - BUDGETED TRANSFERS	108,290	108,290	113,100	113,100	116,500	125,490	125,490	125,490	8,990	7.7%
53815	INTRA CITY - INTERDEPARTMENTAL BILLING	3,000	-	3,000	37	1,500	1,500	1,500	1,500	-	-

City of Salem Budget
City Services Fund - Radio Communications
FY 2023

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
53830	RADIO	-	-	2,050	2,050	450	10,910	10,910	10,910	10,460	2324.4%
53840	MOTOR POOL RENTAL	4,080	4,080	2,190	2,190	4,600	3,490	3,490	3,490	(1,110)	-24.1%
53841	EQUIPMENT REPLACEMENT CHARGE	30,000	30,000	30,000	30,000	6,000	6,000	6,000	6,000	-	-
53851	COPY	500	12	500	107	100	200	200	200	100	100.0%
53854	PHOTOCOPIES	100	37	100	46	100	100	100	100	-	-
53855	SHOPS FACILITIES MAINTENANCE	2,880	2,880	2,810	2,810	3,040	3,160	3,160	3,160	120	3.9%
53860	BUILDING SERVICES	6,500	7,202	6,500	7,176	8,500	9,430	9,430	9,430	930	10.9%
53900	SUPPORT SERVICES CHARGE	80,500	80,500	93,750	93,750	74,100	75,050	75,050	75,050	950	1.3%
	Total Materials and Services	\$ 929,050	\$ 677,327	\$ 962,580	\$ 553,556	\$ 991,880	\$ 1,262,070	\$ 1,262,070	\$ 1,262,070	\$ 270,190	27.2%
55130	EQUIPMENT AND MACHINERY	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ 102,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ (2,000)	-2.0%
	Total Capital Outlay	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ 102,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ (2,000)	-2.0%
62110	TRANSFERS TO OTHER FUNDS	\$ -	\$ -	\$ -	\$ -	\$ 3,973,850	\$ -	\$ -	\$ -	\$ (3,973,850)	-100.0%
	Total Interfund Transfers	\$ -	\$ -	\$ -	\$ -	\$ 3,973,850	\$ -	\$ -	\$ -	\$ (3,973,850)	-100.0%
	Total Expenditures	\$ 1,499,300	\$ 924,371	\$ 1,526,730	\$ 831,563	\$ 5,531,020	\$ 1,915,340	\$ 1,915,340	\$ 1,915,340	\$ (3,615,680)	-65.4%

City of Salem Budget
City Services Fund - Telecommunications Services and Interconnect
FY 2023

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Resources											
35105	INTERNAL USAGE REVENUE	\$ -	\$ 365,962	\$ -	\$ 338,575	\$ -	\$ 397,200	\$ 397,200	\$ 397,200	\$ 397,200	-
35213	INTRAFUND - BUDGETED TRANSFERS	378,130	-	334,890	-	351,290	-	-	-	(351,290)	-100.0%
35395	OTHER GOVERNMENT AGENCIES	36,000	-	36,000	-	36,000	36,000	36,000	36,000	-	-
	Total Internal / Intergovernmental	\$ 414,130	\$ 365,962	\$ 370,890	\$ 338,575	\$ 387,290	\$ 433,200	\$ 433,200	\$ 433,200	\$ 45,910	11.9%
36210	INTEREST	\$ 7,200	\$ 4,016	\$ 4,400	\$ 3,008	\$ 2,740	\$ 2,740	\$ 2,740	\$ 2,740	\$ -	-
36310	LOAN PRINCIPAL	41,500	40,696	40,700	42,406	42,910	41,350	41,350	41,350	(1,560)	-3.6%
36315	LOAN INTEREST	3,950	4,690	4,700	2,039	1,500	2,040	2,040	2,040	540	36.0%
	Total Other Revenue	\$ 52,650	\$ 49,402	\$ 49,800	\$ 47,453	\$ 47,150	\$ 46,130	\$ 46,130	\$ 46,130	\$ (1,020)	-2.2%
39910	BEGINNING WORKING CAPITAL	\$ -	\$ 21,185	\$ 23,800	\$ 175,696	\$ 262,790	\$ -	\$ -	\$ 443,050	\$ 180,260	68.6%
	Total Beginning Balance	\$ -	\$ 21,185	\$ 23,800	\$ 175,696	\$ 262,790	\$ -	\$ -	\$ 443,050	\$ 180,260	68.6%
	Total Resources	\$ 466,780	\$ 436,549	\$ 444,490	\$ 561,725	\$ 697,230	\$ 479,330	\$ 479,330	\$ 922,380	\$ 225,150	32.3%

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Expenditures											
52405	TELEPHONE - OFFICE	\$ 101,200	\$ 103,326	\$ 101,200	\$ 104,362	\$ 103,220	\$ 105,570	\$ 105,570	\$ 105,570	\$ 2,350	2.3%
52510	TRAINING	5,000	-	5,000	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	35,000	26,873	70,800	7,788	35,000	30,000	30,000	33,090	(1,910)	-5.5%
52815	CONTROLLED EQUIPMENT	10,000	10,123	10,000	-	10,000	10,000	10,000	13,800	3,800	38.0%
52820	SMALL EQUIPMENT AND SUPPLIES	1,000	-	1,000	-	1,000	-	-	-	(1,000)	-100.0%
52830	COMPUTER SOFTWARE AND LICENSES	71,340	620	71,340	5,802	670	700	700	700	30	4.5%
52865	OTHER TECHNICAL SUPPLIES	3,000	3,601	3,500	41	5,000	4,000	4,000	4,000	(1,000)	-20.0%
53320	EQUIPMENT MAINTENANCE	25,000	-	25,000	-	25,000	-	-	-	(25,000)	-100.0%
53767	BANKING AND INVESTMENT FEES	100	191	100	187	110	110	110	110	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	10,000	-	10,000	(0)	10,000	10,000	10,000	10,000	-	-
53815	INTRA CITY - INTERDEPARTMENTAL BILLING	111,750	116,118	120,000	141,939	123,600	166,420	166,420	166,420	42,820	34.6%
53851	COPY	100	-	100	-	100	100	100	100	-	-
53900	SUPPORT SERVICES CHARGE	-	-	7,000	7,000	3,550	-	-	-	(3,550)	-100.0%
	Total Materials and Services	\$ 373,490	\$ 260,853	\$ 425,040	\$ 267,118	\$ 317,250	\$ 326,900	\$ 326,900	\$ 333,790	\$ 16,540	5.2%
	Total Expenditures	\$ 373,490	\$ 260,853	\$ 425,040	\$ 267,118	\$ 317,250	\$ 326,900	\$ 326,900	\$ 333,790	\$ 16,540	5.2%

City of Salem Budget
City Services Fund - Document Services
FY 2023

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Resources											
35105	INTERNAL USAGE REVENUE	\$ 794,270	\$ 849,342	\$ 760,650	\$ 670,891	\$ 682,820	\$ 874,370	\$ 874,370	\$ 874,370	\$ 191,550	28.1%
35212	INTRAFUND - DIRECT CHG (LABOR)	-	244	-	-	-	-	-	-	-	-
35213	INTRAFUND - BUDGETED TRANSFERS	197,300	197,300	307,450	307,450	306,240	315,430	315,430	315,430	9,190	3.0%
35355	HOUSING AUTHORITY	-	1,352	500	4,048	-	-	-	-	-	-
	Total Internal / Intergovernmental	\$ 991,570	\$ 1,048,238	\$ 1,068,600	\$ 982,390	\$ 989,060	\$ 1,189,800	\$ 1,189,800	\$ 1,189,800	\$ 200,740	20.3%
36210	INTEREST	\$ 8,300	\$ 10,351	\$ 8,720	\$ 6,949	\$ 8,000	\$ 7,790	\$ 7,790	\$ 7,790	\$ (210)	-2.6%
36895	OTHER REVENUE	500	-	500	-	500	-	-	-	(500)	-100.0%
	Total Other Revenue	\$ 8,800	\$ 10,351	\$ 9,220	\$ 6,949	\$ 8,500	\$ 7,790	\$ 7,790	\$ 7,790	\$ (710)	-8.4%
39910	BEGINNING WORKING CAPITAL	-	479,144	479,140	442,776	323,870	-	-	464,350	140,480	43.4%
	Total Beginning Balance	\$ -	\$ 479,144	\$ 479,140	\$ 442,776	\$ 323,870	\$ -	\$ -	\$ 464,350	\$ 140,480	43.4%
	Total Resources	\$ 1,000,370	\$ 1,537,734	\$ 1,556,960	\$ 1,432,115	\$ 1,321,430	\$ 1,197,590	\$ 1,197,590	\$ 1,661,940	\$ 340,510	25.8%

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Expenditures											
51010	SALARIES AND WAGES	\$ 289,210	\$ 272,319	\$ 293,550	\$ 290,308	\$ 303,260	\$ 325,680	\$ 325,680	\$ 325,680	\$ 22,420	7.4%
51020	SEASONAL AND RELIEF	46,210	-	-	-	-	-	-	-	-	-
51030	OVERTIME	600	552	700	-	600	390	390	390	(210)	-35.0%
51120	LEAVE PAYOFF	2,100	1,872	2,200	2,455	1,500	1,800	1,800	1,800	300	20.0%
51195	OTHER PAY / BENEFITS	2,700	-	5,410	-	5,410	5,400	5,400	5,400	(10)	-0.2%
51210	FICA AND MEDICARE	25,860	20,523	22,680	21,864	23,360	25,090	25,090	25,090	1,730	7.4%
51221	WORKERS' COMP PREMIUM	3,130	3,130	-	-	1,470	1,600	1,600	1,600	130	8.8%
51222	WORKERS' COMP STATE ASSMT	120	113	180	110	180	190	190	190	10	5.6%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	1,530	1,630	1,630	1,630	100	6.5%
51240	EMPLOYER - RETIREMENT PERS	47,910	41,810	48,650	47,854	53,130	57,060	57,060	57,060	3,930	7.4%
51243	PERS UNFUNDED LIABILITY	16,180	16,180	16,620	16,620	16,470	17,030	17,030	17,030	560	3.4%
51245	EMPLOYER - PERS PICKUP	17,510	15,184	17,790	17,497	18,330	19,670	19,670	19,670	1,340	7.3%
51250	INSURANCE - MEDICAL	85,930	81,844	79,230	78,435	73,080	84,900	84,900	84,900	11,820	16.2%
51255	INSURANCE - VISION	2,250	2,046	2,040	1,889	1,830	2,030	2,030	2,030	200	10.9%
51260	INSURANCE - DENTAL	7,580	6,901	6,870	6,370	6,160	6,870	6,870	6,870	710	11.5%
51265	INSURANCE - LIFE	850	733	850	772	1,260	1,260	1,260	1,260	-	-
51270	INSURANCE - DISABILITY	170	172	180	182	200	200	200	200	-	-
	Total Personal Services	\$ 548,310	\$ 463,379	\$ 496,950	\$ 484,356	\$ 507,770	\$ 550,800	\$ 550,800	\$ 550,800	\$ 43,030	8.5%
52120	MAIL	\$ 148,040	\$ 191,336	\$ 162,360	\$ 184,441	\$ 164,000	\$ 200,870	\$ 200,870	\$ 200,870	\$ 36,870	22.5%
52130	SUPPLIES	7,900	5,235	7,900	7,266	7,790	7,800	7,800	7,800	10	0.1%
52140	PRINTING AND DUPLICATION	9,200	9,796	9,500	7,082	8,550	8,550	8,550	8,550	-	-
52360	RECRUITMENT FEES	-	10	-	-	-	-	-	-	-	-

City of Salem Budget
City Services Fund - Document Services
FY 2023

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
52405	TELEPHONE - OFFICE	2,420	4,312	2,970	4,013	3,100	2,620	2,620	2,620	(480)	-15.5%
52410	TELEPHONE - CELLULAR	650	641	650	465	660	660	660	660	-	-
52510	TRAINING	-	15	-	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	7,000	14,362	7,000	164	5,000	5,000	5,000	5,000	-	-
52815	CONTROLLED EQUIPMENT	31,800	31,126	44,010	28,105	47,660	46,320	46,320	53,970	6,310	13.2%
52820	SMALL EQUIPMENT AND SUPPLIES	1,000	-	500	24	500	500	500	500	-	-
52830	COMPUTER SOFTWARE AND LICENSES	3,360	4,274	4,360	1,754	6,460	5,820	5,820	5,820	(640)	-9.9%
52930	GASOLINE	4,080	3,320	3,400	2,405	3,250	3,620	3,620	3,620	370	11.4%
53211	LIABILITY INSURANCE	2,810	2,810	2,870	2,870	6,990	7,650	7,650	7,650	660	9.4%
53310	VEHICLE MAINTENANCE	800	2,262	800	1,087	500	1,000	1,000	1,000	500	100.0%
53320	EQUIPMENT MAINTENANCE	59,070	79,576	62,270	65,589	65,600	56,540	56,540	56,540	(9,060)	-13.8%
53610	GAS	910	822	930	720	960	650	650	650	(310)	-32.3%
53734	SAFETY CLOTHING AND EQUIPMENT	-	98	-	-	-	-	-	-	-	-
53750	INVENTORY PURCHASES	77,000	85,174	80,000	62,384	77,990	92,120	92,120	92,120	14,130	18.1%
53767	BANKING AND INVESTMENT FEES	1,000	494	1,000	414	600	470	470	470	(130)	-21.7%
53812	INTRA CITY - DIRECT CHG (LABOR)	-	244	-	-	-	-	-	-	-	-
53840	MOTOR POOL RENTAL	3,570	3,570	4,120	4,120	2,800	6,640	6,640	6,640	3,840	137.1%
53851	COPY	600	1,072	600	2,112	600	2,880	2,880	2,880	2,280	380.0%
53855	SHOPS FACILITIES MAINTENANCE	1,390	1,390	1,460	1,460	1,580	1,640	1,640	1,640	60	3.8%
53900	SUPPORT SERVICES CHARGE	189,640	189,640	182,160	182,160	162,730	168,490	168,490	168,490	5,760	3.5%
	Total Materials and Services	\$ 552,240	\$ 631,579	\$ 578,860	\$ 558,636	\$ 567,320	\$ 619,840	\$ 619,840	\$ 627,490	\$ 60,170	10.6%
55130	EQUIPMENT AND MACHINERY	\$ 18,000	\$ -	\$ 54,000	\$ -	\$ 18,000	\$ -	\$ -	\$ -	\$ (18,000)	-100.0%
	Total Capital Outlay	\$ 18,000	\$ -	\$ 54,000	\$ -	\$ 18,000	\$ -	\$ -	\$ -	\$ (18,000)	-100.0%
	Total Expenditures	\$ 1,118,550	\$ 1,094,957	\$ 1,129,810	\$ 1,042,992	\$ 1,093,090	\$ 1,170,640	\$ 1,170,640	\$ 1,178,290	\$ 85,200	7.8%

City of Salem Budget
City Services Fund - Warehouse Services
FY 2023

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Resources											
35105	INTERNAL USAGE REVENUE	\$ 1,972,630	\$ 1,580,225	\$ 1,850,000	\$ 1,582,819	\$ 1,850,000	\$ 2,570,240	\$ 2,570,240	\$ 2,570,240	\$ 720,240	38.9%
35355	HOUSING AUTHORITY	-	1,387	-	936	-	-	-	-	-	-
35395	OTHER GOVERNMENT AGENCIES	4,000	5,770	4,000	8,999	6,500	9,500	9,500	9,500	3,000	46.2%
	Total Internal / Intergovernmental	\$ 1,976,630	\$ 1,587,382	\$ 1,854,000	\$ 1,592,754	\$ 1,856,500	\$ 2,579,740	\$ 2,579,740	\$ 2,579,740	\$ 723,240	39.0%
35641	US DEPT OF THE TREASURY	\$ -	\$ 12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Federal Grants	\$ -	\$ 12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
36210	INTEREST	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ 30	\$ 30	\$ 30	\$ 30	-
36895	OTHER REVENUE	3,500	5,052	5,000	4,393	5,000	5,000	5,000	5,000	-	-
	Total Other Revenue	\$ 3,700	\$ 5,052	\$ 5,000	\$ 4,393	\$ 5,000	\$ 5,030	\$ 5,030	\$ 5,030	\$ 30	0.6%
39910	BEGINNING WORKING CAPITAL	\$ 280,930	\$ 322,315	\$ 342,050	\$ 285,424	\$ 284,800	\$ 286,510	\$ 286,510	\$ 286,510	\$ 1,710	0.6%
	Total Beginning Balance	\$ 280,930	\$ 322,315	\$ 342,050	\$ 285,424	\$ 284,800	\$ 286,510	\$ 286,510	\$ 286,510	\$ 1,710	0.6%
	Total Resources	\$ 2,261,260	\$ 1,914,761	\$ 2,201,050	\$ 1,882,651	\$ 2,146,300	\$ 2,871,280	\$ 2,871,280	\$ 2,871,280	\$ 724,980	33.8%

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Expenditures											
52130	SUPPLIES	\$ -	\$ 1,398	\$ -	\$ -	\$ -	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	-
53750	INVENTORY PURCHASES	1,869,630	1,590,965	1,750,000	1,446,108	1,805,000	2,549,470	2,549,470	2,549,470	744,470	41.2%
53851	COPY	3,000	1,973	5,000	3,326	4,000	4,000	4,000	4,000	-	-
	Total Materials and Services	\$ 1,872,630	\$ 1,594,336	\$ 1,755,000	\$ 1,450,311	\$ 1,809,000	\$ 2,554,770	\$ 2,554,770	\$ 2,554,770	\$ 745,770	41.2%
62110	TRANSFERS TO OTHER FUNDS	\$ 50,000	\$ 35,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ (10,000)	-20.0%
	Total Interfund Transfers	\$ 50,000	\$ 35,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ (10,000)	-20.0%
	Total Expenditures	\$ 1,922,630	\$ 1,629,336	\$ 1,805,000	\$ 1,500,311	\$ 1,859,000	\$ 2,594,770	\$ 2,594,770	\$ 2,594,770	\$ 735,770	39.6%

City of Salem Budget Community Renewal Fund Assumptions and Trends FY 2023

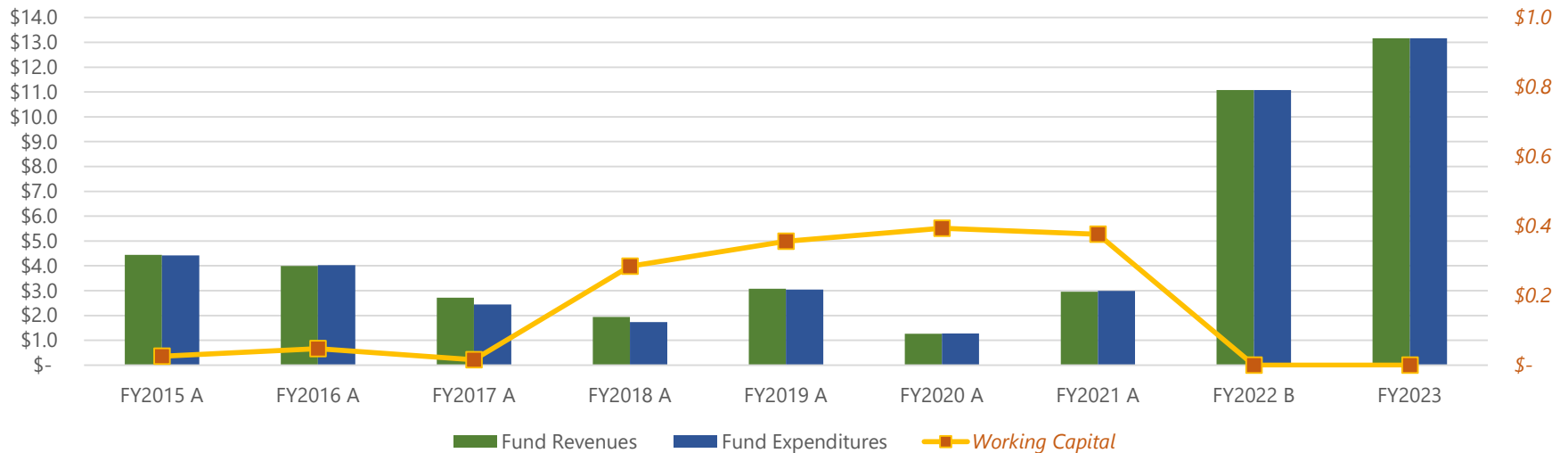
Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from or expenses of Community Renewal Fund program activities					
35610 35637	Block Grants: Community Development Block Grant entitlement, estimating a 22.0% increase over the FY 2022 Budget	\$12,666,220	52670	Other Professional Services: Fair housing program and social service contracts, estimating a 283.5% increase from the FY 2022 Budget	\$ 956,130
36310	Loan Principal: payments on housing loans, estimating a 19.0% decrease from the FY 2022 Budget	\$ 470,000	54850	Other Special Payments: special housing projects, estimating a 10.2% increase over the FY 2022 Budget	\$ 11,493,780
36315	Loan Interest: payments on housing loans, estimating a 73.8% decrease from the FY 2022 Budget	\$ 30,000			

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 2023

Community Renewal Fund Resources

Account Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
35610 BLOCK GRANTS	\$ 2,270,930	\$ -	\$ 2,750,510	\$ -	\$ 5,475,170	\$ 7,072,330	\$ 7,072,330	\$ 7,101,400	\$ 1,626,230	29.7%
35637 US DEPT OF HOUSING AND URBAN DEV (BLOCK GRANT)	2,198,460	621,667	5,001,540	1,739,229	4,906,980	5,601,370	5,601,370	5,564,820	657,840	13.4%
Total Internal / Intergovernmental	\$ 4,469,390	\$ 621,667	\$ 7,752,050	\$ 1,739,229	\$ 10,382,150	\$ 12,673,700	\$ 12,673,700	\$ 12,666,220	\$ 2,284,070	22.0%
36310 LOAN PRINCIPAL	\$ 560,000	\$ 407,458	\$ 600,000	\$ 910,792	\$ 580,000	\$ 470,000	\$ 470,000	\$ 470,000	\$ (110,000)	-19.0%
36315 LOAN INTEREST	140,000	33,982	116,220	36,447	114,560	30,000	30,000	30,000	(84,560)	-73.8%
Total Other Revenue	\$ 700,000	\$ 441,441	\$ 716,220	\$ 947,239	\$ 694,560	\$ 500,000	\$ 500,000	\$ 500,000	\$ (194,560)	-28.0%
39115 INTRAFUND TRANSFERS IN	\$ -	\$ 197,414	\$ -	\$ 269,864	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Transfers	\$ -	\$ 197,414	\$ -	\$ 269,864	\$ -	\$ -	\$ -	\$ -	\$ -	-
39910 BEGINNING WORKING CAPITAL	\$ -	\$ 393,832	\$ -	\$ 376,248	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Beginning Balance	\$ -	\$ 393,832	\$ -	\$ 376,248	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Resources	\$ 5,169,390	\$ 1,654,353	\$ 8,468,270	\$ 3,332,580	\$ 11,076,710	\$ 13,173,700	\$ 13,173,700	\$ 13,166,220	\$ 2,089,510	18.9%

City of Salem Budget
Community Renewal Fund
FY 2023

Community Renewal Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
52120	MAIL	\$ 200	\$ 198	\$ 200	\$ 356	\$ 200	\$ 200	\$ 200	\$ 200	\$ -	-
52130	SUPPLIES	-	3	-	-	-	-	-	-	-	-
52150	RECORDING FEES	1,000	1,070	1,000	646	1,000	1,500	1,500	1,500	500	50.0%
52320	ADVERTISING	3,500	3,022	3,500	10,507	3,500	10,000	10,000	10,000	6,500	185.7%
52510	TRAINING	7,660	849	7,660	-	7,660	7,660	7,660	7,660	-	-
52550	MILEAGE	100	-	100	-	100	100	100	100	-	-
52610	AUDIT SERVICES	7,500	8,371	8,000	8,613	8,000	8,500	8,500	8,500	500	6.3%
52670	OTHER PROFESSIONAL SERVICES	268,740	214,119	240,930	41,973	249,340	956,130	956,130	956,130	706,790	283.5%
52710	MEMBERSHIP DUES	1,850	100	1,850	-	1,850	1,850	1,850	1,850	-	-
52830	COMPUTER SOFTWARE AND LICENSES	7,800	7,780	10,800	17,199	10,800	12,800	12,800	12,800	2,000	18.5%
53812	INTRA CITY - DIRECT CHG (LABOR)	281,790	249,926	307,010	350,748	296,600	611,250	611,250	611,250	314,650	106.1%
53851	COPY	650	2,719	650	-	650	150	150	150	(500)	-76.9%
53854	PHOTOCOPIES	100	-	100	-	100	100	100	100	-	-
53900	SUPPORT SERVICES CHARGE	75,970	75,970	77,720	77,720	68,430	62,200	62,200	62,200	(6,230)	-9.1%
54811	SPECIAL PAYMENTS - PERMANENT EASEMEN	-	-	-	800	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	4,512,530	516,565	7,808,750	2,216,457	10,428,480	11,501,260	11,501,260	11,493,780	1,065,300	10.2%
	Total Materials and Services	\$ 5,169,390	\$ 1,080,691	\$ 8,468,270	\$ 2,725,020	\$ 11,076,710	\$ 13,173,700	\$ 13,173,700	\$ 13,166,220	\$ 2,089,510	18.9%
62115	INTRAFUND TRANSFERS OUT	\$ -	\$ 197,414	\$ -	\$ 269,864	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Transfers	\$ -	\$ 197,414	\$ -	\$ 269,864	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Expenditures	\$ 5,169,390	\$ 1,278,105	\$ 8,468,270	\$ 2,994,884	\$ 11,076,710	\$ 13,173,700	\$ 13,173,700	\$ 13,166,220	\$ 2,089,510	18.9%

Community Development Block Grant - FY 2023 Project Budget		Adopted	Adopted
	Project No.	Budget FY 2022	Budget FY 2023
Resources			
Entitlement - 2023			
Entitlement and program income from prior years (unallocated)		\$ 1,374,900	1,363,450
Entitlement from prior years (rebudgeted projects)		960,360	1,114,480
Program income from loan repayments		2,463,600	3,112,300
		150,000	150,000
		<u>\$ 4,948,860</u>	<u>\$ 5,740,230</u>
Neighborhood Stabilization Program - program income from loan repayments		250,000	100,000
		<u>\$ 5,198,860</u>	<u>\$ 5,840,230</u>
Expenditures			
Administration and Program Support			
CDBG program administration (Urban Development)	621000 / 262	\$ 522,800	556,820
Support services charge (indirect cost allocation)	621000	36,500	35,280
Fair Housing Council of Oregon (contracted services)	621250	20,600	23,000
Statutorily Capped Total		<u>\$ 579,900</u>	<u>\$ 615,100</u>
Repayment			
Neighborhood Stabilization Program - repaid loan funds to CDBG program		\$ 250,000	100,000
		<u>\$ 250,000</u>	<u>\$ 100,000</u>
FY23 Social Service Allocations			
Marion Polk Food Share Services for Vulnerable Seniors	621298		165,000
Marion Polk Food Share Youth Job Development	621299		15,000
			<u>\$ 180,000</u>
FY23 Non Social Service Allocations			
Integrated Supports for Living - Fisher Sizemore Rehabilitation	621275		300,000
Seed of Faith CRAWL Facility Rehab	621294		450,000
Center for Hope & Safety - HOPE Plaza PY22	621272		50,000
MWVCAA Wallace Early Learning Center Rehab	621300		700,000
Project Delivery Costs for PN 621300 Early Learning Center Rehab	621301		5,000
Project Delivery Costs for PN 621272 HOPE Plaza	621302		5,000
			<u>\$ 1,510,000</u>

Community Development Block Grant - FY 2023 Project Budget		Adopted	Adopted
	Project No.	Budget FY 2022	Budget FY 2023
Rebudgeted Projects			
MWVCAA - HOME Youth Case Management FY 2021	621277	91,940	32,600
Island Boy Camp Youth Football Covid Assistance	621285	22,790	4,970
St Francis Shelter Rental Assistance (CV3)	621287	200,000	200,000
NWHS Rent, Utility & Mortgage Assistance (CV3)	621288	100,000	61,220
MWVCAA Childcare Business Provider Development	621290	40,000	25,810
JD Health & Wellness Case Mgmt Med/PPE Equipment (CV3)	621291	51,350	18,450
Salvation Army of Marion and Polk Counties - Rental Assistance (CV3)	621292	197,480	197,480
WestCare Veterans Housing Facility Upgrades, FY 2021	621257	130,720	130,720
Integrated Supports for Living Fisher/Sizemore Apartments FY 2021	621258	219,740	47,740
	621259	180,530	180,530
Polk CDC Owner Occupied Housing Rehabilitation FY 2020			
Salem Housing Authority Yaquina Rehabilitation, FY 2018, FY 2019, FY 2020	621237 /45 / 60	1,153,040	1,110,040
Yaquina Project Delivery Costs	621303	20,000	20,000
Center for Hope & Safety - HOPE Plaza FY 2021	621272	300,000	300,000
YMCA Track and Lift for Pool FY 2021	621293	300,000	300,000
Seed of Faith CRAWL Facility Rehab	621294	450,000	100,000
Salem Housing Authority Mortgage Assistance Program FY 2021	621264	100,000	100,000
Saxon Youth Football Covid Sports Program	621286	12,010	12,010
Bridgeway Recovery Services Generator	621297	54,200	54,200
Integrated Supports for Living - Rehabilitation FY 2021	621275	144,730	144,730
MWVCAA - Salem Warming Network FY 2021	621278	100,000	71,800
		\$ 3,868,530	\$ 3,112,300
Total Expenditures		\$ 4,698,430	\$ 5,517,400
Unallocated		\$ 500,430	\$ 297,420

HOME Community Renewal - FY 2023 Project Budget

	Project No.	Adopted Budget FY 2022	Adopted Budget FY 2023
Resources			
Entitlement - 2023		\$ 648,200	\$ 729,070
Entitlement from the American Rescue Plan Act		2,349,370	-
Entitlement from prior years (unallocated and turnback)		106,290	3,980,410
Entitlement from prior years (rebudgeted projects)		2,340,940	2,391,920
Anticipated program income FY23		294,560	250,000
		<u>\$ 5,739,360</u>	<u>\$ 7,351,400</u>
Expenditures			
Administration and Program Support			
HOME program administration (current year)	625000	\$ -	\$ 97,910
HOME program administration (rebudgeted)	625000	414,750	388,300
Indirect cost allocation plan	625000	31,930	28,930
Statutorily Capped Total		<u>\$ 446,680</u>	<u>\$ 515,140</u>
FY 2023 New Allocations			
Applegate Terrace Veterans Housing (48) (Applegate LLC)	625335	\$ -	\$ 600,000
Mid Willamette Valley CAA TBRA	625343	-	300,000
Gateway Salem CPD	625339	-	650,000
DevNW MacCleay CLT	625337	-	650,000
St Francis Shelter TBRA	625344	-	140,000
HOPE Plaza Low Income Housing Project--ARP	625345	-	250,000
NWHS HOST Youth Program --ARP	625346	-	35,700
St Francis Shelter Case Management--ARP	625347	-	60,000
Center for Hope and Safety Services for Domestic and Sexual Violence--ARP	625348	-	100,000
Women at the Well Case Management--ARP	625349	-	47,000
Salem Housing Authority - Sequoia Crossings--ARP	625336	-	1,500,000
Project Delivery Costs for PN 625339 Gateway Salem	625341	-	5,000
Project Delivery Costs for PN 625337 MacCleay CLT	625342	-	5,000
Project Delivery Costs for PN 625336 Sequoia Crossings--ARP	625350	-	4,000
Unallocated	-	1,959,740	97,640
		<u>\$ 1,959,740</u>	<u>\$ 4,444,340</u>

HOME Community Renewal - FY 2023 Project Budget

	Project No.		Adopted Budget FY 2022	Adopted Budget FY 2023
Rebudgeted and Carryover Projects				
SIHN Tenant Based Rental Assistance 19-20	625326	\$	216,940	\$ 146,470
Salem Housing Authority Security Deposit Program, FY 2019, FY 2020 and FY 2021	625322 / 625327		90,000	48,750
Salem Housing Authority Yaquina Hall, FY 2019	625321		400,000	400,000
MWVCAA-TBRA FY 20-21	625330 / 332		493,000	488,740
St Francis Shelter-TBRA FY 20-21	625331		100,000	96,280
DevNW Cottage Apts Funds FY 19, 20, 21	625323 / 328 / 333		1,059,000	289,070
DevNW Cottage Apts Project Delivery Costs	625334		44,000	22,610
Development Northwest CHDO Operating Funds FY 2022	625329		30,000	-
Applegate Terrace Veterans Housing (48) (Applegate LLC)	625335		500,000	500,000
Salem Housing Authority - Sequoia Crossings	625336		100,000	100,000
DevNW MacCleay CLT (CHDO Set Aside FY22)	625337		300,000	300,000
		\$	3,332,940	\$ 2,391,920
Total Expenditures			\$ 5,739,360	\$ 7,351,400
Unappropriated Ending Balance			\$ -	\$ -

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 2023

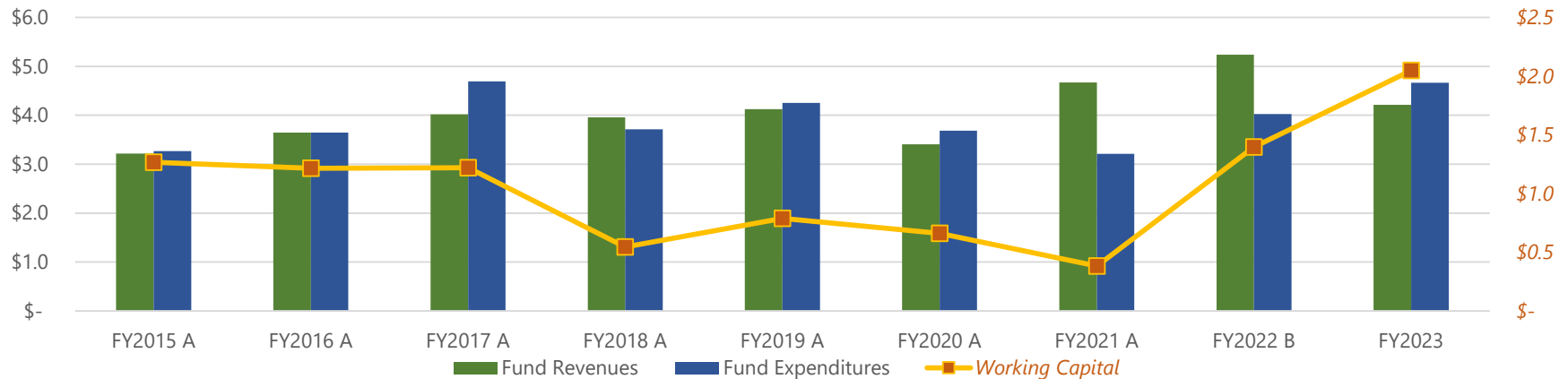
Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from or expenses of Cultural and Tourism Fund program activities					
31310	Transient Occupancy Tax: 9% lodging tax paid on overnight accommodations in Salem; estimating a 17.0% increase from the FY 2022 Budget	\$ 4,191,730	52670	Other Professional Services: expenses for Travel Salem's annual contract and maintenance services at City-owned historic facilities; estimating a 13.4% decrease from the FY 2022 Budget	\$ 1,101,600
			54850	Other Special Payments: 36 grants and several sponsorships to operate cultural and tourism facilities and special events and perform capital improvements; estimating a 107.6% increase from the FY 2022 Budget	\$ 978,420

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



City of Salem Budget
Cultural and Tourism (TOT) Fund
FY 2023

TOT Fund Resources

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
31310	TRANSIENT OCCUPANCY TAX*	\$ 4,137,870	\$ 3,374,954	\$ 3,180,370	\$ 3,095,121	\$ 3,582,120	\$ 4,191,730	\$ 4,191,730	\$ 4,191,730	\$ 609,610	17.0%
	Total Taxes	\$ 4,137,870	\$ 3,374,954	\$ 3,180,370	\$ 3,095,121	\$ 3,582,120	\$ 4,191,730	\$ 4,191,730	\$ 4,191,730	\$ 609,610	17.0%
35495	OTHER AGENCIES	\$ 5,400	\$ 3,670	\$ 5,400	\$ 3,931	\$ 5,400	\$ 5,400	\$ 5,400	\$ 5,400	\$ -	-
	Total Internal / Intergovernmental	\$ 5,400	\$ 3,670	\$ 5,400	\$ 3,931	\$ 5,400	\$ 5,400	\$ 5,400	\$ 5,400	\$ -	-
35641	US DEPT OF THE TREASURY	\$ -	\$ -	\$ -	\$ 1,548,520	\$ 1,637,570	\$ -	\$ -	\$ -	\$ (1,637,570)	-100.0%
	Total Federal Grants	\$ -	\$ -	\$ -	\$ 1,548,520	\$ 1,637,570	\$ -	\$ -	\$ -	\$ (1,637,570)	-100.0%
36210	INTEREST	\$ 2,500	\$ 15,184	\$ 2,500	\$ 6,712	\$ 2,500	\$ 7,000	\$ 7,000	\$ 7,000	\$ 4,500	180.0%
36895	OTHER REVENUE	12,000	12,000	12,000	13,709	12,000	12,000	12,000	12,000	-	-
	Total Other Revenue	\$ 14,500	\$ 27,184	\$ 14,500	\$ 20,421	\$ 14,500	\$ 19,000	\$ 19,000	\$ 19,000	\$ 4,500	31.0%
39910	BEGINNING WORKING CAPITAL	\$ 473,000	\$ 660,962	\$ 399,320	\$ 382,474	\$ 1,395,440	\$ 2,041,620	\$ 2,041,620	\$ 2,047,540	\$ 652,100	46.7%
	Total Beginning Balance	\$ 473,000	\$ 660,962	\$ 399,320	\$ 382,474	\$ 1,395,440	\$ 2,041,620	\$ 2,041,620	\$ 2,047,540	\$ 652,100	46.7%
	Total Resources	\$ 4,630,770	\$ 4,066,769	\$ 3,599,590	\$ 5,050,467	\$ 6,635,030	\$ 6,257,750	\$ 6,257,750	\$ 6,263,670	\$ (371,360)	-5.6%

*Also known as Hotel / Motel Tax or Lodging Tax

City of Salem Budget
Cultural and Tourism (TOT) Fund
FY 2023

TOT Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
52120	MAIL	\$ -	\$ 27	\$ -	\$ 95	\$ -	\$ -	\$ -	\$ -	\$ -	-
52130	SUPPLIES	-	495	-	227	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	-	0	-	-	-	-	-	-	-	-
52540	MEALS	-	99	-	-	-	-	-	-	-	-
52650	LEGAL / COURT SERVICES	-	63	-	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	1,071,480	866,894	851,690	867,730	1,272,630	1,095,680	1,095,680	1,101,600	(171,030)	-13.4%
53380	OTHER MAINTENANCE AND REPAIRS	-	0	-	91	-	-	-	-	-	-
53610	GAS	9,740	8,356	10,270	8,594	9,180	8,000	8,000	8,000	(1,180)	-12.9%
53620	ELECTRIC	45,160	37,747	46,000	27,640	41,800	38,350	38,350	38,350	(3,450)	-8.3%
53767	BANKING AND INVESTMENT FEES	-	725	-	366	-	-	-	-	-	-
53768	DIRECT BANKING FEES	-	93	-	216	-	250	250	250	250	-
53769	CARD PROCESSING FEES	-	17,813	25,000	21,772	18,660	31,290	31,290	31,290	12,630	67.7%
53812	INTRA CITY - DIRECT CHG (LABOR)	100,630	125,039	102,750	70,734	116,350	99,500	99,500	99,500	(16,850)	-14.5%
53813	INTRA CITY - BUDGETED TRANSFERS	120,370	120,370	113,980	110,430	123,980	274,730	274,730	274,730	150,750	121.6%
53815	INTRA CITY - INTERDEPARTMENTAL BILLINGS	319,270	314,544	309,090	300,000	313,210	20,350	20,350	20,350	(292,860)	-93.5%
53851	COPY	-	3,850	-	636	-	-	-	-	-	-
53860	BUILDING SERVICES	11,100	11,299	11,340	2,760	11,340	11,550	11,550	11,550	210	1.9%
53900	SUPPORT SERVICES CHARGE	146,930	146,930	106,360	106,360	122,270	150,200	150,200	150,200	27,930	22.8%
54850	OTHER SPECIAL PAYMENTS	692,300	579,874	573,530	325,888	471,310	978,420	978,420	978,420	507,110	107.6%
	Total Materials and Services	\$ 2,516,980	\$ 2,234,215	\$ 2,150,010	\$ 1,843,538	\$ 2,500,730	\$ 2,708,320	\$ 2,708,320	\$ 2,714,240	\$ 213,510	8.5%
61110	CONTINGENCIES	\$ 120,000	\$ -	\$ 64,500	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	-
	Total Contingencies	\$ 120,000	\$ -	\$ 64,500	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	-
62110	INTERFUND TRANSFERS	\$ 1,509,080	\$ 1,450,080	\$ 1,385,080	\$ 1,370,080	\$ 1,520,890	\$ 1,749,920	\$ 1,749,920	\$ 1,749,920	\$ 229,030	15.1%
	Total Interfund Transfers	\$ 1,509,080	\$ 1,450,080	\$ 1,385,080	\$ 1,370,080	\$ 1,520,890	\$ 1,749,920	\$ 1,749,920	\$ 1,749,920	\$ 229,030	15.1%
	Total Expenditures	\$ 4,146,060	\$ 3,684,295	\$ 3,599,590	\$ 3,213,618	\$ 4,021,620	\$ 4,658,240	\$ 4,658,240	\$ 4,664,160	\$ 642,540	16.0%

**CULTURAL AND TOURISM
FUND NO. 175
FY 2023**

Department: Non-Departmental

Cost Center: Cultural and Tourism

Cost Center No: 60-91-00-00

**Adopted
FY 2022**

**Adopted
FY 2023**

RESOURCES

Beginning fund balance	\$ 1,395,440	\$ 2,047,540
Utility contributions - tenants / Parks Operations	5,400	5,400
Projected tax collections	3,582,120	4,191,730
Interest earnings	2,500	7,000
Other revenue	12,000	12,000
Revenue replacement - American Rescue Plan Act	1,637,570	-
TOTAL RESOURCES	\$ 6,635,030	\$ 6,263,670

EXPENDITURES

CONVENTION CENTER SUPPORT (60911000)

Convention Center marketing	\$ 313,210	\$ 419,170
Total Convention Center Support	\$ 313,210	\$ 419,170

CONVENTION AND TOURISM MARKETING (60912000)

Convention and tourism promotion	\$ 1,345,530	\$ 1,047,930
Total Convention and Tourism Marketing	\$ 1,345,530	\$ 1,047,930

CITY PROGRAMS (60913000)

Projects Transferred to Capital Improvements Fund (255)

Historic Building Condition Survey		
Bush House roof treatment / repairs	\$ -	\$ 50,000
Capital reserves	-	232,000
City-sponsored signature festival / events (4th of July Celebration)	-	1,500
Support for public art acquisition, maintenance, administration (Fund 176)	-	25,000
<i>Total Historic Building Major Projects</i>	\$ -	\$ 308,500

Historic Building Maintenance

Bush House / Barn Complex	\$ 31,620	\$ 44,420
Deepwood House	18,760	19,500
Gilbert House	14,390	14,700
Parrish House	9,250	9,550
Rockenfield House	9,120	9,450
<i>Total Historic Building Maintenance</i>	\$ 83,140	\$ 97,620

**CULTURAL AND TOURISM
FUND NO. 175
FY 2023**

Department: Non-Departmental

Cost Center: Cultural and Tourism

Cost Center No: 60-91-00-00

**Adopted
FY 2022**

**Adopted
FY 2023**

Historic and City Landscape Maintenance

Lord and Schryver Gardens

\$ 15,750 \$ 17,000

Transfer to General Fund to support parks maintenance

1,400,890 1,442,920

Total Historic and City Landscape Maintenance

\$ 1,416,640 \$ 1,459,920

Historic Building Utilities

Total Historic Building Utilities

\$ 50,980 \$ 46,350

Total City Programs

\$ 1,550,760 \$ 1,912,390

ADMINISTRATION (60913500)

City services at community events (State Fair)

\$ 19,760 \$ 20,350

Riverfront Park special events management

52,590 54,170

Cultural / historic and event contract administration

12,920 13,310

Gerry Frank Salem Rotary Amphitheater Administration

- 147,020

Indirect cost allocation plan

122,270 150,200

Board staff support / materials

34,550 35,590

Contract administrator for Salem Convention Center

24,090 14,510

Convention and tourism promotion contract administration

14,090 13,960

Softball tournament bids

44,920 46,270

Total Administration

\$ 325,190 \$ 495,380

MAJOR TOURIST ATTRACTION AND CULTURAL FACILITIES (60914000)

Operating Grants

Gilbert House Children's Museum

\$ 29,540 \$ 43,750

Bush House Museum

30,740 -

Deepwood Museum & Gardens

31,780 44,060

Historic Elsinore Theatre

30,810 45,460

Hallie Ford Museum of Art

30,740 45,150

Salem Art Association

31,970 45,180

Salem's Multicultural Institute

31,480 45,000

**CULTURAL AND TOURISM
FUND NO. 175
FY 2023**

Department: Non-Departmental

Cost Center: Cultural and Tourism

Cost Center No: 60-91-00-00

	Adopted FY 2022	Adopted FY 2023
Salem's Riverfront Carousel	28,190	42,810
Willamette Art Center / Friends of the Visual Arts	29,690	42,810
Willamette Heritage Center	30,440	45,780
<i>Total Operating Grants</i>	<u>\$ 305,380</u>	<u>\$ 400,000</u>

Special Event / Project Grants

Capital Futbol Club - Capital Cup Soccer Tournament	\$ 7,500	\$ -
Capital Futbol Club - Timbers U23	7,500	-
Capitol Pride (dba Salem Capital Pride) - Pride in the Park	-	7,500
Celli of the Valley Society - Celtic Festival	2,000	5,000
Sasquatch Sports - Capitol City Classic	2,000	2,000
Deepwood Museum & Gardens - Erythronium Festival	2,000	3,000
Englewood Forest Festival	3,000	3,000
ENLACE - Cross Cultural KERMEZ Festival	-	2,000
ENLACE - Hispanic Heritage Month Celebration 2021	2,000	-
Enlightened Theatrics - Winter Musical 2022	-	7,500
Festival Chorale of Oregon - Alzheimer's Stories by Robert Cohen	7,500	7,500
Festival Chorale of Oregon - "Sint Nicolas" by Benjamin Britten	-	7,500
Friends of the Visual Arts - Oregon State Fair Artisans Village	7,500	7,500
Gilbert House Children's Museum - Re-Opening	7,500	-
Gilbert House Children's Museum - Halloween Re-Engineered	7,500	7,500
Helping Hands Resources - Quiltopia 2021	2,000	2,000
Historic Elsinore Theatre - Monthly Move Fun at The Elsinore	-	7,500
Hoopla Association - CherryFest NW	7,500	7,500
Hoopla Association - Hoopla	7,500	7,500
Keizer - Salem Youth Basketball Association - State BB Tournament 2023		7,250
Odyssey - Downtown Salem Alley Soiree	2,000	-
Odyssey - Live Music & Art in the Park	-	2,000
Oregon State Capitol Foundation - Cherry Blossom Days	7,000	-
Oregon Symphony Association in Salem - Concerts in Salem	7,500	-
Oregon Symphony Association in Salem - Youth Concerts	7,500	-
Press Play Salem - Bi-monthly Magazine and website w/online calendar	2,000	2,000
Salem Art Association - Salem Art Festival	7,500	7,500

**CULTURAL AND TOURISM
FUND NO. 175
FY 2023**

Department: Non-Departmental

Cost Center: Cultural and Tourism

Cost Center No: 60-91-00-00

	Adopted FY 2022	Adopted FY 2023
Salem Foundation - Make Music Day Event	5,430	-
Salem Multi-Cultural Institute - World Beat Festival	7,500	7,500
Salem Public Library Foundation - Salem Reads	7,500	7,500
Salem on the Edge Art Gallery - En Plein Air Invitational Art Show 2022	-	2,000
Salem's Riverfront Carousel - Santa at the Carousel	7,500	-
Salem's Riverfront Carousel - Holidays at the Carousel	-	7,500
Willamette Heritage Center - Magic at the Mill	-	7,500
Willamette Heritage Center - Heritage Rail Day	7,500	-
Willamette Heritage Center - Project - Woolen Mill Window & Gutter Restoration	-	7,500
Willamette Master Chorus - Holiday Concert with the Trailband	7,500	-
Willamette Master Chorus - 17th Annual Veterans Concert	7,500	-
<i>Total Special Events / Project Grants</i>	<u>\$ 156,930</u>	<u>\$ 142,750</u>
Capital Improvement / Outlay Grants		
Gilbert House Children's Museum - Priority Play Accessible Outdoor Play	\$ -	\$ 7,500
Keizer - Salem Youth Basketball Association - Event & Game Day Entertainment System		7,500
Willamette Heritage Center - Replace HVAC	7,500	-
<i>Total Capital Improvements / Outlay Grants</i>	<u>7,500</u>	<u>15,000</u>
Total CTPAB Grants	<u><u>\$ 469,810</u></u>	<u><u>\$ 557,750</u></u>
Direct Banking Fees		250
Card Processing Fees	18,660	31,290
Contingencies	<u><u>\$ 119,730</u></u>	<u><u>\$ 200,000</u></u>
TOTAL EXPENDITURES	<u><u>\$ 4,142,890</u></u>	<u><u>\$ 4,664,160</u></u>



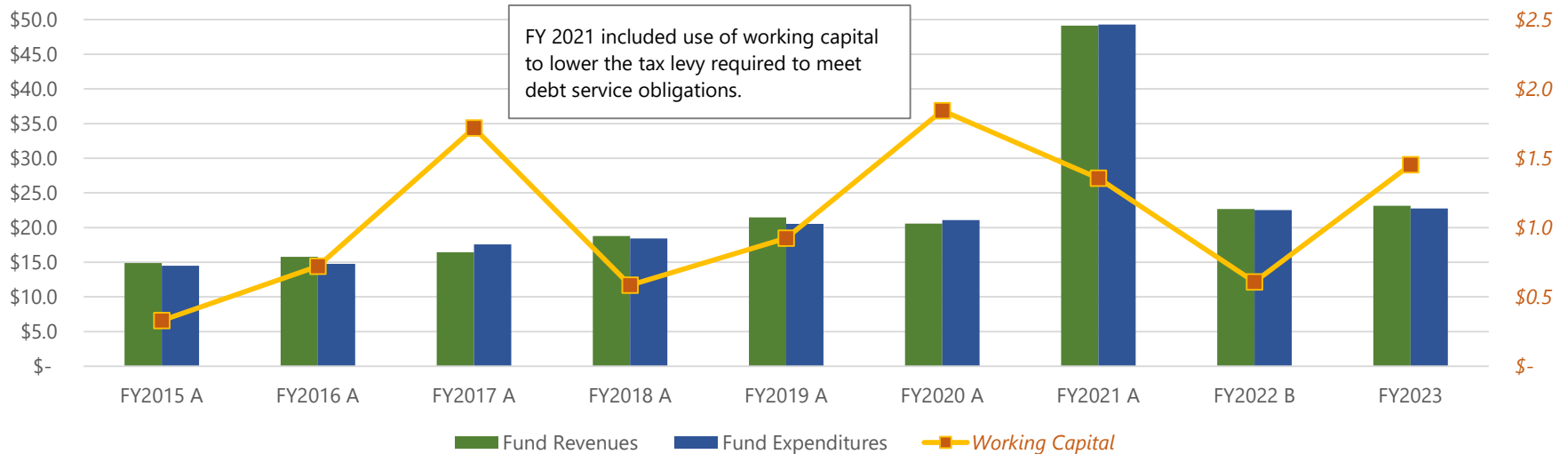
City of Salem Budget Debt Service Fund Assumptions and Trends FY 2023

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 0.8% increase over the FY 2022 Budget	\$ 16,802,600	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 2022 Budget	\$ 5,949,630
31120	Property Taxes: from voter-approved bond measures owed for				
31130	all prior years, estimating a 1.1% decrease from the FY 2022	\$ 277,250			
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

In millions



City of Salem Budget
Debt Service Fund
FY 2023

Debt Service Fund Resources

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
31110	PROPERTY TAX - CURRENT	\$ 14,746,320	\$ 14,811,440	\$ 15,600,080	\$ 15,755,574	\$ 16,673,960	\$ 16,802,600	\$ 16,802,600	\$ 16,802,600	\$ 128,640	0.8%
31120	PROPERTY TAX - FIRST PRIOR YEAR	147,460	144,023	163,320	133,097	152,970	135,850	135,850	135,850	(17,120)	-11.2%
31130	PROPERTY TAX - SECOND PRIOR YEAR	73,730	55,182	81,650	63,554	42,500	55,450	55,450	55,450	12,950	30.5%
31140	PROPERTY TAX - ALL OTHER PRIOR YEARS	110,600	72,512	122,480	68,465	84,990	85,950	85,950	85,950	960	1.1%
	Total Taxes	\$ 15,078,110	\$ 15,083,157	\$ 15,967,530	\$ 16,020,690	\$ 16,954,420	\$ 17,079,850	\$ 17,079,850	\$ 17,079,850	\$ 125,430	0.7%
35211	INTERFUND - SPECIAL TRANSFERS	\$ 5,297,000	\$ 5,296,110	\$ 5,499,530	\$ 5,499,520	\$ 5,719,550	\$ 5,949,630	\$ 5,949,630	\$ 5,949,630	\$ 230,080	4.0%
	Total Internal / Intergovernmental	\$ 5,297,000	\$ 5,296,110	\$ 5,499,530	\$ 5,499,520	\$ 5,719,550	\$ 5,949,630	\$ 5,949,630	\$ 5,949,630	\$ 230,080	4.0%
36210	INTEREST	\$ -	\$ 195,110	\$ -	\$ 140,840	\$ 20,000	\$ 131,000	\$ 131,000	\$ 131,000	\$ 111,000	555.0%
38710	BOND PROCEEDS	-	-	-	24,626,285	-	-	-	-	-	-
38712	BOND ISSUANCE PREMIUM	-	-	-	2,843,359	-	-	-	-	-	-
	Total Other Revenue	\$ -	\$ 195,110	\$ -	\$ 27,610,484	\$ 20,000	\$ 131,000	\$ 131,000	\$ 131,000	\$ 111,000	555.0%
39910	BEGINNING WORKING CAPITAL	\$ 1,345,250	\$ 1,843,785	\$ 1,402,390	\$ 1,356,099	\$ 608,070	\$ 1,453,390	\$ 1,453,390	\$ 1,453,390	\$ 845,320	139.0%
	Total Beginning Balance	\$ 1,345,250	\$ 1,843,785	\$ 1,402,390	\$ 1,356,099	\$ 608,070	\$ 1,453,390	\$ 1,453,390	\$ 1,453,390	\$ 845,320	139.0%
	Total Resources	\$ 21,720,360	\$ 22,418,163	\$ 22,869,450	\$ 50,486,793	\$ 23,302,040	\$ 24,613,870	\$ 24,613,870	\$ 24,613,870	\$ 1,311,830	5.6%

Debt Service Fund Expenditures

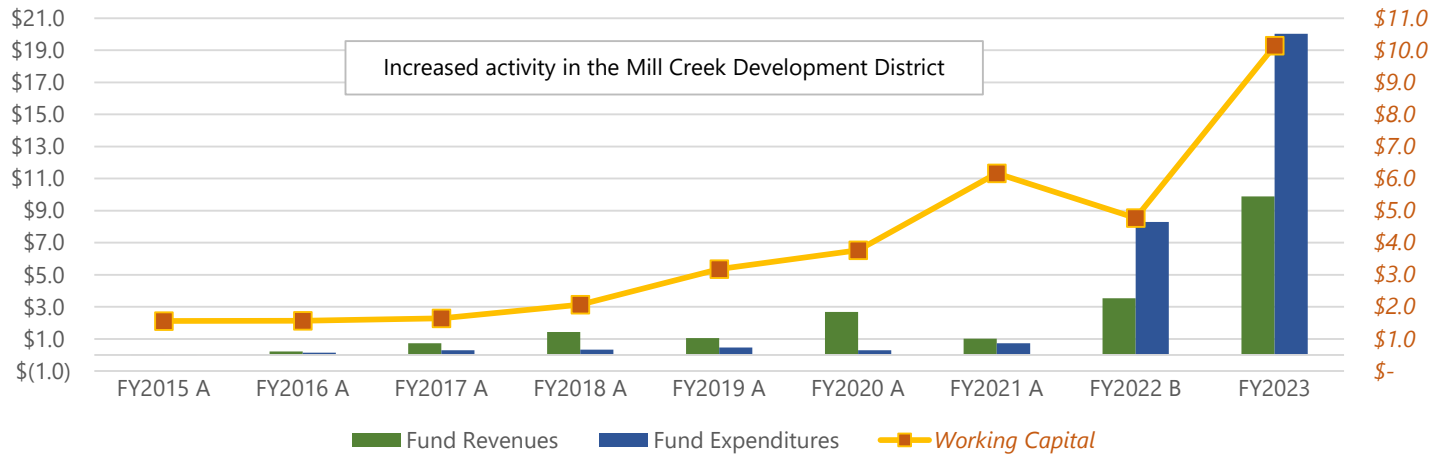
Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
60120	PRINCIPAL	\$ 14,029,210	\$ 14,029,208	\$ 15,405,000	\$ 15,670,000	\$ 16,855,000	\$ 17,500,000	\$ 17,500,000	\$ 17,500,000	\$ 645,000	3.8%
60130	INTEREST	7,032,870	7,032,856	6,425,260	6,159,272	5,683,470	5,252,070	5,252,070	5,252,070	(431,400)	-7.6%
60135	PAYMENTS TO ESCROW AGENTS	-	-	-	27,469,644	-	-	-	-	-	-
	Total Debt Service	\$ 21,062,080	\$ 21,062,064	\$ 21,830,260	\$ 49,298,916	\$ 22,538,470	\$ 22,752,070	\$ 22,752,070	\$ 22,752,070	\$ 213,600	0.9%
	Total Expenditures	\$ 21,062,080	\$ 21,062,064	\$ 21,830,260	\$ 49,298,916	\$ 22,538,470	\$ 22,752,070	\$ 22,752,070	\$ 22,752,070	\$ 213,600	0.9%

City of Salem Budget Development District Fund Assumptions and Trends FY 2023

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 169.0% increase from the FY 2022 Budget	\$ 9,339,860	52620	Construction Contracts: budgeted development district projects, estimating a 169.1% increase over the FY 2022 Budget	\$ 20,010,660

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 2023

Development District Fund Resources

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
32280	DEVELOPMENT DISTRICT FEE	\$ 1,312,220	\$ 2,308,237	\$ 1,000,000	\$ 739,464	\$ 3,472,400	\$ 9,339,860	\$ 9,339,860	\$ 9,339,860	\$ 5,867,460	169.0%
32282	REIMBURSEMENT DISTRICT FEE	-	279,692	-	174,164	-	-	-	-	-	-
	Total Sales, Fees, Licenses, Permits	\$ 1,312,220	\$ 2,587,929	\$ 1,000,000	\$ 913,628	\$ 3,472,400	\$ 9,339,860	\$ 9,339,860	\$ 9,339,860	\$ 5,867,460	169.0%
36210	INTEREST	\$ 25,000	\$ 99,263	\$ -	\$ 100,037	\$ 60,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 60,000	100.0%
36895	OTHER REVENUE	-	-	-	-	-	420,000	420,000	420,000	420,000	-
	Total Other Revenue	\$ 25,000	\$ 99,263	\$ -	\$ 100,037	\$ 60,000	\$ 540,000	\$ 540,000	\$ 540,000	\$ 480,000	800.0%
39910	BEGINNING WORKING CAPITAL	\$ 3,360,670	\$ 3,761,930	\$ 4,781,460	\$ 6,160,267	\$ 4,769,220	\$ 10,142,800	\$ 10,142,800	\$ 10,142,800	\$ 5,373,580	112.7%
	Total Beginning Balance	\$ 3,360,670	\$ 3,761,930	\$ 4,781,460	\$ 6,160,267	\$ 4,769,220	\$ 10,142,800	\$ 10,142,800	\$ 10,142,800	\$ 5,373,580	112.7%
	Total Resources	\$ 4,697,890	\$ 6,449,121	\$ 5,781,460	\$ 7,173,932	\$ 8,301,620	\$ 20,022,660	\$ 20,022,660	\$ 20,022,660	\$ 11,721,040	141.2%

Development District Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
52620	CONSTRUCTION CONTRACTS	\$ 4,197,890	\$ -	\$ 4,781,460	\$ -	\$ 7,435,620	\$ 20,010,660	\$ 20,010,660	\$ 20,010,660	\$ 12,575,040	169.1%
53767	BANKING AND INVESTMENT FEES	-	4,302	-	6,029	6,000	12,000	12,000	12,000	6,000	100.0%
53768	DIRECT BANKING FEES	-	26	-	-	-	-	-	-	-	-
53769	CARD PROCESSING FEES	-	2,041	-	10,864	-	-	-	-	-	-
53790	CONSTRUCTION - UNSPECIFIED	500,000	-	500,000	-	500,000	-	-	-	(500,000)	-100.0%
53812	INTRA CITY - DIRECT CHG (LABOR)	-	2,793	-	16,607	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	-	279,692	-	174,164	-	-	-	-	-	-
	Total Materials and Services	\$ 4,697,890	\$ 288,854	\$ 5,281,460	\$ 225,722	\$ 7,941,620	\$ 20,022,660	\$ 20,022,660	\$ 20,022,660	\$ 12,081,040	152.1%
62110	INTERFUND TRANSFERS	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 360,000	\$ -	\$ -	\$ -	\$ (360,000)	-100.0%
	Total Interfund Transfers	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 360,000	\$ -	\$ -	\$ -	\$ (360,000)	-100.0%
	Total Expenditures	\$ 4,697,890	\$ 288,854	\$ 5,781,460	\$ 725,722	\$ 8,301,620	\$ 20,022,660	\$ 20,022,660	\$ 20,022,660	\$ 11,721,040	141.2%

City of Salem Budget Downtown Parking Fund Assumptions and Trends FY 2023

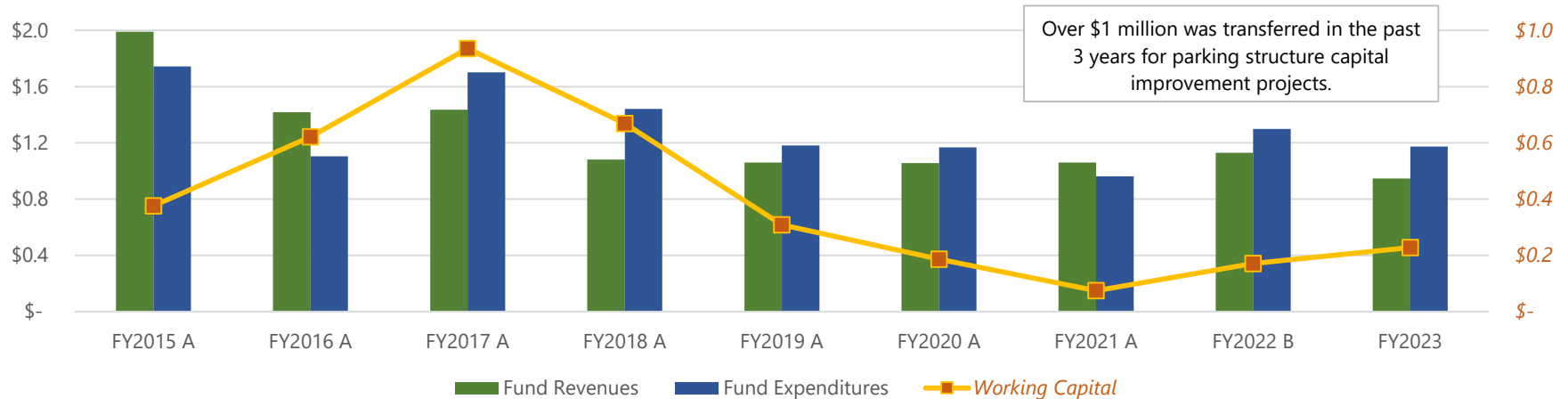
Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from Downtown Parking Fund program activities					
34128	Downtown Parking Tax: assessments to downtown businesses to support the free customer program in the Downtown Parking District, estimating an 8.0% decrease from the FY 2022 Budget	\$ 336,520	34138	Parking Rent - Liberty Square Parkade Monthly Rent: revenue from daily and monthly parking permit sales at the Liberty Parkade, estimating a 35.0% increase from the FY 2022 Budget	\$ 288,390
34130	Parking Rent - Riverfront Monthly Rent: revenue from daily and monthly parking permit sales at Riverfront Park, estimating a 1.7% decrease from the FY 2022 Budget	\$ 10,800	34140	Parking Rent - Marion Parkade Monthly Rent: revenue from daily and monthly parking permit sales at the Marion Parkade, estimating a 42.1% decrease from the FY 2022 Budget	\$ 60,990
34136	Parking Rent - Chemeketa Parkade Monthly Rent: revenue from daily and monthly parking permit sales at the Chemeketa Parkade, estimating a 17.4% increase from the FY 2022 Budget	\$ 146,680			

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

In millions



City of Salem Budget
Downtown Parking Fund
FY 2023

Downtown Parking Fund Resources

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
32310	ACCIDENT AND FIRE RECOVERY	\$ -	\$ 870	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
32895	OTHER PERMITS	10,000	30,086	22,500	28,973	24,830	30,000	30,000	30,000	5,170	20.8%
	Total Sales, Fees, Licenses, Permits	\$ 10,000	\$ 30,955	\$ 22,500	\$ 28,973	\$ 24,830	\$ 30,000	\$ 30,000	\$ 30,000	\$ 5,170	20.8%
34128	DOWNTOWN PARKING TAX	\$ 410,570	\$ 418,018	\$ 402,710	\$ 357,536	\$ 365,840	\$ 336,520	\$ 336,520	\$ 336,520	\$ (29,320)	-8.0%
34130	PARKING RENT - RIVERFRONT	21,830	10,611	15,300	5,936	10,990	10,800	10,800	10,800	(190)	-1.7%
34136	PARKING RENT - CHEMEKETA	195,010	140,294	165,270	105,501	124,900	146,680	146,680	146,680	21,780	17.4%
34138	PARKING RENT - LIBERTY	258,360	253,878	255,470	221,367	213,590	288,390	288,390	288,390	74,800	35.0%
34140	PARKING RENT - MARION	179,990	133,874	151,130	63,065	105,350	60,990	60,990	60,990	(44,360)	-42.1%
34148	PARKING RENT - METERS	-	53,686	65,000	35,675	26,120	60,700	60,700	60,700	34,580	132.4%
	Total Rent	\$ 1,065,760	\$ 1,010,361	\$ 1,054,880	\$ 789,081	\$ 846,790	\$ 904,080	\$ 904,080	\$ 904,080	\$ 57,290	6.8%
35641	US DEPT OF THE TREASURY	\$ -	\$ -	\$ -	\$ 237,040	\$ 253,510	\$ -	\$ -	\$ -	\$ (253,510)	-100.0%
	Total Federal Grants	\$ -	\$ -	\$ -	\$ 237,040	\$ 253,510	\$ -	\$ -	\$ -	\$ (253,510)	-100.0%
36210	INTEREST	\$ 7,500	\$ 7,886	\$ 6,000	\$ 3,092	\$ 1,000	\$ 1,750	\$ 1,750	\$ 1,750	\$ 750	75.0%
36810	BAD DEBT RECOVERY	3,500	4,216	3,500	1,698	2,430	10,000	10,000	10,000	7,570	311.5%
36895	OTHER REVENUE	-	1,781	-	-	-	-	-	-	-	-
	Total Other Revenue	\$ 11,000	\$ 13,883	\$ 9,500	\$ 4,790	\$ 3,430	\$ 11,750	\$ 11,750	\$ 11,750	\$ 8,320	242.6%
39910	BEGINNING BALANCE	\$ 196,370	\$ 186,451	\$ 48,310	\$ 74,209	\$ 170,820	\$ 228,020	\$ 228,020	\$ 228,020	\$ 57,200	33.5%
	Total Beginning Balance	\$ 196,370	\$ 186,451	\$ 48,310	\$ 74,209	\$ 170,820	\$ 228,020	\$ 228,020	\$ 228,020	\$ 57,200	33.5%
	Total Resources	\$ 1,283,130	\$ 1,241,651	\$ 1,135,190	\$ 1,134,094	\$ 1,299,380	\$ 1,173,850	\$ 1,173,850	\$ 1,173,850	\$ (125,530)	-9.7%

City of Salem Budget
Downtown Parking Fund
FY 2023

Downtown Parking Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
52120	MAIL	\$ 100	\$ 5	\$ 50	\$ 216	\$ 40	\$ 40	\$ 40	\$ 40	\$ -	-
52130	SUPPLIES	-	1,668	-	742	-	-	-	-	-	-
52460	COMMUNICATION - OTHER	2,220	2,300	2,220	2,666	2,500	2,500	2,500	2,500	-	-
52620	CONSTRUCTION CONTRACTS	5,000	-	15,800	-	1,000	-	-	-	(1,000)	-100.0%
52660	TEMP EMPLOYMENT SERVICES	69,070	-	75,000	-	75,000	-	-	-	(75,000)	-100.0%
52670	OTHER PROFESSIONAL SERVICES	57,460	105,354	13,500	68,189	8,500	180,750	180,750	180,750	172,250	2026.5%
52740	PERMITS	-	186	-	118	-	-	-	-	-	-
52830	COMPUTER SOFTWARE AND LICENSES	-	1,563	-	-	-	-	-	-	-	-
53211	LIABILITY INSURANCE	34,350	34,350	34,350	34,350	38,750	53,280	53,280	53,280	14,530	37.5%
53380	OTHER MAINTENANCE AND REPAIRS	-	176	-	123	-	-	-	-	-	-
53620	ELECTRIC	71,350	56,030	62,500	62,111	58,500	69,700	69,700	69,700	11,200	19.1%
53650	REFUSE DISPOSAL	32,000	31,469	33,000	30,397	36,000	37,230	37,230	37,230	1,230	3.4%
53734	SAFETY CLOTHING AND EQUIPMENT	-	68	-	35	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	2,000	1,834	2,000	1,664	1,800	1,800	1,800	1,800	-	-
53768	DIRECT BANKING FEES	4,000	3,225	4,000	3,132	2,800	2,800	2,800	2,800	-	-
53769	CARD PROCESSING FEES	6,000	5,415	8,000	3,448	5,800	5,800	5,800	5,800	-	-
53770	BAD DEBT - WRITE OFF	35,000	25,080	35,000	1,238	10,000	35,000	35,000	35,000	25,000	250.0%
53812	INTRA CITY - DIRECT CHG (LABOR)	138,010	120,842	145,290	89,792	120,050	148,720	148,720	148,720	28,670	23.9%
53813	INTRA CITY - BUDGETED TRANSFERS	406,080	406,080	274,240	274,240	262,260	-	-	-	(262,260)	-100.0%
53815	INTRA CITY - INTERDEPARTMENTAL BILLING	1,810	2,575	4,730	1,284	2,130	4,020	4,020	4,020	1,890	88.7%
53851	COPY	500	290	250	13	500	500	500	500	-	-
53860	BUILDING SERVICES	142,680	146,520	156,670	162,481	249,550	254,290	254,290	254,290	4,740	1.9%
53900	SUPPORT SERVICES CHARGE	199,950	199,950	219,670	219,670	262,130	213,610	213,610	213,610	(48,520)	-18.5%
54850	OTHER SPECIAL PAYMENTS	-	22,461	-	5,000	-	-	-	-	-	-
	Total Materials and Services	\$ 1,207,580	\$ 1,167,441	\$ 1,086,270	\$ 960,907	\$ 1,137,310	\$ 1,010,040	\$ 1,010,040	\$ 1,010,040	\$ (127,270)	-11.2%
61110	CONTINGENCIES	\$ 75,550	\$ -	\$ 48,920	\$ -	\$ 162,070	\$ 163,810	\$ 163,810	\$ 163,810	\$ 1,740	1.1%
	Total Contingencies	\$ 75,550	\$ -	\$ 48,920	\$ -	\$ 162,070	\$ 163,810	\$ 163,810	\$ 163,810	\$ 1,740	1.1%
	Total Expenditures	\$ 1,283,130	\$ 1,167,441	\$ 1,135,190	\$ 960,907	\$ 1,299,380	\$ 1,173,850	\$ 1,173,850	\$ 1,173,850	\$ (125,530)	-9.7%

Downtown Parking Fund - FY 2023 Project Budget	Adopted Budget FY 2022	Adopted Budget FY 2023
Total Resources	\$ 1,299,380	\$ 1,173,850

Expenditures

Regular Maintenance / Operation of Structures

Electricity	\$ 58,500	\$ 69,700
Insurance	38,750	53,280
Landscape maintenance (Parks Operations)	1,000	3,020
Miscellaneous downtown repairs	1,000	500
Routine maintenance - Chemeketa Parkade	120,000	130,220
Routine maintenance - Liberty Parkade	55,490	56,640
Routine maintenance - Marion Parkade	180,000	178,110
Striping, meters (Transportation Services)	500	500
	<u>\$ 455,240</u>	<u>\$ 491,970</u>

Maintenance of District

Refuse disposal	\$ 36,000	\$ 37,230
Refuse container maintenance (Transportation Services)	630	-
	<u>\$ 36,630</u>	<u>\$ 37,230</u>

Downtown Parking Fund - FY 2023 Project Budget		Adopted Budget FY 2022	Adopted Budget FY 2023
Police			
Police services provided downtown		\$ 200,000	\$ -
		\$ 200,000	\$ -
Administration and Overhead			
Administration and board support (Urban Development)		\$ 27,550	\$ 51,480
Support Services Charge (indirect cost allocation plan)		262,130	213,610
Parking permit administration (Building and Safety Division)		62,260	-
		\$ 351,940	\$ 265,090
Downtown Contracted Services			
Downtown Clean Team		\$ 75,000	\$ 80,750
Parkade security services		5,000	100,000
Seasonal banners installation		3,500	-
		\$ 83,500	\$ 180,750
Total Operating Expenditures		\$ 1,127,310	\$ 975,040
Bad Debt Write Off		\$ 10,000	\$ 35,000
Capital Improvements / Reserve (to Fund 255)		-	-
Contingencies		162,070	163,810
Total Expenditures		\$ 1,299,380	\$ 1,173,850
Unappropriated Ending Balance		\$ -	\$ -



City of Salem Budget

Emergency Medical Services (EMS) Fund Assumptions and Trends

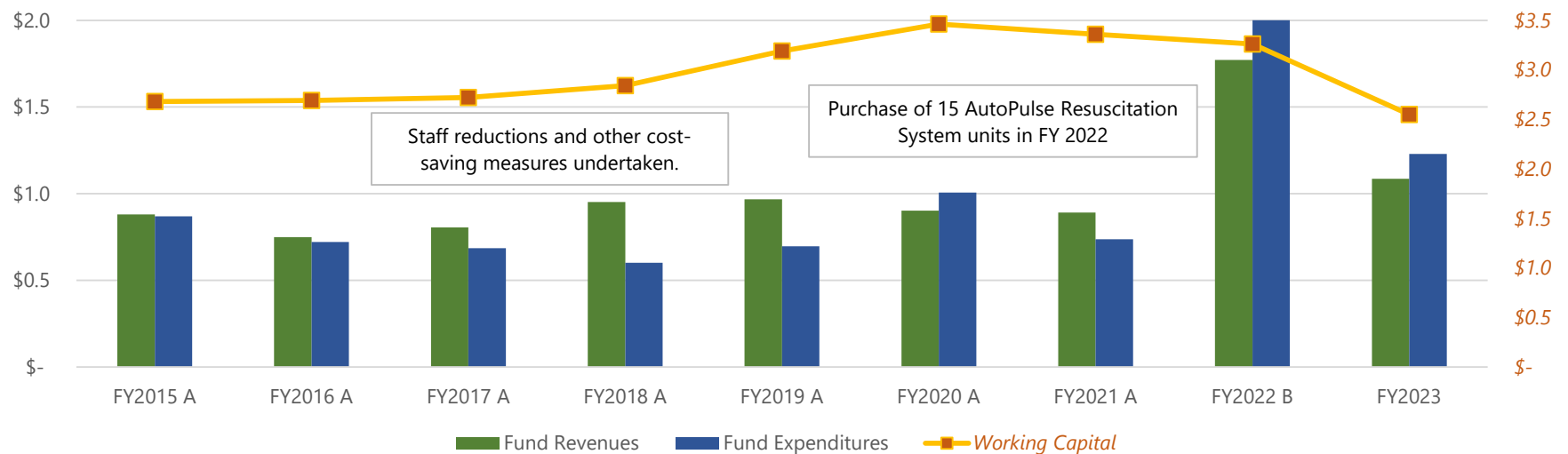
FY 2023

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 75.0% decrease from the FY 2022 Budget	\$ 250,140	32642	Ambulance Subscription Fee: fees charged for Capital FireMed Subscription, estimating 40.0% increase from the FY 2022 Budget	\$ 1,470
32391	Ambulance Contractor Fee: payment from Falck Ambulance NW, the City's ambulance transport service provider, estimating no change the FY 2022 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 2023

EMS Fund Resources

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
32385	AMBULANCE SERVICE	\$ 90,000	\$ 73,085	\$ 94,770	\$ 148,516	\$ 1,000,000	\$ 250,140	\$ 250,140	\$ 250,140	\$ (749,860)	-75.0%
32391	AMBULANCE CONTRACTOR FEE	673,210	673,047	693,240	630,040	630,040	630,040	630,040	630,040	-	-
32642	AMBULANCE SUBSCRIPTION FEE	2,520	1,431	2,520	1,828	1,050	1,470	1,470	1,470	420	40.0%
	Total Sales, Fees, Licenses, Permits	\$ 765,730	\$ 747,563	\$ 790,530	\$ 780,384	\$ 1,631,090	\$ 881,650	\$ 881,650	\$ 881,650	\$ (749,440)	-45.9%
35212	INTRAFUND - DIRECT CHG (LABOR)	\$ 10,000	\$ 2,165	\$ 10,000	\$ 11,990	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	-
	Total Internal / Intergovernmental	\$ 10,000	\$ 2,165	\$ 10,000	\$ 11,990	\$ 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	\$ 120,000	\$ 55,250	\$ 100,000	\$ 42,950	\$ 50,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 70,000	140.0%
36210	INTEREST	50,000	77,507	80,000	54,132	80,000	74,160	74,160	74,160	(5,840)	-7.3%
36810	BAD DEBT RECOVERY	1,000	1,312	1,000	1,211	1,000	1,000	1,000	1,000	-	-
36895	OTHER REVENUE	-	141	-	15	-	-	-	-	-	-
	Total Other Revenue	\$ 171,000	\$ 134,210	\$ 181,000	\$ 98,307	\$ 131,000	\$ 195,160	\$ 195,160	\$ 195,160	\$ 64,160	49.0%
39910	BEGINNING WORKING CAPITAL	\$ 3,293,100	\$ 3,462,864	\$ 3,212,990	\$ 3,359,059	\$ 3,262,770	\$ 2,438,120	\$ 2,438,120	\$ 2,549,850	\$ (712,920)	-21.9%
	Total Beginning Balance	\$ 3,293,100	\$ 3,462,864	\$ 3,212,990	\$ 3,359,059	\$ 3,262,770	\$ 2,438,120	\$ 2,438,120	\$ 2,549,850	\$ (712,920)	-21.9%
	Total Resources	\$ 4,239,830	\$ 4,365,332	\$ 4,194,520	\$ 4,249,740	\$ 5,034,860	\$ 3,524,930	\$ 3,524,930	\$ 3,636,660	\$ (1,398,200)	-27.8%

City of Salem Budget
Emergency Medical Services Fund
FY 2023

EMS Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
51010	SALARY AND WAGES	\$ 214,070	\$ 216,823	\$ 220,490	\$ 231,922	\$ 228,670	\$ 248,660	\$ 248,660	\$ 248,660	\$ 19,990	8.7%
51025	HOLIDAY - REGULAR	-	-	-	-	2,500	-	-	-	(2,500)	-100.0%
51030	OVERTIME	15,010	15,462	15,000	20,270	20,000	40,000	40,000	40,000	20,000	100.0%
51100	INCENTIVES	14,980	18,590	15,450	19,370	18,000	18,750	18,750	18,750	750	4.2%
51120	LEAVE PAYOFF	-	3,878	10,000	1,688	1,000	2,500	2,500	2,500	1,500	150.0%
51210	FICA AND MEDICARE	18,680	19,439	19,890	19,118	20,670	22,200	22,200	22,200	1,530	7.4%
51221	WORKERS' COMP PREMIUM	1,780	1,780	-	-	1,250	1,400	1,400	1,400	150	12.0%
51222	WORKERS' COMP STATE ASSMT	60	44	60	43	60	60	60	60	-	-
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	1,350	1,460	1,460	1,460	110	8.1%
51240	EMPLOYER - RETIREMENT PERS	56,920	59,422	60,870	59,984	62,070	75,030	75,030	75,030	12,960	20.9%
51243	PERS UNFUNDED LIABILITY	12,910	12,910	13,140	13,140	13,180	13,940	13,940	13,940	760	5.8%
51245	EMPLOYER - PERS PICKUP	14,650	15,278	15,660	15,550	16,210	18,590	18,590	18,590	2,380	14.7%
51246	EMPLR - PERS IAP OPTION	-	-	-	4,883	5,380	9,300	9,300	9,300	3,920	72.9%
51250	INSURANCE - MEDICAL	32,280	28,415	24,120	38,906	44,460	56,410	56,410	56,410	11,950	26.9%
51255	INSURANCE - VISION	810	734	610	983	1,010	1,220	1,220	1,220	210	20.8%
51260	INSURANCE - DENTAL	2,760	2,477	2,050	3,315	3,400	4,090	4,090	4,090	690	20.3%
51265	INSURANCE - LIFE	180	197	200	197	290	290	290	290	-	-
51275	OTHER HEALTH BENEFITS	2,150	2,202	2,160	2,295	2,590	3,640	3,640	3,640	1,050	40.5%
51310	PHYSICAL EXAMINATIONS	-	-	-	-	400	1,200	1,200	1,200	800	200.0%
	Total Personal Services	\$ 387,240	\$ 397,649	\$ 399,700	\$ 431,662	\$ 442,490	\$ 518,740	\$ 518,740	\$ 518,740	\$ 76,250	17.2%
52110	SUBSCRIPTIONS AND BOOKS	\$ 1,000	\$ 616	\$ 1,500	\$ 728	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	-
52120	MAIL	-	-	100	13	100	100	100	100	-	-
52130	SUPPLIES	1,980	91	2,000	777	2,000	2,000	2,000	2,000	-	-
52405	TELEPHONE - OFFICE	2,460	2,827	2,480	2,467	2,480	3,660	3,660	3,660	1,180	47.6%
52410	TELEPHONE - CELLULAR	2,400	2,175	2,400	1,748	2,400	2,250	2,250	2,250	(150)	-6.3%
52460	COMMUNICATION - OTHER	13,860	11,566	13,840	11,847	13,840	30,340	30,340	30,340	16,500	119.2%
52510	TRAINING	5,000	6,786	6,000	-	6,000	10,000	10,000	10,000	4,000	66.7%
52670	OTHER PROFESSIONAL SERVICES	6,000	3,773	6,000	5,093	5,000	15,000	15,000	15,000	10,000	200.0%
52710	MEMBERSHIP DUES	60	-	50	-	50	50	50	50	-	-
52720	LICENSES / CERTIFICATIONS	840	590	26,310	23,965	1,100	26,600	26,600	26,600	25,500	2318.2%
52740	PERMITS	-	-	-	175	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	17,000	23,023	3,000	4,359	140,000	8,000	8,000	8,000	(132,000)	-94.3%
52820	SMALL EQUIPMENT AND SUPPLIES	75,500	20,049	57,500	9,412	64,640	50,750	50,750	50,750	(13,890)	-21.5%
52830	COMPUTER SOFTWARE AND LICENSES	57,250	24,412	55,580	26,956	56,300	56,480	56,480	56,480	180	0.3%
52910	DIESEL FUEL	560	363	560	587	560	1,000	1,000	1,000	440	78.6%
52930	GASOLINE	2,580	2,600	2,570	1,406	2,570	3,550	3,550	3,550	980	38.1%
53211	LIABILITY INSURANCE	4,020	4,020	4,170	4,170	4,550	6,190	6,190	6,190	1,640	36.0%
53310	VEHICLE MAINTENANCE	3,600	7,982	3,600	12,673	4,800	7,500	7,500	7,500	2,700	56.3%
53320	EQUIPMENT MAINTENANCE	15,000	1,564	19,000	81	23,500	8,500	8,500	120,230	96,730	411.6%
53610	GAS	3,180	2,828	3,150	4,197	3,100	4,200	4,200	4,200	1,100	35.5%
53620	ELECTRIC	5,280	3,361	5,280	4,319	5,500	4,500	4,500	4,500	(1,000)	-18.2%
53650	REFUSE DISPOSAL	-	448	-	456	-	-	-	-	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	-	536	-	-	-	-	-	-	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	-	32	20,000	-	-	-	-	-	-	-
53763	MEDICAL - SUPPLIES	24,000	33,962	35,500	14,396	53,000	68,000	68,000	68,000	15,000	28.3%

City of Salem Budget
Emergency Medical Services Fund
FY 2023

EMS Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
53767	BANKING AND INVESTMENT FEES	-	3,700	-	3,244	-	-	-	-	-	-
53770	BAD DEBT - WRITE OFF	15,000	14,391	15,000	24,365	15,000	25,000	25,000	25,000	10,000	66.7%
53771	BAD DEBT - MEDICARE WRITE OFF	28,000	25,885	28,000	41,875	200,000	100,000	100,000	100,000	(100,000)	-50.0%
53772	BAD DEBT - MEDICAID WRITE OFF	28,000	24,600	28,000	17,523	200,000	50,000	50,000	50,000	(150,000)	-75.0%
53773	BAD DEBT - AMBULANCE SUBS. WRITE OFF	2,700	4,454	2,700	750	2,700	2,490	2,490	2,490	(210)	-7.8%
53812	INTRA CITY - DIRECT CHG (LABOR)	-	-	-	281	-	-	-	-	-	-
53830	RADIO	10,800	10,800	10,800	10,800	10,800	-	-	-	(10,800)	-100.0%
53840	MOTOR POOL RENTAL	9,230	9,220	10,120	10,099	9,660	20,230	20,230	20,230	10,570	109.4%
53851	COPY	1,500	-	2,000	1,291	2,000	1,190	1,190	1,190	(810)	-40.5%
53853	PRINTING	490	-	500	-	500	500	500	500	-	-
53854	PHOTOCOPIES	1,020	38	1,000	0	1,000	100	100	100	(900)	-90.0%
53900	COST ALLOCATION PLAN	37,250	37,250	32,760	32,760	30,850	28,970	28,970	28,970	(1,880)	-6.1%
	Total Materials and Services	\$ 375,560	\$ 283,940	\$ 401,470	\$ 272,813	\$ 865,500	\$ 538,650	\$ 538,650	\$ 650,380	\$ (215,120)	-24.9%
55130	EQUIPMENT AND MACHINERY	\$ 250,000	\$ 249,684	\$ -	\$ -	\$ 1,400,000	\$ -	\$ -	\$ -	\$ (1,400,000)	-100.0%
55150	FLEET REPLACEMENT	-	-	50,000	33,179	-	-	-	-	-	-
	Total Capital Outlay	\$ 250,000	\$ 249,684	\$ 50,000	\$ 33,179	\$ 1,400,000	\$ -	\$ -	\$ -	\$ (1,400,000)	-100.0%
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	\$ 150,000	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ (350,000)	-100.0%
	Total Interfund Transfers	\$ 75,000	\$ 75,000	\$ 150,000	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ (350,000)	-100.0%
	Total Expenditures	\$ 1,147,800	\$ 1,006,273	\$ 1,061,170	\$ 737,654	\$ 3,117,990	\$ 1,117,390	\$ 1,117,390	\$ 1,229,120	\$ (1,888,870)	-60.6%

City of Salem Budget Equipment Replacement Reserve Fund Assumptions and Trends FY 2023

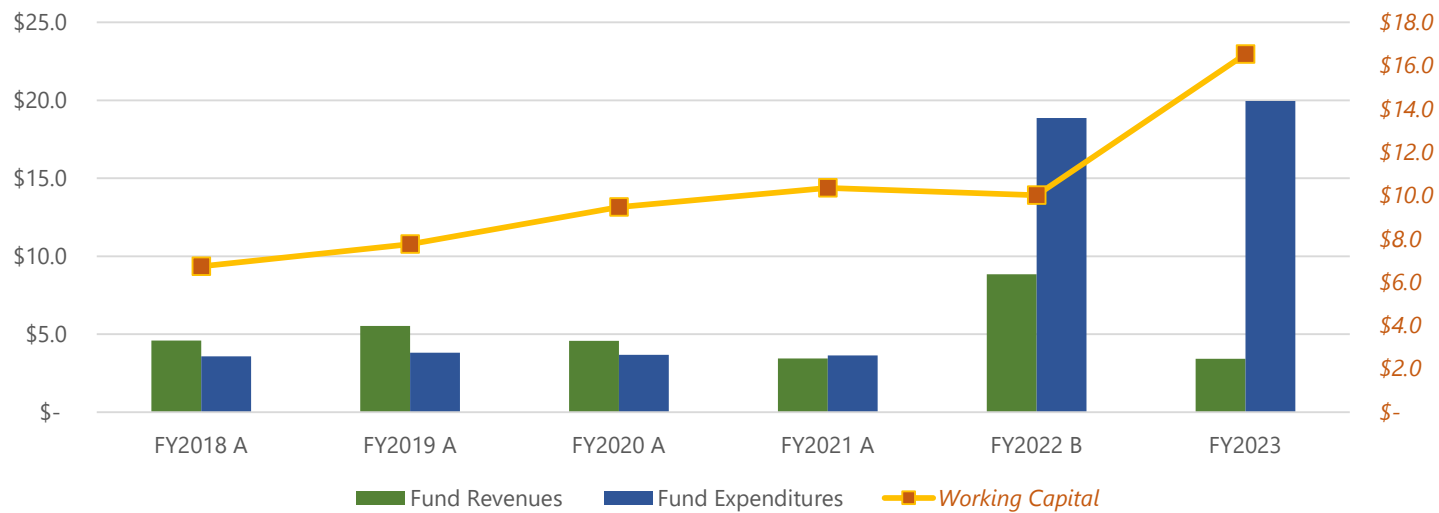
Account	Assumption	Amount	Account	Assumption	Amount
35105	Internal Usage Revenue: for fleet equipment replacement charges collected from departments, a 46.2% decrease from the FY 2022 Budget	\$ 1,571,700	39110	Interfund Transfer: operating budget transfers into the reserve, a 69.7% decrease from the FY 2022 Budget	\$ 1,487,600

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 2023

Equipment Replacement Reserve Fund Resources

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
32310	ACCIDENT AND FIRE RECOVERY	\$ -	\$ 58,405	\$ -	\$ 250,916	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Sales, Fees, Licenses, Permits	\$ -	\$ 58,405	\$ -	\$ 250,916	\$ -	\$ -	\$ -	\$ -	\$ -	-
34120	RADIO RENT	\$ -	\$ -	\$ -	\$ -	\$ 679,750	\$ -	\$ -	\$ -	\$ (679,750)	-100.0%
	Total Rent Revenue	\$ -	\$ -	\$ -	\$ -	\$ 679,750	\$ -	\$ -	\$ -	\$ (679,750)	-100.0%
35105	INTERNAL USAGE REVENUE	\$ 3,395,000	\$ 3,359,000	\$ 3,366,510	\$ 2,153,421	\$ 2,923,030	\$ 1,571,700	\$ 1,571,700	\$ 1,571,700	\$ (1,351,330)	-46.2%
	Total Internal / Intergovernmental	\$ 3,395,000	\$ 3,359,000	\$ 3,366,510	\$ 2,153,421	\$ 2,923,030	\$ 1,571,700	\$ 1,571,700	\$ 1,571,700	\$ (1,351,330)	-46.2%
36210	INTEREST	\$ 108,670	\$ 219,155	\$ 158,540	\$ 173,153	\$ 150,780	\$ 165,300	\$ 165,300	\$ 165,300	\$ 14,520	9.6%
36820	DONATIONS	-	2,339	-	-	-	-	-	-	-	-
36895	OTHER REVENUE	-	4,215	-	6,343	-	-	-	-	-	-
38755	SALE OF ASSETS	181,260	211,052	200,040	229,586	181,260	201,900	201,900	201,900	20,640	11.4%
	Total Other Revenue	\$ 289,930	\$ 436,760	\$ 358,580	\$ 409,082	\$ 332,040	\$ 367,200	\$ 367,200	\$ 367,200	\$ 35,160	10.6%
39110	INTERFUND TRANSFERS	\$ 1,514,250	\$ 714,250	\$ 1,089,250	\$ 639,250	\$ 4,913,100	\$ 1,487,600	\$ 1,487,600	\$ 1,487,600	\$ (3,425,500)	-69.7%
	Total Interfund Transfers	\$ 1,514,250	\$ 714,250	\$ 1,089,250	\$ 639,250	\$ 4,913,100	\$ 1,487,600	\$ 1,487,600	\$ 1,487,600	\$ (3,425,500)	-69.7%
39910	BEGINNING WORKING CAPITAL	\$ 8,560,280	\$ 9,466,425	\$ 10,660,020	\$ 10,350,618	\$ 10,015,510	\$ 16,529,160	\$ 16,529,160	\$ 16,529,160	\$ 6,513,650	65.0%
	Total Beginning Balance	\$ 8,560,280	\$ 9,466,425	\$ 10,660,020	\$ 10,350,618	\$ 10,015,510	\$ 16,529,160	\$ 16,529,160	\$ 16,529,160	\$ 6,513,650	65.0%
	Total Resources	\$ 13,759,460	\$ 14,034,840	\$ 15,474,360	\$ 13,803,287	\$ 18,863,430	\$ 19,955,660	\$ 19,955,660	\$ 19,955,660	\$ 1,092,230	5.8%

City of Salem Budget
Equipment Replacement Reserve Fund
FY 2023

Equipment Replacement Reserve Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
52130	SUPPLIES	\$ -	\$ 724	\$ -	\$ 6,551	\$ -	\$ -	\$ -	\$ -	\$ -	-
52815	CONTROLLED EQUIPMENT	-	137,773	125,790	60,266	4,687,600	5,551,460	5,551,460	5,551,460	863,860	18.4%
52830	COMPUTER SOFTWARE AND LICENSES	-	4,546	-	-	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	6,580	10,530	6,870	10,364	5,040	5,040	5,040	5,040	-	-
	Total Materials and Services	\$ 6,580	\$ 153,573	\$ 132,660	\$ 77,181	\$ 4,692,640	\$ 5,556,500	\$ 5,556,500	\$ 5,556,500	\$ 863,860	18.4%
55130	EQUIPMENT AND MACHINERY	\$ 2,824,080	\$ -	\$ 3,686,710	\$ -	\$ 4,213,150	\$ 4,142,110	\$ 4,142,110	\$ 4,142,110	\$ (71,040)	-1.7%
55150	FLEET REPLACEMENT	3,319,000	3,530,649	3,334,000	3,565,107	3,021,000	3,243,000	3,243,000	3,243,000	222,000	7.3%
55151	EQUIPMENT REPLACEMENT - RESERVE	7,609,800	-	8,320,990	-	6,936,640	7,014,050	7,014,050	7,014,050	77,410	1.1%
	Total Capital Outlay	\$ 13,752,880	\$ 3,530,649	\$ 15,341,700	\$ 3,565,107	\$ 14,170,790	\$ 14,399,160	\$ 14,399,160	\$ 14,399,160	\$ 228,370	1.6%
	Total Expenditures	\$ 13,759,460	\$ 3,684,222	\$ 15,474,360	\$ 3,642,288	\$ 18,863,430	\$ 19,955,660	\$ 19,955,660	\$ 19,955,660	\$ 1,092,230	5.8%

FY 2023 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# 3654 - Pickup 1/2T 4X2 x-cab (rebudget)	\$	33,000	Compliance Services	General Fund
2	Eq# 1604 - Chevrolet Pickup 1/2T	\$	34,000	Facilities	General Fund
3	Eq# 3114 - Ford Pickup 1T	\$	40,000	Facilities	General Fund
4	Eq# 4302 - Sterling L7500 Chip Truck (rebudget)	\$	130,000	Parks Operations	General Fund
5	Eq# 5106 - Ford F350 XL Super Duty 1 ton, 4x2 (rebudget)	\$	65,000	Parks Operations	General Fund
6	Eq# 10848 - ATV 4x4 AWD Gator OffRoad-John Deere (rebudget)	\$	16,000	Parks Operations	General Fund
7	Eq# 1115 - Ford F550 19kgvw 4x2 Truck w/2yard dump bed	\$	100,000	Parks Operations	General Fund
8	Eq# 7869 - Ford F350 1 ton Super Duty 12 passenger van	\$	55,000	Parks Operations	General Fund
9	Eq# 931 - Ford TS110 Tractor	\$	90,000	Parks Operations	General Fund
10	Eq# 1141 - Dodge 3500 single cab Pick-up with DRW	\$	40,000	Parks Operations	General Fund
11	Eq# 10617 - Toro Riding Mower 4x4 72" deck	\$	30,000	Parks Operations	General Fund
12	Eq# 5709 - Tilt-Trailer 7kgw 2-axle 8x14	\$	20,000	Parks Operations	General Fund
13	Eq# 10886 - Patrol Car - K9 (rebudget)	\$	51,000	Police	General Fund
14	Eq# 11094 - Patrol Car (rebudget)	\$	51,000	Police	General Fund
15	Eq# 10746 - Patrol Car (rebudget)	\$	51,000	Police	General Fund
16	Eq# 11083 - Patrol Car (rebudget)	\$	51,000	Police	General Fund
17	Eq# 11247 - Patrol Car (rebudget)	\$	51,000	Police	General Fund
18	Eq# 11009 - Motorcycle (rebudget)	\$	43,000	Police	General Fund
19	Eq# 10302 - Sedan (rebudget)	\$	32,000	Police	General Fund
20	Eq# 10635 - Sedan	\$	32,000	Police	General Fund
21	Eq# 10637 - Sedan	\$	32,000	Police	General Fund
22	Eq# 10851 - Patrol Car	\$	51,000	Police	General Fund
23	Eq# 10860 - Patrol Car	\$	51,000	Police	General Fund
24	Eq# 11034 - Patrol Car	\$	51,000	Police	General Fund
25	Eq# 11036 - Patrol Car	\$	51,000	Police	General Fund
26	Eq# 11299 - Patrol Car	\$	51,000	Police	General Fund
27	Eq# 11300 - Patrol Car	\$	51,000	Police	General Fund
28	Eq# 11301 - Patrol Car	\$	51,000	Police	General Fund
29	Eq# 11310 - Patrol Car	\$	51,000	Police	General Fund
30	Eq# 11311 - Patrol Car	\$	51,000	Police	General Fund

FY 2023 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		
31	Eq# 11356 - Patrol Car	\$	51,000	Police	General Fund
32	Eq# 11358 - Patrol Car	\$	51,000	Police	General Fund
33	Eq# 11364 - Patrol Car	\$	51,000	Police	General Fund
34	Eq# 11312 - Patrol Car	\$	51,000	Police	General Fund
35	Eq# 10422 - Traffic Control Service Truck F550 (rebudget)	\$	75,000	Public Works	Transportation Services Fund
36	Eq# 6910 - Paint Striper Truck GMC Medium Duty	\$	450,000	Public Works	Transportation Services Fund
37	Eq# 10304 - Chevrolet Colorado (rebudget)	\$	32,000	Public Works	Transportation Services Fund
38	Eq# 10340 - Chevrolet Colorado (rebudget)	\$	32,000	Public Works	Transportation Services Fund
39	Eq# 10969 - Aqua Tech Combination Vactor Sewer Cleaning Truck (rebudget)	\$	442,000	Public Works	Utility Fund
40	Eq# 3913 - GMC MOD960 Flatbed Crane Truck w/3933 15-ton cap (rebudget)	\$	248,000	Public Works	Utility Fund
41	Eq# 10421 - F550 4x2 Diesel Service Truck w/Utility Service body (rebudget)	\$	99,000	Public Works	Utility Fund
42	Eq# 10300 - Ford 350 1 ton Super Duty 12 passenger Van (rebudget)	\$	47,000	Public Works	Utility Fund
43	Eq# 10593 - Ford F150 1/2 T Pick-up Truck 4x4 X-Cab (rebudget)	\$	40,000	Public Works	Utility Fund
44	Eq# 10323 - Chevrolet Silverado 1/2 T Pick-up 4x2 standard cab (rebudget)	\$	34,000	Public Works	Utility Fund
45	Eq# 10850 - Ford F-150 1/2 ton Pick-up Truck (rebudget)	\$	34,000	Public Works	Utility Fund
Total		\$	3,243,000		

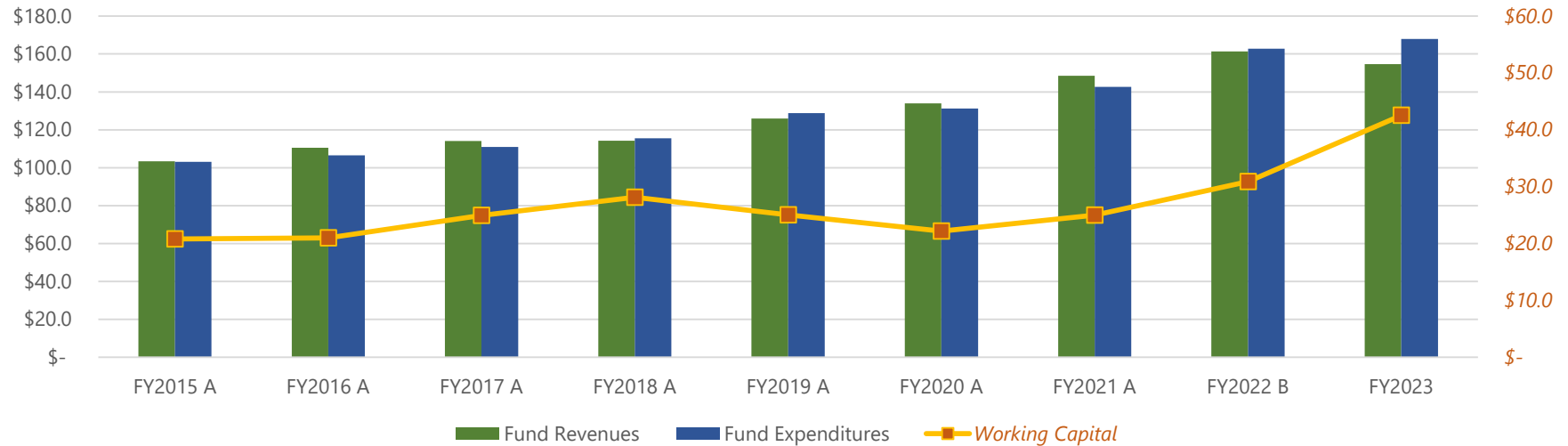


City of Salem Budget

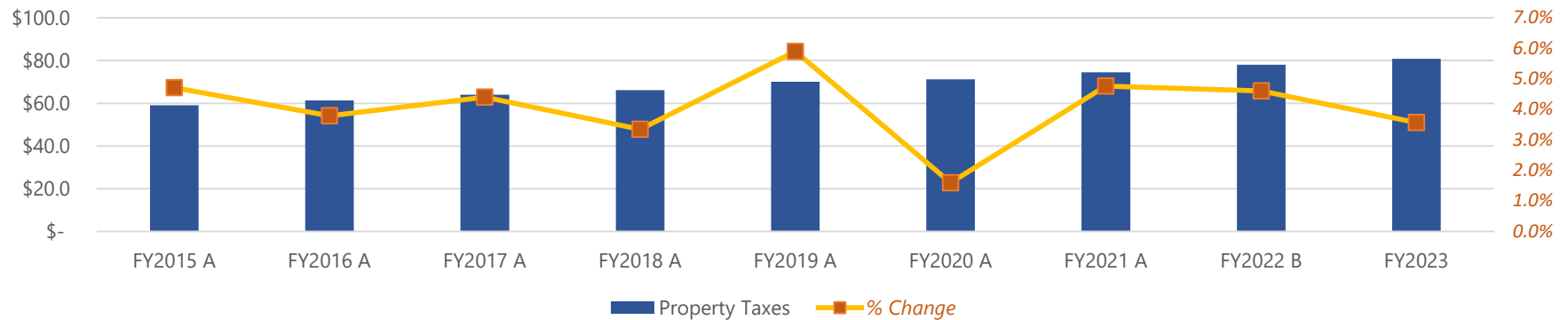
General Fund Assumptions and Trends

FY 2023

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 2023

Category	Account	Description	Amount	% Chg from FY 2022 B
Taxes				
	31110	Property Taxes: the General Fund's single largest revenue source, estimating a 3.6% increase or an additional \$2.72 million over the FY		
	31120	2022 Budget. The City's permanent operating tax rate is \$5.83 per \$1,000 of assessed value. Under Measure 50, assessed property values		
	31130	are allowed to increase a maximum of 3 percent per year. In addition, new construction and annexations can increase the City's assessed	\$ 80,750,050	3.6%
	31140	property values.		
	31410	Marijuana Sales Tax: 3 percent on sales within the City limits, estimating a 21.5% increase over the FY 2022 Budget.	\$ 1,862,340	21.5%
Franchise Fees				
	32110	Electric Franchise Fee: paid by both Portland General Electric (PGE) and Salem Electric representing 5% of their gross revenues to Salem, estimating a 6.8% increase over the FY 2022 Budget.	\$ 7,331,700	6.8%
	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 40.9% increase from the FY 2022 Budget.	\$ 1,928,410	40.9%
	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 6.3% increase from the FY 2022 Budget.	\$ 1,966,180	6.3%
	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 increase of 12.9% over the FY 2022 Budget.	\$ 2,848,730	12.9%
	32150	Cable TV Franchise: Comcast currently pays a franchise fee of 5% 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 \$1,764,200 with \$1,058,520 retained by the City, and \$705,680 budgeted as an expense to be paid to the MVCRC. Estimating a 0.3% decrease from the FY 2022 Budget.	\$ 1,764,200	-0.3%
	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 6.1% over the FY 2022 Budget.	\$ 4,144,210	6.1%

City of Salem Budget

General Fund Assumptions and Trends

FY 2023

Category	Account	Description	Amount	% Chg from FY 2022 B
Fees for Services				
	32315	Community Events: park use fees and charges for event special use permits, estimating no increase over the FY 2022 Budget.	\$ 42,300	0.0%
	32320	Document Sales: copies of City documents to requesting individuals. Most document fees occur within the Police Department when providing records requests. Estimating a 79.4% increase over the FY 2022 Budget.	\$ 219,320	79.4%
	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 2022 Budget.	\$ 1,113,490	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 0.1% increase from the FY 2022 Budget 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.	\$ 22,530	0.1%
	32350	Planning Fees: collected for processing and reviewing various land use planning applications, estimating a 2677.8% increase from the FY 2022 Budget.	\$ 70,000	2677.8%
	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 19.1% increase over the FY 2022 Budget.	\$ 1,024,710	19.1%
	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 1.6% increase over the FY 2022 Budget.	\$ 1,016,680	1.6%
	32365	Security Service: payments received for the provision of Salem police services for protective details and other security requests, estimating no increase from the FY 2022 Budget.	\$ 20,000	0.0%
	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 no increase from the FY 2022 Budget.	\$ 219,960	0.0%

City of Salem Budget

General Fund Assumptions and Trends

FY 2023

Category	Account	Description	Amount	% Chg from FY 2022 B
	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 0.1% decrease from the FY 2022 Budget.	\$ 200,740	-0.1%
	32610	Senior Center Fees: program charges at Center 50+, estimating no increase over the FY 2022 Budget.	\$ 232,500	0.0%
	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 117.4% increase over the FY 2022 Budget.	\$ 100,000	117.4%
	32621	Softball Program Fees: collected from participants for tournament fees and rentals, league fees, and concessions, estimating a 27.6% increase from the FY 2022 Budget.	\$ 268,000	27.6%
	32625	Parks Reservations: fee revenue from the reservation of City parks and Pringle Hall, estimating no increase over the FY 2022 Budget.	\$ 100,000	0.0%
	32630	Library: grouping of Library fees includes collections made for overdue materials, art / book rental, and out-of-city library cards. No	\$ -	-
	32633	library fees collected during FY 2021 and FY 2022 due to COVID-19. Estimating no library fee revenue in FY 2023 Budget.		
	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 no increase over the FY 2022 Budget.	\$ 95,000	0.0%
Licenses and Permits				
	32805	Marijuana Licenses: licensing involved with an allowed facility. Estimating no increase from the FY 2022 Budget.	\$ 2,200	0.0%
	32806	Tree Permit: for planting, removal, pruning, and other activities related to trees on City property. Estimating no increase from the FY 2022 Budget.	\$ 5,510	0.0%
	32810	Apartment Licenses: for multi-family housing of three or more units, estimating a 6.9% increase from the FY 2022 Budget.	\$ 400,940	6.9%
	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 0.1% decrease from the FY 2022 Budget.	\$ 1,030,140	-0.1%

City of Salem Budget

General Fund Assumptions and Trends

FY 2023

Category	Account	Description	Amount	% Chg from FY 2022 B
	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 no increase from the FY 2022 Budget.	\$ 95,500	0.0%
	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 14.2% increase over the FY 2022 Budget.	\$ 234,010	14.2%
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 5.5% decrease from the FY 2022 Budget.	\$ 77,370	-5.5%
	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 38.2% decrease from the FY 2022 Budget.	\$ 152,040	-38.2%
	34146	Parking Carpool: revenue represents collection of fees derived from carpool parking permits in and around downtown Salem, estimating a 44.8% decrease from the FY 2022 Budget.	\$ 92,100	-44.8%
	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 15% decrease from the FY 2022 Budget.	\$ 794,170	-15.0%
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 2.7% decrease from the FY 2022 Budget.	\$ 9,000,800	-2.7%
	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 3.0% over the FY 2022 Budget.	\$ 2,923,030	3.0%

City of Salem Budget

General Fund Assumptions and Trends

FY 2023

Category	Account	Description	Amount	% Chg from FY 2022 B
	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.	\$ 3,130,470	-7.5%
	35215	Intrafund - Interdepartmental Reimbursements: charges occur after all General Fund costs for a project are accumulated then assessed or "billed" to the benefiting department.	\$ 2,222,630	-1.1%
	39110	Interfund Transfers: accounts for financial activity between two funds.	\$ 2,726,120	-65.2%
State Shared Revenue				
	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 1.1% over the FY 2022 Budget.	\$ 3,400,230	1.1%
	35320	Cigarette Tax: Cigarette taxes are received by cities based on population through the state imposed tax on cigarette sales, estimating a 20.3% decrease from the FY 2022 Budget.	\$ 130,660	-20.3%
	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 5.1% over the FY 2022 Budget.	\$ 2,382,950	5.1%
	35326	State Marijuana Tax: A 17 percent sales tax is imposed by the State on recreational marijuana sales, cities receive a 10 percent share of the net tax revenue based on population and number of licensees in their jurisdiction, estimating an increase of 93.8% over the FY 2022 Budget due to Measure 110, passed in November 2020, which diverted a large portion of the City's State-shared marijuana revenue. FY 2023 estimate is 58% lower than FY 2021 actual receipts.	\$ 310,000	93.8%
	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 0.7% over the FY 2022 Budget.	\$ 1,487,620	0.7%

City of Salem Budget

General Fund Assumptions and Trends

FY 2023

Category	Account	Description	Amount	% Chg from FY 2022 B
Other Agencies				
	35350	Chemeketa Community College: reimbursement to Salem for the Chemeketa Cooperative Regional Library Service (CCRLS). Estimated to decrease by 21.1% from the FY 2022 Budget.	\$ 463,360	-21.1%
	35355	Housing Authority: costs for legal and payroll services provided to the Housing Authority. Estimating a 20% increase from the FY 2022 Budget.	\$ 60,000	20.0%
	35361	State Reimbursement: costs incurred for hazmat regional team training, estimating a 200% increase over the FY 2022 Budget.	\$ 450,000	200.0%
	35370	Marion County: reimbursement from Marion County for costs associated with the Mobile Crisis Response Team, estimating no increase over the FY 2022 Budget.	\$ 323,300	0.0%
	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 0.6% increase over the FY 2022 Budget.	\$ 146,000	0.6%
	35395	Other Government Agencies: all other agencies that pay for the cost of services provided by Salem, estimating a 60.2% decrease from the FY 2022 Budget.	\$ 150,000	-60.2%
	35495	Other Agencies: all other agencies that provide grant funds or pay for the cost of services performed by City departments, estimating a 10.8% increase from the FY 2022 Budget.	\$ 17,710	10.8%
	35510	State Grants: received from the State of Oregon for specific programs / services provided by the City of Salem.	\$ 4,750	0.0%
	35615- 35641	Federal Grants: awarded from the federal government to accomplish specific programs or services. Estimating a 11.8% decrease from the FY 2022 Budget. The number of awards and grant amounts can vary from year to year. The FY 2023 estimate represents the return to a base amount of grant funding following the receipt 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.	\$ 389,000	-96.1%
Fines, Forfeitures, and Penalties				
	36110	Parking Fines: collected for violation of Salem's parking ordinances, estimating no increase over the FY 2022 Budget.	\$ 714,290	0.0%

City of Salem Budget

General Fund Assumptions and Trends

FY 2023

Category	Account	Description	Amount	% Chg from FY 2022 B
	36115	Court Fines: collected through the Municipal Court for violation of traffic and criminal codes are recognized here, estimating a 10.1% decrease from the FY 2022 Budget.	\$ 1,020,000	-10.1%
	36130	Civil Penalties: collected as the result of penalties imposed for code violations, estimating no change from the FY 2022 Budget.	\$ 70,000	0.0%

Beginning Working Capital

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 37.7% from the FY 2022 Budget.	\$ 42,528,530	37.7%
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Not all revenues included on the next pages are highlighted here.

City of Salem Budget
General Fund
FY 2023

General Fund Resources

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
31110	PROPERTY TAX - CURRENT	\$ 69,788,290	\$ 69,793,377	\$ 72,506,700	\$ 73,208,446	\$ 76,827,570	\$ 79,439,300	\$ 79,439,300	\$ 79,439,300	\$ 2,611,730	3.4%
31120	PROPERTY TAX - FIRST PRIOR YEAR	697,880	617,370	725,100	627,171	691,050	642,270	642,270	642,270	(48,780)	-7.1%
31130	PROPERTY TAX - SECOND PRIOR YEAR	348,940	263,884	362,500	272,430	191,960	262,150	262,150	262,150	70,190	36.6%
31140	PROPERTY TAX - ALL OTHER PRIOR YEARS	523,410	472,137	543,800	428,221	257,490	406,330	406,330	406,330	148,840	57.8%
	Total Property Taxes	\$ 71,358,520	\$ 71,146,768	\$ 74,138,100	\$ 74,536,268	\$ 77,968,070	\$ 80,750,050	\$ 80,750,050	\$ 80,750,050	\$ 2,781,980	3.6%
31410	MARIJUANA SALES TAX	\$ 969,830	\$ 1,160,850	\$ 1,154,800	\$ 1,584,048	\$ 1,532,730	\$ 1,862,340	\$ 1,862,340	\$ 1,862,340	\$ 329,610	21.5%
	Total Sales Tax	\$ 969,830	\$ 1,160,850	\$ 1,154,800	\$ 1,584,048	\$ 1,532,730	\$ 1,862,340	\$ 1,862,340	\$ 1,862,340	\$ 329,610	21.5%
32110	ELECTRIC FRANCHISE FEE	\$ 6,868,280	\$ 6,769,349	\$ 6,899,900	\$ 6,860,634	\$ 6,866,290	\$ 7,331,700	\$ 7,331,700	\$ 7,331,700	\$ 7,331,700	6.8%
32120	TELEPHONE FRANCHISE FEE	1,945,820	1,659,738	1,061,880	1,851,019	1,368,670	1,928,410	1,928,410	1,928,410	1,928,410	40.9%
32130	NATURAL GAS FRANCHISE FEE	1,814,660	1,883,507	1,920,880	1,879,488	1,849,420	1,966,180	1,966,180	1,966,180	1,966,180	6.3%
32140	REFUSE FRANCHISE FEE	2,517,210	2,388,798	2,476,280	2,585,457	2,523,920	2,848,730	2,848,730	2,848,730	2,848,730	12.9%
32150	CABLE TV FRANCHISE FEE	1,773,550	1,729,592	1,665,150	1,785,049	1,769,830	1,764,200	1,764,200	1,764,200	1,764,200	-0.3%
32160	WATER / SEWER FRANCHISE FEE	3,681,540	3,660,483	3,811,270	3,856,432	3,906,020	4,144,210	4,144,210	4,144,210	4,144,210	6.1%
	Total Franchise Fees	\$ 18,601,060	\$ 18,091,467	\$ 17,835,360	\$ 18,818,078	\$ 18,284,150	\$ 19,983,430	\$ 19,983,430	\$ 19,983,430	\$ 19,983,430	9.3%
32305	CITY OPERATIONS FEE	\$ -	\$ 3,563,046	\$ 7,218,050	\$ 7,205,667	\$ 7,401,000	\$ 7,932,390	\$ 7,932,390	\$ 7,932,390	\$ 531,390	7.2%
32310	ACCIDENT AND FIRE RECOVERY	17,760	19,256	471,000	106,073	10,000	10,000	10,000	10,000	-	-
32315	COMMUNITY EVENTS	66,510	51,954	68,100	6,238	42,300	42,300	42,300	42,300	-	-
32320	DOCUMENT SALES	122,350	120,274	121,090	153,156	122,230	219,320	219,320	219,320	97,090	79.4%
32335	FIRE PROTECTION	1,006,750	1,003,174	1,049,570	1,059,344	1,081,060	1,113,490	1,113,490	1,113,490	32,430	3.0%
32345	COMMUNITY ENFORCEMENT FEES	22,500	113,827	59,600	8,388	22,500	22,530	22,530	22,530	30	0.1%
32350	PLANNING FEES	21,400	30,052	25,200	38,761	2,520	70,000	70,000	70,000	67,480	2677.8%
32351	SITE PLAN REVIEW	250,730	307,395	581,350	553,096	568,240	708,480	708,480	708,480	140,240	24.7%
32352	DWELLING PLAN REVIEW	173,400	140,558	178,340	142,819	215,560	234,260	234,260	234,260	18,700	8.7%
32353	DESIGN REVIEW	32,800	24,876	111,340	37,331	76,540	81,970	81,970	81,970	5,430	7.1%
32356	ANNEXATION FEES	34,860	21,231	68,590	48,039	37,410	40,070	40,070	40,070	2,660	7.1%
32357	LAND DEVELOPMENT FEES	458,460	179,703	409,610	288,313	431,730	380,890	380,890	380,890	(50,840)	-11.8%
32358	NATURAL RESOURCES APPLICATION FEES	20,460	15,808	38,230	30,209	38,220	40,910	40,910	40,910	2,690	7.0%
32359	PRE-APPLICATION FEES	43,330	32,465	81,410	49,047	97,290	130,180	130,180	130,180	32,890	33.8%
32361	ZONING FEES	134,730	223,636	287,010	313,813	396,440	424,630	424,630	424,630	28,190	7.1%
32365	SECURITY SERVICE	28,730	20,199	25,000	-	20,000	20,000	20,000	20,000	-	-
32391	AMBULANCE CONTRACTOR FEE	219,960	219,960	219,960	219,960	219,960	219,960	219,960	219,960	-	-
32490	LIEN SEARCH FEE	209,580	189,285	213,360	198,265	200,900	200,740	200,740	200,740	(160)	-0.1%
32495	OTHER CHARGE FOR SERVICE	-	3,404	1,000	1,997	-	-	-	-	-	-
32610	SENIOR CENTER FEE	310,040	226,285	310,000	84,399	232,500	232,500	232,500	232,500	-	-
32615	RECREATION FEE	86,820	42,994	92,000	106,981	46,000	100,000	100,000	100,000	54,000	117.4%
32621	SOFTBALL PROGRAM FEES	300,000	156,049	300,000	194,548	210,000	268,000	268,000	268,000	58,000	27.6%
32625	PARKS RESERVATION FEE	183,810	100,755	184,800	23,215	100,000	100,000	100,000	100,000	-	-
32630	LIBRARY FEE	124,740	34,308	45,360	578	62,370	-	-	-	(62,370)	-100.0%
32632	LIBRARY - NON-RESIDENT FEE	4,480	1,975	3,170	-	3,680	-	-	-	(3,680)	-100.0%
32636	TOWING FEE	113,250	86,650	92,420	78,300	95,000	95,000	95,000	95,000	-	-
32644	PROCESSING FEE	95,890	179,259	165,800	170,081	185,500	200,000	200,000	200,000	14,500	7.8%
32655	ENTERPRISE ZONE APPLICATION FEE	-	-	-	1,156	-	-	-	-	-	-
32695	OTHER FEE	27,940	11,762	20,000	5,221	20,000	23,010	23,010	23,010	3,010	15.1%
32801	LICENSE FEES	1,860	2,048	9,020	1,664	7,050	7,570	7,570	7,570	520	7.4%
32805	MARIJUANA LICENSING FEE	2,800	2,100	2,200	3,000	2,200	2,200	2,200	2,200	-	-
32806	TREE PERMIT	6,500	5,886	4,000	27,333	5,510	5,510	5,510	5,510	-	-
32810	APARTMENT LICENSES	358,760	371,694	382,380	379,261	375,100	400,940	400,940	400,940	25,840	6.9%
32825	FIRE SAFETY PERMITS	985,500	844,443	1,031,070	850,577	1,031,070	1,030,140	1,030,140	1,030,140	(930)	-0.1%

City of Salem Budget
General Fund
FY 2023

General Fund Resources

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
32830	AUTOMATION SURCHARGE	106,800	95,780	101,010	94,348	95,500	95,500	95,500	95,500	-	-
32835	BUILDING PERMITS	9,410	18,313	147,030	62,965	210,260	214,600	214,600	214,600	4,340	2.1%
32855	SIGNS PERMITS	89,960	65,841	213,140	169,014	204,850	234,010	234,010	234,010	29,160	14.2%
32895	OTHER PERMITS	2,820	885	1,030	565	14,950	15,020	15,020	15,020	70	0.5%
	Total Sales, Fees, Licenses, and Permits	\$ 5,675,690	\$ 8,527,130	\$ 14,332,240	\$ 12,713,721	\$ 13,885,440	\$ 14,916,120	\$ 14,916,120	\$ 14,916,120	\$ 1,030,680	7.4%
33115	ASSESSMENT - INTEREST	\$ -	\$ 10,405	\$ 5,200	\$ 1,232	\$ 2,500	\$ 1,400	\$ 1,400	\$ 1,400	\$ (1,100)	-44.0%
	Total Assessments	\$ -	\$ 10,405	\$ 5,200	\$ 1,232	\$ 2,500	\$ 1,400	\$ 1,400	\$ 1,400	\$ (1,100)	-44.0%
34110	LAND / BUILDING RENT	\$ 92,030	\$ 63,850	\$ 83,700	\$ 46,426	\$ 81,890	\$ 77,370	\$ 77,370	\$ 77,370	\$ (4,520)	-5.5%
34132	PARKING RENT - CIVIC CENTER	93,390	65,500	50,400	(20)	93,390	50,180	50,180	50,180	(43,210)	-46.3%
34134	PARKING RENT - PRINGLE CREEK	187,440	196,024	216,400	91,913	152,750	101,860	101,860	101,860	(50,890)	-33.3%
34146	PARKING RENT - CARPOOL	211,360	207,682	208,560	105,027	166,850	92,100	92,100	92,100	(74,750)	-44.8%
34148	PARKING RENT - METERS	1,226,690	1,015,540	1,558,000	289,044	934,300	794,170	794,170	794,170	(140,130)	-15.0%
34295	PARKING RENT - OTHER	75,000	34,263	80,000	6,492	80,000	30,000	30,000	30,000	(50,000)	-62.5%
	Total Rents	\$ 1,885,910	\$ 1,582,858	\$ 2,197,060	\$ 538,882	\$ 1,509,180	\$ 1,145,680	\$ 1,145,680	\$ 1,145,680	\$ (363,500)	-24.1%
35130	SUPPORT SERVICES CHARGE (ICAP)	\$ 9,021,130	\$ 9,021,290	\$ 8,737,020	\$ 8,766,530	\$ 9,251,620	\$ 9,000,800	\$ 9,000,800	\$ 9,000,800	\$ (250,820)	-2.7%
35212	INTRAFUND - DIRECT CHG (LABOR)	2,373,110	2,102,814	2,591,100	2,008,280	2,837,350	2,923,030	2,923,030	2,923,030	85,680	3.0%
35213	INTRAFUND - BUDGETED TRANSFERS	4,750,190	4,432,268	3,662,190	3,536,756	3,383,830	3,130,470	3,130,470	3,130,470	(253,360)	-7.5%
35215	INTRAFUND - INTERDEPARTMENTAL BILLINGS	210,740	260,853	1,984,630	1,542,578	2,248,310	2,222,630	2,222,630	2,222,630	(25,680)	-1.1%
	Total Internal Charges	\$ 16,355,170	\$ 15,817,225	\$ 16,974,940	\$ 15,854,144	\$ 17,721,110	\$ 17,276,930	\$ 17,276,930	\$ 17,276,930	\$ (444,180)	-2.5%
35315	STATE ALCOHOLIC BEVERAGE	\$ 2,857,230	\$ 2,958,664	\$ 2,977,260	\$ 3,282,750	\$ 3,363,210	\$ 3,400,230	\$ 3,400,230	\$ 3,400,230	\$ 37,020	1.1%
35320	STATE CIGARETTE TAX	180,820	181,244	191,680	161,329	163,920	130,660	130,660	130,660	(33,260)	-20.3%
35325	STATE REVENUE SHARING	1,890,680	2,007,407	1,974,130	2,217,751	2,267,520	2,382,950	2,382,950	2,382,950	115,430	5.1%
35326	STATE MARIJUANA TAX	690,770	815,607	806,070	736,227	160,000	310,000	310,000	310,000	150,000	93.8%
35330	STATE 911	873,820	837,533	1,144,470	1,178,413	1,477,240	1,487,620	1,487,620	1,487,620	10,380	0.7%
	Total State Shared Revenue	\$ 6,493,320	\$ 6,800,456	\$ 7,093,610	\$ 7,576,469	\$ 7,431,890	\$ 7,711,460	\$ 7,711,460	\$ 7,711,460	\$ 279,570	3.8%
35350	CHEMEKETA COMM COLLEGE	\$ 656,610	\$ 657,372	\$ 673,670	\$ 683,012	\$ 587,460	\$ 463,360	\$ 463,360	\$ 463,360	\$ (124,100)	-21.1%
35355	HOUSING AUTHORITY	42,910	66,796	58,500	59,530	50,000	60,000	60,000	60,000	10,000	20.0%
35361	STATE REIMBURSEMENT	86,000	154,394	88,000	561,936	150,000	450,000	450,000	450,000	300,000	200.0%
35370	MARION COUNTY	150,900	288,385	338,300	294,727	323,300	323,300	323,300	323,300	-	-
35375	POLK COUNTY	150,900	150,000	154,300	154,300	120,000	-	-	-	(120,000)	-100.0%
35380	SCHOOL DISTRICT	617,530	617,867	622,590	-	-	-	-	-	-	-
35385	PAYMENT IN LIEU OF TAXES	138,130	122,921	141,580	99,146	145,120	146,000	146,000	146,000	880	0.6%
35395	OTHER GOVERNMENT AGENCIES	154,500	166,530	177,070	177,076	377,070	150,000	150,000	150,000	(227,070)	-60.2%
35495	OTHER AGENCIES	30,290	14,224	17,430	13,801	15,980	17,710	17,710	17,710	1,730	10.8%
	Total Other Agencies	\$ 2,027,770	\$ 2,238,489	\$ 2,271,440	\$ 2,043,528	\$ 1,768,930	\$ 1,610,370	\$ 1,610,370	\$ 1,610,370	\$ (158,560)	-9.0%

City of Salem Budget
General Fund
FY 2023

General Fund Resources

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
35510	STATE GRANTS	\$ 4,700	\$ -	\$ 242,700	\$ 4,000	\$ 4,750	\$ 4,750	\$ 4,750	\$ 4,750	\$ -	-
35615	OTHER FEDERAL GRANTS	167,570	11,500	28,000	-	70,000	70,000	70,000	70,000	-	-
35518	STATE-PARKS & REC DEPT (OPRD)	-	-	-	6,230	-	-	-	-	-	-
35629	US ENVIRONMENTAL PROTECTION AGENCY	-	15,962	-	-	-	-	-	-	-	-
35633	US FEDERAL HIGHWAY TRANSPORTATION	58,750	38,840	29,000	54,615	29,000	29,000	29,000	29,000	-	-
35635	US DEPT OF HOMELAND SECURITY	147,700	117,722	152,300	122,241	171,060	140,000	140,000	140,000	(31,060)	-18.2%
35640	US DEPT OF JUSTICE (OTHER)	124,120	524,441	229,820	159,338	150,000	150,000	150,000	150,000	-	-
35641	US DEPT OF THE TREASURY	-	3,140,536	-	10,297,893	9,557,330	-	-	-	(9,557,330)	-100.0%
35655	OTHER GRANTS	-	26,900	-	-	-	-	-	-	-	-
	Total Grants	\$ 502,840	\$ 3,875,901	\$ 681,820	\$ 10,644,317	\$ 9,982,140	\$ 393,750	\$ 393,750	\$ 393,750	\$ (9,588,390)	-96.1%
36110	PARKING FINES	\$ 884,020	\$ 692,508	\$ 892,860	\$ 502,391	\$ 714,290	\$ 714,290	\$ 714,290	\$ 714,290	\$ -	-
36115	COURT FINES	1,510,730	1,176,046	1,417,670	1,053,682	1,134,140	1,020,000	1,020,000	1,020,000	(114,140)	-10.1%
36116	PHOTO RED LIGHT FINES	-	-	-	-	-	1,200,000	1,200,000	1,200,000	1,200,000	-
36117	SPEED ON GREEN FINES	-	-	-	-	-	540,000	540,000	540,000	540,000	-
36130	CIVIL PENALTIES	150,000	72,025	35,000	(6,990)	70,000	70,000	70,000	70,000	-	-
36195	OTHER FINES AND FORFEITS	84,020	99,111	91,500	82,636	98,900	103,900	103,900	103,900	5,000	5.1%
36210	INTEREST	494,000	699,802	615,780	503,134	546,480	498,500	498,500	498,500	(47,980)	-8.8%
36315	LOAN INTEREST	-	302	-	-	-	-	-	-	-	-
35631	US FEDERAL EMERGENCY MGMT ADMIN (FEM	-	-	-	245	480,000	1,838,000	1,838,000	1,838,000	1,358,000	282.9%
36810	BAD DEBT RECOVERY	6,000	25,936	6,300	2,044	4,500	4,000	4,000	4,000	(500)	-11.1%
36815	WAGE RECOVERY	1,000	124,298	25,000	72,131	20,000	50,000	50,000	50,000	30,000	150.0%
36820	DONATIONS	100,000	99,314	103,500	67,495	103,500	80,500	80,500	80,500	(23,000)	-22.2%
36830	CORPORATE CARD REBATE	-	6,304	-	3,891	-	-	-	-	-	-
36895	OTHER REVENUE	85,000	83,579	87,800	55,009	74,000	80,300	80,300	80,300	6,300	8.5%
	Total Other Revenue	\$ 3,314,770	\$ 3,079,226	\$ 3,275,410	\$ 2,335,669	\$ 3,245,810	\$ 6,199,490	\$ 6,199,490	\$ 6,199,490	\$ 2,953,680	91.0%
39108	INTERFUND TRANSFERS - TOT	\$ -	\$ -	\$ -	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ (120,000)	-100.0%
39110	INTERFUND TRANSFERS	1,672,440	1,625,201	1,936,070	1,894,460	7,829,750	2,726,120	2,726,120	2,726,120	(5,103,630)	-65.2%
	Total Interfund Transfers	\$ 1,672,440	\$ 1,625,201	\$ 1,936,070	\$ 1,894,460	\$ 7,949,750	\$ 2,726,120	\$ 2,726,120	\$ 2,726,120	\$ (5,223,630)	-65.7%
39910	BEGINNING WORKING CAPITAL	\$ 21,192,270	\$ 22,198,336	\$ 23,407,760	\$ 24,967,159	\$ 30,893,040	\$ 40,712,680	\$ 40,712,680	\$ 42,528,530	\$ 11,635,490	37.7%
	Total Beginning Balance	\$ 21,192,270	\$ 22,198,336	\$ 23,407,760	\$ 24,967,159	\$ 30,893,040	\$ 40,712,680	\$ 40,712,680	\$ 42,528,530	\$ 11,635,490	37.7%
	Total Resources	\$ 150,049,590	\$ 156,154,312	\$ 165,303,810	\$ 173,507,977	\$ 192,174,740	\$ 195,289,820	\$ 195,289,820	\$ 197,105,670	\$ 23,215,080	2.6%

City of Salem Budget
General Fund
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
51010	SALARIES AND WAGES	\$ 56,751,990	\$ 53,986,634	\$ 60,042,290	\$ 56,181,397	\$ 62,622,410	\$ 66,975,960	\$ 66,975,960	\$ 67,199,480	\$ 4,577,070	7.3%
51015	PREMIUM PAY	-	-	-	561	1,000	-	-	-	(1,000)	-100.0%
51020	SEASONAL AND RELIEF	1,529,320	865,607	1,048,910	753,179	1,092,590	1,091,430	1,091,430	1,091,430	(1,160)	-0.1%
51025	HOLIDAY - REGULAR	125,800	131,372	135,600	149,456	136,660	129,240	129,240	129,240	(7,420)	-5.4%
51030	OVERTIME	2,961,030	3,755,155	5,082,060	5,128,514	4,123,150	3,845,880	3,845,880	3,845,880	(277,270)	-6.7%
51080	STANDBY	66,430	68,715	79,870	137,611	99,650	101,790	101,790	101,790	2,140	2.1%
51090	DIFFERENTIAL	65,160	43,122	69,140	43,738	73,260	103,180	103,180	103,180	29,920	40.8%
51100	INCENTIVES	2,773,270	2,782,995	2,796,360	3,199,086	2,996,790	3,151,220	3,151,220	3,164,640	167,850	5.6%
51120	LEAVE PAYOFF	762,100	897,928	770,500	977,780	877,160	890,350	890,350	890,350	13,190	1.5%
51130	CAR ALLOWANCE	19,440	19,771	20,460	18,839	20,470	19,190	19,190	19,190	(1,280)	-6.3%
51135	CELL PHONE ALLOWANCE	970	2,381	940	3,101	2,340	3,350	3,350	3,350	1,010	43.2%
51140	CLOTHING ALLOWANCE	35,880	23,964	37,370	24,504	25,280	25,920	25,920	25,920	640	2.5%
51145	MOVING ALLOWANCE	-	12,772	-	3,949	-	-	-	-	-	-
51150	DEPT HEAD ANNUITY	83,020	81,560	84,780	78,746	80,700	85,650	85,650	85,650	4,950	6.1%
51195	OTHER PAY / BENEFITS	61,820	(106,733)	74,330	(62,497)	84,380	100,810	100,810	100,810	16,430	19.5%
51210	FICA AND MEDICARE	4,941,840	4,636,661	5,196,350	4,910,050	5,412,450	5,755,300	5,755,300	5,766,060	353,610	6.5%
51221	WORKERS' COMP PREMIUM	1,380,700	1,380,700	-	-	979,180	1,106,960	1,106,960	1,106,960	127,780	13.0%
51222	WORKERS' COMP STATE ASSMT	22,400	16,377	22,480	15,999	22,420	22,350	22,350	22,350	(70)	-0.3%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	354,570	366,200	366,200	367,320	12,750	3.6%
51230	UNEMPLOYMENT	100,000	58,589	86,000	95,761	95,000	90,000	90,000	90,000	(5,000)	-5.3%
51240	EMPLOYER - RETIREMENT PERS	13,840,140	13,231,310	14,538,670	13,909,409	15,086,350	15,961,000	15,961,000	16,012,550	926,200	6.1%
51243	PERS UNFUNDED LIABILITY	3,312,460	3,312,460	3,412,160	3,412,160	3,555,830	3,701,300	3,701,300	3,701,300	145,470	4.1%
51245	EMPLOYER - PERS PICKUP	3,838,400	3,613,396	4,077,420	3,834,617	4,252,860	4,536,510	4,536,510	4,550,730	297,870	7.0%
51246	EMPLR - PERS IAP OPTION	-	-	-	387,672	391,100	385,730	385,730	385,730	(5,370)	-1.4%
51250	INSURANCE - MEDICAL	13,232,050	12,224,674	13,852,310	12,548,880	14,593,840	15,521,930	15,521,930	15,602,800	1,008,960	6.9%
51255	INSURANCE - VISION	341,300	318,010	351,960	315,004	349,820	357,790	357,790	359,710	9,890	2.8%
51260	INSURANCE - DENTAL	1,158,120	1,084,600	1,203,870	1,083,171	1,230,310	1,230,880	1,230,880	1,237,370	7,060	0.6%
51265	INSURANCE - LIFE	98,840	93,712	105,820	96,320	158,450	160,160	160,160	160,590	2,140	1.4%
51270	INSURANCE - DISABILITY	157,730	153,645	164,010	158,087	206,250	212,800	212,800	214,950	8,700	4.2%
51275	OTHER HEALTH BENEFITS	433,360	421,003	854,250	795,649	883,320	1,061,640	1,061,640	1,072,940	189,620	21.5%
51310	PHYSICAL EXAMINATIONS	-	7,894	-	97,936	33,200	99,620	99,620	99,620	66,420	200.1%
	Total Personal Services	\$ 108,093,570	\$ 103,118,276	\$ 114,107,910	\$ 108,298,680	\$ 119,840,790	\$ 127,094,140	\$ 127,094,140	\$ 127,511,890	\$ 7,671,100	6.4%
52110	SUBSCRIPTIONS AND BOOKS	\$ 520,830	\$ 463,609	\$ 548,060	\$ 528,382	\$ 529,600	\$ 532,810	\$ 532,810	\$ 532,810	\$ 3,210	0.6%
52120	MAIL	103,480	163,115	125,410	119,590	129,650	128,810	128,810	128,810	(840)	-0.6%
52130	SUPPLIES	808,640	770,645	852,320	823,185	929,230	966,120	966,120	1,086,390	157,160	16.9%
52140	PRINTING AND DUPLICATION	5,000	1,750	2,000	3,285	2,030	1,700	1,700	1,700	(330)	-16.3%
52150	RECORDING FEES	1,140	1,907	940	201	990	950	950	950	(40)	-4.0%
52320	ADVERTISING	55,590	34,988	61,270	14,799	61,620	55,820	55,820	55,820	(5,800)	-9.4%
52340	EMPLOYEE RECOGNITION	9,440	8,648	12,600	10,647	14,500	13,810	13,810	13,810	(690)	-4.8%
52360	RECRUITMENT FEES	48,910	68,149	52,610	85,292	51,100	72,040	72,040	72,040	20,940	41.0%
52405	TELEPHONE - OFFICE	229,270	229,678	207,860	214,537	213,290	258,690	258,690	258,690	45,400	21.3%
52410	TELEPHONE - CELLULAR	223,960	237,877	229,990	251,464	238,540	259,550	259,550	259,550	21,010	8.8%
52430	PAGERS	1,100	1,709	1,200	1,241	1,200	-	-	-	(1,200)	-100.0%
52460	COMMUNICATION - OTHER	154,470	187,947	181,870	208,537	199,600	228,100	228,100	228,100	28,500	14.3%
52510	TRAINING	592,010	350,586	624,150	335,361	663,400	713,240	713,240	713,240	49,840	7.5%
52520	TRAVEL	24,900	6,830	21,210	169	18,800	10,880	10,880	10,880	(7,920)	-42.1%
52530	LODGING	500	41	-	-	-	-	-	-	-	-
52540	MEALS	23,230	21,314	25,630	17,780	23,390	27,380	27,380	27,380	3,990	17.1%
52550	MILEAGE	24,760	10,620	23,300	4,041	12,910	8,180	8,180	8,180	(4,730)	-36.6%
52560	REGISTRATION	-	475	-	2,780	-	-	-	-	-	-

City of Salem Budget
General Fund
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
52610	AUDIT SERVICES	67,980	67,729	69,610	69,687	72,000	77,040	77,040	77,040	5,040	7.0%
52620	CONSTRUCTION CONTRACTS	-	5	-	-	-	-	-	-	-	-
52640	ENGINEERING / ARCHITECT SERVICES	50,430	12,197	20,000	17,669	20,000	22,500	22,500	22,500	2,500	12.5%
52650	LEGAL / COURT SERVICES	378,290	313,389	387,330	282,811	491,840	568,910	568,910	568,910	77,070	15.7%
52660	TEMP EMPLOYMENT SERVICES	40,000	56,428	10,000	59,602	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	4,475,070	3,947,147	6,928,310	6,688,190	5,542,470	4,865,370	4,865,370	5,103,570	(438,900)	-7.9%
52710	MEMBERSHIP DUES	180,190	176,177	187,740	185,779	196,730	218,110	218,110	218,110	21,380	10.9%
52720	LICENSES / CERTIFICATIONS	21,860	21,534	18,760	18,678	19,260	18,890	18,890	18,890	(370)	-1.9%
52740	PERMITS	6,910	2,698	7,220	5,005	6,990	6,810	6,810	6,810	(180)	-2.6%
52810	SMALL TOOLS	21,860	28,077	21,860	11,570	22,040	24,260	24,260	24,260	2,220	10.1%
52815	CONTROLLED EQUIPMENT	427,280	455,986	424,360	576,540	601,120	516,200	516,200	1,045,160	444,040	73.9%
52820	SMALL EQUIPMENT AND SUPPLIES	365,200	462,294	616,240	644,850	679,770	707,770	707,770	732,160	52,390	7.7%
52830	COMPUTER SOFTWARE AND LICENSES	1,655,910	1,734,286	1,628,780	1,916,593	2,747,660	2,491,570	2,491,570	2,499,980	(247,680)	-9.0%
52840	AUTOMOTIVE PARTS	-	-	-	155	-	-	-	-	-	-
52850	TIRES AND TUBES	-	21	-	-	-	-	-	-	-	-
52865	OTHER TECHNICAL SUPPLIES	7,000	9,752	7,000	9,916	8,540	8,740	8,740	8,740	200	2.3%
52910	DIESEL FUEL	172,800	124,981	168,850	97,030	138,500	182,800	182,800	182,800	44,300	32.0%
52930	GASOLINE	518,230	492,086	525,450	340,833	526,570	545,610	545,610	545,610	19,040	3.6%
52940	LP / CNG GAS	100	120	50	90	50	50	50	50	-	-
52950	LUBRICANTS	370	124	380	7	380	3,360	3,360	3,360	2,980	784.2%
53210	INSURANCE	6,980	32,157	1,460	38,877	7,070	7,240	7,240	7,240	170	2.4%
53211	LIABILITY INSURANCE	1,164,430	1,164,430	1,305,190	1,305,190	1,302,720	1,487,760	1,487,760	1,487,760	185,040	14.2%
53310	VEHICLE MAINTENANCE	737,520	861,440	768,010	630,156	828,960	814,160	814,160	817,200	(11,760)	-1.4%
53320	EQUIPMENT MAINTENANCE	311,550	359,304	358,260	304,740	494,370	290,340	290,340	290,340	(204,030)	-41.3%
53340	FACILITIES MAINTENANCE	-	41,699	-	-	-	-	-	87,380	87,380	-
53370	HYDRANT REPAIRS	2,100	960	1,750	190	1,750	1,750	1,750	1,750	-	-
53375	CHEMICALS	67,900	85,649	67,900	89,405	67,900	67,900	67,900	67,900	-	-
53380	OTHER MAINTENANCE AND REPAIRS	575,730	377,880	501,150	452,442	471,910	482,130	482,130	650,220	178,310	37.8%
53510	BUILDING RENTAL	191,320	185,126	192,260	169,589	168,470	270,960	270,960	270,960	102,490	60.8%
53520	LAND RENTAL	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	-	-
53530	OUTSIDE RENTAL	51,080	77,651	132,680	60,158	48,080	55,700	55,700	55,700	7,620	15.8%
53610	GAS	119,300	118,666	139,410	167,221	140,500	151,910	151,910	151,910	11,410	8.1%
53620	ELECTRIC	612,180	512,801	737,820	525,525	710,220	610,640	610,640	610,640	(99,580)	-14.0%
53650	REFUSE DISPOSAL	113,090	95,174	128,800	128,048	132,470	185,870	185,870	185,870	53,400	40.3%
53720	TAXES AND ASSESSMENTS	-	1,213	-	1,257	1,350	1,400	1,400	1,400	50	3.7%
53731	CLOTHING - UNIFORMS (TAXABLE)	10,150	7,131	11,340	8,493	11,070	10,410	10,410	10,410	(660)	-6.0%
53732	CLOTHING - UNIFORMS	-	-	-	-	-	29,380	29,380	29,380	29,380	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	167,820	136,020	182,350	146,440	174,310	184,860	184,860	184,860	10,550	6.1%
53734	SAFETY CLOTHING AND EQUIPMENT	465,800	303,460	479,710	448,548	691,060	671,590	671,590	841,280	150,220	21.7%
53740	CLOTHING - CLEANING CHARGES	2,970	342	2,900	383	2,900	4,500	4,500	4,500	1,600	55.2%
53760	LABORATORY - SUPPLIES	4,000	780	4,000	5,205	4,000	4,000	4,000	4,000	-	-
53763	MEDICAL - SUPPLIES	-	21,464	-	41,991	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	73,290	49,238	65,790	58,113	55,690	10,800	10,800	10,800	(44,890)	-80.6%
53768	DIRECT BANKING FEES	6,100	3,528	5,960	4,646	6,160	5,640	5,640	5,640	(520)	-8.4%
53769	CARD PROCESSING FEES	100,480	107,455	115,490	64,498	113,380	92,650	92,650	92,650	(20,730)	-18.3%
53770	BAD DEBT - WRITE OFF	11,000	9,054	11,000	18,910	14,000	13,000	13,000	13,000	(1,000)	-7.1%
53799	OTHER EXPENSES	-	1,018	-	414	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	21,700	66,553	21,500	171,667	20,700	20,000	20,000	20,000	(700)	-3.4%
53813	INTRA CITY - BUDGETED TRANSFERS	5,870,670	5,870,670	6,471,380	6,471,380	6,854,400	6,894,340	6,894,340	6,894,340	39,940	0.6%
53815	INTRA CITY - INTERDEPARTMENTAL BILLINGS	278,990	261,977	293,360	304,278	293,360	282,970	282,970	282,970	(10,390)	-3.5%

City of Salem Budget
General Fund
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
53830	RADIO	1,277,800	1,277,800	1,218,600	1,215,802	1,281,050	1,357,950	1,357,950	1,357,950	76,900	6.0%
53832	MOBILE DATA COMM SYSTEM	78,000	78,000	129,630	129,630	181,490	90,520	90,520	90,520	(90,970)	-50.1%
53840	MOTOR POOL RENTAL	1,009,810	1,009,907	1,042,420	1,044,417	1,040,650	1,265,780	1,265,780	1,265,780	225,130	21.6%
53841	EQUIPMENT REPLACEMENT CHARGE	923,000	923,000	985,500	985,500	980,000	1,045,700	1,045,700	1,045,700	65,700	6.7%
53851	COPY	203,590	223,256	201,380	146,025	205,790	201,780	201,780	201,780	(4,010)	-1.9%
53852	MICROFILM	-	14,094	-	32,538	5,000	6,500	6,500	6,500	1,500	30.0%
53853	PRINTING	2,500	257	1,250	-	1,250	11,500	11,500	11,500	10,250	820.0%
53854	PHOTOCOPIES	134,450	114,242	136,450	76,466	133,390	113,130	113,130	113,130	(20,260)	-15.2%
53855	SHOPS FACILITIES MAINTENANCE	20,780	20,780	22,210	22,210	23,920	24,610	24,610	24,610	690	2.9%
53860	BUILDING SERVICES	22,870	15,775	10,000	5,932	10,100	15,350	15,350	15,350	5,250	52.0%
54810	SPECIAL PAYMENTS - RIGHT OF WAY	-	111	-	-	-	-	-	-	-	-
54811	SPECIAL PAYMENTS - PERMANENT EASEMENT	-	400	-	-	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	2,597,070	1,865,863	4,462,210	3,045,421	7,653,710	2,516,580	2,516,580	2,995,240	(4,658,470)	-60.9%
	Total Materials and Services	\$ 28,453,730	\$ 26,762,246	\$ 34,202,480	\$ 31,869,001	\$ 38,297,920	\$ 32,838,370	\$ 32,838,370	\$ 34,665,460	\$ (3,632,460)	-9.5%
55110	LAND	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
55130	EQUIPMENT AND MACHINERY	314,740	189,302	565,190	619,969	604,310	775,790	775,790	1,030,430	426,120	70.5%
55150	FLEET REPLACEMENT	-	627	50,000	94,866	-	-	-	-	-	-
	Total Capital Outlay	\$ 314,740	\$ 189,928	\$ 615,190	\$ 764,835	\$ 604,310	\$ 775,790	\$ 775,790	\$ 1,030,430	\$ 426,120	70.5%
60120	PRINCIPAL	\$ 272,150	\$ 272,147	\$ 634,250	\$ 627,749	\$ 322,930	\$ 340,260	\$ 340,260	\$ 340,260	\$ 17,330	5.4%
60130	INTEREST	13,300	13,295	56,190	47,494	52,080	34,750	34,750	34,750	(17,330)	-33.3%
	Total Debt Service	\$ 285,450	\$ 285,442	\$ 690,440	\$ 675,243	\$ 375,010	\$ 375,010	\$ 375,010	\$ 375,010	\$ -	-
61110	CONTINGENCIES	\$ 1,823,200	\$ -	\$ 58,000	\$ -	\$ 2,660,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 340,000	12.8%
	Total Contingencies	\$ 1,823,200	\$ -	\$ 58,000	\$ -	\$ 2,660,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 340,000	12.8%
62110	TRANSFERS TO OTHER FUNDS	\$ 831,260	\$ 831,260	\$ 1,270,710	\$ 990,710	\$ 936,000	\$ 1,326,150	\$ 1,326,150	\$ 1,326,150	\$ 390,150	41.7%
	Total Interfund Transfers	\$ 831,260	\$ 831,260	\$ 1,270,710	\$ 990,710	\$ 936,000	\$ 1,326,150	\$ 1,326,150	\$ 1,326,150	\$ 390,150	41.7%
	Total Expenditures	\$ 139,801,950	\$ 131,187,153	\$ 150,944,730	\$ 142,598,470	\$ 162,714,030	\$ 165,409,460	\$ 165,409,460	\$ 167,908,940	\$ 5,194,910	3.2%

City of Salem Budget
General Fund - City Manager
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Expenditures											
51010	SALARIES AND WAGES	\$ 1,042,890	\$ 629,110	\$ 709,060	\$ 710,506	\$ 918,790	\$ 1,023,020	\$ 1,023,020	\$ 1,023,020	\$ 104,230	11.3%
51020	SEASONAL AND RELIEF	31,280	-	-	-	-	-	-	-	-	-
51030	OVERTIME	1,000	-	1,020	-	-	410	410	410	410	-
51100	INCENTIVES	-	-	-	-	2,830	3,220	3,220	3,220	390	13.8%
51120	LEAVE PAYOFF	5,120	4,365	2,200	289	4,510	4,490	4,490	4,490	(20)	-0.4%
51130	CAR ALLOWANCE	6,540	5,997	6,000	6,023	6,000	6,000	6,000	6,000	-	-
51145	MOVING ALLOWANCE	-	-	-	3,949	-	-	-	-	-	-
51150	DEPT HEAD ANNUITY	13,700	13,089	13,800	13,281	13,440	15,300	15,300	15,300	1,860	13.8%
51210	FICA AND MEDICARE	77,020	42,282	48,770	48,661	63,160	72,170	72,170	72,170	9,010	14.3%
51221	WORKERS' COMP PREMIUM	8,950	6,310	-	-	3,550	4,670	4,670	4,670	1,120	31.5%
51222	WORKERS' COMP STATE ASSMT	370	133	220	144	200	210	210	210	10	5.0%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	4,540	5,230	5,230	5,230	690	15.2%
51240	EMPLOYER - RETIREMENT PERS	220,480	143,363	158,310	137,286	186,970	196,080	196,080	196,080	9,110	4.9%
51243	PERS UNFUNDED LIABILITY	70,620	49,680	40,340	40,340	39,770	49,410	49,410	49,410	9,640	24.2%
51245	EMPLOYER - PERS PICKUP	65,990	38,805	43,930	38,299	54,470	63,150	63,150	63,150	8,680	15.9%
51250	INSURANCE - MEDICAL	218,380	99,338	120,820	116,616	166,820	215,510	215,510	215,510	48,690	29.2%
51255	INSURANCE - VISION	6,660	2,622	3,090	2,601	3,690	5,090	5,090	5,090	1,400	37.9%
51260	INSURANCE - DENTAL	18,220	8,751	10,340	8,653	12,390	17,040	17,040	17,040	4,650	37.5%
51265	INSURANCE - LIFE	2,540	1,561	1,690	1,707	3,100	3,550	3,550	3,550	450	14.5%
51270	INSURANCE - DISABILITY	2,580	1,513	1,670	1,695	1,980	2,270	2,270	2,270	290	14.6%
	Total Personal Services	\$ 1,792,340	\$ 1,046,918	\$ 1,161,260	\$ 1,130,050	\$ 1,486,210	\$ 1,686,820	\$ 1,686,820	\$ 1,686,820	\$ 200,610	13.5%
52110	SUBSCRIPTIONS AND BOOKS	\$ 1,450	\$ 728	\$ 990	\$ 270	\$ 280	\$ 280	\$ 280	\$ 280	\$ -	-
52120	MAIL	50	-	50	71	250	250	250	250	-	-
52130	SUPPLIES	2,400	3,700	3,000	3,031	6,850	6,850	6,850	6,850	-	-
52320	ADVERTISING	6,800	775	1,000	305	1,000	1,000	1,000	1,000	-	-
52340	EMPLOYEE RECOGNITION	50	-	-	-	200	200	200	200	-	-
52360	RECRUITMENT FEES	-	60	-	-	-	10,000	10,000	10,000	10,000	-
52405	TELEPHONE - OFFICE	4,410	2,633	2,360	2,366	3,900	3,590	3,590	3,590	(310)	-7.9%
52410	TELEPHONE - CELLULAR	600	1,226	1,560	1,447	2,880	2,880	2,880	2,880	-	-
52460	COMMUNICATION - OTHER	-	-	-	-	760	760	760	760	-	-
52510	TRAINING	19,470	4,730	9,800	2,708	5,250	5,250	5,250	5,250	-	-
52520	TRAVEL	4,500	-	-	-	-	-	-	-	-	-
52540	MEALS	2,800	867	2,000	119	1,000	1,000	1,000	1,000	-	-
52550	MILEAGE	350	206	180	342	600	600	600	600	-	-
52670	OTHER PROFESSIONAL SERVICES	38,200	63,843	35,000	13,965	38,000	40	40	40	(37,960)	-99.9%
52710	MEMBERSHIP DUES	4,050	1,295	2,400	2,750	2,000	2,000	2,000	2,000	-	-
52720	LICENSES / CERTIFICATIONS	40	-	50	40	50	50	50	50	-	-
52815	CONTROLLED EQUIPMENT	2,370	3,238	5,370	6,090	1,000	1,820	1,820	5,420	4,420	442.0%
52820	SMALL EQUIPMENT AND SUPPLIES	-	1,367	-	-	10,400	400	400	400	(10,000)	-96.2%
52830	COMPUTER SOFTWARE AND LICENSES	67,210	41,498	40,500	42,158	41,450	1,640	1,640	1,640	(39,810)	-96.0%
53211	LIABILITY INSURANCE	5,100	3,600	2,800	2,800	2,680	3,740	3,740	3,740	1,060	39.6%
53320	EQUIPMENT MAINTENANCE	200	-	-	-	-	-	-	-	-	-
53510	BUILDING RENTAL	-	-	-	-	2,250	2,320	2,320	2,320	70	3.1%
53830	RADIO	670	670	-	-	-	-	-	-	-	-

City of Salem Budget
General Fund - City Manager
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
53851	COPY	12,100	1,151	1,600	76	2,000	2,000	2,000	2,000	-	-
53854	PHOTOCOPIES	3,200	3,192	4,000	2,745	5,500	5,500	5,500	5,500	-	-
54850	OTHER SPECIAL PAYMENTS	-	-	-	-	145,110	108,180	108,180	183,630	38,520	26.5%
	Total Materials and Services	\$ 176,020	\$ 134,781	\$ 112,660	\$ 81,281	\$ 273,410	\$ 160,350	\$ 160,350	\$ 239,400	\$ (34,010)	-12.4%
	Total Expenditures	\$ 1,968,360	\$ 1,181,699	\$ 1,273,920	\$ 1,211,330	\$ 1,759,620	\$ 1,847,170	\$ 1,847,170	\$ 1,926,220	\$ 166,600	9.5%

City of Salem Budget
General Fund - Community Development
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Expenditures											
51010	SALARIES AND WAGES	\$ 2,337,110	\$ 2,140,267	\$ 2,658,940	\$ 2,414,267	\$ 2,542,600	\$ 3,254,910	\$ 3,254,910	\$ 3,254,910	\$ 712,310	28.0%
51020	SEASONAL AND RELIEF	-	(549)	-	-	-	-	-	-	-	-
51025	HOLIDAY - REGULAR	-	637	-	327	-	240	240	240	240	-
51030	OVERTIME	8,310	26,024	22,510	22,290	12,700	13,620	13,620	13,620	920	7.2%
51090	DIFFERENTIAL	990	200	1,200	121	1,230	5,240	5,240	5,240	4,010	326.0%
51100	INCENTIVES	6,170	6,118	8,760	6,464	4,010	6,770	6,770	6,770	2,760	68.8%
51120	LEAVE PAYOFF	7,530	15,736	12,490	12,420	12,820	14,270	14,270	14,270	1,450	11.3%
51130	CAR ALLOWANCE	2,230	2,204	2,230	2,229	2,230	2,220	2,220	2,220	(10)	-0.4%
51135	CELL PHONE ALLOWANCE	480	1,912	470	2,005	1,410	2,380	2,380	2,380	970	68.8%
51150	DEPT HEAD ANNUITY	7,440	7,372	7,480	7,674	8,040	8,310	8,310	8,310	270	3.4%
51195	OTHER PAY / BENEFITS	2,130	-	3,140	-	3,440	3,930	3,930	3,930	490	14.2%
51210	FICA AND MEDICARE	179,770	163,011	205,570	184,379	195,670	249,930	249,930	249,930	54,260	27.7%
51221	WORKERS' COMP PREMIUM	33,680	33,680	-	-	13,420	39,880	39,880	39,880	26,460	197.2%
51222	WORKERS' COMP STATE ASSMT	1,010	640	1,030	662	1,020	1,390	1,390	1,390	370	36.3%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	13,430	16,500	16,500	16,500	3,070	22.9%
51240	EMPLOYER - RETIREMENT PERS	440,160	392,306	490,570	436,060	477,180	608,390	608,390	608,390	131,210	27.5%
51243	PERS UNFUNDED LIABILITY	133,300	133,300	134,530	134,530	150,080	176,580	176,580	176,580	26,500	17.7%
51245	EMPLOYER - PERS PICKUP	142,230	126,934	162,860	143,776	155,120	198,470	198,470	198,470	43,350	27.9%
51250	INSURANCE - MEDICAL	604,040	501,513	678,980	512,618	575,750	802,620	802,620	802,620	226,870	39.4%
51255	INSURANCE - VISION	15,930	13,436	17,410	13,418	14,570	19,290	19,290	19,290	4,720	32.4%
51260	INSURANCE - DENTAL	51,670	43,714	58,200	43,788	48,300	64,450	64,450	64,450	16,150	33.4%
51265	INSURANCE - LIFE	4,980	4,589	5,740	5,089	7,510	9,670	9,670	9,670	2,160	28.8%
51270	INSURANCE - DISABILITY	1,600	1,806	2,360	2,373	1,980	2,310	2,310	2,310	330	16.7%
	Total Personal Services	\$ 3,980,760	\$ 3,614,849	\$ 4,474,470	\$ 3,944,491	\$ 4,242,510	\$ 5,501,370	\$ 5,501,370	\$ 5,501,370	\$ 1,258,860	29.7%
52110	SUBSCRIPTIONS AND BOOKS	\$ 2,360	\$ 1,473	\$ 2,370	\$ 1,286	\$ 2,350	\$ 2,170	\$ 2,170	\$ 2,170	\$ (180)	-7.7%
52120	MAIL	27,000	50,764	50,500	41,764	50,000	50,900	50,900	50,900	900	1.8%
52130	SUPPLIES	24,120	38,835	28,680	19,162	25,550	38,250	38,250	38,250	12,700	49.7%
52140	PRINTING AND DUPLICATION	-	80	-	3,149	-	-	-	-	-	-
52150	RECORDING FEES	500	1,143	500	618	550	500	500	500	(50)	-9.1%
52320	ADVERTISING	25,400	11,728	25,450	4,572	20,450	20,450	20,450	20,450	-	-
52340	EMPLOYEE RECOGNITION	-	430	3,250	362	2,950	3,950	3,950	3,950	1,000	33.9%
52360	RECRUITMENT FEES	200	509	500	338	500	1,000	1,000	1,000	500	100.0%
52405	TELEPHONE - OFFICE	13,830	16,997	18,650	15,038	14,860	24,740	24,740	24,740	9,880	66.5%
52410	TELEPHONE - CELLULAR	7,880	13,868	11,610	13,315	10,660	17,490	17,490	17,490	6,830	64.1%
52460	COMMUNICATION - OTHER	5,620	1,823	6,110	572	5,260	9,380	9,380	9,380	4,120	78.3%
52510	TRAINING	21,100	12,453	22,190	10,431	22,190	24,190	24,190	24,190	2,000	9.0%
52520	TRAVEL	-	138	-	-	-	-	-	-	-	-
52540	MEALS	2,300	3,247	3,750	-	3,750	2,500	2,500	2,500	(1,250)	-33.3%
52550	MILEAGE	1,130	1,174	1,430	626	880	980	980	980	100	11.4%
52640	ENGINEERING / ARCHITECT SERVICES	-	292	-	292	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	324,890	145,283	164,350	83,141	86,350	31,500	31,500	31,500	(54,850)	-63.5%
52710	MEMBERSHIP DUES	5,450	4,596	5,470	5,542	5,900	5,900	5,900	5,900	-	-
52720	LICENSES / CERTIFICATIONS	2,300	-	2,300	100	1,500	-	-	-	(1,500)	-100.0%

City of Salem Budget
General Fund - Community Development
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
52740	PERMITS	-	-	-	658	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	10,920	20,252	19,500	40,650	19,500	30,910	30,910	30,910	11,410	58.5%
52820	SMALL EQUIPMENT AND SUPPLIES	-	(243)	-	-	-	800	800	800	800	-
52830	COMPUTER SOFTWARE AND LICENSES	17,630	26,026	29,300	36,123	31,450	57,610	57,610	57,610	26,160	83.2%
52840	AUTOMOTIVE PARTS	-	-	-	7	-	-	-	-	-	-
52930	GASOLINE	8,350	11,128	9,800	8,049	10,640	15,840	15,840	15,840	5,200	48.9%
52950	LUBRICANTS	-	3	-	-	-	-	-	-	-	-
53211	LIABILITY INSURANCE	23,270	23,270	143,600	143,600	147,400	212,350	212,350	212,350	64,950	44.1%
53310	VEHICLE MAINTENANCE	5,120	10,894	5,120	4,539	5,120	12,600	12,600	12,600	7,480	146.1%
53320	EQUIPMENT MAINTENANCE	2,050	-	12,050	-	2,250	152,250	152,250	152,250	150,000	6666.7%
53380	OTHER MAINTENANCE AND REPAIRS	-	2,315	-	127	-	13,500	13,500	13,500	13,500	-
53510	BUILDING RENTAL	-	3,949	4,190	4,264	2,170	37,000	37,000	37,000	34,830	1605.1%
53731	CLOTHING - UNIFORMS (TAXABLE)	-	-	-	140	-	-	-	-	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	4,120	410	-	132	-	9,700	9,700	9,700	9,700	-
53734	SAFETY CLOTHING AND EQUIPMENT	-	9,519	4,120	9,666	4,120	5,150	5,150	5,150	1,030	25.0%
53768	DIRECT BANKING FEES	3,300	1,632	3,300	2,057	3,300	3,940	3,940	3,940	640	19.4%
53769	CARD PROCESSING FEES	10,900	17,485	14,700	26,073	16,530	68,800	68,800	68,800	52,270	316.2%
53770	BAD DEBT - WRITE OFF	9,500	7,358	9,500	3,300	9,500	10,000	10,000	10,000	500	5.3%
53812	INTRA CITY - DIRECT CHG (LABOR)	-	8,200	-	8,696	-	-	-	-	-	-
53815	INTRA CITY - INTERDEPARTMENTAL BILLING	-	-	-	-	-	25,000	25,000	25,000	25,000	-
53830	RADIO	20,280	20,280	21,130	18,330	21,720	47,550	47,550	47,550	25,830	118.9%
53840	MOTOR POOL RENTAL	12,120	12,110	19,660	17,060	14,500	25,650	25,650	25,650	11,150	76.9%
53841	EQUIPMENT REPLACEMENT CHARGE	20,000	20,000	20,000	20,000	25,000	40,450	40,450	40,450	15,450	61.8%
53851	COPY	41,540	71,165	58,350	57,082	56,890	66,030	66,030	66,030	9,140	16.1%
53852	MICROFILM	-	9,488	-	28,708	5,000	3,500	3,500	3,500	(1,500)	-30.0%
53854	PHOTOCOPIES	14,780	7,712	17,480	2,262	14,500	20,800	20,800	20,800	6,300	43.4%
53860	BUILDING SERVICES	-	1,304	-	-	-	-	-	-	-	-
54811	SPECIAL PAYMENTS - PERMANENT EASEME	-	200	-	-	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	85,430	53,643	89,830	53,364	19,350	6,000	6,000	9,210	(10,140)	-52.4%
	Total Materials and Services	\$ 753,390	\$ 642,934	\$ 828,740	\$ 685,193	\$ 662,640	\$ 1,099,330	\$ 1,099,330	\$ 1,102,540	\$ 439,900	66.4%
55130	EQUIPMENT AND MACHINERY	\$ -	\$ -	\$ 50,000	\$ 51,492	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Capital Outlay	\$ -	\$ -	\$ 50,000	\$ 51,492	\$ -	\$ -	\$ -	\$ -	\$ -	-
62110	TRANSFERS TO OTHER FUNDS	\$ 5,000	\$ 5,000	\$ 10,960	\$ 10,960	\$ 10,000	\$ 149,250	\$ 149,250	\$ 149,250	\$ 139,250	1392.5%
	Total Interfund Transfers	\$ 5,000	\$ 5,000	\$ 10,960	\$ 10,960	\$ 10,000	\$ 149,250	\$ 149,250	\$ 149,250	\$ 139,250	1392.5%
	Total Expenditures	\$ 4,739,150	\$ 4,262,783	\$ 5,364,170	\$ 4,692,136	\$ 4,915,150	\$ 6,749,950	\$ 6,749,950	\$ 6,753,160	\$ 1,838,010	37.4%

City of Salem Budget
General Fund - Finance
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Expenditures											
51010	SALARIES AND WAGES	\$ 1,908,120	\$ 1,993,662	\$ 2,286,870	\$ 2,032,496	\$ 2,354,960	\$ 1,997,440	\$ 1,997,440	\$ 1,997,440	\$ (357,520)	-15.2%
51025	HOLIDAY - REGULAR	-	-	-	34	-	-	-	-	-	-
51030	OVERTIME	-	6,376	5,000	17,304	13,290	15,000	15,000	15,000	1,710	12.9%
51100	INCENTIVES	9,240	9,217	9,750	9,715	10,220	2,880	2,880	2,880	(7,340)	-71.8%
51120	LEAVE PAYOFF	1,300	33,582	11,840	8,303	25,100	21,000	21,000	21,000	(4,100)	-16.3%
51130	CAR ALLOWANCE	2,820	2,571	3,290	2,229	3,290	3,220	3,220	3,220	(70)	-2.1%
51145	MOVING ALLOWANCE	-	7,772	-	-	-	-	-	-	-	-
51150	DEPT HEAD ANNUITY	7,140	7,853	8,030	7,996	8,330	7,790	7,790	7,790	(540)	-6.5%
51195	OTHER PAY / BENEFITS	3,780	-	3,820	-	5,430	6,630	6,630	6,630	1,200	22.1%
51210	FICA AND MEDICARE	146,390	153,538	175,540	154,199	182,740	154,770	154,770	154,770	(27,970)	-15.3%
51221	WORKERS' COMP PREMIUM	12,980	15,620	-	-	11,480	12,520	12,520	12,520	1,040	9.1%
51222	WORKERS' COMP STATE ASSMT	930	578	960	571	950	960	960	960	10	1.1%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	11,990	10,220	10,220	10,220	(1,770)	-14.8%
51240	EMPLOYER - RETIREMENT PERS	347,420	355,809	413,600	371,459	446,150	377,130	377,130	377,130	(69,020)	-15.5%
51243	PERS UNFUNDED LIABILITY	102,420	123,360	130,980	130,980	128,300	132,780	132,780	132,780	4,480	3.5%
51245	EMPLOYER - PERS PICKUP	115,670	116,920	139,500	123,737	144,880	122,850	122,850	122,850	(22,030)	-15.2%
51250	INSURANCE - MEDICAL	439,240	440,604	548,150	428,357	506,810	411,670	411,670	411,670	(95,140)	-18.8%
51255	INSURANCE - VISION	10,790	11,727	14,080	10,982	12,630	9,990	9,990	9,990	(2,640)	-20.9%
51260	INSURANCE - DENTAL	39,150	38,415	46,670	36,073	42,030	32,850	32,850	32,850	(9,180)	-21.8%
51265	INSURANCE - LIFE	4,570	4,611	5,470	4,620	8,190	6,460	6,460	6,460	(1,730)	-21.1%
51270	INSURANCE - DISABILITY	2,560	3,171	3,630	3,261	3,690	3,050	3,050	3,050	(640)	-17.3%
	Total Personal Services	\$ 3,154,520	\$ 3,325,386	\$ 3,807,180	\$ 3,342,314	\$ 3,920,460	\$ 3,329,210	\$ 3,329,210	\$ 3,329,210	\$ (591,250)	-15.1%
52110	SUBSCRIPTIONS AND BOOKS	\$ 2,000	\$ 170	\$ 2,450	\$ 1,987	\$ 3,300	\$ 2,880	\$ 2,880	\$ 2,880	\$ (420)	-12.7%
52120	MAIL	19,850	18,869	20,460	28,256	23,850	16,870	16,870	16,870	(6,980)	-29.3%
52130	SUPPLIES	25,310	16,182	26,110	14,927	23,610	19,300	19,300	19,300	(4,310)	-18.3%
52150	RECORDING FEES	40	43	40	38	40	-	-	-	(40)	-100.0%
52320	ADVERTISING	1,000	1,678	7,000	2,079	7,000	2,990	2,990	2,990	(4,010)	-57.3%
52340	EMPLOYEE RECOGNITION	-	37	-	84	-	-	-	-	-	-
52360	RECRUITMENT FEES	530	715	540	14,947	540	-	-	-	(540)	-100.0%
52405	TELEPHONE - OFFICE	11,900	13,266	11,910	11,720	12,070	16,630	16,630	16,630	4,560	37.8%
52510	TRAINING	15,400	12,178	35,810	7,299	38,490	44,100	44,100	44,100	5,610	14.6%
52540	MEALS	1,200	541	2,200	-	1,890	2,210	2,210	2,210	320	16.9%
52550	MILEAGE	530	-	150	-	-	-	-	-	-	-
52560	REGISTRATION	-	-	-	600	-	-	-	-	-	-
52650	LEGAL / COURT SERVICES	-	-	-	-	5,000	5,000	5,000	5,000	-	-
52670	OTHER PROFESSIONAL SERVICES	97,700	76,962	103,600	76,723	106,750	135,750	135,750	135,750	29,000	27.2%
52710	MEMBERSHIP DUES	7,360	7,100	7,140	7,228	7,410	7,520	7,520	7,520	110	1.5%
52720	LICENSES / CERTIFICATIONS	1,000	1,970	2,000	800	2,040	1,800	1,800	1,800	(240)	-11.8%
52815	CONTROLLED EQUIPMENT	5,470	9,402	10,390	29,190	8,360	15,000	15,000	15,000	6,640	79.4%
52820	SMALL EQUIPMENT AND SUPPLIES	2,000	17,756	2,000	369	2,000	-	-	-	(2,000)	-100.0%
52830	COMPUTER SOFTWARE AND LICENSES	21,190	49,409	45,330	60,333	63,040	46,730	46,730	46,730	(16,310)	-25.9%
53211	LIABILITY INSURANCE	7,330	8,830	9,170	9,170	8,710	10,090	10,090	10,090	1,380	15.8%
53320	EQUIPMENT MAINTENANCE	510	860	530	-	530	550	550	550	20	3.8%

City of Salem Budget
General Fund - Finance
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
53380	OTHER MAINTENANCE AND REPAIRS	-	3,701	-	-	-	-	-	-	-	-
53510	BUILDING RENTAL	2,510	2,392	2,510	2,496	2,500	1,280	1,280	1,280	(1,220)	-48.8%
53734	SAFETY CLOTHING AND EQUIPMENT	-	238	-	-	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	10,000	-	5,000	-	5,000	-	-	-	(5,000)	-100.0%
53799	OTHER EXPENSES	-	1,061	-	-	-	-	-	-	-	-
53851	COPY	18,600	28,784	32,600	28,190	36,600	31,950	31,950	31,950	(4,650)	-12.7%
53854	PHOTOCOPIES	8,240	6,313	8,360	5,505	8,740	8,750	8,750	8,750	10	0.1%
	Total Materials and Services	\$ 259,670	\$ 278,457	\$ 335,300	\$ 301,940	\$ 367,470	\$ 369,400	\$ 369,400	\$ 369,400	\$ 1,930	0.5%
	Total Expenditures	\$ 3,414,190	\$ 3,603,843	\$ 4,142,480	\$ 3,644,254	\$ 4,287,930	\$ 3,698,610	\$ 3,698,610	\$ 3,698,610	\$ (589,320)	-13.7%

City of Salem Budget
General Fund - Fire
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Expenditures											
51010	SALARIES AND WAGES	\$ 16,043,310	\$ 15,377,327	\$ 16,707,250	\$ 15,534,219	\$ 17,015,760	\$ 18,491,160	\$ 18,491,160	\$ 18,491,160	\$ 1,475,400	8.7%
51025	HOLIDAY - REGULAR	-	35	3,990	-	3,020	-	-	-	(3,020)	-100.0%
51030	OVERTIME	1,461,900	2,134,131	3,359,390	3,382,647	2,751,000	2,458,110	2,458,110	2,458,110	(292,890)	-10.6%
51080	STANDBY	38,710	10,092	54,000	8,146	41,260	45,000	45,000	45,000	3,740	9.1%
51100	INCENTIVES	1,095,720	1,075,808	1,026,040	1,225,166	1,086,930	1,183,760	1,183,760	1,183,760	96,830	8.9%
51120	LEAVE PAYOFF	135,990	150,463	75,780	209,672	146,350	154,810	154,810	154,810	8,460	5.8%
51145	MOVING ALLOWANCE	-	5,000	-	-	-	-	-	-	-	-
51150	DEPT HEAD ANNUITY	8,400	8,586	8,490	8,939	9,140	9,780	9,780	9,780	640	7.0%
51195	OTHER PAY / BENEFITS	-	(75,092)	1,080	(62,530)	1,080	3,930	3,930	3,930	2,850	263.9%
51210	FICA AND MEDICARE	1,427,100	1,388,493	1,493,810	1,476,773	1,573,180	1,681,040	1,681,040	1,681,040	107,860	6.9%
51221	WORKERS' COMP PREMIUM	508,810	508,810	-	-	377,250	370,350	370,350	370,350	(6,900)	-1.8%
51222	WORKERS' COMP STATE ASSMT	5,310	4,863	5,320	4,637	5,290	5,290	5,290	5,290	-	-
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	103,510	105,830	105,830	105,830	2,320	2.2%
51240	EMPLOYER - RETIREMENT PERS	4,379,210	4,375,488	4,556,090	4,696,412	4,742,070	5,080,750	5,080,750	5,080,750	338,680	7.1%
51243	PERS UNFUNDED LIABILITY	969,890	969,890	1,004,090	1,004,090	1,033,660	1,088,710	1,088,710	1,088,710	55,050	5.3%
51245	EMPLOYER - PERS PICKUP	1,127,040	1,116,074	1,178,100	1,204,472	1,242,200	1,340,560	1,340,560	1,340,560	98,360	7.9%
51246	EMPLR - PERS IAP OPTION	-	-	-	387,672	391,100	385,730	385,730	385,730	(5,370)	-1.4%
51250	INSURANCE - MEDICAL	3,535,490	3,366,524	3,670,650	3,430,776	3,998,700	4,215,890	4,215,890	4,215,890	217,190	5.4%
51255	INSURANCE - VISION	89,590	87,020	92,140	85,992	91,310	91,910	91,910	91,910	600	0.7%
51260	INSURANCE - DENTAL	304,180	294,737	313,400	291,647	331,890	312,240	312,240	312,240	(19,650)	-5.9%
51265	INSURANCE - LIFE	19,050	17,993	19,150	18,099	28,260	28,150	28,150	28,150	(110)	-0.4%
51270	INSURANCE - DISABILITY	2,420	2,333	2,430	2,407	2,470	2,580	2,580	2,580	110	4.5%
51275	OTHER HEALTH BENEFITS	182,530	170,480	182,540	178,998	218,370	327,310	327,310	327,310	108,940	49.9%
51310	PHYSICAL EXAMINATIONS	-	7,894	-	97,936	33,200	99,620	99,620	99,620	66,420	200.1%
	Total Personal Services	\$ 31,334,650	\$ 30,996,948	\$ 33,753,740	\$ 33,186,169	\$ 35,227,000	\$ 37,482,510	\$ 37,482,510	\$ 37,482,510	\$ 2,255,510	6.4%
52110	SUBSCRIPTIONS AND BOOKS	\$ 14,310	\$ 3,330	\$ 12,750	\$ 2,437	\$ 13,400	\$ 13,120	\$ 13,120	\$ 13,120	\$ (280)	-2.1%
52120	MAIL	1,490	1,236	1,500	954	1,400	1,300	1,300	1,300	(100)	-7.1%
52130	SUPPLIES	67,730	56,769	51,700	55,145	61,700	66,500	66,500	66,500	4,800	7.8%
52140	PRINTING AND DUPLICATION	1,000	-	-	-	-	-	-	-	-	-
52320	ADVERTISING	-	-	1,000	-	500	100	100	100	(400)	-80.0%
52340	EMPLOYEE RECOGNITION	3,400	1,014	3,400	347	5,400	1,900	1,900	1,900	(3,500)	-64.8%
52360	RECRUITMENT FEES	14,000	20,988	15,500	14,083	10,500	17,500	17,500	17,500	7,000	66.7%
52405	TELEPHONE - OFFICE	37,720	39,402	31,960	36,272	34,070	41,220	41,220	41,220	7,150	21.0%
52410	TELEPHONE - CELLULAR	25,420	28,116	26,300	21,026	26,800	27,880	27,880	27,880	1,080	4.0%
52430	PAGERS	-	212	-	-	-	-	-	-	-	-
52460	COMMUNICATION - OTHER	58,240	61,017	58,790	61,533	52,760	52,760	52,760	52,760	-	-
52510	TRAINING	84,200	30,920	78,500	46,740	72,900	88,170	88,170	88,170	15,270	20.9%
52540	MEALS	750	2,638	780	1,690	500	1,750	1,750	1,750	1,250	250.0%
52550	MILEAGE	500	48	600	-	500	100	100	100	(400)	-80.0%
52650	LEGAL / COURT SERVICES	-	25	-	-	-	-	-	-	-	-
52660	TEMP EMPLOYMENT SERVICES	-	30	-	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	145,120	196,771	141,710	100,010	164,470	170,200	170,200	170,200	5,730	3.5%
52710	MEMBERSHIP DUES	2,350	2,794	2,630	1,606	3,090	3,090	3,090	3,090	-	-

City of Salem Budget
General Fund - Fire
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
52720	LICENSES / CERTIFICATIONS	700	5,664	900	4,657	900	900	900	900	-	-
52740	PERMITS	-	138	-	138	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	28,910	23,091	18,800	47,468	17,820	21,600	21,600	21,600	3,780	21.2%
52820	SMALL EQUIPMENT AND SUPPLIES	232,280	184,098	285,020	248,569	251,160	526,300	526,300	541,410	290,250	115.6%
52830	COMPUTER SOFTWARE AND LICENSES	93,550	85,837	112,600	127,417	138,200	100,240	100,240	100,240	(37,960)	-27.5%
52840	AUTOMOTIVE PARTS	-	-	-	148	-	-	-	-	-	-
52850	TIRES AND TUBES	-	21	-	-	-	-	-	-	-	-
52910	DIESEL FUEL	138,000	95,452	140,000	76,447	110,000	151,800	151,800	151,800	41,800	38.0%
52930	GASOLINE	21,360	13,555	21,350	8,171	21,420	29,240	29,240	29,240	7,820	36.5%
52940	LP / CNG GAS	-	52	-	20	-	-	-	-	-	-
53210	INSURANCE	-	25,266	-	31,931	-	-	-	-	-	-
53211	LIABILITY INSURANCE	150,950	150,950	143,840	143,840	159,050	178,320	178,320	178,320	19,270	12.1%
53310	VEHICLE MAINTENANCE	322,990	479,366	366,160	312,277	407,900	395,810	395,810	395,810	(12,090)	-3.0%
53320	EQUIPMENT MAINTENANCE	21,470	19,794	24,350	16,358	24,350	17,350	17,350	17,350	(7,000)	-28.7%
53370	HYDRANT REPAIRS	2,100	960	1,750	190	1,750	1,750	1,750	1,750	-	-
53375	CHEMICALS	500	-	500	-	500	500	500	500	-	-
53380	OTHER MAINTENANCE AND REPAIRS	500	-	500	-	500	500	500	500	-	-
53510	BUILDING RENTAL	17,150	15,721	19,000	8,760	-	-	-	-	-	-
53530	OUTSIDE RENTAL	1,000	-	1,000	-	1,000	7,200	7,200	7,200	6,200	620.0%
53610	GAS	27,050	20,902	27,200	23,735	27,000	27,250	27,250	27,250	250	0.9%
53620	ELECTRIC	115,500	109,948	115,500	116,089	115,000	115,500	115,500	115,500	500	0.4%
53650	REFUSE DISPOSAL	9,830	13,566	10,730	12,609	10,700	10,800	10,800	10,800	100	0.9%
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	80,300	59,579	97,440	53,501	87,910	84,510	84,510	84,510	(3,400)	-3.9%
53734	SAFETY CLOTHING AND EQUIPMENT	320,900	161,037	291,900	255,211	286,590	270,110	270,110	390,220	103,630	36.2%
53740	CLOTHING - CLEANING CHARGES	1,500	-	1,500	-	1,500	1,500	1,500	1,500	-	-
53768	DIRECT BANKING FEES	260	118	260	62	250	260	260	260	10	4.0%
53769	CARD PROCESSING FEES	6,500	8,347	7,000	6,428	8,000	10,000	10,000	10,000	2,000	25.0%
53770	BAD DEBT - WRITE OFF	-	88	-	250	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	19,000	12,708	19,000	23,383	20,000	20,000	20,000	20,000	-	-
53813	INTRA CITY - BUDGETED TRANSFERS	1,665,070	1,665,070	1,790,180	1,790,180	1,923,510	2,017,290	2,017,290	2,017,290	93,780	4.9%
53830	RADIO	533,640	533,640	521,270	521,270	509,270	537,830	537,830	537,830	28,560	5.6%
53840	MOTOR POOL RENTAL	416,210	416,031	482,330	482,327	487,610	609,260	609,260	609,260	121,650	24.9%
53841	EQUIPMENT REPLACEMENT CHARGE	-	-	1,500	1,500	-	-	-	-	-	-
53851	COPY	4,620	1,965	3,090	6,090	4,630	5,500	5,500	5,500	870	18.8%
53853	PRINTING	-	-	-	-	-	11,500	11,500	11,500	11,500	-
53854	PHOTOCOPIES	12,490	7,619	12,400	6,053	12,400	-	-	-	(12,400)	-100.0%
53860	BUILDING SERVICES	8,840	4,673	5,000	5,932	5,100	5,000	5,000	5,000	(100)	-2.0%
Total Materials and Services		\$ 4,709,400	\$ 4,560,563	\$ 4,949,190	\$ 4,672,852	\$ 5,082,010	\$ 5,643,410	\$ 5,643,410	\$ 5,778,630	\$ 696,620	13.7%
55130	EQUIPMENT AND MACHINERY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	-
55150	FLEET REPLACEMENT	-	-	50,000	25,756	-	-	-	-	-	-
Total Capital Outlay		\$ -	\$ -	\$ 50,000	\$ 25,756	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	-
Total Expenditures		\$ 36,044,050	\$ 35,557,511	\$ 38,752,930	\$ 37,884,776	\$ 40,309,010	\$ 43,375,920	\$ 43,375,920	\$ 43,511,140	\$ 3,202,130	7.9%

City of Salem Budget
General Fund - Enterprise Services - Facilities
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Expenditures											
51010	SALARIES AND WAGES	\$ 1,586,440	\$ 1,491,427	\$ 1,821,100	\$ 1,559,515	\$ 1,889,530	\$ 2,002,220	\$ 2,002,220	\$ 2,002,220	\$ 112,690	6.0%
51025	HOLIDAY - REGULAR	-	131	-	178	-	-	-	-	-	-
51030	OVERTIME	7,100	6,636	7,460	5,979	7,310	7,100	7,100	7,100	(210)	-2.9%
51080	STANDBY	490	-	520	146	-	-	-	-	-	-
51090	DIFFERENTIAL	18,400	17,922	18,940	22,833	25,450	25,700	25,700	25,700	250	1.0%
51100	INCENTIVES	3,820	3,890	4,080	4,091	4,300	4,920	4,920	4,920	620	14.4%
51120	LEAVE PAYOFF	7,000	22,962	10,000	16,050	10,000	4,990	4,990	4,990	(5,010)	-50.1%
51130	CAR ALLOWANCE	-	(75)	-	-	-	-	-	-	-	-
51195	OTHER PAY / BENEFITS	2,700	-	2,710	-	2,710	2,700	2,700	2,700	(10)	-0.4%
51210	FICA AND MEDICARE	124,180	115,755	142,470	120,637	148,160	156,430	156,430	156,430	8,270	5.6%
51221	WORKERS' COMP PREMIUM	13,410	13,410	-	-	17,780	18,560	18,560	18,560	780	4.4%
51222	WORKERS' COMP STATE ASSMT	810	517	810	525	810	800	800	800	(10)	-1.2%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	9,700	10,200	10,200	10,200	500	5.2%
51240	EMPLOYER - RETIREMENT PERS	338,870	319,098	374,170	307,662	386,460	393,290	393,290	393,290	6,830	1.8%
51243	PERS UNFUNDED LIABILITY	87,840	87,840	91,390	91,390	102,340	106,350	106,350	106,350	4,010	3.9%
51245	EMPLOYER - PERS PICKUP	97,410	91,789	111,740	90,196	116,190	122,700	122,700	122,700	6,510	5.6%
51250	INSURANCE - MEDICAL	464,840	462,483	621,160	490,321	665,910	615,740	615,740	615,740	(50,170)	-7.5%
51255	INSURANCE - VISION	12,510	12,505	16,140	12,680	16,120	13,780	13,780	13,780	(2,340)	-14.5%
51260	INSURANCE - DENTAL	41,280	41,389	53,880	42,326	53,980	50,590	50,590	50,590	(3,390)	-6.3%
51265	INSURANCE - LIFE	3,850	3,559	4,420	3,717	6,670	6,690	6,690	6,690	20	0.3%
51270	INSURANCE - DISABILITY	1,190	1,153	1,270	1,005	1,270	1,110	1,110	1,110	(160)	-12.6%
	Total Personal Services	\$ 2,812,140	\$ 2,692,391	\$ 3,282,260	\$ 2,769,250	\$ 3,464,690	\$ 3,543,870	\$ 3,543,870	\$ 3,543,870	\$ 79,180	2.3%
52120	MAIL	\$ 650	\$ 29	\$ 580	\$ -	\$ 560	\$ 500	\$ 500	\$ 500	\$ (60)	-10.7%
52130	SUPPLIES	77,120	86,920	94,120	70,664	94,120	94,120	94,120	94,120	-	-
52320	ADVERTISING	1,000	263	1,000	407	1,000	1,000	1,000	1,000	-	-
52360	RECRUITMENT FEES	-	-	-	273	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	6,470	5,905	3,450	5,501	3,540	4,780	4,780	4,780	1,240	35.0%
52410	TELEPHONE - CELLULAR	11,400	9,965	11,400	11,602	11,400	12,000	12,000	12,000	600	5.3%
52510	TRAINING	5,000	238	5,000	7,022	5,000	10,000	10,000	10,000	5,000	100.0%
52550	MILEAGE	4,000	2,209	3,600	1,615	3,060	-	-	-	(3,060)	-100.0%
52640	ENGINEERING / ARCHITECT SERVICES	50,430	6,442	20,000	15,336	20,000	20,000	20,000	20,000	-	-
52660	TEMP EMPLOYMENT SERVICES	40,000	56,398	10,000	59,602	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	387,200	433,310	613,770	599,508	479,500	550,500	550,500	583,060	103,560	21.6%
52720	LICENSES / CERTIFICATIONS	-	-	-	200	-	-	-	-	-	-
52740	PERMITS	3,160	1,259	3,320	2,805	2,990	2,990	2,990	2,990	-	-
52810	SMALL TOOLS	3,500	10,060	3,500	8,754	3,680	3,900	3,900	3,900	220	6.0%
52815	CONTROLLED EQUIPMENT	2,640	2,855	2,640	11,084	14,600	13,100	13,100	13,100	(1,500)	-10.3%
52820	SMALL EQUIPMENT AND SUPPLIES	-	11,288	-	15,242	-	-	-	-	-	-
52830	COMPUTER SOFTWARE AND LICENSES	22,270	20,184	20,000	20,558	21,200	21,600	21,600	21,600	400	1.9%
52910	DIESEL FUEL	-	-	-	367	-	-	-	-	-	-
52930	GASOLINE	16,000	15,854	16,000	12,655	16,000	22,300	22,300	22,300	6,300	39.4%
52950	LUBRICANTS	120	7	130	-	130	110	110	110	(20)	-15.4%
53210	INSURANCE	1,460	1,388	1,460	1,416	1,460	1,460	1,460	1,460	-	-

City of Salem Budget
General Fund - Enterprise Services - Facilities
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
53211	LIABILITY INSURANCE	44,580	44,580	103,470	103,470	134,440	196,920	196,920	196,920	62,480	46.5%
53310	VEHICLE MAINTENANCE	12,000	12,628	12,000	17,508	12,000	12,000	12,000	12,000	-	-
53320	EQUIPMENT MAINTENANCE	2,000	23	500	23	500	500	500	500	-	-
53375	CHEMICALS	2,400	4,899	2,400	-	2,400	2,400	2,400	2,400	-	-
53380	OTHER MAINTENANCE AND REPAIRS	159,660	170,308	168,690	134,096	159,660	159,660	159,660	159,660	-	-
53530	OUTSIDE RENTAL	5,500	42,654	5,500	5,611	5,500	3,500	3,500	3,500	(2,000)	-36.4%
53610	GAS	41,250	45,452	42,410	48,239	43,700	36,200	36,200	36,200	(7,500)	-17.2%
53620	ELECTRIC	337,300	266,759	337,300	217,096	322,690	225,890	225,890	225,890	(96,800)	-30.0%
53650	REFUSE DISPOSAL	18,000	19,082	18,000	15,764	19,000	29,100	29,100	29,100	10,100	53.2%
53731	CLOTHING - UNIFORMS (TAXABLE)	2,700	556	2,700	2,778	2,430	2,430	2,430	2,430	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	5,000	2,394	4,500	3,632	4,500	4,050	4,050	4,050	(450)	-10.0%
53812	INTRA CITY - DIRECT CHG (LABOR)	2,000	(683)	1,800	668	-	-	-	-	-	-
53830	RADIO	12,550	12,550	4,540	4,542	3,460	2,290	2,290	2,290	(1,170)	-33.8%
53840	MOTOR POOL RENTAL	27,420	27,325	22,610	22,610	27,690	37,570	37,570	37,570	9,880	35.7%
53841	EQUIPMENT REPLACEMENT CHARGE	60,000	60,000	50,000	50,000	64,000	32,000	32,000	32,000	(32,000)	-50.0%
53851	COPY	1,180	976	1,120	345	1,120	1,010	1,010	1,010	(110)	-9.8%
53854	PHOTOCOPIES	2,320	2,164	2,320	2,101	2,320	2,320	2,320	2,320	-	-
53855	SHOPS FACILITIES MAINTENANCE	6,680	6,680	7,300	7,300	7,880	8,200	8,200	8,200	320	4.1%
	Total Materials and Services	\$ 1,374,960	\$ 1,382,918	\$ 1,597,130	\$ 1,480,394	\$ 1,491,530	\$ 1,514,400	\$ 1,514,400	\$ 1,546,960	\$ 55,430	3.7%
55130	EQUIPMENT AND MACHINERY	\$ -	\$ -	\$ 60,000	\$ 52,887	\$ 10,000	\$ 10,300	\$ 10,300	\$ 51,300	\$ 41,300	413.0%
	Total Capital Outlay	\$ -	\$ -	\$ 60,000	\$ 52,887	\$ 10,000	\$ 10,300	\$ 10,300	\$ 51,300	\$ 41,300	413.0%
62110	TRANSFERS TO OTHER FUNDS	\$ 110,860	\$ 110,860	\$ 113,000	\$ 113,000	\$ 115,260	\$ 121,150	\$ 121,150	\$ 121,150	\$ 5,890	5.1%
	Total Interfund Transfers	\$ 110,860	\$ 110,860	\$ 113,000	\$ 113,000	\$ 115,260	\$ 121,150	\$ 121,150	\$ 121,150	\$ 5,890	5.1%
	Total Expenditures	\$ 4,297,960	\$ 4,186,170	\$ 5,052,390	\$ 4,415,531	\$ 5,081,480	\$ 5,189,720	\$ 5,189,720	\$ 5,263,280	\$ 181,800	3.6%

City of Salem Budget
General Fund - Enterprise Services - Human Resources
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Expenditures											
51010	SALARIES AND WAGES	\$ 794,360	\$ 778,384	\$ 871,090	\$ 823,387	\$ 951,500	\$ 1,400,330	\$ 1,400,330	\$ 1,400,330	\$ 448,830	47.2%
51030	OVERTIME	1,500	615	1,340	296	1,490	1,320	1,320	1,320	(170)	-11.4%
51100	INCENTIVES	3,400	3,392	9,310	3,599	3,830	3,990	3,990	3,990	160	4.2%
51120	LEAVE PAYOFF	-	4,445	-	28,410	10,020	2,010	2,010	2,010	(8,010)	-79.9%
51130	CAR ALLOWANCE	1,130	1,144	1,130	487	1,130	-	-	-	(1,130)	-100.0%
51135	CELL PHONE ALLOWANCE	-	-	-	270	-	480	480	480	480	-
51150	DEPT HEAD ANNUITY	7,780	7,816	7,920	4,694	-	-	-	-	-	-
51195	OTHER PAY / BENEFITS	-	-	-	31,456	2,720	2,720	2,720	2,720	-	-
51210	FICA AND MEDICARE	59,840	57,943	65,980	65,742	74,050	107,700	107,700	107,700	33,650	45.4%
51221	WORKERS' COMP PREMIUM	6,210	6,210	-	-	6,850	7,780	7,780	7,780	930	13.6%
51222	WORKERS' COMP STATE ASSMT	270	189	270	194	260	280	280	280	20	7.7%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	4,800	7,000	7,000	7,000	2,200	45.8%
51240	EMPLOYER - RETIREMENT PERS	163,330	158,441	177,770	169,882	181,350	263,380	263,380	263,380	82,030	45.2%
51243	PERS UNFUNDED LIABILITY	43,530	43,530	45,630	45,630	48,860	53,430	53,430	53,430	4,570	9.4%
51245	EMPLOYER - PERS PICKUP	48,490	46,289	53,430	51,679	58,080	84,520	84,520	84,520	26,440	45.5%
51250	INSURANCE - MEDICAL	173,110	154,543	181,270	175,431	211,670	292,030	292,030	292,030	80,360	38.0%
51255	INSURANCE - VISION	4,570	4,075	4,670	4,484	5,290	6,960	6,960	6,960	1,670	31.6%
51260	INSURANCE - DENTAL	15,130	13,292	15,560	14,860	17,670	22,920	22,920	22,920	5,250	29.7%
51265	INSURANCE - LIFE	2,090	1,860	2,320	1,954	3,630	5,250	5,250	5,250	1,620	44.6%
51270	INSURANCE - DISABILITY	2,140	2,080	2,350	2,250	2,630	3,830	3,830	3,830	1,200	45.6%
Total Personal Services		\$ 1,326,880	\$ 1,284,248	\$ 1,440,040	\$ 1,424,705	\$ 1,585,830	\$ 2,265,930	\$ 2,265,930	\$ 2,265,930	\$ 680,100	42.9%
52110	SUBSCRIPTIONS AND BOOKS	\$ 800	\$ -	\$ 800	\$ 20	\$ 800	\$ 1,810	\$ 1,810	\$ 1,810	\$ 1,010	126.3%
52120	MAIL	1,470	2,090	1,540	1,663	1,470	3,360	3,360	3,360	1,890	128.6%
52130	SUPPLIES	10,650	2,790	9,660	2,229	9,660	8,780	8,780	8,780	(880)	-9.1%
52150	RECORDING FEES	-	-	-	(975)	-	50	50	50	50	-
52360	RECRUITMENT FEES	5,000	8,475	5,000	5,723	5,000	1,000	1,000	1,000	(4,000)	-80.0%
52405	TELEPHONE - OFFICE	3,940	3,935	3,920	3,395	3,570	4,790	4,790	4,790	1,220	34.2%
52410	TELEPHONE - CELLULAR	2,100	5,693	3,080	4,402	4,140	4,140	4,140	4,140	-	-
52510	TRAINING	35,000	15,942	39,000	72,368	115,590	102,280	102,280	102,280	(13,310)	-11.5%
52530	LODGING	-	70	-	-	-	-	-	-	-	-
52540	MEALS	-	284	-	751	-	-	-	-	-	-
52550	MILEAGE	600	45	560	-	-	-	-	-	-	-
52650	LEGAL / COURT SERVICES	-	-	-	-	-	47,240	47,240	47,240	47,240	-
52670	OTHER PROFESSIONAL SERVICES	72,240	42,684	72,240	50,986	210,010	110,120	110,120	119,020	(90,990)	-43.3%
52710	MEMBERSHIP DUES	1,330	696	1,330	717	1,330	6,660	6,660	6,660	5,330	400.8%
52815	CONTROLLED EQUIPMENT	-	-	2,640	12,150	7,100	8,340	8,340	8,340	1,240	17.5%
52830	COMPUTER SOFTWARE AND LICENSES	102,100	56,273	93,000	96,991	93,000	88,470	88,470	88,470	(4,530)	-4.9%
53211	LIABILITY INSURANCE	3,150	3,150	3,150	3,150	3,320	4,050	4,050	4,050	730	22.0%
53530	OUTSIDE RENTAL	840	560	840	210	840	-	-	-	(840)	-100.0%
53851	COPY	3,920	1,241	3,920	140	3,920	2,100	2,100	2,100	(1,820)	-46.4%
53852	MICROFILM	-	-	-	1,323	-	3,000	3,000	3,000	3,000	-
53854	PHOTOCOPIES	10,200	14,072	8,820	9,500	8,770	4,890	4,890	4,890	(3,880)	-44.2%
Total Materials and Services		\$ 253,340	\$ 158,000	\$ 249,500	\$ 264,741	\$ 468,520	\$ 401,080	\$ 401,080	\$ 409,980	\$ (58,540)	-12.5%
Total Expenditures		\$ 1,580,220	\$ 1,442,248	\$ 1,689,540	\$ 1,689,446	\$ 2,054,350	\$ 2,667,010	\$ 2,667,010	\$ 2,675,910	\$ 621,560	30.3%

City of Salem Budget
General Fund - Enterprise Services - Information Technology
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Expenditures											
51010	SALARIES AND WAGES	\$ 4,461,730	\$ 4,434,304	\$ 5,094,290	\$ 4,695,312	\$ 5,305,600	\$ 5,711,880	\$ 5,711,880	\$ 5,711,880	\$ 406,280	7.7%
51020	SEASONAL AND RELIEF	155,130	86,026	97,800	56,891	100,130	112,400	112,400	112,400	12,270	12.3%
51030	OVERTIME	2,450	4,963	2,540	2,436	3,300	3,400	3,400	3,400	100	3.0%
51120	LEAVE PAYOFF	7,910	24,831	41,690	30,456	38,400	42,610	42,610	42,610	4,210	11.0%
51130	CAR ALLOWANCE	2,200	2,254	2,220	2,229	2,230	2,190	2,190	2,190	(40)	-1.8%
51150	DEPT HEAD ANNUITY	7,860	7,875	7,950	8,253	8,550	9,780	9,780	9,780	1,230	14.4%
51195	OTHER PAY / BENEFITS	16,690	-	18,860	-	13,010	22,350	22,350	22,350	9,340	71.8%
51210	FICA AND MEDICARE	352,600	339,926	398,800	358,728	415,090	445,560	445,560	445,560	30,470	7.3%
51221	WORKERS' COMP PREMIUM	32,840	32,840	-	-	26,110	28,850	28,850	28,850	2,740	10.5%
51222	WORKERS' COMP STATE ASSMT	1,480	1,051	1,580	1,012	1,580	1,580	1,580	1,580	-	-
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	26,780	29,420	29,420	29,420	2,640	9.9%
51240	EMPLOYER - RETIREMENT PERS	884,070	856,792	1,000,750	873,091	1,039,880	1,107,930	1,107,930	1,107,930	68,050	6.5%
51243	PERS UNFUNDED LIABILITY	252,910	252,910	254,070	254,070	285,300	297,670	297,670	297,670	12,370	4.3%
51245	EMPLOYER - PERS PICKUP	274,440	259,175	314,790	264,409	327,480	346,130	346,130	346,130	18,650	5.7%
51250	INSURANCE - MEDICAL	811,280	764,723	938,580	846,166	1,007,900	1,068,540	1,068,540	1,068,540	60,640	6.0%
51255	INSURANCE - VISION	19,890	18,910	22,970	20,926	24,600	25,950	25,950	25,950	1,350	5.5%
51260	INSURANCE - DENTAL	68,910	65,320	81,050	71,559	84,780	86,750	86,750	86,750	1,970	2.3%
51265	INSURANCE - LIFE	6,620	6,904	7,610	6,952	11,620	11,850	11,850	11,850	230	2.0%
51270	INSURANCE - DISABILITY	1,540	1,590	1,780	1,746	2,100	2,170	2,170	2,170	70	3.3%
	Total Personal Services	\$ 7,360,550	\$ 7,160,394	\$ 8,287,330	\$ 7,494,236	\$ 8,724,440	\$ 9,357,010	\$ 9,357,010	\$ 9,357,010	\$ 632,570	7.3%
52110	SUBSCRIPTIONS AND BOOKS	\$ 20,510	\$ 16,381	\$ 18,670	\$ 16,224	\$ 16,500	\$ 17,300	\$ 17,300	\$ 17,300	\$ 800	4.8%
52120	MAIL	100	94	100	240	100	250	250	250	150	150.0%
52130	SUPPLIES	6,500	6,570	6,500	3,836	4,550	2,460	2,460	2,460	(2,090)	-45.9%
52320	ADVERTISING	-	-	-	424	-	-	-	-	-	-
52340	EMPLOYEE RECOGNITION	-	840	-	12	-	200	200	200	200	-
52360	RECRUITMENT FEES	-	195	-	400	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	20,280	21,424	19,560	18,702	19,540	20,040	20,040	20,040	500	2.6%
52410	TELEPHONE - CELLULAR	7,800	10,024	9,840	10,743	10,140	10,360	10,360	10,360	220	2.2%
52460	COMMUNICATION - OTHER	11,880	31,652	41,760	32,952	40,670	45,950	45,950	45,950	5,280	13.0%
52510	TRAINING	-	37,817	9,440	25,694	20,950	31,490	31,490	31,490	10,540	50.3%
52520	TRAVEL	-	417	1,410	169	-	-	-	-	-	-
52540	MEALS	-	619	-	-	-	-	-	-	-	-
52550	MILEAGE	1,920	1,403	1,920	285	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	124,480	136,552	170,480	229,056	138,590	84,760	84,760	100,560	(38,030)	-27.4%
52815	CONTROLLED EQUIPMENT	36,300	53,416	44,990	47,332	87,590	87,170	87,170	106,790	19,200	21.9%
52820	SMALL EQUIPMENT AND SUPPLIES	-	839	-	-	-	-	-	-	-	-
52830	COMPUTER SOFTWARE AND LICENSES	971,050	1,066,911	894,870	1,156,144	1,159,860	1,360,960	1,360,960	1,360,960	201,100	17.3%
52865	OTHER TECHNICAL SUPPLIES	7,000	9,514	7,000	9,916	8,540	8,740	8,740	8,740	200	2.3%
52910	DIESEL FUEL	350	-	350	-	-	-	-	-	-	-
52930	GASOLINE	500	377	500	244	230	430	430	430	200	87.0%
53211	LIABILITY INSURANCE	21,510	21,510	20,770	20,770	21,750	24,560	24,560	24,560	2,810	12.9%
53310	VEHICLE MAINTENANCE	200	-	200	153	150	150	150	150	-	-
53320	EQUIPMENT MAINTENANCE	78,640	128,526	95,330	53,194	109,110	31,780	31,780	31,780	(77,330)	-70.9%

City of Salem Budget
General Fund - Enterprise Services - Information Technology
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
53510	BUILDING RENTAL	28,720	29,713	31,860	30,684	34,230	35,260	35,260	35,260	1,030	3.0%
53610	GAS	700	1,341	700	2,231	700	2,280	2,280	2,280	1,580	225.7%
53620	ELECTRIC	75,000	64,007	75,000	57,625	58,670	69,700	69,700	69,700	11,030	18.8%
53734	SAFETY CLOTHING AND EQUIPMENT	-	-	-	172	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	1,600	-	1,600	-	1,600	1,190	1,190	1,190	(410)	-25.6%
53768	DIRECT BANKING FEES	-	42	-	64	-	-	-	-	-	-
53769	CARD PROCESSING FEES	-	1,125	-	1,027	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	-	(916)	-	-	-	-	-	-	-	-
53840	MOTOR POOL RENTAL	230	230	270	270	280	490	490	490	210	75.0%
53851	COPY	300	128	540	94	200	200	200	200	-	-
53854	PHOTOCOPIES	1,560	1,365	1,560	388	470	470	470	470	-	-
	Total Materials and Services	\$ 1,417,130	\$ 1,642,117	\$ 1,455,220	\$ 1,719,043	\$ 1,734,420	\$ 1,836,190	\$ 1,836,190	\$ 1,871,610	\$ 137,190	7.9%
55130	EQUIPMENT AND MACHINERY	\$ 170,660	\$ 76,896	\$ 158,610	\$ 235,861	\$ 148,270	\$ 318,490	\$ 318,490	\$ 355,430	\$ 207,160	139.7%
	Total Capital Outlay	\$ 170,660	\$ 76,896	\$ 158,610	\$ 235,861	\$ 148,270	\$ 318,490	\$ 318,490	\$ 355,430	\$ 207,160	139.7%
	Total Expenditures	\$ 8,948,340	\$ 8,879,406	\$ 9,901,160	\$ 9,449,140	\$ 10,607,130	\$ 11,511,690	\$ 11,511,690	\$ 11,584,050	\$ 976,920	9.2%

City of Salem Budget
General Fund - Enterprise Services - Customer Service Center
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Expenditures											
51010	SALARIES AND WAGES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 495,870	\$ 495,870	\$ 495,870	\$ 495,870	-
51100	INCENTIVES	-	-	-	-	-	9,020	9,020	9,020	9,020	-
51120	LEAVE PAYOFF	-	-	-	-	-	2,500	2,500	2,500	2,500	-
51210	FICA AND MEDICARE	-	-	-	-	-	38,810	38,810	38,810	38,810	-
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	-	2,490	2,490	2,490	2,490	-
51240	EMPLOYER - RETIREMENT PERS	-	-	-	-	-	88,290	88,290	88,290	88,290	-
51245	EMPLOYER - PERS PICKUP	-	-	-	-	-	30,440	30,440	30,440	30,440	-
51250	INSURANCE - MEDICAL	-	-	-	-	-	134,800	134,800	134,800	134,800	-
51255	INSURANCE - VISION	-	-	-	-	-	3,260	3,260	3,260	3,260	-
51260	INSURANCE - DENTAL	-	-	-	-	-	10,700	10,700	10,700	10,700	-
51265	INSURANCE - LIFE	-	-	-	-	-	1,620	1,620	1,620	1,620	-
51270	INSURANCE - DISABILITY	-	-	-	-	-	230	230	230	230	-
	Total Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 818,030	\$ 818,030	\$ 818,030	\$ 818,030	-
52120	MAIL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	-
52130	SUPPLIES	-	-	-	-	-	3,360	3,360	3,360	3,360	-
52405	TELEPHONE - OFFICE	-	-	-	-	-	3,860	3,860	3,860	3,860	-
52410	TELEPHONE - CELLULAR	-	-	-	-	-	460	460	460	460	-
52550	MILEAGE	-	-	-	-	-	1,140	1,140	1,140	1,140	-
52670	OTHER PROFESSIONAL SERVICES	-	-	-	-	-	6,770	6,770	6,770	6,770	-
52815	CONTROLLED EQUIPMENT	-	-	-	-	-	37,300	37,300	37,300	37,300	-
52830	COMPUTER SOFTWARE AND LICENSES	-	-	-	-	-	26,600	26,600	26,600	26,600	-
53320	EQUIPMENT MAINTENANCE	-	-	-	-	-	1,130	1,130	1,130	1,130	-
53734	SAFETY CLOTHING AND EQUIPMENT	-	-	-	-	-	2,000	2,000	2,000	2,000	-
53740	CLOTHING - CLEANING CHARGES	-	-	-	-	-	1,600	1,600	1,600	1,600	-
53767	BANKING AND INVESTMENT FEES	-	-	-	-	-	2,500	2,500	2,500	2,500	-
53851	COPY	-	-	-	-	-	1,600	1,600	1,600	1,600	-
53854	PHOTOCOPIES	-	-	-	-	-	800	800	800	800	-
	Total Materials and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 91,120	\$ 91,120	\$ 91,120	\$ 91,120	-
	Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 909,150	\$ 909,150	\$ 909,150	\$ 909,150	-

City of Salem Budget
General Fund - Legal
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Expenditures											
51010	SALARIES AND WAGES	\$ 1,417,680	\$ 1,441,553	\$ 1,523,420	\$ 1,416,525	\$ 1,552,660	\$ 1,659,790	\$ 1,659,790	\$ 1,659,790	\$ 107,130	6.9%
51020	SEASONAL AND RELIEF	18,780	76	-	-	-	-	-	-	-	-
51030	OVERTIME	3,990	156	4,000	(64)	4,000	4,000	4,000	4,000	-	-
51100	INCENTIVES	3,380	3,294	3,540	3,545	3,760	3,990	3,990	3,990	230	6.1%
51120	LEAVE PAYOFF	-	3,726	-	17,788	23,000	2,010	2,010	2,010	(20,990)	-91.3%
51130	CAR ALLOWANCE	2,240	3,363	3,310	3,354	3,310	3,280	3,280	3,280	(30)	-0.9%
51150	DEPT HEAD ANNUITY	8,940	8,820	9,000	9,180	9,670	10,000	10,000	10,000	330	3.4%
51195	OTHER PAY / BENEFITS	5,710	-	9,000	-	9,600	7,990	7,990	7,990	(1,610)	-16.8%
51210	FICA AND MEDICARE	107,210	106,364	113,030	104,873	117,550	122,600	122,600	122,600	5,050	4.3%
51221	WORKERS' COMP PREMIUM	10,280	10,280	-	-	7,640	8,210	8,210	8,210	570	7.5%
51222	WORKERS' COMP STATE ASSMT	440	293	440	260	450	440	440	440	(10)	-2.2%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	8,000	8,390	8,390	8,390	390	4.9%
51240	EMPLOYER - RETIREMENT PERS	281,540	290,947	312,910	299,117	334,850	345,290	345,290	345,290	10,440	3.1%
51243	PERS UNFUNDED LIABILITY	79,820	79,820	81,550	81,550	85,490	87,260	87,260	87,260	1,770	2.1%
51245	EMPLOYER - PERS PICKUP	86,170	84,896	92,600	85,049	95,780	100,970	100,970	100,970	5,190	5.4%
51250	INSURANCE - MEDICAL	253,370	222,042	222,610	209,423	246,240	233,750	233,750	233,750	(12,490)	-5.1%
51255	INSURANCE - VISION	6,730	5,813	5,910	5,361	6,340	5,720	5,720	5,720	(620)	-9.8%
51260	INSURANCE - DENTAL	20,900	18,537	19,250	17,230	20,870	18,380	18,380	18,380	(2,490)	-11.9%
51265	INSURANCE - LIFE	2,470	3,418	3,510	3,333	3,950	3,140	3,140	3,140	(810)	-20.5%
51270	INSURANCE - DISABILITY	2,840	3,557	3,630	3,423	3,630	3,810	3,810	3,810	180	5.0%
	Total Personal Services	\$ 2,312,490	\$ 2,286,955	\$ 2,407,710	\$ 2,259,946	\$ 2,536,790	\$ 2,629,020	\$ 2,629,020	\$ 2,629,020	\$ 92,230	3.6%
52110	SUBSCRIPTIONS AND BOOKS	\$ 15,000	\$ 12,569	\$ 12,230	\$ 12,008	\$ 13,480	\$ 12,500	\$ 12,500	\$ 12,500	\$ (980)	-7.3%
52120	MAIL	2,000	1,915	2,000	1,005	2,000	2,000	2,000	2,000	-	-
52130	SUPPLIES	8,000	1,946	8,000	3,133	10,000	10,000	10,000	10,000	-	-
52360	RECRUITMENT FEES	-	-	-	7,369	5,000	5,000	5,000	5,000	-	-
52405	TELEPHONE - OFFICE	6,080	6,060	5,370	5,285	5,530	6,650	6,650	6,650	1,120	20.3%
52510	TRAINING	16,850	7,488	14,350	2,590	14,100	14,100	14,100	14,100	-	-
52540	MEALS	-	21	-	-	-	-	-	-	-	-
52550	MILEAGE	100	36	-	-	-	-	-	-	-	-
52650	LEGAL / COURT SERVICES	700	806	750	8,242	7,250	7,250	7,250	7,250	-	-
52670	OTHER PROFESSIONAL SERVICES	9,500	19,529	15,590	5,395	18,000	18,000	18,000	18,000	-	-
52710	MEMBERSHIP DUES	1,580	1,818	1,870	1,620	2,020	1,850	1,850	1,850	(170)	-8.4%
52720	LICENSES / CERTIFICATIONS	4,610	5,190	4,980	4,823	6,080	6,040	6,040	6,040	(40)	-0.7%
52815	CONTROLLED EQUIPMENT	6,500	6,277	8,100	8,977	9,500	4,600	4,600	4,600	(4,900)	-51.6%
52830	COMPUTER SOFTWARE AND LICENSES	44,470	41,974	43,990	42,581	193,100	194,310	194,310	194,310	1,210	0.6%
53211	LIABILITY INSURANCE	5,860	5,860	5,750	5,750	5,770	6,620	6,620	6,620	850	14.7%
53510	BUILDING RENTAL	-	-	2,400	-	-	-	-	-	-	-
53769	CARD PROCESSING FEES	500	-	-	-	-	-	-	-	-	-
53851	COPY	9,000	3,733	7,500	473	7,000	5,000	5,000	5,000	(2,000)	-28.6%
53852	MICROFILM	-	-	-	2,507	-	-	-	-	-	-
53854	PHOTOCOPIES	4,000	2,141	3,500	953	3,000	3,000	3,000	3,000	-	-
53860	BUILDING SERVICES	-	-	-	-	-	5,350	5,350	5,350	5,350	-
	Total Materials and Services	\$ 134,750	\$ 117,365	\$ 136,380	\$ 112,712	\$ 301,830	\$ 302,270	\$ 302,270	\$ 302,270	\$ 440	0.1%
Total Expenditures		\$ 2,447,240	\$ 2,404,320	\$ 2,544,090	\$ 2,372,658	\$ 2,838,620	\$ 2,931,290	\$ 2,931,290	\$ 2,931,290	\$ 92,670	3.3%

City of Salem Budget
General Fund - Library
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Expenditures											
51010	SALARIES AND WAGES	\$ 2,382,810	\$ 2,289,759	\$ 2,633,760	\$ 2,335,501	\$ 2,706,840	\$ 2,807,890	\$ 2,807,890	\$ 2,807,890	\$ 101,050	3.7%
51020	SEASONAL AND RELIEF	261,780	65,984	65,550	(1,738)	60,790	63,860	63,860	63,860	3,070	5.1%
51025	HOLIDAY - REGULAR	-	779	-	999	-	-	-	-	-	-
51030	OVERTIME	-	769	250	-	800	830	830	830	30	3.8%
51090	DIFFERENTIAL	23,000	5,435	24,000	685	24,080	24,700	24,700	24,700	620	2.6%
51100	INCENTIVES	10,720	16,588	12,100	18,935	19,920	23,400	23,400	23,400	3,480	17.5%
51120	LEAVE PAYOFF	35,700	27,271	36,000	31,572	37,150	38,070	38,070	38,070	920	2.5%
51130	CAR ALLOWANCE	1,070	1,109	1,070	1,084	1,070	1,070	1,070	1,070	-	-
51140	CLOTHING ALLOWANCE	-	-	1,070	-	-	-	-	-	-	-
51195	OTHER PAY / BENEFITS	16,340	-	10,330	-	10,900	1,370	1,370	1,370	(9,530)	-87.4%
51210	FICA AND MEDICARE	207,720	180,853	212,200	179,865	218,070	226,420	226,420	226,420	8,350	3.8%
51221	WORKERS' COMP PREMIUM	22,580	22,580	-	-	16,240	15,050	15,050	15,050	(1,190)	-7.3%
51222	WORKERS' COMP STATE ASSMT	1,270	894	1,270	780	1,280	1,280	1,280	1,280	-	-
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	14,250	14,690	14,690	14,690	440	3.1%
51240	EMPLOYER - RETIREMENT PERS	463,250	416,159	499,660	439,460	525,670	549,470	549,470	549,470	23,800	4.5%
51243	PERS UNFUNDED LIABILITY	135,190	135,190	136,680	136,680	147,440	151,820	151,820	151,820	4,380	3.0%
51245	EMPLOYER - PERS PICKUP	147,110	131,967	162,510	141,779	167,390	173,750	173,750	173,750	6,360	3.8%
51250	INSURANCE - MEDICAL	551,020	489,493	555,980	483,321	551,010	719,610	719,610	719,610	168,600	30.6%
51255	INSURANCE - VISION	14,030	12,896	14,600	12,410	13,770	17,000	17,000	17,000	3,230	23.5%
51260	INSURANCE - DENTAL	46,860	41,096	47,230	40,013	46,250	56,010	56,010	56,010	9,760	21.1%
51265	INSURANCE - LIFE	6,050	5,687	6,930	5,490	10,270	9,580	9,580	9,580	(690)	-6.7%
51270	INSURANCE - DISABILITY	1,560	1,564	1,620	1,463	1,620	1,670	1,670	1,670	50	3.1%
	Total Personal Services	\$ 4,328,060	\$ 3,846,075	\$ 4,422,810	\$ 3,828,299	\$ 4,574,810	\$ 4,897,540	\$ 4,897,540	\$ 4,897,540	\$ 322,730	7.1%
52110	SUBSCRIPTIONS AND BOOKS	\$ 452,730	\$ 413,644	\$ 482,230	\$ 482,245	\$ 467,730	\$ 467,730	\$ 467,730	\$ 467,730	\$ -	-
52120	MAIL	2,500	1,163	2,500	210	2,500	2,500	2,500	2,500	-	-
52130	SUPPLIES	33,020	32,035	33,020	71,944	83,510	56,580	56,580	56,580	(26,930)	-32.2%
52320	ADVERTISING	1,560	-	1,560	-	1,560	1,560	1,560	1,560	-	-
52340	EMPLOYEE RECOGNITION	490	223	500	96	500	500	500	500	-	-
52360	RECRUITMENT FEES	2,040	1,509	2,040	629	2,040	2,040	2,040	2,040	-	-
52405	TELEPHONE - OFFICE	16,680	17,070	15,090	15,597	16,590	19,540	19,540	19,540	2,950	17.8%
52410	TELEPHONE - CELLULAR	4,560	5,339	6,000	6,436	6,000	7,000	7,000	7,000	1,000	16.7%
52460	COMMUNICATION - OTHER	3,000	3,700	5,000	2,999	5,000	5,000	5,000	5,000	-	-
52510	TRAINING	22,620	11,417	25,850	8,876	25,850	25,860	25,860	25,860	10	0.0%
52540	MEALS	650	604	650	-	650	650	650	650	-	-
52550	MILEAGE	1,560	871	1,560	77	1,560	1,560	1,560	1,560	-	-
52670	OTHER PROFESSIONAL SERVICES	26,550	15,485	90,300	31,210	158,060	15,300	15,300	110,120	(47,940)	-30.3%
52710	MEMBERSHIP DUES	2,040	575	2,040	555	2,040	3,740	3,740	3,740	1,700	83.3%
52740	PERMITS	-	231	-	-	-	-	-	-	-	-
52810	SMALL TOOLS	-	2,111	-	-	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	25,470	24,242	31,250	46,177	36,820	36,820	36,820	41,130	4,310	11.7%
52820	SMALL EQUIPMENT AND SUPPLIES	16,500	17,659	30,880	69,194	204,370	15,410	15,410	15,410	(188,960)	-92.5%
52830	COMPUTER SOFTWARE AND LICENSES	12,500	5,492	12,500	14,264	15,060	15,060	15,060	15,060	-	-
52865	OTHER TECHNICAL SUPPLIES	-	237	-	-	-	-	-	-	-	-

City of Salem Budget
General Fund - Library
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
52910	DIESEL FUEL	350	219	350	-	350	350	350	350	-	-
52930	GASOLINE	350	450	350	364	350	350	350	350	-	-
53211	LIABILITY INSURANCE	14,410	14,410	13,800	13,800	12,110	14,410	14,410	14,410	2,300	19.0%
53310	VEHICLE MAINTENANCE	1,000	354	1,000	226	1,000	1,000	1,000	1,000	-	-
53320	EQUIPMENT MAINTENANCE	7,560	245	13,560	1	13,560	12,460	12,460	12,460	(1,100)	-8.1%
53380	OTHER MAINTENANCE AND REPAIRS	-	-	-	6	-	-	-	-	-	-
53520	LAND RENTAL	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	-	-
53610	GAS	31,000	29,961	18,000	53,738	18,000	31,000	31,000	31,000	13,000	72.2%
53620	ELECTRIC	6,000	6,526	21,000	4,287	21,000	24,090	24,090	24,090	3,090	14.7%
53731	CLOTHING - UNIFORMS (TAXABLE)	500	170	500	-	500	-	-	-	(500)	-100.0%
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	500	-	500	-	500	500	500	500	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	100	800	100	13	100	-	-	-	(100)	-100.0%
53767	BANKING AND INVESTMENT FEES	4,000	-	-	-	-	-	-	-	-	-
53769	CARD PROCESSING FEES	3,000	1,433	3,000	475	3,000	3,000	3,000	3,000	-	-
53830	RADIO	5,300	5,300	3,170	3,170	3,090	3,340	3,340	3,340	250	8.1%
53840	MOTOR POOL RENTAL	3,970	3,940	4,360	4,350	5,130	4,690	4,690	4,690	(440)	-8.6%
53851	COPY	4,950	2,851	4,950	-	4,950	4,950	4,950	4,950	-	-
53854	PHOTOCOPIES	11,960	9,495	12,000	2,550	12,000	6,000	6,000	6,000	(6,000)	-50.0%
53860	BUILDING SERVICES	5,000	6,123	5,000	-	5,000	5,000	5,000	5,000	-	-
	Total Materials and Services	\$ 725,420	\$ 636,885	\$ 845,610	\$ 834,488	\$ 1,131,480	\$ 788,990	\$ 788,990	\$ 975,500	\$ (155,980)	-13.8%
55130	EQUIPMENT AND MACHINERY	\$ 10,000	\$ 9,987	\$ -	\$ 4,141	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Capital Outlay	\$ 10,000	\$ 9,987	\$ -	\$ 4,141	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Expenditures	\$ 5,063,480	\$ 4,492,947	\$ 5,268,420	\$ 4,666,929	\$ 5,706,290	\$ 5,686,530	\$ 5,686,530	\$ 5,873,040	\$ 166,750	2.9%

City of Salem Budget
General Fund - Mayor and Council
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Expenditures											
52110	SUBSCRIPTIONS AND BOOKS	\$ -	\$ 34	\$ -	\$ 19	\$ -	\$ -	\$ -	\$ -	\$ -	-
52120	MAIL	800	277	500	314	500	500	500	500	-	-
52130	SUPPLIES	2,100	1,901	2,400	1,580	2,760	3,900	3,900	3,900	1,140	41.3%
52150	RECORDING FEES	600	400	400	400	400	400	400	400	-	-
52320	ADVERTISING	700	-	700	-	700	700	700	700	-	-
52405	TELEPHONE - OFFICE	1,690	1,442	1,320	1,295	1,220	1,990	1,990	1,990	770	63.1%
52410	TELEPHONE - CELLULAR	1,340	1,694	1,340	1,664	1,340	3,340	3,340	3,340	2,000	149.3%
52510	TRAINING	5,100	475	5,100	394	5,100	7,000	7,000	7,000	1,900	37.3%
52520	TRAVEL	4,500	1,763	9,000	-	8,000	80	80	80	(7,920)	-99.0%
52540	MEALS	12,000	7,744	12,140	731	12,140	13,100	13,100	13,100	960	7.9%
52550	MILEAGE	100	120	200	-	200	200	200	200	-	-
52560	REGISTRATION	-	475	-	-	-	-	-	-	-	-
52610	AUDIT SERVICES	67,980	67,729	69,610	69,687	72,000	77,040	77,040	77,040	5,040	7.0%
52670	OTHER PROFESSIONAL SERVICES	86,250	69,277	83,250	68,508	109,250	113,000	113,000	113,000	3,750	3.4%
52710	MEMBERSHIP DUES	1,870	570	1,870	570	1,870	1,870	1,870	1,870	-	-
52815	CONTROLLED EQUIPMENT	1,500	1,220	1,500	3,441	1,800	6,360	6,360	6,360	4,560	253.3%
52820	SMALL EQUIPMENT AND SUPPLIES	-	-	-	-	-	-	-	-	-	-
52830	COMPUTER SOFTWARE AND LICENSES	9,280	9,390	9,550	9,548	10,030	15,000	15,000	15,000	4,970	49.6%
53767	BANKING AND INVESTMENT FEES	-	-	-	349	-	-	-	-	-	-
53851	COPY	14,700	15,553	14,800	15,472	15,300	15,000	15,000	15,000	(300)	-2.0%
53854	PHOTOCOPIES	-	1	-	1	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	1,300	100	900	-	800	300	300	300	(500)	-62.5%
Total Materials and Services		\$ 211,810	\$ 180,165	\$ 214,580	\$ 173,973	\$ 243,410	\$ 259,780	\$ 259,780	\$ 259,780	\$ 16,370	6.7%
Total Expenditures		\$ 211,810	\$ 180,165	\$ 214,580	\$ 173,973	\$ 243,410	\$ 259,780	\$ 259,780	\$ 259,780	\$ 16,370	6.7%

City of Salem Budget
General Fund - Municipal Court
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Expenditures											
51010	SALARIES AND WAGES	\$ 869,740	\$ 835,519	\$ 907,350	\$ 874,653	\$ 927,360	\$ 971,760	\$ 971,760	\$ 971,760	\$ 44,400	4.8%
51020	SEASONAL AND RELIEF	117,780	62,223	116,020	61,286	115,520	115,520	115,520	115,520	-	-
51025	HOLIDAY - REGULAR	-	176	-	87	-	-	-	-	-	-
51030	OVERTIME	8,510	1,249	8,530	684	8,500	8,500	8,500	8,500	-	-
51100	INCENTIVES	-	-	-	-	-	1,190	1,190	1,190	1,190	-
51120	LEAVE PAYOFF	5,000	3,036	5,000	4,586	5,000	5,010	5,010	5,010	10	0.2%
51150	DEPT HEAD ANNUITY	6,240	6,296	6,420	6,488	6,420	6,620	6,620	6,620	200	3.1%
51195	OTHER PAY / BENEFITS	5,400	-	5,400	-	4,060	4,060	4,060	4,060	-	-
51210	FICA AND MEDICARE	77,060	67,297	79,660	70,862	81,300	84,800	84,800	84,800	3,500	4.3%
51221	WORKERS' COMP PREMIUM	12,620	12,620	-	-	5,430	5,830	5,830	5,830	400	7.4%
51222	WORKERS' COMP STATE ASSMT	420	310	510	294	510	510	510	510	-	-
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	5,310	5,520	5,520	5,520	210	4.0%
51240	EMPLOYER - RETIREMENT PERS	160,370	150,459	167,190	166,750	176,180	184,950	184,950	184,950	8,770	5.0%
51243	PERS UNFUNDED LIABILITY	46,600	46,600	50,370	50,370	51,280	52,480	52,480	52,480	1,200	2.3%
51245	EMPLOYER - PERS PICKUP	53,330	48,343	55,610	51,349	56,730	59,490	59,490	59,490	2,760	4.9%
51250	INSURANCE - MEDICAL	193,650	158,748	184,970	160,052	182,280	206,610	206,610	206,610	24,330	13.3%
51255	INSURANCE - VISION	4,840	3,553	4,430	3,570	4,240	4,630	4,630	4,630	390	9.2%
51260	INSURANCE - DENTAL	16,860	13,719	15,960	13,574	15,310	16,680	16,680	16,680	1,370	8.9%
51265	INSURANCE - LIFE	2,460	2,233	2,480	2,217	3,690	3,700	3,700	3,700	10	0.3%
51270	INSURANCE - DISABILITY	590	634	630	643	630	680	680	680	50	7.9%
	Total Personal Services	\$ 1,581,470	\$ 1,413,016	\$ 1,610,530	\$ 1,467,466	\$ 1,649,750	\$ 1,738,540	\$ 1,738,540	\$ 1,738,540	\$ 88,790	5.4%
52110	SUBSCRIPTIONS AND BOOKS	\$ 1,500	\$ 689	\$ 1,500	\$ 317	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	-
52120	MAIL	13,860	14,868	14,170	15,345	14,170	14,170	14,170	14,170	-	-
52130	SUPPLIES	8,000	12,472	9,040	12,924	9,040	9,040	9,040	9,040	-	-
52340	EMPLOYEE RECOGNITION	-	-	-	26	-	-	-	-	-	-
52360	RECRUITMENT FEES	-	89	-	97	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	10,290	13,960	8,220	7,996	8,530	8,560	8,560	8,560	30	0.4%
52510	TRAINING	8,740	4,785	8,740	710	8,740	8,740	8,740	8,740	-	-
52650	LEGAL / COURT SERVICES	377,590	312,558	386,580	274,568	479,590	509,420	509,420	509,420	29,830	6.2%
52660	TEMP EMPLOYMENT SERVICES	-	-	-	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	60,320	38,799	60,320	1,488	90,070	60,320	60,320	64,250	(25,820)	-28.7%
52710	MEMBERSHIP DUES	1,420	847	1,420	1,497	1,420	1,420	1,420	1,420	-	-
52815	CONTROLLED EQUIPMENT	5,780	5,403	7,240	9,271	7,240	7,240	7,240	7,240	-	-
52820	SMALL EQUIPMENT AND SUPPLIES	2,160	440	2,340	4,178	2,340	2,340	2,340	2,340	-	-
52830	COMPUTER SOFTWARE AND LICENSES	49,730	33,831	36,030	39,854	36,030	36,030	36,030	36,030	-	-
53211	LIABILITY INSURANCE	4,070	4,070	3,860	3,860	3,890	4,450	4,450	4,450	560	14.4%
53320	EQUIPMENT MAINTENANCE	1,000	1,958	1,000	212	1,000	1,000	1,000	1,000	-	-
53510	BUILDING RENTAL	4,740	4,625	4,830	4,620	4,830	4,830	4,830	4,830	-	-
53650	REFUSE DISPOSAL	-	480	-	733	-	-	-	-	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	900	-	900	-	900	900	900	900	-	-
53740	CLOTHING - CLEANING CHARGES	670	-	600	-	600	600	600	600	-	-
53768	DIRECT BANKING FEES	-	138	-	-	-	-	-	-	-	-
53769	CARD PROCESSING FEES	-	-	-	3	-	-	-	-	-	-

City of Salem Budget
General Fund - Municipal Court
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
53770	BAD DEBT - WRITE OFF	-	18	-	-	-	-	-	-	-	-
53830	RADIO	-	-	-	-	1,580	1,540	1,540	1,540	(40)	-2.5%
53851	COPY	14,000	10,121	14,280	6,714	14,280	14,280	14,280	14,280	-	-
53854	PHOTOCOPIES	9,260	8,979	9,440	6,252	9,440	9,440	9,440	9,440	-	-
54850	OTHER SPECIAL PAYMENTS	-	410	-	-	-	-	-	-	-	-
	Total Materials and Services	\$ 574,030	\$ 469,540	\$ 570,510	\$ 390,665	\$ 695,190	\$ 695,820	\$ 695,820	\$ 699,750	\$ 4,560	0.7%
	Total Expenditures	\$ 2,155,500	\$ 1,882,556	\$ 2,181,040	\$ 1,858,131	\$ 2,344,940	\$ 2,434,360	\$ 2,434,360	\$ 2,438,290	\$ 93,350	4.0%

City of Salem Budget
General Fund - Non Departmental
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Expenditures											
51210	FICA AND MEDICARE	\$ -	\$ -	\$ -	\$ (10,545)	\$ -	\$ -	\$ -	\$ -	\$ -	-
51230	UNEMPLOYMENT	100,000	58,589	86,000	95,691	95,000	90,000	90,000	90,000	(5,000)	-5.3%
	Total Personal Services	\$ 100,000	\$ 58,589	\$ 86,000	\$ 85,146	\$ 95,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ (5,000)	-5.3%
52110	SUBSCRIPTIONS AND BOOKS	\$ -	\$ 5,464	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
52120	MAIL	-	19,941	-	-	-	-	-	-	-	-
52130	SUPPLIES	-	1,415	-	2,372	-	2,500	2,500	2,500	2,500	-
52150	RECORDING FEES	-	-	-	18	-	-	-	-	-	-
52320	ADVERTISING	2,150	575	2,150	589	2,500	2,500	2,500	2,500	-	-
52510	TRAINING	-	-	-	6,000	-	-	-	-	-	-
52540	MEALS	-	184	-	-	-	-	-	-	-	-
52640	ENGINEERING / ARCHITECT SERVICES	-	3,131	-	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	1,158,300	383,193	1,243,000	1,682,580	789,600	1,086,000	1,086,000	1,086,000	296,400	37.5%
52710	MEMBERSHIP DUES	138,370	141,507	147,960	147,932	152,910	164,760	164,760	164,760	11,850	7.7%
52720	LICENSES / CERTIFICATIONS	10,920	5,881	6,000	6,104	6,200	6,400	6,400	6,400	200	3.2%
52820	SMALL EQUIPMENT AND SUPPLIES	-	12,324	154,620	91,292	42,630	-	-	-	(42,630)	-100.0%
52830	COMPUTER SOFTWARE AND LICENSES	43,000	41,319	39,800	43,980	416,000	73,320	73,320	75,070	(340,930)	-82.0%
53720	TAXES AND ASSESSMENTS	-	1,213	-	1,257	1,350	1,400	1,400	1,400	50	3.7%
53763	MEDICAL - SUPPLIES	-	21,464	-	41,991	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	50,000	42,681	50,000	53,344	39,900	-	-	-	(39,900)	-100.0%
53770	BAD DEBT - WRITE OFF	-	1,150	-	15,360	3,000	3,000	3,000	3,000	-	-
53799	OTHER EXPENSES	-	(42)	-	414	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	700	-	700	7,133	700	-	-	-	(700)	-100.0%
53813	INTRA CITY - BUDGETED TRANSFERS	272,300	272,300	382,450	382,450	381,240	390,430	390,430	390,430	9,190	2.4%
53815	INTRA CITY - INTERDEPARTMENTAL BILLING	237,460	218,041	246,670	270,574	246,670	234,820	234,820	234,820	(11,850)	-4.8%
53830	RADIO	3,550	3,550	4,430	4,430	4,060	4,900	4,900	4,900	840	20.7%
53851	COPY	10,710	24,423	5,700	-	5,000	5,000	5,000	5,000	-	-
54850	OTHER SPECIAL PAYMENTS	2,496,840	1,752,007	4,355,300	2,720,762	7,472,270	2,390,600	2,390,600	2,790,600	(4,681,670)	-62.7%
	Total Materials and Services	\$ 4,424,300	\$ 2,951,720	\$ 6,638,780	\$ 5,478,583	\$ 9,564,030	\$ 4,365,630	\$ 4,365,630	\$ 4,767,380	\$ (4,796,650)	-50.2%
60120	PRINCIPAL	\$ 272,150	\$ 272,147	\$ 634,250	\$ 627,749	\$ 322,930	\$ 340,260	\$ 340,260	\$ 340,260	\$ 17,330	5.4%
60130	INTEREST	13,300	13,295	56,190	47,494	52,080	34,750	34,750	34,750	(17,330)	-33.3%
	Total Debt Service	\$ 285,450	\$ 285,442	\$ 690,440	\$ 675,243	\$ 375,010	\$ 375,010	\$ 375,010	\$ 375,010	\$ -	-
61110	CONTINGENCIES	\$ 1,823,200	\$ -	\$ 58,000	\$ -	\$ 2,660,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 340,000	12.8%
	Total Interfund Transfers	\$ 1,823,200	\$ -	\$ 58,000	\$ -	\$ 2,660,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 340,000	12.8%
62110	TRANSFERS TO OTHER FUNDS	\$ 493,650	\$ 493,650	\$ 950,000	\$ 670,000	\$ 613,990	\$ 973,250	\$ 973,250	\$ 973,250	\$ 359,260	58.5%
	Total Interfund Transfers	\$ 493,650	\$ 493,650	\$ 950,000	\$ 670,000	\$ 613,990	\$ 973,250	\$ 973,250	\$ 973,250	\$ 359,260	58.5%
	Total Expenditures	\$ 7,126,600	\$ 3,789,402	\$ 8,423,220	\$ 6,908,971	\$ 13,308,030	\$ 8,803,890	\$ 8,803,890	\$ 9,205,640	\$ (4,102,390)	-30.8%

City of Salem Budget
General Fund - Parks and Recreation
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Expenditures											
51010	SALARIES AND WAGES	\$ 2,780,780	\$ 2,645,094	\$ 2,882,650	\$ 2,772,931	\$ 3,306,510	\$ 3,701,930	\$ 3,701,930	\$ 3,701,930	\$ 395,420	12.0%
51020	SEASONAL AND RELIEF	643,070	375,882	501,080	377,447	541,980	512,970	512,970	512,970	(29,010)	-5.4%
51025	HOLIDAY - REGULAR	-	3,148	-	3,183	-	-	-	-	-	-
51030	OVERTIME	50,110	21,944	43,220	67,688	37,570	40,380	40,380	40,380	2,810	7.5%
51080	STANDBY	18,230	713	16,150	8,636	15,390	16,790	16,790	16,790	1,400	9.1%
51090	DIFFERENTIAL	770	1,224	-	488	-	-	-	-	-	-
51100	INCENTIVES	1,740	11,135	1,790	11,957	13,470	4,820	4,820	4,820	(8,650)	-64.2%
51120	LEAVE PAYOFF	12,790	20,537	12,500	15,759	11,290	11,190	11,190	11,190	(100)	-0.9%
51195	OTHER PAY / BENEFITS	-	7,656	8,110	-	5,410	4,060	4,060	4,060	(1,350)	-25.0%
51210	FICA AND MEDICARE	263,000	231,152	264,490	244,706	277,550	324,930	324,930	324,930	47,380	17.1%
51221	WORKERS' COMP PREMIUM	63,350	63,350	-	-	54,080	57,510	57,510	57,510	3,430	6.3%
51222	WORKERS' COMP STATE ASSMT	2,030	1,278	1,830	1,235	1,820	1,830	1,830	1,830	10	0.5%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	18,350	21,400	21,400	21,400	3,050	16.6%
51240	EMPLOYER - RETIREMENT PERS	604,810	497,286	580,110	548,417	634,150	716,000	716,000	716,000	81,850	12.9%
51243	PERS UNFUNDED LIABILITY	156,020	156,020	162,380	162,380	163,770	172,610	172,610	172,610	8,840	5.4%
51245	EMPLOYER - PERS PICKUP	189,240	151,957	184,870	178,075	198,150	227,620	227,620	227,620	29,470	14.9%
51250	INSURANCE - MEDICAL	867,530	782,164	837,270	803,687	913,250	1,149,550	1,149,550	1,149,550	236,300	25.9%
51255	INSURANCE - VISION	22,320	20,139	21,110	20,195	22,390	27,240	27,240	27,240	4,850	21.7%
51260	INSURANCE - DENTAL	72,580	66,446	70,630	67,126	75,350	89,440	89,440	89,440	14,090	18.7%
51265	INSURANCE - LIFE	7,310	6,487	7,760	6,855	12,060	13,420	13,420	13,420	1,360	11.3%
51270	INSURANCE - DISABILITY	2,320	2,327	2,550	2,592	2,810	3,010	3,010	3,010	200	7.1%
	Total Personal Services	\$ 5,758,000	\$ 5,065,939	\$ 5,598,500	\$ 5,293,357	\$ 6,305,350	\$ 7,096,700	\$ 7,096,700	\$ 7,096,700	\$ 791,350	12.6%
52110	SUBSCRIPTIONS AND BOOKS	\$ 950	\$ 964	\$ 1,030	\$ 3,727	\$ 1,010	\$ 3,780	\$ 3,780	\$ 3,780	\$ 2,770	274.3%
52120	MAIL	6,680	5,787	4,510	5,754	5,480	6,190	6,190	6,190	710	13.0%
52130	SUPPLIES	153,950	186,438	145,350	184,834	172,360	236,020	236,020	266,140	93,780	54.4%
52320	ADVERTISING	11,960	11,792	13,910	4,400	18,610	18,620	18,620	18,620	10	0.1%
52340	EMPLOYEE RECOGNITION	-	162	100	304	100	360	360	360	260	260.0%
52360	RECRUITMENT FEES	3,110	4,147	3,350	1,730	3,070	3,050	3,050	3,050	(20)	-0.7%
52405	TELEPHONE - OFFICE	28,290	27,655	26,970	26,653	26,710	29,280	29,280	29,280	2,570	9.6%
52410	TELEPHONE - CELLULAR	34,460	39,042	34,460	47,813	40,790	49,000	49,000	49,000	8,210	20.1%
52430	PAGERS	-	328	-	-	-	-	-	-	-	-
52460	COMMUNICATION - OTHER	2,780	2,211	2,730	2,716	2,250	2,550	2,550	2,550	300	13.3%
52510	TRAINING	31,360	11,768	18,740	8,318	20,430	31,230	31,230	31,230	10,800	52.9%
52520	TRAVEL	7,000	4,059	5,400	-	5,400	5,400	5,400	5,400	-	-
52540	MEALS	2,480	1,615	2,230	350	1,580	2,790	2,790	2,790	1,210	76.6%
52550	MILEAGE	12,040	3,337	11,450	820	4,460	2,800	2,800	2,800	(1,660)	-37.2%
52620	CONSTRUCTION CONTRACTS	-	5	-	-	-	-	-	-	-	-
52640	ENGINEERING / ARCHITECT SERVICES	-	2,333	-	2,041	-	2,500	2,500	2,500	2,500	-
52670	OTHER PROFESSIONAL SERVICES	958,460	1,345,735	3,092,620	2,865,781	2,205,600	1,521,150	1,521,150	1,537,460	(668,140)	-30.3%
52710	MEMBERSHIP DUES	4,520	2,550	3,500	3,729	3,750	5,090	5,090	5,090	1,340	35.7%
52720	LICENSES / CERTIFICATIONS	1,910	2,310	2,130	1,677	2,130	3,100	3,100	3,100	970	45.5%
52740	PERMITS	3,750	1,071	3,900	1,542	4,000	3,820	3,820	3,820	(180)	-4.5%

City of Salem Budget
General Fund - Parks and Recreation
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
52810	SMALL TOOLS	18,360	15,907	18,360	2,816	18,360	20,360	20,360	20,360	2,000	10.9%
52815	CONTROLLED EQUIPMENT	9,840	57,112	29,610	49,763	78,270	28,910	28,910	95,380	17,110	21.9%
52820	SMALL EQUIPMENT AND SUPPLIES	80,380	168,515	100,200	162,422	124,700	124,200	124,200	133,480	8,780	7.0%
52830	COMPUTER SOFTWARE AND LICENSES	3,480	21,874	12,480	5,935	15,610	15,340	15,340	15,340	(270)	-1.7%
52910	DIESEL FUEL	29,000	26,390	24,000	18,190	24,000	26,500	26,500	26,500	2,500	10.4%
52930	GASOLINE	95,140	83,453	85,140	66,136	85,600	94,500	94,500	94,500	8,900	10.4%
52940	LP / CNG GAS	-	16	-	37	-	-	-	-	-	-
52950	LUBRICANTS	250	101	250	7	250	250	250	250	-	-
53210	INSURANCE	5,520	5,503	-	5,530	5,610	5,780	5,780	5,780	170	3.0%
53211	LIABILITY INSURANCE	135,650	135,650	183,830	183,830	78,450	101,780	101,780	101,780	23,330	29.7%
53310	VEHICLE MAINTENANCE	90,000	108,049	80,000	108,030	101,000	102,500	102,500	102,500	1,500	1.5%
53320	EQUIPMENT MAINTENANCE	-	19,225	3,000	33,165	10,000	15,000	15,000	15,000	5,000	50.0%
53340	FACILITIES MAINTENANCE	-	41,699	-	-	-	-	-	-	-	-
53375	CHEMICALS	65,000	80,750	65,000	89,405	65,000	65,000	65,000	65,000	-	-
53380	OTHER MAINTENANCE AND REPAIRS	405,820	182,907	323,460	309,420	299,800	298,720	298,720	466,810	167,010	55.7%
53530	OUTSIDE RENTAL	16,000	17,523	98,600	34,737	14,000	15,110	15,110	15,110	1,110	7.9%
53610	GAS	18,700	20,046	20,500	22,109	20,500	24,580	24,580	24,580	4,080	19.9%
53620	ELECTRIC	77,580	64,525	76,720	80,351	80,560	78,460	78,460	78,460	(2,100)	-2.6%
53650	REFUSE DISPOSAL	83,760	59,866	90,070	93,144	92,170	137,170	137,170	137,170	45,000	48.8%
53731	CLOTHING - UNIFORMS (TAXABLE)	6,950	6,355	8,140	5,525	8,140	7,980	7,980	7,980	(160)	-2.0%
53734	SAFETY CLOTHING AND EQUIPMENT	30,200	30,247	20,150	29,696	20,150	35,050	35,050	35,050	14,900	73.9%
53767	BANKING AND INVESTMENT FEES	1,190	1,053	1,190	951	1,190	110	110	110	(1,080)	-90.8%
53768	DIRECT BANKING FEES	520	297	400	346	360	1,440	1,440	1,440	1,080	300.0%
53769	CARD PROCESSING FEES	10,500	8,363	9,340	4,596	10,750	10,750	10,750	10,750	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	-	9,765	-	13,946	-	-	-	-	-	-
53813	INTRA CITY - BUDGETED TRANSFERS	505,910	505,910	549,600	549,600	563,390	416,160	416,160	416,160	(147,230)	-26.1%
53815	INTRA CITY - INTERDEPARTMENTAL BILLING	18,880	18,953	23,150	656	24,310	23,150	23,150	23,150	(1,160)	-4.8%
53830	RADIO	48,250	48,250	47,290	47,290	39,860	44,510	44,510	44,510	4,650	11.7%
53840	MOTOR POOL RENTAL	300,400	301,389	320,860	323,730	301,040	288,280	288,280	288,280	(12,760)	-4.2%
53841	EQUIPMENT REPLACEMENT CHARGE	298,000	298,000	335,000	335,000	312,000	409,250	409,250	409,250	97,250	31.2%
53851	COPY	41,810	29,694	26,230	19,489	27,120	26,080	26,080	26,080	(1,040)	-3.8%
53853	PRINTING	-	257	-	-	-	-	-	-	-	-
53854	PHOTOCOPIES	8,050	7,445	8,050	4,083	8,050	8,050	8,050	8,050	-	-
53855	SHOPS FACILITIES MAINTENANCE	13,300	13,300	14,070	14,070	15,200	15,800	15,800	15,800	600	3.9%
53860	BUILDING SERVICES	8,530	3,675	-	-	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	12,000	5,800	10,000	(1,000)	10,000	10,000	10,000	10,000	-	-
Total Materials and Services		\$ 3,702,670	\$ 4,051,174	\$ 5,957,070	\$ 5,775,194	\$ 4,973,170	\$ 4,377,500	\$ 4,377,500	\$ 4,667,770	\$ (305,400)	-6.1%

City of Salem Budget
General Fund - Parks and Recreation
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
55130	EQUIPMENT AND MACHINERY	\$ -	\$ -	\$ 99,000	\$ 161,427	\$ 316,040	\$ 42,000	\$ 42,000	\$ 199,000	\$ (117,040)	-37.0%
55150	FLEET REPLACEMENT	-	-	-	69,094	-	-	-	-	-	-
	Total Capital Outlay	\$ -	\$ -	\$ 99,000	\$ 230,521	\$ 316,040	\$ 42,000	\$ 42,000	\$ 199,000	\$ (117,040)	-37.0%
62110	TRANSFERS TO OTHER FUNDS	\$ 82,500	\$ 82,500	\$ 57,500	\$ 57,500	\$ 57,500	\$ 82,500	\$ 82,500	\$ 82,500	\$ 25,000	43.5%
	Total Interfund Transfers	\$ 82,500	\$ 82,500	\$ 57,500	\$ 57,500	\$ 57,500	\$ 82,500	\$ 82,500	\$ 82,500	\$ 25,000	43.5%
	Total Expenditures	\$ 9,543,170	\$ 9,199,613	\$ 11,712,070	\$ 11,356,572	\$ 11,652,060	\$ 11,598,700	\$ 11,598,700	\$ 12,045,970	\$ 393,910	3.4%

City of Salem Budget
General Fund - Police
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Expenditures											
51010	SALARIES AND WAGES	\$ 18,940,140	\$ 17,977,079	\$ 19,674,480	\$ 18,994,887	\$ 20,741,660	\$ 21,548,610	\$ 21,548,610	\$ 21,772,130	\$ 1,030,470	5.0%
51015	PREMIUM PAY	-	-	-	561	1,000	-	-	-	(1,000)	-100.0%
51020	SEASONAL AND RELIEF	301,500	276,841	268,460	259,293	274,170	286,680	286,680	286,680	12,510	4.6%
51025	HOLIDAY - REGULAR	125,800	126,083	131,610	144,649	133,640	129,000	129,000	129,000	(4,640)	-3.5%
51030	OVERTIME	1,407,660	1,552,006	1,620,800	1,628,588	1,281,700	1,292,240	1,292,240	1,292,240	10,540	0.8%
51080	STANDBY	9,000	57,910	9,200	120,682	43,000	40,000	40,000	40,000	(3,000)	-7.0%
51090	DIFFERENTIAL	18,000	15,652	20,000	16,305	18,000	47,540	47,540	47,540	29,540	164.1%
51100	INCENTIVES	1,639,080	1,647,819	1,714,800	1,912,368	1,841,020	1,903,260	1,903,260	1,916,680	75,660	4.1%
51120	LEAVE PAYOFF	505,530	576,617	529,850	587,179	537,040	547,090	547,090	547,090	10,050	1.9%
51140	CLOTHING ALLOWANCE	35,880	23,964	36,300	24,504	25,280	25,920	25,920	25,920	640	2.5%
51150	DEPT HEAD ANNUITY	8,400	6,536	8,500	4,626	9,140	9,770	9,770	9,770	630	6.9%
51195	OTHER PAY / BENEFITS	5,400	(39,296)	8,100	(35,191)	22,140	35,640	35,640	35,640	13,500	61.0%
51210	FICA AND MEDICARE	1,749,390	1,643,007	1,819,060	1,758,374	1,880,400	1,942,230	1,942,230	1,952,990	72,590	3.9%
51221	WORKERS' COMP PREMIUM	599,400	599,400	-	-	387,430	527,860	527,860	527,860	140,430	36.2%
51222	WORKERS' COMP STATE ASSMT	7,120	5,074	7,300	5,155	7,310	7,210	7,210	7,210	(100)	-1.4%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	121,690	119,510	119,510	120,630	(1,060)	-0.9%
51240	EMPLOYER - RETIREMENT PERS	5,115,970	4,887,890	5,350,730	5,078,543	5,479,100	5,670,980	5,670,980	5,722,530	243,430	4.4%
51243	PERS UNFUNDED LIABILITY	1,112,800	1,112,800	1,154,220	1,154,220	1,192,030	1,230,370	1,230,370	1,230,370	38,340	3.2%
51245	EMPLOYER - PERS PICKUP	1,356,490	1,285,588	1,437,590	1,345,621	1,489,500	1,548,240	1,548,240	1,562,460	72,960	4.9%
51250	INSURANCE - MEDICAL	4,621,800	4,332,009	4,734,050	4,446,416	5,007,450	5,076,010	5,076,010	5,156,880	149,430	3.0%
51255	INSURANCE - VISION	120,940	114,010	121,720	111,802	121,780	119,360	119,360	121,280	(500)	-0.4%
51260	INSURANCE - DENTAL	419,190	399,641	423,790	398,273	434,540	422,380	422,380	428,870	(5,670)	-1.3%
51265	INSURANCE - LIFE	31,260	29,931	33,060	31,381	50,590	50,390	50,390	50,820	230	0.5%
51270	INSURANCE - DISABILITY	132,590	128,381	136,140	131,605	177,210	181,900	181,900	184,050	6,840	3.9%
51275	OTHER HEALTH BENEFITS	250,830	250,522	671,710	616,651	664,950	734,330	734,330	745,630	80,680	12.1%
	Total Personal Services	\$ 38,514,170	\$ 37,009,464	\$ 39,911,470	\$ 38,736,564	\$ 41,941,770	\$ 43,496,520	\$ 43,496,520	\$ 43,914,270	\$ 1,972,500	4.7%
52110	SUBSCRIPTIONS AND BOOKS	\$ 1,710	\$ 2,216	\$ 1,250	\$ 1,733	\$ 1,240	\$ 2,100	\$ 2,100	\$ 2,100	\$ 860	69.4%
52120	MAIL	26,000	26,880	26,000	23,598	26,030	26,030	26,030	26,030	-	-
52130	SUPPLIES	355,510	304,053	400,460	353,217	391,480	397,910	397,910	488,060	96,580	24.7%
52140	PRINTING AND DUPLICATION	4,000	1,670	2,000	136	2,030	1,700	1,700	1,700	(330)	-16.3%
52150	RECORDING FEES	-	-	-	103	-	-	-	-	-	-
52320	ADVERTISING	3,500	1,963	6,000	2,003	6,300	4,900	4,900	4,900	(1,400)	-22.2%
52340	EMPLOYEE RECOGNITION	5,500	5,941	5,350	9,387	5,350	6,700	6,700	6,700	1,350	25.2%
52360	RECRUITMENT FEES	23,000	31,353	24,920	39,236	23,450	31,950	31,950	31,950	8,500	36.2%
52405	TELEPHONE - OFFICE	56,760	49,858	50,000	55,981	54,000	65,530	65,530	65,530	11,530	21.4%
52410	TELEPHONE - CELLULAR	122,400	115,588	116,000	125,164	115,990	125,000	125,000	125,000	9,010	7.8%
52430	PAGERS	1,100	1,168	1,200	1,241	1,200	-	-	-	(1,200)	-100.0%
52460	COMMUNICATION - OTHER	64,470	81,322	60,250	101,759	85,810	107,490	107,490	107,490	21,680	25.3%
52510	TRAINING	309,190	187,884	333,650	132,356	290,090	303,730	303,730	303,730	13,640	4.7%
52520	TRAVEL	3,000	103	-	-	-	-	-	-	-	-
52530	LODGING	500	(29)	-	-	-	-	-	-	-	-
52540	MEALS	1,050	2,907	1,880	14,141	1,880	3,380	3,380	3,380	1,500	79.8%
52550	MILEAGE	1,600	1,172	1,450	276	1,450	600	600	600	(850)	-58.6%

City of Salem Budget
General Fund - Police
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
52560	REGISTRATION	-	-	-	2,180	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	216,980	240,983	207,220	497,863	229,630	244,460	244,460	310,340	80,710	35.1%
52710	MEMBERSHIP DUES	6,050	6,119	7,810	7,243	9,890	11,110	11,110	11,110	1,220	12.3%
52720	LICENSES / CERTIFICATIONS	380	479	400	277	360	600	600	600	240	66.7%
52740	PERMITS	-	-	-	(138)	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	268,780	241,991	213,430	246,432	283,800	213,510	213,510	648,470	364,670	128.5%
52820	SMALL EQUIPMENT AND SUPPLIES	31,300	47,847	39,560	38,206	42,040	38,320	38,320	38,320	(3,720)	-8.8%
52830	COMPUTER SOFTWARE AND LICENSES	166,740	207,232	205,720	187,439	469,000	426,560	426,560	433,220	(35,780)	-7.6%
52910	DIESEL FUEL	5,100	2,921	4,150	2,027	4,150	4,150	4,150	4,150	-	-
52930	GASOLINE	371,030	362,218	386,560	241,301	386,580	382,950	382,950	382,950	(3,630)	-0.9%
52940	LP / CNG GAS	100	52	50	33	50	50	50	50	-	-
52950	LUBRICANTS	-	13	-	-	-	3,000	3,000	3,000	3,000	-
53211	LIABILITY INSURANCE	734,420	734,420	657,760	657,760	713,490	722,790	722,790	722,790	9,300	1.3%
53310	VEHICLE MAINTENANCE	301,710	247,097	299,030	181,843	296,290	290,100	290,100	293,140	(3,150)	-1.1%
53320	EQUIPMENT MAINTENANCE	48,810	13,364	58,410	34,878	51,190	56,510	56,510	56,510	5,320	10.4%
53380	OTHER MAINTENANCE AND REPAIRS	6,000	6,618	6,000	7,306	6,020	9,750	9,750	9,750	3,730	62.0%
53510	BUILDING RENTAL	26,500	19,751	17,350	8,645	12,350	106,900	106,900	106,900	94,550	765.6%
53530	OUTSIDE RENTAL	27,740	16,914	26,740	19,600	26,740	29,890	29,890	29,890	3,150	11.8%
53610	GAS	600	964	30,600	17,169	30,600	30,600	30,600	30,600	-	-
53620	ELECTRIC	800	1,035	112,300	50,079	112,300	97,000	97,000	97,000	(15,300)	-13.6%
53650	REFUSE DISPOSAL	1,500	2,179	10,000	5,798	10,600	8,800	8,800	8,800	(1,800)	-17.0%
53732	CLOTHING - UNIFORMS	-	-	-	-	-	29,380	29,380	29,380	29,380	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	77,000	74,528	78,100	92,758	78,050	89,250	89,250	89,250	11,200	14.3%
53734	SAFETY CLOTHING AND EQUIPMENT	109,600	99,100	158,940	147,231	375,600	355,230	355,230	404,810	29,210	7.8%
53740	CLOTHING - CLEANING CHARGES	800	342	800	383	800	800	800	800	-	-
53760	LABORATORY - SUPPLIES	4,000	780	4,000	5,205	4,000	4,000	4,000	4,000	-	-
53767	BANKING AND INVESTMENT FEES	6,500	5,504	8,000	3,469	8,000	7,000	7,000	7,000	(1,000)	-12.5%
53768	DIRECT BANKING FEES	20	3	-	-	-	-	-	-	-	-
53769	CARD PROCESSING FEES	1,580	832	100	3,391	100	100	100	100	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	-	4,195	-	72	-	-	-	-	-	-
53813	INTRA CITY - BUDGETED TRANSFERS	3,361,330	3,361,330	3,674,910	3,674,910	3,924,010	4,070,460	4,070,460	4,070,460	146,450	3.7%
53830	RADIO	627,790	627,790	598,950	598,950	682,500	715,990	715,990	715,990	33,490	4.9%
53832	MOBILE DATA COMM SYSTEM	78,000	78,000	129,630	129,630	181,490	90,520	90,520	90,520	(90,970)	-50.1%
53840	MOTOR POOL RENTAL	238,990	238,959	187,740	189,480	200,880	299,840	299,840	299,840	98,960	49.3%
53841	EQUIPMENT REPLACEMENT CHARGE	530,000	530,000	564,000	564,000	564,000	564,000	564,000	564,000	-	-
53851	COPY	21,650	16,487	22,200	11,006	22,250	17,550	17,550	17,550	(4,700)	-21.1%
53852	MICROFILM	-	4,606	-	-	-	-	-	-	-	-
53853	PRINTING	2,500	-	1,250	-	1,250	-	-	-	(1,250)	-100.0%
53854	PHOTOCOPIES	40,000	38,041	40,000	29,204	40,000	40,100	40,100	40,100	100	0.2%
53855	SHOPS FACILITIES MAINTENANCE	800	800	840	840	840	610	610	610	(230)	-27.4%
54850	OTHER SPECIAL PAYMENTS	1,500	-	1,500	150	1,500	1,500	1,500	1,500	-	-
	Total Materials and Services	\$ 8,295,890	\$ 8,047,541	\$ 8,784,460	\$ 8,516,954	\$ 9,776,650	\$ 10,040,400	\$ 10,040,400	\$ 10,690,670	\$ 914,020	9.3%

City of Salem Budget
General Fund - Police
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
55130	EQUIPMENT AND MACHINERY	\$ 134,080	\$ 102,419	\$ 197,580	\$ 114,161	\$ 130,000	\$ 155,000	\$ 155,000	\$ 174,700	\$ 44,700	34.4%
55150	FLEET REPLACEMENT	-	627	-	16	-	-	-	-	-	-
	Total Capital Outlay	\$ 134,080	\$ 103,046	\$ 197,580	\$ 114,178	\$ 130,000	\$ 155,000	\$ 155,000	\$ 174,700	\$ 44,700	34.4%
	Total Expenditures	\$ 46,944,140	\$ 45,160,051	\$ 48,893,510	\$ 47,367,696	\$ 51,848,420	\$ 53,691,920	\$ 53,691,920	\$ 54,779,640	\$ 2,931,220	5.7%

City of Salem Budget
General Fund - Urban Development
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
Expenditures											
51010	SALARIES AND WAGES	\$ 2,186,880	\$ 1,953,149	\$ 2,272,030	\$ 2,017,198	\$ 2,408,640	\$ 1,909,150	\$ 1,909,150	\$ 1,909,150	\$ (499,490)	-20.7%
51020	SEASONAL AND RELIEF	-	(875)	-	-	-	-	-	-	-	-
51025	HOLIDAY - REGULAR	-	383	-	-	-	-	-	-	-	-
51030	OVERTIME	8,500	286	6,000	664	1,490	970	970	970	(520)	-34.9%
51090	DIFFERENTIAL	4,000	2,690	5,000	3,306	4,500	-	-	-	(4,500)	-100.0%
51100	INCENTIVES	-	5,733	6,190	3,246	6,500	-	-	-	(6,500)	-100.0%
51120	LEAVE PAYOFF	38,230	10,359	33,150	15,298	16,480	40,300	40,300	40,300	23,820	144.5%
51130	CAR ALLOWANCE	1,210	1,205	1,210	1,205	1,210	1,210	1,210	1,210	-	-
51135	CELL PHONE ALLOWANCE	490	470	470	826	930	490	490	490	(440)	-47.3%
51150	DEPT HEAD ANNUITY	7,120	7,317	7,190	7,615	7,970	8,300	8,300	8,300	330	4.1%
51195	OTHER PAY / BENEFITS	3,670	-	3,780	3,768	3,880	5,430	5,430	5,430	1,550	39.9%
51210	FICA AND MEDICARE	170,560	147,040	176,970	152,797	185,530	147,910	147,910	147,910	(37,620)	-20.3%
51221	WORKERS' COMP PREMIUM	55,590	55,590	-	-	51,920	9,890	9,890	9,890	(42,030)	-81.0%
51222	WORKERS' COMP STATE ASSMT	940	556	940	530	940	570	570	570	(370)	-39.4%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	12,220	9,800	9,800	9,800	(2,420)	-19.8%
51240	EMPLOYER - RETIREMENT PERS	440,660	387,271	456,810	385,271	476,340	379,070	379,070	379,070	(97,270)	-20.4%
51243	PERS UNFUNDED LIABILITY	121,520	121,520	125,930	125,930	127,510	101,830	101,830	101,830	(25,680)	-20.1%
51245	EMPLOYER - PERS PICKUP	134,790	114,659	139,890	116,176	146,890	117,620	117,620	117,620	(29,270)	-19.9%
51250	INSURANCE - MEDICAL	498,300	450,490	557,820	445,696	560,050	379,600	379,600	379,600	(180,450)	-32.2%
51255	INSURANCE - VISION	12,500	11,303	13,690	10,581	13,090	7,610	7,610	7,610	(5,480)	-41.9%
51260	INSURANCE - DENTAL	43,190	39,542	47,910	38,049	46,950	30,450	30,450	30,450	(16,500)	-35.1%
51265	INSURANCE - LIFE	5,590	4,880	5,680	4,906	8,910	6,690	6,690	6,690	(2,220)	-24.9%
51270	INSURANCE - DISABILITY	3,800	3,534	3,950	3,623	4,230	4,180	4,180	4,180	(50)	-1.2%
	Total Personal Services	\$ 3,737,540	\$ 3,317,103	\$ 3,864,610	\$ 3,336,686	\$ 4,086,180	\$ 3,161,070	\$ 3,161,070	\$ 3,161,070	\$ (925,110)	-22.6%
52110	SUBSCRIPTIONS AND BOOKS	\$ 7,510	\$ 5,947	\$ 11,790	\$ 6,107	\$ 8,010	\$ 7,640	\$ 7,640	\$ 7,640	\$ (370)	-4.6%
52120	MAIL	1,030	19,202	1,000	418	1,340	1,990	1,990	1,990	650	48.5%
52130	SUPPLIES	34,230	18,619	34,280	24,187	34,040	10,550	10,550	10,550	(23,490)	-69.0%
52150	RECORDING FEES	-	321	-	-	-	-	-	-	-	-
52320	ADVERTISING	1,520	6,214	1,500	20	2,000	2,000	2,000	2,000	-	-
52340	EMPLOYEE RECOGNITION	-	-	-	30	-	-	-	-	-	-
52360	RECRUITMENT FEES	1,030	109	760	467	1,000	500	500	500	(500)	-50.0%
52405	TELEPHONE - OFFICE	10,930	10,072	9,080	8,737	9,160	7,490	7,490	7,490	(1,670)	-18.2%
52410	TELEPHONE - CELLULAR	6,000	7,322	8,400	7,852	8,400	-	-	-	(8,400)	-100.0%
52460	COMMUNICATION - OTHER	8,480	6,222	7,230	6,005	7,090	4,210	4,210	4,210	(2,880)	-40.6%
52510	TRAINING	17,980	12,491	17,980	3,855	18,720	17,100	17,100	17,100	(1,620)	-8.7%
52520	TRAVEL	5,900	350	5,400	-	5,400	5,400	5,400	5,400	-	-
52540	MEALS	-	41	-	-	-	-	-	-	-	-
52550	MILEAGE	330	-	200	-	200	200	200	200	-	-
52670	OTHER PROFESSIONAL SERVICES	768,880	738,741	834,860	381,976	718,590	717,500	717,500	717,500	(1,090)	-0.2%
52710	MEMBERSHIP DUES	3,800	5,710	2,300	4,790	3,100	3,100	3,100	3,100	-	-
52720	LICENSES / CERTIFICATIONS	-	40	-	-	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	22,800	7,486	28,900	18,515	27,720	3,520	3,520	3,520	(24,200)	-87.3%
52820	SMALL EQUIPMENT AND SUPPLIES	580	404	1,620	15,377	130	-	-	-	(130)	-100.0%

City of Salem Budget
General Fund - Urban Development
FY 2023

General Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
52830	COMPUTER SOFTWARE AND LICENSES	31,710	27,035	33,110	33,267	44,630	12,100	12,100	12,100	(32,530)	-72.9%
52930	GASOLINE	5,500	5,051	5,750	3,912	5,750	-	-	-	(5,750)	-100.0%
53211	LIABILITY INSURANCE	14,130	14,130	13,390	13,390	11,660	7,680	7,680	7,680	(3,980)	-34.1%
53310	VEHICLE MAINTENANCE	4,500	3,052	4,500	5,580	5,500	-	-	-	(5,500)	-100.0%
53320	EQUIPMENT MAINTENANCE	149,310	175,311	149,530	166,910	281,880	1,810	1,810	1,810	(280,070)	-99.4%
53380	OTHER MAINTENANCE AND REPAIRS	3,750	12,030	2,500	1,487	5,930	-	-	-	(5,930)	-100.0%
53510	BUILDING RENTAL	111,700	108,975	110,120	110,120	110,140	83,370	83,370	83,370	(26,770)	-24.3%
53731	CLOTHING - UNIFORMS (TAXABLE)	-	50	-	50	-	-	-	-	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	5,000	1,503	5,410	50	6,950	-	-	-	(6,950)	-100.0%
53734	SAFETY CLOTHING AND EQUIPMENT	-	125	-	2,927	-	-	-	-	-	-
53768	DIRECT BANKING FEES	2,000	1,299	2,000	2,117	2,250	-	-	-	(2,250)	-100.0%
53769	CARD PROCESSING FEES	67,500	69,869	81,350	22,506	75,000	-	-	-	(75,000)	-100.0%
53770	BAD DEBT - WRITE OFF	1,500	440	1,500	-	1,500	-	-	-	(1,500)	-100.0%
53812	INTRA CITY - DIRECT CHG (LABOR)	-	33,284	-	117,769	-	-	-	-	-	-
53813	INTRA CITY - BUDGETED TRANSFERS	66,060	66,060	74,240	74,240	62,250	-	-	-	(62,250)	-100.0%
53815	INTRA CITY - INTERDEPARTMENTAL BILLING	22,650	24,982	23,540	33,048	22,380	-	-	-	(22,380)	-100.0%
53830	RADIO	25,770	25,770	17,820	17,820	15,510	-	-	-	(15,510)	-100.0%
53840	MOTOR POOL RENTAL	10,470	9,923	4,590	4,590	3,520	-	-	-	(3,520)	-100.0%
53841	EQUIPMENT REPLACEMENT CHARGE	15,000	15,000	15,000	15,000	15,000	-	-	-	(15,000)	-100.0%
53851	COPY	4,510	14,986	4,500	856	4,530	3,530	3,530	3,530	(1,000)	-22.1%
53854	PHOTOCOPIES	8,390	5,704	8,520	4,869	8,200	3,010	3,010	3,010	(5,190)	-63.3%
53860	BUILDING SERVICES	500	-	-	-	-	-	-	-	-	-
54811	SPECIAL PAYMENTS - PERMANENT EASEME	-	200	-	-	-	-	-	-	-	-
54810	SPECIAL PAYMENTS - RIGHT OF WAY	-	111	-	-	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	-	53,903	4,680	272,145	4,680	-	-	-	(4,680)	-100.0%
	Total Materials and Services	\$ 1,440,950	\$ 1,508,085	\$ 1,527,350	\$ 1,380,990	\$ 1,532,160	\$ 892,700	\$ 892,700	\$ 892,700	\$ (639,460)	-41.7%
55110	LAND	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Capital Outlay	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
62110	TRANSFERS TO OTHER FUNDS	\$ 139,250	\$ 139,250	\$ 139,250	\$ 139,250	\$ 139,250	\$ -	\$ -	\$ -	\$ (139,250)	-100.0%
	Total Interfund Transfers	\$ 139,250	\$ 139,250	\$ 139,250	\$ 139,250	\$ 139,250	\$ -	\$ -	\$ -	\$ (139,250)	-100.0%
	Total Expenditures	\$ 5,317,740	\$ 4,964,439	\$ 5,531,210	\$ 4,906,925	\$ 5,757,590	\$ 4,053,770	\$ 4,053,770	\$ 4,053,770	\$ (1,703,820)	-29.6%



City of Salem Budget Leasehold Fund Assumptions and Trends FY 2023

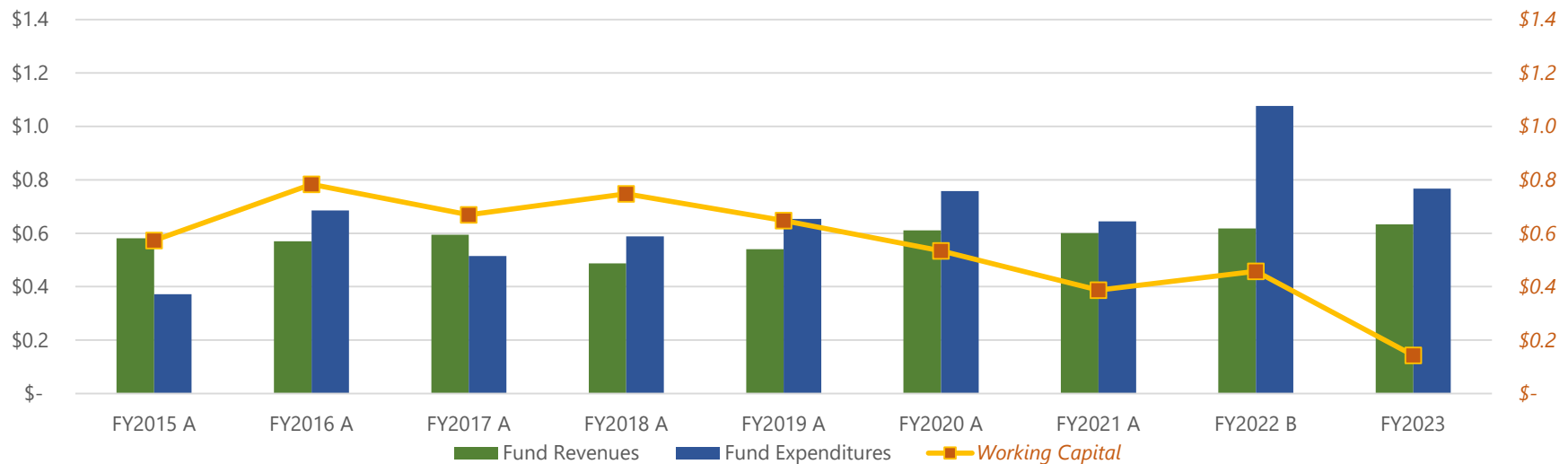
Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from or expenses of Leasehold Fund program activities					
Resources			Expenditures		
34410	Land / Building Rent: lease payment for tenant spaces on the ground floor of Chemeketa and Liberty parking garages, a 5.6% increase over FY 2022 Budget	\$ 487,380	52620	Construction Contracts: improvement projects to tenant spaces, a 40.0% decrease from FY 2022 Budget	\$ 75,000
34160	Common Area Rent: common area charges for tenant spaces, a 3.8% decrease from FY 2022 Budget	\$ 144,000	53900	Support Services Charge: for centralized services, a 13.3% increase from the FY 2022 Budget	\$ 76,230

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 2023

Leasehold Fund Resources

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
34110	LAND / BUILDING RENT	\$ 442,520	\$ 455,709	\$ 455,570	\$ 451,645	\$ 461,620	\$ 487,380	\$ 487,380	\$ 487,380	\$ 25,760	5.6%
34160	COMMON AREA RENT	151,360	143,232	151,100	145,339	149,660	144,000	144,000	144,000	(5,660)	-3.8%
	Total Rent	\$ 593,880	\$ 598,942	\$ 606,670	\$ 596,985	\$ 611,280	\$ 631,380	\$ 631,380	\$ 631,380	\$ 20,100	3.3%
36210	INTEREST	\$ 13,000	\$ 11,159	\$ 13,000	\$ 4,891	\$ 7,000	\$ 2,300	\$ 2,300	\$ 2,300	\$ (4,700)	-67.1%
36895	OTHER REVENUE	-	699	-	(1,669)	-	-	-	-	-	-
	Total Other Revenue	\$ 13,000	\$ 11,858	\$ 13,000	\$ 3,222	\$ 7,000	\$ 2,300	\$ 2,300	\$ 2,300	\$ (4,700)	-67.1%
39910	BEGINNING WORKING CAPITAL	\$ 504,640	\$ 534,108	\$ 371,200	\$ 386,902	\$ 457,990	\$ 142,880	\$ 142,880	\$ 142,880	\$ (315,110)	-68.8%
	Total Beginning Balance	\$ 504,640	\$ 534,108	\$ 371,200	\$ 386,902	\$ 457,990	\$ 142,880	\$ 142,880	\$ 142,880	\$ (315,110)	-68.8%
	Total Resources	\$ 1,111,520	\$ 1,144,908	\$ 990,870	\$ 987,109	\$ 1,076,270	\$ 776,560	\$ 776,560	\$ 776,560	\$ (299,710)	-27.8%

City of Salem Budget
Leasehold Fund
FY 2023

Leasehold Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
52110	SUBSCRIPTIONS AND BOOKS	\$ -	\$ 95	\$ -	\$ 105	\$ -	\$ -	\$ -	\$ -	\$ -	-
52120	MAIL	50	-	50	-	50	-	-	-	(50)	-100.0%
52130	SUPPLIES	500	240	750	901	800	520	520	520	(280)	-35.0%
52320	ADVERTISING	500	-	500	-	500	-	-	-	(500)	-100.0%
52620	CONSTRUCTION CONTRACTS	160,000	-	157,400	-	125,000	75,000	75,000	75,000	(50,000)	-40.0%
52670	OTHER PROFESSIONAL SERVICES	-	4,019	-	365	50,000	-	-	-	(50,000)	-100.0%
53210	INSURANCE	-	-	-	-	-	3,600	3,600	3,600	3,600	-
53211	LIABILITY INSURANCE	5,550	5,550	8,720	8,720	6,260	8,620	8,620	8,620	2,360	37.7%
53530	OUTSIDE RENTAL	-	-	-	147	-	-	-	-	-	-
53620	ELECTRIC	73,500	63,774	71,590	70,881	72,390	69,350	69,350	69,350	(3,040)	-4.2%
53630	WATER	14,500	18,981	17,000	21,137	20,400	18,980	18,980	18,980	(1,420)	-7.0%
53650	REFUSE DISPOSAL	-	771	-	3,313	1,600	1,200	1,200	1,200	(400)	-25.0%
53720	TAXES AND ASSESSMENTS	39,340	37,331	38,460	38,265	39,760	39,440	39,440	39,440	(320)	-0.8%
53750	INVENTORY PURCHASES	-	-	-	56	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	450	530	750	278	550	400	400	400	(150)	-27.3%
53768	DIRECT BANKING FEES	-	1,598	-	-	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	118,520	96,293	123,840	128,585	129,580	173,230	173,230	173,230	43,650	33.7%
53854	PHOTOCOPIES	100	-	100	-	100	-	-	-	(100)	-100.0%
53860	BUILDING SERVICES	23,050	17,479	23,570	62,578	21,480	21,400	21,400	21,400	(80)	-0.4%
53900	SUPPORT SERVICES CHARGE	64,260	64,260	50,450	50,450	67,270	76,230	76,230	76,230	8,960	13.3%
54850	OTHER SPECIAL PAYMENTS	-	47,085	-	44,316	-	-	-	-	-	-
	Total Materials and Services	\$ 500,320	\$ 358,006	\$ 493,180	\$ 430,097	\$ 535,740	\$ 487,970	\$ 487,970	\$ 487,970	\$ (47,770)	-8.9%
61110	CONTINGENCIES	\$ 211,200	\$ -	\$ 197,690	\$ -	\$ 340,530	\$ 79,280	\$ 79,280	\$ 79,280	\$ (261,250)	-76.7%
	Total Contingencies	\$ 211,200	\$ -	\$ 197,690	\$ -	\$ 340,530	\$ 79,280	\$ 79,280	\$ 79,280	\$ (261,250)	-76.7%
62110	INTERFUND TRANSFERS	\$ 400,000	\$ 400,000	\$ 215,000	\$ 215,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	-
	Total Interfund Transfers	\$ 400,000	\$ 400,000	\$ 215,000	\$ 215,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	-
	Total Expenditures	\$ 1,111,520	\$ 758,006	\$ 905,870	\$ 645,097	\$ 1,076,270	\$ 767,250	\$ 767,250	\$ 767,250	\$ (309,020)	-28.7%

Chemeketa Leasehold - FY 2023 Project Budget		Adopted Budget FY 2022	Adopted Budget FY 2023
	Project		
Resources		\$ 783,860	\$ 689,540
Expenditures			
Capital Improvements			
Unanticipated tenant improvements	641009	\$ 75,000	\$ 75,000
		\$ 75,000	\$ 75,000
Regular Maintenance			
Regular maintenance (Facilities Services Division)	641003	\$ 42,320	\$ 42,400
		\$ 42,320	\$ 42,400
Administration and Overhead			
Lease management and administration (Urban Development)	641000	\$ 43,790	\$ 66,440
Support Services Charge (Indirect Cost Allocation Plan)	641001	43,310	50,840
		\$ 87,100	\$ 117,280
Common Area Expenses			
Electricity	641002	\$ 59,000	\$ 59,000
Insurance	641002	3,600	3,600
Janitorial services	641002	9,990	10,100
Property taxes	641002	24,710	24,730
Refuse disposal	641002	1,600	1,200
Water	641002	16,900	15,500
		\$ 115,800	\$ 114,130
Transfers and Reimbursements:			
Transfer to parking structure capital projects reserve (Fund 255)	641004	\$ 200,000	\$ 200,000
		\$ 200,000	\$ 200,000
Contingencies		\$ 263,640	\$ 79,280
Total Expenditures		\$ 783,860	\$ 628,090
Unappropriated Ending Balance		\$ -	\$ 61,450

Liberty Leasehold - FY 2023 Project Budget		Adopted	Adopted
	Project	Budget FY 2022	Budget FY 2023
Resources		\$ 292,410	\$ 87,020
Expenditures			
Capital Improvements			
Tenant improvements		\$ 100,000	\$ -
		\$ 100,000	\$ -
Regular Maintenance			
Regular maintenance (Facilities Services Division)	642003	\$ 14,170	\$ 15,300
		\$ 14,170	\$ 15,300
Administration and Overhead			
Lease management and administration (Urban Development)	642000	\$ 34,330	\$ 57,470
Support Services Charge (Indirect Cost Allocation)	642001	23,960	25,390
		\$ 58,290	\$ 82,860
Common Area Expenses			
Electricity	642002	\$ 13,390	\$ 10,350
Insurance	642002	2,660	3,660
Janitorial services	642002	8,460	8,800
Property taxes	642002	15,050	14,710
Water	642002	3,500	3,480
		\$ 43,060	\$ 41,000
Contingencies		\$ 76,890	\$ -
Total Expenditures		\$ 292,410	\$ 139,160
Unappropriated Ending Balance		\$ -	\$ (52,140)



City of Salem Budget

Police Regional Records Management System (PRRMS) Fund Assumptions and Trends

(Previously PRIORS Fund)

FY 2023

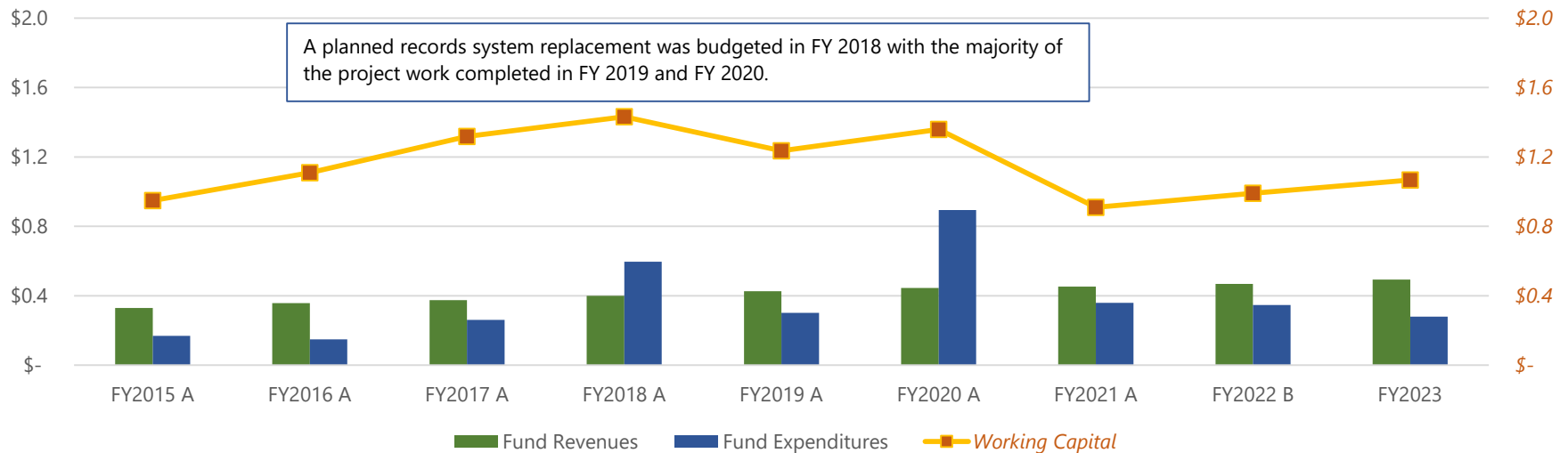
Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from PRRMS Fund program activities					
35213	Intrafund - Budgeted Transfers: annual fees paid by the Salem Police Department, an increase of 5% over the FY 2022 Budget	\$ 278,330	35375	Polk County: annual fees paid by the county, an increase of 5% over the FY 2022 Budget	\$ 30,420
35367	City of Keizer: annual fees paid by the city, an increase of 5% over the FY 2022 Budget	\$ 49,140	35395	Other Government Agencies: annual fees paid by participating government agencies, an increase of 5% over the FY 2022 Budget	\$ 124,030

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 2023

PRRMS Fund Resources

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
35213	INTRAFUND - BUDGETED TRANSFERS	\$ 240,440	\$ 240,440	\$ 252,460	\$ 252,460	\$ 265,080	\$ 278,330	\$ 278,330	\$ 278,330	\$ 13,250	5.0%
35367	CITY OF KEIZER	42,450	42,450	44,570	44,570	46,800	49,140	49,140	49,140	2,340	5.0%
35375	POLK COUNTY	26,280	26,280	27,590	27,590	28,970	30,420	30,420	30,420	1,450	5.0%
35395	OTHER GOVERNMENT AGENCIES	107,150	107,400	112,500	112,750	118,130	124,030	124,030	124,030	5,900	5.0%
	Total Internal / Intergovernmental	\$ 416,320	\$ 416,570	\$ 437,120	\$ 437,370	\$ 458,980	\$ 481,920	\$ 481,920	\$ 481,920	\$ 22,940	5.0%
36210	INTEREST	\$ 13,670	\$ 27,697	\$ 6,520	\$ 15,125	\$ 9,190	\$ 10,670	\$ 10,670	\$ 10,670	\$ 1,480	16.1%
	Total Other Revenue	\$ 13,670	\$ 27,697	\$ 6,520	\$ 15,125	\$ 9,190	\$ 10,670	\$ 10,670	\$ 10,670	\$ 1,480	16.1%
39910	BEGINNING WORKING CAPITAL	\$ 1,368,050	\$ 1,359,309	\$ 651,960	\$ 909,396	\$ 991,300	\$ 1,066,640	\$ 1,066,640	\$ 1,066,640	\$ 75,340	7.6%
	Total Beginning Balance	\$ 1,368,050	\$ 1,359,309	\$ 651,960	\$ 909,396	\$ 991,300	\$ 1,066,640	\$ 1,066,640	\$ 1,066,640	\$ 75,340	7.6%
	Total Resources	\$ 1,798,040	\$ 1,803,577	\$ 1,095,600	\$ 1,361,891	\$ 1,459,470	\$ 1,559,230	\$ 1,559,230	\$ 1,559,230	\$ 99,760	6.8%

PRRMS Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
52130	SUPPLIES	\$ -	\$ 528	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
52510	TRAINING	2,000	-	2,000	-	2,000	2,000	2,000	2,000	-	-
52670	OTHER PROFESSIONAL SERVICES	11,820	-	264,190	42,089	11,820	13,600	13,600	13,600	1,780	15.1%
52830	COMPUTER SOFTWARE AND LICENSES	27,660	18,592	124,830	17,015	119,680	120,520	120,520	120,520	840	0.7%
53320	EQUIPMENT MAINTENANCE	-	1,673	2,000	-	2,200	2,200	2,200	2,200	-	-
53767	BANKING AND INVESTMENT FEES	650	1,316	1,000	899	1,000	1,000	1,000	1,000	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	20,000	32,172	30,000	7,157	25,000	20,000	20,000	20,000	(5,000)	-20.0%
53813	INTRA CITY - BUDGETED TRANSFERS	86,310	86,310	84,650	84,650	76,190	68,580	68,580	68,580	(7,610)	-10.0%
53900	SUPPORT SERVICES CHARGE	33,590	33,590	(29,530)	-	37,190	11,300	11,300	11,300	(25,890)	-69.6%
	Total Materials and Services	\$ 182,030	\$ 174,181	\$ 479,140	\$ 151,810	\$ 275,080	\$ 239,200	\$ 239,200	\$ 239,200	\$ (35,880)	-13.0%
55130	EQUIPMENT AND MACHINERY	\$ 960,000	\$ 720,000	\$ -	\$ 207,760	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Capital Outlay	\$ 960,000	\$ 720,000	\$ -	\$ 207,760	\$ -	\$ -	\$ -	\$ -	\$ -	-
61110	CONTINGENCIES	\$ 113,900	\$ -	\$ 71,870	\$ -	\$ 71,870	\$ 40,000	\$ 40,000	\$ 40,000	\$ (31,870)	-44.3%
	Total Contingencies	\$ 113,900	\$ -	\$ 71,870	\$ -	\$ 71,870	\$ 40,000	\$ 40,000	\$ 40,000	\$ (31,870)	-44.3%
	Total Expenditures	\$ 1,255,930	\$ 894,181	\$ 551,010	\$ 359,570	\$ 346,950	\$ 279,200	\$ 279,200	\$ 279,200	\$ (67,750)	-19.5%

City of Salem Budget

Public Art Fund Assumptions and Trends

FY 2023

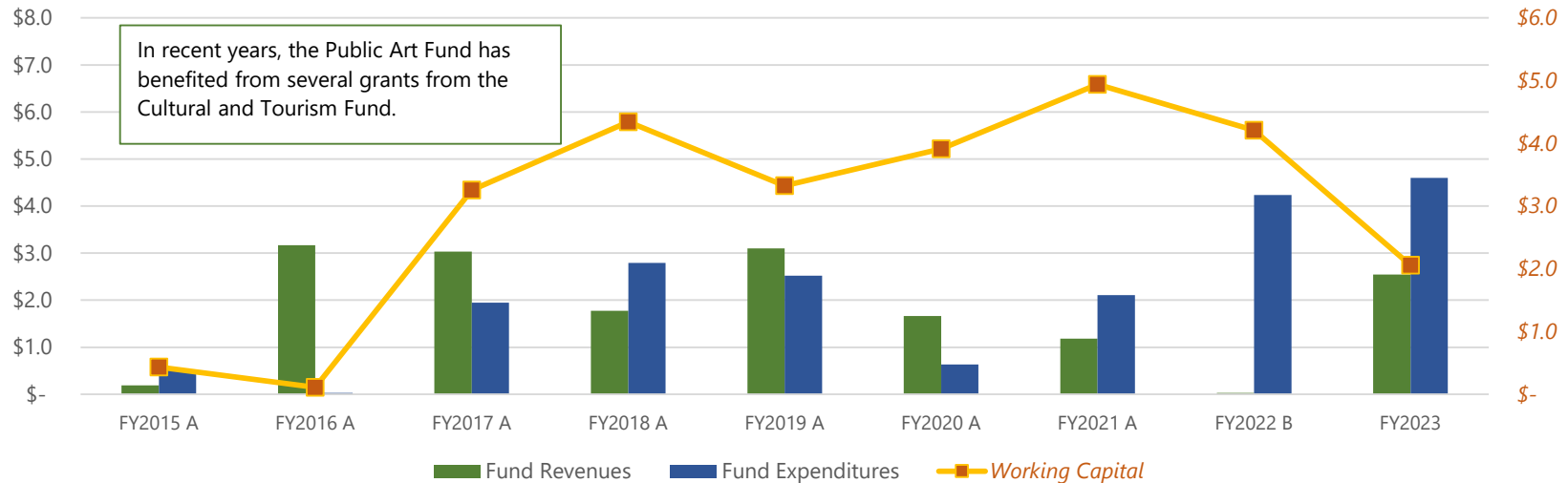
Account	Assumption	Amount	Account	Assumption	Amount
Proceeds for Public Art Fund program activities					
39110	Interfund Transfer: from the Cultural and Tourism Fund of transient occupancy tax revenue, increase of 228.1% over FY 2021 Budget (Due to the status of the Cultural and Tourism Fund, this transfer was not budgeted in FY 2022)	\$ 25,000			

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 2023

Public Art Fund Resources

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
32695	OTHER FEE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130	\$ 130	\$ 130	\$ 130	-
	Total Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130	\$ 130	\$ 130	\$ 130	-
36210	INTEREST	\$ 440	\$ 1,053	\$ 1,050	\$ 858	\$ 300	\$ 300	\$ 300	\$ 300	\$ -	-
	Total Other Revenue	\$ 440	\$ 1,053	\$ 1,050	\$ 858	\$ 300	\$ 300	\$ 300	\$ 300	\$ -	-
39110	INTERFUND TRANSFERS	\$ 15,570	\$ 15,565	\$ 15,960	\$ 10,960	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	-
	Total Interfund Transfers	\$ 15,570	\$ 15,565	\$ 15,960	\$ 10,960	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	-
39910	BEGINNING WORKING CAPITAL	\$ 42,200	\$ 39,098	\$ 50,900	\$ 49,391	\$ 42,070	\$ 20,570	\$ 20,570	\$ 20,570	\$ (21,500)	-51.1%
	Total Beginning Balance	\$ 42,200	\$ 39,098	\$ 50,900	\$ 49,391	\$ 42,070	\$ 20,570	\$ 20,570	\$ 20,570	\$ (21,500)	-51.1%
	Total Resources	\$ 58,210	\$ 55,716	\$ 67,910	\$ 61,209	\$ 42,370	\$ 46,000	\$ 46,000	\$ 46,000	\$ 3,630	8.6%

Public Art Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
52130	SUPPLIES	\$ -	\$ 67	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
52670	OTHER PROFESSIONAL SERVICES	7,510	6,207	5,650	21,001	20,000	20,000	20,000	20,000	-	-
53380	OTHER MAINTENANCE AND REPAIRS	1,280	-	110	-	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	-	50	-	51	-	50	50	50	50	-
54850	OTHER SPECIAL PAYMENTS	49,420	-	62,150	-	22,370	25,950	25,950	25,950	3,580	16.0%
	Total Materials and Services	\$ 58,210	\$ 6,325	\$ 67,910	\$ 21,052	\$ 42,370	\$ 46,000	\$ 46,000	\$ 46,000	\$ 3,630	8.6%
	Total Expenditures	\$ 58,210	\$ 6,325	\$ 67,910	\$ 21,052	\$ 42,370	\$ 46,000	\$ 46,000	\$ 46,000	\$ 3,630	8.6%

City of Salem Budget

System Development Charges (SDCs) Fund Assumptions and Trends

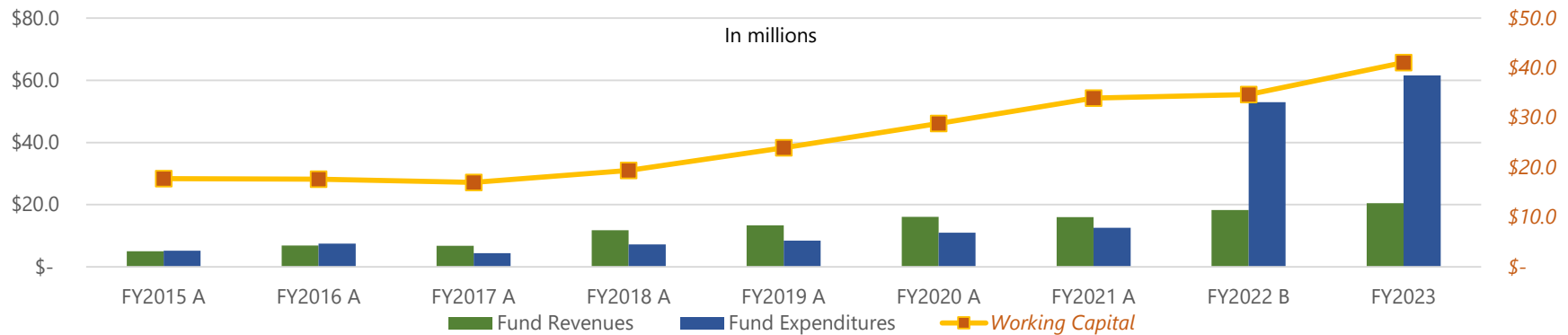
(Also known as Extra Capacity Facilities Fund)

FY 2023

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 2022 Budget	\$ 2,900,000	32235	SDC - Stormwater Improvement: fees collected from new growth at the time of connection to the system, estimating a 17.2% decrease from the FY 2022 Budget	\$ 400,000
32226	SDC - Sewer Improvement: fees collected from new growth at the time of connection to the system, an 8.7% decrease from the FY 2022 Budget	\$ 2,100,000	35395	Other Government Agencies: opportunity grant funds, estimating no change over the FY 2022 Budget	\$ 2,500,000
32228	SDC - Parks: fees collected from new growth at the time of connection to the system, estimating a 28.9% increase over the FY 2022 Budget	\$ 3,210,000	35510-35519	States Grants: Oregon Department of Transportation and Oregon Parks and Recreation Department, estimating a 263.2% increase from the FY 2022 Budget	\$ 2,430,470
32231	SDC - Transportation Improvement: fees collected from new growth at the time of connection to the system, estimating a 5.8% increase over the FY 2022 Budget	\$ 3,490,000	35632	US Federal Highway Administration: federal grants expected to be awarded for construction project funding, estimating a 1.8% decrease from the FY 2022 Budget.	\$ 3,245,610

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 2015 through FY 2021 and the budgeted expenditures for FY 2022 and FY 2023.

City of Salem Budget
System Development Charges (SDCs) Fund
FY 2023

SDCs Fund

	Beginning Balance	Revenues	Total Resources	Total Expenditures	Unappropriated Balance
Transportation System Development Charge	\$ 11,881,420	\$ 9,666,080	\$ 21,547,500	\$ 21,547,500	\$ -
Water System Development Charge	7,998,530	3,400,000	11,398,530	11,398,530	-
Wastewater System Development Charge	9,627,690	2,800,000	12,427,690	12,427,690	-
Stormwater System Development Charge	2,861,940	400,000	3,261,940	3,261,940	-
Parks System Development Charge	8,701,940	4,210,000	12,911,940	12,911,940	-
	<u>\$ 41,071,520</u>	<u>\$ 20,476,080</u>	<u>\$ 61,547,600</u>	<u>\$ 61,547,600</u>	<u>\$ -</u>

City of Salem Budget
System Development Charges (SDCs) Fund
FY 2023

SDCs Fund Resources

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
32210	SDC SEWER - KEIZER	\$ -	\$ 11,343	\$ -	\$ 5,821	\$ -	\$ -	\$ -	\$ -	\$ -	-
32212	SDC SEWER - EAST SALEM DISTRICT	-	12,079	-	37,952	-	-	-	-	-	-
32218	SDC WATER IMPROVEMENT	1,400,000	3,450,430	2,900,000	2,989,986	2,900,000	2,900,000	2,900,000	2,900,000	-	-
32226	SDC SEWER IMPROVEMENT	2,260,000	2,818,609	2,300,000	2,209,565	2,300,000	2,100,000	2,100,000	2,300,000	-	-
32228	SDC PARKS	2,150,000	3,687,106	3,575,000	3,344,472	2,490,000	3,210,000	3,210,000	3,210,000	720,000	28.9%
32231	SDC TRANSPORTATION IMPROVEMENT	1,777,560	3,667,830	4,448,980	3,245,810	3,300,000	3,490,000	3,490,000	3,490,000	190,000	5.8%
32235	SDC STORMWATER IMPROVEMENT	250,000	645,304	500,000	664,024	483,090	400,000	400,000	400,000	(83,090)	-17.2%
32273	SDC SEWER - TURNER	-	63,124	-	21,210	-	-	-	-	-	-
	Total Sales, Fees, Licenses, Permits	\$ 7,837,560	\$ 14,355,825	\$ 13,723,980	\$ 12,518,839	\$ 11,473,090	\$ 12,100,000	\$ 12,100,000	\$ 12,300,000	\$ 826,910	7.2%
33115	ASSESSMENT - INTEREST	\$ -	\$ 108,707	\$ -	\$ 67,735	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Assessments	\$ -	\$ 108,707	\$ -	\$ 67,735	\$ -	\$ -	\$ -	\$ -	\$ -	-
34110	LAND / BUILDING RENT	\$ -	\$ 30,941	\$ -	\$ 18,300	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Rent	\$ -	\$ 30,941	\$ -	\$ 18,300	\$ -	\$ -	\$ -	\$ -	\$ -	-
35395	OTHER GOVERNMENT AGENCIES	\$ 2,500,000	\$ -	\$ 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	171,031	-	-	-	-	-	-
35519	STATE-DEPT OF TRANSPORTATION (ODOT)	1,768,890	719,027	1,067,810	61,824	669,120	2,430,470	2,430,470	2,430,470	1,761,350	263.2%
35632	US FEDERAL HIGHWAY ADMIN (FHWA)	942,010	138,683	466,600	176,922	3,305,000	3,245,610	3,245,610	3,245,610	(59,390)	-1.8%
	Total Internal / Intergovernmental	\$ 5,610,900	\$ 874,950	\$ 4,665,990	\$ 409,777	\$ 6,474,120	\$ 8,176,080	\$ 8,176,080	\$ 8,176,080	\$ 1,701,960	26.3%
39103	INTERFUND TRANSFERS - SDC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ -	-
39110	INTERFUND TRANSFERS	-	-	500,000	500,000	360,000	-	-	-	(360,000)	-100.0%
39115	INTRAFUND TRANSFERS IN	-	-	1,985,000	1,985,000	-	-	-	-	-	-
	Total Other Revenue	\$ -	\$ -	\$ 2,485,000	\$ 2,485,000	\$ 360,000	\$ 200,000	\$ 200,000	\$ -	\$ (360,000)	-100.0%
36210	INTEREST	\$ -	\$ 681,496	\$ -	\$ 526,422	\$ -	\$ -	\$ -	\$ -	\$ -	-
36895	OTHER REVENUE	-	54,590	-	2,852	-	-	-	-	-	-
	Total Other Revenue	\$ -	\$ 736,086	\$ -	\$ 529,274	\$ -	\$ -	\$ -	\$ -	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 22,328,480	\$ 28,801,038	\$ 24,647,500	\$ 33,923,217	\$ 34,659,470	\$ 41,071,520	\$ 41,071,520	\$ 41,071,520	\$ 6,412,050	18.5%
	Total Beginning Balance	\$ 22,328,480	\$ 28,801,038	\$ 24,647,500	\$ 33,923,217	\$ 34,659,470	\$ 41,071,520	\$ 41,071,520	\$ 41,071,520	\$ 6,412,050	18.5%
	Total Resources	\$ 35,776,940	\$ 44,907,547	\$ 45,522,470	\$ 49,952,142	\$ 52,966,680	\$ 61,547,600	\$ 61,547,600	\$ 61,547,600	\$ 8,580,920	16.2%

City of Salem Budget
System Development Charges (SDCs) Fund
FY 2023

SDCs Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
52120	MAIL	\$ -	\$ 7,322	\$ -	\$ 6,682	\$ -	\$ -	\$ -	\$ -	\$ -	-
52130	SUPPLIES	-	297	-	2,941	-	-	-	-	-	-
52140	PRINTING AND DUPLICATION	-	-	-	894	-	-	-	-	-	-
52150	RECORDING FEES	-	984	-	454	-	-	-	-	-	-
52320	ADVERTISING	-	1,509	-	1,233	-	-	-	-	-	-
52540	MEALS	-	1,784	-	-	-	-	-	-	-	-
52620	CONSTRUCTION CONTRACTS	23,240,850	6,768,112	31,839,130	3,827,467	35,488,900	41,171,730	41,171,730	41,171,730	5,682,830	16.0%
52640	ENGINEERING / ARCHITECT SERVICES	237,090	914,585	240,000	1,157,737	59,250	467,370	467,370	467,370	408,120	688.8%
52650	LEGAL / COURT SERVICES	-	-	-	6,328	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	-	721,207	10,000	905,090	60,000	40,000	40,000	40,000	(20,000)	-33.3%
52740	PERMITS	-	37,901	-	70,352	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	-	-	-	122,778	-	-	-	-	-	-
52820	SMALL EQUIPMENT AND SUPPLIES	-	-	-	25,523	-	-	-	-	-	-
53375	CHEMICALS	-	-	-	106	-	-	-	-	-	-
53380	OTHER MAINTENANCE AND REPAIRS	-	49,974	-	10,984	-	-	-	-	-	-
53630	WATER	-	4,003	-	4,444	-	-	-	-	-	-
53640	SEWER	-	4,811	-	454	-	-	-	-	-	-
53720	TAXES AND ASSESSMENTS	-	3,569	-	3,699	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	85,220	32,356	-	31,609	-	222,000	222,000	222,000	222,000	-
53768	DIRECT BANKING FEES	-	1,273	-	1,447	-	-	-	-	-	-
53769	CARD PROCESSING FEES	-	111,122	-	149,373	-	-	-	-	-	-
53770	BAD DEBT - WRITE OFF	-	17,304	-	2,000	-	-	-	-	-	-
53790	CONSTRUCTION - UNSPECIFIED	5,855,030	-	8,341,390	-	14,472,360	15,294,950	15,294,950	15,294,950	822,590	5.7%
53812	INTRA CITY - DIRECT CHG (LABOR)	1,845,050	1,124,052	931,550	980,370	1,468,240	2,040,420	2,040,420	1,640,420	172,180	11.7%
53813	INTRA CITY - BUDGETED TRANSFERS	-	-	-	-	-	-	-	-	-	-
53840	MOTOR POOL RENTAL	-	-	-	-	-	-	-	-	-	-
53851	COPY	-	14,461	-	12,117	-	-	-	-	-	-
53853	PRINTING	-	408	-	540	-	-	-	-	-	-
53860	BUILDING SERVICES	-	-	-	-	-	-	-	-	-	-
54810	SPECIAL PAYMENTS - RIGHT OF WAY	300,000	656,024	429,190	431,607	350,000	385,610	385,610	385,610	35,610	10.2%
54811	SPECIAL PAYMENTS - PERMANENT EASEMENT	-	4,501	-	2,145,347	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	-	431,774	-	281,852	-	-	-	-	-	-
Total Materials and Services		\$ 31,563,240	\$ 10,909,330	\$ 41,791,260	\$ 10,183,427	\$ 51,898,750	\$ 59,622,080	\$ 59,622,080	\$ 59,222,080	\$ 7,323,330	14.1%
55110	LAND	\$ 4,138,700	\$ -	\$ 1,371,210	\$ -	\$ 342,930	\$ 1,755,520	\$ 1,755,520	\$ 1,755,520	\$ 1,412,590	411.9%
Total Capital Outlay		\$ 4,138,700	\$ -	\$ 1,371,210	\$ -	\$ 342,930	\$ 1,755,520	\$ 1,755,520	\$ 1,755,520	\$ 1,412,590	411.9%
62110	INTERFUND TRANSFERS	\$ 75,000	\$ 75,000	\$ 375,000	375,000	\$ 725,000	\$ 170,000	\$ 170,000	\$ 570,000	\$ (155,000)	-21.4%
62115	INTRAFUND TRANSFERS OUT	-	-	1,985,000	1,985,000	-	-	-	-	-	-
Total Interfund Transfers		\$ 75,000	\$ 75,000	\$ 2,360,000	\$ 2,360,000	\$ 725,000	\$ 170,000	\$ 170,000	\$ 570,000	\$ (155,000)	-21.4%
Total Expenditures		\$ 35,776,940	\$ 10,984,330	\$ 45,522,470	\$ 12,543,427	\$ 52,966,680	\$ 61,547,600	\$ 61,547,600	\$ 61,547,600	\$ 8,580,920	16.2%

City of Salem Budget

Self Insurance Benefits Fund Assumptions and Trends

FY 2023

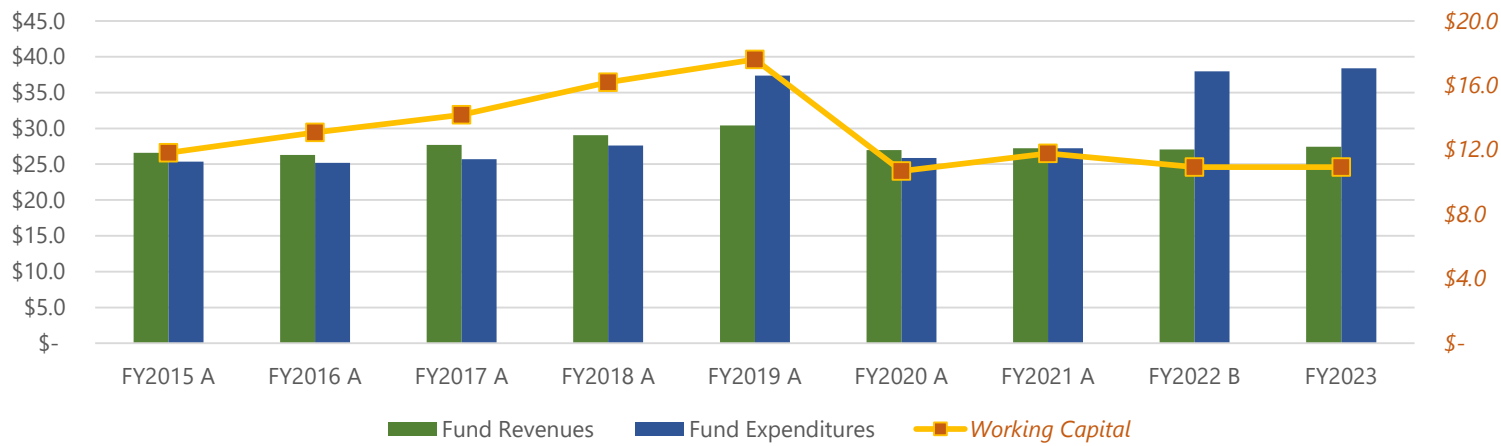
Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from and expenses of the Self Insurance Fund program activities					
35135	Insurance Premiums - COBRA / Retirees: premium income received from Comprehensive Omnibus Budget Reconciliation Act (COBRA) participants and retirees	\$ 883,180	35145	Insurance Premiums - Employer: premium income billed back to departments for medical, dental, and vision	\$ 23,260,000
35140	Insurance Premiums - Employee: premium income received for employee share of benefits not covered by the City	\$ 1,323,520	53710	Claims and Damages: expense paid by the City for medical, dental, and vision self insurance programs	\$ 19,489,980

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 2023

	Admin	Medical	Dental	Vision	
	Benefits Admin	Medical	Dental	Vision	Total Benefits
Resources					
Beginning Balance	\$ -	\$ 8,983,160	\$ 1,250,250	\$ 703,600	\$ 10,937,010
Interest Earnings	-	88,590	25,710	27,760	142,060
Other Revenue	-	1,830,040	-	-	1,830,040
Premiums - paid by employees	-	1,214,750	84,200	24,570	1,323,520
Premiums - billed to departments	-	20,938,220	1,796,760	525,020	23,260,000
Premiums - COBRA / Retirees	-	839,700	33,590	9,890	883,180
	\$ -	\$ 33,894,460	\$ 3,190,510	\$ 1,290,840	\$ 38,375,810
Expenditures					
Services Provided by the General Fund (support services charge / cost allocation)	\$ 225,850	\$ -	\$ -	\$ -	\$ 225,850
Third Party Administration	230,570	390,680	95,390	20,430	737,070
Insurance Premiums	-	6,162,800	245,630	-	6,408,430
Claims Expenses	-	17,709,750	1,372,760	407,470	19,489,980
Appropriated Claims Expense Reserve	10,160,770	-	-	-	10,160,770
Wellness Program / Clinic	158,210	580,820	-	-	739,030
Employee Assistance Program	37,403	-	-	-	37,403
Contracted Programs	119,580	-	-	-	119,580
Other Operating Expenses	395,967	61,730	-	-	457,697
	\$ 11,328,350	\$ 24,905,780	\$ 1,713,780	\$ 427,900	\$ 38,375,810
Unappropriated Balance	\$ (11,328,350)	\$ 8,988,680	\$ 1,476,730	\$ 862,940	\$ -

City of Salem Budget
Self Insurance Benefits Fund
FY 2023

Self Insurance Benefits Fund Resources

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
32695	OTHER FEE	\$ -	\$ 375	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Sales, Fees, Licenses, Permits	\$ -	\$ 375	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
35135	INSURANCE PREMIUM - COBRA / RETIREE	\$ 2,350,910	\$ 1,049,004	\$ 1,107,370	\$ 874,430	\$ 816,580	\$ 883,180	\$ 883,180	\$ 883,180	\$ 66,600	8.2%
35140	INSURANCE PREMIUM - EMPLOYEE	1,061,530	1,271,238	1,040,740	1,310,408	1,223,860	1,323,520	1,323,520	1,323,520	99,660	8.1%
35145	INSURANCE PREMIUM - EMPLOYER	23,755,240	22,546,512	23,332,580	23,029,709	23,253,610	23,260,000	23,260,000	23,260,000	6,390	0.0%
35212	INTRAFUND - DIRECT CHG (LABOR)	-	23,579	-	4,074	-	-	-	-	-	-
	Total Internal / Intergovernmental	\$ 27,167,680	\$ 24,890,333	\$ 25,480,690	\$ 25,218,621	\$ 25,294,050	\$ 25,466,700	\$ 25,466,700	\$ 25,466,700	\$ 172,650	0.7%
35641	US DEPT OF THE TREASURY	\$ -	\$ 157	\$ -	\$ 287	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Federal Grants	\$ -	\$ 157	\$ -	\$ 287	\$ -	\$ -	\$ -	\$ -	\$ -	-
36210	INTEREST	\$ 79,000	\$ 228,097	\$ 114,000	\$ 180,685	\$ 154,000	\$ 142,060	\$ 142,060	\$ 142,060	\$ (11,940)	-7.8%
36835	STOPLOSS REIMBURSEMENT	1,100,000	1,486,031	1,544,060	1,811,924	1,590,000	1,830,040	1,830,040	1,830,040	240,040	15.1%
36895	OTHER REVENUE	-	346,100	-	-	-	-	-	-	-	-
	Total Other Revenue	\$ 1,179,000	\$ 2,060,228	\$ 1,658,060	\$ 1,992,609	\$ 1,744,000	\$ 1,972,100	\$ 1,972,100	\$ 1,972,100	\$ 228,100	13.1%
39910	BEGINNING WORKING CAPITAL	\$ 10,739,460	\$ 10,685,150	\$ 11,272,350	\$ 11,784,075	\$ 10,928,210	\$ 10,937,010	\$ 10,937,010	\$ 10,937,010	\$ 8,800	0.1%
	Total Beginning Balance	\$ 10,739,460	\$ 10,685,150	\$ 11,272,350	\$ 11,784,075	\$ 10,928,210	\$ 10,937,010	\$ 10,937,010	\$ 10,937,010	\$ 8,800	0.1%
	Total Resources	\$ 39,086,140	\$ 37,636,242	\$ 38,411,100	\$ 38,995,592	\$ 37,966,260	\$ 38,375,810	\$ 38,375,810	\$ 38,375,810	\$ 409,550	1.1%

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 2023

Self Insurance Benefits Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
51010	SALARIES AND WAGES	\$ 285,000	\$ 303,489	\$ 310,710	\$ 262,142	\$ 327,910	\$ 377,660	\$ 377,660	\$ 377,660	\$ 49,750	15.2%
51020	SEASONAL AND RELIEF	-	(595)	-	-	-	18,800	18,800	18,800	18,800	-
51030	OVERTIME	1,010	-	1,010	-	910	700	700	700	(210)	-23.1%
51100	INCENTIVES	3,060	3,017	3,150	3,114	3,210	3,540	3,540	3,540	330	10.3%
51120	LEAVE PAYOFF	3,000	2,119	3,010	511	2,510	1,000	1,000	1,000	(1,510)	-60.2%
51135	CELL PHONE ALLOWANCE	950	470	460	200	460	-	-	-	(460)	-100.0%
51210	FICA AND MEDICARE	22,400	22,229	24,350	19,089	25,630	30,720	30,720	30,720	5,090	19.9%
51221	WORKERS' COMP PREMIUM	2,000	2,000	-	-	1,580	1,760	1,760	1,760	180	11.4%
51222	WORKERS' COMP STATE ASSMT	120	83	110	67	110	140	140	140	30	27.3%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	1,670	1,980	1,980	1,980	310	18.6%
51240	EMPLOYER - RETIREMENT PERS	48,090	49,391	52,240	41,997	58,300	66,640	66,640	66,640	8,340	14.3%
51243	PERS UNFUNDED LIABILITY	16,070	16,070	16,400	16,400	17,450	18,430	18,430	18,430	980	5.6%
51245	EMPLOYER - PERS PICKUP	17,590	17,980	19,100	15,355	20,100	22,960	22,960	22,960	2,860	14.2%
51250	INSURANCE - MEDICAL	87,720	72,004	70,920	61,332	81,680	98,020	98,020	98,020	16,340	20.0%
51255	INSURANCE - VISION	2,220	1,915	1,820	1,594	2,020	2,350	2,350	2,350	330	16.3%
51260	INSURANCE - DENTAL	7,290	6,283	6,040	5,235	6,800	7,700	7,700	7,700	900	13.2%
51265	INSURANCE - LIFE	780	712	800	600	1,230	1,610	1,610	1,610	380	30.9%
51270	INSURANCE - DISABILITY	800	830	880	710	910	1,050	1,050	1,050	140	15.4%
	Total Personal Services	\$ 498,100	\$ 497,998	\$ 511,000	\$ 428,346	\$ 552,480	\$ 655,060	\$ 655,060	\$ 655,060	\$ 102,580	18.6%
52110	SUBSCRIPTIONS AND BOOKS	\$ -	\$ 50	\$ -	\$ 2,200	\$ -	\$ -	\$ -	\$ -	\$ -	-
52120	MAIL	1,000	2,751	2,500	1,880	3,500	3,570	3,570	3,570	\$ 70	2.0%
52130	SUPPLIES	1,200	6,370	8,000	998	8,200	8,440	8,440	8,440	\$ 240	2.9%
52340	EMPLOYEE RECOGNITION	-	96	-	5,738	1,500	1,550	1,550	1,550	\$ 50	3.3%
52405	TELEPHONE - OFFICE	650	992	920	860	910	1,120	1,120	1,120	\$ 210	23.1%
52410	TELEPHONE - CELLULAR	-	898	-	1,070	1,000	1,040	1,040	1,040	\$ 40	4.0%
52550	MILEAGE	180	-	-	-	-	-	-	-	\$ -	-
52670	OTHER PROFESSIONAL SERVICES	1,278,100	1,261,666	1,291,230	1,243,416	1,323,270	1,317,890	1,317,890	1,317,890	\$ (5,380)	-0.4%
52710	MEMBERSHIP DUES	-	-	-	762	420	430	430	430	\$ 10	2.4%
52815	CONTROLLED EQUIPMENT	1,190	294	1,190	4,003	1,600	1,650	1,650	1,650	\$ 50	3.1%
52830	COMPUTER SOFTWARE AND LICENSES	680	-	680	1,207	1,910	1,970	1,970	1,970	\$ 60	3.1%
53210	INSURANCE	5,464,960	5,561,075	5,536,050	6,317,989	6,479,710	6,408,430	6,408,430	6,408,430	\$ (71,280)	-1.1%
53211	LIABILITY INSURANCE	1,380	1,380	1,130	1,130	1,190	1,400	1,400	1,400	\$ 210	17.6%
53220	INSURANCE-RESERVE	11,178,550	-	10,751,670	-	9,527,660	10,160,770	10,160,770	10,160,770	\$ 633,110	6.6%
53510	BUILDING RENTAL	-	-	-	42,175	48,000	47,470	47,470	47,470	\$ (530)	-1.1%
53530	OUTSIDE RENTAL	-	70	-	-	-	-	-	-	\$ -	-
53710	CLAIMS AND DAMAGES	18,183,390	14,782,921	16,896,170	16,506,990	16,600,030	16,417,430	16,417,430	16,417,430	\$ (182,600)	-1.1%
53711	PRESCRIPTION CLAIMS	2,120,000	3,350,079	3,106,720	2,324,465	3,106,720	3,072,550	3,072,550	3,072,550	\$ (34,170)	-1.1%
53720	TAXES AND ASSESSMENTS	7,000	7,450	7,210	5,217	7,210	7,130	7,130	7,130	\$ (80)	-1.1%
53763	MEDICAL - SUPPLIES	-	-	-	22,367	5,000	4,950	4,950	4,950	\$ (50)	-1.0%
53767	BANKING AND INVESTMENT FEES	17,960	10,924	10,500	10,859	11,500	11,850	11,850	11,850	\$ 350	3.0%
53799	OTHER EXPENSES	-	197	-	-	-	-	-	-	\$ -	-
53812	INTRA CITY - DIRECT CHG (LABOR)	-	32,907	-	17,521	12,000	12,360	12,360	12,360	\$ 360	3.0%
52820	SMALL EQUIPMENT AND SUPPLIES	-	-	-	1,103	-	-	-	-	\$ -	-
53851	COPY	2,500	6,206	6,000	3,395	7,000	7,170	7,170	7,170	\$ 170	2.4%
53854	PHOTOCOPIES	-	-	-	-	-	-	-	-	\$ -	-
53900	SUPPORT SERVICES CHARGE	327,740	327,740	274,570	274,570	259,890	225,850	225,850	225,850	\$ (34,040)	-13.1%

City of Salem Budget
Self Insurance Benefits Fund
FY 2023

Self Insurance Benefits Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
	Total Materials and Services	\$ 38,588,040	\$ 25,354,170	\$ 37,900,100	\$ 26,792,816	\$ 37,413,780	\$ 37,720,750	\$ 37,720,750	\$ 37,720,750	\$ 306,970	0.8%
	Total Expenditures	\$ 39,086,140	\$ 25,852,167	\$ 38,411,100	\$ 27,221,162	\$ 37,966,260	\$ 38,375,810	\$ 38,375,810	\$ 38,375,810	\$ 409,550	1.1%

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 2023

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	\$ 6,581,250	53710	Claims and Damages: expense paid by the City for workers' compensation and liability self insurance programs	\$ 1,675,000

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 2023

	Workers Compensation	Liability and Casualty	Total Risk
Resources			
Beginning Balance	\$ 5,426,110	\$ 2,735,820	\$ 8,161,930
Interest Earnings	93,840	53,800	147,640
Premiums - billed to departments	1,442,340	5,138,910	6,581,250
	<u>\$ 6,962,290</u>	<u>\$ 7,928,530</u>	<u>\$ 14,890,820</u>
Expenditures			
Services Provided by the General Fund (support services charge / cost allocation)	\$ 42,050	\$ 283,360	\$ 325,410
Third Party Administration / Contracted Services	188,200	115,130	303,330
Insurance Premiums	265,000	1,484,850	1,749,850
Claims Expenses	1,275,000	400,000	1,675,000
Appropriated Claims Expense Reserve	4,804,040	4,928,660	9,732,700
Other Operating Expenses	388,000	716,530	1,104,530
	<u>\$ 6,962,290</u>	<u>\$ 7,928,530</u>	<u>\$ 14,890,820</u>
Unappropriated Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

City of Salem Budget
Self Insurance Risk Fund Assumptions and Trends
FY 2023

Self Insurance Fund Resources

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
35145	INSURANCE PREMIUM - EMPLOYER	\$ 3,947,020	\$ 3,945,970	\$ 2,141,590	\$ 2,141,510	\$ 3,525,820	\$ 6,581,250	\$ 6,581,250	\$ 6,581,250	\$ 3,055,430	86.7%
	Total Internal / Intergovernmental	\$ 3,947,020	\$ 3,945,970	\$ 2,141,590	\$ 2,141,510	\$ 3,525,820	\$ 6,581,250	\$ 6,581,250	\$ 6,581,250	\$ 3,055,430	86.7%
35212	INTRAFUND - DIRECT CHG (LABOR)	\$ -	\$ 1,780	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
		\$ -	\$ 1,780	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
32310	ACCIDENT AND FIRE RECOVERY	\$ -	\$ -	\$ -	\$ 57,225	\$ -	\$ -	\$ -	\$ -	\$ -	-
36210	INTEREST	75,000	207,816	120,000	146,526	140,000	147,640	147,640	147,640	7,640	5.5%
36895	OTHER REVENUE	-	9	-	-	-	-	-	-	-	-
	Total Other Revenue	\$ 75,000	\$ 207,825	\$ 120,000	\$ 203,751	\$ 140,000	\$ 147,640	\$ 147,640	\$ 147,640	\$ 7,640	5.5%
39110	INTERFUND TRANSFERS	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Beginning Balance	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 9,509,820	\$ 9,670,621	\$ 9,241,850	\$ 10,028,737	\$ 8,280,510	\$ 8,161,930	\$ 8,161,930	\$ 8,161,930	\$ (118,580)	-1.4%
	Total Beginning Balance	\$ 9,509,820	\$ 9,670,621	\$ 9,241,850	\$ 10,028,737	\$ 8,280,510	\$ 8,161,930	\$ 8,161,930	\$ 8,161,930	\$ (118,580)	-1.4%
	Total Resources	\$ 13,631,840	\$ 13,926,197	\$ 11,503,440	\$ 12,373,998	\$ 11,946,330	\$ 14,890,820	\$ 14,890,820	\$ 14,890,820	\$ 2,944,490	24.6%

City of Salem Budget
Self Insurance Risk Fund Assumptions and Trends
FY 2023

Self Insurance Fund Expenditures

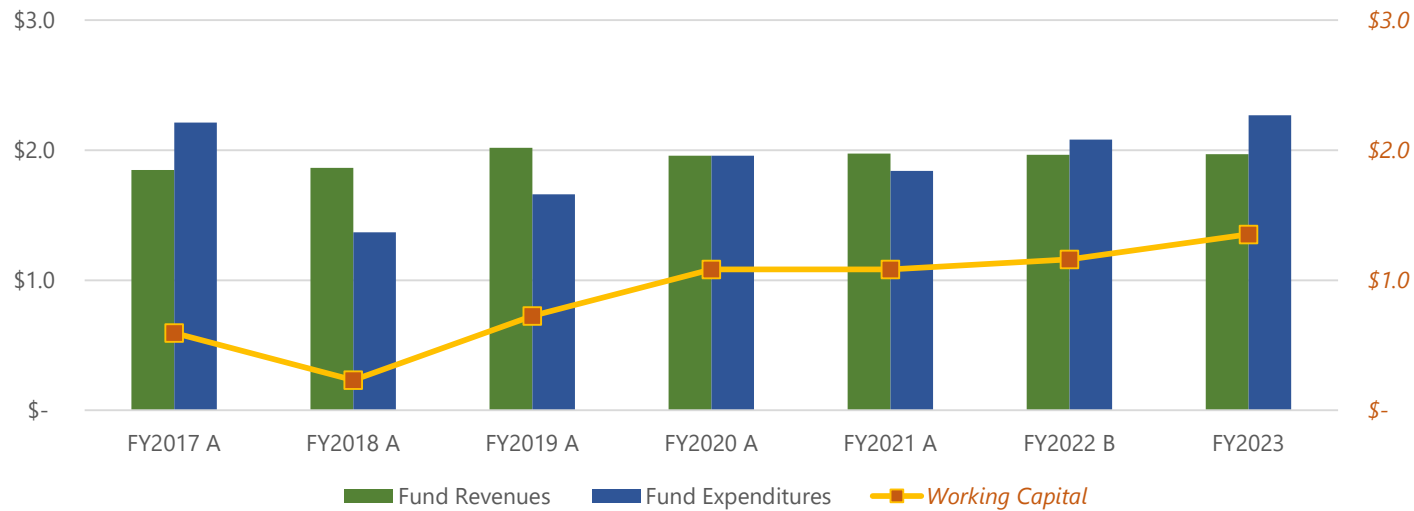
Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
51010	SALARIES AND WAGES	\$ 391,020	\$ 357,027	\$ 458,900	\$ 428,807	\$ 483,520	\$ 616,840	\$ 616,840	\$ 616,840	\$ 133,320	27.6%
51020	SEASONAL AND RELIEF	-	113	-	-	-	-	-	-	-	-
51120	LEAVE PAYOFF	6,000	6,854	9,050	4,050	6,400	6,400	6,400	6,400	-	-
51130	CAR ALLOWANCE	-	(25)	-	-	-	-	-	-	-	-
51135	CELL PHONE ALLOWANCE	480	542	480	470	480	960	960	960	480	100.0%
51195	OTHER PAY / BENEFITS	-	-	3,140	-	3,440	3,930	3,930	3,930	490	14.2%
51210	FICA AND MEDICARE	30,420	26,535	35,840	30,825	37,500	47,750	47,750	47,750	10,250	27.3%
51221	WORKERS' COMP PREMIUM	2,660	2,660	-	-	2,290	2,550	2,550	2,550	260	11.4%
51222	WORKERS' COMP STATE ASSMT	150	91	150	104	150	150	150	150	-	-
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	2,460	3,130	3,130	3,130	670	27.2%
51240	EMPLOYER - RETIREMENT PERS	73,210	60,510	85,360	75,569	91,860	115,310	115,310	115,310	23,450	25.5%
51243	PERS UNFUNDED LIABILITY	21,290	21,290	22,430	22,430	25,680	27,110	27,110	27,110	1,430	5.6%
51245	EMPLOYER - PERS PICKUP	23,860	19,028	28,090	24,504	29,420	37,460	37,460	37,460	8,040	27.3%
51250	INSURANCE - MEDICAL	107,920	82,715	129,780	92,283	116,380	142,610	142,610	142,610	26,230	22.5%
51255	INSURANCE - VISION	2,830	2,241	3,440	2,437	3,040	3,430	3,430	3,430	390	12.8%
51260	INSURANCE - DENTAL	9,240	7,528	11,620	8,217	10,270	11,620	11,620	11,620	1,350	13.1%
51265	INSURANCE - LIFE	1,080	830	1,270	963	1,940	1,990	1,990	1,990	50	2.6%
51270	INSURANCE - DISABILITY	1,070	967	1,270	1,128	1,330	1,680	1,680	1,680	350	26.3%
	Total Personal Services	\$ 671,230	\$ 588,905	\$ 790,820	\$ 691,785	\$ 816,160	\$ 1,022,920	\$ 1,022,920	\$ 1,022,920	\$ 206,760	25.3%
52120	MAIL	\$ 600	\$ 7	\$ 600	\$ 1	\$ 600	\$ 500	\$ 500	\$ 500	\$ (100)	-16.7%
52130	SUPPLIES	2,500	2,304	2,500	89	2,500	2,530	2,530	2,530	30	1.2%
52360	RECRUITMENT FEES	-	20	-	-	40	40	40	40	-	-
52405	TELEPHONE - OFFICE	1,370	1,339	1,240	1,146	1,220	1,490	1,490	1,490	270	22.1%
52410	TELEPHONE - CELLULAR	220	1,111	220	2,114	540	550	550	550	10	1.9%
52510	TRAINING	4,900	3,617	5,900	384	5,900	8,810	8,810	8,810	2,910	49.3%
52520	TRAVEL	-	-	-	16	-	-	-	-	-	-
52540	MEALS	-	-	-	13	-	-	-	-	-	-
52550	MILEAGE	1,000	937	1,000	220	1,200	1,750	1,750	1,750	550	45.8%
52650	LEGAL / COURT SERVICES	-	2,242	-	(190)	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	252,730	189,840	242,730	198,581	247,250	303,330	303,330	303,330	56,080	22.7%
52710	MEMBERSHIP DUES	-	170	-	225	90	860	860	860	770	855.6%
52815	CONTROLLED EQUIPMENT	6,190	23,250	9,400	12,522	7,500	9,010	9,010	9,010	1,510	20.1%
52820	SMALL EQUIPMENT AND SUPPLIES	-	230	-	73	-	10,000	10,000	10,000	10,000	-
52830	COMPUTER SOFTWARE AND LICENSES	51,230	44,564	52,070	29,790	52,700	34,500	34,500	34,500	(18,200)	-34.5%
53210	INSURANCE	842,000	1,043,476	987,660	1,178,166	1,449,860	1,749,850	1,749,850	1,749,850	299,990	20.7%
53211	LIABILITY INSURANCE	2,940	2,940	1,560	1,560	1,730	2,040	2,040	2,040	310	17.9%
53220	INSURANCE-RESERVE	8,870,640	-	6,606,380	-	7,013,860	9,732,700	9,732,700	9,732,700	2,718,840	38.8%
53710	CLAIMS AND DAMAGES	2,450,000	1,511,737	2,450,000	1,399,247	1,976,000	1,675,000	1,675,000	1,675,000	(301,000)	-15.2%
53734	SAFETY CLOTHING AND EQUIPMENT	-	528	-	-	600	610	610	610	10	1.7%
53767	BANKING AND INVESTMENT FEES	7,500	9,951	7,500	8,741	7,500	7,610	7,610	7,610	110	1.5%
53812	INTRA CITY - DIRECT CHG (LABOR)	-	4,889	-	1,567	-	-	-	-	-	-
53851	COPY	1,100	-	1,000	25	1,000	1,010	1,010	1,010	10	1.0%
53854	PHOTOCOPIES	300	13	300	-	300	300	300	300	-	-
53900	SUPPORT SERVICES CHARGE	465,390	465,390	342,560	342,560	359,780	325,410	325,410	325,410	(34,370)	-9.6%
	Total Materials and Services	\$ 12,960,610	\$ 3,308,554	\$ 10,712,620	\$ 3,176,849	\$ 11,130,170	\$ 13,867,900	\$ 13,867,900	\$ 13,867,900	\$ 2,737,730	24.6%
	Total Expenditures	\$ 13,631,840	\$ 3,897,460	\$ 11,503,440	\$ 3,868,635	\$ 11,946,330	\$ 14,890,820	\$ 14,890,820	\$ 14,890,820	\$ 2,944,490	24.6%

City of Salem Budget Streetlight Fund Assumptions and Trends FY 2023

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	\$ 1,944,520	53620	Electricity: power for streetlights, estimating a 6% increase from the FY 2022 budget	\$ 1,041,580

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 2023

Streetlight Fund Resources

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
32310	ACCIDENT AND FIRE RECOVERY	\$ 5,000	\$ 11,639	\$ 5,000	\$ 6,001	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	-
32381	STREETLIGHT FEE	1,869,000	1,924,335	1,928,900	1,944,023	1,939,660	1,944,520	1,944,520	1,944,520	4,860	0.3%
32895	OTHER PERMITS	-	2,480	-	-	2,000	2,600	2,600	2,600	600	30.0%
	Total Sales, Fees, Licenses, Permits	\$ 1,874,000	\$ 1,938,454	\$ 1,933,900	\$ 1,950,025	\$ 1,946,660	\$ 1,952,120	\$ 1,952,120	\$ 1,952,120	\$ 5,460	0.3%
36210	INTEREST	\$ 8,000	\$ 18,379	\$ 16,500	\$ 13,439	\$ 16,530	\$ 16,530	\$ 16,530	\$ 16,530	\$ -	-
36895	OTHER REVENUE	-	-	-	10,914	-	-	-	-	-	-
	Total Other Revenue	\$ 8,000	\$ 18,379	\$ 16,500	\$ 24,353	\$ 16,530	\$ 16,530	\$ 16,530	\$ 16,530	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 1,011,080	\$ 1,082,254	\$ 982,400	\$ 1,082,488	\$ 1,159,640	\$ 1,352,930	\$ 1,352,930	\$ 1,352,930	\$ 193,290	16.7%
	Total Beginning Balance	\$ 1,011,080	\$ 1,082,254	\$ 982,400	\$ 1,082,488	\$ 1,159,640	\$ 1,352,930	\$ 1,352,930	\$ 1,352,930	\$ 193,290	16.7%
	Total Resources	\$ 2,893,080	\$ 3,039,087	\$ 2,932,800	\$ 3,056,865	\$ 3,122,830	\$ 3,321,580	\$ 3,321,580	\$ 3,321,580	\$ 198,750	6.4%

City of Salem Budget
Streetlight Fund
FY 2023

Streetlight Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
52130	SUPPLIES	\$ -	\$ -	\$ -	\$ 84	\$ -	\$ -	\$ -	\$ -	\$ -	-
52670	OTHER PROFESSIONAL SERVICES	51,500	9,016	53,050	44,562	15,000	45,900	45,900	45,900	30,900	206.0%
53380	OTHER MAINTENANCE AND REPAIRS	154,500	73,152	159,140	38,328	125,000	125,000	125,000	125,000	-	-
53620	ELECTRIC	1,135,800	889,091	927,000	982,225	982,620	1,041,580	1,041,580	1,041,580	58,960	6.0%
53650	REFUSE DISPOSAL	-	88	-	-	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	250	879	260	809	270	280	280	280	10	3.7%
53769	CARD PROCESSING FEES	-	36	-	-	-	-	-	-	-	-
53770	BAD DEBT - WRITE OFF	5,240	3,843	5,400	2,562	5,560	5,730	5,730	5,730	170	3.1%
53812	INTRA CITY - DIRECT CHG (LABOR)	10,000	4,516	10,400	3,918	11,020	11,460	11,460	11,460	440	4.0%
53900	SUPPORT SERVICES CHARGE	35,580	35,580	26,680	26,680	30,670	27,150	27,150	27,150	(3,520)	-11.5%
	Total Materials and Services	\$ 1,392,870	\$ 1,016,201	\$ 1,181,930	\$ 1,099,168	\$ 1,170,140	\$ 1,257,100	\$ 1,257,100	\$ 1,257,100	\$ 86,960	7.4%
60120	PRINCIPAL	\$ 197,280	\$ 197,280	\$ 218,890	\$ 218,856	\$ 192,090	\$ 199,580	\$ 199,580	\$ 199,580	\$ 7,490	3.9%
60130	INTEREST	43,120	43,119	21,540	21,543	19,830	12,340	12,340	12,340	(7,490)	-37.8%
	Total Debt Service	\$ 240,400	\$ 240,399	\$ 240,430	\$ 240,399	\$ 211,920	\$ 211,920	\$ 211,920	\$ 211,920	\$ -	-
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	\$ 700,000	\$ 700,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 100,000	20.0%
	Total Interfund Transfers	\$ 700,000	\$ 700,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 100,000	20.0%
	Total Expenditures	\$ 2,533,270	\$ 1,956,600	\$ 2,122,360	\$ 1,839,567	\$ 2,082,060	\$ 2,269,020	\$ 2,269,020	\$ 2,269,020	\$ 186,960	9.0%



City of Salem Budget

Tourism Promotion Area Assumptions and Trends

FY 2023

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.	\$ 1,164,590	54850	Other Special Payments: payment of 95% of collections of the Tourism Promotion Area fee are returned to the City's destination marketing organization	\$ 1,109,360
			62110	Transfers To Other Funds: payment to cover the City's administration of the fee.	\$ 48,240

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 2023

Tourism Promotion Area Fund Resources

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
33110	ASSESSMENT - PRINCIPAL	\$ 700,000	\$ 243,643	\$ 930,000	\$ 681,308	\$ 896,030	\$ 1,164,590	\$ 1,164,590	\$ 1,164,590	\$ 268,560	30.0%
	Total Assessments	\$ 700,000	\$ 243,643	\$ 930,000	\$ 681,308	\$ 896,030	\$ 1,164,590	\$ 1,164,590	\$ 1,164,590	\$ 268,560	30.0%
39910	BEGINNING WORKING CAPITAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Resources	\$ 700,000	\$ 243,643	\$ 930,000	\$ 681,308	\$ 896,030	\$ 1,164,590	\$ 1,164,590	\$ 1,164,590	\$ 268,560	30.0%

Tourism Promotion Area Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
53768	DIRECT BANKING FEES	\$ -	\$ 13	\$ 100	\$ 51	\$ 60	\$ 120	\$ 120	\$ 120	\$ 60	100.0%
53769	CARD PROCESSING FEES	-	1,158	4,790	5,091	3,770	6,870	6,870	6,870	3,100	82.2%
54850	OTHER SPECIAL PAYMENTS	665,000	231,526	883,500	651,669	861,230	1,109,360	1,109,360	1,109,360	248,130	28.8%
	Total Materials and Services	\$ 665,000	\$ 232,697	\$ 888,390	\$ 656,811	\$ 865,060	\$ 1,116,350	\$ 1,116,350	\$ 1,116,350	\$ 459,539	29.0%
62110	TRANSFERS TO OTHER FUNDS	\$ 35,000	\$ 10,945	\$ 41,610	\$ -	\$ 30,970	\$ 48,240	\$ 48,240	\$ 48,240	\$ 17,270	55.8%
	Total Interfund Transfers	\$ 35,000	\$ 10,945	\$ 41,610	\$ -	\$ 30,970	\$ 48,240	\$ 48,240	\$ 48,240	\$ 48,240	55.8%
	Total Expenditures	\$ 700,000	\$ 243,643	\$ 930,000	\$ 656,811	\$ 896,030	\$ 1,164,590	\$ 1,164,590	\$ 1,164,590	\$ 507,779	30.0%

City of Salem Budget Transportation Services Fund Assumptions and Trends FY 2023

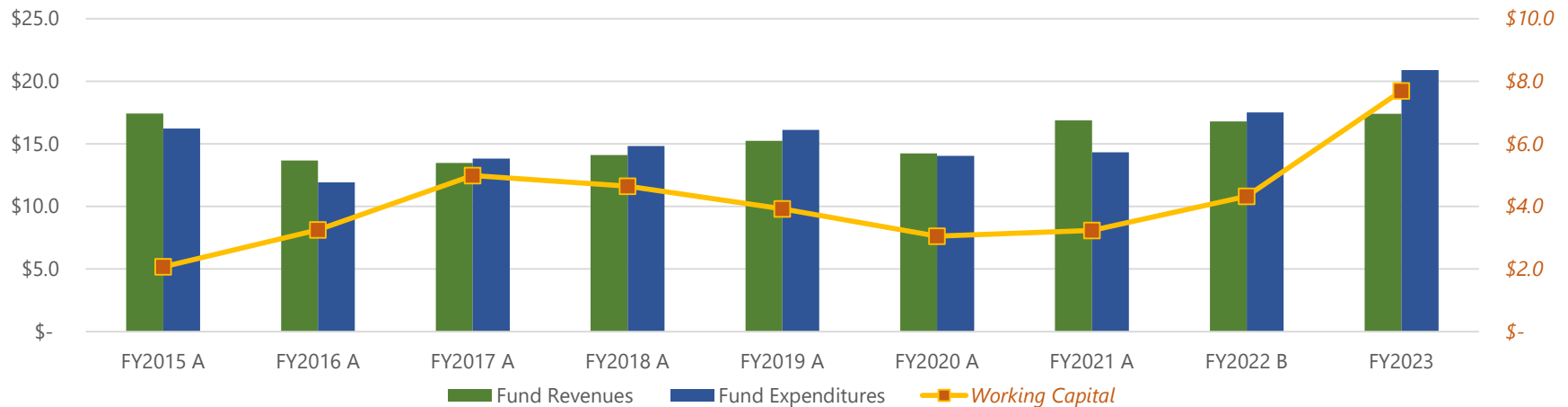
Account	Assumption	Amount	Account	Assumption	Amount
Proceeds for Transportation Fund program activities					
32820	Street Use Permits: for use of public right-of-way including lane closures, estimating a 3% increase over the FY 2022 Budget	\$ 182,490	32515	Intrafund Interdept. Billings: internal to the City as a reimbursement for expenses paid, estimating a 61.9% increase over the FY 2022 Budget	\$ 596,230
35212	Intrafund Direct Chg (Labor): internal to the City charging fund-to-fund for labor, estimating a 0.3% increase over the FY 2022 Budget	\$ 1,027,180	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 6.1% increase from the FY 2022 Budget	\$ 13,741,640
35213	Intrafund Budgeted Transfers: internal to the City charging monthly for a set amount to support certain services, estimating a 3.5% increase over the FY 2022 Budget	\$ 1,205,020			

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

In millions



City of Salem Budget
Transportation Services Fund Resources
FY 2023

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
32310	ACCIDENT AND FIRE RECOVERY	\$ 10,000	\$ 43,081	\$ 10,300	\$ 231,030	\$ 10,610	\$ 10,930	\$ 10,930	\$ 10,930	\$ 320	3.0%
32320	DOCUMENT SALES	1,000	1,681	1,030	1,468	1,060	1,090	1,090	1,090	30	2.8%
32355	SIGN REPAIRS / INSTALL	3,000	4,493	3,090	6,089	3,180	3,280	3,280	3,280	100	3.1%
32640	PW SERVICE FEE	5,050	22,055	9,400	8,858	11,920	12,980	12,980	12,980	1,060	8.9%
32820	STREET USE PERMITS	172,000	140,921	172,000	150,399	177,170	182,490	182,490	182,490	5,320	3.0%
32895	OTHER PERMITS	4,500	6,944	4,640	-	4,700	5,150	5,150	5,150	450	9.6%
	Total Sales, Fees, Licenses, Permits	\$ 195,550	\$ 219,175	\$ 200,460	\$ 397,844	\$ 208,640	\$ 215,920	\$ 215,920	\$ 215,920	\$ 7,280	3.5%
33110	ASSESSMENT - PRINCIPAL	\$ 4,000	\$ 129	\$ 4,120	\$ 230	\$ 4,240	\$ 4,370	\$ 4,370	\$ 4,370	\$ 130	3.1%
33115	ASSESSMENT - INTEREST	1,000	178	1,030	155	1,060	1,090	1,090	1,090	30	2.8%
	Total Assessments	\$ 5,000	\$ 306	\$ 5,150	\$ 385	\$ 5,300	\$ 5,460	\$ 5,460	\$ 5,460	\$ 160	3.0%
34110	LAND / BUILDING RENT	\$ 2,040	\$ 1,602	\$ 2,040	\$ 2,019	\$ 2,040	\$ 2,050	\$ 2,050	\$ 2,050	\$ 10	0.5%
	Total Rent	\$ 2,040	\$ 1,602	\$ 2,040	\$ 2,019	\$ 2,040	\$ 2,050	\$ 2,050	\$ 2,050	\$ 10	0.5%
35211	INTERFUND - SPECIAL TRANSFERS	\$ -	\$ 54	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
35212	INTRAFUND - DIRECT CHG (LABOR)	971,010	853,347	997,470	784,300	1,030,530	1,027,180	1,027,180	1,027,180	(3,350)	-0.3%
35213	INTRAFUND - BUDGETED TRANSFERS	850,330	850,330	1,100,720	1,100,720	1,164,290	1,205,020	1,205,020	1,205,020	40,730	3.5%
35215	INTRAFUND - INTERDEPARTMENTAL BILLINGS	347,870	288,084	382,690	334,005	368,270	596,230	596,230	596,230	227,960	61.9%
35310	STATE HIGHWAY REVENUE	12,318,060	11,389,569	13,167,040	12,517,440	12,957,240	13,741,640	13,741,640	13,741,640	784,400	6.1%
35350	CHEMEKETA COMM COLLEGE	1,500	2,275	1,550	-	1,600	1,650	1,650	1,650	50	3.1%
35361	STATE REIMBURSEMENT	126,500	113,066	130,300	91,268	134,210	134,210	134,210	134,210	-	-
35367	CITY OF KEIZER	51,000	66,175	34,480	30,025	35,510	35,680	35,680	35,680	170	0.5%
35370	MARION COUNTY	19,500	20,073	30,140	40,157	31,040	31,970	31,970	31,970	930	3.0%
35395	OTHER GOVERNMENT AGENCIES	-	430	-	479	-	-	-	-	-	-
35519	STATE-DEPT OF TRANSPORTATION (ODOT)	-	1,863	-	-	-	-	-	-	-	-
35633	US FEDERAL HIGHWAY TRANSPORTATION	271,860	270,480	280,020	281,520	288,420	297,070	297,070	297,070	8,650	3.0%
35641	US DEPT OF THE TREASURY	-	16,937	-	1,163,345	464,930	-	-	-	(464,930)	-100.0%
	Total Internal / Intergovernmental	\$ 14,957,630	\$ 13,872,683	\$ 16,124,410	\$ 16,343,258	\$ 16,476,040	\$ 17,070,650	\$ 17,070,650	\$ 17,070,650	\$ 594,610	3.6%
36210	INTEREST	\$ 32,000	\$ 51,098	\$ 32,960	\$ 42,350	\$ 33,950	\$ 34,970	\$ 34,970	\$ 34,970	\$ 1,020	3.0%
36810	BAD DEBT RECOVERY	-	508	-	4,044	-	-	-	-	-	-
36815	WAGE RECOVERY	-	18,070	-	4,692	-	-	-	-	-	-
36895	OTHER REVENUE	2,000	5,922	2,060	5,469	2,120	2,180	2,180	2,180	60	2.8%
	Total Other Revenue	\$ 34,000	\$ 75,598	\$ 35,020	\$ 56,554	\$ 36,070	\$ 37,150	\$ 37,150	\$ 37,150	\$ 1,080	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	\$ 2,575,000	\$ 3,047,206	\$ 2,790,670	\$ 3,238,378	\$ 4,329,390	\$ 7,392,040	\$ 7,392,040	\$ 7,693,900	\$ 3,364,510	77.7%
	Total Beginning Balance	\$ 2,575,000	\$ 3,047,206	\$ 2,790,670	\$ 3,238,378	\$ 4,329,390	\$ 7,392,040	\$ 7,392,040	\$ 7,693,900	\$ 3,364,510	77.7%
	Total Resources	\$ 17,844,220	\$ 17,291,570	\$ 19,232,750	\$ 20,113,439	\$ 21,132,480	\$ 24,798,270	\$ 24,798,270	\$ 25,100,130	\$ 3,967,650	18.8%

City of Salem Budget
Transportation Services Fund Expenditures
FY 2023

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
51010	SALARY AND WAGES	\$ 3,525,080	\$ 3,264,406	\$ 3,792,440	\$ 3,428,769	\$ 3,880,280	\$ 4,232,090	\$ 4,232,090	\$ 4,232,090	\$ 351,810	9.1%
51015	PREMIUM PAY	-	-	-	493	-	-	-	-	-	-
51020	SEASONAL AND RELIEF	280,620	123,685	241,610	47,733	249,410	27,510	27,510	27,510	(221,900)	-89.0%
51025	HOLIDAY - REGULAR	-	2,248	-	1,911	-	-	-	-	-	-
51030	OVERTIME	106,610	112,996	109,360	182,795	121,310	154,680	154,680	154,680	33,370	27.5%
51080	STANDBY	41,130	29,514	39,630	43,540	36,410	34,870	34,870	34,880	(1,530)	-4.2%
51090	DIFFERENTIAL	10,510	7,374	10,610	8,059	10,690	11,720	11,720	11,730	1,040	9.7%
51100	INCENTIVES	9,570	7,531	7,950	7,734	8,090	8,560	8,560	8,560	470	5.8%
51120	LEAVE PAYOFF	30,460	19,768	26,560	23,805	30,130	43,770	43,770	43,780	13,650	45.3%
51195	OTHER PAY / BENEFITS	11,770	-	10,800	925	5,390	2,700	2,700	2,700	(2,690)	-49.9%
51210	FICA AND MEDICARE	306,300	269,015	323,480	279,608	331,730	345,250	345,250	345,260	13,530	4.1%
51221	WORKERS' COMP PREMIUM	70,700	70,700	-	-	61,800	36,110	36,110	36,120	(25,680)	-41.6%
51222	WORKERS' COMP STATE ASSMT	1,870	1,172	1,720	1,122	1,720	1,700	1,700	1,690	(30)	-1.7%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	21,680	22,520	22,520	22,530	850	3.9%
51230	UNEMPLOYMENT	29,000	7,432	-	23,324	20,000	20,000	20,000	20,000	-	-
51240	EMPLOYER - RETIREMENT PERS	773,740	667,001	779,030	701,258	797,210	862,730	862,730	862,370	65,160	8.2%
51243	PERS UNFUNDED LIABILITY	194,680	194,680	208,290	208,290	218,400	224,350	224,350	224,350	5,950	2.7%
51245	EMPLOYER - PERS PICKUP	240,240	204,877	244,970	216,139	245,140	269,130	269,130	269,120	23,980	9.8%
51250	INSURANCE - MEDICAL	904,940	824,992	1,003,330	909,555	1,105,480	1,227,420	1,227,420	1,227,410	121,930	11.0%
51255	INSURANCE - VISION	23,170	20,890	24,750	22,207	26,590	28,690	28,690	28,690	2,100	7.9%
51260	INSURANCE - DENTAL	77,860	71,394	85,850	77,609	92,100	97,200	97,200	97,200	5,100	5.5%
51265	INSURANCE - LIFE	8,080	7,587	8,510	7,773	12,610	13,390	13,390	13,390	780	6.2%
51270	INSURANCE - DISABILITY	2,600	2,683	2,720	2,589	2,810	2,800	2,800	2,800	(10)	-0.4%
	Total Personal Services	\$ 6,648,930	\$ 5,909,944	\$ 6,921,610	\$ 6,195,239	\$ 7,278,980	\$ 7,667,190	\$ 7,667,190	\$ 7,666,860	\$ 387,880	5.3%
52110	SUBSCRIPTIONS AND BOOKS	\$ 1,320	\$ 831	\$ 1,850	\$ -	\$ 1,350	\$ 2,410	\$ 2,410	\$ 2,410	\$ 1,060	78.5%
52120	MAIL	1,700	213	1,300	218	250	1,060	1,060	1,060	810	324.0%
52130	SUPPLIES	36,500	33,656	42,100	37,080	42,100	47,820	47,820	47,820	5,720	13.6%
52150	RECORDING FEES	600	-	600	106	400	400	400	400	-	-
52320	ADVERTISING	10,000	2,997	6,800	1,538	8,200	8,210	8,210	8,210	10	0.1%
52340	EMPLOYEE RECOGNITION	-	69	-	306	-	-	-	-	-	-
52360	RECRUITMENT FEES	420	236	550	178	1,450	1,570	1,570	1,570	120	8.3%
52405	TELEPHONE - OFFICE	350	298	350	329	350	360	360	360	10	2.9%
52410	TELEPHONE - CELLULAR	44,110	40,500	45,820	43,010	46,510	45,820	45,820	45,820	(690)	-1.5%
52460	COMMUNICATION - OTHER	600	457	600	480	500	490	490	490	(10)	-2.0%
52510	TRAINING	19,700	9,998	22,700	1,664	21,900	23,120	23,120	23,120	1,220	5.6%
52540	MEALS	250	88	750	-	750	770	770	770	20	2.7%
52550	MILEAGE	1,000	-	1,510	-	-	-	-	-	-	-
52620	CONSTRUCTION CONTRACTS	-	1,864	-	-	-	-	-	-	-	-
52640	ENGINEERING / ARCHITECT SERVICES	-	-	75,000	292	75,000	50,000	50,000	50,000	(25,000)	-33.3%
52670	OTHER PROFESSIONAL SERVICES	568,400	575,198	693,710	624,538	724,900	1,246,040	1,246,040	1,376,370	651,470	89.9%
52710	MEMBERSHIP DUES	11,220	10,885	11,100	10,458	13,060	13,940	13,940	13,940	880	6.7%
52720	LICENSES / CERTIFICATIONS	4,370	3,578	3,960	5,659	5,780	6,680	6,680	6,680	900	15.6%
52740	PERMITS	-	1,846	-	-	-	-	-	-	-	-
52810	SMALL TOOLS	14,080	16,255	16,980	11,037	19,980	19,150	19,150	19,150	(830)	-4.2%
52815	CONTROLLED EQUIPMENT	19,000	29,516	28,000	21,624	17,500	283,510	283,510	337,060	319,560	1826.1%
52820	SMALL EQUIPMENT AND SUPPLIES	12,400	10,064	19,100	13,520	28,800	30,310	30,310	30,310	1,510	5.2%
52830	COMPUTER SOFTWARE AND LICENSES	57,640	28,931	53,420	68,330	67,170	70,160	70,160	70,160	2,990	4.5%

City of Salem Budget
Transportation Services Fund Expenditures
FY 2023

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
52865	OTHER TECHNICAL SUPPLIES	-	55	-	-	-	-	-	-	-	-
52910	DIESEL FUEL	165,000	120,390	165,000	86,714	144,000	144,000	144,000	144,000	-	-
52930	GASOLINE	67,000	72,368	70,000	53,480	75,000	77,000	77,000	77,000	2,000	2.7%
52940	LP / CNG GAS	3,800	3,102	3,800	2,762	3,750	3,760	3,760	3,760	10	0.3%
52950	LUBRICANTS	130	124	180	-	140	140	140	140	-	-
53211	LIABILITY INSURANCE	124,100	124,100	204,830	204,830	180,200	246,370	246,370	246,370	66,170	36.7%
53310	VEHICLE MAINTENANCE	202,000	296,941	253,330	346,772	308,000	335,600	335,600	335,600	27,600	9.0%
53320	EQUIPMENT MAINTENANCE	15,590	6,175	13,310	10,443	13,020	14,140	14,140	14,140	1,120	8.6%
53350	RADIO MAINTENANCE	1,150	-	400	-	-	-	-	-	-	-
53375	CHEMICALS	30	-	530	-	500	500	500	500	-	-
53380	OTHER MAINTENANCE AND REPAIRS	1,843,670	1,216,886	1,898,090	1,172,019	1,930,960	1,928,920	1,928,920	1,977,230	46,270	2.4%
53530	OUTSIDE RENTAL	19,650	8,160	40,250	68,762	59,300	127,350	127,350	127,350	68,050	114.8%
53610	GAS	4,550	5,062	4,350	5,016	3,990	5,290	5,290	5,290	1,300	32.6%
53620	ELECTRIC	153,160	156,190	168,350	188,693	178,740	189,200	189,200	189,200	10,460	5.9%
53650	REFUSE DISPOSAL	28,700	35,169	29,700	33,489	40,500	43,400	43,400	43,400	2,900	7.2%
53720	TAXES AND ASSESSMENTS	-	700	-	-	-	-	-	-	-	-
53731	CLOTHING - UNIFORMS (TAXABLE)	1,180	1,413	1,410	1,194	2,040	2,020	2,020	2,020	(20)	-1.0%
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	-	-	-	190	-	-	-	-	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	27,800	18,072	34,130	26,526	34,130	34,910	34,910	34,910	780	2.3%
53740	CLOTHING - CLEANING CHARGES	800	854	950	766	950	970	970	970	20	2.1%
53767	BANKING AND INVESTMENT FEES	13,500	3,760	6,060	3,858	6,510	9,990	9,990	9,990	3,480	53.5%
53768	DIRECT BANKING FEES	200	14	50	46	50	50	50	50	-	-
53769	CARD PROCESSING FEES	2,000	2,387	2,200	6,040	2,200	2,200	2,200	2,200	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	11,380	19,903	9,760	18,390	14,000	11,000	11,000	11,000	(3,000)	-21.4%
53813	INTRA CITY - BUDGETED TRANSFERS	2,611,170	2,498,988	1,011,280	1,011,190	1,049,500	1,071,540	1,071,540	1,071,540	22,040	2.1%
53815	INTRA CITY - INTERDEPARTMENTAL BILLINGS	127,490	145,074	1,907,090	1,464,437	1,964,300	2,062,600	2,062,600	2,062,600	98,300	5.0%
53830	RADIO	102,190	102,190	112,960	112,960	91,530	161,500	161,500	161,480	69,950	76.4%
53840	MOTOR POOL RENTAL	504,920	504,980	522,440	510,090	526,660	492,850	492,850	492,870	(33,790)	-6.4%
53841	EQUIPMENT REPLACEMENT CHARGE	661,000	625,000	575,000	230,000	190,000	450,000	450,000	450,000	260,000	136.8%
53851	COPY	5,300	1,702	3,800	813	5,020	3,030	3,030	3,030	(1,990)	-39.6%
53853	PRINTING	250	-	250	-	100	510	510	510	410	410.0%
53854	PHOTOCOPIES	-	430	-	930	-	-	-	-	-	-
53855	SHOPS FACILITIES MAINTENANCE	23,970	23,970	26,710	26,710	28,180	29,310	29,310	29,310	1,130	4.0%
53860	BUILDING SERVICES	2,000	16,927	2,000	100	2,000	-	-	-	(2,000)	-100.0%
53900	SUPPORT SERVICES CHARGE	820,650	820,650	853,310	853,310	895,470	708,920	708,920	708,920	(186,550)	-20.8%
54811	SPECIAL PAYMENTS - PERMANENT EASEMENT	-	-	-	2,700	-	-	-	-	-	-
	Total Materials and Services	\$ 8,347,990	\$ 7,599,761	\$ 8,947,720	\$ 7,283,613	\$ 8,826,690	\$ 10,008,890	\$ 10,008,890	\$ 10,241,080	\$ 1,414,390	16.0%
55130	EQUIPMENT AND MACHINERY	\$ 315,500	\$ 89,730	\$ 275,000	\$ 27,348	\$ 294,000	\$ 370,000	\$ 370,000	\$ 440,000	\$ 146,000	49.7%
55150	FLEET REPLACEMENT	-	286	-	-	-	-	-	-	-	-
	Total Capital Outlay	\$ 315,500	\$ 90,016	\$ 275,000	\$ 27,348	\$ 294,000	\$ 370,000	\$ 370,000	\$ 440,000	\$ 146,000	49.7%
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	\$ 453,470	\$ 453,470	\$ 812,070	\$ 812,070	\$ 606,970	\$ 2,048,640	\$ 2,048,640	\$ 2,048,640	\$ 1,441,670	237.5%
	Total Interfund Transfers	\$ 453,470	\$ 453,470	\$ 812,070	\$ 812,070	\$ 606,970	\$ 2,048,640	\$ 2,048,640	\$ 2,048,640	\$ 1,441,670	237.5%
	Total Expenditures	\$ 16,265,890	\$ 14,053,192	\$ 17,456,400	\$ 14,318,270	\$ 17,506,640	\$ 20,594,720	\$ 20,594,720	\$ 20,896,580	\$ 3,389,940	19.4%

City of Salem Budget Trust Fund Assumptions and Trends FY 2023

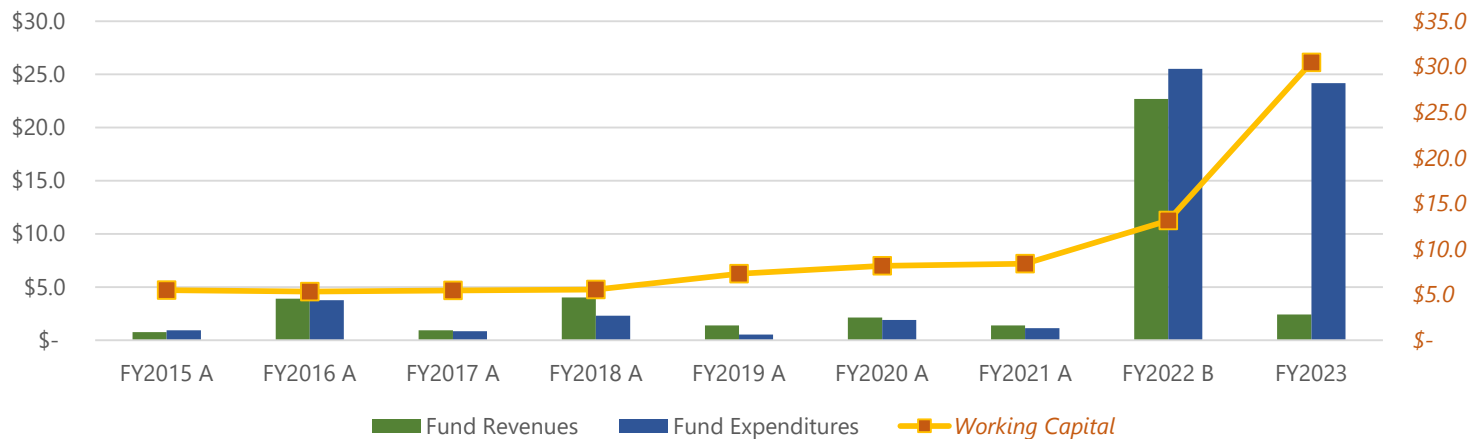
Account	Assumption	Amount	Account	Assumption	Amount
32345	Community Enforcement Fee: revenue derived from the remediation of blighted properties in Salem; estimating no change from the FY 2022 Budget	\$ 75,000	36895	Other Revenues: includes \$500,000 of appropriation authority for unanticipated revenues, also forfeited funds held in several trust accounts; estimating a 16.3% increase from the FY 2022 Budget	\$ 1,661,430
32640	PW Service Fee: developer fees held in trust for Public Works projects; estimating a 20.0% decrease from the FY 2022 Budget	\$ 60,000	39110	Interfund Transfers: includes transfers for the senior center and historical residential toolbox grants; estimating no change from the FY 2022 Budget	\$ 17,500
35641	US Dept of the Treasury: grant revenue from the American Rescue Plan Act. 100% decrease from FY 2022 Budget.	\$ -			

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 2023

Actual Cash Balance		Account Number	Trust Account Title	Estimated Cash Bal. 6/30/2022	Anticipated FY 2022-23			Projected Cash Bal. 6/30/2023
7/1/2020	7/1/2021				Receipts	Total Res	Disbursements	
\$ 565	\$ -	401 10980400	Civic Center Trust	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	404 60981010	Misc Federal and State Grants	19,967,420	-	19,967,420	19,967,420	-
19,343	19,759	421 20981700	Kingwood Tower	-	-	-	-	-
71,384	41,730	429 64989700	Enterprise Zone	2,400	50	2,450	2,450	-
30,108	30,810	430 25989800	Seismic Response	31,600	450	32,050	32,050	-
833	851	435 60982000	Youth Commission	-	-	-	-	-
6,475	14,870	436 58982600	Pioneer Cemetery Trust	28,560	12,300	40,860	32,000	8,860
69,518	79,538	440 21983500	Senior Center	175,260	155,900	331,160	213,400	117,760
3,155	3,223	445 25984000	SESNA Neighborhood Response	3,320	50	3,370	1,710	1,660
395,152	403,782	446 64989800	Railroad Bridge Maintenance	414,060	5,000	419,060	75,500	343,560
211,519	264,550	447 589831--	Parks Facilities Reserves	1,016,310	55,650	1,071,960	445,550	626,410
210,837	318,776	448 25985---	Neighborhood Enhancement	228,940	100,290	329,230	250,410	78,820
17,371	19,833	460 33982200	Friends of SPL	16,000	40,240	56,240	50,020	6,220
957,913	953,918	461 3398----	Library Gifts	926,010	145,470	1,071,480	401,070	670,410
14,122	14,426	462 33984200	Nora Anderson Estate	14,960	150	15,110	20	15,090
9,004	8,861	463 33985900	Dr. Helen Pearce Music Fund	7,420	100	7,520	1,510	6,010
21,826	21,457	464 33986400	Rise Estate	20,600	200	20,800	5,020	15,780
8,636	8,822	465 33986500	Rutter Bond Donation	9,020	100	9,120	10	9,110
317,413	332,415	467 35981700	Police Property Income	330,000	225,000	555,000	300,000	255,000
2,342	750	469 35981200	K-9 Trust	1,500	500	2,000	500	1,500
316,654	387,066	470 35981400	Police - Other Income	350,000	100,000	450,000	250,000	200,000
16,069	24,046	472 35982900	Police - Misc. Donations	28,000	100,000	128,000	50,000	78,000
288	672	473 35983800	Police Training	5,000	40,100	45,100	40,000	5,100
2,069	-	474 35983900	D.A.R.E. Program	-	-	-	-	-
3,402	2,187	475 35987100	Neighborhood Watch	4,000	1,000	5,000	5,000	-
2,856	3,175	477 37987500	Fire - Prevention / Education / Trauma	2,540	100,000	102,540	100,000	2,540
699,365	289,858	479 35983---	Federal and State Forfeitures	350,400	415,000	765,400	600,400	165,000
66,162	67,586	483 37987200	Antique Fire Apparatus	65,740	30,000	95,740	30,000	65,740
286,137	292,609	486 58981900	Street Right-of-Way	337,850	3,500	341,350	335,000	6,350
4,141,649	4,454,665	490 589887--	Future Public Works Projects	6,121,010	121,900	6,242,910	206,300	6,036,610
5,301	4,656	493 58982210	Environmental Program Donations	2,080	4,100	6,180	5,000	1,180
-	50,000	500 60989500	Unanticipated	-	750,000	750,000	750,000	-
3,315	3,386	551 10983100	Willard C. Marshall	3,490	60	3,550	10	3,540
240,345	254,167	560 58985100	Woodmansee Park	7,100	10,180	17,280	17,280	-
8,477	8,660	570 33984700	J. Wesley Sullivan Trust	8,860	100	8,960	10	8,950
\$ 8,159,606	\$ 8,381,104			\$ 30,479,450	\$ 2,417,390	32,896,840	\$ 24,167,640	\$ 8,729,200

City of Salem Budget
Trust Fund
FY 2023

Trust Fund Resources

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
32310	ACCIDENT AND FIRE RECOVERY	\$ -	\$ -	\$ -	\$ -	\$ 721,860	\$ -	\$ -	\$ -	\$ (721,860)	-100.0%
32345	COMMUNITY ENFORCEMENT FEES	100,000	186,598	75,000	96,195	75,000	75,000	75,000	75,000	-	-
32610	SENIOR CENTER FEE	-	13,472	-	4,447	-	-	-	-	-	-
32633	LIBRARY - DAMAGED AND LOST MATERIALS	-	10,678	-	-	-	-	-	-	-	-
32640	PW SERVICE FEE	135,000	61,000	110,000	241,476	75,000	60,000	60,000	60,000	(15,000)	-20.0%
	Total Sales, Fees, Licenses, Permits	\$ 235,000	\$ 271,748	\$ 185,000	\$ 342,118	\$ 871,860	\$ 135,000	\$ 135,000	\$ 135,000	\$ (736,860)	-84.5%
35510	STATE GRANTS	\$ 30,000	\$ 29,187	\$ 30,000	\$ 29,407	\$ 17,300,000	\$ -	\$ -	\$ -	\$ (17,300,000)	-100.0%
35515	STATE-DEPT OF ADMIN SERVICES (DAS)	1,000,000	1,000,000	-	-	-	-	-	-	-	-
35640	US DEPT OF JUSTICE (OTHER)	-	19,683	-	1,200	-	-	-	-	-	-
	Total Internal / Intergovernmental	\$ 1,030,000	\$ 1,048,870	\$ 30,000	\$ 30,607	\$ 17,300,000	\$ -	\$ -	\$ -	\$ (17,300,000)	-100.0%
33115	ASSESSMENT - INTEREST	\$ -	\$ 32,841	\$ -	\$ 18,353	\$ -	\$ -	\$ -	\$ -	\$ -	-
34110	LAND / BUILDING RENT	-	2,116	-	1,403	-	1,500	1,500	1,500	1,500	-
35495	OTHER AGENCIES	-	-	-	52,770	-	-	-	-	-	-
35641	US DEPT OF THE TREASURY	-	-	-	-	2,500,980	-	-	-	(2,500,980)	-100.0%
36106	TREE CODE VIOLATION	3,660	34,453	4,000	27,724	10,000	13,000	13,000	13,000	3,000	30.0%
36130	CIVIL PENALTIES	-	1,050	-	-	-	-	-	-	-	-
36210	INTEREST	136,260	190,708	218,410	141,152	203,280	182,860	182,860	182,860	(20,420)	-10.0%
36315	LOAN INTEREST	3,000	-	-	-	-	-	-	-	-	-
36820	DONATIONS	296,700	120,303	222,500	184,131	360,640	406,100	406,100	406,100	45,460	12.6%
36830	CORPORATE CARD REBATE	-	448	-	293	-	-	-	-	-	-
36895	OTHER REVENUE	1,139,800	407,983	1,417,500	564,603	1,428,580	1,411,430	1,411,430	1,661,430	232,850	16.3%
	Total Other Revenue	\$ 1,579,420	\$ 789,902	\$ 1,862,410	\$ 990,428	\$ 4,503,480	\$ 2,014,890	\$ 2,014,890	\$ 2,264,890	\$ 260,890	-49.7%
39110	INTERFUND TRANSFERS	\$ 12,500	\$ 12,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ -	-
39115	INTRAFUND TRANSFERS IN	-	3,967	-	-	-	-	-	-	-	-
	Total Interfund Transfers	\$ 12,500	\$ 16,467	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 8,031,860	\$ 8,159,606	\$ 8,257,180	\$ 8,381,104	\$ 13,118,850	\$ 30,479,450	\$ 30,479,450	\$ 30,479,450	\$ 17,360,600	132.3%
	Total Beginning Balance	\$ 8,031,860	\$ 8,159,606	\$ 8,257,180	\$ 8,381,104	\$ 13,118,850	\$ 30,479,450	\$ 30,479,450	\$ 30,479,450	\$ 17,360,600	132.3%
	Total Resources	\$ 10,888,780	\$ 10,286,593	\$ 10,352,090	\$ 9,761,757	\$ 35,811,690	\$ 32,646,840	\$ 32,646,840	\$ 32,896,840	\$ (415,370)	-8.1%

City of Salem Budget
Trust Fund
FY 2023

Trust Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
52110	SUBSCRIPTIONS AND BOOKS	\$ -	\$ 53,345	\$ -	\$ 21,835	\$ -	\$ -	\$ -	\$ -	\$ -	-
52120	MAIL	-	221	-	387	-	-	-	-	-	-
52130	SUPPLIES	15,000	23,889	15,000	84,309	-	-	-	-	-	-
52150	RECORDING FEES	-	-	-	300	-	-	-	-	-	-
52320	ADVERTISING	-	717	-	1,615	-	-	-	-	-	-
52340	EMPLOYEE RECOGNITION	-	213	-	-	-	-	-	-	-	-
52510	TRAINING	-	7,435	-	3,138	-	-	-	-	-	-
52520	TRAVEL	-	-	-	100	-	-	-	-	-	-
52540	MEALS	-	561	-	120	-	-	-	-	-	-
52560	REGISTRATION	-	1,625	-	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	145,000	33,009	260,250	150,719	284,000	289,440	289,440	289,440	5,440	1.9%
52810	SMALL TOOLS	-	-	-	1,328	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	-	30,238	-	226,441	1,100	-	-	-	(1,100)	-100.0%
52820	SMALL EQUIPMENT AND SUPPLIES	-	17,481	55,250	33,467	59,000	57,500	57,500	57,500	(1,500)	-2.5%
52830	COMPUTER SOFTWARE AND LICENSES	33,000	66,565	-	18,255	-	-	-	-	-	-
52865	OTHER TECHNICAL SUPPLIES	-	-	-	469	-	-	-	-	-	-
52930	GASOLINE	-	105	-	278	-	-	-	-	-	-
53320	EQUIPMENT MAINTENANCE	4,270	-	-	5,623	-	-	-	-	-	-
53380	OTHER MAINTENANCE AND REPAIRS	-	4,309	-	312	-	-	-	-	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	-	-	-	12,600	-	-	-	-	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	-	1,271	-	26,730	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	7,560	5,080	6,590	4,796	6,760	8,120	8,120	8,120	1,360	20.1%
53768	DIRECT BANKING FEES	-	13	-	1	-	-	-	-	-	-
53769	CARD PROCESSING FEES	-	1,266	-	151	-	-	-	-	-	-
53770	BAD DEBT - WRITE OFF	-	324	-	549	-	-	-	-	-	-
53799	OTHER EXPENSES	2,480,820	33,715	2,313,130	14,433	2,113,340	2,646,050	2,646,050	2,646,050	532,710	25.2%
53812	INTRA CITY - DIRECT CHG (LABOR)	5,000	11,061	5,000	21,803	5,000	5,000	5,000	5,000	-	-
53813	INTRA CITY - BUDGETED TRANSFERS	-	-	-	-	-	434,850	434,850	434,850	434,850	-
53815	INTRA CITY - INTERDEPARTMENTAL BILLINGS	-	-	-	-	143,000	-	-	-	(143,000)	-100.0%
53851	COPY	-	3,108	-	1,656	-	-	-	-	-	-
53853	PRINTING	-	-	-	144	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	1,000,000	1,067,476	-	123,820	17,074,730	18,636,720	18,636,720	18,886,720	1,811,990	10.6%
	Total Materials and Services	\$ 3,690,650	\$ 1,363,026	\$ 2,655,220	\$ 755,377	\$ 19,686,930	\$ 22,077,680	\$ 22,077,680	\$ 22,327,680	\$ 2,640,750	13.4%
55130	EQUIPMENT AND MACHINERY	\$ 918,500	\$ 432,932	\$ 500,000	\$ 122,226	\$ 500,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 100,000	20.0%
	Total Capital Outlay	\$ 918,500	\$ 432,932	\$ 500,000	\$ 122,226	\$ 500,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 100,000	20.0%
62110	TRANSFERS TO OTHER FUNDS	\$ 105,570	\$ 105,565	\$ 295,770	\$ 270,770	\$ 5,333,740	\$ 1,239,960	\$ 1,239,960	\$ 1,239,960	\$ (4,093,780)	-76.8%
62115	INTRAFUND TRANSFERS OUT	-	3,967	-	-	-	-	-	-	-	-
	Total Interfund Transfers	\$ 105,570	\$ 109,532	\$ 295,770	\$ 270,770	\$ 5,333,740	\$ 1,239,960	\$ 1,239,960	\$ 1,239,960	\$ (4,093,780)	-76.8%
	Total Expenditures	\$ 4,714,720	\$ 1,905,489	\$ 3,450,990	\$ 1,148,373	\$ 25,520,670	\$ 23,917,640	\$ 23,917,640	\$ 24,167,640	\$ (1,353,030)	-5.3%

City of Salem Trust Funds FY 2023

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	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:	To receive interest disbursements to be expended for maintenance of Pioneer Cemetery.
Recreation	440-21983500:	To receive, hold, and disburse donations and requests for the benefit of Center 50+.
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 and the Peter Courtney Minto Island Bicycle and Pedestrian Bridge.
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 2023

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 Bank with interest only paid to the City to be used benefit of 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 2023

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 6.1% increase over the FY 2022 Budget	\$ 4,144,210	32639	Hauled Waste Fees: to treat waste hauled to treatment plant under contract, estimating a 41.2% increase over the FY 2022 Budget	\$ 677,890
32236	Wastewater Connection: fees on new permitted development, estimating a 3% increase over the FY 2022 Budget	\$ 21,890	32640	Public Works Service Fees: for permits and agreements, estimating a 23.9% increase over the FY 2022 Budget	\$ 60,420
32238	New Service Install Water: connection and testing fees, estimating a 3% increase over the FY 2022 Budget	\$ 305,920	32644	Processing Fee: for utility customer account activation and reactivation, estimating a 134.8% increase over the FY 2022 Budget	\$ 417,950
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 SDC fees	\$ 10,000	32815	Public Works Construction Permits: for site development / construction permits, estimating a 25% decrease from the FY 2022 Budget	\$ 1,034,330
32330	Fire Service: monthly fees for properties with fire suppression systems, estimating a .8% increase over the FY 2022 Budget	\$ 126,000	32895	Other Permits: for industrial waste discharge	\$ 2,500
32354	Development Plan Review: for permitted development plan and plat review, estimating a 3% increase over the FY 2022 Budget	\$ 534,480	35212	Intrafund - Direct Chg (Labor): for management, engineering support, and services to construction projects, estimating a 3.2% decrease from the FY 2022 Budget	\$ 4,337,000
32370	Water: sales revenue, estimating a 10.8% increase over the FY 2022 Budget	\$ 33,873,500	35213	Intrafund - Budgeted Transfers: for administration and support by the Utility Fund to other funds, estimating a 9.6% decrease from the FY 2022 Budget	\$ 1,304,880
32376	Wastewater: rate revenue, estimating a 2.6% increase over the FY 2022 Budget	\$ 50,017,810	35215	Intrafund - Interdepartmental Billings: internal billings for services provided by the Utility Fund, estimating a 2% decrease from the FY 2022 Budget	\$ 407,000
32377	Stormwater: rate revenue, estimating a 6.8% increase over the FY 2022 Budget	\$ 16,184,800	36310	Loan Principal: repayments, estimating a 6.4% decrease from the FY 2022 Budget	\$ 539,850
32637	Backflow Program Fees: for backflow prevention assembly compliance, estimating a 0.3% increase over the FY 2022 Budget	\$ 219,100	36315	Loan Interest: from repayments, estimating a 40% decrease from the FY 2022 Budget	\$ 47,090
32638	Septic Waste Fees: to treat septage from chemical toilets and septic tanks, estimating a 3% increase over the FY 2022 Budget	\$ 865,200			

Not all revenues included on the next page are highlighted here.

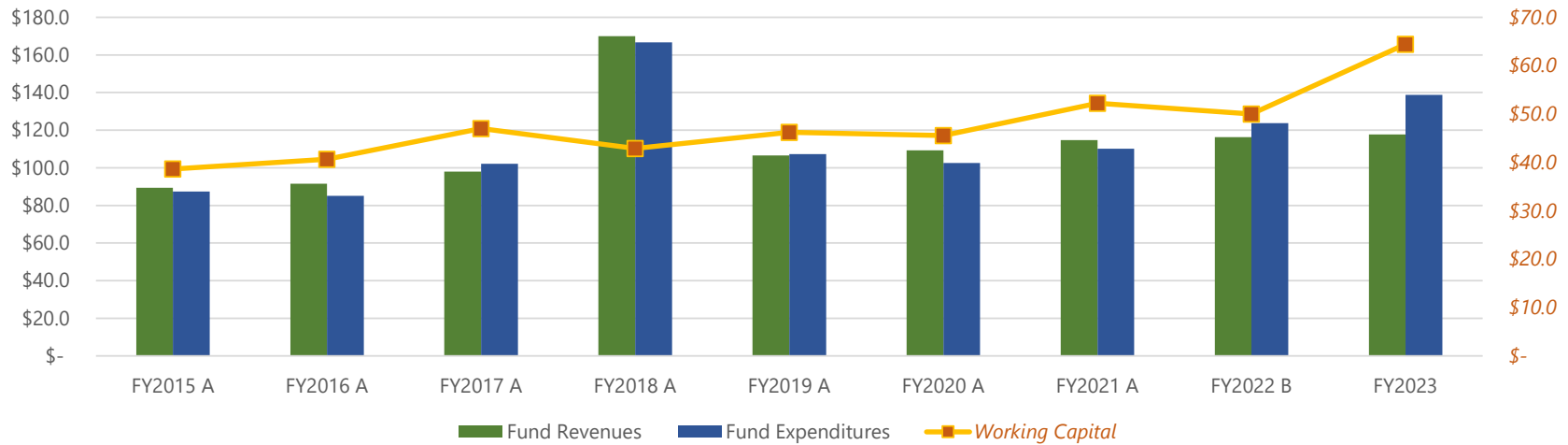
City of Salem Budget

Utility Fund Assumptions and Trends

FY 2023

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 2023

Utility Fund Resources

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
32160	WATER / SEWER FRANCHISE FEE	\$ 3,681,540	\$ 3,660,483	\$ 3,811,270	\$ 3,856,432	\$ 3,906,030	\$ 4,144,210	\$ 4,144,210	\$ 4,144,210	\$ 238,180	6.1%
32236	SEWER CONNECTION	20,000	49,788	20,600	49,432	21,250	21,890	21,890	21,890	640	3.0%
32238	NEW SERVICE INSTALL WATER	280,000	493,295	288,400	596,719	297,010	305,920	305,920	305,920	8,910	3.0%
32244	DELAY ASSMT - CONNECT CHARGE	80,000	(21,142)	-	24,569	-	10,000	10,000	10,000	10,000	-
32310	ACCIDENT AND FIRE RECOVERY	10,000	21,226	20,300	222,072	21,300	41,940	41,940	41,940	20,640	96.9%
32320	DOCUMENT SALES	1,500	223	1,550	111	1,000	150	150	150	(850)	-85.0%
32330	FIRE SERVICE	127,160	126,245	125,000	125,484	125,000	126,000	126,000	126,000	1,000	0.8%
32354	DEVELOPMENT PLAN REVIEW	489,030	916,848	503,700	680,845	518,820	534,480	534,480	534,480	15,660	3.0%
32370	WATER	29,502,950	28,922,831	30,671,510	32,144,084	30,562,490	33,873,500	33,873,500	33,873,500	3,311,010	10.8%
32376	WASTEWATER	45,839,200	46,099,290	47,442,240	47,521,412	48,762,100	50,017,810	50,017,810	50,017,810	1,255,710	2.6%
32377	STORMWATER	13,328,300	13,426,849	14,359,130	14,234,558	15,156,970	16,184,800	16,184,800	16,184,800	1,027,830	6.8%
32495	OTHER CHARGE FOR SERVICE	16,000	7,424	16,000	480	16,000	16,000	16,000	16,000	-	-
32637	BACKFLOW PROGRAM FEE	216,000	225,227	218,000	231,019	218,550	219,100	219,100	219,100	550	0.3%
32638	SEPTIC WASTE FEE	700,000	842,085	750,000	866,625	840,000	865,200	865,200	865,200	25,200	3.0%
32639	HAULED WASTE FEE	300,000	629,603	375,000	658,148	480,000	677,890	677,890	677,890	197,890	41.2%
32640	PW SERVICE FEE	55,000	46,014	56,640	49,516	48,760	60,420	60,420	60,420	11,660	23.9%
32644	PROCESSING FEE	425,000	293,007	437,750	157,813	178,010	417,950	417,950	417,950	239,940	134.8%
32695	OTHER FEE	25,000	72,108	50,000	81,749	61,060	53,710	53,710	53,710	(7,350)	-12.0%
32815	PW CONSTRUCTION PERMITS	1,300,000	1,742,712	1,339,000	1,682,017	1,379,210	1,034,330	1,034,330	1,034,330	(344,880)	-25.0%
32895	OTHER PERMITS	24,990	24,254	25,780	22,962	24,490	2,500	2,500	2,500	(21,990)	-89.8%
	Total Sales, Fees, Licenses, Permits	\$ 96,421,670	\$ 97,578,368	\$ 100,511,870	\$ 103,206,045	\$ 102,618,050	\$ 108,607,800	\$ 108,607,800	\$ 108,607,800	\$ 5,989,750	5.8%
33110	ASSESSMENT - PRINCIPAL	\$ 5,500	\$ 176,882	\$ 5,670	\$ 793	\$ 5,840	\$ 6,020	\$ 6,020	\$ 6,020	\$ 180	3.1%
33115	ASSESSMENT - INTEREST	1,500	1,139	1,550	1,953	1,600	1,650	1,650	1,650	50	3.1%
	Total Assessments	\$ 7,000	\$ 178,022	\$ 7,220	\$ 2,746	\$ 7,440	\$ 7,670	\$ 7,670	\$ 7,670	\$ 230	3.1%
34110	LAND / BUILDING RENT	\$ 18,000	\$ 21,197	\$ 18,450	\$ 25,856	\$ 21,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 4,000	19.0%
	Total Rent	\$ 18,000	\$ 21,197	\$ 18,450	\$ 25,856	\$ 21,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 4,000	19.0%
35212	INTRAFUND - DIRECT CHG (LABOR)	\$ 4,345,820	\$ 4,528,286	\$ 4,453,330	\$ 4,428,054	\$ 4,479,830	\$ 4,337,000	\$ 4,337,000	\$ 4,337,000	\$ (142,830)	-3.2%
35213	INTRAFUND - BUDGETED TRANSFERS	1,388,350	1,388,350	1,445,500	1,445,500	1,443,760	1,304,880	1,304,880	1,304,880	(138,880)	-9.6%
35215	INTRAFUND - INTERDEPARTMENTAL BILLINGS	484,490	391,815	498,560	380,861	415,200	407,000	407,000	407,000	(8,200)	-2.0%
35370	MARION COUNTY	-	-	-	50,630	-	-	-	-	-	-
35395	OTHER GOVERNMENT AGENCIES	5,000	5,652	5,000	5,141	5,000	5,000	5,000	5,000	-	-
35495	OTHER AGENCIES	10,000	12,779	10,000	8,072	10,000	10,000	10,000	10,000	-	-
35516	STATE-ENERGY TRUST OF OREGON (OET)	-	2,190	-	-	-	-	-	-	-	-
	Total Internal / Intergovernmental	\$ 6,233,660	\$ 6,329,071	\$ 6,412,390	\$ 6,318,258	\$ 6,353,790	\$ 6,063,880	\$ 6,063,880	\$ 6,063,880	\$ (289,910)	-4.6%
35510	STATE GRANTS	\$ -	\$ 38,002	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Internal / Intergovernmental	\$ -	\$ 38,002	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
35641	US DEPT OF THE TREASURY	\$ -	\$ 119,043	\$ -	\$ 39,485	\$ 2,572,910	\$ -	\$ -	\$ -	\$ (2,572,910)	-100.0%
	Total Federal Grants	\$ -	\$ 119,043	\$ -	\$ 39,485	\$ 2,572,910	\$ -	\$ -	\$ -	\$ (2,572,910)	-100.0%

City of Salem Budget
Utility Fund
FY 2023

Utility Fund Resources

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
35655	OTHER GRANTS	\$ -	\$ 485	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
36210	INTEREST	1,008,840	1,244,199	980,930	957,613	531,270	610,000	610,000	610,000	78,730	14.8%
36310	LOAN PRINCIPAL	544,430	560,997	899,000	886,621	577,030	539,850	539,850	539,850	(37,180)	-6.4%
36315	LOAN INTEREST	67,810	60,717	102,880	71,196	78,470	47,090	47,090	47,090	(31,380)	-40.0%
36810	BAD DEBT RECOVERY	130,000	153,050	145,000	90,345	146,450	147,910	147,910	147,910	1,460	1.0%
36815	WAGE RECOVERY	15,000	1,284	15,450	16,479	15,910	16,390	16,390	16,390	480	3.0%
36830	CORPORATE CARD REBATE	-	1,817	-	1,298	-	-	-	-	-	-
36895	OTHER REVENUE	21,200	25,948	48,000	14,024	55,900	44,700	44,700	44,700	(11,200)	-20.0%
38717	STATE LOAN PROCEEDS	-	-	-	-	-	1,132,810	1,132,810	1,132,810	1,132,810	-
38755	SALE OF ASSETS	2,686,200	2,941,823	2,686,200	2,691,200	2,686,200	-	-	-	(2,686,200)	-100.0%
	Total Other Revenue	\$ 4,473,480	\$ 4,990,320	\$ 4,877,460	\$ 4,728,777	\$ 4,091,230	\$ 2,538,750	\$ 2,538,750	\$ 2,538,750	\$ (1,552,480)	-37.9%
39110	INTERFUND TRANSFERS	\$ 60,400	\$ 45,400	\$ 360,400	\$ 360,400	\$ 710,400	\$ 545,400	\$ 545,400	\$ 545,400	\$ (165,000)	-23.2%
	Total Interfund Transfers	\$ 60,400	\$ 45,400	\$ 360,400	\$ 360,400	\$ 710,400	\$ 545,400	\$ 545,400	\$ 545,400	\$ (165,000)	-23.2%
39910	BEGINNING WORKING CAPITAL	\$ 40,784,290	\$ 45,545,914	\$ 44,795,160	\$ 52,219,008	\$ 50,041,230	\$ 62,693,270	\$ 62,693,270	\$ 64,446,980	\$ 14,405,750	28.8%
	Total Beginning Balance	\$ 40,784,290	\$ 45,545,914	\$ 44,795,160	\$ 52,219,008	\$ 50,041,230	\$ 62,693,270	\$ 62,693,270	\$ 64,446,980	\$ 14,405,750	28.8%
	Total Resources	\$ 147,998,500	\$ 154,845,337	\$ 156,982,950	\$ 166,900,574	\$ 166,416,050	\$ 180,481,770	\$ 180,481,770	\$ 182,235,480	\$ 15,819,430	9.5%

City of Salem Budget
Utility Fund
FY 2023

Utility Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
51010	SALARIES AND WAGES	\$ 22,007,000	\$ 20,309,787	\$ 23,326,530	\$ 21,509,264	\$ 24,156,280	\$ 25,570,600	\$ 25,570,600	\$ 25,570,620	\$ 1,414,340	5.9%
51015	SEASONAL AND RELIEF	-	-	-	1,665	-	-	-	-	-	-
51020	PREMIUM PAY	425,340	200,234	438,970	151,380	467,280	288,450	288,450	288,450	(178,830)	-38.3%
51025	HOLIDAY - REGULAR	12,170	49,389	10,250	52,957	9,800	11,470	11,470	11,470	1,670	17.0%
51030	OVERTIME	501,370	458,467	540,370	613,476	530,830	562,900	562,900	562,920	32,090	6.0%
51080	STANDBY	306,190	125,711	272,960	112,261	264,390	279,230	279,230	279,220	14,830	5.6%
51090	DIFFERENTIAL	43,100	40,971	39,430	39,018	44,040	51,390	51,390	51,390	7,350	16.7%
51100	INCENTIVES	9,440	25,991	23,110	25,713	24,090	24,510	24,510	24,440	350	1.5%
51120	LEAVE PAYOFF	192,980	227,180	247,410	209,685	249,850	378,040	378,040	378,070	128,220	51.3%
51130	CAR ALLOWANCE	12,290	12,860	12,290	13,461	13,360	13,400	13,400	13,410	50	0.4%
51150	DEPT HEAD ANNUITY	8,780	8,697	8,840	9,053	9,540	9,840	9,840	9,840	300	3.1%
51195	OTHER PAY / BENEFITS	234,660	25,137	49,190	7,401	153,780	344,420	344,420	344,420	190,640	124.0%
51210	FICA AND MEDICARE	1,791,210	1,594,659	1,898,780	1,669,758	1,965,110	2,063,740	2,063,740	2,063,730	98,620	5.0%
51221	WORKERS' COMP PREMIUM	266,130	266,130	-	-	239,990	260,450	260,450	260,460	20,470	8.5%
51222	WORKERS' COMP STATE ASSMT	9,780	6,170	9,880	5,949	9,870	9,820	9,820	9,880	10	0.1%
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	128,810	135,830	135,830	135,850	7,040	5.5%
51230	UNEMPLOYMENT	55,000	1,641	25,000	32,319	50,000	40,000	40,000	40,000	(10,000)	-20.0%
51240	EMPLOYER - RETIREMENT PERS	4,661,170	4,134,767	4,831,000	4,207,651	4,979,070	5,233,370	5,233,370	5,233,440	254,370	5.1%
51243	PERS UNFUNDED LIABILITY	1,219,780	1,219,780	1,291,060	1,291,060	1,335,930	1,384,190	1,384,190	1,384,220	48,290	3.6%
51245	EMPLOYER - PERS PICKUP	1,407,070	1,229,395	1,481,690	1,268,237	1,517,940	1,614,020	1,614,020	1,613,960	96,020	6.3%
51250	INSURANCE - MEDICAL	5,866,480	5,026,644	5,997,660	5,001,024	6,081,290	6,320,050	6,320,050	6,320,040	238,750	3.9%
51255	INSURANCE - VISION	150,350	130,305	153,510	125,721	149,740	147,870	147,870	147,880	(1,860)	-1.2%
51260	INSURANCE - DENTAL	502,410	434,498	512,810	422,698	506,570	499,980	499,980	500,000	(6,570)	-1.3%
51265	INSURANCE - LIFE	48,530	44,651	50,510	45,744	75,440	76,750	76,750	76,750	1,310	1.7%
51270	INSURANCE - DISABILITY	21,330	19,865	22,470	20,800	22,910	24,090	24,090	24,140	1,230	5.4%
	Total Personal Services	\$ 39,752,560	\$ 35,592,928	\$ 41,243,720	\$ 36,836,294	\$ 42,985,910	\$ 45,344,410	\$ 45,344,410	\$ 45,344,600	\$ 2,358,690	5.5%
52110	SUBSCRIPTIONS AND BOOKS	\$ 11,760	\$ 8,104	\$ 13,420	\$ 4,707	\$ 12,200	\$ 14,560	\$ 14,560	\$ 14,560	\$ 2,360	19.3%
52120	MAIL	433,860	377,660	390,330	328,090	390,060	413,810	413,810	413,810	23,750	6.1%
52130	SUPPLIES	317,000	232,911	395,820	191,207	402,310	316,250	316,250	316,250	(86,060)	-21.4%
52140	PRINTING AND DUPLICATION	9,900	5,272	9,300	3,605	9,300	21,100	21,100	21,100	11,800	126.9%
52150	RECORDING FEES	1,600	2,905	11,000	8,228	11,000	26,000	26,000	26,000	15,000	136.4%
52320	ADVERTISING	72,700	23,256	64,520	35,151	35,770	55,450	55,450	55,450	19,680	55.0%
52340	EMPLOYEE RECOGNITION	440	751	1,060	1,533	1,310	2,450	2,450	2,450	1,140	87.0%
52360	RECRUITMENT FEES	8,050	2,147	9,670	1,340	31,350	14,900	14,900	14,900	(16,450)	-52.5%
52405	TELEPHONE - OFFICE	146,670	132,173	117,830	119,020	122,290	118,310	118,310	118,310	(3,980)	-3.3%
52410	TELEPHONE - CELLULAR	145,930	162,001	174,220	185,266	188,800	205,120	205,120	205,120	16,320	8.6%
52420	TELEMETERING	96,140	67,268	58,860	69,493	59,260	61,260	61,260	61,260	2,000	3.4%
52460	COMMUNICATION - OTHER	53,750	75,938	57,900	73,415	75,000	27,210	27,210	27,210	(47,790)	-63.7%
52510	TRAINING	215,390	82,825	236,190	48,168	224,510	204,230	204,230	204,230	(20,280)	-9.0%
52540	MEALS	6,650	2,238	6,950	386	6,550	3,400	3,400	3,400	(3,150)	-48.1%
52550	MILEAGE	3,260	446	3,020	159	2,970	1,900	1,900	1,900	(1,070)	-36.0%
52620	CONSTRUCTION CONTRACTS	-	-	-	288	-	-	-	-	-	-
52640	ENGINEERING / ARCHITECT SERVICES	1,998,600	1,165,037	2,177,000	1,209,953	2,533,000	3,308,000	3,308,000	4,257,800	1,724,800	68.1%
52670	OTHER PROFESSIONAL SERVICES	5,928,700	5,017,039	5,333,520	3,132,978	5,398,790	5,913,660	5,913,660	6,446,650	1,047,860	19.4%
52710	MEMBERSHIP DUES	53,880	46,139	57,890	50,364	78,300	81,450	81,450	81,450	3,150	4.0%
52720	LICENSES / CERTIFICATIONS	37,150	27,815	42,610	22,746	40,650	46,600	46,600	46,600	5,950	14.6%
52740	PERMITS	156,620	201,952	209,670	223,389	240,040	261,850	261,850	261,850	21,810	9.1%

City of Salem Budget
Utility Fund
FY 2023

Utility Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
52810	SMALL TOOLS	106,500	73,400	111,570	77,905	111,700	117,000	117,000	117,000	5,300	4.7%
52815	CONTROLLED EQUIPMENT	511,340	464,385	548,250	482,721	601,700	510,420	510,420	586,840	(14,860)	-2.5%
52820	SMALL EQUIPMENT AND SUPPLIES	178,270	231,987	196,300	140,222	191,510	215,510	215,510	215,510	24,000	12.5%
52830	COMPUTER SOFTWARE AND LICENSES	620,580	573,471	694,580	621,880	776,980	1,501,120	1,501,120	1,501,120	724,140	93.2%
52850	TIRES AND TUBES	-	6	-	-	-	-	-	-	-	-
52865	OTHER TECHNICAL SUPPLIES	-	218	-	683	-	-	-	-	-	-
52910	DIESEL FUEL	192,180	180,533	185,360	123,948	199,950	197,090	197,090	197,090	(2,860)	-1.4%
52930	GASOLINE	153,220	131,357	143,430	105,529	141,340	148,070	148,070	148,070	6,730	4.8%
52940	LP / CNG GAS	1,120	646	1,240	897	1,320	1,690	1,690	1,690	370	28.0%
52950	LUBRICANTS	23,250	21,027	23,250	17,409	22,280	22,780	22,780	22,780	500	2.2%
53210	INSURANCE	6,590	5,334	5,420	5,792	5,920	5,800	5,800	5,800	(120)	-2.0%
53211	LIABILITY INSURANCE	647,350	647,350	484,590	484,590	462,760	537,450	537,450	537,450	74,690	16.1%
53310	VEHICLE MAINTENANCE	402,050	466,389	400,470	367,270	427,980	476,540	476,540	476,540	48,560	11.3%
53320	EQUIPMENT MAINTENANCE	1,534,550	1,251,362	1,830,810	1,212,765	1,920,790	2,154,530	2,154,530	2,201,160	280,370	14.6%
53330	FACILITIES SERVICES	-	-	-	26	-	-	-	-	-	-
53340	FACILITIES MAINTENANCE	542,900	388,498	455,550	223,645	753,750	918,500	918,500	954,200	200,450	26.6%
53375	CHEMICALS	1,375,410	1,292,385	2,027,060	1,236,091	1,494,850	1,661,540	1,661,540	1,661,540	166,690	11.2%
53380	OTHER MAINTENANCE AND REPAIRS	2,172,260	1,410,014	1,754,680	1,323,794	1,740,840	1,891,240	1,891,240	1,891,240	150,400	8.6%
53510	BUILDING RENTAL	297,700	290,162	302,600	298,742	312,990	325,600	325,600	325,600	12,610	4.0%
53520	LAND RENTAL	281,540	281,540	281,540	237,014	242,960	249,040	249,040	249,040	6,080	2.5%
53530	OUTSIDE RENTAL	128,440	85,181	105,940	105,473	125,440	102,850	102,850	102,850	(22,590)	-18.0%
53610	GAS	93,590	60,163	100,340	41,626	75,460	81,170	81,170	81,170	5,710	7.6%
53620	ELECTRIC	1,907,960	1,870,900	2,034,290	1,853,794	2,163,840	2,219,650	2,219,650	2,219,650	55,810	2.6%
53630	WATER	25,450	27,184	19,450	27,097	24,850	28,740	28,740	28,740	3,890	15.7%
53640	SEWER	3,520	2,848	3,470	3,301	3,930	4,220	4,220	4,220	290	7.4%
53650	REFUSE DISPOSAL	199,000	256,500	297,860	250,033	325,300	342,770	342,770	342,770	17,470	5.4%
53720	TAXES AND ASSESSMENTS	7,430	3,788	4,030	3,926	4,170	10,800	10,800	10,800	6,630	159.0%
53731	CLOTHING - UNIFORMS (TAXABLE)	7,370	3,904	8,140	4,256	8,670	9,200	9,200	9,200	530	6.1%
53734	SAFETY CLOTHING AND EQUIPMENT	100,380	74,879	105,280	66,358	111,670	149,380	149,380	149,380	37,710	33.8%
53740	CLOTHING - CLEANING CHARGES	25,480	18,899	26,330	21,438	28,080	50,500	50,500	50,500	22,420	79.8%
53760	LABORATORY - SUPPLIES	45,500	59,415	50,750	61,589	53,000	61,500	61,500	61,500	8,500	16.0%
53767	BANKING AND INVESTMENT FEES	73,000	53,589	65,000	64,293	65,000	72,000	72,000	72,000	7,000	10.8%
53768	DIRECT BANKING FEES	135,700	144,689	135,950	148,685	156,050	155,800	155,800	155,800	(250)	-0.2%
53769	CARD PROCESSING FEES	350,000	351,541	357,880	392,652	405,000	403,000	403,000	403,000	(2,000)	-0.5%
53770	BAD DEBT - WRITE OFF	475,500	314,328	475,500	509,511	850,500	450,500	450,500	450,500	(400,000)	-47.0%
53780	FRANCHISE FEES - UTILITY	3,681,540	3,660,483	3,811,270	3,856,432	3,906,020	4,144,210	4,144,210	4,144,210	238,190	6.1%
53799	OTHER EXPENSES	-	1	-	39	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	907,610	899,085	1,001,110	794,046	984,040	953,980	953,980	953,980	(30,060)	-3.1%
53813	INTRA CITY - BUDGETED TRANSFERS	1,985,400	1,985,400	2,653,140	2,653,140	2,480,690	2,624,470	2,624,470	2,624,470	143,780	5.8%
53815	INTRA CITY - INTERDEPARTMENTAL BILLINGS	19,330	-	20,000	2,970	20,000	256,410	256,410	256,410	236,410	1182.1%
53830	RADIO	171,150	171,150	174,500	174,500	151,210	263,590	263,590	263,590	112,380	74.3%
53840	MOTOR POOL RENTAL	565,430	563,044	600,830	610,132	562,950	554,350	554,350	554,350	(8,600)	-1.5%
53841	EQUIPMENT REPLACEMENT CHARGE	1,716,000	1,716,000	1,711,010	842,921	1,682,030	-	-	-	(1,682,030)	-100.0%
53851	COPY	174,870	136,355	162,870	127,893	165,610	176,130	176,130	176,130	10,520	6.4%
53853	PRINTING	1,750	-	1,250	-	1,000	1,000	1,000	1,000	-	-
53854	PHOTOCOPIES	47,310	62,309	46,940	45,236	55,970	54,110	54,110	53,930	(2,040)	-3.6%
53855	SHOPS FACILITIES MAINTENANCE	53,000	53,000	55,960	55,960	62,010	63,870	63,870	63,870	1,860	3.0%
53860	BUILDING SERVICES	26,900	2,238	44,300	931	9,300	13,500	13,500	13,500	4,200	45.2%

City of Salem Budget
Utility Fund
FY 2023

Utility Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
53900	SUPPORT SERVICES CHARGE	4,695,380	4,695,380	4,649,530	4,649,530	4,767,350	4,784,270	4,784,270	4,784,270	16,920	0.4%
54811	SPECIAL PAYMENTS - PERMANENT EASEMENT	-	1,296	-	1,925	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	110,000	577,173	110,000	3,557,567	120,000	110,000	110,000	110,000	(10,000)	-8.3%
	Total Materials and Services	\$ 36,478,850	\$ 33,194,663	\$ 37,650,400	\$ 33,597,661	\$ 38,642,220	\$ 40,173,400	\$ 40,173,400	\$ 41,814,760	\$ 3,172,540	8.2%
55110	LAND	\$ -	\$ 352,341	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
55120	BUILDINGS AND IMPROVEMENTS	-	-	-	-	15,750	-	-	-	(15,750)	-100.0%
55130	EQUIPMENT AND MACHINERY	1,059,070	545,247	1,415,560	807,422	523,270	425,020	425,020	537,190	13,920	2.7%
55160	WATER METERS	285,550	283,404	344,610	330,332	397,560	435,690	435,690	435,690	38,130	9.6%
	Total Capital Outlay	\$ 1,344,620	\$ 1,180,991	\$ 1,760,170	\$ 1,137,754	\$ 936,580	\$ 860,710	\$ 860,710	\$ 972,880	\$ 36,300	3.9%
60120	PRINCIPAL	\$ 17,147,440	\$ 14,806,000	\$ 13,803,000	\$ 13,508,000	\$ 14,423,000	\$ 15,008,080	\$ 15,008,080	\$ 15,008,080	\$ 585,080	4.1%
60130	INTEREST	4,042,030	3,201,746	5,274,540	5,569,515	4,637,140	4,069,320	4,069,320	4,069,320	(567,820)	-12.2%
60135	PAYMENTS TO ESCROW AGENTS	-	-	-	-	-	-	-	-	-	-
	Total Debt Service	\$ 21,189,470	\$ 18,007,746	\$ 19,077,540	\$ 19,077,515	\$ 19,060,140	\$ 19,077,400	\$ 19,077,400	\$ 19,077,400	\$ 17,260	0.1%
61110	CONTINGENCIES	\$ 3,000,000	\$ -	\$ 2,945,700	\$ -	\$ 1,970,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 1,030,000	52.3%
	Total Contingencies	\$ 3,000,000	\$ -	\$ 2,945,700	\$ -	\$ 1,970,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 1,030,000	52.3%
62110	TRANSFERS TO OTHER FUNDS	\$ 14,650,000	\$ 14,650,000	\$ 23,248,440	\$ 19,485,440	\$ 20,130,000	\$ 28,608,800	\$ 28,608,800	\$ 28,608,800	\$ 8,478,800	42.1%
	Total Interfund Transfers	\$ 14,650,000	\$ 14,650,000	\$ 23,248,440	\$ 19,485,440	\$ 20,130,000	\$ 28,608,800	\$ 28,608,800	\$ 28,608,800	\$ 8,478,800	42.1%
	Total Expenditures	\$ 116,415,500	\$ 102,626,329	\$ 125,925,970	\$ 110,134,665	\$ 123,724,850	\$ 137,064,720	\$ 137,064,720	\$ 138,818,440	\$ 15,093,590	12.2%



City of Salem Budget

Willamette Valley Communication Center (WVCC) Fund Assumptions and Trends

FY 2023

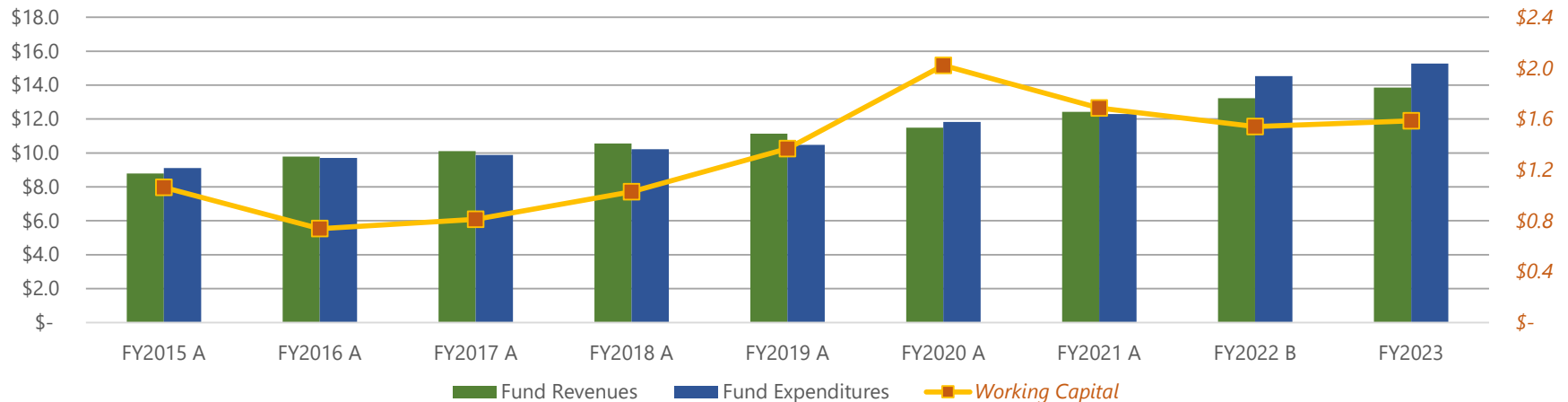
Account	Assumption	Amount	Account	Assumption	Amount
35213	Intrafund - Budgeted Transfers: support from the Radio Communications Division and member rate payments from the Police and Fire departments, increase of 4.1% over the FY 2022 Budget	\$ 5,934,900	35495	Other Agencies: annual member rates budgeted for the participating non-government agencies, estimating a 5.8% increase over the FY 2022 Budget	\$ 306,110
35370-35395	Other Government Agencies: annual member rates budgeted for the participating government agencies, estimating a 5.2% increase over the FY 2022 Budget	\$ 7,368,550			

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 2023 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 2023
35213	INTRA CITY BUDGETED TRANSFERS	
	Radio Communications Division support (355-36451000)	\$ 125,490
	Salem Police Department (101-35201030)	3,792,120
	Salem Fire Department (101-37202500)	2,017,290
		<hr/>
		\$ 5,934,900
35395	OTHER GOVERNMENT AGENCIES	
	Following are the annual fees budgeted for the participating government agencies:	
	Central Coast Fire and Ambulance	\$ 58,720
	Dallas Fire	211,100
	Dallas Police	335,490
	Depoe Bay Rural Fire Protection District	49,580
	Falls City 911 Answering	4,690
	Falls City Fire	13,330
	Gervais Police	46,690
	Grand Ronde Tribal Police	45,050
	Independence Police	168,430
	Keizer Police	746,870
	Keizer Rural Fire Protection District	372,680
	Lincoln City CAD services	39,350
	Lincoln County Sheriff	937,960
	Marion County Rural Fire Protection District 1	569,630
	Marion County Sheriff	2,053,300
	Monmouth Police	169,520
	Newport Fire	110,160
	Newport Police	601,030
	Polk County Rural Fire Protection District 1	213,650
	Polk County Sheriff	403,500
	Salem Suburban Rural Fire Protection District	63,780
	Seal Rock Rural Fire Protection District	24,600

FY 2023 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 2023
35395	OTHER GOVERNMENT AGENCIES, continued	
	Siletz Valley Rural Fire Protection District	19,770
	Southwest Polk Rural Fire Protection District	64,780
	Spring Valley Rural Fire Protection District	10,190
	Yachats Rural Fire Protection District	34,700
		<u> </u>
		\$ 7,368,550
35495	OTHER AGENCIES	
	Following are the annual fees budgeted for the participating non-government agencies:	
	Pacific West Ambulance	\$ 290,390
	South Lincoln Ambulance	15,720
		<u> </u>
		\$ 306,110

City of Salem Budget
Willamette Valley Communication Center Fund
FY 2023

WVCC Fund Resources

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
32320	DOCUMENT SALES	\$ 3,000	\$ 3,175	\$ 3,300	\$ 3,109	\$ 3,300	\$ 3,000	\$ 3,000	\$ 3,000	\$ (300)	-9.1%
32495	OTHER CHARGE FOR SERVICE	19,000	17,738	19,500	18,501	17,500	20,000	20,000	20,000	2,500	14.3%
	Total Sales, Fees, Licenses, Permits	\$ 22,000	\$ 20,913	\$ 22,800	\$ 21,610	\$ 20,800	\$ 23,000	\$ 23,000	\$ 23,000	\$ 2,200	10.6%
34110	LAND / BUILDING RENT	\$ 17,480	\$ 15,721	\$ 8,760	\$ 8,760	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Rent	\$ 17,480	\$ 15,721	\$ 8,760	\$ 8,760	\$ -	\$ -	\$ -	\$ -	\$ -	-
35212	INTRAFUND - DIRECT CHG (LABOR)	\$ -	\$ 4,195	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
35213	INTRAFUND - BUDGETED TRANSFERS	4,894,250	4,894,250	5,325,730	5,325,730	5,698,940	5,934,900	5,934,900	5,934,900	235,960	4.1%
35361	STATE REIMBURSEMENT	168,010	69,240	33,600	156,480	168,000	192,000	192,000	192,000	24,000	14.3%
35370	MARION COUNTY	-	1,859	-	-	-	-	-	-	-	-
35395	OTHER GOVERNMENT AGENCIES	6,175,570	6,175,570	6,591,900	6,591,900	7,007,110	7,368,550	7,368,550	7,368,550	361,440	5.2%
35495	OTHER AGENCIES	253,580	253,580	268,030	268,030	289,330	306,110	306,110	306,110	16,780	5.8%
	Total Internal / Intergovernmental	\$ 11,491,410	\$ 11,398,693	\$ 12,219,260	\$ 12,342,140	\$ 13,163,380	\$ 13,801,560	\$ 13,801,560	\$ 13,801,560	\$ 638,180	4.8%
35631	US FEDERAL EMERGENCY MGMT ADMIN (FEMA)	\$ -	\$ -	\$ -	\$ 7,360	\$ -	\$ -	\$ -	\$ -	\$ -	-
35641	US DEPT OF THE TREASURY	-	1,507	-	2,525	-	-	-	-	-	-
	Total Federal Grants	\$ -	\$ 1,507	\$ -	\$ 9,885	\$ -	\$ -	\$ -	\$ -	\$ -	-
36210	INTEREST	\$ 39,010	\$ 54,721	\$ 60,000	\$ 38,235	\$ 40,000	\$ 35,980	\$ 35,980	\$ 35,980	\$ (4,020)	-10.1%
36830	CORPORATE CARD REBATE	-	238	-	103	-	-	-	-	-	-
36895	OTHER REVENUE	-	3,385	-	3,362	-	-	-	-	-	-
	Total Other Revenue	\$ 39,010	\$ 58,343	\$ 60,000	\$ 41,700	\$ 40,000	\$ 35,980	\$ 35,980	\$ 35,980	\$ (4,020)	-10.1%
39910	BEGINNING WORKING CAPITAL	\$ 1,894,210	\$ 2,021,688	\$ 1,586,610	\$ 1,686,699	\$ 1,540,760	\$ 1,584,550	\$ 1,584,550	\$ 1,584,550	\$ 43,790	2.8%
	Total Beginning Balance	\$ 1,894,210	\$ 2,021,688	\$ 1,586,610	\$ 1,686,699	\$ 1,540,760	\$ 1,584,550	\$ 1,584,550	\$ 1,584,550	\$ 43,790	2.8%
	Total Resources	\$ 13,464,110	\$ 13,516,865	\$ 13,897,430	\$ 14,110,794	\$ 14,764,940	\$ 15,445,090	\$ 15,445,090	\$ 15,445,090	\$ 680,150	4.6%

City of Salem Budget
Willamette Valley Communication Center Fund
FY 2023

WVCC Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
51010	SALARIES AND WAGES	\$ 5,065,190	\$ 4,723,627	\$ 5,354,000	\$ 5,116,360	\$ 5,649,780	\$ 6,192,850	\$ 6,192,850	\$ 6,192,850	\$ 543,070	9.6%
51020	SEASONAL AND RELIEF	98,320	101,203	106,990	77,029	109,760	112,290	112,290	112,290	2,530	2.3%
51025	HOLIDAY - REGULAR	71,760	73,411	74,650	78,994	76,520	78,430	78,430	78,430	1,910	2.5%
51030	OVERTIME	500,000	740,602	520,200	481,979	533,200	546,530	546,530	546,530	13,330	2.5%
51080	STANDBY	13,200	9,222	13,750	5,913	14,090	16,440	16,440	16,440	2,350	16.7%
51090	DIFFERENTIAL	-	-	-	4	-	-	-	-	-	-
51100	INCENTIVES	40,370	59,508	57,990	48,014	53,710	60,930	60,930	60,930	7,220	13.4%
51120	LEAVE PAYOFF	78,110	124,782	81,250	109,787	83,280	85,360	85,360	85,360	2,080	2.5%
51135	CELL PHONE ALLOWANCE	960	742	940	331	940	-	-	-	(940)	-100.0%
51195	OTHER PAY / BENEFITS	5,400	850	2,700	(350)	-	5,290	5,290	5,290	5,290	-
51210	FICA AND MEDICARE	447,960	441,616	474,240	442,516	497,950	541,410	541,410	541,410	43,460	8.7%
51221	WORKERS' COMP PREMIUM	44,080	44,080	-	-	34,130	39,150	39,150	39,150	5,020	14.7%
51222	WORKERS' COMP STATE ASSMT	2,200	1,690	2,250	1,602	2,250	2,250	2,250	2,250	-	-
51225	PAID FAMILY LEAVE - STATE ASSMT	-	-	-	-	32,610	35,160	35,160	35,160	2,550	7.8%
51230	UNEMPLOYMENT	30,000	32,713	30,000	13,943	20,160	30,000	30,000	30,000	9,840	48.8%
51240	EMPLOYER - RETIREMENT PERS	1,175,170	1,117,958	1,202,870	1,121,909	1,268,920	1,353,690	1,353,690	1,353,690	84,770	6.7%
51243	PERS UNFUNDED LIABILITY	312,870	312,870	319,210	319,210	328,810	346,670	346,670	346,670	17,860	5.4%
51245	EMPLOYER - PERS PICKUP	352,070	322,663	366,170	336,490	391,280	425,570	425,570	425,570	34,290	8.8%
51250	INSURANCE - MEDICAL	1,180,760	1,116,632	1,290,170	1,194,349	1,252,830	1,372,550	1,372,550	1,372,550	119,720	9.6%
51255	INSURANCE - VISION	30,890	29,439	32,760	30,123	31,010	32,470	32,470	32,470	1,460	4.7%
51260	INSURANCE - DENTAL	103,450	99,417	111,440	103,876	105,600	111,560	111,560	111,560	5,960	5.6%
51265	INSURANCE - LIFE	9,070	8,604	9,330	9,059	13,810	13,670	13,670	13,670	(140)	-1.0%
51270	INSURANCE - DISABILITY	18,350	16,733	19,450	18,257	20,500	22,310	22,310	22,310	1,810	8.8%
	Total Personal Services	\$ 9,580,180	\$ 9,378,360	\$ 10,070,360	\$ 9,509,396	\$ 10,521,140	\$ 11,424,580	\$ 11,424,580	\$ 11,424,580	\$ 903,440	8.6%
52110	SUBSCRIPTIONS AND BOOKS	\$ 400	\$ 426	\$ 400	\$ -	\$ 400	\$ 500	\$ 500	\$ 500	\$ 100	25.0%
52120	MAIL	1,000	793	1,000	434	1,000	1,000	1,000	1,000	-	-
52130	SUPPLIES	14,870	14,201	14,870	9,206	15,000	20,000	20,000	20,000	5,000	33.3%
52340	EMPLOYEE RECOGNITION	2,000	990	2,000	924	2,000	2,500	2,500	2,500	500	25.0%
52360	RECRUITMENT FEES	21,700	11,628	19,000	6,789	15,000	25,000	25,000	25,000	10,000	66.7%
52405	TELEPHONE - OFFICE	73,800	50,512	69,300	45,854	67,260	57,100	57,100	57,100	(10,160)	-15.1%
52410	TELEPHONE - CELLULAR	-	-	-	557	-	2,700	2,700	2,700	2,700	-
52460	COMMUNICATION - OTHER	11,730	17,954	15,720	18,682	18,500	23,850	23,850	23,850	5,350	28.9%
52510	TRAINING	27,990	12,868	28,000	8,423	28,000	50,000	50,000	50,000	22,000	78.6%
52530	LODGING	-	-	-	2,304	-	-	-	-	-	-
52540	MEALS	-	-	-	555	-	-	-	-	-	-
52550	MILEAGE	3,510	1,730	3,510	565	3,500	2,500	2,500	2,500	(1,000)	-28.6%
52670	OTHER PROFESSIONAL SERVICES	17,000	18,178	17,200	27,753	105,930	131,000	131,000	131,000	25,070	23.7%
52710	MEMBERSHIP DUES	1,700	1,443	1,700	1,268	1,700	1,700	1,700	1,700	-	-
52720	LICENSES / CERTIFICATIONS	200	-	200	40	200	-	-	-	(200)	-100.0%
52810	SMALL TOOLS	1,000	48	1,000	-	1,000	-	-	-	(1,000)	-100.0%
52815	CONTROLLED EQUIPMENT	46,000	13,892	46,000	60,452	59,890	56,500	56,500	56,500	(3,390)	-5.7%
52820	SMALL EQUIPMENT AND SUPPLIES	8,300	21,779	8,300	13,519	8,300	13,880	13,880	13,880	5,580	67.2%
52830	COMPUTER SOFTWARE AND LICENSES	424,690	370,144	400,000	429,472	409,110	554,970	554,970	554,970	145,860	35.7%
52910	DIESEL FUEL	400	-	400	-	400	400	400	400	-	-
53211	LIABILITY INSURANCE	23,410	23,410	23,280	23,280	23,090	26,890	26,890	26,890	3,800	16.5%
53320	EQUIPMENT MAINTENANCE	86,300	28,125	86,300	22,641	136,570	123,880	123,880	123,880	(12,690)	-9.3%

City of Salem Budget
Willamette Valley Communication Center Fund
FY 2023

WVCC Fund Expenditures

Account	Description	Budget FY 2020	Actual FY 2020	Budget FY 2021	Actual FY 2021	Budget FY 2022	Mgr Rec FY 2023	BC Rec FY 2023	Adopted FY 2023	Difference from FY 2022	% Chg Difference
53380	OTHER MAINTENANCE AND REPAIRS	-	-	-	85	-	-	-	-	-	-
53510	BUILDING RENTAL	202,010	194,158	202,000	204,667	208,760	212,750	212,750	212,750	3,990	1.9%
53610	GAS	3,310	2,431	3,300	2,689	3,300	3,000	3,000	3,000	(300)	-9.1%
53620	ELECTRIC	38,400	30,636	36,690	29,764	35,000	35,000	35,000	35,000	-	-
53650	REFUSE DISPOSAL	1,610	2,357	1,600	3,363	3,400	3,600	3,600	3,600	200	5.9%
53767	BANKING AND INVESTMENT FEES	1,200	2,805	1,200	3,241	2,400	6,000	6,000	6,000	3,600	150.0%
53769	CARD PROCESSING FEES	-	-	-	67	-	500	500	500	500	-
53812	INTRA CITY - DIRECT CHG (LABOR)	73,000	58,198	73,000	56,567	70,000	70,000	70,000	70,000	-	-
53813	INTRA CITY - BUDGETED TRANSFERS	94,160	94,160	100,610	100,610	123,420	134,750	134,750	134,750	11,330	9.2%
53830	RADIO	35,040	35,040	47,950	47,950	57,170	60,800	60,800	60,800	3,630	6.3%
53840	MOTOR POOL RENTAL	1,000	-	1,000	-	1,000	-	-	-	(1,000)	-100.0%
53851	COPY	1,700	877	1,700	445	1,700	1,700	1,700	1,700	-	-
53854	PHOTOCOPIES	6,570	5,475	6,560	3,689	5,000	5,000	5,000	5,000	-	-
53860	BUILDING SERVICES	12,010	6,259	12,000	5,531	8,000	8,000	8,000	8,000	-	-
53900	SUPPORT SERVICES CHARGE	531,290	531,290	525,730	525,730	662,090	674,410	674,410	674,410	12,320	1.9%
	Total Materials and Services	\$ 1,767,300	\$ 1,551,806	\$ 1,751,520	\$ 1,657,119	\$ 2,078,090	\$ 2,309,880	\$ 2,309,880	\$ 2,309,880	\$ 231,790	11.2%
55130	EQUIPMENT AND MACHINERY	\$ 35,000	\$ -	\$ 130,000	\$ 127,424	\$ 35,000	\$ 42,000	\$ 42,000	\$ 42,000	\$ 7,000	20.0%
	Total Capital Outlay	\$ 35,000	\$ -	\$ 130,000	\$ 127,424	\$ 35,000	\$ 42,000	\$ 42,000	\$ 42,000	\$ 7,000	20.0%
62110	TRANSFERS TO OTHER FUNDS	\$ 900,000	\$ 900,000	\$ 1,000,000	\$ 1,000,000	\$ 1,400,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ (400,000)	-28.6%
	Total Transfers to Other Funds	\$ 900,000	\$ 900,000	\$ 1,000,000	\$ 1,000,000	\$ 1,400,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ (400,000)	-28.6%
61110	CONTINGENCIES	\$ 500,000	\$ -	\$ 440,000	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	-
	Total Contingencies	\$ 500,000	\$ -	\$ 440,000	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	-
	Total Expenditures	\$ 12,782,480	\$ 11,830,166	\$ 13,391,880	\$ 12,293,939	\$ 14,534,230	\$ 15,276,460	\$ 15,276,460	\$ 15,276,460	\$ 742,230	5.1%

City of Salem
Property Tax Levy Summary
FY 2022-23

	2021-22 Levy	2022-23 Levy	Loss Due To Compression	Less 2.42% Delinquent	Less 2.55% of Levy Discounted	Net Collection Current Levy appx. 95%	Plus Prior Years	Total Budgeted Collections
A. Tax Base Levy ¹	\$79,730,450	\$83,409,730	(\$444,450)	(\$2,035,197)	(\$2,143,630)	79,439,300	1,310,750	80,750,050
B. Debt Service	17,559,180	17,686,890	-	(434,080)	(457,250)	16,802,600	277,240	17,079,840
TOTAL LEVY	\$97,289,630	\$101,096,620	(\$444,450)	(\$2,469,277)	(\$2,600,880)	\$96,241,900	\$1,587,990	\$97,829,890

¹ Tax Base Levy - The 2021-22 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 2022-23

	Actual Rates 2021-22	Estimated Rates 2022-23
A. Permanent Rate - Operations	\$5.8315	\$5.8315
B. Debt Service	1.1999	1.2000
TOTAL - City of Salem	\$7.0314	\$7.0315

City of Salem
Estimated Assessed Property Value
FY 2022-23

County	Actual 2021-22 Values	Estimated Increase	Estimated 2022-23 Values	% Increase ¹
Marion	\$ 11,387,405,067	\$ 468,576,053	\$ 11,855,981,120	4.1%
Polk	2,350,600,897	96,723,993	2,447,324,890	4.1%
Total	<u>\$ 13,738,005,964</u>	<u>\$ 565,300,046</u>	<u>\$ 14,303,306,010</u>	<u>4.1%</u>

¹ 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 Budget FY 2023 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 2023 master fee schedule was adopted on June 13, 2022. Current year fees can be found at the link below.

<https://www.cityofsalem.net/home/showpublisheddocument/1124/637931465466036789>

FY 2023 revenue estimates anticipate the following fee adjustments:

	Previous Fee or Rate	FY 2023 Fee or Rate	Change to Resources
A. General Fund (101)			
Community Development - planning fees cost recovery increase	Various	7.09%	\$281,470/ estimate
All Planning fees are increasing by the CPI - All Urban Consumers, West Region (All Items), 7.09 percent. Also, specific planning fees are being adjusted to achieve 100 percent cost recovery for current planning services.			
City Operations Fee	Various	7.09%	\$531,390 / estimate
The City Operations Fee was implemented in January of 2020 to help maintain the current level of City services. Due to limits of property tax growth in Oregon, dozens of cities across the State depend on similar fees to maintain services in their communities.			

City of Salem Budget FY 2023 Fee Adjustments

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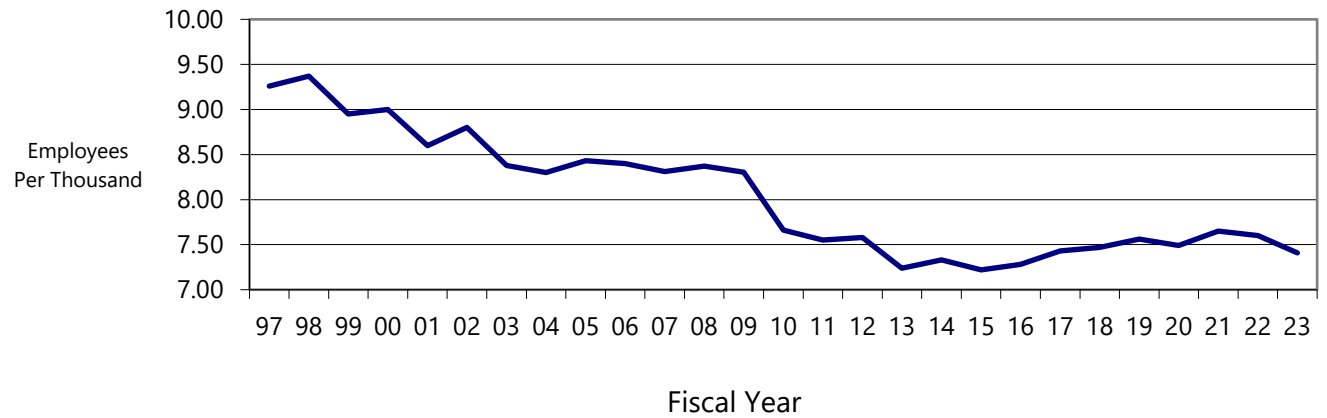
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FY 2023 revenue estimates anticipate the following fee adjustments:

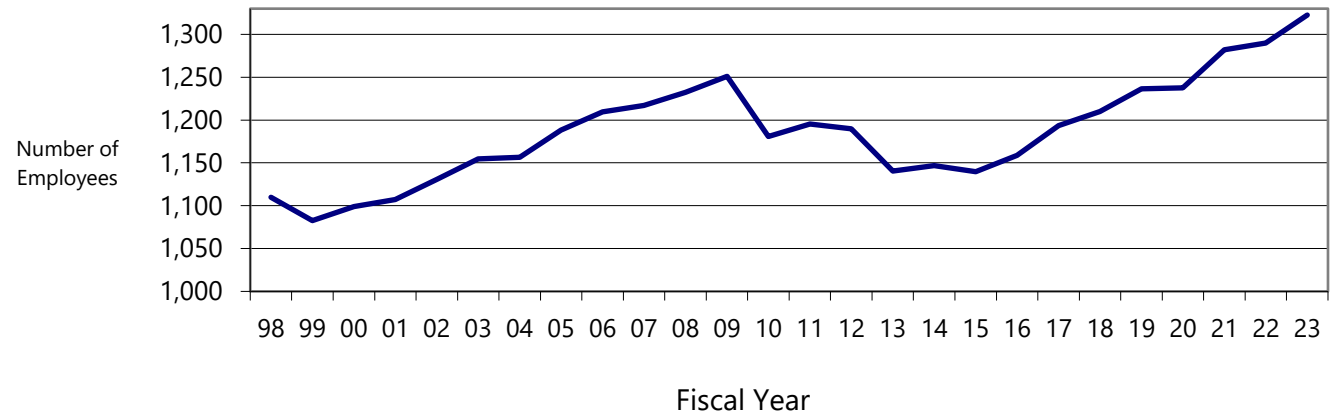
		Previous Fee or Rate	FY 2023 Fee or Rate	Change to Resources
B.	Utility Fund (310)			
	Public Works - development, planning, permit fees	Various	Various	
	Utility rates: The FY 2023 budget reflects the anticipated revenues derived from the following rate increases (with effective dates) approved by the City Council:			See Utility Fund budget in Financial Summaries section for revenue estimates, year-to-year changes.
	Stormwater 5.0 percent, January 1, 2022 / TBD, January 1, 2023	5.00%	5% / TBD	
	Wastewater 3.0 percent, January 1, 2022 / TBD, January 1, 2023	3.00%	3% / TBD	
	Water 3.0 percent, January 1, 2022 / TBD, January 1, 2023	3.00%	3% / TBD	
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 \$159,970



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 2021 certified population estimate of 177,694 for FY 2023 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 2018	FY 2019	FY 2020	FY 2021	FY 2022	Adopted FY 2023	Change from 2022
General Fund							
City Manager's Office	7.00	8.00	7.00	7.00	10.00	10.00	0.00
Finance ¹	32.00	32.00	32.00	31.00	31.00	23.00	(8.00)
Municipal Court	14.00	14.00	15.00	15.00	15.00	15.00	0.00
Human Resources (Enterprise Services) ²	9.00	9.00	9.00	10.00	10.00	15.00	5.00
Facilities Services	27.00	27.00	27.00	32.00	32.00	33.00	1.00
Customer Service Center ³	0.00	0.00	0.00	0.00	0.00	8.00	8.00
Legal	15.00	15.00	14.00	14.37	14.37	14.37	0.00
Parks Operations	39.00	39.00	39.00	39.00	44.00	44.00	0.00
Recreation Services	10.70	10.70	10.70	11.55	11.55	11.60	0.05
Community Development	31.20	34.20	33.20	36.20	33.00	44.00	11.00
Library ⁴	43.70	42.60	41.35	44.55	44.55	43.85	(0.70)
Police ⁵	233.00	234.00	233.00	241.40	249.40	254.40	5.00
Fire	165.00	177.00	177.00	177.00	177.00	180.00	3.00
Information Technology (Enterprise Services)	47.00	50.00	48.00	53.75	54.75	55.75	1.00
Urban Development	32.50	31.50	31.00	31.00	31.00	19.50	(11.50)
Total General Fund	706.10	724.00	717.25	743.82	757.62	771.47	13.85
Transportation Services Fund	53.00	56.00	57.00	60.00	60.00	64.00	4.00
Airport Fund	4.00	4.00	4.00	4.00	4.00	4.00	0.00
Building and Safety Fund	25.00	25.00	27.00	29.00	29.00	34.00	5.00
Utility Fund ⁶	309.80	317.30	322.50	331.50	332.50	334.00	1.50
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	75.60	75.60	75.60	0.00
City Services Fund	29.00	26.00	26.00	26.00	26.00	26.00	0.00
Self Insurance Fund	8.00	9.00	9.00	10.00	10.00	11.50	1.50
Total All Funds	1,209.90	1,236.30	1,237.75	1,281.92	1,296.72	1,322.57	25.85

¹ Finance Department transferred 4 Payroll employees to Enterprise Services under Human Resources and 4 Accounting Asst employees to the new Customer Service Center.

² Enterprise Services (Human Resources) added 4 Finance employees (Payroll) in FY 2023 as part of a reorganization; also one new analyst.

³ The Finance and Public Works Departments transferred 4 employees each to the Enterprise Services Department for the new Customer Service Center.

⁴ The Library reallocated FTE authority among positions, resulting in an overall decrease of .70 FTE.

⁵ City Council addition of 6 police officers during the budget adoption, with one administrative position moved to Enterprise Services (IT) netting a 5.0 FTE increase.

⁶ The Utility Fund transferred 4 employees to the Enterprise Services Department for the new Customer Service Center while also adding positions resulting in a net increase of 1.5 FTE in the fund.

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.

The Human Resources Division conducted a compensation and classification review in 2022 for Manager and Supervisor positions. As a result, several of these job classifications were consolidated.

		Adopted FY 2022				FY 2023		
Pay Grade	Job Title	FTE	Amount	Pay Grade Change		Mgr Rec FTE	Adopted FTE	Amount
DEPARTMENT: FINANCE		DIVISION: MUNICIPAL COURT						
K11	Municipal Judge	1.00	128,700			1.00	1.00	132,570
B27	Manager II	1.00	113,500	B29		1.00	1.00	121,380
A19	Administrative Analyst I	1.00	52,180			1.00	1.00	62,260
A16	Court Operations Specialist, Sr.	5.00	278,770			5.00	5.00	287,270
A14	Court Operations Specialist	7.00	354,230			7.00	7.00	368,280
DIVISION TOTAL		15.00	927,380			15.00	15.00	971,760
DEPARTMENT: CITY MANAGER		DIVISION: ADMINISTRATIVE SERVICES						
J05	City Manager	1.00	223,890			1.00	1.00	254,740
B29	Manager III	2.00	224,720		Manager II	2.00	2.00	238,410
B21	Program Manager II	2.00	162,040			2.00	2.00	170,240
B19	Supervisor II	1.00	37,520			1.00	1.00	72,510
B13	Outreach / Education Coordinator II	1.00	84,150			1.00	1.00	86,670
B05	Executive Assistant	2.00	130,080			2.00	2.00	136,570
				A22	Program Coordinator	1.00	1.00	63,870
A16	Community Services Liaison	1.00	56,380			-	-	-
DIVISION TOTAL		10.00	918,780			10.00	10.00	1,023,010
DEPARTMENT: FINANCE		DIVISION: BUDGET OFFICE						
B37	Manager, Division	1.00	116,440			1.00	1.00	120,200
B25	Fiscal Analyst, Senior	2.00	195,500			2.00	2.00	203,950
B21	Management Analyst II	1.00	68,650			1.00	1.00	83,730
B17	Management Analyst I	1.00	71,440			1.00	1.00	75,790
DIVISION TOTAL		5.00	452,030			5.00	5.00	483,670
DEPARTMENT: FINANCE		DIVISION: PURCHASING						
B25	Supervisor V	1.00	108,140		Manager I	1.00	1.00	111,380
B17	Management Analyst I	1.00	79,220			1.00	1.00	84,040
A21	Buyer	1.00	65,060	A22	Administrative Analyst II	1.00	1.00	70,560
DIVISION TOTAL		3.00	252,420			3.00	3.00	265,980
DEPARTMENT: FINANCE		DIVISION: FINANCE						
K12	Chief Financial Officer	1.00	166,980			1.00	1.00	155,080
B37	Manager, Division	1.00	103,690			1.00	1.00	142,890
B19	Supervisor III ¹	3.00	282,150			2.00	2.00	202,370
B06	Payroll Specialist ¹	3.00	200,630			-	-	-
A30	Accountant II	2.00	162,400			2.00	2.00	177,360
A23	Accountant	4.00	270,190			4.00	4.00	285,440
A19	Administrative Analyst II	1.00	54,910			1.00	1.00	59,460
A14	Accounting Assistant ²	8.00	410,340	A15		4.00	4.00	225,220
DIVISION TOTAL		23.00	1,651,290			15.00	15.00	1,247,820

¹ Payroll Supervisor and Payroll Specialists move to Human Resources in Enterprise Services Department

² Accounting Assistants (cashiers) move to Customer Service Center in Enterprise Services Department; reclassified to Customer Service Specialist I

Analysis of Positions and Wages

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The Human Resources Division conducted a compensation and classification review in 2022 for Manager and Supervisor positions. As a result, several of these job classifications were consolidated.

		Adopted FY 2022				FY 2023		
Pay Grade	Job Title	FTE	Amount	Pay Grade Change	Job Title Change	Mgr Rec FTE	Adopted FTE	Amount
DEPARTMENT: ENTERPRISE SERVICES		DIVISION: HUMAN RESOURCES ADMINISTRATION						
B39	Assistant Director	1.00	113,270	B37	Manager, Division	1.00	1.00	127,510
B25	Human Resources Analyst, Sr	4.00	392,600	B23	Supervisor III	5.00	5.00	501,100
B21	Management Analyst II	1.00	80,950			1.00	1.00	98,670
B19	Program Manager I	1.00	66,770			1.00	1.00	87,720
B08	Human Resources Specialist	3.00	210,600			1.00	1.00	76,940
				B06	Payroll Specialist	3.00	3.00	221,140
						3.00	3.00	210,630
DIVISION TOTAL		10.00	864,190			15.00	15.00	1,323,710
DEPARTMENT: ENTERPRISE SERVICES		DIVISION: CUSTOMER SERVICE CENTER						
				B25	Manager I ¹	1.00	1.00	82,890
				A16	Customer Service Specialist I ²	7.00	7.00	412,970
DIVISION TOTAL		-	-			8.00	8.00	495,860
¹ Move from PW Support Services								
² Four positions moved from Finance, three positions from PW Support Services								
DEPARTMENT: ENTERPRISE SERVICES		DIVISION: FACILITIES SERVICES						
B33	Manager IV	1.00	119,040	B35	Manager III	1.00	1.00	122,820
B21	Management Analyst II	1.00	90,340			1.00	1.00	95,840
B19	Supervisor III	2.00	188,370		Supervisor II	2.00	2.00	194,030
B19	Program Manager	1.00	70,080			1.00	1.00	83,930
A25	Project Leader II	2.00	147,100			2.00	2.00	145,680
A22	Facility HVAC Tech	3.00	202,150			4.00	4.00	263,890
A21	Facility Maintenance Tech	3.00	197,390			3.00	3.00	184,380
A21	Project Leader I	1.00	68,860			1.00	1.00	61,880
A19	Administrative Analyst I	1.00	61,410			1.00	1.00	66,000
A15	Facility Maintenance I	4.00	203,830	A16		4.00	4.00	213,660
A11	Custodial Worker II	5.00	224,390			5.00	5.00	232,290
A09	Custodial Worker I	8.00	316,560			8.00	8.00	337,800
DIVISION TOTAL		32.00	1,889,520			33.00	33.00	2,002,200
DEPARTMENT: LEGAL		DIVISION: ATTORNEY						
K01	City Attorney	1.00	193,350			1.00	1.00	200,200
B39	Deputy City Attorney	2.00	295,960			2.00	2.00	313,610
W01	Assistant City Attorney II	5.00	597,620			5.00	5.00	643,570
B25	Manager I	1.00	98,260			1.00	1.00	108,380
B08	Legal Assistant	4.00	276,650			4.00	4.00	298,580
A22	Administrative Analyst II	1.00	71,520			1.00	1.00	74,630
A14	Staff Assistant I	0.37	19,310	A15		0.37	0.37	20,830
DIVISION TOTAL		14.37	1,552,670			14.37	14.37	1,659,800
DEPARTMENT: PUBLIC WORKS		DIVISION: RECREATION SERVICES						
B25	Manager I	1.00	103,690			1.00	1.00	110,000
B19	Program Manager I	1.00	94,190			1.00	1.00	97,020
B13	Recreation / Education Coordinator II	3.00	232,290			3.00	3.00	243,730
B05	Recreation / Education Coordinator I	2.00	127,410			2.00	2.00	133,930
A22	Program Coordinator	1.00	61,690			1.00	2.00	111,410

Analysis of Positions and Wages

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The Human Resources Division conducted a compensation and classification review in 2022 for Manager and Supervisor positions. As a result, several of these job classifications were consolidated.

		Adopted FY 2022				FY 2023		
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	88,710	A16 A15	Permit Specialist	1.00 0.70	1.00 0.70	48,130 39,410
A12	Office Assistant	0.85	38,610			0.90	0.90	39,700
A09	Laborer	1.00	43,080			1.00	-	-
DIVISION TOTAL		11.55	789,670			11.60	11.60	823,330
DEPARTMENT: PUBLIC WORKS		DIVISION: PARKS OPERATIONS						
B25	Manager I	1.00	106,560			1.00	1.00	111,380
B19	Supervisor III	3.00	232,550		Supervisor II	3.00	3.00	249,160
B19	Program Manager I	1.00	80,060			1.00	1.00	75,120
A19	Parks Project Coordinator	9.00	572,150	A20		10.00	10.00	651,110
A16	Tree Trimmer	4.00	212,720			4.00	4.00	236,900
A15	Parks Maint Operator	18.00	1,001,740	A16		25.00	25.00	1,337,470
A09	Laborer	4.00	159,720			-	-	-
DIVISION TOTAL		40.00	2,365,500			44.00	44.00	2,661,140
DEPARTMENT: COMMUNITY DEVELOPMENT		DIVISION: ADMINISTRATION						
K02	Director, Community Development	1.00	160,760			1.00	1.00	166,070
B21	Management Analyst II	1.00	98,260	B25	Program Manager III	-	1.00	101,210
A14	Staff Assistant I	1.00	52,180	A15		1.00	-	-
DIVISION TOTAL		3.00	311,200			3.00	3.00	323,580
DEPARTMENT: COMMUNITY DEVELOPMENT		DIVISION: PLANNING						
B39	Assistant Director	1.00	145,980			1.00	1.00	154,860
B27	Manager II	1.00	96,920	B29		1.00	1.00	109,430
B25	Program Manager III	2.00	203,280			2.00	2.00	215,660
A28	Planner III	3.00	254,610			3.00	3.00	273,670
A25	Planner II	5.00	360,090			5.00	5.00	383,230
A23	Code Enforcement Officer	2.00	122,060			2.00	2.00	141,170
A21	Planner I	1.00	63,100			1.00	1.00	65,810
A19	Administrative Analyst I	2.00	117,620			2.00	2.00	124,630
DIVISION TOTAL		17.00	1,363,660			17.00	17.00	1,468,460
DEPARTMENT: COMMUNITY DEVELOPMENT		DIVISION: PARKING SERVICES ¹						
B17	Supervisor II	1.00	79,770	B13	Supervisor I	1.00	1.00	85,800
A14	Enforcement Officer, Lead	1.00	52,180	A15		1.00	-	-
A14	Parking Meter Tech	1.00	49,440	A15		1.00	1.00	46,450
A13	Parking Enforcement Officer	9.00	411,510			9.00	9.00	421,220
DIVISION TOTAL		12.00	592,900			12.00	11.00	553,470
¹ Parking Services move from Urban Development to Community Development for Fiscal Year 2023								
DEPARTMENT: COMMUNITY DEVELOPMENT		DIVISION: NEIGHBORHOOD ENHANCEMENT						
B25	Manager I	1.00	84,360	B29	Manager II	-	1.00	56,300
				B13	Supervisor I	1.00	-	-
				A25	Code Enforcement Officer, Sr	1.00	1.00	95,340
A23	Code Enforcement Officer 2 ¹	10.00	691,640			8.00	8.00	82,740
A14	Staff Assistant I	2.00	91,730	A15		2.00	2.00	570,560
DIVISION TOTAL		13.00	867,730			12.00	13.00	104,440
								909,380

¹ Move of one Code Enforcement Officer 2 to Community Development Building and Safety; move one reclassified enforcement officer, lead from Parking Services to Neighborhood Enhancement.

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The Human Resources Division conducted a compensation and classification review in 2022 for Manager and Supervisor positions. As a result, several of these job classifications were consolidated.

		Adopted FY 2022				FY 2023		
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	131,640			1.00	1.00	139,660
B27	Manager II	1.00	84,440	B29		1.00	1.00	100,140
B19	Supervisor III	4.00	376,760		Supervisor II	4.00	4.00	388,060
A24	Librarian, Sr	5.00	389,500			5.00	5.00	390,150
A21	Librarian	5.00	317,980			5.00	5.00	340,860
A17	Library Assistant, Senior ¹	13.65	734,040			13.35	13.35	747,050
A14	Staff Assistant I	1.00	49,650	A15		1.00	1.00	55,760
A12	Library Assistant ¹	10.90	500,450	A13		10.50	10.50	518,940
A09	Custodial Worker I	1.00	43,080			1.00	1.00	44,820
				A09	Security Officer		2.00	82,460
A04	Security Officer	2.00	79,260			2.00	-	-
DIVISION TOTAL		44.55	2,706,800			43.85	43.85	2,807,900
¹ Reallocation of FTE authority among Library Assistant, Senior positions - total FTE elimination of 0.7 for FY 2023								
DEPARTMENT: POLICE		DIVISION: ADMINISTRATION						
K04	Police Chief	1.00	182,720			1.00	1.00	195,400
F03	Lieutenant	1.00	124,530			1.00	1.00	151,620
B13	Supervisor I	1.00	79,690			1.00	1.00	86,670
A12	Office Assistant	1.00	48,090	A15	Staff Assistant	1.00	1.00	50,020
DIVISION TOTAL		4.00	435,030			4.00	4.00	483,710
DEPARTMENT: POLICE		DIVISION: SUPPORT						
F04	Deputy Police Chief	1.00	159,710			1.00	1.00	164,550
F03	Lieutenant	1.00	140,100			2.00	2.00	298,910
F01	Sergeant	4.00	359,170			4.00	4.00	491,820
E12	Police Officer ¹	3.00	253,320			1.00	2.00	170,400
B25	Manager I	2.00	204,450			2.00	2.00	213,560
B21	Management Analyst II	1.00	86,240			1.00	1.00	91,700
B21	Program Manager II	1.00	98,260			1.00	1.00	101,210
B17	Management Analyst I	1.00	86,570			1.00	1.00	91,840
B11	Supvsr, Police Records Shift	3.00	212,750			3.00	3.00	223,200
A34	Dept Tech Support Analyst II	1.00	91,790			1.00	1.00	95,470
				A25	Project Leader II	-	1.00	74,630
A22	Crime Analyst	1.00	71,740	A23		1.00	1.00	77,680
A22	Administrative Analyst II	1.00	71,740			1.00	-	-
				A22	Program Coordinator	1.00	1.00	61,040
A21	Buyer	1.00	66,690			1.00	1.00	71,620
A19	Administrative Analyst I	2.00	111,850			1.00	1.00	64,550
A18	Police Evidence & Property Tech	5.00	273,170	A19		5.00	5.00	312,960
A17	Police Records Technician ²	16.00	874,580			15.00	15.00	870,560
A14	Staff Assistant I	2.00	95,260	A15		2.00	2.00	92,910
A09	Laborer	2.00	75,850			2.00	2.00	81,940
A08	Clerk-Messenger	0.50	17,630			0.50	0.50	20,070
DIVISION TOTAL		48.50	3,350,870			46.50	47.50	3,670,620

¹ Move 2.0 FTE Police Officers to Patrol, Move 1.0 FTE Police Officer from Patrol to Support - net 1.0 FTE

² Move 1.0 FTE Police Records Technician to IT Operations, reclass to Dept Tech Support Analyst II

Analysis of Positions and Wages

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The Human Resources Division conducted a compensation and classification review in 2022 for Manager and Supervisor positions. As a result, several of these job classifications were consolidated.

		Adopted FY 2022				FY 2023		
Pay Grade	Job Title	FTE	Amount	Pay Grade Change	Job Title Change	Mgr Rec FTE	Adopted FTE	Amount
DEPARTMENT: POLICE			DIVISION: INVESTIGATIONS					
F04	Deputy Police Chief	1.00	159,710			1.00	1.00	164,550
F03	Lieutenant	2.00	280,200			2.00	2.00	303,240
F01	Sergeant	5.00	604,450			5.00	5.00	608,800
E24	Police Lab Technician	2.50	241,290			2.50	2.50	249,190
E16	Corporal	4.00	351,970			3.00	3.00	278,060
E12	Police Officer ¹	32.00	2,677,970			25.00	25.00	2,186,720
				A19	Administrative Analyst I	-	1.00	61,040
A17	Police Records Technician	1.00	58,670			1.00	-	-
A14	Staff Assistant I	1.00	52,180			1.00	1.00	56,300
	DIVISION TOTAL	48.50	4,426,440			40.50	40.50	3,907,900
¹ Move 7.0 FTE Police Officers to Police Patrol								
DEPARTMENT: POLICE			DIVISION: PATROL					
F04	Deputy Police Chief	1.00	159,710			1.00	1.00	164,550
F03	Lieutenant	5.00	680,410			4.00	4.00	602,050
F01	Sergeant	15.00	1,881,330			15.00	15.00	1,798,050
E16	Corporal	14.00	1,228,010			15.00	15.00	1,296,420
E12	Police Officer ¹	103.00	8,091,390			112.00	117.00	10,216,390
				A25	Project Leader II	-	1.00	74,630
A22	Program Coordinator	1.00	71,740			1.00	-	-
A18	Telephone Report Specialist, Sr	1.00	61,030			1.00	1.00	63,490
A16	Telephone Report Specialist	2.00	108,240			2.00	2.00	114,620
A14	Staff Assistant I	1.00	52,180	A15		1.00	1.00	55,610
P68	Community Service Officer	5.40	197,230			5.40	5.40	202,390
	DIVISION TOTAL	148.40	12,531,270			157.40	162.40	14,588,200
¹ City Council addition of 6.0 Police Officers' move 1.0 Police Officer to Support Division								
DEPARTMENT: FIRE			DIVISION: ADMINISTRATION					
K10	Fire Chief	1.00	182,720			1.00	1.00	195,400
B21	Management Analyst II	1.00	98,260	D07	Deputy Fire Chief	1.00	1.00	187,370
B17	Management Analyst I	2.00	180,490			2.00	2.00	186,850
				A21	Buyer	-	1.00	56,300
A14	Staff Assistant I	2.00	95,260	A15		2.00	1.00	48,280
	DIVISION TOTAL	6.00	556,730			6.00	6.00	674,200
DEPARTMENT: FIRE			DIVISION: EMERGENCY OPERATIONS					
D07	Deputy Fire Chief	2.00	319,420			2.00	2.00	374,740
C04	Battalion Chief	6.00	788,640			6.00	6.00	833,000
C99	Training Officer	1.00	114,340			1.00	1.00	124,330
C50	Fire Apparatus Operator	45.00	4,050,000			48.00	48.00	4,559,790
C10	Firefighter-Medic	62.00	5,118,440			60.00	60.00	5,214,270
C09	Fire Captain	46.00	5,097,640			48.00	48.00	5,663,490
A14	Staff Assistant I	1.00	52,180	A15		1.00	1.00	48,280
	DIVISION TOTAL	163.00	15,540,660			166.00	166.00	16,817,900

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Pay Grade	Job Title	FTE	Adopted FY 2022	Pay Grade Change	Job Title Change	FY 2023		
						Mgr Rec FTE	Adopted FTE	Amount
DEPARTMENT: FIRE		DIVISION: FIRE AND LIFE SAFETY (PREVENTION SERVICES)						
D10	Asst Fire Chief of Operations	1.00	169,230			1.00	1.00	198,490
C95	Deputy Fire Marshall, Sr	1.00	116,950			1.00	1.00	130,040
C93	Deputy Fire Marshall	5.00	529,060			5.00	5.00	561,260
B25	Program Manager III	1.00	102,990			1.00	1.00	109,250
DIVISION TOTAL		8.00	918,230			8.00	8.00	999,040
DEPARTMENT: ENTERPRISE SERVICES		DIVISION: INFORMATION TECHNOLOGY						
K06	Director, Information Technology	1.00	170,810		Enterprise Services Director	1.00	1.00	195,530
B37	Manager, Division	1.00	142,890			1.00	1.00	147,830
B33	Manager IV	2.00	222,580	B35	Manager III	3.00	3.00	381,190
B29	Manager III	1.00	119,040	B29	Manager II	-	1.00	75,960
B25	Supervisor V	1.00	108,140		Manager I	2.00	2.00	211,060
				B25	Program Manager III	-	1.00	
B17	Management Analyst I	1.00	71,600			1.00	-	99,680
A40	Solutions Architect	1.00	112,940			1.00	1.00	117,470
A39	IT Programmer Analyst	8.00	779,250			8.00	8.00	830,440
A38	Oracle Database Admin	3.00	347,910			3.00	3.00	353,380
A38	Oracle Programmer Analyst, Lead	1.00	115,970			1.00	1.00	120,610
A38	Systems Analyst, Lead	1.00	115,970			1.00	1.00	120,610
A37	IT GIS Programmer Analyst, Lead	1.00	110,500			1.00	1.00	114,930
A37	IT Programmer Analyst, Lead	2.00	197,070			1.00	1.00	114,930
A37	Oracle Programmer Analyst	2.00	221,000			2.00	2.00	229,860
A37	System Analyst, Sr	0.75	82,870			1.75	1.75	176,240
A36	Network Analyst, Sr	3.00	302,240			3.00	3.00	313,550
A35	IT GIS Programmer Analyst	3.00	283,710			3.00	3.00	310,400
A35	Network Analyst	3.00	293,280			3.00	3.00	307,910
A34	Department Tech Support Analyst II ¹	4.00	339,730			5.00	5.00	443,020
A33	Network Technician	5.00	371,450			5.00	5.00	393,380
A29	Enterprise Business Systems Analyst	5.00	446,000			4.00	3.00	275,560
A24	GIS Analyst	2.00	154,690	A25		2.00	2.00	168,910
A22	Administrative Analyst II	1.00	64,310			1.00	1.00	69,600
A22	GIS Technician	1.00	68,180			1.00	1.00	73,820
A19	Administrative Analyst I	1.00	63,480			1.00	1.00	66,000
DIVISION TOTAL		54.75	5,305,610			55.75	55.75	5,711,870

¹ Move 1.0 FTE Police Records Technician from Police Support Division and reclass to Dept Tech Support Analyst II

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Pay Grade	Job Title	FTE	Adopted	Pay Grade	Job Title Change	FY 2023		
			FY 2022			Mgr Rec	Adopted	Amount
			Amount			FTE	FTE	
DEPARTMENT: URBAN DEVELOPMENT		DIVISION: URBAN DEVELOPMENT SERVICES						
K07	Urban Development Director	1.00	159,890			1.00	1.00	166,070
B33	Manager IV	1.00	127,490	B39	Assistant Urban Development Director	1.00	1.00	131,320
B29	Manager III	2.00	238,080			-	-	
B27	Manager II	1.00	84,440	B29		3.00	3.00	361,690
B25	Program Manager III	4.00	417,470			4.00	4.00	435,060
B21	Program Manager II	1.00	98,260			1.00	1.00	101,210
B19	Program Manager I	3.00	229,330			4.00	4.00	320,880
B17	Management Analyst I	1.00	70,300			1.00	1.00	74,630
B13	Supervisor I	1.00	81,340			1.00	1.00	86,290
A27	Real Property Services Specialist	1.00	87,820			2.00	2.00	165,990
A14	Accounting Assistant	1.00	52,180	A15		0.50	0.50	28,150
A14	Staff Assistant I	1.00	52,180	A15		1.00	1.00	47,870
A12	Office Assistant	1.00	44,790			-	-	-
DIVISION TOTAL		19.00	1,743,570			19.50	19.50	1,919,160
DEPARTMENT: URBAN DEVELOPMENT		DIVISION: PARKING SERVICES ¹						
B17	Supervisor II	1.00	79,770			-	-	-
A14	Enforcement Officer, Lead	1.00	52,180	A15		-	-	-
A14	Parking Meter Tech	1.00	49,440	A15		-	-	-
A13	Parking Enforcement Officer	9.00	411,510			-	-	-
DIVISION TOTAL		12.00	592,900			-	-	-
¹ Parking Services Division move to Community Development Department for Fiscal Year 2023								
DEPARTMENT: PUBLIC WORKS		DIVISION: TRANSPORTATION						
B34	Engineer 4	1.00	131,360			1.00	1.00	135,300
B31	Engineer 3	2.00	246,420			2.00	2.00	253,820
B25	Engineer 2	1.00	108,140			1.00	1.00	111,380
B25	Manager I	1.00	108,140			1.00	1.00	82,890
B25	Program Manager III	1.00	108,140			1.00	1.00	111,380
B21	Supervisor IV	1.00	98,260	B23	Supervisor III	1.00	1.00	106,240
B19	Supervisor III	3.00	246,110		Supervisor II	3.00	3.00	243,210
A28	Planner III	1.00	91,790			1.00	1.00	95,470
A27	Electrician II	1.00	71,740			1.00	1.00	77,680
A25	Electrician I	3.00	243,600			3.00	3.00	263,500
A22	Traffic Technician, Sr	1.00	71,740			1.00	1.00	74,630
A20	Traffic Technician	1.00	65,900			1.00	1.00	68,540
A21	PW Project Leader	5.00	333,510			5.00	5.00	352,470
A19	Administrative Analyst I	1.00	63,480			1.00	1.00	66,000
A19	PW Crew Leader	5.00	302,470			5.00	5.00	328,080
A16	PW Maint Operator II	13.00	703,650			13.00	13.00	739,470
A15	PW Signs and Markings Worker	5.00	253,330			5.00	5.00	269,560
A14	PW Maint Operator I	9.00	439,890			13.00	13.00	653,100

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Pay Grade	Job Title	FTE	Amount	Pay Grade Change	Job Title Change	Mgr Rec FTE	Adopted FTE	Amount
PUBLIC WORKS RECREATION SERVICES, continued								
A09	Laborer	5.00	192,630			5.00	5.00	199,390
DIVISION TOTAL		60.00	3,880,300			64.00	64.00	4,232,110
DEPARTMENT: URBAN DEVELOPMENT		DIVISION: AIRPORT						
B29	Manager III	1.00	119,040		Manager II	1.00	1.00	122,610
A22	Administrative Analyst II	1.00	71,740			1.00	1.00	74,630
A15	Airport Maintenance Operator	2.00	108,130			2.00	2.00	112,610
DIVISION TOTAL		4.00	298,910			4.00	4.00	309,850
DEPARTMENT: COMMUNITY DEVELOPMENT		DIVISION: BUILDING AND SAFETY						
B36	Manager V	1.00	139,350	B35	Manager III	1.00	1.00	139,340
B34	Engineer 4	1.00	115,250			1.00	1.00	122,280
				B29	Manager II	1.00	1.00	91,230
B25	Manager I	1.00	104,280			1.00	1.00	111,380
B19	Program Manager I	1.00	94,190			1.00	1.00	97,020
A28	Bldg Inspector, Senior	4.00	367,160			5.00	5.00	477,330
A27	Comml. Electrical Inspector 3	1.00	87,040			1.00	1.00	91,360
A27	Comml Plumbing Inspector 3	1.00	87,820			1.00	1.00	83,540
A27	Plans Examiner II	5.00	361,010			6.00	6.00	465,420
A25	Inspector I	2.00	162,400			2.00	2.00	168,910
A25	Comml. Mech Inspector 2	1.00	81,200			1.00	1.00	84,460
				A24	Plans Examiner I	1.00	1.00	70,630
				A23	Code Enforcement Officer 2 ¹	1.00	1.00	77,680
A21	Planner II	1.00	60,850			1.00	1.00	68,150
A19	Administrative Analyst I	2.00	122,510			2.00	2.00	129,880
A17	Permit Technician	4.00	205,050	A18		4.00	4.00	226,730
A15	Permit Specialist	3.00	149,830	A16		3.00	3.00	172,240
A12	Office Assistant	1.00	45,340			1.00	1.00	48,930
DIVISION TOTAL		29.00	2,183,280			34.00	34.00	2,726,510
¹ Move 1.0 FTE Code Enforcement Officer 2 from CD Neighborhood Enhancement to CD Building and Safety								
DEPARTMENT: PUBLIC WORKS UTILITY		DIVISION: ADMINISTRATION						
K03	Director, Public Works	1.00	190,350			1.00	1.00	197,440
B39	Assistant Director	2.00	281,090			2.00	2.00	293,480
B36	Engineer 5	1.00	139,350			1.00	1.00	143,530
B25	Engineer 2	1.00	108,140			1.00	1.00	111,380
B25	Manager I ¹	1.00	98,970			-	-	-
B25	Program Manager III	2.00	200,730			2.00	2.00	210,130
B21	Management Analyst II	2.00	196,520			2.00	2.00	202,420
B21	Program Manager II	3.00	269,660			3.00	3.00	287,590
B19	Program Manager I	2.00	163,730			2.00	2.00	173,260
B17	Management Analyst I	2.00	174,750			2.00	2.00	182,590
B13	Supervisor I	3.00	226,890			3.00	3.00	238,090
B05	Executive Assistant	1.00	70,130			1.00	1.00	72,390

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.

The Human Resources Division conducted a compensation and classification review in 2022 for Manager and Supervisor positions. As a result, several of these job classifications were consolidated.

		Adopted FY 2022				FY 2023		
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	2.00	161,990			2.00	2.00	187,930
A25	Planner II	1.00	79,290			1.00	1.00	84,460
A22	Program Coordinator	4.00	286,960			4.00	4.00	292,230
A21	Buyer	1.00	68,860			1.00	1.00	71,620
A17	Permit Technician	2.00	107,130	A18		2.00	2.00	121,900
A16	Desktop Publishing Specialist	2.00	106,030	A20	Graphic Designer	2.00	2.00	131,370
A15	Permit Specialist ¹	3.00	155,400	A16		-	-	-
A14	Staff Assistant I	11.00	548,740	A15		11.00	11.00	588,680
A12	Parts and Supply Clerk	2.00	96,180	A13		2.00	2.00	104,260
DIVISION TOTAL		49.00	3,730,890			45.00	45.00	3,694,750
¹ Move 4.0 FTE from Public Works Support Services to new Customer Service Center organization in the Enterprise Services Department								
DEPARTMENT: PUBLIC WORKS UTILITY		DIVISION: ENGINEERING						
B39	City Engineer	1.00	152,240			1.00	1.00	156,800
B36	Engineer 5	3.00	418,050			3.00	3.00	430,600
B34	Engineer 4	7.00	885,900			7.00	7.00	944,500
B31	Engineer 3	8.00	872,650			9.00	9.00	1,012,110
B27	Manager II	1.00	105,430	B29		1.00	1.00	113,880
B25	Engineer 2	5.00	488,700			5.00	5.00	508,630
B23	Engineer 1	3.00	236,780			3.00	3.00	242,270
B21	Supervisor IV	1.00	98,260	B23	Supervisor III	1.00	1.00	105,170
B21	Program Manager II	1.00	98,260			1.00	1.00	101,210
B19	Supervisor III	2.00	162,680		Supervisor II	2.00	2.00	169,190
B17	Management Analyst I	1.00	83,380			1.00	1.00	88,450
A25	Inspector I	7.00	562,380			7.00	7.00	572,380
A24	Civil Engineer Assistant	3.00	219,280			3.00	3.00	228,080
A22	CADD Technician	1.00	71,740			1.00	1.00	74,630
A22	Program Coordinator	2.00	127,780			3.00	4.00	256,920
A22	Engr Tech III	3.00	207,140			3.00	3.00	218,030
A14	Staff Assistant I	3.00	141,810	A15		3.00	2.00	110,050
DIVISION TOTAL		52.00	4,932,460			54.00	54.00	5,332,900
DEPARTMENT: PUBLIC WORKS UTILITY		DIVISION: WASTEWATER TREATMENT						
B39	Assistant Director	1.00	128,900			1.00		155,230
B36	Manager V	1.00	149,800	B35	Manager III	1.00		139,340
B25	Supervisor V	1.00	108,140	B25	Manager I	1.00		111,380

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The Human Resources Division conducted a compensation and classification review in 2022 for Manager and Supervisor positions. As a result, several of these job classifications were consolidated.

		Adopted FY 2022				FY 2023		
Pay Grade	Job Title	FTE	Amount	Pay Grade Change	Job Title Change	Mgr Rec FTE	Adopted FTE	Amount
PUBLIC WORKS WASTEWATER TREATMENT, continued								
B21	Supervisor IV	1.00	98,260			-	-	
B19	Supervisor III	4.00	337,800	B23		6.00	6.00	554,020
B19	Program Manager I	1.00	94,190			1.00	1.00	97,020
B17	Management Analyst I	1.00	71,120			1.00	1.00	75,370
A34	Dept Tech Support Analyst II	1.00	91,790			1.00	1.00	95,470
A27	Electrician 2	1.00	87,820	A28		1.00	1.00	95,470
A26	Instrument Technician	3.00	253,320			3.00	3.00	231,060
A25	Electrician 1	2.00	162,400	A26		2.00	2.00	175,660
A23	WTP Technician II	2.00	147,450			2.00	2.00	155,360
A23	WTP Operator 3	8.00	585,370	A24		8.00	8.00	638,630
A22	Laboratory Technician II	3.00	212,780	A23		3.00	3.00	233,040
A21	WTP Technician I	3.00	194,100			3.00	3.00	201,860
A21	WTP Operator 2	13.00	814,750	A22		13.00	13.00	885,050
A19	Laboratory Technician I	4.00	226,870	A20		4.00	4.00	246,360
A18	WTP Operator 1	2.00	111,140	A19		1.00	1.00	66,000
A15	PW Facility Maintenance Operator	1.00	54,140			1.00	1.00	56,300
A12	Parts and Supply Clerk	1.00	48,090	A13		1.00	1.00	52,130
DIVISION TOTAL		54.00	3,978,230			54.00	54.00	4,264,750
DEPARTMENT: PUBLIC WORKS UTILITY		DIVISION: OPERATIONS						
B39	Assistant Director	1.00	152,240			1.00	1.00	156,800
B36	Manager V	1.00	139,350	B35	Manager III	1.00	1.00	139,340
B29	Manager III	1.00	119,040		Manager II	1.00	1.00	122,610
B25	Manager I	1.00	108,140			1.00	1.00	111,380
B21	Supervisor IV	7.00	675,660			-	-	
B19	Supervisor III	8.00	720,570	B23		8.00	8.00	798,730
				B19	Supervisor II	8.00	8.00	771,160
B17	Management Analyst I	1.00	90,700			1.00	1.00	93,420
B17	Supervisor II	1.00	90,700			-	-	
B13	Outreach/Education Coordinator II	1.00	84,150			1.00	1.00	64,520
B13	Supervisor I	1.00	73,180			2.00	2.00	153,260
A34	Dept Tech Support Analyst II	3.00	258,850			4.00	4.00	354,070
A26	Instrument Technician	2.00	153,300			2.00	2.00	170,050
A25	Inspector I	2.00	157,990			2.00	2.00	167,730
A25	Project Leader II	1.00	81,200			1.00	1.00	68,540
A24	Environmental Compliance Specialist	5.00	385,050			5.00	5.00	405,180
A24	GIS Analyst	4.00	274,500	A25		4.00	4.00	305,910
A23	Flow Monitoring Analyst	3.00	224,070			3.00	3.00	233,040
A23	Systems Technician	5.00	356,180			5.00	5.00	373,390

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The Human Resources Division conducted a compensation and classification review in 2022 for Manager and Supervisor positions. As a result, several of these job classifications were consolidated.

		Adopted FY 2022				FY 2023		
Pay Grade	Job Title	FTE	Amount	Pay Grade Change	Job Title Change	Mgr Rec FTE	Adopted FTE	Amount
PUBLIC WORKS OPERATIONS, continued								
A23	Water Treatment Operator	9.00	542,750			9.00	9.00	588,390
A22	GIS Technician	4.00	239,300			4.00	4.00	278,730
A22	Natural Infrastructure Specialist	1.00	61,690			1.00	1.00	66,590
A22	Program Coordinator	2.00	143,480			2.00	2.00	135,660
A22	Engineering Technician III	1.00	58,670			1.00	1.00	61,040
A21	Flow Monitoring Technician	3.00	188,740			3.00	3.00	201,300
A21	Project Leader I	3.00	206,580			3.00	3.00	214,850
A19	Administrative Analyst I	4.00	238,680			5.00	5.00	294,460
A19	PW Crew Leader	30.00	1,792,530			30.00	30.00	1,913,740
A19	Engineering Technician II	1.00	63,480	A20		1.00	1.00	56,300
A19	Parks Project Coordinator	1.00	59,030	A20		1.00	1.00	66,390
A18	Environmental Compliance Tech	1.00	61,030	A19		1.00	1.00	56,150
A18	Water Quality Technician	2.00	121,250			2.00	2.00	123,460
A16	Customer Service Rep 2	5.00	221,340	A17		5.00	5.00	293,800
A16	Accounts Specialist, Sr.	4.00	310,440			4.00	4.00	220,120
A16	Flow Monitoring Operator	2.00	102,650	A17		2.00	2.00	117,030
				A16	Parks Maintenance Operator	1.00	1.00	46,450
A16	PW Maintenance Operator II	17.00	920,410			17.00	17.00	962,770
A15	PW Facility Maintenance Operator	1.00	44,660			2.00	2.00	102,760
A14	Clerk Dispatcher	6.50	315,090	A15		6.00	6.00	308,760
A14	Customer Service Rep 1	3.00	156,540			3.00	3.00	162,850
A14	PW Maintenance Operator I	28.00	1,390,060			28.00	28.00	1,406,210
A09	Laborer	1.00	43,080			-	-	
DIVISION TOTAL		177.50	11,426,350			181.00	181.00	12,166,940
DEPARTMENT: FIRE		DIVISION: EMERGENCY MEDICAL SERVICES						
C99	EMS Coordinator	1.00	114,340			1.00	1.00	124,330
C99	EMS Trainer	1.00	114,340			1.00	1.00	124,330
DIVISION TOTAL		2.00	228,680			2.00	2.00	248,660
DEPARTMENT: FIRE		DIVISION: COMMUNICATIONS & INFORMATION (9-1-1)						
V06	Director, Public Safety Comm	1.00	157,230	D07	Deputy Fire Chief	1.00	1.00	161,960
V03	Manager, Comm Center Operations	1.00	113,450			1.00	1.00	120,220
B33	Manager IV	1.00	94,860	B35	Manager III	1.00	1.00	108,380
B21	Management Analyst II	1.00	98,260			1.00	1.00	101,210
U01	Supvsr, Communications Shift	7.00	691,360			7.00	7.00	711,830
Q04	9-1-1 Call Taker	9.00	516,640			9.00	9.00	568,970
Q03	Communications Specialist III	4.00	334,310			4.00	4.00	382,000
Q02	Communications Specialist II	43.00	3,104,700			43.00	43.00	3,442,390
Q01	Communications Specialist I	5.00	296,850			5.00	5.00	340,110
A34	Dept Tech Support Analyst II	1.00	71,520			1.00	1.00	77,450

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		Adopted FY 2022			FY 2023			
Pay Grade	Job Title	FTE	Amount	Pay Grade Change	Job Title Change	Mgr Rec FTE	Adopted FTE	Amount
FIRE COMMUNICATIONS & INFORMATION (911), continued								
A25	Dept Tech Support Analyst I	1.00	81,200			1.00	1.00	84,460
A19	Administrative Analyst I	1.00	63,480			1.00	1.00	66,000
A12	Office Assistant	0.60	25,850			0.60	0.60	27,870
DIVISION TOTAL		75.60	5,649,710			75.60	75.60	6,192,850
DEPARTMENT: ENTERPRISE SERVICES		DIVISION: FLEET SERVICES						
B29	Manager III	1.00	99,010		Manager II	1.00	1.00	91,230
B19	Program Manager I	1.00	82,270			1.00	1.00	87,290
A29	Enterprise Business Sys Analyst	1.00	83,320			1.00	1.00	81,040
A22	Administrative Analyst II	1.00	71,740	A22	Program Coordinator	1.00	1.00	50,350
A21	Fleet Services Lead Technician	2.00	137,720	A22		1.00	1.00	74,630
A20	Fleet Services Technician	7.00	419,390			2.00	2.00	149,250
A14	Staff Assistant I	1.00	49,100	A15		7.00	7.00	450,790
A12	Parts & Supply Clerk	2.00	93,000	A13		1.00	1.00	55,290
DIVISION TOTAL		16.00	1,035,550			1.00	1.00	52,130
						16.00	16.00	1,092,000
DEPARTMENT: FIRE		DIVISION: RADIO COMMUNICATIONS						
A24	Communications Systems Tech	4.00	262,450	A25		4.00	4.00	314,080
DIVISION TOTAL		4.00	262,450			4.00	4.00	314,080
DEPARTMENT: INFORMATION TECHNOLOGY		DIVISION: PRINTING & REPROGRAPHICS						
B13	Supervisor I	1.00	69,460			1.00	1.00	73,690
A16	Reprographics Specialist	2.00	112,760	A18		2.00	2.00	126,980
A08	Clerk Messenger	3.00	121,050			3.00	3.00	125,020
DIVISION TOTAL		6.00	303,270			6.00	6.00	325,690
DEPARTMENT: HUMAN RESOURCES		DIVISION: SELF INSURANCE - BENEFITS						
B29	Manager III	1.00	107,340	B37	Manager, Division	-	1.00	113,880
B19	Program Manager I	1.00	85,330		Manager II	1.00	-	-
B17	Management Analyst I	1.00	71,290			1.00	1.00	90,530
B08	Human Resources Specialist	1.00	63,960			1.00	1.00	76,480
DIVISION TOTAL		4.00	327,920	B02	Human Resources Assistant	1.00	1.00	70,000
						0.50	0.50	26,780
						4.50	4.50	377,670
DEPARTMENT: HUMAN RESOURCES		DIVISION: SELF INSURANCE - RISK MANAGEMENT						
B29	Manager III	1.00	116,770	W01	Assistant City Attorney II	1.00	1.00	109,830
B17	Management Analyst I	1.00	73,010		Manager II	1.00	1.00	122,610
B19	Program Manager I	2.00	167,450			1.00	1.00	77,450
B08	Human Resources Specialist	2.00	126,290			2.00	2.00	174,750
DIVISION TOTAL		6.00	483,520			2.00	2.00	132,220
						7.00	7.00	616,860

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 20, 2022 at 6:00 p.m. to discuss the budget for the fiscal year July 1, 2022 to June 30, 2023. It will be viewable via Comcast Coble 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 27, 2022. A copy of this public notice can also be found on the City of Salem's website at <https://www.cityofsalem.net/budget>.

A copy of the complete budget document may be viewed or obtained on and after April 15, 2022 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 15, 2022 at: <https://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.

The following Budget Committee meetings will begin at 6:00 p.m.
April 27, 2022
May 4, 2022
May 11, 2022
May 18, 2022 (alternate meeting)

For additional information or to schedule a budget viewing, contact Josh Eggleston at (503)588-6130 or leggleston@cityofsalem.net. Americans with Disabilities Act accommodations shall be provided upon request with 24 hours advance notice.

Statesman Journal
April 10, 2022

FORM LB-1

NOTICE OF BUDGET HEARING

A meeting of the Salem City Council will be held on June 13, 2022 at 6:00 pm. This is a virtual meeting where deliberation of the budget for the fiscal year beginning July 1, 2022 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 <https://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 13, 2022 meeting shall be provided upon request with 24 hours advance notice.

Contact: **Josh Eggleston**

Telephone: **503-588-6130**

Email: jeggleston@cityofsalem.net

FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual Amount Fiscal Year 2021	Adopted Budget This Fiscal Year 2022	Approved Budget Next Fiscal Year 2023
Beginning Fund Balance / Net Working Capital	322,785,646	264,344,620	326,403,860
Fees, Licenses, Permits, Fines, Assessments and Other Service Charges	167,153,263	171,722,490	184,836,580
Federal, State and All Other Grants, Gifts, Allocations and Donations	52,755,935	131,540,970	100,339,700
Revenue from Bonds and Other Debt	31,041,359	11,641,770	1,132,810
Interfund Transfers / Internal Service Reimbursements	99,670,940	116,956,000	120,885,590
All Other Resources Except Current Year Property Taxes	18,231,959	17,670,270	17,732,200
Current Year Property Taxes (Estimated to be Received, FY 2022 and FY 2023)	88,964,020	93,501,530	96,241,900
Total Resources	780,606,121	807,377,650	847,572,640

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	168,564,744	189,801,270	202,508,750
Materials and Services	213,471,924	354,758,840	382,470,040
Capital Outlay	8,577,501	24,853,610	28,510,310
Debt Service	69,336,519	42,229,950	42,460,630
Interfund Transfers	26,687,680	37,866,570	37,531,710
Contingencies	-	7,372,710	8,593,150
Special Payments	13,117,050	39,719,830	34,882,230
Unappropriated Ending Balance and Reserved for Future Expenditure	280,850,704	110,774,870	110,615,820
Total Requirements	780,606,121	807,377,650	847,572,640

FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM			
Name of Organizational Unit or Program			
FTE for that unit or program			
City Manager's Office	1,266,980	1,779,920	1,873,060
FTE	7.00	10.00	10.00
Community Development	10,185,007	14,502,000	17,398,000
FTE	65.20	62.00	78.00
Customer Service Center	0	0	909,150
FTE	0.00	0.00	8.00
Finance	3,644,254	4,287,930	3,698,610
FTE	31.00	31.00	23.00
Fire	38,661,153	71,841,480	71,517,850
FTE	179.00	258.60	261.60
Human Resources	46,246,053	74,049,630	78,374,720
FTE	68.00	68.00	75.50
Information Technology	11,019,035	13,198,960	14,525,230
FTE	59.75	60.75	61.75
Legal	2,372,658	2,838,620	2,931,290
FTE	14.37	14.37	14.37
Library	20,223,499	11,801,570	6,194,190
FTE	44.55	44.55	43.85
Mayor & Council	173,977	243,410	259,790
FTE	0.00	0.00	0.00
Municipal Court	1,858,131	2,344,940	2,434,360
FTE	15.00	15.00	15.00
Non Departmental	64,213,399	81,296,690	91,745,040
FTE	0.00	0.00	0.00
Police	80,671,509	55,951,650	56,771,780
FTE	321.00	249.40	248.40
Public Works	207,863,173	323,054,110	338,010,160
FTE	442.05	448.05	453.60
Urban Development	11,356,592	39,411,870	50,313,590
FTE	35.00	35.00	23.50
Total Requirements	499,755,418	696,602,780	736,956,620
Total FTE	1,281.92	1,296.72	1,316.57

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING

CHANGES IN ACTIVITY

Net citywide full-time equivalent position increase of 19.85 FTE, which includes a net change of 7.85 FTE in the General Fund and an increase of 12.0 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.

Community Development -- The total position increase of 16 FTE positions reflects the move of the Parking Services Division from Urban Development Department to the Community Development Department.

Customer Service Center -- 8.0 FTE increase for the new Customer Service Center; 4.0 FTE transferred from Finance Department and 4.0 FTE from Public Works Department.

Finance -- Decrease of 8.0 FTE due to the transfer of 4.0 FTE Payroll Service Section to the Human Resources Division and the transfer of 4.0 FTE to the Customer Service Center.

Fire -- Addition of 3.0 FTE to offset the costs of overtime.

Human Resources -- Increase of 4.0 FTE due to the transfer of the Payroll Services Section from the Finance Department to the Human Resources Division.

Information Technology -- The budget reflects the increase of 1.0 FTE position transferred from the Police Department .

Library -- Decreased costs as the seismic upgrades to the library are projected to be completed in 2022. Non-construction costs increased due to general operations.

Police -- 1.0 FTE was transferred to the Information Technology Division.

Public Works -- 1.5 FTE position addition in the Utility Fund, 4.0 FTE in the Transportation Services Fund.

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.

Federal and State Grants, All Other Gifts / Donations / Allocations -- Decreased 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 Approved Fiscal Year 2021	Rate or Amount Approved Fiscal Year 2022	Rate or Amount Approved Fiscal Year 2023
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	\$16,420,010	\$17,559,180	\$17,686,890

STATEMENT OF INDEBTEDNESS

	Estimated Debt Outstanding on July 1	Estimated Debt Authorized, But Not Incurred on July 1
LONG-TERM DEBT		
General Obligation Bonds	\$91,670,000	\$0
Other Bonds	\$126,985,000	\$0
Other Borrowings	\$4,526,720	\$0
Total	\$223,181,720	\$0

RESOLUTION NO. 2022-37

A RESOLUTION ADOPTING THE BUDGET OF THE CITY OF SALEM, OREGON, FOR FISCAL YEAR 2022-2023, 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, 2022, and ending June 30, 2023, in the sum of \$742,702,390 plus an unappropriated ending fund balance of \$110,825,050 for a total of \$853,527,440.

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 \$17,686,890 (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, 2022.

Section 4. This resolution is effective upon adoption.

ADOPTED by the City Council this 27th day of June, 2022.

ATTEST:


Deputy City Recorder

Approved by City Attorney: _____

Checked by: J. Eggleston

City of Salem
FY 2023

Final Budget Expenditure Appropriations

Fund / Department	Operating Budget			Non-Operating Budget			Total
	Personal Services	Materials & Services	Capital Outlay	Program Level	Debt Service	Interfund Transfers	
GENERAL FUND (By Department):							
City Manager's Office				\$ 1,926,220	\$ -	\$ -	\$ 1,926,220
Community Development Department				6,603,910	-	149,250	6,753,160
Enterprise Services							
Customer Service Center				909,150	-	-	909,150
Facilities Services				5,142,130	-	121,150	5,263,280
Human Resources				2,675,910	-	-	2,675,910
Information Technology				11,584,050	-	-	11,584,050
Finance Department				3,698,610	-	-	3,698,610
Fire Department				43,511,140	-	-	43,511,140
Legal Department				2,931,290	-	-	2,931,290
Library				5,873,040	-	-	5,873,040
Mayor and Council				259,780	-	-	259,780
Municipal Court				2,438,290	-	-	2,438,290
Parks and Recreation Services				11,963,470	-	82,500	12,045,970
Police Department				54,779,640	-	-	54,779,640
Urban Development Department				4,053,770	-	-	4,053,770
Non-Departmental ¹	90,000	4,767,380	-		375,010	973,250	3,000,000
TOTAL GENERAL FUND	\$ 90,000	\$ 4,767,380	\$ -	\$ 158,350,400	\$ 375,010	\$ 1,326,150	\$ 3,000,000
OTHER FUNDS (By Fund Number):							
TRANSPORTATION SERVICES				\$ 18,347,940	\$ -	\$ 2,048,640	\$ 500,000
STREETLIGHT				1,257,100	211,920	600,000	2,069,020
AIRPORT				1,482,680	44,230	-	550,060
COMMUNITY RENEWAL				13,166,220	-	-	13,166,220
DOWNTOWN PARKING				1,010,040	-	-	163,810
CULTURAL AND TOURISM				2,714,240	-	1,749,920	200,000
PUBLIC ART FUND				46,000	-	-	46,000
TOURISM PROMOTION AREA				1,116,350	-	48,240	1,164,590
LEASEHOLD				487,970	-	200,000	767,950
BUILDING AND SAFETY				6,691,900	-	500,000	300,000
DEBT SERVICE				-	22,752,070	-	22,752,070
CAPITAL IMPROVEMENTS				150,720,730	-	-	150,720,730
SYSTEM DEVELOPMENT CHARGE ²				60,977,600	-	570,000	61,547,600
DEVELOPMENT DISTRICT				20,022,660	-	-	20,022,660
UTILITY				88,132,240	19,077,400	28,608,800	138,818,440
EMERGENCY SERVICES				1,169,120	-	-	60,000
COMMUNICATIONS CENTER				13,776,460	-	1,000,000	500,000
POLICE REGIONAL RECORDS				239,200	-	-	40,000
CITY SERVICES ³							
Document Services				1,178,290	-	-	1,178,290
Fleet Services				6,817,800	-	-	6,817,800
IT Interconnect / Telecommunications				333,790	-	-	333,790
Radio Communications				1,915,340	-	-	1,915,340
Shops Facilities Maintenance				200,710	-	-	200,710
Warehouse Services				2,554,770	-	40,000	2,594,770
SELF INSURANCE BENEFITS				38,375,810	-	-	38,375,810
SELF INSURANCE RISK				14,890,820	-	-	14,890,820
EQUIPMENT REPLACEMENT RESERVE				19,955,660	-	-	19,955,660
TRUST ⁴	-	22,327,690	600,000		-	1,239,960	-
TOTAL ALL FUNDS	\$ 90,000	\$ 27,095,060	\$ 600,000	\$ 625,931,840	\$ 42,460,630	\$ 37,931,710	\$ 8,593,150
							\$ 742,702,390

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
2022-2023

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
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.	17,686,890
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b)	5c.	17,686,890

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.