

City of Salem, Oregon

Adopted FY 2020 Budget



View from Police Station Project Cam
August 14, 2019

Rendering of Salem's New Police Station



Realizing Progress and Preparing for the Future

City of Salem

Officials and Administrative Staff

Mayor / Chair
Chuck Bennett

City Manager
Steve Powers

City Council

Cara Kaser
Tom Andersen
Brad Nanke
Jackie Leung
Matt Ausec
Chris Hoy
Sally Cook
Jim Lewis

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

Citizens Budget Committee

Paul Tigan
Roz Shirack
Raquel Moore-Green
Steve McCoid
Virginia Barker
William Andersen
Reid Sund
Derik Milton
Vanessa Nordyke

Municipal Judge
Jane Aiken

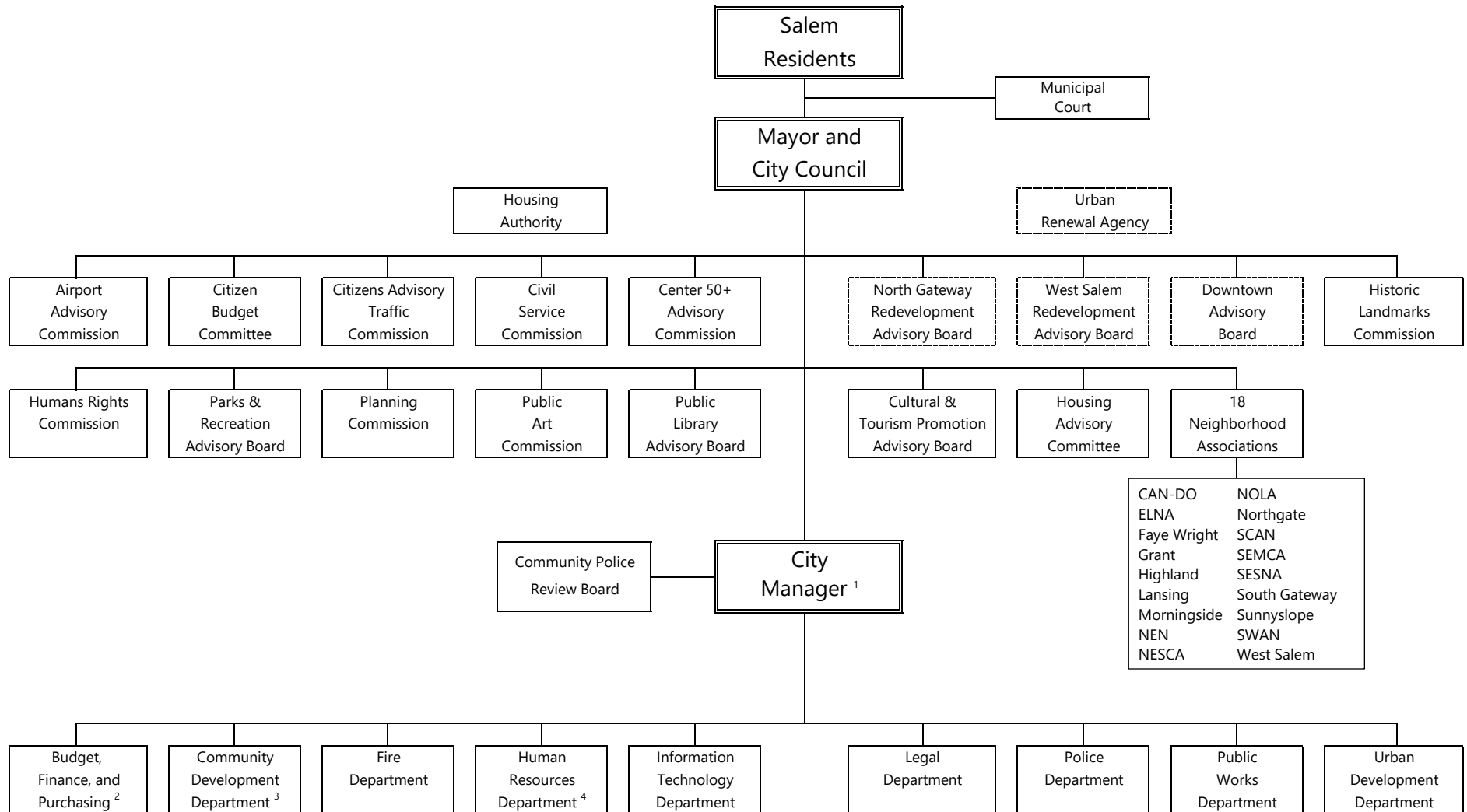
Chief Financial Officer	Robert Barron
City Attorney	Dan Atchison
Community Development Director	Norman Wright
Fire Chief	Mike Niblock
Human Resources Director	Mina Hanssen
Information Technology Director	Krishna Namburi
Police Chief	Gerald Moore
Public Works Director	Peter Fernandez
Urban Development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

Budget Staff

Budget Officer	Kelley Jacobs
Franchise and Budget Analyst	Ryan Zink
Senior Fiscal Analyst	Josh Eggleston
Management Analyst I	Kali Leinenbach

Organization of the City of Salem, Oregon

July 2019



1. *The City Manager's Office includes Municipal Court as a functional division.*

2. Budget, Finance, and Purchasing designated as a department in FY 2020.

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

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

MAYOR:
CHUCK BENNETT

CITY COUNCIL MEMBERS:
WARD 1 - CARA KASER
WARD 2 - TOM ANDERSEN
WARD 3 - BRAD NANKE
WARD 4 - JACKIE LEUNG
WARD 5 - MATT AUSEC
WARD 6 - CHRIS HOY
WARD 7 - SALLY COOK
WARD 8 - JIM LEWIS

CITY OF SALEM WARDS

FISCAL YEAR 2019 - 2020



Salem Public Works Department

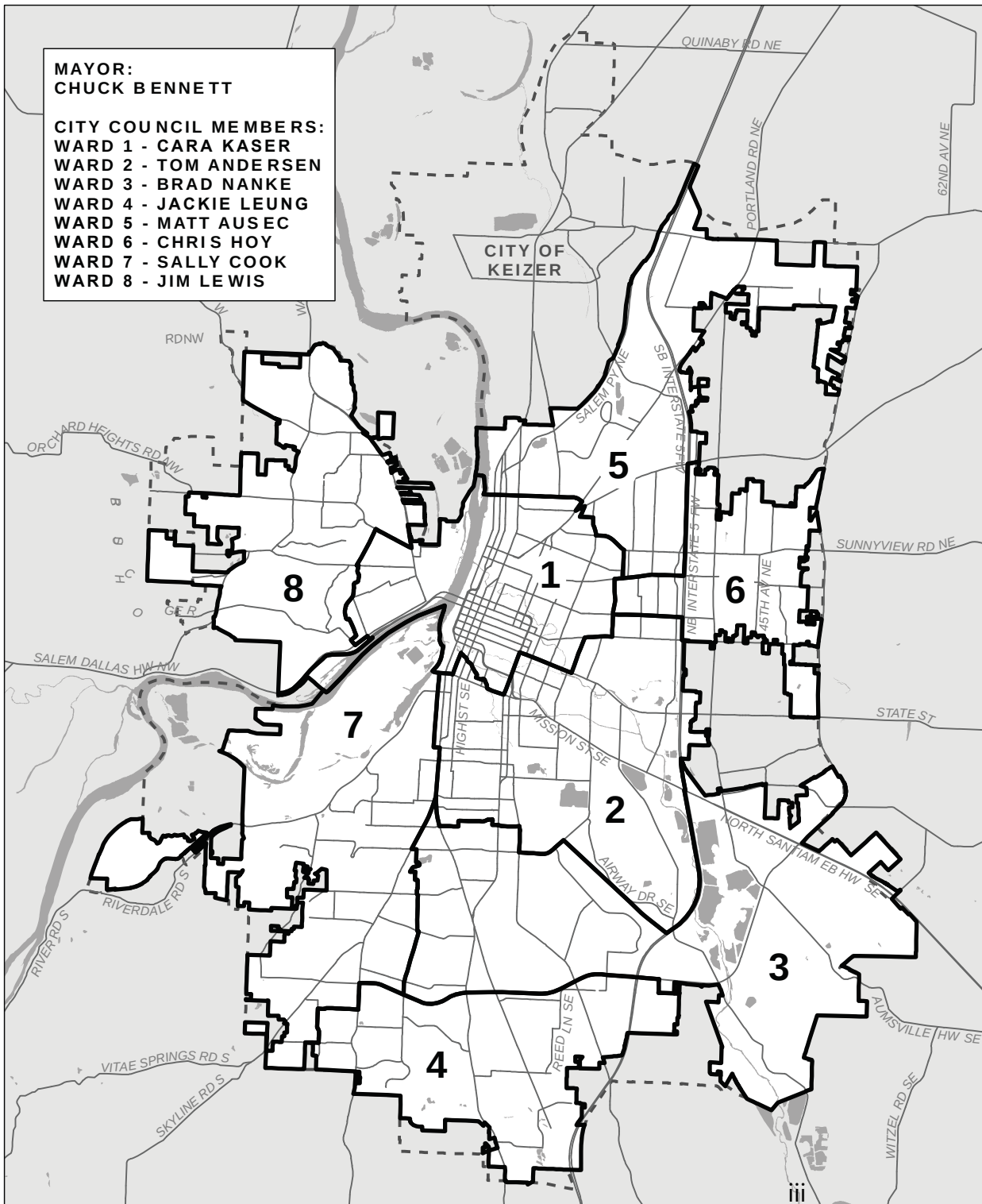
LEGEND

- Major streets
- ▭ Ward boundary
- - - Urban Growth Boundary
- Water
- Outside city limit



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FY 2020 Adopted Budget
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July 1, 2019

FY 2020 City of Salem Budget Message

I am pleased to present the Adopted FY 2020 Budget for July 1, 2019 to June 30, 2020. The FY 2020 Budget is guided by the Salem Strategic Plan, City Council's 2019 Policy Agenda, and City policies. The Salem Strategic Plan and Policy Agenda focus on issues of top concern for Salem residents. The FY 2020 Budget continues implementation of City Council priorities.

The City's ability to fiscally sustain services is at risk. City policy requires City Council to adopt a structurally balanced budget where operating revenues are equal to, or exceed, operating expenditures for all funds. For the General Fund, recurring expenditures exceed recurring revenues, creating a structural imbalance. In the event a structurally balanced budget is not attainable, and the imbalance is expected to continue beyond one year, the use of reserves and / or other one-time revenue must be part of a corresponding strategic financial plan developed to return the budget to a structural balance, or alignment, through revenue increases, expenditure decreases, or a combination. The FY 2020 Budget is one piece of an alignment plan.

City Council recognized the challenge and appointed a task force to provide recommendations on revenue sources that could help achieve a structural balance. City Council's willingness to consider revenue is a critical piece to the budget alignment plan. The

Sustainable Services Revenue Task recommendations were provided to City Council on April 15, 2019. The FY 2020 Budget assumes no revenues from the task force recommendations. Whether there will be additional revenue will be a decision of City Council, and possibly the voters. The FY 2020 Budget provides City Council with flexibility for the Sustainable Services Revenue Task Force recommendations.

The FY 2020 Budget includes expenditure reductions. The fiscal challenge is most urgent in the General Fund, where police, fire, library, parks and recreation, neighborhood services, municipal court, and other services and departments that provide a citywide benefit are housed. The reductions begin returning the General Fund budget to fiscal sustainability. The reductions are difficult. The choices, however, won't get easier with time. The City must stop using working capital, one-time revenue, to fund recurring services. Without changes to the services we provide or without other revenue sources, the City's will be unable to sustain current services at levels expected by the community.

Why are we spending more per year than we receive in revenue each year?

We have stepped in where our community has asked the City to fill gaps. In the 2017 Strategic Plan, residents looked to the City to do more to provide affordable housing and serve the homeless in our community. Traditionally, this valuable work has been outside the City's core service areas.

We have restored services reduced during the recession and improved services the community expects and values.

Oregon's property tax system disconnects population growth and development from property tax revenue. Revenues don't keep pace with demand. For example, property taxes are \$71 million in the General Fund budget. Police and Fire expenditures are \$83 million.

This situation has taken time to develop and is rooted in property tax ballot measures of the early 1990s. The City is a service organization. Services are provided by employees. Our costs are increasing.

What the City Has Done and Is Doing

We made big changes in 2009 to align services with the drop in revenues from the recession, and made further changes again in 2013. We closed two fire stations, reduced library hours, reduced recreation services and support to neighborhoods

The City has fine-tuned and improved services to our community. We have reduced costs, moving some resources to new needs along the way. To be good stewards of the resources entrusted to us, we've been using technology in new ways and changing the ways we provide services, using more energy efficient products, charging for services that make sense, and engaging volunteers and foundations to support community services.

Changes in the FY 2020 Budget

The FY 2020 Budget includes reductions that were difficult to recommend. The approach taken avoids across-the-board cuts. The Budget avoids significant reductions to services the public and City Council have said through action are important – Police (police

station bond); fire (reopening two stations); and library (retrofit bond). It attempts to minimize impacts on services and programs while beginning the necessary alignment of revenues and expenditures. The FY 2020 Budget right sizes or eliminates three programs and makes reductions in department operating budgets.

Homeless Rental Assistance Program. Scaling back Salem's funding to house fifty more homeless in our community. In 2017, Salem invested \$1.4 million in this housing first program, and since that time more than 110 homeless individuals have moved into housing. In addition to shelter, the program focuses on the most vulnerable, hardest to house individuals and provides them with medical and mental health treatment, intensive case management, and other resources. As it becomes more difficult to find willing landlords, the waiting list is growing. The allocation of \$700,000 from the General Fund share will right-size the program to current housing supply.

Sobering Center. The City of Salem is one of several agencies working to develop a safe, clean, and supervised space to become sober and connect to further treatment. This will require an ongoing, annual funding commitment from the City and other partners to be successful. The Budget eliminates a \$250,000 recurring commitment to the operating costs of a sobering center. If an equitable allocation of costs can be achieved, the project and City commitments should be reconsidered.

DARE. Continuing a discretionary public education program in a budget that requires reduced spending to maintain essential public safety programs is not recommended. DARE would end

after the completion of the 2018-19 school year. The budget impact is \$150,000.

Department directors identified \$1.4 million in reductions that are anticipated to have a minimal impact on service to the public. Reductions in the General Fund include a net 8.75 full-time equivalent positions. The City Council through the budget adoption process retained in the FY 2020 Budget the Youth Development Program and a Long-range Planner position which were both included in the FY 2020 Budget proposed reductions. In addition, the City Council added \$50,000 in the General Fund for development of a Climate Action Plan and activities.

The resulting expenditure budget of \$139.8 million lessens the use of working capital to support ongoing service demand and fund City Council priorities. The General Fund is projected to have continued fiscal pressure that will require additional revenues or expenditure reductions.

Imposing reductions exclusively to cure the structural imbalance would force the significant depletion of capacity to meet the needs of the community. New sources of recurring revenue are essential to ensure continuity of General Fund-supported services.

New and Ongoing Enhancements / Initiatives in the FY 2020 Budget for the General Fund

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. The enhancements and initiatives highlighted in this message are categorized by service areas and are not a comprehensive list.

General Fund



Safe Community

Providing an emergency response while proactively reducing the risk of crime, fire, natural disasters and health emergencies to residents, businesses, and property owners.

Ongoing Initiative: Emergency Response Capacity, \$1.45M, 9.0 FTE / 2018 Policy Agenda item

Fire Station 11 on Orchard Heights Road in West Salem was re-opened during FY 2019. The 9 full-time staff required to provide 24-hour emergency response were hired in October 2018 and entered a 3-month intensive training academy. The added system capacity of the station, which has been operational since January 2019, has directly – and positively – affected the department's ability to provide its services. In the first six months of operation, Engine 11 has responded to more than 790 calls for service and provided response capability to West Salem and the surrounding area.



Welcoming and Livable Community

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

Ongoing Initiative: Homeless Rental Assistance Program, \$700,000 / 2018 and 2019 Policy Agenda and Strategic Plan Item

The budget continues General Fund support for a housing first program operated by Salem Housing Authority at a lowered amount. The reduction in program funding from \$1.4 million annually to \$700,000 will align the program budget with available housing options. With this lowered program budget, the Homeless Rental Assistance Program (HRAP) will focus on providing housing and support services to approximately 50 chronically homeless individuals in Salem. 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. As in previous fiscal years, General Fund working capital will be accessed to maintain the City's financial commitment in FY 2020.

In a related expense and initiative, the FY 2020 budget also continues funding for the homeless coordinator position in partnership with the Mid-Willamette Valley Council of Governments.

Ongoing Initiative: Community Visioning, \$200,000 / 2018 and 2019 Policy Agenda and Strategic Plan Item

The visioning phase of the *Our Salem* project is slated to begin in summer 2019. It will involve extensive public engagement to determine how the community wants Salem to grow in the future. The input will be used to update the Salem Area Comprehensive Plan. The FY 2020 expense is supported by the original \$400,000 appropriation for the *Our Salem* project.



Safe, Reliable, and Efficient Infrastructure

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

Ongoing Initiative: Addressing Capital Needs
Facilities and Information Technology Improvements,
\$544,510

In the FY 2020 budget, the General Fund contributes a total of \$544,510 to fund capital projects addressing rehabilitation of City-owned facilities and supporting information technology infrastructure. Projects include replacement of the City Council Chambers roof and heating / ventilation / air-conditioning system and a virtual server storage array that is used to operate 170 unique virtual servers. A portion of the cost of these improvements eventually will be recovered through the General Fund's support services charge (or indirect cost allocation plan).



Good Governance

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

Ongoing Initiative: Priority Based Budgeting, \$40,000 /
2018 and 2019 Policy Agenda and Strategic Plan Item

The City completed its initial implementation of the best-practice discipline of Priority Based Budgeting with the goal of ensuring City funds are being applied to the highest and best use to address services desired by the community. Every City program now has an initial assessment of how well it aligns with the City's result areas, as currently defined, and to a series of basic program attributes – cost recovery, demand, mandate, population served, and reliance.

A second round of implementation steps is planned during FY 2020 to further refine the City's result. The implementation team and City departments identified a number of process improvements to incorporate. The funding noted above supports the City's access to and inclusion in the Priority Based Budgeting database, and expert help from the team at PBB / ResourceX.

New and Ongoing Enhancements / Initiatives in the FY 2020 Budget for Other City Funds



Safe Community

Providing an emergency response while proactively reducing the risk of crime, fire, natural disasters and health emergencies to residents, businesses, and property owners.

Emergency Medical Services Fund

Enhancement: AutoPulse Resuscitation System, \$250,000 (15 units)

The AutoPulse Resuscitation System provides high-quality automated CPR to victims of sudden cardiac arrest by squeezing the patient's entire chest to improve blood flow to the heart and brain. When the AutoPulse's stabilizing board is placed on a soft stretcher, rescuers can continue providing high-quality CPR down steep stairwells, around sharp corners, or even in a cramped elevator. Compared with manual CPR, the AutoPulse has been shown to reduce interruptions in compressions during transport by more than 85 percent. The AutoPulse is made for resuscitation on the move without compromising the safety of the first responders while the ambulance is moving.

Traffic Safety Fund

Enhancement: Digital Traffic Safety Enforcement, \$1.9 million

This new fund will be used to segregate the revenues and program costs associated with current photo red light efforts and

a planned expansion of this safety service. During FY 2020, photo red light will be expanded to three additional approaches and speed-on-green photo enforcement will be initiated at one location with the possibility of additional locations implemented late in the fiscal year or during FY 2021.



Welcoming and Livable Community

Safe and clean neighborhoods, with a mix of quality housing with access to parks, recreation, historic and cultural resources, and the arts.

Parks Improvements in the Capital Improvements Fund and the System Development Charge Fund

Ongoing Initiative: Park Improvements, \$5.7 million

A variety of park improvements are planned for the following areas:

- o Riverfront Park infrastructure improvements to prepare for the new amphitheater;
- o Riverfront Park restroom facilities – a high priority identified in the master plan;
- o Park property acquisitions on Rees Hill Road and Reed Road;
- o Bill Riegel Park phase 2 design and construction;
- o Orchard Heights tennis court improvements;
- o Wallace Marine Park Softball Complex bleacher replacement;
- o Salem Park Improvement Funds to match local donations; and
- o Master plans for Geer Community Park, Bush's Pasture Park, and a future linear park / connector trail per the adopted Comprehensive Parks System Master Plan.

Community Development Neighborhood Enhancement Trust Fund

Ongoing Initiative: Blight to Bright Program, \$200,000, 2018 and 2019 Policy Agenda Item

An investment from the City's Self Insurance Fund in FY 2019 provided a dedicated funding source to begin addressing some of the most dangerous and problematic of the inventory of derelict properties in Salem. The program's success in its first year provides funding in FY 2020 for the reimbursement of the start-up grant from the Self Insurance Fund and revenue to continue work on converting blighted properties to developable parcels. It is anticipated that liens on abated properties will replenish program funding.



Natural Environment Stewardship

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

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

Ongoing Initiative: Safe Drinking Water

Testing capacity at the Willow Lake Laboratory will be further enhanced during summer 2019 with the purchase (during late FY 2019) of a second Cyanotoxin Automated Assay System (CAAS) test unit. The CAAS unit prepares the Enzyme-linked Immunosorbent Assay (ELISA) analysis for toxins in the water. The \$33,000

equipment is the City's second CAAS test unit and safeguards against equipment downtime through redundancy.

Enhancement: Treatment Capacity at Willow Lake, \$930,000

Hydraulic improvements to eliminate the bottleneck at the aeration basin will increase secondary treatment capacity at the Willow Lake Water Pollution Control Facility.

Ongoing Project: Cogeneration Facility Upgrade, \$6.19 million

The project to upgrade the cogeneration facility at the Willow Lake Water Pollution Control Facility continues in FY 2020. The "cogen" uses methane gas from the wastewater treatment process to run a generator to help power the treatment plant. Funding is provided through the PGE Renewable Energy Funds, Energy Trust of Oregon, Department of Energy, and utility rates.

Ongoing Project: Citywide Tree Planting, \$186,680

A street tree-planting program began in FY 2018/2019 to strategically plant trees throughout the City on public rights-of-way and City-owned properties. In addition to improving the quality of life for our residents, increasing 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. 148 trees were planted in the first year.



Safe Community

Providing an emergency response while proactively reducing the risk of crime, fire, natural disasters and health emergencies to residents, businesses, and property owners.

Capital Improvements Fund

Ongoing Project: Salem Police Station, \$48.5 million, 2018 and 2019 Policy Agenda Item

Construction of the City's new police station is well underway. The FY 2020 budget represents the remaining general obligation bond proceeds and continued progress on the facility with anticipated completion in early FY 2021.



Welcoming and Livable Community

Safe and clean neighborhoods, with a mix of quality housing with access to parks, recreation, historic and cultural resources, and the arts.

Ongoing Project: Salem Public Library Seismic Upgrades and Improvements, \$20.96 million, 2018 and 2019 Policy Agenda Item

The FY 2020 budget fully appropriates all funding available for this project, including \$19.70 million of general obligation bond proceeds and bond premium, plus \$1.26 million from multiple years of General Fund contributions. This source of funding will support relocation of library services during the construction project and other costs that are not bond-eligible.



Safe, Reliable, and Efficient Infrastructure

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

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

Ongoing Initiative: Pedestrian Safety Improvements, \$2.18 million, 2018 and 2019 Policy Agenda Item

- Liberty Elementary School pedestrian crossing;
- Commercial Street SE at Royvonne Avenue pedestrian crossing;
- Commercial Street SE buffered bike lanes from Oxford Street to Winding Way (grant-funded).

Ongoing Initiative: Streetlight Improvements, \$1.06 million

- Replacement of current downtown installations with new LED-powered decorative streetlights;
- Installation of new streetlights in areas with deficient lighting.

Ongoing Initiative: Sidewalk Program, \$1.1 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.

Ongoing Project: Division Street Improvements, \$690,000

Completion of street and intersection improvements associated with the new Salem police station to include traffic lane modifications, and traffic signal, stormwater, pedestrian and bicycle safety improvements on Division Street from Commercial Street NE to High Street NE.

Ongoing Project: Brown Road NE, \$4.2 million

This extensive project will widen Brown Road NE to include bicycle lanes, sidewalks, drainage, streetlights, and a dedicated left-turn lane at Sunnyview Road NE. The project is funded through a combination of sources including federal highway revenue administered through the Oregon Department of Transportation, Streets and Bridges bond funds, and Transportation System Development Charge (SDC) revenues.

Ongoing Project: Fisher Road NE Extension, \$2.3 million

This project will extend Fisher Road 800 feet and include sidewalks, traffic signal replacement, drainage, and water and sewer lines. The project is funded with Transportation System Development Charge (SDC) revenues.

Ongoing Project: McGilchrist Street SE Corridor, \$5.1 million (partial funding)

Right-of-way acquisition will continue on the \$24.4 million project to improve McGilchrist Street SE to arterial standards with proper travel lane widths, bike lanes, curbs, sidewalks, and drainage systems. The project is multi-year and funded with federal highway and Salem Urban Renewal Agency revenues.

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

Enhancements: Water Quality and Distribution Improvements, \$20.6 million

Projects to enhance drinking water quality and storage in the FY 2020 budget include:

- Constructing an ozone treatment facility, flood protection barriers and integration of new and existing control systems at Geren Island;
- Improvements to Woodmansee Park Aquifer Storage and Recovery (ASR) system to remove residual chlorine;

Ongoing Initiative: Waterline Replacements and Improvements, \$400,000

- Replacing an existing cement asbestos waterline at 45th Avenue in advance of Marion County's road improvements.

Ongoing Project: Boone Road Pump Stations, \$3.2 million

- Construction includes a building expansion, pump upgrade, electrical update, and an emergency generator for backup power.

Ongoing Project: Pringle Creek Demolition and Restoration, \$2.1 million

- This project removes constrictions within Pringle Creek to enhance stormwater capacity and fish passage through the area. Additionally, the supporting materials will be in place for a future pedestrian connection from Commercial Street to Riverfront Park.

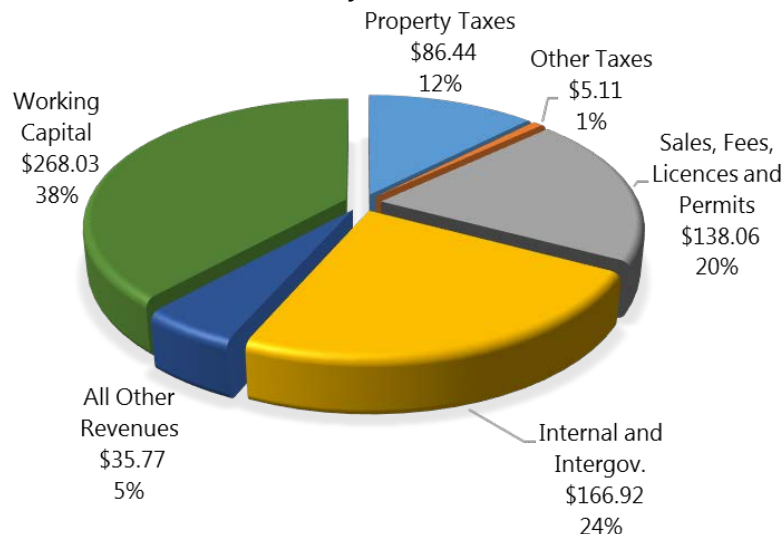
Budget Overview – By the Numbers

Citywide

The FY 2020 Budget reflects an ongoing commitment to provide valued services for the community with a foundation of fiscal health and stewardship.

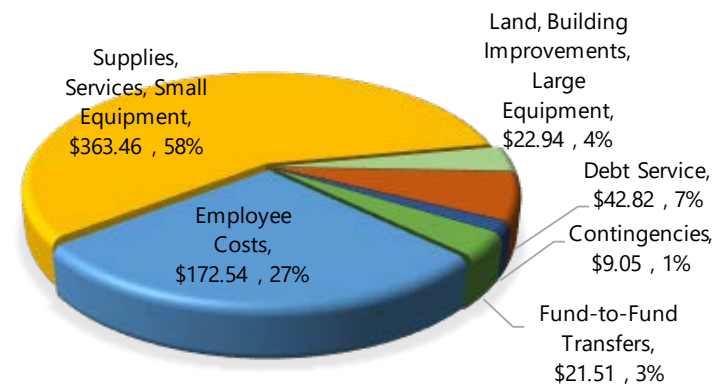
Total resources in FY 2020 for all City funds are \$700.3 million representing a 2.5 percent increase as compared to the FY 2019 fiscal budget. Expenditures total \$632.3 million, an increase of 4.1 percent. For more in-depth information about resources and expenditures and the factors that influence the year-over-year changes, please access the *Financial Summaries* section of this document.

FY 2020 Resources – Citywide – \$700.3M *Chart in Millions*



FY 2020 Expenditures – Citywide – \$632.3M

Chart in Millions



General Fund

The FY 2020 Budget for the General Fund reflects new revenues of \$128.9 million with expenditures of \$139.8 million. The numeric table below compares the FY 2019 fiscal budget (the adopted budget plus any Council-approved changes during the year) with the budget for FY 2020.

General Fund Budget Comparison (<i>In Millions</i>)	FY 2019 Fiscal	FY 2020 Adopted	% Change
New Revenues	\$ 124.4	\$ 128.9	3.6%
Beginning Working Capital	25.9	21.2	-18.1%
Total Budgeted Resources	\$ 150.3	\$ 150.0	-1.1%
Total Budgeted Expenditures	\$ 136.3	\$ 139.8	1.2%

Each year, the General Fund budget is based on the analysis and evaluation resulting from the City's discipline of developing five-year revenue and expenditure forecasts. The most recent forecast for the General Fund, published in December 2018, shows year-end working capital or cash-on-hand will be reduced by more than \$5 million during FY 2019 resulting in working capital to begin FY 2020 just above the minimum 15 percent limit established by City Council policy. This forecast also demonstrated further use of working capital in FY 2020 to balance projected expenses.

The expenditure budget of \$139.8 million (table on preceding page) for the General Fund represents more definitive action to address the ongoing structural imbalance where the cost of services are increasing at a rate greater than growth in revenues.

Aligning services with available resources is a strategic plan goal. The City Council's response to this goal and a component of the multi-year approach to relieve the depletion of working capital is reflected in the work of the Sustainable Services Revenue Task Force. The task force recently delivered its recommendation for new revenue sources. Over the next few months, City Council will consider options for new revenues to support City of Salem services.

What's Next?

The FY 2020 Budget is a start to aligning revenues and expenditures. Implementation of the revenue task force recommendations or any other options for generating additional revenue, as directed by the City Council, will be a key focus during the remainder of FY 2019 and into FY 2020. The timing of this work and the amount of time it may take to manage all possible phases of implementation – community outreach and education, voter referral, alteration of current information technology systems or development of new systems, and collections capacity through additional staffing or contracted services – creates urgency. If new

revenues are a part of a budget alignment plan, funds could be used to restore reductions or enhance services.

Concurrent to efforts to relieve the structural imbalance through new revenue sources, the City's leadership team, department managers, and financial and budget analysts will continue to evaluate opportunities for cost recovery, additional efficiencies to increase capacity, and areas where service reductions could help close the General Fund gap. The result of the City's second year of Priority Based Budgeting implementation will help to inform these efforts as well.

Long-term alignment, over five to ten years, will involve updating the City's Strategic Plan in 2021. City Council's decisions regarding the *Our Salem* comprehensive plan update will also provide policy guidance. We will have conversations about what funding levels are right for our community and consider a five-year vision for Salem to guide how we grow and change within our means. This will include enhancing the City's budgeting and forecasting to incorporate population growth projections and corresponding service demands. Work on this enhancement is underway.

There is much work ahead for the City Council, staff, and the community to collaboratively develop and initiate strategies to solve the structural imbalance. We cannot delay action. Resolving this ongoing problem and resetting the General Fund on a fiscally sustainable course is essential to the City's financial health.

All of 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,

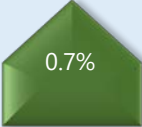
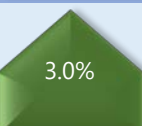
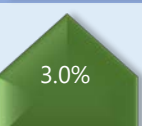
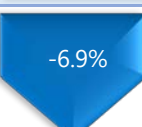
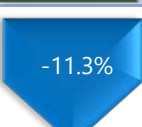
A handwritten signature in blue ink that reads "Steven Powers". The signature is fluid and cursive, with the first name "Steven" and last name "Powers" clearly distinguishable.

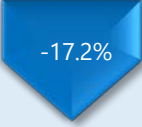
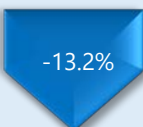
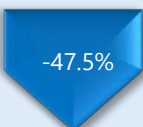
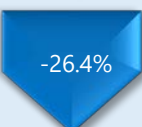
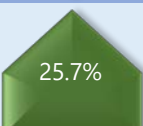
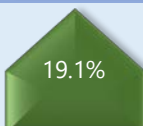
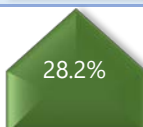
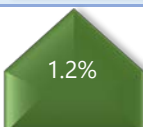
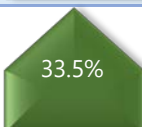
Steve Powers
City Manager

Supplement to FY 2020 Budget Message

Year-Over-Year Changes in All City Funds

This table provides a view of the year-over-year status for each City fund. The upward pointing arrows are indicative of increased revenues, working capital or expenses; downward pointing arrows denote the opposite.

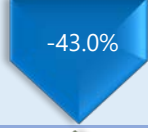
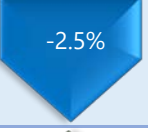
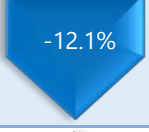
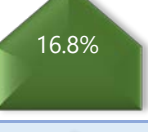
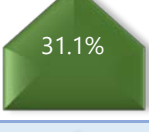
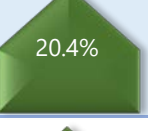
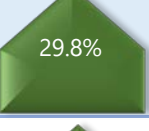
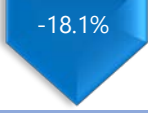
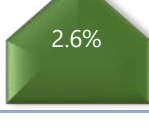
Fund	Working Capital	Revenues	Expenses
<i>Airport</i>	 -7.5%	 0.7%	 -3.2%
<i>Building and Safety</i>	 8.0%	 5.0%	 11.1%
<i>Capital Improvements</i>	 -4.1%	 17.7%	 2.4%
<i>City Services</i>	 12.1%	 .3%	 2.1%
<i>Community Renewal</i>	No working capital anticipated	 3.0%	 3.0%
<i>Cultural and Tourism</i>	 -28.5%	 -6.9%	 -11.3%

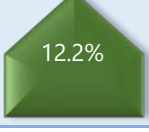
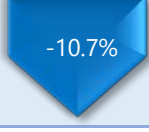
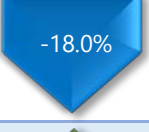
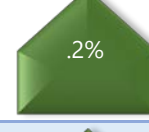
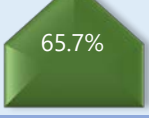
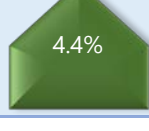
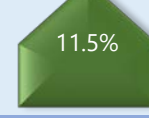
Fund	Working Capital	Revenues	Expenses
<i>Leasehold</i>	 -37.4%	 12.9%	 -17.2%
<i>Police Regional Records Management System</i>	 12.4%	 5.2%	 -10.2%
<i>Public Art</i>	 -13.2%	 -47.5%	 -26.4%
<i>SDCs</i>	 -2.4%	 34.6%	 8.9%
<i>Self Insurance / Benefits and Risk</i>	 25.7%	 19.1%	 21.6%
<i>Streetlight</i>	 28.2%	 1.2%	 33.5%

Supplement to FY 2020 Budget Message

Year-Over-Year Changes in All City Funds

This table provides a view of the year-over-year status for each City fund. The upward pointing arrows are indicative of increased revenues, working capital or expenses; downward pointing arrows denote the opposite.

Fund	Working Capital	Revenues	Expenses
<i>Debt Service</i>	 147.0%	 -2.5%	 2.5%
<i>Development District</i>	 -5.9%	 -61.7%	 -33.4%
<i>Downtown Parking</i>	 -43.0%	 -2.5%	 -12.1%
<i>Emergency Medical Services</i>	 10.2%	 16.8%	 31.1%
<i>Equipment Replacement Reserve</i>	 33.2%	 20.4%	 29.8%
<i>General Fund</i>	 -18.1%	 3.6%	 2.6%

Fund	Working Capital	Revenues	Expenses
<i>Traffic Safety</i>	New fund in FY 2020, no prior year comparison.		
<i>Transportation Services</i>	 -14.9%	 1.1%	 -8.5%
<i>Trust</i>	 12.2%	 -10.7%	 38.4%
<i>Utility</i>	 -18.0%	 3.4%	 .2%
<i>Willamette Valley Communication Center</i>	 65.7%	 4.4%	 11.5%

Supplement to FY 2020 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 2020 Budget to accurately estimate expenses for employees. The cost factors include the following.

Salary and Wage Increases

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

Work Unit	% Increase
AFSCME	2.75%
Attorneys (SCABU)	2.25%
Police (SPEU)**	1.50% / 1.50%
Fire (IAFF)*	2.00%
Non-represented	2.00%
PCEA (9-1-1)*	2.00%

*Unit currently in negotiations

**Increases July 1 and January 1

PERS Costs and Employer Rate Increases

PERS rates, which are used for the FY 2020 budget are 25.49 percent for Tiers 1 and 2, 21.04 percent for Oregon Public Service Retirement Plan (OPSRP) / Fire and Police, and 16.41 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 6.0 percent for the City's PPO plan. Dental plans increase by 2.0 percent, and the vision plan remains unchanged.

A view of Citywide personal services costs for the FY 2020 Budget compared to the FY 2019 fiscal budget appears on the next page.

FY 2020 Budget – Citywide Personal Services Costs

Citywide Personal Services

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
51010	SALARIES AND WAGES	\$ 80,448,630	\$ 76,046,180	\$ 84,520,120	\$ 80,163,527	\$ 89,255,750	\$ 91,589,050	\$ 91,589,050	\$ 91,729,310	\$ 2,473,560	2.8%
51020	SEASONAL AND RELIEF	2,175,420	2,288,917	2,592,370	2,355,238	2,518,290	2,697,230	2,697,230	2,697,230	178,940	7.1%
51025	HOLIDAY - REGULAR	185,210	219,482	201,780	241,199	202,900	209,730	209,730	209,730	6,830	3.4%
51030	OVERTIME	3,681,860	3,753,154	3,363,920	4,110,258	3,910,850	4,150,830	4,150,830	4,150,830	239,980	6.1%
51080	STANDBY	416,370	220,387	424,040	201,005	458,070	445,450	445,450	445,450	(12,620)	-2.8%
51090	DIFFERENTIAL	97,570	92,891	114,800	102,321	117,640	125,760	125,760	125,760	8,120	6.9%
51100	INCENTIVES	2,267,410	2,362,582	2,429,790	2,566,070	2,738,530	2,997,560	2,997,560	2,997,500	258,970	9.5%
51120	LEAVE PAY OFF	869,010	1,140,103	1,167,910	1,235,870	1,149,020	1,126,250	1,126,250	1,126,250	(22,770)	-2.0%
51130	CAR ALLOWANCE	37,260	32,482	34,920	31,028	33,840	32,820	32,820	32,780	(1,060)	-3.1%
51135	CELL PHONE ALLOWANCE	1,880	2,630	2,820	2,727	3,010	3,360	3,360	3,360	350	11.6%
51140	CLOTHING ALLOWANCE	22,910	21,768	23,580	23,220	26,120	35,880	35,880	35,880	9,760	37.4%
51145	MOVING ALLOWANCE	-	18,396	-	8,245	-	-	-	-	-	-
51150	DEPT HEAD ANNUITY	81,410	83,473	85,390	85,166	93,470	91,800	91,800	91,860	(1,610)	-1.7%
51195	OTHER PAY / BENEFITS	66,140	-101,683	315,750	-108,911	194,680	322,450	322,450	322,030	127,350	65.4%
51210	FICA AND MEDICARE	6,896,600	6,427,409	7,212,570	6,771,617	7,625,840	7,863,710	7,863,710	7,874,410	248,570	3.3%
51221	WORKERS' COMP PREMIUM	2,126,600	2,126,626	2,056,270	2,056,270	1,807,920	1,804,330	1,804,330	1,804,450	(3,470)	-0.2%
51222	WORKERS' COMP STATE ASSMT	34,800	35,193	35,960	33,047	36,040	38,190	38,190	38,080	2,040	5.7%
51230	UNEMPLOYMENT	164,750	173,263	194,750	155,093	184,110	229,010	229,010	229,010	44,900	24.4%
51240	EMPLOYER - RETIREMENT PERS	11,715,970	10,550,085	16,042,950	14,731,127	16,702,390	21,368,020	21,368,020	21,390,990	4,688,600	28.1%
51243	PERS UNFUNDED LIABILITY	4,707,090	4,707,090	4,897,030	4,897,030	5,091,960	5,296,130	5,296,130	5,296,060	204,100	4.0%
51245	EMPLOYER - PERS PICKUP	5,384,820	4,840,490	5,615,570	5,131,909	5,967,520	6,130,270	6,130,270	6,138,760	171,240	2.9%
51250	INSURANCE - MEDICAL	19,452,480	17,714,624	20,539,820	18,701,397	21,708,460	22,408,380	22,408,380	22,456,470	748,010	3.4%
51255	INSURANCE - VISION	571,890	506,805	557,610	517,945	580,050	576,850	576,850	577,990	(2,060)	-0.4%
51260	INSURANCE - DENTAL	1,846,180	1,640,084	1,827,170	1,701,477	1,946,440	1,947,310	1,947,310	1,951,410	4,970	0.3%
51265	INSURANCE - LIFE	106,620	117,206	150,730	121,843	154,590	174,100	174,100	174,460	19,870	12.9%
51270	INSURANCE - DISABILITY	200,690	186,720	199,400	192,734	202,920	203,720	203,720	204,010	1,090	0.5%
51275	OTHER HEALTH BENEFITS	401,620	390,220	423,840	403,773	431,940	435,510	435,510	435,510	3,570	0.8%
51310	PHYSICAL EXAMINATIONS	5,000	11,311	-	380	-	-	-	-	-	-
Total Personal Services		\$143,966,190	\$135,607,886	\$155,030,860	\$146,432,607	\$163,142,350	\$172,303,700	\$172,303,700	\$172,539,580	\$ 9,397,230	5.8%

Work Force Changes

The FY 2020 Budget includes a net increase of 1.45 full-time equivalent (FTE) positions as compared to the FY 2019 adopted budget. Year-over-year changes are demonstrated in the adjacent table. Net change for the General Fund is a decrease of 6.75 FTE positions. All other City funds add 8.20 FTE positions.

For more information about work force changes, each department section of the six *Result Areas* contains a detailed explanation. In addition, the *City Manager's Budget Message* provides more information regarding program and position reductions in the General Fund.

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

<i>Adopted FY 2019 Budget Positions</i>	1,236.30
FY 2020 Budget Positions	
General Fund:	
City Manager's Office / Budget	(1.00)
Community Development	(1.00)
Information Technology	(2.00)
Legal	(1.00)
Library	(1.25)
Municipal Court	1.00
Police	(1.00)
Urban Development	(0.50)
Total General Fund	(6.75)
Other Funds / Departments:	
Building and Safety / Community Development	2.00
Transportation / Public Works	1.00
Utility / Public Works	5.20
Total Other Funds	8.20
Total FY 2020 / All Funds	1,237.75



FY 2020 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 the 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 board and is their only employee.

Council's Other Roles

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

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

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

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

Mayor and Council – Mission, Vision, and Values

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

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

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

Role of the City and Community Partners

To achieve measurable progress in each of these areas, the City will engage others and rely on partnerships with residents and businesses in our community who volunteer their time and support to our community. In some policy issue areas of interest to Council and the community, the City relies on the expertise, capacity and resources of our local utilities, educational institutions, and State agencies to achieve broader outcomes.

Policy Agenda

The Strategic Plan sets the framework for Council’s annual policy direction through the City Council Policy Agenda, or annual work plan. The City Council’s 2019 Policy Agenda draws from the Council and community-defined priorities set forth in Salem’s Strategic Plan, as well as ongoing activities and multi-year projects with operational oversight. It informs the budget process and provides direction for better aligning resources toward the policy areas in the Strategic Plan.

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 2020 budget.

Annual Cycle

The Policy Agenda is part of an annual cycle of developing the budget, policy and program evaluation, financial forecasting and reporting on progress. Each year, following input from residents, neighborhood associations, advisory boards and commissions, and the community at-large, the City Council will evaluate its policy priorities and progress toward its Strategic Plan outcomes. Through the City Council Policy Agenda, City Council agrees on specific priorities for action in the coming year, and makes those priorities clear to staff and the community. The City of Salem’s

budget will reflect priorities in the Policy Agenda. Staff then manage programs and activities, efficiently and effectively, and the

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

Salem Residents Remain Satisfied with City Services

According to the annual Residential Satisfaction Survey, Salem residents expressed satisfaction with core City services such as emergency response, parks, and street lighting. Consistent with responses since 2016, nine out of ten residents are generally satisfied with the services the City provides. Residents also expressed satisfaction with the Salem's cultural offerings and most think their neighborhoods are getting a fair share of City resources. More than half of residents think the City is headed in the right direction, despite decreased confidence in that direction since the December 2017 survey.

Residents voiced concerns about homelessness and City infrastructure. While homelessness was a top concern in both 2016 (17 percent) and 2017 (26 percent), more residents (33 percent) list it as the most important issue for Salem to do something about. Roads, potholes, and other infrastructure were also noted by residents as needing improvement. A majority of residents with experience driving across down during peak traffic hours say it is difficult (73%). Nearly half of those surveyed listed building and major repairs to streets, bridges, and sidewalks as the highest priority for future investments. According to the survey results, residents feel that most everyday tasks are easy in Salem, particularly walking or biking, getting a permit or paying a bill, operating a business, and finding information on how decisions are made or solving City issues.

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

Municipal Government Services

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

Day-to-day, the City provides residents, visitors and businesses police protection, emergency response services, 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, 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 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 2020 budget.



Good Governance

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

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

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

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

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



Natural Environment Stewardship

Protect natural resources including healthy streams and the Willamette River, and reduce impact from the built environment and City operations on our environment. To achieve this outcome, Salem does the following:

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

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

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



Safe Community

Providing an emergency response while proactively reducing the risk of crime, fire, natural disasters, and health emergencies to residents, businesses, and property owners. Salem achieves this outcome in the following manner:

- Fosters a climate of safety for individuals in homes, businesses, neighborhoods, and public places;
- Plans for and provides timely and effective response to emergencies and natural disasters;
- Encourages partnerships to proactively prevent crime, and provide education on personal and community safety;
- Encourages sustainable community redevelopment and rehabilitation practices; and
- Offers activities and intervention programs that promote positive youth development.

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;

Opportunity

Compassion

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



Safe, Reliable and Efficient Infrastructure

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

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

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

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

Responsiveness

Accessibility

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



Strong and Diverse Economy

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

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

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

- Permitting private, commercial, and residential development;

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



Welcoming and Livable Community

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

- Supports a long-term vision for future growth and development with the community;
- Addresses homelessness, poverty, and other human service needs by leveraging resources and partnerships;

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

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

- Long-range planning for future growth, reviewing development plans and land use cases,
- Supporting 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 2017 certified estimate, is 163,480, which establishes it as the third largest city in Oregon behind Portland and Eugene.

The City government provides a full range of municipal services. As of July 2018, the municipal corporation has 1,236 full-time equivalent positions, equating to approximately 7.6 employees per 1,000 residents.

Salem is home to:

- State government and about 16,000 State employees working here;
- Willamette University, the oldest university in the West, which hosts nearly 3,000 students;
- The region's health care facility, which is Salem's top private company, employing almost 3,500; 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, 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 two years, a top 100 Great Community Hospitals in 2016, a Stroke Gold Plus Quality Achievement Award for 2017, and recognition as a top work place in Oregon.

Living in Salem – Cultural Amenities and Recreation

Salem is an exceptional community for living and working with new and well-established neighborhoods. Residents represent many cultural and religious groups resulting in a vibrant and diverse community. Many who live in the Salem area do so because of its family-friendly ambiance. Not surprisingly, in fiscal year 2017 and 2018 dwelling building permit activity increased substantially and is at a peak since the recession.

Cultural Amenities

Salem offers unique historical attractions and cultural arts including non-profit theater, music, dance, literature, art associations, historical museums, and art galleries. Salem's Riverfront Park hosts a variety of events and is home to an outdoor amphitheater, 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 2,100 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. That ranking should be easily sustained with the completion of the Minto Island bicycle and pedestrian bridge, 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.

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 2020 Budget

Budget Process and Financial Policies

The Municipal Budget

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

In addition, the budget is

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

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

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

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

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

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

Role of the Budget Committee

Budget committees are required in Oregon's Local Budget Law, which can be found in the Oregon Revised Statutes (ORS) beginning with 294.305. The City of Salem's 18-member Budget Committee is comprised of 9 elected officials and 9 appointed volunteers. 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. Each spring, the committee receives the City Manager's budget message and reviews and deliberates the City Manager's recommended upcoming fiscal year budget, while providing the public an opportunity to comment on it. The culmination of this work is setting the City's tax levy and recommending a budget to the City Council.

Preparing the Budget

The "annual budget process" for the City of Salem, its City Council, executive management, managers, and financial analysts is

continuous – a 12-month cycle that includes preparation, adoption, implementation, monitoring, and management.

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

Step 1 – Budget Officer Appointed

For Salem, this is an employee supervised by the City Manager.

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.

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 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.

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 the county assessor and copies of the budget resolution.

FALL/WINTER

Annual Community Report

How we measure progress

Forecasting

Residential Satisfaction Survey

WINTER (January)

City Council Policy Agenda

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



SPRING (April, May)

City of Salem Budget

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

Financial Policies

City Council policies represent an official position of the Council established by a majority vote of the Council. A policy establishes direction and guidance for the City's actions and response to a specific problem, issue, or need. Salem's City Council has 14 financial policies; a brief summary appears below. The complete index of City Council financial policies is available at: <https://www.cityofsalem.net/Pages/council-policy.aspx>

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

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

Policy C-2 – Debt Management

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

Policy C-4 – Selection of Auditors

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

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

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

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

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

Policy C-7 – Investment Policy and Portfolio Guidelines

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

Policy C-8 – Budget and Revenue Policies

Council Policy C-8 provides citywide operating budget guidance, including the adoption of a structurally balanced budget where operating revenues are equal to, or exceed, operating expenditures. Policy C-8 also includes guidance on user fees, use of one-time resources, and grants.

The Salem Strategic Plan and City Council 2018 Policy Agenda identified goals and actions to achieve this structural balance and provide for sustainable service delivery.

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 shall consist of two components; the contingency, budgeted at \$500,000 and the service stabilization reserve budgeted at \$2,000,000 for a total of \$2,500,000. The remaining portion of the fund balance is unappropriated.

Policy C-12 – Fund Balance / Reserve Policy for 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 City's contract with Falck Ambulance is managed in the Emergency Services Fund. The minimum operating reserve would be sufficient to cover the cost for the City to resume ambulance service as the primary provider, if necessary.

Policy C-13 - Identity Theft Prevention Program

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

Policy C-14 – Water and Sewer Fund Financial Policy

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

This policy guides forecasting and rate proposal development for sound financial management of the fund. The policy includes the establishment of an operating reserve (equal to 120 days of operations) and debt reserve (one year of outstanding debt service) levels, a subordinate debt coverage ratio (funding to make debt payments), and capital funding strategies to support fund management.

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

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

Policy C-16 – Employee Benefits Self Insurance Fund Balance

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

Policy C-17 – Risk Self Insurance Fund Balance

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

City of Salem Fiscal and Accounting Structure

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

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

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

City of Salem Fund Types

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

Capital Project Fund Type

What: Records activities to build or acquire capital facilities

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

Debt Service Fund Type

What: Records repayment of debt

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

Enterprise Fund Type

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

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

General Fund Type

What: Records general activities of the City

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

Internal Service Fund Type

What: Records activities of centralized support services

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

Reserve Fund Type

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

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

Special Revenue Fund Type

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

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

Trust and Agency Fund Type

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

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



Good Governance

Vision

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

Mission

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



Values

Opportunity

Salem is proactive and forward-thinking

Compassion

Salem is fair, equitable, and safe

Responsiveness

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

Accessibility

Salem is open and inclusive

Good Governance



Budget, Finance, and Purchasing

General Fund - supports budget, finance, and purchasing services

City Manager

General Fund - supports the City Manager's Office administration

Equipment Replacement

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

Employee Services

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

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

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

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

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

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

Information Technology

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

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

Legal

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

Mayor and Council

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

Non-Departmental

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

Opportunity • Compassion • Responsiveness • Accessibility





Good Governance

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

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

Clearly communicates responsive, accurate, and accessible information and services

Strengthens community and regional partnerships

Provides assurance of regulatory compliance to minimize and mitigate risk

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

Service Area Statistics

Service Provider Department	Statistic Description	The Number
City Manager	Community members assisted with discrimination-related complaints in 2018	23 (with 27 complaints)
City Manager	Facebook / Twitter follower growth (Feb / Mar 2018 to Feb / Mar 2019)	4,294 / 1,743
City Manager	Number of times F / T posts were seen (Feb / Mar 2018 to Feb / Mar 2019)	5,345,068 / 1,163,900
City Manager	Number of times City website was visited (March 2018 to March 2019)	1,514,922
Budget, Finance, and Purchasing	Maintain City's favorable bond ratings	GO: Aa2, Revenue: Aa2
Budget, Finance, and Purchasing	Finance customers served in person and online	94,550 and 439,392
Budget, Finance, and Purchasing	Payments issued to employees and vendors	59,000
Budget, Finance, and Purchasing	Purchasing transactions	27,500
Employee Services	Total employment applications processed	11,078
Employee Services	Percentage minority employees of total employees	12%
Employee Services	Total number of recruitments	223
Employee Services	Total career and seasonal / part-time hires	233, career / 98 seasonal / p-t



Good Governance

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

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Clearly communicates responsive, accurate, and accessible information and services

Strengthens community and regional partnerships

Provides assurance of regulatory compliance to minimize and mitigate risk

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

Service Area Statistics

Service Provider Department	Statistic Description	The Number
Employee Services	Workers' compensation claims filed / claims incurred costs decrease	91 / 21%
Employee Services	Liability claim frequency (claims per \$1M payroll)	0.54 (maintaining a 10-year low)
	Liability ultimate loss projections	30% below average (20 yrs of data)
Employee Services - Facilities	Square feet of service area	2,111,500
Employee Services - Facilities	Total square feet cleaned by custodial crew each shift	325,576 (up to this amount)
Legal	Liability defense and civil litigation cases resolved	7
Legal	Misdemeanor charges filed in 2018	2,276
Legal	Misdemeanor charges adjudicated in 2018	3,183

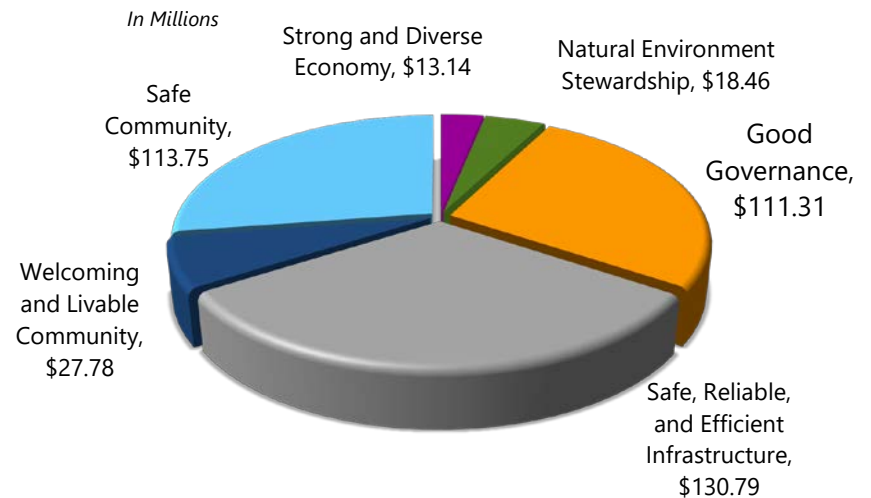
During the City's first year of implementing Priority Based Budgeting, programs in the result area of Good Governance were scored against the result area definitions noted at the top of this page along with program attributes of demand, mandate, reliance, cost recovery, and population served. The program 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 2020 Budget Overview

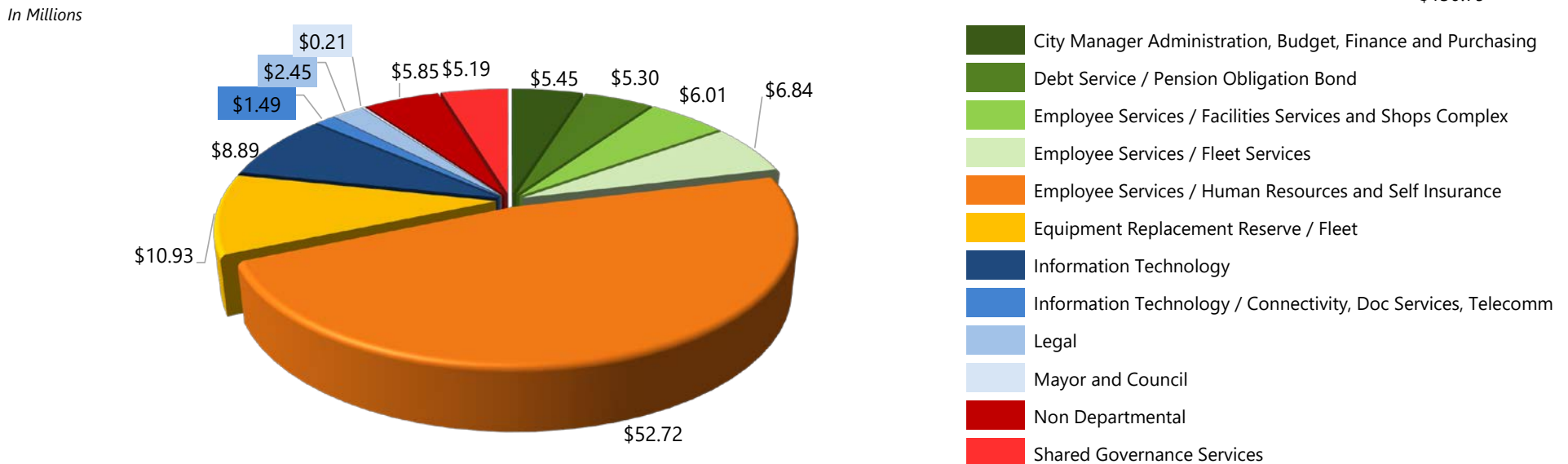
The City is required to display all phases of the FY 2020 budget - the initial proposal from the City Manager, the recommendation of the Budget Committee, and the result adopted by the City Council. The columns in the numeric table (below left) will be populated with numbers when each phase of the budget process is completed. The *City Expenditures by Result Area* chart (below right) excludes capital improvements. Capital projects appear in the Capital Improvements section of the budget document.

Expenditures	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	% of Total
Service Area - All Funds				
Personal Services	\$ 24,916,550	\$ 24,916,550	\$ 24,927,350	22.4%
Materials and Services	64,872,080	64,872,080	65,123,160	58.5%
Capital Outlay	11,497,990	11,497,990	11,629,860	10.4%
Debt Service	5,581,920	5,581,920	5,581,920	5.0%
Contingencies	3,000,000	3,000,000	3,000,000	2.7%
Transfers	1,048,080	1,048,080	1,048,080	0.9%
Total Expenditures - All Funds	\$ 110,916,620	\$ 110,916,620	\$ 111,310,370	
Total Number of Positions	188.51	188.51	188.51	

City Expenditures by Result Area



Good Governance Result Area Expenditures by Department / Program



Budget, Finance, and Purchasing Summary of Services and Programs

Summary of Services

Budget, Finance, and Purchasing maintains the City's financial operations, efficiently manages public funds, and provides transparent financial reporting information. To accomplish these goals, staff ensures there is an annual spending plan, produces financial forecasts, manages Citywide purchasing activities, and creates long-term strategies for the financial health of the organization. Daily financial operations of the City include banking and payment transactions, financial analysis, managing investment portfolios, 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

With the repurposing of the deputy city manager position to a chief financial officer position and its transfer to Budget, Finance, and Purchasing, the budget officer position is being eliminated. There is no net change to the position count for this division.



Budget, Finance, and Purchasing Department Summary of Services and Programs

General Fund Programs and FTE

FY 2020

	Staff	Program Cost	CC	LC	RC	SS	SP
Accounts Payable	2.44	239,590	✓	✓	✓	✓	✓
Accounts Receivable	2.18	316,640	✓	✓	✓	✓	✓
Analytic Support and Special Projects	0.65	112,620		✓	✓	✓	✓
Annual Reporting and Annual Audit	1.20	183,000	✓	✓	✓	✓	✓
Boards and Commissions Support - Budget	0.05	10,180	✓	✓	✓	✓	✓
Boards and Commissions Support - Finance	0.26	43,430	✓	✓	✓	✓	✓
Budget Analysis and Oversight	0.35	71,440	✓	✓	✓	✓	✓
Budget Analysis and Oversight - Finance	0.26	32,060	✓	✓	✓	✓	✓
Budget Development and Preparation	0.80	158,180	✓	✓	✓	✓	✓
Budget Development and Preparation - Finance	0.21	32,420	✓	✓	✓	✓	✓
Capital Improvement Plan	0.20	33,750	✓	✓	✓	✓	✓
Cashiering - Finance	4.94	466,880	✓	✓	✓	✓	✓
City Right-of-Way Administration	0.65	110,390	✓	✓	✓	✓	✓
Contracts and Procurements (Purchasing)	3.00	412,060	✓	✓	✓	✓	✓
Downtown Parking Management	0.47	51,930	✓	✓	✓	✓	✓
Emergency Operations and Preparation	0.47	63,660	✓	✓	✓	✓	✓
Financial Accounting and Reporting	4.47	589,440	✓	✓	✓	✓	✓
Financial Forecasting	0.30	58,910	✓	✓	✓	✓	✓
Financial Planning and Analysis	1.35	183,750	✓	✓	✓	✓	✓
Payroll and Employee Benefits	4.16	498,590	✓	✓	✓	✓	✓
Policy, Procedures, and Internal Control	0.21	37,140	✓	✓	✓	✓	✓

Budget, Finance, and Purchasing Department Summary of Services and Programs

General Fund Programs and FTE

FY 2020

	Staff	Program Cost	CC	LC	RC	SS	SP
Records Management - Finance	0.21	24,130	✓	✓	✓	✓	✓
Transient Occupancy Tax	0.73	86,000	✓	✓	✓	✓	✓
Treasury	2.44	333,550	✓	✓	✓	✓	✓
Total Budget, Finance, and Purchasing	31.96	\$ 4,149,740					
Total General Fund	31.96	\$ 4,149,740					

City Manager Summary of Services and Programs

Summary of Services

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

Work Force Changes

To support the important functions of accounts payable / receivable, budget, cash handling, cost accounting, cost-of-service modeling, debt management, financial reporting, forecasting, payroll, and purchasing, the vacant deputy city manager position has been repurposed as a chief financial officer and transferred to the Budget, Finance, and Purchasing Division, which will become a department. This change reduces the position count in the City Manager's Office by 1.0 full-time equivalent position.

General Fund Programs and FTE

FY 2020

	Staff	Program Cost	CC	LC	RC	SS	SP
Boards and Commissions Support - CMO Admin	0.25	25,720	✓	✓	✓	✓	✓
City Council Support	1.20	200,540	✓	✓	✓	✓	✓
City Right-of-Way Administration	0.00	20,000	✓	✓	✓	✓	✓
Citywide Planning and Initiatives	0.25	85,180	✓	✓	✓	✓	✓
Communications Strategy and Delivery	2.20	327,970	✓	✓	✓	✓	✓
Community Partnerships and Engagement	0.60	133,920	✓	✓	✓	✓	✓
Diversity, Equity, and Inclusion	0.80	143,820	✓	✓	✓	✓	✓
Organizational Management	1.55	333,380	✓	✓	✓	✓	✓
Policy Analysis	0.15	25,440	✓	✓	✓	✓	✓
Total City Manager	7.00	\$ 1,295,970					
Total General Fund	7.00	\$ 1,295,970					

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 \$10.5 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 obligation bond in FY 2020 is \$5,296,470.

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

Debt Service Fund Program

	FY 2020 Program Cost
Pension Obligation Bond	5,296,470
Total Debt Service Fund	<u>\$ 5,296,470</u>

Employee Services Department Summary of Services and Programs

Summary of Services

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

Facilities Services

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

The building operations program area is divided into two primary sections - building systems and building maintenance and services. The asset management program area cost-efficiently addresses the full life cycle of City assets. This includes design, construction, management of installation of new and existing building operating systems, building repairs, preventive maintenance, and operational efficiencies. Custodial services clean and sanitize work areas occupied by City staff and spaces accessed by the public through 6-day-per-week services using the industry's greenest cleaning methods and best practices.

Fleet Services

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

Human Resources and Self Insurance / Risk Management

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

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

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

Employee Services Department Summary of Services and Programs

FY 2020

Staff Program Cost



General Fund Programs and FTE

Budget Analysis and Oversight - HR	0.00	1,900	✓	✓	✓	✓	✓
Classification and Compensation	0.88	126,830	✓	✓	✓	✓	
Contracts and Purchasing - HR	0.10	20,910	✓	✓	✓	✓	✓
Employee Development	0.50	121,250	✓	✓	✓	✓	✓
Employee Orientation	0.25	74,290	✓	✓	✓	✓	
Employee Relations	1.30	204,580	✓	✓	✓	✓	✓
Fair Labor Standards Act (FLSA) Compliance	0.25	45,230	✓	✓	✓	✓	
Human Resources Communications	0.83	118,320	✓	✓	✓	✓	
Labor Management and Negotiations	1.15	244,620	✓	✓	✓	✓	✓
Performance Review Management	0.38	90,430	✓	✓	✓	✓	
Protected Leave and ADA	0.50	78,580	✓	✓	✓	✓	✓
Records Management - HR	1.04	129,140	✓	✓	✓	✓	✓
Recruitment and Hiring	1.23	194,120	✓	✓	✓	✓	✓
Unemployment Claims	0.13	20,900		✓	✓	✓	
Workforce Planning and Organization Development	0.23	45,670	✓	✓	✓	✓	
Other Service Support	0.24	63,450	Operating / technology transfers unscored				

Total Human Resources 9.00 \$ 1,580,220

Budget Analysis and Oversight - Facilities	0.40	64,410	✓	✓	✓	✓	✓
Budget Analysis and Oversight - HR	0.05	7,420	✓	✓	✓	✓	✓
Building Maintenance	4.85	751,070		✓	✓	✓	✓
Building Operating Systems Maintenance	4.60	964,080		✓	✓	✓	
Building Services	4.70	510,990		✓	✓	✓	✓

Employee Services Department Summary of Services and Programs

FY 2020

	Staff	Program Cost	CC	LC	RC	SS	SP
Construction Project Delivery - Facilities	2.20	344,000		✓	✓	✓	✓
Contracts and Purchasing - Facilities	1.45	190,200	✓	✓	✓	✓	✓
Custodial Services	7.45	779,310			✓	✓	
Energy Use Management	0.90	492,510			✓	✓	
Shops Complex Facilities Maintenance	0.05	7,420		✓	✓	✓	
Space Planning and Accessibility	0.30	66,270	✓	✓	✓	✓	
Capital Improvements Transfer - Governance	0.00	110,860	Capital transfer unscored				
Operating and Technology Transfers	0.00	2,000	Operating / technology transfers unscored				
Fleet Services Support	0.05	7,420	Operating / technology transfers unscored				
Total Facilities Services	27.00	\$ 4,297,960					
Total General Fund	36.00	\$ 5,878,180					

Employee Services Department Summary of Services and Programs

FY 2020

Staff Program Cost



City Services Fund Programs and FTE

Equipment Maintenance and Repair	3.37	836,930	✓	✓	✓	✓	✓
Fire Emergency Response Vehicle Maintenance and Repair	2.74	671,120	✓	✓	✓	✓	✓
Fuel Management	0.60	2,250,470	✓	✓	✓	✓	✓
Light-Duty Vehicle Maintenance and Repair	2.88	714,440	✓	✓	✓	✓	✓
Parts and Inventory Management	2.42	457,290	✓	✓	✓	✓	✓
Police Vehicle Maintenance and Repair	2.88	711,930	✓	✓	✓	✓	✓
Vehicle / Equipment Acquisition and Disposal	1.11	291,000	✓	✓	✓	✓	✓
Operating and Technology Transfers	0.00	907,610	Operating / technology transfers unscored				

Total Fleet Services, City Services Fund 16.00 \$ 6,840,790

Shops Complex Facilities Maintenance	0.00	39,100		✓	✓	✓	
Operating and Technology Transfers	0.00	87,900	Operating / technology transfers unscored				

Total Shops Facilities, City Services Fund 0.00 \$ 127,000

Total City Services Fund 16.00 \$ 6,967,790

Employee Services Department Summary of Services and Programs

FY 2020

Staff Program Cost



Self Insurance Benefits Fund Programs and FTE

COBRA / Retiree Benefits Management	0.30	2,031,970	✓		✓	✓	
Employee Benefits Management and Coordination	0.70	24,551,500	✓	✓	✓	✓	✓
Employee Health Clinic	0.60	599,060		✓	✓	✓	
Employee Relations	0.35	55,850	✓	✓	✓	✓	✓
Employee Retirement Benefits Management	0.45	50,040	✓	✓	✓	✓	✓
Employee Wellness Program	0.60	175,490	✓	✓	✓	✓	✓
Human Resources Communications	0.70	82,570	✓	✓	✓	✓	
Records Management - HR	0.30	33,370	✓	✓	✓	✓	✓
Operating and Technology Transfers	0.00	327,740	Operating / technology transfers unscored				
Reserve - Insurance	0.00	11,178,550	Insurance reserve unscored				

Health Self Insurance Fund Programs and FTE 4.00 \$ 39,086,140

Self Insurance Risk Fund Programs and FTE

Liability / Property Insurance and Claim Management	1.15	1,877,330	✓	✓	✓	✓	✓
Litigation Management	1.25	170,040	✓	✓	✓	✓	
Safety and Loss Prevention	1.35	175,320	✓	✓	✓	✓	✓
Workers' Compensation	1.25	2,073,120	✓	✓	✓	✓	
Operating and Technology Transfers	0.00	465,390	Operating / technology transfers unscored				
Reserve - Insurance	0.00	8,870,640	Insurance reserve unscored				

Risk Self Insurance Fund Programs and FTE 5.00 \$ 13,631,840

Total Health / Risk Self Insurance Funds 9.00 \$ 52,717,980

Total Employee Services 61.00 \$ 65,563,950

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 FY 2020, see the equipment replacement list in Fund 388 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 2020 Program Cost
Equipment Replacement Reserve	3,324,350
Reserve - Fleet	7,609,800
Total Equipment Replacement Reserve Fund	\$ 10,934,150

Information Technology Department Summary of Services and Programs

Summary of Services

Information Technology

The Information Technology (IT) Department is dedicated to keeping the technology infrastructure up and running, maintaining a secure network free of malicious intrusions, instituting best practices for application development and maintenance, and providing equipment for City staff to conduct daily business. The IT department strives to be innovative and provide creative solutions to meet the needs of City departments, be a partner to IT 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 2020 budget maintains the IT Department's current portfolio of applications and infrastructure with equipment replacement identified in the five-year strategic plan.

Industry trends are causing software licensing costs to increase and it is an ongoing challenge to keep the costs low. The IT Department has reduced the requested budget by over \$200,000 by strategically replacing infrastructure technology through life cycle extensions, equipment consolidations, and process improvements. This strategy allowed the IT Department to reduce operating software solutions through consolidation, streamline essential technology, reduce licensing costs through direct negotiation, and create efficiencies by revising policies and procedures. This budget also includes the absorbed licensing and maintenances costs for several enterprise systems initiated by other departments and centralized system management.

Document Services

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

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

To prepare for the expected increase in imaging and archiving services, funding for seasonal staffing is included for FY 2020, but will only be utilized if existing staffing are not able to be reassigned to support departments as they move from paper to digital records and processes.

Work Force Changes

The budget for the Information Technology Department in the General Fund has been reduced by 1.0 FTE business analyst position and 1.0 FTE network analyst position. Both positions are currently vacant.

Information Technology Summary of Services and Programs

FY 2020

Staff Program Cost



General Fund Programs and FTE

Accounts Payable - IT	0.30	59,190	✓	✓	✓	✓	✓
Advanced Technical Support	6.80	979,150	✓	✓	✓	✓	✓
Application Development Services and Support	4.40	815,290	✓	✓	✓	✓	✓
Budget Analysis and Oversight - IT	0.60	101,470	✓	✓	✓	✓	✓
Building Security	1.35	224,650		✓	✓	✓	✓
Business Operations	3.45	747,740	✓	✓	✓	✓	✓
Communications Interconnect System	0.10	34,320	✓	✓	✓	✓	✓
Data Security Infrastructure Management	1.85	740,230	✓	✓	✓	✓	✓
Document and Mail Services	0.20	35,460	✓	✓	✓	✓	
eGovernment	4.90	788,260	✓	✓	✓	✓	✓
Financial System Management	2.85	664,850	✓	✓	✓	✓	✓
Geographic Information Systems Infrastructure Management	2.40	405,290	✓	✓	✓	✓	✓
IT Telecommunications Operations	0.05	10,650	✓	✓	✓	✓	✓
Mapping and Data Management	3.50	405,780	✓	✓	✓	✓	✓
Network Communications Infrastructure Management	2.30	436,350	✓	✓	✓	✓	✓
Permitting System Management	2.75	474,560	✓	✓	✓	✓	✓
Server and Storage Infrastructure Management	2.15	768,560	✓	✓	✓	✓	✓
Service Desk Support	4.95	640,890	✓	✓	✓	✓	✓
Technology Infrastructure Management	1.70	317,740	✓	✓	✓	✓	✓
Telecommunications Services	1.40	234,750	✓	✓	✓	✓	✓

Total General Fund 48.00 \$ 8,885,180

Information Technology Summary of Services and Programs

FY 2020

Staff Program Cost



City Services Fund Programs and FTE

Advanced Technical Support	0.30	26,090	✓	✓	✓	✓	✓
Business Operations	0.20	17,390	✓	✓	✓	✓	✓
Communications Interconnect System	0.00	25,100	✓	✓	✓	✓	✓
Document and Mail Services	5.50	885,430	✓	✓	✓	✓	
IT Telecommunications Operations	0.00	226,640	✓	✓	✓	✓	✓
Operating and Technology Transfers	0.00	311,390	Operating / technology transfers unscored				
Total City Services Fund	6.00	\$ 1,492,040					
Total Information Technology	54.00	\$ 10,377,220					

Legal Department Summary of Services and Programs

Summary of Services

The Legal Department supports the City Council and other City departments in achieving policy goals, while ensuring compliance with the law, through providing excellent and timely legal advice and representation. Attorneys collaborate with departments to draft ordinances, administrative rules, real estate documents, contracts, and agreements. Litigators represent and defend the City in civil rights actions, and property and personal injury claims. All of these activities protect and reduce the cost of liability for the City. In 2018, over \$2.6 million in potential liability from claims were settled for under \$75,000.

Working as a complement to other services provided, the City Recorder supports and coordinates meetings for the City Council, Urban Renewal Agency, and Housing Authority, has primary responsibility for records management and public access to records, and serves as the City's Elections Official.

Work Force Changes

The budget for the Legal Department in the General Fund has been reduced by 1.0 FTE staff assistant position.

General Fund Programs and FTE

FY 2020

	Staff	Program Cost	CC	LC	RC	SS	SP
Boards and Commissions Support - Legal	0.65	117,530	✓	✓	✓	✓	✓
Budget Analysis and Oversight - Legal	0.20	37,820	✓	✓	✓	✓	✓
City Elections	0.15	22,020		✓	✓	✓	✓
Civil Defense	1.10	185,080		✓	✓	✓	✓
Civil Forfeitures	0.10	19,170		✓	✓	✓	
Civil Litigation	1.00	159,170		✓	✓	✓	
Criminal Prosecution	4.20	662,890		✓	✓	✓	✓
General Counsel Administrative Representation	0.70	164,760	✓	✓	✓	✓	✓
General Counsel Advice	3.80	751,820	✓	✓	✓	✓	✓
Meeting Agenda Management	0.90	140,630	✓	✓	✓	✓	
Public Records Requests	0.70	106,720	✓	✓	✓	✓	✓
Records Management - Citywide	0.50	79,630	✓	✓	✓	✓	✓

Total Legal Department 14.00 \$ 2,447,240

Total General Fund 14.00 \$ 2,447,240

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.



General Fund Programs

FY 2020

	Staff	Program Cost	CC	LC	RC	SS	SP
Mayor and Council	0.00	211,810	✓	✓	✓	✓	✓
Total Mayor and Council	0.00	\$ 211,810					
Total General Fund	0.00	\$ 211,810					

Non Departmental Summary of Services and Programs

Summary of Services

Non-Departmental expenses serve a broad base of departments within the City. Several expenses in the Non-Departmental budget are distributed among other service areas. As an example, the City's support for the Salem Housing Authority's Homeless Rental Assistance Program and the Mid-Willamette Council of Governments 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 \$35,000 for community surveying; \$269,500 for ongoing enterprise consulting services related to the City's strategic plan, Council policy agenda, implementation of Priority Based Budgeting, and other organizational needs; \$30,000 for enhancements to the City's budget, CIP, and fee schedule data system; and a total of \$43,000 for the reverse 9-1-1 system and social media archiving. Also included in Non-Departmental is the annual allocation to support cable television public access channels, a total of \$709,420.

The Non-Departmental budget also includes the General Fund's contingency appropriation of \$3 million, and \$433,650 for capital improvement transfers to support information technology and facilities projects in the Capital Improvements Fund. See that section of the budget document for more detail about Information Technology and Facilities Services projects in the *Municipal Facilities* category.

Non Departmental Programs

FY 2020

	Staff	Program Cost	CC LC RC SS SP				
Cable Television Public Access Channels	0.00	709,420	Payment to CCTV unscored				
Citywide Memberships, Services, and Subscriptions	0.00	619,200	Citywide services unscored				
Debt Service - Miscellaneous	0.00	285,450	Debt service unscored				
Unemployment Claims	0.00	100,000		✓	✓	✓	
Capital Improvements Transfer - Governance	0.00	433,650	Capital transfer unscored				
Contingencies	0.00	3,000,000	Contingencies unscored				
Operating and Technology Transfers	0.00	197,300	Operating / technology transfers unscored				
Total General Fund	0.00	\$ 5,345,020					
Civic Center	0.00	570	Trust fund unscored				
Unanticipated	0.00	500,000	Trust fund unscored				
Total Trust Fund	0.00	\$ 500,570					
Total Non Departmental	0.00	\$ 5,845,590					

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.

Community Development Department Programs and FTE

FY 2020

	Staff	Program Cost	CC	LC	RC	SS	SP
Budget Analysis and Oversight - Building and Safety	0.70	111,150	✓	✓	✓	✓	✓
Total Building and Safety Fund	0.70	\$ 111,150					
Boards and Commissions Support - Cultural and Tourism	0.60	89,960	✓	✓	✓	✓	✓
Boards and Commissions Support - Planning / Historic Landmarks	1.10	130,220	✓	✓	✓	✓	✓
Budget Analysis and Oversight - CD	0.85	153,090	✓	✓	✓	✓	✓
Department Administration - CD	1.50	262,780	✓	✓	✓	✓	✓
Boards and Commissions Support - Library	0.42	68,680	✓	✓	✓	✓	✓
Budget Analysis and Oversight - Library	0.09	21,880	✓	✓	✓	✓	✓
Total General Fund	4.56	\$ 726,610					
Total Community Development Department	5.26	\$ 837,760					

Public Works Department Programs and FTE

FY 2020

	Staff	Program Cost	CC	LC	RC	SS	SP
Budget Analysis and Oversight - PW	5.19	1,231,640	✓	✓	✓	✓	✓
Financial Support Services	2.90	302,110	✓	✓	✓	✓	✓
Purchasing and Warehouse - PW	4.00	446,590	✓	✓	✓	✓	✓
Total Utility Fund	12.09	\$ 1,980,340					
Purchasing and Warehouse - PW	0.00	1,872,630	✓	✓	✓	✓	✓
Operating and Technology Transfers	0.00	50,000	Operating / technology transfers unscored				
Total City Services Fund	0.00	\$ 1,922,630					
Total Public Works Department	12.09	\$ 3,902,970					

Urban Development Department Programs and FTE

FY 2020

	Staff	Program Cost	CC	LC	RC	SS	SP
Accounts Payable	1.00	100,950	✓	✓	✓	✓	✓
Budget Analysis and Oversight	1.00	184,920	✓	✓	✓	✓	✓
Contracts and Purchasing	1.00	125,890	✓	✓	✓	✓	✓
Parking Management	0.20	35,740	✓	✓	✓	✓	✓
Total General Fund	3.20	\$ 447,500					
Total Urban Development Department	3.20	\$ 447,500					

Good Governance *At Your Service*



Everything Old is New Again

Recent replacement of the flat roof and HVAC system at the historic Bush House Museum was required to mitigate the risk of water damage as both systems had exceeded useful life. The City achieved economies of scale by replacing the systems concurrently, through cost sharing between vendors and minimizing opportunities for water to penetrate the roof membrane.

Diversity, Equity, and Inclusion

A Citywide diversity, equity, and inclusion initiative began in 2018, and will continue as part of an ongoing commitment to develop strategies supporting inclusivity in the workplace. Employees participated in an anonymous survey, and various listening groups were held by diversity and inclusion consultants. Results from the survey found that staff are proud of their work in serving the community and to be a part of the organization, though improvements can be made in fostering communications and developing common values. These efforts will continue to educate and cultivate a work environment that is diverse and inclusive to all.

Paralegal Capacity

In 2017, the City added a litigation paralegal, paid from the Self Insurance Fund, to assist the risk manager and civil litigator in handling more complex cases. The addition was intended to reduce dependence on outside counsel for claims, and increase the litigation team's capacity and expertise. The move was a success in the first year. Defending claims covered by the City's Self Insurance Fund, the City spent over \$250,000 on outside counsel in 2017, but spent zero in 2018. While part of the 2017 expense was related to a vacancy in the civil litigation position, the addition of the paralegal was instrumental in allowing the City to bring more cases in-house.

Basing the Budget on Priorities

Ensuring City resources are being applied to the highest and best use and meeting the needs and service expectations of the community is the goal of Priority Based Budgeting (PBB). In 2018, the City started a two-year implementation of the PBB discipline by identifying over 300 unique programs and the costs of those services, scoring how each program aligned with six result areas and five basic program attributes, and subjecting the scoring result to a rigorous peer review process. The six result areas form the framework for the budget document.

Good Governance *At Your Service*

Technology Updates and Services

In 2019 IT focused on improving operational efficiencies and implementing process improvements for City departments.

IT staff worked with several departments to automate their business processes and digitize different business functions. The IT Department has been proactive in understanding the City's business and assisting departments on-site with their day-to-day operations. On-site support has resulted in efficient and effective delivery of services to departments that have embraced this service.

The City's utility billing system upgrade and spatial asset management integration with Water Utilities (IPS), Land Use and Development Public Mapping, and Parks Field Mobility for Homeless Camps Tracking are some of the examples of the above effort.

IT staff have strategically replaced and consolidated infrastructure systems to reduce the cost of operations. A new network core switch was implemented to improve efficiency and security of the infrastructure, while replacing aging technology. The IT department also worked to implement a disaster recovery and business continuity plan by establishing a redundant backup site.

The IT Department deployed or is in the process of deploying several systems to improve our constituents' experience and increase operational efficiencies of the City. Parks and Recreation Online services for facilities and events registration became available to the public in April 2019. With the new Center 50+ online portal, patrons will be able to register for events and classes online. Department business analysts have completed an assessment of the City's financial system and assisted the Community Development Department with permit process evaluation.

Several improvements were made to the City's website to increase performance and functionality, including improving stability and handling of high volume traffic. A responsive public portal was created to improve public consumption of City Council documents.

Several public safety systems were implemented, such as Police Surveillance Camera System, Person Location Circulation tools, in-car computer replacements for the entire fleet, improvements to web pages for public identification of persons of interest, and improved web presence for recruitment solicitation. The IT department is working closely with the Police department to replace the obsolete Records Management System for Salem Police and 13 other police agencies.

Good Governance *At Your Service*

Performance Management

Implementation of a new performance management program began during FY 2019 and includes the establishment of core competencies. The core competencies focus on the skills necessary to develop the organization's strategic strength through its workforce and include: *Accountability, Communication Effectiveness, Customer Service, Leadership - Teamwork - Collaboration, and Problem Solving and Initiative*. The new program automates the evaluation process, which improves administrative efficiencies and fosters supervisor and employee communications.



Parkade Lighting Upgrades

In 2018 Facilities Services completed the lighting upgrades at Chemeketa, Liberty, and Marion parking structures. The project included replacing inefficient light fixtures with new LED fixtures at each parking structure. The result increased lighting levels and reduced energy usage by approximately 421,406 kilowatt hours per year, which equates to an estimated \$32,000 in savings. In addition, the City received energy incentives totaling \$71,252 from Energy Trust of Oregon. (Photo at left)

City Hall and Library Cooling Tower / Chiller Replacement

The cooling system for City Hall and the Central Library had exceeded its useful life and critical components had begun to fail, resulting in reduced capacity and efficiency. A new, more energy efficient system was recently installed to last the City another 20 to 30 years. (Photo above)

Fun Fact

Total rebates and incentives realized over five years for completion of energy efficient lighting and HVAC upgrades by Facilities Services equal \$172,574.

Good Governance *At Your Service*

Successful Networking

A good output from a well-attended outreach effort is evidenced by the before and after photos from the Governor's Marketplace. The City's purchasing team joined this showcase of public contracting opportunities, business services, and networking. The event is organized and hosted by Governor Kate Brown's Office of Diversity, Equity, and Inclusion with numerous partners.



before



and after

Restricting Use of Plastic Carryout Bags

In November 2018 the City Council voted to restrict the use of plastic bags in Salem. Beginning April 1, large retailers will no longer distribute plastic carryout bags at checkout with compliance by small retailers to follow. With the new ordinance, retailers can provide paper bags at checkout for a minimum fee of 5 cents.

Outreach and information to retailers included a "Make the Change" graphic (at right), signage, and brochures to download.



Master Fee Schedule

After decades of agreement that a master fee schedule would be a sound fiscal practice and easier for both policy-makers and the public to navigate than multiple disparate schedules, the budget team used its relatively new budget software, Board, to convert the idea into reality. Board provides a location for the fee information plus it adds the functionality of calculating revenue based on the variety of fees and units of activity. The schedule provides one-stop-shopping for City fees and provides contextual information regarding the services attached to the charges.

Good Governance *At Your Service*

Communications

Facebook

Date Range March 2018 - March 2019

Followers	18,760
Year-over-Year Follower Growth	4,294
Total Times Our Posts Were Seen	5,345,068
Average Number of People Who See Each Post	5,071
Total Number of Posts	654
Interactions with Posts - Likes, Shares, Comments	355,744

Website

March 2018 - March 2019

Number of People Visiting Our Site	752,106
Number of Times Website Pages Viewed	3,143,863
Number of Times Website Visited	1,514,922

<i>Top five sources of web traffic from outside the United States:</i>	#1 India
	#2 Canada
	#3 Philippines
	#4 United Kingdom
	#5 Germany

Twitter

Date Range February 2018 - February 2019

Followers	6,629
Year-over-Year Follower Growth	1,743
Total Times Our Tweets Were Seen	1,163,900
Tweets	680
Average Number of Times a Tweet is Seen	1,712
Times People Visited Our Profile	49,806

HRC and WU Collaboration

The Human Rights Commission collaborated with Willamette University to conduct a study about the level of awareness of human rights issues and the Commission in Salem. The Commission received the report and used the information to inform its outreach.

For example, the feedback prompted increased participation at community events to reach people who may be experiencing discrimination. The Commission provided information at seven publicly attended events during FY 2019.

Revenue to Fund Essential City Services

The Council appointed a 15-member Sustainable Services Revenue Task Force to explore new and additional revenue sources to sustain current City services. After reviewing more than a dozen revenue options over several public meetings, the task force recommended three new sources for consideration by the City Council; two supporting the General Fund and a third that would supplement current revenues in the City's Transportation Services Fund. During two work sessions, City Council reviewed the Task Force recommendation and focused on revenue options to support the General Fund. City Council asked staff to prepare ordinances for an employee-paid payroll tax and a City operations fee which will come before Council for consideration in August 2019.

Good Governance *At Your Service*

Liability Claims Decrease

Liability claims expenses were at a record twenty-year low. Thanks to the City's litigation team and in-house claims administration, the team has been successful in mitigating the City's losses. City safety and training initiatives have helped to keep the number of incidents down as well.

Workers' Compensation Efficiencies

The workers' compensation program continues to show improvements year-over-year. Claims count has been on a downward trend for 4-plus years.

A new claims filing process was implemented, and the new system allows for 24 / 7 reporting of injuries and provides round the clock nursing staff support for our employees. The process has improved the health care experience while reducing the administrative burden for supervisors.

Health Hub

The new employee health clinic, *Health Hub*, opened in September 2018. Located just a few blocks from the Civic Center, the *Health Hub* provides free health and wellness services to employees and their dependents. The clinic is operated by Medcor, a nationwide provider of employee health clinics. Since the Health Hub's opening, employees and dependents have utilized the clinic to take care of their winter colds, flu shots, hypertension, cholesterol, and diabetes. Over 100 employees and their covered dependents visit each month and the numbers continue to increase. The Health Hub provides a lower cost alternative for both the City and employees over the traditional model.



TOT Payment Portal

In order to better serve operators of hotels, motels, and short term rentals in Salem, the Finance Department developed an electronic portal for the remittance of transient occupancy taxes (TOT) and the filing of monthly reporting forms. Intermediaries who process bookings and pay tax on behalf of these entities will also be able to pay and report online. The TOT payment portal became available for use in August 2019.

Natural Environment Stewardship

Vision

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

Mission

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



Values

Opportunity

Salem is proactive and forward-thinking

Compassion

Salem is fair, equitable, and safe

Responsiveness

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

Accessibility

Salem is open and inclusive

Natural Environment Stewardship



Public Works

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

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

General Fund

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

Opportunity • Compassion • Responsiveness • Accessibility





Natural Environment Stewardship

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

Reduces the carbon footprint of City operations and conserves energy

Protects and enhances watersheds, natural areas, and natural resources

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

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

Mitigates and abates threats to the environment

Service Area Statistics

Service Provider Department	Statistic Description	The Number	
Public Works	Business and public agency attendees at the annual Erosion Control and Stormwater Summit, which is a cooperative training organized through local partnerships and government agencies with the City of Salem.	110	
Public Works	Gauges providing near real-time reports for rain (R), streams (S), and water quality (WQ) for use in flood forecasting models and water quality trends	16 19 10	R S WQ
Public Works	Flow monitors - wastewater only	85	
Public Works	Industries inspected for compliance with Categorical Industrial Users (CIUs) and Significant Industrial Users (SIUs)	48	CY 2018
Public Works	Sanitary sewer overflows reported to the Oregon Department of Environmental Quality (compliance with NPDES Permit)	3	Prior year, 8
Public Works	Number of Youth Environmental Education Program classroom presentations reaching nearly 15,000 students annually	501	
Public Works	Pounds of prescription drugs collected for disposal in partnership with the Police Department	1,145	CY 2018



Natural Environment Stewardship

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

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

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

Mitigates and abates threats to the environment

Service Area Statistics

Service Provider Department	Statistic Description	The Number
Public Works	Billion gallons of wastewater treated	17
Public Works	Mechanical and facility preventive maintenance work orders	4,800
Public Works	Electrical and instrumentation preventive maintenance work orders	3,700
Public Works	Dry tons of biosolids products produced	3,124
Public Works	Laboratory analyses conducted	53,000
Public Works	Trees and shrubs planted by 660 volunteers to increase streamside shade, reduce stormwater runoff, and reduce erosion	8,825

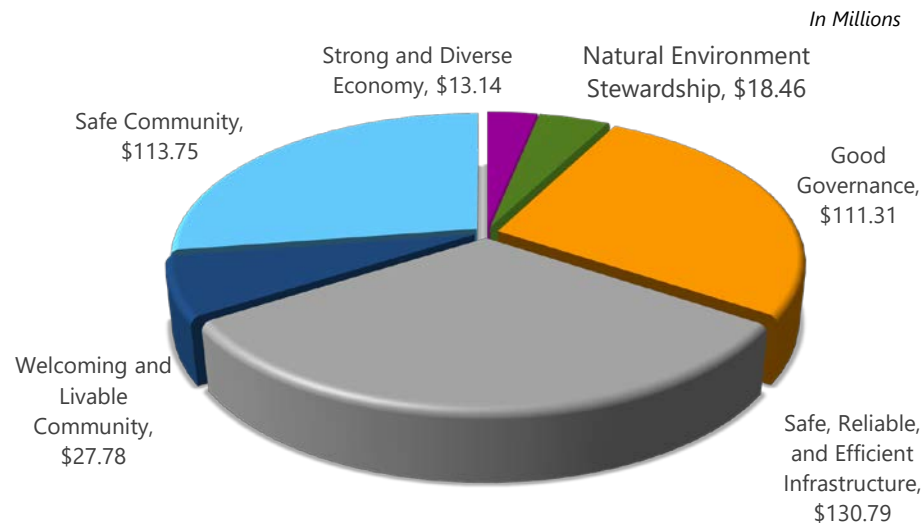
During the City's first year of implementing Priority Based Budgeting, programs in Natural Environment Stewardship were scored against the result area descriptions and definitions for all five community-facing result areas along with program attributes of demand, mandate, reliance, cost recovery, and 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 2020 Budget Overview

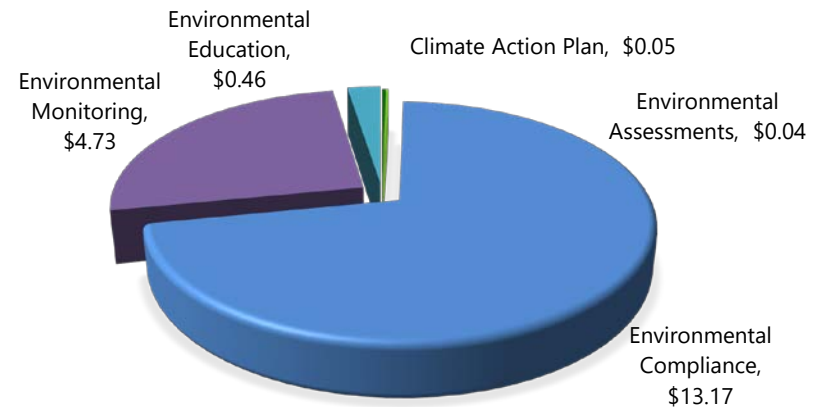
The City is required to display all phases of the FY 2020 budget - the initial proposal from the City Manager, the recommendation of the Budget Committee, and the result adopted by the City Council. The columns in the numeric table (below) will be populated with numbers when each phase of the budget process is completed. The City Expenditures by Result Area chart (below left) excludes capital improvements. Capital projects appear in the Capital Improvements section of the budget document.

Expenditures	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	% of Total
Result Area - All Funds				
Personal Services	\$ 11,231,760	\$ 11,231,760	\$ 11,231,760	60.8%
Materials and Services	6,654,970	6,654,970	6,900,210	37.4%
Capital Outlay	107,000	107,000	321,330	1.7%
Interfund Transfers	5,000	5,000	5,000	0.0%
Total Expenditures - All Funds	\$ 17,998,730	\$ 17,998,730	\$ 18,458,300	
Total Number of Positions	89.95	89.95	89.95	

City Expenditures by Result Area



Natural Environment Stewardship
Result Area Expenditures by Program Grouping



Public Works Department Summary of Services and Programs

Summary of Services

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

Environmental Compliance

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



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



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



Public Works Department Summary of Services and Programs

Environmental Monitoring

North Santiam Watershed Monitoring. The Water Quality Section conducts watershed monitoring to protect the community's source of drinking water in the North Santiam watershed. Staff monitor water quality parameters as well as harmful algal blooms (HABs) within the Detroit Lake Reservoir and intake at Geren Island. Efforts to anticipate HABs through a collaboration with Oregon State University's Prediction Lab provide the City with additional resources to identify and monitor algae and toxin levels in source water. (Photo below)



Early Flood Warning System. The City's early flood warning system consists of seven rain gages and 14 stream gages throughout the City and into the upper Mill Creek watershed. This network of gages 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 25 percent discount in the City's flood insurance program through the National Flood Insurance Program's Community Rating System. (Photo above)

Public Works Department Summary of Services and Programs

Environmental Monitoring, continued

Stormwater Quality Monitoring. The City's environmental permits require ongoing monitoring of instream and in-pipe water quality. Monitoring staff collect monthly instream samples at 24 sites on 11 streams and the Willamette River, maintain a system of 12 continuous monitoring stations, and conduct storm- and dry-weather outfall sampling. (Photo at right)



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



Environmental Education

Clean Streams Initiative. The Clean Streams initiative was developed to educate and engage residents and business owners to take action to protect stream health by reducing pollution. The initiative incorporates programs and campaigns to specific audiences and the general public as well as developing resident-led projects including a storm drain marking program, the Capital Canine Club, the Watershed Protection and Preservation Grant, the annual Erosion Control and Stormwater Management Summit, and volunteer tree-planting projects. (Photo at right)



Public Works Department Summary of Services and Programs

Environmental Education, continued

Youth Environmental Education Program (YEEP). The youth environmental educators strive to build environmental stewardship in the community through education, engagement, and action. YEEP provides classroom presentations and discovery hikes at local parks to over 12,500 students each year and is funded through classroom fees,



the City's Environmental Program Donations Trust, and the Aldrich Fund. Included in the robust youth education program are the Adopt-A-Stream program, environmental STEM (science, technology, engineering, and math) afterschool program, eSTEM school nights, and the Northwest Youth Corps service learning projects. (Photo center)

What's New In This Budget

Environmental Compliance

Stormwater Management. The Natural Areas and Vegetated Stormwater Facilities Program is responsible for the operation and maintenance of roughly 200 acres of streams corridors, oak savannas, wetlands, and mitigation projects across the city, but that number is anticipated to climb to nearly 300 acres over the next year. City staff will employ Department of Corrections work crews to maintain these large swaths of natural areas, rain gardens, street planters, and detention basins. (Photo at right)



Public Works Department Summary of Services and Programs

What's New In This Budget

Environmental Compliance, continued

Wastewater Treatment Operations.

Construction activities and heavy equipment use at the Willow Lake Water Pollution Control Facility over the past several years have contributed to the wear and tear of all asphalt surfaces. This year, Willow Lake will be slurry seal coating all asphalt surfaces at the treatment plant to enhance the appearance and add durability.

The Willow Lake Lab will be purchasing a second Cyanotoxin Automated Assay System (CAAS) test unit, which will add to the testing capacity at the Willow Lake Laboratory. The second unit is a necessary backup to ensure there is no downtime due to equipment failure.

The Treatment and Flow Control Inspection Program ensures that traditional stormwater flow control structures are installed and operate properly, and stormwater treatment facilities, like vegetative and mechanical systems, are installed, operated, and maintained properly to reduce flooding and water quality degradation.



Environmental Monitoring

Flood Warning System Expansion. Staff will continue to expand the physical network of rain and stream gages, collect instream flow data to calibrate a flood forecast model, develop data-driven automated alerts, implement the City's flood response operations plan, and develop processes for external warning dissemination. The benefits of this program include a 25 percent reduction in flood insurance rates, data collection to support future structural flood control options, and a better understanding of the impacts of climate change. (Photo at left)

Public Works Department Summary of Services and Programs

What's New In This Budget

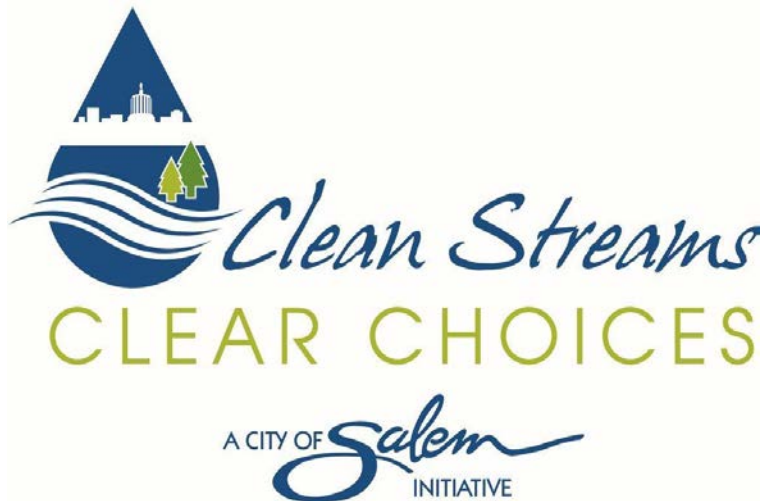
Environmental Education

Youth Environmental Education Program (YEEP).

Salem Wild is a four-day summer camp experience at Minto-Brown Island Park designed for students aged 9-12. At camp, students will develop a connection and love for nature through hands-on experiential learning. Lessons and activities are designed to develop self-awareness, problem-solving skills, and environmental stewardship, while getting up close and personal with our natural world! (Photo at right)



Outdoor School is a program in which City staff work with other local agencies in coordinating efforts to use Minto-Brown Island Park as an alternative site to the traditional overnight outdoor school experience. Emphasizing plants, animals, water, and soil (PAWS) in the curriculum, students will be fully immersed in the wonders Minto-Brown Island Park has to offer. (Photo at right)



Clean Stream Initiative (Environment Outreach Programs).

Two new campaigns will be launched in FY 2019-20 for single-use plastics and heavy metal toxins. Specific behavior change in eliminating the use of single-use plastics and reducing heavy metal exposure in stormwater runoff is the primary goal for these campaigns aimed at educating and influencing the general public.

Public Works Department Summary of Services and Programs

Utility Fund Programs and FTE

FY 2020

	Staff	Program Cost					
Chemical Handling and Disposal	0.45	103,680	✓	✓	✓	✓	✓
Environmental Compliance for Outside Departments / Agencies	1.24	337,560	✓	✓		✓	
Environmental Monitoring	6.58	1,355,680	✓	✓	✓	✓	✓
Flow Monitoring	4.83	939,210	✓	✓	✓	✓	✓
Green Stormwater Infrastructure Maintenance	2.20	394,280	✓	✓	✓	✓	✓
Industrial Wastewater Pretreatment	3.97	564,700	✓	✓	✓	✓	✓
Laboratory Testing and Analysis	8.30	1,375,930	✓	✓	✓	✓	
Mapping and Data Management	7.65	1,106,410	✓	✓	✓	✓	✓
Natural Areas Management	1.70	404,290	✓	✓	✓	✓	✓
Natural Resources Education and Outreach	3.20	455,680	✓	✓	✓	✓	✓
Sanitary Sewer Quality Monitoring	0.59	140,990	✓	✓	✓	✓	
Stormwater Facility Inspections	1.70	220,170	✓	✓	✓	✓	✓
Stormwater Quality Monitoring	1.14	207,080	✓	✓	✓	✓	
Technical Systems Analysis and Monitoring	0.90	302,700	✓	✓	✓	✓	✓
Wastewater Treatment Byproduct Reuse	3.18	1,317,800	✓			✓	
Wastewater Treatment Plant Maintenance	16.56	3,781,440	✓		✓	✓	✓
Wastewater Treatment Plant Operations	25.76	5,340,800	✓		✓	✓	✓
Operational and Technology Transfers	0.00	19,330	Operating / technology transfers not scored				
Total Utility Fund	89.95	\$ 18,367,730					

Trust Fund Programs and FTE

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

Total Public Works Department 89.95 \$ 18,372,730

General Fund Summary of Services and Programs

Summary of Services

Climate Action Plan

Through the budget process the City Council added \$50,000 for climate action plan development and activities.

Promote and Implement Environmental Best Practices

The Urban Development Department promotes environmental best practices by ensuring design compliance with Leadership in Energy and Environmental Design (LEED) certification (if required), supporting sustainable development through adherence to codes and regulations, pursuing funds to assess and mitigate "brownfield" sites, participating in the Salem Sustainability Network and the State of Oregon's National Brownfield Chapter and conferences, and by seeking funding for sustainable projects.

General Fund Programs and FTE

FY 2020

	Staff	Program Cost	    				
Climate Action Plan	0.00	50,000	New Program, will be scored during FY 2020				
Promote and Implement Environmental Best Practices	0.00	35,570	✓	✓	✓	✓	✓
Total General Fund	0.00	\$ 85,570					
Total General Fund Programs	0.00	\$ 85,570					

Natural Environment Stewardship

At Your Service

Environmental Compliance

Willow Lake Water Pollution Control Facility (WLWPCF) Improvements. In 2018, \$90,000 was saved as a result of storing biosolids in one of the plant's lagoons during the winter and shipping the material to Eastern Oregon at a lower cost during the summer. A new storage facility augmenting capacity is anticipated to provide an additional \$10,000 in savings per year. (Photo below)



The **Laboratory at WLWPCF** is using a new Cyanotoxin Automated Assay System (CAAS) in response to the water advisory in 2018, and is currently working with the State to obtain instrument accreditation to analyze drinking water samples. Five of seven lab technicians have been trained to operate the CAAS. Same day results from collected sample allows staff to monitor drinking water conditions and make informed decisions about water treatment, sample collection, and notification to the public. (Photo above)

Stormwater Inspections. Treatment and flow control inspection staff checked over 800 public and private stormwater treatment facilities and flow control structures, enabling prioritization of maintenance for the growing number of these facilities. As development increases, so do the number of stormwater treatment facilities requiring inspection and maintenance. (Photo below)



Stormwater Management.

Natural Areas and Vegetated Stormwater Section staff coordinated the field work of Department of Corrections work crews in the enhancement of the Claggett Creek Natural Area, the Battle Creek Natural Area, Fairview Wetlands, and a number of mitigation



sites and vegetated stormwater quality facilities.

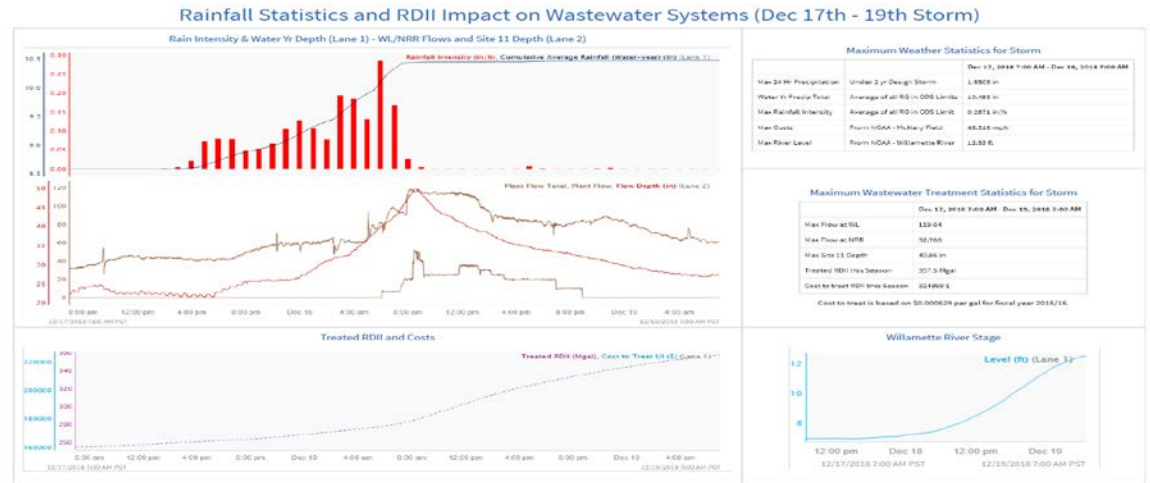
Management activities in these natural areas include invasive species removal, replanting of native species, brush clearing, and trash and debris cleanup.

Natural Environment Stewardship

At Your Service

Environmental Monitoring

Real-Time Analytics Program for Environmental Monitoring. In order to improve real-time data management, Public Works Technical Services deployed OSI Pi – a data integration, storage, and visualization software used for sewer, stormwater, and water utilities and other city infrastructure. OSI Pi and other tools were used in a combined effort with Oregon State University and the Prediction Lab to develop a Harmful Algal Bloom (HAB) prediction system. This system will provide an early warning of algae-produced toxins in Detroit Lake. (Display at right)



Sewer Flow Monitoring Network Upgrades. Converting 16 of 26 rain gage sites to solar or 110V will save thousands of dollars annually on battery costs. Flow monitoring staff are also updating hardware and software and cleaning up data for migration to a cloud-based application. (Photo above)

Unmanned Aircraft System (UAS) Drone Inspection Program. To save money, improve safety, and collect better data, Technical Services teamed with Skyward to develop a UAS (drone) program. Staff also consulted other municipalities with similar programs to define program goals, ensure safe operations, and protect citizen privacy. Two staff have been licensed as Part 107 UAS pilots, and UAS program candidates are currently being trained. A DJI Phantom 4 Pro (drone) was purchased along with a high performance computer used to analyze and process images.



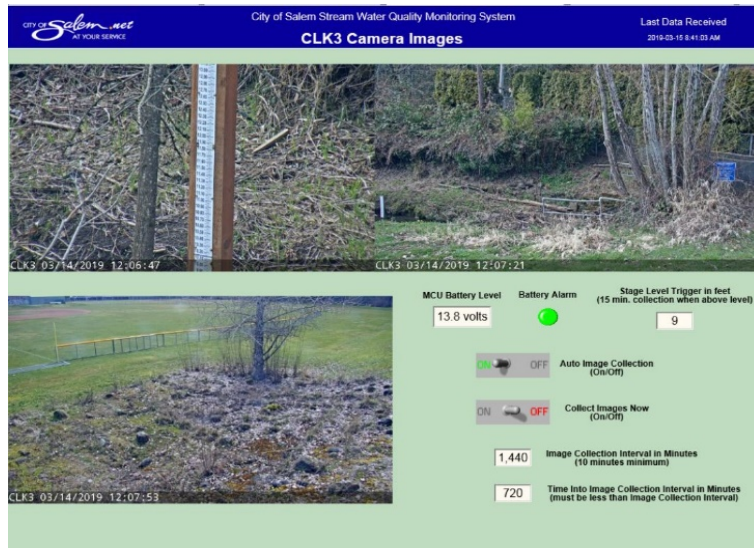
UAS

Policy
Management and Operations
V0.3 12-20-2018

Natural Environment Stewardship

At Your Service

Environmental Monitoring, continued



Clean Streams Initiative (Environmental Outreach Programs).

Programing and marketing efforts for the Clean Streams Initiative have expanded to different mediums: 34 outreach events were attended, reaching an audience of 33,899; and 110 business and agency members attended the annual Erosion Control and Stormwater Summit. Approximately 450 linear feet along Pringle Creek at the Judson Middle School site was treated for invasive plants and planted with native trees and shrubs. A website has been created to house the Clean Streams Initiative, which will help with marketing the initiative: www.CleanStreamsSalem.org.

Flood Warning System Expansion.

The Environmental Monitoring Section expanded the early flood warning system, which included the installation of a stream gaging/camera station on Clark Creek at the Gilmore Field regional detention basin, a stream gaging station on Waln Creek, three near real-time rain gages, and three temporary stream gaging stations. Staff provided technical expertise and participated on the technical advisory board for the Mill Creek Flood Mitigation Grant, which was awarded to the City of Turner in December 2017. (Display at left)

Environmental Education

New Curriculum for Youth Environmental Education Program (YEEP). The Youth Environmental Education Program reached 12,616 students through 501 presentations and discovery hikes. Support from in-class fees and the Aldrich Fund totaled \$16,610. Staff performed 22 environmental STEM afterschool activities and began integrating the Adopt-A-Stream Program into its suite of youth educational programming. (Photo below)



Safe Community

Vision

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

Mission

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



Values

Opportunity

Salem is proactive and forward-thinking

Compassion

Salem is fair, equitable, and safe

Responsiveness

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

Accessibility

Salem is open and inclusive

Safe Community



City Manager

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

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

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

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

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

Police Trust Funds - Kingwood Water Tower used for mounting telecommunications and radio equipment / 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

Opportunity • Compassion • Responsiveness • Accessibility





Safe Community

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

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

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

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

Encourages sustainable community redevelopment and rehabilitation practices

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

Service Area Statistics

Service Provider Department	Statistic Description	The Number	
City Manager / Municipal Court	Court filings by type for a total of 42,733 in 2018	Violations	11,408
		Misdemeanors	1,385
		Parking Citations	29,940
Community Development	Number of single family (single family, duplex, and multifamily) housing units	1,065	FY 2018
Community Development	Number of structural, mechanical, electrical, and plumbing inspections performed	26,980	FY 2018
Community Development	Number of structural, mechanical, electrical, and plumbing permits issued	8,489	FY 2018
Community Development	Number of structural, mechanical, electrical, and plumbing plans reviewed	2,294	FY 2018
Fire Department	Respond to priority emergencies within 5.5 minutes, 85% of the time	70.9% / 3.4% decrease	
Fire Department	Response unit en route within 60 seconds from receipt of alarm, 85% of the time	94.0%	
Fire Department	Deliver effective response force to structure fire within 10 minutes, 85% of the time	76.2%	
Fire Department	Cardiac save rate of 71%, based on CARES / Utstein bystander data	33.3%	
Fire Department	Calls for service (annual, total number and comparison to 2017)	25,613 / 9.3% increase	



Safe Community

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

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

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

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

Encourages sustainable community redevelopment and rehabilitation practices

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

Service Area Statistics

Service Provider Department	Statistic Description	The Number
Police Department	Response times for priority 1 and 2 calls	8 min, 40 sec
Police Department	Crashes - Fatal / Injury / Property	4 / 446 / 1,236
Police Department	Number of calls responded to by Salem police officers, average per day and month	260 / 7,908
Police Department	9-1-1 calls answered for Salem Police by WVCC, average per day and month	219 / 6,661
Police Department	Non-emergency calls answered for Salem Police by WVCC, average per day and month	223 / 6,783
Police Department	9-1-1 calls answered for 29 agencies by WVCC, average per day and month	596 / 18,250
Police Department	Non-emergency calls for 29 agencies answered by WVCC, average per day and month	414 / 12,592
Police Department	Reported Part I person crimes, average per month	731 / 12.3% increase
	The following are components and included in the Reported Part I person crime total:	
	Aggravated assault (annual), total number and comparison to prior year	485 / 13.6% increase
	Robberies (annual), total number and comparison to prior year	178 / 5.3% increase



Safe Community

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Service Area Statistics

Service Provider Department	Statistic Description	The Number
Police Department	Reported Part I property crimes, average per month	7,350 / 7.7% decrease
	The following are components and included in the Reported Part I property crime total:	
	Burglaries (annual), total number and comparison to prior year	902 / 9.9% decrease
	Motor vehicle thefts (annual), total number and comparison to prior year	890 / 6.7% decrease
Police Department	Graffiti abatements, annual	2,656
Police Department	Domestic Violence Response Team aid to victims (number of victims served)	483

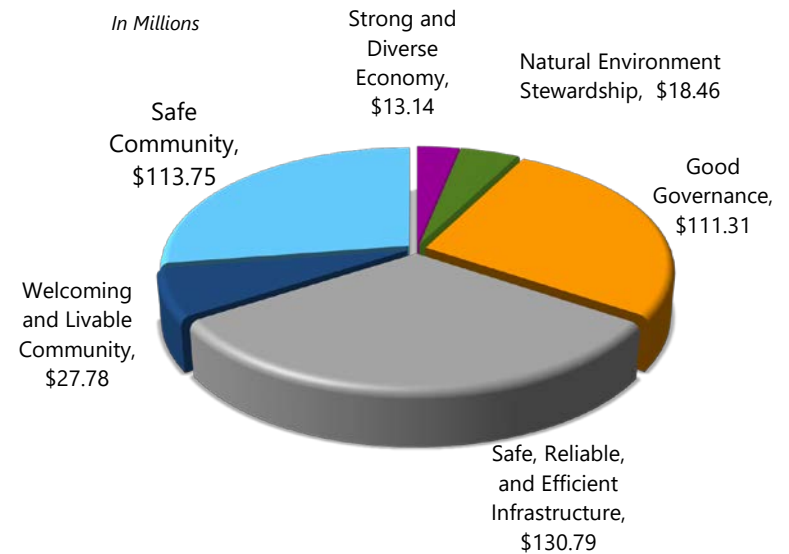
During the City's first year of implementing Priority Based Budgeting, programs in Safe Community were scored against the result area descriptions and definitions for all five community-facing result areas along with program attributes of demand, mandate, reliance, cost recovery, and population served.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

Safe Community FY 2020 Budget Overview

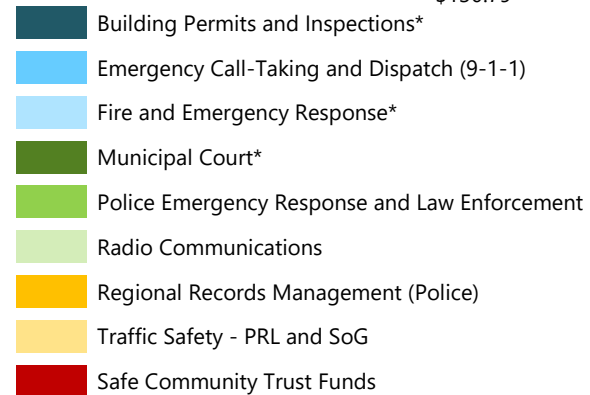
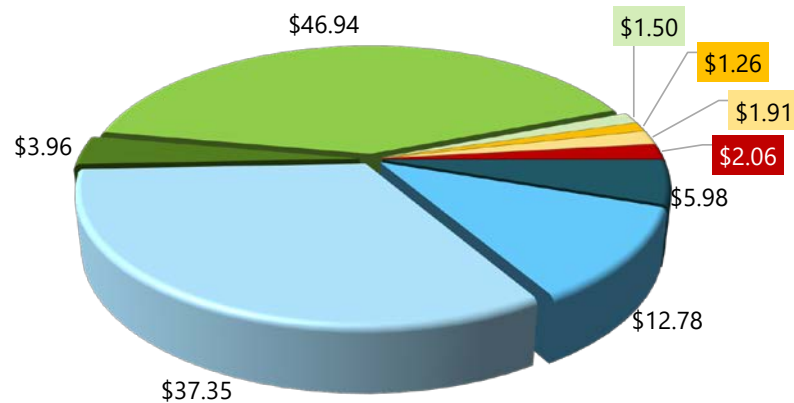
The City is required to display all phases of the FY 2020 budget - the initial proposal from the City Manager, the recommendation of the Budget Committee, and the result adopted by the City Council. The columns in the numeric table below will be populated with numbers when each phase of the budget process is completed. The City Expenditures by Result Area chart (below right) excludes capital improvements. Capital projects appear in the Capital Improvements section of the budget document.

Expenditures	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	% of Total
Result Area - All Funds				
Personal Services	\$ 85,309,950	\$ 85,309,950	\$ 85,309,950	75.0%
Materials and Services	20,551,590	20,551,590	20,836,060	18.3%
Capital Outlay	4,071,870	4,071,870	4,141,870	3.6%
Contingencies	1,173,900	1,173,900	1,173,900	1.0%
Transfers	2,287,360	2,287,360	2,287,360	2.0%
Total Expenditures - All Funds	\$ 113,394,670	\$ 113,394,670	\$ 113,749,140	
Total Number of Positions	528.56	528.56	528.56	

City Expenditures by Result Area



Safe Community Service Area Expenditures by Program / Department



* Includes replacement reserve budget for specialized equipment (non-fleet)

City Manager Department Summary of Services and Programs

Municipal Court

Summary of Services

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

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

Work Force Changes

To accommodate the increase in capacity that will be required with an expansion of the City's photo enforcement of red light traffic violations, and the implementation of speed-on-green photo enforcement in at least one location, this budget includes an additional 1.0 FTE court specialist position.

The vacant position was previously a staff assistant in the Neighborhood Enhancement Division of the Community Development department. By transferring the position, there is no change to General Fund total position authority.

Program costs reflect the position being filled by September 2019.

City Manager Department Summary of Services and Programs Municipal Court

Municipal Court Programs and FTE

FY 2020

	Staff	Program Cost					
Community Service Monitoring	0.92	124,800	✓	✓			✓
Court Customer Service	2.44	234,660		✓			✓
Court Proceedings - Criminal	3.52	781,840		✓			✓
Court Proceedings - Violations	2.17	312,820		✓			✓
Court Security	0.22	86,740		✓			
Criminal Court Jury Coordination	0.43	62,890		✓			
Probation / DUII Diversion Monitoring	1.02	141,260		✓			✓
Records Management - Court	1.62	173,990		✓			
Violations Bureau	2.66	236,500		✓			✓
Total General Fund	15.00	\$ 2,155,500					
Total City Manager / Municipal Court	15.00	\$ 2,155,500					

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.

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 is responding to increased construction demand with two position additions in the FY 2020 budget proposal. These capacity enhancements include a 1.0 full-time equivalent (FTE) plans examiner 2 / inspector position and a 1.0 FTE permit technician.

Community Development Department Summary of Services and Programs

Building and Safety Fund Programs and FTE

FY 2020

	Staff	Program Cost					
Commercial Building Permitting and Inspection	8.69	1,444,070	✓	✓		✓	✓
Electrical Permitting and Inspection	2.06	346,250	✓	✓		✓	✓
Mechanical Permitting and Inspection	1.92	312,170	✓	✓		✓	✓
Permit Application Center	4.77	780,700		✓	✓	✓	✓
Plumbing and Permitting Inspection	1.77	300,090	✓	✓		✓	✓
Residential Building Permitting and Inspection	5.36	834,750	✓	✓		✓	✓
Capital Improvements Transfer	0.00	500,000	Capital transfer unscored				
Contingencies	0.00	300,000	Contingencies unscored				
Operational and Technology Transfers	0.00	912,130	Operating / technology transfers unscored				
Total Building and Safety Fund	24.56	\$ 5,730,160					
Total Community Development Department	24.56	\$ 5,730,160					

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 2020

	Staff	Program Cost
Fire and EMS Equipment Reserve	0.00	160,210
Municipal Court Info System Replacement Reserve	0.00	250,000
Permitting System Replacement Reserve	0.00	1,809,010
Total General Fund	0.00	\$ 2,219,220
Total Equipment Replacement Reserve	0.00	\$ 2,219,220

Fire Department Summary of Services and Programs

Summary of Services

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



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

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

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

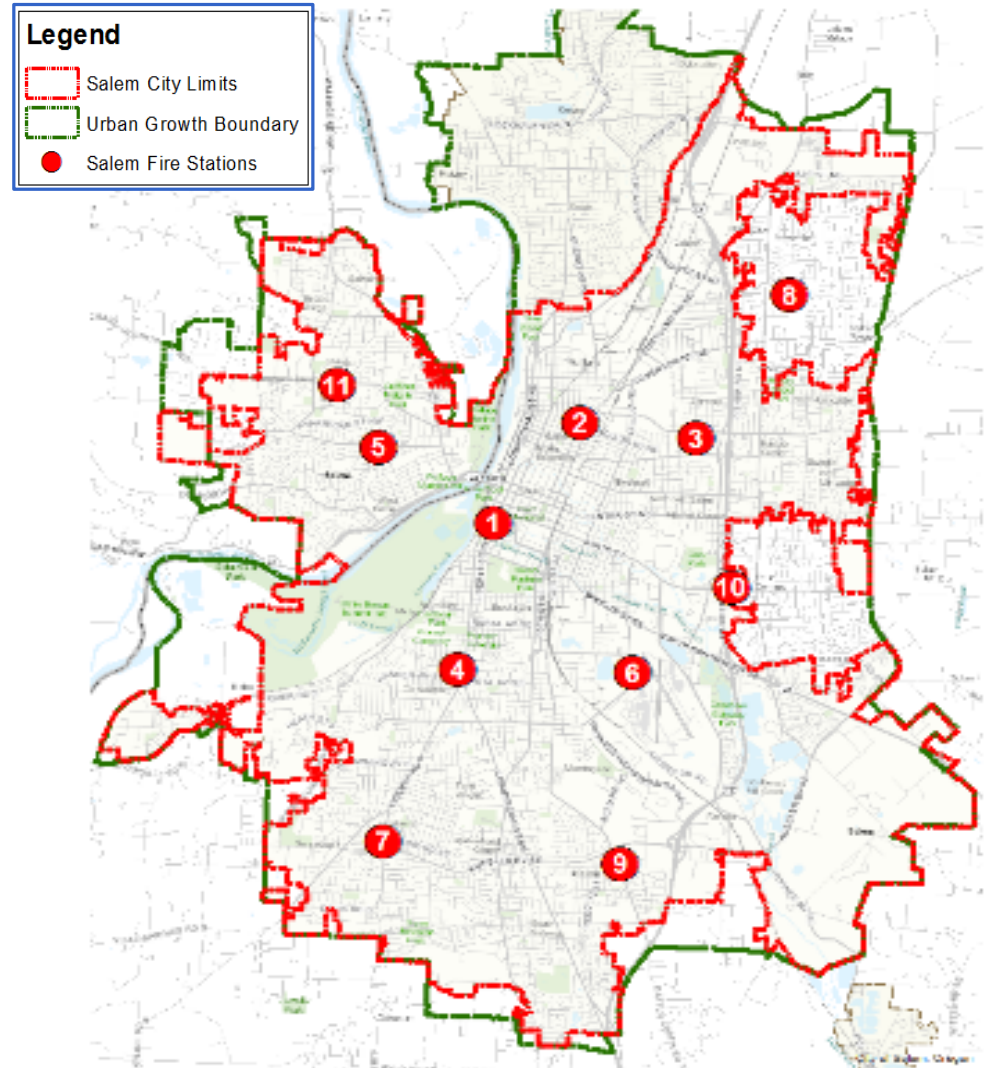
Fire Department Summary of Services and Programs

What's New In This Budget

High-Quality CPR Without Interruption

The AutoPulse Resuscitation System provides high-quality automated CPR to victims of sudden cardiac arrest. Easy to use and battery operated, the AutoPulse squeezes the patient's entire chest to improve blood flow to the heart and brain. The only device of its kind, the AutoPulse automatically sizes to the patient, and has shown improved outcomes in numerous clinical trials.

When the AutoPulse's stabilizing board is placed on a soft stretcher, rescuers can continue providing high-quality CPR down steep stairwells, around sharp corners, or even in a cramped elevator. Compared with manual CPR, the AutoPulse has been shown to reduce interruptions in compressions during transport by more than 85 percent. The AutoPulse is made for resuscitation on the move without compromising the safety of the first responders while the ambulance is moving.



Fire Department Summary of Services and Programs

FY 2020

Staff

Program Cost



General Fund Programs and FTE

Aircraft Firefighting and Rescue Response	0.26	92,640	✓	✓	✓	✓	✓
Career Development and Promotional Processes	1.14	320,870	✓	✓			✓
Community Emergency Response Team (CERT)	0.20	34,240	✓	✓			✓
Confined Space / Trench Rescue Emergency Response	0.52	121,530		✓	✓		✓
Contract Administration	0.09	22,460		✓			✓
CPR in Schools	0.25	46,240		✓			✓
Data Analysis, Reporting, and Records Management	0.97	166,220		✓			✓
Disaster Planning	0.20	35,700	✓	✓	✓	✓	✓
Emergency Management Performance Grant Administration	0.10	15,890		✓			✓
Emergency Operations Center (EOC)	0.17	59,110	✓	✓	✓	✓	✓
Emergency Preparedness Training and Exercises	0.15	25,680	✓	✓	✓	✓	✓
Exempt Jurisdiction Compliance and Reporting	0.84	200,470		✓	✓	✓	✓
Fire Investigations	1.00	181,260		✓			✓
Fire Safety Systems Inspections and Code Enforcement	1.69	319,590	✓	✓	✓	✓	✓
Fire Safety Systems New Construction Plan Review	1.57	317,090	✓	✓	✓	✓	✓
Fire, Emergency Medical, and Rescue Incident Response	155.97	29,780,520	✓	✓	✓	✓	✓
Fire, Emergency Medical, and Rescue Incident Response - Mutual Aid Agencies	1.45	345,640	✓	✓	✓	✓	✓
Fire, Emergency Medical, and Rescue Incident Response -Salem Suburban Rural Fire Protection District	5.00	1,016,270	✓	✓	✓	✓	✓
Hazardous Materials Emergency Response	0.92	212,540	✓	✓	✓	✓	✓
Intergovernmental Agreements and Other Agency Coordination	0.08	17,600	✓	✓		✓	✓

Fire Department Summary of Services and Programs

FY 2020

Staff Program Cost



Marion County Ambulance Service Area (ASA) Franchise Agreement Administration	0.09	23,510		✓		✓	✓
National Incident Management System (NIMS) Compliance and Training	0.10	15,880		✓			
Public Education and Outreach	0.65	151,400	✓	✓			✓
Public Information Coordination and Outreach	0.15	40,430	✓	✓		✓	✓
Special Use Permits and Inspections	0.70	120,910	✓	✓	✓	✓	
Special Weapons and Tactics Medics	0.46	102,050		✓			✓
State Conflagration Incident Response	1.00	156,150	✓	✓		✓	✓
Technical Rescue Emergency Response	0.27	79,400	✓	✓	✓	✓	✓
Training and Certifications	0.85	300,190	✓	✓			✓
Youth Fire Prevention and Intervention	0.20	38,500	✓	✓			✓
Operational and Technology Transfers	0.00	1,684,070	Operating / technology transfers unscored				

Total General Fund 177.00 \$ 36,044,050

Emergency Services (EMS) Fund Programs and FTE

Career Development and Promotional Processes	0.30	63,980	✓	✓			✓
Contract Administration	0.25	61,590		✓			✓
Data Analysis, Reporting, and Records Management	0.25	62,040		✓			✓
Emergency Medical Quality Assurance and Compliance	0.40	489,430		✓			✓
Marion County Ambulance Service Area (ASA) Franchise Agreement Administration	0.15	72,140		✓		✓	✓

Fire Department Summary of Services and Programs

FY 2020

Staff Program Cost



Special Weapons and Tactics Medics	0.00	5,000		✓			✓
Training and Certifications	0.65	221,370	✓	✓			✓
Contingencies	0.00	60,000	Contingencies unscored				
Operational and Technology Transfers	0.00	112,250	Operating / technology transfers unscored				

Total Emergency Services Fund 2.00 \$ 1,147,800

Total Fire Department 179.00 \$ 37,191,850

Non-Departmental Summary of Services and Programs

What's New In This Budget -- A New Fund

In FY 2020, the City will use a new fund to segregate the revenues and program costs associated with current photo red light efforts and a planned expansion of this safety service. During FY 2020, photo red light will be expanded to three additional approaches and speed-on-green photo enforcement will be initiated at one location with the possibility of additional locations implemented late in the fiscal year or during FY 2021.

The increased level of enforcement will correspond to an increased volume of citations. To respond to this capacity need, the new Traffic Safety Fund will support a position in Municipal Court (a 1.0 FTE vacant staff assistant position transferred from the Community Development Department) and offset the cost of an existing position in Finance to assist with cashiering and accounting duties. The expense from additional hours of reserve officer services for reviewing the digital files also will be supported by this new fund.

Expenses in the FY 2020 budget proposal also include a \$250,000 set aside for a future replacement of the Municipal Court's information system, and a \$250,000 transfer to improve the long-term viability of the Police Department's equipment replacement reserve. The City forecasts out 10 to 15 years for vehicle replacement needs, and projections indicate the Police Department's reserves are insufficient to meet future need.

The budget also includes a transfer to the General Fund in an amount equivalent to what the fund realized in net revenue from the photo red light program prior to this planned expansion.

Traffic Safety Fund Programs

FY 2020

	Staff	Program Cost	    
Digital Photo Enforcement	0.00	571,120	New program in FY 2020 unscored
Contingencies	0.00	200,000	Contingencies unscored
Operational and Technology Transfers	0.00	1,136,840	Operating / technology transfers unscored
Total Traffic Safety Fund	0.00	\$ 1,907,960	

Police Department Summary of Services and Programs

The Salem Police Department is now the third largest municipal police agency in the state (behind Portland and Eugene), providing public safety services to the community. These services range from round-the-clock first response to emergency calls for service to various specials units, such as the Downtown Enforcement Team, the Youth Services Unit, and the Behavioral Health Unit, with specialized efforts to address specific crime, safety, and livability issues.

Many officers perform ancillary duties in addition to primary work assignments. Examples of these duties include an officer functioning as a department instructor for one of the many survival disciplines (defensive tactics, firearms training) 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 Trauma or Recruiting teams, or the Honor Guard.

Willamette Valley Communications Center, a branch of Salem Police, provides emergency call-taking and 9-1-1 dispatch services for 29 police, fire, and ambulance service providers in three counties (Lincoln, Marion, and Polk). Salem Police also maintains a police records management system for twelve police agencies in the three mentioned counties and handles radio services for the City of Salem and several local partners.

In furtherance of the department's mission and in support of the Safe Community service area, the Salem Police Department is organized into five divisions that work cohesively to provide high caliber and timely police services to the public.

What's New In This Budget and Work Force Changes

The City's DARE Program is eliminated in the FY 2020 budget. Position authority for the department is reduced by 1.0 FTE.

The FY 2020 budget has no additional changes to service levels or any service area expansions. While the Chief has identified areas in the department where additional staff would help meet current demand, there are no new positions requested in this budget.



New Mobile Command Vehicle

Police Department Summary of Services and Programs

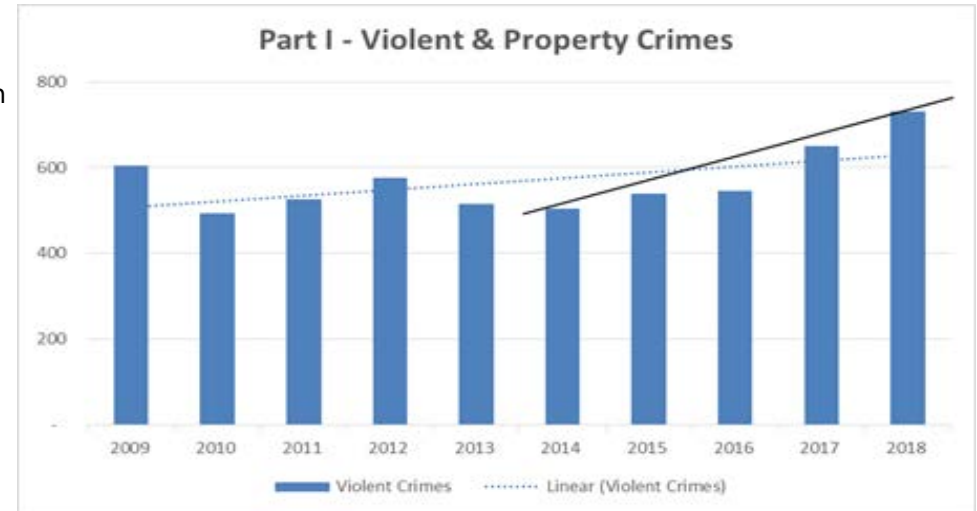
Challenges

The department's officers per 1,000 population ratio is 8 percent less than it was ten years ago yet the demand for services has increased dramatically as complex criminal activity is now combined with response to increased social matters such as emotionally disturbed individuals and homeless issues. Over the past ten years, the department's authorized strength has decreased from a high of 194 to the current 189 (excluding the Polk County Behavioral Health officer position that is funded by Polk County). Yet during this same time, population increased by 5.3 percent and crime rates increased 21.9 percent.

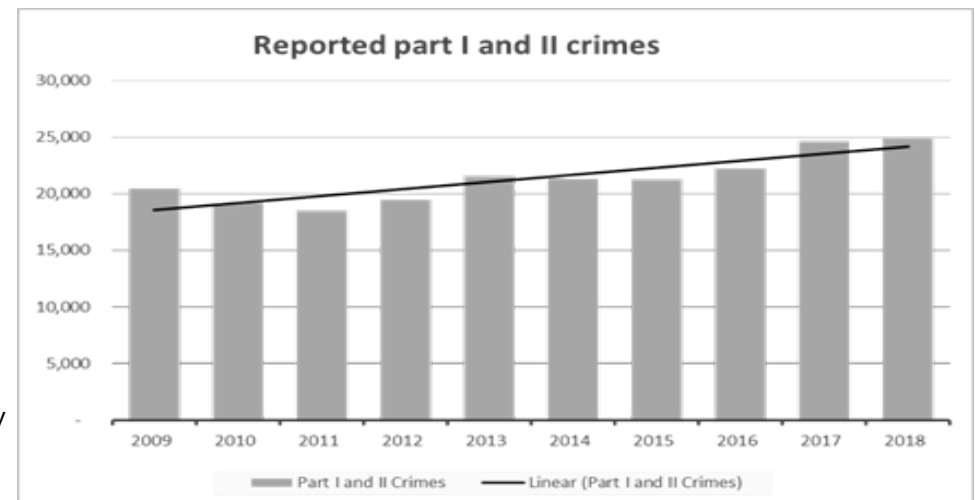
Other changes that impact the department's workload include the changing nature of criminal activity that requires the expertise of specially trained computer forensics investigators. This has effectively eliminated the assignment of active criminal investigations to two detectives. The need for computer forensics investigators will continue to increase as technology capabilities challenge our ability to obtain evidence.

Sexual assault cases have become increasingly complex and time consuming due to legislative and public expectation changes over the past three years. We currently assign an average of 275 cases per year to four sexual assault detectives, and hundreds more to school resource officers. Additional resources are needed to share the workload and improve the timeliness and resolution of investigations for victims.

Further, a study by the Center for Public Safety Management for the International City / County Management Association recommends that 40 percent of a patrol officer's time should be unobligated. This allows the officer to engage in proactive activities that improve the overall safety of a community and deter crime before it happens. Salem is currently at 20 percent.



Violent crimes increased 45 percent over the past five years from 504 in 2014 to 731 in 2018.



Police Department Summary of Services and Programs

FY 2020

Staff

Program Cost



General Fund Programs and FTE

Accreditation	0.60	124,380		✓			✓
Arson Investigations	0.55	108,220		✓			✓
Auto Theft Investigations	1.30	257,320		✓		✓	✓
Behavioral Health Team	3.40	652,060		✓		✓	✓
Burglary Investigations	2.92	564,230		✓		✓	✓
Community Service Officers	0.00	195,570		✓			✓
Computer Forensics Lab	1.40	355,650		✓		✓	✓
Crime Analysis	2.10	292,700		✓		✓	✓
Crime Lab	2.33	460,550		✓			✓
Crime Prevention	0.65	130,950		✓		✓	✓
Custody and Transport	0.05	79,460		✓			✓
Domestic Violence Response	1.00	163,870		✓			✓
Downtown Enforcement	7.15	1,295,020	✓	✓		✓	✓
Drug Investigations - Street to Mid-Level	7.20	1,408,710		✓		✓	✓
Drug Investigations - Upper Level	3.30	786,310	✓	✓		✓	✓
Fleet Management	1.15	218,500		✓			✓
Fraud Investigations	3.39	636,220		✓		✓	✓
Gang Enforcement	3.00	587,350		✓			✓
Graffiti Removal	1.00	123,850	✓	✓		✓	✓
Hazardous Device Team	0.00	52,480		✓			✓
Homicide, Robbery and Assault Investigations	5.27	1,077,020		✓		✓	✓

Police Department Summary of Services and Programs

FY 2020

Staff Program Cost



Internal Affairs	1.35	317,170		✓			✓
Mobile Response Team	0.00	48,360		✓			✓
Neighborhood Livability Investigations	2.45	480,920		✓		✓	✓
Patrol	130.45	24,336,370		✓		✓	✓
Pawn-Related Investigations	0.91	184,540		✓		✓	✓
Photo Redlight	0.00	172,370		✓	✓		✓
Police K9	6.00	1,173,200		✓			✓
Police Reception and Customer Service	7.40	774,860		✓			✓
Polygrapher	0.60	121,420		✓			✓
Problem Oriented Policing	2.00	334,000	New program in FY 2020, unscored				
Property and Evidence	5.35	712,900		✓			✓
Public Relations	2.25	421,380		✓		✓	✓
Sex Offense Investigations (Child, Adult)	5.83	1,116,460		✓			✓
Special Weapons and Tactics Team	0.00	153,110		✓			✓
Tactical Negotiators Team	0.00	13,130		✓			✓
Telephone Reporting - Non-Emergency Crimes	3.00	272,870		✓			✓
Traffic Enforcement	7.10	1,567,970		✓		✓	✓
Volunteer Coordination - Police	1.00	146,670		✓		✓	✓
Youth Services	9.55	1,664,690		✓		✓	✓
Operational and Technology Transfers	0.00	3,361,330	Operating / technology transfers not scored				

Total General Fund 233.00 \$ 46,944,140

Police Department Summary of Services and Programs

FY 2020

Staff Program Cost



City Services Fund Programs and FTE

Radio Communications	4.00	1,282,510		✓	✓		✓
Operational and Technology Transfers	0.00	216,790	Operating / technology transfers unscored				
Total Radio Communications, City Services Fund	4.00	\$ 1,499,300					

Regional Records System Fund Programs

Police Regional Records Management System	0.00	1,002,130		✓	✓		✓
Contingencies	0.00	113,900	Contingencies unscored				
Operational and Technology Transfers	0.00	139,900	Operating / technology transfers unscored				
Total Regional Records System	0.00	\$ 1,255,930					

Willamette Valley Communication Center (WVCC) Fund Programs and FTE

911 and Non-Emergency Calltaking	21.17	3,126,500	✓	✓			✓
Fire / Medical Dispatch	18.25	2,673,390	✓	✓			✓
Police Dispatch	33.58	4,884,140		✓			✓
Capital Improvements Transfer	0.00	900,000	Capital transfer unscored				
Contingencies	0.00	500,000	Contingencies unscored				
Operational and Technology Transfers	0.00	698,450	Operating / technology transfers unscored				

Total WVCC Fund 73.00 \$ 12,782,480

Total Police Department 310.00 \$ 62,481,850

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 2020
	Budget
Fire - Prevention/Education/Trauma	<u>100,010</u>
Total Fire	<u>\$ 100,010</u>

Police Department	FY 2020
	Budget
Police Property Income	311,700
K-9 Trust	2,500
Police - Other Income	344,580
Police - Misc. Donations	50,000
Police - Other Income	40,220
D.A.R.E. Program	23,180
Neighborhood Watch	4,120
Federal and State Forfeitures	1,166,680
Kingwood Tower	<u>19,610</u>
Total Police	<u>\$ 1,962,590</u>

Safe Community *At Your Service*

More Resources for a Safe Community

Fire Station 11 was re-opened January 1, 2019. The re-opening of 24-hour service to Station 11, which was closed in May 2012, has directly affected the department's ability to provide its services as related to Safe Community.

Salem Fire Department Harvard Fellowship

The Harvard Disaster Medicine Fellowship Emergency Services rotation is a partnership with Salem Fire to host a research medical doctor at no cost to the City. Salem is only one of four fire departments nationwide to have been selected alongside FDNY, Boston EMS and the White House Medical Response Team.



Improving Response

Video Laryngoscope implementation has increased intubation success rate from 53 percent to 72 percent.

Salem Fire Department hosted a National Cardiac Symposium with a focus on improving save rates, treatment, and intervention procedures.



Firefighter Preparedness Partnership

Salem Fire Training Division in partnership with Department of Public Safety Standards and Training (DPSST) and Mid-Willamette Valley Fire Instructors Association developed and implemented the Mid-Willamette Valley Fire Officer Development Institute. Funding was provided by DPSST, and the institute is highly accessed with attendees from all over Oregon and Washington.

Safe Community *At Your Service*

Salem's New Police Station



In May 2017, voters approved a \$61.8 million bond to construct a new police station. Groundbreaking for the project, located at Commercial and Division streets NE in the north downtown, was celebrated on November 9, 2018 (photo above). Construction has commenced (photo above right) on the approximate 104,000 square foot, three-story station with daily progress updates available for viewing at:



Rendering of Salem's New Police Station

<https://www.cityofsalem.net/Pages/salem-police-station.aspx>

Safe Community *At Your Service*

Keeping the Community Safe



Halloween Dress Rehearsal

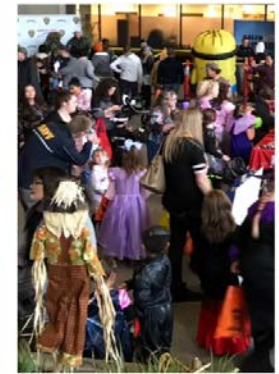
2018 was the 13th year for the department's Halloween safety event. Attendance exceeded 1,200, setting a new record. (Photos at right)

POP Team

The Problem-Oriented Policing or POP Team formed in January 2019 and focuses on identifying problem areas that contribute to crime, disorder, and other community issues, and then developing and implementing strategies to prevent and reduce crime and disorder in that area.

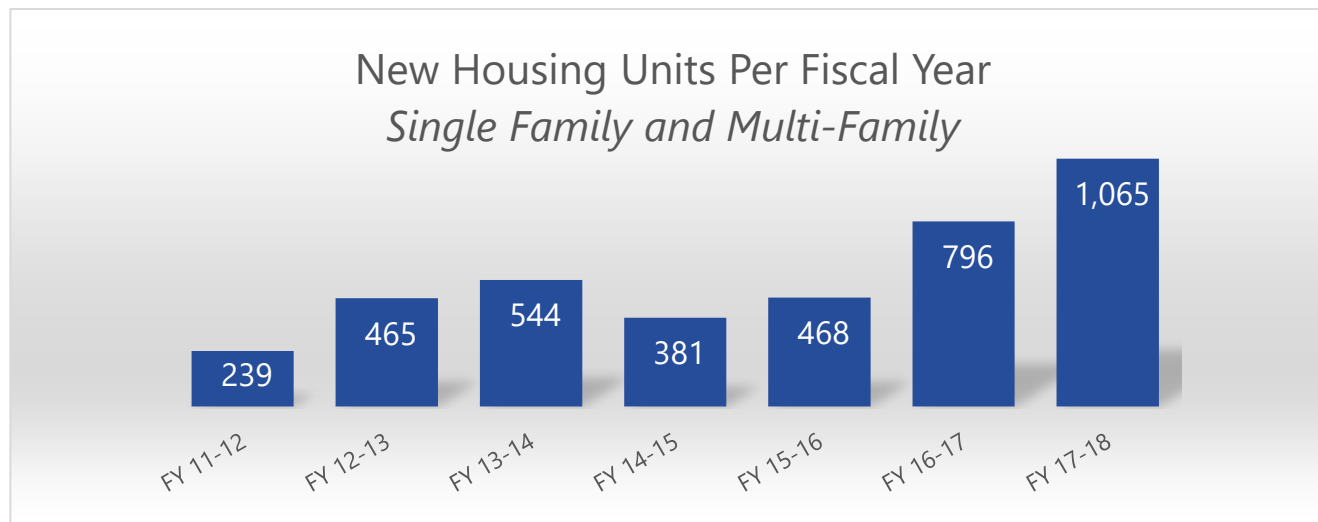
Mobile Command Vehicle

It's finally here! A multi-year public and private partnership to attain a mobile command vehicle for the department came to fruition. It was unveiled in December and was quickly put to use to assist in several critical incidents to date. (Photo in the Police Department's Summary of Services section)



Safe Community *At Your Service*

-  Building and Safety provides exceptional customer service to the community and works to promote a positive business climate within the city and the state. In a recent audit by the International Accreditation Services, BAS stakeholders described the division as: *service oriented, positive in their approach to issues, flexible without compromising code requirements, and problem solvers.*
-  Salem's Building and Safety Division remains the only building department in Oregon to be accredited by the International Accreditation Services. This accreditation signifies that the division operates in full conformance with recognized best practices in building departments.
-  Building and Safety established plan review service goals in collaboration with industry partners and stakeholders and met the goals at a rate of 99.3 percent for residential projects and 100 percent for commercial projects in FY 2018.
-  City of Salem maintains an Insurance Services Organization (ISO) rating of 2 for both residential and commercial property code enforcement.





Safe, Reliable, and Efficient Infrastructure

Vision

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

Mission

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



Values

Opportunity

Salem is proactive and forward-thinking

Compassion

Salem is fair, equitable, and safe

Responsiveness

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

Accessibility

Salem is open and inclusive

Safe, Reliable, and Efficient Infrastructure



Non-Departmental

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

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

Public Works

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

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

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

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

Opportunity • Compassion • Responsiveness • Accessibility





Safe, Reliable, and Efficient Infrastructure

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

Optimizes the use of
City assets

Manages water,
stormwater, and
wastewater safely and
responsibly

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

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

Plans, operates, and
maintains infrastructure
networks

Service Area Statistics

Service Provider Department	Statistic Description	The Number
Public Works	Curb miles of street sweeping annually	13,880
Public Works	Miles of street surfaces maintained	640
Public Works	Street signs in our system	31,150
Public Works	Lane miles of line painted and striping maintained annually	490
Public Works	Total square feet of sidewalk repaired	27,560
Public Works	Miles of sidewalk inspected	32
Public Works	Utility bills issued annually	661,384



Safe, Reliable, and Efficient Infrastructure

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sustainable

Plans, operates, and
maintains infrastructure
networks

Service Area Statistics

Service Provider Department	Statistic Description	The Number
Public Works	Willow Lake Water Pollution Control Facility flow in gallons	16,581,000,000
Public Works	Miles of water mains	765
Public Works	Tons of scrap metal sold (by Warehouse Services)	97.6

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.

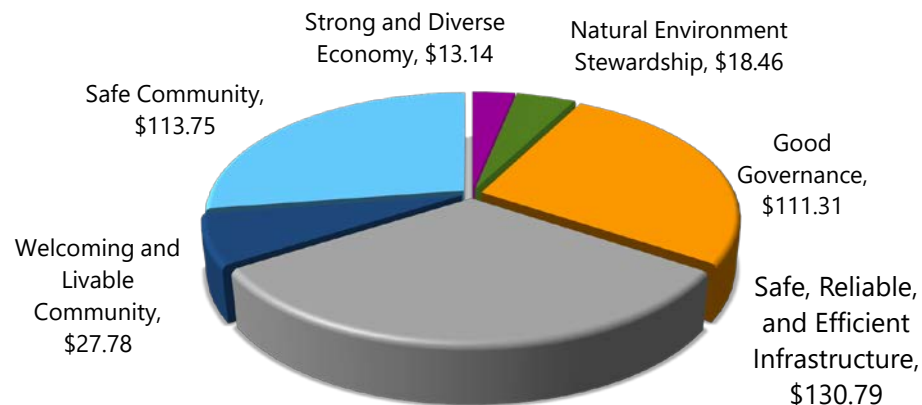
Safe, Reliable, and Efficient Infrastructure FY 2020 Budget Overview

The City is required to display all phases of the FY 2020 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. The City Expenditures by Result Area chart (below left) excludes capital improvements. Capital projects appear in the Capital Improvements section of the budget document.

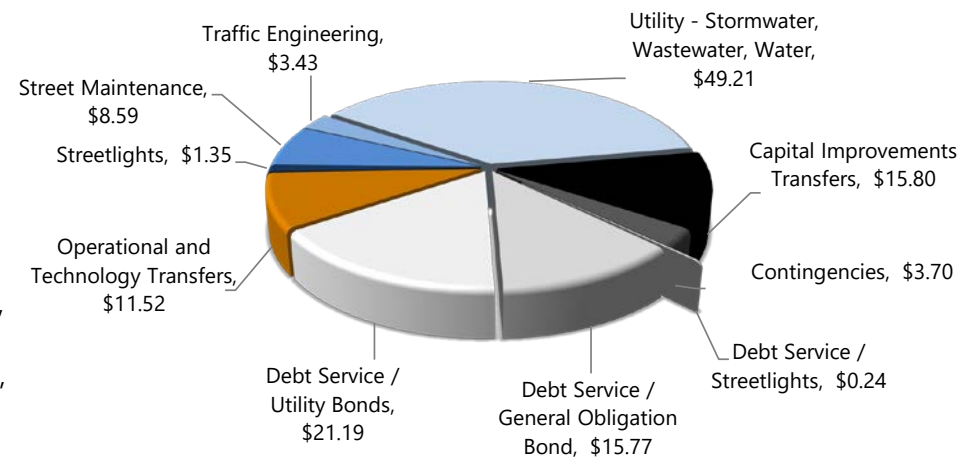
Expenditures	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	% of Total
Service Area - All Funds				
Personal Services	\$ 33,215,900	\$ 33,215,900	\$ 33,215,900	25.4%
Materials and Services	38,633,940	38,633,940	39,541,260	30.2%
Capital Outlay	1,253,860	1,253,860	1,338,790	1.0%
Debt Service	37,195,480	37,195,480	37,195,480	28.4%
Contingencies	3,700,000	3,700,000	3,700,000	2.8%
Interfund Transfers	15,243,470	15,243,470	15,803,470	12.1%
Total Expenditures - All Funds	\$ 129,242,650	\$ 129,242,650	\$ 130,794,900	
Total Number of Positions	272.87	272.87	272.87	

City Expenditures by Result Area

In Millions



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



Non-Departmental Summary of Services and Programs

Summary of Services

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

The transfer noted in the General Fund supports engineering services provided by Public Works for projects with a General Fund nexus. An example of the type of project work from the recent past would be the initial planning for the new police station.

Debt Service Fund Programs

	FY 2020 Program Cost
Debt Service - General Obligation	15,765,610
Total Debt Service	<u>\$ 15,765,610</u>

General Fund Programs

	Program Cost
Operational and Technology Transfers	313,160
Total General Fund	<u>\$ 313,160</u>

Total Non-Departmental \$ 16,078,770

Public Works Department Summary of Services and Programs

Summary of Services

Transportation – Traffic Engineering

The Traffic Engineering section provides transportation, engineering, and planning services and performs analysis of traffic flow for development and land use proposals. The section operates and maintains the regional traffic control center, 265 traffic signals, 225 school speed zone flashers, and approximately 11,500 streetlights to ensure safety of all users of the City's transportation systems. The section budget includes transfers of state highway revenue for transportation system improvement projects and reimbursements to the General Fund and Utility Fund for services provided.

Transportation – Streets

In addition to weather event response, street sweeping, and right-of-way mowing, the Streets section maintains the signage, striping and marking, and pavements and shoulders for 640 miles of streets and 800 miles of sidewalks in the City. The section removes 3.2 million pounds of debris and 4,160 cubic yards of leaves from the street system annually 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. Savings from lower power costs related to the light emitting diode (LED) relamping project is being used to install streetlights in underserved areas of the City. Costs for maintenance of Park lighting has been transferred to the Streetlight Fund to reduce expenses in the General Fund.

Work Force Changes

One new maintenance operator has been added to Streets Maintenance to support pavement maintenance and emergency response and represents a partial conversion of seasonal dollars to a full-time equivalent position.

What's New In This Budget

Pedestrian Safety

-  Liberty Road pedestrian crossing at Liberty Elementary School
-  Commercial Street SE at Royvonne Avenue SE safety crossing

Street Improvements

-  Division Street NE adjacent to new police station

Streetlights

-  Replacement of decorative lighting downtown with decorative LED



Portland Road Action Plan streetscape improvements

Public Works Department Summary of Services and Programs

Transportation Services Fund Programs and FTE

FY 2020

	Staff	Program Cost					
Alley Maintenance	0.78	202,970		✓	✓	✓	✓
Infrastructure Planning	2.00	347,000	✓	✓	✓	✓	✓
Right-of-Way Maintenance	3.04	570,860	✓	✓	✓	✓	✓
Road Surface Maintenance	8.80	2,740,090		✓	✓	✓	✓
Sidewalk Maintenance	9.74	1,687,580	✓	✓	✓	✓	✓
Sign and Post Maintenance and Installations	5.26	812,890		✓	✓	✓	✓
Street Sweeping	5.48	750,510	✓	✓	✓	✓	✓
Traffic Control Center	2.00	532,940	✓	✓	✓	✓	✓
Traffic Engineering and Permitting	4.00	751,300	✓	✓	✓	✓	✓
Traffic Markings	2.22	706,190		✓	✓	✓	✓
Traffic Signal Maintenance	5.00	1,799,740	✓	✓	✓	✓	✓
Utility Trench Patching	8.68	839,660			✓	✓	
Capital Improvements Transfer	0.00	448,070	Capital transfer unscored				
Contingencies	0.00	500,000	Contingencies unscored				
Operational and Technology Transfers	0.00	3,576,090	Operating / technology transfers unscored				
Total Transportation Services Fund	57.00	\$ 16,265,890					

Public Works Department Summary of Services and Programs

Transportation Services Fund Programs and FTE

FY 2020

Staff

Program Cost



Streetlight Fund Program

Streetlight Maintenance and Installation	0.00	1,347,290	✓	✓	✓	✓	✓
Capital Improvements Transfer	0.00	700,000	Capital transfer unscored				
Contingencies	0.00	200,000	Contingencies unscored				
Debt Service - Streetlights	0.00	240,400	Debt service unscored				
Operational and Technology Transfers	0.00	45,580	Operating / technology transfers unscored				
Total Streetlight Fund	0.00	\$ 2,533,270					
Total Public Works Department	57.00	\$ 18,799,160					

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 transportation, streetlight, water, wastewater, and stormwater utility systems.

Public Works Administration

The Administration Division provides overall direction and support services to the Public Works Department and all program areas through coordination of financial processes; management of the legislative review process, department policies, intergovernmental agreements, and administrative rule and code changes; and provision of code enforcement, emergency preparedness planning, department dispatch services, and communications.

The long-term solution for removing algae and toxins is to add ozone as a treatment step. Ozone is one of the strongest disinfectants used to treat water. This treatment produces no taste or odor, and no ozone is left in the water after treatment.

The current treatment steps include filtration, pre-treatment (when needed) chlorine disinfection, fluoridation, and pH adjustment to reduce the leaching of lead from household plumbing. Salem has added treatment steps introduced last summer—powder activated carbon and a modified chlorination process. Staff are monitoring and sampling water in Detroit Reservoir and the North Santiam River and are ready to respond if algal toxins are detected.

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.

Work Force Changes

A 0.80 FTE clerk dispatcher will be increased to 1.0 FTE to provide better customer service and enhanced coverage of 24-hour dispatch center operations.

What's New In This Budget

This budget includes increased debt service in anticipation of a revenue bond sale to support drinking water improvements at Geren Island.



Public Works Department Summary of Services and Programs

Summary of Services

Planning and Development

Serving as the primary interface between the community and the Public Works Department related to 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

Fees related to the new Systems Development Charge (SDC) methodology update will be implemented on July 1, 2019. After 18 months of stakeholder committee meetings and a public hearing before City Council, all five of Salem's system development charge methodologies--parks, transportation, water, sewer, and stormwater--were updated in February 2019. The update included ordinance changes and a new administrative rule that now provide an integrated approach to collection and expenditure of SDCs.

Work Force Changes

During FY 2019, a permit tech position and a program coordinator position were added to Planning and Development to support customer service and permitting / plan review related to the growth of development in the community.



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

Two additional water treatment plant operators were added to the budget midyear FY 2018-19 to assist with 24-hour plant operations during periods of high turbidity or harmful algal blooms. The positions also add capacity to prepare for additional treatment processes to be implemented when the ozone treatment facility is constructed.

What's New In This Budget

Water Construction Projects

-  Aquifer storage and recovery optimization improvements
-  Chlorination Reduction Facility
-  Acetic Acid Facility
-  Ozone Treatment Facility design
-  Waterlines
 - Americold Facility
 - 45th Avenue NE

Wastewater Construction Projects

-  Doaks Ferry Road NW wastewater main
-  Willow Lake Water Pollution Control Facility hydraulic improvements



Geren Island
water
distribution
system
improvements

Public Works Department Summary of Services and Programs

Utility Fund Programs and FTE

FY 2020

	Staff	Program Cost					
Capital Planning	2.27	389,840	✓	✓	✓	✓	✓
Code Compliance - PW	1.00	120,820	✓	✓	✓	✓	✓
Construction Project Delivery	37.58	6,792,230	✓	✓	✓	✓	✓
Desktop Publishing - PW	2.00	181,630	✓	✓		✓	✓
Fire Hydrant Installation	3.50	676,860		✓	✓	✓	✓
Floodplain Management and Regulatory Compliance	1.00	406,150	✓	✓	✓	✓	✓
Infrastructure Planning	7.15	2,506,450	✓	✓	✓	✓	✓
Leak Detection Program	2.35	334,550			✓	✓	
Private Infrastructure Plan Review and Permitting	9.05	1,217,660	✓	✓	✓	✓	✓
Public Information Coordination and Outreach - PW	1.00	184,690	✓	✓		✓	✓
Public Works Dispatch	8.05	870,750	✓	✓	✓	✓	✓
Public Works Emergency Operations Management	0.40	75,110	✓	✓	✓	✓	✓
Reservoir and Well Maintenance	1.70	508,060	✓	✓	✓	✓	✓
Road Surface Maintenance	2.19	377,460		✓	✓	✓	✓
Sanitary Sewer Pipe Cleaning and Maintenance	7.77	1,458,950	✓	✓	✓	✓	✓
Sewer Collection System Maintenance	9.71	2,598,470	✓	✓	✓	✓	✓
Sewer Construction Permit Services	2.92	547,290	✓		✓	✓	
Sewer Pipe Grouting	3.14	596,120	✓		✓	✓	
Sewer Pipe Inspection	4.27	787,820	✓	✓	✓	✓	✓
Storm Sewer Pipe Cleaning	4.53	674,650	✓	✓	✓	✓	✓
Stormwater Open Channel System Maintenance	7.01	2,132,540	✓	✓	✓	✓	✓

Public Works Department Summary of Services and Programs

Utility Fund Programs and FTE

FY 2020

	Staff	Program Cost					
Stormwater Pipe Inspection	4.33	697,610	✓	✓	✓	✓	✓
Stormwater Pipe Maintenance	4.64	1,155,180	✓	✓	✓	✓	✓
Survey Plat / Infrastructure Plan Review and Inspection	11.42	2,208,020	✓	✓	✓	✓	✓
Traffic Engineering and Permitting	0.10	22,230	✓	✓	✓	✓	✓
Utility Billing and Customer Service	7.35	2,484,080			✓	✓	
Utility Billing Field Support	4.90	540,430			✓	✓	
Utility Franchise Fee Payment	0.00	3,681,540	Utility franchise fee payment unscored				
Utility Locate	4.15	523,210	✓	✓	✓	✓	
Waste Processing Facility Operation	1.09	351,460	✓		✓	✓	
Wastewater Lift Station Maintenance	3.15	838,710	✓	✓	✓	✓	✓
Water and Wastewater System Controls	1.09	288,670	✓	✓	✓	✓	✓
Water Aquifer Storage and Recovery Operations	0.26	140,090	✓	✓	✓	✓	✓
Water Distribution System Maintenance and Improvements	20.94	4,322,910		✓	✓	✓	✓
Water Meter Reading	5.35	596,340	✓		✓	✓	
Water Meter Replacement	4.30	891,610			✓	✓	
Water Pump Station Maintenance	2.49	1,309,920	✓	✓	✓	✓	✓
Water Quality Backflow Prevention	2.61	395,820		✓	✓		
Water Quality Monitoring	1.47	322,950	✓	✓	✓	✓	✓
Water Reservoir Operations	1.75	551,540	✓	✓	✓	✓	✓
Water System New Service Installation	6.35	1,091,350		✓	✓	✓	✓
Water Treatment Facility Maintenance	0.65	129,450	✓	✓	✓	✓	✓

Public Works Department Summary of Services and Programs

Utility Fund Programs and FTE

FY 2020

	Staff	Program Cost					
Water Treatment Operations	6.61	2,603,010	✓	✓	✓	✓	✓
Watershed Monitoring	2.28	540,380	✓	✓	✓	✓	✓
Capital Improvements Transfer	0.00	14,650,000	Capital transfer unscored				
Contingencies	0.00	3,000,000	Contingencies unscored				
Debt Service - Utility	0.00	21,189,470	Debt service unscored				
Operational and Technology Transfers	0.00	7,588,390	Operating / technology transfers unscored				
Total Utility Fund	215.87	\$ 95,552,470					
Total Public Works Department	215.87	\$ 95,552,470					

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 2020 Budget
Street Right-of-Way	283,000
Future Public Works Projects	81,500
Total Public Works	<u>\$ 364,500</u>

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

Delivering Results for the Community

Geren Island Improvements

Several improvements were completed to mitigate algal toxins prior to the construction of the ozone project at Geren Island. Improvements will be constructed at Geren Island and sites in the City of Turner. The Geren Island improvements include: re-sanding roughing filter No. 2, cleaning and expanding size of the south basin, improvements to automate control of the acetic acid feed pumps, connecting existing SCADA system to the powder activated carbon (PAC) system, and installing new channel flow meters. Improvements in Turner include constructing a dechlorination facility at the Franzen Reservoir site and building a dechlorination trailer at the Aldersgate entry point.

A Powdered Activated Carbon (PAC) feeder was placed near the water intake at the Geren Island Water Treatment Plant. PAC will be used as needed during the summer of 2019 and 2020 to mitigate algal toxins until the ozone improvements are complete in early

Solar Bee mixers were installed at several locations along the water inlet channel at Geren Island. They are utilized during the PAC addition process to keep the PAC in suspension. The mixers have paddles below the water surface that spin slowly.



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



Mill Creek Corporate Center Landscape Improvements

Landscaping improvements along Mill Creek Drive SE were completed to support the continued development of the Mill Creek Corporate Center in Southeast Salem. The project funded by the Mill Creek Urban Renewal Area provides funding for infrastructure needed to attract large industrial users which will increase job opportunities in the area. (Photo at left)

2018 Water Distribution Improvements

Water distribution improvements to replace undersized, old steel waterlines on Willa Lane SE, 15th Court S, Lee Street SE, Redwood Street NW, and Hemlock Street NW were completed this last year. The improvements included the installation of nine fire hydrants and 3,445 linear feet of ductile iron waterlines that provide additional capacity and fire flow to these neighborhoods. (Photo below)



Portland Road Streetscape. One of the first projects to be completed from the Portland Road Action Plan, was the streetscape improvements on Portland Road NE between Rose Garden Street NE and Hyacinth Street NE. The completed work includes 2,500 feet of streetscape improvements including curbs, sidewalks, asphalt pavement, storm and sanitary sewer lines, waterline, stormwater treatment and detention facilities, retaining walls, traffic signal interconnect, street lights and landscaping. (Photo included in the Transportation / Streetlights Summary of Services section)

New Streetlight Installations

This past year, 39 new streetlights were installed in neighborhoods where lighting was missing and / or desired. All requests are ranked and prioritized, allowing for locations with the highest need and greatest benefit to be installed first. New streetlights have Light Emitting Diode (LED) lights providing a longer life and more reliability resulting in lower electrical and maintenance costs. (Photo at right)



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

Salem Airport McNary Field Runway 13 / 31 Rehabilitation

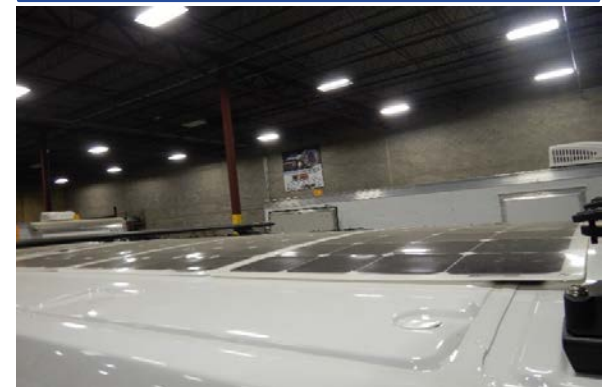


Runway 13 / 31 is the primary runway at the Salem Municipal Airport and is used by nearly all locally-based hangar tenants and transient aircraft utilizing the airport. This runway is critically important as it is the only precision approach at McNary Field. The 2015 Pavement Evaluation / Maintenance Management Program funded by the Oregon Department of Aviation assessed the condition of Runway 13 / 31 as satisfactory / fair with forecasted pavement conditions falling into the poor range by 2020. Design and construction of the runway rehabilitation was completed in September 2018 and was funded by a combination of Federal Aviation Administration entitlement and discretionary grants available at that time. The work included the rehabilitation of the 100' keel section of Runway 13 / 31, as well as pavement marking and grooving. (Photo above)



New Solar-Powered Video Inspection Truck

A new wastewater pipeline video inspection truck was purchased that utilizes roof mounted solar panels to charge batteries. Other inspection trucks in the fleet utilize gas powered generators to power the video inspection system, which is loud for staff and a nuisance for residences. The equipment on the new truck is 100% battery powered. At night, when the truck is not in use, it is plugged into power to charge the batteries, and the solar panels charge the batteries in the field while staff are performing inspections. (Photo below)





Strong and Diverse Economy

Vision

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

Mission

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



Values

Opportunity

Salem is proactive and forward-thinking

Compassion

Salem is fair, equitable, and safe

Responsiveness

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

Accessibility

Salem is open and inclusive

Strong and Diverse Economy



Community Development

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

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

Urban Development

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

Airport Fund - operation of the Salem Municipal Airport

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

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

Equipment Replacement Fund - reserve for parking meter equipment

Opportunity • Compassion • Responsiveness • Accessibility





Strong and Diverse Economy

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

Creates opportunities for development, entrepreneurship, and economic innovation

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

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

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

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

Service Area Statistics

Service Provider Department	Statistic Description	The Number	
Community Development	Business and vocational licenses issued	82	FY 2018
Community Development	Parking permits issued	3,359	FY 2018
Community Development	Transient occupancy tax receipts - the highest <u>ever</u> for the fund	\$3,922,627	FY 2018
Community Development	Grants for cultural / tourism facility and special event operators	41	FY 2018
Urban Development	Parking spaces managed with new meter technology	2,699	
Urban Development	Grant funds committed to help businesses locate and expand	\$3,900,000	
Urban Development	Businesses provided microenterprise training / technical assistance	44	
Urban Development	Annual airport operations (take-offs and landings)	40,585	

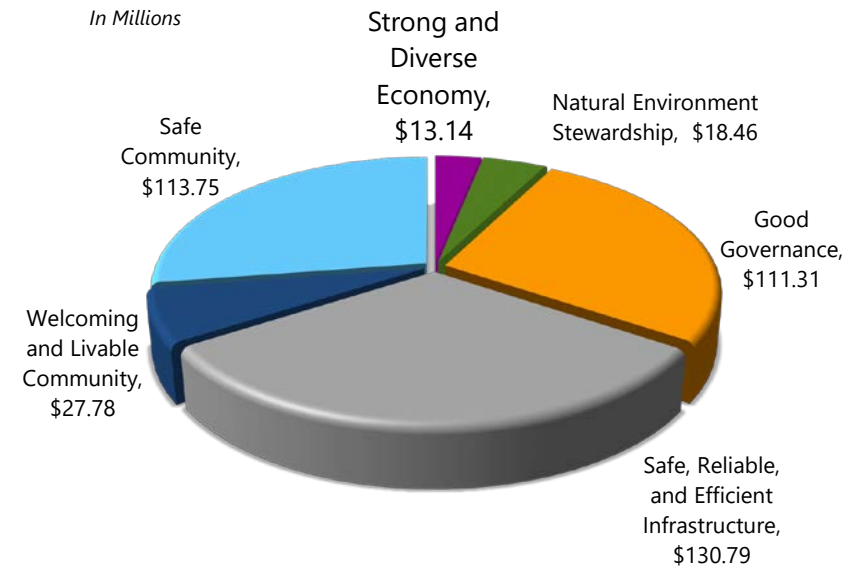
During the City's first year of implementing Priority Based Budgeting, programs in Strong and Diverse Economy were scored against the result area descriptions and definitions for all five community-facing result areas along with program attributes of demand, mandate, reliance, cost recovery, and population 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 2020 Budget Overview

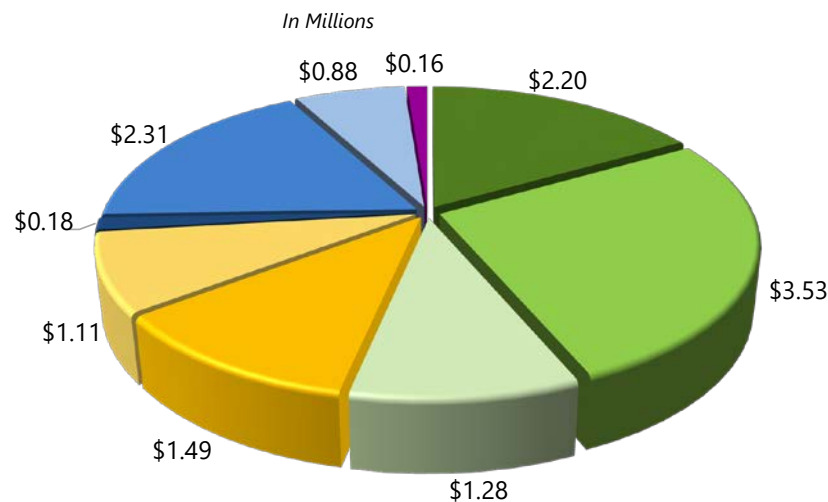
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Expenditures	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	% of Total
Service Area - All Funds				
Personal Services	\$ 3,721,350	\$ 3,721,350	\$ 3,721,350	28.3%
Materials and Services	5,377,430	5,377,430	5,548,480	42.2%
Capital Outlay	605,790	605,790	605,790	4.6%
Debt Service	45,400	45,400	45,400	0.3%
Contingencies	1,174,960	1,174,960	1,174,960	8.9%
Interfund Transfers	2,048,330	2,048,330	2,048,330	15.6%
Total Expenditures - All Funds	\$ 12,973,260	\$ 12,973,260	\$ 13,144,310	
Total Number of Positions	31.52	31.52	31.52	

City Expenditures by Result Area



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



Community Development Department Summary of Services and Programs

Summary of Services

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

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

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

Building and Safety Fund Programs and FTE

FY 2020

	Staff	Program Cost					
Business and Vocational Licenses	0.47	49,480		✓		✓	✓
Parking Permit Issuance	1.27	128,420		✓	✓	✓	✓
Total Building and Safety Fund	1.74	\$ 177,900					
Total Community Development Department	1.74	\$ 177,900					

Community Development Department Summary of Services and Programs

Summary of Services

Salem has maintained a lodging tax since the 1970s. The tax, which is currently 9 percent, is charged on overnight rental accommodations in the City. Salem Revised Code 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.

Cultural and Tourism Fund Programs

FY 2020

	Staff	Program Cost					
City Owned Historic Building Maintenance	0.00	91,760				✓	✓
City Programs	0.00	74,300	City Programs unscored				
Convention Center Support	0.00	300,090				✓	✓
Convention Center Tourism Marketing	0.00	1,030,720	Convention Center Support unscored				
Parks Maintenance Support	0.00	15,000	Operating / technology transfers unscored				
Capital Improvements Transfer	0.00	134,000	Capital transfer unscored				
Contingencies	0.00	120,000	Contingencies unscored				
Operational and Technology Transfers	0.00	1,762,190	Operating / technology transfers unscored				
Total Cultural and Tourism Fund	0.00	\$ 3,528,060					
Total Community Development Department	0.00	\$ 3,528,060					

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 seven 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 department helps to achieve the outcome of a Strong and Diverse Economy by:

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

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

Pursuing a market and feasibility study to explore developing a high-speed broadband network in the downtown using Riverfront Downtown Urban Renewal Area funding.

Urban Development Department Summary of Services and Programs

FY 2020

Staff

Program Cost



General Fund Programs and FTE

Business Retention and Recruitment / City	1.60	303,730	✓	✓		✓	✓
Business Retention and Recruitment / SEDCOR	0.00	200,000	✓	✓		✓	✓
Increase Developable Land Supply	1.62	263,960	✓	✓		✓	✓
Infrastructure Expansion and Public Improvements	5.41	814,530	✓	✓	✓	✓	✓
Manage City and Agency Owned Assets	0.57	100,190		✓	✓	✓	✓
Parking Enforcement	10.30	1,149,410		✓	✓	✓	✓
Parking Meters	1.70	326,950		✓	✓	✓	✓
Property Acquisition	2.74	411,890	✓	✓	✓	✓	✓
Public Information and Outreach	1.00	161,800	✓	✓		✓	✓
Revitalize Downtown	0.61	99,230	✓	✓	✓	✓	✓
Surplus Property	0.24	104,060	✓	✓		✓	✓
Capital Improvements Transfer	0.00	139,250	Capital transfer unscored				
Operational and Technology Transfers	0.00	88,710	Operating / technology transfers unscored				
Total General Fund	25.78	\$ 4,163,710					

Work Force Changes

The FY 2020 proposed budget includes the elimination of a vacant 0.50 FTE real property specialist position.

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. The 751-acre airport has more than 130 aircraft hangars and businesses as well as the Oregon National Guard's Army Aviation Support Facility.

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

For more information about McNary Field infrastructure projects, see the Capital Improvements section of the budget document.



McNary Field, Salem's Municipal Airport

Downtown Parking Fund

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

Leasehold Fund

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



Commercial Street at the Chemeketa Parking Garage

Urban Development Department Summary of Services and Programs

FY 2020

Staff Program Cost



Airport Fund Programs and FTE

Airport Operations	4.00	1,157,450	✓	✓	✓	✓	✓
Contingencies	0.00	738,210	Contingencies unscored				
Debt Service - Airport	0.00	45,400	Debt service unscored				
Operational and Technology Transfers	0.00	260,140	Operating / technology transfers unscored				
Total Airport Fund	4.00	\$ 2,201,200					

Downtown Parking Fund Programs

Downtown Clean Team	0.00	69,070	✓	✓		✓	✓
Parking Structure Operations	0.00	330,660		✓	✓	✓	✓
Refuse Management	0.00	32,000	✓	✓		✓	✓
Contingencies	0.00	105,550	Contingencies unscored				
Operational and Technology Transfers	0.00	745,850	Operating / technology transfers unscored				
Total Downtown Parking Fund	0.00	\$ 1,283,130					

Equipment Replacement Fund Programs

Parking Meter Replacement Reserve	0.00	606,090	Meter reserve unscored				
Total Equipment Replacement Fund	0.00	\$ 606,090					

Urban Development Department Summary of Services and Programs

FY 2020

Staff

Program Cost



Parking / Leasehold Fund Programs

Leasehold Operations	0.00	358,980	✓	✓	✓	✓	✓
Capital Improvements Transfer	0.00	400,000	Capital transfer unscored				
Contingencies	0.00	211,200	Contingencies unscored				
Operational and Technology Transfers	0.00	141,340	Operating / technology transfers unscored				
Total Parking / Leasehold Fund	0.00	\$ 1,111,520					

Trust Fund Program - Enterprise Zone

Enterprise Zone	0.00	72,700	Trust fund unscored				
Total Trust Fund - Enterprise Zone	0.00	\$ 72,700					
Total Urban Development Department	4.00	\$ 5,274,640					

Strong and Diverse Economy *At Your Service*

Oregon Fruit Products Expansion

In February 2018, Oregon Fruit announced their purchase of a 26 acre property and 165,000 square-foot food processing facility in Salem. Since 1935, Oregon Fruit Products has operated at the same West Salem location. The company currently employs 85 people and 100 additional seasonal workers during the fresh fruit harvest. With the processing plant and office space reaching capacity, Oregon Fruit had been searching for a new facility; even considering relocation outside of Salem. After the sale of NORPAC Foods' canned vegetable business to Seneca, Oregon Fruit was enticed by the existing food manufacturing capabilities at the former NORPAC site and its easy I-5 access. In addition, the proximity to the current Oregon Fruit location will help maximize the continuity of employment for the team.



The newly-purchased Oregon Fruit expansion property is located in Salem's [McGilchrist Urban Renewal Area \(URA\)](#). The URA Plan, adopted in September 2006, was created to stimulate the development of a broad mix of compatible employment uses within the area—including work with property owners to promote beneficial development of properties and increasing the supply of buildable industrial land within the city. Oregon Fruit received a \$300,000 grant from the McGilchrist Urban Renewal Area to assist with the modernization of the vacant NORPAC Plant #7 facility, which includes an estimated \$5 million in new equipment, building renovations, and site improvements.

Pacific Office Automation, an Oregon-headquartered company and the largest office equipment dealer in the U.S., opened a new downtown Salem location in 2018. The company purchased long-term vacant buildings at 260 and 280 Liberty St. NE. The company will employ approximately 50 staff at the new location. Additional jobs will come to the site as additional businesses lease the remaining 22,000 square feet of tenant space.

Strong and Diverse Economy *At Your Service*

Economic Development Progress

- Executed purchase and sale agreements for two downtown parcels for future redevelopment.
- Expanded the small business retention and expansion program to include all urban renewal areas, as well as traded sector businesses outside of the urban renewal areas, and made 47 retention visits to local businesses.
- Responded to 45 inquiries from site selectors with information about locating businesses in Salem and the region.
- Expanded the boundary of the City's Enterprise Zone Program by 57 acres. Four companies in Marion County claimed the Enterprise Zone benefit for business expansion totaling \$5.5M in private investment and 172 new jobs.
- Re-certified 115 acres of the Mill Creek Corporate Center as state certified, shovel-ready parcels.

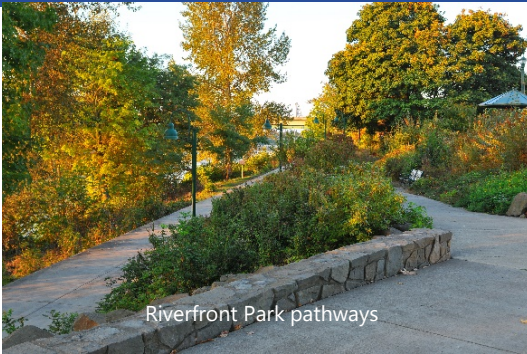


Downtown Mixed-Use Development

With adjacency to Riverfront Park along the western boundary of downtown Salem, the Park Front building was completed in 2018. The development was partially funded with a \$749,000 grant from the Riverfront Downtown Urban Renewal Area.

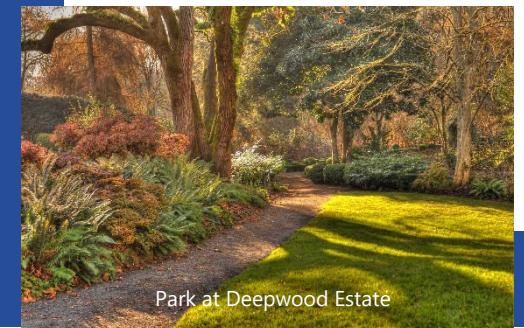
Strong and Diverse Economy *At Your Service*

Promoting Salem for Tourism



In FY 2018, more than \$3.7 million of transient occupancy tax receipts were reinvested in the community to support Travel Salem's tourism promotion efforts, marketing for the Salem Convention Center, capital projects in ballfields and large community or historic parks, operating support for numerous cultural or tourism facilities -- like Bush House and the Deepwood Estate, and funding for non-profits to produce special events that draw tourists or enhance their visitor experience, as well as offer entertainment and recreation to Salem residents.

Travel Salem estimates the economic impact for the Salem region from tourism in 2017 was \$593.1 million.



Strong and Diverse Economy *At Your Service*

West Salem Redevelopment Funds Brew Success

Xicha Brewing (pronounced chee-chah), a new West Salem Brewery at 576 Patterson St. NW, opened last year and offers Latin American food and house-brewed European ales and lagers. The Brewery received \$82,000 from the West Salem Redevelopment Grant Program to convert a vacant building into productive craft manufacturing use. The total startup project cost for the new venture is estimated to be around \$500,000.

The building required significant improvements to the structure and its utility infrastructure to suitably house the manufacturing equipment and to produce goods safely and efficiently.



Receiving the redevelopment grant helped the business secure a commercial bank loan, allowing for the building improvements to be completed to the highest standard. The improvements included electrical upgrades, new plumbing, HVAC, sprinkler fire system, new roof, floor drains, exterior building repair, and brewery manufacturing equipment.

"By making resources available to help small business owners like us take advantage of opportunities in the market, the West Salem Urban Renewal funds ultimately provide what is needed to develop communities like West Salem into the social/cultural hubs they ought to be," said Ben Mendoza, Xicha Co-Owner.

With no other breweries in West Salem, Xicha plans to fill a void in the area as well as support other service and manufacturing employers.



Welcoming and Livable Community

Vision

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

Mission

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



Values

Opportunity

Salem is proactive and forward-thinking

Compassion

Salem is fair, equitable, and safe

Responsiveness

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

Accessibility

Salem is open and inclusive

Welcoming and Livable Community



Community Development

General Fund - supports department administration, long-range planning for future growth, oversees land use cases and development plan review, supports Neighborhood associations, develops and invests in at-risk youth, and funds all programs at the Salem Public Library

Community Development Trust Funds - donations for neighborhoods and reserves for earthquake damage assessments

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

Non-Departmental Trust Funds - donations to support the Youth Commission and the City-sponsored Independence Day event

Public Works

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

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

Urban Development

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

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

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

Opportunity • Compassion • Responsiveness • Accessibility





Welcoming and Livable Community

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

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

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

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

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

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

Service Area Statistics

Service Provider Department	Statistic Description	The Number
Community Development	Annual planning cases	2,000
Community Development	Number of dangerous / derelict buildings within the city limits	6 / 17
Community Development	Visitors at the Salem Public Library annually	364,000
Community Development	Programs available at the Library annually	1,578
Community Development	eBooks accessed by community members annually	195,339
Non-Departmental	Homeless individuals assisted by the Homeless Rental Assistance Program	110
Public Works	Participants in softball tournaments and softball / kickball league	10,860
Public Works	Participants in softball and neighborhood recreation programs	6,276
Public Works	Miles of walkways and trails in parks and open spaces	65.5
Public Works	Acres of park land	2,277
Public Works	Pieces of playground equipment	227



Welcoming and Livable Community

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

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

Service Area Statistics

Service Provider Department	Statistic Description	The Number
Public Works	Average daily attendance at Center 50+	854
Public Works	Street trees in the medians and right-of-way (2018 Street Tree Sample Inventory Report)	71,502
Urban Development	Homeless individuals provided with case management services	206
Urban Development	Individuals helped through crisis intervention and support	39,926
Urban Development	Emergency food baskets provided to low-income families	52,014
Urban Development	Individuals that received rental assistance and help with security deposits	2,264

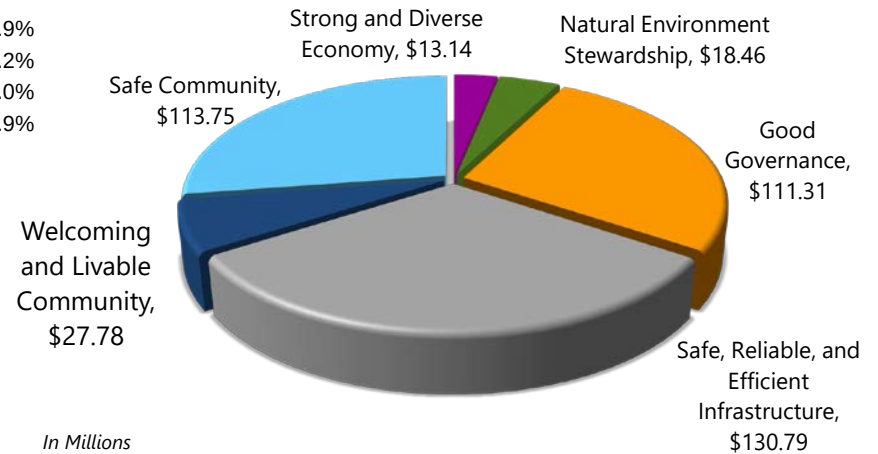
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Welcoming and Livable Community FY 2020 Budget Overview

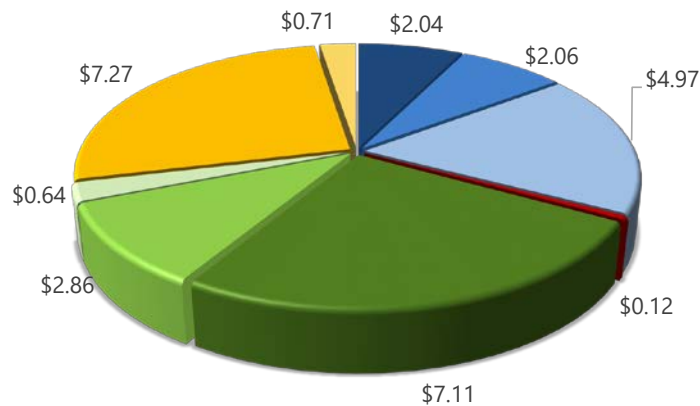
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Expenditures	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	% of Total
Result Area - All Funds				
Personal Services	\$ 13,908,190	\$ 13,908,190	\$ 14,133,270	50.9%
Materials and Services	12,607,710	12,607,710	13,387,710	48.2%
Capital Outlay	10,000	10,000	10,000	0.0%
Transfers	247,500	247,500	247,500	0.9%
Total Expenditures - All Funds	<u>\$ 26,773,400</u>	<u>\$ 26,773,400</u>	<u>\$ 27,778,480</u>	
Total Number of Positions	126.32	126.32	126.32	

City Expenditures by Service Area *In Millions*



Welcoming and Livable Community Expenditures by Program / Department Grouping



- Parks Operations
 - Recreation and Center 50+
 - Neighborhood and Downtown Revitalization
 - HRAP, CDBG, HOME, Housing, Social Services
 - Welcoming and Livable Community Trust Funds
 - CD Admin, Current and Long Range Planning
 - Neighborhood Enhancement
 - Salem Public Library
 - Public Art / SPiF Grants
- HRAP - Homeless Rental Assistance Program
CDBG and HOME - programs supported by US Dept of Housing and Urban Dev

Community Development Department Summary of Services and Programs

Summary of Services

The Community Development Department provides a wide range of services to keep our community moving forward and thriving. From operating a child-friendly library with open spaces and seating to enjoy reading a book or magazine, to reviewing structural plans and inspecting buildings, to supporting neighborhoods through code enforcement and engagement, these services make Salem more livable and vibrant.

Planning

City planners enhance the quality of life for residents by ensuring current development proposals align with the community's overall vision for Salem. Long-range projects help guide future growth and development. Planning staff educate and engage the community about planning projects and processes, and assist applicants during the land use process.

Neighborhood Enhancement

With a focus on quality and functional neighborhoods, Neighborhood Enhancement provides enforcement of nuisance, housing, and property maintenance codes, and supports neighborhood associations and community partnerships.

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

The City of Salem is proud to be partnering with Howard S. Wright Construction and Hacker Architects, experts in library design, on the Salem Public Library renovation. This design-build team is uniquely positioned to address the unknowns of this sizeable renovation project. Their challenges are finishing the project within budget in a busy and expensive construction market and finding a structural seismic retrofit solution that doesn't adversely impact the Library space. Also, ongoing Library operations need to be maintained during construction. The team has successfully worked with other communities on library design and construction projects including the Vancouver Community Library, Hillsboro Shute Park Library, and Sherwood Civic Center.

The project will require temporary relocation of Library services during construction. In July 2019, City Council approved a temporary location for the Library at the old Capital Press building on the corner of Broadway St NE and Hood St NE.

Work is scheduled to begin in early 2020 with the Library set to reopen in the summer of 2021.

Work Force Changes

The FY 2020 budget includes the transfer of a vacant 1.0 FTE staff assistant position is from the Neighborhood Enhancement Division and repurposed as a court specialist in the Municipal Court.

In addition, two vacant library assistant 1 positions (totaling 1.25 FTE) are eliminated at the Salem Public Library.

Community Development Department Summary of Services and Programs

General Fund Programs and FTE

FY 2020

Staff

Program Cost



Abandoned and Junk Vehicle Enforcement	0.95	108,620	✓	✓	✓	✓	✓
Abandoned Consignments	0.25	23,660		✓		✓	
Application and Permit Review	7.60	1,008,710	✓	✓	✓	✓	✓
Area / Corridor / Neighborhood Plans	0.95	166,100	✓	✓	✓	✓	✓
Code Compliance Enforcement Priority 1 / B2B	1.13	144,730	✓	✓		✓	✓
Code Compliance Enforcement Priority 2	4.58	567,950	✓	✓		✓	✓
Code Compliance Enforcement Priority 3	1.60	187,850	✓	✓		✓	✓
Code Compliance Outreach	0.22	26,670	✓	✓			✓
Historic Preservation	1.35	208,430	✓	✓		✓	✓
Maintain Comprehensive Plan	1.00	370,110	✓	✓	✓	✓	✓
Maintain Zoning Code	0.70	117,260	✓	✓	✓	✓	✓
Multi-Unit Inspection	1.82	244,380	✓	✓		✓	✓
Multi-Unit Licensing	0.75	97,990	✓	✓		✓	✓
Neighborhood Association Outreach	0.21	29,390	✓	✓		✓	✓
Neighborhood Association Support	1.23	156,200	✓	✓		✓	✓
Neighborhood Partnership P1	0.43	61,070	✓	✓		✓	✓
Neighborhood Partnership P2	0.42	62,200	✓	✓		✓	✓
Neighborhood Partnership Special Outreach	0.58	80,490	✓	✓		✓	✓
Park Ranger Patrol	0.99	84,220	✓	✓			✓
Park Ranger Special Outreach	0.06	4,780	✓	✓			✓

Community Development Department Summary of Services and Programs

General Fund Programs and FTE

FY 2020

	Staff	Program Cost					
Planner Information Desk	1.15	137,120	✓	✓	✓	✓	✓
Youth Development Out of School Support	0.15	42,280		✓		✓	✓
Youth Development Teen Action Team	0.80	117,400		✓		✓	✓
Youth Development Special Outreach	0.05	23,200		✓		✓	✓
State Reporting	0.20	27,290	State reporting unscored				
Operational and Technology Transfers	0.00	5,000	Operating / technology transfers unscored				
Total General Fund	29.17	\$ 4,103,100					

Salem Public Library

Collection Management	3.17	370,700		✓		✓	✓
Collection Movement and Fulfillment	5.84	624,880		✓		✓	✓
Collection Processing	3.78	783,580	✓			✓	✓
Customer Assistance	12.87	1,372,800	✓	✓		✓	✓
Engagement and Outreach	3.67	420,860	✓	✓		✓	✓
Learning and Exploration	2.69	274,020	✓	✓		✓	✓
Strategic and Innovative Planning	1.84	282,370		✓		✓	✓
Strengthen Community through Local Arts and Culture	1.05	132,820	✓	✓		✓	✓
Technology Access	2.48	316,480		✓		✓	✓
Volunteer Coordination - Library	1.08	103,810	✓			✓	✓
Welcoming Library Spaces	2.39	290,600		✓	✓	✓	✓
Total General Fund	40.86	\$ 4,972,920					

Total Community Development Department 70.01 \$ 9,076,020

Non-Departmental Summary of Services and Programs

Summary of Services

Non-Departmental expenses benefit all service areas or cannot be easily allocated to a particular department. The Non-Departmental programs highlighted below support the result area of a Welcoming and Livable Community.

Supported by the [General Fund](#), the Homeless Rental Assistance Program uses a housing first strategy designed to house and provide supportive services to chronically homeless individuals in Salem. The FY 2020 budget proposal lowers the allocation for this program from \$1.4 million annually to \$700,000 to align expectations for the program with the availability of housing. The program provides up to 12 months of rental assistance and funding for security deposits, utilities, basic personal care items, and medical services. In addition, \$45,000 from the General Fund supports the Mid-Willamette Valley Council of Governments' homeless initiative program coordinator position.

The [Public Art Fund](#) supports the public art collection and is funded by donations and grants, and through the dedication of one-half of one percent of eligible publicly-funded capital improvement project costs. The Public Art Commission oversees the public art collection, approves new art acquisition, and manages, maintains, and deaccessions current pieces in the collection. Salem's public art collection is valuable, includes well-known local and northwest artists, and reflects a historical progression of the Salem area. Public art brings beauty and unique character to our public spaces, and positively impacts quality of life.



Grants to area non-profits for operating tourist attraction facilities, cultural facilities, or special events that attract tourists and enhance the quality of life for Salem residents are included in the result area of Welcoming and Livable Community. The grants are supported by the [Cultural and Tourism Fund](#). The fund also has programs in the result area of Strong and Diverse Economy.



Non-Departmental Summary of Services and Programs

FY 2020

Staff

Program Cost



General Fund Programs and FTE

Council Grants - Livable Community	0.00	1,508,420		✓			✓
Total General Fund	0.00	\$ 1,508,420					

Public Art Fund Programs

Public Art Collection	0.00	58,210					✓
Total Public Art Fund	0.00	\$ 58,210					

Cultural / Tourism Fund Programs

Cultural and Tourism Grants	0.00	618,000				✓	✓
Total Cultural / Tourism Art Fund	0.00	\$ 618,000					

Total Non-Departmental 0.00 \$ 2,184,630

Public Works Department Summary of Services and Programs

Summary of Services

As part of the Public Works Department, Parks and Recreation provides 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 to people with similar interests.

Recreation Services

The Recreation Services section manages the use of parks, streets and open spaces, and coordinates City resources to support community events in Salem. Staff directs overall operations of Salem's softball programs at the Wallace Marine Park Softball Complex and coordinates youth recreation programs provided by the City including sports camps, Summer in the Parks, and COUNTRY Kids Relays.

Center 50+

As a nationally accredited senior center, Center 50+ provides programs and services to hundreds of individuals daily. Every dollar of City funding is matched with nearly four dollars in program fees, volunteer labor, in-kind contributions, and financial support from partners such as Friends of Center 50+, businesses, and local residents.

Parks Operations

Salem's park system, as well as trees and plants in medians and along main streets, is maintained and landscaped by Parks Operations. Services also include landscaping for 12 tourist attractions, historic properties, and cultural facilities, and set-up and clean-up for special events. Parks Operations programs benefit greatly through the coordination of volunteer and supplemental labor programs representing over 81,000 hours or the equivalent of 39 full-time employees.

What's New In This Budget

New construction projects for parks and recreation facilities:

-  **Master Plans**
 - Geer Community Park Master Plan update, and phase 2 development
 - Bush's Pasture Park Master Plan
 - Linear Park / connector trail
-  **Acquisitions**
 - Reed Road property, approximately 7 acres
 - Rees Hill Road property, approximately 17 acres
-  **Parks Development and Construction Projects**
 - Restrooms at north end of Riverfront Park
 - Geer Community Park phase 2
 - Bill Riegel Park
 - Riverfront Park amphitheater site work

Parks Development and Construction Projects, continued

- Wallace Marine Park Softball Complex bleachers
- Orchard Heights Park tennis court improvements
- Salem Park Improvement Fund (SPIF) projects
 - Brown Road Park bike racks
 - McKinley School Park landscape and benches
 - Englewood Park removal of invasive plants
 - McKay Park benches, bike racks, play equipment
 - CAN-DO area park mutt mitt / bike fix-it station
 - Clark Creek Park basketball court and playground improvements
 - Aldrich Park gazebo concrete repair
 - Grant School Park ADA accessible chess table

What Else . . .

Center 50+ has a full year of contracted security services to enhance patron safety.

Salem will host a national youth 18A USA fast pitch softball tournament in summer 2019.

Special events like Movies in the Park and the Holiday Tree Lighting will continue.

Public Works Department Summary of Services and Programs

FY 2020

Staff

Program Cost



General Fund Programs and FTE

Parks

City Tree Maintenance	5.56	1,057,190	✓	✓	✓	✓	✓
Parks Landscape and Facilities Maintenance	28.73	4,664,770	✓	✓	✓	✓	✓
Volunteer Coordination - PW	1.53	267,610	✓	✓	✓	✓	✓
Operational and Technology Transfers	0.00	607,290	Operating / technology transfers unscored				
Total Parks	35.82	\$ 6,596,860					

Recreation Services

Center 50+ Facility Rentals and Maintenance	1.50	183,580				✓	✓
Center 50+ Programs and Classes	3.35	585,310		✓		✓	✓
Center 50+ Wellness	1.44	351,560		✓			✓
Community Event Coordination and Support	4.59	857,820		✓		✓	✓
Softball / Kickball Leagues and Tournaments	2.00	606,030		✓		✓	✓
Youth Sports and Recreation	1.00	272,010		✓		✓	✓
Total Recreation Services	13.88	\$ 2,856,310					

Total General Fund 49.70 \$ 9,453,170

Public Works Support Services	4.59	514,960	Operating / technology transfers unscored				

Total Public Works Department 54.29 \$ 9,968,130

Services from the Utility Fund, paid by the Parks and Recreation programs on this page.

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 and help rehabilitate and create affordable housing. Funding, for social service and other aid programs serving low-income individuals, helps with rental assistance, transitional housing, domestic abuse prevention, and homeless education projects. These programs also assist with job creation and public facility improvements for low to moderate income residents.

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.

What's New In This Budget

There continues to be a shortage of affordable housing in Salem. To help increase supply, an allocation of HOME and CDBG funds and other grant funding will support a planned 51-unit multifamily development on the site of the previous Oregon State Hospital.

Urban Development Department Summary of Services and Programs

FY 2020

Staff

Program Cost



General Fund Programs and FTE

Affordable Housing	1.68	223,540	✓	✓		✓	✓
Economic Development	0.14	19,060				✓	✓
Social Services	0.20	428,360	✓	✓		✓	✓
Total General Fund	2.02	\$ 670,960					

Community Renewal Fund Programs and FTE

Community Development Block Grant	0.00	2,121,720	✓	✓		✓	✓
Home Program	0.00	2,439,910	✓	✓		✓	✓
Neighborhood Stabilization Program	0.00	250,000	✓	✓		✓	✓
Operational and Technology Transfers	0.00	357,760	Operating / technology transfers unscored				
Total Community Renewal Fund	0.00	\$ 5,169,390					

Total Urban Development Department 2.02 \$ 5,840,350

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 2020 Budget
Seismic Response	30,150
SESNA Neighborhood Response	1,510
Blight to Bright	200,020
Neighborhood Enhancements	27,650
Memorial Book Fund	41,270
LAB Controlled Donations	50,000
Library Gifts	65,000
Lost and Damaged Books	40,000
R2R Early Literacy	45,000
Nora Anderson Estate	10
Dr. Helen Pearce Music	1,000
Rise Estate	4,020
Rutter Bond Donation	10
J. Wesley Sullivan Trust	510
Total Community Development	<u>\$ 506,150</u>

Fire	FY 2020 Budget
Antique Fire Apparatus	30,100
Total Fire	<u>\$ 30,100</u>

Public Works	FY 2020 Budget
Pioneer Cemetery	15,000
Parks Facilities Reserves	77,600
Senior Center	30,000
Total Public Works	<u>\$ 122,600</u>

Urban Development	FY 2020 Budget
Railroad Bridge Maintenance	50,500
Total Urban Development	<u>\$ 50,500</u>

Welcoming and Livable Community *At Your Service*

Orchard Heights Ballfields

After assessing City of Salem softball needs and to assist with more available fields for national tournaments within a specific distance to Wallace Marine Park Softball Complex, Parks and Recreation looked to Orchard Heights Park for a solution.

The two ballfields at the park were pegged for 90-foot play.



With a renovation, the ballfields now accommodate 60- and 65-foot softball play plus 70-foot baseball on the east field, and 60-foot softball play on the west field. The West Salem community has been asking for a 70-foot ballfield, and this assists with softball and baseball requests for the area.

(Photo at left)

Our Salem

The visioning phase of the *Our Salem* project began in summer 2019. This phase will continue to include extensive public engagement to determine how the community wants Salem to grow in the future. The input will be used to update the Salem Area Comprehensive Plan.

Opportunities at the Library

In the past six months DVD circulation has more than doubled in comparison to the same period last year: 23,720 to 49,953. Patrons are accessing this collection much more with the dollar fee removed. Elimination of the fee allows patrons to pick DVDs off the self-service hold shelves and to manage the checkout transaction at the self-check machines without staff assistance.

Salem Public Library was selected to participate in the NASA@ My Library phase 2 grant that runs from October 2018 through September 2019, bringing more science programming resources for the Library to share with the community, including a working telescope. Through this participation, the Library was eligible for and began hosting the Starnet "Explore Earth" interactive exhibit in late spring and will be available to the community through most of the summer.

Welcoming and Livable Community *At Your Service*

Inclusive Initiative

Salem Public Library won one of 50 grants from the national Public Library Association's Inclusive Internship Initiative that funded a paid high school internship position under the mentorship of Teen Services Librarian Sonja Somerville. Tito Flores-Bautista assisted extensively with special projects and programs in the Teen Scene, learned about all aspects of library operations, and executed a Connected Learning Project. Tito's project, which he called "I Am ...", invited community members of all backgrounds and ages to create a piece of art that revealed something about who they really are, which were then displayed at a community event at the end of summer.



Multi-Family Housing Design



The Community Development Department is working to update Salem's multi-family housing design standards to help address the community's housing needs. The project is expected to remove barriers to the development of multi-family housing while ensuring that new development is compatible with Salem's neighborhoods. Funded by a State of Oregon technical assistance grant, the work is expected to be complete by the end of the year.

Leveraging Federal Dollars

Using federal funds, the Urban Development Department provided for the purchase and installation of recycling equipment that modernized an aging facility and retained 12 jobs.

Welcoming and Livable Community *At Your Service*

HOME Funds for New Homes

A combination of federal HOME funds and North Gateway Urban Renewal Area proceeds contributed \$1.8 million to the construction of the Cornerstone Apartments on Portland Road. The development is 180 affordable housing units that opened in August 2018.



Good Cents - Commemorating Oregon's Bottle Bill

To commemorate Oregon's groundbreaking Bottle Bill, which created the first bottle redemption system in the country, the City of Salem partnered with the Oregon Environmental Council (OEC) as part of its *Art of Loving Oregon* project for a new art installation by celebrated artists Lillian Pitt, and Mikel and Saralyn Hilde.

The Pitt-Hilde team created a brushed aluminum sculpture 10 feet in height, incorporating the use of recycled materials in its fabrication. The sculpture, *Good Cents*, is one of three installations statewide to commemorate landmark legislation.

The artwork was selected by the Salem Public Art Commission from several proposals from artists all around the region.

Good Cents was installed in the City's Mill Race Park on the south side of Trade Street between High Street and Church Street in October 2018. A total of \$30,000 was made available from the OEC, the Oregon Beverage Recycling Cooperative, and the City of Salem Public Art Fund for design, artist fees, fabrication, transportation, and installation of the art piece.



Capital Project Expenditure Summary

FY 2020

FY 2017 Actual	FY 2018 Actual	Description	FY 2019 Budget	FY 2020 Adopted
Capital Improvements Fund				
Community Facilities				
\$ 91,846	\$ 2,187	Historic City-Owned Structures (TOT)	\$ 93,000	\$ 59,000
4,012,225	1,539,364	Parks	2,625,820	2,112,760
-	1,037,648	Salem Public Library	21,344,180	20,959,000
Municipal Facilities				
2,064,513	51,200	Airport	2,382,450	3,633,330
-	9,964	Civic Center	1,323,610	1,198,870
-	8,378,114	Police Station	60,144,890	48,523,970
708,660	1,209,194	Information Systems	426,730	367,650
4	80,836	Parking Structures	1,485,320	1,688,880
145	234	Pringle Creek	277,050	701,740
81,086	-	Railroad Bridge	-	-
1,159,724	2,656,763	Safe Community Technology	7,497,600	5,528,190
493	544	Salem Business Campus	353,950	1,965,540
-	-	Shops Complex	-	1,153,000
542,606	1,491,880	Other Construction	-	-
Transportation				
11,957,846	17,376,254	Streets and Bridges	11,883,440	14,064,860
1,883,568	944,450	Streetlight	924,840	1,448,290
1,508,292	1,697,912	Transportation	9,776,010	9,203,180
1,839,114	1,461,330	Utilities - Stormwater	6,253,010	5,575,840
7,369,837	4,823,113	Utilities - Wastewater	26,192,130	25,781,200
1,814,545	2,030,489	Utilities - Water	19,434,860	32,643,900
\$ 35,034,504	\$ 44,791,476	Total Capital Improvements Fund	\$172,418,890	\$176,609,200

Capital Project Expenditure Summary

FY 2020

FY 2017 Actual	FY 2018 Actual	Description	FY 2019 Budget	FY 2020 Adopted
Extra Capacity Facilities Fund				
Community Facilities				
\$ 1,858,012	\$ 3,472,996	Parks - System Development Charge	\$ 11,673,370	\$ 12,035,600
<i>Included in Community Facilities - Parks project descriptions</i>				
Transportation				
1,410,572	2,499,735	Streets - System Development Charge	8,366,120	8,918,630
<i>Included in Transportation project descriptions</i>				
Utilities - Stormwater				
279,931	129,949	Stormwater - System Development Charge	1,161,940	1,582,830
<i>Included in Utilities - Stormwater project descriptions</i>				
Utilities - Wastewater				
650,802	895,422	Wastewater - System Development Charge	7,005,400	6,732,380
<i>Included in Utilities - Wastewater project descriptions</i>				
Utilities - Water				
173,826	184,315	Water - System Development Charge	4,656,750	6,507,500
<i>Included in Utilities - Water project descriptions</i>				
\$ 4,373,143	\$ 7,182,416	Total Extra Capacity Facilities Fund	\$ 32,863,580	\$ 35,776,940
Development District Fund				
\$ 259,930	\$ 302,808	Mill Creek	\$ 6,557,640	\$ 4,197,890
34,953	27,353	Sustainable Fairview	500,000	500,000
\$ 294,882	\$ 330,161	Total Development District Fund	\$ 7,057,640	\$ 4,697,890
\$ 39,702,529	\$ 52,304,054	Total All Capital Funds	\$212,340,110	\$217,084,030

COMMUNITY FACILITIES AND PARKS

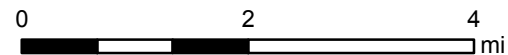
FISCAL YEAR 2019 - 2020



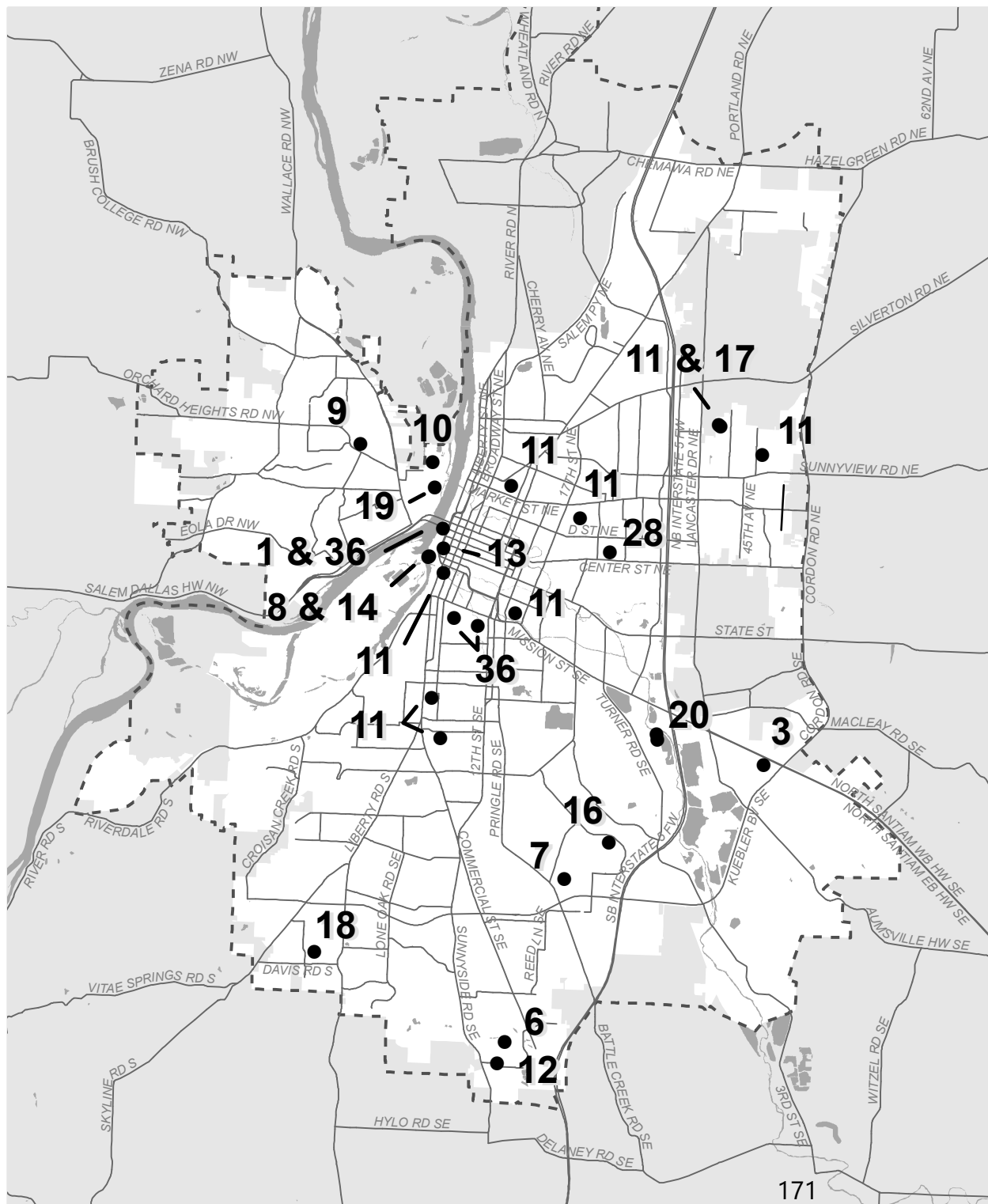
Salem Public Works Department

LEGEND

-  Project
-  Major streets
-  Urban Growth Boundary
-  Water
-  Outside 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 89 park properties and 2,277 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 result area of Welcoming and Livable Community.

					Sources of Funding					
		Project No.	Budget / CIP Year	Neighborhood and Ward	General Fund	SDC Fees	Transient Occupancy Tax	Other Revenues	Total Funding	Funding Notes
FY 2020 New Projects										
1.	Riverfront Park North Restroom Facilities Design and construction of a new restroom at the north end of Riverfront Park. This was identified as a high priority project in the 2018 Riverfront Park Master Plan.	719400	FY 2020	CAN-DO Ward 1	\$ -	\$ 400,000	\$ -	\$ 400,000	\$ 800,000	OPRD
2.	Geer Community Park Master Plan Update Master plan updates for Geer Community Park incorporating Phase 2 development. Phase 2 development may include facilities such as a picnic shelter, additional parking, and skate park.	719401	FY 2020	NESCA Ward 2	-	200,000	-	-	200,000	
3.	Bill Riegel Park Development, Phase 2 Design and construction for the complete development of Bill Riegel Neighborhood Park. The park is located in an under-served area for parks in Salem.	719402	FY 2020	SEMCA Ward 3	-	400,000	-	-	400,000	
4.	Bush's Pasture Park Master Plan Master planning for an urban park located within the South Central Association of Neighbors area boundary.	719403	FY 2020	SCAN Ward 2	-	70,000	-	-	70,000	
5.	Future Linear Park / Connector Trail Master Plan Master plan for a linear park / trail per the adopted Comprehensive Parks System Master Plan.	719404	FY 2020	Citywide / All Wards	-	35,000	-	-	35,000	

					Sources of Funding				
	Project No.	Budget / CIP Year	Neighborhood and Ward	General Fund	SDC Fees	Transient Occupancy Tax	Other Revenues	Total Funding	Funding Notes
6.	Rees Hill Road Park Property Acquisition Funds for a future community park approximately 17 acres in size as shown on the Comprehensive Park System Master Plan as NP-28. The property is located outside the City limits, but inside the Urban Growth Boundary.	717415	FY 2019	South Gateway Ward 4	-	1,500,000	-	-	1,500,000
7.	Reed Road Property Acquisition Funds for a future neighborhood park approximately seven acres in size as shown on the Comprehensive Park System Master Plan as NP-32. Property includes a section of West Middle Fork Pringle Creek and is located inside City limits.	717409	FY 2019	Morningside Ward 3	-	650,000	-	-	650,000
8.	Riverfront Park Amphitheater Development of the undeveloped four-acre Riverfront Park parcel in preparation for the new amphitheater. Improvements include grading, utility infrastructure, additional parking, flat work, and other associated park improvements.	718412	FY 2019	CAN-DO Ward 1	-	1,270,000	-	-	1,270,000
9.	Orchard Heights Park Tennis Court Improvements Design and construction for total rehabilitation of the four-court tennis facilities at Orchard Heights Park. This project was created mid-year in FY 2019 and is included in the budget for the first time.	718413	FY 2019	West Salem Ward 8	-	-	476,000	-	476,000
10.	Wallace Marine Park Softball Complex Replacement of the existing bleachers to meet safety standards. This project was created mid-year in FY 2019 and is included in the budget for the first time.	718414	FY 2019	West Salem Ward 1	-	-	75,000	-	75,000

				Sources of Funding								
	Project No.	Budget / CIP Year	Neighborhood and Ward	General Fund	SDC Fees	Transient Occupancy Tax	Other Revenues	Total Funding	Funding Notes			
11.	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 • Englewood Park removal of invasive plants • McKay Park benches and bike racks • CAN-DO area park mutt mitt / bike fix-it station • Clark Creek Park basketball court and playground improvements • McKay Park new play equipment • Aldrich Park gazebo concrete repair • Grant School Park Americans with Disabilities Act (ADA) accessible chess table			998696	FY 2020	Citywide / All Wards	134,060	-	-	60,000	194,060	Donations
				\$ 134,060	\$ 4,525,000	\$ 551,000	\$ 460,000	\$ 5,670,060				
FY 2020 Carryover Projects Park Improvements												
12.	Battle Creek Park Site Improvements	711411	FY 2013	South Gateway Ward 4	\$ -	\$ 200,510	\$ -	\$ -	\$ 200,510			
13.	Riverfront Park Improvements	714402	FY 2015	CAN-DO Ward 1	-	495,000	-	-	495,000			
14.	Riverfront Park Electrical Improvements	716401	FY 2017	CAN-DO Ward 1	-	-	75,000	-	75,000			
15.	Playground Equipment Replacement	716409	FY 2017	Citywide / All Wards	89,000	-	-	-	89,000			
16.	Fairview Park Development, Phase 1	717400 716405	FY 2018	Morningside Ward 3	-	589,330	-	-	589,330			
17.	McKay Park Playground Sitework	717411	FY 2018	NOLA Ward 6	84,710	-	-	-	84,710			
18.	Secor Park Development	718401	FY 2019	Sunnyslope Ward 4	-	266,500	-	-	266,500			
19.	Wallace Marine Park Soccer Area Playground Facilities	718406	FY 2019	Citywide / All Wards	-	-	173,000	-	173,000			
20.	Cascade Gateway Park - Dog Park Parking Lot Paving and ADA Improvements	718409	FY 2019	SEMCA Ward 2	125,000	-	-	-	125,000			
				\$ 298,710	\$ 1,551,340	\$ 248,000	\$ -	\$ 2,098,050				

				Sources of Funding					
	Project No.	Budget / CIP Year	Neighborhood and Ward	General Fund	SDC Fees	Transient Occupancy Tax	Other Revenues	Total Funding	Funding Notes
Master Plans									
21.	Bailey Ridge Park Master Plan	712409	FY 2012	SWAN Ward 7	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
22.	Comprehensive Park System Master Plan Update	279526	FY 2010	Citywide / All Wards	-	56,200	-	-	56,200
23.	Battle Creek Park Master Plan	711407	FY 2013	South Gateway Ward 4	-	167,090	-	-	167,090
24.	Eagles View Park Master Plan	718400	FY 2019	West Salem Ward 8	-	64,700	-	-	64,700
25.	Master Plan Updates (Annual Program)	718402	FY 2019	Citywide / All Wards	-	132,890	-	-	132,890
26.	City Center Park & Trail Master Plan	718403	FY 2019	CAN-DO SCAN Wards 1, 2, 7	-	30,000	-	-	30,000
27.	Stephens-Yoshikai Park Master Plan	718404	FY 2019	Northgate Ward 5	-	70,000	-	-	70,000
				\$ -	\$ 570,880	\$ -	\$ -	\$ 570,880	
Land Acquisitions									
28.	North Campus Park Land Acquisition	716410	FY 2018	Citywide / All Wards	\$ -	\$ 1,985,000	\$ -	\$ -	\$ 1,985,000
29.	Future Park Land Acquisition	719406	FY 2018	Citywide / All Wards	-	100,000	-	-	100,000
				\$ -	\$ 2,085,000	\$ -	\$ -	\$ 2,085,000	

				Sources of Funding						
	Project No.	Budget / CIP Year	Neighborhood and Ward	General Fund	SDC Fees	Transient Occupancy Tax	Other Revenues	Total Funding	Funding Notes	
Other										
30.	Minto Floodplain Forest Restoration	715409	FY 2017	Citywide / All Wards	\$ -	\$ -	\$ -	\$ 62,110	62,110	OWEB
31.	City Entranceways	716403	FY 2017	Citywide / All Wards	-	-	139,000	\$ -	139,000	
				\$ -	\$ -	\$ 139,000	\$ 62,110	\$ 201,110		
General										
32.	Parks - Unspecified	998694 998689 998713		Citywide / All Wards	\$ -	\$ 1,678,910	\$ -	\$ 19,880	\$ 1,698,790	Interest
33.	Minto Brown Island Park - Unspecified	998697		Citywide / All Wards	-	-	-	100,000	100,000	Conservation Services Grant
34.	Opportunity Grant	998695 998690		Citywide / All Wards	-	-	-	1,500,000	1,500,000	Various
35.	Parks - SDC Administration	998691 998714		Citywide / All Wards	-	224,470	-	-	224,470	
				\$ -	\$ 1,903,380	\$ -	\$ 1,619,880	\$ 3,523,260		
Total Funding by Source				\$ 432,770	\$ 10,635,600	\$ 938,000	\$ 2,141,990			
Total Resources								\$ 14,148,360		
Total Project Expenditures								\$ 14,148,360		
Unappropriated Balance								\$ -		

Historic City-Owned Structures Capital Improvements

The City of Salem owns and maintains several historic structures - the Bush House and Barn, Deepwood Estate, and the Gilbert, Parrish, and Rockenfield houses on the A.C. Gilbert Discovery Village campus. The primary source of funding for capital improvement projects at these sites is lodging tax revenue (known as TOT) from the Cultural and Tourism Fund.



The result areas of Welcoming and Livable Community and Strong and Diverse Economy are both represented with these projects. The funding source of lodging tax and the tourism it represents is an economic driver in the community. While the historic locations are considered tourist attractions, ongoing maintenance and repair of the structures and surrounding grounds contributes to the livability of the community.



			Sources of Funding				
Project No.	Budget / CIP Year	Neighborhood and Ward	General Fund	Donations	Transient Occupancy Tax	Other Revenues	Total Funding
FY 2020 New Projects							
36. Historic Structure Improvements	TBD	FY 2020					
Completion of projects at City-owned historic properties will continue to preserve the integrity and condition of the structures. Projects in FY 2020 include:			\$	-	\$	-	\$ 59,000
Shake roof treatment and exterior painting at Bush House							
Roof treatment and repair at Deepwood House							
Roof treatment and repair and foundation restoration at the Gilbert House							
Roof treatment and repair and exterior painting at Parrish House							
Roof treatment and repair and exterior painting at Rockenfield House							
			\$	-	\$	-	\$ 59,000
Total Funding by Source			\$	-	\$	-	\$ 59,000
Total Resources							\$ 59,000
Total Project Expenditures							\$ 59,000
Unappropriated Balance							\$ -

Salem Public Library Capital Improvements

In November of 2017, City of Salem residents passed an \$18.6 million bond to fund seismic, safety, accessibility and system improvements to the Salem Public Library building and parking garage to ensure continued use of this community resource for decades to come. The bond premium provides for proceeds in excess of the \$18.6 million.

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.	Budget / CIP Year	Neighborhood and Ward	GO Bond*	General Fund*	Other Revenue	Total Funding	Funding Notes
FY 2020 Carryover Projects								
37. Library Seismic Upgrades and Improvements	717601	Mid-year FY 2018	Citywide / All Wards	\$ 19,701,930	\$ -	\$ -	\$ 19,701,930	Bonds were issued in FY 2018 with a premium of \$2.6 million. This increases the amount of available funding.
Design and construction of improvements to the Salem Public Library including seismic retrofit of the building and parking structure, major building system rehabilitation, renovation of select interior and exterior spaces, and improvements for compliance with the Americans with Disabilities Act (ADA).								
38. Library Relocation	TBD	FY 2018	Citywide / All Wards	-	1,257,070	-	1,257,070	
Services provided by the Salem Public Library will be relocated during construction of the seismic upgrades.								
Relocation expenses are not bond-eligible. Funding for this project is the reimbursement for the bond-eligible Civic Center cooling system replacement. The system was replaced in FY 2018 through the General Fund as approved by the City Council. The reimbursement from the library bond proceeds occurred during the same fiscal year. The FY 2020 appropriation includes this reimbursement a \$113,400 carryover from the FY 2018 library operating budget, and a transfer of \$300,000 from the Library's FY 2019 operating budget.								
Any funding not accessed for the relocation will be used toward technology upgrades at Salem Public Library that are not eligible to be purchased with the general obligation bond funds.								
Total Funding by Source				\$ 19,701,930	\$ 1,257,070	\$ -	\$ 20,959,000	
Total Resources								\$ 20,959,000
Total Project Expenditures								\$ 20,959,000
Unappropriated Balance								\$

MUNICIPAL FACILITIES

FISCAL YEAR 2019 - 2020



Salem Public Works Department

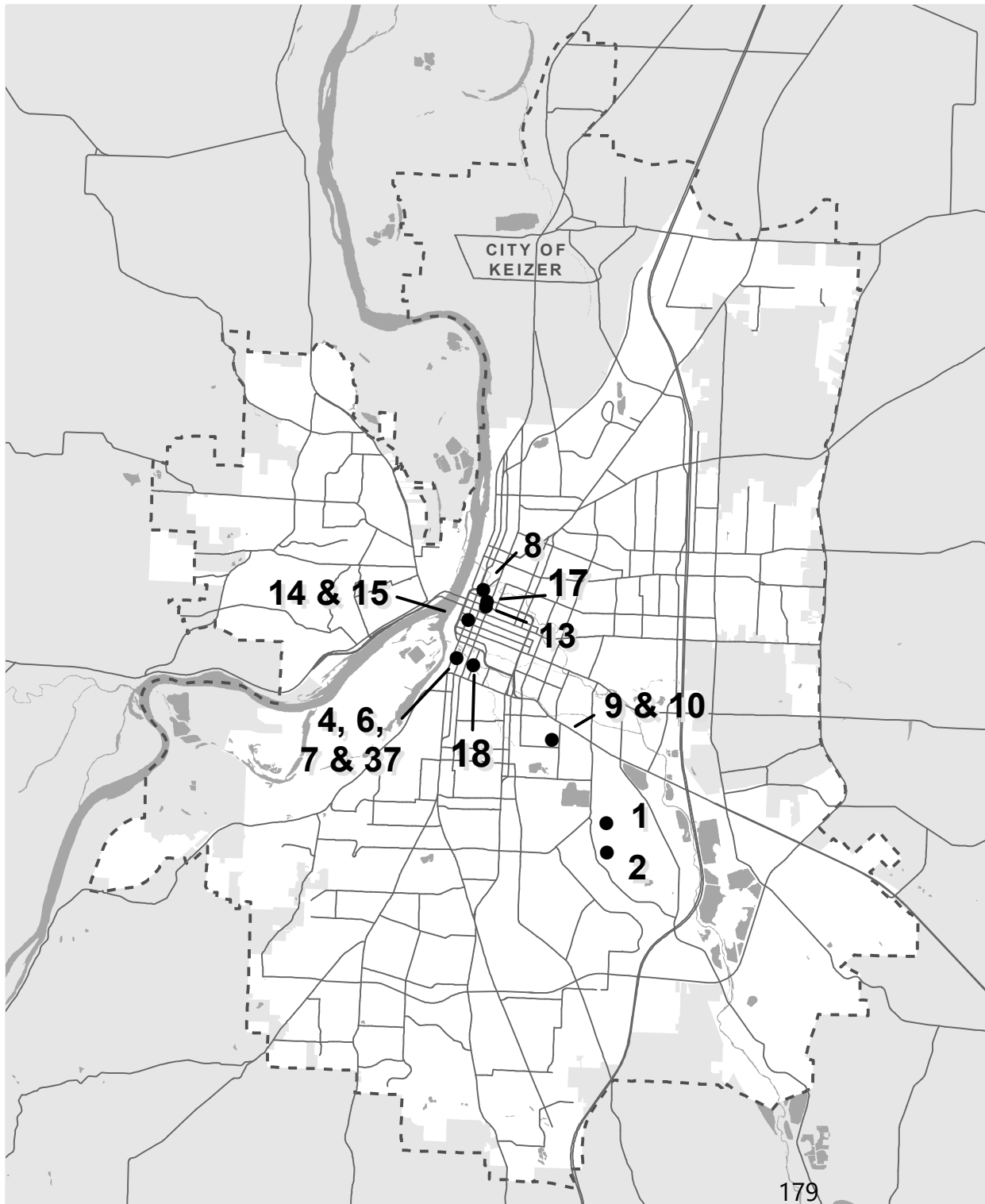
LEGEND

- Project
- Major streets
- - - Urban Growth Boundary
- Water
- Outside 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.	Budget / CIP Year	Neighborhood and Ward	Federal Grants	Interfund Transfers	Working Capital	Total Funding	
FY 2020 Carryover / General Projects							
1. Commercial Parking Ramp Rehabilitation	TBD	FY 2018	SEMCA SESNA Wards 2, 3	\$ 1,198,330	\$ -	\$ 135,000	\$ 1,333,330
2. Taxiway C Rehabilitation - Phase 2	TBD	FY 2020	SEMCA SESNA Wards 2, 3	1,300,000	-	-	1,300,000
3. Opportunity Funds for Unanticipated Projects	TBD	Ongoing	SEMCA SESNA Wards 2, 3	1,000,000	-	-	1,000,000
				\$ 3,498,330	\$ -	\$ 135,000	\$ 3,633,330
Total Funding by Source				\$ 3,498,330	\$ -	\$ 135,000	
Total Resources						\$ 3,633,330	
Total Project Expenditures						\$ 3,633,330	
Unappropriated Balance						\$ -	

Salem's City Hall is one of three buildings, including the Salem Public Library and City Council Chambers, that comprise the Civic Center campus. The campus was constructed in 1972 and is the seat of the municipal government with many City services centrally located on site. By extension, this project list also includes the West Salem Branch Library.



				Project No.	Budget / CIP Year	Neighborhood and Ward	General Fund Transfer	State / Federal Grants	Working Capital	Other Revenues	Total Funding
FY 2020 New Projects											
4.	Council Chambers HVAC and Roof Replacement	TBD	FY 2020	CAN-DO Ward 1	\$ 241,000	\$ -	\$ -	\$ -	\$ 241,000		
Replacement of the City Council Chambers roof and the heating, ventilation, and cooling system.											
5.	Municipal Building System Improvements	TBD	FY 2020	Citywide / All Wards	110,860	-	-	-	110,860		
Multiple City buildings require replacement of or upgrade to heating, ventilation, and air conditioning (HVAC) and fire alarm safety systems. Current projects include:											
Fire stations 3 and 6 bay heater replacements / Fire stations 2 and 4 gas pack replacements											
City Hall third floor west HVAC installation											
Shops complex building 30 (warehouse) gas heater replacement											
							\$ 351,860	\$ -	\$ -	\$ -	\$ 351,860
FY 2020 Carryover / General Projects											
6.	City Hall Domestic Waterline	TBD	FY 2019	CAN-DO Ward 1	\$ -	\$ -	\$ 680,210	\$ -	\$ 680,210		
7.	City Hall Storefront Door and ADA Operator Replacement	TBD	FY 2019	CAN-DO Ward 1	-	-	166,800	-	166,800		
							\$ -	\$ -	\$ 847,010	\$ -	\$ 847,010
Total Funding by Source							\$ 351,860	\$ -	\$ 847,010	\$ -	
Total Resources											\$ 1,198,870
Total Project Expenditures											\$ 1,198,870
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. With site preparations completed during 2018, construction began in January 2019. Project completion is estimated by fall 2020.



The result areas 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.

				Sources of Funding				
Project No.	Budget / CIP Year	Neighborhood and Ward	GO Bond	Federal / State Grants	Other Revenue	Total Funding	Other Fund Source	
FY 2020 Carryover Project								
Buildings								
8. Salem Police Station	717600	FY 2018	Citywide / All Wards	\$ 48,396,180	\$ -	\$ 127,790	\$ 48,523,970	Interest
Design and construction of a new police station at the 700 block of Commercial Street NE. The facility will provide a central location for police administration, officers, and staff. The new facility will be constructed to current building code and seismic standards.								
Total Funding by Source				\$ 48,396,180	\$ -	\$ 127,790	\$ 48,523,970	
				Total Resources			\$ 48,523,970	
				Total Project Expenditures			\$ 48,523,970	
				Unappropriated Balance			\$ -	

Shops Complex Capital Improvements

The City's Shop 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							
					Project No.	Budget / CIP Year	Neighborhood and Ward	Utility Rates	Other City Funds	Other Revenues	Working Capital	Total Funding
FY 2020 New Project												
9.	Shops Complex Building 2 Repair / Replacement Operations Building No. 2 options will be evaluated to repair portions of the existing structure, provide modular buildings for some or all functions, and construct new facilities in a phased approach in a manner consistent with the Shops Complex Master Plan.				TBD	FY 2020	SESNA Ward 2	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,000,000
10.	Fleet Services Building 3 Improvements The City's Fleet Services Building 3 is 74 years old. The office location is not conducive to optimum customer service, parts room space is insufficient and poorly designed, and ADA requirements are not being met with the current building layout. This project includes reducing office space and relocating it for customer convenience, increasing parts room space, and providing an ADA-compliant restroom.				TBD	FY 2020	SESNA Ward 2	-	153,000	-	-	153,000
								\$ 1,000,000	\$ 153,000	\$ -	\$ -	\$ 1,153,000
					Total Funding by Source			\$ 1,000,000	\$ 153,000	\$ -	\$ -	

Information Technology Capital Improvements

The City's Information Technology (IT) Department is responsible for the central services and technological infrastructure required to support the multiple "lines of business" operated by nine City departments. IT provides network services, PC support, business application development and maintenance, geographic information systems, and telecommunications.

The result areas of Good Governance and Safe, Efficient, and Reliable Infrastructure are both represented with IT projects. IT's various services and programs align with the outcomes defined for the Good Governance result, while the infrastructure icon acknowledges the access to government services supported by technology.



				Sources of Funding					
	Project No.	Budget / CIP Year	Neighborhood and Ward	General Fund	Utility Rates	Permit Revenue	Working Capital	Total Funding	
FY 2020 New Project									
11.	Virtual Server Storage Array Replacement	TBD	FY 2020	Citywide / All Wards	\$ 192,650	\$ -	\$ -	\$ 75,000	\$ 267,650
The current hardware purchased in January 2015 will have reached the end of its useful life. This equipment is primarily used to operate 170 unique virtual servers. All virtual storage housed on this hardware includes file shares, specialized applications, some enterprise applications, production systems, test databases, development databases, and other daily operating functions utilized by City staff.									
					\$ 192,650	\$ -	\$ -	\$ 75,000	\$ 267,650
FY 2020 Carryover Project									
12.	Financial Information System Reporting Tool Replacement	TBD	FY 2019	Citywide / All Wards	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000
					\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000
				Total Funding by Source	\$ 192,650	\$ -	\$ -	\$ 175,000	
					Total Resources				\$ 367,650
					Total Project Expenditures				\$ 367,650
					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.	Budget / CIP Year	Neighborhood and Ward		General Fund	Parking / Leasehold	Working Capital*	Total Funding
FY 2020 New Projects							
13. Marion Parkade Fiber Network and Elevator Camera Installation Installation of cameras inside the elevators for security and monitoring emergency calls.	TBD	FY 2020	CAN-DO, Grant Wards 1, 2, 7	\$ -	\$ -	\$ 70,000	\$ 70,000
14. Chemeketa Parkade Chiller Replacement Replacement of refrigeration and chiller units at tenant space.	TBD	FY 2020	CAN-DO, Grant Wards 1, 2, 7	-	-	35,000	35,000
15. Chemeketa Parkade Sensor Installation Installation of sensors to indicate available parking in the structure.	TBD	FY 2020	CAN-DO, Grant Wards 1, 2, 7	-	-	75,000	75,000
				\$ -	\$ -	\$ 180,000	\$ 180,000
FY 2020 Carryover / General Project							
16. Capital Improvement Reserve	TBD	FY 2018	CAN-DO, Grant Wards 1, 2, 7	\$ -	\$ 400,000	\$ 958,880	\$ 1,358,880
17. Marion Square Parkade Repair and Seal Exterior Masonry Consists of repairing, repainting, cleaning and sealing all exterior vertical brick surfaces to prevent water infiltration which could lead to deterioration of the structural building envelope.	TBD	FY 2019	CAN-DO, Grant Wards 1, 2, 7	\$ -	-	150,000	\$ 150,000
				\$ -	\$ 400,000	\$ 1,108,880	\$ 1,508,880
Total Funding by Source				\$ -	\$ 400,000	\$ 1,288,880	
				Total Resources			\$ 1,688,880
				Total Project Expenditures			\$ 1,688,880
				Unappropriated Balance			\$ -

*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.	Budget / CIP Year	Neighborhood and Ward	Other Revenues	Loan Proceeds	Working Capital	Total Funding
FY 2020 New Project							
18. Pedestrian Bridge Replacement- Shelton Ditch at Church Street	TBD	FY 2020	CAN-DO Ward 1	\$ -	\$ -	\$ 130,000	\$ 130,000
19. Pringle Creek Unspecified Improvements Funding available for future projects.	TBD	FY 2020	CAN-DO Ward 1	3,500	435,630	132,610	571,740
				\$ 3,500	\$ 435,630	\$ 262,610	\$ 701,740
Total Funding by Source				\$ 3,500	\$ 435,630	\$ 262,610	
				Total Resources			\$ 701,740
				Total Project Expenditures			\$ 701,740
				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.	Budget / CIP Year	Neighborhood and Ward	Loan Proceeds	Interfund Transfer	Working Capital	Total Funding
FY 2020 New Project						
20. 9-1-1 Computer-Aided Dispatch System Replacement of the computer-aided dispatch and mobile data system, which is the critical software used in the 9-1-1 center to track emergency information and the activity of responding police and fire personnel.	TBD FY 2020	Citywide / All Wards	\$ 1,100,000	\$ 900,000	\$ -	\$ 2,000,000
			\$ 1,100,000	\$ 900,000	\$ -	\$ 2,000,000
FY 2020 Carryover Project						
21. Radio System Replacement Multi-year project to replace the City's radio system to ensure full interoperability and access. Replacement includes system infrastructure as well as base equipment and compatible handheld and vehicle-mounted radios.	TBD FY 2015	Citywide / All Wards	\$ -	\$ -	\$ 3,528,190	\$ 3,528,190
			\$ -	\$ -	\$ 3,528,190	\$ 3,528,190
Total Funding by Source			\$ 1,100,000	\$ 900,000	\$ 3,528,190	
Total Resources						\$ 5,528,190
Total Project Expenditures						\$ 5,528,190
Unappropriated Balance						\$ -

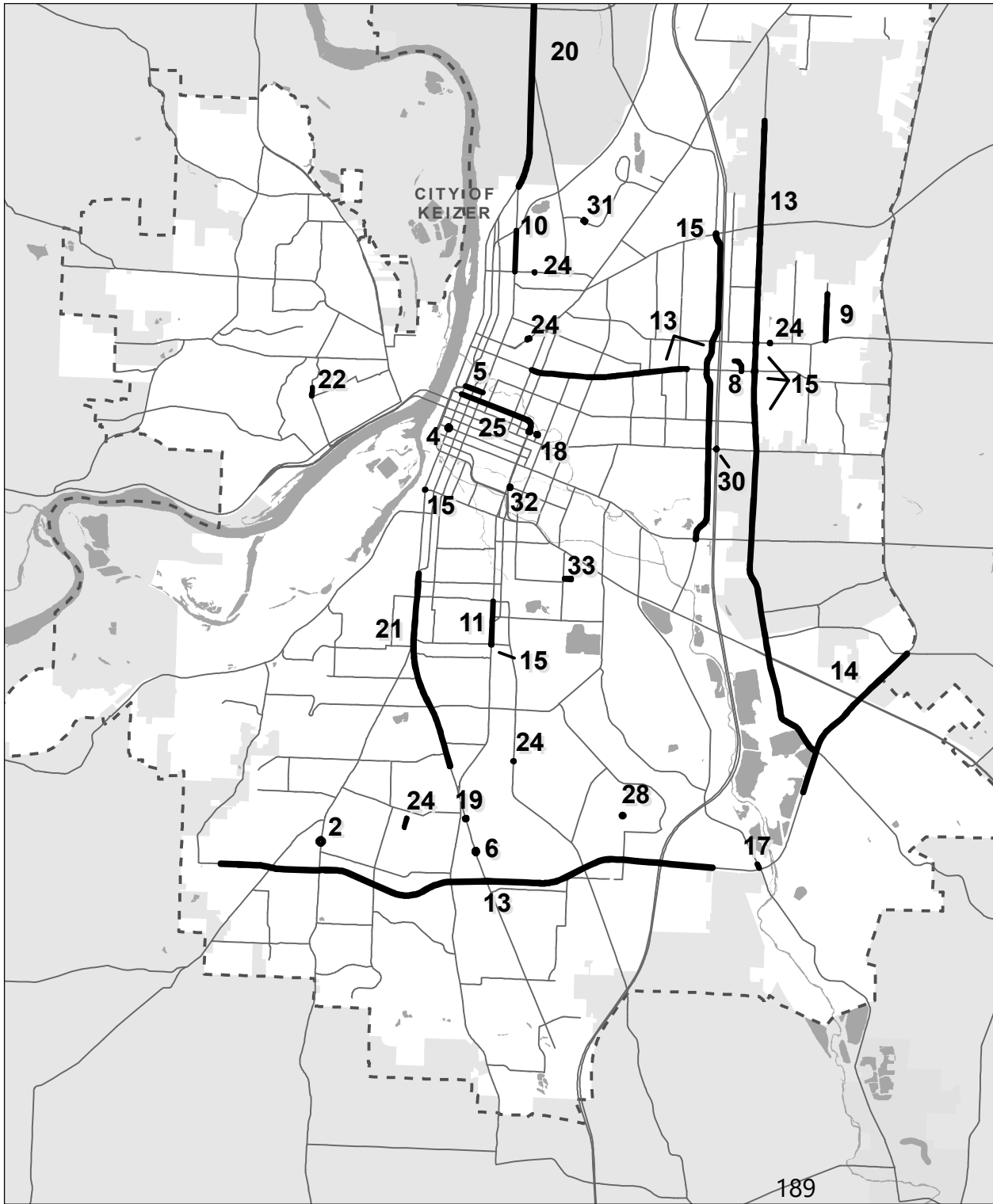
Salem Business Campus

The Salem Business Campus, comprising 80 acres of industrial land. The property is subdivided into a mixture of small (2 to 5 acre) and mid-size (10 acre or larger) lots for industrial, technology, and corporate office use. The site is certified as permit ready.

The result areas of Strong and Diverse Economy and Safe, Efficient, and Reliable Infrastructure are both represented with projects at the business campus. The projects funded here reflect infrastructure improvements to support development, while development of the campus is intended to be an economic driver.



				Sources of Funding			
	Project No.	Budget / CIP Year	Neighborhood and Ward	Land Sale Proceeds	Other Revenues	Working Capital	Total Funding
FY 2020 Carryover / General Projects							
22. Traffic Impact Analysis	TBD	Ongoing	SEMCA Ward 2	\$ -	\$ -	\$ 5,990	\$ 5,990
23. Survey	TBD	Ongoing	SEMCA Ward 2	-	-	17,900	17,900
24. Salem Business Campus Reserve for Future Projects	TBD	Ongoing	SEMCA Ward 2	1,629,150	6,500	277,330	1,912,980
25. Salem Business Campus Project Management	TBD	Ongoing	SEMCA Ward 2	-	-	28,670	28,670
				\$ 1,629,150	\$ 6,500	\$ 329,890	\$ 1,965,540
Total Funding by Source				\$ 1,629,150	\$ 6,500	\$ 329,890	
				Total Resources			\$ 1,965,540
				Total Project Expenditures			\$ 1,965,540
				Unappropriated Balance			\$ -



TRANSPORTATION

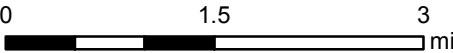
FISCAL YEAR 2019 - 2020



Salem Public Works Department

LEGEND

- Projects
- Major streets
- Urban Growth Boundary
- Water
- Outside 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 result area of Safe, Reliable, and Efficient Infrastructure.

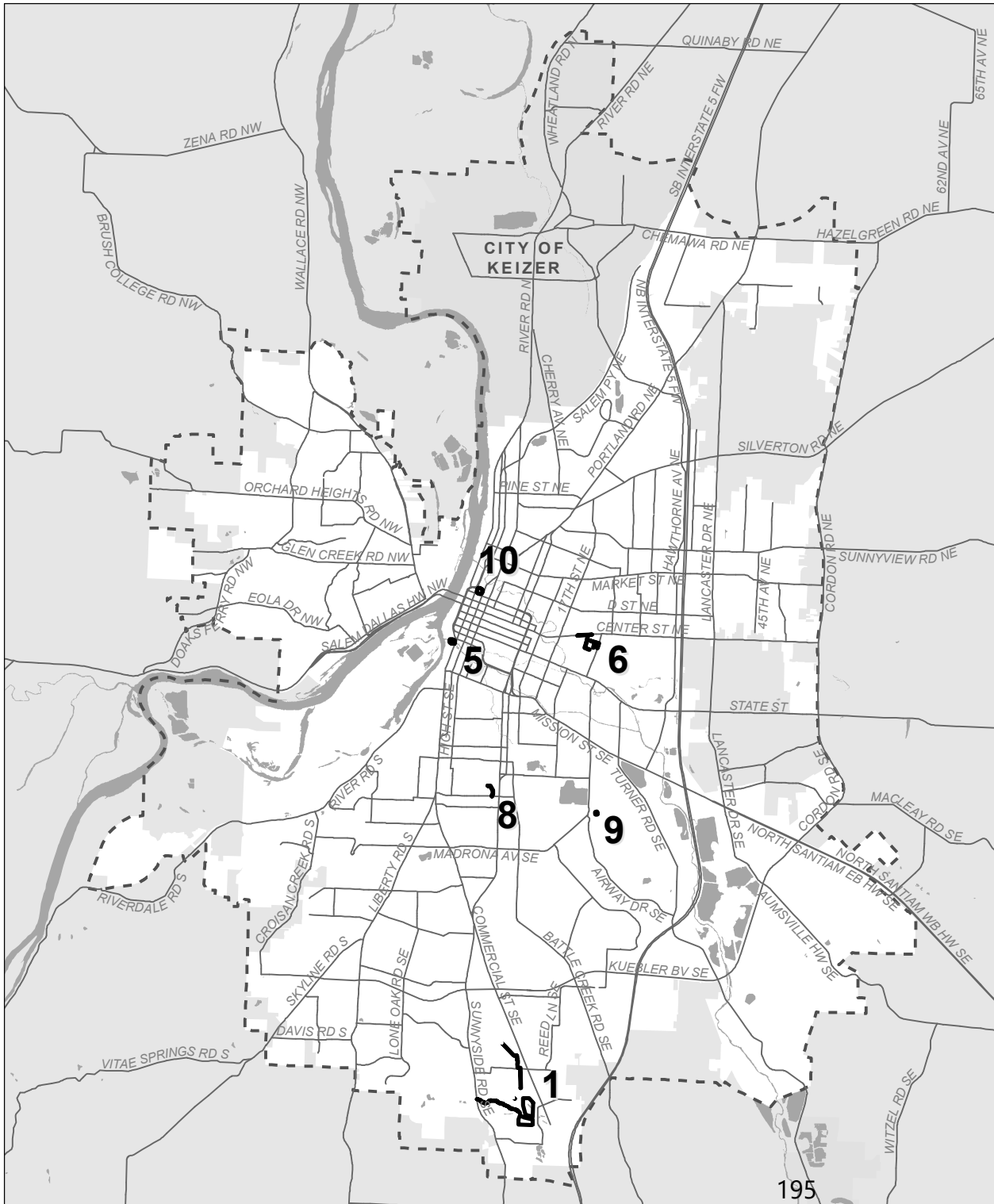
				Sources of Funding								
				Project No.	Budget / CIP Year	Neighborhood and Ward	GO Bond	SDC Fees	State Highway Revenue	Other	Total Funding	Funding Notes
FY 2020 New Projects												
1.	2019 Pavement Slurry and Crack Seal Program Design and construction of slurry seal asphalt resurfacing and crack sealing on various City collector and residential streets.	719500	FY 2020	Citywide / All Wards	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000			
2.	Liberty Elementary School Pedestrian Crossing Design and construction of a new median pedestrian island with rectangular rapid-flashing beacons on Liberty Road S at Liberty Elementary School.	719501	FY 2020	Sunnyslope Ward 7	-	-	35,000	140,000	175,000			
3.	2019 - New Streetlight Installations at Various Locations Design, right-of-way / easement acquisition, and installation of new streetlights and / or poles in areas that have deficient lighting.	719502	FY 2020	Citywide / All Wards	-	-	-	300,000	300,000	Streetlight Fee		
4.	Downtown Decorative Streetlight Replacement Design and construction to remove and replace downtown core area decorative streetlights with new LED powered decorative streetlights.	719503	FY 2020	CAN-DO Ward 1	-	-	-	300,000	300,000	Streetlight Fee		

Sources of Funding								
Project No.	Budget / CIP Year	Neighborhood and Ward	GO Bond	SDC Fees	State Highway Revenue	Other	Total Funding	Funding Notes
719505	FY 2020	CAN-DO Ward 1	690,000	-	-	-	690,000	
improvements ice Station. affic signal water, pedestrian and mercial St NE to High St								
718511	FY 2019	Citywide / All Wards	-	-	119,070	-	119,070	
land with pedestrian g left-turn lane on ction with Royvonne Ave and is included in the								
718513	FY 2019	Citywide / All Wards	-	-	-	460,000	460,000	Streetlight Fee
nstallation of new ent lighting. This project n the budget for the first								
			\$ 690,000	\$ -	\$ 354,070	\$ 1,200,000	\$ 2,244,070	
713500	FY 2014	NESCA Ward 6	\$ -	\$ 2,282,000	\$ -	\$ -	\$ 2,282,000	
713507	FY 2015	NOLA Ward 6	1,118,000	508,000	-	2,542,410	4,168,410	FHWA

Sources of Funding								
Project No.	Budget / CIP Year	Neighborhood and Ward	GO Bond	SDC Fees	State Highway Revenue	Other	Total Funding	Funding Notes
717507	FY 2018	Highland Wards 1, 5	107,000	-	-	1,313,400	1,420,400	FHWA
			\$ 1,225,000	\$ 2,790,000	\$ -	\$ 3,855,810	\$ 7,870,810	
713501	FY 2014	Morningside SESNA Ward 2	\$ -	\$ 484,820	\$ -	\$ 475,410	\$ 960,230	FHWA
714501	FY 2015	Citywide / All Wards	-	21,310	-	-	21,310	
716508	FY 2018	Citywide / All Wards	-	80,760	-	958,200	1,038,960	ODOT
716509	FY 2018	SEMCA Ward 3	-	22,000	-	-	22,000	
717502	FY 2018	Citywide / All Wards	-	72,500	-	685,000	757,500	ODOT
717503	FY 2018	Citywide / All Wards	-	27,000	-	134,790	161,790	FHWA
717505	FY 2018	SEMCA Wards 2, 3	70,000	-	-	104,400	174,400	ODOT
717506	FY 2018	CAN-DO, NEN Ward 1	57,000	-	-	469,870	526,870	ODOT
718500	FY 2019	Faye Wright, Morningside Ward 3	-	74,460	-	466,600	541,060	FHWA
718506	FY 2019	Outside City Ward Other	-	-	-	1,970,000	1,970,000	City of Keizer FHWA
			\$ 127,000	\$ 782,850	\$ -	\$ 5,264,270	\$ 6,174,120	

Sources of Funding								
Project No.	Budget / CIP Year	Neighborhood and Ward	GO Bond	SDC Fees	State Highway Revenue	Other	Total Funding	Funding Notes
717504	FY 2018	Faye Wright, Morningside, SCAN, SWAN Wards 2, 3, 7	\$ 156,800	\$ -	\$ -	\$ 1,730,750	\$ 1,887,550	FHWA
718501	FY 2019	West Salem Wards 1, 8	1,110,000	-	-	-	1,110,000	
718503	FY 2019	Citywide / All Wards	-	-	125,000	-	125,000	
718505	FY 2019	ELNA, Faye Wright, Grant, Highland, Morningside Wards 1, 3, 6	-	-	78,060	508,110	586,170	ODOT
718509	FY 2019	CAN-DO Ward 1	-	-	-	340,780	340,780	FHWA
			\$ 1,266,800	\$ -	\$ 203,060	\$ 2,579,640	\$ 4,049,500	
718502	FY 2019	Citywide / All Wards	\$ -	\$ -	\$ -	\$ 197,000	\$ 197,000	Streetlight Fee
			\$ -	\$ -	\$ -	\$ 197,000	\$ 197,000	
711503	FY 2012	West Salem Wards 1, 8	\$ 3,582,660	\$ -	\$ -	\$ -	\$ 3,582,660	
714508	FY 2016	Morningside Ward 3	-	-	-	10,000	10,000	Interest
715506	FY 2018	Citywide / All Wards	26,000	-	-	-	26,000	
716511	FY 2018	CAN-DO Ward 1	18,000	-	-	-	18,000	
717500	FY 2018	Northgate Ward 5	-	-	-	128,000	128,000	FHWA
718504	FY 2019	CAN-DO, SESNA Wards 1, 2	-	-	-	1,470,000	1,470,000	FHWA
718507	FY 2019	SESNA Ward 2	-	-	100,000	-	100,000	
			\$ 3,626,660	\$ -	\$ 100,000	\$ 1,608,000	\$ 5,334,660	

			Sources of Funding					
Project No.	Budget / CIP Year	Neighborhood and Ward	GO Bond	SDC Fees	State Highway Revenue	Other	Total Funding	Funding Notes
998667	FY 2017	Citywide / All Wards	\$ -	\$ 350,000	\$ -	\$ -	\$ 350,000	
716500		South Gateway Ward 4	-	200,000	-	-	200,000	
			\$ -	\$ 550,000	\$ -	\$ -	\$ 550,000	
998515, 998523, 998661, 998698		Citywide / All Wards	\$ 883,570	\$ 880,780	\$ -	\$ 740,690	\$ 2,505,040	Interest
998526		Citywide / All Wards	-	-	259,820	-	259,820	
998632		Citywide / All Wards	-	500,000	-	3,000,000	3,500,000	Other Agencies
998658, 998662, 998699		Citywide / All Wards	85,000	-	-	87,650	172,650	Interest
998670		Citywide / All Wards	-	155,000	-	-	155,000	
998679		Citywide / All Wards	-	-	-	62,290	62,290	Various
998710		Citywide / All Wards	-	400,000	-	-	400,000	
998693, 998709		Citywide / All Wards	-	140,000	-	20,000	160,000	Interest
			\$ 968,570	\$ 2,075,780	\$ 259,820	\$ 3,910,630	\$ 7,214,800	
Total Funding by Source			\$ 7,904,030	\$ 6,198,630	\$ 916,950	\$ 18,615,350		
Total Resources							\$ 33,634,960	
Total Project Expenditures							\$ 33,634,960	
Unappropriated Balance							\$ -	



STORMWATER

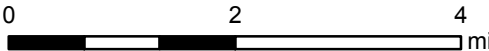
FISCAL YEAR 2019 - 2020



Salem Public Works Department

LEGEND

-  Project
-  Major streets
-  Urban Growth Boundary
-  Water
-  Outside City Limit



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Stormwater

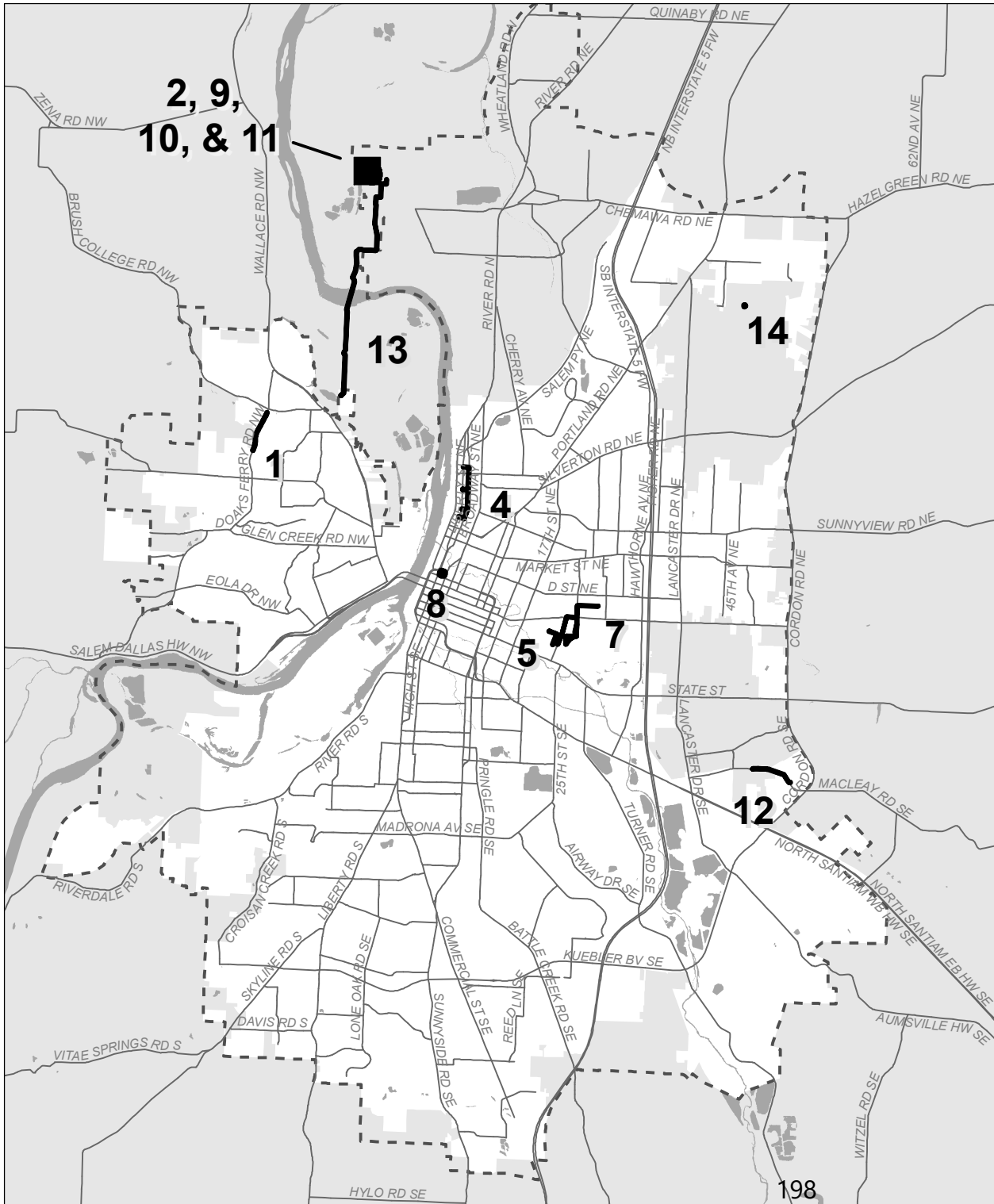
The City of Salem owns and maintains an extensive system of stormwater collection, treatment, and detention systems to control and treat stormwater for 13 urban watersheds that cover more than 48 square miles. Funds in this section are allocated to plan, design, acquire property, and construct projects 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 result area of Safe, Reliable, and Efficient Infrastructure.

					Sources of Funding							
					Project No.	Budget / CIP Year	Neighborhood and Ward	Stormwater Rates	SDC Fees	Other Agencies	Total Funding	Funding Notes
FY 2020 Carryover Projects												
Water Quality												
1.	Waln Creek / Battle Creek Mitigation Monitoring	713208	FY 2015	South Gateway Ward 4	\$ 33,140	\$ -	\$ -	\$ 33,140				
2.	Implementation of DEQ Retrofit Plan - Various Locations	716200	FY 2017	Citywide / All Wards	298,730	-	-	298,730				
3.	Total Maximum Daily Load (TMDL) Implementation Plan Projects - Pringle Creek (Jones Road SE to Idylwood Drive SE)	716201	FY 2017	Faye Wright Ward 3	125,220	-	-	125,220				
4.	Stream Bank Restoration Mitigation for Various Projects	716202	FY 2017	Citywide / All Wards	211,250	-	-	211,250				
5.	Pringle Creek North Block Slab Demolition	717204	FY 2019	CAN-DO Ward 1	1,328,530	-	1,300,000	2,628,530				Urban Renewal
6.	Center Street Pipe Relocation, Phase A	718200	FY 2019	NEN Wards 1, 2	50,000	-	-	50,000				
7.	Tree Planting Program	718203	FY 2019	Citywide / All Wards	186,680	-	-	186,680				
					\$ 2,233,550	\$ -	\$ 1,300,000	\$ 3,533,550				
Replacement / Rehabilitation / New Facilities												
8.	Cedar Way SE Stormwater Improvements	717201	FY 2018	SCAN Ward 2	\$ 245,270	\$ -	\$ -	\$ 245,270				

				Sources of Funding					
		Project No.	Budget / CIP Year	Neighborhood and Ward	Stormwater Rates	SDC Fees	Other Agencies	Total Funding	Funding Notes
9.	Airport Stormwater Improvements and Curb Realignment	717206	FY 2019	SESNA SEMCA Wards 2, 3	387,460	-	-	387,460	
10.	Salem Police Station Stormwater Improvements	718204	FY 2019	CAN-DO Ward 1	460,290	-	-	460,290	
					\$ 1,093,020	\$ -	\$ -	\$ 1,093,020	
Developer Reimbursements									
11.	Storm Capacity Improvements - Developer Reimbursement			Citywide / All Wards	\$ -	\$ 126,910	\$ -	\$ 126,910	
					\$ -	\$ 126,910	\$ -	\$ 126,910	
General									
12.	Stormwater - Unspecified	998654 998811		Citywide / All Wards	\$ 312,040	\$ 1,329,210	\$ -	\$ 1,641,250	Various
13.	Opportunity Grant	998656		Citywide / All Wards	-	-	500,000	500,000	
14.	Stormwater - CIP Management	998653		Citywide / All Wards	62,340	-	-	62,340	
15.	Stormwater - Design and Analysis	998655 998672		Citywide / All Wards	74,890	97,370	-	172,260	
16.	Stormwater - SDC Administration	998671		Citywide / All Wards	-	29,340	-	29,340	
					\$ 449,270	\$ 1,455,920	\$ 500,000	\$ 2,405,190	
Total Funding by Source					\$ 3,775,840	\$ 1,582,830	\$ 1,800,000		
Total Resources									\$ 7,158,670
Total Project Expenditures									\$ 7,158,670
Unappropriated Balance									\$ -



WASTEWATER

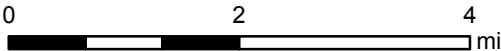
FISCAL YEAR 2019 - 2020



Salem Public Works Department

LEGEND

-  Projects
-  Major streets
-  Urban Growth Boundary
-  Water
-  Outside 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 Wastewater 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.

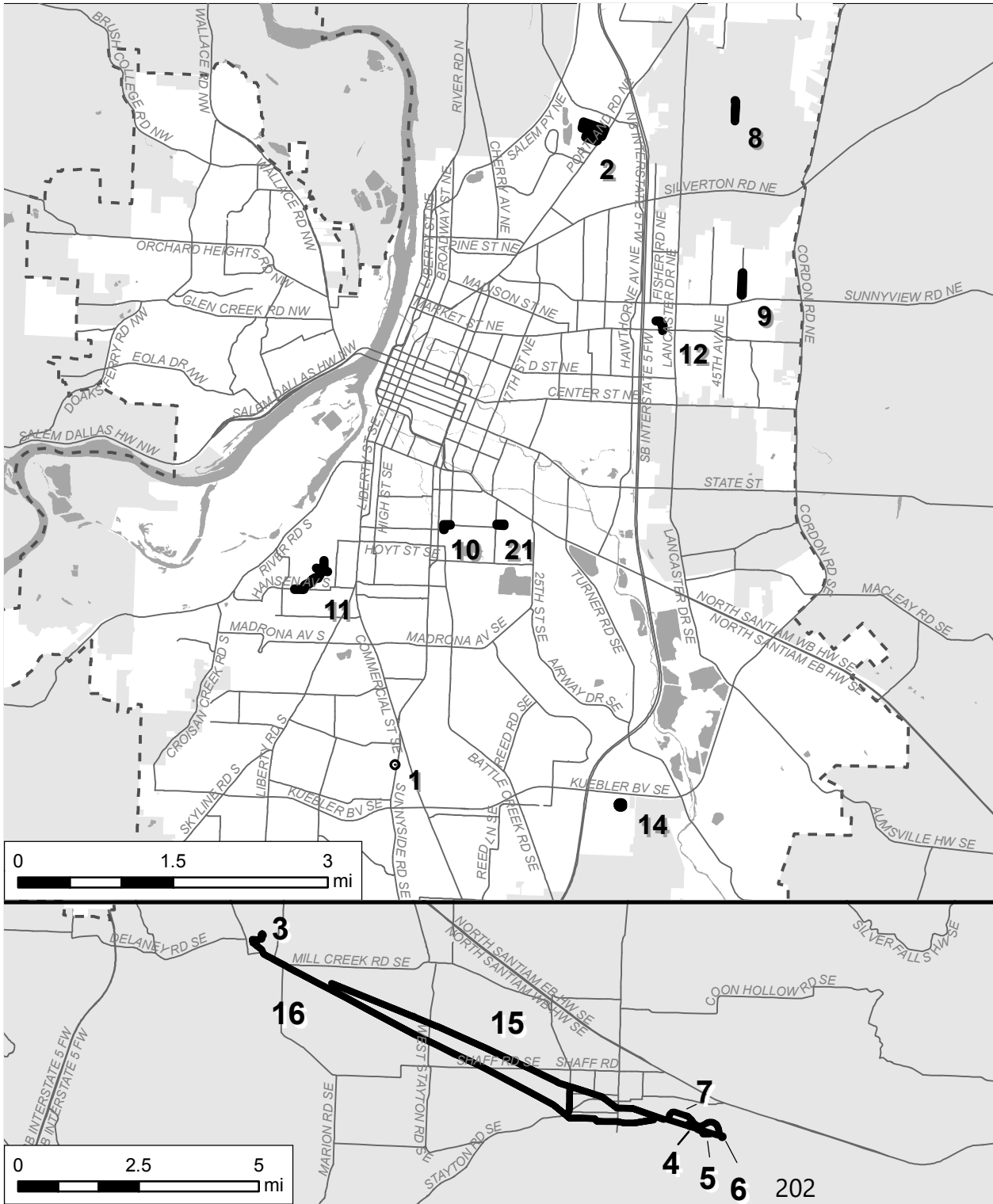


Wastewater improvement projects support the result area of Safe, Reliable, and Efficient Infrastructure.

					Sources of Funding				
	Project No.	Budget / CIP Year	Neighborhood and Ward	Wastewater Rates	SDC Fees	Other Agencies	Total Funding	Funding Notes	
FY 2020 New Projects									
1.	Doaks Ferry Road NW Wastewater System Improvements - Developer Reimbursement Anticipated reimbursement to developers for construction of a wastewater main on Doaks Ferry Rd NW, between Brush College Rd NW and Orchard Heights Rd NW.	718100	FY 2020	West Salem Ward 8	\$ -	\$ 1,100,000	\$ -	\$ 1,100,000	
2.	Willow Lake WPCF - Hydraulic Improvements Design and construction of improvements to eliminate the hydraulic bottleneck at the aeration basin to increase secondary treatment capacity.	719101	FY 2020	Citywide / All Wards	-	930,000	-	930,000	
					\$ -	\$ 2,030,000	\$ -	\$ 2,030,000	
FY 2020 Carryover Projects									
Pipelines									
3.	Street Restoration for Wastewater Projects	709108	FY 2011	Citywide / All Wards	\$ 47,100	\$ -	\$ -	\$ 47,100	
4.	Hickory St NE and Liberty St NE Pipe Replacement	714103	FY 2015	Grant Highland Wards 1, 5	2,153,870	-	-	2,153,870	
5.	B St Basin No. 5 - Wastewater Collection Improvements	716100	FY 2018	NEN Ward 2	386,610	-	-	386,610	

				Sources of Funding					
	Project No.	Budget / CIP Year	Neighborhood and Ward	Wastewater Rates	SDC Fees	Other Agencies	Total Funding	Funding Notes	
6.	Abandonment of Obsolete Sewer Mains	717100	FY 2018	Citywide / All Wards	94,990	-	-	94,990	
7.	Oregon State Hospital North Campus Wastewater Main Extension	718101	FY 2019	Citywide Ward 2	1,103,120	-	-	1,103,120	
8.	Salem Police Station Wastewater Improvements	718105	FY 2019	CAN-DO Ward 1	105,000	-	-	105,000	
					\$ 3,890,690	\$ -	\$ -	\$ 3,890,690	
Willow Lake Water Pollution Control Facility									Oregon Energy Trust Dept of Energy
9.	Cogeneration Facility Upgrade	715105	FY 2016	Citywide / All Wards	\$ 3,357,600	\$ -	\$ 2,830,130	\$ 6,187,730	
10.	Solids Handling Facility	716101 717106	FY 2017	Citywide / All Wards	2,900,610	1,830,000	-	4,730,610	
11.	Trickling Filter Arm Replacements	717105	FY 2018	Citywide / All Wards	4,951,860	-	-	4,951,860	
					\$11,210,070	\$ 1,830,000	\$ 2,830,130	\$15,870,200	
Pump Stations									Developer
12.	Cordon Rd Wastewater Pump Station Improvements - Force Main Extension	713102	FY 2014	SEMCA Ward 3	\$ -	\$ 857,700	\$ -	\$ 857,700	
13.	West Salem Wastewater Pump Station Force Main and Capacity Upgrades	714105	FY 2015	West Salem Ward 8	1,750,000	-	-	1,750,000	
14.	Hayesville Pump Station Relocation and Upgrade	717101	FY 2018	Northgate Ward 5	800,000	-	-	800,000	
					\$ 2,550,000	\$ 857,700	\$ -	\$ 3,407,700	
Developer Reimbursements									
15.	Wastewater Capacity Improvements - Developer Reimbursements	998665		Citywide / All Wards	\$ -	\$ 345,770	\$ -	\$ 345,770	
					\$ -	\$ 345,770	\$ -	\$ 345,770	

			Sources of Funding					
	Project No.	Budget / CIP Year	Neighborhood and Ward	Wastewater Rates	SDC Fees	Other Agencies	Total Funding	Funding Notes
General								
16.	Wastewater - Unspecified	998525 998549	Citywide / All Wards	\$ 1,952,310	\$ 910,030	\$ -	\$ 2,862,340	Various
17.	Opportunity Grant	998641	Citywide / All Wards	-	500,000	3,000,000	3,500,000	
18.	Wastewater - CIP Management	998660	Citywide / All Wards	200,000	-	-	200,000	
19.	Wastewater - Design and Analysis	998674 998677	Citywide / All Wards	148,000	212,420	-	360,420	
20.	Wastewater - SDC Administration	998663	Citywide / All Wards	-	46,460	-	46,460	
				\$ 2,300,310	\$ 1,668,910	\$ 3,000,000	\$ 6,969,220	
Total Funding by Source				\$19,951,070	\$ 6,732,380	\$ 5,830,130		
Total Resources								\$ 32,513,580
Total Project Expenditures								\$ 32,513,580
Unappropriated Balance								\$ -

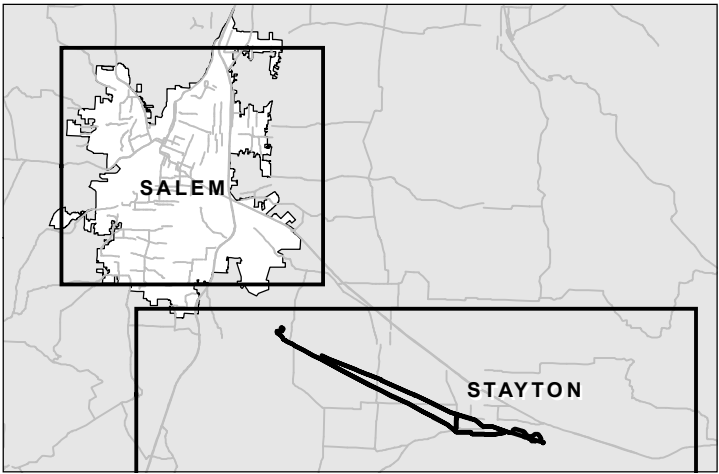


WATER

FISCAL YEAR 2019 - 2020



Salem Public Works Department



LEGEND

- Projects
- Major streets
- Urban Growth Boundary
- Water



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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 45 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 result area of Safe, Reliable, and Efficient Infrastructure.



				Sources of Funding				
	Project No.	Budget / CIP Year	Neighborhood and Ward	Water Rates	SDC Fees	Other Agencies	Total Funding	Other Fund Source
FY 2020 New Projects								
1.	Aquifer Storage and Recovery (ASR) Design and construction for improvements to the Woodmansee Park ASR Well to remove residual chlorine before injection into the aquifer to eliminate the risk of creating disinfection by-products. Work also includes re-chlorinating and adjusting the pH of water pumped from the aquifer before mixing with water in the system and piping improvements to optimize hydraulics.	719000	FY 2020	Citywide / All Wards	\$ -	\$ 1,205,000	\$ -	\$ 1,205,000
2.	Americold Water Distribution System Design and construction of improvements to separate public and private water systems at the Americold facility and installation of a new metering system.	718003	FY 2019	Highland, Northgate Ward 5	115,840	-	-	115,840
3.	Chlorination Reduction Facility at Franzen Reservoir / Aldersgate Design and construction of a de-chlorination facility downstream of the chlorine contact pipelines at Geren Island, but upstream of the point of entry to the distribution system to bring the chlorine levels to the desired residual level. This system is being installed as a backup to the powdered activated carbon (PAC) treatment process. This project was created mid-year in FY 2019 and is included in the budget for the first time.	718004	FY 2019	Citywide / All Wards	650,000	-	-	650,000

Sources of Funding								
	Project No.	Budget / CIP Year	Neighborhood and Ward	Water Rates	SDC Fees	Other Agencies	Total Funding	Other Fund Source
4. Re-Sanding Rough Filter No. 2 Cleaning of sand as well as purchasing additional sand for the roughing filter at Geren Island so that it will be ready for use in the event cyanotoxins return to the raw water and need to be treated. This project was created mid-year in FY 2019 and is included in the budget for the first time.	718005	FY 2019	Citywide / All Wards	416,780	-	-	416,780	
5. Acetic Acid Facility / SCADA Controls Design of improvements to allow for a more permanent acetic acid structure, automated control of the acetic acid feed pumps, and modifications to the discharge pipe to create a hard pipe system. Improvements will also include connecting the existing SCADA system to the PAC system so that monitoring and control of the PAC system can be facilitated.	718006	FY 2019	Citywide / All Wards	150,000	-	-	150,000	
6. Flow Monitoring Improvements at Geren Island Installation of additional flow monitoring meters at the intake point near the Santiam River, inlet to the South Basin, and the inlet to the roughing filter. This project was created mid-year in FY 2019 and is included in the budget for the first time.	718008	FY 2019	Citywide / All Wards	310,000	-	-	310,000	
7. Geren Island Facility Improvements Design and construction of an Ozone Treatment Facility, flood protection barriers and integration of new and existing operation control systems. This project was created mid-year in FY 2019 and is included in the budget for the first time.	718010	FY 2019	Citywide / All Wards	7,447,040	-	11,770,000	19,217,040	
8. 45th Avenue NE Waterline Design and construction of 1,200 linear feet of waterline to replace an existing asbestos cement waterline in advance of Marion County's improvements of 45th Ave NE.	718012	FY 2019		400,000	-	-	400,000	
				\$ 9,489,660	\$ 1,205,000	\$11,770,000	\$22,464,660	

				Sources of Funding				
	Project No.	Budget / CIP Year	Neighborhood and Ward	Water Rates	SDC Fees	Other Agencies	Total Funding	Other Fund Source
FY 2020 Carryover Projects								
Pipelines								
9.	Brown Rd NE Waterline, Phase 2	715001	FY 2016	NOLA Ward 6	\$ 650,000	\$ -	\$ -	\$ 650,000
10.	Oxford St SE 30-inch Mainline Repair at Pringle Creek Crossing	715003	FY 2016	SESNA Ward 2	671,170	-	-	671,170
11.	Sunrise Ave S, Hansen Ave S, and Ben Vista Dr S Main Replacement	717005	FY 2018	SWAN Ward 7	890,000	-	-	890,000
12.	Fisher Rd NE Waterline Extension	717008	FY 2019	NESCA Ward 6	260,000	-	-	260,000
				\$ 2,471,170	\$ -	\$ -	\$ 2,471,170	
Pump Stations / Reservoirs								
13.	Reservoir Seismic Valve Improvements	713001	FY 2014	Citywide / All Wards	\$ 51,100	\$ -	\$ -	\$ 51,100
14.	Boone Road Water Pump Station Upgrade	710001 714000	FY 2015	SEMCA Ward 3	789,560	2,387,000	-	3,176,560
				\$ 840,660	\$ 2,387,000	\$ -	\$ 3,227,660	
Transmission Lines								
15.	36-inch to 54-Inch Transmission Line Interties	715004	FY 2016	Citywide / All Wards	\$ 760,000	\$ -	\$ -	\$ 760,000
16.	54-Inch Waterline Repairs - Santiam Water District	716000	FY 2017	Citywide / All Wards	1,130,000	-	-	1,130,000
				\$ 1,890,000	\$ -	\$ -	\$ 1,890,000	
Other								
17.	Street Restoration for Water Projects	709005	FY 2011	Citywide / All Wards	\$ 10,000	\$ -	\$ -	\$ 10,000
18.	East Salem Backup Well Water Supply	716002	FY 2017	ELNA, Lansing, NOLA, Northgate Wards 1, 5, 6	45,590	-	-	45,590

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 2020 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	Developer Fees	Other Revenues	Working Capital	Total Funding
FY 2020 Sustainable Fairview Projects						
1. Sustainable Fairview Unspecified Improvements Project provides appropriation authority for infrastructure improvement projects in the development district paid by fees.	TBD Ongoing	Morningside Ward 3	\$ 500,000	\$ -	\$ -	\$ 500,000
			\$ 500,000	\$ -	\$ -	\$ 500,000
FY 2020 Mill Creek New / Carryover Projects						
2. Cordon Force Main Construct approximately 2,200 linear feet of 24-inch sewer force main in Macleay Rd from the Cordon Sewer Pump to Shenandoah Dr.	TBD FY 2020	SEMCA Ward 3	\$ -	\$ -	\$ 443,000	\$ 443,000
3. Phase 1C North / South Sewer Main "A" Street to Aumsville Hwy, 1,600 linear feet of 18-inch main.		SEMCA Ward 3	-	-	39,450	39,450
4. Phase 2A North / South Sewer Main "A" Street through Phase 2 from Mill Creek Dr, 1,100 linear feet of 10-inch main.		SEMCA Ward 3	-	-	67,550	67,550
5. Phase 2A East / West Sewer Main Mill Creek Dr to Deer Park Dr, 500 linear feet of 8-inch and 1,700 feet of 10-inch main.		SEMCA Ward 3	-	-	115,530	115,530
6. Deer Park Road Sewer Main Deer Park Rd from Mill Creek Dr, 500 linear feet of 10-inch main.		SEMCA Ward 3	-	-	242,510	242,510

			Sources of Funding			
Project No.	Budget / CIP Year	Neighborhood and Ward	Developer Fees	Other Revenues	Working Capital	Total Funding
7.	Phase 1C North / South Street Construct street from Aumsville Hwy to Phase 2A, approximately 2,000 linear feet.	SEMCA Ward 3	-	-	470,910	470,910
8.	Depot Court at Aumsville Highway Intersection Widen existing intersection to accommodate for larger truck turning traffic.	SEMCA Ward 3	-	-	368,000	368,000
9.	Mill Creek Unspecified Improvements Funding for future infrastructure improvements.	SEMCA Ward 3	812,220	25,000	1,613,720	2,450,940
			\$ 812,220	\$ 25,000	\$ 3,360,670	\$ 4,197,890
Total Funding by Source			\$ 1,312,220	\$ 25,000	\$ 3,360,670	
Total Resources						\$ 4,697,890
Total Project Expenditures						\$ 4,697,890
Unappropriated Balance						\$ -

City of Salem Debt Service Summary of Activity

The majority of the City's debt service obligations are categorized in the service area of Safe, Reliable and Efficient Infrastructure. Proceeds from internal loans, revenue bonds, and general obligation bonds support streetlight replacement, construction of new and seismic retrofitting of existing fire stations, multi-year streets and bridges improvement projects, rate-supported replacement and rehabilitation of the utility infrastructure, construction of a new police station, and seismic upgrades and other improvements to Salem Public Library. The total of Safe, Reliable and Efficient Infrastructure debt service is \$37,195,480

Debt service expense that supports the service area of Strong and Diverse Economy includes an internal loan for replacing outdated parking meters with new technology in key locations, including the Capitol Mall. Payments on this loan equal \$285,450 in FY 2020. A Section 108 loan supported construction of the Salem Convention Center in 2005. The debt payment, which has been supported by the Community Renewal Fund, is \$400,870 resulting in a remaining principal balance of \$835,000. The Airport benefited from two internal loans to fund electrical upgrades to the airfield and support an environmental assessment. Debt service for the two loans is \$45,400 with a remaining principal balance of \$128,970.

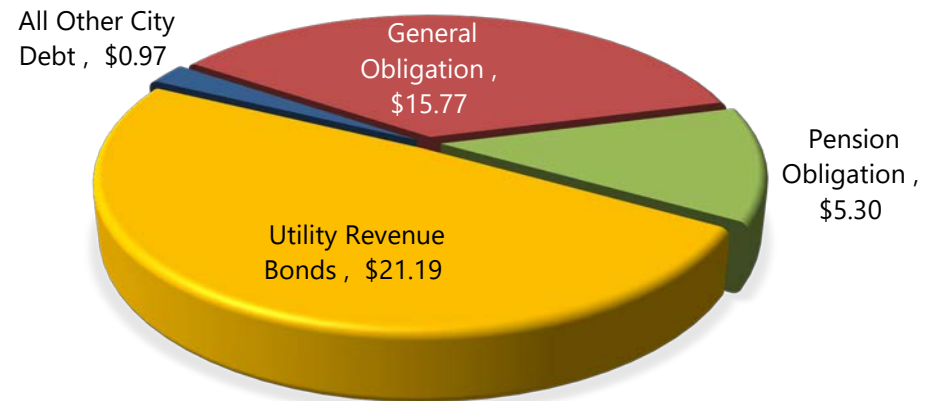
In 2005, the City of Salem bonded a portion of its PERS liability which has resulted in annual cost savings related to the City's full PERS obligation. The funding source for the debt repayment is calculated as part of the City's personal services costs and is paid by funds / departments with employees. The debt service for the PERS obligation bond in FY 2020 is \$5,296,470.

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

\$43,223,670

FY 2020 Budget





City of Salem Debt Service Schedule FY 2020

	Issue/ Maturity	Original Amount	Balance 6/30/2019 Outstanding	FY 2020 Payments			Balance 6/30/2020 Outstanding
				Principal	Interest	Total	
General Fund - Fund 101							
Parking Meter Technology Internal Loan	4/2015 - 6/2021	\$ 1,500,000	\$ 551,820	\$ 272,150	\$ 13,300	\$ 285,450	\$ 279,670
Total General Fund		\$ 1,500,000	\$ 551,820	\$ 272,150	\$ 13,300	\$ 285,450	\$ 279,670
Streetlight Fund - Fund 156							
Streetlight LED Replacement Internal Loan	12/2016 - 12/2026	\$ 2,000,000	\$ 1,619,490	\$ 197,280	\$ 43,120	\$ 240,400	\$ 1,422,210
Total Streetlight Fund		\$ 2,000,000	\$ 1,619,490	\$ 197,280	\$ 43,120	\$ 240,400	\$ 1,422,210
Airport Fund - Fund 160							
Airfield Electrical Internal Loan	12/2012 - 12/2022	\$ 298,500	\$ 138,110	\$ 33,130	\$ 3,820	\$ 36,950	\$ 104,980
Environmental Assessment Internal Loan	12/2012 - 12/2022	295,700	31,555	7,570	880	8,450	23,985
Total Airport Fund		\$ 594,200	\$ 169,665	\$ 40,700	\$ 4,700	\$ 45,400	\$ 128,965
Community Renewal Fund - Fund 165							
HUD Section 108 - Convention Center	02/2004 - 08/2023	\$ 7,200,000	\$ 1,214,000	\$ 379,000	\$ 21,870	\$ 400,870	\$ 835,000
Total Community Renewal Fund		\$ 7,200,000	\$ 1,214,000	\$ 379,000	\$ 21,870	\$ 400,870	\$ 835,000
The Section 108 loan payment for FY 2020 is \$400,865. 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.							
General Obligation Debt - Fund 210							
Series 2012 Fire Refunding	04/2012 - 06/2020	\$ 18,289,300	\$ 1,829,210	\$ 1,829,210	\$ 29,370	\$ 1,858,580	\$ -
Series 2012 Streets and Bridges	01/2012 - 06/2026	25,000,000	9,295,000	1,145,000	243,530	1,388,530	8,150,000
Series 2013 Streets and Bridges	08/2013 - 06/2024	43,665,000	27,290,000	3,365,000	1,028,400	4,393,400	23,925,000
Series 2017 Public Safety Facility & SB Refunding	08/2017 - 06/2037	78,960,000	72,390,000	3,755,000	2,841,300	6,596,300	68,635,000
Series 2018 Library Seismic & Improvements	03/2018 - 06/2031	18,600,000	18,130,000	700,000	828,800	1,528,800	17,430,000
Total GO Debt Fund 210		\$ 184,514,300	\$ 128,934,210	\$ 10,794,210	\$ 4,971,400	\$ 15,765,610	\$ 118,140,000

Series 2017 - General Obligation Bond debt service for the Public Safety Facility, and Advance Refunding of the 2009 Streets and Bridges issuance. The unrefunded portion of the 2009 Streets and Bridges series matured on 6/1/19.



City of Salem Debt Service Schedule FY 2020



	Issue/ Maturity	Original Amount	Balance 6/30/2019 Outstanding	FY 2020 Payments			Balance 6/30/2020 Outstanding
				Principal	Interest	Total	
Other Debt - Fund 210							
Pension Obligation Bond Series 2005	09/2005 - 06/2028	\$ 61,685,000	\$ 41,290,000	\$ 3,235,000	\$ 2,061,470	\$ 5,296,470	\$ 38,055,000
Total Other Debt Fund 210		\$ 61,685,000	\$ 41,290,000	\$ 3,235,000	\$ 2,061,470	\$ 5,296,470	\$ 38,055,000
Utility Fund - Fund 310							
Series 2012A Water / Sewer Revenue Refunding	10/2012 - 06/2025	\$ 63,360,000	\$ 29,662,000	\$ 8,351,000	\$ 658,500	\$ 9,009,500	\$ 21,311,000
Series 2017 Water / Sewer Revenue Refunding	07/2017 - 06/2027	65,135,000	52,670,000	6,455,000	2,543,250	8,998,250	46,215,000
Series 2020 Water / Sewer Revenue	02/2020 - 06/2039	50,000,000	-	2,341,440	840,280	3,181,720	47,658,560
Total Utility Fund		\$ 178,495,000	\$ 82,332,000	\$ 17,147,440	\$ 4,042,030	\$ 21,189,470	\$ 115,184,560
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.							
Series 2020 - Budgetary placeholder for potential Utility revenue bond issuance in February 2020. Final size of issuance and terms will be authorized through a future Council resolution.							
TOTAL DEBT SERVICE		\$ 435,988,500	\$ 256,111,185	\$ 32,065,780	\$ 11,157,890	\$ 43,223,670	\$ 274,045,405

City of Salem Budget
FY 2020
Fund No. 210
General Obligation Bond Debt

General Obligation Bond Debt Resources

Resource Type	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg from FY 2019
Property Tax - Current	\$ 11,191,680	\$ 11,418,695	\$ 13,420,380	\$ 13,544,906	\$ 15,450,820	\$ 14,746,320	\$ 14,746,320	\$ 14,746,320	\$ (704,500)	-4.6%
Property Tax - All Other Years	274,200	252,220	253,400	242,351	347,650	331,790	331,790	331,790	(15,860)	-4.6%
All Other Revenues	32,000	66,098	45,320	84,129	-	-	-	-	-	-
Beginning Working Capital	1,636,430	1,680,942	225,450	533,726	493,730	1,294,210	1,294,210	1,294,210	800,480	162.1%
Total Resources	\$ 13,134,310	\$ 13,417,954	\$ 13,944,550	\$ 14,405,112	\$ 16,292,200	\$ 16,372,320	\$ 16,372,320	\$ 16,372,320	\$ 80,120	0.5%

General Obligation Bond Debt Expenditures

Expenditure Type	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg from FY 2019
Materials and Services	\$ -	\$ 25,122	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Service	12,908,860	12,859,106	13,673,780	13,554,462	15,450,820	15,765,610	15,765,610	15,765,610	314,790	2.0%
Total Expenditures	\$ 12,908,860	\$ 12,884,228	\$ 13,673,780	\$ 13,554,462	\$ 15,450,820	\$ 15,765,610	\$ 15,765,610	\$ 15,765,610	\$ 314,790	2.0%

City of Salem Budget
FY 2020
Fund No. 210
Pension Obligation Bond Debt

Pension Obligation Bond Debt Resources

Resource Type	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg from FY 2019
Interfund - Special Transfers	\$ 4,707,070	\$ 4,707,090	\$ 4,897,000	\$ 4,897,030	\$ 5,091,950	\$ 5,297,000	\$ 5,297,000	\$ 5,297,000	\$ 205,050	4.0%
All Other Revenues	7,000	13,301	8,500	22,053	-	-	-	-	-	-
Beginning Working Capital	35,250	37,386	42,250	50,716	50,980	51,040	51,040	51,040	60	0.1%
Total Resources	\$ 4,749,320	\$ 4,757,777	\$ 4,947,750	\$ 4,969,799	\$ 5,142,930	\$ 5,348,040	\$ 5,348,040	\$ 5,348,040	\$ 205,110	4.0%

Pension Obligation Bond Debt Expenditures

Expenditure Type	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg from FY 2019
Debt Service	\$ 4,707,070	\$ 4,707,062	\$ 4,896,770	\$ 4,896,762	\$ 5,091,890	\$ 5,296,470	\$ 5,296,470	\$ 5,296,470	\$ 204,580	4.0%
Total Expenditures	\$ 4,707,070	\$ 4,707,062	\$ 4,896,770	\$ 4,896,762	\$ 5,091,890	\$ 5,296,470	\$ 5,296,470	\$ 5,296,470	\$ 204,580	4.0%





The Adopted FY 2020 Budget *Wayfinding*

Summaries in this section begin at a very high level with total resources and expenditures for all City funds displayed on one page and then a drill down with increasing specificity in several more one-page displays. Following the series of one-page summaries, each City fund is presented with line item detail for both resources and expenditures and a multi-year graphic. The final grouping of summaries is organized by fund within each City department.

In the Financial Summaries 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 2020, meaning the 2019-20 fiscal year. In graphs, the letter, A, is used with the fiscal year - *FY 2018 A*, meaning 2017-18 fiscal year actual results. *FY 2019 B* means the 2018-19 fiscal year budget, and *FY 2020* means the 2019-20 fiscal year budget. The abbreviation, *Mgr Rec*, is used to describe the City Manager's Proposed FY 2020 Budget. *BC Rec FY 2020* and *Adopted FY 2020* represent the Budget Committee's recommendation and the City Council's budget adoption, respectively. The abbreviation YE means year end estimate.

And finally, 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
Summary of Resources and Requirements
All Funds
FY 2020

Fund No.	Fund Name	Beginning Balance	Revenues	Expenditures	Unappropriated Ending Balance
101	General	\$ 21,192,270	\$ 128,857,320	\$ 139,801,950	\$ 10,247,640
155	Transportation Services	2,575,000	15,269,220	16,265,890	1,578,330
156	Streetlight	1,011,080	1,882,000	2,533,270	359,810
160	Airport	1,014,400	1,186,800	2,201,200	-
165	Community Renewal	-	5,169,390	5,169,390	-
170	Downtown Parking	196,370	1,086,760	1,283,130	-
175	Cultural and Tourism	473,000	4,157,770	4,146,060	484,710
176	Public Art	42,200	16,010	58,210	-
180	Leasehold	504,640	606,880	1,111,520	-
185	Building and Safety	8,000,540	5,280,730	6,019,210	7,262,060
190	Traffic Safety	-	2,112,720	1,907,960	204,760
210	General Debt Service	1,345,250	20,375,110	21,062,080	658,280
255	Capital Improvements	115,534,440	61,074,760	176,609,200	-
260	Extra Capacity Facilities	22,328,480	13,448,460	35,776,940	-
275	Development District	3,360,670	1,337,220	4,697,890	-
310	Utility	40,784,290	107,214,210	116,415,500	31,583,000
320	Emergency Services	3,293,100	946,730	1,147,800	3,092,030
330	Willamette Valley Comm. Center	1,894,210	11,569,900	12,782,480	681,630
335	Police Regional Records System	1,368,050	429,990	1,255,930	542,110
355	City Services	6,269,640	10,746,400	11,881,760	5,134,280
365	Self Insurance Benefits	10,739,460	28,346,680	39,086,140	-
366	Self Insurance Risk	9,509,820	4,122,020	13,631,840	-
388	Equipment Replacement Reserve	8,560,280	5,199,180	13,759,460	-
400	Trust	8,031,860	1,856,920	3,714,720	6,174,060
Total		\$ 268,029,050	\$ 432,293,180	\$ 632,319,530	\$ 68,002,700

City of Salem Budget
Recap of Expenditures
All Funds
FY 2019 and FY 2020

Fund No.	Fund Name	Adopted FY 2019	Adopted FY 2020	Increase (Decrease)	Percent Change
101	General	\$ 136,289,700	\$ 139,801,950	\$ 3,512,250	2.6%
155	Transportation Services	17,784,730	16,265,890	(1,518,840)	-8.5%
156	Streetlight	1,897,250	2,533,270	636,020	33.5%
160	Airport	2,274,410	2,201,200	(73,210)	-3.2%
165	Community Renewal	5,020,450	5,169,390	148,940	3.0%
170	Downtown Parking	1,459,180	1,283,130	(176,050)	-12.1%
175	Cultural and Tourism	4,671,770	4,146,060	(525,710)	-11.3%
176	Public Art	79,080	58,210	(20,870)	-26.4%
180	Leasehold	1,343,130	1,111,520	(231,610)	-17.2%
185	Building and Safety	5,420,010	6,019,210	599,200	11.1%
190	Traffic Safety	-	1,907,960	1,907,960	
210	General Debt Service	20,542,710	21,062,080	519,370	2.5%
255	Capital Improvements	172,418,890	176,609,200	4,190,310	2.4%
260	Extra Capacity Facilities	32,863,580	35,776,940	2,913,360	8.9%
275	Development District	7,057,640	4,697,890	(2,359,750)	-33.4%
310	Utility	116,141,570	116,415,500	273,930	0.2%
320	Emergency Services	875,280	1,147,800	272,520	31.1%
330	Willamette Valley Comm. Center	11,459,010	12,782,480	1,323,470	11.5%
335	Police Regional Records System	1,398,630	1,255,930	(142,700)	-10.2%
355	City Services	11,639,150	11,881,760	242,610	2.1%
365	Self Insurance Benefits	31,504,770	39,086,140	7,581,370	24.1%
366	Self Insurance Risk	11,858,530	13,631,840	1,773,310	15.0%
388	Equipment Replacement Reserve	10,603,780	13,759,460	3,155,680	29.8%
400	Trust (Special Revenue)	2,684,040	3,714,720	1,030,680	38.4%
Total		\$ 607,287,290	\$ 632,319,530	\$ 25,032,240	4.1%

City of Salem Budget
Requirements by Object Category
All Funds
FY 2020

Fund No	Fund Name	Personal Services	Materials and Services	Capital Outlay	Other	Total Expenditures
101	General	\$ 108,113,570	\$ 27,244,530	\$ 327,140	\$ 4,116,710	\$ 139,801,950
155	Transportation Services	6,648,930	8,347,990	315,500	953,470	16,265,890
156	Streetlight	-	1,392,870	-	1,140,400	2,533,270
160	Airport	495,730	921,860	-	783,610	2,201,200
165	Community Renewal	-	5,169,390	-	-	5,169,390
170	Downtown Parking	-	1,177,580	-	105,550	1,283,130
175	Cultural and Tourism	-	2,516,980	-	1,629,080	4,146,060
176	Public Art	-	58,210	-	-	58,210
180	Leasehold	-	500,320	-	611,200	1,111,520
185	Building and Safety	3,680,600	1,512,610	26,000	800,000	6,019,210
190	Traffic Safety	-	895,600	-	1,012,360	1,907,960
210	General Debt Service	-	-	-	21,062,080	21,062,080
255	Capital Improvements	-	175,859,200	750,000	-	176,609,200
260	Extra Capacity Facilities	-	31,563,240	4,138,700	75,000	35,776,940
275	Development District	-	4,697,890	-	-	4,697,890
310	Utility	39,752,560	36,478,850	1,344,620	38,839,470	116,415,500
320	Emergency Services	387,240	375,560	250,000	135,000	1,147,800
330	Willamette Valley Comm. Center	9,580,180	1,767,300	35,000	1,400,000	12,782,480
335	Police Regional Records System	-	182,030	960,000	113,900	1,255,930
355	City Services	2,711,440	8,549,320	118,000	503,000	11,881,760
365	Self Insurance Benefits	498,100	38,588,040	-	-	39,086,140
366	Self Insurance Risk	671,230	12,960,610	-	-	13,631,840
388	Equipment Replacement Reserve	-	6,580	13,752,880	-	13,759,460
400	Trust (Special Revenue)	-	2,690,650	918,500	105,570	3,714,720
Total		\$ 172,539,580	\$ 363,457,210	\$ 22,936,340	\$ 73,386,400	\$ 632,319,530

City of Salem
Summary of Resources
General Fund
FY 2017 to FY 2020

Actual FY 2017	Actual FY 2018	Adopted FY 2019	Resources Category	Adopted FY 2020	Percent of Total	Percent Increase
\$ 28,125,932	\$ 26,821,257	\$ 25,879,730	Cash Balance	\$ 21,192,270	14.1%	-18.1%
1,459,906	1,355,609	1,515,330	Previously Levied Taxes	1,570,230	1.0%	3.6%
17,323,953	18,001,644	18,436,350	Franchise Fees	18,601,060	12.4%	0.9%
3,651,560	3,743,019	4,104,870	Fees for Services / Other Fees	4,111,280	2.7%	0.2%
983,431	1,069,803	1,267,480	Licenses and Permits	1,564,410	1.0%	23.4%
873,240	1,501,911	1,398,050	Other Revenue	1,655,830	1.1%	18.4%
1,807,586	1,619,906	1,839,180	Rents	1,885,910	1.3%	2.5%
5,264,853	6,493,026	7,090,790	Intra / Interfund Services	7,334,040	4.9%	3.4%
7,595,170	7,944,160	8,277,510	Allocated Overhead	9,021,130	6.0%	9.0%
5,175,176	6,277,293	5,931,000	State Shared Revenues	6,493,320	4.3%	9.5%
2,075,426	2,550,583	2,235,120	Other Agencies	2,027,770	1.4%	-9.3%
1,311,051	562,079	581,840	State / Federal Grants	502,840	0.3%	-13.6%
2,963,967	2,891,761	2,933,980	Fines, Penalties and Forfeitures	2,628,770	1.8%	-10.4%
1,250,800	1,075,947	1,420,470	Interfund Transfers	1,672,440	1.1%	17.7%
<u>\$ 79,862,051</u>	<u>\$ 81,907,999</u>	<u>\$ 82,911,700</u>	Sub-Total	<u>\$ 80,261,300</u>	<u>53.5%</u>	<u>-3.2%</u>
<u>\$ 62,526,467</u>	<u>\$ 64,772,793</u>	<u>\$ 67,347,710</u>	Property Taxes-Current Year	<u>\$ 69,788,290</u>	<u>46.5%</u>	<u>3.6%</u>
<u>\$ 142,388,518</u>	<u>\$ 146,680,792</u>	<u>\$ 150,259,410</u>	Total Operations	<u>\$ 150,049,590</u>	<u>100.0%</u>	<u>-0.1%</u>
<u>\$ 142,388,518</u>	<u>\$ 146,680,792</u>	<u>\$ 150,259,410</u>	Grand Total	<u>\$ 150,049,590</u>	<u>100.0%</u>	<u>-0.1%</u>

City of Salem
Summary of Expenditures
General Fund
FY 2017 to FY 2020

Actual FY 2017	Actual FY 2018	Adopted FY 2019	Department	Adopted FY 2020	Percent of Total	Percent Increase
\$ 3,364,583	\$ 3,638,312	\$ 3,822,710	Budget, Finance, and Purchasing	\$ 4,149,740	3.0%	8.6%
2,844,034	3,153,013	3,596,580	City Manager	3,451,470	2.5%	-4.0%
3,661,442	3,744,690	4,789,950	Community Development	4,789,150	3.4%	0.0%
29,207,839	30,523,480	34,355,010	Fire	36,044,050	25.8%	4.9%
5,072,584	5,501,510	5,810,240	Human Resources	5,878,180	4.2%	1.2%
6,766,062	7,158,339	8,611,500	Information Technology	8,885,180	6.4%	3.2%
2,013,745	2,179,484	2,337,860	Legal	2,447,240	1.8%	4.7%
4,788,689	4,604,532	5,031,120	Library	5,063,480	3.6%	0.6%
218,929	183,981	234,440	Mayor and Council	211,810	0.2%	-9.7%
5,083,880	4,753,654	6,564,250	Non-Departmental	4,166,600	3.0%	-36.5%
8,899,527	9,325,233	9,279,910	Parks and Recreation	9,453,170	6.8%	1.9%
39,372,309	42,595,217	44,840,570	Police	46,944,140	33.6%	4.7%
4,273,637	4,294,937	5,152,030	Urban Development	5,317,740	3.8%	3.2%
-	-	1,863,530	Contingencies	3,000,000	2.1%	61.0%
<u>\$ 115,567,261</u>	<u>\$ 121,656,383</u>	<u>\$ 136,289,700</u>	<u>Total Operations</u>	<u>\$ 139,801,950</u>	<u>100.0%</u>	<u>2.6%</u>

City of Salem Budget Airport Fund Assumptions and Trends FY 2020

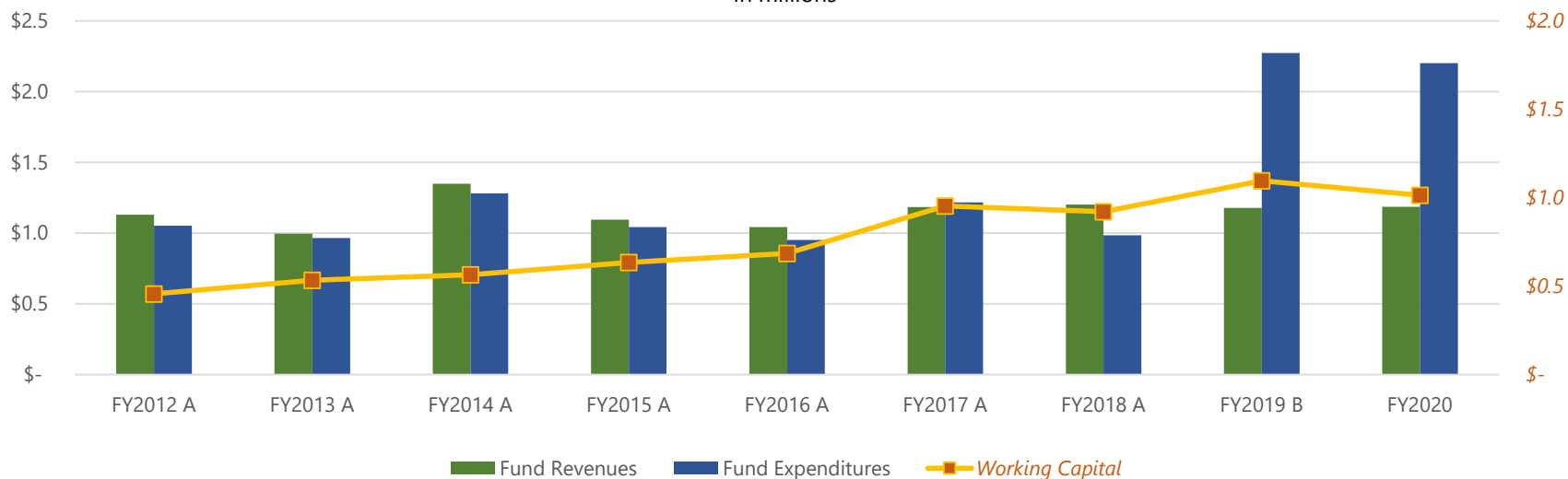
Account	Assumption	Amount	Account	Assumption	Amount
32646	Proceeds from airport sales and fees Fuel Fee: sale of fuel, estimating a 6.9% decrease from the FY 2019 Budget	\$ 37,250	34110	Proceeds from airport rental Land / Room Rental: commercial lease space, estimating a 1.7% increase over the FY 2019 Budget	\$ 1,087,790
32648	Tie Down Fee: storage for transient aircraft (tie down), estimating a 2.4% decrease from the FY 2019 Budget	\$ 2,050	34148	Parking Rent - Meters: revenue from the Airport surface lot, estimating a 40% decrease from the FY 2019 Budget	\$ 21,000
32650	Landing Fee: private and commercial aircraft landing, estimating a 1.4% increase over the FY 2019 Budget	\$ 3,610	34295	Parking Rent - Other: revenue from the vehicle per day parking rate of \$5.00, estimating a 27.3% increase over the FY 2019 Budget	\$ 19,100

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 2019 budget and the proposed FY 2020 budget is a large contingency, which serves as an appropriated reserve for the fund.

City of Salem Budget
Airport Fund
FY 2020

Airport Fund Resources

Account Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
32310 ACCIDENT AND FIRE RECOVERY	\$ -	\$ 402	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
32495 OTHER CHARGE FOR SERVICE	3,000	900	3,000	900	1,000	1,000	1,000	1,000	-	-
32646 FUEL FEE	30,000	35,939	35,000	43,298	40,000	37,250	37,250	37,250	(2,750)	-6.9%
32648 TIE DOWN FEE	1,500	1,800	2,450	1,800	2,100	2,050	2,050	2,050	(50)	-2.4%
32650 LANDING FEE	3,500	3,517	3,560	3,929	3,560	3,610	3,610	3,610	50	1.4%
Total Sales, Fees, Licenses, Permits	\$ 38,000	\$ 42,559	\$ 44,010	\$ 49,927	\$ 46,660	\$ 43,910	\$ 43,910	\$ 43,910	\$ (2,750)	-5.9%
34110 LAND / BUILDING RENT	\$ 1,001,870	\$ 1,073,719	\$ 1,042,860	\$ 1,077,337	\$ 1,069,590	\$ 1,087,790	\$ 1,087,790	\$ 1,087,790	\$ 18,200	1.7%
34148 PARKING RENT - METERS	-	27,442	25,000	35,430	35,000	21,000	21,000	21,000	(14,000)	-40.0%
34295 PARKING RENT - OTHER	14,500	21,682	15,000	22,394	15,000	19,100	19,100	19,100	4,100	27.3%
Total Rents	\$ 1,016,370	\$ 1,122,843	\$ 1,082,860	\$ 1,135,161	\$ 1,119,590	\$ 1,127,890	\$ 1,127,890	\$ 1,127,890	\$ 8,300	0.7%
36210 INTEREST	\$ 3,800	\$ 11,633	\$ 5,000	\$ 15,799	\$ 12,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 3,000	25.0%
36810 BAD DEBT RECOVERY	-	65	-	-	-	-	-	-	-	-
36895 OTHER REVENUE	-	7,100	-	-	-	-	-	-	-	-
Total Other Revenues	\$ 3,800	\$ 18,799	\$ 5,000	\$ 15,799	\$ 12,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 3,000	25.0%
39910 BEGINNING WORKING CAPITAL	\$ 889,800	\$ 954,213	\$ 821,400	\$ 921,302	\$ 1,096,160	\$ 966,210	\$ 966,210	\$ 1,014,400	\$ (81,760)	-7.5%
Total Beginning Balance	\$ 889,800	\$ 954,213	\$ 821,400	\$ 921,302	\$ 1,096,160	\$ 966,210	\$ 966,210	\$ 1,014,400	\$ (81,760)	-7.5%
Total Resources	\$ 1,947,970	\$ 2,138,413	\$ 1,953,270	\$ 2,122,189	\$ 2,274,410	\$ 2,153,010	\$ 2,153,010	\$ 2,201,200	\$ (73,210)	-3.2%

City of Salem Budget
Airport Fund
FY 2020

Airport Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
51010	SALARIES AND WAGES	\$ 258,270	\$ 225,674	\$ 266,930	\$ 256,037	\$ 267,920	\$ 279,980	\$ 279,980	\$ 279,980	\$ 12,060	4.5%
51025	HOLIDAY - REGULAR	-	276	-	258	-	-	-	-	-	-
51030	OVERTIME	2,500	2,778	2,500	1,693	2,550	3,000	3,000	3,000	450	17.6%
51080	STANDBY	16,000	10,218	16,000	16,855	16,320	17,500	17,500	17,500	1,180	7.2%
51120	LEAVE PAYOFF	5,000	103	5,000	-	5,100	5,000	5,000	5,000	(100)	-2.0%
51130	CAR ALLOWANCE	1,080	1,084	1,080	1,084	1,080	-	-	-	(1,080)	-100.0%
51210	FICA AND MEDICARE	21,640	18,174	22,300	20,815	22,410	23,370	23,370	23,370	960	4.3%
51221	WORKERS' COMP PREMIUM	22,970	22,970	16,580	16,580	17,460	2,020	2,020	2,020	(15,440)	-88.4%
51222	WORKERS' COMP STATE ASSMT	120	86	120	97	120	120	120	120	-	-
51240	EMPLOYER - RETIREMENT PERS	24,380	20,691	34,890	29,854	35,070	50,130	50,130	50,130	15,060	42.9%
51243	PERS UNFUNDED LIABILITY	14,910	14,910	15,180	15,180	15,620	15,380	15,380	15,380	(240)	-1.5%
51245	EMPLOYER - PERS PICKUP	16,970	14,402	17,490	14,901	17,580	18,330	18,330	18,330	750	4.3%
51250	INSURANCE - MEDICAL	56,710	50,632	59,800	63,706	68,750	72,840	72,840	72,840	4,090	5.9%
51255	INSURANCE - VISION	1,660	1,458	1,620	1,228	1,240	1,240	1,240	1,240	-	-
51260	INSURANCE - DENTAL	5,350	4,703	5,290	5,515	5,870	5,920	5,920	5,920	50	0.9%
51265	INSURANCE - LIFE	360	353	500	421	500	600	600	600	100	20.0%
51270	INSURANCE - DISABILITY	280	276	280	288	280	300	300	300	20	7.1%
	Total Personal Services	\$ 448,200	\$ 388,787	\$ 465,560	\$ 444,514	\$ 477,870	\$ 495,730	\$ 495,730	\$ 495,730	\$ 17,860	3.7%
52110	SUBSCRIPTIONS AND BOOKS	\$ 450	\$ -	\$ 450	\$ -	\$ 450	\$ -	\$ -	\$ -	\$ (450)	-100.0%
52120	MAIL	750	180	750	16	350	150	150	150	(200)	-57.1%
52130	SUPPLIES	6,000	10,675	6,000	8,498	10,000	10,000	10,000	10,000	-	-
52150	RECORDING FEES	-	200	-	-	-	-	-	-	-	-
52320	ADVERTISING	2,500	-	1,500	-	1,200	-	-	-	(1,200)	-100.0%
52360	RECRUITMENT FEES	250	-	250	-	250	250	250	250	-	-
52405	TELEPHONE - OFFICE	1,170	1,150	3,200	2,688	2,690	2,450	2,450	2,450	(240)	-8.9%
52410	TELEPHONE - CELLULAR	1,500	1,033	1,500	1,805	1,500	1,500	1,500	1,500	-	-
52460	COMMUNICATION - OTHER	500	1,569	1,000	819	1,000	-	-	-	(1,000)	-100.0%
52510	TRAINING	7,190	6,616	8,160	1,459	6,630	8,830	8,830	8,830	2,200	33.2%
52520	TRAVEL	-	-	-	20	-	-	-	-	-	-
52550	MILEAGE	1,500	-	500	-	150	50	50	50	(100)	-66.7%
52560	REGISTRATION	-	-	-	125	-	-	-	-	-	-
52620	CONSTRUCTION CONTRACTS	225,000	28,346	25,000	8,627	120,000	120,000	120,000	120,000	-	-
52640	ENGINEERING / ARCHITECT SERVICES	10,000	-	10,000	-	18,630	10,000	10,000	10,000	(8,630)	-46.3%
52670	OTHER PROFESSIONAL SERVICES	126,500	348,856	156,020	87,639	164,320	206,200	206,200	215,030	50,710	30.9%
52710	MEMBERSHIP DUES	3,500	4,300	3,500	4,218	3,500	3,500	3,500	3,500	-	-
52720	LICENSES / CERTIFICATIONS	1,000	150	1,000	100	1,000	500	500	500	(500)	-50.0%
52740	PERMITS	-	980	-	1,126	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	800	1,398	760	-	790	2,370	2,370	2,370	1,580	200.0%
52820	SMALL EQUIPMENT AND SUPPLIES	5,000	-	5,000	-	2,500	500	500	500	(2,000)	-80.0%
52830	COMPUTER SOFTWARE AND LICENSES	680	469	990	831	930	900	900	900	(30)	-3.2%
52910	DIESEL FUEL	3,910	2,024	4,500	967	3,500	2,500	2,500	2,500	(1,000)	-28.6%
52930	GASOLINE	5,000	2,737	5,000	1,831	4,000	3,000	3,000	3,000	(1,000)	-25.0%

City of Salem Budget
Airport Fund
FY 2020

Airport Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
53210	INSURANCE	5,220	5,220	6,360	10,038	-	-	-	-	-	-
53211	LIABILITY INSURANCE	-	-	-	-	6,150	4,150	4,150	4,150	(2,000)	-32.5%
53310	VEHICLE MAINTENANCE	14,680	12,014	10,000	7,016	10,000	5,000	5,000	5,000	(5,000)	-50.0%
53320	EQUIPMENT MAINTENANCE	5,000	319	5,000	11,143	5,000	5,000	5,000	5,000	-	-
53340	FACILITIES MAINTENANCE	-	38	-	408	-	-	-	-	-	-
53380	OTHER MAINTENANCE AND REPAIRS	20,000	3,060	10,000	8,512	10,000	7,500	7,500	7,500	(2,500)	-25.0%
53610	GAS	4,500	6,404	4,800	5,525	5,000	6,000	6,000	6,000	1,000	20.0%
53620	ELECTRIC	25,430	28,200	25,900	23,739	25,900	27,500	27,500	27,500	1,600	6.2%
53630	WATER	-	541	-	566	-	-	-	-	-	-
53650	REFUSE DISPOSAL	1,650	1,476	1,650	3,973	1,650	2,500	2,500	2,500	850	51.5%
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	500	-	500	390	500	800	800	800	300	60.0%
53734	SAFETY CLOTHING AND EQUIPMENT	-	306	-	358	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	710	938	1,000	1,254	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)	77,250	20,605	81,580	20,328	95,780	103,590	103,590	103,590	7,810	8.2%
53813	INTRA CITY - BUDGETED TRANSFERS	97,750	97,750	109,410	109,410	118,240	119,680	119,680	119,680	1,440	1.2%
53815	INTRA CITY - INTERDEPARTMENTAL BILLINGS	1,000	61,505	1,000	61,988	1,000	36,870	36,870	36,870	35,870	3587.0%
53830	RADIO	-	-	-	730	570	890	890	890	320	56.1%
53840	MOTOR POOL RENTAL	43,540	42,045	20,720	21,361	17,500	12,840	12,840	12,840	(4,660)	-26.6%
53841	EQUIPMENT REPLACEMENT CHARGE	-	-	-	-	-	15,000	15,000	15,000	15,000	-
53851	COPY	1,500	512	1,500	120	500	500	500	500	-	-
53854	PHOTOCOPIES	1,500	651	1,500	1,403	1,000	1,500	1,500	1,500	500	50.0%
53860	BUILDING SERVICES	1,130	2,071	2,080	469	21,840	3,220	3,220	42,580	20,740	95.0%
53900	SUPPORT SERVICES CHARGE	91,170	91,170	73,640	73,640	109,990	92,430	92,430	92,430	(17,560)	-16.0%
54850	OTHER SPECIAL PAYMENTS	100,000	-	50,000	-	50,000	50,000	50,000	50,000	-	-
	Total Materials and Services	\$ 900,730	\$ 785,505	\$ 646,720	\$ 483,138	\$ 830,010	\$ 873,670	\$ 873,670	\$ 921,860	\$ 91,850	11.1%
60120	PRINCIPAL	\$ 39,290	\$ 39,285	\$ 40,330	\$ 38,986	\$ 40,600	\$ 41,230	\$ 41,230	\$ 40,700	\$ 100	0.2%
60130	INTEREST	3,540	3,534	2,500	3,833	3,900	3,260	3,260	4,700	800	20.5%
	Total Debt Service	\$ 42,830	\$ 42,819	\$ 42,830	\$ 42,819	\$ 44,500	\$ 44,490	\$ 44,490	\$ 45,400	\$ 900	2.0%
61110	CONTINGENCIES	\$ 556,210	\$ -	\$ 783,160	\$ -	\$ 787,030	\$ 739,120	\$ 739,120	\$ 738,210	\$ (48,820)	-6.2%
	Total Contingencies	\$ 556,210	\$ -	\$ 783,160	\$ -	\$ 787,030	\$ 739,120	\$ 739,120	\$ 738,210	\$ (48,820)	-6.2%
62110	TRANSFERS TO OTHER FUNDS	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ 135,000	\$ -	\$ -	\$ -	\$ (135,000)	-100.0%
	Total Interfund Transfers	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ 135,000	\$ -	\$ -	\$ -	\$ (135,000)	-100.0%
	Total Expenditures	\$ 1,947,970	\$ 1,217,111	\$ 1,953,270	\$ 985,470	\$ 2,274,410	\$ 2,153,010	\$ 2,153,010	\$ 2,201,200	\$ (73,210)	-3.2%

City of Salem Budget Building and Safety Fund Assumptions and Trends FY 2020

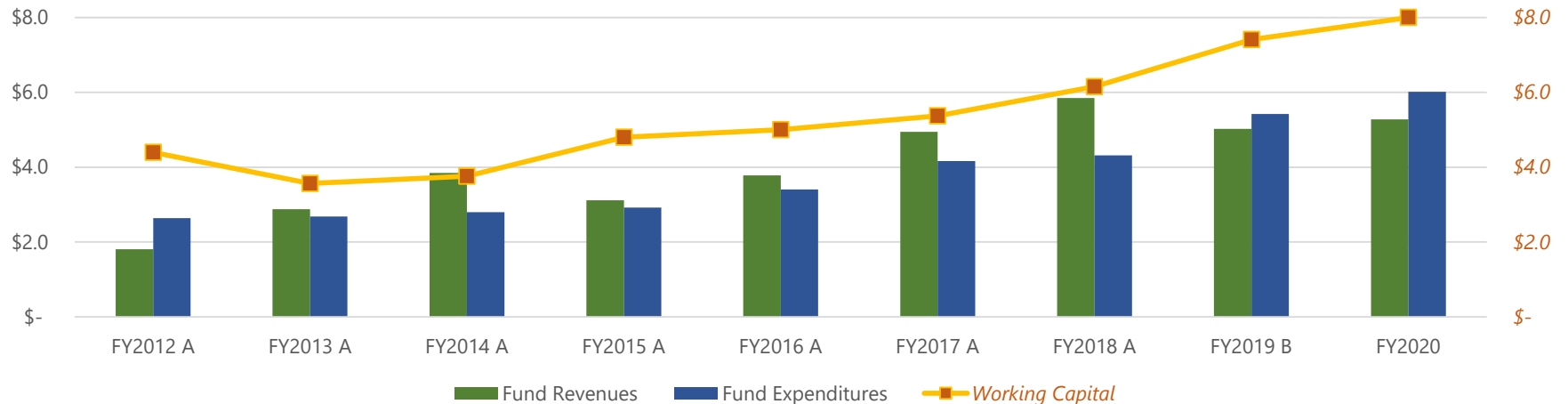
Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from the Building Permit Program and Permit Application Center activities					
32835	Building Permits: building permit and plan review fees for residential / commercial new construction and alterations, estimating a 7.1% increase over the FY 2019 Budget	\$ 3,752,470	32850	Plumbing Permits: residential / commercial construction projects, estimating a 1% increase over the FY 2019 Budget	\$ 400,330
32840	Electrical Permits: residential / commercial construction projects, estimating no increase over the FY 2019 Budget	\$ 450,500	32895	Other Permits: non-construction permits and licenses including business vocational licenses, estimating a 19% decrease from the FY 2019 Budget	\$ 53,780
32845	Mechanical Permits: residential / commercial construction projects, estimating no increase over the FY 2019 Budget	\$ 375,500			

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 2020

Building and Safety Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
32320	DOCUMENT SALES	\$ 4,300	\$ 4,289	\$ 4,390	\$ 306	\$ 4,030	\$ 4,030	\$ 4,030	\$ 4,030	\$ -	-
32347	MARIJUANA APPLICATION FEE	-	300	-	(100)	-	-	-	-	-	-
32644	PROCESSING FEE	26,010	20,955	26,530	20,528	24,360	25,000	25,000	25,000	640	2.6%
32835	BUILDING PERMITS	1,895,250	3,302,473	3,288,670	4,083,229	3,502,470	3,752,470	3,752,470	3,752,470	250,000	7.1%
32840	ELECTRICAL PERMITS	413,700	481,742	430,340	530,624	450,340	450,500	450,500	450,500	160	0.0%
32845	MECHANICAL PERMITS	276,150	392,852	295,890	409,189	375,480	375,500	375,500	375,500	20	0.0%
32850	PLUMBING PERMITS	362,780	426,010	366,330	493,174	396,330	400,330	400,330	400,330	4,000	1.0%
32895	OTHER PERMITS	67,280	91,919	58,320	91,327	66,400	53,780	53,780	53,780	(12,620)	-19.0%
	Total Sales, Fees, Licenses, Permits	\$ 3,045,470	\$ 4,720,541	\$ 4,470,470	\$ 5,628,276	\$ 4,819,410	\$ 5,061,610	\$ 5,061,610	\$ 5,061,610	\$ 242,200	5.0%
35212	INTRAFUND - DIRECT CHG (LABOR)	\$ -	\$ 103	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
35213	INTRAFUND - BUDGETED TRANSFERS	165,320	165,320	123,980	123,980	135,210	132,120	132,120	132,120	(3,090)	-2.3%
	Total Internal / Intergovernmental	\$ 165,320	\$ 165,423	\$ 123,980	\$ 123,980	\$ 135,210	\$ 132,120	\$ 132,120	\$ 132,120	\$ (3,090)	-2.3%
36210	INTEREST	\$ 21,420	\$ 61,112	\$ 21,850	\$ 94,375	\$ 73,880	\$ 87,000	\$ 87,000	\$ 87,000	\$ 13,120	17.8%
36895	OTHER REVENUE	-	6	-	22	-	-	-	-	-	-
	Total Other Revenue	\$ 21,420	\$ 61,117	\$ 21,850	\$ 95,961	\$ 73,880	\$ 87,000	\$ 87,000	\$ 87,000	\$ 13,120	17.8%
39910	BEGINNING WORKING CAPITAL	\$ 5,111,700	\$ 5,373,982	\$ 6,250,170	\$ 6,156,499	\$ 7,409,060	\$ 7,997,520	\$ 7,997,520	\$ 8,000,540	\$ 591,480	8.0%
	Total Beginning Balance	\$ 5,111,700	\$ 5,373,982	\$ 6,250,170	\$ 6,156,499	\$ 7,409,060	\$ 7,997,520	\$ 7,997,520	\$ 8,000,540	\$ 591,480	8.0%
	Total Resources	\$ 8,343,910	\$ 10,321,063	\$ 10,866,470	\$ 12,004,715	\$ 12,437,560	\$ 13,278,250	\$ 13,278,250	\$ 13,281,270	\$ 843,710	6.8%

City of Salem Budget
Building and Safety Fund
FY 2020

Building and Safety Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
51010	SALARIES AND WAGES	\$ 1,583,700	\$ 1,439,016	\$ 1,736,570	\$ 1,558,320	\$ 1,800,720	\$ 1,946,900	\$ 1,946,900	\$ 1,946,900	\$ 146,180	8.1%
51020	SEASONAL AND RELIEF	-	677	46,850	54,999	71,350	72,780	72,780	72,780	1,430	2.0%
51030	OVERTIME	29,700	32,409	29,700	27,060	43,800	45,000	45,000	45,000	1,200	2.7%
51100	INCENTIVES	40,340	34,564	40,940	43,900	43,990	130,410	130,410	130,410	86,420	196.5%
51120	LEAVE PAYOFF	22,000	9,155	22,000	3,826	25,500	25,500	25,500	25,500	-	-
51130	CAR ALLOWANCE	1,080	1,084	1,080	1,084	1,080	1,090	1,090	1,090	10	0.9%
51195	OTHER PAY / BENEFITS	4,990	-	4,430	-	2,710	2,700	2,700	2,700	(10)	-0.4%
51210	FICA AND MEDICARE	128,280	113,451	143,600	126,157	151,970	169,930	169,930	169,930	17,960	11.8%
51221	WORKERS' COMP PREMIUM	16,430	16,430	17,500	17,500	15,040	18,360	18,360	18,360	3,320	22.1%
51222	WORKERS' COMP STATE ASSMT	640	579	690	596	700	750	750	750	50	7.1%
51230	UNEMPLOYMENT	14,750	(1,851)	14,750	4,587	14,740	15,010	15,010	15,010	270	1.8%
51240	EMPLOYER - RETIREMENT PERS	217,020	177,879	303,200	258,949	322,410	439,970	439,970	439,970	117,560	36.5%
51243	PERS UNFUNDED LIABILITY	84,650	84,650	93,910	93,910	102,380	104,870	104,870	104,870	2,490	2.4%
51245	EMPLOYER - PERS PICKUP	100,600	81,638	112,630	94,660	119,190	133,290	133,290	133,290	14,100	11.8%
51250	INSURANCE - MEDICAL	382,650	310,146	394,160	357,732	423,790	512,220	512,220	512,220	88,430	20.9%
51255	INSURANCE - VISION	11,450	9,067	11,030	10,049	11,470	13,290	13,290	13,290	1,820	15.9%
51260	INSURANCE - DENTAL	36,530	28,557	34,860	32,099	37,790	43,640	43,640	43,640	5,850	15.5%
51265	INSURANCE - LIFE	2,020	2,194	2,900	2,347	2,900	3,750	3,750	3,750	850	29.3%
51270	INSURANCE - DISABILITY	1,020	878	1,010	1,031	1,060	1,140	1,140	1,140	80	7.5%
	Total Personal Services	\$ 2,677,850	\$ 2,340,522	\$ 3,011,810	\$ 2,688,805	\$ 3,192,590	\$ 3,680,600	\$ 3,680,600	\$ 3,680,600	\$ 488,010	15.3%
52110	SUBSCRIPTIONS AND BOOKS	\$ 6,410	\$ 2,926	\$ 7,320	\$ 5,000	\$ 7,210	\$ 20,460	\$ 20,460	\$ 20,460	\$ 13,250	183.8%
52120	MAIL	4,000	1,919	3,000	1,589	2,500	2,330	2,330	2,330	(170)	-6.8%
52130	SUPPLIES	13,340	16,101	13,610	15,509	17,490	17,630	17,630	17,630	140	0.8%
52140	PRINTING AND DUPLICATION	2,100	1,926	2,140	501	1,000	1,060	1,060	1,060	60	6.0%
52150	RECORDING FEES	250	-	250	-	250	250	250	250	-	-
52320	ADVERTISING	2,000	-	2,000	-	2,000	2,000	2,000	2,000	-	-
52340	EMPLOYEE RECOGNITION	-	-	-	-	520	-	-	-	(520)	-100.0%
52360	RECRUITMENT FEES	500	242	500	169	1,900	2,000	2,000	2,000	100	5.3%
52405	TELEPHONE - OFFICE	8,010	6,998	18,320	12,577	12,730	12,640	12,640	12,640	(90)	-0.7%
52410	TELEPHONE - CELLULAR	10,800	10,752	12,490	11,597	12,490	15,300	15,300	15,300	2,810	22.5%
52510	TRAINING	37,970	18,052	39,960	25,191	41,340	55,810	55,810	55,810	14,470	35.0%
52540	MEALS	250	131	250	265	250	240	240	240	(10)	-4.0%
52550	MILEAGE	500	101	500	-	500	-	-	-	(500)	-100.0%
52660	TEMP EMPLOYMENT SERVICES	45,000	62,465	45,000	38,717	45,000	43,090	43,090	43,090	(1,910)	-4.2%
52670	OTHER PROFESSIONAL SERVICES	57,150	7,247	39,050	9,864	56,800	22,200	22,200	22,200	(34,600)	-60.9%
52710	MEMBERSHIP DUES	2,800	2,499	2,420	2,430	3,670	3,270	3,270	3,270	(400)	-10.9%
52720	LICENSES / CERTIFICATIONS	3,000	2,559	2,430	1,208	2,190	3,980	3,980	3,980	1,790	81.7%
52810	SMALL TOOLS	1,000	24	1,000	-	1,000	1,000	1,000	1,000	-	-
52815	CONTROLLED EQUIPMENT	21,500	9,953	56,570	27,132	54,610	99,400	99,400	102,420	47,810	87.5%
52820	SMALL EQUIPMENT AND SUPPLIES	3,670	665	1,000	665	670	700	700	700	30	4.5%
52830	COMPUTER SOFTWARE AND LICENSES	5,110	8,108	9,110	8,973	12,600	11,580	11,580	11,580	(1,020)	-8.1%
52865	OTHER TECHNICAL SUPPLIES	-	-	-	64	-	-	-	-	-	-
52930	GASOLINE	9,100	9,770	9,100	10,597	11,980	14,530	14,530	14,530	2,550	21.3%
52950	LUBRICANTS	-	5	-	3	-	-	-	-	-	-
53210	INSURANCE	21,760	21,760	17,030	17,030	-	-	-	-	-	-

City of Salem Budget
Building and Safety Fund
FY 2020

Building and Safety Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
53211	LIABILITY INSURANCE	-	-	-	-	17,240	16,370	16,370	16,370	(870)	-5.0%
53310	VEHICLE MAINTENANCE	6,840	3,075	6,000	5,164	6,300	6,300	6,300	6,300	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	-	1,165	-	-	-	-	-	-	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	3,000	2,224	8,000	3,283	5,000	4,000	4,000	4,000	(1,000)	-20.0%
53767	BANKING AND INVESTMENT FEES	49,410	70,318	50,340	7,537	3,000	8,090	8,090	8,090	5,090	169.7%
53768	DIRECT BANKING FEES	-	-	-	1,357	2,000	1,300	1,300	1,300	(700)	-35.0%
53769	CARD PROCESSING FEES	-	-	-	70,058	70,300	101,520	101,520	101,520	31,220	44.4%
53770	BAD DEBT - WRITE OFF	1,000	-	1,000	-	1,000	1,000	1,000	1,000	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	500	869	500	1,868	500	500	500	500	-	-
53813	INTRA CITY - BUDGETED TRANSFERS	379,200	379,200	429,770	429,770	573,340	606,380	606,380	606,380	33,040	5.8%
53830	RADIO	15,220	15,220	22,720	22,620	20,510	20,170	20,170	20,170	(340)	-1.7%
53840	MOTOR POOL RENTAL	14,750	17,902	7,920	6,446	7,720	8,180	8,180	8,180	460	6.0%
53841	EQUIPMENT REPLACEMENT CHARGE	25,300	25,300	-	-	50,000	50,000	50,000	50,000	-	-
53851	COPY	10,850	10,722	11,000	4,956	26,000	29,000	29,000	29,000	3,000	11.5%
53854	PHOTOCOPIES	1,000	283	1,000	1,430	1,400	2,060	2,060	2,060	660	47.1%
53900	SUPPORT SERVICES CHARGE	313,560	313,560	305,230	305,230	354,410	325,250	325,250	325,250	(29,160)	-8.2%
	Total Materials and Services	\$ 1,076,850	\$ 1,024,042	\$ 1,126,530	\$ 1,048,798	\$ 1,427,420	\$ 1,509,590	\$ 1,509,590	\$ 1,512,610	\$ 85,190	6.0%
55150	FLEET REPLACEMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	-
	Total Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	-
61110	CONTINGENCIES	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	-
	Total Contingencies	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	-
62110	INTERFUND TRANSFERS	\$ 800,000	\$ 800,000	\$ 580,000	\$ 577,248	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	-
	Total Interfund Transfers	\$ 800,000	\$ 800,000	\$ 580,000	\$ 577,248	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	-
	Total Expenditures	\$ 4,854,700	\$ 4,164,564	\$ 5,018,340	\$ 4,314,852	\$ 5,420,010	\$ 6,016,190	\$ 6,016,190	\$ 6,019,210	\$ 599,200	11.1%

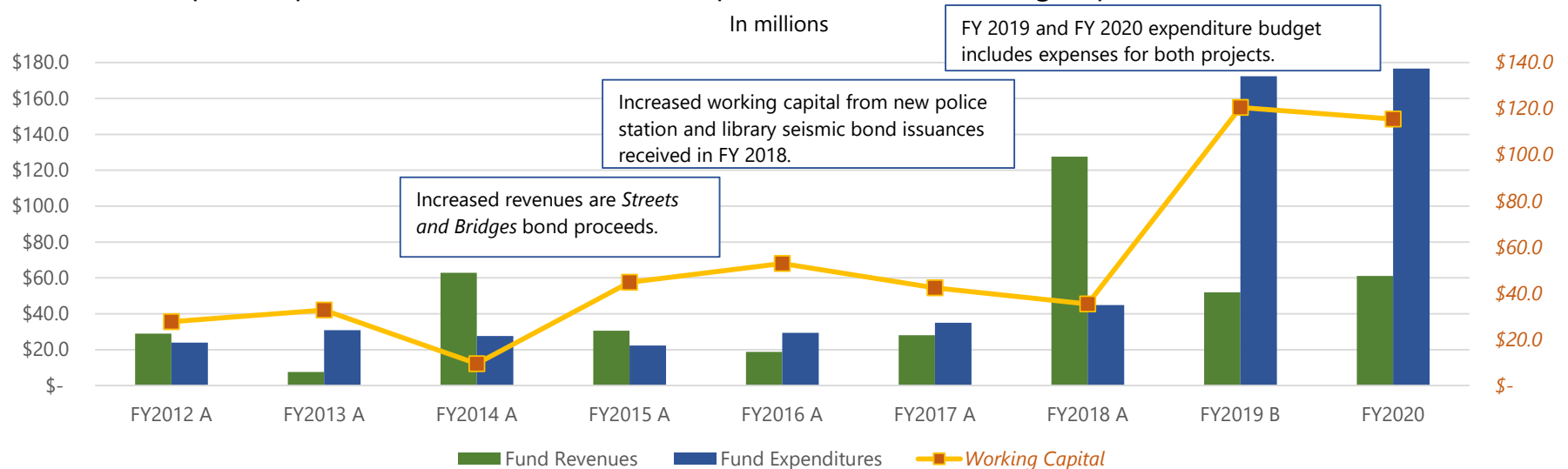
City of Salem Budget Capital Improvements Fund Assumptions and Trends FY 2020

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 1.7% decrease from the FY 2019 Budget	\$ 11,300,000	39102- 39115	Interfund Transfers: to fund construction projects, estimating a 30% decrease from the FY 2019 Budget	\$ 18,064,580
35510- 35519	State Grants: grants anticipated for construction project funding, estimating a 7.7% increase over the FY 2019 Budget	\$ 3,802,510			
35610- 35641	Other Grants - Federal: grants anticipated for construction project funding, estimating a 55.9% increase over the FY 2019 Budget	\$ 12,450,570			

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

See the Capital Improvements section for more information about Capital Improvement Fund projects.

Capital Improvements Fund Revenues, Expenditures, and Working Capital - Multi-Year View



City of Salem Budget
Capital Improvements Fund
FY 2020

Capital Improvements Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
32242	SHARED CONSTRUCTION COSTS	\$ -	\$ 10,400	\$ -	\$ 11,120	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Sales, Fees, Licenses, Permits	\$ -	\$ 10,400	\$ -	\$ 11,120	\$ -	\$ -	\$ -	\$ -	\$ -	-
35215	INTRAFUND - INTERDEPARTMENTAL BILLINGS	\$ -	\$ 53,271	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
35367	CITY OF KEIZER	-	-	-	-	38,000	202,320	202,320	202,320	164,320	432.4%
35395	OTHER GOVERNMENT AGENCIES	10,000,000	125,000	10,035,000	-	11,500,000	11,300,000	11,300,000	11,300,000	(200,000)	-1.7%
35495	OTHER AGENCIES	-	-	-	35,000	-	-	-	-	-	-
35510	STATE GRANTS	-	-	-	35,643	-	-	-	-	-	-
35515	STATE-DEPT OF ADMIN SERVICES (DAS)	-	-	1,000,000	-	141,990	-	-	-	(141,990)	-100.0%
35516	STATE-ENERGY TRUST OF OREGON (OET)	72,720	73,302	-	390,006	3,025,000	2,580,130	2,580,130	2,580,130	(444,870)	-14.7%
35518	STATE-PARKS & REC DEPT (OPRD)	-	371,714	47,250	51,653	-	-	-	-	-	-
35519	STATE-DEPT OF TRANSPORTATION (ODOT)	2,360,620	1,000,000	348,930	580,722	363,250	1,222,380	1,222,380	1,222,380	859,130	236.5%
35615	OTHER FEDERAL GRANTS	3,301,740	473,734	2,215,000	5,590	-	-	-	-	-	-
35630	US FEDERAL AVIATION ADMIN (FAA)	-	1,488,735	4,479,000	542,654	2,215,000	3,498,330	3,498,330	3,498,330	1,283,330	57.9%
35631	US FEDERAL EMERGENCY MGMT ADMIN (FEMA)	650,000	-	-	-	-	-	-	-	-	-
35632	US FEDERAL HIGHWAY ADMIN (FHWA)	-	12,753	1,147,150	-	5,773,370	8,952,240	8,952,240	8,952,240	3,178,870	55.1%
35633	US FEDERAL HIGHWAY TRANSPORTATION	983,500	155,450	410,470	175,091	-	-	-	-	-	-
35655	OTHER GRANTS	-	-	-	-	3,000,000	250,000	250,000	250,000	(2,750,000)	-91.7%
	Total Internal / Intergovernmental	\$ 17,368,580	\$ 3,753,958	\$ 19,682,800	\$ 1,816,360	\$ 26,056,610	\$ 28,005,400	\$ 28,005,400	\$ 28,005,400	\$ 1,948,790	7.5%
36210	INTEREST	\$ 9,750	\$ 468,614	\$ 12,500	\$ 1,301,388	\$ 7,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 3,000	42.9%
36310	LOAN PRINCIPAL	20,050	21,276	23,000	18,164	20,050	435,630	435,630	435,630	415,580	2072.7%
36315	LOAN INTEREST	16,260	15,446	13,310	12,908	16,260	-	-	-	(16,260)	-100.0%
36820	DONATIONS	363,000	85,751	60,000	500	60,000	60,000	60,000	60,000	-	-
36895	OTHER REVENUE	-	89,892	-	42,617	-	-	-	-	-	-
38710	BOND PROCEEDS	-	-	8,196,800	93,375,000	-	11,770,000	11,770,000	11,770,000	11,770,000	-
38712	BOND ISSUANCE PREMIUM	-	-	-	9,485,781	-	-	-	-	-	-
38715	LOAN PROCEEDS	2,000,000	2,000,000	-	-	-	1,100,000	1,100,000	1,100,000	1,100,000	-
38755	SALE OF ASSETS	-	49,462	-	-	-	1,629,150	1,629,150	1,629,150	1,629,150	-
	Total Other Revenue	\$ 2,409,060	\$ 2,730,441	\$ 8,305,610	\$ 104,236,358	\$ 103,310	\$ 15,004,780	\$ 15,004,780	\$ 15,004,780	\$ 14,901,470	14424.0%
39102	INTERFUND TRANSFERS - RATES	\$ 13,666,100	\$ 13,666,100	\$ 14,380,010	\$ 14,380,010	\$ 21,450,000	\$ 14,090,000	\$ 14,090,000	\$ 14,650,000	\$ (6,800,000)	-31.7%
39104	INTERFUND TRANSFERS - DEFERRED, FEE IN LIEU	100,000	-	100,000	-	-	-	-	-	-	-
39105	INTERFUND TRANSFERS - GENERAL FUND	426,010	340,250	803,160	126,240	442,000	679,510	679,510	679,510	237,510	53.7%
39107	INTERFUND TRANSFERS - BIKEWAY	91,360	91,360	91,360	91,360	120,090	88,070	88,070	88,070	(32,020)	-26.7%
39108	INTERFUND TRANSFERS - TOT	1,623,000	1,373,000	384,450	384,450	398,000	75,000	75,000	75,000	(323,000)	-81.2%
39110	INTERFUND TRANSFERS	7,083,630	6,126,340	4,309,120	5,719,920	3,318,820	2,572,000	2,572,000	2,572,000	(746,820)	-22.5%
39115	INTRAFUND TRANSFERS IN	40,600	-	-	843,643	-	-	-	-	-	-
	Total Interfund Transfers	\$ 23,030,700	\$ 21,597,050	\$ 20,068,100	\$ 21,545,623	\$ 25,728,910	\$ 17,504,580	\$ 17,504,580	\$ 18,064,580	\$ (7,664,330)	-29.8%
39910	BEGINNING WORKING CAPITAL	\$ 45,985,810	\$ 42,331,905	\$ 38,066,680	\$ 35,389,250	\$ 120,530,060	\$ 115,145,550	\$ 115,145,550	\$ 115,534,440	\$ (4,995,620)	-4.1%
	Total Beginning Balance	\$ 45,985,810	\$ 42,331,905	\$ 38,066,680	\$ 35,389,250	\$ 120,530,060	\$ 115,145,550	\$ 115,145,550	\$ 115,534,440	\$ (4,995,620)	-4.1%
	Total Resources	\$ 88,794,150	\$ 70,423,753	\$ 86,123,190	\$ 162,998,710	\$ 172,418,890	\$ 175,660,310	\$ 175,660,310	\$ 176,609,200	\$ 4,190,310	2.4%

City of Salem Budget
Capital Improvements Fund
FY 2020

Capital Improvements Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
52120	MAIL	\$ -	\$ 885	\$ -	\$ 1,080	\$ -	\$ -	\$ -	\$ -	\$ -	-
52130	SUPPLIES	-	2,983	-	13,279	-	-	-	-	-	-
52140	PRINTING AND DUPLICATION	-	220	-	1,031	-	-	-	-	-	-
52150	RECORDING FEES	-	738	-	1,187	-	-	-	-	-	-
52320	ADVERTISING	-	6,728	-	9,169	-	-	-	-	-	-
52520	TRAVEL	-	-	-	2,542	-	-	-	-	-	-
52530	LODGING	-	-	-	375	-	-	-	-	-	-
52540	MEALS	-	-	-	2,403	-	-	-	-	-	-
52550	MILEAGE	-	146	-	357	-	-	-	-	-	-
52620	CONSTRUCTION CONTRACTS	53,609,980	23,272,239	46,730,430	7,111,321	121,210,070	147,158,180	147,158,180	148,196,180	26,986,110	22.3%
52640	ENGINEERING / ARCHITECT SERVICES	280,530	2,418,411	900,000	6,200,676	21,379,210	1,750,000	1,750,000	1,750,000	(19,629,210)	-91.8%
52650	LEGAL / COURT SERVICES	-	14,449	-	78,465	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	750,000	2,481,749	153,270	2,390,996	1,721,080	4,667,050	4,667,050	4,577,940	2,856,860	166.0%
52710	MEMBERSHIP DUES	-	50	-	-	-	-	-	-	-	-
52720	LICENSES / CERTIFICATIONS	-	-	-	985	-	-	-	-	-	-
52740	PERMITS	-	16,409	-	34,929	-	-	-	-	-	-
52810	SMALL TOOLS	-	772	-	49	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	1,243,100	215,268	1,836,970	505,164	-	-	-	-	-	-
52820	SMALL EQUIPMENT AND SUPPLIES	-	9,481	-	23,541	-	-	-	-	-	-
52830	COMPUTER SOFTWARE AND LICENSES	-	182,773	76,090	113,131	-	100,000	100,000	100,000	100,000	-
52865	OTHER TECHNICAL SUPPLIES	-	3,523	-	36,492	-	-	-	-	-	-
53210	INSURANCE	-	-	-	83,658	-	-	-	-	-	-
53320	EQUIPMENT MAINTENANCE	-	53,218	-	21,828	-	-	-	-	-	-
53375	CHEMICALS	-	92	-	680	-	-	-	-	-	-
53380	OTHER MAINTENANCE AND REPAIRS	-	126,389	-	199,376	-	-	-	-	-	-
53530	OUTSIDE RENTAL	-	10,993	-	246	-	-	-	-	-	-
53620	ELECTRIC	-	544	-	144	-	-	-	-	-	-
53630	WATER	-	178	-	-	-	-	-	-	-	-
53650	REFUSE DISPOSAL	-	1,445	-	108	-	-	-	-	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	-	1,027	-	-	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	-	33,684	-	35,583	-	-	-	-	-	-
53790	CONSTRUCTION - UNSPECIFIED	15,911,060	-	17,344,500	-	17,296,270	16,453,840	16,453,840	16,453,840	(842,430)	-4.9%
53812	INTRA CITY - DIRECT CHG (LABOR)	3,075,000	3,416,748	3,208,980	3,273,550	4,655,820	4,472,470	4,472,470	4,472,470	(183,350)	-3.9%
53813	INTRA CITY - BUDGETED TRANSFERS	-	11,195	138,160	-	-	-	-	-	-	-
53815	INTRA CITY - INTERDEPART. BILLINGS	-	323,621	104,960	343,657	-	-	-	-	-	-
53840	MOTOR POOL RENTAL	-	6,849	-	1,980	-	-	-	-	-	-
53851	COPY	150	5,731	150	7,180	-	-	-	-	-	-
53854	PHOTOCOPIES	150	-	100	-	-	-	-	-	-	-
53860	BUILDING SERVICES	75,930	66,133	130,000	78,300	80,890	-	-	-	(80,890)	-100.0%
53900	SUPPORT SERVICES CHARGE	337,570	337,570	283,060	283,060	347,950	308,770	308,770	308,770	(39,180)	-11.3%
54810	SPECIAL PAYMENTS - RIGHT OF WAY	5,690,640	48,076	3,905,250	51,911	-	-	-	-	-	-
54811	SPECIAL PAYMENTS - PERM. EASEMENT	-	2,500	-	2,597	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	-	948,883	-	525,090	-	-	-	-	-	-
Total Materials and Services		\$ 80,974,110	\$ 34,021,700	\$ 74,811,920	\$ 21,436,117	\$ 166,691,290	\$ 174,910,310	\$ 174,910,310	\$ 175,859,200	\$ 9,167,910	5.5%

City of Salem Budget
Capital Improvements Fund
FY 2020

Capital Improvements Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
55110	LAND	\$ -	\$ -	\$ 5,450,000	\$ 5,480,137	\$ -	\$ -	\$ -	\$ -	\$ -	-
55120	BUILDINGS AND IMPROVEMENTS	-	-	-	32,123	-	-	-	-	-	-
55130	EQUIPMENT AND MACHINERY	7,779,440	972,804	5,861,270	2,065,699	5,677,600	750,000	750,000	750,000	(4,927,600)	-86.8%
	Total Capital Outlay	\$ 7,779,440	\$ 972,804	\$ 11,311,270	\$ 7,577,960	\$ 5,677,600	\$ 750,000	\$ 750,000	\$ 750,000	\$ (4,927,600)	-86.8%
60135	PAYMENTS TO ESCROW AGENTS	\$ -	\$ -	\$ -	\$ 14,933,756	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Debt	\$ -	\$ -	\$ -	\$ 14,933,756	\$ -	\$ -	\$ -	\$ -	\$ -	-
62110	INTERFUND TRANSFERS	\$ -	\$ 40,000	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ (50,000)	-100.0%
62115	INTRAFUND TRANSFERS OUT	40,600	-	-	843,643	-	-	-	-	-	-
	Total Interfund Transfers	\$ 40,600	\$ 40,000	\$ -	\$ 843,643	\$ 50,000	\$ -	\$ -	\$ -	\$ (50,000)	-100.0%
	Total Expenditures	\$ 88,794,150	\$ 35,034,504	\$ 86,123,190	\$ 44,791,476	\$ 172,418,890	\$ 175,660,310	\$ 175,660,310	\$ 176,609,200	\$ 4,190,310	2.4%

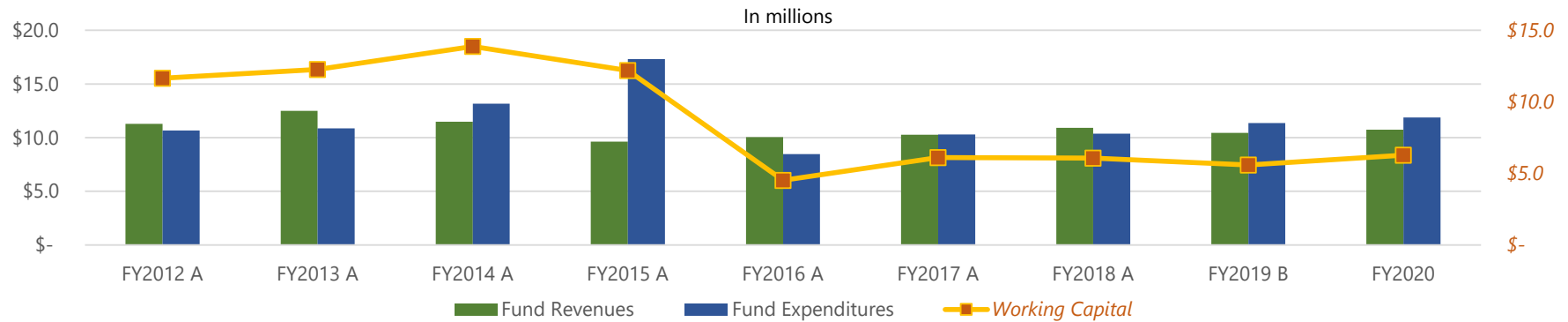
City of Salem Budget City Services Fund Assumptions and Trends FY 2020

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 5.2% over the FY 2019 Budget	\$ 7,987,270	34120	Radio Rent: Radio rental rate revenue charged to various funds and users, 3.6% increase over the FY 2019 Budget	\$ 1,697,030
35213	Intrafund Budgeted Transfers: Shops Facilities Maintenance, Telecommunications Services, and Document Services revenues received from benefitting funds, a 17.8% decrease from the FY 2019 Budget	\$ 696,580			

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 is currently underway.

City of Salem Budget
City Services Fund
FY 2020

City Services Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
32310	ACCIDENT AND FIRE RECOVERY	\$ -	\$ 31,958	\$ -	\$ 40,207	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Sales, Fees, Licenses, Permits	\$ -	\$ 31,958	\$ -	\$ 40,207	\$ -	\$ -	\$ -	\$ -	\$ -	-
34110	LAND / BUILDING RENT	\$ 135,000	\$ 166,095	\$ 182,930	\$ 113,707	\$ 101,100	\$ 103,120	\$ 103,120	\$ 103,120	\$ 2,020	2.0%
34120	RADIO RENT	1,621,620	1,621,550	1,637,770	1,669,100	1,637,770	1,697,030	1,697,030	1,697,030	59,260	3.6%
	Total Rent	\$ 1,756,620	\$ 1,787,645	\$ 1,820,700	\$ 1,782,807	\$ 1,738,870	\$ 1,800,150	\$ 1,800,150	\$ 1,800,150	\$ 61,280	3.5%
35105	INTERNAL USAGE REVENUE	\$ 7,873,230	\$ 7,635,856	\$ 8,614,290	\$ 8,316,883	\$ 7,593,760	\$ 7,987,270	\$ 7,987,270	\$ 7,987,270	\$ 393,510	5.2%
35212	INTRAFUND - DIRECT CHG (LABOR)	35,000	28,763	12,730	32,123	20,000	24,000	24,000	24,000	4,000	20.0%
35213	INTRAFUND - BUDGETED TRANSFERS	393,250	394,691	893,790	427,530	847,340	696,580	696,580	696,580	(150,760)	-17.8%
35335	STATE GAS TAX REFUND	1,500	-	1,500	-	1,500	1,500	1,500	1,500	-	-
35355	HOUSING AUTHORITY	2,000	664	2,000	102	2,000	-	-	-	(2,000)	-100.0%
35361	STATE REIMBURSEMENT	-	6,215	-	329	-	-	-	-	-	-
35367	CITY OF KEIZER	33,850	31,509	37,610	30,798	31,790	34,970	34,970	34,970	3,180	10.0%
35370	MARION COUNTY	-	69,207	-	66,599	-	-	-	-	-	-
35395	OTHER GOVERNMENT AGENCIES	-	7,351	36,000	7,045	40,000	40,000	40,000	40,000	-	-
35495	OTHER AGENCIES	62,090	60,127	68,980	59,759	64,710	71,180	71,180	71,180	6,470	10.0%
	Total Internal / Intergovernmental	\$ 8,400,920	\$ 8,234,382	\$ 9,666,900	\$ 8,941,168	\$ 8,601,100	\$ 8,855,500	\$ 8,855,500	\$ 8,855,500	\$ 254,400	3.0%
36210	INTEREST	\$ 21,800	\$ 60,235	\$ 34,100	\$ 106,658	\$ 38,840	\$ 41,300	\$ 41,300	\$ 41,300	\$ 2,460	6.3%
36310	LOAN PRINCIPAL	-	-	39,300	38,986	39,300	41,500	41,500	41,500	2,200	5.6%
36315	LOAN INTEREST	-	-	3,540	3,833	3,540	3,950	3,950	3,950	410	11.6%
36815	WAGE RECOVERY	-	1,820	-	-	-	-	-	-	-	-
36895	OTHER REVENUE	-	3,397	500	5,174	25,500	4,000	4,000	4,000	(21,500)	-84.3%
38755	SALE OF ASSETS	-	157,218	80,000	-	-	-	-	-	-	-
	Total Other Revenue	\$ 21,800	\$ 222,670	\$ 157,440	\$ 154,651	\$ 107,180	\$ 90,750	\$ 90,750	\$ 90,750	\$ (16,430)	-15.3%
39110	INTERFUND TRANSFERS	\$ -	\$ -	\$ 72,500	\$ (9,780)	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Interfund Transfers	\$ -	\$ -	\$ 72,500	\$ (9,780)	\$ -	\$ -	\$ -	\$ -	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 5,631,580	\$ 6,104,135	\$ 5,329,950	\$ 6,079,579	\$ 5,593,040	\$ 6,262,640	\$ 6,262,640	\$ 6,269,640	\$ 676,600	12.1%
	Total Beginning Balance	\$ 5,631,580	\$ 6,104,135	\$ 5,329,950	\$ 6,079,579	\$ 5,593,040	\$ 6,262,640	\$ 6,262,640	\$ 6,269,640	\$ 676,600	12.1%
	Total Resources	\$ 15,810,920	\$ 16,380,789	\$ 17,047,490	\$ 16,988,632	\$ 16,040,190	\$ 17,009,040	\$ 17,009,040	\$ 17,016,040	\$ 975,850	6.1%

City of Salem Budget
City Services Fund
FY 2020

City Services Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
51010	SALARIES AND WAGES	\$ 1,567,600	\$ 1,537,341	\$ 1,626,410	\$ 1,362,376	\$ 1,490,870	\$ 1,487,800	\$ 1,487,800	\$ 1,487,800	\$ (3,070)	-0.2%
51020	SEASONAL AND RELIEF	-	-	-	-	46,430	46,210	46,210	46,210	(220)	-0.5%
51025	HOLIDAY - REGULAR	-	-	-	30	-	-	-	-	-	-
51030	OVERTIME	17,750	5,058	21,500	12,300	18,190	17,800	17,800	17,800	(390)	-2.1%
51080	STANDBY	-	100	1,000	65	1,020	1,000	1,000	1,000	(20)	-2.0%
51090	DIFFERENTIAL	5,500	4,645	5,500	4,482	5,610	6,990	6,990	6,990	1,380	24.6%
51100	INCENTIVES	11,710	12,073	12,300	12,162	20,810	16,460	16,460	16,460	(4,350)	-20.9%
51120	LEAVE PAYOFF	3,750	18,194	9,570	48,446	9,170	23,100	23,100	23,100	13,930	151.9%
51130	CAR ALLOWANCE	1,080	1,084	1,080	25	1,080	-	-	-	(1,080)	-100.0%
51135	CELL PHONE ALLOWANCE	470	475	470	11	430	-	-	-	(430)	-100.0%
51195	OTHER PAY / BENEFITS	-	-	-	-	2,700	5,550	5,550	5,550	2,850	105.6%
51210	FICA AND MEDICARE	123,010	119,072	128,340	111,133	121,910	122,350	122,350	122,350	440	0.4%
51221	WORKERS' COMP PREMIUM	21,780	21,780	19,840	19,639	16,380	15,940	15,940	15,940	(440)	-2.7%
51222	WORKERS' COMP STATE ASSMT	870	770	870	633	780	720	720	720	(60)	-7.7%
51230	UNEMPLOYMENT	-	-	-	5,436	-	-	-	-	-	-
51240	EMPLOYER - RETIREMENT PERS	182,640	174,884	253,540	216,452	226,140	272,530	272,530	272,530	46,390	20.5%
51243	PERS UNFUNDED LIABILITY	91,040	91,040	92,270	92,270	86,550	85,800	85,800	85,800	(750)	-0.9%
51245	EMPLOYER - PERS PICKUP	96,470	93,236	100,670	87,088	92,830	93,190	93,190	93,190	360	0.4%
51250	INSURANCE - MEDICAL	427,320	414,870	452,450	380,793	443,830	459,170	459,170	459,170	15,340	3.5%
51255	INSURANCE - VISION	12,610	11,904	12,340	10,569	11,850	11,970	11,970	11,970	120	1.0%
51260	INSURANCE - DENTAL	41,370	39,041	40,810	34,914	40,120	40,740	40,740	40,740	620	1.5%
51265	INSURANCE - LIFE	2,500	2,893	3,290	2,596	2,890	3,510	3,510	3,510	620	21.5%
51270	INSURANCE - DISABILITY	640	704	810	521	650	610	610	610	(40)	-6.2%
	Total Personal Services	\$ 2,608,110	\$ 2,549,166	\$ 2,783,060	\$ 2,401,940	\$ 2,640,240	\$ 2,711,440	\$ 2,711,440	\$ 2,711,440	\$ 71,200	2.7%
52110	SUBSCRIPTIONS AND BOOKS	\$ 1,600	\$ 1,851	\$ 400	\$ 445	\$ 300	\$ -	\$ -	\$ -	\$ (300)	-100.0%
52120	MAIL	510,360	87,761	198,700	118,920	139,120	149,550	149,550	149,550	10,430	7.5%
52130	SUPPLIES	22,770	14,713	20,400	21,178	21,350	24,580	24,580	24,580	3,230	15.1%
52140	PRINTING AND DUPLICATION	22,590	13,772	13,240	8,372	9,290	9,200	9,200	9,200	(90)	-1.0%
52320	ADVERTISING	5,700	2,929	5,700	3,031	5,700	500	500	500	(5,200)	-91.2%
52340	EMPLOYEE RECOGNITION	100	-	100	-	100	-	-	-	(100)	-100.0%
52360	RECRUITMENT FEES	250	-	250	464	250	250	250	250	-	-
52405	TELEPHONE - OFFICE	13,300	7,680	129,670	128,896	126,560	111,710	111,710	111,710	(14,850)	-11.7%
52410	TELEPHONE - CELLULAR	2,170	1,849	2,130	3,179	2,130	5,660	5,660	5,660	3,530	165.7%
52460	COMMUNICATION - OTHER	18,750	12,887	18,880	13,173	18,000	20,000	20,000	20,000	2,000	11.1%
52510	TRAINING	24,230	5,941	19,620	16,455	18,720	22,010	22,010	22,010	3,290	17.6%
52540	MEALS	100	-	100	-	100	-	-	-	(100)	-100.0%
52550	MILEAGE	100	46	100	53	200	-	-	-	(200)	-100.0%
52620	CONSTRUCTION CONTRACTS	-	1,324	-	-	-	-	-	-	-	-
52640	ENGINEERING / ARCHITECT SERVICES	30,000	-	30,000	1,400	30,000	30,000	30,000	30,000	-	-
52660	TEMP EMPLOYMENT SERVICES	-	-	-	1,142	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	165,690	34,875	201,090	63,402	100,500	92,000	92,000	92,000	(8,500)	-8.5%
52710	MEMBERSHIP DUES	1,400	634	1,500	135	1,800	1,400	1,400	1,400	(400)	-22.2%
52720	LICENSES / CERTIFICATIONS	6,320	5,417	6,320	8,466	6,200	9,490	9,490	9,490	3,290	53.1%
52740	PERMITS	1,050	759	1,050	573	1,050	1,500	1,500	1,500	450	42.9%
52810	SMALL TOOLS	10,420	8,648	10,420	16,604	10,420	10,600	10,600	10,600	180	1.7%

City of Salem Budget
City Services Fund
FY 2020

City Services Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
52815	CONTROLLED EQUIPMENT	251,690	51,442	266,570	27,830	707,390	242,200	242,200	242,200	(465,190)	-65.8%
52820	SMALL EQUIPMENT AND SUPPLIES	71,900	35,544	72,300	33,248	60,500	41,780	41,780	41,780	(18,720)	-30.9%
52830	COMPUTER SOFTWARE AND LICENSES	122,420	72,203	168,040	47,345	112,910	176,070	176,070	176,070	63,160	55.9%
52840	AUTOMOTIVE PARTS	525,000	587,292	525,000	554,796	525,000	600,000	600,000	600,000	75,000	14.3%
52850	TIRES AND TUBES	300,000	284,816	300,000	207,595	300,000	300,000	300,000	300,000	-	-
52860	OTHER AUTO SUPPLIES	19,520	20,462	19,520	22,264	19,520	19,510	19,510	19,510	(10)	-0.1%
52865	OTHER TECHNICAL SUPPLIES	-	-	-	546	-	3,000	3,000	3,000	3,000	-
52910	DIESEL FUEL	658,340	291,208	657,890	354,579	656,340	656,340	656,340	656,340	-	-
52930	GASOLINE	1,094,640	463,395	1,094,260	631,293	1,094,420	1,511,780	1,511,780	1,511,780	417,360	38.1%
52940	LP / CNG GAS	9,500	4,551	9,400	6,532	9,000	9,000	9,000	9,000	-	-
52950	LUBRICANTS	33,000	22,838	33,000	24,795	33,000	33,020	33,020	33,020	20	0.1%
53210	INSURANCE	28,910	28,910	62,780	62,780	-	-	-	-	-	-
53211	LIABILITY INSURANCE	-	-	-	-	83,810	77,430	77,430	77,430	(6,380)	-7.6%
53310	VEHICLE MAINTENANCE	656,930	829,925	764,590	906,519	751,700	802,310	802,310	802,310	50,610	6.7%
53320	EQUIPMENT MAINTENANCE	330,740	200,609	371,460	233,966	312,020	306,770	306,770	306,770	(5,250)	-1.7%
53340	FACILITIES MAINTENANCE	500	-	500	-	500	500	500	500	-	-
53380	OTHER MAINTENANCE AND REPAIRS	3,590	855	3,500	466	-	-	-	7,000	7,000	-
53510	BUILDING RENTAL	15,600	8,513	81,780	22,468	73,130	73,130	73,130	73,130	-	-
53530	OUTSIDE RENTAL	2,000	-	2,000	-	-	-	-	-	-	-
53610	GAS	12,860	14,162	12,980	15,479	13,010	9,920	9,920	9,920	(3,090)	-23.8%
53620	ELECTRIC	68,800	55,925	69,570	56,179	64,500	47,500	47,500	47,500	(17,000)	-26.4%
53650	REFUSE DISPOSAL	11,500	12,858	11,500	16,558	12,500	13,750	13,750	13,750	1,250	10.0%
53720	TAXES AND ASSESSMENTS	15,350	14,780	15,350	15,141	15,500	16,000	16,000	16,000	500	3.2%
53731	CLOTHING - UNIFORMS (TAXABLE)	-	125	-	-	-	1,010	1,010	1,010	1,010	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	-	-	-	-	-	210	210	210	210	-
53734	SAFETY CLOTHING AND EQUIPMENT	2,800	103	2,800	-	2,800	300	300	300	(2,500)	-89.3%
53740	CLOTHING - CLEANING CHARGES	7,000	5,647	7,000	5,254	7,000	11,000	11,000	11,000	4,000	57.1%
53750	INVENTORY PURCHASES	1,880,200	1,505,252	2,069,100	1,646,068	1,884,170	1,946,630	1,946,630	1,946,630	62,460	3.3%
53767	BANKING AND INVESTMENT FEES	6,890	5,916	6,890	8,479	2,640	4,220	4,220	4,220	1,580	59.8%
53770	BAD DEBT - WRITE OFF	-	890	-	-	-	-	-	-	-	-
53799	OTHER EXPENSES	-	-	51,400	-	55,000	-	-	-	(55,000)	-100.0%
53812	INTRA CITY - DIRECT CHG (LABOR)	75,110	59,609	200,360	45,542	142,990	35,000	35,000	35,000	(107,990)	-75.5%
53813	INTRA CITY - BUDGETED TRANSFERS	86,170	86,170	89,410	89,410	94,390	108,290	108,290	108,290	13,900	14.7%
53815	INTRA CITY - INTERDEPARTMENTAL BILLINGS	121,350	101,718	98,450	95,164	110,300	195,620	195,620	195,620	85,320	77.4%
53830	RADIO	4,500	4,500	12,150	10,860	5,080	3,690	3,690	3,690	(1,390)	-27.4%
53840	MOTOR POOL RENTAL	12,440	8,244	16,730	18,854	7,290	8,180	8,180	8,180	890	12.2%
53841	EQUIPMENT REPLACEMENT CHARGE	72,700	71,500	-	-	30,000	30,000	30,000	30,000	-	-
53851	COPY	4,220	3,874	4,220	3,524	2,720	5,220	5,220	5,220	2,500	91.9%
53854	PHOTOCOPIES	3,000	2,156	3,350	2,153	2,700	2,810	2,810	2,810	110	4.1%
53855	SHOPS FACILITIES MAINTENANCE	35,550	35,550	36,120	34,288	30,680	23,400	23,400	23,400	(7,280)	-23.7%
53860	BUILDING SERVICES	6,500	4,930	22,100	9,074	6,500	6,500	6,500	6,500	-	-
53900	SUPPORT SERVICES CHARGE	724,670	724,670	805,550	805,550	568,110	731,780	731,780	731,780	163,670	28.8%
Total Materials and Services		\$ 8,112,790	\$ 5,822,229	\$ 8,627,290	\$ 6,420,485	\$ 8,288,910	\$ 8,542,320	\$ 8,542,320	\$ 8,549,320	\$ 260,410	3.1%

City of Salem Budget
City Services Fund
FY 2020

City Services Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
55130	EQUIPMENT AND MACHINERY	\$ 163,200	\$ 130,554	\$ 272,000	\$ 55,019	\$ 40,000	\$ 118,000	\$ 118,000	\$ 118,000	\$ 78,000	195.0%
	Total Capital Outlay	\$ 163,200	\$ 130,554	\$ 272,000	\$ 55,019	\$ 40,000	\$ 118,000	\$ 118,000	\$ 118,000	\$ 78,000	195.0%
62110	TRANSFERS TO OTHER FUNDS	\$ 1,800,000	\$ 1,799,261	\$ 1,880,000	\$ 1,500,000	\$ 400,000	\$ 503,000	\$ 503,000	\$ 503,000	\$ 103,000	25.8%
	Total Interfund Transfers	\$ 1,800,000	\$ 1,799,261	\$ 1,880,000	\$ 1,500,000	\$ 400,000	\$ 503,000	\$ 503,000	\$ 503,000	\$ 103,000	25.8%
	Total Expenditures	\$ 12,684,100	\$ 10,301,210	\$ 13,562,350	\$ 10,377,444	\$ 11,369,150	\$ 11,874,760	\$ 11,874,760	\$ 11,881,760	\$ 512,610	4.5%

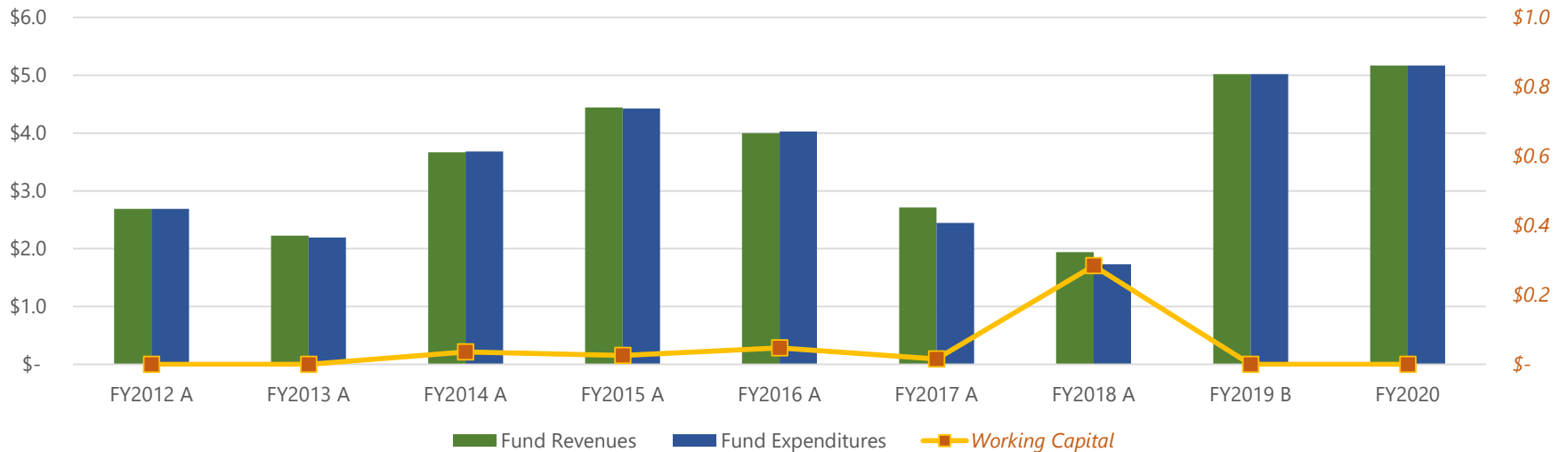
City of Salem Budget Community Renewal Fund Assumptions and Trends FY 2020

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 1.2% decrease from the FY 2019 Budget	\$ 4,469,390	52670	Other Professional Services: Fair housing program and social service contracts, estimating a 12.5% increase over the FY 2019 Budget	\$ 268,740
36310	Loan Principal: payments on housing loans, estimating a 48% increase over the FY 2019 Budget	\$ 560,000	54850	Other Special Payments: special housing projects, estimating a 3.8% increase over the FY 2019 Budget	\$ 4,592,750
36315	Loan Interest: payments on housing loans, estimating a 127.6% increase over the FY 2019 Budget	\$ 140,000			

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 2020

Community Renewal Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
32644	PROCESSING FEE	\$ -	\$ 600	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Sales, Fees, Licenses, Permits	\$ -	\$ 600	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	-
35213	INTRAFUND - BUDGETED TRANSFERS	\$ 217,920	\$ 97,437	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
35610	BLOCK GRANTS	3,583,470	221,181	3,204,830	-	4,144,060	2,146,480	2,146,480	2,270,930	(1,873,130)	-45.2%
35637	US DEPT OF HOUSING AND URBAN DEV (BLOCK GRANT)	-	1,729,439	-	1,389,631	436,390	2,380,610	2,380,610	2,198,460	1,762,070	403.8%
	Total Internal / Intergovernmental	\$ 3,801,390	\$ 2,048,058	\$ 3,204,830	\$ 1,389,631	\$ 4,580,450	\$ 4,527,090	\$ 4,527,090	\$ 4,469,390	\$ (111,060)	-2.4%
36310	LOAN PRINCIPAL	\$ 329,000	\$ 620,797	\$ 329,000	\$ 493,718	\$ 378,500	\$ 560,000	\$ 560,000	\$ 560,000	\$ 181,500	48.0%
36315	LOAN INTEREST	56,000	43,579	56,000	56,506	61,500	140,000	140,000	140,000	78,500	127.6%
	Total Other Revenue	\$ 385,000	\$ 664,375	\$ 385,000	\$ 550,224	\$ 440,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 260,000	59.1%
39910	BEGINNING WORKING CAPITAL	\$ -	\$ 15,580	\$ -	\$ 284,149	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Beginning Balance	\$ -	\$ 15,580	\$ -	\$ 284,149	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Resources	\$ 4,186,390	\$ 2,728,613	\$ 3,589,830	\$ 2,224,504	\$ 5,020,450	\$ 5,227,090	\$ 5,227,090	\$ 5,169,390	\$ 148,940	3.0%

City of Salem Budget
Community Renewal Fund
FY 2020

Community Renewal Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
52110	SUBSCRIPTIONS AND BOOKS	\$ 610	\$ 569	\$ 610	\$ -	\$ 610	\$ -	\$ -	\$ -	\$ (610)	-100.0%
52120	MAIL	450	82	450	266	450	200	200	200	(250)	-55.6%
52150	RECORDING FEES	1,500	260	1,500	46	1,500	1,000	1,000	1,000	(500)	-33.3%
52320	ADVERTISING	3,500	3,814	3,000	3,029	3,000	3,500	3,500	3,500	500	16.7%
52510	TRAINING	7,330	1,937	5,020	3,586	5,120	7,660	7,660	7,660	2,540	49.6%
52540	MEALS	-	23	-	-	-	-	-	-	-	-
52550	MILEAGE	500	91	500	-	500	100	100	100	(400)	-80.0%
52560	REGISTRATION	-	350	-	-	-	-	-	-	-	-
52610	AUDIT SERVICES	6,660	7,500	6,660	7,630	6,660	7,500	7,500	7,500	840	12.6%
52670	OTHER PROFESSIONAL SERVICES	214,450	50,619	212,730	202,070	218,900	246,220	246,220	268,740	49,840	22.8%
52710	MEMBERSHIP DUES	300	1,645	1,850	100	1,850	1,850	1,850	1,850	-	-
52830	COMPUTER SOFTWARE AND LICENSES	7,200	7,780	7,780	7,780	7,780	7,800	7,800	7,800	20	0.3%
53812	INTRA CITY - DIRECT CHG (LABOR)	359,590	270,766	388,470	277,158	266,870	281,790	281,790	281,790	14,920	5.6%
53851	COPY	1,000	330	1,000	-	1,000	650	650	650	(350)	-35.0%
53854	PHOTOCOPIES	700	-	700	-	700	100	100	100	(600)	-85.7%
53900	SUPPORT SERVICES CHARGE	44,310	44,310	42,960	42,960	78,950	75,970	75,970	75,970	(2,980)	-3.8%
54811	SPECIAL PAYMENTS - PERMANENT EASEMEN	-	-	-	550	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	3,145,370	1,956,950	2,916,600	1,187,448	4,426,560	4,592,750	4,592,750	4,512,530	85,970	1.9%
	Total Materials and Services	\$ 3,793,470	\$ 2,347,027	\$ 3,589,830	\$ 1,732,623	\$ 5,020,450	\$ 5,227,090	\$ 5,227,090	\$ 5,169,390	\$ 148,940	3.0%
60120	PRINCIPAL	\$ 379,000	\$ 97,437	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
60130	INTEREST	13,920	-	-	-	-	-	-	-	-	-
	Total Debt Service	\$ 392,920	\$ 97,437	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Expenditures	\$ 4,186,390	\$ 2,444,464	\$ 3,589,830	\$ 1,732,623	\$ 5,020,450	\$ 5,227,090	\$ 5,227,090	\$ 5,169,390	\$ 148,940	3.0%

Community Development Block Grant - FY 2020 Project Budget		Adopted	Adopted
	Project No.	Budget FY 2019	Budget FY 2020

Resources

Entitlement - 2019 and 2020		\$ 1,425,390	\$ 1,307,570
Entitlement and program income from prior years (unallocated)		357,350	-
Entitlement from prior years (rebudgeted projects)		1,023,520	890,890
Program income from loan repayments		175,000	175,000
		<u>\$ 2,981,260</u>	<u>\$ 2,373,460</u>
Neighborhood Stabilization Program		-	250,000
		<u>\$ 2,981,260</u>	<u>\$ 2,623,460</u>

Expenditures

Administration and Program Support

CDBG program administration (Urban Development)	621000	\$ 198,290	\$ 214,630
Support services charge (indirect cost allocation)	621001	49,010	40,220
Social service contract administration (Urban Development)	621004	21,030	24,060
Human Rights and Relations Commission / Fair Housing (contracted services)	621005	18,000	18,000
		<u>\$ 286,330</u>	<u>\$ 296,910</u>

Repayment

Neighborhood Stabilization Program - return repaid loan fund to the State of Oregon		\$ -	\$ 250,000

Social Service Programs

Marion Polk Food Share Vocational Training Initiative, FY 2019	621241	\$ 51,430	\$ -
Salem Interfaith Hospitality Network Family Case Management, FY 2019	621248	75,000	-
Women at the Well Case Management, FY 2019	621249	26,640	-
Center for Hope and Safety Prevention of Domestic Violence, FY 2019 and FY 2020	621254	90,000	90,000
Congregations Helping People Interim Housing Assistance, FY 2019 and FY 2020	621255	55,000	55,000
Mid-Willamette Valley Community Action Agency Warming Center Network, FY 2020	621256	-	77,390
		<u>\$ 298,070</u>	<u>\$ 222,390</u>

Community Development Block Grant - FY 2020 Project Budget		Adopted Budget FY 2019	Adopted Budget FY 2020
	Project No.		
New Program Funding			
Interface, Inc. Latino Microenterprise, FY 2019	621240	\$ 67,790	\$ -
Garten Facility Modernization / Rehabilitation / Equipment Purchase, FY 2019	621242	150,000	-
Center for Hope and Safety Rehabilitation, FY 2019	621243	87,550	-
ARCHES Day Center Rehabilitation, FY 2019	621244	300,000	-
Center for Hope and Safety Demolition, FY 2019	621251	90,000	-
St Francis House Roof Rehabilitation, FY 2019	621252	85,000	-
Salem Housing Authority Fisher Road Acquisition, FY 2019	621253	425,000	-
Westcare Veteran Housing ADA Improvements, FY 2020	621257	-	69,980
Integrated Supports for Living Fisher/Sizemore Apartments, FY 2020	621258	-	81,360
Polk Community Development Corporation Housing Rehabilitation, FY 2020	621259	-	180,530
Salem Housing Authority Yaquina Rehabilitation, FY 2019 and 2020	621260	75,000	451,960
MERIT Microenterprise Program, FY 2019 and FY 2020	621261	93,000	106,800
Unallocated	-	-	95,160
		\$ 1,373,340	\$ 985,790
Rebudgeted Projects			
Salem Housing Authority Southfair Conversion	621229	\$ 125,790	\$ -
Shelly's House Rehabilitation, FY 2017	621230	200,000	-
Salem Interfaith Hospitality Network Family Case Management, FY 2018 and FY 2019	621233 / 621248	35,000	21,330
Salem Housing Authority Yaquina Rehabilitation, FY 2018 and FY 2019	621237 / 621245	612,730	648,040
Interface, Inc. Latino Microenterprise, FY 2018 and FY 2019	621240	30,000	20,000
Garten Services Equipment Purchase, FY 2019	621242	-	150,000
Congregation Helping People Interim Housing Assistance, FY 2019	621247	20,000	29,000
		\$ 1,023,520	\$ 868,370
Total Expenditures		\$ 2,981,260	\$ 2,623,460
Unappropriated Ending Balance		\$ -	\$ -
<i>All funding awards subject to allocation of funds from the U.S. Department of Housing and Urban Development</i>			

HOME Community Renewal - FY 2020 Project Budget		Adopted	Adopted
	Project No.	Budget FY 2019	Budget FY 2020

Resources

Entitlement - 2019 and 2020		\$ 629,950	\$ 750,950
Entitlement from prior years (unallocated)		639,240	240,000
Entitlement from prior years (rebudgeted projects)		505,000	1,279,980
Anticipated program income		265,000	275,000
		<u>\$ 2,039,190</u>	<u>\$ 2,545,930</u>

Expenditures

Administration and Program Support

HOME program administration	625000	\$ 58,720	\$ 59,750
Indirect cost allocation plan	625000	29,940	35,750
		<u>\$ 88,660</u>	<u>\$ 95,500</u>

New Program Funding

Salem Interfaith Hospitality Network Tenant-based Rental Assistance, FY 2019 and FY 2020	625320 / 625326	\$ 200,000	\$ 473,350
Salem Housing Authority Yaquina Hall Rehabilitation, FY 2019	625321	400,000	-
Salem Housing Authority Security Deposit Program, FY 2019 and FY 2020	625322 / 625327	90,000	270,000
Willamette Neighborhood Housing Services Nueva Luz Construction, FY 2019 and FY 2020	625323 / 625328	485,530	180,000
NW Housing Alternatives Oakhill / Sunnyslope Rehabilitation, FY 2019	625324	240,000	-
Willamette Neighborhood Housing Services Operating Funds, FY 2019	625325	30,000	-
Unallocated	-	-	247,100
		<u>\$ 1,445,530</u>	<u>\$ 1,170,450</u>

HOME Community Renewal - FY 2020 Project Budget		Adopted	Adopted
	Project No.	Budget FY 2019	Budget FY 2020
Rebudgeted Projects			
Polk Community Development Corporation Single Family Home Rehabilitation, FY 2016	625309	\$ 80,000	\$ -
Mountain West/Cornerstone - Portland Road Apartments, FY 2018	625317	300,000	215,000
Salem Housing Authority Security Deposit Program, FY 2018 and FY 2019	625318 / 625322	25,000	49,450
Salem Interfaith Hospitality Network - Tenant-based Rental Assistance, FY 2018 and FY 2019	625319 / 625320	100,000	100,000
Salem Housing Authority Yaquina Hall, FY 2019	625321	-	400,000
Willamette Neighborhood Housing Nueva Luz Apartments, FY 2019	625323	-	485,530
Willamette Neighborhood Housing Operating Funds, FY 2019	625325	-	30,000
		<u>\$ 505,000</u>	<u>\$ 1,279,980</u>
Total Expenditures		<u>\$ 2,039,190</u>	<u>\$ 2,545,930</u>
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 2020

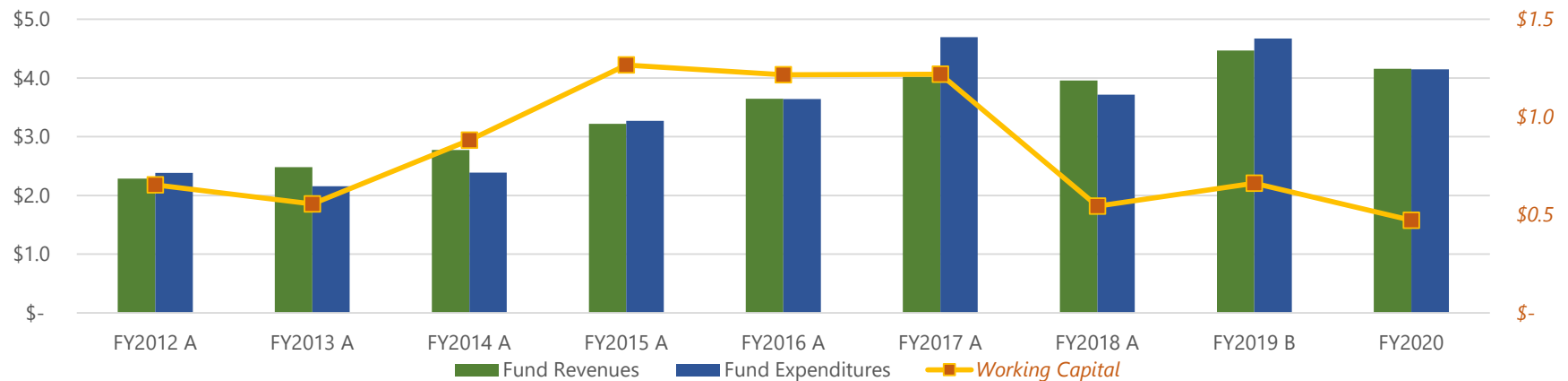
Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from or expenses of Cultural and Tourism Fund program activities					
31310	Transient Occupancy Tax: 9% lodging tax paid on overnight accommodations in Salem; estimating 6.9% decrease from the FY 2019 Budget	\$ 4,137,870	52670	Other Professional Services: expenses for Travel Salem's annual contract and maintenance services at City-owned historic facilities, estimating 6.6% decrease from the FY 2019 Budget	\$ 1,071,480
			54850	Other Special Payments: 36 grants and several sponsorships to operate cultural and tourism facilities and special events and perform capital improvements; 11.4% decrease from the FY 2019 Budget reflects absence of a capital reserve appropriation.	\$ 692,300

Not all revenues and expenditures included on the following pages are highlighted here.

See the result area of *Strong and Diverse Economy* and the project budgets in this section for more information about Cultural and Tourism Fund program expenses.

TOT Fund Revenues, Expenditures, and Working Capital - Multi-Year View

In millions



In FY 2017, more than \$670,000 of working capital was invested in projects in City parks to enhance sports tourism opportunities.

City of Salem Budget
Cultural and Tourism (TOT) Fund
FY 2020

TOT Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
31310	TRANSIENT OCCUPANCY TAX*	\$ 3,948,940	\$ 3,943,285	\$ 4,092,310	\$ 3,922,627	\$ 4,443,500	\$ 4,137,870	\$ 4,137,870	\$ 4,137,870	\$ (305,630)	-6.9%
	Total Taxes	\$ 3,948,940	\$ 3,943,285	\$ 4,092,310	\$ 3,922,627	\$ 4,443,500	\$ 4,137,870	\$ 4,137,870	\$ 4,137,870	\$ (305,630)	-6.9%
35495	OTHER AGENCIES	\$ 5,200	\$ 5,779	\$ 5,700	\$ 5,381	\$ 5,800	\$ 5,400	\$ 5,400	\$ 5,400	\$ (400)	-6.9%
	Total Internal / Intergovernmental	\$ 5,200	\$ 5,779	\$ 5,700	\$ 5,381	\$ 5,800	\$ 5,400	\$ 5,400	\$ 5,400	\$ (400)	-6.9%
36210	INTEREST	\$ 3,800	\$ 10,354	\$ 3,800	\$ 5,571	\$ 4,100	\$ 2,500	\$ 2,500	\$ 2,500	\$ (1,600)	-39.0%
36310	LOAN PRINCIPAL	-	4,080	-	11,363	-	-	-	-	-	-
36315	LOAN INTEREST	-	470	-	310	-	-	-	-	-	-
36895	OTHER REVENUE	15,000	56,069	15,000	12,000	12,000	12,000	12,000	12,000	-	-
	Total Other Revenue	\$ 18,800	\$ 70,972	\$ 18,800	\$ 29,243	\$ 16,100	\$ 14,500	\$ 14,500	\$ 14,500	\$ (1,600)	-9.9%
39910	BEGINNING WORKING CAPITAL	\$ 1,267,810	\$ 1,219,127	\$ 342,890	\$ 545,515	\$ 662,000	\$ 473,000	\$ 473,000	\$ 473,000	\$ (189,000)	-28.5%
	Total Beginning Balance	\$ 1,267,810	\$ 1,219,127	\$ 342,890	\$ 545,515	\$ 662,000	\$ 473,000	\$ 473,000	\$ 473,000	\$ (189,000)	-28.5%
	Total Resources	\$ 5,240,750	\$ 5,239,163	\$ 4,459,700	\$ 4,502,767	\$ 5,127,400	\$ 4,630,770	\$ 4,630,770	\$ 4,630,770	\$ (496,630)	-9.7%

*Also known as Hotel / Motel Tax or Lodging Tax

City of Salem Budget
Cultural and Tourism (TOT) Fund
FY 2020

TOT Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
52120	MAIL	\$ -	\$ 0	\$ -	\$ 24	\$ -	\$ -	\$ -	\$ -	\$ -	-
52130	SUPPLIES	-	518	-	936	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	-	481	-	414	-	-	-	-	-	-
52540	MEALS	-	-	-	62	-	-	-	-	-	-
52550	MILEAGE	-	-	-	7	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	1,015,750	1,029,923	1,108,270	1,074,638	1,147,460	1,071,480	1,071,480	1,071,480	(75,980)	-6.6%
53340	FACILITIES MAINTENANCE	-	11,315	-	-	-	-	-	-	-	-
53380	OTHER MAINTENANCE AND REPAIRS	-	117	-	38	-	-	-	-	-	-
53610	GAS	8,500	8,683	8,500	8,381	9,500	9,740	9,740	9,740	240	2.5%
53620	ELECTRIC	43,000	40,941	43,000	36,141	44,060	45,160	45,160	45,160	1,100	2.5%
53734	SAFETY CLOTHING AND EQUIPMENT	-	8	-	9	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	-	1,575	-	410	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	132,380	113,380	96,060	97,377	179,570	100,630	100,630	100,630	(78,940)	-44.0%
53813	INTRA CITY - BUDGETED TRANSFERS	109,270	109,270	113,310	113,310	116,860	120,370	120,370	120,370	3,510	3.0%
53815	INTRA CITY - INTERDEPARTMENTAL BILLINGS	315,720	308,341	307,210	303,675	312,830	319,270	319,270	319,270	6,440	2.1%
53840	MOTOR POOL RENTAL	650	494	650	761	660	-	-	-	(660)	-100.0%
53851	COPY	-	1,520	-	2,498	-	-	-	-	-	-
53860	BUILDING SERVICES	9,930	4,212	10,350	8,213	10,790	11,100	11,100	11,100	310	2.9%
53900	SUPPORT SERVICES CHARGE	99,470	99,470	121,270	121,270	121,780	146,930	146,930	146,930	25,150	20.7%
54850	OTHER SPECIAL PAYMENTS	613,760	442,649	638,760	469,811	781,790	692,300	692,300	692,300	(89,490)	-11.4%
	Total Materials and Services	\$ 2,348,430	\$ 2,172,898	\$ 2,447,380	\$ 2,237,974	\$ 2,725,300	\$ 2,516,980	\$ 2,516,980	\$ 2,516,980	\$ (208,320)	-7.6%
55130	EQUIPMENT AND MACHINERY	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Capital Outlay	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
61110	CONTINGENCIES	\$ 120,000	\$ -	\$ 60,000	\$ -	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ -	-
	Total Contingencies	\$ 120,000	\$ -	\$ 60,000	\$ -	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ -	-
62110	INTERFUND TRANSFERS	\$ 2,528,800	\$ 2,520,750	\$ 1,675,270	\$ 1,475,397	\$ 1,826,470	\$ 1,509,080	\$ 1,509,080	\$ 1,509,080	\$ (317,390)	-17.4%
	Total Interfund Transfers	\$ 2,528,800	\$ 2,520,750	\$ 1,675,270	\$ 1,475,397	\$ 1,826,470	\$ 1,509,080	\$ 1,509,080	\$ 1,509,080	\$ (317,390)	-17.4%
	Total Expenditures	\$ 5,017,230	\$ 4,693,648	\$ 4,182,650	\$ 3,713,371	\$ 4,671,770	\$ 4,146,060	\$ 4,146,060	\$ 4,146,060	\$ (525,710)	-11.3%

Cultural and Tourism Fund - FY 2020 Project Budget		Adopted Budget FY 2019	Adopted Budget FY 2020
Total Resources		\$ 5,127,400	\$ 4,630,770
Expenditures			
Convention Center Support (175-60911000)			
Convention Center marketing		\$ 294,210	\$ 300,090
		<u>\$ 294,210</u>	<u>\$ 300,090</u>
Convention and Tourism Marketing (175-60912000)			
Travel Salem annual contract - 25% of tax revenue		\$ 1,110,880	\$ 1,030,720
		<u>\$ 1,110,880</u>	<u>\$ 1,030,720</u>
City Programs (175-6090913000)			
Projects transferred to Capital Improvements Fund (255)			
Bush House south flat roof and HVAC replacement / repairs		\$ 46,000	\$ -
Condition survey repairs		5,000	-
Roof treatment, painting, and other repairs on multiple historic facilities		-	59,000
Deepwood front porch and railing repair		10,000	-
Gilbert House Children's Museum HVAC for Parrish and Rockenfield houses		32,000	-
Capital reserves		75,000	-
City entranceways		75,000	-
City-sponsored signature festival / events		32,500	-
Online transient occupancy tax collection application		81,000	-
July 4th celebration		24,290	24,300
River to Ridge event		50,000	50,000
Support for public art acquisition, maintenance, administration (Fund 176)		15,000	15,000
		<u>\$ 445,790</u>	<u>\$ 148,300</u>
Historic Building Maintenance			
Building and park electricity and natural gas charges		\$ 53,560	\$ 54,900
Bush House/Barn Complex		28,610	35,910
Deepwood House		17,880	17,340
Gilbert House		13,820	13,730
Parrish House		9,380	8,740
Rockenfield House		10,250	8,560
		<u>\$ 133,500</u>	<u>\$ 139,180</u>

Cultural and Tourism Fund - FY 2020 Project Budget		Adopted Budget FY 2019	Adopted Budget FY 2020
Historic and City Landscape Maintenance			
Lord and Schryver Gardens		\$ 15,000	\$ 15,000
Transfer to General Fund to support parks maintenance		1,320,470	1,360,080
Wallace Marine Sports Complex improvements		173,000	-
Riverfront Park electrical vaults, turf renovations, restroom		150,000	75,000
		<u>\$ 1,658,470</u>	<u>\$ 1,450,080</u>
Total City Programs		<u>\$ 2,237,760</u>	<u>\$ 1,737,560</u>
Administration (175-60913500)			
Board staff support / materials		\$ 28,950	\$ 29,820
City services at community events (State Fair)		18,620	19,180
Contract administrator for Salem Convention Center		22,710	23,390
Convention and tourism promotion contract administration		12,780	13,160
Cultural / historic and event contract administration		12,170	12,540
Support services charge (indirect cost allocation)		121,780	146,930
Riverfront Park special events management		49,570	51,060
Softball tournament bids		42,340	43,610
		<u>\$ 308,920</u>	<u>\$ 339,690</u>
Major Tourist Attractions and Cultural Facilities (175-60914000)			
Facility Operating Grants			
A.C. Gilbert's Discovery Village		\$ 43,010	\$ 41,920
Bush House Museum		-	40,200
Friends of Deepwood		37,870	41,030
Hallie Ford Museum of Art		40,000	37,830
Historic Elsinore Theatre		41,930	41,030
Salem Art Association		43,520	42,270
Salem's Multicultural Institute		39,770	40,500
Salem's Riverfront Carousel		37,600	35,340
Willamette Art Center / Friends of the Visual Arts		35,720	38,360
Willamette Heritage Center		40,580	40,320
		<u>\$ 360,000</u>	<u>\$ 398,800</u>

Cultural and Tourism Fund - FY 2020 Project Budget

	Adopted Budget FY 2019	Adopted Budget FY 2020
Special Event / Project Grants		
Bush House Museum - Exploration Days	\$ 2,000	\$ 2,000
Capital Futbol Club - Capital Cup Soccer Tournament	-	10,000
Capital Futbol Club - Timbers U23	10,000	10,000
Ceili of the Valley Society - Celtic Festival	5,000	-
Chris Roche Management LLC - Capitol City Classic	2,000	-
Deepwood Museum and Gardens - 125th Birthday Celebration	-	6,000
Englewood Forest Festival	2,000	-
Enlightened Theatrics - A Tuna Christmas	7,500	-
Enlightened Theatrics - Sweeney Todd: Demon Barber of Fleet Street	10,000	-
Enlightened Theatrics - The Rocky Horror Show	-	10,000
Enlightened Theatrics - 'Twas the Night Before Christmas	-	10,000
Festival Chorale of Oregon - Mozart's Great Mass in C Minor	10,000	-
Festival Chorale of Oregon - A German Requiem by Johannes Brahms	10,000	-
Friends of the Visual Arts - Oregon State Fair Artisans Village	10,000	10,000
Gilbert House Children's Museum - Legacy of Play Day	10,000	6,000
Historic Elsinore Theatre - Annie Get Your Gun	10,000	-
Historic Elsinore Theatre - My Fair Lady	-	10,000
Historic Elsinore Theatre - Russian String Orchestra	5,000	-
Hoopla Association - Bite and Brew of Salem	10,000	-
Hoopla Association - CherryFest NW	-	10,000
Hoopla Association - Hoopla	10,000	10,000
Oregon's New History Minstrels - Celebrating Salem Through Historic Characters and Harmony	2,000	-
Oregon Senate Aires - Showboats-A-Coming to Salem	9,000	-
Oregon Symphony Association in Salem - Concerts in Salem	10,000	10,000
Oregon Symphony Association in Salem - Youth Concerts	10,000	10,000
Press Play Salem - Bimonthly Magazine and Website and Online Calendar	-	2,000
Salem Art Association - Salem Art Festival	10,000	10,000
Salem Art Association - 100 Years of SAA	-	10,000
Salem Multi-Cultural Institute - World Beat Festival	10,000	10,000
Salem's Riverfront Carousel - Santa at the Carousel	10,000	10,000
Salem Symphonic Winds - Symphony No. 3 Planet Earth	-	10,000

Cultural and Tourism Fund - FY 2020 Project Budget		Adopted Budget FY 2019	Adopted Budget FY 2020
South Salem Rotary Foundation - 2019 Rotary Multi-Sport Riverfest	-	10,000	
South Salem Rotary Foundation - Rotary Triathlon of Salem	10,000	-	
South Salem Girl's Lacrosse Club - 2019 Season	360	-	
Straub Environmental Center - Eco Fest: Party for the Planet	5,000	-	
The Moxie Initiative - TEDxSalem	8,000	8,000	
Willamette Heritage Center - Magic at the Mill	10,000	10,000	
Unspecified event grants	4,770	1,790	
	<u>\$ 212,630</u>	<u>\$ 195,790</u>	
Capital Improvement / Outlay Grants			
A.C. Gilbert's Discovery Village - Children's Museum Learning Playground	\$ -	\$ 10,000	
Deepwood Museum and Gardens - New Reception Seating	2,610	-	
Historic Elsinore Theatre - Façade Replacement, Phase 1 Removal	-	3,410	
Salem Art Association - Art Exhibit Wall Expansion	10,000	-	
Salem Riverfront Carousel - Carpet Replacement	4,760	-	
Willamette Heritage Center - Carpet Replacement	10,000	-	
Willamette Heritage Center - Flooring and Seating	-	10,000	
	<u>\$ 27,370</u>	<u>\$ 23,410</u>	
Total Major Tourist Attractions and Cultural Facilities Grants	<u>\$ 600,000</u>	<u>\$ 618,000</u>	
Contingencies	\$ 120,000	\$ 120,000	
Total Fund Expenditures	<u>\$ 4,671,770</u>	<u>\$ 4,146,060</u>	
Unappropriated Ending Balance	\$ 455,630	\$ 484,710	

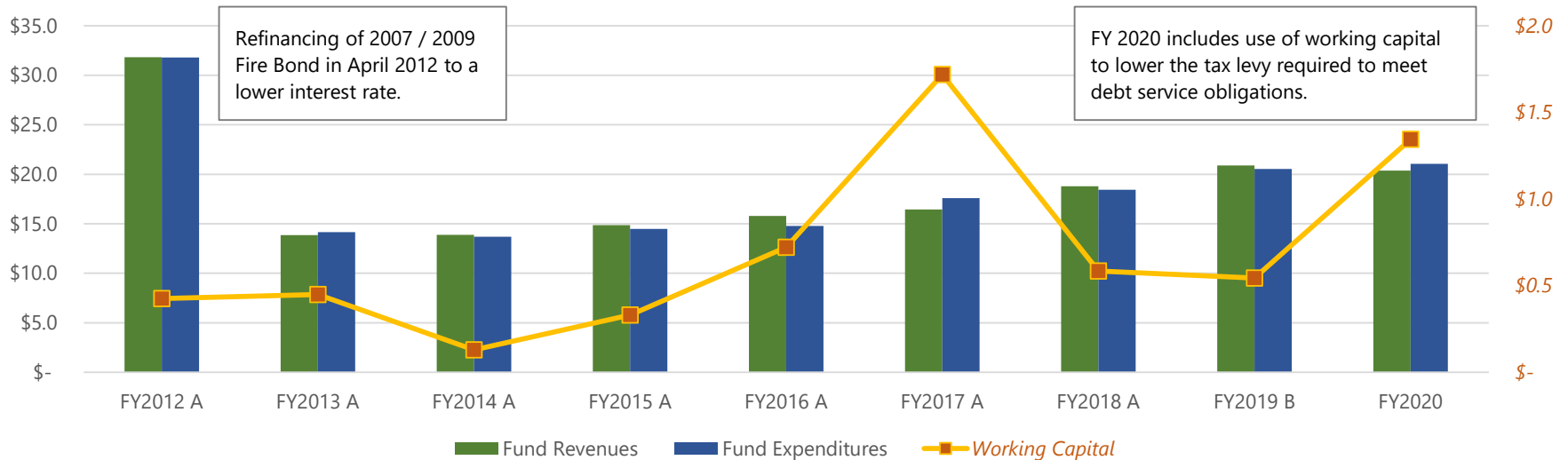
City of Salem Budget Debt Service Fund Assumptions and Trends FY 2020

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 4.6% decrease from the FY 2019 Budget	\$ 14,746,320	35211	Interfund Special Transfers: payments received from City departments for the annual debt service on the City's pension obligation bond, estimating 4% increase over the FY 2019 Budget	\$ 5,297,000
31120	Property Taxes: from voter-approved bond measures owed for				
31130	all prior years, estimating 4.6% decrease from the FY 2019	\$ 331,790			
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 2020

Debt Service Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
31110	PROPERTY TAX - CURRENT	\$ 11,191,680	\$ 11,418,694	\$ 13,420,380	\$ 13,544,906	\$ 15,450,820	\$ 14,746,320	\$ 14,746,320	\$ 14,746,320	\$ (704,500)	-4.6%
31120	PROPERTY TAX - FIRST PRIOR YEAR	102,540	118,626	95,450	112,713	154,510	147,460	147,460	147,460	(7,050)	-4.6%
31130	PROPERTY TAX - SECOND PRIOR YEAR	74,540	53,138	73,770	50,703	77,260	73,730	73,730	73,730	(3,530)	-4.6%
31140	PROPERTY TAX - ALL OTHER PRIOR YEARS	97,120	80,456	84,180	68,098	115,880	110,600	110,600	110,600	(5,280)	-4.6%
31150	PROPERTY TAX - OTHER	-	-	-	10,837	-	-	-	-	-	-
	Total Taxes	\$ 11,465,880	\$ 11,670,914	\$ 13,673,780	\$ 13,787,257	\$ 15,798,470	\$ 15,078,110	\$ 15,078,110	\$ 15,078,110	\$ (720,360)	-4.6%
35211	INTERFUND - SPECIAL TRANSFERS	\$ 4,707,070	\$ 4,707,090	\$ 4,897,000	\$ 4,897,030	\$ 5,091,950	\$ 5,297,000	\$ 5,297,000	\$ 5,297,000	\$ 205,050	4.0%
35385	PAYMENT IN LIEU OF TAXES	-	-	-	9	-	-	-	-	-	-
	Total Internal / Intergovernmental	\$ 4,707,070	\$ 4,707,090	\$ 4,897,000	\$ 4,897,039	\$ 5,091,950	\$ 5,297,000	\$ 5,297,000	\$ 5,297,000	\$ 205,050	4.0%
36210	INTEREST	\$ 39,000	\$ 79,399	\$ 53,820	\$ 106,173	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Other Revenue	\$ 39,000	\$ 79,399	\$ 53,820	\$ 106,173	\$ -	\$ -	\$ -	\$ -	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 1,671,680	\$ 1,718,328	\$ 267,700	\$ 584,442	\$ 544,710	\$ 1,345,250	\$ 1,345,250	\$ 1,345,250	\$ 800,540	147.0%
	Total Beginning Balance	\$ 1,671,680	\$ 1,718,328	\$ 267,700	\$ 584,442	\$ 544,710	\$ 1,345,250	\$ 1,345,250	\$ 1,345,250	\$ 800,540	147.0%
	Total Resources	\$ 17,883,630	\$ 18,175,731	\$ 18,892,300	\$ 19,374,911	\$ 21,435,130	\$ 21,720,360	\$ 21,720,360	\$ 21,720,360	\$ 285,230	1.3%

Debt Service Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
53767	BANKING AND INVESTMENT FEES	\$ -	\$ 25,122	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Materials and Services	\$ -	\$ 25,122	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
60120	PRINCIPAL	\$ 12,281,370	\$ 12,253,556	\$ 11,184,730	\$ 11,874,729	\$ 12,856,280	\$ 14,029,210	\$ 14,029,210	\$ 14,029,210	\$ 1,172,930	9.1%
60130	INTEREST	5,334,560	5,312,612	7,385,820	6,576,496	7,686,430	7,032,870	7,032,870	7,032,870	(653,560)	-8.5%
	Total Debt Service	\$ 17,615,930	\$ 17,566,168	\$ 18,570,550	\$ 18,451,224	\$ 20,542,710	\$ 21,062,080	\$ 21,062,080	\$ 21,062,080	\$ 519,370	2.5%
	Total Expenditures	\$ 17,615,930	\$ 17,591,289	\$ 18,570,550	\$ 18,451,224	\$ 20,542,710	\$ 21,062,080	\$ 21,062,080	\$ 21,062,080	\$ 519,370	2.5%

City of Salem Budget

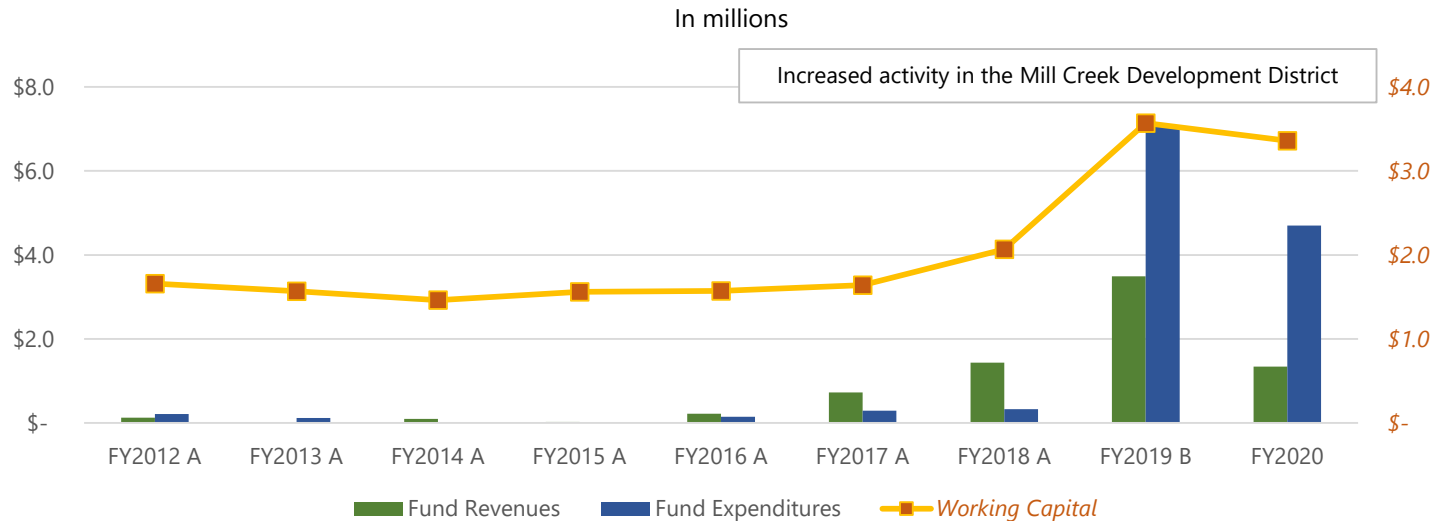
Development District Fund Assumptions and Trends

FY 2020

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 62.2% decrease from the FY 2019 Budget	\$ 1,312,220	52620	Construction Contracts: budgeted development district projects, estimating a 36% decrease from the FY 2019 Budget	\$ 4,197,890

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



City of Salem Budget
Development District Fund
FY 2020

Development District Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
32280	DEVELOPMENT DISTRICT FEE	\$ 797,000	\$ 694,516	\$ 1,355,600	\$ 1,378,797	\$ 3,472,970	\$ 1,312,220	\$ 1,312,220	\$ 1,312,220	\$ (2,160,750)	-62.2%
32282	REIMBURSEMENT DISTRICT FEE	-	11,723	-	27,353	-	-	-	-	-	-
	Total Sales, Fees, Licenses, Permits	\$ 797,000	\$ 706,238	\$ 1,355,600	\$ 1,406,151	\$ 3,472,970	\$ 1,312,220	\$ 1,312,220	\$ 1,312,220	\$ (2,160,750)	-62.2%
36210	INTEREST	\$ 10,000	\$ 17,923	\$ 15,000	\$ 31,370	\$ 15,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 10,000	66.7%
	Total Other Revenue	\$ 10,000	\$ 17,923	\$ 15,000	\$ 31,370	\$ 15,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 10,000	66.7%
39910	BEGINNING WORKING CAPITAL	\$ 1,531,240	\$ 1,639,287	\$ 2,050,710	\$ 2,068,565	\$ 3,569,670	\$ 3,360,670	\$ 3,360,670	\$ 3,360,670	\$ (209,000)	-5.9%
	Total Beginning Balance	\$ 1,531,240	\$ 1,639,287	\$ 2,050,710	\$ 2,068,565	\$ 3,569,670	\$ 3,360,670	\$ 3,360,670	\$ 3,360,670	\$ (209,000)	-5.9%
	Total Resources	\$ 2,338,240	\$ 2,363,448	\$ 3,421,310	\$ 3,506,086	\$ 7,057,640	\$ 4,697,890	\$ 4,697,890	\$ 4,697,890	\$ (2,359,750)	-33.4%

Development District Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
52620	CONSTRUCTION CONTRACTS	\$ 1,838,240	\$ 86,931	\$ 2,921,310	\$ 292,709	\$ 6,557,640	\$ 4,197,890	\$ 4,197,890	\$ 4,197,890	\$ (2,359,750)	-36.0%
52640	ENGINEERING / ARCHITECT SERVICES	-	70,585	-	4,493	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	-	4,799	-	989	-	-	-	-	-	-
52740	PERMITS	-	482	-	-	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	-	1,437	-	2,530	-	-	-	-	-	-
53790	CONSTRUCTION - UNSPECIFIED	500,000	-	500,000	-	500,000	500,000	500,000	500,000	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	-	95,696	-	2,087	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	-	34,953	-	27,353	-	-	-	-	-	-
	Total Materials and Services	\$ 2,338,240	\$ 294,882	\$ 3,421,310	\$ 330,161	\$ 7,057,640	\$ 4,697,890	\$ 4,697,890	\$ 4,697,890	\$ (2,359,750)	-33.4%
	Total Expenditures	\$ 2,338,240	\$ 294,882	\$ 3,421,310	\$ 330,161	\$ 7,057,640	\$ 4,697,890	\$ 4,697,890	\$ 4,697,890	\$ (2,359,750)	-33.4%

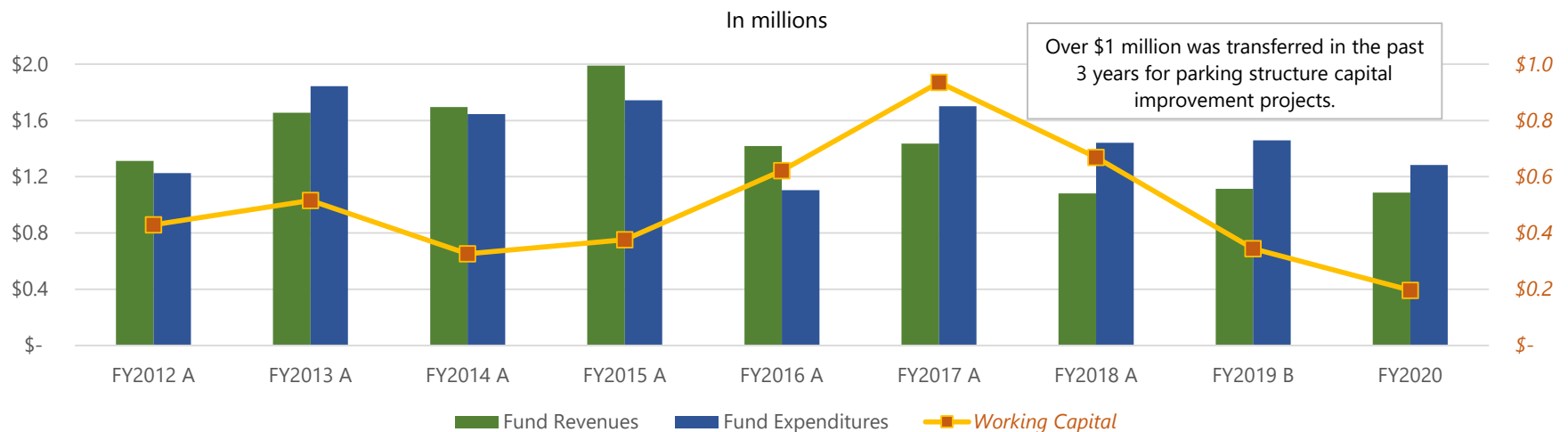
City of Salem Budget Downtown Parking Fund Assumptions and Trends FY 2020

Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from Downtown Parking Fund program activities					
34128	Downtown Parking Tax: assessments to downtown businesses to support the free customer program in the Downtown Parking District, estimating a 4.3% decrease from the FY 2019 Budget	\$ 410,570	34138	Parking Rent - Liberty Square Parkade Monthly Rent: revenue from daily and monthly parking permit sales at the Liberty Parkade, estimating a 0.4% increase over the FY 2019 Budget	\$ 258,360
34130	Parking Rent - Riverfront Monthly Rent: revenue from daily and monthly parking permit sales at the Riverfront Park, estimating a 10.6% decrease from the FY 2019 Budget	\$ 21,830	34140	Parking Rent - Marion Parkade Monthly Rent: revenue from daily and monthly parking permit sales at the Marion Parkade, estimating a 1.7% increase over the FY 2019 Budget	\$ 179,990
34136	Parking Rent - Chemeketa Parkade Monthly Rent: revenue from daily and monthly parking permit sales at the Chemeketa Parkade, estimating a 1.3% decrease from the FY 2019 Budget	\$ 195,010			

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

See the result area of *Strong and Diverse Economy* for more information about Downtown Parking Fund program expenses.

Downtown Parking Fund Revenues, Expenditures, and Working Capital - Multi-Year View



City of Salem Budget
Downtown Parking Fund
FY 2020

Downtown Parking Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
32310	ACCIDENT AND FIRE RECOVERY	\$ -	\$ -	\$ -	\$ 57	\$ -	\$ -	\$ -	\$ -	\$ -	-
32895	OTHER PERMITS	10,000	9,746	10,000	17,603	9,750	10,000	10,000	10,000	250	2.6%
	Total Sales, Fees, Licenses, Permits	\$ 10,000	\$ 9,746	\$ 10,000	\$ 17,660	\$ 9,750	\$ 10,000	\$ 10,000	\$ 10,000	\$ 250	2.6%
34128	DOWNTOWN PARKING TAX	\$ 476,580	\$ 440,994	\$ 467,190	\$ 441,441	\$ 428,880	\$ 410,570	\$ 410,570	\$ 410,570	\$ (18,310)	-4.3%
34130	PARKING RENT - RIVERFRONT	23,220	24,431	23,850	16,595	24,430	21,830	21,830	21,830	(2,600)	-10.6%
34136	PARKING RENT - CHEMEKETA	184,310	197,586	199,380	182,264	197,590	195,010	195,010	195,010	(2,580)	-1.3%
34138	PARKING RENT - LIBERTY	256,020	257,210	262,200	243,661	257,210	258,360	258,360	258,360	1,150	0.4%
34140	PARKING RENT - MARION	173,120	176,950	175,910	157,542	176,950	179,990	179,990	179,990	3,040	1.7%
34295	PARKING RENT - OTHER	-	-	5,000	-	5,000	-	-	-	(5,000)	-100.0%
	Total Rent	\$ 1,113,250	\$ 1,097,170	\$ 1,133,530	\$ 1,041,503	\$ 1,090,060	\$ 1,065,760	\$ 1,065,760	\$ 1,065,760	\$ (24,300)	-2.2%
35395	OTHER GOVERNMENT AGENCIES	\$ 297,000	\$ 267,675	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
35516	STATE-ENERGY TRUST OF OREGON (OET)	-	42,129	-	-	-	-	-	-	-	-
	Total Internal / Intergovernmental	\$ 297,000	\$ 309,804	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
36210	INTEREST	\$ 3,000	\$ 11,139	\$ 7,500	\$ 13,133	\$ 10,000	\$ 7,500	\$ 7,500	\$ 7,500	\$ (2,500)	-25.0%
36810	BAD DEBT RECOVERY	5,000	7,085	5,000	8,881	5,000	3,500	3,500	3,500	(1,500)	-30.0%
	Total Other Revenue	\$ 8,000	\$ 18,224	\$ 12,500	\$ 22,014	\$ 15,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ (4,000)	-26.7%
39910	BEGINNING BALANCE	\$ 754,720	\$ 935,380	\$ 711,970	\$ 668,670	\$ 344,370	\$ 196,370	\$ 196,370	\$ 196,370	\$ (148,000)	-43.0%
	Total Beginning Balance	\$ 754,720	\$ 935,380	\$ 711,970	\$ 668,670	\$ 344,370	\$ 196,370	\$ 196,370	\$ 196,370	\$ (148,000)	-43.0%
	Total Resources	\$ 2,182,970	\$ 2,370,325	\$ 1,868,000	\$ 1,749,847	\$ 1,459,180	\$ 1,283,130	\$ 1,283,130	\$ 1,283,130	\$ (176,050)	-12.1%

City of Salem Budget
Downtown Parking Fund
FY 2020

Downtown Parking Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
52120	MAIL	\$ 500	\$ 21	\$ 500	\$ -	\$ 500	\$ 100	\$ 100	\$ 100	\$ (400)	-80.0%
52130	SUPPLIES	-	6,643	8,000	11,935	-	-	-	-	-	-
52320	ADVERTISING	-	-	-	-	5,000	-	-	-	(5,000)	-100.0%
52405	TELEPHONE - OFFICE	1,090	409	1,090	-	1,090	-	-	-	(1,090)	-100.0%
52460	COMMUNICATION - OTHER	-	2,096	-	2,327	-	2,220	2,220	2,220	2,220	-
52620	CONSTRUCTION CONTRACTS	322,000	161,880	214,760	16,818	5,000	5,000	5,000	5,000	-	-
52660	TEMP EMPLOYMENT SERVICES	-	29,341	115,490	53,232	92,940	69,070	69,070	69,070	(23,870)	-25.7%
52670	OTHER PROFESSIONAL SERVICES	105,220	27,470	52,150	20,416	47,160	27,460	27,460	27,460	(19,700)	-41.8%
52810	SMALL TOOLS	-	-	-	8	-	-	-	-	-	-
52860	OTHER AUTO SUPPLIES	-	149	-	290	-	-	-	-	-	-
53210	INSURANCE	27,160	27,160	30,790	30,790	-	-	-	-	-	-
53211	LIABILITY INSURANCE	-	-	-	-	31,250	34,350	34,350	34,350	3,100	9.9%
53380	OTHER MAINTENANCE AND REPAIRS	-	2,765	-	545	-	-	-	-	-	-
53620	ELECTRIC	83,700	70,632	81,560	67,284	70,710	71,350	71,350	71,350	640	0.9%
53630	WATER	-	-	-	8	-	-	-	-	-	-
53650	REFUSE DISPOSAL	35,000	34,347	35,000	32,373	31,500	32,000	32,000	32,000	500	1.6%
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	-	-	-	131	-	-	-	-	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	-	166	-	162	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	6,770	8,001	7,500	1,698	7,500	2,000	2,000	2,000	(5,500)	-73.3%
53768	DIRECT BANKING FEES	-	-	-	3,374	-	4,000	4,000	4,000	4,000	-
53769	CARD PROCESSING FEES	-	-	-	5,678	-	6,000	6,000	6,000	6,000	-
53770	BAD DEBT - WRITE OFF	15,000	40,020	35,000	40,861	35,000	35,000	35,000	35,000	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	159,170	184,614	137,700	128,014	121,290	138,010	138,010	138,010	16,720	13.8%
53813	INTRA CITY - BUDGETED TRANSFERS	345,790	338,680	372,340	372,340	391,460	406,080	406,080	406,080	14,620	3.7%
53815	INTRA CITY - INTERDEPARTMENTAL BILLING	2,310	4,802	2,070	3,905	2,060	1,810	1,810	1,810	(250)	-12.1%
53840	MOTOR POOL RENTAL	1,710	1,347	1,570	1,093	1,530	-	-	-	(1,530)	-100.0%
53851	COPY	1,500	47	1,500	185	1,600	500	500	500	(1,100)	-68.8%
53860	BUILDING SERVICES	152,760	87,776	151,140	250,204	147,990	142,680	142,680	142,680	(5,310)	-3.6%
53900	SUPPORT SERVICES CHARGE	55,470	55,470	65,840	65,840	165,130	199,950	199,950	199,950	34,820	21.1%
54850	OTHER SPECIAL PAYMENTS	-	-	4,000	32,150	-	-	-	-	-	-
	Total Materials and Services	\$ 1,315,150	\$ 1,083,835	\$ 1,318,000	\$ 1,141,662	\$ 1,158,710	\$ 1,177,580	\$ 1,177,580	\$ 1,177,580	\$ 18,870	1.6%
61110	CONTINGENCIES	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ 200,470	\$ 105,550	\$ 105,550	\$ 105,550	\$ (94,920)	-47.3%
	Total Contingencies	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ 200,470	\$ 105,550	\$ 105,550	\$ 105,550	\$ (94,920)	-47.3%
62110	INTERFUND TRANSFERS	\$ 617,820	\$ 617,820	\$ 300,000	\$ 300,000	\$ 100,000	\$ -	\$ -	\$ -	\$ (100,000)	-100.0%
	Total Interfund Transfers	\$ 617,820	\$ 617,820	\$ 300,000	\$ 300,000	\$ 100,000	\$ -	\$ -	\$ -	\$ (100,000)	-100.0%
	Total Expenditures	\$ 2,182,970	\$ 1,701,655	\$ 1,868,000	\$ 1,441,662	\$ 1,459,180	\$ 1,283,130	\$ 1,283,130	\$ 1,283,130	\$ (176,050)	-12.1%

Downtown Parking Fund - FY 2020 Project Budget	Adopted Budget FY 2019	DAB Recommend FY 2020	Adopted Budget FY 2020
Total Resources	\$ 1,459,180	\$ 1,294,370	\$ 1,283,130

Note: DAB Recommend FY 2020 column includes \$11,240 additional parking permit revenue estimate.

Expenditures

Regular Maintenance / Operation of Structures

Electricity	\$ 70,710	\$ 71,350	\$ 71,350
Insurance	31,250	34,350	34,350
Landscape maintenance (Parks Operations)	500	500	500
Miscellaneous downtown repairs	5,000	5,000	5,000
Routine maintenance - Chemeketa Parkade	113,360	109,980	109,980
Routine maintenance - Liberty Parkade	43,410	42,430	42,430
Routine maintenance - Marion Parkade	77,790	89,210	89,210
Striping, meters (Transportation Services)	700	700	700
	<u>\$ 342,720</u>	<u>\$ 353,520</u>	<u>\$ 353,520</u>

Maintenance of District

Refuse disposal	\$ 31,500	\$ 32,000	\$ 32,000
Refuse container maintenance (Transportation Services)	860	610	610
	<u>\$ 32,360</u>	<u>\$ 32,610</u>	<u>\$ 32,610</u>

Downtown Parking Fund - FY 2020 Project Budget	Adopted Budget FY 2019	DAB Recommend FY 2020	Adopted Budget FY 2020
Police			
Police services provided downtown	\$ 323,860	\$ 340,020	\$ 340,020
	\$ 323,860	\$ 340,020	\$ 340,020
Administration and Overhead			
Administration and board support (Urban Development)	\$ 51,940	\$ 53,890	\$ 53,890
Support Services Charge (indirect cost allocation plan)	165,130	199,950	199,950
Parking permit administration (Building and Safety Division)	67,600	66,060	66,060
	\$ 284,670	\$ 319,900	\$ 319,900
Downtown Contracted Services			
Downtown Clean Team	\$ 92,940	\$ 69,070	\$ 69,070
Downtown services to be determined	-	33,700	22,460
Flower baskets (carryover)	11,470	-	-
Marketing and promotions	25,890	-	-
Parking sensor maintenance	-	5,000	5,000
Seasonal banners	9,800	-	-
	\$ 140,100	\$ 107,770	\$ 96,530
Total Operating Expenditures	\$ 1,123,710	\$ 1,153,820	\$ 1,142,580
Bad Debt Write Off	\$ 35,000	\$ 35,000	\$ 35,000
Capital Improvements / Reserve (to Fund 255)	100,000	-	-
Contingencies	200,470	105,550	105,550
Total Expenditures	\$ 1,459,180	\$ 1,294,370	\$ 1,283,130
Unappropriated Ending Balance	\$ -	\$ -	\$ -

City of Salem Budget

Emergency Medical Services (EMS) Fund Assumptions and Trends

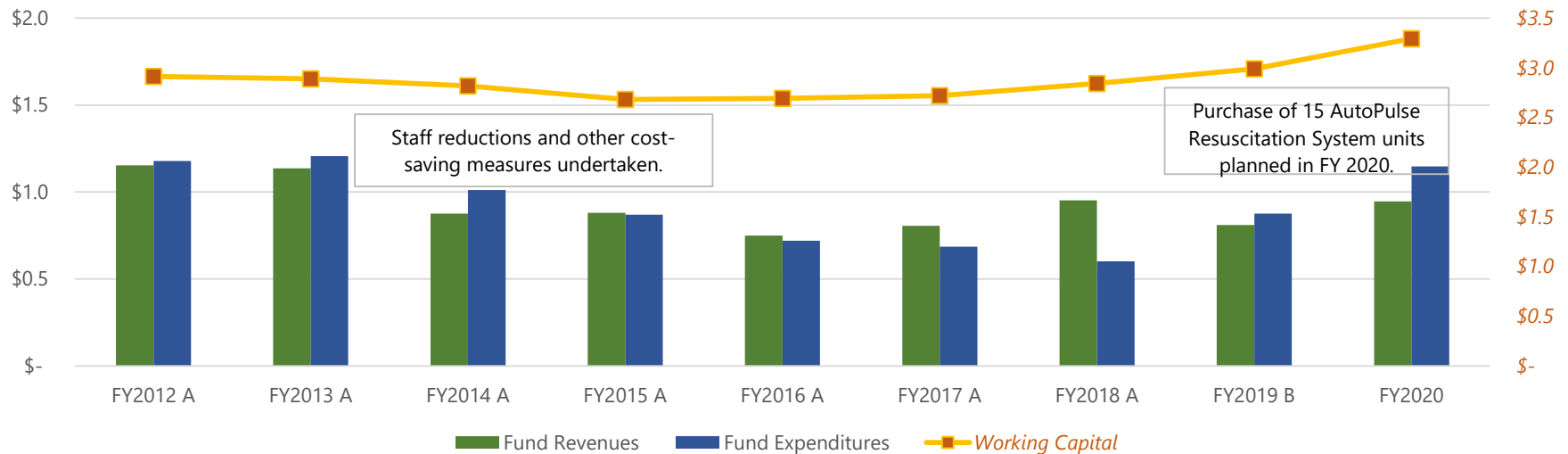
FY 2020

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 44.6% increase over the FY 2019 Budget	\$ 90,000	32642	Ambulance Subscription Fee: fees charged for Capital FireMed Subscription, estimating a 6.7% decrease from the FY 2019 Budget	\$ 2,520
32391	Ambulance Contractor Fee: payment from Falck Ambulance NW, the City's ambulance transport service provider, estimating a 2.7% increase over the FY 2019 Budget	\$ 673,210			

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 2020

EMS Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
32385	AMBULANCE SERVICE	\$ 25,000	\$ 56,151	\$ 52,800	\$ 84,262	\$ 62,250	\$ 90,000	\$ 90,000	\$ 90,000	\$ 27,750	44.6%
32391	AMBULANCE CONTRACTOR FEE	621,540	621,540	638,370	638,370	655,510	673,210	673,210	673,210	17,700	2.7%
32642	AMBULANCE SUBSCRIPTION FEE	5,000	3,214	5,000	5,578	2,700	2,520	2,520	2,520	(180)	-6.7%
	Total Sales, Fees, Licenses, Permits	\$ 651,540	\$ 680,906	\$ 696,170	\$ 728,210	\$ 720,460	\$ 765,730	\$ 765,730	\$ 765,730	\$ 45,270	6.3%
35212	INTRAFUND - DIRECT CHG (LABOR)	\$ 1,010	\$ 11,851	\$ -	\$ 9,504	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	-
	Total Internal / Intergovernmental	\$ 1,010	\$ 11,851	\$ -	\$ 9,504	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	-
36195	OTHER FINES AND FORFEITS	\$ 48,000	\$ 69,100	\$ 56,000	\$ 170,400	\$ 64,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 56,000	87.5%
36210	INTEREST	16,000	30,784	16,000	42,930	25,000	50,000	50,000	50,000	25,000	100.0%
36810	BAD DEBT RECOVERY	1,000	627	1,000	614	1,000	1,000	1,000	1,000	-	-
36820	DONATIONS	-	3,368	-	-	-	-	-	-	-	-
36895	OTHER REVENUE	-	9,274	-	861	-	-	-	-	-	-
	Total Other Revenue	\$ 65,000	\$ 113,153	\$ 73,000	\$ 214,805	\$ 90,000	\$ 171,000	\$ 171,000	\$ 171,000	\$ 81,000	90.0%
39910	BEGINNING WORKING CAPITAL	\$ 2,717,720	\$ 2,720,324	\$ 2,709,370	\$ 2,840,766	\$ 2,989,350	\$ 3,293,100	\$ 3,293,100	\$ 3,293,100	\$ 303,750	10.2%
	Total Beginning Balance	\$ 2,717,720	\$ 2,720,324	\$ 2,709,370	\$ 2,840,766	\$ 2,989,350	\$ 3,293,100	\$ 3,293,100	\$ 3,293,100	\$ 303,750	10.2%
	Total Resources	\$ 3,435,270	\$ 3,526,233	\$ 3,478,540	\$ 3,793,286	\$ 3,799,810	\$ 4,239,830	\$ 4,239,830	\$ 4,239,830	\$ 440,020	11.6%

City of Salem Budget
Emergency Medical Services Fund
FY 2020

EMS Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
51010	SALARY AND WAGES	\$ 200,620	\$ 208,691	\$ 205,730	\$ 226,231	\$ 211,890	\$ 214,070	\$ 214,070	\$ 214,070	\$ 2,180	1.0%
51030	OVERTIME	10,000	13,349	15,000	11,086	15,000	15,010	15,010	15,010	10	0.1%
51100	INCENTIVES	15,100	24,967	16,060	20,930	14,530	14,980	14,980	14,980	450	3.1%
51120	LEAVE PAYOFF	-	2,943	-	3,213	-	-	-	-	-	-
51210	FICA AND MEDICARE	17,270	18,152	18,110	17,762	18,470	18,680	18,680	18,680	210	1.1%
51221	WORKERS' COMP PREMIUM	18,880	18,880	2,100	2,100	1,850	1,780	1,780	1,780	(70)	-3.8%
51222	WORKERS' COMP STATE ASSMT	60	62	60	55	60	60	60	60	-	-
51240	EMPLOYER - RETIREMENT PERS	32,250	32,895	44,670	44,995	45,780	56,920	56,920	56,920	11,140	24.3%
51243	PERS UNFUNDED LIABILITY	11,930	11,930	12,260	12,260	12,790	12,910	12,910	12,910	120	0.9%
51245	EMPLOYER - PERS PICKUP	13,540	14,152	14,210	14,103	14,490	14,650	14,650	14,650	160	1.1%
51250	INSURANCE - MEDICAL	41,460	37,994	43,900	29,015	30,470	32,280	32,280	32,280	1,810	5.9%
51255	INSURANCE - VISION	1,210	1,094	1,190	812	820	810	810	810	(10)	-1.2%
51260	INSURANCE - DENTAL	3,890	3,512	3,870	2,656	2,740	2,760	2,760	2,760	20	0.7%
51265	INSURANCE - LIFE	170	197	200	197	200	180	180	180	(20)	-10.0%
51275	OTHER HEALTH BENEFITS	2,400	2,243	2,160	2,160	2,160	2,150	2,150	2,150	(10)	-0.5%
	Total Personal Services	\$ 368,780	\$ 391,061	\$ 379,520	\$ 387,574	\$ 371,250	\$ 387,240	\$ 387,240	\$ 387,240	\$ 15,990	4.3%
52110	SUBSCRIPTIONS AND BOOKS	\$ 750	\$ 2,105	\$ 750	\$ 1,555	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	-
52120	MAIL	1,000	-	100	3	-	-	-	-	-	-
52130	SUPPLIES	2,000	1,207	2,000	1,101	2,500	1,980	1,980	1,980	(520)	-20.8%
52405	TELEPHONE - OFFICE	2,720	2,022	2,720	3,020	3,060	2,460	2,460	2,460	(600)	-19.6%
52410	TELEPHONE - CELLULAR	2,400	2,454	2,400	2,351	2,400	2,400	2,400	2,400	-	-
52460	COMMUNICATION - OTHER	17,000	5,157	17,040	11,866	14,900	13,860	13,860	13,860	(1,040)	-7.0%
52510	TRAINING	2,500	3,004	6,500	6,189	7,500	5,000	5,000	5,000	(2,500)	-33.3%
52540	MEALS	-	107	-	-	-	-	-	-	-	-
52550	MILEAGE	100	-	100	-	100	-	-	-	(100)	-100.0%
52670	OTHER PROFESSIONAL SERVICES	2,500	2,743	2,000	4,090	3,000	6,000	6,000	6,000	3,000	100.0%
52710	MEMBERSHIP DUES	1,050	50	50	50	50	60	60	60	10	20.0%
52720	LICENSES / CERTIFICATIONS	21,360	22,334	810	560	24,310	840	840	840	(23,470)	-96.5%
52815	CONTROLLED EQUIPMENT	125,000	92,813	12,500	16,088	38,490	17,000	17,000	17,000	(21,490)	-55.8%
52820	SMALL EQUIPMENT AND SUPPLIES	19,000	3,067	70,250	4,360	58,130	75,500	75,500	75,500	17,370	29.9%
52830	COMPUTER SOFTWARE AND LICENSES	30,340	25,506	41,500	20,675	55,390	57,250	57,250	57,250	1,860	3.4%
52910	DIESEL FUEL	1,000	411	-	798	500	560	560	560	60	12.0%
52930	GASOLINE	2,000	2,712	2,400	2,625	2,800	2,580	2,580	2,580	(220)	-7.9%
53210	INSURANCE	2,670	2,670	2,760	2,760	-	-	-	-	-	-
53211	LIABILITY INSURANCE	-	-	-	-	4,850	4,020	4,020	4,020	(830)	-17.1%
53310	VEHICLE MAINTENANCE	1,510	1,045	1,600	1,657	2,500	3,600	3,600	3,600	1,100	44.0%
53320	EQUIPMENT MAINTENANCE	11,250	75	11,250	190	11,750	15,000	15,000	15,000	3,250	27.7%
53610	GAS	4,000	2,228	4,080	2,832	3,500	3,180	3,180	3,180	(320)	-9.1%
53620	ELECTRIC	4,300	4,787	4,400	3,468	4,800	5,280	5,280	5,280	480	10.0%
53650	REFUSE DISPOSAL	-	410	-	430	-	-	-	-	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	-	-	-	95	-	-	-	-	-	-
53763	MEDICAL - SUPPLIES	22,000	18,604	22,000	22,125	22,000	24,000	24,000	24,000	2,000	9.1%
53767	BANKING AND INVESTMENT FEES	-	2,466	-	3,413	-	-	-	-	-	-
53770	BAD DEBT - WRITE OFF	12,000	13,078	5,000	12,654	15,000	15,000	15,000	15,000	-	-
53771	BAD DEBT - MEDICARE WRITE OFF	9,000	9,030	6,800	15,783	15,000	28,000	28,000	28,000	13,000	86.7%

City of Salem Budget
Emergency Medical Services Fund
FY 2020

EMS Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
53772	BAD DEBT - MEDICAID WRITE OFF	13,000	10,981	8,850	16,335	15,000	28,000	28,000	28,000	13,000	86.7%
53773	BAD DEBT - AMBULANCE SUBS. WRITE OFF	5,500	2,757	2,550	3,072	2,700	2,700	2,700	2,700	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	-	1,261	-	3,567	-	-	-	-	-	-
53830	RADIO	11,210	11,210	9,350	9,350	10,760	10,800	10,800	10,800	40	0.4%
53832	MOBILE DATA COMM SYSTEM	6,600	6,600	-	-	-	-	-	-	-	-
53840	MOTOR POOL RENTAL	4,640	4,463	8,110	6,749	7,320	9,230	9,230	9,230	1,910	26.1%
53851	COPY	2,000	1,816	2,040	1,141	2,000	1,500	1,500	1,500	(500)	-25.0%
53853	PRINTING	1,000	-	500	-	500	490	490	490	(10)	-2.0%
53854	PHOTOCOPIES	1,000	515	1,020	297	1,020	1,020	1,020	1,020	-	-
53900	COST ALLOCATION PLAN	34,720	34,720	32,330	32,330	36,200	37,250	37,250	37,250	1,050	2.9%
	Total Materials and Services	\$ 377,120	\$ 294,406	\$ 283,760	\$ 213,580	\$ 369,030	\$ 375,560	\$ 375,560	\$ 375,560	\$ 6,530	1.8%
55130	EQUIPMENT AND MACHINERY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	-
	Total Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	-
61110	CONTINGENCIES	\$ 38,000	\$ -	\$ 60,000	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	-
	Total Contingencies	\$ 38,000	\$ -	\$ 60,000	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	-
62110	INTERFUND TRANSFERS	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	-
	Total Interfund Transfers	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	-
	Total Expenditures	\$ 783,900	\$ 685,467	\$ 723,280	\$ 601,154	\$ 875,280	\$ 1,147,800	\$ 1,147,800	\$ 1,147,800	\$ 272,520	31.1%

City of Salem Budget Equipment Replacement Reserve Fund Assumptions and Trends FY 2020

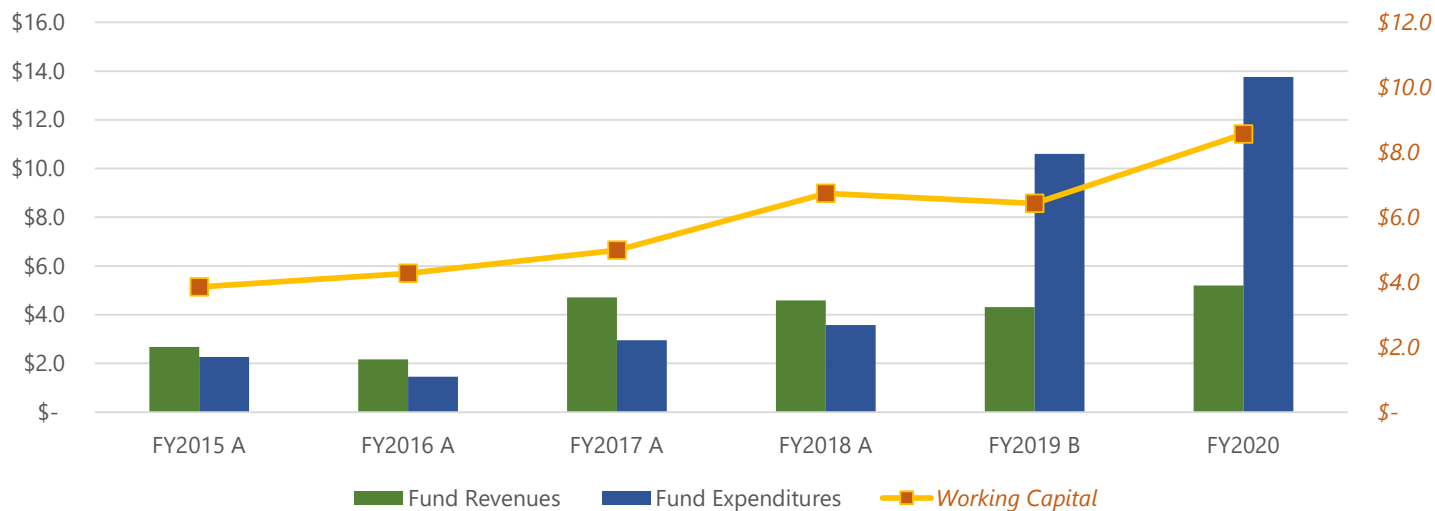
Account	Assumption	Amount	Account	Assumption	Amount
35105	Internal Usage Revenue: for fleet equipment replacement charges collected from departments, a 22.4% increase over the FY 2019 Budget	\$ 3,395,000	39110	Interfund Transfer: operating budget transfers into the reserve, a 49.3% increase over the FY 2019 budget	\$ 1,514,250

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 2020

Equipment Replacement Reserve Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
32310	ACCIDENT AND FIRE RECOVERY	\$ -	\$ -	\$ -	\$ 158,549	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Sales, Fees, Licenses, Permits	\$ -	\$ -	\$ -	\$ 158,549	\$ -	\$ -	\$ -	\$ -	\$ -	-
35105	INTERNAL USAGE REVENUE	\$ 2,590,150	\$ 3,519,873	\$ 3,239,000	\$ 3,527,464	\$ 2,773,000	\$ 3,395,000	\$ 3,395,000	\$ 3,395,000	\$ 622,000	22.4%
35211	INTERFUND - SPECIAL TRANSFERS	-	23,091	-	-	-	-	-	-	-	-
35615	OTHER FEDERAL GRANTS	-	-	-	-	250,000	-	-	-	(250,000)	-100.0%
	Total Internal / Intergovernmental	\$ 2,590,150	\$ 3,542,963	\$ 3,239,000	\$ 3,527,464	\$ 3,023,000	\$ 3,395,000	\$ 3,395,000	\$ 3,395,000	\$ 372,000	12.3%
36210	INTEREST	\$ 20,000	\$ 30,928	\$ 22,020	\$ 90,034	\$ 42,020	\$ 108,670	\$ 108,670	\$ 108,670	\$ 66,650	158.6%
36820	DONATIONS	-	-	-	-	100,000	-	-	-	(100,000)	-100.0%
36895	OTHER REVENUE	-	-	249,500	-	-	-	-	-	-	-
38755	SALE OF ASSETS	-	-	-	178,145	139,670	181,260	181,260	181,260	41,590	29.8%
	Total Other Revenue	\$ 20,000	\$ 30,928	\$ 271,520	\$ 268,179	\$ 281,690	\$ 289,930	\$ 289,930	\$ 289,930	\$ 8,240	2.9%
39110	INTERFUND TRANSFERS	\$ 1,139,250	\$ 949,250	\$ 939,250	\$ 639,250	\$ 1,014,250	\$ 1,514,250	\$ 1,514,250	\$ 1,514,250	\$ 500,000	49.3%
39111	TRANSFER OF ASSET DISPOSAL PROCEEDS	-	186,072	80,000	-	-	-	-	-	-	-
	Total Interfund Transfers	\$ 1,139,250	\$ 1,135,322	\$ 1,019,250	\$ 639,250	\$ 1,014,250	\$ 1,514,250	\$ 1,514,250	\$ 1,514,250	\$ 500,000	49.3%
39910	BEGINNING WORKING CAPITAL	\$ 4,651,850	\$ 4,982,873	\$ 5,850,100	\$ 6,733,154	\$ 6,424,510	\$ 8,560,280	\$ 8,560,280	\$ 8,560,280	\$ 2,135,770	33.2%
	Total Beginning Balance	\$ 4,651,850	\$ 4,982,873	\$ 5,850,100	\$ 6,733,154	\$ 6,424,510	\$ 8,560,280	\$ 8,560,280	\$ 8,560,280	\$ 2,135,770	33.2%
	Total Resources	\$ 8,401,250	\$ 9,692,086	\$ 10,379,870	\$ 11,326,596	\$ 10,743,450	\$ 13,759,460	\$ 13,759,460	\$ 13,759,460	\$ 3,016,010	28.1%

City of Salem Budget
Equipment Replacement Reserve Fund
FY 2020

Equipment Replacement Reserve Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
53310	VEHICLE MAINTENANCE	\$ -	\$ 5,544	\$ -	\$ 4,032	\$ -	\$ -	\$ -	\$ -	\$ -	-
53320	EQUIPMENT MAINTENANCE	-	291	-	43	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	-	2,286	1,900	7,252	1,900	6,580	6,580	6,580	4,680	246.3%
53812	INTRA CITY - DIRECT CHG (LABOR)	-	1,557	-	7,352	-	-	-	-	-	-
	Total Materials and Services	\$ -	\$ 9,679	\$ 1,900	\$ 18,680	\$ 1,900	\$ 6,580	\$ 6,580	\$ 6,580	\$ 4,680	246.3%
55130	EQUIPMENT AND MACHINERY	\$ 675,140	\$ -	\$ 1,156,010	\$ 129,369	\$ 2,454,630	\$ 2,824,080	\$ 2,824,080	\$ 2,824,080	\$ 369,450	15.1%
55150	FLEET REPLACEMENT	4,268,090	2,949,253	4,876,960	3,267,537	3,491,720	3,319,000	3,319,000	3,319,000	(172,720)	-4.9%
55151	EQUIPMENT REPLACEMENT - RESERVE	-	-	3,786,270	-	4,582,050	7,609,800	7,609,800	7,609,800	3,027,750	66.1%
	Total Capital Outlay	\$ 4,943,230	\$ 2,949,253	\$ 9,819,240	\$ 3,396,906	\$ 10,528,400	\$ 13,752,880	\$ 13,752,880	\$ 13,752,880	\$ 3,224,480	30.6%
62110	TRANSFERS TO OTHER FUNDS	\$ -	\$ -	\$ 159,930	\$ 159,930	\$ 73,480	\$ -	\$ -	\$ -	\$ (73,480)	-100.0%
	Total Interfund Transfers	\$ -	\$ -	\$ 159,930	\$ 159,930	\$ 73,480	\$ -	\$ -	\$ -	\$ (73,480)	-100.0%
	Total Expenditures	\$ 4,943,230	\$ 2,958,932	\$ 9,981,070	\$ 3,575,515	\$ 10,603,780	\$ 13,759,460	\$ 13,759,460	\$ 13,759,460	\$ 3,155,680	29.8%

FY 2020 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# 2153 - GMC 2500HD 3/4 t 4x2 Flatbed Utility Truck ccab	\$	48,000	Parks Operations	General Fund
2	Eq# 122 - Ford F350 1 ton Pick-up Truck, 4x2, crew cab		44,000	Parks Operations	General Fund
3	Eq# 1742 - Tilt Trailer 7kgw 2-axle 8x14		15,000	Parks Operations	General Fund
4	Eq# 9047 - John Deere F1145 Riding Mower		29,000	Parks Operations	General Fund
5	Eq# 10173 - Toro Riding Mower 4x4 72" deck		77,000	Parks Operations	General Fund
6	Eq# 10516 - Toro Riding Mower 4x4 72" deck		29,000	Parks Operations	General Fund
7	Eq# 1150 - Ford F350 1-ton		56,000	Parks Operations	General Fund
8	Eq# 4401 - Midsize Sedan		25,000	Police Department	General Fund
9	Eq# 10890 - Police Motorcycle		41,000	Police Department	General Fund
10	Eq# 10891 - Police Motorcycle		41,000	Police Department	General Fund
11	Eq# 10953 - Patrol Car		47,000	Police Department	General Fund
12	Eq# 10956 - Patrol Car		47,000	Police Department	General Fund
13	Eq# 10892 - Patrol Car		47,000	Police Department	General Fund
14	Eq# 10893 - Patrol Car		47,000	Police Department	General Fund
15	Eq# 10894 - Patrol Car		47,000	Police Department	General Fund
16	Eq# 11090 - Patrol Car		47,000	Police Department	General Fund
17	Eq# 11093 - Patrol Car		47,000	Police Department	General Fund
18	Eq# 11094 - Patrol Car		47,000	Police Department	General Fund
19	Eq# 0872 - Cargo Van		25,000	Fire Department	General Fund
20	Eq# 1166 - Truck 3/4T 4x2		36,000	Facilities Services	General Fund
21	Eq# 6505 - Sedan 4DR		25,000	Community Development	General Fund
22	Eq# 10330 - Truck 1T 4x4		36,000	Urban Development	Airport Fund
23	Eq# 10232 - Sedan 4DR Hybrid		25,000	Community Development	Building and Safety Fund
24	Eq# 6801 - Van 1/2T Cargo		34,000	Police Department - Radio	City Services Fund
25	Eq# 7229 - Freightliner Flatbed Truck 4x2 12' 23,000gvw		158,000	Public Works	Transportation Services Fund
26	Eq# 1611 - Ford Pickup 1/2T 4X2 std cab		36,000	Public Works	Transportation Services Fund
27	Eq# 2975 - GM Dump Truck M7500 33kgvw 5yd 4x4		179,000	Public Works	Transportation Services Fund
28	Eq# 10460 - JD Backhoe/Loader JD310SJ 4x4 Extendahoe		144,000	Public Works	Transportation Services Fund
29	Eq# 10181 - ADDCO VMS Trailer		16,000	Public Works	Transportation Services Fund
30	Eq# 10182 - ADDCO VMS Trailer		16,000	Public Works	Transportation Services Fund

FY 2020 Fleet Replacement List

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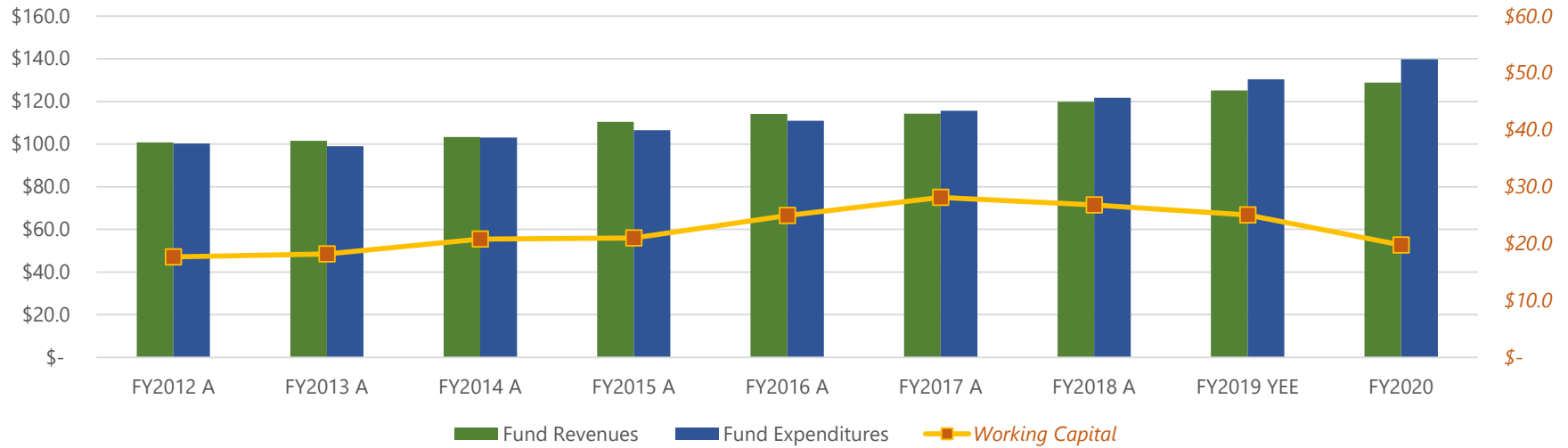
Number	Equipment No. and Description	Estimated	Primary User	Primary User Fund
		Replacement Cost		
31	Eq# 10308 - Traffic Control Service Truck F450	56,000	Public Works	Transportation Services Fund
32	Eq# 10307 - Traffic Control Service Truck F450	56,000	Public Works	Transportation Services Fund
33	Eq# 4304 - GMC TC4CO42 Utility Truck w/Crane	97,000	Public Works	Utility Fund
34	Eq# 6607 - Chevrolet Colorado 1/4 T Pick-up 4x2 standard cab	36,000	Public Works	Utility Fund
35	Eq# 9966 - Freightliner FL106 Dump Truck 5-yard 33000 gvw	169,000	Public Works	Utility Fund
36	Eq# 3142 - GM TC4 Utility Service Truck 4x2 17500 gvw	82,000	Public Works	Utility Fund
37	Eq# 5621 - Chevrolet Silverado 1/2 T Pick-up 4x2 std cab w/canopy	39,000	Public Works	Utility Fund
38	Eq# 5688 - Chevrolet Silverado 1/2 T Pick-up 4x2 std cab w/canopy	39,000	Public Works	Utility Fund
39	Eq# 10710 - Vac-Con Vactor Truck 43000 gvw	420,000	Public Works	Utility Fund
40	Eq# 10416 - TV Inspection Cube Truck C4500 17500gvw	308,000	Public Works	Utility Fund
41	Eq# 4705 - Fleet-built Inmate Equipment Support Trailer	17,000	Public Works	Utility Fund
42	Eq# 1977 - John Deere 7510 Tractor with Tiger Ext. Flail Mower	115,000	Public Works	Utility Fund
43	Eq# 4804 - Chevrolet Astro Mini-Van 7-passenger Pool Vehicle	46,000	Public Works	Utility Fund
44	Eq# 9972 - Freightliner FLD120SD Truck Tractor 54000gvw	154,000	Public Works	Utility Fund
45	Eq# 371 - Beall Biogrow Tank Trailer 6000 gal. 65,000gvw	128,000	Public Works	Utility Fund
46	Eq# 8899 - Dodge Caravan Mini-Van 7-passenger	46,000	Public Works	Utility Fund
Total		\$ 3,319,000		

City of Salem Budget

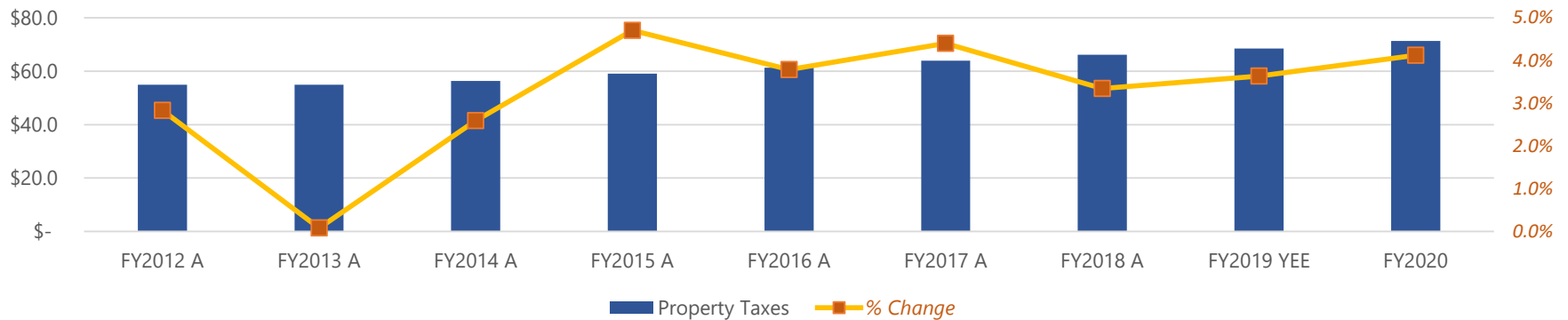
General Fund Assumptions and Trends

FY 2020

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 2020

YEE = Year End Estimate

Category	Account	Description	Amount	% Chg from FY 2019 YEE
Taxes				
	31110	Property Taxes: the General Fund's single largest revenue source, estimating a 4.1% increase or an additional \$2.8 million over the FY		
	31120	2019 YEE. The City's permanent operating tax rate is \$5.83 per \$1,000 of assessed value. Under Measure 50, assessed property values are	\$ 71,358,520	4.1%
	31130	allowed to increase a maximum of 3 percent per year. In addition, new construction and annexations can increase the City's assessed		
	31140	property values.		
	31410	Marijuana Sales Tax: 3 percent on sales within the City limits, estimating a 3.5% increase over the FY 2019 YEE.	\$ 969,830	3.5%
Franchise Fees				
	32110	Electric Franchise Fee: paid by both Portland General Electric (PGE) and Salem Electric representing 5 percent of their gross revenues to Salem, estimating a 2.5% increase over the FY 2019 YEE.	\$ 6,868,280	2.5%
	32120	Telecommunications Franchise Fee: paid by fifty-six 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 3% increase over the FY 2019 YEE.	\$ 1,945,820	3.0%
	32130	Natural Gas Franchise Fee: paid by Northwest Natural Gas to the City of Salem and represents 5 percent of their gross revenues, estimating no change from the FY 2019 YEE due to rate reductions.	\$ 1,814,660	0.0%
	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 6% over the FY 2019 YEE.	\$ 2,517,210	6.0%
	32150	Cable TV Franchise: Comcast currently pays a franchise fee of 5 percent on gross revenues from services provided over its cable network. The revenue estimate for FY 2019 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 \$1,773,550 with \$1,064,130 retained by the City, and \$709,420 budgeted as an expense to be paid to the MVCRC. Estimating no change from the FY 2019 YEE.	\$ 1,773,550	0.0%

City of Salem Budget

General Fund Assumptions and Trends

FY 2020

YEE = Year End Estimate

Category	Account	Description	Amount	% Chg from FY 2019 YEE
	32160	Stormwater / Wastewater / Water Franchise Fees: received from the City's Utility Fund and are assessed at 5 percent of water, wastewater, and stormwater receipts. Estimated to increase 3.1% over the FY 2019 YEE.	\$ 3,681,540	3.1%
Fees for Services				
	32315	Community Events: park use fees and charges for event special use permits, estimating a 9.9% increase over the FY 2019 YEE.	\$ 66,510	9.9%
	32320	Document Sales: copies of City documents to requesting individuals. Most document fees occur within the Police Department when providing records requests. Estimating no change from the FY 2019 YEE.	\$ 122,350	0.0%
	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 3.5% increase over the FY 2019 YEE.	\$ 1,006,750	3.5%
	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. Estimate is a 55% decrease from the FY 2019 YEE as it is a base amount; actual receipts can fluctuate significantly from year to year. Additionally, civil penalties associated with derelict buildings are accounted for in the revenue account, 36130.	\$ 22,500	-55.0%
	32350	Planning Fees: are collected for processing and reviewing various land use planning applications, estimating a 5.9% decrease from the FY 2019 YEE.	\$ 21,400	-5.9%
	32351 32353	Site Plan Review, Dwelling Plan Review and Design Review: are revenues that highlight specific functions within the broader category of planning fees, estimating a 0.5% increase over the FY 2019 YEE.	\$ 456,930	0.5%
	32356- 32361	Annexation Fees, Land Development Fees, Natural Resources Application Fees, Pre-application Fees, and Zoning fees : are revenues that highlight specific functions within the broader category of planning fees, estimating a 4.8% increase over the FY 2019 YEE.	\$ 691,840	4.8%
	32365	Security Service: payments received for the provision of Salem police services for protective details and other security requests, estimating a 6% increase over the FY 2019 YEE.	\$ 28,730	6.0%

City of Salem Budget

General Fund Assumptions and Trends

FY 2020

YEE = Year End Estimate

Category	Account	Description	Amount	% Chg from FY 2019 YEE
	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 change from the FY 2019 YEE.	\$ 219,960	0.0%
	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 8.2% increase over the FY 2019 YEE.	\$ 209,580	8.2%
	32610	Senior Center Fees: program charges at Center 50+, estimating a 10.8% increase from the FY 2019 YEE.	\$ 310,040	10.8%
	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 40% increase over the FY 2019 YEE.	\$ 86,820	40.0%
	32621	Softball Program Fees: estimated to decrease by 6.3% from the FY 2019 YEE.	\$ 300,000	-6.3%
	32625	Parks Reservations: fee revenue from the reservation of City parks and Pringle Hall, estimating a 0.6% increase over the FY 2019 YEE.	\$ 183,810	0.6%
	32630	Library: grouping of Library fees includes collections made for overdue materials, art / book rental, and out-of-city library cards.	\$ 129,220	-0.3%
	32633	Estimating a 0.6% decrease from the FY 2019 YEE.		
	32636	Towing: paid to retrieve vehicles towed when the driver is cited for lack of insurance, driving in violation of license restrictions, driving under the influence of intoxicants, or if the vehicle is used in violation of prostitution laws. Estimating a 4.6% increase over the FY 2019 YEE.	\$ 113,250	4.6%
Licenses and Permits				
	32805	Marijuana Licenses: licensing involved with an allowed facility. Estimating no change from the FY 2019 YEE.	\$ 2,800	0.0%
	32806	Tree Permit: estimating a 19.5% increase over the FY 2019 YEE.	\$ 6,500	19.5%

City of Salem Budget

General Fund Assumptions and Trends

FY 2020

YEE = Year End Estimate

Category	Account	Description	Amount	% Chg from FY 2019 YEE
	32810	Apartment Licenses: for multi-family housing of three or more units, estimating a 0.6% increase over the FY 2019 YEE following a significant fee increase in FY 2019.	\$ 358,760	0.6%
	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 69.7% increase over the FY 2019 YEE. The increase represents anticipated activity from several large construction projects in Salem, including those associated with the \$620 million Salem-Keizer School District bond.	\$ 985,500	69.7%
	32830	Automation Surcharge: assessed on each building, public works, and parking permit for the purpose of offsetting the annual maintenance cost of software supporting permit issuance, estimating a 2% increase over the FY 2019 YEE.	\$ 106,800	2.0%
	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 1.8% increase over the FY 2019 YEE.	\$ 89,960	1.8%
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 12.7% increase over the FY 2019 YEE	\$ 92,030	12.7%
	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 no change from the FY 2019 YEE.	\$ 280,830	0.0%
	34146	Parking Carpool: revenue represents collection of fees derived from carpool parking permits in and around downtown Salem. Estimating a 3% increase over the FY 2019 YEE.	\$ 211,360	3.0%
	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 10% decrease from the FY 2019 YEE as FY 2020 will have a short legislative session.	\$ 1,226,690	-10.0%
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, increase of 9% over the FY 2019 YEE.	\$ 9,021,130	9.0%

City of Salem Budget

General Fund Assumptions and Trends

FY 2020

YEE = Year End Estimate

Category	Account	Description	Amount	% Chg from FY 2019 YEE
	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. Estimated to increase by 20.8% over the FY 2019 YEE. The FY 2019 YEE anticipates lowered receipts due to position vacancies, which create expenditure savings and less revenue as the result. The FY 2020 budget demonstrates full reimbursement because the budget reflects the full cost of positions without anticipating vacancies.	\$ 2,373,110	20.8%
	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.	\$ 4,750,190	8.7%
	35215	Intrafund - Interdepartmental Reimbursements: charges occur after all General Fund costs for a project are accumulated then assessed or "billed" to the benefiting department.	\$ 210,740	8.5%
	39110	Interfund Transfers: accounts for financial activity between two funds. The 26.7% increase over the FY 2019 YEE reflects a transfer from the new Traffic Safety Fund. The transfer represents an amount equivalent to previous net receipts for the photo red light program, which was moved to this new fund.	\$ 1,672,440	26.7%
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. Estimated to increase by 3.5% over the FY 2019 YEE.	\$ 2,857,230	3.5%
	35320	Cigarette Tax: Cigarette taxes are received by cities based on population through the state imposed tax on cigarette sales. Estimating no change from the FY 2019 YEE.	\$ 180,820	0.0%
	35325	State Revenue Sharing: Each quarter, cities receive 14 percent of the total receipts collected by the OLCC on the sale of alcoholic beverages. Again, these revenues are allocated to cities based on population with an adjustment for local taxing effort. Estimated to increase 3.5% over the FY 2019 YEE.	\$ 1,890,680	3.5%
	35326	State Marijuana Tax: A 17 percent sales tax is imposed by the State on recreational marijuana sales, cities receive a 10% share of the net tax revenue based on population and number of licensees in their jurisdiction. Estimated to increase by 3.5% over the FY 2019 YEE .	\$ 690,770	3.5%

City of Salem Budget

General Fund Assumptions and Trends

FY 2020

YEE = Year End Estimate

Category	Account	Description	Amount	% Chg from FY 2019 YEE
	35330	State 911: cities receive proceeds from a \$.75 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. Starting January 1, 2015 prepaid wireless telecommunications were assessed a \$.75 per transaction charge (HB 4055). Estimated to increase 1.5% over the FY 2019 YEE.	\$ 873,820	1.5%
Other Agencies				
	35350	Chemeketa Community College: reimbursement to Salem for the Chemeketa Cooperative Regional Library Service (CCRLS). Estimated to increase by 3.1% from the FY 2019 YEE	\$ 656,610	3.1%
	35355	Housing Authority: costs for legal and payroll services provided to the Housing Authority. Estimating no change from the FY 2019 YEE.	\$ 42,910	0.0%
	35361	State Reimbursement: costs incurred for hazmat regional team training estimated to be \$86,000. The 73.1% decrease is due to the unpredictability of this revenue source.	\$ 86,000	-73.1%
	35370	Marion County: reimbursement from Marion County for costs associated with the Mobile Crisis Response Team, estimating a 1.2% increase over the FY 2019 YEE.	\$ 150,900	1.2%
	35375	Polk County: reimbursement from Polk County for costs associated with the Mobile Crisis Response Team, estimating a 0.3% increase over the FY 2019 YEE.	\$ 150,900	0.3%
	35380	School District: paid by the Salem-Keizer School District to offset costs for services provided. Nine school resource officers serve 48 different school sites that include high schools, middle schools, elementary schools, and alternative learning program sites. The school district reimburses the City for approximately half of the total cost of the school liaison officers during the 9.5 months when school is in session. Estimating a 3.3% increase over the FY 2019 YEE.	\$ 617,530	3.3%
	35385	Payment in Lieu of Taxes: revenue received from federal housing authorities in lieu of property tax payments. Both Marion and Polk counties contain housing authorities. Estimating a 2.5% increase over the FY 2019 YEE.	\$ 138,130	2.5%

City of Salem Budget

General Fund Assumptions and Trends

FY 2020

YEE = Year End Estimate

Category	Account	Description	Amount	% Chg from FY 2019 YEE
	35395	Other Government Agencies: all other agencies that pay for the cost of services provided by Salem, estimating a 3.2% increase over the FY 2019 YEE.	\$ 154,500	3.2%
	35495	Other Agencies: all other agencies that provide grant funds or pay for the cost of services performed by City departments, estimating a 20.4% increase over the FY 2019 YEE.	\$ 30,290	20.4%
	35510	State Grants: received from the State of Oregon for specific programs / services provided by the City of Salem.	\$ 4,700	-28.3%
	35615- 35640	Federal Grants: awarded from the federal government to accomplish specific programs or services. Estimating a 6.6% decrease from the FY 2019 YEE. The FY 2020 estimate represents a base amount of grant funding. The number of awards and grant amounts can vary from year to year. Anticipated awards in FY 2020 include Emergency Management Performance / Fire - \$133,000; miscellaneous traffic safety / Police - \$80,750; Department of Justice / Police - \$124,120; Violence Against Women Act / Police - \$110,000.	\$ 498,140	-6.6%
Fines, Forfeitures, and Penalties				
	36110	Parking Fines: collected for violation of Salem's parking ordinances, estimating a 1% decrease from the FY 2019 YEE.	\$ 884,020	-1.0%
	36115	Court Fines: collected through the Municipal Court for violation of traffic and criminal codes are recognized here, estimating a 2% increase over the FY 2019 YEE.	\$ 1,510,730	2.0%
	36130	Civil Penalties: collected as the result of penalties imposed for code violations, estimating a 56.2% increase over the FY 2019 YEE.	\$ 150,000	56.2%
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 decrease by 15.3% from the FY 2019 YEE.	\$ 21,192,270	-15.3%

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

City of Salem Budget
General Fund
FY 2020

General Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Estimate FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from 2019 YEE	% Chg Difference
31110	PROPERTY TAX - CURRENT	\$ 61,552,020	\$ 62,526,467	\$ 65,174,720	\$ 64,772,793	\$ 67,347,710	\$ 67,025,920	\$ 69,788,290	\$ 69,788,290	\$ 69,788,290	\$ 2,762,370	4.1%
31120	PROPERTY TAX - FIRST PRIOR YEAR	615,120	648,728	651,750	617,196	673,480	670,260	697,880	697,880	697,880	27,620	4.1%
31130	PROPERTY TAX - SECOND PRIOR YEAR	461,210	298,223	325,870	277,282	336,740	335,130	348,940	348,940	348,940	13,810	4.1%
31140	PROPERTY TAX - ALL OTHER PRIOR YEARS	347,310	512,955	488,410	406,506	505,110	502,690	523,410	523,410	523,410	20,720	4.1%
31150	PROPERTY TAX - OTHER	-	-	-	54,626	-	-	-	-	-	-	-
31210	OTHER - TAXES	45,000	-	-	-	-	1,384,221	-	-	-	(1,384,221)	-100.0%
	Total Property Taxes	\$ 63,020,660	\$ 63,986,373	\$ 66,640,750	\$ 66,128,401	\$ 68,863,040	\$ 69,918,221	\$ 71,358,520	\$ 71,358,520	\$ 71,358,520	\$ 1,440,299	2.1%
31410	MARIJUANA SALES TAX	\$ 27,230	\$ 121,502	\$ 401,100	\$ 758,247	\$ 723,630	\$ 937,038	\$ 969,830	\$ 969,830	\$ 969,830	\$ 32,792	3.5%
	Total Sales Tax	\$ 27,230	\$ 121,502	\$ 401,100	\$ 758,247	\$ 723,630	\$ 937,038	\$ 969,830	\$ 969,830	\$ 969,830	\$ 32,792	3.5%
32110	ELECTRIC FRANCHISE FEE	\$ 6,723,780	\$ 6,476,977	\$ 6,542,060	\$ 6,692,916	\$ 6,935,530	\$ 6,700,760	\$ 6,868,280	\$ 6,868,280	\$ 6,868,280	\$ 167,520	2.5%
32120	TELEPHONE FRANCHISE FEE	1,488,020	1,737,796	1,491,950	1,849,261	1,935,680	1,889,140	1,945,820	1,945,820	1,945,820	56,680	3.0%
32130	NATURAL GAS FRANCHISE FEE	1,895,180	1,886,701	1,778,770	1,973,156	1,876,990	1,814,660	1,814,660	1,814,660	1,814,660	-	-
32140	REFUSE FRANCHISE FEE	1,752,450	1,971,479	1,932,970	2,180,128	2,274,030	2,374,730	2,517,210	2,517,210	2,517,210	142,480	6.0%
32150	CABLE TV FRANCHISE FEE	1,677,020	1,897,092	1,894,770	1,833,018	1,868,840	1,773,550	1,773,550	1,773,550	1,773,550	-	-
32160	WATER / SEWER FRANCHISE FEE	3,276,290	3,353,908	3,419,800	3,473,165	3,545,280	3,569,340	3,697,840	3,697,840	3,681,540	112,200	3.1%
	Total Franchise Fees	\$ 16,812,740	\$ 17,323,953	\$ 17,060,320	\$ 18,001,644	\$ 18,436,350	\$ 18,122,180	\$ 18,617,360	\$ 18,617,360	\$ 18,601,060	\$ 478,880	2.6%
32310	ACCIDENT AND FIRE RECOVERY	\$ 6,000	\$ 26,516	\$ 10,060	\$ 23,958	\$ 34,990	\$ 17,240	\$ 17,760	\$ 17,760	\$ 17,760	\$ 520	3.0%
32315	COMMUNITY EVENTS	61,800	41,319	103,850	55,539	55,000	60,540	66,510	66,510	66,510	5,970	9.9%
32320	DOCUMENT SALES	83,650	108,691	119,650	112,939	118,530	122,340	122,350	122,350	122,350	10	0.0%
32335	FIRE PROTECTION	908,900	905,758	946,160	938,255	964,340	972,700	1,006,750	1,006,750	1,006,750	34,050	3.5%
32345	COMMUNITY ENFORCEMENT FEES	60,740	226,234	137,800	157,531	150,000	50,000	22,500	22,500	22,500	(27,500)	-55.0%
32350	PLANNING FEES	320,610	423,443	368,300	372,055	616,090	22,730	21,400	21,400	21,400	(1,330)	-5.9%
32351	SITE PLAN REVIEW	182,990	214,593	201,200	250,756	355,400	244,980	250,730	250,730	250,730	5,750	2.3%
32352	DWELLING PLAN REVIEW	78,860	93,892	99,760	108,773	102,170	175,760	173,400	173,400	173,400	(2,360)	-1.3%
32353	DESIGN REVIEW	-	-	-	-	-	33,900	32,800	32,800	32,800	(1,100)	-3.2%
32356	ANNEXATION FEES	-	-	-	-	-	38,670	34,860	34,860	34,860	(3,810)	-9.9%
32357	LAND DEVELOPMENT FEES	-	-	-	-	-	433,150	458,460	458,460	458,460	25,310	5.8%
32358	NATURAL RESOURCES APPLICATION FEES	-	-	-	-	-	20,980	20,460	20,460	20,460	(520)	-2.5%
32359	PRE-APPLICATION FEES	-	-	-	-	-	40,950	43,330	43,330	43,330	2,380	5.8%
32361	ZONING FEES	-	-	-	-	-	124,600	134,730	134,730	134,730	10,130	8.1%
32365	SECURITY SERVICE	24,840	29,692	31,620	30,101	25,000	27,110	28,730	28,730	28,730	1,620	6.0%
32391	AMBULANCE CONTRACTOR FEE	219,960	219,960	219,960	219,960	219,960	219,960	219,960	219,960	219,960	-	-
32490	LIEN SEARCH FEE	192,110	208,720	208,110	202,200	219,600	193,670	209,580	209,580	209,580	15,910	8.2%
32495	OTHER CHARGE FOR SERVICE	900	649	920	565	-	100	-	-	-	(100)	-100.0%
32610	SENIOR CENTER FEE	339,360	299,836	286,080	293,473	301,840	279,920	310,040	310,040	310,040	30,120	10.8%
32615	RECREATION FEE	39,000	51,779	32,010	61,627	53,720	62,000	86,820	86,820	86,820	24,820	40.0%
32621	SOFTBALL PROGRAM FEES	247,980	245,509	338,800	298,464	327,720	320,090	300,000	300,000	300,000	(20,090)	-6.3%
32625	PARKS RESERVATION FEE	160,740	167,814	168,000	195,512	190,610	182,720	183,810	183,810	183,810	1,090	0.6%
32630	LIBRARY FEE	170,280	159,495	150,410	154,742	117,100	125,300	124,740	124,740	124,740	(560)	-0.4%
32632	LIBRARY - NON-RESIDENT FEE	31,800	7,308	8,500	4,551	5,520	4,290	4,480	4,480	4,480	190	4.4%
32633	LIBRARY - DAMAGED AND LOST MATERIALS	16,090	-	-	-	-	-	-	-	-	-	-
32636	TOWING FEE	85,000	123,905	126,450	115,725	130,550	108,230	113,250	113,250	113,250	5,020	4.6%
32644	PROCESSING FEE	95,000	80,081	86,020	120,473	101,130	95,890	95,890	95,890	95,890	-	-
32695	OTHER FEE	16,500	16,368	16,500	25,821	15,600	27,940	27,940	27,940	27,940	-	-
32801	LICENSE FEES	-	-	-	-	-	-	1,860	1,860	1,860	1,860	-
32805	MARIJUANA LICENSING FEE	34,680	6,159	5,000	2,800	2,460	2,800	2,800	2,800	2,800	-	-
32806	TREE PERMIT	-	5,772	4,900	6,588	6,640	5,440	6,500	6,500	6,500	1,060	19.5%
32810	APARTMENT LICENSES	247,820	242,904	251,200	257,623	363,270	356,720	358,760	358,760	358,760	2,040	0.6%

City of Salem Budget
General Fund
FY 2020

General Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Estimate FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from 2019 YEE	% Chg Difference
32825	FIRE SAFETY PERMITS	360,000	551,329	469,220	610,256	710,760	580,570	985,500	985,500	985,500	404,930	69.7%
32830	AUTOMATION SURCHARGE	93,240	99,183	100,520	102,739	105,410	104,710	106,800	106,800	106,800	2,090	2.0%
32835	BUILDING PERMITS	-	-	-	-	-	8,840	9,410	9,410	9,410	570	6.4%
32855	SIGNS PERMITS	72,410	77,797	72,130	89,525	77,470	88,370	89,960	89,960	89,960	1,590	1.8%
32895	OTHER PERMITS	1,000	288	200	273	1,470	1,960	2,820	2,820	2,820	860	43.9%
	Total Sales, Fees, Licenses, and Permits	\$ 4,152,260	\$ 4,634,991	\$ 4,563,330	\$ 4,812,822	\$ 5,372,350	\$ 5,155,170	\$ 5,675,690	\$ 5,675,690	\$ 5,675,690	\$ 520,520	10.1%
34110	LAND / BUILDING RENT	\$ 59,040	\$ 77,334	\$ 74,010	\$ 80,820	\$ 81,120	\$ 81,670	\$ 92,030	\$ 92,030	\$ 92,030	\$ 10,360	12.7%
34132	PARKING RENT - CIVIC CENTER	82,970	89,161	91,300	92,386	91,920	93,390	93,390	93,390	93,390	-	-
34134	PARKING RENT - PRINGLE CREEK	150,730	162,619	159,180	150,473	159,360	187,440	187,440	187,440	187,440	-	-
34146	PARKING RENT - CARPOOL	195,280	193,454	195,670	183,430	188,780	205,210	211,360	211,360	211,360	6,150	3.0%
34148	PARKING RENT - METERS	958,280	1,160,500	925,470	1,077,290	1,227,450	1,362,990	1,226,690	1,226,690	1,226,690	(136,300)	-10.0%
34295	PARKING RENT - OTHER	150,000	124,518	88,050	35,508	90,550	92,210	75,000	75,000	75,000	(17,210)	-18.7%
	Total Rents	\$ 1,596,300	\$ 1,807,586	\$ 1,533,680	\$ 1,619,906	\$ 1,839,180	\$ 2,022,910	\$ 1,885,910	\$ 1,885,910	\$ 1,885,910	\$ (137,000)	-6.8%
35130	SUPPORT SERVICES CHARGE (ICAP)	\$ 7,595,170	\$ 7,595,170	\$ 7,944,160	\$ 7,944,160	\$ 8,277,510	\$ 8,277,510	\$ 9,021,130	\$ 9,021,130	\$ 9,021,130	\$ 743,620	9.0%
35212	INTRAFUND - DIRECT CHG (LABOR)	2,265,660	1,860,976	2,346,880	2,217,087	2,314,710	1,964,320	2,373,110	2,373,110	2,373,110	408,790	20.8%
35213	INTRAFUND - BUDGETED TRANSFERS	3,244,320	3,198,669	4,350,360	4,139,017	4,589,800	4,370,160	4,750,190	4,750,190	4,750,190	380,030	8.7%
35215	INTRAFUND - INTERDEPARTMENTAL BILLINGS	214,990	205,209	298,850	136,923	186,280	194,150	210,740	210,740	210,740	16,590	8.5%
	Total Internal Charges	\$ 13,320,140	\$ 12,860,023	\$ 14,940,250	\$ 14,437,186	\$ 15,368,300	\$ 14,806,140	\$ 16,355,170	\$ 16,355,170	\$ 16,355,170	\$ 1,549,030	10.5%
35315	STATE ALCOHOLIC BEVERAGE	\$ 2,391,900	\$ 2,476,275	\$ 2,401,390	\$ 2,597,599	\$ 2,720,230	\$ 2,760,610	\$ 2,857,230	\$ 2,857,230	\$ 2,857,230	\$ 96,620	3.5%
35320	STATE CIGARETTE TAX	211,660	205,023	205,580	200,819	213,320	180,820	180,820	180,820	180,820	-	-
35325	STATE REVENUE SHARING	1,652,620	1,689,417	1,629,940	1,736,498	1,776,830	1,826,740	1,890,680	1,890,680	1,890,680	63,940	3.5%
35326	STATE MARIJUANA TAX	38,900	-	231,920	917,013	385,010	667,410	690,770	690,770	690,770	23,360	3.5%
35330	STATE 911	752,580	804,461	809,400	825,363	835,610	860,910	873,820	873,820	873,820	12,910	1.5%
	Total State Shared Revenue	\$ 5,047,660	\$ 5,175,176	\$ 5,278,230	\$ 6,277,293	\$ 5,931,000	\$ 6,296,490	\$ 6,493,320	\$ 6,493,320	\$ 6,493,320	\$ 196,830	3.1%
35350	CHEMEKETA COMM COLLEGE	\$ 595,420	\$ 612,590	\$ 652,270	\$ 617,737	\$ 635,860	\$ 637,160	\$ 656,610	\$ 656,610	\$ 656,610	\$ 19,450	3.1%
35355	HOUSING AUTHORITY	38,770	41,314	25,010	29,477	41,680	42,910	42,910	42,910	42,910	-	-
35361	STATE REIMBURSEMENT	35,490	418,793	27,800	720,019	375,880	320,130	86,000	86,000	86,000	(234,130)	-73.1%
35370	MARION COUNTY	135,400	91,259	139,950	117,026	150,900	149,100	150,900	150,900	150,900	1,800	1.2%
35375	POLK COUNTY	209,370	88,066	211,750	182,646	150,900	150,510	150,900	150,900	150,900	390	0.3%
35380	SCHOOL DISTRICT	538,640	548,960	556,600	583,177	580,270	597,650	617,530	617,530	617,530	19,880	3.3%
35385	PAYMENT IN LIEU OF TAXES	96,830	106,006	106,010	117,210	123,030	134,760	138,130	138,130	138,130	3,370	2.5%
35395	OTHER GOVERNMENT AGENCIES	139,470	144,060	145,670	148,073	147,800	149,690	154,500	154,500	154,500	4,810	3.2%
35495	OTHER AGENCIES	29,460	24,377	30,720	35,219	28,800	25,160	30,290	30,290	30,290	5,130	20.4%
	Total Other Agencies	\$ 1,818,850	\$ 2,075,426	\$ 1,895,780	\$ 2,550,583	\$ 2,235,120	\$ 2,207,070	\$ 2,027,770	\$ 2,027,770	\$ 2,027,770	\$ (179,300)	-8.1%
35510	STATE GRANTS	\$ 35,450	\$ 40,374	\$ 5,100	\$ 3,500	\$ 31,350	\$ 6,556	\$ 4,700	\$ 4,700	\$ 4,700	\$ (1,856)	-28.3%
35615	OTHER FEDERAL GRANTS	1,384,160	103,006	312,090	-	206,480	533,189	132,000	132,000	167,570	(365,619)	-68.6%
35629	US ENVIRONMENTAL PROTECTION AGENCY	-	74,939	-	97,759	-	-	-	-	-	-	-
35633	US FEDERAL HIGHWAY TRANSPORTATION	-	34,080	130,000	55,546	102,600	-	58,750	58,750	58,750	58,750	-
35635	US DEPT OF HOMELAND SECURITY	-	833,828	-	225,735	17,290	-	133,000	133,000	147,700	147,700	-
35640	US DEPT OF JUSTICE (OTHER)	-	224,824	218,260	179,540	224,120	-	124,120	124,120	124,120	124,120	-
	Total Grants	\$ 1,419,610	\$ 1,311,051	\$ 665,450	\$ 562,079	\$ 581,840	\$ 539,745	\$ 452,570	\$ 452,570	\$ 502,840	\$ (36,905)	-6.8%
36110	PARKING FINES	\$ 871,870	\$ 809,393	\$ 820,000	\$ 842,941	\$ 839,990	\$ 892,950	\$ 884,020	\$ 884,020	\$ 884,020	\$ (8,930)	-1.0%
36115	COURT FINES	1,706,320	1,643,228	1,763,540	1,441,731	1,510,130	1,481,110	1,510,730	1,510,730	1,510,730	29,620	2.0%
36116	PHOTO RED LIGHT FINES	401,290	421,470	407,260	494,860	485,480	509,850	-	-	-	(509,850)	-100.0%
36130	CIVIL PENALTIES	-	-	-	17,350	-	96,050	150,000	150,000	150,000	53,950	56.2%

City of Salem Budget
General Fund
FY 2020

General Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Estimate FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from 2019 YEE	% Chg Difference
36195	OTHER FINES AND FORFEITS	77,430	89,878	105,030	94,879	98,380	84,020	84,020	84,020	84,020	-	-
36210	INTEREST	233,470	395,561	314,610	510,207	413,360	520,000	494,000	494,000	494,000	(26,000)	-5.0%
36315	LOAN INTEREST	-	18,226	-	9,625	12,000	1,000	-	-	-	(1,000)	-100.0%
36810	BAD DEBT RECOVERY	2,840	5,616	4,300	46,506	15,000	5,800	6,000	6,000	6,000	200	3.4%
36815	WAGE RECOVERY	63,860	98,132	92,860	17,300	32,000	1,000	1,000	1,000	1,000	-	-
36820	DONATIONS	108,810	105,798	112,500	80,942	78,000	81,690	100,000	100,000	100,000	18,310	22.4%
36830	CORPORATE CARD REBATE	-	-	-	5,461	-	5,500	-	-	-	(5,500)	-100.0%
36825	ENERGY INCENTIVES	-	-	-	300	-	-	-	-	-	-	-
36895	OTHER REVENUE	90,790	128,406	125,790	70,907	124,060	85,000	85,000	85,000	85,000	-	-
	Total Other Revenue	\$ 3,556,680	\$ 3,715,705	\$ 3,745,890	\$ 3,633,008	\$ 3,608,400	\$ 3,763,970	\$ 3,314,770	\$ 3,314,770	\$ 3,314,770	\$ (449,200)	-11.9%
38755	SALE OF ASSETS	\$ -	\$ -	\$ -	\$ 2,417	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Sale of Assets	\$ -	\$ -	\$ -	\$ 2,417	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
39110	INTERFUND TRANSFERS	\$ 1,250,800	\$ 1,250,800	\$ 1,375,820	\$ 1,075,947	\$ 1,420,470	\$ 1,320,470	\$ 1,672,440	\$ 1,672,440	\$ 1,672,440	\$ 351,970	26.7%
	Total Interfund Transfers	\$ 1,250,800	\$ 1,250,800	\$ 1,375,820	\$ 1,075,947	\$ 1,420,470	\$ 1,320,470	\$ 1,672,440	\$ 1,672,440	\$ 1,672,440	\$ 351,970	26.7%
39910	BEGINNING WORKING CAPITAL	\$ 26,047,730	\$ 28,125,932	\$ 26,430,480	\$ 26,821,257	\$ 25,879,730	\$ 25,024,409	\$ 19,758,830	\$ 19,758,830	\$ 21,192,270	\$ (3,832,139)	-15.3%
	Total Beginning Balance	\$ 26,047,730	\$ 28,125,932	\$ 26,430,480	\$ 26,821,257	\$ 25,879,730	\$ 25,024,409	\$ 19,758,830	\$ 19,758,830	\$ 21,192,270	\$ (3,832,139)	-15.3%
	Total Resources	\$ 138,070,660	\$ 142,388,518	\$ 144,531,080	\$ 146,680,792	\$ 150,259,410	\$ 150,113,813	\$ 148,582,180	\$ 148,582,180	\$ 150,049,590	\$ (64,223)	0.0%

City of Salem Budget
General Fund
FY 2020

General Fund Expenditures

		Budget	Actual	Budget	Actual	Budget	Estimate	Mgr Rec	BC Rec	Adopted	Difference	% Chg
Account	Description	FY 2017	FY 2017	FY 2018	FY 2018	FY 2019	FY 2019	FY 2020	FY 2020	FY 2020	from 2019 YEE	Difference
51010	SALARIES AND WAGES	\$ 49,665,040	\$ 47,221,342	\$ 52,323,200	\$ 50,148,724	\$ 55,171,290	\$ 53,006,044	\$ 56,387,010	\$ 56,387,010	\$ 56,527,350	\$ 3,521,306	6.6%
51020	SEASONAL AND RELIEF	1,463,380	1,614,286	1,650,950	1,555,267	1,616,080	1,569,012	1,773,960	1,773,960	1,773,960	204,948	13.1%
51025	HOLIDAY - REGULAR	117,780	108,947	132,320	125,139	119,800	134,401	125,800	125,800	125,800	(8,601)	-6.4%
51030	OVERTIME	2,562,590	2,571,611	2,345,070	2,657,018	2,815,290	3,159,506	2,961,030	2,961,030	2,961,030	(198,476)	-6.3%
51080	STANDBY	37,440	42,497	49,080	20,470	48,970	29,820	66,430	66,430	66,430	36,610	122.8%
51090	DIFFERENTIAL	43,130	51,286	61,520	53,140	61,270	50,127	65,160	65,160	65,160	15,033	30.0%
51100	INCENTIVES	2,165,400	2,240,595	2,303,940	2,438,952	2,628,110	2,705,877	2,773,270	2,773,270	2,773,270	67,393	2.5%
51120	LEAVE PAYOFF	590,890	820,105	820,780	843,792	785,420	981,538	762,100	762,100	762,100	(219,438)	-22.4%
51130	CAR ALLOWANCE	19,980	17,127	18,300	17,168	18,300	17,180	19,440	19,440	19,440	2,260	13.2%
51135	CELL PHONE ALLOWANCE	-	745	940	1,055	1,290	860	970	970	970	110	12.8%
51140	CLOTHING ALLOWANCE	22,910	21,768	23,580	23,220	26,120	26,120	35,880	35,880	35,880	9,760	37.4%
51145	MOVING ALLOWANCE	-	19,896	-	8,245	-	2,000	-	-	-	(2,000)	-100.0%
51150	DEPT HEAD ANNUITY	74,090	75,904	77,550	77,176	84,710	81,420	83,020	83,020	83,020	1,600	2.0%
51195	OTHER PAY / BENEFITS	27,940	(101,683)	65,150	(108,911)	37,890	(80,710)	62,370	62,370	61,820	142,530	-176.6%
51210	FICA AND MEDICARE	4,337,710	4,076,200	4,533,590	4,307,065	4,820,970	4,705,951	4,931,090	4,931,090	4,941,840	235,889	5.0%
51221	WORKERS' COMP PREMIUM	1,472,310	1,472,336	1,557,700	1,557,700	1,392,870	1,392,870	1,380,660	1,380,660	1,380,700	(12,170)	-0.9%
51222	WORKERS' COMP STATE ASSMT	20,270	21,746	21,140	20,358	21,200	20,548	22,420	22,420	22,400	1,852	9.0%
51230	UNEMPLOYMENT	120,000	110,016	120,000	80,663	105,320	110,320	100,000	100,000	100,000	(10,320)	-9.4%
51240	EMPLOYER - RETIREMENT PERS	7,628,400	6,950,266	10,444,580	9,748,558	10,986,290	10,341,952	13,817,090	13,817,090	13,840,140	3,498,188	33.8%
51243	PERS UNFUNDED LIABILITY	2,906,570	2,906,570	3,040,050	3,040,050	3,166,660	3,166,660	3,312,480	3,312,480	3,312,460	145,800	4.6%
51245	EMPLOYER - PERS PICKUP	3,379,390	3,082,979	3,529,390	3,290,060	3,775,600	3,635,044	3,829,980	3,829,980	3,838,400	203,356	5.6%
51250	INSURANCE - MEDICAL	11,518,720	10,662,681	12,294,420	11,286,392	12,963,530	11,994,498	13,184,050	13,184,050	13,232,050	1,237,552	10.3%
51255	INSURANCE - VISION	338,940	305,760	333,750	314,247	347,280	322,747	340,080	340,080	341,300	18,553	5.7%
51260	INSURANCE - DENTAL	1,096,300	993,700	1,100,310	1,037,765	1,172,970	1,090,805	1,154,000	1,154,000	1,158,120	67,315	6.2%
51265	INSURANCE - LIFE	62,360	68,746	87,860	71,926	90,700	86,645	98,520	98,520	98,840	12,195	14.1%
51270	INSURANCE - DISABILITY	157,510	147,817	155,830	153,568	157,720	154,794	157,520	157,520	157,730	2,936	1.9%
51275	OTHER HEALTH BENEFITS	399,220	385,471	421,680	401,613	429,780	412,755	433,360	433,360	433,360	20,605	5.0%
51310	PHYSICAL EXAMINATIONS	5,000	11,311	-	380	-	-	-	-	-	-	-
	Total Personal Services	\$ 90,233,270	\$ 85,900,024	\$ 97,512,680	\$ 93,170,801	\$ 102,845,430	\$ 99,118,783	\$ 107,877,690	\$ 107,877,690	\$ 108,113,570	\$ 8,994,787	9.1%
52110	SUBSCRIPTIONS AND BOOKS	\$ 538,800	\$ 531,252	\$ 486,670	\$ 476,833	\$ 495,040	\$ 494,740	\$ 520,830	\$ 520,830	\$ 520,830	\$ 26,090	5.3%
52120	MAIL	97,190	83,272	95,230	95,613	96,480	97,280	103,480	103,480	103,480	6,200	6.4%
52130	SUPPLIES	794,820	785,785	798,840	815,164	744,550	790,640	822,680	822,680	826,580	35,940	4.5%
52140	PRINTING AND DUPLICATION	5,600	2,242	4,000	992	4,000	1,260	5,000	5,000	5,000	3,740	296.8%
52150	RECORDING FEES	1,650	416	1,700	432	540	440	1,140	1,140	1,140	700	159.1%
52320	ADVERTISING	64,100	39,193	62,400	33,464	58,490	43,078	55,590	55,590	55,590	12,512	29.0%
52340	EMPLOYEE RECOGNITION	4,050	12,842	7,150	8,745	8,950	7,945	9,440	9,440	9,440	1,495	18.8%
52360	RECRUITMENT FEES	84,150	91,162	101,800	57,294	71,260	71,770	48,910	48,910	48,910	(22,860)	-31.9%
52405	TELEPHONE - OFFICE	200,510	209,320	240,080	243,695	240,630	243,680	229,270	229,270	229,270	(14,410)	-5.9%
52410	TELEPHONE - CELLULAR	173,560	175,338	177,230	211,478	207,820	216,555	223,960	223,960	223,960	7,405	3.4%
52430	PAGERS	1,100	997	1,100	1,021	1,100	1,130	1,100	1,100	1,100	(30)	-2.7%
52460	COMMUNICATION - OTHER	168,840	128,608	166,700	132,045	161,120	157,810	154,470	154,470	154,470	(3,340)	-2.1%
52510	TRAINING	389,810	344,537	533,780	394,023	581,160	478,530	555,450	555,450	584,210	105,680	22.1%
52520	TRAVEL	14,000	4,240	20,000	16,373	22,500	10,770	24,900	24,900	24,900	14,130	131.2%
52530	LODGING	350	286	-	3,956	500	1,500	500	500	500	(1,000)	-66.7%
52540	MEALS	23,410	27,614	24,310	22,944	27,910	28,140	23,230	23,230	23,230	(4,910)	-17.4%
52550	MILEAGE	19,140	13,696	19,600	13,732	20,300	11,400	24,760	24,760	24,760	13,360	117.2%
52560	REGISTRATION	100	3,421	100	1,881	-	700	-	-	-	(700)	-100.0%
52610	AUDIT SERVICES	67,000	63,682	65,000	64,101	66,000	66,100	67,980	67,980	67,980	1,880	2.8%
52620	CONSTRUCTION CONTRACTS	707,600	216,474	60,000	59,266	-	-	-	-	-	-	-
52640	ENGINEERING / ARCHITECT SERVICES	103,250	75,624	104,010	60,202	20,000	20,150	30,000	30,000	50,430	30,280	150.3%

City of Salem Budget
General Fund
FY 2020

General Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Estimate FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from 2019 YEE	% Chg Difference
52650	LEGAL / COURT SERVICES	383,600	341,708	395,010	446,689	401,250	363,430	378,290	378,290	378,290	14,860	4.1%
52660	TEMP EMPLOYMENT SERVICES	77,950	29,732	41,910	43,665	26,990	65,370	40,000	40,000	40,000	(25,370)	-38.8%
52670	OTHER PROFESSIONAL SERVICES	3,929,270	3,256,497	4,684,510	3,916,701	4,261,560	4,402,495	3,324,430	3,324,430	3,593,790	(808,705)	-18.4%
52710	MEMBERSHIP DUES	180,580	171,210	189,070	173,835	192,950	188,840	180,340	180,340	180,340	(8,500)	-4.5%
52720	LICENSES / CERTIFICATIONS	15,080	14,837	13,930	13,465	19,740	21,845	21,860	21,860	21,860	15	0.1%
52740	PERMITS	4,450	7,228	5,300	6,287	6,370	6,982	6,910	6,910	6,910	(72)	-1.0%
52810	SMALL TOOLS	16,000	38,435	14,450	25,364	21,500	23,300	21,860	21,860	21,860	(1,440)	-6.2%
52815	CONTROLLED EQUIPMENT	1,217,240	520,387	458,530	304,714	449,160	463,940	351,870	351,870	401,880	(62,060)	-13.4%
52820	SMALL EQUIPMENT AND SUPPLIES	338,750	1,435,398	369,430	353,095	380,940	385,291	370,700	370,700	370,700	(14,591)	-3.8%
52830	COMPUTER SOFTWARE AND LICENSES	1,186,300	1,201,084	1,304,520	1,200,628	1,511,210	1,511,807	1,514,840	1,514,840	1,651,910	140,103	9.3%
52865	OTHER TECHNICAL SUPPLIES	15,000	10,033	12,300	7,680	13,000	12,800	7,000	7,000	7,000	(5,800)	-45.3%
52910	DIESEL FUEL	150,960	161,997	149,600	168,459	169,100	166,120	172,800	172,800	172,800	6,680	4.0%
52930	GASOLINE	482,960	466,512	455,180	477,590	489,070	464,795	517,230	517,230	517,230	52,435	11.3%
52940	LP / CNG GAS	150	99	150	90	100	25	100	100	100	75	300.0%
52950	LUBRICANTS	450	276	520	363	370	355	370	370	370	15	4.2%
53210	INSURANCE	1,220,430	1,221,816	1,207,290	1,209,572	1,460	1,390	1,460	1,460	1,460	70	5.0%
53211	LIABILITY INSURANCE	-	-	-	-	1,097,200	1,097,200	1,164,430	1,164,430	1,164,430	67,230	6.1%
53310	VEHICLE MAINTENANCE	574,360	627,123	664,920	672,070	656,140	690,680	715,020	715,020	737,520	46,840	6.8%
53320	EQUIPMENT MAINTENANCE	342,600	175,996	310,760	258,887	330,300	292,310	311,550	311,550	311,550	19,240	6.6%
53330	FACILITIES SERVICES	-	238	-	25,431	-	-	-	-	-	-	-
53340	FACILITIES MAINTENANCE	5,650	14,243	5,650	2,989	1,650	5,800	-	-	-	(5,800)	-100.0%
53370	HYDRANT REPAIRS	1,750	224	1,750	2,113	1,750	1,750	2,100	2,100	2,100	350	20.0%
53375	CHEMICALS	50,800	65,090	37,000	66,533	42,500	58,420	67,900	67,900	67,900	9,480	16.2%
53380	OTHER MAINTENANCE AND REPAIRS	410,750	601,053	516,360	584,073	376,480	530,730	575,730	575,730	575,730	45,000	8.5%
53510	BUILDING RENTAL	200,890	192,256	201,140	189,463	192,110	191,990	191,320	191,320	191,320	(670)	-0.3%
53520	LAND RENTAL	1,000	51,000	51,000	51,000	1,000	1,000	1,000	1,000	1,000	-	-
53530	OUTSIDE RENTAL	47,340	46,916	54,440	60,470	54,740	58,135	51,080	51,080	51,080	(7,055)	-12.1%
53610	GAS	111,510	118,309	100,670	117,463	104,510	115,257	193,600	193,600	193,600	78,343	68.0%
53620	ELECTRIC	726,960	709,294	705,700	663,470	721,580	723,330	537,880	537,880	537,880	(185,450)	-25.6%
53650	REFUSE DISPOSAL	67,370	86,570	63,350	114,905	66,210	110,860	113,090	113,090	113,090	2,230	2.0%
53710	CLAIMS AND DAMAGES	-	-	-	8,836	-	1,311	-	-	-	(1,311)	-100.0%
53731	CLOTHING - UNIFORMS (TAXABLE)	15,100	13,886	9,650	9,585	10,250	9,510	10,150	10,150	10,150	640	6.7%
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	185,590	164,343	176,250	143,824	190,250	184,390	167,820	167,820	167,820	(16,570)	-9.0%
53734	SAFETY CLOTHING AND EQUIPMENT	355,170	317,424	343,610	282,852	514,840	485,050	379,640	379,640	465,800	(19,250)	-4.0%
53740	CLOTHING - CLEANING CHARGES	2,760	36	3,470	99	2,970	350	2,970	2,970	2,970	2,620	748.6%
53760	LABORATORY - SUPPLIES	4,000	1,909	4,000	3,255	4,000	3,060	4,000	4,000	4,000	940	30.7%
53767	BANKING AND INVESTMENT FEES	103,940	127,123	152,590	59,232	91,590	57,320	74,790	74,790	74,790	17,470	30.5%
53768	DIRECT BANKING FEES	-	-	-	3,269	4,320	3,770	6,080	6,080	6,080	2,310	61.3%
53769	CARD PROCESSING FEES	-	-	2,250	89,791	24,100	100,142	99,000	99,000	99,000	(1,142)	-1.1%
53770	BAD DEBT - WRITE OFF	8,500	14,487	8,500	4,739	9,500	10,100	11,000	11,000	11,000	900	8.9%
53775	BAD DEBT - COLLECTION	-	154	-	-	-	-	-	-	-	-	-
53799	OTHER EXPENSES	-	859	-	1,176	-	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	35,650	126,050	13,440	72,542	11,000	35,605	21,700	21,700	21,700	(13,905)	-39.1%
53813	INTRA CITY - BUDGETED TRANSFERS	5,320,480	5,277,600	5,484,250	5,484,250	5,762,650	5,762,650	5,870,670	5,870,670	5,870,670	108,020	1.9%
53815	INTRA CITY - INTERDEPARTMENTAL BILLINGS	253,710	275,866	265,600	318,172	317,320	319,700	278,990	278,990	278,990	(40,710)	-12.7%
53830	RADIO	1,055,560	1,056,450	1,265,430	1,265,825	1,271,900	1,271,900	1,277,800	1,277,800	1,277,800	5,900	0.5%
53832	MOBILE DATA COMM SYSTEM	280,560	280,560	78,000	78,000	78,000	78,000	78,000	78,000	78,000	-	-
53840	MOTOR POOL RENTAL	874,980	873,781	998,130	1,002,772	928,640	927,313	1,011,020	1,011,020	1,011,020	83,707	9.0%
53841	EQUIPMENT REPLACEMENT CHARGE	681,650	1,584,100	904,000	1,192,464	884,000	923,000	923,000	923,000	923,000	39,000	4.4%
53851	COPY	181,440	175,394	185,310	162,649	184,570	166,440	203,590	203,590	203,590	37,150	22.3%

City of Salem Budget
General Fund
FY 2020

General Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Estimate FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from 2019 YEE	% Chg Difference
53853	PRINTING	4,900	213	100	15,513	100	1,500	2,500	2,500	2,500	1,000	66.7%
53854	PHOTOCOPIES	129,260	114,881	132,770	143,575	134,470	140,680	134,450	134,450	134,450	(6,230)	-4.4%
53855	SHOPS FACILITIES MAINTENANCE	22,040	22,040	22,350	22,350	24,690	24,690	20,780	20,780	20,780	(3,910)	-15.8%
53860	BUILDING SERVICES	59,850	30,072	127,200	36,695	80,010	74,430	19,030	19,030	22,870	(51,560)	-69.3%
54811	SPECIAL PAYMENT - EASEMENT	-	-	-	-	-	400	-	-	-	(400)	-100.0%
54850	OTHER SPECIAL PAYMENTS	825,530	1,285,375	2,374,970	1,601,505	3,375,820	3,259,740	1,476,000	1,476,000	2,288,070	(971,670)	-29.8%
	Total Materials and Services	\$ 25,619,850	\$ 26,118,165	\$ 27,536,010	\$ 25,873,288	\$ 28,324,280	\$ 28,501,916	\$ 25,810,430	\$ 25,810,430	\$ 27,244,530	\$ (1,257,386)	-4.4%
55110	LAND	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
55130	EQUIPMENT AND MACHINERY	230,600	148,552	483,350	384,030	1,362,990	470,810	178,770	178,770	327,140	(143,670)	-30.5%
55150	FLEET REPLACEMENT	89,500	132,330	-	76,938	-	-	-	-	-	-	-
	Total Capital Outlay	\$ 320,100	\$ 280,882	\$ 483,350	\$ 610,969	\$ 1,362,990	\$ 470,810	\$ 178,770	\$ 178,770	\$ 327,140	\$ (143,670)	-30.5%
60120	PRINCIPAL	\$ 269,850	\$ 268,379	\$ 262,920	\$ 262,920	\$ 261,690	\$ 261,690	\$ 272,150	\$ 272,150	\$ 272,150	\$ 10,460	4.0%
60130	INTEREST	10,150	10,151	15,570	15,566	20,830	20,830	13,300	13,300	13,300	(7,530)	-36.1%
	Total Debt Service	\$ 280,000	\$ 278,530	\$ 278,490	\$ 278,486	\$ 282,520	\$ 282,520	\$ 285,450	\$ 285,450	\$ 285,450	\$ 2,930	1.0%
61110	CONTINGENCIES	\$ 1,155,080	\$ -	\$ 2,449,200	\$ -	\$ 1,473,530	\$ 250,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 2,750,000	1100.0%
	Total Contingencies	\$ 1,155,080	\$ -	\$ 2,449,200	\$ -	\$ 1,473,530	\$ 250,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 2,750,000	1100.0%
62110	TRANSFERS TO OTHER FUNDS	\$ 2,989,660	\$ 2,989,660	\$ 1,722,840	\$ 1,722,840	\$ 2,000,950	\$ 1,730,950	\$ 831,260	\$ 831,260	\$ 831,260	\$ (899,690)	-52.0%
	Total Interfund Transfers	\$ 2,989,660	\$ 2,989,660	\$ 1,722,840	\$ 1,722,840	\$ 2,000,950	\$ 1,730,950	\$ 831,260	\$ 831,260	\$ 831,260	\$ (899,690)	-52.0%
	Total Expenditures	\$ 120,597,960	\$ 115,567,261	\$ 129,982,570	\$ 121,656,383	\$ 136,289,700	\$ 130,354,979	\$ 137,983,600	\$ 137,983,600	\$ 139,801,950	\$ 9,446,971	7.2%

City of Salem Budget Leasehold Fund Assumptions and Trends FY 2020

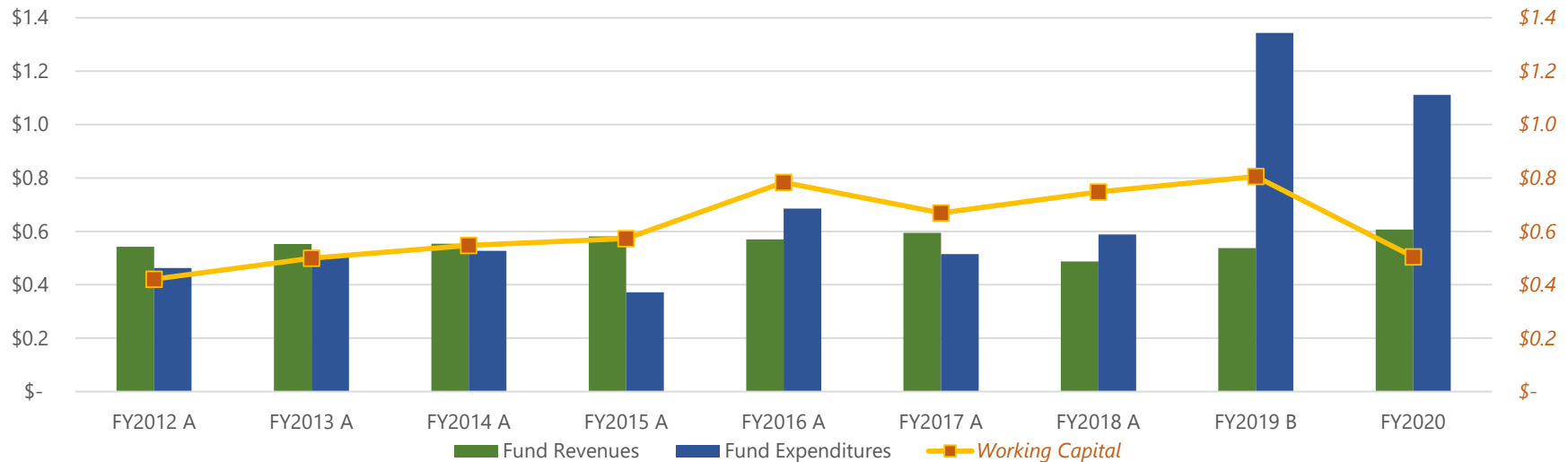
Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from or expenses of Leasehold Fund program activities					
Resources			Expenditures		
34410	Land / Building Rent: lease payment for tenant spaces on the ground floor of Chemeketa and Liberty parking garages, 9% increase over FY 2019 Budget	\$ 442,520	52620	Construction Contracts: improvement projects to tenant spaces, 76.8% decrease from FY 2019 Budget	\$ 160,000
34160	Common Area Rent: common area charges for tenant spaces, 23.8% increase over FY 2019 Budget	\$ 151,360	53900	Support Services Charge: for centralized services, a 5.8% increase over the FY 2019 Budget	\$ 64,260

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 2020

Leasehold Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
34110	LAND / BUILDING RENT	\$ 439,760	\$ 451,169	\$ 388,130	\$ 359,698	\$ 405,830	\$ 442,520	\$ 442,520	\$ 442,520	\$ 36,690	9.0%
34160	COMMON AREA RENT	136,630	135,568	106,600	116,724	122,240	151,360	151,360	151,360	29,120	23.8%
	Total Rent	\$ 576,390	\$ 586,738	\$ 494,730	\$ 476,422	\$ 528,070	\$ 593,880	\$ 593,880	\$ 593,880	\$ 65,810	12.5%
36210	INTEREST	\$ 3,100	\$ 7,876	\$ 5,750	\$ 11,358	\$ 9,500	\$ 13,000	\$ 13,000	\$ 13,000	\$ 3,500	36.8%
	Total Other Revenue	\$ 3,100	\$ 7,876	\$ 5,750	\$ 11,358	\$ 9,500	\$ 13,000	\$ 13,000	\$ 13,000	\$ 3,500	36.8%
39910	BEGINNING WORKING CAPITAL	\$ 747,990	\$ 668,811	\$ 720,890	\$ 748,080	\$ 805,560	\$ 444,640	\$ 444,640	\$ 504,640	\$ (300,920)	-37.4%
	Total Beginning Balance	\$ 747,990	\$ 668,811	\$ 720,890	\$ 748,080	\$ 805,560	\$ 444,640	\$ 444,640	\$ 504,640	\$ (300,920)	-37.4%
	Total Resources	\$ 1,327,480	\$ 1,263,425	\$ 1,221,370	\$ 1,235,860	\$ 1,343,130	\$ 1,051,520	\$ 1,051,520	\$ 1,111,520	\$ (231,610)	-17.2%

City of Salem Budget
Leasehold Fund
FY 2020

Leasehold Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
52110	SUBSCRIPTIONS AND BOOKS	\$ 300	\$ -	\$ 300	\$ -	\$ 300	\$ -	\$ -	\$ -	\$ (300)	-100.0%
52120	MAIL	100	14	150	10	150	50	50	50	(100)	-66.7%
52130	SUPPLIES	700	1,498	700	87	700	500	500	500	(200)	-28.6%
52320	ADVERTISING	800	-	800	-	800	500	500	500	(300)	-37.5%
52620	CONSTRUCTION CONTRACTS	197,650	20,675	307,000	-	430,200	100,000	100,000	160,000	(270,200)	-62.8%
52670	OTHER PROFESSIONAL SERVICES	-	16,362	-	21,637	-	-	-	-	-	-
52720	LICENSES / CERTIFICATIONS	-	-	-	40	-	-	-	-	-	-
52740	PERMITS	-	-	-	371	-	-	-	-	-	-
52860	OTHER AUTO SUPPLIES	-	-	-	72	-	-	-	-	-	-
53210	INSURANCE	4,390	4,390	4,980	4,980	-	-	-	-	-	-
53211	LIABILITY INSURANCE	-	-	-	-	5,060	5,550	5,550	5,550	490	9.7%
53380	OTHER MAINTENANCE AND REPAIRS	-	-	-	10	-	-	-	-	-	-
53610	GAS	-	12	-	-	-	-	-	-	-	-
53620	ELECTRIC	72,780	73,172	73,890	74,711	71,140	73,500	73,500	73,500	2,360	3.3%
53630	WATER	15,850	14,273	16,370	14,479	14,350	14,500	14,500	14,500	150	1.0%
53650	REFUSE DISPOSAL	-	-	-	13	-	-	-	-	-	-
53720	TAXES AND ASSESSMENTS	34,520	33,257	34,250	34,803	35,850	39,340	39,340	39,340	3,490	9.7%
53767	BANKING AND INVESTMENT FEES	550	630	550	902	550	450	450	450	(100)	-18.2%
53812	INTRA CITY - DIRECT CHG (LABOR)	111,280	103,402	114,520	119,115	120,560	118,520	118,520	118,520	(2,040)	-1.7%
53840	MOTOR POOL RENTAL	720	600	750	413	710	-	-	-	(710)	-100.0%
53851	COPY	50	-	50	-	50	-	-	-	(50)	-100.0%
53854	PHOTOCOPIES	650	-	650	-	650	100	100	100	(550)	-84.6%
53860	BUILDING SERVICES	22,730	24,259	21,410	70,261	46,940	23,050	23,050	23,050	(23,890)	-50.9%
53900	SUPPORT SERVICES CHARGE	22,800	22,800	27,550	27,550	60,740	64,260	64,260	64,260	3,520	5.8%
54850	OTHER SPECIAL PAYMENTS	-	-	-	18,995	-	-	-	-	-	-
	Total Materials and Services	\$ 485,870	\$ 315,345	\$ 603,920	\$ 388,450	\$ 788,750	\$ 440,320	\$ 440,320	\$ 500,320	\$ (288,430)	-36.6%
61110	CONTINGENCIES	\$ 641,610	\$ -	\$ 417,450	\$ -	\$ 354,380	\$ 211,200	\$ 211,200	\$ 211,200	\$ (143,180)	-40.4%
	Total Contingencies	\$ 641,610	\$ -	\$ 417,450	\$ -	\$ 354,380	\$ 211,200	\$ 211,200	\$ 211,200	\$ (143,180)	-40.4%
62110	INTERFUND TRANSFERS	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 200,000	100.0%
	Total Interfund Transfers	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 200,000	100.0%
	Total Expenditures	\$ 1,327,480	\$ 515,345	\$ 1,221,370	\$ 588,450	\$ 1,343,130	\$ 1,051,520	\$ 1,051,520	\$ 1,111,520	\$ (231,610)	-17.2%

Chemeketa Leasehold - FY 2020 Project Budget

	Project	Adopted Budget FY 2019	Adopted Budget FY 2020
Total Resources		\$ 1,063,670	\$ 922,740
Expenditures			
Capital Improvements			
Awning replacement (carryover)		\$ 54,570	\$ -
Storefront replacement		177,000	-
Fire alarm panel		10,800	-
HVAC equipment replacement		32,000	-
Unanticipated tenant improvements (carryover)	641009	98,000	135,000
		<u>\$ 372,370</u>	<u>\$ 135,000</u>
Regular Maintenance			
Regular maintenance (Facilities Services Division)	641003	\$ 39,110	\$ 40,500
		<u>\$ 39,110</u>	<u>\$ 40,500</u>
Administration and Overhead			
Lease management and administration (Urban Development)	641000	\$ 39,280	\$ 40,340
Support Services Charge (Indirect Cost Allocation Plan)	641001	47,170	41,440
		<u>\$ 86,450</u>	<u>\$ 81,780</u>
Common Area Expenses			
Electricity	641002	\$ 58,640	\$ 59,900
Insurance	641002	2,910	3,190
Janitorial services	641002	8,930	9,500
Property taxes	641002	21,240	23,540
Water	641002	13,000	13,000
		<u>\$ 104,720</u>	<u>\$ 109,130</u>
Transfers and Reimbursements:			
Transfer to parking structure capital projects reserve (Fund 255)	641004	\$ 200,000	\$ 400,000
		<u>\$ 200,000</u>	<u>\$ 400,000</u>
Contingencies		<u>\$ 261,020</u>	<u>\$ 156,330</u>
Total Expenditures		<u>\$ 1,063,670</u>	<u>\$ 922,740</u>
Unappropriated Ending Balance		\$ -	\$ -

Liberty Leasehold - FY 2020 Project Budget		Adopted	Adopted
	Project	Budget FY 2019	Budget FY 2020
Resources		\$ 279,460	\$ 188,780
Expenditures			
Capital Improvements			
Fire alarm panel		\$ 7,400	\$ -
Tenant improvements		75,000	25,000
		<u>\$ 82,400</u>	<u>\$ 25,000</u>
Regular Maintenance			
Regular maintenance (Facilities Services Division)	642003	\$ 13,230	\$ 13,620
		<u>\$ 13,230</u>	<u>\$ 13,620</u>
Administration and Overhead			
Lease management and administration (Urban Development)	642000	\$ 39,160	\$ 31,620
Support Services Charge (Indirect Cost Allocation)	642001	13,570	22,820
		<u>\$ 52,730</u>	<u>\$ 54,440</u>
Common Area Expenses			
Electricity	642002	\$ 12,500	\$ 13,600
Insurance	642002	2,150	2,360
Janitorial services	642002	7,130	7,590
Property taxes	642002	14,610	15,800
Water	642002	1,350	1,500
		<u>\$ 37,740</u>	<u>\$ 40,850</u>
Contingencies		\$ 93,360	\$ 54,870
Total Expenditures		<u>\$ 279,460</u>	<u>\$ 188,780</u>
Unappropriated Ending Balance		\$ -	\$ -

City of Salem Budget

Police Regional Records Management System (PRRMS) Fund Assumptions and Trends (Previously PRIORS Fund) FY 2020

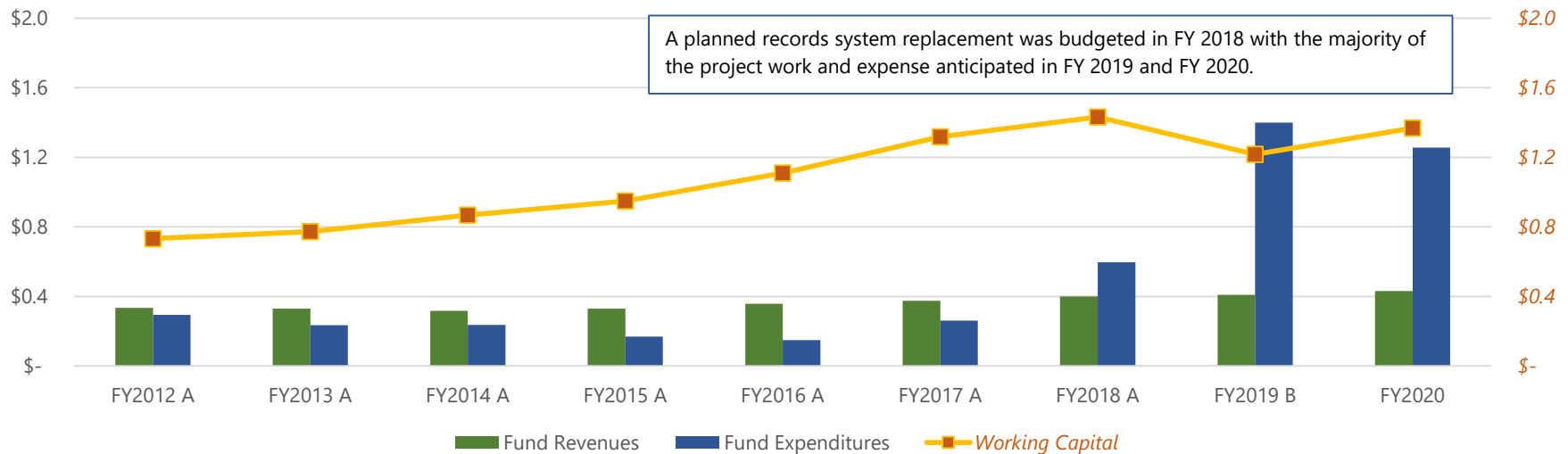
Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from PRRMS Fund program activities					
35213	Intrafund - Budgeted Transfers: annual fees paid by the Salem Police Department, increase of 5% over the FY 2019 Budget	\$ 240,440	35375	Polk County: annual fees paid by the county, increase of 5% over the FY 2019 Budget	\$ 26,280
35367	City of Keizer: annual fees paid by the city, increase of 5% over the FY 2019 Budget	\$ 42,450	35395	Other Government Agencies: annual fees paid by participating government agencies, increase of 5% over the FY 2019 Budget	\$ 107,150

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 2020

PRRMS Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
35213	INTRAFUND - BUDGETED TRANSFERS	\$ 208,290	\$ 208,290	\$ 218,090	\$ 218,090	\$ 228,990	\$ 240,440	\$ 240,440	\$ 240,440	\$ 11,450	5.0%
35367	CITY OF KEIZER	49,140	49,140	51,680	51,680	40,430	42,450	42,450	42,450	2,020	5.0%
35375	POLK COUNTY	24,430	24,430	25,850	25,850	25,030	26,280	26,280	26,280	1,250	5.0%
35395	OTHER GOVERNMENT AGENCIES	77,770	78,020	82,000	82,250	102,050	107,150	107,150	107,150	5,100	5.0%
	Total Internal / Intergovernmental	\$ 359,630	\$ 359,880	\$ 377,620	\$ 377,870	\$ 396,500	\$ 416,320	\$ 416,320	\$ 416,320	\$ 19,820	5.0%
36210	INTEREST	\$ 10,000	\$ 14,700	\$ 7,500	\$ 20,983	\$ 12,170	\$ 13,670	\$ 13,670	\$ 13,670	\$ 1,500	12.3%
	Total Other Revenue	\$ 10,000	\$ 14,700	\$ 7,500	\$ 20,983	\$ 12,170	\$ 13,670	\$ 13,670	\$ 13,670	\$ 1,500	12.3%
39910	BEGINNING WORKING CAPITAL	\$ 1,288,090	\$ 1,317,549	\$ 1,447,040	\$ 1,431,557	\$ 1,216,990	\$ 1,366,950	\$ 1,366,950	\$ 1,368,050	\$ 151,060	12.4%
	Total Beginning Balance	\$ 1,288,090	\$ 1,317,549	\$ 1,447,040	\$ 1,431,557	\$ 1,216,990	\$ 1,366,950	\$ 1,366,950	\$ 1,368,050	\$ 151,060	12.4%
	Total Resources	\$ 1,657,720	\$ 1,692,129	\$ 1,832,160	\$ 1,830,410	\$ 1,625,660	\$ 1,796,940	\$ 1,796,940	\$ 1,798,040	\$ 172,380	10.6%

PRRMS Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
52130	SUPPLIES	\$ -	\$ -	\$ 500	\$ 553	\$ -	\$ -	\$ -	\$ -	\$ -	-
52320	ADVERTISING	-	1,619	-	-	-	-	-	-	-	-
52510	TRAINING	1,500	-	4,000	1,126	2,000	2,000	2,000	2,000	-	-
52520	TRAVEL	-	-	-	2,428	-	-	-	-	-	-
52540	MEALS	-	1,218	-	916	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	7,360	7,356	8,840	8,827	8,840	11,820	11,820	11,820	2,980	33.7%
52815	CONTROLLED EQUIPMENT	17,500	9,353	15,000	-	-	-	-	-	-	-
52820	SMALL EQUIPMENT AND SUPPLIES	1,000	-	1,000	-	-	-	-	-	-	-
52830	COMPUTER SOFTWARE AND LICENSES	18,370	17,865	18,460	21,678	20,920	26,560	26,560	27,660	6,740	32.2%
53320	EQUIPMENT MAINTENANCE	5,000	-	-	-	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	-	1,180	750	1,667	1,220	650	650	650	(570)	-46.7%
53812	INTRA CITY - DIRECT CHG (LABOR)	151,590	94,027	20,000	53,984	16,380	20,000	20,000	20,000	3,620	22.1%
53813	INTRA CITY - BUDGETED TRANSFERS	91,180	104,523	239,340	239,340	234,220	86,310	86,310	86,310	(147,910)	-63.2%
53900	SUPPORT SERVICES CHARGE	23,430	23,430	24,870	24,870	27,950	33,590	33,590	33,590	5,640	20.2%
	Total Materials and Services	\$ 316,930	\$ 260,572	\$ 332,760	\$ 355,390	\$ 311,530	\$ 180,930	\$ 180,930	\$ 182,030	\$ (129,500)	-41.6%
55130	EQUIPMENT AND MACHINERY	\$ 1,340,790	\$ -	\$ 1,499,400	\$ 240,000	\$ 960,000	\$ 960,000	\$ 960,000	\$ 960,000	\$ -	-
	Total Capital Outlay	\$ 1,340,790	\$ -	\$ 1,499,400	\$ 240,000	\$ 960,000	\$ 960,000	\$ 960,000	\$ 960,000	\$ -	-
61110	CONTINGENCIES	\$ -	\$ -	\$ -	\$ -	\$ 127,100	\$ 113,900	\$ 113,900	\$ 113,900	\$ (13,200)	-10.4%
	Total Contingencies	\$ -	\$ -	\$ -	\$ -	\$ 127,100	\$ 113,900	\$ 113,900	\$ 113,900	\$ (13,200)	-10.4%
	Total Expenditures	\$ 1,657,720	\$ 260,572	\$ 1,832,160	\$ 595,390	\$ 1,398,630	\$ 1,254,830	\$ 1,254,830	\$ 1,255,930	\$ (142,700)	-10.2%

City of Salem Budget

Public Art Fund Assumptions and Trends

FY 2020

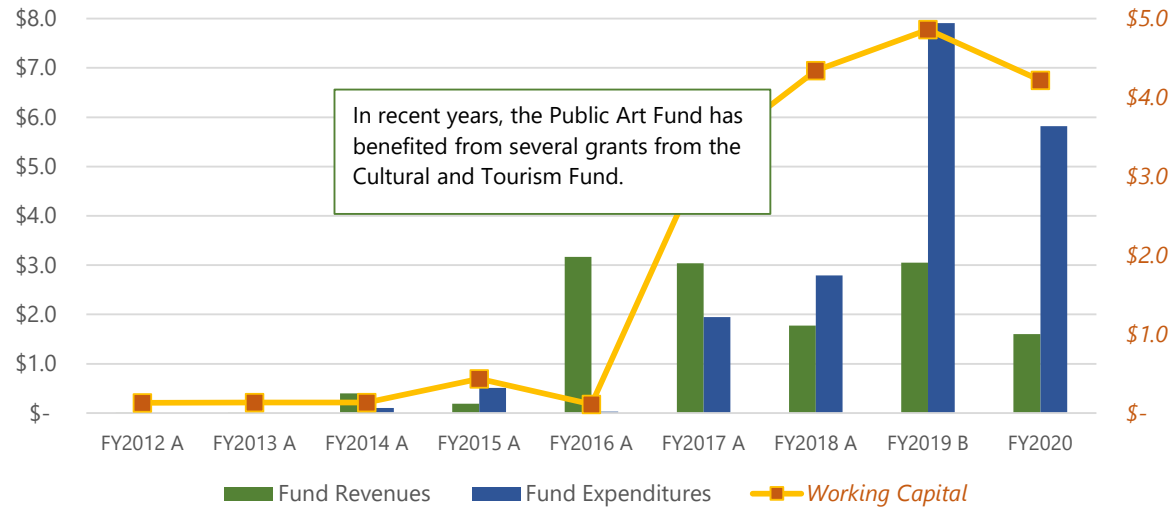
Account	Assumption	Amount	Account	Assumption	Amount
Proceeds for Public Art Fund program activities					
Interfund Transfer: a transfer from the Cultural and Tourism					
39110	Fund of transient occupancy tax revenue and from a City trust fund to support beautification through public art	\$ 15,570			

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 2020

Public Art Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
36210	INTEREST	\$ 150	\$ 348	\$ 300	\$ 635	\$ 480	\$ 440	\$ 440	\$ 440	\$ (40)	-8.3%
36820	DONATION	-	-	-	-	15,000	-	-	-	(15,000)	-100.0%
	Total Other Revenue	\$ 150	\$ 348	\$ 300	\$ 635	\$ 15,480	\$ 440	\$ 440	\$ 440	\$ (15,040)	-97.2%
39110	INTERFUND TRANSFERS	\$ 30,000	\$ 30,000	\$ 15,000	\$ 17,109	\$ 15,000	\$ 15,570	\$ 15,570	\$ 15,570	\$ 570	3.8%
	Total Interfund Transfers	\$ 30,000	\$ 30,000	\$ 15,000	\$ 17,109	\$ 15,000	\$ 15,570	\$ 15,570	\$ 15,570	\$ 570	3.8%
39910	BEGINNING WORKING CAPITAL	\$ 33,150	\$ 32,525	\$ 43,440	\$ 43,412	\$ 48,600	\$ 42,200	\$ 42,200	\$ 42,200	\$ (6,400)	-13.2%
	Total Beginning Balance	\$ 33,150	\$ 32,525	\$ 43,440	\$ 43,412	\$ 48,600	\$ 42,200	\$ 42,200	\$ 42,200	\$ (6,400)	-13.2%
	Total Resources	\$ 63,300	\$ 62,873	\$ 58,740	\$ 61,155	\$ 79,080	\$ 58,210	\$ 58,210	\$ 58,210	\$ (20,870)	-26.4%

Public Art Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
52130	SUPPLIES	\$ -	\$ -	\$ -	\$ 345	\$ -	\$ -	\$ -	\$ -	\$ -	-
52320	ADVERTISING	-	-	-	775	-	-	-	-	-	-
52540	MEALS	-	-	-	124	-	-	-	-	-	-
52620	CONSTRUCTION CONTRACTS	-	89	-	-	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	12,660	13,723	2,410	22,691	20,040	7,510	7,510	7,510	(12,530)	-62.5%
53380	OTHER MAINTENANCE AND REPAIRS	6,330	-	7,890	20	5,520	1,280	1,280	1,280	(4,240)	-76.8%
53767	BANKING AND INVESTMENT FEES	-	28	-	51	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	-	(11)	-	1,196	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	44,310	5,633	48,440	2,712	53,520	49,420	49,420	49,420	(4,100)	-7.7%
	Total Materials and Services	\$ 63,300	\$ 19,462	\$ 58,740	\$ 27,914	\$ 79,080	\$ 58,210	\$ 58,210	\$ 58,210	\$ (20,870)	-26.4%
	Total Expenditures	\$ 63,300	\$ 19,462	\$ 58,740	\$ 27,914	\$ 79,080	\$ 58,210	\$ 58,210	\$ 58,210	\$ (20,870)	-26.4%

City of Salem Budget

System Development Charges (SDCs) Fund Assumptions and Trends

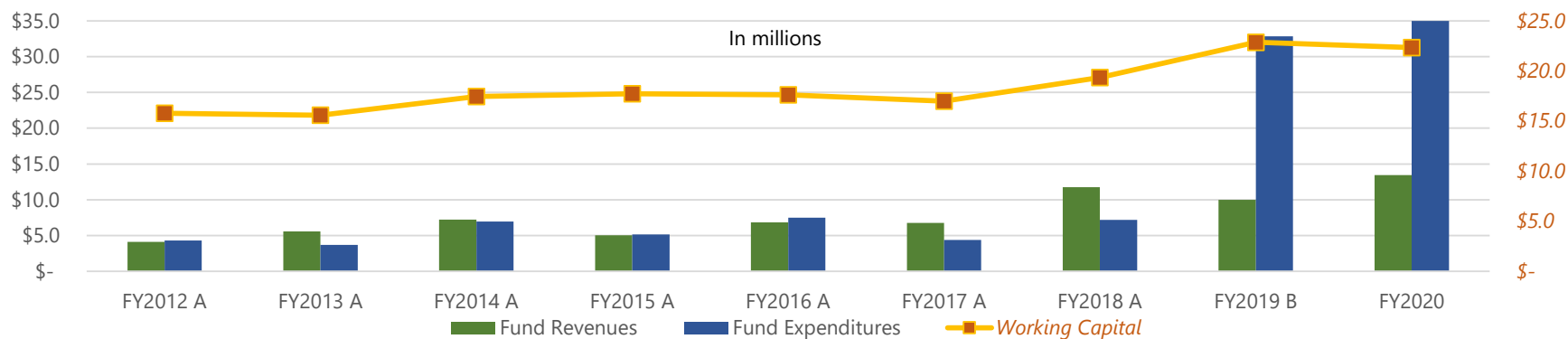
(Also known as Extra Capacity Facilities Fund)

FY 2020

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 a 40% increase over the FY 2019 Budget	\$ 1,400,000	32235	SDC - Stormwater Improvement: fees collected from new growth at the time of connection to the system, no change from the FY 2019 Budget	\$ 250,000
32226	SDC - Sewer Improvement: fees collected from new growth at the time of connection to the system, a 56.6% increase over the FY 2019 Budget	\$ 2,260,000	35395	Other Government Agencies: opportunity grant funds, estimating a 400% increase over the FY 2019 Budget	\$ 2,500,000
32228	SDC - Parks: fees collected from new growth at the time of connection to the system, estimating a 23.9% increase over the FY 2019 Budget	\$ 2,150,000	35510-35519	States Grants: Oregon Department of Transportation and Oregon Parks and Recreation Department, estimating a 82.9% increase over the FY 2019 Budget	\$ 2,168,890
32231	SDC - Transportation Improvement: fees collected from new growth at the time of connection to the system, estimating a 27% increase over the FY 2019 Budget	\$ 1,777,560	35632	US Federal Highway Administration: federal grants expected to be awarded for construction project funding	\$ 942,010

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 2012 through FY 2018 and the budgeted expenditures for FY 2019 and FY 2020.

City of Salem Budget
System Development Charges (SDCs) Fund
FY 2020

SDCs Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
32210	SDC SEWER - KEIZER	\$ 20,000	\$ 18,184	\$ -	\$ 26,526	\$ -	\$ -	\$ -	\$ -	\$ -	-
32212	SDC SEWER - EAST SALEM DISTRICT	4,000	6,249	-	5,466	-	-	-	-	-	-
32218	SDC WATER IMPROVEMENT	1,300,000	1,687,355	1,000,000	2,371,781	1,000,000	1,400,000	1,400,000	1,400,000	400,000	40.0%
32226	SDC SEWER IMPROVEMENT	950,000	1,248,146	900,000	1,728,992	1,443,000	2,260,000	2,260,000	2,260,000	817,000	56.6%
32228	SDC PARKS	1,400,000	1,644,386	1,740,860	3,275,352	1,735,000	2,150,000	2,150,000	2,150,000	415,000	23.9%
32231	SDC TRANSPORTATION IMPROVEMENT	850,000	1,313,020	1,013,000	1,947,289	1,400,000	1,777,560	1,777,560	1,777,560	377,560	27.0%
32235	SDC STORMWATER IMPROVEMENT	250,000	342,546	250,000	481,133	250,000	250,000	250,000	250,000	-	-
32273	SDC SEWER - TURNER	2,000	7,476	-	44,955	-	-	-	-	-	-
	Total Sales, Fees, Licenses, Permits	\$ 4,776,000	\$ 6,267,361	\$ 4,903,860	\$ 9,881,493	\$ 5,828,000	\$ 7,837,560	\$ 7,837,560	\$ 7,837,560	\$ 2,009,560	34.5%
33115	ASSESSMENT - INTEREST	\$ -	\$ 67,418	\$ -	\$ 105,939	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Assessments	\$ -	\$ 67,418	\$ -	\$ 105,939	\$ -	\$ -	\$ -	\$ -	\$ -	-
34110	LAND / BUILDING RENT	\$ -	\$ 49,850	\$ -	\$ 53,747	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Rent	\$ -	\$ 49,850	\$ -	\$ 53,747	\$ -	\$ -	\$ -	\$ -	\$ -	-
35395	OTHER GOVERNMENT AGENCIES	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,000,000	400.0%
35518	STATE-PARKS & REC DEPT (OPRD)	-	-	-	-	-	400,000	400,000	400,000	400,000	-
35519	STATE-DEPT OF TRANSPORTATION (ODOT)	2,530,000	-	4,513,670	-	1,185,870	1,768,890	1,768,890	1,768,890	583,020	49.2%
35631	US FEDERAL EMERGENCY MGMT ADMIN (FEMA)	756,500	-	725,830	315,272	-	-	-	-	-	-
35632	US FEDERAL HIGHWAY ADMIN (FHWA)	-	25,063	-	1,096,201	2,476,060	942,010	942,010	942,010	(1,534,050)	-62.0%
	Total Internal / Intergovernmental	\$ 3,786,500	\$ 25,063	\$ 5,739,500	\$ 1,411,473	\$ 4,161,930	\$ 5,610,900	\$ 5,610,900	\$ 5,610,900	\$ 1,448,970	34.8%
36210	INTEREST	\$ -	\$ 190,356	\$ -	\$ 295,960	\$ -	\$ -	\$ -	\$ -	\$ -	-
38755	SALE OF ASSETS	-	159,310	-	-	-	-	-	-	-	-
	Total Other Revenue	\$ -	\$ 349,666	\$ -	\$ 295,960	\$ -	\$ -	\$ -	\$ -	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 15,087,320	\$ 16,975,528	\$ 17,443,340	\$ 19,361,742	\$ 22,873,650	\$ 22,328,480	\$ 22,328,480	\$ 22,328,480	\$ (545,170)	-2.4%
	Total Beginning Balance	\$ 15,087,320	\$ 16,975,528	\$ 17,443,340	\$ 19,361,742	\$ 22,873,650	\$ 22,328,480	\$ 22,328,480	\$ 22,328,480	\$ (545,170)	-2.4%
	Total Resources	\$ 23,649,820	\$ 23,734,885	\$ 28,086,700	\$ 31,110,354	\$ 32,863,580	\$ 35,776,940	\$ 35,776,940	\$ 35,776,940	\$ 2,913,360	8.9%

City of Salem Budget
System Development Charges (SDCs) Fund
FY 2020

SDCs Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
52120	MAIL	\$ -	\$ 85	\$ -	\$ 1,721	\$ -	\$ -	\$ -	\$ -	\$ -	-
52130	SUPPLIES	-	-	-	580	-	-	-	-	-	-
52150	RECORDING FEES	-	-	-	442	-	-	-	-	-	-
52320	ADVERTISING	-	3,724	-	2,490	-	-	-	-	-	-
52540	MEALS	-	268	-	1,698	-	-	-	-	-	-
52620	CONSTRUCTION CONTRACTS	8,965,690	1,060,051	10,395,340	502,470	14,349,180	23,240,850	23,240,850	23,240,850	8,891,670	62.0%
52640	ENGINEERING / ARCHITECT SERVICES	192,770	305,178	-	609,117	217,090	237,090	237,090	237,090	20,000	9.2%
52670	OTHER PROFESSIONAL SERVICES	-	149,314	-	74,035	-	-	-	-	-	-
52740	PERMITS	-	3,558	-	15,019	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	-	3,649	-	-	-	-	-	-	-	-
53380	OTHER MAINTENANCE AND REPAIRS	-	5,367	-	12,796	-	-	-	-	-	-
53530	OUTSIDE RENTAL	-	1,170	-	-	-	-	-	-	-	-
53650	REFUSE DISPOSAL	-	-	-	907	-	-	-	-	-	-
53720	TAXES AND ASSESSMENTS	-	27,376	-	12,838	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	5,370	63,816	37,990	23,691	63,080	85,220	85,220	85,220	22,140	35.1%
53768	DIRECT BANKING FEES	-	-	-	1,259	-	-	-	-	-	-
53769	CARD PROCESSING FEES	-	-	-	69,470	-	-	-	-	-	-
53790	CONSTRUCTION - UNSPECIFIED	9,676,010	-	11,305,350	-	12,975,660	5,855,030	5,855,030	5,855,030	(7,120,630)	-54.9%
53812	INTRA CITY - DIRECT CHG (LABOR)	2,519,130	472,321	1,741,970	565,748	1,606,020	1,845,050	1,845,050	1,845,050	239,030	14.9%
53840	MOTOR POOL RENTAL	-	187	-	335	-	-	-	-	-	-
53851	COPY	-	4,878	-	4,789	-	-	-	-	-	-
53853	PRINTING	-	-	-	120	-	-	-	-	-	-
53860	BUILDING SERVICES	-	-	-	63	-	-	-	-	-	-
54810	SPECIAL PAYMENTS - RIGHT OF WAY	231,580	95,944	1,554,740	46,589	649,000	300,000	300,000	300,000	(349,000)	-53.8%
54811	SPECIAL PAYMENTS - PERMANENT EASEMENT	-	-	-	1,303,956	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	-	358,977	-	805,457	-	-	-	-	-	-
	Total Materials and Services	\$ 21,590,550	\$ 2,555,866	\$ 25,035,390	\$ 4,055,588	\$ 29,860,030	\$ 31,563,240	\$ 31,563,240	\$ 31,563,240	\$ 1,703,210	5.7%
55110	LAND	\$ 1,898,510	\$ 1,774,120	\$ 2,892,120	\$ 2,967,638	\$ 2,928,550	\$ 4,138,700	\$ 4,138,700	\$ 4,138,700	\$ 1,210,150	41.3%
	Total Capital Outlay	\$ 1,898,510	\$ 1,774,120	\$ 2,892,120	\$ 2,967,638	\$ 2,928,550	\$ 4,138,700	\$ 4,138,700	\$ 4,138,700	\$ 1,210,150	41.3%
62110	INTERFUND TRANSFERS	\$ 160,760	\$ 43,158	\$ 159,190	159,190	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	-
	Total Interfund Transfers	\$ 160,760	\$ 43,158	\$ 159,190	\$ 159,190	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	-
	Total Expenditures	\$ 23,649,820	\$ 4,373,143	\$ 28,086,700	\$ 7,182,416	\$ 32,863,580	\$ 35,776,940	\$ 35,776,940	\$ 35,776,940	\$ 2,913,360	8.9%

City of Salem Budget

Self Insurance Benefits Fund Assumptions and Trends

FY 2020

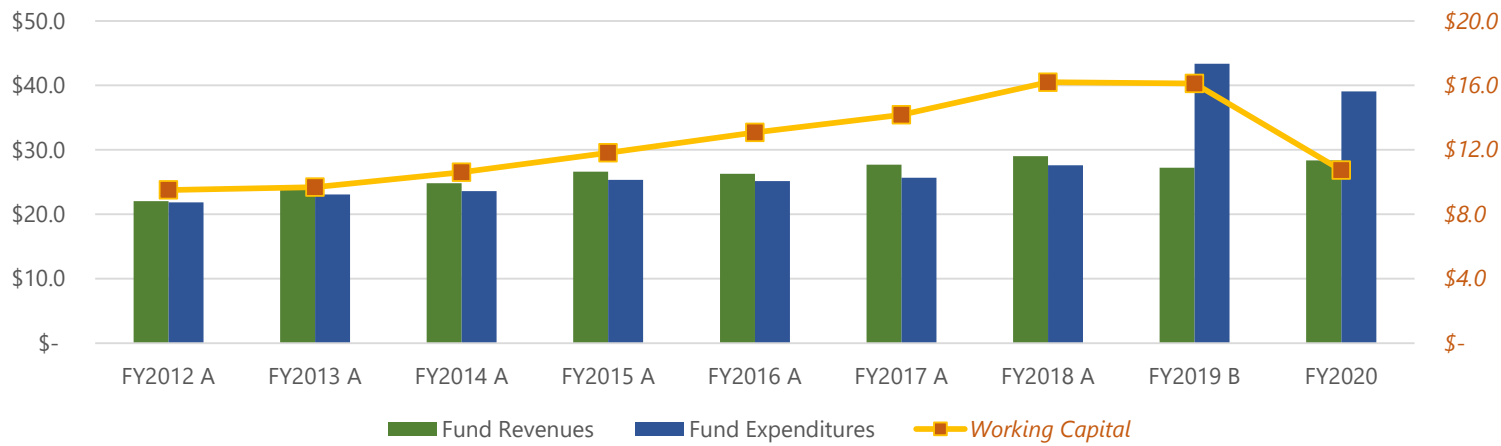
Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from and expenses of the Self Insurance Fund program activities					
35135	Insurance Premiums - COBRA / Retirees: premium income received from Comprehensive Omnibus Budget Reconciliation Act (COBRA) participants and retirees	\$ 2,350,910	35145	Insurance Premiums - Employer: premium income billed back to departments for medical, dental, and vision	\$ 23,755,240
35140	Insurance Premiums - Employee: premium income received for employee share of benefits not covered by the City	\$ 1,061,530	53710	Claims and Damages: expense paid by the City for medical, dental, and vision self insurance programs	\$ 20,303,390

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 2020

	Benefits Admin	Medical	Dental	Vision	Total Benefits
Resources					
Beginning Balance	\$ -	\$ 9,124,170	\$ 1,006,110	\$ 609,180	\$ 10,739,460
Interest Earnings	-	70,000	5,000	4,000	79,000
Other Revenue	-	1,100,000	-	-	1,100,000
Premiums - paid by employees	-	955,510	81,630	24,390	1,061,530
Premiums - billed to departments	-	21,367,250	1,843,110	544,880	23,755,240
Premiums - COBRA / Retirees	-	2,273,090	60,110	17,710	2,350,910
	\$ -	\$ 34,890,020	\$ 2,995,960	\$ 1,200,160	\$ 39,086,140
Expenditures					
Services Provided by the General Fund					
(support services charge / cost allocation)	\$ 327,740	\$ -	\$ -	\$ -	\$ 327,740
Third Party Administration	-	423,520	88,260	18,900	530,680
Insurance Premiums	-	5,233,880	231,080	-	5,464,960
Claims Expenses	-	18,503,360	1,388,030	412,000	20,303,390
Appropriated Claims Expense Reserve	11,178,550	-	-	-	11,178,550
Wellness Program / Clinic	100,000	523,570	-	-	623,570
Employee Assistance Program	36,850	-	-	-	36,850
Contracted Programs	87,000	-	-	-	87,000
Other Operating Expenses	526,400	7,000	-	-	533,400
	\$ 12,256,540	\$ 24,691,330	\$ 1,707,370	\$ 430,900	\$ 39,086,140
Unappropriated Balance	\$ (12,256,540)	\$ 10,198,690	\$ 1,288,590	\$ 769,260	\$ -

City of Salem Budget
Self Insurance Benefits Fund
FY 2020

Self Insurance Benefits Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
35135	INSURANCE PREMIUM - COBRA / RETIREE	\$ 1,308,440	\$ 1,173,090	\$ 1,226,340	\$ 1,049,662	\$ 1,044,310	\$ 2,350,910	\$ 2,350,910	\$ 2,350,910	\$ 1,306,600	125.1%
35140	INSURANCE PREMIUM - EMPLOYEE	773,140	1,010,105	903,310	1,164,279	880,590	1,061,530	1,061,530	1,061,530	180,940	20.5%
35145	INSURANCE PREMIUM - EMPLOYER	25,146,650	24,054,920	25,388,230	25,107,123	24,695,520	23,755,240	23,755,240	23,755,240	(940,280)	-3.8%
35212	INTRAFUND - DIRECT CHG (LABOR)	-	-	-	959	-	-	-	-	-	-
	Total Internal / Intergovernmental	\$ 27,228,230	\$ 26,238,114	\$ 27,517,880	\$ 27,322,022	\$ 26,620,420	\$ 27,167,680	\$ 27,167,680	\$ 27,167,680	\$ 547,260	2.1%
36210	INTEREST	\$ 70,550	\$ 153,849	\$ 70,300	\$ 241,263	\$ 81,800	\$ 79,000	\$ 79,000	\$ 79,000	\$ (2,800)	-3.4%
36835	STOPLOSS REIMBURSEMENT	-	-	-	-	-	1,100,000	1,100,000	1,100,000	1,100,000	-
36895	OTHER REVENUE	372,230	1,316,568	438,000	1,470,891	550,000	-	-	-	(550,000)	-100.0%
	Total Other Revenue	\$ 442,780	\$ 1,470,416	\$ 508,300	\$ 1,712,154	\$ 631,800	\$ 1,179,000	\$ 1,179,000	\$ 1,179,000	\$ 547,200	86.6%
39910	BEGINNING WORKING CAPITAL	\$ 12,229,760	\$ 14,180,949	\$ 14,496,260	\$ 16,201,565	\$ 16,111,080	\$ 10,739,460	\$ 10,739,460	\$ 10,739,460	\$ (5,371,620)	-33.3%
	Total Beginning Balance	\$ 12,229,760	\$ 14,180,949	\$ 14,496,260	\$ 16,201,565	\$ 16,111,080	\$ 10,739,460	\$ 10,739,460	\$ 10,739,460	\$ (5,371,620)	-33.3%
	Total Resources	\$ 39,900,770	\$ 41,889,479	\$ 42,522,440	\$ 45,235,741	\$ 43,363,300	\$ 39,086,140	\$ 39,086,140	\$ 39,086,140	\$ (4,277,160)	-9.9%

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 2020

Self Insurance Benefits Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
51010	SALARIES AND WAGES	\$ 452,880	\$ 455,548	\$ 545,310	\$ 487,570	\$ 656,970	\$ 285,000	\$ 285,000	\$ 285,000	\$ (371,970)	-56.6%
51020	SEASONAL AND RELIEF	-	-	-	2,724	-	-	-	-	-	-
51030	OVERTIME	-	-	-	-	-	1,010	1,010	1,010	1,010	-
51100	INCENTIVES	2,520	2,568	2,660	2,771	2,950	3,060	3,060	3,060	110	3.7%
51120	LEAVE PAYOFF	3,400	3,734	3,640	5,315	3,720	3,000	3,000	3,000	(720)	-19.4%
51130	CAR ALLOWANCE	1,080	1,084	1,080	1,084	1,080	-	-	-	(1,080)	-100.0%
51135	CELL PHONE ALLOWANCE	470	470	470	722	430	950	950	950	520	120.9%
51195	OTHER PAY / BENEFITS	1,430	-	4,700	-	2,700	-	-	-	(2,700)	-100.0%
51210	FICA AND MEDICARE	35,220	34,005	42,310	36,098	50,890	22,400	22,400	22,400	(28,490)	-56.0%
51221	WORKERS' COMP PREMIUM	4,330	4,330	4,100	4,100	4,120	2,000	2,000	2,000	(2,120)	-51.5%
51222	WORKERS' COMP STATE ASSMT	210	189	210	178	210	120	120	120	(90)	-42.9%
51240	EMPLOYER - RETIREMENT PERS	44,930	44,989	73,290	65,426	87,220	48,090	48,090	48,090	(39,130)	-44.9%
51243	PERS UNFUNDED LIABILITY	25,740	25,740	26,360	26,360	31,600	16,070	16,070	16,070	(15,530)	-49.1%
51245	EMPLOYER - PERS PICKUP	27,620	27,589	33,190	29,052	39,910	17,590	17,590	17,590	(22,320)	-55.9%
51250	INSURANCE - MEDICAL	118,500	117,958	138,330	128,168	179,430	87,720	87,720	87,720	(91,710)	-51.1%
51255	INSURANCE - VISION	3,660	3,470	3,690	3,651	4,860	2,220	2,220	2,220	(2,640)	-54.3%
51260	INSURANCE - DENTAL	11,780	11,188	12,920	11,664	15,830	7,290	7,290	7,290	(8,540)	-53.9%
51265	INSURANCE - LIFE	760	861	1,470	889	1,690	780	780	780	(910)	-53.8%
51270	INSURANCE - DISABILITY	1,320	1,277	1,550	1,349	1,840	800	800	800	(1,040)	-56.5%
	Total Personal Services	\$ 735,850	\$ 734,999	\$ 895,280	\$ 807,123	\$ 1,085,450	\$ 498,100	\$ 498,100	\$ 498,100	\$ (587,350)	-54.1%
52110	SUBSCRIPTIONS AND BOOKS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
52120	MAIL	4,530	940	4,530	399	1,600	1,000	1,000	1,000	(600)	-37.5%
52130	SUPPLIES	6,050	5,750	6,050	1,152	3,700	1,200	1,200	1,200	(2,500)	-67.6%
52320	ADVERTISING	-	775	-	-	-	-	-	-	-	-
52360	RECRUITMENT FEES	-	-	-	40	-	-	-	-	-	-
52405	TELEPHONE - OFFICE	2,040	2,050	2,470	2,191	2,170	650	650	650	(1,520)	-70.0%
52410	TELEPHONE - CELLULAR	670	670	670	569	1,020	-	-	-	(1,020)	-100.0%
52510	TRAINING	4,810	3,835	3,960	5,553	6,460	1,560	1,560	1,560	(4,900)	-75.9%
52550	MILEAGE	2,780	1,416	2,780	863	680	180	180	180	(500)	-73.5%
52650	LEGAL / COURT SERVICES	19,000	-	19,000	400	19,000	-	-	-	(19,000)	-100.0%
52670	OTHER PROFESSIONAL SERVICES	1,472,010	782,912	1,464,600	769,978	1,549,550	1,278,100	1,278,100	1,278,100	(271,450)	-17.5%
52710	MEMBERSHIP DUES	210	450	210	-	210	-	-	-	(210)	-100.0%
52815	CONTROLLED EQUIPMENT	7,380	3,897	7,380	15,341	7,380	1,190	1,190	1,190	(6,190)	-83.9%
52830	COMPUTER SOFTWARE AND LICENSES	61,190	28,494	1,980	46,228	14,900	680	680	680	(14,220)	-95.4%
53210	INSURANCE	4,466,420	4,773,984	4,974,580	5,356,260	5,620,640	5,464,960	5,464,960	5,464,960	(155,680)	-2.8%
53211	LIABILITY INSURANCE	-	-	-	-	2,340	1,380	1,380	1,380	(960)	-41.0%
53220	INSURANCE-RESERVE	10,932,900	-	12,973,960	-	13,064,300	11,178,550	11,178,550	11,178,550	(1,885,750)	-14.4%
53310	VEHICLE MAINTENANCE	30	-	30	-	-	-	-	-	-	-
53710	CLAIMS AND DAMAGES	21,421,290	18,711,484	21,313,870	17,316,476	19,226,280	18,183,390	18,183,390	18,183,390	(1,042,890)	-5.4%
53711	PRESCRIPTION CLAIMS	-	-	-	2,458,643	2,000,000	2,120,000	2,120,000	2,120,000	120,000	6.0%
53720	TAXES AND ASSESSMENTS	177,900	57,910	7,000	-	7,000	7,000	7,000	7,000	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	400	-	400	-	400	-	-	-	(400)	-100.0%
53767	BANKING AND INVESTMENT FEES	20,130	20,611	20,130	19,253	23,130	17,960	17,960	17,960	(5,170)	-22.4%
53768	DIRECT BANKING FEES	-	-	-	95	-	-	-	-	-	-
53769	CARD PROCESSING FEES	-	-	-	5,003	-	-	-	-	-	-
53799	OTHER EXPENSES	-	3,876	-	3,719	-	-	-	-	-	-

City of Salem Budget
Self Insurance Benefits Fund
FY 2020

Self Insurance Benefits Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
53812	INTRA CITY - DIRECT CHG (LABOR)	5,050	2,029	5,050	1,423	-	-	-	-	-	-
53830	RADIO	-	-	-	80	130	-	-	-	(130)	-100.0%
53851	COPY	8,300	1,613	8,300	2,224	5,500	2,500	2,500	2,500	(3,000)	-54.5%
53854	PHOTOCOPIES	1,700	87	1,700	304	800	-	-	-	(800)	-100.0%
53900	SUPPORT SERVICES CHARGE	550,130	550,130	808,510	808,510	620,660	327,740	327,740	327,740	(292,920)	-47.2%
	Total Materials and Services	\$ 39,164,920	\$ 24,952,915	\$ 41,627,160	\$ 26,814,705	\$ 42,177,850	\$ 38,588,040	\$ 38,588,040	\$ 38,588,040	\$ (3,589,810)	-8.5%
62110	TRANSFERS TO OTHER FUNDS	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ (100,000)	-100.0%
	Total Interfund Transfers	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ (100,000)	-100.0%
	Total Expenditures	\$ 39,900,770	\$ 25,687,914	\$ 42,522,440	\$ 27,621,828	\$ 43,363,300	\$ 39,086,140	\$ 39,086,140	\$ 39,086,140	\$ (4,277,160)	-9.9%

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 2020

Account	Assumption	Amount	Account	Assumption	Amount
Proceeds from and expenses of the Self Insurance Fund program activities					
35135	Insurance Premiums - Employer: premium income billed back to departments for liability and workers compensation	\$ 3,947,020	53710	Claims and Damages: expense paid by the City for workers' compensation and liability self insurance programs	\$ 2,450,000

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 2020

	Workers Compensation	Liability and Casualty	Total Risk
Resources			
Beginning Balance	\$ 6,518,100	\$ 2,991,720	\$ 9,509,820
Interest Earnings	50,000	25,000	75,000
Transfers In	-	100,000	100,000
Premiums - billed to departments	1,805,770	2,141,250	3,947,020
	<u>\$ 8,373,870</u>	<u>\$ 5,257,970</u>	<u>\$ 13,631,840</u>
Expenditures			
Services Provided by the General Fund (support services charge / cost allocation)	\$ 74,500	\$ 390,890	\$ 465,390
Third Party Administration / Contracted Services	137,350	115,380	252,730
Insurance Premiums	150,000	692,000	842,000
Claims Expenses	1,591,000	859,000	2,450,000
Appropriated Claims Expense Reserve	6,150,400	2,720,240	8,870,640
Other Operating Expenses	270,620	480,460	751,080
	<u>\$ 8,373,870</u>	<u>\$ 5,257,970</u>	<u>\$ 13,631,840</u>
Unappropriated Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

City of Salem Budget
Self Insurance Risk Fund Assumptions and Trends
FY 2020

Self Insurance Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
35145	INSURANCE PREMIUM - EMPLOYER	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,947,020	\$ 3,947,020	\$ 3,947,020	\$ 3,947,020	-
	Total Internal / Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,947,020	\$ 3,947,020	\$ 3,947,020	\$ 3,947,020	-
36210	INTEREST	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	-
	Total Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	-
39110	INTERFUND TRANSFERS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	-
	Total Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	-
39910	BEGINNING WORKING CAPITAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,509,820	\$ 9,509,820	\$ 9,509,820	\$ 9,509,820	-
	Total Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,509,820	\$ 9,509,820	\$ 9,509,820	\$ 9,509,820	-
	Total Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,631,840	\$ 13,531,840	\$ 13,631,840	\$ 13,531,840	-

City of Salem Budget
Self Insurance Risk Fund Assumptions and Trends
FY 2020

Self Insurance Fund Expenditures

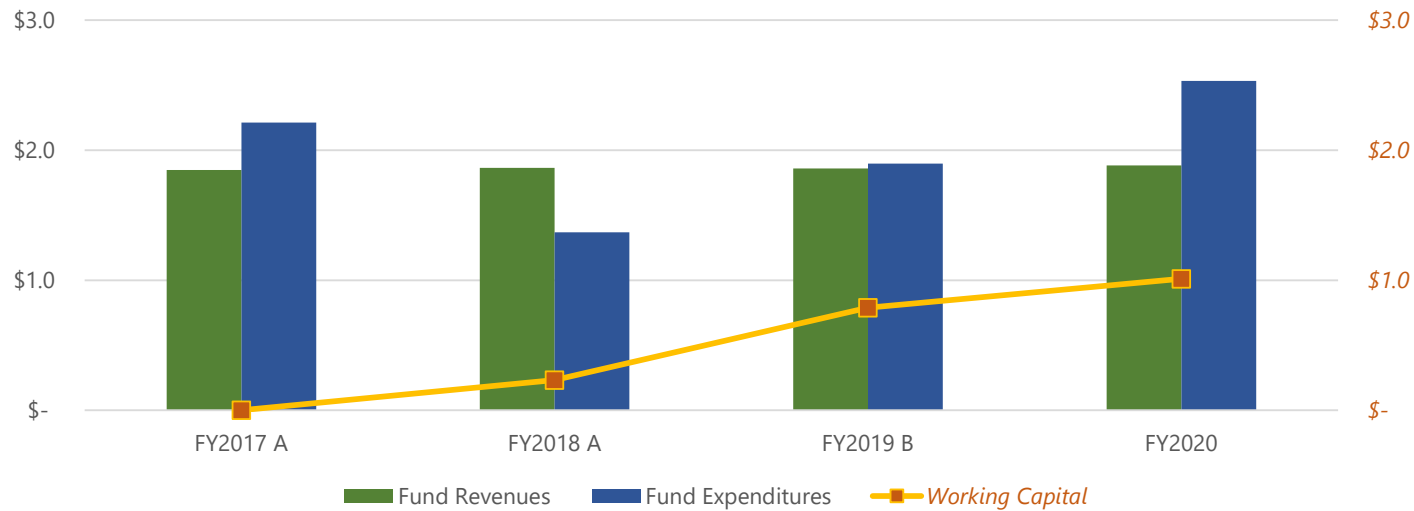
Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
51010	SALARIES AND WAGES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 391,020	\$ 391,020	\$ 391,020	\$ 391,020	-
51120	LEAVE PAYOFF	-	-	-	-	-	6,000	6,000	6,000	6,000	-
51135	CELL PHONE ALLOWANCE	-	-	-	-	-	480	480	480	480	-
51210	FICA AND MEDICARE	-	-	-	-	-	30,420	30,420	30,420	30,420	-
51221	WORKERS' COMP PREMIUM	-	-	-	-	-	2,660	2,660	2,660	2,660	-
51222	WORKERS' COMP STATE ASSMT	-	-	-	-	-	150	150	150	150	-
51240	EMPLOYER - RETIREMENT PERS	-	-	-	-	-	73,210	73,210	73,210	73,210	-
51243	PERS UNFUNDED LIABILITY	-	-	-	-	-	21,290	21,290	21,290	21,290	-
51245	EMPLOYER - PERS PICKUP	-	-	-	-	-	23,860	23,860	23,860	23,860	-
51250	INSURANCE - MEDICAL	-	-	-	-	-	107,920	107,920	107,920	107,920	-
51255	INSURANCE - VISION	-	-	-	-	-	2,830	2,830	2,830	2,830	-
51260	INSURANCE - DENTAL	-	-	-	-	-	9,240	9,240	9,240	9,240	-
51265	INSURANCE - LIFE	-	-	-	-	-	1,080	1,080	1,080	1,080	-
51270	INSURANCE - DISABILITY	-	-	-	-	-	1,070	1,070	1,070	1,070	-
	Total Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 671,230	\$ 671,230	\$ 671,230	\$ 671,230	-
52120	MAIL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600	\$ 600	\$ 600	\$ 600	-
52130	SUPPLIES	-	-	-	-	-	2,500	2,500	2,500	2,500	-
52405	TELEPHONE - OFFICE	-	-	-	-	-	1,370	1,370	1,370	1,370	-
52410	TELEPHONE - CELLULAR	-	-	-	-	-	220	220	220	220	-
52510	TRAINING	-	-	-	-	-	4,900	4,900	4,900	4,900	-
52550	MILEAGE	-	-	-	-	-	1,000	1,000	1,000	1,000	-
52670	OTHER PROFESSIONAL SERVICES	-	-	-	-	-	252,730	252,730	252,730	252,730	-
52815	CONTROLLED EQUIPMENT	-	-	-	-	-	6,190	6,190	6,190	6,190	-
52830	COMPUTER SOFTWARE AND LICENSES	-	-	-	-	-	51,230	51,230	51,230	51,230	-
53210	INSURANCE	-	-	-	-	-	842,000	842,000	842,000	842,000	-
53211	LIABILITY INSURANCE	-	-	-	-	-	2,940	2,940	2,940	2,940	-
53220	INSURANCE-RESERVE	-	-	-	-	-	8,870,640	8,870,640	8,870,640	8,870,640	-
53710	CLAIMS AND DAMAGES	-	-	-	-	-	2,450,000	2,450,000	2,450,000	2,450,000	-
53767	BANKING AND INVESTMENT FEES	-	-	-	-	-	7,500	7,500	7,500	7,500	-
53851	COPY	-	-	-	-	-	1,100	1,100	1,100	1,100	-
53854	PHOTOCOPIES	-	-	-	-	-	300	300	300	300	-
53900	SUPPORT SERVICES CHARGE	-	-	-	-	-	465,390	465,390	465,390	465,390	-
	Total Materials and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,960,610	\$ 12,960,610	\$ 12,960,610	\$ 12,960,610	-
	Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,631,840	\$ 13,631,840	\$ 13,631,840	\$ 13,631,840	-

City of Salem Budget Streetlight Fund Assumptions and Trends FY 2020

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	\$ 1,869,000	53620	Electricity: power for streetlights, estimating a 37.2% increase over the FY 2019 budget with the addition of streetlight electricity charges for the City's parks	\$ 1,135,800

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 2020

Streetlight Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
32310	ACCIDENT AND FIRE RECOVERY	\$ -	\$ 4,000	\$ 30,000	\$ 1,310	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	-
32381	STREETLIGHT FEE	1,782,430	1,840,393	1,839,590	1,858,686	1,856,000	1,869,000	1,869,000	1,869,000	13,000	0.7%
	Total Sales, Fees, Licenses, Permits	\$ 1,782,430	\$ 1,844,393	\$ 1,869,590	\$ 1,859,996	\$ 1,856,000	\$ 1,874,000	\$ 1,874,000	\$ 1,874,000	\$ 18,000	1.0%
35516	STATE-ENERGY TRUST OF OREGON (OET)	\$ -	\$ -	\$ 123,150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Internal / Intergovernmental	\$ -	\$ -	\$ 123,150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
36210	INTEREST	\$ 500	\$ 3,120	\$ 2,900	\$ 2,909	\$ 3,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 5,000	166.7%
	Total Other Revenue	\$ 500	\$ 3,120	\$ 2,900	\$ 2,909	\$ 3,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 5,000	166.7%
39910	BEGINNING WORKING CAPITAL	\$ 604,000	\$ 594,605	\$ 687,630	\$ 231,124	\$ 788,830	\$ 1,011,080	\$ 1,011,080	\$ 1,011,080	\$ 222,250	28.2%
	Total Beginning Balance	\$ 604,000	\$ 594,605	\$ 687,630	\$ 231,124	\$ 788,830	\$ 1,011,080	\$ 1,011,080	\$ 1,011,080	\$ 222,250	28.2%
	Total Resources	\$ 2,386,930	\$ 2,442,119	\$ 2,683,270	\$ 2,094,029	\$ 2,647,830	\$ 2,893,080	\$ 2,893,080	\$ 2,893,080	\$ 245,250	9.3%

City of Salem Budget
Streetlight Fund
FY 2020

Streetlight Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
52320	ADVERTISING	\$ -	\$ 813	\$ -	\$ 453	\$ -	\$ -	\$ -	\$ -	\$ -	-
52670	OTHER PROFESSIONAL SERVICES	50,000	33,467	200,000	23,393	50,000	51,500	51,500	51,500	1,500	3.0%
53380	OTHER MAINTENANCE AND REPAIRS	-	84,704	15,000	38,809	184,930	154,500	154,500	154,500	(30,430)	-16.5%
53620	ELECTRIC	1,286,720	1,210,916	1,135,500	810,914	828,000	1,135,800	1,135,800	1,135,800	307,800	37.2%
53767	BANKING AND INVESTMENT FEES	430	251	500	226	50	250	250	250	200	400.0%
53770	BAD DEBT - WRITE OFF	-	5,037	5,000	5,084	5,300	5,240	5,240	5,240	(60)	-1.1%
53812	INTRA CITY - DIRECT CHG (LABOR)	-	1,027	15,000	168	-	10,000	10,000	10,000	10,000	-
53851	COPY	-	-	-	23	-	-	-	-	-	-
53900	SUPPORT SERVICES CHARGE	44,780	44,780	11,860	11,860	36,190	35,580	35,580	35,580	(610)	-1.7%
	Total Materials and Services	\$ 1,381,930	\$ 1,380,995	\$ 1,382,860	\$ 890,931	\$ 1,104,470	\$ 1,392,870	\$ 1,392,870	\$ 1,392,870	\$ 288,400	26.1%
60120	PRINCIPAL	\$ -	\$ -	\$ 183,710	\$ 181,491	\$ 199,030	\$ 197,280	\$ 197,280	\$ 197,280	\$ (1,750)	-0.9%
60130	INTEREST	-	-	44,290	46,509	33,750	43,120	43,120	43,120	9,370	27.8%
	Total Debt Service	\$ -	\$ -	\$ 228,000	\$ 228,000	\$ 232,780	\$ 240,400	\$ 240,400	\$ 240,400	\$ 7,620	3.3%
											-
61110	CONTINGENCIES	\$ 175,000	\$ -	\$ 200,000	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	-
	Total Contingencies	\$ 175,000	\$ -	\$ 200,000	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	-
											-
62110	TRANSFERS TO OTHER FUNDS	\$ 830,000	\$ 830,000	\$ 250,000	\$ 250,000	\$ 360,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 340,000	94.4%
	Total Interfund Transfers	\$ 830,000	\$ 830,000	\$ 250,000	\$ 250,000	\$ 360,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 340,000	94.4%
	Total Expenditures	\$ 2,386,930	\$ 2,210,995	\$ 2,060,860	\$ 1,368,931	\$ 1,897,250	\$ 2,533,270	\$ 2,533,270	\$ 2,533,270	\$ 636,020	33.5%

City of Salem Budget

Traffic Safety Fund

FY 2020

Account	Assumption	Amount	Account	Assumption	Amount
36116	Photo Red Light Fines: collected through the use of the photo red light installations are recorded here; four approaches (one side of an intersection) are monitored with an anticipated implementation of three more approaches	\$ 844,710	52670	Other Professional Services: includes payments to the vendor for photo red light and speed-on-green citation issues	\$ 567,520
36117	Speed-On-Green Fines: collected through the use of the digital photo enforcement installations are recorded here; the amount is estimated based on a partial implementation of the speed-on-green intersections	\$ 1,268,010	53813	Intra City - Budgeted Transfers: expense for reserve officer citation review and to support additional capacity in Municipal Court and offset the expense of a Finance position to address the volume of work from increased citations	\$ 324,480
			62110	Transfers To Other Funds: includes a transfer to the General Fund equating to an estimate of net revenue previously realized in the fund from the photo red light program plus two transfers of \$250,000 each to the Municipal Court equipment reserve for eventual replacement of the court software system and to the Police Department vehicle reserve for replacement of police vehicles	\$ 812,360

Not all revenues and expenses included on the following pages are highlighted here.

See the result area *Safe Community* for more information about Traffic Safety Fund program expenses.

In FY 2020, the City will use a new fund to segregate the revenues and program costs associated with current photo red light efforts and a planned expansion of this safety service. During FY 2020, photo red light will be expanded to three additional approaches and speed-on-green photo enforcement will be initiated at one location with the possibility of additional locations implemented late in the fiscal year or during FY 2021.

City of Salem Budget
Traffic Safety Fund
FY 2020

Traffic Safety Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
36116	PHOTO RED LIGHT FINES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 844,710	\$ 844,710	\$ 844,710	\$ 844,710	-
36117	SPEED-ON-GREEN FINES	-	-	-	-	-	1,268,010	1,268,010	1,268,010	1,268,010	-
	Total Sales, Fees, Licenses, and Permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,112,720	\$ 2,112,720	\$ 2,112,720	\$ 2,112,720	-
39910	BEGINNING WORKING CAPITAL	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	-	-
	Total Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	-	-
	Total Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,112,720	\$ 2,112,720	\$ 2,112,720	\$ 2,112,720	-

Traffic Safety Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
52670	OTHER PROFESSIONAL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 567,520	\$ 567,520	\$ 567,520	\$ 567,520	-
53620	ELECTRIC	-	-	-	-	-	3,600	3,600	3,600	3,600	-
53813	INTRA CITY - BUDGETED TRANSFERS	-	-	-	-	-	324,480	324,480	324,480	324,480	-
	Total Materials and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 895,600	\$ 895,600	\$ 895,600	\$ 895,600	-
61110	CONTINGENCIES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	-
	Total Contingencies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	-
62110	TRANSFERS TO OTHER FUNDS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 812,360	\$ 812,360	\$ 812,360	\$ 812,360	-
	Total Interfund Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 812,360	\$ 812,360	\$ 812,360	\$ 812,360	-
	Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,907,960	\$ 1,907,960	\$ 1,907,960	\$ 1,907,960	-

City of Salem Budget Transportation Services Fund Assumptions and Trends FY 2020

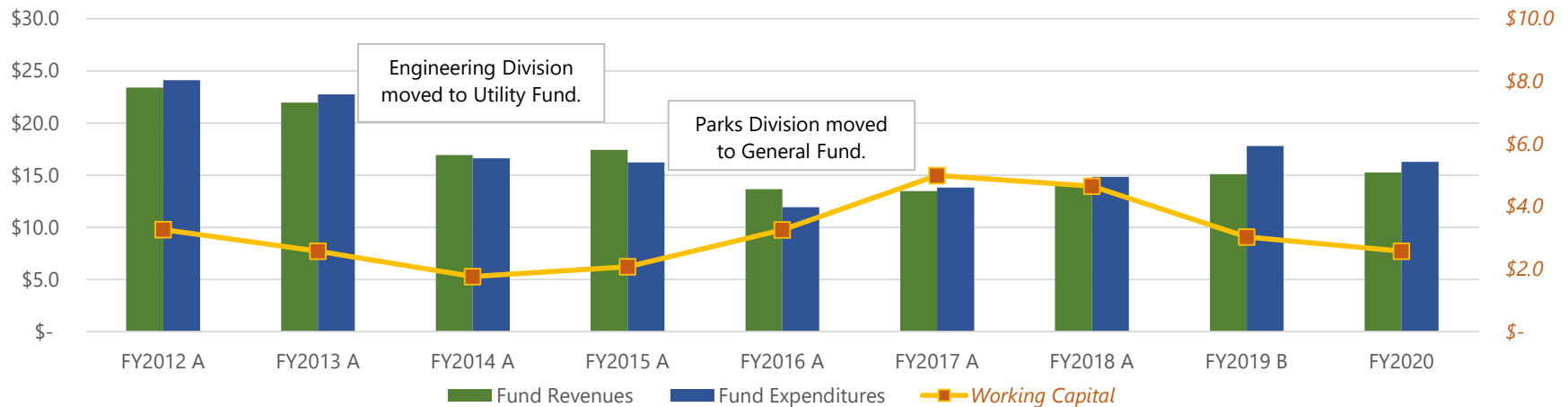
Account	Assumption	Amount	Account	Assumption	Amount
Proceeds for Transportation Fund program activities					
32820	Street Use Permits: for use of public right-of-way including lane closures, estimating a 13.2% increase over FY 2019 Budget	\$ 172,000	32515	Intrafund Interdept. Billings: internal to the City as a reimbursement for expenses paid, estimating a 6.5% increase over the FY 2019 Budget	\$ 347,870
35212	Intrafund Direct Chg (Labor): internal to the City charging fund-to-fund for labor, estimating a 2.7% increase over the FY 2019 Budget	\$ 971,010	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 2.6% increase over FY 2019 Budget	\$ 12,318,060
35213	Intrafund Budgeted Transfers: internal to the City charging monthly for a set amount to support certain services, estimating a 20.7% decrease from the FY 2019 Budget	\$ 850,330			

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 2020

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
32310	ACCIDENT AND FIRE RECOVERY	\$ 5,000	\$ 79,116	\$ 20,500	\$ 50,944	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	-
32320	DOCUMENT SALES	900	1,895	1,000	1,463	1,000	1,000	1,000	1,000	-	-
32355	SIGN REPAIRS / INSTALL	500	801	500	2,962	500	3,000	3,000	3,000	2,500	500.0%
32640	PW SERVICE FEE	3,700	12,337	4,000	14,568	14,700	5,050	5,050	5,050	(9,650)	-65.6%
32820	STREET USE PERMITS	105,000	128,601	118,200	160,919	152,000	172,000	172,000	172,000	20,000	13.2%
32895	OTHER PERMITS	-	7,677	-	5,447	7,500	4,500	4,500	4,500	(3,000)	-40.0%
	Total Sales, Fees, Licenses, Permits	\$ 115,100	\$ 230,428	\$ 144,200	\$ 236,363	\$ 185,700	\$ 195,550	\$ 195,550	\$ 195,550	\$ 9,850	5.3%
33110	ASSESSMENT - PRINCIPAL	\$ 300	\$ 9,935	\$ 9,500	\$ 3,937	\$ 8,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ (4,000)	-50.0%
33115	ASSESSMENT - INTEREST	100	1,132	1,000	1,035	1,000	1,000	1,000	1,000	-	-
	Total Assessments	\$ 400	\$ 11,066	\$ 10,500	\$ 4,972	\$ 9,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ (4,000)	-44.4%
34110	LAND / BUILDING RENT	\$ 2,100	\$ 1,409	\$ 1,900	\$ 2,073	\$ 2,100	\$ 2,040	\$ 2,040	\$ 2,040	\$ (60)	-2.9%
	Total Rent	\$ 2,100	\$ 1,409	\$ 1,900	\$ 2,073	\$ 2,100	\$ 2,040	\$ 2,040	\$ 2,040	\$ (60)	-2.9%
35212	INTRAFUND - DIRECT CHG (LABOR)	\$ 1,589,990	\$ 961,948	\$ 1,270,780	\$ 1,029,992	\$ 945,890	\$ 971,010	\$ 971,010	\$ 971,010	\$ 25,120	2.7%
35213	INTRAFUND - BUDGETED TRANSFERS	1,144,360	1,144,360	1,366,160	1,366,160	1,071,710	850,330	850,330	850,330	(221,380)	-20.7%
35215	INTRAFUND - INTERDEPARTMENTAL BILLINGS	315,730	313,528	333,350	359,607	326,580	347,870	347,870	347,870	21,290	6.5%
35310	STATE HIGHWAY REVENUE	9,341,550	9,660,083	9,754,860	10,507,026	12,008,810	12,318,060	12,318,060	12,318,060	309,250	2.6%
35350	CHEMEKETA COMM COLLEGE	2,300	2,290	2,000	-	1,720	1,500	1,500	1,500	(220)	-12.8%
35361	STATE REIMBURSEMENT	114,000	140,357	130,000	127,429	114,960	126,500	126,500	126,500	11,540	10.0%
35367	CITY OF KEIZER	25,000	26,688	27,500	26,639	27,500	51,000	51,000	51,000	23,500	85.5%
35370	MARION COUNTY	35,000	19,351	31,500	20,792	25,000	19,500	19,500	19,500	(5,500)	-22.0%
35395	OTHER GOVERNMENT AGENCIES	-	1,860	-	420	-	-	-	-	-	-
35519	STATE-DEPT OF TRANSPORTATION (ODOT)	-	-	-	-	53,500	-	-	-	(53,500)	-100.0%
35615	OTHER FEDERAL GRANTS	274,300	148,470	247,800	-	207,330	-	-	-	(207,330)	-100.0%
35633	US FEDERAL HIGHWAY TRANSPORTATION	-	90,074	-	271,295	3,100	271,860	271,860	271,860	268,760	8669.7%
	Total Internal / Intergovernmental	\$ 12,842,230	\$ 12,509,008	\$ 13,163,950	\$ 13,709,360	\$ 14,786,100	\$ 14,957,630	\$ 14,957,630	\$ 14,957,630	\$ 171,530	1.2%
36210	INTEREST	\$ -	\$ 42,753	\$ 30,000	\$ 55,545	\$ 50,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ (18,000)	-36.0%
36810	BAD DEBT RECOVERY	-	387	-	109	-	-	-	-	-	-
36815	WAGE RECOVERY	-	-	-	4,297	-	-	-	-	-	-
36895	OTHER REVENUE	2,000	23,754	2,500	24,444	2,000	2,000	2,000	2,000	-	-
	Total Other Revenue	\$ 2,000	\$ 66,894	\$ 32,500	\$ 84,395	\$ 52,000	\$ 34,000	\$ 34,000	\$ 34,000	\$ (18,000)	-34.6%
39110	INTERFUND TRANSFERS	\$ 695,000	\$ 663,158	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	-
	Total Interfund Transfers	\$ 695,000	\$ 663,158	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	-
39910	BEGINNING WORKING CAPITAL	\$ 4,377,000	\$ 4,992,889	\$ 4,583,480	\$ 4,648,560	\$ 3,027,450	\$ 2,500,000	\$ 2,500,000	\$ 2,575,000	\$ (452,450)	-14.9%
	Total Beginning Balance	\$ 4,377,000	\$ 4,992,889	\$ 4,583,480	\$ 4,648,560	\$ 3,027,450	\$ 2,500,000	\$ 2,500,000	\$ 2,575,000	\$ (452,450)	-14.9%
	Total Resources	\$ 18,033,830	\$ 18,474,852	\$ 18,011,530	\$ 18,760,723	\$ 18,137,350	\$ 17,769,220	\$ 17,769,220	\$ 17,844,220	\$ (293,130)	-1.6%

City of Salem Budget
Transportation Services Fund Expenditures
FY 2020

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg
51010	SALARY AND WAGES	\$ 3,087,440	\$ 2,773,118	\$ 3,131,830	\$ 2,932,475	\$ 3,328,550	\$ 3,525,080	\$ 3,525,080	\$ 3,525,080	\$ 196,530	5.9%
51020	SEASONAL AND RELIEF	276,100	250,111	440,560	229,790	302,270	280,620	280,620	280,620	(21,650)	-7.2%
51025	HOLIDAY - REGULAR	-	885	-	2,009	-	-	-	-	-	-
51030	OVERTIME	88,630	111,343	88,630	138,695	95,750	106,610	106,610	106,610	10,860	11.3%
51080	STANDBY	48,420	35,665	48,420	31,480	53,300	41,130	41,130	41,130	(12,170)	-22.8%
51090	DIFFERENTIAL	8,400	6,797	8,380	8,482	7,620	10,510	10,510	10,510	2,890	37.9%
51100	INCENTIVES	2,910	5,438	7,290	7,018	7,660	9,570	9,570	9,570	1,910	24.9%
51120	LEAVE PAYOFF	20,770	13,299	16,460	31,033	17,760	30,460	30,460	30,460	12,700	71.5%
51195	OTHER PAY / BENEFITS	8,100	-	5,400	-	8,860	11,770	11,770	11,770	2,910	32.8%
51210	FICA AND MEDICARE	269,870	241,046	282,100	254,289	290,030	306,300	306,300	306,300	16,270	5.6%
51221	WORKERS' COMP PREMIUM	101,290	101,290	57,660	57,660	40,940	70,700	70,700	70,700	29,760	72.7%
51222	WORKERS' COMP STATE ASSMT	1,440	1,535	1,560	1,454	1,560	1,870	1,870	1,870	310	19.9%
51230	UNEMPLOYMENT	-	27,955	-	16,246	29,000	29,000	29,000	29,000	-	-
51240	EMPLOYER - RETIREMENT PERS	431,750	348,549	606,290	475,459	580,310	773,740	773,740	773,740	193,430	33.3%
51243	PERS UNFUNDED LIABILITY	169,790	169,790	180,570	180,570	186,670	194,680	194,680	194,680	8,010	4.3%
51245	EMPLOYER - PERS PICKUP	211,960	170,791	224,490	175,037	228,780	240,240	240,240	240,240	11,460	5.0%
51250	INSURANCE - MEDICAL	808,860	685,331	863,830	735,317	950,960	904,940	904,940	904,940	(46,020)	-4.8%
51255	INSURANCE - VISION	23,320	19,215	23,190	20,044	25,330	23,170	23,170	23,170	(2,160)	-8.5%
51260	INSURANCE - DENTAL	75,800	62,009	75,770	65,616	84,550	77,860	77,860	77,860	(6,690)	-7.9%
51265	INSURANCE - LIFE	4,670	4,904	6,260	5,222	6,630	8,080	8,080	8,080	1,450	21.9%
51270	INSURANCE - DISABILITY	2,510	2,489	2,460	2,428	2,530	2,600	2,600	2,600	70	2.8%
	Total Personal Services	\$ 5,642,030	\$ 5,031,558	\$ 6,071,150	\$ 5,370,322	\$ 6,249,060	\$ 6,648,930	\$ 6,648,930	\$ 6,648,930	\$ 399,870	6.4%
52110	SUBSCRIPTIONS AND BOOKS	\$ 600	\$ 359	\$ 650	\$ 483	\$ 1,200	\$ 1,320	\$ 1,320	\$ 1,320	\$ 120	10.0%
52120	MAIL	1,050	1,685	1,100	1,148	1,700	1,700	1,700	1,700	-	-
52130	SUPPLIES	22,700	34,020	25,210	38,452	36,200	36,500	36,500	36,500	300	0.8%
52150	RECORDING FEES	600	208	600	122	600	600	600	600	-	-
52320	ADVERTISING	24,600	6,126	24,600	5,748	16,800	10,000	10,000	10,000	(6,800)	-40.5%
52340	EMPLOYEE RECOGNITION	-	-	-	130	-	-	-	-	-	-
52360	RECRUITMENT FEES	400	220	400	366	200	420	420	420	220	110.0%
52405	TELEPHONE - OFFICE	300	287	300	311	300	350	350	350	50	16.7%
52410	TELEPHONE - CELLULAR	30,940	33,410	39,610	36,935	39,270	44,110	44,110	44,110	4,840	12.3%
52460	COMMUNICATION - OTHER	-	240	-	558	-	600	600	600	600	-
52510	TRAINING	17,450	13,935	16,750	10,301	18,150	19,700	19,700	19,700	1,550	8.5%
52540	MEALS	450	732	750	502	750	250	250	250	(500)	-66.7%
52550	MILEAGE	300	93	500	-	-	1,000	1,000	1,000	1,000	-
52640	ENGINEERING / ARCHITECT SERVICES	-	15,215	59,000	77,883	44,450	-	-	-	(44,450)	-100.0%
52670	OTHER PROFESSIONAL SERVICES	2,379,410	1,009,589	670,780	1,240,494	688,640	568,400	568,400	568,400	(120,240)	-17.5%
52710	MEMBERSHIP DUES	14,490	9,199	15,380	8,531	10,900	11,220	11,220	11,220	320	2.9%
52720	LICENSES / CERTIFICATIONS	2,210	5,075	2,660	4,788	4,660	4,370	4,370	4,370	(290)	-6.2%
52740	PERMITS	-	267	-	2,001	-	-	-	-	-	-
52810	SMALL TOOLS	12,000	11,070	12,000	14,190	11,500	14,080	14,080	14,080	2,580	22.4%
52815	CONTROLLED EQUIPMENT	11,000	17,251	11,000	16,542	15,000	19,000	19,000	19,000	4,000	26.7%
52820	SMALL EQUIPMENT AND SUPPLIES	6,500	14,413	6,500	10,636	10,500	12,400	12,400	12,400	1,900	18.1%
52830	COMPUTER SOFTWARE AND LICENSES	65,630	26,734	72,600	57,134	63,710	57,640	57,640	57,640	(6,070)	-9.5%
52840	AUTOMOTIVE PARTS	-	-	-	2,080	-	-	-	-	-	-
52910	DIESEL FUEL	159,400	130,249	154,330	134,697	151,140	165,000	165,000	165,000	13,860	9.2%
52930	GASOLINE	63,540	56,323	59,540	55,815	62,810	67,000	67,000	67,000	4,190	6.7%
52940	LP / CNG GAS	3,650	3,166	3,070	3,686	3,450	3,800	3,800	3,800	350	10.1%

City of Salem Budget
Transportation Services Fund Expenditures
FY 2020

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
52950	LUBRICANTS	250	34	240	46	240	130	130	130	(110)	-45.8%
53210	INSURANCE	288,670	288,670	317,860	317,860	31,050	-	-	-	(31,050)	-100.0%
53211	LIABILITY INSURANCE	-	-	-	-	240,820	124,100	124,100	124,100	(116,720)	-48.5%
53310	VEHICLE MAINTENANCE	183,500	305,687	197,970	252,628	203,020	202,000	202,000	202,000	(1,020)	-0.5%
53320	EQUIPMENT MAINTENANCE	49,320	9,173	70,010	7,617	37,490	15,590	15,590	15,590	(21,900)	-58.4%
53340	FACILITIES MAINTENANCE	-	1,831	-	682	-	-	-	-	-	-
53350	RADIO MAINTENANCE	400	-	400	298	400	1,150	1,150	1,150	750	187.5%
53375	CHEMICALS	-	1,013	-	649	-	30	30	30	30	-
53380	OTHER MAINTENANCE AND REPAIRS	1,650,990	1,243,946	1,668,410	1,228,324	2,001,630	1,768,670	1,768,670	1,843,670	(157,960)	-7.9%
53530	OUTSIDE RENTAL	11,000	20,592	11,000	20,046	16,870	19,650	19,650	19,650	2,780	16.5%
53610	GAS	5,810	5,263	4,790	4,476	4,480	4,550	4,550	4,550	70	1.6%
53620	ELECTRIC	170,960	140,321	137,260	137,955	147,860	153,160	153,160	153,160	5,300	3.6%
53650	REFUSE DISPOSAL	19,330	25,992	28,200	28,699	28,200	28,700	28,700	28,700	500	1.8%
53731	CLOTHING - UNIFORMS (TAXABLE)	400	903	1,600	1,634	1,100	1,180	1,180	1,180	80	7.3%
53734	SAFETY CLOTHING AND EQUIPMENT	16,500	22,647	18,000	30,359	25,250	27,800	27,800	27,800	2,550	10.1%
53740	CLOTHING - CLEANING CHARGES	1,980	641	800	479	800	800	800	800	-	-
53767	BANKING AND INVESTMENT FEES	12,010	5,547	12,010	5,313	10,300	13,500	13,500	13,500	3,200	31.1%
53768	DIRECT BANKING FEES	-	-	-	122	700	200	200	200	(500)	-71.4%
53769	CARD PROCESSING FEES	-	-	-	7,545	-	2,000	2,000	2,000	2,000	-
53770	BAD DEBT - WRITE OFF	-	3,979	-	-	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	5,400	114,310	82,000	172,301	9,660	11,380	11,380	11,380	1,720	17.8%
53813	INTRA CITY - BUDGETED TRANSFERS	1,963,100	1,894,342	2,498,370	2,425,197	2,701,410	2,611,170	2,611,170	2,611,170	(90,240)	-3.3%
53815	INTRA CITY - INTERDEPARTMENTAL BILLINGS	97,390	159,094	122,960	180,069	137,490	127,490	127,490	127,490	(10,000)	-7.3%
53830	RADIO	58,100	58,100	100,990	99,730	112,730	102,190	102,190	102,190	(10,540)	-9.3%
53840	MOTOR POOL RENTAL	498,450	470,425	581,280	518,178	504,640	504,920	504,920	504,920	280	0.1%
53841	EQUIPMENT REPLACEMENT CHARGE	446,600	473,873	901,000	901,000	599,000	661,000	661,000	661,000	62,000	10.4%
53851	COPY	100	4,647	3,200	6,067	3,800	5,300	5,300	5,300	1,500	39.5%
53853	PRINTING	3,500	-	600	-	400	250	250	250	(150)	-37.5%
53855	SHOPS FACILITIES MAINTENANCE	24,190	24,190	24,850	24,850	27,510	23,970	23,970	23,970	(3,540)	-12.9%
53860	BUILDING SERVICES	1,000	85	56,000	2,207	1,000	2,000	2,000	2,000	1,000	100.0%
53900	SUPPORT SERVICES CHARGE	583,250	583,250	578,200	578,200	734,900	820,650	820,650	820,650	85,750	11.7%
	Total Materials and Services	\$ 8,909,420	\$ 7,248,418	\$ 8,595,330	\$ 8,676,062	\$ 8,764,680	\$ 8,272,990	\$ 8,272,990	\$ 8,347,990	\$ (416,690)	-4.8%
55120	BUILDINGS AND IMPROVEMENTS	\$ -	\$ -	\$ 50,000	\$ 24,150	\$ -	\$ -	\$ -	\$ -	\$ -	-
55130	EQUIPMENT AND MACHINERY	473,200	400,365	50,000	168,015	745,500	315,500	315,500	315,500	(430,000)	-57.7%
55150	FLEET REPLACEMENT	-	44,191	304,000	138,197	-	-	-	-	-	-
	Total Capital Outlay	\$ 473,200	\$ 444,556	\$ 404,000	\$ 330,362	\$ 745,500	\$ 315,500	\$ 315,500	\$ 315,500	\$ (430,000)	-57.7%
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	\$ 1,226,760	\$ 1,101,760	\$ 461,760	\$ 461,760	\$ 1,525,490	\$ 453,470	\$ 453,470	\$ 453,470	\$ (1,072,020)	-70.3%
	Total Interfund Transfers	\$ 1,226,760	\$ 1,101,760	\$ 461,760	\$ 461,760	\$ 1,525,490	\$ 453,470	\$ 453,470	\$ 453,470	\$ (1,072,020)	-70.3%
	Total Expenditures	\$ 16,751,410	\$ 13,826,292	\$ 16,032,240	\$ 14,838,507	\$ 17,784,730	\$ 16,190,890	\$ 16,190,890	\$ 16,265,890	\$ (1,518,840)	-8.5%

City of Salem Budget Trust Fund Assumptions and Trends FY 2020

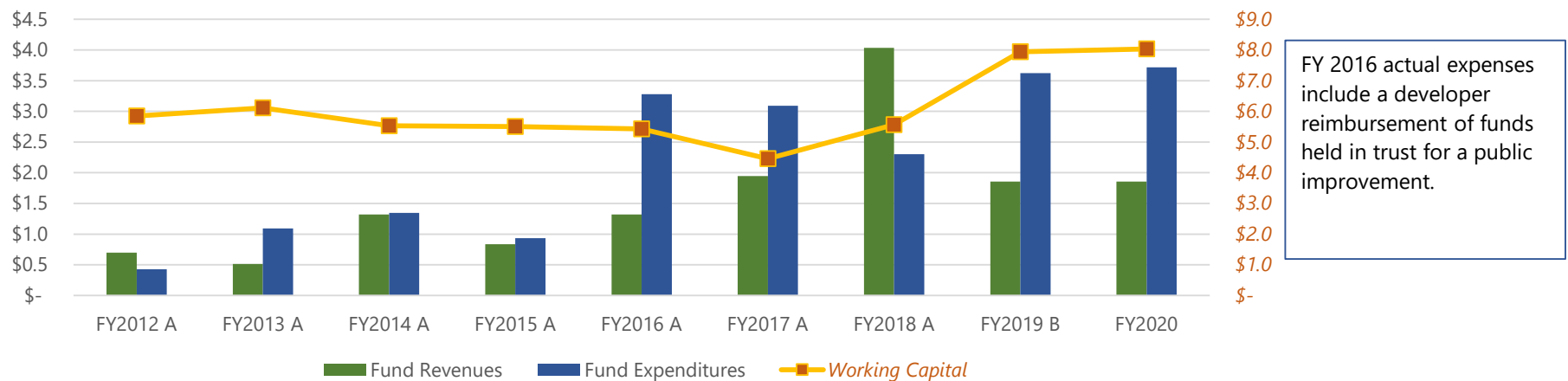
Account	Assumption	Amount	Account	Assumption	Amount
32345	Community Enforcement Fee: revenue derived from the remediation of blighted properties in Salem	\$ 100,000	36895	Other Revenues: includes \$500,000 of appropriation authority for unanticipated revenues, also forfeited funds held in several trust accounts; estimating a 12.4% decrease from FY 2019 budget	\$ 1,139,800
32640	PW Service Fee: developer fees held in trust for Public Works projects	\$ 135,000	39110	Interfund Transfers: includes transfers the senior center and historical residential toolbox grants	\$ 12,500
35510	State Grants: library Ready To Read grant funding, which is received at mid-fiscal year, to support program expenses is estimated to be \$30,000 in FY 2020	\$ 30,000			

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



Trust Funds
FY 2020

Actual Cash Balance		Account Number	Trust Account Title	Estimated Cash Bal. 6/30/2019	Anticipated FY 2019-20			Projected Cash Bal. 6/30/2020
7/1/2017	7/1/2018				Receipts	Total Res	Disbursements	
\$ 565	\$ 565	401 10980400	Civic Center Trust	\$ 570	\$ -	\$ 570	\$ 570	\$ -
-	-	403 60981058	Independence Day Celebration	-	-	-	-	-
1,213,286	1,295,920	420 59980500	Telephone System Replacement	-	-	-	-	-
18,500	18,686	421 20981700	Kingwood Tower	19,400	210	19,610	19,610	-
68,275	68,962	429 64989700	Enterprise Zone	71,200	1,500	72,700	72,700	-
28,745	29,034	430 25989800	Seismic Response	29,800	350	30,150	30,150	-
797	805	435 60982000	Youth Commission	830	-	830	-	830
25,567	11,433	436 58982600	Pioneer Cemetery Trust	7,420	12,300	19,720	15,000	4,720
29,876	33,144	440 21983500	Senior Center	63,340	22,300	85,640	30,000	55,640
3,540	3,178	445 25984000	SESNA Neighborhood Response	3,120	540	3,660	1,510	2,150
474,918	405,645	446 64989800	Railroad Bridge Maintenance	415,710	7,500	423,210	50,500	372,710
115,085	143,389	447 589831--	Parks Facilities Reserves	190,410	43,510	233,920	77,600	156,320
11,909	7,230	448 25985---	Neighborhood Enhancement	205,570	120,580	326,150	227,670	98,480
18,024	26,477	460 33982200	Friends of SPL	16,000	41,250	57,250	41,270	15,980
969,647	936,785	461 3398----	Library Gifts	885,000	100,500	985,500	200,000	785,500
13,507	13,643	462 33984200	Nora Anderson Estate	13,980	160	14,140	10	14,130
9,654	9,751	463 33985900	Dr. Helen Pearce Music Fund	9,120	110	9,230	1,000	8,230
24,817	24,123	464 33986400	Rise Estate	22,200	260	22,460	4,020	18,440
8,260	8,343	465 33986500	Rutter Bond Donation	8,550	100	8,650	10	8,640
6,576	147,009	467 35981700	Police Property Income	253,700	58,000	311,700	311,700	-
13,476	13,930	469 35981200	K-9 Trust	2,300	200	2,500	2,500	-
247,898	287,856	470 35981400	Police - Other Income	297,780	46,800	344,580	344,580	-
17,150	5,938	472 35982900	Police - Misc. Donations	8,400	50,120	58,520	50,000	8,520
597	1,170	473 35983800	Police Training	200	40,020	40,220	40,220	-
4,285	7,680	474 35983900	D.A.R.E. Program	3,000	20,180	23,180	23,180	-
3,048	2,716	475 35987100	Neighborhood Watch	3,050	1,070	4,120	4,120	-
1,243	1,379	477 37987500	Fire - Prevention / Education / Trauma	2,540	100,050	102,590	100,010	2,580
187,238	179,916	479 35983---	Federal and State Forfeitures	706,170	460,510	1,166,680	1,166,680	-
63,280	63,917	483 37987200	Antique Fire Apparatus	65,470	1,200	66,670	30,100	36,570
39,829	40,265	486 58981900	Street Right-of-Way	284,570	2,900	287,470	283,000	4,470
1,607,758	1,586,475	490 589887--	Future Public Works Projects	4,185,260	212,800	4,398,060	81,500	4,316,560
8,967	8,531	493 58982210	Environmental Program Donations	5,740	4,700	10,440	5,000	5,440
-	-	500 60989500	Unanticipated	-	500,000	500,000	500,000	-
3,171	3,203	551 10983100	Willard C. Marshall	3,430	-	3,430	-	3,430
216,206	170,124	560 58985100	Woodmansee Park	239,630	7,100	246,730	-	246,730
8,108	8,190	570 33984700	J. Wesley Sullivan Trust	8,400	100	8,500	510	7,990
\$ 5,463,801	\$ 5,565,410			\$ 8,031,860	\$ 1,856,920	9,888,780	\$ 3,714,720	\$ 6,174,060

City of Salem Budget
Trust Fund
FY 2020

Trust Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
32242	SHARED CONSTRUCTION COST	\$ -	\$ -	\$ -	\$ 2,025,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
32345	COMMUNITY ENFORCEMENT FEES	-	-	-	-	-	100,000	100,000	100,000	100,000	-
32610	SENIOR CENTER FEE	-	4,409	-	6,357	-	-	-	-	-	-
32633	LIBRARY - DAMAGED AND LOST MATERIALS	-	17,448	30,000	19,572	25,000	-	-	-	(25,000)	-100.0%
32640	PW SERVICE FEE	-	86,000	28,000	314,990	180,000	135,000	135,000	135,000	(45,000)	-25.0%
	Total Sales, Fees, Licenses, Permits	\$ -	\$ 107,857	\$ 58,000	\$ 2,365,919	\$ 205,000	\$ 235,000	\$ 235,000	\$ 235,000	\$ 30,000	14.6%
35510	STATE GRANTS	\$ -	\$ -	\$ 26,750	\$ 27,178	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	-
35518	STATE-PARKS & REC DEPT (OPRD)	-	-	-	1,300	-	-	-	-	-	-
35615	OTHER FEDERAL GRANTS	-	14,512	-	-	-	-	-	-	-	-
35640	US DEPT OF JUSTICE (OTHER)	-	41,949	-	42,703	-	-	-	-	-	-
35655	OTHER GRANTS	-	-	-	7,600	-	-	-	-	-	-
	Total Internal / Intergovernmental	\$ -	\$ 56,461	\$ 26,750	\$ 78,781	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	-
34110	LAND / BUILDING RENT	\$ -	\$ -	\$ -	\$ 777	\$ -	\$ -	\$ -	\$ -	\$ -	-
36106	TREE CODE VIOLATION	-	9,057	6,500	4,585	7,000	3,660	3,660	3,660	(3,340)	-47.7%
36130	CIVIL PENALTIES	-	-	-	1,000	-	-	-	-	-	-
36210	INTEREST	29,130	69,950	19,400	91,956	117,620	136,260	136,260	136,260	18,640	15.8%
36310	LOAN PRINCIPAL	39,520	39,285	-	-	-	-	-	-	-	-
36315	LOAN INTEREST	3,300	3,534	-	-	-	3,000	3,000	3,000	3,000	-
36820	DONATIONS	189,750	46,326	175,900	275,352	257,180	296,700	296,700	296,700	39,520	15.4%
36895	OTHER REVENUE	1,040,600	588,699	1,630,800	1,175,633	1,301,150	1,139,800	1,139,800	1,139,800	(161,350)	-12.4%
	Total Other Revenue	\$ 1,302,300	\$ 756,850	\$ 1,832,600	\$ 1,549,303	\$ 1,682,950	\$ 1,579,420	\$ 1,579,420	\$ 1,579,420	\$ (103,530)	-6.2%
38755	SALE OF ASSETS	\$ -	\$ -	\$ -	\$ 8,349	\$ -	\$ -	\$ -	\$ -	\$ -	-
	Total Non / Operating Revenues	\$ -	\$ -	\$ -	\$ 8,349	\$ -	\$ -	\$ -	\$ -	\$ -	-
39110	INTERFUND TRANSFERS	\$ 17,000	\$ 17,000	\$ 30,430	\$ 30,430	\$ 162,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ (150,000)	-92.3%
39111	TRANSFER OF ASSET DISPOSAL PROCEEDS	-	3,189	-	-	-	-	-	-	-	-
	Total Interfund Transfers	\$ 17,000	\$ 20,189	\$ 30,430	\$ 30,430	\$ 162,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ (150,000)	-92.3%
39910	BEGINNING WORKING CAPITAL	\$ 5,428,280	\$ 5,463,801	\$ 4,455,250	\$ 5,565,410	\$ 7,156,980	\$ 7,941,090	\$ 7,941,090	\$ 8,031,860	\$ 874,880	12.2%
	Total Beginning Balance	\$ 5,428,280	\$ 5,463,801	\$ 4,455,250	\$ 5,565,410	\$ 7,156,980	\$ 7,941,090	\$ 7,941,090	\$ 8,031,860	\$ 874,880	12.2%
	Total Resources	\$ 6,747,580	\$ 6,405,159	\$ 6,403,030	\$ 9,598,192	\$ 9,237,430	\$ 9,798,010	\$ 9,798,010	\$ 9,888,780	\$ 651,350	7.1%

City of Salem Budget
Trust Fund
FY 2020

Trust Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
52110	SUBSCRIPTIONS AND BOOKS	\$ -	\$ 46,890	\$ 31,000	\$ 63,204	\$ 25,000	\$ -	\$ -	\$ -	\$ (25,000)	-100.0%
52120	MAIL	-	-	-	443	-	-	-	-	-	-
52130	SUPPLIES	-	20,256	66,000	33,983	80,000	15,000	15,000	15,000	(65,000)	-81.3%
52140	PRINTING AND DUPLICATION	-	71	-	-	-	-	-	-	-	-
52320	ADVERTISING	-	6,431	-	32,467	-	-	-	-	-	-
52340	EMPLOYEE RECOGNITION	-	291	-	363	-	-	-	-	-	-
52510	TRAINING	850	39,685	-	53,917	-	-	-	-	-	-
52520	TRAVEL	-	-	-	5,076	-	-	-	-	-	-
52540	MEALS	-	276	-	1,714	-	-	-	-	-	-
52550	MILEAGE	-	-	-	210	-	-	-	-	-	-
52620	CONSTRUCTION CONTRACTS	-	67,811	-	237	-	-	-	-	-	-
52670	OTHER PROFESSIONAL SERVICES	-	230,556	14,750	109,327	117,000	145,000	145,000	145,000	28,000	23.9%
52720	LICENSES / CERTIFICATIONS	-	77	-	-	-	-	-	-	-	-
52740	PERMITS	-	-	-	137	-	-	-	-	-	-
52810	SMALL TOOLS	-	-	-	22	-	-	-	-	-	-
52815	CONTROLLED EQUIPMENT	-	44,541	-	18,805	56,140	-	-	-	(56,140)	-100.0%
52820	SMALL EQUIPMENT AND SUPPLIES	-	1,095	-	1,989	-	-	-	-	-	-
52830	COMPUTER SOFTWARE AND LICENSES	-	17,082	-	25,228	7,460	-	-	33,000	25,540	342.4%
52910	DIESEL FUEL	-	-	-	22	-	-	-	-	-	-
52930	GASOLINE	-	-	-	290	-	-	-	-	-	-
53310	VEHICLE MAINTENANCE	-	560	-	-	-	-	-	-	-	-
53320	EQUIPMENT MAINTENANCE	-	-	-	-	-	-	-	4,270	4,270	-
53375	CHEMICALS	-	155	-	896	-	-	-	-	-	-
53380	OTHER MAINTENANCE AND REPAIRS	-	35,107	-	39,589	-	-	-	-	-	-
53530	OUTSIDE RENTAL	-	-	-	2,133	-	-	-	-	-	-
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	-	3,769	-	800	-	-	-	-	-	-
53734	SAFETY CLOTHING AND EQUIPMENT	-	-	-	9	-	-	-	-	-	-
53767	BANKING AND INVESTMENT FEES	-	2,867	1,000	3,272	7,560	7,560	7,560	7,560	-	-
53768	DIRECT BANKING FEES	-	-	-	104	-	-	-	-	-	-
53769	CARD PROCESSING FEES	-	-	-	5,860	-	-	-	-	-	-
53770	BAD DEBT - WRITE OFF	-	694	-	536	-	-	-	-	-	-
53799	OTHER EXPENSES	1,174,190	21,296	1,296,320	433,718	1,166,880	2,480,820	2,480,820	2,480,820	1,313,940	112.6%
53812	INTRA CITY - DIRECT CHG (LABOR)	52,000	37,981	59,000	49,233	33,000	5,000	5,000	5,000	(28,000)	-84.8%
53815	INTRA CITY - INTERDEPARTMENTAL BILLINGS	143,100	85,238	-	-	-	-	-	-	-	-
53841	EQUIPMENT REPLACEMENT CHARGE	-	23,091	-	-	-	-	-	-	-	-
53851	COPY	-	940	-	2,417	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	10,000	26,680	11,000	14,175	-	-	-	-	-	-
	Total Materials and Services	\$ 1,380,140	\$ 713,438	\$ 1,479,070	\$ 900,176	\$ 1,493,040	\$ 2,653,380	\$ 2,653,380	\$ 2,690,650	\$ 1,197,610	80.2%
55130	EQUIPMENT AND MACHINERY	\$ 500,000	\$ 27,900	\$ 100,000	\$ 35,997	\$ 1,086,000	\$ 865,000	\$ 865,000	\$ 918,500	\$ (167,500)	-15.4%
	Total Capital Outlay	\$ 500,000	\$ 27,900	\$ 100,000	\$ 35,997	\$ 1,086,000	\$ 865,000	\$ 865,000	\$ 918,500	\$ (167,500)	-15.4%
62110	TRANSFERS TO OTHER FUNDS	\$ 1,398,410	\$ 98,410	\$ 1,510,700	\$ 1,367,160	\$ 105,000	\$ 105,570	\$ 105,570	\$ 105,570	\$ 570	0.5%
	Total Interfund Transfers	\$ 1,398,410	\$ 98,410	\$ 1,510,700	\$ 1,367,160	\$ 105,000	\$ 105,570	\$ 105,570	\$ 105,570	\$ 570	0.5%
	Total Expenditures	\$ 3,278,550	\$ 839,748	\$ 3,089,770	\$ 2,303,333	\$ 2,684,040	\$ 3,623,950	\$ 3,623,950	\$ 3,714,720	\$ 1,030,680	38.4%

City of Salem Trust Funds FY 2020

Trust fund budgets are aggregated for the purposes of adoption. This page and the following two pages are a comprehensive view of all trust fund activity. Department or division-assigned trust funds also appear in the Financial Summaries and the Service Area sections of the budget document.

Department		
or Division	Cost Center	Description
Budget	401-10980400:	Pursuant to City resolution, proceeds from the receipt of gifts, legacies, and donations are held for purpose of providing improvements to the Civic Center.
Information Technology	420-59980500:	The City of Salem owns the telephone system serving City offices. This account receives funds from City departments and outside agencies using this system. Proceeds fund management of the telephone system and replacement of equipment.
Police	421-20981700:	To receive rent from Salem Cellular Telephone Company's use of the Kingwood Tower and to provide associated maintenance.
Urban Development	429-64989700:	To receive payments in lieu of taxes from firms that failed to either meet the required level of investment or the required number of new jobs under the Enterprise Zone Program. Expenditure of enterprise zone in lieu of tax payments is restricted by state statute to certain activities which are supportive of the economic development objective.
Community Development	430-25989800:	To receive, hold, and disburse funds through assessment of one percent of building plan checks and building permit costs to pay for contracted architects and engineers performing damage assessments as a result of earthquakes.
Budget	435-60982000:	Pursuant to City Ordinance, funds are held by the City serving as the fiscal agent for the Youth Commission.
Parks	436-58982600:	Only the interest earnings can be expended for maintenance of Pioneer Cemetery.
Recreation	440-21983500:	To receive, hold, and disburse donations and requests for the benefit of the Center 50+ (Salem Senior Center).
Community Development	445-25984000:	To receive funds donated for project materials and newsletters for the Southeast Salem Neighborhood Association (SESNA) response effort.
Public Works	446-64989800:	To receive funds donated for funding maintenance of the railroad pedestrian bridge over the Willamette River.
Parks	447-589831--:	To receive private donations in support of city trees, park facilities, and recreation programs. To account for reserve funds for maintenance at Riverfront Park, Wallace Marine Park Softball Complex, and Pringle Hall Facility.
Community Development	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.
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.

City of Salem Trust Funds FY 2020

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
Police	467-35981700:	To account for the receipt of funds restricted for law enforcement use, to include: unclaimed and abandoned property, or evidence funds that are transferred to the City through court order.
Police	469-35981002:	Donations received for the exclusive support and use of the Police Department's K9 unit.
Police	470-35981400:	To account for the receipt of funds restricted for law enforcement use, to include: restitution and other revenue dedicated to law enforcement use.
Police	472-35982900:	To receive donations for the Buddy Bear Program and other miscellaneous donations made to the Police Department. Funds to be used for police purposes.
Police	473-35-98-38:	To receive funds from the State Board on Police Standards and Training and other sources. Funds are used to reimburse the City for police academy and other police training expenses.
Police	474-35983900:	To receive private sector donations to purchase materials for students participating in the D.A.R.E. program.
Police	475-35987100:	Receives contributions from citizens; proceeds are used to install neighborhood watch signs in residential areas.
Fire	477-37987500:	Receives donations from citizens; proceeds are used for Fire Department prevention and education programs.
Police	479-359831--:	Proceeds are received from the federal government through the sharing of seized assets under the drug enforcement program. Proceeds are restricted for law enforcement use.
Police	479-35983610:	Proceeds from assets seized by the Police Department under state law. Proceeds are restricted for law enforcement use.
Police	479-359837--:	Proceeds from assets seized by the Police Department under state law. Proceeds are restricted for law enforcement use.
Fire	483-37987200:	Established to restore, care for, and store older fire vehicles of historic value.
Public Works	486-58981900:	Pursuant to City resolution, proceeds from the sale of vacated right-of-way are held in this account until required to purchase new right-of-way.
Public Works	490-589887--:	To receive and hold funds resulting from development to be applied to localized public works improvements, reservoirs, and the Mill Creek Corporate Center.
Public Works	493-58982210:	This account accepts donations that will be used to offset annual expenses for environmental programs such as watershed projects, environmental construction projects (wetlands, fish ladders), outreach, and education.
Budget	551-10983100:	Pursuant to City resolution to receive gifts donations and bequests for the Willard Marshall Special Citizen Award.
Public Works	560-58985100:	Funds are held by Pioneer Trust with interest only paid to the City to be used for maintenance at Woodmansee Park.
Library	570-33984700:	To receive contribution in honor of J. Wesley Sullivan, former Library Board Chairman. The annual interest income is to be used to purchase books for the Salem Library.

City of Salem Budget

Utility Fund Assumptions and Trends

FY 2020

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 3.8% increase over the FY 2019 Budget	\$ 3,681,540	32639	Hauled Waste Fees: to treat waste hauled to treatment plant under contract, estimating a 31.9% decrease from the FY 2019 Budget	\$ 300,000
32236	Wastewater Connection: fees on new permitted development, estimating a 36.6% decrease from the FY 2019 Budget	\$ 20,000	32640	Public Works Service Fees: for permits and agreements, estimated to increase 10.3% over the FY 2019 Budget	\$ 55,000
32238	New Service Install Water: connection and testing fees, estimating a 1.5% decrease from the FY 2019 Budget	\$ 280,000	32644	Processing Fee: for utility customer account activation and reactivation, estimating a 6% increase over the FY 2019 Budget	\$ 425,000
32244	Delay Assessment Connection Charge: for new connections to existing water and wastewater infrastructure on properties located in assessment district established prior to 1989, estimating a 36.5% decrease from the FY 2019 Budget	\$ 80,000	32815	Public Works Construction Permits: for site development / construction permits, estimating a 17.5% increase over the FY 2019 Budget	\$ 1,300,000
32330	Fire Service: monthly fees for properties with fire suppression systems, estimating a 0.4% increase over the FY 2019 Budget	\$ 127,160	32895	Other Permits: for industrial waste discharge	\$ 24,990
32354	Development Plan Review: for permitted development plan and plat review, estimating a 3.2% increase over the FY 2019 Budget	\$ 489,030	35212	Intrafund - Direct Chg (Labor): for management, engineering support, and services to construction projects, estimating a 0.7% increase over the FY 2019 Budget	\$ 4,345,820
32370	Water: sales revenue, estimating a 3.6% increase over the FY 2019 Budget	\$ 29,502,950	35213	Intrafund - Budgeted Transfers: for administration and support by the Utility Fund to other funds, estimating a 6.1% increase over the FY 2019 Budget	\$ 1,388,350
32376	Wastewater: rate revenue, estimating a 1.7% increase over the FY 2019 Budget	\$ 45,839,200	35215	Intrafund - Interdepartmental Billings: internal billings for services provided by the Utility Fund, estimating a 7.2% decrease from the FY 2019 Budget	\$ 484,490
32377	Stormwater: rate revenue, estimating a 6.7% increase over the FY 2019 Budget	\$ 13,328,300	36310	Loan Principal: repayments, estimating a 4% increase over the FY 2019 Budget	\$ 544,430
32637	Backflow Program Fees: for backflow prevention assembly compliance, estimating a 15.5% increase over the FY 2019 Budget	\$ 216,000	36315	Loan Interest: from repayments, estimating a 74.9% decrease from the FY 2019 Budget	\$ 67,810
32638	Septic Waste Fees: to treat septage from chemical toilets and septic tanks, estimating a 26.5% increase over the FY 2019 Budget	\$ 700,000	38755	Sale of Assets: Willamette River water rights sale to the City of Hillsboro	\$ 2,686,200

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

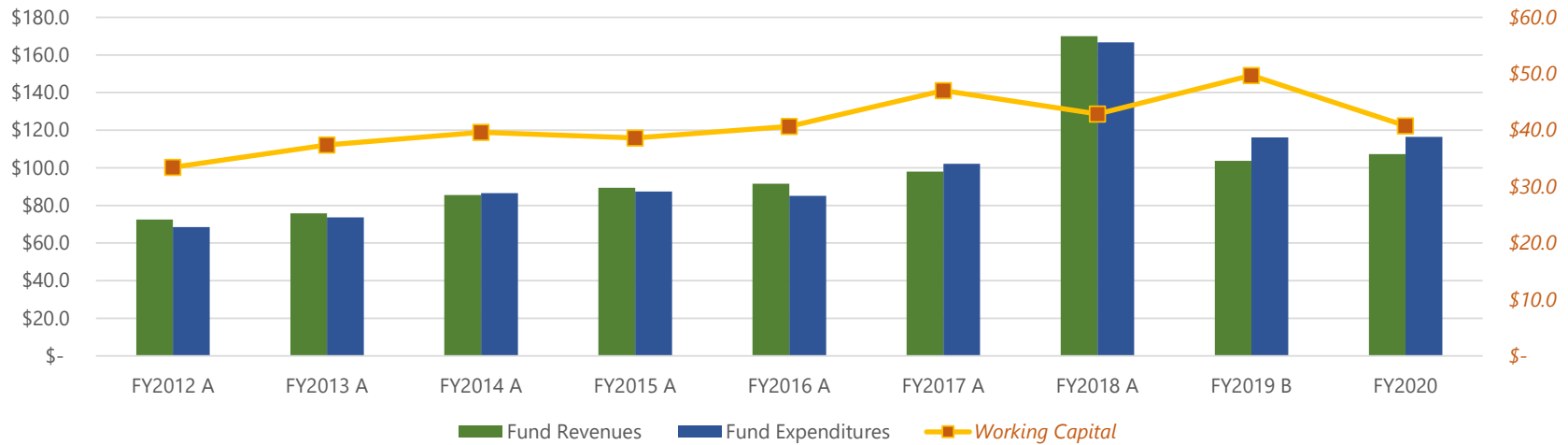
City of Salem Budget

Utility Fund Assumptions and Trends

FY 2020

Utility Fund Revenues, Expenditures, and Working Capital - Multi-Year View

In millions



*FY 2013 actual revenues and expenditures were greater by \$112.7 million and \$112.5 million, respectively, as the result of a bond refinancing. The refinancing proceeds and resulting debt expense have been removed from this display to allow FY 2013 to be comparable to the other fiscal years. 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 2020

Utility Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
32160	WATER / SEWER FRANCHISE FEE	\$ 3,276,240	\$ 3,350,329	\$ 3,419,800	\$ 3,471,942	\$ 3,546,280	\$ 3,681,540	\$ 3,681,540	\$ 3,681,540	\$ 135,260	3.8%
32236	SEWER CONNECTION	26,000	29,742	31,190	37,886	31,530	20,000	20,000	20,000	(11,530)	-36.6%
32238	NEW SERVICE INSTALL WATER	170,000	255,416	236,230	363,259	284,310	280,000	280,000	280,000	(4,310)	-1.5%
32244	DELAY ASSMT - CONNECT CHARGE	35,000	92,893	71,640	147,490	126,010	80,000	80,000	80,000	(46,010)	-36.5%
32310	ACCIDENT AND FIRE RECOVERY	15,000	22,842	13,290	22,910	-	10,000	10,000	10,000	10,000	-
32320	DOCUMENT SALES	2,000	1,630	2,030	1,215	1,510	1,500	1,500	1,500	(10)	-0.7%
32330	FIRE SERVICE	125,000	127,536	128,450	127,072	126,700	127,160	127,160	127,160	460	0.4%
32354	DEVELOPMENT PLAN REVIEW	470,000	554,184	450,710	902,352	473,830	489,030	489,030	489,030	15,200	3.2%
32370	WATER	26,202,770	26,932,250	28,020,160	28,518,430	28,489,180	29,502,950	29,502,950	29,502,950	1,013,770	3.6%
32376	WASTEWATER	41,983,320	42,744,144	43,121,480	44,077,144	45,088,150	45,839,200	45,839,200	45,839,200	751,050	1.7%
32377	STORMWATER	11,430,880	11,413,614	11,943,020	12,115,845	12,487,320	13,328,300	13,328,300	13,328,300	840,980	6.7%
32495	OTHER CHARGE FOR SERVICE	11,000	16,024	11,000	15,744	13,790	16,000	16,000	16,000	2,210	16.0%
32637	BACKFLOW PROGRAM FEE	166,000	188,774	200,000	214,873	187,000	216,000	216,000	216,000	29,000	15.5%
32638	SEPTIC WASTE FEE	560,000	541,074	592,290	695,191	553,450	700,000	700,000	700,000	146,550	26.5%
32639	HAULED WASTE FEE	220,000	473,941	406,670	538,916	440,310	300,000	300,000	300,000	(140,310)	-31.9%
32640	PW SERVICE FEE	60,000	47,203	52,530	55,925	49,870	55,000	55,000	55,000	5,130	10.3%
32644	PROCESSING FEE	400,000	381,378	407,030	382,365	401,060	425,000	425,000	425,000	23,940	6.0%
32695	OTHER FEE	22,000	27,753	23,870	24,637	24,710	25,000	25,000	25,000	290	1.2%
32815	PW CONSTRUCTION PERMITS	685,000	1,150,835	1,061,600	1,860,098	1,106,220	1,300,000	1,300,000	1,300,000	193,780	17.5%
32895	OTHER PERMITS	15,000	20,858	16,130	21,232	3,270	24,990	24,990	24,990	21,720	664.2%
	Total Sales, Fees, Licenses, Permits	\$ 85,875,210	\$ 88,372,420	\$ 90,209,120	\$ 93,594,525	\$ 93,434,500	\$ 96,421,670	\$ 96,421,670	\$ 96,421,670	\$ 2,987,170	3.2%
33110	ASSESSMENT - PRINCIPAL	\$ 10,000	\$ 169	\$ 5,180	\$ 5,858	\$ 5,350	\$ 5,500	\$ 5,500	\$ 5,500	\$ 150	2.8%
33115	ASSESSMENT - INTEREST	1,000	220	710	586	220	1,500	1,500	1,500	1,280	581.8%
	Total Assessments	\$ 11,000	\$ 389	\$ 5,890	\$ 6,444	\$ 5,570	\$ 7,000	\$ 7,000	\$ 7,000	\$ 1,430	25.7%
34110	LAND / BUILDING RENT	\$ 10,000	\$ 15,784	\$ 15,450	\$ 18,068	\$ 17,990	\$ 18,000	\$ 18,000	\$ 18,000	\$ 10	0.1%
	Total Rent	\$ 10,000	\$ 15,784	\$ 15,450	\$ 18,068	\$ 17,990	\$ 18,000	\$ 18,000	\$ 18,000	\$ 10	0.1%
35212	INTRAFUND - DIRECT CHG (LABOR)	\$ 4,689,560	\$ 3,874,209	\$ 4,416,340	\$ 3,820,781	\$ 4,315,760	\$ 4,345,820	\$ 4,345,820	\$ 4,345,820	\$ 30,060	0.7%
35213	INTRAFUND - BUDGETED TRANSFERS	1,046,350	1,003,470	1,257,510	1,257,510	1,307,950	1,388,350	1,388,350	1,388,350	80,400	6.1%
35215	INTRAFUND - INTERDEPARTMENTAL BILLINGS	538,130	445,224	529,480	523,046	522,210	484,490	484,490	484,490	(37,720)	-7.2%
35367	CITY OF KEIZER	-	-	-	1,311	-	-	-	-	-	-
35370	MARION COUNTY	-	-	-	16,299	-	-	-	-	-	-
35375	POLK COUNTY	-	12,709	-	(12,709)	-	-	-	-	-	-
35395	OTHER GOVERNMENT AGENCIES	5,000	4,683	5,610	7,215	4,990	5,000	5,000	5,000	10	0.2%
35495	OTHER AGENCIES	10,000	18,014	9,180	11,814	13,900	10,000	10,000	10,000	(3,900)	-28.1%
35516	STATE-ENERGY TRUST OF OREGON (OET)	-	135,223	-	-	-	-	-	-	-	-
	Total Internal / Intergovernmental	\$ 6,289,040	\$ 5,493,533	\$ 6,218,120	\$ 5,625,266	\$ 6,164,810	\$ 6,233,660	\$ 6,233,660	\$ 6,233,660	\$ 68,850	1.1%

City of Salem Budget
Utility Fund
FY 2020

Utility Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
36210	INTEREST	\$ 315,000	\$ 539,926	\$ 404,940	\$ 957,480	\$ 539,930	\$ 1,008,840	\$ 1,008,840	\$ 1,008,840	\$ 468,910	86.8%
36310	LOAN PRINCIPAL	254,000	403,386	546,670	545,363	523,720	544,430	544,430	544,430	20,710	4.0%
36315	LOAN INTEREST	7,900	15,591	59,950	62,075	38,780	67,810	67,810	67,810	29,030	74.9%
36810	BAD DEBT RECOVERY	130,000	301,268	149,940	139,849	145,380	130,000	130,000	130,000	(15,380)	-10.6%
36815	WAGE RECOVERY	5,000	20,789	13,260	5,774	-	15,000	15,000	15,000	15,000	-
36895	OTHER REVENUE	10,000	35,487	14,280	32,636	18,020	21,200	21,200	21,200	3,180	17.6%
38710	BOND PROCEEDS	-	-	-	55,990,000	-	-	-	-	-	-
38712	BOND ISSUANCE PREMIUM	-	-	-	9,347,380	-	-	-	-	-	-
38755	SALE OF ASSETS	10,000	2,786,200	2,696,200	3,558,767	2,686,200	2,686,200	2,686,200	2,686,200	-	-
	Total Other Revenue	\$ 731,900	\$ 4,102,647	\$ 3,885,240	\$ 70,639,322	\$ 3,952,030	\$ 4,473,480	\$ 4,473,480	\$ 4,473,480	\$ 521,450	13.2%
39110	INTERFUND TRANSFERS	\$ 96,160	\$ 10,400	\$ 94,590	\$ 94,590	\$ 110,400	\$ 60,400	\$ 60,400	\$ 60,400	\$ (50,000)	-45.3%
	Total Interfund Transfers	\$ 96,160	\$ 10,400	\$ 94,590	\$ 94,590	\$ 110,400	\$ 60,400	\$ 60,400	\$ 60,400	\$ (50,000)	-45.3%
39910	BEGINNING WORKING CAPITAL	\$ 47,056,750	\$ 47,024,954	\$ 40,891,520	\$ 42,892,853	\$ 49,716,690	\$ 39,493,040	\$ 39,493,040	\$ 40,784,290	\$ (8,932,400)	-18.0%
	Total Beginning Balance	\$ 47,056,750	\$ 47,024,954	\$ 40,891,520	\$ 42,892,853	\$ 49,716,690	\$ 39,493,040	\$ 39,493,040	\$ 40,784,290	\$ (8,932,400)	-18.0%
	Total Resources	\$ 140,070,060	\$ 145,020,127	\$ 141,319,930	\$ 212,871,069	\$ 153,401,990	\$ 146,707,250	\$ 146,707,250	\$ 147,998,500	\$ (5,403,490)	-3.5%

City of Salem Budget
Utility Fund
FY 2020

Utility Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
51010	SALARIES AND WAGES	\$ 19,015,760	\$ 17,652,182	\$ 19,955,980	\$ 18,773,870	\$ 21,024,660	\$ 22,007,000	\$ 22,007,000	\$ 22,007,000	\$ 982,340	4.7%
51020	SEASONAL AND RELIEF	384,540	338,783	380,420	419,735	377,470	425,340	425,340	425,340	47,870	12.7%
51025	HOLIDAY - REGULAR	-	47,729	-	49,579	-	12,170	12,170	12,170	12,170	-
51030	OVERTIME	370,690	401,531	361,520	503,427	429,160	501,370	501,370	501,370	72,210	16.8%
51080	STANDBY	302,210	123,360	296,740	121,172	326,460	306,190	306,190	306,190	(20,270)	-6.2%
51090	DIFFERENTIAL	40,540	30,164	39,400	36,218	43,140	43,100	43,100	43,100	(40)	-0.1%
51100	INCENTIVES	9,550	13,708	10,950	15,583	9,070	9,440	9,440	9,440	370	4.1%
51120	LEAVE PAYOFF	153,200	206,369	220,460	184,213	226,150	192,980	192,980	192,980	(33,170)	-14.7%
51130	CAR ALLOWANCE	12,960	11,018	12,300	10,583	11,220	12,290	12,290	12,290	1,070	9.5%
51145	MOVING ALLOWANCE	-	(1,500)	-	-	-	-	-	-	-	-
51150	DEPT HEAD ANNUITY	7,320	7,568	7,840	7,990	8,760	8,780	8,780	8,780	20	0.2%
51195	OTHER PAY / BENEFITS	23,680	-	233,370	-	139,820	234,660	234,660	234,660	94,840	67.8%
51210	FICA AND MEDICARE	1,547,780	1,404,955	1,622,330	1,484,071	1,707,570	1,791,210	1,791,210	1,791,210	83,640	4.9%
51221	WORKERS' COMP PREMIUM	381,480	381,480	331,520	331,520	274,990	266,130	266,130	266,130	(8,860)	-3.2%
51222	WORKERS' COMP STATE ASSMT	9,000	7,977	9,120	7,660	9,220	9,780	9,780	9,780	560	6.1%
51230	UNEMPLOYMENT	-	32,699	30,000	34,457	37,000	55,000	55,000	55,000	18,000	48.6%
51240	EMPLOYER - RETIREMENT PERS	2,491,910	2,192,304	3,411,930	3,045,585	3,523,830	4,661,170	4,661,170	4,661,170	1,137,340	32.3%
51243	PERS UNFUNDED LIABILITY	1,113,640	1,113,640	1,132,740	1,132,740	1,186,640	1,219,780	1,219,780	1,219,780	33,140	2.8%
51245	EMPLOYER - PERS PICKUP	1,215,000	1,055,792	1,258,550	1,118,309	1,337,950	1,407,070	1,407,070	1,407,070	69,120	5.2%
51250	INSURANCE - MEDICAL	4,953,530	4,352,296	5,134,960	4,655,366	5,397,900	5,866,480	5,866,480	5,866,480	468,580	8.7%
51255	INSURANCE - VISION	145,720	123,414	139,230	127,104	143,310	150,350	150,350	150,350	7,040	4.9%
51260	INSURANCE - DENTAL	465,780	395,680	449,020	413,446	474,680	502,410	502,410	502,410	27,730	5.8%
51265	INSURANCE - LIFE	27,410	29,517	39,750	31,002	40,530	48,530	48,530	48,530	8,000	19.7%
51270	INSURANCE - DISABILITY	20,050	17,601	20,140	17,917	20,600	21,330	21,330	21,330	730	3.5%
	Total Personal Services	\$ 32,691,750	\$ 29,938,267	\$ 35,098,270	\$ 32,521,546	\$ 36,750,130	\$ 39,752,560	\$ 39,752,560	\$ 39,752,560	\$ 3,002,430	8.2%
52110	SUBSCRIPTIONS AND BOOKS	\$ 12,410	\$ 5,985	\$ 12,440	\$ 13,278	\$ 12,370	\$ 11,760	\$ 11,760	\$ 11,760	\$ (610)	-4.9%
52120	MAIL	481,410	368,202	460,830	374,431	502,970	433,860	433,860	433,860	(69,110)	-13.7%
52130	SUPPLIES	298,680	309,733	430,300	375,376	384,720	317,000	317,000	317,000	(67,720)	-17.6%
52140	PRINTING AND DUPLICATION	22,700	7,884	22,900	10,347	21,900	9,900	9,900	9,900	(12,000)	-54.8%
52150	RECORDING FEES	4,100	1,133	4,100	821	1,600	1,600	1,600	1,600	-	-
52320	ADVERTISING	50,300	36,891	52,600	41,923	67,100	72,700	72,700	72,700	5,600	8.3%
52340	EMPLOYEE RECOGNITION	-	454	100	1,414	100	440	440	440	340	340.0%
52360	RECRUITMENT FEES	11,500	2,714	8,500	5,929	9,050	8,050	8,050	8,050	(1,000)	-11.0%
52405	TELEPHONE - OFFICE	111,840	114,460	156,920	151,600	143,840	146,670	146,670	146,670	2,830	2.0%
52410	TELEPHONE - CELLULAR	109,090	129,852	140,990	144,590	151,290	145,930	145,930	145,930	(5,360)	-3.5%
52420	TELEMETERING	48,000	41,303	47,500	39,582	97,850	96,140	96,140	96,140	(1,710)	-1.7%
52460	COMMUNICATION - OTHER	53,570	39,968	64,180	49,231	53,190	53,750	53,750	53,750	560	1.1%
52510	TRAINING	138,380	104,769	161,150	122,171	183,420	215,390	215,390	215,390	31,970	17.4%
52540	MEALS	3,100	4,637	3,900	9,326	5,960	6,650	6,650	6,650	690	11.6%
52550	MILEAGE	2,350	1,840	3,260	3,787	3,240	3,260	3,260	3,260	20	0.6%
52640	ENGINEERING / ARCHITECT SERVICES	1,450,600	970,344	1,583,000	1,066,689	1,670,000	1,593,000	1,593,000	1,998,600	328,600	19.7%
52670	OTHER PROFESSIONAL SERVICES	5,589,560	4,373,481	8,075,060	5,975,687	6,224,840	5,589,920	5,589,920	5,928,700	(296,140)	-4.8%
52710	MEMBERSHIP DUES	45,730	44,416	49,250	45,184	52,060	53,880	53,880	53,880	1,820	3.5%
52720	LICENSES / CERTIFICATIONS	31,240	28,522	32,550	27,479	38,110	37,150	37,150	37,150	(960)	-2.5%
52740	PERMITS	129,560	118,309	140,560	128,317	132,770	156,620	156,620	156,620	23,850	18.0%
52810	SMALL TOOLS	90,330	90,940	94,380	92,347	104,100	106,500	106,500	106,500	2,400	2.3%
52815	CONTROLLED EQUIPMENT	266,760	258,546	253,490	257,683	310,340	511,340	511,340	511,340	201,000	64.8%
52820	SMALL EQUIPMENT AND SUPPLIES	225,970	216,510	178,350	262,727	180,450	178,270	178,270	178,270	(2,180)	-1.2%
52830	COMPUTER SOFTWARE AND LICENSES	661,400	326,774	685,080	618,342	563,130	620,580	620,580	620,580	57,450	10.2%
52865	OTHER TECHNICAL SUPPLIES	-	-	-	66	-	-	-	-	-	-

City of Salem Budget
Utility Fund
FY 2020

Utility Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
52910	DIESEL FUEL	193,510	196,648	187,130	194,189	194,320	192,180	192,180	192,180	(2,140)	-1.1%
52930	GASOLINE	154,570	148,271	140,400	140,626	154,080	153,220	153,220	153,220	(860)	-0.6%
52940	LP / CNG GAS	880	677	820	993	1,120	1,120	1,120	1,120	-	-
52950	LUBRICANTS	22,100	23,120	27,100	21,297	26,100	23,250	23,250	23,250	(2,850)	-10.9%
53210	INSURANCE	421,520	418,306	426,770	426,185	6,590	6,590	6,590	6,590	-	-
53211	LIABILITY INSURANCE	-	-	-	-	600,390	647,350	647,350	647,350	46,960	7.8%
53310	VEHICLE MAINTENANCE	327,860	404,399	333,080	370,432	397,150	402,050	402,050	402,050	4,900	1.2%
53320	EQUIPMENT MAINTENANCE	1,797,320	1,628,260	2,344,910	1,679,936	1,671,990	1,415,210	1,415,210	1,534,550	(137,440)	-8.2%
53340	FACILITIES MAINTENANCE	996,310	746,835	570,670	580,902	806,780	524,300	524,300	542,900	(263,880)	-32.7%
53350	RADIO MAINTENANCE	-	13	-	(13)	-	-	-	-	-	-
53375	CHEMICALS	1,507,210	992,120	1,227,890	884,077	1,140,240	1,375,410	1,375,410	1,375,410	235,170	20.6%
53380	OTHER MAINTENANCE AND REPAIRS	2,032,940	1,589,689	2,381,080	1,639,118	2,405,140	2,062,590	2,062,590	2,172,260	(232,880)	-9.7%
53510	BUILDING RENTAL	263,570	253,204	267,090	239,648	267,100	297,700	297,700	297,700	30,600	11.5%
53520	LAND RENTAL	281,540	281,540	281,540	281,540	281,540	281,540	281,540	281,540	-	-
53530	OUTSIDE RENTAL	117,500	99,567	141,800	165,796	157,030	128,440	128,440	128,440	(28,590)	-18.2%
53610	GAS	97,690	77,270	92,590	61,769	89,670	93,590	93,590	93,590	3,920	4.4%
53620	ELECTRIC	2,013,160	1,897,987	1,991,590	1,826,570	2,040,930	1,907,960	1,907,960	1,907,960	(132,970)	-6.5%
53630	WATER	8,580	9,307	8,570	55,876	8,450	25,450	25,450	25,450	17,000	201.2%
53640	SEWER	4,610	4,390	4,610	3,069	3,280	3,520	3,520	3,520	240	7.3%
53650	REFUSE DISPOSAL	132,630	64,456	129,700	164,422	264,700	199,000	199,000	199,000	(65,700)	-24.8%
53720	TAXES AND ASSESSMENTS	15,470	4,245	20,640	4,456	9,910	7,430	7,430	7,430	(2,480)	-25.0%
53731	CLOTHING - UNIFORMS (TAXABLE)	7,400	3,957	8,340	3,633	7,680	7,370	7,370	7,370	(310)	-4.0%
53733	CLOTHING - UNIFORMS (TAX-EXEMPT)	13,290	-	9,000	-	7,000	-	-	-	(7,000)	-100.0%
53734	SAFETY CLOTHING AND EQUIPMENT	69,600	85,528	76,020	96,276	90,970	100,380	100,380	100,380	9,410	10.3%
53740	CLOTHING - CLEANING CHARGES	21,850	20,609	22,100	19,678	23,200	25,480	25,480	25,480	2,280	9.8%
53760	LABORATORY - SUPPLIES	46,250	41,057	38,900	63,630	42,700	45,500	45,500	45,500	2,800	6.6%
53767	BANKING AND INVESTMENT FEES	498,670	425,346	543,000	55,933	70,000	73,000	73,000	73,000	3,000	4.3%
53768	DIRECT BANKING FEES	-	-	-	133,025	157,210	135,700	135,700	135,700	(21,510)	-13.7%
53769	CARD PROCESSING FEES	-	-	-	277,385	300,000	350,000	350,000	350,000	50,000	16.7%
53770	BAD DEBT - WRITE OFF	547,500	453,269	480,500	439,693	502,980	475,500	475,500	475,500	(27,480)	-5.5%
53780	FRANCHISE FEES - UTILITY	3,276,240	3,353,908	3,419,800	3,475,557	3,546,280	3,681,540	3,681,540	3,681,540	135,260	3.8%
53799	OTHER EXPENSES	-	1,500	-	-	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	1,188,080	764,703	1,224,490	951,222	912,810	907,610	907,610	907,610	(5,200)	-0.6%
53813	INTRA CITY - BUDGETED TRANSFERS	1,822,110	1,822,110	2,445,990	2,445,990	2,180,610	1,985,400	1,985,400	1,985,400	(195,210)	-9.0%
53815	INTRA CITY - INTERDEPARTMENTAL BILLINGS	19,430	594	17,440	1,144	20,230	19,330	19,330	19,330	(900)	-4.4%
53830	RADIO	116,210	116,210	167,940	167,940	148,600	171,150	171,150	171,150	22,550	15.2%
53840	MOTOR POOL RENTAL	664,450	648,263	735,260	686,127	630,160	565,430	565,430	565,430	(64,730)	-10.3%
53841	EQUIPMENT REPLACEMENT CHARGE	1,365,100	1,365,100	1,434,000	1,444,285	1,815,000	1,716,000	1,716,000	1,716,000	(99,000)	-5.5%
53851	COPY	237,800	171,276	180,300	130,903	193,450	174,870	174,870	174,870	(18,580)	-9.6%
53853	PRINTING	4,200	-	4,000	-	4,250	1,750	1,750	1,750	(2,500)	-58.8%
53854	PHOTOCOPIES	37,690	36,054	37,690	49,594	37,690	47,310	47,310	47,310	9,620	25.5%
53855	SHOPS FACILITIES MAINTENANCE	48,720	48,720	50,090	52,043	63,250	53,000	53,000	53,000	(10,250)	-16.2%
53860	BUILDING SERVICES	97,100	67,765	88,980	23,332	173,980	26,900	26,900	26,900	(147,080)	-84.5%
53900	SUPPORT SERVICES CHARGE	3,901,040	3,901,040	3,991,480	3,991,480	4,250,740	4,695,380	4,695,380	4,695,380	444,640	10.5%
54810	SPECIAL PAYMENTS - RIGHT OF WAY	-	5,575	-	-	-	-	-	-	-	-
54811	SPECIAL PAYMENTS - PERMANENT EASEMENT	-	267,935	-	1,100	-	-	-	-	-	-
54850	OTHER SPECIAL PAYMENTS	2,115,000	2,023,732	110,000	66,137	110,000	110,000	110,000	110,000	-	-
Total Materials and Services		\$ 36,325,280	\$ 32,062,217	\$ 38,324,690	\$ 33,135,324	\$ 36,729,700	\$ 35,486,860	\$ 35,486,860	\$ 36,478,850	\$ (250,850)	-0.7%

City of Salem Budget
Utility Fund
FY 2020

Utility Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
55110	LAND	\$ -	\$ -	\$ -	\$ 368,435	\$ -	\$ -	\$ -	\$ -	\$ -	-
55120	BUILDINGS AND IMPROVEMENTS	80,000	-	-	-	-	-	-	-	-	-
55130	EQUIPMENT AND MACHINERY	539,260	343,043	693,190	580,052	1,309,760	759,810	759,810	1,059,070	(250,690)	-19.1%
55150	FLEET REPLACEMENT	19,710	148,447	-	-	-	-	-	-	-	-
55160	WATER METERS	176,450	193,373	187,190	225,118	242,550	285,550	285,550	285,550	43,000	17.7%
	Total Capital Outlay	\$ 815,420	\$ 684,863	\$ 880,380	\$ 1,173,604	\$ 1,552,310	\$ 1,045,360	\$ 1,045,360	\$ 1,344,620	\$ (207,690)	-13.4%
60120	PRINCIPAL	\$ 20,727,900	\$ 20,549,035	\$ 15,917,300	\$ 16,510,000	\$ 15,273,000	\$ 17,987,720	\$ 17,987,720	\$ 17,147,440	\$ 1,874,440	12.3%
60130	INTEREST	5,056,270	5,226,791	4,405,130	3,808,698	3,666,290	3,201,750	3,201,750	4,042,030	375,740	10.2%
60135	PAYMENTS TO ESCROW AGENTS	-	-	-	65,033,340	-	-	-	-	-	-
	Total Debt Service	\$ 25,784,170	\$ 25,775,826	\$ 20,322,430	\$ 85,352,038	\$ 18,939,290	\$ 21,189,470	\$ 21,189,470	\$ 21,189,470	\$ 2,250,180	11.9%
61110	CONTINGENCIES	\$ 3,700,000	\$ -	\$ 3,000,000	\$ -	\$ 600,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 2,400,000	400.0%
	Total Contingencies	\$ 3,700,000	\$ -	\$ 3,000,000	\$ -	\$ 600,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 2,400,000	400.0%
62110	TRANSFERS TO OTHER FUNDS	\$ 13,666,100	\$ 13,666,100	\$ 14,436,000	\$ 14,436,000	\$ 21,570,140	\$ 14,090,000	\$ 15,040,000	\$ 14,650,000	\$ (6,920,140)	-32.1%
	Total Interfund Transfers	\$ 13,666,100	\$ 13,666,100	\$ 14,436,000	\$ 14,436,000	\$ 21,570,140	\$ 14,090,000	\$ 15,040,000	\$ 14,650,000	\$ (6,920,140)	-32.1%
	Total Expenditures	\$ 112,982,720	\$ 102,127,274	\$ 112,061,770	\$ 166,618,513	\$ 116,141,570	\$ 114,564,250	\$ 115,514,250	\$ 116,415,500	\$ 273,930	0.2%

City of Salem Budget

Willamette Valley Communication Center (WVCC) Fund Assumptions and Trends

FY 2020

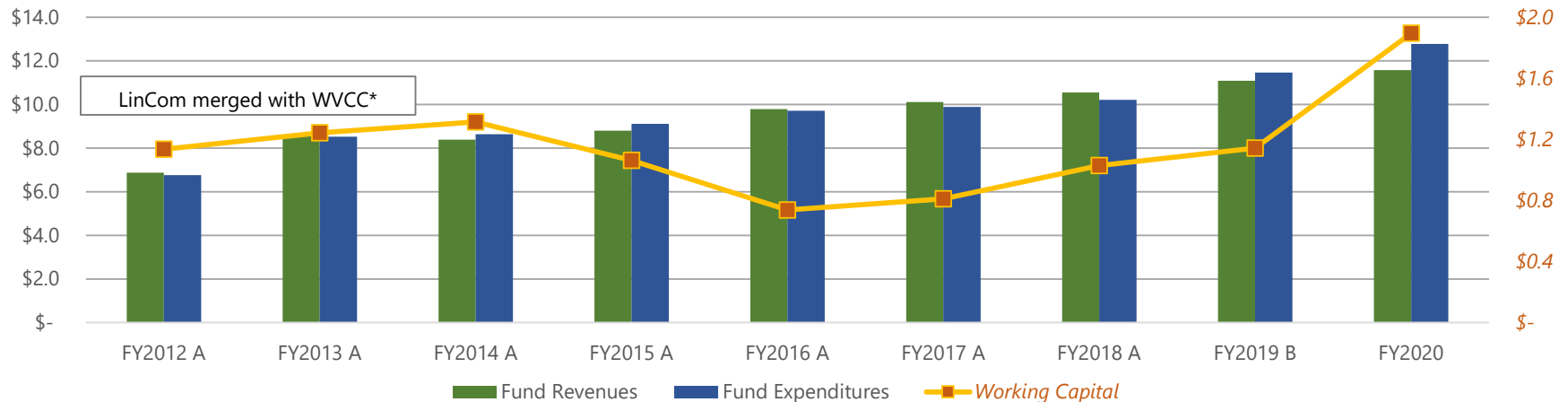
Account	Assumption	Amount	Account	Assumption	Amount
35213	Intrafund - Budgeted Transfers: for support from the Radio Communications Division and member rate payments from the Police and Fire departments, increase of 4.1% over the FY 2019 Budget	\$ 4,894,250	35495	Other Agencies: annual member rates budgeted for the participating non-government agencies, estimating a 6.1% increase over the FY 2019 Budget	\$ 253,580
35395	Other Government Agencies: annual member rates budgeted for the participating government agencies, estimating a 4.9% increase over the FY 2019 Budget	\$ 6,175,570			

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



*During FY 2013, the City of Salem entered into an intergovernmental agreement with the Lincoln County Communications Agency (LinCom) to consolidate its 9-1-1 services and operations (including 11.50 full-time equivalent positions) with the Willamette Valley Communication Center.

FY 2020 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 2020
35213	INTRA CITY BUDGETED TRANSFERS	
	Radio Communications Division support (355-35450000)	\$ 108,290
	Salem Police Department (101-35201030)	3,120,890
	Salem Fire Department (101-37202500)	1,665,070
		<u>\$ 4,894,250</u>
35395	OTHER GOVERNMENT AGENCIES	
	Following are the annual fees budgeted for the participating government agencies:	
	Central Coast Fire and Ambulance	\$ 61,650
	Dallas Fire	176,140
	Dallas Police	254,830
	Depoe Bay Rural Fire Protection District	41,150
	Falls City 911 Answering	4,970
	Falls City Fire	9,220
	Gervais Police	36,640
	Grand Ronde Tribal Police	42,980
	Independence Police	138,030
	Keizer Police	614,640
	Lincoln City CAD services	33,640
	Lincoln County Sheriff	790,580
	Marion County Rural Fire Protection District 1	483,980
	Marion County Sheriff	1,738,390
	Monmouth Police	133,720
	Keizer Rural Fire Protection District	337,210
	Newport Fire	91,300
	Newport Police	455,960
	Polk County Rural Fire Protection District 1	196,120
	Polk County Sheriff	352,010
	Salem Suburban Rural Fire Protection District	51,850
	Seal Rock Rural Fire Protection District	21,220

FY 2020 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 2020
35395	OTHER GOVERNMENT AGENCIES, continued	
	Siletz Valley Rural Fire Protection District	19,710
	Southwest Polk Rural Fire Protection District	53,220
	Spring Valley Rural Fire Protection District	8,680
	Yachats Rural Fire Protection District	27,730
		\$ 6,175,570
35495	OTHER AGENCIES	
	Following are the annual fees budgeted for the participating non-government agencies:	
	Pacific West Ambulance	\$ 241,250
	South Lincoln Ambulance	12,330
		\$ 253,580

City of Salem Budget
Willamette Valley Communication Center Fund
FY 2020

WVCC Fund Resources

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
32320	DOCUMENT SALES	\$ 590	\$ 2,049	\$ 600	\$ 2,664	\$ 2,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 1,000	50.0%
32495	OTHER CHARGE FOR SERVICE	15,410	19,756	15,720	20,799	20,000	19,000	19,000	19,000	(1,000)	-5.0%
	Total Sales, Fees, Licenses, Permits	\$ 16,000	\$ 21,805	\$ 16,320	\$ 23,463	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ -	-
34110	LAND / BUILDING RENT	\$ 19,890	\$ 19,890	\$ 20,300	\$ 20,800	\$ 16,650	\$ 17,480	\$ 17,480	\$ 17,480	\$ 830	5.0%
	Total Rent	\$ 19,890	\$ 19,890	\$ 20,300	\$ 20,800	\$ 16,650	\$ 17,480	\$ 17,480	\$ 17,480	\$ 830	5.0%
35212	INTRAFUND - DIRECT CHG (LABOR)	\$ -	\$ 4,659	\$ -	\$ 19,660	\$ 13,400	\$ -	\$ -	\$ -	\$ (13,400)	-100.0%
35213	INTRAFUND - BUDGETED TRANSFERS	4,300,820	4,300,820	4,471,580	4,471,580	4,699,330	4,894,250	4,894,250	4,894,250	194,920	4.1%
35361	STATE REIMBURSEMENT	100,000	192,195	122,400	183,157	183,000	168,010	168,010	168,010	(14,990)	-8.2%
35370	MARION COUNTY	-	1,869	-	2,898	-	-	-	-	-	-
35395	OTHER GOVERNMENT AGENCIES	5,322,150	5,329,230	5,566,240	5,566,240	5,888,270	6,175,570	6,175,570	6,175,570	287,300	4.9%
35495	OTHER AGENCIES	205,270	205,270	226,020	226,020	238,940	253,580	253,580	253,580	14,640	6.1%
	Total Internal / Intergovernmental	\$ 9,928,240	\$ 10,034,042	\$ 10,386,240	\$ 10,469,555	\$ 11,022,940	\$ 11,491,410	\$ 11,491,410	\$ 11,491,410	\$ 468,470	4.2%
36210	INTEREST	\$ 8,510	\$ 12,542	\$ 10,630	\$ 24,500	\$ 23,000	\$ 39,010	\$ 39,010	\$ 39,010	\$ 16,010	69.6%
36815	WAGE RECOVERY	-	7,064	-	-	-	-	-	-	-	-
36895	OTHER REVENUE	-	12,179	-	15,239	-	-	-	-	-	-
	Total Other Revenue	\$ 8,510	\$ 31,786	\$ 10,630	\$ 39,739	\$ 23,000	\$ 39,010	\$ 39,010	\$ 39,010	\$ 16,010	69.6%
39910	BEGINNING WORKING CAPITAL	\$ 737,540	\$ 810,784	\$ 892,660	\$ 1,028,775	\$ 1,142,920	\$ 1,855,020	\$ 1,855,020	\$ 1,894,210	\$ 751,290	65.7%
	Total Beginning Balance	\$ 737,540	\$ 810,784	\$ 892,660	\$ 1,028,775	\$ 1,142,920	\$ 1,855,020	\$ 1,855,020	\$ 1,894,210	\$ 751,290	65.7%
	Total Resources	\$ 10,710,180	\$ 10,918,306	\$ 11,326,150	\$ 11,582,331	\$ 12,227,510	\$ 13,424,920	\$ 13,424,920	\$ 13,464,110	\$ 1,236,600	10.1%

City of Salem Budget
Willamette Valley Communication Center Fund
FY 2020

WVCC Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference	
51010	SALARIES AND WAGES	\$ 4,617,320	\$ 4,533,267	\$ 4,728,160	\$ 4,417,923	\$ 5,002,880	\$ 5,065,190	\$ 5,065,190	\$ 5,065,190	\$ 62,310	1.2%	
51020	SEASONAL AND RELIEF	51,400	85,060	73,590	92,722	95,800	98,320	98,320	98,320	2,520	2.6%	
51025	HOLIDAY - REGULAR	67,430	61,644	69,460	64,184	76,200	71,760	71,760	71,760	(4,440)	-5.8%	
51030	OVERTIME	600,000	605,646	500,000	737,354	500,000	500,000	500,000	500,000	-	-	
51080	STANDBY	12,300	8,547	12,800	10,963	12,000	13,200	13,200	13,200	1,200	10.0%	
51100	INCENTIVES	19,880	28,667	35,650	24,755	18,310	40,370	40,370	40,370	22,060	120.5%	
51120	LEAVE PAYOFF	70,000	66,201	70,000	116,031	76,200	78,110	78,110	78,110	1,910	2.5%	
51135	CELL PHONE ALLOWANCE	940	940	940	940	860	960	960	960	100	11.6%	
51195	OTHER PAY / BENEFITS	-	-	2,700	-	-	5,400	5,400	5,400	5,400	-	-
51210	FICA AND MEDICARE	415,820	402,354	419,890	414,227	441,620	447,960	447,960	447,960	6,340	1.4%	
51221	WORKERS' COMP PREMIUM	87,130	87,130	49,270	49,471	44,270	44,080	44,080	44,080	(190)	-0.4%	
51222	WORKERS' COMP STATE ASSMT	2,190	2,251	2,190	2,016	2,190	2,200	2,200	2,200	10	0.5%	
51230	UNEMPLOYMENT	30,000	4,444	30,000	13,704	18,050	30,000	30,000	30,000	11,950	66.2%	
51240	EMPLOYER - RETIREMENT PERS	662,690	607,628	870,560	845,849	895,340	1,175,170	1,175,170	1,175,170	279,830	31.3%	
51243	PERS UNFUNDED LIABILITY	288,820	288,820	303,690	303,690	303,050	312,870	312,870	312,870	9,820	3.2%	
51245	EMPLOYER - PERS PICKUP	323,270	299,912	324,950	308,698	341,190	352,070	352,070	352,070	10,880	3.2%	
51250	INSURANCE - MEDICAL	1,144,730	1,082,717	1,157,970	1,064,908	1,249,800	1,180,760	1,180,760	1,180,760	(69,040)	-5.5%	
51255	INSURANCE - VISION	33,320	31,423	31,570	30,244	33,890	30,890	30,890	30,890	(3,000)	-8.9%	
51260	INSURANCE - DENTAL	109,380	101,694	104,320	97,802	111,890	103,450	103,450	103,450	(8,440)	-7.5%	
51265	INSURANCE - LIFE	6,370	7,542	8,500	7,244	8,550	9,070	9,070	9,070	520	6.1%	
51270	INSURANCE - DISABILITY	17,360	15,678	17,320	15,631	18,240	18,350	18,350	18,350	110	0.6%	
51275	OTHER HEALTH BENEFITS	-	2,506	-	-	-	-	-	-	-	-	
	Total Personal Services	\$ 8,560,350	\$ 8,324,073	\$ 8,813,530	\$ 8,618,356	\$ 9,250,330	\$ 9,580,180	\$ 9,580,180	\$ 9,580,180	\$ 329,850	3.6%	
52110	SUBSCRIPTIONS AND BOOKS	\$ 1,000	\$ 277	\$ 100	\$ 341	\$ 300	\$ 400	\$ 400	\$ 400	\$ 100	33.3%	
52120	MAIL	1,000	889	1,000	933	1,000	1,000	1,000	1,000	-	-	
52130	SUPPLIES	14,600	8,398	14,600	8,201	14,600	14,870	14,870	14,870	270	1.8%	
52340	EMPLOYEE RECOGNITION	800	820	800	1,371	800	2,000	2,000	2,000	1,200	150.0%	
52360	RECRUITMENT FEES	2,200	1,414	2,200	7,096	31,800	21,700	21,700	21,700	(10,100)	-31.8%	
52405	TELEPHONE - OFFICE	68,000	62,017	66,800	62,174	60,000	73,800	73,800	73,800	13,800	23.0%	
52460	COMMUNICATION - OTHER	11,500	9,772	12,720	7,656	10,320	11,730	11,730	11,730	1,410	13.7%	
52510	TRAINING	26,000	24,645	26,000	17,481	27,000	27,990	27,990	27,990	990	3.7%	
52540	MEALS	-	-	-	15	-	-	-	-	-	-	
52550	MILEAGE	3,000	1,643	3,000	2,847	3,000	3,510	3,510	3,510	510	17.0%	
52670	OTHER PROFESSIONAL SERVICES	13,000	19,942	34,710	23,765	16,200	17,000	17,000	17,000	800	4.9%	
52710	MEMBERSHIP DUES	990	1,532	1,450	1,532	1,700	1,700	1,700	1,700	-	-	
52720	LICENSES / CERTIFICATIONS	150	-	150	50	150	200	200	200	50	33.3%	
52810	SMALL TOOLS	1,000	-	1,000	-	1,000	1,000	1,000	1,000	-	-	
52815	CONTROLLED EQUIPMENT	37,400	15,457	44,700	15,580	44,700	46,000	46,000	46,000	1,300	2.9%	
52820	SMALL EQUIPMENT AND SUPPLIES	8,300	10,468	8,300	10,352	8,300	8,300	8,300	8,300	-	-	
52830	COMPUTER SOFTWARE AND LICENSES	437,460	338,244	339,560	341,584	365,900	385,500	385,500	424,690	58,790	16.1%	
52910	DIESEL FUEL	-	293	-	-	400	400	400	400	-	-	
53210	INSURANCE	23,920	23,920	24,100	24,100	-	-	-	-	-	-	
53211	LIABILITY INSURANCE	-	-	-	-	23,610	23,410	23,410	23,410	(200)	-0.8%	
53320	EQUIPMENT MAINTENANCE	58,450	26,785	76,060	15,696	66,300	86,300	86,300	86,300	20,000	30.2%	
53510	BUILDING RENTAL	183,000	180,616	189,800	188,037	195,100	202,010	202,010	202,010	6,910	3.5%	
53610	GAS	5,000	2,930	4,000	2,496	3,200	3,310	3,310	3,310	110	3.4%	

City of Salem Budget
Willamette Valley Communication Center Fund
FY 2020

WVCC Fund Expenditures

Account	Description	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference from FY 2019	% Chg Difference
53620	ELECTRIC	33,000	32,443	35,600	31,877	39,900	38,400	38,400	38,400	(1,500)	-3.8%
53650	REFUSE DISPOSAL	1,400	1,607	1,600	1,504	1,600	1,610	1,610	1,610	10	0.6%
53767	BANKING AND INVESTMENT FEES	-	1,013	1,180	1,972	1,180	1,200	1,200	1,200	20	1.7%
53770	BAD DEBT - WRITE OFF	-	30	-	-	-	-	-	-	-	-
53812	INTRA CITY - DIRECT CHG (LABOR)	23,000	41,536	25,920	42,855	33,100	73,000	73,000	73,000	39,900	120.5%
53813	INTRA CITY - BUDGETED TRANSFERS	90,620	89,280	86,320	86,320	91,940	94,160	94,160	94,160	2,220	2.4%
53830	RADIO	72,700	72,700	13,650	13,650	30,240	35,040	35,040	35,040	4,800	15.9%
53840	MOTOR POOL RENTAL	800	994	770	262	1,000	1,000	1,000	1,000	-	-
53851	COPY	1,700	1,376	1,700	742	1,700	1,700	1,700	1,700	-	-
53854	PHOTOCOPIES	4,200	3,563	4,200	7,385	8,600	6,570	6,570	6,570	(2,030)	-23.6%
53860	BUILDING SERVICES	8,400	7,894	15,980	5,836	13,000	12,010	12,010	12,010	(990)	-7.6%
53900	SUPPORT SERVICES CHARGE	582,960	582,960	643,910	643,910	638,040	531,290	531,290	531,290	(106,750)	-16.7%
	Total Materials and Services	\$ 1,715,550	\$ 1,565,459	\$ 1,681,880	\$ 1,567,621	\$ 1,735,680	\$ 1,728,110	\$ 1,728,110	\$ 1,767,300	\$ 31,620	1.8%
55130	EQUIPMENT AND MACHINERY	\$ -	\$ -	\$ 33,000	\$ 29,825	\$ 33,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 2,000	6.1%
	Total Capital Outlay	\$ -	\$ -	\$ 33,000	\$ 29,825	\$ 33,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 2,000	6.1%
62110	TRANSFERS TO OTHER FUNDS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	-
	Total Transfers to Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	-
61110	CONTINGENCIES	\$ 434,280	\$ -	\$ 429,590	\$ -	\$ 440,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 60,000	13.6%
	Total Contingencies	\$ 434,280	\$ -	\$ 429,590	\$ -	\$ 440,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 60,000	13.6%
	Total Expenditures	\$ 10,710,180	\$ 9,889,532	\$ 10,958,000	\$ 10,215,802	\$ 11,459,010	\$ 12,743,290	\$ 12,743,290	\$ 12,782,480	\$ 1,323,470	11.5%

City of Salem Budget

FY 2020

All City Departments and Funds

In Department Order (Alphabetically) and by Fund Number Within the Department Section

Resources by Department / Fund and Type

Expenditures by Department / Fund and Category

Budget, Finance, Purchasing

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Budget, Finance, and Purchasing Resources - General Fund (F101)										
General Revenues	\$ 918,433	\$ 673,245	\$ 967,432	\$ 1,092,319	\$ 1,108,772	\$ 1,450,861	\$ 1,450,861	\$ 1,427,651	\$ 318,879	28.8%
Charges for Service	192,110	208,720	208,110	202,200	219,600	209,580	209,580	209,580	(10,020)	-4.6%
Internal and Intergovernmental	2,428,479	2,428,229	2,276,700	2,276,700	2,336,530	2,333,350	2,333,350	2,333,350	(3,180)	-0.1%
All Other Revenues	-	10,871	-	5,462	-	-	-	-	-	-
Beginning Working Capital	319,598	43,518	414,388	61,630	157,808	151,429	151,429	179,159	21,351	13.5%
Total City Manager - General Fund	\$ 3,858,620	\$ 3,364,583	\$ 3,866,630	\$ 3,638,312	\$ 3,822,710	\$ 4,145,220	\$ 4,145,220	\$ 4,149,740	\$ 327,030	8.6%

Budget, Finance, and Purchasing Expenditures - General Fund (F101)

Personal Services	\$ 3,497,260	\$ 3,073,437	\$ 3,437,800	\$ 3,191,603	\$ 3,483,410	\$ 3,826,780	\$ 3,826,780	\$ 3,826,780	\$ 343,370	9.9%
Materials and Services	361,360	291,146	428,830	446,709	339,300	318,440	318,440	322,960	(16,340)	-4.8%
Total City Manager - General Fund	\$ 3,858,620	\$ 3,364,583	\$ 3,866,630	\$ 3,638,312	\$ 3,822,710	\$ 4,145,220	\$ 4,145,220	\$ 4,149,740	\$ 327,030	8.6%
Number of Positions	34.00	34.00	32.00	32.00	32.00	32.00	32.00	32.00	-	-

More information about the Budget, Finance, and Purchasing Department can be found in the result area of Good Governance.

City Manager's Office

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
City Manager's Office Resources - General Fund (F101)										
General Revenues	\$ 244,072	\$ 297,896	\$ 398,282	\$ 494,342	\$ 778,307	\$ 77,718	\$ 77,718	\$ 76,260	\$ (702,047)	-90.2%
Charges for Service	-	250	-	-	-	-	-	-	-	-
Internal and Intergovernmental	832,357	822,357	829,833	819,833	658,570	1,210,140	1,210,140	1,210,140	551,570	83.8%
Beginning Working Capital	101,841	15,719	155,595	24,040	110,773	8,112	8,112	9,570	(101,203)	-91.4%
Total City Manager - General Fund	\$ 1,178,270	\$ 1,136,222	\$ 1,383,710	\$ 1,338,215	\$ 1,547,650	\$ 1,295,970	\$ 1,295,970	\$ 1,295,970	\$ (251,680)	-16.3%

City Manager's Office Expenditures - General Fund (F101)

Personal Services	\$ 1,136,260	\$ 1,103,440	\$ 1,195,840	\$ 1,192,988	\$ 1,389,260	\$ 1,183,240	\$ 1,183,240	\$ 1,183,240	\$ (206,020)	-14.8%
Materials and Services	42,010	32,782	187,870	145,226	158,390	112,730	112,730	112,730	(45,660)	-28.8%
Total City Manager - General Fund	\$ 1,178,270	\$ 1,136,222	\$ 1,383,710	\$ 1,338,215	\$ 1,547,650	\$ 1,295,970	\$ 1,295,970	\$ 1,295,970	\$ (251,680)	-16.3%
Number of Positions	7.00	7.00	7.00	7.00	8.00	7.00	7.00	7.00	(1.00)	-12.5%

More information about the City Manager's Office can be found in the result area of Good Governance.

City of Salem Budget

FY 2020

All City Departments and Funds

In Department Order (Alphabetically) and by Fund Number Within the Department Section

Resources by Department / Fund and Type

Expenditures by Department / Fund and Category

City Manager's Office

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Municipal Court Resources - General Fund (F101)										
General Revenues	\$ 1,732,592	\$ 1,685,458	\$ 1,752,496	\$ 1,783,947	\$ 1,793,647	\$ 1,947,051	\$ 1,947,051	\$ 1,924,956	\$ 131,309	7.3%
Charges for Service	-	(7)	-	-	-	-	-	-	-	-
Internal and Intergovernmental	-	-	-	1,868	-	87,840	87,840	87,840	87,840	-
All Other Revenues	-	91,908	-	95,626	-	-	-	-	-	-
Beginning Working Capital	165,458	22,360	223,854	30,851	255,283	194,049	194,049	230,544	(24,739)	-9.7%
Total Court - General Fund	\$ 1,898,050	\$ 1,799,719	\$ 1,976,350	\$ 1,912,292	\$ 2,048,930	\$ 2,228,940	\$ 2,228,940	\$ 2,243,340	\$ 194,410	9.5%

Municipal Court Expenditures - General Fund (F101)

Personal Services	\$ 1,389,950	\$ 1,254,081	\$ 1,450,370	\$ 1,257,368	\$ 1,455,420	\$ 1,581,470	\$ 1,581,470	\$ 1,581,470	\$ 126,050	8.7%
Materials and Services	508,100	453,730	525,980	557,430	593,510	559,630	559,630	574,030	(19,480)	-3.3%
Total Court - General Fund	\$ 1,898,050	\$ 1,707,812	\$ 1,976,350	\$ 1,814,798	\$ 2,048,930	\$ 2,141,100	\$ 2,141,100	\$ 2,155,500	\$ 106,570	5.2%
Number of Positions	14.00	14.00	14.00	14.00	14.00	15.00	15.00	15.00	1.00	7.1%

More information about the Municipal Court budget can be found in the result area of Safe Community.

City Manager's Office

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
City Manager's Office Resources - Trust Funds (F435, F500)										
All Other Revenues	\$ 500,000	\$ 9	\$ 500,010	\$ 12	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	-
Beginning Working Capital	550	797	800	805	820	830	830	830	10	1.2%
Total City Manager - Trust Funds	\$ 500,550	\$ 806	\$ 500,810	\$ 817	\$ 500,820	\$ 500,830	\$ 500,830	\$ 500,830	\$ 10	0.0%

City Manager's Office Expenditures - Trust Funds (F435, F500)

Materials and Services	\$ 550	\$ 1	\$ 810	\$ 1	\$ 810	\$ -	\$ -	\$ -	\$ (810)	-100.0%
Capital Outlay	500,000	-	-	-	500,000	500,000	500,000	500,000	-	-
Total City Manager - Trust Funds	\$ 500,550	\$ 1	\$ 810	\$ 1	\$ 500,810	\$ 500,000	\$ 500,000	\$ 500,000	\$ (810)	-0.2%

City of Salem Budget

FY 2020

All City Departments and Funds

In Department Order (Alphabetically) and by Fund Number Within the Department Section

Resources by Department / Fund and Type

Expenditures by Department / Fund and Category

Community Development (CD) Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Community Development Resources - General Fund (F101)										
General Revenues	\$ 2,281,412	\$ 1,994,198	\$ 2,614,799	\$ 2,014,756	\$ 2,426,392	\$ 1,976,754	\$ 1,976,754	\$ 2,321,855	\$ (104,537)	-4.3%
Charges for Service	965,080	1,279,666	1,131,240	1,237,412	1,666,520	1,661,650	1,661,650	1,661,650	(4,870)	-0.3%
Internal and Intergovernmental	308,790	320,989	350,300	379,986	351,550	364,270	364,270	364,270	12,720	3.6%
Grants	-	7,338	-	3,500	-	-	-	-	-	-
All Other Revenues	-	31,270	-	72,180	150	150,000	150,000	150,000	149,850	99900.0%
Beginning Working Capital	217,868	27,982	334,001	36,857	345,338	206,316	206,316	291,375	(53,963)	-15.6%
Total CD - General Fund	\$ 3,773,150	\$ 3,661,442	\$ 4,430,340	\$ 3,744,690	\$ 4,789,950	\$ 4,358,990	\$ 4,358,990	\$ 4,789,150	\$ (800)	0.0%

Community Development Expenditures - General Fund (F101)

Personal Services	\$ 3,342,880	\$ 3,302,456	\$ 3,516,160	\$ 3,303,649	\$ 3,850,230	\$ 3,744,880	\$ 3,744,880	\$ 3,980,760	\$ 130,530	3.4%
Materials and Services	405,770	334,491	909,180	436,042	934,720	609,110	609,110	803,390	(131,330)	-14.1%
Capital Outlay	19,500	19,495	-	-	-	-	-	-	-	-
Transfers	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	-	-
Total CD - General Fund	\$ 3,773,150	\$ 3,661,442	\$ 4,430,340	\$ 3,744,690	\$ 4,789,950	\$ 4,358,990	\$ 4,358,990	\$ 4,789,150	\$ (800)	0.0%
<i>Number of Positions</i>	<i>31.20</i>	<i>31.20</i>	<i>31.20</i>	<i>31.20</i>	<i>34.20</i>	<i>31.20</i>	<i>31.20</i>	<i>33.20</i>	<i>(1.00)</i>	<i>-2.9%</i>

This budget includes the divisions of Community Development Admin, Planning, and Neighborhood Enhancement. More information about the divisions can be found in the result area of Welcoming and Livable Community.

Community Development (CD) Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Salem Public Library Resources - General Fund (F101)										
General Revenues	\$ 3,693,560	\$ 3,850,378	\$ 3,633,750	\$ 3,672,482	\$ 3,673,557	\$ 3,822,201	\$ 3,822,201	\$ 3,750,475	\$ 76,918	2.1%
Charges for Service	218,170	166,803	158,910	159,293	122,620	129,220	129,220	129,220	6,600	5.4%
Internal and Intergovernmental	598,920	632,908	652,270	646,340	635,860	656,610	656,610	656,610	20,750	3.3%
Grants	29,950	26,750	-	-	27,000	-	-	-	(27,000)	-100.0%
All Other Revenues	43,240	57,822	52,240	57,209	49,240	56,520	56,520	56,520	7,280	14.8%
Beginning Working Capital	354,960	54,027	467,900	69,208	522,843	398,929	398,929	470,655	(52,188)	-10.0%
Total Library - General Fund	\$ 4,938,800	\$ 4,788,689	\$ 4,965,070	\$ 4,604,532	\$ 5,031,120	\$ 5,063,480	\$ 5,063,480	\$ 5,063,480	\$ 32,360	0.6%

Salem Public Library Expenditures - General Fund (F101)

Personal Services	\$ 4,099,510	\$ 3,783,653	\$ 4,205,090	\$ 3,781,983	\$ 3,922,900	\$ 4,328,060	\$ 4,328,060	\$ 4,328,060	\$ 405,160	10.3%
Materials and Services	839,290	976,329	742,050	804,619	694,820	725,420	725,420	725,420	30,600	4.4%
Capital Outlay	-	28,707	-	-	-	10,000	10,000	10,000	10,000	-
Transfers	-	-	17,930	17,930	413,400	-	-	-	(413,400)	-100.0%
Total Library - General Fund	\$ 4,938,800	\$ 4,788,689	\$ 4,965,070	\$ 4,604,532	\$ 5,031,120	\$ 5,063,480	\$ 5,063,480	\$ 5,063,480	\$ 32,360	0.6%
<i>Number of Positions</i>	<i>44.70</i>	<i>44.70</i>	<i>43.70</i>	<i>43.70</i>	<i>42.60</i>	<i>41.35</i>	<i>41.35</i>	<i>41.35</i>	<i>(1.25)</i>	<i>-2.9%</i>

More information about the Salem Public Library budget can be found in the result area of Welcoming and Livable Community.

City of Salem Budget

FY 2020

All City Departments and Funds

In Department Order (Alphabetically) and by Fund Number Within the Department Section

Resources by Department / Fund and Type

Expenditures by Department / Fund and Category

Community Development (CD) Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Building and Safety Resources - Building and Safety Fund (F185)										
Charges for Service	\$ 3,045,470	\$ 4,720,541	\$ 4,470,470	\$ 5,628,276	\$ 4,819,410	\$ 5,061,610	\$ 5,061,610	\$ 5,061,610	\$ 242,200	5.0%
Internal and Intergovernmental	165,320	165,423	123,980	123,980	135,210	132,120	132,120	132,120	(3,090)	-2.3%
All Other Revenues	21,420	61,117	21,850	95,961	73,880	87,000	87,000	87,000	13,120	17.8%
Beginning Working Capital	5,111,700	5,373,982	6,250,170	6,156,499	7,409,060	7,997,520	7,997,520	8,000,540	591,480	8.0%
Total Building and Safety Fund	\$ 8,343,910	\$ 10,321,063	\$ 10,866,470	\$ 12,004,715	\$ 12,437,560	\$ 13,278,250	\$ 13,278,250	\$ 13,281,270	\$ 843,710	6.8%

Building and Safety Expenditures - Building and Safety Fund (F185)

Personal Services	\$ 2,677,850	\$ 2,340,522	\$ 3,011,810	\$ 2,688,805	\$ 3,192,590	\$ 3,680,600	\$ 3,680,600	\$ 3,680,600	\$ 488,010	15.3%
Materials and Services	1,076,850	1,024,042	1,126,530	1,048,798	1,427,420	1,509,590	1,509,590	1,512,610	85,190	6.0%
Capital Outlay	-	-	-	-	-	26,000	26,000	26,000	26,000	-
Contingencies	300,000	-	300,000	-	300,000	300,000	300,000	300,000	-	-
Transfers	800,000	800,000	580,000	577,248	500,000	500,000	500,000	500,000	-	-
Total Building and Safety Fund	\$ 4,854,700	\$ 4,164,564	\$ 5,018,340	\$ 4,314,852	\$ 5,420,010	\$ 6,016,190	\$ 6,016,190	\$ 6,019,210	\$ 599,200	11.1%
<i>Number of Positions</i>	<i>23.00</i>	<i>23.00</i>	<i>25.00</i>	<i>25.00</i>	<i>25.00</i>	<i>27.00</i>	<i>27.00</i>	<i>27.00</i>	<i>2.00</i>	<i>8.0%</i>

More information about the Building and Safety Division budget can be found in the result area of Safe Community and Welcoming and Livable Community.

Community Development (CD) Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Salem Public Library Improvements Resources - Capital Improvements Fund (F255)										
All Other Revenues	\$ -	\$ -	\$ -	\$ 22,168,775	\$ 113,400	\$ -	\$ -	\$ -	\$ (113,400)	-100.0%
Beginning Working Capital	-	-	-	-	21,230,780	20,959,000	20,959,000	20,959,000	(271,780)	-1.3%
Total Library - Bond Funds	\$ -	\$ -	\$ -	\$ 22,168,775	\$ 21,344,180	\$ 20,959,000	\$ 20,959,000	\$ 20,959,000	\$ (385,180)	-1.8%

Salem Public Library Improvements Expenditures - Capital Improvements Fund (F255)

Materials and Services	\$ -	\$ -	\$ -	\$ 194,005	\$ 21,344,180	\$ 20,959,000	\$ 20,959,000	\$ 20,959,000	\$ (385,180)	-1.8%
Transfers	-	-	-	843,643	-	-	-	-	-	-
Total Library - Bond Funds	\$ -	\$ -	\$ -	\$ 1,037,648	\$ 21,344,180	\$ 20,959,000	\$ 20,959,000	\$ 20,959,000	\$ (385,180)	-1.8%

More information about the Salem Public Library Bond Funds budget can be found in the Capital Improvements section of this document.

City of Salem Budget

FY 2020

All City Departments and Funds

In Department Order (Alphabetically) and by Fund Number Within the Department Section

Resources by Department / Fund and Type

Expenditures by Department / Fund and Category

Community Development (CD) Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Community Development Resources - Trust Funds (F430, F445, F448)										
Donations	\$ -	\$ 6,818	\$ -	\$ 54,619	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	-
Charges for Service	-	-	-	-	-	100,000	100,000	100,000	100,000	-
All Other Revenues	64,750	10,767	65,840	11,334	112,960	16,470	16,470	16,470	(96,490)	-85.4%
Beginning Working Capital	28,970	44,194	50,010	39,442	49,260	238,490	238,490	238,490	189,230	384.1%
Total CD - Trust Funds	\$ 93,720	\$ 61,779	\$ 115,850	\$ 105,395	\$ 167,220	\$ 359,960	\$ 359,960	\$ 359,960	\$ 192,740	115.3%

Community Development Expenditures - Trust Funds (F430, F445, F448)

Materials and Services	\$ 81,920	\$ 22,338	\$ 99,320	\$ 57,224	\$ 151,890	\$ 159,330	\$ 159,330	\$ 159,330	\$ 7,440	4.9%
Transfers	-	-	-	-	-	100,000	100,000	100,000	100,000	-
Total CD - Trust Funds	\$ 81,920	\$ 22,338	\$ 99,320	\$ 57,224	\$ 151,890	\$ 259,330	\$ 259,330	\$ 259,330	\$ 107,440	70.7%

More information about the trust funds in this display can be found in the result area of Welcoming and Livable Community.

Community Development (CD) Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Salem Public Library Resources - Trust Funds (F460, F461, F462, F463, F464, F465, F570)										
Charges for Service	\$ -	\$ 17,448	\$ 30,000	\$ 19,572	\$ 25,000	\$ -	\$ -	\$ -	\$ (25,000)	-100.0%
Grants	-	-	26,750	27,178	30,000	30,000	30,000	30,000	-	-
Donations	-	-	21,000	-	68,980	101,000	101,000	101,000	32,020	46.4%
All Other Revenues	60,690	83,737	47,470	104,630	41,180	11,480	11,480	11,480	(29,700)	-72.1%
Beginning Working Capital	1,009,620	1,052,016	995,500	1,027,312	1,007,150	963,250	963,250	963,250	(43,900)	-4.4%
Total Library - Trust Funds	\$ 1,070,310	\$ 1,153,201	\$ 1,120,720	\$ 1,178,691	\$ 1,172,310	\$ 1,105,730	\$ 1,105,730	\$ 1,105,730	\$ (66,580)	-5.7%

Salem Public Library Expenditures - Trust Funds (F460, F461, F462, F463, F464, F465, F570)

Materials and Services	\$ 37,590	\$ 82,480	\$ 252,180	\$ 161,667	\$ 247,270	\$ 246,820	\$ 246,820	\$ 246,820	\$ (450)	-0.2%
Transfers	43,410	43,410	-	-	-	-	-	-	-	-
Total Library - Trust Funds	\$ 81,000	\$ 125,890	\$ 252,180	\$ 161,667	\$ 247,270	\$ 246,820	\$ 246,820	\$ 246,820	\$ (450)	-0.2%

More information about the Salem Public Library budget can be found in the result area of Welcoming and Livable Community.

City of Salem Budget

FY 2020

All City Departments and Funds

In Department Order (Alphabetically) and by Fund Number Within the Department Section

Resources by Department / Fund and Type

Expenditures by Department / Fund and Category

Equipment Replacement

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Equipment Replacement Resources - Equipment Replacement Reserve Fund (F388)										
Internal and Intergovernmental	\$ 2,590,150	\$ 3,542,963	\$ 3,239,000	\$ 3,487,464	\$ 2,773,000	\$ 3,395,000	\$ 3,395,000	\$ 3,395,000	\$ 622,000	22.4%
Charges for Service	-	-	-	158,549	-	-	-	-	-	-
Grants	-	-	-	-	250,000	-	-	-	(250,000)	-100.0%
Donations	-	-	-	-	100,000	-	-	-	(100,000)	-100.0%
All Other Revenues	1,159,250	1,166,249	1,290,770	907,426	1,195,940	1,803,970	1,803,970	1,803,970	608,030	50.8%
Beginning Working Capital	4,651,850	4,982,873	5,850,100	6,733,154	6,424,510	8,550,280	8,550,280	8,550,280	2,125,770	33.1%
Total Equipment Replacement Fund	\$ 8,401,250	\$ 9,692,086	\$ 10,379,870	\$ 11,286,593	\$ 10,743,450	\$ 13,749,250	\$ 13,749,250	\$ 13,749,250	\$ 3,005,800	28.0%

Equipment Replacement Expenditures - Equipment Replacement Reserve Fund (F388)

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Materials and Services	\$ -	\$ 9,679	\$ 1,900	\$ 18,680	\$ 1,900	\$ 6,570	\$ 6,570	\$ 6,570	\$ 4,670	245.8%
Capital Outlay	4,943,230	2,949,253	9,819,240	3,396,906	10,528,400	13,742,680	13,742,680	13,742,680	3,214,280	30.5%
Transfers	-	-	159,930	159,930	73,480	-	-	-	(73,480)	-100.0%
Total Equipment Replacement Fund	\$ 4,943,230	\$ 2,958,932	\$ 9,981,070	\$ 3,575,515	\$ 10,603,780	\$ 13,749,250	\$ 13,749,250	\$ 13,749,250	\$ 3,145,470	29.7%

More information about Equipment Replacement can be found in the result areas of Good Governance, Safe Community, and Strong and Diverse Economy.

Fire Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Fire Resources - General Fund (F101)										
General Revenues	\$ 24,537,352	\$ 25,471,181	\$ 25,484,699	\$ 26,954,949	\$ 27,535,539	\$ 29,757,428	\$ 29,757,428	\$ 29,287,820	\$ 1,752,281	6.4%
Charges for Service	1,488,860	1,677,185	1,635,340	1,769,566	1,895,060	2,213,560	2,213,560	2,213,560	318,500	16.8%
Internal and Intergovernmental	186,220	365,654	177,830	662,306	360,204	247,140	247,140	247,140	(113,064)	-31.4%
Donations	40,000	33,913	40,000	-	-	-	-	-	-	-
State Shared Revenues	475,063	486,585	488,870	489,696	505,780	486,660	486,660	486,660	(19,120)	-3.8%
Grants	781,500	769,714	130,000	132,264	121,420	133,000	133,000	133,000	11,580	9.5%
All Other Revenues	-	37,256	-	9,903	-	-	-	-	-	-
Beginning Working Capital	2,388,615	366,351	3,317,721	504,796	3,937,007	3,106,222	3,106,222	3,675,870	(261,137)	-6.6%
Total Fire - General Fund	\$ 29,897,610	\$ 29,207,839	\$ 31,274,460	\$ 30,523,480	\$ 34,355,010	\$ 35,944,010	\$ 35,944,010	\$ 36,044,050	\$ 1,689,040	4.9%

Fire Expenditures - General Fund (F101)

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Personal Services	\$ 24,686,080	\$ 23,696,010	\$ 26,913,460	\$ 26,309,426	\$ 29,761,450	\$ 31,334,650	\$ 31,334,650	\$ 31,334,650	\$ 1,573,200	5.3%
Materials and Services	5,141,530	5,440,052	4,321,000	4,176,601	4,593,560	4,609,360	4,609,360	4,709,400	115,840	2.5%
Capital Outlay	70,000	71,777	40,000	37,453	-	-	-	-	-	-
Total Fire - General Fund	\$ 29,897,610	\$ 29,207,839	\$ 31,274,460	\$ 30,523,480	\$ 34,355,010	\$ 35,944,010	\$ 35,944,010	\$ 36,044,050	\$ 1,689,040	4.9%
Number of Positions	164.00	164.00	165.00	165.00	177.00	177.00	177.00	177.00	-	-

This budget includes the divisions of Fire Admin, Emergency Operations, and Fire and Life Safety. More information about the divisions can be found in the result area of Safe Community.

City of Salem Budget

FY 2020

All City Departments and Funds

In Department Order (Alphabetically) and by Fund Number Within the Department Section

Resources by Department / Fund and Type

Expenditures by Department / Fund and Category

Fire Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Fire Resources - Emergency Medical Services (EMS) Fund (F320)										
Charges for Service	\$ 651,540	\$ 680,906	\$ 696,170	\$ 728,210	\$ 720,460	\$ 765,730	\$ 765,730	\$ 765,730	\$ 45,270	6.3%
Internal and Intergovernmental	1,010	11,851	-	9,504	-	10,000	10,000	10,000	10,000	-
Donations	-	3,368	-	-	-	-	-	-	-	-
All Other Revenues	65,000	109,785	73,000	214,805	90,000	171,000	171,000	171,000	81,000	90.0%
Beginning Working Capital	2,717,720	2,720,324	2,709,370	2,840,766	2,989,350	3,293,100	3,293,100	3,293,100	303,750	10.2%
Total Fire - EMS Fund	\$ 3,435,270	\$ 3,526,233	\$ 3,478,540	\$ 3,793,286	\$ 3,799,810	\$ 4,239,830	\$ 4,239,830	\$ 4,239,830	\$ 440,020	11.6%

Fire Expenditures - Emergency Medical Services (EMS) Fund (F320)

Personal Services	\$ 368,780	\$ 391,061	\$ 379,520	\$ 387,574	\$ 371,250	\$ 387,240	\$ 387,240	\$ 387,240	\$ 15,990	4.3%
Materials and Services	377,120	294,406	283,760	213,580	369,030	375,560	375,560	375,560	6,530	1.8%
Contingencies	38,000	-	60,000	-	60,000	60,000	60,000	60,000	-	-
Capital Outlay	-	-	-	-	-	250,000	250,000	250,000	250,000	-
Transfers	-	-	-	-	75,000	75,000	75,000	75,000	-	-
Total Fire - EMS Fund	\$ 783,900	\$ 685,467	\$ 723,280	\$ 601,154	\$ 875,280	\$ 1,147,800	\$ 1,147,800	\$ 1,147,800	\$ 272,520	31.1%
<i>Number of Positions</i>	<i>2.00</i>	<i>2.00</i>	<i>2.00</i>	<i>2.00</i>	<i>2.00</i>	<i>2.00</i>	<i>2.00</i>	<i>2.00</i>	<i>-</i>	<i>-</i>

More information about the Emergency Medical Services budget can be found in the result area of Safe Community.

Fire Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Fire Resources - Trust Funds (F477, F483)										
Donations	\$ 100,000	\$ -	\$ 100,000	\$ 900	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	-
All Other Revenues	300	839	500	1,157	1,050	1,250	1,250	1,250	200	19.0%
Beginning Working Capital	34,170	64,523	65,270	65,297	66,960	68,010	68,010	68,010	1,050	1.6%
Total Fire - Trust Funds	\$ 134,470	\$ 65,362	\$ 165,770	\$ 67,354	\$ 168,010	\$ 169,260	\$ 169,260	\$ 169,260	\$ 1,250	0.7%

Fire Expenditures - Trust Funds (F477, F483)

Materials and Services	\$ 130,000	\$ 65	\$ 130,000	\$ 76	\$ 130,000	\$ 130,110	\$ 130,110	\$ 130,110	\$ 110	0.1%
Total Fire - Trust Funds	\$ 130,000	\$ 65	\$ 130,000	\$ 76	\$ 130,000	\$ 130,110	\$ 130,110	\$ 130,110	\$ 110	0.1%

More information about the trust funds in this display can be found in the result areas of Safe Community and Welcoming and Livable Community.

City of Salem Budget

FY 2020

All City Departments and Funds

In Department Order (Alphabetically) and by Fund Number Within the Department Section

Resources by Department / Fund and Type

Expenditures by Department / Fund and Category

Fire Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Fire Resources - Equipment Replacement Reserve (388)										
Internal and Intergovernmental	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
All Other Revenues	-	-	-	3	-	210	210	210	210	-
Beginning Working Capital	-	-	-	-	-	10,000	10,000	10,000	10,000	-
Total Fire - Trust Funds	\$ -	\$ -	\$ -	\$ 40,003	\$ -	\$ 10,210	\$ 10,210	\$ 10,210	\$ 10,210	-

Fire Expenditures - Equipment Replacement Reserve (388)

Materials and Services	\$ -	\$ -	\$ -	\$ -	\$ -	10	10	10	10	-
Capital Outlay	-	-	-	-	-	10,200	10,200	10,200	10,200	-
Total Fire - Trust Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,210	\$ 10,210	\$ 10,210	\$ 10,210	-

More information about the Fire Equipment Replacement Reserve funds in this display can be found in the result areas of Safe Community.

Human Resources (HR) Department - Employee Services

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Facilities Services Resources - General Fund (F101)										
General Revenues	\$ 2,586,629	\$ 2,666,035	\$ 2,554,416	\$ 2,727,697	\$ 2,832,300	\$ 2,773,867	\$ 2,773,867	\$ 2,739,966	\$ (92,334)	-3.3%
Internal and Intergovernmental	1,054,818	1,126,829	1,193,907	1,318,489	1,069,680	1,214,150	1,214,150	1,214,150	144,470	13.5%
All Other Revenues	-	4,139	-	1,839	-	-	-	-	-	-
Beginning Working Capital	319,593	48,073	442,817	66,587	403,110	289,513	289,513	343,844	(59,266)	-14.7%
Total Facilities - General Fund	\$ 3,961,040	\$ 3,845,077	\$ 4,191,140	\$ 4,114,612	\$ 4,305,090	\$ 4,277,530	\$ 4,277,530	\$ 4,297,960	\$ (7,130)	-0.2%

Facilities Services Expenditures - General Fund (F101)

Personal Services	\$ 2,479,990	\$ 2,369,071	\$ 2,645,800	\$ 2,526,437	\$ 2,737,400	\$ 2,812,140	\$ 2,812,140	\$ 2,812,140	\$ 74,740	2.7%
Materials and Services	1,481,050	1,476,006	1,545,340	1,588,175	1,442,090	1,354,530	1,354,530	1,374,960	(67,130)	-4.7%
Transfers	-	-	-	-	125,600	110,860	110,860	110,860	(14,740)	-11.7%
Total Facilities - General Fund	\$ 3,961,040	\$ 3,845,077	\$ 4,191,140	\$ 4,114,612	\$ 4,305,090	\$ 4,277,530	\$ 4,277,530	\$ 4,297,960	\$ (7,130)	-0.2%
<i>Number of Positions</i>	<i>27.00</i>	<i>27.00</i>	<i>27.00</i>	<i>27.00</i>	<i>27.00</i>	<i>27.00</i>	<i>27.00</i>	<i>27.00</i>	<i>-</i>	<i>-</i>

More information about the Facilities Services Division budget can be found in the result area of Good Governance.

City of Salem Budget

FY 2020

All City Departments and Funds

In Department Order (Alphabetically) and by Fund Number Within the Department Section

Resources by Department / Fund and Type

Expenditures by Department / Fund and Category

Human Resources (HR) Department - Employee Services

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
HR Resources - General Fund (F101)										
General Revenues	\$ 611,506	\$ 659,897	\$ 811,422	\$ 778,373	\$ 733,249	\$ 726,241	\$ 726,241	\$ 731,360	\$ (1,889)	-0.3%
Internal and Intergovernmental	550,624	550,624	583,303	583,616	667,540	757,080	757,080	757,080	89,540	13.4%
Beginning Working Capital	110,980	16,986	178,155	24,909	104,361	75,799	75,799	91,780	(12,581)	-12.1%
Total HR - General Fund	\$ 1,273,110	\$ 1,227,507	\$ 1,572,880	\$ 1,386,898	\$ 1,505,150	\$ 1,559,120	\$ 1,559,120	\$ 1,580,220	\$ 75,070	5.0%

HR Expenditures - General Fund (F101)

Personal Services	\$ 1,004,660	\$ 997,178	\$ 1,306,720	\$ 1,195,141	\$ 1,237,220	\$ 1,326,880	\$ 1,326,880	\$ 1,326,880	\$ 89,660	7.2%
Materials and Services	268,450	230,329	266,160	191,758	267,930	232,240	232,240	253,340	(14,590)	-5.4%
Total HR - General Fund	\$ 1,273,110	\$ 1,227,507	\$ 1,572,880	\$ 1,386,898	\$ 1,505,150	\$ 1,559,120	\$ 1,559,120	\$ 1,580,220	\$ 75,070	5.0%
<i>Number of Positions</i>	<i>8.00</i>	<i>8.00</i>	<i>9.00</i>	<i>9.00</i>	<i>9.00</i>	<i>9.00</i>	<i>9.00</i>	<i>9.00</i>	<i>-</i>	<i>-</i>

More information about the Human Resources Division budget can be found in the result area of Good Governance.

Human Resources (HR) Department - Employee Services

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Facilities Services (Civic Center) Improvement Resources - Capital Improvements Fund (F255)										
All Other Revenues	\$ -	\$ -	\$ 350,000	\$ 350,026	\$ 715,690	\$ 351,860	\$ 351,860	\$ 351,860	\$ (363,830)	-50.8%
Beginning Working Capital	-	-	-	-	607,920	847,010	847,010	847,010	239,090	39.3%
Total Facilities Construction	\$ -	\$ -	\$ 350,000	\$ 350,026	\$ 1,323,610	\$ 1,198,870	\$ 1,198,870	\$ 1,198,870	\$ (124,740)	-9.4%

Facilities Services (Civic Center) Improvement Expenditures - Capital Improvements Fund (F255)

Materials and Services	\$ -	\$ -	\$ 350,000	\$ 9,964	\$ 1,323,610	\$ 1,198,870	\$ 1,198,870	\$ 1,198,870	\$ (124,740)	-9.4%
Total Facilities Construction	\$ -	\$ -	\$ 350,000	\$ 9,964	\$ 1,323,610	\$ 1,198,870	\$ 1,198,870	\$ 1,198,870	\$ (124,740)	-9.4%

More information about the Facilities Services (Civic Center) Capital Improvements budget can be found in the Capital Improvements section of this document.

City of Salem Budget

FY 2020

All City Departments and Funds

In Department Order (Alphabetically) and by Fund Number Within the Department Section

Resources by Department / Fund and Type

Expenditures by Department / Fund and Category

Human Resources (HR) Department - Employee Services

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Fleet Services Resources - City Services Fund (F355)										
Charges for Service	\$ -	\$ 31,958	\$ -	\$ 40,207	\$ -	\$ -	\$ -	\$ -	\$ -	-
Internal and Intergovernmental	4,677,560	5,240,229	5,307,720	5,377,119	5,025,540	5,221,870	5,221,870	5,221,870	196,330	3.9%
All Other Revenues	3,000	185,676	83,000	39,884	25,000	-	-	-	(25,000)	-100.0%
Beginning Working Capital	2,192,830	2,447,705	2,312,360	2,866,768	2,910,270	3,467,320	3,467,320	3,467,320	557,050	19.1%
Total Fleet - City Services Fund	\$ 6,873,390	\$ 7,905,569	\$ 7,703,080	\$ 8,323,978	\$ 7,960,810	\$ 8,689,190	\$ 8,689,190	\$ 8,689,190	\$ 728,380	9.1%

Fleet Services Expenditures - City Services Fund (F355)

Personal Services	\$ 1,533,660	\$ 1,515,756	\$ 1,632,260	\$ 1,365,762	\$ 1,674,700	\$ 1,692,880	\$ 1,692,880	\$ 1,692,880	\$ 18,180	1.1%
Materials and Services	4,135,560	3,223,784	4,240,190	3,485,391	3,993,530	4,694,910	4,694,910	4,694,910	701,380	17.6%
Capital Outlay	12,200	-	74,000	41,995	-	-	-	-	-	-
Transfers	300,000	299,261	380,000	-	300,000	453,000	453,000	453,000	153,000	51.0%
Total Fleet - City Services Fund	\$ 5,981,420	\$ 5,038,801	\$ 6,326,450	\$ 4,893,149	\$ 5,968,230	\$ 6,840,790	\$ 6,840,790	\$ 6,840,790	\$ 872,560	14.6%
<i>Number of Positions</i>	<i>16.00</i>	<i>16.00</i>	<i>16.00</i>	<i>16.00</i>	<i>16.00</i>	<i>16.00</i>	<i>16.00</i>	<i>16.00</i>	<i>-</i>	<i>-</i>

More information about the Fleet Services Division budget can be found in the result area of Good Governance.

Human Resources (HR) Department - Employee Services

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Shops Facilities Maintenance Resources - City Services Fund (F355)										
Internal and Intergovernmental	\$ 130,000	\$ 130,500	\$ 133,530	\$ 133,530	\$ 146,130	\$ 121,150	\$ 121,150	\$ 121,150	\$ (24,980)	-17.1%
All Other Revenues	300	1,250	300	874	400	600	600	600	200	50.0%
Beginning Working Capital	46,300	48,779	27,500	31,477	33,980	59,530	59,530	66,530	32,550	95.8%
Total Shops - City Services Fund	\$ 176,600	\$ 180,529	\$ 161,330	\$ 165,881	\$ 180,510	\$ 181,280	\$ 181,280	\$ 188,280	\$ 7,770	4.3%

Shops Facilities Maintenance Expenditures - City Services Fund (F355)

Materials and Services	\$ 153,940	\$ 149,052	\$ 133,530	\$ 107,258	\$ 146,730	\$ 120,000	\$ 120,000	\$ 127,000	\$ (19,730)	-13.4%
Total Shops - City Services Fund	\$ 153,940	\$ 149,052	\$ 133,530	\$ 107,258	\$ 146,730	\$ 120,000	\$ 120,000	\$ 127,000	\$ (19,730)	-13.4%

More information about the Shops Facilities Maintenance Division budget can be found in the result area of Good Governance.

City of Salem Budget

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All City Departments and Funds

In Department Order (Alphabetically) and by Fund Number Within the Department Section

Resources by Department / Fund and Type

Expenditures by Department / Fund and Category

Human Resources (HR) Department - Employee Services

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Health Benefits Resources - Self Insurance Benefits Fund (F365)										
Internal and Intergovernmental	\$ 23,033,640	\$ 22,044,007	\$ 23,331,640	\$ 23,135,719	\$ 22,647,360	\$ 27,167,680	\$ 27,167,680	\$ 27,167,680	\$ 4,520,320	20.0%
All Other Revenues	385,530	1,231,927	451,300	1,594,221	563,300	1,179,000	1,179,000	1,179,000	615,700	109.3%
Beginning Working Capital	5,229,760	6,863,915	6,776,260	8,473,799	8,294,110	10,739,460	10,739,460	10,739,460	2,445,350	29.5%
Total Benefits - SI Fund	\$ 28,648,930	\$ 30,139,849	\$ 30,559,200	\$ 33,203,739	\$ 31,504,770	\$ 39,086,140	\$ 39,086,140	\$ 39,086,140	\$ 7,581,370	24.1%

Health Benefits Expenditures - Self Insurance Benefits Fund (F365)

Personal Services	\$ 291,590	\$ 284,721	\$ 306,020	\$ 275,136	\$ 469,910	\$ 498,100	\$ 498,100	\$ 498,100	\$ 28,190	6.0%
Materials and Services	28,357,340	21,381,329	30,253,180	23,913,405	31,034,860	38,588,040	38,588,040	38,588,040	7,553,180	24.3%
Total Benefits - SI Fund	\$ 28,648,930	\$ 21,666,050	\$ 30,559,200	\$ 24,188,541	\$ 31,504,770	\$ 39,086,140	\$ 39,086,140	\$ 39,086,140	\$ 7,581,370	24.1%
<i>Number of Positions</i>	<i>3.00</i>	<i>3.00</i>	<i>3.00</i>	<i>3.00</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>	<i>-</i>	<i>-</i>

Risk program historical data is displayed under Fund 366 for comparison purposes. More information about the Benefits Division budget can be found in the result area of Good Governance.

Human Resources (HR) Department - Employee Services

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Risk Management Resources - Self Insurance Risk Fund (F366*)										
Internal and Intergovernmental	\$ 4,194,590	\$ 4,194,107	\$ 4,186,240	\$ 4,186,303	\$ 3,973,060	\$ 3,947,020	\$ 3,947,020	\$ 3,947,020	\$ (26,040)	-0.7%
All Other Revenues	57,250	238,489	57,000	117,933	68,500	175,000	175,000	175,000	106,500	155.5%
Beginning Working Capital	7,000,000	7,317,034	7,720,000	7,727,767	7,816,970	9,509,820	9,509,820	9,509,820	1,692,850	21.7%
Total Risk Management - SI Fund	\$ 11,251,840	\$ 11,749,630	\$ 11,963,240	\$ 12,032,002	\$ 11,858,530	\$ 13,631,840	\$ 13,631,840	\$ 13,631,840	\$ 1,773,310	15.0%

Risk Management Expenditures - Self Insurance Risk Fund (F366*)

Personal Services	\$ 444,260	\$ 450,278	\$ 589,260	\$ 531,987	\$ 615,540	\$ 671,230	\$ 671,230	\$ 671,230	\$ 55,690	9.0%
Materials and Services	10,807,580	3,571,586	11,373,980	2,901,300	11,142,990	12,960,610	12,960,610	12,960,610	1,817,620	16.3%
Transfers	-	-	-	-	100,000	-	-	-	(100,000)	-100.0%
Total Risk Management - SI Fund	\$ 11,251,840	\$ 4,021,864	\$ 11,963,240	\$ 3,433,287	\$ 11,858,530	\$ 13,631,840	\$ 13,631,840	\$ 13,631,840	\$ 1,773,310	15.0%
<i>Number of Positions</i>	<i>4.00</i>	<i>4.00</i>	<i>5.00</i>	<i>5.00</i>	<i>5.00</i>	<i>5.00</i>	<i>5.00</i>	<i>5.00</i>	<i>-</i>	<i>-</i>

*Contains historical program data from Fund 365 for comparison purposes. More information about the Risk Management Division budget can be found in the result area of Good Governance.

City of Salem Budget

FY 2020

All City Departments and Funds

In Department Order (Alphabetically) and by Fund Number Within the Department Section

Resources by Department / Fund and Type

Expenditures by Department / Fund and Category

Information Technology (IT) Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
IT Resources - General Fund (F101)										
General Revenues	\$ 3,083,967	\$ 3,396,701	\$ 3,306,353	\$ 2,959,747	\$ 3,967,545	\$ 4,292,251	\$ 4,292,251	\$ 4,491,493	\$ 523,948	13.2%
Charges for Service	93,240	99,832	100,520	102,814	105,410	106,800	106,800	106,800	1,390	1.3%
Internal and Intergovernmental	3,244,101	3,192,661	3,917,824	4,002,108	3,973,860	3,723,240	3,723,240	3,723,240	(250,620)	-6.3%
Beginning Working Capital	493,292	76,869	698,333	93,670	564,685	447,989	447,989	563,647	(1,038)	-0.2%
Total IT - General Fund	\$ 6,914,600	\$ 6,766,062	\$ 8,023,030	\$ 7,158,339	\$ 8,611,500	\$ 8,570,280	\$ 8,570,280	\$ 8,885,180	\$ 273,680	3.2%

IT Expenditures - General Fund (F101)

Personal Services	\$ 5,628,070	\$ 5,500,714	\$ 6,617,220	\$ 6,024,918	\$ 7,167,430	\$ 7,297,390	\$ 7,297,390	\$ 7,297,390	\$ 129,960	1.8%
Materials and Services	1,190,930	1,216,727	1,263,070	997,617	1,366,870	1,221,700	1,221,700	1,404,730	37,860	2.8%
Capital Outlay	95,600	48,621	142,740	135,804	77,200	51,190	51,190	183,060	105,860	137.1%
Total IT - General Fund	\$ 6,914,600	\$ 6,766,062	\$ 8,023,030	\$ 7,158,339	\$ 8,611,500	\$ 8,570,280	\$ 8,570,280	\$ 8,885,180	\$ 273,680	3.2%
<i>Number of Positions</i>	<i>42.00</i>	<i>42.00</i>	<i>47.00</i>	<i>47.00</i>	<i>50.00</i>	<i>48.00</i>	<i>48.00</i>	<i>48.00</i>	<i>(2.00)</i>	<i>-4.0%</i>

More information about the Information Technology budget can be found in the result area of Good Governance.

Information Technology (IT) Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Information Systems IT Improvements Resources - Capital Improvements Fund (F255)										
All Other Revenues	\$ 1,435,760	\$ 235,760	\$ 1,192,280	\$ 1,864,780	\$ 376,730	\$ 192,650	\$ 192,650	\$ 192,650	\$ (184,080)	-48.9%
Beginning Working Capital	30,790	7,004	376,170	(465,896)	50,000	100,000	100,000	175,000	125,000	250.0%
Total Info Systems IT	\$ 1,466,550	\$ 242,764	\$ 1,568,450	\$ 1,398,884	\$ 426,730	\$ 292,650	\$ 292,650	\$ 367,650	\$ (59,080)	-13.8%

Information Systems IT Improvements Expenditures - Capital Improvements Fund (F255)

Materials and Services	\$ 1,466,550	\$ 708,660	\$ 1,568,450	\$ 1,209,194	\$ 426,730	\$ 292,650	\$ 292,650	\$ 367,650	\$ (59,080)	-13.8%
Total Info Systems IT	\$ 1,466,550	\$ 708,660	\$ 1,568,450	\$ 1,209,194	\$ 426,730	\$ 292,650	\$ 292,650	\$ 367,650	\$ (59,080)	-13.8%

More information about the Information Systems IT Capital Improvements budget can be found in the Capital Improvements section of this document.

City of Salem Budget

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All City Departments and Funds

In Department Order (Alphabetically) and by Fund Number Within the Department Section

Resources by Department / Fund and Type

Expenditures by Department / Fund and Category

Information Technology (IT) Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Document Services (Doc Svcs) Resources - City Services Fund (F355)										
Internal and Intergovernmental	\$ 1,335,120	\$ 944,523	\$ 1,108,440	\$ 950,245	\$ 964,000	\$ 991,570	\$ 991,570	\$ 991,570	\$ 27,570	2.9%
All Other Revenues	3,500	6,496	4,250	6,466	4,440	8,800	8,800	8,800	4,360	98.2%
Beginning Working Capital	370,100	423,984	425,800	397,178	346,010	-	-	-	(346,010)	-100.0%
Total Doc Svcs - City Svcs Fund	\$ 1,708,720	\$ 1,375,002	\$ 1,538,490	\$ 1,353,889	\$ 1,314,450	\$ 1,000,370	\$ 1,000,370	\$ 1,000,370	\$ (314,080)	-23.9%

Document Services (Doc Svcs) Expenditures - City Services Fund (F355)

Personal Services	\$ 447,160	\$ 429,988	\$ 476,050	\$ 442,708	\$ 526,660	\$ 548,310	\$ 548,310	\$ 548,310	\$ 21,650	4.1%
Materials and Services	1,070,290	496,873	729,760	466,069	526,960	552,240	552,240	552,240	25,280	4.8%
Capital Outlay	51,000	50,962	78,000	13,024	-	18,000	18,000	18,000	18,000	-
Total Doc Svcs - City Svcs Fund	\$ 1,568,450	\$ 977,824	\$ 1,283,810	\$ 921,802	\$ 1,053,620	\$ 1,118,550	\$ 1,118,550	\$ 1,118,550	\$ 64,930	6.2%
<i>Number of Positions</i>	<i>6.00</i>	<i>6.00</i>	<i>6.00</i>	<i>6.00</i>	<i>6.00</i>	<i>6.00</i>	<i>6.00</i>	<i>6.00</i>	<i>-</i>	<i>-</i>

More information about the Document Services Division budget can be found in the result area of Good Governance.

Information Technology (IT) Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Telecommunications Services and Interconnect Resources - City Services Fund (F355)										
Internal and Intergovernmental	\$ -	\$ -	\$ 502,260	\$ 392,273	\$ 429,760	\$ 414,130	\$ 414,130	\$ 414,130	\$ (15,630)	-3.6%
All Other Revenues	-	-	117,040	50,899	314,540	52,650	52,650	52,650	(261,890)	-83.3%
Beginning Working Capital	-	-	-	-	266,240	-	-	-	(266,240)	-100.0%
Total IT Other - City Svcs Fund	\$ -	\$ -	\$ 619,300	\$ 443,172	\$ 1,010,540	\$ 466,780	\$ 466,780	\$ 466,780	\$ (543,760)	-53.8%

Telecommunications Services and Interconnect Expenditures - City Services Fund (F355)

Materials and Services	\$ -	\$ -	\$ 442,910	\$ 181,817	\$ 702,920	\$ 373,490	\$ 373,490	\$ 373,490	\$ (329,430)	-46.9%
Total IT Other - City Svcs Fund	\$ -	\$ -	\$ 442,910	\$ 181,817	\$ 702,920	\$ 373,490	\$ 373,490	\$ 373,490	\$ (329,430)	-46.9%

More information about the Telecommunications Services Division budget can be found in the result area of Good Governance.

City of Salem Budget

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All City Departments and Funds

In Department Order (Alphabetically) and by Fund Number Within the Department Section

Resources by Department / Fund and Type

Expenditures by Department / Fund and Category

Information Technology (IT) Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Information Systems IT Resources - Trust Fund (F420)										
All Other Revenues	\$ 222,170	\$ 197,818	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Beginning Working Capital	1,261,500	1,213,286	704,200	1,295,920	-	-	-	-	-	-
Total Info Systems IT	\$ 1,483,670	\$ 1,411,104	\$ 705,700	\$ 1,295,920	\$ -	\$ -	\$ -	\$ -	\$ -	-
Information Systems IT Expenditures - Trust Fund (F420)										
Materials and Services	\$ 143,100	\$ 115,185	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers	1,200,000	-	1,305,700	1,295,920	-	-	-	-	-	-
Total Info Systems IT	\$ 1,343,100	\$ 115,185	\$ 1,305,700	\$ 1,295,920	\$ -	\$ -	\$ -	\$ -	\$ -	-

Legal Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Legal Resources - General Fund (F101)										
General Revenues	\$ 1,383,869	\$ 1,403,374	\$ 1,301,823	\$ 1,408,077	\$ 1,550,468	\$ 1,571,174	\$ 1,571,174	\$ 1,541,690	\$ (8,778)	-0.6%
Charges for Service	1,000	675	1,000	-	-	-	-	-	-	-
Internal and Intergovernmental	575,582	578,878	728,695	729,261	566,720	712,080	712,080	712,080	145,360	25.6%
All Other Revenues	-	3,135	-	3,094	-	-	-	-	-	-
Beginning Working Capital	186,549	27,683	259,112	39,052	220,672	163,986	163,986	193,470	(27,202)	-12.3%
Total Legal - General Fund	\$ 2,147,000	\$ 2,013,745	\$ 2,290,630	\$ 2,179,484	\$ 2,337,860	\$ 2,447,240	\$ 2,447,240	\$ 2,447,240	\$ 109,380	4.7%
Legal Expenditures - General Fund (F101)										
Personal Services	\$ 2,006,500	\$ 1,911,863	\$ 2,122,990	\$ 2,039,397	\$ 2,211,820	\$ 2,312,490	\$ 2,312,490	\$ 2,312,490	\$ 100,670	4.6%
Materials and Services	140,500	101,882	167,640	140,087	126,040	134,750	134,750	134,750	8,710	6.9%
Total Legal - General Fund	\$ 2,147,000	\$ 2,013,745	\$ 2,290,630	\$ 2,179,484	\$ 2,337,860	\$ 2,447,240	\$ 2,447,240	\$ 2,447,240	\$ 109,380	4.7%
Number of Positions	15.00	15.00	15.00	15.00	15.00	14.00	14.00	14.00	(1.00)	-6.7%

More information about the Legal Department budget can be found in the result area of Good Governance.

City of Salem Budget

FY 2020

All City Departments and Funds

In Department Order (Alphabetically) and by Fund Number Within the Department Section

Resources by Department / Fund and Type

Expenditures by Department / Fund and Category

Mayor and Council

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Mayor and Council Resources - General Fund (F101)										
General Revenues	\$ 60,770	\$ 70,232	\$ 43,698	\$ 20,567	\$ 89,318	\$ 74,815	\$ 74,815	\$ 73,259	\$ (16,059)	-18.0%
Internal and Intergovernmental	145,520	145,520	160,109	160,109	132,410	128,340	128,340	128,340	(4,070)	-3.1%
All Other Revenues	-	150	-	-	-	-	-	-	-	-
Beginning Working Capital	19,700	3,027	26,033	3,305	12,712	8,655	8,655	10,211	(2,501)	-19.7%
Total M and C - General Fund	\$ 225,990	\$ 218,929	\$ 229,840	\$ 183,981	\$ 234,440	\$ 211,810	\$ 211,810	\$ 211,810	\$ (22,630)	-9.7%

Mayor and Council Expenditures - General Fund (F101)

Materials and Services	\$ 225,990	\$ 218,929	\$ 229,840	\$ 183,981	\$ 234,440	\$ 211,810	\$ 211,810	\$ 211,810	\$ (22,630)	-9.7%
Total M and C - General Fund	\$ 225,990	\$ 218,929	\$ 229,840	\$ 183,981	\$ 234,440	\$ 211,810	\$ 211,810	\$ 211,810	\$ (22,630)	-9.7%

More information about the Mayor and Council budget can be found in the result area of Good Governance.

Mayor and Council

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Mayor and Council Resources - Trust Funds (F401, F551)										
All Other Revenues	\$ -	\$ 35	\$ 30	\$ 47	\$ 200	\$ -	\$ -	\$ -	\$ (200)	-100.0%
Beginning Working Capital	3,730	3,736	3,760	3,768	3,800	4,000	4,000	4,000	200	5.3%
Total M and C - Trust Funds	\$ 3,730	\$ 3,770	\$ 3,790	\$ 3,814	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ -	-

Mayor and Council Expenditures - Trust Funds (F401, F551)

Materials and Services	\$ -	\$ 3	\$ 3,220	\$ 4	\$ 3,430	\$ -	\$ -	\$ -	\$ (3,430)	-100.0%
Transfers	-	-	-	-	-	570	570	570	570	-
Total M and C - Trust Funds	\$ -	\$ 3	\$ 3,220	\$ 4	\$ 3,430	\$ 570	\$ 570	\$ 570	\$ (2,860)	-83.4%

More information about the trust funds in this display can be found in the result area of Good Governance.

City of Salem Budget

FY 2020

All City Departments and Funds

In Department Order (Alphabetically) and by Fund Number Within the Department Section

Resources by Department / Fund and Type

Expenditures by Department / Fund and Category

Non-Departmental

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Non-Departmental Resources - General Fund (F101)										
General Revenues	\$ 2,470,629	\$ 1,143,873	\$ 3,617,371	\$ 102,091	\$ 3,996,105	\$ 2,098,981	\$ 2,098,981	\$ 2,826,953	\$ (1,169,152)	-29.3%
Internal and Intergovernmental	366,679	386,627	438,549	460,613	965,300	1,016,300	1,016,300	1,016,300	51,000	5.3%
All Other Revenues	3,475,530	3,466,918	4,021,290	4,101,102	3,505,190	3,367,980	3,367,980	3,367,980	(137,210)	-3.9%
Beginning Working Capital	17,465,852	26,815,813	14,545,190	25,016,764	13,930,895	10,469,359	10,469,359	10,115,167	(3,815,728)	-27.4%
Total Non-Dept - General Fund	\$ 23,778,690	\$ 31,813,230	\$ 22,622,400	\$ 29,680,570	\$ 22,397,490	\$ 16,952,620	\$ 16,952,620	\$ 17,326,400	\$ (5,071,090)	-22.6%

Non-Departmental Expenditures - General Fund (F101)

Personal Services	\$ 120,000	\$ 110,016	\$ 120,000	\$ 80,690	\$ 85,320	\$ 100,000	\$ 100,000	\$ 100,000	\$ 14,680	17.2%
Materials and Services	2,667,500	2,611,924	3,578,540	2,841,319	4,346,740	2,579,080	2,579,080	3,287,500	(1,059,240)	-24.4%
Capital Outlay	-	-	94,500	-	1,016,470	-	-	-	(1,016,470)	-100.0%
Debt Service	280,000	278,530	278,490	278,486	282,520	285,450	285,450	285,450	2,930	1.0%
Contingencies	1,155,080	-	2,449,200	-	1,863,530	3,000,000	3,000,000	3,000,000	1,136,470	61.0%
Transfers	2,083,410	2,083,410	1,553,160	1,553,160	833,200	493,650	493,650	493,650	(339,550)	-40.8%
Total Non-Dept - General Fund	\$ 6,305,990	\$ 5,083,880	\$ 8,073,890	\$ 4,753,654	\$ 8,427,780	\$ 6,458,180	\$ 6,458,180	\$ 7,166,600	\$ (1,261,180)	-15.0%

More information about the Non-Departmental budget can be found in the result areas of Good Governance; Safe Community; Safe, Reliable, and Efficient Infrastructure; and Welcoming and Livable Community.

Non-Departmental

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Cultural and Tourism Resources - Cultural and Tourism (TOT) Fund (F175)										
Transient Occupancy Tax	\$ 3,948,940	\$ 3,943,285	\$ 4,092,310	\$ 3,922,627	\$ 4,443,500	\$ 4,137,870	\$ 4,137,870	\$ 4,137,870	\$ (305,630)	-6.9%
Internal and Intergovernmental	5,200	5,779	5,700	5,381	5,800	5,400	5,400	5,400	(400)	-6.9%
All Other Revenues	18,800	70,972	18,800	29,243	16,100	14,500	14,500	14,500	(1,600)	-9.9%
Beginning Working Capital	1,267,810	1,219,127	342,890	545,515	662,000	473,000	473,000	473,000	(189,000)	-28.5%
Total Non-Dept - TOT Fund	\$ 5,240,750	\$ 5,239,163	\$ 4,459,700	\$ 4,502,767	\$ 5,127,400	\$ 4,630,770	\$ 4,630,770	\$ 4,630,770	\$ (496,630)	-9.7%

Cultural and Tourism Expenditures - Cultural and Tourism (TOT) Fund (F175)

Materials and Services	\$ 2,348,430	\$ 2,172,898	\$ 2,447,380	\$ 2,237,974	\$ 2,725,300	\$ 2,516,980	\$ 2,516,980	\$ 2,516,980	\$ (208,320)	-7.6%
Capital Outlay	20,000	-	-	-	-	-	-	-	-	-
Contingencies	120,000	-	60,000	-	120,000	120,000	120,000	120,000	-	-
Transfers	2,528,800	2,520,750	1,675,270	1,475,397	1,826,470	1,509,080	1,509,080	1,509,080	(317,390)	-17.4%
Total Non-Dept - TOT Fund	\$ 5,017,230	\$ 4,693,648	\$ 4,182,650	\$ 3,713,371	\$ 4,671,770	\$ 4,146,060	\$ 4,146,060	\$ 4,146,060	\$ (525,710)	-11.3%

More information about the Cultural and Tourism Fund budget can be found in the result area of Strong and Diverse Economy.

City of Salem Budget

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All City Departments and Funds

In Department Order (Alphabetically) and by Fund Number Within the Department Section

Resources by Department / Fund and Type

Expenditures by Department / Fund and Category

Non-Departmental

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Public Art Resources - Public Art Fund (F176)										
Donations	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ (15,000)	-100.0%
All Other Revenues	30,150	30,348	15,300	17,744	15,480	16,010	16,010	16,010	530	3.4%
Beginning Working Capital	33,150	32,525	43,440	43,412	48,600	42,200	42,200	42,200	(6,400)	-13.2%
Total Non-Dept - Public Art Fund	\$ 63,300	\$ 62,873	\$ 58,740	\$ 61,155	\$ 79,080	\$ 58,210	\$ 58,210	\$ 58,210	\$ (20,870)	-26.4%

Public Art Expenditures - Public Art Fund (F176)

Materials and Services	\$ 63,300	\$ 19,462	\$ 58,740	\$ 27,914	\$ 79,080	\$ 58,210	\$ 58,210	\$ 58,210	\$ (20,870)	-26.4%
Total Non-Dept - Public Art Fund	\$ 63,300	\$ 19,462	\$ 58,740	\$ 27,914	\$ 79,080	\$ 58,210	\$ 58,210	\$ 58,210	\$ (20,870)	-26.4%

More information about the Public Art budget can be found in the result area of Welcoming and Livable Community.

Non-Departmental

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Traffic Safety Resources - Traffic Safety Fund (F190)										
All Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,112,720	\$ 2,112,720	\$ 2,112,720	\$ 2,112,720	-
Beginning Working Capital	-	-	-	-	-	-	-	-	-	-
Total Traffic Safety Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,112,720	\$ 2,112,720	\$ 2,112,720	\$ 2,112,720	-

Traffic Safety Expenditures - Traffic Safety Fund (F190)

Materials and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 895,600	\$ 895,600	\$ 895,600	\$ 895,600	-
Transfers	-	-	-	-	-	812,360	812,360	812,360	812,360	-
Contingencies	-	-	-	-	-	200,000	200,000	200,000	200,000	-
Total Traffic Safety Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,907,960	\$ 1,907,960	\$ 1,907,960	\$ 1,907,960	-

More information about the Traffic Safety budget can be found in the result area of Safe Community.

City of Salem Budget

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All City Departments and Funds

In Department Order (Alphabetically) and by Fund Number Within the Department Section

Resources by Department / Fund and Type

Expenditures by Department / Fund and Category

Non-Departmental

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
General Obligation Bond - Debt Service Fund (F210)										
All Other Revenues	\$ 11,497,880	\$ 11,737,012	\$ 13,719,100	\$ 13,871,377	\$ 15,798,470	\$ 15,078,110	\$ 15,078,110	\$ 15,078,110	\$ (720,360)	-4.6%
Beginning Working Capital	1,636,430	1,680,942	225,450	533,726	493,730	1,294,210	1,294,210	1,294,210	800,480	162.1%
Total GO Bond - Debt Service Fund	\$ 13,134,310	\$ 13,417,954	\$ 13,944,550	\$ 14,405,103	\$ 16,292,200	\$ 16,372,320	\$ 16,372,320	\$ 16,372,320	\$ 80,120	0.5%

General Obligation Bond - Debt Service Fund (F210)

Debt Service	\$ 12,908,860	\$ 12,859,106	\$ 13,673,780	\$ 13,554,462	\$ 15,450,820	\$ 15,765,610	\$ 15,765,610	\$ 15,765,610	\$ 314,790	2.0%
Materials and Services	-	25,122	-	-	-	-	-	-	-	-
Total GO Bond - Debt Service Fund	\$ 12,908,860	\$ 12,884,228	\$ 13,673,780	\$ 13,554,462	\$ 15,450,820	\$ 15,765,610	\$ 15,765,610	\$ 15,765,610	\$ 314,790	2.0%

More information about the GO Bond Debt Service budget can be found in the result area of Safe, Reliable, and Efficient Infrastructure.

Non-Departmental

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Pension Obligation Bond - Debt Service Fund (F210)										
Internal and Intergovernmental	\$ 4,707,070	\$ 4,707,090	\$ 4,897,000	\$ 4,897,030	\$ 5,091,950	\$ 5,297,000	\$ 5,297,000	\$ 5,297,000	\$ 205,050	4.0%
All Other Revenues	7,000	13,301	8,500	22,053	-	-	-	-	-	-
Beginning Working Capital	35,250	37,386	42,250	50,716	50,980	51,040	51,040	51,040	60	0.1%
Total POB - Debt Service Fund	\$ 4,749,320	\$ 4,757,777	\$ 4,947,750	\$ 4,969,799	\$ 5,142,930	\$ 5,348,040	\$ 5,348,040	\$ 5,348,040	\$ 205,110	4.0%

Pension Obligation Bond - Debt Service Fund (F210)

Debt Service	\$ 4,707,070	\$ 4,707,062	\$ 4,896,770	\$ 4,896,762	\$ 5,091,890	\$ 5,296,470	\$ 5,296,470	\$ 5,296,470	\$ 204,580	4.0%
Total POB - Debt Service Fund	\$ 4,707,070	\$ 4,707,062	\$ 4,896,770	\$ 4,896,762	\$ 5,091,890	\$ 5,296,470	\$ 5,296,470	\$ 5,296,470	\$ 204,580	4.0%

More information about the Pension Obligation Bond Debt Service budget can be found in the result area of Good Governance.

Non-Departmental

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Non-Departmental Resources - Capital Improvements Fund (F255)										
Donations	\$ 303,000	\$ 79,006	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
All Other Revenues	1,507,810	1,509,239	480,000	487,672	-	-	-	-	-	-
Beginning Working Capital	21,490	287,271	1,263,100	1,332,910	-	-	-	-	-	-
Total Non-Dept - Construction Fund	\$ 1,832,300	\$ 1,875,517	\$ 1,743,100	\$ 1,820,582	\$ -	\$ -	\$ -	\$ -	\$ -	-

Non-Departmental Expenditures - Construction Fund (F255)

Materials and Services	\$ 1,832,300	\$ 542,606	\$ 1,743,100	\$ 1,491,880	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Non-Dept - Construction Fund	\$ 1,832,300	\$ 542,606	\$ 1,743,100	\$ 1,491,880	\$ -	\$ -	\$ -	\$ -	\$ -	-

City of Salem Budget

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All City Departments and Funds

In Department Order (Alphabetically) and by Fund Number Within the Department Section

Resources by Department / Fund and Type

Expenditures by Department / Fund and Category

Non-Departmental

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
TOT Improvements Resources - Capital Improvements Fund (F255)										
All Other Revenues	\$ 175,000	\$ 169,608	\$ -	\$ 1,023	\$ 93,000	\$ 59,000	\$ 59,000	\$ 59,000	\$ (34,000)	-36.6%
Beginning Working Capital	54,440	52,120	130,000	129,883	-	-	-	-	-	-
Total TOT Improvements	\$ 229,440	\$ 221,728	\$ 130,000	\$ 130,905	\$ 93,000	\$ 59,000	\$ 59,000	\$ 59,000	\$ (34,000)	-36.6%

TOT Improvements Expenditures - Capital Improvements Fund (F255)

Materials and Services	\$ 229,440	\$ 91,846	\$ 130,000	\$ 2,187	\$ 93,000	\$ 59,000	\$ 59,000	\$ 59,000	\$ (34,000)	-36.6%
Total TOT Improvements	\$ 229,440	\$ 91,846	\$ 130,000	\$ 2,187	\$ 93,000	\$ 59,000	\$ 59,000	\$ 59,000	\$ (34,000)	-36.6%

More information about the TOT Improvements (Historic City-Owned Structures Capital Improvements) budget can be found in the Capital Improvements section of this document.

Police Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Police Resources - General Fund (F101)										
General Revenues	\$ 30,287,909	\$ 32,003,212	\$ 31,509,315	\$ 33,809,619	\$ 31,789,838	\$ 33,963,904	\$ 33,963,904	\$ 33,388,842	\$ 1,599,004	5.0%
Charges for Service	229,520	259,377	284,070	258,296	268,010	254,780	254,780	254,780	(13,230)	-4.9%
Internal and Intergovernmental	1,381,960	1,438,498	1,462,210	1,653,137	1,616,526	1,659,190	1,659,190	1,659,190	42,664	2.6%
State Shared Revenues	4,572,597	4,688,592	4,789,360	5,787,597	5,425,220	6,006,660	6,006,660	6,006,660	581,440	10.7%
Grants	336,540	405,177	348,260	328,556	344,010	314,870	314,870	329,570	(14,440)	-4.2%
All Other Revenues	-	59,747	113,500	29,538	839,130	985,330	985,330	985,330	146,200	17.4%
Beginning Working Capital	3,329,084	517,705	4,636,595	728,473	4,557,836	3,653,456	3,653,456	4,319,768	(238,068)	-5.2%
Total Police - General Fund	\$ 40,137,610	\$ 39,372,309	\$ 43,143,310	\$ 42,595,217	\$ 44,840,570	\$ 46,838,190	\$ 46,838,190	\$ 46,944,140	\$ 2,103,570	4.7%

Police Expenditures - General Fund (F101)

Personal Services	\$ 32,417,180	\$ 31,261,650	\$ 34,987,680	\$ 34,249,943	\$ 36,415,710	\$ 38,534,170	\$ 38,534,170	\$ 38,534,170	\$ 2,118,460	5.8%
Materials and Services	7,385,430	7,846,490	8,031,520	7,966,970	8,210,540	8,186,440	8,186,440	8,275,890	65,350	0.8%
Capital Outlay	135,000	64,169	124,110	378,305	214,320	117,580	117,580	134,080	(80,240)	-37.4%
Transfers	200,000	200,000	-	-	-	-	-	-	-	-
Total Police - General Fund	\$ 40,137,610	\$ 39,372,309	\$ 43,143,310	\$ 42,595,217	\$ 44,840,570	\$ 46,838,190	\$ 46,838,190	\$ 46,944,140	\$ 2,103,570	4.7%
Number of Positions	230.00	230.00	233.00	233.00	234.00	233.00	233.00	233.00	(1.00)	-0.4%

This budget includes the divisions of Investigations, Patrol, Police Administration, and Support. More information about the divisions can be found in the result area of Safe Community.

City of Salem Budget

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All City Departments and Funds

In Department Order (Alphabetically) and by Fund Number Within the Department Section

Resources by Department / Fund and Type

Expenditures by Department / Fund and Category

Police Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Police Improvements Resources - Capital Improvements Fund (F255)										
All Other Revenues	\$ 1,507,500	\$ 1,581,213	\$ 9,704,300	\$ 68,829,063	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	-
Beginning Working Capital	8,121,940	5,994,273	6,443,770	6,415,762	67,642,490	52,052,160	52,052,160	52,052,160	(15,590,330)	-23.0%
Total Police - Bond Funds	\$ 9,629,440	\$ 7,575,486	\$ 16,148,070	\$ 75,244,825	\$ 67,642,490	\$ 54,052,160	\$ 54,052,160	\$ 54,052,160	\$ (13,590,330)	-20.1%
Police Improvements Expenditures - Capital Improvements Fund (F255)										
Materials and Services	\$ 1,850,000	\$ 220,483	\$ 4,836,800	\$ 3,553,668	\$ 61,964,890	\$ 53,302,160	\$ 53,302,160	\$ 53,302,160	\$ (8,662,730)	-14.0%
Capital Outlay	7,779,440	939,241	11,311,270	7,481,209	5,677,600	750,000	750,000	750,000	(4,927,600)	-86.8%
Total Police - Bond Funds	\$ 9,629,440	\$ 1,159,724	\$ 16,148,070	\$ 11,034,877	\$ 67,642,490	\$ 54,052,160	\$ 54,052,160	\$ 54,052,160	\$ (13,590,330)	-20.1%

More information about the Police Capital Improvements budget can be found in the Capital Improvements section of this document.

Police Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Records Management Resources - Police Regional Records Management System Fund (F335)										
Internal and Intergovernmental	\$ 359,630	\$ 359,880	\$ 377,620	\$ 377,870	\$ 396,500	\$ 416,320	\$ 416,320	\$ 416,320	\$ 19,820	5.0%
All Other Revenues	10,000	14,700	7,500	20,983	12,170	13,670	13,670	13,670	1,500	12.3%
Beginning Working Capital	1,288,090	1,317,549	1,447,040	1,431,557	1,216,990	1,366,950	1,366,950	1,368,050	151,060	12.4%
Total Police - Records Fund	\$ 1,657,720	\$ 1,692,129	\$ 1,832,160	\$ 1,830,410	\$ 1,625,660	\$ 1,796,940	\$ 1,796,940	\$ 1,798,040	\$ 172,380	10.6%
Records Management Expenditures - Police Regional Records Management System Fund (F335)										
Materials and Services	\$ 316,930	\$ 260,572	\$ 332,760	\$ 355,390	\$ 311,530	\$ 180,930	\$ 180,930	\$ 182,030	\$ (129,500)	-41.6%
Capital Outlay	1,340,790	-	1,499,400	240,000	960,000	960,000	960,000	960,000	-	-
Contingencies	-	-	-	-	127,100	113,900	113,900	113,900	(13,200)	-10.4%
Total Police - Records Fund	\$ 1,657,720	\$ 260,572	\$ 1,832,160	\$ 595,390	\$ 1,398,630	\$ 1,254,830	\$ 1,254,830	\$ 1,255,930	\$ (142,700)	-10.2%

More information about the Records Management Division budget can be found in the result area of Safe Community.

City of Salem Budget

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All City Departments and Funds

In Department Order (Alphabetically) and by Fund Number Within the Department Section

Resources by Department / Fund and Type

Expenditures by Department / Fund and Category

Police Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Radio Communications Resources - City Services Fund (F355)										
All Other Revenues	\$ 1,771,620	\$ 1,813,538	\$ 1,846,050	\$ 1,818,469	\$ 1,764,870	\$ 1,825,150	\$ 1,825,150	\$ 1,825,150	\$ 60,280	3.4%
Internal and Intergovernmental	130,940	119,492	119,320	117,689	116,500	130,150	130,150	130,150	13,650	11.7%
Beginning Working Capital	2,670,000	2,867,609	2,259,990	2,441,502	1,680,840	2,454,860	2,454,860	2,454,860	774,020	46.0%
Total Radio Comm - City Svcs Fund	\$ 4,572,560	\$ 4,800,638	\$ 4,225,360	\$ 4,377,659	\$ 3,562,210	\$ 4,410,160	\$ 4,410,160	\$ 4,410,160	\$ 847,950	23.8%

Radio Communications Expenditures - City Services Fund (F355)

Personal Services	\$ 396,920	\$ 354,314	\$ 424,120	\$ 338,654	\$ 438,880	\$ 470,250	\$ 470,250	\$ 470,250	\$ 31,370	7.1%
Materials and Services	836,830	425,231	945,420	489,596	1,373,600	929,050	929,050	929,050	(444,550)	-32.4%
Capital Outlay	100,000	79,592	120,000	-	40,000	100,000	100,000	100,000	60,000	150.0%
Transfers	1,500,000	1,500,000	1,500,000	1,500,000	-	-	-	-	-	-
Total Radio Comm - City Svcs Fund	\$ 2,833,750	\$ 2,359,136	\$ 2,989,540	\$ 2,328,250	\$ 1,852,480	\$ 1,499,300	\$ 1,499,300	\$ 1,499,300	\$ (353,180)	-19.1%
<i>Number of Positions</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>	<i>-</i>	<i>-</i>

More information about the Radio Communications Division budget can be found in the result area of Safe Community.

Police Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Willamette Valley Communication Center (9-1-1) Resources - WVCC Fund (F330)										
Charges for Service	\$ 16,000	\$ 21,805	\$ 16,320	\$ 23,463	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ -	-
Internal and Intergovernmental	9,928,240	10,034,042	10,386,240	10,469,555	11,022,940	11,491,410	11,491,410	11,491,410	468,470	4.2%
All Other Revenues	28,400	51,676	30,930	60,539	39,650	56,490	56,490	56,490	16,840	42.5%
Beginning Working Capital	737,540	810,784	892,660	1,028,775	1,142,920	1,855,020	1,855,020	1,894,210	751,290	65.7%
Total Police - WVCC Fund	\$ 10,710,180	\$ 10,918,306	\$ 11,326,150	\$ 11,582,331	\$ 12,227,510	\$ 13,424,920	\$ 13,424,920	\$ 13,464,110	\$ 1,236,600	10.1%

Willamette Valley Communication Center (9-1-1) Expenditures - WVCC Fund (F330)

Personal Services	\$ 8,560,350	\$ 8,324,073	\$ 8,813,530	\$ 8,618,356	\$ 9,250,330	\$ 9,580,180	\$ 9,580,180	\$ 9,580,180	\$ 329,850	3.6%
Materials and Services	1,715,550	1,565,459	1,681,880	1,567,621	1,735,680	1,728,110	1,728,110	1,767,300	31,620	1.8%
Capital Outlay	-	-	33,000	29,825	33,000	35,000	35,000	35,000	2,000	6.1%
Transfers	-	-	-	-	-	900,000	900,000	900,000	900,000	-
Contingencies	434,280	-	429,590	-	440,000	500,000	500,000	500,000	60,000	13.6%
Total Police - WVCC Fund	\$ 10,710,180	\$ 9,889,532	\$ 10,958,000	\$ 10,215,802	\$ 11,459,010	\$ 12,743,290	\$ 12,743,290	\$ 12,782,480	\$ 1,323,470	11.5%
<i>Number of Positions</i>	<i>73.00</i>	<i>73.00</i>	<i>73.00</i>	<i>73.00</i>	<i>73.00</i>	<i>73.00</i>	<i>73.00</i>	<i>73.00</i>	<i>-</i>	<i>-</i>

More information about the Willamette Valley Communication Center Division budget can be found in the result area of Safe Community.

City of Salem Budget

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All City Departments and Funds

In Department Order (Alphabetically) and by Fund Number Within the Department Section

Resources by Department / Fund and Type

Expenditures by Department / Fund and Category

Police Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Police Resources - Trust Funds (F421, F467, F468, F469, F470, F472, F473, F474, F475, F479)										
Donations	\$ 10,400	\$ 8,411	\$ 10,000	\$ 92,944	\$ 53,500	\$ 71,000	\$ 71,000	\$ 71,000	\$ 17,500	32.7%
Grants	-	56,461	-	50,303	-	-	-	-	-	-
All Other Revenues	180,680	327,303	1,007,280	711,239	785,790	606,110	606,110	606,110	(179,680)	-22.9%
Beginning Working Capital	590,700	498,769	361,860	664,901	1,153,450	1,203,230	1,203,230	1,294,000	140,550	12.2%
Total Police - Trust Funds	\$ 781,780	\$ 890,945	\$ 1,379,140	\$ 1,519,387	\$ 1,992,740	\$ 1,880,340	\$ 1,880,340	\$ 1,971,110	\$ (21,630)	-1.1%

Police Expenditures - Trust Funds (F421, F467, F468, F469, F470, F472, F473, F474, F475, F479)

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Materials and Services	\$ 421,020	\$ 198,144	\$ 644,480	\$ 496,696	\$ 606,170	\$ 1,506,820	\$ 1,506,820	\$ 1,544,090	\$ 937,920	154.7%
Capital Outlay	-	27,900	100,000	35,997	586,000	365,000	365,000	418,500	(167,500)	-28.6%
Transfers	-	-	100,000	-	100,000	-	-	-	(100,000)	-100.0%
Total Police - Trust Funds	\$ 421,020	\$ 226,044	\$ 844,480	\$ 532,693	\$ 1,292,170	\$ 1,871,820	\$ 1,871,820	\$ 1,962,590	\$ 670,420	51.9%

More information about the trust funds in this display can be found in the result area of Safe Community.

Public Works Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Center 50+ Resources - General Fund (F101)										
General Revenues	\$ 495,182	\$ 603,725	\$ 589,332	\$ 673,696	\$ 607,200	\$ 682,868	\$ 682,868	\$ 670,053	\$ 62,853	10.4%
Charges for Service	339,360	299,836	286,080	293,473	301,840	310,040	310,040	310,040	8,200	2.7%
Donations	67,610	68,735	70,000	71,548	75,000	91,000	91,000	91,000	16,000	21.3%
Internal and Intergovernmental	-	-	-	121	-	-	-	-	-	-
All Other Revenues	35,610	47,273	46,010	48,105	53,320	63,140	63,140	63,140	9,820	18.4%
Beginning Working Capital	47,288	8,471	75,278	12,324	86,420	71,272	71,272	84,087	(2,333)	-2.7%
Total Center 50+ - General Fund	\$ 985,050	\$ 1,028,040	\$ 1,066,700	\$ 1,099,268	\$ 1,123,780	\$ 1,218,320	\$ 1,218,320	\$ 1,218,320	\$ 94,540	8.4%

Center 50+ Office Expenditures - General Fund (F101)

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Personal Services	\$ 707,730	\$ 730,596	\$ 782,790	\$ 819,516	\$ 801,110	\$ 886,620	\$ 886,620	\$ 886,620	\$ 85,510	10.7%
Materials and Services	265,320	285,444	276,410	272,252	315,170	324,200	324,200	324,200	9,030	2.9%
Transfers	12,000	12,000	7,500	7,500	7,500	7,500	7,500	7,500	-	-
Total Center 50+ - General Fund	\$ 985,050	\$ 1,028,040	\$ 1,066,700	\$ 1,099,268	\$ 1,123,780	\$ 1,218,320	\$ 1,218,320	\$ 1,218,320	\$ 94,540	8.4%

Number of Positions

6.70 6.70 6.70 6.70 6.70 6.70 6.70 6.70 6.70 -

More information about the Center 50+ Division budget can be found in the result area of Welcoming and Livable Community.

City of Salem Budget

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All City Departments and Funds

In Department Order (Alphabetically) and by Fund Number Within the Department Section

Resources by Department / Fund and Type

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Public Works Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Parks Operations Resources - General Fund (F101)										
General Revenues	\$ 3,701,881	\$ 4,018,158	\$ 3,435,223	\$ 4,125,648	\$ 3,075,786	\$ 3,349,127	\$ 3,349,127	\$ 3,286,278	\$ 210,492	6.8%
Charges for Service	28,800	57,494	43,460	56,407	41,240	45,710	45,710	45,710	4,470	10.8%
Grants	5,500	11,624	5,100	-	4,350	4,700	4,700	4,700	350	8.0%
Internal and Intergovernmental	1,547,220	1,477,765	1,854,300	1,786,703	2,007,810	1,839,720	1,839,720	1,839,720	(168,090)	-8.4%
All Other Revenues	1,256,800	1,278,598	1,286,820	1,083,139	1,334,830	1,366,080	1,366,080	1,366,080	31,250	2.3%
Beginning Working Capital	353,519	56,381	438,797	75,471	437,764	349,553	349,553	412,402	(25,362)	-5.8%
Total Parks - General Fund	\$ 6,893,720	\$ 6,900,020	\$ 7,063,700	\$ 7,127,368	\$ 6,901,780	\$ 6,954,890	\$ 6,954,890	\$ 6,954,890	\$ 53,110	0.8%

Parks Operations Expenditures - General Fund (F101)

Personal Services	\$ 3,754,440	\$ 3,467,545	\$ 3,998,450	\$ 3,754,271	\$ 4,100,640	\$ 4,211,560	\$ 4,211,560	\$ 4,211,560	\$ 110,920	2.7%
Materials and Services	2,589,280	2,834,362	2,983,250	3,313,690	2,539,140	2,668,330	2,668,330	2,668,330	129,190	5.1%
Capital Outlay	-	48,112	82,000	59,407	55,000	-	-	-	(55,000)	-100.0%
Transfers	550,000	550,000	-	-	207,000	75,000	75,000	75,000	(132,000)	-63.8%
Total Parks - General Fund	\$ 6,893,720	\$ 6,900,020	\$ 7,063,700	\$ 7,127,368	\$ 6,901,780	\$ 6,954,890	\$ 6,954,890	\$ 6,954,890	\$ 53,110	0.8%
<i>Number of Positions</i>	<i>38.50</i>	<i>38.50</i>	<i>39.00</i>	<i>39.00</i>	<i>39.00</i>	<i>39.00</i>	<i>39.00</i>	<i>39.00</i>	<i>-</i>	<i>-</i>

More information about the Parks Operations Division budget can be found in the result area of Welcoming and Livable Community.

Public Works Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Recreation Services Resources - General Fund (F101)										
General Revenues	\$ 499,627	\$ 374,066	\$ 441,150	\$ 391,310	\$ 482,691	\$ 508,126	\$ 508,126	\$ 498,591	\$ 15,900	3.3%
Charges for Service	482,720	492,040	612,660	595,380	603,050	612,130	612,130	612,130	9,080	1.5%
Internal and Intergovernmental	86,310	88,322	89,200	91,378	91,910	94,670	94,670	94,670	2,760	3.0%
Donations	1,200	3,150	2,500	9,394	3,000	9,000	9,000	9,000	6,000	200.0%
All Other Revenues	5,000	8,641	4,700	3,976	5,000	3,000	3,000	3,000	(2,000)	-40.0%
Beginning Working Capital	47,713	5,249	56,350	7,158	68,699	53,034	53,034	62,569	(6,130)	-8.9%
Total Recreation - General Fund	\$ 1,122,570	\$ 971,468	\$ 1,206,560	\$ 1,098,596	\$ 1,254,350	\$ 1,279,960	\$ 1,279,960	\$ 1,279,960	\$ 25,610	2.0%

Recreation Services Expenditures - General Fund (F101)

Personal Services	\$ 561,360	\$ 532,058	\$ 603,790	\$ 596,336	\$ 652,070	\$ 659,820	\$ 659,820	\$ 659,820	\$ 7,750	1.2%
Materials and Services	561,210	439,410	602,770	502,261	602,280	620,140	620,140	620,140	17,860	3.0%
Total Recreation - General Fund	\$ 1,122,570	\$ 971,468	\$ 1,206,560	\$ 1,098,596	\$ 1,254,350	\$ 1,279,960	\$ 1,279,960	\$ 1,279,960	\$ 25,610	2.0%
<i>Number of Positions</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>	<i>-</i>	<i>-</i>

More information about the Recreations Services Division budget can be found in the result area of Welcoming and Livable Community.

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Public Works Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Transportation Services Resources - Transportation Services Fund (F155)										
Charges for Service	\$ 115,100	\$ 230,428	\$ 144,200	\$ 236,363	\$ 185,700	\$ 195,550	\$ 195,550	\$ 195,550	\$ 9,850	5.3%
Internal and Intergovernmental	3,226,380	2,610,381	3,161,290	2,931,039	2,513,360	2,367,710	2,367,710	2,367,710	(145,650)	-5.8%
State Shared Revenues	9,341,550	9,660,083	9,754,860	10,507,026	12,008,810	12,318,060	12,318,060	12,318,060	309,250	2.6%
Grants	274,300	238,544	247,800	271,295	263,930	271,860	271,860	271,860	7,930	3.0%
All Other Revenues	699,500	742,527	119,900	166,440	138,100	116,040	116,040	116,040	(22,060)	-16.0%
Beginning Working Capital	4,377,000	4,992,889	4,583,480	4,648,560	3,027,450	2,500,000	2,500,000	2,575,000	(452,450)	-14.9%
Total Transportation Services Fund	\$ 18,033,830	\$ 18,474,852	\$ 18,011,530	\$ 18,760,723	\$ 18,137,350	\$ 17,769,220	\$ 17,769,220	\$ 17,844,220	\$ (293,130)	-1.6%

Transportation Services Expenditures - Transportation Services Fund (F155)

Personal Services	\$ 5,642,030	\$ 5,031,558	\$ 6,071,150	\$ 5,370,322	\$ 6,249,060	\$ 6,648,930	\$ 6,648,930	\$ 6,648,930	\$ 399,870	6.4%
Materials and Services	8,909,420	7,248,418	8,595,330	8,676,062	8,764,680	8,272,990	8,272,990	8,347,990	(416,690)	-4.8%
Capital Outlay	473,200	444,556	404,000	330,362	745,500	315,500	315,500	315,500	(430,000)	-57.7%
Transfers	1,226,760	1,101,760	461,760	461,760	1,525,490	453,470	453,470	453,470	(1,072,020)	-70.3%
Contingencies	500,000	-	500,000	-	500,000	500,000	500,000	500,000	-	-
Total Transportation Services Fund	\$ 16,751,410	\$ 13,826,292	\$ 16,032,240	\$ 14,838,507	\$ 17,784,730	\$ 16,190,890	\$ 16,190,890	\$ 16,265,890	\$ (1,518,840)	-8.5%
<i>Number of Positions</i>	<i>53.00</i>	<i>53.00</i>	<i>53.00</i>	<i>53.00</i>	<i>56.00</i>	<i>57.00</i>	<i>57.00</i>	<i>57.00</i>	<i>1.00</i>	<i>1.8%</i>

More information about the Transportation Services Fund budget can be found in the result area of Safe, Reliable, and Efficient Infrastructure.

Public Works Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Streetlight Services Resources - Streetlight Fund (F156)										
Charges for Service	\$ 1,782,430	\$ 1,844,393	\$ 1,869,590	\$ 1,859,996	\$ 1,856,000	\$ 1,874,000	\$ 1,874,000	\$ 1,874,000	\$ 18,000	1.0%
Grants	-	-	123,150	-	-	-	-	-	-	-
All Other Revenues	500	3,120	2,900	2,909	3,000	8,000	8,000	8,000	5,000	166.7%
Beginning Working Capital	604,000	594,605	687,630	231,124	788,830	1,011,080	1,011,080	1,011,080	222,250	28.2%
Total Streetlight	\$ 2,386,930	\$ 2,442,119	\$ 2,683,270	\$ 2,094,029	\$ 2,647,830	\$ 2,893,080	\$ 2,893,080	\$ 2,893,080	\$ 245,250	9.3%

Streetlight Services Expenditures - Streetlight Fund (F156)

Materials and Services	\$ 1,381,930	\$ 1,380,995	\$ 1,382,860	\$ 890,931	\$ 1,104,470	\$ 1,392,870	\$ 1,392,870	\$ 1,392,870	\$ 288,400	26.1%
Transfers	830,000	830,000	250,000	250,000	360,000	700,000	700,000	700,000	340,000	94.4%
Debt Service	-	-	228,000	228,000	232,780	240,400	240,400	240,400	7,620	3.3%
Contingencies	175,000	-	200,000	-	200,000	200,000	200,000	200,000	-	-
Total Streetlight	\$ 2,386,930	\$ 2,210,995	\$ 2,060,860	\$ 1,368,931	\$ 1,897,250	\$ 2,533,270	\$ 2,533,270	\$ 2,533,270	\$ 636,020	33.5%

More information about the Streetlight Fund budget can be found in the result area of Safe, Reliable, and Efficient Infrastructure.

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Parks Improvements Resources - Capital Improvements Fund (F255)										
Internal and Intergovernmental	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	-
Charges for Service	-	10,400	-	11,120	-	-	-	-	-	-
Grants	1,360,620	923,570	396,180	87,092	135,510	-	-	-	(135,510)	-100.0%
Donations	60,000	6,745	60,000	500	60,000	60,000	60,000	60,000	-	-
All Other Revenues	1,763,250	1,795,845	444,450	473,070	665,000	210,000	210,000	210,000	(455,000)	-68.4%
Beginning Working Capital	2,793,060	3,281,115	2,451,100	2,005,449	1,265,310	1,342,760	1,342,760	1,342,760	77,450	6.1%
Total Parks - Construction	\$ 6,476,930	\$ 6,017,674	\$ 3,851,730	\$ 2,577,231	\$ 2,625,820	\$ 2,112,760	\$ 2,112,760	\$ 2,112,760	\$ (513,060)	-19.5%

Parks Improvements Expenditures - Capital Improvements Fund (F255)

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Materials and Services	\$ 6,476,930	\$ 3,978,662	\$ 3,851,730	\$ 1,539,364	\$ 2,575,820	\$ 2,112,760	\$ 2,112,760	\$ 2,112,760	\$ (463,060)	-18.0%
Capital Outlay	-	33,563	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	50,000	-	-	-	(50,000)	-100.0%
Total Parks - Construction	\$ 6,476,930	\$ 4,012,225	\$ 3,851,730	\$ 1,539,364	\$ 2,625,820	\$ 2,112,760	\$ 2,112,760	\$ 2,112,760	\$ (513,060)	-19.5%

More information about the Parks Improvements budget can be found in the Capital Improvements section of this document.

Public Works Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Streetlight Improvements Resources - Capital Improvements Fund (F255)										
Grants	\$ -	\$ -	\$ -	\$ 390,006	\$ -	\$ -	\$ -	\$ -	\$ -	-
All Other Revenues	2,610,000	2,614,667	250,000	266,416	360,000	700,000	700,000	700,000	340,000	94.4%
Beginning Working Capital	-	-	1,694,740	731,099	564,840	748,290	748,290	748,290	183,450	32.5%
Total Streetlight Improvements	\$ 2,610,000	\$ 2,614,667	\$ 1,944,740	\$ 1,387,521	\$ 924,840	\$ 1,448,290	\$ 1,448,290	\$ 1,448,290	\$ 523,450	56.6%

Streetlight Improvements Expenditures - Capital Improvements Fund (F255)

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Materials and Services	\$ 2,610,000	\$ 1,883,568	\$ 1,944,740	\$ 944,450	\$ 924,840	\$ 1,448,290	\$ 1,448,290	\$ 1,448,290	\$ 523,450	56.6%
Total Streetlight Improvements	\$ 2,610,000	\$ 1,883,568	\$ 1,944,740	\$ 944,450	\$ 924,840	\$ 1,448,290	\$ 1,448,290	\$ 1,448,290	\$ 523,450	56.6%

More information about the Streetlight Improvements budget can be found in the Capital Improvements section of this document.

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Public Works Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Transportation Improvements Resources - Capital Improvements Fund (F255)										
Internal and Intergovernmental	\$ 3,000,000	\$ 178,271	\$ 3,035,000	\$ 35,000	\$ 4,538,000	\$ 3,202,320	\$ 3,202,320	\$ 3,202,320	\$ (1,335,680)	-29.4%
Grants	1,983,500	1,080,133	3,772,620	755,813	6,001,110	10,174,620	10,174,620	10,174,620	4,173,510	69.5%
All Other Revenues	1,321,960	1,399,237	956,360	16,170,913	1,520,090	448,070	448,070	448,070	(1,072,020)	-70.5%
Beginning Working Capital	24,037,630	21,812,035	11,361,700	11,003,540	9,600,250	9,443,030	9,443,030	9,443,030	(157,220)	-1.6%
Total Transportation Improvements	\$ 30,343,090	\$ 24,469,677	\$ 19,125,680	\$ 27,965,266	\$ 21,659,450	\$ 23,268,040	\$ 23,268,040	\$ 23,268,040	\$ 1,608,590	7.4%

Transportation Improvements Expenditures - Capital Improvements Fund (F255)

Materials and Services	\$ 30,302,490	\$ 13,426,137	\$ 19,125,680	\$ 4,140,410	\$ 21,659,450	\$ 23,268,040	\$ 23,268,040	\$ 23,268,040	\$ 1,608,590	7.4%
Debt Service	-	-	-	14,933,756	-	-	-	-	-	-
Transfers	40,600	40,000	-	-	-	-	-	-	-	-
Total Transportation Improvements	\$ 30,343,090	\$ 13,466,137	\$ 19,125,680	\$ 19,074,166	\$ 21,659,450	\$ 23,268,040	\$ 23,268,040	\$ 23,268,040	\$ 1,608,590	7.4%

More information about the Transportation Improvements budget can be found in the Capital Improvements section of this document.

Public Works Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Utility Improvements Resources - Capital Improvements Fund (F255)										
Internal and Intergovernmental	\$ 6,500,000	\$ -	\$ 6,500,000	\$ -	\$ 6,500,000	\$ 7,800,000	\$ 7,800,000	\$ 7,800,000	\$ 1,300,000	20.0%
Grants	722,720	73,302	1,000,000	5,590	6,166,990	2,830,130	2,830,130	2,830,130	(3,336,860)	-54.1%
All Other Revenues	13,706,100	13,883,028	14,380,010	14,608,702	21,450,000	26,013,000	26,013,000	26,573,000	5,123,000	23.9%
Beginning Working Capital	10,139,330	10,097,873	12,760,920	12,949,622	17,763,010	27,950,810	27,950,810	27,950,810	10,187,800	57.4%
Total Utility Improvements	\$ 31,068,150	\$ 24,054,204	\$ 34,640,930	\$ 27,563,914	\$ 51,880,000	\$ 64,593,940	\$ 64,593,940	\$ 65,153,940	\$ 13,273,940	25.6%

Utility Improvements Expenditures - Capital Improvements Fund (F255)

Materials and Services	\$ 31,068,150	\$ 11,104,582	\$ 34,640,930	\$ 8,218,181	\$ 51,880,000	\$ 64,593,940	\$ 64,593,940	\$ 65,153,940	\$ 13,273,940	25.6%
Capital Outlay	-	-	-	96,751	-	-	-	-	-	-
Total Utility Improvements	\$ 31,068,150	\$ 11,104,582	\$ 34,640,930	\$ 8,314,932	\$ 51,880,000	\$ 64,593,940	\$ 64,593,940	\$ 65,153,940	\$ 13,273,940	25.6%

More information about the Utility Improvements budget can be found in the Capital Improvements section of this document.

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Parks SDC Improvements Resources - System Development Charge (SDC) Fund (F260)										
Charges for Service	\$ 1,400,000	\$ 1,644,386	\$ 1,740,860	\$ 3,275,352	\$ 1,735,000	\$ 2,150,000	\$ 2,150,000	\$ 2,150,000	\$ 415,000	23.9%
Grants	-	-	-	-	-	400,000	400,000	400,000	400,000	-
Internal and Intergovernmental	500,000	-	500,000	-	500,000	1,000,000	1,000,000	1,000,000	500,000	100.0%
All Other Revenues	-	256,006	-	153,730	-	-	-	-	-	-
Beginning Working Capital	5,859,000	8,040,097	7,061,710	8,082,478	9,438,370	8,485,600	8,485,600	8,485,600	(952,770)	-10.1%
Total Parks - SDC Improvements	\$ 7,759,000	\$ 9,940,490	\$ 9,302,570	\$ 11,511,560	\$ 11,673,370	\$ 12,035,600	\$ 12,035,600	\$ 12,035,600	\$ 362,230	3.1%

Parks SDC Improvements Expenditures - System Development Charge (SDC) Fund (F260)

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Materials and Services	\$ 5,873,240	\$ 83,893	\$ 6,824,770	\$ 421,167	\$ 9,243,330	\$ 7,900,600	\$ 7,900,600	\$ 7,900,600	\$ (1,342,730)	-14.5%
Capital Outlay	1,800,000	1,774,120	2,393,610	2,967,638	2,430,040	4,135,000	4,135,000	4,135,000	1,704,960	70.2%
Transfers	85,760	-	84,190	84,190	-	-	-	-	-	-
Total Parks - SDC Improvements	\$ 7,759,000	\$ 1,858,012	\$ 9,302,570	\$ 3,472,996	\$ 11,673,370	\$ 12,035,600	\$ 12,035,600	\$ 12,035,600	\$ 362,230	3.1%

More information about the Parks SDC Improvements budget can be found in the Capital Improvements section of this document.

Public Works Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Transportation SDC Improvements Resources - System Development Charge (SDC) Fund (F260)										
Charges for Service	\$ 850,000	\$ 1,313,020	\$ 1,013,000	\$ 1,947,289	\$ 1,400,000	\$ 1,777,560	\$ 1,777,560	\$ 1,777,560	\$ 377,560	27.0%
Internal and Intergovernmental	-	-	-	-	-	500,000	500,000	500,000	500,000	-
Grants	2,530,000	25,063	4,513,670	1,096,201	3,661,930	2,710,900	2,710,900	2,710,900	(951,030)	-26.0%
All Other Revenues	-	107,292	-	124,731	-	-	-	-	-	-
Beginning Working Capital	3,572,670	2,997,747	2,674,970	3,032,549	3,304,190	3,930,170	3,930,170	3,930,170	625,980	18.9%
Total Transport. SDC Improvements	\$ 6,952,670	\$ 4,443,121	\$ 8,201,640	\$ 6,200,770	\$ 8,366,120	\$ 8,918,630	\$ 8,918,630	\$ 8,918,630	\$ 552,510	6.6%

Transportation SDC Improvements Expenditures - System Development Charge (SDC) Fund (F260)

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Materials and Services	\$ 6,877,670	\$ 1,367,414	\$ 8,126,640	\$ 2,424,735	\$ 8,291,120	\$ 8,843,630	\$ 8,843,630	\$ 8,843,630	\$ 552,510	6.7%
Transfers	75,000	43,158	75,000	75,000	75,000	75,000	75,000	75,000	-	-
Total Transport. SDC Improvements	\$ 6,952,670	\$ 1,410,572	\$ 8,201,640	\$ 2,499,735	\$ 8,366,120	\$ 8,918,630	\$ 8,918,630	\$ 8,918,630	\$ 552,510	6.6%

More information about the Transportation SDC Improvements budget can be found in the Capital Improvements section of this document.

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Utility SDC Improvements Resources - System Development Charge (SDC) Fund (F260)										
Charges for Service	\$ 2,526,000	\$ 3,309,955	\$ 2,150,000	\$ 4,658,852	\$ 2,693,000	\$ 3,910,000	\$ 3,910,000	\$ 3,910,000	\$ 1,217,000	45.2%
Internal and Intergovernmental	-	-	-	-	-	1,000,000	1,000,000	1,000,000	1,000,000	-
Grants	756,500	-	725,830	315,272	-	-	-	-	-	-
All Other Revenues	-	103,635	-	177,185	-	-	-	-	-	-
Beginning Working Capital	5,655,650	5,937,683	7,706,660	8,246,715	10,131,090	9,912,710	9,912,710	9,912,710	(218,380)	-2.2%
Total Utility SDC Improvements	\$ 8,938,150	\$ 9,351,273	\$ 10,582,490	\$ 13,398,024	\$ 12,824,090	\$ 14,822,710	\$ 14,822,710	\$ 14,822,710	\$ 1,998,620	15.6%

Utility SDC Improvements Expenditures - System Development Charge (SDC) Fund (F260)

Materials and Services	\$ 8,839,640	\$ 1,104,559	\$ 10,083,980	\$ 1,209,686	\$ 12,325,580	\$ 14,819,010	\$ 14,819,010	\$ 14,819,010	\$ 2,493,430	20.2%
Capital Outlay	98,510	-	498,510	-	498,510	3,700	3,700	3,700	(494,810)	-99.3%
Total Utility SDC Improvements	\$ 8,938,150	\$ 1,104,559	\$ 10,582,490	\$ 1,209,686	\$ 12,824,090	\$ 14,822,710	\$ 14,822,710	\$ 14,822,710	\$ 1,998,620	15.6%

More information about the Utility SDC Improvements budget can be found in the Capital Improvements section of this document.

Public Works Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Sustainable Fairview Resources - Development District Fund (F275)										
Charges for Service	\$ 500,000	\$ 188,462	\$ 500,000	\$ 209,393	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	-
Beginning Working Capital	-	70,883	-	224,393	-	-	-	-	-	-
Total Sustainable Fairview	\$ 500,000	\$ 259,345	\$ 500,000	\$ 433,786	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	-

Sustainable Fairview Expenditures - Development District Fund (F275)

Materials and Services	\$ 500,000	\$ 34,953	\$ 500,000	\$ 27,353	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	-
Total Sustainable Fairview	\$ 500,000	\$ 34,953	\$ 500,000	\$ 27,353	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	-

More information about the Sustainable Fairview Development District budget can be found in the Capital Improvements section of this document.

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Utility Resources - Utility Fund (F310)										
Charges for Service	\$ 85,875,210	\$ 88,372,420	\$ 90,209,120	\$ 93,594,525	\$ 93,434,500	\$ 96,421,670	\$ 96,421,670	\$ 96,421,670	\$ 2,987,170	3.2%
Internal and Intergovernmental	6,289,040	5,358,310	6,218,120	5,625,266	6,164,810	6,233,660	6,233,660	6,233,660	68,850	1.1%
Grants	-	135,223	-	-	-	-	-	-	-	-
All Other Revenues	849,060	4,129,219	4,001,170	70,758,425	4,085,990	4,558,880	4,558,880	4,558,880	472,890	11.6%
Beginning Working Capital	47,056,750	47,024,954	40,891,520	42,892,853	49,716,690	39,493,040	39,493,040	40,784,290	(8,932,400)	-18.0%
Total Utility Fund	\$ 140,070,060	\$ 145,020,127	\$ 141,319,930	\$ 212,871,069	\$ 153,401,990	\$ 146,707,250	\$ 146,707,250	\$ 147,998,500	\$ (5,403,490)	-3.5%

Utility Expenditures - Utility Fund (F310)

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Personal Services	\$ 32,691,750	\$ 29,938,267	\$ 35,098,270	\$ 32,521,546	\$ 36,750,130	\$ 39,752,560	\$ 39,752,560	\$ 39,752,560	\$ 3,002,430	8.2%
Materials and Services	36,325,280	32,062,217	38,324,690	33,135,324	36,729,700	35,486,860	35,486,860	36,478,850	(250,850)	-0.7%
Capital Outlay	815,420	684,863	880,380	1,173,604	1,552,310	1,045,360	1,045,360	1,344,620	(207,690)	-13.4%
Transfers	13,666,100	13,666,100	14,436,000	14,436,000	21,570,140	14,090,000	14,090,000	14,650,000	(6,920,140)	-32.1%
Debt Service	25,784,170	25,775,826	20,322,430	85,352,038	18,939,290	21,189,470	21,189,470	21,189,470	2,250,180	11.9%
Contingencies	3,700,000	-	3,000,000	-	600,000	3,000,000	3,000,000	3,000,000	2,400,000	400.0%
Total Utility Fund	\$ 112,982,720	\$ 102,127,274	\$ 112,061,770	\$ 166,618,513	\$ 116,141,570	\$ 114,564,250	\$ 114,564,250	\$ 116,415,500	\$ 273,930	0.2%
<i>Number of Positions</i>	<i>303.80</i>	<i>303.80</i>	<i>309.80</i>	<i>309.80</i>	<i>317.30</i>	<i>322.50</i>	<i>322.50</i>	<i>322.50</i>	<i>5.20</i>	<i>1.6%</i>

More information about the Utility Fund budget can be found in the result areas of Safe, Reliable, and Efficient Infrastructure and Natural Environment Stewardship.

Public Works Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Warehouse Services Resources - City Services Fund (F355)										
Internal and Intergovernmental	\$ 2,127,300	\$ 1,799,639	\$ 2,495,630	\$ 1,970,313	\$ 1,919,170	\$ 1,976,630	\$ 1,976,630	\$ 1,976,630	\$ 57,460	3.0%
All Other Revenues	-	3,355	-	11,085	6,800	3,700	3,700	3,700	(3,100)	-45.6%
Beginning Working Capital	352,350	316,058	304,300	342,654	355,700	280,930	280,930	280,930	(74,770)	-21.0%
Total Warehouse	\$ 2,479,650	\$ 2,119,052	\$ 2,799,930	\$ 2,324,052	\$ 2,281,670	\$ 2,261,260	\$ 2,261,260	\$ 2,261,260	\$ (20,410)	-0.9%

Warehouse Services Expenditures - City Services Fund (F355)

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Personal Services	\$ 230,370	\$ 249,108	\$ 250,630	\$ 254,816	\$ -	\$ -	\$ -	\$ -	\$ -	-
Materials and Services	1,916,170	1,527,290	2,135,480	1,690,354	1,815,170	1,872,630	1,872,630	1,872,630	57,460	3.2%
Transfers	-	-	-	-	100,000	50,000	50,000	50,000	(50,000)	-50.0%
Total Warehouse	\$ 2,146,540	\$ 1,776,398	\$ 2,386,110	\$ 1,945,169	\$ 1,915,170	\$ 1,922,630	\$ 1,922,630	\$ 1,922,630	\$ 7,460	0.4%
<i>Number of Positions</i>	<i>3.00</i>	<i>3.00</i>	<i>3.00</i>	<i>3.00</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>

More information about the Warehouse budget can be found in the result area of Safe, Reliable, and Efficient Infrastructure.

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Public Works Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Center 50+ Resources - Trust Fund (F440)										
Charges for Service	\$ -	\$ 4,409	\$ -	\$ 6,357	\$ -	\$ -	\$ -	\$ -	\$ -	-
All Other Revenues	27,040	24,766	21,230	17,478	20,500	22,300	22,300	22,300	1,800	8.8%
Beginning Working Capital	29,160	29,876	17,880	33,144	54,140	63,340	63,340	63,340	9,200	17.0%
Total Center 50+ - Trust Fund	\$ 56,200	\$ 59,051	\$ 39,110	\$ 56,979	\$ 74,640	\$ 85,640	\$ 85,640	\$ 85,640	\$ 11,000	14.7%

Center 50+ Office Expenditures - Trust Fund (F440)

Materials and Services	\$ 39,000	\$ 25,907	\$ 15,000	\$ 8,315	\$ 10,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 20,000	200.0%
Total Center 50+ - Trust Fund	\$ 39,000	\$ 25,907	\$ 15,000	\$ 8,315	\$ 10,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 20,000	200.0%

More information about the trust funds in this display can be found in the result area of Welcoming and Livable Community.

Public Works Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Public Works Resources - Trust Funds (F436, F447, F486, F489, F490, F493, F494, F560)										
Charges for Service	\$ -	\$ 86,000	\$ 28,000	\$ 2,339,990	\$ 180,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ (45,000)	-25.0%
Donations	79,350	29,097	29,900	126,889	29,700	19,700	19,700	19,700	(10,000)	-33.7%
All Other Revenues	70,070	79,639	42,970	459,858	120,990	128,610	128,610	128,610	7,620	6.3%
Beginning Working Capital	1,927,670	2,013,411	1,808,890	1,960,216	4,341,460	4,913,030	4,913,030	4,913,030	571,570	13.2%
Total Public Works - Trust Funds	\$ 2,077,090	\$ 2,208,147	\$ 1,909,760	\$ 4,886,953	\$ 4,672,150	\$ 5,196,340	\$ 5,196,340	\$ 5,196,340	\$ 524,190	11.2%

Public Works Expenditures - Trust Funds (F436, F447, F486, F489, F490, F493, F494, F560)

Materials and Services	\$ 283,520	\$ 192,931	\$ 303,000	\$ 175,640	\$ 271,500	\$ 457,100	\$ 457,100	\$ 457,100	\$ 185,600	68.4%
Transfers	155,000	55,000	105,000	71,240	5,000	5,000	5,000	5,000	-	-
Total Public Works - Trust Funds	\$ 438,520	\$ 247,931	\$ 408,000	\$ 246,881	\$ 276,500	\$ 462,100	\$ 462,100	\$ 462,100	\$ 185,600	67.1%

More information about the trust funds in this display can be found in the result areas of Safe, Reliable, and Efficient Infrastructure and Welcoming and Livable Community.

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Public Works Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Recreation Services Resources - Trust Fund (F403)										
Donations	\$ -	\$ 2,000	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Recreation - Trust Fund	\$ -	\$ 2,000	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Recreation Services Expenditures - Trust Fund (F403)										
Materials and Services	\$ -	\$ 2,000	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Recreation - Trust Fund	\$ -	\$ 2,000	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-

Urban Development (UD) Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Urban Development Resources - General Fund (F101)										
General Revenues	\$ 1,262,410	\$ 1,011,735	\$ 1,255,429	\$ 1,130,659	\$ 906,546	\$ 922,543	\$ 922,543	\$ 958,408	\$ 51,862	5.7%
Charges for Service	95,000	80,081	86,020	127,745	101,130	95,890	95,890	95,890	(5,240)	-5.2%
Internal and Intergovernmental	1,831,410	1,379,588	2,121,000	1,415,202	2,168,950	2,338,820	2,338,820	2,338,820	169,870	7.8%
Grants	266,120	90,448	182,090	97,759	85,060	-	-	35,570	(49,490)	-58.2%
All Other Revenues	1,506,020	1,692,067	1,419,430	1,497,410	1,726,820	1,750,900	1,750,900	1,750,900	24,080	1.4%
Beginning Working Capital	125,820	19,718	160,361	26,162	163,524	111,157	111,157	138,152	(25,372)	-15.5%
Total UD - General Fund	\$ 5,086,780	\$ 4,273,637	\$ 5,224,330	\$ 4,294,937	\$ 5,152,030	\$ 5,219,310	\$ 5,219,310	\$ 5,317,740	\$ 165,710	3.2%
Urban Development Expenditures - General Fund (F101)										
Personal Services	\$ 3,401,400	\$ 2,806,257	\$ 3,608,520	\$ 2,847,137	\$ 3,554,040	\$ 3,737,540	\$ 3,737,540	\$ 3,737,540	\$ 183,500	5.2%
Materials and Services	1,546,130	1,328,131	1,476,560	1,308,550	1,458,740	1,342,520	1,342,520	1,440,950	(17,790)	-1.2%
Transfers	139,250	139,250	139,250	139,250	139,250	139,250	139,250	139,250	-	-
Total UD - General Fund	\$ 5,086,780	\$ 4,273,637	\$ 5,224,330	\$ 4,294,937	\$ 5,152,030	\$ 5,219,310	\$ 5,219,310	\$ 5,317,740	\$ 165,710	3.2%
Number of Positions	32.50	32.50	32.50	32.50	31.50	31.00	31.00	31.00	(0.50)	-1.6%

More information about the Urban Development Department budget can be found in the result area of Good Governance; Strong and Diverse Economy; and Welcoming and Livable Community.

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Urban Development (UD) Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Airport Resources - Airport Fund (F160)										
Charges for Service	\$ 38,000	\$ 42,559	\$ 44,010	\$ 49,927	\$ 46,660	\$ 43,910	\$ 43,910	\$ 43,910	\$ (2,750)	-5.9%
All Other Revenues	1,020,170	1,141,641	1,087,860	1,150,960	1,131,590	1,142,890	1,142,890	1,142,890	11,300	1.0%
Beginning Working Capital	889,800	954,213	821,400	921,302	1,096,160	966,210	966,210	1,014,400	(81,760)	-7.5%
Total Airport	\$ 1,947,970	\$ 2,138,413	\$ 1,953,270	\$ 2,122,189	\$ 2,274,410	\$ 2,153,010	\$ 2,153,010	\$ 2,201,200	\$ (73,210)	-3.2%

Airport Expenditures - Airport Fund (F160)

Personal Services	\$ 448,200	\$ 388,787	\$ 465,560	\$ 444,514	\$ 477,870	\$ 495,730	\$ 495,730	\$ 495,730	\$ 17,860	3.7%
Materials and Services	900,730	785,505	646,720	483,138	830,010	873,670	873,670	921,860	91,850	11.1%
Debt Service	42,830	42,819	42,830	42,819	44,500	45,400	45,400	45,400	900	2.0%
Transfers	-	-	15,000	15,000	135,000	-	-	-	(135,000)	-100.0%
Contingencies	556,210	-	783,160	-	787,030	738,210	738,210	738,210	(48,820)	-6.2%
Total Airport	\$ 1,947,970	\$ 1,217,111	\$ 1,953,270	\$ 985,470	\$ 2,274,410	\$ 2,153,010	\$ 2,153,010	\$ 2,201,200	\$ (73,210)	-3.2%
<i>Number of Positions</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>	<i>4.00</i>	<i>-</i>	<i>-</i>

More information about the Airport budget can be found in the result area of Strong and Diverse Economy.

Urban Development Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
CDGB and HOME Resources - Community Renewal Fund (F165)										
Charges for Service	\$ -	\$ 600	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	-
Internal and Intergovernmental	217,920	97,437	-	-	-	-	-	-	-	-
Grants	3,583,470	1,950,620	3,204,830	1,389,631	4,580,450	4,527,090	4,527,090	4,469,390	(111,060)	-2.4%
All Other Revenues	385,000	664,375	385,000	550,224	440,000	700,000	700,000	700,000	260,000	59.1%
Beginning Working Capital	-	15,580	-	284,149	-	-	-	-	-	-
Total Community Renewal Fund	\$ 4,186,390	\$ 2,728,613	\$ 3,589,830	\$ 2,224,504	\$ 5,020,450	\$ 5,227,090	\$ 5,227,090	\$ 5,169,390	\$ 148,940	3.0%

CDGB and HOME Expenditures - Community Renewal Fund (F165)

Materials and Services	\$ 3,793,470	\$ 2,347,027	\$ 3,589,830	\$ 1,732,623	\$ 5,020,450	\$ 5,227,090	\$ 5,227,090	\$ 5,169,390	\$ 148,940	3.0%
Debt Service	392,920	97,437	-	-	-	-	-	-	-	-
Total Community Renewal Fund	\$ 4,186,390	\$ 2,444,464	\$ 3,589,830	\$ 1,732,623	\$ 5,020,450	\$ 5,227,090	\$ 5,227,090	\$ 5,169,390	\$ 148,940	3.0%

More information about the Community Renewal Fund budget can be found in the result area of Welcoming and Livable Community.

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Urban Development Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Downtown Parking Fund Resources (F170)										
Charges for Service	\$ 10,000	\$ 9,746	\$ 10,000	\$ 17,660	\$ 9,750	\$ 10,000	\$ 10,000	\$ 10,000	\$ 250	2.6%
Internal and Intergovernmental	297,000	267,675	-	-	-	-	-	-	-	-
Grants	-	42,129	-	-	-	-	-	-	-	-
All Other Revenues	1,121,250	1,115,394	1,146,030	1,063,517	1,105,060	1,076,760	1,076,760	1,076,760	(28,300)	-2.6%
Beginning Working Capital	754,720	935,380	711,970	668,670	344,370	196,370	196,370	196,370	(148,000)	-43.0%
Total Parking Fund	\$ 2,182,970	\$ 2,370,325	\$ 1,868,000	\$ 1,749,847	\$ 1,459,180	\$ 1,283,130	\$ 1,283,130	\$ 1,283,130	\$ (176,050)	-12.1%

Downtown Parking Fund Expenditures (F170)

Materials and Services	\$ 1,315,150	\$ 1,083,835	\$ 1,318,000	\$ 1,141,662	\$ 1,158,710	\$ 1,177,580	\$ 1,177,580	\$ 1,177,580	\$ 18,870	1.6%
Transfers	617,820	617,820	300,000	300,000	100,000	-	-	-	(100,000)	-100.0%
Contingencies	250,000	-	250,000	-	200,470	105,550	105,550	105,550	(94,920)	-47.3%
Total Parking Fund	\$ 2,182,970	\$ 1,701,655	\$ 1,868,000	\$ 1,441,662	\$ 1,459,180	\$ 1,283,130	\$ 1,283,130	\$ 1,283,130	\$ (176,050)	-12.1%

More information about the Downtown Parking Fund budget can be found in the result area of Strong and Diverse Economy.

Urban Development (UD) Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Economic Improvement District (EID) Fund Resources (F172)										
Beginning Working Capital	\$ 36,720	\$ 33,276	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total EID Fund	\$ 36,720	\$ 33,276	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Economic Improvement District (EID) Fund Expenditures (F172)										
Materials and Services	\$ 36,720	\$ 33,276	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total EID Fund	\$ 36,720	\$ 33,276	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-

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Urban Development Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Leasehold Fund Resources (F180)										
All Other Revenues	\$ 579,490	\$ 594,614	\$ 500,480	\$ 487,780	\$ 537,570	\$ 606,880	\$ 606,880	\$ 606,880	\$ 69,310	12.9%
Beginning Working Capital	747,990	668,811	720,890	748,080	805,560	444,640	444,640	504,640	(300,920)	-37.4%
Total Leasehold Fund	\$ 1,327,480	\$ 1,263,425	\$ 1,221,370	\$ 1,235,860	\$ 1,343,130	\$ 1,051,520	\$ 1,051,520	\$ 1,111,520	\$ (231,610)	-17.2%

Leasehold Fund Expenditures (F180)

Materials and Services	\$ 485,870	\$ 315,345	\$ 603,920	\$ 388,450	\$ 788,750	\$ 440,320	\$ 440,320	\$ 500,320	\$ (288,430)	-36.6%
Transfers	200,000	200,000	200,000	200,000	200,000	400,000	400,000	400,000	200,000	100.0%
Contingencies	641,610	-	417,450	-	354,380	211,200	211,200	211,200	(143,180)	-40.4%
Total Leasehold Fund	\$ 1,327,480	\$ 515,345	\$ 1,221,370	\$ 588,450	\$ 1,343,130	\$ 1,051,520	\$ 1,051,520	\$ 1,111,520	\$ (231,610)	-17.2%

More information about the Leasehold Fund budget can be found in the result area of Strong and Diverse Economy.

Urban Development Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Airport Improvements Resources - Capital Improvements Fund (F255)										
Grants	\$ 3,301,740	\$ 1,498,682	\$ 4,479,000	\$ 542,859	\$ 2,215,000	\$ 3,498,330	\$ 3,498,330	\$ 3,498,330	\$ 1,283,330	57.9%
All Other Revenues	193,000	193,000	15,000	15,000	135,000	-	-	-	(135,000)	-100.0%
Beginning Working Capital	288,200	298,606	225,450	(74,226)	32,450	135,000	135,000	135,000	102,550	316.0%
Total Airport Improvements	\$ 3,782,940	\$ 1,990,288	\$ 4,719,450	\$ 483,633	\$ 2,382,450	\$ 3,633,330	\$ 3,633,330	\$ 3,633,330	\$ 1,250,880	52.5%

Airport Improvements Expenditures - Capital Improvements Fund (F255)

Materials and Services	\$ 3,782,940	\$ 2,064,513	\$ 4,719,450	\$ 51,200	\$ 2,382,450	\$ 3,633,330	\$ 3,633,330	\$ 3,633,330	\$ 1,250,880	52.5%
Total Airport Improvements	\$ 3,782,940	\$ 2,064,513	\$ 4,719,450	\$ 51,200	\$ 2,382,450	\$ 3,633,330	\$ 3,633,330	\$ 3,633,330	\$ 1,250,880	52.5%

More information about the Airport Improvements budget can be found in the Capital Improvements section of this document.

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Parking Structure Improvements Resources - Capital Improvements Fund (F255)										
All Other Revenues	\$ 817,820	\$ 817,881	\$ 500,000	\$ 507,000	\$ 300,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 100,000	33.3%
Beginning Working Capital	-	-	817,820	817,876	1,185,320	1,128,880	1,128,880	1,288,880	103,560	8.7%
Total Parking Improvements	\$ 817,820	\$ 817,881	\$ 1,317,820	\$ 1,324,876	\$ 1,485,320	\$ 1,528,880	\$ 1,528,880	\$ 1,688,880	\$ 203,560	13.7%

Parking Structure Improvements Expenditures - Capital Improvements Fund (F255)

Materials and Services	\$ 817,820	\$ 4	\$ 1,317,820	\$ 80,836	\$ 1,485,320	\$ 1,528,880	\$ 1,528,880	\$ 1,688,880	\$ 203,560	13.7%
Total Parking Improvements	\$ 817,820	\$ 4	\$ 1,317,820	\$ 80,836	\$ 1,485,320	\$ 1,528,880	\$ 1,528,880	\$ 1,688,880	\$ 203,560	13.7%

More information about the Parking Structure Improvements budget can be found in the Capital Improvements section of this document.

Urban Development Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Pringle Creek Improvements Resources - Capital Improvements Fund (F255)										
All Other Revenues	\$ 37,060	\$ 38,523	\$ 37,810	\$ 34,001	\$ 38,810	\$ 439,130	\$ 439,130	\$ 439,130	\$ 400,320	1031.5%
Beginning Working Capital	161,370	160,194	198,000	198,573	238,240	132,610	132,610	262,610	24,370	10.2%
Total Pringle Creek Improvements	\$ 198,430	\$ 198,717	\$ 235,810	\$ 232,573	\$ 277,050	\$ 571,740	\$ 571,740	\$ 701,740	\$ 424,690	153.3%

Pringle Creek Improvements Expenditures - Capital Improvements Fund (F255)

Materials and Services	\$ 198,430	\$ 145	\$ 235,810	\$ 234	\$ 277,050	\$ 571,740	\$ 571,740	\$ 701,740	\$ 424,690	153.3%
Total Pringle Creek Improvements	\$ 198,430	\$ 145	\$ 235,810	\$ 234	\$ 277,050	\$ 571,740	\$ 571,740	\$ 701,740	\$ 424,690	153.3%

More information about the Pringle Creek Improvements budget can be found in the Capital Improvements section of this document.

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Urban Development Department

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Salem Business Campus Resources - Capital Improvements Fund (F255)										
All Other Revenues	\$ 1,500	\$ 3,738	\$ 3,500	\$ 5,041	\$ 4,500	\$ 1,635,650	\$ 1,635,650	\$ 1,635,650	\$ 1,631,150	36247.8%
Beginning Working Capital	337,560	341,413	343,910	344,657	349,450	306,000	306,000	329,890	(19,560)	-5.6%
Total Salem Business Campus	\$ 339,060	\$ 345,150	\$ 347,410	\$ 349,698	\$ 353,950	\$ 1,941,650	\$ 1,941,650	\$ 1,965,540	\$ 1,611,590	455.3%

Salem Business Campus Expenditures - Capital Improvements Fund (F255)

Materials and Services	\$ 339,060	\$ 493	\$ 347,410	\$ 544	\$ 353,950	\$ 1,941,650	\$ 1,941,650	\$ 1,965,540	\$ 1,611,590	455.3%
Total Salem Business Campus	\$ 339,060	\$ 493	\$ 347,410	\$ 544	\$ 353,950	\$ 1,941,650	\$ 1,941,650	\$ 1,965,540	\$ 1,611,590	455.3%

More information about the Salem Business Campus budget can be found in the Capital Improvements section of this document.

Urban Development Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Mill Creek Resources - Development District Fund (F275)										
Charges for Service	\$ 297,000	\$ 517,776	\$ 855,600	\$ 1,196,758	\$ 2,972,970	\$ 812,220	\$ 812,220	\$ 812,220	\$ (2,160,750)	-72.7%
All Other Revenues	10,000	17,923	15,000	31,370	15,000	25,000	25,000	25,000	10,000	66.7%
Beginning Working Capital	1,531,240	1,568,403	2,050,710	1,844,172	3,569,670	3,360,670	3,360,670	3,360,670	(209,000)	-5.9%
Total Mill Creek Development Dist.	\$ 1,838,240	\$ 2,104,102	\$ 2,921,310	\$ 3,072,301	\$ 6,557,640	\$ 4,197,890	\$ 4,197,890	\$ 4,197,890	\$ (2,359,750)	-36.0%

Mill Creek Expenditures - Development District Fund (F275)

Materials and Services	\$ 1,838,240	\$ 259,930	\$ 2,921,310	\$ 302,808	\$ 6,557,640	\$ 4,197,890	\$ 4,197,890	\$ 4,197,890	\$ (2,359,750)	-36.0%
Total Mill Creek Development Dist.	\$ 1,838,240	\$ 259,930	\$ 2,921,310	\$ 302,808	\$ 6,557,640	\$ 4,197,890	\$ 4,197,890	\$ 4,197,890	\$ (2,359,750)	-36.0%

More information about the Mill Creek Development District budget can be found in the Capital Improvements section of this document.

City of Salem Budget

FY 2020

All City Departments and Funds

In Department Order (Alphabetically) and by Fund Number Within the Department Section

Resources by Department / Fund and Type

Expenditures by Department / Fund and Category

Urban Development Department

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Urban Development Resources - Trust Funds (F429, F446)										
Donations	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
All Other Revenues	3,850	5,801	300	6,976	5,600	9,000	9,000	9,000	3,400	60.7%
Beginning Working Capital	542,210	543,193	447,080	474,608	479,940	486,910	486,910	486,910	6,970	1.5%
Total Public Works - Trust Fund	\$ 546,060	\$ 548,994	\$ 450,380	\$ 481,583	\$ 485,540	\$ 495,910	\$ 495,910	\$ 495,910	\$ 10,370	2.1%

Urban Development - Trust Funds (F429, F446)

Materials and Services	\$ 243,440	\$ 74,386	\$ 19,060	\$ 553	\$ 71,970	\$ 123,200	\$ 123,200	\$ 123,200	\$ 51,230	71.2%
Total Public Works - Trust Fund	\$ 243,440	\$ 74,386	\$ 19,060	\$ 553	\$ 71,970	\$ 123,200	\$ 123,200	\$ 123,200	\$ 51,230	71.2%

More information about the trust funds in this display can be found in the result areas of Strong and Diverse Economy and Welcoming and Livable Community.

Total All Funds

	Budget FY 2017	Actual FY 2017	Budget FY 2018	Actual FY 2018	Budget FY 2019	Mgr Rec FY 2020	BC Rec FY 2020	Adopted FY 2020	Difference FY 2019	% Chg Difference
Total Resources All Funds										
General Revenues	\$ 79,851,800	\$ 81,323,364	\$ 83,716,990	\$ 84,140,280	\$ 87,347,260	\$ 89,995,910	\$ 89,995,910	\$ 89,995,910	\$ 2,648,650	3.0%
Charges for Service	101,240,610	107,669,165	108,324,750	120,804,946	115,924,930	119,418,610	119,418,610	119,418,610	3,493,680	3.0%
Internal and Intergovernmental	89,055,100	76,747,048	92,964,760	81,253,050	92,966,510	101,704,080	101,704,080	101,704,080	8,737,570	9.4%
Transient Occupancy Tax	3,948,940	3,943,285	4,092,310	3,922,627	4,443,500	4,137,870	4,137,870	4,137,870	(305,630)	-6.9%
Donations	661,560	241,243	348,400	356,793	510,180	456,700	456,700	456,700	(53,480)	-10.5%
Grants	15,932,460	7,334,778	19,155,280	5,493,319	23,886,760	24,895,500	24,895,500	24,888,070	1,001,310	4.2%
State Shared Revenues	14,389,210	14,835,259	15,033,090	16,784,319	17,939,810	18,811,380	18,811,380	18,811,380	871,570	4.9%
All Other Revenues	52,252,580	57,373,888	61,947,860	227,650,034	62,320,020	72,320,560	72,320,560	72,880,560	10,560,540	16.9%
Beginning Working Capital	183,888,240	188,216,736	174,492,930	181,246,225	277,931,410	264,591,200	264,591,200	268,029,050	(9,902,360)	-3.6%
Total All Funds	\$ 541,220,500	\$ 537,684,766	\$ 560,076,370	\$ 721,651,593	\$ 683,270,380	\$ 696,331,810	\$ 696,331,810	\$ 700,322,230	\$ 17,051,850	2.5%

Total Expenditures All Funds

Personal Services	\$ 143,966,190	\$ 135,598,457	\$ 155,030,860	\$ 146,410,982	\$ 162,842,350	\$ 172,303,700	\$ 172,303,700	\$ 172,539,580	\$ 9,697,230	6.0%
Materials and Services	238,227,350	145,107,454	242,932,450	137,748,666	345,109,750	359,869,160	359,869,160	363,457,210	18,347,460	5.3%
Capital Outlay	18,253,890	7,264,932	27,694,760	16,418,281	24,914,350	22,435,210	22,435,210	22,936,340	(1,978,010)	-7.9%
Debt Service	44,115,850	43,760,780	39,442,300	119,286,323	40,041,800	42,822,800	42,822,800	42,822,800	2,781,000	6.9%
Contingencies	7,870,180	-	8,449,400	-	5,552,510	9,048,860	9,048,860	9,048,860	3,496,350	63.0%
Transfers	26,258,910	24,706,918	23,350,690	23,468,168	28,826,530	20,954,740	20,954,740	21,514,740	(7,311,790)	-25.4%
Total All Funds	\$ 478,692,370	\$ 356,438,541	\$ 496,900,460	\$ 443,332,420	\$ 607,287,290	\$ 627,434,470	\$ 627,434,470	\$ 632,319,530	\$ 25,032,240	4.1%

Total Positions All Funds

	1,193.40	1,193.40	1,209.90	1,209.90	1,236.30	1,235.75	1,235.75	1,237.75	1.45	0.1%

City of Salem
Property Tax Levy Summary
FY 2020

	FY 2019 Levy	FY 2020 Levy	Loss Due To Compression	Less 2.41% Delinquent	Less 2.54% of Levy Discounted	Net Collection Current Levy 95.05%	Plus Prior Years	Total Budgeted Collections
A. Tax Base Levy ¹	\$70,414,870	\$73,632,750	(\$209,760)	(1,770,100)	(1,864,600)	69,788,290	1,570,230	\$71,358,520
B. Debt Service	16,264,030	15,522,440	-	(374,220)	(401,905)	14,746,315	331,800	15,078,115
TOTAL LEVY	<u>\$86,678,900</u>	<u>\$89,155,190</u>	<u>(\$209,760)</u>	<u>(\$2,144,320)</u>	<u>(\$2,266,505)</u>	<u>\$84,534,605</u>	<u>\$1,902,030</u>	<u>\$86,436,635</u>

¹ Tax Base Levy - The 2018-19 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 2020

	Actual Rates FY 2019	Estimated Rates FY 2020
A. Permanent Rate - Operations	\$5.8315	\$5.8315
B. Debt Service	<u>1.2713</u>	<u>1.2300</u>
TOTAL - City of Salem	<u><u>\$7.1028</u></u>	<u><u>\$7.0615</u></u>

City of Salem
Estimated Assessed Property Value
FY 2020

County	Actual FY 2019 Values	Estimated Increase	Estimated FY 2020 Values	% Increase ¹
Marion	\$ 10,084,079,100	\$ 401,133,320	\$ 10,485,212,420	4.0%
Polk	2,059,380,470	75,059,460	2,134,439,930	3.6%
Total	<u>\$ 12,143,459,570</u>	<u>\$ 476,192,780</u>	<u>\$ 12,619,652,350</u>	<u>3.9%</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 2020 Fee Adjustments

In FY 2019, the City produced its first master fee schedule. In that first iteration and the second was reviewed and approved by City Council in June 2019, the City 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 master fee schedule can be found here:

<https://www.cityofsalem.net/CityDocuments/city-of-salem-fees.pdf>

FY 2020 revenue estimates anticipate the following fee adjustments:

	Previous Fee or Rate	FY 2020 Fee or Rate	Change to Resources
A. General Fund (101)			
Community Development - planning fees cost recovery increase	Various	3.06%	\$125,000 / estimate
Planning fees are increasing by the CPI - All Urban Consumers, West Region (All Items), 3.06 percent.			
B. Parking Fund (170)			
Urban Development - parking tax			
The year-to-year change in this revenue type is driven by the maximum annual increase of 2 percent as well as the current base of parking tax payers (downtown businesses). The FY 2020 budget reflects parking tax rates of: minimum / \$433.49 from \$424.99 and per space / \$156.16 from \$153.10. Despite the rate increases, revenue is anticipated to decline as compared to the prior year budget based on the current list of active downtown businesses.	Per explanation	Per explanation	(\$18,310) / estimate
C. System Development Charge (SDCs) Fund (260)			
Fees related to the new Systems Development Charge (SDC) methodology update will be implemented on July 1, 2019. After 18 months of stakeholder committee meetings and a public hearing before City Council, all five of Salem's system development charge methodologies--parks, transportation, water, sewer, and stormwater—were updated in February 2019. The update included ordinance changes and a new administrative rule that now provide an integrated approach to collection and expenditure of SDCs.			

City of Salem Budget FY 2020 Fee Adjustments

In FY 2019, the City produced its first master fee schedule. In that first iteration and the second was reviewed and approved by City Council in June 2019, the City 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 master fee schedule can be found here:

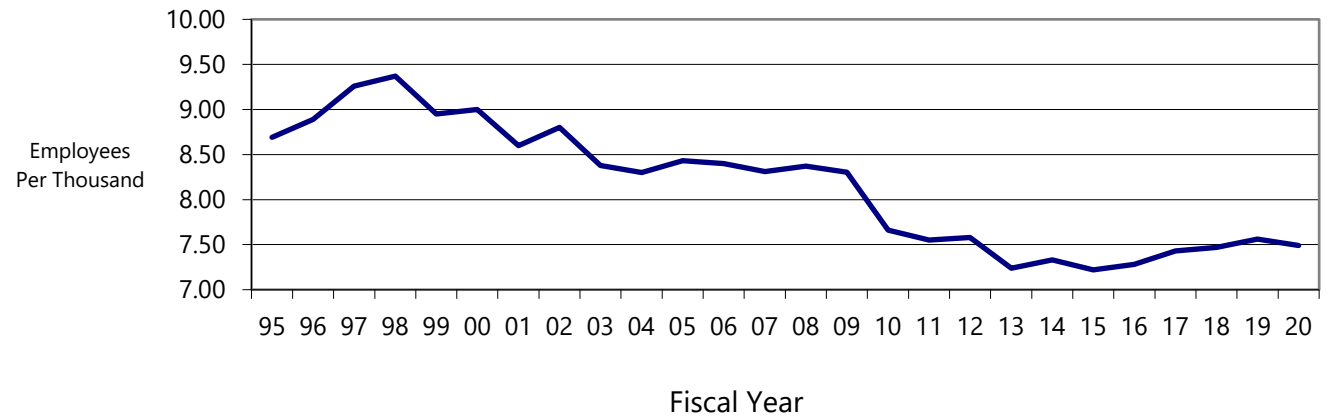
<https://www.cityofsalem.net/CityDocuments/city-of-salem-fees.pdf>

FY 2020 revenue estimates anticipate the following fee adjustments:

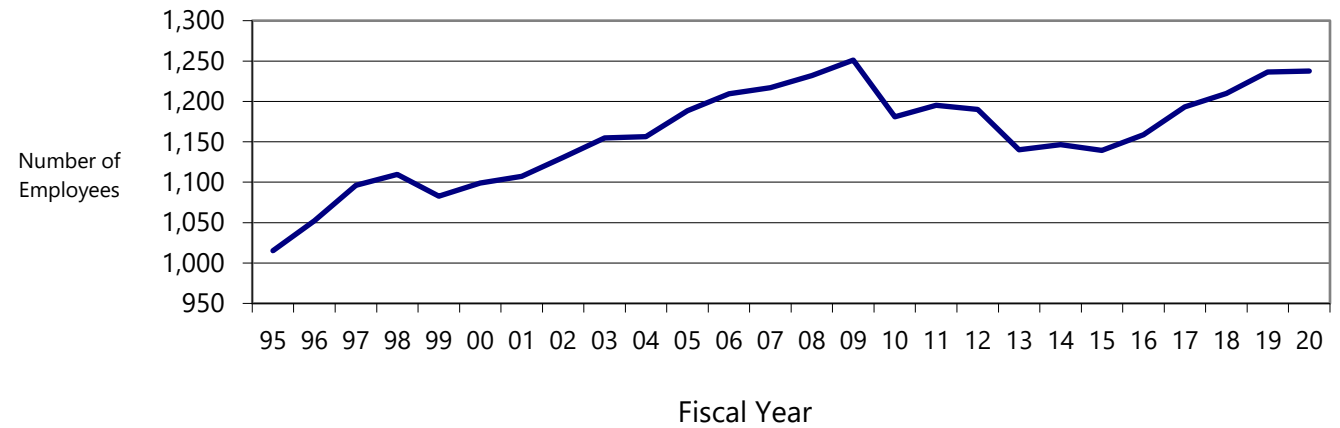
		Previous Fee or Rate	FY 2020 Fee or Rate	Change to Resources
D. Utility Fund (310)				
Public Works - development, planning, permit fees		Various	Various	
Utility rates: The FY 2020 budget reflects the anticipated revenues derived from the following rate increases (with effective dates) approved by the City Council:				See Utility Fund budget in Financial Summaries section for revenue estimates, year-to-year changes.
Stormwater	5.0 percent, January 1, 2019 and January 1, 2020	5.00%	5.00%	
Wastewater	2.5 percent, January 1, 2019 and January 1, 2020	2.50%	2.50%	
Water	3 percent, January 1, 2019 and January 1, 2020	3.00%	3.00%	
E. 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, April to April.		Various	Various	Less than \$2,500



Number of Employees Per Thousand Population



Permanent Position Recap



Notes

Line chart FTE counts are based on budget adoption.

Portland State University 2018 certified population estimate of 165,265 for FY 2020 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 2016	FY 2017	FY 2018	FY 2019	Adopted FY 2020	Change from 2019
General Fund						
City Manager's Office	9.50	11.00	7.00	8.00	7.00	(1.00)
Municipal Court ¹	13.50	14.00	14.00	14.00	15.00	1.00
Budget, Finance, and Purchasing ²	30.00	30.00	32.00	32.00	32.00	0.00
Human Resources (Employee Services)	8.00	8.00	9.00	9.00	9.00	0.00
Facilities Services ³	27.00	27.00	27.00	27.00	27.00	0.00
Legal	15.00	15.00	15.00	15.00	14.00	(1.00)
Administrative Services ⁴	3.00	0.00	0.00	0.00	0.00	0.00
Parks Operations	32.00	38.50	39.00	39.00	39.00	0.00
Recreation Services	9.70	10.70	10.70	10.70	10.70	0.00
Community Development	30.20	31.20	31.20	34.20	33.20	(1.00)
Library ⁵	44.70	44.70	43.70	42.60	41.35	(1.25)
Police	228.00	230.00	233.00	234.00	233.00	(1.00)
Fire	152.00	164.00	165.00	177.00	177.00	0.00
Information Technology	40.00	42.00	47.00	50.00	48.00	(2.00)
Urban Development	32.50	32.50	32.50	31.50	31.00	(0.50)
Total General Fund	675.10	698.60	706.10	724.00	717.25	(6.75)
Transportation Services Fund	48.00	53.00	53.00	56.00	57.00	1.00
Airport Fund	4.00	4.00	4.00	4.00	4.00	0.00
Building and Safety Fund	21.00	23.00	25.00	25.00	27.00	2.00
Utility Fund	299.80	303.80	309.80	317.30	322.50	5.20
Emergency Services Fund	2.00	2.00	2.00	2.00	2.00	0.00
Willamette Valley Communications Center Fund	73.00	73.00	73.00	73.00	73.00	0.00
City Services Fund	29.00	29.00	29.00	26.00	26.00	0.00
Self Insurance Fund	7.00	7.00	8.00	9.00	9.00	0.00
Total All Funds	1,158.90	1,193.40	1,209.90	1,236.30	1,237.75	1.45

¹ Municipal Court transferred to the City Manager's Office in FY 2017 when Administrative Services was dissolved.

² Finance and Purchasing transferred to the City Manager's Office in FY 2017 and moved to the Budget, Finance, and Purchasing department for FY 2020.

³ Facilities Services was transferred to the City Manager's Office for FY 2015, FY 2016, then to the Human Resources Department in FY 2017.

⁴ The Administrative Services Department was dissolved, and its divisions were assigned to other departments in FY 2017.

⁵ The Library was transferred to the City Manager's Office for FY 2015 and FY 2016, then moved to Community Development in FY 2017.

Analysis of Positions and Wages

The "Analysis of Positions and Wages" reflects full time equivalent position authority and corresponding budgeted salary and wages expense. In some cases, a position's relationship to a new classification is illustrated with a directional arrow. Other changes seen here could be the result of new positions being added or reclassification of existing positions.

Pay Grade	Job Title	FTE	Adopted FY 2019	Pay Grade Change	Job Title Change	FY 2020		
						Mgr Rec FTE	Adopted FTE	Amount
DEPARTMENT: CITY MANAGER		DIVISION: MUNICIPAL COURT						
K11	Municipal Judge	1.00	122,510			1.00	1.00	124,950
B27	Manager II	1.00	103,910			1.00	1.00	106,950
A19	Administrative Analyst I	1.00	49,480			1.00	1.00	58,660
A16	Court Operations Specialist, Sr. ¹	5.00	255,630			6.00	6.00	289,380
A14	Court Operations Specialist	6.00	279,370			6.00	6.00	289,810
DIVISION TOTAL		14.00	810,900			15.00	15.00	869,750
¹ 1.0 FTE transferred from CD Compliance Services for FY 2020								
DEPARTMENT: CITY MANAGER		DIVISION: ADMINISTRATIVE SERVICES						
J05	City Manager	1.00	239,100			1.00	1.00	228,370
K05	Deputy City Manager ¹	1.00	173,990			-	-	-
B25	Policy Analyst, Senior	2.00	191,710			2.00	2.00	199,280
B25	Program Manager III	1.00	85,850			1.00	1.00	90,200
B21	Program Manager II ²	1.00	72,540			1.00	1.00	68,950
B05	Executive Assistant	2.00	110,080			2.00	2.00	115,690
DIVISION TOTAL		8.00	873,270			7.00	7.00	702,490
¹ 1.0 FTE transferred to Finance and reclassified to Chief Financial Officer during FY 2019								
² 1.0 FTE transferred from the Library and reclassified from Staff Assistant I for FY 2019								
DEPARTMENT: BUDGET, FINANCE, AND PURCHASING		DIVISION: BUDGET OFFICE						
B35	Manager V	1.00	119,330			-	-	-
B25	Fiscal Analyst, Senior	2.00	98,280			2.00	2.00	192,360
B21	Management Analyst II	1.00	82,940			-	-	-
B17	Management Analyst I	1.00	67,710			1.00	1.00	71,120
DIVISION TOTAL		5.00	368,260			3.00	3.00	263,480
DEPARTMENT: BUDGET, FINANCE, AND PURCHASING		DIVISION: PURCHASING						
B25	Supervisor V	1.00	96,190			1.00	1.00	101,050
B17	Management Analyst I	1.00	67,010			1.00	1.00	70,400
A21	Buyer	1.00	57,400			1.00	1.00	57,530
DIVISION TOTAL		3.00	220,600			3.00	3.00	228,980

Analysis of Positions and Wages

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Pay Grade	Job Title	FTE	Adopted FY 2019	Pay Grade Change	Job Title Change	FY 2020		
			Amount			Mgr Rec FTE	Adopted FTE	Amount
DEPARTMENT: BUDGET, FINANCE, AND PURCHASING DIVISION: FINANCE								
				K12	Chief Financial Officer ¹	1.00	1.00	144,370
B35	Manager V	2.00	227,810			2.00	2.00	242,760
B19	Supervisor III	3.00	249,130			3.00	3.00	260,380
B17	Management Analyst I	1.00	65,350			1.00	1.00	68,660
B06	Payroll Specialist	3.00	172,140			3.00	3.00	180,840
A30	Accountant II	3.00	214,900			3.00	3.00	218,000
A23	Accountant	3.00	188,800			3.00	3.00	193,980
A19	Administrative Analyst I	1.00	54,460			1.00	1.00	58,050
A14	Accounting Assistant	5.00	230,150			9.00	9.00	424,000
A14	Cashier	4.00	176,920		Accounting Assistant	-	-	-
DIVISION TOTAL		25.00	1,579,660			26.00	26.00	1,791,040

¹ 1.0 FTE transferred from the City Manager's Office and reclassified from Deputy City Manager during FY 2019

DEPARTMENT: HUMAN RESOURCES			DIVISION: ADMINISTRATION					
K09	Director, Human Resources	1.00	155,790			1.00	1.00	155,860
B25	Human Resources Analyst, Sr	4.00	338,690			4.00	4.00	354,760
B17	Management Analyst I	1.00	68,560			1.00	1.00	72,010
B13	Human Resources Coordinator	1.00	71,610			1.00	1.00	75,240
B08	Human Resources Specialist	2.00	129,910			2.00	2.00	136,480
DIVISION TOTAL		9.00	764,560			9.00	9.00	794,350

DEPARTMENT: HUMAN RESOURCES			DIVISION: FACILITIES SERVICES					
B29	Manager III	1.00	97,940			1.00	1.00	106,000
				B19	Program Manager I	1.00	1.00	70,780
B19	Supervisor III	2.00	164,600			2.00	2.00	174,910
B17	Management Analyst I	1.00	74,910			1.00	1.00	78,690
A25	Project Leader II	3.00	226,820			2.00	2.00	155,010
A22	Facility HVAC Tech	2.00	133,590			2.00	2.00	136,510
A21	Facility Maintenance Tech	2.00	125,450			2.00	2.00	131,420
A19	Project Leader I	1.00	51,280	A20		1.00	1.00	62,870
A15	Facility Maintenance II	4.00	201,620		Facility Maintenance Tech I	5.00	5.00	246,030
A14	Staff Assistant I	1.00	48,570	A19	Administrative Analyst I	1.00	1.00	54,210
A12	Facility Maintenance I	2.00	88,680			-	-	-
A11	Custodial Worker II	3.00	123,550			4.00	4.00	164,460
A09	Custodial Worker I	5.00	200,120			5.00	5.00	205,560
DIVISION TOTAL		27.00	1,537,130			27.00	27.00	1,586,450

Analysis of Positions and Wages

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Pay Grade	Job Title	FTE	Adopted	Pay	Job Title Change	FY 2020		
			FY 2019	Grade		Mgr Rec	Adopted	Amount
			Amount	Change		FTE	FTE	Amount
DEPARTMENT: LEGAL			DIVISION: ATTORNEY					
K01	City Attorney	1.00	178,800			1.00	1.00	178,900
B39	Deputy City Attorney	1.00	134,920			2.00	2.00	258,450
W01	Assistant City Attorney II	6.00	666,500			5.00	5.00	564,410
B21	Management Analyst II	1.00	78,540			1.00	1.00	90,160
B08	Legal Assistant	4.00	239,470			4.00	4.00	263,060
A22	Administrative Analyst II	1.00	58,900			1.00	1.00	62,690
A14	Staff Assistant I	1.00	41,980			-	-	-
	DIVISION TOTAL	15.00	1,399,110			14.00	14.00	1,417,670
DEPARTMENT: PUBLIC WORKS			DIVISION: RECREATION SERVICES					
B25	Manager I	1.00	87,720			1.00	1.00	92,160
B19	Program Manager I	1.00	85,750			1.00	1.00	88,740
B13	Recreation / Education Coordinator II	3.00	199,010			3.00	3.00	211,070
B05	Recreation / Education Coordinator I	2.00	107,780			2.00	2.00	113,240
A22	Program Coordinator	1.00	66,800			1.00	1.00	57,700
A14	Staff Assistant I	1.70	77,070			1.70	1.70	81,550
A09	Laborer	1.00	34,140			1.00	1.00	36,180
	DIVISION TOTAL	10.70	658,270			10.70	10.70	680,640
DEPARTMENT: PUBLIC WORKS			DIVISION: PARKS OPERATIONS					
B25	Manager I	1.00	90,140			1.00	1.00	94,710
B21	Supervisor IV	1.00	79,460			-	-	-
B19	Supervisor III	2.00	151,960			3.00	3.00	227,770
A22	Program Coordinator	1.00	66,800	B19	Program Manager I	1.00	1.00	68,470
A19	Parks Project Coordinator	9.00	504,240			9.00	9.00	519,650
A16	Tree Trimmer	4.00	201,330			4.00	4.00	210,300
A15	Parks Maint Operator	17.00	827,290			17.00	17.00	838,220
A09	Laborer	4.00	144,740			4.00	4.00	141,020
	DIVISION TOTAL	39.00	2,065,960			39.00	39.00	2,100,140

Analysis of Positions and Wages

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Pay Grade	Job Title	FTE	Adopted	Pay Grade Change	Job Title Change	FY 2020		
			FY 2019 Amount			Mgr Rec FTE	Adopted FTE	Amount
DEPARTMENT: COMMUNITY DEVELOPMENT		DIVISION: ADMINISTRATION						
K02	Director, Community Development	1.00	143,180			1.00	1.00	148,980
B21	Management Analyst II	1.00	89,310			1.00	1.00	92,640
A14	Staff Assistant I	1.00	48,570			1.00	1.00	49,780
A12	Office Assistant ¹	1.00	44,770			-	-	-
DIVISION TOTAL		4.00	325,830			3.00	3.00	291,400
¹ 1.0 FTE transferred to Neighborhood Enhancement during FY 2019								
DEPARTMENT: COMMUNITY DEVELOPMENT		DIVISION: PLANNING						
B39	Assistant Director	1.00	123,460			1.00	1.00	129,700
A28	Planner III	3.00	256,390			3.00	3.00	258,250
A24	Planner II	6.00	423,330	A25		5.00	6.00	436,620
A21	Planner I	2.00	107,090			2.00	2.00	113,340
A14	Staff Assistant I	2.00	90,540			2.00	2.00	87,220
DIVISION TOTAL		14.00	1,000,810			13.00	14.00	1,025,130
DEPARTMENT: COMMUNITY DEVELOPMENT		DIVISION: NEIGHBORHOOD ENHANCEMENT						
B27	Manager II	1.00	100,080			1.00	1.00	105,160
B19	Supervisor III	1.00	83,240			1.00	1.00	72,160
B13	Recreation / Education Coordinator II	1.00	73,770			1.00	1.00	77,500
A22	Code Enforcement Officer 2	7.00	438,660			7.00	7.00	438,870
A22	Program Coordinator	1.00	66,800			-	1.00	68,470
A18	Community Svcs Liaison II	1.20	66,320			1.20	1.20	63,350
A14	Code Enforcement Officer 1	3.00	140,660			3.00	3.00	145,320
A14	Staff Assistant I	1.00	42,850			1.00	1.00	49,780
A12	Office Assistant ^{1, 2}	-	-			-	-	-
DIVISION TOTAL		16.20	1,012,380			15.20	16.20	1,020,610

¹ 1.0 FTE transferred from Community Development Administration during FY 2019

² 1.0 FTE transferred to Municipal Court and reclassified to a Court Operations Spec, Senior for FY 2020

Analysis of Positions and Wages

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Pay Grade	Job Title	FTE	Adopted FY 2019	Pay Grade Change	Job Title Change	FY 2020		
			Amount			Mgr Rec FTE	Adopted FTE	Amount
DEPARTMENT: COMMUNITY DEVELOPMENT			DIVISION: LIBRARY					
B39	City Librarian	1.00	106,250			1.00	1.00	116,970
B21	Management Analyst II	1.00	89,510			1.00	1.00	92,640
B19	Supervisor III	4.00	336,920			4.00	4.00	353,390
A24	Librarian, Sr	6.50	456,680			5.00	5.00	399,260
A21	Librarian	3.75	228,130			5.00	5.00	282,550
A17	Library Associate	4.00	215,080			4.00	4.00	223,250
A15	Library Assistant III	6.60	312,150			6.85	6.85	323,450
A14	Staff Assistant I	1.00	45,280			1.00	1.00	48,340
A12	Library Assistant II	5.00	223,830			5.00	5.00	223,380
A09	Custodial Worker I	1.00	40,110			1.00	1.00	41,110
A08	Library Assistant I	6.75	260,460			5.50	5.50	211,990
A04	Security Officer	2.00	63,640			2.00	2.00	66,510
DIVISION TOTAL		42.60	2,378,040			41.35	41.35	2,382,840
DEPARTMENT: POLICE			DIVISION: ADMINISTRATION					
K04	Police Chief	1.00	167,900			1.00	1.00	168,020
B13	Supervisor I	1.00	67,500			1.00	1.00	70,900
A12	Office Assistant	1.00	43,660			1.00	1.00	45,890
DIVISION TOTAL		3.00	279,060			3.00	3.00	284,810

Analysis of Positions and Wages

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Pay Grade	Job Title	FTE	Amount	Pay Grade Change	Job Title Change	FY 2020		
						Mgr Rec FTE	Adopted FTE	Amount
DEPARTMENT: POLICE		DIVISION: SUPPORT						
F04	Deputy Police Chief	1.00	137,920			1.00	1.00	144,050
F03	Lieutenant	1.00	123,340			1.00	1.00	126,410
F01	Sergeant	3.00	303,230			3.00	3.00	318,620
E12	Police Officer ¹	2.00	159,120			3.00	3.00	242,280
B25	Manager I	2.00	156,970			2.00	2.00	182,920
B21	Management Analyst II	1.00	88,700			1.00	1.00	92,640
B17	Management Analyst I	2.00	154,610	B21	Program Manager II	1.00	1.00	85,500
B11	Supvsr, Police Records Shift	3.00	208,230			1.00	1.00	76,920
A34	Dept Tech Support Analyst II	1.00	85,460			3.00	3.00	220,690
A22	Administrative Analyst II	1.00	54,620			1.00	1.00	87,590
				A22	Crime Analyst ¹	1.00	1.00	64,280
A21	Buyer	1.00	55,200			1.00	1.00	68,470
A19	Administrative Analyst I	1.00	49,620			1.00	1.00	58,840
A16	Police Evidence & Property Tech	4.00	195,380	A17		1.00	1.00	52,550
A16	Police Records Technician	14.00	714,980	A17		4.00	4.00	211,480
A15	Facility Maintenance II	1.00	42,610			14.00	14.00	756,660
A14	Staff Assistant I	1.00	46,380			-	-	-
				A09	Laborer	1.00	1.00	49,480
						1.00	1.00	45,360
DIVISION TOTAL		39.00	2,576,370			41.00	41.00	2,884,740

¹ 1.0 FTE transferred from Police Investigations during FY 2019

DEPARTMENT: POLICE		DIVISION: INVESTIGATIONS						
F04	Deputy Police Chief	1.00	136,820			1.00	1.00	144,050
F03	Lieutenant	2.00	240,730			2.00	2.00	252,820
F01	Sergeant ¹	4.00	402,910			5.00	5.00	534,900
E24	Police Lab Technician	2.00	173,910			2.00	2.00	180,500
E16	Corporal ¹	3.00	250,550			4.00	4.00	339,170
E12	Police Officer ^{2, 3, 4}	24.00	1,899,720			31.00	31.00	2,488,600
A14	Staff Assistant I	1.00	48,570			1.00	1.00	49,780
A22	Crime Analyst ³	1.00	66,800			-	-	-
A16	Police Records Technician	1.00	52,470	A17		1.00	1.00	55,980
DIVISION TOTAL		39.00	3,272,480			47.00	47.00	4,045,800

¹ 1.0 FTE transferred from Police Patrol during FY 2018

² 9.0 FTE transferred from Police Patrol during FY 2018

³ 1.0 FTE transferred to Police Support during FY 2019

⁴ 1.0 FTE eliminated for FY 2020

Analysis of Positions and Wages

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Pay Grade	Job Title	FTE	Adopted FY 2019	Pay Grade Change	Job Title Change	FY 2020		
			Amount	Mgr Rec FTE		Adopted FTE	Amount	
DEPARTMENT: POLICE			DIVISION: PATROL					
F04	Deputy Police Chief	1.00	135,580			1.00	1.00	144,050
F03	Lieutenant	5.00	597,920			5.00	5.00	603,990
F01	Sergeant ¹	17.00	1,706,260			16.00	16.00	1,669,770
E16	Corporal ¹	15.00	1,237,350			14.00	14.00	1,144,120
E12	Police Officer ²	110.00	8,265,460			101.00	101.00	7,662,330
A22	Program Coordinator	1.00	66,800			1.00	1.00	68,470
A17	Telephone Report Specialist, Sr	1.00	54,620	A18		1.00	1.00	58,210
A15	Telephone Report Specialist	2.00	92,730	A16		2.00	2.00	99,420
A14	Staff Assistant I	1.00	48,570			1.00	1.00	49,780
DIVISION TOTAL		153.00	12,205,290			142.00	142.00	11,500,140
¹ 1.0 FTE transferred to Police Investigations during FY 2018								
² 9.0 FTE transferred to Police Investigations during FY 2018								
DEPARTMENT: FIRE			DIVISION: ADMINISTRATION					
K10	Fire Chief	1.00	167,900			1.00	1.00	168,020
B21	Management Analyst II	1.00	90,020			1.00	1.00	92,640
B17	Management Analyst I	2.00	156,870			2.00	2.00	165,380
A14	Staff Assistant I	2.00	90,280			2.00	2.00	96,320
DIVISION TOTAL		6.00	505,070			6.00	6.00	522,360
DEPARTMENT: FIRE			DIVISION: EMERGENCY OPERATIONS					
D10	Asst Fire Chief of Operations ¹	1.00	131,650			-	-	-
D07	Deputy Fire Chief ²	1.00	130,050			2.00	2.00	286,720
C04	Battalion Chief	7.00	827,500			7.00	7.00	844,070
C99	Training Officer	1.00	109,040			1.00	1.00	110,140
C50	Fire Apparatus Operator	42.00	3,511,650			42.00	42.00	3,641,490
C10	Firefighter-Medic	69.00	5,422,770			69.00	69.00	5,512,300
C09	Fire Captain	42.00	4,197,750			42.00	42.00	4,364,630
A14	Staff Assistant I	1.00	48,570			1.00	1.00	45,890
DIVISION TOTAL		164.00	14,378,980			164.00	164.00	14,805,240

Analysis of Positions and Wages

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Pay Grade	Job Title	Adopted FY 2019		Pay Grade Change	Job Title Change	FY 2020		
		FTE	Amount			Mgr Rec FTE	Adopted FTE	Amount
DEPARTMENT: FIRE		DIVISION: FIRE AND LIFE SAFETY (PREVENTION SERVICES)						
				D10	Asst Fire Chief of Operations ¹	1.00	1.00	151,920
D07	Deputy Fire Chief ²	1.00	133,180			-	-	-
C93	Deputy Fire Marshall	5.00	457,260			5.00	5.00	472,210
B25	Program Manager III	1.00	94,450			1.00	1.00	91,530
DIVISION TOTAL		7.00	684,890			7.00	7.00	715,660
¹ 1.0 FTE transferred from Fire Emergency Operations during FY 2019								
² 1.0 FTE transferred to Fire Emergency Operations during FY 2019								
DEPARTMENT: INFORMATION TECHNOLOGY								
K06	Director, Information Technology	1.00	156,950			1.00	1.00	157,030
B37	IT Division Mgr	1.00	120,830			1.00	1.00	126,940
				B33	Manager IV	1.00	1.00	116,440
B29	Manager III	2.00	201,740			1.00	1.00	106,370
				B25	Supervisor V	1.00	1.00	101,960
A40	Solutions Architect	1.00	105,130			1.00	1.00	107,760
A39	IT Programmer Analyst	6.00	540,950			7.00	7.00	640,390
A38	Oracle Database Admin	3.00	299,270			3.00	3.00	318,820
A38	Oracle Programmer Analyst, Lead	1.00	107,950			1.00	1.00	110,640
A38	Systems Analyst, Lead	1.00	107,950			1.00	1.00	110,640
A37	IT GIS Programmer Analyst, Lead	1.00	102,850			1.00	1.00	105,420
A37	IT Programmer Analyst, Lead	2.00	205,710			2.00	2.00	210,850
A37	Oracle Programmer Analyst	2.00	195,800			2.00	2.00	205,450
A37	System Analyst, Sr	1.00	102,850			-	-	-
A36	Network Analyst, Sr	2.00	190,830			2.00	2.00	195,600
A35	IT GIS Programmer Analyst	2.00	185,790			2.00	2.00	181,830
A35	Network Analyst	2.00	182,960			2.00	2.00	189,810
A35	Network Technician, Lead	1.00	92,900	A29	Enterprise Business Systems Analyst	-	-	-
A35	Telecommunications Analyst	1.00	92,900			1.00	1.00	95,210
A34	Department Tech Support Analyst II	3.00	232,980			3.00	3.00	244,130
A34	Web Developer	1.00	77,100	A39	IT Programmer Analyst	-	-	-
A33	Network Technician	6.00	418,420			5.00	5.00	354,970
A29	Enterprise Business Systems Analyst	5.00	416,320			5.00	5.00	419,090
A24	GIS Analyst	2.00	135,790			2.00	2.00	141,950
A22	Administrative Analyst II	1.00	66,800			1.00	1.00	68,470
A22	GIS Technician	1.00	56,290			1.00	1.00	60,010
A19	Administrative Analyst I	1.00	48,570			1.00	1.00	56,920
DIVISION TOTAL		50.00	4,445,630			48.00	48.00	4,426,700

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Pay Grade	Job Title	FTE	Adopted FY 2019	Pay Grade Change	Job Title Change	FY 2020		
			Amount	Mgr Rec FTE		Adopted FTE	Amount	
DEPARTMENT: URBAN DEVELOPMENT			DIVISION: URBAN DEVELOPMENT SERVICES					
K07	Urban Development Director	1.00	139,910			1.00	1.00	142,710
B33	Manager IV	1.00	115,330			1.00	1.00	120,190
B29	Manager III	2.00	216,840			2.00	2.00	222,740
B25	Program Manager III	5.00	456,030			5.00	5.00	483,880
B19	Program Manager I	4.00	284,660			4.00	4.00	299,210
B17	Management Analyst I	1.00	73,220			1.00	1.00	61,710
B13	Supervisor I	1.00	68,820			1.00	1.00	72,290
A27	Real Property Services Specialist	1.00	81,790			1.00	1.00	83,810
A22	Relocation/Real Estate Title Spec.	0.50	27,850			-	-	-
A14	Accounting Assistant	1.00	44,640			1.00	1.00	47,670
A14	Staff Assistant I	1.00	48,570			1.00	1.00	49,780
A12	Office Assistant	1.00	44,770			1.00	1.00	39,800
DIVISION TOTAL		19.50	1,602,430			19.00	19.00	1,623,790
DEPARTMENT: URBAN DEVELOPMENT			DIVISION: PARKING SERVICES					
B17	Supervisor II	1.00	67,560			1.00	1.00	73,090
A14	Enforcement Officer, Lead	1.00	48,570			1.00	1.00	49,780
A12	Parking Enforcement Officer	10.00	410,210	A13		10.00	10.00	440,220
DIVISION TOTAL		12.00	526,340			12.00	12.00	563,090

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Pay Grade	Job Title	FTE	Adopted	Pay Grade Change	Job Title Change	FY 2020		
			FY 2019 Amount			Mgr Rec FTE	Adopted FTE	Amount
DEPARTMENT: PUBLIC WORKS		DIVISION: TRANSPORTATION						
B34	Engineer 4	1.00	116,120			1.00	1.00	121,970
B31	Engineer 3	2.00	223,870			2.00	2.00	232,230
B25	Engineer 2	1.00	98,510			1.00	1.00	101,960
				B25	Manager I	1.00	1.00	98,770
B25	Program Manager III	1.00	96,830			1.00	1.00	101,960
B21	Supervisor IV	3.00	260,090			1.00	1.00	89,950
B19	Supervisor III	2.00	138,640			3.00	3.00	214,990
A28	Planner III	1.00	85,460			1.00	1.00	87,590
A27	Electrician II	1.00	81,790			1.00	1.00	83,810
A25	Electrician I	3.00	213,930			3.00	3.00	228,410
A22	Traffic Technician, Sr	1.00	66,800			1.00	1.00	68,470
A20	Traffic Technician	1.00	61,350			1.00	1.00	62,870
A19	Administrative Analyst I	1.00	56,630			1.00	1.00	60,370
A19	PW Project Leader	5.00	285,760	A20		5.00	5.00	311,320
A17	PW Crew Leader	5.00	256,000	A18		5.00	5.00	286,370
A16	PW Maint Operator II	10.00	499,070			10.00	10.00	513,240
A15	PW Signs and Markings Worker	5.00	235,070			5.00	5.00	246,330
A14	PW Maint Operator I	10.00	450,220			11.00	11.00	498,710
A09	Laborer	3.00	102,410			3.00	3.00	115,780
DIVISION TOTAL		56.00	3,328,550			57.00	57.00	3,525,100
DEPARTMENT: URBAN DEVELOPMENT		DIVISION: AIRPORT						
B29	Manager III	1.00	106,090			1.00	1.00	112,190
A22	Administrative Analyst II	1.00	66,800			1.00	1.00	68,470
A15	Airport Maintenance Operator	2.00	95,040			2.00	2.00	99,330
DIVISION TOTAL		4.00	267,930			4.00	4.00	279,990

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Pay Grade	Job Title	FTE	Adopted FY 2019	Pay Grade Change	Job Title Change	FY 2020		
			Amount	Mgr Rec FTE		Adopted FTE	Amount	
DEPARTMENT: COMMUNITY DEVELOPMENT			DIVISION: BUILDING AND SAFETY					
B35	Manager V	1.00	119,870			1.00	1.00	125,930
B34	Engineer 4	1.00	97,460			1.00	1.00	102,410
B25	Manager I	1.00	85,660			1.00	1.00	92,690
B19	Program Manager I	1.00	84,680			1.00	1.00	88,740
A28	Bldg Inspector, Senior	4.00	341,850			4.00	4.00	350,370
A27	Comml. Electrical Inspector 3	1.00	81,790			1.00	1.00	83,810
A27	Comml Plumbing Inspector 3	1.00	81,790			1.00	1.00	83,810
A27	Plans Examiner II	4.00	303,720			5.00	5.00	350,590
A25	Inspector I	2.00	145,140			2.00	2.00	149,590
A25	Comml. Mech Inspector 2	1.00	75,610			1.00	1.00	77,510
A19	Administrative Analyst I	2.00	118,140			2.00	2.00	111,630
A17	Permit Technician	2.00	91,720			3.00	3.00	145,790
A15	Permit Specialist	4.00	173,300			4.00	4.00	184,030
DIVISION TOTAL		25.00	1,892,450			27.00	27.00	1,946,900
DEPARTMENT: PUBLIC WORKS UTILITY			DIVISION: ADMINISTRATION					
K03	Director, Public Works	1.00	175,300			1.00	1.00	175,400
B39	Assistant Director	1.00	136,010			1.00	1.00	142,890
B35	Manager V	1.00	105,770			1.00	1.00	111,110
B36	Engineer 5	1.00	123,460			1.00	1.00	129,710
B34	Engineer 4	1.00	114,150			1.00	1.00	123,500
B25	Engineer 2	1.00	99,300			1.00	1.00	101,960
B25	Manager I	1.00	81,290			1.00	1.00	85,400
B25	Program Manager III	1.00	91,070			1.00	1.00	95,680
B21	Management Analyst II	2.00	157,500			2.00	2.00	180,690
B21	Program Manager II	1.00	90,830			1.00	1.00	92,640
B19	Program Manager I	3.00	238,930			3.00	3.00	250,090
B17	Management Analyst I	2.00	150,420			2.00	2.00	158,040
B13	Supervisor I	3.00	195,020			3.00	3.00	202,960
B05	Executive Assistant	1.00	57,580			1.00	1.00	62,310
A28	Planner III	1.00	72,080			1.00	1.00	77,020

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Pay Grade	Job Title	FTE	Adopted FY 2019	Pay Grade Change	Job Title Change	FY 2020		
			Amount	Mgr Rec FTE		Adopted FTE	Amount	
PUBLIC WORKS ADMINISTRATION, continued								
A22	Program Coordinator	4.00	248,290			5.00	5.00	313,400
A21	Buyer	1.00	64,100			1.00	1.00	65,710
A21	Planner I	1.00	68,990			1.00	1.00	68,990
A17	Permit Technician	1.00	54,620			2.00	2.00	98,570
A16	Desktop Publishing Specialist	2.00	96,790			2.00	2.00	103,220
A14	Staff Assistant I	11.00	498,270	A15	Permit Specialist	3.00	3.00	143,450
A12	Office Assistant	3.00	134,300			9.00	9.00	420,170
A12	Parts and Supply Clerk	2.00	89,530			2.00	2.00	91,790
DIVISION TOTAL		46.00	3,143,600			48.00	48.00	3,386,490
DEPARTMENT: PUBLIC WORKS UTILITY DIVISION: ENGINEERING								
B39	City Engineer	1.00	130,090			1.00	1.00	136,690
B36	Engineer 5	3.00	368,030			3.00	3.00	386,500
B34	Engineer 4	7.00	722,640			7.00	7.00	814,780
B31	Engineer 3	8.00	830,720			8.00	8.00	847,810
B25	Engineer 2	6.00	561,210			6.00	6.00	595,870
B23	Engineer 1	3.00	248,420			3.00	3.00	237,370
B21	Supervisor IV	1.00	87,410			1.00	1.00	91,820
B21	Program Manager II	1.00	88,700			1.00	1.00	90,880
B19	Supervisor III	1.00	79,460			1.00	1.00	82,250
B17	Management Analyst I	1.00	82,790			1.00	1.00	74,170
A24	Civil Engineer Assistant	3.00	210,720			3.00	3.00	218,740
A25	Inspector I	7.00	507,310			7.00	7.00	515,900
A22	CADD Technician	3.00	200,390			3.00	3.00	192,910
A22	Program Coordinator	2.00	131,620			2.00	2.00	124,440
A21	Engr Tech III	1.00	64,100	A22		1.00	1.00	68,470
A14	Staff Assistant I	3.00	139,750			3.00	3.00	144,920
DIVISION TOTAL		51.00	4,453,360			51.00	51.00	4,623,520

Analysis of Positions and Wages

The "Analysis of Positions and Wages" reflects full time equivalent position authority and corresponding budgeted salary and wages expense. In some cases, a position's relationship to a new classification is illustrated with a directional arrow. Other changes seen here could be the result of new positions being added or reclassification of existing positions.

Pay Grade	Job Title	FTE	Adopted FY 2019	Pay Grade Change	Job Title Change	FY 2020		
			Amount	Mgr Rec FTE		Adopted FTE	Amount	
DEPARTMENT: PUBLIC WORKS UTILITY			DIVISION: WASTEWATER TREATMENT					
B35	Manager V	1.00	120,290			1.00	1.00	126,370
B29	Manager III	1.00	100,310			1.00	1.00	104,210
B25	Supervisor V	1.00	98,510			1.00	1.00	101,960
B21	Supervisor IV	1.00	89,710			1.00	1.00	92,640
B19	Supervisor III	4.00	332,420			4.00	4.00	349,220
B19	Program Manager I	1.00	67,680			1.00	1.00	71,100
B17	Management Analyst I	1.00	67,170			1.00	1.00	70,560
A34	Dept Tech Support Analyst II	1.00	85,460			1.00	1.00	87,590
A27	Electrician 2	1.00	81,790			1.00	1.00	83,810
A26	Instrument Technician	3.00	235,840			3.00	3.00	241,730
A25	Electrician 1	2.00	151,210			2.00	2.00	155,010
A23	WTP Technician II	2.00	139,060			2.00	2.00	142,530
A23	WTP Operator 3	6.00	417,180			6.00	6.00	424,780
A22	Laboratory Technician II	3.00	200,390			3.00	3.00	205,400
A21	WTP Technician I	3.00	185,170			3.00	3.00	192,150
A21	WTP Operator 2	15.00	899,010			15.00	15.00	907,870
A19	Laboratory Technician I	4.00	226,790			4.00	4.00	227,380
A18	WTP Operator 1	2.00	113,590			2.00	2.00	116,430
A15	PW Facility Maintenance Operator	1.00	50,120			2.00	2.00	94,250
DIVISION TOTAL		53.00	3,661,700			54.00	54.00	3,794,990

Analysis of Positions and Wages

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Pay Grade	Job Title	FTE	Adopted	Pay Grade Change	Job Title Change	FY 2020		
			FY 2019 Amount			Mgr Rec FTE	Adopted FTE	Amount
DEPARTMENT: PUBLIC WORKS UTILITY			DIVISION: OPERATIONS					
B39	Assistant Director	1.00	134,620			1.00	1.00	141,430
B35	Manager V	1.00	119,870			1.00	1.00	125,930
B29	Manager III	1.00	102,040			1.00	1.00	109,180
B25	Manager I	1.00	97,610			1.00	1.00	101,960
B21	Supervisor IV	4.00	357,250			4.00	4.00	346,670
B19	Supervisor III	11.00	858,100			11.00	11.00	868,350
B17	Management Analyst I	1.00	82,230			1.00	1.00	85,500
B17	Supervisor II	1.00	82,420			1.00	1.00	85,500
B13	Outreach/Education Coordinator II	1.00	75,520			1.00	1.00	79,390
B13	Supervisor I	1.00	61,920			1.00	1.00	65,060
A34	Dept Tech Support Analyst II	2.00	154,060			3.00	3.00	234,520
A26	Instrument Technician	2.00	157,230			1.00	1.00	80,580
A25	Inspector I	2.00	146,750			2.00	2.00	144,150
				A25	Project Leader II	1.00	1.00	62,870
A24	Environmental Compliance Specialist	5.00	342,630			5.00	5.00	350,240
A24	GIS Analyst	3.00	212,350			3.00	3.00	207,210
A23	Flow Monitoring Analyst	3.00	208,590			3.00	3.00	200,740
A23	Systems Technician	4.00	278,120			4.00	4.00	285,050
A22	Administrative Analyst II	1.00	55,700	A16	Account Specialist, Senior	1.00	1.00	44,160
A22	GIS Eng Tech	2.00	116,140			2.00	2.00	120,030
A22	Natural Infrastructure Specialist	1.00	66,800			1.00	1.00	68,470
A22	Program Coordinator	2.00	124,920			2.00	2.00	132,100
A21	Engineering Technician III	1.00	62,300	A22		1.00	1.00	68,470
A21	Flow Monitoring Technician	3.00	187,880			3.00	3.00	195,050
A21	Water Treatment Operator	4.00	252,950	A22		5.00	5.00	317,370
A19	Administrative Analyst I	2.00	98,960			2.00	2.00	106,920
A19	Engineering Technician II	2.00	118,140			2.00	2.00	121,100
A19	Parks Project Coordinator	1.00	45,710			1.00	1.00	52,070
A19	Project Leader I	3.00	175,540	A20		3.00	3.00	188,610
A18	Environmental Compliance Tech	1.00	56,790			1.00	1.00	58,210
A18	Water Quality Technician	2.00	105,500			2.00	2.00	111,350

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Pay Grade	Job Title	FTE	Adopted	Pay Grade Change	Job Title Change	FY 2020		
			FY 2019 Amount			Mgr Rec FTE	Adopted FTE	Amount
PUBLIC WORKS OPERATIONS, continued								
A17	PW Crew Leader	29.00	1,548,710	A18		29.00	29.00	1,642,360
A16	Customer Service Rep 2	11.00	554,420			11.00	6.00	306,670
				A16	Accounts Specialist, Sr.	-	5.00	262,670
A16	Flow Monitoring Operator	2.00	98,700			2.00	2.00	103,110
A16	PW Maintenance Operator II	17.00	857,740			17.00	17.00	887,230
A15	PW Facility Maintenance Operator	1.00	50,400			1.00	1.00	42,600
A14	Clerk Dispatcher	6.30	297,990			6.50	6.50	303,550
A14	Customer Service Rep 1	3.00	145,700			3.00	3.00	149,330
A14	PW Maintenance Operator I	28.00	1,236,660			28.00	28.00	1,306,980
A09	Laborer	1.00	37,010			1.00	1.00	39,270
	DIVISION TOTAL	167.30	9,765,970			169.50	169.50	10,202,010
DEPARTMENT: FIRE								
DIVISION: EMERGENCY MEDICAL SERVICES								
C99	EMS Coordinator	1.00	109,040			1.00	1.00	110,140
C99	EMS Trainer	1.00	102,850			1.00	1.00	103,920
	DIVISION TOTAL	2.00	211,890			2.00	2.00	214,060
DEPARTMENT: POLICE								
DIVISION: COMMUNICATIONS & INFORMATION (9-1-1)								
V06	Director, Public Safety Comm	1.00	138,370			1.00	1.00	147,520
V03	Manager, Comm Center Operations	1.00	117,050			1.00	1.00	121,190
V02	Manager, WVCC Project	1.00	102,630	B33	Manager IV	1.00	1.00	107,180
V01	Manager, Comm Center Support Svc	1.00	97,860			1.00	1.00	103,730
U01	Supvsr, Communications Shift	7.00	624,300			7.00	7.00	655,630
Q04	9-1-1 Call Taker	9.00	435,060			9.00	9.00	448,490
Q03	Communications Specialist III	4.00	276,800			4.00	4.00	315,430
Q02	Communications Specialist II	41.00	2,787,290			41.00	41.00	2,708,000
Q01	Communications Specialist I	5.00	233,140			5.00	5.00	248,700
				A34	Dept Tech Support Analyst II	1.00	1.00	71,260
A25	Dept Tech Support Analyst I	1.00	75,610			1.00	1.00	77,510
A22	Administrative Analyst II	1.00	55,700			-	-	-
A19	Administrative Analyst I	1.00	59,070			1.00	1.00	60,550
	DIVISION TOTAL	73.00	5,002,880			73.00	73.00	5,065,190

Analysis of Positions and Wages

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Pay Grade	Job Title	FTE	Adopted FY 2019	Pay Grade Change	Job Title Change	FY 2020		
			Amount	Mgr Rec FTE		Adopted FTE	Amount	
DEPARTMENT: HUMAN RESOURCES			DIVISION: FLEET SERVICES					
B29	Manager III	1.00	83,070	B19	Program Manager I	1.00	1.00	85,420
B17	Supervisor II	1.00	82,610			1.00	1.00	73,080
A22	Administrative Analyst II	1.00	66,800			1.00	1.00	68,470
A21	Fleet Services Lead Technician	2.00	128,200			2.00	2.00	119,500
A20	Fleet Services Technician	7.00	421,190			8.00	8.00	462,620
A14	Staff Assistant I	1.00	40,840			1.00	1.00	43,380
A13	Automotive Service Worker	1.00	46,670			-	-	-
A12	Parts & Supply Clerk	2.00	82,820			2.00	2.00	85,860
DIVISION TOTAL		16.00	952,200			16.00	16.00	938,330
DEPARTMENT: POLICE			DIVISION: RADIO COMMUNICATIONS					
A24	Communications Analyst	2.00	145,070			2.00	2.00	148,670
A21	Communication Technician II	1.00	64,100			1.00	1.00	65,710
A17	Communications Technician I	1.00	45,710			1.00	1.00	45,890
DIVISION TOTAL		4.00	254,880			4.00	4.00	260,270
DEPARTMENT: INFORMATION TECHNOLOGY			DIVISION: PRINTING & REPROGRAPHICS					
B13	Supervisor I	1.00	62,340			1.00	1.00	61,740
A16	Reprographics Specialist	2.00	104,940			2.00	2.00	107,570
A08	Clerk Messenger	3.00	116,520			3.00	3.00	119,890
DIVISION TOTAL		6.00	283,800			6.00	6.00	289,200

Analysis of Positions and Wages

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Pay Grade	Job Title	FTE	Adopted FY 2019	Pay Grade Change	Job Title Change	FY 2020		
			Amount	Mgr Rec FTE		Adopted FTE	Amount	
DEPARTMENT: HUMAN RESOURCES			DIVISION: SELF INSURANCE - BENEFITS					
B29	Manager III	1.00	90,770			1.00	1.00	95,340
B17	Management Analyst I	1.00	63,300	B19	Program Manager I	1.00	1.00	66,040
B08	Human Resources Specialist	1.00	69,860			1.00	1.00	63,310
B02	Human Resources Assistant	1.00	58,600			1.00	1.00	60,300
DIVISION TOTAL		4.00	282,530			4.00	4.00	284,990
DEPARTMENT: HUMAN RESOURCES			DIVISION: SELF INSURANCE - RISK MANAGEMENT					
B29	Manager III	1.00	95,860			1.00	1.00	103,730
B17	Management Analyst I	1.00	69,580			1.00	1.00	73,090
B19	Program Manager I	2.00	153,150			2.00	2.00	153,100
B02	Human Resources Assistant	1.00	55,860	B08	Human Resources Specialist	1.00	1.00	61,110
DIVISION TOTAL		5.00	374,450			5.00	5.00	391,030



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

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 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, to discuss the budget for the fiscal year July 1, 2019 to June 30, 2020 will be held at the Civic Center, City Council Chambers, Room 240, 555 Liberty Street SE, Salem, Oregon. The first meeting will take place on April 24, 2019 at 6:00 p.m. 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 May 1, 2019. A copy of this public notice can also be found on the City of Salem's website at <http://www.cityofsalem.net/budget>. A copy of the complete budget document may be viewed or obtained on and after April 25, 2019 at the Salem Civic Center, Room 230, on normal working days, between the hours of 8:00 a.m. and 5:00 p.m. The budget will also be available on the City's website on and after April 19, 2019 at: <http://www.cityofsalem.net/Pages/view-the-city-budget.aspx>.

Listed below are the dates of additional Budget Committee meetings, where the public may comment, and deliberation of the Budget Committee will take place. Any person may appear at any of these meetings and provide comment on the proposed programs to the Budget Committee. The following Budget Committee meetings will begin at 6:00 p.m. at the Civic Center, City Council Chambers, Room 240, 555 Liberty St. SE, Salem, Oregon.

May 1, 2019
May 8, 2019
May 15, 2019 (alternate date)

For additional information, contact Kelley Jacobs at (503)588-6049 or kjacobs@cityofsalem.net. Americans with Disabilities Act accommodations shall be provided upon request with 24 hours advance notice.

Statesman Journal
4/15/2019 3496429

A meeting of the Salem City Council will be held on June 10, 2019 at 8:00 p.m. at the City Council Chambers, 555 Liberty St., SE, Room 240, Salem, Oregon. This is a public meeting where deliberation of the budget for the fiscal year beginning July 1, 2019 as approved by the City of Salem Budget Committee will take place. Any person may appear at this meeting and discuss the Budget Committee approved budget. A summary of the budget is presented below. A copy of the complete budget may be viewed between 8:00 a.m. and 5:00 p.m. on normal working days at Room 230 in the Civic Center. The budget is also available on the Internet at <http://www.cityofsalem.net/budget>. This budget was prepared on a basis of accounting that is consistent with the basis of accounting used during the preceding year, budget changes, if any, and other changes that are necessary to meet the needs of the City. The budget is subject to change through the passage of resolutions or ordinances. All accommodations for the June 10, 2019 meeting shall be provided upon request with 24 hours advance notice.

Contact: Kelley Jacobs Telephone: 503-586-6049 Email: kljacobs@cityofsalem.net

FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual Amount This Year 2019	Adopted Budget This Year 2019	Approved Budget Next Year 2020
Beginning Fund Balance / Not Working Capital	161,246,225	277,631,410	264,591,200
Fees, Licenses, Permits, Fines, Assessments and Other Service Charges	153,669,192	150,080,690	155,480,490
Federal, State and All Other Grants, Gifts, Allocations and Donations	31,728,641	63,421,460	67,333,280
Revenue from Bonds and Other Debt	168,198,161	0	12,870,000
Interfund Transfers / Internal Service Reimbursements	95,628,317	100,408,330	93,483,140
All Other Resources Except Current Year Property Taxes	12,864,657	8,359,960	12,033,110
Current Year Property Taxes (Estimated to be Received, FY 2018-19 and FY 2019-20)	78,317,699	82,798,350	84,534,610
Total Resources	721,652,902	683,000,380	686,331,810

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION				
PERSONNEL SERVICES	146,410,982	162,842,350	172,303,700	
MATERIALS AND SERVICES	131,591,129	335,393,060	352,598,690	
CAPITAL OUTLAY	16,415,281	24,914,350	22,455,210	
DEBT SERVICE	119,285,323	40,041,800	42,822,900	
INTERFUND TRANSFERS	23,468,188	28,826,530	20,954,740	
CONTINGENCIES	0	5,552,510	9,048,860	
SPECIAL PAYMENTS	6,157,537	9,446,690	7,270,470	
UNAPPORTIONED ENDING BALANCE AND RESERVED FOR FUTURE EXPENDITURE	278,320,482	75,983,090	68,897,340	
Total Requirements	721,652,902	683,000,380	686,331,810	

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			
Budget, Finance, Purchasing	3,638,312	3,822,710	4,145,220	
FTE	32.00	32.00	32.00	
City Manager's Office	1,338,256	1,566,860	1,315,580	
FTE	7.00	8.00	7.00	
Community Development	8,277,414	11,708,630	12,443,520	
FTE	56.20	59.20	58.20	
Fire	31,124,711	35,435,290	37,382,130	
FTE	167.00	179.00	179.00	
Human Resources	41,500,506	63,363,470	76,449,570	
FTE	60.00	61.00	61.00	
Information Technology	10,767,072	10,524,770	10,354,970	
FTE	53.00	58.00	54.00	
Legal	2,179,484	2,337,860	2,447,240	
FTE	15.00	15.00	14.00	
Library	5,803,848	26,622,570	26,269,300	
FTE	43.70	42.60	41.35	
Mayor & Council	183,985	237,870	212,380	
FTE	0.00	0.00	0.00	
Municipal Court	1,814,798	2,048,930	2,391,100	
FTE	14.00	14.00	15.00	
Non-Departmental	28,450,195	35,638,760	36,543,360	
FTE	0.00	0.00	0.00	
Police	67,340,135	129,117,990	118,239,980	
FTE	310.00	311.00	310.00	
Public Works	231,434,229	257,758,820	271,703,280	
FTE	415.50	423.00	429.20	
Urban Development	9,479,495	26,832,760	27,536,840	
FTE	36.50	35.50	35.00	
Total Requirements	443,332,420	607,017,290	627,434,470	
Total FTE	1,209.30	1,236.30	1,235.75	

STATEMENT OF CHANGES IN ACTIVITIES AND SOURCES OF FINANCING

CHANGES IN ACTIVITY
Net citywide full-time equivalent position reduction of 0.55 FTE. Where no year-to-year changes in activity are noted, net position change is based on the 2018-19 position. The budget reflects the following changes in activities:
Budget, Finance, and Purchasing -- Projects from re-related sections, previously incorporated in the City Manager's Office, segregated as a new department with a chief financial officer and elimination of the budget officer position in the General Fund.
City Manager's Office -- The budget reflects a decrease of 1.0 FTE within the City Manager's Office resulting from the re-purposing of the deputy city manager position to a chief financial officer as part of the Budget, Finance, and Purchasing Department.
Community Development -- Net position decrease of 1.0 FTE represents elimination of 2.0 FTE positions and transfer of a third in the General Fund and addition of 2.0 FTE positions in the Building and Safety Fund. Department budget also reflects increased reserve for permitting system future upgrade or replacement.
Fire -- Increased costs due to general operations.
Human Resources -- Net position increase of 1.0 FTE reflects increased appropriated reserves in the two self-insurance funds.
Information Technology -- The budget reflects the reduction of 2.0 FTE positions in the General Fund.
Legal -- Department position authority is reduced by 1.0 FTE in the General Fund; increase reflects general operations.
Library -- Year-over-year decreased appropriation is due to Library seismic upgrades project. Budget also reflects reduction of 1.25 FTE positions in the General Fund.
Municipal Court -- 1.0 FTE position addition to address anticipated increased demand through the transfer of position authority from the Community Development Department.
Police -- Progress on the project to construct a new police station is reflected in the year-over-year decrease. In addition, the budget reflects reduction of 1.0 FTE position in the General Fund.
Public Works -- Net position increase of 0.75 FTE reflects increased appropriated reserves in the two self-insurance funds.
Urban Development -- Net position increase of 0.50 FTE reflects increased appropriated reserves in the two self-insurance funds.
General Fund -- The budget reflects the reduction of 2.0 FTE positions in the General Fund; increase reflects general operations, maintenance at the water pollution control facility, customer service, and pavement maintenance and emergency response.

SOURCES OF FINANCING

Licenses, Permits, Fines, Assessments, Other Charges -- Increases to most revenue types in this category with most significant gains in utility sales and rate revenues, system development charges, and various building-related and use permits.
Federal and State Grants, All Other Gifts / Donations / Allocations -- Increased revenues partially due to anticipated grants for social development projects, Federal Aviation Administration / Airport and Federal Highway Administration and Oregon Department of Transportation / Transportation. Also increased shared revenues from the State of Oregon, Revenue from Bonds and Other Debt -- Proceeds from utility revenue bonds for the purpose of designing and constructing an ozone water treatment facility.
Interfund Transfers / Internal Service Reimbursements -- Decreased transfers for capital improvement projects are somewhat offset by increased internal usage revenues, insurance premiums, and other transfers.
Current Year Property Tax -- Statutory-limited increase to assessed valuation and anticipation of some new growth as well as levy supporting debt service on general obligation bonds for new police station and library seismic improvement construction.

PROPERTY TAX LEVIES

	Rate or Amount Imposed 2017-18	Rate or Amount Approved 2018-19	Rate or Amount Approved 2019-20
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	\$14,126,390	\$16,264,030	\$15,522,440

STATEMENT OF INDEBTEDNESS

LONG-TERM DEBT	Estimated Debt Outstanding on July 1	Estimated Debt Authorized, But Not Incurred on July 1
General Obligation Bonds	\$128,934,210	\$0
Other Borrowings	\$123,822,000	\$50,000,000
	\$3,554,975	\$0
Total	\$256,111,185	\$50,000,000

RESOLUTION NO. 2019-24

A RESOLUTION ADOPTING THE BUDGET OF THE CITY OF SALEM, OREGON, FOR FISCAL YEAR 2019-2020, 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, 2019, and ending June 30, 2020, in the sum of \$632,319,530, plus an unappropriated ending fund balance of \$68,002,700, for a total of \$700,322,230.

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 \$.8315 per \$1,000 of assessed value.

Exempt Bonded Indebtedness

In the amount of \$15,522,440 (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)

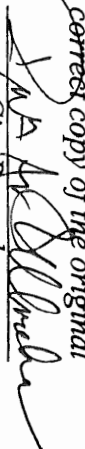
Amount to collect from division of taxes: 100%

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, 2019.

*Certified to be a true and
correct copy of the original*

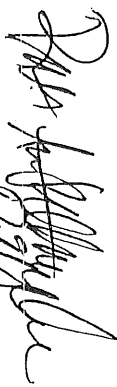

J. A. McAllister
City Recorder
City of Salem, Oregon

Section 4. This resolution is effective upon adoption.

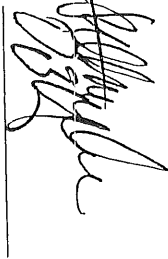
ADOPTED by the City Council this 24th day of June, 2019.

ATTEST:

City Recorder



Approved by City Attorney:



Checked by: K. Jacobs

City of Salem
FY 2020

Final Budget Expenditure Appropriations

Fund / Department	Operating Budget			Non-Operating Budget			Total
	Personal Services	Materials & Services	Capital Outlay	Debt Service	Interfund Transfers	Contingency	
GENERAL FUND (By Department):							
Budget, Finance and Purchasing							\$ 4,149,740
City Manager's Office							1,295,970
Community Development Department					5,000		4,789,150
Fire Department							36,044,050
Human Resources Department							
Facilities Services							1,580,220
Information Technology Department					110,860		4,297,960
Legal Department							8,885,180
Library							2,447,240
Mayor and Council							5,063,480
Municipal Court							211,810
Police Department							2,155,500
Parks and Recreation Services							46,944,140
Urban Development Department					82,500		9,453,170
Non-Departmental ¹					139,250		5,317,740
TOTAL GENERAL FUND	100,000	3,287,500	-	285,450	493,650	3,000,000	7,166,600
OTHER FUNDS (By Fund Number):							
TRANSPORTATION SERVICES							
STREETLIGHT							\$ 15,312,420
AIRPORT							1,392,870
COMMUNITY RENEWAL				240,400	700,000	200,000	2,533,270
DOWNTOWN PARKING				45,400	-	738,210	2,201,200
CULTURAL AND TOURISM							5,169,390
PUBLIC ART FUND							1,177,580
LEASEHOLD					1,509,080	120,000	4,146,060
BUILDING AND SAFETY							58,210
TRAFFIC SAFETY					400,000	211,200	1,111,520
DEBT SERVICE					500,000	300,000	6,019,210
CAPITAL IMPROVEMENTS					812,360	200,000	1,907,960
SYSTEM DEVELOPMENT CHARGE ²				21,062,080	-	-	21,062,080
DEVELOPMENT DISTRICT							176,609,200
UTILITY					75,000		35,776,940
EMERGENCY SERVICES							4,697,890
COMMUNICATIONS CENTER							77,576,030
POLICE REGIONAL RECORDS					14,650,000	3,000,000	116,415,500
CITY SERVICES ³					75,000	60,000	1,147,800
Document Services							11,382,480
Fleet Services							11,442,030
IT Interconnect / Telecommunications							1,118,550
Radio Communications					453,000		6,387,790
Shops Facilities Maintenance							373,490
Warehouse Services							1,499,300
SELF INSURANCE BENEFITS					50,000		127,000
EQUIPMENT REPLACEMENT RESERVE							1,872,630
TRUST ⁴							39,086,140
TOTAL ALL FUNDS	100,000	5,978,150	918,500	551,936,480	42,822,800	21,514,740	9,048,860
							632,319,530

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

To assessor of Marion / Polk County

FORM LB-50
2019-2020

• 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.

555 Liberty St. SE Salem OR 97301 7/1/2019
Mailing Address of District City State ZIP code Date
Robert Barron Chief Financial Officer 503-688-6040 rbarron@cityofsalem.net
Contact Person Title Daytime Telephone 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	Excluded from Measure 5 Limits Dollar Amount of Bond Levy
4. City of Portland Levy for pension and disability obligations	4	
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.	15,522,440
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b)	5c.	15,522,440

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.

